

A G E N D A
GRANVILLE COUNTY BOARD OF COMMISSIONERS
RETREAT
February 17 & 18, 2021
Granville Expo & Convention Center
4185 Highway 15
Oxford, NC 27565

Wednesday, February 17, 2021

Register in advance for this meeting:

<https://granvillecounty.zoom.us/meeting/register/tJMlcOuspjlvHNWCziNF4NCMze4GiDXZncLY>

After registering, you will receive a confirmation email containing information about joining the meeting.

1. 5:00 p.m. - Dinner and Meeting Setup (p. 1)
2. 5:45 p.m. - Call to Order, Invocation & Pledge of Allegiance (p. 2)
3. 5:50 p.m. - Welcome and Comments from Board Members (p. 3)
 - A. Commissioner Zelodis Jay
 - B. Commissioner David T. Smith
 - C. Commissioner Tony W. Cozart
 - D. Commissioner Russ May
 - E. Commissioner Timothy Karan
 - F. Commissioner Jimmy Gooch
 - G. Chair Sue Hinman
4. 6:15 p.m. - Presentation from Granville-Vance Public Health – Lisa Harrison (p. 4)
5. 6:50 p.m. - Break (p. 5)
6. 7:00 p.m. - Open Broadband Update to the Board of Commissioners (p. 6)
7. 7:30 p.m. - Update from Municipalities (p. 7)
 - A. Mayor Casey Dover
 - B. Mayor Janet Parrott (p. 8)
 - C. Mayor Jackie Sergeant
 - D. Mayor Terry Turner
 - E. Mayor Bobby Wheeler (p. 9)
8. 8:45 p.m. - Closed Session as allowed by G.S. 143-318.11(a)(3) - Attorney-Client Matter (p. 17)
9. Recess (p. 18)

Thursday, February 18, 2021

Register in advance for this meeting:

<https://granvillecounty.zoom.us/meeting/register/tJEduCurDMqG9PQ3bgc7sBl6yk8WblhorX6>

After registering, you will receive a confirmation email containing information about joining the meeting.

1. 8:15 a.m. - Breakfast and Meeting Setup (p. 19)
2. 9:00 a.m. - Call to Order (p. 20)
3. 9:05 a.m. - Economic and Development Services (p. 21)
 - A. Economic Development (15 minutes) - Harry
 - B. Planning & Zoning (15 minutes) – Barry (p. 22)
 - C. Building Inspections (10 minutes) – Scott (p. 28)
 - D. Construction Administration (15 minutes) - Scott
4. 10:00 a.m. - Break (p. 33)
5. 10:10 a.m. - Tar River Land Conservancy - Derek Halberg, Executive Director (p. 34)
6. 10:35 a.m. - Human Resources Update (p. 35)
7. 11:00 a.m. - Cooperative Extension Services Update (p.45)
8. 11:20 a.m. - Sheriff's Update (p.61)
9. 11:45 a.m. - Review of Financial Condition & Debt (p.62)
10. 12:15 p.m. - Lunch Break (p. 70)
11. 1:00 p.m. - County Administration Update (p. 71)
 - A. Budget Calendar Review & Review of Process - Mike (p. 72)
 - B. Local Economic Trends & Conditions – Mike (p. 73)
 - C. 2021-2025 Proposed 5-Year Strategic Plan – Mike & Korena (p. 99)
 - D. Review & Discussion of Open Projects - Mike (p. 138)
 - E. Summer Civic Leadership Program – Mike
12. 2:20 p.m. - Break (p. 148)
13. 2:30 p.m. - Follow-Up Discussions from Retreat Items and Key Take Away Items (p. 149)
 - A. Commissioner Zelodis Jay
 - B. Commissioner David T. Smith
 - C. Commissioner Tony W. Cozart
 - D. Commissioner Russ May
 - E. Commissioner Timothy Karan

F. Commissioner Jimmy Gooch
G. Chair Sue Hinman

14. 3:15 p.m. - County Manager Recap (p. 150)
15. 3:30 p.m. - Adjourn (p. 151)

Wednesday, February 17, 2021
5:00 p.m.

1. Dinner and Meeting Setup

Wednesday, February 17, 2021
5:45 p.m.

2. Call to Order, Invocation, and Pledge of Allegiance

Chair Hinman will call the meeting to order, give the invocation and lead the Pledge of Allegiance.

Wednesday, February 17, 2021
5:50 p.m.

3. Welcome and Comments from Board Members

- A. Commissioner Zelodis Jay
- B. Commissioner David T. Smith
- C. Commissioner Tony W. Cozart
- D. Commissioner Russ May
- E. Commissioner Timothy Karan
- F. Commissioner Jimmy Gooch
- G. Chair Sue Hinman

Wednesday, February 17, 2021
6:15 p.m.

4. Presentation from Granville-Vance Public Health – Lisa Harrison

Lisa Harrison, Public Health Director, will update the Board on COVID-19 and other items.

Wednesday, February 17, 2021
6:50 p.m.

5. Break

Wednesday, February 17, 2021
7:00 p.m.

6. Open Broadband Update to the Board of Commissioners

Representatives from Open Broadband will update the Board on the status of their broadband services in Granville County.

Wednesday, February 17, 2021
7:30 p.m.

7. Update from Municipalities

- A.** Mayor Casey Dover - Stem
- B.** Mayor Janet Parrott - Stovall
- C.** Mayor Jackie Sergent - Oxford
- D.** Mayor Terry Turner - Butner
- E.** Mayor Bobby Wheeler - Creedmoor

Good Afternoon:

First, I want to thank Commissioner Dale Hughes for his devotion in creating this video of Stovall.

Stovall now has a website – www.stovallinc.org

As you are all aware, 2020 and 2021 so far has been an unusual year and has affected almost every area in our lives.

Stovall's main focus was to maintain our services the best we could under the circumstances. There were grave concerns if revenues would come in that were needed in order to operate.

Thankfully, Stovall came out of 2020 "okay" financially. We continue to "expect the worse and hope for the best"

Some items that may be of interest since last County retreat:

Stovall made improvements at the park to the gazebo.

Stovall is working on improvements and repair to our streets. We are spreading the improvements out as funds come in to town.

Stovall is contracting out the sewer plant operations, and it is working out great.

Stovall is beginning to see some growth in the town, as we have had several dwellings built and have recently rezoned an area for housing.

The Town has reduced water loss by 25% due to the work of our employees, commissioners and Rural Water coming together and zoning in on all possibilities.

Stovall is currently updating our zoning ordinances

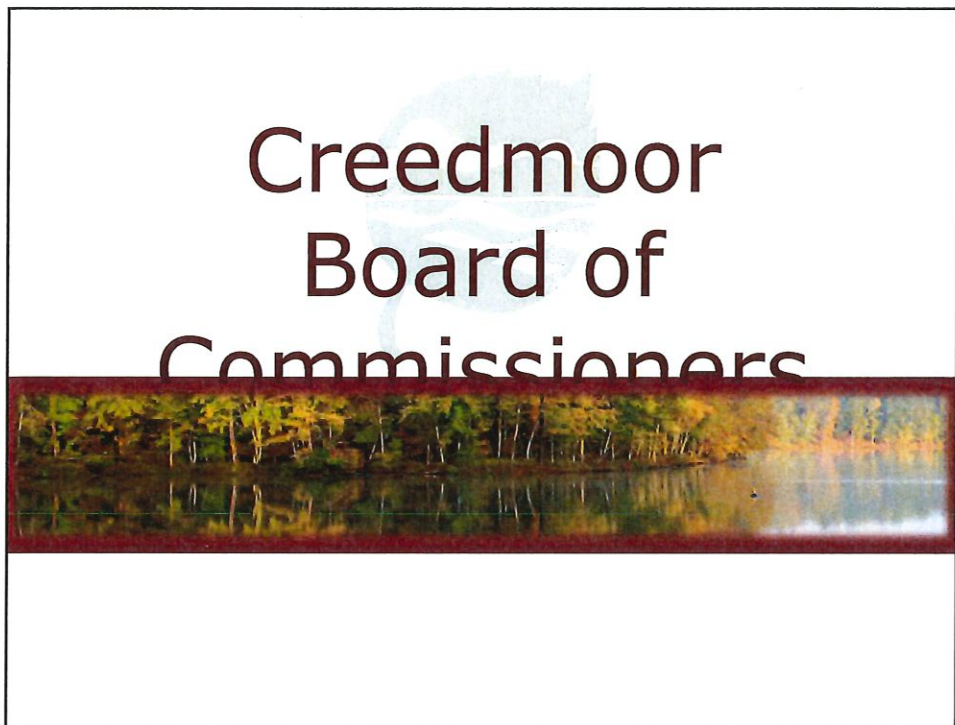
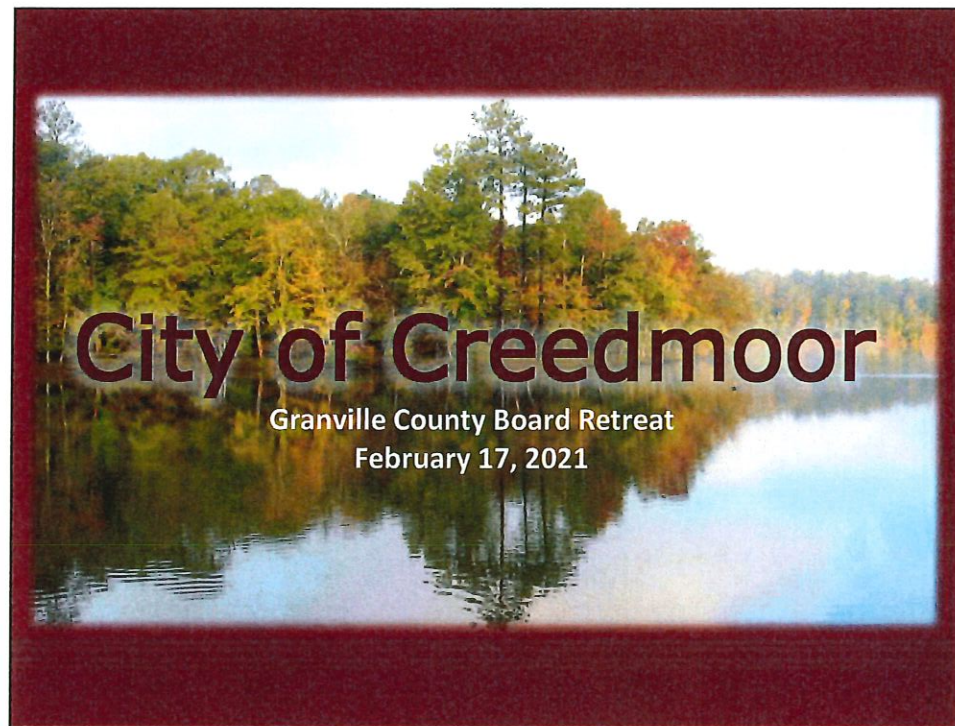
Stovall is planning a Community Day for the citizens of Stovall in the spring or early summer to show our appreciation to our citizens.

Stovall received a protection 5 fire rating from a 9S. Thanks to the County and Stovall Volunteer Fire Department and for all that made this possible.

We are very hopeful and excited about the possibility of a new Senior Center in Stovall. It will be a great asset for our seniors in Northern Granville and a much safer area.

Thank you,

Janet Parrott





L-R: Del Mims, Kechia Brustmeyer-Brown, Bobby Wheeler,
Georgana Kicinski, Ed Mims, and Neena Nowell

Growth in Southern Granville County



Current Development

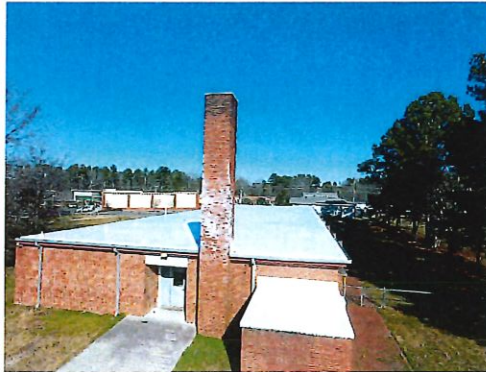
- Amberleaf construction complete and all 92 lots sold
- Brames Crossing approved by Board of Commissioners (171 lots)
- Holly Creek Apartments complete
- Yakamoz Steakhouse on Durham Ave. approved by Board of Commissioners
- Creedmoor Business Park on Douglas Dr.



Capital Projects



109 Park Ave. Opportunity Center



- City acquired property from GCPS in late 2019
- Roof replaced in fall 2020
- RFQs for design and architectural work received in early 2021
- City has allocated \$300,000 to complete design work and begin construction
- Projected Phase 1 completion December 2021

Cross-City Trail



- 3+ miles of additional greenways/sidewalks
- NC-56 now has complete sidewalk coverage from Moss Hayes Rd. to Lake Rogers
- US-15 sidewalks run from Hillsboro Rd. to Lake Rd.
- City has engaged contractors to light boardwalk/bridge segment
- City installed three pedestrian signals to improve safety at 3 major road crossings

NC 56/US-15 Alignment

- NCDOT project redesigned the intersections of Lake Rd., Durham Ave., and Wilton Ave.
- Roadwork completed summer 2020
- City will partner with DOT on landscaping improvements



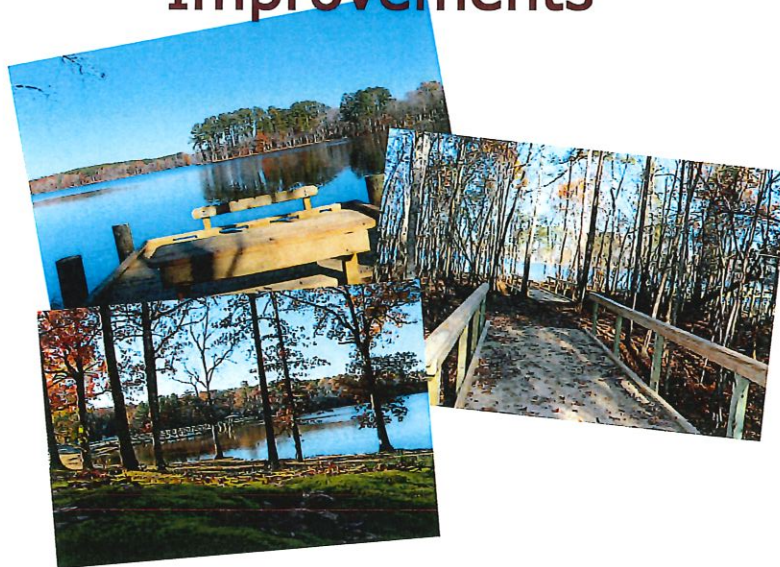
Creedmoor Community Center



Creedmoor Community Center

- Renovation of gymnasium and South Granville Senior Center
- Addition of new 15,000 sq ft gymnasium with fitness equipment and indoor elevated walking track
- Multi-purpose field
- Future phases may include outdoor sand volleyball courts, covered seating area, and/or playground equipment
- Construction complete, grand opening TBD.

Lake Rogers Park Improvements



Lake Rogers Park Improvements Phase 1



- New shelter, ADA accessible park amenities, and canoe launch.
- Phase I Completed 2019.

Lake Rogers Park Improvements Phase 2



- Construction of 360' boardwalk to access 7.5 acres on the west side of the lake with walking trails and fishing platforms.
- Completed 2019.



Thank you



Wednesday, February 17, 2021
8:45 p.m.

8. Closed Session as allowed by G.S. 143-318.11(a)(3) - Attorney-Client Matter

To consult with an attorney employed or retained by the public body in order to preserve the attorney-client privilege between the attorney and the public body, which privilege is hereby acknowledged.

Wednesday, February 17, 2021

9. Recess

Thursday, February 18, 2021
8:15 a.m.

1. Breakfast and Meeting Setup

Thursday, February 18, 2021
9:00 a.m.

2. Call to Order

Thursday, February 18, 2021
9:05 a.m.

3. Economic and Development Services

Development Services Director Scott Phillips, Planning Director Barry Baker, and Economic Development Director Harry Mills, will discuss the following topics:

- A. Economic Development**
Review of current and potential economic development projects.
- B. Planning & Zoning**
Review of current Planning activities and future Planning needs.
- C. Building Inspections**
Review statistics relating to building permits.
- D. Construction Administration**
Review of current construction projects.

GRANVILLE COUNTY
BOARD OF COMMISSIONERS RETREAT
February 17-18, 2021

DEVELOPMENT SERVICES

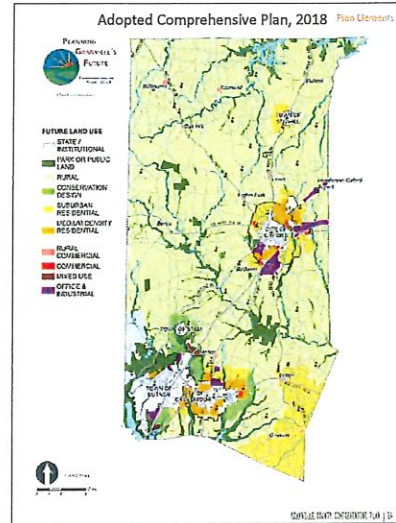
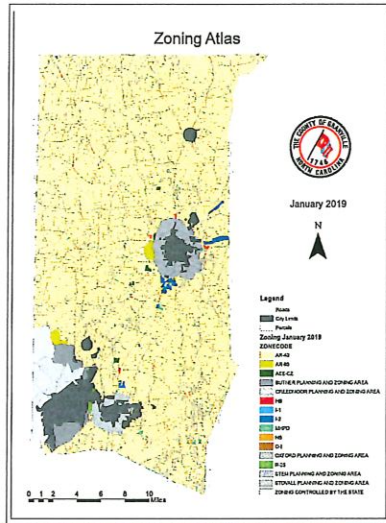
PLANNING
BUILDING INSPECTIONS
CAPITAL PROJECTS



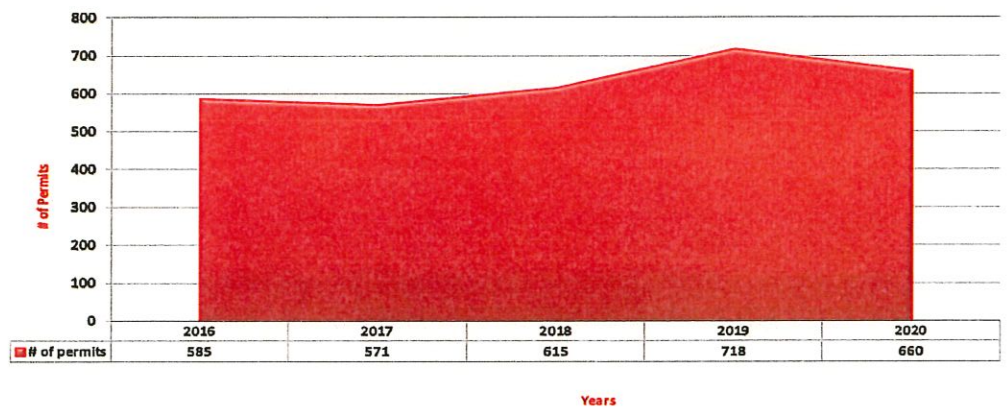
Planning & Zoning

Summary of Activities
Barry Baker; Planning Director

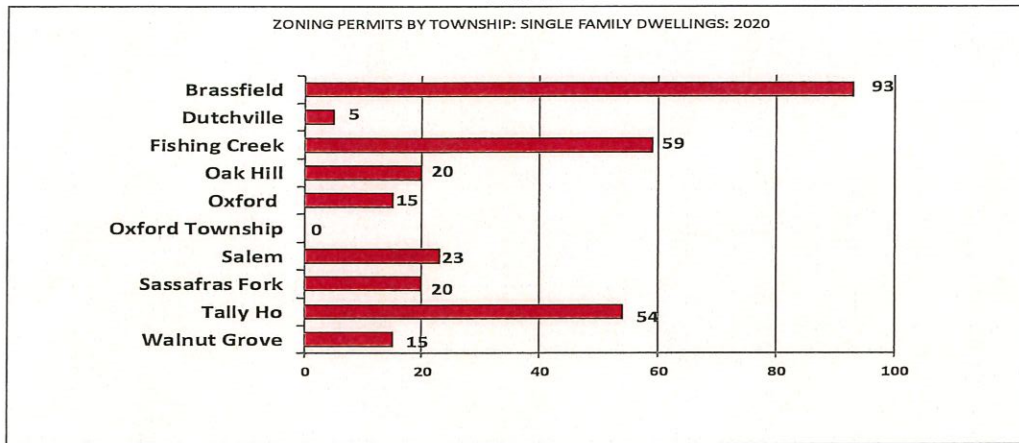
PLANNING & ZONING



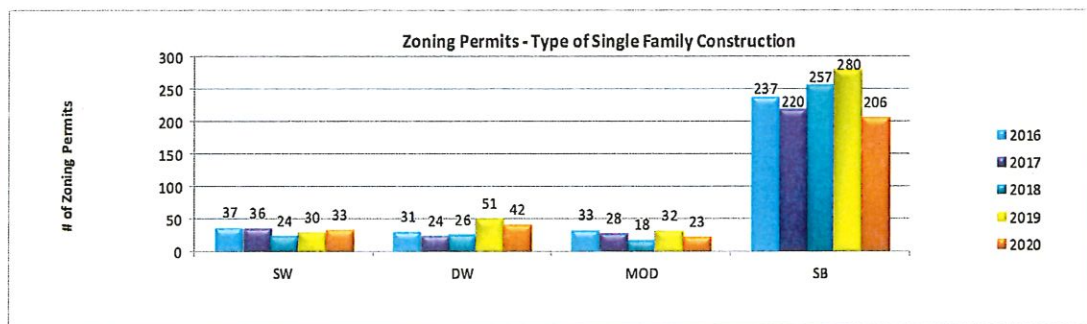
TOTAL ZONING PERMITS ISSUED: 2016 - 2020



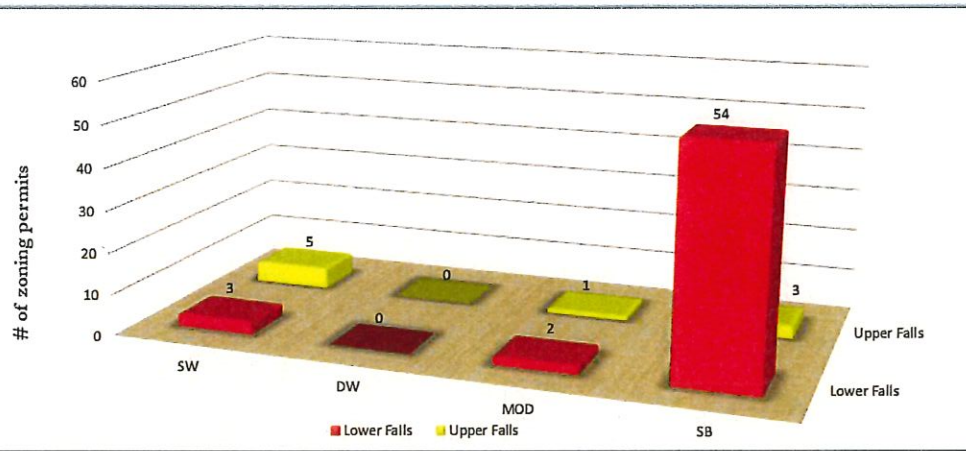
ZONING PERMITS BY TOWNSHIP: SINGLE-FAMILY DWELLINGS 2020



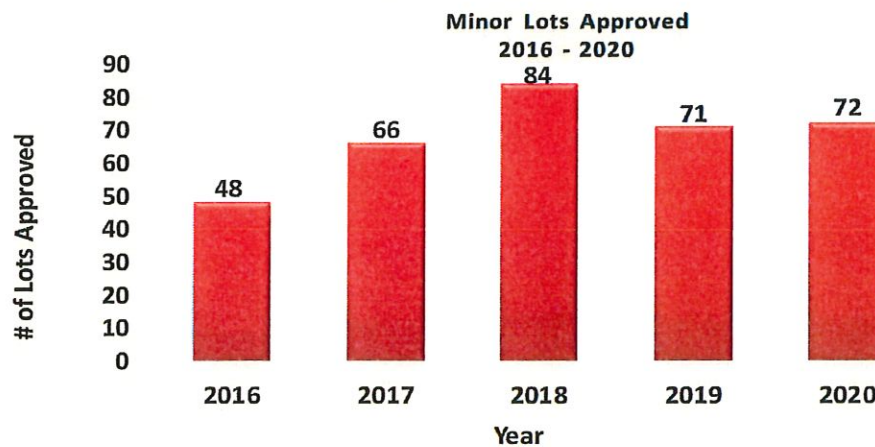
ZONING PERMITS: TYPE OF SINGLE FAMILY CONSTRUCTION 2016-2020

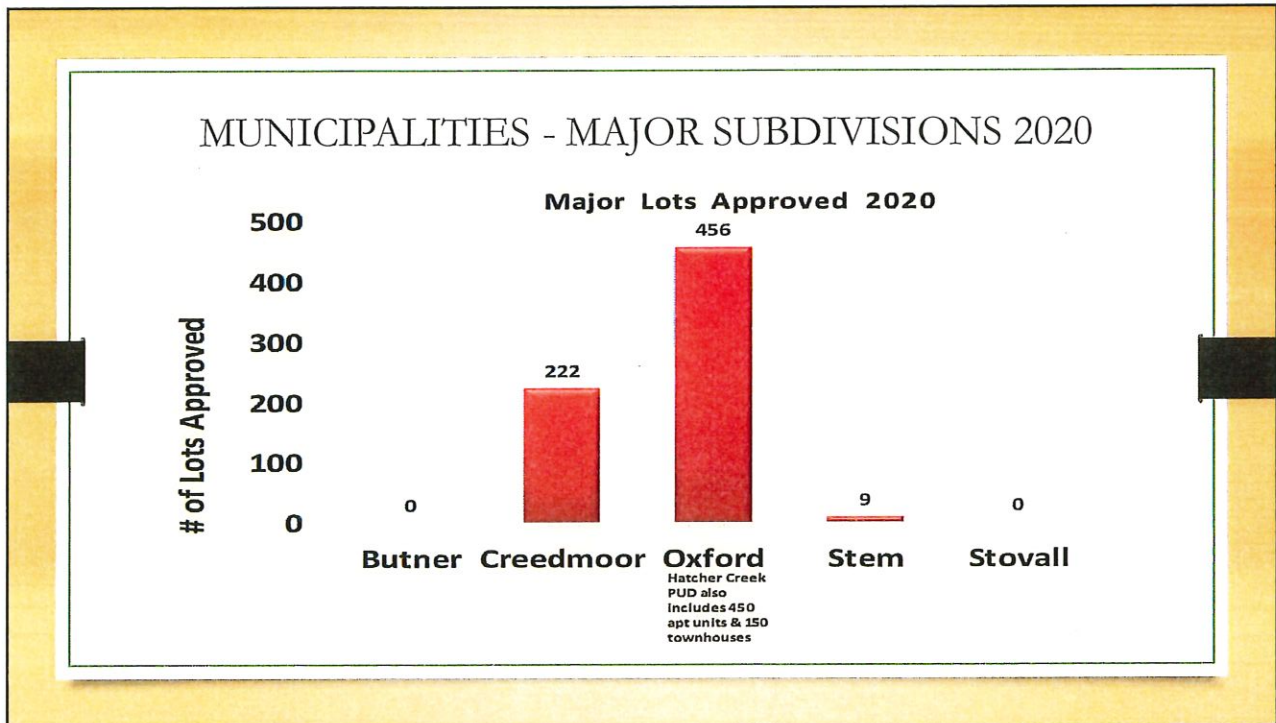
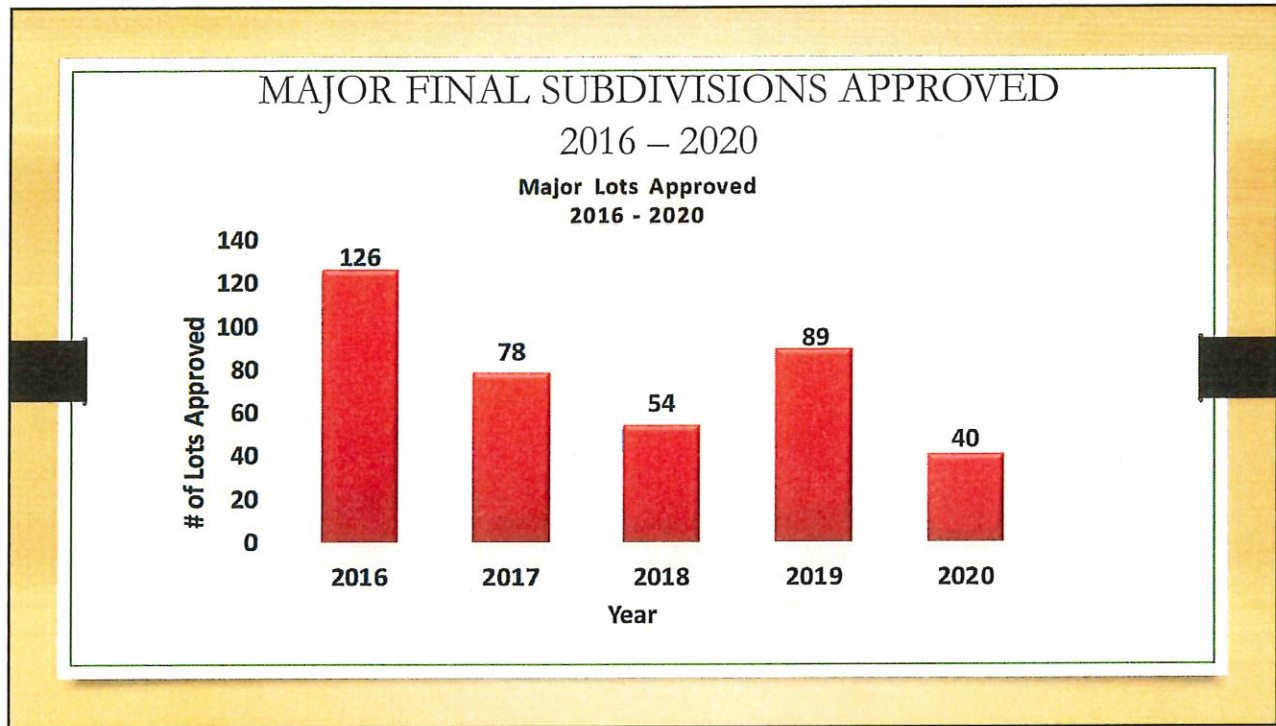


SINGLE-FAMILY PERMITS: FALLS WATERSHED 2020



MINOR FINAL SUBDIVISIONS APPROVED 2016 – 2020





PLANNING ITEMS

- Land Development ordinances must be updated to comply with new State law (G.S. Chapter 160D). Amendments must be done by July 1, 2021.
- Falls Watershed Existing Development Program to begin implementation on July 1, 2021. Existing Development Interim Alternative Approach (IAIA) is the finance-based approach to implementation.

TRANSPORTATION ITEMS

- East End Connector project nearing completion in Durham (I-885)
- NC 56 Corridor Projects
 - R-5707: US15/NC56/NC50 intersection realignment in Creedmoor (Completed)
 - U-6020: NC56/West Lyon Station Road realignment in Butner (Construction FY 2025)
- NC 50 Corridor Projects
 - U-5891: Widening from I-540 to NC 98 (ROW 2029 and Construction Beyond FY2030)

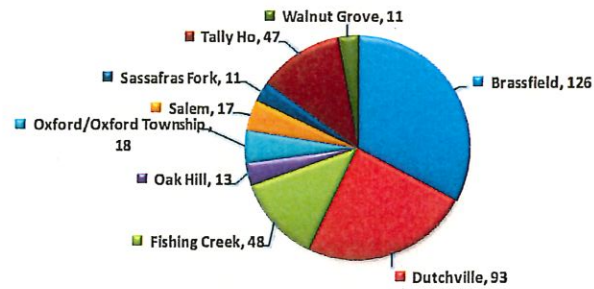
PARKS AND GREENWAY ITEMS

- Goals:
 - Long term planning and growth
 - Small community parks in underserved areas
 - Regional park in southeastern portion of the county
 - Mountain Bike Trail
 - Tar River Land Conservancy Nature Trails
 - East Coast Greenway Feasibility Study
 - Opening of GAP Phase III
 - Continued support for municipal sidewalk and greenway projects

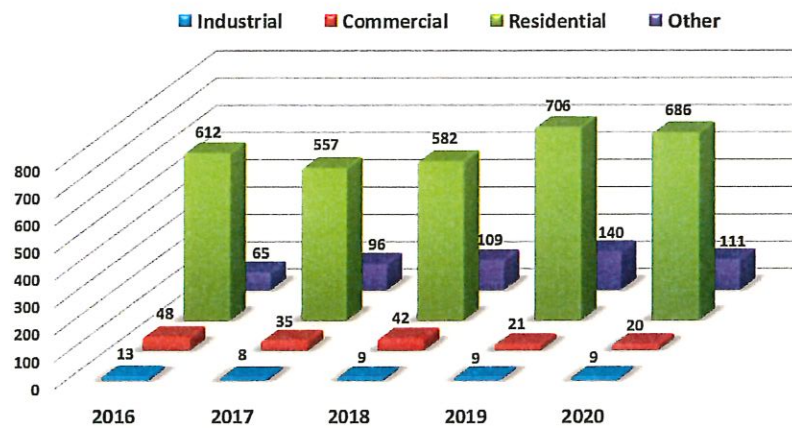
Inspections

Summary of Activities
Scott Phillips; Development Services Director

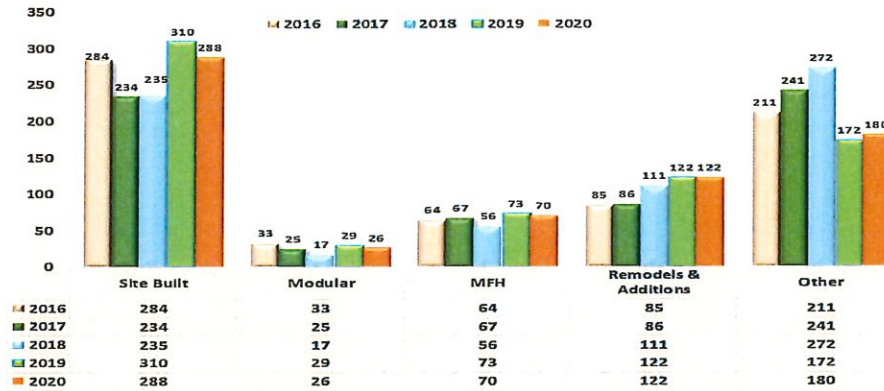
BUILDING PERMITS BY TOWNSHIP: SINGLE FAMILY DWELLINGS 2020



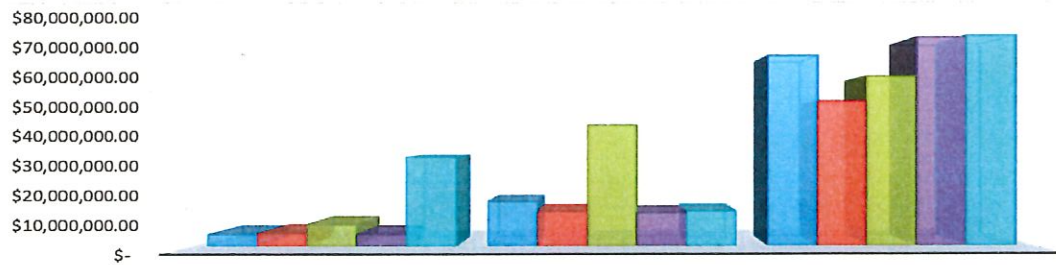
BUILDING PERMIT – ISSUED BY GROUP 2016 - 2020



RESIDENTIAL PERMITS – ISSUED BY TYPE 2016 - 2020

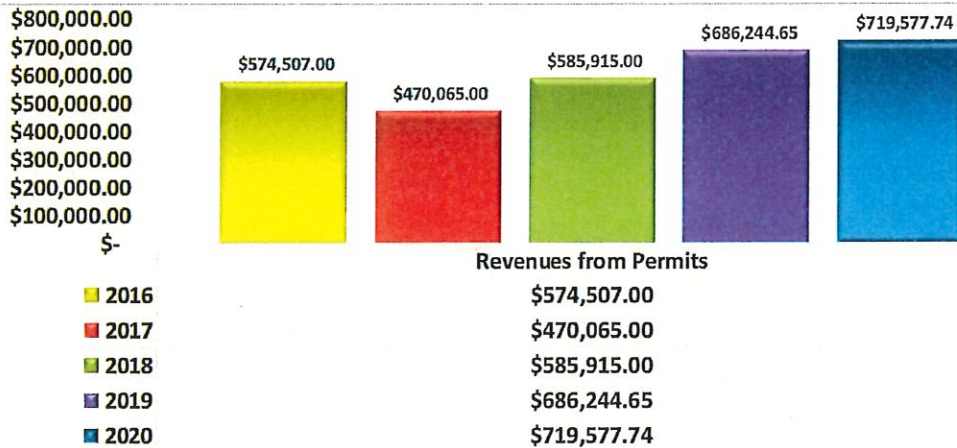


BUILDING PERMITS – CONSTRUCTION VALUES 2016 - 2020

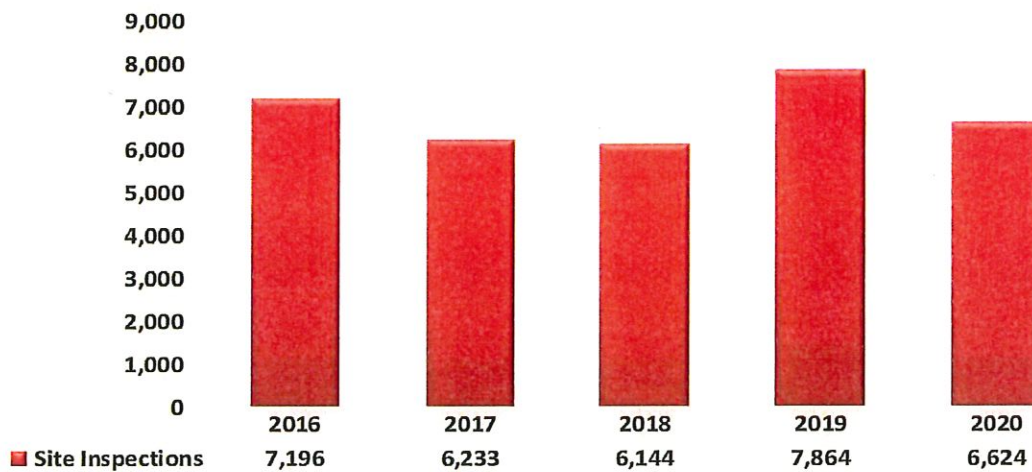


	Industrial	Commercial	Residential
2016	\$4,213,805.00	\$16,052,559.00	\$68,602,772.00
2017	\$4,506,467.00	\$12,320,969.00	\$52,109,612.00
2018	\$7,724,900.00	\$43,539,089.00	\$61,047,378.00
2019	\$4,112,015.00	\$11,889,661.00	\$75,160,344.00
2020	\$32,045,370.00	\$12,505,727.00	\$75,695,400.00

BUILDING PERMITS – REVENUES FROM PERMITS 2016-2020



BUILDING PERMITS – WORK LOAD 2016 - 2020



- The Inspections Division currently has the following staff;
 - Dale Evans, Chief Inspector
 - Stacey Carey, Building Inspector III
 - Gilbert Wilson, Building Inspector II
 - Paul Averette, Building Inspector II
 - Ryan Turner, Building Inspector I
 - Joe Seagroves, Fire Inspector II / Building Inspector I
 - Tracy Brown, Administrative Support Specialist

Thursday, February 18, 2021
10:00 a.m.

4. Break

Thursday, February 18, 2021
10:10 a.m.

5. Tar River Land Conservancy – Derek Halberg, Executive Director

Derek Halberg, Executive Director, will make a presentation.

Thursday, February 18, 2021
10:35 a.m.

6. Human Resources Update

Angela Miles, Human Resources Director, and Korena Weichel, Assistant County Manager, will make a presentation.

Granville County

Human Resource Department



Angela Miles, Human Resource Director

Human Resource Department



The mission of the Human Resources Department is to recruit qualified employees, develop talents, and retain excellent employees to effectively deliver services to the citizens of Granville County. The Human Resources Department is responsible for ensuring the County is compliant with all applicable Federal and State labor laws, administering all County-sponsored benefits, wellness and compensation programs, centralizing the hiring process to ensure consistency and fairness, and administering and interpreting the County's Personnel Policy.

- ➔ Recruitment/Retention
- ➔ Compensation
- ➔ Benefits
- ➔ Performance
- ➔ Law Compliance



2020-2021 Highlights



- 1 Adoption of the Granville County Personnel Policy
- 2 Implementation of the new Pay and Classification Plan
- 3 2019-2020 Turnover Report
2020-2021 Current Vacancy Report
- 4 Employee Demographics
- 5 Recruitment and Retention Efforts

Personnel Policy

Prior to January 16, 2021 - Granville County Personnel Ordinance
Adopted was October 21, 1996
Last amended July 1, 2018

New County of Granville Personnel Policy

- Adopted by Board on January 4, 2021
- Effective as of January 16, 2021
- Each employee was sent an electronic version of the policy and was required to sign an acknowledgement form
- Virtual sessions held with department heads to address key changes to policy and procedures
- Summary of key changes sent to all employees



COUNTY OF GRANVILLE PERSONNEL POLICY

Effective January 16, 2021

Pay & Classification Plan Implementation



Implemented January 16, 2021

- Approximately 65% of employees received an increase
- Affected employees will see increase in their February paycheck
- Approximately 50% of employees received a title change
- 100% of employees pay grades changed
- All employees were given a copy of their current or revised job descriptions



Pay & Classification Plan Implementation



Employee Feedback to Implementation:

- Majority were satisfied with implementation
- Salaries are now competitive with surrounding counties
- Expressed interest in how salaries were determined



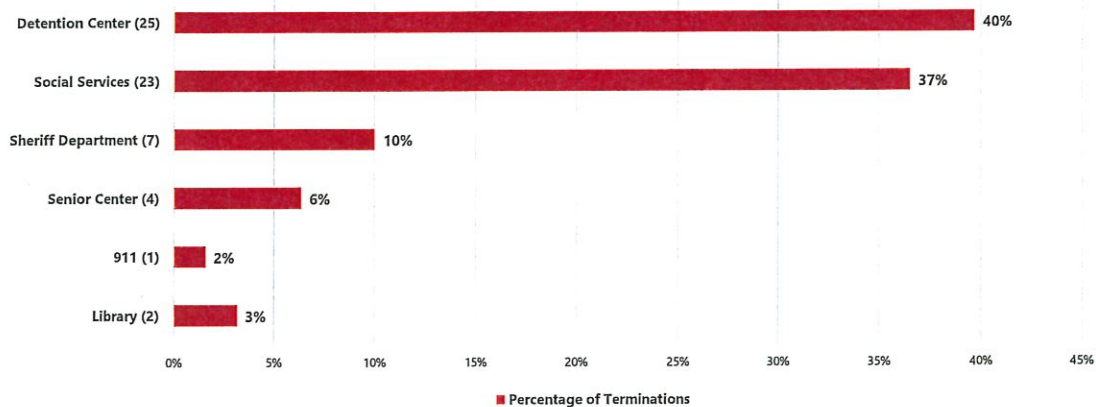
- Some felt they should have received an increase but didn't
- Dissatisfaction with title changes
- Job descriptions were not completely descriptive of all job duties



2019-2020
20% Countywide Turnover Rate
(63 out of 319 employees)



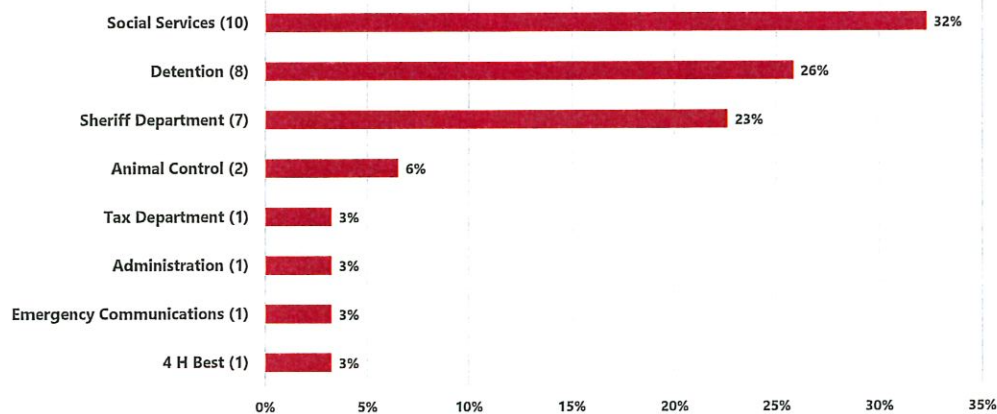
07/01/2020 – 06/30/2019
(not including retirements)



2020-2021
10% Countywide Turnover Rate
(31 out of 320 employees)



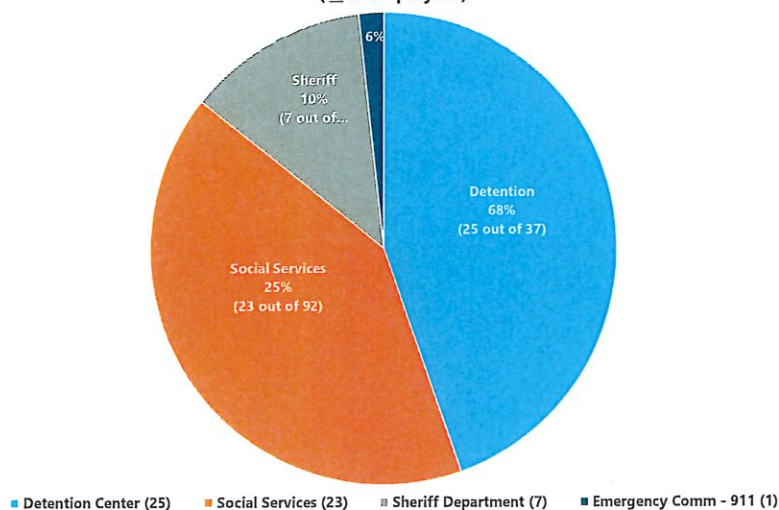
07/01/2020 - 02/15/2021
(not including retirements)



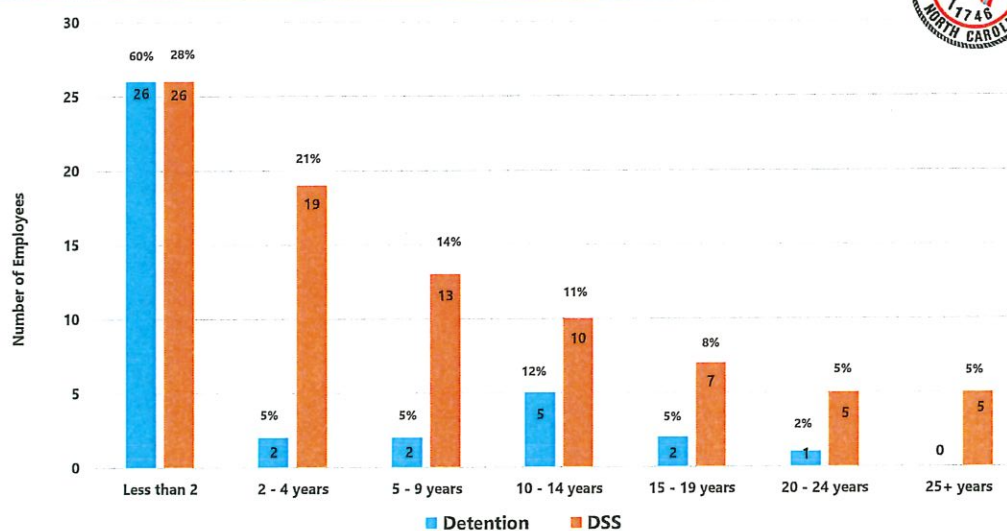
2019-2020 Turnover Rate by Department



% Turnover by Departments
(≥ 15 employees)



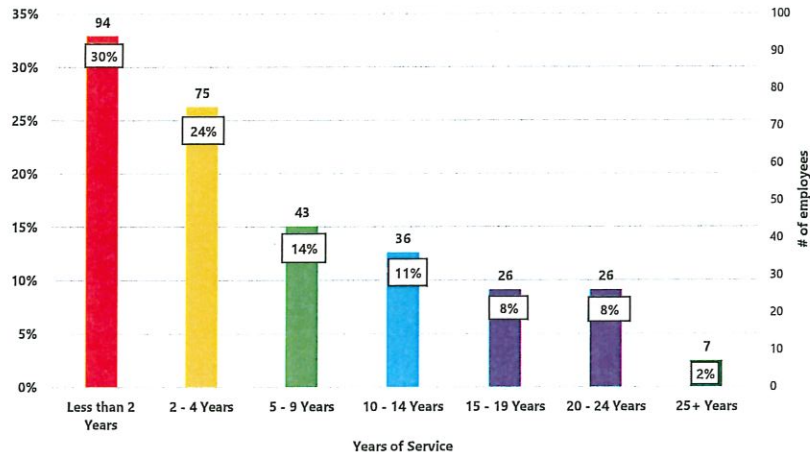
Detention Center & Social Services Longevity Report



County Employee Demographics



Employees by Years of Service



Vacancy Report (full-time as of 2/15/2021)



Cooperative Extension (1)

Detention (2)

Social Services (9)

Sheriff's Office (2)

Tax Department (1)

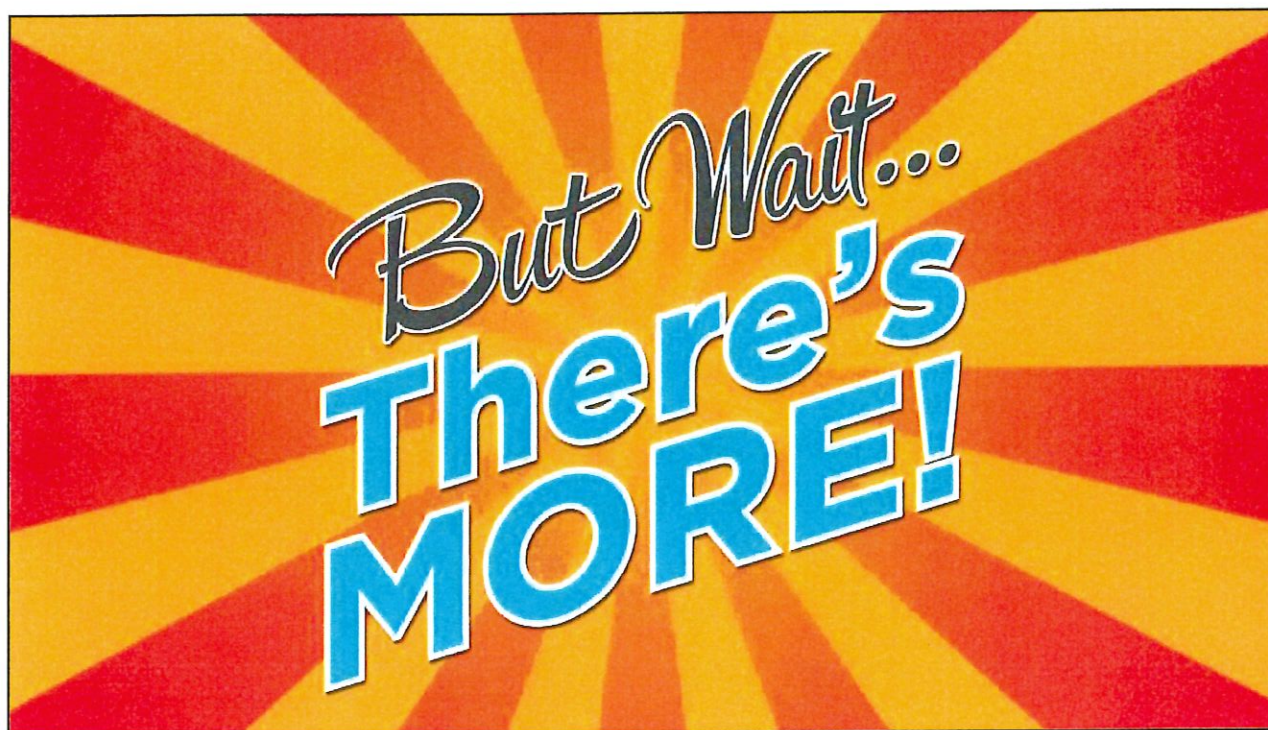
15 Total Vacancies

Recruitment and Retention Efforts



- **Competitive Compensation** ✓
- **Increased Advertising Market** ✓
 - LinkedIn
 - Facebook
 - Governmentjobs.org
- **New Employee Orientation/Onboarding** ✓
- **Comparable Benefits** ✓
- **Host Countywide Career Fair**
- **Ongoing Training and Supervision**
- **Positive Reinforcement – Employee Recognition**





DIGITAL TRANSFORMATION

Automated Performance Management,
Compensation Management and Personnel Action Forms

- Employee access to performance reviews and feedback with Paycom app or desktop computer.
- Supervisor access to management dashboards and reports.
- Automatic alerts for upcoming or past due reviews.
- Automatic routing for department director, human resources, and county manager approvals.
- Seamless integration with current payroll module.
- Digital tracking of compensation &/or status changes.
- Saves manual tracking time and reduces errors.



PROPOSED FEES FOR NEW PAYROLL MODULES

	Quoted Annual Cost	County Proposed Discount	County Proposed Annual Cost	Approved Discount	Final Negotiated Annual Cost* Before 3/1/21	Final Negotiated Annual Cost* After 3/1/21 (4% Increase)	
ONGOING FEES							
Personnel Action Forms	\$3,705		\$1,853		\$3,473	\$3,612	
Performance & Comp	<u>\$9,814</u>		<u>\$4,907</u>		<u>\$9,240</u>	<u>\$9,609</u>	
	\$13,519	50%	\$6,759	-6%	\$12,705	\$13,213	Beginning in FY22
					\$3,176	\$3,303	FY21 Remaining
ONE TIME SET-UP FEES							
Personnel Action Forms	\$2,000		\$1,000		\$0	\$0	
Performance & Comp	<u>\$2,200</u>		<u>\$1,100</u>		<u>\$0</u>	<u>\$0</u>	
	\$4,200	50%	\$2,100	-100%	\$0	\$0	

*Fee based on number of employees per pay period. Cost represents current employee count.

Thursday, February 18, 2021
11:00 a.m.

7. Cooperative Extension Services Update

Charissa Puryear, County Extension Director, will make a presentation.



The History Behind NC Cooperative Extension

Morrill Acts of 1862 & 1890

- > July 2, 1862 (signed by President Lincoln)
- > Congress approved the sale of 30,000 acres of public land per member of Congress (\$1.25/acre) to create at least one "land-grant" college in each state
- > In North Carolina, this involved Agriculture and Mechanical Arts and NC State University 1887



125 Years of Providing Access
and Enhancing Opportunities



Smith-Lever Act of 1914

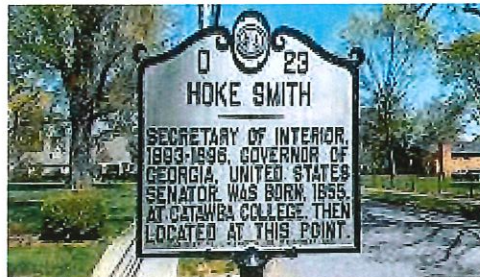
May 8, 1914

- > Established a national Cooperative Extension Service to extend outreach programs through land-grant universities to educate rural Americans on advances in agricultural practices and technology.
- > These advances helped increase American agricultural productivity dramatically throughout the 20th century.
- > Today, Cooperative Extension continues to serve the educational and developmental needs of communities across the United States by helping citizens keep pace with rapid modern advances in agriculture techniques and technologies.



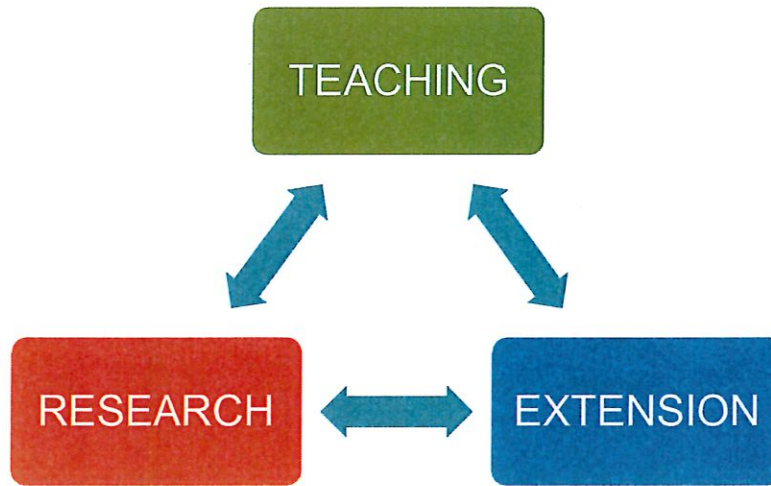
Smith-Lever History

Authored by Sen. Hoke Smith of Georgia (born in Catawba County, N.C.) and Rep. Asbury Lever of South Carolina, the Smith-Lever Act was the culmination of years of advocacy by farm groups and others who believed that rural Americans needed more opportunities and education in order to sustain a vibrant American economy and democracy.



HOW EXTENSION WORKS

Land-Grant University Model



How Extension Works

North Carolina is home to two land-grant institutions: NC State University and N.C. A&T State University. The universities work alongside federal, state and local governments to form a strategic partnership called **N.C. Cooperative Extension**.

Each school operates individual Extension units — NC State Extension and Cooperative Extension at N.C. A&T — that offer programming both independently and through their N.C. Cooperative Extension partnership.



What We Do

NC State Extension serves as a bridge to our state's preeminent research university, delivering lifelong skills and learning directly into the hands of North Carolinians. We grow North Carolina through programs and partnerships focused on:

Agriculture	Food & Nutrition	Youth Development
 Connect growers with research-based information and technology that help keep North Carolina's \$87 billion agriculture industry growing and sustainable	 Help people make healthier decisions and live better lives through programs ranging from local foods and home gardening to food safety and food preservation	 Extension's 4-H program is the largest youth development organization in North Carolina, helping grow over 225,000 youth each year into the leaders of tomorrow.

extension.ncsu.edu



GRANVILLE COUNTY EXTENSION CENTER

SERVING THE NEEDS OF THE COMMUNITY



AGRICULTURE



CROPS AND SOIL SCIENCE



- Small Grains
- Hemp
- Fit test for fumigation
- Tobacco Meeting
- Pesticide
- Auxin
- Research, Demonstration, Plots
- Client Support

Gary Cross- Extension Agent

NC Cooperative Extension
Person & Granville County Centers



HORTICULTURE



- Consumer Horticulture
- Commercial Horticulture
- Pesticide
- Master Gardener's
- Backyard Agriculture

Johnny Coley-Extension Agent

NC Cooperative Extension
Person & Granville County Centers



LIVESTOCK



Kimberly Woods-Agent

NC Cooperative Extension
Person & Granville County Centers

- Livestock
- Forages
- Cattleman's Meetings
- PQA/TQA (Pork Quality Assurance/Transport Quality Assurance) certifications
- Animal waste operators continuing education
- Irrigation calibrations
- Sludge surveys
- Bull breeding soundness exam
- Regional beef and small ruminant
- Youth livestock and poultry shows





FAMILY AND CONSUMER SCIENCE



Jennifer Brown
Extension Agent,
NC Cooperative Extension
Granville & Person County
Centers

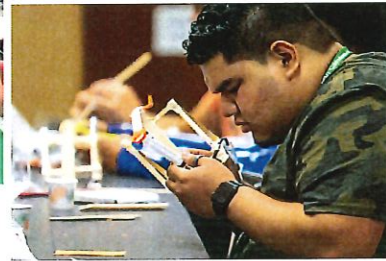
Family & Consumer SCIENCES

FCS will continue to improve the lives of children, youth, families and our communities by addressing critical issues related to food:

- food security,
- food safety,
- food preparation,
- food preservation,
- food as it relates to overall health, chronic disease risk reduction



YOUTH DEVELOPMENT



4-H



Lina Howe-Agent

NC Cooperative Extension
Granville County Center

4-H Youth Development

- Summer Fun Camps
- Embryology
- Poultry Show
- Livestock Shows
- Horse Shows and Events
- School Enrichment
- School Clubs
- Community Clubs
- State and Regional Conferences
- Volunteer Training



UN-RAPPIN` THE G.I.F.T, Inc.

Unveiling Greatness
One Tissue Paper At A Time

Latonia H. Oakley, Founder
Phone: 919.691.0091
Email: latoniahicksoakley@gmail.com
Website: www.unrappinthegift.com



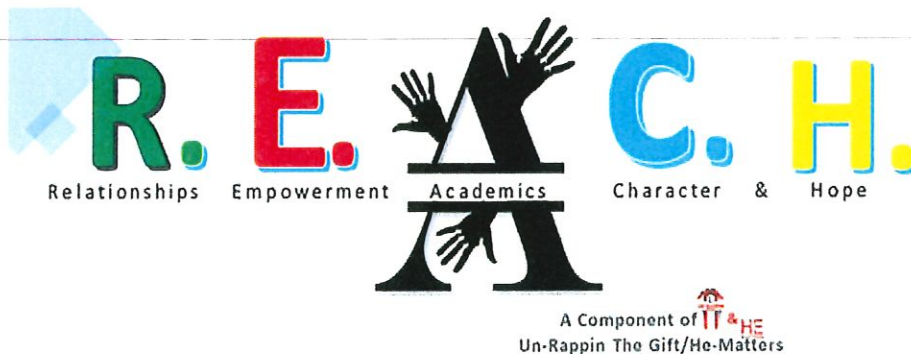
Afterschool & Summer Programs
A Place Where Every Child Is Lifted

UTG/HM and REACH Programs



Latonia H. Oakley
NC Cooperative Extension
Granville County Center

- Girls Mentoring Program on Monday evenings
- Boys mentoring Program on Thursday Evenings
- REACH Afterschool Tutoring Program
- REACH Summer Program



Afterschool & Summer Programs
A Place Where Every Child Is Lifted

**REACH Afterschool and Summer
Program through
21st Century Grant**

Butner Stem Elementary School



- Daily Oversight
- Incorporate program vision, goals and objectives
- Develop and maintain a safe, supportive learning environment
- Design, develop and implement lesson plans and activities
- Maintain reporting requirements

Northern Granville Middle School



Granville County Teen Court and Juvenile Community Service

Granville County Teen Court and Juvenile Community Service



Catherine Crowder
Program Assistant

NC Cooperative Extension
Granville County Center

- Recruiting, training and supervising volunteers
- Community Presentations
- Locate community worksites
- Collaborate with the schools to identify volunteers and referrals
- Conduct intake
- Facilitate workshops and classes
- Conduct parenting classes

(VACANT)

Program Coordinator

NC Cooperative Extension
Granville County Center



Community and Rural Development



Charissa M. Puryear
County Extension Director
NC Cooperative Extension
Granville County Center

Community and Rural Development

- Connecting Extension programming to Economic Development
- Help transform communities and promote economic prosperity
- Workforce Development
- Youth Engagement
- Building community leadership and capacity
- Expanding Audiences
- Fostering Innovation and Creativity



Granville County Extension Center Programming Vision

ENGAGEMENT

EDUCATION

EMPOWERMENT

- Expand programming
- Reach underserved and underrepresented audiences
- Community Engagement
- Increase visibility
- Be a bridge from or research based information and community needs
- Influence a new wave or generation of thinkers
- Collaborate on addressing emerging issues



QUESTIONS?

Charissa Puryear |
cmpuryea@ncsu.edu



Thursday, February 18, 2021
11:20 a.m.

8. Sheriff's Update

Sheriff Charles Noblin, Jr. will give an update.

Thursday, February 18, 2021
11:45 a.m.

9. Review of Financial Condition & Debt

Steve McNally, Finance Director, will update the Board on the FY 20-21 budget condition and debt.



GRANVILLE COUNTY

FINANCE DEPARTMENT

To: Granville County Board of Commissioners
From: Steve McNally Finance Director
Date: January 31, 2021
Re: FY 2021

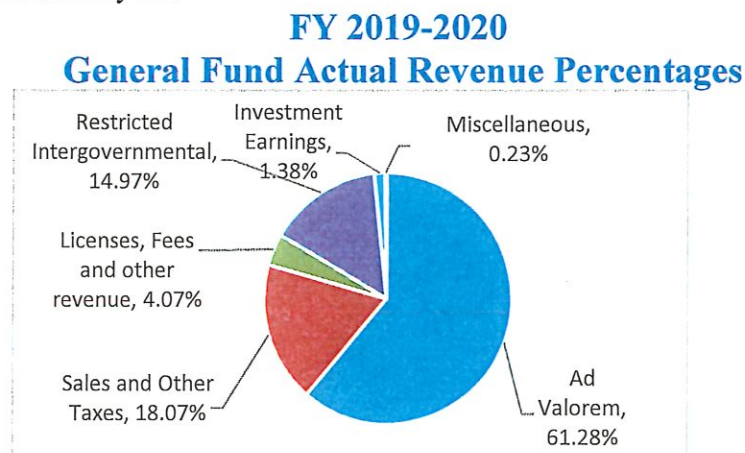
Board Retreat - Financial Status Summary

When we look at the financial condition of the County we try to answer questions in relationship to the receipt and use of available resources rather than in terms of gain or loss. The Board of Commissioners regulates the allocation of available resources through the budget process, so this report focuses on the performance of revenues and expenditures against the budget. The report attempts to highlight areas of importance or concern with the County's General fund and provides some key indicators of the other County funds.

Several past years of the County's Financial and Budget information can be found on the County's web page under: "Government → Finance → Budget & Finance Reports". These documents provide more information about the history and services of the County and can provide more detailed information about the County's financial operations.

Granville County's revenues and expenditures are in line with budget expectations as of January, 2021. Included in this report is summary information showing cash position, revenues, expenditures, and percentage of budget items. Several items are shown in comparison to the same time period last year in order to give the reader an appropriate frame of reference.

Below is a graph depicting total County General Fund revenues broken out by major category for the previous fiscal year.

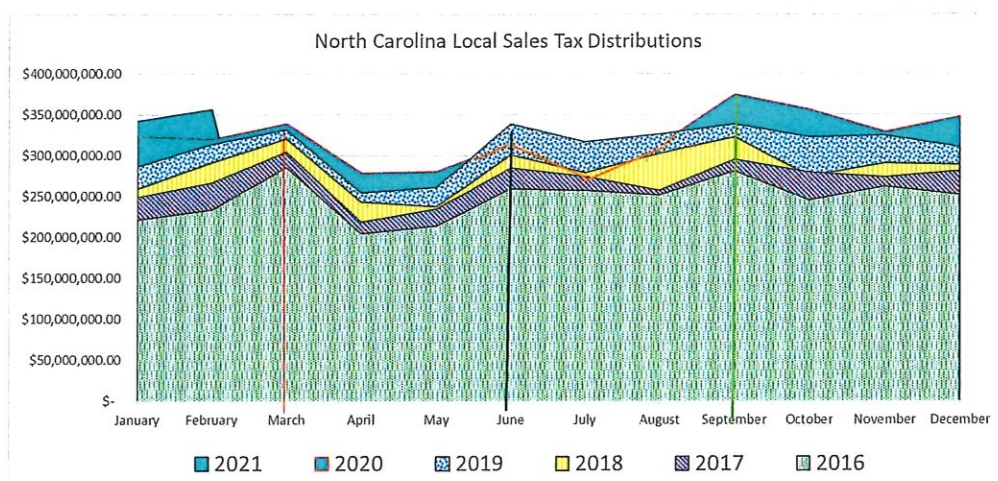


REVENUES:

In the General Fund we monitor revenues in six categories; Ad Valorem Property Taxes, Sales and Other Taxes, Restricted & Intergovernmental Revenues, Licenses Fees & Other Revenues, Transfers & Debt Proceeds, and Appropriated Fund Balance,. This report focuses primarily on the first four categories.

Ad Valorem Property Tax revenues are budgeted 0.44 % higher than the previous fiscal year because of growth in the County tax base. The actual dollar amount of property taxes collected to date (\$38.5 million) is 93% of total budget and 2.7% higher than this time last year.

The County's collection rate as stated in the Comprehensive Annual Financial Report (CAFR) dated June 30, 2020 is at 98.43%. Excluding appropriated fund balance (\$5.7 million), property taxes account for approximately 53% (\$41.5 million) of total General Fund budgeted revenues, whereas Sales, Use and Other Taxes account for approximately 15% (\$11.8 million) of total budgeted revenue. Actual sales tax revenue through January 2021 (\$4.3 million) is 14% more than the same number a year ago. In light of the COVID 19 pandemic, which began to have nationwide economic impact in March, 2020, sales tax revenue for the entire state has been surprisingly robust. Since the September distribution (reflecting June 2020 sales), sales tax distribution have equaled or exceed those of a year ago (as depicted by aqua blue area of the graph).



Restricted & Intergovernmental revenues make up approximately 11% (\$8.9 million) of the total General Fund revenue budget. As of January 2021, restricted revenue collections are currently at 53% of their annual budget. Actual YTD revenue are at \$4.7 million - about \$1.0 million more than this time last year.

License, Fees and Other revenues are down slightly from this time last year (\$1.4 million vs. \$1.6 million). This revenue source is approximately 4% of total General Fund Revenues. Investment earnings (1% of budget) are much lower than last year, due to a decline in interest rates.

In January 2021, the County completed a \$6.06 million refinancing of existing bonds associated with school construction, which should save the County over \$500,000 over an eleven-year period. The receipt of these funds is reported as revenue, but is offset by an "expenditure" of paying off the old debt and the incurrence of minor financing expenditures.

EXPENDITURES:

Through January 2021, expenditures are in line with the budget, taken as a whole. County departments continue to maintain and control their expenditures, expending approximately 40% – 58% of their allocations to-date, with 58% of the budget year concluded. Public safety functional departments are slightly above the 58% mark, most likely due to expenditures associated with the move to the new Law Enforcement Center, such as higher than anticipated utility bills (power and telephone) and supplies. Economic incentive payments made earlier in the year than anticipated caused the “Other” category to exceed the 58% threshold, but should end the year in line with total budget.

DEBT

The County continues to maintain a manageable level of debt. As part of its debt policy, the County adheres to various measures of affordability, including the following three criteria:

- a) Net debt as a Percentage of Market Value of Taxable Property
- b) Debt Service Expenditures as a Percentage of Total Government Revenues
- c) Ten Year Payout ratio (in which 55% or more of the outstanding tax supported debt principal is paid within ten years)

The following table reflects that County’s current level of debt (including the LOB financing) and debt service are within the desired levels of affordability:

Debt Affordability Ratio	Threshold	As of June 30, 2020	Estimate As of June 30, 2021 (Current Debt)
a.)Net Debt / Market Value of Tax Base	Less than 2.5%	1.48%	1.32%
b.) Debt Service/ Gov’t Revenue	Less than 15.0%	14.21%	15.95%
c.) Ten Year Payout Ratio	55% or Greater	77.5%	78.7%

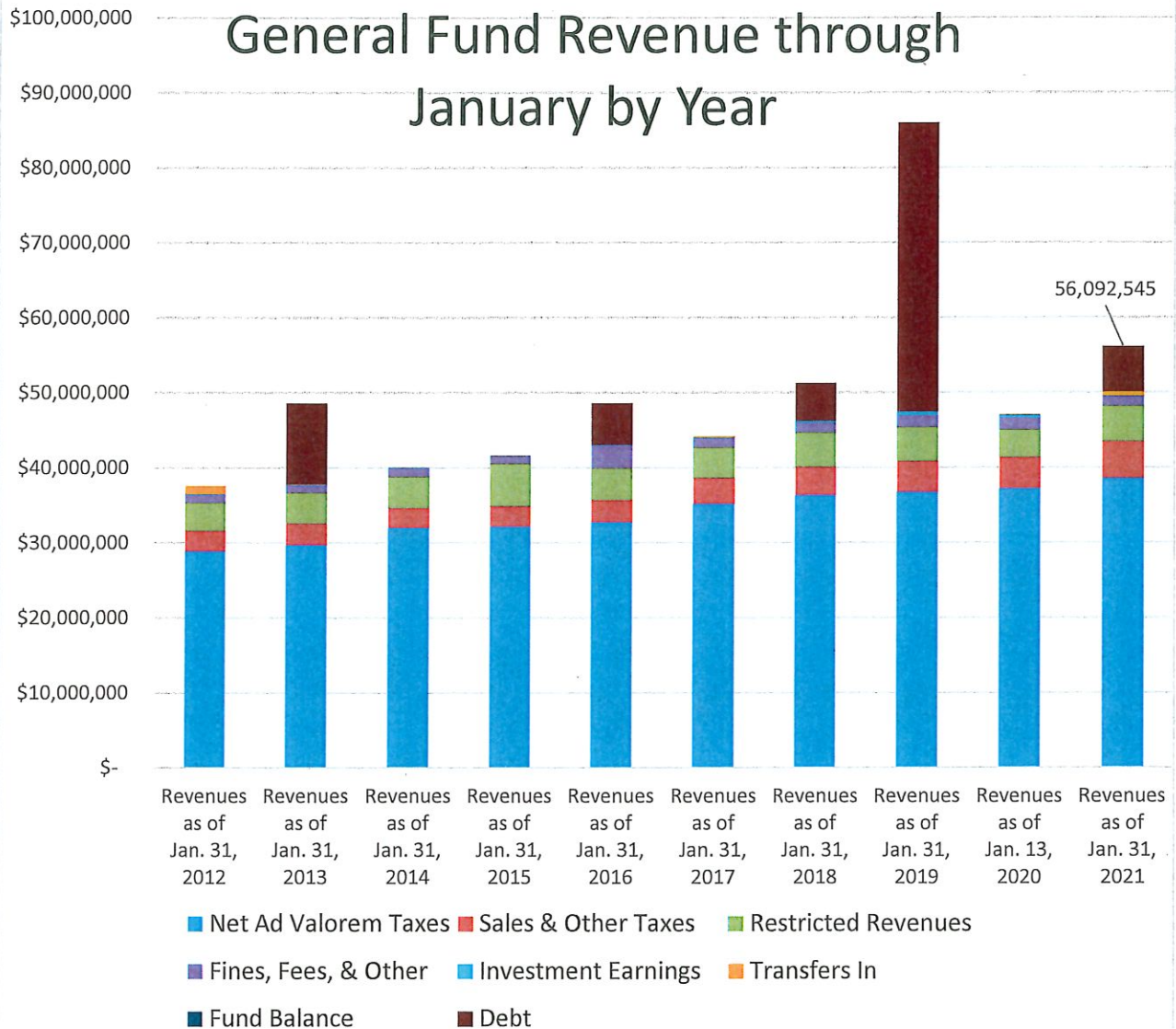
GRANVILLE COUNTY

Financial Dashboard

Reporting Period: July 1, 2020 to January 31, 2021

CASH & INVESTMENTS BY FUND			REVENUES & EXPENDITURES BY FUND					
	Jan-20	Jan-21		General Fund	Y-T-D% of Budget	Comparison Of Prior YTD figures		
General Fund - Operating	\$ 46,730,602	\$ 47,061,492				Current FYTD	Prior FYTD	Chg from Prior
General Fund - Restricted	\$ 6,688,287	\$ 6,069,850				\$ 77,779,662	\$ 69,937,827	
Library Memorial Fund	\$ 205,172	\$ 211,115				\$ 56,092,545	\$ 48,208,517	16.35%
Emergency Telephone System	\$ 498,104	\$ 451,643				\$ 45,798,004	\$ 36,850,355	24.28%
LEC Construction Project Fund	\$ 10,358,764	\$ 2,538,584						
Solid Waste Fund - Operating	\$ 2,079,902	\$ 2,056,715				Current FYTD	Prior FYTD	Chg from Prior
Solid Waste Fund - Restricted	\$ 1,109,450	\$ 1,239,398				\$ 3,198,632	\$ 3,305,292	
Storm Water Enterprise Fund	\$ 322,635	\$ 423,326				\$ 2,278,753	\$ 2,189,633	4.07%
The County Health Plan	\$ 429,515	\$ 421,578				\$ 1,527,199	\$ 1,400,837	9.02%
Total Cash & Investments	\$ 68,422,431	\$ 60,473,701						
SPECIFIC REVENUE COLLECTIONS AT A GLANCE.....			EXPENDITURES AT A GLANCE.... (Includes Debt Service)					
	Comparison of FYTD%		Chg			Actual Expenditures		
Ad Valorem Property Tax		1-31-20 Prior FYTD %	1-31-21 FYTD %	frm last	General Fund	Budget 20-21	Y-T-D	Y-T-D % of Budget
Fiscal Year Budget	\$ 41,322,755	\$ 41,505,658			General Government	\$ 4,826,327	\$ 2,806,077	58.14%
Revenues FYTD	\$ 37,539,472	\$ 38,553,222	2.7%		Human Services	\$ 12,463,023	\$ 6,801,563	54.57%
	89.99%	92.89%			Community Services	\$ 8,828,690	\$ 4,444,323	50.34%
Sales & Use Tax					Education	\$ 31,639,829	\$ 19,812,510	62.62%
Fiscal Year Budget	\$ 8,780,000	\$ 9,187,750			Public Safety	\$ 15,036,259	\$ 9,306,249	61.89%
Revenues FYTD	\$ 3,814,034	\$ 4,334,412	13.6%		Area Projects & Other	\$ 3,519,611	\$ 2,197,226	62.43%
	43.44%	47.18%			Contribution to Other Funds	\$ 1,454,363	\$ 430,056	29.57%
Inspection Fees - 10-3343-410					Contingency	\$ 11,560	\$ -	
Fiscal Year Budget	\$ 600,000	\$ 625,000			Total General Fund Budget/Actual	\$ 77,779,662	\$ 45,798,004	58.88%
Revenues FYTD	\$ 467,692	\$ 349,724	-25.2%					
	74.11%	55.96%						
Convenience Site Fund								
Fiscal Year Budget	\$ 1,174,500	\$ 1,277,100			Solid Waste Fund	Budget 20-21	Y-T-D	
Revenues FYTD	\$ 1,104,311	\$ 1,122,620	1.7%		Convenience Site Fund	\$ 1,450,550	\$ 685,692	47.27%
	94.02%	87.90%						
Landfill Fund								
Fiscal Year Budget	\$ 1,641,659	\$ 1,482,082						
Revenues FYTD	\$ 1,136,340	\$ 1,156,134	1.7%		Landfill Fund	\$ 1,748,082	\$ 841,508	48.14%
	67.39%	78.01%			Total Solid Waste Budget/Actual	\$ 3,198,632	\$ 1,527,199	47.75%

General Fund Revenue through January by Year



General Fund Balance Overview

	2014	2015	2016	2017	2018	2019	* Exhibit 4 2020
General Fund*							
Revenues	55,044,563	56,361,930	56,733,994	62,022,902	61,881,568	65,359,337	66,665,346
Expenditures	53,159,605	65,435,171	55,080,460	56,713,417	56,337,886	61,086,770	63,641,496
General Fund Balance#							#Exhibit 3
Nonspendable	1,635	1,916	1,711	1,542	1,855	4,000	4,000
Restricted - Other	4,594,475	1,425,985	1,781,305	2,149,876	8,286,674	5,601,314	4,720,977
Restricted - Stabilization by State Statute - A/R	3,247,393	3,997,815	3,942,662	3,280,930	4,006,440	4,712,758	4,889,926
Committed	1,415,511	1,582,732	1,585,716	1,188,586	791,710	809,717	786,396
Assigned	2,423,506	2,337,376	1,725,008	14,086,385	11,988,603	6,383,755	7,025,337
Unassigned	20,478,407	28,287,719	30,810,391	23,821,293	22,942,823	25,044,003	27,130,647
Total	32,160,927	37,633,543	39,846,793	44,528,612	48,018,105	42,555,547	44,557,283
General Fund Balance Ratios							
Unassigned as a % of Expenditures	38.5%	43.2%	55.9%	42.0%	40.7%	41.0%	42.6%

General Fund Balance Assignment Detail

	FY2020
Assignments	
Subsequent year's expenditures	2,955,337
Appropriated Fund Balance from FY 2021 Budget	
Public Safety	1,000,000
NC DOT Matching Funds - New Commerce Dr extension	
Human Services	2,000,000
Senior Center Upgrades	
Economic and Physical Development	1,070,000
Economic Development Set Aside	
Total	7,025,337

Contingency Summary
For FY 2020-2021 Budget
January 19, 2021

<i>Use of Contingency Summary - General Fund</i>			
General Contingency (10-9910-991):		Adjustment	
Date	Description/Action	Amount	Balance
7/1/2020	Budget Ordinance		\$ 180,000
9/8/2020	Third party consulting for Sheriff's department	\$ (100,000)	\$ 80,000
9/8/2020	Midway USA Foundation grant from 4-H Best to Cooperative Extension	\$ (450)	\$ 79,550
9/8/2020	Additional part-time help needed during Presidential elections	\$ (5,800)	\$ 73,750
10/5/2020	Annual E-911 maintenance contract with Motorola	\$ (51,740)	\$ 22,010
12/7/2020	Lease office space at 104 Belle Street	\$ (11,250)	\$ 10,760
12/7/2020	Fund increase bank fees	\$ (9,200)	\$ 1,560
Environmental Disaster Contingency (10-9910-993):		Adjustment	
Date	Description/Action	Amount	Balance
7/1/2020	Budget Ordinance		\$ 10,000
School Bond D/S Contingency (10-9910-994):		Adjustment	
Date	Description/Action	Amount	Balance
7/1/2020	Budget Ordinance		\$ 100,000
10/5/2020	Fund repairs of the boiler at Stovall Shaw Elementary School.	\$ 100,000	\$ -
<i>Use of Fund Balance Summary - General Fund*</i>			
Date	Description/Action	Adjustment	Balance
		Amount	
7/1/2020	Budget Ordinance		\$ 2,955,337
9/8/2020	Carry over of Cardinal Innovations grant from FY 2020	\$ 12,500	\$ 2,967,837
9/8/2020	Carry over remaining funds from Human Relations Commisssin from FY 2020	\$ 4,947	\$ 2,972,784
9/8/2020	Fund one month's FY 18 window loan payment not previously requested by GHS	\$ 11,073	\$ 2,983,857
9/8/2020	Carry over fund for E-911 communations radio tower from FY 2020	\$ 90,000	\$ 3,073,857
9/8/2020	TANF funds received in June 2020 to be applied to FY 2021 Adoption incentives	\$ 13,637	\$ 3,087,494
9/8/2020	Carry over radio grant to fire districts from FY 2020	\$ 33,000	\$ 3,120,494
9/8/2020	Carry over order to Victory Supply for inmate clothing that was created in FY 2020	\$ 2,476	\$ 3,122,970
9/8/2020	Carry over funds for DSS vehicle purchase from FY 2020	\$ 25,000	\$ 3,147,970
9/8/2020	FY 2021 match portion of JCPC - Positive Actions	\$ 3,937	\$ 3,151,907
9/8/2020	Transfer first phase of CRF funding received in General Fund in FY 2020	\$ 796,963	\$ 3,948,870
10/5/2020	receipt of the Election Administration Assistance Fund grant	\$ (39,000)	\$ 3,909,870
11/2/2020	Reannovations to GHS offices that will be leased by GV Health Department	\$ 1,078,400	\$ 4,988,270
11/2/2020	Lease payment to GHS for offices leased by GV Health Department	\$ 209,700	\$ 5,197,970
11/2/2020	Receipt of the supplemental CARES Act funds for COVID-related election exp's	\$ (26,500)	\$ 5,171,470
12/7/2020	Fund water/sewer evaluation design and permitting for Triangle North.	\$ 117,000	\$ 5,288,470
12/7/2020	Correct JCPC program balances	\$ (17,122)	\$ 5,271,348
12/7/2020	IT Expenditures (Office 365, Courthouse fiber, server installation)	\$ 105,000	\$ 5,376,348
12/7/2020	Funding of COTT System fees for FY 2021.	\$ 16,000	\$ 5,392,348
12/7/2020	Carry forward FY 2020 balance of Local Emerg. Mgmt Program Funds	\$ 71,548	\$ 5,463,896
12/7/2020	Utility expense for the Law Enforcement Center	\$ 72,000	\$ 5,535,896
12/7/2020	Utility expense for the Law Enforcement Center	\$ 18,500	\$ 5,554,396
1/19/2021	Board of Elections - Sanitizing poll facilities	\$ 50,000	\$ 5,604,396
1/19/2021	Board of Elections - additional election and poll workers	\$ 60,000	\$ 5,664,396
	TOTAL	\$ 2,709,059	
	Unassigned Fund Balance	\$ 27,130,647	
		- \$ 2,709,059	
	Unassigned Fund Balance as of 2-8-21	\$24,421,588	38.37%
			Unassigned Gen Fund balance as a % of Expenditures
			42.60%

Thursday, February 18, 2021
12:15 p.m.

10. Lunch Break

Thursday, February 18, 2021
1:00 p.m.

11. County Administration Update

A. Budget Calendar Review & Review of Process

Mike Felts, County Manager, will present a proposed budget calendar. Board Members will have an opportunity to discuss and provide direction to County staff regarding the FY 21-22 budget.

B. Local Economic Trends and Conditions

Mike Felts, County Manager, will give an update.

C. 2021-2025 Proposed 5-Year Strategic Plan

Mike Felts, County Manager, and Korena Weichel, Assistant County Manager, will provide an update.

D. Review and Discussion of Open Projects

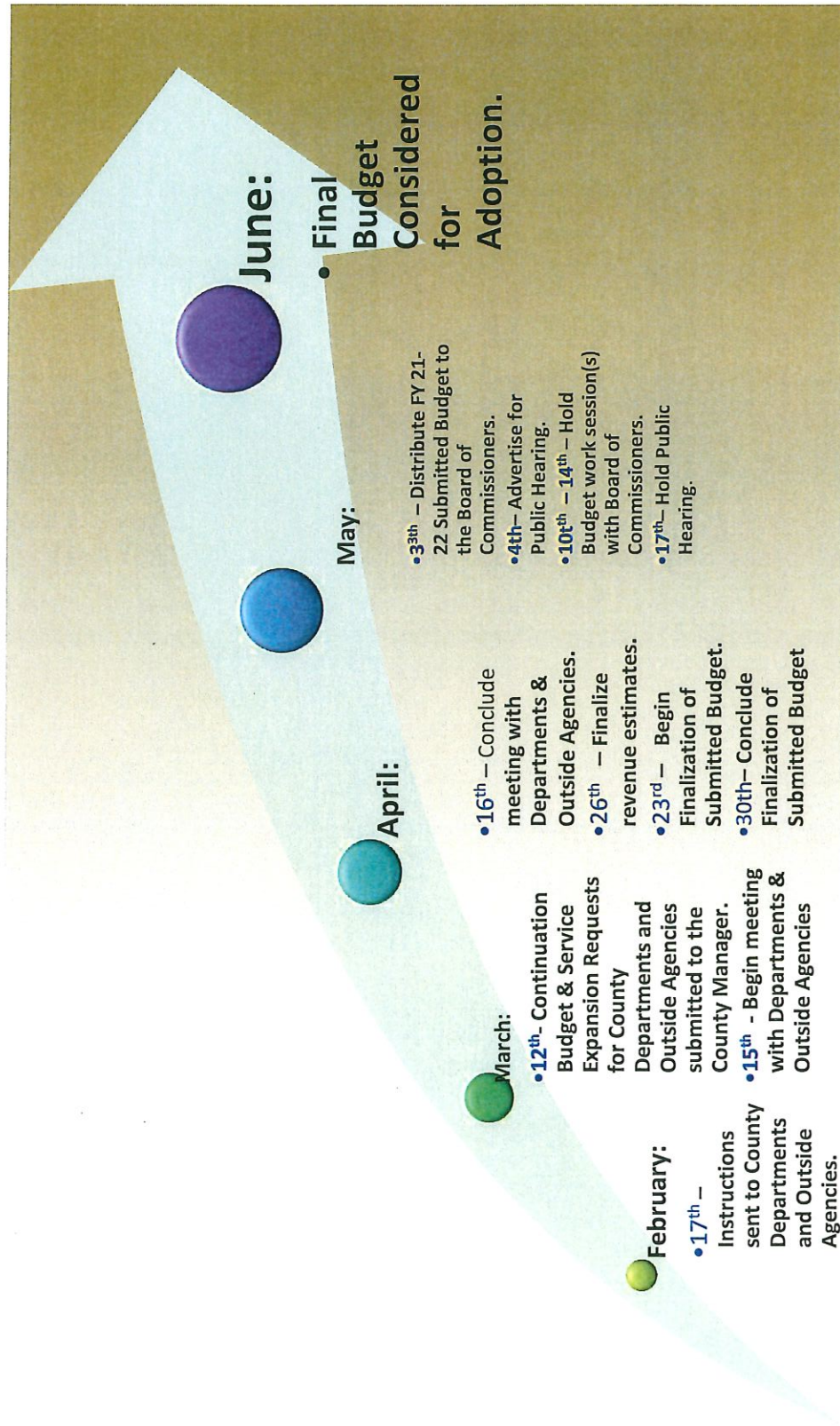
Mike Felts, County Manager, will give an update.

E. Summer Civic Leadership Program

Mike Felts, County Manager, will give recommendation on the Summer Civic Leadership Program.

Granville County Government Budget Calendar

Fiscal Year 2021- 2022



County Profile

Granville County (NC)

January 2021

Demographics

Population & Growth

	Population	% Annual Growth
2019 Est Population	59,328	0.8%
2010 Census Total Population	59,916	2.4%
Jul2019 NC Certified Population Estimate	61,081	0.6%

Urban/Rural Representation

		Urban/Rural Percent
2010 Census Total Population: Urban	27,112	45.3%
2010 Census Total Population: Rural	32,804	54.8%

Estimated Population by Age

		% Pop by Age
2019 Est Median Age	43	
2019 Est Total Pop 0-19	13,796	23.3%
2019 Est Total Pop 20-24	3,642	6.1%
2019 Est Total Pop 25-34	6,776	11.4%
2019 Est Total Pop 35-44	7,436	12.5%
2019 Est Total Pop 45-54	9,168	15.5%
2019 Est Total Pop 55-64	8,652	14.6%
2019 Est Total Pop 65+	9,858	16.6%

Commuters, Workers Age 16 and Over, 2019 Census ACS Est

Percent of Workers, By Travel Time

Avg Travel Time, Minutes	28.9
Workers Not Working at Home	25,062
Travel Time to Work: < 10 minutes	11.5%
Travel Time to Work: 10-14 minutes	7.7%
Travel Time to Work: 15-19 minutes	11.6%
Travel Time to Work: 20-24 minutes	12.9%
Travel Time to Work: 25-29 minutes	8.6%
Travel Time to Work: 30-34 minutes	16.2%
Travel Time to Work: 35-44 minutes	11.5%
Travel Time to Work: 45-59 minutes	12.6%
Travel Time to Work: 60+ minutes	7.4%

Workers, By Transportation

Worker Transp, Base	26,317
Work at Home	4.8%
Drove Car/Truck/Van Alone	84.0%
Carpooled Car/Truck/Van	9.0%
Public Transportation	0.2%
Walked	0.9%
Bicycle	0.0%
Taxi, Motorcycle, Other	1.1%

Place of Work

Worked in State/County of Residence
Worked in State/Outside County of Residence
Worked Outside State of Residence

Commuters

11,711
14,290
316

Residents

44.5%
54.3%
1.2%

Education

		Pop Age 25+
2019-20 Kindergarten-12th Enrollment	8,732	↓
2020 Average SAT score (1600 scale)	1,001	—
2020 Percent of Graduates taking SAT	39.9%	—
2018-19 (Provisional) Higher Education Completions	.	
2018-19 (Provisional) Higher Education Enrollment	.	
2019 Est Education Attainment age 25+, At Least High School Graduate	35,324	↗ 84.3%
2019 Est Education Attainment age 25+, At Least Bachelor's Degree	9,431	↗ 22.5%

Housing

		% Ann Growth or % Total
2010 Census Total Housing	20,628	
2010 Census Total Households	22,827	
2019 Est Total Housing Units, % annual growth	24,318	1.0%
2019 Est Occupied Housing, % of total	21,400	88.0%
2019 Est Vacant Housing, % of total	2,918	12.0%
2019 Est Median Value of Owner Occupied Housing	\$156,000	\$146,100 in 2017
2019 Est Median Gross Rent	\$831	
2019 Est Owner Occupied Housing, % of total	15,440	72.1%
2019 Est Renter Occupied Housing, % of total	5,960	27.9%
2019 Est % Owner Occupied Vacancy Rate	0.9%	
2019 Est % Renter Occupied Vacancy Rate	2.8%	

Income

		% Ann Growth or % Pov
2019 Est Median Family Income	\$65,659	
2019 Median Household Income (SAIPE)	\$54,300	(7.9%)
2019 Est Median Worker Earnings	\$33,006	
2019 Per Capita Income (BEA)	\$39,610	38,652 (2018)
2019 Est Pop, Income Below Poverty (SAIPE)	8,313	12.6% (2017) 14.6%

Employment / Unemployment

	Currently	2019 Annual
NOV2020 Prelim., 2019 Employment	28,326	29,219
NOV2020 Prelim., 2019 Unemployment	1,484	1,024
NOV2020 Prelim., 2019 Unemployment Rate	5.0%	3.4% (Nov. 2019)
2020Q3YTD, 2019 Announced Job Creation	.	272
2020Q3YTD, 2019 Total Announced Investments (\$mil)	.	\$15.7

Employment / Wages by Industry

	2020Q2 Employment	2019 Employment	2020Q2 Avg Weekly Wage	2019 Avg Weekly Wage
Total All Industries	19,681	20,976	\$919	\$873
Total Government	7,679	7,798	\$1,111	\$1,010
Total Private Industry	12,002	13,178	\$796	\$793
Agriculture Forestry Fishing & Hunting	164	176	\$640	\$619
Mining	.	.	.	.
Utilities	80	.	\$1,161	.
Construction	879	916	\$923	\$949
Manufacturing	3,871	4,425	\$1,010	\$1,093
Wholesale Trade	.	175	.	\$958
Retail Trade	1,627	1,592	\$586	\$585
Transportation and Warehousing	1,268	1,258	\$762	\$664
Information	88	65	\$1,600	\$1,299
Finance and Insurance	147	156	\$1,030	\$1,106
Real Estate and Rental and Leasing	68	85	\$500	\$453
Professional and Technical Services	246	231	\$993	\$788
Mgt of Companies, Enterprises	.	.	.	.
Administrative and Waste Services	1,026	1,320	\$631	\$560
Educational Services	1,157	.	\$932	.
Health Care and Social Assistance	5,100	5,333	\$937	\$853
Arts, Entertainment and Recreation	.	.	.	.
Accommodation and Food Services	935	1,074	\$281	\$283
Other Services Ex. Public Admin	197	254	\$762	\$684
Public Administration	2,534	2,522	\$1,359	\$1,236
Unclassified	0	0	\$0	\$0

Commercial/Retail/Industrial

Local Business

2020Q4 Available Industrial Buildings	3
2020Q2 Establishments: Total Private Industry	909
2020Q2 Establishments: Manufacturing	46
2019 Est Self Employed	1,408

Local Retail Business

2020 Total Retail Sales (With Food/Drink) (\$mil)	\$621.3
2020 Total Retail Businesses (With Food/Drink)	291
2020 Avg Sales/Business Total (with Food/Drink)	3,653,891 (2019) \$2,134,882
2020Q4 Available Commercial Buildings (if County reports)	.

Quality of Life

Taxes

FY2020-21 Property Tax Rate per \$100 Value	\$0.8400
FY2019-20 Annual Taxable Retail Sales (\$mil)	\$403.5
2021 Tier designation	2

Childcare

2020Q4 Licensed Child Care Facilities	42
2020Q4 Licensed Child Care Enrollment	1,324

Healthcare Providers

2019 Number of Physicians	121
2019 Physicians/10,000 population	19.7
2019 RNs/10,000 population	116.0
2019 Dentists/10,000 population	2.4
2017 Pharmacists/10,000 population	11.0

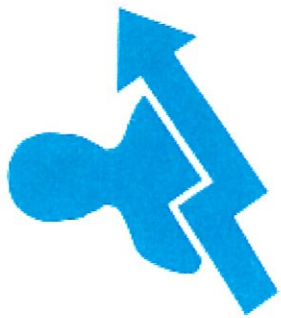
Sources:

Census (2010, ACS 2015-19) for income, commuters, place of work, population, housing, and educational attainment at <https://data.census.gov>. AGS for retail data at www.AppliedGeographic.com. NC Dept. of Education for SAT data by NC county system at <http://www.ncpublicschools.org>. US Dept. of Education, National Center for Education Statistics for higher education data at <https://nces.ed.gov/ipeds/datacenter>. NC Commerce, Labor and Economic Analysis Division for NC tiers, occupational data, employment and unemployment, and wages and establishments by industry at <http://accessnc.nccommerce.com/>. EDPNC for announced new jobs and investment and available buildings at <https://edpnc.com>. NC Dept. of Health & Human Services for childcare data at <http://www.ncdhhs.gov/>. UNC Sheps Center for healthcare professions at <https://nchealthworkforce.unc.edu/>. For more data resources, see <http://accessnc.nccommerce.com/index.html>.

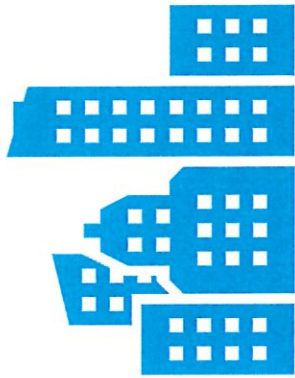
Notes:

Data are the latest available at the date the profile was prepared. SAT scores use the 1600 scoring system and represent county systems. Unemployment data is now the latest month which is preliminary and is subject to change. US Education IPEDs data for Completions and Enrollment is at least Provisional and updated when Final. Census' American Community Survey (ACS) data are estimates, noted 'Est' and are from the 5-year survey; data is as of final year with dollars inflated to final year. Per capita income is a broad measure of income spread over all residents. Worker earnings includes wage income for residents regardless of where they work. Private sector wages are paid by local employers to their employees regardless of where they live. Additional data resources are available at: <http://accessnc.nccommerce.com/index.html>.

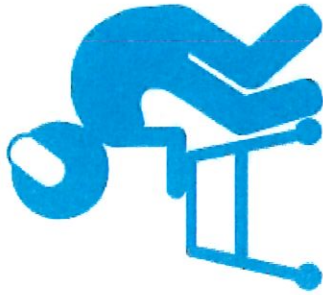
What are the big demographic stories?



Growth



Urbanization



Aging



Diversity

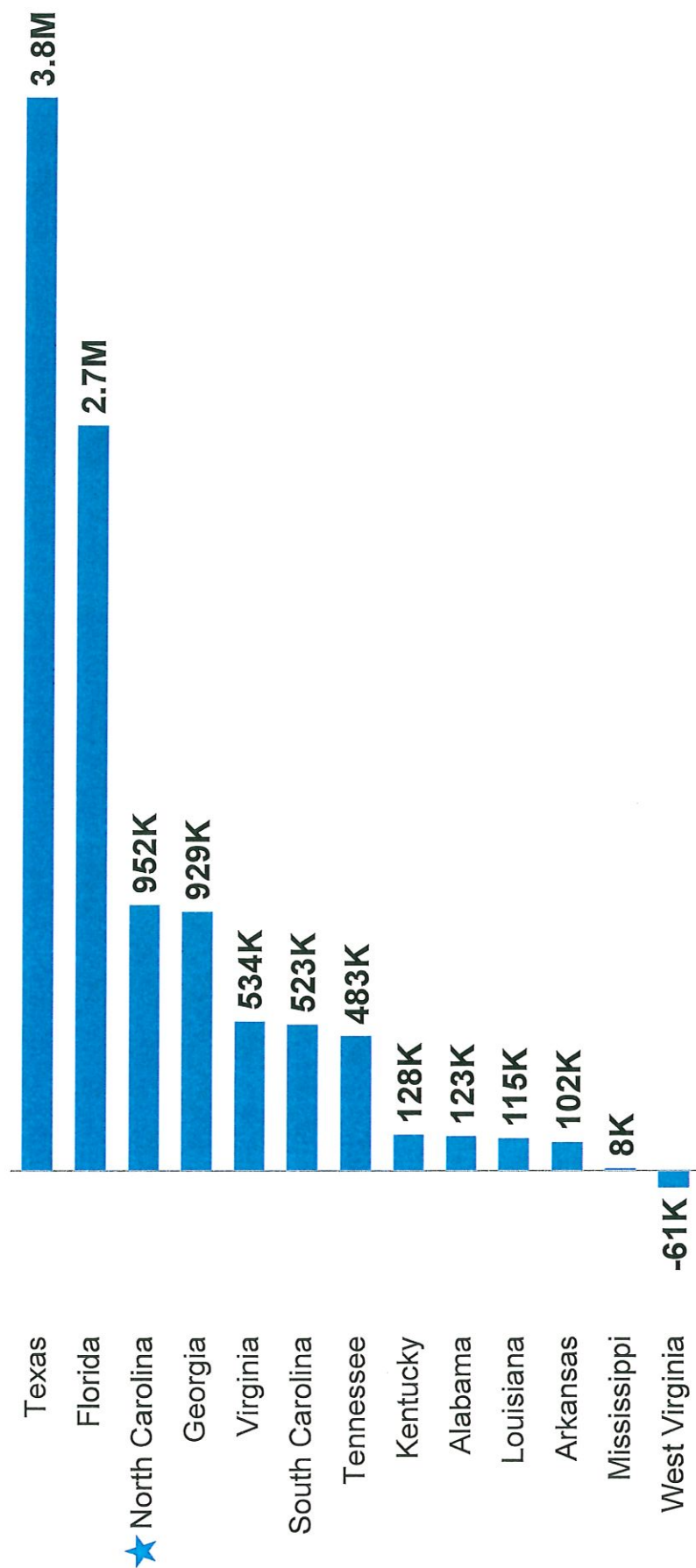
+952K

new residents since 2010

Source: 2019 Population Estimates, U.S. Census
Bureau

NC growth 3rd largest among South, 4th nationwide

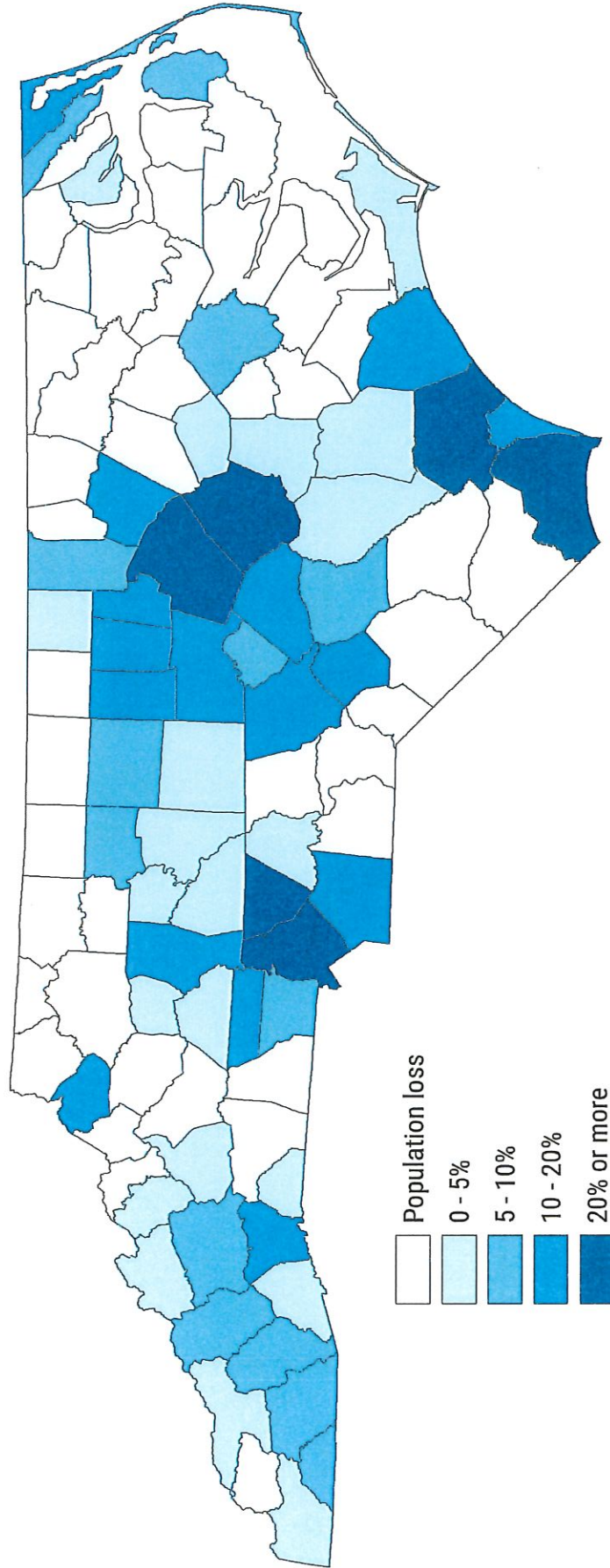
Numeric change in total population for Southern states, 2010-2019



Source: 2019 Population Estimates, U.S. Census Bureau

Charlotte, Triangle, and Wilmington drive NC growth

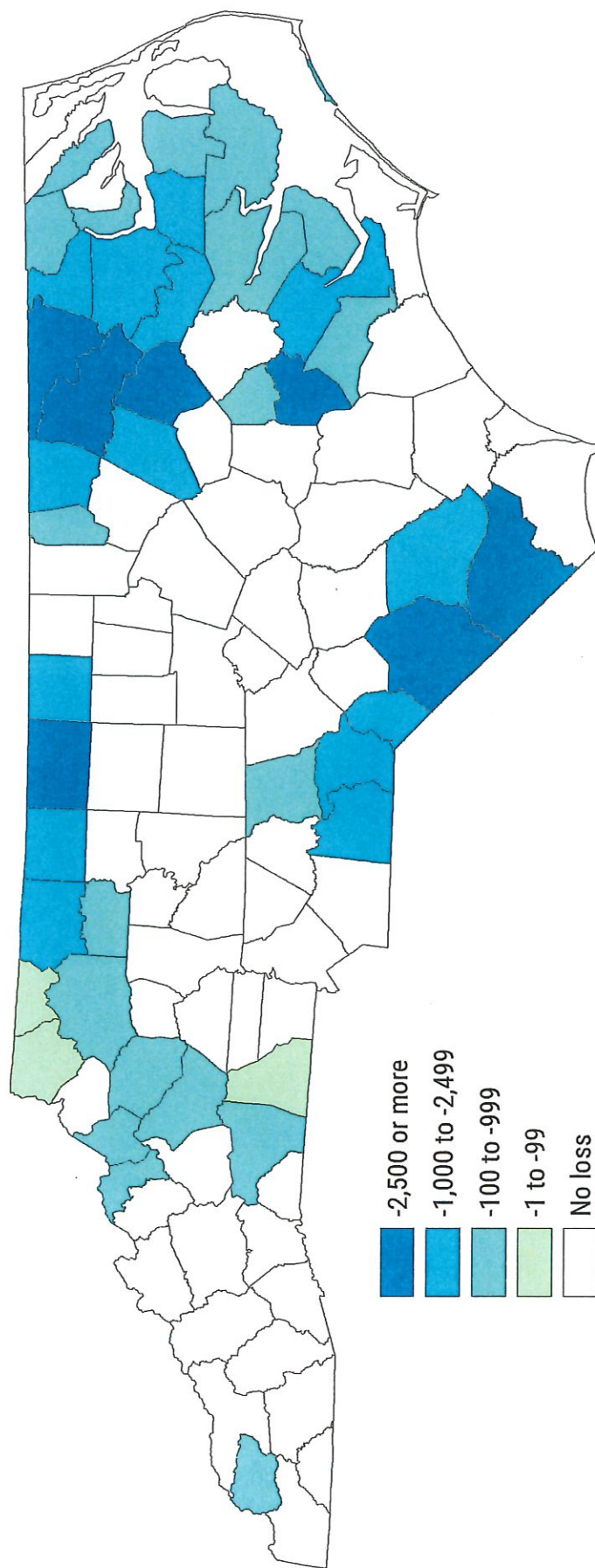
Percent change in population for NC counties, 2010-2019



Source: 2019 Population Estimates, U.S. Census Bureau

Largest population losses in Northeast, Sandhills

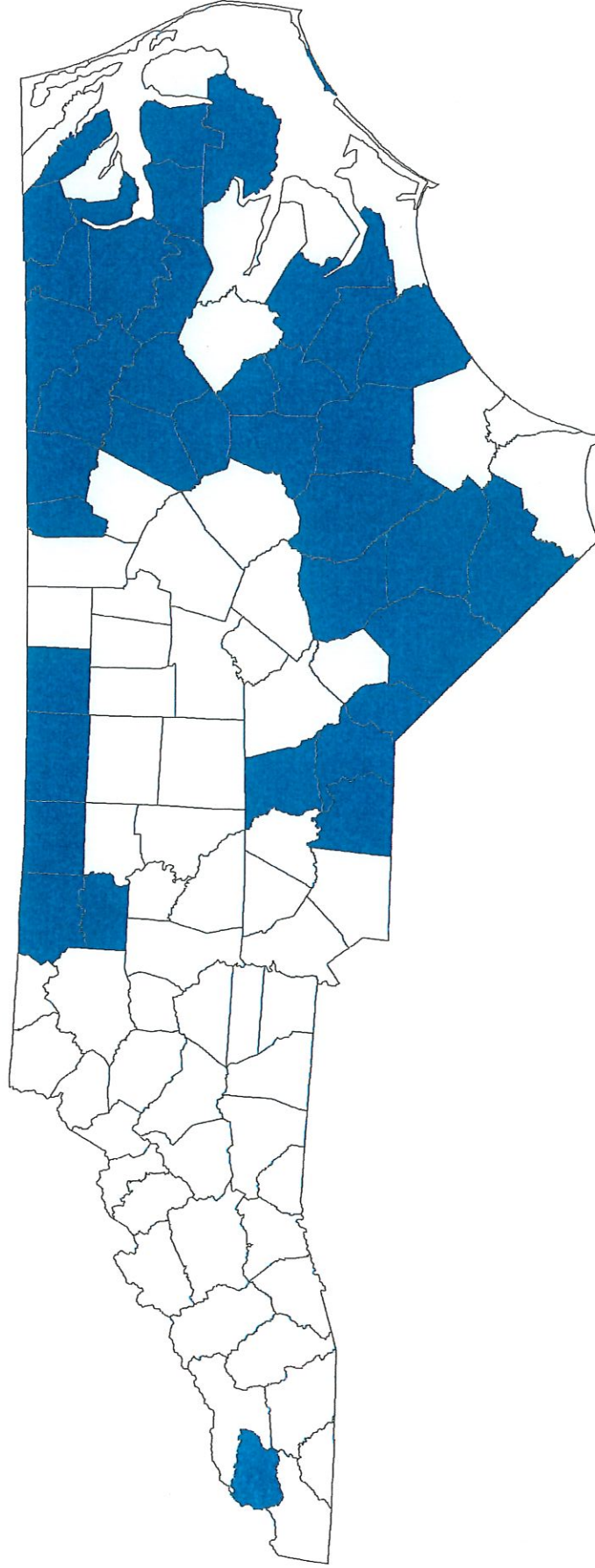
Numeric change in population for NC counties, 2010-2019



Source: 2019 Population Estimates, U.S. Census Bureau

38 counties with net out migration

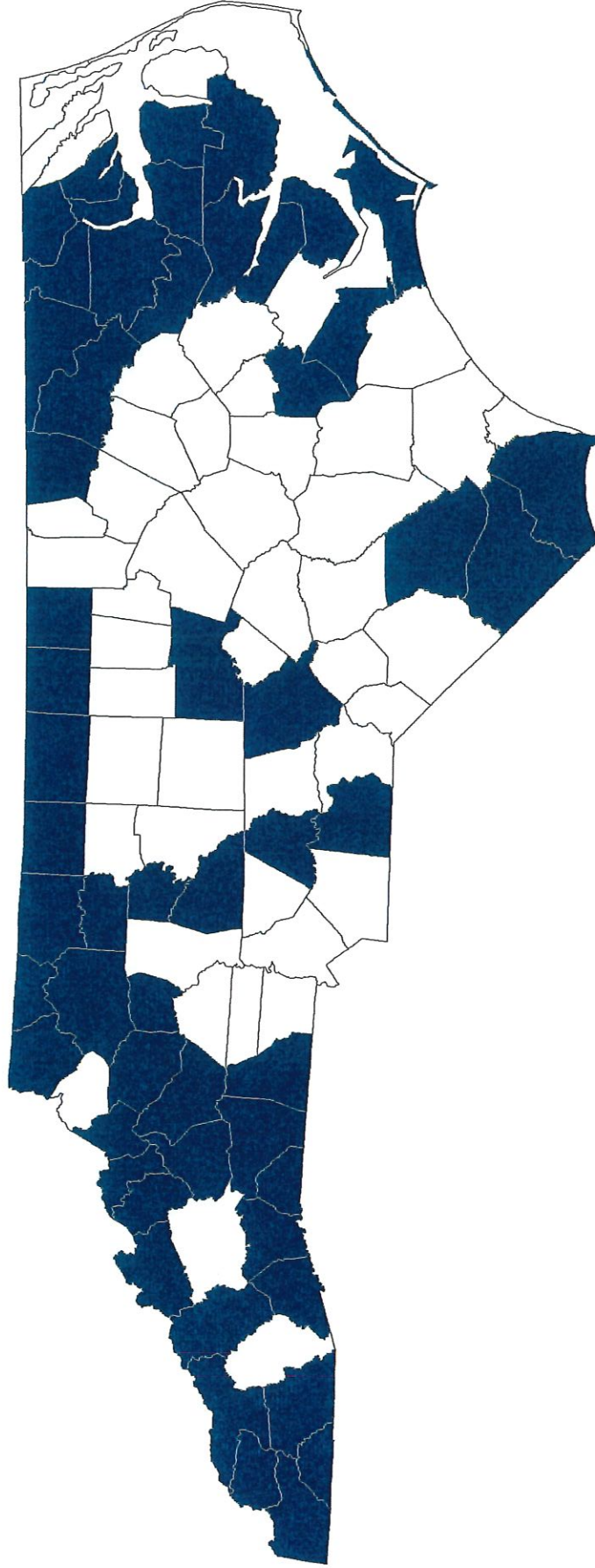
NC counties with more people moving out than moving in, 2010-2019



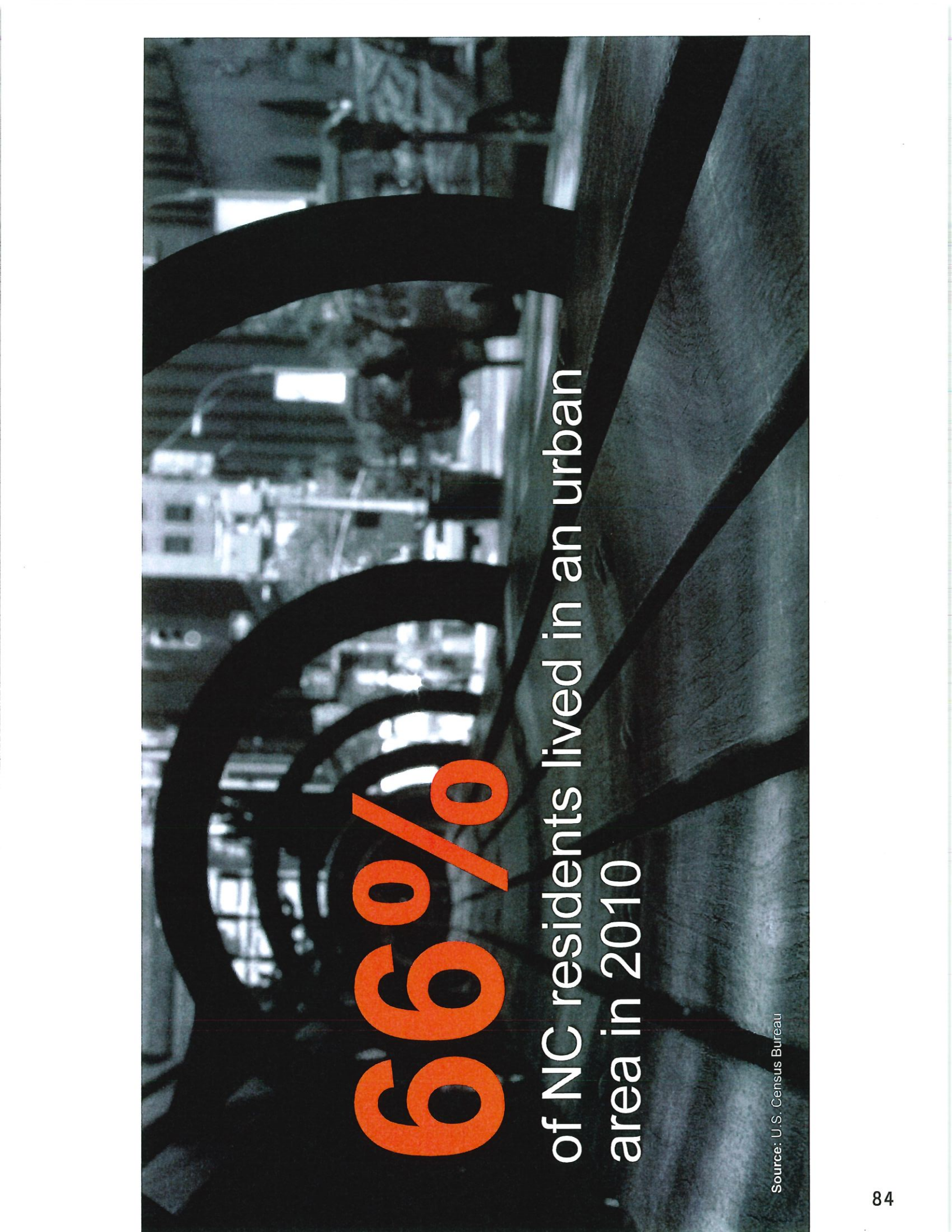
Source: 2019 Population Estimates, U.S. Census Bureau

54 counties with natural decrease

NC counties with more deaths than births, 2010-2019



Source: 2019 Population Estimates, U.S. Census Bureau



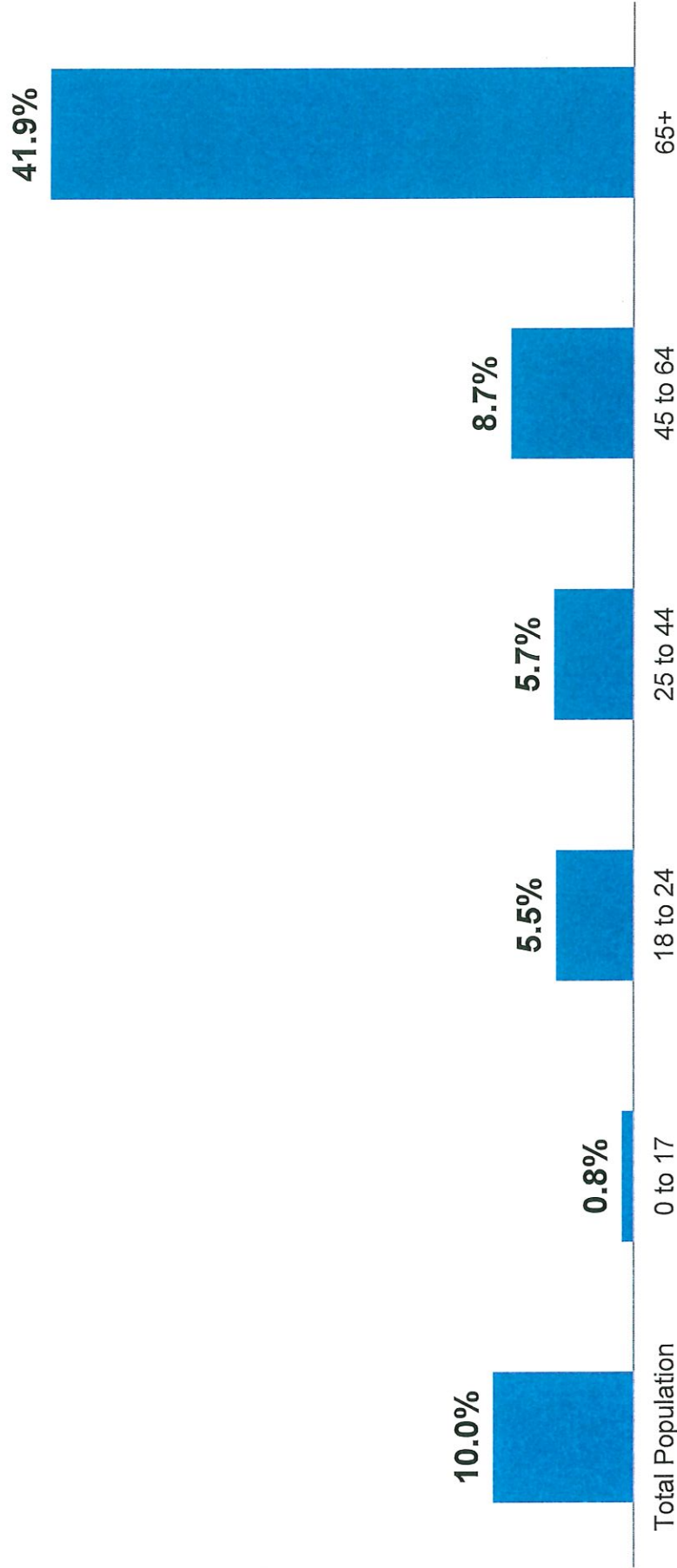
66%

of NC residents lived in an urban
area in 2010

Source: U.S. Census Bureau

Population aging, retiree migration fuels 65+ growth

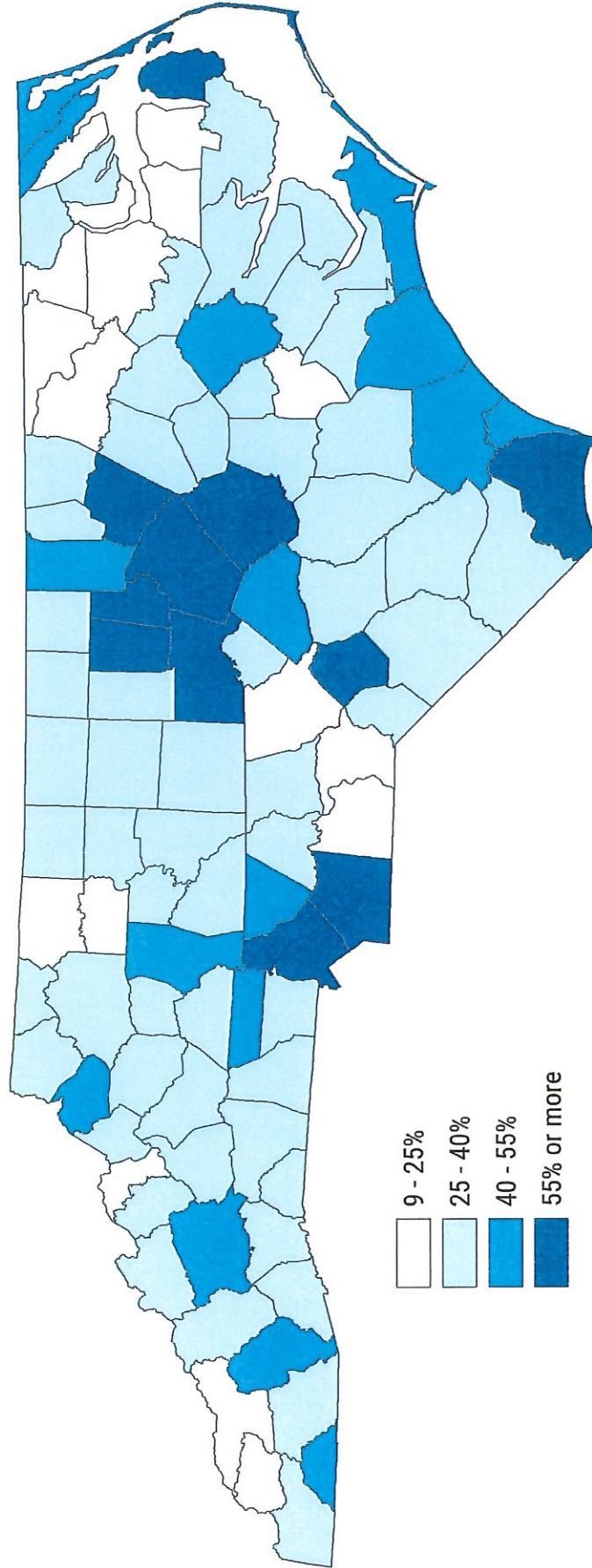
Percent increase in NC population, by age group, 2010-2019



Source: 2019 Population Estimates, U.S. Census Bureau

All NC counties have more 65+ than a decade ago

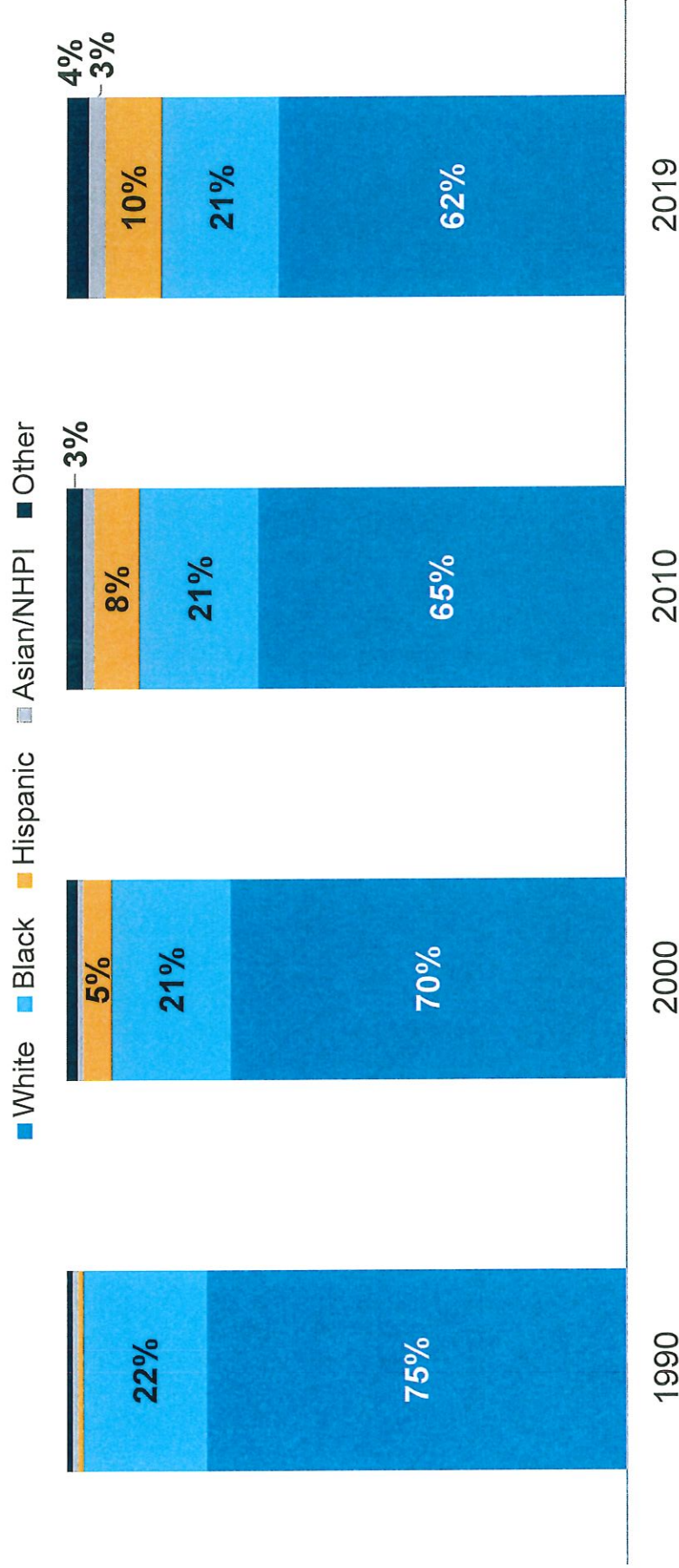
Percent increase in population age 65 and older, 2010-2019



Source: 2019 Population Estimates, U.S. Census Bureau

NC population rapidly diversifying

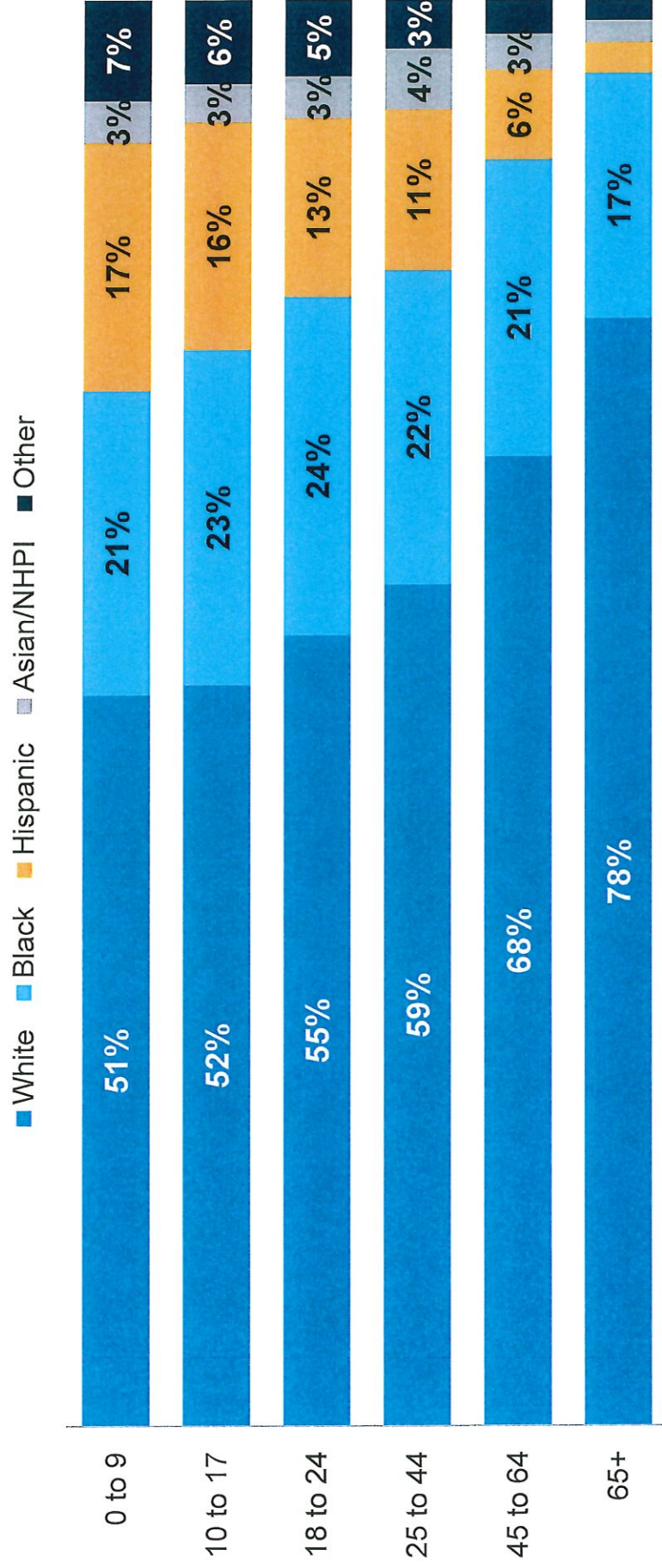
Race/ethnic composition of North Carolina population, 1990-2019



Source: IPUMS-USA
Notes: Values of 2% or less are not labeled

Diversity highest among children, young adults

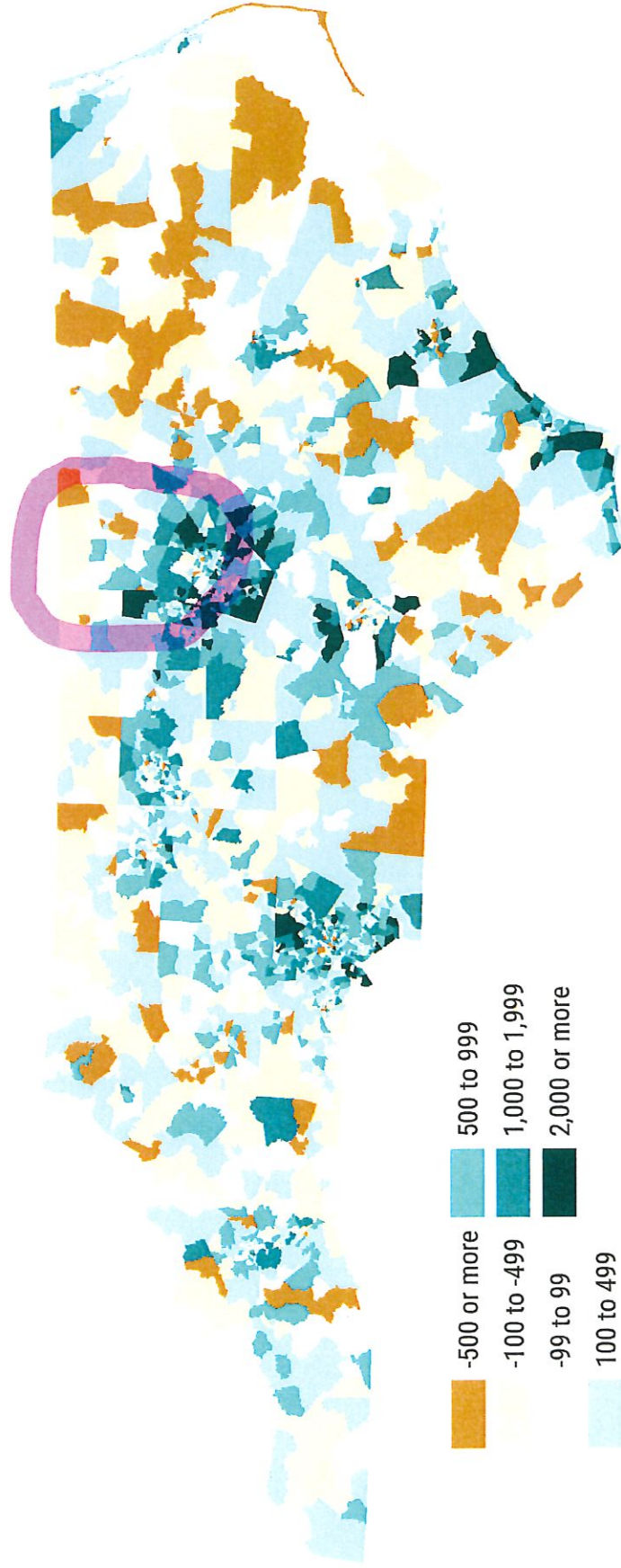
Race/ethnic composition of NC population, by age, 2019



Source: IPUMS-USA
Notes: Values of 2% or less are not labeled

Largest losses in rural areas, urban cores

Numeric population change for NC census tracts, 2010 vs. 2019

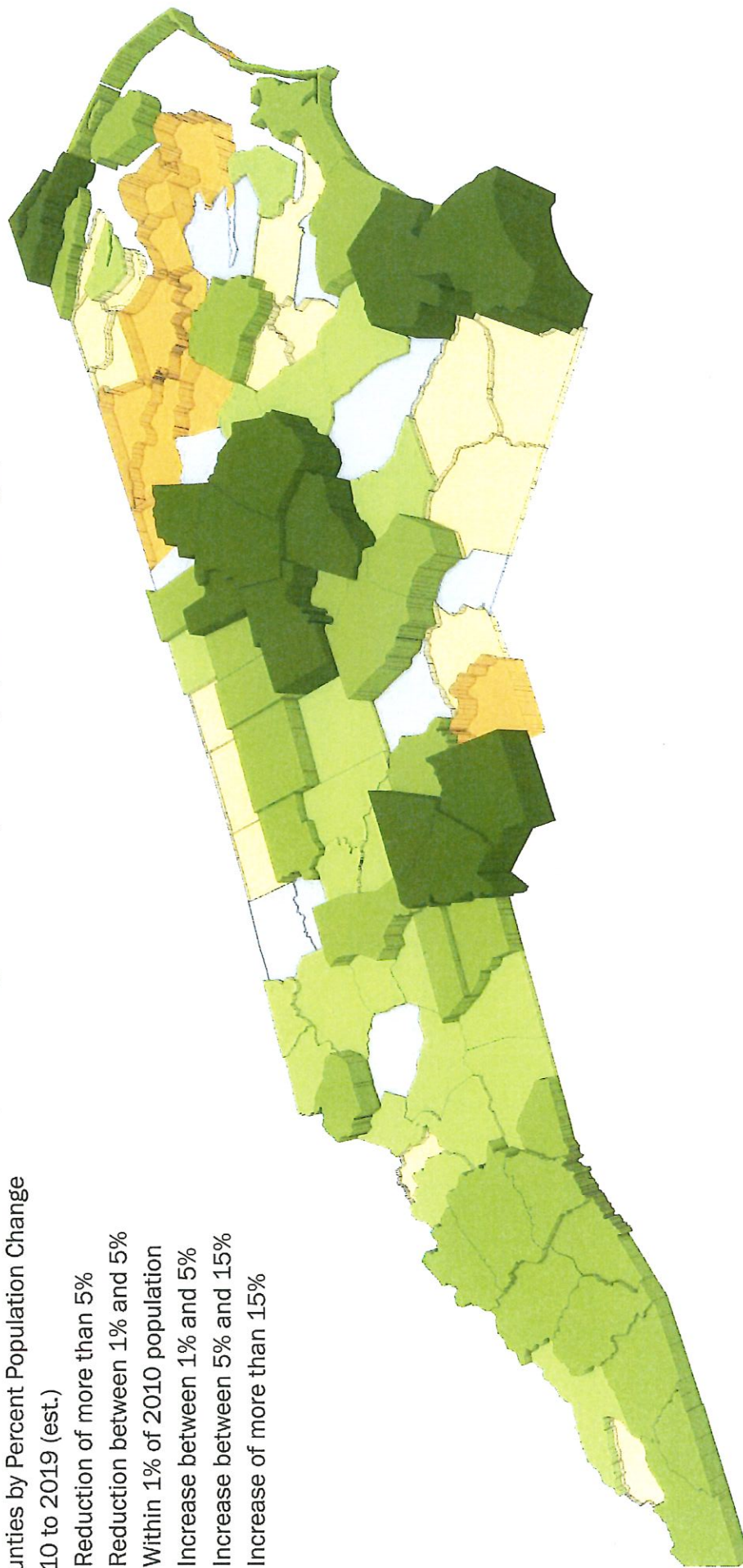


Source: 2010 Census and 2019 5-Year American Community Survey

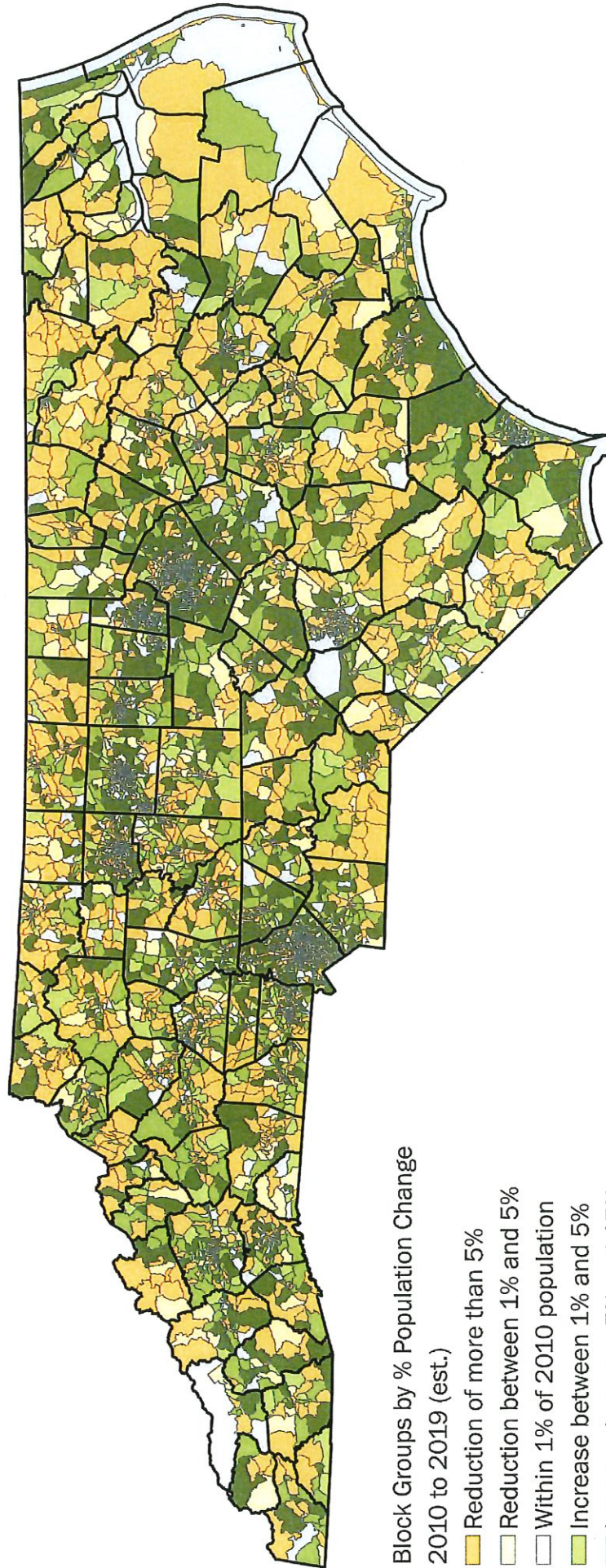
(Here, height reflects percent population change.)

Counties by Percent Population Change
2010 to 2019 (est.)

- Reduction of more than 5%
- Reduction between 1% and 5%
- Within 1% of 2010 population
- Increase between 1% and 5%
- Increase between 5% and 15%
- Increase of more than 15%



Source: 2010 US Census and NC OSBM 2019 County Estimates



Source: 2010 US Census and ACS 2015-2019 5-Year Estimates

February Summary

Recent reports showed some signs of economic growth in North Carolina. Jobs were added, and the unemployment rate held steady. However, housing market indicators were mixed.

Labor Markets:

Total payroll employment North Carolina increased by 33,600 jobs (0.8 percent), on net, in December. Jobs were added over the month in most industries. The largest gain was in trade, transportation, and utilities (13,700 jobs), while the largest decrease was in leisure and hospitality (2,800 jobs).

On a year-over-year basis, payroll employment in North Carolina was down by 190,700 jobs (4.2 percent), on net. Jobs were lost over the year in most industries. The most jobs were lost in leisure and hospitality (110,100 jobs), which also saw the largest percentage decrease (20.8 percent).

The unemployment rate in North Carolina was unchanged at 6.2 percent in December but was 2.6 percentage points above its reading in December 2019.

Housing Markets:

Residential permitting activity was down 16.4 percent in North Carolina from November to December, but new permit levels were 19.3 percent above their December 2019 levels.

Meanwhile, housing starts in North Carolina were down 19.0 percent in December and 0.4 percent over the year.

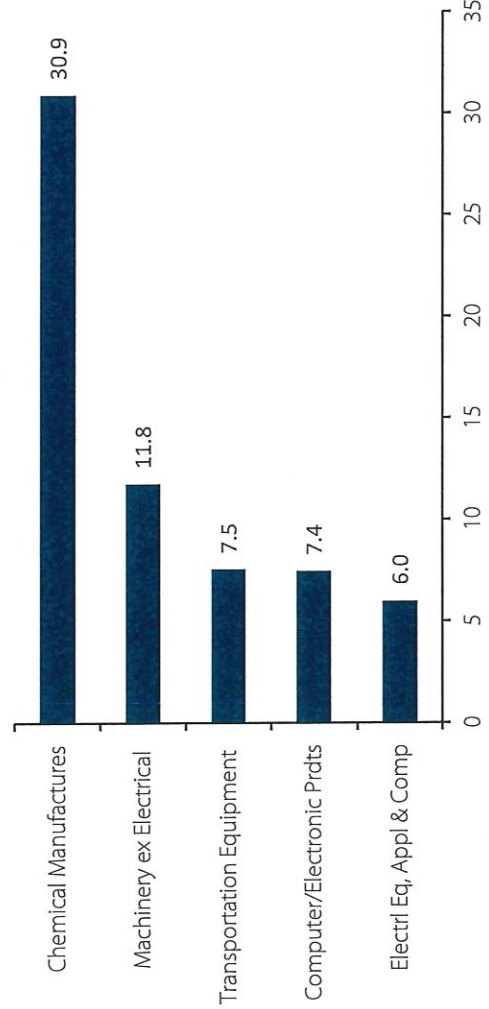
According to CoreLogic Information Solutions, home values in North Carolina appreciated 0.4 percent in November and 8.0 percent since November 2019.

A Closer Look at... Exports

The State of Origin of Movement Series, available through the United States Census Bureau, measures the dollar value of exports by industry at the state level. Export statistics are based on where the exported goods begin their journey to the port of destination. Data is reported on a quarterly basis, and the most recent data is from Q3 2020. According to the data, in Q3 2020:

- The top 5 exports accounted for 63.6% of total export value from North Carolina.
- Among the state's top 5 exports, transportation equipment experienced the largest decrease between Q3 2019 and Q3 2020 at -62.7%.

North Carolina Top 5 Exports Q3 2020
Percent of Total Exports by Dollar Value



NORTH CAROLINA

Labor Market Conditions

Payroll Employment (SA)

	Period	Level (000s)	MoM % Change	YoY % Change
United States - Total	December	142,624.0	-0.10	-6.17
Fifth District - Total	December	14,547.5	0.36	-4.23
North Carolina - Total	December	4,403.2	0.77	-4.15
Logging and Mining	December	5.5	-1.79	-1.79
Construction	December	226.8	0.00	-2.03
Manufacturing	December	447.5	1.02	-6.58
Trade, Transportation, and Utilities	December	857.7	1.62	1.20
Information	December	73.8	1.23	-5.26
Financial Activities	December	260.6	0.70	0.39
Professional and Business Services	December	654.6	1.82	1.63
Education and Health Services	December	592.7	0.32	-4.80
Leisure and Hospitality	December	418.3	-0.66	-20.84
Other Services	December	158.5	0.19	-2.52
Government	December	707.2	0.24	-3.80

Metro Payroll Employment (NSA)

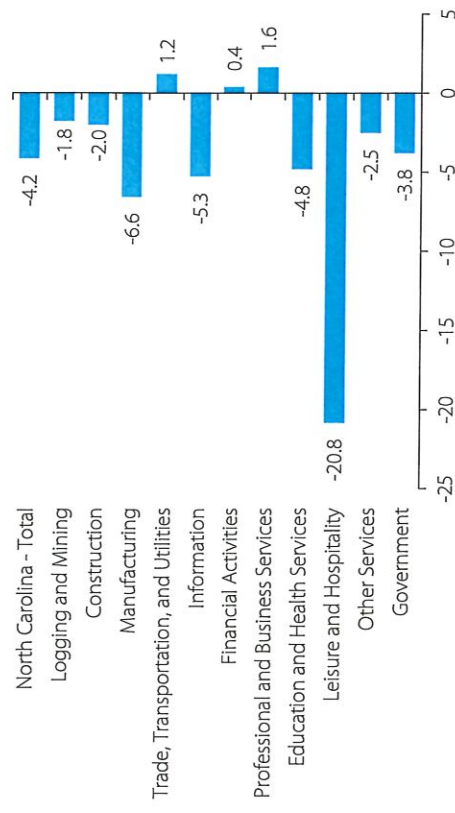
	Period	Level (000s)	YoY % Change
Asheville MSA - Total	December	183.2	-8.35
Charlotte MSA - Total	December	1,190.7	-4.99
Durham MSA - Total	December	308.6	-4.81
Fayetteville MSA - Total	December	124.5	-6.11
Greensboro-High Point MSA - Total	December	342.6	-6.88
Raleigh-Cary MSA - Total	December	627.0	-4.55
Wilmington MSA - Total	December	125.5	-7.24
Winston-Salem MSA - Total	December	259.3	-4.63

A MONTHLY UPDATE OF THE FIFTH DISTRICT ECONOMY

FEDERAL RESERVE BANK OF RICHMOND

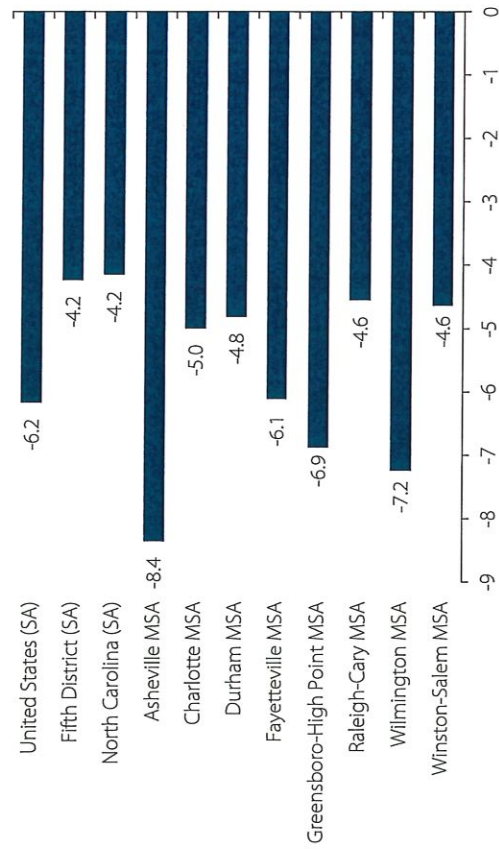
North Carolina Payroll Employment Performance

Year-over-Year Percent Change in December 2020



North Carolina Total Employment Performance

Year-over-Year Percent Change in December 2020



NAPSHOT

February 2021

NORTH CAROLINA

Labor Market Conditions

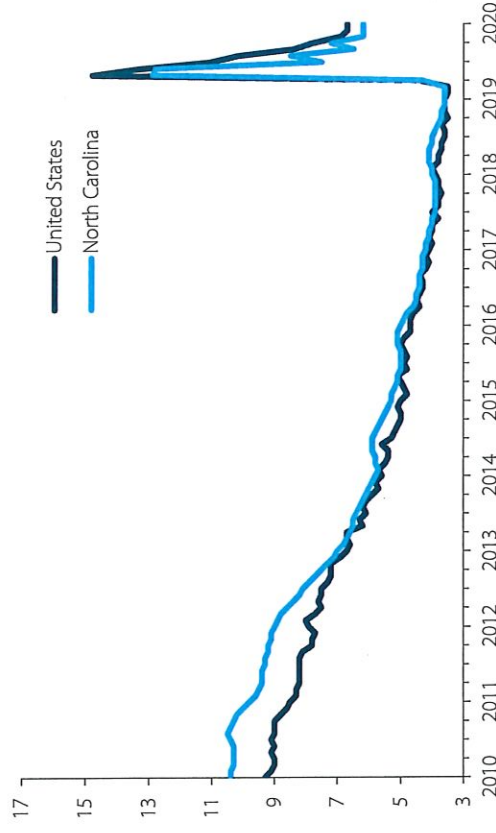
Unemployment Rate (SA)	December 20	November 20	December 19	
United States	6.7	6.7	3.6	
5th District	5.7	5.7	3.3	
North Carolina	6.2	6.2	3.6	
Charlotte MSA	0.0	6.0	2.9	
Charlotte MSA	0.0	6.1	3.3	
Durham MSA	0.0	5.4	3.1	
Wilmington MSA	0.0	8.4	4.7	
Greensboro-High Point MSA	0.0	7.1	3.7	
Raleigh-Cary MSA	0.0	5.5	3.1	
Wilmington MSA	0.0	5.6	3.1	
Winston-Salem MSA	0.0	6.2	3.4	
Civilian Labor Force (SA)	Period	Level (000s)	MoM % Change	YoY % Change
United States	December	160,567	0.02	-2.44
5th District	December	15,969	0.32	-2.73
North Carolina	December	5,013	0.54	-1.77
Charlotte MSA	December	0	0.00	0.00
Durham MSA	December	0	0.00	0.00
Wilmington MSA	December	0	0.00	0.00
Greensboro-High Point MSA	December	0	0.00	0.00
Raleigh-Cary MSA	December	0	0.00	0.00
Wilmington MSA	December	0	0.00	0.00
Winston-Salem MSA	December	0	0.00	0.00
Initial Unemployment Claims (NSA)	Period	Level	MoM % Change	YoY % Change
United States	December	4,246,221	23.56	210.76
5th District	December	256,791	63.19	245.86
North Carolina	December	72,102	117.13	409.05

A MONTHLY UPDATE OF THE FIFTH DISTRICT ECONOMY

FEDERAL RESERVE BANK OF RICHMOND

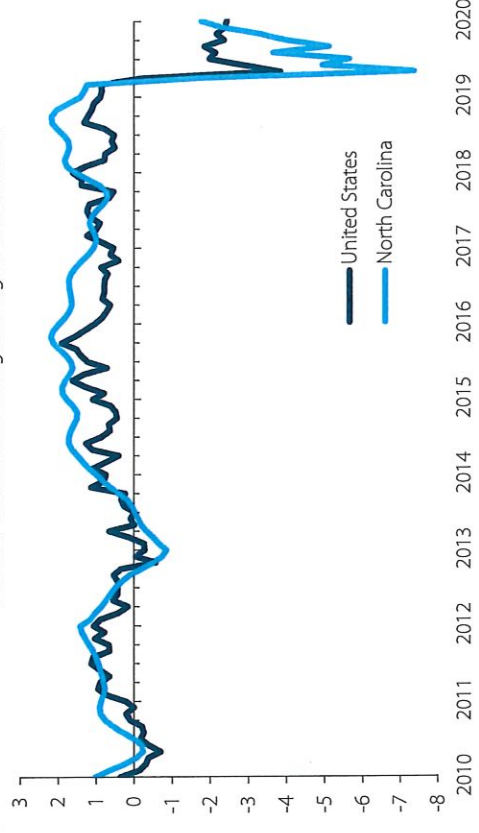
North Carolina Unemployment Rate

Through December 2020



North Carolina Labor Force

Year-over-Year Percent Change through December 2020



NAPSHOT

February 2021

NORTH CAROLINA

Household Conditions

Real Personal Income (\$A)	Period	Level (\$mil)	QoQ % Change	YoY % Change
United States	Q3:20	17,867,605	-3.48	5.83
Fifth District	Q3:20	1,686,267	-3.59	4.69
North Carolina	Q3:20	475,903	-4.17	4.28

Median Family Income	Period	Level (000s)	QoQ % Change	YoY % Change
Charlotte MSA	Q3:20	67.4	0.00	1.51
Charlotte MSA	Q3:20	77.6	0.00	-1.77
Durham MSA	Q3:20	84.4	0.00	-0.47
Wilmington MSA	Q3:20	53.9	0.00	-1.82
Greensboro-High Point MSA	Q3:20	61.9	0.00	0.98
Raleigh-Cary MSA	Q3:20	87.4	0.00	-6.12
Winston-Salem MSA	Q3:20	63.7	0.00	2.91

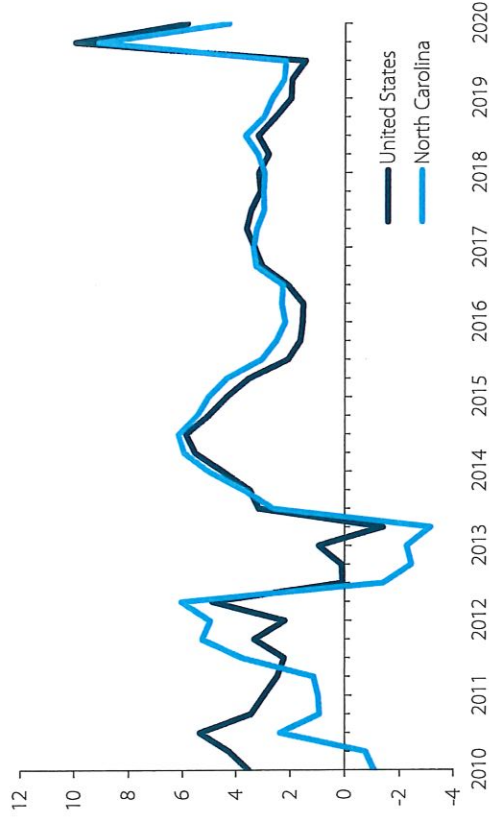
Non-Business Bankruptcies	Period	Level	QoQ % Change	YoY % Change
United States	Q4:20	107,399	-11.04	-38.63
Fifth District	Q4:20	8,538	-9.77	-43.48
North Carolina	Q4:20	1,687	-8.27	-47.25
Mortgage Delinquencies (% 90+ Days Delinquent)	Q3:20	Q2:20	Q3:19	

United States				
All Mortgages	4.57	3.58	0.97	
Conventional - Fixed Rate	3.30	2.77	0.67	
Conventional - Adjustable Rate	4.97	4.35	1.59	
North Carolina - All Mortgages				
All Mortgages	4.07	3.12	1.04	
Conventional - Fixed Rate	2.88	2.38	0.72	
Conventional - Adjustable Rate	4.36	3.66	1.57	

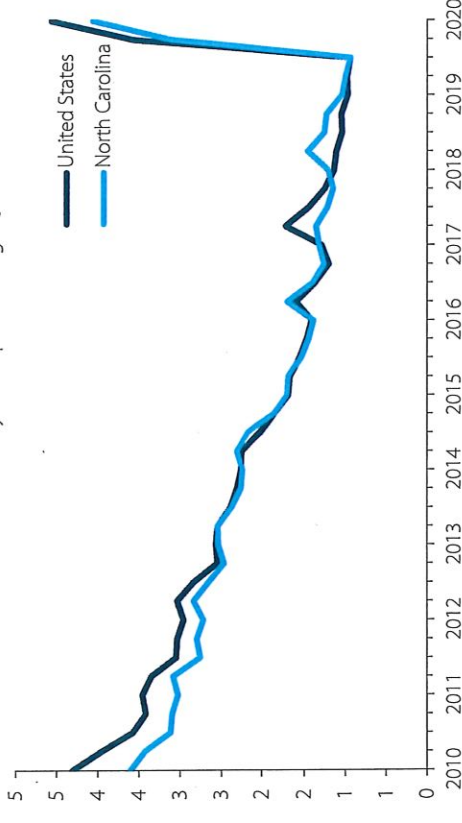
A MONTHLY UPDATE OF THE FIFTH DISTRICT ECONOMY

FEDERAL RESERVE BANK OF RICHMOND

North Carolina Real Personal Income
Year-over-Year Percent Change through Q3:20



North Carolina Mortgage Delinquencies
Percent 90+ Days Delinquent through Q3:20



NORTH CAROLINA

Real Estate Conditions

Permits: New Private Housing Units (NSA)	Period	Level	MoM % Change	YoY % Change
United States	December	133,600	11.35	24.51
Fifth District	December	15,929	0.63	34.64
North Carolina	December	6,018	-16.42	19.31
Asheville MSA	December	243	0.83	45.51
Charlotte MSA	December	2,202	-1.48	15.96
Durham MSA	December	506	8.12	44.99
Fayetteville MSA	December	132	-16.46	-29.79
Greensboro-High Point MSA	December	209	-41.13	27.44
Greenville MSA	December	28	12.00	600.00
Hickory MSA	December	6	25.00	---
Jacksonville MSA	December	79	-12.22	-5.95
Raleigh-Cary MSA	December	1,278	-35.58	40.75
Wilmington MSA	December	151	-66.96	-12.21
Winston-Salem MSA	December	213	8.12	0.47

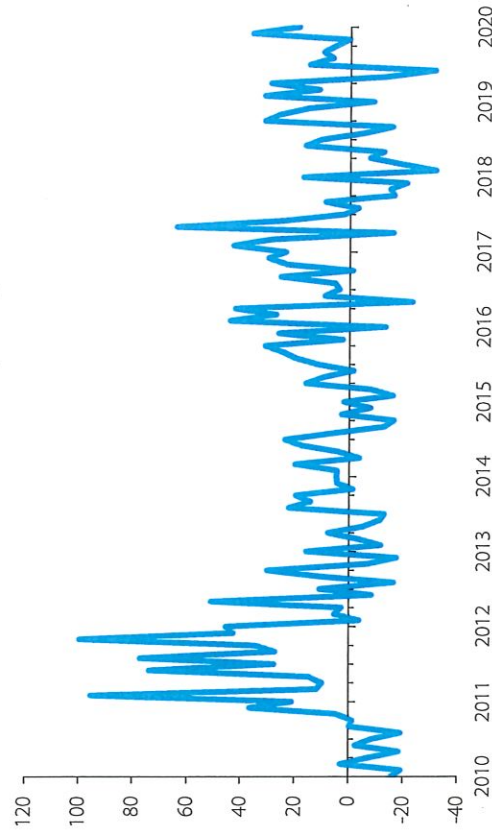
Total Private Housing Starts (SAAR)	Period	Level (000s)	MoM % Change	YoY % Change
United States	December	1,669	5.77	5.17
Fifth District	December	204	-2.42	12.42
North Carolina	December	77.2	-18.95	-0.37

A MONTHLY UPDATE OF THE FIFTH DISTRICT ECONOMY

FEDERAL RESERVE BANK OF RICHMOND

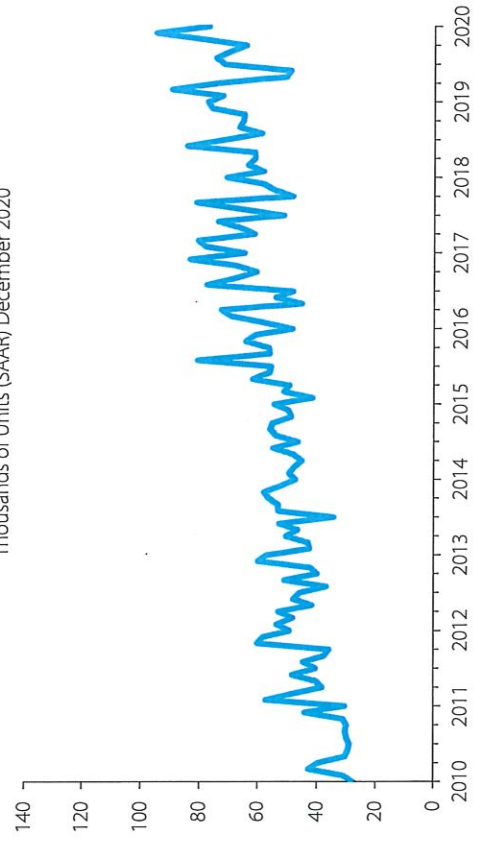
North Carolina New Housing Units

Year-over-Year Percent Change through December 2020



North Carolina Housing Starts

Thousands of Units (SAAR) December 2020

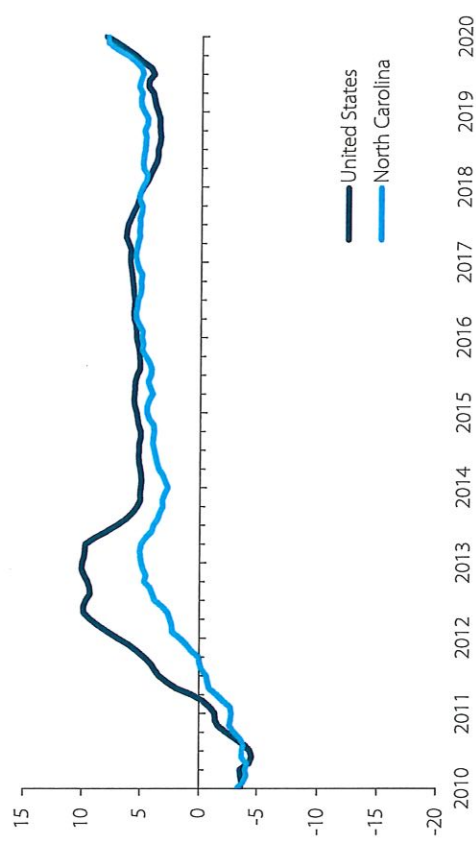


	Period	Level	MoM % Change	YoY % Change
United States	November	229	1.10	8.17
Fifth District	November	229	0.73	7.64
North Carolina	November	184	0.43	8.03
Asheville MSA	November	251	0.03	8.00
Charlotte MSA	November	194	0.59	8.81
Durham MSA	November	193	0.61	7.89
Wayetteville MSA	November	141	0.43	8.32
Greensboro-High Point MSA	November	155	1.28	10.49
Greenville MSA	November	146	1.53	9.84
Hickory MSA	November	188	1.39	13.63
Jacksonville MSA	November	174	0.21	6.81
Raleigh-Cary MSA	November	178	0.80	6.63
Wilmington MSA	November	212	0.37	7.40
Winston-Salem MSA	November	173	0.96	9.67

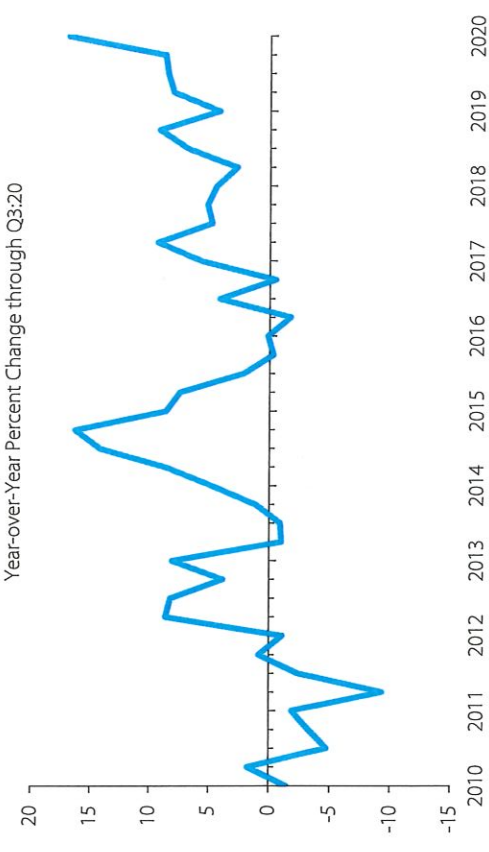
	Period	Level (\$000s)	QoQ % Change	YoY % Change
Charlotte MSA	Q3:20	310	7.95	16.34
Durham MSA	Q3:20	341	7.43	14.49
Greensboro-High Point MSA	Q3:20	208	5.15	16.96
Raleigh-Cary MSA	Q3:20	337	7.47	13.98

	Period	Level (\$000s)	QoQ % Change	YoY % Change
Asheville MSA	Q3:20	308	10.00	8.45
Charlotte MSA	Q3:20	285	1.79	12.20
Durham MSA	Q3:20	291	2.11	0.34
Wayetteville MSA	Q3:20	160	6.67	18.52
Greensboro-High Point MSA	Q3:20	199	4.74	10.56
Raleigh-Cary MSA	Q3:20	334	1.83	7.74
Winston-Salem MSA	Q3:20	200	2.56	17.65

North Carolina House Price Index (CoreLogic)
Year-over-Year Percent Change through November 2020



Greensboro MSA Median Home Sales Price (NAR)
Year-over-Year Percent Change through Q3:20



NORTH CAROLINA

Real Estate Conditions

Housing Opportunity Index (%)

	Q3:20	Q2:20	Q3:19
Asheville MSA	57.1	60.8	58.4
Charlotte MSA	70.4	70.4	73.2
Durham MSA	73.7	75.6	66.5
Wilmington MSA	73.5	75.9	78.9
Greensboro-High Point MSA	72.9	73.6	73.6
Raleigh-Cary MSA	69.8	68.7	74.0
Winston-Salem MSA	78.8	76.9	81.5

Commercial Vacancy Rates (%)

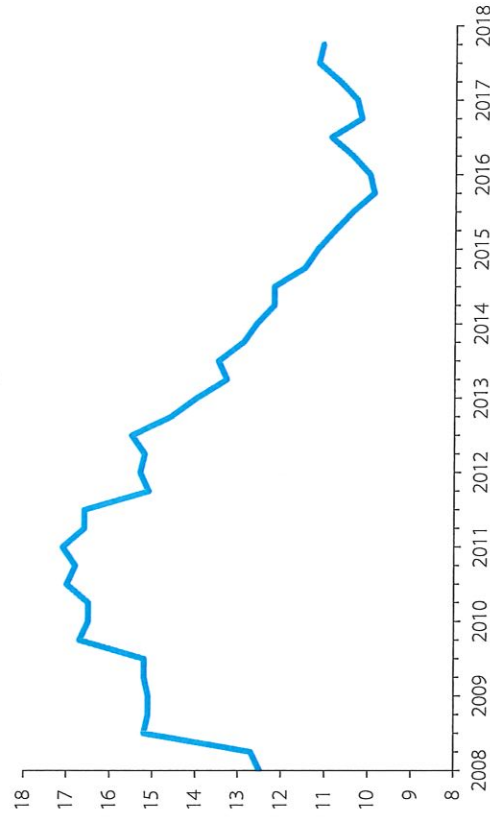
	Q2:18	Q1:18	Q2:17
Office Vacancies			
Raleigh/Durham	7.7	8.3	7.2
Charlotte	11.1	11.2	10.2
Retail Vacancies			
Raleigh/Durham	4.4	4.9	4.9
Charlotte	5.1	5.1	5.4
Industrial Vacancies			
Raleigh/Durham	7.0	7.1	7.0
Charlotte	7.4	7.7	7.0

A MONTHLY UPDATE OF THE FIFTH DISTRICT ECONOMY

FEDERAL RESERVE BANK OF RICHMOND

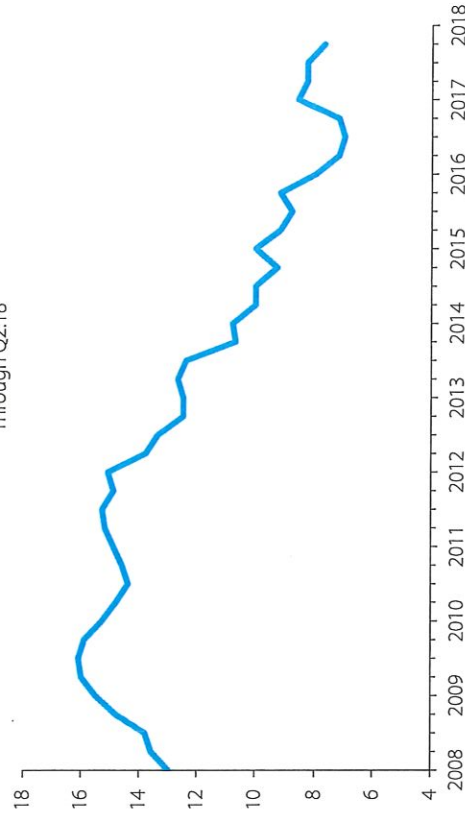
Charlotte MSA Office Vacancy Rate

Through Q2:18



Raleigh/Durham CSA Industrial Vacancy Rate

Through Q2:18



DRAFT

COMMUNITY



BUSINESS & ECONOMY



EDUCATION



PUBLIC SAFETY



GOVERNMENT



**Granville County
5-YEAR
STRATEGIC PLAN**

2025 Vision for Granville County Government

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What is the Strategic Plan?

The Granville County 5-Year Strategic Plan is a plan for county operations that spans multiple years. This document encapsulates what county departments are doing to support strategic plan objectives by utilizing specific strategies to accomplish those objectives. To put it simply, the strategic plan is a tool used to ensure the county is doing the right things to meet the needs of the community.

What is the County's Purpose?

Counties were originally established to carry out government on behalf of the state; later, counties were granted the opportunity to provide a range of services almost comparable to those provided by municipalities. Beyond these state mandates, Granville County uses mission and values statements to better define its purpose. These statements influenced the development of this strategic plan.

What is the County's Mission?

Granville County's mission is to provide residents with an array of services to enhance their quality of life through a responsive, effective, and efficient local government

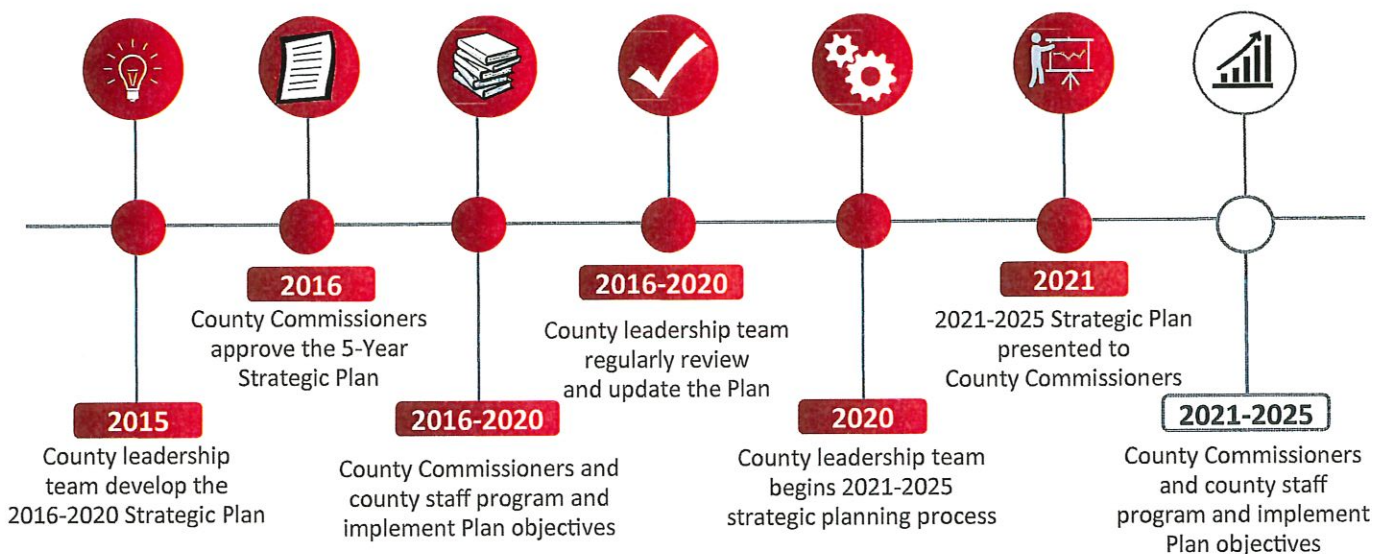
What are the County's Values?

Granville County government promotes open, honest government, maintains an innovative and equitable work environment, and highly prizes accuracy, accountability, and reliability.

What are plan objectives?

Plan objectives are precise actions or measurable steps with specific strategies that align to the strategic plan and business strategy.

How Did We Get Here?



BACKGROUND: 2016-2020 STRATEGIC PLAN OBJECTIVES

The County's first strategic long-range planning initiative was introduced in 2015. The Plan identified seven major objectives to be achieved over a five-year period and nearly all of the strategies associated with those objectives have been successfully employed. A few of those key strategies are highlighted below.

OBJECTIVE #1: Through economic development activities and efforts, increase the County-wide tax base by approximately \$80 million annually.

OBJECTIVE #2: Improve interlocal government relationships through partnerships and shared services.

OBJECTIVE #3: Educate the community to improve public awareness of local government issues, activities, benefits, and opportunities.

OBJECTIVE #4: Reduce the County's annual personnel turnover rate due to resignations and terminations to 6% or less by FY 2020.

OBJECTIVE #5: Improve employee recognition and boost morale through the implementation of an awards and recognition program.

OBJECTIVE #6: Improve and increase the number of volunteer programs, volunteer sites, and opportunities within County Government.

OBJECTIVE #7: Identify public safety requirements and improve communication of services with the public.



AT A GLANCE

2018 Completed Granville County Comprehensive Plan Update

2019 Formed partnership with Open Broadband, LLC to focus broadband efforts in unserved and underserved areas of the County

2017-2020 Obtained PARTF and LWCF grant funding and began construction of the GAP Phase III expansion project

243 NEW JOBS through facilitation of Dept of Commerce Building Reuse Grants for Dill Inc, Altec, and Ontic Engineering; and CBDG Grant: for Strong Arm Bakery

2019 Partnered with Tourism Authority to create the award winning "Uniquely Carolina" marketing and branding campaign

67.9% 2020 Census response rate (12 out of 100 NC counties) as a result of promotions and formation of Complete Count Committee

2018 Hired a Public Information Officer to manage public relations information and create effective communication tools

3900 New followers on Granville County social media page

2019 Addressed lagging market compensation issues by engaging the MAPS Group to conduct Pay & Class Study

1% 401(k) match, 2-day bereavement leave, and Employee Assistance Program added, and increased school parental leave to improve employee benefit offerings

5-YEAR employee service certificate program initiated

2019 Development & publication of internal county newsletter

2020 Adopted a Volunteer Policy and launched volunteer website to communicate/manage department opportunities

2018 Established Opioid Advisory Committee

2019-2020 Awarded contract and constructed Law Enforcement Center and Animal Shelter

2017 Updated Continuity of Operations Plan (COOP) and Continuity of Government Plan (COGP)

INTRODUCTION

This 5-Year Strategic Plan was created by an ad-hoc Strategic Planning Committee comprised of County department managers and key employees. The committee was first tasked with conducting a strategic analysis and identifying specific objectives for the individual focus areas of Government, Public Safety, Education, Community, and Business & Economy.

Following the initial analysis, objectives were prioritized and narrowed to 9 primary objectives with 45 corresponding strategies to achieve them. These objectives were classified as both obtainable within the five-year period covered by the Plan and also as an essential means to achieve the County's mission while maintaining its stated values.



The outcome of this strategic planning process appears below in the form of 9 objectives for Granville County's 2021-2025 Strategic Plan. Supporting strategies for each objective are identified beginning on page 18 of this document.



OBJECTIVE 1: Expand service delivery options through mobile services, satellite offices, substations, online access, etc.



OBJECTIVE 2: Create additional recreation and leisure opportunities.



OBJECTIVE 3: Improve regularity and reach of communication to enhance community and employee engagement.



OBJECTIVE 4: Focus on increasing development options identified in the 2018 Granville County Comprehensive Plan.



OBJECTIVE 5: Retain local talent through skills development for workforce, work/school study programs, and student internships.



OBJECTIVE 6: Create community and employee education opportunities.



OBJECTIVE 7: Evaluate public safety staffing, and upgrade technology and equipment to provide more efficient services to the community.



OBJECTIVE 8: Modernize equipment and systems to be more efficient while also being more convenient for residents and businesses.



OBJECTIVE 9: Develop Granville County government as a preferred employer in the Region K area.

2021-2025 STRATEGIC PLAN OBJECTIVES OVERVIEW

COMMUNITY

Healthy, active community with access to county services and cultural/recreational amenities



BUSINESS & ECONOMY

Thriving community with diverse economic opportunities



EDUCATION

Supporting educational opportunities for all



PUBLIC SAFETY

Community where residents are safe from crime & injury



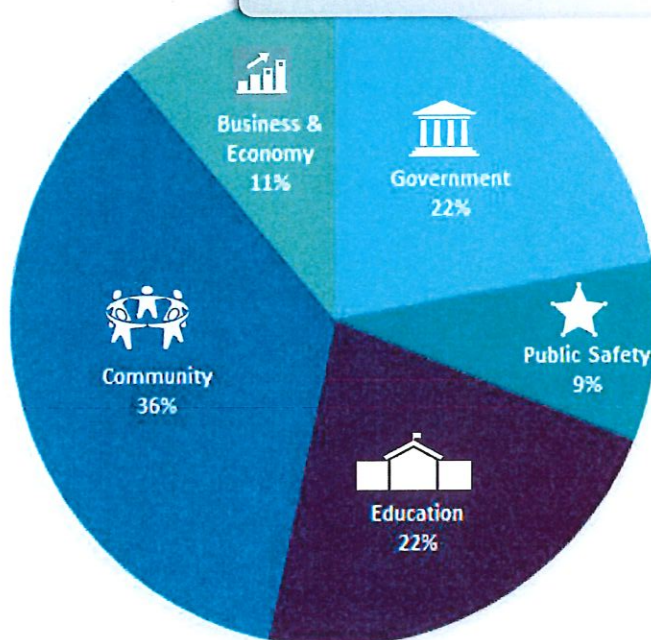
GOVERNMENT

Building and maintaining trust in the community and internally with employees



9
Objectives

Graph illustrates the count of all strategies by objective



45
Strategies



VALUE-DRIVEN RESULTS



Increased Efficiency

Doing things in the right manner. Is efficiency increased by doing work faster, with fewer resources, or less overtime?



Increased Effectiveness

Doing the right things. Is effectiveness increased by eliminating errors or better meeting the public need?



Cost Avoidance/Risk Mitigation

Are risks being mitigated? Are costs being avoided?



Transparency

Is visibility enhanced? Is there transparency?



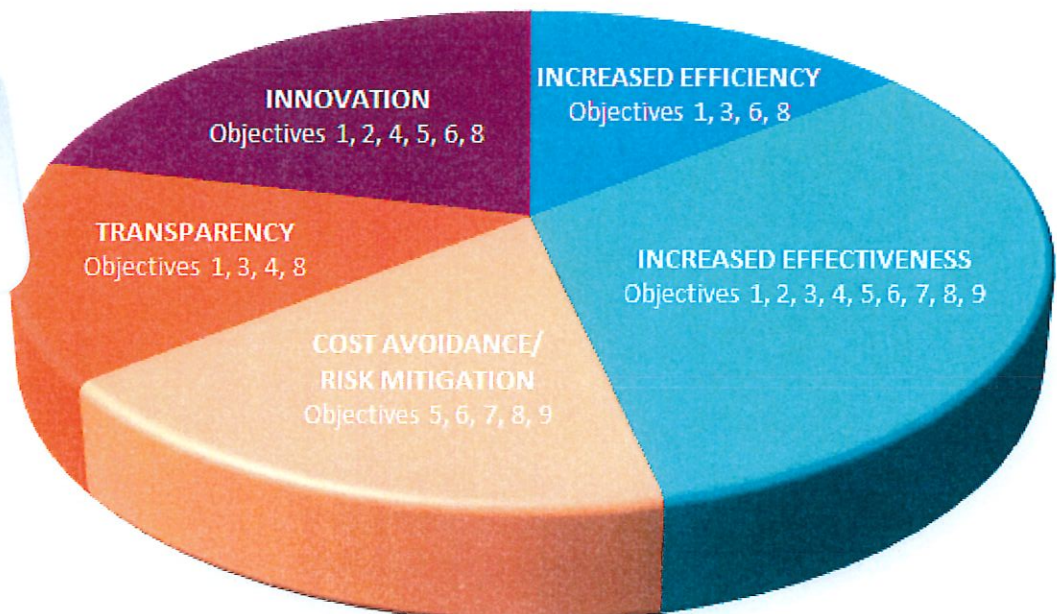
Innovation

Are processes and technologies being used to do things differently, implement new ideas, or enhance services?

Strategies explain how to achieve the plan objectives to ensure the county is **"pursuing what matters"**



Graph illustrates the count of all value-driven results by plan objectives



ENVIRONMENTAL ANALYSIS: Financial, Economic, and Legislative Factors

3 primary factors influence the environment in which county governments operate . . .

County Boards have little influence on economic factors and only slightly more influence on state and federal legislative factors. The area of most control revolves around financial factors with the annual operating budget process being the key tool used to apply this influence. A limited review of economic and legislative factors is provided in this document along with a financial review of the County's past five years. Data regarding the county's labor force, employment, income, and population characteristics are also included as background material.

ECONOMIC

LEGISLATIVE

FINANCIAL

Economic Factors

Not surprisingly, 2020-2021 economic forecasts were dominated by COVID-19 uncertainties with county revenue sources projected to be impacted as a result of reduced consumer activity, mandates put in place to combat COVID-19, and the corresponding economic downturn.

In his December 10, 2020 economic forecast, Dr. John Connaughton, UNCC's Barings Professor of Financial Economics at the Belk College of Business, writes that North Carolina's Gross State Product (GSP) were expected to decrease by 3.4% over 2019 levels and the state's establishments were expected to lose 224,100 jobs, a decrease of 4.8%. The sectors with the largest expected declines are hospitality and leisure services (-33.9%). The North

Carolina unemployment rate peaked at 12.5% in April and dropped to 6.1% as of November 2020; the U.S. unemployment rate for the same period was 6.7%.



For 2021, Dr. Connaughton forecasts the GSP to increase by 4.5% over the 2020 level with all 15 of the state's economic sectors expected to experience output increases during 2021. The sectors with the strongest expected growth rates are agriculture (21.7%), hospitality and leisure (7.3%), and educational and health services (6.8%). North Carolina's establishments are forecasted to add 245,100 jobs, an increase of 5.4%.¹

Legislative Factors

A copy of NCACC's 2020 End of Session Report is included as Appendix 1 of this document and several key highlights affecting county governments are excerpted below. As stated by the report, the COVID-19 pandemic cast a shadow over the 2020 Legislative Short Session, impacting both General Assembly operations and legislation considered by lawmakers.²

By the end of the first week of the short session, the General Assembly approved two pieces of legislation aimed at providing regulatory and financial pandemic relief. House Bill 1043/S.L. 2020-4 2020 COVID-19 Recovery Act allocated nearly \$1.57 billion of the \$3.6 billion received by the State of North Carolina from the federal government under the Coronavirus Relief Fund (CRF) in the federal CARES Act. Session Law 2020-4 provided an initial \$150 million to the 97 counties ineligible to receive direct funding from the CRF and placed another \$150 million in reserve. Section 1.1 (d) of House Bill 1023 appropriated the remaining \$150 million and required recipient counties to share at least 25% of the funds received with municipalities within the county. Of the \$300 million, Granville County received \$2,406,502 and distributed \$1,911,502 of the funding to county municipalities, the public health department, and the hospital.

Legislative leadership again used targeted "mini-budgets" instead of a comprehensive state budget. Many of the mini-budgets continued to allocate federal CARES Act funds received by the State. The General Assembly also approved a number of policy-related bills that have an impact on counties including:

- House Bill 1169/S.L. 2020-17 Bipartisan Elections Act of 2020 Made several changes to address election issues resulting from public health measures needed for COVID-19.
- Senate Bill 315/S.L. 2020-18 NC Farm Act of 2019-20 Changed the definition of agritourism in the legislation, to include "hunting, fishing, and equestrian activities."
- House Bill 593/S.L. 2020-83 JCPC/Detention/CAA and Other Fees Requires publishing of signed state of emergency declarations on the municipality or county website and notification to Emergency Management. The declarations are not considered effective until this process is completed.
- House Bill 77/S.L. 2020-91 DOT 2020-2021 FY Budget Governance Appropriated 2020-2021 funding for NC DOT and eliminated the Rural Operating Assistance Program which provides grants to counties for transportation for elderly, disabled, and others without access to transportation.
- Senate Bill 212/S.L. 2020-81 Capital Appropriations/R&R/DIT/Cybersecurity Established a pilot program for public-private partnerships to provide comprehensive cybersecurity support services to development tier one and tier two counties.



Financial Factors



To obtain a more complete picture of the County's financial position, a review of the most recent annual audit is recommended. The audit reports themselves are not included within this document; however, they are available for viewing and download on the Granville County website. As a point of reference when reviewing the Plan's recommended objectives, key financial elements as of June 30 of each fiscal year are reported below with a five-year history in order to highlight trends. Note that the County's last revaluation was in 2018 with the tax effect realized in 2019. Governmental revenue percentages by source are illustrated in Appendix 2: Figure 1.

CATEGORY	2020	2019	2018	2017	2016
Property Tax	\$41,224,580	\$41,016,801	\$40,319,275	\$39,171,884	\$36,226,663
Property Tax Rate	0.840	0.840	0.880	0.880	0.830
Property Tax Collection Rate	98.43%	98.35%	98.93%	99.05%	99.18%
Local Sales Tax	\$9,362,661	\$8,625,333	\$8,143,429	\$7,758,228	\$6,322,373
Total Outstanding Debt	\$100,203,270	\$107,631,759	\$85,727,366	\$78,385,494	\$85,517,519
Per Capita Debt	\$1,651	\$1,788	\$1,415	\$1,321	\$1,455
% of Total Debt Limit	25.23%	27.71%	23.29%	21.79%	24.50%
Cash & Cash Equivalents	\$46,084,838	\$35,037,843	\$38,132,602	\$40,527,589	\$33,746,069
Unassigned Fund Balance	\$27,130,647	\$25,044,003	\$22,942,823	\$23,821,293	\$30,810,391

In addition to key financial numbers included above, it is also important to understand the context of spending by function of government. The numbers below represent General Fund expenditures over the past five years based on key government functions as of June 30 of each fiscal year. The General Fund is the County's primary operating fund.



FUNCTION OF GOVERNMENT	2020	2019	2018	2017	2016
General Government	\$3,954,525	\$3,990,744	\$3,503,946	\$3,367,050	\$3,385,737
Public Safety	\$11,538,119	\$11,475,821	\$10,500,078	\$10,394,080	\$10,351,608
Community Services	\$3,851,299	\$4,229,428	\$4,014,560	\$3,528,653	\$4,544,231
Human Services	\$9,685,890	\$9,964,361	\$9,328,515	\$10,151,155	\$10,439,671
Education	\$18,839,236	\$17,623,166	\$16,125,309	\$16,306,405	\$14,573,165
Non-Departmental	\$4,547,433	\$3,288,306	\$3,533,266	\$3,170,991	\$2,405,556
Debt Service	\$11,224,994	\$10,514,944	\$9,332,212	\$9,795,083	\$9,380,492
Total Expenditures	\$63,641,496	\$61,086,770	\$56,337,886	\$56,713,417	\$55,080,460

LABOR FORCE, EMPLOYMENT AND INCOME, AND POPULATION CHARACTERISTICS

Labor Force

The labor force includes all people age 16 and older who are classified as either employed or unemployed and who are either working or actively looking for work. A sharp decline in labor force participation during the pandemic shows a truer scale of employment loss because it captures people who may have gotten discouraged because there aren't jobs in the world of COVID or they are worried that if they work, they may get sick.

As shown in Appendix 2: Figures 2 and 3, Granville County's civilian labor force had climbed slowing from a recession low of 25,124 in 2010 to a pre-COVID high of 30,594 in 2019. As of November

2020, the number currently sits at 29,810 with an unemployment rate of 5%; however, as with most pandemic-driven instabilities in the economy, the number has fluctuated since early 2020.

The employee work distribution in the county is 37% Blue Collar and 62% White Collar with the most jobs in sales and office administrative support (NC Dept of Commerce, 2020). Appendix 2, Figure 4 illustrates the top jobs by occupation.

Granville County residents and businesses enjoy easy access to Interstate 85 which traverses through the county from the Town of Butler in the south to just North of the City of Oxford. Approximately 14,119 county residents work in the State of North Carolina but outside of Granville County and residents spend an average of 28 minutes commuting to work. It is estimated that an additional 9,000 non-county residents commute into Granville County to work. Any long-lasting changes in commuter behavior resulting from the abrupt shift in how we work brought on by the COVID pandemic are yet to be quantified.



Employment and Income

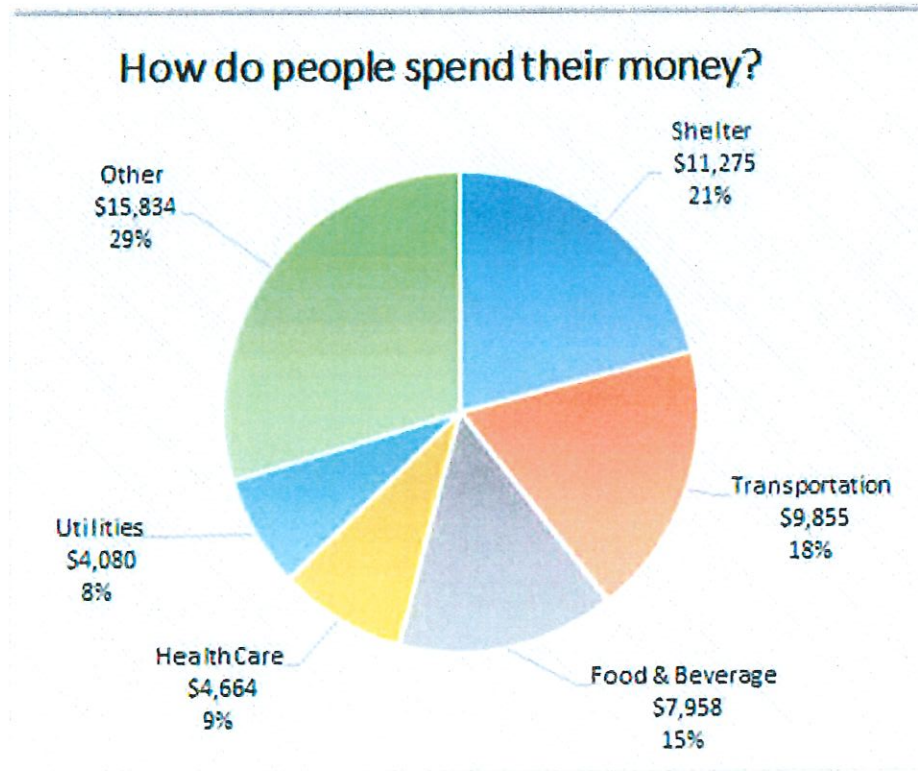
Granville County has a total of 1670 businesses. In 2019, the leading industries in the county were Health Care and Social Services, Retail, Manufacturing, and Public Administration as shown in Appendix 2, Figure 5. The majority of county businesses are small businesses with 91% employing fewer than 20 people and more than half employing fewer than 5 people (NC Dept of Commerce, 2020). Wholesalers report the largest annual industry sales figures at \$829,182,000 with retail and manufacturing second and third largest at \$691,414,000 and \$683,018,000 respectively (NC Dept of Commerce, 2020).

In addition to companies that employ workers, approximately 9.4% of residents report self-employment income (TownCharts.com).



Appendix 2, Figure 6 depicts Granville County's unemployment rate from January 1990 (4.7%) through November 2020 (5%). Unemployment rates that peaked in late 2009 at 11% had slowly declined in the period prior to the pandemic but jumped sharply to a pandemic high of 9.6% in May 2020 (US Department of Labor, Bureau of Labor Statistics).

The County has a median household income of approximately \$55,856 (2019 American Community Survey, US Census Bureau) with 38.26% of households earning more than the national average each year (NC Dept of Commerce, 2020). The majority of earnings get spent on shelter, transportation, food and beverage, health care, and utilities.



Income distribution by household is shown in Appendix 2: Figure 8.

According to the NC Department of Commerce, the County has approximately 9,700 households with income below \$50,000; 8,000 households with income between \$50,000—\$100,000; and 5,300 households with income above \$100,000.

In 2012, the number of SNAP program recipients was almost four times higher than in 2000. The growth appears bimodal with a first increase between 2000 and 2008 followed by a larger rate of increase between 2008 and 2012. From 2012 to August 2018 (the most recent data available), the number of recipients had steadily decreased from 8955 to 6379 (Appendix 2, Figure 7).

With 74.41% owners and 25.59% renters, Granville County home ownership outpaces renters by 291% according to the same data reported by the NC Department of Commerce.



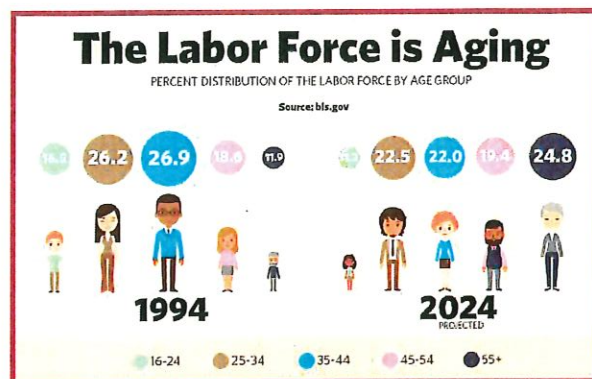
Population Characteristics



In 2019, Granville County had an estimated population of 59,328 and a median household income of \$55,856 (2019 American Community Survey, US Census Bureau). Granville is almost evenly split between male and female residents (51% and 49%, respectively) who predominantly reported under the “one race” category (95.6% reported as one race and 4.4% reported as two or more races). The percentage breakdown for those reporting as one race is 61% White, 30.1% Black or African American, and 8.9% American Indian, Asian, Native Hawaiian, or some other race not identified.

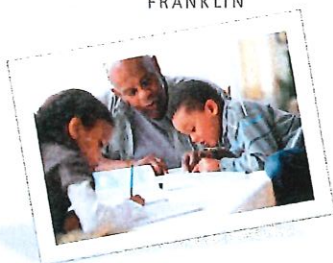
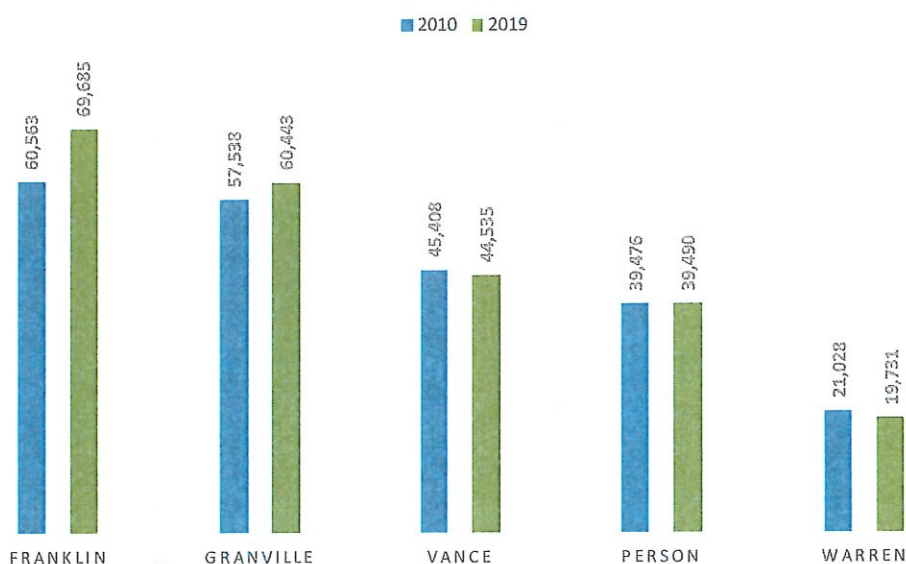
The County population can be characterized as growing slowly, particularly in younger age demographics (US Census Bureau). The median age of residents is 42 with the largest population age segment in the 65+ category (10,763 residents). The change in the ethnic makeup of the county continues as the non-Latino white and African

American populations decrease and the Latino and Hispanic populations increase (NC Dept of Commerce, 2020).



Granville’s growth rate was approximately 5% from 2010 to 2019. Population estimates for neighboring counties reflect Franklin County with a 15% growth rate while Vance, Person, and Warren counties either remained unchanged or lost population during the same five-year period. The graph below depicts estimated population growth comparisons from 2010 to 2019.

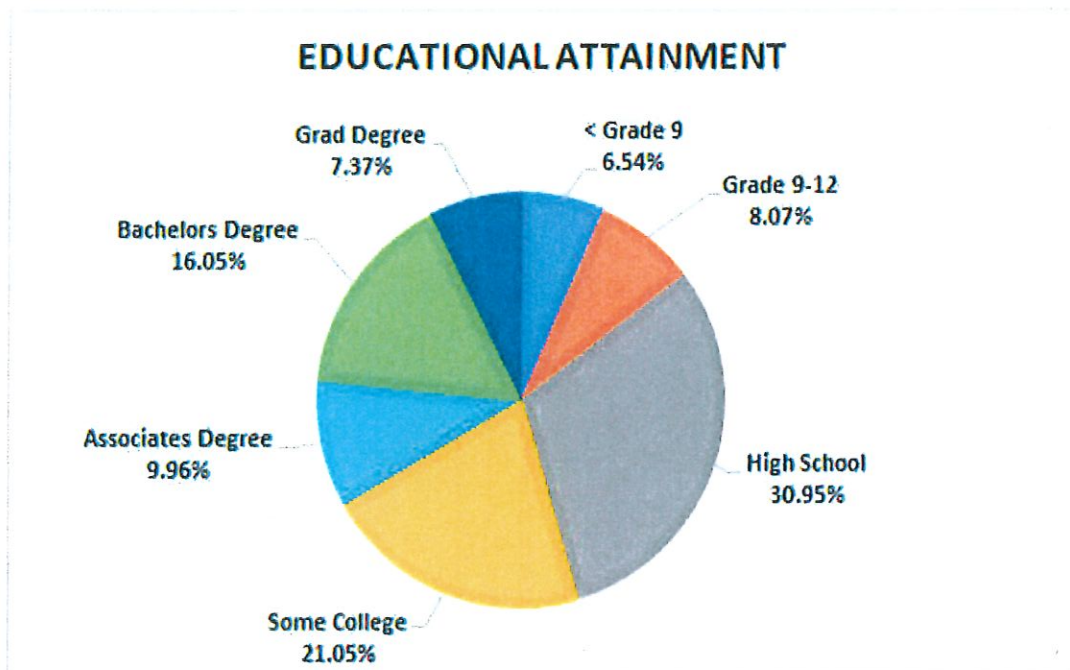
5- COUNTY POPULATION ESTIMATES 2010-2019



The population reflects a growing trend in American culture for grandparents to help assume responsibility for raising their grandchildren. Of the 1,726 grandparents in Granville County who reported living with their grandchildren under 18 years of age, 37.4% were responsible for the basic needs of those grandchildren.³

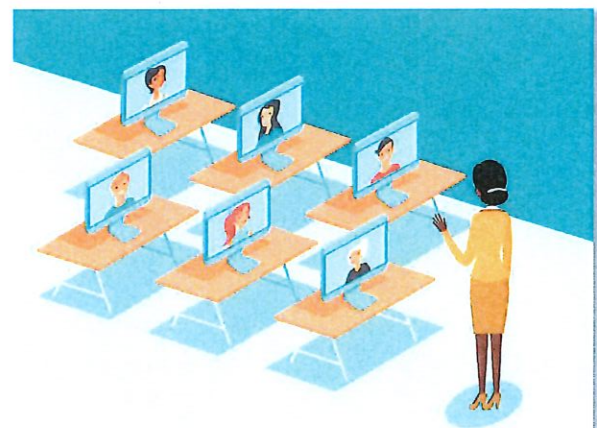
Just over 85% of Granville County residents have earned a high school degree or higher. The graph below illustrates educational attainment by per-

centage of residents (NC Dept of Commerce, 2020) .



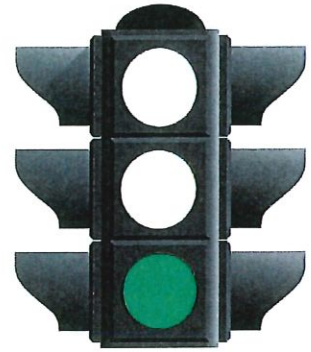
The National Center for Education Statistics reported a 59% nationwide increase on the number of bachelor's degrees conferred between 2001 and 2018.⁴ Granville County's numbers mirror that trend with an increase of approximately five percentage points for the number of people who completed a bachelor's degree or higher from 2015 to 2019, increasing from 17.6% to 22.5% (American Community Survey, 2015-2019). This increase can be at least partially attributed to a combination of the workforce seeking to ensure job stability following the Great Recession and the ease at which distance education has become more accessible, especially to working adults, caregivers, students with disabilities, and others who have schedules and responsibilities that are incompatible with attendance in traditional classrooms.

Since the COVID-19 pandemic that began in March 2020, education has changed dramatically with a distinctive rise of distance learning and remote teaching on digital platforms occurring out of necessity. A growing number of colleges are evaluating which courses can be taught successfully on a long lasting or permanent basis.⁵



STRENGTHS & WEAKNESSES

During information gathering and brainstorming sessions with the Strategic Planning Committee, the following items were identified as strengths and weaknesses within the County. The items listed below are in no particular order of importance; however, they can be grouped into general categories of need for communication improvements, lack of training opportunities, and need to fully embrace automation and technology for County weaknesses, and geography and infrastructure, recreation opportunities, great work environment, and dedicated workforce for County strengths.



- ♦ Communication from administration and communication between departments is lacking leaving employees with a feeling of being “in the dark”.
- ♦ Not fully embracing automation/technology and a related lack of training on technology.
- ♦ Opposing views on growth (i.e., keeping things the way they’ve always been vs new ideas and change).
- ♦ Lack of satellite offices throughout County; Need to move away from “northern” and “southern” terminology and thinking.
- ♦ Limited housing options for low to moderate income families.
- ♦ Adult literacy rates.
- ♦ Insufficient staff training for leadership and supervisory skills.
- ♦ Transportation issues.

**Granville
County
Weaknesses**

- ♦ Granville County is a great place to live.
- ♦ County invests in infrastructure; Listens to departments’ needs (ex., new law enforcement center and animal shelter, facility renovations, etc.).
- ♦ Convenient access to urban areas and the Triangle.
- ♦ Family-feeling workplace with a dedicated and committed workforce.
- ♦ Work atmosphere allows for personal growth.
- ♦ Ability to build effective internal and external working relationships.
- ♦ Strong community events and tourism development presence.
- ♦ Variety of recreation opportunities and recreational assets.
- ♦ Stable Board of Commissioners.
- ♦ Diverse county workforce.

**Granville
County
Strengths**

ASSUMPTIONS



Granville County's unemployment rate of 5% is slightly lower than the state average of 6%, as of November 2020 (US Department of Labor). The County's unemployment rate will continue

to be at or below the State average over the next five years.

Economic development within the County which is already planned or permitted will develop on schedule. The trend for state resources to be available to more of the urban areas within the state will continue.

Demand for e-government and access to public information will continue to increase as more people opt to conduct their business online. Pandemic-inspired modifications such as work-from-home arrangements, electronic meetings, and consumer purchasing habits are likely to become permanent, at least to some degree.^{6,7}



County departments will continue to stay in compliance with federal and state goals and/or deadlines. It is important to note that not all goals, objectives, and deadlines for County Government are set by the County Board of Commissioners; many of these are set by outside organizations such as federal and state governments.

The growing demand for general governmental services will continue to strain available revenue sources. Counties are projected to continue experiencing budgetary impacts as a result of the economic downturn brought on by the COVID-19 public health crisis. In addition to unfunded COVID-19

response costs, national estimates for lost county-generated revenues and decreases in state funding are in the tens of billions of dollars. In an online blog for NACo, Jonathan Harris writes, "A Harvard analyses of the impact of state and local government spending on economic output and workforce, estimates that every dollar cut in local government



spending reduces overall economic output by \$1.70 or more. The impact of COVID-19 on counties has been uneven and varied, yet widespread across the nation."⁸

A variety of factors such as population, geography, government structure, funding streams, and economic drivers have influenced the extent of the COVID-19 impact; however, to a varying degree all have experienced an impact on budgets, workforces, economies, and residents. Overall, Granville County has experienced a moderate impact locally with retail, entertainment, and tourism-reliant businesses reporting the greatest level of income disruption.



The County's governing board will continue to take a thoughtful approach to the provision of County services.



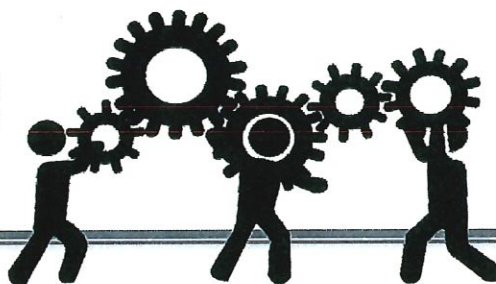
The County will continue to be affected by trends shaping the future of how people work in the twenty-first century.

For example, the trends shaping the future of work include new behaviors influenced by social media and the Internet, advancing technology, a multi-generational workplace with millennials' expectations regarding ways of working, and mobility options brought to the forefront by the COVID-19 pandemic which had many companies realizing, perhaps for the first time, that employees could work anytime, anywhere, and on any device.

As the county prepares and plans for the future, monitoring and adapting to shifting demographics both within the county and within the State of North Carolina will become even more critical. Being responsive to the changing needs of our citizens will ensure we are adequately providing service delivery options to benefit all segments of our diverse population.

This page concludes the background and assumptions portions of the 5-Year Strategic Plan document. The nine strategic objectives identified by the Strategic Planning Committee are shown on the following pages along with identification of specific strategies designed to accomplish those objectives.

Remaining sections include information regarding implementation and plan monitoring followed by Appendix 1-5 beginning on page 29.





Community

Support a healthy and active community with convenient access to county services and opportunities to enjoy cultural and recreational amenities



Employee Food Drive

The County is committed to fully engaging both externally with the community and internally with its dedicated work force by utilizing a variety of communication methods. In addition, the County will continue to improve access to a wide array of services through technological advances as well as geographic convenience. Partnerships with organizations such as the Tar River Land Conservancy afford the opportunity for ongoing environmental stewardship and sustainability endeavors that preserve land and provide passive recreational opportunities to residents.

OBJECTIVE #1

Expand service delivery options through mobile services, satellite offices, substations, online access, etc.

	<u>Strategies</u>	<u>Timeline</u>
1.1	Identify list of key county departments to implement expanded delivery options.	2021
1.2	Implement full-service online applications, rental reservations, payments, etc. for 50% of identified departments.	2022
1.3	Develop county mobile app for easy user access and include push notifications, tourism announcements, geofencing capability, etc.	2023
1.4	Reassess current satellite office space for sharing opportunities and determine additional locations to establish county services.	2025
1.5	Continue to support increasing broadband access to underserved and unserved unincorporated areas.	2025



OBJECTIVE #2

Create additional recreation and leisure opportunities.

<u>Strategies</u>	<u>Timeline</u>
2.1 Identify underutilized assets within the county and work to develop partnership opportunities for recreation and leisure.	2023
2.2 Increase recreation options in underserved areas of the county with a focus on youth by adding amenities such as playgrounds, outdoor basketball courts, etc.	2024
2.3 Develop partnerships with schools, municipalities, non-profits, etc. to increase “walkability” and other recreation opportunities such as open space, trails, greenways, sidewalk systems, etc.	2024
2.4 Create a regional park in southeast portion of the county.	2025
2.5 Create small community parks (aka, “pocket parks”) in unserved areas of the county.	2025



OBJECTIVE #3

Improve regularity and reach of communication to enhance community and employee engagement.

<u>Strategies</u>	<u>Timeline</u>
3.1 Include greater variation and ability to reach non-technology users with communication platforms such as annual county newsletter and/or mailing welcome packets to new businesses and residents.	2022
3.2 Increase community awareness of recreation through scheduled promotions of county and municipal amenities on a rotating basis.	2022
3.3 Increase community awareness of county services through scheduled promotions of departments such as public safety, emergency management, etc.	2022
3.4 Establish diversity initiatives to achieve a more inclusive community through cultural events and partnerships with municipal, non-profit, and/or faith-based organizations.	2023
3.5 Expand capabilities of information technology staff by creating a dedicated webmaster position with non-content related responsibilities such as website programming, updates, ensuring accessibility standards are met, monitoring site issues, and implementing new technologies/custom solutions (online applications, reservations, payments, etc.).	2023
3.6 Update/refresh website platform to reflect new technological advances.	2024



Business & Economy

Pursue a thriving, livable community with diverse economic opportunities



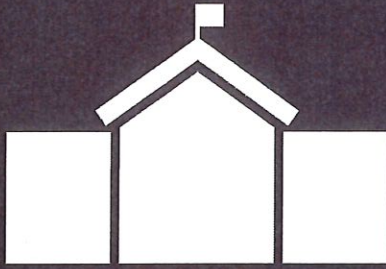
Triangle North Presentation for Officials

Economic vitality of the community helps to ensure that residents can find suitable and sustainable employment and that businesses can grow and thrive. Timely access to permits and well-planned zoning enhance community development. Initiatives that enhance the economy and quality of life for Granville residents are key focus areas in this strategic objective.

OBJECTIVE #4

Focus on increasing development options identified in the 2018 Granville County Comprehensive Plan.

	<u>Strategies</u>	<u>Timeline</u>
4.1	Develop a regular program to survey the needs and concerns of existing local employers; in particular, their priorities and challenges in attracting and maintaining a vibrant workforce including schools, training, infrastructure, and community amenities. <i>Cross reference Comprehensive Plan Strategy ED 2.3.</i>	2021
4.2	Consider focusing marketing efforts on attracting and retaining small- and medium-scale manufacturers. <i>Cross reference Comprehensive Plan Strategy ED 2.2.</i>	2022
4.3	Develop a catalog of all existing company expansions and new or relocating businesses coming to Granville County; track progress and identify trends to focus future economic development efforts and possibly infrastructure investments. Implement an annual reporting schedule to communicate findings to elected officials. <i>Cross reference Comprehensive Plan Strategy ED 6.1.</i>	2023
4.4	Update the EDC website and develop a schedule for regular updates to keep the site current including news updates, social media presence, upcoming events with regional and local partners, etc. <i>Cross reference Comprehensive Plan Strategy ED 5.2.</i>	2024
4.5	Address targeted industry training needs through workforce development programming; Collaborate with the Kerr-Tar Council of Governments and Granville County Public Schools. <i>Cross reference Comprehensive Plan Strategy ED 9.3.</i>	2025



Education

Meet community needs by supporting educational opportunities for all



Forestry Presentation

The County champions equal access to quality education and academic achievement opportunities. County leaders foster a supportive and cooperative relationship with educational institutions within the County's borders and with Vance-Granville Community College to advance educational prospects for all residents. By developing specific strategies to support student programs and workforce development, this objective focuses on the importance of education and lifelong learning.

OBJECTIVE #5

Retain local talent through skills development for workforce, work/school study programs, and student internships.

<u>Strategies</u>	<u>Timeline</u>
5.1 Develop a teacher recognition program to recognize teachers in a positive way.	2022
5.2 Create workforce development opportunities through partnerships with public schools and Vance-Granville Community College.	2022
5.3 Promote/market summer civic leadership program; increase number of eligible participants admitted to the program who will rotate through county departments.	2023
5.4 Create mentorship programs with county staff volunteers utilizing Community Service Leave (ex, "UTG" aka, Unwrapping the Gift).	2023
5.5 Create a partnership with schools to support vocational trade curriculum.	2024
5.6 Develop educational supplement or scholarship programs with future commitment to obtain employment within Granville County.	2025

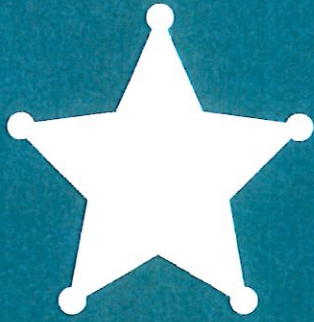


OBJECTIVE #6

Create community and employee education opportunities.

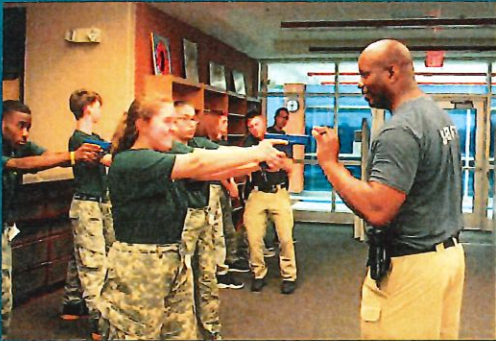
	<u>Strategies</u>	<u>Timeline</u>
6.1	Develop "Get to Know Granville County" initiatives with the goal of more fully engaging the community (ex, half-day a' la carte excursions without the months-long commitment and/or a structured "Citizens Academy" designed for all ages).	2023
6.2	Provide host sites for adult education and life skill classes.	2023
6.3	Encourage county departments to participate in community involvement programs (ex, set-up booth at local events/school career days, volunteering, etc.).	2023
6.4	Develop opportunities for multiple departments to collaborate on hosting dual events such as pop-up libraries and pet adoption or rabies clinic events, etc.	2024





Public Safety

Community where residents are safe from crime and injury



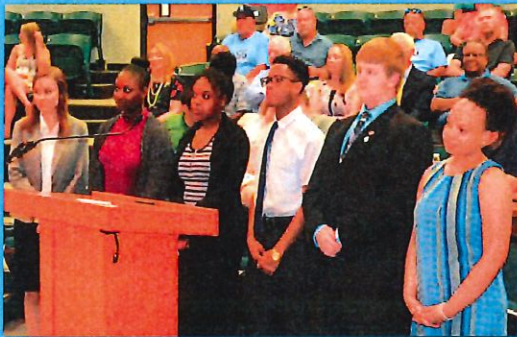
Teen Law Academy

Safety of residents is paramount to our community. Recruiting trained public safety professionals, along with planning for emergencies, are key focus areas for public safety. This strategic objective addresses equipment and technology needs which will not only ensure public safety personnel have the means to carry out their duties but also will provide a method to ensure responsible fiscal stewardship and the care of equipment entrusted to them.

OBJECTIVE #7

Evaluate public safety staffing, and upgrade technology and equipment to provide more efficient services to the community.

<u>Strategies</u>	<u>Timeline</u>
7.1 Develop multi-year replacement schedules for equipment.	2023
7.2 Evaluate staffing options for volunteer fire departments.	2024
7.3 Upgrade VHF Simulcast System.	2024
7.4 Provide funding to Volunteer Fire Departments for radio replacement.	2025



Summer Interns

Government

Building and maintaining trust within the community and with current and prospective County employees

Building trust is very important both from a perspective of fiscal responsibility and Granville County Government's reputation as a preferred employer. The ability to attract and retain qualified employees is more challenging than ever in today's market as the County is forced to compete with private sector employers for the best talent. Government accountability is a strategic plan objective that is far-reaching and impacts all aspects of county operations.

OBJECTIVE #8

Modernize equipment and systems to be more efficient while also being more convenient for residents and businesses.

<u>Strategies</u>	<u>Timeline</u>
8.1 Implement targeted training modules for computer and software programs.	2022
8.2 Develop intranet or employee-only central repository.	2023
8.3 Develop paperless processes utilizing custom technology solutions (payment vouchers, HR forms, timesheets, etc.).	2023
8.4 Move individual departments to more cloud-based IT programs and storage solutions.	2024
8.5 Employ new technology to replace outdated phone systems county-wide.	2025



OBJECTIVE #9

Develop Granville County Government as a preferred employer in the Region K area.

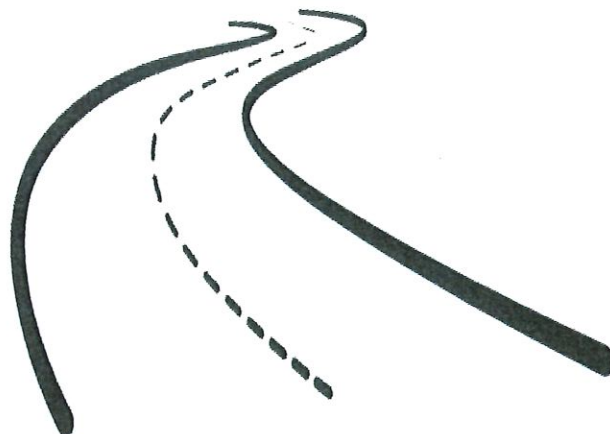
	<u>Strategies</u>	<u>Timeline</u>
9.1	Provide annual supervisor training as a refresher for county processes and procedures.	2021
9.2	Review employee benefits and conduct comparison to like-size counties with a goal of increasing 401k match, incorporating longevity pay, implementing annual COLA, etc.	2022
9.3	Implement supervisory training for new supervisors consisting of essential leadership and HR skills.	2022
9.4	Continue to develop orientation and onboarding programs including creation of workplace needs checklist (equipment, software access, etc.) and departmental basics informational packets.	2023
9.5	In addition to the Employee Assistance Program (EAP), research other means of supporting staff through critical incidents.	2024



IMPLEMENTATION OF THE STRATEGIC PLAN

Effective and efficient government does not just happen but is the direct result of people working together to first decide what needs to be accomplished and then working together to carry out those decisions. Once the written strategic planning document is developed, it becomes critical to put it into action. After all, the plan itself is merely a roadmap to where we want to go; the real challenge is taking the first step.

After the Strategic Plan is approved by the County Board of Commissioners, the County Manager will lead the Strategic Planning Committee in coordinating the strategies contained within the Plan in a timely and logical manner. The table below provides a broad overview of the key responsibilities and timelines to ensure an efficient implementation, monitoring, and revision of the Plan.



TASK	LEAD	TIMEFRAME
Strategic Plan presented to County Board of Commissioners.	Presentation Team	February 2021
Upon approval by the Board of Commissioners, the Strategic Planning Committee develops service expansion requests for the 2021-2022 Proposed Budget.	County Administration	March – April 2021
Departments implement approved 2021-2022 strategies and service expansions.	Strategic Planning Committee	July – August 2021
Committee reviews progress and begins necessary edits to the Strategic Plan.	County Administration	September – October 2021
Prepare Strategic Plan update for presentation to County Board of Commissioners.	Strategic Planning Committee	January – February 2022

Included in Appendix 3 is a copy of Granville County's Long-Term Financial Planning & Budget Process Flow Chart. The first step in implementing the Strategic Plan is to review it with county departments prior to the beginning of the annual budget process. The County Manager will use several methods of communication to accomplish this including discussions during monthly staff meetings, posting the plan on the county website, referring department managers to the site during the early stages of the budget process, and communicating directly with larger departments. Department managers will be responsible for sharing the Plan with their staff.

Department managers and key employees will be responsible for implementing objectives and strategies of the Strategic Plan with guidance provided by the Strategic Planning Committee and County Manager. Departments will work within existing budgets and policies to implement the strategies and utilize their assigned liaison to the committee for reporting and issue clarification.



PLAN MONITORING AND REPORTING

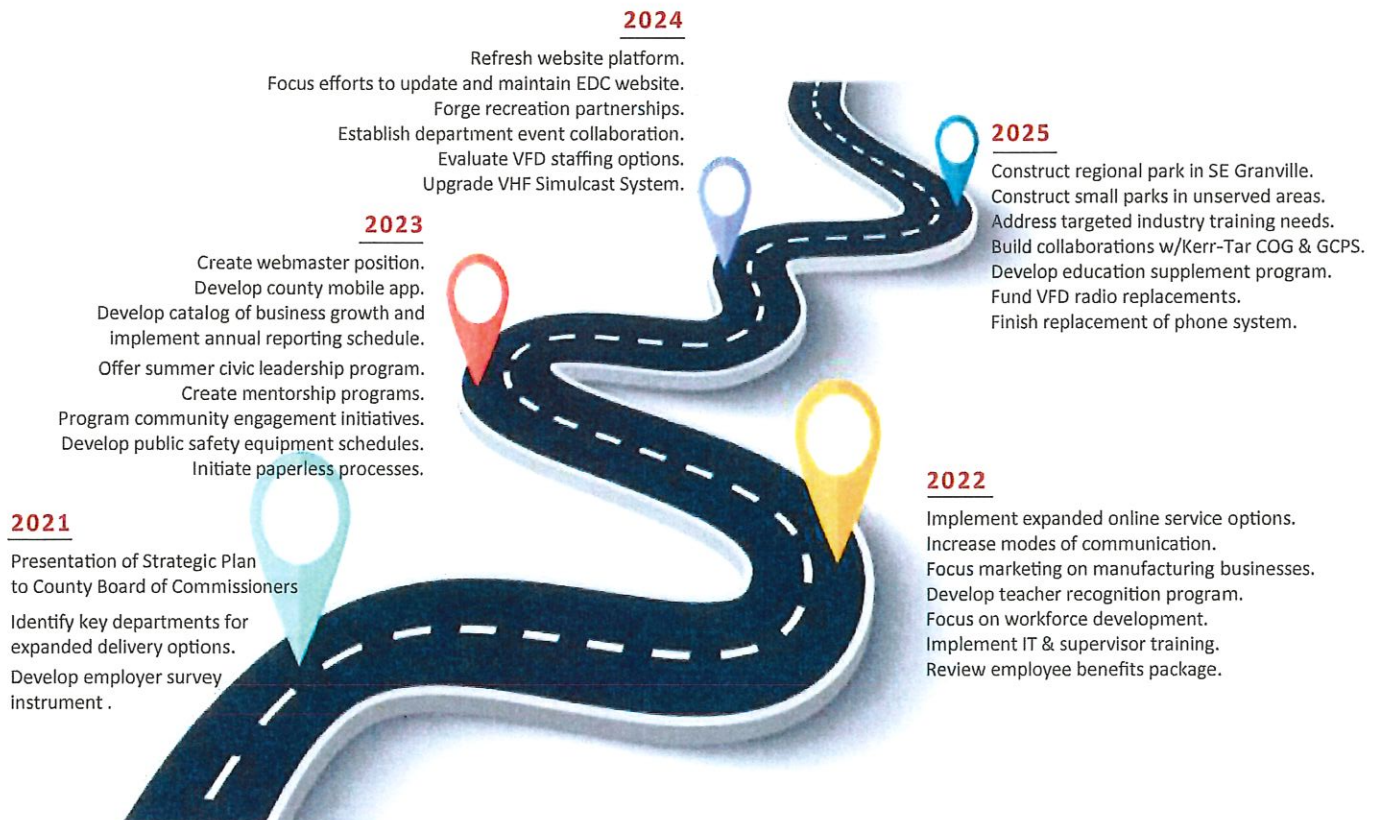
Department heads and supervisors will use the County's employee evaluation and appraisal system's unique outcomes section to develop benchmarks that align with the overall County Strategic Plan. County departments can then use this information as a monitoring mechanism to document their department's progress with Plan implementation.

The Strategic Planning Committee will also meet to review, evaluate, and report on the overall performance of each objective and strategy. If significant progress is not being achieved with key strategies, the group will discuss the obstacles and how best to proceed.



Reporting on progress is a priority in order to ensure consistent and efficient advancement toward implementing the strategic planning objectives. Proposed interim milestones for reporting on the status of the Strategic Plan are July, February (Board Retreat), and May (Budget Workshops).

Granville County 2021-2025 Strategic Plan Roadmap



Appendix 1: NCACC – 2020 End of Session Report

Overview

The COVID-19 pandemic cast a shadow over the 2020 Legislative Short Session, impacting both General Assembly operations and legislation considered by lawmakers. The session commenced on April 28, 2020; a date set by the General Assembly at the end of the 2019 legislative session prior to the emergence of COVID-19.

In response to the pandemic, the House established the House Select Committee on COVID-19, breaking the committee up into four subgroups to hear from stakeholders on needs related to the response to and recovery from the crisis. The committees produced various pieces of legislation ready for introduction in the House upon commencement of the short session. During the first week of the short session, legislators in both the House and Senate focused solely on COVID-19 relief. By the end of the week, the General Assembly considered and approved two pieces of legislation aimed at providing regulatory and financial pandemic relief. [House Bill 1043/S.L. 2020-4 2020 COVID-19 Recovery Act](#) allocated nearly \$1.57 billion of the \$3.6 billion received by the State of North Carolina from the federal government under the Coronavirus Relief Fund (CRF) in the federal CARES Act. Session Law 2020-4 provides \$150 million to the 97 counties ineligible to receive direct funding from the CRF and placed another \$150 million in reserve to be distributed to local governments pending federal action (see House Bill 1023 details below).

During that first week of the session, the General Assembly also approved [Senate Bill 704/S.L. 2020-3 COVID-19 Recovery Act](#) providing various regulatory relief due to the pandemic. NCACC's full analysis of these two pieces of legislation can be found [here](#).

Following the first week of session, the General Assembly took two weeks off and the short session resumed in earnest on May 18, 2020. At this time, the General Assembly resumed consideration of pandemic-related legislation but began work on other matters as well. Perhaps the most fiercely debated bills, and those with the closest votes, were various pieces of legislation aimed at "re-opening" businesses currently closed due to the pandemic, including bars, gyms, and bowling alleys. After extensive debate, the General Assembly passed several of these bills, aimed at overriding local emergency declarations and the Governor's executive orders. However, each passed bill was met with a gubernatorial veto, which the General Assembly failed to override.

After several weeks of work, in the early hours of Friday morning June 26, the General Assembly adjourned the 2020 short session until September 2, 2020. The adjournment resolution, [Senate Joint Resolution 870/Resolution 2020-5 Adjourn to a Date Certain and then Sine Die](#), limits the items legislators may take up when they return in September and then adjourns the legislature sine die on September 3. Eligible matters are:

- Appropriations related to funds received by the State in response to the COVID-19 pandemic or associated matching funds.
- Legislative appointments to boards and commissions.
- Action on gubernatorial nominations or appointments.

Though NCACC does not expect the General Assembly to return to Raleigh before September 2, the Governor or General Assembly leadership could call legislators back into session at any time to deal with any emergencies or funding related to COVID-19 or other matters.

General Assembly Budgets Through Targeted “Mini-Budgets”

As seen during the 2019 legislative session, legislative leadership took a piecemeal approach to budgeting in 2020 using targeted “mini-budgets” instead of a comprehensive state budget. Many of the mini-budgets continued to allocate federal CARES Act funds received by the State.

On the last day of session legislation emerged appropriating most of the State of North Carolina’s balance of Coronavirus Relief Funds (CRF) from the CARES Act. [House Bill 1023/S.L. 2020-80 Coronavirus Relief Fund/Additions & Revisions](#) makes additional appropriations and revisions to language in [previously approved laws](#).

Of most interest to counties is Section 1.1(d) of House Bill 1023, which appropriates the remaining \$150 million held in reserve for local governments and requires the 97 recipient counties to share at least 25% of the funds received for use by municipalities within the county. Funding previously shared by a county with a municipality will count toward the 25%. Counties determine the total amount allocated to municipalities, and the bill requires a municipality that receives funds, but does not have a plan in place to spend the funds on eligible expenses by September 1, 2020, to return funds to the county. The county may use or redistribute those returned funds to other municipalities. Funds allocated to counties and municipalities are subject to recoupment by the U.S. Treasury if the county or municipality does not spend on eligible expenses, and both counties and municipalities are liable to the State for misuse.

Other House Bill 1023 provisions of note include:

- Increases from \$5 million to \$15 million the allocation to the Department of Commerce for the stimulus marketing budget for Visit NC.
- Allocates \$1.5 million to the Department of Commerce for Economic Development Partnership for North Carolina grants targeted for areas of the State that are most dependent on travel and tourism to promote the State as it reopens.
- Allocates \$7 million to the Department of Public Instruction for PPE in public schools to facilitate in-person instruction.
- Allocates \$120 million for the state match of FEMA-PA funds provided in response to COVID-19.
- Extends from August 1, 2020, to August 31, 2020, the temporary removal of barriers to State and local government retirees returning to work on a part-time basis during the COVID-19 emergency.

Additional Enacted Mini-Budgets of Note to Counties:

- [Senate Bill 816/S.L. 2020-64 CC Funds/CIHS Funds/CR Funds and Offsets](#) – Appropriates \$645 million in federal CARES Act funding to be used to offset General Fund appropriations across state government for allowable expenditures. Additionally, provides \$41 million from the federal CARES Act funding received to fully fund projected community college enrollment growth statewide.
- [Senate Bill 808/S.L. 2020-88 Medicaid Funding Act](#) – Among other things, requires the implementation of Medicaid Transformation to begin by July 1, 2021. The bill also transfers \$69.4 million to the Medicaid Transformation Fund and allows those funds to be used for specified qualifying needs related to Medicaid Transformation. The approved version amends Medicaid eligibility redeterminations required by county DSS offices, allowing for good-faith

efforts in specified circumstances. \$50 million in CRF funding is allocated to LME/MCOs for behavioral health.

- [Senate Bill 836/S.L. 2020-32 State Operations/Increase Federal Funds Use](#) – Allocates an additional \$300 million from federal CARES Act funding for continuing operations needs across state government.
- [House Bill 1087/S.L. 2020-79 Water/Wastewater Enterprise Reform](#) – Appropriates \$9 million from the One NC Fund to the newly established Viable Utility Reserve. The funds will be used to provide grants to distressed water infrastructure entities for assessments and inventories, merger or regionalization studies, or infrastructure projects.
- [House Bill 1071/S.L. 2020-71 Funds to DPI for ADM Growth](#) – Appropriates nearly \$79 million to fund average daily membership increases in K-12 public schools statewide. Appropriates \$22 million from federal CARES Act monies to NC DPI for school systems in low-wealth counties.
- [House Bill 1187/S.L. 2020-15 Raise the Age Funding](#) – Transfers \$10,440,000 in nonrecurring funds from the Statewide Misdemeanant Confinement Fund to the Department of Public Safety for various Raise the Age projects.
- [House Bill 1063/S.L. 2020-14 Fund VIPER Tower Hardware Fund](#) – Appropriates \$19,800,530 of federal CARES Act funds to the Department of Public Safety for tower hardware upgrades to the Voice Interoperability Plan for Emergency Responders (VIPER) network.

Enacted Policy Legislation of Interest to Counties

In addition to mini-budgets, and bills related to the coronavirus, the General Assembly approved a number of policy-related bills impacting counties. Those enacted bills include:

- [House Bill 1169/S.L. 2020-17 Bipartisan Elections Act of 2020](#) – Makes several changes to address election issues resulting from public health measures needed for COVID-19. Appropriates about \$11 million in CARES Act funds and about \$2 million from the State's General Fund as matching funds to the State Board of Elections to assist county boards of elections for costs associated with COVID-19, like postage and poll workers. The bill also appropriates federal Help America Vote Act (HAVA) funds to the State Board to cover technology and security costs associated with new election measures; counties may apply for reimbursement for eligible HAVA expenses. See the estimated county-by-county distribution of funding under House Bill 1169 [here](#).
- Other House Bill 1169 provisions of note include:
 - Allows for one witness for the casting of absentee ballots and provides for voter assistance by individuals working as part of multipartisan teams. For all remaining elections in 2020, provides flexibility in the filling of positions for precinct officials and allows for completed absentee request forms to be e-mailed or faxed to county boards of elections.
 - Requires applications for absentee ballots to have a bar code allowing the county board of elections and the voter to track a voted ballot following its return to the county board.
 - Provides an additional two weeks for county boards of elections to approve applications for absentee ballots.

- Clarifies that voters may call the State Board or a county board of elections and request a blank absentee ballot request form be sent to the voter by mail, e-mail, or fax.
- Requires counties to report, by precinct, for each item on the ballot, the number of voters who did not select a choice for an item or who selected more choices than available; chairs of boards of elections who do not comply with the requirements in this section will be required to appear before the board.
- Requires counties to report the number of provisional ballots cast in an election.
- Creates a Class I felony for any member serving on or employed by the State Board or a county board of elections who knowingly sends or delivers an unrequested absentee ballot.
- [Senate Bill 315/S.L. 2020-18 NC Farm Act of 2019-20](#) – Of interest to counties is the change to the definition of agritourism in the legislation, which now includes “hunting, fishing, and equestrian activities.” Previous versions of the bill also included “shooting sports” in the definition of agritourism, but that language was removed from the final version of the legislation.
- [House Bill 593/S.L. 2020-83 JCPC/Detention/CAA and Other Fees](#) – Among other things, the bill requires municipalities and counties, effective July 1, 2020, to publish signed state of emergency declarations on the municipality or county website and notify Emergency Management through the State’s Web EOC. The declarations are not considered effective until this process is completed.
- [House Bill 873/S.L. 2020-61 System Development Fee/ADU Sewer Permit](#) – Makes changes to the process by which local governments may collect system development fees. The legislation states that fees may be collected at the later time of the building permit application or when water or sewer service is committed. The legislation also establishes that a system development fee could not be charged on other new development if a system development fee had been paid under the previous law. Additionally, the bill instructs the N.C. Department of Environmental Quality to amend its rule related to accessory dwellings that use the same sewer system as the primary dwelling on the same lot.
- [House Bill 77/S.L. 2020-91 DOT 2020-2021 FY Budget Governance](#) – Appropriates funds for the NC Department of Transportation for 2020-2021 fiscal year, and makes several changes related to the governance of the department. Of interest to counties is the elimination of the State’s appropriation for the Rural Operating Assistance Program for the upcoming fiscal year, which provides grants to counties for transportation for elderly, disabled and others without access to transportation. It is possible legislators will look at this program again in September pending further federal guidance on CARES Act funds use.
- [Senate Bill 212/S.L. 2020-81 Capital Appropriations/R&R/DIT/Cybersecurity](#) – Among other things, the bill establishes a pilot program for public-private partnerships to provide comprehensive cybersecurity support services to development tier one and tier two counties. The bill also establishes the Satellite-Based Broadband Grant Program, providing grants to providers of satellite-based broadband service that provide access to unserved households in the State.

Appendix 2: Figures

Figure 1. Revenues by Source for FY 2020 and FY 2021

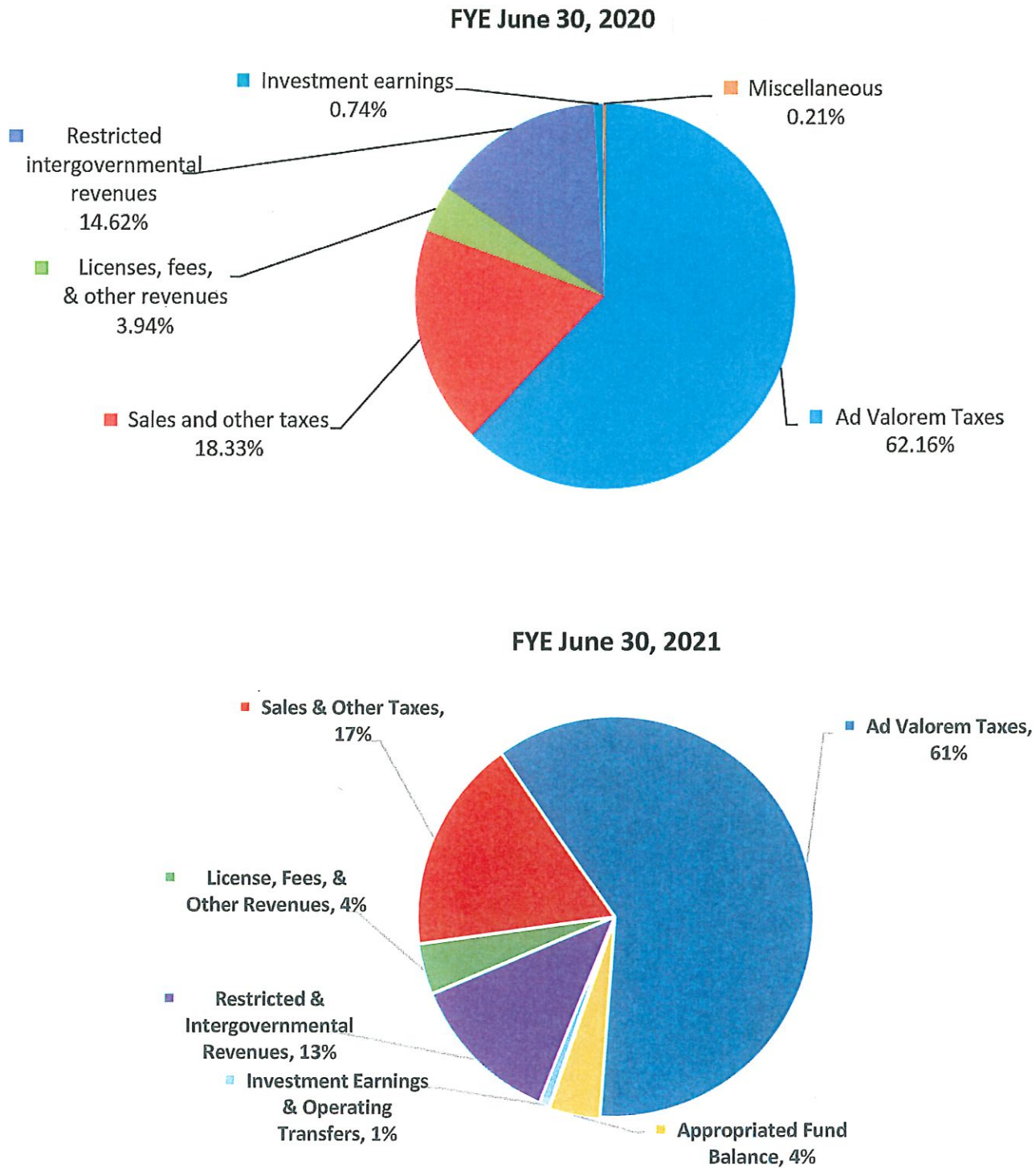


Figure 2. Granville County Civilian Labor Force, 1990 – 2020

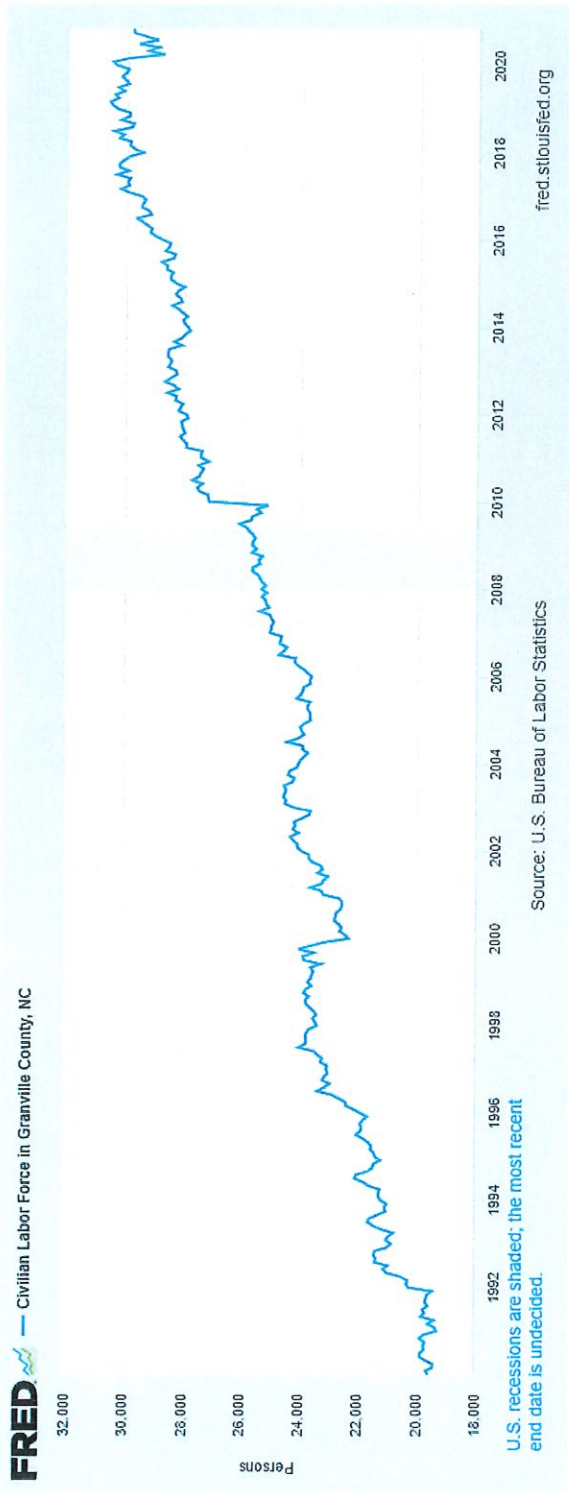


Figure 3. Granville County Civilian Labor Force & Employed Persons, January 1990 – November 2020

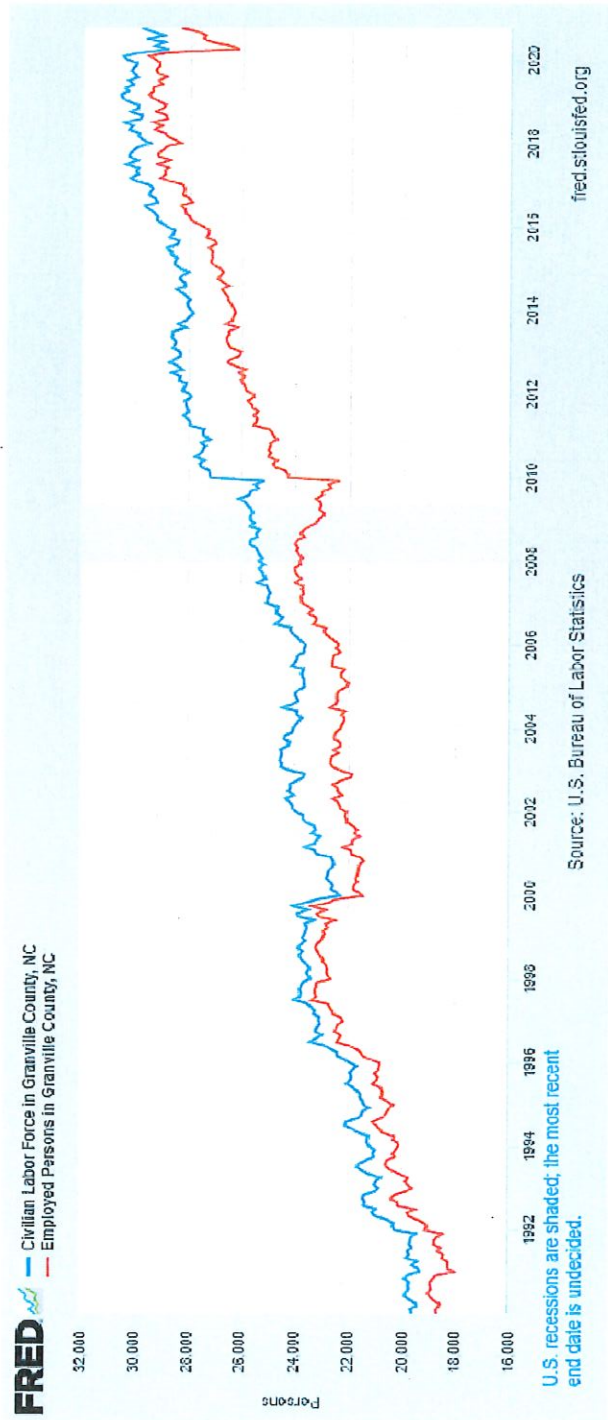


Figure 4.
Granville County Top Jobs by Occupation

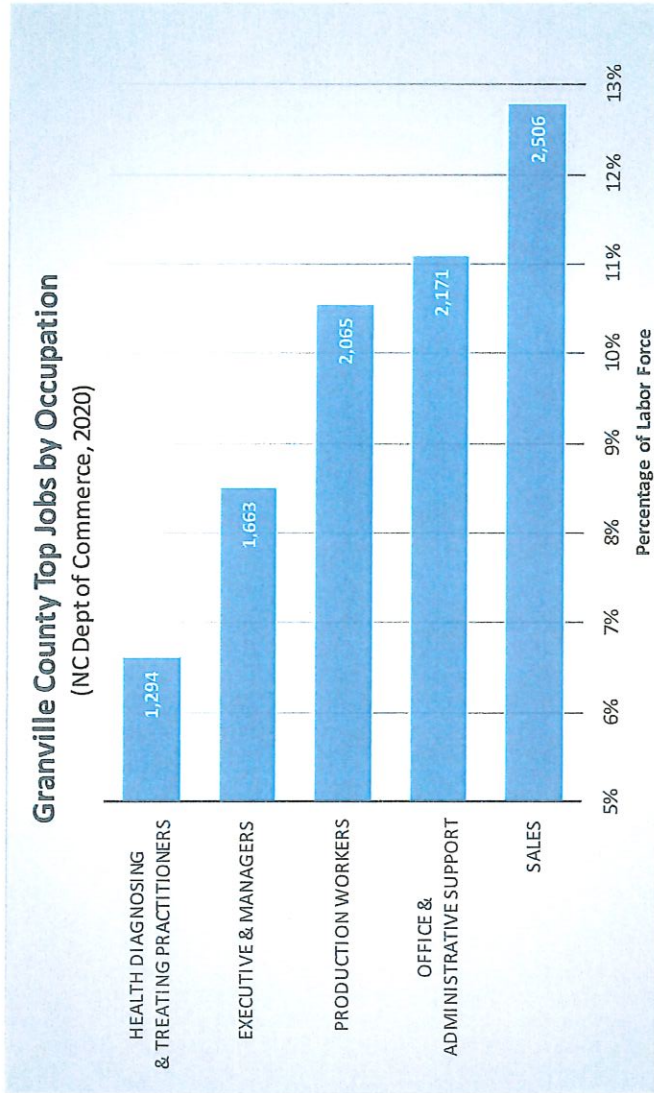


Figure 5.
Granville County Top Industries by Jobs

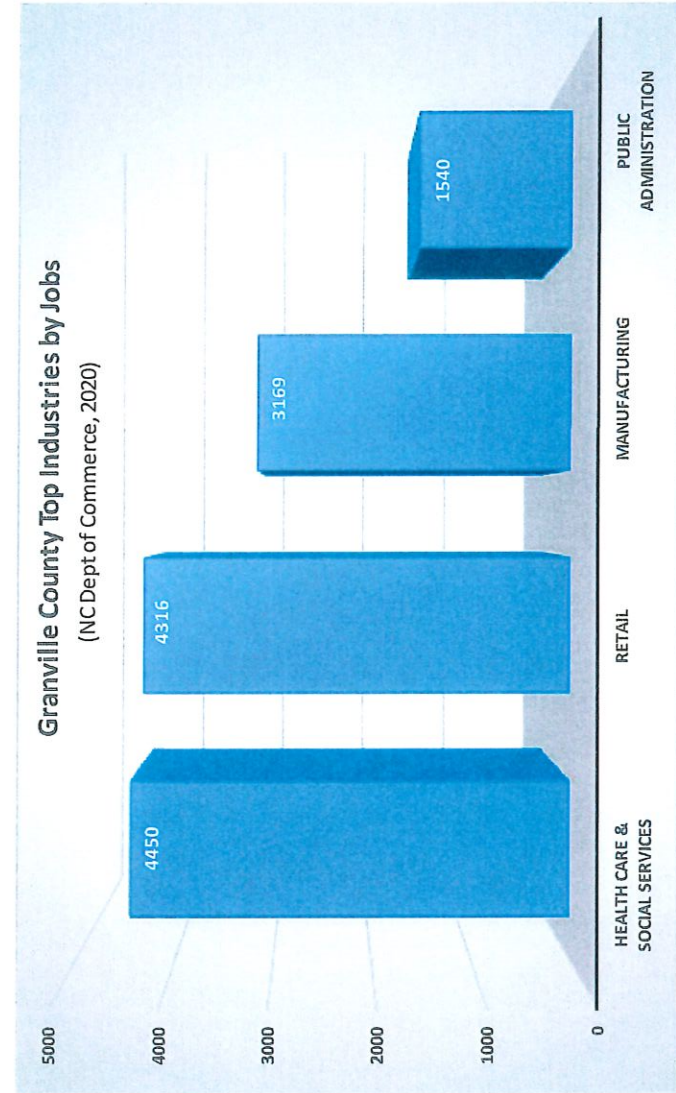


Figure 6. Granville County Unemployment Rate, January 1990 – November 2020

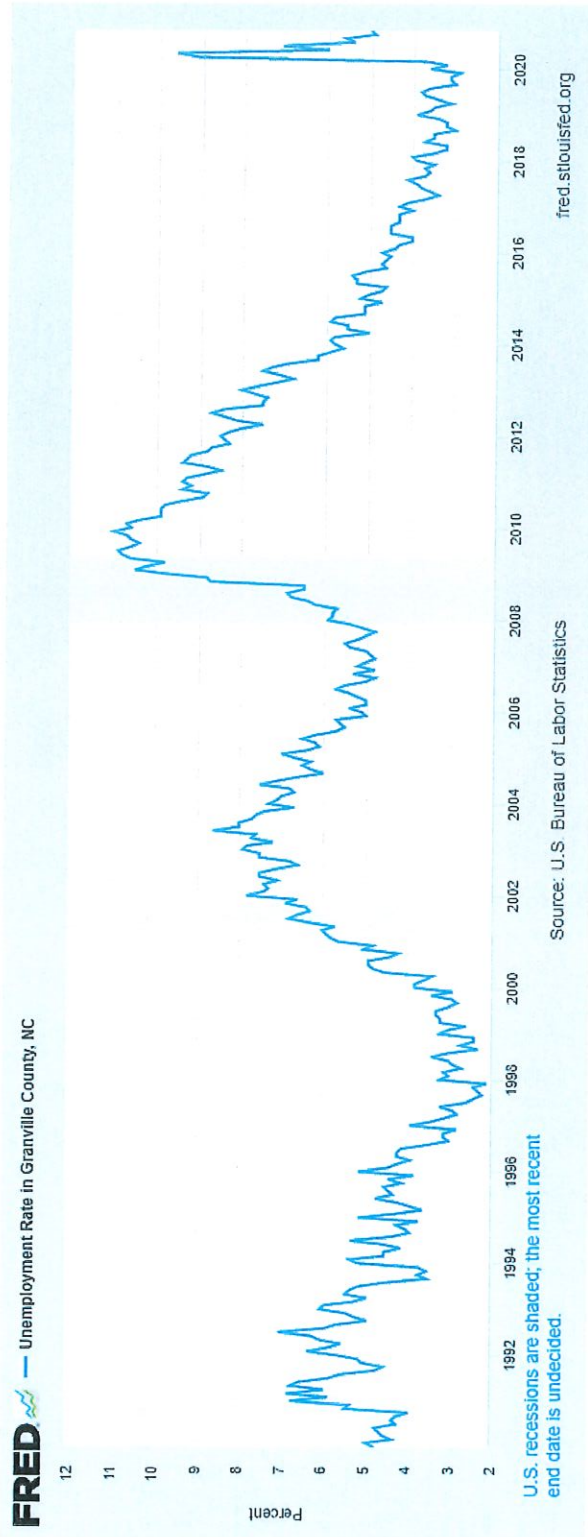


Figure 7. Granville County Unemployment Rate, November 2019 – November 2020

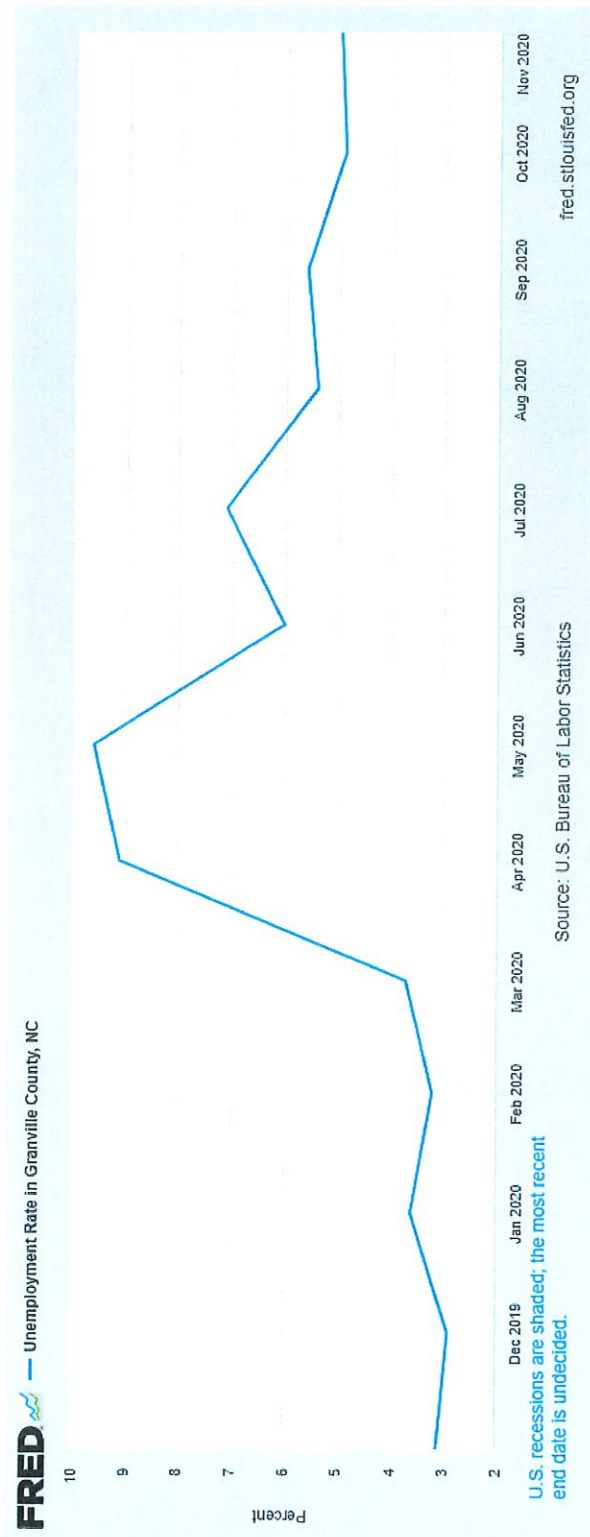


Figure 8. Granville County Income Distribution by Household

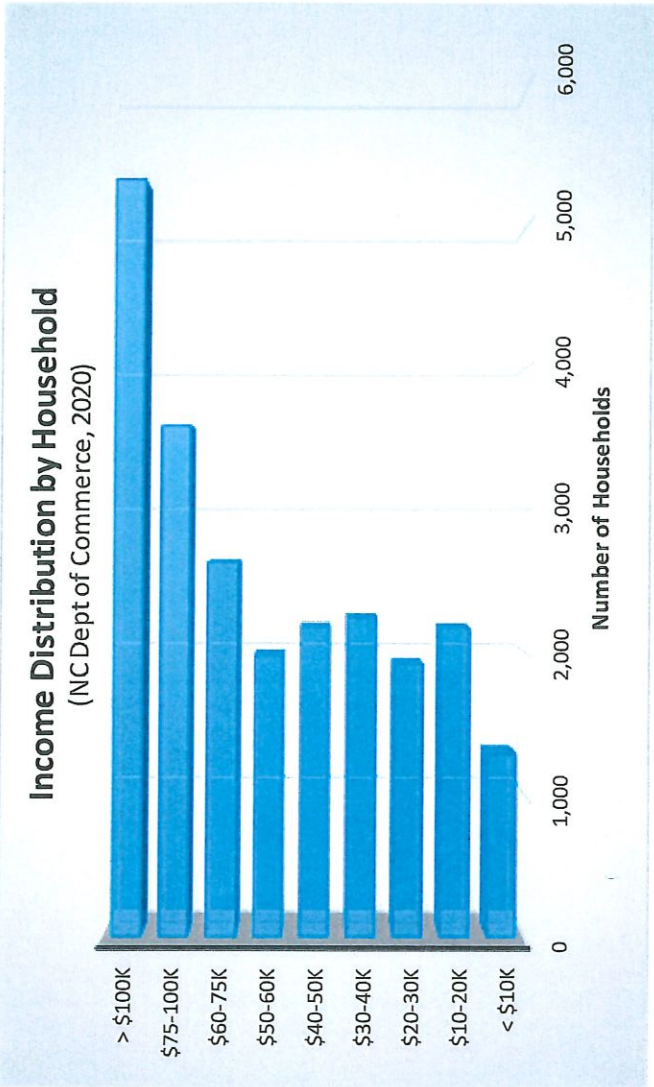
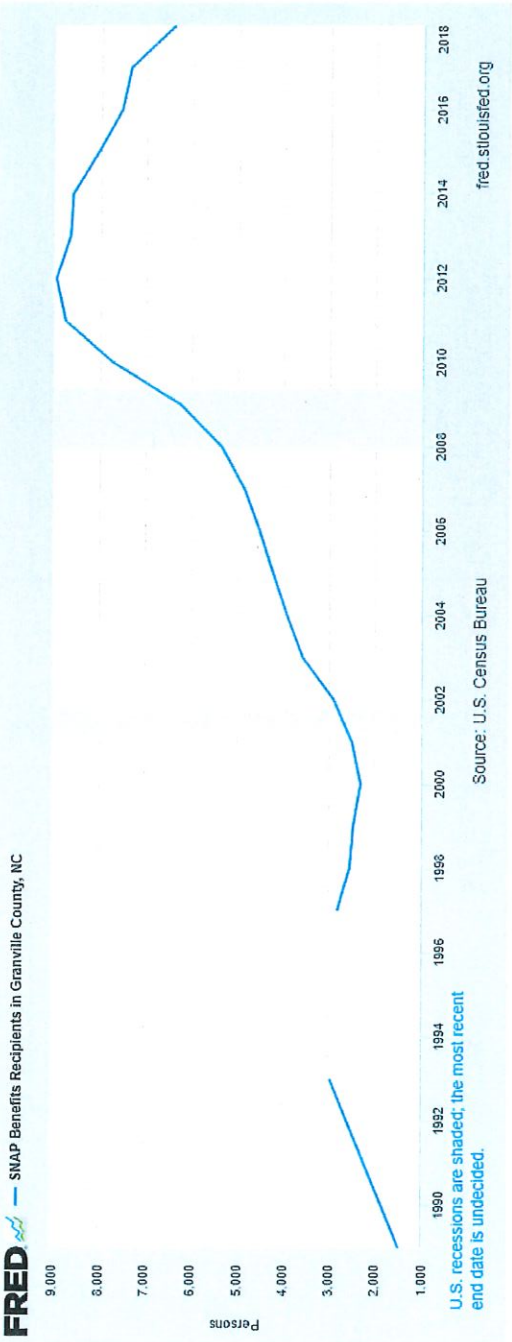


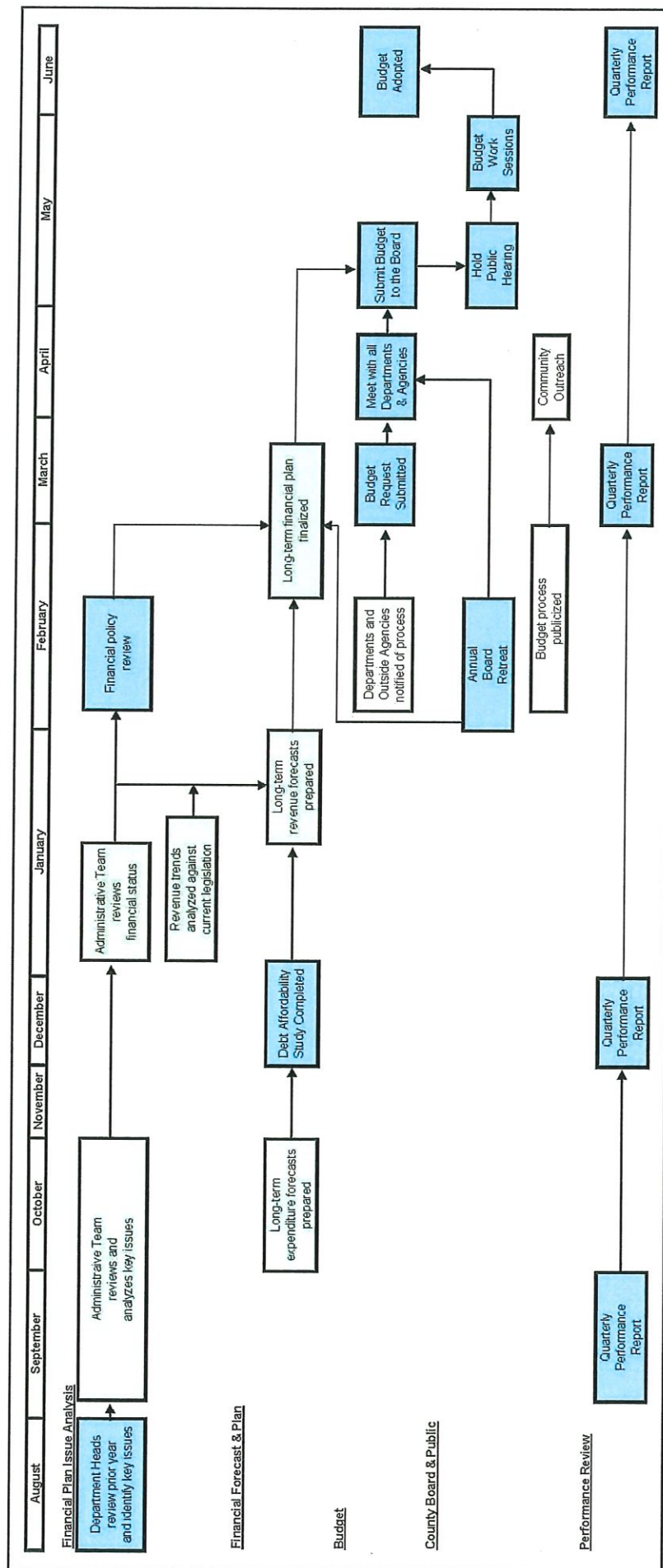
Figure 9. Granville County SNAP Program Recipients (Supplemental Nutrition Assistance Program)



Between 2015-2019, 12.9 % of households received SNAP. An estimated 50.5% had children under 18, and 36.2% had one or more persons 60 years and over in the household. An estimated 37.9% were families with a female householder and no husband present.

Appendix 3: Long-Term Financial Planning & Budget Process Flow Chart

Granville County
Long-Term Financial Planning and Budget Process Flow Chart



- = Financial Planning Process
- = Information Items
- = Strategic Planning Process

Appendix 4: Acknowledgements

Many people were involved in the work associated with this strategic plan including the Board of County Commissioners, elected officials, county administration, department heads and key employees who participated as part of the Strategic Planning Committee.

Members of the community and other county employees also provided input through the many hours of informal conversations and reviews of draft materials. If anyone was left out of this acknowledgement, it was not intentional. We thank all those who have contributed to this process and to the development of Granville County's next 5-Year Strategic Plan.

County Commissioners

Sue Hinman, District 3 (Chair)	Zelodis Jay, District 1	Timothy Karan, District 6
Tony Cozart, District 4 (Vice-Chair)	David Smith, District 2	Jimmy Gooch, District 7
	Russ May, District 5	

Elected Officials

Charles Noblin, Sheriff	Kathy Taylor, Register of Deeds
-------------------------	---------------------------------

Administration

Michael Felts, County Manager*	Debra Weary, Clerk to the Board
Korena Weichel, Assistant County Manager*	Lynn Allred, Public Information Officer

Special Thanks

Angela Allen	Rodney Frazier	Harry Mills*
Raymond Allen	Jennifer Griffin	Charles Noblin
Barry Baker	Adonica Hampton	Scott Phillips
Chris Brame	Zina Hardee	Charissa Puryear
Trent Brummit	Monique Heggie*	Jason Reavis
Cheryl Carrier	Tyeisha Hewett	Kenneth Reeves
Edward Cash	Ronald Jones	Will Robinson
Gary Cross	Justin Jorgensen*	Chris Smoot
Byron Currin	Matthew Katz	Kathy Taylor
Nikki Dickerson	Carlos Landrau	Tamonica Thorpe
Reba Duke	Andrew Maloney	Sandy Woody
Robin Edwards	Kathy May	Angela Wright
Matthew Eller	Beth Melvin	David Yancey
Jason Falls	Angela Miles	

*Team Lead

Appendix 5: References

The source of statistical references is noted within the text. Economic, labor, and population statistics were obtained principally from the US Census Bureau, US Department of Labor, and the North Carolina Department of Commerce.

- ¹ UNC Charlotte/Belk College of Business: "Barings/UNC Charlotte Economic Forecast". Dr. John Connaughton, December 10, 2020.
- ² North Carolina Association of County Commissioners: 2020 End of Session Report, July 31, 2020.
- ³ Grandparents Raising Grandchildren: A Growing Trend. Kristen Mauk, May 11, 2020.
- ⁴ National Center for Education Statistics, Annual Report on The Condition of Education, May 2020.
- ⁵ QualityInfo.org: "Growth in Distance Learning Outpaces Total Enrollment Growth". Lynn Wallis, August 11, 2020.
- ⁶ U.S. Chamber of Commerce.com: "5 Small Business Owners Talk Pandemic-Inspired Changes That Are Here to Stay". Andrea Forstadt, August 18, 2020.
- ⁷ Forbes. Com: "These 'Temporary' Covid-19 Changes Could Become Permanent". John Hall, September 21, 2020.
- ⁸ NACo.org: "County budgets to see \$202 billion COVID-19 impact" Jonathan Harris, August 2, 2020

MEMORANDUM

TO: BOARD OF COMMISSIONERS
FROM: MICHAEL FELTS, COUNTY MANAGER
SUBJECT: OPEN ITEMS
DATE: JANUARY 31, 2021



Over the past year, several items have been brought to County Administration's attention requiring updates or review. Below is a list of items we are currently working on or have under review and we expect to bring back to the Board's attention at a later time.

Open Projects:

- A. 2021-2025 Strategic Plan – Discussed earlier
- B. Open Broadband LLC Contract and Implementation –Implementation continues.
- C. Digital Infrastructure Committee (Broadband) – meets as necessary
- D. VFD Radio Replacement Program – Draft options being reviewed
- E. Granville Athletic Park Phase III – In Process - Discussed earlier
- F. Stovall Senior Center
- G. 122 Williamsboro Street Facility – Pending 143 Williamsboro Street Remodel
- H. Health Department Facility Renovation (Behind Hospital) – In Process
- I. Storage Area for Emergency Response equipment - pending
- J. Recreational Space near or in District 6 - Ongoing
- K. Economic Development Assistance for SGWASA – Pending information and request
- L. Falls Lake Rules – Working with UNRBA (Re-examination Summary Attached)
- M. Opioid Crisis & Substance Abuse Committee – On hold due to pandemic (School & Health professionals are key to this committee)
- N. Strengthening Partnerships with Airport, Hospital, SGWASA, and VGCC – Ongoing
- O. South Annex for Social Services and other County Services – In process
- P. Planning for old sheriff's office and administration space – In planning stages
- Q. Wall Street Facility Ramp Re-alignment – On Hold
- R. 275th Anniversary Planning – In process
- S. Monthly Newsletter - Ongoing
- T. Community Communication Efforts - Ongoing
 - a. Facebook page followers increased to more than 3,900
 - b. Series of new videos for County website
 - c. Goal of at least one article in each local paper per week

Completed Key Projects:

- A. Pay and Classification Plan
- B. Granville County Personnel Ordinance
- C. Emergency Services Advisory Committee – Initial meeting held January 2020
- D. Lease for administration office space
- E. Law Enforcement Center Project & Animal Shelter
- F. Transition for Sheriff's Office, Detention, and Animal Management to new facilities
- G. Public Wi-Fi at the GAP and Expo facilities

 *January 26, 2021*

VFD Radio Replacement Program



*Prepared by
County Staff*

Basic Program Background and Challenges

During the fiscal year 2020-2021 County budget process, the Granville County Board of Commissioners identified the need to assist the Volunteer Fire Departments (VFDs) with the replacement of portable and mobile radios before the existing radios became obsolete on or around 2025. It was anticipated to require up to \$1,500,000.00 to meet this need and resources to fund this program were not available in the 2020-2021 budget.

The Board directed the County Manager to include up to \$500,000 in funding each year, beginning with the fiscal year 2021-2022 budget, for three years and to work with the County Emergency Services staff to develop a radio replacement program to go along with the funding. Based on the average number of portable and mobile radios per VFD and the addition of radios for the Rescue unit, Emergency Management, and Animal Control the maximum anticipated cost to the program is \$1,417,394.

The County is served by 14 VFDs (this includes the municipal services of Oxford and Butner Public Safety). Jason Reavis and his team have completed a review and verification of active portable and mobile radios for the VFDs (excluding Butner Public Safety) and has determined that there are 198 active portable radios and 73 active mobile radios currently in use. A breakdown of these units by VFD is provided later in this draft program paper for your reference, however this results in an average of 15 portable and 6 mobile radios per volunteer fire department.

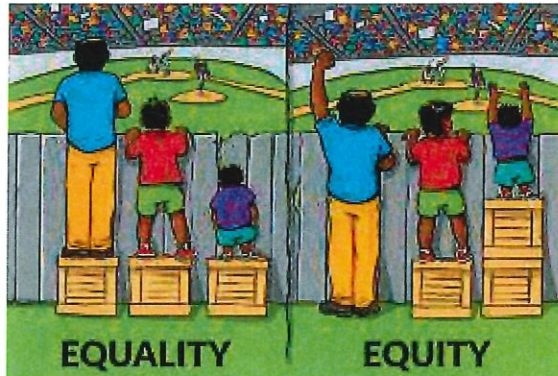
In addition to the VFDs, there is also a need for replacement radios for Granville Rescue (7 units), Granville County Emergency Services (14-23 units), and Animal Control (4-5 units).

*Jason's team has identified 3 portable radios which best meet the needs of the VFDs. These are the **APX 6000 XE** (estimated cost per unit of \$4,847.00), the **VP 900** (estimated cost per unit of \$3,442.50), and the **VP 6000** (estimated cost per unit of \$3,020.90). Jason's team also identified the **APX 1500** as the most suitable replacement for the active mobile radios.*

Jason Reavis and his team are prepared to discuss the various radios and why they were selected as the most suitable replacements.

Detail provided by Emergency Services:

<i>Unit Name</i>	<i>Portable Radios</i>	<i>Mobile Radios</i>
Antioch FD	12	5
Berea FD	12	5
Brassfield FD	17	6
Bullock FD	17	5
Corinth FD	15	5
Cornwall FD	17	4
Creedmoor FD	22	11
Granville Rural FD	14	5
Oxford FD	15	5
Providence FD	12	5
Stem FD	11	6
Stovall FD	18	4
Virgilina FD	16	6
Granville Rescue	7	1
Animal Control	4	4
Emergency Services	23	4



How does Equality and Equity apply to the program?

One of the key elements of the program we wanted to maintain was the ability for the VFDs to maintain Flexibility.

As staffed worked through the various options available to roll out the radio program, one of the key elements we wanted to maintain was the ability for the VFDs to maintain flexibility. By this, we mean that the VFDs should have some input on which radio options best fit their needs.

As we list each available option, we will highlight the basic pros and cons each option provides. The other element we want to preserve is the idea of remaining equitable.

Equal/equally means “exactly the same” whereas equitable/equitably means “fairly”. For example, if you have two groups and both receive 50% of a resource that can be considered to be equal division of the resource, but may not be equitable. Say one group has 70 people and the other has 30 people.

Various Program Options:

Option 1: Fire department pays 10% after using 50/50 State grant

Using this option, VFDs would have to use their 50/50 state funding grant for radio replacements. The State would pay 50% of the replacement cost, the VFD 10% and the County 40%.

Pros: Reduces the overall County costs allowing for more radios to be purchased by the VFD.

Cons: Does not easily allow the VFDs to use their 50/50 grant funding for other equipment needs. Municipal FDs may not have access to the grant funds. County would need to set an annual funding limit per VFD or set a maximum limit on the number of radios the County would fund per VFD.

Option 2: County pays 50% match of State 50/50 grant

Using this option, VFDs would have to use their 50/50 state funding grant for radio replacements. The County would pay 50% of the grant match.

Pros: Allows VFDs to purchase more radios based on their needs and is consistent with the previous program offered by the County at the time of the original radio purchase.

Cons: Does not easily allow the VFDs to use their 50/50 grant funding for other equipment needs. Municipal FDs may not have access to the grant funds. County would need to set an annual funding limit per VFD or set a maximum limit on the number of radios the County would fund per VFD.

Option 3: County pays 100% up to the average number of portable & mobile radios

Using this option, the County would purchase up to 5 portable radios and up to 3 mobile radios for each VFD annually. The VFD would select which models they wanted, up to a maximum allowance of \$4,847.00 each. The County then purchases the radios and turns them over to the VFD.

Pros: This allows for a radio for radio replacement up to the average of 15 portable and 6 mobile radios. Allows a considerable amount of flexibility to the VFDs. County may be able to obtain purchase incentives by purchasing in bulk.

Cons: Does not provide funding for VFDs who need to replace more than 15 portable and 6 mobile radios.

Option 4: County provides a cash allotment to each VFD and require them to be 100% compliant by 2025.

Using this option, the County could provide a set allocation to each of the VFDs annually for each of the 3 years.

Pros: This option would allow VFDs the most flexibility. Assuming funding of the average number of radios at the highest projected unit cost was used to determine the funding allocation, then VFDs choosing to purchase a lower cost option could then use remaining funds to fund additional radios or other equipment.

Cons: In theory, this would be the most expensive option to the County.

Regardless of which option, if any, is selected it is recommended that the VFDs develop a radio replacement program to maintain and fund radio replacements in the future. The selected program will need to determine if a one-to-one replacement program is offered or just replacement up to the actual number of radios not to exceed the average of 15 portables and 6 mobile radios is offered.

County Staff welcome the input of the Public Safety Advisory Committee.



Reference Summary Slides for the UNRBA's Falls Lake Nutrient Management Strategy Re-examination

Why Re-examine Stage II of the Falls Lake Nutrient Management Strategy?

- Requires very high nutrient load reductions
- Very expensive (greater than \$1 billion)
- Not technologically feasible
- Does not foster collaboration across sectors
- Modeling period 2005 to 2007 used to develop the Rules
 - Period of record drought coupled with a large tropical storm
 - 2006 is the measuring stick (baseline)
 - Models were based on limited data that resulted in uncertain model predictions



Falls Lake at I-85 in November 2007
Source: Southeast Regional Climate Center

UNRBA Re-examination Approach

- Relies on science and collaboration to develop an alternative plan incorporating
 - 4 years of the UNRBA Monitoring Program
 - Revised watershed and lake models for two periods
 - 2005 to 2007 to compare to original modeling
 - 2014 to 2018 to incorporate new data
 - Cost benefit/feasibility analyses
 - Stakeholder involvement
 - Regulated communities, including agriculture
 - Environmental groups
 - State and federal agencies
 - Regulated
 - Approvals



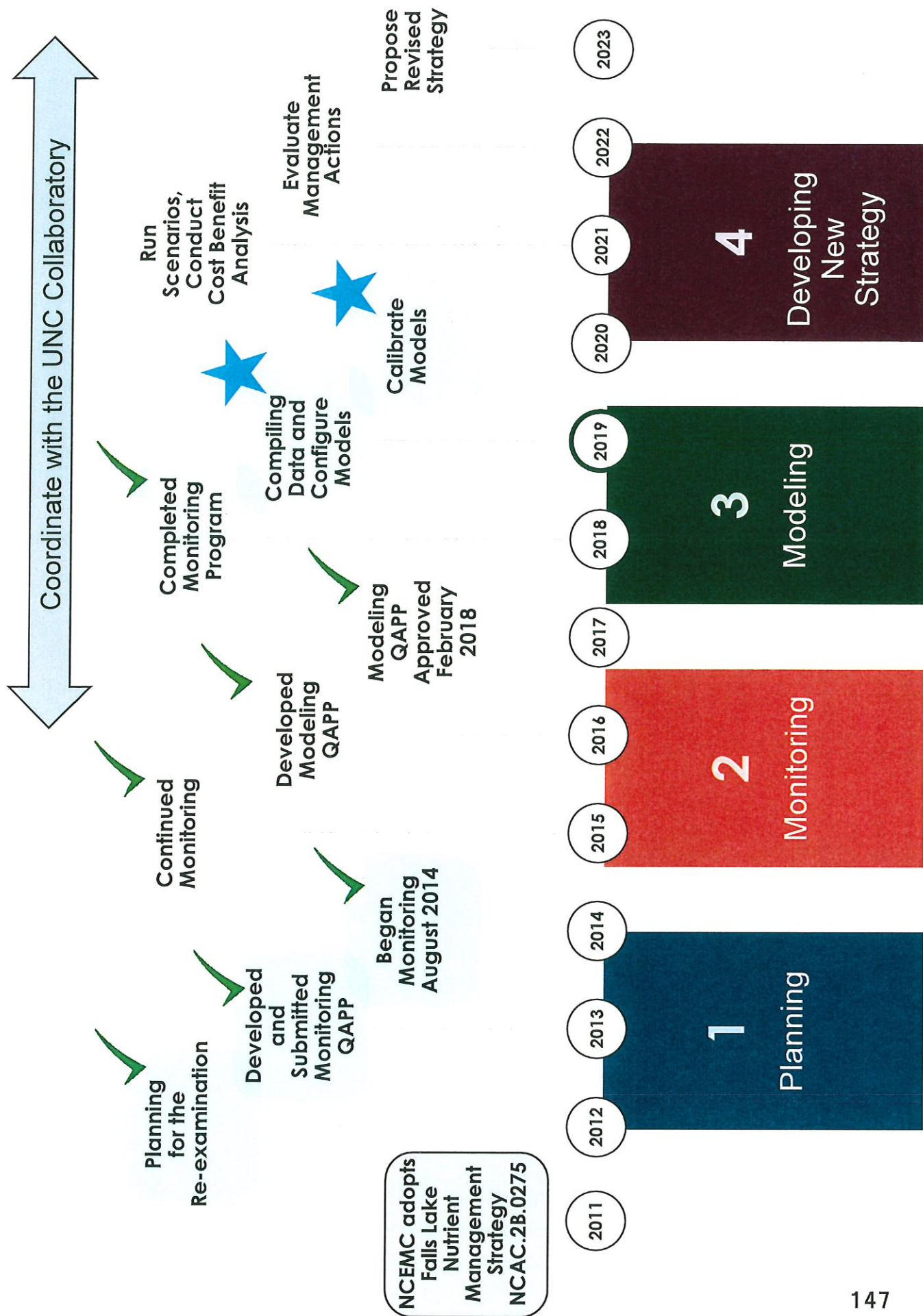
Re-examination Project Purpose

- Ultimate goal is to
 - Develop a workable strategy
 - Feasible
 - Cost effective
 - Collaborative
 - Continue to improve water quality
 - Maintain designated uses
 - Focus resources on effective actions

*Working to Balance Action
With Level Of Problem*



Multi-year UNRBA Stage II Re-examination Timeline



Thursday, February 18, 2021
2:20 p.m.

12. Break

Thursday, February 18, 2021
2:30 p.m.

13. Follow-Up Discussions from Retreat Items and Key Take Away Items

- A. Commissioner Jay
- B. Commissioner Smith
- C. Commissioner Cozart
- D. Commissioner May
- E. Commissioner Karan
- F. Commissioner Gooch
- G. Chair Hinman

Thursday, February 18, 2021
3:15 p.m.

14. County Manager Recap

Thursday, February 18, 2020
3:30 p.m.

15. Adjourn