



# STATE OF THE COUNTY

2021

**DC**

Board Retreat



# Mission Statement

**The Mission of Duplin County Government is to provide adequate, effective, and efficient services in a fiscally responsible manner that promotes a safe and healthy community which sustains existing business, attracts new businesses and enhances the quality of life.**

# Demographics

Duplin County 2021

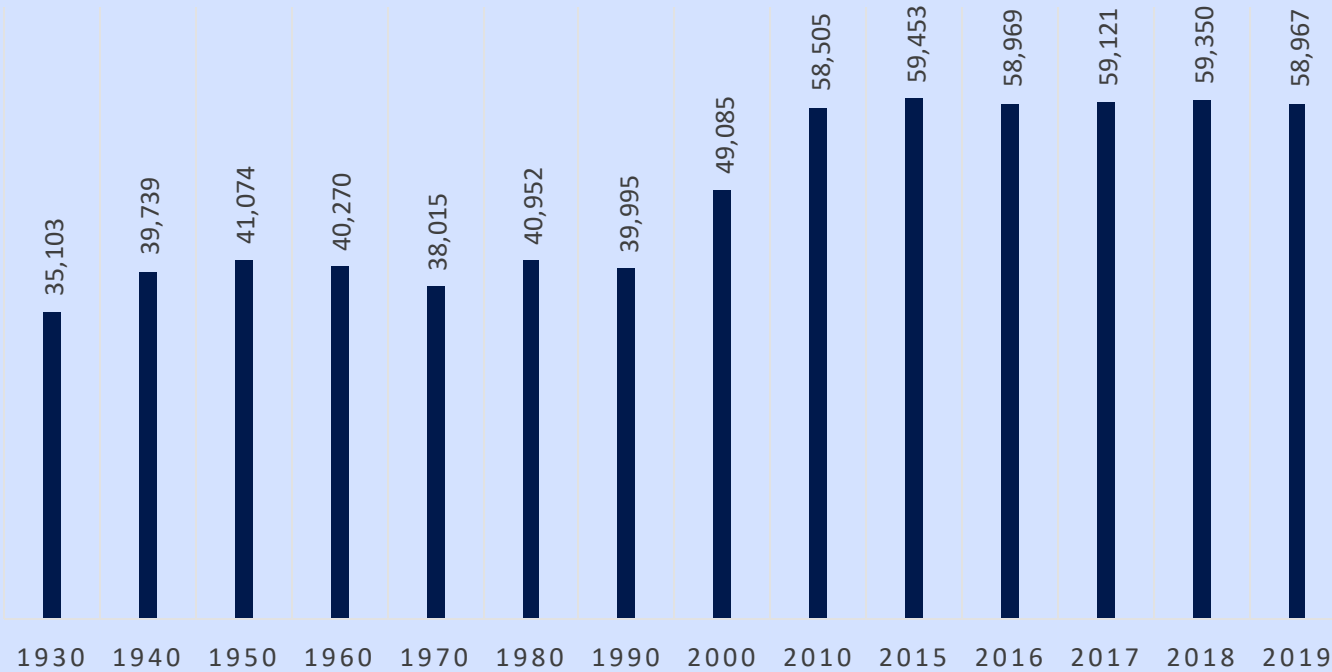


# Population

Duplin County 2019

## DUPLIN COUNTY'S POPULATION

■ Duplin County's Population



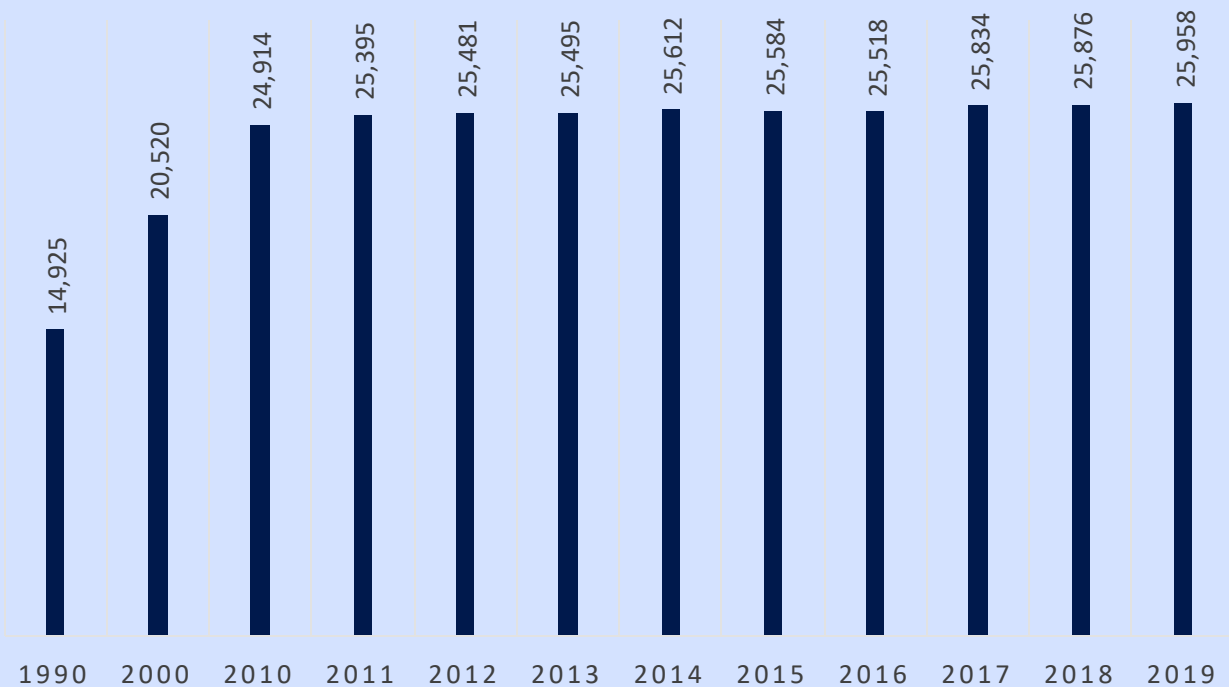
Source: censusreporter.org



# Housing

Duplin County 2019

## HOUSING UNITS



Source: censusreporter.org



# Median Value

Owner Occupied Housing Units



## Duplin County

## North Carolina

## United States

<b>2017</b>	\$88,200	\$157,100	\$184,700
<b>2018</b>	\$88,800	\$161,000	\$193,500
<b>2019</b>	\$90,200	\$172,500	\$217,500





# Origin of Duplin County's 7,197 Foreign Born Residents

Region	Percentage %
Latin America	94.4%
Asia	3.3%
Europe	1.6%
Africa	0.1%
North America	0.6%

**12.2% of population  
are classified as  
foreign born.**





# Language Spoken at Home

By Adults 18 and Older

Language	Duplin County	North Carolina	United States
English	81.9%	89%	78.5%
Spanish	17.4%	6.7%	12.8%
Indo European	0.5%	2%	3.8%
Asian/ P. Islander	0.3%	1.8%	3.8%
Other	0.1%	0.6%	1.1%

Source: censusreporter.org



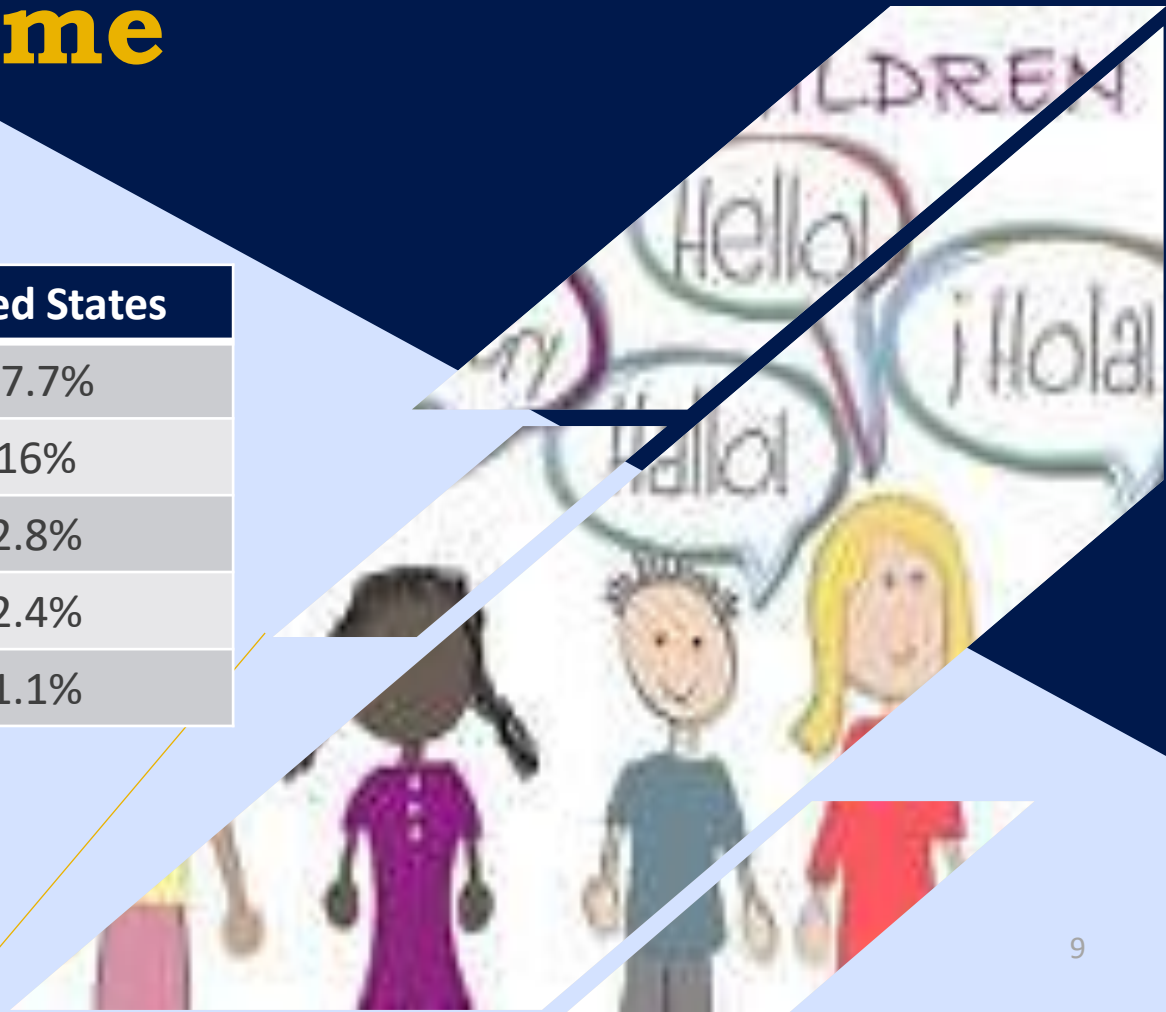




# Language Spoken at Home

By Children Ages 5-17

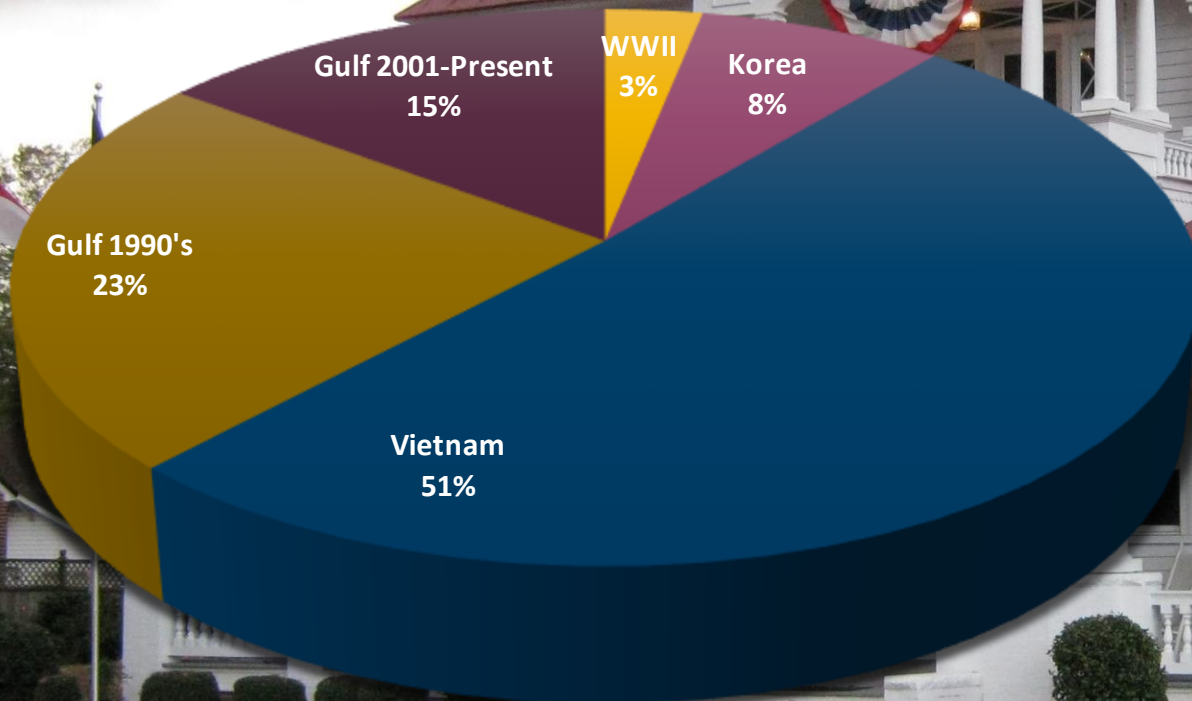
Language	Duplin County	North Carolina	United States
English	65.5%	84.4%	77.7%
Spanish	33.7%	21.1%	16%
Indo European	0.5%	1.3%	2.8%
Asian/ P. Islander	0.2%	1.5%	2.4%
Other	0.2%	0.7%	1.1%



# 7.2% of Duplin County's Population are Veterans



## Wartime Service Veterans



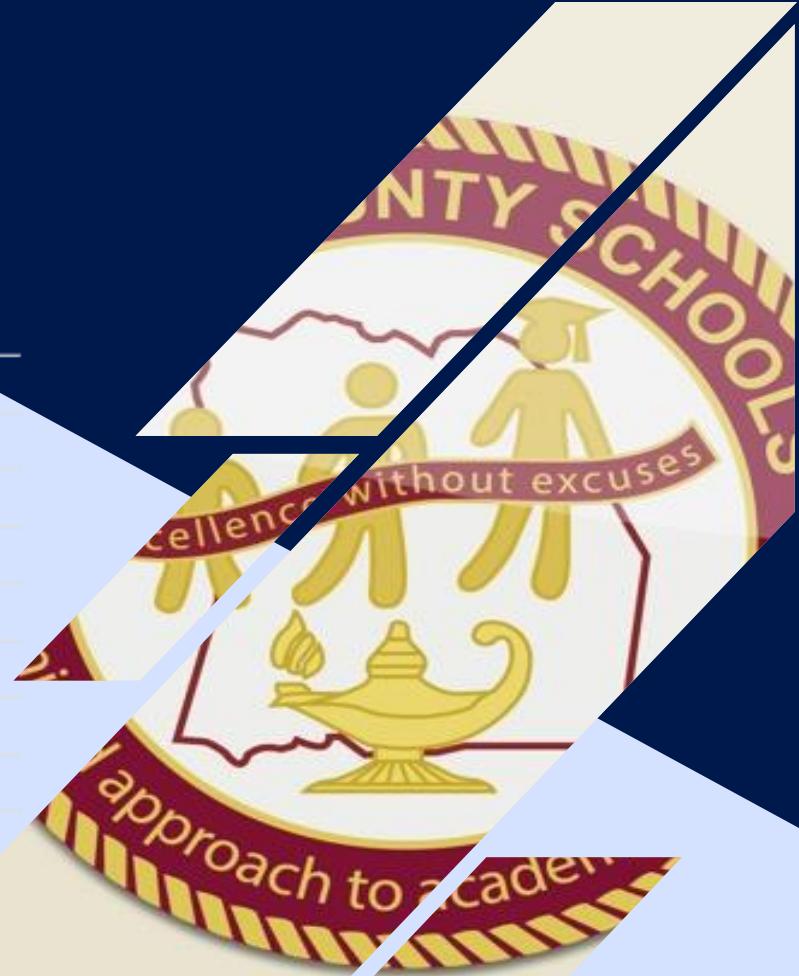
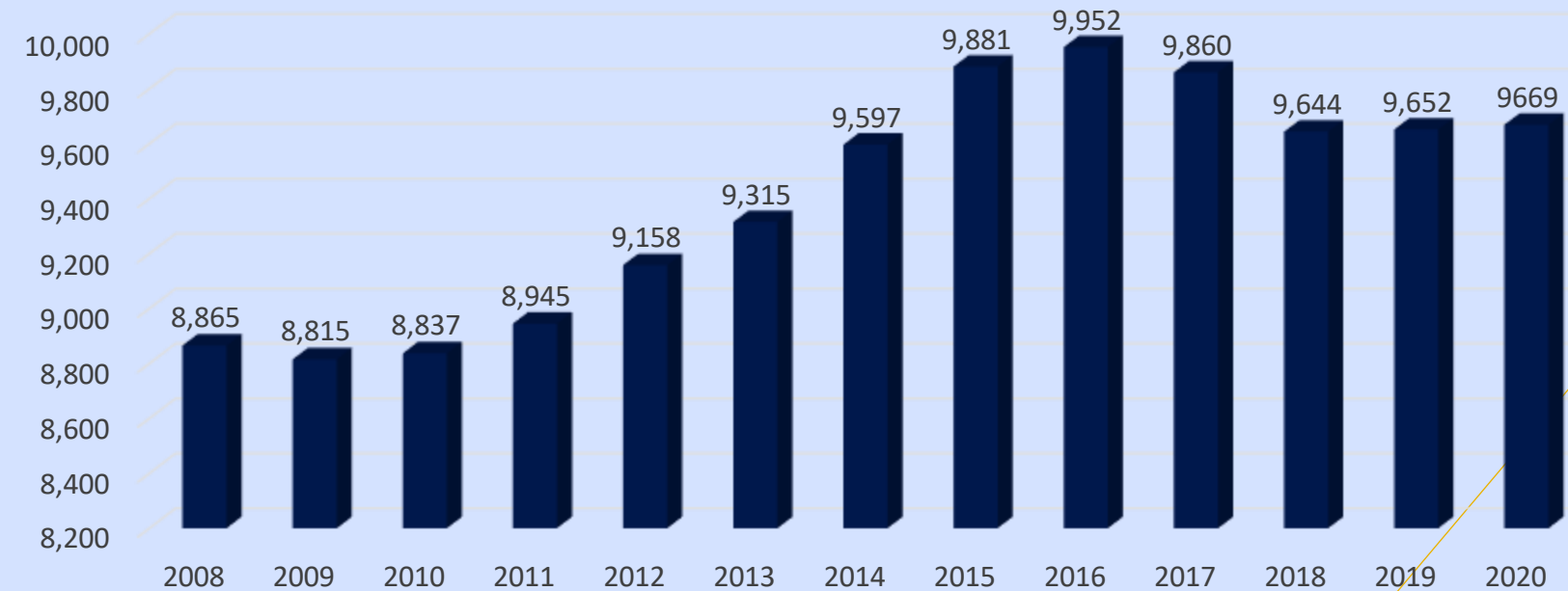
■ WWII ■ Korea ■ Vietnam ■ Gulf 1990's ■ Gulf 2001-Present



# Duplin County Student Membership

Years 2008-2020

Total of student population



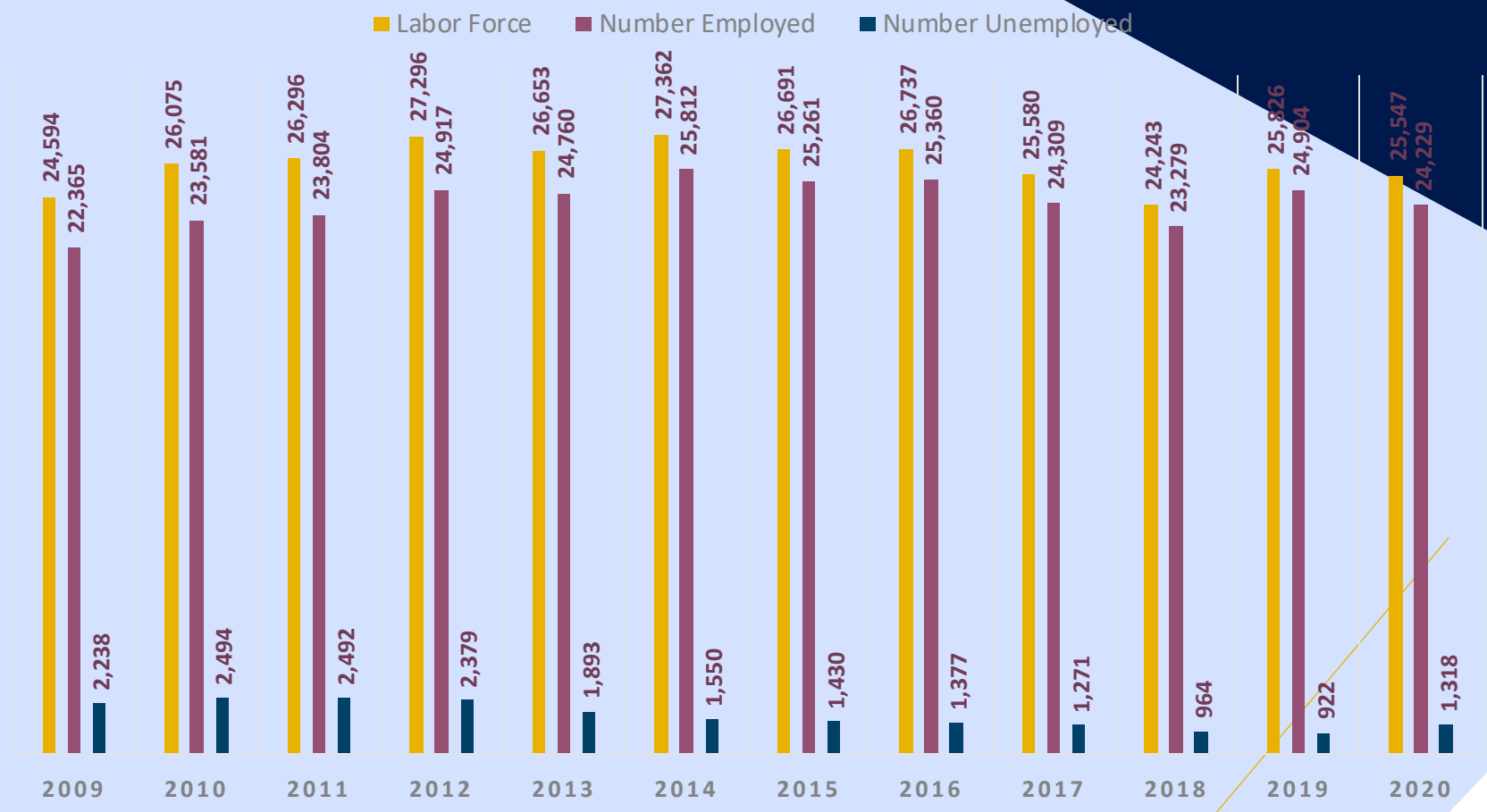
# Our Economy





# Labor Force Statistics

## Duplin County 2009-2020



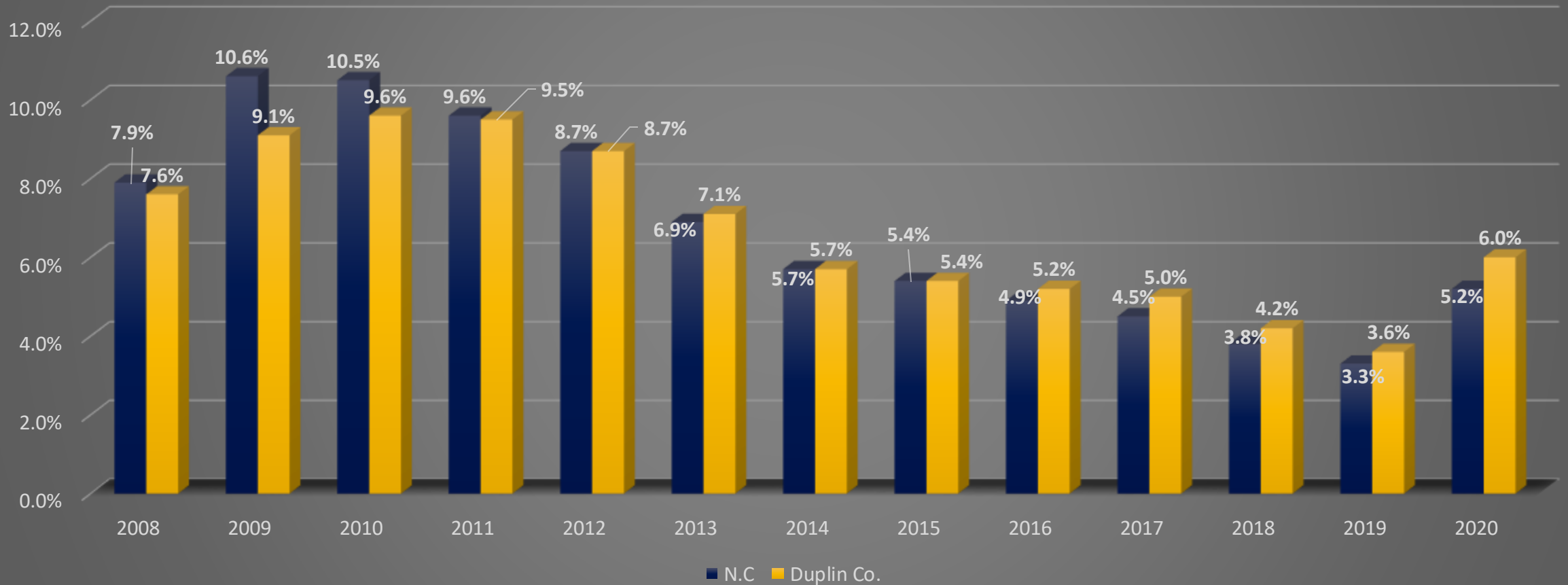
Source: d4commerce.com

# Percentage of Unemployment Rate

## North Carolina Vs. Duplin County

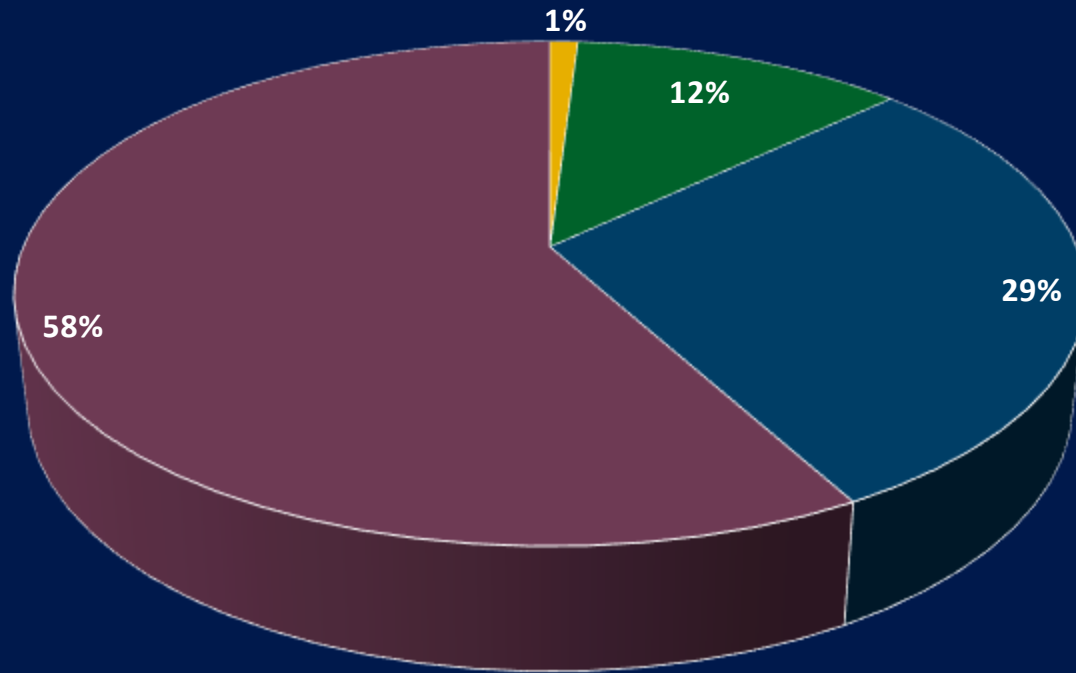


Unemployment Rate 2008-2020



# Household Income

## Duplin County 2019



Median Household income is \$41,764

Over \$200K    \$100-\$200K    \$50-\$100K    Under \$50K



# Building Permits Issued

2015 - 2020

	2015	2016	2017	2018	2019	2020
Mobile Homes	239	240	239	266	355	306
New Dwellings	36	49	49	52	47	62
Residential Additions/ Renovations	67	64	55	58	62	70
Commercial/ Multi family new construction	15	33	54	53	33	36
Commercial addition/ Renovations	30	55	21	36	28	40
Signs/ ABC/ Daycare/ Pool/ Facility Checks/ Other	64	45	26	395 (348 storm damage)	64	88
Relocated Building	0	0	4	1	6	9
Storage Buildings Porch/ Decks	73	39	38	31	45	60







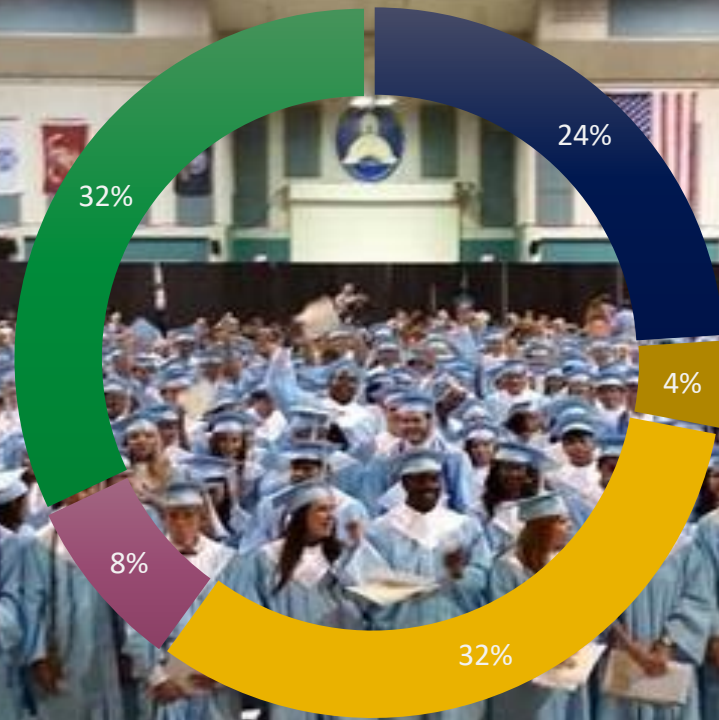
# Foreclosures Recorded by Register of Deeds

Year	Total Recorded
2009	193
2010	111
2011	81
2012	113
2013	118
2014	84
2015	61
2016	69
2017	42
2018	50
2019	61
2020	18

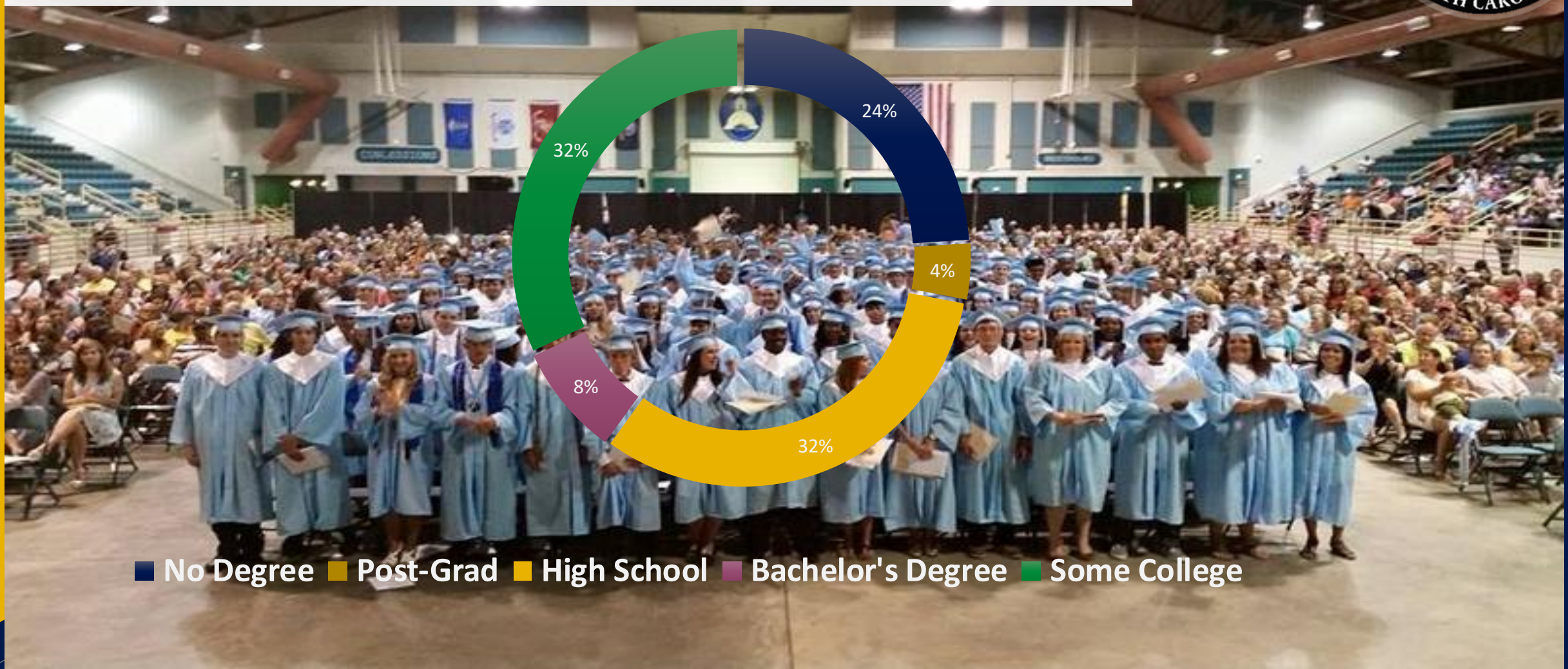




# Education Levels in Duplin County



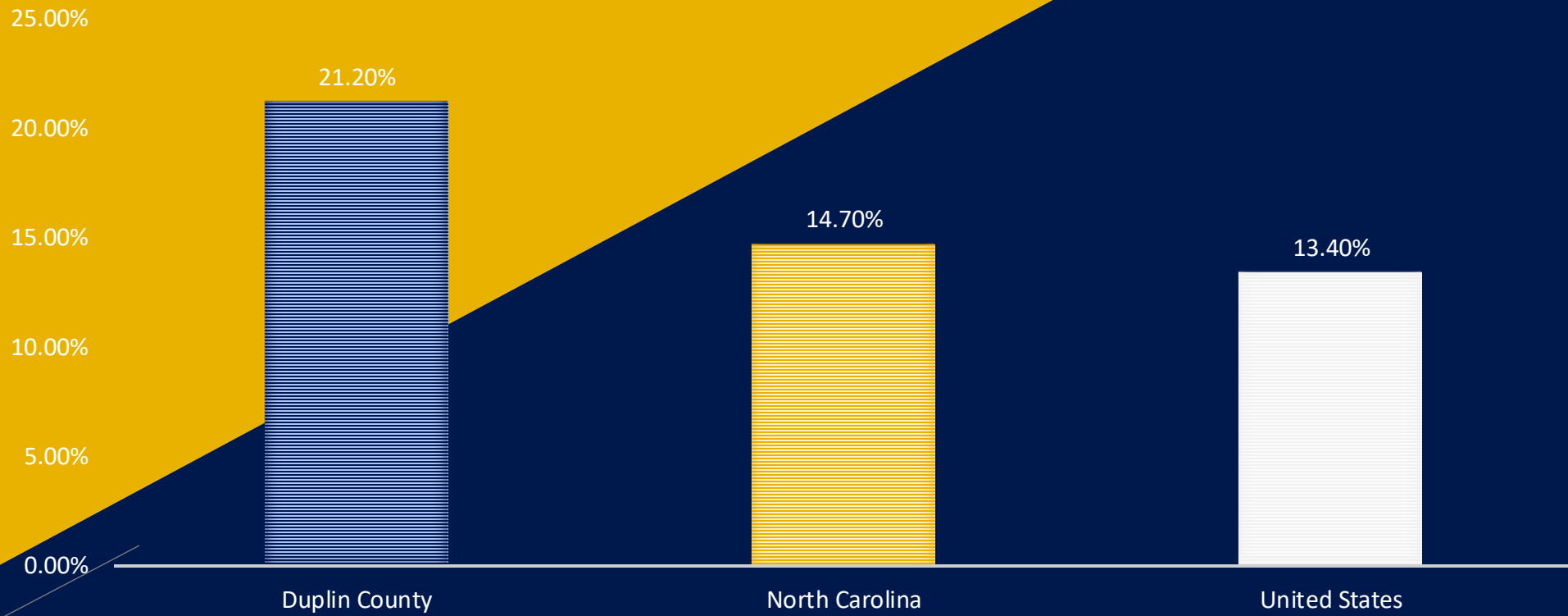
■ No Degree ■ Post-Grad ■ High School ■ Bachelor's Degree ■ Some College



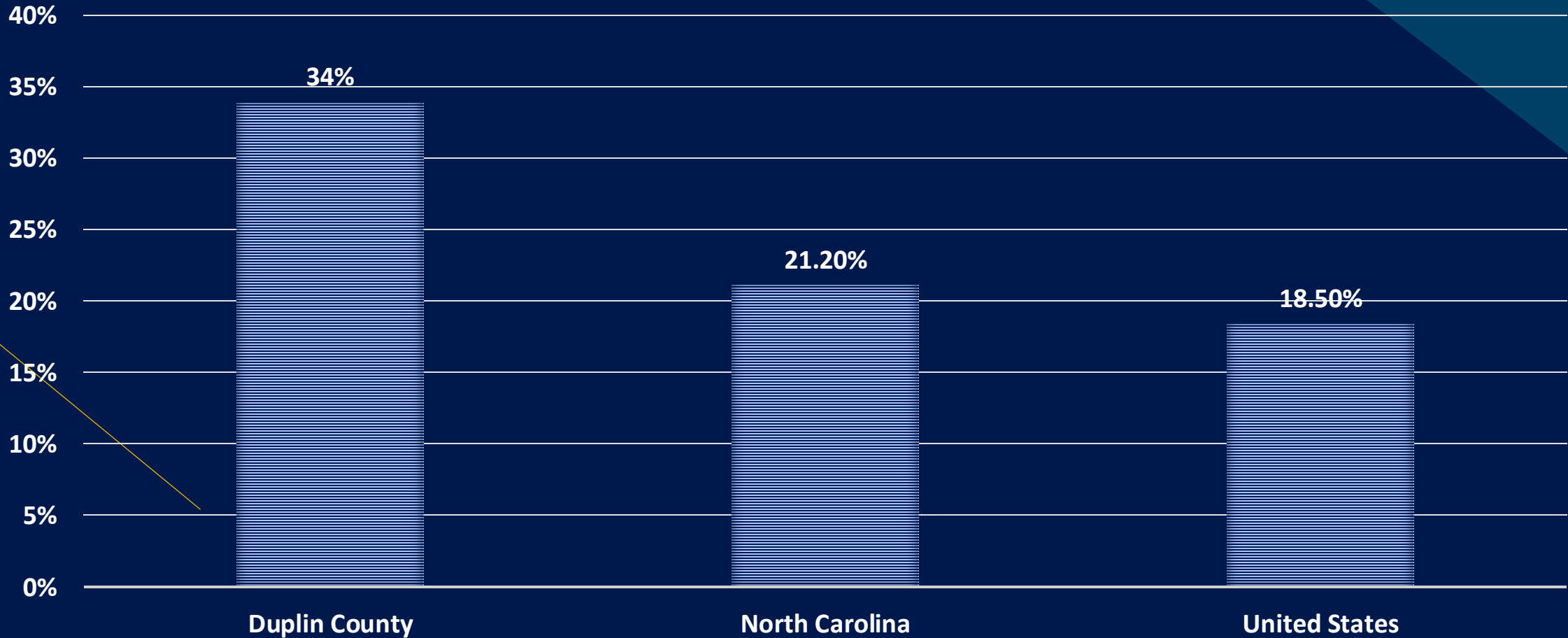
# Poverty Rates



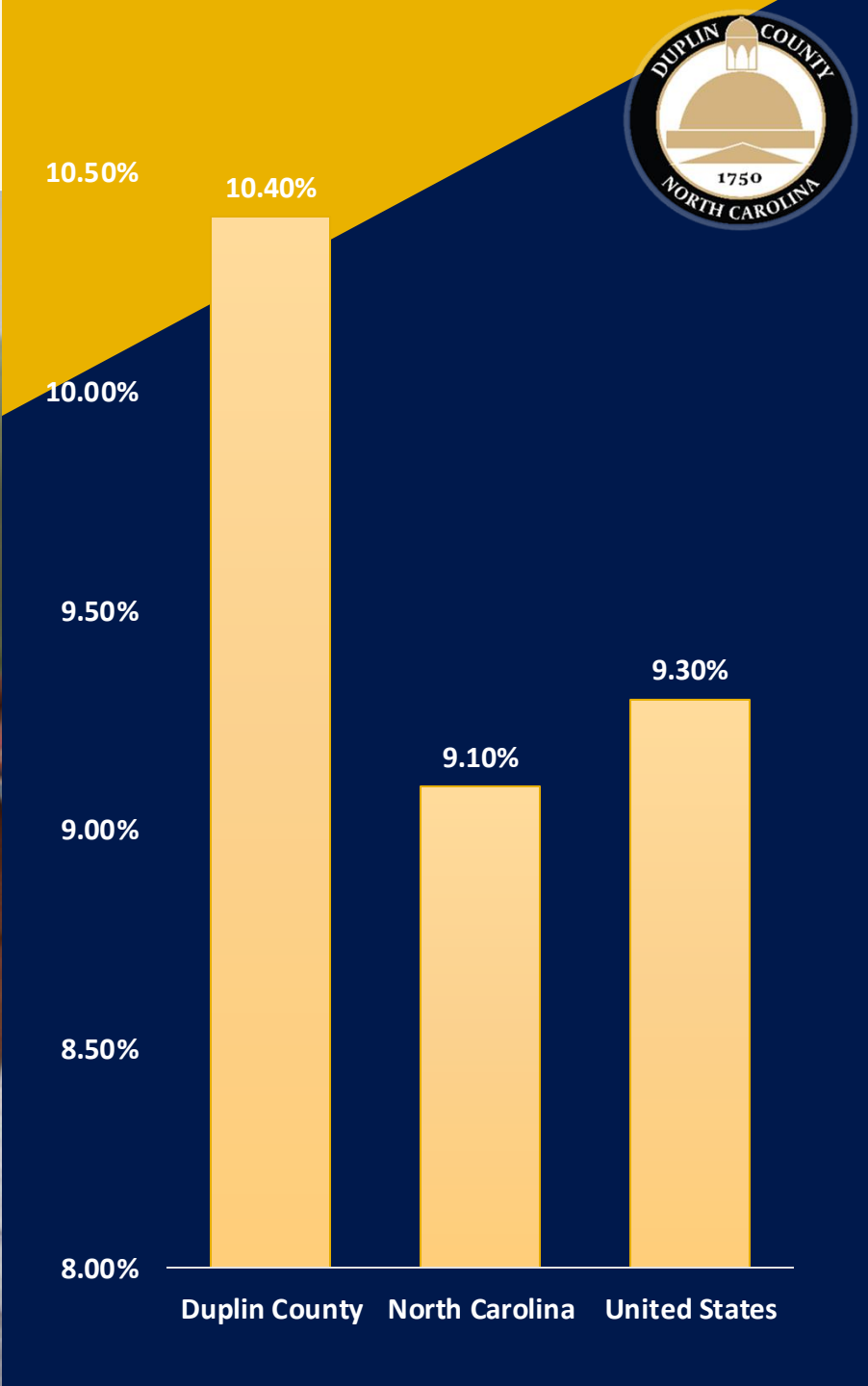
■ Duplin County   ■ North Carolina   ■ United States



# Poverty Rates for Children (under 18 years of Age)



# Poverty Rate for Seniors (Over 65)



Source: censusreporter.org

# Duplin County's Largest Employers 2020



COMPANY	INDUSTRY	EMPLOYMENT
Butterball LLC	Manufacturing	1000+
House of Raeford	Manufacturing	1000+
Duplin County Schools	Education & Health Services	1000+
Smithfield Foods Inc.	Manufacturing	1000+
Murphy Family Ventures, LLC	Natural Resources & Mining	500-999
County of Duplin	Public Administration	500-999
Lear Corporation	Manufacturing	250-499
Vidant Duplin Medical Center	Education & Health Services	250-499
Johnson Breeders, Inc.	Natural Resources & Mining	250-499
James Sprunt Technical College	Educational Services	250-499

# 2021 Economic Outlook



# Congressional Budget Office

## 2021 GDP Forecast

- Real GDP expands rapidly over the coming year, reaching its previous peak in mid-2021 and surpassing its potential level in early 2025. The annual growth of real GDP averages 2.6 percent during the five-year period, exceeding the 1.9 percent growth rate of real potential GDP.
- Labor market conditions continue to improve. As the economy expands, many people rejoin the civilian labor force who had left it during the pandemic, restoring it to its pre-pandemic size in 2022. The unemployment rate gradually declines throughout the period, and the number of people employed returns to its pre-pandemic level in 2024.
- Inflation, as measured by the price index for personal consumption expenditures, rises gradually over the next few years and rises above 2.0 percent after 2023, as the Federal Reserve maintains low interest rates and continues to purchase long-term securities.





# WSJ Survey: U.S. Economic Growth Will Exceed 4% in 2021

Covid-19 vaccinations and additional government aid boost 2021 forecast by economists

- The U.S. economy will grow 4.3% this year, as the country exits the grip of the coronavirus pandemic, economists forecast in a Wall Street Journal survey.
- Economists raised their growth prediction for 2021 U.S. gross domestic product in the January survey, saying vaccinations and the prospect of additional financial relief from Washington for individuals and businesses brightened economic prospects. The latest 2021 growth prediction, measured from the fourth quarter of the prior year, was a sharp increase from the 3.7% growth forecast for 2021 in last month's survey.
- Growth this year is expected to follow a contraction of 2.5% in 2020, when the pandemic hit, according to the survey.



# The Fed's Improved Economic Projections Sees US GDP Fully Rebounding by Year-End 2021

Fed sees US GDP rebounding 4.2%, unemployment hitting 5% in 2021

- -Federal Reserve policymakers expect the US to start a full recovery in 2021, according to projections
- -The Federal Open Market Committee's median estimate for 2020 growth landed at -2.4%. The median expectation for 4.2% growth in 2021 fully offsets the pandemic induced slump.
- -Committee members expect the unemployment rate to fall to 5% next year from 6.7%. The rate isn't projected to reach pre-pandemic lows until 2023.
- -The projections come alongside the Fed's latest policy meeting. Central bank officials elected to hold interest rates near zero and maintain the current pace and composition of its asset purchases.
- Federal Open Market Committee members expect US gross domestic product to contract 2.4% in 2020 before climbing 4.2% in 2021. The forecast signals the country will fully recover to pre-pandemic levels by the end of 2021. Growth is seen reaching 3.2% in 2022 and slowing further to 2.4% in 2023.

# North Carolina's economy is headed for better days

Probably

- John Connaughton, Barings Professor of Financial Economics at UNC Charlotte's Belk College of Business, issued a forecast in December predicting a statewide gain in Gross State Product of 4.5 percent this year.
- Connaughton and N.C. State University economist Mike Walden predict unemployment across the state will decline to 5.1 percent by the end of this year, which is still 1.5 percentage points above where it stood prior to the pandemic in February 2020.
- Wells Fargo economist Mark Vitner expects things to get much better in the spring and summer after a sluggish start. Vitner expects growth of 4.3 percent, to \$518.5 billion, and 4 percent in 2022. North Carolina's economy contracted by 2.8 percent to \$497 billion last year, according to Vitner's projected final numbers.

# Robust U.S Economy

Higher Commodity Prices in 2021, says USDA

- A resurgent U.S. economy will grow at its fastest pace in two decades after this years coronavirus slowdown, helping to boost commodity prices almost across the board, said the USDA in its first projections for 2021.
- Inflation and interest rates will remain low in 2021 while U.S. gross domestic product rises at over 4%, according to USDA's macroeconomic assumptions for the year ahead. It would be the most rapid economic expansion since 4.13% in 2000. GDP usually runs at 2% to 3% a year. It fell 5.8% this year.





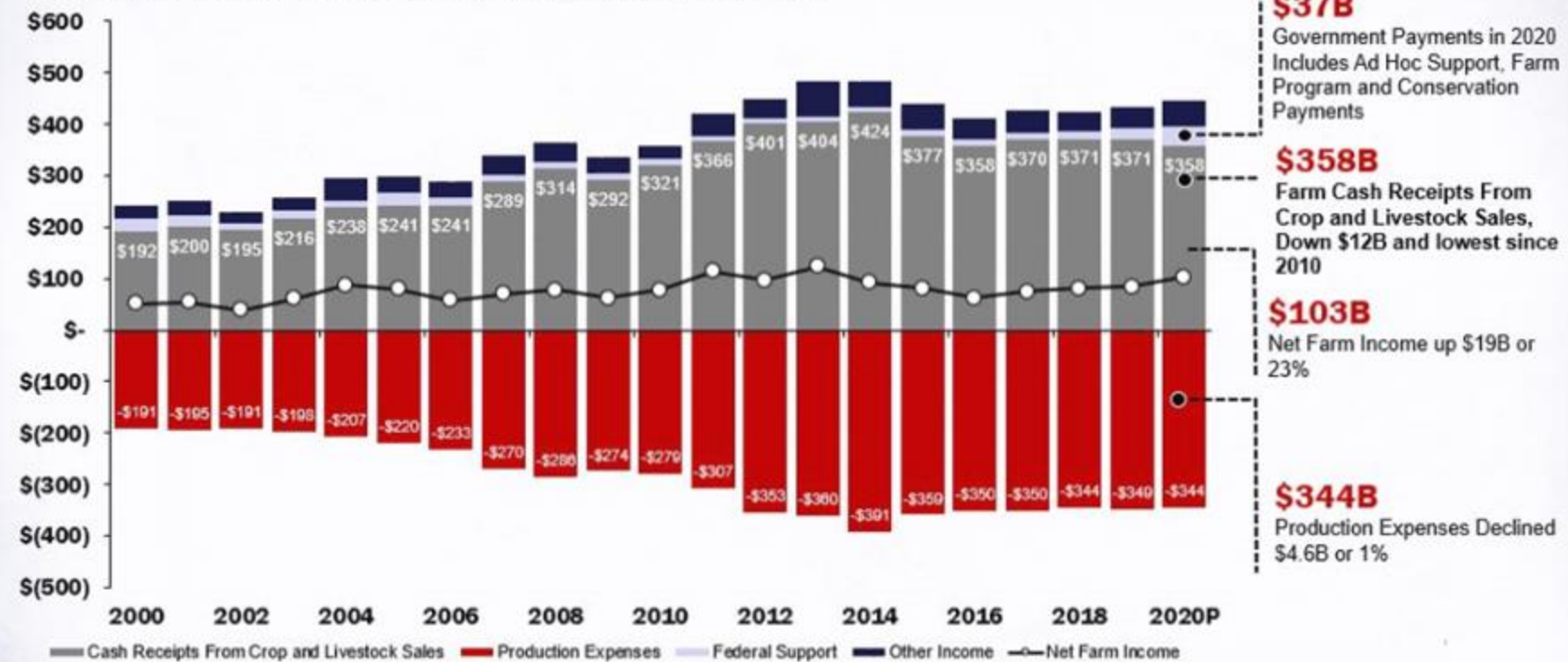
# American Farm Bureau Federation

- The future of America's farm economy looks promising following a year that resulted in a record number of ad hoc financial support, trade wars and a global pandemic. According to economists with the American Farm Bureau Federation, farmers and ranchers remain optimistic about the United States' farm economy in 2021.
- One of the largest factors contributing to the positive outlook is trade with China which, according to AFBF Chief Economist John Newton, has the potential to reach record levels. A large increase is expected in pork, beef and poultry exports to China in 2021.
- Despite tariffs, China's world imports have risen and the country looks to the U.S. as an export partner of grains and oilseeds. COVID-19 relief and a market rally are also contributing factors. The new COVID-19 Relief Package includes \$13 billion in support for agriculture. The financial assistance will help livestock, poultry, dairy, non-specialty and specialty crop producers continue to recover from COVID-19 disruptions.
- Following a global pandemic and a multi-year trade war, a record amount of ad hoc financial support from the federal government pushed U.S. net farm income to \$103 billion in 2020.



# U.S. Farm Income and Expenses

U.S. Farm Sector Farm Income, Expenses and Net Farm Income, Billion Dollars



**\$37B**  
Government Payments in 2020  
Includes Ad Hoc Support, Farm  
Program and Conservation  
Payments

**\$358B**  
Farm Cash Receipts From  
Crop and Livestock Sales,  
Down \$12B and lowest since  
2010

**\$103B**  
Net Farm Income up \$19B or  
23%

**\$344B**  
Production Expenses Declined  
\$4.6B or 1%



Source: USDA ERS, Farm Bureau Calculations

# Current State of Agricultural in Duplin County



**Duplin County ranked #1 among NC Counties in total farm cash receipts in 2019 with \$1,027,160,549**







# Agricultural Statistics

DUPLIN COUNTY						
Census of Agriculture - 2017		Crops - 2019	Acres Harvested	Yield	Production	Rank
Total Acres in County	521,886	Corn for Grain: Bu.	*	*	*	*
Number of Farms	820	Cotton: Lbs.: Production in 480 Lb. Bales	*	*	*	*
Total Land in Farms: Acres	243,098	Peanuts: Lbs.	*	*	*	*
Average Farm Size: Acres	296	Soybeans: Bu.	*	*	*	*
Harvested Cropland: Acres	142,837	Sweet Potatoes: Cwt.	*	*	*	*
Average Age of Farmers	58.5	Wheat: Bu.	*	*	*	*
Average Value of Farm & Buildings	\$1,166,390,000					
Average Market Value of Machinery & Equipment	\$180,987,000					
Average Total Farm Production Expense	\$1,035,215					
		Livestock		Number	Rank	
		Broilers Produced (2019)		87,000,000	1	
		Cattle, All (Jan. 1, 2020)		21,000	9	
		Beef Cows (Jan. 1, 2020)		11,800	5	
		Milk Cows (Jan. 1, 2020)		*	*	
		Hogs and Pigs (Dec. 1, 2019)		2,100,000	1	
		Layers (Dec. 1, 2019)		470,000	9	
		Turkeys Raised (2019)		3,550,000	4	
		Cash Receipts - 2019		Dollars	Rank	
		Livestock, Dairy, and Poultry		915,962,054	1	
Crops		100,593,154	5			
Government Payments		10,605,341	12			
Total		1,027,160,549	1			

Source: [ncagr.gov/stats/agstat/section06.pdf](http://ncagr.gov/stats/agstat/section06.pdf)



# Beef Cows



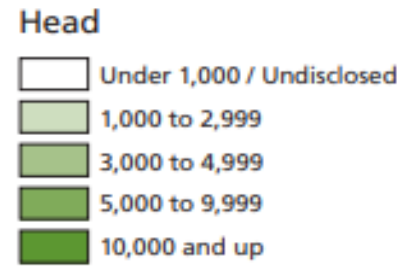
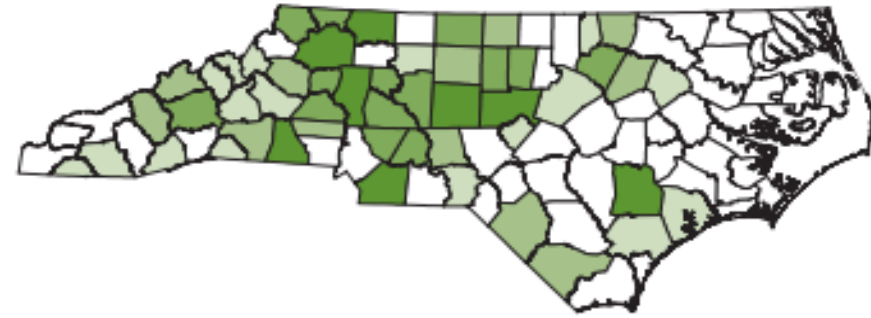


## BEEF COWS

Number on Farms, January 1, 2020

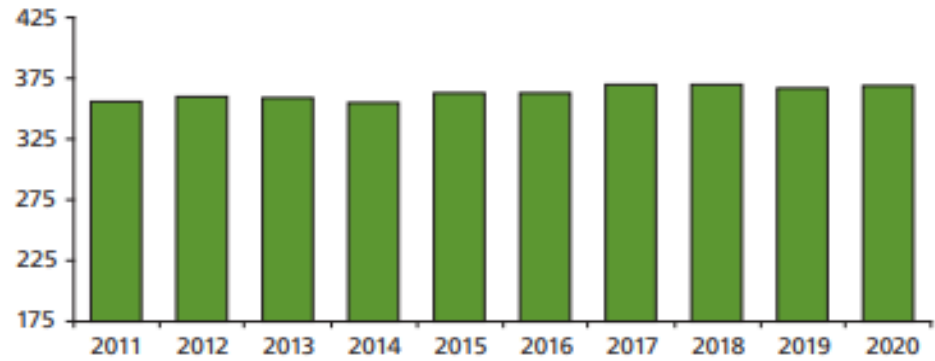
Leading Counties <sup>1</sup>	Number
Randolph	16,400
Chatham	16,000
Wilkes	13,800
Iredell	13,000
Duplin <sup>2</sup>	11,800
Surry <sup>2</sup>	11,800
Union	11,000
Cleveland	10,800
Rowan	8,700
Stanly	8,200

<sup>1</sup> Ranking of published counties only.  
<sup>2</sup> Ranked 5th.



## BEEF COWS

Number on Farms, January 1 (*Thousand Head*)



# Cattle

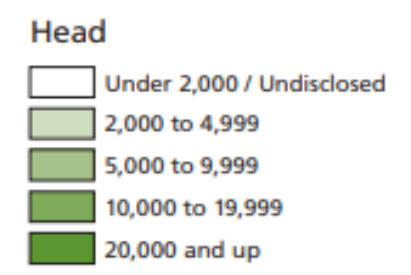
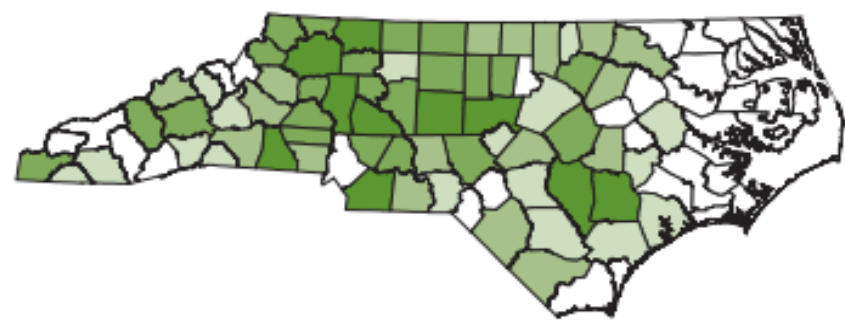


## ALL CATTLE

Number on Farms, January 1, 2020

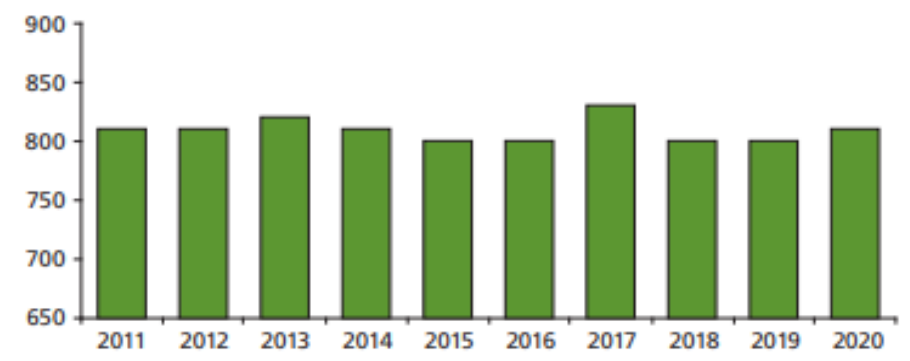
Leading Counties <sup>1</sup>	Number
Iredell	46,500
Randolph	43,500
Chatham	34,000
Wilkes	31,500
Surry	27,000
Sampson	22,500
Cleveland	22,000
Rowan	21,500
Duplin	21,000
Union	20,500

<sup>1</sup> Ranking of published counties only.



## ALL CATTLE

Number on Farms, January 1 (Thousand Head)



## DC ranked #4 among NC Counties in Turkey Production

Duplin County's farmers raised over 3,550,000 turkeys in 2019. Duplin County is also home to Butterball's Carolina Turkey Plant which is the largest turkey processing facility in the world.



# Turkeys



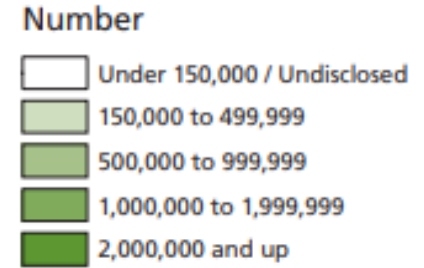
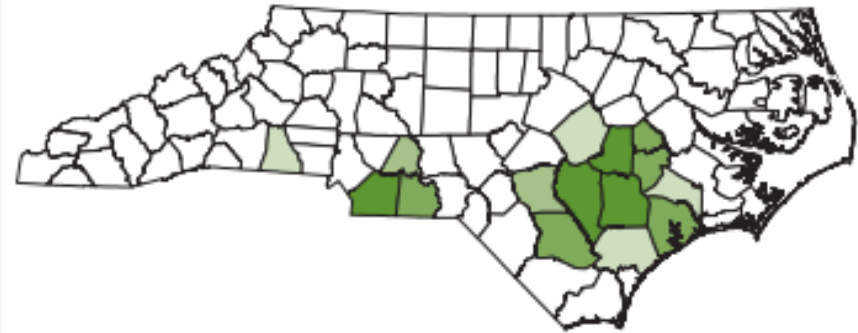


## TURKEYS

### Number Raised, 2019

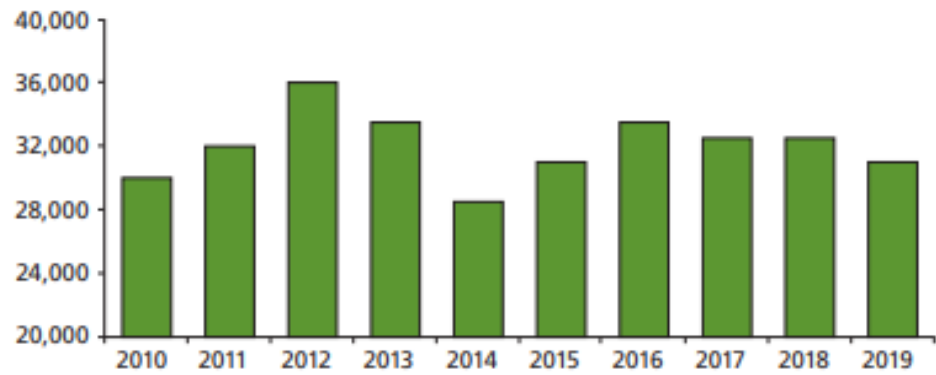
Leading Counties <sup>1</sup>	Number
Sampson	7,400,000
Wayne	4,950,000
Union	4,050,000
Duplin	3,550,000
Onslow	1,850,000
Bladen	1,600,000
Lenoir	1,500,000
Anson	1,200,000
Greene	1,100,000
Stanly	755,000

<sup>1</sup> Ranking of published counties only.



## TURKEYS

### Number Raised (Thousand Head)





## DC Ranks #1 among NC Counties in Poultry Production

Duplin County's family farmers produce over 87,000,000 broilers annually which is the most of any county in North Carolina.



farmsanctuary.org

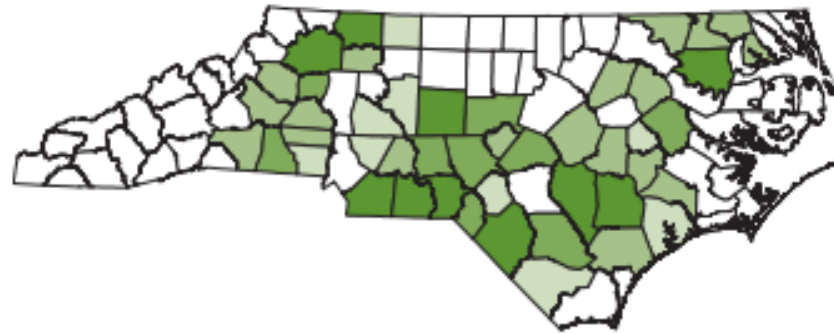
# Broilers



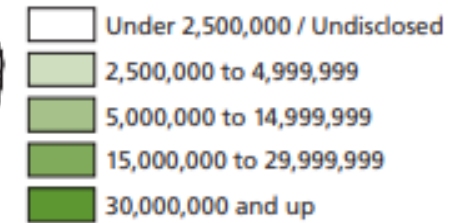
## BROILERS

Number Produced, 2019

Leading Counties <sup>1</sup>	Number
Duplin	87,000,000
Wilkes	64,000,000
Anson	54,500,000
Union	50,000,000
Bertie <sup>2</sup>	42,000,000
Robeson <sup>2</sup>	42,000,000
Randolph	38,500,000
Sampson	38,000,000
Richmond	35,000,000
Surry	33,000,000



Number

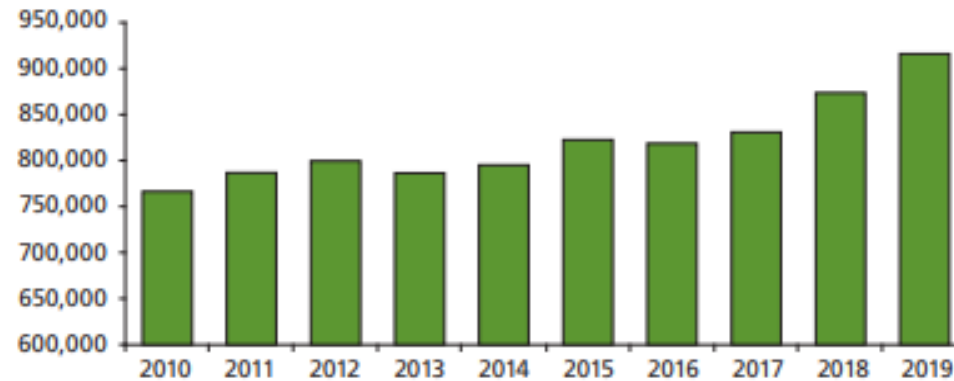


<sup>1</sup> Ranking of published counties only.

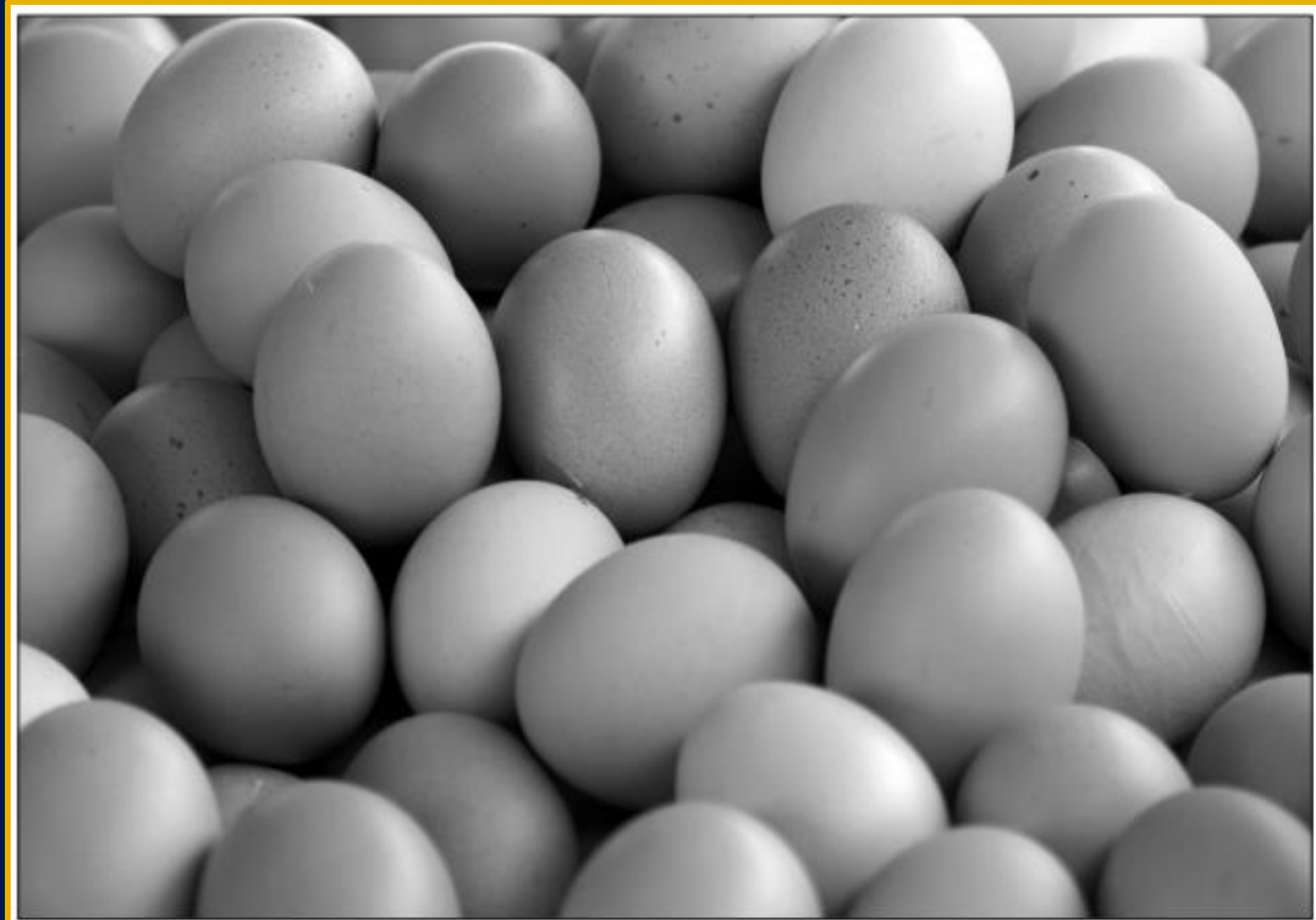
<sup>2</sup> Ranked 5th.

## BROILERS

Number Produced (Thousand Head)



# Layers



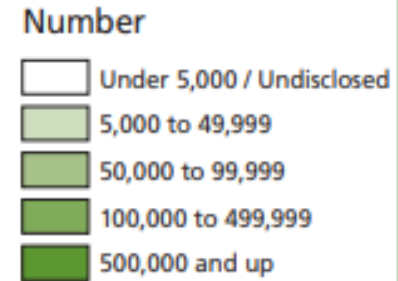
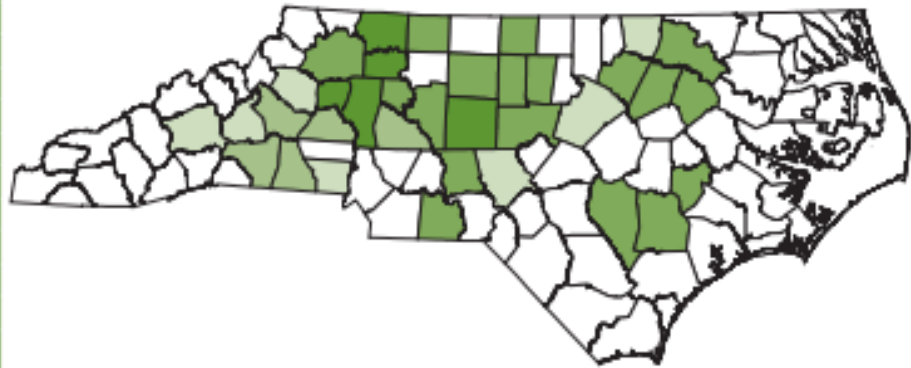


## LAYERS

### Number on Farms, December 1, 2019

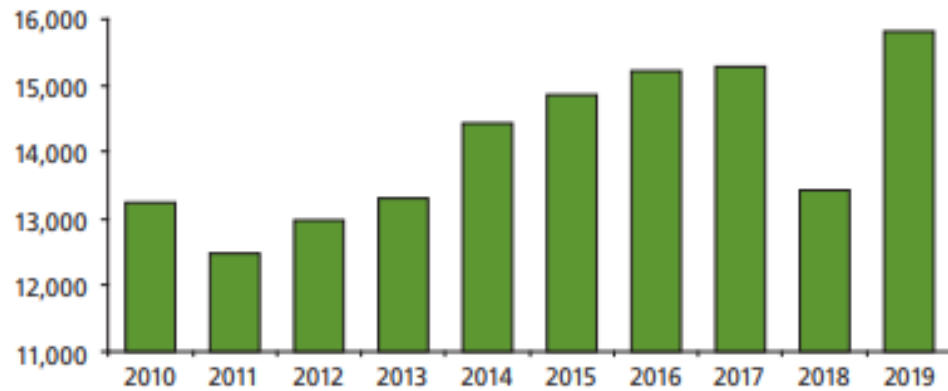
Leading Counties <sup>1</sup>	Number
Yadkin	1,900,000
Alexander	840,000
Randolph	690,000
Iredell	675,000
Surry	670,000
Duplin	470,000
Wilkes	460,000
Alamance	410,000
Sampson	350,000
Guilford	335,000

<sup>1</sup> Ranking of published counties only.



## LAYERS

### Number on Farms, December 1 (Thousand Head)





# DC ranks #1 among Counties in the US in Swine Production

## Top Counties in Hog Pig Sales (head)

Duplin, NC	1,957,364
Sampson, NC	1,884,585
Washington, IA	1,332,048
Sioux, IA	1,259,133
Texas, OK	1,094,877
Lyon, IA	1,072,839
Hamilton, IA	1,011,344
Plymouth, IA	924,340
Martin, MN	827,589
Carroll, IA	749,482

# Hogs



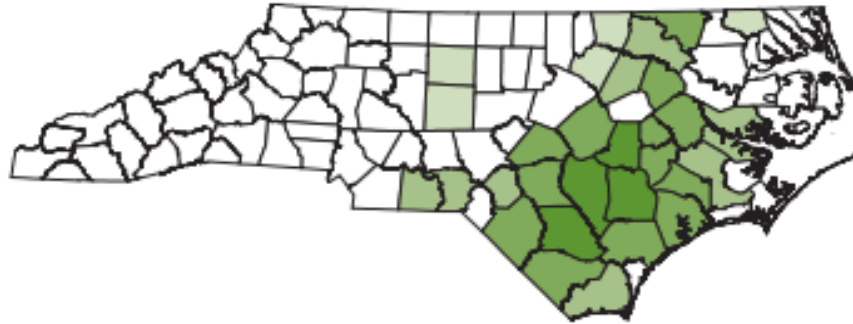
## HOGS

Number on Farms, December 1, 2019

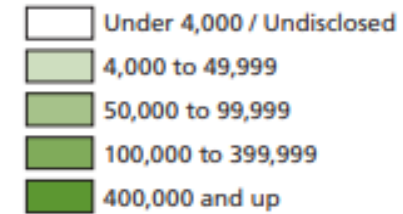
Leading Counties <sup>1</sup>	Number
Duplin	2,100,000
Sampson	2,050,000
Bladen	755,000
Wayne	550,000
Greene	385,000
Robeson	360,000
Pitt	280,000
Lenoir	275,000
Pender	275,000
Columbus <sup>2</sup>	255,000
Jones <sup>2</sup>	255,000

<sup>1</sup> Ranking of published counties only.

<sup>2</sup> Ranked 10th.

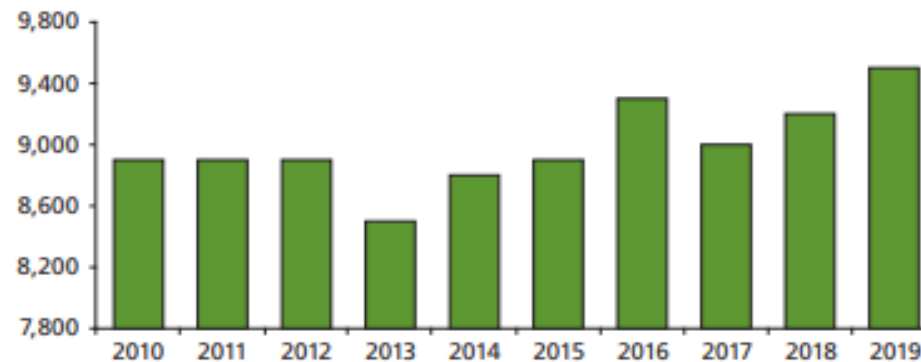


Number



## HOGS

Number on Farms, December 1 (Thousand Head)







# DC Agriculture

2020

- Duplin County is ranked 19<sup>th</sup> of 3,077 US counties in total value of agricultural products sold.
- Duplin County is ranked 9<sup>th</sup> of 3,073 US counties in value of livestock, poultry, and their products sold.
- Duplin County is ranked 7<sup>th</sup> among U.S. counties in the market value of poultry and eggs sold.
- Duplin County is ranked 1<sup>st</sup> among U.S. counties in the market value of hogs and pig products sold.



# Revenues

2020





# STATE BUDGET FORECAST

- Despite the coronavirus pandemic, North Carolina is still in decent economic shape, according to the state's new revenue forecast.
- The latest two-year joint revenue forecast from the Office of State Budget and Management, which is part of the executive branch, and the Fiscal Research Division of the General Assembly expects “modest economic growth” and stability as the pandemic begins to wane, also assuming there is more federal COVID-19 relief to come soon.
- Expected revenue collections are “well above” the May 2020 forecast by \$4.1 billion, which is +17.6%.
- “We expect modest improvement throughout the upcoming biennium, with the worst economic impacts from the pandemic behind us,” the report states. It explains that this year’s anticipated revenue surplus is helped significantly by sales tax collections increasing despite the pandemic, along with the delayed tax payments.
- The forecast also says the economy is in the “recovery phase of the business cycle after the quick and sudden recession precipitated by the pandemic.” The economic outlook also expects things to continue to get better over the coming years.



# WHAT THIS MEANS FOR THE STATE BUDGET

- The legislature's first priority, before the budget process starts this spring, is passing more COVID-19 relief.
- The new revenue forecast shows the federal money that went to the state had a much larger impact on the state's economy than the last forecast predicted.
- It stimulated consumer spending and helped many small business stay open," the report states, providing an estimated \$18 billion to households and \$12.5 billion to businesses in North Carolina.
- The picture isn't entirely rosy, however.
- The report also notes that "despite solid revenue growth, a small segment of the workforce will remain un- or underemployed as long as COVID-19 is prevalent." That will still impact the economy and state revenue.
- Governor Cooper has said in a statement that "while state revenue is strong, people across our state are still hurting and we must use these funds to help them recover from this pandemic."
- "We must bring real help to our schools, to small businesses and to people who have lost income and lack health care to ensure our state and entire economy emerge from this pandemic stronger than ever," Cooper said.



# Largest Taxpayers

NAME	TAX VALUATION	AMOUNT OF TAX
Butterball	152,220,326	\$1,216,683.22
Smithfield	132,237,077	\$1,055,343.49
House of Raeford	135,857,587	\$1,034,765.58
Duke Energy (Progress)	62,807,551	\$483,202.06
Guilford Mills	51,069,061	\$403,535.62
Murphy Family Ventures	46,218,860	\$340,428.92
Duplin Land Development	46,040,569	\$375,546.65
United States Cold Storage	45,633,665	\$335,407.44
Nash Johnson & Sons	38,852,514	\$303,681.04
Four County EMC	28,789,144	\$228,983.58
TOTALS	739,726,354	\$5,777,577.60



# Article 39 (1%) Sales and Use Tax Distribution as of 06/30/2020 by County

	2018	2019	2020
Duplin	\$3.64	\$4.05	\$4.29
Jones	\$0.49	\$0.53	\$0.49
Lenoir	\$5.34	\$5.64	\$5.79
Wayne	\$10.26	\$11.27	\$12.43
Onslow	\$16.31	\$18.53	\$19.86
Sampson	\$4.58	\$4.79	\$5.19
Pender	\$5.02	\$5.74	\$6.21



# Percentage of Valuation in Deferred Value Program

In 2019 approximately 21.42% of the real property value in Duplin County was deferred as present use value or land use. That equates to about \$697,145,600 in deferred value and which would equate to \$5,124,020.16 in actual tax revenues.



# What is “PUV” or Land Use?

- Property that is being used for agriculture, horticulture or timber production
- Certain qualifications for eligibility including minimum size and revenue requirements
- Once qualified, property is valued for tax purposes at its present use value (PUV) rather than at its higher true market value were it sold for development. The local property taxes on the difference between the property’s present-use value and its market value are deferred.
- The difference in land use per acre value and assessed value is *deferred value*.
- If the owner of PUV property stops using it for a qualifying purpose or sells it to a developer, then the most recent 3 years of deferred taxes are subject to “rollback,” meaning they are immediately due and payable. Deferred taxes that are more than three years old disappear, never to be collected.
- If property is removed from land use program, the deferred taxes for the current year as well as the three previous years (if applicable) become due with interest.





# Ad Valorem Tax Collections

As of January 31<sup>st</sup>, 2021

	2014	2015	2016	2017	2018	2019	2020
Budgeted	\$25.12	\$25.88	\$26.49	\$27.67	\$27.44	\$27.44	\$29.85
Collected	\$22.99	\$24.13	\$23.85	\$25.03	\$23.96	\$25.86	\$27.84
% Collected	91.52%	93.23%	90.03%	90.47%	87.30%	92.20%	93.27%



# Real property Tax Billing 2020

- Total Number of Accounts: 21,027
- Residential Accounts: 19,066
- Business Accounts: 1,961

- Top 10% of Tax Payers pay 17.92% of total taxes
- 6,798 Tax Payers pay \$1,000 or more in taxes
- 14,799 Tax Payers pay \$500 or more in taxes



# Duplin County Assessed Value and Actual Value of Taxable Property 2008-2020

Year Ended	Public Service				
June 30,	Real Property	Personal Property	Companies	Total	Tax Rate
2008	\$2,629,849,815	\$347,211,192	\$86,418,360	\$3,063,479,367	\$0.790
2009	\$2,693,709,443	\$374,694,962	\$93,270,659	\$3,727,688,840	\$0.790
2010	\$3,215,847,559	\$398,132,051	\$113,709,230	\$3,727,688,840	\$0.690
2011	\$3,189,344,488	\$399,644,269	\$155,891,098	\$3,744,879,855	\$0.690
2012	\$3,300,755,828	\$379,385,704	\$177,945,792	\$3,798,087,324	\$0.710
2013	\$3,342,205,527	\$429,472,306	\$149,137,943	\$3,920,815,776	\$0.710
2014	\$3,517,298,204	\$451,627,352	\$120,450,555	\$4,089,376,111	\$0.720
2015	\$3,441,107,406	\$492,857,496	\$118,407,427	\$4,052,372,329	\$0.730
2016	\$3,457,724,242	\$484,296,545	\$132,255,614	\$4,187,782,197	\$0.730
2017	\$3,522,385,199	\$523,908,649	\$141,488,253	\$4,201,944,521	\$0.730
2018	\$3,613,983,916	\$540,429,304	\$144,070,311	\$4,298,483,531	\$0.695
2019	\$3,703,994,049	\$561,083,820	\$143,751,338	\$4,408,829,207	\$0.715
2020	\$3,786,707,889	\$660,578,778	\$150,956,017	\$4,598,242,684	\$0.735

Source: Duplin County Tax Office

*Notes: Property in Duplin County is reassessed every four years. The most recent revaluation was performed as of January 1, 2017 and went into effect during the year ended June 30, 2018. The county assesses property at approximately 100 percent of actual value*

# County Employee Information

2020





# Number of Budgeted Positions

Years	Full Time	Part Time
2012-13	499	64
2013-14	505	66
2014-15	506	57
2015-16	530	56
2016-17	539	66
2017-18	545	78
2018-19	536	60
2019-20	536	49
2020-21	536	49



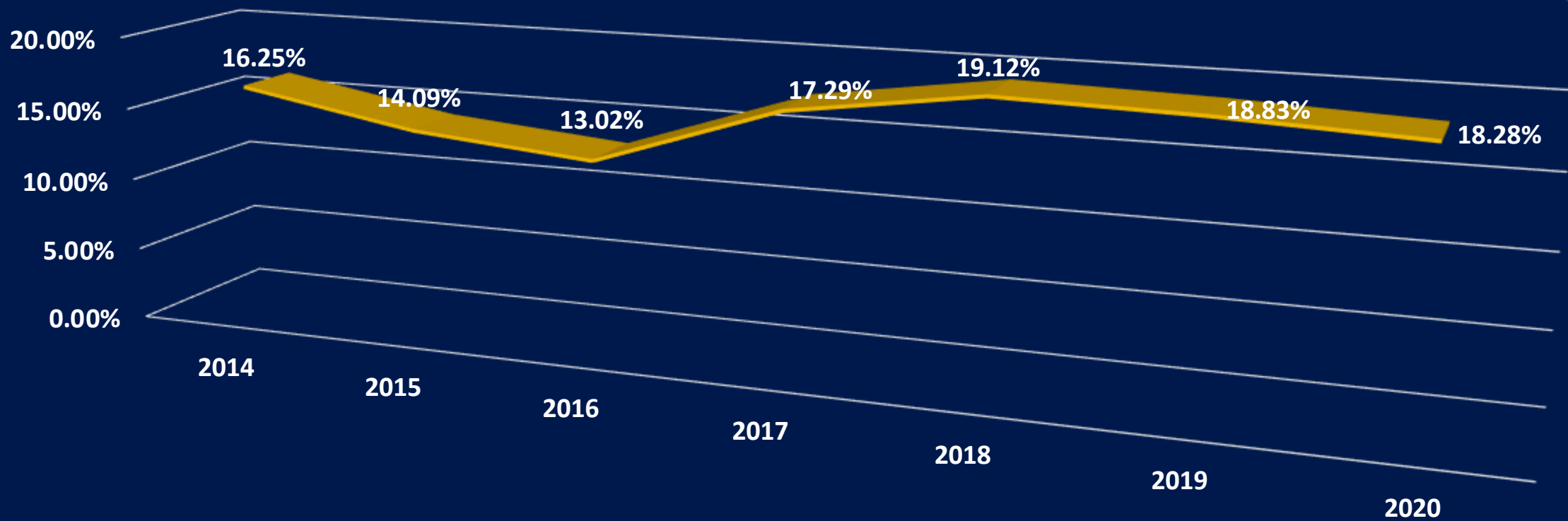
# Employee Turnover

	2014	2015	2016	2017	2018	2019	2020
Total # of Employees	640	646	668	671	659	685	651
Total # of Separations	104	91	87	116	126	129	102
Voluntary separation	57	46	68	81	91	91	77
Involuntary Separation	22	20	7	19	10	19	7
Retired	21	24	10	14	24	19	14
Died	4	1	2	2	1	0	2



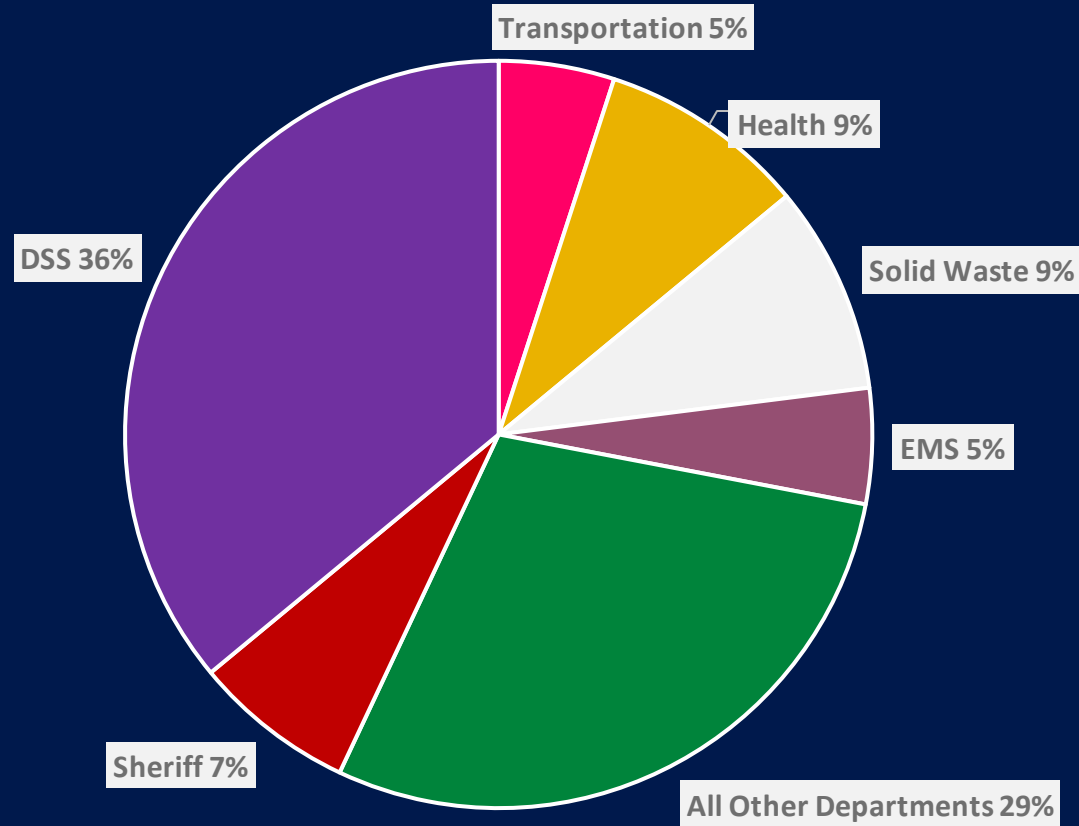


# Turnover as a Percentage of Total Workforce 2014-2020





# 2020 % of Turnover by Department



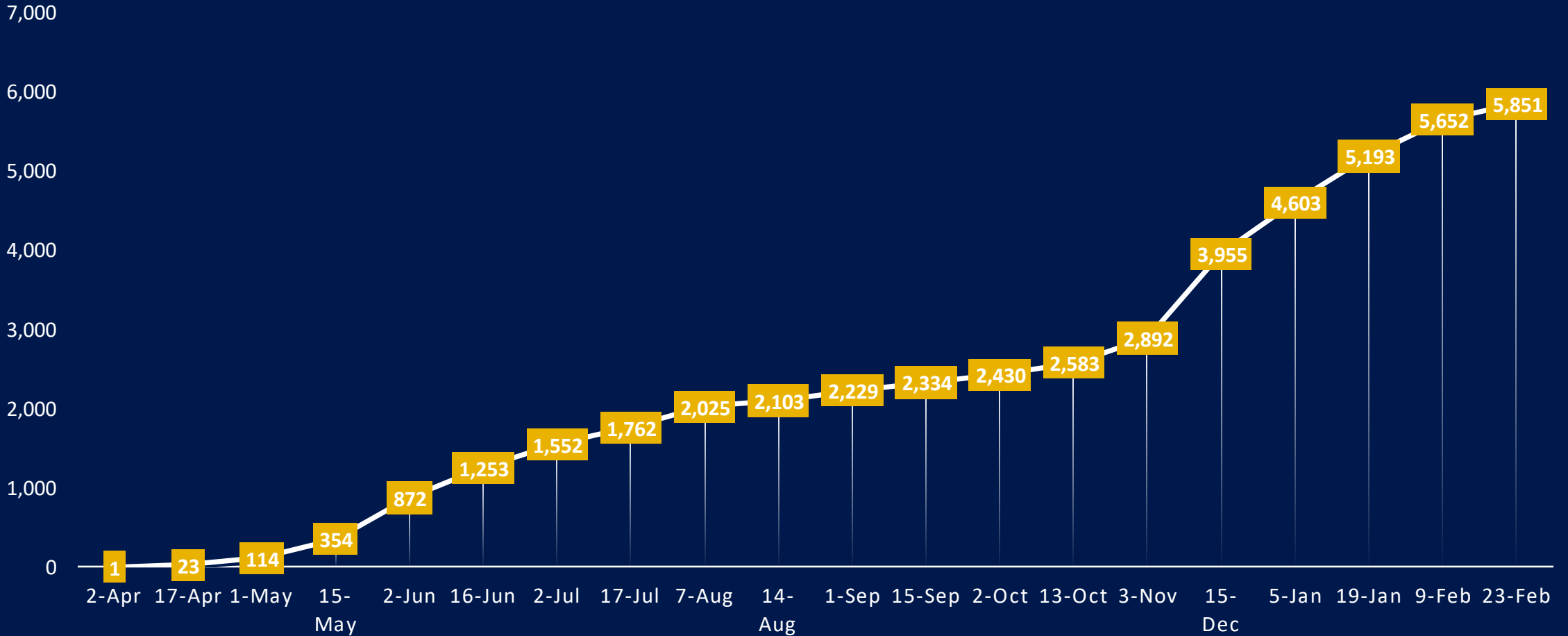


# COVID-19

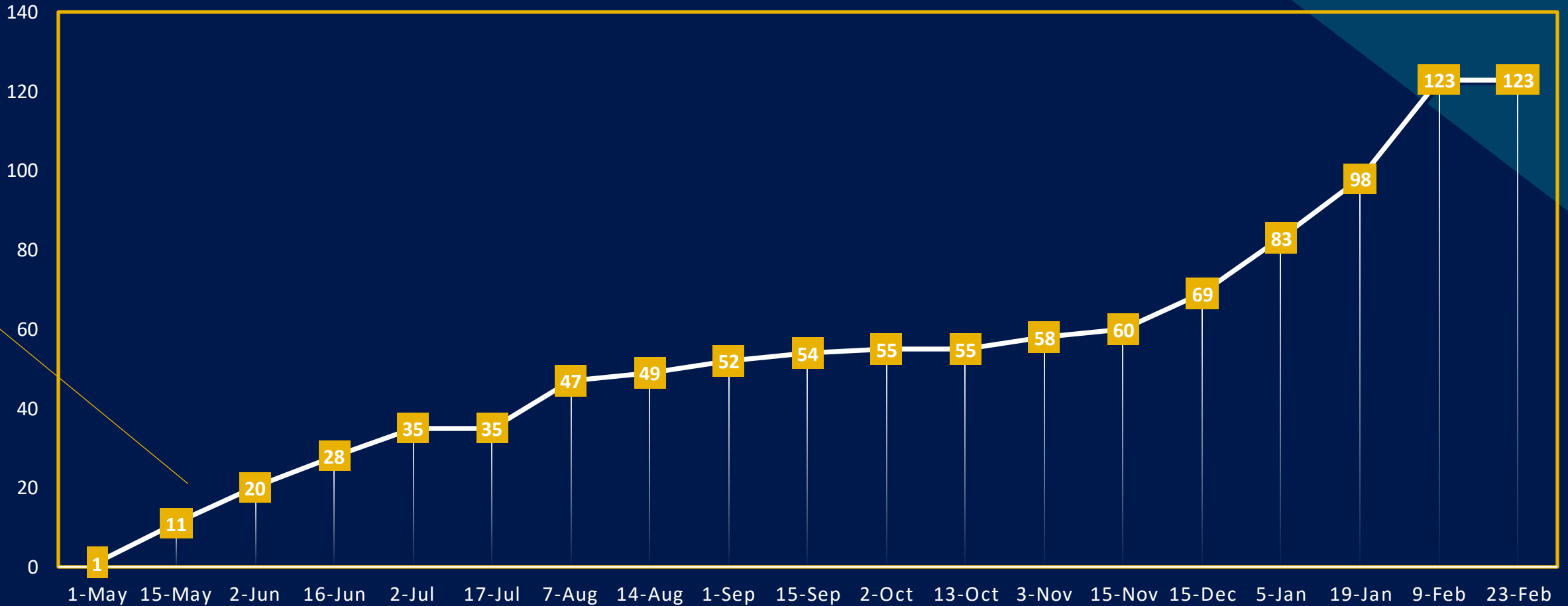
Duplin County 2020



# COVID-19 CASES IN DUPLIN COUNTY



# COVID-19 DEATHS IN DUPLIN COUNTY





# EOC COVID REPORT

- The Emergency Operations Center was activated for a record 135 days, closing on July 30 only to reopen immediately for Hurricane Isaias operations.
- EMS has responded to over 200 individuals who were showing COVID-19 signs and symptoms or were confirmed positive.
- Approximately 6,000 first doses and 2,400 second doses have been delivered and administered by Duplin County Staff, equaling more than 10% of the total population.
- The COVID-19 has received thousands of calls requesting information or an appointment for vaccines.
- Personnel from Health, Emergency Management, EMS & Sheriff's Departments have worked tirelessly, accruing approximately 8,500 hours of overtime, amounting to nearly \$100,000.00 in overtime payouts considerably dedicated to COVID-19 Operations.
- Following federal, state and local protocols, personnel have quoted, procured, received delivery, trained employees, and placed into service over \$1,000,000.00 in material and new equipment to facilitate testing and vaccinations.
- Over 300,000 items of PPE & Sanitizing Agents were delivered and dispersed to Duplin County employees, medical groups & partners, public safety, religious organizations, and the general public.
- Emergency Sheltering plans were completely re-written to accommodate for COVID-19 pandemic PPE and social distancing expectations.

# Department Issues and Accomplishments

Duplin County 2020



# Animal Services

## ACCOMPLISHMENTS

- Intake have decreased by 5%, due to officers having microchip scanners in trucks.
- Adoptions have increased by 5%, by doing appointments only.
- Rescue have increased by 10%, due to one on one interactions with shelter staff.
- Euthanasia has decreased by 5%, due to adoption and rescues being up.
- Animal Shelter study providing county with recommended shelter size and estimated cost.

## ISSUES

- Funding for Animal Services
- Maintaining NC Dept. of Agriculture acceptable sized facility
- Insufficient Pen Space/ Equipment for Large Animals
- Need for more Animal Shelter Staff
- Need more recognition as Public Safety Officials

## GOALS

- Larger Facility that meets NC Dept of Agriculture Facility Standards
- Add more staff in order to become more Proactive than Reactive
- Complaints forwarded to non-emergency dispatch center for efficiency in public services
- Community Wide Spay/ Neuter Program
- Be more visible and proactive by participating in more Community Events
- Partnering in with more Animal Rescues



# Airport

## CHALLENGES

- The inability to attract and retain qualified Airport Operations Technician staff due to the low entry-level salary
- The continued need for a general fund contribution to be used for our 10% local match for 90% grant funded projects and various capital outlay items as needed to properly maintain our facility
- The need to replace 26-year old aviation fuel farm; typically, not a grant eligible item. Cost to replace is estimated to be at least \$750,000.
- The need to target-market aviation related business development of the Airpark for future growth and sustainability of the airport and to increase the tax base

## GOALS

- Request reclassification of the Airport Operations Technician to increase starting pay comparable to similar positions at other county or municipal airports.
- Continue to work through the proper state and federal agencies to obtain grant funding for capital projects.
- Continue to demonstrate the important role of the airport relative to economic impact and the return on the investment
- Develop and implement a strategic marketing plan with the help of our partners in Economic Development

## ACCOMPLISHMENTS

- Completed the \$2 million-dollar T-hangar project which is now fully occupied.
- Began site development and construction on the new \$6.5 million-dollar NCFS complex.
- Began the 20-year Airport Master Plan Project
- Completed several continued education classes through NC State University in Airport Leadership and Management
- Third year as Assistant County Manager while simultaneously undertaking the largest airport construction projects in history, thanks to the help of others, especially the airport staff.



# Building Inspections



## GOALS

- Continue to implement and enforce building, electrical, mechanical, plumbing, and energy codes with fairness and firmness.
- Communicate with our customers through phone calls and emails to help minimize foot traffic in the lobby.
- Obtain Level Two certifications in all trades.
- Train new employee to receive appropriate information before issuing permits and to relay correct information to customers.

## ACCOMPLISHMENTS

- Completed all plan reviews, permitting, and inspection requests in a very adverse year.
- Filled vacant Secretary position with a motivated and positive employee.







# Duplin County E-911 Communications

## ISSUES

- VIPER coverage in northern Duplin County.
- AT&T Network changes and upgrades are delaying the implementation of the Statewide ESINet for call handling.

## GOALS

- Implement the Statewide ESINet network for call handling.
  - -This is ongoing and scheduled in year 2020
- Begin implementing Text to 911 at request of NC911 Board.
- This will be part of the ESINet implementation.
- Complete the move of our backup center to Wayne County for a Regional Backup
- Upgrade Radio Consoles to accommodate P25 TDMA Technology.
- Upgrade Addressing Department Server.
- Upgrade Backup Center PCs.
- Create Internet Cloud Backup for CAD Server.
- Upgrade In-house Radio Network System.





# Cooperative Extension

## ISSUES

- Agriculture – Promoting & supporting a profitable & sustainable agriculture system in the county
  - Health & Nutrition – Promoting & supporting healthy eating, physical activity & chronic disease risk reduction
  - School to Career – Promoting & supporting youth development in areas such as Science-Technology-Engineering-Math (STEM), life skills, agriculture
- How we need to address the issues:
- Continued county financial and resource support with state and non-traditional partnerships
  - Continued support of facilities to house educational events that address the issues





## OBJECTIVE

- Agriculture:
  - Our plant production and animal production programs improve production, profitability, and sustainability of the agriculture sector.
  - Our natural resource and environmental programs conserve our precious natural resources and maintain a clean and healthy environment.
  - Our consumer horticulture programs teach families and communities about environmentally friendly methods for gardening and controlling pests.
- Health & Nutrition:
  - Our family and consumer sciences programs improve the well-being of individuals, families, and communities.
  - Our food safety and nutrition programs create a safer and more sustainable food supply and improve the health and nutrition of individuals, families, and our communities.
- School to Career:
  - Our 4-H youth development programs grow the skills young people need to succeed in life and career



## ACCOMPLISHMENTS

- Agriculture:
  - 253 farmers increased knowledge of forage management
  - 191 farmers increased knowledge of animal waste management
  - 124 people increased knowledge/skills in vegetable/fruit production
  - 448 pesticide applicators received continuing education credits
  - 285 farmers increased knowledge/skills of crop management
- Health & Nutrition
  - 231 individuals learned how to prepare local foods
  - 399 adults increased fruit and vegetable consumption
- School to Career:
  - 2,283 youth improved knowledge of agricultural systems
  - 1,565 youth increased knowledge of life skills
- To further support these efforts:
  - Volunteer management: 406 recruited volunteers contributed 5,246 hours, valued at \$133,406
  - Resource management: Staff secured \$67K+ in additional resources



# Cowan Museum



## ACCOMPLISHMENTS

### Garden Additions to the Grounds

- A pollinator shade garden.
- Installation of a perennial garden surrounding the front sign.
- Bat sleeping shutters.
- A wet meadow garden near the museum's tobacco barn.
- Supplementary plantings to the existing botanical garden.
- Native plants along the border of the museum and Liberty Hall.



Acceptance of the Joann Cowan Brown Botanical Garden into the North Carolina Arboretum's ecoEXPLORE Program

Accession of a large collection of ephemera from Duplin County dating from 1802

Distance/Remote Learning Programs Added to the Museum's Website

## ISSUES

- Insufficient Staff and Grants
- Tobacco barn and Kelly-Farrior House are in need of repair
- First Grade Agriculture Program.
- Fifth Grade Weather Program.
- Ninth Grade Climate Lesson.



# Economic Development Commission

## ACCOMPLISHMENTS

### Brand Duplin County

- Developed a logo and seal for Duplin County.
- County Roll out - Email signature, uniforms, apparel, business cards, door decals, letterhead, etc.

### Master Plan for Airpark

- Partnered with the Airport to develop and overall Master Plan.
  - Master Plan Cost (EDC) = \$53,748 EDC Raised = \$41,500 towards cost of Master Plan

### Grants for Duplin County

- Business Enhancement Fund - \$1000 annually from Duke Energy
- \$40,000 NCSE Funds to Vidant Duplin Hospital
- Won 3 projects: Totaling: 201 jobs in Duplin County over the next 3 to 5 years
  - Project Soft: 93 jobs/\$5.9 million investments over next 3 years = \$503,700 incentive from NC
  - Project Boro: 102 jobs/\$4.5 million investments over next 5 years = \$88,226.00 incentive from NC (headquarter building)
  - Project Ginny: 6 jobs/\$767,094 investments over next 4 years = \$320,000 incentive from NC



## GOALS

### Master Plan for Airpark

- Continue partnership with Duplin Airport to ensure all effort and energy that is focused on the EDC side compliments the Airport.

### County Strategic Plan for Infrastructure and Internet

- Partner with Frankie Herring in IT Department to understand capital cost and upgrades needed to provide IT services to County buildings and departments.

### North Carolina Forest Region 1 Headquarters in Duplin County

- Work with Laura Killian, Agriculture Liaison, to develop verbiage to submit to House and Senate leaders to ensure NCFS Region 1 Headquarters is built in Duplin County

### Continue Logo Rollout

- Continue rolling out logo and branding across Duplin County



# Board of Elections



## GOALS

- Successfully conduct the 2021 municipal elections for the municipalities in Duplin County.
- Improve Facebook/ website presence. Social media utilization.
- Conduct annual required list maintenance.

## ACCOMPLISHMENTS

- Conducting a successful General Election for 2020 without a fully trained staff.



# Emergency Management/Fire Marshal

## ACCOMPLISHMENTS

- Specification, Procurement and Management of \$485,000 of new equipment to increase capabilities to assist all departments, and our Volunteer Fire Departments be successful in daily missions (Traffic Message Boards, Mobile Power and Light Units, palletized and enclosed supply trailers, two pickup trucks, mobile communications)
- Other County departments have come to rely heavily on support from our department for planning, resources and logistics management for special events
- Volunteer Fire Departments have come to rely heavily on support from our department for financial planning, equipment specification, logistics, emergency manpower, emergency preparedness exercises and investigations. In addition to daily function, administrative personnel in 2020 answered 400 calls for service. This reflects an increase of 59% from 236 responses in 2015.
- 700+ Fire Prevention inspections complete, in spite of the COVID-19 Pandemic
- Successful bid and acquisition of contracts for Disaster Debris Management & Removal, and Disaster Debris Monitoring & Recovery, which enabled reimbursement for over 10 million of tax payer dollars in the last 5 years
- Cross-training and certification of EMS Administration employees to serve triple-role across emergency services departments during emergency situations, which lowers volunteer FD Insurance Ratings
- Planning and coordinating a county-wide fire department drill quarterly, which lowers Volunteer Fire Department insurance ratings
- Cross-training with Planning Director to assist with Public Information Officer duties to provide more timely and accurate information to the public
- Emergency incident response to Explosions, Aircraft Crashes, Infrastructure Damage, Search & Rescue, Structural Fires & Medical Incidents





# Emergency Management/Fire Marshal



## GOALS/ ISSUES

- The Emergency Operations Center building is not adequate for work areas, storage space, floods during disasters, and has constant moisture issues. Our team must continue to operate during storm-force conditions for life safety operations, and we need the facility and infrastructure to make that possible. Our top priority need is an Emergency Services Complex that will serve the need of Emergency Management & an EOC, Fire Marshal, Emergency Medical Services Administration, E-911 Communications Center, Planning Department, and an EMS Ambulance Station
- Emergency power for shelters
- Stationary generators at emergency school shelter sites. Current emergency power is provided through home-style gasoline generators that are not safe, nor practical.
- Continuity of permitting and inspections county-wide. We would like to request consideration of a new county-wide permitting system for businesses and homes from start, to final certificate of occupancy and beyond with recurring fire prevention inspections
- Update County Fire Ordinance to reflect current best practices, and anticipated evolution of services
- Update Fire Department service contracts to reflect current best practices, and anticipated evolution of services
- Assess work processes and growth of responsibilities to ensure our essential staff remain competitive in salary. Propose salary grade reclassifications and additional overtime funding and positions if necessary



# Emergency Medical Services



## GOALS

- Maintaining adequate pay and benefits in order to remain competitive with surrounding agencies
- Fill 2 AEMT positions open and 1 EMT position opening
- Build up our part time roster to help control overtime costs
- Add an assistant supervisor to each shift and to add another position in the office to meet the national standard span of control: 1 supervisor to 5 employees
- Move all EMS units out of the fire departments to protect property from the elements and reduce strain between EMS crews and volunteer Fire Departments
- Create a career ladder to compete with surrounding agencies and give our employees opportunity for advancement.

## ACCOMPLISHMENTS

- Fully staffed with paramedics
- We are updating our equipment yearly
- We are replacing stretchers in the new trucks, adhering to the state standards.
- Completed the Construction of a new Medic 3 Station in the Chinquain Community

## ISSUES

- Maintaining competitive pay to help assure staff retention
- Open positions cause us to have a lot of overtime expenditures within our budget
- We currently have 1 supervisor for 16 employees



# Events Center



## ISSUES

- Ongoing and increasing maintenance/upkeep needs for the building (Opened in 2005, there needs to be a plan developed for the upkeep and maintenance of the facility)
- Planning for increased need for staffing once COVID is over and events begin increasing again.

## GOALS

- Develop a long range maintenance plan
- Continue to Increase Events/Usage of Events Center
- Continue to pursue addition of hotel at Hwy. 11 road frontage of Duplin Commons



## ACCOMPLISHMENTS

- In spite of decreased and cancelled paid events because of COVID, the Events Center hosted 30 events since May, 2020 and was instrumental in facilitating the County's drive thru COVID testing, food assistance events, a toy drive, and Services for the Aged exercise class every Thursday.
- Repaired fixed seating that was broken
- Installed security cameras





# Facilities Maintenance

## ACCOMPLISHMENTS

- Completion of new maintenance shop; installation of new gutters and improved parking area.
- Completion of Tax Office LED lighting Project
- Installed COVID-19 related barriers in most county offices

## ISSUES

- Employee salaries
- Personnel Changes/ Additions
- Maintaining aging facilities (30+ years old)
- Recruitment and retention of qualified labor

## GOALS

- Completion of LED lighting at Finance Office & Health Department
- Purchase a replacement utility tractor and vehicle
- Purchase and install new camera's for maintenance shop



# Finance Office



## ACCOMPLISHMENTS

- Completed two software conversions representing the entire finance, payroll and human resources systems. (FY 19 and FY 20)
- Froze/abolished positions to free up funds to purchase Munis software
- Implemented new finance policies and procedures to reduce unnecessary finance transactions and allow more purchasing flexibility for department heads in an effort to reduce administrative costs.

## GOALS

- To reevaluate positions and salaries within the finance office to better align pay with similar positions within the County and with other counties and municipalities

## CHALLENGES

- Salaries for positions in the finance office are not proportionate to similarly responsible positions in other County departments.
- Turnover in payroll
- Succession planning for key positions



# Garage



## ACCOMPLISHMENTS

- With only 3 full time and 1 part time employee, the garage was able to maintain 251 vehicles/ 101 pieces of equipment
  - (16 generators / 8 message boards / skylift / 19 tractors / lawn mowers / bush hogs / golf carts / forklifts / loaders / etc....).

## GOALS

- Main garage building needs major repairs
- Yearly allowance for small tools that the mechanics usually purchase themselves
- Increase pay across the board



# Human Resources



## ISSUES

- Salary Plan
- Employee Retention and Recruitment
- Benefits
- Desperate need for additional administrative assistance (filing, scanning, Munis data entry, etc.)
- Replacing Kathy Wallace after 41 years of service with a qualified, knowledgeable applicant

## ACCOMPLISHMENTS

- Employee Holiday Appreciation Drive-Thru Event (*COVID-19 Compliant*)
- Converted the County's Health Insurance and Voluntary Benefits over to NCHIP and Gallagher
- Conducted the County's first On- line Benefits Open Enrollment (*COVID-19 Compliant*)
- Administered President Trump's Families First Coronavirus Response Act
- Coordinated an Agreement with NC Dept. of Cultural Resources to be able to scan personnel records in Munis and later destroy paper files
- Updated the County's Personnel Policies



# IT Department

## ISSUES



- Providing innovative, reliable and responsible technology solutions.
- Need conducive office space for our employees and for equipment drop off and delivery.
- Need elevator or even a “dumbwaiter” for heavy equipment delivery to second floor (IT Dept.).
- Adequate storage space or a dock to accept large equipment orders or an elevator to safely get the many heavy boxes.
- A dock for delivery would be more beneficial for FED EX and UPS deliveries as well as for GOV Deal pick-ups.
- Pay raises that are comparable to the positions with consideration of workload, expertise, and knowledge (IN NEED OF TRAINING)
- Being breached by a “cyber incident”

## ACCOMPLISHMENTS

- Significant strides to recovery with a limited but dedicated IT staff.

## GOALS

- To develop an updated Disaster and Recovery plan.
- Provide a Robust and Secure IT Infrastructure that Supports On-Demand Access to Information
- Protect the integrity of the Department’s information and IT assets by strengthening our cyber security posture.
- Improve secure mobile and remote access to appropriate Department resources.
- Build, develop, and retain a talented, diverse IT workforce.





# Library

## ACCOMPLISHMENTS

- Malware attack in February 2020 we were able to continue serving patrons using manual handwritten checkouts until we closed for COVID restrictions in March.
- **Inventory** Faison Branch complete and Kenansville, Beulaville and Warsaw in process of full-scale inventory of materials
- Branches closed until late July with curbside service added.
- Currently, 4 Branches open with limited access and Rose Hill has curbside service only.
- **Painting** – Kenansville restrooms, Warsaw Branch, Rose Hill meeting room – painted by a small group of staff
- **Travel Tuesday Videos** – 29 weekly videos created, recorded, edited and produced by Jacob Simpson and other staff.
- **Summer Reading Program** – Weekly Fairytale themed activity packets were created for young patrons to pick up.
- On-line Program - 8 episodes of *Cook Me A Story* featuring Laura and Rosario sharing recipes related to fairytales.
  - 3 versions of fairytales uploaded to Facebook each week – traditional, alternative and Spanish
  - **Facebook Read Alouds** - 57 stories recorded, produced and edited by library staff - posted weekly for over 35 weeks.



## GOALS:

- Seeking funding source for Bookmobile, improving access to patrons who cannot get to our library branches –WiFi and computer access in addition to reading materials.
- Application for consortium membership to be implemented in 2022. Cost savings (+10K annually) for server & circulation software and increase patron access to materials from 40+ member libraries.
- Seek resources/funding for expansion of main library:
  - The main branch serves the majority of patrons each week without the benefit of a designated Children's Program area, meeting space or computer room. The staff works to bring programming to the community for children and families although there is no space larger enough for more than 30 children. Designated meeting rooms would also allow for adult programming at the main branch. The current public access computers are adjacent to the circulation desk which offers little privacy for anyone.

# Planning/Public Information Officer



Roles: County Planning, Floodplain Administration, Public Information Officer

## ACCOMPLISHMENTS

- Managing multiple grant processes for the county, including Hurricane Matthew and Florence recovery, neighborhood revitalization, and housing improvements
- Expanding public information and providing quality information and updates to the citizens of Duplin County
- Working with other departments on the COVID response and informing the public about guidelines and events (testing and vaccinations)

## GOALS

- Procure a multi-department permitting system to manage home and business development so we are coordinated in our effort to guide and assist citizens through the growth and development process
- Develop education and experience in floodplain management and community development
- Complete update of all ordinances to N.C. Gen. Stat. Chapter 160D requirements

## ISSUES

- Limited time and ability to complete assignments and tasks due to multiple roles
- Limited monetary resources to outsource some large projects to experts and consultants, such as ordinance updates
- No land use classifications and/or zoning, which is a standard operating procedure among local governments now



# Register of Deeds



## ISSUES

- Due to COVID-19 we are operating by appointment only.
- On July 24, 2020, our bilingual employee resigned. So we are now asking those customers who don't speak English to bring an interpreter with them.

## ACCOMPLISHMENTS

- Courthouse Computer Systems provided our office with a stand alone recording station and computer equipment due to the Malware attack on February 3, 2020 allowing the office to continue to provide service.
- The previous Register of Deeds and myself, recorded, indexed and reviewed all documents. We were able to continue to provide efficient and courteous services to our customers.
- Our office has issued a very high volume of marriage licenses in the last several months. Therefore, our revenues have increased considerably.

## GOALS:

- Renovations: Purchase a new map cabinet, and have the office painted.
- Hire a new employee to fill a vacant position.



# Services for the Aged



## ISSUES

- The current facility will not meet the square footage requirements for grant opportunities or additional programs for seniors. Limited parking creates safety concerns for seniors with congested traffic as well as the entry (incline, sidewalks, etc.) into the senior center.
- The process to fill and retain In Home Aide I positions has been a challenge. In Home Aides provide chore service (housekeeping) inside a seniors' home. Presently, 32 eligible seniors are placed on a waiting list for service.
- Currently, 63% of the employees are age 60+ and approaching retirement in the near future. There is not a succession plan in place to accommodate the impact this will generate on the overall structure of the agency.

## GOALS

- Staff will continue to advocate for grant funds to assist with any applicable costs towards a new facility.
- Implement a virtual activity requirement component(s) set forth by the state for certified senior centers.
- Fill vacant In Home Aide I positions to reduce the number of seniors on waiting list for service.
- Encourage employees and continue to provide additional trainings that will enhance their skill set related to their job assignments.



# Sheriff's Office

## ADMINISTRATIVE AND SUPPORT SERVICES



## ACCOMPLISHMENTS

- Policy and Procedure Manual review and revision. Policies updated to meet the North Carolina Training and Standards' requirements. Revised manual to be printed in spring of 2021 after new Executive Orders are issued by the President Elect.
  - Detention Center Policy and Procedure Manual completely revised and updated. New manual to be printed in spring of 2021.
  - Promotional tests and interview process researched and revised. This includes all positions for detectives, narcotics, courts, corporals and sergeants, etc. Revised new candidate's interview questions. Improved hiring process and standards.
  - Internal investigations decreased by approximately eighty percent.
  - Hand Gun Permits and Concealed Carry Permits are now online.
  - Fingerprint Appointments are now online.

## GOALS

- Improve safety and security of office by constructing a wall with bullet proof glass and keyed access doors as well as security camera for administrative officer
  - Continue to provide most advanced training available to ensure employees have tools they need to provide our citizens with the best possible service.
  - Continue to improve recruitment process.
  - Have all positions with the Duplin County Sheriff's Office filled by the fall of 2021.
  - Continue to monitor and revise Policy and Procedure Manual as needed.
  - Update fingerprinting process for sex offenders.



# CRIMINAL INVESTIGATION AND SPECIAL OPERATIONS



## ACCOMPLISHMENTS

- Special Victims position filled to aid in balancing caseload and referrals.
- Updated computer access for detective division allowing remote access.
- Participated in four Organized Crime Drug Enforcement Task Force (OCDETF) Operations. Duplin County was awarded the OCDETF Case of the Year for the Eastern District of North Carolina. These operations are responsible for arrest and convictions of hundreds of individuals as well as the seizure of pounds of methamphetamine, cocaine, fentanyl, over one hundred firearms and the seizure of over a million dollars in United States currency and assets. Some individuals received substantial time and as much as 480 months (40 years) for their crimes.
- One Detective is assigned to the Drug Enforcement Administration as a Federal Task Force Officer.
- The Special Operations Division has seized or assisted in the seizure of over \$930,000.00 in United States currency, as well as several vehicles, and one housing unit.
  - Arrested over three hundred individuals involved in violating the NC Controlled Substance Act.
  - The K9 units have assisted in the seizure of over 1,500 grams of cocaine, 3,700 grams of marijuana, 80 grams of heroin, 500 grams of methamphetamine, 70 grams of fentanyl, 9 guns and over \$95,000.00 in United States currency.

## GOALS

- Advanced training for detectives and crime scene technicians to enable crime investigation and modern day criminal activity.
- Update telephone recovery system to assist with analyzing modern smartphones and content.





# EVIDENCE

## ACCOMPLISHMENTS

- Completed reorganization of main vault.
- Created gun vault room which separates guns determined by crime or reasons guns were seized.
- Created sexual assault category in main vault.
- Reorganized Federal case category in main vault.
- Categorized misdemeanor and felony drug cases in main vault.

## GOALS

- Destroy old cases in vault.
- Dispose of firearms which should be destroyed or traded.
- Add security cameras to lobby and administration hallway in front office.
- Consolidate evidence at annex



# PROFESSIONAL STANDARDS AND TRAINING



## ACCOMPLISHMENTS

- Over 4,000 man hours of training completed both online and classroom. Facilitated training for nine other agencies including local police departments, state and federal agencies including the US Marshals, North Carolina State Bureau of Investigation, North Carolina Department of Motor Vehicles, North Carolina Wildlife Commission and Vidant Duplin Hospital. Other training assistance provided included supporting the training evolutions of the United States Marine Corps and the North Carolina National Guard.
- Ten new deputies and ten new Detention Officers were processed by conducting background investigations and pre-employment activities to prepare the individuals to be better equipped to begin their law enforcement careers.
- Completed the rifle shooting platform and the staging shelter.
- Purchased a I Marksman Firearm Simulator (with a donation from Smithfield Foods) that will be utilized to provide "Shoot Don't Shoot" scenario based training to enable officers the knowledge in making the proper decision during critical incidents.
- Completed incinerator project for drug disposal.
- Nine officers trained in swift water board operations and rescue support.
- Through the Law Enforcement Services Equipment Program, we have acquired six Humvees, five that are 100% and one that is used for parts. Two of our six inflatable boats are online to support rescue efforts in the county. Acquired a 15,000 lb. capable forklift to assist with logistical support during natural disasters.
- Purchased, issued and trained entire agency for new weapons.

## GOALS

- Establish in-house Field Training Officer Program to place trained Field Training Officer's in each division to properly train and mentor staff.
- Maintain firearm upgrades and provide ample range time for practice.
- Continue to improve and expand capabilities of the Training Center.
- Implement a weapons maintenance program.
- Conduct in-house Police Law Institute course.





# Social Services



## ACCOMPLISHMENTS

- Collected over \$5 million in current child support despite Courts being closed for more than six months.
- Were able to continue all mandated services for residents of Duplin County following ransom ware and continued to meet benchmarks established by the state.
- There were 14 of 38 children in foster care during 2020 that exited care. Ten of these exited to permanency by reunification or guardianship.
- Worked in partnership with the NC DHHS to provide P-EBT benefits to every child in Duplin County enrolled in public school.
- Facilitated approximately 900-1000 Medicaid transportations each month for individuals to attend critical appointments.

## ISSUES

- 44 of 122 employees have less than 1-year experience at the agency.
  - 37% of the Income Maintenance Workers are not fully qualified and are in work-against status for the positions they are in.
  - 46% of social workers are not fully qualified and are in work-against status for the positions they are in.
- A lack of sheltering options for homeless individuals in Duplin County has created challenges throughout the year as we struggled with a number of adults with medical and psychiatric needs that did not have stable housing.



# Solid Waste



## ACCOMPLISHMENTS

- Solid Waste Ordinance has been updated (27 years old-1994).
- Repairs to the transfer station walls.
- We have managed to keep up with the demand despite vacant positions and employee turnover.
- Purchased a new computer system for the scale house.
- Purchased much needed equipment (2 semi trailers) and 2 trucks (service truck & enforcement truck).
- Rewrote 6 job descriptions.

## GOALS

- Increase household user fee. Has not been increased in 26 years.
- Add 1 full time position for a grounds person.
- Update collection site buildings. Some buildings are 28 years old and in need of serious repair.
- Update the main landfill office/building— bathrooms / floor / offices.
- Increase pay across the board. This includes everyone at the landfill and site attendants.



# Tourism

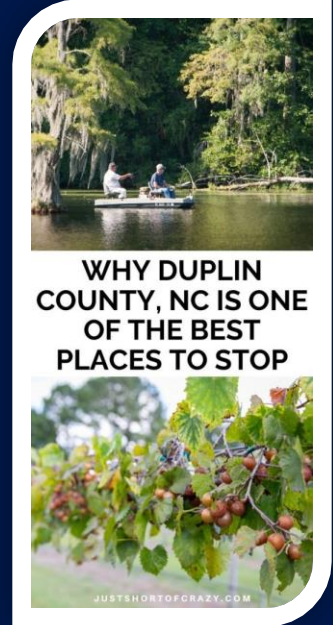


## ISSUES

- Limited Hotel & Retail Opportunities
- Competition with surrounding Attractions
- County Unity
- Uncertainty of Covid-19 and its short-term and long-term impacts.

## GOALS

- Continue working with the Duplin County Events Center to help generate increased use, in turn generating hotel demand by visitors.
- Increase overnight stays in our hotels



# Tax Department



## GOALS

- **2022 Revaluation** – Will continue to gather information, do site visits to properties, and analyze sales and market trends.
- **New software (real estate portion)** – Will continue to work with software vendor to implement real estate portion. This conversion will coincide with the revaluation and allow greater detail per parcel and improvements.

## ISSUES

- **Personnel** – Turnover in personnel is a problem. Need to find ways to retain trained employees.
- **Tax Collection Rate** – We always need to seek ways to improve collection rate.
- **COVID-19** – Tax office relies on a lot of interaction with the public. Need to protect employees, public, and obtain required information, and the collection of taxes.

## ACCOMPLISHMENTS

- **Malware Virus** – The Tax Office was able to function, serve the public, and send 2020 tax bills on time.
- **COVID-19** – We were able to keep the Tax Office open to the public and continued to function.
- **Tax collection rate** – 2019 tax collection rate above 97%.
- **Tax foreclosure program** –Accounts have been sent to new foreclosure attorney to begin process





# Transportation

## ISSUES

- Salary & Fringes to aid in retention of employees
- COVID-19 challenges (decreased ridership, discontinuation of deviated-fixed route service in connection with James Sprunt Community College, driver/passenger safety, limited capacity on vans to promote social distancing, increased contract washing/sanitizing costs)
- Recruitment for part-time and substitute positions is becoming increasingly difficult
- Routes begin as early as 3:45 AM and extend as late of 7:30 PM each day
- Limited number of vans & limiting the capacity of each vans become problematic when vans have to be taken out of service for routine maintenance or repairs.

## ACCOMPLISHMENTS

- Should be able to begin construction on a new building that will house our Admin & Operations at one location through a FTA Build Grant. The grant will be 80% federal funding and 20% local funding. Local funding will be through the DCPT fund balance.
- Exceeded revenue collections over budgeted amounts for FY 20 despite COVID-19 challenges
- Continued partnership with James Sprunt Community College-despite COVID-19 challenges
- Partnered with Services to the Aged to assist with meal delivery after in-person meal services was suspended
- Established a daily route to Kinston for developmentally disabled workers that provides vocational rehabilitation programs for those individuals





# Veteran Service Office

## ACCOMPLISHMENTS

- Regardless of COVID we were still able to successfully assist all our veterans and/or family members as usual.
- Maintained Customer Satisfaction
- Successfully completed annual certification training virtually because of COVID.

## GOALS

- Increase the number of Veterans in receipt of financial benefits.
- Obtain a paperless system for office operations and to minimize space issues.





# Water Department

## ISSUES

- Billing Software out of date and in need of replacement
- SCADA System – Software / Hardware (Replacement parts are obsolete)
- Customers requesting drive through service at office / Repaving Parking Lot
- Aging water system, more repairs required
- Turnover of staff due to wages not competitive with other Counties

## GOALS

- Implement New Billing Software (QS/1)
- Working toward updating SCADA system and seeking grant funding to offset cost
- Train new Staff and achieve certifications required by State to assist in the operations and maintenance of the Water System; meet competitive wages to keep certified Staff.
- New Office with adequate parking and a drive thru window





# Water Department

## ACCOMPLISHMENTS

- With all the setbacks of an unusual year like 2020, we were able to maintain our records when computer crashed due to malware attack, customized how we accommodated the public thru COVID - 19 and working with the software company toward updating our billing software.
- Worked together as a team to complete change out of radio read meter heads before warranty expired.
- Received Grant to install three new Generators at Well sites to assist in providing water to Customers during emergencies.
- Met the requirements of providing potable water to all the customers on the Duplin County Water system without interruption of service; due to storms and waterline damage.





# Health Department





**DC**

Board Retreat

# Thank You.



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# Future Capital Needs

- Animal Control Facility
  - \$1.5 Million Loan from Tri-County and \$200K Contribution from General Fund/Capital
  - Facility estimated to cost approx. \$2.5 Million
  
- EMS Stations
  - 1.8 Million for new Medic Stations in Wallace, Beulaville, and Pleasant Grove Response Districts
  
- Transportation Facility
  - \$1.4 Million Grant Funded
  
- Emergency Services Complex/Medic 8 Station
  - \$12 Million can be Partially Funded by 911 Board Grant
  - Have Requested Senator Jackson and Rep. Dixon to appropriate funds in State budget to offset cost to the County
  
- Detention Facility / Sheriff's Office Complex
  - \$40 Million (Last Estimate was \$36 Million which included detention facility and Sheriff's Office)
  
- Services for the Aged/Veteran's Office Facility
  - \$2 Million – \$2.5 Million

# Fiscal Year 2022



## ➤ Tax Office

- Pave Parking Lot – \$50,000

## ➤ Administration Building

- Carpet and Paint - \$45,000

## ➤ Health Department

- Roof - \$400,000

## ➤ Events Center

- Generator and Lights - \$223,000
- Parking and Roads - \$70,000 - \$90,000

## ➤ Animal Control

- Pavement to New Facility/Water & Sewer \$210,000

## ➤ Water

- SCADA System \$1.6 Million (Possible Grant Funding)

## ➤ James Sprunt Community College

- \$585,000 - Capital
- \$400,000 – Work Force Development Center
- \$90,000 – Campus Security Cameras
- \$70,000 - Generators



# Revenue Projections

- Sales Tax Budget Increased to Current Year Estimated Revenues – 1.364 Million – Uncertainty Based on Timing of COVID
- Property Tax Remained the Same – Estimates Unavailable at this Time – Fiscal Year 2021 Budget Used in Estimates
- Health Department and the Department of Social Services – Fiscal Year 2021 Revenues used in Fiscal Year 2022 Estimates