

Granville County 5-YEAR STRATEGIC PLAN

2025 Vision for Granville County Government
Updated January 2023

COMMUNITY



BUSINESS & ECONOMY



EDUCATION



PUBLIC SAFETY



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

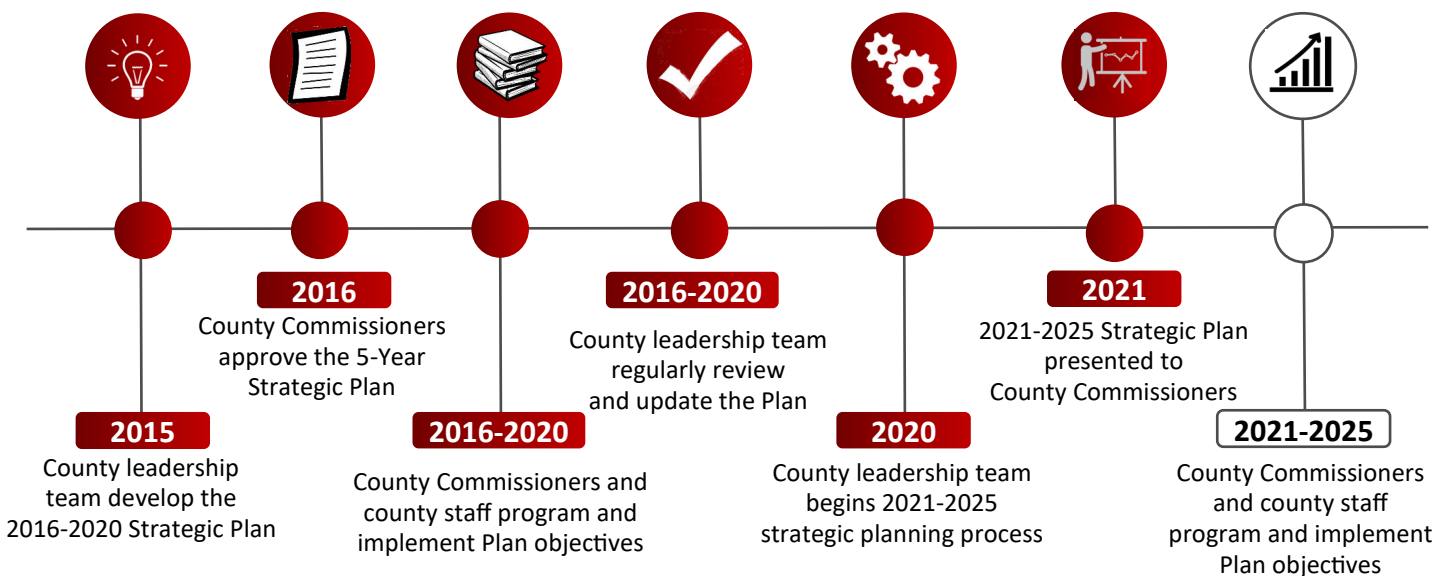
What are the County's Values?

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 developed by an ad-hoc Strategic Planning Committee comprised of County department managers and key employees. Committee members first completed a brainstorming exercise to characterize what they saw as County strengths and challenges. The results of that work are incorporated as Appendix 7. Next, participants were tasked with conducting a strategic analysis to identify specific objectives for five 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 39 corresponding strategies for achieving them. The 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 20 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



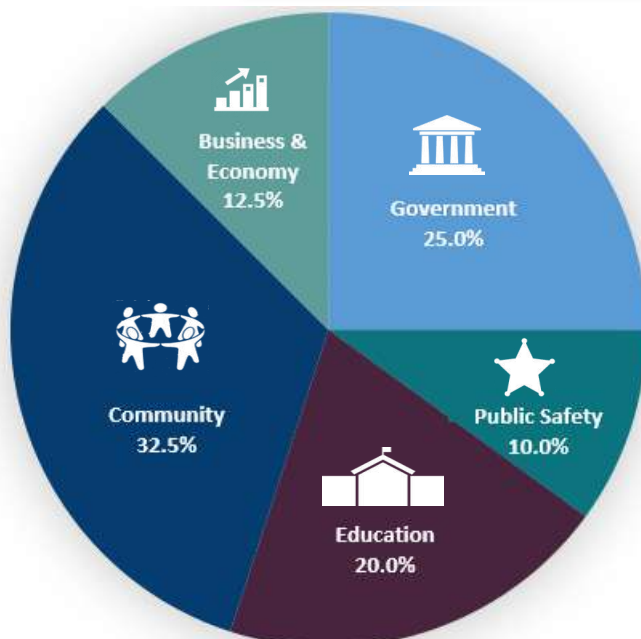
GOVERNMENT

Building and maintaining trust in the community and internally with employees



9 Objectives

Graph illustrates the count of all strategies by objective



40 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?



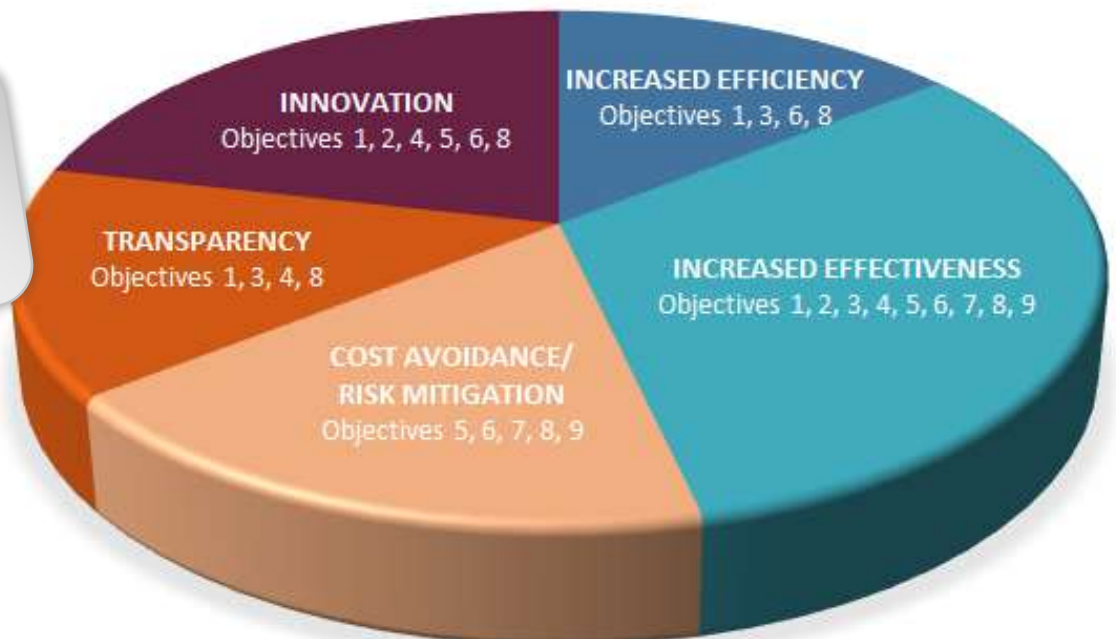
Innovation

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: Economic, Legislative, and Financial 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 Factors

While economic growth began to slow in 2022 along with the focus on COVID-19, the national focus shifted away from the direct pandemic and towards its emerging indirect economic ripples - inflation, lingering supply chain issues, and declining GDP and productivity.

Dr. John Connaughton, UNCC's Professor of Financial Economics, forecasts that the labor market will remain strong, but inflation will continue into 2023. [1] In his December 7, 2022 Fourth Quarter NC Economic Forecast, he writes that North Carolina's Real (inflation-adjusted) Gross Domestic Product (GDP) growth rate for 2022 is forecast to increase by 3.4% over the 2021 level and the rate for 2023 is forecast to increase by only 1.2% over the 2022 level; if his forecast holds true, it will represent a shift to growth rates lower than pre-pandemic 2019. For 2022, twelve of the state's fifteen economic sectors are expected to experience output increases. The strongest sectors are in mining (30.1%), and agriculture (26.7%) as both sectors reversed 2021 declines of 6.8% and 6.3% respectively. Business and professional services grew to 11.2% from 10.7%, information services grew 10.4% from last year's 15.3%, hospitality and leisure services are

down to 8.8% from 26.7%, and educational and health services decreased from 9% to 5.5%. Government saw a real increase of 7.9% reversing the 2021 1.3% decrease.

North Carolina establishments are expected to add 181,300 net jobs during 2022, an increase of 3.9%, and an additional 72,800 net jobs in 2023, an increase of 1.5%.¹



The state unemployment rate began at 3.9% in January 2022 but fell to 3.4% in mid-April, then rose to 3.6% in September. The state is projected to steadily rise back to 3.9% unemployment by the end of 2023.

Dr. Connaughton writes that there are two emerging stories in 2022. The

first is an unprecedented two-quarter productivity decline which has somewhat unpredictable consequences. The second story is the U.S GDP decline in the first and second quarters down to 1.6% then .6%, suspected to be caused initially by the Omicron surge early in 2022 and persistent supply chain issues. The effects of inflation on GDP Growth are still an ongoing concern. In 2022, current dollar GDP increased by 6.6% to 8.4%, yet resulted in a decline of actual goods and services delivered.

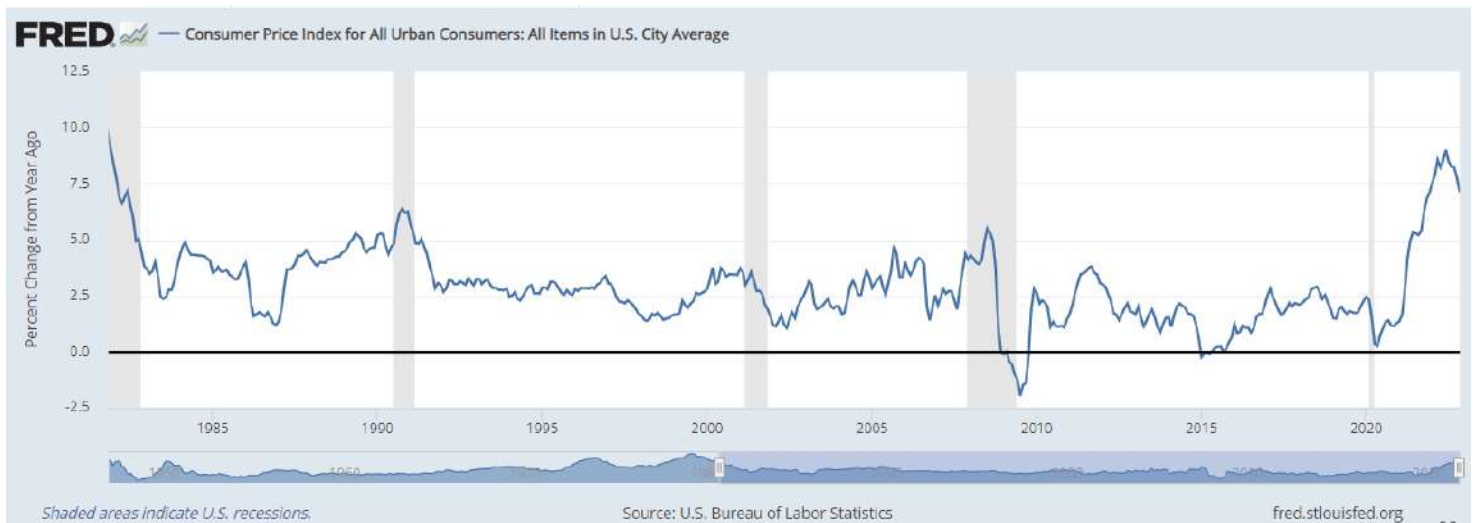
A worldwide increase in inflation began in mid-2021, with many countries seeing their highest inflation rates in decades. The rising rates have been attributed to various causes including pandemic related economic dislocation; the fiscal and monetary stimulus provided in 2020 and 2021 by governments and central banks in response to the pandemic; supply shortages (including chip and energy shortages) amid increasing consumer demand; the Russian invasion of Ukraine's effect on global oil prices, natural gas, fertilizer, and food prices; and corporate price gouging.^{[2][3]} Higher gasoline prices were a major contributor to inflation as oil producers saw record profits. Debate arose over whether inflationary pressures were transitory or persistent. Central banks responded by aggressively increasing interest rates.^[4]

Over the 12 months ending June 2022, the Consumer Price Index for All Urban Consumers increased 9.1 percent—the largest 12-month increase since the 12-month period ending November 1981. The Federal Reserve Economic Data (FRED) graph below illus-

trates the 10-year period from November 1981 through November 2022.

But some inflation news is more positive. Inflation eased further in November of 2022, to 7.1% (the fifth consecutive month of decline). While the yearly rate is still high, this marks a shift away from strong monthly price increases. Kiplinger economic outlooks forecasts that the slowing economy is likely to bring the yearly inflation rate down to 3.2% by the end of 2023.^[5] The Federal Reserve raised interest rates seven times in 2022 with the most recent rate increase occurring on December 15 with a half a percentage point increase.

The Conference Board Economic Forecast for the U.S. Economy released in December 2022 predicts weakness in the coming months, culminating in a recession around the beginning of 2023, associated with persistent inflation and “rising hawkishness” by the Federal Reserve. The forecast asserts that 2023 growth will slow to zero percent and 2024 growth will rebound to 1.7%.^[6]



LEGISLATIVE FACTORS

State

A copy of NCACC's 2022 End of Legislative Short Session Report is included as Appendix 1 of this document and several key highlights affecting county governments are excerpted below.^[7]

After an historically long legislative long session and just weeks after formally adjourning, the legislators returned to Raleigh on May 18, the day following the primary elections, to commence the 2022 legislative short session. The General Assembly voted to adjourn on July 1 to a date certain, meaning the 2021-2023 legislative biennium has not formally ended and the General Assembly would return to Raleigh on July 26, and roughly every month thereafter through the end of the year.

In part due to the self-imposed deadline for adjournment, activity at the General Assembly was often fast-paced this session. Legislators took up a slew of legislation, which consisted of both unfinished items from the previous session as well as new legislative matters, in addition to adjusting the 2021-2022 budget passed in late 2021.



Fiscal Year 2022-2023 State Budget

On July 1, 2022, the General Assembly gave final approval to a 2022-2023 budget which adjusts funding of the 2021-2023 budget approved late last year and makes new appropriations and policy changes. Signed into law by Governor Cooper on July 11, Session Law 2022-74 2022 Appropriations Act provides for a \$27.9 billion state budget, up from \$25.9 billion last year. This year, lawmakers had an additional \$6 billion at their disposal due to higher-than-expected tax revenue. Citing the need to plan for a possible recession on the horizon, legislators put an additional \$1.6 billion in the state's "rainy day fund" as well as another \$1 billion in a newly-created Stabilization and Inflation Reserve. Also notable in this budget are dozens of appropriations to local governments and non-profits from the new Local Government Reserve fund.

Enacted Legislation: Issues Affecting Counties That Became Law

Alcohol Beverage Control

Session Law 2022-44 (H768) 2022 ABC Omnibus

Among other things, notwithstanding the results of any local mixed beverages election, allows a distillery to obtain a mixed beverage permit and sell mixed beverages containing the liquor of the distillery. Effective when signed into law on July 7, 2022.

Session Law 2022-49 (H211) Social District/Common Area Clarifications

Recodifies and makes uniform and clarifying changes to the statutes related to common area entertainment permits and social districts. The bill also allows property owners subject to an interlocal cooperation agreement that are denied connection to water and sewer to seek to obtain water and sewer from another unit of local government. Effective when signed into law on July 7, 2022.

Environment

Session Law 2022-43 (H219) Amend Environmental Laws

Among other things, provides that entities receiving directed infrastructure grants for water and sewer projects, as well as stormwater infrastructure projects in the 2021-2023 state budget must provide a complete request for funding to the Department of Environmental Quality for an eligible project no later than June 30, 2023 or the allocated funds will revert on July 1, 2023. Effective when signed into law on July 7, 2022.

Finance

Session Law 2022-55 (S762) North Carolina Farm Act of 2022

Makes various changes to statutes impacting agriculture. Of most interest to counties is a provision which clarifies that for the purposes of county zoning, buildings used primarily for the storage of agricultural products are considered a farm purpose whether or not the building is located on the same property as the property where the products were produced. Effective when signed into law on July 8, 2022.

Session Law 2022-53 (S265) Bond Information Transparency

Makes various changes and recommendations to local government finance reporting and auditing requirements including:

- requiring units of government to disclose various information about bonds before holding referenda;
- requiring units to report events that may impact the unit's fiscal health or operations to the Local Government Commission; and
- limiting the length and amount of contracts that units of government on the Unit Assistance List may enter into.

Effective when signed into law on July 7, 2022 and applies to bonds issued under bond orders introduced on or after October 1 and to contracts entered into on or after October 1.

Session Law 2022-50 (H674) Require DNA for Various Convictions/Other Matters

Among other things, this legislation authorizes a county board of commissioners to delegate to the county manager, county finance officer, or both, the ability to grant a refund of an overpayment of the deed stamp tax if the request is filed within six months after the date the tax was paid. Effective when signed into law on July 7, 2022.

Justice and Public Safety

Session Law 2022-57 (S435) Termination of States of Emergency

When prohibitions and restrictions have been imposed during a local state of emergency and that emergency terminates or expires, directs local governments to

- post a notice of expiration or termination of the prohibition or restriction on the local government's website (if the local government has one); and
- submit a notice of expiration or termination of the prohibition or restriction to the DPS Web EOC critical incident management system

Effective when signed into law on July 8, 2022 and applies to prohibitions and restrictions imposed and states of emergency declared on or after that date.

Land Use, Planning, and Zoning

Session Law 2022-60 (S769) GSC Postponement/Judicial & Execution Sales

Allows judicial sales and execution sales to be postponed up to 90 days. Current law provides for postponement of these sales for up to six days and the bill aligns the postponement authority for judicial and execution sales with that of sales under a contractual power of sale clause. Effective October 1, 2022 and applies to sales noticed on or after that date.

Session Law 2022-11 (S372) Electrical Licensing/Building Code/Development Reform 2022

Makes changes to various electrical licensing, wastewater, building code, and development laws. Effective when signed into law on June 29, 2022.

Regulatory Reform

Session Law 2022-75 (H911) Regulatory Reform Act 2.0

Among other things, provides for the following:

- broadens the exclusion from public records disclosure for detailed plans and drawings of public buildings and infrastructure facilities to include detailed plans and drawings contained in information storage systems or geographic information system (GIS) databases;
- excludes from disclosure as a public record the specific engineering, vulnerability, or detailed design information about proposed or existing critical infrastructure (both physical and virtual) for energy utilities; and
- authorizes cities and counties to enter into intergovernmental support agreements with military installations.

Effective on July 11, 2022, when the bill became law without the governor's signature.

Retirement

Session Law 2022-14 (H1056) Retirement & Treasury Administrative Changes Act of 2022

Makes various administrative changes to public retirement systems including the Local Governmental Employees' Retirement System (LGERS). Effective July 1, 2022.

Session Law 2022-16 (H1058) Retirement & Treasury Technical Corrections Act of 2022

Makes various technical and clarifying changes to Local Governmental Employees' Retirement System (LGERS), and other retirement systems. Effective July 1, 2022.

Transportation

Session Law 2022-68 (S201) Various Motor Vehicle and Transportation Law Changes

Among other things, the legislation makes changes to the State Transportation Improvement Program. Effective when signed into law on July 8, 2022.

NCACC 2023-2024 Legislative Goals

Every two years, NCACC begins a process to develop the Association's legislative goals, which guide advocacy efforts at the state and federal level. The process is designed to maximize participation by counties, build consensus, and achieve a unified message on priorities. A brief synopsis of goals approved at the November 2022 Legislative Goals Conference are included below. View the 2023-2024 Legislative Goals Package including NCACC's federal goals at https://www.ncacc.org/wp-content/uploads/2022/11/NCACC_Legislative_Agenda_2023-24.pdf.

Top Priority Goals

- Seek legislation, funding, and other efforts to expand digital infrastructure/broadband capability to the unserved and under-served areas and residents of the state.
- Seek additional revenue sources to address statewide public school and community college capital needs and ensure methods used to distribute funding consider the needs of both low-wealth and growing counties.
- Support expansion of Medicaid as well as related funding and operational flexibility.

Legislative Priorities

Environment

- Seek legislation to provide additional resources for preventative storm damage maintenance and increase recurring funding to the state's Coastal Storm Damage Mitigation Fund.
- Seek legislation for clean water funds throughout the state and to hold chemical manufacturers financially responsible for cleanup and mitigation of pollutants.

General Government

- Seek legislation to grow North Carolina's statewide economy through state investments.

Health and Human Services

- Seek additional funding and preserve block grant allocations to increase access to high quality childcare, early childhood education, child welfare services, adult protective services and guardianship.
- Seek legislation that restores State Funding of Accreditation of Local Health Departments.

Justice and Public Safety

- Seek legislation to increase the amount paid to county jails to the full cost of housing sentenced inmates.

Tax and Finance

- Seek legislation that preserves existing local revenue by providing just compensation to counties for property acquired by the state and removed from the ad valorem tax base.
- Seek legislation which will repeal NCGS 105-275(45) which mandates that counties must exclude eighty percent (80%) of the appraised value of a solar energy electric system from property taxation.
- Seek legislation allowing counties to include specific language on the sales tax referendum ballot designating how the proposed proceeds will be spent and to spend the proceeds of any newly enacted article 43 transit tax for all types of transportation expenditures.
- Seek legislation to give counties flexibility with use of occupancy taxes.

Federal

The American Rescue Plan Act of 2021 (ARPA) was a \$1.9 trillion economic stimulus bill signed into law by President Biden on March 11, 2021. The Coronavirus State and Local Fiscal Recovery Funds (SLFRF), a part of the ARPA, provides \$65.1 billion to counties using allocations based on population data from the U.S. Census Bureau. Funds are restricted for use only for costs incurred on or after March 3, 2021. In addition, funds must be obligated by December 31, 2024 and expended by December 31, 2026.

Granville County received its full \$11.7M distribution by August 2022.

Treasury's Final Rule for ARPA funds took effect on April 1, 2022 and provided for broader flexibility within the main categories of the program.

The Final Rule addresses the four eligible use categories for the SLFRF funds:

1. Replace lost public sector revenue, using this funding to provide government services up to the amount of revenue loss due to the pandemic.
2. Support the COVID-19 public health and economic response by addressing COVID-19 and its impact on public health as well as addressing economic harms to households, small businesses, nonprofits, impacted industries, and the public sector.
3. Provide premium pay for eligible workers performing essential work, offering additional support to those who have and will bear the greatest health risks because of their service in critical sectors.
4. Invest in water, sewer, and broadband infrastructure, making necessary investments to improve access to clean drinking water, to support vital wastewater and stormwater infrastructure, and to expand affordable access to broadband internet.

The Final Rule can be viewed in its entirety at <https://www.govinfo.gov/content/pkg/FR-2022-01-27/pdf/2022-00292.pdf> (Department of the Treasury, 31 CFR Part 35, RIN 1505-AC77, January 2022).

Treasury released an updated Compliance and Reporting Guidance document (Version 5.0) on September 22, 2022. The Guidance reflects the final rule and provides additional detail and clarification for compliance and reporting responsibilities under the SLFRF program. Key highlights of guidance updates are captured below:

- Allows counties to use up to \$10 million of ARPA Recovery Funds as "lost revenue" for the provision of general government services without needing to use the Treasury revenue loss formula. Simplifies reporting requirements for counties using the \$10 million standard allowance;
- Clarifies eligible use of funds for capital expenditures and written justification for certain projects;
- Streamlines options for premium pay, by broadening the share of eligible workers who can receive premium pay;
- Authorizes re-hiring of local government staff, either at or above pre-pandemic levels;
- Allows Recovery Funds to be used for modernization of cybersecurity, including hardware and software; and
- Broadens eligible use of funds for water and sewer projects to include culvert repair, dam and reservoir rehabilitation.

The guidance document can be viewed at <https://home.treasury.gov/system/files/136/SLFRF-Compliance-and-Reporting-Guidance.pdf>.



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 re-valuation was in 2018 with the tax effect realized in 2019. Governmental revenue percentages by source are illustrated in Appendix 3: Figure 1.

CATEGORY	2022	2021	2020	2019	2018
Property Tax	\$43,896,726	\$43,106,425	\$41,224,580	\$41,016,801	\$40,319,275
Property Tax Rate	0.840	0.840	0.840	0.840	0.880
Property Tax Collection Rate	99.04%	98.73%	98.43%	98.35%	98.93%
Local Sales Tax	\$11,582,756	\$10,644,304	\$9,362,661	\$8,625,333	\$8,143,429
Total Outstanding Debt	\$84,321,544	\$91,543,239	\$100,203,270	\$107,631,759	\$85,727,366
Per Capita Debt	\$1,389	\$1,499	\$1,651	\$1,788	\$1,415
% of Total Debt Limit	20.04%	22.34%	25.23%	27.71%	23.29%
Cash & Cash Equivalents	\$44,431,937	\$43,272,953	\$46,084,838	\$35,037,843	\$38,132,602
Unassigned Fund Balance	\$27,206,114	\$24,737,106	\$27,130,647	\$25,044,003	\$22,942,823

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	2022	2021	2020	2019	2018
General Government	\$5,464,690	\$4,819,700	\$3,954,525	\$3,990,744	\$3,503,946
Public Safety	\$15,711,224	\$12,847,090	\$11,538,119	\$11,475,821	\$10,500,078
Community Services	\$5,741,714	\$3,844,850	\$3,851,299	\$4,229,428	\$4,014,560
Human Services	\$13,229,117	\$12,660,339	\$9,685,890	\$9,964,361	\$9,328,515
Education	\$19,600,749	\$19,599,555	\$18,839,236	\$17,623,166	\$16,125,309
Non-Departmental	\$3,138,261	\$3,507,473	\$4,547,433	\$3,288,306	\$3,533,266
Debt Service	\$11,913,292	\$12,253,617	\$11,224,994	\$10,514,944	\$9,332,212
Total Expenditures	\$74,799,047	\$69,532,624	\$63,641,496	\$61,086,770	\$56,337,886

ENVIRONMENTAL ANALYSIS:

Labor Force, Employment and Income, and Population Characteristics

Labor Force

The labor force includes all people aged 16 and older who are classified as either *employed or unemployed and who are either working or actively looking for work*. The pandemic caused a major disruption in America's labor force – something many have referred to as The Great Resignation. In 2021, more than 47 million workers quit their jobs citing reasons



such as improved work-life balance and flexibility, increased compensation, and a strong company culture. According to the U.S. Chamber of Commerce, despite businesses adding an unprecedented 3.8 million jobs in 2021, workforce participation remains below pre-pandemic levels. The result being that 3.4 million fewer Americans are working today compared to February 2020.^[8]

There doesn't appear to be one single reason why workers are sitting out. When unemployed workers were surveyed and asked what is keeping them from returning to work, 27% stated the need to be home and care for children or other family members and 28% stated they have been ill and their health has taken priority over looking for work. Others are still concerned about COVID-19 at work, consider the pay too low, or are focusing on acquiring new skills and education before re-entering the job market.^[9]

Employment and Income

Granville County's leading industries are manufacturing (36%) followed by public administration and health care and social services (at 12%, respectively) as shown in Appendix 3, Figure 3. However, health care and social services are the leading employers with 5,073 jobs (Appendix 3, Figure 4). The majority of 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). Three employers in the County employ more

As shown in Appendix 3: Figure 2, Granville County's civilian labor force had climbed slowing from a recession low of 25,296 in 2010 to a pre-COVID high of 30,223 in March 2019. After a sharp decline to a low of 27,971 in April 2020 as a direct result of the pandemic, the civilian labor force in the County currently stands at 30,487 as of October 2022.

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). Of those workers, 63.9% are employed by private companies, 21.8% by local, state, or federal government agencies, 6.2% by private, and non-profit agencies. In addition to companies that employ workers, approximately 8% of residents report self-employment income.



Granville County residents and businesses enjoy easy access to Interstate 85 which traverses through the county from the Town of Butner in the south to north of the City of Oxford. In 2019 approximately 14,290 county residents work in the State of North Carolina but outside of Granville County while approximately 11,711 residents work within Granville County. On average, residents spend 28.9 minutes commuting to work (Appendix 4, NC Dept of Commerce, 2022 Granville County profile). 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.

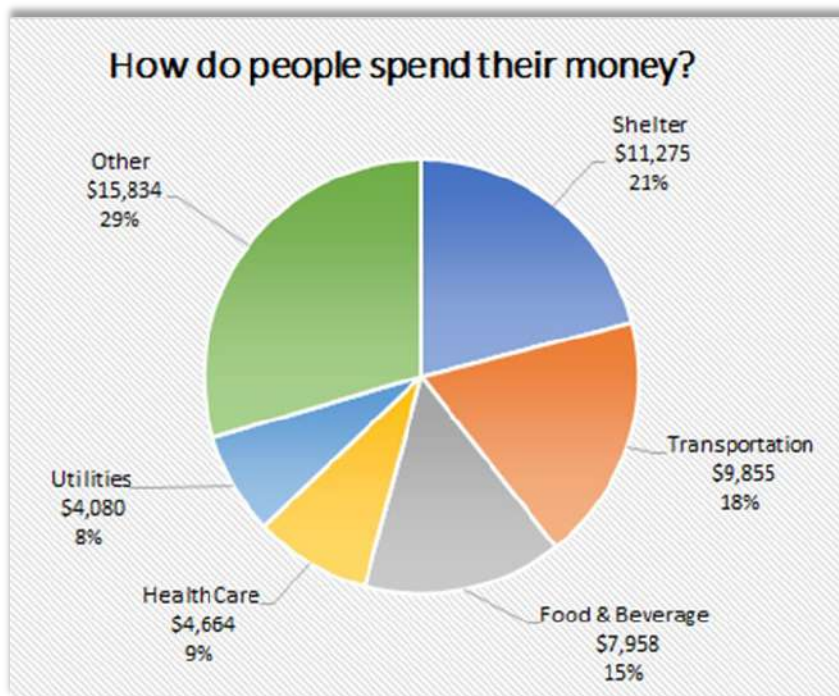
than 1000 persons. The top 25 employers by establishment are shown in Appendix 3, Figure 5.



Appendix 3, Figure 6 depicts Granville County’s unemployment rate from January 1990 (4.7%) through October 2022 (3.4%). Unemployment rates that peaked at 11% in late 2009 had slowly declined in the period prior to the pandemic but jumped sharply to a pandemic high of 10.5% in May 2020 (Bureau of Labor Statistics). Appendix 3, Figure 7 provides a closer look at the pre-pandemic as well as peak- and post-peak

pandemic related unemployment data.

Granville has a median household income of approximately \$60,606 and a 15.0% poverty rate according to July 2021 US Census estimates. The majority of earnings get spent on shelter, transportation, food and beverage, health care, and utilities. Income distribution by household is shown in Appendix 3: Figure 8.



The County population numbers include approximately 21,132 total households with an average of 2.72 persons per household. Of those, 92.2% report owning a computer and 85.5% report some type of broadband internet subscription compared with the State of North Carolina at 92.0% and 85.4%, respectively. (See Appendix 5: US Census Bureau Quick Facts).

Approximately 75.8% of the 30,524 housing units in the county are owner-occupied with a median value of \$174,200. The County also issued 217 building permits in 2021, down from 315 in 2020.

The number of SNAP program recipients in 2012 (2,298) was almost four times higher than in 2000 (8,955). The growth appears bimodal with a first increase between 2000 and 2008 followed by a larger rate of increase between 2008 and 2012. The number of recipients had steadily decreased between 2012 and 2018 (from 8,955 to 6,379); however, since 2018 the number of recipients has once again been increasing with 7,735 recipients reported in January 2020. (See also Appendix 3, Figure 9).



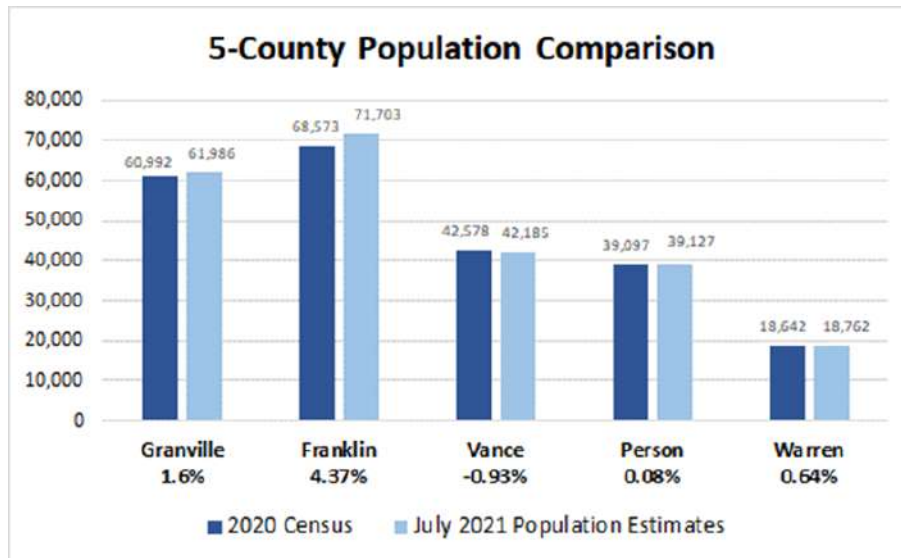
Population Characteristics



As of the 2020 Census, Granville County's total population was 61,041 and is estimated to have grown to 61,986 as of July 2021. The median age is 42.7 years with those 18 years of age and older accounting for 74.7% of the population including 17.9% who are age 65 years or older (approximately 11,095 residents). The County is almost evenly split between male and female residents (51% and 49%, respectively) who predominantly reported under the "one race" category (97.9% reported as one race and 2.1% reported as two or more races). The percentage breakdown for those reporting as one race is

64.2% White, 31.8% Black or African American, and 1.1% American Indian, Asian, Native Hawaiian, or some other race not identified (US Census Bureau).

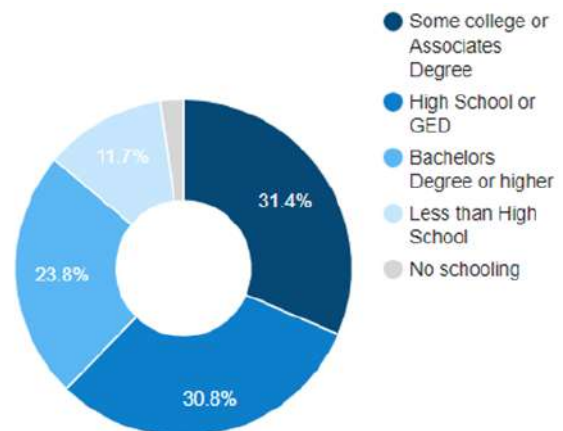
A comparison of 2010 and 2020 Census Data reveals approximate growth rates for Granville and Franklin Counties were 1.8% and 11.6%, respectively, while Person, Vance, and Warren counties each lost population during the same ten-year period. The graph below depicts growth rate comparisons for the five counties using the 2020 Census data and July 2021 population estimates derived from [US Census Bureau's Quick Facts](#). U.S. Census Data comparison charts for the five counties as of July 2021 is also attached as Appendix 5.



Approximately 86% of County residents have earned a high school degree or higher with 23.8% of those having earned a Bachelor's Degree or higher. The National Center for Education Statistics reported a 59% nationwide increase on the number of bachelor's degrees conferred between 2001 and 2018.^[10] Granville saw an increase in its bachelor's degree or higher demographic from 22.5% in 2019 to 23.8% in 2020. ([Bureau of Labor Statistics](#)).

Even with the move away from the pandemic that occurred in 2022, education is still being affected in unclear ways. The full impact of the pandemic on K-12 education may not be known for years to come. The pandemic saw an almost 50% increase in scholarly articles related to online learning. Both students and faculty at undergraduate institutions have become

more willing to explore online options for learning and teaching. Technology education among faculty is expected to become a priority in the coming years.^[11]



Source: Town Charts <https://www.towncharts.com/North-Carolina/Education/Granville-County-NC-Education-data.html#Figure5>

ASSUMPTIONS



Granville County's unemployment rate of 3.4% is slightly lower than the state average of 3.9%, as of December, 2022 (U.S. Bureau of Labor Statistics). The County's unemployment rate will continue

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

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

2021 saw some permanent changes resulting from the pandemic including business closures and job losses, increased videoconferencing, remote work options, use of telehealth services, changes to large conferences, increased online shopping and home delivery,



online education opportunities, more robust supply chains, and much more. These changes appear to be more or less, permanent.^[12]

Moving into 2022, Pew Research authored a report stating, "As more workplaces reopen, most teleworkers say they are working from home by choice rather than necessity". Roughly six in ten U.S. workers who say their jobs can mainly be done from home (59%) are working from home all or most of the time.^[13]

County departments will continue to stay in compliance with federal and state goals, regulations, and deadlines. It is important to note that not all goals, regulations, or 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. The massive \$1.9 trillion American Rescue Plan Act (ARPA) includes \$350 billion for state and local governments stretched thin by the pandemic.

The year 2021 saw the rate of inflation begin soaring to its highest point since 1982, reaching 9.1% in July 2022 before easing slightly to 7.1% by November. Economists forecast the slowing economy will bring the inflation rate down to 3.2% by the fourth quarter of 2023. Consumer and business expectations of large price increases could still become baked into price and wage decisions.

Granville County's governing board will maintain a thoughtful approach to the provision of services as it continues 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.





Community

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

Granville 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.



Employee Food Drive

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 Completed
1.2	Implement full-service online applications, rental reservations, payments, etc. for fifty percent of departments identified in 1.1.	2021 Completed
1.3	Continually assess opportunities for new county facilities and/or staff deployment models to more effectively deliver county services.	2025 Ongoing
1.4	Continue to support increasing broadband access to underserved and unserved unincorporated areas.	2025 Ongoing



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 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	Pursue additional recreation amenities in southeast Granville County and other underserved areas.	2025



OBJECTIVE #3

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

	<u>Strategies</u>	<u>Timeline</u>
3.1	Improve digital communication strategies to reach a broader audience of county residents (e.g., ensuring Board of Commissioner’s meetings are more accessible).	2024
3.2	Continue to increase community awareness of recreation through scheduled promotions of county and municipal amenities.	2022 Ongoing
3.3	Continue to increase community awareness of county services through scheduled promotions of departments such as public safety, emergency management, etc.	2022 Ongoing
3.4	With and through the Human Relations Commission (HRC), support 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	Update/refresh website platform to reflect new technological advances as well as organizational and community needs.	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	Work with Chamber of Commerce and municipalities within Granville County to build and deliver an effective business marketing, retention, and expansion program. <i>Cross reference Comprehensive Plan Strategy ED 2.2 and 2.3.</i>	2023 In Process
4.2	Track business and industry expansions, relocations, and closings to identify trends. <i>Cross reference Comprehensive Plan Strategy ED 6.1.</i>	2023 In Process
4.3	Improve web presence of the Economic Development Office. <i>Cross reference Comprehensive Plan Strategy ED 5.2.</i>	2024
4.4	Advocate for 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
4.5	Engage with state and federal legislators to track and take advantage of economic development funding opportunities.	2023



Education

Meet community needs by supporting educational opportunities for all

Granville 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.



Forestry Presentation

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 Completed
5.2	Create workforce development opportunities and support vocational trade curriculum through partnerships with public schools and Vance-Granville Community College.	2023 In Process
5.3	Continue to promote/market civic leadership and local government career paths with high school, undergraduate, and graduate students as appropriate (e.g., participate in local high school career days).	2023 Ongoing
5.4	Encourage employees to utilize community service leave in appropriate ways.	2023 Ongoing
5.5	Investigate options to support Granville County residents’ pursuit of certification, degree programs, etc. at Vance-Granville Community College.	2025



OBJECTIVE #6

Create community and employee education opportunities.

	<u>Strategies</u>	<u>Timeline</u>
6.1	Develop initiatives with the goal of more fully engaging and informing the community.	2023 Completed/ Ongoing
6.2	Encourage and communicate opportunities for county departments to participate in community programs (e.g., set-up booth at local events, volunteering, etc.).	2022 Completed/ Ongoing
6.3	Encourage department collaboration in the creation of community events and outreach.	2024 In Process





Public Safety

Community where residents are safe from crime and injury

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.



Teen Law Academy

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	Provide funding for the Sheriff’s Office and Detention Center to obtain accreditation from the Commission on Accreditation for Law Enforcement Agencies (CALEA). Obtaining accreditation will ensure the Sheriff’s Office and Detention Center are utilizing law enforcement best practices, ensuring transparency and accountability, reducing risk/liability exposure, and enhancing community-oriented policing.	2025 In Process
7.2	Upgrade VHF Simulcast System.	2023 In Process
7.3	Support Fire Commission in review of options for strengthening volunteer fire departments including possible staffing enhancements.	2024 In Process
7.4	Provide funding to Volunteer Fire Departments for radio replacement.	2021



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.



Summer Interns

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	Continue to seek out and make high-quality trainings available while transitioning critical functions to new programs and software.	2023 Ongoing
8.2	Develop intranet or employee-only central repository.	2023 In Process
8.3	Develop paperless processes utilizing custom technology solutions (payment vouchers, purchase orders, HR forms, timesheets, etc.).	2024
8.4	Employ new technology to replace outdated phone systems county-wide.	2023 In Process
8.5	Complete transition to centralized IT purchasing and governance.	2023



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 Ongoing
9.2	Assess employee benefits and conduct comparison to like-size counties with a goal of recommending improvements to employee pay and benefits.	2022 Ongoing
9.3	Implement new supervisor training consisting of essential leadership and County HR policies and procedures.	2023
9.4	Continue to develop orientation and onboarding programs including creation of workplace needs checklist (equipment, software access, etc.) and departmental basics informational packets.	2022 Ongoing
9.5	Foster a culture of innovation and work with employees to solicit and develop new ideas for programs and process improvement.	2025



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 Planning Committee reviews progress and updates to the Strategic Plan.	County Administration	Fall Strategic Planning Workshop
Prepare Strategic Plan update for presentation to County Board of Commissioners.	County Administration	Prior to Board's Annual Retreat
Strategic Plan presented to County Board of Commissioners.	Presentation Team	Annual Retreat
Upon approval by the Board of Commissioners, develop any service expansion requests for the upcoming fiscal year.	County Administration	Annual Budget Process
Departments implement approved fiscal year strategies and service expansions.	Strategic Planning Committee	Fiscal Year Following Budget Approval

Included in Appendix 6 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 periodically 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 February (Board Retreat) and May (Budget Workshops).

Granville County 2021-2025 Strategic Plan Roadmap

2024

- Refresh website platform.
- Improve web presence of Economic Development.
- Forge recreation partnerships.
- Encourage department collaboration in events and outreach.
- Support Fire Commission work to strengthen volunteer fire departments.
- Transition departments to collaborative technology solutions.

2023

- Track business and industry expansions, relocations, and closings to identify trends.
- Create mentorship opportunities.
- Promote host sites for adult education.
- Work with HRC to support engagement and diversity initiatives.
- Develop Intranet or employee-only central repository.
- Upgrade VHF Simulcast System.

2025

- Continue to promote access to Broadband.
- Continue to pursue recreation amenities in underserved areas.
- Advocate for targeted industry training needs.
- Support education supplement program.
- Continue to assess opportunities to more effectively deliver county services.

2021 COMPLETED

- Present Strategic Plan to Board of Commissioners.
- Identify key departments for expanded service delivery options.
- Implement full-service online applications, rental reservations, payments, etc.
- Fund VFD radio replacement.

2022 COMPLETED & ONGOING

- Increase modes of communication.
- Increase community awareness of recreation amenities and county services.
- Develop teacher recognition program.
- Implement IT & supervisor training.
- Review employee benefits package.



End of 2022 Legislative Short Session Report

The Story So Far

Just weeks after formally adjourning, the legislators returned to Raleigh on May 18, 2022, the day after primary elections, to commence the 2022 legislative short session. After a historically long legislative long session, General Assembly leadership made their intentions known to keep the short session as short as possible with the goal of adjourning on or around the start of the new fiscal year on July 1. The General Assembly voted to adjourn on Friday, July 1, 2022, to a date certain, meaning the 2021-2023 legislative biennium has not formally ended. [Senate Joint Resolution 917 Adjournment Resolution](#) provides that the General Assembly will return to Raleigh on July 26, and then roughly every month thereafter through the end of the year.

It is not clear if legislators will take up substantive issues when they return to Raleigh monthly, but lawmakers did leave several high-profile issues unresolved, such as Medicaid expansion, medical marijuana legalization, and online sports gambling. These topics and any other legislative or political issues can be taken up any time that the General Assembly reconvenes throughout the rest of the year. In part due to the self-imposed deadline for adjournment, activity at the General Assembly was often fast and furious this session. Legislators took up a slew of legislation, which consisted of both unfinished items from the previous session as well as new legislative matters, in addition to adjusting the 2021-2022 budget passed in late 2021.

Legislative Background

Since 2011, Republicans have controlled both the House and Senate at the General Assembly. Republicans hold a 69-51 majority in the House and a 28-22 majority in the Senate. However, Republicans do not hold veto-proof majorities in either chamber, with 72 votes needed in the House and 30 votes in the Senate (when all members are present and voting) to override a gubernatorial veto of legislation. In this environment, some level of bipartisan agreement among legislators and between the Legislative and Executive Branches is required for legislation to become law.

Additionally, there were 36 former county commissioners serving in the General Assembly during the legislative short session with 27 former commissioners in the House and nine in the Senate.

Budget Adjustment

Traditionally, the legislative short session's primary focus is adjustments to the previous year's [two-year budget](#). This year, lawmakers had an additional \$6 billion at their disposal due to higher-than-expected tax revenue. To fast track the budget process, legislative leaders dispensed with the usual practice of sending budget proposals back and forth between the House and Senate before appointing budget negotiators to put together a final spending proposal. Instead, they used a procedural maneuver to negotiate a final budget for an up or down vote before sending it to the governor for his consideration.

On July 1, the General Assembly gave final approval to a 2022-2023 budget which adjusts funding of the [2021-2023 budget approved late last year](#) and makes new appropriations and policy changes. Session Law 2022-74 (H103), 2022 Appropriations Act provides for a \$27.9 billion state budget, a 7.2% increase over last year's \$25.9 billion budget. Citing the need to plan for a possible recession on the horizon, legislators put an additional \$1.6 billion in the state's "rainy day fund" as well as another \$1 billion in a newly created Stabilization and Inflation Reserve. Also notable in this budget are dozens of appropriations to local governments and non-profits from the new Local Government Reserve fund. NCACC urges commissioners and county staff to search for your county among them.

NCACC's comprehensive report on the 2022-2023 budget can be read [here](#).

What Else Happened? Big Issues, Big Controversies, Big Disagreements

In addition to adjustments to the prior year's budget, short session is also primarily focused on wrapping up legislative business that did not cross the finish line during the long session. During the short session this year, legislators took up high profile issues; however, consensus on these issues could not be established between both chambers and thus remained unresolved as the two-year biennium concluded.

Medicaid Expansion

The expansion of the Federal Medicaid program has been a source of tension between Democrats and Republicans for nearly a decade, with Republican legislators resisting efforts to pass legislation to expand the program in North Carolina. However, the 2022 short session saw an about-face on the issue with Senate and House Republican leaders indicating their support for expanding health care access through the Medicaid program, yet the two chambers disagreed on details, such as how and when to expand access.

Early during the 2022 session, the Senate passed the first piece of legislation to pass either chamber of the General Assembly that fulfills an NCACC priority goal to “support continued state funding of Medicaid and support efforts to close coverage gaps.” The bill, [House Bill 149 Expanding Access to Healthcare](#), would expand Medicaid coverage to around 600,000 North Carolinians, but also contains health care regulatory reform measures by amending laws related to Certificate of Need (CON), advance practice of registered nurses, and creating requirements for telehealth. [NCACC released a statement in June](#) supporting the Senate-approved legislation.

Uncomfortable with the immediate expansion of Medicaid, as well as with the healthcare regulatory reform measures included in the Senate's legislation, the House put forth its own plan to expand Medicaid late during the short session. The House's plan, [Senate Bill 408 Rural Healthcare Access & Savings Plan Act](#), creates a Joint Legislative Committee on Medicaid Rate Modernization and Savings which will consider a Medicaid Modernization Plan to be developed by the North Carolina Department of Health and Human Services and contains other specific requirements as laid out in the bill. Under the legislation, the General Assembly must act on the Medicaid Modernization Plan on or after December 16, 2022. The bill passed the House but did not receive a vote in the Senate, putting the issue in a stalemate as the General Assembly concluded the majority of its business when it adjourned in early July. Discussions and negotiations are ongoing between the House and Senate regarding Medicaid expansion, and the issue could be resolved before the end of 2022 during an upcoming monthly reconvening of the General Assembly.

Marijuana and Hemp

The legal status of marijuana and hemp were major issues at the General Assembly this year. While several bills were filed over the biennium that would decriminalize the possession of marijuana, none of them received a committee hearing. However, one piece of legislation worked on over the course of the biennium did progress out of one chamber before stalling in the other. Early in the 2022 short session the Senate approved [Senate Bill 711 NC Compassionate Care Act](#), which would authorize medical marijuana use for qualified patients with certain medical conditions. However, the bill failed to receive consideration in the House.

Legislation dealing with the legal status of hemp in North Carolina also divided the House and Senate this session. In 2015 the General Assembly approved a pilot program temporarily legalizing hemp. That pilot project was set to expire June 30, 2022, returning hemp to the list of illegal controlled substances under state law and putting hemp producers and retailers at risk of criminal activity. Both the House and Senate approved separate and substantially similar measures to permanently legalize hemp. The Senate placed their hemp legalization language in the annual Farm Act ([S762](#)) that, once sent to the House, was removed from the act and returned to the Senate. Meanwhile, the House sent the Senate standalone legislation legalizing hemp ([S455](#)), which set up a standoff between the chambers over which version would become law. Ultimately, the General Assembly approved the House version of the language on June 29 and Governor Cooper signed the measure in to law prior to the expiration of the pilot program.

Online Sports Wagering

One of the most anticipated pieces of legislation to see action during the 2022 short session dealt with the legalization of online sports gambling. During the 2021 long session a divided Senate approved, without a majority of Senate Republicans voting for the bill, [Senate Bill 688 Sports Wagering](#) which legalizes and sets up the regulatory structure for online sports wagering. The House did not take up the matter during the 2021 legislative session, but most political observers anticipated the legislation, for which Governor Cooper has also indicated his support, would gain final legislative approval during the 2022 session.

With just a few weeks remaining in the short session, the House took up the Senate measure as well as legislation making some amendments to legalized online sports gambling if the measure were to become law. With votes seeing a mix of support and opposition amongst Democrats and Republicans, Senate Bill 688 failed on the House floor by a vote of 50-51 just minutes after [Senate Bill 38 Sports Wagering Amendments](#), a bill that would amend Senate Bill 688 should it become law, was approved 51-50. The issue could be revived during an upcoming monthly reconvening of the General Assembly before the end of the year.

Parents' Bill of Rights

Another piece of legislation passed early in the short session by the Senate drew sharp divisions between Democrats and Republicans. Similar to legislation recently approved in other states, [House Bill 755 Parents' Bill of Rights](#), among other things, prohibits instruction on sexual orientation or gender identity in grades kindergarten through third. The bill also provides for various other parental rights related to the education, health, privacy, and safety of their child. The bill did not receive a hearing or vote in the House. Governor Cooper also signaled his opposition to the bill, indicating a likely veto if the legislation were to reach his desk.

Enacted Legislation: Issues Affecting Counties That Became Law

Alcohol Beverage Control

[Session Law 2022-44 \(H768\)](#) 2022 ABC Omnibus

Among other things, notwithstanding the results of any local mixed beverages election, allows a distillery to obtain a mixed beverage permit and sell mixed beverages containing the liquor of the distillery. Effective when signed into law on July 7, 2022.

[Session Law 2022-49 \(H211\)](#) Social District/Common Area Clarifications

Recodifies and makes uniform and clarifying changes to the statutes related to common area entertainment permits and social districts. The bill also allows property owners subject to an interlocal cooperation agreement that are denied connection to water and sewer to seek to obtain water and sewer from another unit of local government. Additionally, the bill provides these property owners standing to petition a court for appropriate relief if a court order impacts the provision of water and sewer to real property. Effective when signed into law on July 7, 2022.

Environment

[Session Law 2022-43 \(H219\)](#) Amend Environmental Laws

Among other things, provides that entities receiving directed infrastructure grants for water and sewer projects, as well as stormwater infrastructure projects in Section 12.13(d), 12.13(e), 12.13(f), and 12.14(b) of the [2021-2023 state budget](#) must provide a complete request for funding to the Department of Environmental Quality for an eligible project no later than June 30, 2023, or those allocated funds will revert on July 1, 2023. The bill also aligns Coastal Area Management Act (CAMA) public notice requirements for land-use plan hearings with existing local government notice requirements and allows a local government to post the proposed plan/amendment at a designated county or local government office, instead of in the county courthouse. Effective when signed into law on July 7, 2022.

Finance

[Session Law 2022-55 \(S762\)](#) North Carolina Farm Act of 2022

Makes various changes to statutes impacting agriculture. Of most interest to counties is a provision which clarifies that for the purposes of county zoning, buildings used primarily for the storage of agricultural products are considered a farm purpose whether not the building is

located on the same property as the property where the products were produced. Additionally, section 4 makes changes to tax collection statutes to ensure that, in the event property with a conservation easement attached is foreclosed on, the easement conveys with the property. The legislation gained final approval in the General Assembly this week and now heads to the governor for his consideration. Effective when signed into law on July 8, 2022.

[Session Law 2022-53 \(S265\) Bond Information Transparency](#)

Makes various changes and recommendations to local government finance reporting and auditing requirements including:

- requiring local units of government to disclose various information about bonds before holding referenda
- requiring local units to report events that may impact the unit's fiscal health or operations to the Local Government Commission
- limiting the length and amount of contracts that local units of government on the Unit Assistance List may enter into to three or more years and \$50,000

Effective when signed into law on July 7, 2022 and applies to bonds issued under bond orders introduced on or after October 1, 2022, and to contracts entered into on or after October 1, 2022.

[Session Law 2022-50 \(H674\) Require DNA for Various Convictions/Other Matters](#)

Among other things, this legislation authorizes a county board of commissioners to delegate to the county manager, county finance officer, or both, the ability to grant a refund of an overpayment of the deed stamp tax if the request is filed within six months after the date the tax was paid. Effective when signed into law on July 7, 2022.

Justice and Public Safety

[Session Law 2022-57 \(S435\) Termination of States of Emergency](#)

When prohibitions and restrictions have been imposed during a local state of emergency and that emergency terminates or expires, directs local governments to:

- post a notice of expiration or termination of the prohibition or restriction on the local government's website (if the local government has one)
- submit a notice of expiration or termination of the prohibition or restriction to the DPS WebEOC critical incident management system

Effective when signed into law on July 8, 2022 and applies to prohibitions and restrictions imposed and states of emergency declared on or after that date.

Land Use, Planning, and Zoning

[Session Law 2022-60 \(S769\) GSC Postponement/Judicial & Execution Sales](#)

Allows judicial sales and execution sales to be postponed up to 90 days. Current law provides for postponement of these sales for up to six days and the bill aligns the postponement authority for judicial and execution sales with that of sales under a contractual power of sale clause. Effective October 1, 2022 and applies to sales noticed on or after that date.

[Session Law 2022-11 \(S372\) Electrical Lic./Bldg. Code/Dev. Reform 2022](#)

Makes changes to various electrical licensing, wastewater, building code, and development laws. Effective when signed into law on June 29, 2022.

Regulatory Reform

[Session Law 2022-75 \(H911\) Regulatory Reform Act 2.0](#)

Among other things, provides for the following:

- broadens the exclusion from public records disclosure for detailed plans and drawings of public buildings and infrastructure facilities to include detailed plans and drawings contained in information storage systems or geographic information system (GIS) databases

- exclude from disclosure as a public record the specific engineering, vulnerability, or detailed design information about proposed or existing critical infrastructure (both physical and virtual) for energy utilities
- authorizes cities and counties to enter into intergovernmental support agreements with military installations

Effective on July 11, 2022, when the bill became law without the governor's signature.

Retirement

Session Law 2022-14 (H1056) Ret. & Treasury Admin. Changes Act of 2022

Makes various administrative changes to public retirement systems including the Local Governmental Employees' Retirement System (LGERS). Effective July 1, 2022.

Session Law 2022-16 (H1058) Ret. & Treasury Tech Corrections Act of 2022

Makes various technical and clarifying changes to Local Governmental Employees' Retirement System (LGERS), and other retirement systems. Effective July 1, 2022.

Transportation

Session Law 2022-68 (S201) Various Motor Vehicle and Transportation Law Changes

Among other things, the legislation makes changes to the State Transportation Improvement Program— stating that projects with certain route designations will not be redesignated for a new funding category until the change has been reflected in plans by the MPO/RPO, Board of Transportation, and by the Department of Transportation. Effective when signed into law on July 8, 2022 and applies to State Transportation Improvement Program plan updates on or after that date.

Legislation Vetoed by Governor Cooper During the 2022 Legislative Short Session

Governor Cooper vetoed four pieces of legislation during the 2021 legislative long session. To override a veto a bill must receive a 3/5 majority vote of legislative members present (as opposed to simple majority) in each chamber. None of the bills vetoed by the governor have been overridden by the General Assembly.

Below is a list of legislation vetoed by the governor during the 2022 legislative short session presented chronologically in order of veto date:

Vetoed Bills with a County Impact

Senate Bill 101 Require Cooperation with ICE 2.0 - requires that jail administrators query U.S. Immigrations and Customs Enforcement if unable to determine the immigration status of individuals in custody who have been charged with certain crimes, and requires the administrator to take the individual before a state judicial official before their release if ICE has issued a detainer.

Other Vetoed Bills

House Bill 49 Concealed Carry Permit Lapse/Revise Law - provides a concealed carry permittee with a lapsed permit to renew their permit without the requirement to take another firearms safety and training course.

House Bill 823 Child Advocacy Centers/Share Information - establishes criteria for Children's Advocacy Centers to receive state funds and establishes requirements for sharing information and access to records held by Children's Advocacy Centers and multidisciplinary teams. Provides immunity from liability in certain circumstances for board members, staff members, and volunteers of a Child Advocacy Center.

Senate Bill 593 Schools for the Deaf and Blind - Creates a board of trustees for each of the schools for the deaf and blind and provides governance of those schools by the new boards. Additionally, establishes an admissions process for the schools. Currently, oversight for these schools rests with the State Board of Education.



2022 - 2023 State Budget

NCACC Analysis and Highlights of Budget Provisions

On July 1, 2022, the General Assembly gave final approval to a 2022-2023 budget which adjusts funding of the [2021-2023 budget approved late last year](#) and makes new appropriations and policy changes. Signed into law by Governor Cooper on July 11, 2022, [Session Law 2022-74 2022 Appropriations Act](#) provides for a \$27.9 billion state budget, up from \$25.9 billion last year, a 7.2% increase. This year, lawmakers had an additional \$6 billion at their disposal due to higher-than-expected tax revenue. Citing the need to plan for a possible recession on the horizon, legislators put an additional \$1.6 billion in the state's "rainy day fund" as well as another \$1 billion in a newly-created Stabilization and Inflation Reserve. Also notable in this budget are dozens of appropriations to local governments and non-profits from the new Local Government Reserve fund. NCACC urges commissioners and county staff to search for your county among them.

Highlights of the [budget special provisions](#), as well as the accompanying [money report](#), include:

Broadband

- **\$5M** in additional funding for the GREAT Grant program to expand broadband access in underserved areas
- This increases the amount for the GREAT Grants to \$20 million recurring
- The state expects to receive at least \$100 million from the federal Infrastructure and Investment Jobs Act for broadband
- Increases the maximum award for a State Recovery Fund Broadband Grant (ARPA funds administered through the GREAT grant program) from \$4 million to \$8 million and raises the total amount of awards within a single county from \$8 million to \$32 million

Capital/Infrastructure

Lottery

K-12 capital funding = 40% of appropriated lottery proceeds. This number does not include an additional anticipated \$431M for the Needs-Based Public School Capital Fund, which will bring the percentage of appropriated lottery funds distributed for K-12 capital funding to 48%. Distribution of lottery funds are as follows:

- **\$100M** in Public School Building Capital Fund
- **\$208M** FY22-23 in Needs-Based Public School Capital Fund
 - Including the statutory appropriation of prior year surplus funds, the total amount available for new Needs-Based Public School Capital Fund grants is **\$431.3M** in FY21-22
- **\$50M** FY22-23 in the newly created Public School Repair & Renovation Fund
 - Each county will receive equal annual allocations to be used for enlargement, improvement, expansion, repair, or renovation of classroom facilities at public school buildings, but may not be used for retirement of indebtedness

The budget also awards additional grants to certain counties who were prior recipients of grants from the Needs-Based Public School Capital Fund. See [Section 4.2.\(d\) and Section 4.2.\(e\) on page 19](#) of the budget special provisions for more details.

Water/Wastewater

- **\$883M** for water and wastewater infrastructure projects, bringing the total amount available for water and wastewater infrastructure for the biennium to **\$2.5 billion**
- **\$285M** to provide water and sewer infrastructure grants to counties, municipalities and water and sewer utilities throughout the state.

State Capital and Infrastructure Fund (SCIF)

- **\$777.2M** additional cash infusion to the SCIF
- **\$1B** to new inflationary reserve in preparation for a recession
- **\$250M** for a reserve to help defray cost overruns for state agency and UNC system capital projects due to inflation
- **\$120.8M** in additional capital grants to local government and non-profits
- **\$300M** to build a new Education Complex and Governor's Office in downtown Raleigh and to renovate and demolish other downtown government buildings
- **\$38.1M** for capital improvements to 10 airports across the state
- Various other appropriations to specific counties for specific projects

Public Education

K-12 Schools

- School Safety Appropriations
 - **\$32M** in additional funding for the school safety competitive grant program to support students in crisis, school safety training, and safety equipment in schools. The revised net appropriation for this purpose is \$41.7M in FY 2022 -23.
 - **\$26M** in additional funding to reflect the actual average salaries of school resource officers provided for each funded high school. The revised net appropriation for this allotment, including technical adjustments, is \$337.7 million.
 - **\$15M** in additional funding for [School Resource Officer grant program](#). The revised net appropriation for this purpose is \$33.0 million in FY 2022 -23. The budget also increases the match in low-wealth counties to \$4.00 in state funds for every \$1.00 in non-state funds (remains a \$2 to \$1 match for all other counties).
- Compensation
 - **\$109M** to provide teachers with an average 4.2% salary increase and to raise beginning teacher salaries to \$37,000
 - **\$70M** to increase the teacher salary supplements in the Teacher Supplement Assistance Allotment designed to retain teachers in rural counties from \$4,200 to \$5,000 per year
 - **\$21.9M** for an additional 1.5% salary increase for noncertified personnel, bringing the revised salary increase in FY 2022-2023 to the greater of 4% or \$15/hour
 - **\$4M** for an additional 1.5% salary increase for principals, bringing the revised salary increase in FY 2022-2023 to 4%
 - **\$2.6M** in additional funding to increase salaries of assistant principals
 - **\$2M** for an additional 1.5% salary increase for central office staff, bringing the revised salary increase in FY 2022-2023 to 4%
- School Choice
 - **\$56M** in additional funding for Opportunity Scholarships (also known as private school vouchers) covering K-12 private school tuition for qualifying families. The budget amends the qualification requirement to 200% of the income needed to qualify for a federally subsidized meal, or about \$100,000/year for a family of four. The revised net appropriation for the Opportunity Scholarship Reserve is \$150.8 million.
 - Authorizes the state's two virtual charter schools to remain open through the 2024-2025 school year.

Community Colleges

- Compensation
 - **\$12.4M** to provide an additional 1% across-the-board salary increase for most employees, or an additional 2% across-the-board salary increase if the employee is paid based on an experience-based salary schedule or has a salary set in law. These increases are in addition to the 2.5% across-the-board salary increase already appropriated in last year's budget.
- **\$24M** for capital improvements to 10 community colleges across the state
- **\$2.8M** to expand capacity and sustainability of the Small Business Center Network (SBCN) to support the development of new businesses and expansion of existing businesses.

Tax and Finance

- Exempts from state income tax most retirement benefits paid by the National Oceanic and Atmospheric Administration and the US Public Health Service to retirees of those entities. Estimated annual state revenue loss of **\$1.6 million**.
- Exempts from state and local sales tax conveyor systems purchased by air and ground couriers. Estimated one-time state sales tax loss of \$6.3 million with a corresponding local sales tax loss of approximately **\$2.7 million**.
- Creates a new recurring transfer of some state sales tax revenue from the General Fund to the Highway Fund and Highway Trust Fund. The transfer is estimated to start at **\$193 million** in FY 2022-23 and will grow significantly in the out years. No impact on local sales tax revenue or distributions.

Health and Human Services

Medicaid Transformation

- Provides a net appropriation of approximately **\$83.5M** for various changes in expected enrollment in Medicaid, capitation rates and implementation of tailored plans
- **\$230M** to support the continued transition to managed care as well as an **\$86.6M** reserve that requires OSBM approval prior to transfer to the Division of Health Benefits

Rural Health Care

- **\$3M** for the Rural Health Loan Assistance Repayment Program
 - Provides funding for recruitment and retention incentives for primary care providers in rural areas. The revised net appropriation is **\$4.8M**.
- **\$850,000** to free and charitable clinics across the state for low-income and uninsured residents
- **\$2.3M** to 8 nonprofits across the state addressing mental health, substance abuse, and recovery services

Block Grants

- Increases federal Low Income Home Energy Assistance Program Block Grant Funding by **\$5.76M**; provides **\$264,734** for county administration; as well as additional weatherization and utility assistance
- **\$8.7M** increase for the Mental Health Block Grant bringing the total appropriation to **\$32.9M**
- **\$24.5M** increase for the Substance Abuse Block Grant, bringing the total to **\$75.3M**
- **\$3.6M** increase for the Community Services Block Grant to fund Community Action Agencies, bringing the total appropriation to **\$24.5M**

Opioid Mitigation

- **\$6M** for LME/MCOs to support opioid remediation programs. Each of the state's 6 LME/MCOs will receive \$1 million each.
- **\$375,000** to NCACC to facilitate local and regional strategic planning and technical assistance in relation to opioid settlement funds received by counties and municipalities.
- **\$1M** to TROSA to support the construction of housing for opioid use disorder treatment and recovery services
- **\$5.5M** to UNC-Chapel Hill and the North Carolina Policy Collaboratory to support opioid remediation projects, research projects, and abatement projects

Other Notable Health and Human Services Provisions

- NC Pre-K provider reimbursement rates increased by **5%**.
 - Private childcare facilities, which were slated to receive a 4% rate increase with funds from the 2021 Appropriations Act, will now receive a **9% reimbursement rate** increase in FY 2022-23

Agriculture, Natural Resources, and Environment

Food Security

- **\$500,000** to the Eastern NC Food Commercialization Center
- **\$5M** to Reinvestment Partners for its Produce Prescription Program with funds being matched at 1:1 with non-state funds
- **\$200,000** to Juneberry Ridge Educational Foundation for an agricultural education pilot program focusing on regenerative agriculture, or permaculture, in a small community environment

Economic/Workforce Development

- **\$112.5M** for an economic development project in Chatham County that manufactures computer chips; \$57.5M for site work and wetlands mitigation and \$55M to the city of Asheboro for water and infrastructure improvements
- **\$450M** for an economic development project in Chatham County that manufactures electric vehicles; \$115M for site work and wetlands mitigation, \$250M for DOT public roadwork, and \$75M for water and sewer infrastructure to the City of Sanford
- **\$1M** to the Economic Development Partnership of North Carolina's Megasite Readiness Program, with the intent to identify additional megasites in North Carolina.
- **\$1M** to support the Innovation and Entrepreneurship Hub at Fayetteville State University

Environment

- **\$550,000** for dam repairs
- **\$951,000** to operate and staff a lab to identify and address environmental contamination from emerging compounds, such as PFAS
- **\$1.5M** to NC Foundation of Soil and Water Conservation for costs-share assistance to swine farmers for the installation of anaerobic digesters for the production of biogas

Justice and Public Safety

Justice

- **\$1M** for Caldwell County Courthouse capital improvements
- **\$6M** for Cleveland County Courthouse capital improvements
- **\$5M** for Gaston County Courthouse capital improvements

Public Safety

- Various appropriations to address mental health recidivism for justice involved juveniles and adults including:
 - **\$205,000** for 2 non-sworn mental health professionals to assist the SBI with increasing number of referrals from School Resource Officers
 - Nearly **\$1.9M** for 19 Specialty Probation and Parole Officers to support the State Corrections mission to reduce recidivism by addressing the need of parolees with persistent substance abuse or mental health needs
- Funds staff and operations for two juvenile justice centers in Rockingham and Perquimans counties
 - **\$1.4M** recurring and **\$340,000** non-recurring for the Perquimans facility
 - **\$3.2M** recurring and **\$720,000** non-recurring for the Rockingham facility
- **\$35,000** one-time grant to all volunteer fire departments and all rescue/EMS departments across the state (total appropriation of **\$36.5M**)
- **\$1.5M** to award grants to the remaining eligible volunteer fire departments that applied for the \$10,000 base grant allocation in the 2021 budget
- **\$5M** to support debris and public infrastructure repairs in counties impacted by Tropical Storm Fred



Other Provisions of Note

- **\$950M** to the State Emergency Response and Disaster Relief Reserve; of that, **\$215.8M** is appropriated for disaster recovery efforts from previous events and mitigation efforts to prepare for future flooding and natural disasters
- **\$1.8M** from the federal Help America Vote Act (HAVA) grant to update and maintain voter lists and to continue enhancing election technology and security improvements
- **\$669,233** to maintain and update voter lists in coordination with county boards of election

Appendix 3: Figures

Figure 1. Revenues by Source for FY 2021 and FY 2022

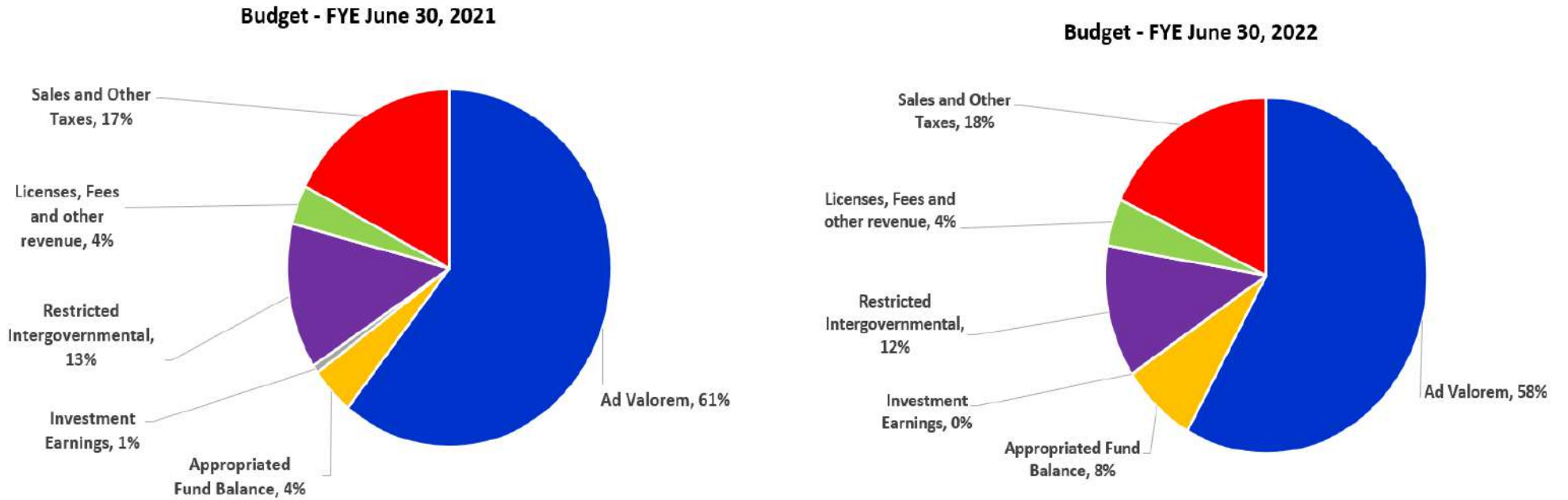
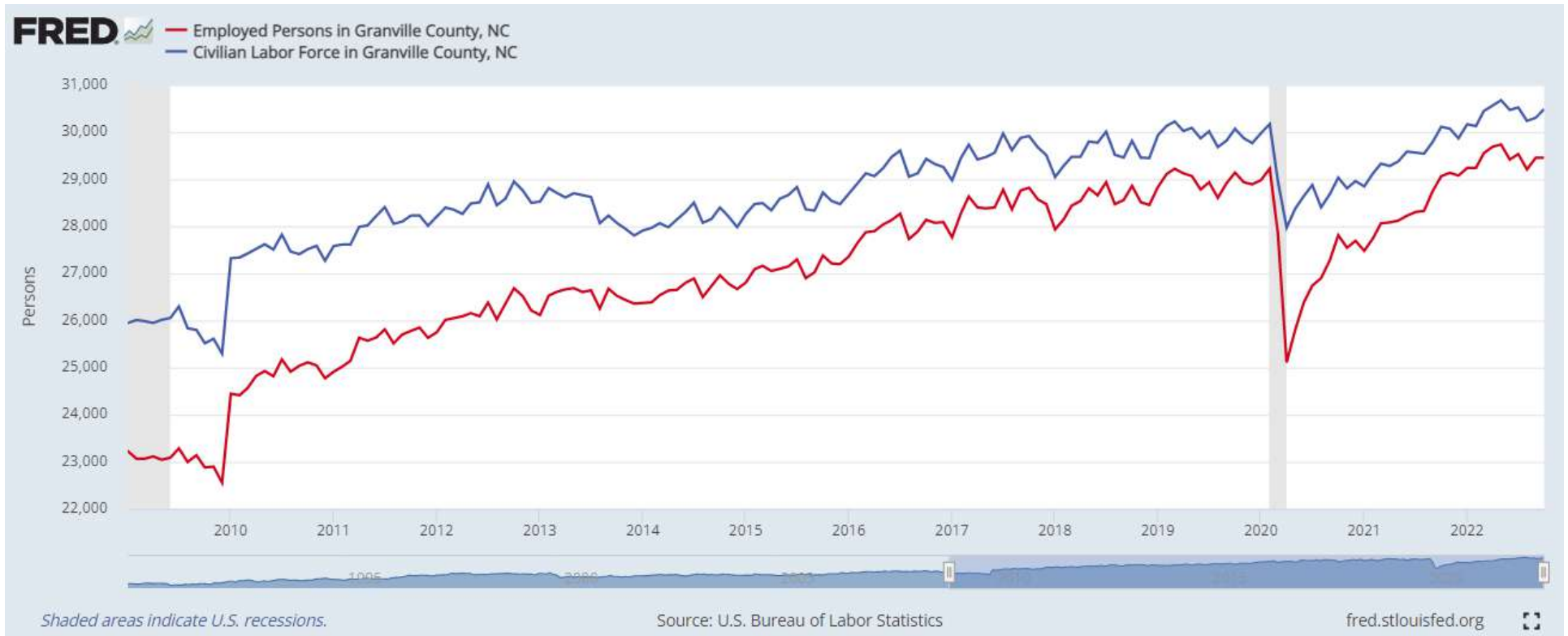


Figure 2. Employed Persons & Civilian Labor Force in Granville County, January 2009 – October 2022



This data comes from the Current Population Survey (CPS), also known as the household survey.

Civilian Labor Force includes all persons in the civilian noninstitutional population ages 16 and older classified as either employed or unemployed.

Employed persons are all persons who, during the reference week (the week including the 12th day of the month), (a) did any work as paid employees, worked in their own business or profession or on their own farm, or worked 15 hours or more as unpaid workers in an enterprise operated by a member of their family, or (b) were not working but who had jobs from which they were temporarily absent because of vacation, illness, bad weather, childcare problems, maternity or paternity leave, labor-management dispute, job training, or other family or personal reasons, whether or not they were paid for the time off or were seeking other jobs. Each employed person is counted only once, even if he or she holds more than one job.

Unemployed persons are all persons who had no employment during the reference week, were available for work, except for temporary illness, and had made specific efforts to find employment sometime during the 4 week-period ending with the reference week. Persons who were waiting to be recalled to a job from which they had been laid off need not have been looking for work to be classified as unemployed.

Figure 3. Granville County 2021 Industry Market Share (NC Dept of Commerce)

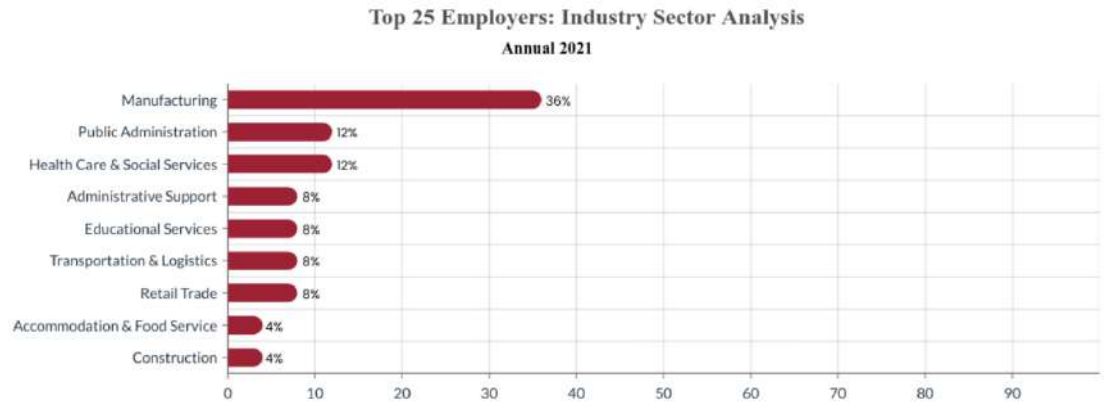


Figure 4. Granville County Top Industries by Jobs (NC Dept of Commerce, 2021)

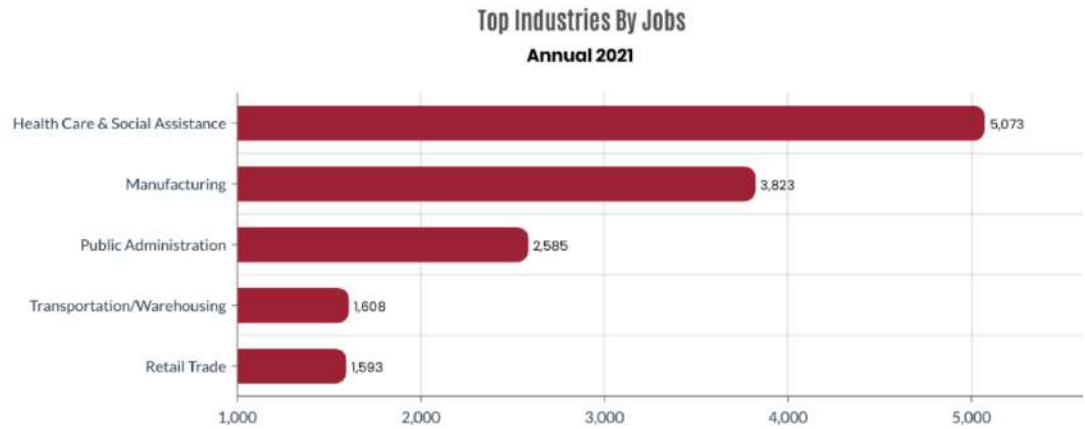


Figure 5. Granville County Top Employers by Establishment (NC Dept of Commerce 2021)

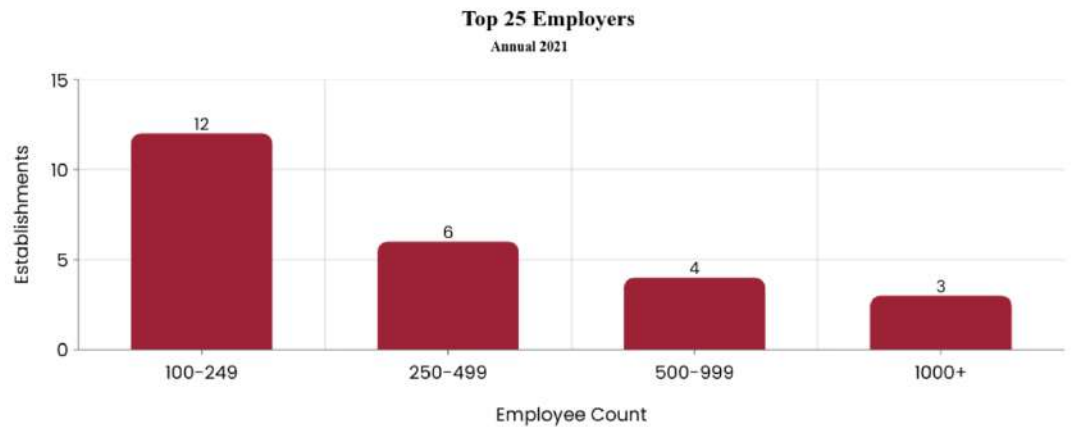


Figure 6. Granville County Unemployment Rate, January 1990 – October 2022

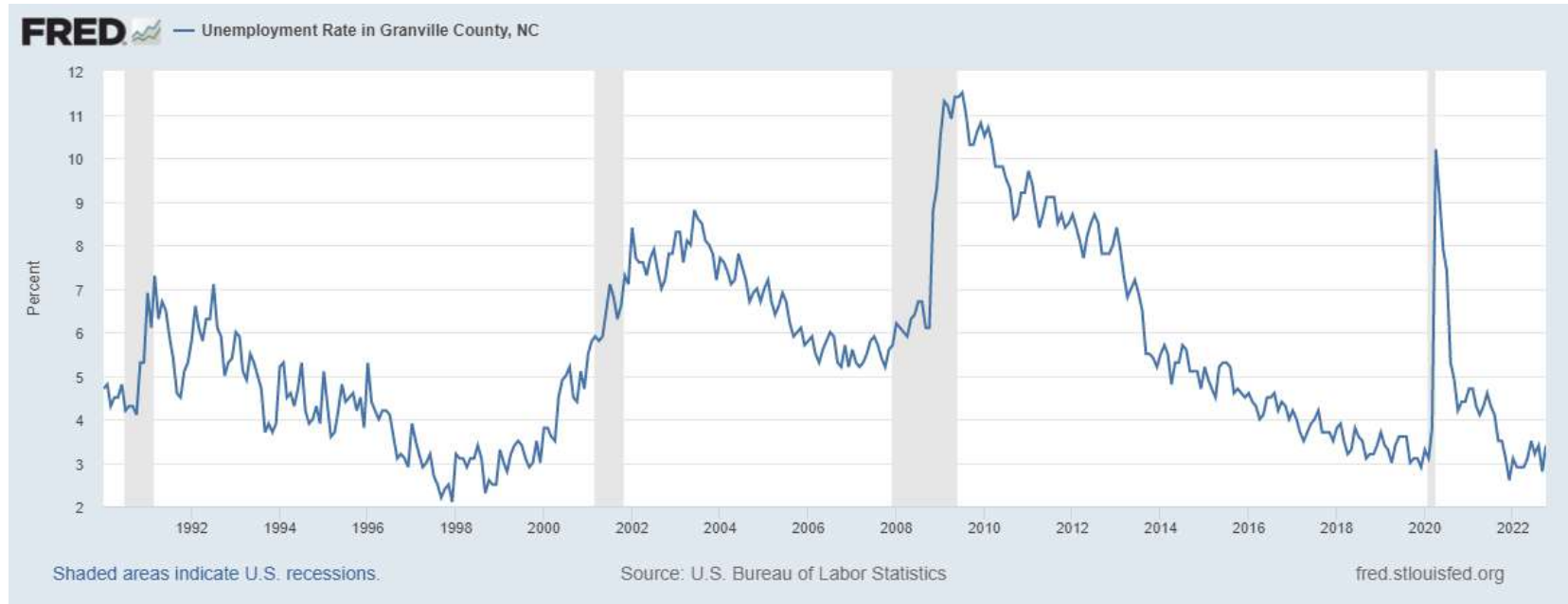


Figure 7. Granville County Unemployment Rate (Pre-, Peak-, & Post-Peak Pandemic Era), January 2019 – October 2022



Figure 8. Granville County Income Distribution by Household

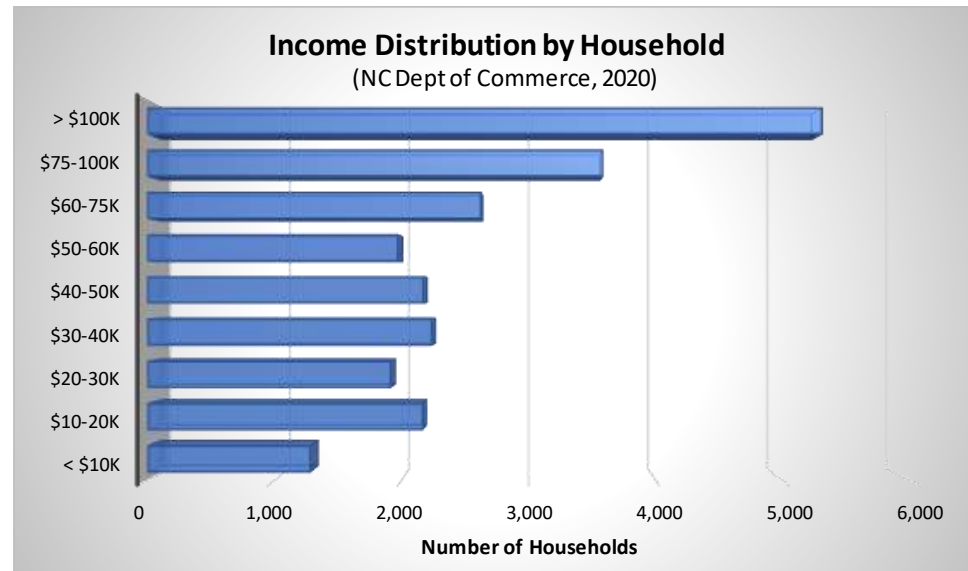
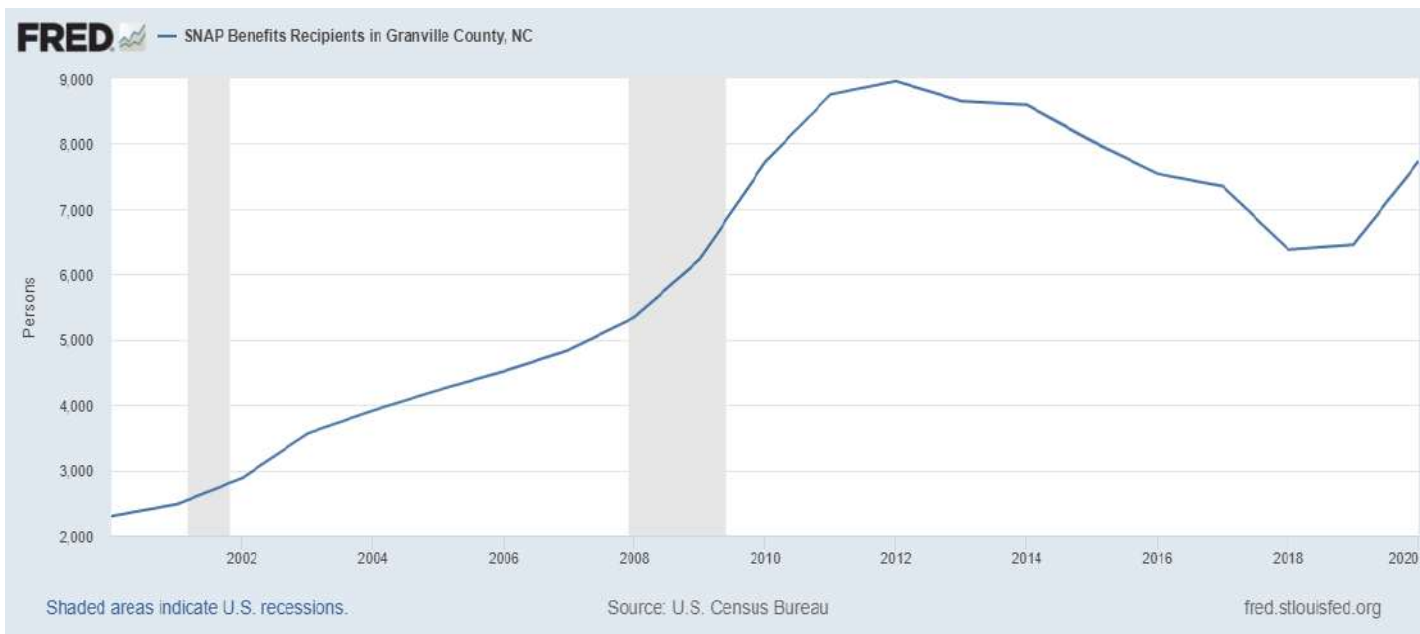


Figure 9. Granville County SNAP Program Recipients (Supplemental Nutrition Assistance Program), January 2000 – January 2020



The U.S. Census Bureau provides annual estimates of income and poverty statistics for all school districts, counties, and states through the [Small Area Income and Poverty Estimates](#) (SAIPE) program. The bureau's main objective with this program is to provide estimates of income and poverty for the administration of federal programs and the allocation of federal funds to local jurisdictions. In addition to these federal programs, state and local programs use the income and poverty estimates for distributing funds and managing programs.

SNAP benefits are one of the data sources used in producing SAIPE program estimates. The Supplemental Nutrition Assistance Program (SNAP) is the name for what was formerly known as the federal Food Stamp Program, as of October 2008.

County Profile

Granville County (NC)

May 2022

Demographics

Population & Growth

	Population	% Annual Growth
2019 Est Population	59,328	0.8%
2020 Census Total Population	60,992	0.6%
Jul2020 NC Certified Population Estimate	61,023	(0.1%)

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+
2020-21 Kindergarten-12th Enrollment	8,467	
2020 Average SAT score (1600 scale)	1,001	
2020 Percent of Graduates taking SAT	39.9%	
2019-20 (Provisional) Higher Education Completions	.	
2019-20 (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
2020 Census Total Housing Units, % annual growth	24,214	0.6%
2020 Census Occupied Housing, % of total	22,461	92.8%
2020 Census Vacant Housing, % of total	1,753	7.2%
2019 Est Median Value of Owner Occupied Housing	\$156,000	
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	\$67,290	
2020 Median Household Income (SAIPE)	\$53,112	(2.2%)
2019 Est Median Worker Earnings	\$33,006	
2020 Per Capita Income (BEA)	\$42,807	
2020 Est Pop, Income Below Poverty (SAIPE)	8,601	15.0%

Employment / Unemployment

	Currently	2021 Annual
Mar2022 Prelim., 2021 Employment	29,615	27,832
Mar2022 Prelim., 2021 Unemployment	896	1,734
Mar2022 Prelim., 2021 Unemployment Rate	2.9%	5.9%
2021Q4YTD, 2021 Announced Job Creation	525	525
2021Q4YTD, 2021 Total Announced Investments (\$mil)	\$10.4	\$10.4

Employment / Wages by Industry

	2021Q4 Employment	2021 Employment	2021Q4 Avg Weekly Wage	2021 Avg Weekly Wage
Total All Industries	20,513	20,122	\$1,049	\$937
Total Government	7,490	7,742	\$1,173	\$1,086
Total Private Industry	13,023	12,380	\$978	\$844
Agriculture Forestry Fishing & Hunting	.	169	.	\$664
Mining
Utilities	.	41	.	\$1,019
Construction	839	882	\$1,291	\$961
Manufacturing	3,799	3,948	\$1,203	\$1,108
Wholesale Trade	233	.	\$1,255	.
Retail Trade	1,594	1,622	\$747	\$608
Transportation and Warehousing	1,717	1,323	\$933	\$763
Information	45	92	\$1,637	\$1,826
Finance and Insurance	153	147	\$1,422	\$1,150
Real Estate and Rental and Leasing	60	70	\$676	\$527
Professional and Technical Services	376	256	\$1,442	\$970
Mgt of Companies, Enterprises
Administrative and Waste Services	1,352	1,112	\$709	\$669
Educational Services	1,285	1,175	\$1,047	\$879
Health Care and Social Assistance	4,959	5,151	\$1,014	\$959
Arts, Entertainment and Recreation	41	.	\$772	.
Accommodation and Food Services	983	990	\$381	\$295
Other Services Ex. Public Admin	232	216	\$1,173	\$758
Public Administration	2,555	2,590	\$1,390	\$1,278
Unclassified	0	0	\$0	\$0

Commercial/Retail/Industrial

Local Business

2021Q4 Available Industrial Buildings	.
2021Q4 Establishments: Total Private Industry	952
2021Q4 Establishments: Manufacturing	48
2019 Est Self Employed	1,408

Local Retail Business

2021 Total Retail Sales (With Food/Drink) (\$mil)	\$380.7
2021 Total Retail Businesses (With Food/Drink)	283
2021 Avg Sales/Business Total (with Food/Drink)	\$1,345,135
2021Q4 Available Commercial Buildings (if County reports)	.

Quality of Life

Taxes

FY2021-22 Property Tax Rate per \$100 Value	\$0.8400
FY2020-21 Annual Taxable Retail Sales (\$mil)	\$477.4
2021 Tier designation	2

Childcare

2022Q1 Licensed Child Care Facilities	.
2022Q1 Licensed Child Care Enrollment	.

Healthcare Providers

2019 Number of Physicians	121
2019 Physicians/10,000 population	19.7
2020 RNs/10,000 population	115.4
2020 Dentists/10,000 population	2.3
2020 Pharmacists/10,000 population	5.8

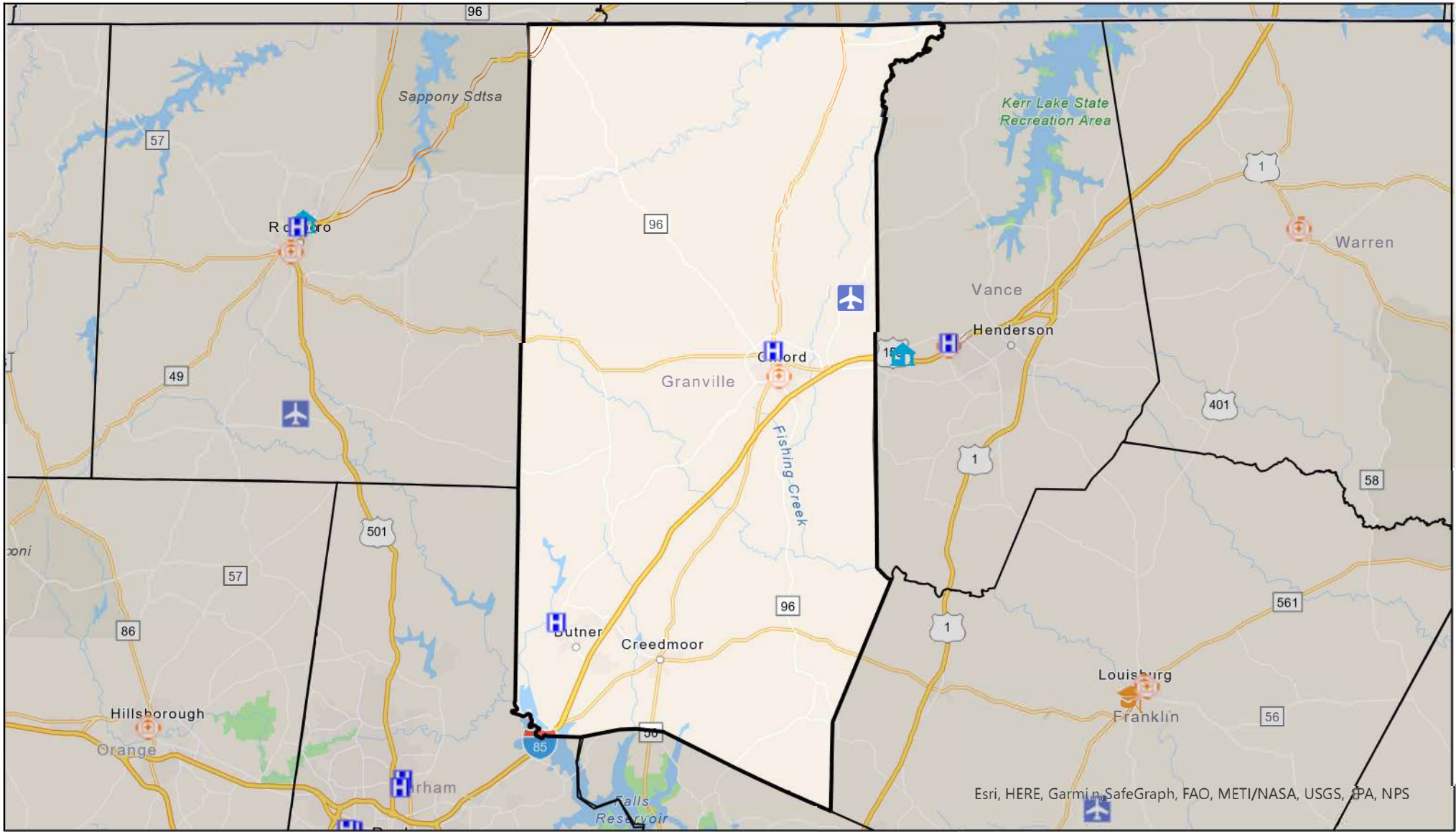
Sources:

Census (2020, 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 <https://d4.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 <https://d4.nccommerce.com/>.

Notes:










Data are the latest available at the date the profile was prepared. A period means the data is not available. 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: <https://d4.nccommerce.com/>.

Granville County, North Carolina



Esri, HERE, Garmin, SafeGraph, FAO, METI/NASA, USGS, EPA, NPS



- | | | | | | |
|---|---------------------|---|---------------------------|---|---------------------------------------|
|  | Commercial Airports |  | Hospitals |  | Public Universities |
|  | General Aviation |  | Public Health Departments |  | Independent Colleges and Universities |
|  | NC Ports |  | Community Colleges |  | Military Installations |



8 Miles



APPENDIX 5

QuickFacts

Granville County, North Carolina; Franklin County, North Carolina; Vance County, North Carolina; Person County, North Carolina; Warren County, North Carolina; North Carolina

QuickFacts provides statistics for all states and counties, and for cities and towns with a **population of 5,000 or more**.

Table

	Granville County, North Carolina	Franklin County, North Carolina	Vance County, North Carolina	Person County, North Carolina	Warren County, North Carolina	North Carolina
All Topics						
Population Estimates, July 1 2022, (V2022)	△ NA	△ NA	△ NA	△ NA	△ NA	△ 10,698,973
PEOPLE						
Population						
Population Estimates, July 1 2022, (V2022)	△ NA	△ NA	△ NA	△ NA	△ NA	△ 10,698,973
Population Estimates, July 1 2021, (V2021)	△ 61,986	△ 71,703	△ 42,185	△ 39,127	△ 18,762	△ 10,565,885
Population estimates base, April 1, 2020, (V2022)	△ NA	△ NA	△ NA	△ NA	△ NA	△ 10,439,414
Population estimates base, April 1, 2020, (V2021)	△ 60,992	△ 68,573	△ 42,578	△ 39,097	△ 18,642	△ 10,439,414
Population, percent change - April 1, 2020 (estimates base) to July 1, 2022, (V2022)	△ NA	△ NA	△ NA	△ NA	△ NA	△ 2.5%
Population, percent change - April 1, 2020 (estimates base) to July 1, 2021, (V2021)	△ 1.6%	△ 4.6%	△ -0.9%	△ 0.1%	△ 0.6%	△ 1.2%
Population, Census, April 1, 2020	60,992	68,573	42,578	39,097	18,642	10,439,388
Population, Census, April 1, 2010	59,916	60,619	45,422	39,464	20,972	9,535,483
Age and Sex						
Persons under 5 years, percent	△ 5.0%	△ 5.5%	△ 6.3%	△ 5.2%	△ 4.3%	△ 5.6%
Persons under 18 years, percent	△ 20.3%	△ 21.7%	△ 23.7%	△ 20.4%	△ 17.9%	△ 21.8%
Persons 65 years and over, percent	△ 17.9%	△ 17.4%	△ 19.4%	△ 20.9%	△ 26.9%	△ 17.0%
Female persons, percent	△ 49.0%	△ 50.3%	△ 53.1%	△ 51.5%	△ 50.3%	△ 51.1%
Race and Hispanic Origin						
White alone, percent	△ 64.2%	△ 69.9%	△ 44.3%	△ 69.4%	△ 40.8%	△ 70.1%
Black or African American alone, percent (a)	△ 31.8%	△ 25.8%	△ 52.0%	△ 26.9%	△ 50.3%	△ 22.3%
American Indian and Alaska Native alone, percent (a)	△ 1.0%	△ 1.1%	△ 1.0%	△ 0.9%	△ 6.1%	△ 1.6%
Asian alone, percent (a)	△ 0.8%	△ 0.9%	△ 0.9%	△ 0.5%	△ 0.4%	△ 3.4%
Native Hawaiian and Other Pacific Islander alone, percent (a)	△ 0.1%	△ 0.1%	△ 0.1%	△ Z	△ Z	△ 0.1%
Two or More Races, percent	△ 2.1%	△ 2.3%	△ 1.8%	△ 2.3%	△ 2.2%	△ 2.5%
Hispanic or Latino, percent (b)	△ 9.5%	△ 9.6%	△ 8.7%	△ 5.1%	△ 4.2%	△ 10.2%
White alone, not Hispanic or Latino, percent	△ 56.7%	△ 62.4%	△ 37.8%	△ 65.4%	△ 38.4%	△ 61.9%
Population Characteristics						
Veterans, 2017-2021	3,656	4,222	2,180	2,283	1,249	637,790
Foreign born persons, percent, 2017-2021	4.6%	5.3%	4.9%	2.7%	2.6%	8.2%
Housing						
Housing units, July 1, 2021, (V2021)	24,609	30,524	19,363	18,471	11,408	4,801,712
Owner-occupied housing unit rate, 2017-2021	74.3%	75.8%	59.6%	77.9%	71.4%	65.9%
Median value of owner-occupied housing units, 2017-2021	\$177,600	\$174,200	\$113,100	\$146,900	\$97,600	\$197,500
Median selected monthly owner costs -with a mortgage, 2017-2021	\$1,392	\$1,355	\$1,162	\$1,189	\$1,096	\$1,397
Median selected monthly owner costs -without a mortgage, 2017-2021	\$448	\$404	\$404	\$387	\$432	\$422
Median gross rent, 2017-2021	\$924	\$907	\$739	\$717	\$637	\$988
Building permits, 2021	217	1,141	166	129	272	94,874
Families & Living Arrangements						
Households, 2017-2021	21,132	25,473	16,063	15,927	7,737	4,034,684
Persons per household, 2017-2021	2.72	2.60	2.62	2.42	2.34	2.50
Living in same house 1 year ago, percent of persons age 1 year+, 2017-2021	88.2%	88.9%	87.6%	91.7%	90.1%	85.9%
Language other than English spoken at home, percent of persons age 5 years+, 2017-2021	8.0%	7.1%	7.2%	4.4%	4.2%	12.1%
Computer and Internet Use						
Households with a computer, percent, 2017-2021	92.2%	89.4%	87.3%	90.0%	81.4%	92.0%
Households with a broadband Internet subscription, percent, 2017-2021	85.5%	84.7%	79.3%	82.6%	71.8%	85.4%
Education						
High school graduate or higher, percent of persons age 25 years+, 2017-2021	86.1%	86.5%	84.4%	87.8%	85.7%	89.0%
Bachelor's degree or higher, percent of persons age 25 years+, 2017-2021	23.4%	22.6%	17.1%	17.6%	15.2%	33.0%

Health						
With a disability, under age 65 years, percent, 2017-2021	10.7%	11.8%	13.8%	15.5%	14.0%	9.2%
Persons without health insurance, under age 65 years, percent	△ 13.1%	△ 14.6%	△ 14.4%	△ 12.2%	△ 17.4%	△ 12.4%
Economy						
In civilian labor force, total, percent of population age 16 years+, 2017-2021	57.7%	61.3%	58.7%	61.4%	49.3%	61.4%
In civilian labor force, female, percent of population age 16 years+, 2017-2021	58.9%	56.8%	58.9%	58.8%	49.9%	57.6%
Total accommodation and food services sales, 2017 (\$1,000) (c)	54,290	40,294	68,603	49,671	D	24,912,995
Total health care and social assistance receipts/revenue, 2017 (\$1,000) (c)	299,362	66,840	222,176	106,170	22,964	72,732,275
Total transportation and warehousing receipts/revenue, 2017 (\$1,000) (c)	61,387	38,083	44,278	9,737	12,538	16,823,524
Total retail sales, 2017 (\$1,000) (c)	389,303	351,938	587,377	383,976	93,657	141,134,258
Total retail sales per capita, 2017 (c)	\$6,548	\$5,318	\$13,233	\$9,743	\$4,723	\$13,735
Transportation						
Mean travel time to work (minutes), workers age 16 years+, 2017-2021	29.3	33.3	24.9	30.9	28.7	25.0
Income & Poverty						
Median household income (in 2021 dollars), 2017-2021	\$60,606	\$62,332	\$45,243	\$55,759	\$39,588	\$60,516
Per capita income in past 12 months (in 2021 dollars), 2017-2021	\$29,340	\$29,580	\$25,248	\$31,026	\$27,823	\$34,209
Persons in poverty, percent	△ 14.0%	△ 12.5%	△ 20.8%	△ 17.5%	△ 19.9%	△ 13.4%

BUSINESSES

Businesses						
Total employer establishments, 2020	896	1,123	840	705	257	240,760
Total employment, 2020	16,717	11,190	13,350	8,352	1,887	3,962,754
Total annual payroll, 2020 (\$1,000)	693,339	526,938	491,959	319,235	61,120	199,256,110
Total employment, percent change, 2019-2020	6.4%	0.2%	1.0%	-1.6%	-7.4%	0.8%
Total nonemployer establishments, 2019	3,614	5,036	2,371	2,278	1,105	816,089
All employer firms, Reference year 2017	732	973	653	663	217	166,609
Men-owned employer firms, Reference year 2017	417	589	397	365	115	99,034
Women-owned employer firms, Reference year 2017	S	246	78	94	S	33,128
Minority-owned employer firms, Reference year 2017	75	107	S	60	S	20,659
Nonminority-owned employer firms, Reference year 2017	548	790	437	509	169	133,887
Veteran-owned employer firms, Reference year 2017	S	45	S	29	S	11,920
Nonveteran-owned employer firms, Reference year 2017	536	838	496	493	168	139,423


GEOGRAPHY

Geography						
Population per square mile, 2020	114.6	139.4	168.7	99.7	43.4	214.7
Population per square mile, 2010	112.7	123.3	179.2	100.6	48.9	196.1
Land area in square miles, 2020	531.99	491.80	252.40	392.34	429.39	48,623.02
Land area in square miles, 2010	531.57	491.68	253.52	392.32	428.46	48,617.91
FIPS Code	37077	37069	37181	37145	37185	37

[About datasets used in this table](#)

Value Notes

⚠ Estimates are not comparable to other geographic levels due to methodology differences that may exist between different data sources.

Some estimates presented here come from sample data, and thus have sampling errors that may render some apparent differences between geographies statistically indistinguishable. Click the Quick Info  icon to the left of each row in TABLE view to learn about sampling error.

The vintage year (e.g., V2022) refers to the final year of the series (2020 thru 2022). Different vintage years of estimates are not comparable.

Users should exercise caution when comparing 2017-2021 ACS 5-year estimates to other ACS estimates. For more information, please visit the [2021 5-year ACS Comparison Guidance](#) page.

Fact Notes

- (a) Includes persons reporting only one race
- (c) Economic Census - Puerto Rico data are not comparable to U.S. Economic Census data
- (b) Hispanics may be of any race, so also are included in applicable race categories

Value Flags

- Either no or too few sample observations were available to compute an estimate, or a ratio of medians cannot be calculated because one or both of the median estimates falls in the lowest or upper interval of an open ended distribution.
- F Fewer than 25 firms
- D Suppressed to avoid disclosure of confidential information
- N Data for this geographic area cannot be displayed because the number of sample cases is too small.
- FN Footnote on this item in place of data
- X Not applicable
- S Suppressed; does not meet publication standards
- NA Not available
- Z Value greater than zero but less than half unit of measure shown

QuickFacts data are derived from: Population Estimates, American Community Survey, Census of Population and Housing, Current Population Survey, Small Area Health Insurance Estimates, Small Area Income and Poverty Estimates, State and County Housing Unit Estimates, County Business Patterns, Nonemployer Statistics, Economic Census, Survey of Business Owners, Building Permits.

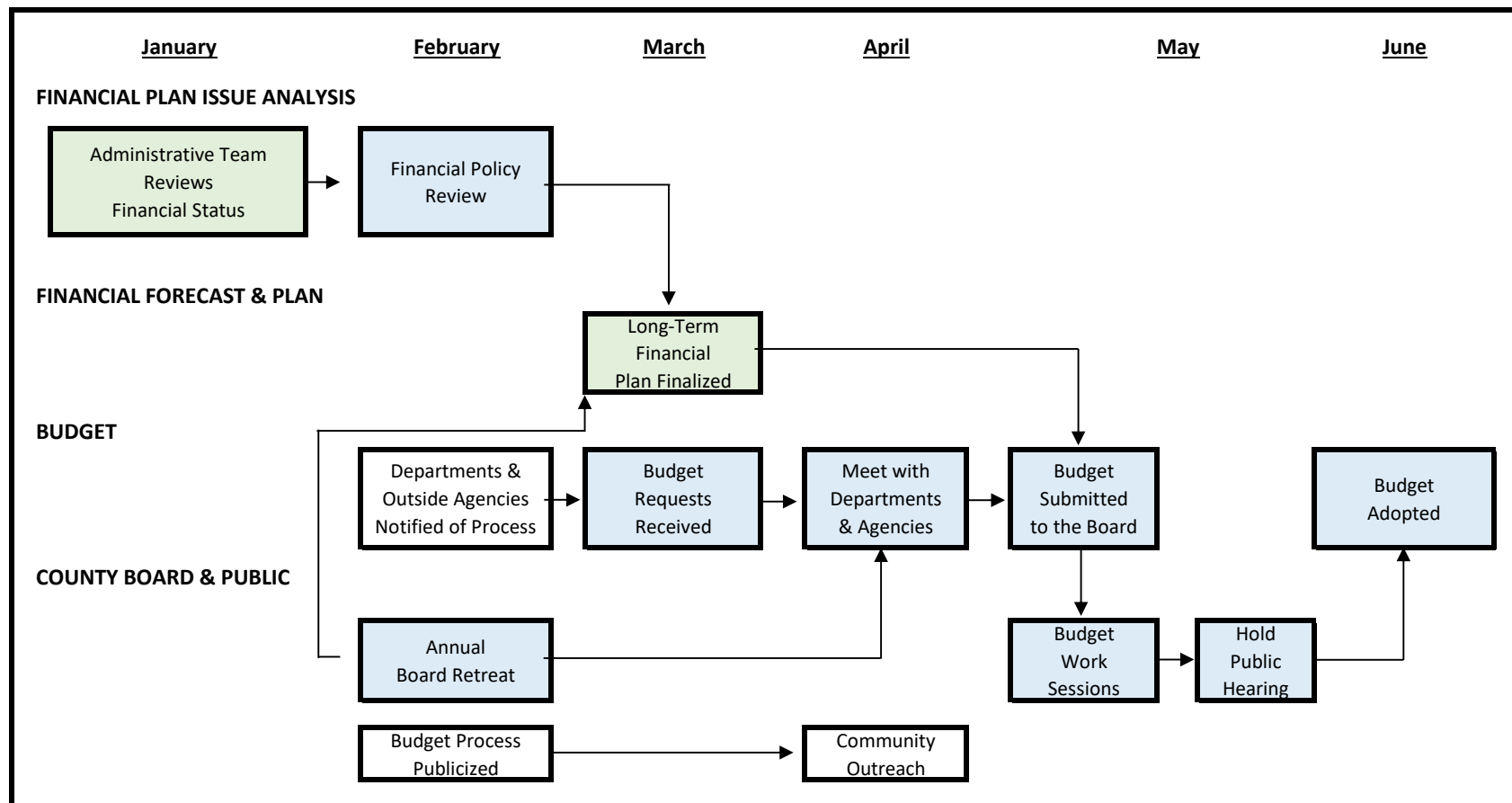
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Measuring America's People, Places, and Economy

APPENDIX 6

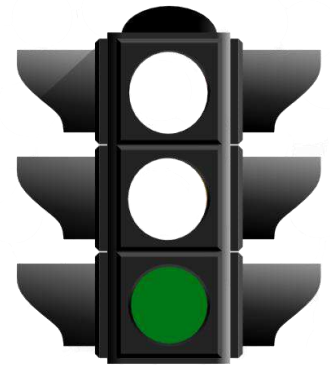
Granville County LONG-TERM FINANCIAL PLANNING AND BUDGET PROCESS FLOW CHART



- Financial Planning Process
- Strategic Planning Process
- Informational Items

Appendix 7: Granville County Strengths & Challenges

During information gathering and brainstorming sessions with the Strategic Planning Committee, the following items were identified as strengths or challenges within the County. The items are in no particular order of importance and represent both internal county government and external characteristics identified by committee members.



- Effective communication with all County staff continues to be an opportunity for further improvement.
- County workforce is having to embrace multiple new technologies for which high quality training needs to be easily available and utilized.
- Continuing to improve supervisory and leadership training.
- Ability to proactively engage the community on important topics.
- Recruitment and retention of talented workforce.
- Growing development pressure in Granville County presents strategic challenges.
- Ensuring County services can adequately serve citizens within such a large geographic area.
- Lack of broadband availability throughout the County.

**Granville
County
Challenges**

- Granville County is a great place to live, work, and play.
- New investments in public safety response.
- New investments in landfill and convenience center sites.
- New investments in public-facing community services.
- County's geographic location provides convenient access to urban amenities.
- County management emphasizes family-friendly policies to help create a dedicated and committed workforce.
- County government work environment fosters personal and professional growth.
- Strong community events and highly visible tourism development presence.
- Variety of recreation opportunities and recreational assets.
- Well-functioning County Board of Commissioners.
- County government workforce reflects diversity of county population.

**Granville
County
Strengths**

Appendix 8: 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 has been 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 5-Year Strategic Plan.

Board of County Commissioners

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

Elected Officials

Sheriff Robert Fountain	Kathy Taylor, Register of Deeds
-------------------------	---------------------------------

Administration

Drew Cummings, County Manager	Debra Weary, Clerk to the Board
Korena Weichel, Assistant County Manager*	Terry Hobgood, Public Information Officer

Special Thanks

Angela Allen	Monique Heggie*	Scott Phillips
Raymond Allen	Tyeisha Hewett	Charissa Puryear
Barry Baker	Kelley Hightower	Keegan Rapp
Audrey Boone	Dee Dee Holmes	Jason Reavis
Chris Brame	Justin Jorgensen*	Don Reeves
Trent Brummitt	Matthew Katz	Kenneth Reeves
Christopher Dethmers	Carlos Landrau	Will Robinson
Matthew Eller	Andrew Maloney	Jennifer Seeley
Jennifer Griffin	Angela Miles	
Adonica Hampton	Harry Mills*	
Heather Hayes	Chris Norris	

*Team Lead for original 2021 plan

Appendix 9: 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.

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