

# ANNUAL BUDGET

FISCAL YEAR 2017–2018



CABARRUS COUNTY  
*America Thrives Here*

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# Cabarrus County

North Carolina

## Annual Budget

Fiscal Year 2017-2018

Prepared by  
Cabarrus County Budget



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Mike Downs  
County Manager

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# CABARRUS COUNTY

## Board of County Commissioners



Left to Right: Shue, Honeycutt, Morris, Kiger, Poole

**Stephen Morris (Chair)**

**Diane Honeycutt (Vice Chair)**

**Elizabeth (Liz) Poole**

**Blake Kiger**

**Lynn Shue**



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
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**Cabarrus County  
North Carolina**

For the Fiscal Year Beginning

**July 1, 2016**

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Cabarrus County, North Carolina for its annual budget for the fiscal year beginning July 1, 2016. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communications device.

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

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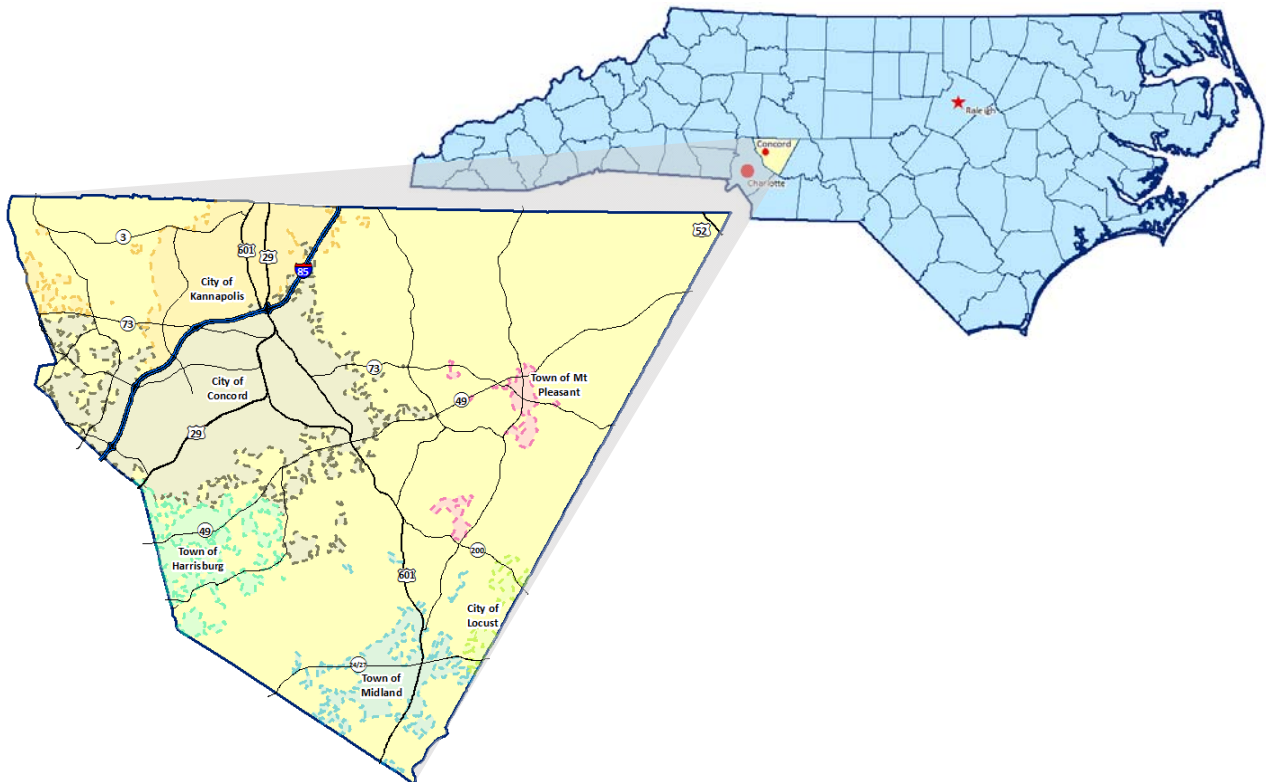
# **INTRODUCTION**

# Introduction

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## INTRODUCTION TO CABARRUS COUNTY, NC

Cabarrus County is located in the piedmont section of the state and is bounded on the north by Rowan and Iredell Counties, on the east by Stanly County, on the south by Union County, and on the west by Mecklenburg County. The county comprises approximately 230,400 acres. Concord is situated approximately 124 miles from the state capitol, Raleigh, North Carolina, and 18 miles northeast Charlotte, North Carolina. There are six municipalities in the county including the City of Concord which serves as the county seat. The second largest municipality is the City of Kannapolis, while the Towns of Mount Pleasant, Harrisburg, Midland, and part of the City of Locust are the remaining smaller municipalities located in the County.



# Introduction

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## FY 2018 BUDGET DOCUMENT – READER’S GUIDE

It is intended that the information contained in this document accomplish the following:

- Inform the community of how tax dollars are spent
- Enhance accountability
- Provide an explanation of County services
- Supply the County Commissioners with information needed to make knowledgeable, equitable decisions regarding the use of County resources.

Program Summaries are presented in a consistent, user-friendly format and provide the following information:

- Program name/department
- Mission statement
- Legal basis of service – i.e., is it mandated, and if so, at what level
- Program Overview
- Expenditures for Personnel Services, Operations, and Capital Outlay (prior fiscal year’s “ACTUAL”, current year as of April 2017 “Revised”, and “Adopted Budget” for the upcoming fiscal year).
- Revenues – both intergovernmental (grants, etc.) and fees for service (prior year’s “ACTUAL”, current year original budget as “Adopted”, current year as of April 2017 is reflected as “Revised”, and “Adopted Budget” for the upcoming fiscal year). Note that local tax revenues, including sales tax, are not included in summaries.
- FTEs (Full Time Equivalent employees) for prior year’s “ACTUAL”, current year as of April 2017 as “Revised”, and “Adopted Budget” for the upcoming fiscal year.

The Annual Budget Document for FY 2018 contains the following sections:

### **Introduction**

This section contains brief introductory information, the Reader’s Guide, and a County profile. It also explains the strategic planning process.

### **Budget Message**

The Budget Message is the County Manager’s synopsis of the FY17 budget as presented to the Board of County Commissioners. It articulates priorities and issues for the budget year, presents actions to be taken to address these issues, and explains if and how priorities differ from the current year.

### **Financial Structure, Policy, and Process**

This section explains the County organizational chart, fund structure, fund relationships and descriptions, financial policies and budget process.

### **Budget Summary**

The Budget Summary presents summary level information for revenues and expenditures. Expenditure summaries by service area and revenue summaries by category are also included. This section contains the Program Matrix which is information about General Fund programs according to service and funding requirements. Information is presented in two formats: By Funding Requirement and By Service Area Function.

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## **Fund Summaries**

The Fund Summaries section contains comparative and illustrative summaries and highlights of revenues and expenditures for the General Fund, Cabarrus Arena and Events Fund, Landfill Fund, 911 Emergency Telephone Fund, Health and Dental Insurance Fund and Workers Compensation and Liability Fund.

## **Position Summary**

This section presents comparative summary level information for full-time equivalents (FTE) data by service area and department for Fiscal Years 2015 through 2017. New positions and personnel changes are also illustrated in this section.

## **Five Year Financial Plan**

The Five Year Financial Plan section contains a forecast of fund balance, revenues, and expenditures for the five-year period beginning with the proposed budget for the upcoming fiscal year.

## **Capital Improvement Plan**

This section outlines the Five-Year CIP (Capital Improvement Plan) for Cabarrus County from the proposed budget through five years. It also contains the budget for the prior year as well as a forecast for years beyond the five years.

## **Departmental Information**

Section tabs for General Government, Other Programs, Public Safety, Economic and Physical Development, Human Services, Environmental Protection, Education, and Cultural and Recreational and each contain program summaries for departments within that service area.

## **Education**

This section includes information on funding regarding current expense, capital outlay and debt service for schools and the Community College. It also includes ADM information and per pupil funding information.

## **Other Programs**

This section includes information regarding non-departmental funding, Contributions to Other Funds, and Contributions to Other Agencies.

## **Debt Service**

The Debt Service section consists of debt service and long-term debt requirements, computations of legal debt margin, and other information relating to bonds and leases.

## **Supplemental Information**

Information found in this section includes the Budget Ordinance, statistical/, a list of acronyms found throughout this book, a glossary, department directory, and an index

# Introduction

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## PROFILE OF CABARRUS COUNTY

### Geography/Community

The County, incorporated in 1792, is located in the Piedmont section of the State of North Carolina and is bordered on the north by Rowan and Iredell counties, on the east by Stanly County, on the south by Union County and on the west by Mecklenburg County; it comprises approximately 230,400 acres. There are six municipalities in the County, the largest of which is the City of Concord, also the County seat. Concord is situated approximately 124 miles from the City of Raleigh, North Carolina and 18 miles northeast of the City of Charlotte, North Carolina. The second largest municipality is the City of Kannapolis. The Towns of Mount Pleasant, Harrisburg, Midland, and Locust are smaller municipalities in the County. The US Census estimates that the County had a population of 201,590 as of July 2016. The County is empowered to levy a property tax on both real and personal properties located within its boundaries.

### Form of Government

The County has operated under the Board of Commissioners/County Manager form of government since 1976. Policy-making and legislative authority are vested in a governing board consisting of five commissioners. The governing board is responsible for, among other things, passing ordinances, adopting the budget, appointing committees, and hiring both the county's manager, clerk to the board, tax administrator and attorney. The County Manager serves as the chief executive and is responsible for carrying out the policies and ordinances of the governing board, for overseeing the day-to-day operations of the government, and for appointing the heads of the various departments. The board is elected on a partisan basis. Board members serve four-year staggered terms, with new members (two or three) elected every two years.

Budgets are provided in this document for each individual governmental program for which an appropriated annual budget has been adopted.

The information presented in this budget is perhaps best understood when it is considered from the broader perspective of the specific environment within which the County operates.

### Local Economy

The County is one of ten counties located in the Charlotte-Concord-Gastonia, NC-SC Metropolitan Statistical Area (the "Charlotte MSA"), which consists of Cabarrus, Gaston, Iredell, Lincoln, Mecklenburg, Rowan and Union Counties in North Carolina and Chester, Lancaster and York Counties in South Carolina. The Charlotte MSA, which is anchored by the City of Charlotte, is the economic center and the 22<sup>nd</sup> largest metropolitan area in the United States.

Consistent with its vision and goals, the Board of Commissioners seeks to engage the community to identify and understand a sustainable resilient and robust local economy, and develop strategies that lead to success through large business diversification and small business development.

The County's prior rapid growth, largely attributable to the County's position in the Charlotte metropolitan region, slowed as a result of the global recession but has rebounded as the global economy recovers. The County believes that its short-range and long-range planning has provided the necessary infrastructure to accommodate anticipated growth, and the County cooperates with its municipalities in economic recruiting and development efforts.

The Cabarrus Economic Development Corporation ("CEDC"), serves as the primary recruiting and marketing entity. The CEDC is administered by Cabarrus County but is a separate division that is also supported by other public and

# Introduction

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private entities. This structure greatly enhances efforts in business retention, expansion, and new business recruitment. Given these changes, combined with the availability of sites within commercial and industrial parks with all municipal services available located near major highways and interstates, the County expects continued strong economic development in the area. The CEDC has been accredited by the International Economic Development Council which is an independent body that verifies the status of the organization. The CEDC is one of only 50 economic development organizations worldwide which have been accredited by the International Economic Development Council.

Historically, the County's economy was primarily dependent on agriculture and the textile industry, but the County's proximity to Charlotte and access to major interstate highways have helped diversify the County's economy through investments in biotechnology, healthcare, manufacturing, industrial and business parks, warehousing and distribution, entertainment and hospitality, motorsports, retail, and aviation.

A summary of significant developments in these industries follows:

## ***Biotechnology***

The former Pillowtex properties in Kannapolis have been redeveloped as a major mixed use development with the centerpiece of the development constituting the North Carolina Research Campus (the "Research Campus"). It includes facilities for eight major North Carolina universities whose research activities focus on biotechnology and nutrition research. At the center of the Research Campus is the 311,000 square foot David H. Murdock Core Laboratory, which houses the David H. Murdock Research Institute, a nonprofit contract research organization. Dole Food Company, Inc. has a presence on the campus as well. The Dole Nutrition Institute is a leader in nutrition education and occupies a 10,000 square foot chemistry lab within the NC State Plants for Human Health Building. They expanded the area they occupied in 2016 by relocating their east coast fresh fruit sales division into 6800 square feet creating an additional 19 jobs on the campus. In addition to the NC State University Plants for Human Health Institute's building, UNC Chapel Hill Nutrition Research Institute is located on the campus. A sixty thousand square foot Medical Office Building opened in 2013 and DataChambers opened a 50,000 square foot research facility on the campus. In 2016, Ei, A Pharmaceutical SolutionsWorks, announced their Kannapolis expansion onto the campus. Ei plans to move a 24-person research and development team into a 10,000 square foot laboratory on the third floor of the David H. Murdock Core Laboratory. Klear Optix, a contact lens research and development company moved into a 500 square foot space in 2017 with plans to grow into a larger laboratory. Ideal health Biotechnology joined the North Carolina Research Campus to accelerate research and development of their dietary supplements made from naturally occurring plant based compounds. They are leasing space in the Core Lab building with plans to expand as the company grows.

To facilitate further development on the Research Campus and finance public improvements, the City of Kannapolis has created the North Carolina Research Campus Financing District (the "Development District"), pursuant to the State's project development financing act. This district is comprised of approximately 863 acres within the County and Rowan County. The Development District was created to finance infrastructure within and around the Development District to support the Research Campus. The boundaries of the Development District were created to capture the area in which such infrastructure was needed. The Research Campus is approximately 240 acres within the Development District. The development plan for the Development District contemplates that, when completed, the Research Campus will include more than 2 million square feet of office and laboratory space, 600,000 square feet of new retail and commercial space, 400,000 square feet of academic and civic space and approximately 1,100 new residential units. The total estimated cost of the Research Campus project is expected to exceed \$1 billion. As part of their commitment, the City of Kannapolis recently completed construction of a new 36,000 square foot municipal building on the campus in 2016.



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The City of Kannapolis issued \$35 million in limited obligation bonds in 2011 (the “Kannapolis Bonds”) to finance public infrastructure in the Development District. Pursuant to an interlocal agreement between the County and the City of Kannapolis executed in connection with the issuance of the Kannapolis Bonds, the County has agreed to pay a portion of its incremental (net increase) ad valorem tax revenues actually collected in the Development District to the City to be used for the payment of not more than half of the annual payments of principal and interest due on the Kannapolis Bonds. These payments began in FY 2013 and end in FY 2027, and range (subject to a “Maximum County Contribution” ceiling) from a low of \$1,421,804 in FY 2013 to a high of \$1,513,677 in FY 2021, and total \$22,523,021.

The City of Kannapolis has purchased a number of properties in the village area adjacent to the research campus. A master plan has been completed for that area with plans underway for a hotel, office space, retail, residential and the relocation of the minor league baseball stadium. Along with major public infrastructure improvements, the plan maps out major revitalization and private investment in downtown Kannapolis that will move forward with the continued development of the research campus.

## ***Healthcare***

The County economy is emerging as a significant provider of healthcare services; the largest single employer in the County is Carolinas Healthcare Center (CHS) NorthEast. The hospital is located in Concord and has 457 active licensed beds. CHS NorthEast is the second largest hospital facility in the Carolinas Healthcare System (CHS) network of healthcare facilities, which is the largest healthcare system in North and South Carolina and is the second largest public, multi-hospital system in the United States. CHS NorthEast provides a full range of tertiary and surgical services for residents of the County and surrounding counties. It has a Level III Trauma Center, The Jeff Gordon Children’s Hospital, The Hayes Family Center, The Batte Cancer Center, The Sanger Heart & Vascular Institute and a number of other specialized services and facilities. Construction began in 2017 on more than \$150 million investment in a new patient tower and outpatient heart and vascular center. CHS NorthEast has also built satellite facilities in Kannapolis and Harrisburg and owns most of the family physician offices in the County. Cabarrus County is also served by the Cabarrus Health Alliance which is a public health authority and the only one of its kind in North Carolina.

## ***Manufacturing***

The principal products manufactured in the County include optical fiber, textiles, plastic extrusion, food, printing and publishing, concrete products, lumber and wood, specialized coloring, fabricated metal and machinery products, transportation equipment, corrugated packaging, automobile parts and racing electronics. Corning, Inc.’s fiber optics facility is located in the southeastern part of the county and is the world’s largest producer of fiber optic wire. Corning is continuing to increase their manufacturing numbers. The company announced an expansion in 2017 with a value of \$109 million that will add up to 200 jobs to the estimated current base of over 500 employees.

One of the largest industrial/manufacturing parcels in the state is located in the center of the County. The campus encompasses over 2,100 acres and includes 2.4 million square feet of buildings. All assets were sold to Victory Industrial Park LLC in April 2014. Alevo (alevo.com), is an energy service provider and has established operations in the facility, manufacturing mobile energy storage banks. Alevo’s production line is in place, orders for their first units have been placed and delivery of units has begun. Alevo has announced a planned expansion with additional production lines that will create an investment of as much as \$250 million and add 202 employees to the existing workforce of 215. There is additional land on both sides of U.S. 29 that is available for development. The property is also adjacent to the George Liles Parkway. The Parkway is currently being extended/improved and provides a four lane connector to N.C 49, U.S. 29, I-85, N.C. 73 and N.C. 3.

# Introduction

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Other manufacturers are described in the following entry for “Industrial and Business Parks.”

## ***Industrial and Business Parks***

A variety of other industrial and business parks located throughout the County have provided additional focus points for economic development. For companies investigating new operations or expansions in the Charlotte area, these parks provide alternatives to sites in Charlotte - Mecklenburg County. Public utility service is widely available to these parks. Following are brief descriptions of several of these parks.

Z-Max Industrial Park in Harrisburg (developed by an arm of Charlotte Motor Speedway), has been expanded with a second road for further industrial development. It is served by rail and all utilities. Pepsi Bottling Ventures announced in April of 2015 that they would construct a \$12.5 million, 200,000 square foot facility in the industrial park. That facility has been completed and has opened. It is expected to include employment of 200 people when it reaches full employment.

Copperfield Business Park began development along I-85 in 1987. Firms that have built facilities in the Copperfield Business Park include a nationwide periodical publisher, a commercial printer, several medical offices, a pharmacy and a shopping center. Northeast Outpatient Surgery Center opened in Copperfield and most recently Charlotte Eye Ear Nose and Throat has completed a new facility. The Copperfield Business Park developers built an interchange on I-85 and in 1994 completed a five-lane connector road to link the business park with the interchange. There are a number of hotel, restaurant, retail and service businesses that have been built on the connector road and development continues there. ACN Communications moved its world headquarters to Concord December 2008. The telecommunications direct-sales company occupies a 140,000 square foot office building that combines all of their existing facilities into one at a cost estimated to be approximately \$18 million.

The International Business Park is located near an interchange on I-85. The owners of the International Business Park actively pursue private investment from around the world. In early 1991, the Oiles America Corporation, a Japanese company, opened a manufacturing plant for self-lubricating bearings on approximately 25 acres. They completed an expansion of the facilities in 1997 and 2013 and currently employ 165 persons. In 1991, Legrand/Pass & Seymour, a French company, opened a manufacturing plant at a cost exceeding \$20 million for electrical wiring devices on a 32-acre site in the park. In mid-1995, Dai Nippon Printing Company Ltd. (DNP) commenced operations in the Park from a new 50,000 square foot facility that produces media (such as ribbons and tapes) and employs 265 people. DNP acquired nine adjacent acres for expansion in 1996 and completed an expansion which more than doubled the size of its existing facility in 1997. Federal Express also completed development of an approximately 48,000 square foot facility in the Park in 1997. SYSCO Corporation of Houston, Texas, a food service distributor, completed the construction of a new warehouse/distribution complex in the Park in 1997 and a 135,000 square foot expansion in June 2000. This 435,000 square foot facility serves nearly all of North and South Carolina, as well as parts of Georgia and Virginia. SYSCO employs over 500 persons. In addition, Bonitz, a flooring contractor, opened a facility in the International Business Park in 2004. The Minka Group, a lighting products company, completed construction of a 365,000 square foot facility which will serve as its east coast distribution center. Walker Marketing, Inc. a Charlotte-area full service marketing communications firm moved its headquarters to Concord in September 2006 to expand office space and offer new services to clients including mediation and hosting focus groups. The new facility was designed by BJW Architecture another firm of the International Business Park. The agency serves clients regionally and nationally in industries such as healthcare, real estate/economic development, food services, construction and government. PreGel AMERICA is the U.S. division of PreGel, a global specialty dessert ingredient company headquartered in Italy. PreGel is the largest global manufacturer and distributor of ingredients for gelato, sorbetto, frozen yogurt, semifreddo, pastries and more, and has a presence on every continent. May 2008, PreGel AMERICA opened its U.S. headquarters in Concord, housing Administrative Offices, Professional Training Center, Warehouse and Research & Development departments under one roof to accommodate customer's ongoing

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business needs. PreGel AMERICA most recently opened an \$11.4 million expansion to the facility. Celgard, LLC, the largest supplier to the lithium battery industry, built a two-phase battery separator and research facility at the Park.

The most recent additions to the International Business Park are two speculative buildings and two FedEx distribution facilities. An 87,000 SF speculative building was completed in 2013 and is now occupied by DNP. The facility is expandable up to 144,000 SF for possible future expansion needs. A smaller industrial speculative building, 50,000 square feet, was completed in late summer of 2016. The FedEx SmartPost Division that recently completed a 330,000 SF facility began operations in fall of 2015. FedEx Ground announced in December 2015 that they would occupy a 343,000 square foot facility adjacent to the SmartPost facility in the International Business Park. SunCap Property Group has constructed the facility for their FedEx Ground tenant with occupancy expected in the summer of 2017. A 75,000 square foot Class A office spec building was announced in May 2016. The expected delivery date is spring 2017. The office building will be located on Lots 7 & 8 at the end of Fortune Avenue in the International Business Park.

Several additional speculative buildings have been completed in Cabarrus County. A 360,000 square foot facility in Afton Ridge Business Park (Kannapolis) broke ground in March 2014, has been completed and is available for lease. Construction of a second speculative building in the Afton Ridge Business Park began in 2017 and it will add 216,000 square feet of space when completed. The Silverman Group broke ground on two speculative buildings, a 400,000 square foot facility and a smaller building of 150,000 square feet, at the Concord Airport Business Park (Phase I) on Derita Road. More than half of the larger building is occupied by Amazon for a distribution center. Lennox and National Kitchen and Bath Cabinetry occupy the remainder of the building. ETS Express occupies the 150,000 square foot building in Phase I. A fourth speculative building has been constructed by Trinity Partners at the corner of Poplar Tent Road and International Drive. Two third party logistics companies, GEODIS and Elite Logistx occupy portions of the building with 169,000 square feet remaining available for lease. Additional industrial speculative development continues in the Concord Regional Airport area of Derita Road including the development of the 140+ acre RiverOaks Corporate Center Park and the 120+ acre Concord Airport Business Park West (Phase III) site. With the build out of these two parks, over two million new square feet of industrial space will be constructed in the coming years. Beacon partners recently completed two buildings at RiverOaks Park. K1 Speed indoor kart racing and Streetside Classic Cars occupy the first building in the park. Concord Airport Business Park Phase II, which is located on Aviation Boulevard was also completed in 2016. iTek Graphics and FlyRight occupied the 108,000 square foot building in Fall 2016. Currently other multiple acre sites are under consideration by incoming projects.

The West Winds Industrial Park is located directly across from the airport entrance. Tenants in West Winds Industrial Park include S & D Coffee and Tea and NASCAR R&D. The most recent major addition for West Winds is the redevelopment and new construction for a Cabarrus County legacy company – S & D Coffee & Tea. In November 2012 S & D announced a \$97 million expansion and the addition of 200 jobs at an average wage of \$36,311. The expansion boosts its production of coffee, tea, and extracts. That redevelopment/construction project has been completed and S & D continues to add production lines as needed. West Winds is also home to 26 Acres Brewery.

The Midland Business Park and Intermodal Facility is a future business park to be built near NC Highway 24/27 and Highway 601. Aberdeen Carolina and Western Railway is working to develop the 70-acre business park to permit the relocation of an intermodal facility, as well as, additional distribution facilities. There are sewer infrastructure needs which are challenges to bringing rail projects to the sites but the Town of Midland, City of Concord and the Water & Sewer Authority of Cabarrus County have begun to address these challenges.

The Intertape Polymer Group's 2016 announcement of a new manufacturing plant in Midland is an example of continued growth in the southern part of the County. That plant will have a value of approximately \$40 million and they are expected to employ 50 people in the first phase. There is area on the parcel that they acquired from the

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County for additional phases. The building is under construction as are rail and road improvements to serve it. The grading for the project included a pad for an additional building to allow for future growth.

The Kannapolis Gateway Business Park is an 85-acre park is located one mile from an interchange on I-85 and features approximately 753,000 square feet of industrial space and a 12 acre retail center. The City of Kannapolis and Mark Pierce Poole Properties, Inc., a Charlotte real estate development firm specializing in industrial, retail and office properties, constructed a speculative industrial building there. It is currently occupied by Novant - a distribution operation. That Park is also home to Stewart-Haas Racing and Haas Formula 1 U.S. headquarters and engineering team

## ***Warehouse and Distribution***

The distribution, warehousing, and shipping industry is another growing sector of the County's economy as the County continues to be a cost effective alternative for Charlotte area distributors. This industry benefits from the County's proximity to the City of Charlotte (a regional trucking and manufacturing center with a major commercial international airport) and from access to I-85, which has seven existing interchanges in the County. In addition, I-485 and I-77 interchanges with I-85 offer major interstate highway access in multiple directions. Cabarrus County is served by Norfolk Southern railway connections and the nearest port is approximately 260 miles away in Charleston, South Carolina.

Examples of distribution centers include: Saddle Creek, a large Florida based logistics company, which occupies over 600,000 square feet of rail-served distribution space in Harrisburg (from which it serves Wal-Mart, America's largest retailer); Carolina Premium Beverages, a Greensboro based beer distributor, which in 2002 began operating a 130,000 square foot distribution center near I-85 and the Concord Regional Airport; and Rug & Home, headquartered in Asheville, opened a 96,000 square foot retail and distribution warehouse in Kannapolis April 2010, creating between 40 and 75 jobs. SP Richards, a business products distributor built a 200,000 square foot distribution facility in late 2012 and created 67 jobs. Distribution Technologies is located in a formerly dilapidated 60,000 square foot distribution center. This facility has brought new life and nearly 100 jobs. Shoe Show Inc. has a headquarters and distribution facility in Kannapolis. Also located in Kannapolis next to Shoe Show is Stanley Black & Decker. Shoe Show and Stanley each have over one million square feet of distribution space. Finally, Gordon Food Service constructed a 300,000 square foot distribution center in Kannapolis in 2015. That distribution center is adjacent to Afton Ridge Business Park and employs over 200 currently.

## ***Entertainment and Hospitality***

Another example of the County's diverse economy is its motorsports venues including Charlotte Motor Speedway ("CMS"), a major sports and recreational facility which regularly hosts activities that draws over 1,000,000 visitors per year. Each year, CMS hosts major motorsports events, including three major NASCAR racing events which is the most in the sport. Facilities at CMS include a seven-story office building and conference center topped by a restaurant and private club. The zMAX Dragway is also located on CMS property. It opened in 2008, where it hosts several events including two NHRA-sanctioned events on the only 4 lane drag strip in the world. The Dirt Track at Charlotte Motor Speedway hosts annual dirt racing events including the World of Outlaws World Finals and motocross races. The Speedway facility hosts numerous other events including major car shows and concerts. Cabarrus County is also home to the largest concentration of NASCAR teams in the sport. These teams including Hendrick Motorsports, Roush Fenway Racing, Chip Gannasi, and Stewart-Haas Racing. Each team has race shop facilities that are open year around and they provide race fans and visitors the opportunity to watch the top racing teams in action.

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The City of Concord and Embassy Suites Hotels constructed a Convention Center and full-service hotel on Bruton Smith Boulevard in 2007. This complex is located equidistant between CMS and the Concord Mills Mall. Other hotels have located in this area, including Great Wolf Lodge, which has the largest indoor water park in North Carolina. Two new hotels opened in 2016/2017 including Homewood Suites and Uptown Suites. This brings the total room supply in Cabarrus County to 3,100 rooms.

Cabarrus County operates an Arena & Events Center on N.C 49 in the eastern area of Concord. That complex is home to the annual Cabarrus County Fair, concerts, trade shows, sports/entertainment groups and a variety of other events throughout the year.

## ***Motorsports***

The County is home to Charlotte Motor Speedway (CMS), NASCAR Research & Development, World Racing Group, the Dirt Track at CMS, Concord Motorsports Park, Motorsports Radio Network, zMAX Dragway, four driving schools, Hendrick Motorsports, Roush Fenway Racing, Chip Ganassi Racing, Stewart-Haas Racing, Wood Brothers, JTG Daugherty Racing and several other motorsports-related businesses. Developments involving motorsports businesses include the building of a \$40 million wind tunnel by California-based Windshear. It is the only publicly available wind tunnel in North America using “rolling road” technology. This facility allows for full-scale testing of race cars at speeds of 180 miles per hour. Windshear recently expanded their facility in 2016 to allow for larger truck testing. Stewart-Haas Racing opened a state-of-the-art, 140,000 square foot racing facility which doubles the size of its former facility. JHE Productions is located in the Harrisburg area near the Saddle Creek facility and operates out of a 46,000 square foot building. JHE was acquired by CSM, a sport and entertainment production company, and will continue to produce events for major sports like NASCAR, NBA, NFL, IndyCar and college sports. The acquisition has allowed JHE to continue to expand into other non-sport entertainment events. The national Mustang Museum announced plans in May 2016 to locate in Concord with a proposed opening in summer 2017.

## ***Retail***

In 1997, The Mills Corporation and the Simon-DeBartolo Company acquired approximately 165 acres located in the southwest quadrant of the King’s Grant interchange at I-85, and developed Concord Mills Mall. It opened its doors in September 1999. The 1.4 million square foot facility, which has over 200 stores, cost approximately \$240 million to complete and is estimated to generate about \$250 million annually in retail sales. Concord Mills Mall is the state’s largest tourism draw, with 17.5 million visitors each year and continues to create additional spin-off retail development on adjacent properties. Such development includes Wal-Mart, Lowe’s, and Academy Sports + Outdoors which makes the area a primary retail center for the entire MSA.

The owner of Concord Mills Simon Properties partnered with Merlin Entertainment and opened a new \$10 million Sea Life Aquarium at Concord Mills in 2014. The aquarium is expected to generate 350,000 additional visits to Concord Mills as a result. Concord Mills is currently making internal and external modifications to modernize their facility. Additional restaurant spaces were created and are already leased.

There are a number of new retail centers that were constructed throughout the County as a result of the population increase that has occurred. Some of these are part of much larger mixed-use developments that also include services, employment and residential uses. For example, the Northlite Center, in the northern part of the county, is anchored by Sam’s Club, Wal-Mart, Kohl’s, and Hobby Lobby. Academy Sports opened two outlets including one adjacent to Northlite and one next to Concord Mills. Harrisburg Town Center is a 100-acre mixed use development on Highway 49, which includes a mix of residential units with 500,000-square feet of office and retail space. Afton Ridge Center retail area opened in the fall of 2006 and includes a Super Target, Marshall’s, Best Buy, Dick’s Sporting Goods and other retail stores and restaurants. This center is located at the intersection of I-85 (Exit 54) and

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Kannapolis Parkway. The business park section includes multiple tenants (detailed earlier in this document) and a 414-unit apartment complex.

There are a number of other retail centers that have been completed recently, are under construction or are planned throughout the County. Examples of these are Willow Oaks Crossing in Concord which is anchored by the first Publix in the County, a new Harris Teeter anchored center in Harrisburg and a planned Publix anchored center also in Harrisburg. Existing retail in the area of Concord Mills is expanding to the west of Derita Road and includes more restaurants and national retailers.

## **Aviation**

The City of Concord continues to develop and operate a general aviation reliever airport on approximately 750 acres adjacent to I-85 at exit 49. This facility, known as Concord Regional Airport is operated as an enterprise fund department of the City. It has a 7,400 foot fully instrumented and strengthened runway that can accommodate all types of aircraft up to a Boeing 737 size.

Concord Regional Airport facilities include a 12,500 SF terminal building, maintenance facility, fuel farm, on-site fire station, sixty-seven T-hangars, eight large conventional storage hangars, eleven privately leased or developed corporate hangars, and over twenty-five acres of aircraft parking ramp space. The airport opened in the fall of 1994. The total initial cost for the airport was approximately \$27 million, which was paid for using City funds (4%) and State and Federal grant funds (16% and 80% respectively). There are currently 132 aircraft based at the airport with a combined taxable value of over \$161,911,578. The airport is open 24/7/365 and, to enhance aviation traffic safety, the airport has contracted air traffic control services sixteen (16) hours daily with extended hours during race events. For these events there are specialized aircraft fire and rescue on site.

Numerous businesses operate at the airport including a full service aircraft maintenance facility, five flight schools, two aircraft charter services, three aircraft detailing services, air ambulance service providers, and a helicopter radio platform service. The airport is also home to many NASCAR corporate aviation flight departments including Hendrick Motorsports, Stewart-Haas Racing, and Joe Gibbs Racing. In addition, many other NASCAR teams utilize large aircraft commercial charter flights that operate at the airport.

A 2012 economic impact analysis determined that the Concord Regional Airport has a \$175,790,000 economic contribution, annually supporting almost 2,000 jobs in the Cabarrus County region. Additional development and growth is expected to continue at the airport. Concord Regional Airport is now offering commercial flights through Allegiant Air. Service began in December 2013 and has been expanding since. Facility improvements include vehicle parking enhancements, passenger processing facilities, new control tower, and additional hangars. A new parking structure and commercial carrier terminal were completed in 2016 to service the growing commercial passenger traffic at the airport. The passenger complex cost \$12.6 million to construct and the terminal is 32,000 square feet. Concord hopes to add carriers and eventually reach 30 flights per week, up from the current 10. These improvements will also make it possible for additional revenues, based aircraft and new services for the community ensuring Concord Regional Airport remains a critical economic generator and community asset for the City and Cabarrus County.

Several industrial/commercial business parks are located adjacent to west side of Concord Regional Airport and include various size lots and buildings, access roads, and utilities. Currently there are over 14 buildings and additional land area for future development. Some major tenants in these business parks are the NASCAR Research and Development Center, Chip Ganassi Racing Headquarters, Roush Fenway Racing Shops / Headquarters / Museum, DIRT Motorsports Headquarters, S & D Coffee and Tea, AC Controls and Flyright Inc. Fly Right is a specialized training center that attracts pilots from all over the world for training and certification.

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## *Tourism*

Cabarrus County's tourism economy has nearly doubled over the last decade. The economic impact from tourism in 2005 was \$222 million dollars. In 2015 the economic impact from tourism was \$412 million. This impact ranks Cabarrus County 12<sup>th</sup> out of North Carolina's 100 counties. These numbers are being driven by greater demand for hotel rooms as well as increased Average Daily Rates. In calendar 2016 hotel revenue grew 10%. Hotel Occupancy was at 69% for the year and Average Daily Rate was \$104.33. Both of those numbers were records for Cabarrus County and has contributed to the reasoning for new hotel development. Visitor segmentation is spread evenly amongst leisure travelers, corporate travelers, and group travelers which creates greater reliability in the hotel industry.

The Cabarrus County Tourism Authority (CCTA) markets Cabarrus County utilizing the 6% Occupancy Tax levied on Hotels. The FY2018 budget for the CCTA is \$5,697,614 which represents a 3.2% increase over FY2017. The CCTA Mission is to "Drive visitation to Cabarrus County to generate the maximum impact through hotel stays and visitor spending." The CCTA currently promotes Cabarrus County by spending 60.8% of its budget directly on Sales and Marketing. This outperforms other Tourism Authority's where only 51.5% is spent on Sales and Marketing. In FY2018 the CCTA will host Travel Media Showcase (TMS). Media travel writers from all over the country will be in Cabarrus County to experience everything the destination has to offer. The result of TMS will be expanded coverage about Cabarrus County to potential travelers in the future. Additional projects will be the completion of a new visitor website and a wayfinding program that will assist visitors travelling from key lodging areas to the downtown municipalities as well as key County attractions.

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## KEY COMPONENTS OF STRATEGIC PLANNING



### Mission

Through visionary leadership and good stewardship, we will administer state requirements, ensure public safety, determine county needs, and provide services that continually enhance quality of life.

### Vision

Our vision for Cabarrus is a County in which our children learn, our citizens participate, our dreams matter, our families and neighbors thrive, and our community prospers.

### Core Values

<b>Integrity</b>	We understand and accept our duty to do the public's business in an open, honest, and transparent manner.
<b>Collaboration</b>	As individuals, we will engage each other during the decision making process. Collectively, we will cooperatively engage other governing bodies, the community and stakeholders in the decisions that affect the County's citizens through opportunities to participate with input, education, and feedback.
<b>Accountable &amp; Responsible</b>	Our decisions will be based on facts and a full understanding of the matters before us, including the implications for individuals, businesses, and the community as a whole.
<b>Respect</b>	Healthy debate and diversity of opinion is expected and encouraged, requiring a high level of civil decorum in all our discussions.



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## STRATEGIC PLANNING AND VISIONING

Cabarrus County began an intensive, multi-year strategic planning process in 2006 that led to the Board of Commissioners establishing a clear strategic path for the County and its departments.

The County's strategic plan identifies measurable outcomes to guide our progress in the years to come.

Through this initiative, County departments implemented strategies and performance measures to achieve Board-directed goals in addition to identifying budget, policy, resource and timeframe implications of reaching each goal. This will ensure County resources are prioritized based on the extent each County program or service is related to the Board's chosen outcomes.

The vision for the County summarizes its desired future state and special character of the community. The **Cabarrus County's vision:**

***Our vision for Cabarrus is a county where our children learn, our citizens participate, our dreams matter, our families and neighbors thrive and our community prospers.***

The mission defines the County's purpose and explains its roles in terms of achieving our vision, intended outcomes and serving our citizens. Cabarrus County's **mission states:**

***Through visionary leadership and good stewardship, we will ensure public safety, administer state requirements, determine county needs and provide services to continually enhance quality of life.***

The County's core values are the essential beliefs and principles that determine how the County carries out its mission and provides guidance and inspiration for the people who work for the County so that the Board of Commissioners and County staff may all pull in the same direction and toward the same goals.

Board members identified four core values to guide how county government should carry out its mission:

- **Accountable and Responsible** – Our decisions will be based on facts and a full understanding of the matters before us, including the implications for individuals, businesses and the community as a whole.
- **Collaborative** – As individuals, we will engage each other during the decision making process. Collectively, we will cooperatively engage other governing bodies, the community and stakeholders in the decisions that affect the county's citizens through opportunities to participate with input, education and feedback.
- **Integrity** – We understand and accept our duty to do the public's business in an open, honest and transparent manner.
- **Respect** – Healthy debate and diversity of opinion is expected and encouraged, requiring a high level of civil decorum in all our discussions.

The Board of Commissioners continued its strategic planning process by providing descriptions of its established core values and by refining its five over-arching goals. The Board also discussed outcomes for each goal statement. These outcomes include initiatives that will support and achieve each goal.

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The following tables outline the Boards five goals and outcomes associated with each. Progress and results will be monitored and refined over time, and the Board of Commissioners will continue to review and update its outcomes annually.

<b>VISION: Our vision for Cabarrus is a county where our children learn, our citizens participate, our dreams matter, our families and neighbors thrive and our community prospers.</b>	
<b>STRATEGIC GOALS</b>	
Goal 1	<b>Preserve and enhance the quality of life</b> through public policy that promotes cross-jurisdictional collaboration, encourages growth while balancing its impact, and looks ahead to preserve quality of life.
Goal 2	<b>Provide for public safety</b> by communicating preparedness and safety awareness, responding to routine and catastrophic events, and maintaining and restoring the well-being of citizens.
Goal 3	<b>Use resources wisely</b> by seeking to collaborate services, share costs, minimize risk, and protect county assets and investments.
Goal 4	<b>Support community connections</b> through purposeful and strategic communication, enhanced education active community participation, and increased access to and utilization of services.

**GOAL 1: Preserve and enhance the quality of life** through public policy that promotes cross-jurisdictional collaboration, encourages growth while balancing its impact, and looks ahead to preserve quality of life.

ACHIEVEMENT	OBJECTIVE
SUCCESS	<ul style="list-style-type: none"> <li>▪ Develop a long-term financial model for providing for the capital needs of schools with a minimum of 10% to be “pay as you go” (meaning 10% of the cost will not be financed). This will work toward a long-term goal of paying for new schools with 20% of construction funds designated as “pay as you go”. Progress continues to be made on this objective. Land, architectural and engineering services, and opening costs are funded with cash. Construction costs are funded through sale of Limited Obligation Bonds and/or General Obligation Bonds. The Board of Commissioners have approved and funded three new schools in FY16.</li> <li>▪ Begin a comprehensive, sustainable community initiative, with the N.C. Agricultural Development and Farmland Preservation Trust Fund grant proposal as the centerpiece. This initiative will include a plan to “green” County government operations and regulations by employing environmentally friendly practices. Cabarrus County Commissioners and the Soil and Water District are currently working collaboratively to secure additional environmental and agricultural conservation easements. In addition, the Board of Commissioners’ efforts continue to move forward on this objective. Operational processes are evaluated annually to</li> </ul>

# Introduction

	<p>ensure that sustainable practices and purchases are followed in the most cost effective manner.</p> <ul style="list-style-type: none"> <li>▪ Approve a financing plan to fund the school systems' five-year critical needs. The Board of Commissioners have made great progress in meeting the critical needs of the County's school systems. Strategic funding plans have been implemented to address capital, maintenance and repair, program expansion, and teacher supplements.</li> <li>▪ Set the tax rate at a level that raises sufficient revenue to meet County needs and goals. The Board has maintained a level tax rate for the last four years while addressing the increasing needs of County government and our public schools. Future capital and operational needs to meet the demands and expectations of our growing county will create financial challenges for our ability to continue to maintain level tax rate.</li> </ul>
PROGRESS	<ul style="list-style-type: none"> <li>▪ Develop a single comprehensive plan which focuses on sustainability efforts and defines areas for future utility extensions, land uses and densities, consistent, high quality development standards; water use and conservation, (including an agreement with all jurisdictions to reserve an agreed-upon percentage for emergencies or unplanned needs); annexations, road and other transportation improvements, school construction and other public improvements in a collaborative effort involving the public, the County, all municipalities, the school systems and Water and Sewer Authority of Cabarrus County (WSACC). While a single comprehensive plan is the ultimate goal, the Board of Commissioners continue to collaborate with their municipal, educational, and utility partners to address the needs of our growing county. Collaborative efforts to continue to move forward as county and municipal elected officials explore opportunities to meet the basic needs of our existing and future population and improve their quality of life.</li> </ul>
NO DEVELOPMENT	<ul style="list-style-type: none"> <li>• Work with the school boards to determine any advantages in offering more distance learning classes.</li> </ul>
<p><b>GOAL 2: Provide for public safety</b> by communicating preparedness and safety awareness, responding to routine and catastrophic events, and maintaining and restoring the well-being of citizens.</p>	
ACHIEVEMENT	OBJECTIVE
SUCCESS	<ul style="list-style-type: none"> <li>• Ask all public safety agencies in the County to assess training facility needs and develop a plan to meet those needs.</li> </ul>
SUCCESS	<ul style="list-style-type: none"> <li>▪ Complete the National Incident Management report, assess the fire suppression response in the unincorporated areas, identify short comings and provide recommendations for improvement.</li> <li>▪ Create a regional, redundant 911 Communications System.</li> <li>▪ Secure National Weather Services' Storm Ready County designation</li> </ul>
SUCCESS	<ul style="list-style-type: none"> <li>▪ Assess school sites for adequate space/access/water supply for emergency and preparedness activities.</li> <li>▪ Launch the special needs registry to assist citizens in their specific needs during crisis situations.</li> <li>▪ Complete plan to include public safety message on Channel 22</li> <li>▪ Implement a disaster debris management plan to enhance our capabilities to facilitate the performance of county services during and after a debris-generating incident.</li> </ul>

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**Goal 3. Use resources wisely** by seeking to collaborate services, share costs, minimize risk, and protect county assets and investments.

ACHIEVEMENT	OBJECTIVE
SUCCESS	<ul style="list-style-type: none"> <li>Participate in continuing education opportunities for members of the Board of Commissioners to achieve competencies as needed. All of our commissioners continue to expand their knowledge of federal, state, and local issues. Several members are currently pursuing certifications from the North Carolina Association of County Commissioners to improve their ability to govern and lead our community.</li> </ul>
PROGRESS	<ul style="list-style-type: none"> <li>Institutionalize a joint school facilities planning and construction committee and collaborate with the school boards to develop cost-effective and comprehensive construction standards. Also consider alternative uses of school buildings after hours. Positive efforts in this area are underway. Elected officials and staff meeting regularly to discuss these issues and continually search for ways to improve school siting and construction processes.</li> </ul>

**Goal 4. Support community connections** through purposeful and strategic communication, enhanced education active community participation, and increased access to and utilization of services.

ACHIEVEMENT	OBJECTIVE
SUCCESS	<ul style="list-style-type: none"> <li>Educate citizens about county issues.</li> <li>Improve public involvement in decision-making.</li> </ul>
SUCCESS	<ul style="list-style-type: none"> <li>Use the new Community Needs Assessment to guide a collaborative community effort to consider the needs and issues raised by the Assessment. Progress and results will be monitored and refined over time, and the Board of Commissioners will review and update its desired outcomes at least annually. The Cabarrus Health Alliance is preparing a new Community Needs Assessment which will identify economical, educational, and social needs of our community. The Board of Commissioners will participate in that process and strive to address the needs identified to ensure that our citizens and our collective community have opportunities, programs, and services in place to move forward in a positive manner.</li> </ul>
PROGRESS	<ul style="list-style-type: none"> <li>Hold an extensive work session for information gathering and strategy development in the area of economic development. Cabarrus County, all municipalities, and several private entities continue to fund and support the Cabarrus County Economic Development Corporation in their efforts to recruit, expand, and retain valuable businesses within our county.</li> </ul>



# **BUDGET MESSAGE**

# Budget Message

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May 15, 2017

Honorable Chairman and Members of the Cabarrus County Board of Commissioners:

It is my pleasure to submit the recommended Cabarrus County General Fund Budget to you for fiscal year 2018 (FY18). I've prepared this budget in accordance with the General Statutes of North Carolina and the North Carolina Local Government Budget and Fiscal Control Act. The Board of Commissioners' mission, vision, and goals continue to be in the forefront to provide direction to staff in the creation of this comprehensive and balanced budget.

The budget began with a strategic alignment to the Board of Commissioners' established goals and objectives. These include a focus on planning, growth, and economic development; communication and transparency; enhanced programs and excellent public service; public safety; transportation; education; and mental health.

Beginning in October 2016, County management and our department heads reviewed current departmental programs, services, and operating budgets. They evaluated the operational successes, impacts and vulnerabilities of programs, and their relationship to the Board of Commissioners' vision. Departments then made adjustments necessary to keeping programs united with these goals.

In December 2016, our department heads began the process of identifying future operational and fiscal needs of their departments. County management spent the next several months mapping a strategic budget that provides appropriate funding to ensure the success of mandated functions of county government. The County also built upon our non-mandated programs. These programs set Cabarrus apart as a place with strong quality of life attributes, a productive and resilient community, and where prospective businesses and employers will want to locate and expand in the future.

It is my recommendation that the Board of Commissioners consider the approval of a FY18 General Operating Budget of \$246,620,485, which will represent a 3.83% decrease in spending from the FY17 revised budget. The FY17 revised budget includes a \$14,504,394 transfer to the Capital Reserve Fund budget based on the County's 15% Fund Balance Policy. **Funding for the proposed budget requires an ad valorem rate of 70 cents.**

The proposed budget maintains current levels of spending when possible. It also provides additional funding to selected programs and services in order to enhance levels of service, meet the demands of a fast-growing community, and to continue to improve service to our citizens. This budget will address the growing capital and current expense needs of our two public school systems, Cabarrus County and Kannapolis City, and Rowan-Cabarrus Community College. New charter schools have taken shape in Cabarrus and, following State mandates, this budget provides additional funds that will follow students to their intended charter school at the time of enrollment. The budget also expands funding for the deferred maintenance needs of our school buildings. Deferred maintenance needs continue to grow and will require higher funding levels in the future to sustain our school facilities and keep up with current and projected needs.

# Budget Message

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## Economic and Operational Impacts on the County Budget

1. Cabarrus County continues to experience a high volume of residential, commercial, and industrial growth. Some of this growth has happened naturally, as we are part of the Charlotte Metropolitan Region, and some has happened because of targeted economic development initiatives. Whatever the cause, development continues to have a positive impact on the County's revenues. Projections indicate ad valorem and sales tax revenues will increase by \$10,617,829 in FY18. This equates to projected growth of 4.84% in ad valorem taxes and 7.75% in sales taxes when comparing the revised budget FY17 to the projected budget FY18. Staff will continue to monitor potential impacts to our revenue streams, including state and national economic forecasts, and projections from the North Carolina Association of County Commissioners. However, the County staff continues to use a conservative approach when projecting revenues for our budgetary purposes.
2. The county's population has kept in pace with previous year's projections and, based on U.S. Census Bureau's latest publication, is 201,590. Cabarrus County maintains its rank of 11th out of the 100 counties in North Carolina. This growth continues to have an impact on our school capital and operational needs. County Government is also experiencing additional demands on our human services, libraries, senior centers, public safety and parks services.
3. The capital needs of our schools continue to grow. Although the County is completing construction on three new schools with projected openings in August of 2017 and August of 2018, this will only help us better meet current needs. We have immediate needs for additional schools in order to keep up with daily increases in new residents to the county. This budget includes debt service to construct a new high school and Performance Learning Center for Cabarrus County Schools, and a warehouse and parking deck to support County functions. We'll also need to meet the previously mentioned deferred and current maintenance needs of our school facilities with sustained funding sources in order to keep them safe and operational for several years to come.
4. The number of charter schools has grown and so has the number of students choosing to attend them. This has shifted our traditional school funding model, diverting County funds from our public school systems to these public schools of choice based on enrollment.
5. Despite statewide appeals from all 100 counties, the North Carolina Legislature has not been willing to allocate additional lottery funding for the counties' school capital needs. Therefore, the strain continues on our budget to keep up with the aggressive construction needs of our school systems.
6. The legislature is once again discussing the possibility of restructuring sales tax distribution throughout the state. This potential change is projected to negatively impact our sales tax revenues in excess of \$500,000. The Board of Commissioners and staff will continue to monitor this and several other bills that could have financial impacts to this and future budgets.
7. The County and its partners continue to make concerted efforts to raise the profile of Cabarrus County as an economic stronghold of our region. Strategic economic development has resulted in the addition of several new businesses and the expansion of existing businesses in the county



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during the last year. These new and expanded businesses have increased our tax base and their new jobs pay at or above the county's average wage.

8. Collaboration between elected officials throughout the county continues in an unprecedented manner, resulting in shared land use plans, programs and services, and capital projects. Quarterly summits provide opportunities for discussion and cohesive vision. These collaborations make positive fiscal, operational, and economic impacts on our community.
9. Cabarrus County has raised awareness of local issues that stem from mental health and the services required to address them. Government and non-profit agencies, and the general public meet on a regular basis to discuss the growing concerns, and potential fiscal and practical demands on services.
10. Staff continues to monitor the activities of the State and Federal legislatures for information on potential impacts to County funding and programs. Our elected officials and staff continue to advocate for proposed bills with positive impacts and against proposed bills with negative impacts on the County's budget and our ability to continue services needed by our citizens.

## **FY18 Budget Highlights, Priorities, and Issues**

1. At its planning retreat in January, the Board of Commissioners identified seven priority issues for the FY18 budget:
  - A. Planning, growth, and economic development
  - B. Communication and transparency
  - C. Enhanced programs and excellent public service
  - D. Public safety
  - E. Transportation
  - F. Education
  - G. Mental health
2. Cabarrus County continues to work with the majority of our municipalities on joint land use plans as we look to the future. The intent of these plans is to meet the needs of our citizens and guide government infrastructure investment that maintains responsible governmental spending.
3. The Board of Commissioners continues to build upon established channels and explore new ways to communicate with the public frequently and transparently. The County has resourcefully planned several major communication initiatives to coincide, including a branding campaign, website redesign, and launch of a livestream version of the County's PEG television channel. Website users will benefit from visual consistency, enhanced experiences, and increased reach of programming. The intent is to attract economic development, promote viewing of Board of Commissioners meetings, and help successfully deliver information about programs and services offered by the County.
4. The Board of Commissioners, County staff and County departments individually and collectively win awards at the state and national level. These awards recognize the many efforts that creatively and responsibly offer the highest level of programs and services to our citizens. We are proud to recognize the Board of Commissioners, Communications and Outreach, Construction

# Budget Message

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Services, Cooperative Extension, Emergency Medical Services, Fair, Finance, Human Resources and Information Technology Services departments for their achievements.

5. The demands of a keeping a strong workforce in a strengthening economy have become more apparent in several high-need departments, which include Human Services, Public Safety, and Facilities Maintenance. We continue to strive to offer our current and prospective employees market-competitive compensation packages. This budget includes funding to implement the recommendations of the Comprehensive Salary Study completed during FY17. This will help with recruiting and retaining qualified employees to continue to offer exceptional service to the public.
6. Several departments have requested new positions to meet additional demands. As caseload volumes continue to rise, along with case complexity and morale issues, Human Services is requesting additional positions. Active Living and Parks needs additional staff to operate the newly opened Rob Wallace Park. Human Resources has requested a recruiter to assist with the constant challenge of filling vacancies across County departments. The County Manager's Office has requested a budget analyst to work with countywide budget and performance evaluation. Communications and Outreach has requested an additional position to help maintain and build upon the County's transparency and message delivery through Cabarrus County Television, web and social media platforms, and maintain the new website. Infrastructure and Asset Management has requested a grounds maintenance worker and custodian due to the increase in expanding building and service needs. EMS has requested five part-time emergency medical technicians to assist with workload and the part- to full-time ratio. Construction Standards is in need of two additional code enforcement officers and a permit clerk to help with the increased growth around the county. The Sheriff's Department has requested a records clerk to meet the increased volume in concealed carry permits. Last, the Emergency Management department has requested an additional fire fighter as part of the newly implemented Manpower Unit that works with the volunteer fire departments to provide fire service countywide.
7. The Board of Commissioners and staff continue to work with the United States and North Carolina departments of transportation, and our municipalities to advocate for additional roads and improvement of existing roads. Tracking these projects ensures that congestion, safety, and mobility issues that exist in our county are at the forefront when those decision-making bodies meet and plan future projects. It is because of the hard work of all our elected officials, Cabarrus County and its municipalities have benefitted from a great deal of State and Federal funding over the last several years that improved transportation within our growing county. Additional projects are on schedule to begin during the next year.
8. The County will take on additional debt service for the construction of the new high school, a Performance Learning Center, a warehouse, and downtown Concord parking deck.
9. The Board of Commissioners has created a Mental Health Advisory Board. As issues surrounding mental health continue to increase in our community and throughout the nation, the need for additional services has become apparent. We are investigating strategies that we hope to implement during FY18. This has become a countywide initiative with participation from representatives of public, private, and non-profit agencies. Through the Stepping Up program, the Board of Commissioners will move forward with efforts to improve detection of and identify

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appropriate management strategies for mental health concerns among the County's detention center population.

Cabarrus County and all of its municipalities continue to trend in a very positive direction. Our elected officials throughout the county and their staffs must continue their collaborative efforts to keep up with our growing community and the demands for exceptional programs and efficient services.

Our emphasis on economic development must continue to move forward. This emphasis is important as we strive for an increased tax base and many more quality jobs that will have above average salaries to improve the lives of those who call Cabarrus County home. The additional revenues realized from economic development assist in meeting the capital and operational needs of our County Government. These funds will maintain normal County programs and services, as well as meet expectations to continually improve and expand our ability to support important investments in our community. These include providing state-of-the-art public safety services; engaging and accessible library services; beautiful parks for our recreation, personal fitness, and environmental open space; quality schools and teachers; and quality, friendly human services for those times in our lives when we, or someone we know, are most vulnerable. All of which will improve our county, enhance the place we call home, and attract businesses that want to locate to a place their employees can live and their families thrive.

In closing, I would like thank the Board of Commissioners for their leadership throughout our county, region, and state. Cabarrus County is recognized as a leader in many ways. It is because of your willingness to lead and your support of our employees through financial resources that Cabarrus County can use creativity and innovation to provide the very best public services.

I also want to commend all of our County employees for another great year in which they worked hard to support the goals and objectives of the commissioners and provide support to the citizens of the county.

I want to specifically thank Kristin Jones, senior budget analyst; Pam Dubois, senior deputy county manager; Susan Fearington, finance director; Jonathan Marshall, deputy county manager; Becky Crabtree, accountant; and Lundee Covington, human resources director. They have all worked extra hard on this year's budget.

Respectfully submitted,

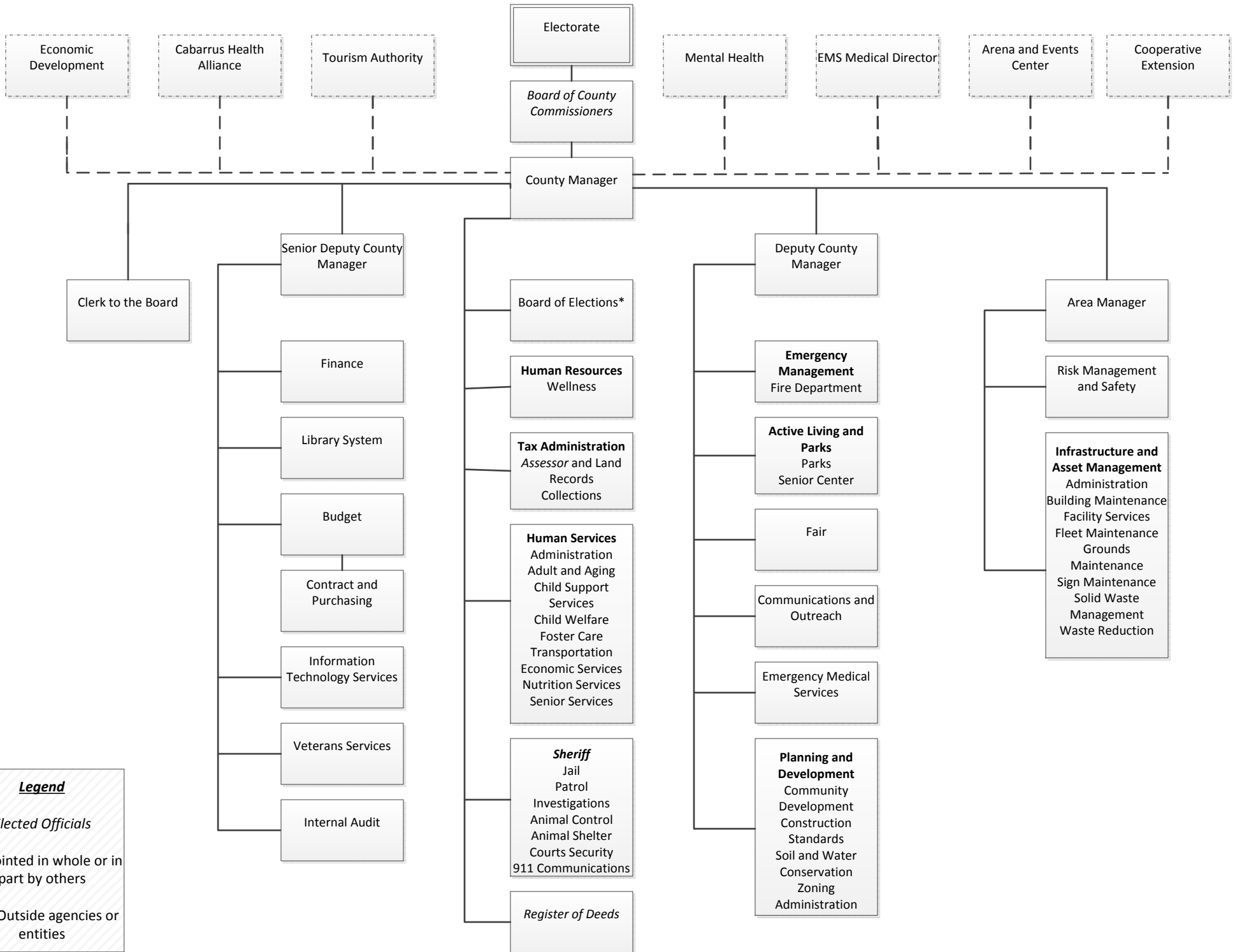


Michael K. Downs  
County Manager

Note: This budget message appears as presented prior to any approval by the Board. The final adopted budget totaled \$262,765,262, with the General Fund at \$246,996,127.



**FINANCIAL  
STRUCTURE  
POLICY AND  
PROCESS**



**Legend**

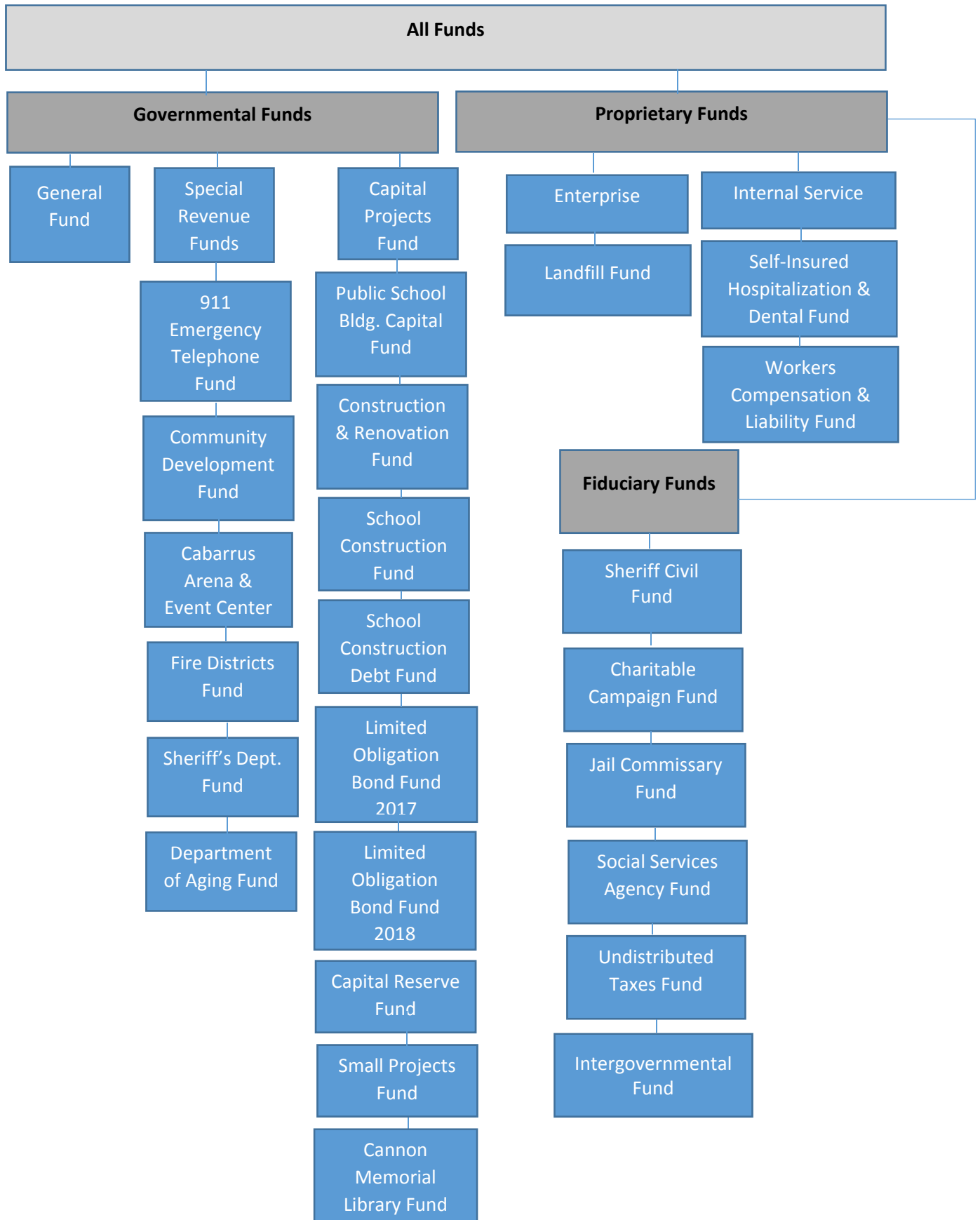
*Elected Officials*

\*Appointed in whole or in part by others

----- Outside agencies or entities

# Financial Structure, Policy, and Process

## FUND STRUCTURE



# Financial Structure, Policy, and Process

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## FUND RELATIONSHIPS

Cabarrus County's accounts are organized and operated on a fund basis. A fund is an independent fiscal and accounting entity with a self-balancing set of accounts recording its assets and deferred outflows of resources, liabilities and deferred inflows of resources, fund balances, revenues, and expenditures. The minimum number of funds is maintained consistent with the requirements of the law. In addition, the County maintains certain additional sub-funds for its own specific management needs. These sub-funds are consolidated into the appropriate fund for financial statement purposes as is required by generally accepted accounting principles (GAAP).

The County has the following governmental fund types and sub-funds:

### Fund Type and Assignment Numbers

#### GENERAL OPERATING FUND

001 General Fund

369 Limited Obligation Bond Fund 2017

370 Limited Obligation Bond Fund 2018

#### SPECIAL REVENUE FUNDS

401 Emergency Telephone System Fund

410 Community Development Block Grant Fund

420 Cabarrus Arena & Events Center Fund

430 Fire Districts Fund

461 Sheriff's Department Fund

532 Dept. of Aging Fund

#### ENTERPRISE FUND

270 Landfill Fund

#### INTERNAL SERVICE FUNDS

600 Workers Compensation & Property Liability Fund

610 Self-Insured Hospitalization & Dental Fund

#### CAPITAL PROJECTS FUNDS

320 Public School Capital Fund

343 Construction & Renovation Fund

364 School Construction Fund

368 School Construction Debt Fund

450 Capital Reserve Fund

534 Cannon Memorial Library Fund

#### TRUST AND AGENCY FUNDS

515 Sheriff Civil Fund

520 Charitable Campaign Fund

540 Jail Commissary Agency Fund

560 Social Services Agency Fund

570 Undistributed Taxes

571 Intergovernmental Fund



# Financial Structure, Policy, and Process

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## FUND DESCRIPTIONS

### GOVERNMENTAL FUNDS

**General Fund** – The general fund is the principal operating fund of the County and is used to account for all resources and activities of the County which are not required to be accounted for in another fund.

**Special Revenue Funds** – These funds are used to account for specific revenues that are legally restricted to expenditures for particular purposes.

#### *Individual Fund Descriptions:*

**Emergency Telephone System Fund** – This fund accounts for revenues received from subscriber fees that are specifically restricted for the operation and maintenance of a countywide Emergency 911 network.

**Community Development Block Grant (CDBG) Fund**– This fund accounts for revenues received under the Community Development Block Grant Program that are specifically restricted to the revitalization of selected areas of the County.

**Cabarrus Arena and Events Center Fund** – This fund accounts for revenues received from rental, user fees and general fund support that are specifically restricted to the operation of the facility.

**Fire Districts Fund** – This fund accounts for property taxes collected and disbursed on behalf of the Fire Departments that protect the unincorporated areas of the County.

**Sheriff's Department Fund** – This fund accounts for the collection and appropriation of federal and state funds received specifically for the Cabarrus County Sheriff's Department.

**Department of Aging Fund** – This fund accounts for the activities associated with contributions for senior citizen activities and projects.

### CAPITAL PROJECT FUNDS

These funds are used to account for the financial resources to be used for the acquisition or construction of major capital facilities other than those financed by proprietary and trust funds.

#### *Individual Fund Descriptions:*

**Public School Building Capital Fund** – This fund accounts for the acquisition, construction, renovation, and repair of various school facilities financed with revenue from the State of North Carolina under the School Facilities Finance Act of 1987 and revenue from the North Carolina Lottery proceeds. Funds can also be used to pay school related debt service.

**Construction and Renovation Fund** – This fund accounts for the planning, design, construction, and/or renovation of public facilities.

**School Construction Fund** – This fund accounts for the planning, design, construction, and/or renovation of schools funded through cash (non-debt).

# Financial Structure, Policy, and Process

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**School Construction Debt Fund** – This fund accounts for the planning, design, construction and/or renovation of schools through the issuance of Limited Obligation Bonds (LOBs).

**Limited Obligation Bond (LOBS) Fund 2017** – This fund accounts for the planning, design, construction, and/or renovation of schools financed through the issuance of Limited Obligation Bonds (LOBs).

**Limited Obligation Bond (LOBS) Fund 2018** – This fund accounts for the planning, design, construction, and/or renovation of schools financed through the issuance of Limited Obligation Bonds (LOBs).

**Capital Reserve Fund** – This fund accounts for the accumulation of resources to be used specifically for capital projects designated by the Board of Commissioners.

**Small Projects Fund** – This fund accounts for the collection and appropriation of general fund revenues and federal and state grant funds received specifically for use by the appropriate County departments who have received the funds.

**Cannon Memorial Library Fund** – This fund accounts for the activities associated with Concord Library activities.

## **PROPRIETARY FUNDS**

**Enterprise Funds** – These funds are used to account for operations that are financed and operated in a manner similar to private business enterprises, where the intent of the governing body is to finance or recover primarily through user charges the costs of providing goods or services to the general public on a continuing basis; or where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes.

### ***Individual Fund Descriptions:***

**Landfill Fund** – This fund is used to account for the operations of the solid waste landfill. Cabarrus County accepts only demolition and recycled materials at the landfill. Most of the funds reserved in this fund are for post-closure expenses related to future closure of the landfill.

**Internal Service Funds** – These funds are used to account for the financing of goods or services provided by one department or agency to other departments or agencies of the government and to other government units on a cost reimbursement basis.

### ***Individual Fund Description:***

**Self-Insured Hospitalization and Dental Fund** – This fund accounts for the administration and operation of the County's employee hospitalization and dental insurance.

**Workers Compensation and Property Liability Fund** – This fund accounts for the administration and operation of the County's self-funded workers compensation and property liability transactions.

# Financial Structure, Policy, and Process

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## FIDUCIARY FUNDS

**Trust and Agency Funds** – These funds are used to report assets held in a trustee or agency capacity for others and, therefore, cannot be used to support the government’s own programs. The fiduciary fund category includes pension (and other employee benefit) trust funds, private-purpose trust funds, and agency funds.

### *Individual Fund Descriptions:*

**Sheriff Civil Fund**- This fund accounts for collections of civil writs from citizens prior to distribution to plaintiffs.

**Charitable Campaign Fund** – This fund accounts for the collection of employee charitable giving and the disbursement to various agencies selected annually.

**Jail Commissary Fund** – This fund accounts for the collection and disbursement of jail inmate’s personal money.

**Department of Social Services Agency Fund** – This fund accounts for moneys held by the Department of Human Services as agent for various individuals who are incapable of managing their own financial affairs.

**Undistributed Taxes Fund** – This fund accounts for the collection of property taxes and the disbursement of the taxes to the county and to the municipalities located in the county.

**Intergovernmental Fund**- This fund accounts for the accumulation of fines and forfeitures before they are distributed to the local School Boards.

## **BASIS OF BUDGETING AND ACCOUNTING**

All funds are budgeted and accounted for on a modified accrual basis. Under this basis, revenues are recognized when measurable and available to be used to pay liabilities. Expenditures are recognized in the period in which they are incurred. One exception to this applies to principal and interest due on long-term debt, which are considered to be expenditures in the year payments are due.

Formal budgetary accounting is employed as a management control for all County funds. Each fiscal year, an annual budget ordinance is adopted and amended as required. Project budgets spanning more than one fiscal year are adopted or amended as required for specific revenue and capital project funds such as Community Development Block Grant (CDBG) and school construction.

Budgetary control is exercised at the departmental level with the adoption of the budget by the Board of Commissioners and at the line item level through account controls. The newly adopted budget is implemented on July 1. Throughout the year, the Finance Department and the County Manager’s office monitor expenditures and revenues. The budget may be amended at any time after adoption during the fiscal year by the Board of Commissioners, and with limitations, by the County Manager.

The Finance Department ensures that all purchasing and payment procedures are performed correctly. This office also reviews all contracts and capital outlay requests to determine that sufficient funds are available. The following sections include information regarding the FY2018 Annual Budget. After summaries in total and for each fund, the remaining sections of the document are grouped by service area, and are presented by program.

# Financial Structure, Policy, and Process

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## FINANCIAL AND BUDGETARY POLICIES

### ***Objectives***

1. To link long-term financial planning with short-term daily operations;
2. To maintain the County's stable financial position;
3. To ensure that Commissioner's adopted policies are implemented in an efficient and effective manner;
4. To secure the highest possible credit and bond ratings by meeting or exceeding the requirements of bond rating agencies through sound, conservative financial decision making; and
5. To comply with North Carolina Budget and Fiscal Control Policies.

### ***Balanced Budget***

The County's Annual Budget Ordinance will be balanced in accordance with the Local Government Budget and Fiscal Control Act (N.C.G.S. 159-8 (a)). A budget is balanced when the sum of estimated net revenues and appropriated fund balances is equal to appropriations. The County's Annual Budget Ordinance will be adopted by July 1 (N.C.G.S. 159-13 (a)).

### ***Revenue Policy***

The County seeks to implement a diversified taxing policy that will ensure reasonable stability for operation at continuous service levels, but that will provide elasticity necessary for responding quickly to increased service demands due to new development. Revenue management includes within its focus an ongoing process for reviewing and analyzing each revenue source to ensure that proceeds from each source are at an optimum level. Projected revenues will be estimated conservatively and will be based on historical trends, growth patterns, and the economy. To meet these objectives the County observes the following guidelines:

#### *Ad Valorem Tax*

As provided by the North Carolina Local Budget and Fiscal Control Act, estimated revenue from the Ad Valorem Tax levy will be budgeted as follows:

- a. Assessed valuation will be estimated based on historical trends and growth patterns in a conservative manner.
- b. The estimated percentage of collection will not exceed the percentage of the levy actually realized in cash as of June 30 during the preceding fiscal year, in accordance with state law.

The tax rate will be set each year based on the cost of providing general governmental services and paying debt service.

#### *User Fees*

The County sets fees that will maximize user charges in lieu of ad valorem taxes for services that can be individually identified, and where the costs are directly related to the level of service. This objective is in keeping with the Commissioners' goal that growth should pay for itself, and not place a burden on current residents who do not use the service. Emphasis on user charges over ad valorem taxes results in the following benefits:

User charges are paid by all users, including those exempt from property taxes.

# Financial Structure, Policy, and Process

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User charges avoid subsidization in instances where the service is not being provided to the general public.

User charges are a means of rationing the provision of certain services. User charges for certain services can be justified on the basis of equity and efficiency, by producing information on the demand level for services and by helping to make the connection between the amount paid and the service received.

## *Grant Funding*

Staff will pursue opportunities for grant funding. Application will be made after a grant is evaluated for consistency with Commissioners' goals and objectives.

## *Other Revenue*

All other revenue will be programmed through the annual budget process to meet County Commissioners' goals and objectives.

## ***Expenditure Policy***

Expenditure budgets are reviewed by staff, the Finance Director, Deputy Manager's, the County Manager and County Commissioners prior to adoption and are continually monitored throughout the budget year by individual departments and Finance staff.

Current operating expenditures will not exceed current operating revenues. Budgeted funds will only be spent for categorical purposes for which they were intended. The annual operating budget ordinance defines staff authorization for operating budget adjustments. No appropriations of the proceeds of a debt instrument will be made except for the purpose for which such debt instrument was issued or payment of debt principal and interest. Donations will be spent only toward the intent for which they were given.

For continuing contracts, funds will be appropriated in the annual budget ordinance to meet current year obligations arising under the contract, in accordance with G.S. 160A-17.

Payroll will be in accordance with the requirements of the Fair Labor Standards Act. Overtime and benefit payments will be made in accordance with the County's Personnel Ordinance.

## ***Reserve Policy***

In accordance with state statute, appropriated fund balance in any fund will not exceed the sum of cash and investments minus the sum of liabilities, encumbrances, and deferred revenues arising from cash receipts.

The County will maintain an unrestricted, unassigned fund balance that exceeds eight percent (8%) of annual general fund expenditures in accordance with the North Carolina Local Government Commission's (LGC) recommendation. For a County our size, a recommended target goal of fifteen percent (15%) should be maintained. These funds will be used to avoid cash-flow interruptions, generate interest income, eliminate the need for short-term borrowing, assist in maintaining an investment-grade bond rating, and sustain operations during unanticipated emergencies and disasters.

On June 14, 2005 (revised March 15, 2010), the Board of Commissioners adopted a resolution formalizing the following fiscal management policies to be incorporated into the County's budget document beginning with the 2006 fiscal year:

# Financial Structure, Policy, and Process

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1. Recurring, operational expenses of the County government will only be funded through recurring revenue sources;
2. The County will maintain an unassigned fund balance equal to 15% of general fund expenditures; and
3. Upon the completion of the annual audit of the County finances, any unrestricted, unassigned fund balance above 15% will be transferred to the Capital Reserve Fund, to reduce reliance on debt financing; or to the Self-Funded Hospitalization Fund as required to maintain the integrity of those funds.
4. Notwithstanding the requirements of items 1, 2, and 3 above, fund balance may be committed or assigned for any use in the general fund to overcome revenue shortfalls related to significant downturns in the economy.

## ***Capital Improvement Policy***

### *Capital Improvement Plan*

The County will update and readopt annually a five-year capital improvement plan (CIP) which projects capital needs and expenditures and details the estimated cost, description and anticipated funding sources for capital projects.

The first year of the five-year CIP will be the basis of formal fiscal year appropriations during the annual budget process. If new project needs arise during the year, a budget amendment identifying both the funding sources and project appropriations will be utilized to provide formal budgetary authority for the subject projects. The CIP will generally address those capital assets with a value of more than \$100,000 and a useful life of over five (5) years.

The County will emphasize preventive maintenance as a cost-effective approach to infrastructure maintenance. Exhausted capital goods will be replaced as necessary.

The County will acknowledge pay-as-you-go financing as a significant capital financing source, but will ultimately determine the most appropriate financing structure for each capital project on an individual basis after examining all relevant factors of the project.

## ***Debt Management***

Capital projects financed through the issuance of bonds or lease financing agreements will be financed for a period not to exceed the expected useful life of the project.

The County will strive to maintain a high reliance on pay-as-you-go financing for its capital improvements. The general obligation debt of the County will not exceed the legal limit of 8% of the assessed valuation of the taxable property of the County. Total general fund debt service will not exceed the limits imposed and recommended by the Local Government Commission (LGC). As a guide, formulas established by the LGC and rating agencies will be closely monitored and appropriately applied.

The County will seek the best financing type for each financing need based on the following considerations: flexibility to meet the project needs, timing, tax or rate payer equity, and lowest interest cost.

The County will continue to strive for the highest possible bond rating to minimize the County's interest expenses.

The County's debt policy will be comprehensive and the County will not knowingly enter into any contracts creating significant unfunded liabilities.

# Financial Structure, Policy, and Process

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## ***Accounting/Financial Reporting Policy***

The County will establish and maintain its accounting systems according to the North Carolina Local Budget and Fiscal Control Act. Financial systems will be maintained to monitor expenditures and revenues.

All records and reporting will be in accordance with Generally Accepted Accounting Principles. The basis of accounting within governmental funds types is modified accrual. Under this method of accounting, revenue is recorded when measurable and available. All Enterprise Funds follow the accrual basis of accounting. Under this method of accounting, revenues are recognized when earned and expenditures are recorded when incurred.

The County will place emphasis on maintenance of an accounting system which provides strong internal budgetary and accounting controls designed to provide reasonable, but not absolute, assurance regarding the safeguarding of assets against loss and the reliability of financial records for preparing financial statements and reports. These reports will be the basis for the budget and the Comprehensive Annual Financial Report (CAFR).

An annual audit will be performed by an independent public accounting firm which will issue an opinion on the annual financial statements, with a management letter detailing areas that need improvement, if required. Full disclosure will be provided in all regulatory reports, financial statements, and bond representations.

The County will establish and maintain an inventory of capital assets to account for the County's property. Reports of these inventories and depreciation of all capital assets will be made in accordance with current governmental accounting standards.

The County's annual financial report will be prepared according to the standards necessary to obtain the Certificate of Achievement for Excellence in Financial Reporting from GFOA, and will be submitted each year for recognition.

## ***Cash Management Policy***

The purpose of the County's Cash Management Policy is to provide guidelines to maximize the use of public moneys in the best interest of the public.

### *Receipts*

Cash receipts will be collected as expediently as reasonably possible to provide secure handling of incoming cash and to move these moneys into interest earning accounts and investments.

All incoming funds will be deposited daily as required by law. Deposits will be made in such a manner as to receive credit for that day's interest.

The County will develop and maintain cash flow projections that allow the County to invest moneys for longer periods of time at higher rates of interest since yields usually increase for longer maturities.

### *Cash Disbursements*

The County's objective is to retain moneys for investment for the longest appropriate period of time.

Disbursements will be made in advance of or on the agreed-upon contractual date of payment unless earlier payment provides a greater economic benefit to the County.

# Financial Structure, Policy, and Process

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Inventories and supplies will be maintained at minimally appropriate levels for operations to increase cash availability for investment purposes.

For County checks, dual signatures will be required. Facsimile signatures will be safely stored and used when appropriate.

## ***Investment Policy***

It is the policy of the County to preserve capital and invest public funds in a manner which provides the highest investment return with the maximum security, while meeting the daily cash flow demands of the County and conforming to all state and local statutes governing the investment of public funds.

This investment policy applies to all financial assets in the County's investment portfolio except debt proceeds, which are accounted for and invested separately from other funds. These funds are accounted for in the County's Comprehensive Annual Financial Report.

The standard of prudence to be used by staff will be the "prudent person" rule. The "prudent person" concept discourages speculative transactions. It attaches primary significance to the preservation of capital and secondary importance to the generation of income and capital gains. Authorized staff, if acting in accordance with written procedures and state statutes and exercising due diligence, shall be relieved of personal responsibility for an individual security's credit risk or market price changes, provided that these deviations are reported immediately and action is taken to control adverse developments.

The primary objectives, in priority order, of the County's investment activities will be: safety, liquidity, and yield.

Safety of principal is the foremost objective of the investment program. Investments of the County will be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. To attain this objective, diversification is required in order that potential losses on individual securities do not exceed the income generated from the remainder of the portfolio.

The County's investment portfolio will remain sufficiently liquid to enable the County to meet all operating requirements which might be reasonably anticipated, through the use of structured maturities and marketable securities.

The County's investment portfolio will be designed with the objective of attaining a market rate of return while minimizing risk and retaining liquidity. North Carolina General Statute 159-25(a) 6 delegates management responsibility for the investment program to the Finance Director. The Finance Director will establish and maintain written procedures for the operation of the investment program consistent with this investment policy. Such procedures will include explicit delegation of authority to persons responsible for investment transactions. No person may engage in an investment transaction except as provided under the terms of this policy and the procedures established by the Finance Director. The Finance Director will be responsible for all transactions undertaken and will establish a system of controls to regulate the activities of subordinates.

Officers and employees involved in the investment process will refrain from personal business activity that could conflict with proper execution of the investment program, or which could impair their ability to make impartial investment decisions. Employees and investment officials will disclose to the County Manager any material financial interests in financial institutions that conduct business within this jurisdiction, and they will further disclose any large personal financial/investment positions that could be related to the performance of the County's portfolio.



# Financial Structure, Policy, and Process

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Employees and officers will subordinate their personal investment transactions to those of the County, particularly with regard to the time of purchase and sales.

The Finance Director will maintain a list of financial institutions authorized to provide investment services. Authorized financial institutions will be selected by credit worthiness and must maintain an office in the State of North Carolina. These may include “primary” dealers or regional dealers that qualify under Securities & Exchange Commission Rule 15C3-1 (uniform net capital rule). No public deposit will be made except in a qualified public depository as established by state laws.

All financial institutions and broker/dealers who desire to become qualified bidders for investment transactions must supply the Finance Director with the following: audited financial statements, proof of National Associations of Security Dealers Certifications, proof of state registrations, and certification of having read the County’s investment policy.

A review of the financial condition and registrations of qualified bidders will be conducted by staff. Any financial institution and/or broker/dealer not supplying requested information may be removed from the list by the Finance Director.

The County is empowered by North Carolina G.S. 159-30(c) to invest in the following types of securities:

- Obligations of the United States or obligations fully guaranteed both as to principal and interest by the United States.
- Obligations of the Federal Financing Bank, the Federal Farm Credit Bank, the Bank for Cooperatives, the Federal Intermediate Credit Bank, the Federal Land Banks, the Federal Home Loan Banks, the Federal Home Loan Mortgage Corporation, the Federal National Mortgage Association, the Government National Mortgage Association, the Federal Housing Administration, the Farmers Home Administration, the United States Postal Service.
- Obligations of the State of North Carolina
- Bonds and notes of any North Carolina local government or public authority.
- Fully collateralized certificates of deposit issued by any bank or savings and loan organized under the laws of the State of North Carolina.
- Prime quality commercial paper bearing the highest rating of at least one nationally recognized rating service and not bearing a rating below the highest by any nationally recognized rating service which rates the particular obligation.

Bankers acceptances of a commercial bank or its holding company provided that the bank or its holding company is either (i) incorporated in the State of North Carolina or (ii) has outstanding publicly held obligations bearing the highest rating of at least one nationally recognized rating service and not bearing a rating below the highest by any nationally recognized rating service which rates the particular obligations.

Participating shares in a mutual fund for local government investment, provided that the investments of the fund are limited to those qualifying for investment under this subsection and that said fund is certified by the Local Government Commission.

Evidences of ownership of, or fractional undivided interest in, future interest and principal payments on either direct obligations of the United States government or obligations the principal of and the interest on which are

# Financial Structure, Policy, and Process

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guaranteed by the United States, which obligations are held by a bank or trust company organized and existing under the laws of the United States or any state in the capacity of custodian.

Repurchase agreements with respect to either obligations of the United States or obligations the principle of and the interest on which are guaranteed by the United States if entered into with a broker or dealer, as defined by the Securities Exchange Act of 1934, which is a dealer recognized as a primary dealer by a Federal Reserve Bank, or any commercial bank, trust company or national banking association, the deposits of which are insured by the Federal Deposit Insurance Corporation or any successor thereof.

All transactions, including collateral for repurchase agreements, entered into by the County will be conducted on a delivery-versus-payment basis. Securities will be held by a contracted third party custodian designated by the Finance Director and evidenced by safekeeping receipts.

The County will diversify its investments by institution. With the exception of U.S. Treasury securities and agencies and authorized pools, no more than 35% of the County's total investment portfolio will be invested with a single security type or with a single financial institution.

It is desirable to diversify by security type; however, if the yield is higher, more than 35% of the County's total investment portfolio may be invested in the same security type.

To the extent possible, the County will attempt to match its investments with anticipated cash flow requirements. Beyond identified cash flow needs, investments will be purchased so that maturities are staggered to avoid undue concentration of assets in a single maturity range, however, the County will not directly invest in securities maturing more than five (5) years from the date of purchase. The County may collateralize its repurchase agreements using longer-dated investments not to exceed ten (10) years to maturity.

It is the County's full intent, at the time of purchase, to hold all investments until maturity to ensure the return of all invested principal dollars. However, economic or market conditions may change, making it in the County's best interest to sell or trade a security prior to maturity.

All moneys earned and collected from investments other than bond proceed earnings will be allocated quarterly to various fund amounts based on the quarter's average cash balance in each fund as a percentage of the entire pooled portfolio. Earnings on bond proceeds will be directly allocated to the same proceeds.

The Finance Director is charged with the responsibility of preparing a monthly investment inventory report, which includes investment types, cost, market value, maturity date and yield.

## ***Contract Administration Policy***

It is the purpose of this Policy to create and maintain an efficient and uniform process in the administration of contracts that is consistent with the stewardship and objectives of Cabarrus County pursuant to the current Purchasing Policy; and, that provides the County with the most proficient product and/or service provider. It will also be the intent of the County to consolidate contracts when appropriate in order to reduce paper flow and administrative costs.

The County enters into many various contracts. Developing a system to organize all contracts is a difficult task; however, there are several general rules that should be followed:

The Department Head, County Manager or Chairman of the Board of Commissioners should sign contracts according to levels defined. If a contract is in writing, an original should be kept in the contract file (in the Contract

# Financial Structure, Policy, and Process

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Administrator's Office). If the contract causes the County to spend money, it should be pre-audited and encumbered.

G.S. 159-28 (a) states that if an obligation is evidenced by a contract or agreement requiring payment of money, the contract or agreement shall include on its face a certificate stating that the instrument has been pre-audited. The certificate, which shall be signed by the finance officer or any deputy finance officer approved for this purpose by the governing board, shall take substantially the following form:

"This instrument has been pre-audited in the manner required by the Local Government Budget and Fiscal Control Act."

G.S. 159-28 (a) also states that an obligation incurred in violation of this subsection is invalid and may not be enforced and the finance officer shall establish procedures to assure compliance with this subsection.

Although not all contracts obligate the County to make a payment of money, it is nevertheless important to have a system that organizes and catalogs all contracts involving the County. The administrative procedures and guidelines of this policy are not herein included, due to space limitations. They are distributed to department heads and staff.

## ***Personnel Management Policy***

In 1994, the County Commissioners adopted Personnel Management programs to stabilize the compensation package for employees and to provide a more consistent process for budgeting. These programs included:

*Cost of Living Allowance:* Effective at the first full pay period of each fiscal year, a cost of living allowance will be applied to salaries based upon the Consumer Price Index increase for the past calendar year, with the adjustment rounded down to the nearest ½ percent.

*Market Comparison of Salaries:* Salary studies will be conducted every two years during the first half of the fiscal year by outside consultant(s) in order to maintain a pay scale that is consistent with like jobs in the surrounding area and in similar governmental entities, with the recommended and approved changes being effective in the first full pay period in the following January.

*401K Plan:* A five percent 401K contribution for non-law enforcement employees will be granted, thus providing them the same benefit as mandated by the State for law enforcement employees.

*Longevity:* The County grandfathered existing dollar amounts for employees who were receiving longevity to keep the County's commitment to what was earned under the system the employee was hired under. Longevity programs were eliminated from March 21, 1994 forward.

*Merit Pay:* The County funds merit pay for employees based on performance (per merit pay scale and performance scores).

*Employee Development Plan:* Individualized plans of career development are prepared jointly by the supervisor and employee in conjunction with the employee's performance evaluation each year.

# Financial Structure, Policy, and Process

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## BUDGET PROCESS

The County's annual budget process is a method of planning and communicating operational and capital objectives and allocating financial resources to achieve them. The process is usually performed during the seven-month period running from December through June. The North Carolina Local Government Budget and Fiscal Control Act (G.S. 159, Article 3) requires local governments to adopt an annual budget by June 30 of each year, based on the state mandated fiscal year which runs from July 1 to June 30.

The N.C. Local Government and Fiscal Control Act mandates the following deadlines for legal requirements:

April 30	Department Requests Due
May 15	Community College and School System Requests Due
June 1	Balanced Budget and Budget Message Submitted to Board of Commissioners
July 1	Board of Commissioners Must Have Adopted Annual Budget

A public hearing must be advertised and held before adoption of the annual budget by the Board of Commissioners.

### **FY 2018 Budget Process Calendar:**

**December** – Budget and Capital Improvement Program (CIP) materials are distributed to all departments

**January** – Department staffs formulate service level and performance objectives and determine financial resources required to achieve them.

Capital Improvement requests are submitted to the Finance Director for review.

**February** – Board of Commissioners are briefed at a Retreat on expected revenues and expenditures for the upcoming fiscal year.

**March** – Department directors present their budget and CIP requests to the budget staff and County Manager. Revenue and expenditure projections are made.

Budget staff reviews departmental budget requests and prepares recommended budget based on available financial resources.

**April** – County Manager and Finance Director finalize preparation of preliminary budget.

**May** – Budget is presented to the Board of Commissioners at a scheduled meeting in May.

Copies of the budget are available at the Finance Department and at the County libraries in Concord, Kannapolis, Harrisburg, and Mt. Pleasant.

Budget work sessions are held in late May to review the preliminary budget.

**June** – Board of Commissioners hold a public hearing at a date to be determined in June and adopt the annual budget at their June meeting, or no later than June 30

# Financial Structure, Policy, and Process

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## BUDGET ADOPTION

The annual budget serves as the foundation for the County's financial planning and control. Chapter 159 of the North Carolina General Statutes prescribes a uniform system of budget adoption, administration and fiscal control. All agencies of the County are required to submit requests for appropriation to the County Manager by the end of February each year. The County Manager uses these requests as the starting point for developing an adopted budget. The budget is prepared by fund, function (e.g., public safety), and department (e.g., Sheriff). Not later than July 1, the Board of Commissioners is required to adopt a budget ordinance making appropriations and levying taxes for the budget year in such sums as the Board may consider sufficient and proper, whether greater or less than the sums recommended in the adopted budget. The budget ordinance authorizes all financial transactions of the County except:

1. Those authorized by a project ordinance;
2. Those accounted for in an intra-governmental service fund for which a financial plan is prepared and approved; and
3. Those accounted for in a trust or agency fund established to account for moneys held by the local government or public authority as an agent or common-law trustee or to account for a retirement, pension, or similar employee benefit system. Therefore, budgets are adopted for the General Fund, Landfill Fund, Arena and Events Center Fund, 911 Emergency Telephone Fund, and Health Insurance Fund. Those funds listed above that are not budgeted annually are included in the audited financial statements of the County.

## AMENDMENTS TO THE BUDGET ORDINANCE

Except as otherwise restricted by law, the Board may amend the budget ordinance at any time after the ordinance's adoption in any manner, so long as the ordinance, as amended, continues to satisfy the statutory requirements. However, except as otherwise provided in this section, no amendment may increase or reduce a property tax levy or in any manner alter a property taxpayer's liability, unless the board is ordered to do so by a court of competent jurisdiction or by a State agency having the power to compel the levy of taxes by the Board.

If after July 1, the County receives revenues that are substantially more or less than the amount anticipated, the Board may, before January 1 following adoption of the budget, amend the budget ordinance to reduce or increase the property tax levy to account for the unanticipated increase or reduction in revenues.

As allowed by statute, the Board has authorized the County Manager and/or Budget Director, or designee to transfer moneys from one appropriation to another or within the same fund, or modify revenue and expenditure projections, subject to such limitations and procedures as it may prescribe. These limitations and procedures are incorporated into the Budget Ordinance, and are summarized in the following paragraphs:

1. The Budget Director may transfer amounts between objects of expenditure within a function.
2. The County Manager may transfer amounts between objects of expenditures and revenues without limitation.
3. The County Manager may not transfer any amounts between funds or from any contingency appropriation within any fund without action of the Board of Commissioners, except as specified below for budget shortfalls and change orders.
4. The County Manager may transfer amounts between contingency funds which are set aside for a specific project for budgetary shortfalls or upon the appropriate approval of a change order.
5. The County Manager is authorized to transfer funds from the General Fund or Capital Reserve Fund to the appropriate fund for projects approved within the Capital Improvement Plan for the current fiscal year.
6. Additional authority is granted to the Budget Director or designee to transfer amounts within and between funds for the sole purpose of funding salary and benefits adjustments consistent with the Cabarrus County Personnel Management Policy and the Cabarrus County Personnel Ordinance.

# Financial Structure, Policy, and Process

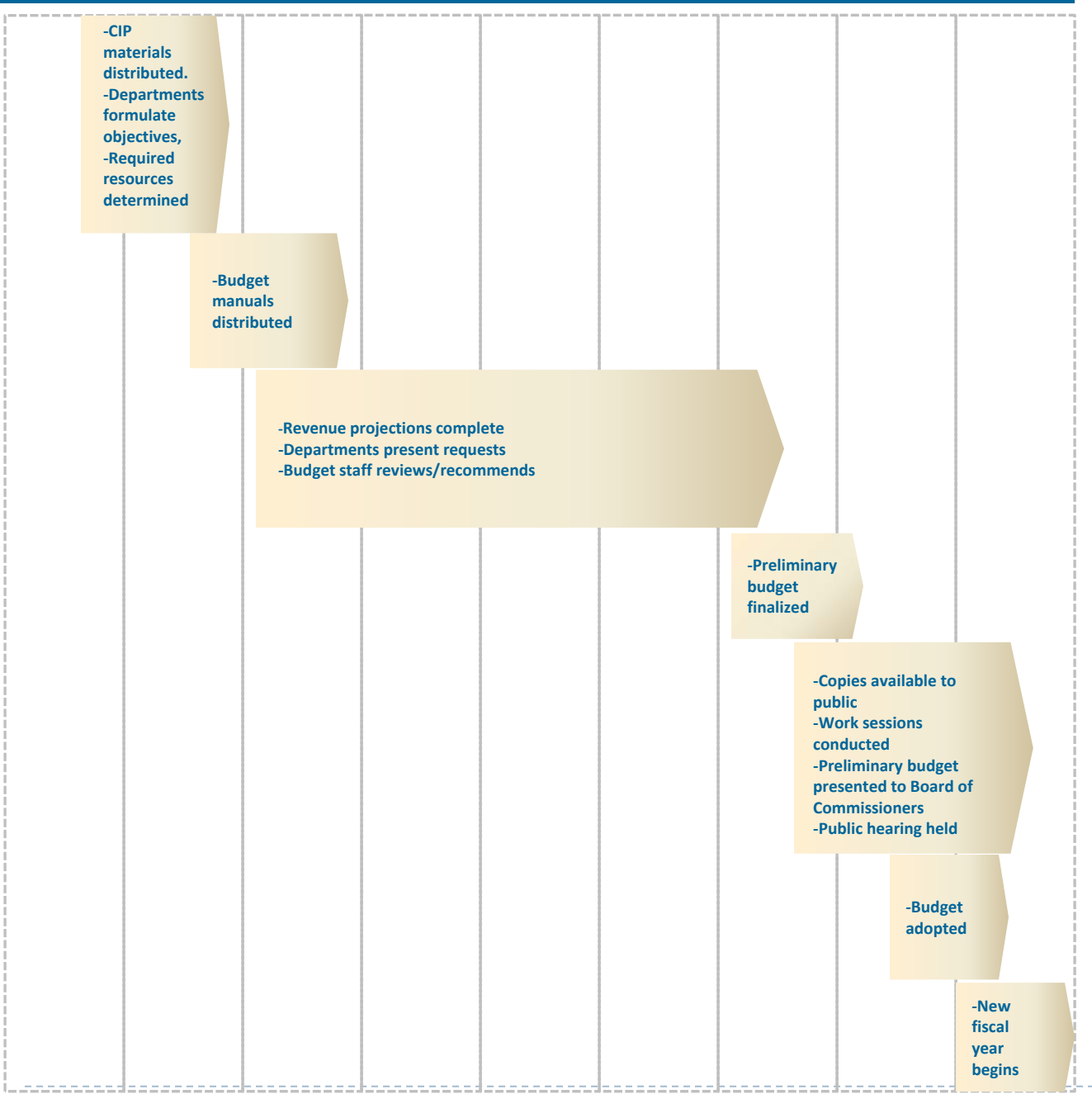
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7. Upon notification of funding increases or decreases to existing grants or revenues, or the award of grants or revenues, the Manager or Designee may adjust budgets to match, including grants that require a County match for which funds are available.
8. The Manager, Budget Director, or designee may create debt financing amendments from estimated projections upon approval by the Board of Commissioners of the debt financing and adjust as needed upon closing.
9. The County Manager may enter into and execute change orders or amendments to construction contracts in amounts less than \$90,000 when the appropriate annual budget or capital project ordinance contains sufficient appropriated but unencumbered funds.
10. The County Manager may execute contracts which are not required to be bid or which G.S. 143-131 allows to be let on informal bids so long as the annual budget or appropriate capital project ordinance contains sufficient appropriated but unencumbered funds for such purposes.
11. The County Manager may execute contracts with outside agencies to properly document budgeted appropriations to such agencies where G.S. 153 A-248(b), 259, 449 and any similar statutes require such contracts.
12. The County Manager may reject formal bids when deemed appropriate and in the best interest of Cabarrus County pursuant to G.S. 143-129(a).
13. The County Manager may reduce revenue projections consistent with prevailing economic conditions, and also reduce expenditures correspondingly.

All other changes require the special approval of the Board.

# FY2018 BUDGET CALENDAR

NOV 16      DEC 16      JAN 17      FEB 17      MAR 17      APR 17      MAY 17      JUN 17      JUL 17



# **BUDGET SUMMARY**





# Revenues

# Budget Summary

Cabarrus County appropriates annual budgets for the following funds: General Fund, Landfill Fund, 911 Emergency Telephone Fund, Arena and Events Center Fund, Health Insurance Fund and the Workers Compensation and Liability Fund. Information found in this section is presented on a summary level—details are provided on the Program Summary pages within the various service area sections of this document. The FY18 adopted budget totals \$262,765,262. This total represents a decrease of \$9,089,493 or 3.34% below the FY17 revised budget of \$271,854,755.

General Fund expenditures and revenues are budgeted at \$246,996,127 a decrease of \$9,450,414 or 3.69% from the FY17 revised budget of \$256,446,541.

The Landfill Fund budget totals \$971,952 a decrease of \$74,390 or 7.11% below the FY17 revised budget of \$1,046,342.

The 911 Emergency Telephone Fund expenditures and revenues are budgeted at \$877,536, which is a reduction of \$179,566 or 16.99% from the FY17 revised budget of \$1,057,102.

The Arena and Events Center Fund is budgeted at \$1,541,829, a decrease of \$186,255 or 10.78% from the FY17 revised budget of \$1,728,084. This fund includes the County Fair as well as the Arena, which is managed under contract with a private management company, SMG.

Health and Dental Insurance expenditures and revenues are budgeted at \$10,703,818, a \$766,010 or a 7.71% increase from the FY17 revised budget of \$9,937,808. The County is self-insured for Health Insurance and offers an employee paid option for dental insurance.

The Workers Compensation and Liability Fund is budgeted at \$1,674,000, an increase of \$35,122 or 2.14% from the FY17 revised budget of \$1,638,878.

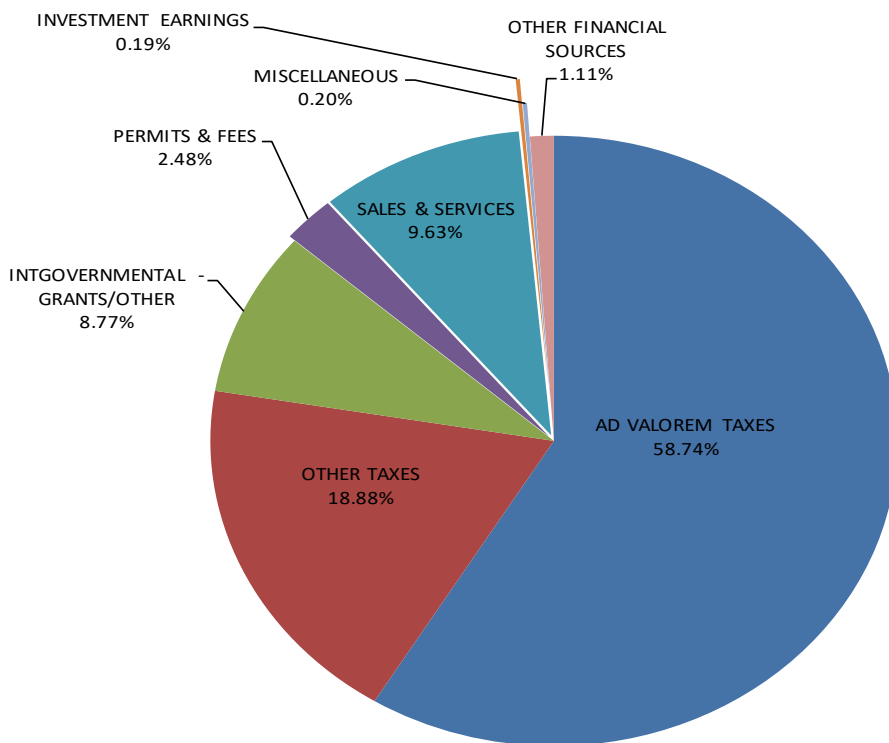
The chart below presents a side-by-side comparison of the revenues by source for the past two years.

## REVENUES AND EXPENDITURES BY SOURCE AND BY CATEGORY

	FY 2016 ACTUAL	FY 2017 ADOPTED	FY 2017 REVISED	FY 2018 ADOPTED	ADOPTED CHANGE	PERCENT CHANGE
<b>REVENUES</b>						
AD VALOREM TAXES	\$ 142,489,187	\$ 146,714,972	\$ 146,895,472	\$ 154,345,842	\$ 7,450,370	5.07%
OTHER TAXES	44,990,458	46,082,453	46,082,453	49,610,954	3,528,501	7.66%
INTGOVERNMENTAL - GRANTS/OTHER	24,372,638	21,937,817	22,696,643	23,031,776	335,133	1.48%
PERMITS & FEES	6,276,417	5,640,370	5,640,370	6,504,391	864,021	15.32%
SALES & SERVICES	24,016,621	23,895,200	23,934,652	25,315,827	1,381,175	5.77%
INVESTMENT EARNINGS	351,846	286,305	286,305	509,500	223,195	77.96%
MISCELLANEOUS	918,584	545,335	654,959	527,135	(127,824)	-19.52%
OTHER FINANCIAL SOURCES	10,089,712	2,950,774	25,663,901	2,919,837	(22,744,064)	-88.62%
<b>TOTAL</b>	<b>\$ 253,505,463</b>	<b>\$ 248,053,226</b>	<b>\$ 271,854,755</b>	<b>\$ 262,765,262</b>	<b>\$ (9,089,493)</b>	<b>-3.34%</b>
<b>EXPENDITURES</b>						
PERSONNEL SERVICES	\$ 63,080,305	\$ 68,383,863	\$ 68,460,689	\$ 72,914,120	\$ 4,453,431	6.51%
OPERATIONS	183,856,239	176,607,898	199,285,959	187,775,624	(11,510,335)	-5.78%
CAPITAL OUTLAY	2,347,837	3,061,465	4,108,107	2,075,518	(2,032,589)	-49.48%
<b>TOTAL</b>	<b>\$ 249,284,381</b>	<b>\$ 248,053,226</b>	<b>\$ 271,854,755</b>	<b>\$ 262,765,262</b>	<b>\$ (9,089,493)</b>	<b>-3.34%</b>

# Budget Summary

## FY18 REVENUES BY SOURCE ALL FUNDS



REVENUE SOURCE	REVENUE DESCRIPTION	FY 2018 ADOPTED
AD VALOREM TAXES	Revenue derived from property tax	\$ 154,345,842
OTHER TAXES	Tax revenues distributed to the County that are collected for sales taxes, cable franchise fees, etc.	49,610,954
INTGOVERNMENTAL - GRANTS/OTHER	State and federal grant moneys received in support of County programs, and revenues collected from other governmental unites that are not grant related	23,031,776
PERMITS & FEES	Fees collected for various services or privileges performed or approved by the governmental unit	6,504,391
SALES & SERVICES	Fees collected by various departments for goods or services rendered to the public, other departments, or other governments	25,315,827
INVESTMENT EARNINGS	Revenue earned on idle monies held by the County for investment	509,500
MISCELLANEOUS	Revenues collected for various activities of the County that are not specific in nature	527,135
OTHER FINANCIAL SOURCES	Includes interfund transfers and fund balance appropriations	2,919,837
<b>TOTAL</b>		<b>\$ 262,765,262</b>

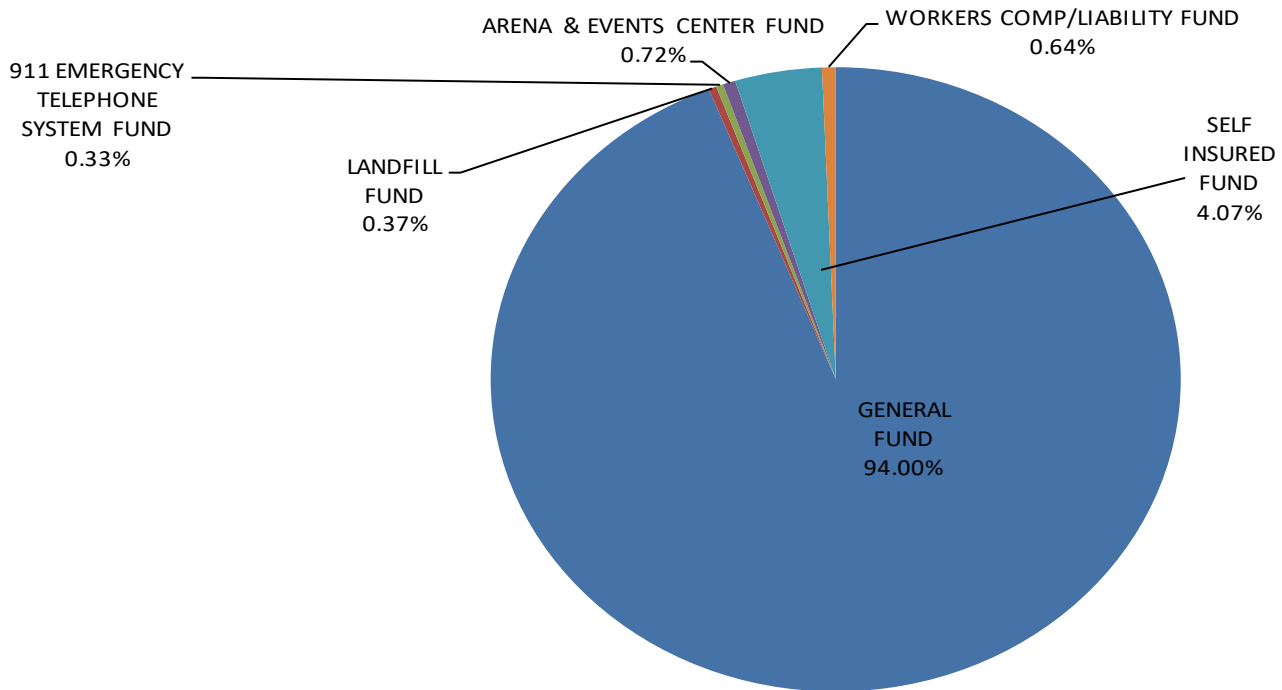
# Budget Summary

## REVENUES BY FUND ALL FUNDS

	FY 2016 ACTUAL	FY 2017 ADOPTED	FY 2017 REVISED	FY 2018 ADOPTED	ADOPTED CHANGE	PERCENT CHANGE
<b>GENERAL FUND</b>						
AD VALOREM TAXES	\$ 142,489,187	\$ 146,714,972	146,895,472	154,345,842	7,450,370	5.07%
OTHER TAXES	44,990,458	46,082,453	46,082,453	49,610,954	3,528,501	7.66%
INTERGOVERNMENTAL - GRANTS/OTHER	23,658,554	21,244,006	21,887,683	22,118,240	230,557	1.05%
PERMITS & FEES	6,196,417	5,559,370	5,559,370	6,419,391	860,021	15.47%
SALES & SERVICES	11,004,676	11,039,124	11,078,066	11,563,565	485,499	4.38%
INVESTMENT EARNINGS	317,985	280,000	280,000	500,000	220,000	78.57%
MISCELLANEOUS	652,072	456,335	565,959	438,135	(127,824)	-22.59%
OTHER FINANCING SOURCES	4,329,987	2,000,000	24,097,538	2,000,000	(22,097,538)	-91.70%
<b>TOTAL</b>	<b>\$ 233,639,336</b>	<b>\$ 233,376,260</b>	<b>256,446,541</b>	<b>246,996,127</b>	<b>(9,450,414)</b>	<b>-3.69%</b>
<b>LANDFILL FUND</b>						
INTERGOVERNMENTAL - GRANTS/OTHER	\$ 36,000	\$ 37,000	\$ 37,000	\$ 37,000	-	0.00%
PERMITS & FEES	80,000	81,000	81,000	85,000	4,000	4.94%
SALES & SERVICES	834,000	762,910	762,910	849,952	87,042	11.41%
INVESTMENT EARNINGS	-	-	-	-	-	-
MISCELLANEOUS	-	-	-	-	-	-
OTHER FINANCING SOURCES	770,572	-	165,432	-	(165,432)	-100.00%
<b>TOTAL</b>	<b>\$ 1,720,572</b>	<b>\$ 880,910</b>	<b>\$ 1,046,342</b>	<b>\$ 971,952</b>	<b>\$ (74,390)</b>	<b>-7.11%</b>
<b>911 EMERGENCY TELEPHONE SYSTEM FUND</b>						
INTERGOVERNMENTAL - OTHER	\$ 678,084	\$ 656,811	\$ 771,960	\$ 876,536	104,576	13.55%
INVESTMENT EARNINGS	1,341	1,500	1,500	1,000	(500)	-33.33%
OTHER FINANCING SOURCES	-	-	283,642	-	\$ (283,642)	0.00%
<b>TOTAL</b>	<b>\$ 679,425</b>	<b>\$ 658,311</b>	<b>\$ 1,057,102</b>	<b>\$ 877,536</b>	<b>\$ (179,566)</b>	<b>-16.99%</b>
<b>ARENA &amp; EVENTS CENTER FUND</b>						
SALES & SERVICES	\$ 685,986	\$ 609,040	\$ 609,040	\$ 612,492	3,452	0.57%
INVESTMENT EARNINGS	4,217	255	255	500	245	96.08%
MISCELLANEOUS	24,068	9,000	9,000	9,000	-	0.00%
OTHER FINANCING SOURCES	1,020,972	950,774	1,109,789	919,837	(189,952)	-17.12%
<b>TOTAL</b>	<b>\$ 1,735,243</b>	<b>\$ 1,569,069</b>	<b>\$ 1,728,084</b>	<b>\$ 1,541,829</b>	<b>\$ (186,255)</b>	<b>-10.78%</b>
<b>SELF INSURED/ DENTAL FUND</b>						
SALES & SERVICES	\$ 9,892,951	\$ 9,845,798	\$ 9,846,308	\$ 10,619,818	773,510	7.86%
INVESTMENT EARNINGS	14,328	4,000	4,000	4,000	-	0.00%
MISCELLANEOUS	202,850	80,000	80,000	80,000	-	0.00%
OTHER FINANCING SOURCES	-	-	7,500	-	(7,500)	-100.00%
<b>TOTAL</b>	<b>\$ 10,110,129</b>	<b>\$ 9,929,798</b>	<b>\$ 9,937,808</b>	<b>\$ 10,703,818</b>	<b>\$ 766,010</b>	<b>7.71%</b>
<b>WORKERS COMP &amp; LIABILITY FUND</b>						
SALES & SERVICES	\$ 1,599,008	\$ 1,638,328	\$ 1,638,328	\$ 1,670,000	31,672	1.93%
INVESTMENT EARNINGS	13,975	550	550	4,000	3,450	627.27%
MISCELLANEOUS	39,594	-	-	-	-	0.00%
OTHER FINANCING SOURCES	3,968,181	-	-	-	-	0.00%
<b>TOTAL</b>	<b>\$ 5,620,758</b>	<b>\$ 1,638,878</b>	<b>\$ 1,638,878</b>	<b>\$ 1,674,000</b>	<b>\$ 35,122</b>	<b>2.14%</b>
<b>ALL FUNDS</b>						
<b>GRAND TOTAL</b>	<b>\$ 253,505,463</b>	<b>\$ 248,053,226</b>	<b>\$ 271,854,755</b>	<b>\$ 262,765,262</b>	<b>\$ (9,089,493)</b>	<b>-3.34%</b>

# Budget Summary

## FY18 REVENUES BY FUND ALL FUNDS



REVENUE SOURCE	GENERAL FUND	LANDFILL FUND	911 EMERGENCY TELEPHONE SYSTEM FUND	ARENA & EVENTS CENTER FUND	SELF INSURED/DENTAL FUND	WORKERS COMP/LIABILITY FUND	ALL FUNDS TOTAL
AD VALOREM TAXES	154,345,842	-	-	-	-	-	\$ 154,345,842
OTHER TAXES	49,610,954	-	-	-	-	-	\$ 49,610,954
INTERGOVERNMENTAL - GRANTS/OTHER	22,118,240	37,000	876,536	-	-	-	\$ 23,031,776
PERMITS & FEES	6,419,391	85,000	-	-	-	-	\$ 6,504,391
SALES & SERVICES	11,563,565	849,952	-	612,492	10,619,818	1,670,000	\$ 25,315,827
INVESTMENT EARNINGS	500,000	-	1,000	500	4,000	4,000	\$ 509,500
MISCELLANEOUS	438,135	-	-	9,000	80,000	-	\$ 527,135
OTHER FINANCING SOURCES	2,000,000	-	-	919,837	-	-	\$ 2,919,837
<b>TOTAL</b>	<b>\$ 246,996,127</b>	<b>\$ 971,952</b>	<b>\$ 877,536</b>	<b>\$ 1,541,829</b>	<b>\$ 10,703,818</b>	<b>\$ 1,674,000</b>	<b>\$ 262,765,262</b>

# Budget Summary

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## REVENUES SUMMARY

The County receives revenue from many sources. These revenues can be affected by an array of external factors. Being part of the Charlotte Metropolitan Statistical Area (MSA) benefits Cabarrus County due to prosperity in economic growth of the region.

The County is committed to a strategic, conservative approach in evaluating both revenue and expenditures for fiscal solutions. To estimate revenue for the coming year, the County Manager and Finance departments consult with the Tax Administrator, other department heads, state agencies, and economists. Management reviews county revenue collection trends over the past several years, anticipated growth, and any known external factors that need to be considered in finalizing revenue projections.

The projection of revenues for FY18 is based on anticipated growth in property and sales tax revenues and an increase in register of deeds, ambulance fees, and building permit fees. Further details can be found in the Five-Year Plan section of this document.

Revenue sources have been grouped into the following eight categories:

### **Ad Valorem (Property) Taxes**

Ad valorem (property) tax revenues are generally estimated in the budget process by analyzing current values of property during February through April each year. The values are reviewed for reasonableness, known external factors, and historical patterns of taxpayer appeals of these values. The values are used to calculate the revenue generated by applying the tax rate and collection percentage. This process is repeated several times leading up to the adopted budget to ensure the most current values are used for the budget process. Over the past several years, property tax valuations grew steadily. The revaluation of real property required by state statute every eight years is completed and is effective for taxes listed on January 1, 2016. Cabarrus County conducts revaluations every four years rather than the maximum eight years.

FY18 property tax revenue is based on an adopted tax rate of \$0.70 per \$100 of assessed valuation (the same rate as FY17). The total taxable property value is estimated at \$22,176,343,745, which is a 2.9% increase from the FY17 final valuation. Ad valorem (property) tax value includes \$1.925 billion in motor vehicles, with the remainder real, personal, and public service property. North Carolina General Statutes require that estimated percentage of property tax collections cannot exceed the percentage of tax levy actually realized in cash for the preceding fiscal year. Following the requirement, a collection rate of 100% was applied to tax calculations on motor vehicles and 98.02% on all other property for a combined collection rate of 98.19%.

At the adopted rate, FY18 property tax revenues, excluding motor vehicles, are estimated at \$138,815,342. This is an increase of 4.88% or \$6,457,317 above the FY17 revised budget. Valuations for motor vehicles have increased by 8.06% or \$995,748 above the FY17 revised budget. Therefore, the budget for motor vehicle taxes for FY18 is \$13,342,700.

Ad valorem taxes category include delinquent taxes, which are projected to increase by \$19,500 from the FY17 revised budget. All ad valorem budget estimates are based on actual value, along with current and prior year actual collections and are only budgeted in the General Fund. Total revenues in this category are budgeted at \$154,345,842, which is an increase of 5.07% or \$7,450,370 above the FY17 revised budget of \$146,895,472. These revenues account for 58.74% of the total fund revenue in the FY18 adopted budget.

# Budget Summary

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## Other Taxes

Overall, revenues from other taxes are budgeted at \$49,610,954, an increase of \$3,528,501 or 7.66% from the FY17 revised budget of \$46,082,453. This category consists primarily of sales taxes but also includes cable franchise fees, gross receipts tax, and disposal tax on white goods. The State collects sales taxes, deducts a collection fee, refunds to non-profits, and returns the remaining amount to the County.

There are four separate sales taxes: Article 39, Article 42, Article, 30, and Article 46. The proceeds of the 1% sales tax (Article 39) and ½% sales tax (Article 42) collected in Cabarrus County are all returned to the County (i.e., based on point-of-sale). The proceeds of the ½% sales tax (Article 40) are allocated among all the state's counties based on the portion of the state's total population that resides there. An additional ¼ cent Cabarrus County sales tax (Article 46) is committed to pay school debt service.

Sales tax is a volatile revenue source due to the current economy of the surrounding community within the state. The County keeps a history of sales tax revenues collected over the past decade for forecasting purposes and historical trends. Revenue estimates are projected utilizing the historical collections along with state provided estimates. A very conservative approach is taken with this revenue estimate because of its dependence upon the local and state economies and the volume of non-profit refunds each year. Other revenues in this category are estimated using state estimates and historical trends.

The total sales tax budgeted for FY18 is \$48,793,954, which is a 7.75% or \$3,510,501 increase above the FY17 revised budget of \$45,283,453 based on activity in the economy. Three factors influence normal growth in sales tax: growth in retail and sales, value of non-profit refunds, and expansion of items subject to sales taxes. The County receives notification of refunds as they occur with no ability to budget in advance. Sales tax revenues are distributed as a proportion of the whole among the local governments and fire districts based on their respective property tax levies—a change by one impacts all.

Sales taxes, franchise fees, white good disposal taxes, and gross receipts taxes are budgeted in the General Fund. All budget estimates are based on current and prior years' actual collections and known external factors. This category comprises 18.88% of total revenues.

## Intergovernmental Revenues

Intergovernmental revenues of \$22,118,240 in the General Fund, \$37,000 in the Landfill Fund, and \$876,536 in the 911 Emergency Telephone Fund represent 8.77% of total revenues and consists primarily of state and federal grants. The major revenues are Department of Human Services Programs (approximately \$14 million), transportation grants (\$472,129), 911 subsidies (\$876,536), court facility fees (\$330,000), state library grant (\$196,989), School Resource Officer funding (\$590,260), Medicaid Hold Harmless funding (\$1,148,777), Community Development funding (\$341,102), and some other governmental revenues not related to grants. The overall intergovernmental revenue category of \$23,031,776 increased by \$335,133 or 1.48% from the FY17 revised budget of \$22,696,643.

## Permits and Fees

Permit and fee revenues in the General Fund are anticipated to increase by \$860,021 in the FY18 adopted budget to \$6,419,391. This category accounts for 2.48% of total revenues. Revenues generated in this category are primarily from two sources: Register of Deeds and Building Inspection Fees.

# Budget Summary

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Register of Deeds fees for FY18 are budgeted at \$2,811,750, which is an increase of \$439,250 or 18.51% over the FY17 revised budgeted amount of \$2,372,500. Based on recent trends, Construction Standards Building Inspection fees are projected to increase by 13.98% to \$3,315,121 from the FY17 revised budget of \$2,908,500. This category accounts for 2.60% of General Fund revenues. Register of Deeds fees largely relate to the recording of documents, like the sale of property or the refinancing of a mortgage. For building inspection fees (fees collected on the construction of a new home/facility or an addition to them), historical trends are kept to evaluate this revenue source, but it is also estimated based on the number of building permits issued each year. In a growing community, such as Cabarrus, building permits generally increase each year. The County benefits from looking at both historical trends and current activity. An analysis of these factors is used to project the revenues for the annual budget process.

Other fees such as solid waste franchise fees in the amount of \$25,000 and waste disposal fees in the amount of \$60,000 are budgeted in the landfill fund bringing the total of all permits and fees to \$6,504,391 or 2.48% of the overall budget. Waste disposal fees in the landfill fund are anticipated to increase over the FY17 revised budget of \$81,000 to \$85,000 for FY18. All budget estimates are based on prior and current year expenditures, trends, and economic conditions.

## **Sales and Service**

Sales and Service revenues are derived from a wide variety of sources. They represent fees collected by various departments for goods and services rendered to the public, other internal-governmental departments, or other governments. This category includes landfill tipping fees, EMS transport fees, deputy reimbursements, jail fees, tax collection fees, various recreation program participation fees (including the County Fair), and Medicaid reimbursements related to case management and transportation.

The primary revenue projection method used for sales and services is past history collections and evaluation of any new programs that the County adds. Fee schedules are tied to these revenues, and these schedules are evaluated each year to ensure that the County is competitive and covering the cost of operating these programs.

Revenues in this category are projected to increase to \$25,315,827, which is a \$1,381,175 or 5.77% above the FY17 revised budget of \$23,934,652. Since so many areas are included in this category some of them experienced increases and others decreased. The increases for this category include: ambulance fees at an increase of \$181,079 and an increase of \$50,000 for inter-facility ambulance fees for Specialty Care Transports, an increase of \$174,000 for the Jail's State Misdemeanant Confinement Program (SMCP) fees, \$24,100 in Jail Fees received from concessions services, and \$13,800 in pay phone program fees in the Jail. This category of revenues also includes \$849,952 in the Landfill Fund, \$612,492 in the Arena Fund, \$10,619,818 in the Self-Insured/Dental Fund, and \$1,670,000 in the Workers Compensation and Liability Fund resulting in the total for all funds of \$25,315,827 or 9.63% of the overall budget.

## **Investment Earnings**

Investment earnings are revenues earned on idle money held by the County for investment. Total investment income is expected to increase by \$223,195 from the FY17 revised budget of \$286,305. \$500,000 is adopted for FY18 in the General Fund, \$500 in the Arena Fund, \$4,000 in the Health/Dental Insurance Fund, \$550 in Workers Compensation and Liability Fund, and \$1,500 in the 911 Emergency Telephone Fund. This totals \$509,500 and amounts to 0.19% of the total budget.



# Budget Summary

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This revenue estimate is based on idle funds of the County and the market rate of interest earned. As the market continues to rebound, the County can expect to earn more on these funds. In estimating this revenue, the County evaluates the current market interest rate, projected cash flow, and available idle funds.

## **Miscellaneous**

Miscellaneous revenues are those collected for activities of the County that are not specific in nature or do not easily fit into another category. Included in this category are donations, grants from non-governmental entities, and proceeds from the sale of fixed assets. The FY18 adopted budget for miscellaneous revenues includes \$438,135 in the General Fund, \$9,000 in the Arena fund, and \$ 80,000 in the Health Insurance Fund totaling \$527,135 or 0.20% of the total budget. This budget is amended during the fiscal year to appropriate donations and grants as they are received. However, while there may be regular miscellaneous revenues, they are budgeted based on past history collections.

## **Other Financing Sources**

Other Financing Sources includes \$2,085,517 in the General Fund and \$919,837 in the Arena Fund. This category includes inter-fund transfers, debt, and fund balance appropriations. The General Fund includes \$2 million in lottery proceeds to fund the retirement of debt service for public schools. The Arena Fund is projected to receive \$270,000 from the Tourism Authority (the County's collection fees for occupancy taxes) and \$639,837 from the General Fund. Overall, the FY18 amount declined by \$22,744,064 from the FY17 revised budget of \$25,663,901 due to fund balance appropriations totaling around \$18,301,818 for all funds. This category represents 1.11% of total revenues for all funds.

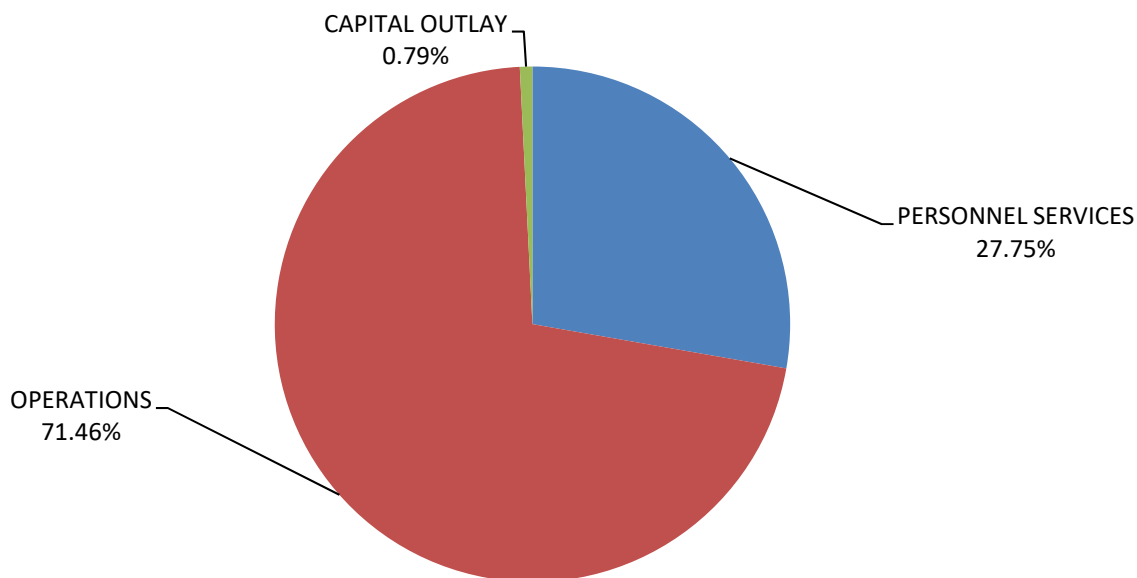


# Expenditures

# Budget Summary

## EXPENDITURES BY CATEGORY ALL FUNDS

EXPENDITURE SOURCE	FY16 ACTUAL	FY17 ADOPTED	FY17 REVISED	FY18 ADOPTED	PERCENT CHANGE	PERCENT OF TOTAL
PERSONNEL SERVICES	\$ 63,080,305	\$ 68,383,863	\$ 68,460,689	\$ 72,914,120	6.51%	27.75%
OPERATIONS	183,856,239	176,607,898	199,285,959	187,775,624	-5.78%	71.46%
CAPITAL OUTLAY	2,347,837	3,061,465	4,108,107	2,075,518	-49.48%	0.79%
<b>TOTAL</b>	<b>\$ 249,284,381</b>	<b>\$ 248,053,226</b>	<b>\$ 271,854,755</b>	<b>\$ 262,765,262</b>	<b>-3.34%</b>	<b>100.00%</b>



FY18 expenditures total \$262,765,262, a \$9,089,493 or 3.34% decrease from the FY17 revised budget of \$271,854,755. Expenditures are budgeted over nine (9) major service areas or functions: General Government, Culture and Recreation, Public Safety, Economic and Physical Development, Environmental Protection, Human Services, Education/School Debt, Other Debt Service, and Other Programs.

# Budget Summary

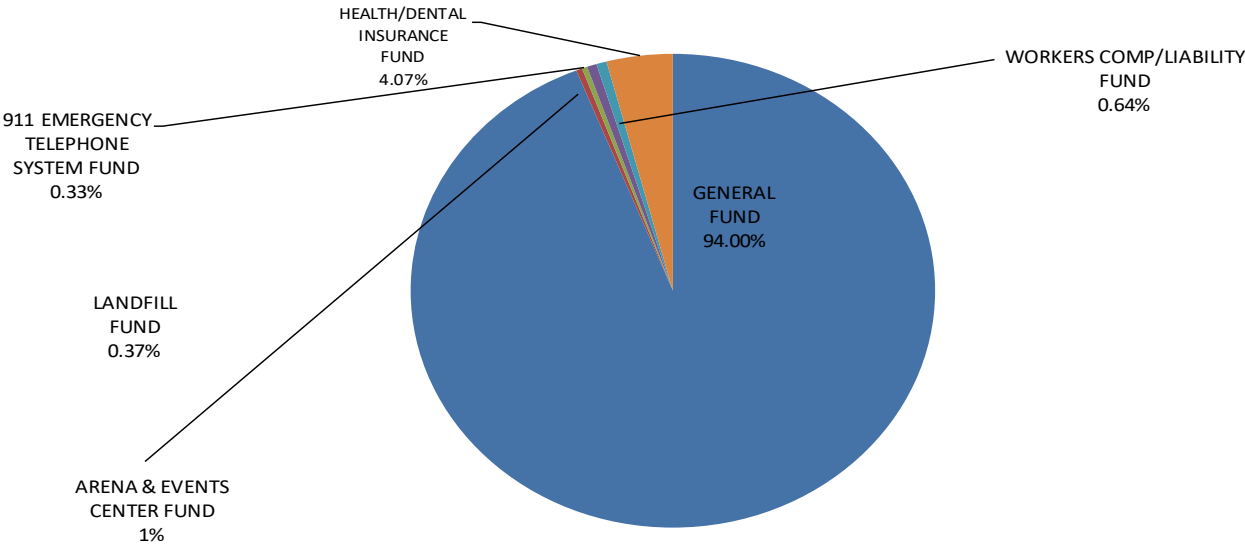
## EXPENDITURES BY FUND AND CATEGORY ALL FUNDS

	FY 2016 ACTUAL	FY 2017 ADOPTED	FY 2017 REVISED	FY 2018 ADOPTED	ADOPTED CHANGE	PERCENT CHANGE
<b>GENERAL FUND</b>						
PERSONNEL SERVICES	\$ 62,599,091	\$ 67,895,264	\$ 67,992,131	\$ 72,400,949	\$ 4,408,818	6.48%
OPERATIONS	169,827,856	162,585,773	184,886,447	172,613,265	\$ (12,273,182)	-6.64%
CAPITAL OUTLAY	1,924,751	2,895,223	3,567,963	1,981,913	(1,586,050)	-44.45%
<b>TOTAL</b>	<b>\$ 234,351,698</b>	<b>\$ 233,376,260</b>	<b>\$ 256,446,541</b>	<b>\$ 246,996,127</b>	<b>\$ (9,450,414)</b>	<b>-3.69%</b>
<b>LANDFILL FUND</b>						
PERSONNEL SERVICES	\$ 289,543	\$ 283,692	\$ 285,192	\$ 297,081	\$ 11,889	4.17%
OPERATIONS	1,380,326	447,218	598,253	674,871	\$ 76,618	12.81%
CAPITAL OUTLAY	3,300	150,000	162,897	-	(162,897)	-100.00%
<b>TOTAL</b>	<b>\$ 1,673,169</b>	<b>\$ 880,910</b>	<b>\$ 1,046,342</b>	<b>\$ 971,952</b>	<b>\$ (74,390)</b>	<b>-7.11%</b>
<b>911 EMERGENCY TELEPHONE</b>						
<b>SYSTEM FUND</b>						
PERSONNEL SERVICES	\$ 80,437	\$ 80,897	\$ 59,356	\$ 85,517	\$ 26,161	0.00%
OPERATIONS	\$ 557,662	\$ 561,172	\$ 620,499	\$ 698,414	\$ 77,915	12.56%
CAPITAL OUTLAY	419,786	16,242	377,247	93,605	(283,642)	-75.19%
<b>TOTAL</b>	<b>\$ 1,057,885</b>	<b>\$ 658,311</b>	<b>\$ 1,057,102</b>	<b>\$ 877,536</b>	<b>\$ (179,566)</b>	<b>-16.99%</b>
<b>ARENA &amp; EVENTS CENTER</b>						
<b>FUND</b>						
PERSONNEL SERVICES	\$ 111,234	\$ 124,010	\$ 124,010	\$ 130,573	\$ 6,563	5.29%
OPERATIONS	1,245,650	1,445,059	1,604,074	1,411,256	\$ (192,818)	-12.02%
CAPITAL OUTLAY	-	-	-	-	-	0.00%
<b>TOTAL</b>	<b>\$ 1,356,884</b>	<b>\$ 1,569,069</b>	<b>\$ 1,728,084</b>	<b>\$ 1,541,829</b>	<b>\$ (186,255)</b>	<b>-10.78%</b>
<b>WORKERS COMP/LIABILITY</b>						
<b>FUND</b>						
PERSONNEL SERVICES	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
OPERATIONS	\$ 1,012,127	\$ 1,638,878	\$ 1,638,878	\$ 1,674,000	\$ (35,122)	2.14%
CAPITAL OUTLAY	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
<b>TOTAL</b>	<b>\$ 1,012,127</b>	<b>\$ 1,638,878</b>	<b>\$ 1,638,878</b>	<b>\$ 1,674,000</b>	<b>\$ 35,122</b>	<b>2.14%</b>
<b>HEALTH INSURANCE/</b>						
<b>DENTAL FUND</b>						
PERSONNEL SERVICES	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
OPERATIONS	\$ 9,832,618	\$ 9,929,798	\$ 9,937,808	\$ 10,703,818	\$ (766,010)	7.71%
CAPITAL OUTLAY	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
<b>TOTAL</b>	<b>\$ 9,832,618</b>	<b>\$ 9,929,798</b>	<b>\$ 9,937,808</b>	<b>\$ 10,703,818</b>	<b>\$ 766,010</b>	<b>7.71%</b>
<b>ALL FUNDS</b>						
<b>GRAND TOTAL</b>	<b>\$ 249,284,381</b>	<b>\$ 248,053,226</b>	<b>\$ 271,854,755</b>	<b>\$ 262,765,262</b>	<b>\$ (9,089,493)</b>	<b>-3.34%</b>

# Budget Summary

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## EXPENDITURES BY FUND AND CATEGORY ALL FUNDS



The FY18 adopted budget for all funds totals \$262,765,262, which is a 9,089,493 or a 3.34% decrease from the FY17 revised budget of \$271,854,755. The General Fund comprises 94% of total spending. The Health and Dental Insurance Fund comprises 4.07% of total spending, whereas the Arena and Events Center Fund comprises 1% of total spending. The Workers Compensation and Liability Fund comprises 0.64% of total spending with the Landfill Fund at 0.37% and the 911 Emergency Telephone System Fund at 0.33% of total spending.

# Budget Summary

## EXPENDITURES BY FUNCTION AND DEPARTMENT ALL FUNDS

	FY 2016 ACTUAL	FY 2017 ADOPTED	FY 2017 REVISED	FY 2018 ADOPTED	ADOPTED CHANGE	PERCENT CHANGE
<b>CONTRIBUTIONS</b>						
Contribution to Other Funds	\$ 22,169,097	\$ 720,774	\$ 16,118,999	\$ 639,837	\$ (15,479,162)	-96.03%
<b>TOTAL</b>	<b>\$ 22,169,097</b>	<b>\$ 720,774</b>	<b>\$ 16,118,999</b>	<b>\$ 639,837</b>	<b>\$ (15,479,162)</b>	<b>-96.03%</b>
<b>GENERAL GOVERNMENT</b>						
Board of Commissioners	\$ 922,977	\$ 977,262	\$ 977,381	\$ 1,091,379	\$ 113,998	11.66%
County Manager	871,986	944,146	947,009	1,170,519	223,510	23.60%
Communications & Outreach	464,754	577,587	658,089	604,201	(53,888)	-8.19%
Human Resources	620,819	655,688	813,310	920,843	107,533	13.22%
Tax Administration						
Assessor & Land Records	2,159,912	2,197,734	2,205,602	2,251,025	45,423	2.06%
Tax Collections	945,472	977,723	978,012	986,490	8,478	0.87%
Board of Elections	926,589	1,007,081	1,007,261	1,350,928	343,667	34.12%
Register of Deeds	538,556	539,104	545,104	580,668	35,564	6.52%
Finance	896,280	895,020	897,779	927,673	29,894	3.33%
Information Technology Services	4,750,321	5,011,171	5,126,243	5,422,954	296,711	5.79%
Non-departmental	818,400	4,429,412	1,595,233	3,883,839	2,288,606	143.47%
Health/Dental Insurance	9,832,618	9,929,798	9,937,808	10,703,818	766,010	7.71%
Workers Compensation/Liability	1,012,127	1,638,878	1,638,878	1,674,000	35,122	2.14%
Infrastructure and Asset Management						
Administration	1,654,869	1,810,500	1,822,567	1,688,180	(134,387)	-7.37%
Grounds Maintenance	1,296,078	1,807,117	1,863,088	1,904,647	41,559	2.23%
Sign Maintenance	164,644	162,479	162,479	215,581	53,102	32.68%
Building Maintenance	2,503,703	2,846,775	2,923,739	3,015,148	91,409	3.13%
Facility Services	1,327,619	1,440,915	1,441,578	1,516,835	75,257	5.22%
Fleet Maintenance	590,678	1,070,821	1,138,406	679,498	(458,908)	-40.31%
<b>TOTAL</b>	<b>\$ 32,298,402</b>	<b>\$ 38,919,211</b>	<b>\$ 36,679,566</b>	<b>\$ 40,588,226</b>	<b>\$ 3,908,660</b>	<b>10.66%</b>
<b>PUBLIC SAFETY</b>						
Sheriff						
Administration & Operations	\$ 12,607,815	\$ 13,422,879	\$ 13,528,962	\$ 13,839,212	\$ 310,250	2.29%
Jail	10,304,098	11,045,499	11,205,053	11,266,541	61,488	0.55%
Animal Control	835,624	767,195	776,280	798,878	22,598	2.91%
Animal Shelter	106,337	294,487	295,060	366,581	71,521	24.24%
Courts Maintenance	246,830	305,794	306,794	290,965	(15,829)	-5.16%
Construction Standards	1,767,602	2,048,314	2,056,117	2,288,543	232,426	11.30%
Emergency Management	566,060	615,687	662,959	297,210	(365,749)	-55.17%
Fire Department	300,000	504,066	509,363	943,505	434,142	0.00%
Emergency Medical Services	7,605,136	8,575,053	8,671,455	9,055,231	383,776	4.43%
Other Public Safety	1,513,153	1,633,284	1,947,176	1,704,806	(242,370)	-12.45%
Emergency 911 Telephone System	921,262	658,311	1,027,338	818,010	(209,328)	-20.38%
<b>TOTAL</b>	<b>\$ 36,773,917</b>	<b>\$ 39,870,569</b>	<b>\$ 40,986,557</b>	<b>\$ 41,669,482</b>	<b>\$ 682,925</b>	<b>1.67%</b>
<b>ECONOMIC &amp; PHYSICAL DEVELOPMENT</b>						
Planning & Development						
Planning	\$ 417,651	\$ 533,269	\$ 555,247	\$ 588,086	\$ 32,839	5.91%
Community Development	580,879	594,099	667,868	545,012	(122,856)	-18.40%
Soil & Water Conservation	229,925	247,551	260,446	242,298	(18,148)	-6.97%
Zoning Administration	176,598	194,264	194,882	207,451	12,569	6.45%
Economic Development Corporation	31,115	340,617	340,617	375,696	35,079	0.00%
Economic Development Incentives	1,053,936	334,000	1,011,872	724,000	(287,872)	-28.45%
Other Economic and Physical Development	1,952,804	1,951,429	1,952,429	1,978,054	25,625	1.31%
<b>TOTAL</b>	<b>\$ 4,442,908</b>	<b>\$ 4,195,229</b>	<b>\$ 4,983,361</b>	<b>\$ 4,660,597</b>	<b>\$ (322,764)</b>	<b>-6.48%</b>

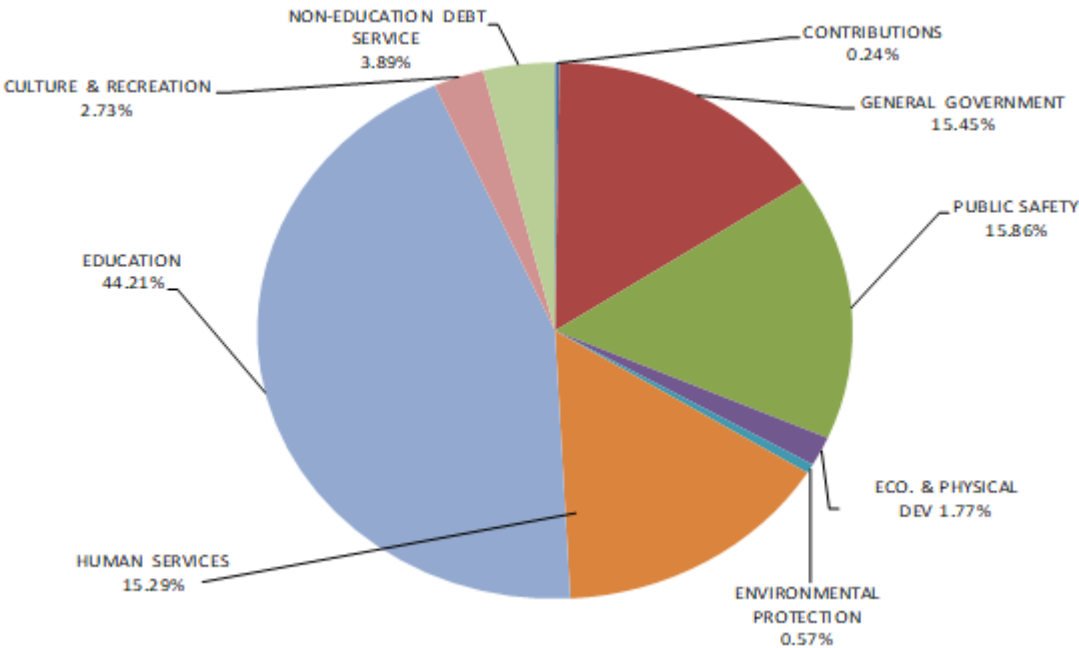
# Budget Summary

## EXPENDITURES BY FUNCTION AND DEPARTMENT ALL FUNDS

	FY 2016 ACTUAL	FY 2017 ADOPTED	FY 2017 REVISED	FY 2018 ADOPTED	ADOPTED CHANGE	PERCENT CHANGE
<b>ENVIRONMENTAL PROTECTION</b>						
Landfill	\$ 1,673,169	\$ 880,910	\$ 1,045,342	\$ 971,952	\$ (73,390)	-7.02%
Waste Reduction	241,797	378,737	387,501	514,545	127,044	33.54%
<b>TOTAL</b>	<b>\$ 1,914,966</b>	<b>\$ 1,259,647</b>	<b>\$ 1,432,843</b>	<b>\$ 1,486,497</b>	<b>\$ 53,654</b>	<b>3.74%</b>
<b>HUMAN SERVICES</b>						
Veterans Services	\$ 236,223	\$ 242,463	\$ 243,582	\$ 260,892	\$ 17,310	7.14%
Other Human Services	6,679,251	7,023,757	7,017,311	7,408,691	391,380	5.58%
Cooperative Extension	355,266	419,730	443,730	399,871	(43,859)	-9.88%
Human Services					-	0.00%
Administration	2,995,045	3,133,857	3,201,554	3,125,539	(76,015)	-2.37%
Transportation	2,136,240	2,281,933	2,478,671	1,911,458	(567,213)	-22.88%
Child Welfare	6,544,596	7,574,493	7,730,585	8,174,839	444,254	5.75%
Child Support Enforcement	1,474,471	1,521,924	1,527,688	1,623,129	95,441	6.25%
Economic Services	11,972,166	12,425,263	12,452,109	12,768,243	316,134	2.54%
Adult & Family Services	3,180,177	3,378,041	3,377,229	3,341,175	(36,054)	-1.07%
Nutrition	406,407	491,913	492,307	498,172	5,865	1.19%
Senior Services	563,846	711,545	720,887	653,572	(67,315)	-9.34%
<b>TOTAL</b>	<b>\$ 36,543,688</b>	<b>\$ 39,204,919</b>	<b>\$ 39,685,653</b>	<b>\$ 40,165,581</b>	<b>\$ 479,928</b>	<b>1.21%</b>
<b>EDUCATION</b>						
Operating						
Cabarrus County Schools	\$ 55,169,090	\$ 58,794,926	\$ 60,772,051	\$ 63,063,903	\$ 2,291,852	3.77%
Kannapolis City Schools	7,364,372	7,999,461	7,933,341	7,992,929	59,588	0.75%
Rowan Cabarrus Community College	2,268,205	2,346,076	2,361,832	2,589,303	227,471	9.63%
Capital						
Cabarrus County Schools	3,333,743	1,087,200	5,694,539	1,056,320	(4,638,219)	-81.45%
Kannapolis City Schools	734,507	116,800	1,093,645	108,834	(984,811)	-90.05%
Rowan Cabarrus Community College	567,855	250,000	466,587	100,000	(366,587)	-78.57%
Other Schools						
Cabarrus County Schools	107,687	107,687	115,569	115,569	-	0.00%
Debt						
Cabarrus County and Kannapolis City Sch	29,938,336	37,230,222	37,231,122	40,925,878	3,694,756	9.92%
Rowan Cabarrus Community College	223,450	212,148	212,148	210,533	(1,615)	-0.76%
<b>TOTAL</b>	<b>\$ 99,707,245</b>	<b>\$ 108,144,520</b>	<b>\$ 115,880,834</b>	<b>\$ 116,163,269</b>	<b>\$ 282,435</b>	<b>0.24%</b>
<b>CULTURE &amp; RECREATION</b>						
Active Living & Parks						
Parks	\$ 1,314,733	\$ 1,517,968	\$ 1,553,743	\$ 1,750,645	\$ 196,902	12.67%
Senior Centers	512,512	621,184	692,470	673,516	(18,954)	-2.74%
Library System	3,006,490	3,181,572	3,234,317	3,185,660	(48,657)	-1.50%
Arena & Events Center	775,495	950,774	1,109,789	909,837	(199,952)	-18.02%
Fair	581,389	618,295	618,295	631,992	13,697	2.22%
Other Cultural and Recreation	26,000	26,000	26,000	26,000	-	0.00%
<b>TOTAL</b>	<b>\$ 6,216,619</b>	<b>\$ 6,915,793</b>	<b>\$ 7,234,614</b>	<b>\$ 7,177,650</b>	<b>\$ (56,964)</b>	<b>-0.79%</b>
<b>DEBT SERVICE</b>						
Debt Services	\$ 9,217,538	\$ 8,822,564	\$ 8,852,328	\$ 10,214,123	\$ 1,361,795	15.38%
<b>TOTAL</b>	<b>\$ 9,217,538</b>	<b>\$ 8,822,564</b>	<b>\$ 8,852,328</b>	<b>\$ 10,214,123</b>	<b>\$ 1,361,795</b>	<b>15.38%</b>
<b>ALL FUNCTIONS AND DEPARTMENTS</b>						
<b>GRAND TOTAL</b>	<b>\$ 249,284,381</b>	<b>\$ 248,053,226</b>	<b>\$ 271,854,755</b>	<b>\$ 262,765,262</b>	<b>\$ (9,089,493)</b>	<b>-3.34%</b>

# Budget Summary

## FY 18 EXPENDITURES BY FUNCTION ALL FUNDS



EXPENDITURE FUNCTION	EXPENDITURE DESCRIPTION	FY 2018 ADOPTED
CONTRIBUTIONS	Transfers and external agencies	\$639,837
GENERAL GOVERNMENT	Administrative, legal, financial, and other support for County departments	40,588,226
PUBLIC SAFETY	Protect safety	41,669,482
ECONOMIC & PHYSICAL DEVELOPMENT	Orderly growth and enhancement of economic and physical environments	4,660,597
ENVIRONMENTAL PROTECTION	Environmental protection of the County	1,486,497
HUMAN SERVICES	Access to healthcare, employment training, and other social services	40,165,581
EDUCATION	Local public education institutions, including debt	116,163,269
CULTURE & RECREATION	Community recreation and education	7,177,650
NON-EDUCATION DEBT SERVICE	Debt services excluding education	10,214,123
<b>TOTAL</b>		<b>\$262,765,262</b>



# Budget Summary

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## EXPENDITURES SUMMARY

### Employee Compensation

The Cabarrus County Personnel Management Policy calls for annual cost-of-living salary adjustments (COLA) and merit pay raises based on performance. The FY17 budget included a ½% COLA and merit increases based on performance as provided by the personnel ordinance. The FY18 adopted budget provides a 2% COLA and merit adjustments based on performance calculated at an average of 1.52%.

The adopted FY18 budget increases the Local Government Employees' Retirement System annual rate for law enforcement officers from 8.00% to 8.25%. The employer contribution rate for general employees increases from 7.25% to 7.56%. These increases were required by the Local Government Employees' Retirement System. As of April 30, 2017, 929 employees and 94 retirees are insured under the health insurance plans. Contributions to Health Savings Accounts (HSA), for employees who participate in the Consumer Driven Plan, will remain at \$750 for the FY18 proposed budget. Contributions to the HRA, for employees who participate in the Open Access Plan, will no longer be offered for FY18 as a result of high administrative fees to operate this plan and control rising costs of this plan.

The adopted FY18 budget continues the self-insured, employee-paid dental coverage plan in order to keep costs down. The employee premiums remain stable in the plan and the self-funded health insurance provides financial support for cash flow purposes.

### General Government

The General Government Service area accounts for county services for the benefit of the public and the governmental body as a whole. This service area includes: Board of Commissioners, County Manager, Communications and Outreach, Human Resources, Tax Collection and Administration, Board of Elections, Register of Deeds, Finance, Information Services, Infrastructure and Asset Management, Health and Dental Insurance, and Non-departmental, which includes programs that relate to the General Fund and not a particular department. Spending in this service area comprises 15.45% of the total budget and increased by \$3,908,660 or 10.66% above the FY17 revised budget of \$36,679,566 to the FY18 adopted budget of \$40,588,226. The increase from the FY17 revised budget is primarily due to increases in the health, dental, workers compensation, and liability funds by \$801,132. Other increases include a recommended salary study with a potential budget impact of \$450,000 and \$1,144,962 for Charter School funding. In addition, the increase includes new positions in the following departments: a Recruiter in Human Resources to assist with filling vacancies across County departments, a Multi-Media Journalist in Communication's to assist with public relations and Channel 22, a Grounds Maintenance worker and a Custodian in Infrastructure and Asset Management due to the increase in expanding services and building needs, and a Budget Analyst in the County Manager's Office that would assist with performance and budget evaluation County-wide.

### Culture and Recreation

Culture and Recreation expenditures provide county residents with opportunities and facilities for cultural, recreational, and educational programs. These opportunities include programming at: Active Living and Parks (Frank Liske Park, Camp Spencer, Vietnam Veterans Park, Rob Wallace Park and the Senior Centers), Cabarrus Arena and Events Center, Fair, and Public Libraries located in Concord, Kannapolis, Harrisburg, and Mount Pleasant. The FY18 adopted budget totals \$7,177,650 and is 2.73% of total spending. This represents a \$59,964, or 0.8%, decrease from the revised FY17 budget of \$7,234,614. This decrease can be attributed to a reduction in the Arena and Events Center budget due to a decrease in contribution from the General Fund as well as slight

# Budget Summary

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reductions in the Senior Center and Library budgets. The Active Living and Parks budget will increase from the FY17 revised budget due to following requested positions: an additional Park Attendant, one part-time Park Ranger, and one Senior Park Ranger to assist with the newly opened Rob Wallace Park.

## Public Safety

Public Safety expenditures provide safety and security of the public. This section includes: Sheriff's Department, which includes the Jail, Animal Control and Animal Shelter. Other departments included in this category of public safety are: Courts, Construction Standards, Emergency Management, Emergency Medical Services, and the 911 Emergency Telephone System Fund. The FY18 adopted budget totals \$41,669,482 and is 15.86% of total spending. This represents a \$682,925, or a 1.67%, increase from the revised FY17 budget of \$40,986,557. This increase is due primarily to new positions requested, which includes: a Records Clerk position with the Sheriff's Department, two Code Enforcement Officers and one Permit Clerk to assist with the growth the County is experiencing in the Construction Standards Department, five part-time EMT's for Emergency Medical Services, and a Fire Fighter to assist with the newly implemented Manpower Unit that works with the County's Volunteer Fire Departments to provide fire services.

## Economic and Physical Development

The Economic and Physical Development service area provides for the orderly planning of growth and development, along with incentives to drive economic growth in the County. This area includes: Planning and Development, Community Development, Soil and Water Conservation, Zoning Administration, Economic Development Incentives, and Economic Development Corporation. The FY18 adopted budget totals \$4,660,597 and is 1.77% of total spending. This represents a \$322,764, or 6.48%, decrease from the FY17 revised budget of \$4,983,361. This decrease is primarily due to changes in the way the County plans to budget incentive grants--reflecting only current year incentive payments and placing past years' unpaid incentives as a committed fund balance.

## Human Services

Human Services expenditures are those that promote general health and well-being of the individuals within the community. This area includes: Veterans Services, Medicaid and Senior Transportation, Cooperative Extension, Human Services, Aging services, and the Cabarrus Health Alliance. The FY18 adopted budget totals \$40,165,581 and is 15.29% of total spending. This represents a \$479,928, or 1.21%, increase from the FY17 revised budget of \$39,685,653. The majority of the increase relates to personnel costs, which includes a Child Support Agent 1 in the Child Support Division, two Income Maintenance Caseworker III, one Income Maintenance Supervisor and a Foreign Language Interpreter for Economic Services, and a Social Worker III in Adult Services. The Child Welfare position requested an additional eight positions, which includes: an Administrative Associate, one Social Work III Supervisor, one Human Service Evaluator II/Family Finder position, four Social Work Assessment positions, and one part-time Social Work Assessment position. The need for these additional positions is due to an increase in volume and caseload across all Human Services divisions. The Cabarrus Health Alliance is requesting to replace two of their on-site vehicles, which is projected to cost around \$46,000, as well as funding for a part-time school nurse to cover the Pre-K sites for \$26,312. The Cabarrus Health Alliance is also requesting to increase the school nurse health insurance premium from 50% to 80% in order to be more competitive with surrounding counties. This increase is projected to cost around \$121,249, \$44,180 for nurses who currently participate with the health insurance offered and \$77,069 for the anticipated increase in enrollment.

# Budget Summary

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## Environmental Protection

Environmental Protection services provides environmental safety and quality. These services include the Landfill and Waste Reduction Departments. The FY18 adopted budget totals \$1,486,497 and is 0.57% of total spending. This represents a \$53,654, or 3.74%, increase from the FY17 revised budget of 1,432,843. This increase relates to the Waste Reduction budget increasing due to an internal transfer of the Sustainability Manager to this budget from the Infrastructure and Asset Management Administration budget.

## Education / School Debt

Education/School Debt funds two public school systems, multiple charter schools, one community college, and debt associated with the acquisition and construction of capital assets for the school systems and community college. The FY18 adopted budget totals \$116,163,269 and is the largest portion at 44.21% of total spending. This represents an increase of \$282,435 or 0.24% from the FY17 revised budget of \$115,880,834. Education/School currently expense funding for Cabarrus County Schools Kannapolis City Schools and Charter schools increased by \$2,351,439 or 3.42% from the FY17 revised budget. This increase is due to the following: increases in regular instruction costs by \$1,799,177 (\$1,742,477 Regular, \$56,700 Charter) due to the local state salary match, charter school students, increase in teacher supplements, operational costs associated with the opening of Mt. Pleasant Middle School, increases for non-teaching staff salaries and benefits, instructional supplies, and increases in hospitalization and retirement for staff. Building maintenance costs increased funding by \$376,939 for Cabarrus County Schools for continuation costs, expansion of Facilities Maintenance division funding, one Utility Technician position, and janitorial equipment. Rowan Cabarrus Community College had an increase of \$227,471 in current expense funding for FY18, which was a \$46,490 increase in grounds maintenance costs and \$128,833 increase in technology for devices. Other increases related to the following expansion requests includes: the operating costs for 650 Concord Parkway for \$60,835, energy and commodity inflation at \$133,537, and an additional facilities technician for the added space at the Community Business Technical Center and the Advanced Technology Center for \$33,099. Design is under way for the construction of an Advanced Technology Center, which should start construction in early 2018 on the Kannapolis Research Campus site. New debt was adopted for FY18 at \$643,607 for the Performance Learning Center and \$4,252,478 for the new high school.

## Contributions

Contributions includes expenditures to other funds. The FY18 adopted budget totals \$639,837 and is 0.24% of total spending. The FY18 adopted budget for Contributions is decreasing by \$15,479,162 or 96.03% from the FY17 revised budget of \$16,118,999. The decrease from the revised budget relates primarily to the contribution to the Capital Reserve Fund in FY17 of \$14,504,394. The Arena Fund contribution decreased by \$40,937 from the FY17 revised budget amount of \$680,774 to the FY18 adopted amount of \$639,837.

## Other Debt Service

Other debt service accounts for principal and interest payments on debt, other than school debt, for the acquisition and construction of capital assets, such as: Arena, Jail, Jail Annex, and Sheriff Administrative Building. The FY18 adopted budget totals \$10,214,123 and represents 3.89% of total spending. This represents an increase of \$1,361,795 or 15.38% from the FY17 revised budget of \$8,852,328. This increase is largely due to the issuance of debt for a parking deck and warehouse facility. The warehouse facility is subject to the completion of the due diligence period. This debt is proposed to be issued in the fall of 2017.

# Budget Summary

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## PROGRAM FUNDING MATRIX

The matrix found on the following pages categorizes each County program (General Fund only) according to service and funding requirements.

- *Mandated programs by the state or an agreement, with required funding levels, are shown in green.*
- *Mandated programs with discretionary funding levels are shown in blue.*
- *Discretionary programs with mandated funding due to contractual reasons or otherwise, are shown in pink*
- *Discretionary programs that serve as core administrative functions are shown in brown.*
- *Discretionary programs with discretionary funding are shown in yellow.*

Information is presented in two formats:

- 1) By funding requirement category as described above and
- 2) By service area function

The matrix broken out by service area also includes sources of funding and calculation of net tax rate equivalent for each program.

Program Funding Matrix	Green	Blue	Pink	Brown	Yellow
Service Provision	Mandatory	Mandatory	Discretionary	Discretionary	Discretionary
Funding	Mandatory	Discretionary	Mandatory	Discretionary	Discretionary

# Budget Summary

## PROGRAM FUNDING MATRIX BY CATEGORY GENERAL FUND

1 CENT = \$2,086,189	FY 2018 NON- PROPERTY TAX EXPENDITURES	FY 2018 PROPERTY TAX REVENUE	FY 2018 PROPERTY TAX REVENUE	FY 2017 ADOPTED TAX RATE	FY 2018 ADOPTED TAX RATE	ADOPTED TAX RATE CHANGE
<b>MANDATED SERVICE &amp; MANDATED DOLLARS</b>						
Non-Departmental -						
Unemployment Compensation	25,000	-	25,000	0.0010	0.0001	(0.0008)
Education-Debt Service and Lottery	41,136,411	2,717,727	38,418,684	0.1714	0.1842	0.0127
Law Enforcement Separation Allowance	292,682	-	292,682	0.0024	0.0014	(0.0010)
Debt Service-Non Education	10,154,597	-	10,154,597	0.0501	0.0487	(0.0014)
Education-Sales Tax	-	17,963,277	(17,963,277)	(0.0959)	(0.0861)	0.0098
<b>TOTAL</b>	<b>\$ 51,608,690</b>	<b>\$ 20,681,004</b>	<b>\$ 30,927,686</b>	<b>\$ 0.1290</b>	<b>\$ 0.1482</b>	<b>\$ 0.0193</b>
<b>MANDATED SERVICE &amp; DISCRETIONARY DOLLARS</b>						
Board of Commissioners	1,091,379	-	1,091,379	0.0052	0.0052	(0.0000)
Board of Elections	1,350,928	-	1,350,928	0.0041	0.0065	0.0024
Infrastructure & Asset Mgmt. - Street Sign Maintenance	215,581	7,000	208,581	0.0009	0.0010	0.0001
Register of Deeds	580,668	2,821,250	(2,240,582)	(0.0064)	(0.0107)	(0.0043)
Tax Administration-Tax Assessor, Land Records, Appraisal	2,251,025	500	2,250,525	0.0110	0.0108	(0.0002)
Tax Collections	986,490	475,250	511,240	0.0040	0.0025	(0.0015)
Construction Standards	2,288,543	3,385,121	(1,096,578)	(0.0047)	(0.0053)	(0.0005)
Courts Maintenance	290,965	348,000	(57,035)	0.0015	(0.0003)	(0.0017)
Emergency Management	297,210	105,000	192,210	0.0042	0.0009	(0.0032)
Emergency Medical Services	9,055,231	5,521,000	3,534,231	0.0103	0.0169	0.0066
Sheriff-Jail	11,266,541	1,256,200	10,010,341	0.0520	0.0480	(0.0040)
Sheriff-Administration & Operations	13,839,212	2,722,455	11,116,757	0.0531	0.0533	0.0001
Planning & Development-Soil & Water Conservation	242,298	30,330	211,968	0.0011	0.0010	(0.0000)
Cardinal Innovations Healthcare Solutions-Mental Health/Substance Abuse/Developmental Disabilities	614,020	-	614,020	0.0035	0.0029	(0.0006)

# Budget Summary

## PROGRAM FUNDING MATRIX BY CATEGORY GENERAL FUND

1 CENT = \$2,086,189	FY 2018 NON- PROPERTY TAX REVENUE	FY 2018 PROPERTY TAX REVENUE	FY 2017 ADOPTED TAX RATE	FY 2018 ADOPTED TAX RATE	ADOPTED TAX RATE CHANGE	
FY 2018 EXPENDITURES						
Human Services-Administration	3,125,539	-	3,125,539	0.0136	0.0150	0.0014
Human Services-Adult & Family Services	3,341,175	1,629,123	1,712,052	0.0081	0.0082	0.0001
Human Services-Child Support Enforcement	1,623,129	1,440,164	182,965	0.0012	0.0009	(0.0003)
Human Services-Child Welfare, Day Care, Foster Care	8,174,839	3,829,009	4,345,830	0.0229	0.0208	(0.0021)
Human Services-Economic Services	12,768,243	10,228,926	2,539,317	0.0199	0.0122	(0.0077)
Human Services-Transportation Services (Medicaid)	1,911,458	1,459,129	452,329	0.0040	0.0022	(0.0018)
Cabarrus Health Alliance- Environ. Health, Communicable Disease, Vital Records	1,539,900	-	1,539,900	0.0065	0.0074	0.0009
Education-Capital	1,265,154	-	1,265,154	0.0155	0.0061	(0.0094)
Education-Operating	73,646,135	-	73,646,135	0.3017	0.3530	0.0513
Contri. to Other Agencies-Medical Examiner	122,500	-	122,500	0.0003	0.0006	0.0003
Delinquent Property and Vehicle Tax	-	1,719,800	(1,719,800)	0.0003	(0.0082)	(0.0085)
Interest on Property and Vehicle Tax	-	468,000	(468,000)	0.0003	(0.0022)	(0.0025)
Sales Tax-Unrestricted	-	29,930,677	(29,930,677)	(0.1201)	(0.1435)	(0.0233)
<b>TOTAL</b>	<b>\$ 151,888,163</b>	<b>\$ 67,376,934</b>	<b>\$ 84,511,229</b>	<b>\$ 0.4137</b>	<b>\$ 0.4051</b>	<b>\$ (0.0086)</b>
<b>DISCRETIONARY SERVICE &amp; MANDATED DOLLARS</b>						
Non-Departmental-Human Service Open Space Rent and Utilities	207,177	-	207,177	0.0005	0.0010	0.0005
Non-Departmental-Other Benefits (Retiree Health Insurance)	622,480	-	622,480	0.0038	0.0030	(0.0008)
Economic Development Incentive Grants	724,000	-	724,000	0.0133	0.0035	(0.0098)
Economic Development Corporation	375,696	375,723	(27)	0.0133	(0.0000)	(0.0133)
Contr. to Other Agencies-Juvenile Crime Prevention-Teen Ct	55,915	55,915	-	0.0000	0.0000	0.0000

# Budget Summary

## PROGRAM FUNDING MATRIX BY CATEGORY GENERAL FUND

1 CENT = \$2,086,189	FY 2018 NON- PROPERTY TAX REVENUE	FY 2018 PROPERTY TAX REVENUE	FY 2017 ADOPTED TAX RATE	FY 2018 ADOPTED TAX RATE	ADOPTED TAX RATE CHANGE	
FY 2018 EXPENDITURES						
Contr. To Juvenile Crime Prevention Council (JCPC) - unallocated	84,500	84,500	-	0.0000	0.0000	0.0000
Contr. to Other Agencies-Forestry Service Planning and Development-Educational Farm	94,513	-	94,513	0.0005	0.0005	(0.0000)
Contr. to Other Agencies-Special Olympics	40,000	-	40,000	0.0005	0.0002	(0.0003)
School Park Maintenance	65,569	-	65,569	0.0003	0.0003	0.0000
Contr. to Other Agencies-Arts Council	50,000	-	50,000	0.0003	0.0002	(0.0001)
Contr. to Other Agencies-Economic Development Corporation	26,000	-	26,000	0.0001	0.0001	(0.0000)
Contr. to Positive Parenting Program	400,000	-	400,000	0.0018	0.0019	0.0002
Contr. to Crisis Prevention	45,000	45,000	-	0.0018	0.0000	(0.0018)
Contr. to Concord	56,000	56,000	-	0.0018	0.0000	(0.0018)
Downtown Development Corporation	25,000	-	25,000	0.0018	0.0001	(0.0016)
Contr. to Other Agencies-Boys & Girls Club	50,000	-	50,000	0.0000	0.0002	0.0002
Contr. to Other Agencies-Shift Mentoring	53,696	53,696	-	0.0000	0.0000	0.0000
Contr. to Other Agencies-Fire Districts Sales Tax	900,000	900,000	-	0.0000	0.0000	0.0000
Contr. to Other Agencies-Obligation to City of Kannapolis	1,513,054	-	1,513,054	0.0078	0.0073	(0.0005)
<b>TOTAL</b>	<b>\$ 5,388,600</b>	<b>\$ 1,570,834</b>	<b>\$ 3,817,766</b>	<b>\$ 0.0473</b>	<b>\$ 0.0183</b>	<b>\$ (0.0290)</b>
<b>CORE ADMINISTRATIVE SERVICES</b>						
Finance	927,673	-	927,673	0.0053	0.0044	(0.0008)
Communications & Outreach	604,201	532,000	72,201	(0.0011)	0.0003	0.0014
County Manager (Budget, Risk Management, Safety, Contracting)	1,170,519	-	1,170,519	0.0038	0.0056	0.0018

# Budget Summary

## PROGRAM FUNDING MATRIX BY CATEGORY GENERAL FUND

1 CENT = \$2,086,189	FY 2018 NON- PROPERTY TAX EXPENDITURES	FY 2018 PROPERTY TAX REVENUE	FY 2018 PROPERTY TAX REVENUE	FY 2017 ADOPTED TAX RATE	FY 2018 ADOPTED TAX RATE	ADOPTED TAX RATE CHANGE
Infrastructure & Asset Mgmt. - Admin., Ground Maintenance, Building Maintenance, Facility Services, Fleet						
Maintenance	8,804,308	141,800	8,662,508	0.0419	0.0415	(0.0003)
Human Resources	920,843	-	920,843	0.0033	0.0044	0.0011
Information Technology Services	5,422,954	168,555	5,254,399	0.0208	0.0252	0.0044
<b>TOTAL</b>	<b>\$ 17,850,498</b>	<b>\$ 842,355</b>	<b>\$ 17,008,143</b>	<b>\$ 0.0740</b>	<b>\$ 0.0815</b>	<b>\$ 0.0075</b>
<b>DISCRETIONARY SERVICE &amp; DISCRETIONARY DOLLARS</b>						
Non-Departmental-Salary Adjustments	1,080,000	-	1,080,000	0.0029	0.0052	0.0023
Non-Departmental- Insurance Settlements	-	-	-	0.0003	0.0000	(0.0003)
Non-Departmental-Auto and Truck Maintenance	12,000	-	12,000	0.0000	0.0001	0.0001
Non-Departmental- Contingency	1,828,182	-	1,828,182	0.0068	0.0088	0.0020
Non-Departmental- Mileage	9,000	-	9,000	0.0068	0.0000	(0.0067)
Non-Departmental-Fuel	75,000	-	75,000	0.0005	0.0004	(0.0002)
Non-Departmental- Consultants	25,000	-	25,000	0.0001	0.0001	(0.0000)
Fire Department	943,505	9,000	934,505	0.0005	0.0045	0.0039
Library System	3,185,660	544,989	2,640,671	0.0107	0.0127	0.0020
Active Living & Parks-Parks	1,750,645	493,000	1,257,645	0.0059	0.0060	0.0001
Active Living & Parks- Senior Centers	673,516	285,001	388,515	0.0018	0.0019	0.0001
Sheriff-Animal Control	798,878	-	798,878	0.0047	0.0038	(0.0009)
Sheriff-Animal Shelter	366,581	34,000	332,581	0.0047	0.0016	
Planning & Development- Community Development	545,012	341,102	203,910	0.0010	0.0010	0.0000
Planning & Development- Planning & Zoning	795,537	149,035	646,502	0.0033	0.0031	(0.0002)
Human Services-Nutrition	498,172	159,138	339,034	0.0015	0.0016	0.0001
Human Services-Senior Services	653,572	370,966	282,606	0.0017	0.0014	(0.0003)



# Budget Summary

## PROGRAM FUNDING MATRIX BY CATEGORY GENERAL FUND

1 CENT = \$2,086,189	FY 2018 NON- PROPERTY TAX EXPENDITURES	FY 2018 PROPERTY TAX REVENUE	FY 2018 PROPERTY TAX REVENUE	FY 2017 ADOPTED TAX RATE	FY 2018 ADOPTED TAX RATE	ADOPTED TAX RATE CHANGE
Cabarrus Health Alliance - School Nurses/Operations/ Mosquito Control	5,189,771	-	5,189,771	0.0256	0.0249	(0.0007)
Spay It Forward	15,000	-	15,000	0.0256	0.0001	(0.0255)
Cooperative Extension	399,871	51,400	348,471	0.0018	0.0017	(0.0002)
Veterans Services	260,892	-	260,892	0.0012	0.0013	0.0000
Waste Reduction/Recycling	514,545	95,000	419,545	0.0008	0.0020	0.0012
Contr. to Other Funds- Capital Projects	-	-	-	0.0073	0.0000	(0.0073)
Contr. to Other Funds- Arena & Events Center Fund	639,837	-	639,837	0.0037	0.0031	(0.0006)
ABC Profits, Medicaid Hold Harmless, Parking Fees, Rebates, Interest on Investments, Sale of Fixed Assets	-	1,834,327	(1,834,327)	(0.0021)	(0.0088)	(0.0067)
<b>TOTAL</b>	<b>\$ 20,260,176</b>	<b>\$ 4,366,958</b>	<b>\$ 15,893,218</b>	<b>\$ 0.1171</b>	<b>\$ 0.0762</b>	<b>\$ (0.0378)</b>
<b>GRAND TOTAL</b>	<b>\$ 246,996,127</b>	<b>\$ 94,838,085</b>	<b>\$ 152,158,042</b>	<b>\$ 0.7000</b>	<b>\$ 0.7000</b>	<b>\$ -</b>

# Budget Summary

## PROGRAM FUNDING MATRIX BY FUNCTION AND DEPARTMENT GENERAL FUND

1 CENT = \$2,086,189	FY 2018 EXPENDITURES	FY 2018 NON-PROPERTY TAX REVENUE	FY 2018 PROPERTY TAX REVENUE	FY 2017 ADOPTED TAX RATE	FY 2018 ADOPTED TAX RATE	ADOPTED TAX RATE CHANGE
<b>GENERAL GOVERNMENT</b>						
Board of Commissioners	1,091,379	-	1,091,379	0.0052	0.0052	(0.0000)
Board of Elections	1,350,928	-	1,350,928	0.0041	0.0065	0.0024
Finance	927,673	-	927,673	0.0053	0.0044	(0.0008)
Infrastructure & Asset Mgmt. - Street Sign Maintenance	215,581	7,000	208,581	0.0009	0.0010	0.0001
Register of Deeds	580,668	2,821,250	(2,240,582)	(0.0064)	(0.0107)	(0.0043)
Tax Administration-Assessor, Land Records, Appraisal	2,251,025	500	2,250,525	0.0110	0.0108	(0.0002)
Tax Collections	986,490	475,250	511,240	0.0040	0.0025	(0.0015)
Delinquent Property and Vehicle Tax	-	1,719,800	(1,719,800)	0.0040	(0.0082)	(0.0122)
Interest on Property and Vehicle Tax	-	468,000	(468,000)	0.0040	(0.0022)	(0.0062)
Communications & Outreach County Manager (Budget, Risk Management, Safety, Contracting)	604,201 1,170,519	532,000 -	72,201 1,170,519	(0.0011) 0.0038	0.0003 0.0056	0.0014 0.0018
Infrastructure & Asset Mgmt. - Admin., Grounds Maintenance, Building Maintenance, Facility Services, Fleet Maintenance	8,804,308	141,800	8,662,508	0.0419	0.0415	(0.0003)
Human Resources	920,843	-	920,843	0.0033	0.0044	0.0011
Information Technology Services	5,422,954	168,555	5,254,399	0.0208	0.0252	0.0044
Non-Departmental-Salary Adjustments	1,080,000	-	1,080,000	0.0029	0.0052	0.0023
Non-Departmental-Human Service Open Space Rent and Utilities	207,177	-	207,177	0.0005	0.0010	0.0005
Non-Departmental-Retiree Health Insurance	622,480	-	622,480	0.0038	0.0030	(0.0008)
Non-Departmental-Insurance Settlements	-	-	-	0.0003	0.0000	(0.0003)
Non-Departmental-Auto, Trucks, Equipment Maintenance	12,000	-	12,000	0.0000	0.0001	0.0001
Non-Departmental- Contingency	1,828,182	-	1,828,182	0.0068	0.0088	0.0020
Non-Departmental-Fuel	75,000	-	75,000	0.0005	0.0004	(0.0002)
Non-Departmental-Mileage	9,000	-	9,000	0.0005	0.0000	(0.0005)
Non-Departmental-Consultants	25,000	-	25,000	0.0001	0.0001	(0.0000)
Non-Departmental-Legal	-	-	-	0.0005	0.0000	(0.0005)

# Budget Summary

## PROGRAM FUNDING MATRIX BY FUNCTION AND DEPARTMENT GENERAL FUND

1 CENT = \$2,086,189	FY 2018 EXPENDITURES	FY 2018 NON-PROPERTY TAX REVENUE	FY 2018 PROPERTY TAX REVENUE	FY 2017 ADOPTED TAX RATE	FY 2018 ADOPTED TAX RATE	ADOPTED TAX RATE CHANGE
Non-Departmental - Unemployment Compensation	25,000	-	25,000	0.0010	0.0001	(0.0008)
<b>TOTAL</b>	<b>\$ 28,210,408</b>	<b>\$ 6,334,155</b>	<b>\$ 21,876,253</b>	<b>\$ 0.1177</b>	<b>\$ 0.1049</b>	<b>\$ (0.0128)</b>
<b>CULTURE &amp; RECREATION</b>						
Library System	3,185,660	544,989	2,640,671	0.0107	0.0127	0.0020
Active Living & Parks-Parks	1,750,645	493,000	1,257,645	0.0059	0.0060	0.0001
Active Living & Parks-Senior Centers	673,516	285,001	388,515	0.0018	0.0019	0.0001
<b>TOTAL</b>	<b>\$ 5,609,821</b>	<b>\$ 1,322,990</b>	<b>\$ 4,286,831</b>	<b>\$ 0.0184</b>	<b>\$ 0.0205</b>	<b>\$ 0.0022</b>
<b>PUBLIC SAFETY</b>						
Construction Standards	2,288,543	3,385,121	(1,096,578)	(0.0047)	(0.0053)	(0.0005)
Courts Maintenance	290,965	348,000	(57,035)	0.0015	(0.0003)	(0.0017)
Emergency Management	297,210	105,000	192,210	0.0042	0.0009	(0.0032)
Fire Department	943,505	9,000	934,505	0.0042	0.0045	0.0003
Emergency Medical Services	9,055,231	5,521,000	3,534,231	0.0103	0.0169	0.0066
Sheriff-Jail	11,266,541	1,256,200	10,010,341	0.0520	0.0480	(0.0040)
Sheriff-Administration & Operations	13,839,212	2,722,455	11,116,757	0.0531	0.0533	0.0001
Sheriff-Animal Shelter	366,581	34,000	332,581	0.0531	0.0016	(0.0516)
Sheriff-Animal Control	798,878	-	798,878	0.0047	0.0038	(0.0009)
Separation Allowance for Law Enforcement	292,682	-	292,682	0.0024	0.0014	(0.0010)
<b>TOTAL</b>	<b>\$ 39,439,348</b>	<b>\$ 13,380,776</b>	<b>\$ 26,058,572</b>	<b>\$ 0.1807</b>	<b>\$ 0.1249</b>	<b>\$ (0.0558)</b>
<b>ECONOMIC &amp; PHYSICAL DEVELOPMENT</b>						
Planning & Development-Soil & Water Conservation	242,298	30,330	211,968	0.0011	0.0010	(0.0000)
Planning & Development- Community Development	545,012	341,102	203,910	0.0010	0.0010	0.0000
Economic Development Incentive Grants	724,000	-	724,000	0.0133	0.0035	(0.0098)
Economic Development Corporation	375,696	375,723	(27)	0.0133	(0.0000)	(0.0133)
Planning & Development- Planning & Zoning	795,537	149,035	646,502	0.0033	0.0031	(0.0002)
<b>TOTAL</b>	<b>\$ 2,682,543</b>	<b>\$ 896,190</b>	<b>\$ 1,786,353</b>	<b>\$ 0.0318</b>	<b>\$ 0.0086</b>	<b>\$ (0.0233)</b>
<b>HUMAN SERVICES</b>						
Healthcare Solutions-Mental Health/Substance Abuse	614,020	-	614,020	0.0035	0.0029	(0.0006)
Human Services-Administration	3,125,539	-	3,125,539	0.0136	0.0150	0.0014
Human Services-Adult & Family Services	3,341,175	1,629,123	1,712,052	0.0081	0.0082	0.0001

# Budget Summary

## PROGRAM FUNDING MATRIX BY FUNCTION AND DEPARTMENT GENERAL FUND

1 CENT = \$2,086,189	FY 2018 EXPENDITURES	FY 2018 NON-PROPERTY TAX REVENUE	FY 2018 PROPERTY TAX REVENUE	FY 2017 ADOPTED TAX RATE	FY 2018 ADOPTED TAX RATE	ADOPTED TAX RATE CHANGE
Human Services-Child Support Enforcement	1,623,129	1,440,164	182,965	0.0012	0.0009	(0.0003)
Human Services-Child Welfare, Day Care, Foster Care	8,174,839	3,829,009	4,345,830	0.0229	0.0208	(0.0021)
Human Services-Economic Services, Special & Emergency Assistance	12,768,243	10,228,926	2,539,317	0.0199	0.0122	(0.0077)
Human Services-Transportation Services (Medicaid)	1,911,458	1,459,129	452,329	0.0040	0.0022	(0.0018)
Human Services-Nutrition	498,172	159,138	339,034	0.0015	0.0016	0.0001
Human Services-Senior Services	653,572	370,966	282,606	0.0017	0.0014	(0.0003)
Cooperative Extension	399,871	51,400	348,471	0.0018	0.0017	(0.0002)
Veterans Services	260,892	-	260,892	0.0012	0.0013	0.0000
Cabarrus Health Alliance-School Nurses/Operation/Mosquito Control	5,189,771	-	5,189,771	0.0256	0.0249	(0.0007)
Spay it Forward	15,000	-	15,000	0.0256	0.0001	(0.0255)
Cabarrus Health Alliance- Environ. Health/Communicable Disease/ Vital Records	1,539,900	-	1,539,900	0.0065	0.0074	0.0009
<b>TOTAL</b>	<b>\$ 40,115,581</b>	<b>\$ 19,167,855</b>	<b>\$ 20,947,726</b>	<b>\$ 0.1371</b>	<b>\$ 0.1004</b>	<b>\$ (0.0367)</b>
<b>ENVIRONMENTAL PROTECTION</b>						
Waste Reduction-Recycling	514,545	95,000	419,545	0.0008	0.0020	0.0012
<b>TOTAL</b>	<b>\$ 514,545</b>	<b>\$ 95,000</b>	<b>\$ 419,545</b>	<b>\$ 0.0008</b>	<b>\$ 0.0020</b>	<b>\$ 0.0012</b>
<b>EDUCATION</b>						
Education-Debt Service and Lottery	41,136,411	2,717,727	38,418,684	0.1714	0.1842	0.0127
Education-Capital	1,265,154	-	1,265,154	0.0155	0.0061	(0.0094)
Education-Operating	73,646,135	-	73,646,135	0.3017	0.3530	0.0513
Education-Sales Tax	-	17,963,277	(17,963,277)	(0.0959)	(0.0861)	0.0098
<b>TOTAL</b>	<b>\$ 116,047,700</b>	<b>\$ 20,681,004</b>	<b>\$ 95,366,696</b>	<b>\$ 0.3927</b>	<b>\$ 0.4571</b>	<b>\$ 0.0645</b>
<b>CONTRIBUTIONS</b>						
Contr. to Other Agencies-Medical Examiner	122,500	-	122,500	0.0003	0.0006	0.0003
Contr. to Other Agencies-Juvenile Crime Prevention-Teen Court	55,915	55,915	-	-	-	-
Contr. to Positive Parenting Program	45,000	45,000	-	-	-	-
Contr. to Crisis Prevention	56,000	56,000	-	-	-	-

# Budget Summary

## PROGRAM FUNDING MATRIX BY FUNCTION AND DEPARTMENT GENERAL FUND

1 CENT = \$2,086,189	FY 2018 EXPENDITURES	FY 2018 NON-PROPERTY TAX REVENUE	FY 2018 PROPERTY TAX REVENUE	FY 2017 ADOPTED TAX RATE	FY 2018 ADOPTED TAX RATE	ADOPTED TAX RATE CHANGE
Contr. to Other Funds-Capital Projects	-	-	-	0.0073	-	(0.0073)
Contr. to Other Funds-Arena Fund	639,837	-	639,837	0.0037	0.0031	(0.0006)
Contr. to Other Agencies- Forestry Service	94,513	-	94,513	0.0005	0.0005	(0.0000)
Contr. to Other Agencies- Special Olympics	65,569	-	65,569	0.0003	0.0003	0.0000
School Park Maintenance Contr. To Juvenile Crime Prevention Council (JCPC) - unallocated	50,000	-	50,000	0.0003	0.0002	(0.0001)
Contr. to Other Agencies-Arts Council	84,500	84,500	-	-	-	-
Contr. to Other Agencies- Economic Development Corporation	26,000	-	26,000	0.0001	0.0001	(0.0000)
Contr. to Concord Downtown Development Corporation	400,000	-	400,000	0.0018	0.0019	0.0002
Planning and Development- Educational Farm	25,000	-	25,000	0.0018	0.0001	(0.0016)
Contr. to Other Agencies-Boys & Girls Club	40,000	-	40,000	0.0018	0.0002	(0.0016)
Contr. to Other Agencies-Shift Mentoring	50,000	-	50,000	-	0.0002	0.0002
Contr. to Other Agencies-Sales Tax Fire Districts	53,696	53,696	-	-	-	-
Contr. to Other Agencies - Obligation to City of Kannapolis	900,000	900,000	-	-	-	-
<b>TOTAL</b>	<b>\$ 4,221,584</b>	<b>\$ 1,195,111</b>	<b>\$ 3,026,473</b>	<b>\$ 1.3333</b>	<b>\$ 1.2771</b>	<b>\$ (0.0563)</b>
<b>DEBT SERVICE</b>						
Debt Service-Non-Education	10,154,597	-	10,154,597	0.0501	0.0487	(0.0014)
<b>TOTAL</b>	<b>\$ 10,154,597</b>	<b>\$ -</b>	<b>\$ 10,154,597</b>	<b>\$ 0.0501</b>	<b>\$ 0.0487</b>	<b>\$ (0.0014)</b>
<b>UNDESIGNATED REVENUES</b>						
Unrestricted Sales Tax Revenues	-	29,930,677	(29,930,677)	(0.1201)	(0.1435)	(0.0233)
ABC Profits, Medicaid Hold Harmless, Parking Fees, Rebates, Interest on Investments, Sale of Fixed Assets	-	1,834,327	(1,834,327)	(0.0021)	(0.0088)	(0.0067)
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ 31,765,004</b>	<b>\$ (31,765,004)</b>	<b>\$ (0.1222)</b>	<b>\$ (0.1523)</b>	<b>\$ (0.0301)</b>
<b>GRAND TOTAL</b>	<b>\$ 246,996,127</b>	<b>\$ 94,838,085</b>	<b>\$ 152,158,042</b>	<b>\$ 0.7000</b>	<b>\$ 0.7000</b>	<b>\$ -</b>

# Budget Summary

## FY18 PERSONNEL REQUESTS

Department / Position	Positions Requested by Departments	Positions Approved by County Management
<b>County Manager's Office</b>		
Budget Analyst	1	1
Subtotal	1	1
<b>Communications and Outreach</b>		
Multi-media Journalist	1	1
Subtotal	1	1
<b>Human Resources</b>		
Recruiter	1	1
Subtotal	1	1
<b>Information Technology Services</b>		
Help Desk Technician	1	-
Subtotal	1	-
<b>Infrastructure and Asset Management</b>		
Grounds Maintenance Worker	1	1
Custodian	1	1
Subtotal	2	2
<b>Sheriff's Office (Animal Shelter)</b>		
Kennel Technician	1	-
Animal Care Technician	1	-
Assistant Shelter Manager	1	-
Records Clerk	1	1
Sergeant	1	1
Subtotal	5	2
<b>Construction Standards</b>		
Permit Associate	1	1
Code Enforcement Officer	2	2
Subtotal	3	3
<b>Emergency Management (Fire Services)</b>		
Fire Captain	2	-
Senior Fire Fighter	3	-
Fire Fighter	4	1
Subtotal	9	1
<b>Emergency Medical Services</b>		
EMT (Part-time) *.30 FTE	5	5
Subtotal	5	5

# Budget Summary

## FY18 PERSONNEL REQUESTS

Department / Position	Positions Requested by Departments	Positions Approved by County Management
<b>Soil and Water Conservation/ALPS</b>		
Natural Resource Specialist	1	-
<b>Subtotal</b>	<b>1</b>	<b>-</b>
<b>Human Services</b>		
Child Welfare-Social Work Supervisor III	2	1
Child Welfare-Administrative Associate	2	1
Child Welfare- Social Work Assessment (SWIAT) *Floater	2	-
Child Welfare- Human Service Evaluator II/Family Finder	2	1
Child Welfare- Community Social Service Technician (Part-time)	1	-
Child Welfare- Social Work Assessment (SWIAT)	7	4
Child Welfare- Social Work Assessment (SWAT) (Part-time)	1	1
Child Support- Child Support Agent I	1	1
Economic Services- Income Maintenance II (IMC II)	4	2
Economic Services- Income Maintenance Supervisor II	1	1
Economic Services- Foreign Language Interpreter II	1	1
Adult Services-Social Worker III	1	1
<b>Subtotal</b>	<b>25</b>	<b>14</b>
<b>Active Living and Parks</b>		
Park Attendant	1	1
Park Ranger (Part-time)	1	1
Active Living Center Supervisor	1	1
Senior Park Ranger	1	1
<b>Subtotal</b>	<b>4</b>	<b>4</b>
<b>Library</b>		
Catalog Technician	1	-
<b>Subtotal</b>	<b>1</b>	<b>-</b>
<b>Grand Total Requested</b>	<b>58</b>	<b>34</b>

# Budget Summary

## FUNDING REQUESTS BY DEPARTMENT GENERAL FUND

DEPARTMENT	2016 ACTUAL	2017 REVISED	2018 DEPARTMENT	2018 MANAGER	2018 BOARD
Board of Commissioners	922,977	977,381	1,093,946	1,089,290	1,091,379
County Manager	871,986	947,009	1,170,130	1,165,292	1,170,519
Communications & Outreach	464,754	658,089	604,481	604,231	604,201
Human Resources	620,819	813,310	923,180	917,394	920,843
Tax Collector	945,472	978,012	988,655	985,779	986,490
Tax Administration	2,159,912	2,205,602	2,265,853	2,241,854	2,251,025
Board of Elections	926,589	1,007,261	1,369,751	1,350,950	1,350,928
Register of Deeds	538,556	545,104	597,197	580,702	580,668
Finance	896,280	897,779	920,266	924,501	927,673
Information Technology	4,750,321	5,126,243	6,370,062	5,434,837	5,422,954
Non-departmental	818,400	1,595,233	2,961,813	3,828,433	3,883,839
Grounds Maintenance	1,296,078	1,863,088	2,049,366	1,944,682	1,904,647
General Services Admin	1,654,869	1,822,567	1,818,177	1,688,209	1,688,180
Sign Maintenance	164,644	162,479	215,588	215,588	215,581
Building Maintenance	2,503,703	2,923,739	3,146,946	3,014,482	3,015,148
Facility Services	1,327,619	1,441,578	1,514,351	1,513,986	1,516,835
Fleet Maintenance	590,678	1,138,406	891,126	671,762	679,498
Cont. to Other Funds	22,169,097	16,118,999	674,837	639,837	639,837
County Sheriff	12,607,815	13,528,962	14,068,554	13,812,075	13,839,212
Jail	10,304,098	11,205,053	11,290,342	11,254,960	11,266,541
Animal Control	835,624	776,280	845,466	846,484	798,878



# Budget Summary

## FUNDING REQUESTS BY DEPARTMENT GENERAL FUND

DEPARTMENT	2016 ACTUAL	2017 REVISED	2018 DEPARTMENT	2018 MANAGER	2018 BOARD
Animal Shelter	106,337	295,060	313,855	305,347	366,581
Courts	246,830	306,794	286,673	290,965	290,965
Construction Standards	1,767,602	2,056,117	2,316,581	2,286,449	2,288,543
Emergency Management	566,060	662,960	322,946	295,728	297,210
Fire Services	300,000	509,363	951,643	943,543	943,505
Emergency Medical Services	7,605,136	8,671,455	9,422,867	9,038,482	9,055,231
Other Public Safety	1,513,153	1,947,176	1,704,806	1,704,806	1,704,806
Planning & Development	417,651	555,247	564,430	584,946	588,086
Community Development	580,879	667,868	544,234	544,234	545,012
Soil & Water Conservation	229,925	260,446	251,403	249,760	242,298
Zoning Administration	176,598	194,882	207,674	207,464	207,451
Economic Development	31,115	340,617	375,725	375,725	375,696
Economic Development Incentives	1,053,936	1,011,872	703,000	724,000	724,000
Other Economic &	1,952,804	1,951,429	1,953,054	1,973,054	1,978,054
Waste Reduction/Recycling	241,797	387,501	455,204	514,560	514,545
Veterans Services	236,223	243,582	267,713	267,201	260,892
Transportation	2,136,240	2,478,671	1,938,716	1,910,037	1,911,458
Cooperative Extension	355,266	443,730	403,871	402,371	399,871
DHS- Administration Operations	2,995,045	3,201,554	3,162,314	3,121,059	3,125,539
DHS - Child Welfare	6,544,596	7,730,585	8,209,769	8,165,342	8,174,839
DHS - Child Support Services	1,474,471	1,527,688	1,618,364	1,620,046	1,623,129

# Budget Summary

## FUNDING REQUESTS BY DEPARTMENT GENERAL FUND

DEPARTMENT	2016 ACTUAL	2017 REVISED	2018 DEPARTMENT	2018 MANAGER	2018 BOARD
DHS - Economic Services	11,972,166	12,452,109	12,517,770	12,513,065	12,768,243
DHS-Adult and Family Services	3,180,177	3,377,229	3,307,970	3,363,318	3,341,175
Aging - Nutrition	406,407	492,307	498,187	498,187	498,172
Aging - Senior Services	563,846	720,887	694,338	652,969	653,572
Other Human Services	6,679,252	7,017,311	7,440,149	7,435,003	7,408,691
Current Expense Cabarrus	55,169,090	60,772,051	62,915,465	63,049,510	63,063,903
Current Expense Kannapolis City	7,364,372	7,933,341	8,220,339	7,933,475	7,992,929
Current Expense Rowan Cabarrus	2,268,205	2,361,832	2,589,303	2,589,303	2,589,303
Capital Outlay Cabarrus County	3,333,743	5,694,539	1,087,200	1,056,320	1,056,320
Capital Outlay Kannapolis City	734,507	1,093,645	116,800	108,834	108,834
Capital Outlay Rowan Cabarrus	567,855	466,587	100,000	100,000	100,000
Other Schools	107,687	115,569	115,569	115,569	115,569
Active Living & Parks-Parks	1,314,733	1,553,743	1,818,298	1,748,477	1,750,645
Active Living & Parks-Senior	512,512	692,470	674,433	673,335	673,516
Library System	3,006,490	3,234,317	3,214,440	3,215,665	3,185,660
Other - Cultural & Recreation	26,000	26,000	26,000	26,000	26,000
Debt Services: Education	30,161,786	37,443,270	41,203,796	41,136,411	41,136,411
Debt Service: Other	9,080,915	8,822,564	10,322,596	10,154,597	10,154,597
<b>TOTAL</b>	<b>234,351,698</b>	<b>256,446,541</b>	<b>248,617,582</b>	<b>246,620,485</b>	<b>246,996,127</b>

# **FUND SUMMARIES**

# Fund Summaries

## GENERAL FUND

	FY16 ACTUAL	FY17 ADOPTED	FY17 REVISED	FY18 ADOPTED	ADOPTED CHANGE	PERCENT CHANGE
<b>REVENUES</b>						
AD VALOREM TAXES	142,489,187	146,714,972	146,895,472	154,345,842	7,450,370	5.07%
OTHER TAXES	44,990,458	46,082,453	46,082,453	49,610,954	3,528,501	7.66%
INTERGOVERNMENTAL-GRANTS/OTHER	23,658,554	21,244,006	21,887,683	22,118,240	230,557	1.05%
PERMITS & FEES	6,196,417	5,559,370	5,559,370	6,419,391	860,021	15.47%
SALES & SERVICES	11,004,676	11,039,124	11,078,066	11,563,565	485,499	4.38%
INVESTMENT EARNINGS	317,985	280,000	280,000	500,000	220,000	78.57%
MISCELLANEOUS	652,072	456,335	565,959	438,135	(127,824)	-22.59%
OTHER FINANCIAL SOURCES	4,329,987	2,000,000	24,097,538	2,000,000	(22,097,538)	-91.70%
<b>TOTAL</b>	<b>233,639,336</b>	<b>233,376,260</b>	<b>256,446,541</b>	<b>246,996,127</b>	<b>(9,450,414)</b>	<b>-3.69%</b>
<b>EXPENSES</b>						
PERSONNEL SERVICES	62,599,091	67,895,264	67,992,131	72,400,949	4,408,818	6.48%
OPERATIONS	169,827,856	162,585,773	184,886,447	172,613,265	(12,273,182)	-6.64%
CAPITAL OUTLAY	1,924,751	2,895,223	3,567,963	1,981,913	(1,586,050)	-44.45%
<b>TOTAL</b>	<b>234,351,698</b>	<b>233,376,260</b>	<b>256,446,541</b>	<b>246,996,127</b>	<b>(9,450,414)</b>	<b>-3.69%</b>

The FY18 General Fund adopted budget totals \$246,996,127, a decrease of \$9,450,414 or 3.69% from the FY17 revised budget of \$256,446,541.

### Revenues

Ad valorem (property) tax revenue is proposed at a rate of \$0.70 per \$100 of assessed valuation, the same as the FY17 rate. The total taxable property value is estimated at \$22,176,343,745, a 2.9% increase from FY17 final valuation. Ad valorem (property) tax value includes \$1.925 billion in motor vehicles, with the remainder real, personal, and public service property. North Carolina General Statutes require that the estimated percentage of property tax collections not exceed the percentage of tax levy actually realized in cash for the preceding fiscal year. Based on that requirement, a collection rate of 100% was applied to tax calculations on motor vehicles and 98.02% on all other property, for a combined collection rate of 98.19%.

Property tax revenues are generally estimates in the budget process by collecting the current values of property as of February each year. The values are reviewed for reasonableness and historical patterns of taxpayer appeals of these values. The values are then used to calculate the revenue generated by applying the tax rate and collection percentage. This process is repeated several times up to the adopted budget process to ensure the latest values are used for the budget process. The revaluation of real property required by State statute every eight (8) years is completed and was effective for taxes listed on January 1, 2016. Cabarrus County conducts revaluations every four (4) years rather than the maximum eight years.

At the adopted rate, FY18 property tax revenues, excluding motor vehicles, are estimated at \$138,815,342. This is an increase of 4.88% or \$6,457,317 above the FY17 revised budget. Valuations for motor vehicles have increased by 8.06% or \$995,748 above the FY17 revised budget. Therefore, the budget for motor vehicle taxes for FY18 is \$13,342,700.

Other revenue items included in the Ad Valorem Taxes category include interest and delinquent taxes, which are projected to increase by \$19,500 from the FY17 revised budget. All ad valorem budget estimates are based on actual value, along with current and prior year actual collections, and are only budgeted in the General Fund. Total revenues in this category are projected at \$154,345,842, which is an increase of 5.07% or \$7,450,370 above the

# Fund Summaries

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FY17 revised budget of \$146,895,472. These revenues account for 62.49% of the total General Fund revenue in the FY18 adopted budget.

Sales tax is a very volatile revenue source based on the current economy of the community and other communities within the state. The County keeps a history of sales tax revenues collected over the past decade for estimation purposes and historical trends. Revenue estimates are projected utilizing the historical collections along with state provided estimates. The County takes a conservative approach with this revenue estimate due to its tie to the local and state economy and the volume of non-profit refunds each year. Other revenues in this category are estimated using state estimates and historical trends.

Total sales tax is budgeted at \$48,793,954, which is an increase of 7.75% or \$3,510,501 above the FY17 revised budget of \$45,283,453 based on activity in the economy. Three factors influence normal growth in sales tax. The first is growth in retail sales, and the second is the value of non-profit refunds. The third factor for increases is the expansion of items subject to sales taxes. The expansion items became effective 1/1/14. The County receives notification of refunds as they occur with no ability to budget for their effect in advance. Sales tax revenues are distributed among the local governments and fire districts based on their respective property tax levies as a proportion of the whole, so a change by one will impact all of the others. Overall, the Other Taxes category, which includes sales tax, totals \$49,610,954, an increase of 7.66% or \$3,528,501 from the FY17 revised budget of \$46,082,453. This category accounts for 20.09% of the total General Fund budget.

Intergovernmental Revenue represents 8.95% of total revenues and consists primarily of state and federal grants for human services activities but also includes other state and federal grants and other governmental revenues not related to grants. The FY18 adopted budget represents a \$230,557 or a 1.05% increase at \$22,118,240 from the FY17 revised amount of \$21,887,683. The major revenues come from Department of Human Services Programs (approximately \$14 million), transportation grants (\$472,129), court facility fees (\$330,000), state library grant (\$196,989), School Resource Officer funding (\$590,260), Medicaid Hold Harmless funding (\$1,148,777), Community Development funding (\$341,102), and some other governmental revenues not related to grants.

Permit and fee revenues are anticipated to increase by \$860,021, or 15.47%, to \$6,419,391 from the FY17 revised amount at \$5,559,370. Revenues generated within this category are primarily attributable to two sources: Register of Deeds and building inspection fees.

Register of Deeds fees for the recording and dissemination of records is steadily increasing. Adopted revenues for FY18 are a \$2,811,750, or 18.51%, increase over the FY17 revised budgeted amount at \$2,372,500. Likewise, based on recent trends, Construction Standards building inspection fees are projected to grow to \$3,315,121, a 13.98% increase, over the FY17 revised budget of \$2,908,500. This category accounts for 2.60% of General Fund revenues.

Sales and Services revenues are derived from a wide variety of sources. They represent fees collected by various departments for goods and services rendered to the public, other departments of the government, or to other governments. Illustrative items within this category include various recreation program participation fees, deputy reimbursements, jail fees, tax collection fees, emergency medical services fees, Medicaid reimbursements related to transportation, and case management reimbursement.

Revenues in this category are adopted at \$11,563,565 for FY18, which is an increase of \$485,499 or around 4.38% from the FY17 revised budget of \$11,078,066. Some of the increases are with the Active Living and Parks Summer Program fees, travel club fees and class registrations fees. Other increases are with the Sheriff's Department with the State Misdemeanant Crime Program (SMCP) with a \$174,000 increase. Last, ambulance fees are projected to increase from the FY17 revised budget of \$4.9 million to the FY18 adopted budget of \$5.1 million. The primary revenue projection method used for sales and services is past history collections and evaluation of any new

# Fund Summaries

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programs that the County adds. Fee schedules are tied to these revenues and these schedules are evaluated each year to ensure that the County is competitive and covering the cost of operating these programs. Overall, the Sales and Services revenue category accounts for 4.68% of all General Fund revenues.

Investment earnings are revenues earned on idle money held by the County for investment. Total General Fund investment income is budgeted at \$500,000, which is an increase of \$220,000 from the revised budget of \$280,000 for FY17. This revenue estimate is based on idle funds of the County and the market rate of interest earned. In estimating this revenue, the County evaluates the current market interest rate, projected cash flow, and available idle funds. Overall, this category accounts for 0.20% of all General Fund revenues.

Miscellaneous revenues are collected for various activities of the County that are not specific in nature or do not easily fit into another category. Included in this category are donations, grants from non-governmental entities, and the sale of fixed assets. The FY18 adopted budget for miscellaneous revenues totals \$438,135 or 0.18% of the General Fund budget. This budget is typically amended during the fiscal year to appropriate donations and sale of fixed assets as they are received. However, while there are regular miscellaneous revenues, they are budgeted based on past history collections.

The FY18 adopted budget for Other Financing Sources of \$2,000,000 represents a \$22,097,538, or 91.70%, decrease from the FY17 revised budget of \$24,097,538. The large decrease from the revised budget relates to fund balance appropriations in FY17. \$17,977,371 in fund balance appropriations occurred due to the 15% fund balance policy at year end. This revenue category includes inter-fund transfers as well as fund balance appropriations. FY18 funding includes \$2,000,000 in lottery proceeds to be used for the retirement of debt service for public schools. This category comprises 0.81% of all General Fund revenue for FY18. The lottery projections are based on progressively lower collections over the last few years and the accumulated funds of prior years have now been depleted.

## Expenditures

The Cabarrus County Personnel Management Policy requires annual cost-of-living salary adjustments (COLA) and merit pay raises based on performance. The FY17 budget included a ½% COLA and merit increase based on performance as provided by the personnel ordinance. The FY18 adopted budget provides a 2% COLA and merit adjustments based on performance calculated at an average of 1.52%. Health and Life insurance costs increased by \$275,230 as a result of the per employee and retiree contribution increase from \$7,755 to \$7,761, a .08% increase.

The adopted FY18 budget increases the Local Government Employees' Retirement System annual rate for law enforcement officers from 8.00% to 8.25%. The employer contribution rate for general employees increases from 7.25% to 7.56%. These increases were required by the Local Government Employees' Retirement System.

The General Government Service area accounts for services provided by the County for the benefit of the public and the governmental body as a whole. This service area encompasses the Board of Commissioners, County Manager, Communications and Outreach, Human Resources, Tax Collection and Administration, Board of Elections, Register of Deeds, Finance, Information Technology, Infrastructure and Asset Management, and Non-Departmental. Spending in this service area is expected to increase by 12.38% or \$3,107,528. This increase includes a recommended salary study with a potential budget impact of \$450,000 and \$1,144,962 of charter school funding. Other increases include new positions in the following departments: a Recruiter in Human Resources to assist with filling vacancies across County departments, a Multi-Media Journalist in Communication's to assist with public relations and Channel 22, a Grounds Maintenance worker and a Custodian in Infrastructure and Asset Management due to the increase in expanding services and building needs, and a Budget Analyst in the County Manager's Office that would assist with performance and budget evaluation County-wide. Overall, General Government spending comprises 11.42% of the total General Fund budget.

# Fund Summaries

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Culture and Recreation expenditures are those that provide County residents with opportunities and facilities for cultural, recreational and educational programs. Within the General Fund, these programs include county libraries and the Parks Department. Participation continues to increase at the park, particularly with residents choosing to recreate locally. The FY18 adopted budget of \$5,635,821 represents a \$129,291, or a 2.35%, increase from the revised FY17 budget of \$5,506,530. This can be attributed to operational costs and new positions requested by the Active Living and Parks Department due to the opening of Rob Wallace Park. The new positions include: an additional Park Attendant, one part-time Park Ranger, and one Senior Park Ranger. The budget for Culture and Recreation represents 2.28% of total General Fund spending.

Public Safety funding provides services responsible for the safety and security of the public. Included in the Public Safety service area are the County Sheriff, Jail, Animal Control, Animal Shelter, Courts, Construction Standards, Emergency Management, and Emergency Medical Services. The adopted budgeted expenditures for FY18 total \$40,851,472. This represents an \$892,253 or 2.23% increase from the FY17 revised budget of \$39,959,219. This increase is primarily due to new positions requested, which includes: a Records Clerk position with the Sheriff's Department, two Code Enforcement Officers and one Permit Clerk to assist with the growth the County is experiencing in the Construction Standards Department, five part-time EMT's for Emergency Medical Services and a Fire Fighter to assist with the newly implemented Manpower Unit that works with the County's Volunteer Fire Departments to provide fire services. Other increases include additional motor vehicles for the Sheriff's Department to keep up their current fleet and the purchase of four ambulances for the Emergency Medical Services Department. Public Safety spending equates to approximately 16.54% of the General Fund budget for the upcoming fiscal year.

Expenditures in the Economic and Physical Development service area provide for the orderly planning of growth and development within the County, along with incentives to drive economic growth. General Fund programs within the Economic and Physical Development service area budget include: Planning and Development, Community Development, Soil and Water Conservation, Zoning Administration, Economic Development Incentives, and the Economic Development Corporation. Spending within this service area is projected to decrease approximately 6.46% or \$321,763 to \$4,660,597 from the revised FY17 figure of \$4,982,360. This decrease is primarily due to a change in the way the County will budget incentive grants. Only current year incentive payments will be established in the budget. Unpaid past years' incentives will be set aside as committed fund balance and will not be reappropriated as in past budget years. These services comprise 1.89% of General Fund expenses for FY18.

Human Services expenditures are those with a purpose of promoting the general health and well-being of the individuals within the community. Human Services includes Veterans Services, Transportation, Other Human Services (which includes the Cabarrus Health Alliance and mental health services), Cooperative Extension Services, Social Services, and Aging Services. At \$40,165,581 this budget accounts for 16.26% of the General Fund spending for FY18. This spending level represents an increase of 479,928 or 1.21% from the FY17 revised budget of \$39,685,653. The majority of the increase relates to personnel costs, which includes a Child Support Agent 1 in the Child Support Division, two Income Maintenance Caseworker III, one Income Maintenance Supervisor and a Foreign Language Interpreter for Economic Services, and a Social Worker III in Adult Services. The Child Welfare position requested an additional eight positions, which includes: an Administrative Associate, one Social Work III Supervisor, one Human Service Evaluator II/Family Finder position, four Social Work Assessment positions, and one part-time Social Work Assessment position. The need for these additional positions is due to an increase in volume and caseload across all Human Services departments. The Cabarrus Health Alliance is requesting to replace two of their on-site vehicles, which is projected to cost around \$46,000 as well as funding for a part-time school nurse to cover the Pre-K sites for \$26,312. In addition to these requests, the Cabarrus Health Alliance is also requesting to increase the school nurse health insurance premium from 50% to 80% in order to be more competitive with surrounding counties. This increase is projected to cost around \$121,249, \$44,180 for nurses who currently participate with the health insurance offered, and \$77,069 for the anticipated increase in enrollment.

# Fund Summaries

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The Environmental Protection service area is the Waste Reduction budget, whose total budget is adopted at \$514,545. This budget is an increase of 32.79% from the revised FY17 budget of \$387,501. This increase relates to an internal transfer of the Sustainability Manager from the Infrastructure and Asset Management Administration Department to the Waste Reduction and Recycling Department. This area accounts for .21% of the total General Fund budget.

By far the largest service area within the budget is Education/School Debt. This service area funds two public school systems, multiple charter schools, and one community college. It also funds debt associated with the acquisition and construction of capital assets for the school systems and the community college. Total spending within this function is \$116,163,269, an increase of \$282,435 or 0.24% from the FY17 revised budget of \$115,880,834. Education/School Debt represents 47.03% of the FY18 adopted General Fund spending. Current expense funding for Cabarrus County Schools, Kannapolis City Schools, and Charter schools increased by \$2,351,439 or 3.42% from the FY17 revised budget. This increase is due to the following: increases in regular instruction costs by \$1,799,177 (\$1,742,477 Regular and \$56,700 Charter) due to the local state salary match, charter school students, increase in teacher supplements, operational costs associated with the opening of Mt. Pleasant Middle School, increases for non-teaching staff salaries and benefits, instructional supplies, and increases in hospitalization and retirement for staff. Building maintenance costs increased funding by \$376,939 for Cabarrus County Schools for continuation costs, expansion of Facilities Maintenance division funding, one Utility Technician position, and janitorial equipment. Rowan Cabarrus Community College had an increase of \$227,471 in current expense funding for FY18, a \$46,490 increase in grounds maintenance costs and \$128,833 increase in technology for devices. Other increases relates to the following expansion requests: the operating costs for 650 Concord Parkway for \$60,835, energy and commodity inflation at \$133,537, and an additional facilities technician for the added space at the Community Business Technical Center and the Advanced Technology Center for \$33,099. Design is under way for the construction of an Advanced Technology Center, which should start construction in early 2018 on the Kannapolis Research Campus site. New debt was adopted for FY18 at \$643,607 for the Performance Learning Center and \$4,252,478 for the new high school.

The Contributions area includes expenditures for contributions to other funds. The FY18 adopted budget for Contributions is decreasing by \$15,479,162 or 96.03% from the FY17 revised budget of \$16,118,999. The decrease from the revised budget relates primarily to the contribution to the capital reserve fund in FY17 of \$14,504,394. The Arena Fund contribution decreased by \$40,937 from the FY17 revised budget amount at \$680,774 to the FY18 adopted amount at \$639,837. This service area accounts for 0.26% of FY18 General Fund expenditures.

Traditionally, all fund balance in excess of 15% of General Fund expenditures was transferred to the Capital Reserve Fund after the completion of the annual audit (see *Introduction* section). This policy was waived during the recession to assure appropriate working capital and flexibility during those difficult times. The County Board returned to their policy of transferring “excess” fund balance to the Capital Reserve Fund in FY14. The amount of the fund balance transfer to the Capital Reserve fund is calculated by taking total fund balance per the audit and reducing it for the Board’s working capital policy of keeping 15% of the general fund budget amount for working capital use, and further reductions for management assignments related to various known issues such as litigation, tax appeals, landfill costs, and statutorily required assignments (reserved by state statute, inventories, prepaid items) and \$5,000,000 for unknown contingencies that may arise.

The Other Debt Service functional area accounts for principal and interest payments on debt, other than school debt, for the acquisition and construction of capital assets. Funding of \$10,154,597 represents 4.12% of the General Fund budget. Some projects in this category include: Arena, Jail Housing Unit, Sheriff Administrative building, land purchase at Rob Wallace Park, parking deck, and a potential warehouse facility, which is subject to the completion of the due diligence period.



# Fund Summaries

## EXPENDITURES BY FUNCTION AND DEPARTMENT GENERAL FUND

	FY 2016 ACTUAL	FY 2017 ADOPTED	FY 2017 REVISED	FY 2018 ADOPTED	ADOPTED CHANGE	PERCENT CHANGE
<b>CONTRIBUTIONS</b>						
Contribution to Other Funds	\$ 22,169,097	\$ 720,774	\$ 16,118,999	\$ 639,837	\$ (15,479,162)	-96.03%
<b>TOTAL</b>	<b>\$ 22,169,097</b>	<b>\$ 720,774</b>	<b>\$ 16,118,999</b>	<b>\$ 639,837</b>	<b>\$ (15,479,162)</b>	<b>-96.03%</b>
<b>GENERAL GOVERNMENT</b>						
Board of Commissioners	\$ 922,977	\$ 977,262	\$ 977,381	\$ 1,091,379	\$ 113,998	11.66%
County Manager	871,986	944,146	947,009	1,170,519	223,510	23.60%
Communications & Outreach	464,754	577,587	658,089	604,201	(53,888)	-8.19%
Human Resources	620,819	655,688	813,310	920,843	107,533	13.22%
Tax Administration						
Assessor & Land Records	2,159,912	2,197,734	2,205,602	2,251,025	45,423	2.06%
Tax Collections	945,472	977,723	978,012	986,490	8,478	0.87%
Board of Elections	926,589	1,007,081	1,007,261	1,350,928	343,667	34.12%
Register of Deeds	538,556	539,104	545,104	580,668	35,564	6.52%
Finance	896,280	895,020	897,779	927,673	29,894	3.33%
Information Technology Services	4,750,321	5,011,171	5,126,243	5,422,954	296,711	5.79%
Non-departmental	818,400	4,429,412	1,595,233	3,883,839	2,288,606	143.47%
Infrastructure and Asset Management						
Administration	1,654,869	1,810,500	1,822,567	1,688,180	(134,387)	-7.37%
Grounds Maintenance	1,296,078	1,807,117	1,863,088	1,904,647	41,559	2.23%
Sign Maintenance	164,644	162,479	162,479	215,581	53,102	32.68%
Building Maintenance	2,503,703	2,846,775	2,923,739	3,015,148	91,409	3.13%
Facility Services	1,327,619	1,440,915	1,441,578	1,516,835	75,257	5.22%
Fleet Maintenance	590,678	1,070,821	1,138,406	679,498	(458,908)	-40.31%
<b>TOTAL</b>	<b>\$ 21,453,657</b>	<b>\$ 27,350,535</b>	<b>\$ 25,102,880</b>	<b>\$ 28,210,408</b>	<b>\$ 3,107,528</b>	<b>12.38%</b>
<b>PUBLIC SAFETY</b>						
Sheriff						
Administration & Operations	\$ 12,607,815	\$ 13,422,879	\$ 13,528,962	\$ 13,839,212	\$ 310,250	2.29%
Jail	10,304,098	11,045,499	11,205,053	11,266,541	61,488	0.55%
Animal Control	835,624	767,195	776,280	798,878	22,598	2.91%
Animal Shelter	106,337	294,487	295,060	366,581	71,521	24.24%
Courts Maintenance	246,830	305,794	306,794	290,965	(15,829)	-5.16%
Construction Standards	1,767,602	2,048,314	2,056,117	2,288,543	232,426	11.30%
Emergency Management	566,060	615,687	662,959	297,210	(365,749)	-55.17%
Fire Department	300,000	504,066	509,363	943,505	434,142	0.00%
Emergency Medical Services	7,605,136	8,575,053	8,671,455	9,055,231	383,776	4.43%
Other Public Safety	1,513,153	1,633,284	1,947,176	1,704,806	(242,370)	-12.45%
<b>TOTAL</b>	<b>\$ 35,852,655</b>	<b>\$ 39,212,258</b>	<b>\$ 39,959,219</b>	<b>\$ 40,851,472</b>	<b>\$ 892,253</b>	<b>2.23%</b>
<b>ECONOMIC &amp; PHYSICAL DEVELOPMENT</b>						
Planning & Development						
Planning	\$ 417,651	\$ 533,269	\$ 555,247	\$ 588,086	\$ 32,839	5.91%
Community Development	580,879	594,099	667,868	545,012	(122,856)	-18.40%
Soil & Water Conservation	229,925	247,551	260,446	242,298	(18,148)	-6.97%
Zoning Administration	176,598	194,264	194,882	207,451	12,569	6.45%
Economic Development Corporation	31,115	340,617	340,617	375,696	35,079	0.00%
Economic Development Incentives	1,053,936	334,000	1,011,872	724,000	(287,872)	-28.45%
Other Economic and Physical Development	1,952,804	1,951,429	1,952,429	1,978,054	25,625	1.31%
<b>TOTAL</b>	<b>\$ 4,442,908</b>	<b>\$ 4,195,229</b>	<b>\$ 4,983,361</b>	<b>\$ 4,660,597</b>	<b>\$ (322,764)</b>	<b>-6.48%</b>

# Fund Summaries

## EXPENDITURES BY FUNCTION AND DEPARTMENT GENERAL FUND

	FY 2016 ACTUAL	FY 2017 ADOPTED	FY 2017 REVISED	FY 2018 ADOPTED	ADOPTED CHANGE	PERCENT CHANGE
<b>ENVIRONMENTAL PROTECTION</b>						
Waste Reduction	241,797	378,737	387,501	514,545	127,044	33.54%
<b>TOTAL</b>	<b>\$ 241,797</b>	<b>\$ 378,737</b>	<b>\$ 387,501</b>	<b>\$ 514,545</b>	<b>\$ 127,044</b>	<b>32.79%</b>
<b>HUMAN SERVICES</b>						
Veterans Services	\$ 236,223	\$ 242,463	\$ 243,582	\$ 260,892	\$ 17,310	7.14%
Other Human Services	6,679,251	7,023,757	7,017,311	7,408,691	391,380	5.58%
Cooperative Extension	355,266	419,730	443,730	399,871	(43,859)	-9.88%
Human Services					-	0.00%
Administration	2,995,045	3,133,857	3,201,554	3,125,539	(76,015)	-2.37%
Transportation	2,136,240	2,281,933	2,478,671	1,911,458	(567,213)	-22.88%
Child Welfare	6,544,596	7,574,493	7,730,585	8,174,839	444,254	5.75%
Child Support Enforcement	1,474,471	1,521,924	1,527,688	1,623,129	95,441	6.25%
Economic Services	11,972,166	12,425,263	12,452,109	12,768,243	316,134	2.54%
Adult & Family Services	3,180,177	3,378,041	3,377,229	3,341,175	(36,054)	-1.07%
Nutrition	406,407	491,913	492,307	498,172	5,865	1.19%
Senior Services	563,846	711,545	720,887	653,572	(67,315)	-9.34%
<b>TOTAL</b>	<b>\$ 36,543,688</b>	<b>\$ 39,204,919</b>	<b>\$ 39,685,653</b>	<b>\$ 40,165,581</b>	<b>\$ 479,928</b>	<b>1.21%</b>
<b>EDUCATION</b>						
Operating						
Cabarrus County Schools	\$ 55,169,090	\$ 58,794,926	\$ 60,772,051	\$ 63,063,903	\$ 2,291,852	3.77%
Kannapolis City Schools	7,364,372	7,999,461	7,933,341	7,992,929	59,588	0.75%
Rowan Cabarrus Community College	2,268,205	2,346,076	2,361,832	2,589,303	227,471	9.63%
Capital						
Cabarrus County Schools	3,333,743	1,087,200	5,694,539	1,056,320	(4,638,219)	-81.45%
Kannapolis City Schools	734,507	116,800	1,093,645	108,834	(984,811)	-90.05%
Rowan Cabarrus Community College	567,855	250,000	466,587	100,000	(366,587)	-78.57%
Other Schools						
Cabarrus County Schools	107,687	107,687	115,569	115,569	-	0.00%
Debt						
Cabarrus County and Kannapolis City	29,938,336	37,230,222	37,231,122	40,925,878	3,694,756	9.92%
Rowan Cabarrus Community College	223,450	212,148	212,148	210,533	(1,615)	-0.76%
<b>TOTAL</b>	<b>\$ 99,707,245</b>	<b>\$ 108,144,520</b>	<b>\$ 115,880,834</b>	<b>\$ 116,163,269</b>	<b>\$ 282,435</b>	<b>0.24%</b>
<b>CULTURE &amp; RECREATION</b>						
Active Living & Parks						
Parks	\$ 1,314,733	\$ 1,517,968	\$ 1,553,743	\$ 1,750,645	\$ 196,902	12.67%
Senior Centers	512,512	621,184	692,470	673,516	(18,954)	-2.74%
Library System	3,006,490	3,181,572	3,234,317	3,185,660	(48,657)	-1.50%
Other Cultural and Recreation	26,000	26,000	26,000	26,000	-	0.00%
<b>TOTAL</b>	<b>\$ 4,859,735</b>	<b>\$ 5,346,724</b>	<b>\$ 5,506,530</b>	<b>\$ 5,635,821</b>	<b>\$ 129,291</b>	<b>2.35%</b>
<b>DEBT SERVICE</b>						
Debt Services	\$ 9,080,914	\$ 8,822,564	\$ 8,822,564	\$ 10,154,597	\$ 1,332,033	15.10%
<b>TOTAL</b>	<b>\$ 9,080,914</b>	<b>\$ 8,822,564</b>	<b>\$ 8,822,564</b>	<b>\$ 10,154,597</b>	<b>\$ 1,332,033</b>	<b>15.10%</b>
<b>ALL FUNCTIONS AND DEPARTMENTS</b>						
<b>GRAND TOTAL</b>	<b>\$ 234,351,698</b>	<b>\$ 233,376,260</b>	<b>\$ 256,446,541</b>	<b>\$ 246,996,127</b>	<b>\$ (9,450,414)</b>	<b>-3.69%</b>

# Fund Summaries

## REVENUES AND EXPENDITURES BY SOURCE & CATEGORY LANDFILL FUND

	FY 2016 ACTUAL	FY 2017 ADOPTED	FY 2017 REVISED	FY 2018 ADOPTED	ADOPTED CHANGE	PERCENT CHANGE
<b>REVENUES</b>						
INTERGOVERNMENTAL	40,187	37,000	37,000	37,000	-	0.00%
PERMITS & FEES	89,326	81,000	81,000	85,000	4,000	4.94%
SALES & SERVICES	949,894	762,910	762,910	849,952	87,042	11.41%
INVESTMENT EARNINGS	14,706	-	-	-	-	-
MISCELLANEOUS	694	-	-	-	-	-
OTHER FINANCING SOURCES	-	-	165,432	-	(165,432)	-100.00%
<b>TOTAL</b>	<b>\$ 1,094,807</b>	<b>\$ 880,910</b>	<b>\$ 1,046,342</b>	<b>\$ 971,952</b>	<b>\$ (74,390)</b>	<b>-7.11%</b>
<b>EXPENDITURES</b>						
PERSONNEL SERVICES	289,543	283,692	285,192	297,081	11,889	4.17%
OPERATIONS	1,380,327	447,218	598,253	674,871	76,618	12.81%
CAPITAL OUTLAY	-	150,000	162,897	-	(162,897)	-100.00%
<b>TOTAL</b>	<b>\$ 1,669,870</b>	<b>\$ 880,910</b>	<b>\$ 1,046,342</b>	<b>\$ 971,952</b>	<b>\$ (74,390)</b>	<b>-7.11%</b>

The Landfill Fund budget totals \$971,952, which represents a decrease of \$74,390 or 7.11% from the FY17 revised budget of \$1,046,342. For FY18, tipping fees are projected to be around \$592,952, which is a part of the Sales and Services category of revenues. Tire disposal fees are projected to increase from \$210,000 in FY17 to \$225,000 in FY18. The overall decrease in this fund relates to improvement projects that took place in FY17 that were required for the design and quality assurance of the expansion of the landfill, which the Board approved in April 2016.

# Fund Summaries

## REVENUES AND EXPENDITURES BY SOURCE & CATEGORY ARENA & EVENTS CENTER FUND

	FY 2016 ACTUAL	FY 2017 ADOPTED	FY 2017 REVISED	FY 2018 ADOPTED	ADOPTED CHANGE	PERCENT CHANGE
<b>REVENUES</b>						
SALES & SERVICES	685,986	609,040	609,040	612,492	3,452	0.57%
INVESTMENT EARNINGS	4,216	255	255	500	245	96.08%
MISCELLANEOUS	24,068	9,000	9,000	9,000	-	0.00%
OTHER FINANCING SOURCES	1,020,972	950,774	1,109,789	919,837	(189,952)	-17.12%
<b>TOTAL</b>	<b>\$ 1,735,242</b>	<b>\$ 1,569,069</b>	<b>\$ 1,728,084</b>	<b>\$ 1,541,829</b>	<b>\$ (186,255)</b>	<b>-10.78%</b>
<b>EXPENDITURES</b>						
PERSONNEL SERVICES	111,234	124,010	124,010	130,573	6,563	5.29%
OPERATIONS	1,245,650	1,445,059	1,604,074	1,411,256	(192,818)	-12.02%
<b>TOTAL</b>	<b>\$ 1,356,884</b>	<b>\$ 1,569,069</b>	<b>\$ 1,728,084</b>	<b>\$ 1,541,829</b>	<b>\$ (186,255)</b>	<b>-10.78%</b>

This fund accounts for revenues and expenditures of the Arena and Events Center, the County Fair, and other visitor-related events. The FY18 budget for this fund decreased by \$186,255 or 10.78% from the FY17 revised budget of \$1,728,084.

The County contracts with SMG, a management company, to oversee and manage the Arena and Events Center (not including the County Fair). Within the cost center, expenditures are broken down between the contribution to SMG for running the facility (net cost after applying all collected revenues against incurred expenditures), incentive payments on the contract, and building and grounds maintenance. The Board approved another 5 year contract with SMG, which runs through June 30, 2020.

County Fair expenditures are projected to increase slightly with a \$3,697, or 0.60%, increase from the FY17 revised budget to \$621,992 for FY18. The FY18 budget for the Arena expenditures decreased by \$189,952 or 17.27% to \$909,837 from the FY17 revised budget of \$1,099,789. Other visitor-related events includes \$10,000 for the contribution to JHE Production to promote and retain the Nextel All Star Challenge Race at the Charlotte Motor Speedway.

The Arena and Events Center Fund is supported by revenue from gate passes, carnival rides, and sponsor sales. The Arena Fund is projected to receive a \$270,000, from the Tourism Authority (the County's collection fees for occupancy taxes) and \$639,837 from the General Fund.

# Fund Summaries

## REVENUES AND EXPENDITURES BY SOURCE & CATEGORY 911 EMERGENCY TELEPHONE SYSTEM FUND

	FY 2016 ACTUAL	FY 2017 ADOPTED	FY 2017 REVISED	FY 2018 ADOPTED	ADOPTED CHANGE	PERCENT CHANGE
<b>REVENUES</b>						
INTERGOVERNMENTAL	678,084	656,811	771,960	876,536	104,576	13.55%
INVESTMENT EARNINGS	1,341	1,500	1,500	1,000	(500)	-33.33%
OTHER FINANCING SOURCES	-	-	283,642	-	(283,642)	-100.00%
<b>TOTAL</b>	<b>\$ 679,425</b>	<b>\$ 658,311</b>	<b>\$ 1,057,102</b>	<b>\$ 877,536</b>	<b>\$ (179,566)</b>	<b>-16.99%</b>
<b>EXPENDITURES</b>						
PERSONNEL	80,437	80,897	59,356	85,517	26,161	44.07%
OPERATIONS	557,662	561,172	620,499	698,414	77,915	12.56%
CAPITAL OUTLAY	419,786	16,242	377,247	93,605	(283,642)	-75.19%
<b>TOTAL</b>	<b>\$ 1,057,885</b>	<b>\$ 658,311</b>	<b>\$ 1,057,102</b>	<b>\$ 877,536</b>	<b>\$ (179,566)</b>	<b>-16.99%</b>

The 911 Emergency Telephone Fund accounts for the special revenue funds regarding 911 taxes/fees. The primary source of revenue is the 911 surcharge on telephones—both wireless and land lines. Funds are collected by and remitted to the County from the State 911 Board.

Expenses in this fund are for authorized 911 uses and include 911 related equipment, computer hardware, software, database provisioning, etc. A portion of the revenue and expenditures comes from a contribution from Union County for the purchase of radio equipment and technology for the 911 telephone system so that Union County had an alternate 911 call center in FY15. Revenues decreased by \$176,566 from the FY17 revised budget of \$1,057,102 based on State estimates according to the NC 911 Board. For FY18, \$157,485 is projected as the contribution Cabarrus County receives from Union County based on the Inter-local agreement, and \$719,051 is based on the NC 911 Board estimates.

For 911 grant funding, the GIS Address Coordinator position's salary and benefits are now reflected as contracted services as opposed to this position being housed and funded within this department.

# Fund Summaries

## REVENUES AND EXPENDITURES BY SOURCE & CATEGORY SELF-INSURED FUND

	FY 2016 ACTUAL	FY 2017 ADOPTED	FY 2017 REVISED	FY 2018 ADOPTED	ADOPTED CHANGE	PERCENT CHANGE
<b>REVENUES</b>						
SALES & SERVICES	9,892,951	9,845,798	9,846,308	10,619,818	773,510	7.86%
INVESTMENT EARNINGS	14,328	4,000	4,000	4,000	-	0.00%
MISCELLANEOUS	202,850	80,000	80,000	80,000	-	0.00%
OTHER FINANCING SOURCES	-	-	7,500	-	(7,500)	-100.00%
<b>TOTAL</b>	<b>\$ 10,110,129</b>	<b>\$ 9,929,798</b>	<b>\$ 9,937,808</b>	<b>\$ 10,703,818</b>	<b>\$ 766,010</b>	<b>7.71%</b>
<b>EXPENDITURES</b>						
OPERATIONS	9,832,618	9,929,798	9,937,808	10,703,818	766,010	7.71%
<b>TOTAL</b>	<b>\$ 9,832,618</b>	<b>\$ 9,929,798</b>	<b>\$ 9,937,808</b>	<b>\$ 10,703,818</b>	<b>\$ 766,010</b>	<b>7.71%</b>

Expenses in the Self-Insured Fund are associated with the operation of the Employee Health Center, payment of claims, and insurance settlements. The County offers two plans for employees: the Open Access Plan and the Consumer Driven Plan. The plans are self-insured by the County, which has purchased reinsurance for claims over \$200,000 per member per year. Spending on the self-funded employee health care program is projected to increase in FY18 to \$10.7 million from the revised budget of \$9.9 million in FY17.

The Consumer Driven Plan includes a \$750 contribution per full time employee to the Health Savings Account (HSA) for FY18. Due to high administrative costs to administer this plan, the HRA account at \$225 for the Open access Plan is no longer provided for FY18. Employee participate in health screenings which covers four areas: blood pressure, cholesterol, waist circumference, and glucose levels. If at least three of the measures are not within the required range, are not improved from the previous year, or did not provide alternative goal from physician then the employee must pay \$50 per month for health insurance. If an employee is a tobacco user, they must pay \$50 per month as well, unless they choose to participate in additional options for tobacco use discount including health coach visits at the Employee Health and Wellness Center. Both plans encourage consumerism when making health care decisions and help employees save for future health care costs. There is a \$5 charge for employees on the Consumer-Driven Plan (HSA accounts) for each non-preventative care visit at the Cabarrus County Employee Health and Wellness Center, which is a requirement of the IRS regulations regarding HSA accounts for non-preventative care to pay some fee for the service.

The Employee Health Center (EHC) has proven to be a major factor in managing health care costs and an asset to employee retention and recruitment. The EHC offers basic health care services (including a focus on prevention and healthy lifestyles) to all full-time Cabarrus County employees, retirees, spouses, and dependents that are enrolled in the County's health care plan. Required physicals for newly hired employees in certain departments, drug testing, vaccines, and workers' compensation physical visits previously performed by the EHC were contracted to other providers. The County offers EHC services to the employees of the Water and Sewer Authority of Cabarrus County and the Town of Mt. Pleasant.

The County offers a self-insured, employee-paid dental coverage plan. For FY18, \$423,000 is projected for Dental Insurance Premiums, which is a slight increase from the FY17 revised budget of \$409,855. The primary source of revenue for this fund is insurance premiums paid by the County on behalf of eligible full time employees and retirees, dental premiums paid by employees who select the coverage, and dependents of employees via payroll deduction who participate in the plan.

# Fund Summaries

## REVENUES AND EXPENDITURES BY SOURCE & CATEGORY WORKERS' COMPENSATION AND LIABILITY FUND

	FY 2016 ACTUAL	FY 2017 ADOPTED	FY 2017 REVISED	FY 2018 ADOPTED	ADOPTED CHANGE	PERCENT CHANGE
<b>REVENUES</b>						
SALES & SERVICES	1,599,008	1,638,328	1,638,328	1,670,000	31,672	1.93%
INVESTMENT EARNINGS	13,975	550	550	4,000	3,450	627.27%
MISCELLANEOUS	39,594	-	-	-	-	0.00%
OTHER FINANCING SOURCES	3,968,181	-	-	-	-	0.00%
<b>TOTAL</b>	<b>\$ 5,620,758</b>	<b>\$ 1,638,878</b>	<b>\$ 1,638,878</b>	<b>\$ 1,674,000</b>	<b>\$ 35,122</b>	<b>2.14%</b>
<b>EXPENDITURES</b>						
OPERATIONS	1,012,127	1,638,878	1,638,878	1,674,000	35,122	2.14%
<b>TOTAL</b>	<b>\$ 1,012,127</b>	<b>\$ 1,638,878</b>	<b>\$ 1,638,878</b>	<b>\$ 1,674,000</b>	<b>\$ 35,122</b>	<b>2.14%</b>

In July 2015, the County dissolved the Carolina Government Alliance, a non-profit organization that serviced the County's workers' compensation and liability insurance plans. As a result of this dissolution, two internal service funds were established on the County's books to track the transactions of this fund. Both insurances are funded by premiums generated by a percentage of the salaries of each county employee covered under the plans. The expenditures of the fund are payment of excess coverage, claims, and administrative support. The County has been very successful in generating savings to the County by administering these self-insured plans. For FY18, this fund is projected to increase by \$35,122 or 2.14% due to an increase in staff and/or premiums.

# **POSITION SUMMARY**



# Position Summary

## TOTAL AUTHORIZED POSITIONS

	FY 2016 ADOPTED		FY 2017 ADOPTED		FY 2017 REVISED		FY 2018 ADOPTED		REVISED CHANGE	
	POSITIONS	FTE'S	POSITIONS	FTE'S	POSITIONS	FTE'S	POSITIONS	FTE'S	POSITIONS	FTE'S
<b>GENERAL GOVERNMENT</b>										
Board of Commissioners	7	3.0000	7	3.0000	8	4.0000	8	4.0000	-	-
County Manager	5	5.0000	7	7.0000	8	8.0000	9	9.0000	1	1.0000
Communications & Outreach	4	4.0000	4	4.0000	4	4.0000	5	5.0000	1	1.0000
Human Resources	5	5.0000	5	5.0000	7	7.0000	8	8.0000	1	1.0000
Tax Administration									-	-
Assessor & Land Records	30	30.0000	29	29.0000	29	29.0000	29	29.0000	-	-
Tax Collections	10	10.0000	10	10.0000	10	10.0000	10	10.0000	-	-
Board of Elections	13	7.7551	13	7.7551	13	7.7551	13	8.4250	-	0.6699
Register of Deeds	8	8.0000	8	8.0000	8	8.0000	8	8.0000	-	-
Finance	12	11.8000	10	9.8000	10	9.8000	10	9.8000	-	-
Information Technology Services	26	26.0000	26	26.0000	26	26.0000	26	26.0000	-	-
Infrastructure & Asset Management									-	-
Administration	7	7.0000	6	6.0000	6	6.0000	5	5.0000	(1)	(1.0000)
Grounds Maintenance	9	9.0000	10	10.0000	10	10.0000	11	11.0000	1	1.0000
Sign Maintenance	2	2.0000	2	2.0000	2	2.0000	2	2.0000	-	-
Building Maintenance	10	10.0000	11	11.0000	11	11.0000	11	11.0000	-	-
Facility Services	27	27.0000	27	27.0000	27	27.0000	28	28.0000	1	1.0000
Fleet Maintenance	6	6.0000	6	6.0000	6	6.0000	6	6.0000	-	-
<b>TOTAL</b>	<b>181</b>	<b>171.5551</b>	<b>181</b>	<b>171.5551</b>	<b>185</b>	<b>175.5551</b>	<b>189</b>	<b>180.2250</b>	<b>4</b>	<b>4.6699</b>
<b>PUBLIC SAFETY</b>										
Sheriff										
Administration & Operations	168	167.7500	171	170.7500	171	170.7500	173	172.7500	2	2.0000
Jail	166	162.6184	168	164.6184	168	164.6184	168	164.6184	-	-
Animal Control	10	10.0000	9	9.0000	10	10.0000	9	9.0000	(1)	(1.0000)
Animal Shelter	-	-	4	4.0000	4	4.0000	5	5.0000	1	1.0000
Courts Maintenance	2	0.7800	2	0.7800	2	0.7800	2	0.7800	-	-
Construction Standards	24	23.4800	26	26.0000	26	26.0000	29	29.0000	3	3.0000
Emergency Management	6	6.0000	7	7.0000	7	7.0000	3	3.0000	(4)	(4.0000)
Fire Department	-	-	4	4.0000	4	4.0000	9	9.0000	5	5.0000
Emergency Medical Services	124	99.0900	131	109.3100	131	109.3100	136	110.8100	5	1.5000
<b>TOTAL</b>	<b>500</b>	<b>469.7184</b>	<b>522</b>	<b>495.4584</b>	<b>523</b>	<b>496.4584</b>	<b>534</b>	<b>503.9584</b>	<b>11</b>	<b>7.5000</b>

# Position Summary

## TOTAL AUTHORIZED POSITIONS

	FY 2016 ADOPTED		FY 2017 ADOPTED		FY 2017 REVISED		FY 2018 ADOPTED		REVISED CHANGE	
	POSITIONS	FTE'S	POSITIONS	FTE'S	POSITIONS	FTE'S	POSITIONS	FTE'S	POSITIONS	FTE'S
<b>ECONOMIC &amp; PHYSICAL DEVELOPMENT</b>										
Planning & Development										
Planning	6	6.0000	6	6.0000	6	6.0000	6	6.0000	-	-
Community Development	3	3.0000	3	3.0000	3	3.0000	3	3.0000	-	-
Soil & Water Conservation	3	3.0000	3	3.0000	3	3.0000	3	3.0000	-	-
Zoning Administration	3	3.0000	3	3.0000	3	3.0000	3	3.0000	-	-
Economic Development Corporation	-	-	3	3.0000	4	4.0000	4	4.0000	-	-
<b>TOTAL</b>	<b>15</b>	<b>15.0000</b>	<b>18</b>	<b>18.0000</b>	<b>19</b>	<b>19.0000</b>	<b>19</b>	<b>19.0000</b>	<b>-</b>	<b>-</b>
<b>ENVIRONMENTAL PROTECTION</b>										
Landfill	5	5.0000	5	5.0000	5	5.0000	5	5.0000	-	-
Waste Reduction	2	2.0000	2	2.0000	2	2.0000	3	3.0000	1	1.0000
<b>TOTAL</b>	<b>7</b>	<b>7.0000</b>	<b>7</b>	<b>7.0000</b>	<b>7</b>	<b>7.0000</b>	<b>8</b>	<b>8.0000</b>	<b>1</b>	<b>1.0000</b>
<b>HUMAN SERVICES</b>										
Veterans Services	4	4.0000	4	4.0000	4	4.0000	4	4.0000	-	-
Human Services									-	-
Administration	9	9.0000	12	12.0000	10	10.0000	10	10.0000	-	-
Transportation	34	33.5000	34	33.5100	31	30.8800	31	30.8750	-	(0.0050)
Child Welfare	72	72.0000	77	77.0000	77	77.0000	85	84.6250	8	7.6250
Child Support Enforcement	19	19.0000	20	20.0000	20	20.0000	21	21.0000	1	1.0000
Economic Services	131	131.0000	136	136.0000	136	136.0000	140	140.0000	4	4.0000
Adult & Family Services	30	28.9800	30	28.9800	30	28.9803	31	30.1000	1	1.1197
Nutrition	8	4.3500	8	4.3500	8	5.7000	8	5.7000	-	-
Senior Services	4	4.0000	4	4.0000	4	4.0000	4	4.0000	-	-
<b>TOTAL</b>	<b>311</b>	<b>305.8300</b>	<b>325</b>	<b>319.8400</b>	<b>320</b>	<b>316.5603</b>	<b>334</b>	<b>330.3000</b>	<b>14</b>	<b>13.7397</b>
<b>CULTURE &amp; RECREATION</b>										
Active Living & Parks										
Parks	50	18.5465	17	13.0880	18	14.0880	21	16.4360	3	2.3480
Senior Centers	8	5.9500	8	5.9500	8	6.2500	9	6.6500	1	0.4000
Library System	59	48.5000	59	48.5000	61	49.5000	61	49.8000	-	0.3000
Fair	2	1.6700	2	1.6700	2	1.6700	2	1.6700	-	-
<b>TOTAL</b>	<b>119</b>	<b>74.6665</b>	<b>86</b>	<b>69.2080</b>	<b>89</b>	<b>71.5080</b>	<b>93</b>	<b>74.5560</b>	<b>4</b>	<b>3.0480</b>
<b>ALL FUNCTIONS AND DEPARTMENTS</b>										
<b>GRAND TOTAL</b>	<b>1,133</b>	<b>1,043.7700</b>	<b>1,139</b>	<b>1,081.0615</b>	<b>1,143</b>	<b>1,086.0818</b>	<b>1,177</b>	<b>1,116.0394</b>	<b>34</b>	<b>29.9576</b>

# Position Summary

## NEW POSITIONS

Department	Position Requested	Grade	Adopted Positions	Adopted FTE's
<b>County Manager's Office</b>	Budget Analyst	71	1	1
Subtotal			1	1
<b>Communications and Outreach</b>	Multi-media Journalist	69	1	1
Subtotal			1	1
<b>Human Resources</b>	Recruitment Specialist	71	1	1
Subtotal			1	1
<b>Infrastructure and Asset Mgmt.</b>				
<b>Grounds Maintenance Facility Services</b>	Grounds Maintenance Worker for Rob Wallace Park Custodian (Floater)	58 57	1 1	1 1
Subtotal			2	2
<b>Sheriff</b>	Sergeant (Harrisburg) Records Specialist	70 63	1 1	1 1
Subtotal			2	2
<b>Construction Standards</b>	Codes Enforcement Officer Permit Associate	69 62	2 1	2 1
Subtotal			3	3
<b>Fire Services</b>	Fire Fighter	64	1	1
Subtotal			1	1
<b>Emergency Medical Services</b>	EMT (Part-time @.30 FTE each)	63	5	1.500
Subtotal			5	1.500
<b>Dept. of Human Services</b>				
<b>Child Welfare</b>	Child Welfare Social Work Assessment (SWIAT) Child Welfare Social Work Assessment - (Part-time SWIAT) Child Welfare Administrative Associate	70 70 60	4 1 1	4 0.6250 1

# Position Summary

## NEW POSITIONS

Department	Position Requested	Grade	Adopted Positions	Adopted FTE's
	Child Welfare Social Work Supervisor III	73	1	1
	Child Welfare Human Service Evaluator II	70	1	1
<b>Child Support Services</b>	Child Support Agent I	66	1	1
<b>Economic Services</b>	Income Maintenance Supervisor II	68	1	1
	Income Maintenance Caseworker III	66	2	2
	Foreign Language Interpreter II	63	1	1
<b>Adult and Family Services</b>	Social Worker III	69	1	1
<b>Subtotal</b>			<b>14</b>	<b>13.6250</b>
<b>Active Living and Parks</b>				
<b>Parks</b>	Park Attendant	57	1	1
	Senior Park Ranger	64	1	1
	Park Ranger (Part-time)	59	1	0.348
Senior Centers	Active Living Center Supervisor (Part-time)	60	1	0.40
<b>Subtotal</b>			<b>4</b>	<b>2.7480</b>
<b>Grand Total Requested</b>			<b>34</b>	<b>28.8730</b>

# Position Summary

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## OTHER POSITION CHANGES

Department	Change Requested	Adopted FTE
<b><u>Reclassifications</u></b>		
Information Technology	Technical Specialist (Grade 72 to Systems Administrator (Grade 76)	0.00
<b><u>Transfers</u></b>		
Recycling	Transfer Sustainability Manager from IAM-Administration to Recycling	0.00
Fire Department	Transfer 1 Fire Marshal and 3 Assistant Fire Marshal Positions from Emergency Management to Fire Department	0.00
Animal Shelter	Transfer 1 Animal Control Program Specialist to Animal Shelter	0.00
<b><u>Change in Hours</u></b>		
Elections	Change 7 Part-time Election Clerk Positions from .3043 FTE to .400 FTE	0.6699
Adult and Aging	Change 3 Part-time CSST Positions from .66 FTE to .70 FTE	0.1197
Library	Change Part-time Senior Library Assistant .70 FTE to Full-time 1.00 FTE	0.3000
<b>Total Position Change</b>		<b>1.0896</b>



**FIVE YEAR  
FINANCIAL  
PLAN**

# Five-Year Financial Plan

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The Five-Year Financial Plan is a forecast of revenues and expenditures that begins with the adopted annual budget for the upcoming fiscal year (FY18) and continues for four additional years (through FY22). Using a five-year planning window helps ensure that staff/board of commissioners meet commitments, obligations and anticipated needs in a strategic, fiscally sound manner. The plan encompasses both operating and capital budgets for the General Fund.

The budget forecast within the plan assumes the Board of Commissioners will maintain current levels of service and will remain as such unless the Board takes action to indicate otherwise. Staff also factored economic trends and conditions into assumptions used in developing expenditure and revenue projections. Forecasts for subsequent years rely on previous year expenditures and revenues as a starting point. Increases and decreases are itemized.

## FUND BALANCE

### Policy

Fund balance is generally defined as the difference between a fund's assets and liabilities. Adequate fund balance is necessary for numerous reasons, such as the availability of funds in an emergency or unexpected event, to maintain or enhance the County's financial position and bond rating, to provide cash for operations prior to receipt of property tax revenues, and to maximize investment earnings. Not all fund balance is available for appropriation. State statutes define the available amount as "cash and investments minus the sum of liabilities, encumbrances, and deferred revenues arising from cash receipts" in Chapter 159-8 of the North Carolina General Statutes. Fund balance may be reserved for specific uses, such as special revenue funds, where fund balance may only be used for a designated purpose.

The Board of Commissioners approved a fund balance policy on June 14, 2005 that maintains a minimum 15% assigned Fund Balance for working capital needs. This financial plan adheres to that policy. The policy also calls for excess fund balance above 15% to be transferred to the Capital Reserve Fund for pay-as-you-go projects to reduce the reliance on debt financing.

Beginning in FY2009, the Board waived the transfer of excess fund balance to the Capital Reserve Fund to better position the County to weather the fiscal storm brought about by the Great Recession. On March 15, 2010 the Board amended its fund balance policy so that "fund balance may be appropriated for any use in the general fund to overcome revenue shortfalls related to significant downturns in the economy." Fortunately, the Board never had to use fund balance for this reason. The County Board returned to their policy of transferring "excess" fund balance to the Capital Reserve Fund in FY 14. The amount of the fund balance transfer to the Capital Reserve fund is calculated by taking total fund balance per the audit and reducing it for the Board's working capital policy of keeping 15% of the general fund budget amount for working capital use, and further reductions for management assignments related to various known issues such as litigation, tax appeals, landfill costs and statutorily required assignments (reserved by state statute, inventories, prepaid items) and \$5,000,000 for unknown or emergent contingencies that may arise.

### Calculation

Five Year Financial Plans from previous years indicated the Estimated Unassigned Fund Balance for each of the five years, along with the percentage of General Fund expenditures they each represent. This method of presentation shows the extent to which the minimum requirement of the fund balance policy (15%) was exceeded.



# Five-Year Financial Plan

Funds that have been restricted by Board action will be presented as “committed” and funds restricted by management policy actions will be presented as “assigned.”

Estimated General Fund fund-balance on June 30, 2017 is expected to be 35.09% of General Fund expenditures. The County operates under an annual balanced budget where the sum of estimated net revenues and appropriated fund balances is equal to appropriations for the fiscal year. The following chart shows estimated FY 2018 fund balance information for all annual funds.

Fund	Estimated Fund Balance 6/30/2017	Revenue	Transfers In	Transfers Out	Expenditures	Projected Fund Balance 6/30/2018
General	85,988,983	244,996,127	2,000,000	639,837	246,356,290	85,988,983
Landfill	3,311,542	971,952	-	-	971,952	3,311,542
Arena & Events Center	1,249,346	901,992	639,837	-	1,541,829	1,249,346
911 Emergency Telephone System	333,646	877,536	-	-	877,536	333,646
Workers Comp Health/Dental Insurance	4,608,632	1,674,000	-	-	1,674,000	4,608,632
Insurance	4,042,650	10,703,818	-	-	10,703,818	4,042,650

## FY 2018 inter-fund transfers are as follows:

From Public School Building Fund for debt service payments for school projects	2,000,000
From General Fund to Arena & Events Center Fund for the operation of the Cabarrus Arena and Events Center	639,837

## FY 17 Estimated General Fund Balance Uses and Assignments

Category	Amount	Explanation
Non Spendable	383,345	Estimate of inventories and prepaid expenses
Restricted	19,615,737	Estimate for Stabilization by State Statute & Restricted Debt Payments
Committed	2,532,100	Unpaid Economic Tax Incentives
Committed	1,576,476	Future pension payments
Assigned	11,302,926	Amount reserved for future anticipated expenditures
Unassigned	37,997,305	15% board fund balance policy
Unassigned	12,109,140	Estimate of funds available for appropriation
<b>TOTAL</b>	<b>\$85,517,029</b>	

The Five Year Financial Plan indicates the “Estimated *Unassigned* Fund Balance” for each of the five years and associated percentage of General Fund expenditures this represents.

# Five-Year Financial Plan

The Estimated Unassigned Fund Balance represents the 15% Board policy and the amount of fund balance available for appropriation. This amount does not include non-spendable, restricted, committed or assigned expenditures.

Fund Balance	FY 16	Est FY 17	Change
Nonspendable for Inventories and prepaid items	\$ 359,001	\$ 383,345	\$ 24,344
Stabilization by State Statute	14,653,933	16,044,655	1,390,722
Restricted for debt payments	2,349,050	3,571,082	1,222,032
Committed for unpaid tax incentives	3,336,167	2,532,100	(804,067)
Committed for future pension payments	1,576,476	1,576,476	-
General Government Assignments	5,282,493	6,638,567	1,356,074
Uncompleted previous year project assignments	2,013,468	4,664,359	2,650,891
Working Capital 15%	35,412,001	37,997,305	2,585,304
Fund Balance remaining for appropriation	15,306,394	12,109,140	(3,197,254)
<b>Total Fund Balance</b>	<b>80,288,983</b>	<b>85,517,029</b>	<b>\$ 5,228,046</b>

While the entire Estimated Unassigned Fund Balance is available for appropriation, caution must be exercised in spending it. If all the unassigned fund balance were used, then no funds would be available for emergencies other than those “assigned”. Using assigned fund balance for a purpose other than that originally intended could jeopardize the County’s AA+ general obligation bond rating and cause cash flow interruptions.

## REVENUES

### Property Taxes

Property taxes provide 62.5% of the revenue of the General Fund. Staff is basing projections on an ad valorem tax rate of \$0.70 per \$100 of the FY18 assessed value. The County’s total taxable property value is estimated at \$22,176,343,745. Total revenues in this category are projected at \$154,345,842, which represents a 5.07% increase from the FY17 revised budget.

The budget staff used 4.8% growth for FY18, 2.4% for FY19 through FY21 and 1.1% for FY22. In addition, they used a growth factor of 8% to estimate the effect of revaluation in FY21. Personal property valuations are projected to grow 1% each year. Public service property is estimated to remain stable each year and motor vehicles is calculated at 7% for FY18 and estimated to experience a 4% annual growth rate for FY19-FY22. To calculate the DMV collection rate and all other collection rates for FY18, staff used the previous years’ actual collection percentage of 100% and 98.02%, respectively.

### Fees for Service

Register of Deeds fees include payments related to the recording of documents, primarily from the transfer of property. Building Inspection fees are collected on improvements made to real property.

Staff anticipates Register of Deeds fees to increase an additional 5% each year FY18 through FY22 and Building Inspection fees to increase an additional 3% each year for FY19 through FY22. Like the FY17 budget, we added personnel to accommodate the increased service demands in construction standards in the FY18 budget, which includes two Codes Enforcement Officers and a Permit Clerk.

# Five-Year Financial Plan

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## Sales Taxes

Total sales tax is budgeted for FY18 is \$48,793,954, which is a 7.75% or \$3,510,501 increase above the FY17 revised budget of \$45,283,453 based on activity in the economy. This area has grown and economists project it to increase even more, primarily due to the recovery of the economy and the states sales tax reform efforts, effective January 1, 2014, which expanded the base for sales tax collections. However, in future years, unpredictable sales tax refunds to nonprofits and other government agencies mean conservative sales tax growth projections. County staff continue to work with the N.C. Department of Revenue to research this matter more thoroughly for years beyond FY18. However, until the State makes changes in their reporting capabilities, regulations and policies, sales tax budgeting will remain quite a challenge for all North Carolina counties.

## One-Time Revenue Sources:

### Lottery Proceeds

Statutory changes governing the method in which the State distributes lottery proceeds to counties for use in public school capital projects have reduced receipts in Cabarrus County by about 50%. The General Assembly may consider changing the distribution formula in the future; however, until then, receipts of at least \$2 million annually are expected. Even though we continue to budget this revenue on an ongoing basis, until the State settles on a permanent formula for distribution, we regard lottery proceeds as a one-time revenue source.

Furthermore, the State limits how counties can use lottery proceeds. Within the State's available options, our local school districts and the County agree to apply lottery proceeds toward the repayment of school construction debt over the entire five-year planning period.

## EXPENDITURES

The adopted General Fund budget for FY18 at \$246,996,127, based on an ad valorem tax rate of \$0.70. This is a \$9,450,414 (3.69%) decrease from the revised FY17 budget. Overall spending for the five years of the planning period reflect changes in the following areas:

1. The Board approved health insurance costs of \$7,761 per employee for FY18, an increase of \$275,230 (\$29,066 for current employees and \$246,164 for the new 34 budgeted positions) for all eligible County employees and retirees. This was a .08% increase overall from FY17.
2. The FY18 adopted budget includes a cost-of-living adjustment (COLA) of 2% and merit pay of up to 2.5% for County staff. The projected budgets for FY18-FY22 include merit increases ranging from 0-2.5% and COLA of 1.5% for FY19-FY22. Staff estimates the FY18 cost of the merit structure as \$500,000 and the COLA as \$1,126,091. At the annual planning retreat in January 2017, the board provided this guidance for the budget process for FY18.
3. The adopted FY18 budget includes 34 new positions (see position section of the budget document for a detail listing of positions approved). The highlights of the new position request are two new Codes Enforcement Officers, a Budget Analyst, a Multi-Media Journalist, a Recruiter for Human Resources, one Permit Clerk, five part-time EMT's, one Fire Fighter and one Grounds Maintenance and Custodian in the Infrastructure and Asset Management Department. Active Living and Parks requested four new positions due to the newly opened Rob Wallace Park. Child Welfare requested eight positions in child welfare due

# Five-Year Financial Plan

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to the increased case load. There are also four positions requested in economic services due to the Affordable Care Act and Medicaid requirements, one in Child Support and one in Adult Services.

4. The County will begin making debt payments of \$6,515,973 on Wallace Park Land, parking deck in Downtown Concord, a new high school, the Performance Learning Center, a potential warehouse off of Highway 49 and Motorola Equipment lease for the Emergency Medical Services Department.
5. The County has also made an effort to increase the current expense allocation to the Cabarrus and Kannapolis public education systems. Over the next five years, this includes operations, such as utility cost, employee benefit changes, and state salary matches for local positions. We placed additional emphasis on funding teacher supplements and salary increases for non-certified staff. Current expense funding for Cabarrus County Schools Kannapolis City Schools and Charter schools increased by \$2,351,439 or 3.42% from the FY17 revised budget. This increase is due to the following: increases in regular instruction costs by \$1,799,177 (\$1,742,477 Regular, \$56,700 Charter) due to the local state salary match, charter school students, increase in teacher supplements, operational costs associated with the opening of Mt. Pleasant Middle School, increases for non-teaching staff salaries and benefits, instructional supplies and increases in hospitalization and retirement for staff. Building maintenance costs increased funding by \$376,939 for Cabarrus County Schools for continuation costs, expansion of Facilities Maintenance division funding, one Utility Technician position and janitorial equipment. Rowan Cabarrus Community College had an increase of \$227,471 in current expense funding for FY18, \$46,490 increase in grounds maintenance costs and \$128,833 increase in technology for devices. Other increases relates to the following expansion requests: the operating costs for 650 Concord Parkway for \$60,835, energy and commodity inflation at \$133,537 and an additional facilities technician for the added space at the Community Business Technical Center and the Advanced Technology Center for \$33,099.
6. Economic development incentives are on a schedule based on estimates of when the businesses will complete their capital projects, taxes paid and grant requests submitted and, therefore, vary widely from year to year. This is different than in the past and as a result will free up additional operating funds.
7. The Cabarrus Health Alliance is requesting to replace two of their on-site vehicles, which is projected to cost around \$46,000 as well as funding for a school nurse to cover the Pre-K sites for a part time position costing \$26,312. In addition to these requests, the Cabarrus Health Alliance is also requesting to increase the school nurse health insurance premium from 50% to 80% in order to be more competitive with surrounding counties. This increase is projected to cost around \$121,249, \$44,180 for nurses who currently participate with the health insurance offered and \$77,069 for the anticipated increase in enrollment.

## Debt Service

Servicing the County's debt is estimated at 20.77% percent of General Fund spending in FY18. Adopted debt totaling \$51,291,008 includes debt for the schools and other debt service for the County. The Other Debt Service functional area accounts for principal and interest payments on debt, other than school debt, for the acquisition and construction of capital assets. Funding of \$10,154,597 represents 4.12% of the General Fund budget. Some projects in this category include: Arena, Jail Housing Unit, Sheriff Administrative building, land purchase at Rob Wallace Park, parking deck and a potential warehouse facility, which is subject to the completion of the due diligence period.

During FY15, The Board approved a \$9 million for the Advanced Technology Center for Rowan-Cabarrus Community College (RCCC). The voters approved to issue all \$9,000,000 on the November 2014 ballot. The County has set aside architect and engineering fees so that RCCC can begin design once a site is selected. At this time, no time frame has

# Five-Year Financial Plan

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been established to issue this debt. Design is under way for the construction of an Advanced Technology Center which should start construction in early 2018 on the Kannapolis Research Campus site. New debt is proposed for FY18 at \$643,607 for the Performance Learning Center and \$4,252,478 for the new high school. Cabarrus County Schools has also submitted a 10 year plan for school construction needs and Kannapolis City Schools and Rowan Cabarrus Community has submitted a 5 year plan for their needs. The County is working with the schools systems, county capital needs and the Community Colleges to take all the capital needs of the community and generate a plan to fund these needs. The first steps were taken during the FY17 budget and continue in FY18. The County will define the revenue streams available and potential future revenue options (some pending state decisions) to fund these projects.

## **Conclusion**

The spending levels specified in the Five-Year Financial Plan are growing, as is the community they serve. The plan provides for the opening of three new/replacement educational facilities and strives to meet the growing needs of the County, the school systems and the community college, while maintaining adequate General Fund reserves and a reasonable tax rate.

As we continue to work together and develop a plan, we can begin to address the substantial needs of our fast growing community.

As a final note, it is important to mention that revenue projections in these plans assume continuing improvement in the economy. In the absence of such improvement, considerable adjustments will be required to meet the expected demands.

# Five Year Financial Plan

## GENERAL FUND

<u>Budgeted Revenues for:</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
Amended Budget less one time revenues from the previous fiscal year	\$ 231,911,326	\$ 244,996,127	\$ 250,128,835	\$ 255,394,721	\$ 271,467,183
<b>Ad valorem</b>					
Growth for revaluation (8%)	-	-	-	10,669,683	-
Growth in tax revenues (4.8% FY18, 2.4% FY19-FY21, 1.1% FY22)	6,500,922	3,352,183	3,434,512	3,518,873	1,711,448
Growth in tax DMV revenues (7% FY18, 4% FY19-FY22)	995,748	528,220	549,349	571,323	594,176
<b>Other Taxes</b>					
Growth in Sales taxes (7.8% FY18, 2% FY19-FY22)	3,457,835	957,879	977,037	996,577	1,016,509
<b>Permits &amp; Fees</b>					
Ambulance Fees (2% FY18, 1% FY19-FY22)	231,079	53,936	54,414	54,897	55,384
Building Inspection Fees (0% FY18, 3% FY19-FY22)	395,121	96,904	99,811	102,805	105,889
Register of Deeds (5% FY18, 5% FY19-FY22)	439,750	143,586	150,763	158,304	166,219
<b>Other</b>					
Increase in Interest on Investments	220,000	-	-	-	-
Increase in Statewide Misdemeanor Confinement Program Fees	174,000	-	-	-	-
Increase in Medicaid Hold Harmless	1,023,777	-	-	-	-
Increase (Decrease) in other Revenues	(353,431)	-	-	-	-
<b>Total Recurring Revenues</b>	<b>244,996,127</b>	<b>250,128,835</b>	<b>255,394,721</b>	<b>271,467,183</b>	<b>275,116,808</b>
<b>One Time Revenue Sources</b>					
Lottery Proceeds	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
<b>Total One-time Revenues</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>
<b>Total Revenues</b>	<b>246,996,127</b>	<b>252,128,835</b>	<b>257,394,721</b>	<b>273,467,183</b>	<b>277,116,808</b>
<b>Budgeted Expenditures for:</b>					
Amended Budget less one time expenditures from the previous fiscal year	\$ 232,373,758	\$ 246,996,127	\$ 249,651,386	\$ 249,513,968	\$ 249,780,605
<b>County Services</b>					
New Position Request (includes reclassifications)	1,638,522	-	-	-	-
Salary Study	450,000	-	-	-	-
Merit increase - 1.52% average	500,000	899,508	926,878	955,081	984,143
Cost of Living Adjustment - (2% FY18, 1.5% FY19-FY 22)	1,126,091	874,554	901,165	928,586	956,841
Health Insurance increases (includes retirees)	323,252	500,000	500,000	500,000	500,000

# Five Year Financial Plan

## GENERAL FUND

<u>Budgeted Revenues for:</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
<b>Debt</b>					
Retirement of Debt Service	(1,489,900)	(2,089,980)	(2,808,569)	(1,403,847)	(3,088,255)
Wallace Park Land (5 years)	49,000	-	-	-	-
Parking Deck Downtown (20 years)	927,281	227,219	(24,000)	(24,000)	(30,000)
New High School (20 years)	4,252,478	1,023,072	(109,400)	(109,400)	(136,750)
Performance Learning Center (7 years)	643,607	59,893	(22,000)	(22,000)	(27,500)
Warehouse (Hwy 49) (7 years)	643,607	59,893	(22,000)	(22,000)	(27,500)
Motorola Equipment lease (2 years)	-	170,100	-	(170,100)	-
<b>Schools</b>					
Additional Current Expense Funding	2,351,439	-	-	-	-
Additional Current Expense Funding - RCCC	227,471	-	-	-	-
<b>Other</b>					
Land Banking Funding	-	-	-	-	-
Special Assistance to Adult	250,000				
Additional Funding for Cabarrus Health Alliance	386,326	-	-	-	-
Increases (Decreases) in Incentive Payments	(287,872)	931,000	520,508	(365,683)	(941,825)
Increase (Decrease) in Contingency	1,501,245				
Increase (Decrease) in Expenditures	1,129,822	-	-	-	-
<b>Total Recurring Expenditures</b>	<b>246,996,127</b>	<b>249,651,386</b>	<b>249,513,968</b>	<b>249,780,605</b>	<b>247,969,759</b>
<b>Total Expenditures</b>	<b>\$ 246,996,127</b>	<b>\$ 249,651,386</b>	<b>\$ 249,513,968</b>	<b>\$ 249,780,605</b>	<b>\$ 247,969,759</b>
<b>Revenues over (under) Expenditures</b>	<b>\$ -</b>	<b>\$ 2,477,449</b>	<b>\$ 7,880,753</b>	<b>\$ 23,686,578</b>	<b>\$ 29,147,049</b>
<b>Estimated Unassigned Fund Balance (changes)</b>	<b>\$ 50,718,395</b>	<b>\$ 53,195,844</b>	<b>\$ 61,076,597</b>	<b>\$ 84,763,175</b>	<b>\$ 113,910,224</b>
<b>Property Tax Rate</b>	<b>\$0.70/ 100</b>	<b>\$0.70/ 100</b>	<b>\$0.70/ 100</b>	<b>\$0.70/ 100</b>	<b>\$0.70/ 100</b>
Total Debt Service Payments	\$ 51,291,008	\$ 50,741,205	\$ 47,755,236	\$ 46,003,889	\$ 42,693,884
% of Current Budget	20.77%	20.32%	19.14%	18.42%	17.22%

**CAPITAL  
IMPROVEMENT  
PLAN**



# Capital Improvement Plan

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## RELATIONSHIP AMONG THE OPERATING BUDGET, CAPITAL BUDGET, AND THE FIVE YEAR FINANCIAL PLAN

The Cabarrus County capital budget is a financial plan for capital projects, outlining expenditures and resources for a particular fiscal year. The Capital Improvement Plan (CIP) is a long range plan of proposed capital improvement projects, including project costs and funding sources. The CIP is updated annually based on needs identified during the preparation of the capital budget.

The Five Year Financial Plan is a forecast of revenues and expenditures spanning a five year period beginning with the proposed annual budget for the upcoming fiscal year. By using a five-year planning window, the County ensures that commitments, obligations and anticipated needs are met in a fiscally sound manner. The five year plan encompasses both operating and capital budgets.

The annual operating budget must provide funding to adequately meet the anticipated needs, obligations, and commitments of the County. In addition, the operating budget must provide financing, staffing, operational, and maintenance funding for new facilities built or acquired as part of the CIP.

County policy acknowledges “pay as you go” financing as a significant financing source. However, each project is examined in depth to determine the most appropriate financing vehicle. Debt financing can include general obligation bonds, certificates of participation, capital leases, and installment financing. Among considerations are: flexibility to meet project needs, timing, tax- or rate-payer equity, and lowest interest cost. The County aggressively seeks donations of funds, property, services, and materials to supplement the resources provided by traditional financing methods. This policy reduces debt service costs, but still provides for the planned renewals, replacements, and renovations required by a growing county.

The County is subject to the North Carolina General Statute 159-55, which limits the amount of net debt the County may have outstanding to eight percent of the appraised value of property subject to taxation. As a matter of internal policy, the County has maintained a debt position far below its legal limit. The County’s ratio of debt to assessed value is 1.54%. At March 31, 2017, the County’s legal debt limit is \$1,359,870,989. The actual applicable outstanding debt is expected to be \$324,011,136 or 19.24% of the legal debt limit, which equates to \$1646.72 per capita (196,762 Certified number for 2016), comprised of \$57,860,000, in General Obligation (G.O) debt, \$262,375,000 in Certificates of Participation, no installment financing and \$3,501,743 in capital leases.

A review of FY18 planned capital projects and available revenue sources reveals that \$ 1,220,000 in spending from the General Fund, excluding other financing sources such as capital reserve funds to fund projects, will be required to implement the capital outlay projects. Costs associated with debt service to fund school construction/renovations will be offset by the retirement of existing debt, lottery proceeds, and the Article 46 ¼ cent sales tax.

The projects for the Five Year CIP for 2018-2022 total \$400,568,520. This includes: \$90,000 in Multi-year funds, \$112,119,298 in debt, \$278,409,583 in funding to be determined and \$9,949,639 from the Capital Reserve fund.

Five year planning by service area is as follows:

# Capital Improvement Plan

## CAPITAL IMPROVEMENT PLAN BY PROJECT

	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Planning	FY 2020 Planning	FY 2021 Planning	FY 2022 Planning	Future Years
<b>GENERAL GOVERNMENT</b>							
Elma C. Lomax Incubator Farm Utility Planning and Installation			80,000	400,000			
Elections Voting Equipment	330,250						
Warehouse space for School, Public Safety and Infrastructure and Asset Management inclusive of office space and Fleet Maintenance		4,000,000					
Grounds Division Relocation							270,000
Governmental Center Chiller Replacement			211,000				
Governmental Center Planning, Zoning & Construction Standards Office Renovations					137,000		
Governmental Center ADA Restroom Renovations Phase I		205,000		229,050			
Parking Deck Downtown Area	1,062,000	13,150,000					
Governmental Center G Level Parking Deck Sealing			190,000				
Landfill Convenience Center Retaining Walls Replacement	325,000						
Jail Annex HVAC Replacement				190,000			
Fiber Infrastructure Improvement		120,000	300,000	300,000			
<b>TOTAL</b>	<b>\$ 1,717,250</b>	<b>\$ 17,475,000</b>	<b>\$ 781,000</b>	<b>\$ 1,119,050</b>	<b>\$ 137,000</b>	<b>\$ -</b>	<b>\$ 270,000</b>
<b>PUBLIC SAFETY</b>							
Training and Firing Range Renovations			600,000	750,000	500,000		
Detention Center Security, Software and Hardware Upgrades for Door Access and Security Camera Network		70,000	60,000	60,000			
Courthouse Expansion / Relocation		1,000,000	6,000,000	59,100,000			
Public Safety Training Facility						14,100,000	
EMS Lease Advanced Cardiac Monitors		550,111					
EMS Headquarters Base			4,050,000				
Radio Network Ethernet Backhaul and Edge			1,210,000	810,000			
EMS relocation of unit to Concord Fire Station 10 co-location		375,000					
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ 1,995,111</b>	<b>\$ 11,920,000</b>	<b>\$ 60,720,000</b>	<b>\$ 500,000</b>	<b>\$ 14,100,000</b>	<b>\$ -</b>
<b>ECONOMIC AND PHYSICAL DEVELOPMENT</b>							
Prime Farmland Soil		90,000					
Clarke Creek Heron Rookery							615,000
Riparian Buffers/Floodplains Conservation							500,000
Significant Natural Heritage Areas - Miscellaneous							750,000
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ 90,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,865,000</b>

# Capital Improvement Plan

## CAPITAL IMPROVEMENT PLAN BY PROJECT

	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Planning	FY 2020 Planning	FY 2021 Planning	FY 2022 Planning	Future Years
<b>HUMAN SERVICES</b>							
Human Services Building							30,000,000
Human Services Building HVAC			120,000				
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 120,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 30,000,000</b>
<b>CULTURE AND RECREATION</b>							
Camp T.N. Spencer Park							3,152,908
Camp Spencer Vending Machine Building and Overlook			258,000				
Carolina Thread Trail				1,000,000			23,950,000
Frank Liske Park Artificial Turf for Fields at Existing Soccer Complex restrooms, concessions, and office building			1,820,000	70,000	1,750,000		3,600,000
Frank Liske Park Multi-Projects			995,000				
Frank Liske Park Multi-Use Synthetic Turf Fields			3,390,000				3,050,000
Frank Liske Park Playground Replacements			160,000	100,000			
Frank Liske Park Water Line Replacements			320,000		400,000		
Northeast Cabarrus Community Park			1,500,000				6,300,000
Robert Wallace Park			1,350,000				5,475,625
School Park Projects Miscellaneous							5,000,000
Vietnam Veterans Park							3,425,000
Vietnam Veterans Park-Restroom Facility			385,000				
Mt. Pleasant Library Expansion							900,000
West Cabarrus Library Branch and Senior Center			2,500,000				13,750,000
Southern Cabarrus Senior Center							3,490,000
Arena Event Center Entrance			170,000				
Arena Pave Front Overflow Lot				190,000			
Arena Lighting Control System Replacement			210,000				
Arena Midway Stage and Dining Deck			440,000				
Arena Kitchen Goods Storage Building Replacement			141,000				
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 13,639,000</b>	<b>\$ 1,360,000</b>	<b>\$ 2,150,000</b>	<b>\$ -</b>	<b>\$ 75,343,533</b>
<b>EDUCATION</b>							
<b>Cabarrus County Schools</b>							
Mt. Pleasant Middle School Replacement	1,889,472						
Replacement of Royal Oaks Elementary	597,640	1,864,650					
Performance Learning Center Renovations to JN Fries Middle School	414,000	3,826,000					
Southwest Elementary School	1,157,750	22,279,250	300,000				
Land Banking Funding			3,688,000	2,000,000	2,000,000	2,000,000	30,000,000
New Weddington Road High School	8,106,495	57,834,257	6,000,000	5,742,250			
<b>Subtotal Cabarrus County Schools</b>	<b>12,165,357</b>	<b>85,804,157</b>	<b>15,730,250</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>30,000,000</b>

# Capital Improvement Plan

## CAPITAL IMPROVEMENT PLAN BY PROJECT

	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Planning	FY 2020 Planning	FY 2021 Planning	FY 2022 Planning	Future Years
<b>Kannapolis City Schools</b>							
New Kannapolis Middle School	3,536,239						
Carver Elementary School	770,978		276,000				
Parking Lot / Driveway Work (A.L. Brown, Forest Park, Fred L. Wilson)							1,548,000
<b>Subtotal Kannapolis City Schools</b>	<b>\$ 4,307,217</b>	<b>\$ -</b>	<b>\$ 276,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,548,000</b>
<b>Rowan Cabarrus Community College</b>							
Community Business Technical Center A/C Units Replacement Phase II		100,000	98,000				
Advanced Technology Center	1,580,396	14,000,000	1,427,419				12,000,000
<b>Subtotal RCCC</b>	<b>\$ 1,580,396</b>	<b>\$ 14,100,000</b>	<b>\$ 1,525,419</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 12,000,000</b>
<b>TOTAL SCHOOLS</b>	<b>\$ 18,052,970</b>	<b>\$ 99,904,157</b>	<b>\$ 17,531,669</b>	<b>\$ 2,000,000</b>	<b>\$ 2,000,000</b>	<b>\$ 2,000,000</b>	<b>\$ 43,548,000</b>
<b>ALL FUNCTIONS AND PROJECTS</b>							
<b>GRAND TOTAL</b>	<b>\$ 19,770,220</b>	<b>\$ 119,464,268</b>	<b>\$ 43,991,669</b>	<b>\$ 65,199,050</b>	<b>\$ 4,787,000</b>	<b>\$ 16,100,000</b>	<b>\$ 151,026,533</b>

# Capital Improvement Plan

## CAPITAL IMPROVEMENT PLAN BY FUNDING SOURCES

	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Planning	FY 2020 Planning	FY 2021 Planning	FY 2022 Planning	Future Years
<b>Capital Reserve Funds</b>							
Parking Deck Downtown Area	260,000	650,000					
Elections Voting Equipment	124,475						
EMS Lease Advanced Cardiac Monitors		550,111					
EMS Relocation of unit to Concord Fire Station 10 co-location		375,000					
Courthouse Expansion/Relocation		1,000,000					
Governmental Center ADA Restroom Renovations Phase 1		205,000					
Detention Center Security, Software and Hardware Upgrades for Door Access and Security Camera Network		70,000					
Fiber Infrastructure Improvement		120,000					
Replacement of Royal Oaks Elementary	597,640	1,864,650					
Carver Elementary School	770,978						
New Kannapolis Middle School	3,436,239						
Southwest Elementary School	640,554	1,279,250					
Mt. Pleasant Middle School Replacement	389,472						
New Weddington Road High School	8,086,495	669,250	1,267,250				
Community Business Technical Center A/C Units Replacement Phase II		100,000					
Performance Learning Center	219,000	371,709					
Advanced Technology Center	1,580,396		1,427,419				
<b>Subtotal</b>	<b>\$ 16,105,249</b>	<b>\$ 7,254,970</b>	<b>\$ 2,694,669</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>
<b>To Be Funded</b>							
Carver Elementary School			276,000				
Training & Firing Range Renovations			600,000	750,000	500,000		
Grounds Division Relocation							270,000
Governmental Center Chiller Replacement			211,000				
Governmental Center G Level Parking Deck Sealing			190,000				
Frank Liske Park Playground Replacements			160,000	100,000			
Detention Center Security, Software and Hardware Upgrades for Door Access and Security Camera Network			60,000	60,000			
Courthouse Expansion/Relocation			6,000,000	59,100,000			

# Capital Improvement Plan

## CAPITAL IMPROVEMENT PLAN BY FUNDING SOURCES

	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Planning	FY 2020 Planning	FY 2021 Planning	FY 2022 Planning	Future Years
Public Safety Training Facility						14,100,000	
EMS Headquarters Base			4,050,000				
Clarke Creek Heron Rookery Significant Natural Heritage Area & Field School							615,000
Riparian Buffers/Floodplains Conservation							500,000
Significant Natural Heritage Areas - Miscellaneous Conservation							750,000
Human Services Building							30,000,000
Human Services Building HVAC			120,000				
Carolina Thread Trail				1,000,000			23,950,000
Frank Liske Park - Artificial Turf for Fields at Existing Soccer Complex			1,820,000	70,000	1,750,000		3,600,000
Frank Liske Park - Mini-golf, restrooms, concessions, and office building			995,000				
Frank Liske Park - Multi Projects			3,390,000				3,050,000
Northeast Cabarrus Community Park			1,500,000				6,300,000
Robert Wallace Park Renovations to JN Fries Middle School			1,350,000				5,475,625
Parking Lot / Driveway Work (A.L. Brown, Forest Park, Fred L. Wilson)			300,000				1,548,000
Southwest Elementary School			3,688,000				
New Weddington Road High School			4,475,000				
School Park Projects Miscellaneous							5,000,000
Advanced Technology Center							12,000,000
Land Bank Funding			6,000,000	2,000,000	2,000,000	2,000,000	30,000,000
Vietnam Veterans Park							3,425,000
Vietnam Veterans Park - Restroom Facility			385,000				
Mt. Pleasant Library Expansion							900,000
West Cabarrus Library Branch and Senior Center			2,500,000				13,750,000
Southern Cabarrus Senior Center							3,490,000
Arena Event Center Entrance			170,000				
Frank Liske Park Water Line Replacements			320,000		400,000		
Frank Liske Park Multi-use Synthetic Turf Fields							3,250,000

# Capital Improvement Plan

## CAPITAL IMPROVEMENT PLAN BY FUNDING SOURCES

	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Planning	FY 2020 Planning	FY 2021 Planning	FY 2022 Planning	Future Years
Camp Spencer Vending Machine Building and Overlook			258,000				
Camp T.N. Spencer Park Elma C. Lomax Incubator Farm Utility Planning and Installation			80,000	400,000			3,152,908
Governmental Center ADA Restroom Renovations Phase 1				229,050			
Fiber Infrastructure Improvement			300,000	300,000			
Government Center Planning, Zoning, & Construction Standards Office Renovations					137,000		
Arena Kitchen Goods Storage Building Replacement			141,000				
Arena Midway Stage and Dining Deck			440,000				
Arena Lighting Control System Replacement			210,000				
Arena Pave Front Overflow Lot				190,000			
Community Business Technical Center A/C Units Replacement Phase II			98,000				
Radio Network Ethernet Backhaul and Edge			1,210,000	810,000			
Jail Annex HVAC Replacement				190,000			
<b>Subtotal</b>	\$ -	\$ -	\$ 41,297,000	\$ 65,199,050	\$ 4,787,000	\$ 16,100,000	\$ 151,026,533
<b>General Fund</b>							
Parking Deck Downtown Area	802,000						
Landfill Convenience Center Retaining Walls Replacement	325,000						
Elections Voting Equipment	200,000						
Performance Learning Center	195,000						
New Weddington Road High School	20,000						
Land Banking Fund							
<b>Subtotal</b>	\$ 1,542,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

# Capital Improvement Plan

## CAPITAL IMPROVEMENT PLAN BY FUNDING SOURCES

	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Planning	FY 2020 Planning	FY 2021 Planning	FY 2022 Planning	Future Years
<b>Multi Year Fund</b>							
Prime Farmland Soil		90,000					
Elections Voting							
Equipment	5,775						
New Kannapolis Middle School	100,000						
Mt. Pleasant Middle School Replacement	1,500,000						
Southwest Elementary School	517,196						
<b>Subtotal</b>	<b>\$ 2,122,971</b>	<b>\$ 90,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>
<b>Debt</b>							
Advanced Technology Center		14,000,000					
Performance Learning Center		3,454,291					
warehouse space for School, Public Safety and Infrastructure and Asset Management inclusive of office space and Fleet Maintenance		4,000,000					
Parking Deck Downtown Area		12,500,000					
Southwest Elementary School		21,000,000					
New Weddington Road High School		57,165,007					
<b>Subtotal</b>	<b>\$ -</b>	<b>\$ 112,119,298</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>
<b>Grand Total</b>	<b>\$ 19,770,220</b>	<b>\$ 119,464,268</b>	<b>\$ 43,991,669</b>	<b>\$ 65,199,050</b>	<b>\$ 4,787,000</b>	<b>\$ 16,100,000</b>	<b>\$ 151,026,533</b>



# Capital Improvement Plan

**Department:** Board of Elections  
**Function:** General Government  
**Project Title:** Elections Voting Equipment  
**Total Cost:** \$ 330,250



## Project Description

The Board of Elections requests new voting equipment due to a change in Federal and State Statutes. New equipment will sort ballots by Verifiable Tabulation Districts (VTD) for the Early Absentee Voting Sites, mail in Absentees, and provisional voting.

## Background & Justification/Status

The equipment we have now is the M100 and the AutoMark ADA equipment. This equipment does not follow VTD requirements of separating ballots automatically by precincts within 60 days of an election. We manually sort into precincts now. All equipment was bought with HAVA (Help American Vote Act) in 2006. Parts are no longer made for current equipment and it will soon become difficult to find extra parts. The life of the equipment is ten years - that would be 2016. The new equipment would cost roughly \$6,000/machine. There are 60 machines for a total of \$360,000. This request is delayed due to the state evaluating new elections equipment options. These machines requesting will be the M200.

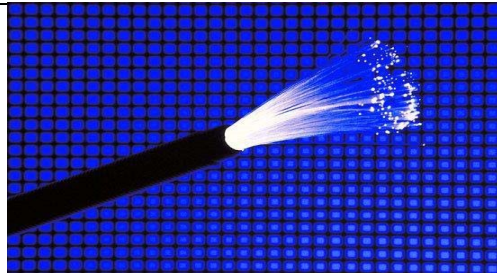
## Impact if Not Funded and Maximum Time it Can be Delayed

While there is no penalty from the State or Feds, technically we will not be able to meet the 60-day deadline as prescribed by law. Additionally, since the current equipment will be coming close to the end of its life, problems with machines on voting day are that much more likely. Internal batteries are beginning to fail in the PCMCIA cards. This technology has been replaced in the new machines which use USBs. We purchased 4 of the new tabulators for use at early voting in November 2014.

	New Requests			Approved Projects			
Type: <input type="checkbox"/> New <input type="checkbox"/> Expansion <input checked="" type="checkbox"/> Replacement	Status: <input type="checkbox"/> In Progress <input type="checkbox"/> Complete						
Project Costs	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Planning	FY 2020 Planning	FY 2021 Planning	FY 2022 Planning	Future Years
Planning/Design							
Land/Acquisition							
Construction							
Building Improvements							
Equipment	330,250						
Other							
<b>Total</b>	<b>\$ 330,250</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Funding Sources</b>							
General Fund	200,000						
Capital Reserve Fund	124,475						
Multi Year Fund	5,775						
Debt							
Grants							
Permits/Fees							
Other-TBD							
<b>Total</b>	<b>\$ 330,250</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Operating Budget Impact</b>							
Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# Capital Improvement Plan

**Department:** ITS  
**Function:** Telecommunications  
**Project Title:** Fiber Infrastructure Improvement  
**Total Cost:** \$ 720,000



## Project Description

Construct fiber network to connect current facilities to reduce dependency on leased line access.

## Background & Justification/Status

The Cabarrus County network connects 20 locations using Time Warner leased line access. The connection speeds and cost vary by location. Establishing a fiber network to connect Government offices to the data centers will improve the ability to provide consistent services to each location. An additional goal of this project will be to connect Cabarrus County high schools that are located in proximity to these sites back to the Cabarrus County data centers. The focus would be on connecting locations that are in close proximity to the Government Center in year one and then growing the connections in year two and three.

## Impact if Not Funded and Maximum Time it Can be Delayed

The impact of not funding this would be extending the dependency on third party network providers.

New Requests				Approved Projects			
Type: <input checked="" type="checkbox"/> New <input type="checkbox"/> Expansion <input type="checkbox"/> Replacement				Status: <input type="checkbox"/> In Progress <input type="checkbox"/> Complete			
Project Costs	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Planning	FY 2020 Planning	FY 2021 Planning	FY 2022 Planning	Future Years
Planning/Design							
Land/Acquisition							
Construction							
Building Improvements							
Equipment							
Other		120,000	300,000	300,000			
<b>Total</b>	<b>\$ -</b>	<b>\$ 120,000</b>	<b>\$ 300,000</b>	<b>\$ 300,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Funding Sources							
General Fund							
Capital Reserve Fund		120,000					
Multi Year Fund							
Debt							
Grants							
Permits/Fees							
Other-TBD			300,000	300,000			
<b>Total</b>	<b>\$ -</b>	<b>\$ 120,000</b>	<b>\$ 300,000</b>	<b>\$ 300,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Operating Budget Impact							
Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# Capital Improvement Plan

**Department:** Infrastructure and Asset Management  
**Function:** General Government  
**Project Title:** Grounds Division Relocation  
**Total Cost:** \$ 270,000



## Project Description

A new tank farm to meet OSHA and NFPA regulations will be constructed along with a small chemical storage building.

## Background & Justification/Status

The current fueling station does not meet OSHA and NFPA regulations and doesn't provide secondary containment. The current method of chemical storage involves partial storage of materials outside while the remainder of the chemicals are stored in the same building that houses the employees, offices, and break rooms without proper ventilation. This is a safety concern.

The project aligns with BOC goal 3. It minimizes risk and maximizes the value of County investments, expenditures, and services.

## Impact If Not Funded and Maximum Time it Can be Delayed

Regulations that dictate the storage of chemicals are not being followed and therefore could result in the discontinued use of the facility. Also this poses a health risk for employees.

There is no specific year by which this project must be completed. Furthermore, there are no operating budget impacts.

	New Requests			Approved Projects			
Type: <input type="checkbox"/> New <input type="checkbox"/> Expansion <input checked="" type="checkbox"/> Replacement	Status: <input type="checkbox"/> In Progress <input type="checkbox"/> Complete						
Project Costs	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Planning	FY 2020 Planning	FY 2021 Planning	FY 2022 Planning	Future Years
Planning/Design							50,000
Land/Acquisition							
Construction							220,000
Building Improvements							
Equipment							
Other							
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 270,000</b>
Funding Sources							
General Fund							
Capital Reserve Fund							
Multi Year Fund							
Debt							
Grants							
Permits/Fees							
Other-TBD							270,000
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 270,000</b>
Operating Budget Impact							
Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# Capital Improvement Plan

**Department:** Infrastructure and Asset Management  
**Function:** General Government  
**Project Title:** Elma C. Lomax Incubator Farm Utility Planning and Installation  
**Total Cost:** \$ 480,000



## Project Description

Planning and construction of major utilities including power, sewer, and possibly water.

## Background & Justification/Status

Currently the Elma C. Lomax Incubator Farm is undersized in terms of major utilities which prevent amenity growth and therefore, participation and curriculum growth.

## Impact If Not Funded and Maximum Time it Can be Delayed

Continued operations of the farm the way it currently runs without the ability to grow individually or partner with other entities for curriculum and participation growth.

				Approved Projects			
Type: <input checked="" type="checkbox"/> New <input type="checkbox"/> Expansion <input type="checkbox"/> Replacement				Status: <input type="checkbox"/> In Progress <input type="checkbox"/> Complete			
Project Costs	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Planning	FY 2020 Planning	FY 2021 Planning	FY 2022 Planning	Future Years
Planning/Design			80,000				
Land/Acquisition							
Construction				400,000			
Building Improvements							
Equipment							
Other							
<b>Total</b>	\$ -	\$ -	\$ 80,000	\$ 400,000	\$ -	\$ -	\$ -
Funding Sources							
General Fund							
Capital Reserve Fund							
Multi Year Fund							
Debt							
Grants							
Permits/Fees							
Other-TBD			80,000	400,000			
<b>Total</b>	\$ -	\$ -	\$ 80,000	\$ 400,000	\$ -	\$ -	\$ -
Operating Budget Impact							
Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
<b>Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

# Capital Improvement Plan

**Department:** Infrastructure and Asset Management  
**Function:** General Government  
**Project Title:** Governmental Center G Level Parking Deck Sealing  
**Total Cost:** \$ 190,000



## Project Description

Application of epoxy sealant to Governmental Center G level parking deck.

## Background & Justification/Status

The Governmental Center G level parking deck requires a protective coating due to the facilities housed underneath that area. The last application of epoxy coating was in 2009. The current coating is showing signs of wear including several spots that are separating and breaking away from the concrete.

## Impact if Not Funded and Maximum Time it Can be Delayed

Degradation of the concrete due to moisture intrusion. Water intrusion from the deck could negatively impact the office space housed underneath the deck as well as ITS server rooms.

				Approved Projects			
Type: <input checked="" type="checkbox"/> New <input type="checkbox"/> Expansion <input type="checkbox"/> Replacement				Status: <input type="checkbox"/> In Progress <input type="checkbox"/> Complete			
Project Costs	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Planning	FY 2020 Planning	FY 2021 Planning	FY 2022 Planning	Future Years
Planning/Design							
Land/Acquisition							
Construction							
Building Improvements			190,000				
Equipment							
Other							
<b>Total</b>	\$ -	\$ -	\$ 190,000	\$ -	\$ -	\$ -	\$ -
Funding Sources							
General Fund							
Capital Reserve Fund							
Multi Year Fund							
Debt							
Grants							
Permits/Fees							
Other-TBD			190,000				
<b>Total</b>	\$ -	\$ -	\$ 190,000	\$ -	\$ -	\$ -	\$ -
Operating Budget Impact							
Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
<b>Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

# Capital Improvement Plan

**Department:** Infrastructure and Asset Management  
**Function:** General Government  
**Project Title:** Governmental Center Planning, Zoning, & Construction Standards Office Renovations  
**Total Cost:** \$ 137,000



## Project Description

Office Renovations in Planning, Zoning, and Construction Standards to better utilize underused space.

## Background & Justification/Status

Currently there is a significant amount of square footage in the middle of the office area that is under utilized and a growing need for conference rooms for meetings with citizens. This project would use existing master planning models to construct conference areas and possible offices.

## Impact If Not Funded and Maximum Time it Can be Delayed

No immediate impact although as the department grows space needs continue to be an issue.

				Approved Projects			
Type: <input checked="" type="checkbox"/> New <input type="checkbox"/> Expansion <input type="checkbox"/> Replacement				Status: <input type="checkbox"/> In Progress <input type="checkbox"/> Complete			
Project Costs	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Planning	FY 2020 Planning	FY 2021 Planning	FY 2022 Planning	Future Years
Planning/Design					17,000		
Land/Acquisition							
Construction							
Building Improvements					120,000		
Equipment							
Other							
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 137,000</b>	<b>\$ -</b>	<b>\$ -</b>
Funding Sources							
General Fund							
Capital Reserve Fund							
Multi Year Fund							
Debt							
Grants							
Permits/Fees							
Other-TBD					137,000		
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 137,000</b>	<b>\$ -</b>	<b>\$ -</b>
Operating Budget Impact							
Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# Capital Improvement Plan

**Department:** Infrastructure and Asset Management  
**Function:** General Government  
**Project Title:** Governmental Center ADA Restroom Renovations Phase I  
**Total Cost:** \$ 510,000



## Project Description

Renovations of two (2) restrooms at the Governmental Center to achieve full ADA compliance.

## Background & Justification/Status

The Governmental Center currently has twelve (12) restrooms. The larger fixture count restrooms that are open to the public are not fully ADA compliant. Improvements have been made in the past to the sinks and actual toilet fixture to achieve partial ADA compliance. Phase I will represent a complete renovation of two (2) of the restrooms on the first level (men's and women's). These renovations will focus on ADA compliance and also include replacement of flooring, wall covering, fixtures, and stall partitions as well as some structural changes to the entrance ways.

## Impact If Not Funded and Maximum Time it Can be Delayed

Restrooms will not be fully ADA compliant.

				Approved Projects			
Type: <input checked="" type="checkbox"/> New <input type="checkbox"/> Expansion <input type="checkbox"/> Replacement				Status: <input type="checkbox"/> In Progress <input type="checkbox"/> Complete			
Project Costs	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Planning	FY 2020 Planning	FY 2021 Planning	FY 2022 Planning	Future Years
Planning/Design		20,000		20,000			
Land/Acquisition							
Construction							
Building Improvements		185,000		209,050			
Equipment							
Other							
<b>Total</b>	\$ -	\$ 205,000	\$ -	\$ 229,050	\$ -	\$ -	\$ -
Funding Sources							
General Fund							
Capital Reserve Fund		205,000					
Multi Year Fund							
Debt							
Grants							
Permits/Fees							
Other-TBD				229,050			
<b>Total</b>	\$ -	\$ 205,000	\$ -	\$ 229,050	\$ -	\$ -	\$ -
Operating Budget Impact							
Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
<b>Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

# Capital Improvement Plan

**Department:** Infrastructure and Asset Management  
**Function:** General Government  
**Project Title:** Governmental Center Chiller Replacement  
**Total Cost:** \$ 211,000



## Project Description

Replace (2) chillers in the basement mechanical room with a multi-stage chiller that can be assembled in the mechanical room instead of having to cut a hole in the wall. This would provide cooling to the entire Governmental Center.

## Background & Justification/Status

The chillers that currently service the Governmental Center are original to the building which was built in 1989. We will receive over 25 years of good operation from the chillers, but replacement is needed. One replacement was proposed for FY16 and the other for FY18

## Impact If Not Funded and Maximum Time it Can be Delayed

If not funded, system failure will result in the in-ability to provide cooling to the Governmental Center. The new chiller will be 10-15% more efficient, although in the first 5-years the warranty would erase these savings.

New Requests				Approved Projects			
Type:	<input type="checkbox"/> New	<input type="checkbox"/> Expansion	<input checked="" type="checkbox"/> Replacement	Status:	<input type="checkbox"/> In Progress	<input type="checkbox"/> Complete	
Project Costs	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Planning	FY 2020 Planning	FY 2021 Planning	FY 2022 Planning	Future Years
Planning/Design			16,000				
Land/Acquisition							
Construction							
Building Improvements							
Equipment			195,000				
Other							
<b>Total</b>	\$ -	\$ -	\$ 211,000	\$ -	\$ -	\$ -	\$ -
Funding Sources							
General Fund							
Capital Reserve Fund							
Multi Year Fund							
Debt							
Grants							
Permits/Fees							
Other-TBD			211,000				
<b>Total</b>	\$ -	\$ -	\$ 211,000	\$ -	\$ -	\$ -	\$ -
Operating Budget Impact							
Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
<b>Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



# Capital Improvement Plan

**Department:** Infrastructure and Asset Management  
**Function:** General Government  
**Project Title:** Parking Deck Downtown Area  
**Total Cost:** \$ 14,212,000



## Project Description

A parking deck located in the downtown area is needed to provide parking space for the public while using the governmental buildings, i.e. Governmental Center, Courthouse, Law Enforcement Buildings, Historic Courthouse, etc.

## Background & Justification/Status


The activity in the Courthouse continues to increase and with that increase, so does the demand on public parking. This is especially true on high activity days such as those when traffic court is scheduled. The County opened new parking lots at the corner of McCachern and Corban as part of the renovation of the Courthouse Annex. Those two lots will relieve some of the pressure on the existing County surface lots, but eventually, additional parking will be required and no surface areas remain available for that purpose. Initial plans are for this parking deck to be located on the site of the County lots between Barbick and Corban Avenues with ingress/egress from both roads as well as Spring Street. The secondary purpose of this deck would be to support activities in downtown Concord that fall outside of normal Courthouse hours. There is a possibility that the City of Concord may participate in this project.

## Impact If Not Funded and Maximum Time it Can be Delayed

This project has already been delayed from the initial CIP proposal. If it is delayed further, options for additional surface parking lots will need to be explored to meet increasing demand.

New Requests				Approved Projects			
Type:	<input type="checkbox"/> New	<input type="checkbox"/> Expansion	<input type="checkbox"/> Replacement	Status:	<input type="checkbox"/> In Progress	<input type="checkbox"/> Complete	
Project Costs	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Planning	FY 2020 Planning	FY 2021 Planning	FY 2022 Planning	Future Years
Planning/Design	802,000	150,000					
Land/Acquisition	260,000						
Construction		13,000,000					
Building Improvements							
Equipment							
Other							
<b>Total</b>	<b>\$ 1,062,000</b>	<b>\$ 13,150,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Funding Sources							
General Fund	802,000						
Capital Reserve Fund	260,000	650,000					
Multi Year Fund							
Debt		12,500,000					
Grants							
Permits/Fees							
Other-TBD							
<b>Total</b>	<b>\$ 1,062,000</b>	<b>\$ 13,150,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Operating Budget Impact							
Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# Capital Improvement Plan

<b>Department:</b>	Infrastructure and Asset Management	
<b>Function:</b>	General Government	
<b>Project Title:</b>	Warehouse space for Schools, Public Safety, and Infrastructure and Asset Management inclusive of office space and Fleet Maintenance	
<b>Total Cost:</b>	\$ 4,000,000	

**Project Description**  
 One building to house Fleet Maintenance, Emergency Vehicle and Storage, Infrastructure and Asset Management, and warehouse space for both Cabarrus County and Cabarrus County Schools. An expansion of Fleet Maintenance will be necessary as the fleet expands and as other services such as tire work are brought in house. These locations will also provide a centrally located warehouse space for Cabarrus County and Cabarrus County Schools and remove the need to lease warehouse space while offering a more secure storage location. This location will also house the storage of emergency equipment & vehicles (ATV's, trailers, campers, generators, etc.) for the Cabarrus County Sheriff's Department, Emergency Medical Services, Infrastructure and Asset Management and Emergency Management which was originally planned to be built at the EMS #2 location at 380 Hwy 49 South in Concord. This location will also be able to house the Infrastructure and Asset Management Building and Sign Maintenance Shop and staff that is currently located at 242 General Services Drive. This one building will allow consolidation of 2 existing Cabarrus County owned buildings, 1 leased Cabarrus County building, 1 leased space by Cabarrus County Schools, as well as a future planned Cabarrus County owned building.

**Background & Justification/Status**  
 The current fleet maintenance operation only houses one lift which is designed for heavy-weight vehicles (vans, ambulances, and service trucks). As the fleet grows, more lifts for these sized vehicles will be needed. Fleet Maintenance will also expand services by providing tire and balancing services. When the original building was built we had 250 pieces of rolling stock. We now service over 500 rolling stock. An additional building would allow for better quality and accountability of the tire and balancing jobs. It would also allow for quicker service on vehicles, rather than having to go elsewhere for those services. We need to look at an additional building with 2 large lifts and 6 small lifts with a large enough space for true parts room. The available area for an additional building at the current location may prove to be an issue for a building with this size footprint. We may have to look at land acquisition elsewhere. Currently, the equipment is stored at various county owned, county leased, and non-county leased locations. In most cases the material is stored outside which reduces the life cycle of the equipment due to exposure to the elements. In addition, none of the equipment for any of the departments is centralized creating obstacles for mobilization in both planned events and emergency events. Alignment of materials storage for Cabarrus County schools and Cabarrus County government is needed. Stored materials to include maintenance and custodial supplies, small equipment, furniture, surplus materials, Emergency Management supplies, various county departments materials. Office space will allow for relocation of Infrastructure and Asset Management staff from current location at 242 General Services Drive and allow for conference room space, a plan room, and a workshop which currently do not exist at the current location. A fenced in lot at the rear of the building will allow exterior storage of emergency generators and equipment currently located at leased warehouse and Fleet Maintenance.

This project aligns with BOC goal 3. It maximizes the value of County investments, expenditures, and services by increasing fleet services for an increasing fleet.

**Impact if Not Funded and Maximum Time it Can be Delayed**  
 If the project is not funded, vehicles will continue to receive tire and balancing services outside of the county, not allowing for a more efficient job to be completed. The project can be delayed indefinitely. Continued lease costs for various storage facilities as well as increase in fuel costs for transport in between locations. Equipment will continue to sit in the elements and mobilization response time will increase.

New Requests				Approved Projects			
Type:	<input type="checkbox"/> New	<input checked="" type="checkbox"/> Expansion	<input type="checkbox"/> Replacement	Status:	<input type="checkbox"/> In Progress	<input type="checkbox"/> Complete	
Project Costs	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Planning	FY 2020 Planning	FY 2021 Planning	FY 2022 Planning	Future Years
Planning/Design							
Land/Acquisition							
Construction							
Building Improvements		4,000,000					
Equipment							
Other							
<b>Total</b>	\$ -	\$ 4,000,000	\$ -	\$ -	\$ -	\$ -	\$ -
Funding Sources							
General Fund							
Capital Reserve Fund							
Multi Year Fund							
Debt		4,000,000					
Grants							
Permits/Fees							
Other-TBD							
<b>Total</b>	\$ -	\$ 4,000,000	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Budget Impact							
Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
<b>Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

# Capital Improvement Plan

**Department:** ITS/Sheriff  
**Function:** Public Safety  
**Project Title:** Detention Center Security. Software and Hardware Upgrades For Door Access and Security Camera Network.  
**Total Cost:** \$ 190,000



## Project Description

Transition from failing Analog Security Cameras to IP Camera network. Transition security camera video storage from failing distributed analog DVR storage located in multiple closets to Storage Area Network (SAN). Upgrade computers and software that monitor security cameras and integrate with door access systems.

## Background & Justification/Status

The current analog security camera network and door access control systems were installed as part of the Jail construction project in 2010 and was managed by an outside vendor as part of a comprehensive outsourced facilities management contract. The outsourced facilities management contract was not renewed in 2012 and maintenance of the security camera and door access control systems were transferred to the ITS department. The additional duties were absorbed by ITS with no additional staff to the detriment of other county departmental support due to high priority and criticality of these systems. The proprietary design of the current system offers no upgrade path and the current equipment is at end of life. The security computers cannot be upgraded due to the proprietary software integration with door and camera controls. The hardware, operating system, and control software need to be replaced and integrated with door access and security camera controls. The analog DVRs and cameras have multiple failures per month and are being maintained with replacement parts found online. DVR storage is located in multiple areas on failing DVRs and should be centralized on the Storage Area Network for increased reliability and easier search and retrieval of video incidents. The analog camera system should be replaced with an IP system with all analog cameras transitioning to IP cameras over the next 3 years.

## Impact If Not Funded and Maximum Time it Can be Delayed

Operational implications for scheduling and possible long term environmental implications. 2017 is the maximum time the project can be delayed. There are no operating budget impacts.

	New Requests			Approved Projects			
Type: <input type="checkbox"/> New <input type="checkbox"/> Expansion <input checked="" type="checkbox"/> Replacement	Status: <input type="checkbox"/> In Progress <input type="checkbox"/> Complete						
Project Costs	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Planning	FY 2020 Planning	FY 2021 Planning	FY 2022 Planning	Future Years
Planning/Design							
Land/Acquisition							
Construction							
Building Improvements							
Equipment		70,000	60,000	60,000			
Other							
<b>Total</b>	<b>\$ -</b>	<b>\$ 70,000</b>	<b>\$ 60,000</b>	<b>\$ 60,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Funding Sources							
General Fund							
Capital Reserve Fund		70,000					
Multi Year Fund							
Debt							
Grants							
Permits/Fees							
Other-TBD			60,000	60,000			
<b>Total</b>	<b>\$ -</b>	<b>\$ 70,000</b>	<b>\$ 60,000</b>	<b>\$ 60,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Operating Budget Impact							
Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
<b>Total</b>	<b>\$ -</b>					<b>\$ -</b>	<b>\$ -</b>

# Capital Improvement Plan

**Department:** Emergency Management  
**Function:** Public Safety  
**Project Title:** Public Safety Training Center  
**Total Cost:** \$ 14,100,000



## Project Description

This project will include the design and construction of a multi-agency county public safety training facility that will be utilized by all emergency response partners to allow our emergency service personnel to meet federal, state and local training requirements as well as meet our Board of County Commissioners goal for emergency preparedness. Partnerships with public safety, higher education, and the private sector along with user fees will help offset the yearly operational costs of the facility and will need to be further discussed and developed once the project has a target date for construction. Original master-plan broke this project out into three phases to manage cost. Cost for phases may change as plan is updated.

## Background & Justification/Status

The Board of Commissioners authorized Emergency Management to conduct a feasibility study, design, and master-plan for this facility. A firm was contracted to perform these functions, however, due to economic issues the program was suspended after the master program list was developed. This list included all of the requirements needed for this facility as determined by representatives from all public safety agencies and Rowan Cabarrus Community College. The need for this facility continues to grow as agencies are required to maintain and develop their knowledge, skills, and abilities along with required certifications to fully operate at expected levels. While aspects of this training can be accomplished at various facilities throughout the county, this facility has programmed capabilities not currently available to our personnel.


This project aligns with BOC goal 2.

## Impact If Not Funded and Maximum Time it Can be Delayed

If the Training Center is not funded, agencies will continue to conduct their training in smaller venues without the ability to perform large scale and multi-agency response training scenarios.

New Requests				Approved Projects			
Type:	<input checked="" type="checkbox"/> New	<input type="checkbox"/> Expansion	<input type="checkbox"/> Replacement	Status:	<input type="checkbox"/> In Progress	<input type="checkbox"/> Complete	
Project Costs	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Planning	FY 2020 Planning	FY 2021 Planning	FY 2022 Planning	Future Years
Planning/Design							
Land/Acquisition							
Construction						14,100,000	
Building Improvements							
Equipment							
Other							
<b>Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 14,100,000	\$ -
Funding Sources							
General Fund							
Capital Reserve Fund							
Multi Year Fund							
Debt							
Grants							
Permits/Fees							
Other-TBD						14,100,000	
<b>Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 14,100,000	\$ -
Operating Budget Impact							
Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
<b>Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

# Capital Improvement Plan

<p><b>Department:</b> Sheriff's Department</p> <p><b>Function:</b> Public Safety</p> <p><b>Project Title:</b> Radio Network Ethernet Backhaul and Edge</p> <p><b>Total Cost:</b> \$ 2,020,000</p>	
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**Project Description**  
 The radio P25 network upgrade is required to convert the system backhaul to ethernet capable. Doing so will allow us to utilize new Motorola technology called "Edge" (Master Site Redundancy). This upgrade is required to utilize new market technology.

**Background & Justification/Status**  
 The Cabarrus County P25 radio system was put into service in 2012. Ethernet capability for the system was not available when it was installed. T1 lines are currently leased for various connections for the radio system. Exhalt Microwaves were installed at the time at a lower price point, as the main goal was to create a ring with the tower sites and to remove the tower from the old Sheriff's Department. In order for Cabarrus County to backhaul the radio system to ethernet capability, the microwaves will need to be replaced to a recommended microwave Alcatel 9500. The City of Charlotte Radio shop is looking to upgrade the radio system to version 7.17 as early as summer of 2017, which makes available several capabilities that benefit Cabarrus County. With the system ethernet capable, as well as MPLS, ITS can utilize these connections to be able to send and receive data through the microwave system. Cabarrus will be able to utilize "Edge" redundant master site, which creates redundancy. In the event that the master site experiences a problem, the Cabarrus County radio system does not fail. City of Concord and City of Kannapolis will be providing funds to cover 60% of the project (Concord assumes 40% and Kannapolis assumes 20%).

**Impact If Not Funded and Maximum Time it Can be Delayed**  
 As 1/3 of the shareholder in the system, if we delay, it will also cause a delay for Concord and Kannapolis if they wish to utilize these upgrades for the system. If not funded, we do not have fail over redundancy for the master site.

New Requests				Approved Projects			
Type:	<input type="checkbox"/> New	<input type="checkbox"/> Expansion	<input checked="" type="checkbox"/> Replacement	Status:	<input type="checkbox"/> In Progress	<input type="checkbox"/> Complete	
Project Costs	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Planning	FY 2020 Planning	FY 2021 Planning	FY 2022 Planning	Future Years
Planning/Design							
Land/Acquisition							
Construction							
Building Improvements			1,210,000	810,000			
Equipment							
Other							
<b>Total</b>	\$ -	\$ -	\$ 1,210,000	\$ 810,000	\$ -	\$ -	\$ -
Funding Sources							
General Fund							
Capital Reserve Fund							
Constr. & Renov. Fund							
Debt							
Grants							
Permits/Fees							
Other-TBD			1,210,000	810,000			
<b>Total</b>	\$ -	\$ -	\$ 1,210,000	\$ 810,000	\$ -	\$ -	\$ -
Operating Budget Impact							
Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
<b>Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

# Capital Improvement Plan

**Department:** Sheriff  
**Function:** Public Safety  
**Project Title:** Training & Firing Range Renovations  
**Total Cost:** \$ 1,850,000



## Project Description

Future renovations to existing training and firing range specifically regarding capacity, utilities, barrier walls, and environmental concerns.

## Background & Justification/Status

Based on the amount of ammunition fired at the range, there is a lot of lead in the barrier walls. Another concern is the lead leaving the facility via storm water runoff. The range is booked nearly 300 days a year. The mobile classroom on site will only accommodate approximately 20 students, and the utilities are grossly worn and barely adequate. Finally, the septic system is undersized for the capacity and the lighting structures and various small storage buildings are inadequate. Parking is currently 30 to 40 spaces less than what is needed for training class sizes.

NC State law requires all Law Enforcement to qualify with their firearm annually. Cabarrus Sheriff, Concord Police, and Kannapolis Police Departments shoot over 100,000 rounds at the sole firing range in the County each year. Since the range was built in 1991, roughly 2,200,000 plus rounds have been fired at the range. Additionally, the size of the agencies have doubled in size since then. This means that twice as many officers are now using the facility. The facility is used monthly by each agencies SWAT teams. It is often rented out by state agencies that are assigned law enforcement responsibilities in Cabarrus such as: State Highway Patrol and State Bureau of Investigations. This project aligns with BOC Goal 1 and 2. To achieve community-wide preparedness, it is important to sustain the existing range by renovating it for better use.

## Impact if Not Funded and Maximum Time it Can be Delayed

Operational implications for scheduling and possible long term environmental implications. 2017 is the maximum time the project can be delayed. There are no operating budget impacts.

New Requests				Approved Projects			
Type:	<input type="checkbox"/> New	<input type="checkbox"/> Expansion	<input checked="" type="checkbox"/> Replacement	Status:	<input type="checkbox"/> In Progress	<input type="checkbox"/> Complete	
Project Costs	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Planning	FY 2020 Planning	FY 2021 Planning	FY 2022 Planning	Future Years
Planning/Design							
Land/Acquisition							
Construction							
Building Improvements				750,000	500,000		
Equipment							
Other			600,000				
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 600,000</b>	<b>\$ 750,000</b>	<b>\$ 500,000</b>	<b>\$ -</b>	<b>\$ -</b>
Funding Sources							
General Fund							
Capital Reserve Fund							
Multi Year Fund							
Debt							
Grants							
Permits/Fees							
Other-TBD			600,000	750,000	500,000		
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 600,000</b>	<b>\$ 750,000</b>	<b>\$ 500,000</b>	<b>\$ -</b>	<b>\$ -</b>
Operating Budget Impact							
Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# Capital Improvement Plan

**Department:** Infrastructure and Asset Management  
**Function:** General Government  
**Project Title:** Jail Annex HVAC Replacement  
**Total Cost:** \$ 190,000



### Project Description

Replacement of aged HVAC Roof Top Units at the Jail Annex. Units currently utilize refrigerant that is no longer manufactured making them obsolete.

### Background & Justification/Status

The Jail Annex was built in 2007 and the units are original to the building. The units utilize R-22 as a refrigerant and that refrigerant is being phased out now. It will no longer be manufactured as of 2020.

### Impact If Not Funded and Maximum Time it Can be Delayed

Age of units and refrigerant will make repair costly.

				Approved Projects			
Type: <input type="checkbox"/> New <input type="checkbox"/> Expansion <input checked="" type="checkbox"/> Replacement				Status: <input type="checkbox"/> In Progress <input type="checkbox"/> Complete			
Project Costs	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Planning	FY 2020 Planning	FY 2021 Planning	FY 2022 Planning	Future Years
Planning/Design							
Land/Acquisition							
Construction							
Building Improvements				190,000			
Equipment							
Other							
<b>Total</b>	\$ -	\$ -	\$ -	\$ 190,000	\$ -	\$ -	\$ -
Funding Sources							
General Fund							
Capital Reserve Fund							
Multi Year Fund							
Debt							
Grants							
Permits/Fees							
Other-TBD				190,000			
<b>Total</b>	\$ -	\$ -	\$ -	\$ 190,000	\$ -	\$ -	\$ -
Operating Budget Impact							
Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
<b>Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

# Capital Improvement Plan

**Department:** Infrastructure and Asset Management  
**Function:** Courts  
**Project Title:** Courthouse Expansion/Relocation  
**Total Cost:** \$ 66,100,000



## Project Description

Expand the existing courthouse or construct a new courthouse in the area. The same services would be offered for a much larger population.

## Background & Justification/Status

With the growing population of the County, the courthouse facilities will require expansion to meet the needs of the judicial system and the community. This increase in population has also provided ADA and safety issues that need to be considered in design and construction. In 2009, Moseley prepared a Courts Study and Master Plan which included space needs for the courts. As we approach the time for expansion/relocation, more details will be available for the required space needs. This expansion/relocation was estimated to be needed by FY 2012, but due to the economic climate funding for this project, it has been pushed back indefinitely.

This project aligns with Goal 3. The new courthouse would provide more opportunity for services due to increased space. Therefore, the project would maximize the value of County investments, expenditures, and services.

## Impact If Not Funded and Maximum Time it Can be Delayed

New Requests				Approved Projects			
Type:	<input type="checkbox"/> New	<input type="checkbox"/> Expansion	<input checked="" type="checkbox"/> Replacement	Status:	<input type="checkbox"/> In Progress	<input type="checkbox"/> Complete	
Project Costs	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Planning	FY 2020 Planning	FY 2021 Planning	FY 2022 Planning	Future Years
Planning/Design		1,000,000	6,000,000	1,600,000			
Land/Acquisition							
Construction				55,500,000			
Building Improvements							
Equipment				2,000,000			
Other							
<b>Total</b>	\$ -	\$ 1,000,000	\$ 6,000,000	\$ 59,100,000	\$ -	\$ -	\$ -
Funding Sources							
General Fund							
Capital Reserve Fund		1,000,000					
Multi Year Fund							
Debt							
Grants							
Permits/Fees							
Other-TBD			6,000,000	59,100,000			
<b>Total</b>	\$ -	\$ 1,000,000	\$ 6,000,000	\$ 59,100,000	\$ -	\$ -	\$ -
Operating Budget Impact							
Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							600,000
Other							120,000
<b>Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 720,000



# Capital Improvement Plan

**Department:** Emergency Medical Services  
**Function:** Public Safety  
**Project Title:** EMS Headquarters Base  
**Total Cost:** \$ 4,050,000



## Project Description

Creation of an Emergency Medical Services Headquarters Base. This will result in a centralized location for primary EMS resources, EMS disaster equipment, EMS training, and community education. Potential locations (others will be identified as well) at present include Cabarrus Ave, Burrage Rd or Davidson Dr. Formal conversations and identification of partners will result in a more accurate prediction of cost.

## Background & Justification/Status

The current primary location at 31 Willowbrook Drive in Concord has served a dual role as a station and headquarters since 1978. Currently, three ambulances, one supervisor, two administrative staff, one community paramedic, and two senior managers share this space along with storage of medical supplies. Training is currently conducted at the Cabarrus Sheriff Department center or other available locations. Gaps have been identified in the storage of bulk medical supplies, disaster resources, specialty resources, and spare ambulances. This EMS organization lacks administrative and identity functionality as a result of its current headquarters arrangement. EMS services and staffing will look different in the future as a result of the dynamic nature of healthcare. Future staffing models for unit additions may result in deployment from central locations. Mobile integrated healthcare and community paramedicine may afford opportunities for increased public service at centralized locations. Enhanced operations, deployment, and secured storage will be observed. This project especially aligns with BOC goal 2 as it is for public safety and gives greater access to health care for the citizens in the affected community.

## Impact If Not Funded and Maximum Time it Can be Delayed

EMS has been extremely effective in the delivery of service and use of space within the current parameters. We have reached our maximum efficiency and creativity with the current headquarters arrangement. The most the project can be delayed is FY2019. Delays will result in additional costs.

	New Requests			Approved Projects			
Type: <input checked="" type="checkbox"/> New <input type="checkbox"/> Expansion <input type="checkbox"/> Replacement	Status: <input type="checkbox"/> In Progress <input type="checkbox"/> Complete						
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Future
Project Costs	Adopted	Adopted	Planning	Planning	Planning	Planning	Years
Planning/Design			150,000				
Land/Acquisition			300,000				
Construction			3,600,000				
Building Improvements							
Equipment							
Other							
<b>Total</b>	\$ -	\$ -	\$ 4,050,000	\$ -	\$ -	\$ -	\$ -
<b>Funding Sources</b>							
General Fund							
Capital Reserve Fund							
Multi Year Fund							
Debt							
Grants							
Permits/Fees							
Other-TBD			4,050,000				
<b>Total</b>	\$ -	\$ -	\$ 4,050,000	\$ -	\$ -	\$ -	\$ -
<b>Operating Budget Impact</b>							
Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
<b>Total</b>	\$ -						

# Capital Improvement Plan

**Department:** Emergency Medical Services  
**Function:** Public Safety  
**Project Title:** EMS relocation of unit to Concord Fire Station 10 co-location  
**Total Cost:** \$ 375,000



## Project Description

Cabarrus County EMS has been invited to share a portion of a newly-proposed Fire Station 10 with the City of Concord. The 50-year lease will allow EMS to sustain a rapid and effective response to the western area of Cabarrus County. Currently, the EMS unit proposed to be moved is located in the Concord Fire Station 5. Project initiation is expected in FY 2018. This project will result in continued co-location of Concord Fire and Cabarrus EMS resources resulting in a cost reduction while maintaining response capabilities. Location will be near the intersection of Harris and Poplar Tent Roads.

## Background & Justification/Status

This area has been served by units responding from Pitt School Rd and Barr Rd. This placement will reduce response times to the western area of the county as a result of a redistribution of current resources. This project reflects a move of personnel and equipment. The proposed location of this move in combination with the recently opened co-location off Weddington Road would allow more efficient service to the western parts of the County.

This project aligns with BOC goals 2 as it provides for public safety and the ability to respond to routine and catastrophic events in addition to affording equal access to health care for the citizens in the affected community as noted by a reduction in area response times. This project does not require the addition of personnel or major equipment at this time.

## Impact If Not Funded and Maximum Time it Can be Delayed

The potential to partner with Concord City on the project may not be available if it is not funded in the requested timeframe. The co-location on Pitt School Rd would continue as long as the fire station remains active. Once the fire station becomes inactive, a new location for EMS will need to be identified.

New Requests				Approved Projects			
Type:	<input type="checkbox"/> New	<input type="checkbox"/> Expansion	<input checked="" type="checkbox"/> Replacement	Status:	<input type="checkbox"/> In Progress	<input type="checkbox"/> Complete	
Project Costs	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Planning	FY 2020 Planning	FY 2021 Planning	FY 2022 Planning	Future Years
Planning/Design							
Land/Acquisition							
Construction							
Building Improvements							
Equipment							
Other - Lease		375,000					
<b>Total</b>	<b>\$ -</b>	<b>\$ 375,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Funding Sources							
General Fund							
Capital Reserve Fund		375,000					
Constr. & Renov. Fund							
Debt							
Grants							
Permits/Fees							
Other-TBD							
<b>Total</b>	<b>\$ -</b>	<b>\$ 375,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Operating Budget Impact							
Salaries & Benefits							
Materials & Supplies				-	-	-	-
Contracts & Services							
Capital Outlay							
Other - Utilities							
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>					

# Capital Improvement Plan

**Department:** Emergency Medical Services  
**Function:** Public Safety  
**Project Title:** EMS Lease Advanced Cardiac Monitors  
**Total Cost:** \$ 550,111



## Project Description

Cabarrus County EMS requires advanced cardiac monitors for the provision of paramedic care. The monitors are used for cardiac monitoring, defibrillation, pacing, cardioversion, CPR feedback, blood pressure measurement, temperature measurement, oxygen saturation measurement, and advanced airway monitoring. Given the technological foundation of monitors and similarity with computers, industry lifespan is considered 5-7 years. Warranties are not available after five years. This project will acquire 25 Philips MRx Advanced cardiac monitors as replacements and additions.

## Background & Justification/Status

In years past, Cabarrus EMS has enjoyed success with grant acquisition and partnership funding with the hospital system for the provision of cardiac monitors. The agency has not been required to fund a bulk purchase of monitors since 1987. Advanced cardiac monitors have now become commonplace and the expected standard for EMS providers making them less attractive for grant funding and partnership purchases. We have multiple monitors that will require replacement over the next several years with bulk replacement required in FY 19. We have identified an available manufacturer purchase agreement that will result in a cost savings of over \$100,000. The agreement provides 25 advanced cardiac monitors at a cost of \$550,111 (\$23,545 per unit compared to standard cost of \$28,000). Current units will be traded in. This maintains a full 5-year warranty coverage and results in units remaining within the useful life span.

## Impact If Not Funded and Maximum Time it Can be Delayed

Maximum time delay for current pricing is FY18. The project can be split over 2-3 years with some increase in cost. This concept was originally presented as a lease option per conversations at the FY 17 department budget meeting, however, advice from Cabarrus County finance recommends a purchase agreement rather than lease based on a number of factors.

New Requests				Approved Projects			
Type:	<input checked="" type="checkbox"/> New	<input type="checkbox"/> Expansion	<input type="checkbox"/> Replacement	Status:	<input type="checkbox"/> In Progress	<input type="checkbox"/> Complete	
Project Costs	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Planning	FY 2020 Planning	FY 2021 Planning	FY 2022 Planning	Future Years
Planning/Design							
Land/Acquisition							
Construction							
Building Improvements							
Equipment		550,111					
Other							
<b>Total</b>	\$ -	\$ 550,111	\$ -	\$ -	\$ -	\$ -	\$ -
Funding Sources							
General Fund							
Capital Reserve Fund		550,111					
Multi Year Fund							
Debt							
Grants							
Permits/Fees							
Other-TBD							
<b>Total</b>	\$ -	\$ 550,111	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Budget Impact							
Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
<b>Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

# Capital Improvement Plan

**Department:** Soil & Water Conservation  
**Function:** Economic & Physical Development  
**Project Title:** Clarke Creek Heron Rookery Significant Natural Heritage Area & Field School  
**Total Cost:** \$ 615,000



## Project Description

Protect additional land with donated and/or purchased permanent conservation easements in the Clarke Creek Heron Rookery Significant Natural Heritage Area. Prioritize adjacent parcels to Clarke Creek Conservation Easement property to improve access for educational programs.

## Background & Justification/Status

This project involves a site included in the 2002 report, "An Inventory of the Significant Natural Areas of Cabarrus County, North Carolina," funded and adopted by the BOC (January 2007). The proposed project is to purchase development rights on part or all portions of parcels within this site and place conservation easements on the same. Protection of open space and associated environmental services is a priority in the SWCD strategic planning process and supports BOC Strategic Goal 1. This public service responds to the citizen's top priority of "protecting water quality and the environment," expressed in the 2016 Community Survey Findings. Protection of the natural resources will ensure continued availability of environmental services from these properties, including clean air and water. The County Conservation Easement initiative through Cabarrus SWCD supports this goal. Cabarrus Soil & Water Conservation District owns a parcel that is protected with a Conservation Easement in the Clarke Creek Significant Natural Heritage Area that is intended to be used as a Conservation Field School for students and other educational groups. Access to this site for educational groups is needed, so acquiring adjacent parcels will be prioritized.

## Impact If Not Funded and Maximum Time it Can be Delayed

Development pressure on this and other priority conservation projects, are likely to increase in the future. Cost of services studies show that much residential development similar to development that has occurred in Cabarrus County in recent decades costs more in local government services than can be offset by residential taxes. Preserving this area is therefore of increasing importance. Additionally, our current property has extremely limited use as a Conservation Field School due to lack of access.

		New Requests			Approved Projects			
<b>Type:</b> <input checked="" type="checkbox"/> New <input type="checkbox"/> Expansion <input type="checkbox"/> Replacement		<b>Status:</b> <input type="checkbox"/> In Progress <input type="checkbox"/> Complete						
<b>Project Costs</b>	<b>FY 2017 Adopted</b>	<b>FY 2018 Adopted</b>	<b>FY 2019 Planning</b>	<b>FY 2020 Planning</b>	<b>FY 2021 Planning</b>	<b>FY 2022 Planning</b>	<b>Future Years</b>	
Planning/Design								
Land/Acquisition							600,000	
Construction								
Building Improvements								
Equipment							15,000	
Other								
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 615,000</b>	
<b>Funding Sources</b>								
General Fund								
Capital Reserve Fund								
Multi Year Fund								
Debt								
Grants			-					
Permits/Fees								
Other-TBD							615,000	
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 615,000</b>	
<b>Operating Budget Impact</b>								
Salaries & Benefits								
Materials & Supplies								
Contracts & Services								
Capital Outlay								
Other								
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	

# Capital Improvement Plan

**Department:** Soil & Water Conservation District  
**Function:** Economic & Physical Development  
**Project Title:** Prime Farmland Soil & Conservation Easement Legal Fees  
**Total Cost:** \$ 90,000



## Project Description

Protect prime and statewide important farmland soils with donated and/or purchased permanent conservation easements on private working lands. Farmland preservation and voluntary land use planning using conservation easements are priorities in the SWCD Strategic Plan.

## Background & Justification/Status

The proposed project is to purchase development rights and place conservation easements on farms. The Cabarrus SWCD board supports use of the county Agriculture and Farmland Preservation Fund to secure conservation easements. State and federal funds are also available. Prime and statewide important farmland soils are identified in the 1988 "Soil Survey of Cabarrus County, North Carolina" report. Protection of open space and associated environmental services in general, and prime and statewide important farmland soils in particular are a priority in the SWCD strategic planning process and supports BOC Strategic Goal 1. Preservation of working lands is also a federal and state priority. Farmland protection is consistent with citizens top priority of "protecting water quality and the environment" expressed in the 2016 Community Survey Findings. Protection of the natural resources will in turn ensure continued availability of environmental services from these properties, including clean air and water. Continued local production of food and fiber is an added benefit. The county conservation easement initiative through Cabarrus SWCD supports this goal. This capital improvement project has been approved since 2012. Currently we are in the process of purchasing development right on two working farms, including one with significant ecological value. We are asking for additional funds this cycle to cover legal expenses related to conservation easements.

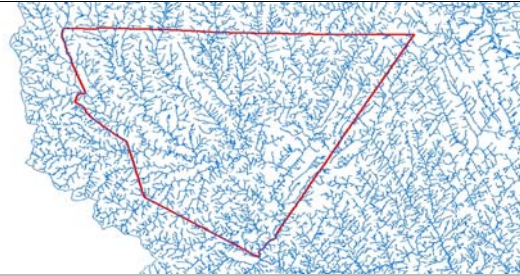
## Impact if Not Funded and Maximum Time it Can be Delayed

Two new state grants for matching funds will be submitted in FY2017. Details about federal matching funds will be announced in calendar year 2017. *\*Any portion of the \$125,000.00 not spent in the current year will roll to the next fiscal year. The amount set aside for the next fiscal year is dependent upon the amount of funds brought forward. The balance for the project will be kept at \$125,000.00 annually.*

	New Requests			Approved Projects			
	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Planning	FY 2020 Planning	FY 2021 Planning	FY 2022 Planning	Future Years
<b>Type:</b> <input checked="" type="checkbox"/> New <input type="checkbox"/> Expansion <input type="checkbox"/> Replacement	<b>Status:</b> <input checked="" type="checkbox"/> In Progress <input type="checkbox"/> Complete						
<b>Project Costs</b>							
Planning/Design							
Land/Acquisition		90,000					
Construction							
Building Improvements							
Equipment							
Other							
<b>Total</b>	\$ -	\$ 90,000	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Funding Sources</b>							
General Fund							
Capital Reserve Fund							
Multi Year Fund		90,000					
Debt							
Grants							
Permits/Fees							
Other-TBD							
<b>Total</b>	\$ -	\$ 90,000	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Operating Budget Impact</b>							
Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
<b>Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

# Capital Improvement Plan

**Department:** Soil & Water Conservation  
**Function:** Economic & Physical Development  
**Project Title:** Riparian Buffers/Floodplains Conservation  
**Total Cost:** \$ 500,000



## Project Description

Protect buffers and floodplains along priority streams and place donated/purchased, permanent conservation easements on these areas.

## Background & Justification/Status

Requests for donated easements are rarely granted during development plan reviews. Donated easements will be sought on riparian buffers and floodplains on school campuses and other public properties. Protection of the natural resources will in turn ensure continued availability of environmental services from these properties, including clean air and water. Enhancement and restoration of streams and bottomland hardwood forests are SWCD priorities, in keeping with local, state and federal quality and wildlife goals.

Protection of open space and associated environmental services is a priority in the SWCD strategic planning process and supports BOC Strategic Goal 1. This public service responds to the citizens top priority of "protecting water quality and the environment," expressed in the 2016 Community Survey Findings. The 2005 Upper Rocky River Local Watershed Plan and the Yadkin-Pee Dee River Basin Water Quality Plan documents developed by the state in partnership with Cabarrus SWCD guide prioritization of water quality projects. The county conservation easement initiative through Cabarrus SWCD supports this goal.

## Impact If Not Funded and Maximum Time it Can be Delayed

Development pressure on this and other priority conservation projects is likely to increase in the future. Flooding and resulting loss of lives and property will increase more rapidly due to debris blockages and siltation of stream channels as a result of unstable stream banks and inadequate vegetative buffers.

	New Requests			Approved Projects			
Type: <input checked="" type="checkbox"/> New <input type="checkbox"/> Expansion <input type="checkbox"/> Replacement	Status: <input type="checkbox"/> In Progress <input type="checkbox"/> Complete						
Project Costs	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Planning	FY 2020 Planning	FY 2021 Planning	FY 2022 Planning	Future Years
Planning/Design							
Land/Acquisition							500,000
Construction							
Building Improvements							
Equipment							
Other							
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 500,000</b>
Funding Sources							
General Fund							
Capital Reserve Fund							
Multi Year Fund							
Debt							
Grants							
Permits/Fees							
Other-TBD							500,000
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 500,000</b>
Operating Budget Impact							
Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# Capital Improvement Plan

**Department:** Soil & Water Conservation  
**Function:** Economic & Physical Development  
**Project Title:** Significant Natural Heritage Areas - Miscellaneous Conservation  
**Total Cost:** \$ 750,000



## Project Description

Protect state-designated Significant Natural Heritage Areas, including but not limited to the Concord Ring Dike/Jackson School, Back Creek Gabbro Hill, Butcher Branch Forest, Charity Church Hardwood, Hartsell Road Mesic Forest, Reed Gold Mine, and Schweinitz's Sunflower with donated/purchased permanent conservation easements.

## Background & Justification/Status

The proposed project is to acquire development rights on these sites through donation/purchase and place conservation easements. Protection of the natural resources will in turn ensure continued availability of environmental services from these properties, including clean air and water.

This project involves a site included in the 2002 report, "An Inventory of the Significant Natural Areas of Cabarrus County, North Carolina," funded and adopted by the BOC (January 2007). Protection of open space and associated environmental services is a priority in the SWCD strategic planning process and supports BOC Strategic Goal 1. This public service responds to the citizens top priority of "protecting water quality and the environment," expressed in the 2010 Community Survey Findings. The county conservation easement initiative through Cabarrus SWCD supports this goal.

## Impact If Not Funded and Maximum Time it Can be Delayed

Development pressure on these and other priority conservation projects is likely to increase in the future. A wetland in the Rocky River Corridor was altered by construction of Bruton Smith Blvd. and a portion of state Stonewall Jackson YDC. Prompt and strategic protection of these sites is crucial to permanently protect these Significant Natural Heritage Areas.

New Requests				Approved Projects			
Type:	<input checked="" type="checkbox"/> New	<input type="checkbox"/> Expansion	<input type="checkbox"/> Replacement	Status:	<input type="checkbox"/> In Progress	<input type="checkbox"/> Complete	
Project Costs	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Planning	FY 2020 Planning	FY 2021 Planning	FY 2022 Planning	Future Years
Planning/Design							
Land/Acquisition							750,000
Construction							
Building Improvements							
Equipment							
Other							
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 750,000</b>
Funding Sources							
General Fund							
Capital Reserve Fund							
Multi Year Fund							
Debt							
Grants		-					
Permits/Fees							
Other-TBD							750,000
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 750,000</b>
Operating Budget Impact							
Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# Capital Improvement Plan

**Department:** Infrastructure and Asset Management  
**Function:** General Government  
**Project Title:** Landfill Convenience Center Retaining Walls Replacement  
**Total Cost:** \$ 325,000



## Project Description

Construction and construction administration of replacement of large retaining walls at Cabarrus County Landfill Convenience Center

## Background & Justification/Status

Currently there are six (6) roll off containers for various waste streams at the Cabarrus County Landfill convenience center. These roll off containers are located subgrade, which allows patrons to dump from their vehicles. The retaining walls that are in place around the roll off containers and provide the standing structure for the patrons have degraded substantially over the past 15 years.

## Impact if Not Funded and Maximum Time it Can be Delayed

Due to the current condition of the walls, safety of both the landfill operators and the public is becoming an issue.

				Approved Projects			
Type: <input type="checkbox"/> New <input type="checkbox"/> Expansion <input checked="" type="checkbox"/> Replacement				Status: <input type="checkbox"/> In Progress <input type="checkbox"/> Complete			
Project Costs	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Planning	FY 2020 Planning	FY 2021 Planning	FY 2022 Planning	Future Years
Planning/Design							
Land/Acquisition							
Construction	325,000						
Building Improvements							
Equipment							
Other							
<b>Total</b>	<b>\$ 325,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Funding Sources							
General Fund	325,000						
Capital Reserve Fund							
Multi Year Fund							
Debt							
Permits/Fees							
Other-TBD							
<b>Total</b>	<b>\$ 325,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Operating Budget Impact							
Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



# Capital Improvement Plan

**Department:** Infrastructure and Asset Management  
**Function:** Human Services  
**Project Title:** Human Services Building HVAC  
**Total Cost:** \$ 120,000



## Project Description

There are currently 40 HVAC units on the roof of the Human Services Building in Kannapolis. The CIP allows for approximately 6 - 9 units to be replaced at a time depending on the size of the unit and the area of space it serves.

## Background & Justification/Status

Six to nine (6-9) units have been replaced each year for the past five years. This request keeps consistent with the replacement plan, which keeps the heating and cooling of the building consistent. After FY15, replacement from the CIP will slow down since there will not be a need for as many as 6 replacements. Therefore, cost will shift to the operating budget because it will likely fall below the \$100,000 CIP threshold.

The project aligns with BOC goal 3. It uses resources wisely and responsibly by protecting the heating and cooling of the building, thereby, maximizing the value of the County's investments in that building.

## Impact If Not Funded and Maximum Time it Can be Delayed

If the project is not funded, there will be inadequate heating and cooling of the building. Since the HVAC's are on a replacement plan, it cannot be delayed any further.

Since there is a mix of old and new HVAC's the efficiency gained by the new ones is neutralized by the inefficiency of old ones.

New Requests				Approved Projects			
Type:	<input type="checkbox"/> New	<input type="checkbox"/> Expansion	<input checked="" type="checkbox"/> Replacement	Status:	<input type="checkbox"/> In Progress	<input type="checkbox"/> Complete	
Project Costs	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Planning	FY 2020 Planning	FY 2021 Planning	FY 2022 Planning	Future Years
Planning/Design							
Land/Acquisition							
Construction							
Building Improvements							
Equipment			120,000				
Other							
<b>Total</b>	\$ -	\$ -	\$ 120,000	\$ -	\$ -	\$ -	\$ -
Funding Sources							
General Fund							
Capital Reserve Fund							
Multi Year Fund							
Debt							
Grants							
Permits/Fees							
Other-TBD			120,000				
<b>Total</b>	\$ -	\$ -	\$ 120,000		\$ -	\$ -	\$ -
Operating Budget Impact							
Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
<b>Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

# Capital Improvement Plan

**Department:** Human Services  
**Function:** Human Services  
**Project Title:** Human Services Building  
**Total Cost:** \$ 30,000,000



## Project Description

The Department of Human Services resides in a leased building. Major improvements were made to the building in 2013, however, the County may want to build a new building to avoid using leased space.

## Background & Justification/Status

With the growing population of the County, the current leased facilities will not provide enough space to adequately serve the needs of the County's residents.

## Impact If Not Funded and Maximum Time it Can be Delayed

The lack of adequate facilities could cause longer wait times and delays for residents seeking services from the Department of Human Services. The leased building will eventually require upgrades that will result in increased leasing rates.

	New Requests			Approved Projects			
Type: <input checked="" type="checkbox"/> New <input type="checkbox"/> Expansion <input type="checkbox"/> Replacement	Status: <input type="checkbox"/> In Progress <input type="checkbox"/> Complete						
Project Costs	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Planning	FY 2020 Planning	FY 2021 Planning	FY 2022 Planning	Future Years
Planning/Design							
Land/Acquisition							30,000,000
Construction							
Building Improvements							
Equipment							
Other							
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 30,000,000</b>
<b>Funding Sources</b>							
General Fund							
Capital Reserve Fund							
Multi Year Fund							
Debt							
Grants							
Permits/Fees							
Other-TBD							30,000,000
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 30,000,000</b>
<b>Operating Budget Impact</b>							
Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# Capital Improvement Plan

**Department:** Infrastructure and Asset Management  
**Function:** Culture & Recreations  
**Project Title:** Camp Spencer Vending Machine Building and Overlook  
**Total Cost:** \$ 258,000



## Project Description

Construction of a stand alone vending machine building near the bath house and construction of a overlook boardwalk near the creek on the backside of the pool area at the park.

## Background & Justification/Status

Currently the park has no areas for vending machines to be used by patrons and campers. This standalone building has already been designed and approved by County staff. The building would be constructed near the existing bath house that is used by campers. The overlook is a useful tool in the nature education component of the park. The overlook has already been designed and approved by County staff. The overlook would be constructed off existing trails at the park.

## Impact If Not Funded and Maximum Time it Can be Delayed

Minor loss of revenue from the vending machines.

				Approved Projects			
Type: <input checked="" type="checkbox"/> New <input type="checkbox"/> Expansion <input type="checkbox"/> Replacement				Status: <input type="checkbox"/> In Progress <input type="checkbox"/> Complete			
Project Costs	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Planning	FY 2020 Planning	FY 2021 Planning	FY 2022 Planning	Future Years
Planning/Design			8,000				
Land/Acquisition							
Construction			250,000				
Building Improvements							
Equipment							
Other							
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 258,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Funding Sources							
General Fund							
Capital Reserve Fund							
Multi Year Fund							
Debt							
Grants							
Permits/Fees							
Other-TBD			258,000				
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 258,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Operating Budget Impact							
Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# Capital Improvement Plan

**Department:** Active Living & Parks  
**Function:** Culture & Recreation  
**Project Title:** Camp T.N. Spencer Park  
**Total Cost:** \$ 3,152,908



## Project Description

Future years are slated for the replacement of Helms Hall (dining/retreat building- attached picture) and the office both of which have structural issues and the addition of a large Arts/Crafts Shelter building with a small amphitheater. Sustainable practices will be used where feasible and practical in all construction.

## Background & Justification/Status

A replacement for Helms Hall is recommended based on structural integrity of the buildings, use, size, 2012 ADA regulations and the approval of the request for updated Park Master plan and costs to be included in an updated Comprehensive Department Master plan. The architect has already been arranging plans.

In 2002, the Cabarrus County Boys and Girls (B&G) Club and Cabarrus County entered into a long-term agreement for approximately 50 acres, commonly called Camp T.N. Spencer to jointly construct a public park to include a perimeter loop walking/jogging trail, cabins, playground, building improvements and signage. Construction of the public bathhouse for the pool at Camp T.N. Spencer was completed in 2009.

Replacing Helms Hall will prevent the building from falling over, thereby, maximizing the existing value of the building and surrounding park. It will also maintain the long-term relationship with the B&G Club.

## Impact If Not Funded and Maximum Time it Can be Delayed

Liability of the two buildings based on structural integrity. Revenues based on potential rentals. Lack of office space for staff that operate, maintain, provide programs, and oversee daily operations at the park.

New Requests				Approved Projects			
<b>Type:</b> <input type="checkbox"/> New <input type="checkbox"/> Expansion <input checked="" type="checkbox"/> Replacement				<b>Status:</b> <input type="checkbox"/> In Progress <input type="checkbox"/> Complete			
Project Costs	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Planning	FY 2020 Planning	FY 2021 Planning	FY 2022 Planning	Future Years
Planning/Design							200,000
Land/Acquisition							
Construction							2,851,128
Building Improvements							
Equipment							
Other							101,780
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,152,908</b>
Funding Sources							
General Fund							
Capital Reserve Fund							
Multi Year Fund							
Debt							
Grants							
Permits/Fees							
Other-TBD							3,152,908
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,152,908</b>
Operating Budget Impact							
Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# Capital Improvement Plan

**Department:** Active Living and Parks  
**Function:** Culture & Recreation  
**Project Title:** Carolina Thread Trail  
**Total Cost:** \$ 24,950,000



## Project Description

This project is the beginning of a multiyear plan to construct Greenways throughout Cabarrus County. There are 107 miles identified throughout the County. Fifty-seven of those miles would be linked to the Carolina Thread Trail. The other 50 miles are not part of the Carolina Thread Trail system. Of the 50 linked to this system, 25 are planned in the unincorporated parts of the County. The remaining 32 miles are planned in the towns and cities of Cabarrus.

## Background & Justification/Status

Land acquisitions, design and development will take many years to complete. When completed, this will also allow for alternate transportation to 15 counties in NC and SC. There will be no additional budget impacts for this phase. The first project in this multi-year plan is identified for planning/design in FY 2017 and construction in FY 2018.

This project aligns with BOC Goal 1. Greenways enhance the quality of life by addressing the growing need for connectivity from residence to exercise, work, school, etc.

## Impact If Not Funded and Maximum Time it Can be Delayed

Land and construction costs will continue to rise making this project more difficult to complete.

It is very difficult to determine the operating budget impact since this is planned in future years.

	New Requests			Approved Projects			
Type: <input checked="" type="checkbox"/> New <input type="checkbox"/> Expansion <input type="checkbox"/> Replacement				Status: <input type="checkbox"/> In Progress <input type="checkbox"/> Complete			
Project Costs	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Planning	FY 2020 Planning	FY 2021 Planning	FY 2022 Planning	Future Years
Planning/Design							
Land/Acquisition				200,000			
Construction				800,000			23,950,000
Building Improvements							
Equipment							
Other							
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,000,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 23,950,000</b>
Funding Sources							
General Fund							
Capital Reserve Fund							
Multi Year Fund							
Debt							
Grants							
Permits/Fees							
Other-TBD				1,000,000			23,950,000
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,000,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 23,950,000</b>
Operating Budget Impact							
Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# Capital Improvement Plan

**Department:** Infrastructure and Asset Management  
**Function:** General Government  
**Project Title:** Frank Liske Park Water Line Replacements  
**Total Cost:** \$ 720,000



## Project Description

Replacement of existing water and sewer lines through Frank Liske Park.

## Background & Justification/Status

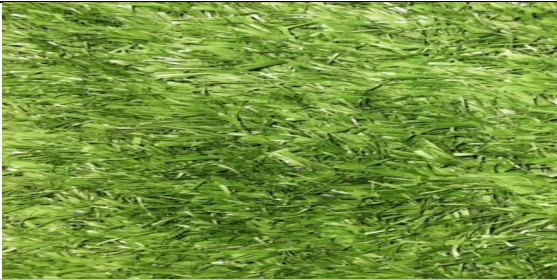
Currently Frank Liske Park utilizes aging slip joint piping for water delivery to the various amenity locations in the park. The age and design of this system have resulted in several major leaks and required repairs throughout the past five years. Over the past 2 years the breaks have been occurring more frequently and with capital budgets in place for the near future for amenity upgrades and additions the water infrastructure needs to be addressed at this time. Additionally if code is going to require more fire hydrants in the park water pressure will become an issue with the current water lines.

## Impact If Not Funded and Maximum Time it Can be Delayed

Continued major water repairs which require significant impact to the park operations up to and including closure of the park and its amenities with durations up to several days. Impact to future planned amenities will also be realized.

				Approved Projects			
Type: <input checked="" type="checkbox"/> New <input type="checkbox"/> Expansion <input type="checkbox"/> Replacement				Status: <input type="checkbox"/> In Progress <input type="checkbox"/> Complete			
Project Costs	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Planning	FY 2020 Planning	FY 2021 Planning	FY 2022 Planning	Future Years
Planning/Design			20,000				
Land/Acquisition							
Construction							
Building Improvements			300,000		400,000		
Equipment							
Other							
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 320,000</b>	<b>\$ -</b>	<b>\$ 400,000</b>	<b>\$ -</b>	<b>\$ -</b>
Funding Sources							
General Fund							
Capital Reserve Fund							
Multi Year Fund							
Debt							
Grants							
Permits/Fees							
Other-TBD			320,000		400,000		
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 320,000</b>	<b>\$ -</b>	<b>\$ 400,000</b>	<b>\$ -</b>	<b>\$ -</b>
Operating Budget Impact							
Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# Capital Improvement Plan

<b>Department:</b>	Active Living and Parks	
<b>Function:</b>	Culture & Recreation	
<b>Project Title:</b>	Frank Liske Park - Artificial Turf for Fields at Existing Soccer Complex	
<b>Total Cost:</b>	\$ 7,240,000	

**Project Description**  
 Artificial turf for eight (8) fields at Frank Liske Soccer Park. Design Services for entire facility (landscape architecture, surveys, civil engineering, CAD, erosion control compliance, site planning, etc.). Permitting included. Rough Grading and soil removal, if any, to create a flat field area, spoiling excavated materials onsite. Finish grading, drainage, and curbing for field, all green for flexible field use, with soccer game lines inlaid. Heat-reducing infill and turf groomer included.

**Background & Justification/Status**  
 Switching 2 fields to artificial turf allows for more year long play on the fields and also play during wet conditions when the complex would normally be shut down. In addition it would be possible to use these artificial fields for other sports use such as lacrosse. 2019 2 fields, 2021 2 fields, remaining 4 in future years.

This increases the opportunity for revenue as well as countywide economic development.

**Impact if Not Funded and Maximum Time it Can be Delayed**  
 Continued wear down of the existing natural turf fields that are used the most by the contract partners. Loss of potential revenue and economic development.

New Requests				Approved Projects			
Type: <input type="checkbox"/> New <input type="checkbox"/> Expansion <input type="checkbox"/> Replacement				Status: <input type="checkbox"/> In Progress <input type="checkbox"/> Complete			
Project Costs	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Planning	FY 2020 Planning	FY 2021 Planning	FY 2022 Planning	Future Years
Planning/Design			70,000	70,000			100,000
Land/Acquisition							
Construction			1,750,000		1,750,000		3,500,000
Building Improvements							
Equipment							
Other							
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,820,000</b>	<b>\$ 70,000</b>	<b>\$ 1,750,000</b>	<b>\$ -</b>	<b>\$ 3,600,000</b>
Funding Sources							
General Fund							
Capital Reserve Fund							
Multi Year Fund							
Debt							
Grants							
Permits/Fees							
Other-TBD			1,820,000	70,000	1,750,000		3,600,000
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,820,000</b>	<b>\$ 70,000</b>	<b>\$ 1,750,000</b>	<b>\$ -</b>	<b>\$ 3,600,000</b>
Operating Budget Impact							
Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# Capital Improvement Plan

**Department:** Active Living & Parks  
**Function:** Culture & Recreation  
**Project Title:** Frank Liske Park - Mini-golf, restrooms, concessions, and office building  
**Total Cost:** \$ 995,000



## Project Description

Design and construct an ADA compliant office, restroom, and concessions building adjacent to a newly designed and constructed ADA compliant mini-golf course. Storage area to be included in the building. \$248,000 projected for the mini-golf course.

## Background & Justification/Status

To provide ADA compliant mini-golf course and concessions structure that would be combined with office and restrooms as it is now.

This project aligns with BOC Goals 1 and 3. It enhances the quality of life for residents by offering a course accessible by all, regardless of disability. Furthermore, it minimizes risk within existing facilities by addressing their safety issues as well.

## Impact If Not Funded and Maximum Time it Can be Delayed

There is potential for legal liability if replacement of the structure and course is not planned. The liability may result in course closure. The loss of revenue would be approximately \$15,000 annually.

	New Requests			Approved Projects			
Type: <input type="checkbox"/> New <input type="checkbox"/> Expansion <input type="checkbox"/> Replacement	Status: <input type="checkbox"/> In Progress <input type="checkbox"/> Complete						
Project Costs	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Planning	FY 2020 Planning	FY 2021 Planning	FY 2022 Planning	Future Years
Planning/Design			70,000				
Land/Acquisition							
Construction			900,000				
Building Improvements							
Equipment			15,000				
Other			10,000				
<b>Total</b>	\$ -	\$ -	\$ 995,000		\$ -	\$ -	\$ -
Funding Sources							
General Fund							
Capital Reserve Fund							
Multi Year Fund							
Debt							
Grants							
Permits/Fees							
Other-TBD			995,000				
<b>Total</b>	\$ -	\$ -	\$ 995,000	\$ -	\$ -	\$ -	\$ -
Operating Budget Impact							
Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
<b>Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



# Capital Improvement Plan

**Department:** Active Living & Parks  
**Function:** Culture & Recreation  
**Project Title:** Frank Liske Park - Multi Projects  
**Total Cost:** \$ 6,440,000



## Project Description

Future development consists of a water spray ground, additional parking and lighting, water reclamation will be included as well as a concession/restroom facility (2018) with power added to replace existing boathouse for better service and storage. A new boardwalk and bridge for the lake making it ADA accessible for fishing and boating planned for future years.

## Background & Justification/Status

The water spray ground will provide a much needed face lift for the park and enhance the quality of life of the citizens by providing a service that was considered the #1 desired amenity from the 2015 Master Plan. Additionally, this would be a revenue producing facility to help offset the operating costs. Located near the center of the County, this District Park has been open to the public since June of 1982. There are a variety of amenities that include: baseball/softball complex, soccer complex, volleyball, horseshoes, fishing, paddleboats, mini-golf, walking/hiking trails, tennis complex, and picnic shelters/sites. A refurbished barn is the focal point and serves as a host to many family reunions, picnics, weddings, receptions, and business gatherings. A study on the facility was performed in 2000 for potential revenue-producing amenities and a spray ground was the number one item identified. This project aligns with BOC Goal 1 & 4. The new projects will enhance the quality of life of residents and increase accessibility of services by adding a new amenity.

## Impact If Not Funded and Maximum Time it Can be Delayed

These amenities would provide potential to produce substantial revenue and provide more reasons to utilize the park. Use of the park could drop if no new amenities are added. Many years have gone by without new amenities that can support resident needs. Therefore, the project should not be delayed any further.

New Requests				Approved Projects			
Type: <input type="checkbox"/> New <input type="checkbox"/> Expansion <input type="checkbox"/> Replacement				Status: <input type="checkbox"/> In Progress <input type="checkbox"/> Complete			
Project Costs	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Planning	FY 2020 Planning	FY 2021 Planning	FY 2022 Planning	Future Years
Planning/Design			190,000				50,000
Land/Acquisition							
Construction			3,200,000				2,500,000
Building Improvements							
Equipment							
Other							500,000
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,390,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,050,000</b>
Funding Sources							
General Fund							
Capital Reserve Fund							
Multi Year Fund							
Debt							
Grants							
Permits/Fees							
Other-TBD			3,390,000				3,050,000
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,390,000</b>				<b>3,050,000</b>
Operating Budget Impact							
Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# Capital Improvement Plan

**Department:** Infrastructure and Asset Management  
**Function:** Culture & Recreation  
**Project Title:** FLP Playground Replacements  
**Total Cost:** \$ 260,000



### Project Description

Replacement of various portions and equipment on the five (5) playgrounds located at Frank Liske Park (FLP)

### Background & Justification/Status

Playground equipment is aging out in terms of replacement parts and UV caused deterioration. Recommend equipment replacement for several of the main sections of the various playgrounds

### Impact If Not Funded and Maximum Time it Can be Delayed

Public Safety concern

	New Requests			Approved Projects			
Type:	<input checked="" type="checkbox"/> New	<input type="checkbox"/> Expansion	<input type="checkbox"/> Replacement	Status:	<input type="checkbox"/> In Progress	<input type="checkbox"/> Complete	
Project Costs	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Planning	FY 2020 Planning	FY 2021 Planning	FY 2022 Planning	Future Years
Planning/Design							
Land/Acquisition							
Construction							
Building Improvements							
Equipment			160,000	100,000			
Other							
<b>Total</b>	\$ -	\$ -	\$ 160,000	\$ 100,000	\$ -	\$ -	\$ -
Funding Sources							
General Fund							
Capital Reserve Fund							
Multi Year Fund							
Debt							
Grants							
Permits/Fees							
Other-TBD			160,000	100,000			
<b>Total</b>	\$ -	\$ -	\$ 160,000	\$ 100,000	\$ -	\$ -	\$ -
Operating Budget Impact							
Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
<b>Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

# Capital Improvement Plan

**Department:** Infrastructure and Asset Management  
**Function:** Culture & Recreation  
**Project Title:** FLP Multi-use Synthetic Turf Fields  
**Total Cost:** \$ 3,250,000



## Project Description

Design and construction of two (2) synthetic turf fields at Frank Liske Park (FLP) near the existing tennis courts. Fields would have fencing, lighting, and restroom facility.

## Background & Justification/Status


Project has been discussed by the county and CVB for several years. Many tournaments and weekend games could be scheduled at such a complex including lacrosse, ultimate frisbee, soccer, kickball, and flag football.

## Impact If Not Funded and Maximum Time it Can be Delayed

N/A

New Requests				Approved Projects			
Type:	<input checked="" type="checkbox"/> New	<input type="checkbox"/> Expansion	<input type="checkbox"/> Replacement	Status:	<input type="checkbox"/> In Progress	<input type="checkbox"/> Complete	
Project Costs	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Planning	FY 2020 Planning	FY 2021 Planning	FY 2022 Planning	Future Years
Planning/Design							175,000
Land/Acquisition							
Construction							3,050,000
Building Improvements							
Equipment							25,000
Other							
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,250,000</b>
Funding Sources							
General Fund							
Capital Reserve Fund							
Multi Year Fund							
Debt							
Grants							
Permits/Fees							
Other-TBD							3,250,000
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,250,000</b>
Operating Budget Impact							
Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# Capital Improvement Plan

<b>Department:</b>	Active Living and Parks	
<b>Function:</b>	Culture & Recreation	
<b>Project Title:</b>	Northeast Cabarrus Community Park	
<b>Total Cost:</b>	\$ 7,800,000	

**Project Description**  
Land purchase and park development in the northeast quadrant of the County.

**Background & Justification/Status**  
The 2015 adopted Master Plan identifies the northeast part of the County as being deficient in developed park lands. 200+ acres is defined as a district park and would serve the area well with both active and passive pursuits, not only for the northeast quadrant, but the entire region. Carolina Thread Trail and Catawba Lands Conservancy is in the process of preserving 391 acres in the area and has offered Cabarrus County the opportunity to purchase part of the land for a park.

This project is aligned with BOC Goal 1. This park is in response to a deficiency in a growing part of the County. It would positively impact the quality of life of those in that area as well as the rest of the County residents and provide increased access to services.

**Impact if Not Funded and Maximum Time it Can be Delayed**  
Lacking in adequate services to enhance the quality of life for the citizens. Land and construction costs have increased and will continue to increase. If these large parcels aren't purchased now, it will impact the opportunity to develop this district park.

New Requests				Approved Projects			
Type:	<input checked="" type="checkbox"/> New	<input type="checkbox"/> Expansion	<input type="checkbox"/> Replacement	Status:	<input type="checkbox"/> In Progress	<input type="checkbox"/> Complete	
Project Costs	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Planning	FY 2020 Planning	FY 2021 Planning	FY 2022 Planning	Future Years
Planning/Design							300,000
Land/Acquisition			1,500,000				
Construction							6,000,000
Building Improvements							
Equipment							
Other							
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,500,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 6,300,000</b>
Funding Sources							
General Fund							
Capital Reserve Fund							
Multi Year Fund							
Debt							
Grants							
Permits/Fees							
Other-TBD			1,500,000				6,300,000
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,500,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 6,300,000</b>
Operating Budget Impact							
Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# Capital Improvement Plan

**Department:** Active Living and Parks  
**Function:** Culture & Recreation  
**Project Title:** Robert Wallace Park  
**Total Cost:** \$ 6,825,625



## Project Description

A full-service 190-acre community park in the southeast part of the County is required per The Livable Community Blueprint.

## Background & Justification/Status

Phase I cost of \$1,691,672 includes: the main road and parking lot infrastructure, a building housing concessions, restrooms, and office space, mountain biking trails, fishing pier, boardwalk, walking/hiking and support facilities and amenities. \$350,000 of Phase 1 costs will be reimbursed by the Park and Recreation Trust Fund (PARTF) following completion of Phase 1.

Phase II includes trails, playground, shelter, picnic sites, multipurpose building, restrooms, and support facilities and amenities. Phase III will include an amphitheater, picnic sites, dog park, primitive camp sites, lake dam construction, bike track, and support amenities and facilities.

This project aligns with BOC goal 1. This park will preserve and enhance the quality of life of residents in the Southeast community where there is large population growth.

## Impact If Not Funded and Maximum Time it Can be Delayed

No funding would put the residents of the County further behind in recreational pursuits. Additionally, construction and materials costs will rise as years progress. Costs include a 10% increase since inception in 2010.

New Requests				Approved Projects			
Type:	<input checked="" type="checkbox"/> New <input type="checkbox"/> Expansion <input type="checkbox"/> Replacement			Status: <input type="checkbox"/> In Progress <input type="checkbox"/> Complete			
Project Costs	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Planning	FY 2020 Planning	FY 2021 Planning	FY 2022 Planning	Future Years
Planning/Design							250,000
Land/Acquisition							
Construction			1,350,000				5,225,625
Building Improvements							
Equipment							
Other							
<b>Total</b>	\$ -	\$ -	\$ 1,350,000	\$ -	\$ -	\$ -	\$ 5,475,625
Funding Sources							
General Fund							
Capital Reserve Fund							
Multi Year Fund							
Debt							
Grants							
Permits/Fees							
Other-TBD			1,350,000				5,475,625
<b>Total</b>	\$ -	\$ -	\$ 1,350,000	\$ -	\$ -	\$ -	\$ 5,475,625
Operating Budget Impact							
Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
<b>Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

# Capital Improvement Plan

**Department:** Active Living & Parks  
**Function:** Culture & Recreation  
**Project Title:** Vietnam Veterans Park - Restroom Facility  
**Total Cost:** \$ 385,000



## Project Description

Design and construct a restroom facility near the front of the facility amenities (playground, courts, shelter).

## Background & Justification/Status

To provide ADA compliance for restroom facilities by building them within 500 feet of amenities.

This project aligns with BOC Goals 1. It enhances the quality of life for residents by offering a restroom accessible by all, regardless of disability.

## Impact If Not Funded and Maximum Time it Can be Delayed

If the project is not funded, there is potential for legal liability.

	New Requests			Approved Projects			
Type: <input checked="" type="checkbox"/> New <input type="checkbox"/> Expansion <input type="checkbox"/> Replacement				Status: <input type="checkbox"/> In Progress <input type="checkbox"/> Complete			
Project Costs	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Planning	FY 2020 Planning	FY 2021 Planning	FY 2022 Planning	Future Years
Planning/Design			25,000				
Land/Acquisition							
Construction			350,000				
Building Improvements							
Equipment							
Other			10,000				
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 385,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Funding Sources							
General Fund							
Capital Reserve Fund							
Multi Year Fund							
Debt							
Grants							
Permits/Fees							
Other-TBD			385,000				
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 385,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Operating Budget Impact							
Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# Capital Improvement Plan

**Department:** Active Living and Parks  
**Function:** Culture & Recreation  
**Project Title:** Vietnam Veterans Park  
**Total Cost:** \$ 3,425,000



## Project Description

The original park concept consists of six phases which include nature trails, mountain bike trails and tennis courts. These last phases will be built in the future. A bridge connecting the panels will be vital during development. The Carolina Thread Trail connects the Kannapolis 8 Mile Branch Greenway with Concord along Irish Buffalo Creek which runs through the park property. In future years, a Mountain Bike Trail and restroom/parking area will be built.

## Background & Justification/Status

The various projects will complete the Park Master Plan. In 1998-99, the City of Kannapolis, Church of God Children's Home and Cabarrus County entered into two formal 20 year agreements for approximately ninety (90) acres to construct a public park on Orphanage Road. Opened Phase I and II to public on October 11, 2001. Phase III included the following park elements: pedestrian trails, boardwalks, disc golf course, bocce courts, etc., and dedicated in 2008. Collaborating with the City of Kannapolis in 2005, Cabarrus County was awarded a Park and Recreation Trust Fund Grant from the State of NC for Phase III development. The next phase includes a bridge, mountain bike trail, tennis courts, disc golf and restroom building. These projects align with BOC Goal 1 & 4. It considers resident needs obtained through the Parks Master Plan process.

## Impact If Not Funded and Maximum Time it Can be Delayed

Lack of facilities in the county to enhance the quality of life for the citizens and to meet the recommended person per acre of developed park land ratio by the National Recreation and Park Association. Additionally, there are health issues like obesity that can increase without a place like a park in which to be active. The project can be pushed back, but this will likely lead to residents leaving the County to pursue park activities.

New Requests				Approved Projects			
Type:	<input type="checkbox"/> New	<input checked="" type="checkbox"/> Expansion	<input type="checkbox"/> Replacement	Status:	<input type="checkbox"/> In Progress	<input type="checkbox"/> Complete	
Project Costs	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Planning	FY 2020 Planning	FY 2021 Planning	FY 2022 Planning	Future Years
Planning/Design							75,000
Land/Acquisition							
Construction							3,000,000
Building Improvements							
Equipment							
Other							350,000
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,425,000</b>
Funding Sources							
General Fund							
Capital Reserve Fund							
Multi Year Fund							
Debt							
Grants							
Permits/Fees							
Other-TBD							3,425,000
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,425,000</b>
Operating Budget Impact							
Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# Capital Improvement Plan

**Department:** Adult & Aging  
**Function:** Human Services  
**Project Title:** Southern Cabarrus Senior Center  
**Total Cost:** \$ 3,490,000



## Project Description

This facility will accommodate the need for Senior programs and events as well as potentially the Lunch Plus Club for the Midland community and southern area of Cabarrus County. The facility will allow an accessible location in this community to provide access to all available services and/or resources that provide support to older adults

## Background & Justification/Status

A void exists for services for older adults in the southern part of the county. With 10,000 folks per day turning 65, and will for 13 more years, the over 65 population will grow for Cabarrus County as well as other regions. The demand cannot be met by the existing senior center facilities. These will be future years projects.

## Impact If Not Funded and Maximum Time it Can be Delayed

Senior centers provide programs that promote wellness, saving resources in the long run for the county especially as it relates to healthcare.

New Requests				Approved Projects			
Type:	<input checked="" type="checkbox"/> New	<input type="checkbox"/> Expansion	<input type="checkbox"/> Replacement	Status:	<input type="checkbox"/> In Progress	<input type="checkbox"/> Complete	
Project Costs	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Planning	FY 2020 Planning	FY 2021 Planning	FY 2022 Planning	Future Years
Planning/Design							100,000
Land/Acquisition							
Construction							3,390,000
Building Improvements							
Equipment							
Other							
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,490,000</b>
Funding Sources							
General Fund							
Capital Reserve Fund							
Multi Year Fund							
Debt							
Grants							
Permits/Fees							
Other-TBD							3,490,000
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,490,000</b>
Operating Budget Impact							
Salaries & Benefits							145,000
Materials & Supplies							30,000
Contracts & Services							
Capital Outlay							
Other							
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 175,000</b>



# Capital Improvement Plan

<b>Department:</b>	Library/ALP	
<b>Function:</b>	Culture & Recreation	
<b>Project Title:</b>	West Cabarrus Library Branch and Senior Center	
<b>Total Cost:</b>	\$ 16,250,000	

**Project Description**  
 A 15,000 square foot full-service library will need to be built in the western part of Cabarrus County due to increasing population. The need for the development of a new senior center in the western part of the county will also increase. The western areas of the county have been the fastest growing parts of the county, which have sustained demand for senior services, and could support the facility. There could be efficiencies and a benefit to service provision by building the library and senior center together.

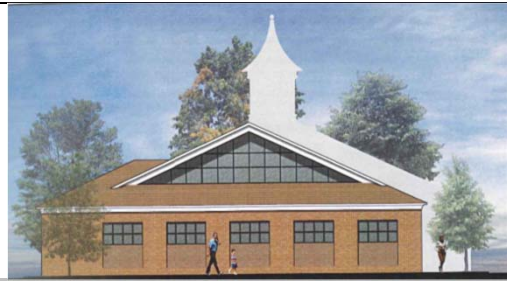
**Background & Justification/Status**  
 Since the Concord Library was built in 1977, the population of Concord has grown over 300%. Specifically, residents in western Cabarrus County (Afton and Concord Mills) are currently underserved by a library within reasonable driving distance. Historically the County has funded the architectural planning and design, while the municipality and/or private citizens have funded the construction, furniture, fixtures, and equipment. However, the budget below reflects the full cost. Due to the termination of the Senior Center facility use agreement with the Cannon Memorial YMCA and the closing of the Murdock Senior Center, a void exists for services for older adults in the western part of the county. With 10,000 people per day turning 65, and will for 17 more years, the over 65 population will grow for Cabarrus County as well as other regions. The demand cannot be met by the existing senior center facilities. These will be future years' projects.  
 This request aligns to BOC Goals 1 and 5. The new library would enhance the quality of life for those in the western part of the County, especially considering the growth there. This would provide an equal opportunity and access to the educational programs and environment a library provides.

**Impact If Not Funded and Maximum Time it Can be Delayed**  
 If not funded, the other libraries in the County will continue to be crowded and over utilized. This request should be delayed no later than 8 years (2023). Since construction, furniture, fixtures, and equipment are dependent on donations from municipalities, foundations, and individuals, the project is only viable at some time in the future. Senior Centers provide programs that promote wellness saving resources in the long run for the County especially as it relates to healthcare. If not funded, seniors may choose other locations to live.

	New Requests			Approved Projects			
Type: <input checked="" type="checkbox"/> New <input type="checkbox"/> Expansion <input type="checkbox"/> Replacement				Status: <input type="checkbox"/> In Progress <input type="checkbox"/> Complete			
Project Costs	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Planning	FY 2020 Planning	FY 2021 Planning	FY 2022 Planning	Future Years
Planning/Design							1,500,000
Land/Acquisition			2,500,000				
Construction							10,300,000
Building Improvements							
Equipment							450,000
Other							1,500,000
<b>Total</b>	\$ -	\$ -	\$ 2,500,000	\$ -	\$ -	\$ -	\$ 13,750,000
Funding Sources							
General Fund							
Capital Reserve Fund							
Multi Year Fund							
Debt							
Grants							
Permits/Fees							
Other-TBD			2,500,000				13,750,000
<b>Total</b>	\$ -	\$ -	\$ 2,500,000	\$ -	\$ -	\$ -	\$ 13,750,000
Operating Budget Impact							
Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
<b>Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

# Capital Improvement Plan

**Department:** Library  
**Function:** Culture & Recreation  
**Project Title:** Mt. Pleasant Library Expansion  
**Total Cost:** \$ 900,000



## Project Description

Expansion of the Mt. Pleasant Library by 1,900 square feet. This will more easily accommodate more computers, books, and sitting areas.

## Background & Justification/Status

The population has grown nearly 40% since the library was built. Therefore the current space is inadequate for modern library operations.

The expansion is on land owned by Cabarrus County. Historically the County has funded the architectural planning and design, while the municipality and/or private citizens have funded the construction, furniture, fixtures, and equipment. However, the budget below reflects the full cost.

This project aligns with BOC Goal 5. The expanded library would ensure greater access for patrons to fulfill their life-long educational pursuits.


## Impact If Not Funded and Maximum Time it Can be Delayed

If the project is not funded, then the library will continue to get crowded and residents of Mt. Pleasant and those that visit it's library will not seek educational pursuits through the library.

Since construction, furniture, fixtures, and equipment are dependent on donations from municipalities, foundations, and individuals, the project is only viable at some time in the future.

New Requests				Approved Projects			
Type:	<input type="checkbox"/> New	<input checked="" type="checkbox"/> Expansion	<input type="checkbox"/> Replacement	Status:	<input type="checkbox"/> In Progress	<input type="checkbox"/> Complete	
Project Costs	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Planning	FY 2020 Planning	FY 2021 Planning	FY 2022 Planning	Future Years
Planning/Design							100,000
Land/Acquisition							
Construction							762,000
Building Improvements							
Equipment							38,000
Other							
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 900,000</b>
Funding Sources							
General Fund							
Capital Reserve Fund							
Multi Year Fund							
Debt							
Grants							
Permits/Fees							
Other-TBD							900,000
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 900,000</b>
Operating Budget Impact							
Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# Capital Improvement Plan

<b>Department:</b>	Arena & Events Center	
<b>Function:</b>	Culture & Recreation	
<b>Project Title:</b>	Event Center Entrance	
<b>Total Cost:</b>	\$ 170,000	

**Project Description**  
 New construction of a covered entrance to the Event Center is required to offers guests protection from weather and to match the architectural appearance of the rest of the complex.

**Background & Justification/Status**  
 This building is most often used for consumer shows where the doorway is both a point-of-sale for admission and a controlled entrance. A covered entrance can offer better shelter to guests, provide for more efficient ticket sales operations, and make the building more attractive to consumer/tradeshows owners by providing them with more useable floor space in the building.  
  
 This project aligns with BOC goal 3. The new entrance will maximize the use of the Arena by providing a covered space that guests can feel comfortable using, rather than crowding inside.

**Impact If Not Funded and Maximum Time it Can be Delayed**  
 The entrance would move ticket sales and show entrances to the interior of the building, which currently interferes with some consumer shows' ability to make the best use of rentable space. The project can be delayed into the future if absolutely necessary. A paint job every five years would be the only operating impact on the budget.

New Requests				Approved Projects			
Type:	<input type="checkbox"/> New	<input checked="" type="checkbox"/> Expansion	<input type="checkbox"/> Replacement	Status:	<input type="checkbox"/> In Progress	<input type="checkbox"/> Complete	
Project Costs	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Planning	FY 2020 Planning	FY 2021 Planning	FY 2022 Planning	Future Years
Planning/Design			15,000				
Land/Acquisition							
Construction							
Building Improvements			155,000				
Equipment							
Other							
<b>Total</b>	\$ -	\$ -	\$ 170,000	\$ -	\$ -	\$ -	\$ -
Funding Sources							
General Fund							
Capital Reserve Fund							
Multi Year Fund							
Debt							
Grants							
Permits/Fees							
Other-TBD			170,000				
<b>Total</b>	\$ -	\$ -	\$ 170,000	\$ -	\$ -	\$ -	\$ -
Operating Budget Impact							
Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
<b>Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

# Capital Improvement Plan

**Department:** Arena & Events Center  
**Function:** Culture & Recreation  
**Project Title:** Arena Lighting Control System Replacement  
**Total Cost:** \$ 210,000



## Project Description

Replace the existing lighting control system at the Arena and Events Center.

## Background & Justification/Status

The current lighting control operating system is original to the building and offers only limited control over the facility lighting. At this point most of the lighting controls is done via breakers, because the original system was not designed or installed to control more than just the basic lighting functions. Efforts have been made by County staff to improve the operations of the control system but due to it's age and proprietary nature they have been unsuccessful in expanding it's control.

## Impact If Not Funded and Maximum Time it Can be Delayed

Impact would be to operational staff and shows that are booked there. The lack of current control over the lighting system is a hindrance to shows and to the staff.

New Requests				Approved Projects			
Type:	<input type="checkbox"/> New	<input type="checkbox"/> Expansion	<input checked="" type="checkbox"/> Replacement	Status:	<input type="checkbox"/> In Progress	<input type="checkbox"/> Complete	
Project Costs	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Planning	FY 2020 Planning	FY 2021 Planning	FY 2022 Planning	Future Years
Planning/Design			15,000				
Land/Acquisition							
Construction							
Building Improvements			195,000				
Equipment							
Other							
<b>Total</b>	\$ -	\$ -	\$ 210,000	\$ -	\$ -	\$ -	\$ -
Funding Sources							
General Fund							
Capital Reserve Fund							
Multi Year Fund							
Debt							
Grants							
Permits/Fees							
Other-TBD			210,000				
<b>Total</b>	\$ -	\$ -	\$ 210,000	\$ -	\$ -	\$ -	\$ -
Operating Budget Impact							
Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
<b>Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

# Capital Improvement Plan

**Department:** Infrastructure and Asset Management  
**Function:** Arena & Events Center  
**Project Title:** Arena Midway Stage and Dining Deck  
**Total Cost:** \$ 440,000



## Project Description

A new concrete area between the retention pond and the end of the midway where a stage can be set up and/or where people can eat food purchased from the food vendors at the fair.

## Background & Justification/Status

This area is currently a grass slope down to the retention pond. It is desired to create a larger space for a stage during concerts and festivals and a space where people can sit and eat during the fair and other events. The food vendors currently set up adjacent to this area during the fair, and when the fair patrons buy food, there is nowhere for them to sit and eat. This area would also be utilized during special events such as concerts and festivals put on by SMG or the County.

## Impact If Not Funded and Maximum Time it Can be Delayed

Fair patrons will continue to eat their food standing or at the few randomly placed picnic tables. Inability to offer outdoor festivals and concerts. If the project is delayed or not funded we will simply not be able to offer these conveniences/services to the public.

				Approved Projects			
Type: <input checked="" type="checkbox"/> New <input type="checkbox"/> Expansion <input type="checkbox"/> Replacement				Status: <input type="checkbox"/> In Progress <input type="checkbox"/> Complete			
Project Costs	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Planning	FY 2020 Planning	FY 2021 Planning	FY 2022 Planning	Future Years
Planning/Design			40,000				
Land/Acquisition							
Construction			400,000				
Building Improvements							
Equipment							
Other							
<b>Total</b>	\$ -	\$ -	\$ 440,000	\$ -	\$ -	\$ -	\$ -
Funding Sources							
General Fund							
Capital Reserve Fund							
Multi Year Fund							
Debt							
Grants							
Permits/Fees							
Other-TBD			440,000				
<b>Total</b>	\$ -	\$ -	\$ 440,000	\$ -	\$ -	\$ -	\$ -
Operating Budget Impact							
Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
<b>Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

# Capital Improvement Plan

<b>Department:</b>	Arena & Events Center	
<b>Function:</b>	Culture & Recreation	
<b>Project Title:</b>	Pave Front Overflow Lot	
<b>Total Cost:</b>	\$ 190,000	

**Project Description**  
 Pave and stripe the gravel overflow parking lot near Hwy. 49 to reduce staffing costs, maintenance expenses associated with gravel, and provide a better appearance to traffic along Highway 49.

**Background & Justification/Status**  
 The gravel overflow lot near Highway 49 is being used by more than 20 events per year as guest parking. Event staff is often required to assist guests in finding their way to the parking lot and finding parking places.  
  
 This project aligns with BOC Goal 3. The lot would maximize the use of the overflow lot in a financially and aesthetically responsible manner.

**Impact If Not Funded and Maximum Time it Can be Delayed**  
 Continued maintenance and staffing expenses associated with using gravel parking lot as primary parking for many events. However, it could be deferred to future years if absolutely necessary.

New Requests				Approved Projects			
Type:	<input type="checkbox"/> New	<input type="checkbox"/> Expansion	<input checked="" type="checkbox"/> Replacement	Status:	<input type="checkbox"/> In Progress	<input type="checkbox"/> Complete	
Project Costs	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Planning	FY 2020 Planning	FY 2021 Planning	FY 2022 Planning	Future Years
Planning/Design				10,000			
Land/Acquisition							
Construction							
Building Improvements				180,000			
Equipment							
Other							
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 190,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Funding Sources							
General Fund							
Capital Reserve Fund							
Multi Year Fund							
Debt							
Grants							
Permits/Fees							
Other-TBD				190,000			
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 190,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Operating Budget Impact							
Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# Capital Improvement Plan

<b>Department:</b>	Arena & Events Center	
<b>Function:</b>	Culture & Recreation	
<b>Project Title:</b>	Kitchen Goods Storage Building Replacement	
<b>Total Cost:</b>	\$ 141,000	


**Project Description**  
Replacement of exterior food materials storage building.

**Background & Justification/Status**  
Current refrigerated storage building located at the rear exterior of the Cabarrus Rooms at the Arena has been unable to be utilized due to water intrusion from the slab that has caused mold and humidity issues. Concrete sealing and exterior envelope caulking have been unsuccessful.

**Impact if Not Funded and Maximum Time it Can be Delayed**  
The space is unusable for storage due to health reasons and will continue to deteriorate. SMG will continue to require storage of F&B equipment within the Cabarrus Rooms and/or hallways. This storage and the associated constant movement of material causes escalated wear & tear on Cabarrus Room finishes. Additionally the storage within "rentable space" creates an unprofessional appearance that continues to hamper SMG efforts for high end catering function income.

New Requests				Approved Projects			
Type:	<input checked="" type="checkbox"/> New	<input type="checkbox"/> Expansion	<input type="checkbox"/> Replacement	Status:	<input type="checkbox"/> In Progress	<input type="checkbox"/> Complete	
Project Costs	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Planning	FY 2020 Planning	FY 2021 Planning	FY 2022 Planning	Future Years
Planning/Design			21,000				
Land/Acquisition							
Construction			110,000				
Building Improvements							
Equipment			10,000				
Other							
<b>Total</b>	\$ -	\$ -	\$ 141,000	\$ -	\$ -	\$ -	\$ -
Funding Sources							
General Fund							
Capital Reserve Fund							
Multi Year Fund							
Debt							
Grants							
Permits/Fees							
Other-TBD			141,000				
<b>Total</b>	\$ -	\$ -	\$ 141,000	\$ -	\$ -	\$ -	\$ -
Operating Budget Impact							
Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
<b>Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

# Capital Improvement Plan

<b>Department:</b>	Cabarrus County Schools	
<b>Function:</b>	Education	
<b>Project Title:</b>	Performance Learning Center	
<b>Total Cost:</b>	\$ 4,240,000	

**Project Description**  
 The Performance Learning Center (PLC) is an alternative high school program which allows students the opportunity to graduate from high school in a school setting unlike the traditional school program.


**Background & Justification/Status**  
 The PLC is currently housed at the JN Fries Middle School facility. By relocating the PLC to its own site, CCS will be able to convert the portion of the PLC at JN Fries back into middle school seats. This will allow a delay for the need of a new middle school by at least one school term. A new middle school is very costly in a time when the school system is rapidly growing and needs for new seats are at high demand. This will also allow resources to be diverted to other needs until the need for an additional middle school occurs.

**Impact If Not Funded and Maximum Time it Can be Delayed**  
 By not funding the PLC, a new middle school will be needed at an earlier date and a higher cost than the cost of relocating the PLC students to their own facility.

New Requests				Approved Projects			
Type:	<input type="checkbox"/> New	<input type="checkbox"/> Expansion	<input type="checkbox"/> Replacement	Status:	<input type="checkbox"/> In Progress	<input type="checkbox"/> Complete	
Project Costs	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Planning	FY 2020 Planning	FY 2021 Planning	FY 2022 Planning	Future Years
Planning/Design	200,000						
Land/Acquisition	195,000						
Construction		3,214,291					
Building Improvements							
Equipment		331,709					
Other	19,000	280,000					
<b>Total</b>	<b>\$ 414,000</b>	<b>\$ 3,826,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Funding Sources							
General Fund	195,000						
Capital Reserve Fund	219,000	371,709					
Multi Year Fund							
Debt		3,454,291					
Grants							
Permits/Fees							
Other-TBD							
<b>Total</b>	<b>\$ 414,000</b>	<b>\$ 3,826,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Operating Budget Impact							
Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



# Capital Improvement Plan

<b>Department:</b>	Cabarrus County Schools	
<b>Function:</b>	Education	
<b>Project Title:</b>	Renovations to JN Fries Middle School	
<b>Total Cost:</b>	\$ 300,000	


**Project Description**  
 CCS has plans to transfer the students who attend the Performance Learning Center (PLC) to a new proposed facility within the county. Once the PLC is completed, renovations and start up cost will be incurred to convert JN Fries back into a full middle school. The funds requested are as follows: \$30,000 to change office space into classrooms, \$130,000 to increase the capacity of school and to purchase more devices and technology, and \$140,000 to add sports back to the middle school by purchasing uniforms and restoring fields, etc.

**Background & Justification/Status**  
 Several years ago, JN Fries was converted from a middle school to 50% performance learning center for high school students and 50% STEM program for middle school students. By renovating the school back to a 100% middle school, more seats will be available and the need for the next middle school can be delayed by at least one year.

**Impact If Not Funded and Maximum Time it Can be Delayed**  
 Increase in mobile units at current middle school sites with continued pressure on core facilities within each school such as libraries, gyms, and lunch rooms.

New Requests				Approved Projects			
Type:	<input type="checkbox"/> New	<input type="checkbox"/> Expansion	<input type="checkbox"/> Replacement	Status:	<input type="checkbox"/> In Progress	<input type="checkbox"/> Complete	
Project Costs	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Planning	FY 2020 Planning	FY 2021 Planning	FY 2022 Planning	Future Years
Planning/Design							
Land/Acquisition							
Construction							
Building Improvements			30,000				
Equipment			270,000				
Other							
<b>Total</b>	\$ -	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ -
Funding Sources							
General Fund							
Capital Reserve Fund							
Multi Year Fund							
Debt							
Grants							
Permits/Fees							
Other-TBD			300,000				
<b>Total</b>	\$ -	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ -
Operating Budget Impact							
Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
<b>Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

# Capital Improvement Plan

<b>Department:</b>	Cabarrus County Schools	
<b>Function:</b>	Education	
<b>Project Title:</b>	Southwest Elementary School	
<b>Total Cost:</b>	\$ 27,125,000	

**Project Description**  
 CCS continues to grow in student population. Based on population growth, the next need for the school system is an elementary school in the southwest area of the county. Currently, a site is being pursued. Once the site is located, the funding for the facility will be requested.

**Background & Justification/Status**  
 A new elementary school will provide seats for the growing student population. The Harrisburg area of the county is one of the fastest growing areas.

**Impact If Not Funded and Maximum Time it Can be Delayed**  
 By delaying this funding request, more mobile units will be needed to house students. However, the core facilities will not handle the additional students and alternative schedules will need to be considered for use of the cafeterias, libraries, and gyms.

New Requests				Approved Projects			
Type:	<input type="checkbox"/> New	<input type="checkbox"/> Expansion	<input type="checkbox"/> Replacement	Status:	<input type="checkbox"/> In Progress	<input type="checkbox"/> Complete	
Project Costs	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Planning	FY 2020 Planning	FY 2021 Planning	FY 2022 Planning	Future Years
Planning/Design		1,241,250					
Land/Acquisition	1,157,750						
Construction		21,000,000	163,000				
Building Improvements							
Equipment			2,150,000				
Other		38,000	1,375,000				
<b>Total</b>	<b>\$ 1,157,750</b>	<b>\$ 22,279,250</b>	<b>\$ 3,688,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Funding Sources							
General Fund							
Capital Reserve Fund	640,554	1,279,250					
Multi Year Fund	517,196						
Debt		21,000,000					
Grants							
Permits/Fees							
Other-TBD			3,688,000				
<b>Total</b>	<b>\$ 1,157,750</b>	<b>\$ 22,279,250</b>	<b>\$ 3,688,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Operating Budget Impact							
Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# Capital Improvement Plan

<b>Department:</b>	Rowan Cabarrus Community College	
<b>Function:</b>	Education	
<b>Project Title:</b>	Community Business Technical Center: A/C Units Replacement Phase II	
<b>Total Cost:</b>	\$ 198,000	


**Project Description**  
 This is the second phase of replacing A/C units for the facility. This will replace 8 units out of a total of 31 units.

**Background & Justification/Status**  
 As buildings age, repair and replacement schedules are established for the upkeep and replacement of equipment within facilities. This project is the second phase of replacing the A/C units in the facility.

**Impact If Not Funded and Maximum Time it Can be Delayed**  
 Increase in repair and maintenance cost as well as operation expenses due to inefficiency of the units.

	New Requests			Approved Projects			
<b>Type:</b> <input checked="" type="checkbox"/> New <input type="checkbox"/> Expansion <input type="checkbox"/> Replacement	<b>Status:</b> <input type="checkbox"/> In Progress <input type="checkbox"/> Complete						
<b>Project Costs</b>	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Planning	FY 2020 Planning	FY 2021 Planning	FY 2022 Planning	Future Years
Planning/Design							
Land/Acquisition							
Construction							
Building Improvements							
Equipment							
Other		100,000	98,000				
<b>Total</b>	\$ -	\$ 100,000	\$ 98,000	\$ -	\$ -	\$ -	\$ -
<b>Funding Sources</b>							
General Fund							
Capital Reserve Fund		100,000					
Multi Year Fund							
Debt							
Grants							
Permits/Fees							
Other-TBD			98,000				
<b>Total</b>	\$ -	\$ 100,000	\$ 98,000	\$ -	\$ -	\$ -	\$ -
<b>Operating Budget Impact</b>							
Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
<b>Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

# Capital Improvement Plan

<b>Department:</b>	Rowan Cabarrus Community College	
<b>Function:</b>	Education	
<b>Project Title:</b>	Advanced Technology Center	
<b>Total Cost:</b>	\$ 29,007,815	

**Project Description**  
 RCCC intends to develop an Advanced Technology Training and Collaboration Center, (ATTAC Center), which will bridge applied learning in leading technologies to marketable, adaptable career skills.

**Background & Justification/Status**  
 The Center will serve the communities, local business, and industries in Rowan and Cabarrus counties and in the greater Charlotte metropolitan area. The ATTAC Center will provide state-of-the-art technical training which will result in the completion of certificates, diplomas, and associate's degrees. All the educational programs associated with the ATTAC Center would ideally be located in a dedicated building that would facilitate the collaboration necessary for this interdisciplinary training. This building will be located on the Research Campus in Kannapolis next to the Nursing Building. It will be constructed with limited obligation bonds during FY2018. Another building is proposed for the future expansion.

This project aligns with BOC Goals 1 and 5. The new building will give greater access to education for the growing population in Cabarrus, allowing residents to fulfill their potential and contribute to the community.

**Impact If Not Funded and Maximum Time it Can be Delayed**  
 If the ATTAC Center is delayed the advancement of the special state-of-the-art technical training will be delayed. This training has been planned for many years. Annual operational funding for the new building is related to instruction, support, and other operating needs.

New Requests				Approved Projects			
Type:	<input type="checkbox"/> New	<input type="checkbox"/> Expansion	<input type="checkbox"/> Replacement	Status:	<input type="checkbox"/> In Progress	<input type="checkbox"/> Complete	
Project Costs	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Planning	FY 2020 Planning	FY 2021 Planning	FY 2022 Planning	Future Years
Planning/Design	1,358,396						
Land/Acquisition							
Construction		14,000,000					
Building Improvements							12,000,000
Equipment			1,427,419				
Other	222,000						
<b>Total</b>	<b>\$ 1,580,396</b>	<b>\$ 14,000,000</b>	<b>\$ 1,427,419</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 12,000,000</b>
Funding Sources							
General Fund							
Capital Reserve Fund	1,580,396		1,427,419				
Multi Year Fund							
Debt		14,000,000					
Grants							
Permits/Fees							
Other-TBD							12,000,000
<b>Total</b>	<b>\$ 1,580,396</b>	<b>\$ 14,000,000</b>	<b>\$ 1,427,419</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 12,000,000</b>
Operating Budget Impact							
Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							250,000
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 250,000</b>

# Capital Improvement Plan

<b>Department:</b>	Kannapolis Middle School	
<b>Function:</b>	Education	
<b>Project Title:</b>	New Kannapolis Middle School	
<b>Total Cost:</b>	\$ 3,536,239	


**Project Description**  
 Construction of new Kannapolis Middle School, which allows the old intermediate school to be converted in to an elementary school.

## Background & Justification/Status

## Impact If Not Funded and Maximum Time it Can be Delayed

Type: <input checked="" type="checkbox"/> New <input type="checkbox"/> Expansion <input type="checkbox"/> Replacement	New Requests			Approved Projects			
	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Planning	FY 2020 Planning	FY 2021 Planning	FY 2022 Planning	Future Years
<b>Project Costs</b>							
Planning/Design	52,094						
Land/Acquisition							
Construction	666,516						
Building Improvements							
Equipment	2,817,629						
Other							
<b>Total</b>	<b>\$ 3,536,239</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Funding Sources</b>							
General Fund							
Capital Reserve Fund	3,436,239						
Multi Year Fund	100,000						
Debt							
Grants							
Permits/Fees							
Other-TBD							
<b>Total</b>	<b>\$ 3,536,239</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Operating Budget Impact</b>							
Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# Capital Improvement Plan

<b>Department:</b>	Kannapolis City Schools	
<b>Function:</b>	Education	
<b>Project Title:</b>	Carver Elementary School	
<b>Total Cost:</b>	\$ 1,046,978	

**Project Description**  
 The current Kannapolis Intermediate School will be moved to the new Kannapolis Middle School site that is under construction. Once the new facility is completed, the intermediate school will be converted to an elementary school. KCS plans to add the 5th grade to all elementary schools and redistrict the students to balance out the population of the school district.

**Background & Justification/Status**  
 Currently, renovations are underway to convert the intermediate school to an elementary school. The County provided \$850,000 in funding during FY17 for these anticipated costs. Recent bids for the facility to cover the following costs exceeded the funding provided by \$52,478: lighting, ceiling grid and tile, flooring, acoustical panels, gym wall panels, key fobs, and intercom. An additional request has been made in the amount of \$894,500 for moving the office and adding a security vestibule, painting, playground/grading, bathrooms, signage, and furniture.

**Impact If Not Funded and Maximum Time it Can be Delayed**  
 By not funding the Carver Elementary School conversion, configuration to accommodate kindergarten through fifth grades will not be possible. This will also delay the opening of the new Kannapolis Middle School campus that will now house grades sixth through eighth.

New Requests				Approved Projects			
Type:	<input type="checkbox"/> New	<input type="checkbox"/> Expansion	<input type="checkbox"/> Replacement	Status:	<input type="checkbox"/> In Progress	<input type="checkbox"/> Complete	
Project Costs	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Planning	FY 2020 Planning	FY 2021 Planning	FY 2022 Planning	Future Years
Planning/Design							
Land/Acquisition							
Construction							
Building Improvements	770,978		276,000				
Equipment							
Other							
<b>Total</b>	<b>\$ 770,978</b>	<b>\$ -</b>	<b>\$ 276,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Funding Sources							
General Fund							
Capital Reserve Fund	770,978						
Multi Year Fund							
Debt							
Grants							
Permits/Fees							
Other-TBD			276,000				
<b>Total</b>	<b>\$ 770,978</b>	<b>\$ -</b>	<b>\$ 276,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Operating Budget Impact							
Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# Capital Improvement Plan

**Department:** Kannapolis City Schools  
**Function:** Education  
**Project Title:** Parking lot/driveway work  
**Total Cost:** \$ 1,548,000



## Project Description

KCS has several school parking lots in poor condition and in need of resurfacing. The following lots are currently requesting funds for upgrading their surfaces: AL Brown \$1,235,000, Forest Park \$113,000, and Fred L. Wilson \$200,000.

## Background & Justification/Status


Maintenance and repairs are needed for aging parking lots. Surfaces are in rough shape and in need of resurfacing and repair. As this need is not as great as school facilities and seats, infrastructure is still important to the overall operations of each school facility.

## Impact if Not Funded and Maximum Time it Can be Delayed

The parking lots will continue to decline, and the cost to repair may increase due to escalating cost and further damage.

New Requests				Approved Projects			
Type:	<input type="checkbox"/> New	<input type="checkbox"/> Expansion	<input type="checkbox"/> Replacement	Status:	<input type="checkbox"/> In Progress	<input type="checkbox"/> Complete	
Project Costs	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Planning	FY 2020 Planning	FY 2021 Planning	FY 2022 Planning	Future Years
Planning/Design							
Land/Acquisition							
Construction							
Building Improvements							
Equipment							
Other							1,548,000
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,548,000</b>
Funding Sources							
General Fund							
Capital Reserve Fund							
Multi Year Fund							
Debt							
Grants							
Permits/Fees							
Other-TBD							1,548,000
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,548,000</b>
Operating Budget Impact							
Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# Capital Improvement Plan

<b>Department:</b>	Cabarrus County	
<b>Function:</b>	Land Purchases	
<b>Project Title:</b>	Land Banking Funding	
<b>Total Cost:</b>	\$ 42,000,000	

## Project Description

The County continues to grow and the need for land for new facilities is still a great concern. The County needs to build funds for the purchase of future school sites as well as county facility sites. Included in the land needs is the purchase and later development of Park Land which would provide green spaces, conservation efforts, and a place for families and friends to gather and enjoy. The Carolina Thread Trail Greenway will be part of this plan too.

## Background & Justification/Status

As our county continues to grow, land is being developed for commercial and residential projects. The county needs to get ahead of the curve and secure sites within the county for future school facilities and county administrative facilities such as EMS stations, Human Services facilities, libraries, senior centers, and other county services. With parks, the 2015 Master Plan indicates that parks and recreation is not an amenity to be afforded only by the affluent, but is a basic necessity that benefits individuals, their community, the environment and economy and that access to quality parks and recreation services should be readily accessible regardless of where they live in the county. The Federal Outdoor Recreation Resource Review Commission projections for overall outdoor recreational demand for the year 2000 was reached in 1980, twenty years earlier than projected leaving local and state service providers trying to "catch up" on facility acquisition and development. NRPA recommends 6-10 developed acres per 1000 population; at 181,500 population this would be 1090-1815 acres. This project aligns with BOC Goal 1. Acquiring more land for parks would continue enhancing the quality of life of residents. This is especially the case considering the gap in acreage of parks.

## Impact if Not Funded and Maximum Time it Can be Delayed

The county has a limited amount of land and prime locations for our services could be compromised if we do not secure property in the areas in which the service is needed.

New Requests				Approved Projects			
Type:	<input type="checkbox"/> New	<input type="checkbox"/> Expansion	<input type="checkbox"/> Replacement	Status:	<input type="checkbox"/> In Progress	<input type="checkbox"/> Complete	
Project Costs	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Planning	FY 2020 Planning	FY 2021 Planning	FY 2022 Planning	Future Years
Planning/Design			6,000,000	2,000,000	2,000,000	2,000,000	30,000,000
Land/Acquisition							
Construction							
Building Improvements							
Equipment							
Other							
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 6,000,000</b>	<b>\$ 2,000,000</b>	<b>\$ 2,000,000</b>	<b>\$ 2,000,000</b>	<b>\$ 30,000,000</b>
Funding Sources							
General Fund							
Capital Reserve Fund							
Multi Year Fund							
Debt							
Grants							
Permits/Fees							
Other-TBD			6,000,000	2,000,000	2,000,000	2,000,000	30,000,000
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 6,000,000</b>	<b>\$ 2,000,000</b>	<b>\$ 2,000,000</b>	<b>\$ 2,000,000</b>	<b>\$ 30,000,000</b>
Operating Budget Impact							
Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



# Capital Improvement Plan

**Department:** Mt. Pleasant Middle School  
**Function:** Education  
**Project Title:** Mt. Pleasant Middle School Replacement  
**Total Cost:** \$ 1,889,472



## Project Description


This funding is requested by Cabarrus County Schools to replace the Mt. Pleasant Middle School Facility. The construction portion of the project will be financed through debt and all other components will be funded through cash from the County.

## Background & Justification/Status

## Impact If Not Funded and Maximum Time it Can be Delayed

New Requests				Approved Projects			
Type:	<input type="checkbox"/> New	<input type="checkbox"/> Expansion	<input checked="" type="checkbox"/> Replacement	Status:	<input type="checkbox"/> In Progress	<input type="checkbox"/> Complete	
Project Costs	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Planning	FY 2020 Planning	FY 2021 Planning	FY 2022 Planning	Future Years
Planning/Design							
Land/Acquisition							
Construction							
Building Improvements							
Equipment	1,818,308						
Other	71,164						
<b>Total</b>	<b>\$ 1,889,472</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Funding Sources							
General Fund							
Capital Reserve Fund	389,472						
Multi Year Fund	1,500,000						
Debt							
Grants							
Permits/Fees							
Other-TBD							
<b>Total</b>	<b>\$ 1,889,472</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Operating Budget Impact							
Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# Capital Improvement Plan

<p><b>Department:</b> Cabarrus County Schools</p> <p><b>Function:</b> Education</p> <p><b>Project Title:</b> Replacement of Royal Oaks Elementary</p> <p><b>Total Cost:</b> \$ 2,462,290</p>	
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**Project Description**  
 Replacement of Royal Oaks Elementary School while providing additional seats for expanded enrollment.

**Background & Justification/Status**

**Impact If Not Funded and Maximum Time it Can be Delayed**

New Requests				Approved Projects			
Type:	<input type="checkbox"/> New <input type="checkbox"/> Expansion <input checked="" type="checkbox"/> Replacement			Status: <input type="checkbox"/> In Progress <input type="checkbox"/> Complete			
Project Costs	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Planning	FY 2020 Planning	FY 2021 Planning	FY 2022 Planning	Future Years
Planning/Design	55,000						
Land/Acquisition							
Construction	542,640	50,000					
Building Improvements							
Equipment		1,557,400					
Other		257,250					
<b>Total</b>	<b>\$ 597,640</b>	<b>\$ 1,864,650</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Funding Sources							
General Fund							
Capital Reserve Fund	597,640	1,864,650					
Multi Year Fund							
Debt							
Grants							
Permits/Fees							
Other-TBD							
<b>Total</b>	<b>\$ 597,640</b>	<b>\$ 1,864,650</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Operating Budget Impact							
Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# Capital Improvement Plan

**Department:** Active Living and Parks  
**Function:** Culture & Recreation  
**Project Title:** School Park Projects Miscellaneous  
**Total Cost:** \$ 5,000,000



## Project Description

As schools are built across the county, school parks will be built at selected schools. These sites will be determined by the amount of land purchased and the location. School parks are developed to supplement parks across the county to fill voids in athletic needs.

## Background & Justification/Status

Bethel Elementary, Pitts Elementary and Patriot Elementary were the last schools built. These school/parks add quality of life to the citizens by providing, athletic fields, and walking areas in close proximity to their homes. Additionally, the infrastructure for the facility is in place and less costly to build.

This project is aligned with BOC Goals 1 and 3. School parks are a responsible way to enhance quality of life through growth. It creates partnerships and maximizes the value of County investments like schools, in general.


## Impact if Not Funded and Maximum Time it Can be Delayed

Overuse of athletic facilities and more demand for walking facilities by the citizens are the biggest impacts. During the last survey, walking trails were the highest requested amenities for neighborhoods.

The year will be specified once schools decide on the next building of a school.

New Requests				Approved Projects			
Type:	<input type="checkbox"/> New	<input type="checkbox"/> Expansion	<input type="checkbox"/> Replacement	Status:	<input type="checkbox"/> In Progress	<input type="checkbox"/> Complete	
Project Costs	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Planning	FY 2020 Planning	FY 2021 Planning	FY 2022 Planning	Future Years
Planning/Design							
Land/Acquisition							
Construction							5,000,000
Building Improvements							
Equipment							
Other							
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,000,000</b>
Funding Sources							
General Fund							
Capital Reserve Fund							
Multi Year Fund							
Debt							
Grants							
Permits/Fees							
Other-TBD							5,000,000
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,000,000</b>
Operating Budget Impact							
Salaries & Benefits							
Materials & Supplies							
Contracts & Services							25,000
Capital Outlay							
Other							
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 25,000</b>

# Capital Improvement Plan

<b>Department:</b>	Cabarrus County Schools	
<b>Function:</b>	Education	
<b>Project Title:</b>	New Weddington Road High School	
<b>Total Cost:</b>	\$ 71,683,002	

**Project Description**  
 The CCS student population continues to grow along with the county's growth. CCS has requested a new high school to contend with the growing population of students. The school will be located on a site purchased on Weddington Road to meet the needs of the student population growth. A study is also taking place to determine the redistricting of several of the current high schools that have reached or surpassed capacity. This school is projected to begin construction in late summer of 2017 with an opening date of August 2019.

**Background & Justification/Status**  
 This high school will help alleviate the population at several high school sites by redistricting students. A study is currently underway to determine the optimum redistricting based on feeder middle schools. After this site is completed, a future high school site is needed and plans are currently in process to locate a site for the next school prior to the remodeling and rebuilding of Central Cabarrus High School on Hwy 49.

**Impact if Not Funded and Maximum Time it Can be Delayed**  
 The impact of not funding this request will be more mobile units for students and earlier lunch schedules as the current facilities cannot accommodate more students in their core facilities.

New Requests				Approved Projects			
Type:	<input type="checkbox"/> New	<input type="checkbox"/> Expansion	<input type="checkbox"/> Replacement	Status:	<input type="checkbox"/> In Progress	<input type="checkbox"/> Complete	
Project Costs	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Planning	FY 2020 Planning	FY 2021 Planning	FY 2022 Planning	Future Years
Planning/Design	3,314,350	200,000					
Land/Acquisition	4,712,145						
Construction		57,220,007					
Building Improvements							
Equipment			4,475,000				
Other	80,000	1,681,500					
<b>Total</b>	<b>\$ 8,106,495</b>	<b>\$ 59,101,507</b>	<b>\$ 4,475,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Funding Sources							
General Fund	20,000						
Capital Reserve Fund	8,086,495	669,250	1,267,250				
Multi Year Fund							
Debt		57,165,007					
Grants							
Permits/Fees							
Other-TBD			4,475,000				
<b>Total</b>	<b>\$ 8,106,495</b>	<b>\$ 57,834,257</b>	<b>\$ 5,742,250</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Operating Budget Impact							
Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# **GENERAL GOVERNMENT**

# Board of Commissioners

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## **MISSION:**

Through visionary leadership and good stewardship, we will administer state requirements, ensure public safety, determine county needs, and provide services that continually enhance quality of life.

## **MANDATE:**

NCGS 153A

## **OVERVIEW:**

The Board of Commissioners consists of a membership of five elected officials who serve as the governing body for Cabarrus County. The board fulfills their role by directing county government through policy development, funding appropriation and appointment of advisory groups. The board establishes the annual property tax rate, approves the budget, and sets policies, goals and objectives directing growth and development; adopts and provides for ordinances, rules and regulations, as necessary, for the public safety and general welfare of citizens; and enters into written contractual or legal obligations on behalf of the County.

## **MAJOR ACCOMPLISHMENTS:**

- Adopted the FY17 budget while maintaining a level tax rate for five consecutive years.
- Continue to improve efforts to provide for the positive economic growth and prosperity of the County by participating in the funding of the Cabarrus Economic Development Corporation and joining the municipalities in investing in economic development.
- Continued Elected Officials Summits, bringing all county and municipal elected officials together on a quarterly basis to discuss current issues and explore opportunities across jurisdictional and political boundaries to address the challenges of a growing and prosperous county.
- Awarded LGFCU Innovation of Excellence award for the Elected Officials Summits.
- Improved working relationships with Boards of Education and City/Town Councils.
- Continued Chair/Vice Chair meetings with school boards
- Purchased school site for central high school location off of Weddington Road.
- Purchased land for the downtown parking deck.
- Continued commitment to communication and transparency efforts through “Out & About” programming and Chairman’s articles.
- Joined the Stepping Up initiative in response to mental illness among jail inmates.

## **CHALLENGES & TRENDS:**

- Ability to react to decisions made by Federal and State legislators that impact local funding for needed programs and services.
- Increasing capital, maintenance and operational needs of Cabarrus County Schools, Kannapolis City Schools and Rowan-Cabarrus Community College.
- Securing land for future public facilities including schools, libraries, parks, etc. in a rapidly developing county.
- Continuing to provide mandated and expected programs and services for a growing community.

# Board of Commissioners

- Identifying new revenue sources to assist in meeting the growing capital and operational needs of our community.
- Increasing youth and senior populations will continue to create additional demands on specific programs and services unique to their age groups.
- Rising mental health needs, including increases among mentally ill jail populations and opioid abuse.

## BUDGET HIGHLIGHTS & CHANGES:

- Board will continue their commitment to the education and involvement of board members through funding for educational opportunities and community engagement events.
- Propose to provide additional recurring funding for school operational and capital needs.
- Secure additional land for future school sites

## BUDGET SUMMARY:

	ACTUAL FY 2016	AMENDED FY 2017	ADOPTED FY 2018	% CHANGE FY 17 to FY 18
<b>EXPENDITURES</b>				
Personnel Services	264,696	268,549	354,016	-
Operations	658,281	708,832	737,363	-
<b>Total Expense</b>	<b>\$922,977</b>	<b>\$977,381</b>	<b>\$1,091,379</b>	<b>11.66%</b>
<b>REVENUES</b>				
Miscellaneous	-	1,000	-	-
<b>Total Revenue</b>	<b>-</b>	<b>1,000</b>	<b>-</b>	<b>0.00%</b>
<b>STAFFING</b>				
FTE Positions	3.00	4.00	4.00	-

\*Administrative specialist position transferred into budget in FY17 in response to a growing workload on the clerk and deputy clerk. Additionally, with the position being located in the County Manager’s Office, this position also provides support to County Manager, Safety and Risk, Communications staff and others.

# Board of Commissioners

## PERFORMANCE SUMMARY:

<b>VISION:</b> Our vision for Cabarrus is a county where our children learn, our citizens participate, our dreams matter, our families and neighbors thrive and our community prospers.	
<b>STRATEGIC GOALS</b>	
Goal 1	<b>Preserve and enhance the quality of life</b> through public policy that promotes cross-jurisdictional collaboration, encourages growth while balancing its impact, and looks ahead to preserve quality of life.
Goal 2	<b>Provide for public safety</b> by communicating preparedness and safety awareness, responding to routine and catastrophic events, and maintaining and restoring the well-being of citizens.
Goal 3	<b>Use resources wisely</b> by seeking to collaborate services, share costs, minimize risk, and protect county assets and investments.
Goal 4	<b>Support community connections</b> through purposeful and strategic communication, enhanced education active community participation, and increased access to and utilization of services.

## PERFORMANCE SUMMARY:

<b>GOAL 1: Preserve and enhance the quality of life</b> through public policy that promotes cross-jurisdictional collaboration, encourages growth while balancing its impact, and looks ahead to preserve quality of life.	
ACHIEVEMENT	OBJECTIVE
SUCCESS	<ul style="list-style-type: none"> <li>• Develop a long-term financial model for providing for the capital needs of schools with a minimum of 10% to be “pay as you go” (meaning 10% of the cost will not be financed). This will work toward a long-term goal of paying for new schools with 20% of construction funds designated as “pay as you go”. Progress continues to be made on this objective. Land, architectural and engineering services, and opening costs are funded with cash. Construction costs are funded through sale of Limited Obligation Bonds and/or General Obligation Bonds. The Board of Commissioners have approved and funded three new schools in FY16.</li> <li>• Begin a comprehensive, sustainable community initiative, with the N.C. Agricultural Development and Farmland Preservation Trust Fund grant proposal as the centerpiece. This initiative will include a plan to “green” County government operations and regulations by employing environmentally friendly practices. Cabarrus County Commissioners and the Soil and Water District are currently working collaboratively to secure additional environmental and agricultural conservation easements. In addition, the Board of Commissioners’ efforts continue to move forward on this objective. Operational processes are evaluated annually to ensure that sustainable practices and purchases are followed in the most cost effective manner.</li> <li>• Approve a financing plan to fund the school systems’ five-year critical needs. The Board of Commissioners have made great progress in meeting the critical needs of the</li> </ul>



# Board of Commissioners

	<p>County’s school systems. Strategic funding plans have been implemented to address capital, maintenance and repair, program expansion, and teacher supplements.</p> <ul style="list-style-type: none"> <li>• Set the tax rate at a level that raises sufficient revenue to meet County needs and goals. The Board has maintained a level tax rate for the last four years while addressing the increasing needs of County government and our public schools. Future capital and operational needs to meet the demands and expectations of our growing county will create financial challenges for our ability to continue to maintain level tax rate.</li> </ul>
PROGRESS	<ul style="list-style-type: none"> <li>• Develop a single comprehensive plan that focuses on sustainability efforts and defines areas for future utility extensions, land uses, and densities consistent with high quality development standards; water use and conservation, (including an agreement with all jurisdictions to reserve an agreed-upon percentage for emergencies or unplanned needs); annexations, road and other transportation improvements, school construction and other public improvements in a collaborative effort involving the public, the County, all municipalities, the school systems and Water and Sewer Authority of Cabarrus County (WSACC). While a single comprehensive plan is the ultimate goal, the Board of Commissioners continue to collaborate with their municipal, educational, and utility partners to address the needs of our growing county. Collaborative efforts to continue to move forward as county and municipal elected officials explore opportunities to meet the basic needs of our existing and future population and improve their quality of life.</li> </ul>
NO DEVELOPMENT	<ul style="list-style-type: none"> <li>• Work with the school boards to determine any advantages in offering more distance learning classes.</li> </ul>

**GOAL 2: Provide for public safety** by communicating preparedness and safety awareness, responding to routine and catastrophic events, and maintaining and restoring the well-being of citizens.

ACHIEVEMENT	OBJECTIVE
SUCCESS	<ul style="list-style-type: none"> <li>• Ask all public safety agencies in the County to assess training facility needs and develop a plan to meet those needs.</li> </ul>
SUCCESS	<ul style="list-style-type: none"> <li>• Complete the National Incident Management report, assess the fire suppression response in the unincorporated areas, identify short comings and provide recommendations for improvement.</li> <li>• Create a regional, redundant 911 Communications System.</li> <li>• Secure National Weather Services’ Storm Ready County designation.</li> </ul>
SUCCESS	<ul style="list-style-type: none"> <li>• Assess school sites for adequate space/access/water supply for emergency and preparedness activities.</li> <li>• Launch the special needs registry to assist citizens in their specific needs during crisis situations.</li> <li>• Complete plan to include public safety message on Channel 22.</li> <li>• Implement a disaster debris management plan to enhance our capabilities to facilitate the performance of county services during and after a debris-generating incident.</li> </ul>

# Board of Commissioners

**Goal 3. Use resources wisely** by seeking to collaborate services, share costs, minimize risk, and protect county assets and investments.

ACHIEVEMENT	OBJECTIVE
SUCCESS	<ul style="list-style-type: none"> <li>Participate in continuing education opportunities for members of the Board of Commissioners to achieve competencies as needed. All of our commissioners continue to expand their knowledge of federal, state, and local issues. Several members are currently pursuing certifications from the North Carolina Association of County Commissioners to improve their ability to govern and lead our community.</li> </ul>
PROGRESS	<ul style="list-style-type: none"> <li>Institutionalize a joint school facilities planning and construction committee and collaborate with the school boards to develop cost-effective and comprehensive construction standards. Also consider alternative uses of school buildings after hours. Positive efforts in this area are underway. Elected officials and staff meeting regularly to discuss these issues and continually search for ways to improve school siting and construction processes.</li> </ul>

**Goal 4. Support community connections** through purposeful and strategic communication, enhanced education active community participation, and increased access to and utilization of services.

ACHIEVEMENT	OBJECTIVE
SUCCESS	<ul style="list-style-type: none"> <li>Educate citizens about county issues.</li> <li>Improve public involvement in decision-making.</li> </ul>
SUCCESS	<ul style="list-style-type: none"> <li>Use the new Community Needs Assessment to guide a collaborative community effort to consider the needs and issues raised by the Assessment. Progress and results will be monitored and refined over time, and the Board of Commissioners will review and update its desired outcomes at least annually. The Cabarrus Health Alliance is preparing a new Community Needs Assessment which will identify economical, educational, and social needs of our community. The Board of Commissioners will participate in that process and strive to address the needs identified to ensure that our citizens and our collective community have opportunities, programs, and services in place to move forward in a positive manner.</li> </ul>
PROGRESS	<ul style="list-style-type: none"> <li>Hold an extensive work session for information gathering and strategy development in the area of economic development. Cabarrus County, all municipalities, and several private entities continue to fund and support the Cabarrus County Economic Development Corporation in their efforts to recruit, expand, and retain valuable businesses within our county.</li> </ul>

# Board of Commissioners

## PERFORMANCE MEASURES: Internal (Departmental)

**Program Goal:** Facilitate effective meetings through keeping board members informed.

**Program Strategy:** To supply the board with agenda packets and minutes in an accurate and timely manner.

MEASURE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET
Regular agenda packets will be distributed (5) calendar days in advance of a regular meeting.	100%	100%	100%
Work session packets will be distributed (5) calendar days in advance of a work session.	100%	100%	100%
Reduce the number of items added to the agenda after initial agenda distribution by 10%.	NEW	37	22

## PERFORMANCE MEASURES: External (Board of Commissioners)

**Program Goal:** Increase efforts to inform our citizens of county government operations and request feedback on current program and services.

### Program Strategies:

- Attend meetings with elected, non-profit, affiliated, and liaison boards and committees.
- Continue community outreach opportunities, such as the “Out & About” programs.
- Continue bi-annual community surveys to receive public input on county programs and services. Identify issues of importance and create plans to address.
- Host quarterly Elected Official Summits.

MEASURE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET
Regularly attend 3 assigned liaison meetings (monthly)	100%	100%	100%
Community Outreach Programs	9	9	9
Conduct bi-annual community survey to monitor effectiveness of programs and services	Complete	N/A	100%
Host quarterly Elected Official Summits	3	3	4
Represent Cabarrus County at legislative and advocacy events (yearly)	NEW	6	6

## DEPARTMENT CONTACT:

Name: Megan Smit

Email: [mismit@cabarruscounty.us](mailto:mismit@cabarruscounty.us)

Phone: 704-920-2109

# County Manager

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## **MISSION:**

To fulfill all statutory responsibilities; to provide the Board of Commissioners sound policy proposals and effectively and efficiently implement the policies it establishes; and to provide leadership to the County organization, ensuring high levels of customer service, job satisfaction and the successful accomplishment of established performance related goals.

## **MANDATE:**

Authorized by NCGS 153A-81 and adopted by the Board of Commissioners, June 1975. Safety and Health programs are mandated by NCGS 95-251. ADA Coordinator designee is mandated by 28 CFR 35.107 American Disabilities Act.

## **OVERVIEW:**

The County Manager is appointed by and responsible to the Board of Commissioners and serves as the Chief Executive Officer of county government. The County Manager is charged with administering all county departments under the general control of the Board of County Commissioners, preparing the annual budget, the five-year financial and capital improvement plans, and overseeing all county expenditures. The Manager serves as a liaison to the public, the county departments that are not under the general control of the Board of Commissioners (i.e. Cabarrus Health Alliance, Register of Deeds, Board of Elections and the Sheriff's Office), and between the county, state, and federal agencies. The Manager provides policy advice and implements the policies established by the Board of Commissioners. Two Deputy County Managers and one Area Manager assist the County Manager in performing these duties.

In addition, the County Manager's office includes Budgeting/Purchasing/Contract Administration, Internal Audit and Risk Management/Safety Services. These functions are not new to the Cabarrus County Budget, however, they have been moved under the administrative oversight County Manager's office due to their significant impact to all county functions.

## **MAJOR ACCOMPLISHMENTS:**

- Prepared and presented FY17 General Fund Budget with no increase in previous fiscal year's tax rate.
- Received the Government Finance Officer's Association's Distinguished Budget Presentation Award for the 19<sup>th</sup> consecutive year for FY17 annual budget document.
- Implemented the ACCELA software within the City of Concord to make the planning and permitting services seamless between the two organizations. Will continue to encourage other municipalities to join the program to improve process throughout the county.
- Evaluated fees for service to ensure that program costs are covered by users of these services. Continue to evaluate program and services for citizen's accessibility, financial stability, and desired efficiencies.
- Worked with the Board of Commissioners to update their Vision, Mission, and Goals statements, as well as, address actions identified in the Board's strategic plan.
- Began selection process for new website design and re-branding projects. Vendors will be selected prior to FY17 year end.
- Contracted a building study to verify square footage and current values for insurance purposes.
- Implemented classification/pay review for general government departments to align class functions and equity within staff.

# County Manager

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- Evaluated new timesheet entry systems to improve overall efficiencies in accumulated time worked by employee.
- Reviewed current Risk Management and Safety Programs. Internal procedures and associated forms have been revised to implement our new direction.
- Formed workplace/active violence committee. Prepared and presented a workplace/active violence course for all county staff.
- Closed the gap on retiree health insurance so that a new employee must work at least 15 years with the County to receive health insurance benefits.
- Successful insurance renewal with minimum changes to the open access plan to reduce cost to the County with only a minor increase in budgetary cost.

## **CHALLENGES & TRENDS:**

- To expand revenue resources through state legislature by requesting authority to hold referendum for an additional ¼ cent sales tax to be used for growing capital needs.
- To meet the fiscal demands of a rapidly growing community and all of its needs while maintaining a responsible tax rate.
- To continue discussing the great needs of our public school systems needs for repair and maintenance funds as well as capital need for current and future facilities.
- Economic Development – provide appropriate funding in conjunction with municipalities and the private sector to operate a successful economic recruitment and business retention program.
- To continue discussion with local jurisdictions about programs offered and services that can be consolidated for the greater good of all organizations.
- Plan for succession of management staff as retirements are probable within the next five years.
- Communication with managers and administrators of other local jurisdictions, non-profit community partners, and private businesses is vital to address the needs of our citizens in the most effective and efficient manner.
- Capital needs for our schools and general county government continue to increase as our population increases annually.
- The County's senior population continues to increase and as a result our programs and services for them must be evaluated to meet their needs and expectations.
- To provide appropriate funding for our schools to meet their current expense and facility maintenance needs.
- There are growing needs regarding mental health services for the county citizens. A committee has been established to address this issue with representatives from law enforcement, courts, schools and other agencies committed to creating an effective plan to respond to the community needs.

## **BUDGET HIGHLIGHTS & CHANGES:**

- Preparing the FY18 budget to meet the projected demands of our growing population and public school needs while maintaining the current tax rate of 70 cents.
- Additional positions are proposed to meet the demands and expectations of a growing and diverse population. The areas of public safety, human services, and culture and recreation are the recipients of the majority of these positions.

# County Manager

- The Five-Year Financial Plan has been created to include the significant capital needs of our schools inclusive of funding for the construction of a new high school, performance learning center, and purchase of land for a new elementary school. The capital needs of general government functions are also part of that plan and include a downtown/courts parking deck and a warehouse with space for school storage needs, county storage needs, IAM offices, emergency equipment staging/storage and fleet maintenance expansion.
- Addition of a Senior Internal Auditor to help the county evaluate services and to aid in grant compliance reporting related to changes being required by state and federal funding authorities.
- Addition of a budget analyst to allow Finance staff to focus on compliance and reporting issues while maintaining a solid budget program based on goals provided by the Board of Commissioners.

## BUDGET SUMMARY:

	ACTUAL FY 2016	AMENDED FY 2017	ADOPTED FY 2018	% CHANGE FY 17 to FY 18
<b>EXPENDITURES</b>				
Personnel Services	820,605	896,363	1,118,367	-
Operations	51,381	50,646	52,152	-
<b>Total Expense</b>	<b>\$871,986</b>	<b>\$947,009</b>	<b>\$1,170,519</b>	<b>23.60%</b>
<b>REVENUES</b>				
<b>Total Revenue</b>	-	-	-	<b>0.00%</b>
<b>STAFFING</b>				
FTE Positions	7.00	8.00	9.00	-

## PERFORMANCE SUMMARY:

### County-wide Goal(s) Supported:

- Use resources wisely and responsibly by protecting assets, minimizing risk, creating partnerships and using technology to maximize the value of County investments, expenditures, and services.

**Program Goal:** To maintain and administer County programs and services as directed by the Board of Commissioners as adopted by the Board of County Commissioners.

### Program Strategies:

- Review County programs, benefits and services for their current effectiveness and efficiency making adjustments as necessary to meet budgetary constraints and citizen expectations.
- Search for alternative ways to collaborate with other governmental agencies and private businesses to administer County programs in a more cost effective manner while meeting the commissioners and our citizens' expectations for effectiveness and efficiency.
- Issue debt for the construction of a new high school, performance learning center, parking deck, and warehouse/office facility for Infrastructure and Asset Management in Fall 2017.

# County Manager

MEASURE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET
Departmental budgets/work plans reviewed	100%	100%	100%
Programs/services reviewed for potential collaboration	3	8	3

**Program Goal:** To review and revise, as appropriate, current Cabarrus County ordinances and administrative policies to ensure that all are current and relevant.

**Program Strategies:**

- Review county operational and land use ordinances and revise as the Board of Commissioners and/or appointed advisory boards direct.
- Review Cabarrus County administrative policies and revise as needed and/or directed by the Board of County Commissioners.

MEASURE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET
# of administrative/board policies reviewed	5	10	10
# of County ordinances reviewed by Board	8	9	12

**Program Goal:** To ensure the continued financial stability for Cabarrus County Government.

**Program Strategies:**

- Budget revenues conservatively and expenditures at estimated actual cost.
- Budget expenditures within revenue anticipated from collections. Review budget and make necessary adjustments throughout the year.

MEASURE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET
Actual revenues exceed 1% of budgeted revenues	Y	Y	Y
Actual expenditures are within 95% of budgeted expenditures	Y	Y	Y

# County Manager

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**Program Goal:** Effectively communicate Board of Commissioners’ goals and policies to department heads and all county employees.

**Program Strategy:** Hold regularly scheduled department head meetings to communicate directly with staff on Board of Commissioner and County Management expectations.

MEASURE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET
Department head and department level meetings held	20	28	24
Department meetings attended	20	24	24

**Program Goal:** Maintain safe county facilities and properties in order to provide a safe working environment for our employees, contractors, vendors, and the general public.

**Program Strategies:**

- Conduct safety inspections at county owned and operated facilities to ensure they are free of hazards.
- Provide employees with proper Personal Protective Equipment (PPE) and conduct training sessions to educate employees on the proper use of the equipment and remain in compliance with established OSHA and related safety standards.

MEASURE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET
# of days employees are out of work due to injury on job	219	239	180
# of facilities inspected	-	30	24
# of risk and safety training classes offered	-	35	35

**DEPARTMENT CONTACT:**

Name: Michael K. Downs  
 Email: [mkdowns@cabarruscounty.us](mailto:mkdowns@cabarruscounty.us)  
 Phone: 704-920-2139



# Communications and Outreach

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## **MISSION:**

Cabarrus County Communications and Outreach Department improves the quality of life of residents in Cabarrus County through strategic communication initiatives. The communications team designs and implements initiatives to educate, inform, and engage. It also builds mutually beneficial relationships and dialogue between Cabarrus County Government and its residents, employees, partner agencies, and the greater community.

## **OVERVIEW:**

The Communications and Outreach office coordinates with County departments to deliver strategic direction and communication support for all County functions, including programs, projects, meetings, services, initiatives, events, deadlines, and crises. The department follows best practices to produce relevant and timely information that engages the public in dialogue through education, public relations, marketing, advertising, and community outreach strategies. This office develops content, provides editorial support, and maintains standards for the County's website, media releases, intranet, internal documents and notifications, and other informational materials for the public, news media, and employees. The communications team utilizes multiple communication channels to deliver messages, including grassroots engagement, mailings, public meetings, web and social media tools, media relations, and television. The team creates award-winning original television programming and video production for Channel 22 and our YouTube channel, including more than 50 original current-event shows each year, historical documentaries, event coverage, public service announcements, and vignettes on County-specific information. The Communications and Outreach staff collaborates with outside agencies, represents Cabarrus County at external functions, and produces events. Communications staffers also serve as the County's Public Information Officers and as liaisons with Emergency Management to coordinate communication services in the event of a community-wide emergency or disaster.

## **MAJOR ACCOMPLISHMENTS:**

- Led the County's first branding campaign. Hired Avant Marketing for the development of a brand platform, and Walker Marketing for the design of the brand identity and associated materials.
- Moved toward adding live streaming capabilities and broadcast equipment. To offset the cord-cutting trend, the department focuses on using more online video delivery methods and subsequent marketing to ensure viewers get information on County programs and services. The enhanced programming capacity will increase our online presence and grow our market share.
- Launched "Journeys," a publication of the County's Aging Strategic Plan. Through storytelling, the publication highlights programs and services available to seniors, including active aging, health and wellness, human services, veterans service, and programs of our partner organizations.
- To reach a growing digital audience, we began offering publications, program guides and monthly newsletters in digital formats with online subscriptions. This also allows for more consistent and professional updates to our website and is easily crossposted to social media in readable formats. Communications offers trainings at the senior centers on how to access and utilize the online publications.
- Provided specialized training for marketing representatives from Active Living and Parks and Libraries. By rolling the ALP/CCPLS marketing budgets into Communications and Outreach and providing additional support, we were able to strategically realign their marketing tactics, design, and distribution methods. This resulted aesthetic improvement, brand consistency, timely distribution, and error reduction.
- Redesigned the Youth Activity Flyer distributed at Cabarrus County Schools to include library information and added distribution to Kannapolis City Schools while maintaining the same program budget.

# Communications and Outreach

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- Continued the new “Out & About” program featuring members of the Cabarrus County Board of Commissioners. The show places commissioners in a discussion with local topic experts to explain hot topics and general information on events, programs and services in our area. The show films on location all over Cabarrus County.
- Worked with Convention and Visitors Bureau on cross-brand awareness as part of their wayfinding project, including the development of an unofficial County logo derived from the CVB logo for use on the wayfinding signs.
- Consistently connected with and improved relationships between the communications office and other departments, agencies, municipalities, and civic organizations.
- Created engaging, dynamic content on our web and social media channels by developing a strategic social media editorial calendar and training staff in other departments. Social media leads focused on delivering an increased number of shorter, more topical feature stories with graphics. This has increased active user engagement on social media, increased visits to news release areas of our website and distributed more information on County programs, meetings, services, initiatives, events, and deadlines.
- Distributed accurate and informative print-ready media releases that outlets place as they receive it. Began sharing scripts written for Cabarrus County Television with a local radio station for daily newscasts.
- Provided extensive communications support to departments for major initiatives, including Election 2016, opening of Wallace Park, foster program, summer reading, Veterans Service promotion, Food for Fines, SHIIP, Humane Society/Sheriff’s Office puppy mill incident, ACCELA, and Hide/Lock/Take. Internally, provided extensive communications support for the AIM program, annual enrollment, electronic W-2 transition, employee appreciation and employee recognition.
- Developed new Government 101 classes that feature knowledgeable presenters who provide interesting, insightful and helpful information on the area of focus through engaging presentations, live demonstrations and operational exercises.
- Developed community outreach initiatives.
- Reclassified the Communications Specialist position as an Outreach Coordinator, adjusting responsibilities to include supporting the County’s Speakers Bureau, presenting regularly to the community and providing support to County events and special programs.

## CHALLENGES & TRENDS:

- With the ever-changing landscape of media, the department continues its work to establish our website, social media outlets, and Channel 22 as the best sources for news about Cabarrus County Government.
- While having to meet digital users, there is also a need to cut through the noise with face-to-face communication. We hope to restart a movement that connects and unites our community, provides shared experiences, and encourages discussion as a way to identify and work toward productive solutions.
- Despite additional staff hours and increased productivity and effectiveness, the Communications and Outreach department’s limited staffing structure hinders its ability to meet the complete needs of the 20 County departments it supports. The department focuses on emergency communications, major program shifts and information that affects the most people. Our most-critical unmet County communications needs are ongoing internal communications, digital content for social media, and ongoing public relations/marketing to improve program participation.
- Consumers are relying more and more on digital media for information consumption, resulting in the need to provide information in more and varied mediums, and respond to requests 24 hours a day.
- New broadcast and editing system training in the short term will reduce time available for producing programs. After staff training, the overall production will be more efficient.

# Communications and Outreach

- In 2015, TimeWarner Cable announced all customers who have a cable line plugged directly into their TV, VCR, DVD recorder, or similar device must pay more to rent digital boxes. The box is necessary to view Channel 22. In October 2013, TimeWarner Cable moved Channel 22 to a digital channel requiring customers to have a digital tabletop box to continue to view Channel 22 on Channel 22. This created extra expense to the customer and required a new technical setup. TimeWarner estimated that approximately 25 percent of their customers would need to receive a digital box. The change created the possibility of Channel 22 losing a number of our viewers. This is a situation that we are continuing to address through education and promotion.

## BUDGET HIGHLIGHTS & CHANGES:

- The Communications and Outreach Department receives an annual revenue of \$532,000 from the cable television state franchise fee.
- The Citizen Survey is included in this year’s budget. This survey is conducted every two years and is designed to identify emerging issues and to gauge citizens’ awareness of and expectations of County services.
- Strategically adding podcasting to our distribution channels. By repurposing our current content, we are able to reach a larger audience in a widely used format.
- The budget includes funding for a FT multimedia journalist. The position will create, review and edit content on the website. This position offers PR support to departments, sends the information to media outlets as press releases, but then creates print and video news stories for us to publish through the web and social media. They will identify and facilitate media interviews, help develop and edit communications, create campaigns, and design collateral materials and advertisements for programs and services. They will help ensure our brand identity is consistent. The role will also help strategically deliver communications messages to employees.

## BUDGET SUMMARY:

	ACTUAL FY 2016	AMENDED FY2017	ADOPTED FY2018	% CHANGE FY17 to FY 18
<b>EXPENDITURES</b>				
Personnel Services	309,975	319,348	414,373	
Operations	69,904	273,741	189,828	
Capital Outlay	85,875	65,000	-	
<b>Total Expense</b>	<b>\$465,754</b>	<b>\$658,089</b>	<b>\$604,201</b>	<b>-8.18%</b>
<b>REVENUES</b>				
Other Taxes	518,335	539,000	532,000	
Other Fin. Sources	-	74,532	-	
<b>Total Revenue</b>	<b>\$518,335</b>	<b>\$613,532</b>	<b>\$532,000</b>	<b>-13.29%</b>
<b>STAFFING</b>				
FTE Positions	4.00	4.00	5.00	

# Communications and Outreach

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## PERFORMANCE SUMMARY:

### County-wide Goal(s) Supported:

- Promote a fully engaged community with a shared understanding of its issues and challenges and working together to achieve its goals.
- Ensure that all citizens have equal opportunity and access to education, health care, and economic prosperity and encourage citizens to fulfill their potential and contribute to their community.

### Program Goals:

- Provide citizens with relevant, timely and accurate information on County programs, services, and decisions.
- Provide citizens and employees with relevant, timely, and accurate information regarding emergency situations.
- Provide County departments with support in producing information, materials, and events for external audiences.
- Provide employees with relevant, timely, and accurate information on internal programs, services and decisions.
- Provide County departments with support in producing information, materials, and events for internal audiences.

**Program Strategy:** Work with departments to develop, administer, and evaluate communications/marketing plans that deliver information on County programs, services, and decisions to targeted internal and external audiences through County communication channels, grass root resources, paid advertisements, and public relations placement.

# Communications and Outreach

MEASURE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET
# Video views per month	5,460	6,344	12,155
# of TV programs produced each year	136	145	183
Average # of staff hours per CTW script	N/A	12	12
% of video projects for clients completed within 15 production days	N/A	100%	100%
# CTW e-newsletter subscribers	2,471	2,359	2,380
Average % of CTW e-newsletters opens per issue	25.1%	25.2%	25%
Average % of CTW e-newsletters clicks per issue	13.8%	16.4%	16%
% of CTW e-newsletters delivered on time	95%	100%	98%
Average # of staff hours per CTW e-newsletter	N/A	5	5
# of @CabarrusCounty Facebook page fans	2,342	3,441	4,188
Average # of @CabarrusCounty Facebook likes per month	20	78	81
Average # of @CabarrusCounty Facebook unlikes per month	1	2	13
Average # of @CabarrusCounty Facebook impressions per month	10,800	33,000	110,751
Average # of @CabarrusCounty Facebook reach per month	N/A	N/A	59,466
Respond to @CabarrusCounty Facebook messages within 24 hours	N/A	100%	100%
# @CabarrusCounty Twitter feed followers	2,480	3,558	4,216
Average # of new @CabarrusCounty Twitter followers per month	72	84	54
Average # of @CabarrusCounty Twitter impressions per month	26,000	42,000	83,258
% of original content promoted in multiple distribution formats	100%	100%	100%
Average # of articles published weekly on CabarrusCounty.us	3	4	3
% of public hearing notices promoted on website/social media at least nine days in advance of hearing	N/A	N/A	30%
% of Cabarrus County Board of Commissioners meeting agendas/action items promoted on website/social media at least three days in advance of meetings	97%	96%	97%
% of Cabarrus County Board of Commissioners meeting action items promoted on website/social media within 48 hours of receipt	N/A	N/A	92%

# Communications and Outreach

% of Cabarrus County Board of Commissioners agenda and regular meetings that are filmed	100%	100%	100%
% of Cabarrus County Board of Commissioners agenda and regular meetings from which staff live tweets	95%	100%	100%
# of staff hours on PR/marketing projects for external-serving departments	226	368	500
% of press releases that meet department standards	100%	100%	100%
% of survey respondents who agree or strongly agree that information from Communications & Outreach is trustworthy	N/A	86%	N/A
% of survey respondents who agree or strongly agree that information from Communications & Outreach is timely	N/A	76%	N/A
% of survey respondents who agree or strongly agree that information from Communications & Outreach is easy to understand	N/A	83%	N/A
% of survey respondents who agree or strongly agree that information from Communications & Outreach has educational value	N/A	75%	N/A
% of survey respondents who agree or strongly agree that information from Communications & Outreach has improved their life or that of someone they know	N/A	53%	N/A
% of survey respondents who are aware of Channel 22	N/A	49%	N/A
% of survey respondents who find programs on Channel 22 entertaining, informative and/or helpful	N/A	67%	N/A
% of survey respondents who rely on Communications and Outreach distribution channels for news and information about Cabarrus County	N/A	Occasionally- 38% Regular basis- 23%	N/A
% of survey respondents who acted on news and information distributed through Communications and Outreach channels	N/A	59%	N/A
% support to County departments with requests	100%	100%	100%

# Communications and Outreach

% of DH survey respondents who agree or strongly agree that Communications & Outreach helps them deliver relevant information	N/A	100%	100%
% of DH survey respondents who agree or strongly agree that Communications & Outreach helps them deliver timely information	N/A	95%	92%
% of DH survey respondents who agree or strongly agree that Communications & Outreach helps them deliver accurate information	N/A	100%	100%
% of DH survey respondents who agree or strongly agree that Communication and Outreach staff produce quality products	N/A	100%	100%
# of staff hours on PR/marketing projects for internal-serving departments	31	75	120
% of major internal-serving County initiatives with communication/marketing plans	N/A	100%	100%
% of emergency notifications responded to within 30 minutes	100%	100%	100%

*Note: Survey refers to the Cabarrus County 2016 Community Survey and DH survey refers to Cabarrus County 2016 Department Head Survey*

**DEPARTMENT CONTACT:**

Name: Kasia Thompson

Email: [kthompson@cabarruscounty.us](mailto:kthompson@cabarruscounty.us)

Phone: 704-920-2336

# Human Resources

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## **MISSION:**

To provide benefits and services for the County workforce to develop an environment that supports high levels of employee satisfaction and engagement and therefore retention.

## **MANDATE:**

Maintaining and monitoring records of applicants and employees including positions, compensation, and benefits as required by County Ordinance, North Carolina General Statute, and Federal Laws.

## **OVERVIEW:**

Human Resources services include: 1) recruitment and referral of job applicants, 2) compensation administration, 3) benefits administration, 4) position control, 5) policy development and interpretation, 6) employee relations, 7) employee performance management, 8) employee and leadership development, 9) record retention and 10) wellness programs including Employee Health & Wellness Center

## **MAJOR ACCOMPLISHMENTS:**

- Completed and implemented salary study with Springsted for multiple departments including Planning, ITS, Finance, ALP, County Manager, etc.
- Worked extensively with the Planning & Development Department and County Management to develop and implement a new incentive pay structure for Codes Enforcement Officers.
- Completed Fair Labor Standards Act exemption audit, made recommendations, and implemented employee classification adjustments.
- Provided support to Sheriff's Office to complete promotion process for first round of Senior Deputies.
- Assisted Emergency Management with hiring and on-boarding process for the first Fire Services employees including classification descriptions and salary levels.
- Worked with Finance and ITS on salary table revisions to correct pay rounding errors.
- Launched health coaching program within Employee Health & Wellness Center (EHWC) and promoted utilization through kick-off campaign.
- Initiated a per-visit fee for HSA participants at the EHWC for legal compliance.
- Piloted Healthy Minds program at the EHWC to provide telephonic coaching and tracking for those needing behavioral health services.
- Worked with Safety/Risk on new hearing conservation program including screening exams for over 500 employees.
- Assisted with numerous assessment processes for new hiring candidates in DHS, ALP, Sheriff, and EMS.
- Assisted with the development and delivery of supervisor and employee training on Workplace and Active Violence for all staff including on-going new employee training.
- Improved training efforts with new ICMI supervisor webinars as available.
- In conjunction with Safety/Risk Management, developed a new Light Duty Policy and form to document and track utilization of light duty assignments.
- Worked with County Manager's Office and Board of Commissioners on major changes to Retiree Health Insurance program.
- Participated in DOT transportation audits and made updates to Drug Free Workplace Policy to improve compliance.
- Assisted with policy development and revisions for Fleet Policy, Workplace, and Active Violence.



# Human Resources

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- Supported EMS in the development of critical incident protocol.
- Implemented EMS pre-employment screening from FMRT Group.
- Worked with EMS on piloting a new Individual Development Plan template.
- Implemented Short Form evaluation template in Laserfiche with the assistance of ITS.
- Currently working on the implementation of the Personnel Status Report (PSR) form with DHS to follow with all other departments.
- Conducted focus groups and began design work on updates to the Employee and Leader Performance evaluation templates.
- Produced 1095C forms for employees as required by Affordable Care Act.
- Offered new employee voluntary insurance benefit for pet insurance.
- Completed the conversion of all EMS employees to 12 hour shifts, which eliminated fluctuating work weeks and updated relevant Ordinance language.

## **CHALLENGES & TRENDS:**

- Requests for additional staff continue in multiple departments including Planning (i.e. economic development continues upward trend in building permits), Human Services (i.e. child welfare and child support both have increasing caseloads and several areas are requesting training resources), ALP, and IAM is tied to opening of Rob Wallace Park.
- Continued increase in employee retirements fueled to some extent by policy changes to retiree health insurance.
- Health insurance renewal continues to rise, but usage of Employee Health & Wellness Center continues to increase. Plan design changes are recommended to lower the renewal for FY18.

## **BUDGET HIGHLIGHTS & CHANGES:**

- Planned addition of a new recruiting position to assist with filling vacancies for volume fills and difficult to fill positions.
- Added two new staff to HR from DHS, which has increased department expenses for travel and training.
- Increased annual salary study expense to include comprehensive table review for this year.
- Reviewing several policies including tuition reimbursement and informal rewards, which may impact budget.
- Requesting additional wellness workout room equipment repairs and new equipment replacement purchases.
- Several items for review and potential inclusion for additional training certification and software purchase for performance evaluations and learning management system.

# Human Resources

## BUDGET SUMMARY:

	ACTUAL FY 2016	AMENDED FY 2017	ADOPTED FY 2018	% CHANGE FY 17 to FY 18
<b>EXPENDITURES</b>				
Personnel Services	469,205	619,190	706,596	-
Operations	151,614	194,120	214,247	-
<b>Total Expense</b>	<b>\$620,819</b>	<b>\$813,310</b>	<b>\$920,843</b>	<b>13.22%</b>
<b>REVENUES</b>				
<b>Total Revenue</b>	-	-	-	<b>0.00%</b>
<b>STAFFING</b>				
FTE Positions	5.00	7.00	8.00	-

## PERFORMANCE SUMMARY:

### County-wide Goal(s) Supported:

- Goal 3 - Use resources wisely by seeking to collaborate services, share costs, minimize risk, and protect county assets and investments.
- Goal 4 – Support community connections through purposeful and strategic communication, enhanced education, active community participation, and increased access to and utilization of services.

**Program Goal:** Improve selection and retention of qualified employees and leaders.

### Program Strategies:

- Expand recruitment efforts through addition of dedicated recruiter to serve those with difficult to fill positions, attend recruitment events such as job fairs, work posting boards, etc. to market open County positions.
- In partnership with hiring managers, work to improve recruitment, selection, and onboarding processes for new employees including improved education for supervisors.
- Provide opportunities for employees to advance internally through posting of opportunities, cross training, and other skill development training.

MEASURE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET
# of average days to fill vacant positions	50	43	40
# of new hires	206	220	225
# of internal promotions	79	81	85

**Program Goal:** Provide education and development opportunities for leaders and staff.

### Program Strategies:

- Increase quality educational opportunities for employees and managers through dedication of an HR resource to employee and leader training and development.

# Human Resources

- Conduct needs survey for supervisors and employees in FY17 to determine areas of greatest need to develop a training plan.
- Provide supervisors with training on new performance evaluation tool.
- Provide training on compliance topics –harassment prevention scheduled for FY18, CPR, and workplace/active violence FY19.

MEASURE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET
# of training hours offered			
<ul style="list-style-type: none"> <li>• Supervising in Cabarrus (completed)</li> </ul>	700 hours 22 participants	N/A	N/A
<ul style="list-style-type: none"> <li>• Supervisor Boot Camp (replaced Supervising in Cabarrus)</li> </ul>	N/A	1,600 hours 50 participants	1,600 hours 50 participants
<ul style="list-style-type: none"> <li>• Workplace/active violence</li> </ul>	1,152 hours 768 participants	TBD tabletop exercise	750 hours 750 participants
Optional training offered (webinars, lunch and learns, etc.)	10 sessions	15	18

**Program Goal:** Provide timely feedback to employees, improve retention rates, and reduce voluntary turnover.

**Program Strategies:**

- Launch new performance evaluation tool for all employees with effective date of 7/1/17. Simplified tool will improve time to complete. Will continue to look at notification process to improve awareness of upcoming review.
- Continue partnership with ITS on workflow forms for all HR processes, building on Personnel Status Report, Light Duty and Evaluation Short Form introduced in FY17.
- Consider ways to provide turnover and exit data to managers to improve voluntary turnover rates.
- Work with departments with high turnover rates on strategies to improve results and to have a more readily available applicant pool for vacancies as they occur.
- Review orientation as part of an onboarding project including new video components. Survey participants for suggestions for improvement.
- Move HR resources to separate, privacy-enhancing location in Human Services building.
- Consider County-wide employee satisfaction or engagement survey versus department specific approach.

MEASURE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET
% of evaluations completed on time	100% Merit reinstated	100%	100%
Successful completion of probationary period	75%*	74%	80%
# of new employees not completing probation	14	5	5
# of total terminations (all except end of probationary period)	169	190	180
# of voluntary resignations	140	155	145
% of turnover for full and part time positions	13.5%	12%	12%

\*60 in 6 months, 20 extended

# Human Resources

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**Program Goal:** Offer employees wellness programming to improve overall health and encourage positive lifestyle choices. Maintain cost of our employee health plan.

**Program Strategies:**

- Move all new hires to Health Savings Account plans effective July 1, 2017. Retirees required to select dependent coverage at time of retirement to eliminate Health Reimbursement Account with traditional/open access plan and raising the deductible by \$500 at the individual level for that plan.
- Increase promotion of health coach resource to improve Assessment Inventory and Monitoring (AIM) results and tobacco discount program.
- Require mandatory employee training on health plan costs and “Ways to Save” in partnership with our broker and plan administrator.
- Consider further plan design changes and motivation strategies to increase utilization of savings accounts associated with the plans.

MEASURE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET
# participating in AIM <ul style="list-style-type: none"> <li>• Employees</li> <li>• Retirees</li> </ul>	1,000 (9 did not) 89 (2 did not)	1,015 (11 did not) 93 (1 did not)	950 90
% of participants <b>not</b> meeting 3/4 AIM measures <ul style="list-style-type: none"> <li>• Employees</li> <li>• Retirees</li> </ul>	24/1,000 6/89	23/911 8/92	30/950 5/90
% meeting 4/4 AIM measures (includes medical exception)	60%	60%	65%
Utilization of health coach appointments (utilized appointments/total # available)	67%	54%	80%
Health coach utilization for tobacco cessation (# finishing program/total # started)	65%	75%	55%
% of participants with positive health changes within 3 months	Not available until 7/17	36%	33%

**DEPARTMENT CONTACT:**

Name: Lundee Covington  
 Email: [llcovington@cabarruscounty.us](mailto:llcovington@cabarruscounty.us)  
 Phone: 704-920-2827

# Tax Administration – County Assessor & Land Records

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## **MISSION:**

Through innovation, dedication, professionalism, and good stewardship, we will administer the listing and assessment of all taxable property according to State law, County Policy and our adopted Schedule of Values while maintaining equity and fairness to the citizens of Cabarrus County.

## **MANDATE:**

Administer the listing, appraisal, and assessment of all real, personal property, and motor vehicles within the County; reappraise all real property every four years. Mandated by the North Carolina Machinery Act and performed in accordance to the County's adopted Schedule of Values.

## **OVERVIEW:**

We accomplish required tasks via three divisions within the department: Land Records, Real Property and Personal Property.

The Land Records Division is responsible for the cadastral mapping utilizing Geographic Information System (GIS) software to maintain an inventory of the real property within Cabarrus County, as required by North Carolina General Statute to maintain a permanent listing system.

The Real Property Division is responsible for the assessment valuation and appraisal of all real estate in Cabarrus County. During each Revaluation Project we develop and create a Schedule of Values and Standards and Rules, which are duly adopted by the County Commissioners to be used by the County appraisers to value each real estate property in the County.

The Personal Property Division is responsible for the listing, assessment, and discovery of property in Cabarrus County that is taxable but not considered to be real estate.

## **MAJOR ACCOMPLISHMENTS:**

In addition to meeting the department's many complex statutory mandates while maintaining equity and fairness through innovation, dedication, professionalism, and good stewardship; the department accomplished several additional initiatives:

- Transferred and mapped 9,673 recorded documents and 265 recorded subdivision plats related to real property. Total exclusions on record: 2204 Homestead (real property), 92 Homestead (mobile home), 343 disabled Veterans, and 1 Circuit Breaker deferment.
- Completed processing conveyances for two major road corridor widening projects with the North Carolina Department of Transportation; Interstate 85 and Highway 3.
- Efficiently processed all documents recorded with the Register of Deeds in order to maintain correct ownership records of all Real Property.
- Successfully defended the results of the 2016 Countywide Revaluation Project through the appeals process, maintaining fair and equitable values while addressing the concerns of taxpayers.
- Managed to efficiently update real property changes during a period of rapid construction growth.

# Tax Administration – County Assessor & Land Records

- Staff has purposefully worked with License Plate Agencies in order to reduce errors and adjustments regarding the State Tax and Tag System (for the billing and collection of motor vehicle taxes). The County migrated to this statewide platform beginning with motor vehicle renewals in September 2013 and in its third full fiscal year ending 6/30/17 the department is experiencing significant improvements due to these efforts.
- Conducted an effective business personal property audit program resulting in our business appraisers generating discoveries on approximately 800 abstracts (current year and up to previous five tax years) totaling approximately \$80,000,000 in additional assessed value for CY 2016.
- Currently implementing the scanning project with live data in order to accommodate the envisioned goal of utilizing automation to expedite our listing process.
- Expanded the Real Property Division Staff, adding 1 Commercial Appraiser and 1 Residential Appraiser. Allowing the division to establish the goal of review all properties every eight years. This also establishes a staff capable of performing a revaluation every 4 years without adding temporary support.

## CHALLENGES & TRENDS:

- The Real Property Division has begun implementing a strategic plan to inspect each real estate parcel in the county over an 8 Year cycle, which should increase our typical inspection production from 5% per annum to 12.5% per annum.
- Continued development with our software vendor to enhance the collection of field data using a mobile application of our valuation software.

## BUDGET SUMMARY:

	ACTUAL FY 2016	AMENDED FY2017	ADOPTED FY2018	% CHANGE FY17 to FY 18
<b>EXPENDITURES</b>				
Personnel Services	1,930,494	1,894,167	2,000,394	-
Operations	229,418	311,435	250,631	-
<b>Total Expense</b>	<b>\$2,159,912</b>	<b>\$2,205,602</b>	<b>\$2,241,854</b>	<b>1.64%</b>
<b>REVENUES</b>				
Sales & Services	742	500	500	-
Other Fin. Sources	-	6,240	-	-
<b>Total Revenue</b>	<b>\$742</b>	<b>\$6,740</b>	<b>\$500</b>	<b>-92.58%</b>
<b>STAFFING</b>				
FTE Positions	30.00	29.00	29.00	-

## PERFORMANCE SUMMARY:

### County-wide Goal(s) Supported:

- Use resources wisely and responsibly by protecting assets, minimizing risk, creating partnerships and using technology to maximize the value of County investments, expenditures and services

# Tax Administration – County Assessor & Land Records

## Program Goals (Land Records):

- Maintain an accurate and up-to-date database of real estate property in Geographic Information System (GIS) technology.
- Maintain an accurate and up-to-date database of real estate property ownership accounts.
- Complete the processing of all applicable documents from the Register of Deeds office by January 27, 2017 in order to provide accurate records for the Real Property division’s appraisals.

## Program Strategies (Land Records):

- Review daily, all documents recorded in the Register of Deeds and determine which pertain to property transfers and mapping splits that require mapping.
- Enter transfers into the database and assign property splits to the GIS Mapping staff for parcel mapping and processing.
- Process mapping of recorded Subdivision plats within 10 business days.
- Process deeds requiring parcel mapping in 30 business days and deeds not requiring mapping within 10 business days.

MEASURE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET
Complete splits and transfers	1/26/2016	2/1/2017	1/26/2018
Straight Transfers entered in the database within 10 days	99%	99%	99%
Mapping of Subdivision Plats within 10 business days	97%	97%	97%
Deeds requiring mapping in 30 business days	95%	95%	95%

## Program Goals (Real Property):

- Complete the appraisal of real property splits, new construction, and informal reviews by February 1, 2018 while maintaining our assessment ratio in line with market conditions, in order to maintain an accurate and up-to-date database of real estate properties.
- Inspect properties in review of listing data in order to perform an ongoing Octennial Review of all properties.
- Maintain an accurate sales database by attempting to verify all sales each year using MLS, Co-Star, sales questionnaires, and public contact.
- Successfully defend the valuations established in the 2016 revaluation project as well as changes made since through the appeals process.

## Program Strategies (Real Property):

- Review all building permits and real property changes listed on the annual listing form yearly. Accurately list and assess all new construction and land changes insuring consistency with other property in the neighborhood

# Tax Administration – County Assessor & Land Records

- Review existing improvements using oblique imagery, taxpayer interviews and field visits in order to inspect each property during an eight year cycle
- Properly analyze and address all taxpayer concerns submitted through appeals to ensure and accuracy and consistency within assessment.

MEASURE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET
# of properties reviewed per year during non-revaluation year	5,100 (revaluation year)	12,000 (14% of all properties)	10,750 (12.5% of all properties)
Assessment ratio (All Property Types)	98.99%	93.1%	93%-108%
Coefficient of dispersion (Statistical measure of overall assessment accuracy)	5.7%	14%	<15%

## Program Goals (Personal Property):

- To list and assess assets in a timely, accurate and equitable manner; to perform sufficient audits and discoveries to facilitate taxpayer compliance; and effectively administer the Incentive Grant Program
- Perform audits at a rate on par with the prior year while administering Incentive Grants which have grown in number and complexity

## Program Strategies (Personal Property):

- Perform desk audits on selected accounts and shift more complex audits to our staff auditor and contract auditors. Selection criteria may include: no changes in assets reported from year to year, insufficient assets reported as compared to similar businesses, comparison and identification of businesses filing to independent sources such as NC Secretary of State.
- Maintain and budget for all Incentive Grants. Audit all Grantees to assure listing compliance and accurate assessments.
- Perform approximately 50 to 75 staff audits and request and review 20 to 25 contract audits each year as well as performing a hundred or more desk reviews by appraisers in order to enforce listing compliance.
- Send pre-printed listing information to the taxpayers in our tax system on December 31, 2017.
- Review and accurately enter listing forms as they are received from the taxpayers, numbering to 6200 plus business listings and 13,000 plus personal property listings by June 2017.

MEASURE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET
# of average motor vehicles assessed per month	15,195	15,772	15,810
# of average business personal audits per month	8.83	6.42	7

## DEPARTMENT CONTACT:

Name: David Thrift

Email: [mdthrift@cabarruscounty.us](mailto:mdthrift@cabarruscounty.us)

Phone: 704-920-2186



# Tax Administration – Tax Collection

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## **MISSION:**

Through innovation, dedication, professionalism, and good stewardship, use all means to collect property taxes and other revenue as mandated by the North Carolina Machinery Act and the Cabarrus County Board of Commissioners.

## **MANDATE:**

Administer and coordinate the collection of property taxes, delinquent taxes, and other revenue as mandated by the North Carolina Machinery Act.

## **OVERVIEW:**

We ensure the collection of all current, delinquent, and gross receipt taxes for the County, contracted municipalities, and special districts. We are responsible for accepting payments, assisting taxpayers, attorneys, and other customers; enforcing collection through bank attachments, garnishments, foreclosures, debt set-off program, and Sheriff warrants; balancing cash drawers and depositing all moneys received daily; filing bankruptcy and receivership claims upon notification from Federal and State courts; issuing mobile home permits, maintaining and updating accounts receivables files, releases, proration, and refunds; maintaining daily and monthly reports for Finance; and maintaining and reporting lockbox postings and credit card postings to Finance. Prepare agenda item requests for the Board of Commissioners and prepare information for budget purposes.

## **MAJOR ACCOMPLISHMENTS:**

The foreclosure program continues to flow smoothly with accounts being submitted and redeemed from foreclosure attorney prior to auction date. Our previous fiscal year collection was \$844,993.83 and to date, we have collected more than 50% of previous year total at \$468,267.20.

- In conjunction with IAM, Risk and Safety, and IT, completed a remodel of the Collections frontline operations with safer and more ergonomically efficient design benefitting both the customer and employee. With support of Land Record and Revaluation, we transitioned frontline staff to continue to provide top notch customer service while frontline was unavailable to public.
- Continue to use and expand on NC General Statute collections methods by completing a mass effort utilizing NC Department of Treasury Unclaimed Cash to clear up delinquent motor vehicle bills, mobile homes and personal property from 2010- 2014. This effort garnered \$36,800 in revenue.
- NC certification of two deputy collectors.
- Automated mail processes to increase efficiency at a reduced cost.

## **CHALLENGES & TRENDS:**

- Requested credit card vendor and software upgrades/enhancements.
- There are still outstanding motor vehicle debt (2012- 2014) that have received the gamut of collections efforts but still seem to be uncollectable. We are especially concerned about the viability of the Sheriff Warrant program.
- In jurisdictions that we do not collect for, there is a duplication of efforts and increased fees, which results in additional cost to the taxpayer.

# Tax Administration – Tax Collection

## BUDGET HIGHLIGHTS & CHANGES:

- Continue to provide both superior and knowledgeable customer service to the citizens of Cabarrus County with a high level of professionalism.
- Continue to strive for the 99% collection rate.
- Change credit card vendors to offer card capability and ability to retrieve and print PDF copies of tax bills.
- Work with Bitek to improve and streamline current collections efforts like mass garnishments and other manual processes.

## BUDGET SUMMARY:

	ACTUAL FY 2016	AMENDED FY2017	ADOPTED FY2018	% CHANGE FY17 to FY 18
<b>EXPENDITURES</b>				
Personnel Services	505,224	516,776	539,802	-
Operations	440,248	461,236	446,688	-
<b>Total Expense</b>	<b>\$945,472</b>	<b>\$978,012</b>	<b>\$986,490</b>	<b>.87%</b>
<b>REVENUES</b>				
Sales & Services	298,319	265,240	245,240	-
Miscellaneous	25,629	-	-	-
<b>Total Revenue</b>	<b>\$323,948</b>	<b>\$265,240</b>	<b>\$245,240</b>	<b>-7.54%</b>
<b>STAFFING</b>				
FTE Positions	10.00	10.00	10.00	-

## PERFORMANCE SUMMARY:

### County-wide Goal(s) Supported:

- Use resources wisely and responsibly by protecting assets, minimizing risk, creating partnerships, and using technology to maximize the value of County investments expenditures and services.

**Program Goal:** To decrease the number of delinquent accounts.

**Program Strategy:** Optimize payment plans, garnish wages, attach property, rentals, accounts, Sheriff's warrants, debt setoff against state income tax refunds, Escheats, interdepartmental resources (i.e. ITS, accounting, assessor's and revaluation) and foreclosures.

MEASURE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET
Delinquent taxes collected	\$1,394,076	\$2,441,962	\$2,000,000
Garnishments/bank attachments processed (volume)	3,893	5,492	4,000

# Tax Administration – Tax Collection

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**Program Goal:** To maintain property tax collections utilizing all remedies available.

**Program Strategy:** Enhance our use of our software through expanded use of the workflow system and automated garnishments.

MEASURE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET
Collection % (real/personal)	98.19%	98.69%	99%
% budgeted collection delinquent (real/personal)	104.04%	110%	110%

## DEPARTMENT CONTACT:

Name: David Thrift

Email: [mdthrift@cabarruscounty.us](mailto:mdthrift@cabarruscounty.us)

Phone: 704-920-2186

# Board of Elections

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## **MISSION:**

To promote consistent administration and equal application of all elections and campaign finance laws; to conduct honest, impartial, free, accurate, and efficient elections.

## **MANDATE:**

NCGS163 and other statutes as applicable to elections, Federal NVRA 1993, Federal Help America Vote Act of 2002, Federal Statutes, and NC Administrative Code Title 8.

## **OVERVIEW:**

The Board of Elections is responsible for conducting elections for Federal, State, and County offices; Cabarrus County and Kannapolis City Boards of Education; the Cabarrus County Soil and Water Conservation District Board of Supervisors; offices for six (6) municipalities; constitutional amendments, bonds and other special referenda. The Board administers the State election laws, including the Campaign Finance Reporting Act. This Board is mandated by North Carolina laws under NC General Statute 163, NC Administrative Code, Federal NVRA 1993, Federal Help American Vote Act of 2002, and UMOVA Act of 2011 effective January 1, 2012. The Board is mandated by North Carolina laws to conduct the elections as if 100% of the voters turned out to vote. Elections are administered and budgeted on a four (4) year cycle. The Board of Election's principal functions are conducting elections, establishing election precincts and voting sites; maintaining voter registrations and following National Change of Address (NCOA) procedures to insure mailings are accurate; administering candidate office filings; ballot preparation; and conducting one-stop absentee voting.

## **MAJOR ACCOMPLISHMENTS:**

- 93,227 ballots were cast in the November 2016 Presidential election. Cabarrus County had a 71% voter turnout rate. Over half of these ballots were cast in the four successful Early Voting sites with over 20,000 ballots at the Board of Elections office.
- Five weeks of Precinct Official training resulted in the training and deployment of over 500 workers for Election Day. None of the 46 precincts had any issues or incidents with voters or voting equipment. All precincts operated with electronic poll books.
- The NC Voter ID law implemented for the 2016 Primary was overturned for the general election in August 2016 and through training all precinct officials were trained on the proper methods to deal with the questions and backlash of the court decision.
- The challenges presented post-election due to the lawsuits filed in regards to the recount were all successfully met on time and with complete accuracy.
- Enhancements and posting of more comprehensive materials on the website are providing the public with precise and real-time voter information.

# Board of Elections

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## CHALLENGES & TRENDS:

- Election laws are constantly changing and our staff must be educated on all laws with respect to the election process.
- The Board of Elections staff must insure that every precinct official is informed of all election laws that pertain to the Election Day process and trained to interpret and implement them.
- The greatest challenge is recruiting capable, dedicated precinct officials. The precinct officials are the people that deal most directly with the voters and must be knowledgeable and personable. They must also be well prepared to handle any incidents that may arise due to an increase in media hype regarding elections.
- Our office must reach out to the community in an effort to recruit precinct officials that reflect the County’s shifting demographics.
- The Board of Elections must keep current with the latest technological advances with respect to voting equipment and create training for the precinct officials regardless of their level of technical expertise.

## BUDGET HIGHLIGHTS & CHANGES:

- Increase in the FY 18 budget relates to the schedule of elections including three and possibly four elections.
- The County will be partially reimbursed for the 2017 Municipal election.

## BUDGET SUMMARY:

	ACTUAL FY 2016	AMENDED FY 2017	ADOPTED FY 2018	% CHANGE FY 17 to FY 18
<b>EXPENDITURES</b>				
Personnel Services	552,223	586,484	785,075	-
Operations	374,366	420,777	565,853	-
<b>Total Expense</b>	<b>\$926,589</b>	<b>\$1,007,261</b>	<b>\$1,350,928</b>	<b>34.12%</b>
<b>REVENUES</b>				
Sales & Services	104,295	-	-	-
<b>Total Revenue</b>	<b>\$104,295</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>STAFFING</b>				
FTE Positions	7.755	7.755	8.420	-

## PERFORMANCE SUMMARY:

### County-wide Goal(s) Supported:

- Support community connections through purposeful and strategic communication, enhanced education, active community participation, and increased access to and utilization of services.
- Use resources wisely by seeking to collaborate services, share costs, minimize risk, and protect County assets and investments.

# Board of Elections

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**Program Goal:** Ensure that all citizens have equal opportunity and access to the polls and to ensure all rules and regulations are consistent.

**Program Strategies:**

- Provide available polling sites and early voting sites (46 polling sites and 3 early voting sites for the 2016 General Election)
- Use County resources to include more human interest stories in newspaper, increase September Registration Drives and increase public appearances at civic organizations

MEASURE	2016 PRIMARY	2016 PRESIDENTIAL ELECTION	2017 MUNICIPAL ELECTION
# of new Precinct Officials	73	148	25
# of registered voters	122,750	132,545	100,000
% of turnout of eligible voters	35	71	10
# of annual and civic registration drives	1	1	1
% of precincts using computers on election day	100	100	100
# of new registered voters from annual and civic registration drives	25	100	25
# of complaints and protests to the Board	0	1	0

**Program Goal:** Educate staff and volunteers on election process and increase number of precinct officials available. This should lessen the number of provisional votes as precinct officials are educated on correct processes.

**Program Strategy:** Host various training classes teaching staff and volunteers proper procedure during elections. 100% of our staff and precinct officials will be trained prior to the 2016 Presidential Election. Each person should attend at least 2 training sessions.

MEASURE	2016 PRIMARY	2016 PRESIDENTIAL ELECTION	2017 MUNICIPAL ESTIMATE
# of provisional votes	1,663	1,883	65
# of training classes offered to precinct officials	23	36	46
# of precinct officials working during the election	365	517	300
# of training classes that staff attended	2	3	3

# Board of Elections

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**Program Goal:** To ensure accurate election results by diligently testing each election tabulation machine prior to each election and training precinct workers on reconciliation of ballots.

**Program Strategy:** 100% accuracy for all elections.

MEASURE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET
% accuracy in state mandated audit performed for each election	100%	100%	100%
% accuracy in high speed 60 day sort of ballots in comparison to election night results	100%	100%	100%

**DEPARTMENT CONTACT:**

Name: Carol Soles, Director

Email: [clssoles@cabarruscounty.us](mailto:clssoles@cabarruscounty.us)

Phone: 704-920-2860

# Register of Deeds

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## **MISSION:**

To maintain and preserve current and historic records entrusted to our office in the manner prescribed by the North Carolina Statutes. To provide polite, knowledgeable, and timely service to those who use our office.

## **MANDATE:**

North Carolina Constitutional Office operating pursuant to Chapter 161 of the North Carolina General Statutes.

## **OVERVIEW:**

The Register of Deeds Office operates under the North Carolina General Statutes and several county resolutions. The Register is the legal custodian of and is responsible for accurately recording, indexing, storing, and preserving records of Cabarrus County births, deaths, marriages, veteran discharges, notary publics, condo plans, subdivision maps, and all other land related documents. Land record documents include deeds, deeds of trust, contracts, etc. This office also prepares paperwork for amendments of birth and death certificates.

## **MAJOR ACCOMPLISHMENTS:**

- Increased utilization of E-recording by patrons to approximately one half of all land records recorded. E-recording is the process of accepting presentation of land records for recordation online as well as receiving all recording fees and excise taxes associated therewith electronically.
- New employee successfully completed the Register of Deeds course conducted by the University of North Carolina School of Government in Chapel Hill.
- Two staff members achieved certification status by the North Carolina Association of Register of Deeds. Currently certified staff maintained certification by the North Carolina Association of Register of Deeds by attending state sponsored workshops and schools
- Land records presented for recordation are now simultaneously scanned and returned to the presenter. Formerly these documents were retained for scanning at a later time and returned or mailed days later.

## **CHALLENGES & TRENDS:**

- To continue implementation of technology upgrades, including exploration of the process of ordering vital records online.

## **BUDGET HIGHLIGHTS & CHANGES:**

- Revenues for the office will increase slightly from FY16 based on expected economic growth.



# Register of Deeds

## BUDGET SUMMARY:

	ACTUAL FY 2016	AMENDED FY 2017	ADOPTED FY 2018	% CHANGE FY 17 to FY 18
<b>EXPENDITURES</b>				
Personnel Services	461,280	464,222	498,541	-
Operations	77,276	80,882	82,127	-
<b>Total Expense</b>	<b>\$538,556</b>	<b>\$545,104</b>	<b>\$580,668</b>	<b>6.53%</b>
<b>REVENUES</b>				
Fees & Other	2,491,418	2,372,500	2,811,750	-
Sales & Services	10,186	9,000	9,500	-
<b>Total Revenue</b>	<b>\$2,501,604</b>	<b>\$2,381,500</b>	<b>\$2,821,250</b>	<b>18.46%</b>
<b>STAFFING</b>				
FTE Positions	8.00	8.00	8.00	-

## PERFORMANCE SUMMARY:

### County-wide Goal(s) Supported:

- By increased use of E-recording the Register of Deeds office used resources wisely and responsibly by protecting assets, minimizing risk, creating partnerships and using technology to maximize the value of County investments expenditures and services.
- By adding vital record information to our website the Register of Deeds office supported community connections, enhanced education, active community participation, and increased access to and utilization of services.

### Program Goals:

- Accurately and expeditiously record and maintain all records as required by our statutory mandate
- Maintain and document records without error.

**Program Strategy:** Maintain the level of competence, courtesy, and efficiency that the office has historically displayed.

MEASURE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET
# of births	2,872	2,895	3,000
# of deaths	1,880	1,773	1,800
# of marriage licenses issued	1,582	1,656	1,700
# of certified copies of births, deaths, and marriage certificates issued	21,037	21,448	21,000
# of notary oaths	682	715	690
# of subdivision maps/condo plans	267	297	280
# of military discharges filed	28	53	30
# of land record documents recorded	33,207	35,324	37,000

# Register of Deeds

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**Program Goal:** To implement technology upgrades that will improve services and help achieve efficiencies in productivity.

**Program Strategies:**

- Full utilization of our marriage kiosk and remote site marriage applications.
- Raise awareness of and encourage increased use of our E-recording capability.

MEASURE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET
# of E-recording documents filed electronically	11,190	15,185	17,500
Excise taxes and recording fees received electronically through E-recording	\$1,677,221	\$2,441,596	\$2,500,000

**DEPARTMENT CONTACT:**

Name: Wayne Nixon

Email: [mwnixon@cabarruscounty.us](mailto:mwnixon@cabarruscounty.us)

Phone: 704-920-2112

# Finance

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## MISSION:

The mission of the Finance Department is to prudently manage financial operations by recommending and implementing fiscal policies that provide proper stewardship of public funds. Staff members are committed to providing accurate, timely, and useful information and services to our internal and external customers.

## MANDATE:

North Carolina General Statute 159 mandates specific functions relating to budgets, capital reserve funds, and fiscal control, all of which are the responsibility of the Finance Department.

## OVERVIEW:

The Finance Department is responsible for managing all fiscal affairs of the County and providing financial and administrative support to the operating departments. Activities include accounting, accounts payable and receivable, payroll, debt administration, investment, capital asset control, and financial planning and reporting.

## MAJOR ACCOMPLISHMENTS:

- Maintained General Obligation bond ratings AA+ (Standard & Poor's), Aa1 (Moody's), and AA+ (Fitch)
- The Comprehensive Annual Financial Report (CAFR) for the year ending June 30, 2016 was issued and Martin Starnes & Associates, CPA, PA, a firm of licensed certified public accountants, concluded that the County's financial statements were presented fairly in all material respects with Generally Accepted Accounting Principles (GAAP).
- Received the Government Finance Officers Association's (GFOA) Certificate of Achievement for Excellence in Financial Reporting for the 31<sup>st</sup> consecutive year for the June 30, 2015 CAFR.
- Increased investment portfolio by 44% in order to generate more investment earnings.
- Participated in the implementation of Central Permitting where Cabarrus County and the City of Concord can conduct business in one location for planning services.
- Increased electronic submission of W-2 forms to employees, which decreased printing time and the number of forms used.
- Successfully converted the Landfill billing process to our current financial software eliminating the need for a separate software.
- Implemented invoicing miscellaneous receivables in our current financial software

## CHALLENGES & TRENDS:

- Changes in Pension Accounting and Reporting requirements.
- Began implementation of the Uniform Grant Guidance (UGG).
- Increased dependence on technology.
  - Challenge: So reliant on technology, it can be difficult when technology is down or unavailable, or preparing for an upgrade.
  - Trend: Helps streamline processes to become more efficient.
- Working with schools and county departments to provide for capital needs in a timely manner.

# Finance

## BUDGET HIGHLIGHTS & CHANGES:

- Maintained expenditures while providing additional services.
- Increased the budgeted General Fund investment earnings by 79%.

## BUDGET SUMMARY:

	ACTUAL FY 2016	AMENDED FY 2017	ADOPTED FY 2018	% CHANGE FY 17 to FY 18
<b>EXPENDITURES</b>				
Personnel Services	759,120	750,924	774,603	-
Operations	144,161	146,855	153,070	-
<b>Total Expense</b>	<b>\$896,281</b>	<b>\$897,779</b>	<b>\$927,673</b>	<b>3.33%</b>
<b>REVENUES</b>				
Interest on Investments	317,985	280,000	500,000	-
<b>Total Revenue</b>	<b>\$317,985</b>	<b>\$280,000</b>	<b>\$500,000</b>	<b>78.57%</b>
<b>STAFFING</b>				
FTE Positions	11.80	9.80	9.80	-

## PERFORMANCE SUMMARY:

### County-wide Goals Supported:

- Use resources wisely by seeking to collaborate services, share costs, minimize risk, and protect county assets and investments.

**Program Goal:** Safeguarding and minimizing the risk of loss of capital assets

**Program Strategy:** Account for the existence of capital assets by completing random physical inventories by department

MEASURE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET
% Capital assets audited by department	33%	36%	25%

**Program Goal:** Strengthen business processes in order to ensure accountability and proper stewardship of public resources.

**Program Strategy:** Provide a review, evaluation, and improvement plan for internal control procedures in the areas of cash receipts, cash disbursements, payroll, and grants.

MEASURE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET
# of internal control areas to review	5	5	3

# Finance

**Program Goal:** Maintain an appropriate unassigned fund balance and exceptional bond ratings from outside bond rating agencies.

**Program Strategies:**

- Maximize revenues and control expenditures in order to meet the requirements of the County’s unassigned fund balance policy.
- Receive lower interest rates on debt issuances by providing the lowest cost of debt to taxpayers and receiving exceptional bond ratings.

MEASURE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET
Unassigned fund balance as a % of general fund expenditures based on previous fiscal year	15.6%	21.6%	15%
GO bond ratings:	-	-	-
Moody’s	Aa1	Aa1	Aa1
Standard & Poor’s	AA+	AA+	AA+
Fitch	AA+	AA+	AA+

**Program Goal:** Provide transparent, accurate, and timely financial information to taxpayers, bond holders, and other interested parties.

**Program Strategies:**

- Prepare, submit, and publish the County’s Comprehensive Annual Financial Report (CAFR) in a timely manner.
- Receive the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA).
- Prepare and submit accurate external federal and state reports by established deadlines in order to comply with regulatory requirements.
- Provide monthly financial report to Board of Commissioners and public.

MEASURE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET
Submit previous fiscal year CAFR to LGC by Oct 31 <sup>st</sup> (Dec 1 <sup>st</sup> – FY 17 CAFR)	YES	NO*	YES
Submit previous fiscal year CAFR to the GFOA by December 31 <sup>st</sup>	YES	YES	YES
Receive GFOA’s Certificate of Achievement for Excellence in Financial Reporting for previous fiscal year	YES	YES	YES
Submit federal and state reports by established deadlines	100%	100%	100%
Provide monthly financial report to BOC and public	100%	100%	100%

\* FY 16 CAFR was submitted to the LGC on December 9, 2016 due to DHS program compliance finding related to internal controls.

# Finance

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**Program Goal:** Efficiently process timely payments to vendors.

**Program Strategy:** Improve efficiency of accounts payable processing by setting up new vendors to receive payments by electronic fund transfer (EFT).

MEASURE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET
% of new vendors set up to receive payments by EFT	NEW	90%	90%

**Program Goal:** Increase the efficiency of the preparation and distribution of Form W-2s to employees

**Program Strategy:** Improve efficiency of the Form W-2 process by increasing the number of employees electing to receive Form W-2 electronically by educating current employees and informing new employees during the orientation process of the benefits of choosing electronic delivery

MEASURE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET
% increase of employees who elect to receive W-2 form electronically	N/A	88%	15%

**DEPARTMENT CONTACT:**

Name: Susan Fearington

Email: [sbfearington@cabarruscounty.us](mailto:sbfearington@cabarruscounty.us)

Phone: 704-920-2894

# Information Technology Services

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## **MISSION:**

Cabarrus County Information Technology Services (ITS), a nationally recognized organization aligns with customers across county government and throughout the community to deliver quality technology services. ITS fosters a culture of innovation while providing access to information resources, promoting enterprise information processes, and protecting information integrity.

## **MANDATE:**

Although Information Technology Services is not directly mandated, it does support every mandated and non-mandated service offered by the County.

## **OVERVIEW:**

Cabarrus County government relies on technology to support public safety, improve business processes, provide public services, interact with its citizens, and collaborate with other government entities. Electronic communications and web based delivery of governmental services are now a business requirement and citizen expectation. Two of the County's most valuable assets are its reputation and data.

The four divisions of ITS, Technical Architecture Services, Business Systems and Data Services, Network and Communication Services, and Customer Support Services, focus on the protection of digital information, access to information, and providing enterprise technology services to assist departments in achieving the mission of County government.

## **MAJOR ACCOMPLISHMENTS:**

- Center for Digital Government (CDG) and the National Association of Counties (NACo) 2016 Digital Counties Survey winner. The award recognizes leading examples of counties using technology to improve services and boost efficiencies. Cabarrus County placed 6th, earning a top ten ranking for four years in a row in the 150,000-249,999 population category. Cabarrus previously ranked 2nd in 2014, 7th in 2015, 8th in both 2012 and 2013.
- 911 upgrade for the Cabarrus Sheriff's Department, Concord Police, and Kannapolis Police Departments.
- Kannapolis Police 911 moved to the new City Hall.
- Added the Historic Cabarrus Courthouse to County Network for internet connectivity.
- Standardized DHS conference and training rooms with wireless access and smartboards.
- Converted Arena and Fair grounds to Voice over Internet Protocol (VoIP) phone service.
- Implemented interagency 911 regional backup solution for Union and Rowan Counties.
- Compass Pilot's NC Fast Import program allows the Economic Services Division to enter client information and import information and appointments which eliminates duplicate entry and improves data integrity.
- Multiple Laserfiche digital HR/Payroll forms created with autofill of data from the Enterprise Resource Planning (ERP) system to adjust workflow and streamline processes.
- Implementation of a new Sheriff's Department web-portal application to log, analyze, and report School Resource Officer interactions.
- Upgrade and expansion of wireless network infrastructure for increased security and capacity.
- Upgrade of wireless infrastructure at Kannapolis City schools for increased security and capacity.
- Migration to Office 365 for improved mobility, security, and spam filtering.
- Migration to new library system for increased staff functionality and improved customer experience.
- Implementation of Citizen Transparency Portal to County's financial data.

# Information Technology Services

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## CHALLENGES & TRENDS:

- **Cyber Security Preparedness** – Cabarrus County ITS updated security and monitoring infrastructure in FY17 in response to increased cyber security threats. In FY18 we will continue to be challenged with effective ways to protect, communicate, and train staff on cyber-security vigilance in daily activities.
- **Moving to The Cloud** - In FY17 we began using more cloud services. Several on-premise vendor applications have been moved onto a vendor hosted solution on the cloud. The migration to Office365 and Azure Cloud Services increases staff mobility access and our data backup and recovery options.
- **Mobility and Mobile Applications** - Citizens and County employees are the driving forces behind mobile adoption. There is an expectation that anything you can do at your desktop computer should also be accessible anywhere via laptop, tablet, or phone. In FY17, we began the transformation of the Cabarrus County website for improved mobile access. We will continue to redesign or replace applications and forms for better user experience and secure mobile access in FY18.
- **Shared Services** – Cabarrus County ITS continues to take the lead in leveraging County assets and technology to provide shared technology services to all County departments, other government and non-profit agencies. In FY17, we became regional backup centers for two neighboring county's 911 systems. In FY18, we will continue driving efficiencies by creating opportunities to share resources within the County and externally with other agencies.
- **Open Government, Transparency, and Open Data** - Public agencies are increasingly dependent upon the ability of openly available data to drive innovation and economic growth. Cabarrus County ITS introduced a County open data site in FY16 and a Citizen Transparency Portal to the County's financial data in FY17. We will continue to work with County departments and the community to provide consumable data sets useful to our citizens and the economic development community.

## BUDGET HIGHLIGHTS & CHANGES:

- New position hardware purchases and a focus on implementation of an enterprise physical security system requiring paging systems, video surveillance cameras, and door access controls required a significant increase in 9342 Minor Technology Equipment.
- Library Early Literacy Station replacements and Board of Elections one stop laptop replacements increased 9342 – 0543 Minor Technology Equipment.
- An increase in 9455 due to additional software as a service for timesheets, personnel appraisal system, financial transparency portal, library system, and other cloud services.
- Additional funding required in 9610 Travel and Training for Power E911 training to support E911 and regional backup services.
- Conference room upgrades as requested by departments and enterprise server/network infrastructure upgrades are in 9862 Technology.



# Information Technology Services

## BUDGET SUMMARY:

	ACTUAL FY 2016	AMENDED FY 2017	ADOPTED FY 2018	% CHANGE FY 17 to FY 18
<b>EXPENDITURES</b>				
Personnel Services	2,016,292	2,144,495	2,281,297	-
Operations	2,419,659	2,763,670	3,113,157	-
Capital Outlay	314,370	218,078	28,500	-
<b>Total Expense</b>	<b>\$4,750,321</b>	<b>\$5,126,243</b>	<b>\$5,422,954</b>	<b>5.79%</b>
<b>REVENUES</b>				
Sales & Services	274,742	292,367	168,555	-
Other Fin Sources	-	70,000	-	-
<b>Total Revenue</b>	<b>\$274,742</b>	<b>\$362,367</b>	<b>\$168,555</b>	<b>-53.49%</b>
<b>STAFFING</b>				
FTE Positions	23.00	26.00	26.00	-

## PERFORMANCE SUMMARY:

### County-wide Goals Supported:

- Preserve and enhance the quality of life through public policy that promotes cross-jurisdictional collaboration, encourages growth while balancing its impacts, and looks ahead to preserve quality of life.
- Use resources wisely by seeking to collaborate services, share costs, minimize risk, and protect County assets and investments.
- Provide for public safety by communicating preparedness and safety awareness, responding to routine and catastrophic events, and maintaining and restoring the well-being of citizens.
- Support community connections through purposeful and strategic communication, enhanced education, active community participation, and increased access to and utilization of services.

**Program Goal:** Promote government information processes by partnering with our internal and external customers to deliver quality technology services that meet customer requirements and align with county-wide goals.

### Program Strategies:

- Review county departments' processes and operational requirements, make technology recommendations based on requirements, and approve all technology related expenditures.
  - Attend County department staff meetings for awareness of departmental challenges and issues
  - Meet with every department during the annual budget process to review technology budget projects and expenditures.
  - Research, recommend, and implement technology solutions that support county-wide work flow processes, eliminate departmental data silos, and increase government transparency.
- Engage with customers to improve communication.
  - Host regular project meetings to review expectations, issues, and statuses.
  - Provide easily assessable project meeting documentation on intranet.
  - Create an annual technology work plan project calendar.

# Information Technology Services

- Reduce duplicate expenditures by providing technology services to schools, municipalities, volunteer fire districts, and non-profit organizations.
  - City of Concord Planning and Zoning Hosting Services
  - Town of Harrisburg Zoning Hosting Services
  - GIS County Wide Addressing Hosting Services
  - Kannapolis City Schools Datacenter and Network Services
  - Cabarrus County Schools Datacenter Services
  - Mt. Pleasant, Harrisburg, and Midland Mobile Public Safety Services
  - Volunteer Fire Mobile Public Safety Services
  - Health Alliance ERP Hosting Services
  - Concord and Kannapolis E911 Public Safety Answering Points (PSAPs)
  - Union County E911 Regional Back-Up Services
  - Rowan County E911 Regional Back-Up Services
  - Cabarrus County Partnership for Children Managed Technology Services
  - Cabarrus Arts Council Voice and Data Services
  - Harrisburg and Kannapolis Fire Electronic Plan Review Services

MEASURE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET
% of County departments that reviewed technology budget projects and expenditures	90%	100%	100%
# of work plan items	109	198	234
# added after start of FY	12	28	10
# completed in FY	79	150	234
% of work plan items completed in FY	72%	75%	75%
# of hosted technology services	12	14	13
new external partnerships	+3	+2	-1

**Program Goal:** Protect enterprise information integrity through planning, standards, and process management.

**Program Strategies:**

- IT Service Management (ITSM) Best Practices.
  - Provide customers with easy methods to report issues and incidents.
  - Offer easy method for customer feedback on services provided by IT.
  - Follow up with all unsatisfied customers and at least 10 other customers a week and discuss their customer service perception.
  - Track and report incidents and problem resolutions.
  - Record IT service metrics and display via dashboards.
  - Provide change management process to ensure changes are vetted, tested, and user-approved before implementing into the production environment.

MEASURE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET
% of customers satisfied	93%	97%	95%
% of unsatisfied customers who improve rating after follow up call	-	75%	80%
% of incidents resolved with first call	67%	70%	70%
% of application changes tested and approved by client before introduction into the production environment	93%	96%	95%

# Information Technology Services

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**Program Goal:** Provide access to information resources by providing reliable secure applications and technology infrastructure.

**Program Strategies:**

- Application Development and Implementation
  - Website redesign to provide mobile device access, enriched user experience, featured economic development, standardized content structure, and consistently deliver transparent government information and communication with customers.
  - Process improvements through development of internal and external electronic forms with workflow and electronic signature.
  - Implement a new staff timekeeping solution that provides multipoint input, including time clocks, mobile, and desktop access.
- Design, implement, and maintain technology infrastructure.
  - Budget for and implement desktop, mobile, server, storage, and network hardware to support growth, new software requirements, and preserve security.
  - Provide software releases to improve functionality, apply bug fixes, and enhance security.
  - Provide end point devices with virus protection, detect intrusions, and provide recovery services when needed.
  - Implement an enterprise physical security system integrated with door access controls, video surveillance, beacon alerts, panic buttons, and paging systems.

MEASURE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET
County Website Redesign	-	50%	100%
Cloud Event Management System	96%	100%	-
Mobile Device Management	90%	100%	-
ACCELA City of Concord Integration	85%	95%	-
Sheriff EMS Radio AVL Integration	70%	100%	-
Laserfiche Forms Implementation	20%	35%	75%
Cloud Reservation & Registration	95%	100%	-
Jail Security Systems Upgrade	10%	50%	100%
Identity and Access Management	40%	100%	-
Endpoint Protection Rollout	80%	100%	-
New Timesheet Implementation	-	10%	100%
Network Upgrades	-	15%	100%
Enterprise Physical Security	-	10%	90%

**DEPARTMENT CONTACT:**

Name: Deborah A. Brannan  
 Email: [dabrannan@CabarrusCounty.us](mailto:dabrannan@CabarrusCounty.us)  
 Phone: 704-920-2154

# Infrastructure & Asset Management – Administration

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## **MISSION:**

Cabarrus County local government relies on Infrastructure and Asset Management to provide maintenance and care for County assets that ensure safe and healthy environments for employees and citizens of Cabarrus County while minimizing operating costs. Infrastructure & Asset Management aligns itself with all aspects of County government operations through consultation and constant coordination in support of departmental programs offered to citizens.

## **OVERVIEW:**

The Administration Division provides direction and overall management of the Infrastructure and Asset Management (IAM) Department. This division is comprised of five staff members and is responsible for managing personnel, payroll, budgeting, training, planning, developing, and implementing programs/policies/procedures for all six divisions of the department. Although not a mandated service, all divisions of IAM provide a service to all other mandated and non-mandated services that the County provides.

The division handles all communications with the Human Resources (HR) Department and facilitates HR related business within the department including hiring, disciplinary procedures, dismissals, planning and scheduling for training, compliance with County, State, and Federal policy and rules, as well as supporting supervisors and front line staff needs.

IAM Administration is responsible for facilitating numerous building related Capital Improvement Plan (CIP) projects as well as normal construction, repair, renovation, and energy management projects from the operating budget. The Director, Assistant Director, and the Facility Project Coordinators are involved throughout all phases of these projects in terms of compiling research for the projects, attending meetings, interviewing and selecting designers, consultants, and contractors, tracking progress of the project, and making sure that the project goal is achieved efficiently and effectively.

The division handles and assists County management with the long term and strategic planning for the needs of the County in terms of new parks, libraries, senior centers, land acquisition, and general County infrastructure that comes along with population growth.

The Administration Division is the liaison to the Finance Department for all of IAM. Administration prepares and oversees the annual budget, approves timesheets for payroll, reconciles accounts receivable and payable, assists with the tracking of all fixed assets, facilitates the ownership of foreclosed properties, and ensures that the department follows purchasing rules and laws. For formally and informally bid CIP projects IAM administers the bidding process and makes recommendations to management and the Board for bid approval. Administration also drafts and posts all invitations and requests for bids on projects, as well as requests for qualifications for architectural and engineering projects.

All communication with the Safety and Risk Management Department is conducted by the IAM Administration division. This is specifically in relation to insurance claims and compliance inspections by the City and County Fire Marshal's offices, OSHA, NCDOL, NCAOC, DHSR, and NCDEQ as well as compliance with all NFPA, ADA, DOT, and NCDA standards along with interpreting Federal, County, and State policies. IAM Administration is also responsible for seeing that inspections of fire alarm systems, sprinkler systems, fire suppression systems, fire extinguishers, mechanical systems and other pressure vessels, elevators, electrical systems, vehicles, playgrounds, and heavy equipment or machinery are kept current and that deficiencies are promptly corrected.

# Infrastructure & Asset Management – Administration

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During emergencies and natural disasters IAM Administration has two positions who play an active role in the emergency operations of the County by serving as points of contact for our department as well as participating in the functions of the Emergency Operations Center.

IAM Administration is responsible for attending monthly Board meetings and work sessions that involve departmental business and making presentations to the board.

Dissemination of important information to the entire IAM staff is done by IAM Administration, as well as all internal communications, clerical duties, and facilitating the scheduling of meetings and appointments.

## **MAJOR ACCOMPLISHMENTS:**

- Completion of architectural schematic designs for a down town parking deck, an emergency services equipment warehouse, and restroom facilities at Frank Liske Park, all to be constructed in future years.
- Completed in house Forklift Safety Training for all Infrastructure and Asset Management employees who use a forklift.
- Participated in a mock OSHA inspection by Arthur J. Gallagher and Co. resulting in no critical findings that could have potentially resulted in OSHA safety violations or financial implications to the County.
- Completed project management of the following construction and renovation projects: Kannapolis Library Circulation Desk renovations, Tax Collector renovations, construction of additional ADA compliant restrooms at the Frank Liske Park Barn, planning and design of Rob Wallace Park, planning and implementation of Phase 1 of the Animal Shelter pen renovations, completed interior electrical, acoustical, carpeting, and casework renovations in the Board of Commissioners Chambers, construction of the Vietnam Veterans Park memorial monument, exterior envelope repairs at the Sheriff's Office, ADA and structural upgrades at Camp Spencer Propst Hall, replacement of three pedestrian bridges at Frank Liske Park, stair tower replacement at Frank Liske Park ball field concession stand, installation of Alertus mass public notification devices at the Governmental Center, and an elevator modernization at the Cabarrus Arena.

## **CHALLENGES & TRENDS:**

- Code, safety, and construction work orders continue to increase significantly.
- Un-planned and un-budgeted projects that are required by our customers.
- Budget and cost control.

## **BUDGET HIGHLIGHTS & CHANGES:**

- Development of new staff in key positions.
- New construction planning for the parking deck, courthouse, and new warehouse projects.

# Infrastructure & Asset Management – Administration

## BUDGET SUMMARY:

	ACTUAL FY 2016	AMENDED FY 2017	ADOPTED FY 2018	% CHANGE FY 17 to FY 18
<b>EXPENDITURES</b>				
Personnel Services	571,429	532,647	419,177	-
Operations	1,083,440	1,280,420	1,269,003	-
Capital Outlay	-	9,500	-	-
<b>Total Expense</b>	<b>\$1,654,869</b>	<b>\$1,822,567</b>	<b>\$1,688,180</b>	<b>-7.37%</b>
<b>REVENUES</b>				
Sales & Services	32,601	33,000	53,100	-
Miscellaneous	228	-	-	-
<b>Total Revenue</b>	<b>\$32,829</b>	<b>\$33,000</b>	<b>\$53,100</b>	<b>60.91%</b>
<b>STAFFING</b>				
FTE Positions	7.00	6.00	5.00	-

## PERFORMANCE SUMMARY:

### County-wide Goal(s) Supported:

- Use resources wisely by seeking to collaborate services, share costs, minimize risk, and protect County assets and investments.

**Program Goal:** Ensure financial accountability and responsible asset management.

### Program Strategies:

- Implement best management practices to minimize operating expenses and investigate all avenues to improve customer service per services provided.
- Maintain County assets in good working order and condition in an efficient manner to minimize extended downtime on major building components such as HVAC, elevators, etc.
- Reduce utility consumption with utilization of proven measures and products.

# Infrastructure & Asset Management – Administration

MEASURE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET
% change in energy consumption by all County operated buildings*	-4%	0%	+3%
Utility cost per square foot of space maintained	\$1.44	\$1.44	\$1.54
2012 BOMA** International’s annual Experience Exchange Report Governmental Building Utility Cost per square foot	\$1.99	\$1.99	\$1.99
% of survey respondents who agree or strongly agree that their overall experience with IAM from initial work request through completion was a positive one***	N/A	94.29%	95%

\*Our goal is to stay under a 5% increase

\*\*BOMA (Building Owners and Managers Association)

\*\*\* Survey results are based off of data obtained through a customer service survey conducted in January 2017 that was sent to 69 County employees who serve as liaisons for their department location. Staff at Crisis Recovery, the Courthouse, Cabarrus Arts Council, Historic Cabarrus, and the Partnership for Children were not surveyed.

## DEPARTMENT CONTACT:

Name: Michael Miller

Email: [mamiller@cabarruscounty.us](mailto:mamiller@cabarruscounty.us)

Phone: 704-920-3212

# Infrastructure & Asset Management – Grounds Maintenance

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## MISSION:

Grounds Maintenance provides a pleasant outdoor environment and facilities by ensuring County grounds are attractive, clean, orderly, healthy, safe, and useful with the goal of maximizing their functional life.

## OVERVIEW:

Provides general grounds maintenance and landscaping improvements to owned or leased Cabarrus County properties. This program is responsible for all grounds maintenance to properties, including mowing, trimming, aeration, fertilizing, over-seeding, chemical applications, watering plants, plant bed maintenance (including weeding, pruning, mulching, and replanting), parking lot and sidewalk repair, tree inventory and maintenance, snow and ice removal, collection of leaves, general outdoor facilities maintenance, athletic field preparation, maintenance and repair of computer controlled athletic field irrigation systems, maintenance of various amenities for the Active Living and Parks Department, and litter pickup. Private contractors perform partial mowing services to designated areas at a select number of County properties. This department also handles initial set-up of various school athletic fields. Grounds Maintenance staff also perform minor maintenance on equipment.

## MAJOR ACCOMPLISHMENTS:

- Implementation of Tree Inventory Program. Staff has identified 1,604 trees and assessed the health and condition of those trees and recorded them on a GIS based system in an effort to facilitate an in house tree care program with utilization of a deep root needle and tank purchased during FY17. The inventory program also assists in budgeting for tree care and removal.
- Continuing storm water management improvements at all County parks.
- Development of new staff.
- Completed construction of two new bocce courts at the Concord Senior Center.
- Project management for construction of a new overflow parking lot and handicapped accessible walking trail loop at Frank Liske Park.
- Asphalt repairs at the Kannapolis Library, Concord Senior Center, Frank Liske Park, and the Infrastructure & Asset Management office.
- Replacement of the barn playground at Frank Liske Park.
- Storm water upgrades to the Camp Spencer Pond Trail.
- Planning and oversight of construction of the Vietnam Veterans Park memorial monument.
- Design and replacement of Mount Pleasant Library, Mount Pleasant Senior Center, and Vietnam Veterans Park landscaping.
- Implementation of an equipment preventive maintenance policy.
- Playground inspection certification for two employees.
- Construction of Cabarrus Rotary Dog Run at Vietnam Veterans Park.

## CHALLENGES & TRENDS:

- Increase in operating expenses due to opening of Rob Wallace Park.
- Increase in the frequency of use of recreational playing surfaces.
- Increased frequency of cross country meets at Frank Liske Park requiring course preparation.
- Tree management due to Emerald Ash Boarder.
- Pond management.



# Infrastructure & Asset Management – Grounds Maintenance

## BUDGET HIGHLIGHTS & CHANGES:

- Staff and equipment expansion at Rob Wallace Park.
- Replacement of two existing bocce courts at the Concord Senior Center with synthetic turf courts.
- Significant asphalt repair and maintenance at the County Animal Shelter and Frank Liske Park.
- Irrigation pond liner replacement and aerator installation at the Frank Liske Soccer Complex.
- Requesting one new position to be utilized at Rob Wallace Park.

## BUDGET SUMMARY:

	ACTUAL FY 2016	AMENDED FY 2017	ADOPTED FY 2018	% CHANGE FY 17 to FY 18
<b>EXPENDITURES</b>				
Personnel Services	429,488	470,835	509,414	-
Operations	726,971	1,011,006	1,240,633	-
Capital Outlay	139,619	381,247	154,600	-
<b>Total Expense</b>	<b>\$1,296,078</b>	<b>\$1,863,088</b>	<b>\$1,904,647</b>	<b>2.23%</b>
<b>REVENUES</b>				
Other Fin. Sources	-	46,342	-	-
<b>Total Revenue</b>	<b>-</b>	<b>\$46,342</b>	<b>-</b>	<b>-100.00%</b>
<b>STAFFING</b>				
FTE Positions	9.00	10.00	11.00	-

## PERFORMANCE SUMMARY:

### County-wide Goal(s) Supported:

- Use resources wisely by seeking to collaborate services, share costs, minimize risk, and protect County assets and investments.

**Program Goal:** Proper Management of all county grounds to provide a safe environment while meeting the large workload and condensed schedules

### Program Strategies:

- Inspections and prompt response to routine requests from customers and Safety Department about potential issues. Provide ongoing improvements to existing areas.
- Have a regular, recurring preventative maintenance program to ensure that existing areas are kept in working order and to prevent problems or issues from occurring.
- Prompt initial response to all work order requests.

# Infrastructure & Asset Management – Grounds Maintenance

MEASURE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET
# of ALP Amenities Managed*	50	59	61
Acreage maintained outside of County parks	638	644	644
Acreage maintained within County parks	511	517	517
Maintenance cost per acre**	\$2,031	\$1,378.32	\$2,500
# of work orders completed	4,736	4,469	4,500
% of County employees who are satisfied or better with the appearance of the grounds at their location***	N/A	100%	100%
% of respondents who believe that Grounds Maintenance responds to their submitted work orders in a timely manner	N/A	100%	100%

\*Playgrounds were not previously included in Amenities. Nine playgrounds have now been included in the number of ALP Amenities Managed.

\*\*includes labor, materials, service contracts, equipment purchased/maintenance, amenity additions, and other improvements.

\*\*\*Survey results are based off of data obtained through a customer service survey conducted in January 2017 that was sent to 69 County employees who serve as liaisons for their department location. Staff at Crisis Recovery, the Courthouse, Cabarrus Arts Council, Historic Cabarrus, and the Partnership for Children were not surveyed.

## DEPARTMENT CONTACT:

Name: Michael Miller

Email: [mamiller@cabarruscounty.us](mailto:mamiller@cabarruscounty.us)

Phone: 704-920-3212

# Infrastructure & Asset Management – Sign Maintenance

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## MISSION:

To fabricate, install, and maintain aesthetically pleasing, durable, accurate, and code-compliant signage by the customer's requested deadline.

## MANDATE:

NC DOT Regulations: All traffic signs should be kept in proper position, clean, and legible at all times. Damaged signs should be replaced without undue delay. To assure adequate maintenance, a suitable schedule for inspection, cleaning, and replacement of signs should be established. Employees of street and highway organizations, police and other government employees whose duties require that they travel on the highways should be encouraged to report any damaged or obscured signs at the first opportunity. Special attention and necessary action should be taken to assure that weeds, trees, shrubbery, and construction materials do not obscure the face of any sign. A regular schedule of replacement of lighting for illuminated signs should be maintained.

## OVERVIEW:

This division is responsible for the fabrication, repair, maintenance, replacement, and installation of street signs throughout Cabarrus County. Additionally, the Towns of Mt. Pleasant, Midland, and Harrisburg contract with this division for the fabrication of street signs for their respective jurisdiction. The street signs that are produced by this division are essential to the 911 services provided by the local authorities (i.e. Sheriff's Dept., EMS, Fire Department, City Police, and Highway Patrol). This division is responsible for all zoning and public notice signs. This division has become the sign department for internal and external building signs, park signs and banners, and voting location signs. Staff are responsible for meeting with customers to develop accurate and informative signage that meets the needs of the requesting department. The Sign Maintenance Division also assists the building maintenance division as needed.

## MAJOR ACCOMPLISHMENTS:

- Voting precinct safety signage package this year included 120 new double sided signs 18x24 for "VOTE TODAY" and had metal stakes fabricated to raise them up to a height of 48 inches to be more visible, 100 new handicap voter signs and put them on stands with metal bases to make them more portable, and 50 reflective directional signs with arrows for use in areas with low lighting. Fabricated 480 additional signs for directions on how to vote, hours to vote, where to vote, which precincts moved, and new locations. Fabricated 200 privacy screens for voter provisional stations and vote here signs.
- Continued break-away signage installation at locations where required.
- Fabrication and installation of all signage at Rob Wallace Park.
- Update of Evacuation Maps at the Governmental Center, Courthouse, the Human Services Center, Concord Library, and the Cooperative Extension.
- Overhaul and update of original building signage at the Governmental Center and the Courthouse.
- Installation of Cabarrus County Storm Ready Community signage.
- Hired and trained one new staff member.
- Installation of Hide, Lock, and Take signage at all County parks.

# Infrastructure & Asset Management – Sign Maintenance

## CHALLENGES & TRENDS:

- Updated equipment permits staff to make more high quality signs in-house.
- The Sign Maintenance shop continues to broaden their services to County Departments through implementation of new technology and sign making techniques.
- Increase in high quality banners, custom cut out characters, kiosk announcement signage for the increasing quantity and diversity of Active Living and Parks programs. The parks are requesting 16 to 20 banners per season and 12 to 15 banners on special events such as disc golf tournaments, tennis lessons, and various events. The parks usually request 100 to 150 of the kiosk signs for the year.

## BUDGET HIGHLIGHTS & CHANGES:

- Increase in budget is due to material funds to cover wayfinding signage, repairs, and replacements. The Cabarrus County Convention and Visitors Bureau will pay for the initial cost of installation and the County will assume costs for future repair or replacement. Total installation cost is \$330,000.

## BUDGET SUMMARY:

	ACTUAL FY 2016	AMENDED FY 2017	ADOPTED FY 2018	% CHANGE FY 17 to FY 18
<b>EXPENDITURES</b>				
Personnel Services	121,483	119,393	117,526	-
Operations	43,161	43,086	98,055	-
<b>Total Expense</b>	<b>\$164,644</b>	<b>\$162,479</b>	<b>\$215,581</b>	<b>32.68%</b>
<b>REVENUES</b>				
Sales & Services	4,286	5,000	7,000	-
<b>Total Revenue</b>	<b>\$4,286</b>	<b>\$5,000</b>	<b>\$7,000</b>	<b>40.00%</b>
<b>STAFFING</b>				
FTE Positions	2.00	2.00	2.00	-

## PERFORMANCE SUMMARY:

### County-wide Goal(s) Supported:

- Preserve and enhance the quality of life by addressing growth with sound public policies that sustain resources, provide high quality services, and fund infrastructure needs.
- Provide for public safety by communicating preparedness and safety awareness, responding to routine and catastrophic events, and maintaining and restoring the well-being of citizens.

### Program Goal:

- To provide durable, clear, visually appealing, and compliant street, building, and event signage for Cabarrus County.
- To provide prompt response to street sign requests and complaints.

# Infrastructure & Asset Management – Sign Maintenance

## Program Strategies:

- Continued retrofit of existing building signage to meet new ADA codes.
- Collaboration with customers to clarify a scope of work on projects that require special design.
- Follow up with customers to ensure satisfaction has been met on special requests (banners, event signage, etc.).

MEASURE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET
# of buildings made ADA compliant on signage*	3	3	1
# of street sign work orders for manufacturing, installation, repair, or replacement completed for County street signs	74	76	60
# of street sign work orders for manufacturing, installation, repair, or replacement completed for other Municipality’s street signs**	32	37	50
# of work orders for building signage, event signage, banners, election signage, etc. completed for County departments	256	232	250
% of customers who are satisfied or better with the signs and banners fabricated and installed by Sign Maintenance***	N/A	97.14%	95%
% of customers who believe that Sign Maintenance responds to work orders they submit in a timely manner***	N/A	97.14%	95%

\*The Sign Shop maintains internal building signage within all County owned and leased buildings (approximately 1.2 million square feet). As codes change it is sometimes necessary to upgrade the signage to remain in compliance.

\*\*Cabarrus County has contracts in place with Midland, Mt. Pleasant, and Harrisburg to provide street signage.

\*\*\*Survey results are based off of data obtained through a customer services survey conducted in January 2017 that was sent to 69 County employees who serve as liaisons for their department location. Staff at Crisis Recovery, the Courthouse, Cabarrus Arts Council, Historic Cabarrus, and the Partnership for Children were not surveyed.

## DEPARTMENT CONTACT:

Name: Michael Miller

Email: [mamiller@cabarruscounty.us](mailto:mamiller@cabarruscounty.us)

Phone: 704-920-3212

# Infrastructure & Asset Management – Building Maintenance

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## MISSION:

To provide a cost effective and highly efficient preventative maintenance and repair program that supports customer departments in their daily operations thus ensuring asset preservation and optimum use of energy and natural resources within all buildings.

## OVERVIEW:

This program is responsible for planning, directing and providing cost-effective maintenance and repair for 85 county owned facilities/structures and 9 leased structures. This totals 1,171,290 square feet and houses approximately 1,200 county employees and 115 NC State and Federal employees. Infrastructure and Asset Management (IAM) Building Maintenance ensures building safety and optimum performance by providing preventive maintenance and repair of mechanical, electrical, plumbing, heating, air-conditioning, and ventilation systems. Other services include interior and exterior structural repairs, preparing cost estimates and supervising major and minor renovations, repair projects, and specialized maintenance services such as the computerized Heating Ventilation and Air Conditioning control system, pest control, safety and regulatory inspections, emergency generators and elevators.

## MAJOR ACCOMPLISHMENTS:

- Project Management of the following construction, renovation, and demolition projects: Governmental Center chiller replacement, Kannapolis Library Circulation Desk renovation, Elevator Modernization at the Cabarrus Arena, pen renovations at the Animal Shelter, HVAC change-out at the Cooperative Extension, Lighting upgrades, and LED conversions at the Governmental Center, Sheriff's Department Firing Range, Arena, Concord Senior Center, and the Kannapolis Library, EMS 1 Kitchen renovation, Frank Liske Park bridge replacements, Governmental Center Commissioners' Chambers renovations, Historic Courthouse HVAC change out, Concord Senior Center HVAC change out, Governmental Center Tax Collectors security upgrades.
- Participated in architectural planning and programming on the parking deck, Courthouse, Fleet Maintenance, and new warehouse projects.
- Hired and trained one new staff member.

## CHALLENGES & TRENDS:

- Increase in safety, environmental, and labor related regulatory requirements.
- Aging building infrastructure, specifically mechanical, electrical, and plumbing systems are requiring complex planning and repair and replacement.
- As facilities grow older, maintenance requirements increase. Even as some facility systems are replaced through Capital Improvement Plan projects, maintenance requirements continue to increase due to the fact that 60% of County structures are 20 years old or older.
- The County's population growth has resulted in additional traffic at locations that are accessed by the public increasing wear and tear on facilities.

# Infrastructure & Asset Management – Building Maintenance

## BUDGET HIGHLIGHTS & CHANGES:

- Budget reflects projects selected from direct input by all departments after IAM and management review.
- Anticipation of a wider range of services for Building Maintenance staff due to the acquisition of the new bucket truck.
- Planning for parking deck, Courthouse, and warehouse construction projects.
- Arena aisle safety lighting upgrades.
- County Animal Shelter pen renovations in Phase II.
- Carpet replacement at Harrisburg Library.
- Arc Flash compliance at the Sheriff’s Office and Detention Center and the Cabarrus Arena.
- Construction of three security vestibules at the Human Services Center.

## BUDGET SUMMARY:

	ACTUAL FY 2016	AMENDED FY 2017	ADOPTED FY 2018	% CHANGE FY 17 to FY 18
<b>EXPENDITURES</b>				
Personnel Services	637,470	702,101	708,639	-
Operations	1,866,233	2,221,638	2,306,509	-
<b>Total Expense</b>	<b>\$2,503,703</b>	<b>\$2,923,739</b>	<b>\$3,015,148</b>	<b>3.13%</b>
<b>REVENUES</b>				
Sales & Services	17,170	16,000	20,000	-
Other Fin Sources	-	73,005	-	-
<b>Total Revenue</b>	<b>\$17,170</b>	<b>\$89,005</b>	<b>\$20,000</b>	<b>-77.53%</b>
<b>STAFFING</b>				
FTE Positions	10.00	11.00	11.00	-

## PERFORMANCE SUMMARY:

### County-wide Goal(s) Supported:

- Use resources wisely by seeking to collaborate services, share costs, minimize risk, and protect County assets and investments.

**Program Goal:** To provide responsible asset management and project planning with cost efficient strategies.

### Program Strategies:

- Proper construction and equipment specification with new buildings and renovations.
- Have target annual projects that increase the life cycle of either the structure or equipment.
- Maintain buildings in good working condition in an efficient manner.
- Have a regular, recurring preventative maintenance program to ensure that existing areas are kept in working order and to prevent problems or issues from occurring.

# Infrastructure & Asset Management – Building Maintenance

MEASURE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET
Square feet maintained	1,138,307	1,171,290	1,125,429
Square feet maintained per FTE*	113,831	106,481	102,312
% of respondents who believe that their work location and building are maintained properly to provide a safe environment for staff and public**	N/A	94.29%	95%
% of respondents who believe that their work requests are met with timely responses**	N/A	97.14%	95%
# of work Orders completed	4,125	3,980	3,640
Proactive work orders completed	848	1,126	940
Reactive work orders completed	3,277	2,395	2,700

\*Square feet maintained per FTE standard is 95,120 per American School & University's 32nd annual Maintenance and Operations Cost Study 2009 using national median.

\*\*Survey results are based off of data obtained through a customer service survey conducted in January 2017 that was sent to 69 County employees who serve as liaisons for their department location. Staff at Crisis Recovery, the Courthouse, Cabarrus Arts Council, Historic Cabarrus, and the Partnership for Children were not surveyed.

## DEPARTMENT CONTACT:

Name: Michael Miller

Email: [MAMiller@cabarruscounty.us](mailto:MAMiller@cabarruscounty.us)

Phone: 704-920-3212



# Infrastructure & Asset Management – Facility Services

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## MISSION:

To deliver a clean, comfortable, safe, and sustainable environment for our customers. Facility Services is committed to providing the citizens and staff of Cabarrus County with clean, toxin free, and environmentally friendly County buildings.

## OVERVIEW:

The Facility Services Division provides efficient, cost effective facility management services for Cabarrus County facilities and parks. Responsibilities include: day to day cleaning, assisting with the county recycling program, moving and rearranging furniture, office equipment and files relocation/delivery, refuse removal, transfer of county surplus items, assistance in security of county facilities, disposal of all department's files and records, deliveries, mail courier services, and meeting set-ups. Floor care, furniture cleaning, supply delivery, and limited snow and ice removal services are also provided to all county locations by the Facility Services mobile crew.

## MAJOR ACCOMPLISHMENTS:

- Assisted Animal Control and the National Humane Society to set up a temporary animal shelter for rescued animals at the leased warehouse at 103 Commercial Drive.
- Minimalized the product line of cleaning chemicals used.
- Instituted the use of all Environmental Protection Agency registered disinfectants.
- Event setup and break down for all events at the Governmental Center, Human Services Center, Courthouse, the Cooperative Extension, all Libraries, both Senior Centers, the Sheriff's Office, and Detention Center.
- Hired and trained eight new staff members, one of which was the Crew Chief (a new position for FY16).

## CHALLENGES & TRENDS:

- Balancing of location staffing due to sickness, vacations, and extended leave of absence.
- Ratio of available staff per square foot and staff at remote locations creates deficiencies in coverage and cleaning on a weekly basis.
- Hiring and retaining personnel.
- The increased number of court dockets\* results in a higher number of guests in the Courthouse therefore resulting in more need for cleaning of public areas and subsequently more wear and tear on the already aging facilities. We believe this is due to population growth and the same trend is present at other County facilities. \*The National Center for State Courts predicted in 2008 that there would be a 3% annual growth rate in the total number of criminal filings in district and superior courts in Cabarrus County.

## BUDGET HIGHLIGHTS & CHANGES:

- Modernization of trash receptacles in public areas at the Governmental Center and the Courthouse. This will replace some of the receptacles that are original to the building that are in disrepair and will also be an aesthetic improvement.
- Increased budget for janitorial supplies is due to increased patron usage of major public locations.

# Infrastructure & Asset Management – Facility Services

## BUDGET SUMMARY:

	ACTUAL FY 2016	AMENDED FY 2017	ADOPTED FY 2018	% CHANGE FY 17 to FY 18
<b>EXPENDITURES</b>				
Personnel Services	1,055,560	1,116,919	1,187,336	-
Operations	272,059	324,659	329,499	-
<b>Total Expense</b>	<b>\$1,327,619</b>	<b>\$1,441,578</b>	<b>\$1,516,835</b>	<b>5.22%</b>
<b>REVENUES</b>				
Sales & Services	950	800	700	-
<b>Total Revenue</b>	<b>\$950</b>	<b>\$800</b>	<b>\$700</b>	<b>-12.50%</b>
<b>STAFFING</b>				
FTE Positions	27.00	27.00	28.00	-

## PERFORMANCE SUMMARY:

### County-wide Goal(s) Supported:

- Use resources wisely by seeking to collaborate services, share costs, minimize risk, and protect County assets and investments.

**Program Goal:** Ensure the division’s scope of service is provided in a cost effective and responsive manner.

### Program Strategies:

- Encourage advance scheduling practices regarding work orders, inspections, shared reservations pages, and weekly visits by supervisor and crew chief.
- Utilize new cleaning equipment, improved approaches, and cleaning techniques while increasing the labor hours utilized in the larger and more populated buildings.
- Maintain buildings in good working order and condition in an efficient manner validated by periodically documented supervisor or crew chief inspections followed by employee coaching sessions.

# Infrastructure & Asset Management – Facility Services

MEASURE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET
% of survey respondents who believe that their experience with the Mobile Crew during furniture moves and special projects is pleasant and generally completed in a timely manner.*	94.29%	95%	95%
Operating cost per square foot of space maintained in relation to department budget**	\$1.93	\$1.97	\$2.00
# of locations maintained***	42	24	24
Square feet maintained	627,908	614,361	614,361
Square feet maintained per FTE****	24,818	25,282	24,818
% of survey respondents who agree or better that custodial services, specifically office cleaning, meet their expectations.*	N/A	82.86%	90%
% of survey respondents who agree or better that their hallways and public areas are clean and well maintained.*	N/A	91.43%	95%

\* Survey results are based off of data obtained through a customer service survey conducted in January 2017 that was sent to 69 County employees who serve as liaisons for their department location. Staff at Crisis Recovery, the Courthouse, Cabarrus Arts Council, Historic Cabarrus, and the Partnership for Children were not surveyed.

\*\*Industry average is \$1.97

\*\*\*IAM no longer cleans Frank Liske Park, this was a total deduction of 18 locations maintained or 13,547 sq. ft. The employee who worked at Frank Liske Park also no longer works for IAM.

\*\*\*\*Industry average is 24,000 square feet

## DEPARTMENT CONTACT:

Name: Michael Miller

Email: [mamiller@cabarruscounty.us](mailto:mamiller@cabarruscounty.us)

Phone: 704-920-3212

# Infrastructure & Asset Management – Fleet Maintenance

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## **MISSION:**

To operate a safe, organized, professional repair facility staffed by certified and motivated employees. The Fleet Maintenance division is dedicated to providing all customers within Cabarrus County with transportation assets that will meet or exceed their expectations in terms of mechanically safe vehicles, dependability, and top quality customer service.

## **OVERVIEW:**

The Fleet Maintenance program is responsible for the maintenance and repairs of rolling stock of vehicles and various types of motorized equipment for all Cabarrus County departments. Preventive and routine maintenance and repairs are performed on over 510 units of equipment (66% being emergency vehicles), including cars, hybrid vehicles, trucks, SUV's, motorcycles, generators, tractors, mowers, trailers, boats, grounds maintenance equipment, and EMS and Sheriff's Department emergency vehicles. This program also provides mobile service to each EMS location, Midland, Kannapolis, Mt. Pleasant, Harrisburg, and four Concord locations, allowing vehicles to remain in their service districts. An on-call mechanic is provided for road service and inclement weather 24 hours a day and 7 days a week.

## **MAJOR ACCOMPLISHMENTS:**

- Continued tire replacements in-house and realized a 10% cost savings.
- Ordered all equipment in-house and installed it on emergency vehicles in order to capture equipment cost in the new asset value.
- Continued fleet support of local municipalities' law enforcement entities.
- Disposal and/or sale of all surplus County property.

## **CHALLENGES & TRENDS:**

- Building footprint is extremely limiting in terms of number of lifts for equipment and parts and tire storage. Currently there is only one lift that raises an Ambulance. These factors currently cause a longer wait time for maintenance.

## **BUDGET HIGHLIGHTS & CHANGES:**

- Potential relocation to new Fleet Maintenance shop.
- Maintaining staff levels despite an increase in the number of rolling stock of vehicles and various types of motorized equipment.

# Infrastructure & Asset Management – Fleet Maintenance

## BUDGET SUMMARY:

	ACTUAL FY 2016	AMENDED FY 2017	ADOPTED FY 2018	% CHANGE FY 17 to FY 18
<b>EXPENDITURES</b>				
Personnel Services	376,186	379,142	392,293	-
Operations	38,856	53,290	54,740	-
Capital Outlay	175,637	705,974	232,455	-
<b>Total Expense</b>	<b>\$590,679</b>	<b>\$1,138,406</b>	<b>\$679,498</b>	<b>-40.31%</b>
<b>REVENUES</b>				
Sales & Services	56,053	97,561	68,000	-
Miscellaneous	(4,868)	-	-	-
Other Fin.Sources	-	36,468	-	-
<b>Total Revenue</b>	<b>\$51,185</b>	<b>\$134,029</b>	<b>\$68,000</b>	<b>-49.26%</b>
<b>STAFFING</b>				
FTE Positions	6.00	6.00	6.00	-

## PERFORMANCE SUMMARY:

### County-wide Goal(s) Supported:

- Use resources wisely by seeking to collaborate services, share costs, minimize risk, and protect County assets and investments.

### Program Goals:

- Reduce down-time and repair costs for all County department vehicles.
- Reduce energy and fuel consumption costs.

### Program Strategies:

- Provide thorough, high quality vehicle preventive maintenance program.
- Update vehicles with new equipment as it becomes available.
- Replace high mileage vehicles with energy efficient and environmentally safe hybrid and/or alternative fuel vehicles.

# Infrastructure & Asset Management – Fleet Maintenance

MEASURE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET
# of vehicles receiving equipment	56	92	35
# of preventive maintenance work orders	565	591	700
# of vehicles replaced with more efficient equally capable models	19	37	37
% of survey respondents who agree or better that Fleet Maintenance provides them with safe and reliable transportation*	N/A	97.14%	95%
% of survey respondents who agree or better that Fleet Maintenance responds to work orders they submit in a timely manner*	N/A	97.14%	95%
% of survey respondents who are satisfied or better with road side assistance provided by Fleet Maintenance*	N/A	94.29%	95%

\*Survey results are based off of data obtained through a customer service survey conducted in January 2017 that was sent to 69 County employees who serve as liaisons for their department location. Staff at Crisis Recovery, the Courthouse, Cabarrus Arts Council, Historic Cabarrus, and the Partnership for Children were not surveyed.

## DEPARTMENT CONTACT:

Name: Michael Miller

Email: [mamiller@cabarruscounty.us](mailto:mamiller@cabarruscounty.us)

Phone: 704-920-3212



# **CULTURAL AND RECREATIONAL**



# Active Living and Parks – Parks

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## **MISSION:**

To enrich the quality of life for persons of all ages and abilities by providing high quality recreation, education, and social opportunities in harmony with natural resource preservation.

## **MANDATE:**

Enabled by NCGS Articles 18. Parks and Recreation 160A. 350-356.

## **OVERVIEW:**

The Active Living and Parks Department strives to enhance the quality of life for all patrons whether they utilize the parks for a picnic, walk, special event, nature program, or just to relax and watch the sun set. The Department is responsible for the day-to-day operations and management of four parks, Frank Liske Park (FLP), Vietnam Veterans Park, Camp TN Spencer Park, and Rob Wallace Park, consisting of over 510 acres; including personnel and programs coupled with wildlife, flora, and natural resource management. The search for additional land for new parks and/or greenways is on-going.

Programs offered at the parks focus on environmental stewardship, conservancy, nature education, sustainability, health and wellness, and FUN! The parks consist of playgrounds, hiking/mountain biking trails, picnic shelters, tennis courts, soccer and softball fields, mini-golf course, paddle boat, kayak and canoe rentals, fishing, camping, cabins, pool, indoor rental facilities, 2 disc golf courses, 2 championship sand volleyball courts, and similar amenities. Summer day camps, nature education camps, and fitness camps are offered, as well as a Jr. Ranger program for 3<sup>rd</sup> grade students throughout Cabarrus County and overnight programs for Boy Scouts, Girl Scouts and Cub Scouts. Curriculum specific presentations to local students are provided in class, as well as via field trips to our parks as part of a very successful collaboration with the Cabarrus County School system.

The matching incentive grant program provides a 50% match for projects that enhance public lands and is administered by the Department. \$4,448,725 in projects have been completed since its inception in 1977 (\$2,031,198 funded by County match). Local school-parks are utilized for community youth athletic leagues that are coordinated by the Department. Maintenance for these school parks is funded by the Department and provided through collaboration with Cabarrus County Schools Maintenance staff.

## **MAJOR ACCOMPLISHMENTS:**

- 858,702 individuals participated in programs, events or utilized Cabarrus County park facilities during the 2016 fiscal year This was an increase of 57,640 from fiscal year 2015.
- 271,680 individuals participated in youth sports leagues coordinated by our Active Living and Parks Department staff (an increase of 1,157 participants).
- Cost per capita for Cabarrus County parks was \$6.83 as compared to the \$49.48 NC State average and a National average of \$80.00 (based on FY2014 figures). This means the operating budget for Cabarrus County Parks is 14% of the NC State average and 9% of the National average spent per capita. There are numerous quality programs and facilities offered with this funding rate. The dedicated staff are what make the programs as efficient and effective as they are.
- Rob Wallace Park Phase 1 is complete including the following amenities: Park Office/Concession Stand/Restrooms, Playground facilities, 2+ miles of hiking/biking trails, 2+ miles of natural surface mountain bike trails, fishing pier/boardwalks, open shelter, and bike skills areas.

## Active Living and Parks – Parks

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- PlayPrint grant from the North Carolina Recreation and Park Association and Blue Cross Blue Shield of North Carolina added 5 colorful sidewalk designs to Frank Liske Park that encourage physical activities and increased outdoor play in the parks.
- Enhanced social media marketing for all Active Living and Parks Department programs, classes, and events. We have added 250 new Facebook “Likes”, and we have reached 9,075 followers. (Note: Figures were calculated from July 2016 – March 2017).
- Vietnam Veteran Memorial & Dedication held in October honoring those that gave the the ultimate sacrifice during the Vietnam War from Cabarrus County.
- Byron Haigler was selected for the NC Recreation and Park Association’s Board seat for Professional Development.
- National Recreation and Park Association photo contest winner during their Commit to Health campaign.
- Alex Beck, Luke Robinson, and Byron Haigler taught 4 classes during the Nationally Accredited Park Ranger Institute’s two sessions in January.
- The city of Monroe and Cabarrus County’s ALP’s Department partnered for the NC Recreation and Park Scholarship Foundation Glow Golf Tournament raising over \$2,000.00 for the foundation that provides monetary assistance to park and recreation professionals.
- Byron Haigler attended a School of Government course called, “Effective Supervisory Management.”
- Department participated in the Cabarrus County Fair, which resulted in reaching over 1500 possible new participants.
- Active Living and Parks participated in the Concord, Kannapolis and Mount Pleasant Christmas Parades.
- Camp Spencer Pool was awarded Pool of the Month in June by the Carolina Pool Company. Pool Manager Weslyn Snuggs was awarded Employee of the Month.
- During Parks and Recreation Month, in July, the ALP’s Department carried the Baton for the NC Recreation and Park Association Instagram page on July 19.
- Healthy concession options comprise 60% of offerings at our multiple concession stands (our goal is 50%).
- Opened a new parking lot for 92 vehicles at Frank Liske Park.
- Opened new restroom facility at Frank Liske Park Barn (portion of former Shed 1).
- Frank Liske Park hosted National Collegiate Athletic Association Men Conference and USA Cross Country Championships.
- Joshua Coffman was appointed the communication liaison with the Communication Department.
- Increased softball team participation by 50% from last year.
- IAM added new landscape in front of the Propst Building, Cabins 4 and 5, and Tent site 4 and 5. Also developed fishing area at Bear Lake along with landscaping to help with erosion problems.

### CHALLENGES & TRENDS:

- Meeting the increasing demand for parks and programs during difficult economic times continues to be extremely challenging (budget and staffing does not keep up with increased participation, limited space/facilities based on rapidly increasing demands for service, the increase in overall park participation, road races and third party reservations and/or events with limited staff increases).
- Per Capita cost of \$6.83 makes it difficult to upgrade facilities, build new facilities, adequately staff the facilities, and provide quality efficient and effective facilities.
- Meeting revenue expectations associated with the operational costs of the pool is difficult due to the contractual agreement with the Boys and Girls Club that provides free access for 60 campers per hour to the pool, 5 hours per day, 5 days per week for 7 weeks each summer, thus limiting capacity to accommodate additional paying participants.

## Active Living and Parks – Parks

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- Creating engaging post, updating information, meeting the constant changing trends and algorithms on Facebook. Gathering content, pictures, and getting information from staff on classes, programs, and event in the parks and senior centers.
- Facing competition from larger softball and baseball venues with multiples fields (5 or more) has increased competition for the softball complex as youth travel tournaments continue to be very successful events.
- Trying to meet the increase in charter schools and private schools along with the growing Home School associations looking to utilize park facilities due to their lack of athletic facilities. They are looking for tennis courts, softball, baseball, and soccer fields to play on. Trying to fit schedules in for department sponsored programs and public schools and then added 3<sup>rd</sup> party usage is a challenge due to lack of facilities and times available.
- Adapting the marketing strategies and overcoming the general belief that parks cater to the needs of younger people to better serve the changing demands of the Baby Boomers as over 10,000 Americans reach the age of 65 each day (and will continue to through 2030) continues to be a challenge for all service providers.
- Maintaining a focus on promoting healthy lifestyles in all programs, events and activities is not always an easy task in the competitive market. Other local government parks and recreation departments, as well as private sector athletic/health clubs and non-profit groups such as the YMCA/YWCA organizations are constantly adapting to meet current trends in facilities, programs, attractions, etc. Our goal is to provide programs/activities that improve the quality of life and promote increased physical activity and overall wellness in an effort to positively impact the obesity and/or chronic disease status of Cabarrus County residents.
- Over the past several years capital and/or maintenance projects have been put on hold or pushed back until a later date creating maintenance deficits and prolonging operations at a status quo basis (Camp TN Spencer facility upgrade, Rob Wallace Park, Turf Multipurpose Fields, splash pad and mini-golf course at FLP, etc.). As the economic recovery begins, funding these infrastructure development projects will make new operations/development funds scarce.
- Continued requests from the community for water feature at FLP. (Addressed in the CIP - FY 2018)
- Synthetic turf fields would allow for year round play and accommodate the demand for sports fields without as much monitoring, downtime, and maintenance as required for turf fields. (Addressed in the CIP –for FY 2019 & FY 2021)
- Mt. Pleasant remains an underserved area of Cabarrus County and continues to request a park in their community. The new Master Plan identifies the following priorities based on community input: Development of Rob Wallace Park, Improvement to Frank Liske Park fields, new district park in the western part of the County, renovations to existing parks, more trails/greenways (5 mile addition to the Carolina Thread Trail), and additional swimming pools and/or splash pad.

### **BUDGET HIGHLIGHTS & CHANGES:**

- All Phase 1 requirements for Rob Wallace Park were completed by December 31<sup>st</sup>, 2016 ensuring the Parks and Recreation Trust Fund Grant for the department.
- Due to the opening of Rob Wallace Park, FY 2018 includes the following new positions and expenses: Full Time Senior Ranger position, Full Time Park Attendant, increased part-time ranger and facility operator (RFO) hours and the expenses related to the day-to-day operations of the new park. These expenses are included in the budget FY 2018 Budget Request. There will also be some increase in revenue to subsidize a portion of these expenses.

# Active Living and Parks – Parks

## BUDGET SUMMARY:

	ACTUAL FY 2016	AMENDED FY2017	ADOPTED FY2018	% CHANGE FY17 to FY 18
<b>EXPENDITURES</b>				
Personnel Services	988,187	1,014,933	1,165,753	-
Operations	280,115	373,810	434,892	-
Capital Outlay	46,431	165,000	150,000	-
<b>Total Expense</b>	<b>\$1,314,733</b>	<b>\$1,553,743</b>	<b>\$1,750,645</b>	<b>12.67%</b>
<b>REVENUES</b>				
Sales & Services	398,333	383,800	418,000	-
Miscellaneous	15,670	133,000	75,000	-
Other Fin. Sources	-	4,000	-	-
<b>Total Revenue</b>	<b>\$414,003</b>	<b>\$520,800</b>	<b>\$493,000</b>	<b>-5.34%</b>
<b>STAFFING</b>				
<b>FTE Positions</b>	<b>18.546</b>	<b>14.088</b>	<b>16.436</b>	<b>-</b>

## PERFORMANCE SUMMARY:

### County-wide Goal(s) Supported:

- Preserve and enhance the quality of life by addressing growth with sound public policies that sustain resources, provide high quality services, and fund infrastructure needs.
- Ensure that all citizens have equal opportunity and access to education, health care, and economic prosperity and encourage citizens to fulfill their potential and contribute to their community.

**Program Goal:** Enhancing quality of life by providing programs, preserving land and developing parks while maintaining and operating existing parks and increasing activities and programs to address the diverse population of Cabarrus County.

### Program Strategies:

- Develop additional land conservation educational programs and projects that promote enhanced awareness of environmental needs and maintain open space in all parks.
- Identify and maintain protected natural resources and/or wildlife.
- Identify and develop new parks while enhancing existing parks.

MEASURE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET
Active programs	104	94	140
Environmental programs	63	77	85
Conservation projects	6	10	10

Note: Park upgrades and enhancements keep the parks fresh and promote returned visits. Serving over 800,000 park visitors annually requires increased/enhanced facilities and keeping up with current trends.

# Active Living and Parks – Parks

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**Program Goal:** Promote overall health and wellness through programs, events, classes and/or opportunities offered by the Active Living and Parks Department

**Program Strategies:**

- Create community and other County Departments partnerships to collaborate with local projects and programs to promote overall wellness and improved personal health.
- Enhance existing health and wellness programs, classes, and/or events while adding new programs, classes, and/or events to meet the ever-changing demands of park patrons. This will include programs, classes and events such as Fit Camp, Family Fit Challenge, Knockerball, Archery tag, Couch to 5K programs, increase in the number of road races, yoga and Crank It Up classes, walking programs, and a new ADA trail at Frank Liske Park.

MEASURE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET
# of program participants	7,889	10,756	9,000
# of facility reservations	2,200	2,080	2,400
# of new programs, classes, and events as a response to participant request/feedback	10	37	10

**Program Goals:**

- Increase visibility of Active Living and Park’s programs and facilities.
- Continue to improve ADA compliant facilities and/or amenities.

**Program Strategy:**

- Monitor facilities and continue to make ADA compliant additions and/or improvements.

MEASURE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET
# of Facebook “Reaches”	51,948	133,711	150,000
# of Facebook “Likes”	1,554	1,858	2,100
# of ADA improvements	2	4	2

**DEPARTMENT CONTACT:**

Name: Londa Strong  
 Email: [lastrong@cabarruscounty.us](mailto:lastrong@cabarruscounty.us)  
 Phone: 704-920.3354

# Active Living & Parks – Senior Centers

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## MISSION:

To enrich the quality of life for persons of all ages and abilities by providing high quality recreation, education, and social opportunities in harmony with natural resource preservation.

## OVERVIEW:

The primary focus of Senior Centers is to offer health promotion programs, educational workshops and classes, recreation programs, special events, disease prevention and management education, Cabarrus Senior Games, coordinated volunteer opportunities, socialization, and other options to older adults and adults with disabilities to promote quality of life through healthier, more active, and engaged lifestyles.

Two Senior Centers, located in Concord and Mt. Pleasant, are operated by the Active Living & Parks Department, offering amenities that include multi-purpose rooms, computer lab, classrooms, fitness centers (3), game room, commercial kitchens (2), walking trail, bocce courts (4), horseshoe courts (2), shuffleboard courts (2) and rental facilities (indoor and outdoor). Partnerships with community organizations (LunchPlus Club, churches, YMCAs, etc.) continue to provide additional health promotion and education programs, classes, and special events.

## MAJOR ACCOMPLISHMENTS:

- Opened a covered outdoor fitness center at Concord, promoting additional opportunities for persons to enhance health and wellness.
- Three new publications were implemented, in cooperation with Communications and Outreach: *Outlook* (monthly), *Session Guide* (8/year), and *Journeys* (3 times/year).
- Two bocce courts renovated to include artificial turf.
- Hosted the annual NC Senior Games State Finals Pickleball Tournament with over 450 athletes and over 100 volunteers and staff; this event has been scheduled again for FY 2018 in Cabarrus County.
- Value of volunteer hours for the Cabarrus County Senior Centers is \$45,224 (mid-point of FY) based on the Independent Sector's value of volunteer time at \$23.56 per hour in NC for 2016.
- Partnership continues with the Department of Human Services (DHS) to provide services access and Seniors Health Insurance Information Program (SHIIP) open enrollment with American Association of Retired Persons (AARP) for Title V job training and tax preparation services, and with the Area Agency on Aging to provide Evidenced-Based Health Promotion programs.
- Participated in a Racial Ethnic Approaches to Community Health (REACH) grant partnership with Cabarrus Health Alliance to hire bilingual staff for outreach, classes, events, and walking programs. In addition, the first ever International Dance Festival was implemented. The REACH grant targets various ethnic and racial groups to help provide access to healthcare and health promotion opportunities with the goal of reducing health disparities.
- Partnership implemented with National Safety Training Academy to provide vehicle safety checks, including driver checks, up to 4 times per year at the Senior Centers and Senior Health & Wellness Expo.
- Fitness classes were expanded in the parks, enhancing awareness of Senior Center programs; expanded Yoga to 3 parks; boot camp offered in 1 park; mountain biking to be offered at 1 park.
- Participated in the development of 2016 Community Needs Assessment in partnership with Healthy Cabarrus agencies then continued as partners with select task forces.
- Partnerships developed with NC Division of Services for the Deaf & Hard of Hearing and the Metrolina Association for the Blind to provide free hearing screening each month and vision screening quarterly.

# Active Living & Parks – Senior Centers

## CHALLENGES & TRENDS:

- Enhancing awareness of cultural diversity among staff and participants.
- Engaging adults of various cultures in the programs of the Senior Centers.
- Number of persons 60+ to exceed 17 and under in near future.
- Dispelling misconceptions about Senior Centers.
- Name “Senior Center” and institution look may be detriment to some for participation.
- Engaging the growing number of older adults, determining wants and needs and adapting/improving current programs to meet these needs, and continuously adapting to meet changing needs and interests of all older adults and adults with disabilities.
- Adapting to technology changes to reach aging population.
- Targeting adults of all ages with wellness programs through the parks.
- Expanding Senior Centers in areas of increasing older adult population, including Kannapolis, West Cabarrus, Harrisburg, and Midland. Future senior centers will need more space for active programs (i.e. fitness, dance, exercise equipment, and aquatic activity)
- Older adults are living longer, while the Baby Boomers continue to age; Baby Boomers tend to demand more services and assistance versus their older counterparts who tend to rely on themselves and their family for care.
- Creating environment that looks and feels less ‘institutional’ and more attractive to older adults, particularly Baby Boomers.
- Implementing programs to increase participation at the Senior Center in Mt. Pleasant with limited space and resources available.

## BUDGET HIGHLIGHTS & CHANGES:

- Increased expenses and revenues to expand wellness classes, including bilingual classes and events.
- Increased need for bilingual staff to adapt to changing diversity.
- Increased demand for use of Fitness Center including small Group Personal Training Classes.
- Interest in Travel Club increased addition of more trips to budget.

## BUDGET SUMMARY:

	ACTUAL FY 2016	AMENDED FY 2017	ADOPTED FY 2018	% CHANGE FY 17 to FY 18
<b>EXPENDITURES</b>				
Personnel Services	369,560	440,519	454,594	-
Operations	142,952	251,951	218,922	-
<b>Total Expense</b>	<b>\$512,512</b>	<b>\$692,470</b>	<b>\$673,516</b>	<b>-2.74%</b>
<b>REVENUES</b>				
Intergovernmental	95,834	102,501	101,804	-
Sales & Services	131,608	175,847	176,762	-
Miscellaneous	6,485	6,435	6,435	-
Other Fin. Sources	-	43,880	-	-
<b>Total Revenue</b>	<b>\$233,927</b>	<b>\$328,663</b>	<b>\$285,001</b>	<b>-13.28%</b>
<b>STAFFING</b>				
FTE Positions	5.95	6.25	6.65	-

# Active Living & Parks – Senior Centers

## PERFORMANCE SUMMARY:

### County-Wide Goals Supported:

- Preserve and enhance the quality of life by addressing growth with sound public policies that sustain resources, provide high quality services, and fun infrastructure needs.
- Use resources wisely and responsibly by protecting assets, minimizing risk, creating partnerships, and using technology to maximize the value of County investments, expenditures, and services.

**Program Goal:** Enhance quality of life for older adults and adults with disabilities (see Mission Statement).

### Program Strategies:

- Provide organized, safe, effective, and well-attended programs and events.
- Provide fitness assessments to monitor lifestyle changes and maintenance.

MEASURE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET
# of programs offered	2,602	3,397	3,000
# of program participants	64,187	65,108	68,000
# of health assessments	13	*	50
% of health improvements demonstrated through fitness assessments	63%	*	67%
% of customers satisfied with program experiences	100%	100%	100%
% of customers who believe Senior Center programs enhance wellbeing	100%	100%	100%

\*No health assessments were completed, still working on completing a new health assessment form.

**Program Goal:** Provide safe, clean facilities and amenities to maintain and restore the well-being of older adults and adults with disabilities.

### Program Strategies:

- Conduct regular inspections of facilities and equipment weekly to ensure safety.
- Utilize work system with Infrastructure and Asset Management as needed to ensure appropriate maintenance and repair.

MEASURE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET
# of inspections completed weekly	52	52	52
# of accidents reported	9	12	4
% of customers who believe Senior Center facilities/programs are safe	100%	100%	100%



# Active Living & Parks – Senior Centers

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**Program Goal:** Support community connections and use resources wisely and responsibly to maximize the value of the Senior Centers.

**Program Strategies:**

- Utilize volunteers to enhance/implement programs and supplement staff resources.
- Create and maintain partnerships with community agencies.
- Market programs through various media, increasing new participants.

MEASURE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET
# of volunteer hours provided to Cabarrus County	4,458	4,654	4,700
# of agencies and community partners benefitting Senior Center programs	87	100	100
% of customers under the age of 65 who are new to the Cabarrus County Senior Centers	32%	46%	35%

**DEPARTMENT CONTACT:**

Name: Londa Strong

Email: [lastrong@cabarruscounty.us](mailto:lastrong@cabarruscounty.us)

Phone: 704-920.3354

# Library System

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## MISSION:

Connecting Cabarrus County citizens with information and resources that educate, enrich, and empower.

## MANDATE:

Public Library service is NOT mandated. In order to be eligible to receive funds, resources, and services from the State Library of NC the qualifications laid out in 07 NCAC 02I .0201 must be met.

## OVERVIEW:

The library system consists of four libraries in Concord, Harrisburg, Kannapolis, and Mt Pleasant. The libraries offer books, eBooks, and audio-visual items for checkout. Services include research and Reader's Advisory assistance, literacy development, public technology (including computers, educational tablets, and Internet access), online database access, and programs for families, children, teens and adults. Library services are available onsite and at various outreach points throughout the County.

## MAJOR ACCOMPLISHMENTS:

- The Integrated Library Software (ILS) system was replaced to provide more efficient and modern services.
- Improved outreach services were implemented, including a satellite library in Midland at their Town Hall on a bimonthly basis.
- Circulation of digital collections increased drastically, with over 2,000% increase in eBooks and eAudio borrowed.
- A Library Services and Technology Act was awarded by the State Library for enhanced services to native Spanish speakers, including better quality Spanish collections, programs offered in Spanish, and literacy services to learn and improve English-language skills.
- Grant funds also allowed the addition of adaptive hardware and software in each library branch, providing special technology for individuals with visual impairments and other physical limitations.

## CHALLENGES & TRENDS:

- **Challenges:**
  - As the population grows, marketing needs continue to increase for widespread advertisement of services.
  - Literacy services are highly sought after with a waiting list of students waiting to be paired with a tutor. More volunteers, and/or other solutions, are needed to account for the demand.
  - Two major areas in the County do not currently have convenient access to a public library: Midland and a section of western Cabarrus County. Solutions are currently being identified for future implementation.
  - Public satisfaction with collection availability is low with feedback on the public survey relaying the need for newer and in-demand titles at a faster rate and in greater volume.
  - All library facilities are at, or fast-approaching, the limit of space available, with the Harrisburg and Mt. Pleasant branches in the greatest need.

# Library System

- **Trends:**
  - The library will continue to provide customer service and other training to staff in order to provide the best service possible to library users through in-house and industry training via the State Library of North Carolina and professional experts.
  - Marketing of services and resources is a high priority with efforts to find increasingly effective ways of sharing library information with the public.
  - Increasing programs and services for the student-aged population is a continued focus with an emphasis on partnerships with local schools and other youth organizations.
  - Promoting digital literacy as a core library service and continuing to provide instruction and assistance with various technological resources and services is essential to reflect modern methods of communication and education.

## BUDGET HIGHLIGHTS & CHANGES

- To improve workflow and expedite the time between receiving materials and making them accessible to the public, two reclassifications are requested for current positions.
- As a result of increasing demands on marketing and communication efforts, a Communications Coordinator position is requested.

## BUDGET SUMMARY:

	<b>ACTUAL FY 2016</b>	<b>AMENDED FY 2017</b>	<b>ADOPTED FY 2018</b>	<b>% CHANGE FY 17 to FY 18</b>
<b>EXPENDITURES</b>				
Personnel Services	2,419,062	2,558,775	2,569,597	-
Operations	587,429	625,542	616,063	-
Capital Outlay	-	50,000	-	-
<b>Total Expense</b>	<b>\$3,006,491</b>	<b>\$3,234,317</b>	<b>\$3,185,660</b>	<b>-1.50%</b>
<b>REVENUES</b>				
Intergovernmental	195,223	226,851	196,989	-
Sales & Services	184,291	110,000	133,000	-
Miscellaneous	250,000	250,000	215,000	-
Other Fin Sources	-	6,100	-	-
<b>Total Revenue</b>	<b>\$629,514</b>	<b>\$592,951</b>	<b>\$544,989</b>	<b>-8.09%</b>
<b>STAFFING</b>				
FTE Positions	48.50	49.50	49.80	-

## PERFORMANCE SUMMARY:

### County-wide Goals Supported:

- Preserve and enhance the quality of life through public policy that promotes cross-jurisdictional collaboration, encourages growth while balancing its impacts, and looks ahead to preserve quality of life.
- Support community connections through purposeful and strategic communication, enhanced education, active community participation, and increased access to and utilization of services.

# Library System

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**Program Goal:** Provide collections and access to materials and technology which Cabarrus County citizens view as vital components of education and lifelong learning in the community.

**Program Strategies:**

- Develop collections through demand, popularity, and relevance, and maintain diverse materials for access across a variety of platforms (print, digital, etc.)
- Provide access to reliable and current technology that allows the public to pursue modern methods of communication and education, and results in high levels of satisfaction among library users.
- Encourage digital literacy through instructional classes, workshops, and one-on-one sessions that teach the use of various software, hardware, and electronic resources.

MEASURE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET
Total # of items circulated	675,234	771,850	750,000
% of public reporting high levels of satisfaction with library collections	84%	85%	90%
# of non-print materials circulated	102,938	128,206	150,000
% of public reporting high levels of satisfaction with eResources/digital collections	82%	85%	85%
# of workshops or classes held to promote digital literacy	799	289*	850
% of public reporting high levels of satisfaction with access to technology (hardware, Wi-Fi, etc.)	84%	85%	85%

\*State Library changed the way they defined digital literacy, due to programs the County considers digital literacy isn't aligned with state definition, which is why the number for FY17 is significantly lower

**Program Goal:** Connect library patrons to information and resources for literacy and life skills through engaging programs and quality services.

**Program Strategies:**

- Provide specialized literacy services for children through implementing Every Child Ready to Read methods during programs.
- Administer high-interest programs for teens and adults on topics that introduce new skills and knowledge.
- Produce an exciting annual Summer Reading program for all ages that highlights literacy and a love of reading.
- Continue to work with Cabarrus Literacy Council to provide literacy services to adult learners, including finding new ways to recruit volunteer tutors and students, as well as support literacy programs at the Cabarrus County Detention Center.

# Library System

MEASURE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET
Total # of programs offered	3,280	3,080	4,000
Total # in program attendance	65,436	71,893	150,000
% of public reporting high levels of satisfaction with programs (all ages)	80%	85%	85%
Total # of Summer Reading participants	6,413	5,057	7,000
# of Summer Reading participants reporting an increased interest in reading after participating	97%	97%	98%
# of adult students supported by literacy services, including one-on-one tutoring and community classes	62	95	130
# of literacy programs offered in the Cabarrus County Detention Center	7	7	7

**Program Goal:** Continue to promote literacy and lifelong learning through outreach, community engagement, and a customer-service oriented staff.

**Program Strategies:**

- Partner with community organizations, schools, and businesses to create awareness of library programs and services.
- Provide homebound and satellite services to extend resources to immobile citizens and underserved areas.
- Involve citizens in library activities through volunteer opportunities and involvement in library support organizations.
- Ensure library staff remains knowledgeable on current services and best practices through regular opportunities for training and professional development.
- Maintain excellence in service through commitment to a customer-focused culture.

MEASURE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET
Total # of outreach programs held	402	365	450
% of public reporting library staff as helpful	91%	95%	95%
Satisfaction with customer services provided at libraries	89%	95%	95%
Total # of visits (door count) of all libraries	440,041	428,290*	450,000
Total # of cardholders	73,027	82,335	90,000

\*Door counters at two branches broke mid-year, which is why numbers seem low.

**DEPARTMENT CONTACT:**

Name: Emery Ortiz  
 Email: [emortiz@cabarruscounty.us](mailto:emortiz@cabarruscounty.us)  
 Phone: 704-920-2063

# Cabarrus Arena & Events Center

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## **MISSION:**

The mission of the Cabarrus Arena & Events Center is to provide a safe, clean, versatile, and user-friendly facility that supports a broad range of entertainment, cultural, educational, and informational events which promote the community and provide economic opportunities within Cabarrus County.

## **OVERVIEW:**

As a unique venue in the region, the Cabarrus Arena and Events Center complex offers a combined 140,000 square feet of meeting and exhibit space, a seating capacity of 5,500 people in the Arena, and ten acres of outdoor festival and exhibit space. The venue has the infrastructure necessary to host musical and theatrical performances, consumer shows, sporting events, formal banquets, outdoor festivals, and agricultural events.

The Cabarrus Arena and Events Center is managed by SMG, a private facility management company operating over 230 similar facilities worldwide. SMG's responsibilities cover all operational aspects of the facility including managing daily operations, marketing the facility, providing food and beverage service for all events, and routine building and grounds maintenance.

## **MAJOR ACCOMPLISHMENTS:**

- Reduced event staff turnover by increasing entry-level wages and providing more opportunities to work by cross-training among departments.
- Divested self-promoted events to the private sector so sales and marketing efforts can focus on attracting new business and generating new revenue sources.
- Cooperation with community partners continues to improve.
- Absorbed operating expense increases due to the age of the facility without budget increases.
- Maintained customer service and client satisfaction levels during a period of significant turnover and restructuring.
- Revenue and profitability trends continue to improve each year.
- \$430,000 of in-kind contributions provided to governmental, non-profit, and civic organizations holding events at Cabarrus Arena.
- Twenty non-profit groups earned \$70,000 through fundraising opportunities offered by Cabarrus Arena.

## **CHALLENGES & TRENDS:**

- Weak demand for mid-week events generating significant revenue due to the geographic location of the venue and the lack of nearby hotels.
- The existing full-time staffing model is becoming inadequate as the number of events and administrative requirements continue to grow.
- The local market is saturated with direct competitors, most of whom have a competitive advantage because of their location. The most effective strategy to overcome this disadvantage has been through an aggressive fee structure, providing exceptional customer service, and leveraging the versatility of the complex. This has proven successful as the event schedule for the next two years allows little room for adding new events requiring weekend dates. Balancing loyalty to legacy events and bottom-line profitability will be challenging in the next few years.

# Cabarrus Arena & Events Center

- Repair and maintenance expenses continue to increase as the facility has been in service for nearly fifteen years.
- Interest in sponsorship and advertising sales has improved but will be a minimal source of revenue.
- Future revenue growth will likely be modest and generated from incremental growth in ancillary revenue streams such as parking fees and concessions.

## BUDGET HIGHLIGHTS & CHANGES:

- Revenue is budgeted conservatively to reflect lack of weekend date availability during much of the year.
- No significant personnel or wage expense changes from previous year.
- Substantial resources dedicated to marketing efforts including traditional advertising, creating social media presence, and replacing outdated sales materials.
- Repair and maintenance budgets are increased due to the age of the facility and equipment.

## BUDGET SUMMARY:

	ACTUAL FY 2016	AMENDED FY 2017	ADOPTED FY 2018	% CHANGE FY 17 to FY 18
<b>EXPENDITURES</b>				
Operations	765,495	1,099,789	909,837	-
<b>Total Expense</b>	<b>\$765,495</b>	<b>\$1,099,789</b>	<b>\$909,837</b>	<b>-17.27%</b>
<b>REVENUES</b>				
Invest. Earnings	16	-	-	-
Other Fin Sources	1,010,972	1,099,789	909,837	-
<b>Total Revenue</b>	<b>\$1,010,988</b>	<b>\$1,099,789</b>	<b>\$909,837</b>	<b>-17.27%</b>

## PERFORMANCE SUMMARY:

### County-wide Goal(s) Supported:

- Preserve and enhance the quality of life by addressing growth with sound public policies that sustain resources, provide high quality services, and fund infrastructure needs.
- Use resources wisely and responsibly by protecting assets, minimizing risk, creating partnerships and using technology to maximize the value of County investments expenditures and services.

**Program Goal:** Increase usage of the Cabarrus Arena & Events Center complex.

### Program Strategies:

- Work with the Cabarrus County Convention and Visitors Bureau, SMG, Cabarrus County, and other stakeholders in the general promotion and sales of the facility.
- Implement a targeted marketing plan consisting of social media, traditional advertising, increased internet presence, and redesigned sales materials.
- Continue attending industry trade shows to make contacts with potential event promoters.

# Cabarrus Arena & Events Center

- Continue providing a level of service that entices show owners/producers to hold events at Cabarrus Arena & Events Center.
- Market Cabarrus Arena & Events Center as a viable venue for governmental, charitable, non-profit, and community events.
- Recruit new events to fill midweek and off-peak voids in the event calendar.
- Continue limited co-promotion of events.

MEASURE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET
Total # of unique events/event days	137/272	161/262	150/259
# of unique events/event days for governmental, non-profit, charitable, and civic entities	58/90	60/96	60/80
# of unique midweek events/event days	57/64	66/92	55/75
Revenue from midweek events	\$196,003	\$273,970	\$220,000
# of referrals, inquiries, and joint sales calls from CVB, SMG, Cabarrus County, and other stakeholders	Estimated 12	15	20
# of CVB, SMG, Cabarrus County, and other stakeholder referrals that lead to event bookings	Estimated 10%	12%	15%
# of industry trade shows attended	0	1	3
# of event bookings from industry trade shows	0	0	1
Client surveys indicating Excellent overall rating of the facility or would recommend the facility	100%	100%	100%

**Program Goal:** Reduce the operating subsidy from Cabarrus County’s General Fund

**Program Strategies:**

- Minimize energy cost through new technology and replacement of inefficient equipment
- Use part-time SMG employees for routine maintenance tasks to extend the useful life of equipment and assets within a scope, scale, and quality of work acceptable to Cabarrus County Infrastructure and Asset Management
- Maximize event profit margins while maintaining a pricing structure that is attractive to clients and patrons

MEASURE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET
Energy expense	\$347,393	\$299,208	\$336,750



# Cabarrus Arena & Events Center

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**Program Goal:** Increase gross revenue at the facility.

**Program Strategies:**

- Begin soliciting low profit margin mid-week events to generate additional revenue.
- Increase ancillary and non-event revenue while maintaining a pricing structure that is attractive to clients and patrons.
- Assess the efficacy of self-promoted events as a revenue generator for the facility.
- Generate sponsorship and advertising revenue or use trades to lower operational expenses.

MEASURE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET
Total gross revenue	\$2,163,307	\$2,175,874	\$1,997,704
Gross event revenue	\$2,157,607	\$2,140,988	\$1,983,704
Non-event revenue	\$5,700	\$34,886	\$14,000
Sponsorship/advertising revenue and trades	0	0	\$20,000

**Program Goal:** Serve the community as a good corporate citizen.

**Program Strategies:** Provide fundraising opportunities for civic groups.

- Revise and expand discounted rates for charitable, non-profit, community, and governmental events, especially for mid-week events.
- Aggressively recruit and employ disabled persons.
- Maintain a presence with various civic organization and charitable agencies.

MEASURE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET
# of civic groups participating in fundraising at Cabarrus Arena	14	19	20
Funds raised by civic groups through work at Cabarrus Arena	\$61,748	\$50,040	\$75,000
Discounts and in-kind contributions to charitable, non-profit, community, and governmental entities	\$447,025	\$500,549	\$450,000
# of hours worked by disabled employees	4,606	3,661	4,500

**DEPARTMENT CONTACT:**

Name: Kenny Robinson

Email: [klrobinson@cabarruscounty.us](mailto:klrobinson@cabarruscounty.us)

Phone: 704-920-3986

# Fair

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## **MISSION:**

To provide a safe, affordable, family, and fun-filled experience through educational and agricultural exhibits, amusement rides, participative programs, cuisine, and grounds entertainment for all citizens.

## **OVERVIEW:**

This program is responsible for managing and operating all aspects of the Cabarrus County Agricultural Fair. The Cabarrus County Agricultural Fair was organized in 1953. For forty-nine years the fairs were held at the intersection of Cabarrus Avenue and Union Cemetery Road. In December 2000, the Cabarrus County Board of Commissioners agreed to assume responsibility for managing the annual fair in exchange for ownership of the original fairgrounds. The County purchased a 70-acre parcel located at Highway 49 and Old Airport Road in Concord; and in June 2001, ground was broken on the Cabarrus Arena and Events Center. The 50<sup>th</sup> Annual Cabarrus County Fair was held at the new facility in 2001 and the fair celebrated its 60<sup>th</sup> anniversary in 2012. Both were an overwhelming success. Fair participation has gained steadily over the last ten years.

## **MAJOR ACCOMPLISHMENTS:**

- Received twenty one 2016 International Awards from the International Association of Agricultural Fairs and Expos (IAFE). Since 2011 the Cabarrus County Fair has received over 100 international recognitions.
- Received three 2016 Award Recognitions from the North Carolina Association of Agricultural Fairs (NCAOAF) and the North Carolina Department of Agriculture
- 14,457 pounds of food was collected and then donated to Cabarrus County food pantries during the canned food drive Sunday, September 11, 2016.

## **CHALLENGES & TRENDS:**

- Economic climate.
- Weather impacting attendance (i.e. heat and threatening storms in the region).
- Patrons increasingly utilize the free or discounted admission days.
- Attendance continues to stay strong at an average of 80,000 patrons, as a result of bad weather not greatly impacting the week of the fair in over 5 years.
- Week day attendance continues to trend significantly lower than weekend daily attendance numbers.

## **BUDGET HIGHLIGHTS & CHANGES:**

- The projections continue to remain conservative due to the current economy and the potential of weather challenges during fair time.

# Fair

## BUDGET SUMMARY:

	ACTUAL FY 2016	AMENDED FY 2017	ADOPTED FY 2018	% CHANGE FY 17 to FY 18
<b>EXPENDITURES</b>				
Personnel Services	111,234	124,010	130,573	-
Operations	470,155	494,285	491,419	-
<b>Total Expense</b>	<b>\$581,389</b>	<b>\$618,295</b>	<b>\$621,992</b>	<b>-.60%</b>
<b>REVENUES</b>				
Sales & Services	685,986	609,040	612,492	-
Invest. Earnings	4,201	255	500	-
Miscellaneous	18,068	9,000	9,000	-
<b>Total Revenue</b>	<b>\$708,255</b>	<b>\$618,295</b>	<b>\$621,992</b>	<b>-.60%</b>
<b>STAFFING</b>				
FTE Positions	1.67	1.67	1.67	-

## PERFORMANCE SUMMARY:

### County-wide Goals Supported:

- Preserve and enhance the quality of life through public policy that promotes cross-jurisdictional collaboration, encourages growth while balancing its impacts, and looks ahead to preserve quality of life.
- Use resources wisely by seeking to collaborate services, share costs, minimize risk, and protect county assets and investments.

### Program Goals:

- Increase advance gate and carnival sales revenues.
- Continue to retain and grow fair attendance.
- Provide family oriented events for the citizens of Cabarrus County and throughout the region.
- Promote agriculture in Cabarrus County.
- Provide educational and practical opportunities for adults and children while engaging in agricultural related activities.

### Program Strategies:

- Market the fair through various advertising mediums with the most return on investment (ROI).
- Evaluate the most return the fair receives from each of the current marketing methods resulting in advance ticket sales and attendance. Additionally, reviewing existing low ROI and replacing those with new opportunities with more potential for growth.

MEASURE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET
# of fair patrons	84,927	81,228	80,000
Revenue from advance carnival sales	\$51,810	\$61,725	\$60,000
Revenue from advance gate sales	\$15,803	\$20,091	\$20,000

# Fair

**Program Goal:** Continue to provide a safe and fun environment for fair patrons.

**Program Strategy:** Proactively work with local and state agencies to limit safety incidents.

MEASURE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET
# of safety-related incidents during the fair	0	0	0
% satisfied from customer satisfaction surveys	99%	98%	80%

**Program Goal:** Maintain the strong participation number of fair exhibitors, entries (i.e. livestock, education/competitive exhibits, contest participants, etc.) and patrons to encourage community participation and to provide entertaining, educational opportunities.

**Program Strategy:** Work effectively with the Carnival Company (rides and games), vendors, volunteers and staff to ensure a memorable experience that provides exceptional customer service to patrons that also entices them to return next year.

MEASURE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET
# of exhibitors entering items into the fair (participants)	754	832	750
# of individual entries (items) submitted into the fair	3,523	3,814	3,500
# of free gate entries	31,764	29,911	30,000
# of 6 <sup>th</sup> grade agribusiness school days student participation	2,523	2,572	2,500
# of pounds of food donated to local pantries through the Fair's canned food drive	20,309	14,457	20,000
% of patrons planning on returning to the fair next year from customer surveys	98%	99%	80%

**Program Goal:** Continue to maintain and increase sponsorship revenues and offset fair expenses through in-kind partnership while providing partners with marketing opportunities to approximately 80,000 patrons.

**Program Strategy:** Focus on creatively reaching out to community businesses to tailor mutually beneficial individualized agreements that have the potential to offset fair expenses and/or increase revenues.

MEASURE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET
In-kind/trade sponsorships for cost savings of expense and local opportunities	\$18,250	\$19,880	\$20,000
Monetary sponsorships to increase revenues and local business opportunities	\$2,475	\$1,700	\$5,000

**DEPARTMENT CONTACT:**

Name: Kate Sharpe

Email: [kpsarpe@cabarruscounty.us](mailto:kpsarpe@cabarruscounty.us)

Phone: 704-920-3982

# Other Cultural and Recreational

**DESCRIPTION:**

Agencies funded through this program are non-profit and other government agencies that provide public services which complement or are not found in the array of services provided by the County.

**Cabarrus Arts Council, Inc.**

The Board of Commissioners selected the Cabarrus Arts Council (CAC) in the early 1980s as Cabarrus County's Local Distributing Agency (now called Designated County Partner). As such, it operates the N. C. Grassroots Arts program that is the major source of state arts funding for local organizations. CAC provides programming for all local schools and has been a pioneer in expanding programming to minority and underprivileged audiences in our community. The Arts Council serves as an information and referral service, and provides leadership to art organizations and artists. The County provides 11,635 square feet of space (valued at \$139,620 per year plus approximately \$46,199 in various in-kind expenses (utilities, custodial services and building maintenance).

**BUDGET SUMMARY:**

	<b>ACTUAL FY 2016</b>	<b>AMENDED FY 2017</b>	<b>ADOPTED FY 2018</b>	<b>% CHANGE FY17 to FY 18</b>
<b>EXPENDITURES</b>				
Operations	26,000	26,000	26,000	
<b>Total Expense</b>	<b>26,000</b>	<b>26,000</b>	<b>26,000</b>	<b>0.00%</b>
<b>REVENUES</b>				
<b>Total Revenue</b>		-	-	<b>0.00%</b>



# **PUBLIC SAFETY**

# Sheriff

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## **MISSION:**

Providing professional law enforcement services to keep Cabarrus County a safe place to work, live, and raise a family.

## **MANDATE:**

Law Enforcement Service is mandated by the North Carolina Constitution and North Carolina General Statute 62. The level of service is not mandated.

## **OVERVIEW:**

The Cabarrus County Sheriff's Office is a full service law enforcement organization. In addition to primary law enforcement services rendered to citizens outside the corporate limits of Concord and Kannapolis, the Sheriff's Office provides law enforcement and public safety efforts throughout all of Cabarrus County. In addition, the Sheriff's Office currently contract out services to provide all law enforcement to the Towns of Harrisburg, Mt Pleasant, and Midland.

According to the U.S. Census Bureau, Cabarrus County has a geographical area of approximately 367 square miles and a population of approximately 192,434 people. The Concord and Kannapolis Police Departments, combined, provide primary law enforcement responses to approximately 131,000 (85,560/CPD, 45,245/KPD) people who reside in a total geographical area of 92 square miles in Cabarrus County. This leaves over 61,500 people scattered out over 275 square miles, for which the Sheriff's Office provides all law enforcement services.

In addition to responsibilities normally recognized as law enforcement duties, the Sheriff is responsible for the courts and courthouse security (i.e. bailiffs), transportation of prisoners to state prison units, transportation of involuntarily committed mental patients to regional mental hospitals and return to their place of residence upon release. The Sheriff is also responsible for the service of all civil processes countywide which includes: domestic violence orders, juvenile petitions, and summons.

Within the Sheriff's Office, there are 14 divisions: Patrol, Community Police, Criminal Investigations, Crime Scene, Communications, Training, Records, Civil, Youth Development, Jail, Courthouse Security, Animal Control, Animal Shelter, and 911 Operations. The Sheriff's Office also includes 12 specialty units: Special Response Team (SRT), Negotiators, Bomb Squad, Vice Narcotics, K-9's, Clandestine Meth Lab Team, Special Vehicle Response Team (SVRT), Sex Offenders Registry, Crime Prevention, Project SAFE Cabarrus, Motor Unit and Honor Guard. The 355 employees of the Sheriff's Office include 215 sworn Deputies, 100 Detention Officers and 40 Civilians. The Sheriff has numerous statutorily assigned duties.



# Sheriff

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## MAJOR ACCOMPLISHMENTS:

- Crime Index – Cabarrus County Sheriff’s Office continues its long term trends of outperforming most surrounding counties and counties statewide based on county size and per capita.
- Grants – The Sheriff’s Office diligently seek and consistently receive grants that are utilized to support department programs and services.
- Commitment to Excellence - The Cabarrus County Sheriff’s Office’s commitment to excellence is exemplified by officers through conduct in the line of duty.
- Leadership - We serve as a leader for other agencies as they model their programs after those of the Cabarrus County Sheriff’s Office.
- Professionalism – embodied by Officers and Staff in daily interactions with citizens, businesses and other governmental entities.

## CHALLENGES & TRENDS:

- Increasing Officer Safety -- We continue to focus on officer safety through extensive education, training, and practice. Our vigilance in preparing officers for duty in the field is evidenced by the numerous hours our officers spend in the classroom, at the range, in scenario training and shadowing experienced officers.
- Increasing Public Trust – Relationships are key. As we solidify current relationships, we are also creating new partnerships within our community. Public input on services provided to the community can be valuable.
- Workforce Development – The ongoing need of the department to attract, recruit and retain dedicated, motivated and responsible individuals. Recruiting top quality officers remains a challenge. In a competitive employment market, it is important to be as creative as possible in our recruiting. This has been a priority in our last four budgets. Recently, much progress has been achieved through last year’s Public Safety Compensation and Salary Compression Study Adjustment. Further improvement in department pay scale is projected with implementation of the Career Development Program.
- Legislative Changes
  - We continue to monitor the changes related to the legality of payouts in gaming, entertainment, and sweepstakes. Increasing the related enforcement responsibilities continues to be an issue.
  - The suspension of the Federal Asset Forfeiture program by the Justice Department could result in a change in determining whether to prosecute a case under State or Federal law. Under an equitable sharing agreement, local agencies participated with federal agencies to investigate cases to be prosecuted under federal law, and in return, the program resulted in a portion of the forfeited assets being turned over to the local agency.
  - Another asset sharing program was also suspended, the 1033 program which allowed the military to pass along to local law enforcement surplus military property for reutilization. The Federal Government lifted this suspension in April 2015. We are still monitoring this situation.
- Technology – Advancements in technology create the need for additional and ongoing training and the need to have the most up-to-date equipment and software. Tracking cyber activity and processing cyber evidence requires maintaining the most advanced level of knowledge and technology.
- Vice Narcotics
  - As heroin becomes cheaper and more readily available, use among our youth and young adults has escalated. Heroin is highly addictive. The average heroin addict nationwide is 18-25 years old, white, middle class, and living in the suburbs. Subsequently, we continue to track and monitor local overdoses from heroin, most notably “China White,” a Fentanyl-laced heroin.
  - Also, Meth is making a comeback as the drug of choice among addicts; we will be targeting our efforts in this area.

# Sheriff

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## BUDGET HIGHLIGHTS & CHANGES:

- Capital outlays:
  - To be utilized for the replacement of department vehicles that have reached the end of their useful life as police vehicles. Including in these vehicle replacements is a pick-up truck to assure the separation of evidence and hazardous materials from crime scenes from our Crime Scene Officers and replacement of 9 year motorcycle.
- To replace outdated, low functioning X-ray system for the Bomb Squad. Equipment and technological challenges must be met at optimal levels, otherwise agency and/or officer preparedness and readiness will be greatly reduced.
- New technology requests - For Vice-narcotics and Criminal Investigations new software is needed to further enhance surveillance capabilities at mass gatherings to monitor potential threats. Utilizing Smart and Interactive technology to aid in audio and video interviewing and remote monitoring.
- Replacing training tools for the Special Response Team.
- Replacing equipment for Crime Scene, the Bomb Squad and Special Response Team.
- Sheriff's Deputies serve as School Resource Officers (SRO) in 17 Cabarrus County Schools. Our SROs have the ability to positively affect the younger generation of our County. Our SROs work closely with the public and our communities as they serve in our schools providing a positive impression.
- More technology in Patrol Officers' hands - We continue to move towards more field reporting and keeping officers in the field with continuous connection and immediate access to information for evaluating situations and enhancing decision making.
- Request for additional Staff to meet the growing needs of our Records Division and provide improved customer service.
- More training is being performed in-house through our "Train the Trainer" Program. This training program replaces some training that has been outsourced in the past. In-house training decreases the need and expense of travel and reduces time spent out of the office. The Training Division focuses on officer safety, providing mandated training as well as offering a wide range of elective programs.
- In-car technology is equipping officers to allow for more field based reporting.
- Use of grants and state drug tax money allows us to reinvest money into advanced specialized services like the Bomb Squad and Special Response Team.

# Sheriff

## BUDGET SUMMARY:

	ACTUAL FY 2016	AMENDED FY 2017	ADOPTED FY 2018	% CHANGE FY 17 to FY 18
<b>EXPENDITURES</b>				
Personnel Services	10,311,250	10,892,734	11,300,907	-
Operations	1,837,424	2,138,883	1,946,201	-
Capital Outlay	459,140	497,345	592,104	-
<b>Total Expense</b>	<b>\$12,607,814</b>	<b>\$13,528,962</b>	<b>\$13,839,212</b>	<b>2.29%</b>
<b>REVENUES</b>				
Intergovernmental	704,537	750,160	752,760	-
Permits & Fees	219,323	196,500	196,500	-
Sales & Services	1,667,163	1,784,602	1,784,602	-
Miscellaneous	44,984	-	-	-
Other Fin Sources	-	35,401	-	-
<b>Total Revenue</b>	<b>\$2,636,007</b>	<b>\$2,766,663</b>	<b>\$2,722,455</b>	<b>-1.60%</b>
<b>STAFFING</b>				
FTE Positions	165.75	170.75	172.75	-

## PERFORMANCE SUMMARY:

### County-wide Goal(s) Supported:

- Achieve community-wide preparedness to protect public safety, respond to routine and catastrophic events, and maintain and restore the well-being of all residents.
- Use resources wisely and responsibly by protecting assets, minimizing risk, creating partnerships, and using technology to maximize the value of County investments expenditures and services.

**Program Goal:** Continue to enhance the quality delivery of services with a desired goal of keeping emergency response times below 7 minutes and non-emergency response times below 11 minutes.

### Program Strategies:

- Provide adequate staffing with professional, highly qualified employees.
- Improve preparedness by expanding our communication channels.
- Improve response times and set and encourage meeting goals suitable to maximize safety.
- Professionally manage all emergency communications obtaining all vital information to properly direct calls and provide accurate emergency information to callers and emergency responders.

# Sheriff

MEASURE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET
<b>Law Enforcement Data</b>			
Response Times in minutes			
Emergency	6:48	6:52	7:00
Non-emergency	9:37	9:45	11:00
All Patrol calls for service	76,996	84,792	71,000
Security checks	39,112	49,872	44,500
Traffic Stops	10,451	6,806	8,500
All other Patrol calls	27,433	28,114	28,000
Animal Control calls for service	5,998	5,284	7,200
Inmate transports	855	880	900
Mental transports	561	579	600
Total	84,410	91,535	88,500
<b>Law Calls by Zone</b>			
Northeastern Cabarrus County / 236	6,316	7,461	7,000
Central Cabarrus County / 245	10,835	10,135	10,500
Mt. Pleasant Town Limits / 253	5,241	7,722	6,000
Southern Cabarrus County / 261	7,565	9,109	8,500
Midland Town Limits / 265	6,754	8,478	8,000
Lake Don T. Howell / 269	299	353	300
Northwestern Cabarrus Community / 270	7,912	9,820	8,500
Harrisburg Town Limits / 287	15,434	12,239	14,000
Harrisburg Vicinity / 288	7,053	5,530	5,500
City of Concord / CPD	11,994	13,577	13,000
Kannapolis / KPD	4,822	5,530	5,500
All Other	185	178	200
Total Calls	84,410	91,535	88,500

**Program Goal:** Achieve efficiencies in productivity and costs

**Program Strategies:**

- Professionally serve civil processes in accordance with North Carolina General Statutes and assure the proper return of documents and funds.
- To maintain a goal of serving 80% of civil papers received for processing.
- Scrutinize each gun permit application for accuracy to maximize safety and compliance with North Carolina State General Statutes.
- Improve delivery of service through a balance of quality of service and expediency of service.

# Sheriff

MEASURE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET
<b>Administrative</b>			
# of concealed permits requests	2,634	3,900	4,000
# of concealed permits approved	2,167	3,349	3,500
# of gun permit requests	3,003	2,893	3,000
# of gun permits issued	2,928	N/A	2,900
# of civil papers received	18,423	17,559	18,300
# of civil papers served	15,015	14,444	14,700
% of civil papers served	80%	78%	80%

**Program Strategies:**

- Scrutinize contracts for accuracy and re-negotiate to maximize savings and delivery of service through a balance in quality of service at an economical price.
- Develop, implement, and utilize multi-year plans for replacement or retirement of aging, expired, or obsolete assets.
- Implement practices that maximize efficiency and cost effectiveness.
- Utilize external resources as force multiplier, such as annex stations throughout the County, State and Federal task forces, partner agency programs, mutual aid agreements, grants, etc.

**Program Goal:** Adhere to Cabarrus County Sheriff’s Procedures and Policies to promote the best service to Cabarrus county residents with the following goals:

- Increase the number of positive contacts with citizens, building meaningful relationships.
- Continue to work to keep our schools safe.
- Investigate cases in a professional manner. Solve cases in an efficient and safe manner.
- Reduce property damage from automobile crashes by slowing drivers down.
- Reduce DUI accidents.
- Reduce and eliminate youth alcohol use.
- Reduce teen deaths due to DUI.
- Expand problem identification.
- Reduce car break-ins.
- Reduce domestic violence.
- Increase utilization of Silver Alert.
- Improve sex offender compliance rate.

**Program Strategies:**

- Adhere to the standardized operating procedures and NC Regulations and Guidelines.
- Improve and review internal control policies regularly.

**DEPARTMENT CONTACT:**

Name: Sheriff Brad Riley  
 Email: [dbriley@cabarruscounty.us](mailto:dbriley@cabarruscounty.us)  
 Phone: 704-920-3000

# Sheriff – Jail

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## **MISSION:**

Providing professional law enforcement services to keep Cabarrus County as a safe place to work, live, and raise a family.

## **MANDATE:**

NCGS 153A-218, 162-22, State and Federal Regulations: North Carolina Minimum Standards for Jail and Local Confinement Facilities.

## **OVERVIEW:**

The Cabarrus County Sheriff's Office opened an annex in 2007 and a new detention facility in 2011. The detention facility is comprised of 6 different housing units and each unit contains 4 pods. The total number of beds available in the detention center is 569. The annex is made up of 4 pods and has 96 beds thus creating a maximum bed capacity of 665 for the Sheriff's Office overall. Currently only 5 of the 6 housing units in the detention center are open, which provides us 473 available beds that can be managed by staff. The annex and the 1 housing unit in the detention center are currently not open, because the inmate population does not demand it. The detention center is located at 30 Corban Avenue SE, and the annex is located at 20 Corban Avenue SE beside the Sheriff's Office. Both of these facilities are considered maximum security facilities. The detention center serves all of Cabarrus County and is the only local confinement facility in the County.

The supervision of the inmates housed in each of these detention centers is almost entirely self-contained within the custodial environment. Mandated programs such as food, laundry, minor health care, mental health assessments, recreation, visitation, mail, telephone, access to legal representation, etc. are provided without the inmate ever leaving the confines of the jail.

Inmates, under the supervision of detention staff, provide cleaning, laundry, and other appropriate services within the detention center. No County custodians enter the detention area to clean or perform custodial work. No inmates leave the detention areas without being accompanied by a detention officer. Inmate healthcare is provided by Southern Health Partners, Inc., under a contract with Cabarrus County.

Food for the inmates is prepared in the detention kitchen located in the detention center. The food is prepared, portioned, and served according to jail and health standards. The detention center food service is provided by Aramark, Inc. under contract with Cabarrus County.

Under the supervision of the Sheriff of Cabarrus County, the detention center is managed in conformity with North Carolina Jail Minimum Standards and current judicial trends that dictate certain aspects of how a detention center must be operated. Operating outside of these standards could create legal and financial troubles with the Federal Government as well as jeopardize staff and inmate safety. Inmates and staff remain a top priority.

The Cabarrus County Detention Center holds inmates meeting the following classifications:

- State pre-trial detainees.
- County prisoners with 1 day to 30 day sentence.
- Sentenced State prisoners with over 30 day sentences.
- Civil contempt/compliance detainees.
- Custody orders.

# Sheriff – Jail

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- NC State Misdemeanant Confine Program (SMCP) houses inmates with misdemeanor sentences of 91 days or more. This includes Driving While Impaired (DWI).
- Federal Immigration and Customs Enforcement (ICE) (287(g)) inmates are held up to 72 hours with federal reimbursement.

The Cabarrus County Detention Center is well-managed and provides cost-effective operations. As with all detention centers in North Carolina, predicting the future of detention environments is impossible. The County Commission and County Manager's office remain informed of any unique developments as they may arise.

## **MAJOR ACCOMPLISHMENTS:**

- Continued to operate the Program Re-entry Initiative, which started as a pilot with grant funding in 2012. FY16 is the first year that the Program Coordinator position has been solely funded by Cabarrus County. This program consistently graduates inmates 3 to 4 times per year.
- Using community volunteers, we were able to continue inmate programs for inmates. These programs include Bible studies, literacy programs, Alcoholics Anonymous, Narcotics Anonymous, and domestic violence awareness groups.
- Inmate participation averaged 234 inmates per month in classes for FY16. This was an increase from 232 the previous year.
- Currently, we have 119 active volunteers who have contributed a total of 2,100.5 hours this fiscal year. Both of these amounts are slight increases from the previous year. With a value of \$23.56 per hour, the estimated value of volunteer time, this provides the Detention Center with \$49,487.78 worth of services for inmates at no cost to the County.
- Continued participation in the North Carolina SMCP that started as a pilot in December 2011.
- Continued participation in the 287(g) Illegal Immigrant Program, which allows certified officers to place deportation orders on people who are arrested and found to be in this country illegally.
- Continued working with the County Information Technology Staff to begin reviewing and upgrading the camera and security system. This upgrade would greatly improve features (monitoring, inmate to officer communication, etc.) that are needed for inmate security.

## **CHALLENGES & TRENDS:**

- Saw a decrease in average daily population for FY16 to 285. This decrease has been seen by Detention Centers across the State. It should be noted that the first 6 months of Fiscal Year of 2017 has shown this average increase to 324.
- Managing staff turnover continues to be an issue. This has been an ongoing issue and exit interviews suggests the reasons for leaving include low salaries, poor hours and/or benefits, and the negative perception of law enforcement in society at this time.
- During FY16, we completed the first full year of SMCP with the new additions of DWI convictions and all misdemeanor convictions.
- With the passage of the Prison Rape Elimination Act (PREA) of 2013, we will have to look at the impact this act will have on our facility. During FY17, we will continue to monitor how this act affects our facility. This could include a complete Policy overhaul and some operational changes.
- Mental illness is an ongoing challenge in the inmate population.

# Sheriff – Jail

## BUDGET HIGHLIGHTS & CHANGES:

- If equipment and technological challenges are not maintained at optimal level, it will greatly reduce agency and officer preparedness and readiness.
- By participating in North Carolina SMCP, we were able to bring in revenue of \$884,329.27 for FY17. This was an increase of 34% from the previous year.
- By continuing to participate in the 287(g) program, we were able to bring in revenue of \$1,963.50 for FY16. This was a decrease of 13% from the previous. This decrease is the result of ICE initiatives, which reduces the offenses that are fully processed. These initiatives have already begun changing with the change in this Country 's leadership and it is expected to increase this amount for Fiscal Year 2018
- Interacted with 253,470 people entering the Courthouse through the security area. The average of 21,122 was a slight increase from FY15.

## BUDGET SUMMARY:

	ACTUAL FY 2016	AMENDED FY2017	ADOPTED FY2018	% CHANGE FY17 to FY 18
<b>EXPENDITURES</b>				
Personnel Services	8,547,853	9,082,818	9,196,631	-
Operations	1,756,222	2,006,393	2,031,910	-
Capital Outlay	23	115,842	38,000	-
<b>Total Expense</b>	<b>\$10,304,098</b>	<b>\$11,205,053</b>	<b>\$11,266,541</b>	<b>.55%</b>
<b>REVENUES</b>				
Intergovernmental	30,108	29,582	-	-
Sales & Services	1,202,674	1,033,650	1,256,200	-
Other Fin. Sources	-	99,192	-	-
<b>Total Revenue</b>	<b>\$1,232,782</b>	<b>\$1,162,424</b>	<b>\$1,256,200</b>	<b>8.06%</b>
<b>STAFFING</b>				
FTE Positions	161.618	162.618	162.618	-

## PERFORMANCE SUMMARY:

### County-wide Goal(s) Supported:

- Achieve community-wide preparedness to protect public safety, respond to routine and catastrophic events, and maintain and restore the well-being of all residents.
- Use resources wisely and responsibly by protecting assets, minimizing risk, creating partnerships, and using technology to maximize the value of County investments expenditures and services.

**Program Goal:** Improve delivery of service and achieve efficiencies in productivity and costs.



# Sheriff – Jail

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**Program Strategies:**

- Examine ways to improve efficiencies and increase cost effectiveness.
- Scrutinize contracts for accuracy and re-negotiate to increase savings.
- Follow County Purchasing Policy and Procedures.
- Improve and review Internal Control Policies regularly.
- Develop multi-year plans for replacement or retirement of aging, expired, or obsolete assets.
- Examine and develop ways to recruit and improve the applicant pool for positions.
- Utilize external resources such as force multiplier, i.e. annex stations throughout the County, State & Federal task forces, partner agency programs, mutual aid agreements, grants, etc.

MEASURE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET
# of state pre-trial detainees	6,626	6,694	6,700
# of Federal pre-trial detainees	3	6	3
# of sentenced County prisoners	1,332	1,316	1,300
# of sentenced State prisoners	1,449	1,389	1,500
# of civil contempt	167	97	140
# of compliance	482	429	450
# of custody orders	184	180	200
# of State Misdemeanant Confinement Program (SMCP)	330	247	250
Average daily inmate population	285	336	330

**Program Goal:** Maintain a safe, secure and orderly facility that ensures the rights of all are protected.

**Program Strategies:**

- Practice a method of classification of inmates to better manage and preserve the safety of all.
- Follow and emphasize Standard Operating Procedures.
- Provide adequate staffing with professional, highly qualified, and trained employees.
- Management and control of facility provides sufficient supervision to afford necessary safety of inmates and employees.
- Encourage meeting goals suitable to maximize safety.
- Ensure there is appropriate and ongoing training of staff.
- Ensure appropriate consequences for violation of rules.
- Manage inmates in accordance with Standardized Operating Procedures, County ordinances, NC General Statutes, and Federal law.

**DEPARTMENT CONTACT:**

Name: Sheriff Brad Riley  
 Email: [dbriley@cabarruscounty.us](mailto:dbriley@cabarruscounty.us)  
 Phone: 704-920-3000

# Sheriff – Animal Control

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## **MISSION:**

Animal Control's main objectives are to respond to animal related calls for service and provide effective investigations of cases of animal abuse or cruelty and manage reports of dangerous or vicious animals.

## **OVERVIEW:**

The Cabarrus County Sheriff's Office Animal Control Division provides professional compassionate animal control services for all of Cabarrus County. The office responds to local domestic animal control calls and may assist in calls for service involving farm animals or wildlife. Cabarrus County Animal Control provides law enforcement services related to animal control for all 192,434 County residents, including all 5 municipalities, and covers a geographical area of approximately 367 square miles.

In addition to animal control responsibilities, the officers also perform law enforcement duties including: responding to emergency calls as the closest unit and backing up other law enforcement officers needing assistance. Patrol officers also perform some animal control duties and are trained and equipped to deal with emergency and non-emergency animal control calls. Since Concord and Kannapolis do not have Animal Control units, the Sheriff's Office Animal Control covers animal related calls within those cities. Cabarrus County Animal Control has provided Concord and Kannapolis Police Departments with some equipment and training to assist in animal control calls as they pertain to the unified ordinance (i.e. barking dogs or other violations not requiring the seizure of an animal).

## **MAJOR ACCOMPLISHMENTS:**

- We successfully charged a major puppy mill with national attention.
- Assisted in the takeover of the animal shelter from the Humane Society.
- Successfully processed three of my officers through the career development process.

## **CHALLENGES & TRENDS:**

- Training is our biggest need. We need more specialized training for large animals and other specialized fields of animals.
- To be better trained and more educated in all sections of Animal Control. Additionally, to be trained more on the national level and being certified in more fields of animal service. More training will provide better service to the people of Cabarrus County. More cases with more knowledge provides a better service.

## **BUDGET HIGHLIGHTS & CHANGES:**

- Additional training due to puppy mill bust.

# Sheriff – Animal Control

## BUDGET SUMMARY:

	ACTUAL FY 2016	AMENDED FY 2017	ADOPTED FY 2018	% CHANGE FY 17 to FY 18
<b>EXPENDITURES</b>				
Personnel Services	666,432	633,834	656,164	-
Operations	141,606	110,496	91,714	-
Capital Outlay	27,585	31,950	51,000	-
<b>Total Expense</b>	<b>\$835,623</b>	<b>\$776,280</b>	<b>\$798,878</b>	<b>2.78%</b>
<b>REVENUES</b>				
Sales and Services	940	-	-	-
Miscellaneous	2,125	1,019	-	-
<b>Total Revenue</b>	<b>\$3,065</b>	<b>\$1,109</b>	<b>-</b>	<b>-100.00%</b>
<b>STAFFING</b>				
FTE Positions	10.00	10.00	10.0	-

## PERFORMANCE SUMMARY:

### County-wide Goal(s) Supported:

- Achieve community-wide preparedness to maintain public safety, respond to routine and catastrophic events, and maintain and restore the well-being of all residents.
- Use resources wisely and responsibly by protecting assets, minimizing risk, creating partnerships, and using technology to maximize the value of County investments expenditures and services.

### Program Goals:

- The Cabarrus County Sheriff’s Office is constantly working to improve delivery and quality of service to the citizens of Cabarrus County through:
  - Adequate staffing with professional, highly qualified employees.
  - Monitored response times, setting, and encouraging meeting goals suitable to maximize safety.
  - Appropriate and ongoing training of staff.
  - Adherence to Standardized Operating Procedures.
- The Cabarrus County Animal Control is constantly examining ways to increase efficiencies through:
  - Scrutinized contracts for accuracy and re-negotiated to maximize savings and delivery of service through a balance in quality of service at economical price.
  - All purchases follow County Purchasing Policy and Procedures.
  - Improved Internal Control Policies are being reviewed regularly ensure accountability.
  - Development of multi-year plans for replacement or retirement of aging, expired, or obsolete assets.
  - Utilizing less expensive materials and supplies where appropriate.
  - Protecting assets and extending the useful life of assets through proper cleaning and maintenance.
  - Implementing practices that maximize efficiency.
  - Utilizing external resources as force multiplier (i.e. annex stations throughout the county, state & federal task forces, partner agency programs, mutual aid agreements, grants, etc.).

# Sheriff – Animal Control

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**Program Goal:** Continue to enhance the quality delivery of services with a desired goal of keeping emergency response times below 10 minutes and non-emergency response times below 15 minutes.

**Program Strategies:**

- Provide adequate and appropriate staffing with professional, highly qualified employees.
- Improve preparedness by expanding our communication channels.
- Improve response times, set, and encourage meeting goals suitable to maximize safety.
- Adhere to the Standardized Operating Procedures.
- Assure services are administered in accordance with NC regulations and guidelines.
- Scrutinize contracts for accuracy and re-negotiate to increase savings.
- Follow County Purchasing Policy and Procedures.
- Improve and review Internal Control Policies regularly.
- Develop multi-year plans for replacement or retirement of aging, expired, or obsolete assets.
- Utilize less expensive materials and supplies where appropriate.
- Protect our assets and extend the useful life of our assets through proper cleaning and maintenance.

MEASURE	FY 2016 ACTUAL	FY 2017 ESTIMATE	FY 2018 TARGET
<b>Animal Control Calls for Service</b>			
Cabarrus County	2,362	1,718	2,000
Kannapolis (Cab. Co)	1,479	1,293	1,000
Concord City	2,968	2,260	2,500
Other	16	13	10
Total	6,825	5,284	5,510
<b>Response Time in Minutes</b>			
Emergency	9.11	NONE	10
Non-emergency	14.77	17:34	15

**DEPARTMENT CONTACT:**

Name: Sheriff Brad Riley  
 Email: [dbriley@cabarruscounty.us](mailto:dbriley@cabarruscounty.us)  
 Phone: 704-920-3000

# Sheriff – Animal Shelter

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## **MISSION:**

To serve Cabarrus County citizens and their animals in a professional and caring manner. To re-home as many animals as possible to successful adoption homes as well as rescue organizations.

## **MANDATE:**

We are mandated by the Department of Agriculture Animal Welfare to care for the animals brought to the shelter, place animals up for adoption or rescue, and to manage the shelter's continual population.

## **MAJOR ACCOMPLISHMENTS:**

- Cabarrus County took back over daily operations of the shelter along with all rescues and adoptions that are conducted at the shelter.
- With the assistance of the IT department of the county, a website was created and has led to an increase in reclaims of animals. In previous years, owner reclaims of their animals were between 1-5%. In the past year that reclaim number has increased to about 15%.
- Started a successful adoption program at the shelter that includes dogs and cats. With the expertise of our Adoption/Rescue Coordinator and the new website we have had about 200 successful adoptions so far this year. All adopters are vetted for compatibility with the adoption animal, vet reference checks and renter allowances of animals to ensure that all animals go to fitting and permanent homes. Animals are ensured healthy, vaccinated, dewormed, and micro-chipped before adoption. The spay/neuter surgery is included in the affordable adoption fee (\$100 for dogs, \$90 for cats) and is either done before adoption or within 30 days of adoption to ensure no new, unnecessary litters of animals.
- A rescue program has been started at the shelter to include dogs and cats and we have had phenomenal success. We have had approximately 1500 animals rescued this past year. Our euthanasia rates are lower than it has ever been (average for dogs is 20% and average for cats is 10%).
- Started a partnership with Cabarrus Spay/Neuter Clinic to perform all the spay/neuter surgeries on our adoption animals. They give us a discounted rate for all surgeries, which we pass on to the adopters by helping to keep our adoption fees low.
- Filled new positions at the shelter to include a shelter manager, a full time kennel tech, 2 part time kennel techs, and a full time adoption/rescue coordinator.
- We have started a successful Kuranda Bed donation page and created an Amazon Wish List for donations. We have received enough beds for most of the cat kennels.
- Implemented a beneficial intake procedure of animals: scanning all animals for microchips, vaccinating all necessary animals and documenting initial evaluations of animals. Also, a picture is taken and all stray animals are listed on our website for the public to view in hopes to increase the animals' chances of being reclaimed. We set up an account with the new Finding Rover app and all stray dogs are listed and pictured on it. This app helps people find their missing dogs with a special dog facial recognition program.

## **CHALLENGES & TRENDS:**

- Continually managing the health and wellness of animals housed at the shelter. Having large amounts of animals, young and old, healthy and sick, all living in close quarters (shelter setting), is a challenge as it allows diseases to spread fast. Firstly, trying to prevent disease, and secondly, contain and treat it is an ongoing concern. The staff monitor the animals daily, to the best of their abilities, to be on the lookout for issues. Vaccines and deworming's are given as needed to help prevent disease. When disease is noticed, it is treated with medication as per the contracted vet's instructions.

# Sheriff – Animal Shelter

- Continuing to manage the population of animals brought to the shelter. Implementing a few new changes to “owner surrenders” has helped decrease the amount of surrendered animals each week. New rules include scheduling appointments for owners to surrender an animal and having a daily limit of 10 cats and 10 dogs only per surrender days (Mondays and Tuesdays only). These changes were started due to the space limits we have in the shelter and to help decrease wait times at the front window. We have been following these new rules for about 6 months now and things are going pretty smoothly. The challenge is to continue to ensure everyone knows about the new rules. The new changes are listed on our website and our phone message. Partnering with Cabarrus Spay/Neuter Clinic and Spay it Forward organization has also been helpful, as they help decrease the overall amount of animals in the County.
- Monitoring the budget and our expenses, such as medical supplies, vaccines, medications, and other supplies used weekly or yearly. We have been doing this for about 11 months now and continue to monitor our revenue and spending to see where we can save funds, spend more wisely, and determine what requires more funding. We also utilize donations from the public and animal medical supply companies.
- Much of the public and some rescue groups have misinformed, and often negative, opinions of our shelter and therefore they have a skewed understanding of what really happens there. Changing the public and rescue organizations’ perception of how the shelter is managed and animals are handled is very important to us. Changing citizens’ negative perspectives to more positive views will definitely help save many more lives of animals. We invite anyone who has concerns or questions to come visit us, take a tour and talk with us to learn the truths about our shelter, the new protocols, and all the improvements. The challenge is that many people do not want to learn the truth and facts about us and would rather just continue to believe their skewed opinions. Whenever possible, we post “happy tails” along with other positive stories about our shelter in hopes that the public will begin to see the good side to our shelter and the improvements we have made in the past year.
- To accomplish and perform all the daily and weekly responsibilities (per NC State Dept. of Agriculture regulations) involved with the housing of, caring for, and saving of animals lives with a small, limited staff.

## BUDGET SUMMARY:

	ACTUAL FY 2016	AMENDED FY 2017	ADOPTED FY 2018	% CHANGE FY 17 to FY 18
<b>EXPENDITURES</b>				
Personnel Services	64,725	234,963	291,228	-
Operations	41,613	60,097	75,353	-
<b>Total Expense</b>	<b>\$106,338</b>	<b>\$295,060</b>	<b>\$366,581</b>	<b>24.24%</b>
<b>REVENUES</b>				
Sales & Services	14,054	20,000	-	-
Miscellaneous	139	-	34,000	-
<b>Total Revenue</b>	<b>\$14,193</b>	<b>\$20,000</b>	<b>\$34,000</b>	<b>70.00%</b>
<b>STAFFING</b>				
FTE Positions	2.725	4.0	4.0	-

# Sheriff – Animal Shelter

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## Program Goals:

- Continue to promote our adoption animals and seek to find new rescue groups to partner with in order to save as many animals as possible.
- We seek to add 2 new (much needed) new positions to our current staff at the shelter along with re-classifying a current position. The first of the new staff positions would help with administrative duties and the adoption/rescue side of things. The second new position would help with the general and medical care of the dogs and cats. The third position, Auxiliary Cat Care Technician, would be extended to fulltime hours. These new positions would bring us closer to the standard of care guidelines for caretaker per animal ratio set by the Humane Society of the United States. It would also help alleviate some of the stress over time and overload of work that is constant for some of the shelter staff as we continue to get busier each month.
- Open the shelter for a few hours in the evenings, 1-2 days per week, along with some Saturday hours of operation.
- Continue to educate the general public and rescue groups about our progress and improvements at the shelter.
- To continue and expand our volunteer program to help meet the growing needs and enrichment of our adoption and rescue animals.

## Program Strategies:

- Plan and execute occasional adoption events held at the shelter to increase our adoptions, save lives, promote positive views of our shelter.
- The new staff positions will increase our manpower and overall hours allowing us to stay open for some evening and weekend hours. This will greatly increase the public and rescues ability to reclaim, rescue, or adopt animals. This should create a successful situation for everyone.
- Educating the public on the importance of spaying and neutering all pets, saving animals' lives, Cabarrus County animal ordinances, and staying safe from animal bites and rabies exposure.
- Continue to promote spaying and neutering pets in Cabarrus County with the help of the Cabarrus Spay/Neuter Clinic by passing out business cards and referrals to the clinic and to the Spay It Forward organization.
- Continue to monitor monthly invoices on food, litter, medical supplies, office supplies, and cleaning supplies to project a more accurate 12 month budget amount for the next fiscal year.
- Positive publicity through Channel 22 adoption videos, the Cabarrus County twitter page, a shelter open house, "Happy Tales" on our website contribute to changing public/rescue organization perceptions. We also ask our customers (adopters and rescue groups) to write reviews about their experience at our shelter and have received many positive reviews. Our review score on Google is 4.4 out of 5 stars.
- We have a transparency mindset at the shelter. We provide our shelter numbers to the state yearly and also to the Animal Welfare Board quarterly. We will also provide that information to the public as it is public record.

## DEPARTMENT CONTACT:

Name: Sheriff Brad Riley

Email: [dbriley@cabarruscounty.us](mailto:dbriley@cabarruscounty.us)

Phone: 704-920-3000

# Courts Maintenance

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**MANDATE:**

NCGS 7A-VI

This cost center records facility fees collected through the Cabarrus County court system and accounts for the expenditures necessary to support and maintain the courthouse, law library, and other court-related facilities. According to General Statutes, the County is responsible for providing facilities for the courts.

**BUDGET SUMMARY:**

	ACTUAL FY 2016	AMENDED FY 2017	ADOPTED FY 2018	% CHANGE FY 17 to FY 18
<b>EXPENDITURES</b>				
Personnel Services	33,453	30,725	30,725	-
Operations	213,377	276,069	260,168	-
<b>Total Expense</b>	<b>\$246,830</b>	<b>\$306,794</b>	<b>\$290,965</b>	<b>-5.16%</b>
<b>REVENUES</b>				
Intergovernmental	372,842	343,000	348,000	-
<b>Total Revenue</b>	<b>\$372,842</b>	<b>\$343,000</b>	<b>\$348,000</b>	<b>1.46%</b>
<b>STAFFING</b>				
FTE Positions	0.78	0.78	0.78	-

**DEPARTMENT CONTACT:**

Name: Kyle Bilafer

Email: [kdbilafer@cabarruscounty.us](mailto:kdbilafer@cabarruscounty.us)

Phone: 704-920-3201



# Planning and Development – Construction Standards

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## **MISSION:**

Cabarrus County Construction Standards contributes to the safety and welfare of Cabarrus County by conducting inspections of new and existing construction and verifying compliance with the North Carolina Building Code. Cabarrus County Construction Standards strives to serve customers' needs in a compliant, courteous and efficient manner. Additionally, Cabarrus County Construction Standards seeks to be aware of trends in green building products, methods and materials and seeks to promote them during the plan review, building permit, and inspections process.

## **MANDATE:**

Building Inspections' role is mandated and specified in General Statute 153A-352.

## **OVERVIEW:**

This division enforces the state and local ordinances, regulations, and codes related to the construction, repair and /or installation of the following: new buildings, remodeling of existing buildings, electrical systems, refrigeration units, heating and air conditioning systems, and plumbing systems. Construction Standards also regulates the maintenance of all buildings to at least a minimum level of life-safety and health as conferred by NC statutes and the Cabarrus County Board of Commissioners. This division also administers a portion of the septic tank permitting process, prepares Census reports, and reviews all construction plans for commercial, industrial, educational, institutional, and multi-family residential projects. The division investigates alleged building code violations, enforces the Cabarrus County Minimum Housing Ordinance, and performs life-safety inspections on all new and existing commercial, multi-family, institutional, educational, and industrial buildings. This is a county-wide service that includes the inspections performed within the Rowan County portion of the City of Kannapolis. The specific types of inspections conducted by this division include: building, plumbing, electrical, mechanical and heating and air conditioning.

## **MAJOR ACCOMPLISHMENTS:**

- ACCELA software reports were improved and tailored to the specific data and public information needs of the Construction Standards Division.
- All inspectors earned continuing education hours in their licensed trades.
- Additional staff were added to meet the industry demand for more timely inspections processing.
- Added Electronic Document Review (EDR) online.
- Collaboration with City and County to develop and implement online plan submittal and central permitting process.

## **CHALLENGES & TRENDS:**

- Train and certify all inspectors so that they are certified in a minimum of 2 trades.
- Provide high quality customer service.
- Maintain staff to a number of inspections so that efficient, safe, and thorough inspections are provided.
- Working to stay competitive within our region in compensation for inspector positions so that staff attrition rate is kept to a minimum.
- Working to improve inspectors' knowledge and experience to assist builders in finding solutions for problems in the field.

# Planning and Development – Construction Standards

## BUDGET HIGHLIGHTS & CHANGES:

- Requesting two full-time Inspector positions (1-building and plumbing and 1-electrical and mechanical) due to rising inspections numbers and contractors’ expectations of next-day inspections.
- Requesting one full-time Permit Associate due to the high volume of phone calls and to alleviate the increased work load from online plan review submittals.

## BUDGET SUMMARY:

	ACTUAL FY 2016	AMENDED FY 2017	ADOPTED FY 2018	% CHANGE FY 17 to FY 18
<b>EXPENDITURES</b>				
Personnel Services	1,648,286	1,926,909	2,126,446	
Operations	119,316	129,208	160,003	
<b>Total Expense</b>	<b>\$1,767,602</b>	<b>\$2,056,117</b>	<b>\$2,286,449</b>	<b>13.98%</b>
<b>REVENUES</b>				
Permit & Fees	3,346,777	2,908,500	3,315,121	
Sales & Services	74,749	54,180	70,000	
<b>Total Revenue</b>	<b>\$3,421,526</b>	<b>\$2,962,680</b>	<b>\$3,385,121</b>	<b>14.26%</b>
<b>STAFFING</b>				
FTE Positions	23.48	26.00	29.00	

## PERFORMANCE SUMMARY:

**County-wide Goal(s) Supported:** Provide for public safety by communicating preparedness and safety awareness, responding to routine and catastrophic events, and maintaining and restoring the well-being of citizens. Use resources wisely by seeking to collaborate services, share costs, minimize risk, and protect county assets and investments.

### Program Goal:

- Efficiently provide state-mandated life-safety inspections for construction within the jurisdiction.

### Program Strategies:

- Process commercial plan reviews in a timely and efficient manner (with a near-future goal of two weeks).
- Track inspections failure rate to ensure that there are no anomalies (i.e. an inspector has a 100% “pass” rate or a 100% “fail” rate).
- Provide site inspections for the construction trades of building, plumbing, mechanical, and electrical within 48 hours of receiving request.

# Planning and Development – Construction Standards

MEASURE	FY 2016 ACTUAL	FY 2017 ESTIMATE	FY 2018 TARGET
# of permits issued for all projects	16,971	16,183	16,500
# of inspections of construction work on property within the jurisdiction	55,966	57,167	62,000
# of building code complaints reported and investigations opened	88	61	87
Site inspections completed within 48 hours of request	95%	99%	99%
Plans reviewed within 2 weeks	15%	255	505

**Program Goal:** Ensure staff has sufficient building code continuing education to provide code information to the general public, associated agencies, and to permitting and inspections staff. Ensure staff continuing education credits are up to date for current fiscal year

**Program Strategy:** Request appropriate funding for staff to attend classes, and code conferences. Participate in County 101 and meetings with building-industry representatives. Provide information on the county website to customers and other interested citizens.

MEASURE	FY 2016 ACTUAL	FY 2017 ESTIMATE	FY 2018 TARGET
Continuing education for each inspector	100%	100%	100%

**DEPARTMENT CONTACT:**

Name: Kelly Sifford  
 Email: [kfsifford@cabarruscounty.us](mailto:kfsifford@cabarruscounty.us)  
 Phone: (704) 920-2142

# Emergency Management

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## **MISSION:**

The mission of Cabarrus County Emergency Management is to save lives, protect property, and promote safety and preparedness in our community. Through forward-thinking leadership and direction, we will enhance our community's ability to endure and recover from adverse events, returning our community to our normal way of life as quickly as possible.

## **MANDATE:**

Emergency Management is mandated by NCGS 166, Article 7, which states each county is responsible for emergencies within its boundaries.

## **OVERVIEW:**

The Emergency Management (EM) Department provides vision, direction, and subject matter expertise in the fields of emergency management and fire protection in order to heighten the County's state of emergency readiness. EM activates and manages the County's Emergency Operations Center (EOC) to coordinate response and recovery activities. EM acts as the liaison to, and primary coordinating agency for, Federal and State disaster response and relief. Partnerships are maintained with non-governmental agencies to provide protective and recovery measures to our stakeholders. EM ensures County plans and procedures are consistent and are compatible with regional, state, and federal guidelines. The program meets National Standards for emergency management.

## **MAJOR ACCOMPLISHMENTS:**

- Met National standards for Emergency Management Performance Grant (EMPG).
- Started major review of all county EM plans.
- Started development of 5 year exercise schedule.
- Completed the following exercises: (5) Web-EOC State exercises; Airport Exercise, Public Health Exercise, State Hurricane Exercise, McGuire Table Top Exercise, Continuity of Operations Exercise.
- Received regional grant for personnel accountability system and EM situational awareness and management program (\$300,000).
- Held Local Emergency Planning Committee Regional Active Shooter Seminar.
- Started NCGA requirements to assist local school systems with consolidating emergency plans.
- Completed Continuity of Operations Plan for Cabarrus County Government.

## **CHALLENGES & TRENDS:**

- Lack of local participation in Local Emergency Planning Committee.
- Decreased State and Federal grant funding for EM programs.
- NCGA school planning project is behind schedule due to State EM contractors. The March 2017 deadline may not be met.

## **BUDGET HIGHLIGHTS & CHANGES:**

- Transferred all fire related budget items to Fire Services' budget.

# Emergency Management

- False Alarm Reduction Program transferred to contractor for processing.
- Requesting funding to design generator quick connect for Northwest Middle School (Shelter).

## BUDGET SUMMARY:

	ACTUAL FY 2016	AMENDED FY 2017	ADOPTED FY 2018	% CHANGE FY 17 to FY 18
<b>EXPENDITURES</b>				
Personnel Services	462,318	531,925	245,212	-
Operations	103,742	78,430	51,998	-
Capital Outlay	-	52,605	-	-
<b>Total Expense</b>	<b>\$566,060</b>	<b>\$662,960</b>	<b>\$297,210</b>	<b>-55.17%</b>
<b>REVENUES</b>				
Intergovernmental	32,917	96,000	50,000	-
Permit & Fees	62,125	30,000	30,000	-
Sales & Services	250	-	-	-
Miscellaneous	17,625	20,000	25,000	-
Other Fin Sources	-	952	-	-
<b>Total Revenue</b>	<b>\$112,917</b>	<b>\$146,952</b>	<b>\$105,000</b>	<b>-10.28%</b>
<b>STAFFING</b>				
FTE Positions	6.00	7.00	3.00	-

## PERFORMANCE SUMMARY:

### County-wide Goal(s) Supported:

- Provide for public safety by communicating preparedness and safety awareness, responding to routine and catastrophic events, and maintaining and restoring the well-being of citizens.
- Use resources wisely by seeking to collaborate services, share costs, minimize risk, and protect County assets and investments.

### Program Goals:

- Maintain a trained and efficient staff by meeting national benchmarks.
- Maintain EOC in operational readiness status.
- Assist local agencies with in-house emergency planning.

### Program Strategies:

- Complete all 16 benchmarks for EMPG funding by October 1<sup>st</sup>. EMPG benchmark requirements:
  - Complete National Incident Management System (NIMS) reporting tool updating all local first responder training and NIMS policy requirements.
  - Review County Emergency Operations Plan and submit review crosswalk to State staff.
  - Complete required EM training for EM staff.
  - Conduct or participate in 3 exercises.

# Emergency Management

- Meet all NIMS training requirements for County Staff assigned to Emergency Response/EOC (Non-EM).
- Update deployable County assets in State Resource Manager Board.
- Attend 2 state-wide EM conferences.
- Update state-wide mutual aid contracts.
- Manage Local Emergency Planning Committee.
- Participate on Domestic Regional Preparedness Regional Committee.
- Complete a Threat and Hazard Identification and Risk Assessment Plan and Capability Preparedness report.
- Update County profile on State Incident Management System,
- Attend 2 EM forums.
- Provide documentation of maintenance of County possessed State deployable response assets & complete County Continuity of Operations Plan.
- Review 80% of outside agency emergency plans within 10 business days.
- Ensure each staff member completes 24 hours of EM continuing education by Dec. 31.
- Complete 50 public safety classes by Dec. 31.

MEASURE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET
# of EMPG benchmarks completed	16	16	16
% of EMPG funding received	100%	100%	100%
# of outside plans reviewed	75	82	100
% of outside plans reviewed within 10 days	80%	81%	80%
# of training hours per staff	46	43	24
# of public safety classes conducted	65	54	60

**Program Goal:** Reduce false alarm responses by public safety agencies.

**Program Strategies (Alarm Program):**

- Reduce false alarms by 10% by Dec. 31.
- Increase new alarm permits by 5% by Dec. 31.

MEASURE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET
# of false alarms	1,400	1,745	1,660
% decrease in false alarms	1.9%	0% (26% increase)*	5%
# of new permits	744	740	777
% increase in new permits	21%	-1%	5%
Total amount in alarm fines	\$20,500	\$29,500	\$31,500
% fine increase	0%	7%	10%

\*Due to outsourcing, more alarms are captured by system

**DEPARTMENT CONTACT:**

Name: Bobby Smith  
 Email: [rsmith@cabarruscounty.us](mailto:rsmith@cabarruscounty.us)  
 Phone: 704-920-2562

# Fire Services

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## **MISSION:**

The mission of Cabarrus County Fire Services is to protect lives, preserve property, and promote safety through education, code enforcement, investigations, and emergency response with Cabarrus County Public Safety Agencies and providers. Through emergency manpower response to emergency scenes and provision of staffing grants to volunteer fire departments, an enhanced response program will exist to benefit the safety of our citizens.

## **MANDATE:**

The Fire Marshal function is authorized by NCGS 153-A-234 and supported by the Cabarrus County Fire Protection Ordinance. Fire Inspections are mandated under the NC Building Code. NC General Statutes authorize Cabarrus County to provide fire service protection and to levy such taxes to provide for fire protection.

## **OVERVIEW:**

The Fire Marshal's Office (FMO) provides fire preventive services to the County through education, code enforcement, and investigative activities. The FMO coordinates with local fire service providers to ensure adequate and efficient service delivery is provided. The FMO reviews construction documents, issues permits, and inspects occupancies according to the NC Fire Code. The FMO provides technical expertise and guidance for departments in maintaining their insurance rating through the State Fire Marshal's Office. The FMO provides 24/7 emergency response county-wide. Cabarrus County placed a Fire Manpower Response Unit in service January 2017 to augment the response of our Volunteer Fire Service providers on emergency scenes in Cabarrus County. The Unit, along with certified firefighters, responds with specialized equipment to operate on labor intensive emergency scenes to assist our Volunteer Fire Service providers. This unit will also consist of certified Emergency Medical Technicians and Hazardous Materials Responders. The implementation of this program is to help maintain a level of protection when volunteer response is reduced due to decreased volunteer availability. Staffing Grants are provided to Volunteer Fire Service Providers to provide additional manpower at each of the qualified Volunteer Fire Departments. These grants are used to provide dedicated personnel a minimum of 40 hours per week to enhance response. Since implementation of this program in 2006, we have seen a decrease in overall response times for most of the Volunteer Fire Service providers.

## **MAJOR ACCOMPLISHMENTS:**

- Provided a water shuttle class for Volunteer Fire Departments in the County to help educate and assist departments in successfully lowering their Insurance Service Office (ISO) rating.
- Assisted all fire departments in the county with their state ISO 9S inspection. All departments met and passed state requirements.
- Assisted Mt. Mitchell Fire Department in receiving reduced ISO rating, decreasing fire insurance rates for the district. Worked with Mt. Pleasant Fire Department in preparation of upcoming lower than 9 ISO inspection.
- Provided fire extinguisher training for County departments, day cares, and business facilities.
- Implementation of the Fire Manpower Response Unit Program to help with decreased response capability due to decrease in volunteerism.

## **CHALLENGES & TRENDS:**

- Coordinating multiple fire districts to participate in joint purchasing and cost-saving initiatives.

# Fire Services

- Decrease in volunteerism resulting in decreased response capability. Working with departments on recruitment and retention as well as staffing strategies during peak demand times.

## BUDGET HIGHLIGHTS & CHANGES:

- Request funding to transition Manpower Unit from Monday-Friday 10-hours each day to 24-hour shift, enhancing safety on the fire ground for volunteers and public.
- Request reclassification of one Assistant Fire Marshal position to Deputy Fire Marshal per compensation study.

## BUDGET SUMMARY:

	ACTUAL FY 2016	AMENDED FY 2017	ADOPTED FY 2018	% CHANGE FY 17 to FY 18
<b>EXPENDITURES</b>				
Personnel Services	-	114,007	582,660	-
Operations	300,000	395,356	360,845	-
<b>Total Expense</b>	<b>\$300,000</b>	<b>\$509,363</b>	<b>\$943,505</b>	<b>85.24%</b>
<b>REVENUES</b>				
Permit & Fees	15,010	8,000	9,000	-
Miscellaneous	-	5,200	-	-
<b>Total Revenue</b>	<b>\$15,010</b>	<b>\$13,200</b>	<b>\$9,000</b>	<b>-31.81</b>
<b>STAFFING</b>				
FTE Positions	-	4.0	9.00	-

## PERFORMANCE SUMMARY:

### County-wide Goal(s) Supported:

- Provide for public safety by communicating preparedness and safety awareness, responding to routine and catastrophic events, and maintaining and restoring the well-being of citizens.
- Use resources wisely by seeking to collaborate services, share costs, minimize risk, and protect County assets and investments.

### Program Goal:

- Provide a fire safe community through code enforcement, inspections, and investigations.
- Provide assistance on manpower intensive emergency scenes to assist our Volunteer Fire Service providers in service delivery.

### Program Strategies (Fire Marshal's Office):

- Inspect 100% of commercial properties required by DOI to be inspected by December 31. Inspections are tracked in the firehouse database.



# Fire Services

- Respond to all fire investigations within 1 hour and determine cause of fire in 80% of cases. Industry average is 30%.
- Ensure that 50% of all rated fire districts in Cabarrus County have a lower than 9 rating by December 31.
- Contracted Fire Departments will respond with an average response time of less than 8 minutes. This exceeds National Fire Protection Standards as managed by our contract requirements.

MEASURE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET
# of inspections conducted	569	626	693
# of fire violations found	747	934	800
# of re-inspections required	200	201	250
% of fire violations cleared	84%	60%	85%
# of fire plans reviewed	87	125	100
# of FMO responses	55	32	50
% of staff response time under 1 hour after notification	97%	100%	100%
% of fire cause determination (80%)	86%	70%	80%
% of Fire Departments with a lower than 9 ISO rating	18%	27%	36%
% of Fire Department calls responded to in less than 8 minutes	82%	82%	100%
# of prevention education classes conducted	65	45	65

## Program Strategies (Fire Services):

- Provide effective and timely response to assist Cabarrus County Public Safety Agencies and providers
- Provide manpower to help fill critical task apart of fire ground operations
- Ensure manpower staff completes 24 hours of EMT Training a year and 40 hours a quarter of firefighter training
- Complete 3 drills per quarter

MEASURE	FY 2016 ACTUAL	FY 2017 ESTIMATE	FY 2018 TARGET
% of calls responded to <11 minutes	-	97%	100%
# EMT training hours	-	67	96
# firefighter training hours	-	578	640
% of incidents assigned fire operational task on fire ground	-	100%	100%
Complete 3 drills per quarter	-	6	12

## DEPARTMENT CONTACT:

Name: Steven Langer  
 Email: [smlanger@cabarruscounty.us](mailto:smlanger@cabarruscounty.us)  
 Phone: 704-920-2561

# Emergency Medical Services

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## **MISSION:**

The mission of Cabarrus County Emergency Medical Services is to provide progressive, quality, and pre-hospital care as a part of a comprehensive healthcare system, to remain synonymous with excellence, and provide a nurturing and challenging work environment. We will address the needs of our patients, provide public education, and promote community wellness.

## **MANDATE:**

The Emergency Medical Service (EMS) is mandated by G.S. 143-517, adopted January 1, 2003. The Paramedic level of care was approved by the Board of Commissioners in 1987. The service follows guidelines established by the NC Medical Care Commission and administered by the NC Office of Emergency Medical Services. The 10A NCAC 13P regulates practice and system design.

## **OVERVIEW:**

EMS is responsible for providing advanced medical care and transport to victims of illness or injury. Paramedic care, which is the highest level of pre-hospital care available, is provided to the citizens of Cabarrus County. Paramedics deploy a variety of progressive advanced life support skills to patients during the performance of their duties and continue to be recognized as a model EMS agency across the State and Nation.

Public education increases community wellness. Low response times decrease mortality. Advanced care and programs improve patient outcomes. The community paramedic program contributes to community wellness and appropriate use of health resources. Specialty response programs from multiple agencies are supported by Cabarrus EMS paramedics. Cabarrus EMS also provides inter-facility advanced life support transfers (critical care) to address an unmet need for Cabarrus County citizens.

## **MAJOR ACCOMPLISHMENTS:**

- Cardiac arrest survival rates exceed national standards.
- Citizen CPR rates exceed national standards.
- Provided community CPR training to 1,929 citizens.
- Achieved a victory in Carolina's Paramedic Competition.
- Achieved a victory in the NC Office of EMS Regional Paramedic Competition.
- Received the American Heart Association Gold Award for management of heart attack patients.
- Participated in a collaborative research project demonstrating impact of community paramedic program.
- Completed transition to 12 hour shift model reducing risk and promoting culture of safety.
- Opened joint station with Harrisburg Fire in July 2016.
- Received the Touchstone Silver Award for Community Paramedic Program impact.
- Received the Local Government Federal Credit Union Excellence in Innovation Award for Community Paramedic Program design.
- Received the National Safety Council Silver Award.
- Increased collection rate on collectible debt to 72%. The national standard varies based on payer mix for the specific jurisdiction. Typically our collections in Cabarrus County have fluctuated between 55-70%. The Journal of Emergency Medical Services' 200 City Survey reports an industry average collection of 48.05%.
- Body armor provided for EMS staff through combined grant and County funding.
- Implemented a grade program for EMS employees promoting professional development.
- Added 12<sup>th</sup> unit for peak load delivery of service.

# Emergency Medical Services

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- Implemented ESO software for patient care reporting system with health data exchange to improve workflow and increase collections.
- Increased revenue.
- Collaborated with local law enforcement, hospital, and public health to address heroin epidemic.
- Responded to Hurricane Matthew as part of state medical response system.
- Implemented electronic inventory control system.
- Conducted workplace violence training for the County.
- Conducted CPR training for the County.

## **CHALLENGES & TRENDS:**

- Maintain unit hour, an industry standard for measurement of work load, utilization below 0.3. Average unit hour utilization has now reached 0.35.
- Maintain average response times of less than 8 minutes. Response time average has increased to 7.28 with increasing traffic and call volume.
- Increasing call volume. Call volume is noted to be greater than 32,000 calls for calendar year 2016.
- Continued growth of innovative mobile integrated healthcare practices.
- Increasing healthcare costs.
- Management of unit staffing, part time utilization, and overtime.

## **BUDGET HIGHLIGHTS & CHANGES:**

- Addition of three advanced life support ambulances as replacements to comply with County mileage replacement guidelines and to keep emergency fleet able to respond safely in emergency situations.
- Addition of video laryngoscopy to units to promote efficiency and decrease risks with this complicated procedure.
- Implementation of a 12 Lead monitor purchase program.
- Addition of carbon monoxide monitors to ambulances for scene assessment.
- Implementation of full psychiatric testing for EMS candidates consistent with law enforcement and the fire service.
- Joint station with Concord Fire Station 10 moving resources to better cover western portion of County.
- Revenue increase of 1.8% projected.
- Addition of five part time EMS employees.

# Emergency Medical Services

## BUDGET SUMMARY:

	ACTUAL FY 2016	AMENDED FY 2017	ADOPTED FY 2018	% CHANGE FY 17 to FY 18
<b>EXPENDITURES</b>				
Personnel Services	6,227,958	6,907,115	7,167,689	-
Operations	1,045,170	1,188,129	1,197,442	-
Capital Outlay	332,009	576,211	690,100	-
<b>Total Expense</b>	<b>\$7,605,137</b>	<b>\$8,671,455</b>	<b>\$9,055,231</b>	<b>4.43%</b>
<b>REVENUES</b>				
Intergovernmental	23,318	8,072	30,000	-
Sales & Services	5,067,144	5,185,601	5,421,000	-
Miscellaneous	77,097	51,000	70,000	-
Other Fin Sources	-	30,773	-	-
<b>Total Revenue</b>	<b>\$5,167,559</b>	<b>\$5,275,446</b>	<b>\$5,521,000</b>	<b>4.54%</b>
<b>STAFFING</b>				
FTE Positions	99.09	109.31	110.81	-

## PERFORMANCE SUMMARY:

### County-wide Goal(s) Supported:

- Provide for public safety by communicating preparedness and safety awareness, responding to routine and catastrophic events, and maintaining and restoring the well-being of citizens.
- Use resources wisely by seeking to collaborate services, share costs, minimize risk, and protect county assets and investments. Use resources wisely and responsibly by protecting assets, minimizing risk, creating partnerships, and using technology to maximize the value of County investments, expenditures, and services.
- Support community connections through purposeful and strategic communication, enhanced education, active community participation, and increased access to and utilization of services.

**Program Goal:** Efficiently respond to emergency 911 dispatches in Cabarrus County for medical and trauma emergencies.

### Program Strategies:

- Insure efficient utilization of ambulance resources to promote consistent availability of response within established time parameters.
- Continually determine staffing models and deployment location of ambulance resources to enable compliance with average response time standards.
- Maintain average response time of 8 minutes or less.
- Replace three ambulances annually to ensure reliability of emergency medical response.
- GPS dispatching to assign response to closest appropriate unit.

# Emergency Medical Services

MEASURE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET
# of minutes of response time	7	7.2	7.25
% of primary unit miles less than 100,000 miles	92%	93%	100%
# of unit hour utilization	0.33	0.35	0.30
# of calls	29,578	32,971	33,000

**Program Goal:** Provide highly skilled paramedic response increasing the chance of positive patient outcomes

**Program Strategies:**

- Engage stroke, heart attack, trauma, and cardiac arrest through a comprehensive system of care
- Continually provide advanced, high quality continuing education to EMS responders

MEASURE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET
% of cardiac arrest ROSC*	60%	91.5%	75%
% of cardiac arrest survival to discharge**	45%	66.25%	50%
% of stroke/heart attack accuracy***	75%	72.5%	80%
% of stroke, heart attack, and trauma transported to appropriate receiving facility	100%	100%	100%
# of training man-hours	13,411	19,417	14,000

\*ROSC-Return of spontaneous circulation (regained pulse)

\*\*National cardiac arrest survival to discharge 26% compared to Cabarrus at 45%. We have modified tracking to now only include discharges without neurological deficit.

\*\*\*Stroke/heart attack accuracy: detailed pre-hospital identification with advanced notification provided to hospital to facilitate direct transport to area of hospital for critical care.

**Program Goal:** Efficiently utilize resources and policies to promote quality care, reliability, fiscal responsibility, and accountability.

**Program Strategies:**

- Establish, implement, and monitor best practices in pre-hospital care.
- Continually monitor collection performance of billing vendor, collections agency, and local debt set off in order to confirm best practices and performance standards.
- Promote bi-directional exchange of health information with receiving facilities.
- Promote hiring and retention of qualified pre-hospital professionals.
- Maintain a quality fleet of ambulances to provide safe transport for citizens and employees

# Emergency Medical Services

MEASURE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET
% of EMS collections	71%	70%	74%
% of quality management infractions	0.06%	0.01%	0.05%
% of full time attrition*	8%	7.6%	5%
% of 12 Lead EKGs transmitted	94%	100%	95%
% of ambulances transitioned to new safety standards**	13%	31%	47%
Patient Satisfaction Score ***	4.78	4.8	4.9

\*Consideration should be given to attrition in regards to those separated for personnel reasons or retirement.

\*\*New ambulance safety standards being phased in with new purchases

\*\*\*Result came from patient surveys given between date and date with 1 being least satisfied and 5 being best satisfied.

**Program Goal:** Provide progressive, innovative care and education to facilitate community wellness and appropriate use of medical resources.

## Program Strategies:

- Engage the community in the chain of cardiac arrest survival through community CPR awareness and training in an effort to improve cardiac arrest outcomes.
- Delivery of mobile integrated healthcare services through a community paramedic program in order to reduce hospital readmissions, promote use of most appropriate medical resources, reduce unnecessary ambulance transports, and create an environment of healing in the home.
- Delivery of mandatory Cabarrus County staff training in CPR (includes all positions in County).

MEASURE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET
# of citizens reached/trained in CPR	2,060	1,764	2,000
% of cardiac arrest patients receiving bystander CPR prior to EMS arrival*	50%	46%	61%
# of community paramedic calls	555	538	650
% of hospital readmissions prevented through community paramedics	80%	97.5%	85%

\*Cardiac arrest survival increases tremendously with performance of bystander CPR. Nationally, less than 40% of patients receive CPR prior to EMS arrival.

## DEPARTMENT CONTACT:

Name: Alan Thompson

Email: [dathompson@cabarruscounty.us](mailto:dathompson@cabarruscounty.us)

Phone: 704-920-2601

# 911 Emergency Telephone System

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## **MISSION:**

Provide advanced comprehensive 911 emergency telephone services to ensure that Cabarrus County is a safe community in which to live, work, and visit.

## **OVERVIEW:**

In order to provide enhanced emergency 911 telephone services to telephone users as required by FCC regulation, the state of North Carolina enacted General Statute(s) 62A-32 through 62A-32. These statutes established a state board to track and regulate the expenditure of funds received from the wireless telephone system carriers. Laws and/or regulations have been enacted to require certain things from these carriers including the ultimate provision of Automated Name Identification (ANI) and Automated Location Identification (ALI) when a 911 call is placed from a mobile telephone.

The Cabarrus County Sheriff's Office Public Safety Answering Point (PSAP) is designated as the central answering point for all wireless 911 calls routed to Cabarrus County and landlines outside Concord and Kannapolis. Subscriber fees have been added to each cellular phone subscriber to help pay for these upgrades. The expenditure of the Wireless Emergency Telephone System funds is limited to certain expenses directly associated with the delivery of 911 services.

The Cabarrus County system includes the Intrado Intelligent Emergency Network (IEN) 911 System. Cabarrus County has installed a fully managed solution offering emergency call delivery and data management services over an Internet Protocol (IP) network. The IEN infrastructure was designed to work with existing legacy equipment and is integrated, operated and maintained to the public safety class standards. IEN lays a foundation for the development and implementation of innovative applications and services that will advance the capabilities of public safety communications and eliminate many of the challenges. This system also enhances the interoperability through the entire chain of 911 centers.

## **CHALLENGES & TRENDS:**

- "Text-2-911" testing is ongoing and we are waiting to receive the results.

## **BUDGET HIGHLIGHTS & CHANGES:**

- Expenses in this fund are for authorized 911 uses and include 911 related equipment, computer hardware, software, database provisioning, etc. A portion of the revenue and expenditures comes from a contribution from Union County for the purchase of radio equipment and technology for the 911 telephone system so that Union County had an alternate 911 call center in FY15. Revenues decreased by \$176,566 from the FY17 revised budget of \$1,057,102 based on State estimates according to the NC 911 Board. For FY18, \$157,485 is projected as the contribution Cabarrus County receives from Union County based on the inter-local agreement and \$719,051 is based on the NC 911 Board estimates.

# 911 Emergency Telephone System

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## BUDGET SUMMARY:

	ACTUAL FY 2016	AMENDED FY 2017	ADOPTED FY 2018	% CHANGE FY17 to FY 18
<b>EXPENDITURES</b>				
Personnel Services	80,437	59,356	85,517	-
Operations	557,662	620,499	698,414	-
Capital Outlay	419,786	377,247	93,605	-
<b>Total Expense</b>	<b>\$1,057,885</b>	<b>\$1,057,102</b>	<b>\$877,536</b>	<b>-16.99</b>
<b>REVENUES</b>				
Intergovernmental	678,084	771,960	876,536	-
Fees & Other	1,341	1,500	1,000	-
Other Fin Sources	-	283,642	-	-
<b>Total Revenue</b>	<b>\$679,425</b>	<b>\$1,057,102</b>	<b>\$877,536</b>	<b>-16.99</b>

## DEPARTMENT CONTACT:

Name: Lieutenant Ray Gilleland  
 Email: [jgilleland@cabarruscounty.us](mailto:jgilleland@cabarruscounty.us)  
 Phone: 704-920-3111



# Other Public Safety

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## **DESCRIPTION:**

Agencies funded through this program are non-profit and other government agencies that provide public services which complement or are not found in the array of services provided by the County.

### **Juvenile Crime Prevention Council (JCPC)**

The North Carolina Division of Juvenile Justice partners with Juvenile Crime Prevention Councils in each county to galvanize community leaders, locally and statewide, to reduce and prevent juvenile crime. JCPC board members are appointed by the County Board of Commissioners and meet monthly in each county. The meetings are open to the public, and all business is considered public information. The Division of Juvenile Justice allocates approximately \$23 million to these councils annually. Funding is used to subsidize local programs and services. Cabarrus County has been allocated \$310,611 for FY17. The FY18 adopted funds are for the approved agencies through a Request for Proposal process.

### **Cabarrus County Teen Court and Cabarrus Mediation, Inc. (JCPC)**

This program funded by the Juvenile Crime Prevention Council (JCPC) provides an opportunity for the diversion from the traditional court system for certain first-time misdemeanor or status offenders, ages 11 through 16. This program provides an education in how the judicial system works to youth referred and youth volunteers. This program also helps youth and their families acquire and practice skills designed to foster the development of supportive and positive relationships. The program was implemented in FY 1999 with the goal to increase the capacity of the community's youth to become responsible and productive citizens.

### **Cabarrus County Juvenile Restitution/Community Service (JCPC)**

This program funded by the Juvenile Crime Prevention Council (JCPC) provides juveniles the opportunity to fulfill their monetary restitution and community service obligations to Juvenile Court. The target population is Cabarrus County youth between 7 and 17 years of age who are referred from Juvenile Court. The goal of the program is to assist the youth in completing their court ordered obligation and to reduce further involvement with Juvenile Court.

### **Shift Mentoring Program (JCPC)**

This program funded by the Juvenile Crime Prevention Council (JCPC) promotes youth development for young people in grades 6-12 during in-school and after-school hours who have been referred through juvenile court, law enforcement or school personnel. The program promotes healthy human connections through structured adventure activities, life skill training, and group mentoring that emphasizes team building, leadership development, increased communication, conflict resolution skills and problem solving abilities. The contract with this agency began with the FY13 budget year.

### **Rowan County Youth Services Bureau, Inc. (JCPC)**

This agency funded by the Juvenile Crime Prevention Council (JCPC) provides sex offender specific evaluations and treatment to Cabarrus County youth. Evaluations will address juveniles with behavior problems, particularly those of a sexual nature, by providing evaluations and recommendations for treatment in a timely manner. Sex offender treatment includes group, individual, and family therapy for juveniles who have been adjudicated with a sex offense. Target youth will be between the ages of 6 and 17. The contract with this agency began with the FY13 budget year.

# Other Public Safety

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## **Positive Parenting Program (JCPC)**

This agency funded by the Juvenile Crime Prevention Council (JCPC) is a multi-level system of evidenced based interventions for parents of children, and teenagers, who have, or at risk of, developing behavior and emotional problems. It equips parents with the skills and confidence they need to be self-sufficient in order to manage family issues appropriately by using parenting strategies focusing on developing positive relationships, attitudes and conduct. Parents learn/develop effective behavior management strategies to deal with a variety of behavior problems. The contract with this agency began with the FY 17 budget year.

## **Fostering Solutions Crisis Bed**

Fostering Solutions offer temporary specialized foster care on an emergency basis for delinquent and undisciplined youth. Youth served are ages 6-17, males and females, referred for placement by the Department of Public Safety. Youth are placed for short term to allow time for appropriate placement planning. A comprehensive clinical assessment and child and family team meeting will be completed to assist with determination or services needed. \$61,200 was allocated in August 2016 through a second Request for Proposal to Transforming Youth Movement for the administering of a Crisis Bed program.

## **Medical Examiner**

The Medical Examiner is responsible for investigating deaths within Cabarrus County which are unattended or occur under questionable circumstances. This function is part of a statewide system supervised and financed primarily at the state level. County funding is mandated. The State raised the required rate of payment for autopsies in FY14 and the rate for investigations in FY15 resulting in an increase in our estimated costs of nearly 30%.

## **North Carolina Forest Service – Cabarrus County Ranger**

The Forest Service is responsible for the complete forestry program in Cabarrus County under a cooperative agreement between the N.C. Department of Environment, Health and Natural Resources and the Board of Commissioners, as authorized by G.S. 113-54 and 113-59. Historically the State paid 60% of the cost of this program and the County paid the remaining 40%. The current state legislature has proposed a tiered system of participation for counties based on their size and this would require Cabarrus County to provide 50% of the Forester funding instead of the previous 40%. The Ranger works with several county, state and federal agencies in promoting sound use of natural resources. There are four major program areas:

Forest Fire Control - Works with local fire departments to suppress wildfires in woodlands, investigate causes and pursue legal action if warranted.

Forest Management - Management plans are prepared for private landowners describing methods to achieve maximum production of natural resources, primarily in the areas of timber, wildlife, watersheds and soils, as well as recreation and aesthetics.

Information and Education - Fire prevention programs are presented to schools and other groups, training programs are provided to volunteer fire departments, and forest/natural resource management programs are presented to various organizations. Information is also provided to the news media.

Forest Pest Control - Investigations are performed to identify forest pests, and methods of control are prepared. Periodic surveys are made for Gypsy Moth and Southern Pine Beetle damage. The increase in this year's budget request is due to \$8,950 for an additional Fire Equipment Operator position.

# Other Public Safety

## Sales Tax – Fire Districts

This funding is for distribution of sales taxes to the appropriate local Fire Tax Districts. The proper accounting for these funds is to record them as a revenue upon receipt and an expenditure upon disbursement to the local fire district.

## Separation Allowance-Law Enforcement

Cabarrus County administers a public employee retirement system (“the Separation Allowance”); a single-employer defined benefit pension plan that provides retirement benefits to the County’s qualified sworn law enforcement officers. The Separation Allowance is equal to .85% of the annual equivalent of the base rate of compensation most recently applicable to the officer for each year of creditable service. The retirement benefits are not subject to any increases in salary or retirement allowances that may be authorized by the General Assembly. Article 12D of G.S. Chapter 143 assigns the authority to establish and amend benefit provisions to the North Carolina General Assembly. For reporting purposes, the Separation Allowance is presented as a fund in which law enforcement is reported in the General Fund and not the Pension Trust Fund as in the past.

### **BUDGET SUMMARY:**

	<b>ACTUAL FY 2016</b>	<b>AMENDED FY 2017</b>	<b>ADOPTED FY 2018</b>	<b>% CHANGE FY17 to FY18</b>
<b>EXPENDITURES</b>				
Separation Allowance	186,380	291,266	291,382	
Consultants	525	550	1,300	
<b>JCPC Grants</b>				
Teen Court	52,230	55,914	55,915	
Medical Examiner	106,250	122,500	122,500	
Forester	60,662	76,522	94,513	
Boys and Girls Club	114,887	-	-	
JCPC-unallocated	-	-	84,500	
Shift Mentoring Program	74,216	53,696	53,696	
Rowan YSB	12,108	10,981	-	
Positive Parenting Program	-	45,000	45,000	
Fostering Solutions Crisis Bed	-	61,200	56,000	
Fire Districts Sales Tax	836,595	847,335	900,000	
Equipment and Furniture		312,911	-	
<b>Total Expense</b>	<b>\$1,513,153</b>	<b>\$1,947,176</b>	<b>\$1,704,806</b>	<b>-12.4%</b>
<b>REVENUES</b>				
Sales Tax	836,595	900,000	900,000	
JCPC unallocated	-	-	84,500	
Boys and Girls	114,887	-	-	
Shift Mentoring	74,216	53,696	53,696	
Rowan YSB	4,997	10,000	-	
Positive Parenting Program	-	45,000	45,000	
Fostering Solutions Crisis Bed	-	61,200	56,000	
Teen Court	52,230	55,914	55,915	
Teen Court-Restitution	69,301	69,301	-	
Other Financing Sources	-	313,892	-	
<b>Total Revenue</b>	<b>\$1,152,226</b>	<b>\$1,509,003</b>	<b>\$1,195,111</b>	<b>-26.26</b>

**ECONOMIC AND  
PHYSICAL  
DEVELOPMENT**

# Economic Development – Incentive Grants

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## PROGRAM DESCRIPTION:

In order to expand economic development options for Cabarrus County that will diversify the tax base, offer improved employment opportunities for its citizens and promote the economic growth and welfare of the business and industrial community, the Board of County Commissioners has implemented guidelines to encourage new industry location decisions within the county and to assist existing industrial expansions. The Industrial Development Incentive program has assisted in bringing major corporations to Cabarrus County, along with encouraging expansions of several existing corporations.

- **390 Business Boulevard, LLC (TY2014 FY2015 - TY2016 FY2017)**  
Based on an Estimated Eligible Fixed Asset Valuation of approximately \$5,900,000 for TY2016, we will appropriate \$36,000 to FY2017. 85% of qualifying amount will be granted to industry for three consecutive years. FY2017 will be the third and final grant year for 390 Business Boulevard, LLC.
- **Beacon Partners**  
This grant is to be budgeted and paid by Manager's office &/or Finance. Compliance tracking to be done by our office, waiting contract finalization.
- **Project Burgundy (Company to be identified)**  
No FY2017 impact. This grant is pending BOC approval.
- **Celgard (TY2012 FY2013 – TY2020 FY2021)**  
Celgard has been awarded two EDC Grants with multiple phases per Grant and overlapping timeframes. The first grant has been initiated with payments projected through FY2017. The grantee has made substantially all of the investment for the second grant but initiation has been delayed. The outstanding appropriated budget balance of \$1,676,093 less currently paid amounts will be carried forward from FY2016. At this time the budgeted total is projected to cover the remaining years of the first grant's 3 phases, FY2015-FY2017, and the second grant's initial two years, FY2018 and FY2019, with the balance to be applied to the third year, FY2020 of the 3 phase, 3 year per phase grant. 85% of qualifying amount will be granted to industry for four years per phase of the first grant and three years per phase for the second grant, with each year's value being adjusted by a factor for depreciation. FY2017 will be the fifth year for Celgard's first grant and carry over from the prior year should absorb FY2017 obligation.
- **Corning Inc., (TY2013 FY2014 – TY2018 FY2019)**  
Corning has been awarded two EDC Grants with overlapping timeframes. At this time the first grant has been initiated with payments pending for all 3 years of the grant. The second grant was budgeted based on originally projected timeframe but initiation was delayed; currently expected for FY2017. The outstanding appropriated budget balance of \$1,443,000 less current payments will be carried forward from FY2016. At this time the budgeted total is projected to cover the first grant's 3 years, FY2014-FY2016, and the 2<sup>nd</sup> grant's first year, FY2017, with the remainder applied to the second year, FY2018, of the 3 year grant. Accordingly, there is no new appropriation for these grants for FY2017. 85% of qualifying amount will be granted to industry for three consecutive years, per grant, with each year's value being adjusted by a factor for depreciation. FY2017 is projected to be the first year for Corning's second grant.

## Economic Development – Incentive Grants

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- **Creamery Concord, LLC (TY2012 FY2013 - TY2016 FY2017)**  
Based on an Estimated Eligible Fixed Asset Valuation of approximately \$1,900,000 we will appropriate \$12,000 for FY2017. The outstanding appropriated budget balance of \$11,000 less current payments will be carried forward from FY2016. 85% of qualifying amount will be granted to industry for five consecutive years with each year's value being adjusted by a factor for depreciation. FY2017 will be the fifth and final grant year for Creamery Concord, LLC.
- **DNP IMS America Corp (TY2012 FY2013 - TY2014 FY2015)**  
DNP has been awarded a three year EDC grant with payments pending for all three years. Accordingly, no new appropriations are being made at this time. The outstanding appropriated budget balance of \$418,000 less current payments will be carried forward from FY2016. 85% of qualifying amount will be granted to industry for three consecutive years, with each year's value being adjusted by a factor for depreciation. FY2015 will be the third and final year for DNP IMS America Corporation.
- **FedEx Ground (TY2018 FY2019 - TY2020 FY2021)**  
No FY2017 impact, waiting for contract finalization.
- **FlyRight (TY2014 FY2015 - TY2016 FY2017)**  
Phase 1 of the EDC Grant has been paid. Based on an Estimated Eligible Fixed Asset Valuation of approximately \$3,450,000 for TY2016, for Phase 2 of this grant, we will appropriate \$21,000 to FY2017. The outstanding appropriated budget balance of \$63,000 less current payments will be carried forward from FY2016. 85% of qualifying amount will be granted to industry for three consecutive years, with each year's value being adjusted by a factor for depreciation. FY2017 will be the final year for the FlyRight Grant.
- **North Carolina Research Campus**  
(Inter-local agreement with the City of Kannapolis to fund a portion of the Development Financing Plan not to exceed \$168,400,000) – Cabarrus County has authorized execution and delivery of an inter-local agreement pursuant to which the County will pledge a portion of its ad valorem taxes actually received by it on the incremental valuation of property in the Development Financing District in support of the Bonds issued by the City of Kannapolis for the public improvements. The incremental ad valorem tax revenues are to be used for the payment of no more than one-half of the annual payments of principal and interest due on the Bonds issued and outstanding per the inter-local agreement. The term of the agreement coincides with the term of the bonds issued for the public improvements covered in the inter-local agreements.
- **Pepsi Bottling Ventures (TY2017 FY2018 - TY2021 FY2022)**  
No FY2017 impact, waiting for contract finalization.
- **PreGel (TY2014 FY2015 - TY2018 FY2019)**  
PreGel was awarded a three phase EDC grant of three years per phase. At this time, due to a delay in initiation, the carried forward budget is projected to cover the first 2 years of the grant, FY2015-FY2016 with the remainder applied to the third year of the grant in FY2017. Based on an Estimated Eligible Fixed Asset Valuation of approximately \$15,100,000 we will appropriate an additional \$73,000 for FY2017. The outstanding appropriated budget balance of \$143,000 less current payments will be carried forward from FY2016. 85% of qualifying amount will be granted to industry for three consecutive years, per phase, with each year's value being adjusted by a factor for depreciation. FY2017 will be the third year for PreGel's expansion Grant.

## Economic Development – Incentive Grants

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- **S&D Coffee & Tea (TY2015 FY2016 - TY2022 FY2023)**  
S&D was awarded a four phase EDC grant of five years per phase. Based on an Estimated Eligible Fixed Asset Valuation of approximately \$23,800,000 we will budget \$142,000 for FY2017. 85% of qualifying amount will be granted to industry for five consecutive years, per phase, with each year's value being adjusted by a factor for depreciation. FY2017 will be the second grant year for S&D Coffee & Tea.
- **Silverman Group (TY2017 FY2018 - TY2019 FY2020) (Name of entity to be determined)**  
No FY2017 impact, grant pending approval. Note: This would be the second spec building granted on for a Silverman related entity by Cabarrus County and the third by the City of Concord (all overlapping grants).
- **SL Aviation (TY2017 FY2018 - TY2019 FY2020)**  
No FY2017 impact, waiting final grant agreement. Note: This is the 1<sup>st</sup> of 2 spec buildings granted on for a Silverman related entity by Cabarrus County and the second of three by the City of Concord (all overlapping grants).
- **Mall at Concord Mills Limited Partnership for Sea Life Charlotte LLC (TY2015 FY2016 - TY2020 FY2021)**  
Simon was awarded a six year EDC grant for the investment in the installation of Sea Life as a tenant in Concord Mills. Based on an estimated Eligible Fixed Asset Valuation of approximately \$8,300,000 we will appropriate \$50,000 to FY2017. The outstanding appropriated budget balance of \$53,000 less current payments will be carried forward from FY2016. 85% of qualifying amount will be granted to industry for six consecutive years, with each year's value being adjusted by a factor for depreciation. FY2017 will be the second year for Simon Properties.
- **SunCap Charlotte (TY2018 FY2019 - TY2020 FY2021)**  
No FY2017 impact, waiting for contract finalization. Note: This grant is for the real estate investment in relation to FedEx Ground location.

# Economic Development – Incentive Grants

## BUDGET SUMMARY:

	ACTUAL FY2016	AMENDED FY2017	ADOPTED FY2018	% CHANGE FY17 to FY 18
<b>INCENTIVE GRANT EXPENDITURES</b>				
Flyright	-	66,074	-	
PreGel, Inc.	121,494	73,000	-	
Creamery, Concord, LLC	10,289	12,000	-	
390 Business Boulevard LLC	23,857	36,000	-	
DNP IMS America Corp	326,997	-	-	
SP Richards	60,357	-	-	
SeaLife	-	50,000	38,000	
Beacon Partners	510,942	419,298	-	
Hotel Concord	-	21,000	21,000	
SunCap	-	192,500	-	
Linder	-	-	51,000	
iTek	-	-	27,000	
Silverman	-	-	54,000	
Corning	-	-	318,000	
S & D Coffee and Tea	-	142,000	140,000	
Pepsi	-	-	75,000	
<b>Total Expense</b>	<b>\$1,053,936</b>	<b>\$1,011,872</b>	<b>\$724,000</b>	<b>-28.4%</b>

## DEPARTMENT CONTACT:

Name: Bill Kouri

Email: [whkouri@cabarruscounty.us](mailto:whkouri@cabarruscounty.us)

Phone: 704-920-2433



# Planning and Development- Planning

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## **MISSION:**

The mission of Cabarrus County Planning and Zoning is to enhance the quality of life for citizens through the implementation of federal, state, and local laws, ordinances, and regulations related to the use of land, thereby, building a viable community where citizens, businesses, and industry thrive together.

## **MANDATE:**

Enabling Legislation GS 153A for subdivision and zoning control, GS §143-214 for mandated watershed protection, and GS §153-341 requires zoning to be in accordance with a comprehensive plan.

## **OVERVIEW:**

The Planning Division is responsible for providing planning services in unincorporated Cabarrus County. Current planning services include administering the subdivision and zoning ordinances, processing subdivision plat applications, processing rezoning requests, conditional use permits and variance requests, coordinating subdivision and rezoning reviews, and initiating and preparing ordinance amendments. Long-term planning services include creating and updating long-term planning documents, performing population estimates for Cabarrus County, and analyzing growth patterns in Cabarrus County. The planning division also provides staff assistance to Cabarrus County Schools for site selection and future growth planning. Transportation planning services are provided through staff representation and participation on Metropolitan Planning Organization committees. Planning Division Staff serve as support staff to the Planning and Zoning Board and the Board of Commissioners (BOC) and work on special projects for the County Manger. Additionally, the Planning Division provides support services for plan updates and studies conducted by other departments, as well as regional studies. This division is also responsible for E911 addressing administration, including data entry and system maintenance for all of the County.

## **MAJOR ACCOMPLISHMENTS:**

- Coordinated and completed update of building permit data for Cabarrus County Schools to use for school capacity planning.
- Provided technical assistance to Cabarrus County Schools for multiple school campus site searches.
- Provided technical assistance to Cabarrus County Schools for revised capacity study and generation rates.
- Provided technical assistance to Cabarrus Economic Development Corporation (CEDC).
- Provided technical assistance to LandDesign, Inc. for update to Water and Sewer Authority of Cabarrus County Capacity Model.
- Provided staff representation to, and technical assistance for, Cabarrus Rowan MPO/NCDOT CTP update.
- Provided technical assistance for multiple Infrastructure and Asset Management projects.
- Continued to work with Town of Midland staff on Town of Midland 2030 Land Use Plan update and co-adoption by BOC.
- Started Eastern Area Plan update process with the Town of Mount Pleasant.
- Participated in Phase 1 of Kannapolis Area Plan Update Process.
- Provided staff assistance for City of Concord transition to Accela permitting system.
- Completed Morehead Road Small Area and Economic Development Plan Process with the Town of Harrisburg.
- Started Harrisburg Area Land Use Plan update process with the Town of Harrisburg.
- Participated in Soil and Water Conservation Districts Green Growth Toolbox Project.

# Planning and Development- Planning

## CHALLENGES & TRENDS:

- Number of subdivisions being submitted for unincorporated County remains similar to FY2015 and FY2016.
- Frequency of addressing conflicts reported by Communications/Dispatch continues to increase.
- Number of development approvals in Town of Harrisburg is creating additional E911 addressing the service need for the Town and more time spent on addressing specific Harrisburg issues.
- Continue to explore ways to eliminate duplicate work for 911 Coordinator.
- Work in the ACCELA system is needed for reporting and for record types, and work has been delayed due to lack of in house support staff.
- Anticipate significant amendments to ordinances based on adoption of HB548 during FY2018.

## BUDGET HIGHLIGHTS & CHANGES:

- Adoption of Morehead Road Small Area and Economic Development Plan (joint long range planning project with Town of Harrisburg).
- Adopted new Cabarrus County Development Ordinance which combined zoning, flood, and subdivision ordinances into one complete document.

## BUDGET SUMMARY:

	ACTUAL FY 2016	AMENDED FY 2017	ADOPTED FY 2018	% CHANGE FY 17 to FY 18
<b>EXPENDITURES</b>				
Personnel Services	387,752	416,721	542,739	-
Operations	29,900	138,526	45,347	-
<b>Total Expense</b>	<b>\$417,652</b>	<b>\$555,247</b>	<b>\$588,086</b>	<b>5.91%</b>
<b>REVENUES</b>				
Permit & Fees	10,389	4,300	6,100	-
Sales & Services	2,535	4,976	92,015	-
Other Fin. Sources	-	19,764	-	-
<b>Total Revenue</b>	<b>\$12,924</b>	<b>\$29,040</b>	<b>\$98,115</b>	<b>237.86%</b>
<b>STAFFING</b>				
FTE Positions	6.00	6.00	6.00	-

## PERFORMANCE SUMMARY:

### County-wide Goal(s) Supported:

- Preserve and enhance the quality of life through public policy that promotes cross-jurisdictional collaboration, encourages growth while balancing its impacts, and looks ahead to preserve quality of life.

**Program Goal:** Provide technical assistance to Cabarrus County Schools for effective management of student growth.

# Planning and Development- Planning

## Program Strategies:

- Maintain accurate building permitting data and project data using the ACCELA permitting system to determine where growth is occurring.
- Assist with school site identification in accordance with the Cabarrus County Schools Site Design Guidelines.
- Assist with student projections for future school planning needs.

MEASURE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET
# of school sites analysis projects with staff participation	3	3	4*
# of reports provided to schools with permit data	52	52	52
# of requested changes to report implemented	1	1	0

\*2 Elementary, Middle and High School.

**Program Goal:** Provide effective long range planning services for unincorporated Cabarrus County.

## Program Strategies:

- Participate in partnerships for growth management
- Produce staff reports that include information on long-term plan consistency for consideration when presented to Planning and Zoning Commission and Board of Commissioners.
- Foster relationships with other jurisdictions and agencies where there are opportunities to partner.
- Participate in multi-jurisdictional and regional projects when appropriate.

MEASURE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET
# of multi-jurisdictional projects with staff participation	3	4	2
# of planning areas including unincorporated Cabarrus County properties	5	5	5
# of area plans updated or revised	0	0	1
# of new joint plans adopted	1*	1	0

\*FY2016-Harrisburg Bike and Pedestrian Transportation Plan (New Plan Adopted by BOC)

FY2017- Morehead Road Small Area and Economic Development Plan (New Plan Adopted by BOC), Harrisburg Area Land Use Plan (Start Update Process), Kannapolis Land Use Plan (Participate in Update Process), Mount Pleasant Land Use Plan (Start Update Process)

FY2018-Harrisburg Area Land Use Plan (Present Update to BOC), Mount Pleasant Land Use Plan (Present Update to BOC), Kannapolis Land Use Plan (Present Update to BOC)

**Program Goal:** Provide timely reviews for subdivisions.

## Program Strategies:

- Encourage pre-submittal discussions and meetings with staff prior to submittal for minor subdivisions.
- Review and approve 90% of plats submitted within 30 days of submittal.

# Planning and Development- Planning

MEASURE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET
# of plats reviewed by staff	50	65	58
# of plats approved within 30 days of submittal	38	58	58
% of plats approved within 30 days of submittal	79.5%	89%	100%

**Program Goal:** Provide timely reviews for projects submitted for Planning and Zoning Commission consideration.

**Program Strategies:**

- Require pre-application meetings for projects that require Planning and Zoning Commission consideration.
- Educate applicants about process and standards of consideration during pre-application meetings.
- Present 90% of Planning and Zoning Commission cases to the Board for consideration within 45 days of submittal

MEASURE	FY 2016 ACTUAL	FY 2017 ESTIMATE	FY 2018 TARGET
# of Planning and Zoning cases submitted for Commission consideration	8	9	9
# of cases presented and considered by Planning and Zoning Commission within 45 days	7	6	9
% of cases presented and considered by Planning and Zoning Commission within 45 days	88%	67%	100%

**DEPARTMENT CONTACT:**

Name: Susie Morris

Email: [samorris@cabarruscounty.us](mailto:samorris@cabarruscounty.us)

Phone: 704-920-2858

# Planning & Development – Community Development

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## **MISSION:**

To provide housing rehabilitation and referral services to underserved populations that result in energy efficient, safe, affordable housing for low to moderate income, disabled, and elderly residents to promote aging in place.

## **MANDATE:**

Community Development is not mandated but is authorized by § 153A-376.

## **OVERVIEW:**

The Community Development Division applies for and administers, state, federal and private grants to rehabilitate housing, provide energy efficiency upgrades, construct new infrastructure, and provide economic opportunities to low income families in Cabarrus County. Cabarrus County participates in a consortium with seven other jurisdictions to receive HOME Investment Partnership program funds from the US Department of Housing and Urban Development. The HOME program allows for general housing rehabilitation, production of rental units, and other housing opportunities. For the two past years, Cabarrus County has provided HOME funding in order to partner on a tax credit rental project for the elderly. Construction on the rental project should begin this year.

Other programs include the Weatherization Assistance program (WAP), Heating and Air Repair and Replacement Program (HARRP), and Housing and Home Improvement (HHI). These programs provide energy efficiency upgrades to homes, repairs and/or replacements of HVAC systems, installation of accessibility improvements and other necessary home improvements for the elderly. Housing and Home Improvement is a program that is only for elderly persons, and the WAP and HARRP programs are for very low income persons and families with priority given to elderly and disabled persons. All of these programs are used cooperatively to provide low income, elderly, and disabled residents with safe, affordable housing. Additional benefits to the county are reducing Medicare and Medicaid costs by reducing falls and allowing elderly and disabled persons to age in place.

Cabarrus County's grant funding is 100% federal and state for the WAP and HARRP programs. The HHI program is 90% federal and 10% local match. The HOME program is 75% federally funded and 25% locally funded for activities, however, staff is not proposing pursuing HOME funding this year, so no local match would be required this year.

## **MAJOR ACCOMPLISHMENTS:**

- Staff surpassed unit obligations for the WAP and HARRP programs last year.
- Staff obtained the Duke Helping Homes grant, which has allowed expansion of HVAC and health and safety services.
- Repairs were provided to 120 residences and/or households this year.
- Staff secured \$467,429 in federal and state grant funding this year as well as \$107,233 in private funds.
- Worked with Prosperity Unlimited, Wesley Community Development Corporation, and City of Kannapolis to acquire tax credit funding for a senior rental housing project, which should begin construction this year.

# Planning & Development – Community Development

## CHALLENGES & TRENDS:

- Staffing and budgeting are difficult for the Community Development Division due to late release dates for funding amounts from all of the grant programs. The funding amounts are typically released well after the County’s budget submission dates and usually after the County budget is approved.
- WAP and HARRP funds were released late this year, which delayed the beginning of work.
- The County provides 10% of the funding for the Home and Community Care Block Grant through a local match and partially funds the salaries of the Community Development staff.
- Waiting lists are maintained for WAP and HARRP and are growing rapidly. Staff has encountered difficulty with qualifying applicants for full housing rehabilitation due to the requirements. For that reason, staff has requested that HOME program funds be diverted to a tax credit rental housing project for the elderly for the past two years.

## BUDGET HIGHLIGHTS & CHANGES:

- The Community Development budget will be projected with last year’s grant information, which is the method used the last three years due to the late notice regarding funding amounts and are amended as funding levels are identified.

## BUDGET SUMMARY:

	ACTUAL FY 2016	AMENDED FY 2017	ADOPTED FY 2018	% CHANGE FY 17 to FY 18
<b>EXPENDITURES</b>				
Personnel Services	182,495	182,977	190,086	-
Operations	398,012	484,891	354,146	-
Capital Outlay	371	-	-	-
<b>Total Expense</b>	<b>\$580,878</b>	<b>\$667,868</b>	<b>\$545,012</b>	<b>-18.40%</b>
<b>REVENUES</b>				
Intergovernmental	388,743	426,689	341,102	-
Sales & Services	385	703	-	-
Miscellaneous	50,618	36,155	-	-
Other Fin. Sources	-	8,884	-	-
<b>Total Revenue</b>	<b>\$439,746</b>	<b>\$472,431</b>	<b>\$341,102</b>	<b>-27.80%</b>
<b>STAFFING</b>				
FTE Positions	3.00	3.00	3.00	-

## PERFORMANCE SUMMARY:

### County-wide Goal(s) Supported:

- Preserve and enhance the quality of life through public policy that promotes cross-jurisdictional collaboration, encourages growth while balancing its impacts, and looks ahead to preserve quality of life.
- Use resources wisely by seeking to collaborate services, share costs, minimize risk, and protect County assets and investments.

# Planning & Development – Community Development

- Support community connections through purposeful and strategic communication, enhanced education, active community participation, and increased access to and utilization of services.

**Program Goal:** Provide energy efficiency improvements to increase energy efficiency in housing for low income, elderly, disabled persons, and families.

**Program Strategies:**

- Increase energy efficiency of homes through WAP services
- Reduce health and safety hazards in the home
- Secure as much funding as possible
- Process as many requests as possible
- Promote programs to inform public

MEASURE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET
# of homes weatherized	33	27	25
Average Cubic Feet per minute reduction in air infiltration in weatherized homes	909	991	1,000
% of customer satisfaction with weatherized units	99%	90%	90%
# of housing Units rehabilitated	2	0	0
Funding received	\$369,181	\$218,824	\$319,946 *
Funding expended	\$377,999**	\$199,472 ***	\$340,000****
# of people on waitlist	32	30	40

\*No Duke funding anticipated, so reduced estimate.

\*\*Full housing rehabilitation expended was from multiyear fund from previous year’s allocation. No funding allocated for housing rehabilitation this year.

\*\*\*Expended funding is less due to later start date for rental project construction.

\*\*\*\*Increased spending due to start of construction for the rental project.

**Program Goal:** Provide housing repairs and accessibility improvements to allow for aging in place.

**Program Strategies:**

- Improve access to homes through installation of accessibility features for older adults.
- Make miscellaneous housing repairs to provide safe, sanitary housing conditions for older adults such as floor repairs, window and door replacement, locks, etc.
- Repair or replace appliances such as HVAC (repair only), water heaters, refrigerators, and stoves.
- Coordinate with other resources such as nonprofit agencies, municipalities, and other partners to better serve citizens regarding housing repairs and accessibility needs.

# Planning & Development – Community Development

MEASURE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET
# of handicap modifications	20	30	25
# of other housing repairs	30	22	15
# of appliances replaced/repared	22	33	30
Total # of households Served	69	76	70
# of referrals to other assistance agencies	24	15	20
# of referrals from other assistance agencies	9	12	20
Average cost of service per unit for HHI	\$566	\$690	\$740
% customer satisfaction with HHI	N/A	NEW	85%
Funding received	\$70,078	\$52,499*	\$47,264
Funding expended	\$49,156	\$52,458	\$52,496
# of people on waitlist	32	37	40

\*Funding requires 10% local match and this includes Community Development Block Grant recaptured funds that were used as urgent repair funds.

**Program Goal:** Repair or replace HVAC systems for elderly, disabled, and low income families.

**Program Strategy:** Provide HVAC repair or replacement for elderly, disabled, and low income persons (150% of poverty) in order to maintain safe living conditions and allow elderly persons to age in place.

MEASURE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET
# of HVAC systems repaired or replaced	22	18	12
% of clients 100% of poverty or less	64	55	50
% of clients elderly and/or disabled	68	50	52
Average cost per unit for HVAC repair/replacement	\$4,805	\$5,072	\$5,400
Funding received	\$110,755	\$80,749*	\$76,104
Funding expended	\$110,584	\$80,180	\$76,104
# of people on waitlist	4	4	5

\*Duke program funded additional units this year which skewed the number of clients at poverty numbers. The income qualification requirements for that program are a little higher.

## DEPARTMENT CONTACT:

Name: Kelly Sifford

Email: [kfsifford@cabarruscounty.us](mailto:kfsifford@cabarruscounty.us)

Phone: 704-920-2142



# Planning and Development – Soil & Water Conservation

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## **MISSION:**

The Cabarrus Soil and Water Conservation District (CSWCD) encourages the informed and responsible stewardship of the land and all of its natural resources. Our customized local programs assist and educate landowners, land users, responsible institutions, students, and various groups in the community with understanding, planning, application, and maintenance of sound conservation and land use practices.

## **MANDATE:**

NCGS § 139 Soil & Water Conservation District Law of North Carolina, as amended; NC Agricultural Cost Share Program for Non-point Source Pollution Control (NCGS § 143-215.74); Community Conservation Assistance Program (GS § 143-215.74, Part 11, as added by Session Law 2006-78); Environmental Management Commission Regulations for Animal Waste Management (15A NCAC 2H.0217; and Sediment Pollution Control Act (NCGS § 113A-61).

## **OVERVIEW:**

CSWCD was chartered as a single-county sub-unit of State government on August 28, 1963. Under the local guidance of an elected board, natural resource stewardship opportunities in both incorporated and unincorporated areas of the County are identified and prioritized. CSWCD conservation plans and environmental education/outreach programs address stewardship of soil, water, animals, plants and air resources. Successful conservation of these natural resources in addition to energy and human resources provides for food and fiber. Additionally, conservation maintains the green infrastructure essential for environmental services including clean air and water that benefit all residents and visitors of Cabarrus County. CSWCD works under an operational agreement in partnership with the Federal Natural Resources Conservation Service, state division of Soil & Water Conservation in the Department of Agriculture and Consumer Services, Cabarrus County, and local municipal governments. The resulting comprehensive natural resources conservation program reflects a unique blend of voluntary conservation, financial initiatives, and federal, state, and local mandates. County and private funds leverage federal and state funds as well as in-kind contributions.

## **MAJOR ACCOMPLISHMENTS:**

- CSWCD was awarded a Governor’s Conservation Achievement Award as the NC Wildlife Foundation Affiliate of the Year.
- Resource Conservation Coordinator Erin Lineberger was elected as the Piedmont Section Chair on the Board of Environmental Educators of North Carolina.
- Local students advanced to annual, regional, and state contests, including the state Envirothon poster and public speaking contests. Of the eight total contests, Cabarrus County students placed in the top three in seven contests. The seventh grade public speaking contestant came in first place at the regional level, and will advance to the state level. One Cabarrus County Envirothon team placed fourth at the NC Envirothon, which is the highest placement of any Cabarrus County team in the history of our Envirothon program.
- With funding from the Clean Water Management Trust Fund and Cabarrus County the CSWCD was able to preserve 68.8 acres that includes Suther Wet Prairie Natural Area.
- CSWCD also obtained an easement for a 173.62 acre agriculture conservation easement with funding provided by Cabarrus County, NC Department of Agriculture and Consumer Services, and USDA Natural Resources Conservation Service.
- Efforts have been made in the past to work with landowners that have not participated in cost share programs. This year we have new participants and have talked with others that will be participating.

# Planning and Development – Soil & Water Conservation

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## CHALLENGES & TRENDS:

- The NC Department of Public Instruction is increasingly seeking to implement environmental education in the classroom as a means to advance environmental literacy. They define environmental literacy as, “a deeper understanding of environmental topics and [having] the skills needed to participate in the environmental decision-making process.” CSWCD provides the following resources for teachers, in alignment with NC’s recently adopted Environmental Literacy Plan:
  - Environmental education programs correlated to NC Essential standards utilizing established curriculums such as Project WET & Project Learning Tree
  - Professional development for teachers in environmental education curriculums through which teachers may earn Continuing Education Units and/or credits toward their National Center on Education and the Economy certification
  - Outdoor experiences and service learning experiences for 5<sup>th</sup>-12<sup>th</sup> grade students through Envirothon program and Big Sweep event
  - Exposure to Natural Resource careers for 10<sup>th</sup>-12<sup>th</sup> grade students through a week-long Resource Conservation Workshop
  - Outdoor Classroom grant opportunities through the NC Foundation of Soil & Water Conservation Districts
- A decrease in the Natural Resource Conservation Service presence in our field office has resulted in less federal programs being implemented.
- Organizational transition over the past year has been costly in time and resources.
- Our Conservation Field School has very limited use for educational programs due to access and infrastructure challenges.
- Respondents in the Cabarrus County 2016 Community Survey indicated that protecting water quality and the environment was one of the top three priorities for community issues that community leaders must address. A major challenge is the fact that there are approximately 184 stream miles monitored in the County of which 150 miles (82%) are officially designated as having “impaired” water quality according to the 303(d) listing as mandated by the Clean Water Act. These waterways fail to meet Clean Water Act standards in one or more of the following parameters (general): high water temperature, aquatic life, fecal coliform, turbidity, heavy metals, chlorophyll a (indicates algae), water supply suitability, pH, dissolved oxygen, and/or aquatic weeds.
- The rate of conversion of agricultural land to non-agricultural use is continuing to accelerate in spite of the fact that cost of services studies for urbanizing counties demonstrate that property taxes on agricultural land exceed the value of services received while the opposite is true for residential land. From 2004-2016, over 34,900 acres of farmland in the Present Use Value program was converted to other uses.
- Two of the counties confined animal operations have closed during this past year. An 8 house broiler chicken operation was closed last year, with a new owner possibly keeping 4 of the 8 open. Also, a 90-head dairy operation has closed leaving only four active dairies in the County.

## BUDGET HIGHLIGHTS & CHANGES:

- Additional part-time Natural Resource Conservation Specialist position with Active Living and Parks was requested by the CSWCD as prioritized in the 2011 District Strategic Plan.

# Planning and Development – Soil & Water Conservation

## BUDGET SUMMARY:

	ACTUAL FY 2016	AMENDED FY 2017	ADOPTED FY 2018	% CHANGE FY 17 to FY 18
<b>EXPENDITURES</b>				
Personnel Services	197,982	210,149	196,892	-
Operations	31,944	50,297	45,406	-
<b>Total Expense</b>	<b>\$229,926</b>	<b>\$260,446</b>	<b>\$242,298</b>	<b>-6.97</b>
<b>REVENUES</b>				
Intergovernmental	30,229	30,360	30,330	-
Miscellaneous	325	-	-	-
Other Fin Sources	-	5,991	-	-
<b>Total Revenue</b>	<b>\$30,554</b>	<b>\$36,351</b>	<b>\$30,330</b>	<b>-16.56%</b>
<b>STAFFING</b>				
FTE Positions	3.00	3.00	3.00	-

## PERFORMANCE SUMMARY:

### County-wide Goal(s) Supported:

- Use resources wisely by seeking to collaborate services, share costs, minimize risk, and protect county assets and investments.
- Preserve and enhance the quality of life through public policy that promotes cross-jurisdictional collaboration, encourages growth while balancing its impacts, and looks ahead to preserve quality of life.
- Support community connections through purposeful and strategic communication, enhanced education, active community participation, and increased access to and utilization of services.

**Program Goal:** Promote sustainability through long-term land tenure and conservation practices that result in improved water and soil quality and other environmental benefits that enhance the quality of life of Cabarrus County residents.

### Program Strategies:

- Provide technical assistance to landowners and farmers on implementing conservation practices.
- Provide comments on natural resource concerns during the plan review process to county and municipal planning departments.
- Protect official, significant natural heritage areas and prime and state-significant farmland soils with donated and purchased permanent and long-term conservation easements.
- Protect water quality stream buffers with donated and purchased conservation easements.
- Develop and implement conservation contracts when financial incentives from state and federal funds are available.
- Partner with Cooperative Extension to promote Voluntary Agriculture District program, especially the 10-year Enhanced Voluntary Agriculture District Program.
- Assist qualified landowners with enrolling in state Century Farm Program.
- Prepare and maintain conservation plans for landowners.
- Annual monitoring of conservation easements.

# Planning and Development – Soil & Water Conservation

MEASURE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET
# of soil samples assisted*	63	116	120
# of acres of conservation easements/fee simple titles managed by CSWCD	415	475	525
# of active long-term conservation agreements/ contracts between CSWCD & landowners**	132	145	145
Weight of animal waste nitrogen managed for crop and pasture fertilization through conservation practices annually (Equivalent to # of 50 lbs. bags of 10-10-10 fertilizer)	240,690 (48,138 bags)	271,003 (54,200 bags)	262,150 (52,430 bags)
Tons of soil conserved on cropland, pastureland, and forestland annually	3,600 (36 inches deep/acre)	3,796 (37.9 inches deep/ acre)	3,800 (38 inches deep/ acre)
Total miles of streams in Cabarrus County with livestock excluded by installation of fencing according to conservation plans and cost-shared programs	18.35 miles	20.00 miles	21.78 miles
# of site plans reviewed for natural resource concerns	NEW	NEW	50
# of Century Farms in Cabarrus County***	NEW	NEW	22
# of acres county-wide in Voluntary Agriculture/Enhanced Voluntary Agriculture District****	NEW	NEW	12,150

\*CSWCD supports soil, solution, and waste testing through the NCDAS agronomic lab by assisting landowners with the submission process. Through partnering in this effort, CSWCD supports the increase of agricultural productivity, promotes responsible land management, and ultimately safeguards environmental quality.

\*\* When state-allocated funds are provided to landowners through CSWCD as a part of a cost-share agreement to establish conservation practices, a contract between the landowner and CSWCD is required to define the terms of agreement.

\*\*\*Century Farms are farms that have been operated by a family for at least 100 years.

\*\*\*\* Authorized by the North Carolina General Assembly in the 1985, the Farmland Preservation Enabling Act (61:106-738) implemented Voluntary Agricultural Districts (VADs) at the county level and Enhanced Voluntary Agricultural Districts (EVADs) to help form partnerships between farmers, county commissioners, and land use planners to pass ordinances that encourage the voluntary preservation of farmland, support the productive use of agricultural land, and protect land from urban development.

**Program Goal:** Provide stewardship/environmental education and contribute to Citizen Science initiatives to promote community involvement, green collar careers, and environmental literacy.

**Program Strategies:**

- Support educators with opportunities to integrate stewardship education into school curriculum and recognize accomplishments of both students and educators.
- Provide environmental education professional development training for formal and non-formal educators.
- Provide stewardship education to adult learners to equip them to manage everyday natural resource concerns.
- Provide consistent, clear communication with schools in order to increase teacher retention in our programs.

# Planning and Development – Soil & Water Conservation

- Provide students with opportunities for career development, including exposure to natural resource professionals and academic scholarships in an effort to promote green collar careers.
- Contribute data to Community Collaborative Rain Hail and Snow (CoCoRaHS), a network of volunteers working together to measure and map precipitation (rain, hail and snow). The goal is to provide high quality data for natural resource, education and research applications.

MEASURE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET
Total # of individuals participating in stewardship education	6,045	7,915*	5,000
Total # of individuals participating in stewardship education	5,739	3,907	4,600
% of County students participating in stewardship education	19%	19%	16%
% of County schools participating in stewardship education	30%	22%	40%
# of students taking an advanced step** towards environmental literacy	NEW	NEW	1750
# of Citizen Science CoCoRaHS submissions from CSWCD	215	440	250***
# of participants in professional development training	98	118	60
# of adult participants in stewardship education	NEW	NEW	60

\* Reduction in number due to a reorganization of the Agribusiness & Conservation Field Day event. Instead of making indirect contact with 3000 students, we made direct contact with 500. With the exception of this event, we are seeing an increase in participation in all other educational programs.

\*\* Participation in Envirothon, Resource Conservation Workshop, and/or a Conservation Contest.

\*\*\* Past documentation counted submissions for the entire county. Moving forward, we will only track the submissions we directly contribute to CoCoRaHS.

## DEPARTMENT CONTACT:

Name: Daniel McClellan

Email: [wdmcclellan@cabarruscounty.us](mailto:wdmcclellan@cabarruscounty.us)

Phone: 704-920-3301

# Planning and Development – Zoning

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## **MISSION:**

The mission of Cabarrus County Planning and Zoning is to enhance the quality of life for citizens through the implementation of federal, state, and local laws, ordinances, and regulations related to the use of land, thereby building a viable community where citizens, businesses, and industry thrive together.

## **MANDATE:**

Enabling legislation GS §153A for zoning control, GS §143-214 for mandated watershed protections and §153-341 requires zoning to be in accordance with a comprehensive plan.

## **OVERVIEW:**

The Zoning Division is responsible for providing zoning services in unincorporated Cabarrus County. These services include administrating and enforcing the zoning and flood damage prevention ordinances, completing zoning certificate of compliance inspections, conducting commercial site plan reviews, responding to citizen complaints, issuing zoning permits, issuing septic tank permits, issuing zoning verification letters, processing Certificate of Non-Conformity applications, developing and maintaining case files and reports, attending court to present enforcement cases and providing staff support to the Planning and Zoning Commission and to the Cabarrus County Board of Commissioners.

## **MAJOR ACCOMPLISHMENTS:**

- Continued increase in efficiency in the field due to implementation of the ACCELA Mobile Office.
- Increase in number of inspections by approximately 50% due to dedicated wireless access in the field.
- Increased cross-training of office staff has allowed more proactive enforcement and time in field.
- Created Standard Operation Procedures for training new staff and cross-training current staff.
- Trained all zoning permit clerks in basic zoning permitting.
- Trained two permitting clerks in advanced zoning permitting.
- Completed FEMA National Flood Insurance Community Rating System Program 5 Year Assessment.
- Two permitting staff attended the School of Government planning and zoning training.

## **CHALLENGES & TRENDS:**

- Number of site plans submitted is similar to FY2015.
- Number of complaints reported is similar to FY2016.
- Four permitting staff members with less than two years in zoning permitting.
- Training of new permitting staff required and will continue.
- Training of new zoning officer required and will continue.
- Preparing for North Carolina Community Assistance Visit (National Flood Insurance Program Assessment)
- Anticipate significant amendments to ordinances based on adoption of HB548 during FY2018.

# Planning and Development – Zoning

## BUDGET HIGHLIGHTS & CHANGES:

- Number of zoning enforcement cases expected to be closed remains similar to FY2015 and FY2016.
- Number of zoning complaints investigated within 72 hours of validated complaint is meeting established program goal.
- Number of zoning enforcement cases requiring multiple investigations is meeting established program goal.

## BUDGET SUMMARY:

	ACTUAL FY 2016	AMENDED FY 2017	ADOPTED FY 2018	% CHANGE FY 17 to FY 18
<b>EXPENDITURES</b>				
Personnel Services	169,571	180,284	192,776	-
Operations	7,028	14,598	14,675	-
<b>Total Expense</b>	<b>\$176,599</b>	<b>\$194,882</b>	<b>\$207,451</b>	<b>6.45%</b>
<b>REVENUES</b>				
Permit & Fees	51,376	39,570	50,920	-
<b>Total Revenue</b>	<b>\$51,376</b>	<b>\$39,570</b>	<b>\$50,920</b>	<b>28.55%</b>
<b>STAFFING</b>				
FTE Positions	3.00	3.00	3.00	-

## PERFORMANCE SUMMARY:

**County-wide Goal(s) Supported:** Preserve and enhance the quality of life through public policy that promotes cross-jurisdictional collaboration, encourages growth while balancing its impacts, and looks ahead to preserve quality of life.

**Program Goal:** Provide timely response to citizen complaints regarding validated zoning non-compliance.

**Program Strategy:** Investigate 90% of validated complaints within 72 hours.

MEASURE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET
# of complaints received	129	133	131
# of complaints validated and investigated	121	129	121
# of complaints investigated within 72 hours	111	123	121
% of complaints investigated within 72 hours	92%	95%	100%
# of complaints closed*	140	218	179

\*Number of complaints closed may exceed number of complaints submitted since cases may cross over fiscal year.

# Planning and Development – Zoning

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**Program Goal:** Provide timely review of commercial projects submitted for commercial zoning site plan review.

**Program Strategies:**

- Review and approve 90% of site plans submitted for review within 60 days.
- Maintain office hours to expedite plan review.

MEASURE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET
# of plans submitted for commercial site plan review	29	41	15
# of plans approved within 60 days of submittal*	19	38	15
% Plans approved within 60 days	66%	93%	100%

\*This includes initial 10 day review time for applicable agencies and allows time for resubmittal(s) by applicant when required to address review agency comments.

**Program Goal:** Reduce the number of repeat investigations for violation cases to increase workload efficiency.

**Program Strategies:**

- Reduce the number of repeat investigations required for active complaint cases to less than 50%.
- Educate property owners about non-compliance.
- Assist property owners with strategies for compliance regarding large scale enforcement cases.

MEASURE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET
# of zoning complaints reported	129	133	131
# of zoning complaints validated and investigated	121	129	121
# of zoning complaints requiring multiple site visits	49	30	30
% of zoning complaints requiring multiple visits	40%	23%	25%



# Planning and Development – Zoning

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**Program Goal:** Reduce the risk of flood damage to structures by reducing the number of zoning permits issued in the regulated floodplain.

**Program Strategies:**

- Reduce the risk of flood damage by reviewing all permits issued for floodplain.
- Reduce the risk of flood damage by encouraging development activity outside of regulated floodplain.
- Educate property owners about the risks of development in the floodplain by using the County Floodplain Administration Site, social media outlets, and direct mail.
- Assist with strategies for National Flood Insurance Program compliance when development must occur in the regulated floodplain.

MEASURE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET
# of zoning permits reviewed with floodplain on property	78	98	88
# of floodplain development permits issued*	1	1	0

\*Program goal is to provide alternatives to development in the regulated floodplain.

**DEPARTMENT CONTACT:**

Name: Susie Morris

Email: [samorris@cabarruscounty.us](mailto:samorris@cabarruscounty.us)

Phone: 704-920-2858

# Economic Development Corporation

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## MISSION:

The Mission of Cabarrus Economic Development Corporation (EDC) is to support existing business and responsibly recruit new business in such a manner that: the tax base of Cabarrus County is expanded and diversified, employment opportunities for the people of the County are expanded and diversified, and a positive business environment is assured throughout the County and the region and is clearly demonstrated to new and expanding business and maintenance and expansion of community infrastructure is encouraged.

## OVERVIEW:

Each year the Cabarrus EDC creates a program of work focused on driving new project activities and job creation opportunities into Cabarrus County.

## BUDGET SUMMARY:

	ACTUAL FY 2016	AMENDED FY 2017	ADOPTED FY 2018	% CHANGE FY 17 to FY 18
<b>EXPENDITURES</b>				
Personnel Services	31,115	340,617	375,696	-
<b>Total Expense</b>	<b>\$31,115</b>	<b>\$340,617</b>	<b>\$375,696</b>	<b>10.31%</b>
<b>REVENUES</b>				
Sales & Services	31,183	340,617	375,696	-
<b>Total Revenue</b>	<b>\$31,183</b>	<b>\$340,617</b>	<b>\$375,696</b>	<b>10.31%</b>
<b>STAFFING</b>				
FTE Positions	3.00	4.00	4.00	-

## MAJOR ACCOMPLISHMENTS:

- In FY2015/FY2016 the Cabarrus EDC located eleven projects in the County.
- 606 new jobs announced.
- 196 million in total new investment.

## CHALLENGES AND TRENDS:

- Site consultants and brokers have stated that House Bill 2 has adversely affected NC regarding recruitment opportunities.
- Ongoing workforce availability issues – There remains a large skills gap between industry demand and workforce supply.
- Although the economy is showing signs of strength, there remains a heightened level of market volatility that effects both consumer and market confidence.

# Economic Development Corporation

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## BUDGET HIGHLIGHTS AND CHANGES:

- Increased relationship management efforts with key development partners.
- Revised marketing strategy with internal and external marketing efforts.
- Create and implement private sector investor recruitment initiatives.

## PERFORMANCE MEASURES:

### County-wide Goal Supported:

- Use resources wisely by seeking to collaborate services, share costs, minimize risk, and protect County assets and investments.
- Preserve and enhance quality of life through public policy that promotes cross-jurisdictional collaboration, encourages growth while balancing its impact, and looks ahead to preserve quality of life.
- Support community connections through purposeful and strategic communication, enhanced education, active community participation, and increased access to and utilization of services.

**Program Goal:** The EDC will take the lead in identifying properties for development and facilitating the development of sites for economic development.

**Program Strategy:** Product Development: The EDC will best identify future development opportunities by evaluating the following:

- County-wide zoning and land use plans.
- Utility infrastructure- water, sewer, and energy (current and future).
- Road infrastructure, current, and future.
- Develop-ability: watershed, topography, environment, etc.
- Pricing to enable market competitiveness.

**Program Goal:** The EDC will take the lead in a business retention and expansion effort for targeted existing businesses.

**Program Strategy:** Retention and expansion of businesses.

- Minimum 80 visits annually.
- Work in conjunction with existing industries to expand their presence and operations within the Cabarrus County (CabCo) region.
- Plan and coordinate industry appreciation event
- CabCo Industrial Council.

**Program Goal:** The EDC will take the lead in recruitment of new targeted businesses and industries.

# Economic Development Corporation

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## Program Strategy:

- Recruitment Strategy – Industrial.
  - Target Industry Approach (establish existing lead generators).
    - Consultant visit/trips – establish 25 new lead generation relationships.
      - Conservation Reserve Program mission trips.
      - Site consultant visits.
      - Economic Development Partnership NC.
      - Independent Trip Development.
  - Work through strategic organizations for access to target markets.
    - International Economic Development Council.
    - NC Economic Development Association.
    - SelectUSA.
  
- Recruitment Strategy – Commercial/Office.
  - Headquarters and Back Office Marketing Plan – establish 5 new lead generation relationships.
    - Concord Parkway Property.
    - Redevelopment strategy.
    - Determine Emerging opportunities.
  
- Recruitment Strategy – Advanced Manufacturing
  - Motorsports.
  - Advanced Manufacturing Marketing Initiative.
  - Performance Racing Industry Show.
  - May Race Week - Consultant Event.

MEASURE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET
# of existing industry visits	76	76	80+
# of new lead generation relationships	N/A	36	35

## DEPARTMENT CONTACT:

Name: Robert Carney  
 Email: [rcarney@cabarrus.biz](mailto:rcarney@cabarrus.biz)  
 Phone: 704-782-4000

# Other Economic Development

**DESCRIPTION:**

Agencies funded through this program are non-profit and other government agencies that provide public services which complement or are not found in the array of services provided by the County.

**Obligation to Kannapolis (Inter-local Agreement- North Carolina Research Campus**

Payment to the city of Kannapolis which goes towards paying 50% of the debt service on public improvements in Kannapolis which includes the Cabarrus Health Alliance facility. (Inter-local agreement with the City of Kannapolis to fund a portion of the Development Financing Plan not to exceed \$168,400,000) – Cabarrus County has authorized execution and delivery of an inter-local agreement pursuant to which the County will pledge a portion of its ad valorem taxes actually received by it on the incremental valuation of property in the Development Financing District in support of the Bonds issued by the City of Kannapolis for the public improvements. The incremental ad valorem tax revenues are to be used for the payment of no more than one-half of the annual payments of principal and interest due on the Bonds issued and outstanding per the inter-local agreement. The term of the agreement coincides with the term of the bonds issued for the public improvements covered in the inter-local agreements.

**Economic Development Corporation**

The Economic Development Corporation promotes economic development within Cabarrus County by recruiting new businesses and encouraging retention and expansion of existing businesses. The funding amount of \$400,000 remained the same from FY17 revised budget to FY18 adopted budget.

**Carolina Farm Stewardship**

The County owns the Elma C. Lomax Incubator Farm, which has been utilized as a unique County Park for training and developing local farmers as part of the larger local sustainability effort. \$40,000 was budgeted for FY16 for equipment, maintenance and repairs, grounds maintenance and management staff, fuel and utility costs, landscape design and site plan for greenhouses and staff and support for community programs and activities. For FY18, \$40,000 is budgeted with the goal to phase out funding allocated to the farm over the next few years per Board recommendation.

**Concord Downtown Development Corporation**

For FY18, \$25,000 was adopted for the Concord Downtown Development Corporation to assist with the Marketing Coordinator position from part-time to full-time.

**BUDGET SUMMARY:**

	ACTUAL FY 2016	AMENDED FY 2017	ADOPTED FY 2018	% CHANGE FY17 to FY 18
<b>EXPENDITURES</b>				
Obligation-Kannapolis	1,512,804	1,511,429	1,513,054	
Caro Farms	40,000	40,000	40,000	
EDC	400,000	400,000	400,000	
Concord Downtown Development Corporation	-	-	25,000	
<b>Total Expense</b>	<b>\$1,952,804</b>	<b>\$1,951,429</b>	<b>\$1,978,054</b>	<b>1.36%</b>
<b>REVENUES</b>				
<b>Total Revenue</b>	<b>25,000</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>



# **HUMAN SERVICES**

# Veterans Service

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## **MISSION:**

To assist veterans and their spouses, dependents, and survivors in obtaining available benefits from federal, state, and local agencies administering veterans programs.

## **OVERVIEW:**

The Cabarrus County Veteran Services office focuses on advocacy on behalf of veterans and their families in the presentation, processing, and provision of proof while establishing claims, privileges, and rights to benefits for which they are entitled under federal, state, and local laws. The scope of benefits includes disability compensation, pension, health and life insurance, education, vocational rehabilitation, and medical and burial benefits.

## **MAJOR ACCOMPLISHMENTS:**

- Obtained access to the Department of Veterans Affairs (VA) computer system for the Veterans Service Technician (VST) position. This access will enhance the VST's ability to assist more veterans and increase the effectiveness of our reporting procedures. All department team members now have this privilege afforded us by the VA, which significantly eases the burden of our veterans having to communicate directly with the VA.
- Took an active role in the dedication of the Vietnam Veterans Memorial at Vietnam Veterans Park. The construction of this monument and the dedication of it was made possible by the herculean efforts of the Active Living and Parks Department and the Cabarrus County Veterans Coalition.
- Strengthened our partnership with the VA and NC Division of Veterans Affairs (NCDVA). Provided training facilities for both organizations when requested. Continued to promote and assist both agencies to best benefit County veterans.
- Continued to build on the successful history of the annual Veterans Christmas Breakfast at the Governmental Center and the Veterans Day Program at the Concord Boys and Girls Club. Both are important events that bring veterans and the community together.
- The food pantry continues to thrive thanks to donations from private citizens and organizations within the County. On average we provide a source of sustenance to 10-15 veterans in need per week.

## **CHALLENGES & TRENDS:**

- Keeping up with ever-changing policies and procedures within the Department of Veterans Affairs and NCDVA is a challenge that requires constant attention.
- The Veterans Benefits Administration (VBA) has made headway in the backlog of claims, but they still have a lot of work to do. Appeals to the Board of Veterans Appeals is falling way behind, sometimes taking up to 3-4 years for the average appeal to be settled. Decreasing this time is currently the focus of the VA
- The Veterans Health Administration (VHA) is improving their appointment scheduling, but the fix, which includes engaging private doctors, is problematic.
- With the outcome of state elections, the NCDVA has new leadership. Hopefully this will not affect the strong relationship the county veteran service offices have with the state.



# Veterans Service

## BUDGET HIGHLIGHTS & CHANGES:

- Increase for new office furniture (guest chairs, bookcase, and small table) and for an additional yearly membership for the Veterans Service Technician in National Association of County Veterans Service Officers, NC Association of County Veteran Service Officers, and the American Legion. It is necessary to maintain accreditations in each organization.

## BUDGET SUMMARY:

	ACTUAL FY 2016	AMENDED FY 2017	ADOPTED FY 2018	% CHANGE FY 17 to FY 18
<b>EXPENDITURES</b>				
Personnel Services	228,144	233,185	252,242	-
Operations	8,079	10,397	8,650	-
<b>Total Expense</b>	<b>\$236,223</b>	<b>\$243,582</b>	<b>\$260,892</b>	<b>7.11%</b>
<b>REVENUES</b>				
Intergovernmental	2,288	-	-	-
Miscellaneous	300	250	-	-
Other Fin Sources	-	750	-	-
<b>Total Revenue</b>	<b>\$2,588</b>	<b>\$1,000</b>	<b>-</b>	<b>-100.00%</b>
<b>STAFFING</b>				
FTE Positions	4.00	4.00	4.00	-

## PERFORMANCE SUMMARY:

### County-wide Goal(s) Supported:

- Preserve and enhance the quality of life through public policy that promotes cross-jurisdictional collaboration, encourages growth while balancing its impacts, and looks ahead to preserve quality of life.

**Program Goal:** Provide a readily available, well-trained, and informed staff to assist veterans and their families obtain benefits and services while submitting timely, accurate, and complete claims and correspondence to the Department of Veterans Affairs.

### Program Strategies:

- Enable service officers to take advantage of available training opportunities offered by local, state and federal agencies.
- Emphasize accuracy and attention to detail when filing claims for benefits and services through the Department of Veterans Affairs.
- Ensure phone calls are answered, messages are returned, and appointments are met.
- Continue to accommodate walk-in clients when possible but promote the need for appointments to reduce wait times to see a Veterans Service Officer.

# Veterans Service

MEASURE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET
Total # of office appointments	N/A	1,887	2,000
# of new claims	672	712	700
# of telephone contacts	9,610	9,852	10,000
# of written communications	889	912	900
Revenue brought into the County through VA	\$4,933,000	\$5,238,316	\$5,000,000
# of employee training hours	112	112	112

**Program Goal:** Continue outreach efforts to ensure veterans and their families are aware of the benefits available to them, and to be accessible and responsive when our assistance is needed.

**Program Strategy:** Educate the community through participation in events when opportunities arise to inform veterans and their families of available benefits

MEASURE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET
# of events attended	28	23	25
# of events where members of staff spoke	15	14	15
Total # of contacts made at events	N/A	1,755	1,800
# of new clients as a result of events	N/A	74	75

## DEPARTMENT CONTACT:

Name: Tim Tereska

Email: [tjtereska@cabarruscounty.us](mailto:tjtereska@cabarruscounty.us)

Phone: 704-920-2869

# Cooperative Extension

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## MISSION:

Cabarrus County Cooperative Extension enriches the lives and economy by connecting land-grant university research to the public. Our staff and volunteers deliver timely, relevant programs in the areas of agriculture, food, and youth development.

## OVERVIEW:

The Cabarrus Center of the North Carolina Cooperative Extension conducts research-based educational programs in agriculture, horticulture, community development, family and consumer sciences, and 4-H youth development. This nationwide, educational network links the expertise and resources of federal, state, and local partners.

## MAJOR ACCOMPLISHMENTS:

- Cabarrus Cooperative Extension staff delivered programs that involved Cabarrus citizens in 63,145 direct contacts through services, educational programs, and activities. Informal educational opportunities were provided through 158 non-credit classes.
- Cabarrus Cooperative Extension program efforts were multiplied and enhanced by 389 trained volunteers giving 57,274 volunteer hours. Their gift of hours is the equivalent to \$1,349,375.44 in savings for Cabarrus County and the State of North Carolina. Through program evaluations administered by Cooperative Extension staff, participants in our programs and classes reported a 94% satisfaction rate.
- Cabarrus County 4-H targeted critical writing skills and Science, Technology, Engineering, and Math (STEM) focused activities in 2016. Cabarrus County 4-H after school clubs are utilizing 4-H Science Journals. Cabarrus County 4-H is partnering with Cabarrus County Schools' kids, plus after-school programs, to implement this successful project with over 1,300 after school 4-H club members. Children are increasing their effectiveness in how to think, write, and engage in STEM learning. After school children have become very proficient in organizing their thoughts and able to explain their ideas by utilizing a 4-H Science Journal. Younger 4-H members express their thoughts and ideas by drawing pictures of their 4-H science experiments, while the older 4-H members reflect their ideas through writing and drawing. According to a survey with the after school teachers, youth can express their ideas in a more proficient manner since participating in 4-H Science Journals.
- Cooperative Extension's Family and Consumer Science program in Cabarrus County focuses on food, health, and nutrition. The Family and Consumer Science Agent offered the 6-week series of Better Food, Better Health program to Hispanic families, with the assistance of a local Spanish/English speaking interpreter. 71.4% of the adults report that they are more active and are eating more vegetables. 57.1% report that they are eating more whole grains and more than one kind of vegetable per day. 42.9% of the adults are eating more fruits and are eating more than one kind of fruits per day. 42.9% report that they are drinking more water or low calorie and low sugar beverages more often and are using coupons or store loyalty cards more often to save money. Though the mothers are the ones participating in the program, their total families are benefiting from the new skills and practices the mothers have adopted. The old saying "educate a woman, educate a family" certainly applies to these families!
- In addition, three new Extension and Community Association (ECA) special interest clubs were formed in 2016: Crafty Crew, Culinary Adventurers, and Educational Travelers. All clubs have selected a name, elected officers, and paid 2017 membership dues. The Cabarrus ECA membership has grown from 120 to 221 in one year.

# Cooperative Extension

- Cabarrus County’s agricultural community includes both traditional and non-traditional farmers. The Agricultural Extension Agent worked with local farmers to better understand the futures market as a way to maximize profit. Producers reported that they increased knowledge of how to use futures and futures options to manage risk associated with adverse market price movement.
- Cabarrus Cooperative Extension volunteers continue to play a major role in successfully implementing large-scale programs and events. Two hundred volunteers from across all Extension program areas organized and taught sessions at the 2016 Agribusiness and Environmental Sciences Conservation School Days, reaching over 2,500 middle school students. The Extension Master Gardener volunteers in Cabarrus County planned and implemented a continually growing Spring Herb and Plant Festival, seeing almost 10,000 citizens come through this full-day event. School teachers and after school care providers worked together through the facilitation of Cabarrus 4-H staff to implement the 2016 National 4-H Science Day project, Drone Discovery, involving 5,600 students.

## CHALLENGES & TRENDS:

- Cooperative Extension in Cabarrus County has the unique opportunity of reaching and promoting both rural-traditional agriculture and urban-suburban agriculture trends. It is a challenge to be seen as an unbiased supporter of both.

## BUDGET HIGHLIGHTS & CHANGES:

- Program area revenue (fees paid by our participants) accounts for the majority of program area expense.

## BUDGET SUMMARY:

	<b>ACTUAL FY 2016</b>	<b>AMENDED FY 2017</b>	<b>ADOPTED FY 2018</b>	<b>% CHANGE FY 17 to FY 18</b>
<b>EXPENDITURES</b>				
Personnel Services	291,038	356,745	346,611	-
Operations	64,228	86,985	53,260	-
<b>Total Expense</b>	<b>\$355,266</b>	<b>\$443,730</b>	<b>\$399,871</b>	<b>-9.88%</b>
<b>REVENUES</b>				
Sales & Services	56,047	66,320	51,400	-
Miscellaneous	-	20,000	-	-
<b>Total Revenue</b>	<b>\$56,047</b>	<b>\$86,320</b>	<b>\$51,400</b>	<b>-40.45%</b>

## PERFORMANCE SUMMARY:

### County-wide Goal(s) Supported:

- Use resources wisely by seeking to collaborate services, share costs, minimize risk, and protect County assets and investments.
- Support community connections through purposeful and strategic communication, enhanced education, active community participation, and increased access to and utilization of services.

# Cooperative Extension

**Program Goal:** Provide cost-effective educational programs to Cabarrus County citizens of all ages.

**Program Strategies:**

- Educational programs will be delivered in the areas of Food, Agriculture, and Youth Development.
- Customer satisfaction rate for course participants will be above 92%.
- 75% of program participants will indicate increase in knowledge and skills through program evaluations.
- Increase STEM skills and competencies for school-age professionals and youth through hands-on curriculum kits developed and administered by 4-H staff.
- Cooperative Extension staff will utilize program planning to effectively budget and account for all program costs and expected user fees.

MEASURE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET
# of educational programs offered	134	167	160
# of program participants	32,159	74,665	65,000
% increase in participant’s subject matter knowledge	71%	69.97%	75%
Net County cost per program participant	\$5.22	\$4.34	\$5.25
Cooperative Extension Facility Usage Rate*	72%	91.95%	75%
Customer satisfaction rate	97%	96.66%	94%

\*This is the percentage of programming days in a calendar year that the two programming spaces in our facility are used. The purpose of this measure is to document the intentional use of county funded facilities for programming – that we are wise stewards of this County resource.

**Program Goal:** Utilize volunteer resources to enhance and expand Cooperative Extension programs.

**Program Strategies:**

- Volunteers will have opportunities to attend training classes and leadership meetings at the county, district, state and national level
- Volunteers will document the number of hours volunteering during the year
- Volunteers will be given leadership opportunities to expand local Cabarrus County programs
- Volunteers will assess the support given by Cooperative Extension staff throughout the year

MEASURE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET
# of trained volunteers	377	389	400
# of hours given by volunteers	61,178	57,275	65,000
Value of volunteer service	\$1,441,353	\$1,349,375	\$1.5 million
Volunteer retention rate	96%	89%	95%
% satisfaction rate for volunteers support	93%	91%	93%

**DEPARTMENT CONTACT:**

Name: Robbie Furr  
 Email: [rbfurr@cabarruscounty.us](mailto:rbfurr@cabarruscounty.us)  
 Phone: 704-920-3310

# Human Services – Administration

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## **MISSION:**

Provide overall management and budgetary oversight for operations for all programs and services within the Department of Human Services. Develop and administer the budget, manage purchases and contracts, monitor budget for expenditures and revenues, and processes claims for agency reimbursement. Oversees the personnel functions of the agency including: recruitment, hiring, orientation, evaluations, and federal workplace rules.

## **MANDATE:**

NCGS 108-A14; Chapter 7A; Chapter 108A; Title XIX of the Social Security Act; P.L. 104-193, Personal Responsibility and Work Opportunities Reconciliation Act of 1996 and SB 352; 7 U.S. Code 20(1); P.L. 97-45; Title IV-B and IV-E of the Social Security Act; CFR 47378 mandate the services provided by the Department of Social Services.

## **OVERVIEW:**

The Unit consists of the Director and Assistant Director as well as the Business Manager, HR Analyst, finance professionals and para-professional staff responsible for a wide array of functions regarding program operations, fiscal/budgetary operations and human resources. The unit provides services to all programs and departments with the Department of Human Services.

## **MAJOR ACCOMPLISHMENTS:**

- Successfully maximized all capped and uncapped revenues.
- Developed policies that utilizes compliance and local best practices, Federal and State audit standards, and accounting and personnel principles to ensure smooth operations.
- Reviewed internal controls in all divisions and are continuing to developing agency-wide protocols/procedures for several core functions.
- Successfully purged 349 boxes of client files utilizing the NC DHHS Records Retention and Disposition policy.
- Financial State monitoring resulted in a 98% audit score of the 1571 reporting.
- Restructured job tasks in Administration to reduce silos and create inter-departmental collaboration.

## **CHALLENGES & TRENDS:**

- Shifting or budget reductions from federal and state block grants, including Temporary Assistance for Needy Families (TANF), and Social Services Block Grant, which could potentially increase the County share to mandated programs.
- Continued collaboration with program administrators and managers on accounting policy and day-sheet coding for consistent best practices.
- Continued review to streamline positions for efficiencies analyzing tasks and strengths across all Human Services business divisions.
- Develop and implement consistent Human Resources practices within all Human Services divisions and provide quarterly staff training.

# Human Services – Administration

## BUDGET HIGHLIGHTS & CHANGES:

- Strengthened our internal procedures on staff travel which has resulted in continued annual budget savings.
- Auditing of accounts payable and P-Card purchases, which has resulted in more accurate documentation.

## BUDGET SUMMARY:

	ACTUAL FY 2016	AMENDED FY 2017	ADOPTED FY 2018	% CHANGE FY 17 to FY 18
<b>EXPENDITURES</b>				
Personnel Services	999,020	897,686	935,037	-
Operations	1,996,025	2,303,868	2,190,502	-
<b>Total Expense</b>	<b>\$2,995,045</b>	<b>\$3,201,554</b>	<b>\$3,125,539</b>	<b>-2.37%</b>
<b>REVENUES</b>				
Other Fin. Sources	-	23,225	-	-
<b>Total Revenue</b>	<b>-</b>	<b>\$23,225</b>	<b>-</b>	<b>-100.00%</b>
<b>STAFFING</b>				
FTE Positions	9.00	12.00	10.00	-

## PERFORMANCE SUMMARY:

### County-wide Goal(s) Supported:

- Use resources wisely by seeking to collaborate services, share costs, minimize risk, and protect County assets and investments.

**Program Goal:** Maximize use of all federal and state allocations to reduce county funding.

### Program Strategies:

- 100% of 1571 reports for reimbursement will be submitted timely to the state by the 15<sup>th</sup> of each month.
- 100% of all federal and state block grants available to the agency are claimed during the fiscal year.
- At least 25% of invoices are audited weekly for timeliness and accuracy and 100% of invoices are accurate and have appropriate documentation to support payment.
- Agency will meet required Maintenance of Effort for TANF within the fiscal year.
- Accurate day-sheet coding within child and adult services to ensure maximization of funds.

MEASURE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET
Invoices audited weekly for timeliness and accuracy	35%	75%	75%
Federal and state block grants received	100%	100%	100%
Maintenance of Effort spent	100%	100%	100%
1571 submitted by 15 <sup>th</sup> of each month	100%	100%	100%
Invoices audited contain appropriate documentation to support payment	NEW	100%	100%

# Human Services – Administration

**Program Goal:** Ensure effective and efficient Human Resource practices and outcomes for the agency.

**Program Strategies:**

- 100% of all performance evaluations will be submitted timely to Cabarrus County Human Resources.
- 90% favorable decisions for all held unemployment appeal hearings.
- Provide at least 3 trainings to agency leadership regarding supervisory practice/Human Resources.
- Vacancies within the agency are filled within 60 days of the “Request to Fill” date.
- Agency achieves a 15% or less voluntary staff turnover rate.

MEASURE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET
% timely staff evaluations	95%	95%	95%
% of favorable decisions from unemployment appeals	NEW	90%	90%
# of supervisory/HR trainings for agency leadership	NEW	3	3
# of vacancies NOT filled within 60 days	11	23	4
Voluntary staff turnover rate	17%	11%	11%

**Program Goal:** To develop and submit the agency’s annual budget and required reports timely.

**Program Strategies:**

- Support development and submit all new position requests to County by established deadline.
- Support development and submit all required program summaries to County by established deadline.
- Collect monthly performance measures from all divisions by 15<sup>th</sup> of each month.
- Submit budgetary requests with justifications to County by established deadline.
- Conduct at least 1 budgetary review per month, including line items and allocation reports.

MEASURE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET
All new position requests submitted timely	NEW	100%	100%
All programs summaries submitted timely	NEW	100%	100%
All monthly performance measures received monthly	NEW	100%	100%
Budget Numbers entered into Munis timely	NEW	100%	100%
Monthly Budget Reviews	NEW	6	12



# Human Services – Administration

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**Program Goal:** To provide resources and support to divisions to support improvement in single county audit findings.

**Program Strategies:**

- Develop control flows for all audit findings.
- Support strengthening of second party review system within federal granted programs.
- Secure and develop further training regarding Uniformed Guidance and Audit Procedures.
- Provide monthly administrative reviews of audit procedures with divisions impacted.

MEASURE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET
To eliminate findings from last single county audit	NEW	3	0
# of documented monthly review meetings	NEW	12	12

**DEPARTMENT CONTACT:**

Name: Ben Rose

Email: [wbrose@cabarruscounty.us](mailto:wbrose@cabarruscounty.us)

Phone: 704-920-1400

# Human Services – Transportation

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## **MISSION:**

Cabarrus County Transportation Service’s (CCTS) mission is to promote an independent lifestyle that empowers individuals to overcome transportation barriers by providing safe and reliable transportation services that enable all eligible individuals to access medical care, essential services, and resources that improve their quality of life.

## **MANDATE:**

Medical transportation is mandated by Title XIX of the Social Security Act, which directs county Departments of Social Services to provide transportation for medical care for Medicaid eligible recipients, who have no other means of transportation to access this care. All other services are optional and provided as additional services by the County.

## **OVERVIEW:**

CCTS strives each day to provide services to the transportation disadvantaged in Cabarrus County. This service seeks to reach those individual citizens who, because of age, disability, or income constraints, do not have access to conventional public transportation options.

CCTS has specific services to meet the special requirements for each group utilizing our system.

- Medical trips, which provide preventive medical care. These trips keep citizens in their homes longer and help reduce assisted living cost.
- Employment trips, which are provided to “Work First” participants of the Department of Human Services programs.
- Trips to the Cabarrus Vocational Opportunity work site (CVO).
- Life-sustaining medical trips aid individuals in maintaining their lives and helps reduce the need for health care assistance and assisted living.

## **MAJOR ACCOMPLISHMENTS:**

- CCTS has increased the number of trips per hour to 2.69.
- CCTS is on time 99.7% of the time.
- CCTS has secured our 5311 Grant from the State for both Administration and Capital.
- CCTS has secured our ROAP Grant from the State for Rural General Public (RGP), elderly and disabled, and employment
- CCTS has lowered our will call return time to 27.5 minutes.
- Received a 100% rating on Council of Government Audit.
- Received a 100% rating on Federal Drug and Alcohol Audit.
- Received a 100% rating on State Compliance Review.

## **CHALLENGES & TRENDS:**

- CCTS continues to see an increase in service demand and requests.
- The senior population continues to grow in Cabarrus County. This growth increases the demand for senior trips to meal sites and medical appointments.

# Human Services – Transportation

- The classification change from rural to large urban will continue to bring new requirements from the Federal Government that will have to be implemented over the next couple of years. Our 5311 Grant has decreased again to \$139,000.

## BUDGET HIGHLIGHTS & CHANGES:

- A decrease of \$70,000.00 in our State 5311 Admin Grant, which provides reimburse for CCTS administration, due to Cabarrus County being reclassified from a rural to large urban system.
- County Commissioners passed a resolution directing CCTS to stay within allocated grant funding for both the Rural Operating Assisting Program and Home and Care Community Block Grant. In addition, the resolution directs CCTS to prioritize these funds on medical trips and senior nutrition.
- CCTS is now eligible and working towards receiving new funding through the federal government 5307 grant that can be used for capital projects such as vehicles and maintenance.
- Reimbursement are filed to the State monthly.
- CCTS has secured a Federal 5310 Grant through the City of Concord to assist with Senior and Handicapped transportation.

## BUDGET SUMMARY:

	ACTUAL FY 2016	AMENDED FY 2017	ADOPTED FY 2018	% CHANGE FY 17 to FY 18
<b>EXPENDITURES</b>				
Personnel Services	1,240,422	1,406,855	1,356,365	-
Operations	653,679	769,516	555,093	-
Capital Outlay	242,138	302,300	-	-
<b>Total Expense</b>	<b>\$2,136,239</b>	<b>\$2,478,671</b>	<b>\$1,911,458</b>	<b>-22.88%</b>
<b>REVENUES</b>				
Intergovernmental	733,892	1,019,584	475,129	-
Sales & Service	1,152,399	998,500	984,000	-
Miscellaneous	17,890	-	-	-
<b>Total Revenue</b>	<b>\$1,904,181</b>	<b>\$2,018,084</b>	<b>\$1,459,129</b>	<b>-27.70%</b>
<b>STAFFING</b>				
FTE Positions	33.50	30.87	30.87	-

## PERFORMANCE SUMMARY:

### County-wide Goal(s) Supported:

- Preserve and enhance the quality of life through public policy that promotes cross-jurisdictional collaboration, encourages growth while balancing its impact, and looks ahead to preserve quality of life.
- Provide for public safety by communicating preparedness and safety awareness, responding to routine and catastrophic events, and maintaining and restoring the well-being of citizens.
- Use resources wisely by seeking to collaborate services, share costs, minimize risk, and protect County assets and investments.
- Support community connections through purposeful and strategic communication, enhanced education, active community participation, and increased access to and utilization of services.

# Human Services – Transportation

**Program Goal:** To provide safe transportation to the citizens of Cabarrus County.

**Program Strategies:**

- To have zero at fault accidents for the fiscal year with a CCTS vehicle.
- To receive zero traffic violations while CCTS drivers are conducting transportation services.
- Ensure all CCTS drivers receive required annual State training.
- Supervisors will conduct random ride along trips with CCTS drivers to observe their skills and abilities to provide safe and reliable services.

MEASURE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET
# of observed ride along trips	30	30	30
# of drivers trained	27	27	27
# of at fault accidents by CCTS staff	1	6	0
# of traffic violations	0	0	0

**Program Goal:** To provide reliable and efficient transportation services to the citizens of Cabarrus County.

**Program Strategies:**

- To get 100% of the clients served to their scheduled appointments on time.
- To increase our trips per hour from 2.69 to 3.0, which will enhance our efficiency and ability to provide more trips.
- To obtain an average 25 minute return time on each trip.
- To continue to develop and implement the dispatch zones - zoning method to transport clients to and from services.
- To provide vendor services within the allocated budget.

MEASURE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET
Total # of trips	92,402	81,353	58,073
# of trips for aging citizens	17,182	15,835	7,759
# of trips for ADA citizens	5,970	0	0
# of trips for Elderly and handicapped citizens	12,822	13,646	4,701
# of RGP trips	4,376	5,136	3,280
# of employment trips	1,263	1,301	2,333
# of Medicaid trips	40,800	45,435	45,000
# of clients using transportation	800	1,937	2,000
Average return time	N/A	27 minutes	25 minutes

# Human Services – Transportation

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**Program Goal:** To ensure that citizens of Cabarrus County have the best possible customer service when receiving transportation services.

**Program Strategies:**

- To receive a 100% satisfaction rating from customers surveyed regarding their transportation service and experience.
- CCTS will conduct monthly surveys of customers receiving services to gauge their experiences and receive feedback from the customer base regarding services through a monthly telephone survey.
- CCTS will ensure proper maintenance of all vehicles as required by state policy and local fleet management policy.

MEASURE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET
% of citizen satisfaction (monthly basis survey) with transportation services	94%	98%	100%
% of inspections performed	100%	100%	100%
% of staff trained in customer service	31	33	33

**DEPARTMENT CONTACT:**

Name: Ben Rose  
Email: [wbrose@cabarruscounty.us](mailto:wbrose@cabarruscounty.us)  
Phone: 704-920-1400

# Human Services-Child Welfare Division

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## **MISSION:**

Cabarrus County Child Welfare is committed to achieving safety, permanence, and well-being for children at risk for abuse, neglect, or dependency based upon received and accepted reports, working one-on-one with the family by assessing, coordinating, and providing services that address the safety, risk, and family needs of the child. Staff will be vigilant in their effort to protect these children.

## **MANDATE:**

The following Child Welfare Services are mandated services by Federal and/or North Carolina laws, policies, and standards: Adoption Services and Adoption Assistance are mandated by G.S. 108 A-49 & 50, Title IV-B and IV-E of the Social Security Act, P.L. 96-272, P.L. 99-514, P.L.103-382, P.L. 106-385, P.L. 105-89, P.L. 106-169, and P.L. 109-171; Foster Care Services for Children and Foster Care Assistance payments are mandated by titles IV-E and IV-B of the Social Security Act, CAPTA (P.L. 93-247), and G.S. 108A-48 and 49; 45, G.S. 143B-153 (2) (d) ; 10A NCAC 21; 10A NCAC 22F; Home studies are ordered by the District Court Judges; P.L. 103-432; G.S. 7B-38, 143B-153; 10A NCAC 70C; CSST Services are mandated through 10 NCAC 436.0203; Individual and Family Adjustment Services are mandated under G.S. 143B-153 and 10 NCAC 436.2023; Protective Services for Children are mandated by the Federal Child Abuse Protection and Treatment Act (CAPTA), Titles IV-B, IV-E, P.L. 108-36, P.L. 105-89, G.S. 108A-14, and G.S. 7B Article 3; Intensive Family Preservation Services are established under G.S. 143B-150.5; Contracts with the Child Advocacy Center and Cardinal Innovations Healthcare Solutions are authorized under provisions of G.S. 143B-10 and G.S. 143B-153.

## **OVERVIEW (Child Protective Services and In-Home Services)**

The Child Welfare Division, Child Protective Services (CPS) Program is responsible for receiving, screening, investigating, and assessing reports of alleged abuse, neglect, and dependency. In Home Services provides services directly to families that have received a substantiation of abuse, neglect, and dependency that help to address the issues identified through services and case management. The major objective within the child welfare CPS program is to keep children safe from abuse and neglect and to support the placement of children in their homes while addressing factors that may create the risk of removal.

## **MAJOR ACCOMPLISHMENTS:**

- The Child Welfare Division now has both a Trainer and Quality Assurance (QA) Reviewer to help identify and strengthen social work skills and best practice efforts. As trends and needs are discovered by the QA reviewer, the Trainer helps determine the best way to tackle the need from a training objective. This has worked well and has been praised by the State Child Welfare Reviewers as a model they intend to share across the state.
- CPS continues to participate in numerous state initiatives. The anticipated outcome of these initiatives is to improve the quality of our services to families and children. They include the Cabarrus Trauma Coalition, Project Broadcast, Working Safe/Working Smart, Project No Rest, Cabarrus County Human Trafficking Initiative, Toolkit Learning Community, Latino MAPP Workgroup, Ecumenical Project Group, and the Foster Care Medical Home Initiative. The In Home program is involved with Project Lazarus, Cabarrus County Substance Abuse Coalition, and Triple P, the Positive Parenting Program.
- Cabarrus County has representation on the State Program Development Plan that resulted from the Federal Government's review of Child Welfare Practice in North Carolina.

# Human Services-Child Welfare Division

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- The Child Welfare Division continues to reach out and engage our community partners. This effort has increased community awareness of the practices of the child welfare program, strengthened our partnerships, and increased the quality of reporting.
- On-Boarding has been reconstructed to better orient new staff to their position and to ensure they are receiving the level of training needed prior to being overwhelmed with the work load. Again, the trainer role has been instrumental in helping acclimate new hires to their work in Child Welfare. The trainer has worked collaboratively with supervisors and has been able to work more hands-on with new hires. Staff have expressed more satisfaction and confidence by having someone assigned to work with them in the field and in getting them better adapted to needed work practices for best success. This has been critical particularly in the area of CPS.
- A new interviewing process began in the beginning of 2017. It was created by the University of Southern Maine and the North Carolina Jordan Institute (UNC Chapel Hill) and focuses on the competencies required to be a social worker in Child Welfare. We hope to see this initiative increase retention of staff and quality of practice outcomes.
- Research and plans are underway to initiate a new on-line child abuse or neglect reporting system. This has been requested by our community partners to make reporting more accessible.
- Turnover in our management and supervisory level staff has reduced to having replaced 1 out of 10 supervisors during this fiscal year. Last year's turnover rate for supervisors and managers in intake and investigations was 100%.
- We have continued and strengthened our partnership with the Venture Church in Harrisburg and the Conquerors Shield of Faith to support our social work staff. They provided the Child Welfare Staff with a Christmas luncheon, fun activities, and a gift this Christmas. Venture Church provides on-site support services for staff in all areas and families involved with our department.
- CPS staff are more efficient at seeking out extended family and non-custodial parents, in the event that the need for removal from the legal guardians is determined. Consideration and/or placement of children within their biological family upon removal is a mandate as long as doing so does not jeopardize safety for the children.
- The In Home Services program participated in a federal audit. One case was pulled and reviewed, passing the audit free of exceptions.

## CHALLENGES & TRENDS:

- Turnover continues to be a challenge with our social work staff, as it has been in counties across the state. Most staff in Family Assessments and Investigations continue to carry above average caseloads due to the turnover.
- When someone has concerns regarding possible abuse or neglect of a child, they call this department. If the concern meets the legal definition of abuse or neglect, the report is taken, and assigned to an investigator to assess. Our rate of screening these reports in 2014 was 55%. This percent increased to 80% in 2015 and continued with 78% for the 2016 calendar year. We have been involved with approximately 4,200 families in the 2016 calendar year in investigations.
- In Home Services has maintained an average of 50 families per month involved with on-going, non-court active services to reduce the possibility that the children will result in a foster care placement.
- We continue to be challenged with obtaining state trainings. Staff are required to receive 24 hours of state policy training each year as mandated by General Statute (N.C.G.S. 131D-10.6A (b)). Our staff are continually wait-listed for these mandatory state trainings. Some staff have been here for a year and have yet to get into some of the basic trainings required during their first year. We are forced to compensate internally with trainings produced by our trainer.

# Human Services-Child Welfare Division

## BUDGET HIGHLIGHTS & CHANGES:

- Reduction in Title IV-E funding for In Home Services due to a federal audit of the State has shifted more cost of services to the County level for a federally mandated service.
- As funding for the Child Welfare programs dwindle, Medicaid Administrative Claiming (MAC) is available with restrictions in use for medical services. To accurately bill for MAC dollars, staff will be trained and provided a simple guide to the appropriate use and documentation of these funds.
- Limited state and federal funding opportunities for child protective services continue to shift cost for this federally mandated service to the local level.

## BUDGET SUMMARY:

	ACTUAL FY 2016	AMENDED FY 2017	ADOPTED FY 2018	% CHANGE FY 17 to FY 18
<b>EXPENDITURES</b>				
Personnel Services	4,709,997	5,295,320	5,855,141	-
Operations	1,834,600	2,435,265	2,319,698	-
<b>Total Expense</b>	<b>\$6,544,597</b>	<b>\$7,730,585</b>	<b>\$8,174,839</b>	<b>5.75%</b>
<b>REVENUES</b>				
Intergovernmental	4,096,921	3,573,246	3,829,009	-
Other Fin Sources	-	147,383	-	-
<b>Total Revenue</b>	<b>\$4,096,921</b>	<b>\$3,720,629</b>	<b>\$3,829,009</b>	<b>2.91%</b>
<b>STAFFING</b>				
FTE Positions	72.00	77.00	84.62	-

## PERFORMANCE SUMMARY:

### County Goals Supported:

- Preserve and enhance the quality of life through public policy that promotes cross-jurisdictional collaboration, encourages growth while balancing its impact, and looks ahead to preserve quality of life.
- Provide for public safety by communicating preparedness and safety awareness, responding to routine and catastrophic events, and maintaining and restoring the well-being of citizens.
- Use resources wisely by seeking to collaborate services, share costs, minimize risk, and protect county assets and investments.
- Support community connections through purposeful and strategic communication, enhanced education, active community participation, and increased access to and utilization of services.



# Human Services-Child Welfare Division

**Program Goal:** Cabarrus County Child Welfare Division will protect children from abuse and neglect as provided by federal and state law

**Program Strategies:**

- CPS will interview all children associated with an accepted report within required mandated time frames.
- CPS will make a case decision on all assessments and investigations within 45 days to ensure families are referred to services timely if needed.
- In Home services works to keep families intact while addressing issues of abuse and neglect. In Home service Social Workers will work diligently with the families to keep children in their homes safely while working to strengthen the families.
- In Home services will have a completed in home services agreement completed with the family within the first 30 days this program is provided. The social worker will ensure timely referral for services to limit the time required for the family to remedy their challenges.

MEASURE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET
% of accepted reports responded to within required time frames of immediate, 24 hours and 72 hours to ensure appropriate and timely responses are done for the safety of child/children	95%	95.15%	99%
% of assessments/investigations with case decision made within the 45 day mandate	Not measured	25%	95%
% of cases where the children can remain safely in the home of their parents or caretakers, without foster case intervention through the provision of CPS In-Home Services	96%	95.80%	95%
% of open In-Home Service cases with completed In-Home Service case plans within 30 days of case decision making.	97%	99.50%	98%

**OVERVIEW (Foster Care Program):**

Foster Care services must be provided to any child the Department has placement responsibility for and is placed in a licensed foster home, relative placement, or licensed facility. Placement responsibility is established when the court places the child in the legal custody of the Department. The Department is responsible for ensuring placement and payment for the child and ensuring all the basic well-being and safety needs are met. In addition, the Department also provides services to the child and family to establish a plan for permanence for the child. Reunification with birth family/caretaker is the primary goal in each case. If that goal is unable to be achieved, the Department explores custody, guardianship or adoption as a permanent plan.

# Human Services-Child Welfare Division

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## MAJOR ACCOMPLISHMENTS:

- The LINKS program, a program for teenagers in foster care that helps prepare them for independent living, was rewritten with a stronger focus on independence and self-sufficiency. This program has recently changed to expand services to youth ages 19-21.
- There continues to be improved overall outcomes in court through improved internal processes and structure that helps the Department achieve permanence for children.
- The Department has maintained a positive working relationship with the Guardian Ad Litem and all court personnel with actions in court regarding foster care.
- The Adoption program was awarded \$79,200.00 last year for exceeding the states baseline for completed adoptions. This year's baseline was 6 adoptions. We have already exceeded the baseline by completing 7 adoptions thus far with a projection of doing as many as 9 more by the end of the fiscal year. This fund is awarded with use to be toward supporting agency adoptions.
- The Foster Care program has stabilized and lowered staff turnover.
- During the last fiscal year, we brought 56 children into foster care. We were able to find legal permanence and close cases for 53 children. As of the first of January, this fiscal year we have taken 27 children into foster care and close cases for 21 children. The significance of these numbers is that foster care is performing as it should by not allowing children to languish in the foster care system.
- More children, who enter foster care, are placed in a relative setting rather than in a traditional foster home. This placement is good, because the child is able to maintain a healthy relationship with their biological families. It reduces the cost of foster care to the County.
- The increased working knowledge of juvenile law by our DHS attorney combined with specialized certification in child welfare law of the primary District Court Judge, has increased timely movement toward legal permanence and case closure in the legal system.
- There is initial discussion to partner with Visitation Station located in Rowan County. This will enhance and increase visitation between legal guardians and children in foster care. And, be another action toward the enhancement of services provided while in foster care.
- The Foster Care program participated in a federal audit. Two cases were pulled and reviewed. One case passed the audit without exception. The second case had one exception. No state in the United States has passed this child welfare audit, so for us to have only one exception, is excellent.

## CHALLENGES & TRENDS:

- We maintain, on average, 90 children a month in foster care in Cabarrus County.
- We work with complex family dynamics. Meeting the threshold for legal permanence requires intense case building. The state laws require us to determine if the children are returned to their previous caretakers or if they will require an alternative form of legal permanence within 12 months of the child's entry into foster care. Often times, the family has done just enough for the court to feel the children must be returned because there isn't enough evidence to request an alternative legal permanence such as guardianship, adoption or custody transfer to another caregiver.
- The number of foster homes licensed by Cabarrus County DHS has decreased during the last calendar year. This is due to the families choosing to adopt the foster children in their home when the children are cleared for adoption. We have had an increase of interest during the last 2 months but these families required training and licensure prior to being available for a child's placement.

# Human Services-Child Welfare Division

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- The policy changes for youth 18-21 will require enhanced services being provided to these youth by the agency, to include a court hearing that wasn't previously required. However, there is no longer a county portion to the cost with the exception of increased staff time. The new policy of Assisted Guardianship for children over the age of 14 will impact the agency with increased efforts the months prior to the guardianship being finalized at no cost to the County once it is established. Both of these challenges will take concentrated effort from staff as we incorporate these changes into our practice.
- The lack of therapeutic placements for foster children continue to impact the cost of care for the County.

## BUDGET HIGHLIGHTS & CHANGES:

- Child Welfare programs are no longer able to access funding sources through Medicaid for limited services within child welfare. Medicaid Administrative Claiming (MAC) is available but still has restrictions in use for services. To accurately bill for MAC dollars, staff will be trained and provided a simple guide to the appropriate use and documentation of these funds.
- Our federal partners now require the agency, in partnership with the designated school system, to determine if the school of origin is the most appropriate school placement for the child once they enter foster care. If it is determined to be and the child no longer resides in the school district of origin, we are required to provide transportation. The County will be required to absorb the cost of this action.
- The instability of the federal funding environment is always a factor with foster care.

**Program Goal:** To provide safe and stable placements for foster children.

## Program Strategies:

- Social workers will visit with foster children in their placements monthly to monitor the placement environment and remain connected with both the child and foster parent.
- Social workers will maintain communication with foster parents and children to provide support and services which will encourage stable placement.
- Children in foster care will not experience child maltreatment. Foster parents will be trained and receive on-going support, face to face visits, and referrals to needed services.

MEASURE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET
% of visits with foster children taking place in the child's placement home	97%	93.75%	97%
% of children maintained in stable placement per month	95%	91%	97%
% of children who will not experience a substantiated maltreatment incident while in foster care through effective case management services	97%	100%	98%

## DEPARTMENT CONTACT

Name: Ben Rose

Email: [wbrose@cabarruscounty.us](mailto:wbrose@cabarruscounty.us)

Phone: 704-920-1400

# Human Services – Child Support Services

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## **MISSION:**

The mission of the Child Support Services Division is to consistently collect as much child support as possible for the benefit of Cabarrus County children.

## **MANDATE:**

The Child Support Services (CSS) program was established in 1975 by Public Law 93-647, Part B (Title IV-D of the Social Security Act) and NCGS 110-128-141. These laws set forth the federal and state requirements for the program. The purpose of the CSS program is to ensure that noncustodial parents (NCPs) support their children. If the children are receiving Work First Family Assistance (WFFA), the debt of child support is owed to the state by virtue of the Assignment of Rights to Support (NCGS 110-137), rather than to the caretaker of the children. Child support that is collected for WFFA children is retained by the state and treated as a reimbursement to WFFA funds. The state distributes this money to county, state, and federal governments in a percentage amount equal to their participation in the financing of WFFA. For children who are not receiving WFFA, the child support is paid to the custodial parent (CP) or caretaker.

## **OVERVIEW:**

The Child Support Services Division is responsible for ensuring that non-custodial parents support their children through financial means and with medical insurance coverage or medical support. This support is irrespective of whether owed to the custodial parent or caretaker, which could include foster care or the State for recovery of WFFA. Actions include the location of NCPs, establishment of paternity including DNA/genetic testing, establishment of a support obligation based upon the NC Child Support Guidelines, and enforcement of collection of court orders for child support and medical insurance and medical support, spousal support, and modifying such orders as deemed appropriate.

## **MAJOR ACCOMPLISHMENTS:**

- Cabarrus County is fifth in the State of North Carolina in Current Child Support Collection Rate.
- Received a Certificate of Excellence for Outstanding Achievement in All Incentive and Self-Assessment Measures for SFY2016 from the State of North Carolina.
- Increased total collections in FY2016. \$11,396,198 was distributed to families, which exceeded the State goal by 2.22%.
- Established paternity on behalf of children in 110.29% of open child support cases, which exceeded the State goal by 10.29%
- Established financial orders on behalf of custodial parents for their children in 88.92% of open child support cases, which met the State goal.

# Human Services – Child Support Services

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## CHALLENGES & TRENDS:

- The program continues to see growth with the number of new cases being received each month. The division has received 928 new child support applications and/or referrals from Medicaid or Work First since July 1, 2016. A significant number of these cases are interstate cases in which one party resides outside of the State of North Carolina. That caseload has increased from 140 cases to 321 cases since July 1, 2016.
- The State’s implementation of NC Fast has affected the referral process to Child Support for Medicaid and Work First recipients. Child Support continues to receive many duplicate cases from Medicaid. The receipt of duplicate referrals has increased time and efforts of the child support case initiation process as cases have to be manually researched in NC Fast and the child support case management system, NC Automated Collection and Tracking System (ACTS), to determine if they are appropriate referrals for new child support cases.
- The State’s new mandate for mandatory referrals from Child Care to Child Support will be effective April 2017 which will cause an upward trend in additional child support cases.
- Senate Bill 422 has been introduced which would require applicants of the food and nutrition program to cooperate with Child Support Services. If passed, this bill would cause an additional increase to the already growing caseload sizes.
- Continue to experience an increase in the number of requests of motions to modify by non-custodial parents as a result of a change in State Policy. This has decreased the amount of time child support agents in the enforcement unit have to focus on the collection of monetary support and the enforcement of medical insurance coverage, which is their primary job function.
- The program continues to see an increase in applications from custodial parents who have previously had private attorneys representing their interests. These cases tend to be more complex and require additional case management as they often include additional legal issues such as child custody, divorce, spousal support, and equitable distribution.
- On August 30, 2016, the Instrument of Ratification for the Hague Convention on the International Recovery of Child Support and Other Forms of Family Maintenance (Hague Child Support Convention) was signed by the President. As a result of this ratification, Child Support Services will have a treaty relationship with 31 countries and the European Union, which will enable the establishment and enforcement of support in those cases where one party resides outside the United States. This ratification also brings the possibility of additional cases into the program.

## BUDGET HIGHLIGHTS & CHANGES:

- All child support costs paid by the County receive federal reimbursement at 66%, except incentive revenues which are required to be reinvested towards the program but cannot supplant county funding.
- IRS 1075 requires all Child Support Staff to have a federal background check that is favorably adjudicated, including FBI fingerprinting, and requires reinvestigation within 10 years of the previous background investigation for each employee and contractor who has access to federal tax information through our computer system.
- Due to an increase in the number of new cases that have come into the division since July 1, 2016, it is anticipated there will be an increased cost in legal fees for fiscal year 2018. These fees include court filing fees, birth certificates fees, and out of county/out of state Sheriff service fees.

# Human Services – Child Support Services

## BUDGET SUMMARY:

	ACTUAL FY 2016	AMENDED FY 2017	ADOPTED FY 2018	% CHANGE FY 17 to FY 18
<b>EXPENDITURES</b>				
Personnel Services	1,234,812	1,281,998	1,369,972	-
Operations	239,659	245,690	253,157	-
<b>Total Expense</b>	<b>\$1,474,471</b>	<b>\$1,527,688</b>	<b>\$1,623,129</b>	<b>6.25%</b>
<b>REVENUES</b>				
Intergovernmental	1,567,037	1,353,932	1,419,814	-
Sales & Services	20,900	18,750	18,750	-
Miscellaneous	997	1,800	1,600	-
<b>Total Revenue</b>	<b>\$1,588,934</b>	<b>\$1,374,482</b>	<b>\$1,440,164</b>	<b>4.78%</b>
<b>STAFFING</b>				
FTE Positions	19.00	20.00	21.00	-

## PERFORMANCE SUMMARY:

### County-wide Goal(s) Supported:

- Preserve and enhance the quality of life through public policy that promotes cross-jurisdictional collaboration, encourages growth while balancing its impacts, and looks ahead to preserve quality of life.
- Provide for public safety by communicating preparedness and safety awareness, responding to routine and catastrophic events, and maintaining and restoring the well-being of citizens.
- Use resources wisely by seeking to collaborate services, share costs, minimize risk, and protect county assets and investments.
- Support community connections through purposeful and strategic communication, enhanced education, active community participation, and increased access to and utilization of services.

# Human Services – Child Support Services

**Program Goal:** Collect as much child support as possible on behalf of the children of Cabarrus County.

**Program Strategies:**

- Collect at least \$11,500,000 in child support by taking appropriate administrative and judicial enforcement action when necessary.
- Collect at least 75.96% of current child support owed by assuring current support is paid timely each month to NC Centralized Collections.
- Collect a payment toward arrears on at least 77% of cases where past due support is owed
- Establish a child support order in at least 89% of open cases .
- Establish paternity for at least 112% of cases, which have paternity at issue through DNA testing, judicial action, or voluntarily by the use of the Affidavit of Parentage.

MEASURE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET
Amount of child support collected	\$11,396,198	\$11,668,836	\$11,668,836
% of child support collected	75.01%	75.30%	75.96%
% of cases with payment to arrears	75.16%	75.14%	75.96%
% of cases under order	88.92%	88.40%	88.92%
% of paternity established	110.29%	117.25%	118%

**Program Goal:** Provide quality and timely services to Cabarrus County citizens.

**Program Strategies:**

- Attempt service within 90 days of the location of a non-custodial parent in 96% of cases.
- Within 12 months, 100% of child support cases will have an established order.
- In 94% of child support cases, in which payments are delinquent, appropriate enforcement action will be taken in the required timeframe.
- In 81% of cases, in which one party resides outside of NC, appropriate action will be taken within the required timeframe.
- Achieve 91% on random case reviews for quality and timeliness conducted by the State of North Carolina.

MEASURE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET
% of service attempts within 90 days	94.19%	96.60%	97%
% of child support cases established within 12 months	99.68%	99.73%	100%
% of cases in which appropriate enforcement actions taken	92.02%	92.92%	93%
% of interstate cases in which appropriate action taken	79.91%	87.39%	88%
% of quality and timeliness	88.94%	93.28%	95%

**DEPARTMENT CONTACT:**

Name: Ben Rose  
 Email: [wbrose@cabarrusdss.net](mailto:wbrose@cabarrusdss.net)  
 Phone: 704-920-1552

# Human Services – Economic Services

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## MISSION:

The mission of Cabarrus County Economic Services Division is to determine eligibility for the purpose of providing medical, nutritional, and financial assistance to enhance the quality of life for citizens through excellent customer service.

## MANDATE:

- **Medicaid** is mandated by Title XIX of the Social Security Act and NCGA 108A-25, which requires acceptance and processing of applications, and conducting of eligibility reviews within required timeframes for anyone wishing to apply. Reviews are required by regulation to reassess eligibility for ongoing benefits on an annual basis.
- **Food & Nutrition Services** program is mandated by Federal US Code 2011, NCGS 1098-25, and GS108A, Article 2, Part 5, and requires that applications must be taken upon request, with the client to access through the Electronic Benefits Transfer (EBT) system within seven days. Under regular non-emergency circumstances, the application must be completed within thirty days. Reviews are required by regulation to reassess eligibility for ongoing benefits on a semi-annual or annual basis.
- **Special Assistance** is mandated by GS 108A-25, which mandates that applications must be taken and processed, and reviews completed as required by regulations.
- **North Carolina Health Choice for Children (NCHC)** is mandated by Title XXI of the Social Security Act in order to provide health insurance coverage for eligible uninsured children from birth through age 18. It is administered by the Division of Medical Assistance but is not an entitlement.
- **Child Day Care** is mandated under the Personal Responsibility and Work Opportunities Reconciliation Act of 1996, which combined all federal child care funding under the Child Care and Development Fund (CCDF). NC law governs the Smart Start program and mandates that a minimum of 30% of Smart Start funding in each county be designated for child day care subsidy.
- **Limited English Proficiency Services** – Title VI, Sec 601 of the Civil Rights Act of 1964 states that “no person in the United States shall on the ground of race, color, or national origin, be excluded from participation in, denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance.

## OVERVIEW:

The Economic Services Division is responsible for administering federally means tested public assistance programs mandated under the Social Security Act. There are extensive, distinct regulations for different programs that must be followed in determining and re-determining eligibility. These include elements such as age, health, income, citizenship, and resources. These items must almost always be verified by a third party source, and a verbal statement from the client is rarely acceptable.

## MAJOR ACCOMPLISHMENTS:

- Successfully met USDA mandate of 95% timely processing of Food & Nutrition Services (FNS) applications for January through June.
- Processed over 22,664 Medicaid Recertification's, 12,985 Medicaid Applications, 12,911 FNS Recertification's, and 9,247 FNS Applications.
- Issued over \$32,658,420 in FNS benefits in 2016.



# Human Services – Economic Services

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- Established \$1,123,542 in overpayments by program integrity, collected \$485,170 which goes to the state to help offset public assistance costs. \$107,768 was returned to the County as incentive payments to help offset county costs associated with pursuing fraud.
- Prosecuted eight intentional program violations in the court system totaling \$165,592 in overpayments; all of which are paying restitution.
- Conducted extensive training in all program areas to improve quality, accuracy and timeliness; totaling 8,818 hours of staff training.
- Developed Standard Operating Procedures to standardize, document, communicate, and improve the management of the Division's business practices; done in conjunction with the Northwood's Project.
- Improved Customer Service with addition of greeter position impacting agency appearance and overall first impression, lobby management, work flow, crowd control, safety, reporting, and response to client needs.
- Participated in Northwood's Webinar to promote lobby software.

## CHALLENGES & TRENDS:

- Continued scrutiny by USDA and State to maintain average timeliness rate of 95% for processing of Food and Nutrition applications. This rate is above the normal rate of 90%, which is extremely challenging for counties due to caseload size and continued case management issues within NC Fast. Statewide corrective action is anticipated for recertification timeliness and payment accuracy.
- Medicaid Report Card legislative mandate – must meet all four components to pass the report card. Failure to pass a report card for three consecutive months or five out of twelve months require corrective action. The State can take over a county program if corrective action is not successful. Official tracking was effective January 2017.
- Continued struggles implementing NC Fast case management system resulting in system processing changes, system delays, and latency issues.
- Potential expanded benefits within the programs that could severely impact service demands. In addition, growing County population translates to increasing demands for services.
- Child Care services continue to have limited funding to meet total needs of the community and new changes in eligibility may restrict access, placing working families at risk for child care needs.
- Increased volume of applications during open enrollment for the Affordable Care Act.
- Increasing uncertainties with the future of the ACA with new administration and the impact on the Medicaid programs and the Governor's request for the expansion of Medicaid.
- Several audit findings cited in the Single County Audit that the Division is working to address.

## BUDGET HIGHLIGHTS & CHANGES:

- Preparing for Day Care's transition into NC Fast.
- Preparing for Medicaid Transportation's transition into NC Tracks.
- Transitioned staff back to being a specialized worker. A worker is responsible for one program, taking and processing applications, and conducting recertification's and changes.
- Program integrity collections have increased by 37.5% and incentive payments have increased by 79.4%.
- Day Care Unit passed state monitoring with a 98.9% rating.
- Adult Medicaid Unit passed the State Special Assistance Audit.
- Obtained additional positions to improve program management.
- Launched Portal of Opportunities and Resources for Children (PORCh), a screening tool for day care services, in collaboration with IT and the Partnership for Children.
- The Department requested the following positions for FY18: two Income Maintenance Caseworker III, Lead worker/Trainer, one Income Maintenance Supervisor, and one Foreign Language Interpreter.

# Human Services – Economic Services

## BUDGET SUMMARY:

	ACTUAL FY 2016	AMENDED FY2017	ADOPTED FY2018	% CHANGE FY17 to FY 18
<b>EXPENDITURES</b>				
Personnel Services	6,666,144	7,052,079	7,419,772	-
Operations	5,306,023	5,400,030	5,348,471	-
<b>Total Expense</b>	<b>\$11,972,167</b>	<b>\$12,452,109</b>	<b>\$12,768,243</b>	<b>2.54%</b>
<b>REVENUES</b>				
Intergovernmental	10,344,416	10,261,434	10,138,111	-
Sales & Services	103,375	89,961	90,815	-
Miscellaneous	31,498	5,000	-	-
<b>Total Revenue</b>	<b>\$10,479,289</b>	<b>\$10,356,395</b>	<b>\$10,288,926</b>	<b>-1.23%</b>
<b>STAFFING</b>				
FTE Positions	131.00	136.00	140.00	-

## PERFORMANCE SUMMARY:

### County-wide Goal(s) Supported:

- Preserve and enhance the quality of life through public policy that promotes cross-jurisdictional collaboration, encourages growth while balancing its impacts, and looks ahead to preserve quality of life.
- Provide for public safety by communicating preparedness and safety awareness, responding to routine and catastrophic events, and maintaining and restoring the well-being of citizens.
- Use resources wisely by seeking to collaborate services, share costs, minimize risk, and protect county assets and investments.
- Support community connections through purposeful and strategic communication, enhanced education, active community participation, and increased access to and utilization of services.

**Program Goal:** Provide access to health, family support, and nutritional services by determining eligibility for mandated federally means programs tested in a timely and efficient manner.

### Program Strategies:

- Process 92% of all received Medicaid applications within required timeframe of 45/90 days.
- Process 95% of all eligible FNS applications within required timeframe of 4/25 days.
- All cases processed and reviewed through the second party review system will be processed with a 90% accuracy rate.

MEASURE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET
% of Medicaid applications processed timely*	91.55%	91.54%	92%
% of FNS applications issued benefits timely	95.62%	96.19%	95%
% accuracy for second party reviews	95.10%	94.80%	95%

\*State standard is 90%.

# Human Services – Economic Services

**Program Goal:** Actively pursue and defer fraudulent activity within the public service programs we administer, and through investigations, reduce incidents of welfare fraud and take appropriate action as allowed by law.

**Program Strategies:**

- Establish \$300,000 in Intentional Program Violation (IPV) claims.
- Program Integrity will refer at least 10 cases to the District Attorney for prosecution in an effort to deter further fraud within the program.
- Conduct at least three trainings on agency error findings, deficiencies, and program improvement strategies in an effort to reduce agency-responsible errors.

MEASURE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET
Amount in IPV claims established	\$308,447	\$489,004	\$300,000
# of cases referred to the DA's office	3	4	10
Amount in actual collections	\$485,170	\$790,551	\$400,000
# of agency error trainings conducted	NEW	NEW	3

**Program Goal:** Promote employment by providing access to quality and affordable child care services allowing working citizens to remain employed through child care subsidy.

**Program Strategies:**

- To spend 96% of the annual federal child care allocation which equates to a 96% spending coefficient.
- Conduct at least 36 day care site visits annually to ensure program compliance.

MEASURE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET
Spending coefficient	94%	99%	96%
Average # of monthly day care recipients (children)	786	794	700
Actual # of day care site visits conducted	NEW	NEW	36

**Program Goal:** Will employ a competent and trained workforce to deliver services within Economic Services.

**Program Strategies:**

- Develop and refine a second party review tool.
- Each Caseworker will receive at least 16 hours of training per year that focuses on policy, practice, and customer service.
- Customer Service staff will receive at least one annual customer service training.
- Follow the Standard Operating Procedure set forth for second party reviews and work to increase the number of cases checked in order to improve the Division's quality of work through staff realignment.
- Conduct three trainings on audit findings, deficiencies, and program improvement strategies.

## Human Services – Economic Services

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MEASURE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET
% of Caseworkers receiving at least 16 hours of training	97%	100%	95%
% of Customer Service staff receiving customer service training	100%	100%	95%
% of Case Workers with six second party reviews	NEW	NEW	100%
# of Audit trainings conducted	NEW	NEW	ACTUAL
Number of additional second party reviews completed	NEW	NEW	ACTUAL

### DEPARTMENT CONTACT:

Name: Ben Rose

Email: [wbrose@cabarruscounty.us](mailto:wbrose@cabarruscounty.us)

Phone: 704-920-1400

# Human Services – Adult Services

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## MISSION:

The mission of Cabarrus County Adult Services is to support personal independence and social, physical, and emotional well-being for disabled and older adults and families.

## MANDATE:

- Adult Protective Services are mandated by GS 108A, Article 6.
- Guardianship Services are mandated by GS 108A-15 and 35A.
- Individual and Family Adjustment Services are required by GS 108A-14(3) and NCAC 06F.
- Adult Placement Services are mandated by GS 108A-14(8) and GS 131-D.
- Adult Care Home Licensure and Monitoring is mandated by GS 108A-14 & GS 131D-2.11.
- Special Assistance In-Home Services are mandated by GS 108A-25, 111-13; 111-14; 111-17, 143B-157.
- Work First Program is mandated under the Personal Responsibility and Work Opportunity Reconciliation Act of 1996 (PL 104-193) and GS 108A-25.
- The Department of Human Services (DHS) must execute specified responsibilities in relation to Unclaimed Bodies under GS 130A-415.

## OVERVIEW:

Adult Services are a wide range of services to protect and support individuals in need of assistance to thrive and enhance quality of life. They include the following:

- **Adult Care Home Licensure and Monitoring** - Adult home specialists complete routine monitoring of adult and family care homes, adult day care centers, and day health centers to ensure compliance with State licensure and certification requirements. Complaints against adult and family care homes are investigated by the Social Workers who also provide technical assistance to the facilities.
- **Adult Day Care and Health Services** - Provided to older adults to support personal independence and promote their social, physical, and emotional well-being.
- **Adult Protective Services (APS)** - Provided to disabled adults in situations where they are abused, neglected, or exploited.
- **Adult Placement** - Provided by social workers to prepare and assist individuals and families in planning for and locating adult care home and nursing home facilities.
- **Guardianship Services** - Provided to adults who are determined by the court to be incompetent and unable to make responsible decisions concerning their safety and wellbeing.
- **Individual and Family Adjustment Services** - Provided by social workers to assist an individual to recognize, understand, and cope with problems they are experiencing as well as providing assistance to becoming more self-reliant in problem solving and in becoming more resourceful in seeking the help needed.
- **Special Assistance In-Home Services (SA/IH)** - Provides help to Medicaid eligible individuals who are at risk of entering an Adult Care Home and would like to remain at home with additional support services and income.
- **Work First Employment Services and Services to Families Under 200% of Federal Poverty Level** - Provided to families to secure short-term training and other services to help them become employed and self-sufficient, thereby, supporting themselves and their children.

# Human Services – Adult Services

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## MAJOR ACCOMPLISHMENTS:

- Increased efficiencies resulting from the combination of the eligibility and service functions for Work First and Special Assistance In-Home program.
- Increased active number of SA/IH cases from 99 in prior fiscal year to 108 in current fiscal year.
- 24% of those participating in the Work First program secured employment. One Work First participant obtained a job as a teacher earning \$37,000/yr.
- Two Work First participants graduated with secondary degrees.
- Partnering with Law Enforcement, EMS, and Fire related to APS and community concerns and provide educational sessions for Sheriff, City of Kannapolis, City of Concord, and EMS—provided a fact sheet for as well as business cards for quick reference.
- Facilitated a contract with a Skilled Nursing Facility for emergency placements.
- Successful collaboration with two local churches, CH3, and the Adult and Aging staff to provide Christmas presents for 50 DHS wards.
- A home visit is now being conducted for all APS screen outs to evaluate each situation to determine if a need for services exists.

## CHALLENGES & TRENDS:

- Anticipate increase in APS cases in which placement is necessary due to immediate removal of the adult from the abuse or neglect. Adult Protective Services reports received resulted in a confirmation rate of 52% and substantiation rate of 28%. State benchmarks: Confirmation rate: 44% and substantiation rate: 24%.
- Ongoing difficulty in locating services for non-Medicaid eligible individuals, who are determined to be in need of services based on APS evaluation. Without Medicaid, services are more difficult to obtain for citizens due to cost barriers presented by service providers. The impact results in a ripple effect to other government services, especially Emergency Management services and Sheriff's Department.
- Guardianship caseloads continues to increase for all ages; older and younger, disabled adults.
- An increasing number of wards are not eligible for Medicaid, resulting in a need for county funding to ensure their safety and well-being as mandated by state statute.
- Limited community resources for an increasing number of aging individuals with no family support and who are unable to meet their needs in their private living environment.
- Continued challenges related to the implementation of an outreach plan to ensure all slots for SA/IH are filled.
- The number of SA/IH cases involving those with mental health diagnoses result in increased social worker involvement and complexity of service planning.
- Increasing number of individuals that will be age 60+ that will require services, because they do not have sufficient financial resources and/or lack of formal/informal supports to provide for their own care in their own home.
- Creation of a job skills program for Work First recipients that will enhance participants' ability to secure long term employment.
- Reduced cooperation by Work First participants with Work First policy and action plans resulting in termination of services, thereby reducing participants' ability to obtain employment. This result is due in part to a tightening of rules within the program and the unwillingness of the participant to cooperate with child support as required by law.
- Implementation of a local employers outreach plan in an effort to eliminate negative perceptions that have historically prevented them from serving as work experience sites.

# Human Services – Adult Services

- Continued challenge to develop new work experience sites for the Work First Program.
- Decrease in funding through the State Adult Daycare Fund which results in longer waiting lists for adult day care assistance.

## BUDGET HIGHLIGHTS & CHANGES:

- Social Services Block Grant (SSBG) funding remains flat.
- Lack of funding source to support the case management component of the SA/IH program which requires case management oversight for the authorization of funding amounts and use of SA/IH funds.
- 20% increase in number of wards at end of 2016. Currently at 50 with more anticipated this year, but would have 62 if we had not taken advantage of the state contract.
- Increasing number of individuals that will be age 60+ in the future therefore increasing the need for additional funding to meet their needs.
- Ongoing supervisor and staff training on appropriate coding to insure maximum reimbursement with a focus on Medicaid Administration Claiming (MAC) a new funding source for adults who are Medicaid eligible who have a medical/mental health need.
- Statewide implementation of an online SA/IH payment tracking tool to insure correct payments.
- Need for an increased budget for supervisor and staff training that will equip them to better deal with more complex cases involving mental health, substance abuse, dementia, etc.
- Need for the additional funding for grant writing to locate, apply for and win relevant grants which would provide alternative funding sources for programs/services.
- Ongoing funding to provide for the needs of individuals that are found to be in need of Adult Protective Services to prevent further abuse, self-neglect, and/or exploitation.
- Ongoing funding to support increased number of DHS wards to insure their safety and well-being as mandated by state statute.

## BUDGET SUMMARY:

	ACTUAL FY 2016	AMENDED FY2017	ADOPTED FY2018	% CHANGE FY17 to FY 18
<b>EXPENDITURES</b>				
Personnel Services	1,953,716	2,031,645	2,085,628	-
Operations	1,226,461	1,345,584	1,255,547	-
<b>Total Expense</b>	<b>\$3,180,177</b>	<b>\$3,377,229</b>	<b>\$3,341,175</b>	<b>-1.08%</b>
<b>REVENUES</b>				
Intergovernmental	1,820,098	1,728,285	1,629,123	-
Sales & Services	5,264	-	-	-
<b>Total Revenue</b>	<b>\$1,825,362</b>	<b>\$1,728,285</b>	<b>\$1,629,123</b>	<b>-5.74%</b>
<b>STAFFING</b>				
FTE Positions	28.98	28.98	30.10	-

# Human Services – Adult Services

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## PERFORMANCE SUMMARY:

### County-wide Goal(s) Supported:

- Preserve and enhance the quality of life through public policy that promotes cross-jurisdictional collaboration, encourages growth while balancing its impacts, and looks ahead to preserve quality of life.
- Provide for public safety by communicating preparedness and safety awareness, responding to routine and catastrophic events, and maintaining and restoring the well-being of citizens.
- Use resources wisely by seeking to collaborate services, share costs, minimize risk, and protect county assets and investments.
- Support community connections through purposeful and strategic communication, enhanced education, active community participation, and increased access to and utilization of services.

**Program Goal:** Ensure the safety of disabled and elderly adults at home and in facilities, provide services that meet the needs of disabled and elderly adults to help avoid long-term care placement and allow for aging in place.

### Program Strategies:

- Evaluate and respond to all accepted calls of abuse, neglect and exploitation of disabled adults within required timeframes of immediate, 24, or 72 hours depending on allegation.
- Complete Adult Protective Services investigation of cases within 30 days of the initial report for abused and neglected disabled adults and within 45 days of the initial report for exploited disabled adults.
- Conduct four public awareness events that will increase the public's knowledge and awareness of the role of the APS program.
- Insure that 85% of Guardianship status reports are completed within a timely manner as required by program and policy guidelines (6 months upon initial appointment and annually thereafter).
- Conduct ten outreach events that will increase participation in the SA/IH program.
- Increase the number of SA/IH referrals from 60 to 75 referrals which is 25%. We impact this objective through the following strategies.
  - Low Income Energy applicants.
  - Targeted community outreach.
  - Partnership with Cooperative Christian Ministries
- Make initial contact within five days of receipt of referral for all Need for Service clients in order to assess needs and coordinate services to meet their needs.
- 97% of those receiving Adult Services will be satisfied with service delivery through internal DHS customer satisfaction survey.



# Human Services – Adult Services

MEASURE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET
# of abuse, neglect, and exploitation of disabled adult reports	380	388	400
% of APS reports responded to within time frames	100%	100%	100%
% of APS evaluations completed within state standards	100%	100%	100%
# of APS public awareness events	NEW	9	4
# of wards receiving DHS services	41	51	60
% of Guardianship status reports that are completed within mandated timeframes	NEW	100%	100%
# of SA/IH outreach events	NEW	14	10
# of new SA/IH referrals	NEW	48	60
% need for service referrals responded to within 5 days	99%	99%	99%
% customer satisfaction with services provided through monthly customer surveys	NEW	100%	100%
% of individuals receiving State Adult Day Care funded Adult Day Care/Health and remain in their home 6 months or more	NEW	NEW	NEW

**Program Goal:** Increase the ability of clients to move toward family economic self-sufficiency and decrease reliance on public assistance by the provision of eligibility, employment and supportive services (educational/training activities, case management, etc.).

**Program Strategies:**

- Increase the number of Work First Participants securing long term employment to 25%.
- Conduct four outreach events to Increase local employers’ and non-profit organizations’ awareness of the benefits of serving as a work experience that leads to employment site.
- Increase number of work experience sites that lead to employment from eight to twelve which is approximately 30%.

MEASURE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET
% of Work First participants securing employment	24%	32%	25%
# of Work First outreach efforts to local employers and non-profit organizations	NEW	19	4
# of new work experience sites	NEW	5	4

**DEPARTMENT CONTACT:**

Name: Ben Rose  
 Email: [wbrose@cabarruscounty.us](mailto:wbrose@cabarruscounty.us)  
 Phone: 704-920-1552

# Human Services – Nutrition

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## MISSION:

To promote, maintain, and improve the health and well-being of older adults through the provision of a nutritionally balanced meal. Reduce isolation through social interaction, provide education, and supportive services to help adults stay healthy and age in place.

## OVERVIEW:

Programs provided through Nutrition include:

- **LunchPlus Club** - A congregate nutrition program that operates Monday through Friday at five locations throughout Cabarrus County (Logan Community Center in Concord, Living Water Church of God in Kannapolis, Harrisburg United Methodist Church in Harrisburg, Mt. Pleasant Senior Center in Mt. Pleasant, United Love Baptist Church in Midland). Program funded by county funding and Home & Community Care Block Grant (HCCBG).

## MAJOR ACCOMPLISHMENTS:

- Successful partnership with Concord Lions Club which provided well-attended onsite vision and hearing screenings at the Concord LunchPlus Club.
- Implementation of the LunchPlus Club meal reservation system.
- Purchased high quality products at a discounted rate for increased visual promotion of the LunchPlus Clubs.
- Increased private donations helped to significantly offset program supply costs.

## CHALLENGES & TRENDS:

- Limited transportation continues to be a challenge in our efforts to increase attendance due to transportation waiting lists for four of the LunchPlus Club sites and no transportation services provided for the Midland site.
- There remains an escalated need for outreach and promotion for the LunchPlus Club program due to those most in need in an increased Aging population.
- Ongoing technology limitations, related to software and connectivity, prohibit efforts to improve work efficiencies and timely communications between LunchPlus Club staff and agency staff.
- Increased creativity in service offerings and activities which would attract those older adults interested in volunteerism and community engagement for overall wellness.

## BUDGET HIGHLIGHTS & CHANGES:

- HCCBG funding remains flat at 2011 levels.
- Requesting another Nutrition Site Supervisor position for the Concord LunchPlus Club. Due to a possible increase in participation when the new doors are installed and the capacity will increase from 49 to 140.

# Human Services – Nutrition

## BUDGET SUMMARY:

	ACTUAL FY 2016	AMENDED FY2017	ADOPTED FY2018	% CHANGE FY17 to FY 18
<b>EXPENDITURES</b>				
Personnel Services	179,145	203,899	209,682	-
Operations	227,262	288,408	288,490	-
<b>Total Expense</b>	<b>\$406,407</b>	<b>\$492,307</b>	<b>\$498,172</b>	<b>1.19%</b>
<b>REVENUES</b>				
Intergovernmental	137,278	133,138	133,138	-
Sales & Services	25,841	28,191	26,000	-
<b>Total Revenue</b>	<b>\$163,119</b>	<b>\$161,329</b>	<b>\$159,138</b>	<b>-3.57%</b>
<b>STAFFING</b>				
FTE Positions	4.35	5.70	5.70	-

## PERFORMANCE SUMMARY:

### County-wide Goal(s) Supported:

- Support community connections through purposeful and strategic communication, enhanced education, active community participation, and increased access to and utilization of services.

**Program Goal:** Promote, maintain, and improve the health and well-being of older adults through the provision of a nutritionally balanced meal as well as reduce the isolation experienced by many older adults through opportunities for social interaction by participation in the nutrition program.

### Program Strategies:

- Provide at least one hot or other appropriate meal per day in a congregate setting in which a range of social and supporting services are available within program standards.
- Offer ongoing programming that provides the opportunity for participants to be linked with other services provided by the agency and/or other service providers in the community.
- Provide health screening opportunities at the LunchPlus Club programs based on community partner availability.
- Increase LunchPlus Club outreach efforts by 30%.
- 95% of LunchPlus Club participants will be satisfied with the program.
- 80% of LunchPlus Club participants will feel that their nutrition or physical health have improved by attendance.

## Human Services – Nutrition

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MEASURE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET
Average number of LunchPlus participants receiving a nutritious meal per month	332	315	345
Average number of nutritious meals served to LunchPlus Club participants per month	3,156	2,932	3,200
Average number of educational classes/programs (nutrition, education, etc.) provided at LunchPlus sites per month	12	15	14
# of attendees who are new	189	157	195
# of increased outreach efforts	NEW	21	12
% participant satisfaction	100%	100%	100%
% of participants who believe they have improved their nutrition and/or physical health	100%	100%	100%

### DEPARTMENT CONTACT:

Name: Ben Rose

Email: [wbrose@cabarruscounty.us](mailto:wbrose@cabarruscounty.us)

Phone: 704-920-1552

# Human Services – Senior Services

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## MISSION:

To promote independence of older adults and adults with disabilities through the provision of information, referrals, services, and supports which meet the needs of the adult and their families.

## OVERVIEW:

Senior Services are a wide range of services to support individuals in need of assistance to thrive and enhance quality of life. They include the following:

- **Adult Day Care/Health Services** - Provided to older adults to support personal independence and promote their social, physical, and emotional well-being as well as health care services for Adult Day Health participants. Social workers determine eligibility, monitor provision of service, and assist individuals and families to identify problems, explore options and identify resources.
- **Community Resource Connection (CRC)** - A system coordinated to provide information and assistance about services regarding older adults and those with disabilities. The CRC goal is to simplify access to services and support for Cabarrus County residents.
- **Family Caregiver Support Program (FCSP)** - Assists family and informal caregivers in caring for their loved ones at home for as long as possible by providing information to caregivers about available services, assistance in gaining access to services, individual counseling, organization of support groups, and training. The training is designed to assist caregivers in areas such as caregiver wellness, hands on care, Powerful Tools for Caregivers and in making decisions and solving problems about their caregiving roles, respite care to temporarily relieve the caregiver and supplemental services on a limited basis.
- **In-Home Aide Services** - Assists individuals who have functional, physical, or mental impairments with essential daily activities in the areas of home management and personal care tasks, enabling them to be maintained in their home settings for as long as possible.
- **Seniors' Health Insurance Information Program (SHIIP)** - Provides service as well as coordinates volunteers through NC Department of Insurance to educate Medicare beneficiaries about Medicare, supplement and long-term care insurance, Medicare Advantage, Part D, and other health insurance options. The program is funded by a NC Department of Insurance grant.

## MAJOR ACCOMPLISHMENTS:

- Waiting list for Family Caregiver Support Program Respite Services reduced from 41 to 19, which is a 54% decrease.
- The Family Caregiver Support Program provided individualized support to 47 caregivers through care management and 16 caregivers through respite services, which is an 82% increase over the previous year.
- In our efforts to take services into the communities in which people live, successful NEW partnerships with the Kannapolis City Hall, Midland Fire & Rescue, and The Gardens of Taylor Glen, as well as continued strong partnerships with the Senior Centers, Public Library system and the LunchPlus Clubs enabled us to provide on-site New-to-Medicare and Low Income Subsidy presentations, along with additional SHIIP client counseling sessions during the annual Open Enrollment Period (OEP) and throughout the entire year, resulting in a projected 28% increase in clients served during FY2017.

## Human Services – Senior Services

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- Through coordination with the state SHIP Office and Cabarrus County Communications and Outreach efforts, Publicity and Media (PAM) reporting results through December 31, 2016 (prior and during OEP), have shown exposure in excess of 1.9 million impressions well in excess of the goal of 50% of the County Population of 96,052. This was made possible through print and social media with a running commercial on Channel 22, WSOC-TV News broadcast, PSA's, local radio spot, and Facebook post, as well as through print in the first edition of the Journeys magazine, Independent Tribune articles/ad, and a first-time billboard located on Hwy 29 near CMC-NE.
- Successful transition of Home and Community Care Block Grant (HCCBG) In-Home Aide programs from in-house staffing to contract agencies with no lapse in clients services.

### CHALLENGES & TRENDS:

- Demand for services continues to exceed the availability as evidenced by wait lists and lengthy wait times for HCCBG In-Home Aide Services and Adult Day Care Services. Funding for these services continues to be insufficient to meet the needs of the community.
- Continued development of a comprehensive outreach program that will increase community awareness of the availability, eligibility, and services provided through Family Caregiver Support Program (FCSP).
- The FCSP Respite Services waitlist is difficult to manage as there is only limited funds, but some caregivers want to postpone services until their situation is more of a crisis situation.
- Identification of additional Medicare D Open Enrollment locations throughout the County provides easier access to services, but many Medicare recipients still prefer to travel further and want the familiarity of where they originally accessed these same services, the Cabarrus County Senior Center in Concord.
- Enhanced use of the Cabarrus Resource Connection byway as more and more community partners are accessing and steering clients to the new Network of Care resource listings, as part of the Aging Strategic Plan.
- Extensive outreach plan for the purpose of educating, informing and promoting service access to an increasing aging population. The Department has participated in the County aging strategic plan, which will serve as a blueprint for future outreach activities
- Accurately educate our aging public about our roles, services, activities, and competencies in an effort to promote a better public image and utilization of agencies' resources and services.
- Limited transportation options continue to be a barrier for potential Adult Day Care/Health participants in that providers will not provide this service for current state reimbursement amounts and funding is limited to the HCCBG.
- County's population is aging with statistical data showing that 21.4% of the population aged 65+ has at least two types of disabilities which will result in an increased need for caregivers, both paid and unpaid.
- Reduction in State Adult Day Care Funds has resulted in client funding being shifted to HCCBG funding which results in longer waiting lists.

### BUDGET HIGHLIGHTS & CHANGES:

- HCCBG funding remains flat at 2011 levels creating waiting lists within many of the services.
- Statistical data for our County indicates that the poverty rate increases with age, 30.7% of Cabarrus County residents aged 75+ are within poverty levels and would not be able to afford the average cost of \$19.00/hour for a home health aide, hence the need for increased funding to reduce wait list and wait time for those requesting In-Home Aide Services and Family Caregiver Support Program respite.
- Ongoing funding to insure that the Aging Strategic Plan is moved forward taking current items (i.e. Journey's publication, Community Resource Connection, and CHA Network of Care) to implement an Adult Network of Care for Cabarrus County through the Collective Impact process.

# Human Services – Senior Services

## BUDGET SUMMARY:

	ACTUAL FY 2016	AMENDED FY2017	ADOPTED FY2018	% CHANGE FY17 to FY 18
<b>EXPENDITURES</b>				
Personnel Services	259,846	259,300	268,517	-
Operations	304,000	461,587	385,055	-
<b>Total Expense</b>	<b>\$563,846</b>	<b>\$720,887</b>	<b>\$653,572</b>	<b>-9.34%</b>
<b>REVENUES</b>				
Intergovernmental	373,466	372,689	370,666	-
Sales & Services	659	100	200	-
Miscellaneous	-	100	100	-
Other Fin. Sources	-	2,658	-	-
<b>Total Revenue</b>	<b>\$374,125</b>	<b>\$375,547</b>	<b>\$370,966</b>	<b>-1.22%</b>
<b>STAFFING</b>				
FTE Positions	5.00	4.00	4.00	-

## PERFORMANCE SUMMARY:

### County-wide Goal(s) Supported:

- Preserve and enhance the quality of life through public policy that promotes cross-jurisdictional collaboration, encourages growth while balancing its impacts, and looks ahead to preserve quality of life.
- Provide for public safety by communicating preparedness and safety awareness, responding to routine and catastrophic events, and maintaining and restoring the well-being of citizens.
- Use resources wisely by seeking to collaborate services, share costs, minimize risk, and protect county assets and investments.
- Support community connections through purposeful and strategic communication, enhanced education, active community participation, and increased access to and utilization of services.

**Program Goal:** Provide meaningful information regarding agency and/or community resources and services to older and disabled adults and provide Medicare and Medicare supplement information to the 29,786 (as of 1/2016) Cabarrus County Medicare recipients.

### Program Strategies:

- To increase the number of Medicare recipients receiving SHIIP assistance to 1,800, representing a 17% increase over the FY2017 Target Goal of 1,300 and moreover, well exceeding the state goal of 1,439.
- Provide 18 new counseling opportunities or locations for Medicare recipients.
- Initiate CRC referrals within 24 hours of receipt.
- Complete CRC referrals within 5 days of referral date.

# Human Services – Senior Services

MEASURE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET
# of Medicare recipients that received SHIP assistance	1,338	2,212	1,800
# of new counseling opportunities provided to Medicare recipients	13	23	18
% of CRC referrals initiated within 24 hours of receipt	100%	100%	100%
% of CRC referral follow-ups completed in system within 5 days of referral date	100%	100%	100%

**Program Goal:** To provide support by empowering the caregiver to continue caring for their family member in a private living arrangement, as opposed to long-term care placement that would be costly to the individual and Cabarrus County citizens.

**Program Strategies:**

- Increase referrals for the Family Caregiver Support Program from 3 to 4 per month, which is a 30% increase.
- At least 95% of caregivers will express satisfaction as it relates to the effectiveness of the FCSP to enable them to continue to provide care for the care recipient in the home.
- Utilize 100% of available funding for the provision of FCSP In-Home Respite.
- 95% of individuals receiving HCCBG In-Home and Adult Day Care/Health services will remain in their home 6 months or more.

MEASURE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET
# of community outreach events	NEW	38	12
# of new FCSP referrals per month	NEW	3.33	4
% of participants who are satisfied with FCSP services	NEW	100%	95%
# of individuals who received in home respite	17	13	13
# of individuals receiving HCCBG In-Home Aide Services	18	30	28
% of individuals receiving HCCBG In-Home Aide Services and remain in their home more than 6 months	NEW	NEW	95%
# of individuals receiving Adult Day Care/Health services	13	29	25
% of individuals receiving HCCBG Adult Day Care/Health and remain in their home 6 months or more	NEW	79%	95%

**DEPARTMENT CONTACT:**

Name: Ben Rose  
 Email: [wbrose@cabarruscounty.us](mailto:wbrose@cabarruscounty.us)  
 Phone: 704-920-1552



# Other Human Services

**DESCRIPTION:**

Funding for mandated health services that are provided through other agencies.

**MANDATE:**

NCGS 122C – Mental Health, Development Disabilities, and Substance Abuse Act of 1985, and NCGS 130A Public Health

**Cabarrus Health Alliance**

The 1997 Session of the General Assembly authorized Cabarrus County to transfer the powers, duties, and responsibilities to provide public health services from the Board of Health to the Public Health Authority of Cabarrus County, and the Board of Commissioners authorized the transfer on April 20, 1998. These powers, duties, and responsibilities are in the areas of communicable disease control, environmental protection, and maintenance of vital records. Beginning in FY 1998, the Cabarrus Health Alliance assumed the duties with a mission "to achieve the highest level of individual and community health through collaboration." The Cabarrus Health Alliance has collaborated with and developed partnerships with the local hospital, physicians, and the regional mental health program.

The FY18 adopted budget includes \$3,918,186 in recurring expense, \$10,762 in West Nile Virus expense, \$46,000 for a one-time expense for vehicles, and \$2,754,723 in School Nurses expense. The school nurse funding added in FY 14 supported nine additional days and an extra hour for forty-two part-time school nurses. The total for school nurses includes merit and fringe increases.

**Mental Health**

Funding for FY18 is adopted for mental health purposes in the amount of \$614,020. These funds will go towards assistance with mental health, developmental disabilities and substance abuse needs.

**Boys and Girls Club of Cabarrus County**

For FY18, \$50,000 was adopted for the Boys and Girls Club of Cabarrus County to assist with their capital needs. They are requesting \$50,000 annually for five years from Cabarrus County in support of their Capital Campaign Project. This total gift of \$250,000 will help this organization meet the growing need for after school and summer educational enrichment programming by constructing a 36,000 square foot addition to their current facility on Spring Street.

**BUDGET SUMMARY:**

	ACTUAL FY 2016	AMENDED FY 2017	ADOPTED FY 2018	% CHANGE FY17 to FY 18
<b>EXPENDITURES</b>				
Operations	51,397	44,946	-	
Public Health Authority	6,011,824	6,343,345	6,729,671	
Veterinarian Services	2,010	15,000	15,000	
Mental Health Center	614,020	614,020	614,020	
Boys and Girls Club	-	-	50,000	
<b>Total Expense</b>	<b>\$6,679,251</b>	<b>\$7,017,311</b>	<b>\$7,408,691</b>	<b>5.58%</b>
<b>REVENUES</b>				
Sales and Services	1,210	2,500	-	
<b>Total Revenue</b>	<b>1,210</b>	<b>\$2,500</b>	<b>-</b>	<b>-100.00%</b>

# **ENVIRONMENTAL PROTECTION**

# Infrastructure & Asset Management – Construction & Demolition Landfill

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## MISSION:

The Cabarrus County Construction & Demolition (C&D) Landfill provides the citizens of Cabarrus County with a means of disposing construction & demolition debris locally and in an environmentally approved manner. The Recycling Convenience Center also provides its citizens with a convenient source in which to drop off recyclable items and helps increase the amount of material recycled in Cabarrus County.

## MANDATE:

Authority to regulate solid waste – G.S. 153A-136; authority to operate solid waste disposal facilities – G.S. 153A-292.

## OVERVIEW:

The Solid Waste Department provides C&D debris disposal. C&D debris is accepted at the county landfill on Irish Potato Road for a fee of \$37.00 per ton plus a \$2 per ton State tax. The County landfill site also serves as an expanded recycling drop off center. Items accepted for recycling at this location include: glass, aluminum & steel cans, plastic, comingled paper, used tires, yard waste, white goods, and scrap metal as well as used electronics. Household trash is also accepted at this location for a fee depending on quantity. Household trash is NOT placed in the landfill at this site. Additionally, this department provides land clearing and grading services for other county construction projects.

## MAJOR ACCOMPLISHMENTS:

- NC Department of Environmental Quality (DEQ) issued a permit to construct the C&D Landfill Expansion Project. Given the current incoming tonnage, expansion will provide 5 to 7 years of additional operating space. Expansion is anticipated to be open by July 1, 2017.
- Received Certificate of Safety Achievement for the 8<sup>th</sup> consecutive year. This award is presented by the NC Department of Labor in recognition of the landfill's outstanding safety and health efforts.
- NC DEQ 2017 annual facility inspection found landfill to be in compliance with operating permit conditions.
- Maintained projected budget. Facility operates under Enterprise Fund. Zero tax dollars required to assist landfill operations in FY2017.

## CHALLENGES & TRENDS:

- Optimize remaining landfill capacity by improving the compaction rate of C&D waste placed in landfill and ensure proper cover thickness. Ensuring proper technique of operating the landfill compactor is one method of improving compaction rate. Determine feasibility of expanding landfill capacity.
- Explore methods of recycling construction and demolition waste instead of landfilling. Examples include receiving clean loads of concrete, roof shingles, or wood. Material would be kept out of landfill and marketed to others for reuse. Challenge is to ensure that this is done economically.
- Determine the feasibility of continuing expanded compost operations at the landfill. Yard waste received from local municipalities is necessary for compost operation to succeed. Work with municipalities and/or private partner to determine if a joint operation is economically feasible.
- Explore future uses for landfill site once landfill operations cease.

# Infrastructure & Asset Management – Construction & Demolition Landfill

## BUDGET HIGHLIGHTS & CHANGES:

- With current landfill operating area almost full, had to turn away some projects which would have increased tip fee revenue and lowered per ton operating costs.
- Revenue received from State to support tire recycling in Cabarrus County is expected to remain same as FY2017.
- No fee increase expected in FY2018.

## BUDGET SUMMARY:

	ACTUAL FY 2016	AMENDED FY 2017	ADOPTED FY 2018	% CHANGE FY 17 to FY 18
<b>EXPENDITURES</b>				
Personnel Services	289,543	285,192	296,142	-
Operations	1,380,327	598,253	674,871	-
Capital Outlay	3,300	162,897	-	-
<b>Total Expense</b>	<b>\$1,673,170</b>	<b>\$1,046,342</b>	<b>\$971,952</b>	<b>-7.11%</b>
<b>REVENUES</b>				
Intergovernmental	40,187	37,000	37,000	-
Permit & Fees	89,326	81,000	85,000	-
Sales & Services	949,894	762,910	849,952	-
Invest. Earnings	14,706	-	-	-
Miscellaneous	694	-	-	-
Other Fin Sources		165,432	-	-
<b>Total Revenue</b>	<b>\$1,094,807</b>	<b>\$1,046,342</b>	<b>\$971,952</b>	<b>-7.11%</b>
<b>STAFFING</b>				
FTE Positions	5.00	5.00	5.00	-

## PERFORMANCE SUMMARY:

### County-wide Goal(s) Supported:

- Use resources wisely and responsibly by protecting assets, minimizing risk, creating partnerships and using technology to maximize the value of County investments, expenditures, and services.

**Program Goal:** Receive zero permit violations from NC Department of Environmental Quality and zero accidents while performing daily landfill activities.

**Program Strategy:** Provide superior and efficient customer service at the landfill. Improve the amount and quality of information concerning what's accepted at the Landfill on the County webpage. Ensure that all requirements of the NC Department of Environment and Natural Resources and C&D landfill operating permits as well as internal County safety requirements are being followed.

# Infrastructure & Asset Management – Construction & Demolition Landfill

MEASURE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET
# of NC DEQ violations	0	0	0
# of accident reports	1	0	0
# of landfill operation inspections	52	52	52
# of landfill team safety meetings	12	12	12
# of landfill proper operations classes	4	4	4

**Program Goal:** Reduce the cost per ton of C&D waste disposed at the landfill by 2%. Reduce the cost per ton of hauling residential waste to Speedway Landfill by 2%. The continued managing of operating expenses, improving the compaction rate of associated wastes and the potential recycling of wastes are the main strategies to achieve this goal.

**Program Strategy:** Work with Landfill employees to ensure that all C&D waste is being compacted properly to maximize landfill airspace. Ensure proper preventative maintenance programs are followed on all landfill equipment to optimize equipment life and reduce maintenance costs. Manage and conserve landfill equipment fuel usage.

MEASURE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET
# of tons of residential waste received at landfill	2,313	2,419	2,400
Cost per ton to transfer residential waste received to Speedway Landfill	\$23.68	\$22.73	\$22.54
# of tons of C&D waste received	16,126	15,327	16,000
Cost per ton to landfill C&D waste	\$27.39	\$27.17	\$26.95

## DEPARTMENT CONTACT:

Name: Kevin Grant  
 Email: [kpgrant@cabarruscounty.us](mailto:kpgrant@cabarruscounty.us)  
 Phone: 704-920-3209

# Infrastructure & Asset Management – Waste Reduction

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## MISSION:

To encourage recycling and waste minimization through education and example, to reduce the volume and toxicity of the waste stream, to demonstrate professionalism and provide excellent customer service in the operation of recycling and Household Hazardous Waste (HHW) services.

## MANDATE:

NCGS 130A-309.09, local government waste reduction programs; NCGS 153A-136, authority to regulate solid waste.

## OVERVIEW:

The Waste Reduction Division is responsible for developing and implementing waste reduction programs; enforcing waste management and recycling operating rules and regulations; overseeing the collection of refuse and recyclables and disposal of toxic waste. The following are the principal activities:

- **Recycling Convenience Centers:** Manage facilities where household paper, containers, and other materials are collected. Department employees collect and haul these items to regional recycling processors.
- **Curbside Refuse and Recycling:** Administer the franchised service to collect containers, paper, and trash from households in unincorporated areas of the County.
- **Household Hazardous Waste (HHW):** Operate HHW facility located on General Services Drive. County residents drop off material on scheduled days. Private company collects, packages, stores, and transports HHW for proper recycling or disposal.
- **Internal County Waste Reduction:** Oversee the County facilities' recycling programs and Recycling Policy, including environmentally preferred purchasing, recycling collections, and equipment reuse.
- **Schools Recycling Program:** Coordinate the County commitment to collect recyclables at Cabarrus County Schools done in partnership with the City of Concord.

## MAJOR ACCOMPLISHMENTS:

- The number of residents participating in the HHW collection days increased by 200 vehicles during FY2016. An increase of almost 11 percent compared to FY2015.
- Hosted a Paper Shred event during the Saturday, October HHW collection day.
- Conducted recycling presentations for various school and church groups as well as a local rotary group.
- Provided tour of HHW facility for NC Department of Environmental Quality (DEQ) recycling personnel.
- Received Certificate of Safety Achievement for the 11<sup>th</sup> consecutive year. This award is presented by the NC Department of Labor in recognition of the Waste Reduction Department's outstanding safety and health efforts.

## CHALLENGES & TRENDS:

- Continue to efficiently and economically serve the increasing number of residents who drop off recyclables and participate in the bi-monthly Household Hazardous Waste collection events.
- Communicate and educate residents to reduce the amount of contamination (i.e. trash, non-acceptable recyclable material) placed in recycling carts and roll offs. Contamination negatively affects recycling market costs.

# Infrastructure & Asset Management – Waste Reduction

- Market prices for recyclable material, especially used oil, scrap metal, and plastics have been on the decline since early 2015. The Material Recycling facility has reached out to the County asking to share some of the costs of sorting recyclables if recycling market hits a specified threshold price.
- The cost to recycle televisions (particularly Cathode Ray Tube types) continues to increase. TV and electronic recycling vendors can no longer accept these items for no charge. Potential cost of properly recycling TV's may exceed \$70,000 in FY2018.

## BUDGET HIGHLIGHTS & CHANGES:

- Increase participation in the HHW collection days and subsequent increase in HHW received has increased the costs required to package, transport, and properly recycle or dispose this material. The associated labor cost to operate the collection days has also increased due to the increase in participation.
- The increased recycling vendor charges will cause the recycling program expenses to increase.

## BUDGET SUMMARY:

	ACTUAL FY 2016	AMENDED FY 2017	ADOPTED FY 2018	% CHANGE FY 17 to FY 18
<b>EXPENDITURES</b>				
Personnel Services	101,783	105,353	211,961	-
Operations	140,014	282,148	302,584	-
<b>Total Expense</b>	<b>\$241,797</b>	<b>\$387,501</b>	<b>\$514,545</b>	<b>32.79%</b>
<b>REVENUES</b>				
Other Taxes	64,994	55,000	55,000	-
Intergovernmental	11,054	12,402	10,000	-
Sales & Services	28,143	25,000	30,000	-
Other Fin Sources	-	4,062	-	-
<b>Total Revenue</b>	<b>\$104,191</b>	<b>\$96,464</b>	<b>\$95,000</b>	<b>-1.51%</b>
<b>STAFFING</b>				
FTE Positions	2.00	2.00	3.00	-

## PERFORMANCE SUMMARY:

### County-wide Goal(s) Supported:

- Use resources wisely and responsibly by protecting assets, minimizing risk, creating partnerships, and using technology to maximize the value of County investments, expenditures, and services

**Program Goal:** Increase the number of HHW customers by 2% while reducing the recycling/disposal cost of HHW by 2% and operating the facility in a safe and environmentally friendly manner.

# Infrastructure & Asset Management – Waste Reduction

**Program Strategy:** Operate the HHW facility in a safe and environmentally responsible manner while providing superior and efficient customer service during HHW collection days. It is anticipated that this will result in residents communicating our services to other residents. Reduce the amount of household hazardous waste collected annually by 5% while increasing the number of residents that use the HHW facility (promotion of waste reduction). We also pass out advertisement items during collection events providing operating hours and additional information about the HHW facility. Information is also provided on the County webpage concerning the HHW facility. Work with recycling vendors to develop methods on reducing recycling expenses.

MEASURE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET
# of residents participating in HHW collection days	2,040	2,078	2,120
HHW collected (tons)	98	94	90
Cost per pound to recycle or properly dispose HHW	\$0.41/lb.	\$0.40	\$0.39
# of facility inspections conducted	52	52	52
# of NC DEQ inspection violations	0	0	0
# of accident reports	0	0	0
#of employee safety meetings held	12	12	12

**Program Goal:** Increase the overall tons of used electronics and recyclables collected from Cabarrus County residents annually by 5%.

**Program Strategy:** Increase residential overall awareness of waste reduction/recycling and specifically, the HHW and recycling facilities. Increased use of County webpage, Channel 22, and other public speaking events.

MEASURE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 TARGET
# of Residents using HHW recycling center per month	NEW	672	675
Scrap metal collected (Tons)	279	463	315
Used televisions, computers and misc. electronics collected (Tons)	167	143	150
Cost to recycle used televisions, computers and misc. electronics (\$/lb.)	\$0.27/lb.	\$0.25/lb.	\$0.25/lb.
Residential recyclables (unincorporated, recycling centers) collected (tons)	3,461	3,774	3,500
# of recycling carts serviced at County schools	3,189	3,250	3,300
# of recycling carts serviced at County buildings	813	956	840
# of waste reduction/recycling speaking events	10	12	12

**DEPARTMENT CONTACT:**

Name: Kevin Grant  
 Email: [kpgrant@cabarruscounty.us](mailto:kpgrant@cabarruscounty.us)  
 Phone: 704-920-3209



**EDUCATION**

# Education

## PUBLIC SCHOOLS: CURRENT EXPENSE

### MANDATED SERVICE

Public Schools - NCGS 115C-426(e) – Current expense funding required, level not mandated. NCGS 115C-430 – Equal apportionment required between school administrative units. NCGS 115-14(a) – Charter Schools – Each Local School District must transfer to charter schools based on student count (living within their district) based on the per pupil share of local current expense of the two public systems. Community College – NCGC 115D-32(d) – Maintenance and utility cost funding required for satellite campuses.

### PROGRAM DESCRIPTION

Students in Cabarrus County are served by two school district – (Cabarrus County Schools (CCS) and Kannapolis City Schools (KCS)), several charter schools and one community college. Current expense funding assists Cabarrus County Schools, Kannapolis City Schools, Charter Schools (money is passed through each school district to the appropriate charter school) and Rowan-Cabarrus Community College (South Campus) in paying salaries and benefits (for local funded positions), utilities, building and grounds maintenance, and other operating expenses.

	FY 2016 ACTUAL	FY 2017 REVISED	FY 2018 ADOPTED	REVISED CHANGE	PERCENT CHANGE
<b>Regular Instruction</b>					
Cabarrus County Schools	\$ 42,405,340	\$ 43,095,704	\$ 44,786,856	\$ 1,691,152	3.92%
Kannapolis City Schools	5,822,882	5,638,954	5,690,279	\$ 51,325	0.91%
<b>TOTAL</b>	<b>\$ 48,228,222</b>	<b>\$ 48,734,658</b>	<b>\$ 50,477,135</b>	<b>\$ 1,742,477</b>	<b>3.58%</b>
<b>Building Maintenance</b>					
Cabarrus County Schools	\$ 6,537,597	\$ 7,627,445	\$ 8,004,384	\$ 376,939	4.94%
Kannapolis City Schools	924,548	1,042,348	1,042,348	\$ -	0.00%
<b>TOTAL</b>	<b>\$ 7,462,145</b>	<b>\$ 8,669,793</b>	<b>\$ 9,046,732</b>	<b>\$ 376,939</b>	<b>4.35%</b>
<b>Grounds Maintenance</b>					
Cabarrus County Schools	\$ 1,462,107	\$ 1,492,899	\$ 1,539,389	\$ 46,490	3.11%
Kannapolis City Schools	238,864	238,864	238,864	\$ -	0.00%
<b>TOTAL</b>	<b>\$ 1,700,971</b>	<b>\$ 1,731,763</b>	<b>\$ 1,778,253</b>	<b>\$ 46,490</b>	<b>2.68%</b>
<b>Technology</b>					
Cabarrus County Schools	\$ 4,764,046	\$ 4,833,329	\$ 4,962,162	\$ 128,833	2.67%
Kannapolis City Schools	378,078	378,078	378,078	\$ -	0.00%
<b>TOTAL</b>	<b>\$ 5,142,124</b>	<b>\$ 5,211,407</b>	<b>\$ 5,340,240</b>	<b>\$ 128,833</b>	<b>2.47%</b>
<b>School System Total</b>					
Cabarrus County Schools	\$ 55,169,090	\$ 57,049,377	\$ 59,292,791	\$ 2,243,414	3.93%
Kannapolis City Schools	7,364,372	7,298,244	7,349,569	\$ 51,325	0.70%
<b>GRAND TOTAL</b>	<b>\$ 62,533,462</b>	<b>\$ 64,347,621</b>	<b>\$ 66,642,360</b>	<b>\$ 2,294,739</b>	<b>3.57%</b>
<b>Charter Schools (money is passed through each school district to the charter schools)</b>					
Cabarrus County Schools	\$ -	\$ 3,722,675	\$ 3,771,112	\$ 48,437	1.30%
Kannapolis City Schools	-	635,097	643,360	\$ 8,263	1.30%
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ 4,357,772</b>	<b>\$ 4,414,472</b>	<b>\$ 56,700</b>	<b>1.30%</b>
<b>GRAND TOTAL</b>	<b>\$ 62,533,462</b>	<b>\$ 68,705,393</b>	<b>\$ 71,056,832</b>	<b>\$ 2,351,439</b>	<b>3.42%</b>

# Education

## FY 2018 HIGHLIGHTS, AND/OR SIGNIFICANT MODIFICATIONS

Current expense spending, inclusive of Building and Grounds Maintenance, and Technology for the public school is funded at \$71,056,832. This represents a 3.42% increase in funding from the FY17 revised budget. The County funds the current expenses based on requests made by each school district. Requests for continuation funding is the number one priority as this funding allows the schools to continue operations of all current facilities and funds any new facilities that are opened during the fiscal year. In FY 2018, Cabarrus County Schools will open Mt. Pleasant Middle School (replacement school) and Kannapolis City Schools will open the second facility for Kannapolis Middle School. Kannapolis is also converting the old Intermediate School into an elementary school and changing the grade structure for all the elementary schools to hold grades K-5 and the middle school to be grades 6-8. Based on additional needs for funding new debt service to construct a new high school, the County was unable to address the many requests for expansion funding.

Current expense funding for schools is based on Average Daily Membership (Average number of students in classes) estimates from the state which are certified to the Board of County Commissioners by the State Board of Education per General Statute 115C-430. In accordance with the "School Budget and Fiscal Control Act". The North Carolina Department of Public Instruction uses the higher of the first two months' prior year ADM and projects growth for the next school year. This information is obtained from the Principal's Monthly Report, and data supplied by the local superintendent regarding out-of-county students, and transfer between local school units. The State Average Daily Membership estimate reported as of April, 2017 was 36,669. This represents an increase of 805 students or a 2.4% increase over FY 2017. The new estimate changed the funding ratio of Cabarrus County School students versus Kannapolis City School students slightly from 88.66:11.34 to 88.97:11.09.

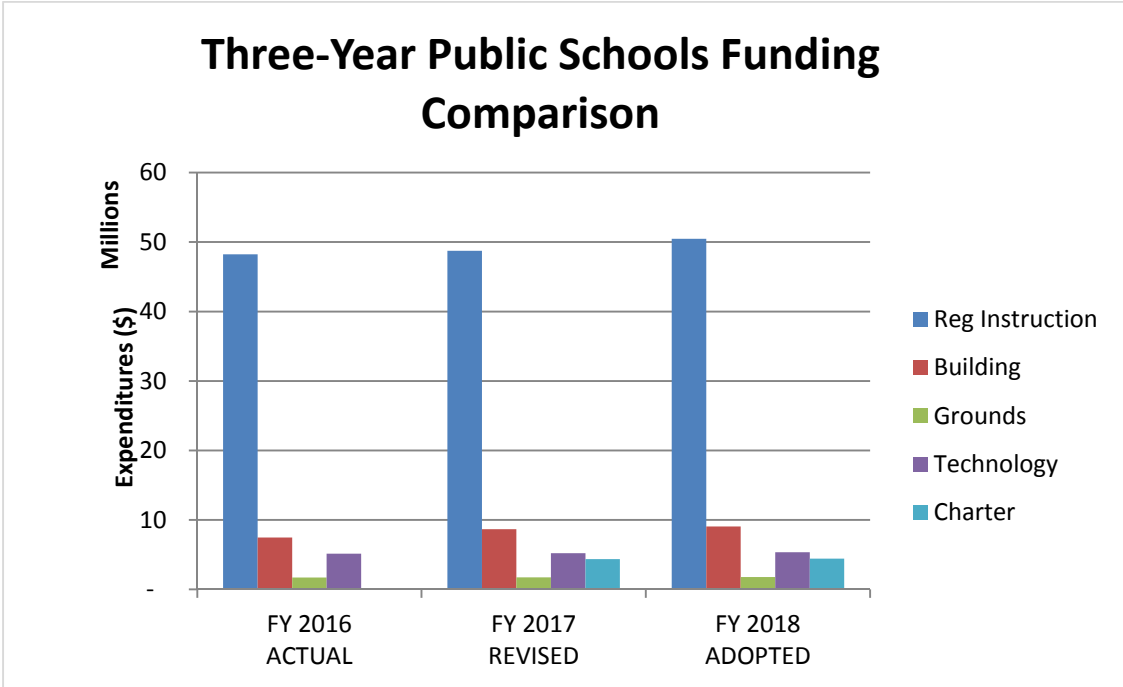
Per School District, Cabarrus County School's FY18 ADM went to 32,625 and Kannapolis City School's FY18 ADM went to 4,044. The County funds 2,429 charter school students; Cabarrus County Schools has 2,075 charter school students and Kannapolis City Schools has 354 charter school students. These numbers represent the second month count of the FY 2017 school year. Payment for charter school students is a direct pass through the school districts to the charter schools based on ADM per pupil. Monies have been placed in board contingency to fund any potential increases in charter school student counts in November of 2017.

FY 2018 ADOPTED				
School System Total	Dollars	ADM	Percent	Per Pupil
Cabarrus County Schools	\$ 59,292,791	32,625	88.97%	\$ 1,817.40
Kannapolis City Schools	7,349,569	4,044	11.03%	1,817.40
<b>GRAND TOTAL</b>	<b>\$ 66,642,360</b>	<b>36,669</b>	<b>100.00%</b>	<b>\$ 1,817.40</b>
Charter Schools				
Cabarrus County Schools	\$ 3,771,112	2,075	85.43%	\$ 1,817.40
Kannapolis City Schools	643,360	354	14.57%	1,817.40
<b>TOTAL</b>	<b>\$ 4,414,472</b>	<b>2,429</b>	<b>100.00%</b>	<b>\$ 1,817.40</b>

In FY 2000, a formal agreement was executed by the Board of County Commissioners, Cabarrus County Board of Education and the Kannapolis City Board of Education to provide current expense funding for building and grounds maintenance. This agreement created a comprehensive building and grounds maintenance program encompassing all facilities for both school districts, to be administered by the Cabarrus County School District. Consolidated building maintenance for FY 18 increased by \$376,939. Overall grounds maintenance funding increased by \$46,490. Last year, the County increased funding in building maintenance in the amount of \$999,800 to establish reoccurring

# Education

funds for deferred maintenance items costing \$25,000 and below. The County is currently working on a plan to meet the needs for the remaining deferred maintenance needs in the range of \$25,000 up to \$499,999 for Cabarrus County Schools and \$25,001 up to \$99,999 for Kannapolis City Schools.



## PUBLIC SCHOOLS: CAPITAL OUTLAY

### MANDATED SERVICE

NCGS 115C-426(f) – Capital outlay funding is required, level not mandated. No equal apportionment is required for funding between the two districts. Currently, there is no requirement for the County to fund capital outlay for charter schools.

### PROGRAM SUMMARY

Capital outlay funding is provided for the purchase of all capital needs for the school district. Some examples of these items are: buses or other vehicles, technology equipment, building improvements, and acquisition or replacement of furnishings and equipment. Starting in FY 2019, any capital request exceeding \$499,999 for CCS and \$99,999 for KCS will be processed through the County Capital Improvement Plan.

The school’s capital outlay budget for FY 18 includes capital outlay allocations for various capital requests amounting to \$1,020,000 for Cabarrus County Schools and \$100,000 for Kannapolis City Schools.

# Education

## PUBLIC SCHOOLS - CAPITAL OUTLAY

	FY 2016 ACTUAL	FY 2017 REVISED	FY 2018 ADOPTED	REVISED CHANGE	PERCENT CHANGE
<b>School System</b>					
Cabarrus County	\$3,266,543	\$5,627,339	\$ 1,020,000	\$(4,607,339)	-81.87%
Kannapolis City	717,707	1,076,845	100,000	(976,845)	-90.71%
<b>Total</b>	<b>\$3,984,250</b>	<b>\$6,704,184</b>	<b>\$ 1,120,000</b>	<b>\$(5,584,184)</b>	<b>-83.29%</b>

## PUBLIC SCHOOLS: DEBT SERVICE

The County issues various types of debt in support of school construction. General Obligation Bonds (GO bonds), Certificates of Participation (COPS) and Limited Obligation Bonds (LOBS) have all been used to finance the acquisition and construction of school capital facilities. Complete details of these long-term obligations can be found in the *Debt Service* section of this document.

In November 2014, the citizens approved \$11,000,000 in GO Bonds for the replacement school for Royal Oaks Elementary School. These funds were insufficient to construct the facilities so instead of issuing General Obligation Bonds and Limited Obligation Bonds to obtain the full amount of funding needed, the County opted to only issue Limited Obligation Bonds. The County issued Limited Obligation Bonds in March 2016 for the construction of Mt Pleasant Middle School, Kannapolis Middle School, and Royal Oaks Elementary School in the amount of \$73,785,000.

The County has funds for design cost at the onset of projects and pays cash to fund technology and furniture and fixtures towards the end of the construction phase. This philosophy allows for the long term construction costs to be funded by debt service and short term expenses to be funded with cash. This is part of the County's policy to use one time funds to reduce the amount of debt issued by using "pay as you go" for portions of the project costs.

Currently, the Board is reviewing the next request for school facilities based on the two Districts 10-year plan presented to the Board earlier this calendar year.

	FY 2016 ACTUAL	FY 2017 REVISED	FY 2018 PRINCIPAL	FY 2018 INTEREST	REVISED CHANGE	PERCENT CHANGE
GO Bonds	\$ 10,369,714	\$ 9,906,440	\$ 7,067,292	\$ 2,348,236	\$ (490,912)	-4.96%
COPS/LOBS	20,873,000	27,273,780	22,034,825	9,424,801	4,185,846	15.35%
<b>Total</b>	<b>\$ 31,242,714</b>	<b>\$ 37,180,220</b>	<b>\$ 29,102,117</b>	<b>\$ 11,773,037</b>	<b>\$ 3,694,934</b>	<b>10.39%</b>

# Education

## PUBLIC SCHOOLS: COUNTY SERVER SPACE

Cabarrus County Government is engaged in a strategic partnership with the Cabarrus County and Kannapolis City School districts for collaborative technology services. An Interlocal agreement between each Local Education Agency (LEA) and Cabarrus County Government was executed in October of 2011. As part of Cabarrus County’s ITS Strategic Plan, Cabarrus County Government invested in two qualified data centers with the flexibility, scalability, support and capacity to offer a managed co-location to the school districts. Both school districts identified a need for improved technology disaster recovery and high availability in a qualified data center. FY12 – FY17 Board of

Commissioners’ funding and support for co-located datacenters has allowed the school districts to move critical technology infrastructure into the County’s qualified data centers. This funding provided for each school district’s datacenter migration into the co-located space and the addition of space for schools on the County’s primary and secondary storage area networks (SAN). The FY18 budget continues funding support of these shared data centers.

Collaboration of personnel with technical expertise and sharing of infrastructure permit the County and schools to efficiently employ the technology services required by our citizens, staff and students. Kannapolis City Schools continues to contract with the County for technology services. The FY18 Managed services contract includes server, data and voice network infrastructure management and optimization. Cabarrus County ITS and Kannapolis City

School’s staff are working together to establish a more secure and robust infrastructure, improve scalability, minimize downtime and reduce operating costs.

Funds allocated in the FY18 budget include additional storage and operational costs for the school’s use of the primary and secondary SAN. This collaborative project has also provided the school districts with the resources to begin implementation of virtual desktop projects, transition to a cloud centric service model and the consumption of NCED cloud services.

<b>CONSOLIDATED FUNDING</b>	<b>FY 2016 ACTUAL</b>	<b>FY 2017 REVISED</b>	<b>FY 2018 ADOPTED</b>	<b>REVISED CHANGE</b>	<b>PERCENT CHANGE</b>
County Information					
Technology Revenue	\$84,000	\$84,000	\$45,154	\$(38,846)	-46.24%
<b>TOTAL</b>	<b>\$84,000</b>	<b>\$84,000</b>	<b>\$45,154</b>	<b>\$(38,846)</b>	<b>-46.24%</b>

# Education

## PUBLIC SCHOOLS - PER PUPIL BREAKDOWN

	FY 2016 ACTUAL	FY 2017 REVISED	FY 2018 ADOPTED	REVISED CHANGE	PERCENT CHANGE
<b>Public Schools Appropriation</b>					
Current Expense	\$ 62,533,462	\$ 64,347,621	\$ 66,642,360	\$ 2,294,739	3.57%
Charter Schools		4,357,772	4,414,472	56,700	1.30%
Capital Outlay	3,984,250	6,704,184	1,120,000	(5,584,184)	-83.29%
Educational Debt Service	31,242,714	37,180,220	40,875,151	3,694,931	9.94%
County Server Space	84,000	84,000	45,154	(38,846)	-46.25%
Fines & Forfeitures	1,522,063	1,500,000	1,500,000	-	0.00%
School Nurses	2,377,375	2,534,870	2,781,035	246,165	9.71%
<b>TOTAL</b>	<b>\$ 101,743,864</b>	<b>\$ 116,708,667</b>	<b>\$ 117,378,172</b>	<b>\$ 669,505</b>	<b>0.57%</b>
<b>ADM Enrollment</b>					
CCS State Estimates	31,208	31,799	32,625	826	2.65%
KCS State Estimates	4,168	4,068	4,044	(24)	-0.58%
CCS Estimates of Charter	1,359	2,075	2,075	-	0.00%
KCS Estimates of Charter	73	354	354	-	0.00%
<b>TOTAL ESTIMATED ENROLLMENT</b>	<b>36,808</b>	<b>36,808</b>	<b>39,098</b>	<b>802</b>	<b>2.18%</b>
<b>Per Pupil Funding</b>					
Current Expense	1,698.91	1,748.20	1,704.50	(43.70)	-2.50%
Capital Outlay	108.24	182.14	28.65	(153.49)	-84.27%
Educational Debt Service	848.80	1,010.11	1,045.45	35.34	3.50%
County Server Space	2.28	2.28	1.15	(1.13)	-49.39%
Fines & Forfeitures	41.35	40.75	38.37	(2.39)	-5.86%
School Nurses	64.59	68.87	71.13	2.26	3.29%
<b>TOTAL</b>	<b>2,764.18</b>	<b>3,052.35</b>	<b>2,889.24</b>	<b>(163.10)</b>	<b>-5.34%</b>

# Education

## PUBLIC SCHOOL FUNDING BY SOURCE AND CATEGORY

	FY 2016 ACTUAL	FY 2017 REVISED	FY 2018 ADOPTED	REVISED CHANGE	PERCENT CHANGE
<b>Revenue Source</b>					
1/2 cent Sales Tax Article 40 30%	\$ 2,665,952	\$ 2,717,379	\$ 2,879,678	\$ 162,299	5.97%
1/2 cent Sales Tax Article 42 60%	6,211,757	6,388,596	6,851,485	462,889	7.25%
1/4 cent Sales Tax Article 46 100%	7,150,105	7,256,704	8,232,114	975,410	13.44%
Lottery used for School Debt Service	2,000,000	2,000,000	2,000,000	-	0.00%
QSCB Subsidy	718,497	718,497	717,727	(770)	-0.11%
Fines & Forfeitures	1,522,063	1,500,000	1,500,000	-	0.00%
<b>TOTAL</b>	<b>\$ 20,268,374</b>	<b>\$ 20,581,176</b>	<b>\$ 22,181,004</b>	<b>\$ 1,599,828</b>	<b>7.77%</b>
<b>Expenditure Category</b>					
Current Expense	\$ 62,533,462	\$ 64,347,621	\$ 66,642,360	\$ 2,294,739	3.57%
Charter Schools		4,357,772	4,414,472	56,700	1.30%
Capital Outlay	3,984,250	6,704,184	1,120,000	(5,584,184)	-83.29%
Educational Debt Service	31,242,714	37,180,220	40,875,151	3,694,931	9.94%
County Server Space	84,000	84,000	45,154	(38,846)	-46.25%
Fines & Forfeitures	1,522,063	1,500,000	1,500,000	-	0.00%
School Nurses	2,377,375	2,534,870	2,781,035	246,165	9.71%
<b>TOTAL</b>	<b>\$101,743,864</b>	<b>\$ 116,708,667</b>	<b>\$ 117,378,172</b>	<b>\$ 669,505</b>	<b>0.57%</b>
<b>Net County Cost</b>					
<b>GRAND TOTAL</b>	<b>\$ (81,475,490)</b>	<b>\$ (96,127,491)</b>	<b>\$ (95,197,168)</b>	<b>\$ 930,323</b>	<b>-0.97%</b>

The table above shows the non-ad valorem tax revenues that support the public-school districts and compares this to the expenditures on behalf of the school districts. These sources include Article 40, 42, 46 Sales Taxes, Lottery, and QSCB subsidy. The “%”, denotes the percentage of sales tax revenue that is applied to schools.

The current expense category includes building maintenance, grounds maintenance, and technology funding. All of these are outlined under the Program Description. The sum of current expense, capital outlay and debt service result in a Net County Cost of \$95,197,398, including \$2,781,035 which is given to Cabarrus Health Alliance for school nurses. For additional years of Net County Cost for public schools, consult the Public-School Funding by Source chart in the Supplemental Information section, which includes data from Fiscal Year 2009 through adopted FY18.



# Education

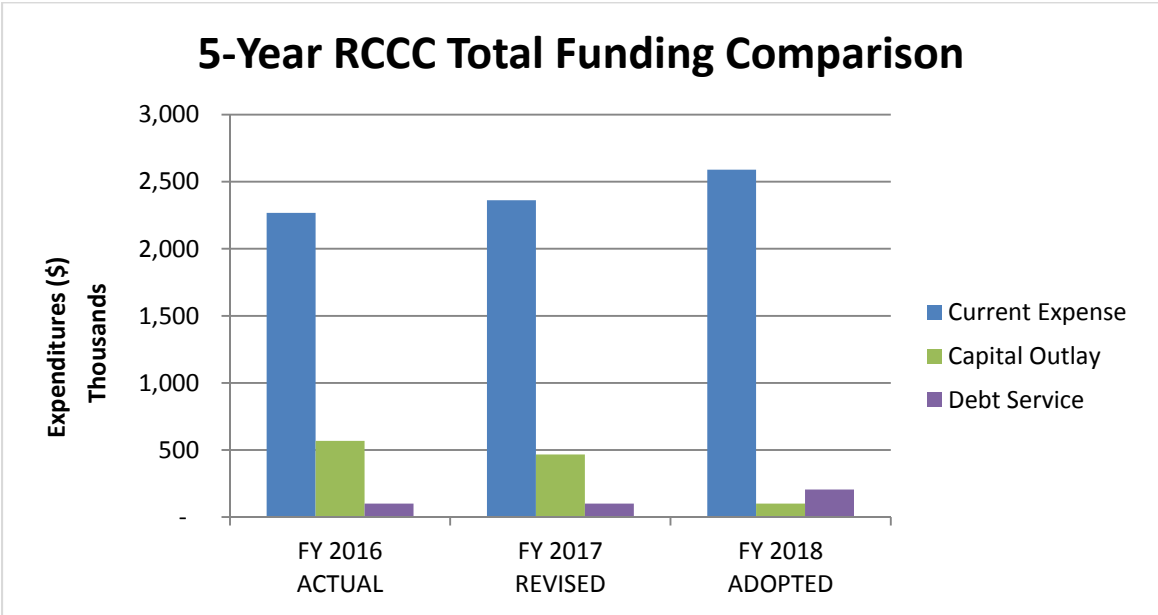
## ROWAN CABARRUS COMMUNITY COLLEGE

	FY 2016 ACTUAL	FY 2017 REVISED	FY 2018 ADOPTED	REVISED CHANGE	PERCENT CHANGE
<b>Funding Breakdown</b>					
Current Expense \$	2,268,205	\$ 2,361,832	\$ 2,589,303	\$ 227,471	9.63%
Capital Outlay	567,855	466,587	100,000	(366,587)	-78.57%
Debt Service	223,450	212,148	205,560	(6,588)	-3.11%
<b>Total</b>	<b>\$ 3,059,510</b>	<b>\$ 3,040,567</b>	<b>\$ 2,894,863</b>	<b>\$ (145,704)</b>	<b>-4.79%</b>

Current expense funding for Rowan-Cabarrus Community College (RCCC) totals \$2,589,303. Capital outlay allocations total \$100,000 for various projects. The total allocation of \$2,894,863 represents a 4.79% decrease from the FY17 revised budget.

The County has issued GO bonds and installment financing in support of acquisition and construction of capital facilities. Further details may be found in the *Debt Service* section of this document. In November 2014, the citizens approved \$9,000,000 in GO Bonds to fund the construction a new Advanced Technology Building for Rowan Cabarrus Community College. Design is under way for the construction of an Advanced Technology Center which should start construction in early 2018 on the Kannapolis Research Campus site.

Once design is completed and bids are obtained, the county will issue debt for the construction phase. The County also plans to fund technology and furniture and fixtures with cash towards the end of the construction phase. This philosophy allows for the long-term construction costs to be funded by debt service and short term expenses to be funded with cash. This is part of the County’s policy to use one time funds to reduce the amount of debt issued by using “pay as you go” for portions of the project costs.



# Other Schools

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**DESCRIPTION:**

Agencies funded through this program are non-profit and other government agencies that provide public services which complement or are not found in the array of services provided by the County.

**School Park Maintenance- Cabarrus County Schools**

Maintenance for these school parks are funded by the Department and provided through collaboration with Cabarrus County Schools Maintenance staff.

**Special Olympics – Cabarrus County Schools**

In accordance with a Special Olympics Service Agreement with Cabarrus County Schools, this item provides funding for one full time equivalent position to carry out duties related to the Special Olympics program within the County.

**BUDGET SUMMARY:**

	<b>ACTUAL FY 2016</b>	<b>AMENDED FY 2017</b>	<b>ADOPTED FY 2018</b>	<b>% CHANGE FY 17 to FY 18</b>
<b>EXPENDITURES</b>				
School Park Maintenance	50,000	50,000	50,000	0%
Special Olympics	57,687	65,569	65,569	0%
<b>Total Expense</b>	<b>\$107,687</b>	<b>\$115,569</b>	<b>\$115,569</b>	<b>0%</b>



# **OTHER PROGRAMS**

# Non-Departmental

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## **DESCRIPTION:**

Items in this program are those which relate to General Fund programs as a whole, but not to any particular program or department.

### **Salary Adjustments**

These funds are intended for increased personnel costs of staff retiring, resigning, etc., as authorized by the Board of Commissioners' Personnel Management Policy. Due to economic conditions, the FY 2010, 2011, 2012, and 2013 adopted budgets departed from policy by suspending merit adjustments and salary compensation studies. These were restored with the FY14 Budget as well as the proposed FY18 budget. A total of \$1,080,000 is proposed for FY18, which includes: \$500,000 for merit raises, \$30,000 for service awards, \$100,000 for vacation payouts, and \$450,000 for the salary study for the Infrastructure and Asset Management and Department of Human Services Departments, which is proposed to be effective on 9/1/2017.

### **Other Benefits**

These funds, \$622,480, provide for payment of eligible retirees' hospitalization, vision and life insurance at the proposed rate of \$7,728 annually per retiree. The budget provides for an estimated 80 retirees adopted for FY18.

### **Fuel**

Funds were set aside in previous years due to the uncertainty of fluctuating gas prices.

### **Mileage**

Contingency for mileage reimbursement for travel related expenses.

### **Building Rental Fees and Utilities**

The County is paying the rent and utilities on the unoccupied space at the Human Services Center until a future use of the space is determined. As space is remodeled and used at the Center, these unoccupied areas are reduced.

### **Auto, Truck, and Minor Equipment Maintenance**

In FY 15 staff noticed that many departments were budgeting funds for maintenance on their fleet in case of needed repairs during the year. Rather than have so many budgeting "in case" we have budgeted an amount we estimate will suffice for the County for the fiscal year. Should their budgets be expended, we can move funds from this account to pay for needed repairs. This does not include heavy utilizers of maintenance such as the Sheriff's Department, the Transportation Department, EMS or General Services. In FY18, Minor equipment maintenance was moved from Non-Departmental to Information Technology Services budget.

### **Consultants**

This account is for fees and expenses paid to professionals for their special expertise. This account is provided to serve all the departments of the County.

### **Purchased Services**

Funds consolidated for shredding services County-wide

### **Legal**

Funds were set aside in previous years due to the uncertainty of legal expenses.

### **Insurance Service and Settlement**

This account was for settlements made with various insurance carriers and created a reserve for replacement of damaged vehicles or equipment. This has been transferred to the liability insurance fund to cover these costs.

# Non-Departmental

## Unemployment Compensation

These funds are to pay unemployment claims against the County and are required by the State. For FY14, the County was required to pay unemployment taxes quarterly on taxable wages to build a fund for the State to use to pay claims in addition to paying the regular bill for 2014 claims. Beginning in FY15, we will only be required to replenish our fund with the State based on claims paid. In FY14 the entire expense of the annual bill was budgeted in the non-departmental department. In FY 15 the claim bill is budgeted in non-departmental for all departments of the county with the exception of the Sheriff's Department and the Department of Human Services.

## Contingency

Contingency funds are budgeted in the amount of \$1,828,182 to cover unanticipated/unbudgeted costs that may occur during the year. \$300,000 of this is allocated as Board Contingency, \$1,144,962 is allotted for 630 charter school students per the additional student count and increased per pupil count to \$1,817.40 based on the ADM split and \$383,220 for unallocated contingency.

## **BUDGET SUMMARY:**

	<b>ACTUAL FY 2016</b>	<b>AMENDED FY 2017</b>	<b>ADOPTED FY 2018</b>	<b>% CHANGE FY 17 to FY 18</b>
<b>EXPENDITURES</b>				
Salary Adjustments	-	512,115	1,080,000	-
Other Benefits	566,918	583,125	622,480	-
Fuel	-	55,800	75,000	-
Building Rental Fees	88,139	24,557	174,915	-
Natural Gas	1,031	1,918	1,408	-
Power	17,046	15,405	21,557	-
Purchased Services	-	-	9,297	-
Auto Maintenance	-	7,455	12,000	-
Minor Equipment Maintenance	-	5,690	-	-
Consultants	-	10,023	25,000	-
Mileage	-	12,200	9,000	-
Unemployment Compensation	24,238	40,008	25,000	-
Contingency	-	326,937	1,828,182	-
Land Acquisition	21,028	-	-	-
Board Directed Expense	100,000	-	-	-
<b>Total Expense</b>	<b>\$818,400</b>	<b>\$1,595,233</b>	<b>\$3,883,839</b>	<b>143.47%</b>

# Contributions to Other Funds

## DESCRIPTION:

This program consists of funding transfers from the General Fund to other funds.

### Community Development Block Grant

Cabarrus County participates in the HOME Consortium grant. The County uses the funds to rehabilitate and renovate scattered site low-income housing. Emphasis will be on elderly low-income residents. No funding was adopted for FY18.

### Capital Project Fund

This fund accounts for various capital projects approved by the Board in the Capital Improvement Plan (CIP). FY 17 adopted funding of \$15,000 was for the feasibility study for the Public Safety Academy at Concord High School. No funding was adopted FY18.

### Capital Reserve Fund

This fund accounts for the accumulation of resources to be used specifically for capital projects designated by the Board of Commissioners. No funding was adopted for FY18.

### Cabarrus Arena and Events Center Special Revenue Fund (SMG)

Transfers to this fund are for the operation and maintenance of the Cabarrus Arena and Events Center. This program is not mandated. The day-to-day operations at the Cabarrus Arena and Events Center are currently being managed by SMG, a private facility management company. The Arena and Events Center Fund is supported by revenue from gate passes, carnival rides, and sponsor sales. In addition it receives a contribution of \$270,000 from the Cabarrus County Tourism Authority, and a contribution of and a contribution of \$639,837 from the General Fund, a decrease of \$40,937 from the FY17 revised budget of \$680,774.

## BUDGET SUMMARY

	ACTUAL FY 2016	AMENDED FY 2017	ADOPTED FY 2018	% CHANGE FY 17 to FY 18
<b>EXPENDITURES</b>				
Community Development Block Grant	25,000	25,000	-	-
Contribution to Capital Reserve Fund	18,779,157	14,504,394	-	-
Capital Project Fund	2,761,151	908,831	-	-
Arena and Events Center Fund	603,789	680,774	639,837	-
<b>Total Expense</b>	<b>\$22,169,097</b>	<b>\$16,118,999</b>	<b>\$639,837</b>	<b>-96.03%</b>





# **DEBT SERVICE**

# Debt Service

**MANDATED SERVICE:** G.S. 159-36, 159-25(a) (5)

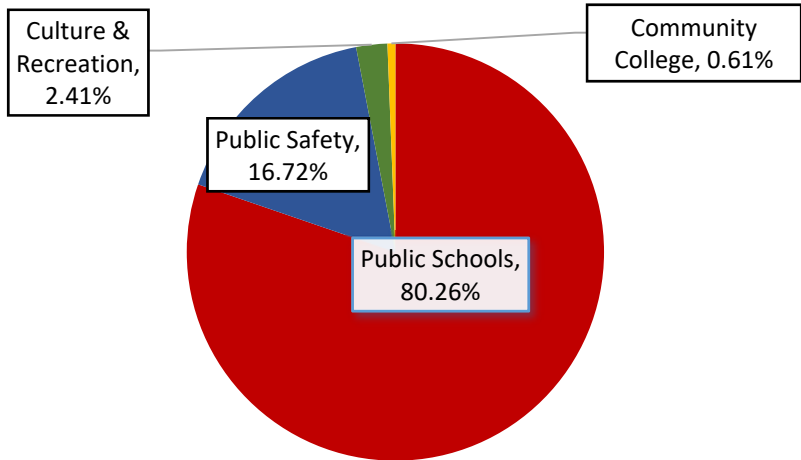
**PROGRAM DESCRIPTION:**

The debt service cost center is maintained to track the annual principal and interest requirements of General Obligation Bonds (GO), Certificates of Participation (COPS)/Limited Obligation Bonds (LOBS), Notes Payable, and Lease and Installment Financing Agreements.

The County has the following principal and interest debt outstanding at June 30, 2017:

DEBT CATEGORY	PRINCIPAL	INTEREST	TOTAL
<b>GO Bonds:</b>			
Schools	\$ 55,868,250	\$ 11,529,967	\$ 67,398,217
Rowan Cabarrus Community College	1,991,750	465,270	2,457,020
<b>COPS/LOBS:</b>			
Schools	199,810,850	55,770,247	255,581,097
Arena & Events Center	4,779,150	671,761	5,450,911
Sheriff Administration Building	17,545,000	2,225,776	19,770,776
Jail Housing Unit	40,240,000	6,397,497	46,637,497
<b>Notes Payable:</b>			
NC Department of Public Safety	274,393	-	274,393
<b>Financing Agreements:</b>			
Wallace Property-Lease	2,665,540	1,324,460	3,990,000
E-911 Equipment-Installment	256,389	11,479	267,868
Sheriff's Department Equipment-Lease	334,814	5,385	340,199
Thompson Property-Lease	245,000	-	245,000
<b>TOTAL</b>	<b>\$ 324,011,136</b>	<b>\$ 78,401,842</b>	<b>\$ 402,412,978</b>

**TOTAL DEBT DUE BY CATEGORY**



# Debt Service

**PRINCIPAL AND INTEREST PAYMENTS  
GENERAL OBLIGATION (GO) BONDS, CERTIFICATES OF PARTICIPATION (COPS)/LIMITED OBLIGATION BONDS (LOBS),  
NOTES PAYABLE AND CAPITAL LEASES/INSTALLMENT FINANCING**

	ISSUE DATE	RATE	PRINCIPAL INTEREST	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
<b>GO Bonds - Schools</b>									
GO 2004 Refunding- Schools	3-15-04	3.00 - 5.00	Principal Interest	\$ 2,095,000 104,750	\$ - -	\$ - -	\$ - -	\$ - -	\$ - -
GO 2013 Refunding- Schools	5-15-13	1.50 - 5.00	Principal Interest	4,972,292 2,243,486	6,171,073 2,128,059	6,214,458 1,819,505	6,170,104 1,581,900	6,198,490 1,273,395	6,237,198 963,470
			<b>Principal</b>	<b>\$ 7,067,292</b>	<b>\$ 6,171,073</b>	<b>\$ 6,214,458</b>	<b>\$ 6,170,104</b>	<b>\$ 6,198,490</b>	<b>\$ 6,237,198</b>
			<b>Interest</b>	<b>2,348,236</b>	<b>2,128,059</b>	<b>1,819,505</b>	<b>1,581,900</b>	<b>1,273,395</b>	<b>963,470</b>
<b>GO Bonds - Schools Total</b>			<b>Subtotal</b>	<b>\$ 9,415,528</b>	<b>\$ 8,299,132</b>	<b>\$ 8,033,963</b>	<b>\$ 7,752,004</b>	<b>\$ 7,471,885</b>	<b>\$ 7,200,668</b>
<b>GO Bonds - Rowan Cabarrus Community College (RCCC)</b>									
GO 2013 Refunding (Pub Imprv)- RCCC 2006	5-15-13	1.50 - 5.00	Principal Interest	\$ 122,708 82,852	\$ 208,927 80,728	\$ 210,542 70,282	\$ 209,896 62,200	\$ 211,510 51,705	\$ 212,802 41,130
<b>GO Bonds - RCCC Total</b>			<b>Subtotal</b>	<b>\$ 205,560</b>	<b>\$ 289,655</b>	<b>\$ 280,824</b>	<b>\$ 272,096</b>	<b>\$ 263,215</b>	<b>\$ 253,932</b>
			<b>Principal</b>	<b>\$ 7,190,000</b>	<b>\$ 6,380,000</b>	<b>\$ 6,425,000</b>	<b>\$ 6,380,000</b>	<b>\$ 6,410,000</b>	<b>\$ 6,450,000</b>
			<b>Interest</b>	<b>2,431,088</b>	<b>2,208,787</b>	<b>1,889,787</b>	<b>1,644,100</b>	<b>1,325,100</b>	<b>1,004,600</b>
<b>GO Bonds - Grand Total</b>			<b>Grand Total</b>	<b>\$ 9,621,088</b>	<b>\$ 8,588,787</b>	<b>\$ 8,314,787</b>	<b>\$ 8,024,100</b>	<b>\$ 7,735,100</b>	<b>\$ 7,454,600</b>
<b>COPS/LOBS - Schools</b>									
COPS - Schools 2008A issue	1-25-08	3.25- 5.00	Principal Interest	\$ 2,345,000 216,913	\$ 2,345,000 117,250	\$ - -	\$ - -	\$ - -	\$ - -
COPS - Schools 2008B issue	1-25-08	3.00- 5.00	Principal Interest	1,440,000 121,150	1,415,000 70,750	- -	- -	- -	- -
COPS - Schools 2009 issue	7-16-09	3.00- 5.00	Principal Interest	4,730,000 472,300	4,730,000 236,000	- -	- -	- -	- -
COPS - Schools 2010A issue	9-22-10	2.00- 5.00	Principal Interest	1,860,000 305,050	1,830,000 230,650	1,805,000 157,450	1,780,000 85,250	- -	- -

# Debt Service

**PRINCIPAL AND INTEREST PAYMENTS  
GENERAL OBLIGATION (GO) BONDS, CERTIFICATES OF PARTICIPATION (COPS)/LIMITED OBLIGATION BONDS (LOBS),  
NOTES PAYABLE AND CAPITAL LEASES/INSTALLMENT FINANCING**

	ISSUE DATE	RATE	PRINCIPAL INTEREST	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
COPS (QSCB) - Schools 2011A issue	4-14-11	0.00-0.07	Principal Interest	1,330,000 776,125	1,330,000 776,125	1,330,000 776,125	1,330,000 776,125	1,330,000 776,125	8,530,000 * 776,125
LOBS - Schools 2011B issue	8-31-11	2.00-5.00	Principal Interest	314,825 72,496	312,375 57,979	309,925 43,402	307,475 29,621	306,250 14,492	- -
LOBS - Schools 2011C issue	8-31-11	2.00-5.00	Principal Interest	1,990,000 688,500	1,985,000 589,000	1,975,000 489,750	1,970,000 391,000	1,955,000 292,500	1,945,000 194,750
LOBS 2015B Refunding - Schools COPS 2008A issue	3-26-15	2.49	Principal Interest	295,000 568,716	305,000 561,371	2,655,000 553,776	2,605,000 487,667	2,555,000 422,802	2,520,000 359,183
LOBS 2015D Refunding - Schools COPS 2009 issue	3-26-15	2.52	Principal Interest	770,000 1,326,402	790,000 1,306,998	5,540,000 1,287,090	5,445,000 1,147,482	5,350,000 1,010,268	5,260,000 875,448
LOBS - Schools 2016 issue	3-10-16	2.00-5.00	Principal Interest	3,685,000 3,256,063	3,690,000 3,108,663	3,690,000 2,924,163	3,690,000 2,739,663	3,690,000 2,555,163	3,690,000 2,370,663
LOBS - Schools 2017 issue	Unissued		Principal Interest	3,275,000 1,621,086	3,285,000 2,694,050	3,285,000 2,562,650	3,285,000 2,431,250	3,285,000 2,267,000	3,280,000 2,102,750
			<b>Principal</b>	<b>\$ 22,034,825</b>	<b>\$ 22,017,375</b>	<b>\$ 20,589,925</b>	<b>\$ 20,412,475</b>	<b>\$ 18,471,250</b>	<b>\$ 25,225,000</b>
<b>COPS/LOBS - Schools Total</b>			<b>Interest</b>	<b>\$ 9,424,801</b>	<b>\$ 9,748,836</b>	<b>\$ 8,794,406</b>	<b>\$ 8,088,058</b>	<b>\$ 7,338,350</b>	<b>\$ 6,678,919</b>
			<b>Subtotal</b>	<b>\$ 31,459,626</b>	<b>\$ 31,766,211</b>	<b>\$ 29,384,331</b>	<b>\$ 28,500,533</b>	<b>\$ 25,809,600</b>	<b>\$ 31,903,919</b>

# Debt Service

**PRINCIPAL AND INTEREST PAYMENTS  
GENERAL OBLIGATION (GO) BONDS, CERTIFICATES OF PARTICIPATION (COPS)/LIMITED OBLIGATION BONDS (LOBS),  
NOTES PAYABLE AND CAPITAL LEASES/INSTALLMENT FINANCING**

	ISSUE DATE	RATE	PRINCIPAL INTEREST	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
<b>COPS/LOBS - Other</b>									
COPS -	12-1-08	4.00-	Principal	\$ 3,095,000	\$ -	\$ -	\$ -	\$ -	\$ -
Jail Housing Unit 2008C issue		5.25	Interest	154,750	-	-	-	-	-
LOBS -	8-31-11	2.00 -	Principal	970,175	962,625	955,075	947,525	943,750	-
Arena 2011B issue		5.00	Interest	223,405	178,671	133,748	91,280	44,658	-
LOBS 2015A Refunding -	3-26-15	2.38	Principal	1,905,000	1,875,000	1,840,000	1,815,000	1,790,000	1,750,000
Sheriff Adm Bldg COPS 2007			Interest	417,571	372,232	327,607	283,815	240,618	198,016
LOBS 2015C Refunding -	3-26-15	2.51	Principal	555,000	3,665,000	3,605,000	3,545,000	3,480,000	3,415,000
Jail Housing Unit COPS 2008C			Interest	932,340	918,409	826,418	735,932	646,953	559,605
LOBS -	Unissued		Principal	1,140,000	1,150,000	1,150,000	1,150,000	1,150,000	1,145,000
Public Buildings 2017 issue			Interest	430,888	708,000	662,000	616,000	558,500	501,000
			<b>Principal</b>	<b>\$ 7,665,175</b>	<b>\$ 7,652,625</b>	<b>\$ 7,550,075</b>	<b>\$ 7,457,525</b>	<b>\$ 7,363,750</b>	<b>\$ 6,310,000</b>
<b>COPS/LOBS - Other Total</b>			<b>Interest</b>	<b>2,158,954</b>	<b>2,177,312</b>	<b>1,949,773</b>	<b>1,727,027</b>	<b>1,490,729</b>	<b>1,258,621</b>
			<b>Subtotal</b>	<b>\$ 9,824,129</b>	<b>\$ 9,829,937</b>	<b>\$ 9,499,848</b>	<b>\$ 9,184,552</b>	<b>\$ 8,854,479</b>	<b>\$ 7,568,621</b>
			<b>Principal</b>	<b>\$ 29,700,000</b>	<b>\$ 29,670,000</b>	<b>\$ 28,140,000</b>	<b>\$ 27,870,000</b>	<b>\$ 25,835,000</b>	<b>\$ 31,535,000</b>
<b>COPS/LOBS - Grand Total</b>			<b>Interest</b>	<b>11,583,755</b>	<b>11,926,148</b>	<b>10,744,179</b>	<b>9,815,085</b>	<b>8,829,079</b>	<b>7,937,540</b>
			<b>Grand Total</b>	<b>\$ 41,283,755</b>	<b>\$ 41,596,148</b>	<b>\$ 38,884,179</b>	<b>\$ 37,685,085</b>	<b>\$ 34,664,079</b>	<b>\$ 39,472,540</b>
<b>Notes Payable</b>									
Notes Payable-	9-9-15	0.00	Principal	\$ 91,465	\$ 91,465	\$ 91,465	\$ -	\$ -	\$ -
NC Dept of Public Safety 2015			Interest	-	-	-	-	-	-
			<b>Grand Total</b>	<b>\$ 91,465</b>	<b>\$ 91,465</b>	<b>\$ 91,465</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Capital Leases/Installment Financing</b>									
Lease - Land	12-18-08	4.00	Principal	\$ 83,378	\$ 86,714	\$ 90,182	\$ 93,789	\$ 97,541	\$ 101,443
Wallace Property			Interest	106,622	103,286	99,818	96,211	92,459	88,557

# Debt Service

**PRINCIPAL AND INTEREST PAYMENTS  
GENERAL OBLIGATION (GO) BONDS, CERTIFICATES OF PARTICIPATION (COPS)/LIMITED OBLIGATION BONDS (LOBS),  
NOTES PAYABLE AND CAPITAL LEASES/INSTALLMENT FINANCING**

	ISSUE DATE	RATE	PRINCIPAL INTEREST	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Lease - Equipment Sheriff (Motorola)	10-28-16	3.27	Principal		170,100	164,715	-	-	-
			Interest		-	5,385	-	-	-
Lease - Land Thompson Property	02-28-17	0.00	Principal	49,000	49,000	49,000	49,000	49,000	-
			Interest	-	-	-	-	-	-
Installment Financing-Equip E-911 2017	07-20-16	1.77	Principal	55,231	56,213	57,213	58,230	29,502	-
			Interest	4,295	3,313	2,313	1,296	261	-
<b>Capital Leases - Grand Total</b>			<b>Principal</b>	<b>\$ 187,609</b>	<b>\$ 362,027</b>	<b>\$ 361,110</b>	<b>\$ 201,019</b>	<b>\$ 176,043</b>	<b>\$ 101,443</b>
			<b>Interest</b>	<b>110,917</b>	<b>106,599</b>	<b>107,516</b>	<b>97,507</b>	<b>92,720</b>	<b>88,557</b>
			<b>Grand Total</b>	<b>\$ 298,526</b>	<b>\$ 468,626</b>	<b>\$ 468,626</b>	<b>\$ 298,526</b>	<b>\$ 268,763</b>	<b>\$ 190,000</b>
<b>Annual Debt Service</b>									
Bank Service Charges				\$ 55,700	\$ 55,700	\$ 55,700	\$ 55,700	\$ 55,700	\$ 55,700
Principal - Total				37,169,074	36,503,492	35,017,575	34,451,019	32,421,043	38,086,443
Interest - Total				14,125,760	14,241,534	12,741,482	11,556,692	10,246,899	9,030,697
<b>TOTAL ANNUAL DEBT SERVICE</b>				<b>\$ 51,350,534</b>	<b>\$ 50,800,726</b>	<b>\$ 47,814,757</b>	<b>\$ 46,063,411</b>	<b>\$ 42,723,642</b>	<b>\$ 47,172,840</b>

**Note:** The COPS 2011A (Qualified School Construction Bonds) issue requires that annual principal payments be made to a sinking fund, held by a trustee, in the County's name. Annual budgeted payments of \$1,330,000 are required for fiscal years 2016-2025 and a budgeted payment of \$1,335,000 is required in fiscal year 2026. The trustee will make debt service payments of \$7,200,000 and \$7,435,000 from the sinking fund in fiscal years 2023 and 2026, respectively. At this time, the County will record debt service expenditures and reduce its long-term liabilities. The accumulation of annual sinking fund payments will be accounted for in restricted fund balance. Therefore, the County will appropriate restricted fund balance in fiscal years 2023 and 2026 to fund the debt service expenditures.

# Debt Service

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## LONG-TERM OBLIGATIONS

### General Obligation Bonds

General obligation bonds are issued to provide funding for the construction of capital facilities used for general government activities. All general obligation bonds are collateralized by the full faith, credit, and taxing power of the County. Principal and interest requirements are provided by appropriation in the year in which they become due.

General Obligation Bonds (2004) consist of the construction of Concord Middle School, Winecoff Elementary School, Irvin Elementary School, and Harrisburg Elementary School along with various renovations and additions.

General Obligation Bonds (2005 and 2006) consist of the construction of Hickory Ridge High School, W. R. Odell Elementary School, Charles E. Boger Elementary School, Carl A. Furr Elementary School, Building 3000 at Rowan Cabarrus Community College, along with various renovations and additions.

General Obligation Advance Refunding Bonds (2013) refunded a portion of the 2005 and 2006 General Obligation Bonds.

The County's general obligation bonds payable at June 30, 2017 is comprised of the following individual issues serviced by the County's General Fund:

\$32,855,000 (2004) Advance Refunding Bonds due on August 1 and February 1 in installments through February 1, 2018; interest at 3.0 to 5.0 percent	\$ 2,095,000
\$62,360,000 (2013) Advance Refunding Bonds due on March 1 and September 1 in installments through March 1, 2027; interest at 1.5 to 5.0 percent	<u>55,765,000</u>
	<u>\$ 57,860,000</u>

For Cabarrus County, the annual debt service payments to maturity as of June 30, 2017, for the County's general obligation bonds are as follows:

<u>Year Ending June 30,</u>	<u>Principal</u>	<u>Interest</u>
2018	\$7,190,000	\$2,431,088
2019	6,380,000	2,208,787
2020	6,425,000	1,889,787
2021	6,380,000	1,644,100
2022	6,410,000	1,325,100
2023-2027	25,075,000	2,496,375
Total	<u>\$57,860,000</u>	<u>\$14,753,825</u>

# Debt Service

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## Certificates of Participation/Limited Obligation Bonds

On January 25, 2008, the Cabarrus County Development Corporation issued \$46,920,000 (2008A) Certificates of Participation (COPS) Installment contracts to finance the construction of Cox Mill High School and Engineering and Architect fees for A.T. Allen Elementary School, Hickory Ridge Middle School, Patriots Elementary School and a wing addition at A.L. Brown High School. The original 20-year COPS had interest rates ranging from 3.25% to 5.0%. Debt Service is financed by Cabarrus County property tax revenues. A portion of the COPS was refunded on March 26, 2015, leaving the total principal and interest over a four-year period to be \$10,431,263. Total remaining annual payments of principal and interest range from approximately \$2,462,250 to \$2,561,913. The total principal balance due at June 30, 2017 is \$4,690,000.

On January 25, 2008, the Cabarrus County Development Corporation issued \$18,745,000 (2008B) Certificates of Participation (COPS) Installment contracts to refund the 1999 Installment Payment Revenue Bonds issued for the construction of JM Robinson High School. These 11-year COPS have interest rates ranging from 3.00% to 5.0%. Debt Service is financed by Cabarrus County property tax revenues. Total remaining annual payments of principal and interest range from approximately \$1,485,750 to \$1,561,150. Total principal and interest over an 11-year period will be \$20,864,956. The total principal balance due at June 30, 2017 is \$2,855,000.

On December 1, 2008, The Cabarrus County Development Corporation issued \$58,810,000 (2008C) Certificates of Participation (COPS) Installment contracts to provide funds to (a) pay the costs of construction of a residential tower to house County inmates and related improvements and (b) pay certain expenses incurred in connection with the execution and delivery of the 2008C Certificates. The original 20-year COPS had interest rates ranging from 4.00% to 5.25%. Debt service is financed by Cabarrus County property tax revenues. A portion of the COPS was refunded on March 26, 2015, leaving the total principal and interest over a three-year period to be \$10,182,550. One annual payment of principal and interest remains totaling \$3,249,750. The total principal balance due at June 30, 2017 is \$3,095,000.

On July 16, 2009, The Cabarrus County Development Corporation issued \$85,170,000 (2009) Certificates of Participation (COPS) Installment contracts to provide fund (a) to pay a portion of the costs of (i) acquiring real property, (ii) constructing Patriots Elementary School, A.T. Allen Elementary School, Hickory Ridge Middle School, Harold E. Winkler Middle School, a wing addition and renovation at A.L. Brown High School and equipping the Facilities, and (iv) a portion of the interest to accrue under the Contract during the construction periods for the foregoing and thereafter, through January 1, 2012 and (b) pay certain expenses incurred in the connection and delivery of the 2009 Certificates. The original 20-year COPS had interest rates ranging from 3.0% to 5.0%. Debt service is financed by Cabarrus County property tax revenues. A portion of the COPS was refunded on March 26, 2015, leaving the total principal and interest over a four-year period to be \$21,246,450. Total remaining annual payments of principal and interest range from approximately \$4,966,000 to \$5,202,300. The total principal balance due at June 30, 2017 is \$9,460,000.

On September 22, 2010, the Cabarrus County Development Corporation issued \$18,920,000 (2010A) Certificates of Participation (COPS) contracts to refund the 2001 COPS issued for the construction of Cox Mill Elementary School, Harris Road Middle School, C.C. Griffin Middle School and equipping of two middle schools and one elementary school. These 11-year COPS have interest rates ranging from 2.0% to 5.0%. Debt Service is financed by Cabarrus County property tax revenues. Total principal and interest over an 11-year period will be \$23,666,150. Total remaining payments of principal and interest range from approximately \$1,865,250 to \$2,165,050. The total principal balance due at June 30, 2017 is \$7,275,000.



# Debt Service

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On April 14, 2011, the Cabarrus County Development Corporation issued \$14,635,000 (2011A) certificates of Participation (COPS) contracts to fund the rehabilitating, repairing and equipping of approximately eighteen Cabarrus County and six Kannapolis City school facilities. These 15-year COPS are financed under two bullets using Qualified School Construction Bonds. The first bullet, in the amount of \$7,200,000, will mature in 2023, with an interest rate of 5.10%, and the second bullet, for \$7,435,000, will mature in 2026 with an interest rate of 5.50%. The Federal subsidy rate on the deal was a 5.43%. The second bullet will have a net interest cost to the County of 0.07%, while the County will have no interest cost on the first bullet. The principal on this debt is deferred for five years with the first principal payment due on April 1, 2016. The principal payments will be held in an interest bearing sinking fund until the bullet payments are due. Debt Service is financed by Cabarrus County property tax revenues. Total remaining annual payments of principal and interest range from approximately \$1,539,463 to \$1,718,063. Total principal and interest over a 15-year period will be \$25,147,248 less the federal subsidy of \$10,434,369, with the net cost to the County of \$14,712,879. In fiscal year 2013, the Federal Government began reducing the subsidy payment by approximately 7.6% for a Federal sequestration. At June 30, 2017, the County's trustee held principal payments of \$2,660,000 in a sinking fund; the total principal balance due at June 30, 2017 is \$14,635,000.

On August 31, 2011, the Cabarrus County Development Corporation issued \$11,735,000 (2011B) Limited Obligation Bonds (LOBS) contracts to refund \$11,970,000 of the 2002 COPS issued for the construction and equipping of the Cabarrus County Schools Administration Building, five school gymnasiums, and the County owned Cabarrus Arena & Events Center. These 11-year LOBS have interest rates ranging from 2.0% to 5.0%. Debt Service is financed by Cabarrus County property tax revenues. Total principal and interest over an 11-year period will be \$14,988,756. Total remaining annual payments of principal and interest range from approximately \$1,309,150 to \$1,580,900. The total principal balance due at June 30, 2017 is \$6,330,000.

On August 31, 2011, the Cabarrus County Development Corporation issued \$21,780,000 (2011C) Limited Obligation Bonds (LOBS) contracts to refund \$22,425,000 of the 2003 COPS issued for the cost of acquiring real property, construction and equipping of Bethel Elementary School, Pitts Road Elementary, Kannapolis Middle School, expansion of two existing elementary school facilities and various real and personal property improvements. These 13-year LOBS have interest rates ranging from 2.0% to 5.0%. Debt Service is financed by Cabarrus County property tax revenues. Total principal and interest over a 13-year period will be \$29,779,084. Total remaining annual payments of principal and interest range from approximately \$2,047,500 to \$2,678,500. The total principal balance due at June 30, 2017 is \$13,770,000.

On March 26, 2015, the Cabarrus County Development Corporation issued \$18,045,000 (2015A) Limited Obligation Bonds (LOBS) contracts to refund \$16,795,000 of the 2007 COPS issued for the construction of a sheriff administration facility. These 12-year LOBS have an interest rate of 2.38%. Debt Service is financed by Cabarrus County property tax revenues. Total principal and interest over a 12-year period will be \$21,057,440. Total remaining annual payments of principal and interest range from approximately \$1,617,604 to \$2,322,571. The total principal balance due at June 30, 2017 is \$17,545,000.

On March 26, 2015, the Cabarrus County Development Corporation issued \$23,460,000 (2015B) Limited Obligation Bonds (LOBS) contracts to refund \$21,105,000 of the 2008A COPS issued to finance the construction of Cox Mill High School and Engineering and Architect fees for A.T. Allen Elementary School, Hickory Ridge Middle School, Patriots Elementary School and a wing addition at A.L. Brown High School. These 13-year LOBS have an interest rate of 2.49%. Debt Service is financed by Cabarrus County property tax revenues. Total principal and interest over a 13-year period will be \$28,404,338. Total remaining annual payments of principal and interest range from approximately \$863,716 to \$3,208,776. The total principal balance due at June 30, 2017 is \$22,840,000.

# Debt Service

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On March 26, 2015, the Cabarrus County Development Corporation issued \$38,295,000 (2015C) Limited Obligation Bonds (LOBS) contracts to refund \$34,025,000 of the 2008C COPS issued to fund the cost of construction of a residential tower to house County inmates and related improvements. These 14-year LOBS have an interest rate of 2.51%. Debt Service is financed by Cabarrus County property tax revenues. Total principal and interest over a 14-year period will be \$46,368,088. The total remaining annual payments of principal and interest range from approximately \$1,487,340 to \$4,583,409. The total principal balance due at June 30, 2017 is \$37,145,000.

On March 26, 2015, the Cabarrus County Development Corporation issued \$54,435,000 (2015D) Limited Obligation Bonds (LOBS) contracts to refund \$47,300,000 of the 2009 COPS issued a) to pay a portion of the costs of (i) acquiring real property, (ii) constructing Patriots Elementary School, A.T. Allen Elementary School, Hickory Ridge Middle School, Harold E. Winkler Middle School, a wing addition and renovation at A.L. Brown High School and equipping the Facilities. These 14-year LOBS have an interest rate of 2.52%. Debt Service is financed by Cabarrus County property tax revenues. Total principal and interest over a 14-year period will be \$66,336,892. Total remaining annual payments of principal and interest range from approximately \$2,096,402 to \$6,827,090. The total principal balance due at June 30, 2017 is \$52,635,000.

On March 10, 2016, the Cabarrus County Development Corporation issued \$73,785,000 (2016) Limited Obligation Bonds (LOBS) contracts for the construction of Mount Pleasant Middle School, Kannapolis Middle School and Royal Oaks Elementary School. These 20-year LOBS have interest rates ranging from 2.00% to 5.00%. Debt Service is financed by Cabarrus County property tax revenues. Total principal and interest over a 20-year period will be \$108,697,900. Annual principal and interest payments range from \$3,804,763 to \$6,941,063. The total principal balance due at June 30, 2017 is \$70,100,000.

For Cabarrus County, the annual debt service payments to maturity as of June 30, 2017, for the County's Certificates of Participation/Limited Obligation Bonds are as follows:

<u>Year Ending June 30,</u>	<u>Principal</u>	<u>Interest</u>
2018	\$25,285,000	\$9,531,781
2019	25,235,000	8,524,098
2020	23,705,000	7,519,529
2021	23,435,000	6,767,835
2022	21,400,000	6,003,579
2023-2027	89,785,000	18,509,103
2028-2032	36,115,000	6,104,589
2033-2036	14,755,000	1,512,250
Total	<u>\$262,375,000</u>	<u>\$65,065,281</u>

# Debt Service

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## Notes Payable

On September 9, 2015, the County entered into a Memorandum of Understanding with the North Carolina Department of Public Safety for the payment of a \$457,323 note for inmate safekeeping services provided by the State prior to June 30, 2015. Annual principal payments of approximately \$91,465 will be made for five years, with no interest.

For Cabarrus County, the annual debt service payments to maturity as of June 30, 2017, for the County's Notes Payable are as follows:

<u>Year Ending June 30,</u>	<u>Principal</u>	<u>Interest</u>
2018	\$91,465	N/A
2019	91,465	N/A
2020	91,463	N/A
Total	<u>\$274,393</u>	<u>N/A</u>

## Financing Agreements

### Capital Leases

The County entered into a lease agreements which qualified as capital leases under the provisions of Financial Accounting Standards Board Statement No. 13 "Accounting for Leases" and subsequent amendments.

On December 18, 2008, the County, lessee, financed the acquisition of land for the Rob Wallace Park with a down payment of \$190,000. Annual payments of \$190,000 will be made for 30 years with an effective interest rate of 4.00%. This lease agreement qualifies as a capital lease for accounting purposes and has been recorded at the present value of future minimum lease payments as of the date of inception.

On October 28, 2016, the County, lessee, financed the acquisition of Sheriff's Department equipment. One payment of \$170,100 and one payment of \$164,715 will be made in fiscal year 2018 and 2019, respectively. The effective interest rate is 3.27%. This lease agreement qualifies as a capital lease for accounting purposes and has been recorded at the present value of future minimum lease payments as of the date of inception.

On February 28, 2017, the County, lessee, financed the acquisition of land for the Rob Wallace Park with a down payment of \$260,000. Annual payments of \$49,000 will be made for five years with no interest. This lease agreement qualifies as a capital lease for accounting purposes and has been recorded at the present value of future minimum lease payments as of the date of inception.

### Installment Financing

On July 20, 2016, the County entered into an installment contract to finance the purchase of E-911 equipment. The County was advanced funds totaling \$283,642. Annual installment payments range from \$27,253 to \$58,230 over five years with an effective interest rate of 1.77%.

For Cabarrus County, the annual debt service payments to maturity as of June 30, 2017, for the County's capital leases and installment financing are as follows:

# Debt Service

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<u>Year Ending June 30,</u>	<u>Principal</u>	<u>Interest</u>
2018	\$187,610	\$110,916
2019	362,027	106,599
2020	361,110	107,517
2021	201,019	97,507
2022	176,043	92,720
2023-2027	549,446	400,554
2028-2032	668,485	281,515
2033-2037	813,314	136,686
2038	182,689	7,310
Total	<u>\$3,501,743</u>	<u>\$1,341,324</u>

## Advance Refundings

On May 15, 2013, Cabarrus County issued \$62,360,000 of General Obligation, Series 2013 advance refunding bonds to provide resources to purchase U.S. Government securities that were placed into an irrevocable trust for the purpose of making all future debt service payments on the callable Series 2005 and the callable Series 2006 General Obligation bonds. The refunded debt consists of a portion (\$31,500,000) of the County's Series 2005 General Obligation Bonds dated March 1, 2005 and maturing March 1, 2016 through March 1, 2025 and a portion (\$34,200,000) of the County's Series 2006 General Obligation Bonds dated September 1, 2006 and maturing March 1, 2027. The refunding debt was issued at a net interest cost of 2.148626%. As a result, the refunded bonds are considered to be defeased and the liability has been removed from the Governmental activities column of the statement of net position. There is no defeased principal debt outstanding as of June 30, 2017. This refunding was undertaken to reduce total debt service payments over the following 14 years by \$6,205,125 and resulted in a present value cash flow savings of \$5,522,531.

On March 26, 2015, Cabarrus County issued \$134,235,000 of Limited Obligation Bonds, Series 2015 advance refunding bonds to provide resources to purchase U.S. Government securities that were placed into an irrevocable trust for the purpose of making all future debt service payments on the callable Series 2007, 2008A, 2008C and 2009 Certificates of Participation. The refunded debt consists of a portion (\$16,795,000) of the County's Series 2007 Certificates of Participation dated February 22, 2007, and maturing February 1, 2018 through February 1, 2027, a portion (\$21,105,000) of the County's Series 2008A Certificates of Participation dated January 25, 2008 and maturing June 1, 2021, 2023, 2025, and 2028, a portion (\$34,025,000) of the County's Series 2008C Certificates of Participation dated December 1, 2008 and maturing June 1, 2019 through June 1, 2029, and a portion (\$47,300,000) of the County's Series 2009 Certificates of Participation dated July 16, 2009 and maturing January 1, 2020 through January 1, 2029. The refunding debt was issued at a net interest cost of 2.496059%. As a result, the refunded Limited Obligation Bonds are considered to be defeased and the liability has been removed from the Governmental activities column of the statement of net position. The amount of defeased principal debt that remains outstanding as of June 30, 2017 is \$102,430,000. This refunding was undertaken to reduce total debt service payments over the following 14 years by \$8,946,701 and resulted in a present value cash flow savings of \$7,655,952.

# Debt Service

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## Long-Term Obligation Activity

The following is a summary of changes in the County's long-term principal obligations for the fiscal year ended June 30, 2017:

Debt Type	Balance July 1, 2016	Increases	Decreases	Balance June 30, 2017
<b>Governmental activities:</b>				
General obligation bonds	\$ 65,220,000	\$ -	\$ 7,360,000	\$ 57,860,000
Certificates of participation/ limited obligation bonds	286,370,000	-	23,995,000	262,375,000
Notes payable	365,858	-	91,465	274,393
Capital leases	2,745,711	579,815	80,172	3,245,354
Installment financing	-	283,642	27,253	256,389
 Total governmental activities	 \$ 354,701,569	 \$ 863,457	 \$ 31,553,890	 \$ 324,011,136

# Debt Service

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## LEGAL DEBT MARGIN

June 30, 2017

North Carolina General Statute 159-55 limits the County's outstanding debt to 8% of the appraised value of property subject to taxation. The following deductions are made from gross debt to arrive at net debt applicable to the limit: money held for payment of principal; debt incurred for water, sewer, gas, or electric power purposes; uncollected special assessments, funding and refunding bonds not yet issued; and revenue bonds. The legal debt margin is the difference between the debt limit and the County's net debt outstanding applicable to the limit, and represents the County's legal borrowing authority.

Total assessed valuation at March 31, 2017		<u><u>\$21,048,526,563</u></u>
Legal debt margin:		
Debt limit 8% of total assessed value		1,683,882,125
Debt applicable to debt limitation:		
Total bonded debt	57,860,000	
Total certificates of participation/ limited obligation bonds	262,375,000	
Total notes payable	274,393	
Total installment financings	256,389	
Total capital leases (governmental fund types)	<u>3,245,354</u>	
Total debt applicable to limitations		<u>324,011,136</u>
Legal debt margin		<u><u>\$1,359,870,989</u></u>

Source: Cabarrus County Finance



# **SUPPLEMENTAL INFORMATION**



# Budget Ordinance

## CABARRUS COUNTY BUDGET ORDINANCE FISCAL YEAR 2017-2018

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

### Section I.

The following amounts, listed by fund, are hereby appropriated as the estimated revenues and expenditure appropriations for the operation and maintenance of the County's various governmental activities, debt obligations and capital outlay purchases during the Fiscal Year beginning July 1, 2017 and ending June 30, 2018:

#### General Fund

- A. It is estimated that the following revenues will be available in the General Fund for the fiscal year beginning July 1, 2017 and ending June 30, 2018:

Ad Valorem Tax Levy	\$ 154,345,842
Other Taxes and Penalties	49,610,954
Intergovernmental	22,118,240
Permits and Fees	6,419,391
Sales and Services	11,563,565
Investment Earnings	500,000
Miscellaneous	438,135
Other Financing Sources	2,000,000
<b>TOTAL REVENUES</b>	<b><u>\$ 246,996,127</u></b>

- B. The following appropriations are made in the General Fund for the operation of the county government and its activities for the fiscal year beginning July 1, 2017 and ending June 30, 2018:

General Government	\$ 28,210,408
Cultural and Recreational	5,635,821
Public Safety	40,851,472
Economic and Physical Development	4,660,597
Human Services	40,165,581
Environmental Protection	514,545
Debt Services	
Public Schools	
Principal	29,102,117
Interest	11,773,034
Rowan Cabarrus Community College	
Principal	122,708
Interest	82,852
Other Debt Service	10,210,297

# Budget Ordinance

## Cabarrus County Schools

Instructional Services	44,786,856
Charter Schools	3,771,112
Technology Support Services	4,962,162
Building Maintenance	8,004,384
Ground Maintenance	1,539,389
Capital Outlay	1,020,000
Other Schools (School Parks, Special Olympics)	115,569

## Kannapolis City Schools

Instructional Services	5,690,279
Charter Schools	643,360
Technology Support Services	378,078
Building Maintenance	1,042,348
Ground Maintenance	238,864
Capital Outlay	100,000
Schools Information Technology Services (ITS)	45,154

## Rowan-Cabarrus Community College

Current Expense	2,589,303
Capital Outlay	100,000

## Other Programs

Contributions to Other Funds	639,837
<b>TOTAL EXPENDITURES</b>	<b>\$ <u>246,996,127</u></b>

## **Cabarrus Arena and Events Center Fund**

- A. It is estimated the following revenues will be available in the Cabarrus Arena and Events Center Fund for the Fiscal Year beginning July 1, 2017 and ending June 30, 2018:

Sales and Service	\$ 612,492
Investment Earnings	500
Miscellaneous	9,000
Other Financing Sources	919,837
<b>TOTAL REVENUES</b>	<b>\$ <u>1,541,829</u></b>

- B. The following appropriations are made in the Cabarrus Arena and Events Center Fund for the Fiscal Year beginning July 1, 2017 and ending June 30, 2018:

Personnel Services	\$ 130,573
Operations	1,411,256
<b>TOTAL EXPENDITURES</b>	<b>\$ <u>1,541,829</u></b>

# Budget Ordinance

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## Landfill Fund

- A. It is estimated the following revenues will be available in the Landfill Fund for the Fiscal Year beginning July 1, 2017 and ending June 30, 2018:

Intergovernmental	\$	37,000
Permits & Fees		85,000
Sales & Services		849,952
<b>TOTAL REVENUES</b>	<b>\$</b>	<b><u>971,952</u></b>

- B. The following appropriations are made in the Landfill Fund for the Fiscal Year beginning July 1, 2017 and ending June 30, 2018:

Personnel Services	\$	297,081
Operations		674,871
<b>TOTAL EXPENDITURES</b>	<b>\$</b>	<b><u>971,952</u></b>

## 911 Emergency Telephone Fund

- A. It is estimated the following revenues will be available in the 911 Emergency Telephone Fund for the Fiscal Year beginning July 1, 2017 and ending June 30, 2018:

Intergovernmental	\$	876,536
Investment Earnings		1,000
<b>TOTAL REVENUES</b>	<b>\$</b>	<b><u>877,536</u></b>

- B. The following appropriations are made in the 911 Emergency Telephone Fund for the Fiscal Year beginning July 1, 2017 and ending June 30, 2018:

Personnel Services	\$	\$85,517
Operations		698,414
Capital		93,605
<b>TOTAL EXPENDITURES</b>	<b>\$</b>	<b><u>\$877,536</u></b>

## Health and Dental Insurance Fund

- A. It is estimated the following revenues will be available in the Health and Dental Insurance Fund for the Fiscal Year beginning July 1, 2017 and ending June 30, 2018:

Sales & Services	\$	10,619,818
Investment Earnings		4,000
Miscellaneous		80,000
<b>TOTAL REVENUES</b>	<b>\$</b>	<b><u>10,703,818</u></b>

# Budget Ordinance

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- B. The following appropriations are made in the Health and Dental Insurance Fund for the Fiscal Year beginning July 1, 2017 and ending June 30, 2018:

Operations	\$ 10,703,818
<b>TOTAL EXPENDITURES</b>	<b>\$ <u>10,703,818</u></b>

## Workers Compensation and Liability Fund

- A. It is estimated the following revenues will be available in the Workers Compensation and Liability Fund for the Fiscal Year beginning July 1, 2017 and ending June 30, 2018:

Sales & Services	\$ 1,670,000
Investment Earnings	4,000
<b>TOTAL REVENUES</b>	<b>\$ <u>1,674,000</u></b>

- B. The following appropriations are made in the Workers Compensation and Liability Fund for the Fiscal Year beginning July 1, 2016 and ending June 30, 2017:

Operations	\$ 1,674,000
<b>TOTAL EXPENDITURES</b>	<b>\$ <u>1,674,000</u></b>

**GRAND TOTAL – ALL FUNDS – REVENUES** \$ **262,765,262**

**GRAND TOTAL – ALL FUNDS – EXPENDITURES** \$ **262,765,262**

## Section II.

There is hereby levied a tax at the rate of 70 cents per one hundred dollars valuation of property listed for taxes as of January 1, 2017, for the purpose of raising the revenue listed as "CURRENT AD VALOREM TAX LEVY" in the General Fund.

This rate of tax is based on an estimated total valuation of property for the purposes of taxation of \$22,176,343,745, at an estimated combined collection rate of 98.19 percent (98.02% for real and personal and 100.00% for vehicles). The estimated rate of collections is based on the fiscal year ending 2016. An estimated total valuation of Real, Personal and Public Service property is \$20,231,343,745 and vehicle of \$1,945,000,000.

## Section III.

- A. Special appropriations to non-profit organizations shall be distributed after the execution of an agreement which ensures that all County funds are used for statutorily permissible public purposes.

# Budget Ordinance

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- B. The County Manager and/or Budget Director, or designee is hereby authorized to transfer appropriations within or between funds, or modify revenue and expenditure projections, as contained herein under the following conditions:
1. The Budget Director may transfer amounts between objects of expenditure within a function.
  2. The County Manager may transfer amounts between objects of expenditures and revenues without limitation.
  3. The County Manager may not transfer any amounts between funds or from any contingency appropriation within any fund without action of the Board of Commissioners, except as specified below for budget shortfalls and change orders.
  4. The County Manager may transfer amounts between contingency funds which are set aside for a specific project for budgetary shortfalls or upon the appropriate approval of a change order.
  5. The County Manager is authorized to transfer funds from the General Fund or Capital Reserve Fund to the appropriate fund for projects approved within the Capital Improvement Plan for the current fiscal year.
  6. Additional authority is granted to the Budget Director or designee to transfer amounts within and between funds for the sole purpose of funding salary and benefits adjustments consistent with the Cabarrus County Personnel Management Policy and the Cabarrus County Personnel Ordinance.
  7. Upon notification of funding increases or decreases to existing grants or revenues, or the award of grants or revenues, the Manager or Designee may adjust budgets to match, including grants that require a County match for which funds are available.
  8. The Manager, Budget Director, or designee may create debt financing amendments from estimated projections upon approval by the Board of Commissioners of the debt financing and adjust as needed upon closing.
  9. The County Manager may enter into and execute change orders or amendments to construction contracts in amounts less than \$90,000 when the appropriate annual budget or capital project ordinance contains sufficient appropriated but unencumbered funds.
  10. The County Manager may execute contracts which are not required to be bid or which G.S. 143-131 allows to be let on informal bids so long as the annual budget or appropriate capital project ordinance contains sufficient appropriated but unencumbered funds for such purposes.
  11. The County Manager may execute contracts with outside agencies to properly document budgeted appropriations to such agencies where G.S. 153 A-248(b), 259, 449 and any similar statutes require such contracts.
  12. The County Manager may reject formal bids when deemed appropriate and in the best interest of Cabarrus County pursuant to G.S. 143-129(a).
  13. The County Manager may reduce revenue projections consistent with prevailing economic conditions, and also reduce expenditures correspondingly.

# Budget Ordinance

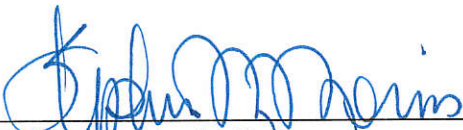
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14. The County Manager may assign fund balance for unpaid Economic Development Incentives until contractual obligations are met.
- C. The appropriations for Cabarrus County Schools and Kannapolis City Schools have been allocated by category. Cabarrus County Schools and Kannapolis City Schools must obtain the approval of the Board of Commissioners for any amendment to their respective budgets which would increase or decrease the amount of County appropriations allocated by category by more than ten percent.

## Section IV.

This ordinance and the budget documents shall be the basis for the financial plan for the County of Cabarrus for the 2017-2018 fiscal year. The County Manager and the Budget Director shall administer the budget. The Budget Director shall establish and maintain all records, which are in concurrence with this budget and budget ordinance and the appropriate statutes of the State of North Carolina. Funds appropriated in the FY 2016-2017 Budget and encumbered on June 30, 2017 shall be authorized as part of the Budget Appropriation by adoption of this Budget Ordinance.

Adopted this the 19<sup>th</sup> day of June, 2017.



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Stephen M. Morris, Chairman



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Megan Smit, Clerk to the Board

# Budget Ordinance – Fire Tax Districts

**CABARRUS COUNTY BUDGET ORDINANCE  
FIRE TAX DISTRICTS FUND  
FISCAL YEAR 2017-2018**

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

Section I.

It is the intent of the Fire Tax Districts Fund to provide necessary funds to local fire departments with district in Cabarrus County for the purpose of providing fire protection in the unincorporated areas of Cabarrus County. The Board of County Commissioners does hereby levy the tax on Real, Personal and Public Service property located in each specific designated fire or service district. Such funds collected by the County Tax Collector are then remitted to each fire department for the purpose of providing fire protection to the specific taxed area.

Section II.

It is estimated that the following revenues will be available for the various fire districts for the fiscal year beginning July 1, 2017 and ending June 30, 2018:

<u>Fire Department</u>	<u>Appropriation</u>
Allen	\$ 276,314
Cold Water	193,469
Concord Rural	29,077
Flowe's Store	283,118
Georgeville	220,682
Gold Hill	33,550
Harrisburg Rural	828,894
Jackson Park (City of Concord)	137,840
Kannapolis Rural	144,818
Midland	440,030
Mt. Mitchell	86,586
Mt. Pleasant Rural	408,564
Northeast	150,376
Odell	656,508
Richfield-Misenheimer	8,831
Rimer	126,724
<b>Total Estimated Revenues From Tax Levy</b>	<b>\$ <u>4,025,381</u></b>

# Budget Ordinance – Fire Tax Districts

## Section III.

The following amounts are hereby appropriated in the Fire Tax Districts Fund to provide for the operation of rural fire services for the fiscal year beginning July 1, 2017 and ending June 30, 2018:

<u>Fire Department</u>	<u>Appropriation</u>
Allen	\$ 276,314
Cold Water	193,469
Concord Rural	29,077
Flowe's Store	283,118
Georgeville	220,682
Gold Hill	33,550
Harrisburg Rural	828,894
Jackson Park (City of Concord)	137,840
Kannapolis Rural	144,818
Midland	440,030
Mt. Mitchell	86,586
Mt. Pleasant Rural	408,564
Northeast	150,376
Odell	656,508
Richfield-Misenheimer	8,831
Rimer	126,724
<b>Total Estimated Expenditures From Tax Levy</b>	<b>\$ 4,025,381</b>

## Section IV.

The following tax rates are hereby established for the fiscal year beginning July 1, 2017 and ending June 30, 2018 for the purpose of providing fire services within the various fire and service districts in Cabarrus County. The tax rates are based on estimated total valuation of properties as of January 1, 2017. The estimated combined collection rate is 98.19 percent (98.02% for real and personal and 100.00% for vehicles) and is based on the fiscal year ending 2016. In accordance with previous action by the Board of County Commissioners, the County collection fee is set at 1.5%. The taxes will be collected by the Cabarrus County Tax Collector, as provided in G.S. 69-25.4:

<u>Fire Districts</u>	<u>Total Valuation</u>	<u>Rate</u>	<u>Amount Produced</u> (98.19% collection rate)
Allen	\$ 511,649,837	0.0550	\$ 276,314
Cold Water	328,391,630	0.0600	193,469
Concord Rural	29,613,495	0.1000	29,077
Flowe's Store	480,562,261	0.0600	283,118
Georgeville	244,293,974	0.0920	220,682
Gold Hill	42,710,137	0.0800	33,550
Harrisburg Rural	641,957,278	0.1315	828,894
Jackson Park	140,380,777	0.1000	137,840
Kannapolis Rural	184,359,171	0.0800	144,818
Midland	560,176,341	0.0800	440,030
Mt. Mitchell	106,757,881	0.0826	86,586
Mt. Pleasant Rural	403,976,478	0.1030	408,564
Northeast	120,588,974	0.1270	150,376
Odell	983,249,721	0.0680	656,508
Richfield-Misenheimer	12,847,901	0.0700	8,831
Rimer	189,794,023	0.0680	126,724
<b>Total Estimated Budget from Tax Levy</b>	<b>\$ 4,981,309,879</b>		<b>\$ 4,025,381</b>



# Budget Ordinance – Fire Tax Districts

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## Section V.

The County Manager and/or Budget Director, or designee is hereby authorized to transfer appropriations within or between funds, or modify revenue and expenditure projections as contained herein under the following conditions:

1. The Budget Director may transfer amounts between objects of expenditure within a function.
2. The County Manager may transfer amounts between objects of expenditures and revenues without limitation.
3. The County Manager may not transfer any amounts between funds or from any contingency appropriation within any fund without action of the Board of Commissioners, except as specified below for budget shortfalls and change orders.
4. The County Manager may transfer amounts between contingency funds which are set aside for a specific project for budgetary shortfalls or upon the appropriate approval of a change order.
5. The County Manager is authorized to transfer funds from the General Fund or Capital Reserve Fund to the appropriate fund for projects approved within the Capital Improvement Plan for the current fiscal year.
6. Additional authority is granted to the Budget Director or designee to transfer amounts within and between funds for the sole purpose of funding salary and benefits adjustments consistent with the Cabarrus County Personnel Management Policy and the Cabarrus County Personnel Ordinance.
7. Upon notification of funding increases or decreases to existing grants or revenues, or the award of grants or revenues, the Manager or Designee may adjust budgets to match, including grants that require a County match for which funds are available.
8. The Manager, Budget Director, or designee may create debt financing amendments from estimated projections upon approval by the Board of Commissioners of the debt financing and adjust as needed upon closing.
9. The County Manager may enter into and execute change orders or amendments to construction contracts in amounts less than \$90,000 when the appropriate annual budget or capital project ordinance contains sufficient appropriated but unencumbered funds.
10. The County Manager may execute contracts which are not required to be bid or which G.S. 143-131 allows to be let on informal bids so long as the annual budget or appropriate capital project ordinance contains sufficient appropriated but unencumbered funds for such purposes.
11. The County Manager may execute contracts with outside agencies to properly document budgeted appropriations to such agencies where G.S. 153 A-248(b), 259, 449 and any similar statutes require such contracts.
12. The County Manager may reject formal bids when deemed appropriate and in the best interest of Cabarrus County pursuant to G.S. 143-129(a).

# Budget Ordinance – Fire Tax Districts

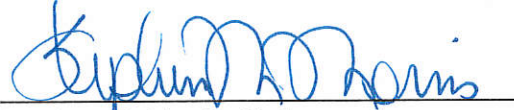
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13. The County Manager may reduce revenue projections consistent with prevailing economic conditions, and also reduce expenditures correspondingly.

## Section VI.

Copies of this Budget Ordinance shall be furnished to the Tax Administrator and to each fire department for direction in carrying out their duties and are available for public inspection.

Adopted this the 19<sup>th</sup> day of June, 2017.



Stephen M. Morris, Chairman



Megan Smit, Clerk to the Board

# Supplemental Information

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## COMMUNITY INFORMATION CABARRUS COUNTY, NORTH CAROLINA



### Government

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Date of Incorporation	1792
Form of Government	Commission-Manager
Number of Employees <i>(Full Time Equivalents)</i>	1,116.04
County Seat	Concord

### Area Statistics

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Population (2016 Census)	201,590
Area in square miles	364

### Taxes

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NC Retail Sales Tax	4.75%
Cabarrus County Local Sales Tax	2.25%
Cabarrus County Property Tax Rate per \$100 Value	.70

### Modes of Transportation

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Airports	1 Regional; 1 International in Close Proximity
Interstate Highways	
State and Federal Highways	
Mainline Rail	

### Culture & Recreation

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#### *County Facilities – Operated*

Parks	4
Senior Centers	2
Picnic Shelters	29
Indoor Picnic/Rental Facilities	12
Walking Trails	5
Softball Fields	8
Soccer Fields	11
Tennis Courts	6
Pickleball Courts (part of tennis court)	2
Amphitheatre	1
Playgrounds	11
Nature Playgrounds	3
Horseshoe Pits	18

# Supplemental Information

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Sand Volleyball Courts	10
Exercise Stations	24
Shuffleboard	4
Bocce	4
Cabins	6
Tent Sites	7
Group Camping	1
Pool	1
18-hole Mini Golf	1
18-hole Disc Golf	1
9-hole Disc Golf	1
Fitness Centers	4
<i>County Owned Facilities – Operated by a Municipality</i>	
Parks	2
<i>County Owned Facilities – Undeveloped</i>	
Parks	0
<i>School Parks (Utilized by ALPS)</i>	8

## Public Safety

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Fire protection (non-city services):	
Stations	11
Number of fire personnel and officers	372
Number of fire personnel volunteers	283
Sheriff's Department:	
Stations	1 main, 5 substations
Number of sworn personnel	212
Number of detention officers	99
Number of civilians	43
Number of patrol units	173

## Education

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	<u>Total</u>	<u>Cabarrus County</u>	<u>Kannapolis City</u>
Elementary schools	25	20	5
Middle schools	11	9	2
High schools	10	9	1
Performance Learning Center	1	1	-
Number of students	36,669	32,625	4,044*
<i>* Kannapolis School children in Cabarrus County limits</i>			

Community colleges 1 (Rowan-Cabarrus Community College)

# Supplemental Information

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## Medical

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Hospitals	1
Number of licensed beds	457

## Economy

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Construction Permits Issued (2016)	16,664
Zoning Permits Issued (2016)	464
Unemployment Rate (2016)	4.4%
Median Household Income (2017)	\$58,775
Per Capita Personal Income (2017)	\$28,046

## Sources of Information

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Cabarrus County Government  
Cabarrus County Economic Development Corporation  
Carolinas Medical Center – Northeast  
NC Department of Public Instruction  
US Census Bureau – American Fact Finder

# Supplemental Information

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## STATISTICAL INFORMATION TOP TEN PRINCIPAL EMPLOYERS

Employer	Percentage of Total County	
	Employees	Employment
Carolina's Medical Center - NorthEast	4,500	4.83%
Concord Mills Mall	4,000	4.29%
Cabarrus County Schools	3,800	4.08%
Cabarrus County Government	950	1.02%
City of Concord	901	0.97%
Connexions	900	0.97%
S&D Coffee and Tea	800	0.86%
Shoe Show	800	0.86%
State of North Carolina	770	0.83%
Kannapolis City Schools	750	0.80%
<b>Total</b>	<b>18,171</b>	<b>19.51%</b>

Source: Economic Development Corporation, Concord NC, the 2014 Cabarrus County Audit and the Cabarrus County 2015 Official Statement

# Supplemental Information

## STATISTICAL INFORMATION DATA COMPARISONS WITH SELECT NORTH CAROLINA COUNTIES

County	Certified July 2016 Population	County Employees	2017-18 Budgeted		Tax Rate Per \$100	Relation to Cabarrus
			Expenditures - General Fund	2017-18 Assessed Valuation		
Alamance	159,522	968	\$142,380,752	\$12,913,868,449	\$0.5800	S
Alexander	38,715	346	\$38,284,170	\$2,566,605,470	\$0.7942	S
Anson	24,466	321	\$29,716,650	\$1,603,000,000	\$0.8010	MSA
<b>Cabarrus</b>	<b>201,590</b>	<b>1,116</b>	<b>\$246,996,127</b>	<b>\$22,176,343,745</b>	<b>\$0.7000</b>	
Catawba	156,532	1,073	\$178,097,997	\$16,084,138,569	\$0.5750	CSA
Cleveland	98,532	820	\$136,909,261	\$7,871,566,677	\$0.7200	CSA
Davidson	165,399	894	\$135,001,078	\$13,589,817,208	\$0.5400	S
Gaston	213,325	1,517	\$284,348,644	\$15,570,000,000	\$0.8700	MSA
Iredell	171,400	990	\$190,382,760	\$21,982,514,053	\$0.5275	N, CSA
Johnston	186,764	1,100	\$209,573,599	\$15,605,000,000	\$0.7800	S
Lincoln	81,417	781	\$95,634,214	\$8,441,711,717	\$0.6110	CSA
Mecklenburg	1,054,561	5,437	\$1,226,884,496	\$122,100,000,000	\$0.8157	N, MSA
Onslow	195,835	1,233	\$197,804,987	\$13,605,000,000	\$0.6750	S
Pitt	176,269	979	\$153,223,173	\$12,317,577,680	\$0.6860	S
Randolph	144,254	797	\$122,944,043	\$10,324,000,000	\$0.6525	S
Rowan	138,710	933	\$145,686,996	\$11,975,000,000	\$0.6625	N, CSA
Stanly	61,506	451	\$60,784,434	\$4,485,000,000	\$0.6700	N, CSA
Union	225,160	1,104	\$285,956,474	\$24,054,994,339	\$0.7307	N, MSA

N = Neighboring County

MSA = Charlotte Metropolitan Statistical Area County

CSA = Charlotte Consolidated Statistical Area County. An MSA is automatically considered part of the CSA.

S = State Benchmark County

Source: North Carolina Association of County Commissioners FY 2016-17 Budget & Tax Survey

# Supplemental Information

**STATISTICAL INFORMATION**  
**FUND BALANCE BY CATEGORY FOR LAST TEN YEARS\* - ALL OTHER GOVERNMENTAL FUNDS**

	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
<b>Nonspendable</b>										
Prepaid items	-	-	-	-	-	200	-	-	-	-
Notes Receivable	-	-	-	-	720,000	648,000	-	-	510,000	-
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 720,000</b>	<b>\$ 648,200</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 510,000</b>	<b>\$ -</b>
<b>Restricted</b>										
<b>Stabilization by State</b>										
Statute	-	-	-	-	178,082	636,069	380,438	717,243	738,178	2,166,731
General government	-	-	-	-	-	212,608	198,616	229,304	275,522	288,882
Public Safety	-	-	-	-	5,026,278	2,445,968	1,722,137	1,276,067	688,032	363,645
Economic & physical	-	-	-	-	-	-	-	13,832	21,801	317,690
Education	-	-	-	-	31,494,611	16,513,134	7,740,158	949,774	671,721	81,096,012
Culture & recreation	-	-	-	-	2,478	3,886	85,201	169,027	169,234	169,467
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 36,701,449</b>	<b>\$ 19,811,665</b>	<b>\$ 10,126,550</b>	<b>\$ 3,355,247</b>	<b>\$ 2,564,488</b>	<b>\$ 84,402,427</b>
<b>Committed</b>										
General government	-	-	-	-	4,810,004	1,550,117	1,554,160	637,014	206,470	2,713,625
Public safety	-	-	-	-	2,653,454	2,353,670	2,405,316	1,474,421	579,906	1,028,756
Economic & physical dev	-	-	-	-	568,557	591,236	490,664	834,377	1,013,986	1,154,195
Environmental protection	-	-	-	-	43,721	34,955	-	-	-	-
Human services	-	-	-	-	1,594,485	1,223,834	267,169	237,529	255,024	128,012
Education	-	-	-	-	1,040,766	280,043	45,218	31,798,858	34,489,015	23,054,548
Culture & recreation	-	-	-	-	3,672,645	4,424,643	5,035,796	4,319,503	1,788,084	3,569,655
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 14,383,632</b>	<b>\$ 10,458,498</b>	<b>\$ 9,798,323</b>	<b>\$ 39,301,702</b>	<b>\$ 38,332,485</b>	<b>\$ 31,648,791</b>
<b>Unreserved/ Designated</b>										
Subsequent year's expenditures	13,003,094	-	-	-	-	-	-	-	-	-
Special revenue	52,443,535	21,275,260	13,983,470	11,127,623	-	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 65,446,629</b>	<b>\$ 21,275,260</b>	<b>\$ 13,983,470</b>	<b>\$ 11,127,623</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



# Supplemental Information

## STATISTICAL INFORMATION FUND BALANCE BY CATEGORY FOR LAST TEN YEARS\* - ALL OTHER GOVERNMENTAL FUNDS

	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
<b>Special Revenue</b>										
Public safety	-	-	869,944	913,422	-	-	-	-	-	-
Human services	-	-	292,460	161,992	-	-	-	-	-	-
Education	-	-	4,210,747	534,438	-	-	-	-	-	-
Culture & recreation	-	-	763,922	716,860	-	-	-	-	-	-
Other purposes	-	-	331,693	349,396	-	-	-	-	-	-
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 6,468,766</b>	<b>\$ 2,676,108</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Capital Projects</b>										
Capital Projects	65,446,629	52,570,455	53,635,956	54,821,739	-	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 65,446,629</b>	<b>\$ 52,570,455</b>	<b>\$ 53,635,956</b>	<b>\$ 54,821,739</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Assigned</b>										
General government	-	-	-	-	-	-	-	-	-	501,252
Public safety	-	-	-	-	-	66,418	-	-	-	-
Education	-	-	-	-	-	-	-	-	-	1,614,665
Culture & recreation	-	-	-	-	459,881	483,337	594,899	758,630	797,361	1,086,814
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 459,881</b>	<b>\$ 549,755</b>	<b>\$ 594,899</b>	<b>\$ 758,630</b>	<b>\$ 797,361</b>	<b>\$ 3,202,731</b>
<b>Unassigned</b>										
Unassigned	-	-	-	-	(5,440)	(292,024)	-	(34,772)	(55,116)	(287,944)
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (5,440)</b>	<b>\$ (292,024)</b>	<b>\$ -</b>	<b>\$ (34,772)</b>	<b>\$ (55,116)</b>	<b>\$ (287,944)</b>
<b>Grand Total</b>	<b>\$ 130,893,258</b>	<b>\$ 73,845,715</b>	<b>\$ 74,088,192</b>	<b>\$ 68,625,470</b>	<b>\$ 52,259,522</b>	<b>\$ 31,176,094</b>	<b>\$ 20,519,772</b>	<b>\$ 43,380,807</b>	<b>\$ 42,149,218</b>	<b>\$ 118,966,005</b>

\* Modified accrual basis of accounting

In FY2011, the Fund Balance reporting model changed to classify Fund Balance under five new categories: nonspendable, restricted, committed, assigned, and unassigned.

Source: Cabarrus County Comprehensive Annual Financial Report, Exhibit 3

# Supplemental Information

## STATISTICAL INFORMATION FUND BALANCES BY CATEGORY FOR LAST TEN YEARS\* - GENERAL FUND

	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
<b>Nonspendable</b>										
Inventories	2,847	4,875	4,935	9,046	8,102	129,431	240,693	171,712	182,314	133,802
Prepaid items	-	-	53,735	59,200	59,200	69,378	142,987	59,810	62,239	225,199
<b>TOTAL</b>	<b>\$ 2,847</b>	<b>\$ 4,875</b>	<b>\$ 58,670</b>	<b>\$ 68,246</b>	<b>\$ 67,302</b>	<b>\$ 198,809</b>	<b>\$ 383,680</b>	<b>\$ 231,522</b>	<b>\$ 244,553</b>	<b>\$ 359,001</b>
<b>Restricted</b>										
Stabilization by State										
Statute	10,378,871	10,983,571	9,803,750	10,809,567	10,190,775	12,690,692	11,399,498	13,162,200	13,014,171	14,653,933
Cooperative Ext 4H	124,019	-	-	-	-	-	-	-	-	-
Education	-	-	-	-	-	-	-	1,701,661	952,066	2,348,659
Public safety	-	-	-	-	-	-	-	13	93,064	391
Insurance coverage	-	-	-	-	-	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 10,502,890</b>	<b>\$ 10,983,571</b>	<b>\$ 9,803,750</b>	<b>\$ 10,809,567</b>	<b>\$ 10,190,775</b>	<b>\$ 12,690,692</b>	<b>\$ 11,399,498</b>	<b>\$ 14,863,874</b>	<b>\$ 14,059,301</b>	<b>\$ 17,002,983</b>
<b>Committed</b>										
General government	-	-	-	-	-	6,606	-	-	172,493	3,336,167
Public safety	-	-	-	-	-	-	-	-	-	1,576,476
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 6,606</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 172,493</b>	<b>\$ 4,912,643</b>
<b>Unreserved/Designated</b>										
Sustainability efforts	-	-	288,692	341,967	-	-	-	-	-	-
Subsequent year's expenditures	-	-	-	-	-	-	-	-	-	-
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 288,692</b>	<b>\$ 341,967</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Assigned</b>										
General government	-	-	-	-	6,291,127	4,215,814	11,507,031	10,856,109	5,291,500	5,497,623
Public safety	-	-	-	-	295,969	611,494	241,870	232,680	200,681	126,938
Economic & physical development	-	-	-	-	825,397	2,014,800	400,000	2,255,000	3,782,380	11,122
Environmental protection	-	-	-	-	1,200,000	1,383,315	357,499	170,118	887,434	4,062

# Supplemental Information

**STATISTICAL INFORMATION**  
**FUND BALANCES BY CATEGORY FOR LAST TEN YEARS\* - GENERAL FUND**

	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Human services	-	-	-	-	436,276	754,804	140,186	197,316	355,455	167,976
Education	-	-	-	-	7,345,783	8,169,011	9,578,950	2,176,650	684,442	1,478,140
Culture & recreation	-	-	-	-	560,548	287,337	225,164	201,438	8,437	10,100
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 16,955,100</b>	<b>\$ 17,436,575</b>	<b>\$ 22,450,700</b>	<b>\$ 16,089,311</b>	<b>\$ 11,210,329</b>	<b>\$ 7,295,961</b>
<b>Unassigned</b>										
Unassigned	40,205,758	36,636,176	41,187,681	54,436,158	46,800,234	45,700,553	61,505,652	37,717,055	53,746,977	50,718,395
<b>TOTAL</b>	<b>\$ 40,205,758</b>	<b>\$ 36,636,176</b>	<b>\$ 41,187,681</b>	<b>\$ 54,436,158</b>	<b>\$ 46,800,234</b>	<b>\$ 45,700,553</b>	<b>\$ 61,505,652</b>	<b>\$ 37,717,055</b>	<b>\$ 53,746,977</b>	<b>\$ 50,718,395</b>
<b>All Categories</b>										
<b>GRAND TOTAL</b>	<b>\$ 50,711,495</b>	<b>\$ 47,624,622</b>	<b>\$ 51,338,793</b>	<b>\$ 65,655,938</b>	<b>\$ 74,013,411</b>	<b>\$ 76,033,235</b>	<b>\$ 95,739,530</b>	<b>\$ 68,901,762</b>	<b>\$ 79,433,653</b>	<b>\$ 80,288,983</b>

\* Modified accrual basis of accounting

In FY2011, the Fund Balance reporting model changed to classify Fund Balance under five new categories: nonspendable, restricted, committed, assigned, and unassigned.

Source: Cabarrus County Comprehensive Annual Financial Report, Exhibit 3 and Schedule 1

# Supplemental Information

## STATISTICAL INFORMATION PUBLIC SCHOOL FUNDING BY SOURCE

	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 REVISED	FY 2018 ADOPTED
<b>Revenue Source</b>										
1/2 cent Sales Tax Article 40 30%	\$ 1,934,236	\$ 1,894,620	\$ 1,936,231	\$ 2,118,724	\$ 2,178,066	\$ 2,247,377	\$ 2,491,013	\$ 2,665,952	\$ 2,717,379	\$ 2,879,678
1/2 cent Sales Tax Article 42 60%	3,814,539	4,369,929	4,349,930	4,909,269	5,169,449	5,075,948	5,987,935	6,211,757	6,388,596	6,851,485
1/4 cent Sales Tax Article 46 100%	-	-	-	4,022,347	5,978,544	5,812,323	6,873,104	7,150,105	7,256,704	8,232,114
Lottery used for School Debt Service	-	-	-	1,713,555	7,307,518	4,911,790	2,200,000	2,000,000	2,000,000	2,000,000
QSCB Subsidy	-	-	-	743,081	770,921	712,644	714,643	718,497	718,497	717,727
COPS 2009	-	1,818,515	3,967,669	3,967,669	1,912,810	2,188,834	-	-	-	-
Fund 364 School Construction	-	972,527	92,204	-	-	-	-	-	-	-
Fund 366 School Construction	-	-	4,925	-	-	-	-	-	-	-
Fines & Forfeitures	1,472,933	1,576,661	1,559,042	1,461,745	1,529,019	1,535,840	1,514,736	1,522,063	1,500,000	1,500,000
<b>TOTAL</b>	<b>\$ 7,221,708</b>	<b>\$ 10,632,252</b>	<b>\$ 11,910,001</b>	<b>\$ 18,936,390</b>	<b>\$ 24,846,327</b>	<b>\$ 22,484,756</b>	<b>\$ 19,781,431</b>	<b>\$ 20,268,374</b>	<b>\$ 20,581,176</b>	<b>\$ 22,181,004</b>
<b>Expenditure</b>										
Current Expense	\$ 49,671,502	\$ 50,945,989	\$ 52,447,330	\$ 53,287,330	\$ 52,626,269	\$ 55,741,441	\$ 58,741,993	\$ 62,533,462	\$ 68,705,392	\$ 71,056,832
Capital Outlay										
General Fund	4,165,742	1,916,807	1,070,000	1,067,264	1,803,060	2,213,008	2,128,550	3,984,250	6,704,184	1,120,000
ITS Services				93,088	28,779	121,882	84,000	84,000	84,000	45,154
Debt Service	25,549,315	27,176,064	28,797,106	33,524,699	32,864,016	32,058,212	31,247,131	31,242,713	37,180,222	40,875,151
Fines & Forfeitures	1,472,933	1,576,661	1,559,042	1,461,745	1,529,019	1,535,840	1,514,736	1,522,063	1,500,000	1,500,000
School Nurses*					1,722,808	2,017,949	2,123,884	2,377,375	2,534,870	2,781,035
<b>TOTAL</b>	<b>\$ 80,859,492</b>	<b>\$ 81,615,521</b>	<b>\$ 83,873,478</b>	<b>\$ 89,434,126</b>	<b>\$ 90,573,951</b>	<b>\$ 93,688,332</b>	<b>\$ 95,840,294</b>	<b>\$ 101,743,863</b>	<b>\$ 116,708,668</b>	<b>\$ 117,378,172</b>
<b>Net County Cost</b>										
<b>GRAND TOTAL</b>	<b>\$ (73,637,784)</b>	<b>\$ (70,983,269)</b>	<b>\$ (71,963,477)</b>	<b>\$ (70,497,736)</b>	<b>\$ (65,727,624)</b>	<b>\$ (71,203,576)</b>	<b>\$ (76,058,863)</b>	<b>\$ (81,475,489)</b>	<b>\$ (96,127,492)</b>	<b>\$ (95,197,168)</b>

\* School nurses were funded in years before FY13; however, they were not budgeted separately. They are included in the Current Expense category

# Supplemental Information

## STATISTICAL INFORMATION

### Racial and Ethnic Composition of Cabarrus County: 2015 Certified

Race/ethnicity category	Number	Percent distribution
Total population	195,714	100.00
White alone	150,985	77.15
Black or African American alone	33,866	17.30
American Indian, Alaska native alone	1,466	0.75
Asian alone	5,162	2.64
Two or more races	4,235	2.16
Hispanic Origin	20,286	10.36
Non-Hispanic Origin	175,428	89.64

Source: N.C. Office of State Budget and Management, 2015 Certified

### Educational Attainment and Money Income in Cabarrus County: 2015 Certified

Educational attainment (highest degree)	Median Income
Less than high school graduate	21,038
High school graduate only	26,767
Some college or associate's degree	35,611
Bachelor's degree or more	50,297
Graduate or professional degree	57,951

Note: Population 25 years and over

Source: U.S. Census Bureau, 2015 Certified

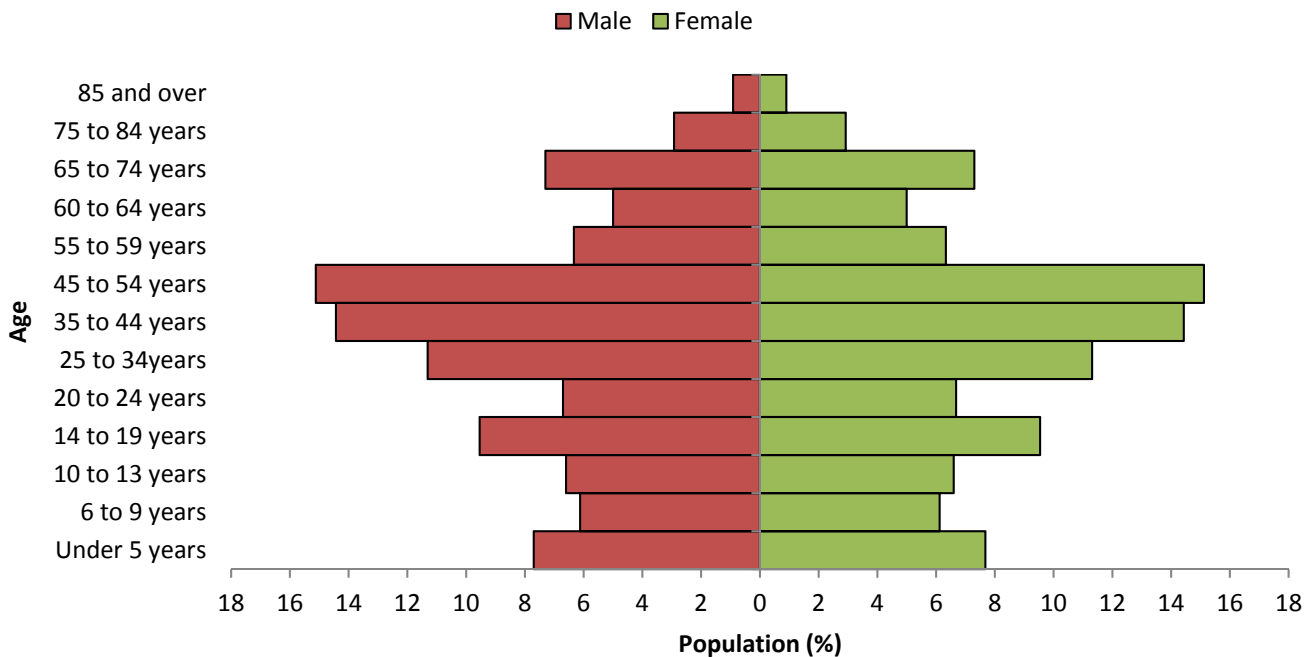
# Supplemental Information

## STATISTICAL INFORMATION AGE AND GENDER DISTRIBUTION: 2015 Certified

Age Distribution of Cabarrus County Population: 2015 Certified		
Age category	Population	Percent distribution
Under 5 years	14,319	7.3
6 to 9 years	11,341	5.8
10 to 13 years	12,279	6.3
14 to 19 years	17,319	8.9
20 to 24 years	11,951	6.0
25 to 34 years	22,918	11.7
35 to 44 years	28,881	14.8
45 to 54 years	29,443	15.0
55 to 59 years	12,524	6.4
60 to 64 years	10,129	5.2
65 to 74 years	14,973	7.7
75 to 84 years	6,884	3.5
85 years and over	2,753	1.4
Total	195,714	100.0
Median age	37.94	

Source: N.C. Office of State Budget and Management

### Population Pyramid: 2015 Certified



# Supplemental Information

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## GLOSSARY

**Account Number** - the accounting designation for revenue and expenditure line items. The account number consists of a three digit fund number, a four digit division and a four or five digit object code number.

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

**Ad Valorem Taxes** - taxes levied on real and personal property based on assessed value.

**Allocate** - to set apart budgeted funds for specific purposes (i.e., capital outlay).

**Annual Budget** - a budget covering a single fiscal year (e.g., July 1-June 30).

**Appropriation** - a specified dollar amount earmarked for a projected expense legally authorized by the Board of Commissioners.

**Assessed Valuation** - the value of real estate and personal property as determined by tax assessors. This value is used as the basis for levying taxes.

**Assessment** - the process of determining the value of real and personal property for taxation purposes.

**Assessment Roll** - an official list of real and personal property containing legal descriptions, ownership and assessed values.

**Asset** - a resource owned or held by a government which has monetary value.

**Authority** - a municipal or other public agency that performs a specific function. An authority is usually financed from fees or service charges imposed and collected by a governing body but may otherwise function independently.

**Authorized Bonds** - bonds that have been legally authorized, but that may or may not have been sold. Authorized bonds may be issued or sold at any time.

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

**Balanced Budget** - current operating revenues will be sufficient to support current operating expenditures.

**Bond** - a written promise to pay a specific amount of money, called principal or face value at a specified future date, called the maturity date, along with periodic interest paid at a specified percentage of the principal (interest rate). Bonds are typically used for long-term debt to pay for specific capital expenditures.

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

**Budget** - a proposed plan for raising and spending money for specified programs, functions, activities or objectives during a fiscal year.

# Supplemental Information

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**Budget Document** - a formal document presented to the Board of Commissioners containing the County's financial plan for a fiscal year. The budget document is presented in two phases -- preliminary and final. The final budget document reflects the budget as adopted by the Board of Commissioners.

**Budget Message** - the County Manager's written overview of the proposed budget addressed to the Board of Commissioners. The budget message addresses the major budget issues against the background of financial experience in recent years, and presents recommendations made by the County Manager.

**Budget Ordinance** - an ordinance that levies taxes and appropriates revenues for specified purposes, functions, activities or objectives during a fiscal year.

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

**Capital Asset** - tangible property of significant value that has a useful life of more than one year. Includes such items as land, buildings, improvements other than buildings, and equipment.

**Capital Budget** - a financial plan for projected capital projects containing expenditures and resources covering a fiscal year.

**Capital Improvement Program** - a long-range plan of proposed capital improvement projects, which includes estimated project costs and funding over a specified period of years. The capital improvement program is updated annually to reassess capital needs during the preparation of the capital budget.

**Capital Outlay** - expenditures budgeted to purchase or add to fixed assets costing \$5,000 or more.

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

**Capital Reserve Fund** - a fund established for the purpose of receiving transfers of monies from other funds in order to build fund balance for a future capital outlay or to set aside funds for future debt service payments.

**Certificates of Participation** - debt that is secured by the capital project itself and is issued without voter authorization.

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

**Contingency** - an appropriation to cover unanticipated events that may occur during the fiscal year. The Board of Commissioners must approve all contingency transfers.

**Continuation** - budget requests that indicate the spending level required to maintain service provision at its current level.

**Cost-of-living Adjustment (COLA)** - an increase in salaries to offset the adverse effect of inflation on employees' compensation.



# Supplemental Information

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**County Appropriation** - reflects discretionary general fund revenues used to meet an operating department's cost. Most revenues in the general fund are not program linked and can be used to fund all operations. Several examples are: Ad Valorem Taxes, Sales Taxes, Unrestricted Intergovernmental and Interest Earnings.

**Debt Service** - the sum of money required to pay installments of principal and interest on bonds, notes, and other evidences of debt accruing within a fiscal year.

**Deficit** - an excess of expenditures over revenue receipts.

**Department** - an organizational unit responsible for carrying out a major government function.

**Depreciation** - the expiration of service life of capital assets due to wear and tear, deterioration, inadequacy or obsolescence.

**Disbursement** - expenditure of monies from an account.

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

**Encumbrance** - a financial commitment for services, contracts, or goods, which have not, as yet, been delivered or performed. Normally found in the form of a purchase order, contract, or formal agreement that is chargeable to an appropriation and for which a part of the appropriation is reserved.

**Enterprise Fund** - a fund established to account for operations that are financed and operated in a manner similar to private business. The intent is that the full cost of providing goods or services be financed through charges and fees, thus removing the expense from the tax rate. The Landfill fund is an example.

**Expenditures** - amount of money actually paid or obligated for payment from County funds.

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

**Fiscal Year (FY)** - an annual accounting period for the compilation of fiscal operations. As defined by North Carolina General Statutes G.S. 159-8, the fiscal year begins on July 1 and ends on June 30.

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

**Forecast** - an estimation of revenues and expenses for the current fiscal year to be used to determine the expected balances at the end of the year.

**Full-time Equivalent Position (FTE)** - the unit of accounting for employee positions where part-time positions are converted to the decimal equivalent of a full-time position based on 2,080 hours per year.

**Fund** - a fiscal and accounting entity with a self-balancing set of accounts recording cash and other resources, together with all related liabilities and residual equities or balances, and changes therein, for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions or limitations.

# Supplemental Information

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**Fund Balance** - represents the excess of fund current assets over current liabilities. For accounting purposes, fund balance is calculated as of year-end and is based on the difference between actual revenues and expenditures for the fiscal year. If revenues exceed expenditures, fund balance is positive. Fund balance may be carried forward and appropriated to finance expenditures in the next fiscal year.

**Generally Accepted Accounting Principles (GAAP)** - uniform minimum standard of and guidelines for financial accounting and reporting. These standards govern the form and content of an entity's basic financial statements. GAAP encompasses the conventions, rules and procedures necessary to define acceptable accounting practices at a particular time.

**General Fund** - a fund which provides for the accounting of all financial resources except those designated for other funds. Most basic government services, such as public safety, tax administration, personnel and finance are accounted for in this fund.

**General Obligation Bonds (GO)** - bonds issued by a government that are backed by the full faith and credit of its taxing authority.

**Goal** - a statement of broad direction, purpose or intent based on the needs of the community.

**Grants** - a contribution or gift of cash or other assets, in most cases from another government, to be used for a specific purpose. For example, a grant from the State of North Carolina may be made to finance a public health program.

**Interest and Penalties Receivable on Taxes** - uncollected interest and penalties on property taxes.

**Interfund Accounts** - accounts that reflect transfers between funds.

**Intergovernmental Revenues** - revenues from other governments (state, federal, other local) that can be in the form of grants, shared revenues or entitlements.

**Internal Service Fund** - a fund established from the financing of goods or services provided by one department or agency to other departments or agencies on a cost reimbursement basis.

**Lease-Purchase Agreement** - a contractual agreement by which capital assets are acquired over a period of time through lease payments.

**Levy** - the amount of tax, service charges and assessments imposed by a government.

**Liability** - debt or other obligations arising out of transactions in the past which must be liquidated, renewed, or refunded at some future date. The term does not include encumbrances.

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

**Mandate** - any responsibility, action or procedure that is imposed by one government on another through constitutional, legislative, administrative, executive or judicial action as a direct order, or that is required as a condition of aid.

# Supplemental Information

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**Modified Accrual Accounting Basis** - basis of accounting whereby revenues are recorded when measurable and available, and expenditures, with few exceptions, are recorded when goods and services are received and the liabilities for them are created.

**Municipal Bond** - a bond issued by a state or local government.

**Non-operating Revenues** - income received by a government not directly attributable to providing a service. An example would be interest on investments.

**Objective** - a specific statement about what is to be accomplished or achieved for a particular program during a given time period.

**Operating Budget** - a plan of financial operation which encompasses an estimate of proposed expenditures for the fiscal year and the proposed means of financing them (revenues).

**Ordinance** - a legislative enactment by the governing body of the County. It has the full force of law within the County if it is not in conflict with any higher form of law.

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

**Performance Measure** - data collected to determine how effective or efficient a program is in achieving its objectives.

**Personnel Services** - items of expenditures in the budget for salaries and wages paid for services by County employees, including fringe benefit costs associated with County employment.

**Productivity** - maximizing the use of resources (personnel and dollars) to achieve an effective result at the least possible cost.

**Program** - a service or services for which expenditures are made from several general ledger accounts which are combined into a single budgetary unit.

**Program Changes** - budget requests that reflect funding requirements for a change in programs or service levels.

**Proprietary Funds** - funds operated like a business and charging user fees. Enterprise and Internal Service Funds fall within this classification.

**Revenue Neutral Tax Rate** - the rate estimated to produce revenue for the next fiscal year equal to the revenue that would have been produced for the next fiscal year by the current tax rate if no reappraisal had occurred.

**Referendum** - presenting an issue to the voters of the County where a majority of voters decide on the issue.

**Reserve** - an account designated for a portion of the fund balance to be used for a specific purpose.

**Resources** - total dollars available for appropriations including estimated revenues, fund transfers and beginning fund balances.

**Revenue** - income received by the County from various sources used to finance its operations.

# Supplemental Information

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**Revenue Bonds** - when a government issues bonds which do not pledge the full faith and credit of the jurisdiction, it issues limited liability revenue bonds. Typically, pledges are made to dedicate one specific revenue source to repay these bonds. Revenue bonds do not require voter approval under state law.

**Revenue Estimates** - formal estimate of how much revenue will be earned from a specific revenue source from some future period.

**Shared Revenues** - revenues levied and collected by one government and shared with another on a pre-determined basis.

**Service Area** - a title for the grouping of departments according to common areas of service.

**Special Assessment** - a levy on certain properties to defray all or part of the costs associated with improvements or services that will benefit those properties.

**Special Revenue Fund** - a fund used to account for proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes.

**Statute** - a written law enacted by a duly organized and constituted legislative body.

**Tax Base** - the total assessed valuation of real property within the County.

**Tax Levy** - the total amount of revenue to be raised from the property tax levied in the budget ordinance.

**Tax Rate** - the amount of tax levied per \$100 assessed valuation.

**Taxes** - compulsory charges levied by a government to finance services performed for the common benefit. This term does not include specific charges made against particular persons or property for current or permanent benefits such as special assessments. It does not include charges for services such as water and sewer service charges.

**Tax Increment Financing (TIF)** – financing procedure used by many local governments for redevelopment and improvement projects on existing structures. The cost of the improvements is assessed to future tax revenues by each taxing unit that levies taxes against the property. The taxing unit at the local level is responsible for determining how much of the increase in property tax due to the improvement will be used to repay the construction costs. The property that is seeking to use tax increment financing must be located within the city's jurisdiction.

**Trust and Agency Fund** - a fund used to account for assets held by the County in a trustee capacity or as an agent for individuals, private organizations, other governments, and/or other funds.

**Two-Thirds Bond** - general obligation bonds that can be issued by local government without voter authorization under a formula set by the state allowing issuance of bonds equal to two-thirds of the previous year's net debt reduction.

**Unencumbered Balance** - the amount of an appropriation that is neither expended nor encumbered. It is basically the amount of money still available for future purposes.

# Supplemental Information

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**Unreserved Fund Balance** - the portion of a fund's balance that is not restricted for a specific purpose and is available for general appropriation.

**User Charges** - the payment of a fee for direct receipt of a public service by the person benefiting from the service, such as utility charges and emergency medical fees. Also known as user fees.

# Supplemental Information

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## ACRONYMS

<b>4-H</b>	Head, Heart, Health and Hands (Cooperative Extension)
<b>ALS</b>	Advanced Life Support
<b>ARRA</b>	American Recovery and Reinvestment Act
<b>BDN</b>	Benefit Delivery Network
<b>BMP</b>	Best Management Practices
<b>BOC</b>	Board of Commissioners
<b>CAC</b>	Cabarrus Arts Council
<b>CAFR</b>	Comprehensive Annual Financial Report
<b>CAN</b>	Cabarrus Aging Network
<b>CARES</b>	Capital Asset Realignment for Enhanced Services
<b>CDBG</b>	Community Development Block Grant
<b>CHAMPVA</b>	Civilian Health and Medical Program of the Department of Veterans Affairs
<b>CIP</b>	Capital Improvement Program
<b>COPS</b>	Certificates of Participation
<b>COPS grant</b>	Community Oriented Policing Services grant
<b>CPI</b>	Consumer Price Index
<b>CRP</b>	Conservation Reserve Program
<b>DARE</b>	Drug Abuse Resistance Education
<b>DENR</b>	Department of Environment and Natural Resources
<b>DHHS</b>	Department of Health and Human Services
<b>DMV</b>	Division of Motor Vehicles
<b>DOT</b>	Department of Transportation
<b>ECA</b>	Extension and Community Association
<b>EFNEP</b>	Expanded Food and Nutrition Program
<b>EMS</b>	Emergency Medical Services
<b>EOG</b>	End of Grade testing
<b>EPA</b>	Environmental Protection Agency
<b>EQIP</b>	Environmental Quality Incentive Program
<b>ERG</b>	Emergency Response Group
<b>FCC</b>	Federal Communications Commission
<b>FTE</b>	Full-time Equivalent
<b>FPY</b>	From Prior Year
<b>FY</b>	Fiscal Year
<b>GIS</b>	Geographic Information Systems
<b>GO</b>	General Obligation Bonds
<b>GRP</b>	Grassland Reserve Program
<b>GSA</b>	General Services Administration
<b>HAARP</b>	Heat And Air Repair Program
<b>HAZMAT</b>	Hazardous Materials
<b>HUD</b>	Housing and Urban Development
<b>HVAC</b>	Heating, Ventilation, Air Conditioning
<b>IPRB</b>	Installment Payment Revenue Bonds
<b>NASA</b>	National Aeronautic and Space Agency
<b>NCACSP</b>	North Carolina Agriculture Cost Share Program
<b>NCSU</b>	North Carolina State University
<b>NRCS</b>	Natural Resources Conservation Services
<b>RCCC</b>	Rowan Cabarrus Community College

# Supplemental Information

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<b>SHRT</b>	Special Hazard Response Team
<b>SOP</b>	Standard Operating Procedure
<b>SRO</b>	School Resource Officer
<b>SWCD</b>	Soil & Water Conservation District
<b>TIF</b>	Tax Increment Financing
<b>USDA</b>	United States Department of Agriculture
<b>VA</b>	Veterans Affairs
<b>WHIP</b>	Wildlife Habitat Incentives Program





## Telephone Directory

**AGENCY/DEPARTMENT -----NUMBER**

Active Living and Parks -----704-920-3350  
Londa Strong, Director

Arena & Events Center -----704-920-3986  
Kenneth Robinson, Director

Animal Control-----704-920-3288

Animal Shelter-----704-920-3291

Clerk to the Board -----704-920-2110  
Terri Hugie, Clerk

Commissioners' & Manager's Office ---704-920-2100  
Mike K. Downs, County Manager  
Pam Dubois, Senior Deputy County Manager  
Jonathan Marshall, Deputy County Manager  
Kyle Bilafer, Area Manager of Operations

Communications and Outreach -----704-920-2336  
Kasia Thompson, Manager  
David Baxter, Cable Television General Manager

Planning and Development-----704-920-2141  
Kelly Sifford, Director

*Building Inspection Division* -----704-920-2128  
*Community Development* -----704-920-2142  
*Zoning* -----704-920-2141

Cooperative Extension-----704-920-3310  
Robert Furr, Director

Elections -----704-920-2860  
Carol Soles, Director

Emergency Management -----704-920-2143  
Bobby Smith, Director

Emergency Medical Services -----704-920-2600  
Alan Thompson, Director

Finance -----704-920-2894  
Susan Fearington, Director

**AGENCY/DEPARTMENT ----- NUMBER**

Infrastructure & Asset Mgt. ----- 704-920-3200  
Michael Miller, Director

Human Resources -----704-920-2200  
Lundee Covington, Director

Human Services -----704-920-1400  
Ben Rose, Director

Information Services-----704-920-2154  
Debbie Brannan, Director

Landfill-----704-920-2950  
*Recycling Division*-----704-920-3279

Library -----704-920-2063  
Emery Ortiz, Director

*Concord Branch* -----704-920-2050  
*Kannapolis Branch*-----704-920-1180  
*Mt. Pleasant Branch* -----704-436-2202  
*Harrisburg Branch* -----704-920-2080

Register of Deeds-----704-920-2112  
Wayne Nixon, Register of Deeds

Sheriff -----704-920-3000  
D. Brad Riley, Sheriff

Soil & Water Conservation District ----704-920-3300  
Daniel McClellan, Resource Conservationist

Tax Administration -----704-920-2171  
David Thrift, Tax Administrator

*Tax Collector* -----704-920-2119  
*Land Records*-----704-920-2127  
*Revaluation* -----704-920-2178

Transportation -----704-920-2921  
Bob Bushey, Operations Manager

Veterans Services-----704-920-2869  
Jerry Wood, Director



The Annual Budget is published by the  
**Cabarrus County Budget Team**

For Information, Contact:

Cabarrus County Budget  
65 Church Street, SE  
P. O. Box 707  
Concord, NC 28026-0707

704-920-2104

[www.cabarruscounty.us](http://www.cabarruscounty.us)