

# CABARRUS COUNTY



## BOARD OF COMMISSIONERS WORK SESSION

January 7, 2019  
4:00 PM

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1. **CALL TO ORDER - CHAIRMAN**
2. **APPROVAL OF WORK SESSION AGENDA - CHAIRMAN**
  - 2.1. BOC - Changes to the Agenda
3. **DISCUSSION ITEMS - NO ACTION**
  - 3.1. Infrastructure and Asset Management - Parking Deck Update
4. **DISCUSSION ITEMS FOR ACTION**
  - 4.1. Kannapolis City Schools - Approval of a Resolution Acknowledging the Execution and Delivery by the Kannapolis Board of Education of a Guaranteed Energy Savings Contract
  - 4.2. Salisbury-Rowan Community Action Agency, Inc. Presentation of FY19-20 Application for Funding
  - 4.3. BOC - Commissioner Appointments for 2019
  - 4.4. BOC - Resolution Amending the Board of Commissioners' 2019 Meeting Schedule
  - 4.5. County Manager - Convert Board Approved Policy to Administrative Policy
  - 4.6. DHS - Transportation 5307 Grant
  - 4.7. Finance - Adjustments to the Construction and Renovation Fund and School Construction Fund
  - 4.8. Infrastructure and Asset Management - Midland Branch Library Agreement
  - 4.9. Infrastructure and Asset Management - Transfer of Surplus Vehicle to Mount Mitchell Fire and Medical
  - 4.10. Planning and Development - Community Development Grant Request
5. **DISCUSSION ITEMS - NO ACTION (CONTINUED)**
  - 5.1. County Manager - Cabarrus County Strategic Plan
6. **APPROVAL OF REGULAR MEETING AGENDA**
  - 6.1. BOC - Approval of Regular Meeting Agenda
7. **CLOSED SESSION**

7.1. Closed Session - Pending Litigation and Economic Development

**8. ADJOURN**

*In accordance with ADA regulations, anyone in need of an accommodation to participate in the meeting should notify the ADA coordinator at 704-920-2100 at least 48 hours prior to the meeting.*

# CABARRUS COUNTY



## BOARD OF COMMISSIONERS WORK SESSION

**January 7, 2019  
4:00 PM**

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**AGENDA CATEGORY:**

Approval of Work Session Agenda - Chairman

**SUBJECT:**

BOC - Changes to the Agenda

**BRIEF SUMMARY:**

A list of changes to the agenda is attached.

**REQUESTED ACTION:**

Motion to approve the agenda as amended.

**EXPECTED LENGTH OF PRESENTATION:**

1 Minute

**SUBMITTED BY:**

Lauren Linker, Clerk to the Board

**BUDGET AMENDMENT REQUIRED:**

No

**COUNTY MANAGER'S RECOMMENDATIONS/COMMENTS:**

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**ATTACHMENTS:**

- Changes to the Agenda



**CABARRUS COUNTY BOARD OF COMMISSIONERS  
CHANGES TO THE AGENDA  
JANUARY 7, 2019**

**ADDITIONS:**

**Discussion Items for Action**

**4-4 BOC – Resolution Amending the Board of Commissioners’ 2019 Meeting Schedule**

**REMOVED:**

**Discussion Items - No Action**

**Infrastructure and Asset Management – New Courthouse Project Update**

**Discussion Items for Action**

**Tax Administration – Refund Request**

# CABARRUS COUNTY



## BOARD OF COMMISSIONERS WORK SESSION

**January 7, 2019  
4:00 PM**

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**AGENDA CATEGORY:**

Discussion Items - No Action

**SUBJECT:**

Infrastructure and Asset Management - Parking Deck Update

**BRIEF SUMMARY:**

Staff will provide an update on the parking deck project.

**REQUESTED ACTION:**

No action required.

**EXPECTED LENGTH OF PRESENTATION:**

5 Minutes

**SUBMITTED BY:**

Kyle Bilafer, Area Manager Of Operations

**BUDGET AMENDMENT REQUIRED:**

No

**COUNTY MANAGER'S RECOMMENDATIONS/COMMENTS:**

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**ATTACHMENTS:**

- November 2018 Monthly Progress Report and Pictures



# Cabarrus County Parking Deck

November 2018 Monthly Report



## Project Overview

### Milestones from the past 30 days:

- + Completed Stair 1 & All Structural Concrete
- + Completed Brick on West & South Elevations
- + 50% Complete with West Elevation Stone
- + Started Interior Concrete Punch
- + Poured interior & exterior curbs
- + Installed the barrier cable system

### Milestones in the next 30 days:

- + Mill & Repave streets around the site
- + Finish majority of stone sills
- + Start Elevator Installation
- + Install curtainwall at stair 2
- + Start installing aluminum handrails at both stairs
- + Finish fire suppression stand pipe installation

## Critical Items and Decision Points

### Curb & Road Work

During the month of December we are sure to hit some lower temperatures which can have an impact on our ability to perform certain types of work. In preparation for this, we've been working hard to install the curbs around the site to allow for milling and paving of the Corban Ave and Spring St. Look for this to happen early in the month when we have a good string of warmer days.



## Safety

Messer is committed to creating and maintaining a Zero Injury culture.

We are a company of builders who respect not only each other but also our business partners. We are passionate about keeping everyone safe.

We live every day by our core safety values:

- + We believe no job, task or schedule is more important than the health and safety of people on or near our jobsites
- + We are responsible for and take action to ensure our own safety and the safety of those around us
- + We will return every person home to their families safely each day

It is this type of commitment and values that keeps our construction sites injury free and our workers safe.



## Cost

Current Contract	\$11,304,022.65
Approved Change Order	\$58,172.65
Pending Change Order	0
<b>Total Projected Cost</b>	<b>\$11,304,022.65</b>
Original Construction Contingency	\$
Added Construction Contingency	\$
Contingency Use Approved	\$
Contingency Use Pending	\$
<b>Owner's Cost</b>	<b>\$</b>

## Quality

Messer is committed to providing quality projects for our clients. This is accomplished through a disciplined and consistent approach using processes and tools developed by Messer leadership. We take a proactive approach that identifies the risks early and provides avenues for Messer managers to mitigate these risks and produce a quality project for our clients.

### Curtainwall

During the month of December we'll begin the installation of the curtainwall systems at the stairwells. These systems require very close attention to detail, particularly where the curtainwall meets other architectural systems (i.e. brick, concrete, roofing, etc.) We plan to sit down with our curtainwall contractor the week before they start to look closely at these details to ensure a proper and long lasting installation.

## Conditions of Satisfaction

### Goals

- + Open and honest communication
- + Team approach to project
- + Keep neighbors informed regarding the work and encourage use of their businesses
- + Keep the County in the loop on issues
- + Work together on efficiency

### Quarterly Follow Up

We held our 3<sup>rd</sup> quarter follow up on October 19<sup>th</sup>. We'll hold our last meeting as the project comes to a close.





## Barrier Cable & Curb

At the split between the decks we have a barrier cable system and 4" interior curb designed to stop cars and pedestrians from going over the edge. This system is now completely installed and stressed.



## Exterior Curbs

In preparation for the curb we had to remove the existing curb and one foot of asphalt. We installed a geo-grid to help stabilize the footing and then placed 6" of asphalt base underneath the new curb per NCDOT details. The new curb is a 2'-6" deep curb and gutter that will manage the storm runoff much better than the existing granite curb.





## Stair One

The picture on the right shows a crane placing wall forms around the top level of stair one. This stair work has proved a real challenge, but is now complete and will allow for elevator, curtainwall, and handrail installation to begin.



## Stone Sills

The picture on the right shows the stone sills installed on the West elevation. These sills create a clean cap for the masonry work as well as a starting point for all of the aluminum punched openings around the façade. The crews working on the stone will continue their way around the building over the next month.



# CABARRUS COUNTY



## BOARD OF COMMISSIONERS WORK SESSION

**January 7, 2019  
4:00 PM**

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### **AGENDA CATEGORY:**

Discussion Items for Action

### **SUBJECT:**

Kannapolis City Schools - Approval of a Resolution Acknowledging the Execution and Delivery by the Kannapolis Board of Education of a Guaranteed Energy Savings Contract

### **BRIEF SUMMARY:**

Kannapolis City Schools plans to enter into a guaranteed energy savings contract, not to exceed \$4,000,000, pursuant to G.S. 143-64.17 et. seq. for the purpose of providing certain energy conservation measures authorized thereby as the project so as to reduce energy consumption and/or energy-related operating cost. Attached is the resolution for approval and a presentation from Trane detailing the energy savings as well as the capital replacement of equipment for the school system. No additional funds will be required from the County for this contract.

### **REQUESTED ACTION:**

Motion to adopt resolution.

### **EXPECTED LENGTH OF PRESENTATION:**

10 Minutes

### **SUBMITTED BY:**

Will Crabtree, Kannapolis City Schools, Director of Business Operations

### **BUDGET AMENDMENT REQUIRED:**

No

### **COUNTY MANAGER'S RECOMMENDATIONS/COMMENTS:**

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**ATTACHMENTS:**

- ▣ KCS Resolution
- ▣ Trane Presentation
- ▣ Performance Agreement



RESOLUTION ACKNOWLEDGING THE EXECUTION AND DELIVERY BY THE  
KANNAPOLIS CITY SCHOOLS BOARD OF EDUCATION OF A GUARANTEED  
ENERGY SAVINGS CONTRACT

BE IT RESOLVED by the Board of Commissioners (the "Board") of the County of Cabarrus, North Carolina (the "County") as follows:

1. The Board hereby finds, determines and acknowledges that:

(a) The Kannapolis City Schools Board of Education (the "School Board") plans to enter into a guaranteed energy savings contract, not to exceed \$4,000,000, pursuant to G.S. 143-64.17 et. seq. for the purpose of providing certain energy conservation measures authorized thereby (the "Project") so as to reduce energy consumption and/or energy-related operating costs;

(b) the School Board intends to finance the Project by entering into an installment contract (the "Contract") pursuant to G.S. 143-64,17 and G.S. 160A-20, as amended;

(c) the energy savings resulting from the Project are expected to equal or exceed the total costs payable under the Contract as shown in an evaluation performed by a [licensed architect or engineer] on behalf of the School Board;

(d) the payments under the Contract are not expected to require any additional appropriations to be made to the School Board nor any increase in taxes; and

(e) the Board does not intend to reduce appropriations to the School Board based upon a reduction of energy costs in a manner that would inhibit the ability of the School Board to make the payments under the Contract, provided that the County is not bound in any manner to appropriate funds to the School Board in amount sufficient for the School Board to make such payments.

2. This resolution shall take effect upon its passage.

[SEAL]

\_\_\_\_\_  
Chairman, Board of Commissioners  
of the County of Cabarrus

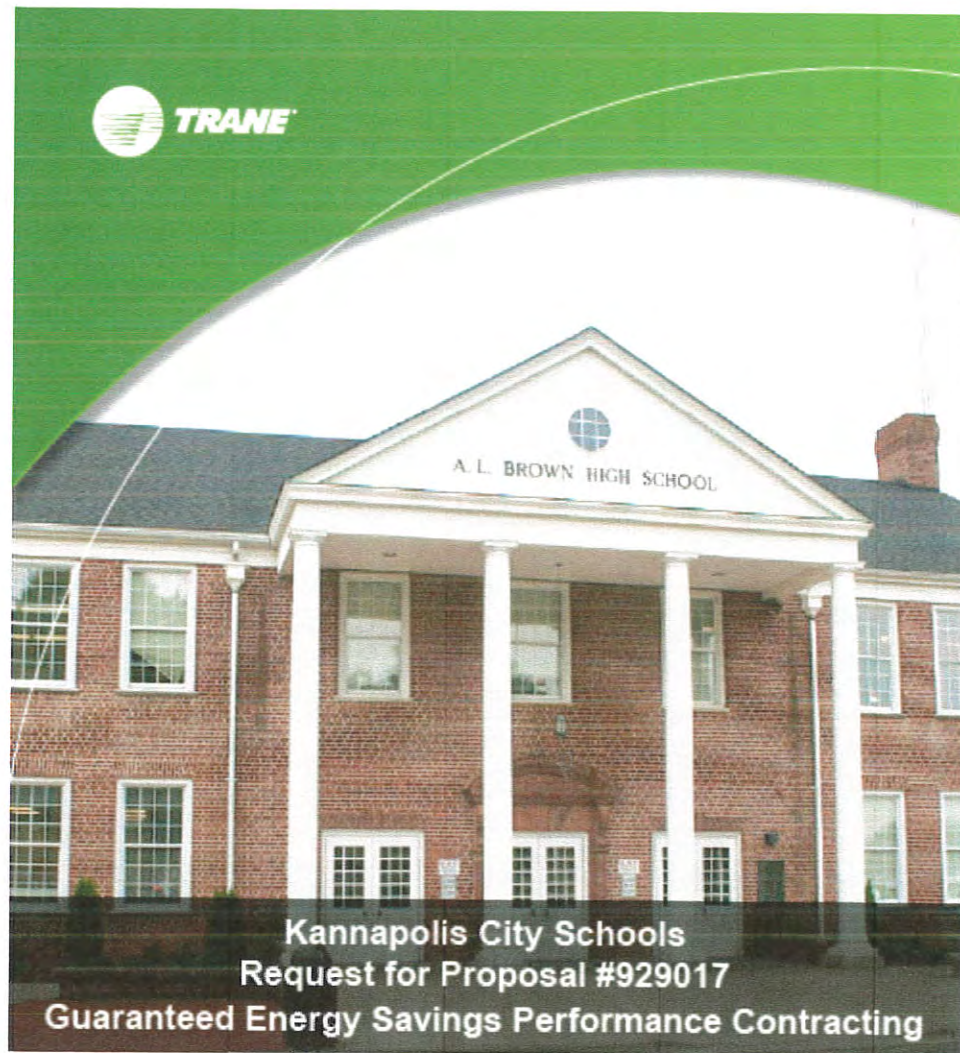
I DO HEREBY CERTIFY that this is a true and correct copy of the resolution duly adopted by the Board of Commissioners of the County of Cabarrus at a regular meeting held January 22, 2019.

\_\_\_\_\_  
Date

\_\_\_\_\_  
Clerk to the Board



# Kannapolis – Energy Savings Performance Contract



# Lighting ECM 1

All Buildings

Enhances the  
Learning  
Environment

**\$90,824 Duke  
Rebate**



- ✓ GE or Equal LED Lighting Retrofits
- ✓ New GE or Equal LED Gymnasium Fixtures
- ✓ New GE or Equal LED Outdoor Fixtures

# Water Conservation ECM 2

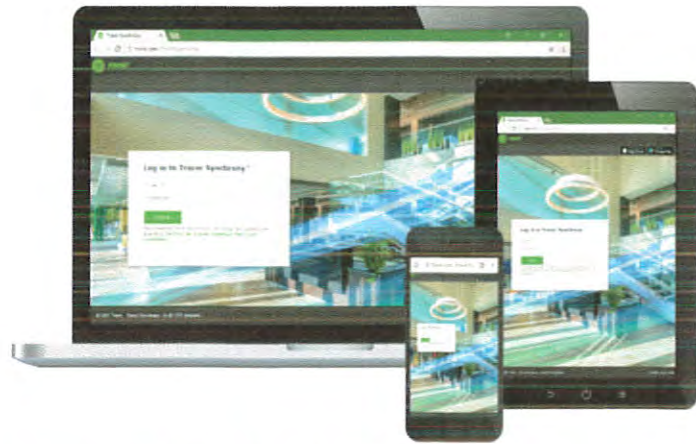
All Buildings

For a Healthy  
School  
Environment



- ✓ Toilets and Urinals
- ✓ Faucets and Showers
- ✓ Dishwashing, ice-machines





**Nearly \$1M in Building Automation Upgrades and Service**

**\$85,000 in rebates already**

## BAS Upgrades ECM 3



Save Energy and Optimize Performance

**Tracer SC  
Upgrades  
11 Buildings**

**Multi-Zone  
to VAV AHU  
Upgrades**

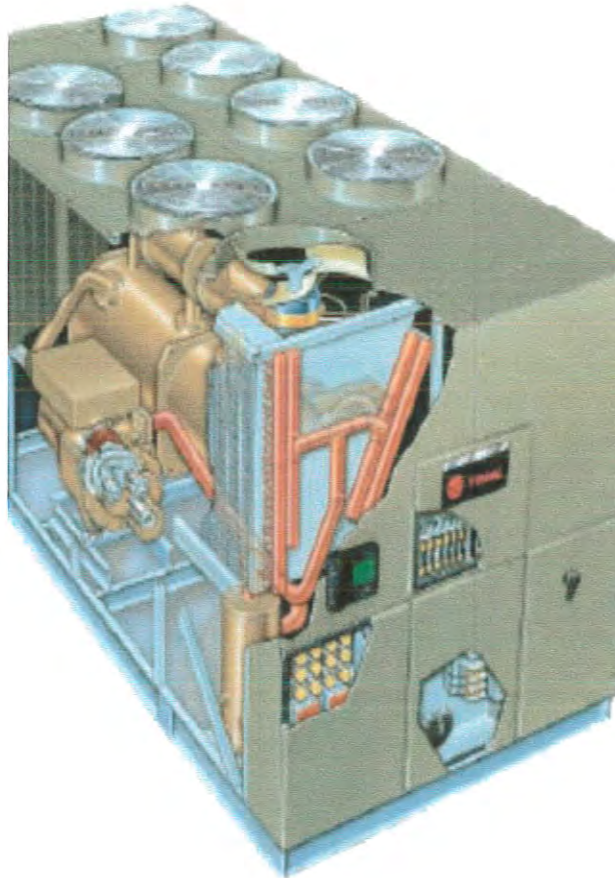
**Trane  
Intelligence  
Services**

**Retro-  
Commission**

# Chiller Replacements ECM 4

**\$760,000**  
**Mechanical  
Improvements**

**High Efficiency  
Chiller  
Incentives \$0.8  
per KWH**



**AL Brown  
Jackson Park  
Fred L. Wilson  
Woodrow  
Wilson**

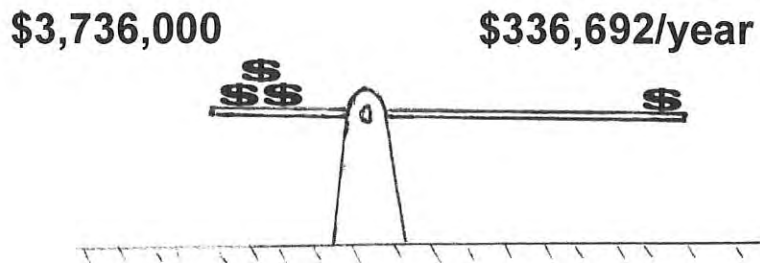
# Energy Project Scenario



- Finance Term
  - 15-years of Guaranteed savings
  - Savings Cover all Program Costs
  - \$15,000 Annual M&V

## Kannpolis City Schools Estimate:

- Annual Guaranteed Savings **\$336,692**
- Total Guaranteed Savings **\$5,178,000**
- Term = 15-years
- Interest = 3.65%
- Facility Improvements Max Project **\$3,736,000**



# Suggested Timeline 1



- 9/24/18 Investment Grade Audit Meeting (60%)
- 9/28/18 Attorney Review of Updated ESA Terms (Aug/Sept 2018 Revisions)
- 10/25/18 Submit Final IGA/ESC Schedules Report for Review Comment (90%)
- 11/15/18 Receive Energy Office Final IGA Comments
- 11/19/18 LGC Guidance on Financing Needs/Publish Finalize Contract
- 11/21/18 Advertise Intent to Award for Trane Project

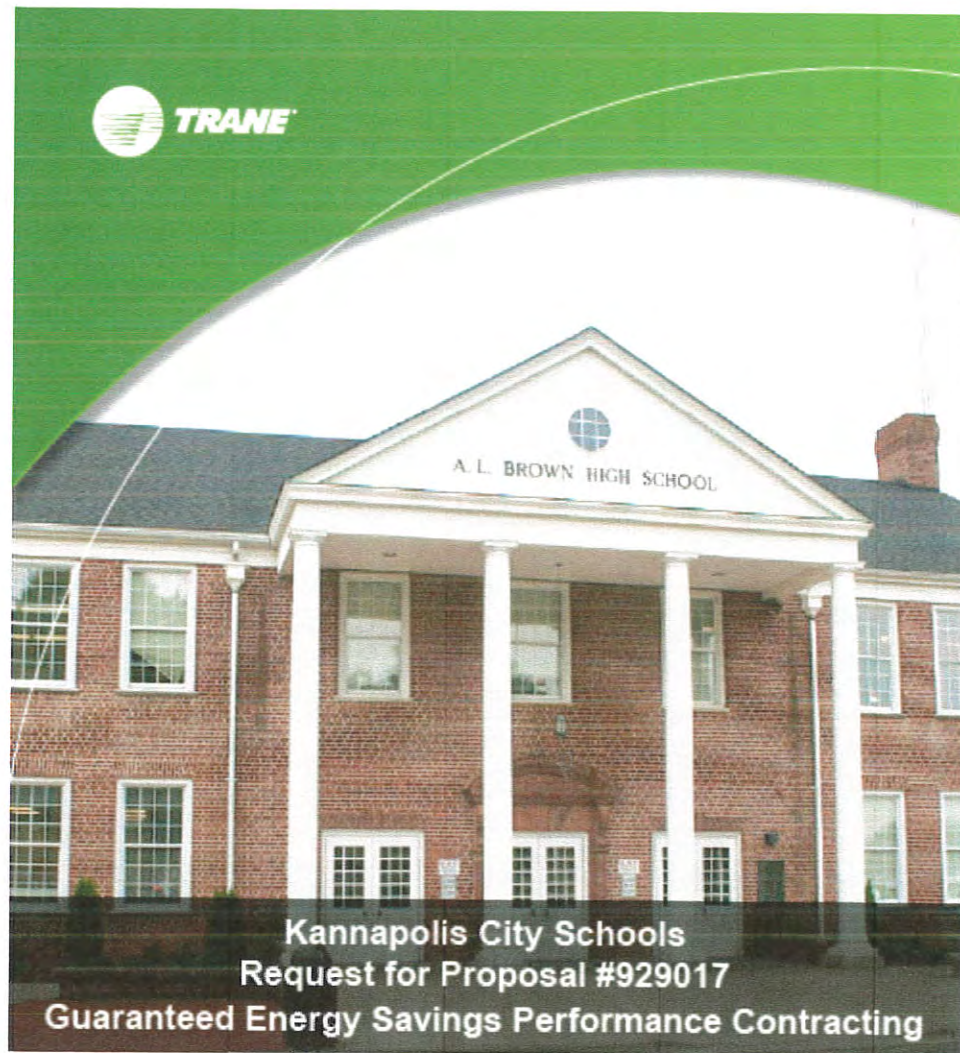
## Suggested Timeline 2



- 12/5/18 Advertise Finance RFP
- 12/10/18 Board of Education Approval for Trane Project
- 12/12/18 Advertise Intent to Award Finance RFP
- 12/17/18 County Commission Acknowledgement and Resolution
- 1/4/19 Mail LGC Package (28 days in advance)
- 2/5/19 LGC Project Approval



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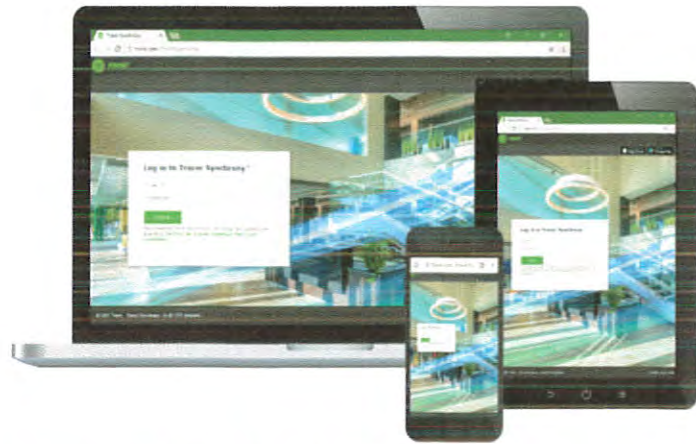
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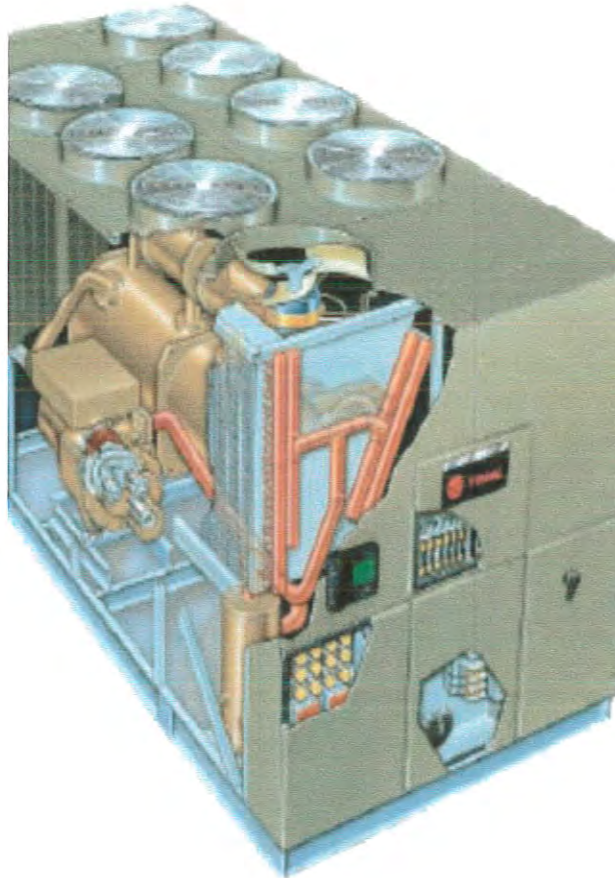
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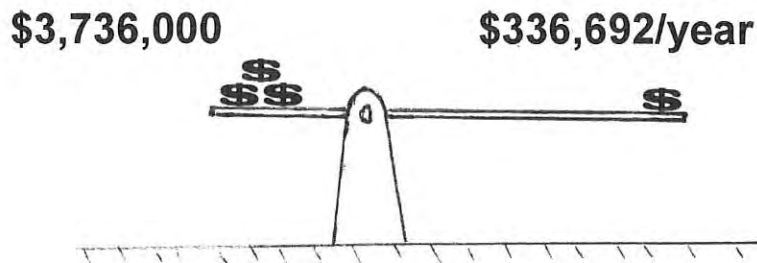
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## Suggested Timeline 2



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# CABARRUS COUNTY



## BOARD OF COMMISSIONERS WORK SESSION

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4:00 PM**

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**AGENDA CATEGORY:**

Discussion Items for Action

**SUBJECT:**

Salisbury-Rowan Community Action Agency, Inc. Presentation of FY19-20 Application for Funding

**BRIEF SUMMARY:**

Representatives from the Salisbury-Rowan Community Action Agency, Inc. (SRCCA) will present their FY2019-20 Application for Funding. This agency provides services for economically disadvantaged citizens in Cabarrus and Rowan counties.

**REQUESTED ACTION:**

Motion to acknowledge receipt of the SRCCA's FY 2019-20 Community Services Block Grant funding application.

**EXPECTED LENGTH OF PRESENTATION:**

5 Minutes

**SUBMITTED BY:**

Dione Adkins-Tate, SRCAA, Director of Family Services

**BUDGET AMENDMENT REQUIRED:**

No

**COUNTY MANAGER'S RECOMMENDATIONS/COMMENTS:**

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**ATTACHMENTS:**

- ▣ PowerPoint Presentation
- ▣ Application Packet

## Lyndon B. Johnson, January 8, 1964



Signing of the Economic Opportunity Act establishing and funding Community Action Agencies and Programs.



Salisbury-Rowan Community Action Agency, Inc.  
Community Services Block Grant (CSBG) Funding  
Program Year 2019-2020



**The Community Services Block Grant (CSBG)  
Program Year 2019-2020  
Cabarrus County Funding Allocation  
\$ 244,368.00**

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Allocation determined by the United States Census Bureau,  
2016 Small Area Income and Poverty Estimates (SAIPE)

Cabarrus County Poverty Count: 21,980

*Funding Provided By  
Office of Economic Opportunity*

# Intended Use of Funding

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Employment Assistance  
Job Training  
Entrepreneurship Support  
Financial Literacy  
Professional Development

# Self-Sufficiency Program

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The Self-Sufficiency Program funded by the Community Services Block Grant (CSBG) is a federally funded program designed to assist income eligible individuals and families in Rowan and Cabarrus County, who are motivated to obtain employment or better employment with the goal of becoming self-sufficient.

# 2017-2018 Community Impact

72

Number of families served

12

Families rose above poverty level

35

Families & individuals received employment support

20

Families obtained employment/better employment with medical benefits

35

Families & individuals received educational support

6

Families & individuals received standardized housing

Cabarrus County Allocation: \$200,418

Total Families Served: 72

# Projected Outcome Targets Program Year 2019-2020



Number of Families Served	130
Low Income Families Rising Above Poverty	25
Participant Families Obtaining Employment	30
Participant Families Obtaining Better Employment	10
Participant Families Obtaining Jobs with Medical Benefits	7
Participant Families Completing Educational / Training Programs	25
Participant Families Securing Standard Housing	5
Participant Families Provided Emergency Assistance	20
Participant Families Provided Employment Supports	45
Participant Families Provided Education Supports	25

# Self-Sufficiency Program - Office Locations



**Rowan Main Office:**  
1300 West Bank Street  
Salisbury, NC 28144  
(704) 633-6633  
[www.srcaa.com](http://www.srcaa.com)



**Cabarrus Location:**  
NC Works Career Center  
845 Church Street North, Suite 201  
Concord, NC 28025  
(704) 786-3183

# North Carolina Department of Health and Human Services

## Division of Social Services



### Community Services Block Grant Program

Fiscal Year 2019-20 Application for Funding

Project Period July 1, 2019 – June 30, 2020

Application Due Date: February 15, 2019

Agency Information			
Agency:	Salisbury-Rowan Community Action Agency, Inc.		
Agency:	Salisbury-Rowan Community Action Agency, Inc.		
Federal I.D.	560840196		
DUNS Number:	170667315		
Administrative Office Address:	1300 West Bank Street Salisbury, NC 28144-3910		
Mailing Address (include the 4-digit zip code extension):	1300 West Bank Street Salisbury, NC 28144-3910		
Telephone Number:	704-633-6633		
Fax Number:	704-633-5570		
<b>Proposed Funding:</b>	<b>CSBG:</b> <b>\$ 492,105.00</b>	<b>Additional Resources:</b> <b>\$12,464,788.00</b>	<b>Agency Total Budget:</b> <b>\$ 12,956,893.00</b>
<b>Application Period:</b>	<b>Beginning: July 1, 2019</b>	<b>Ending: June 30, 2020</b>	
Board Chairperson:	Wendell Fant		
<b>Board Chairperson's Address:</b> (where communications should be sent)	1300 West Bank Street Salisbury, NC 28144-3910		
<b>Board Chairperson's Term of Office</b> (enter beginning and end dates):	Date Initially Seated – July, 2017 Current Term Expiration - July, 2020		
Executive Director:	Rocky Cabagnet		
Executive Director Email Address:	<a href="mailto:rockycabagnet@srcaa.com">rockycabagnet@srcaa.com</a>		
Agency Fiscal Officer:	Tanya Branch		
Fiscal Officer Email Address:	<a href="mailto:tanyabbranch@srcaa.com">tanyabbranch@srcaa.com</a>		
CSBG Program Director:	Dione Adkins-Tate		
CSBG Program Director Email Address:	<a href="mailto:dioneadkins@srcaa.com">dioneadkins@srcaa.com</a>		
Counties Served with CSBG funds:	Rowan County Cabarrus County		
Agency Operational Fiscal Year:	2019-2020		

North Carolina Department of Health and Human Services  
Office of Economic Opportunity – Melvin L. Williams, Jr., Director  
2420 Mail Service Center / Raleigh, North Carolina 27699-2420





**Board of Directors' Membership Roster**

Total Seats Per Agency Bylaws	15	Total Current Vacant Seats	0
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Total Number of Seats Reserved for Each Sector	Poor	5	Public	5	Private	5
Total Number of Vacant Seats Per Each Sector	Poor	0	Public	0	Private	0

Name	County of Residence	Community Group/ Area Represented	Date Initially Seated [month/year]	Number of Terms Served [completed]	Current Term Expiration [month/year]
Representatives of the Poor					
1. James Corpening	Rowan	White Rock Community	09/2018	0	09/2021
2. Amanda Griffin	Rowan	Dixonville-Lincoln Community Association, Inc.	09/2018	0	09/2021
3. Essie Ruffin	Rowan	Dunbar Alumni Assoc. – North Rowan Community	04/2013	1	04/2019
4. Clara Corry	Rowan	West End Community Organization	01/2014	1	02/2020
5. Sandie Wimmer	Davidson	Head Start Parents	05/2016	0	05/2019
6.					
Public Elected Officials					
1. Al Heggins	Rowan	Salisbury City Council	01/2018	0	01/2021
2. Donna White-Cook	Cabarrus	Concord City Council	06/2004	4	12/2019
3. Barbara Mallett	Rowan	Town of East Spencer	01/2018	0	01/2021
4. Amy Brown	Rowan	Rowan County Board of Commissioners	04/2018	0	06/30/20
5. Wendell Fant	Cabarrus	Cabarrus County Schools	07/2017	0	07/2020
6.					
Representatives of Private Organizations					
1. Carol Ann Houpe	Rowan	Rowan Salisbury School System	03/2016	0	03/2019
2. Nathan Currie	Rowan	NC Connections Academy	01/2013	1	01/2019
3. Vernoica Cherry	Cabarrus	Liberty Primitive Baptist Church	09/2011	2	09/2017 <sup>1</sup>
4. Benjamin Davis, Jr.	Rowan	Livingstone College	09/2018	0	09/2021
5. Jason May		City of Kannapolis	09/2018	0	09/2021
6. Diane Rollins		Head Start Policy Council Liaison			

Community Services Block Grant Program  
Fiscal Year 2019-20 Application for Funding  
Planning Process Narrative

1. Explain in detail how each of the following was involved in the planning and development of this strategic plan.

- a. Low-Income Community:

The Salisbury-Rowan Community Action Agency (SRCAA) 2017 Community-Wide Strategic Planning and Needs Assessment provides information and analysis on issues relating to poverty in **the agency's core service areas. As part of the assessment, qualitative data was collected from the low-income community by way of surveys, focus groups and interviews.**

Representatives of the Low-income population are seated on the Salisbury-Rowan Community **Action Agency, Inc.'s** (SRCAA) Board of Directors to ensure broad community participation and involvement. The Head Start Policy Council Advisory is made up of low-income persons who meet once per month to review programs and to address meeting the needs of the low-income community. Members from that Council are represented on the board, and each representative of the low-income community participates in the focus groups, surveys and interviews intended to identify the needs of the communities. Representatives of the low income community advocate for the needs of the participants at varying levels, and participants themselves are free to express their concerns with staff and the program director. In addition, they are surveyed during workshops facilitated to improve their personal and professional development.

Client satisfaction data is also collected throughout the year to assist the agency with identifying needs and to create strategies for meeting the needs of the low-income community. Understanding the needs of the community and what the report data indicates, help to provide a more accurate report on the significant findings and trends in the Community Needs Assessment Document. Understanding the data also enables the agency to make more informed decisions on service provisions to enable more customers to achieve their goals.

The customer and community surveys completed included the opportunity for persons completing the survey to indicate identifiable information, so that the agency is clear on who the need belongs to in terms of demographics and characteristics. Results were used in the planning and **development of the agency's strategic plan.**

- b. Agency Staff:

Staff is encouraged to participate in partnerships and collaborations with community partners and task forces designed to meet the needs of mutually served participants. These partnerships and collaborations offer opportunities for staff to participant in forums to share input and to address causes of poverty, concerns, and resources in low-income communities where staff works. Staff as well as partners serving the same populations was surveyed during the community assessment process. Staff and partner feedback is considered in the revisions of the strategic plan and the management of service delivery at the Salisbury-Rowan Community Action Agency, Inc. (SRCAA) as part of the **strategic plan's Collaboration Project**, which is aimed at identifying overlap in the service delivery as well as procedures and processes used by various departments.

c. **Agency's Board Members:**

The Board utilizes the strategic planning process to provide direction for the agency and the staff in order to address the needs of the community. The Salisbury-Rowan Community Action Agency, Inc. (SRCAA) utilizes the Six National Goals to guide the process. By integrating ROMA into the development of the plan the Board of Directors were able to:

- Assess poverty needs and conditions within the community;
- Define a clear agency anti-poverty mission for community action and a strategy to address those needs.
- Identify both immediate and longer term strategies in the context of existing resources and opportunities in the community;
- Identify specific improvements, or results, to be achieved among low-income people and the community; and
- Organize and implement programs, services, and activities, such as advocacy, within the **agency and among “partnering” organizations, to achieve anticipated results.**

During the implementation of planning, the Board of Directors decide on whether it is necessary to abandon any programs, discontinue serving a particular population or provided specific services. This provides opportunity to determine goal achievement, during which time the agency can report and evaluate goal progress and compare progress to benchmarks. The strategic planning process also provides opportunity for the agency to then self-assess to determine what adjustments need to be made to the plan in an effort to stay current on the needs of the community, and remain an organization that is cognizant of the needs of the low-income community in order to proactively strategize against and eliminate the causes of poverty.

2. Describe how and what information was gathered from the following key sectors of the community in assessing needs and resources during the community assessment process and other times.

**These should ideally be from each county within your agency's service area:**

- a. Community-based organizations: completed surveys, participated in focus groups and participated in interviews
- b. Faith-Based Organizations: completed surveys, participated in focus groups and participated in interviews
- c. Private Sector: completed surveys, participated in focus groups and participated in interviews
- d. Public Sector: completed surveys, participated in focus groups and participated in interviews
- e. Educational Sector: completed surveys, participated in focus groups and participated in interviews

Community Partners, members of the faith based community, public and private sectors were surveyed to obtain the most up-to-date information on their assessments of conditions and **changes in the agency's service areas.**

Qualitative data was gathered and presented in the Community Needs Assessment by way of the following:

- Surveys- completed by Head Start Parents and CSBG Participants, community partners, local service providers and board members
- Focus groups- conducted with program participants and front line agency staff

- Interviews- conducted with community partners

Client satisfaction data was also included. This data was beneficial in identifying what services have been most effective in meeting the needs of the community, as well as identifying if the needs and wants of the customers have change.

3. **Describe your agency's method** and criteria for identifying poverty causes including how the agency collected and analyzed qualitative and quantitative data in identifying those causes.

Our agency identifies poverty causes by staying abreast of current local, state and national poverty reports, and staying active members of the North Carolina and National Community Action Agency Association. Another method used to identify poverty is assessing the needs of the low-income community as well as the agencies and organizations who serve them. The 2017 Community-wide strategic planning and needs assessment conducted for our agency included feedback from low-income individuals in our service areas, and community organizations serving those individuals about the socio-economic landscape of our counties and state.

Qualitative data was gathered and presented in the Community Needs Assessment by way of the following:

- Surveys- completed by Head Start Parents and CSBG Participants, community partners, local service providers and board members
- Focus groups- conducted with program participants and front line agency staff
- Interviews- conducted with community partners
- Customer satisfaction surveys

Understanding the needs of the community and what the report data indicated helped to provide a more accurate report on the significant findings and trends in the Community Needs Assessment Document. Understanding the data also enabled the agency to make more informed decisions on service provisions to enable more customers to achieve their goals.

In an effort to determine the top needs, the top ten (10) percentages of needs were identified for each service area under the needs categories listed from information gathered from both data sources, then the top need of the each category was prioritized from highest to lowest, with the highest percentage of identified needs being listed first.

The assessment trends and findings indicated the following needs:

- Employment opportunities
- Increased services to support an adequately educated and skilled workforce
- Affordable housing

Factors that are determined to impact poverty or change the current landscape are consistent over the years. However, other socio/environmental factors such as economic downturns, fluctuation in the job market, growth in various industries or simultaneous decline in others, impact communities and the ability of residents to gain, maintain or improve employment options.

Strategies implemented to best meet the needs of low-income persons and address poverty causes include:

- a. Focusing on wages that would move a family above poverty based on family size and identifying job opportunities for families that would most likely result in success for them
  - b. Creating a more intensive work search/employment plan that requires job seekers to be accountable to their Family Development Specialist.
  - c. Requiring families to take incremental steps toward achieving self-sufficiency through the attainment of specific job skills; therefore, filling the skills gap for employers who indicated a lack of for their specific job openings.
4. Describe activities that your agency has undertaken to advocate for and empower low-income individuals and families to achieve economic independence and security.

**SRCAA's** approach used with families is one of empowerment and strengths. This model called **"Family Development"**, **requires the entire network to think of ways to empower families to achieve** their own goals and to improve the internal systems of service delivery. The model teaches workers to partner with families and help them set proper goals and activities for themselves so they can become self-sufficient.

In addition, SRCAA staff is credentialed as Global Career Development Facilitators. As Global Career Development Facilitators (GCDF), staff is trained to assist individuals with informed decisions when considering their individual career development through the utilization of best practices, a variety of personality, interest and employment assessment tools, and career development models.

The last few years in North Carolina and in the United States have left many families in the lower socio-economic strata to be faced with more challenges to their economic independence and their present and future security. So by empowering families and teaching self-advocacy, families have the ability to identify, and reach attainable goals.

Other strategies involve, inviting families to participate in volunteer activities and to represent the agency at community forums, as well as other agency events, to tell their story and to be proud to share their accomplishments when asked. Success stories are being published regularly in the **agency's electronic newsletter and Family Services'** participants who have risen above poverty or achieved several program successes, represent the program at the Annual Board meeting.

SRCAA also provides various educational and professional development sessions/workshops, as well as other training mechanisms to empower low-income families and individuals. The overall goal of SRCAA is to assist low-income individuals to gain a sense of ownership and a stake in their community while strengthening their families. The agency will continue to be an active member of state and national associations that advocate on behalf of low-income families to eradicate poverty.

5. Describe how your agency plans to make more effective use of, coordinate and form partnerships with other organizations and programs including: State welfare reform efforts; public and private resources; religious organizations, charitable groups, and community organizations.

SRCAA staff, program managers and the Executive Director participate on relevant Boards, Committees and planning entities in both Rowan and Cabarrus Counties such as the NC Workforce Development Committee, and sponsored managers and partners meetings which **include Department of Social Services', the Salisbury and East Spencer Housing Authority partner meetings, Goodwill Industries' Business Advisory Board, the Project Re-Entry, and Project Safe partners meetings.**

SRCAA has solidified several other partnerships and collaborative efforts in both Rowan and Cabarrus County that enable us to leverage both services and funds to increase support provided to the community. These partnerships validate how relationships and collaborations between public-private and nonprofit organizations can address and reduce barriers to poverty for community residents. Our agency will continue to increase our visibility and our impact by forming new partnerships emphasizing on building stronger relationships within the faith based community, in addition to continuing to host community forums.

**The agency's most recent activities** involve of the development of an Employment and Training Advisory Committee to improve linkages and leveraged support for program participants in Rowan and Cabarrus County. The purpose of the committee is to (a) Provide expertise or advice on employer needs, industry changes and training requirements or prerequisites for training, (b) provide opportunities for employment, internships and apprenticeships, (c) provide feedback and **assess the agency's impact to further enhance services, (d) serve as an unbiased and independent sounding committee.**

Target linkages include employers and occupational training providers under the following industries:

- Healthcare
- Manufacturing
- Culinary
- Hospitality
- Construction
- Information Technology
- Transportation and Logistics
- Office Occupations
- Small Business Administration

6. Describe how your agency will establish linkages between governmental and other social services programs to assure the effective delivery of such services to low-income individuals, to avoid the duplication of such services and to fill identified gaps in services, through the provision of information, referrals, case management and follow-up consultations.

SRCAA, Inc. collaborates with the local Departments of Social Services programs, specifically the Work First Family Assistance (WFFA) Program in an effort to provide training and employment support to participating families. This partnership allows case managers from both organizations the opportunity to leverage supports and resources for families, as well as promote the accountability of the participant. Additional collaborations with our local, Divisions of Workforce Development, Crisis assistance providers, Goodwill Industries, and various faith-based and nonprofit organizations enable SRCAA to serve, refer and minimize the duplication of services. By attending monthly partnership and committee meetings, staff are keenly aware of services provided by other agencies and organizations. **By continuing to collaborate with other human service agencies, this helps to close any service gaps in SRCAA's service areas.**

SRCAA is closing service gaps internally as well, by making internal collaborations for dual enrollments more intentional. For example: Head Start/ Early Head Start parents who are eligible **for CSBG services are enrollees of the program. Likewise, CSBG participant's eligible are** enrollees of Head Start/ Early Head Start. Internal staffs and external agencies consult and execute service strategies to ensure the needs of the families are met. In real time, there can effectively be several persons assigned to one family. By investing time in case conferencing, and strategizing, service duplication is eliminated, and the chances that families are less overwhelmed and able to achieve attainable goals in addition to meeting the requirements of multiple organizations are increased.

7. Provide a description of how your agency will support innovative community and neighborhood-based initiatives related to the purposes of the Community Services Block Grant (fatherhood initiatives and other initiatives with the goal of strengthening families and encouraging effective parenting).

SRCAA continues to participate in community-wide coalition-building and resource development to meet the needs of individuals and families and reduce barriers to family and community growth. At the beginning of the school year, parents sign a partnership agreement that they will be fully involved with their children, and set goals for their family. This gives low-income families the capability to make decisions, initiate programs, and obtain resources to encourage stronger families in our area. Parent trainings are also offered in areas such as: Parenting skills, child and health development, preparation of food, and child abuse and neglect. By offering these services, **parents' skills** are strengthened and parents understand the responsibility they have to their children. SRCAA continues to provide support to families as they learn new skills.

Internally, SRCAA is making an Intentional effort to train Family Development Specialists of Head Start in the Parent, Family and Community Engagement Framework. The ultimate goal of the framework is to ensure families understand what school readiness is. One way to improve and **enhance the families' in Head Start will be to ensure they are enrolled in the Family Self Sufficiency** program. Imminently, Family Development Specialist will train families in core competencies of parenting and school readiness.

SRCAA also focuses on the engagement of fathers. Family Services (CSBG) partners with Head Start to improve the way fathers are treated as integral family members in the goal attainment process. SRCAA believes that by **improving fathers' ability to be actively and positively involved** in the lives of their children, the efforts will strengthen families and further combat the continued causes of poverty, particularly in the number of children facing poverty in our service areas. Services are designed to be a catalyst for moving individuals and families out of poverty by addressing barriers that impact employment, skills training, financial literacy and other social services support needs, that can assist fathers toward becoming economically stable as well as an emotional and financial support to their children.

8. Describe activities that your agency has undertaken or plans to undertake, on an emergency basis, for the provision of such supplies and services, nutritious foods and related services, as may be necessary to counteract conditions of starvation and malnutrition among low-income individuals.

Salisbury Rowan Community Action Agency, Inc. (SRCAA) staff ensures that income eligible participants are enrolled in Food and Nutrition Services through the Department of Social Services. In addition, SRCAA has established partnerships with local food banks, churches, and nonprofit organizations for the purpose of providing participants referrals for emergency food assistance. Referrals are provided to participants to apply with the local Department of Social Services for the Food and Nutrition Services Program. For those families and individuals who are ineligible for Food and Nutrition Service benefits, SRCAA staff will provide emergency food assistance or a referral to eligible food banks.



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9. Describe how your agency will coordinate the provision of employment and training activities with entities providing activities through statewide and local workforce investment systems under the Workforce Innovation and Opportunity Act. Provide the dollar amount of your allocation that will go towards employment training.

Since 2013, when Workforce Innovation Opportunity Act (WIOA) Adult Services in NC were transferred through contractual agreement from the Division of Workforce Solutions (DWS) to the private contractor Rescare as part of the Integrated Service Delivery model being implemented statewide. The contracted provider in both Rowan and Cabarrus (our service area) has become a partner with SRCAA and referral source. Initially, meetings were held, in both counties to forge an existing relationship that is mutually beneficial for both entities which reduce duplication of services in similar populations. Connections with employment and training activities have been instrumental in providing interventions and a direct link to the labor market.

Additionally, SRCAA, Inc. currently partners with Rowan Cabarrus Community College by providing classroom space for the Adult Basic Education (ABE) / General Education Diploma (GED) and English as a Second Language (ESL) program certificates to the Workforce Innovation Opportunity Act (WIOA) NextGen program participants who make up the majority of classroom participants.

The Salisbury-Rowan Community Action Agency will expend \$45,000 in employment training for the 2019-2020 fiscal program year.

10. Describe how your agency will ensure coordination with the emergency energy crisis intervention program under title XXVI (relating to low-income home energy assistance).

SRCAA, Inc. provides office space for case managers of the Weatherization Assistance /HARRP Program which provides services to Rowan County residents in an effort to save energy and reduce expenses. Community residents in need of these services will continue to be referred to the Weatherization Assistance Program. In addition, referrals will be provided to participants to enroll in the Energy Assistance Program through the Department of Health and Human Services, as well as the crisis assistance programs through Cooperative Christian Ministries, Rowan Helping Ministries, The City of Kannapolis and the Salvation Army.

11. Describe the needs of low-income youth and your agency's efforts to promote increased community coordination and collaboration in meeting the needs of low-income youth.

As an active partner of Centralina Workforce Development Board and Workforce Innovation Opportunity Act (WIOA) NextGen program. SRCAA understands that these at-risk youth are oftentimes categorized as runaways, are in foster care, and are pregnant teens, and teen offenders. Their needs include basic literacy skills, the need for a high school diploma or equivalent, and/or standard housing due to homelessness or disability services.

SRCAA is committed to ensuring that the youth receive support through the coordination of services offered by both SRCAA as well as WIOA. In addition to offering General Education

Diploma (GED) opportunities, youth participate in employment and professional development workshops offered through the CSBG program. Additionally, the youth and their families are encourage to apply for the CSBG program to provide further support in obtaining self-sufficiency.

12. **Describe your agency's method for informing custodial parents in single-parent families that participate in CSBG programming about the availability of child support services.** In addition, describe your method for referring eligible parents to the child support office[s].

Family Development Specialist completes a comprehensive assessment with program participants to address the needs of the families. When a non-custodial parent does not provide adequate financial and emotional care of the child/children, the participant is informed of the availability of child support services, and provided a referral in both Rowan and Cabarrus County to the **Department of Social Services' Child Support Division** to enable the participant to file for child support. In the event that the participant needs assistance with completing the necessary paperwork to file for support, or are in need of transportation to the Department of Social Services, the Family Development Specialist will provide the necessary supportive services to ensure access to services.

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Agency Strategy for Eliminating Poverty

Planning Period: July 1, 2019 – June 30, 2020

Section I: Identification of the Problem (use additional sheets if necessary)

1. Give the Poverty Cause name(s), rank the poverty cause(s) and identify which one(s) the agency will address.

- 1) The Community lacks employment opportunities, 2) Individuals lack education necessary to qualify for better employment, 3) Job skills training is needed for an under skilled workforce.

SRCAA will address the needs of employment skills training and education attainment for low-income individuals and families. The agency will provide supportive services for families or individuals to develop occupational and life skills to increase income so they may rise above the income poverty level.

SRCAA's Family Services will use the Family Development approach to partner with participants and the community to:

- Develop/Sustain a strategy to address those needs, both immediate and longer term, in the context of existing resources and opportunities in the community;
- Identify specific outcomes to be achieved among low-income people and the community; and
- Organize and implement program services, and activities, such as advocacy, support and **guidance within the agency and among "partnering" organizations, to achieve anticipated results.**

2. Describe the poverty cause(s) in detail in the community with appropriate statistical data (include data sources).

Socio/economic factors such as working below the poverty wage rate, in addition to the need for occupational skills development, impacts communities and the ability of residents to gain, maintain or improve employment options, consequently creating the foundation of poverty.

**According to the United States' Census bureau, the estimated population in Rowan County for 2017 was 140,644, which is a 1.5% increase in population since 2016. Of that population 15.3% or 21,519 were living in poverty. In Cabarrus County, the estimated population for 2017 was 206,872, which is a 16.2% increase in population since 2016. Of that population 11.1% or 22,756 were living in poverty.**

- (A) Explain why the problem exists.

**According to the North Carolina, Assessment of the state's labor force demand and supply for 2007-2017, eight trends impacting the labor force were identified as followed:**

- Many of North Carolina's traditional manufacturing industries continue to shed jobs as part of an on-going economic transition
- North Carolina's traditional "middle jobs" – those that paid a family-sustaining wage and required minimal formal education or training – are disappearing as part of this transition.
- New job creation is concentrating in certain fast-growing metropolitan areas
- Many areas of North Carolina are not prospering from the economic transformation
- The future prosperity of all North Carolinians depends on achieving higher educational attainment levels for all citizens
- Impending baby-boom retirements will exacerbate an emerging skills gap among experienced, skilled workers
- High-skill in-migrants presents both opportunities and challenges in **meeting the state's workforce needs**.

These trends are evident in both Rowan and Cabarrus Counties. According to the Centralina Workforce Development Board's labor market overview, Cabarrus County's unemployment rate is 3.1%, slightly lower than the state's unemployment rate, Rowan County's unemployment rate is also 3.1%, which is slightly lower than the state's unemployment rate of 3.6 %. Rowan County's job market has been one of the hardest hit in North Carolina. This is a direct result of the closing of several area manufacturing plants. According to the Rowan County Free Press (March 22, 2016 edition) "Rowan County's impoverished economy moves closer and closer to being taken off life support". This comment was made following the news of the closing of Tuscarora Yarns, an area mill that had been operating in the county for 30 years. The closing resulted in 123 millworkers losing their jobs.

According to the October 2017, North Carolina Labor Market Conditions report, the top three (3) industries to add jobs since October 2016 were Professional and Business Services which added 31,700; 5.2% jobs, which was the largest number of jobs added in North Carolina. Education and Health Services added 18,100; 3.1% of jobs and Trade, Transportation and Health Services followed with 10,300; 1.3% of jobs added. The Manufacturing industry reported adding only 1,400; 0.3% of jobs, while mining and logging and construction reported the largest over the year decrease in jobs.

In recent reporting, Ei Solutionworks pharmaceutical plant, located in Kannapolis, NC which is a city that is partially situated in both Rowan and Cabarrus County issued a Worker Adjustment and Retraining Notification (WARN) to elected officials informing that the employment of approximately 300 workers would be terminated over a fourteen (14) day span beginning November 5, 2018 and ending November 19, 2018. (David Whisenant, **WBTV News 2018, "Ei SolutionWorks closing plant in Kannapolis, laying off about 300 workers"**) According to the US Census, Rowan County has 10,575 companies; however, 9,054 of those companies are non-employer companies. Cabarrus County has 15,965 companies, and of that amount, 14,985 are non-employer companies. With the recent closing of yet another plant and the data provided by the US Census Bureau, the need for increased economic development around employment opportunities within each service county continues to exist.

Although there is some expected job growth reported for both Rowan and Cabarrus Counties. It is imperative that the growth be consistent over an extended period of time in order to make an impact on the unemployment rates for both service areas, and that the skill levels required for these positions be comparable to those possessed by those in need of employment. Otherwise, there may be little to no effect on the overall unemployment rate.

The 2016 Employer Needs Survey conducted by the North Carolina Department of Commerce reported that many of the past hiring difficulties still exist for employers in the Manufacturing, Construction, Healthcare, and STEM industries with 61% of employers reporting that education, certifications and training was the leading cause of hiring difficulties.

According to the United States Census Bureau, those age 25 years and up in Rowan County reported to have obtained a Bachelor Degree was 18.4% **of the county's population**, and in Cabarrus County, 30% **of the county's population was reported to have obtained a Bachelor Degree. Although Cabarrus County's reported percentage for education is slightly above North Carolina's state reported percentage of 29%**, Rowan County is significantly lower, this trend has remained consistent in the past several years for urban and rural counties such as Rowan.

These facts require service providers to discuss alternative education/vocation options so that constituents in need are able to attain the skills that employers require. This information has compelled The Salisbury-Rowan Community Action Agency, Inc. (SRCAA) to take a strategic approach in employment guidance for program participants to ensure that education and skills are compatible with their desired employment interest. This is in addition to providing resources to participants in order to complete education and occupational skills training programs for the purpose of meeting employer qualifications to secure sustainable employment.

- (B) Identify the segment of the population and give the number of people experiencing the problem.

The population of North Carolina is estimated to be 10,273,419 as of 2016 according to the United States' Census Bureau. **Rowan County's population estimate** is 140,644 and Cabarrus County which is more densely populated is 206,872. The median income in NC is \$50,320 and is lower in Rowan than Cabarrus by over \$13,738. **Rowan County's median income is \$46,978** and Cabarrus **County's median income is \$60,716**. The current rate of unemployment of North Carolina is 3.6%, **Rowan County's current unemployment rate 3.1% and Cabarrus County's current rate of unemployment is 3.1%**. For the purposes of this grant whose participants must be income eligible, **15.3% of Rowan's population is below the poverty level and 11.1% of Cabarrus' population is below the poverty level.**

- (C) Provide demographic information of those adversely effected inclusive of:

- (a) Gender

According to the United States Census Bureau, 14.7% of families living in North Carolina are at or below the poverty level. Families with children experience poverty at a much higher rate. Women and single mothers experience an increased rate of poverty at 34% in comparison to two parent homes. Women make up 50.6% of **Rowan County's population and 55% of the county's workforce. In Cabarrus County, women make up 51.3% of the county's population and 62.4% of the workforce.**

- (b) Age

Families face impoverishment due to the lack of employment opportunities, education and occupational skills training for the employment opportunities that are available. According to the **United States Census Bureau, North Carolina's High school graduation rate for persons over 25 is**

86.9%. In Cabarrus County the graduation rate for this same group is 89.1% and persons with **Bachelor's Degrees or higher is 30%** compared to the states 29%. In Rowan County, there is a marked difference. High school graduates over 25 years of age, is only 84.5% and those with **Bachelor's** degrees or higher dips to 18.4%.

According to the United States Census Bureau, the estimated number of those living in poverty in Rowan County is 21,519, or 15.3% of the population. There are 8,878 people living in poverty ages 0 – 17, and families with children ages 5 – 17 are 6,111 or 26.3% of **Rowan County's population**. The estimated number of those living in poverty in Cabarrus County is 22,756 or 11.1% of the population. There are 8,300 people living in poverty ages 0 – 17, and families with children ages 5 – 17 are 5,635 or 15% of Cabarrus County's population.

(c) **Race/Ethnicity for the agency's service area**

With regard to race, 70.8% of North Carolinians are White, 22.2% are Black and 9.5% are of Hispanic or Latino origin. In Rowan County 79.6% are White, 16.8% are Black and 8.8% are of Hispanic origin. In Cabarrus 74.4% are White, 18.5% are Black and 10.4% are of Hispanic origin.

(D) Explain how the persons are adversely affected.

**With the current rate of unemployment in Rowan County's at 3.1% and Cabarrus County's rate of unemployment at 3.1%**, there are some notable differences in the level of occupational skills between participants in each of the service counties, with Cabarrus having a more skilled labor force than Rowan. In addition, Cabarrus has more opportunities for growth and is adjacent to **Mecklenburg County, one of the nation's fastest growing municipalities, which increases** employment opportunities for residents. Additionally, Mecklenburg County is in excess of 45 miles from Rowan County, and according to the US Census Bureau, more than 4,900 Rowan County residents commute there; however, for those constituents working the lower paying jobs, the cost of commuting alone negatively impacts their personal budgets, therefore hindering the family from moving above the federal poverty level.

Section II: Resource Analysis (use additional sheets if necessary)

(E) Resources Available:

a. Agency Resources:

Salisbury-Rowan Community Action Agency, Inc. (SRCAA) has the internal capacity to serve its families. Support from our other internal programs Head Start / Early Head Start allows us to **assess families' needs beyond what is provided by Community Services Block Grant (CSBG) funding.**

Family Development Specialists in both the CSBG Self-Sufficiency Program and Head Start / Early Head Start collaborate to leverage support, services and referrals to help families overcome barriers and achieve goals. In addition to the Self-Sufficiency Program and Head Start/ Early Head Start, English as Second Language (ESL) and Adult Basic Education (ABE)/ General Education Diploma (GED) courses are offered at the Salisbury-Rowan Community Action Agency, Inc. (SRCAA).

By providing the opportunity for families to participant in multiple services and the internal collaborative efforts of SRCAA staff, the potential for success for program participants increases.

b. Community Resources:

Salisbury-Rowan Community Action Agency, Inc. (SRCAA) partners with many nonprofit human service agencies, schools, colleges, community development organizations, governmental entities and faith organizations to aid our participants in reaching their goals and to change the way business is conducted in the community on their behalf. Managers and staff in both counties actively build partnerships and work together with those partners to address poverty causes and seek solutions for the eradication of the barriers to economic self-sufficiency for Rowan and Cabarrus County residents.

(F) Resources Needed:

c. Agency Resources:

SRCAA continues to enhance its internal systems. The information technology systems used by our staff provide outcome data; however, there are multiple departments using different systems. Since January 2013, Information technology (IT) was outsourced to improve internal IT communication systems. This advancement allows staff working with families to serve them more efficiently and expediently. Other resources are needed to develop a database system for interface and tracking the work being done with families agency wide. Reporting of outcomes to various funders would be greatly enhanced if these resources come available.

d. Community Resources:

Community resources that decrease the rising numbers of homeless persons and or those in need of affordable housing in Cabarrus and Rowan County is a resource needed. Community service providers have identified the need for increased strategies to address housing and homelessness. Additional community resources, such as the Homeless Task force in both Rowan and Cabarrus County, work to develop a community-wide strategy to end homelessness through affordable housing and other immediate solutions for low-income families to reduce homelessness or transiency. This is important to our participants to continue to be informed of different avenues and strategies to expedite placements in subsidized housing options.

### Section III: Objective and Strategy

#### (G) Objective Statement:

To provide support and comprehensive services to assist seventy (70) new individuals/families and sixty (60) carryover families to increase their skills and income to rise above poverty level by June 30, 2020

#### Strategies for Objective:

Provide support and comprehensive services to low-income families and individuals to develop occupational skills and increase income so they may rise above the poverty income level

#### *Strategies*

- To provide family development and case management services for low-income families so that they can rise above the poverty level.
- To ensure that program participants understand their role in the partnership with SRCAA so they are able to identify, create and attain their goals.
- To continue our partnership with area corporate, private and community partners to eliminate the barriers of poverty that prevent our participants from achieving self-sufficiency
- To collaborate with local offices of the Department of Health and Human Services to address the needs of our participants.
- To collaborate with the Department of Workforce Solutions to keep the community abreast of the employment trends and available work.
- To continue providing individual participant counseling, mentoring and referrals to increase participant awareness of community and agency resources.
- To plan and implement goals and set strategies with the families.
- To continue to invite low-income individuals to join advisory boards and committees.
- To increase fund development to close the gap between CSBG funding and participants need.
- To continue to research, participate in national and local conversations about poverty and its eradication, expanding the knowledge base of staff and participants



OEO Form 210 (continued)

Section IV: Results Oriented Management and Accountability Cycle  
(use additional sheets if necessary)

**Organizational Standard 4.3 requires that an agency's strategic plan and Community Action Plan** document the continuous use of the ROMA cycle and use the services of a ROMA trainer.

- (H) Community Needs Assessment: Please summarize the primary needs of your community as determined through the Community Needs Assessment, and explain which of those are Family, Agency, or Community Needs, and why.

Need 1: The community needs increased economic development to improve employment opportunities for low-income people (Community)

With the increase of job creation, low-income individuals will have an increased opportunity to obtain employment with a living wage.

Need 2: Individuals need to increase education to qualify for better job opportunities (family)

Employers report that the top hiring difficulty they encounter is due to the lack of education and training.

Need 3: Opportunities for job skills training is needed for low-income individuals to obtain skills necessary to qualify for employment (agency)

**Through the agency's partnerships with education providers and employment service agencies,** low-income individuals will be provided with the opportunity to increase skills which will increase employment placement.

- (I) **Achievement of Results and Evaluation: Please discuss your agency's achievement of results from last year. What were the successes and why were those areas successful? What areas did not meet targets or expectations and why were those areas not as successful? What Improvements or changes will be made for this year's work plan to achieve desired results and better meet the needs of the community?**

The Salisbury-Rowan Community Action Agency, Inc. did not achieve all planned outcome targets within the 80% -120% variance levels for the 2017-2018 program fiscal year, with the exception of the number of participant families served, which was met at a variance of 104% and the number of participant families provided employment supports, which was met at a variance of 115%.

Like many other counties in North Carolina, Rowan and Cabarrus County have faced workforce development challenges in recent years. The NCWorks Commission released the North Carolina State of the Workforce 2011-2020 report [which examined North Carolina's workforce through an in-depth analysis of economic and employment data. The study found that the recession accelerated the shift to a knowledge based economy and many workers are not prepared for the jobs that exist in today's economy. Key findings include:

- **Companies who have begun hiring since the end of the Great Recession in 2007, are looking for more highly-skilled workers than those who were laid off during the recession**
- **Workers are competing for fewer good-paying jobs which demand higher skills.**
- **Workers in rural areas of have limited alternatives for employment**
- **Workers must increase their skills, as more jobs require at a minimum, some post-secondary education]**

As a result, Rowan County most notably has seen a steady decline in the workforce. To combat the issue, Rowan County **has begun a workforce initiative called “Growing Rowan”**. Through this initiative, the Salisbury-Rowan Community Action Agency is actively collaborating with the local Community College system, area businesses and some local government to support the occupational and educational training needs of the community. The same collaborative efforts are being taken in Cabarrus County to combat the causes of poverty through increased supports of education and employment assistance resulting in an outcome achievement of 144% for educational supports.

The Salisbury-Rowan Community Action Agency, Inc. will continue to take both a proactive and continued active role in ensuring that services are designed and provided to combat the issues of poverty. As previously mentioned, the **agency’s most recent activities involve the development of an Employment and Training Advisory Committee** to improve linkages and leveraged support for program participants in Rowan and Cabarrus County. The purpose of the committee is to (a) Provide expertise or advice on employer needs, industry changes and training requirements or prerequisites for training, (b) provide opportunities for employment, internships and apprenticeships, (c) provide feedback and **assess the agency’s impact to further enhance services, (d) serve as an unbiased and independent sounding committee.**

- (J) Please name the ROMA trainer who provided services used in developing this community Action Plan and describe what specific services were provided.

Dione Adkins-Tate (NCRI) provided guidance in the development of the Community Action Plan, which included conducting training for the governing Board of Directors concerning their duties for the implementation of the plan.

Community Services Block Grant Program  
 Fiscal Year 2019-20 Application for Funding  
 One-Year Work Program  
 OEO Form 212

Section I: Project Identification				
1. Project Name:	Self-Sufficiency Program			
2. Mission Statement:	Salisbury-Rowan Community Action Agency, Inc. provides services for individuals, children and families to enhance their quality of life and promote opportunities for self-sufficiency.			
3. Objective Statement:	To provide support and comprehensive services to assist seventy (70) new individuals/families and sixty (60) carryover families to increase their skills and income to rise above poverty level by June 30, 2020			
4. Project Period:	July 1, 2019 – June 30, 2020			
5. CSBG Funds Requested for this Project:	July 1, 2019	To	June 30, 2020	\$492,105
6. Total Number Expected to Be Served:	130			
a. Expected Number of New Clients	70			
b. Expected Number of Carryover Clients	60			

One-Year Work Program  
OEO Form 212 (continued)

Section II: One-Year CSBG Program Objective and Activities				
Identified Problem	Service or Activity	Outcome Expected	NPIs (List all NPIs applicable to activity)	Position Title(s)
Low-income participant families are in need of Community Action services and support	Provide supportive services, referrals and goal planning assistance to support low-income families and individuals	130 low-income families and individuals will be served by Community Action	7a, 7z.1	Director of Family Services, Family Development Specialists, Intake Specialist
Low-income participant families are below the poverty level	Provide supportive services, referrals and goal planning assistance to support low-income families and individuals to rise above the poverty level	25 low-income families and individuals will rise above the poverty level	1b, 3d, 3f, 3g, 3h, 7a	Director of Family Services, Family Development Specialists, Intake Specialist
Low-income participant families need to obtain employment	Provide supportive services, referrals, goal planning assistance and employment guidance to assist participant families with obtaining employment	30 low-income individuals will obtain employment	1c, 1d, 1e, 1f, 1g, 7a	Director of Family Services, Family Development Specialists, Intake Specialist
Low-income participant families need to obtain better employment	Provide supportive services, referrals, goal planning assistance and employment guidance to assist participants families with obtaining better employment	10 low-income individuals will obtain better employment	1h, 1h1, 1h2, 1h3	Director of Family Services, Family Development Specialists, Intake Specialist
Low-income participant families need to obtain employment with medical benefits	Provide supportive services and referrals to assist participants families with obtaining employment with medical benefits	7 low-income individuals will obtain employment with medical benefits	1h3	Director of Family Services, Family Development Specialists, Intake Specialist

Low-income participant families need to obtain education and employment training	Provide supportive services, referrals and goal planning assistance to assist participant families with completing education/training programs	25 low-income individuals will complete education/training programs	2f, 2g, 2h, 2i, 2j	Director of Family Services, Family Development Specialists, Intake Specialist
Homeless low-income participant families need to obtain standard housing	Provide supportive services, referrals and goal planning assistance to assist participant families with securing standard housing	5 low-income families or individuals will secure standard housing	4b, 4c, 4d	Director of Family Services, Family Development Specialists, Intake Specialist
Low-income participant families need to emergency/crisis assistance	Provide supportive services, and referrals to provide participant families with emergency assistance	20 low-income individuals and families will be provided with emergency assistance	3a, 3b, 4a, 4e	Director of Family Services, Family Development Specialists, Intake Specialist
Low-income participant families need employment supports	Provide supportive services, and referrals to provide participant families with employment supports	45 low-income individuals will be provided with employment supports	4f	Director of Family Services, Family Development Specialists, Intake Specialist
Low-income participant families need educational supports	Provide supportive services, and referrals to provide participant families with educational supports	25 low-income individuals will be provided with educational supports	2z	Director of Family Services, Family Development Specialists, Intake Specialist
Low-income participant families need professional and self-development education	Provide 10 professional and self-development sessions / workshops per county for program participant families to enhance employment skills, life skills and personal development	10 workshops sessions per county will be provided to program participant families and individuals	2e, 5a, 5b, 5c, 5d, 5e, 6a1, 6a2, 6a3	Director of Family Services, Family Development Specialists, Intake Specialist

One-Year Work Program  
 OEO Form 212 (continued)

Section III: Program Administration and Operations					
Administration, Services, Operations Outcome Expected	Position Title(s)	Implementation Schedule			
		First Quarter	Second Quarter	Third Quarter	Fourth Quarter
Establish partnerships and collaborations with other Human Service agencies in Cabarrus and Rowan County.	Director of Family Services	7/01/19-9/30/19	10/1/19-12/31/19	1/1/20-3/31/20	4/1/20-6/30/20
Establish an Employer and Training Advisory Committee in Cabarrus and Rowan County.	Director of Family Services	7/01/19-9/30/19	10/1/19-12/31/19	1/1/20-3/31/20	4/1/20-6/30/20

Community Services Block Grant Program  
 Fiscal Year 2019-20 Application for Funding  
 One-Year Work Program  
 OEO Form 212 (continued)

7. Use the tables below to enter your agency's targeted outcome results. The performance measures will be included in the agency's CSBG contract.

All CSBG grantees operating self-sufficiency projects are required to enter program targets in Table 1. Please refer to *Performance Measures and Outcomes Definitions* on page 7 of the Fiscal Year 2019-20 CSBG Application Instructions. If your agency operates more than one project, you will also need to complete Table 2 on the following page and also enter specific program targets. There should be one table of outcome measures per project.

Table 1 Outcome Measures for Project 1 (enter project name)	
Measure	Expected to Achieve the Outcome in Reporting Period (Target)
The number of participant families served.	130
The number of low-income participant families rising above the poverty level.	25
The number of participant families obtaining employment.	30
The number of participant families who are employed and obtain better employment.	10
The number of jobs with medical benefits obtained.	7
The number of participant families completing education/training programs.	25
The number of participant families securing standard housing.	5
The number of participant families provided emergency assistance.	20
The number of participant families provided employment supports.	45
The number of participant families provided educational supports.	25
The average change in the annual income per participant family experiencing a change.	This measure does not require a target but must be reported.
The average wage rate of employed participant families.	This measure does not require a target but must be reported.

Community Services Block Grant Program  
 Fiscal Year 2019-20 Application for Funding  
 One-Year Work Program  
 OEO Form 212 (continued)

Table 2 Outcome Measures for Project 2 (enter project name)	
Measure	Expected to Achieve the Outcome in Reporting Period (Target)
The number of participant families served.	



Community Services Block Grant Program  
 Fiscal Year 2019-20 Application for Funding  
 One-Year Work Program  
 OEO Form 212 (continued)

9. For Community Action Agencies that serve multiple counties, provide a breakdown of the expected *number of persons served* in each designated county in the table below. Show the total *number of persons served* in the table.

Number of Families to be Served Per County											
Agency Name:											
Project Name:											
County	Rowan	Cabarrus									Total
Total Planned	65	65									130
Project Name:											
County											Total
Total Planned											

Community Services Block Grant Program  
Fiscal Year 2019-20 Application for Funding  
Monitoring, Assessment and Evaluation Plan

1. Describe the role and responsibilities of the following in the assessment and evaluation of agency programs.

a. Board of Directors:

The Board of Directors is responsible for the overall performance and evaluation of all agency programs. The Planning and Evaluation Committee is responsible for working with the Executive Director and staff to develop agency programs and services. The committee has direct oversight to review, evaluate, and monitor all programs to ensure compliance. The Board of Directors receives and reviews monthly reports detailing the performance of **the agency's programs at each Board meeting.**

b. Low-Income Community:

The **low-income community has input in the agency's programs through public hearings, participating on community forums, and representation on the agency's Board of Directors.**

c. Program Participants:

Program participants have the opportunity to evaluate the program by completing evaluations/surveys, participating in community forums and by serving as volunteers.

d. Others:

Partners participate in Community Round Tables during tri-annual Community Assessments in both Rowan and Cabarrus County. This allows the agency and its partners to identify collaboration opportunities and improve service delivery. It also allows others to express concerns about meeting the needs of our participants during a formalized feedback process.

2. Describe the systematic approach for collecting, analyzing and reporting customer satisfaction data to the Board of Directors.

1.0 Purpose – The procedure for collecting, analyzing and reporting customer satisfaction data to the Board of Directors establishes a system for evaluating the services provided by the Salisbury-Rowan Community Action Agency, Inc. (SRCAA, Inc.)

2.0 Scope – The procedure is applicable to all employees of the Salisbury-Rowan Community Action Agency, Inc. (SRCAA, Inc.)

3.0 Procedure

3.1 Overview - Customer satisfaction surveys may provide valuable feedback on the effectiveness of the service delivery of the Salisbury-Rowan Community Action Agency, Inc., and may be used to improve the quality systems with the customer in mind; therefore, SRCAA, Inc. encourages comments and feedback from any individual or family which it serves.

3.2 The services provided by the Salisbury-Rowan Community Action Agency, Inc. shall be evaluated through the use of **customer surveys submitted by the customer in a locked box located in plain view of the customer's entrance or exit of the building.**

3.4 Responses to the customer survey shall be collected and analyzed for a thirty day period. The Administrative Assistant or designee shall forward the results of customer satisfaction surveys to the appropriate management.

3.5 If during review of the responses to the customer satisfaction surveys that it is determined that a complaint needs to be addressed, the complaint(s) shall be followed up by the appropriate Program Director.

3.6 Tabulated results of the Customer Satisfaction Surveys shall be reported monthly to the Board of Directors during regularly scheduled meetings. Surveys shall be maintained for a period of one year.

3. Describe how administrative policies and procedures are monitored by the Board of Directors.

**The Board of Director's reviews the agencies administrative policies on an annual basis. These policies include fiscal, personnel and procurement. When necessary the policies are revised and updated. The Manual and an Employee Handbook has been introduced to all staff. The policies are monitored as part of the self-assessment process.**

4. Describe how the Board acts on monitoring, assessment and evaluation reports.

The Board of Directors reviews all monitoring, assessment and evaluation reports. The board also reviews corrective measures and ensures that policies and procedures are modified based on the reports that are received. The Board also **ensures that the results of the assessment are put into an action plan to improve the agency's performance.**

5. **Describe the Board's procedure for conducting the agency self-evaluation.**

The Board of Directors along with staff conducts an annual evaluation of **the agency's** program governance, management systems, fiscal, partnership engagement and program effectiveness. This evaluation is headed by an outside consultant. Upon completion the information is compiled, documented and discussed in order to develop a work plan.

6. **Summarize the results of the Board's most recent self-evaluation.** Describe how the information has been or will be used to develop the **agency's next Strategy for Eliminating Poverty. Indicate** the timeframe and planned activities for the next evaluation.

The results from the evaluation include: a) the need to expand funding beyond federal dollars, b) Increase board and management system collaborations, c) the need to further enhance our service delivery to provide support and assistance to the diverse families of the low-income community, d) increase our partnerships and collaborations to address the identified needs of the community. The information from the **Board's** self-evaluation will be used to enhance the strategic plan, departmental work plans and staff performance plans.

Planned activities for the next evaluation will measure progress on the following: 1) effective board governance 2) understanding the role of the governing board under Community Action 3) Understanding the role of financial oversight and monitoring by the governing board. The next scheduled board evaluation will be conducted in October, 2019.



Community Services Block Grant [CSBG]
Documentation of Submission to County Commissioners

Background: The North Carolina Administrative Code [10A NCAC 97C.0111 (b)(1)(A)] requires that each CSBG grant recipient submit its Community Anti-Poverty Plan [grant application] to each County Commissioner Board that it serves.

Instructions: This form is to be completed and notarized by the Clerk to the Board.

Agency Name: Salisbury-Rowan Community Action Agency

County:

Date of Application Submission:

[Note: This application should be submitted to the County Commissioners at least thirty [30] days prior to application submission to the Office of Economic Opportunity [OEO]. The grant application is due to OEO February 15, 2019.

Clerk to the Board should initial all items below.

- The agency submitted a complete grant application for Commissioner review.
The Clerk to the Board will be responsible for assuring that the application is distributed to the Commissioners.
Commissioners' comments provided those to the agency. (If applicable)

Clerk to the Board

Date

Notary

Date

# CABARRUS COUNTY



## BOARD OF COMMISSIONERS WORK SESSION

**January 7, 2019  
4:00 PM**

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**AGENDA CATEGORY:**

Discussion Items for Action

**SUBJECT:**

BOC - Commissioner Appointments for 2019

**BRIEF SUMMARY:**

The following chart outlines commissioner appointments to various boards and committees and appointments as liaisons to the surrounding municipalities for 2019.

**REQUESTED ACTION:**

Motion to approve the commissioner appointments for 2019 as set forth in the agenda.

**EXPECTED LENGTH OF PRESENTATION:**

**SUBMITTED BY:**

Lauren Linker, Clerk to the Board

**BUDGET AMENDMENT REQUIRED:**

No

**COUNTY MANAGER'S RECOMMENDATIONS/COMMENTS:**

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**ATTACHMENTS:**

- 2019 Commissioner Appointments

## 2019 PROPOSED COMMISSIONER BOARD APPOINTMENTS

NAME OF BOARD	MEETING DATE	MEETING TIME	MEETING LOCATION	MEMBER	LIAISON	CURRENT LIASION	ALTERNATE	VOTE	CAPACITY TO VOTE
ACT Work Ready Community Committee	2nd Tuesday, Every Other Month	3:30 p.m.	Governmental Center	Poole					
Active Living and Parks Commission	3rd Thursday	6:00 p.m.	Concord Senior Center		Shue			N	No
Cabarrus County Animal Protection Advisory Board	2nd Tuesday	6:30 p.m.	Governmental Center		Kiger				Yes
Cabarrus County Board of Education - Business Mtg.	2nd Monday	6:00 p.m. (Business)	Old Airport Road		Kiger		Honeycutt	N	No
Cabarrus County Board of Education - Work Session	1st Monday	6:00 p.m. (Wk. Session)	Old Airport Road		Honeycutt		Kiger	N	
Cabarrus County Partnership for Children (Smart Start)	4th Tuesday (Recommendation to meet bi-monthly)	Noon	1307 S. Cannon Blvd, Kannapolis, NC	Morris				Y	Yes
Cabarrus Planning and Zoning Commission	2nd Tuesday	7:00 p.m.	Governmental Center		Kiger		Shue	N	No
Cabarrus-Rowan Urban Area MPO Transportation Adv. Comm.	4th Wednesday (except July/Dec.)	5:30 p.m.	Varies	Poole			Morris	Y	Yes
Cardinal Innovations (replaced PBH)	3rd Thursday (January, April, July & October)	6:00 p.m.	4855 Milestone Ave. Kannapolis	Morris					
Cardinal Innovations Commissioner Advisory Board	As Needed		Burlington	Shue					
Centralina Council of Government Executive Board	Monthly		Charlotte Office	Shue					
Centralina Council of Government Board of Directors	Monthly		Charlotte Office	Shue					
Centralina Economic Development Commission	3rd Thursday	4:00 p.m.	COG Office	Downs		Planning Staff			
Centralina Workforce Development Consortium	Bi-Monthly 2nd Tuesday	4:30	Varies	Poole				Y	Yes
City of Concord	2nd Thursday	6:00 p.m.	Council Chambers		Poole			N	No
City of Kannapolis	2nd & 4th Mondays	6:00 p.m.	Train Station		Morris			N	No
City of Locust	1st Thursday	7:30 p.m.	City Hall		Shue			N	No
Cooperative Extension Service	Quarterly	6:00 p.m.	Extension Office		Honeycutt			N	No
Council of Planning – NC 73 Corridor	Quarterly, 3rd Tuesday	2:00 p.m.	Varies	Honeycutt			Poole	Y	Yes
Early Childhood Task Force	2nd Tuesday	4:00 p.m.	Concord Library	Poole & Dubois					
Exit 49 Taskforce	As Needed		CVB Office		Poole		Downs	Y	
Fire Departments & First Responder Advisory Committee	March, June, Sept. & Dec.	7:00 p.m.	Different VFD's Host		Poole		Shue	N	No
Forester of Cabarrus County	No Meetings - Direct contact w/ Liaison	NA	NA		Shue			N	No
Home and Community Care Block Grant Advisory Committee	2-19; 3-1*9; 4-23*; 5-21; 8-20; and 11-19 (*tentative)	TBD	Senior Center	Honeycutt				N	Yes
Human Services Advisory Board	2nd Wednesday	1:30 p.m.	HSC Board Room	Honeycutt				Y	Yes
Juvenile Crime Prevention Council	3rd Wednesday	7:30 a.m.	Governmental Center	Morris				Y	Yes
Kannapolis Board of Education	2nd Monday	Varies	Central Office		Shue		Kiger	N	No
Library Board of Trustees	1-18; 3-15; 5-17; 7-19; 9-20; and 11-15 (3rd Thursdays)	4:30 p.m.	Libraries - Rotate		Morris			N	No
Local Emergency Planning Committee	2-7; 5-2; 8-1; and 11-7	3:00 p.m.	Governmental Center		Honeycutt			Y	Yes
Mental Health Advisory Board	3-21; 6-20; 9-19; and 12-19	6:00 p.m.	Governmental Center		Poole				
Public Health Authority of Cabarrus County	2nd Tuesday	5:30 p.m.	HSC Board Room	Morris				Y	Yes
Region F Aging Advisory Committee	Quarterly - Thursday (March 8 and June 14)	1 p.m.	COG Office		Shue			N	No
Rowan-Cabarrus Community College Board of Trustees	Last Monday of Month (except July & Dec.)	4:00 p.m.	Varies		Morris			N	No
Senior Centers Advisory Council	3rd Monday	11:00 a.m.	Senior Center		Honeycutt			N	No
Soil & Water Conservation District	1st Tuesday	5:15 p.m.	Governmental Center		Shue			N	No
Tourism Authority (CVB)	4th Wednesday	8:00 a.m.	CVB Office	Honeycutt				Y	Yes
Town of Harrisburg	2nd Monday	6:00 p.m.	Town Hall		Kiger			N	No
Town of Midland	2nd Tuesday	6:00 p.m.	Town Hall		Shue			N	No
Town of Mt. Pleasant	1st Monday (except June & August) No July or Sept meeting.	7:00 p.m.	Town Hall Auditorium		Kiger			N	No
Transportation Advisory Board	2-7; 4-4; 6-6; 8-1; 10-3; and 12-5	9:00 a.m.	CCTS Conference Room		Morris			N	No
Water and Sewer Authority (WSACC)	3rd Thursday	5:00 p.m.	WSACC - 232 Davidson Hwy.	Poole & Marshall				Y	Yes
Watershed Improvement Commission	3rd Tuesday - Bimonthly	6:30 p.m.	Governmental Center		Morris			N	No
Youth Commission	3rd Monday	6:00 p.m.	Varies		Kiger			N	

# CABARRUS COUNTY



## BOARD OF COMMISSIONERS WORK SESSION

**January 7, 2019  
4:00 PM**

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### **AGENDA CATEGORY:**

Discussion Items for Action

### **SUBJECT:**

BOC - Resolution Amending the Board of Commissioners' 2019 Meeting Schedule

### **BRIEF SUMMARY:**

The venue for the Board Retreat scheduled for February 22 and 23, 2019 needs to be moved to be held in the Multipurpose Room in the Governmental Center. Additionally, the venue has been selected for the 1st Cabarrus Quarterly Summit scheduled for February 13, 2019.

### **REQUESTED ACTION:**

Motion to adopt resolution.

### **EXPECTED LENGTH OF PRESENTATION:**

### **SUBMITTED BY:**

Lauren Linker, Clerk to the Board

### **BUDGET AMENDMENT REQUIRED:**

No

### **COUNTY MANAGER'S RECOMMENDATIONS/COMMENTS:**

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### **ATTACHMENTS:**

- ▣ Resolution



**Resolution Amending the  
Cabarrus County Board of Commissioners'  
2019 Meeting Schedule**

**WHEREAS**, on December 17, 2018, the Cabarrus County Board of Commissioners adopted a meeting schedule for calendar year 2019, which sets forth the dates, times and locations of various official county meetings;

**WHEREAS**, the Board scheduled the 1st Cabarrus Quarterly Summit to be held on February 13, 2019; and

**WHEREAS**, the Cabarrus Arena and Events Center has been selected as the venue; and

**WHEREAS**, the Board scheduled the Board Retreat to be held at the Cabarrus Arena and Events Center; and

**WHEREAS**, the venue needs to be changed to the Multipurpose Room in the Governmental Center in Concord, North Carolina;

**NOW, THEREFORE BE IT RESOLVED** that the Cabarrus County Board of Commissioners hereby amends its 2019 Meeting Schedule as follows:

1. The Board of Commissioners will hold the 1<sup>st</sup> Cabarrus Quarterly Summit on February 13, 2019 at 6:00 p.m. at the Cabarrus Arena and Events Center in Concord, North Carolina.
2. The Board of Commissioners will hold the Board Retreat on February 22, 2019 at 4:00 p.m. and February 23, 2019 at 8:00 a.m. in the Multipurpose Room at the Governmental Center in Concord, North Carolina.

Adopted this 22<sup>nd</sup> day of January, 2019.

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Stephen M. Morris, Chairman  
Cabarrus County Board of Commissioners

ATTEST:

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Lauren Linker, Clerk to the Board



# CABARRUS COUNTY



## BOARD OF COMMISSIONERS WORK SESSION

**January 7, 2019  
4:00 PM**

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**AGENDA CATEGORY:**

Discussion Items for Action

**SUBJECT:**

County Manager - Convert Board Approved Policy to Administrative Policy

**BRIEF SUMMARY:**

On December 4, 2004 the Board approved the Cabarrus County Recycling Policy (policy provides guidelines to increase participation in recycling programs and minimize waste materials in landfills). This policy is administrative in nature and needs flexibility to be modified as operational changes occur. It would be beneficial to the management team if this policy was converted from a Board-approved policy to an administrative policy subject to change at the County Manager's discretion.

**REQUESTED ACTION:**

Motion to approve changing the Cabarrus County Recycling Policy from Board-approved to administrative policy.

**EXPECTED LENGTH OF PRESENTATION:**

5 Minutes

**SUBMITTED BY:**

Pamela S. Dubois, Senior Deputy County Manager

**BUDGET AMENDMENT REQUIRED:**

No

**COUNTY MANAGER'S RECOMMENDATIONS/COMMENTS:**

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**ATTACHMENTS:**

- Recycling Policy

# Cabarrus County Recycling Policy

A Policy establishing procedures and programs to increase the participation in recycling programs and minimize the waste materials generated by Cabarrus County agencies and contractors.

## Purpose

This policy is designed to encourage and increase recycling and waste reduction in Cabarrus County offices. The three main goals are to:

1. Minimize the amount of waste generated at the source within the county.
2. Increase the reuse and recycling of products within county offices.
3. Purchase and use products and services which are environmentally preferable whenever practicable.
4. Manage recyclable products within county offices.

## Background

Local and state government combined purchase more than \$1 trillion of goods and services each year. Many of these products contribute to problems in the overall environment, including contamination of the air and water, and depletion of environmental resources. In some instances, products require special waste disposal and reporting procedures which can be cumbersome and expensive. Furthermore, local government employees using these products may be exposed to compounds that are potentially harmful to their health.

Cabarrus County has an opportunity to serve as a community model for environmental leadership by incorporating a plan of action that will conserve precious resources such as water, raw materials, and energy, reduce the use of hazardous substances, and potentially improve the environmental quality of the region. By incorporating environmental considerations in public purchasing, Cabarrus County can reduce its burden on the local and global environment, remove unnecessary hazards from its operations, protect public health, reduce costs and liabilities, and help develop markets for environmentally responsible products.

## Definitions

The following terms shall have the assigned definitions for all purposes under this policy:

- "Agency" means any department directly under the management of Cabarrus County or occupying space within a building owned or otherwise managed by Cabarrus County.
- "Available Locally" means that one or more businesses within the county or immediate surrounding area are able to provide goods and services in a timely manner, and in sufficient quantity and quality to meet a specific department/ agency need.
- "Biodegradable" means the ability of a substance, material, or product ingredient to readily decompose by the action of microbes.
- "Chlorofluorocarbon, (CFC)" refers to the family of compounds of chlorine, fluorine, and carbon. CFC's contribute to the depletion of the stratospheric ozone layer, and have been used as an ingredient for refrigerants, solvents, and for blowing plastic-foam insulation and packaging. The Montreal Protocol on Substances that Deplete the Ozone Layer calls for complete elimination of CFC production.

- "Compost Products" means mulch, soil amendments, ground cover, or other landscaping material derived from the biological or mechanical conversion of cellulose-containing waste materials

- "E-Waste" refers to electronic materials that are no longer usable in their current state. Electronics are not to be confused with electrical appliances. Electronics include computers and their peripherals, calculators, TVs, digital and video cameras.

- "Environmentally preferable products and services" means products and services that have a lesser or reduced effect on human health and the environment when compared with competing products and services that serve the same purpose. This comparison may consider raw materials acquisition, production, manufacturing, packaging, distribution, reuse, operation, maintenance, or disposal of the product. *More detail below.*

- "Green building practices" means the incorporation of environmental, health, and waste prevention criteria in building design, site-planning and preparation, materials acquisition, construction or remodeling, deconstruction, and waste disposal.

- "Integrated pest management" means the use of a combination of pest control methods including improved sanitation, mechanical, physical, biological, or chemical means.

- "Post-consumer recycled material" means only those products generated by a business or consumer which have served their intended end uses, and which have been separated or diverted from the solid waste stream for the purposes of collection, recycling and disposition.

- "Practicable" means sufficient in performance and available at a reasonable price.

*Final determination of the practicability of any given product must lie with the users of the product, since it is they who understand their performance and budgetary requirements. Evaluation should consider life-cycle and replacement costs.*

- "Price Preference" means a percentage by which offered prices for recycled products are reduced for purposes of bid evaluation.

*For example, under a 10% price-preference, if a bid of \$1.00 per unit is received for a recycled product meeting specifications, the bid price will be reduced by \$0.10 (10%) and evaluated as though it had been \$0.90. If this bid results in a contract award, the price actually contracted will be the bid price of \$1.00 per unit.*

- "Processed-chlorine free paper" refers to paper that is manufactured using a percentage of post-consumer recycled paper fiber (that may contain residues of chlorine) and is whitened without adding chlorine or chlorine derivatives.

- "Rainforest hardwood/ tropical wood" means wood that originates from trees grown in a rainforest.

- "Recyclable" means a product or material which, after its intended end use, can demonstrably be diverted from Cabarrus County's solid waste stream for use as a raw material in the manufacture of another product.

- "Recycled material" means material and byproducts that have been recovered or diverted from solid waste and that can be utilized in place of raw or virgin material in manufacturing a product. It is derived from post-consumer recycled material, manufacturing waste, industrial scrap, agricultural waste, and other waste material, but does not include material or byproducts generated from, and commonly reused within, an original manufacturing process.

- "Recycled product" means a product containing recycled material.

### **Responsibilities of County Recycling Program**

Each county agency shall have a designated recycling liaison for the Recycling Program. The liaison will be the agency's contact for all recycling and buy recycled issues. The liaison will handle what they are able to then direct all other issues to the Recycling Program Coordinator. The Recycling Program shall:

- A. Maintain and keep updated the on-line Swap shop for usable office materials.
- B. Develop and maintain information about environmentally preferable products and recycled products containing the maximum practicable amount of recycled materials, to be purchased by agencies whenever possible. The Program Coordinator may modify this list as needed.
- C. Inform agencies of their responsibilities under this policy and provide implementation assistance.
- D. Disseminate information on recycled and environmentally preferable product procurement opportunities and any changes in price preference limits to agencies.
- E. Communicate with agencies to review policy requirements and new procurement opportunities, and to monitor the status of policy implementation product research results.
- F. Educate agency employees about recycling and waste reduction goals and procedures and ensure participation. The liaisons shall disseminate information about recycling and waste reduction policies and programs and monitor participation in programs and report any problems, suggestions, or other feedback to the program coordinator.
- G. Publicize the progress of policy implementation.
- H. Submit an annual report to the Cabarrus County Board of Commissioners reflecting the implementation status of the program, including:
  - 1. A compilation of procurement data collected from all agencies and other parties charged with implementation responsibility under this policy.
  - 2. An account of the current status of product evaluations conducted by agencies.
  - 3. An assessment of program effectiveness, an evaluation of program goals, and projections of future procurement opportunities.
  - 4. Recommendations for changes in the policy.

### **Responsibilities of all Cabarrus County Agencies**

Each Cabarrus County Agency shall:

- A. Appoint a recycling liaison to represent the agency and maintain the established program.
- B. Evaluate each recycled or environmentally preferable product designated by the Recycling Program to determine the extent to which the product may be practicably used by the agency and its contractors.
- C. Utilize the on-line Swap Shop prior to making any purchases.
- D. Purchase environmentally preferable products and services whenever practicable.
- E. Ensure that contracts issued by the agency require recycled and environmentally preferable products wherever practicable.
- F. Ensure that contracts issued by the agency for recycled products require the maximum practicable amount of recycled material and that contractors provide certification of this content and report amounts used.
- G. Ensure that all printing by Cabarrus County agencies uses recycled paper and bears the chasing arrow logo or other imprint identifying it as such.
- H. Use both sides of paper sheets whenever practicable in printing and copying.
- I. Ensure that requests for bids and proposals issued by Cabarrus County require that, whenever practicable, contractors and consultants use recycled paper and both sides of paper sheets.

- J. Report the progress of policy implementation by the agency to the Recycling Program Coordinator, including the status of product evaluations conducted by the agency and types of environmentally preferable products purchased by the agency and its contractors.
- K. Report total purchases of environmentally preferable, recycled, and non-recycled products by the agency and its contractors annually to the Recycling Program Coordinator.

### **Waste Minimization**

A large percentage of everyday costs could be dramatically reduced through minimizing the amount of waste generated. These potential savings could offset the cost of the environmentally preferable products.

- A. Search for needed items on the on-line swap shop before purchasing new items. (see details under "Surplus office furniture, equipment, and supplies")
- B. Use both sides of paper when printing or copying whenever practicable.
- C. Print documents, memos, and e-mails only when necessary and only as many copies as will be needed.
- D. When requesting materials from outside sources or other agencies, request electronic versions first and accept 'hard copies' only if electronic is not available.
- E. Make note pads from obsolete or outdated forms and stationary.
- F. Reuse all envelopes (not just interoffice envelopes) by adhering a new label.
- G. Eliminate duplicate subscriptions or deliveries of magazines, newspapers, or catalogs within the same agency.
- H. Buy environmentally preferable products shipped in bulk containers rather than individual packages. This reduces both packaging waste and transportation costs and pollution.
- I. Work with vendors and suppliers to eliminate unnecessary packaging. This saves money since a company, directly or indirectly, pays for the packaging the goods are shipped in.
- J. Specify minimum levels of recycled content or specify that recycled materials be used in packaging.
- K. Bring a reusable mug or drinking cup.
- L. Bring your lunch complete with cutlery in reusable containers.
- M. When bringing 'fast food' to the office, store extra condiments, utensils and napkins for future use.
- N. IT/ ISU should communicate in advance any office equipment they intend to phase out to avoid over stocking of related supplies.

### **Office Trash collection**

With waste minimization and recycling practices in place the need for office trash service will diminish. Waste baskets in individual offices and cubicles will be emptied once per week. Employees needing their personal baskets emptied more frequently will be responsible for doing those themselves. There will be one central waste container in each agency that will be emptied daily to ensure food wastes can be removed from offices daily. No food waste is to be placed in personal waste baskets.

### **Office Recycling bins**

Each agency will provide their employees with recycle bins for their desks or work areas as appropriate.

### **Buy Recycled - Environmentally Preferable Products**

Buying recycled products serves to close the loop on recycling by purchasing items and materials which contain previously used and recycled materials. Because of this, it is imperative that a buy recycled system be in place and maintained.

To help develop markets for recyclable materials, to support recycling efforts, and to set an example for local government and the private sector, all agencies shall purchase and use environmentally preferable products whenever feasible or practicable.

For products to be truly environmentally friendly they must meet the following criteria:

1. Release no persistent toxic substances into the environment during production, use and disposal.
2. Conserve energy and resources during production, use and disposal.
3. Be durable and reusable first, or readily recyclable or compostable, or truly biodegradable next.
4. Be made from recycled materials or renewable resources used in a sustainable way.
5. Packaging for the product is minimal but adequate to ensure protection, reflecting the above criteria.

Some products meeting these criteria include:

- Rechargeable batteries
- Reusable mugs and other dishes
- White board or chalk bulletin boards
- Oil filters
- Shipping containers and pallets
- Coffee filters
- Internal mail envelopes
- Refillable pens and pencils
- Reusable air filters
- Cloth towels and other linens

Products made from rainforest hardwood and or tropical wood will not be considered environmentally preferable.

#### **Purchase and Use of Products Having Recycled Content**

- A. Before purchasing any product, agency staff shall look for items available on the on-line Swap Shop.
- B. Product specifications shall be written to encourage vendors to offer products having recycled content. When products having recycled content are offered that are comparable in quality, availability, and within price preference limits to products not having recycled content, term contracts shall carry only the recycled products.
- C. Term contracts shall be written in a format that prominently identifies products having recycled content, and these products shall be listed in conjunction with any comparable products that do not have recycled content, to encourage agencies to readily identify the availability of these products. The Purchasing department shall prepare a listing of all recycled products available on county contracts on a semi-annual basis, and make it available to all potential purchasers to increase awareness of opportunities to purchase recycled products.
- D. Agencies are directed to purchase and use recycled paper for all letterhead stationary, reports, memoranda, and other documents when feasible and practicable. All new photocopiers purchased shall have the ability to use xerographic paper having at least 50% recycled content.
- E. The Purchasing department and the Program Coordinator shall develop guidelines for the minimum content standards for recycled products purchased by county agencies.
- F. Agencies that have delegated purchasing authority shall review their existing specifications to ensure that they do not contain restrictive language or other barriers to purchasing recycled products, unless such specifications are necessary to protect public health, safety, or welfare.
- G. Buildings and structures should be constructed using green building practices whenever practicable.

## **Stocked Supplies**

Agencies shall limit the number of additional supplies kept in stock for office equipment. It is recommended this limit be one spare unit per three pieces of equipment (i.e.: one inkjet cartridge per three printers). Replacement office supplies can be delivered within one business day eliminating the need for keeping large quantities in stock.

## **Phase-out Notification**

Departments which manage agency office equipment shall communicate in advance with agencies in which office equipment is scheduled to be phased-out or otherwise replaced. This will minimize the excess office supplies when a piece of equipment is replaced.

## **Printing Services**

Agencies are directed to purchase and use recycled paper for all letterhead stationary, reports, memoranda, business cards and other documents when feasible and practicable. Printed materials are to include the chasing arrows recycling symbol or other imprint identifying it as such. All new photocopiers purchased shall have the ability to use xerographic paper having at least 50% recycled content.

## **Contracted Food & Beverage**

Any agency contracting for food and/ or beverage services for any event or program is to specify the use of recyclable and recycled content service items (plates, cups, etc.). For catered events, reusable service items (plates, cups, etc.) should be requested and utilized when practicable. For services that will go through a bidding process, this specification is to be included in the Request for Proposals (RFP).

Any agency hosting an event or program that is not contracted or catered is to abide by these same guidelines when purchasing supplies for their event.

## **Waste determination**

Each agency is to make the determination whether or not an item that the agency no longer needs is still usable as is or is useless and should be recycled or land filled. This determination can be made by either the liaison or another agency employee as agreed upon by the agency head. When disposing of large items and large quantities of an item (over 4 square feet total) in a dumpster contact the Solid Waste Department/ Recycling prior to disposal.

## **Items for recycling**

The following items are to be recycled when they have reached the end of their useful life.

- Office paper
- Glass containers, plastic bottles, aluminum cans, steel cans
- Corrugated cardboard
- Newspapers, magazines, catalogs (where available)
- Batteries
- Inkjet/ toner cartridges
- Electronics (see E-Waste for more detail)
- Media storage (diskettes, tapes, CDs, etc.)
- Fluorescent bulbs



## **Collection of Recyclable Materials**

Recycling liaisons and the program coordinator shall ensure that all employees have access to containers for recycling (at a minimum) aluminum cans, plastic bottles, glass containers, steel containers, office paper, and corrugated cardboard. Where possible employees will also have access to containers for recycling newspapers, magazines, and catalogs. All employees shall separate identified recyclable materials generated in the course of agency operations and place them in the appropriate recycling containers. The provisions of this section shall not apply in those situations where the agency head makes a written determination that their implementation is not feasible.

Agencies that routinely host the general public, such as parks and recreation areas, the senior center, the public libraries, and the Arena & Events Center, etc., shall implement programs (with the assistance of the program coordinator) for the collection and recycling of appropriate materials discarded by the public at all such locations (e.g., aluminum, glass, and plastic beverage containers) when feasible and practicable. Agencies shall work closely with the appropriate local government agencies when developing and implementing these recycling programs.

## **Corrugated Cardboard**

Corrugated cardboard will be collected regularly on a scheduled day. Agencies are to 'break down' empty cardboard boxes and store them in their offices until the scheduled pick up day to comply with fire codes. All packaging and literature should be properly managed prior to breaking down the boxes.

## **File Purging**

The periodic purging of non-shredded files can overburden the recycling program. For this reason an agency planning to purge files must make arrangements through their liaison to ensure the additional supply of paper can be collected without limiting any other agency's ability to recycle their paper waste.

## **E-Waste**

Computers and peripherals (printers, scanners, fax machines, copiers, etc.) that are no longer needed in any agency should be sent to the agency's IT or ISU department for salvage of parts. The IT/ ISU department will then make the determination if the materials are useable or ready for recycling.

All other electronic materials such as stereos, calculators, cameras, TVs, VCRs, DVD players, etc. are to be determined usable or ready for recycling by the department in possession of the material.

Costs for recycling small quantities of electronic wastes can be absorbed by the Solid Waste Department; costs for larger quantities may need to be billed directly to the agency generating the wastes.

Materials that are determined to be still usable but not by Cabarrus County agencies will be offered to area schools and pre-approved 501 (c) 3 organizations.

## **Fluorescent bulbs**

Spent fluorescent bulbs from a non-household cannot be land filled in North Carolina. The low mercury bulbs in small quantities may possibly be land filled providing the generator of the spent bulbs can provide documentation that the bulbs have passed the Toxic Characteristic Leaching Procedure (TCLP). The Solid Waste Department will assist any agency with recycling their spent bulbs by arranging for the transportation and paying the costs for recycling.

### **Office Furniture, equipment, and supplies**

Usable office furniture, equipment, or office supplies which are no longer needed by an agency must be listed as available on the County's Swap Shop in the intranet. Unclaimed items are to remain on the Swap Shop for a minimum of 3 weeks before GSA staff or any other staff member is to move such items out of the offices of the agency in possession of the item.

After items have been listed on the swap shop for 2 weeks they will be made available to Cabarrus County schools and pre-approved 501 (c) 3 organizations. These groups will have the option of claiming available items at no charge for use by their organization. It will be the responsibility of the organization claiming the item(s) to pick up and transport the materials.

After usable items (excluding computers and peripherals) have been listed on the swap shop for 3 weeks the agency may send the item(s) to surplus. In order to do this the agency representative must fill out a "Fixed Assets Transfer/ Surplus" form from informed filler and send it to Sherri Barnhardt in Purchasing. She will then instruct GSA to pick up the surplus items and transfer them to the Surplus Storage Building.

### **Special Events**

Recycling Liaisons and the Recycling Program coordinator will assist agencies that host special events in implementing procedures to minimize waste and include recycling and buy recycled with the event.

### **Exemptions**

1. Nothing contained in this policy shall preclude user agencies from requiring recycled material content as a bid specification.
2. Nothing in this policy shall be construed as requiring an agency or contractor to procure products that do not perform adequately for their intended use or are not available at a reasonable price in a reasonable period of time.

### **Reporting**

On at least an annual basis each agency shall report to the Program Coordinator for the previous fiscal year the amounts and types of recycled products purchased and the amount of waste reduced from its waste stream.

The Purchasing department shall review its procurement tracking system and determine any changes needed to facilitate tracking of recycled products purchased by agencies and others.

# CABARRUS COUNTY



## BOARD OF COMMISSIONERS WORK SESSION

**January 7, 2019  
4:00 PM**

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**AGENDA CATEGORY:**

Discussion Items for Action

**SUBJECT:**

DHS - Transportation 5307 Grant

**BRIEF SUMMARY:**

DHS-Transportation is applying for unspent 5307 Federal Funds through the State of North Carolina in the amount of \$41,188. These funds will be used to replace radios in our busses that have exceeded their useful life. These funds will need to be spent by June 30, 2019. There is a 20% local match required and a public hearing.

**REQUESTED ACTION:**

Hold a public hearing.

Motion to approve application for unspent 5307 funds, related resolutions and authorize the budget officer to prepare appropriate budget amendment.

**EXPECTED LENGTH OF PRESENTATION:**

5 Minutes

**SUBMITTED BY:**

Bob Bushey, Transportation Manager

**BUDGET AMENDMENT REQUIRED:**

Yes

**COUNTY MANAGER'S RECOMMENDATIONS/COMMENTS:**

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**ATTACHMENTS:**

- ▣ Resolution
- ▣ Local Share Certification
- ▣ Public Hearing Record
- ▣ Quote

# **PUBLIC TRANSPORTATION PROGRAM RESOLUTION**

## **FY 2019 RESOLUTION**

### **Section 5311 (including ADTAP), 5310, 5339, 5307 and applicable State funding, or combination thereof.**

Applicant seeking permission to apply for Public Transportation Program funding, enter into agreement with the North Carolina Department of Transportation, provide the necessary assurances and the required local match.

A motion was made by (*Board Member's Name*) \_\_\_\_\_ and seconded by (*Board Member's Name or N/A, if not required*) \_\_\_\_\_ for the adoption of the following resolution, and upon being put to a vote was duly adopted.

WHEREAS, Article 2B of Chapter 136 of the North Carolina General Statutes and the Governor of North Carolina have designated the North Carolina Department of Transportation (NCDOT) as the agency responsible for administering federal and state public transportation funds; and

WHEREAS, the North Carolina Department of Transportation will apply for a grant from the US Department of Transportation, Federal Transit Administration and receives funds from the North Carolina General Assembly to provide assistance for rural public transportation projects; and

WHEREAS, the purpose of these transportation funds is to provide grant monies to local agencies for the provision of rural, small urban, and urban public transportation services consistent with the policy requirements of each funding source for planning, community and agency involvement, service design, service alternatives, training and conference participation, reporting and other requirements (drug and alcohol testing policy and program, disadvantaged business enterprise program, and fully allocated costs analysis); and

WHEREAS, the funds applied for may be Administrative, Operating, Planning, or Capital funds and will have different percentages of federal, state, and local funds.

WHEREAS, non-Community Transportation applicants may apply for funding for "purchase-of-service" projects under the Section 5310 program.

WHEREAS, (*Legal Name of Applicant*) Cabarrus County hereby assures and certifies that it will provide the required local matching funds; that its staff has the technical capacity to implement and manage the project(s), prepare required reports, obtain required training, attend meetings and conferences; and agrees to comply with the federal and state statutes, regulations, executive orders, Section 5333 (b) Warranty, and all administrative requirements related to the applications made to and grants received from the Federal Transit Administration, as well as the provisions of Section 1001 of Title 18, U. S. C.

WHEREAS, the applicant has or will provide all annual certifications and assurances to the State of North Carolina required for the project;

NOW, THEREFORE, be it resolved that the *(Authorized Official's Title)\** County Manager of *(Name of Applicant's Governing Body)* Cabarrus County is hereby authorized to submit grant application (s) for federal and state funding in response to NCDOT's calls for projects, make the necessary assurances and certifications and be empowered to enter into an agreement with the NCDOT to provide rural, small urban, and urban public transportation services.

I *(Certifying Official's Name)\** Michael Downs *(Certifying Official's Title)* County Manager do hereby certify that the above is a true and correct copy of an excerpt from the minutes of a meeting of the *(Name of Applicant's Governing Board)* Cabarrus County Board of Commissioners duly held on the \_\_\_\_\_ day of \_\_\_\_\_, \_\_\_\_\_.

\_\_\_\_\_  
*Signature of Certifying Official*

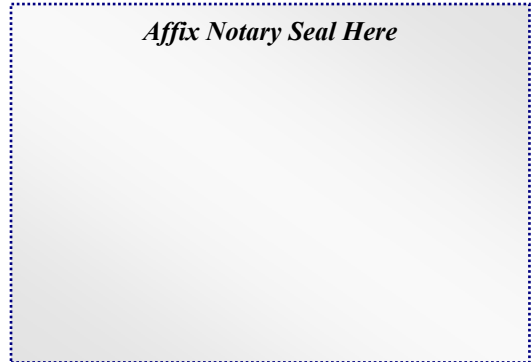
**\*Note that the authorized official, certifying official, and notary public should be three separate individuals.**

Seal Subscribed and sworn to me *(date)* \_\_\_\_\_

\_\_\_\_\_  
*Notary Public \**

\_\_\_\_\_  
*Printed Name and Address*

My commission expires *(date)* \_\_\_\_\_



# LOCAL SHARE CERTIFICATION FOR FUNDING

Cabarrus County  
(Legal Name of Applicant)

## Requested Funding Amounts

<u>Project</u>	<u>Total Amount</u>	<u>Local Share</u>
Administrative	\$ _____	\$ _____ (15%)
5311 Operating (No State Match)	\$ _____	\$ _____ (50%)
5310 Operating (No State Match)	\$ _____	\$ _____ (50%)
5307 Operating	\$ _____	\$ _____ (50%)
5307 Planning	\$ _____	\$ _____ (20%)
Capital	\$ <b><u>41,188</u></b>	\$ <b><u>8,238</u></b> (20%)
Mobility Management	\$ _____	\$ _____ (10%)
_____	\$ _____	\$ _____ (___%)
_____	\$ _____	\$ _____ (___%)
_____	\$ _____	\$ _____ (___%)

Funding programs covered are 5311, 5310, 5339 Bus and Bus Facilities, 5307 (Small fixed route, regional, and consolidated urban-rural systems)

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<b>TOTAL</b>	<b>\$ <u>41,188</u></b>	<b>\$ <u>8,238</u></b>
	<b>Total Funding Requests</b>	<b>Total Local Share</b>

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The Local Share is available from the following sources:

<u>Source of Funds</u>	<u>Grant Applied To</u>	<u>Amount</u>
<b><u>General Fund</u></b>	<b><u>5307</u></b>	<b>\$ <u>8,238</u></b>
_____	_____	\$ _____
_____	_____	\$ _____
_____	_____	\$ _____
_____	_____	\$ _____
_____	_____	\$ _____
_____	_____	\$ _____
_____	_____	\$ _____
<b>TOTAL</b>		<b>\$ _____</b>

\*\* Fare box revenue is not an applicable source for local share funding

FY 2018 Local Share Certificate (page 2)

I, the undersigned representing (*Legal Name of Applicant*) **Cabarrus County** do hereby certify to the North Carolina Department of Transportation, that the required local funds for the FY2018 Community Transportation Program and 5307 Governors Apportionment will be available as of **July 1, 2019**, which has a period of performance of July 1, 2017 – June 30, 2018.

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Signature of Authorized Official

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Type Name and Title of Authorized Official

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Date



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Important – A public hearing MUST be conducted whether or not requested by the Public.

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**PUBLIC HEARING RECORD**

**APPLICANT:** \_\_\_\_\_

**DATE:** \_\_\_\_\_

**PLACE:** \_\_\_\_\_

**TIME:** \_\_\_\_\_

**How many BOARD MEMBERS attended the public hearing?** \_\_\_\_\_

**How many members of the PUBLIC attended the public hearing?** \_\_\_\_\_

**Public Attendance Surveys**

(Attached)

(Offered at Public Hearing but none completed)

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I, the undersigned, representing (*Legal Name of Applicant*) \_\_\_\_\_ do hereby certify to the North Carolina Department of Transportation, that a Public Hearing was held as indicated above and

**During the Public Hearing**

(*NO public comments*)

(*Public Comments were made and meeting minutes will be submitted after board approval*)

The estimated date for board approval of meeting minutes is: \_\_\_\_\_

\_\_\_\_\_  
Signature or Clerk to the Board

\_\_\_\_\_  
Printed Name and Title

\_\_\_\_\_  
Date



## Voluntary Title VI Public Involvement

Title VI of the Civil Right’s Act of 1964 requires North Carolina Department of Transportation to gather statistical data on participants and beneficiaries of the agency’s federal-aid highway programs and activities. The North Carolina Department of Transportation collects information on race, color, national origin and gender of the attendees to this public meeting to ensure the inclusion of all segments of the population affected by a proposed project.

The North Carolina Department of Transportation wishes to clarify that this information gathering process **is completely voluntary** and that you are not required to disclose the statistical data requested in order to participate in this meeting. This form is a public document.

The completed forms will be held on file at the North Carolina Department of Transportation. For Further information regarding this process please contact Shantray Dickens the Title VI Manager at telephone number 919.508.1896 or email at [sddickens@ncdot.gov](mailto:sddickens@ncdot.gov).

Project Name:		Date:
Meeting Location:		
Name (please print)	Gender:	
	<input type="checkbox"/> Male <input type="checkbox"/> Female	
General ethnic identification categories (check one)		
<input type="checkbox"/> Caucasian	<input type="checkbox"/> Hispanic American	<input type="checkbox"/> American Indian/Alaskan Native
<input type="checkbox"/> African American	<input type="checkbox"/> Asian/Pacific Islander	Other: _____
Color:	National Origin:	

After you complete this form, please fold it and place it inside the designated box on the registration table.

Thank you for your cooperation.



Quote Number: QU0000461412

Effective: 06 DEC 2018

Effective To: 04 FEB 2019

**Bill-To:**

CABARRUS COUNTY SHERIFFS DEPT  
PO BOX 707  
CONCORD, NC 28026  
United States

**Ultimate Destination:**

CABARRUS COUNTY SHERIFFS DEPT  
30 CORBAN AVE SE STE CM601  
CONCORD, NC 28025  
United States

**Attention:**

**Name:** Travis McGhee  
**Email:** tpmcgee@cabarruscounty.us  
**Phone:** 704-920-3103

**Sales Contact:**

**Name:** Jody Johnson  
**Email:** jodyjohnson@callmc.com  
**Phone:** 704-995-6315

**Contract Number:** NC STATE NON ARIBA -725G

**Freight terms:** FOB Destination

**Payment terms:** Net 30 Due

Item	Quantity	Nomenclature	Description	List price	Your price	Extended Price
1	1	M36URS9PW1AN	APX1500 7/800	\$1,564.00	\$1,173.00	\$1,173.00
1a	1	W22BA	ADD: STD PALM MICROPHONE APX	\$72.00	\$54.00	\$54.00
1b	1	G66AW	ADD: DASH MOUNT O2 WWM	\$125.00	\$93.75	\$93.75
1c	1	GA01339AA	ENH: SW P25 TRUNKING	\$1,070.00	\$802.50	\$802.50
1d	1	G24AX	ADD: 3Y ESSENTIAL SERVICE	\$131.00	\$131.00	\$131.00
1e	1	GA00804AA	ADD: APX O2 CONTROL HEAD (Grey)	\$492.00	\$369.00	\$369.00
1f	1	G444AH	ADD: APX CONTROL HEAD SOFTWARE	-	-	-
1g	1	GA00235AA	ADD: NO GPS ANTENNA NEEDED	-	-	-
1h	1	G174AF	ADD: ANT 3DB LOW-PROFILE 762-870	\$43.00	\$32.25	\$32.25
1i	1	B18CR	ADD: AUXILARY SPKR 7.5 WATT	\$60.00	\$45.00	\$45.00
1j	1	G996BD	ADD: PROGRAMMING OVER P25 (OTAP)	\$100.00	\$75.00	\$75.00
1k	1	GA01767AK	ADD: APX MOBILE RADIO AUTHENTICAT	\$100.00	\$75.00	\$75.00
1l	1	GA09008AA	ADD: GROUP SERVICES	\$150.00	\$112.50	\$112.50

**Total Quote in USD**

**\$2,963.00**

This quote is for Qty (1) APX1500 Dash Mount Mobile with basic required software and accessories as indicated. Quote based on NC State 725G Contract pricing.

PO Issued to Motorola Solutions Inc. must:

- >Be a valid Purchase Order (PO)/Contract/Notice to Proceed on Company Letterhead. Note: Purchase Requisitions cannot be accepted
- >Have a PO Number/Contract Number & Date
- >Identify "Motorola Solutions Inc." as the Vendor
- >Have Payment Terms or Contract Number
- >Be issued in the Legal Entity's Name
- >Include a Bill-To Address with a Contact Name and Phone Number
- >Include a Ship-To Address with a Contact Name and Phone Number

- >Include an Ultimate Address (only if different than the Ship-To)
- >Be Greater than or Equal to the Value of the Order
- >Be in a Non-Editable Format
- >Identify Tax Exemption Status (where applicable)
- >Include a Signature (as Required)

# CABARRUS COUNTY



## BOARD OF COMMISSIONERS WORK SESSION

**January 7, 2019  
4:00 PM**

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### **AGENDA CATEGORY:**

Discussion Items for Action

### **SUBJECT:**

Finance - Adjustments to the Construction and Renovation Fund and School Construction Fund

### **BRIEF SUMMARY:**

The Construction and Renovation Fund and the School Construction Fund have some completed projects that need to be adjusted to the actual final project amounts and other projects that need to be written off of the County's General Ledger. A list of the projects is included. Since the funds are multi-year, budget amendments and updated project ordinances will need to be approved.

### **REQUESTED ACTION:**

Motion to approve budget amendments and updated project ordinances for the Construction and Renovation Fund and the School Construction Fund.

### **EXPECTED LENGTH OF PRESENTATION:**

5 Minutes

### **SUBMITTED BY:**

Susan Fearington, Finance Director

### **BUDGET AMENDMENT REQUIRED:**

Yes

### **COUNTY MANAGER'S RECOMMENDATIONS/COMMENTS:**

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## **ATTACHMENTS:**

- ▢ Project List
- ▢ Fd 343 Amendment - adjustments
- ▢ Fd 343 Amendment write off
- ▢ Fd 364 Budget Amendment
- ▢ Fd 343 Project Ordinance
- ▢ Fd 364 Project Ordinance

# Cabarrus County

## Construction and Renovation Fund (Fd 343)

### School Construction Fund (Fd 364)

Adjustment and Write off for completed projects

Project	Adjustments to Projects Total Project Amount	Written off Project Amount
Elevator Modernization	\$ 176,000.00	
Law Enforcement Technology	791,324.13	
Landfill Retaining Wall	230,301.50	
Veterans Services building renovations	92,674.00	
Cooperative Extension ADA Restroom Reno	118,812.41	
RCCC Land Acquisition	1,244,000.50	
Gov Center ADA Restrooms Phase I	151,468.36	
	<hr/>	
Construction and Renovation Fund total	\$ 2,804,580.90	
	<hr/> <hr/>	
Tax Collector Renovations		\$ 128,898.04
Board of Elections voting machines		323,000.00
Frank Liske Park Overflow parking lot		222,649.02
Senior Center Parking Lot		64,475.68
Arena Restroom Renovations		78,169.63
Arena Aisle Safety Lighting		129,234.47
Arena Sign Replacement		111,260.00
		<hr/>
Construction and Renovation Fund total		\$ 1,057,686.84
		<hr/> <hr/>
Concord Middle School Roof		\$ 968,852.92
Harrisburg Elementary School Roof		685,530.73
		<hr/>
School Construction Fund total		1,654,383.65
		<hr/> <hr/>

**Budget Revision/Amendment Request**

Date:

Amount:

Dept. Head:

Department:

Internal Transfer Within Department       Transfer Between Departments/Funds       Supplemental Request

The purpose of this amendment is to move un-used funds from the following completed projects, Elevator Modernization, Law Enforcement Technology, Landfill Improvements, Veterans Services upfit for new location, Cooperative Extension ADA Bathroom Project, RCCC Land Acquisition and GC ADA Bathroom Project into the Available fund to be used for current or future projects.

Fund	Indicator	Department/ Object/ Project	Account Name	Approved Budget	Increase Amount	Decrease Amount	Revised Budget
343	6	1952-6902	Contribution from GF	180,000.00		4,000.00	176,000.00
343	9	1952-9830	Other Improvements - Elevator Modernization	180,000.00		4,000.00	176,000.00
343	6	0000-6902-AVAIL	Contribution from GF	25,367.29	4,000.00		29,367.29
343	9	0000-9830-AVAIL	Other Improvements	38,676.13	4,000.00		42,676.13
							0.00
343	6	2110-6902-EQUIP	Contribution from GF	777,325.00		0.87	777,324.13
343	9	2110-9860-EQUIP	Equipment & Furniture - Law Enforce Technology	791,325.00		0.87	791,324.13
343	6	0000-6902-AVAIL	Contribution from GF	29,367.29	0.87		29,368.16
343	9	0000-9830-AVAIL	Other Improvements	42,676.13	0.87		42,677.00
							0.00
343	6	4610-6902	Contribution from GF	230,323.87		22.37	230,301.50
343	9	4610-9830	Other Improvements - Landfill	230,323.87		22.37	230,301.50
343	6	0000-6902-AVAIL	Contribution from GF	29,368.16	22.37		29,390.53
343	9	0000-9830-AVAIL	Other Improvements	42,677.00	22.37		42,699.37
							0.00
343	6	5110-6921	Contribution from CRF	95,000.00		2,326.00	92,674.00
343	9	5110-9830	Other Improvements - Veterans Services	95,000.00		2,326.00	92,674.00
343	6	0000-6921-AVAIL	Contribution from CRF	13,308.84	2,326.00		15,634.84
343	9	0000-9830-AVAIL	Other Improvements	42,699.37	2,326.00		45,025.37
							0.00
343	6	5410-6902	Contribution from GF	150,000.00		31,187.59	118,812.41
343	9	5410-9830	Other Improvements - Cooperative Extension	150,000.00		31,187.59	118,812.41



343	6	0000-6902-AVAIL	Contribution from GF	29,390.53	31,187.59		60,578.12
343	9	0000-9830-AVAIL	Other Improvements	45,025.37	31,187.59		76,212.96
							0.00
343	6	7240-6902	Contribution from GF	314,001.00		0.50	314,000.50
343	9	7240-9801	Land Acquisition - RCCC	1,244,001.00		0.50	1,244,000.50
343	6	0000-6902-AVAIL	Contribution from GF	60,578.12	0.50		60,578.62
343	9	0000-9830-AVAIL	Other Improvements	76,212.96	0.50		76,213.46
343	6	1110-6921-BATH	Contribution from CRF	175,000.00		23,531.44	151,468.56
343	9	1110-9607-BATH	Architects - GC ADA BATH	20,000.00		5,000.00	15,000.00
343	9	1110-9830-BATH	Other Improvement's - GC ADA BATH	155,000.00		18,531.44	136,468.56
343	6	0000-6921-AVAIL	Contribution from CRF	15,634.84	23,531.44		39,166.28
343	9	0000-9830-AVAIL	Other Improvement's	76,213.46	23,531.44		99,744.90
							0.00

**Budget Officer**

- Approved
- Denied

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

**County Manager**

- Approved
- Denied

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

**Board of Commissioners**

- Approved
- Denied

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

**Budget Revision/Amendment Request**

Date:

Amount:

Dept. Head:

Department:

Internal Transfer Within Department       Transfer Between Departments/Funds       Supplemental Request

**The purpose of this amendment is to close accounts for the following completed projects in the Construction & Renovation Fund, Tax Collectors Renovation, Equipment for Board of Elections, FLP Overflow Parking Lot, Senior Center Parking Lot, Arena Restroom Improvements, Arena Aisle Safety Lighting and the Arena Sign Replacement.**

Fund	Indicator	Department/ Object/ Project	Account Name	Approved Budget	Increase Amount	Decrease Amount	Revised Budget
343	6	1310-6902-RENO	Contribution from GF	119,782.25		119,782.25	0.00
343	6	1310-6921-RENO	Contribution from CRF	9,115.79		9,115.79	0.00
343	9	1310-9607-RENO	Architects -Tax Collector's Renovation	13,886.17		13,886.17	0.00
343	9	1310-9830-RENO	Other Improvements - Tax Collector's Reno	107,849.79		107,849.79	0.00
343	9	1310-9860-RENO	Equipment & Furniture - Tax Collector's Reno	7,162.08		7,162.08	0.00
				-			
343	6	1510-6902-EQUIP	Contribution from GF	317,225.00		317,225.00	0.00
343	6	1510-6910-EQUIP	Contribution from CPF	5,775.00		5,775.00	0.00
343	9	1510-9331-EQUIP	Minor Office Equipment - Board of Elections	323,000.00		323,000.00	0.00
				-			
343	6	8140-6902-PLot	Contribution from GF	212,052.34		212,052.34	0.00
343	6	8140-6921-PLot	Contribution from CRF	10,596.68		10,596.68	0.00
343	9	8140-9830-PLot	Other Improvements - FLP Overflow Parking Lot	222,649.02		222,649.02	0.00
							0.00
343	6	8145-6902-PLot	Contribution from GF	64,000.00		64,000.00	0.00
343	6	8145-6921-PLot	Contribution from CRF	475.68		475.68	0.00
343	9	8145-9830-PLot	Other Improvements - Senior Center Parking Lot	64,475.68		64,475.68	0.00
				-			
343	6	8310-6921-BATH	Contribution from CRF	78,169.63		78,169.63	0.00
343	9	8310-9830-BATH	Other Improvements - Arena Restroom Reno	78,169.63		78,169.63	0.00
343	6	8310-6921-LIGHT	Contribution from CRF	129,234.47		129,234.47	0.00

343	9	8310-9606-LIGHT	Engineers - Arena Aisle Safety Lighting	14,200.00		14,200.00	0.00
343	9	8310-9830-LIGHT	Other Improvements - Arena Aisle Safety Lighting	115,034.47		115,034.47	0.00
343	6	8310-6921-SIGNS	Contribution from CRF	111,260.00		111,260.00	0.00
343	9	8310-9830-SIGNS	Other Improvements - Arena Sign Replacement	111,260.00		111,260.00	0.00

**Budget Officer**

- Approved
- Denied

\_\_\_\_\_  
*Signature*

\_\_\_\_\_  
*Date*

**County Manager**

- Approved
- Denied

\_\_\_\_\_  
*Signature*

\_\_\_\_\_  
*Date*

**Board of Commissioners**

- Approved
- Denied

\_\_\_\_\_  
*Signature*

\_\_\_\_\_  
*Date*

### Budget Revision/Amendment Request

Date: 1/22/2019

Amount: 1,654,383.65

Dept. Head: Susan Fearington (Sarah Chesley)

Department: Finance - 364 School Construction Fund

Internal Transfer Within Department
  Transfer Between Departments/Funds
  Supplemental Request

The purpose of this amendment is to close accounts for the following completed projects in the School Construction Fund, Concord Middle School Roofing project and the Harrisburg Elementary Roofing project.

Fund	Indicator	Department/ Object/ Project	Account Name	Approved Budget	Increase Amount	Decrease Amount	Revised Budget
364	6	7302-6921	Contribution from CRF	968,852.92		968,852.92	0.00
364	9	7302-9821	Building & Renovation - Concord Middle Roof	968,852.92		968,852.92	0.00
364	6	7315-6902	Contribution from GF	96,261.74		96,261.74	0.00
364	6	7315-6910	Contribution from CPF	190,557.22		190,557.22	0.00
364	6	7315-6921	Contribution from CRF	398,711.77		398,711.77	0.00
364	9	7315-9821	Building & Renovation - Harrisburg Elementary	685,530.73		685,530.73	0.00

**Budget Officer**

**County Manager**

**Board of Commissioners**

Approved  
 Denied

Approved  
 Denied

Approved  
 Denied

\_\_\_\_\_  
*Signature*

\_\_\_\_\_  
*Signature*

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*Signature*

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*Date*

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*Date*

\_\_\_\_\_  
*Date*

# CABARRUS COUNTY CONSTRUCTION AND RENOVATION PROJECT BUDGET ORDINANCE

**BE IT ORDAINED** by the Board of Commissioners of Cabarrus County, North Carolina that, Pursuant to Section 13.2 of Chapter 159 of the General Statutes of North Carolina, the following capital project ordinance is hereby adopted:

Section I.

- A. The project authorized is the various County construction and renovation related projects. Details of the projects are listed in section C. of this Project Ordinance.
- B. The officers of this unit are hereby directed to proceed with this capital project within the terms of the Generally Accepted Accounting Principles (GAAP) and the budget contained herein.
- C. It is estimated that the following revenues will be available to complete capital projects as listed.

Park & Recreation Trust Fund (PARTF) Grant	\$ 350,000
Rental – Tower Lease	847,693
Sale of Fixed Assets	423,417
Contributions and Donations	117,036
General Fund Contribution	5,112,456
Lease Proceeds (Robert Wallace Park)	4,596,394
Capital Projects Fund Contribution	2,141,264
Capital Reserve Fund Contribution	13,399,547

**TOTAL REVENUES** **\$26,987,807**

- D. The following appropriations are made as listed.

Government Center Chiller Replacement	\$211,000
Governmental Center ADA Bathrooms	151,469
ITS Fiber Technology Improvements	120,000
County Website Design	283,750
Furniture Replacements	184,723
County Operation Center	3,100,000
Elevator Modernization Government Center	176,000
Multiple building Fall Protection Measures	300,000
Jail Camera Upgrade	112,607
LEC Law Enforcement Technology	791,324
Training & Firing Range Renovation	50,000
Sheriff's Admin Roof Repair	150,000
Courthouse Expansion	6,100,000
Clerk of Court Improvements	113,000
Public Safety Training Center	90,000
EMS Headquarters – Consultants	50,000
EMS Co-location – Concord Fire #11	375,000
EMS Heart Monitors	550,111
Emergency Communications Equip & Ethernet Backhaul	2,721,086
JM Robinson High School Wetlands Mitigation	100,000
Landfill Retaining Wall	230,301
Veterans Services Improvements	92,674
Cooperative Ext. ADA Bathrooms	118,812

RCCC Land for future expansion	1,244,001
Robert Wallace Park	8,147,964
Frank Liske Park – Barn Restrooms	126,405
Frank Liske Park – Lower Lot Restrooms	678,506
Carolina Thread Trail	109,329
Frank Liske Park Playground Replacement	100,000
Midland Library Furniture	75,000
Arena – Lighting Control System Replacement	235,000
Unassigned	99,745

**TOTAL EXPENDITURES** **\$26,987,807**

**GRAND TOTAL – REVENUES** **\$26,987,807**

**GRAND TOTAL – EXPENDITURES** **\$26,987,807**

Section II.

- 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.
- B. The County Manager 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 Manager may transfer amounts between objects of expenditure and revenues within a function without limitation.
  2. The County Manager may transfer amounts up to \$500,000 between functions of the same fund.
  3. 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.
  4. 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.
  5. 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.
  6. The Manager or designee may adjust debt financing from estimated projections to actual funds received.
  7. 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.
  8. The County Manager may award and 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.

9. 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.
10. 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).
11. The County Manager may reduce revenue projections consistent with prevailing economic conditions, and also reduce expenditures correspondingly.

Section III.

This ordinance and the budget documents shall be the basis of the financial plan for the County of Cabarrus.

- a. The Finance Director is hereby directed to maintain within the Capital Project Fund sufficient detailed accounting records to satisfy the requirements of the law.
- b. The Finance Director is directed to report, at the request of the Board, on the financial status of each project element in Section I and on the total revenues received or claimed.
- c. Copies of this capital project ordinance shall be furnished to the Clerk to the governing Board, and to the Finance Director for direction in carrying out this project.
- d. At the completion of a construction project, all unrestricted excess funds are transferred to the General Fund and the portion of the Capital Project associated with the project is closed.

Adopted this 22<sup>nd</sup> day of January, 2019.

CABARRUS COUNTY BOARD OF COMMISSIONERS

BY: \_\_\_\_\_  
Stephen M. Morris, Chairman

ATTEST:

\_\_\_\_\_  
Clerk to the Board

# CABARRUS COUNTY SCHOOL CONSTRUCTION PROJECT BUDGET ORDINANCE

**BE IT ORDAINED** by the Board of Commissioners of Cabarrus County, North Carolina that, Pursuant to Section 13.2 of Chapter 159 of the General Statutes of North Carolina, the following capital project ordinance is hereby adopted:

Section I.

- A. The project authorized is for the construction and renovations of Public Schools. Details of the projects are listed in section D. of this Project Ordinance.
- B. The officers of this unit are hereby directed to proceed with this capital project within the terms of the Generally Accepted Accounting Principles (GAAP) and the budget contained herein.
  - a. It is estimated that the following revenues will be available to complete capital projects as listed.

General Fund Contribution	\$49,047
Capital Reserve Contribution	2,960,465
Capital Projects Fund Contribution	54,055

<b>TOTAL REVENUES</b>	<b>\$3,063,567</b>
-----------------------	--------------------

- C. The following appropriations are made as listed.

Cox Elementary Sewer Relocation	25,000
Patriots Elementary Mobile Units	122,100
Site Evaluations-Multiple Schools	30,000
J.N. Fries Middle School Other Improvements	300,000
Kannapolis Intermediate Renovations-Carver Elem	1,620,025
A.L. Brown HS Other Improvements	500,000
CBTC Campus Renovations, Safety, Security	184,075
CBTC A/C Units Replacement Phase II	105,000
RCCC – HVAC Replacement	100,000
Available Other Improvements	77,367

<b>TOTAL EXPENDITURES</b>	<b>\$3,063,567</b>
---------------------------	--------------------

<b>GRAND TOTAL – REVENUES</b>	<b>\$3,063,567</b>
<b>GRAND TOTAL – EXPENDITURES</b>	<b>\$3,063,567</b>

Section II.

- 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.
- B. The County Manager 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 Manager may transfer amounts between objects of expenditure and revenues within a function without limitation.
2. The County Manager may transfer amounts up to \$500,000 between functions of the same fund.
3. 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.
4. 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.
5. 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.
6. The Manager or designee may adjust debt financing from estimated projections to actual funds received.
7. 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.
8. The County Manager may award and 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.
9. 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.
10. 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).
11. The County Manager may reduce revenue projections consistent with prevailing economic conditions, and also reduce expenditures correspondingly.

### Section III.

This ordinance and the budget documents shall be the basis of the financial plan for the County of Cabarrus.

- a. The Finance Director is hereby directed to maintain within the Capital Project Fund sufficient detailed accounting records to satisfy the requirements of the law.
- b. The Finance Director is directed to report, at the request of the Board, on the financial status of each project element in Section I and on the total revenues received or claimed.

- c. Copies of this capital project ordinance shall be furnished to the Clerk to the governing Board, and to the Finance Director for direction in carrying out this project.
- d. At the completion of a construction project, all unrestricted excess funds are transferred to the General Fund and the portion of the Capital Project associated with the project is closed.

Adopted this 22<sup>nd</sup> day of January, 2019.

CABARRUS COUNTY BOARD OF COMMISSIONERS

BY: \_\_\_\_\_  
Stephen M. Morris, Chairman

ATTEST:

\_\_\_\_\_  
Clerk to the Board

# CABARRUS COUNTY



## BOARD OF COMMISSIONERS WORK SESSION

**January 7, 2019  
4:00 PM**

---

### **AGENDA CATEGORY:**

Discussion Items for Action

### **SUBJECT:**

Infrastructure and Asset Management - Midland Branch Library Agreement

### **BRIEF SUMMARY:**

County staff has worked with County Attorney and Town of Midland staff to develop a Midland Branch Library Agreement detailing the terms of the lease and the responsibilities of the various parties. Doug Paris, the Town of Midland Manager has notified County staff that this agreement would be placed on the agenda for their regular meeting in January.

### **REQUESTED ACTION:**

Motion to approve the Agreement between Cabarrus County and Town of Midland for the Midland Branch Library. Authorize the Chair of the Board of Commissioners to execute the Agreement on behalf of Cabarrus County, subject to review or revisions by the County Attorney.

### **EXPECTED LENGTH OF PRESENTATION:**

5 Minutes

### **SUBMITTED BY:**

Kyle Bilafer, Area Manager of Operations

### **BUDGET AMENDMENT REQUIRED:**

No

### **COUNTY MANAGER'S RECOMMENDATIONS/COMMENTS:**

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**ATTACHMENTS:**

- Midland Branch Library Agreement

STATE OF NORTH CAROLINA

MIDLAND BRANCH LIBRARY AGREEMENT

COUNTY OF CABARRUS

This MIDLAND BRANCH LIBRARY AGREEMENT is made and entered into on the date that both parties have signed this Agreement, by and between the TOWN OF MIDLAND ("Town"), a North Carolina municipal corporation, and CABARRUS COUNTY ("County"), a political subdivision of the State of North Carolina.

RECITALS

1. The Town has leased real estate within its corporate limits which it desires to house a facility to be used as a public library.
2. The County has established and presently administers a public library system within its borders, which system includes branch library facilities in most municipalities in the County.
3. The Town desires that the library facility within its corporate limits become a part of the County's library system.
4. The County desires to increase the penetration of its library system in the Town area by establishing a library facility in the Town.

In consideration of the above Recitals and the Terms expressed below, the parties enter into this Agreement intending to be legally bound.

TERMS

1. The Town at its sole expense shall lease real property and a building to house a branch facility of the County library system.
2. The library facility shall be located in a building in the Presnell Business Park located adjacent to the Town Hall.
3. The Town, at its expense, shall also provide an upfitted space for the library. This shall include carpeting, wall covering, and ceilings commensurate with use as a library facility. The County will provide all of the equipment, furniture and shelving sufficient to provide quality library services to the general public and the residents of the Town.
4. The Town hereby subleases to the County this library facility for \$1.00 a per year. The initial term of this sublease is five years, commencing with the start of the lease to the Town on January 1,

2019, and ending on the same date as the lease, December 31, 2023.

5. The County shall operate the Midland library as a full-service branch of the County library system. The County shall appropriate and provide sufficient funds to timely pay the costs of operation of the library facility, including compensation of sufficient staff, library materials and publications, supplies and programs commensurate with that provided in the other branches of the County library system.

6. The Town shall provide at its expense the maintenance and repair of the exterior of the building, including the roof, exterior walls and exterior windows, and provide lighting in parking areas. The Town shall also provide maintenance of the grounds surrounding the library building, including the parking areas and roadways.

7. The Town shall provide at its expense maintenance and repair of the interior of the building and its operating systems, such as electrical, plumbing and HVAC.

8. The Town shall provide at its expense water and sewer service to the library facility. The County shall pay the cost of electrical service for the library. The County shall provide and maintain at its expense adequate telecommunications and data transfer equipment and lines to connect to the computer systems of the County library system.

9. The County and Town shall each obtain sufficient hazard and liability insurance to insure their respective interests in the library facility and their respective legal obligations to each other and to the general public, but in no event shall either party's public liability insurance be in an amount less than \$1,000,000.

10. The library will be operated pursuant to the general policies of the County. The library shall be staffed and operated a minimum of three (3) days per week. The County may expand the number of days open per week as County staff deems necessary to provide the appropriate level of service based on the volume of activity at that facility, and the approval of the Board of Commissioners.

11. This document represents the entire agreement of the parties. No amendments or modifications shall be effective unless reduced to writing and signed by authorized representatives of the parties.

12. This interlocal Agreement is authorized by the provisions of N.C. Gen. Stat. §160A-461.

IN WITNESS, the parties have each duly approved this Agreement by official action and have authorized the undersigned to execute this document as shown below.

TOWN OF MIDLAND

By: \_\_\_\_\_  
Mayor

Date: \_\_\_\_\_

This instrument has been preaudited in the manner required by the Local Government Budget and Fiscal Control Acts.

By: \_\_\_\_\_

Finance Director

CABARRUS COUNTY

By: \_\_\_\_\_

Chair, County Commission

Date: \_\_\_\_\_

This instrument has been preaudited in the manner required by the Local Government Budget and Fiscal Control Acts.

By: \_\_\_\_\_

Finance Director

# CABARRUS COUNTY



## BOARD OF COMMISSIONERS WORK SESSION

**January 7, 2019  
4:00 PM**

---

### **AGENDA CATEGORY:**

Discussion Items for Action

### **SUBJECT:**

Infrastructure and Asset Management - Transfer of Surplus Vehicle to Mount Mitchell Fire and Medical

### **BRIEF SUMMARY:**

Mount Mitchell Fire and Medical has requested one surplus vehicle from the Cabarrus County fleet. County staff have identified asset 8376 (VIN # 1FM5K8ARXFG51421), a 2015 Ford Police Interceptor SUV with 111,287 miles (as of September 2018), as a match for their request.

According to the request from the Mount Mitchell Fire and Medical, the vehicle will be used for training at other departments, picking up supplies and traveling to county meetings. This vehicle will also be set up and in a state of readiness to be used as a quick response vehicle (QRV) for medical calls as well.

### **REQUESTED ACTION:**

Motion to declare asset **8376** surplus property and authorize disposition in accordance with the County's policy.

### **EXPECTED LENGTH OF PRESENTATION:**

5 Minutes

### **SUBMITTED BY:**

Michael Miller, Infrastructure & Asset Management Director

### **BUDGET AMENDMENT REQUIRED:**

No



**COUNTY MANAGER'S RECOMMENDATIONS/COMMENTS:**

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**ATTACHMENTS:**

- Request Letter



# Mount Mitchell Fire and Medical



5875 Old Concord-Salisbury Road

Kannapolis, NC 28025

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November 19, 2018

To: Cabarrus County Emergency Management

From: Mount Mitchell Fire and Medical

To whom it may concern,

Mount Mitchell VFD is inquiring on one surplus SUV. The request is for one SUV to handle department business inside and outside the district as needed. This vehicle will be used for training at other department, picking up supplies and county meetings. This vehicle will also be set up and in a state of readiness to be used as a quick response vehicle (QRV) for medical calls as well.

If any other information is needed please let me know.

Thanks,  
Todd Harrington  
Mount Mitchell VFD  
Assistant Chief  
704-791-8780

# CABARRUS COUNTY



## BOARD OF COMMISSIONERS WORK SESSION

**January 7, 2019  
4:00 PM**

---

### **AGENDA CATEGORY:**

Discussion Items for Action

### **SUBJECT:**

Planning and Development - Community Development Grant Request

### **BRIEF SUMMARY:**

Community Development staff is requesting approval to apply for Weatherization, Heating and Air Repair and Replacement, and Housing and Home Improvement Program funds as part of the annual budget process. Additionally, Staff is requesting permission to apply for any grant programs Duke Energy has that do not require matching funds. Staff is recommending that the County not apply for HOME (Home Investments Partnerships Program) this year as we have not identified viable, qualified candidates for housing rehabilitation.

### **REQUESTED ACTION:**

Motion to approve staff's recommendation for pursuing housing grants for FY20.

### **EXPECTED LENGTH OF PRESENTATION:**

5 Minutes

### **SUBMITTED BY:**

Kelly Sifford, AICP  
Planning and Development Director

### **BUDGET AMENDMENT REQUIRED:**

No

### **COUNTY MANAGER'S RECOMMENDATIONS/COMMENTS:**



# CABARRUS COUNTY



## BOARD OF COMMISSIONERS WORK SESSION

**January 7, 2019  
4:00 PM**

---

**AGENDA CATEGORY:**

DISCUSSION ITEMS - NO ACTION (CONTINUED)

**SUBJECT:**

County Manager - Cabarrus County Strategic Plan

**BRIEF SUMMARY:**

Cabarrus County Strategic Plan - continue review of current county needs from departments.

**REQUESTED ACTION:**

Discuss and direct staff to proceed with prioritizing capital needs, current programs, future services and aligning goals for the strategic plan for implementation in FY 2021.

**EXPECTED LENGTH OF PRESENTATION:**

1 Hour or More

**SUBMITTED BY:**

Lauren Tayara

**BUDGET AMENDMENT REQUIRED:**

No

**COUNTY MANAGER'S RECOMMENDATIONS/COMMENTS:**

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**ATTACHMENTS:**

- ▢ Strategic Plan Overview
- ▢ New Hanover Strategic Plan

- ▣ Fayetteville Strategic Plan
- ▣ Durham Strategic Plan

## STRATEGIC PLANNING

### Survey Questions

- Methodology
  - Sent via email to Department Heads, Administrators, Managers, The Board and County Management
  - Two weeks to complete
  - 12 questions total
- Future of programs (what's missing with programs? enhancement of existing programs?)
  - Satellite work spaces?
  - Parks/library, senior center in every quadrant of county?
  - Partnering with more local public safety entities for shared services?
- CIP needs
  - Government needs versus education needs
- Next plan for landfill needs
- Community outreach to different demographics
  - Homelessness, aging population, mental health, substance abuse, health care, food deserts etc.
  - Collaboration and partnerships (outside agencies, faith-based organizations)
  - Communication channels (social media), understandable/accessible presentation (transparency)
- Economic Development
  - Business recruitment/job availability/retention
  - Workforce development

### Timeline

- January – Discuss future needs, missing needs, etc. (above) with the help of survey completed by County Management, Department Heads and The Board
- February – Board Retreat – SWOT analysis, review the first and second survey result themes
- March-August - Plan Development
  - Form representative groups and focus groups
  - Continue with analysis of surveys/discussions/SWOT
  - Present follow-up at all work sessions to provide focus group perspectives
- September – Review of Plan
- October – Final Plan ready for implementation in the planning of FY 2021 (plan will span through future)

### Examples

I have attached three Strategic Plans from other NC counties. The first example shows an overview of their goals.

- New Hanover

These two examples show an overview of their process, findings, final plan and updates.

- Fayetteville
- Durham

# NEW HANOVER COUNTY STRATEGIC PLAN 2018-2023

## INTELLIGENT GROWTH & ECONOMIC DEVELOPMENT



- Leverage public infrastructure to encourage private investment
- Increase the diversity and number of higher-wage jobs
- Encourage development of complete communities in the unincorporated county

## SUPERIOR EDUCATION & WORKFORCE



- Promote early learning that ensures life-long resiliency
- Support the private sector's need for talent to fill higher-wage jobs

## SUPERIOR PUBLIC HEALTH & SAFETY



- Prevent and reduce opioid abuse
- Increase access to programs to prevent and reduce obesity
- Sustain the community capacity to prepare for and respond to public safety demands

## GOOD GOVERNANCE

### EFFECTIVE COUNTY MANAGEMENT

- Continuous focus on the customer experience
- Increase transparency and awareness about county actions
- Deliver quality service at the right time

### STRONG FINANCIAL PERFORMANCE

- Minimize taxes and fees
- Proactively manage the county budget
- Plan for the long-term financial health of the county

#### Internal Business Processes

Provide better, faster, leaner customer-driven practices

Align services and programs with strategic priorities

Communicate what the county does and why

Develop and nurture partnerships to deliver strategic objectives

#### Organizational Capacity

Hire and retain people committed to public service

Foster a culture of agility and flexibility to create innovative solutions

Build capacity for data-driven decision making

Engage in continuous learning

#### MISSION

New Hanover County is committed to progressive public policy, superior service, courteous contact, judicious exercise of authority, and sound fiscal management to meet the needs and concerns of our citizens today and tomorrow.

#### VISION

A vibrant, prosperous, diverse coastal community committed to building a sustainable future for future generations.

PROFESSIONALISM • INTEGRITY • INNOVATION • STEWARDSHIP • ACCOUNTABILITY







## INTELLIGENT GROWTH & ECONOMIC DEVELOPMENT



### STRATEGIC OBJECTIVE

Leverage public infrastructure to encourage private investment

Increase the diversity and number of higher-wage jobs

Encourage development of complete communities\* in the unincorporated county

### DESIRED OUTCOME

Current public assets and future investments increase the tax base

More advanced manufacturing, knowledge sector, and skilled trade jobs available locally

Align policies and business practices to support the development of complete communities

### TARGET

- \$3 billion increase in tax base
- 100% return on investment within 3 miles of new public investments

- Increase jobs that pay  $\geq$  6.5% above the living wage
- 6,500 new, traded-sector jobs in advanced manufacturing, knowledge sector, and skilled trades

- Increase elements of complete communities across New Hanover County

## SUPERIOR EDUCATION & WORKFORCE



### STRATEGIC OBJECTIVE

Promote early learning that ensures life-long resiliency

Support the private sector's need for talent to fill higher-wage jobs

### DESIRED OUTCOME

Every child entering kindergarten in NHC has the emotional, social, and physical opportunity to succeed and to, ultimately, perform at grade level

Businesses stay, start, or expand because the talent exists here or is developed quickly

### TARGET

- 75% of children are ready for kindergarten on the Kindergarten Entry Assessment
- 90% of 3rd graders read at least at grade level on the Read to Achieve Test

- Increase digital access and digital literacy to enhance workforce skills
- Decrease the amount of time to fill positions in target sectors locally

## SUPERIOR PUBLIC HEALTH & SAFETY



### STRATEGIC OBJECTIVE

Prevent and reduce opioid abuse

Increase access to programs to prevent and reduce obesity

Sustain the community capacity to prepare for and respond to public safety demands

### DESIRED OUTCOME

Fewer people misusing opiates

Community knows risks of obesity and individuals can equitably pursue a life that mitigates risks

Preparation that results in the appropriate response and ensures resiliency

### TARGET

- Decrease opioid-related deaths by 100%
- Decrease opioid-related overdoses by 50%

- Increase access to nutritious foods, physical activity and education about healthy behaviors within a half mile of 100% of populations at risk for obesity

- 100% of emergency response calls at 90th percentile of Fiscal Year 2019 data
- Reduction in calls per capita

\*Complete communities provide a range of housing sizes and price points, employment opportunities, convenience needs, community facilities, and support services to provide access and opportunity for all NHC citizens.

# A Focus On The Future»

*FY2018 Strategic Plan*





Resident input is the foundation of the City of Fayetteville's strategic plan.

The strategic planning process is managed by the Office of Strategy and Performance Analytics with assistance from Shepherd Johnson Consulting.



Organizational Development & Training  
Consulting Services Proposal for  
Strategic Performance Services



# A Focus On The Future»



City of  
**Fayetteville**  
North Carolina

FY2018 Strategic Plan



## FY 2018 Strategic Plan

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## City Council Members

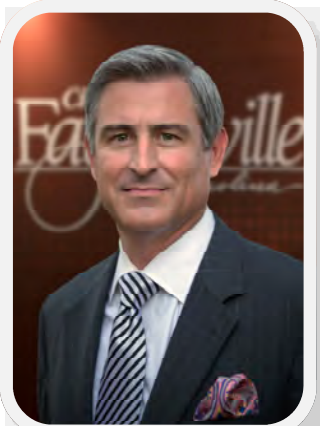
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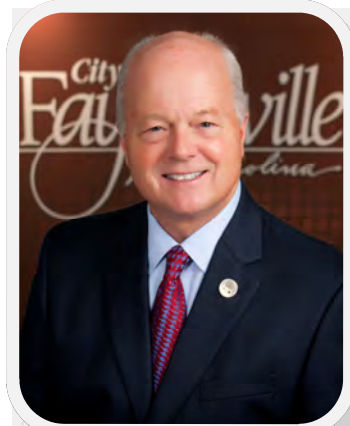
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District 4  
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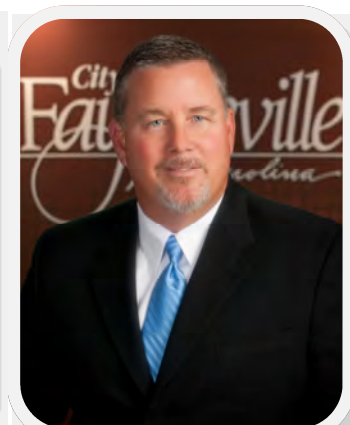
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## The Strategic Planning Process

To ensure that the City of Fayetteville continues to grow and thrive, the City Council spends time annually preparing for the future by designing a strategic plan that articulates the vision and road map for our community to move forward and prosper. We are a learning organization. Our progress is tracked so that we continually improve. We seek resident and stakeholder input and use metrics to gauge our progress. This comprehensive strategic planning process allows City Council the opportunity to review and refine the City’s current goals and objectives, and adapt to an ever changing economy and growth patterns, as well as work cohesively to problem solve and overcome obstacles that affect our community’s growth, vitality or sustainability. Our community is always changing and therefore requires us to adapt and respond in the most timely, effective, and efficient way possible in order to protect and provide for our residents and businesses.

The strategic planning process consists of four key phases, starting with gathering input from the Senior Management Team (department directors) and residents, followed by a City Council retreat. The input from these first two phases is used in the development of the strategic plan itself. The final phase of the plan is implementation.





## The Strategic Plan Framework

The main elements of the City’s strategic plan represent a commitment to serving the community. Everything we do is built upon the organization’s *Core Values* of *Responsibility, Ethics, Stewardship, Professionalism, Entrepreneurial Spirit, Commitment & Teamwork (R.E.S.P.E.C.T.)*

Each element is essential to the plan’s strategy, and the overall success of the plan: (1) The City’s *Vision & Mission* which paint a picture of what we aspire to be and articulates our purpose; (2) the *Strategic Goals & Objectives* which are our road map to success; (3) the *Action Agenda* which outlines annual policy priorities and defines the current Targets for Action (TFA); and (4) the *Performance Measures* that will be used to measure the organization’s progress in the work that is performed toward achieving the work laid out in the strategic plan.



## Creating the FY 2018 Strategic Plan

### Phase 1: Staff and Resident Input

The first phase of developing this strategic plan consisted of soliciting input from staff and residents. The City of Fayetteville conducted an employee opinion survey and a resident satisfaction survey. The Senior Management Team held a retreat and the City hosted a Café Conversation with residents to identify priorities for the City Council to consider. These efforts were used to help identify the priorities of the staff and residents.

#### Resident Satisfaction

During early 2015, a **Resident Satisfaction Survey** of a randomly selected sample of City residents was conducted. Key findings from the survey were as follows:

- Residents have a positive perception of the City
- Areas with highest satisfaction: Fire/ rescue services, solid waste collection and customer service
- Areas with the lowest satisfaction rating: Biking in the City, street repairs/ traffic flow and economic and business development
- In order to improve overall satisfaction with City services, the City of Fayetteville should emphasize the following areas:
  - Traffic flow
  - Maintenance of City streets
  - Economic & Business Development
  - Police services.



#### Employee Satisfaction

During the fall of 2016, the City conducted an Employee Opinion Survey to obtain information to assist in decision making. The top and bottom ranking areas were as follows:

Top Ranking Areas	Bottom Ranking Areas
<ul style="list-style-type: none"> <li>• Customer service</li> <li>• Understanding mission and goals</li> <li>• Appreciation of City values</li> </ul>	<ul style="list-style-type: none"> <li>• Communication</li> <li>• Pay</li> <li>• Handling poor performance</li> <li>• Appreciation</li> <li>• Overall satisfaction drops after 5 years of employment.</li> </ul>

Follow up focus group sessions were held with employees to further explore the bottom ranking areas. The City Manager’s office will coordinate the development of action plans based on the survey and focus group results.



## Creating the FY 2018 Strategic Plan

### Senior Management Team Retreat

The Senior Management Team participated in their annual retreat in December 2016, which serves to improve team cohesiveness, build trust, improve problem solving, and overall open up the lines of communication between departments and the City Manager. This year’s retreat was focused more on strategic planning than anything else, with the goal of the day to complete a methodical, organized, discussion and prioritization of all current Targets for Action. The team worked together throughout the day to jointly categorize each of the projects into the following categories:

Category A: Critical	Category B: Important	Category C: Community Value
<ul style="list-style-type: none"> <li>• Legally mandated</li> <li>• Contractually obligated</li> <li>• Required for funding</li> <li>• Penalty if not done</li> <li>• Required for daily survival</li> </ul>	<ul style="list-style-type: none"> <li>• Improve performance</li> <li>• Maintain infrastructure or facilities</li> <li>• Protect financial future</li> <li>• Plan future development</li> <li>• Build organizational competency and capacity</li> <li>• Expand tax base</li> <li>• Reduce risk</li> <li>• Allow for citizen mobility</li> </ul>	<ul style="list-style-type: none"> <li>• Community willing to pay for providing</li> <li>• Makes people choose to live in the City</li> <li>• Makes City attractive to business and industry</li> </ul>

Their recommendations and feedback were gathered to provide supplemental information for the City Council Strategic Planning Retreat after the first of the year, to aid in decision making and the development of the FY 2018 strategic plan.

### Resident Café Conversations

The City of Fayetteville hosted its second annual community café conversations in January 2017. Approximately 80 residents from all City districts attended the event, including members of the Fayetteville Cumberland Youth Council and Massey Hill Classical High School student government. The purpose of this meeting was to seek input from the residents about their priorities for Fayetteville. The results of this meeting were used as a source of information for the City Council retreat for priorities. The residents reviewed the six goals the established by the City Council.

### **Through table discussions and group voting, the participants identified the following priorities for the City Council to consider:**

- Increase the number of community/neighborhood/business watch groups
- Promote the City of Fayetteville as an economic destination via collaborations with Cumberland County, the Chamber of Commerce, and the Fayetteville/Cumberland Economic Development Corporation
- Increase the stock of and access to affordable and transitional housing
- Establish a homeless day care center
- Step up code enforcement activity
- Increase the number of walking/biking trails and the amount of accessible green space.

## Phase 2: Strategic Planning Retreat

In February 2017, the City Council held a two-day strategic planning retreat at the Wesley A. Meredith Horticulture Educational Center. The purpose of the retreat was to lay the groundwork for the coming year by taking a look at the past year and all of the hard work that has been completed; to carefully consider all of the work that is currently underway; and to spend time strategizing over what projects to take on for the coming year. The goal is to end up with a clearly articulated Strategic Plan that lays out for the organization and the community what the City will be focused on accomplishing in FY2018 and beyond. The annual budget is based on the Strategic Plan, which is aligned to the City's top priorities. The Strategic Plan is an important tool in preserving the City's fiscal health and well-being by ensuring that the approved annual budget provides funding for the Targets for Action selected for the coming year.

### The major items discussed during the retreat were:

- Review of the reasons and best practices for strategic planning
- Review of the strategic planning process and phases
- Defining the key elements of a good strategic plan
- SWOT Analysis of current city trends (strengths, weaknesses, opportunities, threats)
- Fayetteville City Snapshot: Current community data indicators, community feedback, employee feedback, SMT feedback, budget update, preliminary FY 2018 revenue and expense forecast
- Defining Targets for Action (TFA): Constraints, Scope, Work Breakdown Structures, Cost Analysis, Defined Deliverables
- Celebrate the completed TFA during the past year
- Review the Vision, Mission, Goals and Objectives
- Review of Current Targets for Action
- Identification of FY 2017 TFA's that will roll forward to FY 2018
- Discussion of Council 2018 Strategic Objective priorities and selection of additional TFA for FY 2018
- Key Performance Metrics for Goals 2022



### Vision, Mission, Goals, and Core Values

The Vision, Mission, Core Values, Goals and Goal Objectives were reviewed and no changes were made.

### Developing the Action Plan for FY 2018

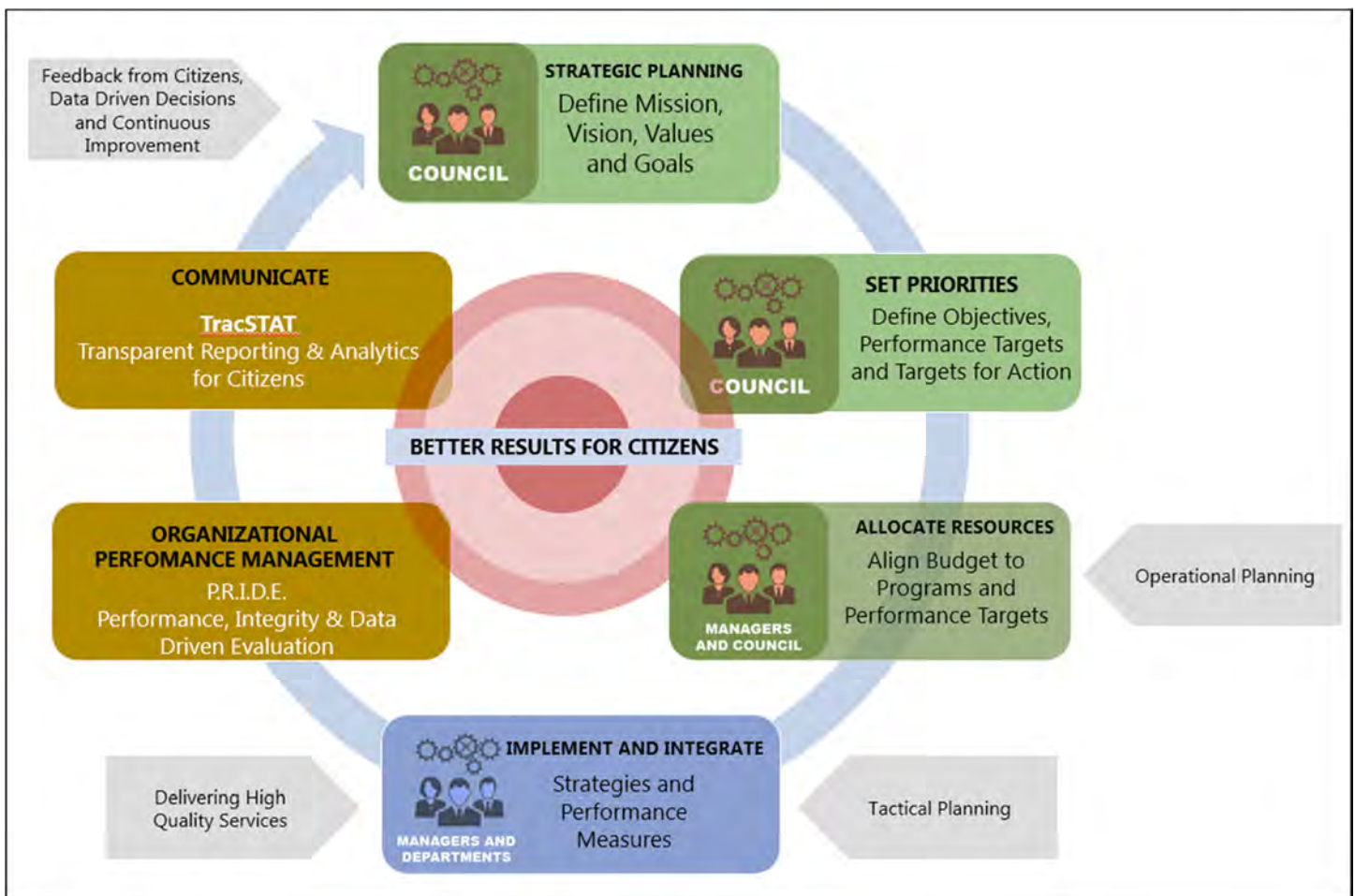
The City Council spent a great deal of time identifying and discussing potential strategic priorities for the coming year. Working together and challenging each other, they carefully considered each issue that was brought to the table by individual council members. They worked together to clarify each issue and define success in measurable outcomes that could be realistically achieved. They then worked through the list of recommendations for TFA to rank them according to what the group thought were the highest priorities for FY 2018. Once the final list was selected and ranked, Council members were also asked to define their expectations for the completion of the project and in terms of performance measures.

## Phase 3: Plan Development and Review

City Council met with the consultant in March to review the new Strategic Plan that came out of the retreat in February. The session was titled “**Budgeting for Outcomes**” which focused on achieving results and providing information to staff that helped guide Budget preparation and clarified Council’s desired outcomes for the FY 2018 Action Agenda. Specifically, City Council reviewed the TFA detailed information, which was distributed in advance of the meeting. City Council went through the list of the TFA and had an opportunity to clarify and ask questions of staff in preparation for the FY 2018 budget development process.

## Phase 4: Implementation

The City Manager has the overall responsibility of ensuring the strategic plan is implemented. Individual Targets for Action have project managers assigned that will lead implementation. The staff will continue the current practice of providing updates to the City Council on the advancement of the strategic plan during Council meetings. The TracStat system will also be used to monitor performance results and communicate results to the public in an effort to ensure transparency and accountability.





The City Council revisited its vision and mission statements and affirmed its support of the current goals and objectives. The vision statement articulates a long-term view of the ideal future for the City of Fayetteville. The mission statement describes why the City of Fayetteville exists and what it will do to help achieve its vision.

The vision and mission statements will guide the work of the City of Fayetteville, ensuring that all activities it undertakes will help achieve the vision. The vision and mission are sustained with the Core Value statement, which represent the beliefs that are shared among the stakeholders of the organization and in turn drive the organization's culture and priorities by providing a framework in which decisions are made.

### 2027 Vision

An attractive, culturally diverse city with a rich heritage that is peaceful, prosperous and connected.

### Mission Statement

Fayetteville provides resilient and sustainable municipal services in a cost-effective manner to create a business friendly environment where citizens thrive and prosper.

### Core Values

We, the Mayor, City Council, Managers, Supervisors and Employees serve with

- R**esponsibility
- E**thics
- S**tewardship
- P**rofessionalism
- E**ntrepreneurial Spirit
- C**ommitment
- T**eamwork

to safeguard and enhance the public trust in City Government.



## Core Values Service Standards

### SERVE:

- Delivering excellent customer service in a courteous, responsive and enthusiastic manner
- Listening to customer needs and looking for creative ways to deliver service
- Giving more than what our customers expect.

### ETHICS:

- Behaving consistently in an honest manner and giving 100% effort
- Communicating in an honest, truthful manner and delivering on your commitments
- Acting in an ethical and equitable manner and avoiding any perception of impropriety
- Using the public trust to guide your actions.

### PROFESSIONALISM:

- Helping to develop the knowledge and skills of others through coaching and mentoring
- Presenting a positive image for the City in your appearance and work space
- Participating in professional or trade associations to enhance our ability to serve
- Learning about trends and best practices and maintaining professional and technical competence.

### COMMITMENT:

- Displaying personal commitment to the City's mission
- Willing to adapt to our changing community and operating environment
- Working with the community by listening to their needs and involving them appropriately
- Promoting understanding among residents and employees of what is important to the City.

### RESPONSIBILITY:

- Taking personal responsibility for your behavior, actions and decisions
- Defining clear performance expectations and taking responsibility for the process and the final outcome
- Taking the initiative, anticipating potential problems and taking appropriate action
- Taking responsibility for your team's performance and holding self and others accountable.

### STEWARDSHIP:

- Placing the public interest above personal interest
- Managing work activities and daily schedules to maximize use of resources and provide services that add value to the quality of lives of our residents.
- Looking for ways to leverage City resources, maximize efficiencies and expand revenue
- Taking proactive measures to protect City assets.

### ENTREPRENEURIAL SPIRIT:

- Challenging the status quo and willingness to develop and implement process improvements
- Using technology to enhance productivity
- Using innovative methods to provide service or resolve problems
- Willing to take a reasonable risk which may have positive return to the City.

### TEAMWORK:

- Working together to accomplish the City's mission and build a sense of unity
- Knowing and fulfilling your role and responsibilities to help your team achieve its goals
- Cooperating and collaborating to define goals, to complete tasks to communicate and to resolve conflicts.
- Willing to pitch in and go beyond your defined role.

## Goals 2023

The City of Fayetteville's strategic plan contains six goals that support the long-term vision for the city. Six top policy priorities have been identified as important action items for fiscal year 2018 to advance progress toward the goals.



The City of Fayetteville will be a safe and secure community.



Fayetteville will be a highly desirable place to live, work and recreate with thriving neighborhoods and a high quality of life for all residents.



The City of Fayetteville will have a strong, diverse and viable local economy.



Fayetteville will have unity of purpose and sustainable capacity across the organization.



The City of Fayetteville will be designed to include vibrant focal points, desirable industrial, commercial and residential opportunities with high quality and sustainable infrastructure.



Fayetteville will continue to develop and expand strong and active community connections.



## Goal Objectives 2023

The City's six strategic goals focus on outcome based objectives. They are the path we must take to reach the community's vision.



### **GOAL I: The City of Fayetteville will be a safe a secure community.**

- To reduce the incidence and severity of crime and to improve public perception of safety through community engagement and interagency collaboration in crime/safety initiatives.
- To ensure traffic safety by striving to reduce preventable vehicle accidents and traffic related fatalities and injuries.
- To ensure disaster readiness and to increase disaster recovery and resiliency through effective preparation and interagency collaboration.
- To ensure a high survivability rate and improve dollar loss ratios for fire, medical, hazardous incidents and other emergencies.



### **GOAL II: The City of Fayetteville will have a strong, diverse and viable local economy.**

- To sustain a favorable development climate through continual improvement of internal processes and by providing redevelopment tools to encourage business growth.
- To implement strategies that diversify the city's tax base and increase the industrial and commercial tax bases.
- To leverage partnerships for job creation and retention, with a focus on local and regional workforce and increasing per capita income.
- To invest in community places, revitalizing downtown as a focal point and building opportunities that leverage the Cape Fear River.



### **GOAL III: The City of Fayetteville will be designed to include vibrant focal points, desirable industrial, commercial and residential opportunities with high quality and sustainable infrastructure.**

- To manage the City's future growth and support strategic land use policy by supporting quality development and decreasing the oversupply of commercial land and underdeveloped buildings and increasing occupancy of vacant retail and office space.
- To provide timely and accurate construction review and building inspection services in an effort to sustain a favorable development climate and support the business environment.
- To revitalize neighborhoods with effective zoning, code enforcement, and violation abatement.
- To develop and maintain city street and storm water systems to established target level of effectiveness and quality, improving connectivity.
- To develop and sustain access to connectivity that increases our smart city capacity.

## Goal Objectives 2023 Continued



**GOAL IV:** Fayetteville will be a highly desirable place to live, work and recreate with thriving neighborhoods and a high quality of life for all residents.

- To enhance recreation, leisure and cultural opportunities for all to thrive that reflects diversity.
- To provide for a clean and beautiful community with increased green spaces.
- To improve mobility and connectivity by investing in traffic flow strategies, sidewalks, trails and bike lanes.
- To develop and maintain public transportation investments with high quality transit and airport services.
- To provide high quality affordable housing that revitalizes neighborhoods.
- To reduce homelessness.



**GOAL V:** Fayetteville will have unity of purpose and sustainable capacity across the organization.

- To ensure strong financial management with fiduciary accountability and plan for the future resource sustainability by aligning resources with City priorities.
- To promote an organizational climate that fosters an exceptional, diverse, engaged and healthy workforce that delivers excellent services.
- To identify and achieve efficiencies through innovation and technology utilization, by increasing data-driven decisions and using business intelligence strategies, including performance management, process mapping, evaluation and improvement.



**GOAL VI:** Fayetteville will continue to develop and expand strong and active community connections.







- To inform and educate about local government by enhancing public outreach, telling the City's positive story and increasing community dialog, collaboration and empowerment.
- To increase trust and confidence in City government through high quality customer service.
- To expand collaborative relationships between government units, the local military and stakeholders.





## City Council’s FY 2018 Strategic Objectives

The City Council’s strategic objectives were developed at its February strategic planning retreat with input from citizen engagement sessions and individual citizen encounters. The Council strives each year to understand the City’s gaps in service to residents and develops these objectives as a way to provide policy direction to reduce or eliminate those gaps.

FY 2018 Strategic Objectives	Goal
Economic Development	
Public Safety	
Beautification/Greenways	
Infrastructure Investment	
Affordable Housing	
Parks and Recreation	

## Getting things done! FY 2018 Targets for Action



### Goal I: Safe and Secure Community



Goal Objectives	Targets for Action
<p><b><u>Objective I. A:</u></b> To reduce the incidence and severity of crime and to improve public perception of safety through community engagement and collaboration in crime and safety initiatives</p>	<ul style="list-style-type: none"> <li>• Complete study for Joint 911 Center and seek Council approval</li> </ul>
<p><b><u>Objective I. B:</u></b> To ensure traffic safety by striving to reduce preventable vehicle accidents and traffic related fatalities and injuries</p>	
<p><b><u>Objective I. C:</u></b> To ensure disaster readiness and to increase disaster recovery and resiliency through effective preparation and interagency collaboration</p>	<ul style="list-style-type: none"> <li>• Hurricane Matthew recovery</li> </ul>
<p><b><u>Objective I. D:</u></b> To ensure high survivability rate and improve dollar loss ratios for fire, medical hazardous incidents and other emergencies</p>	<ul style="list-style-type: none"> <li>• Build Fire Station 12</li> </ul>

## Getting things done! FY 2018 Targets for Action



### Goal II: Diverse and Viable Economy



Goal Objectives	Targets for Action
<p><b><u>Objective II.A:</u></b> To sustain a favorable development climate through continual improvement of internal processes and by providing redevelopment tools to encourage business growth</p>	<ul style="list-style-type: none"> <li>Establish a revolving loan pool for small business</li> </ul>
<p><b><u>Objective II.B:</u></b> To implement strategies that diversify the City's tax base and increase the industrial and commercial tax bases</p>	<ul style="list-style-type: none"> <li>Execute approved plan to redevelop Centre Business Park</li> <li>Develop a targeted tax incentives policy</li> <li>Develop a Shaw Heights annexation implementation plan</li> </ul>
<p><b><u>Objective II.C:</u></b> To leverage partnerships for job creation and retention, with focus on local and regional workforce and increasing per capita income</p>	<ul style="list-style-type: none"> <li>Develop both an LSDBE and HUB program</li> </ul>
<p><b><u>Objective II.D:</u></b> To invest in community places, revitalizing downtown as a focal point and building opportunities to leverage the Cape Fear River</p>	<ul style="list-style-type: none"> <li>Project Homerun redevelopment</li> <li>Policy direction for Murchison Road and other corridor redevelopment</li> </ul>

## Getting things done! FY 2018 Targets for Action



### Goal III: High Quality Built Infrastructure



Goal Objectives	Targets for Action
<p><b><u>Objective III.A:</u></b> To manage the City’s future growth and support strategic land use policy by supporting quality development and decreasing the oversupply of commercial land and under developed buildings and increases occupancy of vacant retail and office spaces</p>	<ul style="list-style-type: none"> <li>• Complete Comprehensive Land Use Plan</li> </ul>
<p><b><u>Objective III.B:</u></b> To provide timely and accurate construction review and building inspection services in an effort to sustain a favorable development climate and support the business environment</p>	<ul style="list-style-type: none"> <li>• Improve the timeliness and quality of building trades inspections</li> </ul>
<p><b><u>Objective III. C:</u></b> To revitalize neighborhoods with effective zoning, code enforcement and violations abatement</p>	<ul style="list-style-type: none"> <li>• Review changes to the Unified Development Ordinance</li> </ul>
<p><b><u>Objective III.D:</u></b> To develop and maintain City street and stormwater systems to an established target level of effectiveness and quality improving connectivity</p>	<ul style="list-style-type: none"> <li>• Complete study and develop a plan of action that will accelerate stormwater projects by 25%</li> </ul>
<p><b><u>Objective III.E:</u></b> To develop and sustain access to connectivity that increases our smart city capacity</p>	<ul style="list-style-type: none"> <li>• Develop comprehensive review of broadband capabilities in city to leverage City’s fiber assets to improve speed, reliability and coverage</li> </ul>

## Getting things done! FY 2018 Targets for Action



### Goal IV: Desirable Place to Live, Work and Recreate



Goal Objectives	Targets for Action
<p><b>Objective IV.A:</b> To enhance recreation, leisure and cultural opportunities for all to thrive that reflects our diversity</p>	<ul style="list-style-type: none"> <li>• Complete Parks and Recreation Capital Bond Project</li> <li>• Complete pedestrian master plan and seek Council approval</li> </ul>
<p><b>Objective IV.B:</b> To provide for a clean and beautiful community with increased green space that reflects our diversity</p>	<ul style="list-style-type: none"> <li>• Adoption of Fayetteville Beautiful by Fayetteville Cumberland Parks and Recreation</li> </ul>
<p><b>Objective IV.C:</b> To improve mobility and connectivity by investing in traffic flow strategies, sidewalks, trails and bike lanes</p>	<ul style="list-style-type: none"> <li>• Complete Cape Fear River Trail through Part C</li> </ul>
<p><b>Objective IV.D:</b> To develop and maintain public transportation investments with high quality transit and airport services</p>	<ul style="list-style-type: none"> <li>• Airport Terminal Renovations</li> </ul>
<p><b>Objective IV.E:</b> To provide high quality affordable housing that revitalizes neighborhoods</p>	<ul style="list-style-type: none"> <li>• Develop target area revitalization strategy</li> <li>• Conduct a comprehensive housing study</li> </ul>
<p><b>Objective IV.F:</b> To reduce homelessness and poverty</p>	<ul style="list-style-type: none"> <li>• Conduct an anti-poverty summit</li> <li>• Develop Homelessness Solution: Execute approved IA with County</li> </ul>

## Getting things done! FY 2018 Targets for Action



### Goal V: Sustainable Organizational Capacity



Goal Objectives	Targets for Action
<p><b>Objective V.A:</b> To ensure strong financial management with fiduciary accountability and plan for the future resource sustainability by aligning resources with City priorities</p>	<ul style="list-style-type: none"> <li>• Conduct a vehicle maintenance cost benefit analysis</li> </ul>
<p><b>Objective V.B:</b> To promote an organizational climate that fosters an exceptional, diverse, engaged, and healthy workforce that delivers excellent services</p>	
<p><b>Objective V.C:</b> To identify and achieve efficiencies through innovation and technology utilization, by increasing data-driven decisions and using business intelligence strategies, including performance management, process mapping, evaluation, and improvement</p>	<ul style="list-style-type: none"> <li>• Improve performance management and reporting</li> </ul>

## Getting things done! FY 2018 Targets for Action



### Goal VI: Citizen Engagement & Partnerships



Goal Objectives	Targets for Action
<p><b><u>Objective VI.A:</u></b> To inform and educate about local government by enhancing public outreach and increasing community dialog, collaboration and empowerment</p>	<ul style="list-style-type: none"> <li>• Develop RFP to rebrand City with community stakeholders</li> </ul>
<p><b><u>Objective VI.B:</u></b> To increase trust and confidence in City government through high quality customer service</p>	<ul style="list-style-type: none"> <li>• Complete City Hall renovation including first floor</li> <li>• Develop and execute Ombudsman program for improved customer service</li> </ul>
<p><b><u>Objective VI.C:</u></b> To expand collaborative relationships between government units, the local military and stakeholders</p>	



# Performance Management

## **Execution and Reporting: Transparent and Accountable**

Objectives, key performance measures and performance targets are identified for each goal and serve as a foundation for performance evaluation, assessment and reporting.

The **PRIDE** program enables the City of Fayetteville to be an **ENGAGED LEADER** in the community for innovation, effective change management, and continuous improvement strategies through evidence based decisions, accountability, and transparency.

### **P.R.I.D.E.**

**P**erformance  
**R**esults  
**I**ntegration  
**D**ata driven  
**E**valuation

The purpose of the **PRIDE** team is to ensure the strategic plan is used as a roadmap for organizational efforts. There are a number of specific responsibilities that are essential to its success.

#### **Office of Strategy and Performance Analytics**

- Institutionalize and promote the strategic planning process
- Oversee organizational performance management, offer training programs and promote cross functional collaboration and innovation
- Establish data collection protocols and oversee data analysis and reporting
- Oversee quality improvement and data analytics projects.

#### **Data Analytics Team**

- Provide support and guidance with development of performance management metrics
- Recommend standards, benchmarks, and best practices to be used in the development of performance management metrics for purposes of uniformity in reporting
- Perform periodic reviews of performance management metrics for completeness and accuracy
- Participate in data analytics and quality improvement projects.





# Performance Management



International studies have shown that a common key characteristic of high performing organizations is their commitment to organizational strategic planning, performance management and the existence of robust organizational performance management systems.

The City of Fayetteville's organizational performance management process includes a dynamic strategic planning framework aligned to resourcing and performance results, an annual performance measurement integrity review, citywide data management standards issued by a cross functional Data Analytics Team and approved by the City Manager, quality improvement projects and annual training programs.

The City of Fayetteville, in its efforts to perform at a high level of efficiency and to provide quality programs and services to its citizens, has developed its own organizational performance management system which is referred to as **TRACStat**. **TRAC** is an acronym for Transparent Reporting & Analytics for Citizens. **Stat** was added as a reference to the CompStat and CityStat models employed by municipalities around the country used to measure and manage organizational performance.



TRACStat allows the City to collect actual performance data from all departments on a schedule that aligns with the creation of the data. In addition to performance measurement data, the system also allows end users to enter context for this data such as explanations for why a particular measure is important or why a measure is trending in a particular direction. Historical data is also maintained in the system so that end users can see trends in their performance measures and take action as appropriate based on those trends.

Projects related to strategic goals for the City are also documented in **TRACStat**. Project managers are expected to make updates in the system on their assigned strategic projects. The system allows for project descriptions, project updates, and detailed action plans with both targeted and actual start and end dates. This structured reporting ensures that project progress will be recorded, stored, and reported on a consistent basis.



The public can easily see how we are doing through the online portal. TRACStat provides residents and elected officials with varying levels of detail on the City's organizational performance. Residents are first presented with a high level look at how well the City is meeting its strategic goals. This data is presented both numerically and visually via a red, amber, green color scheme. Key performance measures were chosen in a collaborative effort with citizens through Café Conversations engagement events, where citizens were asked to brainstorm and prioritize what measures were most important to include in each goal area. Users may click through this initial presentation to access detailed data on the individual measures that are aligned to each strategic goal. Percentage achievement for each goal area is a weighted average of the collective achievements of each of the measures assigned to the goals. End users may also view trending for goals, programs, and measures and can see budget data presented side-by-side with performance data so as to be able to see a measure of return on investment (ROI) for budget dollars. The City employs its QuEST (Quality, Engagement, Sustainable Solutions, and Training) framework to address areas of underperformance. QuEST is built on tools, methodologies, and guidance from Lean, Six Sigma, and ISO 9001 and provides a common way for everyone in the City to approach process improvement. Through cycles of performance monitoring and incremental improvement, the City is able to continuously elevate the level of quality of the services it delivers to its residents.



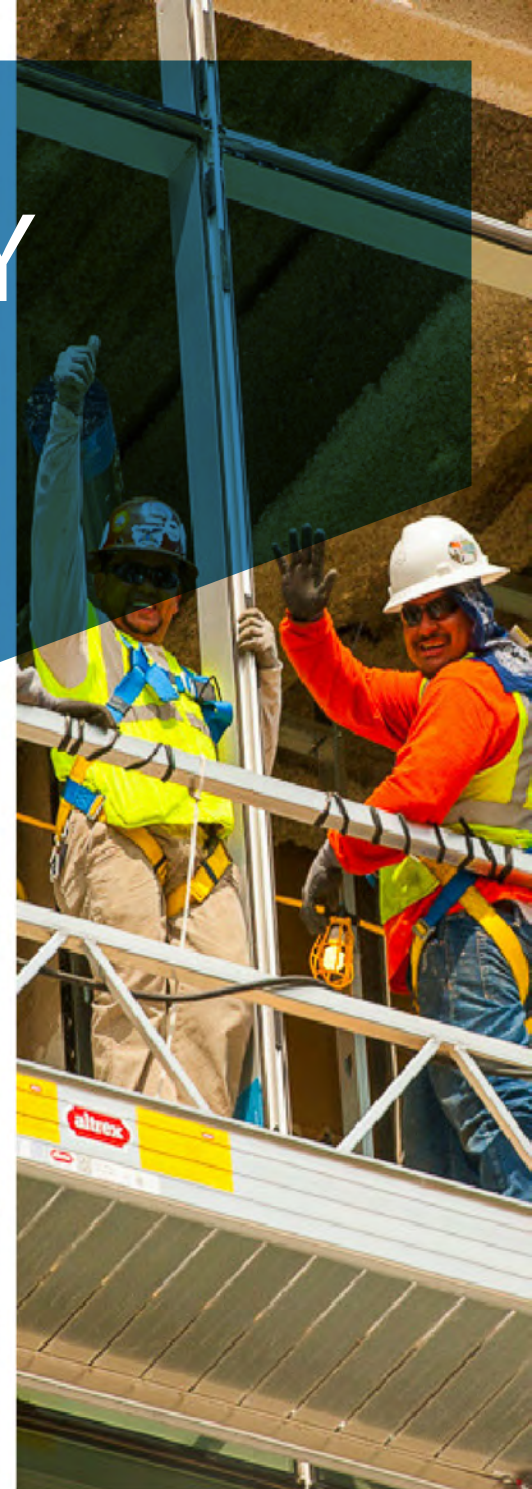
City of  
**Fayetteville**  
*North Carolina*

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# DURHAM COUNTY STRATEGIC PLAN

2017 UPDATE



## A Refreshed Plan for the Future

Change remains the constant in Durham County. Whether it is with the County's dynamic workforce or across a diverse community of residents or with regards to an ever-evolving landscape of buildings, organizations, businesses and institutions, Durham continues to change. Within our organization, we've intentionally focused on creating positive organizational and service change, with continuous improvement as a guiding principle.

Since our first Strategic Plan was adopted in Spring 2012, County leadership has implemented the Managing for Results (MFR) change management model. Combined, the Strategic Plan and MFR define the changes that the County hopes to achieve. We are proud of these needed evolutions and advancements, and we eagerly look to the future.

The Durham County Strategic Plan will help the organization plan for the future, whatever it brings. This time around, County leadership and staff have been more intentional about developing a document that truly connects the work of our 27 departments to overarching goals, objectives and strategies. This time around, with Managing for Results as the County's change management model, performance measurement is better integrated into how the organization plans and provides services. Those performance measures will help us continually make improvements and investments based on what the data tell us. This Strategic Plan does not shy away from the complexities of the organization's and the community's challenges and opportunities. This plan, which connects the work of multiple departments in a series of overarching strategies, embraces collaboration.

This 2017-2021 Durham County Strategic Plan, like the first document from 2012, is a dynamic guiding vehicle for the organization. It will be updated each year through the County's annual operating budget process. And it will serve as a framework for future conversations and decisions about ways that the County can continue to improve service delivery to prepare for whatever the future brings. Durham County is a passionate, growing community of employees and residents. We look forward to continuing to serve you, the community, and to working with you as residents to help us address the challenges and opportunities ahead.

Wendell M. Davis, County Manager

Wendy Jacobs, Chair; James Hill, Vice Chair; Heidi Carter, Brenda Howerton and Ellen Reckhow  
Durham Board of County Commissioners



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## MISSION, VISION AND CORE VALUES

In a few words, Durham County's mission, vision and core values distill the organization's purpose and aspirations. All of these elements support the County's commitment to provide excellent services to residents as they strive to have safe, healthy and prosperous lives.

### OUR MISSION

Durham County provides high-quality, fiscally responsible services vital to a safe, healthy and vibrant community.

### OUR VISION

Durham County is a thriving, vibrant and diverse community with abundant opportunity for all residents to live, work, learn, play and grow.

### OUR CORE VALUES

- Accountability
- Commitment
- Exceptional Customer Service
- Integrity
- Teamwork and Collaboration

## WE ARE "DEE-CO": ABOUT DURHAM COUNTY GOVERNMENT

Durham County Government (or DCo, pronounced "dee-co") is a dynamic organization, roughly 2,000 people strong. The County spans 27 different departments and almost 100 program service areas that impact and support the lives of residents. From economic development to human services to enrichment and education to public safety and law enforcement, there is little in local public life that Durham County does not touch.

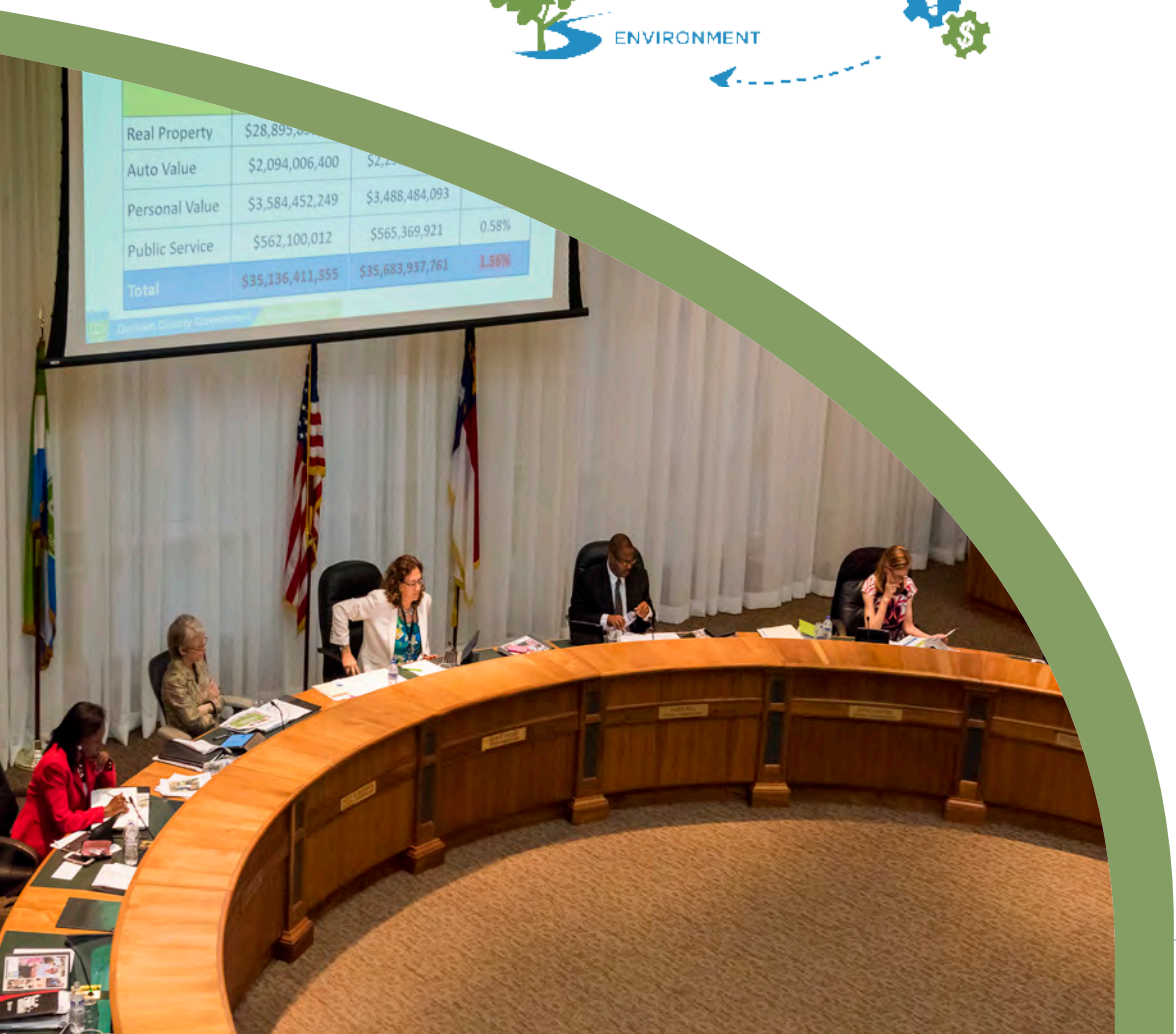
County Departments:

- Board of Commissioners
- Board of Elections
- Budget and Management Services
- City-County Geographic Information Systems
- City-County Inspections
- City-County Planning
- Clerk to the Board
- Cooperative Extension
- County Attorney
- County Manager
- Criminal Justice Resource Center
- Emergency Medical Services
- Engineering and Environmental Services
- Finance
- Fire Marshal and Emergency Management
- General Services
- Human Resources
- Information Services & Technology
- Internal Audit
- Library
- Public Health
- Register of Deeds
- Sheriff's Office
- Social Services
- Soil and Water Conservation District
- Tax Administration
- Veteran Services
- Youth Home

In 2016, Durham County reorganized its management structure to align responsibility and accountability to implement the Strategic Plan and achieve its objectives. Now, five General Managers oversee departmental portfolios that align closely with the five Strategic Plan goals. Structurally, this is an opportunity for Durham County to operationalize the Strategic Plan.

# MANAGING FOR RESULTS: DURHAM COUNTY'S CHANGE MANAGEMENT MODEL

When Durham County approved its first Strategic Plan in 2012, the document – while creating a strong framework of goals and objectives – lacked a system of support behind it. In 2014, the County adopted a full change management model called Managing for Results (MFR). MFR is a systems approach to governmental performance, change and accountability that helps the organization plan strategically and operationally, budget for the outcomes it desires, manage service delivery to achieve those outcomes and evaluate continuously in order to learn, tweak and improve. Four elements support MFR with a foundation of exceptional customer service: effective communications and stakeholder engagement, effective partnerships and collaboration, results-focused leadership and governance, and core values and a high-performance culture. Managing for Results and the Strategic Plan are truly linked: Durham County sees MFR as the “engine” under the hood moving the organization forward, and the Strategic Plan is the “road map” crafted by leadership to move the County in the right direction.



## AT A GLANCE:

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### 550 Employees

Inclusion and outreach were top priorities in this process: County leaders and goal teams reached about 550 employees through targeted efforts to listen and learn more about what is working within the organization, what can be improved and how that can be achieved.

## COMMUNITY AND EMPLOYEE ENGAGEMENT

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Intentional resident and employee engagement was an overriding value for the 2016-2017 Strategic Plan refresh process. County leadership began the process with a different guiding principle: to take the conversation to the community, rather than having the community come to County government. There was an intentional focus on bringing discussions to population groups that may have been under-engaged in the past. Some examples included millennials, citizens 55 years of age and older, the Hispanic community and residents outside the city limits. Productive meetings were held with 17 groups throughout the community, including El Centro Hispano, Bahama Ruritan Club and Friends of Durham. The County also worked to develop a new model of community engagement aimed specifically at millennials. Nearly 400 members of this age group were engaged via social media, one-on-one encounters and several small and large events. The County also sought public feedback through online community forums. In general, these efforts were well received and have yielded improved relationships with the larger community. Additionally, Durham County worked with the City of Durham to conduct its second annual Resident Satisfaction Survey. This collaborative effort will continue to provide scientifically valid resident opinion data to County leadership, enabling the County to track public opinion year to year.

The County also bolstered employee engagement for this refresh process. For the first Strategic Plan in 2012, a single cross-departmental staff team of about 15 employees served as the primary authors of the document. This time around, County executives led five staff teams – one for each strategic goal – which pulled in more departments and more perspectives. County leaders and goal teams also reached employees through surveys, staff forums and conversations in offices.

All this input – from residents and employees alike – was compiled and shared with strategic planning teams as they shaped and molded the document.

## STRATEGIC PLAN IMPLEMENTATION AND CONTINUOUS IMPROVEMENT

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This 2017-2021 Strategic Plan is a four-year living document for the organization. Leadership and staff will remain focused on the measurable objectives and strategies that drive each strategic goal. Those measures will be tracked and reported online for any resident, visitor or employee to see through a public-facing dashboard. Additionally, each County department will complete an operational plan that will link to the Strategic Plan. Meanwhile, each budget year, the Strategic Plan will be reviewed and initiatives will be identified to help make impacts in targeted strategies. By tracking performance metrics, studying those measures to improve service delivery and annually revisiting the Strategic Plan, the County will remain focused on continuous improvement, with the end goal of providing the highest possible value to residents.



# GOAL 1: COMMUNITY EMPOWERMENT AND ENRICHMENT

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Provide access to educational, vocational, economic and cultural opportunities while empowering citizens to choose pathways for their own success.

The Community Empowerment and Enrichment goal focuses on Durham County's efforts to uplift individuals, households and families regardless of their circumstance, composition or aspirations. The County pursues this goal by helping residents find opportunities to achieve success for themselves and their families. This goal relies heavily on collaborative efforts and clear, trusting communication between Durham County, its partners and its residents. One key area of this goal highlights the County's continued investments in and concern for the publicly-funded institutions providing early childhood, K-12 and post-secondary education. Durham County plans significant new investments in high-quality preschool so that all Durham children and youth have a stronger chance to succeed. In addition to pushing greater coordination and emphasis on the birth-to-8 continuum, Durham County continues to prioritize high K-12 funding levels for students receiving a public education. For decades, Durham County has stayed among the top five county governments in local funding per student in K-12 public education. These investments occur with an ultimate goal of achieving successful educational outcomes for all students receiving a publicly funded K-12 education.

The County also is committed to strengthening Durham through expanded and creative workforce development programs and supports, especially for historically difficult-to-employ populations. In addition to pursuing enlightened hiring and personnel policies internally, Durham County wishes to expand its work through both governmental and non-governmental institutions to help its residents see, train for and successfully move into rewarding, living-wage careers. Ongoing partnerships with Durham Public Schools, Durham Technical Community College, the Durham Workforce Development Board, NC Works and Made in Durham are vital to community success in this area. Durham County further seeks to provide expanded opportunities for historically underutilized businesses by supporting greater recruitment, development and contracting with Minority and Women-Owned Businesses.

Durham County supports a growing population of senior citizens and at-risk groups through departments such as Social Services, Veterans Services and the Criminal Justice Resource Center. Such services work with individuals and families to prevent and address the wide range of forces disrupting their lives and to help them quickly get back on their feet after a destabilizing event. Community partnerships with strong local institutions such as Urban Ministries of Durham and the Durham Center for Senior Life further help Durham County serve other vulnerable populations. Other nonprofits bolster efforts to strengthen literacy, promote affordable housing and enhance public transit. Durham County recognizes that a vibrant and diverse cultural environment is critical to making Durham a great place to live. By supporting the arts, appearance and other place-making endeavors, Durham can maintain and build upon the richness that has made it a desired destination for residents and visitors alike.

## Goal 1 Community Indicators:

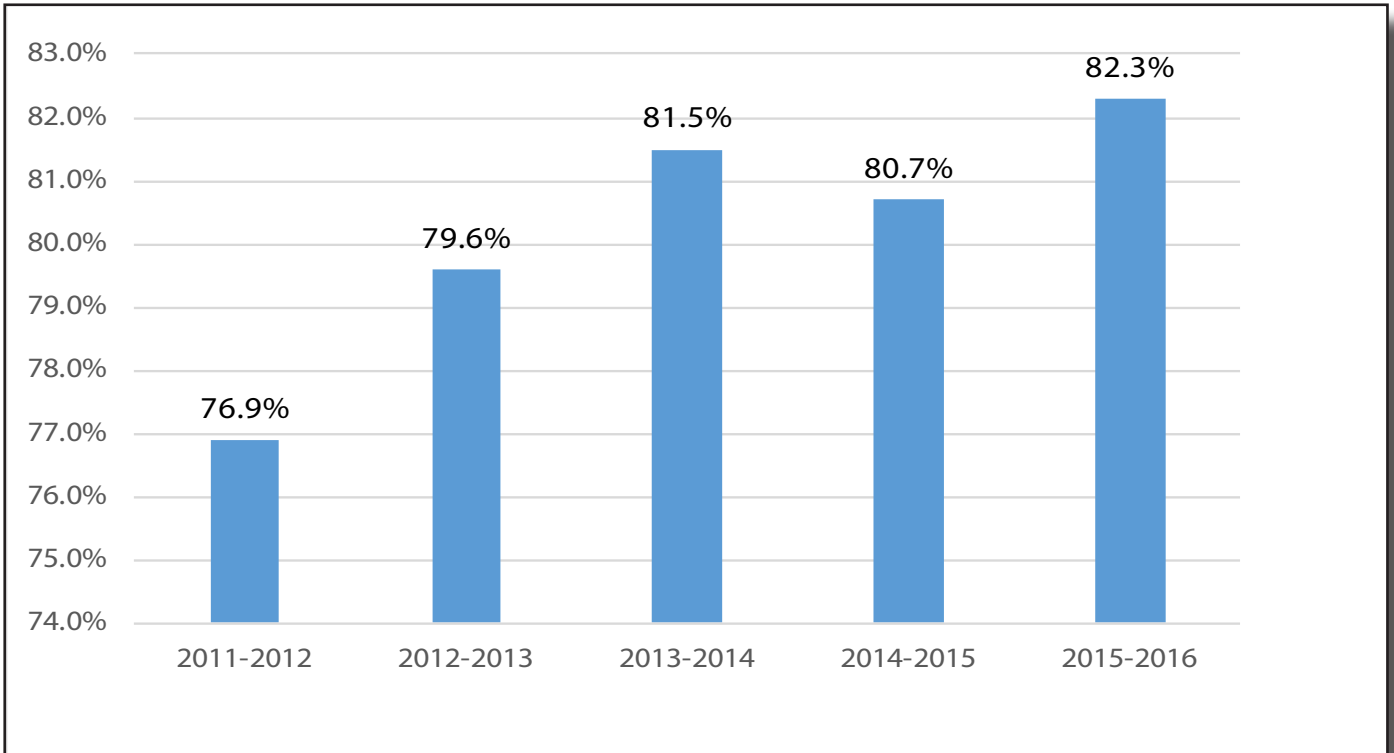
- DPS high school / four-year graduation rate
- Percentage of population living in poverty (also a Goal 2 community indicator)
- Local unemployment rate
- Percentage of households spending more than 30 percent of household income on housing





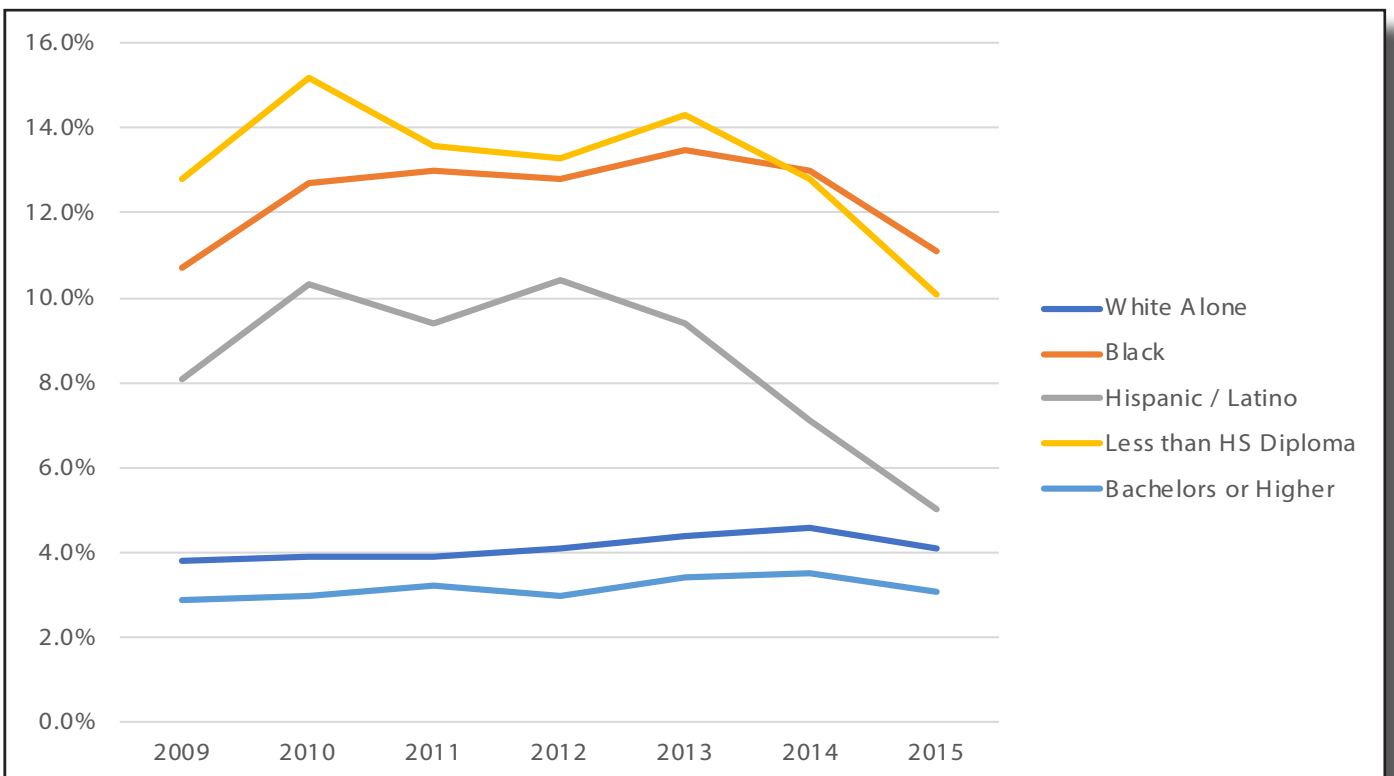
# COMMUNITY EMPOWERMENT AND ENRICHMENT

## High School Graduation Rate



Source: N.C. Department of Public Instruction

## Unemployment Rates for Durham County



Source: N.C. Department of Commerce



## COMMUNITY EMPOWERMENT AND ENRICHMENT



Objective 1.1: Education – Provide and support learning and enrichment opportunities that support educational achievement and life success

Durham County has valued and capitalized on the education of its residents from its inception. The County has historically supported its institutions of public education more generously than most of its peers. Education-related bond referenda receive strong support, and local survey results show public education as an area of substantial concern and the area deserving most emphasis over the next two years. The County continues to build on these commitments through a wide range of learning and enrichment strategies.

Measure: Percentage of high school students who are college and career ready

- Strategy 1.1A: Early Childhood Education – Provide support for children from birth–5 with early childhood educational outreach programming and services
  - o Measure: Percentage of low-income birth–5 year-olds in publicly subsidized high-quality child care or pre-K
  - o Measure: Percentage of students showing age-appropriate readiness when entering kindergarten
- Strategy 1.1B: K-12 Education – Support Durham Public Schools (DPS) and the Board of Education to ensure a successful K-12 educational system through local public and charter schools
  - o Measure: Percentage of DPS elementary and middle school students proficient on end-of-grade testing in Reading, Math and Science
  - o Measure: Percentage of DPS 3rd graders scoring proficient on end-of-grade reading test
- Strategy 1.1C: Youth Enrichment – Provide youth and adolescent enrichment programs
  - o Measure: Total youth served by non-DPS enrichment programs (at or supported by the County)
  - o Measure: Total Durham County dollars spent on non-DPS youth enrichment programs (at or supported by the County)



## COMMUNITY EMPOWERMENT AND ENRICHMENT

Objective 1.2: Workforce Development – Strengthen the workforce by supporting the provision of effective education, training and workforce supports, particularly for hard-to-employ groups

Durham County, like any progressive community, must consider the strength of its workforce and how its residents are prepared to succeed in a rapidly changing economy. The County supports educational efforts for the very young all the way up to Durham’s senior citizens with a wide range of learning opportunities, extending beyond traditional classroom settings to vocational, experiential and service learning. The County works directly and through community partnerships to support diverse workforce development programs, from youth entrepreneurship to green jobs preparation to adult retraining. The County also prioritizes skills training for people who historically have had difficulty finding and keeping living wage jobs. By seeking to identify and break down barriers, including access to transportation and criminal history, the County is focused on ensuring that the community’s resurgence is realized equitably.

Measure: Percentage of DSS Work First and Criminal Justice Resource Center work program participants that secure employment upon program completion

Measure: Percentage of Durham Workforce Development Board-supported training program participants who gain employment in that field within six months of completing training

- Strategy 1.2A: Lifelong Learning – Provide and support lifelong learning opportunities for adults
  - o Measure: Total number of individuals completing an associate’s degree, diploma and/or certificate at Durham Technical Community College
  - o Measure: Number of individuals that participate in adult education programs run or funded by the County
- Strategy 1.2B: Jobs and Career Support – Provide support and resources for residents seeking job opportunities
  - o Measure: Number of DSS Work First program participants
- Strategy 1.2C: Workforce Development Opportunities Within Government – Support in-house training and job opportunities
  - o Measure: Number of internships and other temporary, training-style positions at the County (by type, including those targeted at the hard to employ)
  - o Measure: Percentage of County contracts that are with Minority and Women-Owned Businesses



## COMMUNITY EMPOWERMENT AND ENRICHMENT



Objective 1.3: Family Success – Support and provide programs, services and systems which improve life skills and increase family success and prosperity

Durham County wants to help everyone find opportunities to achieve their full potential while recognizing that success looks different to every individual and household. The County has placed special emphasis on supporting at-risk populations such as the homeless and those who first need help meeting basic needs like stable housing and food. The County administers direct assistance, outreach and enrichment programs designed to inform and equip residents with tools to achieve family success.

Measure: Annual number of Durham County residents experiencing homelessness

Measure: Median family income in Durham County

- Strategy 1.3A: Resources and Training – Support family success by increasing awareness, access to resources and training
  - o Measure: Total number of individuals/families served by Cooperative Extension resource and training programs
  - o Measure: Total number of individuals/families served by Library resource and training programs
- Strategy 1.3B: Case Management and Benefits – Support household prosperity by providing case management and access to benefits
  - o Measure: Number of residents accessing DSS services and resources for the first time
  - o Measure: Percentage of DSS emergency services clients who utilized services more than once in the previous fiscal year
  - o Measure: Percentage of eligible applicants served through DSS child care subsidy
- Strategy 1.3C: Care and Protection – Protect vulnerable adults and children
  - o Measure: Number of unduplicated overnight users of Urban Ministries of Durham shelter
  - o Measure: Percentage of adults served by Adult Protective Services with no further maltreatment within 12 months
  - o Measure: Percentage of children removed from family placed back with family members that face no further incidents within 12 months
- Strategy 1.3D: Affordable Housing – Facilitate workforce housing efforts along Durham’s light rail corridor
  - o Measure: Number of workforce housing partnerships supported or facilitated by the County
  - o Measure: Percentage of light rail station areas with at least 15 percent of units affordable to households earning below 80 percent of median family income for Durham County



## COMMUNITY EMPOWERMENT AND ENRICHMENT

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Objective 1.4: Cultural Opportunities – Foster a strong, diverse, artistic and cultural environment

Durham County understands that cultural opportunities not only lead to an increased sense of community and a better understanding of the world, but they also are powerful economic drivers that spur local growth and make the community a more attractive place to live, visit and do business. The Durham Convention and Visitors Bureau estimates that up to 12 percent of Durham's economic activity is connected to cultural enrichment assets like museums and historic sites. Durham County Library is the primary cultural enrichment institution within County government, providing resources such as the North Carolina Collection as well as a wide range of programs for all ages. Durham County also supports cultural opportunities through partnerships with a broad range of community organizations.

Measure: Number of unique Library visitors per year

- Strategy 1.4A: Library Services – Provide for cultural enrichment and diversity through library services, programming and collections
  - o Measure: Number of attendees of Library cultural events
  - o Measure: Total number of participants in Hispanic outreach programs hosted by the Library
- Strategy 1.4B: Cultural Nonprofits – Fund direct provision of diverse arts and culture programming through nonprofits in the community
  - o Measure: Total number of attendees at cultural events held across Durham annually

## GOAL 2: HEALTH AND WELL-BEING FOR ALL

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Improve the quality of life across the lifespan through protecting the health of community, reducing barriers to access services and ensuring a network of integrated health and human services available to people in need.

The Health and Well-being for All goal takes a comprehensive view of health, in keeping with the World Health Organization's definition of health as a "state of complete physical, mental, and social wellbeing, and not merely the absence of disease or infirmity." Durham County recognizes the significance of health and well-being not only in the resources it allocates and cross-sector collaboration it encourages, but also in a publicly displayed statement on the votive wall of the Durham County Human Services Building: "Durham's vitality is built upon the health of our residents and the capacity of our community to foster and enhance the well-being of every citizen." The County acknowledges that individual behaviors, disease and injury contribute to health and well-being, but also understands that social, political, cultural and historical factors such as education, poverty, housing and inequities must be addressed to improve health. The County and its partners must commit to understanding the root causes of these differences – factors like history, institutional power and discriminatory policies – without penalizing, judging or blaming those who are adversely impacted. Durham County historically provides significant funding for health and human services – comprising 22 percent of the FY16-17 annual budget – through County government programs and nonprofit organizations that support this strategic goal.

Average life expectancy is a key health indicator, and in Durham it can vary considerably depending on race and geographic location. In the most recently reported trend data from 2013 to 2015, total average life expectancy for Durham County residents was 79.8 years, but the racial breakdown showed life expectancy for whites as 82.0 while for African Americans it was 76.7. While Durham County's average life expectancy is 1.6 years higher than the state average, the County's average life expectancy by zip code can differ by as many as 11 years, from 75 years in 27701 to 86 years in 27517. Meanwhile, key metrics at the beginning and toward the end of the lifespan tell important stories about Durham County's health and opportunities to find improvements. For example, infant mortality is generally viewed as a window to the health of a community. In 2015, Durham County's infant mortality rate was nearly three times higher for African Americans than for whites. Durham County also is challenged to care for and be responsive to its growing aging population. From 2010 to 2015, U.S. Census estimates show the percentage of the total population in Durham County that is 65 and older grew from 9.8 percent to 11.5 percent of the population. By 2035, it is estimated that 19 percent of Durham's population will be over 65 years old.

In pursuing this goal, the County will have to consider and plan for many other current and emerging issues of considerable community concern. These issues include the opioid abuse epidemic, toxic stress, adverse childhood experiences and mental health issues. Meanwhile, the County must examine factors that are outside of its control but will nonetheless impact the future of this strategic goal. Those factors include the future of the Affordable Care Act, Medicare and Medicaid reform, other health and health-related laws and policies and the economy. These County departments are actively engaged in the work of health and well-being for all: Public Health, Social Services, Cooperative Extension, the Sheriff's Office and the Criminal Justice Resource Center. Critical community partners include the City of Durham, Duke Health, Lincoln Community Health Center, community health care providers, Alliance Behavioral Healthcare, Durham Public Schools, faith-based organizations, employers and nonprofit organizations such as United Way of the Greater Triangle.

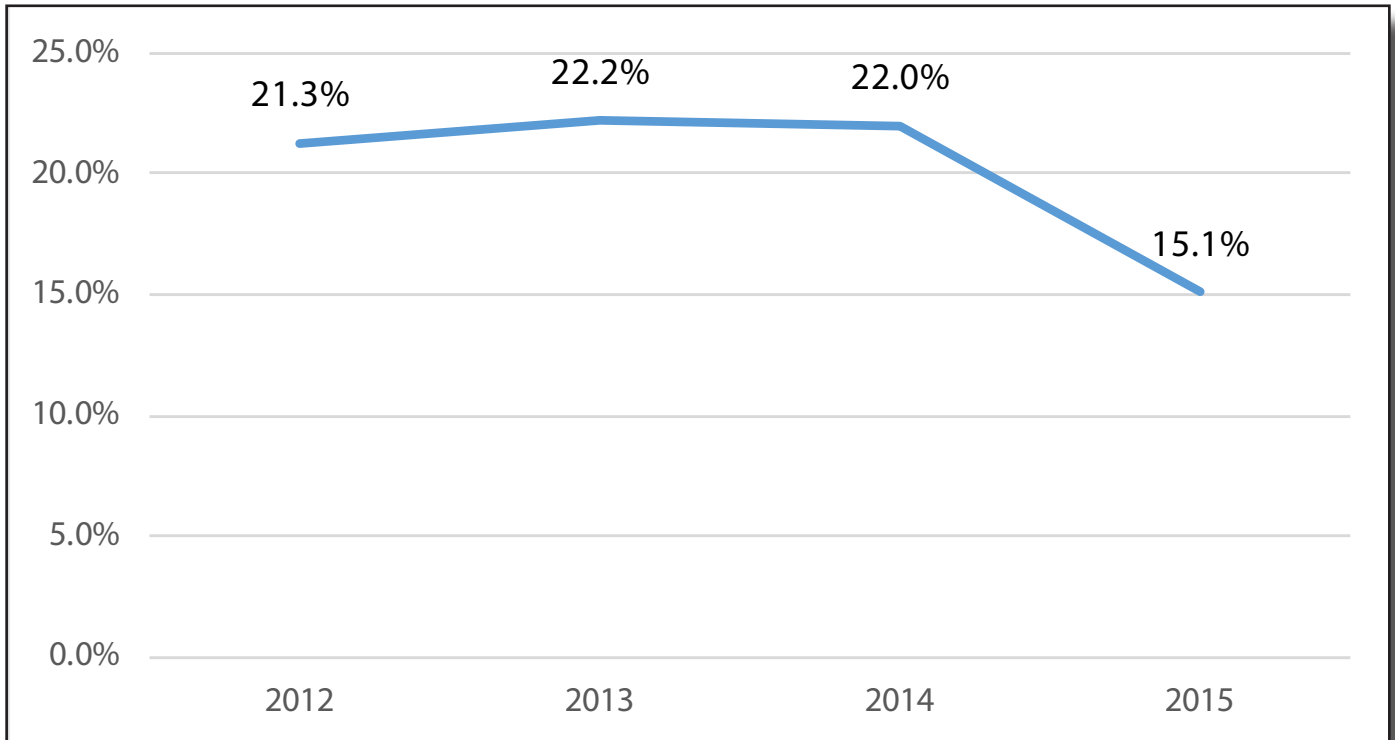
### Goal 2 Community Indicators:

- Percentage of population living in poverty (also a Goal 1 community indicator)
- Percentage of uninsured adults and children
- Infant mortality rates by race/ethnicity
- Drug overdose death rate



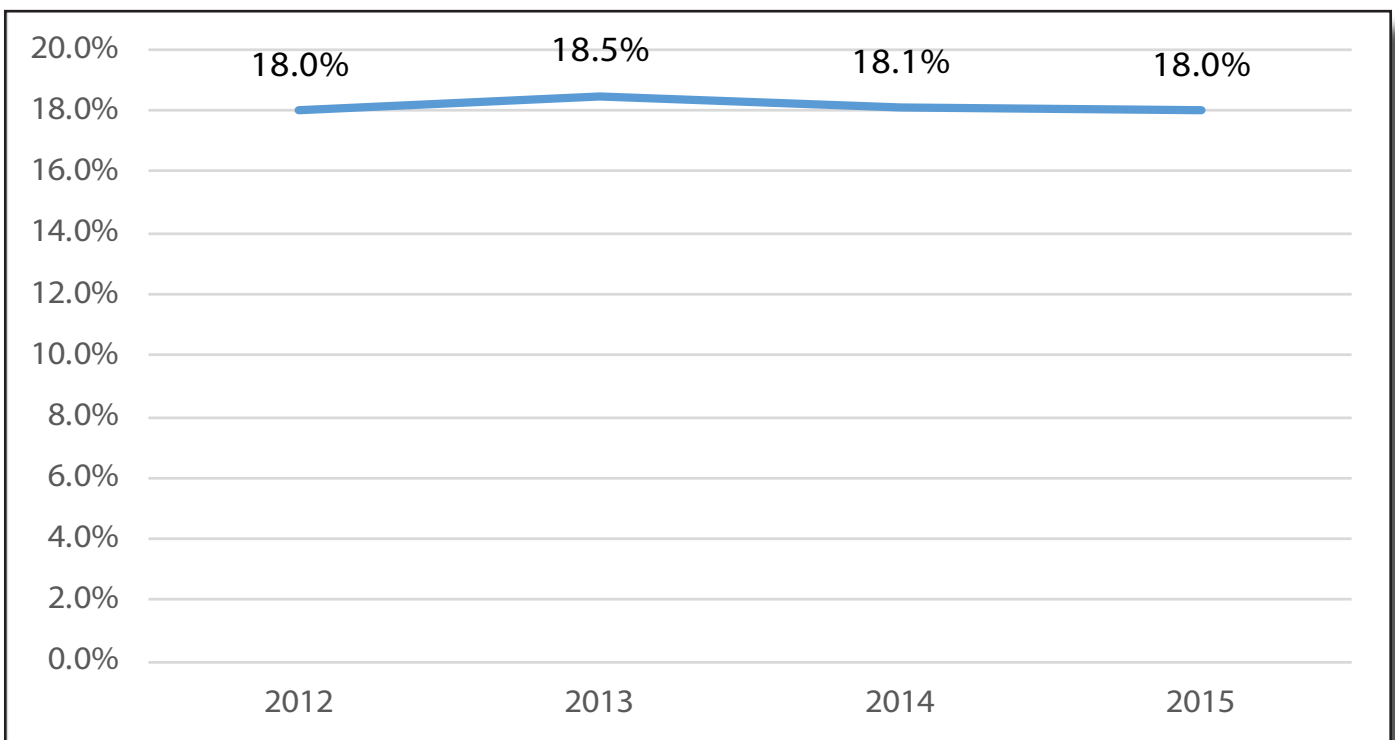
# HEALTH AND WELL-BEING FOR ALL

## Percentage of Uninsured Adults and Children



Source: U.S. Census

## Percentage of Population Living in Poverty



Source: U.S. Census



## HEALTH AND WELL-BEING FOR ALL

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Objective 2.1: Healthy Lives – Increase the number of healthy years that residents live

Durham County wants to ensure all of its residents reach their maximum lifespan. Social determinants of health like income, education, ethnicity and race all impact health status and number of years lived. The County invests in programs, policies and initiatives aimed at reducing violence, providing health care, managing chronic illness and creating access to a network of services that help people out of crisis and into stable lives. This objective provides health education, addresses the leading causes of poor health and premature death, implements policies and interventions to reduce health disparities, increases access to affordable and quality health services and supports a more seamless system of services for people in crisis or in jail to help them return to healthy lives more quickly. Healthy workforces also are critical, which is why the County invests in a robust employee wellness plan.

Measure: Average number of years lived by race/ethnicity and income

- Strategy 2.1A: Healthy Lives Programming – Initiate, implement and coordinate programs that prevent the leading causes of poor health and premature death, including injuries and violence
  - Measure: Morbidity/mortality rates for the top causes of injury/death (cancer, diseases of the heart, cerebrovascular disease, chronic lower respiratory disease, Alzheimer’s disease and homicide)
- Strategy 2.1B: Access to Care – Ensure access to affordable, appropriate and quality physical and behavioral health services
  - Measure: Percentage of people with a problem getting the health care needed personally or for someone in their household within the past 12 months
- Strategy 2.1C: Health Education – Provide education that promotes individual health across the life cycle
  - Measure: Number of individuals reached through evidence-based educational programs
  - Measure: Percentage of women receiving prenatal care in first trimester
- Strategy 2.1D: Health Disparities – Implement policies and interventions to reduce health disparities
  - Measure: Percentage of adults with diabetes in Durham County
- Strategy 2.1E: Interfaces with Mental Health, EMS and Criminal Justice – Work toward a more seamless system of services that touch people in crisis or in jail to help them gain stability, recover and return to healthy lives more quickly
  - Measure: Percentage of detainees released from jail that keep their first scheduled mental health appointment
- Strategy 2.1F: Employee Health – Promote employee wellness and health
  - Measure: Percentage of employees who reduce or maintain their number of health risk factors from the previous year





## HEALTH AND WELL-BEING FOR ALL

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Objective 2.2: Healthy Community – Increase the quality of life in Durham County

Durham County should be a place in which all communities enable residents from birth to seniors to have a good quality of life with access to healthy food, clean water and environments that encourage physical activity. Fifty percent of an individual's health can be attributed to social and economic factors and physical environment. Therefore, neighborhoods with features such as public transportation, bike lanes and sidewalks, affordable housing and grocery stores with fresh produce within a mile radius all make it easier for residents of all ages to lead healthier lives. This objective promotes healthy choices being easy choices by ensuring the safety of food and water for County residents and making policy, system and built environment changes such as eliminating food deserts. Age-friendly communities allow older residents to maintain active lives and age in place.

Measure: AARP Livability Index rating

- Strategy 2.2A: Environmental Health – Ensure the safety of food and water
  - Measure: Number of food and lodging reinspections performed annually
- Strategy 2.2B: Healthy Choices – Impact social determinants of health by making healthy choices easy choices through policy, system and built environment changes such as safe, affordable housing, safe places to exercise and the elimination of food deserts
  - Measure: Robert Wood Johnson Foundation food environment index
- Strategy 2.2C: Age-Friendly Communities – Ensure an age-friendly community so everyone from birth to seniors can live well in Durham
  - Measure: Health score in AARP Livability Index rating



## HEALTH AND WELL-BEING FOR ALL

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Objective 2.3: Healthy Children and Youth – Support the optimal growth and development of children and youth

Durham County recognizes that children thrive when they have access to health care, high-quality education programs and a supportive family environment. When children have safe, stable homes free from abuse and neglect, they are able to focus on learning. Healthy children are not just developed at home but also at school. Enhancing school wellness programs that promote healthy behaviors and ensure the availability of school nurses help lay the groundwork for a successful future. Research shows that healthy children perform better in school. This objective focuses on prevention and intervention programs for children most at risk for poor health outcomes by providing behavioral health and human services. Collaborating across sectors and building partnerships help leverage resources and reach larger segments of the population.

Measure: Number of children living below the federal poverty level

- Strategy 2.3A: Prevention and Intervention – Support prevention and early intervention programs for children and youth most at risk by providing or contracting for behavioral health and human services
  - o Measure: Percentage of age appropriately vaccinated 2-year-olds
  - o Measure: Percentage of children screened for adverse childhood experiences
- Strategy 2.3B: Education Partnerships – Build partnerships with local education systems to enhance their health and wellness programs
  - o Measure: Number of established memoranda of understanding with education partners





## GOAL 3: SAFE COMMUNITY

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Partner with stakeholders to prevent and address unsafe conditions, protect life and property, respond to emergencies and ensure accessible and fair justice.

The Safe Community goal seeks to ensure that essential criminal justice and public safety services are provided to residents in a collaborative and coordinated approach. Operationally, Durham County fulfills these safety and security services through law enforcement, emergency medical services, fire prevention and suppression, detention services, criminal justice services, emergency management services and child and adult protective services. This refreshed plan emphasizes the role a fair and accessible criminal justice system plays in creating a safe community.

Durham is a caring and compassionate community that seeks to provide a safe environment while also improving life outcomes for those who have been involved in the criminal justice system. Well-trained first responder professionals are vital to the County's success, and collaborative and supportive relationships with the City of Durham, other governmental agencies, nonprofits, faith communities, education and health care partners also play a critical role. The County's services and programs in this goal area range from planning and responding to emergency events to supporting individuals involved in the criminal justice system. This holistic, forward-thinking approach sets Durham apart from many other communities in North Carolina.

As Durham plans for the future, several key trends need to be highlighted and addressed in order to ensure a safe community. For example, the County must continue to maintain service levels even as population continues to grow at a rate of 1.6 percent annually, according to the City-County Planning Department. The County also has had to combat the opioid epidemic, recording 337 calls between July 2015 and December 2016 in which EMS responders had to administer the antidote Narcan, according to EMS data. In 2014 alone, the County responded to 15 cases that involved opiate-related deaths. Meanwhile, the County continues to work steadfastly to reduce the average daily jail population, seeing that figure drop 17 percent between 2011 and 2016, according to the Durham County Sheriff's Office.

### Goal 3 Community Indicators:

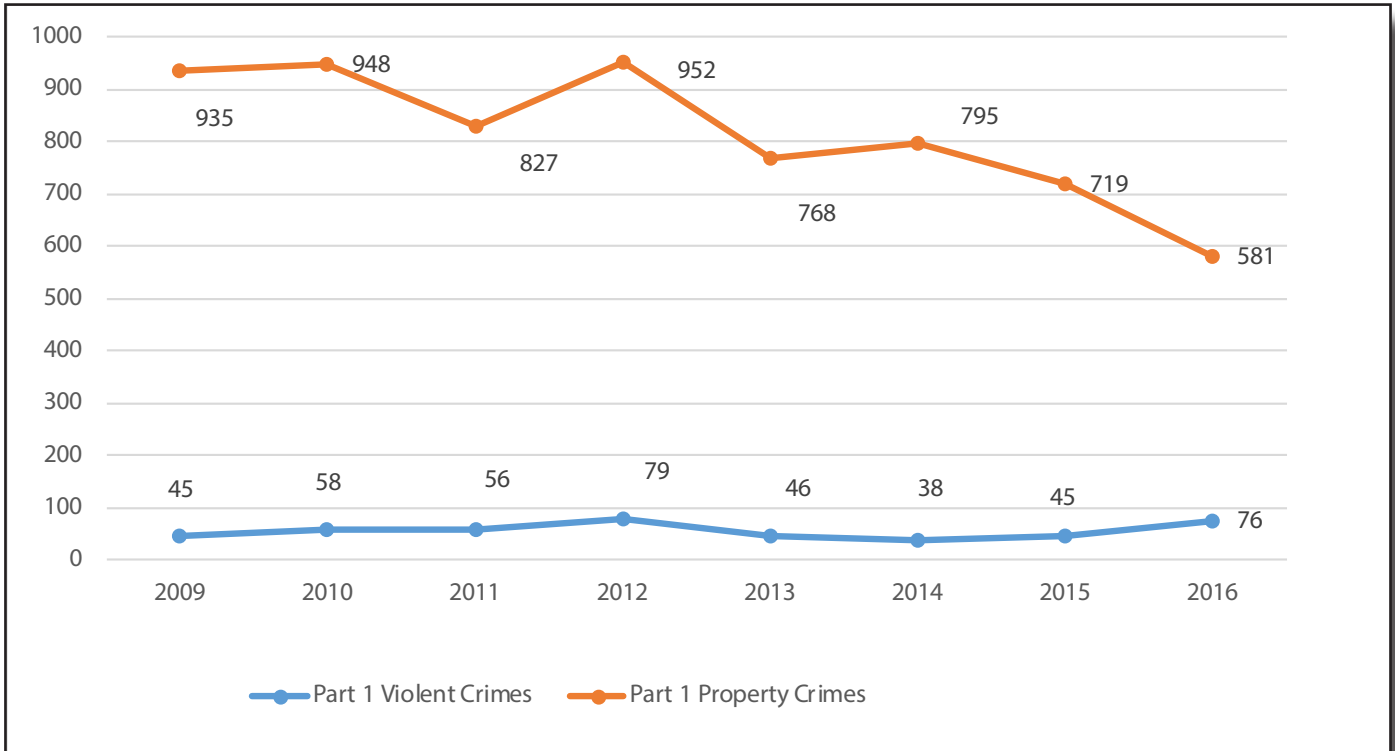
- Part 1 Crime rate for unincorporated Durham County (violent and property crime)
- Percentage of residents that reported that they feel very safe or safe (day/night in neighborhood), according to the Resident Satisfaction Survey
- Number of residents involved in the criminal justice system
- ISO Insurance Ratings for each fire department





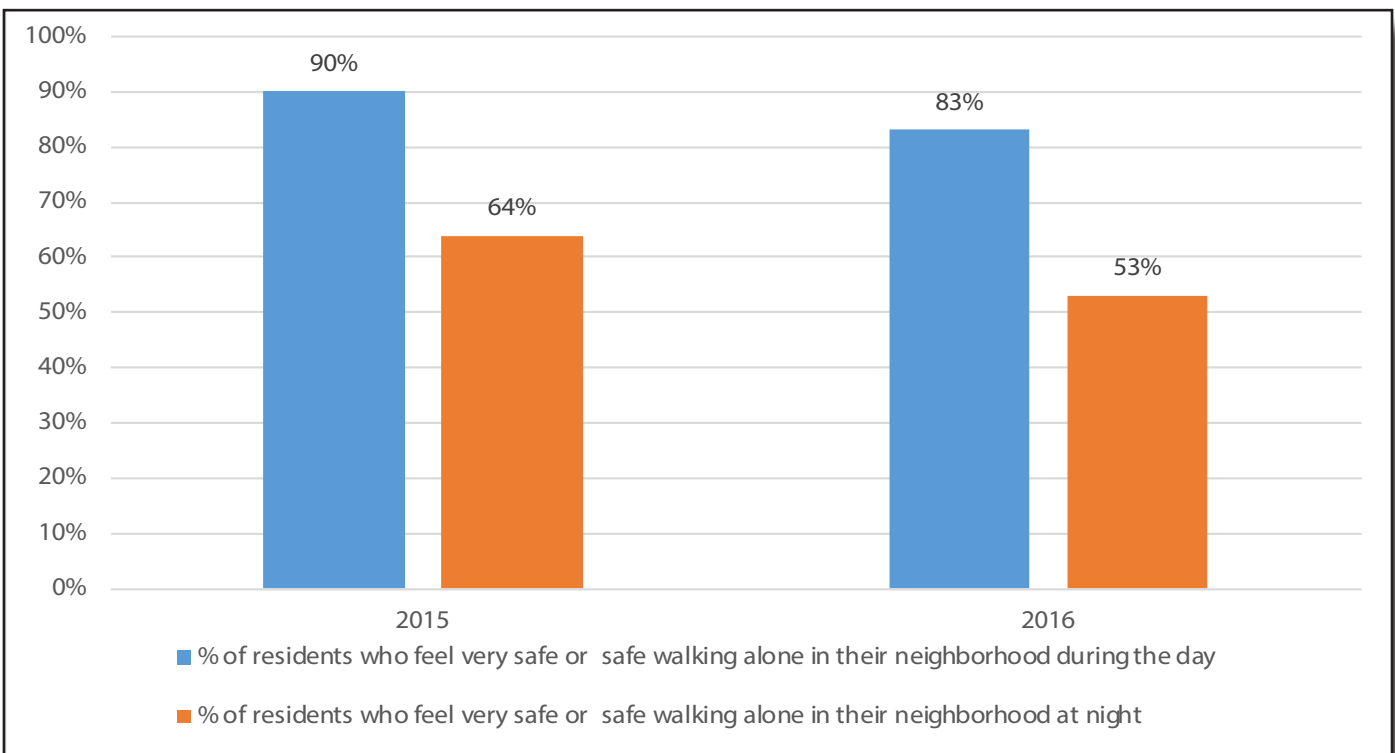
## SAFE COMMUNITY

### Unincorporated Durham County Part 1 Crimes



Source: Durham County Sheriff's Office

### Resident Perception of Safety in Their Neighborhood



Source: City-County Resident Satisfaction Survey



## SAFE COMMUNITY

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Objective 3.1: Emergency Response Services – Increase safety and security throughout the community by responding to emergency crisis situations

Durham County's core public safety services – the Sheriff's Office, EMS, Social Services and Fire & Rescue – respond to emergency crisis situations. Durham currently has some of the higher violent crime and property crime rates in the state. Despite those figures, in a recent Resident Satisfaction Survey 83 percent of residents reported feeling safe or very safe in their neighborhood during the day. This objective focuses on coordinating services, ensuring necessary infrastructure to provide timely responses and building strong relationships with the Durham community.

Measure: Percentage of residents who feel safe or very safe in Durham overall, according to the Resident Satisfaction Survey

- Strategy 3.1A: Timely Service – Provide timely emergency response services in collaboration with public safety partners
  - Measure: Percentage of emergency responses meeting the established response time standards
- Strategy 3.1B: Infrastructure – Develop and implement a more rigorous and concentrated strategy for providing and maintaining essential public safety infrastructure
  - Measure: Percentage of projects delivered on time and within budget
- Strategy 3.1C: Agency Collaboration – Strengthen collaborative planning and preparation with public safety stakeholders to promote coordinated and efficient emergency services
  - Measure: Percentage of Durham County public safety personnel who have completed National Incident Management System (NIMS) training
- Strategy 3.1D: Community Relationships – Build stronger relationships with the Durham community
  - Measure: Percentage of residents who are satisfied or very satisfied with EMS services, Sheriff protection, Animal Control and Fire protection, according to the Resident Satisfaction Survey



## SAFE COMMUNITY

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Objective 3.2: Criminal Justice Services – Improve life outcomes for people involved in the criminal justice system

Durham County's criminal justice services provide pretrial and reentry services and support local court services to improve life outcomes for people currently involved in the criminal justice system. As many peer counties struggle with increasing jail populations, innovations and strategic investments such as the youth misdemeanor diversion and pretrial services programs have resulted in Durham County's average daily jail population (per 100,000 residents) decreasing 17 percent between 2011 and 2016, according to the Durham County Sheriff's Office.

Measure: Percentage of Criminal Justice Resource Center participants with successful program completion

- Strategy 3.2A: Court Services Partners – Enhance Durham's ability to work with court services partners in order to provide fair and equitable criminal justice services
  - o Measure: Average daily jail population by year
  - o Measure: Average daily jail population per 100,000 residents
- Strategy 3.2B: Diversion and Reentry – Increase Durham's ability to provide effective diversion and reentry services
  - o Measure: Number of persons served by diversion and reentry services annually
  - o Measure: Percentage of Reentry Substance Use Disorder Services graduates not rearrested within 12 months of program completion



## SAFE COMMUNITY

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Objective 3.3: Prevention Services – Reduce the number of people entering and involved with the criminal justice system

Durham County, in an effort to reduce crime and improve community outcomes, works with key partners to make strategic investments in programs like youth misdemeanor diversion and Bull City United, an anti-violence initiative, in order to help prevent individuals from entering the criminal justice system. Additionally, Durham County continues to work with stakeholders to ensure appropriate trainings and interventions are used to prevent those who are involved in the criminal justice system from getting further involved with the system.

Measure: Number of justice-involved youth (ages 11-24) per 100,000 population served by Durham County-funded services

- Strategy 3.3A: Coordinated Intervention – Increase Durham County’s capacity to offer effective and coordinated intervention services
  - Measure: Percentage of youth who do not have a new adjudication in the 12 months following program completion
  - Measure: Number of persons (ages 11-24) booked at Youth Home and Durham County Detention Facility
  - Measure: Percentage of Part 1 Violent Crimes where either the suspect or victim was a validated gang member and where a firearm was used
- Strategy 3.3B: Coordinated Prevention – Increase Durham County’s capacity to offer effective and coordinated prevention services
  - Measure: Percentage of child protective services clients with no further maltreatment within 12 months
  - Measure: Percentage of adult protective services clients with no further maltreatment within 12 months





## SAFE COMMUNITY

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Objective 3.4: Emergency Management Services – Enhance Durham’s ability to decrease harmful impacts of emergency events on people and property

Durham County emergency management services is a shared function with the City of Durham to prevent, protect from, respond to, recover from and mitigate emergency events and their impact on people and property. Investment in this area has increased by 46 percent between FY15-16 and FY16-17. Meanwhile, the County reorganized the department to provide more effective and efficient emergency management services, thus providing better coordinated planning and training with stakeholders.

Measure: Percentage of emergency management accreditation requirements completed

- Strategy 3.4A: Emergency Prevention, Mitigation and Recovery – Improve Durham’s ability to prevent, mitigate and recover from emergency events in collaboration with community partners
  - Measure: Dollar value of property damage from emergency events
- Strategy 3.4B: Emergency Communication – Increase Durham’s ability to communicate timely emergency information to the community
  - Measure: Percentage of households that are signed up to receive emergency Alert Durham notifications



## SAFE COMMUNITY

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Objective 3.5: Community Services – Increase residents’ ability to help themselves and others be safe and secure

Durham County encourages all stakeholders to work together collectively and to communicate together openly. A safe community requires participation and engagement by all Durham residents in partnership with public safety agencies. Key focus areas include increased positive engagement between public safety agencies and residents and greater community safety education, including fire prevention efforts.

Measure: Percentage of cardiac arrest calls where bystander CPR is performed prior to first responder arrival

Measure: Percentage of Community Emergency Response Team (CERT) members meeting training growth target

- Strategy 3.5A: Public Safety Awareness – Improve and increase community and employee awareness of existing public safety services
  - Measure: Number of unique visitors to Durham County Public Safety agency websites
- Strategy 3.5B: Public Safety Engagement – Expand public safety community engagement
  - Measure: Number of community events attended
  - Measure: Number of Durham County fire inspections performed annually
- Strategy 3.5C: Community Response – Increase the community’s capacity to respond to individual crisis events through public education
  - Measure: Number of Community Emergency Response Teams
  - Measure: Number of Community Emergency Response Team members trained in CPR



## GOAL 4: ENVIRONMENTAL STEWARDSHIP AND COMMUNITY PROSPERITY



Protect natural resources and support and promote community and economic vitality for all residents of Durham County.

The Environmental Stewardship and Community Prosperity goal is dedicated to fostering a high quality of life for the community through a clean environment and diversified economic opportunities. The County provides progressive utility, stormwater, open space and sustainability programs to protect and enhance its natural resources. Additionally, the County offers a range of environmental education programs to increase community awareness, knowledge and participation in efforts to maintain, protect and improve natural resources and open space. Economically, Durham County continues to be home to a strong talent pool of knowledge-based workers, as evident by 45.8 percent of the County's population holding a bachelor's degree or higher in 2015. According to U.S. News & World Report, Durham and neighboring communities are recognized as one of the best places to live in the United States. Additionally, Durham is home to the Research Triangle Park, one of the most prominent high-tech research areas in the country, and a thriving startup culture, as evidenced by the American Underground, which CNBC dubbed the "Startup Capital of the South." These accolades and qualities will help the County in its efforts to increase the percentage of residents who rate the community as a good or excellent place to live.

Key strengths in this goal area include the County's efforts to promote smart growth by providing high-quality public infrastructure, such as utility systems, Soil & Water Conservation, energy conservation and Open Space programs. Another notable example of the County's commitment to smart growth principles is evidenced in the recent advancement of the Durham-Orange Light Rail project. The County also continues to demonstrate its commitment to a high-quality built environment by creating strong policy standards such as Greenhouse Gas Emissions reduction targets and a High Performance Buildings policy with LEED certification requirements. With projected population growth of more than 30 percent from 2010 to 2020 in the Triangle region, according to the North Carolina Office of State Budget and Management, Durham County will need to continue participating in regional planning efforts for transportation and other regional growth coordination initiatives in order to maintain a high quality of life for both existing and new residents. The County also will continue its practice of engaging in key relationships with strategic partners to advance this goal area.

Durham County is cognizant of several key external factors and trends that may impact efforts to address the goal of environmental stewardship and community prosperity. These factors include the slowing growth of Durham's local revenue base combined with significant external uncertainties such as the legislative/regulatory landscape at the federal and state levels. Additionally, significant population growth in the County and region continue to place increasing demands on the County's services portfolio. Other key factors that will impact the County include workforce/educational preparedness, challenges related to public education system outcomes and climate change implications.

### Goal 4 Community Indicators:

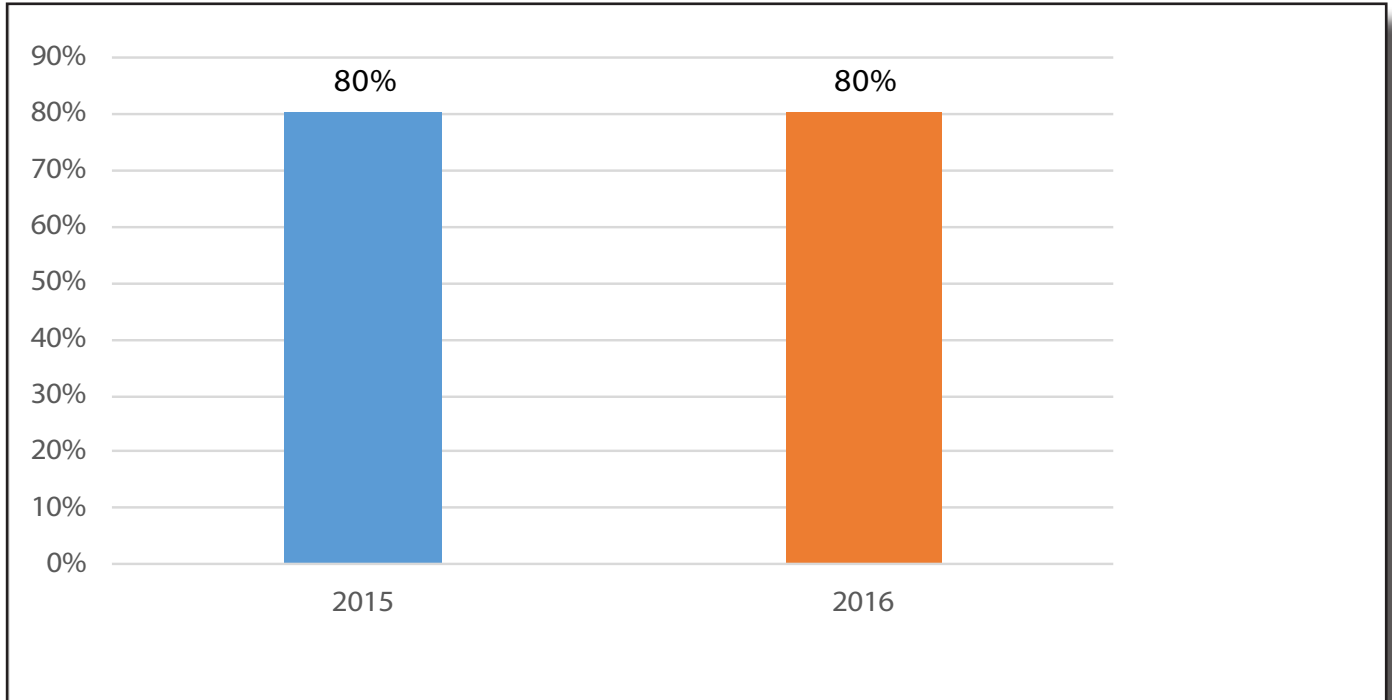
- Percentage of residents who rated the community as good or excellent as a place to live, according to the Resident Satisfaction Survey
- Employment growth





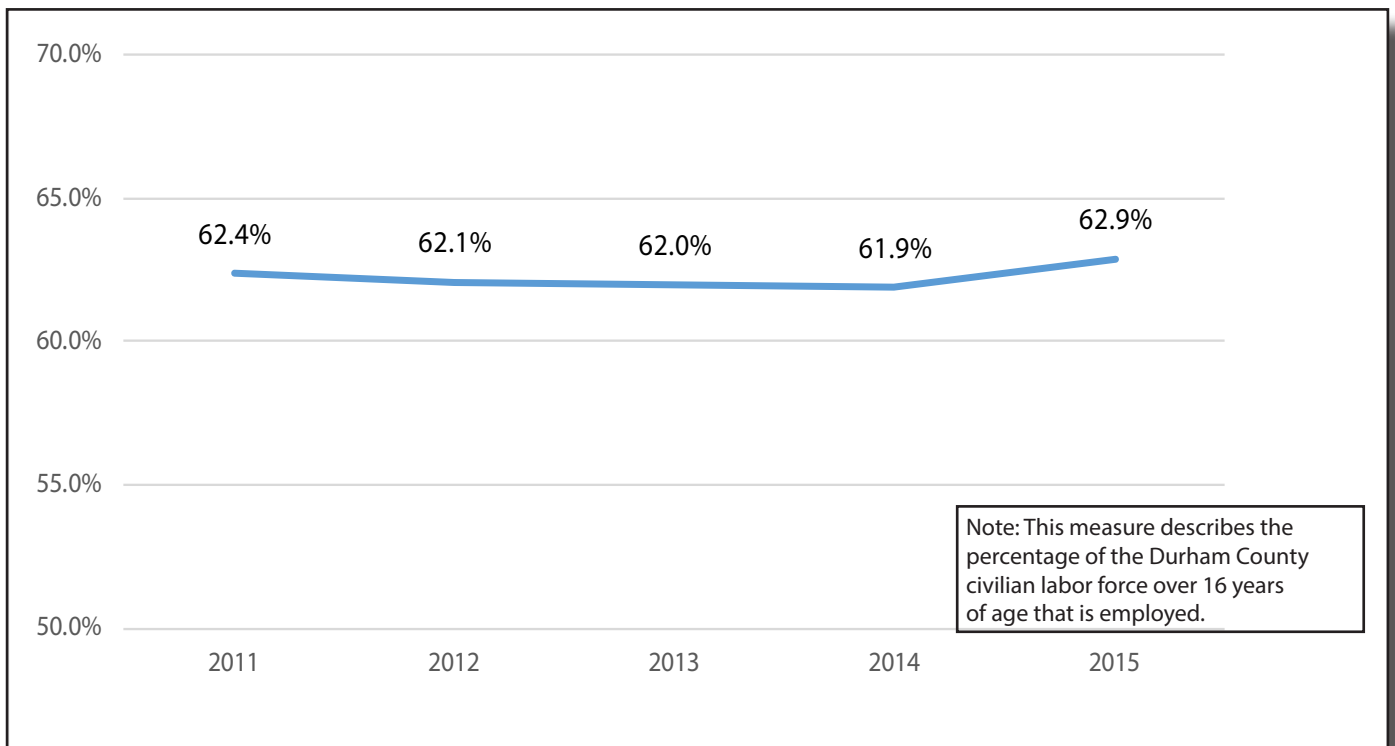
# ENVIRONMENTAL STEWARDSHIP AND COMMUNITY PROSPERITY

## Percentage of Residents Who Rated the Community as a Good or Excellent Place to Live



Source: City-County Resident Satisfaction Survey

## Employment Growth



Source: U.S. Census



## ENVIRONMENTAL STEWARDSHIP AND COMMUNITY PROSPERITY

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Objective 4.1: Natural Resource Stewardship and Protection – Protect and steward natural resources through comprehensive compliance and educational programs

Durham County is dedicated to setting and meeting strict environmental standards for natural resources like water, air, land and open space. The County protects water resources by providing high-quality water/sewer/reclaimed water utilities, watershed protection, floodplain administration, soil and water conservation programs and enforcement of local erosion and stormwater ordinances. While the County does not have a large impact on the region's overall air quality, it does model environmental stewardship by setting strong internal policy standards through Greenhouse Gas Emissions reduction targets and a High Performance Buildings policy with LEED certification requirements. Lastly, this objective aims to protect and preserve Durham County's open spaces and rural character by implementing County Open Space Corridor Plans to protect identified lands, natural resources and waterways.

Measure: Percentage of County environmental indicators showing positive response

- Strategy 4.1A: Water Quality – Maintain, protect and improve water quality
  - o Measure: Net number of Durham streams removed from EPA Impaired Waters 303(d) list
- Strategy 4.1B: Air and Land Quality – Maintain, protect and improve natural resources such as air and recreational lands
  - o Measure: Number of Air Quality Action Days
- Strategy 4.1C: Open Space Preservation – Protect open space and preserve rural character
  - o Measure: Number of total acres of open space and farmland that have been protected/influenced by Durham County



## ENVIRONMENTAL STEWARDSHIP AND COMMUNITY PROSPERITY

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Objective 4.2: Community Prosperity – Promote and support the community and economic vitality for all residents of Durham County

Durham County, as part of its efforts to support community vitality, promotes local economic development by actively recruiting and incentivizing employers to locate and remain in the community. This promotes job creation, creates key community investments and increases economic activity within the County. With expected population growth continuing in the Triangle, the County will continue to participate in regional planning partnerships to encourage smart growth. The County also continues to support the community's long-standing history of agricultural economic development by providing programmatic assistance to Durham County farmers.

Measure: Annual percentage increase in overall tax base

Measure: Net job growth

- Strategy 4.2A: Economic Development Support – Actively recruit and incentivize employers consistent with the Durham County economic development plan
  - Measure: Total number of announced and retained jobs tied to Durham County incentives
- Strategy 4.2B: Support agricultural economic development in Durham
  - Measure: Total acres enrolled in the Durham farmland Voluntary Agricultural District (VAD) program
- Strategy 4.2C: Regional Planning – Participate in smart growth practices and support regional planning partnerships to promote high quality of life for all
  - Measure: Percentage of residents who are satisfied or very satisfied with the quality of life in Durham, according to the Resident Satisfaction Survey



## ENVIRONMENTAL STEWARDSHIP AND COMMUNITY PROSPERITY



Objective 4.3: Development and Community Services – Provide responsive and efficient services to promote community prosperity, smart growth and quality development for all residents of Durham County

Durham County provides responsive and efficient development and community services through the joint City-County Planning and Inspections departments, the County's Register of Deeds department, the County's Engineering and Environmental Services department and the City-County Geographic Information Systems (GIS) department. The joint City-County Planning and Inspections departments provide efficient and customer-service friendly development review processes. The joint City-County Development Services Center provides a centralized point of contact for residents seeking development-related information and support. The Durham County Register of Deeds maintains all vital records and provides expedient documentation for the community. The Durham County Engineering and Environmental Services department provides high-quality public infrastructure through the provision of advanced water/sewer/reclaimed water utilities, management of capital improvement projects, real estate services, Sustainability programs and Open Space preservation, while the City-County GIS department provides technical support via provision of data analysis and visualization services.

Measure: Percentage of residents satisfied or very satisfied with the overall management of development and growth of Durham, according to the Resident Satisfaction Survey

- Strategy 4.3A: Development Review – Provide an efficient and customer-friendly development review process
  - Measure: Percentage of development review applications successfully completed within scheduled period
- Strategy 4.3B: Vital Records – Maintain vital records to provide accurate and expedient documentation for Durham County community
  - Measure: Total number of vital records transactions
- Strategy 4.3C: Public Infrastructure – Provide high-quality public infrastructure to facilitate and support provision of outstanding County services
  - Measure: Percentage of Capital Improvement Plan (CIP) projects delivered within budget





## GOAL 5: ACCOUNTABLE, EFFICIENT AND VISIONARY GOVERNMENT



An effective organization committed to continuous innovation, exceptional customer service, transparency and fiscal responsibility.

The Accountable, Efficient and Visionary Government goal is about maximizing the County's performance, transparency and fiscal stewardship. For more than 20 years, Durham County has developed and refined the financial goals necessary to be awarded a Triple A bond rating, a designation attained by only 69 counties in the United States and only six of North Carolina's 100 counties. Such long-term recognition shows an ongoing commitment by Durham County to be an accountable and efficient government. Yet, the realities of managing increased expenditure pressures, declines in certain revenue streams, potential legislative actions that decrease revenues available to local governments and other incremental policy changes continue to increase stress on Durham County's financial course. These factors prompt the need for visionary government.

More than 70 percent of Durham County's budget relies on property and sales taxes. For decades, Durham County's natural property tax base has grown annually, yet in recent years, the growth has been at a slower pace. For example, in FY07-08, the natural property tax base growth rate was 5 percent, but the projected FY17-18 growth is estimated at only 1.56 percent. Sales taxes have suffered similar declines due to legislative changes in how tax dollars are distributed to counties, increased online sales and impacts from overall state and regional economic factors. For the last 13 fiscal years, overall sales tax growth totaled 4 percent. For FY17-18, sales tax revenues grew 2.53 percent. Slower economic growth patterns are the new fiscal norm facing not only Durham County, but many communities across the nation. Although the County faces slower growth in key revenues, the population continues to grow at the rate of 1.6 percent annually, according to the City-County Planning Department. This trend is projected to continue for the foreseeable future, making it imperative to take a strategic approach to managing both finances and services and also making it more challenging to maintain the Triple A bond rating. Meanwhile, 60 percent of residents are satisfied with County services, according to 2016 survey data. This rating is significantly higher than the national benchmark of 45 percent. Although this rating is high, Durham County aspires to continually improve and attain even higher levels of satisfaction.

The North Carolina Office of State Budget and Management projects overall growth in the Research Triangle area to exceed 30 percent between 2010 and 2020. Such pressures are forcing Durham County to evaluate operational approaches to providing internal and external services on an ongoing basis so that the goal of a continually accountable, efficient and visionary government is an expectation as much as an aspiration. Durham County's long-term viability rests on the strategic and measured resource allocations made to support the community. Amid constrained budgets, an influx of new residents and demands for increased services and accountability, Durham County must make every effort to bolster responsiveness, engagement and communication with external and internal customers. Durham County will focus efforts to attract, recruit and retain a talented and diverse workforce and continue to promote and enhance sound fiscal, operational and technology systems. In addition, Durham County will foster an organizational culture that promotes continuous innovation, operational effectiveness, process improvement and accountability – key principles anchoring the County's Managing for Results change management model, in which data and performance indicators provide organizational accountability and efficiency guidance to support a clear vision for current and future resource allocation.

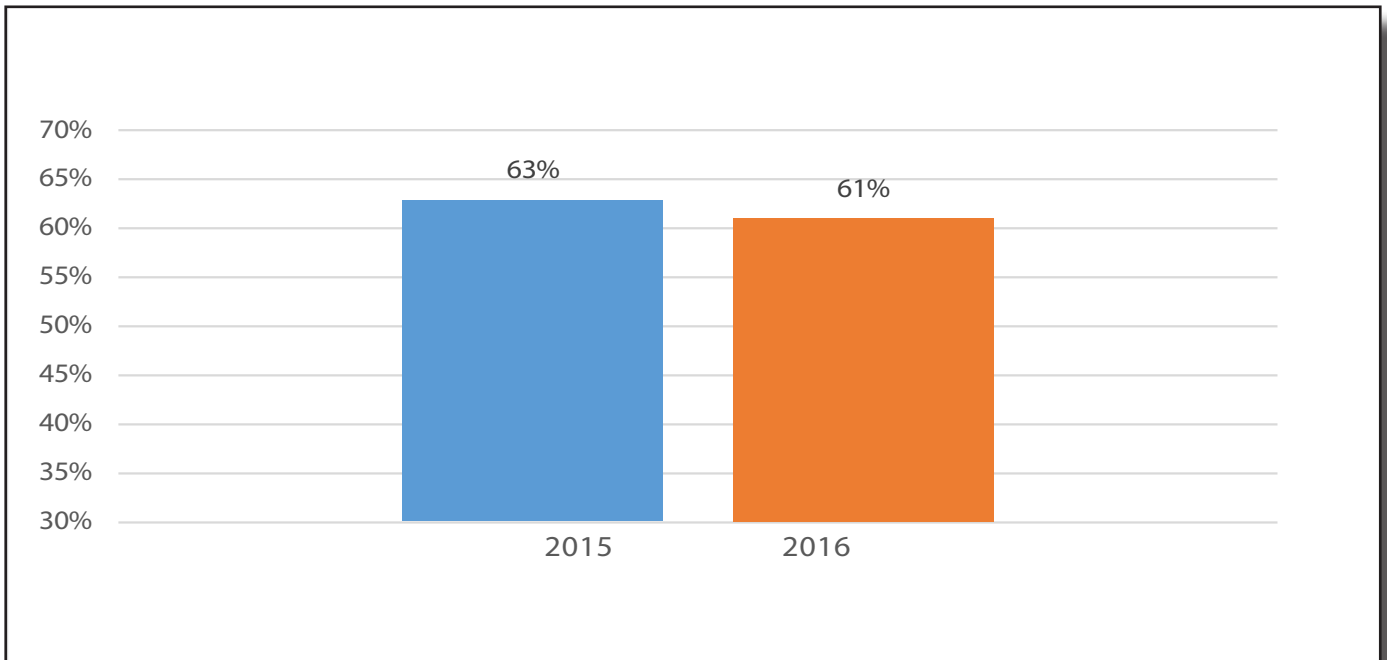
### Goal 5 Community Indicators:

- Percentage of residents who were very satisfied or satisfied with the overall quality of services provided by the County, according to the Resident Satisfaction Survey
- Percentage of residents who rated the value received for local taxes and fees as good or excellent, according to the Resident Satisfaction Survey
- Maintain Durham County Triple A bond rating



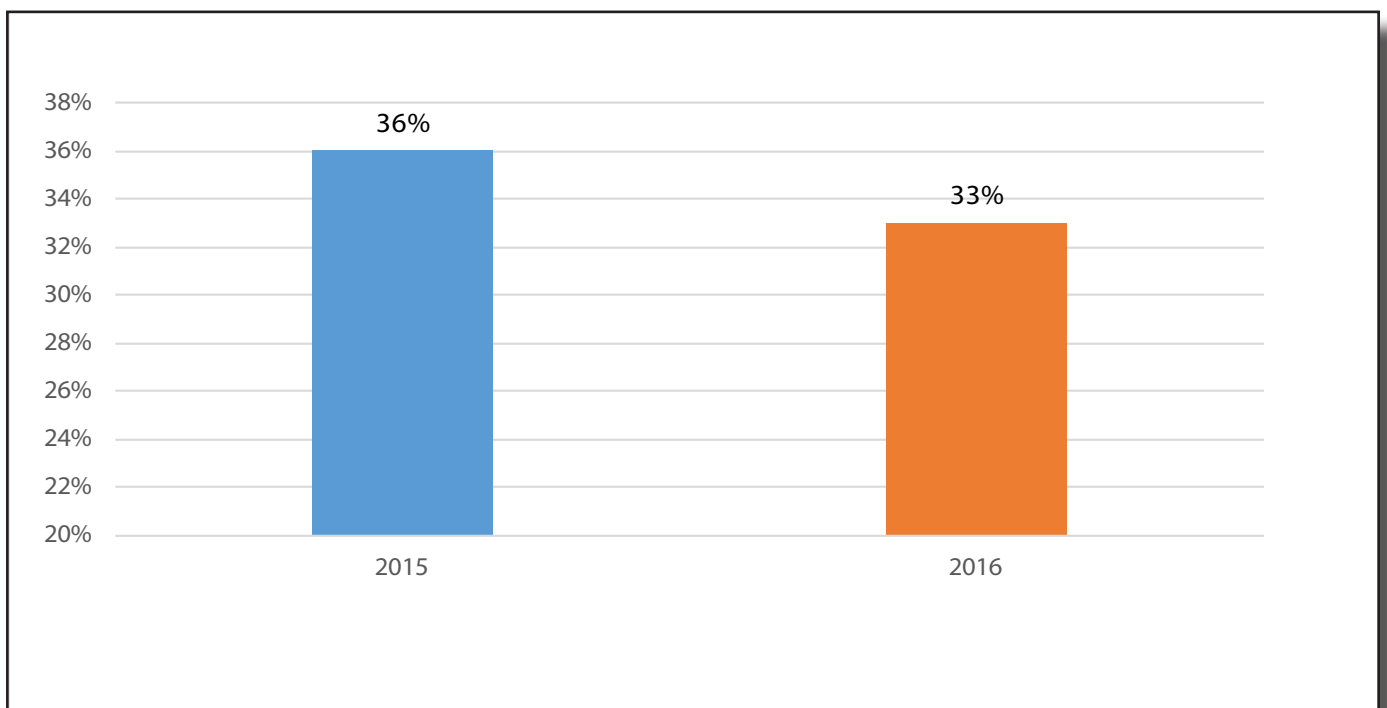
# ACCOUNTABLE, EFFICIENT AND VISIONARY GOVERNMENT

## Percentage of Residents Who Were Very Satisfied or Satisfied with the Overall Quality of Services Provided by the County



Source: City-County Resident Satisfaction Survey

## Percentage of Residents Who Rated the Value Received for Local Taxes and Fees as Good or Excellent



Source: City-County Resident Satisfaction Survey



## ACCOUNTABLE, EFFICIENT AND VISIONARY GOVERNMENT



Objective 5.1: Customer Engagement and Responsiveness – Bolster engagement and responsiveness to both internal and external customers

Durham County knows excellent customer engagement is paramount to effective service delivery. Supporting more than 300,000 residents and almost 2,000 employees, Durham County commits to creating a culture that fosters a responsive, courteous and helpful environment for external and internal customers. County government employees provide critical work across a spectrum of important services. Whether responding to more than 42,000 annual 911 requests for EMS service, assisting more than 200,000 registered voters during an election period or serving more than 113,000 residents each month with vital Public Health and Social Services, exceptional customer service is critical. With a customer-centered focus, Durham County strives to meet three standards: respond to the customer in a prompt manner with an understanding of the customer's needs, offer opportunities for community participation through various avenues and provide customers with diverse and engaged boards and commissions.

Measure: Percentage of residents who rated the courtesy of County government employees as good or excellent, according to the Resident Satisfaction Survey

- Strategy 5.1A: Customer Service – Provide prompt response to internal and external customers
  - o Measure: Percentage of residents who contacted the County and who were satisfied or very satisfied with how easy the County government was to contact, according to the Resident Satisfaction Survey
  - o Measure: Percentage of County-related Durham One requests using mobile app completed within 72 hours
  - o Measure: Percentage of employees who say Durham County seeks feedback/input from customers
- Strategy 5.1B: Community Participation – Increase the percentage of community participation and awareness in County government-related activities
  - o Measure: Percentage of direct service departments that participate in face-to-face community engagement
  - o Measure: Percentage of direct service departments that participate in web-based community engagement
  - o Measure: Percentage of voting precincts represented on County-appointed boards and commissions



## ACCOUNTABLE, EFFICIENT AND VISIONARY GOVERNMENT

### Objective 5.2: Talented Workforce – Attract, recruit and retain talented workforce

Durham County's most vital asset is its employees. Attracting and retaining a talented workforce is critical to serving the public at the highest level. High performing organizations value professional development, compensation competitiveness and progressive and robust training at all levels of the organization. Such investments help ensure organizational stability despite attrition, retirements or other unforeseen events. More than 17 percent of Durham County's active employee base is eligible to retire between 2017 and 2022. Due to many employees nearing retirement, workforce planning must consider future skills gaps that emerge from lost leadership as well as the needed infrastructure to attract and retain future talent. Continuous evaluation must occur to ensure Durham County is an appealing place to work and to ensure the organization attracts and retains the best talent for generations to come.

Measure: Percentage of employees that would recommend Durham County Government as an excellent or good place to work

Measure: Percentage of employees who are very satisfied or satisfied with their job

- Strategy 5.2A: Training and Professional Development – Develop a Countywide training and professional development strategy to promote continuity of government services
  - o Measure: Percentage of managers and supervisors who have gone through leadership development training
  - o Measure: Percentage of employees who report that County-sponsored training was effective six months after completion
  - o Measure: Number of employees that received internal or external training
- Strategy 5.2B: Business and Technology System Education – Establish recurring employee training courses in critical office productivity tools and business systems used throughout the enterprise leveraging the County's Learning Management System
  - o Measure: Total number of employees trained (facilitated by Human Resources, Information Services & Technology, Finance and Budget)
  - o Measure: Percentage of employees who receive business system trainings
- Strategy 5.2C: Recruitment and Hiring – Streamline the hiring process to reduce the time it takes to fill positions
  - o Measure: Average number of days to fill vacant positions
  - o Measure: Percentage of employees that voluntarily leave the organization within two years of starting employment



## ACCOUNTABLE, EFFICIENT AND VISIONARY GOVERNMENT



### Objective 5.3: Sound Business Systems – Ensure sound fiscal, operational and technology systems

Durham County has maintained financial stability and its Triple A bond rating for more than three decades. As the County continues to grow, the organization continues to enhance its comprehensive business plans by implementing best practices. The County is improving existing technology and implementing new and advanced business solutions to strengthen management of the County's massively growing data. Ensuring proper upkeep of over 1.8 million square feet of building space and 160 acres of grounds requires systematic evaluation of best practices to implement eco-friendly approaches to building and ground maintenance. Furthermore, as the County plans for outlying years and projected increased service demands due to population growth, continued updates of the County's Capital Improvement Plan (CIP) will ensure major construction and infrastructure improvements align with the financing required to support future building projects, major maintenance systems and vehicle and technology life-cycle replacements.

Measure: Percentage of revenue budgeted for long-term business infrastructure and capital improvement needs

- Strategy 5.3A: Financial Stability and Stewardship – Maintain fiscal accountability and bond ratings, maximize earnings on County investments and increase multi-year fiscal forecasting
  - o Measure: Moody's and Standard & Poor's bond ratings
  - o Measure: Contingency reserve as a percentage of operating budget
  - o Measure: Tax collection rate
- Strategy 5.3B: Business Continuity – Develop comprehensive business continuity plans and training strategies to ensure organizational stability
  - o Measure: Percentage of departments with updated business continuity plans
  - o Measure: Percentage of departments with current Standard Operating Procedure documentation
- Strategy 5.3C: Capital Assets – Enhance plans to address long-term capital needs and recurring maintenance, improvements or replacement of building, grounds and infrastructure
  - o Measure: Percentage of County facilities with condition ratings ranging from good to excellent
  - o Measure: Percentage of capital project and repair and renovation projects on time and on budget
  - o Measure: Percentage of building maintenance and grounds staffing ratios that align with national industry standards
  - o Measure: Percentage of new construction projects that meet LEED-certified standards



## ACCOUNTABLE, EFFICIENT AND VISIONARY GOVERNMENT

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Objective 5.3 Continued.....

- Strategy 5.3D: Technology Solutions – Develop technology business solutions that drive automation in business processes, enable efficient data management across the enterprise and improve the delivery of services to citizens
  - o Measure: Percentage of key Information Services & Technology projects successfully completed within project budget, scope and timeframe
- Strategy 5.3E: Paperless Services – Achieve paperless environment when possible within County services
  - o Measure: Percentage of services for internal and external customers that are paperless





## ACCOUNTABLE, EFFICIENT AND VISIONARY GOVERNMENT



Objective 5.4: Performance Management and Accountability – Improve the strategic use of data to promote ongoing process improvement, innovation and accountability

Durham County's recent undertaking of Managing for Results (MFR) and corresponding work to link budget requests and funding with programs that are critical and desired by citizens and customers have created significant avenues for realignment. The change management business model ensures quality and progress toward organizational goals by driving departmental effectiveness, performance and accountability through the use of data. As an innovative organization, Durham County will continue to strive to make meaningful changes that will streamline processes, create easy access and provide factual information to the general public. Further, the County will continue to implement and expand platforms and analytical tools for data-driven decision making, assessing outcomes and continuously improving services and business operations.

Measure: Percentage of departments with a recurring, rigorous process in place to review and improve performance as defined by County standards

- Strategy 5.4A: Program Budget Alignment and Review – Train departments on Managing for Results (MFR) model and evaluate base budget alignment
  - o Measure: Percentage of departments that have participated in MFR training
- Strategy 5.4B: Performance Management – Implement viable performance management system to inform departments and the public about County performance
  - o Measure: Percentage of departments reporting quarterly performance data
- Strategy 5.4C: Process Improvement and Innovation – Develop effective and efficient business processes and procedures for optimization of resources and results and to ensure positive outcomes
  - o Measure: Percentage of departments that have implemented process improvement recommendations
  - o Measure: Percentage of departments that have implemented innovative business solutions





# Connect with Us

Website: [dconc.gov](http://dconc.gov)

Facebook: Durham County Government

Twitter: @durhamcounty

Instagram: [durhamcountygov](https://www.instagram.com/durhamcountygov)

Phone: (919) 560-0000



# CABARRUS COUNTY



## BOARD OF COMMISSIONERS WORK SESSION

**January 7, 2019  
4:00 PM**

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**AGENDA CATEGORY:**

Approval of Regular Meeting Agenda

**SUBJECT:**

BOC - Approval of Regular Meeting Agenda

**BRIEF SUMMARY:**

The proposed agenda for the January 22, 2019 regular Board of Commissioners' meeting is attached.

**REQUESTED ACTION:**

Motion to approve the agenda for the January 22, 2019 regular meeting, and schedule a public hearing for Tuesday, January 22, 2019 at 6:30 p.m. or as soon thereafter as persons may be heard.

**EXPECTED LENGTH OF PRESENTATION:**

1 Minute

**SUBMITTED BY:**

Lauren Linker, Clerk to the Board

**BUDGET AMENDMENT REQUIRED:**

No

**COUNTY MANAGER'S RECOMMENDATIONS/COMMENTS:**

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**ATTACHMENTS:**

▣ Proposed January 22, 2019 Agenda

# CABARRUS COUNTY



## BOARD OF COMMISSIONERS REGULAR MEETING

**January 22, 2019  
6:30 PM**

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### MISSION STATEMENT

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

### CALL TO ORDER BY THE CHAIRMAN

### PRESENTATION OF COLORS

Girl Scout Troop 3561, Westford United Methodist Church

### INVOCATION

Retired Senior Pastor, Central United Methodist Church

### A. APPROVAL OR CORRECTIONS OF MINUTES

1. Approval or Correction of Meeting Minutes

### B. APPROVAL OF THE AGENDA

### C. RECOGNITIONS AND PRESENTATIONS

1. Proclamation - Black History Month

### D. INFORMAL PUBLIC COMMENTS

### E. OLD BUSINESS

### F. CONSENT AGENDA

*(Items listed under consent are generally of a routine nature. The Board may take action to approve/disapprove all items in a single vote. Any item may be withheld from a general action, to be discussed and voted upon separately at the discretion of the Board.)*

1. BOC - Commissioner Appointments for 2019
2. BOC - Resolution Amending the Board of Commissioners' 2019 Meeting Schedule
3. County Manager - Convert Board Approved Policy to Administrative Policy

4. Finance - Adjustments to the Construction and Renovation Fund and School Construction Fund
5. Infrastructure and Asset Management - Midland Branch Library Agreement
6. Infrastructure and Asset Management - Transfer of Surplus Vehicle to Mount Mitchell Fire and Medical
7. Kannapolis City Schools - Approval of a Resolution Acknowledging the Execution and Delivery by the Kannapolis Board of Education of a Guaranteed Energy Savings Contract
8. Planning and Development - Community Development Grant Request
9. Salisbury-Rowan Community Action Agency, Inc. Presentation of FY19-20 Application for Funding
10. Tax Administration - Refund and Release Reports - December 2018

**G. NEW BUSINESS**

1. DHS - Transportation 5307 Grant - Public Hearing 6:30 p.m.
2. Finance - Presentation for the Fiscal Year 2018 Comprehensive Annual Financial Report

**H. APPOINTMENTS TO BOARDS AND COMMITTEES**

1. Appointments - Active Living and Parks Commission
2. Appointments - Cabarrus County Youth Commission

**I. REPORTS**

1. BOC - Receive Updates From Commission Members who Serve as Liaisons to Municipalities or on Various Boards/Committees
2. BOC - Request for Applications for County Boards/Committees
3. County Manager - Monthly Building Activity Reports
4. County Manager - Monthly New Development Report
5. EDC - December 2018 Monthly Summary Report
6. Finance - Monthly Financial Update

**J. GENERAL COMMENTS BY BOARD MEMBERS**

**K. WATER AND SEWER DISTRICT OF CABARRUS COUNTY**

**L. CLOSED SESSION**

**M. ADJOURN**

**Scheduled Meetings**

<b>February 4</b>	<b>Work Session</b>	<b>4:00 p.m.</b>	<b>Multipurpose Room</b>
<b>February 13</b>	<b>Cabarrus Summit</b>	<b>6:00 p.m.</b>	<b>Cabarrus Arena</b>
<b>February 18</b>	<b>Regular Meeting</b>	<b>6:30 p.m.</b>	<b>BOC Meeting Room</b>
<b>February 22</b>	<b>Board Retreat</b>	<b>4:00 p.m.</b>	<b>Multipurpose Room</b>
<b>February 23</b>	<b>Board Retreat</b>	<b>8:00 a.m.</b>	<b>Multipurpose Room</b>

<b>March 11</b>	<b>Work Session</b>	<b>4:00 p.m.</b>	<b>Multipurpose Room</b>
<b>March 18</b>	<b>Regular Meeting</b>	<b>6:30 p.m.</b>	<b>BOC Meeting Room</b>

**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 where our children learn, our citizens participate, our dreams matter, our families and neighbors thrive, and our community prospers.

**Cabarrus County Television Broadcast Schedule  
Cabarrus County Board of Commissioners' Meetings**

The most recent Commissioners' meeting is broadcast at the following days and times. Agenda work sessions begin airing after the 1st Monday of the month and are broadcast for two weeks up until the regular meeting. Then the regular meeting begins airing live the 3rd Monday of each month and is broadcast up until the next agenda work session.

<b>Sunday - Saturday</b>	<b>1:00 P.M.</b>
<b>Sunday - Tuesday</b>	<b>6:30 P.M.</b>
<b>Thursday &amp; Friday</b>	<b>6:30 P.M.</b>

In accordance with ADA regulations, anyone who needs an accommodation to participate in the meeting should notify the ADA Coordinator at 704-920-2100 at least forty-eight (48) hours prior to the meeting.

# CABARRUS COUNTY



## BOARD OF COMMISSIONERS WORK SESSION

**January 7, 2019  
4:00 PM**

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**AGENDA CATEGORY:**

Closed Session

**SUBJECT:**

Closed Session - Pending Litigation and Economic Development

**BRIEF SUMMARY:**

A closed session is needed to discuss matters related to pending litigation and economic development as authorized by NCGS 143-318.11(a)(3) and (4).

**REQUESTED ACTION:**

Motion to go into closed session to discuss matters related to pending litigation and economic development as authorized by NCGS 143-318.11(a)(3) and (4).

**EXPECTED LENGTH OF PRESENTATION:**

30 Minutes

**SUBMITTED BY:**

Mike Downs, County Manager

**BUDGET AMENDMENT REQUIRED:**

No

**COUNTY MANAGER'S RECOMMENDATIONS/COMMENTS:**

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