

Adopted  
Annual Budget  
FY 2007



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**Cabarrus County Seal  
Symbol and Significance**

In 1792, when our county government was first formed, this symbol was adopted to emphasize to all that Cabarrus County was a settlement that promoted a sense of belonging and a sense of fairness. The inhabitants of our county, although from different religions and backgrounds, could feel that they would be treated fairly and justly in all matters. The seated blind lady justice with scales is symbolic of several things. She is a woman, a mother symbol, which signifies that all are her children; she is blind to any differences; the seated position is a posture of welcome and informality and the fact that she is holding the balanced scales signifies that equality comes first.

Today, this symbolism remains relevant. As Cabarrus County grows and stretches her resources to accommodate varying races, religions, and ethnic groups, the seal not only shows us where we came from, it serves to remind us of what we should be continually working to achieve.

**Mission Statement**

**Enhancing the present to secure the future  
by providing quality services  
to our diverse community**



**John D. Day**  
**County Manager**

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# **CABARRUS COUNTY**

## **Annual Operating Budget**

**Fiscal Year beginning July 1, 2006 and ending June 30, 2007**

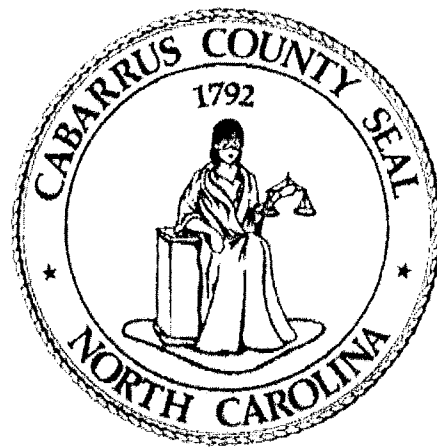
**Adopted by the Board of Commissioners**

**June 19, 2006**

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**Prepared By**  
**Finance Department**





# **Cabarrus County, North Carolina Board of County Commissioners**



**Robert W. (Bob) Carruth, Chairman**  
**Joni D. Juba, Vice Chairman**  
**Carolyn B. Carpenter**  
**Robert M. Freeman**  
**Coy C. Privette**

# Budget Award



GOVERNMENT FINANCE OFFICERS ASSOCIATION

## *Distinguished Budget Presentation Award*

PRESENTED TO

**Cabarrus County  
North Carolina**

For the Fiscal Year Beginning

**July 1, 2005**

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Presentation to Cabarrus County for its annual budget for the fiscal year beginning July 1, 2005.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communication device.

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



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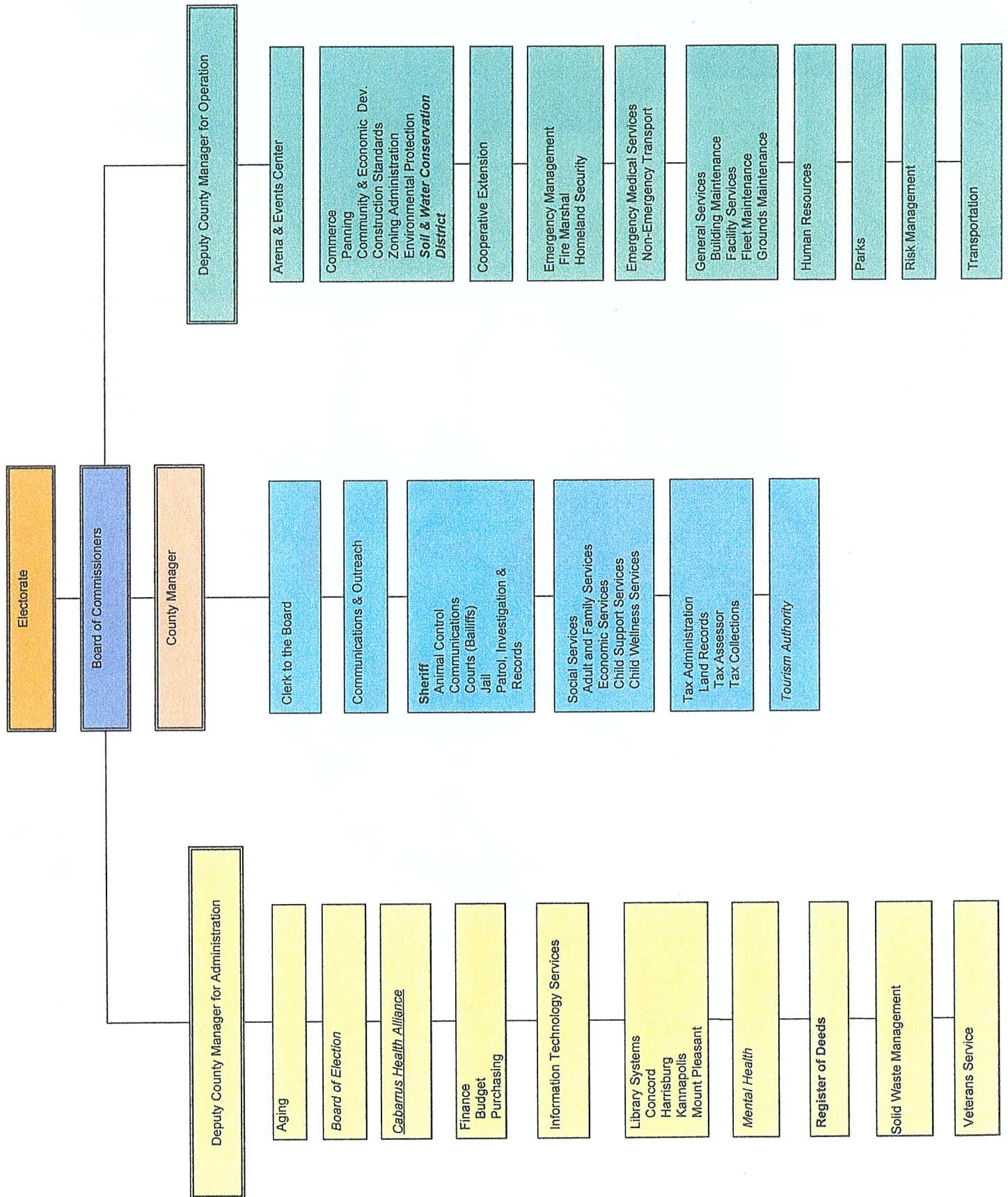
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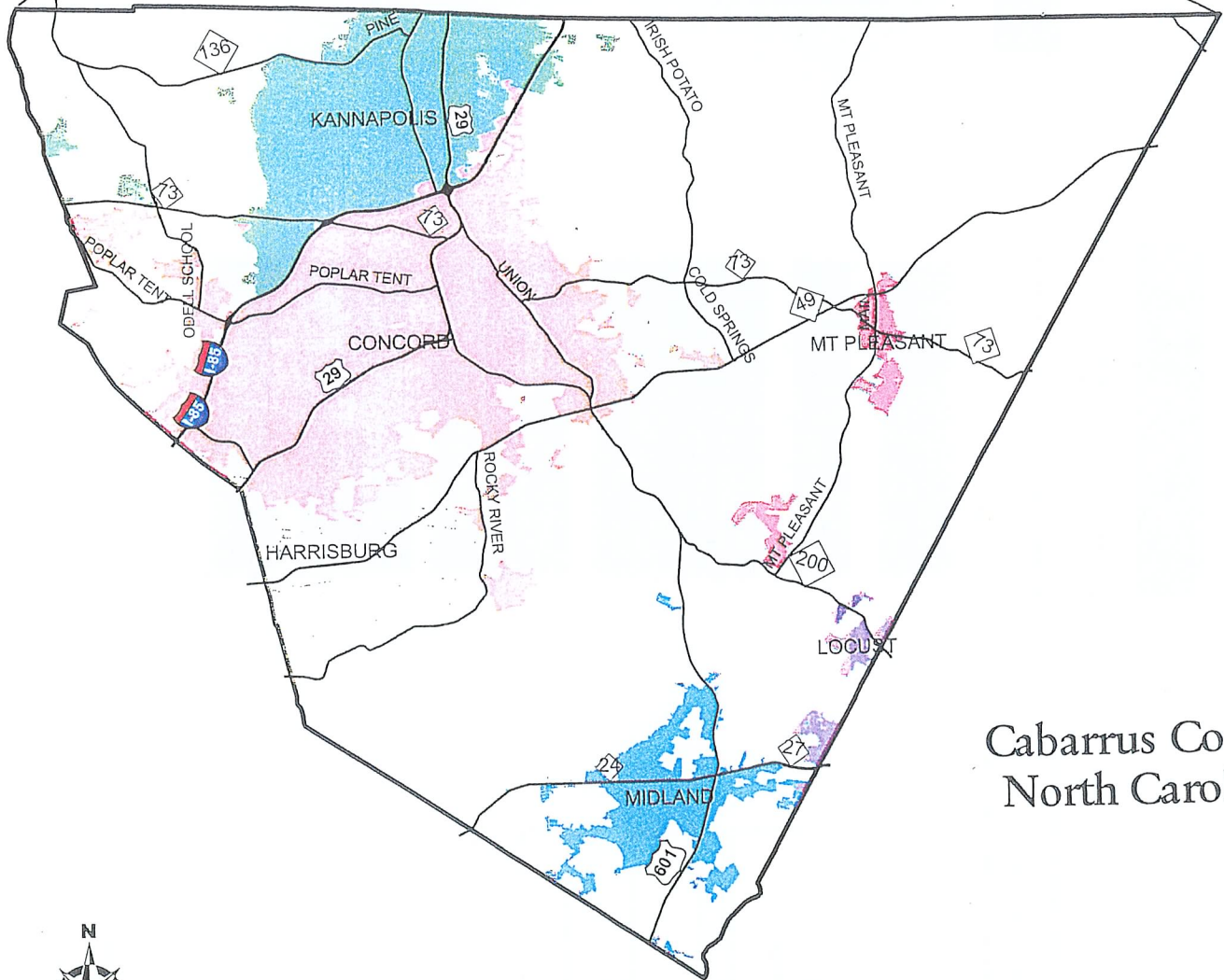
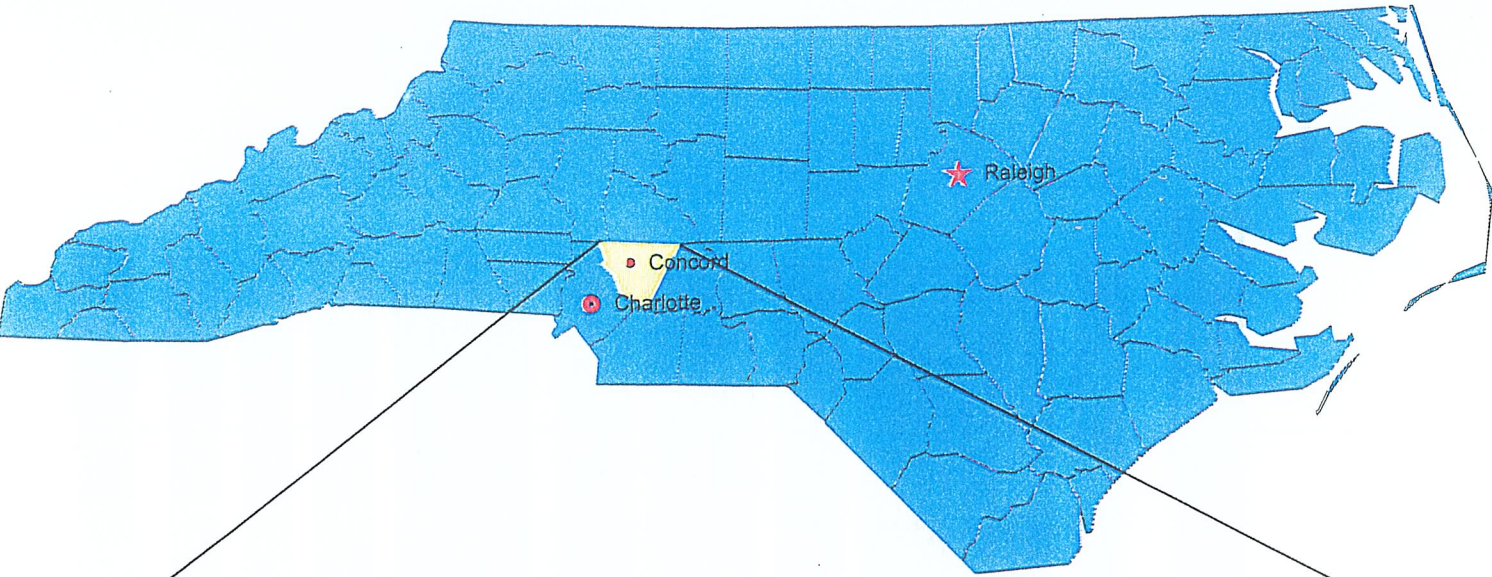




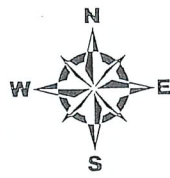
Elected  
Appointed  
Authority  
District



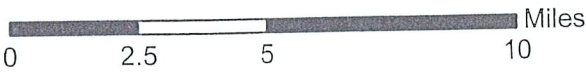




# Cabarrus County North Carolina



Prepared by Cabarrus County GIS



Cabarrus County is located in the Piedmont section of the State and is bounded on the North by Rowan and Iredell Counties, on the East by Stanly County, on the South by Union County, and on the West by Mecklenburg County, comprising approximately 230,400 acres. There are five municipalities in the county including the City of Concord which serves as the County seat. Concord is situated approximately 124 miles from the City of Raleigh, North Carolina and 18 miles northeast of the City of Charlotte, North Carolina. The second largest municipality is the City of Kannapolis while the Towns of Mount Pleasant, Harrisburg, and Midland are the remaining smaller municipalities located in the County.

# INTRODUCTION

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## FY 2007 BUDGET DOCUMENT

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

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

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

- Program name/department
- Legal basis of service – i.e., is it mandated, and if so, at what level
- Mission statement
- Services and activities provided
- Program objectives, priorities, highlights
- Performance data for Fiscal Years 2005-2007
- Expenditures for Personal Services, Operations, and Capital Outlay (prior year actual, current year as amended, department request and Board Approved for the upcoming fiscal year)
- Revenues – both intergovernmental (grants, etc.) and fees for service (prior year actual, current year as amended, department request and Board Approved for the upcoming fiscal year). Note that local tax revenues, including sales tax, are not included in summaries.
- FTEs (Full-time equivalent employees) for prior year actual, current year as amended, department request and Board Approved for the upcoming fiscal year

The Annual Budget Document for FY 2007 contains the following sections:

### Introduction

This section contains a County profile, a brief introductory message, and County organizational chart. It also explains the budget process and financial policies.

### Budget Message

The Budget Message is the County Manager's synopsis of the budget as presented to the Board of County Commissioners. It articulates priorities and issues for the budget year, presents actions to be

taken to address these issues, and explains if and how priorities differ from the current year.

### Budget Summary

The Budget Summary presents summary level information for revenues and expenditures, as well as FTE data. Expenditure summaries by service area and revenue summaries by category are also included.

### Fund Summaries

The Fund Summaries section contains comparative and illustrative summaries and highlights of revenues and expenditures for the General Fund, Cabarrus Arena and Events Fund, Solid Waste Fund and Tourism Fund.

### Five Year Plan

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

### Capital Improvement Program

This section outlines the Five-Year CIP (Capital Improvement Program) for Cabarrus County for fiscal years 2007 – 2011. It also contains prior year actuals and current year budget for on-going projects

### Service Area Sections

General Government, Cultural and Recreational, Public Safety, Economic and Physical Development, Human Services, Environmental Protection, Education, and Other Programs sections each contain Program Summaries for that service area.

### Debt Service

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

### Other Related Information

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



# INTRODUCTION

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## PROFILE OF CABARRUS COUNTY

### Geography/Community

Cabarrus County, incorporated in 1792, is located in the Piedmont section of North Carolina and is bordered on the north by Rowan and Iredell counties, on the east by Stanly County, on the south by Union County and on the west by Mecklenburg County. It comprises approximately 230,400 acres. There are seven municipalities in the County, the largest of which is the City of Concord, also the County seat. Concord is situated approximately 124 miles from the state capitol, Raleigh, North Carolina, and 18 miles northeast of the City of Charlotte, North Carolina. The second largest municipality is the City of Kannapolis. The Towns of Mount Pleasant, Harrisburg, Midland, Locust and Stanfield are smaller municipalities in the County. The County serves a population of 154,284. The County is empowered to levy a property tax on both real and personal properties located within its boundaries.

### Form of Government

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

Budgets are provided in this document for each individual governmental program for which an appropriated annual budget has been adopted. The information presented in this budget is perhaps best understood when it is considered from the broader perspective of the specific environment within which the County operates.

### Local Economy

The County is one of six counties located in the Charlotte-Gastonia-Concord, NC-SC Metropolitan Statistical Area (the "Charlotte MSA"), which consists of Anson, Cabarrus, Gaston, Mecklenburg and Union Counties in North Carolina and York County in South Carolina. The Charlotte MSA, which is anchored by the City of Charlotte, is the economic center and the largest metropolitan area in

the Carolinas, and its population growth is one of the fastest in the Southeast.

Until recent years, the County's economy was primarily dependent on agriculture and the textile industry, but the County's proximity to Charlotte and access to major interstate highways have helped diversify the County's economy through investments in manufacturing, retail, warehousing and distribution and entertainment industries. These investments have helped to offset the depletion of farmland and recent downturns in the textile industry.

A summary of significant recent developments in these industries follows:

**Biotechnology** In 2005, David Murdock, owner of Dole Food Company, and the University of North Carolina announced plans for the North Carolina Research Campus, a massive scientific and economic revitalization project to be located in Kannapolis. The Campus will be located on the former Pillowtex site, now under demolition. Plans include a 350 acre campus for biotechnology and nutrition research, including facilities for North Carolina State University, University of North Carolina at Chapel Hill, University of North Carolina at Charlotte, and other institutions of higher learning. In addition to the research campus components, the project will include new retail and commercial space, a movie theater, and approximately 700 new residential units. Although the actual projections are not yet known, the project is expected to create thousands of jobs for Kannapolis and the surrounding area.

**Manufacturing** The principal products manufactured in the County include optical fiber, textiles, food, cigarettes, printing and publishing, concrete products, lumber and wood, specialized coloring, fabricated metal and machinery products, mobile and modular home components, and corrugated packaging.

Philip Morris, Inc.'s cigarette manufacturing plant, which is the largest industrial plant in the County and the largest of its type in the world, was built for an initial cost of over \$400 million, opened in 1983 and was expanded in 1997 at a cost of \$400 million. An additional expansion in the amount of \$200 million was completed in 2004. This plant exports a substantial portion of its products to foreign markets, and Philip Morris continues to improve productivity and otherwise develop this facility. Philip Morris employs approximately 2,900 employees and represents approximately \$1.1 billion dollars in assessed valuation to the County.



# INTRODUCTION

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Corning, Inc.'s fiber optics facility in Midland, which is currently "mothballed," is poised to reopen if the optical fibers market improves. Corning still continues to pay taxes on the property.

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

Examples of distribution centers include: Saddle Creek, a large Florida based logistics company, which recently opened a 350,000 square foot rail-served distribution center in Harrisburg, (from which it serves Wal-Mart, America's largest retailer); and Caffey Distributing, a Greensboro based beer distributor, which in 2002 began operating a 130,000 square foot distribution center near I-85 and the Concord Regional Airport.

**Entertainment and Hospitality** Another example of the County's diverse economy is Lowe's Motor Speedway ("LMS"), a major sports and recreational facility which regularly hosts activities that draw over 167,000 people. Each year, LMS hosts nine primary events, including three major NASCAR racing events that extend over a ten-day period for each event. Facilities at LMS include a seven-story office building and conference center topped by a restaurant and private club, which was recently renovated. Recent expansions include additions to grandstand seating, the construction of condominium units, a dirt track, two new in-field garages, and a new media center.

Within close proximity to Lowe's Motor Speedway and Concord Mills Mall, an Embassy Suites Hotel and Conference Center is under construction and scheduled to open in FY 2007. The hotel and conference center will help to attract conference bookings to the area and increase conference-related tourism.

**Retail** During June 1997, the Mills Corporation and Simon-DeBartolo Company completed the

acquisition of approximately 165 acres located in the southwest quadrant of the King's Grant interchange at I-85, and developed Concord Mills Mall, which opened its doors in September 1999. The 1.4 million square foot facility, which has over 200 stores, cost approximately \$240 million to complete and is expected by representatives of Concord Mills to generate ultimately about \$250 million annually in retail sales. Concord Mills Mall is the State's largest tourism draw, with 16 million visitors each year. Surrounding development has occurred on Speedway Boulevard, making the area a popular retail and restaurant destination.

The Northlite Center, in the northern part of the County, is anchored by Sam's Club, Wal-Mart, Kohl's, and Hobby Lobby.

Harrisburg Town Center is a new 100-acre mixed use development on Highway 49, which includes a mix of residential units with 500,000-square feet of office and retail space. The project is now nearing its completion.

Moss Creek is a mixed-use project on 500 acres at Highway 73 and Odell School Road. Development includes 1,400 housing units, an elementary and middle school, and 200,000 square feet of office/retail space.

A new retail area will debut in the Fall of 2006. SuperTarget, Home Depot, and Best Buy have already made plans to occupy space in a new shopping area currently under construction at the intersection of I-85 and the new Kannapolis Parkway (Exit 54).

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

**Z-Max Industrial Park** Z-Max Industrial Park, owned by Granite Development Group in Harrisburg, has been expanded with a second road for further industrial development. It is served by rail and all utilities.

**Copperfield Business Park** Copperfield Business Park began development along I-85 in 1987. Firms that have built facilities in the Copperfield Business





## INTRODUCTION

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Park include a nationwide periodical publisher, a commercial printer, several medical offices, a pharmacy and a shopping center. A recent addition is the opening of the Northeast Outpatient Surgery Center. Copperfield Business Park opened a new interchange on I-85 and in 1994 completed a five-lane connector road to link the business park with the interchange. A 102-unit Hampton Inn and a Cracker Barrel Restaurant, along with other convenience-type developments, also have opened in the park. CT Communications occupies a 115,979 square foot office building that combines all of their existing facilities into one at a cost estimated to be approximately \$18 million.

**International Business Park** In early 1991, the Oiles America Corporation, a Japanese company, opened a manufacturing plant for self-lubricating bearings on approximately 25 acres in the County's International Business Park, which also is located near an interchange on I-85. They completed an expansion of the facilities in 1997 and currently employ 82 persons. In 1991, Pass & Seymour Legrand, a French company, opened a manufacturing plant at a cost exceeding \$20 million for electrical wiring devices on a 32-acre site in the park. Pass & Seymour Legrand employ approximately 425 persons at this site. The owners of the International Business Park actively pursue private investment from around the world. In mid-1995, Dai Nippon Printing Company Ltd. ("DNP") commenced operations in the Park from a new 50,000 square foot facility that produces media (such as ribbons and tapes) and employs approximately 94 people. DNP acquired nine adjacent acres for expansion in 1996 and completed an expansion which more than doubled the size of its existing facility in 1997. Federal Express also completed development of an approximately 48,000 square foot facility in the Park in 1997.

SYSCO Corporation of Houston, Texas, a food service distributor, completed the construction of a new warehouse/distribution complex in the Park in 1997 and a 135,000 square foot expansion in June 2000. This 435,000 square foot facility serves nearly all of North and South Carolina, as well as parts of Georgia and Virginia. SYSCO employs 575 persons.

In addition, Bonitz, a flooring contractor, opened a new facility in the International Business Park in 2004. The Minka Group, a lighting products company, has recently completed construction of a 365,000 square foot facility which will serve as its east coast distribution center.

### **Concord Regional Airport/Airport Business Park**

The City of Concord continues to develop a general aviation reliever airport on approximately 850 acres adjacent to I-85. This facility, known as Concord Regional Airport, has a 5,500 foot paved (currently being expanded to 7,500), fully instrumented runway with control tower, which can accommodate all corporate and commuter aircraft. Flight operations began at the airport in September 1994. The total cost for the airport was approximately \$27 million, which was paid for using City funds (4%) and State and Federal grant funds (16% and 80% respectively). Concord has completed the construction of 67 T-hangars and 4 large conventional storage hangars at the airport since the summer of 1995. The airport currently has 170 aircraft based at the airport with an estimated total value of \$100 million.

The City contracted for a full-time air traffic control tower in September of 1998 to enhance aviation traffic safety. The airport has a full aircraft maintenance facility, three flight schools, four aircraft charter services, a full-time medical officer, aircraft detailing, four airfreight providers, and a helicopter radio platform service. The City proposes to construct additional conventional hangar space to accommodate the tremendous demand for aircraft basing at Concord Regional Airport. Additional basing will increase revenues from storage and fuel sales. Airport Business Park has been built, along with access roads, to service other revenue generating acreage adjacent to the airport on the west side. Construction of a 120,000 square foot mixed-use office and light industrial building has been completed. This complex houses the Roush Racing World Headquarters.

**West Winds Industrial Park** The first phase of the West Winds Industrial Park, located directly across from the airport entrance, is complete, and an 18,000 square foot mixed office/industrial space has been completed. Also completed in the Industrial Park is a 45,000 square foot NASCAR Research and development center to research new safety methods. Additional land has been purchased for expansion in the near future.

**University Research Park** The County's close proximity to Charlotte and the University of North Carolina at Charlotte with its University Research Park, home to IBM and Verbatim, has fueled strong residential and commercial growth. The University and the University Research Park each lie within five miles of the County limits.

# INTRODUCTION

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**Midland Business Park** In Midland, 600 acres have been developed for a new business park, complete with rail access. Corning Incorporated is located here, as well as the British Oxygen Company, a processor and distributor of atmospheric gases. Over 250 acres remain available for development.

**Kannapolis Gateway Park** The City of Kannapolis and Mark Pierce Poole Properties, Inc., a Charlotte real estate development firm specializing in industrial, retail and office properties, constructed a speculative industrial building in the Kannapolis Gateway Business Park which was later purchased by Novant Health. The 85-acre park is located one mile from a new interchange on I-85 and will feature approximately 753,000 square feet of industrial space and 12 acre retail center. At this time, less than 10 of the 85 acres remain available.

The County continues to experience rapid growth, as evidenced by building permit records of the County. Much of the growth is attributable to the County's position in the Charlotte metropolitan region. Additional growth is also found in the small business community, with the help of Business Expansion and Retention, a program of the Cabarrus County Economic Development Corporation.

The Cabarrus Economic Development Corporation, which operates with five full-time staff members, serves as the primary recruiting and marketing entity, as well as an avenue for research and GIS capabilities for both established businesses and prospective businesses. Due to the availability of sites within commercial and industrial parks with all municipal services available and being located near major highways and interstates, the County expects continued strong economic development in the area.

## LONG-TERM FINANCIAL PLANNING

As part of the annual budget development process, the County re-examines and updates the Capital Improvements Plan (CIP). The CIP is a five-year plan which projects capital needs and expenditures. It details estimated costs, project descriptions and funding sources for capital projects. The CIP generally addresses capital assets with a value greater than \$100,000 and a useful life longer than one year. The CIP is readopted annually.

The County also develops a Five Year Financial Plan – a forecast of revenues and expenditures for a five year period beginning with the proposed budget for the upcoming fiscal year. The purpose of the Five Year Financial Plan is to ensure that the County's

commitments, obligations and anticipated needs are met in a fiscally sound manner. The basis for the forecast is the then-current fiscal year. Forecasts for subsequent years rely on previous year expenditures and revenues as a starting point. Increases and decreases are itemized.

The County acknowledges pay-as-you-go financing as a significant capital financing source, but recognizes that debt issuance is sometimes the most appropriate financing structure for a capital project. Current debt obligations as well as planned debt issuance are also factored into the County's long term financial planning.

You will find separate sections for the Capital Improvement Program, Five Year Financial Plan and Debt Service further on in this document.

## GOALS & OBJECTIVES

Cabarrus County will be placing extra emphasis on developing and refining the County's long-range and short-term goals during FY 2007, both for the County as a whole and the individual County departments. A strategic planning process, integrating various entities, is also underway.

Currently, the Board is operating under the following goals identified in January 2003:

### Long-Term Goals:

1. A Jail/Justice Facility that meets County's needs
2. Pay off Arena through self-supporting efforts
3. Develop new economic development strategies
4. Address transportation issues

### Short-Term Goals:

1. Maintain property tax rate at current level
2. Maintain sound fiscal condition
3. Fund school capital plan – Bethel Elementary, Pitts School Road Elementary and Kannapolis Middle School
4. Work with Town of Harrisburg and Harrisburg Volunteer Fire Department to help achieve restructuring
5. Landfill issues – expansion, etc.
6. Explore consolidation issues with local governments
7. Review compensation program
8. Transportation issues – I-85, etc.
9. Utility policy –countywide water and sewer
10. Eastern Area Plan

The Board of County Commissioners identified a vision for the future in planning sessions held in



# INTRODUCTION

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January 2005. This vision for Cabarrus County includes:

- A center of commerce filled with diverse jobs and people from many cultures;
- Safe, walkable communities with schools, parks, etc.;
- Infrastructure that will provide an integrated utility system and improved transportation system; and
- To maintain the County's heritage—continue to be "different" from Charlotte.

In March, 2006, the Board met for a Strategic Directions Initiative. They participated in planning exercises, reviewed the visions identified previously and worked on developing an updated mission statement. They will finalize and formally adopt the vision, mission, and goals in the Fall.

To initiate the strategic planning process, the Board of Commissioners met with executives of the County's human service agencies and public school systems. This meeting resulted in an initiative to collaboratively identify and mitigate major issues that

cross service boundaries and negatively impact citizens. Commissioners also met in March 2006 with the two school boards in a facilitated retreat to enable greater understanding between the boards, to facilitate better planning (both financial and capital), and to develop and institutionalize systems to bring about better planning and end results. Developing the strategic plan will require much time, collaborating with other agencies and organizations, but will be a major priority of the Board of Commissioners. Together with the County's Five-Year Financial Plan and Capital Improvement Plan, the Strategic Plan will guide the direction of Cabarrus County.

Departments will undergo training this year to move their goals and objectives to a higher level. A new Budget & Organizational Performance Manager will lead the initiative to move departments from primarily workload indicators for their performance measures to those of efficiency and effectiveness as well. The reporting process for performance measurement will also be formalized, including public presentation.

# INTRODUCTION

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## **CABARRUS COUNTY FINANCIAL AND BUDGETARY POLICIES**

### ***Objectives***

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

### ***Operating Budget***

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

The County's Annual Budget Ordinance will be adopted by July 1 (N.C.G.S. 159-13 (a)).

### ***Revenue Policy***

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

#### ***Ad Valorem Tax***

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

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

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

#### ***User Fees***

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

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

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

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

#### ***Grant Funding***

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

#### ***Other Revenue***

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



# INTRODUCTION

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## ***Expenditure Policy***

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

Current operating expenditures will not exceed current operating revenues.

Budgeted funds will only be spent for categorical purposes for which they were intended. The annual operating budget ordinance defines staff authorization for operating budget adjustments. No appropriations of the proceeds of a debt instrument will be made except for the purpose for which such debt instrument was issued or payment of debt principal and interest. Donations will be spent only toward the intent for which they were given.

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

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

## ***Reserve Policy***

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

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

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

1. Recurring, operational expenses of the County government will only be funded through recurring revenue sources;
2. The County will maintain an undesignated fund balance equal to 15% of general fund expenditures; and
3. Upon the completion of the annual audit of the County finances, any undesignated fund balance above 15% will be transferred to the capital reserve fund, where it will be used to reduce reliance on debt financing for capital projects, thereby saving taxpayers money by reducing interest payments on financing instruments.

## ***Capital Improvement Policy***

### ***Capital Improvement Plan***

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

The first year of the five-year CIP will be the basis of formal fiscal year appropriations during the annual budget process. If new project needs arise during the year, a budget amendment identifying both the funding sources and project appropriations will be utilized to provide formal budgetary authority for the subject projects. The CIP will generally address those capital assets with a value of more than \$100,000 and a useful life of over one (1) year.

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

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

## ***Debt Management***

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

The County will strive to maintain a high reliance on pay-as-you-go financing for its capital improvements.



# INTRODUCTION

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The general obligation debt of the County will not exceed the legal limit of 8% of the assessed valuation of the taxable property of the County.

Total general fund debt service will not exceed the limits imposed and recommended by the Local Government Commission (LGC). As a guide, formulas established by the LGC and rating agencies will be closely monitored and appropriately applied.

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

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

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

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

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

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

The County will place emphasis on maintenance of an accounting system which provides strong internal budgetary and accounting controls designed to provide reasonable, but not absolute, assurance regarding both the safeguarding of assets against loss from unauthorized use or disposition and the reliability of financial records for preparing financial statements and reports, such as the budget and the Comprehensive Annual Financial Report (CAFR), as well as maintenance of accountability of assets.

An annual audit will be performed by an independent public accounting firm which will issue an opinion on the annual financial statements, with a

management letter detailing areas that need improvement, if required.

Full disclosure will be provided in all regulatory reports, financial statements, and bond representations.

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

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

## ***Cash Management Policy***

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

### ***Receipts***

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

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

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

### ***Cash Disbursements***

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

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

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



# INTRODUCTION

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

## ***Investment Policy***

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

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

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

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

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

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

The County's investment portfolio will be designed with the objective of attaining a market rate of return while minimizing risk and retaining liquidity.

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

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

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

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

A review of the financial condition and registrations of qualified bidders will be conducted by staff. Any financial institution and/or broker/dealer not





## INTRODUCTION

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supplying requested information may be removed from the list by the Finance Director.

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

Obligations of the United States or obligations fully guaranteed both as to principal and interest by the United States.

Obligations of the Federal Financing Bank, the Federal Farm Credit Bank, the Bank for Cooperatives, the Federal Intermediate Credit Bank, the Federal Land Banks, the Federal Home Loan Banks, the Federal Home Loan Mortgage Corporation, the Federal National Mortgage Association, the Government National Mortgage Association, the Federal Housing Administration, the Farmers Home Administration, the United States Postal Service.

Obligations of the State of North Carolina.

Bonds and notes of any North Carolina local government or public authority.

Fully collateralized certificates of deposit issued by any bank or savings and loan organized under the laws of the State of North Carolina.

Prime quality commercial paper bearing the highest rating of at least one nationally recognized rating service and not bearing a rating below the highest by any nationally recognized rating service which rates the particular obligation.

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

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

Evidences of ownership of, or fractional undivided interest in, future interest and principal payments on

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

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

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

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

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

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

All moneys earned and collected from investments other than bond proceed earnings will be allocated quarterly to various fund amounts based on the

## INTRODUCTION

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quarter's average cash balance in each fund as a percentage of the entire pooled portfolio. Earnings on bond proceeds will be directly allocated to the same proceeds.

The Finance Director is charged with the responsibility of preparing a monthly investment inventory report, which includes investment types, cost, market value, maturity date and yield. This shall serve as the County's investment policy.

### ***Contract Administration Policy***

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

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

The Department Head, County Manager or Chairman of the Board of Commissioners should sign contracts according to levels defined.

If a contract is in writing, an original should be kept in the contract file (in the Purchasing Agent's Office). If the contract causes the County to spend money, it should be pre-audited and encumbered.

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

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

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

Although not all contracts obligate the County to make a payment of money, it is nevertheless important to have a system that organizes and catalogs all contracts involving the County.

The administrative procedures and guidelines of this policy are not herein included, due to space limitations. They are distributed to department heads and staff.

# INTRODUCTION

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## BUDGET ADOPTION PROCESS

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

- 1) Those authorized by a project ordinance
- 2) Those accounted for in an intragovernmental service fund for which a financial plan is prepared and approved, and
- 3) Those accounted for in a trust or agency fund established to account for moneys held by the local government or public authority as an agent or common-law trustee or to account for a retirement, pension, or similar employee benefit system.

Therefore, budgets are adopted for the General Fund, Landfill Fund, Arena and Events Center Fund and the Tourism Fund. Those funds listed above that are not budgeted annually are included in the audited financial statements of the County.

## AMENDMENTS TO THE BUDGET ORDINANCE

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

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

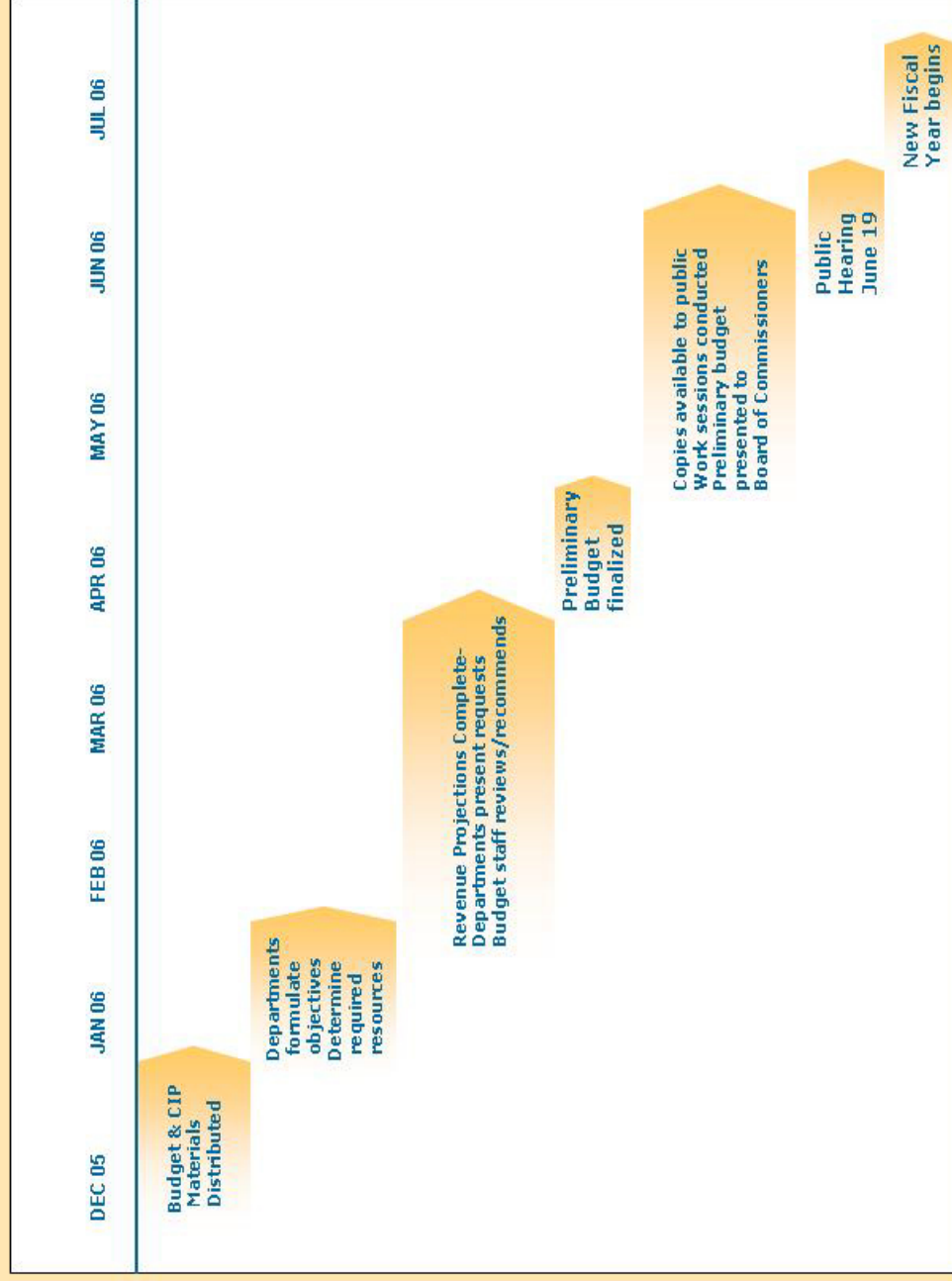
As allowed by statute, The Board has authorized the County Manager to transfer moneys from one appropriation to another within the same fund, subject to such limitations and procedures as it may prescribe. These limitations and procedures are incorporated into the Budget Ordinance, and summarized below.

Department heads may make transfers of appropriations within a department. The County Manager may transfer amounts between objects of expenditures and revenues within a function without limitation. He may transfer amounts up to \$100,000 between functions of the same fund. He may not transfer any amounts between funds, nor is he allowed to transfer from any contingency appropriation within any fund without action of the Board of Commissioners.

The Manager may transfer amounts within and between funds for the sole purpose of funding salary and benefits adjustments consistent with the Cabarrus County Personnel Management Policy and the Cabarrus County Personnel Ordinance. All other changes require the special approval of the Board.



# FY 2007 Budget Calendar



# INTRODUCTION

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## BUDGET PROCESS

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

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

April 20	Department Requests Due
May 15	Community College and School System Requests Due
June 1	Board of Commissioners Receives Recommended Budget
June 30	Board of Commissioners Must Adopt Annual Budget

A public hearing must be advertised and held when the budget is presented to the Board of Commissioners.

### FY 2007 Budget Process Calendar:

<b>December</b>	Budget and Capital Improvement Program (CIP) materials are distributed to all departments.  Budget preparation materials are distributed to all departments.
<b>January</b>	Departmental staffs formulate service level and performance objectives and determine financial resources required to achieve them.  Capital Improvement requests are submitted to the Finance Staff for review.

### Feb/March

Department directors present their budget and CIP requests to the budget staff and County Manager.

Finance Director prepares revenue projections.

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

### April

County Manager and budget staff finalize preparation of preliminary budget.

### May/June

Copies of the budget are available at the Finance Office and at the Cabarrus County libraries in Concord, Kannapolis, Harrisburg and Mount Pleasant.

Budget was presented to the Board of Commissioners on May 15, 2006.

Budget work sessions were held on May 22, 23, and June 5, 2006 to review the preliminary budget.

The Board of Commissioners held a public hearing and adopted the annual budget at their June 19, 2006 meeting.

## FUND STRUCTURE

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



# INTRODUCTION

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

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

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

## *Individual Fund Descriptions:*

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

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

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

**County Capital Reserve** – This fund accounts for the accumulation of resources to be used specifically for designated board projects.

**Cabarrus County Tourism Authority Expendable Fund** – This fund accounts for the activities of tourism promotion in the County.

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

**Cabarrus Parks and Recreation Commission Expendable Fund** – This fund accounts for the activities associated with contributions and/or grants for parks and recreation activities.

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

**Capital Project Funds** – These funds are used to account for the financial resources to be used for the acquisition or construction of major capital facilities

other than those financed by proprietary and trust funds.

## *Individual Fund Descriptions:*

**Capital Projects Fund** – This fund accounts for various renovation and construction projects within the County.

**Expo Center Construction Fund** – This fund accounts for the planning, design, and construction of the Cabarrus Arena and Events Center facility with county funds and certificates of participation.

**Public School Building Capital Fund** – This fund accounts for the acquisition, construction, renovation, and repair of various school facilities financed with revenue from the State of North Carolina under the School Facilities Finance Act of 1987.

**Certificate of Participation (COPS)** – This fund accounts for the planning, design, construction, and/or renovation of schools.

**Justice Center Construction Fund** – This fund accounts for the planning, design, and construction of the Justice Center facility with county funds and certificates of participation.

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

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

## *Individual Fund Descriptions:*

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



# INTRODUCTION

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**Internal Service Fund** – This fund is used to account for the financing of goods or services provided by one department or agency to other departments or agencies of the government and to other government units on a cost reimbursement basis.

## *Individual Fund Descriptions:*

**Workers Compensation** – This fund accounts for the administration and operation of the County's and other agencies' workers' compensation self-funded insurance.

**Self-Insured Hospitalization** – This fund accounts for the administration and operation of the County's and other agencies' employees' hospitalization and life insurance.

**Trust and Agency Funds** – These funds are composed of Nonexpendable Trust, Expendable Trust, Pension Trust and Agency Funds. Nonexpendable Trust Funds account for trusts that stipulate that only earnings, and not principal, may be spent. Expendable Trust Funds account for trusts where both principal and earnings on principal may be spent for the trust's intended purposes. Pension Trust Funds account for the accumulation of funds payment of benefits to qualified retired employees. Agency Funds account for assets held by the County as agent for individuals, private organizations, other governments and/or other funds.

## *Individual Fund Descriptions:*

**Kevin Pugh Nonexpendable Trust Fund** – This fund accounts for awards being distributed to a new and senior officer for outstanding service each year.

**Special Separation Allowance Pension Trust Fund** – This fund accounts for the accumulation of contributions to and payments for retirees for the special allowance benefits.

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

**Work Over Welfare Agency Fund**– This fund accounts for moneys held by Department of Social Services as agents for various individuals who are participating in a work program in lieu of receiving AFDC/Food Stamps.

## **BASIS OF BUDGETING AND ACCOUNTING**

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

## **BUDGETARY CONTROL**

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

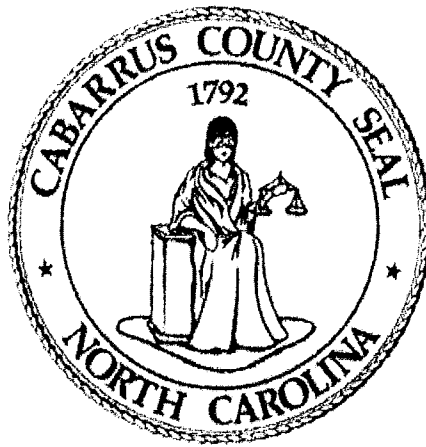
Budgetary control is exercised at the departmental level with the adoption of the budget by the Board of Commissioners and at the line item level through account controls. The newly adopted budget is implemented on July 1. Throughout the year, the Finance Department and the County Manager's office monitor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

The Finance Department ensures that all purchasing and payment procedures are performed correctly. This office also reviews all contracts and capital outlay requests to determine that sufficient funds are available.

The following sections include information regarding the FY 2007 Annual Budget. After general summaries of the entire budget the remaining sections of the document are grouped by service area, and presented by individual program.







# BUDGET MESSAGE

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May 15, 2006

Cabarrus County Board of Commissioners  
65 Church Street, Southeast  
Concord, North Carolina 28025

Honorable Chairman and Board Members:

I am pleased to present to you an annual budget with five-year financial and capital plans that holds the tax rate at a constant level of 63 cents and meets the current and projected obligations and demands of our growing county.

While most of this document is devoted to the \$168 million budget for the 2007 fiscal year, I believe the five-year financial and capital plans are far more important in terms of policy making. Those plans provide a sense of certainty to the community and to the other elected boards in the county, laying a foundation upon which they may build and success can be sustained.

## **Building A Foundation**

The Board of Commissioners is the only local governing board elected on a county-wide basis. It has the unique statutory responsibility of raising and distributing the resources necessary for other boards, both elected and appointed, to provide the services for which they are responsible. In a very real sense, then, the Board of Commissioners really does build the “community foundation.”

Clearly, the quality of the foundation will affect whether the structure built upon it is successfully constructed and can be sustained over time. It must be solid and complete. Toward that end, our county-built community foundation consists of three components.

### 1. Capital Improvement Plan

The first component is the \$347 million, five-year Capital Improvement Program (CIP). It is fully funded by the revenues from a 63 cents property tax rate, sales taxes, the NC Education Lottery and debt-financing instruments. More than \$59 million of that total is funded on a pay-as-go basis.

In addition to the issuance of \$48 million in general obligation bonds approved in 2004 and spending \$8.5 million in cash (both to complete several schools

already under construction) the CIP (found on page F-1) includes many other important projects. A partial list follows:

### **Education**

- 4 new schools
- Renovations or expansions of 4 existing schools
- A new school bus maintenance facility
- A new information technology facility for Cabarrus County Schools

### **Public Safety**

- A new Sheriff’s Office (which includes a new Magistrate’s Office) and Detention Center
- A new EMS station
- Replacement of out-dated communications equipment

### **Parks and Recreation**

- A new community park in the Midland area
- A new passive activity park in the mid-Eastern portion of the county
- Upgrades to several existing parks

One other important item in the CIP is a new, adequately sized and accessible building for the Board of Elections.

### 2. Five-Year Financial Plan

The second component of the county-built community foundation is the Five-Year Financial Plan (found on page E-1). It provides predictability and assurance to the community that demands for government services and infrastructure will be met. It projects future operating expenses (and revenues) and is intertwined with the CIP in that it supports the necessary funding for those capital projects, including their corresponding operating costs.

### 3. Strategic Plan

The third and final component is a strategic plan. With an end of sustained success, a strategic plan establishes the goals, outcomes and strategies at which the CIP and Five-Year Financial Plan should be aimed. While a strategic plan has not been completed for Cabarrus County, progress toward one is being made.

### **Progress Made**

Sustained success is never accidental. It is the result of thoughtful planning, dedication, commitment and above all, collaboration. It grows out of shared



## BUDGET MESSAGE

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expectations and mutual respect; an understanding of the past and a willingness to shape the future.

During FY 2006, the Board of Commissioners took several steps toward an effort aimed at sustained success and collaboration. First, it convened a meeting with the executives of the county's human service agencies and public school systems. That meeting resulted in an initiative to collaboratively identify and mitigate the major issues that cut across their service boundaries and negatively affect their common clients, their families, and as a consequence, the whole community.

Next, in early March 2006, for the first time ever, the Board called for the development of a county strategic plan, and began the effort by working together to develop a mission statement, a vision and guiding principles.

A third step was taken later that month, when the Commissioners met with the two school boards in a facilitated retreat aimed at gaining a better understanding of each board's perspectives and responsibilities and developing and institutionalizing systems that will ensure better planning (both financial and capital) and better results.

These two initiatives, the "cross-cutting" issues and the development and institutionalization of joint county-school planning systems, both feed into the preparation of the county's strategic plan.

### Priorities for FY 2007

It is unlikely that the county's strategic plan will be completed by the end of FY 2007 - the need for collaboration with other agencies, local governments and various other organizations in its development ensure a time-consuming process. However, as an essential component of our community foundation, I suggest developing a strategic plan should be the Board's highest priority.

Another high priority initiative for FY 2007 that began in FY 2006 is the revision of the Adequate Public Facilities Ordinance. This essential element of a comprehensive growth management strategy will also tie into the county's strategic plan.

Finally, I recommend that the Board approve the establishment of the "recognized neighborhood" program proposed by the Communications and Outreach division (formerly known as Public Information) of my office (found on page G-10). This

program is suggested in response to public desire for more frequent interaction with county government and for more input on issues facing the community. Similar programs in other jurisdictions have been very successful.

In addition to the five-year financial and capital plans already mentioned, a concise summary of expenditures and revenues for FY 2007 begins on page C-1, and thorough descriptions of county programs, services and expenses can be found in the program summaries, beginning on page G-1. The county staff and I look forward to assisting you in reviewing this information.

I appreciate the efforts of the many people who contributed to the preparation of this document and offer them my sincere gratitude. I am also very appreciative of the opportunity you have given me to serve as your chief executive.

Respectfully submitted,

John Day  
County Manager

***NOTE: The Budget Message is as presented prior to approval. Final tax rate after Board adoption is 62.89 cents.***



## BUDGET SUMMARY

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Cabarrus County appropriates budgets for the following funds: General Fund, Solid Waste Management (Landfill) Fund, the Arena and Events Center Fund and the Tourism Fund. Information found in this section is presented on a summary level—details are provided on the Program Summary pages within the various service area sections of this document.

The FY 2007 budget totals \$172,026,122. This total represents an increase of \$9.1 million, or 5.58% above the FY 2006 budget as amended. Additional funding of \$4.2 million represents the use of NC Lottery proceeds being dispersed to the County in FY 2007 and used to fund a shortage in school construction funds associated with the last bond referendum.

General Fund expenditures are budgeted at \$167,632,866, a 6.3% increase over the FY 2006 amended budget. The \$4.2 million in lottery revenues are budgeted within the General Fund and are recommended for transfer to a Capital Projects Fund where the school construction will occur.

The Solid Waste Management (Landfill) Fund budget totals \$1,843,654, an increase of 44.29% above current year. Projected revenues associated with the demolition of the former Pillowtex site provide the Landfill an opportunity to fund necessary capital improvements, including the replacement of an excavator and hauling truck.

Expenditures in the Arena and Events Center Fund are reduced to \$1,482,886, or approximately 47%, as the Arena and Events Center completes its move to a privately managed facility. Only the County Fair expenditures and a contribution to SMG (the management company) are expected.

Tourism Fund budgeted expenditures are reduced to \$1,066,716 or approximately 4.8%.

### REVENUE SUMMARY

The County receives revenue from many sources. These revenues can be affected by an array of external factors. Being a part of the Charlotte MSA has benefited Cabarrus County, in that during national and state economic downturns of past years, the County continued to experience economic growth which enabled continued increases in revenue sources such as sales tax, property tax, etc.

To estimate revenue for the coming year, the County Manager and Finance Department consult with the Tax Administrator and other department heads. County collection trends over the past several years, anticipated growth, and any known external factors

that may come into play, are all considered in finalizing revenue projections.

Revenue sources have been grouped into the following eight categories:

### Ad Valorem (Property) Taxes

Ad valorem (property) tax revenue is based on a tax rate of \$0.6289 per \$100 of assessed valuation, a slight reduction from the tax rate in effect for FY 2006. Total taxable property, excluding motor vehicles, is estimated at \$13,970,442,000, an increase of 4.6%. Motor vehicle taxable value decreased 2.9% to \$1,335,520,000. North Carolina General Statutes require that estimated percentage of property tax collections cannot exceed the percentage of tax levy actually realized in cash for the preceding fiscal year. Based on that requirement, a collection rate of 89.52% was applied to tax calculations on motor vehicles and 98.46% on all other property.

Property tax revenues, excluding motor vehicles, are estimated at \$86,490,005 or 9.27% over FY 2006. Motor vehicle taxes have been budgeted at \$7,002,962 or a 3.2% decrease from FY 2006. The decrease in motor vehicle collections is due to a change in the NC General Statute that staggers renewals of commercial vehicles throughout the calendar year, resulting in only 70% of commercial vehicles being eligible for renewal during FY 2007.

Property tax revenues are estimated in the budget process by pulling the current values of property as of February each year. The values are reviewed for reasonableness and historical patterns of taxpayer appeals of these values. Then the values are used to calculate the revenue generated by applying the tax rate and collection percentage. This process is repeated several times up to the adopted budget process to ensure the latest values are used for the budget process. Property tax valuations have shown steady growth over the past several years. The revaluation of real property, required by State statute every eight (8) years, was completed in 2004. Cabarrus County conducts revaluations every four (4) years, rather than the maximum eight years. The next revaluation of real property is scheduled for 2008, which would impact the FY 2009 budget. Cabarrus County has maintained continuous growth in base through economic development and revaluation even though the North Carolina State Legislature removed property and business inventories from the taxable base after 1988.

Other revenue items included in the Ad Valorem Taxes category include delinquent taxes and tax interest. All ad valorem budget estimates are based on actual value, along with current and prior year



## BUDGET SUMMARY

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actual collections, and are only budgeted in the General Fund. Total revenues in this category are projected at \$95,284,017, which represents an 8% increase above the FY 2006 budget. These revenues account for 55.4% of total revenue in the FY 2007 budget.

### Other Taxes

Overall, revenues from other taxes are projected at \$35,520,816, an increase of 19.8% over FY 2006. This category consists primarily of sales taxes, but also includes cable franchise fees, gross receipts tax, disposal tax on white goods, and occupancy tax. Sales taxes are collected by the State and then returned to the County, less a collection fee, which is deducted before allocations are made. There are four separate sales taxes. The proceeds of the 1% sales tax (Article 39) collected in Cabarrus County are all returned to the County (i.e., based on point-of-sale). The proceeds of the two ½% sales taxes (Article 40 and Article 42), on the other hand, are allocated among all the state's counties based on the portion of the state's total population that resides there. The Board enacted a third one-half cent (1/2 cent) sales tax (Article 44), effective July 1, 2003. Article 44 does not apply to sales on food for home consumption.

Legislation enacting Article 44 also provided for a hold harmless provision for those local governments whose expected Article 44 receipts do not replace their repealed state reimbursements.

Sales tax revenue estimates are projected utilizing the historical collections along with state provided estimates. This is a very volatile revenue source based on the current economy of the community and other communities within the state. The County keeps a history of sales tax revenues collected over the past several years for estimation purposes and historical trends. The County does take a conservative approach with this revenue estimate due to its tie to the local and state economy. The County typically collects more sales tax than budgeted. Other revenues in this category are estimated using state estimates and historical trends.

Total sales tax is budgeted at \$33,905,226, a 20.6% increase above FY 2006. The increase is attributable to two factors. The first is growth in retail sales. The second is the method of distribution. Sales tax revenues are distributed among the local governments and fire districts based on their respective property tax levies as a proportion of the whole. The County property tax rate increased 10 cents in FY 2006, increasing its proportion of the countywide property tax levy relative to the other local governments. Thus, it will receive a larger

portion of the total sales tax revenue distribution in FY 2007.

Sales taxes, franchise fees and gross receipts taxes are budgeted in the General Fund. White good disposal taxes are found in the Landfill Fund, and occupancy taxes in the Tourism Fund. All budget estimates are based on current and prior year actual collections. This category comprises 20.6% of total revenues.

### Intergovernmental Revenues

This category represents 12.1% of total revenues and consists primarily of state and federal grants for human services activities, but also includes other state and federal grants, and governmental revenues not related to grants. Beginning in FY 2007, NC Lottery revenues are being projected for use by the County in school construction, totaling \$4.2 million in the first year. The FY 2007 budget of \$20,730,323 reflects a 20.4% increase above the current year amended budget. The largest revenue source in this category is state and federal assistance for the Department of Social Services. Currently, all Intergovernmental Revenues are budgeted in the General Fund.

### Permits and Fees

Permit and fee revenues are anticipated to rise 16.8%, to \$6,271,750. Revenues generated within this category are primarily attributable to two sources: Register of Deeds fees for the recording and dissemination of records are projected to increase from \$2.4 million to \$3.0 million and Construction Standards building inspection fees are projected to increase from \$2.8 million to \$3.0 million. Solid Waste Franchise fees are budgeted in the Landfill Fund at \$17,500. The remainder is found within the General Fund. All budget estimates are based on prior and current year actuals. This category accounts for 3.6% of total revenues.

The two main revenue sources in this category are Register of Deeds fees (recording of documents) and Building Inspection fees (fees collected on the construction of a new house/facility or an addition to the like.) The largest collection in recording of documents revolves around the sale of property or the refinancing of a mortgage. Historical trends are kept to evaluate this revenue source but it's also estimated based on the number of building permits issued each year. In a growing community such as Cabarrus whose building permits continue to increase each year, it benefits the County to look at both historical trends plus current activity. Both of these factors contribute to revenue collections and are used to project the revenues for the annual budget process.



# BUDGET SUMMARY

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## Sales and Service

Sales and Service revenues are derived from a wide variety of sources. They represent fees collected by various departments for goods and services rendered by them to the public, other governmental departments, or to other governments. Examples within this category include landfill tipping fees, Pit Pass sales, various recreation program participation fees (including the County Fair) and Medicaid case management reimbursement.

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

Revenues in this category are projected at \$11,591,426, an 8.0% decrease from the amended FY 2006 budget. The decrease is due to the removal of sales and service fee revenues from the Arena and Events Center Fund, as the Arena is now privately managed by SMG. Excluding the Arena revenues, sales and service fee revenues would result in an increase of approximately \$0.4 million, as a result of continued Landfill tipping fees associated with the demolition of the former Pillowtex site. This category makes up 6.7% of the total budget. These revenues are found in all funds.

## Investment Earnings

Investment earnings are revenues earned on idle money held by the County for investment. Total investment income is expected to increase 47.6% above FY 2006 budgeted levels to \$1,046,624, equivalent to 0.6% of the total budget.

This revenue estimate is based on idle funds of the County and the market rate of interest earned. The interest rate was flat over the past several years along with limited idle funds which kept the County projection of this revenue low. As the market rebounds, the County can expect to earn more on these idle funds. In estimating this revenue, the County evaluates the current market interest rate, projected cash flow, and available idle funds.

## Miscellaneous

Miscellaneous revenues are those collected for activities of the County that are not specific in nature or do not easily fit into another category. Included in this category are donations, grants from non-governmental entities, and proceeds from the sale of fixed assets. The FY 2007 budget for miscellaneous

revenues totals \$72,040 or 0.04% of the total budget. This budget is amended during the fiscal year to appropriate donations and grants as they are received.

## Other Financing Sources

Other Financing Sources total \$1,509,126 or 0.9% of the budget. This category includes interfund transfers and fund balance appropriations. In the General Fund, \$56,849 is projected as a contribution from the E911 Fund to finance the GIS Addressing Coordinator position approved in FY 2006. Fund balance in the amount of \$483,508 was appropriated to be used for debt service. The Landfill Fund anticipates using \$60,322 of fund balance for capital improvements. The Arena Fund is projected to receive a contribution of \$100,000 from the Tourism Fund and \$808,447 from the General Fund.

## Fund Balance

Fund balance is generally defined as the difference between a fund's assets and liabilities. Adequate fund balance is necessary for numerous reasons, such as the availability of funds in an emergency or unexpected event, to maintain or enhance the County's financial position and bond rating, to provide cash for operations prior to receipt of property tax revenues, and to maximize investment earnings. Not all fund balance is available for appropriation. State statutes define the available amount as "cash and investments minus the sum of liabilities, encumbrances, and deferred revenues arising from cash receipts" in Chapter 159-8. Fund balance may be reserved for specific uses, such as special revenue funds, where fund balance may only be used for a designated purpose. On June 14, 2005, the Board of Commissioners formally adopted a policy defining acceptable uses and establishing levels of undesignated fund balance within the General Fund (see *Introduction* Section).

In this year's budget, the County appropriated \$483,508 to be used toward debt service. In FY 06, the County had a balance of \$483,508 left over in the Arena Construction Fund. The Board voted to take these funds and apply them toward a future debt payment. The funds were deposited in June 2006 in the General Fund and appropriated in the FY 07 budget to be used toward debt service.

Estimated unreserved fund balance on June 30, 2006 is expected to be 19.6% of General Fund expenditures. The following chart shows estimated FY 2007 fund balance information for all appropriated funds.



## BUDGET SUMMARY

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### Changes in Unreserved Fund Balance

Fund	Estimated Fund Balance 6/30/06	Revenue	Transfers In	Transfers Out	Expenditures	Projected Fund Balance 6/30/07	Changes in Fund Balance
General	32,581,510	167,149,358	0	12,691,661	154,941,205	32,098,002	(483,508)

Fund	Estimated Fund Balance 6/30/06	Revenue	Transfers In	Transfers Out	Expenditures	Projected Fund Balance 6/30/07	Changes in Fund Balance
Landfill	3,446,243	1,783,332	0	0	1,843,654	3,385,921	(60,322)

Fund	Estimated Fund Balance 6/30/06	Revenue	Transfers In	Transfers Out	Expenditures	Projected Fund Balance 6/30/07	Changes in Fund Balance
Arena	586,190	574,439	908,447	0	1,482,886	586,190	0

Fund	Estimated Fund Balance 6/30/06	Revenue	Transfers In	Transfers Out	Expenditures	Projected Fund Balance 6/30/07	Changes in Fund Balance
Tourism	536,438	1,066,716	0	100,000	966,716	536,438	0





# BUDGET SUMMARY

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## EXPENDITURE SUMMARY

FY 2007 expenditures total \$172,026,122, a 5.6% increase above amended FY 2006 budgeted levels. Expenditures are budgeted over nine (9) major service areas or functions: General Government, Culture and Recreation, Public Safety, Economic and Physical Development, Environmental Protection, Human Services, Education/School Debt, Other Debt Service, and Other Programs.

In accordance with the existing Cabarrus County Personnel Management Policy, wages are increased by 3%, based on the Consumer Price Index (CPI) as published for December 2005. Health insurance rates continue to remain stable.

### General Government

The General Government Service area accounts for services provided by the County for the benefit of the public and the governmental body as a whole. This service area encompasses the Board of Commissioners, Legal Department, County Manager, Communications and Outreach, Risk Management/Wellness, Human Resources, Tax Collection and Administration, Board of Elections, Register of Deeds, Finance, Information Services, and General Services. Spending in this service area is expected to increase 9.4 % above FY 2006 amended levels to \$14,176,634. General Government spending comprises 8.2% of the total budget.

Programs experiencing significant increases during FY 2007 include Risk Management/Wellness, which proposes to expand services and programming to employees, Public Information, which has requested additional personnel and equipment for Channel 22 as well as the publication of an Annual Performance Report, and Building Maintenance, which has proposed numerous overdue facility improvement projects for FY 2007.

### Culture & Recreation

Culture and Recreation expenditures are those that provide County residents with opportunities and facilities for cultural, recreational and educational programs. These programs include County libraries, Parks and Recreation, the County Fair and the Arena & Events Center. A FY 2007 budget of \$5,093,326 represents a 21.3% decrease below amended FY 2006 levels. The budget for Culture and Recreation equals 3.0% of total spending.

With the Arena and Events Center now being privately managed, a payment to SMG in the amount of \$921,848 is the only budgeted expense.

## Public Safety

Public Safety spending funds services responsible for the safety and security of the public. Included in the Public Safety service area are the County Sheriff, Jail, Animal Control, Courts, Construction Standards, Emergency Management, Emergency Medical Services, and Non-Emergency Transportation. Budgeted expenditures for FY 2007 total \$20,312,707, or a 4% increase beyond funded FY 2006 levels. A new program for \$450,000 was approved in Emergency Management to provide staffing assistance to volunteer fire departments. Public Safety spending equates to approximately 11.8% of the budget for the upcoming fiscal year.

## Economic and Physical Development

Expenditures in the Economic and Physical Development service area provide for the orderly planning of growth and development within the County, along with incentives to drive economic growth. Programs within the Economic and Physical Development service area budget include: Commerce, Community Development, Environmental Protection, Zoning Administration, Economic Development Incentives and Tourism. Spending within this service area is projected to decrease approximately 60.9% to \$2,601,464. This decrease is primarily due to the fulfillment of economic development incentive obligations. This budget accounts for approximately 1.5% of total funding for FY 2007.

## Human Services

Human Services expenditures are those with a purpose of promoting the general health and well being of the individuals within a community. Budgeted at \$37,388,024, Human Services accounts for 22.0% of the proposed spending in FY 2007. This spending level represents an increase of 1.04% above current year amended totals. The Human Services service area incorporates Veterans Services, Transportation, Cooperative Extension Service, Mental Health, Social Services and Aging.

## Environmental Protection

Environmental Protection services provide for environmental safety and quality. While spending is increasing 37.59% to \$2,065,100, this service area accounts for only approximately 1.2% of the total budget. Capital improvements to the Construction and Demolition Debris Landfill account for most of the increase.



## BUDGET SUMMARY

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### **Education / School Debt**

By far the largest service area within the budget is Education/School Debt. This service area funds two public school systems and one community college. It also funds debt associated with the acquisition and construction of capital assets for the school systems and the community college. Total spending within this function is budgeted at \$64,956,049 which represents 37.7% of all budgeted FY 2007 spending. This funding level represents an increase of 6.75% above current year funding, primarily due to increased student enrollment in both school systems.

### **Other Programs**

Other program spending includes expenditures that are not attributable to one particular department or service, contributions to other agencies, contributions to other funds and capital improvement funding. The FY 2007 budget for Other Programs is proposed to increase by approximately 55.0% to \$21,192,655. Of this increase, \$6.5 million is associated with funding a construction shortfall from the \$98 million School Bond package, identified in early 2006 by the Cabarrus County Schools and City of Kannapolis Schools. NC Lottery proceeds are recommended for use in funding the majority of the school construction shortfall and are budgeted at \$4.2 million.

An additional \$3.5 million is budgeted towards the first phase of a new bus garage requested by the Cabarrus County School System, using funds available due to a delay in the issuance of debt on the Sheriff's Office and Detention Center and the second half of the Schools' \$98 million bond package.

Recommended funding for Capital Improvement Program (CIP) projects has increased by approximately \$500,000 in order to complete several critical projects not funded in previous years. This service area accounts for 12.3% of FY 2007 funding.

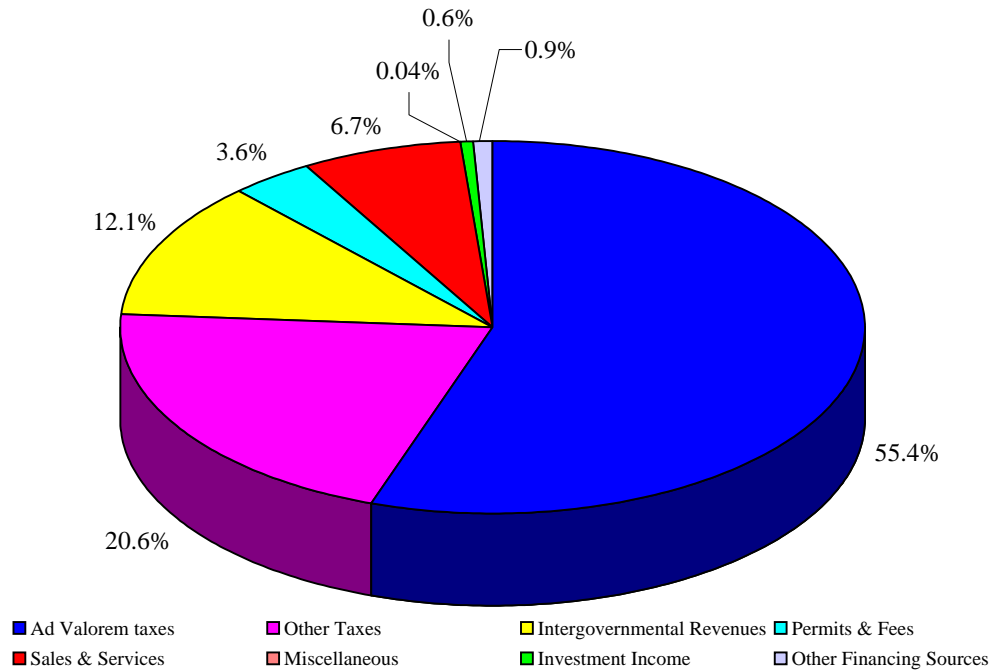
### **Other Debt Service**

The Other Debt Service functional area accounts for principal and interest payments on debt, other than school debt, for the acquisition and construction of capital assets. Funding of \$4,240,163 represents 2.5% of the FY 2007 budget, and is a 1.0% decrease from the current amended budget.

## BUDGET SUMMARY

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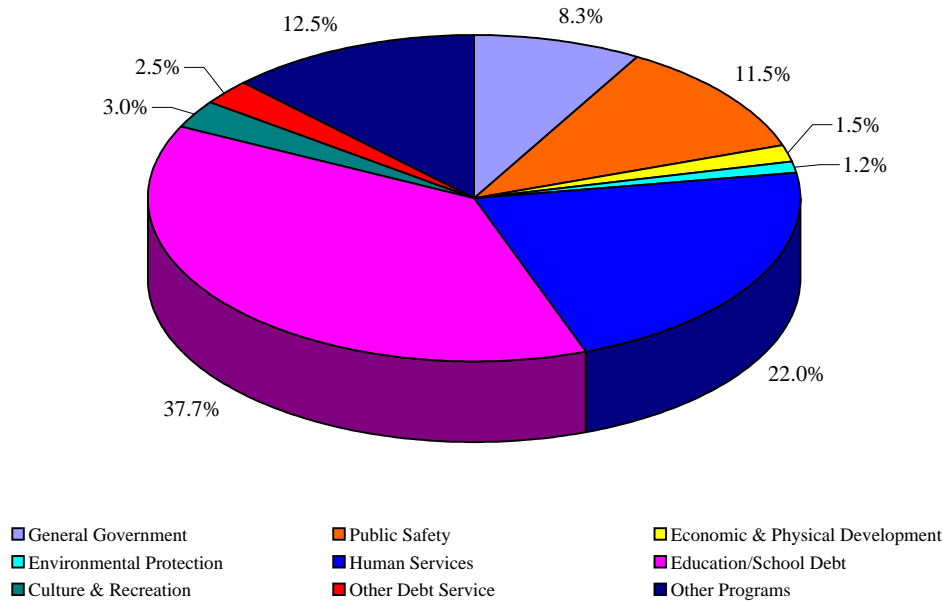
**FY 2007 REVENUES BY SOURCE**  
All Funds



AD VALOREM TAXES: Revenues derived from property tax	\$ 95,284,017
OTHER TAXES: Tax revenues distributed to the County that are collected for sales taxes, cable franchise fees, etc.	35,520,816
INTERGOVERNMENTAL REVENUES: State and federal grant moneys received in support of County programs, and revenues collected from other governmental units that are not grant related	20,730,323
PERMITS & FEES: Fees collected for various services or privileges performed or approved by governmental unit	6,271,750
SALES & SERVICES: Fees collected by various departments for goods or services rendered by the public, other departments, or other governments	11,591,426
INVESTMENT INCOME: Revenues earned on idle moneys held by the County for investment	1,046,624
MISCELLANEOUS: Revenue collected for various activities of the County that are not specific in nature	72,040
OTHER FUNDING SOURCES: Includes interfund transfers and fund balance appropriations	<u>1,509,126</u>
TOTAL REVENUE	\$ 172,026,122

## BUDGET SUMMARY

**FY 2007 EXPENDITURES BY SERVICE AREA**  
**All Funds**



GENERAL GOVERNMENT: Services provided by the County for the benefit of the public and governmental body as a whole	\$ 14,176,634
CULTURE & RECREATION: Expenditures to provide County residents opportunities and facilities for cultural, recreational and educational programs	5,093,326
PUBLIC SAFETY: Service provided by the County for the safety and security of the public	20,312,707
ECONOMIC & PHYSICAL DEVELOPMENT: Services that provide for the orderly planning of growth and development within the County, along with efforts to drive economic growth	2,601,464
HUMAN SERVICES: Expenditures with the purpose of promoting the general health and well being of the individuals within the community	37,388,024
ENVIRONMENTAL PROTECTION: Services that provide for environmental quality and safety	2,065,100
EDUCATION/SCHOOL DEBT: Funds two (2) public school systems and one (1) community college; also funds debt associated with the acquisition and construction of capital assets for the school systems and community college	64,956,049
OTHER PROGRAMS: Expenditures that are not attributable to one particular department or service, contributions to other agencies, contributions to other funds and capital improvement funding	21,192,655
OTHER DEBT SERVICE: Funds principal and interest payments on debt (other than school debt) for the acquisition and construction of capital assets	4,240,163
<b>TOTAL EXPENDITURES</b>	<b>\$ 172,026,122</b>

## BUDGET SUMMARY

### Revenue By Fund

<i>GENERAL FUND REVENUE DESCRIPTION</i>	<i>FY 05 Actual</i>	<i>FY 06 Amended</i>	<i>FY 07 Adopted</i>	<i>% Change</i>
Ad Valorem Taxes	75,011,031	88,238,854	95,284,017	8.0%
Other Taxes	28,691,642	28,630,000	34,435,226	20.3%
Intergovernmental Revenue	16,215,599	17,220,415	20,730,323	20.4%
Permits & Fees	5,419,106	5,353,203	6,254,250	16.8%
Sales & Services	9,925,594	9,652,231	9,290,129	-3.8%
Investment Income	887,758	700,000	1,033,524	47.6%
Miscellaneous	819,211	252,966	65,040	-74.3%
Fund Balance	-	7,575,673	483,508	-93.6%
Other Financing Sources	427,050	115,526	56,849	-50.8%
<b>TOTAL REVENUE - GENERAL FUND</b>	<b>137,396,991</b>	<b>157,738,868</b>	<b>167,632,866</b>	<b>6.3%</b>

<i>LANDFILL FUND REVENUE DESCRIPTION</i>	<i>FY 05 Actual</i>	<i>FY 06 Amended</i>	<i>FY 07 Adopted</i>	<i>% Change</i>
Other Taxes	55,792	55,000	55,000	0.0%
Permits & Fees	16,622	17,500	17,500	0.0%
Sales & Services	873,890	952,800	1,710,832	79.6%
Interest on Investments	102,014	-	-	-
Miscellaneous	12	-	-	-
Fund Balance Appropriated	-	252,469	60,322	-76.1%
<b>TOTAL REVENUE - LANDFILL FUND</b>	<b>1,048,330</b>	<b>1,277,769</b>	<b>1,843,654</b>	<b>44.3%</b>

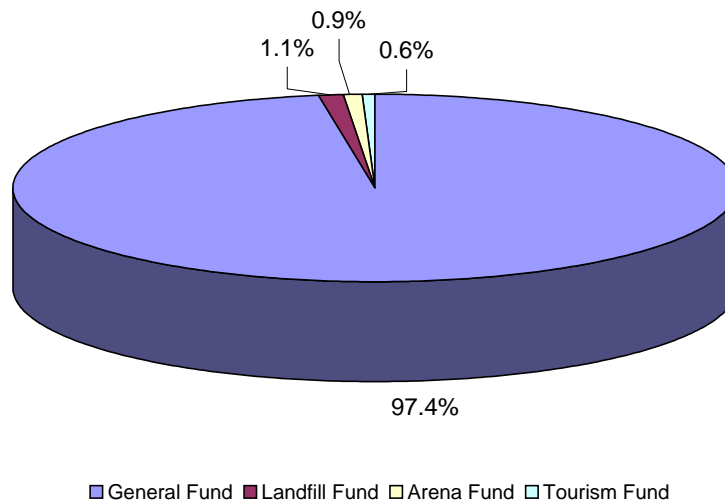
<i>ARENA FUND REVENUE DESCRIPTION</i>	<i>FY 05 Actual</i>	<i>FY 06 Amended</i>	<i>FY 07 Adopted</i>	<i>% Change</i>
Sales & Services	1,585,927	1,941,062	567,439	-70.8%
Interest on Investments	5,481	5,000	-	-100.0%
Miscellaneous	14,715	1,500	7,000	366.7%
Fund Balance Appropriated	-	24,446	-	-
Other Financing Sources	837,385	826,940	908,447	9.9%
<b>TOTAL REVENUE - ARENA FUND</b>	<b>2,443,508</b>	<b>2,798,948</b>	<b>1,482,886</b>	<b>-47.0%</b>

<i>TOURISM FUND REVENUE DESCRIPTION</i>	<i>FY 05 Actual</i>	<i>FY 06 Amended</i>	<i>FY 07 Adopted</i>	<i>% Change</i>
Other Taxes	1,000,379	970,506	1,030,590	6.2%
Sales & Services	22,346	20,800	23,026	10.7%
Interest on Investments	13,810	9,000	13,100	45.6%
Miscellaneous	354	500	-	-
Other Financing Sources	-	120,000	-	-100.0%
<b>TOTAL REVENUE - TOURISM FUND</b>	<b>1,036,889</b>	<b>1,120,806</b>	<b>1,066,716</b>	<b>-4.8%</b>

## BUDGET SUMMARY

Revenue Classification	FY 2005	FY 2006	FY 2007 Adopted				TOTAL
	Actual	Amended Budget	General Fund	Landfill Fund	Arena Fund	Tourism Fund	
Ad Valorem taxes	\$ 75,011,031	\$ 88,238,854	\$ 95,284,017	-	-	-	\$ 95,284,017
Other Taxes	29,747,813	29,655,506	34,435,226	55,000		1,030,590	35,520,816
Intergovernmental Revenues	16,215,599	17,220,415	20,730,323	-	-	-	20,730,323
Permits & Fees	5,435,728	5,370,703	6,254,250	17,500	-	-	6,271,750
Sales & Services	12,407,757	12,566,893	9,290,129	1,710,832	567,439	23,026	11,591,426
Miscellaneous	834,292	254,966	65,040	-	7,000	-	72,040
Investment Income	1,009,063	714,000	1,033,524	-	-	13,100	1,046,624
Other Financing Sources	1,264,435	8,915,054	540,357	60,322	908,447	-	1,509,126
<b>TOTAL REVENUE</b>	<b>\$ 141,925,718</b>	<b>\$ 162,936,391</b>	<b>\$ 167,632,866</b>	<b>\$ 1,843,654</b>	<b>\$ 1,482,886</b>	<b>\$ 1,066,716</b>	<b>\$ 172,026,122</b>

**FY 2007 Revenues by Fund**



## BUDGET SUMMARY

### SUMMARY OF EXPENDITURES BY SERVICE AREA ALL FUNDS

	Actual FY 05	Amended FY 06	Adopted FY 07	Percent Change	Percent of Total
<b><u>General Government</u></b>					
Board of Commissioners	331,656	348,758	361,227	3.58%	0.21%
Legal Department	356,356	301,348	318,845	5.81%	0.19%
County Manager	353,235	380,491	384,098	0.95%	0.22%
Communications and Outreach	196,348	210,301	374,306	77.99%	0.22%
Risk Management/Wellness	6,942	83,645	176,660	111.20%	0.10%
Human Resources	283,552	367,901	435,090	18.26%	0.25%
Revenue Collections	602,684	663,007	741,621	11.86%	0.43%
Tax Administration	1,669,705	1,820,457	2,047,265	12.46%	1.19%
Board of Elections	476,000	667,749	645,490	-3.33%	0.38%
Register of Deeds	696,982	737,076	754,434	2.35%	0.44%
Finance	737,624	810,043	859,731	6.13%	0.50%
Information Technology Services	1,900,794	2,218,859	2,389,255	7.68%	1.39%
Grounds Maintenance	811,914	812,375	821,748	1.15%	0.48%
General Services Administration	742,164	888,013	859,197	-3.24%	0.50%
Street Sign Maintenance	99,296	114,954	143,807	25.10%	0.08%
Building Maintenance	1,066,945	1,224,672	1,549,338	26.51%	0.90%
Facility Services	910,785	991,114	1,010,207	1.93%	0.59%
Fleet Maintenance	255,633	316,457	304,315	-3.84%	0.18%
<b>TOTAL</b>	<b>11,498,615</b>	<b>12,957,220</b>	<b>14,176,634</b>	<b>9.41%</b>	<b>8.24%</b>
<b><u>Cultural &amp; Recreational</u></b>					
Cannon Memorial Library	2,323,922	2,503,338	2,432,115	-2.85%	1.41%
Recreation Administration/Parks	837,104	1,167,188	1,178,325	0.95%	0.68%
County Fair	401,258	444,422	561,038	26.24%	0.33%
Arena & Events Center	1,970,442	2,354,526	921,848	-60.85%	0.54%
<b>TOTAL</b>	<b>5,532,726</b>	<b>6,469,474</b>	<b>5,093,326</b>	<b>-21.27%</b>	<b>2.96%</b>
<b><u>Public Safety</u></b>					
County Sheriff	6,916,275	7,522,785	7,403,053	-1.59%	4.30%
Jail	3,375,470	4,441,452	4,864,798	9.53%	2.83%
Animal Control	568,262	654,456	689,384	5.34%	0.40%
Courts	213,370	410,538	289,640	-29.45%	0.17%
Construction Standards	1,114,705	1,313,562	1,530,693	16.53%	0.89%
Emergency Management	635,073	852,490	811,027	-4.86%	0.47%
Emergency Medical Services	3,941,961	4,090,363	4,552,712	11.30%	2.65%
Non Emergency Transportation	157,404	228,673	171,400	-25.05%	0.10%
<b>TOTAL</b>	<b>16,922,520</b>	<b>19,514,319</b>	<b>20,312,707</b>	<b>4.09%</b>	<b>11.81%</b>

## BUDGET SUMMARY

### SUMMARY OF EXPENDITURES BY SERVICE AREA ALL FUNDS

	Actual FY 05	Amended FY 06	Adopted FY 07	Percent Change	Percent of Total
<b><u>Economic &amp; Physical Development</u></b>					
Commerce	525,461	626,992	529,243	-15.59%	0.31%
Community and Economic Development	247,468	254,024	263,384	3.68%	0.15%
Environmental Protection	186,336	200,150	202,615	1.23%	0.12%
Zoning Administration	168,757	183,739	184,136	0.22%	0.11%
Economic Development Incentive	4,485,127	4,268,299	355,370	-91.67%	0.21%
Tourism	1,129,893	1,120,806	1,066,716	-4.83%	0.62%
<b>TOTAL</b>	<b>6,743,042</b>	<b>6,654,010</b>	<b>2,601,464</b>	<b>-60.90%</b>	<b>1.51%</b>
<b><u>Human Services</u></b>					
Veterans Service	125,029	184,343	187,792	1.87%	0.11%
Transportation	1,467,064	1,766,221	1,692,830	-4.16%	0.98%
Cooperative Extension Service	561,439	526,464	551,388	4.73%	0.32%
Mental Health	708,665	713,412	721,839	1.18%	0.42%
Social Services	28,424,720	32,234,585	32,622,338	1.20%	18.96%
Aging	1,253,473	1,579,879	1,611,837	2.02%	0.94%
<b>TOTAL</b>	<b>32,540,390</b>	<b>37,004,904</b>	<b>37,388,024</b>	<b>1.04%</b>	<b>21.73%</b>
<b><u>Environmental Protection</u></b>					
SWCD-Watershed	179,450	223,166	221,446	-0.77%	0.13%
Solid Waste Management	783,288	1,277,769	1,843,654	44.29%	1.07%
<b>TOTAL</b>	<b>962,738</b>	<b>1,500,935</b>	<b>2,065,100</b>	<b>37.59%</b>	<b>1.20%</b>
<b><u>Education/School Debt</u></b>					
Schools, Current Expense	31,517,835	34,676,399	38,161,349	10.05%	22.18%
Schools, Capital Outlay	1,759,624	2,549,582	4,031,224	58.11%	2.34%
School Debt/Principal and Interest	18,759,310	21,373,769	20,312,081	-4.97%	11.81%
RCCC/Current Expense	988,669	1,335,400	1,570,473	17.60%	0.91%
RCCC/Capital Outlay	138,688	0	0	-	-
RCCC/Principal and Interest	147,051	916,315	880,922	-3.86%	0.51%
<b>TOTAL</b>	<b>53,311,177</b>	<b>60,851,465</b>	<b>64,956,049</b>	<b>6.75%</b>	<b>37.76%</b>
<b><u>Other Programs</u></b>					
Non-Departmental	528,887	1,003,207	1,208,899	20.50%	0.70%
Capital Improvement Projects	218,375	764,508	1,253,500	63.96%	0.73%
Contributions to Other Funds	6,590,326	10,332,703	16,885,311	63.42%	9.82%
Contributions to Other Agencies	1,670,729	1,601,709	1,844,945	15.19%	1.07%
<b>TOTAL</b>	<b>9,008,317</b>	<b>13,702,127</b>	<b>21,192,655</b>	<b>54.67%</b>	<b>12.32%</b>
<b><u>Other Debt Service</u></b>					
Principal and Interest	2,789,795	4,281,937	4,240,163	-0.98%	2.46%
<b>TOTAL</b>	<b>2,789,795</b>	<b>4,281,937</b>	<b>4,240,163</b>	<b>-0.98%</b>	<b>2.46%</b>
<b>GRAND TOTAL</b>	<b>139,309,320</b>	<b>162,936,391</b>	<b>172,026,122</b>	<b>5.58%</b>	<b>100.00%</b>



## BUDGET SUMMARY

### ■ POSITION SUMMARY

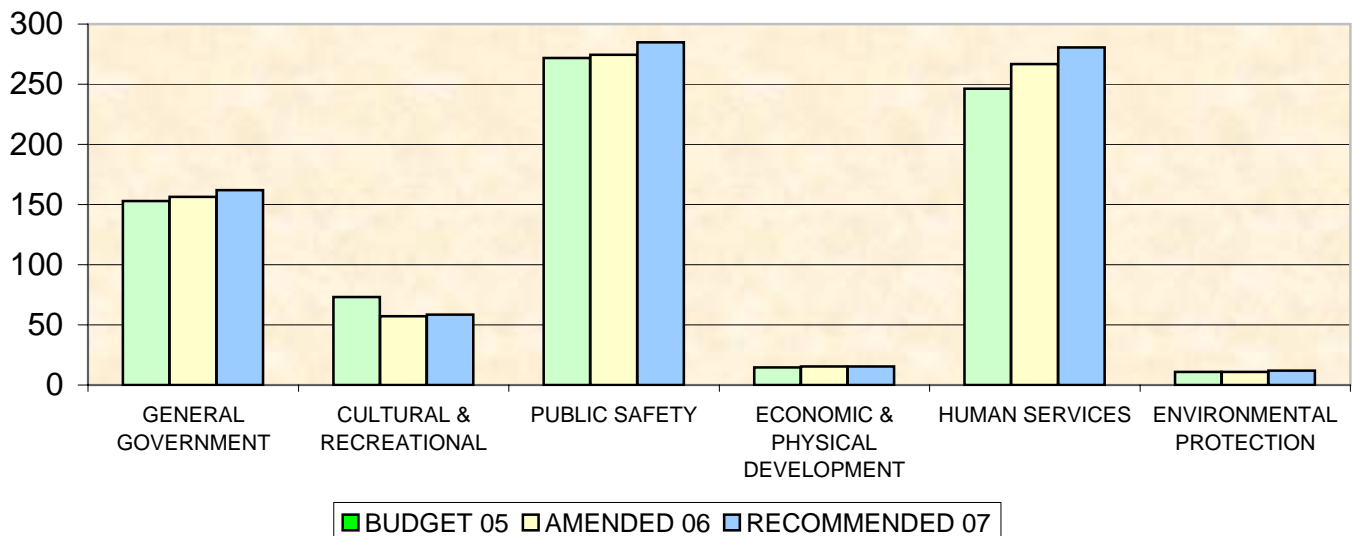
Following is a comparative summary of employee positions and their fulltime equivalents by service area and department for for the fiscal years 2005 through 2007. Explanations of exact changes are found in the respective Program Summaries.

	BUDGET FY 2005		AMENDED FY 2006		REQUESTED FY 2007		ADOPTED FY 2007		CHANGE	
	Positions	FTE's	Positions	FTE's	Positions	FTE's	Positions	FTE's	Positions	FTE's
<b><u>GENERAL GOVERNMENT</u></b>										
Board of Commissioners	7.5	3.500	7.5	3.500	7.5	3.500	7.5	3.500	0	0.00
County Manager	2.5	2.500	2.5	2.500	2.5	2.500	2.5	2.500	0	0.00
Legal	1	1.000	1	1.000	1	1.000	1	1.000	0	0.00
Communications and Outreach	2	2.000	2	2.000	4	4.000	4	4.000	2	2.00
Risk Management/Wellness			2	2.000	2	2.000	2	2.000	0	0.00
Human Resources	3	3.000	5	4.250	5	4.250	5	4.250	0	0.00
Tax Collector	10	10.000	10	10.000	10	10.000	10	10.000	0	0.00
County Assessor	30	30.000	29	29.000	33	31.680	33	31.680	4	2.68
Board of Elections	10	5.826	11	6.826	11	6.826	11	6.826	0	0.00
Register of Deeds	11	10.183	11	10.183	11	10.183	11	10.183	0	0.00
Finance	12	11.450	12	11.380	12	11.380	12	11.380	0	0.00
Information Technology Services	20	20.000	20	20.000	21	21.000	20	20.000	0	0.00
Grounds Maintenance	9	9.000	9	9.000	9	9.000	9	9.000	0	0.00
General Services Administration	3	3.000	3	3.000	3	3.000	3	3.000	0	0.00
Building Maintenance	9	9.000	9	9.000	10	10.000	9	9.000	0	0.00
Facility Services	32	26.875	32	26.750	33	27.750	32	26.750	0	0.00
Street Sign Maintenance	1	1.000	1	1.000	2	2.000	2	2.000	1	1.00
Fleet Maintenance	5	4.500	5	5.000	7	7.000	5	5.000	0	0.00
<b>TOTAL</b>	<b>168</b>	<b>152.834</b>	<b>172</b>	<b>156.389</b>	<b>184</b>	<b>167.069</b>	<b>179</b>	<b>162.069</b>	<b>7</b>	<b>5.68</b>
<b><u>CULTURAL &amp; RECREATIONAL</u></b>										
Recreation Administration	4	4.000	4	4.000	4	4.000	4	4.000	0	0.00
Parks Operations	32	9.373	31	9.516	31	10.510	31	10.510	0	0.99
Concord Library	29	22.668	29	22.964	30	23.444	29	22.964	0	0.00
Kannapolis Library	12	9.850	12	10.000	12	10.000	12	10.000	0	0.00
Mt. Pleasant Library	4	2.955	4	3.105	4	3.105	4	3.105	0	0.00
Harrisburg Library	7	5.585	8	6.210	8	6.210	8	6.210	0	0.00
County Fair	2	1.400	2	1.400	2	1.750	2	1.750	0	0.35
Arena and Events Center	31	17.398	0	0.000	0	0.000	0	0.000	0	0.00
<b>TOTAL</b>	<b>121</b>	<b>73.229</b>	<b>90</b>	<b>57.194</b>	<b>91</b>	<b>59.018</b>	<b>90</b>	<b>58.539</b>	<b>0</b>	<b>1.34</b>
<b><u>PUBLIC SAFETY</u></b>										
County Sheriff	108	108.000	110	110.000	115	115.000	110	110.000	0	0.00
Jail	62	59.177	62	59.177	62	59.177	62	59.177	0	0.00
Courts	2	0.961	2	0.961	2	0.961	2	0.961	0	0.00
Animal Control	10	10.000	10	10.000	10	10.000	10	10.000	0	0.00
Construction Standards	18.5	18.500	20	20.000	20	20.000	20	20.000	0	0.00
Emergency Management	6	6.000	5	5.000	5	5.000	5	5.000	0	0.00
Emergency Medical Services	95	65.102	95	65.102	101	75.500	101	75.500	6	10.40
Non-Emergency Transportation	7	4.193	7	4.193	7	4.193	7	4.193	0	0.00
<b>TOTAL</b>	<b>308.5</b>	<b>271.933</b>	<b>311</b>	<b>274.433</b>	<b>322</b>	<b>289.831</b>	<b>317</b>	<b>284.831</b>	<b>6</b>	<b>10.40</b>

## BUDGET SUMMARY

	BUDGET FY 2005		AMENDED FY 2006		REQUESTED FY 2007		ADOPTED FY 2007		CHANGE	
	Positions	FTE's	Positions	FTE's	Positions	FTE's	Positions	FTE's	Positions	FTE's
<b><u>ECONOMIC &amp; PHYSICAL DEVELOPMENT</u></b>										
Commerce	6	6.000	8	7.500	8	7.500	8	7.500	0	0.00
Community and Economic Development	2.5	2.500	2.5	2.500	2.5	2.500	2.5	2.500	0	0.00
Environmental Protection	3	3.000	2.5	2.500	2.5	2.500	2.5	2.500	0	0.00
Zoning Administration	3	3.000	3	3.000	3	3.000	3	3.000	0	0.00
<b>TOTAL</b>	<b>14.5</b>	<b>14.500</b>	<b>16</b>	<b>15.500</b>	<b>16</b>	<b>15.500</b>	<b>16</b>	<b>15.500</b>	<b>0</b>	<b>0.00</b>
<b><u>HUMAN SERVICES</u></b>										
Veterans Service	2	2.000	3	3.000	3	3.000	3	3.000	0	0.00
Transportation	38	25.163	38	25.163	30	29.160	30	29.160	-8	4.00
Extension Services - 4H Summer Fling	2	0.346	2	0.346	2	0.346	2	0.346	0	0.00
Extension Services - 4H SOS/PACK	14	3.434	13	3.876	13	3.876	13	3.876	0	0.00
Department of Social Services:										
Administration Op. & Support	15	15.000	15	15.000	16	16.000	15	15.000	0	0.00
Child Welfare Services	61	60.975	71	70.975	76	76.000	75	75.000	4	4.03
Child Support Services	18	18.000	18	18.000	21	21.000	20	20.000	2	2.00
Economic Services	61	61.000	67	67.000	71	71.000	70	70.000	3	3.00
CAP Program (Chore)	20	18.980	20	18.980	20	18.980	20	18.980	0	0.00
Adult and Family Services	24	24.000	27	27.000	28	28.000	28	28.000	1	1.00
Dept. of Aging:										
Senior Services	12	10.700	12	10.700	12	10.700	12	10.700	0	0.00
Nutrition Title IIIC	8	4.350	8	4.350	8	4.350	8	4.350	0	0.00
In-Home Services	6	2.250	6	2.250	6	2.250	6	2.250	0	0.00
<b>TOTAL</b>	<b>281</b>	<b>246.198</b>	<b>300</b>	<b>266.640</b>	<b>306</b>	<b>284.662</b>	<b>302</b>	<b>280.662</b>	<b>2</b>	<b>14.02</b>
<b><u>ENVIRONMENTAL PROTECTION</u></b>										
SWCD - Watershed	3	3.000	3	3.000	3	3.000	3	3.000	0	0.00
Landfill	6.5	6.500	6.5	6.500	7	7.000	7	7.000	0.5	0.50
Waste Reduction/Recycling	1.5	1.500	1.5	1.500	2	2.000	2	2.000	0.5	0.50
<b>TOTAL</b>	<b>11</b>	<b>11.000</b>	<b>11</b>	<b>11.000</b>	<b>12</b>	<b>12.000</b>	<b>12</b>	<b>12.000</b>	<b>1</b>	<b>1.00</b>
<b>GRAND TOTAL</b>	<b>904</b>	<b>769.694</b>	<b>900</b>	<b>781.156</b>	<b>931</b>	<b>828.08</b>	<b>916</b>	<b>813.601</b>	<b>16</b>	<b>32.44</b>

### Full Time Equivalent Positions



## BUDGET SUMMARY

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### PROGRAM FUNDING MATRIX

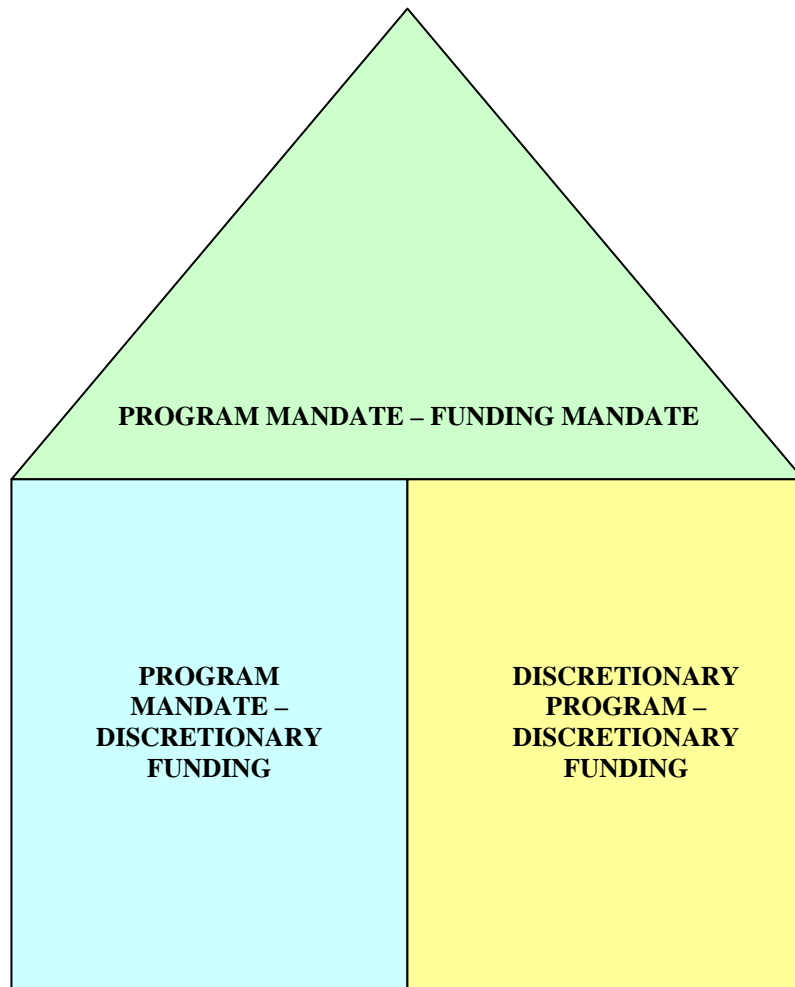
The matrix found on the following pages categorizes each County program (General Fund only) according to service and funding requirements.

*Mandated programs by the state or an agreement with required funding levels are shown in green.*

*Mandated programs with discretionary funding levels are shown in blue.*

*Discretionary programs with discretionary funding are shown in yellow.*

Information is presented in two formats: by funding requirement category (mandatory/discretionary) and by major function. The major function matrix also includes sources of funding and calculation of net tax rate equivalent for each program.



## GENERAL FUND PROGRAM FUNDING MATRIX

<div style="display: flex; align-items: center; gap: 10px;"> <div style="width: 20px; height: 10px; background-color: #90EE90; border: 1px solid black;"></div> Mandated service &amp; dollars  <div style="width: 20px; height: 10px; background-color: #00FFFF; border: 1px solid black;"></div> Mandated service - discretionary dollars  <div style="width: 20px; height: 10px; background-color: #FFFF00; border: 1px solid black;"></div> No mandate - discretionary service &amp; dollars         </div>				
Mandated / Discretionary	Program	FY 2007 Total Cost	County Cost	Other Cost
Mandated	Social Services-Aid to the Blind	11,470	11,470	0
Mandated	Social Services-Child Day Care	4,959,676	-	4,959,676
Mandated	Social Services-Child Foster Care & Adoption Assistance	2,867,400	1,658,368	1,209,032
Mandated	Social Services-Medicaid Assistance	6,074,972	6,074,972	0
Mandated	Social Services-Special Assistance for Adults	1,257,165	1,257,165	0
Mandated	Education-Debt Service	21,193,003	21,193,003	0
Mandated	Separation Allowance for Law Enforcement	392,503	392,503	0
Mandated	Unemployment Compensation	90,000	90,000	0
Mandated	Other Debt Service	4,240,163	4,240,163	0
	<b>Total Mandatory Service/Mandatory Funding</b>	<b>41,086,352</b>	<b>34,917,644</b>	<b>6,168,708</b>
Mandated	Register of Deeds	754,434	754,434	0
Mandated	Board of Commissioners	361,227	361,227	0
Mandated	Board of Elections	645,490	645,490	0
Mandated	General Services - Street Sign Maintenance	143,807	143,807	0
Mandated	Finance	859,731	859,731	0
Mandated	Legal Dept.	318,845	318,845	0
Mandated	Tax Assessor, land records, appraisal	2,047,265	2,047,265	0
Mandated	Tax Collector Administration	741,621	741,621	0
Mandated	Commerce-Construction Standards	1,530,693	1,530,693	0
Mandated	Courts-General Services Administration	289,640	(86,360)	376,000
Mandated	Emergency Management	811,027	811,027	0
Mandated	EMS	4,552,712	4,552,712	0
Mandated	Jail	4,864,798	4,864,798	0
Mandated	Sheriff	7,403,053	7,115,909	287,144
Mandated	Commerce-Environmental Protection	202,615	202,615	0
Mandated	Social Services-Administration & Other	2,261,384	2,189,675	71,709
Mandated	Social Services-Adult & Family Services	1,743,446	953,680	789,766
Mandated	Social Services-Child Support Services	1,113,493	(58,818)	1,172,311
Mandated	Social Services-Child Welfare Services	4,679,426	1,396,544	3,282,882
Mandated	Social Services-Economic Services	3,260,626	953,703	2,306,923
Mandated	Social Services-Emergency Assistance	447,998	300,000	147,998
Mandated	Transportation Services - Medicaid Transport	1,692,830 *	1,278,942	413,888
Mandated	Soil & Water Conservation District-Watershed Protection	26,300	26,300	0
Mandated	Soil & Water Conservation District	195,146	169,146	26,000
Mandated	Education-Capital Outlay	4,031,224	4,031,224	0
Mandated	Education-Current Expense	39,731,822	39,731,822	0
Mandated	Contribution to Cabarrus Health Alliance	3,801,147	3,801,147	0
Mandated	Medical Examiner	60,000	60,000	0
Mandated	Piedmont Behavioral Health Care-Mental Health/Substance Abuse/Developmental Disabilities	721,839	680,460	41,379
	<b>Total Mandatory Service/Discretionary Funding</b>	<b>89,293,639</b>	<b>80,377,639</b>	<b>8,916,000</b>

## GENERAL FUND PROGRAM FUNDING MATRIX

<b>Mandated / Discretionary</b>	<b>Program</b>	<b>FY 2007 Total Cost</b>	<b>County Cost</b>	<b>Other Cost</b>
Discretionary	Aging-In-Home Services	176,168	37,450	138,718
Discretionary	Aging-Nutrition	419,071	268,221	150,850
Discretionary	Aging-Senior Services	1,016,598	778,562	238,036
Discretionary	Animal Control	689,384	689,384	0
Discretionary	Cabarrus Juvenile Crime Prevention-Project Challenge	63,391	-	63,391
Discretionary	Cabarrus Juvenile Crime Prevention-Teen Court	46,458	-	46,458
Discretionary	Capital Improvement Program	1,253,500	1,253,500	0
Discretionary	Commerce-Community & Economic Development	263,384	162,977	100,407
Discretionary	Commerce-Economic Development Incentive Grants	355,370	355,370	0
Discretionary	Commerce-Planning-Subdivision & Zoning Control	713,379	713,379	0
Discretionary	Contributions to Other Funds-Arena Fund	808,447	808,447	0
Discretionary	Contributions to Other Funds-Capital Projects	11,838,214	11,838,214	0
Discretionary	Contributions to Other Funds-CDBG	45,000	45,000	0
Discretionary	Cooperative Extension	551,388	480,258	71,130
Discretionary	County Manager	384,098	384,098	0
Discretionary	Risk Management/Wellness	176,660	176,660	0
Discretionary	Delinquent Property Tax			
Discretionary	DJJDP New Programs Genesis	37,166	12,810	24,356
Discretionary	EMS - Non-emergency Transport	171,400	171,400	0
Discretionary	Forestry Service	49,297	49,297	0
Discretionary	General Services-Ground Maintenance, Fleet, Admin, Building Maintenance, Facility Maintenance	4,544,805	4,497,745	47,060
Discretionary	Human Resources	435,090	435,090	0
Discretionary	ITS	2,389,255	2,389,255	0
Discretionary	Libraries	2,432,115	2,239,708	192,407
Discretionary	Non Departmental Revenues		(54,000)	54,000
Discretionary	Lottery Funding Used for School Construction/Debt Service		(4,181,192)	4,181,192
Discretionary	Non-Departmental-Contingency	230,579	230,579	0
Discretionary	Non-Departmental-Other Benefits (Retiree Health Ins)	538,320	538,320	0
Discretionary	Non-Departmental-Salary Adjustments	350,000	350,000	0
Discretionary	Other Contributions-Arts Council	26,000	26,000	0
Discretionary	Other Contributions-Community Care	100,000	100,000	0
Discretionary	Other Contributions-Criminal Justice Partnership	120,390	-	120,390
Discretionary	Other Contributions-EDC	438,835	438,835	0
Discretionary	Other Contributions-Red Pig Property	30,000	30,000	0
Discretionary	Other Contributions-Sales Tax Fire Districts	830,000	830,000	0
Discretionary	Other Contributions-Special Olympics	43,408	43,408	0
Discretionary	Parks & Recreation	1,178,325	1,178,325	0
Discretionary	Public Assistance - Veterinarian Services	12,000	12,000	0
Discretionary	Communications and Outreach	374,306	374,306	0
Discretionary	Social Services-Adult Day Care	62,970	7,871	55,099
Discretionary	Social Services-Community Alternatives Program (CAP)	3,870,312	3,700,191	170,121
Discretionary	Veterans Services	187,792	185,792	2,000
	<b>Total Discretionary Service/Discretionary Funding</b>	<b>37,252,875</b>	<b>31,597,260</b>	<b>5,655,615</b>
	<b>GRAND TOTAL GENERAL FUND</b>	<b>167,632,866</b>	<b>146,892,543</b>	<b>20,740,323</b>
* Total includes mandated as well as discretionary services				

# GENERAL FUND PROGRAM FUNDING MATRIX

	Mandated service & dollars
	Mandated service - discretionary dollars
	No mandate - discretionary service & dollars

Mandated / Discretionary	Program	FY 2007 Total Cost	County Cost	Fees & Other	Sales Tax and Delinquent Property Tax	Property Taxes	Intergovt	Tax Rate Equivalent
GENERAL GOVERNMENT								
Mandated	Register of Deeds	754,434	754,434	3,040,900		(2,286,466)	0	(0.0154)
Mandated	Board of Commissioners	361,227	361,227			361,227	0	0.0024
Mandated	Board of Elections	645,490	645,490	1,000		644,490	0	0.0043
Mandated	General Services - Street Sign Maintenance	143,807	143,807	5,000		138,807	0	0.0009
Mandated	Finance	859,731	859,731	-		859,731	0	0.0058
Mandated	Legal Dept.	318,845	318,845			318,845	0	0.0021
Mandated	Tax Assessor, land records, appraisal	2,047,265	2,047,265	4,000		2,043,265	0	0.0137
Mandated	Tax Collector Administration	741,621	741,621	270,000		471,621	0	0.0032
Discretionary	County Manager	384,098	384,098			384,098	0	0.0026
Discretionary	Risk Management/Wellness	176,660	176,660	4,600		172,060	0	0.0012
Discretionary	General Services-Ground Maintenance, Fleet, Admin, Building Maintenance, Facility Maintenance	4,544,805	4,497,745	75,916		4,421,829	47,060	0.0297
Discretionary	Human Resources	435,090	435,090			435,090	0	0.0029
Discretionary	ITS	2,389,255	2,389,255	71,849		2,317,406	0	0.0156
Discretionary	Communications and Outreach	374,306	374,306	450,100		(75,794)	0	(0.0005)
Total		14,176,634	14,129,574	3,923,365		10,206,209	47,060	0.0687
CULTURE & RECREATION								
Discretionary	Libraries	2,432,115	2,239,708	93,000		2,146,708	192,407	0.0144
Discretionary	Parks & Recreation	1,178,325	1,178,325	206,900		971,425	0	0.0065
Total		3,610,440	3,418,033	299,900		3,118,133	192,407	0.0210
PUBLIC SAFETY								
Mandated	Commerce-Construction Standards	1,530,693	1,530,693	3,075,000		(1,544,307)	0	(0.0104)
Mandated	Courts-General Services Administration	289,640	(86,360)			(86,360)	376,000	(0.0006)
Mandated	Emergency Management	811,027	811,027	29,500		781,527	0	0.0053
Mandated	EMS	4,552,712	4,552,712	2,002,000		2,550,712	0	0.0172
Mandated	Jail	4,864,798	4,864,798	235,000		4,629,798	0	0.0311
Mandated	Sheriff	7,403,053	7,115,909	1,030,000		6,085,909	287,144	0.0409
Discretionary	Animal Control	689,384	689,384	12,000		677,384	0	0.0046
Discretionary	EMS - Non-emergency Transport	171,400	171,400	150,000		21,400	0	0.0001
Total		20,312,707	19,649,563	6,533,500		13,116,063	663,144	0.0882

# GENERAL FUND PROGRAM FUNDING MATRIX

Mandated / Discretionary	Program	FY 2007 Total Cost	County Cost	Fees & Other	Sales Tax and Delinquent Property Tax	Property Taxes	Intergovt	Tax Rate Equivalent
<b>ECONOMIC &amp; PHYSICAL DEVELOPMENT</b>								
Mandated	Commerce-Environmental Protection	202,615	202,615	80,000		122,615	0	0.0008
Discretionary	Commerce-Community & Economic Development	263,384	162,977	2,000		160,977	100,407	0.0011
Discretionary	Commerce-Economic Development Incentive Grants	355,370	355,370			355,370	0	0.0024
Discretionary	Commerce-Planning-Subdivision & Zoning Control	713,379	713,379	166,350		547,029	0	0.0037
<b>Total</b>		<b>1,534,748</b>	<b>1,434,341</b>	<b>248,350</b>		<b>1,185,991</b>	<b>100,407</b>	<b>0.0080</b>
<b>HUMAN SERVICES</b>								
Mandated	Social Services-Aid to the Blind	11,470	11,470			11,470	0	0.0001
Mandated	Social Services-Child Day Care	4,959,676	-	-		-	4,959,676	0.0000
Mandated	Social Services-Child Foster Care & Adoption Assistance	2,867,400	1,658,368			1,658,368	1,209,032	0.0112
Mandated	Social Services-Medicaid Assistance	6,074,972	6,074,972			6,074,972	0	0.0409
Mandated	Social Services-Special Assistance for Adults	1,257,165	1,257,165			1,257,165	0	0.0085
Mandated	Social Services-Administration	2,261,384	2,189,675			2,189,675	71,709	0.0147
Mandated	Social Services-Adult & Family Services	1,743,446	953,680	74,250		879,430	789,766	0.0059
Mandated	Social Services-Child Support Services	1,113,493	(58,818)			(58,818)	1,172,311	(0.0004)
Mandated	Social Services-Child Welfare Services	4,679,426	1,406,544	10,000		1,396,544	3,272,882	0.0094
Mandated	Social Services-Economic Services	3,260,626	953,703	127,772		825,931	2,306,923	0.0056
Mandated	Social Services-Emergency Assistance	447,998	300,000			300,000	147,998	0.0020
Mandated	Transportation Services - Medicaid Transport	1,692,830 **	1,278,942	408,600		870,342	413,888	0.0059
Discretionary	Aging-In-Home Services	176,168	37,450	1,500		35,950	138,718	0.0002
Discretionary	Aging-Nutrition	419,071	268,221	85,500		182,721	150,850	0.0012
Discretionary	Aging-Senior Services	1,016,598	778,562	147,400		631,162	238,036	0.0042
Discretionary	Cooperative Extension	551,388	480,258	140,283		339,975	71,130	0.0023
Discretionary	Social Services-Adult Day Care	62,970	7,871	-		7,871	55,099	0.0001
Discretionary	Social Services-Community Alternatives Program (CAP)	3,870,312	3,700,191	3,845,848		(145,657)	170,121	(0.0010)
Discretionary	Veterans Services	187,792	185,792			185,792	2,000	0.0012
<b>Total</b>		<b>36,654,185</b>	<b>21,484,046</b>	<b>4,841,153</b>		<b>16,642,893</b>	<b>15,170,139</b>	<b>0.1119</b>
<b>ENVIRONMENTAL PROTECTION</b>								
Mandated	Soil & Water Conservation District-Watershed Protection	26,300	26,300			26,300	0	0.0002
Mandated	Soil & Water Conservation District	195,146	169,146	-		169,146	26,000	0.0011
<b>Total</b>		<b>221,446</b>	<b>195,446</b>	<b>0</b>		<b>195,446</b>	<b>26,000</b>	<b>0.0013</b>
<b>EDUCATION</b>								
Mandated	Education-Capital Outlay	4,031,224	4,031,224			4,031,224	0	0.0271
Mandated	Education-Current Expense	39,731,822	39,731,822			39,731,822	0	0.2673
Mandated	Education-Debt Service	21,193,003	21,193,003			21,193,003	0	0.1426
<b>Total</b>		<b>64,956,049</b>	<b>64,956,049</b>	<b>0</b>	<b>0</b>	<b>64,956,049</b>	<b>0</b>	<b>0.4369</b>

# GENERAL FUND PROGRAM FUNDING MATRIX

Mandated / Discretionary	Program	FY 2007 Total Cost	County Cost	Fees & Other	Sales Tax and Delinquent Property Tax	Property Taxes	Intergovt	Tax Rate Equivalent
<b>OTHER PROGRAMS</b>								
Discretionary	Forestry Service	49,297	49,297			49,297	0	0.0003
Mandated	Separation Allowance for Law Enforcement	392,503	392,503			392,503	0	0.0026
Mandated	Unemployment Compensation	90,000	90,000			90,000	0	0.0006
Mandated	Contribution to Cabarrus Health Alliance	3,801,147	3,801,147			3,801,147	0	0.0256
Mandated	Medical Examiner	60,000	60,000			60,000	0	0.0004
Mandated	Piedmont Behavioral Health Care-Mental Health/Substance Abuse/Developmental Disabilities	721,839	680,460			680,460	41,379	0.0046
Discretionary	Capital Improvement Program	1,253,500	1,253,500			1,253,500	0	0.0084
Discretionary	Cabarrus Juvenile Crime Prevention-Teen Court	46,458	-			-	46,458	0.0000
Discretionary	Cabarrus Juvenile Crime Prevention-Project Challenge	63,391	-			-	63,391	0.0000
Discretionary	Contributions to Other Funds-CDBG	45,000	45,000			45,000		0.0003
Discretionary	Contributions to Other Funds-Capital Projects	11,838,214	11,838,214			11,838,214		0.0796
Discretionary	Contributions to Other Funds-Arena Fund	808,447	808,447			808,447		0.0054
Discretionary	Non-Departmental-Salary Adjustments	350,000	350,000			350,000		0.0024
Discretionary	Non-Departmental-Other Benefits (Retiree Health Ins)	538,320	538,320			538,320		0.0036
Discretionary	Non-Departmental-Contingency	230,579	230,579			230,579		0.0016
Discretionary	Other Contributions-Special Olympics	43,408	43,408			43,408		0.0003
Discretionary	Other Contributions-Arts Council	26,000	26,000			26,000		0.0002
Discretionary	Other Contributions-Community Care	100,000	100,000			100,000		0.0007
Discretionary	Other Contributions-Criminal Justice Partnership	120,390	-			-	120,390	0.0000
Discretionary	Other Contributions-EDC	438,835	438,835			438,835		0.0030
Discretionary	Other Contributions-Red Pig Property	30,000	30,000			30,000		0.0002
Discretionary	Other Contributions-Sales Tax Fire Districts	830,000	830,000		830,000	-		0.0000
Discretionary	Public Assistance - Veterinarian Services	12,000	12,000	10,000		2,000		0.0000
Discretionary	DJJDP New Programs Genesis	37,166	12,810			12,810	24,356	0.0001
	Non Departmental Revenues		(54,000)	1,293,524		(1,347,524)	54,000	(0.0091)
	Fund Balance appropriated		483,508	483,508		(483,508)		(0.0033)
	Unrestricted Sales Tax Revenues				33,075,226	(33,075,226)		(0.2225)
	Lottery Funding Used for School Construction/Debt Service		(4,181,192)			(4,181,192)	4,181,192	(0.0281)
	Delinquent Property Tax				1,871,050	(1,871,050)		(0.0126)
<b>Total</b>		<b>21,926,494</b>	<b>17,878,836</b>	<b>1,787,032</b>	<b>35,776,276</b>	<b>(20,167,980)</b>	<b>4,531,166</b>	<b>(0.1357)</b>
<b>DEBT SERVICE - OTHER</b>								<b>0.0000</b>
Mandated	Other Debt Service	4,240,163	4,240,163			4,240,163	0	0.0285
<b>Total</b>		<b>4,240,163</b>	<b>4,240,163</b>	<b>-</b>		<b>4,240,163</b>	<b>0</b>	<b>0.0285</b>
<b>TOTALS</b>		<b>167,632,866</b>	<b>147,386,051</b>	<b>17,633,299</b>	<b>35,776,276</b>	<b>93,492,967</b>	<b>20,730,323</b>	<b>0.6289</b>
* Additional costs included in Social Services and Mental Health budgets								
** Total includes mandated as well as discretionary services								



# FUND SUMMARIES

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## FUND TYPE AND ASSIGNMENT NUMBERS

The various funds of Cabarrus County are maintained in the fund types listed below. For more information on fund types and fund accounting, see "Fund Structure" in the Introduction section.

### GENERAL OPERATING FUND

001 General Fund

### SPECIAL REVENUE FUNDS

400 Emergency Telephone Fund  
410 Community Development Block Grant Fund  
420 Cabarrus Arena & Events Center Fund  
430 Fire Districts & Municipalities Fund  
450 Capital Reserve Fund  
451 Capital Reserve Fund - Utility  
460 Special Projects Fund  
461 Special Revenue – Sheriff's Dept Fund  
462 Adequate Facilities Fund  
531 Cabarrus Co Tourism Expendable Fund  
532 Dept of Aging Expendable Fund  
533 Parks & Rec Commission Expendable Fund  
534 Cannon Memorial Library Trust Fund

## CAPITAL PROJECTS FUNDS

320 Public School Capital Fund  
321 Public School Bond Fund  
330 School Construction Fund  
331 School Bond Fund  
340 Capital Projects Fund  
342 Justice Center Construction Fund  
343 Construction & Renovation Fund  
350 Installment Payment Revenue Bonds  
360-362 Certificates of Participation  
363 \$98 Million School Bond

## ENTRPRISE FUND

270 Landfill Fund

## INTERNAL SERVICE FUNDS

600 Workers' Compensation Fund  
610 Self-Insured Hospitalization

## TRUST AND AGENCY FUNDS

510 K Pugh Nonexpendable Trust Fund  
550 Pension Trust Fund



## FUND SUMMARIES

### GENERAL FUND

#### Expenditures by Service Area

	<b>Actual</b>	<b>Amended</b>	<b>Adopted</b>	<b>Percent</b>	<b>Percent of</b>
	<b><u>FY 05</u></b>	<b><u>FY 06</u></b>	<b><u>FY 07</u></b>	<b><u>Change</u></b>	<b><u>Total</u></b>
General Government	\$11,498,615	\$12,957,220	\$14,176,634	9.4%	8.6%
Cultural & Recreational	3,161,026	3,670,526	3,610,440	-1.6%	2.2%
Public Safety	16,922,520	19,514,319	20,312,707	4.1%	12.1%
Economic & Physical Development	5,613,149	5,533,204	1,534,748	-72.3%	0.9%
Human Services	32,540,390	37,004,904	37,388,024	1.0%	22.3%
Environmental Protection	179,450	223,166	221,446	-0.8%	0.1%
Education/School Debt	53,311,177	60,851,465	64,956,049	6.7%	38.7%
Other Programs	9,008,317	13,702,127	21,192,655	54.7%	12.6%
Other Debt Service	2,789,795	4,281,937	4,240,163	-1.0%	2.5%
<b>Total Expenditures</b>	<b>\$135,024,439</b>	<b>\$157,738,868</b>	<b>\$167,632,866</b>	<b>6.3%</b>	<b>100.0%</b>

#### Expenditures by Category

	<b>Actual</b>	<b>Amended</b>	<b>Adopted</b>	<b>Percent</b>	<b>Percent of</b>
<b>Expenditures</b>	<b><u>FY 05</u></b>	<b><u>FY 06</u></b>	<b><u>FY 07</u></b>	<b><u>Change</u></b>	<b><u>Total</u></b>
Personal Services	37,867,476	41,825,481	44,620,432	6.68%	26.6%
Operations	74,577,588	87,256,738	95,348,768	9.3%	56.9%
Capital Outlay	893,475	2,236,628	2,330,500	4.2%	1.4%
Debt Service	21,685,900	26,420,021	25,333,166	-4.1%	15.1%
<b>Total Expenditures</b>	<b>135,024,439</b>	<b>157,738,868</b>	<b>167,632,866</b>	<b>6.3%</b>	<b>100.0%</b>

#### Revenues by Category

	<b>Actual</b>	<b>Amended</b>	<b>Adopted</b>	<b>Percent</b>	<b>Percent of</b>
<b>Description</b>	<b><u>FY 05</u></b>	<b><u>FY 06</u></b>	<b><u>FY 07</u></b>	<b><u>Change</u></b>	<b><u>Total</u></b>
Ad Valorem Taxes	75,011,031	88,238,854	95,284,017	8.0%	56.8%
Other Taxes	28,691,642	28,630,000	34,435,226	20.3%	20.5%
Intergovernmental	16,215,599	17,220,415	20,730,323	20.4%	12.4%
Permits & Fees	5,419,106	5,353,203	6,254,250	16.8%	3.7%
Sales & Services	9,925,594	9,652,231	9,290,129	-3.7%	5.5%
Investment Income	887,758	700,000	1,033,524	47.6%	0.6%
Miscellaneous	819,211	252,966	65,040	-74.3%	0.1%
Other Financing Sources	427,050	7,691,199	540,357	-93.0%	0.4%
<b>Total Revenues</b>	<b>137,396,991</b>	<b>157,738,868</b>	<b>167,632,866</b>	<b>6.3%</b>	<b>100.0%</b>



## FUND SUMMARIES

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The General Fund budget totals \$167,632,866, a 6.3% increase over the FY 2006 amended budget.

### Revenues

Ad valorem (property) tax revenue has been based on a tax rate of \$0.6289 per \$100 of assessed valuation, a slight decrease over FY 2006. Total taxable property, excluding motor vehicles, is \$13,970,442,000, an increase of 4.6%. Motor vehicle taxable value decreased 2.9% to \$1,335,520,000. North Carolina General Statutes require that the estimated percentage of property tax collections cannot exceed the percentage of tax levy actually realized in cash for the preceding fiscal year. Based on that requirement, a collection rate of 89.52% was applied to tax calculations on motor vehicles and 98.46% on all other property. Property tax revenues, excluding motor vehicles, are estimated at \$86,490,005 or 9.3% over FY 2006. Motor vehicle taxes have been budgeted at \$7,002,962, or a 3.2% decrease from FY 2006. The decrease in motor vehicle collections is due to a change in the NC General Statute that staggers renewals of commercial vehicles throughout the calendar year, resulting in 70% of commercial vehicles being eligible for renewal during FY 2007.

Other revenue items included in this category include delinquent taxes and tax interest. Total revenues in this category have been budgeted at \$95,284,017, which represents an 8% increase above the current budget. All ad valorem budget estimates are based on actual value, along with current and prior year actual collection rates. Ad valorem taxes are budgeted only in the General Fund, and account for 55.4% of total revenue in the FY 2007 General Fund budget.

Sales tax is budgeted at \$33,905,226, a 20.6% increase above FY 2006. The increase is attributable to two factors. The first is growth in retail sales. The second is the method of distribution. Sales tax revenues are distributed among the local governments and fire districts based on their respective property tax levies as a proportion of the whole. The county property tax rate increased 10 cents in FY 2006, increasing its proportion of the countywide property tax levy relative to the other local governments. Thus, it will receive a larger portion of the total sales tax revenues distribution.

Overall, the Other Taxes category equals \$34,435,226, an increase of 20.3% over the current year budget. It accounts for 20.5% of the total budget.

Intergovernmental Revenue represents 12.4% of total revenues and consists primarily of state and federal grants for human services activities, but also includes other state and federal grants, and other governmental

revenues not related to grants. The FY 2007 budget of \$20,718,614 reflects a 20.3% increase over the current fiscal year budget. Beginning in FY 2007, NC Lottery revenues are being projected for use by the County in school construction, totaling \$4.2 million in the first year.

Permit and fee revenues are anticipated to rise 16.8% to \$6,254,250. Revenue generated within this category is primarily attributable to two sources: Register of Deeds fees for the recording and dissemination of records are projected to increase from \$2.4 million to \$3.0 million and Construction Standards building inspection fees are projected to rise from \$2.5 million to \$3.0 million. Several smaller fees make up the remainder. All budget estimates are based on prior and current year actuals. This category accounts for 3.7% of General Fund revenues.

Sales and Service revenues are derived from a wide variety of sources. They represent fees collected by various departments for goods and services rendered by them to the public, other departments of the government, or to other governments. Illustrative items within this category include various recreation program participation fees, deputy reimbursements, tax collection fees, ambulance fees and Medicaid case management reimbursement. Revenue in this category is projected to decrease by 3.7% from the amended FY 2006 budget. Total FY 2007 revenues are budgeted at \$9,290,129, or 5.5% of total General Fund budget. These revenues have been estimated based on prior and current year actuals.

Investment earnings are revenues earned on idle money held by the County for investment. Total General Fund investment income is expected to increase 47.6% above FY 2006 budgeted levels to \$1,033,524 or 0.6% of the budget. This increase is due to rising interest rates.

Miscellaneous revenues are those that are collected for various activities of the County that are not specific in nature or do not easily fit into another category. Included in this category are donations, grants from non-governmental entities, and the sale of fixed assets. The FY 2007 budget for miscellaneous revenues totals \$65,040 or 0.1% of General Fund budget. This budget is typically amended during the fiscal year to appropriate donations and grants as they are received.

Other Financing Sources include interfund transfers and fund balance appropriations. \$483,508 in fund balance was appropriated to be used for debt service in FY 2007, and \$56,849 is proposed for transfer from the E911 Fund for a recently approved GIS Addressing Coordinator within the IT Department.



## FUND SUMMARIES

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This category equals 0.1% of all revenues for FY 2007.

### Expenditures

The General Government Service area accounts for services provided by the County for the benefit of the public and the governmental body as a whole. This service area encompasses the Board of Commissioners, Legal Department, County Manager, Communications and Outreach, Human Resources, Risk Management/Wellness, Tax Collection and Administration, Board of Elections, Register of Deeds, Finance, Information Technology, and General Services. Spending in this service area is expected to increase 9.4% above FY 2006 amended levels to \$14,176,634. General Government spending comprises 8.5% of the total budget.

Programs experiencing significant increases during FY 2007 include Risk Management/Wellness, which proposes to expand services and programming to employees; Public Information, which has requested additional personnel and equipment for Channel 22 as well as the publication of an Annual Performance Report; and Building Maintenance, which has proposed numerous overdue facility improvement projects for FY 2007.

Culture and Recreation expenditures are those that provide County residents with opportunities and facilities for cultural, recreational and educational programs. Within the General Fund, these programs include County libraries and Parks and Recreation. A FY 2007 budget of \$3,610,440 represents a 1.6% decrease from the amended current year budget.

Public Safety spending funds services responsible for the safety and security of the public. Included in the Public Safety service area are the County Sheriff, Jail, Animal Control, Courts, Construction Standards, Emergency Management, Emergency Medical Services, and Non Emergency Transportation. Budgeted expenditures for FY 2007 total \$20,312,707 or a 4.3% increase beyond funded FY 2006 levels. A new program for \$450,000 was approved in Emergency Management to provide staffing assistance to volunteer fire departments. Public Safety spending equates to approximately 12.1% of the budget for next year.

Expenditures in the Economic and Physical Development service area provide for the orderly planning of growth and development within the County, along with incentives to drive economic growth. General Fund programs within the Economic and Physical Development service area budget include: Commerce, Community and Economic Development, Environmental Protection, Zoning Administration, and Economic Development

Incentives. Spending within this service area is projected to decrease approximately 72.3% to \$1,534,748. This decrease is primarily due to the fulfillment of economic development incentive obligations of Corning and Concord Mills.

Human Services expenditures are those with a purpose of promoting the general health and well being of the individuals within a community. At \$37,388,024, this budget accounts for 22.3% of the proposed General Fund spending for FY 2007. This spending level represents an increase of 1% above current year amended totals. The Human Services service area incorporates Veterans Services, Transportation, Cooperative Extension Service, Mental Health, Social Services and Aging.

By far the largest service area within the budget is Education / School Debt. This service area funds two public school systems and one community college. It also funds debt associated with the acquisition and construction of capital assets for the school systems and the community college. Total spending within this function is budgeted at \$64,956,049, an increase of 6.7% above the current year funding and 38.7% of all budgeted FY 2007 General Fund spending.

Other Program spending includes expenditures that are not attributable to one particular department or service, contributions to other agencies, contributions to other funds and capital improvement funding. The FY 2007 budget for Other Programs is proposed to increase by approximately 54.7% to \$21.2 million. This service area accounts for 12.6% of FY 2007 General Fund expenditures. While no funds are recommended for transfer to the Capital Reserve Fund, proposed funding for transfer to the Capital Projects Fund has increased in order to fund identified needs of the school systems and County facilities. Of this increase, \$6.5 million is associated with funding the school construction shortfall from the last bond referendum, offset partially by the use of \$4.2 million in NC Lottery revenues. An additional \$3.5 million is budgeted towards the first phase of a new bus garage requested by Cabarrus County Schools, using funds available due to the delay in the issuance of debt on the Sheriff's Office and Detention Center and the second half of the Schools' \$98 million bond package. Several critical projects within County government, including the purchase of a building for the Board of Elections and renovations to Frank Liske Park, have also been identified for immediate action.

Other Debt Service funds principal and interest payments on debt, other than school debt, for the acquisition and construction of capital assets. Funding of \$4,240,163 represents 2.5% of the FY 2007 budget, and is a 1.0% decrease from the current amended budget.



## FUND SUMMARIES

### SOLID WASTE MANAGEMENT (LANDFILL) FUND

#### Expenditures by Category

<b>Expenditures</b>	<b>Actual FY 05</b>	<b>Amended FY 06</b>	<b>Adopted FY 07</b>	<b>Percent Change</b>	<b>Percent of Total</b>
Personal Services	380,010	395,566	470,081	18.84%	25.50%
Operations	403,279	525,603	785,573	49.46%	42.61%
Capital Outlay	0	356,600	588,000	64.89%	31.89%
<b>Total Expenditures</b>	<b>783,289</b>	<b>1,277,769</b>	<b>1,843,654</b>	<b>44.29%</b>	<b>100.00%</b>

#### Revenues by Category

<b>Description</b>	<b>Actual FY 05</b>	<b>Amended FY 06</b>	<b>Adopted FY 07</b>	<b>Percent Change</b>	<b>Percent of Total</b>
Other Taxes	55,792	55,000	55,000	0.0%	3.0%
Permits & Fees	16,622	17,500	17,500	0.0%	0.9%
Sales & Service	873,890	952,800	1,710,832	79.56%	92.8%
Interest on Investments	102,014	-	-	-	-
Miscellaneous	12	-	-	-	-
Other Funding Sources	-	252,469	60,322	-76.10%	3.3%
<b>Total Revenues</b>	<b>1,048,330</b>	<b>1,277,769</b>	<b>1,843,654</b>	<b>44.29%</b>	<b>100.0%</b>

The Solid Waste Management (Landfill) Fund budget totals \$1,843,654 which represents an increase of 44.29% above current year.

Landfill and Waste Reduction Programs constitute the Solid Waste Fund. In FY 2007 Solid Waste franchise fees and disposal tax on white goods remain flat, as do tire disposal fees. Recycling revenues are projected to increase by 9.1% and tipping fees are projected to increase by 91.6%, due to continued receipt of construction and demolition debris from the former Pillowtex site.

In FY 2006, \$252,469 in unreserved fund balance was used in support of a CIP project to construct a new Maintenance Facility. This facility will be used to maintain and repair landfill equipment and will also provide employees with shelter, restrooms and a break area.

Additional funding is proposed in FY 2007 for the hiring of an additional Recycling Technician position, two pieces of Landfill equipment slated for replacement, a study of the entrance and scale house design, and a white goods truck.



## FUND SUMMARIES

### CABARRUS ARENA AND EVENTS CENTER FUND

#### Expenditures by Category

<b>Expenditures</b>	<b>Actual FY 05</b>	<b>Amended FY 06</b>	<b>Adopted FY 07</b>	<b>Percent Change</b>	<b>Percent of Total</b>
Personal Services	838,731	101,510	105,516	3.95%	7.12%
Operations	1,512,604	2,697,437	1,377,370	-48.94%	92.88%
Capital Outlay	20,365	0	0	-	0.00%
<b>Total Expenditures</b>	<b>2,371,700</b>	<b>2,798,948</b>	<b>1,482,886</b>	<b>-47.02%</b>	<b>100.00%</b>

#### Revenues by Category

<b>Description</b>	<b>Actual FY 05</b>	<b>Amended FY 06</b>	<b>Adopted FY 07</b>	<b>Percent Change</b>	<b>Percent of Total</b>
Sales & Service	1,585,927	1,941,062	567,439	-70.8%	38.3%
Interest on Investments	5,481	5,000	-	100.0%	-
Miscellaneous	14,715	1,500	7,000	366.7%	0.5%
Other Funding Sources	837,385	851,386	908,447	6.7%	61.2%
<b>Total Revenues</b>	<b>2,443,508</b>	<b>2,798,948</b>	<b>1,482,886</b>	<b>-47.0%</b>	<b>100.0%</b>

The FY 2007 Arena and Events Center Fund budget is expected to decrease by 47.0% as the Arena completes its move to a privately managed facility. This fund accounts for revenues and expenditures related to the Arena and Events Center, and the County Fair.

In May 2005, the County signed a contract with SMG, a management company, to oversee and manage the Arena and Events Center (not including the County Fair). An on-site general manager was recruited. In FY 2006, all costs related to the Arena and Events center have been consolidated into one cost center. For FY 2007, a contribution to SMG in the amount of \$921,848 is the only budgeted

expense. The Arena and Events Center receives a contribution of \$100,000 from the Tourism Fund, and a proposed contribution of \$808,447 from the General Fund.

In the County Fair cost center, spending is projected to increase by 26% in FY 2007, with revenues from gate passes and carnival rides supporting the increase. Items to note include increased funds for payments made to prize winners (based on number of potential categories) and increased spending for the purchase of entertainment acts and rides.



## FUND SUMMARIES

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### TOURISM FUND

#### Expenditures by Category

<b>Expenditures</b>	<b>Actual FY 05</b>	<b>Amended FY 06</b>	<b>Recommended FY 07</b>	<b>Percent Change</b>	<b>Percent of Total</b>
Personal Services	274,782	315,145	329,976	4.7%	30.9%
Operations	855,111	805,661	736,740	-8.5%	69.1%
Capital Outlay	0	0	0	0	0
<b>Total Expenditures</b>	<b>1,129,893</b>	<b>1,120,806</b>	<b>1,066,716</b>	<b>-4.8%</b>	<b>100.0%</b>

#### Revenues by Category

<b>Description</b>	<b>Actual FY 05</b>	<b>Amended FY 06</b>	<b>Adopted FY 07</b>	<b>Percent Change</b>	<b>Percent of Total</b>
Other Taxes	1,000,379	970,506	1,030,590	6.2%	96.6%
Sales & Service	22,346	20,800	23,026	10.7%	2.2%
Interest on Investments	13,810	9,000	13,100	-45.6%	1.2%
Miscellaneous	354	500	-	-	-
Other Funding Sources	-	120,000	-	-100.0%	-
<b>Total Revenues</b>	<b>1,036,889</b>	<b>1,120,806</b>	<b>1,066,716</b>	<b>-4.8%</b>	<b>100.0%</b>

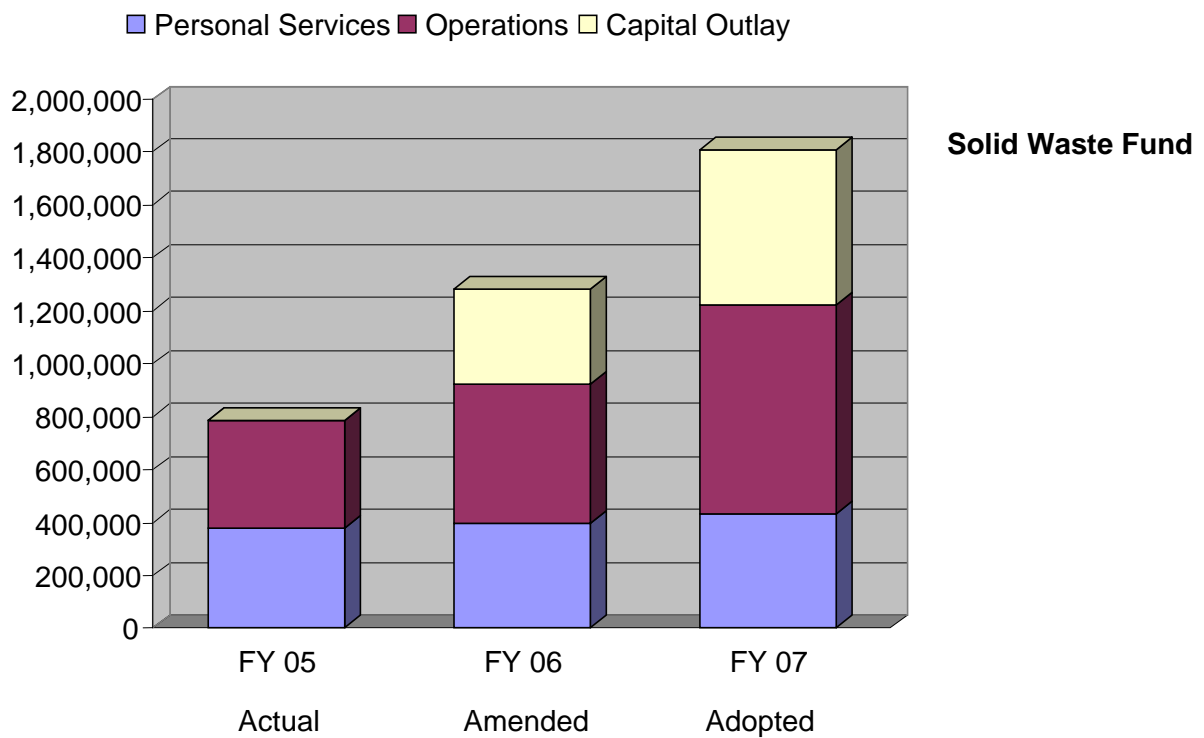
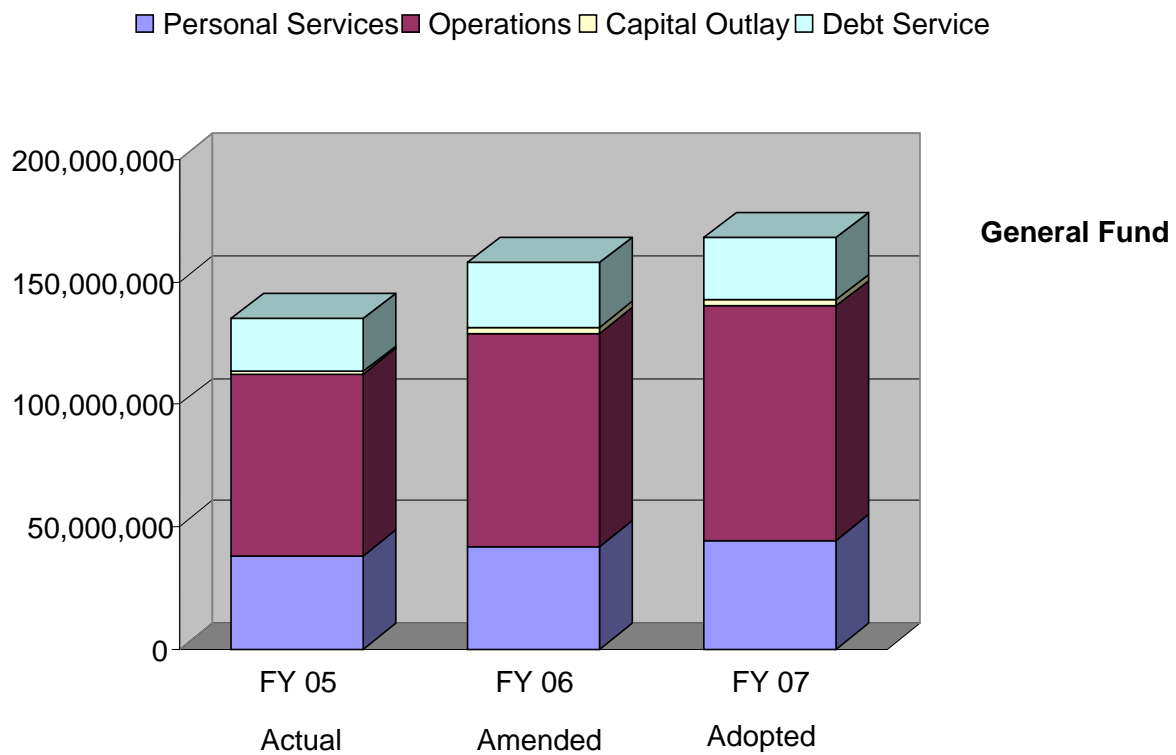
The Tourism Fund budget is proposed to decrease approximately 4.8% to \$1,066,716.

The primary source of revenue in the Tourism Fund budget is Occupancy Tax. The tax rate remains the same, but growth of 6.2% is projected. The proposed FY 2007 budget does not include the use of any fund balance. Expenditures reflect a reduction of approximately \$75,000 in marketing activities from the amended FY 2006 budget.

The FY 2005 actual budget included a one-time contribution of \$92,000 to the Arena Capital Project Fund for the purchase of basketball flooring and scoreboards. This expense does not occur in FY 2006 or FY 2007.

## FUND SUMMARIES

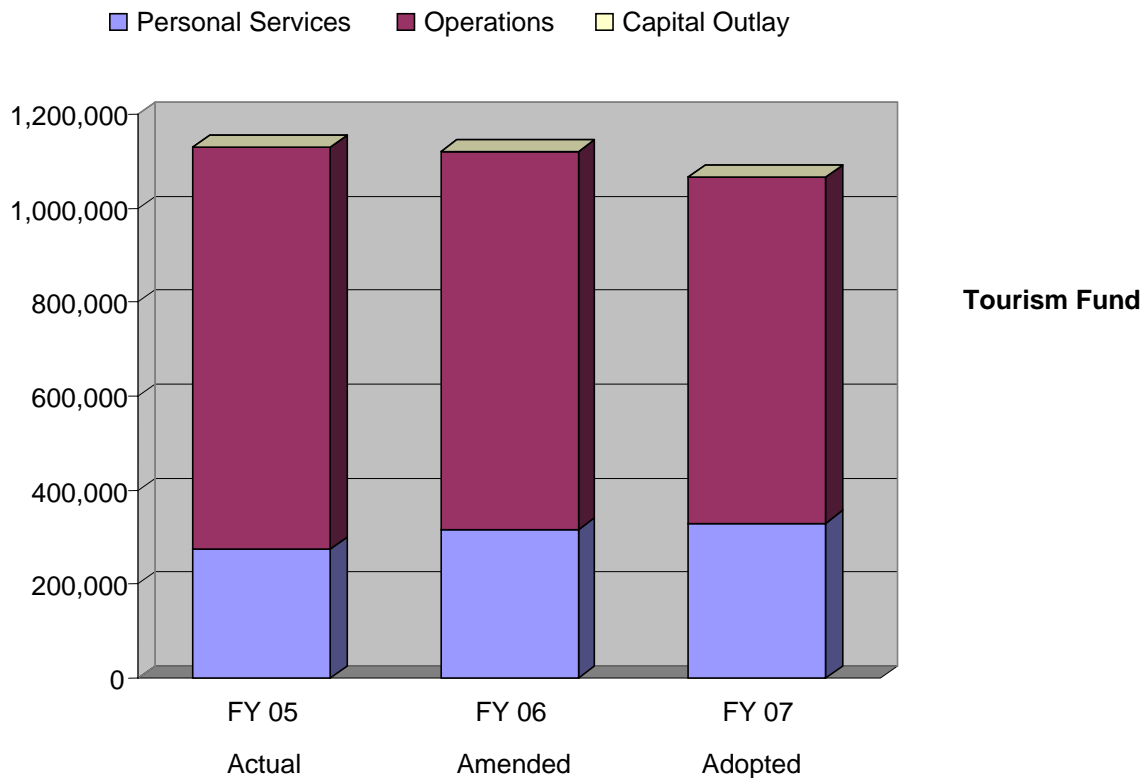
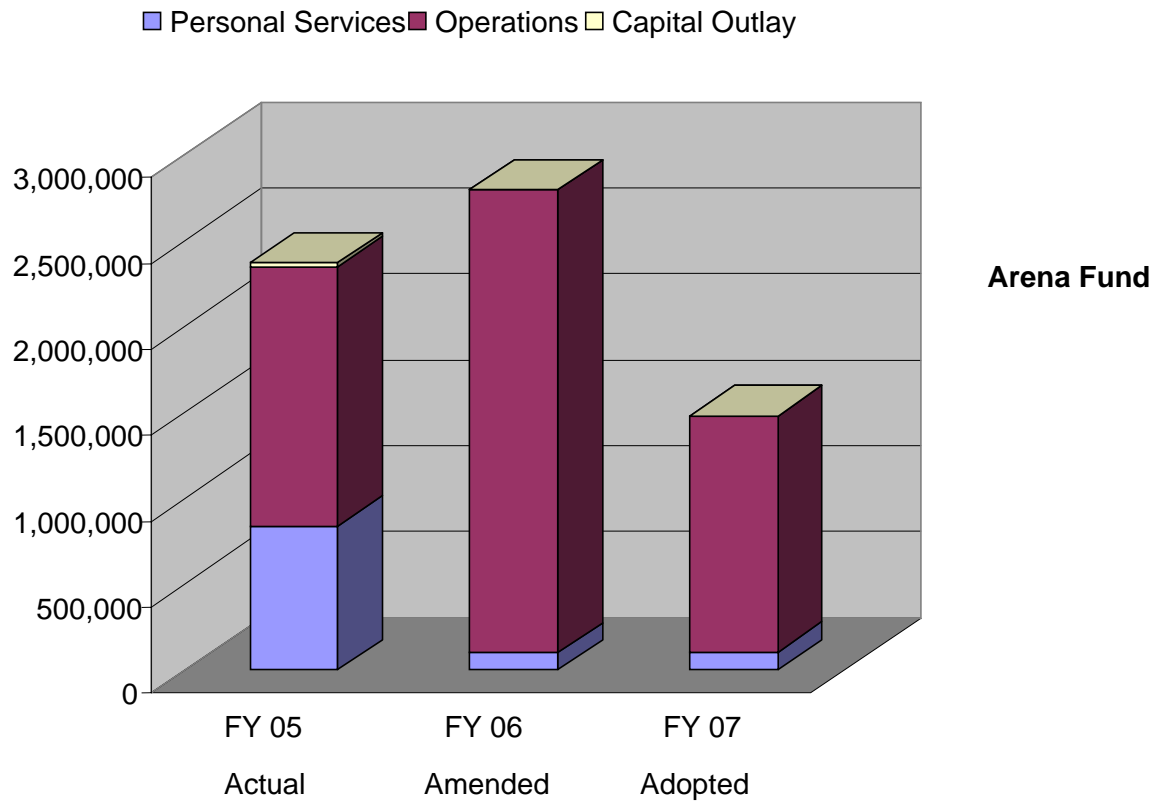
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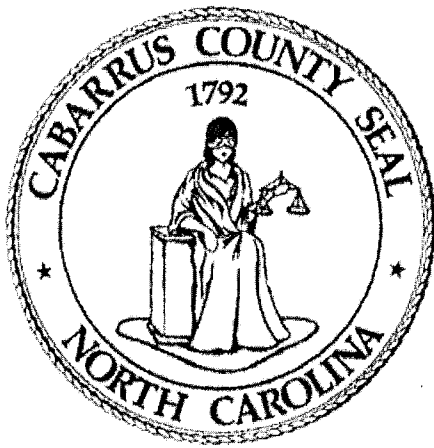




## FUND SUMMARIES

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## **FIVE YEAR FINANCIAL PLAN**

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

The forecast uses the FY 2006 budget as a starting point for both revenues and expenditures in 2007. Similarly, forecasts for subsequent years rely on the previous year's revenues and expenditures for their starting points. Increases and decreases in revenues and expenditures are itemized for each year.

### **The General Fund**

Proceeds from ad valorem (property) taxes provide over half the revenue in the general fund. Projections are based on a tax rate of \$0.6289 per \$100 of assessed valuation for the entire five year period, a slight decrease from the rate in effect for FY 2006. Total revenues in this category have been budgeted at \$95,284,017 for FY 2007, which represents an 8 percent increase over FY 2006. Proceeds in subsequent years are estimated to grow at a rate between 3 percent and 5 percent, except FY 2009, when a countywide property revaluation is expected to increase the tax base by 20 percent.

Fiscal Year 2007 sales tax revenue is budgeted at \$33.6 million, a 10.8 percent increase above estimated FY 2006 receipts. The increase is attributable to two factors. The first is growth in retail sales. The second is the method of distribution. Sales tax revenues are distributed among the local governments and fire districts based on their respective property tax levies as a proportion of the whole. The county property tax rate increased 10 cents in FY 2006, increasing its proportion of the countywide property tax levy relative to the other local governments. Thus, it will receive a larger portion of the total sales tax revenues distribution.

In subsequent years, sales tax growth is projected at 4 percent.

Distribution of revenue from the new North Carolina Education Lottery to counties will begin in FY 2007. These revenues may only be used for public school capital projects. The receipt of \$4,181,192 is expected in FY2007 - \$3,638,604 for Cabarrus County Schools and \$542,588 for Kannapolis City Schools. Lottery revenues in subsequent years are estimated to grow at 2 percent each year.

In FY 2007, lottery proceeds are proposed to be used to help meet an \$8.5 million funding shortfall on current school construction projects associated with the 2004 school bond referendum. In future years, the use of lottery proceeds is proposed for the purchase of land, school debt service, and for architecture fees for future construction

and renovation projects for schools. This will aid in reducing the amount of debt the County incurs for school construction.

From an expenditure perspective, increases are driven primarily by increased school current expense spending and increased debt service, which grows from 15 percent of general fund expenses in FY 2007 to 23 percent in FY 2011. New debt service is added in FY 2007 and FY 2008 for the Sheriff's Office and Detention Center and the second sale of bonds from the \$98 million School Bond Package of 2004. In FY 2009, new debt service is added on an estimated \$64 million in new school construction debt. This will be followed by debt issuances in FY 2010 of \$60 million and \$46 million in FY 2011. The total of \$170 million will fund the construction of two elementary schools, one middle school, one high school, and one alternative high school. Also included are renovations and additions to four existing schools.

Other annual expenditure increases are attributed to salary and benefit costs, along with expected growth in operating expenses.

After several years of meager capital spending, the Five Year Plan calls for increased capital improvement funding for necessary and long-overdue projects. A detailed schedule and description of these projects is found in the CIP beginning on Page 59.

The spending levels specified in the Five Year Financial Plan are prudent and meet the needs of the county and the school systems while still maintaining adequate general fund reserves. Board policy calls for a minimum unreserved fund balance equal to 15 percent of general fund expenses. This financial plan adheres to that policy, with levels ranging from 19.1 percent in FY 2007 to 15.1 percent in FY 2011 (Board policy also calls for excess fund balance above 15 percent to be transferred to the capital reserve fund to aid in more pay-as-go projects and reduce the reliance on debt financing).

### **The Solid Waste Fund**

Landfill and Waste Reduction Programs constitute the Solid Waste Fund. In FY 2007 Solid Waste franchise fees and disposal tax on white goods remain flat, as do tire disposal fees. Recycling revenues are projected to increase by 9.1 percent and tipping fees are projected to increase by 91.6 percent due to continued receipt of construction and demolition debris from the former Pillowtex site. In addition, \$60,322 is recommended for appropriation from fund balance in FY 2008 to complete needed capital purchases.

For FY 2007, revenues are projected to increase by 41.5 percent. After completion of the demolition and disposal of construction and demolition debris from the former Pillowtex site, revenues are projected to return to pre-2006 levels, with annual increases of 5 percent expected.



## FIVE YEAR FINANCIAL PLAN

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Operating expenses are budgeted to increase 49.4 percent to \$1,262,654. This increase is driven primarily by the purchase of a white goods truck and the placement of \$205,000 in contingency for a new scale house and study on reconfiguring landfill entrance. In ensuing fiscal years, small increases have been projected in salaries and benefits, as well as operational costs. No new capital projects are included after FY 2007.

Current projections indicate that a surplus will be generated in each of fiscal years from 2008 to 2011.

### **The Arena and Events Center Fund**

This fund accounts for revenues and expenditures related to the Arena and Events Center and the Cabarrus County Fair. Expenditures in the Arena and Events Center Fund are expected to decrease by approximately 47 percent to \$1,482,886, as the Arena completes the transition to a privately managed facility.

In May 2005, SMG, an arena management company, was hired to oversee and manage the Arena and Events Center (excluding the County Fair). Beginning in FY 2006, all costs related to the Arena and Events center were consolidated into one cost center.

For FY 2007, expenses for the County Fair and a contribution to SMG are the only budgeted expenses. Revenues for the County Fair are projected to increase 10 percent each year from FY 2007 until FY 2011, resulting in a surplus of revenues over expenditures. In addition to the proceeds from the County Fair, the Arena and Events Center will receive a contribution of \$100,000 from the Tourism Fund and an \$808,447 contribution from the General Fund during FY 2007. The General Fund contribution amount is \$81,507 higher than in FY 2006, as Fair proceeds are not projected to equal those generated last year.

In subsequent years, the General Fund contribution to the Arena decreases dramatically, as a result of increased proceeds from the County Fair and smaller operating deficit for the Arena

## Cabarrus County

### Five Year Financial Plan, General Fund

<b>Budgeted Revenues for:</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>
Estimated operating revenues from previous fiscal year	\$ 154,770,569	\$ 167,149,358	\$ 173,895,027	\$ 197,103,653	\$ 204,957,021
Growth due to Revaluation (20%)	-	-	16,326,487	-	-
Annual Natural Growth in Property Tax Revenues	3,165,725	3,472,273	3,546,845	4,328,237	4,488,882
Growth in Register of Deeds Fees	672,300	400,000	300,000	300,000	300,000
Growth in Other Revenues	550,285	675,000	750,000	850,000	950,000
Growth in Building Inspections Revenues	228,747	240,000	250,000	260,000	270,000
Growth in Ambulance Revenues	200,000	210,000	220,000	230,000	240,000
Increase in Interest on Investments	333,524	200,000	200,000	200,000	200,000
Lottery Proceeds (schools)	4,181,192	83,624	85,296	87,002	88,743
Growth in Sales Tax Revenues - approx. 4% Annually	1,341,489	1,464,772	1,529,998	1,598,129	1,669,294
Change in Sales Tax Revenues due to allocation change	1,705,527	-	-	-	-
<b>Total Revenues</b>	<b>167,149,358</b>	<b>173,895,027</b>	<b>197,103,653</b>	<b>204,957,021</b>	<b>213,163,940</b>
<b>Budgeted Expenditures for:</b>					
Estimated operating expenditures from previous fiscal year	145,373,219	150,497,152	168,668,019	182,099,563	197,938,580
RCCC Current Expense Funding	257,654	79,653	83,635	87,817	92,208
School Current Expense Funding:					
Current Operations	2,864,309	2,448,902	2,482,061	2,462,365	2,705,249
Building and Grounds Maintenance	507,483	694,335	728,901	765,888	804,438
Opening New Schools	-	4,000,000	-	3,000,000	1,000,000
New Debt Service (estimated)					
GO Bonds - Schools (\$48 million)	1,243,842	3,193,458	-	-	-
Sheriff's Office and Detention Center (\$70 million)	1,620,000	4,844,300	-	-	-
Next School Debt Issue for FY 2009 (\$64 million)	-	-	6,400,000	-	-
Next School Debt Issue for FY 2010 (\$60 million)	-	-	-	6,000,000	-
Next School Debt Issue for FY 2011 (\$46 million)	-	-	-	-	4,600,000
Retirement of Debt Service	(2,419,167)	(556,553)	(708,529)	(490,794)	(1,126,790)
Fulfilled/Added Incentive Grants	(3,492,630)	-	-	(81,830)	(807,650)
Salaries and Benefits:					
COLA (3%) and Merits	1,834,533	2,669,233	2,773,310	2,873,626	2,961,083
New Positions inclusive of all benefits	613,118	400,000	400,000	400,000	400,000
New Positions inclusive of all benefits - EMS Shift	257,490	-	273,171	-	-
Misc. Increases in Operational Expenditures	89,104	252,000	1,000,000	800,000	600,000
Grant for Fire department Staff	450,000				
Building Maintenance Repairs	213,052	200,000	200,000	200,000	200,000
Increase in Public Assistance	223,560	50,000	60,000	70,000	80,000
Additional Commissioners Contingency Appropriation	230,579	(230,579)	-	-	-
Change in Contribution to Cabarrus Arena & Events Center	81,507	(63,401)	(25,000)	(25,000)	(25,000)
Jail Inmate Transportation Cost Increase	374,600	-	(435,000)	(432,000)	-
Additional Cabarrus Health Alliance contribution due to population growth	174,899	189,519	198,995	208,945	219,392
<b>Total Operating Expenditures</b>	<b>150,497,152</b>	<b>168,668,019</b>	<b>182,099,563</b>	<b>197,938,580</b>	<b>209,641,511</b>
<b>Funding for Capital Projects</b>					
Capital Improvement Plan	17,135,714	5,226,595	9,901,293	6,363,511	2,548,409
Contribution to Capital Reserve Fund	-	-	4,900,000	-	-
<b>Total Expenditures</b>	<b>\$ 167,632,866</b>	<b>\$ 173,894,614</b>	<b>\$ 196,900,856</b>	<b>\$ 204,302,091</b>	<b>\$ 212,189,920</b>
Revenues over (under) Expenditures	(483,508)	413	202,797	654,930	974,020
<b>Estimated Unreserved Fund Balance as a % of Current Budget</b>	<b>\$ 32,098,002</b> 19.1%	<b>\$ 32,098,415</b> 18.5%	<b>\$ 32,301,211</b> 16.4%	<b>\$ 32,956,141</b> 16.1%	<b>\$ 33,930,161</b> 16.0%
Property Tax Rate	.6289/100	.6289/100	.6289/100	.6289/100	.6289/100
Total Debt Service Payments	\$ 25,433,164	\$ 32,868,633	\$ 38,560,104	\$ 44,069,310	\$ 48,942,521
Total Debt Service Payments as a % of Budget	15.17%	18.90%	19.58%	21.57%	23.07%

**Cabarrus County**  
**Five Year Financial Plan, Solid Waste**

	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>
<b><u>Budgeted Revenues for:</u></b>					
Estimated operating revenues from previous fiscal year	\$ 1,253,279	\$ 1,783,332	\$ 1,303,332	\$ 1,359,048	\$ 1,417,549
Increase in revenues FY 2007 - 41.5%	530,053				
Increase in revenues FY 2008-2011(less Pillowtex disposal in 2008)		(480,000)	55,716	58,501	61,426
<b>Total Operating Revenues</b>	<u>1,783,332</u>	<u>1,303,332</u>	<u>1,359,048</u>	<u>1,417,549</u>	<u>1,478,975</u>
Retained earnings appropriated	60,322	-	-	-	-
<b>Total Revenues</b>	<u><u>1,843,654</u></u>	<u><u>1,303,332</u></u>	<u><u>1,359,048</u></u>	<u><u>1,417,549</u></u>	<u><u>1,478,975</u></u>
<b><u>Budgeted Expenses for:</u></b>					
Estimated operating expenses from previous fiscal year	947,001	1,262,654	961,379	990,883	1,021,187
New Recycling Technical position	27,175				
COLA of 3% (salaries & benefits)	11,867	12,223	12,590	12,967	13,356
Purchase of white goods truck	125,000	(125,000)	-	-	-
Decrease in engineering services	(70,000)				
Contingency	205,000	(205,000)			
Misc increases in operating costs -2.5%	16,611	16,502	16,914	17,337	17,770
<b>Total Operating Expenses</b>	<u>1,262,654</u>	<u>961,379</u>	<u>990,883</u>	<u>1,021,187</u>	<u>1,052,314</u>
<b><u>Funding for Capital Purchases</u></b>					
Capital Improvement Plan	560,000	-	-	-	-
Capital Outlay	21,000	-	-	-	-
<b>Total Expenses</b>	<u><u>\$ 1,843,654</u></u>	<u><u>\$ 961,379</u></u>	<u><u>\$ 990,883</u></u>	<u><u>\$ 1,021,187</u></u>	<u><u>\$ 1,052,314</u></u>
Surplus	-	341,953	368,165	396,362	426,661
<b>Estimated Net Assets</b>	<b>\$ 3,385,921</b>	<b>\$ 3,727,874</b>	<b>\$ 4,096,039</b>	<b>\$ 4,492,401</b>	<b>\$ 4,919,063</b>

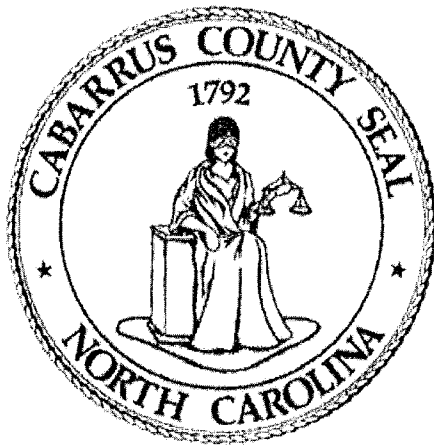
**Cabarrus County**  
**Five Year Financial Plan, Cabarrus Arena & Events Center Fund**

**County Fair**

	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>
<b><u>Budgeted Revenues for:</u></b>					
Estimated operating revenues from previous fiscal year	\$ 521,757	\$ 574,439	\$ 631,839	\$ 695,023	\$ 764,525
Increase in revenues	52,682	57,400	63,184	69,502	76,453
<b>Total Operating Revenues</b>	<u>574,439</u>	<u>631,839</u>	<u>695,023</u>	<u>764,525</u>	<u>840,978</u>
Fund Balance Appropriated	-	-	-	-	-
<b>Total Revenues</b>	<u><b>574,439</b></u>	<u><b>631,839</b></u>	<u><b>695,023</b></u>	<u><b>764,525</b></u>	<u><b>840,978</b></u>
<b><u>Budgeted Expenditures for:</u></b>					
Estimated operating expenditures from previous fiscal year	441,288	561,038	578,744	597,003	615,833
COLA-salary & benefits 3% all years	3,573	3,680	3,791	3,904	4,021
Increase (decrease) in operational expenditures:	116,177	14,026	14,469	14,925	15,396
<b>Total Operating Expenditures</b>	<u>561,038</u>	<u>578,744</u>	<u>597,003</u>	<u>615,833</u>	<u>635,250</u>
<b><u>Funding for Capital Purchases</u></b>					
Capital Outlay	-	-	-	-	-
<b>Total Expenditures</b>	<u><b>\$ 561,038</b></u>	<u><b>\$ 578,744</b></u>	<u><b>\$ 597,003</b></u>	<u><b>\$ 615,833</b></u>	<u><b>\$ 635,250</b></u>
<b>Surplus</b>	<b>13,401</b>	<b>53,095</b>	<b>98,020</b>	<b>148,692</b>	<b>205,728</b>

**Arena and Events Center**

	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>
<b><u>Budgeted Revenues for:</u></b>					
Contribution to the Arena from the General Fund	808,447	705,341	635,449	559,813	477,819
Contribution to the Arena from the CVB	100,000	100,000	100,000	100,000	100,000
<b>Total Contribution Revenues</b>	<b>908,447</b>	<b>805,341</b>	<b>735,449</b>	<b>659,813</b>	<b>577,819</b>
Surplus from the County Fair (shown above)	13,401	53,095	98,020	148,692	205,728
<b>Total Revenues</b>	<u><b>921,848</b></u>	<u><b>858,436</b></u>	<u><b>833,469</b></u>	<u><b>808,505</b></u>	<u><b>783,547</b></u>
<b><u>Budgeted Expenditures for:</u></b>					
Contribution to the Arena - SMG	921,848	858,447	833,447	808,447	783,447
<b>Total Expenditures</b>	<u><b>921,848</b></u>	<u><b>858,447</b></u>	<u><b>833,447</b></u>	<u><b>808,447</b></u>	<u><b>783,447</b></u>
<b>Total Fund Surplus</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Estimated Unreserved Fund Balance</b>	<u><b>\$ 586,190</b></u>	<u><b>\$ 586,190</b></u>	<u><b>\$ 586,190</b></u>	<u><b>\$ 586,190</b></u>	<u><b>\$ 586,190</b></u>





## CAPITAL IMPROVEMENT PROGRAM

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

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

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

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

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

A review of FY 2007 planned capital projects and available revenue sources reveals that \$17,135,714 spending from the General Fund will be required to implement these projects. The most significant item of spending is \$6.5 million needed to fund a \$9.3 million construction shortfall experienced by both school systems in the \$98 million bond package. Without the construction shortfall funding, General Fund spending is projected to vary from \$4.5 million to \$9.9 million in each of the subsequent years covered by the CIP and the Five Year Plan.

The largest increase in future operating budgets, the CIP, and the Five Year Plan will be in debt service to fund school construction and the new Sheriff's Office and Detention Center. Some of this will be offset by the retirement of existing debt. Additional facilities, such as the Board of Elections office and the proposed EMS station, will impact operational costs, particularly in the areas of maintenance and utilities costs. The addition/expansion of parks and recreational facilities will also impact these areas.



# CAPITAL IMPROVEMENT PROGRAM

## CABARRUS COUNTY CAPITAL IMPROVEMENT PROGRAM (CIP)

	<b>BUDGET</b>						<b>BEYOND</b>
	<b>FY 2006</b>	<b>FY 2007</b>	<b>FY 2008</b>	<b>FY 2009</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>
<b><u>General Government:</u></b>							
Equipment Shelter Grounds Maintenance		215,200					
Addition to General Services Building				315,180			
Cooperative Ext. Bldg HVAC Replacement		190,000					
Tax Software/Hardware	407,500	250,000	150,000				
Voting System	150,000						
Facility for Board of Elections		1,600,000					
Roof Replacement - PBH	102,008						
Governmental Center Roof Replacement		135,000					
<b><u>Culture and Recreation:</u></b>							
North Cabarrus Park	600,000						569,184
Southeast Cabarrus Community Park			1,000,000 <sup>1</sup>	1,600,000	1,500,000		
Harrisburg School Park						391,379	
FLP - Softball Field Renovations		97,801	138,000				
FLP - Ballfield Light Replacement		213,300					
FLP Soccer Complex		149,500	155,250				
Pharr Mill Road Park	500,000						
Odell Youth Athletics Facility/Cox Rd Elem.	2,643,032						
Camp T.N. Spencer Park		50,000	432,529		522,396		
Atando Road Park					452,000	452,000	
Northeast Cabarrus Community Park							3,940,000
Concord Library Roof Replacement			250,000				
<b><u>Public Safety:</u></b>							
Sheriff's Office and Detention Center		70,000,000 <sup>2</sup>					
800 mHz Radios for Public Safety Depts.		536,000 <sup>3</sup>	336,000	336,000	336,000	155,750	
New EMS Station - Concord				600,000			
New EMS Station							750,000
Courthouse Expansion							35,000,000
<b><u>Economic and Physical Development:</u></b>							
Land Development Software - Commerce		250,000					



# CAPITAL IMPROVEMENT PROGRAM

## CABARRUS COUNTY CAPITAL IMPROVEMENT PROGRAM (CIP)

	BUDGET						BEYOND
	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012
<b>Environmental Protection:</b>							
Landfill Maintenance Facility	250,000 <sup>4</sup>						
Landfill Equip.- Articulated Hauler Truck		300,000 <sup>4</sup>					
Landfill Equip. - Excavator		260,000 <sup>4</sup>					
<b>Education:</b>							
<b>Cabarrus County Schools</b>							
School Construction	34,400,000 <sup>5</sup>	48,000,000 <sup>5</sup>	57,500,000	53,500,000	46,000,000		
Land Purchases/Architecture Fees			2,711,376	3,785,604	2,861,316		
School Construction Shortfall		8,568,394 <sup>6</sup>					
Bus Garage		4,750,000 <sup>7</sup>	2,750,000 <sup>1</sup>				
IT Facility					2,500,000		
HVAC Units/NW Middle & Wolf Meadow		1,400,000					
Capital Outlay Expense Funding	1,880,708	2,180,000	2,000,000	2,160,000	2,332,800	2,519,424	
<b>Subtotal Cabarrus County Schools</b>	<b>36,280,708</b>	<b>64,898,394</b>	<b>64,961,376</b>	<b>59,445,604</b>	<b>53,694,116</b>	<b>2,519,424</b>	<b>-</b>
<b>Kannapolis City Schools</b>							
School Construction	12,500,000 <sup>5</sup>		6,500,000	6,500,000			
Land Purchases/Architecture Fees			553,440	564,509	575,799		
School Construction Shortfall		750,000 <sup>6</sup>					
Capital Outlay Expense Funding	668,874	464,000	500,000	540,000	583,200	629,856	
<b>Subtotal Kannapolis City Schools</b>	<b>13,168,874</b>	<b>1,214,000</b>	<b>7,553,440</b>	<b>7,604,509</b>	<b>1,158,999</b>	<b>629,856</b>	<b>-</b>
<b>Rowan Cabarrus Community College</b>							
Additional Campus Bldg - Design/Build	3,100,000 <sup>5</sup>						10,000,000
<b>Subtotal RCCC</b>	<b>3,100,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>10,000,000</b>
<b>SUBTOTAL EDUCATION</b>	<b>52,549,582</b>	<b>66,112,394</b>	<b>72,514,816</b>	<b>67,050,113</b>	<b>54,853,115</b>	<b>3,149,280</b>	<b>10,000,000</b>
<b>CABARRUS COUNTY GRAND TOTAL</b>	<b>57,202,122</b>	<b>140,359,195</b>	<b>74,976,595</b>	<b>69,901,293</b>	<b>57,663,511</b>	<b>4,148,409</b>	<b>50,259,184</b>
Capital Reserve Fund	(480,000)	(1,607,362)	(5,750,000)	-	(4,000,000)	(1,300,000)	
Grants	(550,000)	(200,000)			(150,000)	(150,000)	
Landfill Enterprise Fund	(250,000)	(560,000)					
COPS Funding		(70,000,000)					
GO Bonds	(50,000,000)	(48,000,000)					
Adequate Public Facility Fund		(1,224,237)			(1,000,000)		
Other	(150,000)	(1,631,882)			(150,000)	(150,000)	
Undetermined Debt Instrument			(64,000,000)	(60,000,000)	(46,000,000)		(45,000,000)
<b>TOTAL CAPITAL OUTLAY - GENERAL FUND</b>	<b>5,772,122</b>	<b>17,135,714</b>	<b>5,226,595</b>	<b>9,901,293</b>	<b>6,363,511</b>	<b>2,548,409</b>	<b>5,259,184</b>

<sup>1</sup> Capital Reserve Funding

<sup>2</sup> Certificate of Participation (COPS) Funding

<sup>3</sup> Funding Provided by Federal Grant and Capital Reserve Fund

<sup>4</sup> Funding Provided in Solid Waste Enterprise Fund

<sup>5</sup> General Obligation Bond (GO) Funding

<sup>6</sup> General Fund, Adequate Public Facility Fees, COPS III, \$98 million Bond Fund

<sup>7</sup> General Fund and Capital Reserve Funding

# CAPITAL IMPROVEMENT PROGRAM

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## **GENERAL GOVERNMENT:**

### **General Services Equipment Shelter**

A shelter is needed to house all heavy Grounds Maintenance Division equipment. The existing shelter is beyond repair and has become unsafe. No operational impact to the budget.

### **General Services Administration Warehouse Addition**

This addition adds 2,500 square foot to the existing General Services warehouse. It will be used for additional storage and processing areas. A minimal increase to the department's utilities budget is anticipated as a result of this addition.

### **Cooperative Extension Building HVAC Replacement**

The current system is the original system installed in 1977 when the building was constructed. It has problems mechanically and with its original design. Replacement of the original system is recommended with smaller zone units that are connected via computer systems, much like the majority of other County facilities. A cost savings in the utilities budget is anticipated due to a new, more efficient system; and also, savings in repair costs which were being spent on the older system.

### **Tax Hardware/Software**

Replacement is needed for the current tax billing, collection and assessment software and hardware to leverage the functionality of client server technology with web based applications. The current software system runs on a proprietary operating system with limited query ability and the tax server will no longer be supported by HP after 2008. The County is working with other jurisdictions in joint use of the system. This change will enhance the operations and efficiency of the department but will have little impact on the operational budget.

### **Voting System**

Voting equipment will be used on Election Day to enable eligible voters to vote for the candidate of their choice and calculate the totals for accurate results. This mandated change in voting equipment will increase the Elections budget due to the requirement for special supplies that were not previously necessary with the old system. The exact increase has not yet been determined.

### **Facility for Board of Elections**

The Board of Elections has outgrown their current space and is in need of larger office space for continued operations. Suitable space will be sought

and purchased. Operational budget impact includes a possible utility increase due to size, but efficiency of newer facility may negate the increase in size. Some additional office furnishings may be necessary.

### **Roof Replacement – Piedmont Behavioral Health**

This facility, located at 457 Lake Concord Road, was built in 1976 by a partnership consisting of Cabarrus County, Cabarrus County Hospital, and Piedmont Area Mental Health. The lease agreement requires that Cabarrus County be responsible for maintenance of reasonable wear items, such as the roof. This item was budgeted in FY 2006 at \$102,008 and was completed in March. Some savings in maintenance funding may be realized with the new roof in place.

### **Governmental Center Roof Replacement**

The roof membrane is shrinking and numerous temporary repairs have been made. Due to the saturated insulation, the entire roof needs to be replaced to prevent future leaks. Operational impact will be a decrease in repair funding.

## **CULTURE AND RECREATION:**

### **North Cabarrus Park**

In 1998-99, the City of Kannapolis, Church of God Children's Home and Cabarrus County entered into two formal 20 year agreements for approximately 90 acres to jointly construct a public park on Orphanage Road. Phase I construction, completed in FY 2000, consisted of entrance roadway, parking lots, picnic shelters (2), horseshoe, volleyball, and basketball courts, and landscaping. Phase II consisted of restrooms, a picnic shelter, trails, utilities and parking, and opened in October 2001. Phase III, being built in FY 2006, consists of pedestrian trails, boardwalks, a playground, open space areas, individual picnic sites, a large group picnic shelter, disk golf course, bocce courts, and parking lots. Collaborating with the City of Kannapolis, Cabarrus County was awarded a matching grant from the State of North Carolina for this phase. The original park concept consists of six phases. The plans for Phase IV, scheduled for FY 2012 or beyond, include nature walking trails and pedestrian bridges. Phase III in 2006 will not require additional staffing such as park rangers, but will increase the amount of grounds upkeep by General Services—which will be absorbed with current staffing. As the facilities age, there will be more repairs and maintenance.

### **Southeast Cabarrus Community Park**

Recognizing that there is no publicly owned park land within the Southwest Cabarrus County area, this plan proposes a community park to be completed in



## CAPITAL IMPROVEMENT PROGRAM

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FY 2009. The park elements include the acquisition of a 60 acre site, four baseball/softball fields, two soccer/football fields, restroom/concession building, small playground, walking trail system, picnic sites, and parking. The purchase of land and design of the park is budgeted in FY 2008. Operational budget impact when this park is completed will include additions to utilities and grounds maintenance. Additional programming will be absorbed with current staffing.

### **Harrisburg School Park**

This project consists of improvements to the park at Harrisburg School. The Harrisburg Youth League, as an active partner, purchased an additional 2 acres (approximately) of adjoining land that allowed for a four-field athletic complex to be constructed on the site. In 1999-2001, the BOC approved funds to construct a four field baseball/softball complex which included lights, fencing, bleachers, irrigation, turf improvement, and gymnasium scoreboard/bleachers. In 2003-2004, the Cabarrus County Board of Commissioners approved funds to construct a concession/restroom building for the four-field complex. Harrisburg Youth League provided additional funds (\$37,618) to construct a second story on this multipurpose building. Remaining items needed for project completion include lighting, fencing, irrigation, and turf for two ball field-soccer combo fields, a paved perimeter trail, and signage. The only impact on operational budget when these items are completed will be the utilities for the lighting.

### **Frank Liske Park Softball Field Renovations**

The proposed project includes renovations of three softball fields with turf improvements, replacement fencing, and dugouts. This project has no significant operational budget impact.

### **Frank Liske Park Ball Field Light Replacement**

The project includes the replacement of wooden light poles (Fields #1 & #2) with new lights, poles and wiring systems. This project has no significant operational budget impact.

### **Frank Liske Park Soccer Complex (New Facility)**

In 2000, Cabarrus County formally obtained a twenty-five year lease from the State of North Carolina of 39 acres of land for a soccer complex. An eleven-field soccer complex has been constructed on this leased land and on the adjoining land at Frank Liske Park. The complex was opened in August 2002. Cabarrus County has entered into a joint partnership with the City of Concord and the

Cabarrus Soccer Association for the completion of this project. According to the approved agreement, the City and CSA will each reimburse Cabarrus County \$300,000 over a six-year period or a total of \$600,000 toward this project. Proposed project elements include turf improvements/renovations, installing accessible sidewalks, tree landscaping, and a picnic shelter. There will be no significant operational budget impact from these improvements to the park.

### **Pharr Mill Road Park**

In 2001, Canterfield, LLC donated 37.4 acres of undeveloped land located on Pharr Mill Road adjacent to Rocky River for a public park. Included in the plan were: grading, parking lots, restroom/vending/picnic shelter, playground, picnic sites, trails and boardwalk, fishing pier, pond improvements, volleyball courts and horseshoe pits. The park is scheduled to open in Spring 2007. A grant was awarded in the amount of \$250,000 for assistance in completion of this park. Additional grounds maintenance and utilities will be required in the annual budget.

### **Odell Youth Athletics Facility/Cox Road Elementary School**

The Odell Recreation Association is one of the largest volunteer youth athletic associations in Cabarrus County. This association currently utilizes the four youth athletic fields at Odell Elementary School, as well as the temporary field at Harris Road Middle School for games and practices. After January 2008, the current Odell School Site will not be available. Staffs from Cabarrus County, School System, and Youth Association worked together to develop a plan for relocating these athletic facilities to undeveloped land located at Cox Mill School Site. In January 2006, the Cabarrus County Board of Commissioners approved \$2.6 million dollars in funds for constructing this complex at Cox Mill School. In addition, the Cabarrus County Board of Education endorsed the proposed plan of action for relocating Odell School facilities to Cox Mill School Site. The proposed facilities include the following: three baseball/softball fields, one combination baseball/soccer field, two soccer fields, concession/restrooms building, accessible sidewalk system to all fields/school/parking/building, and roadway/parking area. The preliminary schedule to open the complex is Spring 2008. Although this is a replacement/relocation project, there may be some additional grounds maintenance and utilities required in the annual budget once the project is completed based upon total size and acreage.



## CAPITAL IMPROVEMENT PROGRAM

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### **Camp T.N. Spencer**

In 2002, the Cabarrus County Boys and Girls Club and Cabarrus County entered into a formal, long-term agreement for approximately 50 acres, commonly called Camp TN Spencer, to jointly construct a public park. The perimeter loop walking/jogging trail, playground, building improvements and signage were constructed in 2002. Parks and Recreation Department received a North Carolina Parks and Recreation Trust Fund grant in 2003 for the following project elements: picnic shelters, tent sites, picnic sites, parking areas, boathouse and dock, utilities, lake improvements, bathhouse/restrooms for camping area, camping cabins, volleyball courts and horseshoe pits. These facilities opened in 2004. The next phases consist of new bathhouse for the swimming pool, a covered activities building, and an additional picnic site. These additions would increase utilities and housekeeping/maintenance.

### **Atando Road Park**

On September 17, 2001, the Cabarrus County Board of Commissioners approved a resolution of acceptance of a gift of real and personal property from the Elma C. Lomax Living Trust (approximately 30 acres of unimproved real estate located on Atando Road). A master site plan will determine actual cost estimates for improvements. According to the trust agreement, the following type of activities are permitted: fencing, driveways, parking areas, fellowship facilities, hiking trails, pond construction and other similar uses. The grantor's intent is that the parkland be shared with wildlife; therefore, only passive activities may be constructed on the site. Neither a comprehensive master site plan nor a preliminary budget have been completed for the site at this time. Cabarrus County will seek public/private grants and donations for construction and expansion of this passive park. Due to the type of park being planned, only minimal grounds maintenance is anticipated in the operational budget for a number of years.

### **Northeast Cabarrus Community Park**

This project will acquire and construct a future park site for Northeast Cabarrus County, in accordance with the Livable Community Blueprint. No operational budget impact for many years.

### **Concord Library Roof Replacement**

The roofing system covering the Concord Library was built upon a previous system and the age of the roof is not known. Multiple leaks have occurred within the past few years; therefore, the County recommends replacement of the roof with a more current roofing system. The roof replacement will

impact the operational budget by reducing repairs requirements.

### **PUBLIC SAFETY:**

#### **Sheriff's Office and Detention Center**

State regulators have notified the county that it must develop an interim solution to the severe overcrowding in the existing jail. The Board chose to build a new facility to house inmates and serve as administrative office space for the Sheriff's Department and other State and Court offices. Since this facility will not be completed until FY 2009, an annex facility, consisting of 96 beds, will be built in FY 2007 to house inmates until the new detention center is open. The Annex will continue to serve the County's growing needs into the future. The Sheriff's Office and Detention Center, including the Annex, will be constructed on Corban Avenue. The total facility will have 576 beds and cost approximately \$70 million to construct. Staffing is in place in the FY 2007 budget to accommodate the Annex, however, additional staffing will be required once the Detention Center building is completed. Additional utilities and maintenance will be required. The County is planning to outsource the maintenance duties. Medical costs for inmates will also increase as the total number of inmates increase. The anticipated full annual impact on the operational budget is estimated at \$1.62 million, which will be realized in the 2009 budget year.

#### **Courthouse Expansion**

With the growing population of the County, the Courthouse facilities will require expansion to meet the needs of the judicial system and the community. In 2004, Ware Bonsall prepared a Judicial Master Plan which included space needs for the courts. As we approach the time for expansion, more details will be available for the required space needs. This expansion has been slated for FY 2012. Operational impact will include utilities, housekeeping and maintenance and the potential for additional staffing to secure the facility and courtrooms. These costs are not yet quantifiable.

#### **800 mHz Radios for Public Safety Departments**

With the construction of 800 mHz towers in Midland and another constructed by the City of Concord, 800 mHz radios are needed to complete the switch from analog to digital capability. The Sheriff's Department, EMS, Emergency Management, General Services, Parks and Recreation, and Transportation will receive the new radios in phases over the next five years. Grant funds will be used to partially fund radios in FY 2007. Initially, maintenance and repair



# CAPITAL IMPROVEMENT PROGRAM

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costs should diminish as older equipment is replaced with new units.

## **New EMS Station for Concord**

In conjunction with the Concord Fire Department, construction is planned for a new Fire/EMS station to cover areas of Concord that are experiencing significant growth. This station will be in addition to EMS Station #1, which is also located in Concord, and will necessitate the need for six additional EMT-Paramedics and one vehicle once the station nears completion. Facility maintenance and utilities will also be an annual operational expense. Additional EMS facilities are slated for FY 2012 and beyond.

## **ECONOMIC AND PHYSICAL DEVELOPMENT:**

### **Land Development Software – Commerce**

The Land Development Office (LDO) software will replace the current Commerce Department software and will leverage the functionality of GIS, client server technology, and web-based applications. This software will also allow the County to implement an enterprise software solution for Land Records, Permitting, Zoning, Planning, and GIS. This project will provide better service/access to data records but is not anticipated to impact the operational budget after initial purchase.

## **ENVIRONMENTAL PROTECTION:**

### **Landfill Maintenance Facility**

A new replacement maintenance facility is needed to maintain and repair landfill equipment and to provide employees with a shelter, restrooms, and break area. Some additional utility costs may occur, however, no additional staffing or other expenses are anticipated.

### **Landfill Articulated Hauler Truck**

Funds are budgeted within the Solid Waste Management Fund for a new articulated hauler truck to replace the exiting piece of equipment. A decrease in repair cost is anticipated with the purchase of the new truck.

### **Landfill Excavator**

Funds are budgeted within the Solid Waste Management Fund for a new excavator to replace the existing piece of equipment. A decrease in repair cost is anticipated with the purchase of the new excavator.

## **EDUCATION:**

### **CABARRUS COUNTY SCHOOLS:**

#### **School Construction / Bonds**

To meet school enrollment needs the County must continue to buy property and construct additional schools. General Obligation (GO) bonds were issued in FY 2006 for \$34.4 million; and an additional \$48 million will be issued in FY 2007 to support school construction. Current estimates project \$170 million in GO Bonds will be issued over a three-year span from FY 2008 until FY 2010 for the construction of a new high school, a middle school, two elementary schools, replacement of the Glenn Center, and other needed renovations and additions. These projects are consistent with the school systems' 15-year capital plans. The County's contribution to annual operating expenses as a result of new school construction is projected to increase by \$4 million in 2008, \$3 million in 2010 and \$1 million in 2011.

#### **School Construction Shortfall**

Unanticipated increases in construction costs led Cabarrus County Schools to ask for additional funds to finish construction on the schools included in the \$98 million Bond Referendum. The amount needed to complete construction will be funded in FY 2007 by the County, using a combination of funding from the General Fund (including lottery revenues), Adequate Public Facility Fees, COPS III, and the \$98 million School Bond Fund. Additional operational expenses for opening new schools are outlined above.

#### **Bus Garage**

As part of the Cabarrus County Schools future construction needs plan, a new bus garage was identified for construction in the near future. The County plans to use a combination of Capital Reserve funds and FY 2006 funds set aside, but no longer needed, for debt service on schools and the Sheriff's Office and Detention Center, in order to construct this building. "Pay as you go" funding in FY 2007 and FY 2008 will eliminate this expense from the 2008 School Bond Referendum. Annual operational expense will be borne by the School Board and will be experienced by the County through normal increases to School's current expense.

#### **Information Technology (IT) Facility**

As part of the Cabarrus County Schools future construction needs plan, a new IT Facility was identified for construction. The County plans to construct this building in FY 2010. Annual operational expense will be borne by the School



## CAPITAL IMPROVEMENT PROGRAM

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Board and will be experienced by the County through normal increases to School's current expense.

### **HVAC Units – Northwest Middle and Wolf Meadow**

HVAC units are in need of replacement at Northwest Middle School and Wolf Meadow Elementary School. Decreases in the School's maintenance budget should be realized with the new units.

### **Capital Outlay Expense Funding**

Funds are to be used by the schools at their discretion for capital outlay needs (for example, building improvements, furniture, buses, technology). Included in Capital Outlay Expense funding are funds for school start-up. No operational impact to the County's budget.

### **KANNAPOLIS CITY SCHOOLS**

#### **School Construction**

The CIP includes provisions for property acquisition, gym and classroom additions, a playground, roof replacement and other renovations. \$12.5 million in General Obligation bonds were issued in FY 2006 and plans call for \$13.0 million in financing to occur between FY 2008 and FY 2009 to finance these projects. Except for classroom additions, most of the improvements will not require increases to the operational budget. Increases such as utilities for classroom additions will be handled through annual increases in current expense from the County.

### **Capital Outlay Expense Funding**

Funds are to be used by the schools at their discretion for capital outlay needs (for example, building improvements, furniture, buses, technology). Included in Capital Outlay Expense funding are funds for school start-up. No operational impact to the County's budget.

### **ROWAN CABARRUS COMMUNITY COLLEGE**

#### **Additional Campus Building**

As part of the \$98 million bond school bond package, funds were provided to RCCC for the construction of a new building at the South Campus, Building 3000. Approximately \$200,000 additional current expense funding was budgeted in 2007 for the opening of this new facility. In the future, continued expansion on the campus will entail the addition of another building, Building 4000. This has been budgeted in FY 2012 and beyond. Additional annual operational funding for the new building is estimated at \$250,000+ at that point in time.





## **PROGRAM SUMMARY**

### **FY 2007**

**DEPARTMENT:** Board of Commissioners

**PROGRAM:** Board of Commissioners

**MANDATED SERVICE:** North Carolina General Statutes – Chapter 153A

**MISSION STATEMENT:** *The County Commission serves as the elected leadership of county government and should be reflective of the citizens that put them in office. Board deliberations and actions on behalf of the public encompass the responsibilities associated with the quality and effectiveness of local government. With the input of business, industry and county residents, the Board assumes the role of consensus decision-makers directing county government through policy development, funding decisions, appointment of advisory groups and selection of professional staff.*

**PROGRAM SUMMARY:** The Board of Commissioners serves as the governing body for Cabarrus County; approves the annual budget; sets policies, goals and objectives to direct the County's growth and development; adopts and provides for ordinances, rules and regulations as necessary for the general welfare of County citizens; and enters into written contractual or legal obligations on behalf of the County.

In addition, the Program includes the Clerk to the Board service area. The Clerk is responsible for recording, processing and maintaining accurate records of Board actions. In addition, staff members serve as the receptionist for the County Manager's Office, providing assistance to visitors to the office and by telephone, and perform administrative support tasks for the Board of Commissioners, County Manager, Deputy County Manager, Wellness Coordinator and Public Information Officers.

#### **GOALS AND OBJECTIVES:**

##### **BOARD OF COMMISSIONERS -**

- Provide leadership that ensures efficient and effective county services, citizen participation in county government, a fair and reasonable tax rate, a sound financial condition and adequate planning for the county's future.
- Pursue efficient and productive delivery of public services through increased and improved cooperation between local governments within the county and throughout the region.
- Work jointly with the local municipalities in pursuing long range planning initiatives to ensure the county can sustain future growth, including issues associated with water resources, air quality, public safety, schools, parks, road planning, etc.
- Support a community-wide, comprehensive and strategic approach to economic development and seek a diverse economy with growth in clean industry, office, small business and retail.
- Address growing facilities needs of the schools and community college, and in conjunction with school boards and community college officials, plan for funding those needs.

##### **CLERK TO THE BOARD SERVICE AREA -**

- To prepare regular meeting agendas with supporting information for distribution and posting on the County's website no later than five days prior to meeting date.
- To process budget amendments, resolutions, ordinances, etc., adopted by the Board and return to and/or notify appropriate department/agency within 3 days following a meeting.
- To prepare concise, accurate recording of all Board meetings with draft minutes prepared within 15 days following a meeting.
- To maintain accurate membership listing of the 30+ commissioner-appointed boards and committees and coordinate appointment requests for submission to the Board within one month of the term expiration date.

- To research minutes and files relating to Board actions for County departments and general public and provide at least a 95% turnaround within 8 hours of request.
- To provide courteous and prompt service to the public, whether by telephone or personal contact, in responding to questions and concerns and directing caller or visitor to the appropriate department and/or agency for assistance.

<b>PERFORMANCE DATA:</b>	<b>FY 2005 ACTUAL</b>	<b>FY 2006 ESTIMATED</b>	<b>FY 2007 ESTIMATED</b>
Number of Agenda Packets Prepared and Distributed at least Five Days Prior to Meeting/12 months	12/12	10/12	12/12
Number of Prepared Sets of Minutes for Board Meetings	35	50	45
Number of Appointments to Citizen Boards & Committees	119	100	108

#### **SUMMARY DETAIL**

<b>EXPENDITURE CATEGORIES</b>	<b>ACTUAL FY 2005</b>	<b>AMENDED FY 2006</b>	<b>DEPARTMENT REQUEST FY 2007</b>	<b>BOARD ADOPTED FY 2007</b>	<b>PERCENT CHANGE FY 2006 vs FY 2007</b>
Personal Services	176,936	174,969	182,957	183,901	
Operations	126,514	173,789	184,609	177,326	
Capital Outlay	28,206	0	0	0	
<b>Total</b>	<b>331,656</b>	<b>348,758</b>	<b>367,566</b>	<b>361,227</b>	<b>4%</b>
<b>REVENUES</b>					
Intergovernmental	0	0	0	0	
Fees & Other	0	0	0	0	
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>
<b>FTE's</b>	3.50	3.50	3.50	3.50	

#### **FY 2006 ACCOMPLISHMENTS**

##### BOARD OF COMMISSIONERS

- Resolved litigation with the City of Concord that centered on development standards and control of water and sewer lines.
- Implemented Property Tax Assistance Grant Program for the 2005 tax year.
- Held first joint retreat with the Cabarrus County Board of Education and Kannapolis City Board of Education.
- Committed to strategic planning process.

##### CLERK TO THE BOARD SERVICE AREA

- Deputy Clerk completed County Administration Course at the School of Government.

## PROGRAM SUMMARY FY 2007

**DEPARTMENT:** Board of Commissioners

**PROGRAM:** County Attorney

**MANDATED SERVICE:** Yes, NCGS 153A-114

**MISSION STATEMENT:** *To provide expert advice to County Manager and staff on all day-to-day legal matters affecting County government.*

**PROGRAM SUMMARY:** The county attorney serves as legal adviser to the Board of Commissioners, the county manager and county staff.

Currently, the county employs an acting county attorney on a retained basis. The Board of Commissioners is considering candidates for appointment to that position on a “permanent” basis. It has not been determined whether the position will be full time, or continue on a retained basis.

### GOALS AND OBJECTIVES:

- Be responsible, knowledgeable and up to date on all legal matters involving day-to-day operations of County government
- Assist all County departments with various legal issues and questions that arise on a daily basis
- Conduct legal research and render legal opinions
- Draft/review/revise contracts, real property instruments, debt instruments and other similar items
- Represent County in judicial and administrative proceedings
- Monitor outside counsel when specialized expertise is required
- Emphasize integrity, economy and efficiency while maintaining quality in providing legal services

<b>PERFORMANCE DATA:</b>	<b>FY 2005 ACTUAL</b>	<b>FY 2006 ESTIMATED</b>	<b>FY 2007 ESTIMATED</b>
Contracts drafted/reviewed/revise	NA	125	125
Other opinions rendered			

### SUMMARY DETAIL

<b>EXPENDITURE CATEGORIES</b>	<b>ACTUAL FY 2005</b>	<b>AMENDED FY 2006</b>	<b>DEPARTMENT REQUEST FY 2007</b>	<b>BOARD ADOPTED FY 2007</b>	<b>PERCENT CHANGE FY 2006 vs FY 2007</b>
Personal Services	113,706	91,969	111,296	111,170	
Operations	242,650	209,379	207,675	207,675	
Capital Outlay	0	0	0	0	
<b>Total</b>	<b>356,356</b>	<b>301,348</b>	<b>318,971</b>	<b>318,845</b>	<b>6%</b>
<b>REVENUES</b>					
Intergovernmental	0	0	0	0	
Fees & Other	0	0	0	0	
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>
<b>FTE's</b>	0	1.00	1.00	1.00	

## PROGRAM SUMMARY FY 2007

**DEPARTMENT:** County Manager's Office

**PROGRAM:** County Manager

**MANDATED SERVICE:** Authorized by N.C.G.S. 153A-81 and adopted by the Board of Commissioners June, 1975.

**MISSION STATEMENT:** *To fulfill all statutory responsibilities; to provide the Board of Commissioners sound policy proposals and effectively and efficiently implement the policies it establishes; and to provide leadership to the county organization, ensuring high levels of customer service, job satisfaction and the successful accomplishment of established goals.*

**PROGRAM SUMMARY:** The County Manager is appointed by and responsible to the Board of County Commissioners and serves as the chief executive officer of county government. The County Manager is charged with administering all county departments under the general control of the County Commissioners, preparing the annual budget, the five-year financial and capital plans, and overseeing all county expenditures. He also serves as a liaison to the public, the county departments that are not under the general control of the Commissioners (such as the Department of Social Services and the Sheriff's Office), and between the County, State, and Federal agencies. The manager is responsible for providing policy advice the Board of Commissioners and implementing the policies it establishes. Two deputy county managers assist the county manager in performing these duties.

### GOALS AND OBJECTIVES:

- Substantial completion of the strategic planning effort begun in March, 2006.
- Presentation of the Cross-Cutting Initiative Committee's recommendations to the collective governing boards, then expand the effort to the community as a whole.
- Successfully implement the new employee health care clinic.
- Prepare a comprehensive 10 year facilities plan.

### SUMMARY DETAIL

EXPENDITURE CATEGORIES	ACTUAL FY 2005	AMENDED FY 2006	DEPARTMENT REQUEST FY 2007	BOARD ADOPTED FY 2007	PERCENT CHANGE FY 2006 vs FY 2007
Personal Services	314,949	319,202	337,397	337,007	
Operations	38,286	61,289	50,091	47,091	
Capital Outlay	0	0	0	0	
<b>Total</b>	<b>353,236</b>	<b>380,491</b>	<b>387,488</b>	<b>384,098</b>	<b>1%</b>
<b>REVENUES</b>					
Intergovernmental	0	0	0	0	
Fees & Other	0	0	0	0	
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>
<b>FTE's</b>	2.50	2.50	2.50	2.50	

### FY 2007 HIGHLIGHTS, AND/OR SIGNIFICANT MODIFICATIONS:

- During FY 2006, a reorganization moved the Risk Management program from the Emergency Management Office to the County Manager's Office.
- In response to public requests for more opportunities for interaction with county government and for easier access to information, a new program is recommended in the Communications and Outreach division to establish a neighborhood liaison program.

- A health care clinic for county employees will be opened in FY 2007. The clinic is expected to reduce projected employee health care expenditures by over \$400,000 and reduce employees' time away from the office by eliminating long

#### **FY 2006 ACCOMPLISHMENTS:**

- Initiated and coordinated presentations by the county's human service agencies and public school systems to the Board of Commissioners on important trends and issues facing the county. The cross-cutting nature of these issues and trends and the obvious interdependency of efforts necessary to affect positive outcomes led the Board of Commissioners to create what has come to be known as the "Cross-Cutting Issues Initiative." The county manager serves as the coordinator of a committee composed of the superintendents of the Kannapolis City Schools and the Cabarrus County Schools, and the directors of the Department of Social Services, the Department of Aging, Piedmont Behavioral Health Care and the Cabarrus Health Alliance.

The purpose of the initiative, according to the committee, is to ensure that "residents of our community will achieve the highest levels of health, safety, wealth and education." The committee has developed four goals with a measurable indicator for each. The committee plans to report its recommendations to the members' respective governing boards for review and approval. The next step is a roll-out to the community for comment, revisions and participation.

- Initiated and facilitated a Board of Commissioners retreat on the topic of strategic planning. The Board committed to developing a strategic plan for Cabarrus County and began by participating in an exercise to establish a mission, vision and guiding principles.

## PROGRAM SUMMARY FY 2007

**DEPARTMENT:** County Manager's Office

**PROGRAM:** Communications and Outreach

**MANDATED SERVICE:** No

**MISSION STATEMENT:** *The Cabarrus County Communications and Outreach Office will educate and inform residents about county services and programs while showing the value of living and working in Cabarrus County.*

**PROGRAM SUMMARY:** The Communications and Outreach Office provides relevant and timely information about County projects, services and events for the citizens of Cabarrus County. This office is responsible for the County's media relations endeavors and coordinates communication to and through the County's many audiences. As part of that mission, this office produces weekly government programming on cable channel 22 and coordinates television programming for other County agencies. Responsibilities include distributing news releases and other informational materials for the public and news media, as well as coordinating the County's web content. The goal of the Communications and Outreach Office is to improve communication between citizens, community groups, elected officials and County employees. Serving as Public Information Officers, this Office also serves as liaisons with Emergency Management to coordinate communication services in the event of a community emergency or disaster.

### GOALS AND OBJECTIVES:

- Set the bar for delivering public information to county residents by producing more television programming and video production than other counties in North Carolina.
- Help County departments surpass their goals for attendance, sponsorship and information dissemination of new and existing programs and services.
- Create timely and accurate news releases, programming and other public information tools that generate increased exposure for County programs and services.
- Increase residents' usage of the County website and e-newsletter as an information source and citizen participation tool.
- Increase usage of the County intranet and employee newsletter by providing relevant, timely and engaging information and productivity tools for use by county employees.

### SUMMARY DETAIL

EXPENDITURE CATEGORIES	ACTUAL FY 2005	AMENDED FY 2006	DEPARTMENT REQUEST FY 2007	BOARD ADOPTED FY 2007	PERCENT CHANGE FY 2006 vs FY 2007
Personal Services	120,368	117,841	207,601	207,377	
Operations	75,980	92,460	144,929	144,929	
Capital Outlay	0	0	0	22,000	
<b>Total</b>	<b>196,348</b>	<b>210,301</b>	<b>352,530</b>	<b>374,306</b>	<b>81%</b>
<b>REVENUES</b>					
Intergovernmental	452,437	450,000	450,000	450,000	
Fees & Other	2,212	0	100	100	
<b>Total</b>	<b>454,649</b>	<b>450,000</b>	<b>450,100</b>	<b>450,100</b>	<b>0%</b>
<b>FTE's</b>	2.00	2.00	4.00	4.00	

### FY 2007 HIGHLIGHTS, AND/OR SIGNIFICANT MODIFICATIONS:

- Office will begin filming monthly Board of Commissioners meetings in addition to the recent addition of filming the monthly agenda work sessions. This is in addition to the studio talk shows, news segments, recurring series and promotional videos for county departments.

- A proposed annual performance report will be mailed to residents to help them understand how their tax dollars are spent.
- A proposed Neighborhood program will reach out to neighborhood groups and associations to better disseminate information about programs and services while also addressing emerging concerns.
- A proposed Customer Service program will promote better customer service to the public while rewarding employees for exemplary service.

#### **FY 2006 ACCOMPLISHMENTS:**

- Based on anecdotal evidence, Channel 22 is experiencing increased viewership and satisfaction among residents.
- A new county website was launched this year which helps users find information quicker while providing more relevant and useful information. Website usage has increased as a result.
- The office has greatly impacted several county departments by effectively communicating information about their services. For instance, the library's NC Live usage jumped 61 percent after a promotional campaign; the Senior Health and Wellness Day increased sponsorship by more than 100 percent and substantially increased attendance; the Voluntary Agriculture District experienced a surge in applications; the Nursing Home Advisory Committee received a record number of applications to fill openings; all-time high participation in Cabarrus Senior Games; contributed to the Department of Commerce winning an award for Designing Cabarrus project.

## PERSONNEL JUSTIFICATION FY 2007

**DEPARTMENT:** County Manager's Office

**PROGRAM:** Channel 22

**MANDATED SERVICE:** No

### PERSONNEL CHANGES AND JUSTIFICATION:

Public Information Office is requesting a full-time Associate Producer for the following reasons:

1. There is a growing need and expectation from the community for more and varied programming options on Channel 22 relating to County services and programs as evidenced by increased requests from residents.
2. Anecdotal evidence suggests that viewership of Channel 22 is steadily increasing. The channel is an important medium for communicating with Cabarrus County residents. Residents are beginning to see Channel 22 as a news source and tune in to receive updates and new developments relating to Board decisions, new projects that will impact the community, government-sponsored events and other items of broad community interest.
3. County departments are utilizing Channel 22 and the related video production services of this office more and expect a quicker turn-around on projects than this office currently is able to deliver due to low staffing.
4. With additional staff, the Public Information Office will be able to add more programming on Channel 22, produce more informational and instructional videos for County departments, and complete projects in a more timely and topical manner. For example, the top-rated segments Historical Moments and Perfect Pet 4 You could be produced on a more frequent basis.
5. The Public Information Office plans to begin streaming video on the County website to make programs available to non-Cable subscribers. This process will require extra staff time in order to fully take advantage of this new medium for communicating with residents. Streaming video also will be used on the County intranet site as a training and informational resource for County employees.

### CONSEQUENCES OF DENIAL:

This new position will be partly funded by transferring \$16,892 from Purchased Services for our current contract videographer/editor. If position is denied, \$16,892 will need to be added back to the Purchased Services line item in the Public Information budget. Denial also will result in the Public Information Office and Channel 22 not being able to respond efficiently to requests for additional programming and instructional or informational videos for internal or external use. Currently, there is a 3-4 month delay for filling department requests for new video projects. In addition, the Public Information Office will continue to face delays for updating current and recurring programs. We anticipate this problem will continue to worsen as demand increases.

RESOURCES REQUIRED		FY 2007
Personal Services		41,948
Operations		(16,892)
Total		25,056
REVENUES		
Intergovernmental		0
Fees & Other		0
Total		0
NET COUNTY COST		25,056

**BOARD OF COMMISSIONERS:**      **Approved**



# **PERSONNEL JUSTIFICATION**

## **FY 2007**

**DEPARTMENT:** County Manager's Office

**PROGRAM:** Neighborhood Program

**MANDATED SERVICE:** No

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### **PERSONNEL CHANGES AND JUSTIFICATION:**

The Public Information Office plans to launch a Recognized Neighborhood Program to communicate directly with residents and community groups. The goal of the Neighborhood Program is to work with established homeowner's associations to routinely disseminate information about new County programs and services and to respond directly to residents' issues and concerns. An additional staff person is needed to ensure the success of this program. This staff person also will be instrumental in assisting with the day-to-day activities of the Public Information Office to allow the office to more quickly respond to information requests and to provide ongoing communication with the County's many publics, including residents, community stakeholders, the media and County employees. The Public Information Office often works in a reactionary mode as staff resources often prevent a proactive and planned approach to communicating with the public. With more staff time, the Public Information Office can establish methods and resources for disseminating information in the most effective and timely manner.

### **CONSEQUENCES OF DENIAL:**

The County will not have the resources to launch the Recognized Neighborhood Program and will continue to face backlogs in coordinating and disseminating information to its publics. Residents have increased expectations for County government to communicate directly with them and expect to receive new information almost instantaneously. If this position is denied, complaints from residents may increase.

<b>RESOURCES REQUIRED</b>	<b>FY 2007</b>
Personal Services	45,710
Operations	3,000
Total	48,710
<b>REVENUES</b>	
Intergovernmental	0
Fees & Other	0
Total	0
<b>NET COUNTY COST</b>	48,710

**BOARD OF COMMISSIONERS:** Approved

# PROGRAM SUMMARY

## FY 2007

**DEPARTMENT:** County Manager's Office

**PROGRAM:** Risk Management

**MANDATED SERVICE:** NA

**MISSION STATEMENT:** *To minimize the increasing cost of health care, reduce risk to employees and those visiting county facilities, reduce missed days from work and improve the quality of life for employees by creating an environment that educates Cabarrus County employees, family and retirees and promotes positive lifestyles.*

**PROGRAM SUMMARY:** Risk Management and Wellness for Life will offer programs and incentives to proactively address the high cost of insurance and meet the needs of the employees.

### GOALS AND OBJECTIVES:

- Increase participation in Wellness for Life programs by 10%.
- Establish a point system for employees who participate in Wellness for Life programs and practice good health behaviors.
- Implement at least three programs to reach specific health needs of individual employees
- Offer at least two motivational exercise programs with a completing rate of 70%.
- Implement pharmacy education program.
- Identify incidences or potential incidences and create overall fitness program for EMS
- Implement the employee health clinic.
- Initiate Health Risk Assessment and screening for 2007 benefit enrollment.
- Offer tobacco-use cessation classes for employees, spouses and retirees.

<b>PERFORMANCE DATA:</b>	<b>FY 2005 ACTUAL</b>	<b>FY 2006 ESTIMATED</b>	<b>FY 2007 ESTIMATED</b>
Workload measure: Will offer 16 wellness programs for employees/retirees.			16
Workload measure: To implement two programs to address safety issues.			1.EMS safety program 2. Work station ergonomics-desk
Effectiveness: At least 35% of the employee population will participate in at least one wellness activity.			262 employees or 35%
Effectiveness: To determine a cost savings for the employee health clinic of \$100,000 the first six months.			Cost savings \$100,000
Efficiency: To continue the flat rate for health insurance costs.			Not increasing the cost of insurance paid by the county

### SUMMARY DETAIL

<b>EXPENDITURE CATEGORIES</b>	<b>ACTUAL FY 2005</b>	<b>AMENDED FY 2006</b>	<b>DEPARTMENT REQUEST FY 2007</b>	<b>BOARD ADOPTED FY 2007</b>	<b>PERCENT CHANGE FY 2006 vs FY 2007</b>
Personal Services	0	49,281	105,264	102,625	
Operations	6,942	34,364	74,035	74,035	
Capital Outlay	0	0	0	0	
<b>Total</b>	<b>6,942</b>	<b>83,645</b>	<b>179,299</b>	<b>176,660</b>	<b>111%</b>
<b>REVENUES</b>					
Intergovernmental	0	0	0	0	
Fees & Other	2,082	0	4,600	4,600	
<b>Total</b>	<b>2,082</b>	<b>0</b>	<b>4,600</b>	<b>4,600</b>	<b>0%</b>
<b>FTE's</b>		2.00	2.00	2.00	

**FY 2007 HIGHLIGHTS, AND/OR SIGNIFICANT MODIFICATIONS:**

- Implementing a point system for Wellness programs
- Opening/Maintaining the employee health clinic
- Create risk reduction programs to decrease lost work time from workers comp claims.
- Opening fitness room at the Governmental Center and updating the equipment at the Department of Social Services.
- Offering Lunch and Learn sessions to address the concerns of the employees
- Noonliting is an educational weight loss class. The 11-week class offers information on fast food, portion sizes, fat and healthy recipes. Each class offers healthy snacks as well as incentives at graduation. The class is taught by NC Cooperative Extension at no cost. The graduating class of in 2006 lost a total of 152 pounds (14 participants).
- Pedometer Walking program: A pedometer is used to measure the distance someone walks in a day.
- Exercise behavior change program
- Support the softball classes
- Offer quarterly group exercise classes at DSS and GC
- Plan the Benefits and Wellness Fair
- QuitSmart Classes: A 4-week tobacco cessation program.

**FY 2006 ACCOMPLISHMENTS:**

- Noonliting class offered January 06 with 45 participants and lost a total of 219 pounds.
- Offered 3 QuitSmart Classes Jan/Feb 06
- Dining with Diabetes class offered with 13 participants December 13, 2005
- Offered motivational physical activity program called "Fall Into Fitness". We had a total of 65 registered participants. Fall of 2005
- Offered 12 Days of Fitness with 63 participants. Total of 88 pounds were lost during the holidays and combined of 724 exercise sessions. Holidays 2005-2006
- Offered Self Defense Class for County employees and family
- Offered Yoga and Stability ball classes for employees and family at DSS and GC.
- Lunch and Learn Living Will class October 2005 at DSS and GC (37 participants)
- Fall co-ed softball team with 12 participants
- Implement a non-tobacco use discount for health insurance

# PROGRAM SUMMARY

## FY 2007

**DEPARTMENT:** Human Resources

**PROGRAM:** Human Resources

**MANDATED SERVICE:** Maintaining and monitoring records on applicants, employees, positions, compensation, and benefits is required by N.C. General Statutes; various Federal Laws, Department, and Commission regulations; and others.

**MISSION STATEMENT:** *Maintenance of a quality workforce to ensure a high level of customer service and satisfaction.*

**PROGRAM SUMMARY:** To provide Cabarrus County with a human resources program that maximizes productivity by attracting and retaining quality employees. Principle services include: (1) recruitment and referral of job applicants, (2) pay administration, (3) benefits administration, (4) position management, (5) policy development and interpretation, (6) employee relations, (7) performance evaluation, (8) employee development, (9) employee health and safety, and (10) related record keeping, documentation, and report preparation. Manages the Drug Free Workplace policy.

### GOALS AND OBJECTIVES:

- Maintain compliance with Federal, State, and County employment laws, rules, and regulations.
- Maintain employee benefits in a cost effective manner.
- Review job classifications and compensation when needed.
- Provide employee support and employment and benefit information.
- Manage the Drug Free Workplace Policy and drug testing programs.

<b>PERFORMANCE DATA:</b>	<b>FY 2005 ACTUAL</b>	<b>FY 2006 ESTIMATED</b>	<b>FY 2007 ESTIMATED</b>
Job Vacancies Advertised	175	180	190
Job Applications Received	3526	4500	4715
New Employees Processed	182	180	190
Personnel Action Forms Processed	2911	2600	3139
EEOC charges or cases going to the Office of Administrative Hearings	1	2	2
Full-time employee positions maintained	705	725	735
Part-time employee positions maintained	206	178	185
Pre-employment drug tests	193	200	220

### SUMMARY DETAIL

<b>EXPENDITURE CATEGORIES</b>	<b>ACTUAL FY 2005</b>	<b>AMENDED FY 2006</b>	<b>DEPARTMENT REQUEST FY 2007</b>	<b>BOARD ADOPTED FY 2007</b>	<b>PERCENT CHANGE FY 2006 vs FY 2007</b>
Personal Services	194,674	237,943	251,234	250,957	
Operations	88,878	129,958	191,133	184,133	
Capital Outlay	0	0	0	0	
<b>Total</b>	<b>283,552</b>	<b>367,901</b>	<b>442,367</b>	<b>435,090</b>	<b>18%</b>
<b>REVENUES</b>					
Intergovernmental	0	0	0	0	
Fees & Other	0	0	0	0	
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>
<b>FTE's</b>	3.00	4.25	4.25	4.25	

**FY 2007 HIGHLIGHTS, AND / OR SIGNIFICANT MODIFICATIONS:**

- The self funded County health insurance plan continues into the third year without a change in premium cost, the result of positive second year experience.
- Conduct a full job classification and compensation review to ensure accurate job descriptions and an equitable and competitive pay plan. Previous full review was done in
- Employee training will continue, to include supervisory and employee programs.
- Continue employee recognition and appreciation programs and working with County departments to highlight program, project, and individual achievements.

**FY 2006 ACCOMPLISHMENTS:**

- The self funded County health insurance plan continued with increased employee awareness and positive experience results.
- 98 employees were recognized for their continued service to Cabarrus County for a combined total of 1120 years of service.
- Employees voted to forgo their annual Employee Appreciation Day and donate the funds to assist hurricane victims that had relocated to Cabarrus County.
- Cabarrus Helping Hearts and Hands (CH3), the employee directed community involvement effort, continued with another successful year. Pledged funding for community agencies increased by 64%; collection drives provided food, clothing, Christmas gifts for families, and money for the community; and volunteered time was donated to help build houses, mentor special Olympians, and assist in community projects.

# PROGRAM SUMMARY

## FY 2007

**DEPARTMENT: Tax Administration**

**PROGRAM: Tax Collector**

**MANDATED SERVICE:** Administer and coordinate the collection of taxes, delinquent taxes and other revenue as mandated by N.C.G.S. 105-349 et al.

**MISSION STATEMENT:** *To use all means to collect property taxes and other revenue according to state law while maintaining courtesy, equity and fairness in dealing with our taxpayers. To increase efficiency through use of technology, training, cross training, and enhance workflow while maintaining a high rate of property tax collection and customer satisfaction.*

**PROGRAM SUMMARY:** This program ensures the collection of all current, delinquent and gross receipt taxes for the county, contracted municipalities, and special districts. We are responsible for accepting payments, assisting taxpayers, attorneys and other customers; enforcing collection through bank attachments, garnishments, foreclosures, Debt Set-off Program and Sheriff warrants; balancing cash drawers and depositing all moneys received daily; filing bankruptcy and receivership claims upon notification from Federal and State courts; issuing mobile home permits, maintaining and updating accounts receivable files; releases, proration and refunds; maintaining daily and monthly reports for Finance; maintaining and reporting lockbox postings and credit card postings to Finance. Prepare agenda item requests to the Board of Commissioners and prepare information for budget purposes.

### GOALS AND OBJECTIVES:

- Increase combined collection rate by .20% to 98.00% of current year taxes for FY 2006/2007.
- Develop a work plan and time table for conversion and upgrade to a new software system.
- Increase delinquent collections by \$100,000 over last years budgeted amount.
- Test the effectiveness of using an outside collection agency to assist us in collecting delinquent taxes, by allowing them write a series of letters to approximately 2,400 delinquent accounts.

<b>PERFORMANCE DATA:</b>	<b>FY 2005 ACTUAL</b>	<b>FY 2006 ESTIMATED</b>	<b>FY 2007 ESTIMATED</b>
Tax Revenue(real & vehicle) Current	\$73,001,727	\$89,416,970	\$92,689,000
Combined Collection Rate	97.70%	97.80%	98.00%
Delinquent Revenue Collected	\$1,572,212	\$1,500,000	\$1,600,000
Tax Penalties and Interest	\$437,093	\$327,800	\$337,600
Municipal Tax Collections Fees (real/personal & vehicle)	\$226,850	\$241,400	\$255,900
Gross Receipts Fees Collected	\$82,895	\$82,900	\$82,925
Garnishment Fees Collected	\$41,645	\$42,000	\$42,500
Collections from Sheriff Warrants Served	\$8,533	\$10,000	\$10,500
Debt Set-off Fees Collected	\$1,744	\$2,500	\$3,000
Tax Notices Mailed July (current year tax bills)	59,385	60,646	60,800
Tax Notices for Escrows Sent Electronically	19,874	21,758	22,100
Mortgage Co. Notices Mailed Regular Mail	842	465	123
Duplicate Escrow Notices (current year tax bills)	20,716	22,223	22,523
Delinquent Tax Notices – Current Year	11,340	12,432	14,500
Delinquent Tax Notices - Transfer Notices	3,041	2,151	2500
Delinquent Tax Notice - 10 year Notice	6,844	7,500	8700
Garnishments and Bank Attachments Served	2,413	2,500	2,600
Motor Vehicle Bills – Current Year	137,416	141,550	147,000
Motor Vehicle Bills - Delinquent	54,156	79,132	82,178

**SUMMARY DETAIL**

<b>EXPENDITURE CATEGORIES</b>	<b>ACTUAL FY 2005</b>	<b>AMENDED FY 2006</b>	<b>DEPARTMENT REQUEST FY 2007</b>	<b>BOARD ADOPTED FY 2007</b>	<b>PERCENT CHANGE FY 2006 vs FY 2007</b>
Personal Services	373,073	411,018	430,102	432,687	
Operations	229,611	251,989	310,389	308,934	
Capital Outlay	0	0	22,008	0	
<b>Total</b>	<b>602,685</b>	<b>663,007</b>	<b>762,499</b>	<b>741,621</b>	<b>12%</b>
<b>REVENUES</b>					
Intergovernmental	0	0	0	0	
Fees & Other	268,496	223,000	250,000	250,000	
<b>Total</b>	<b>268,496</b>	<b>223,000</b>	<b>250,000</b>	<b>250,000</b>	<b>12%</b>
<b>FTE's</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	

**FY 2007 HIGHLIGHTS, AND/OR SIGNIFICANT MODIFICATIONS:**

- Purchase an audio video system that will enhance the security of the office.
- Increase delinquent collections by working with an outside collection agency on selected accounts and by increasing our foreclosure program.
- Develop a work plan and time table for conversion and upgrade to a new software.
- Three new employees to take *Fundamentals of Property Tax Collection* in NC this spring and fall as offered through the Institute of Government, Chapel Hill, NC. Other employees to attend classes needed.
- Increase delinquent and current collections by sending accounts to Debt Set-off. We will mail a mass mailing in February in order to set off North Carolina State Refunds.

**FY 2006 ACCOMPLISHMENTS:**

- Ended F/Y 2005-06 with 98.46% collection on real, 89.52% collection on vehicles with a combined collection percentage of 97.70%. This is the highest collection percentage in 10 years.
- Effectively dealt with personnel issues that were interfering with the operation of the Collection Division.
- We began offering payment by credit cards or telephone through **Official Payments** for **real estate** tax bills (effective February, 2005). Since inception, a total of \$ 640,495 have been collected using this method of payment. For the month of January, 2006, the total credit card collection for real estate taxes was \$249,822. This proves taxpayers are beginning to use their credit card for payment. We ceased using My Merchant as our vendor for motor vehicle credit card payment. Consolidating both payment types with one vendor eliminated immense paperwork and staff time.
- Entered into an agreement with the North Carolina Administrative Office of the Courts (AOC) to provide access to data in AOC information systems. We can access estates, special proceedings and information on bankruptcies, etc.
- Enhanced bankruptcy processing by establishing working relationship with the trustees for various districts.
- Developed coupon books to use for time payment agreements in order to assist taxpayers who wish to make payments. In establishing the time payment, important information is obtained in the event of default. This has worked well with taxpayers because they have the payment book to send a coupon along with their payment each month.
- Installed three new workstations for employees that had inadequate working environments. Cross trained all employees to work cashier counter.
- Purchased a currency bill and coin counter to use for daily balancing and counting of monies, eliminating mathematical errors and saving time. Purchased new mail opening machine to decrease processing time of in-house mail.
- Will have three employees certified as Deputy Tax Collectors at the North Carolina Tax Collector's Spring Conference in April, 2006. In order to be certified, employees have to take extensive courses through the Institute of Government, Chapel Hill, N.C.

# PROGRAM SUMMARY

## FY 2007

**DEPARTMENT: Tax Administration**

**PROGRAM: Tax Administration**

**MANDATED SERVICE:** Administer and coordinate the listing, appraisal, and assessment of real property, personal property and motor vehicles, and the reappraisal of all real property every four years as mandated by N.C.G.S. §105-294, et al.

**MISSION STATEMENT:** *List and appraise all property according to state law and our adopted schedules of value while maintaining courtesy, equity and fairness in dealing with our taxpayers. Increased efficiency through use of technology, training, cross training, and enhanced workflow while maintaining a high level of appraisal uniformity.*

**PROGRAM SUMMARY:** This program ensures the proper listing and appraisal of all property, real and personal, pursuant to North Carolina General Statutes. The assessor must actively seek to discover property that is unlisted or under listed. Within budgeted appropriations, the assessor shall employ data collectors, appraisers, and property assistants necessary to carry out this function. The assessor must adhere to the provisions of a special county ordinance in carrying out a plan for property revaluation. Also included is the responsibility of maintaining accurate mapping of all properties, assigning unique property identification numbers, and providing mapping information services to other divisions, departments, agencies, governments and citizens as required.

### GOALS AND OBJECTIVES:

- Develop a work plan and begin the 2008 Revaluation Project, completing the Schedule of Values and 50% of the project.
- Increase the number of business personal property audits by 10% from 100 to 110.
- Increase the average number of real property appraisals performed by our appraisers per day from 7.05 to 8.00.
- Restructure the operation of the real property transfer section and its relationship to Land Records Division in an effort to streamline the process. Our objective is to have all deeds worked within 30 days of receiving them from Land Records and to work all address changes daily.
- Enhance access and security of data by imaging all historical maps and aerials.
- Create a “preliminary subdivision” data set based on preliminary plats in order to alleviate problems with centerlines, addressing, etc that arise because those items are typically created prior to the plat being recorded.
- Begin the process of rectifying the county lines with Rowan, Stanly and Union Counties; appoint Special Commissioner, prepare resolution for County Commission to approve and forward request to the State.
- Identify vendor, develop a work plan and time table for conversion and upgrade to a new software system for Tax Administration.
- Enhance the operation of the Department by introducing an Operations Coordinator position to oversee the budget and daily operation of the Department.

<b>PERFORMANCE DATA:</b> <b>COUNTY ASSESSOR DIVISION</b>	<b>FY 2005 ACTUAL</b>	<b>FY 2006 ESTIMATED</b>	<b>FY 2007 ESTIMATED</b>
Total Taxable Valuation (Real, Personal, Vehicle)	\$14,092,765,202	\$14,632,134,440	\$15,167,606,000
Motor Vehicle Valuation	\$1,207,118,925	\$1,271,093,007	\$1,310,400,000
New Construction Valuation	\$359,911,825	\$492,957,846	\$606,336,060
Additional Valuation - Business Personal Audits	\$47,347,613	\$17,000,000	\$12,000,000
Additional Revenue - Present Use Audits	\$304,114	\$382,740	\$421,000
Volume of Real and Personal Listings	82,072	83,500	86,500
Volume of Individual Personal Listings Assessed	15,555	16,109	16,700



<b>PERFORMANCE DATA: COUNTY ASSESSOR DIVISION</b>	<b>FY 2005 ACTUAL</b>	<b>FY 2006 ESTIMATED</b>	<b>FY 2007 ESTIMATED</b>
Volume of Classified Vehicles Assessed	137,049	141,550	147,000
Volume of Business Personal Listings Assessed	5,680	5,700	5,750
Volume of Business Personal Property Audits	104	100	110
Volume of New Construction Appraised	3,709	3,879	4898
Volume of Land Splits Appraised	2765	3,817	2991
Volume of Property Exemption Applications	32	30	30
Volume of Property Exemption Audits	191	284	200
Volume of Personal Present Use Applications	59	65	70
Volume of Personal Present Use Audits	539	403	420
Volume of Personal Elderly Audits	366	0	800
Volume of Informal Appeals	6355	510	400
Volume of Appeals to Board of E&R	824	337	200
Volume of Appeals to Property Tax Comm.	16	6	3
Volume of Board of E&R Meetings	22	8	6
State Sales Ratio for Real Property	98.33%	95.00%	92.00%

<b>PERFORMANCE DATA: LAND RECORDS DIVISION</b>	<b>FY 2005 ACTUAL</b>	<b>FY 2006 ESTIMATED</b>	<b>FY 2007 ESTIMATED</b>
Volume of Deeds Processed	8,600	9,277	10,010
Volume of New Plats Mapped	253	287	295
Volume of Straight Transfers Processed	7,345	7,911	8,500
Volume of Land Splits Mapped	1,255	1,079	1,100
Number of Real Property Parcels	70,416	73,154	75,045

#### SUMMARY DETAIL

<b>EXPENDITURE CATEGORIES</b>	<b>ACTUAL FY 2005</b>	<b>AMENDED FY 2006</b>	<b>DEPARTMENT REQUEST FY 2007</b>	<b>BOARD ADOPTED FY 2007</b>	<b>PERCENT CHANGE FY 2006 vs FY 2007</b>
Personal Services	1,490,316	1,576,082	1,728,352	1,713,625	
Operations	179,388	234,340	336,330	333,640	
Capital Outlay	0	10,035	0	0	
<b>Total</b>	<b>1,669,705</b>	<b>1,820,457</b>	<b>2,064,682</b>	<b>2,047,265</b>	<b>12%</b>
<b>REVENUES</b>					
Intergovernmental	0	0	0	0	
Fees & Other	3,072	3,398	4,000	4,000	
<b>Total</b>	<b>3,072</b>	<b>3,398</b>	<b>4,000</b>	<b>4,000</b>	<b>18%</b>
<b>FTE's</b>	<b>30.00</b>	<b>29.00</b>	<b>31.68</b>	<b>31.68</b>	

#### FY 2007 HIGHLIGHTS, AND/OR SIGNIFICANT MODIFICATIONS:

- Develop a work plan and begin the 2008 revaluation project. Bring in 3 data collectors in October 2006 and 1 clerical support in February 2007 to assist with the project.
- Develop a work plan for the upgrade and conversion to new tax software.
- Enhance the operation of the Department by introducing an Operations Coordinator position to oversee the budget and operation of the Department.
- Restructure the operation of the real property transfer section and its relationship to Land Records Division in an effort to stream line the process. Objective is to have all deeds worked within 30 days of receiving them from Land Records and work all address changes daily.
- Image all historical maps and aerials

**FY 2006 ACCOMPLISHMENTS:**

- Reduced one position from our staffing level.
- Adding GPS enabled phones for Appraiser so that their activities in the field can be mapped.
- Moved property tax bills to collections for mailing in July, processed motor vehicle bills for mailing monthly, completed the listing process in January, and will complete the valuation process by June in preparation for mailing property tax bills in July.
- Restructured the Real Property Section for better management and performance.
- Restructured the Personal Property Section for better management and performance.
- Bar coded our listing forms to save time in scanning and indexing. Worked with ITS and our software vendor to install the proper software to read the barcode and index the forms.
- The new Land Records Manager evaluated the Division's operations, changed some procedures and stream lined the operation.
- Scanned and computerized the history cards in Land Records.

## PERSONNEL JUSTIFICATION FY 2007

**DEPARTMENT:** Tax Administration

**PROGRAM:** County Assessor

**MANDATED SERVICE:** Administer the listing, appraisal, and assessment of all real and personal property as mandated by the North Carolina Machinery Act.

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**PERSONNEL CHANGES AND JUSTIFICATION:** Request a reclassification of one Real Estate Appraiser position to Commercial/Industrial Real Property Appraiser.

This position deals primarily with our more complex commercial and industrial properties. The education, skills and experience needed for this position exceeds the requirements for the Real Estate Appraiser position. This position must be able to deal effectively with highly sophisticated professional attorneys, accountants, tax representatives, and real estate appraisers to properly appraise complex properties. They must also be able to effectively represent the county in appeals to the Board of Equalization and Review, NC Property Tax Commission, and the NC Court System.

### CONSEQUENCES OF DENIAL:

Inequity in compensation due to the complexity of work and skills and abilities needed to perform this job when compared to the Real Property Appraiser position.

<b>RESOURCES REQUIRED</b>	<b>FY 2007</b>
Personal Services	2,413
Operations	0
Total	2,413
<b>REVENUES</b>	
Intergovernmental	0
Fees & Other	0
Total	0
<b>NET COUNTY COST</b>	<b>2,413</b>

**BOARD OF COMMISSIONERS:** Pending Reclassification Study

## PERSONNEL JUSTIFICATION FY 2007

**DEPARTMENT:** Tax Administration

**PROGRAM:** County Assessor

**MANDATED SERVICE:** Administer the listing, appraisal, and assessment of all real and personal property as mandated by the North Carolina Machinery Act.

**PERSONNEL CHANGES AND JUSTIFICATION:** Reclassification of Tax Administrator's Administrative Assistant to Operations Coordinator.

The job duties for this position have changed since my arrival to eliminate most of the secretarial/clerical type duties and replace them with more responsible higher level office operations duties. This position is considered a valuable member of our management team. The position's duties focus primarily on budget development and monitoring, reporting, purchasing, and working with all Division Managers and supervisors to insure consistent application of all policies, rules, and procedures throughout the Department.

**CONSEQUENCES OF DENIAL:** This position's salary grade level will be out of balance with other jobs in the Department due to the skills and education needed to perform the job and the job's relative importance to the structure of the Department.

<b>RESOURCES REQUIRED</b>	<b>FY 2007</b>
Personal Services	2,168
Operations	0
Total	2,168
<b>REVENUES</b>	
Intergovernmental	0
Fees & Other	0
Total	0
<b>NET COUNTY COST</b>	2,168

**BOARD OF COMMISSIONERS:** Pending Reclassification Study

# PERSONNEL JUSTIFICATION

## FY 2007

**DEPARTMENT:** Tax Administration

**PROGRAM:** County Assessor

**MANDATED SERVICE:** Administer the listing, appraisal, and assessment of all real and personal property as mandated by the North Carolina Machinery Act.

**PERSONNEL CHANGES AND JUSTIFICATION:** Request a position upgrade of Land Records Manager from pay grade 70 to pay grade 73.

This position has been under classified for several years due to the complex nature of the GIS environment. This position not only needs management, supervisory, and mapping skills but also needs to possess highly technical and analytical GIS skills. The Department of Tax Administration is such a heavy user of GIS technologies that we need a person on staff who possesses the skills of a GIS Analysis as well as the skills to manage the Land Records Division.

**CONSEQUENCES OF DENIAL:** This salary grade level of this position will be out of balance with other jobs in the Department due to the skills and education needed to perform the job and the job's relative importance to the structure of the Department. We have already lost one qualified employee from this position due to the low pay. If we do not make a move to rectify the situation we will not be able to maintain any stability in the position.

<b>RESOURCES REQUIRED</b>	<b>FY 2007</b>
Personal Services	2,511
Operations	0
Total	2,511
<b>REVENUES</b>	
Intergovernmental	0
Fees & Other	0
Total	0
<b>NET COUNTY COST</b>	2,511

**BOARD OF COMMISSIONERS:** Pending Reclassification Study

## PERSONNEL JUSTIFICATION FY 2007

**DEPARTMENT:** Tax Administration

**PROGRAM:** Assessor

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**MANDATED SERVICE:** To administer the listing, appraisal, and assessment of all real and personal property as mandated by the North Carolina Machinery Act.

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**PERSONNEL CHANGES AND JUSTIFICATION:** Temporary Employees for the 2008 Revaluation

Three (3) temporary Data Collectors (\$24,919.93 each for nine months beginning October 2006) and one (1) temporary Tax Clerk –(\$10,978.02) for five months beginning February 2007) to assist with the 2008 revaluation process.

Various supplies totaling \$3,000 (appraisal cards, brochures for advertising, listing cards, paper and toner for laser printer, etc.)

Additional mileage expense @ mileage allowance – total of \$9,300.

**CONSEQUENCES OF DENIAL:** We will be unable to complete the listing and assessment of the 2007 new construction due to our appraisal staff being involved in doing the 2008 revaluation.

<b>RESOURCES REQUIRED</b>	<b>FY 2007</b>
Personal Services	85,737
Operations	12,300
Total	98,037
<b>REVENUES</b>	
Intergovernmental	0
Fees & Other	0
Total	0
<b>NET COUNTY COST</b>	<b>98,037</b>

**BOARD OF COMMISSIONERS:**      **Approved**

## PROGRAM SUMMARY FY 2007

**DEPARTMENT:** Cabarrus County Board of Elections      **PROGRAM:** Elections

**MANDATED SERVICE:** NCGS 163, Federal NVRA 1993, Federal Help American vote Act of 2002, Federal Statutes and NC Administrative Code Title8

**MISSION STATEMENT:** “To promote consistent administration and equal application of all elections and campaign finance laws; to conduct honest, impartial, free, accurate, and efficient elections.”

**PROGRAM SUMMARY:** The Board of Elections is responsible for conducting elections for Federal, State, and County offices: members of the County Board of Education and Kannapolis City Board of Education; the County Soil and Water Conservation District Board of Supervisors; offices for five (5) municipalities; constitutional amendments, bonds and other special referenda. The Board administers the State election laws, including the Campaign Finance Reporting Act. This Board is mandated by North Carolina laws to conduct the expense of elections as if 100% of the voters turned out to vote. Elections are administered and budgeted on a four (4) year cycle.

The Board of Elections’ principal functions are conducting elections; establishing election precincts and voting sites; and the continual file maintenance, removal and voter upkeep program. The Election Board activates and notifies those voters who have been annexed into a municipality for city elections and notifies voters of any precinct location changes; appoints and trains precinct officials and trains agency based officials; trains candidates, treasurers and the public on campaign finance laws and audits reports; processes required payroll information for precinct officials; programs and audit pre-election and post-election voting tabulators for each election; processes no excuse mail absentees and in office no excuse absentee and transfer ballots; canvasses and certifies the results of counts and recounts of ballots cast in elections; investigates any voter irregularities and holds hearings if necessary; answers inquiries as to voter registration on petitioners seeking to establish new political parties or to nominate candidates. The Board provides for the issuance of all notices, advertisements, and publications concerning elections required by law. It maintains and repairs the voting booths and makes emergency repairs on the tabulators; validates all voter registrations and keeps all records up to date. It carries out January 1, 1995, mandates on File Maintenance programs to maintain accurate voter files. It cancels voters who have deceased or moved out of the county and makes inactive those voters who do not receive “verifications: or answer “confirmations notifications, and keeps current all registration records by utilizing all DMV, Duplicate, and DHHS lists generated by the SEIMS software.

### GOALS AND OBJECTIVES:

- To conduct elections in compliance with North Carolina General Statute with no substantial contest to the results.
- Educate the precinct officials and the public, within a very short time frame, on the new voting equipment.
- Develop a security, use and policy procedure on the new voting equipment in case of mal-functions and/or errors.
- Develop easy instructions for the precinct official’s in the training manual on the voting equipment.
- Provide an accurate audit and canvass of election results to the State Board of Elections within the statutory time frame.
- Work to insure that each polling location is accessible to all voters.

<b>PERFORMANCE DATA:</b>	<b>FY 2005 ACTUAL</b>	<b>FY 2006 ACTUAL</b>	<b>FY 2007 ESTIMATED</b>
State and Federal Mandates Met	100%	100%	Anticipate 100%
Number of contested election results	None	None	Anticipate None
Accurate Canvass of Elections Results provided to the SBoE within the Statutory Time	Yes	Yes	Anticipate Yes
% of Voter Turnout at each specific election listed:	Actual: 65% General '04	Actual: 14% Municipal '05	Estimated: 47% General '06
Number of people qualified to register in Cabarrus County by the 2000 Census is 131,063 minus 25% for ineligible voters-figured on 2.5% growth each year.	Estimated: 108,500	Estimated: 111,212	Estimated: 113,992
Registered Number of voters at date of specified election	Actual: 95,354	Actual: 90,560	Estimated: 97,000
Percentage of eligible Voters Registered	88%	81%	85%
Election to be held	5	3	1

#### **SUMMARY DETAIL**

<b>EXPENDITURE CATEGORIES</b>	<b>ACTUAL FY 2005</b>	<b>AMENDED FY 2006</b>	<b>DEPARTMENT REQUEST FY 2007</b>	<b>BOARD ADOPTED FY 2007</b>	<b>PERCENT CHANGE FY 2006 vs. FY 2007</b>
Personal Services	234,941	268,717	290,305	292,894	
Operations	241,058	399,032	450,410	352,596	
Capital Outlay	0	0	0	0	
<b>Total</b>	<b>476,000</b>	<b>667,749</b>	<b>740,715</b>	<b>645,490</b>	<b>-3%</b>
<b>REVENUES</b>					
Intergovernmental	32,947	0	0	0	
Fees & Other	14,285	55,000	1,000	1,000	
<b>Total</b>	<b>47,232</b>	<b>55,000</b>	<b>1,000</b>	<b>1,000</b>	<b>-98%</b>
<b>FTE's</b>	5.826	6.826	6.826	6.826	

#### **FY 2007 HIGHLIGHTS, AND/OR SIGNIFICANT MODIFICATIONS:**

- We have budgeted for the "Ballot on Demand" once it is certified by the State Board so that we can order less ballots than the 100% required and print ballots in house if we should need them in emergencies. This is a one time cost of \$4,750.00.
- The Service agreement line item has increased substantially due to new voting equipment as has other line items due to estimated increase in prices and additional travel for training.

#### **FY 2006 ACCOMPLISHMENTS:**

- Cabarrus Election Board was the 1<sup>st</sup> county to complete all requirements and turn in to the State Board all paperwork concerning new equipment purchases, thereby saving our punch card buyout monies of \$134,000.00.
- Worked with a few select counties and the State Board of Elections to improve Precinct Uniformity requirement.
- Conducted all five municipal elections in 2005-2006 without any problems or protests.



# PROGRAM SUMMARY

## FY 2007

**DEPARTMENT:** Register of Deeds

**PROGRAM:** Register of Deeds

**MANDATED SERVICE:** Service mandated by North Carolina State Legislature and General Statutes; North Carolina Department of Cultural Resources; Cabarrus County Resolutions

**MISSION STATEMENT:** *“The mission of the Register of Deeds Office is to serve the users of the office in a professional manner that reflects good government.” The Register of Deeds Office properly and accurately records, maintains and disseminates various types of records that relate to Cabarrus County. The information maintained in this office provides a link from Cabarrus County’s history to its future by serving as the repository for all vital records and land related documents. We accomplish this by providing knowledgeable, efficient and professional service to the users of this office as we continue to enhance the technology used to preserve and protect older and current records.*

**PROGRAM SUMMARY:** The Register of Deeds office serves as the place where Cabarrus County’s past, present and future meet to define individual lives. From birth certificates, death certificates, marriage licenses, veteran discharges, notary public records to all land record documents (including deeds, deeds of trust, subdivision/condo maps, agreements, leases and more) the Register of Deeds Office is charged with accurately recording, indexing and properly storing and preserving these records.

Documents date back to 1792 when the county was formed. Because of the importance of safely archiving these records and allowing for ease of reference, the Cabarrus Register of Deeds Office offers hard copy along with an intranet and internet site to allow public access to the information, all the while ensuring that this access does not interfere with the North Carolina General Statutes that govern the office. It is the responsibility of the Registrar of Deeds, the “legal custodian” of all records located within the office, to ensure the information contained within these records is made accessible, as they are matters of public record. Deep consideration must also be given to protecting the information as well, due to the recent threats of identity theft.

The staff of the Cabarrus County Register of Deeds office includes the Registrar, one assistant, 7 full time deputies, one part-time deputy and one 900 hour a year temporary position. Through these hands pass some of the most important and valuable documents in a person’s life. It is the staff that is responsible to provide swift, accurate and courteous service to the customers of the office, whether in person, by telephone, mail, e-mail, etc. It is also this staff, which in 2005, handled over 52,000 documents that were filed or recorded. (255,500 pages of land record documents were scanned) This does not include the thousands of copies and certified copies that are produced on a yearly basis, nor does it include the swearing of notaries, filing veteran discharges or paperwork for amendment to birth and death certificates, delayed births and legitimations. Once this type paperwork is approved by the Office of Vital Records in Raleigh, it is returned to this office for the changes to be made to the certificates. Changes to certificates concerning adoptions and court orders are also made here. In order to stay abreast of all the changes in the laws governing the operation of the office, as well as learning about the technological advancements that affect day-to-day operation of the office, it is imperative that staff members take advantage of the many continuing education opportunities provided by the North Carolina Association of Registers of Deeds and the School of Government.

### GOALS AND OBJECTIVES:

- Begin the process of imaging vital records back to 1990 and link them to index database
- Implement upgrade to electronic receipting system that will allow an electronic and paper trail of all financial transactions. This system will track each land related document recorded and automatically assign document number with book and page. It will also provide specific reports that can be run daily, monthly or yearly.
- Upgrade vital record databases by adding older information
- Enable one staff member to begin the process of becoming a certified Deputy Register of Deeds
- Provide ongoing cross-training of staff members to ensure knowledge of all facets of the office resulting in efficient and professional assistance to users of the office

- Require that each staff member attend workshops for continuing education in classes sponsored by the North Carolina Association of Register of Deeds
- Produce increased revenue by installing a “card reader system” on all public accessed printers. This will assist in cost recovery customer printing and will ensure that all copies are paid for at the time of printing.

<b>PERFORMANCE DATA: ALL RECORDS ARE KEPT ON A CALENDAR YEAR</b>	<b>Calendar 2004 ACTUAL</b>	<b>Calendar 2005 ACTUAL</b>	<b>Calendar 2006 ESTIMATED</b>
Births occurring in Cabarrus County	2,801	2,844	2,900
Deaths occurring in Cabarrus County	1,280	1,405	1,530
Marriage Licenses issued	1,200	1,207	1,220
Subdivision plats/condo plans filed	266	287	300
Land Record documents recorded	43,283	45,742	49,000

#### **SUMMARY DETAIL**

<b>EXPENDITURE CATEGORIES</b>	<b>ACTUAL FY 2005</b>	<b>AMENDED FY 2006</b>	<b>DEPARTMENT REQUEST FY 2007</b>	<b>BOARD ADOPTED FY 2007</b>	<b>PERCENT CHANGE FY 2006 vs FY 2007</b>
Personal Services	464,979	490,959	501,860	501,823	
Operations	232,003	246,117	252,604	252,611	
Capital Outlay	0	0	0	0	
<b>Total</b>	<b>696,982</b>	<b>737,076</b>	<b>754,464</b>	<b>754,434</b>	<b>2%</b>
<b>REVENUES</b>					
Intergovernmental	0	0	0	0	
Fees & Other	2,385,149	2,368,600	2,940,900	3,040,900	
<b>Total</b>	<b>2,385,149</b>	<b>2,368,600</b>	<b>2,940,900</b>	<b>3,040,900</b>	<b>28%</b>
<b>FTE's</b>	10.183	10.183	10.183	10.183	

#### **FY 2007 HIGHLIGHTS, AND/OR SIGNIFICANT MODIFICATIONS:**

- Begin imaging vital records back to 1990 and link images to index database
- Upgrade receipting system
- Install “card reader system” on all public printers to assist in cost recovery of customer printing

#### **FY 2006 ACCOMPLISHMENTS:**

- Completed land record back-file conversion project with Logan Systems Inc. All land indexes and images are on the Register of Deeds intranet and internet site back to 1983
- Microfilm of land records back to 1983 was completed and sent to Department of Archives and History per statute

## PROGRAM SUMMARY FY 2007

**DEPARTMENT:** Finance

**PROGRAM:** Finance

**MANDATED SERVICE:** NCGS 159-24

**MISSION STATEMENT:** *To provide sound fiscal policies and financial reporting information necessary to manage the County's fiscal affairs and support various County agency operations.*

**PROGRAM SUMMARY:** The Finance Department is responsible for managing all of the fiscal affairs of the County and supporting the operating departments through administrative services, resource allocation, accounting and financial reporting. The finance department is under the immediate direction of the Finance Director, and includes such activities as accounting, debt administration, investments, auditing, purchasing, contract administration and budgeting. The office operations section is responsible for payment of the County's bills, preparation of payroll, issuance of purchase orders, and accounts receivable. The accounting section is responsible for debt administration, monitoring expenditures and revenues, maintenance of fixed asset files, investment portfolio management, preparation of Comprehensive Annual Financial Report (CAFR), internal auditing and other related functions. The budget section is responsible for preparing the County's annual operating budget, the Capital Improvements Program (CIP) and the Five Year Financial Plan, as well as conducting evaluations of organizational programs and performance.

### **GOALS AND OBJECTIVES:**

- Manage and monitor cash balances in bank accounts and investments on a daily basis to maximize investment earnings and provide funds for the County's operational and capital needs.
- Arrange for financing of various projects and issuance of bonds, as directed by the Board of Commissioners.
- Maintain the County's bond ratings of Aa2 from Moody's Investor Service and AA from Standard and Poor and Fitch Ratings.
- Forecast cash needs in the short-term and long-term, including debt planning, official statement compilation, covenant monitoring and arbitrage management.
- Maintain the general ledger accounting system by posting regular adjustments, reviewing and analyzing account balances and capital projects, setting up new accounts and projects, reconciling balance sheet accounts and preparing monthly statement analysis.
- Continue to meet standards required to obtain the GFOA Certificate of Achievement for Excellence in Financial Reporting and the Distinguished Budget Presentation Award.
- Complete a physical audit for a minimum of 25% of the County's capital asset inventory.
- Evaluate internal controls in a minimum of 5 County departments that handle payments or billing.
- Obtain ACH fraud protection through our financial institution.
- Acknowledge and respond to 95% of employee and departmental questions within 2 business days..
- Report monthly to the Board of Commissioners the financial position of the County.
- Monitor and report monthly on progress of school construction bonds to the Schools' Finance offices.
- Work towards one employee's certification from NC Public Finance Officers' Association.
- Process 95% of all (routine and non-routine) purchase requisitions within one business day.

- Through savings or cost avoidance, achieve a minimum of \$100,000 per year in reductions made as a result of program evaluations, productivity reviews, and/or management studies.

<b>PERFORMANCE DATA:</b>	<b>FY 2005 ACTUAL</b>	<b>FY 2006 ESTIMATED</b>	<b>FY 2007 ESTIMATED</b>
Accounts Payable Checks Issued / Direct Deposited	26,822	27,626	28,455
Number of Purchase Orders Issued	354	300	300
Number of Invoices Processed and Dollar Value	40,150/ \$122,153,593	41,355/ \$125,818,200	42,595/ \$129,592,747
Number of Payroll Checks Issued / Direct Deposited	22,590	23,268	23,965
Amount of Savings or Cost Avoidance Achieved through Evaluation of Resources	NA	NA	\$100,000

#### **SUMMARY DETAIL**

<b>EXPENDITURE CATEGORIES</b>	<b>ACTUAL FY 2005</b>	<b>AMENDED FY 2006</b>	<b>DEPARTMENT REQUEST FY 2007</b>	<b>BOARD ADOPTED FY 2007</b>	<b>PERCENT CHANGE FY 2006 vs FY 2007</b>
Personal Services	620,938	677,193	738,632	738,817	
Operations	116,686	132,850	131,399	120,914	
Capital Outlay	0	0	0	0	
<b>Total</b>	<b>737,624</b>	<b>810,043</b>	<b>870,031</b>	<b>859,731</b>	<b>6%</b>
<b>REVENUES</b>					
Intergovernmental	0	0	0	0	
Fees & Other	0	0	0	0	
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>FTE's</b>	11.45	11.38	11.38	11.38	

#### **FY 2007 HIGHLIGHTS, AND/OR SIGNIFICANT MODIFICATIONS:**

- The County is entering into a 5 year agreement to switch banking services that will result in continued efficiency of processes, high standards of customer service and a savings of \$45,000 per year to the County. In addition, the selected bank is a local community bank.
- During FY 2007, the County will issue \$48 million in GO Bonds for school construction and the bond financing necessary to construct the Jail and Justice Center.
- Travel expenditures in FY 2007 include the cost of sending the Assistant Finance Director to the Public Administration course offered by the UNC School of Government. The course encompasses over 140 hours of training. In addition, the Accounting Operations Supervisor will be completing requirements to become a Certified Finance Officer and another employee will attend the School of Government's Investment course, designed to maximize earnings on County funds.
- Beginning in FY 2007, the County will begin a process of strategic planning and incorporating outcome measurement into management decisions. This will impact budget recommendations and resource allocation during the fiscal year and into FY 2008. The CIP and Five Year Plan will also be revised according to the County's goals and strategic plan.
- Additional efforts will be made in FY 2007 to cross-train employees in order to maintain an optimal service level within the department.

#### **FY 2006 ACCOMPLISHMENTS:**

- Cabarrus County Finance has been long been recognized for its excellence. The Finance Department has received the Government Finance Officer's Association Excellence in Financial Reporting Award for the past 20 years and the Government Finance Officer's Distinguished Budget Presentation Award for the past 8 years.
- Cabarrus County Finance and Bank of America worked together to implement a "Positive Pay" program for County checks. This program reduces the possibility of fraud by allowing the bank to verify each check to ensure it was written by the County prior to cashing.

- Approximately 20% of vendors are now being paid by Electronic Funds Transfer (EFT).
- The procurement card program has continued to grow with an estimated 50% increase in usage by various departments in FY 2006. As a result, purchases under \$1,000 have been processed more efficiently.
- In FY 2006, the Finance Department provided fund administration and purchasing assistance to Rowan Cabarrus Community College (RCCC) in an effort to equip and furnish their new Business and Technology Center located in Concord. These funds were awarded to RCCC as a grant in the amount of \$500,000 provided by the Cannon Foundation.
- The FY 2005 Comprehensive Annual Financial Report (CAFR) was produced on time and without management letter comment from external auditors.
- The Finance Department supported multiple departments in their attainment, receipt and management of new grant awards and federal appropriations.

# PERSONNEL JUSTIFICATION

## FY 2007

**DEPARTMENT:** Finance

**PROGRAM:** Finance

**MANDATED SERVICE:** No.

**PERSONNEL CHANGES AND JUSTIFICATION:**      **Reclassify salary grade –Budget Analyst Position**

In December 2005, we submitted a Position Analysis Questionnaire for this position. The findings from the outside agency that performed the analysis stated the following:

“The PAQ submitted elevates the level of work and increases the required education/training requirements for this position. Therefore, we are updating the job description and based on these adjustments it is recommended the position be upgraded to salary grade 68.”

**CONSEQUENCES OF DENIAL:** Classification and salary would not be at the recommended level for this position. Inequity in compensation due to the complexity of work and skills and abilities needed to perform this job.

<b>RESOURCES REQUIRED</b>	<b>FY 2007</b>
Personal Services	2,175
Operations	0
Total	2,175
<b>REVENUES</b>	
Intergovernmental	0
Fees & Other	0
Total	0
<b>NET COUNTY COST</b>	<b>2,175</b>

**BOARD OF COMMISSIONER:**

**Pending Reclassification Study**

## PROGRAM SUMMARY

### FY 2007

**DEPARTMENT:** Information Technology Services

**PROGRAM:** Information Technology Services

**MANDATED SERVICE:** No

**MISSION STATEMENT:** *To partner with our customers in delivering quality technology services that effectively and efficiently align with the goals of Cabarrus County.*

#### PROGRAM SUMMARY:

**Service Desk:** The Service or Help Desk serves as a single point of contact for customers and users to interact with ITS. This single point of contact focuses on the needs of the customer and provides them with a simple reliable method of communicating with ITS. The primary function of the Service Desk is to facilitate the restoration of normal operational service with minimal business impact on the customer.

**Systems and Network Management and Support:** This ITS division is responsible for maintaining the County's information systems and telecommunication networks. This technical support group provides hardware and software installation, configuration, maintenance, technical support, and/or consulting services for all of the County departments and agencies. The County's systems and networks include: Windows servers, RS6000 Unix servers, MPE/ix server, Windows 2000, Windows NT, and Windows XP PC workstations, several local area networks, a wide area network, and associated operating systems, application software, and peripheral devices. ITS also provides move, add, change and limited install, maintenance, and repair support for the voice network, and coordinates directly with vendor technicians on major install, maintenance, and repair events. This ITS division provides support seven days a week, twenty-four hours a day. ITS systems is responsible for daily backup of all County data residing on all network servers, reorganizing data for faster access, protecting user data, and processing and responding to user requests for assistance.

**Application Development:** ITS analyst/programmers design, develop and implement software applications for County departments. Analysts consult with department managers to analyze user needs, design database structure and system interface. Programmers code, test and implement the software applications. This division is committed to helping departments automate business processes and improve efficiency of services to citizens.

**Training:** ITS provides regularly scheduled end user training classes in all levels of Microsoft Office products. Utilizing the County Intranet, employees can check the current class schedule, request new classes, and access online classes manuals and how-to guides.

**Web Development:** Responsible for the design and maintenance of the web sites for Cabarrus County Government and Cabarrus Arena. Services include application development, including e-commerce, news groups, forms design, web page design, and content management.

**GIS:** GIS is responsible for planning, development, and implementation of the GIS database. GIS develops new layers, writes programs to manipulate data, analyzes spatial data, and distributes digital and hard copy output. GIS serves as a technical resource to user departments. New and existing data and maps are produced for all county departments and the public. GIS provides a cross department visual approach for problem solving and provides a framework for cooperation between governments, the private sector and citizens.

**Mail Courier:** This ITS division provides interdepartmental courier service County-wide and book courier service to the four County libraries. Mail couriers process all incoming and outgoing U.S. Postal Service mail. Mail is picked up each morning from the post office, sorted and distributed to boxes in the mailroom of the Governmental Center. After returning from the morning mail courier route, mail is again picked up from the post office and from various departments within the Governmental Center. Processed mail is delivered to the post office at 4:30 p.m.

**Print Shop:** Provides printing and copying services for all departments of the County. This ITS division also performs the related binding, folding, numbering, stapling, cutting and other finishing services that may be required. This office coordinates outsourcing of jobs requiring offset press work and color copying, securing bids, and pickup and delivery of completed products.

## GOALS AND OBJECTIVES:

- **Adopt IT Service Management (ITSM) best practices for delivery of quality it services.**
  - Service level management – work in partnership with our customers to determine the level of it service required and ensure service levels are being met at least 98% of the time.
  - Service desk – standardize the service desk, customer single point of contact, to maintain at least a 90% overall customer rating of satisfied or above.
  - Incident management – restore normal service as quickly as possible and minimize the impact of service interruptions on business operations by ensuring the mean time to resolve incidents is less than 2 hours.
  - Problem management – reduce the number of interruptions to service by finding their root cause and initiating action to improve or correct the situation before recurrence. Ensure that less than 5% of problems are open more than 30 days.
  - Configuration management – identify and record it infrastructure assets, configurations, services and relationships for information input to all other ITSM processes. 100% of information technology infrastructure is maintained in the configuration management database.
  - Change management – improve productivity of users by employing standard procedures for handling change requests to ensure they cause less than 10% of disruptions and increase service quality.
- **New project implementation with customers** – 90% customer satisfaction of satisfied or above for new project implementation management.
  - **Laserfiche agenda manager** – automated workflow system for BOC agenda preparation. All county departments are identified stakeholders in this project.
  - **Land development office** – replace current commerce department software to leverage the functionality of GIS, client server technology and web based applications. Permitting/inspections, Zoning, Code Enforcement/complaint tracking, Erosion Control, Finance, Tax, GIS, Municipalities and the public are identified stakeholders in this project.
  - **Tax software** – replacement of current tax billing, collection and assessment software and hardware, due to current platform support ending soon. Tax, finance, municipalities and the public are identified stakeholders in this project.
  - **Oblique imagery** – digital, aerial oblique imagery (pictures taken to provide views of all sides), and measuring software. Allows users to obtain measurements such as distance, height, elevation, and area directly from the oblique images. Identified stakeholders are Tax Reval, EMS, Law Enforcement, DA, Fire/Rescue, and Planning.
  - **New electronic forms system** – implement new electronic forms process for better work flow management and enhanced productivity. All county departments are identified stakeholders for this project.
  - **Redesign of intranet** – redesign of the intranet to improve usability and intradepartmental communication. All county departments are identified stakeholders for this project.
  - **Transportation software** – improve scheduling, routing and billing of CCTS services. Transportation services, DSS, aging and the public are identified stakeholders for this application.
  - **Orion GIS web interface** – provide a graphical web-based front-end to databases, making the underlying database systems completely transparent. Integrate maps into other applications. Make basic GIS edits using a web browser. Edit enterprise GIS using the internet or intranet access. Use internet wireless technology for GIS field edits. Users can create cartographic quality maps using a web browser. Maps can be displayed in the browser, be printed, or delivered via email as a downloadable link. All county departments, municipalities, and the public are identified stakeholders in this project.

<b>PERFORMANCE DATA:</b>	<b>FY 2005 ACTUAL</b>	<b>FY 2006 ESTIMATED</b>	<b>FY 2007 ESTIMATED</b>
Computer Systems and Network Availability	98%	98.5%	98.7%
48 hour or less average response to Work Order requests	97%	98%	98%
Number of Personal Computers supported	480	500	500
Number of Servers supported	31	31	30
Work Order requests	2100	3576	3600
Work Order person/hours	10,500	12,451	12,500
Mean time to restore service incidents is less than 2 hours			98%
Incidents resolved by target resolution time			95%
Number of problems open longer than 30 days			5%
Customer satisfaction rating for services of satisfied or above			90%
Number of service disruptions caused by a change			10%
Customer satisfaction with Project Mgt of satisfied or above			90%
ITS employee job satisfaction rating of satisfied or above			90%



**SUMMARY DETAIL**

<b>EXPENDITURE CATEGORIES</b>	<b>ACTUAL FY 2005</b>	<b>AMENDED FY 2006</b>	<b>DEPARTMENT REQUEST FY 2007</b>	<b>BOARD ADOPTED FY 2007</b>	<b>PERCENT CHANGE FY 2006 vs. FY 2007</b>
Personal Services	1,260,826	1,213,955	1,363,060	1,313,554	
Operations	592,454	780,839	931,121	860,501	
Capital Outlay	47,513	224,065	192,500	215,200	
<b>Total</b>	<b>1,900,794</b>	<b>2,218,859</b>	<b>2,486,681</b>	<b>2,389,255</b>	<b>8%</b>
<b>REVENUES</b>					
Intergovernmental	0	0	0	0	
Fees & Other	15,431	15,000	15,000	15,000	
Other Financing Sources	0	0	56,849	56,849	
<b>Total</b>	<b>15,431</b>	<b>15,000</b>	<b>71,849</b>	<b>71,849</b>	<b>379%</b>
<b>FTE's</b>	<b>20.00</b>	<b>20.00</b>	<b>21.00</b>	<b>20.00</b>	

**FY 2007 HIGHLIGHTS, AND/OR SIGNIFICANT MODIFICATIONS:**

- The cost of server administration software that will monitor server activity and notify the systems administrators of any errors or other potential problems.
- Two plasma video screens for the first floor rotunda to accommodate BOC meeting overflow and broadcast channel 22 at other times.
- Two management modules for the County's data network backbone switch.
- The purchase of an IPIX camera and software for allowing Web site users to access a virtual tour of the Governmental Center, Parks and Recreation facilities, and potentially for use in fire investigations.
- Purchase and implementation of the LaserFiche Agenda Manager module for the County Manager's office.
- Purchase and implementation of Land Development office for the Commerce Department.
- Purchase and implementation of 3D Oblique Aerial Photography to be used by Tax department for discoveries and verification, Emergency Management and SF for emergency planning and response.

**FY 2006 ACCOMPLISHMENTS:**

- 75 desktop PC's deployed during first half of FY.
- SAN server installed and implemented during third quarter.
- Main data switch upgrade installed and implemented during second quarter.
- Second floor of Governmental Center added to Access Control (keycard) System during second quarter.
- CPS database designed, developed, and implemented for DSS during third quarter.
- Sharing of GoSpatial GIS application with municipalities implemented during first quarter.
- Online payment of vehicle taxes implemented during first quarter.
- Online payment of real estate and personal property taxes implemented during second quarter.

## PERSONNEL JUSTIFICATION FY 2006-07

**DEPARTMENT:** Information Technology Services

**PROGRAM:** Operations

**MANDATED SERVICE:** No

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**PERSONNEL CHANGES AND JUSTIFICATION:**

Request Mobile Data/Wireless Network Technician

Wireless network devices now number approximately 100 and wireless support workload has more than doubled since the State's Mobile Data project's inception. With the growth of the Sheriff's department (mobile data units), enhanced EMS services (mobile data units), and the addition of Public Transportation (impending mobile data units and GPS), ITS responsibilities, especially in the wireless category, have grown exponentially since the last ITS position was added in 2000.

**CONSEQUENCES OF DENIAL:**

With the resulting increased workload, ITS response time has increased, resulting in users having to wait in some cases, up to 10 days or longer for ITS to begin the diagnostic process. At the very least, this situation results in any given user not being able to access specific software, or certain features of their applications, and worst case, not being able to use otherwise available technology resources. If this position is denied, this situation will further deteriorate, resulting in decreased levels of service to the public.

<b>RESOURCES REQUIRED</b>	<b>FY 2007</b>
Personal Services	59,433
Operations	3,000
Total	62,433
<b>REVENUES</b>	
Intergovernmental	0
Fees & Other	0
Total	0
<b>NET COUNTY COST</b>	<b>62,433</b>

**BOARD OF COMMISSIONERS:**

**Denied**

# PROGRAM SUMMARY

## FY 2007

**DEPARTMENT:** General Services

**PROGRAM:** Grounds Maintenance

**MANDATED SERVICE:** No

**MISSION STATEMENT:** *To provide efficient, clean and safe outdoor facilities and grounds thus maximizing their useful life and providing a productive environment for use by the general public and employees.*

**PROGRAM SUMMARY:** This is a program of general grounds maintenance and landscape improvements to Cabarrus County properties and Leased sites. This program provides all grounds maintenance to properties including mowing; trimming; aeration; fertilizing; over-seeding; chemical applications; watering plants; plant bed maintenance (including weeding; pruning; mulching; and replanting); general landscaping; parking lot and sidewalk repair; tree maintenance; snow and ice removal; collection of leaves; general outdoor facilities maintenance; parks athletic field preparation and litter pickup. Private contractors perform mowing and turf improvements duties to public sites (including North Cabarrus Park, Camp Spencer, and Stonewall Jackson Soccer Complex). During 2006-07 Grounds Maintenance will provide grounds maintenance to all county properties, parks, with exception to School/Park. Other duties include assisting in the Parks & Recreation Dept. Special Events and Matching Incentive Grant projects when feasible.

### GOALS AND OBJECTIVES:

- In a joint effort with private contractors and county grounds division strive to improve the quality appearance of county grounds.
- To renovate and improve the general landscape areas of the courthouse, sheriff department, governmental center, all county libraries, and all grounds owned by the county.
- Strive to improve the athletic Bermuda turf on current park sites.
- To assist parks/recreation/landfill department in the general construction of public parks and grounds; when feasible.

<b>PERFORMANCE DATA:</b>	<b>FY 2005 ACTUAL</b>	<b>FY 2006 ESTIMATED</b>	<b>FY 2007 ESTIMATED</b>
Number of Athletic Fields Maintained/acres	46/160	51/168	51/168
Number of separate Buildings Grounds Maintained/acres	26/351	28/371	28/371
Number of total acres Maintained from above	621	649	649
Number of Parking lots Maintained	34	36	36
Number of Soccer fields Maintained/acres	26/110	26/110	26/110

### SUMMARY DETAIL

<b>EXPENDITURE CATEGORIES</b>	<b>ACTUAL FY 2005</b>	<b>AMENDED FY 2006</b>	<b>DEPARTMENT REQUEST FY 2007</b>	<b>BOARD ADOPTED FY 2007</b>	<b>PERCENT CHANGE FY 2006 vs FY 2007</b>
Personal Services	322,077	334,180	351,557	342,159	
Operations	436,429	478,195	479,645	479,589	
Capital Outlay	53,408	0	0	0	
<b>Total</b>	<b>811,914</b>	<b>812,375</b>	<b>831,202</b>	<b>821,748</b>	<b>1%</b>
<b>REVENUES</b>					
Intergovernmental	0	0	0	0	
Fees & Other	0	0	0	0	
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>
<b>FTE's</b>	9.00	9.00	9.00	9.00	

**FY 2007 HIGHLIGHTS, AND/OR SIGNIFICANT MODIFICATIONS:**

- Continue to maintain County Grounds and Parks at the highest level possible
- Paving at Camp Spencer
- Seal coat pavement at Frank Liske Park

**FY 2006 ACCOMPLISHMENTS:**

- Helped with construction and projects for Camp Spencer
- Helped with 2005 Fair at Expo and other projects leading up to the Fair.
- Worked on renovation projects on County Grounds and Parks

# PROGRAM SUMMARY

## FY 2007

**DEPARTMENT:** General Services

**PROGRAM:** Administration

**MANDATED SERVICE:** No.

**MISSION STATEMENT:** *To oversee the day to day operations of four service divisions by providing training, motivation and support. To maximize their efficiency and productivity in maintenance of the county's assets. To ensure the operational goals of our customer departments are met by applying our resources while practicing sound fiscal management.*

**PROGRAM SUMMARY:** The Administrative Division is responsible for planning and directing activities of the General Services Department. It is also responsible for developing and administering budgets for the following divisions: GSA Administration, Building. Maintenance, Facility Services, Grounds. Maintenance, Fleet Maintenance, Street Sign Maintenance. GSA Administration also develops and administers the Courts Operational budget.

### GOALS AND OBJECTIVES:

- Provide strong administrative support to all divisions of General Services.
- Provide training to all GSA divisions in keeping with all county, state and federal guidelines.
- Provide effective management to ensure that all divisions meet performance goals.
- Promote and maintain open communications between GSA divisions and all departments/agencies of Cabarrus County Government.

<b>PERFORMANCE DATA:</b>	<b>FY 2005 ACTUAL</b>	<b>FY 2006 ESTIMATED</b>	<b>FY 2007 ESTIMATED</b>
Approximate number of energy bills processed monthly for payment	67	70	73
Approximate number of invoices processed for payment for five divisions yearly	9600	9700	9725
Approximate number of faxed materials received & sent by GSA Admin. Yearly	8400	8400	8350
Number of drop-in visitors yearly received by GSA Admin.	720	720	700
Number of telephone calls received by GSA Admin. Daily	21	21	19
Number of timesheets data entered bi-weekly	54	56	56

### SUMMARY DETAIL

<b>EXPENDITURE CATEGORIES</b>	<b>ACTUAL FY 2005</b>	<b>AMENDED FY 2006</b>	<b>DEPARTMENT REQUEST FY 2007</b>	<b>BOARD ADOPTED FY 2007</b>	<b>PERCENT CHANGE FY 2006 vs FY 2007</b>
Personal Services	177,623	186,788	191,732	191,079	
Operations	564,542	701,225	704,601	668,118	
Capital Outlay	0	0	0	0	
<b>Total</b>	<b>742,164</b>	<b>888,013</b>	<b>896,333</b>	<b>859,197</b>	<b>-1%</b>
<b>REVENUES</b>					
Intergovernmental	0	0	0	0	
Fees & Other	194,118	21,000	28,944	28,944	
<b>Total</b>	<b>194,118</b>	<b>21,000</b>	<b>28,944</b>	<b>28,944</b>	<b>0%</b>
<b>FTE's</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	

### FY 2007 HIGHLIGHTS, AND/OR SIGNIFICANT MODIFICATIONS:

- Provided support to all agencies of Cabarrus County

### FY 2006 ACCOMPLISHMENTS:

- Continuation budget

# PROGRAM SUMMARY

## FY 2007

**DEPARTMENT:** General Services

**PROGRAM:** Street Sign Maintenance

**MANDATED SERVICE:** Yes, NC Department of Transportation

**MISSION STATEMENT:** *To provide cost effective, high quality street sign maintenance and repair that will ensure adequate 911 responses by local authorities in emergencies, as well as general directional information to the general public, and to provide high quality ADA and directional signage to support customer department's operability.*

**PROGRAM SUMMARY:** This division is responsible for the repair, maintenance, replacement and installation of street signs throughout Cabarrus County, additionally the City of Kannapolis and Towns of Mt. Pleasant and Harrisburg contract with this division for the fabrication of street signs for their respective jurisdiction. This division also installs zoning and public notice signs. In addition to street and zoning signs, this division has become the sign department for internal and external building signs, which in the past has been contracted to sign companies. Signs are produced by means of a computerized sign system, then the signs are transferred to aluminum blanks, installed on poles and then taken out into the county for field installation. The street signs that are produced by this division are essential to the 911 services provided by the local authorities, i.e. Sheriff's Dept., Ambulance, City Police and Highway Patrol.

**NC DOT REGULATIONS:** All traffic signs should be kept in proper position, clean and legible at all times. Damaged signs should be replaced without undue delay. To assure adequate maintenance, a suitable schedule for inspection, cleaning, and replacement of signs should be established. Employees of street and highway organizations, police and other government employees whose duties require that they travel on the highways should be encouraged to report any damaged or obscured signs at the first opportunity. Special attention and necessary action should be taken to assure that weeds, trees, shrubbery and construction materials do not obscure the face of any sign. A regular schedule of replacement of lighting for illuminated signs should be maintained.

### GOALS AND OBJECTIVES:

- To provide all Cabarrus County Residents Signage that is legible at all times.

PERFORMANCE DATA:	FY 2005 ACTUAL	FY 2006 ESTIMATED		FY 2007 ESTIMATED	
	Work Orders	Signs	W. O.	Signs	W. O.
Street Signs Installation and Repair	182	800	495	1,000	600
Building Signs	62	700	85	900	100
Zoning Signs	5	30	29	30	25
Misc. Sign Work	7	68	68	45	45
<b>Totals</b>	<b>256</b>	<b>1,598</b>	<b>677</b>	<b>1,975</b>	<b>770</b>

### SUMMARY DETAIL

EXPENDITURE CATEGORIES	ACTUAL FY 2005	AMENDED FY 2006	DEPARTMENT REQUEST FY 2007	BOARD ADOPTED FY 2007	PERCENT CHANGE FY 2006 vs FY 2007
Personal Services	53,324	69,423	87,564	86,026	
Operations	45,972	45,531	57,881	57,881	
Capital Outlay	0	0	0	0	
<b>Total</b>	<b>99,296</b>	<b>114,954</b>	<b>145,445</b>	<b>143,807</b>	<b>25%</b>
<b>REVENUES</b>					
Intergovernmental	0	0	0	0	
Fees & Other	4,550	5,000	5,000	5,000	
<b>Total</b>	<b>4,550</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>0%</b>
<b>FTE's</b>	<b>1.00</b>	<b>1.00</b>	<b>2.00</b>	<b>2.00</b>	

### FY 2007 HIGHLIGHTS, AND/OR SIGNIFICANT MODIFICATIONS:

- Request new position, to assist in the maintenance and repair of all county street signs and facility signs.

# PERSONNEL JUSTIFICATION

## FY 2007

**DEPARTMENT:** General Services

**PROGRAM:** Street Sign Maintenance

**MANDATED SERVICE:** Yes, NC Department of Transportation

**PERSONNEL CHANGES AND JUSTIFICATION:** Request for an additional Sign Tech (Building Maintenance Mechanic) position

This position will assist with the installation of street signs and building signs. The work load has increased by approximately 150% since 1996, this is mostly due to these additional services provided: building signage, parking lot signage, specialty signage for parks and Board of Elections, directional signage for the school system, and sign inspections. In a recent one year period 1,525 signs were produced and installed. Other reasons for this increase are: General growth of the county. New Sub Division Phases added, this includes New Sub Divisions and expansion of existing Sub Divisions. All of these additional Sub Division Phases equal new roads with street signs that must be installed and maintained. In addition to the growth, the widening of our highways creates additional sign work, new signs are needed when new road construction begins. In comparison with the City of Concord's Sign Maintenance Dept., our Sign Technician covers 86% more area than the 6 city Sign Technician's. (311 Sq. Miles County compared to 52 Sq. Miles City). Our Sign Technician has much more travel time per sign, so the growing workload is greater than the amount of work that can be accomplished each year. We currently are using a temporary part time worker from a contracted Temp Agency but the worker is restricted from using county vehicles and equipment per Temp Agency regulations.

**CONSEQUENCES OF DENIAL:** Since our primary responsibility is to provide street sign maintenance and repair, for use by police, fire and other emergency agencies as well as the general public, we feel it is necessary to hire additional staff to keep on top of the street sign maintenance and repair program, and to continue fabricating and installing building, parking lot, parks, school and other specialty signage. If we are denied the additional staff, we must consider the option of contracting out completely the non-street sign related work that we do. Building signs on average take longer to fabricate than street signs do, so the additional time taken away by building signs reduces the amount of time spent doing our primary job to the fullest, we are currently skipping sign inspections so that we can get other sign requests completed. We will see higher sign costs if we choose to contract out all non-street sign related work.

If position approved we could eliminate the funds in Contracted Supplemental Personnel.

RESOURCES REQUIRED	FY 2003
Personal Services	37,581
Operations **	(25,000)
Total	12,581
REVENUES	
Intergovernmental	0
Fees & Other	0
Total	0
<b>NET COUNTY COST</b>	<b>12,581</b>

\*\* Delete Contracted Personnel Services

**BOARD OF COMMISSIONERS:**      **Approved**

# PROGRAM SUMMARY

## FY 2007

**DEPARTMENT:** General Services

**PROGRAM:** Building Maintenance

**MANDATED SERVICE:** No

**MISSION STATEMENT:** *To provide a cost effective and highly efficient preventative maintenance and repair program that supports customer department operability with their daily operations thus ensuring asset preservation, energy and natural resources consumption within all critical building systems.*

**PROGRAM SUMMARY:** This program is responsible for planning, directing and providing cost-effective maintenance and repair for 56 county owned facilities and structures and 33 leased structures, totaling 971,749 square feet and, housing approximately 770 county employees, 144 Health Alliance employees and 115 state and federal employees. General Services ensures building safety and optimum performance by providing preventative maintenance and repair of mechanical, electrical, plumbing heating, air-conditioning, and ventilation systems. Other services include interior and exterior structural repairs and, preparing cost estimates and supervising minor renovations, repair projects and specialized maintenance services such as the computerized HVAC control system, emergency generators and elevators.

Original cost of Facilities total over \$70,627,928

### GOALS AND OBJECTIVES:

- Continue with Ten Year maintenance Plan
- Perform More Work with use of in house staff and use less Contractor Services
- Continue working towards better work order documentation and reporting
- Continue to train semi-skilled employees to become skilled trade employees.
- Provide in house cost-effective maintenance and repairs to all county owned facilities.
- Conserve and reduce energy consumption by maintaining equipment and by installing control systems to existing equipment.

<b>PERFORMANCE DATA:</b>	<b>FY 2005 ACTUAL</b>	<b>FY 2006 ESTIMATED</b>	<b>FY 2007 ESTIMATED</b>
Number of Facilities Maintained	88	89	89
Square Footage of Facilities/Structures Maintained	921,749	971,749	971,749
Number of Maintenance/Repair Work Orders Completed	2188	3200	4000
Number of Misc. Work Orders Completed	275	350	400
<b>Total</b>	<b>2463</b>	<b>3550</b>	<b>4400</b>

### SUMMARY DETAIL

<b>EXPENDITURE CATEGORIES</b>	<b>ACTUAL FY 2005</b>	<b>AMENDED FY 2006</b>	<b>DEPARTMENT REQUEST FY 2007</b>	<b>BOARD ADOPTED FY 2007</b>	<b>PERCENT CHANGE FY 2006 vs FY 2007</b>
Personal Services	429,921	440,575	482,824	457,095	
Operations	612,468	756,097	1,340,040	1,006,243	
Capital Outlay	24,555	28,000	131,000	86,000	
<b>Total</b>	<b>1,066,945</b>	<b>1,224,672</b>	<b>1,953,864</b>	<b>1,549,338</b>	<b>27%</b>
<b>REVENUES</b>					
Intergovernmental	46,415	41,000	47,060	47,060	
Fees & Other	0	0	0	0	
<b>Total</b>	<b>46,415</b>	<b>41,000</b>	<b>47,060</b>	<b>47,060</b>	<b>15%</b>
<b>FTE's</b>	<b>9.00</b>	<b>9.00</b>	<b>10.00</b>	<b>9.00</b>	



**FY 2007 HIGHLIGHTS, AND/OR SIGNIFICANT MODIFICATIONS:**

- Replacement Roof for Governmental Center
- Replacement Roof for RCCC Building
- Request Addition of Maintenance Mechanic Positions to assist with keeping maintenance at an acceptable level.
- With requests for more projects in house such as; Generator Installations at Senior Center, EMS 3 and EMS 4 along with small renovation projects at various county sites such as; Governmental Center, DSS, Frank Liske, and Camp Spencer.

**FY 2006 ACCOMPLISHMENTS:**

- Cooperative Extension Roof Replaced
- Back Flows Preventers Installed 4 site
- Carpet Replacement Governmental Center, Co-operative Extension, Senior Center and EMS 1
- HVAC System Replacement Senior Center Phase 1 Completed
- Siemens Energy Management Up Grade for 5 sites Completed
- CPSS Roof Replaced
- Painting at Human Services, Governmental Center, Senior Center, Frank Liske, Camp Spencer and North Cabarrus Completed
- Automatic Gate Operators Replaced at Camp Spencer

The following Projects are Scheduled for Completion in the FY 2006 Budget

- Caulk Joint Replacement in Pre Cast Panels at Governmental Center
- Sealing of Pre Cast Panels at Governmental Center

## PERSONNEL JUSTIFICATION FY 2007

**DEPARTMENT:** General Services

**PROGRAM:** Building Maintenance

**MANDATED SERVICE:** No

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**PERSONNEL CHANGES AND JUSTIFICATION:** Request for an additional Maintenance Mechanic Position to the Building Maintenance Staff.

The primary duties of this position will be to perform routine maintenance and repairs to the County Facilities, Plumbing, HVAC, Electrical, Structural and Hardware systems. Currently we have two Maintenance Mechanics for 89 structures totaling 971,749 square feet. Workloads have increased in FY 06 and the increase is due mainly from additional minor construction projects requests from other departments. The projects vary from ADA upgrades on Parks and County facilities to building walls or rooms inside departments. These minor construction projects are performed in-house at a lower cost than can be provided by outside contractors. However, maintenance work must be kept up at all times and service must be provided simultaneously throughout the county to be effective in our maintenance program. Our efforts to provide service more effectively has increased productivity. However, the enormous amount of square feet and the multitude of different types of equipment requiring service will only increase as facilities age. To maintain an acceptable level of effectiveness in the program and to ensure longevity of these facilities additional staff will be necessary.

**CONSEQUENCES OF DENIAL:** If this position is denied, we will continue to have in-adequate staff to perform the routine maintenance, repairs and support required of this program. Support requested from other departments will have a negative impact on the level of service provided to the county. Minor construction projects will have to be contracted out. We would likely have to continue working overtime to ensure that all services requested of Building maintenance are provided.

<b>RESOURCES REQUIRED</b>	<b>FY 2003</b>
Personal Services	37,581
Operations	0
Total	37,581
<b>REVENUES</b>	
Intergovernmental	0
Fees & Other	0
Total	0
<b>NET COUNTY COST</b>	<b>37,581</b>

**MANAGER RECOMMENDATION:** Denied

# PROGRAM SUMMARY

## FY 2007

**DEPARTMENT:** General Services

**PROGRAM:** Facility Services

**MANDATED SERVICE:** No

**MISSION STATEMENT:** *To provide efficient, clean and safe Facilities using the latest technology, equipment, trained staff and methods to maximize their useful life with available resources.*

**PROGRAM SUMMARY:** The Facility Service program is responsible for the custodial maintenance of Cabarrus County Facilities and Parks totaling, 501,414 square feet. The program is operated by 26.75 FTE's with day to day cleaning of facilities including, assist with county recycling program, assist county fair yearly, collecting trash, moving and rearranging furniture and office equipment and files, pick up all county surplus items, assist in security of a county facilities, opening and closing of county facilities, disposal of all department files and records, installing of paper dispensers in facilities, unloading of deliver truck for all county facilities, setting up and breaking down tables, chairs, etc., inspection of all county facilities, assist all other county departments, on call services after 5:pm Monday through Friday, weekends and holidays, assist in case of emergencies fire alarm, tornado's bomb threats, etc., delivering equipment, furniture to other non- county location by requests, delivering supplies along with the removal of ice and snow from county sidewalks, walkways, during inclement weather.

### GOALS AND OBJECTIVES:

- Getting new employees started.
- Help staff master the fine points of the Custodial Trade.
- Planning ahead for problems.
- Keep staff in assigned buildings.
- Divisional productivity change/Cross Training to maximize service at the least cost possible.
- Maximize the county recycling program by providing feedback to Recycling Program Manager.

<b>PERFORMANCE DATA:</b>	<b>FY 2005 ACTUAL</b>	<b>FY 2006 ESTIMATED</b>	<b>FY 2007 ESTIMATED</b>
Square feet carpet cleaned	102,475	146,360	235,870
Square feet tile floor, stripped, waxed and buffed	298,440	745,900	905,970
Setups and breakdowns of completed work orders	1145	1485	1635
Moving, hauling, and miscellaneous completed work orders	309	448	538

### SUMMARY DETAIL

<b>EXPENDITURE CATEGORIES</b>	<b>ACTUAL FY 2005</b>	<b>AMENDED FY 2006</b>	<b>DEPARTMENT REQUEST FY 2007</b>	<b>BOARD ADOPTED FY 2007</b>	<b>PERCENT CHANGE FY 2006 vs FY 2007</b>
Personal Services	766,112	833,503	886,904	845,052	
Operations	144,673	157,611	168,271	165,155	
Capital Outlay	0	0	0	0	
<b>Total</b>	<b>910,785</b>	<b>991,114</b>	<b>1,055,175</b>	<b>1,010,207</b>	<b>2%</b>
<b>REVENUES</b>					
Intergovernmental	0	0	0	0	
Fees & Other	40,677	40,000	38,472	38,472	
<b>Total</b>	<b>40,677</b>	<b>40,000</b>	<b>38,472</b>	<b>38,472</b>	<b>-4%</b>
<b>FTE's</b>	<b>26.88</b>	<b>26.75</b>	<b>27.75</b>	<b>26.75</b>	

## **FY 2007 HIGHLIGHTS, AND/OR SIGNIFICANT MODIFICATIONS**

- Part time custodial position requested for Frank Liske Park to provide custodial services year round instead of the current (April – September ) seasonal services. Frank Liske Park has grown in popularity and is experiencing increased use in the seasonal and post seasonal ( October – March ) periods.
- Full time custodial position requested for Facility Service Division I, with driving time to other County buildings for support, fill-in when assigned staff is out due to sickness, last minute building emergency, various County Departments and agencies special project requests. This position will help in providing much needed support and will also provide custodial service at Camp Spencer and other small remote sites.
- Without the two requested positions it will be very difficult to maintain facilities and implement proposed divisional productivity changes for level of service expected by the county.
- Facility service currently maintains 501,414 square feet with 26.75 FTE or 18,744 square feet per one FTE. In a study by the NCSU, a standard of 12,000 square feet can be generally cleaned effectively by one eight hour custodian, not including special cleaning, sanitizing, sterilization, carpet care and floor care in all county areas. Currently, Facility Services Division provides cleaning services to 43 of 89 County owned and leased structures.

## **FY 2006 ACCOMPLISHMENTS:**

- Efficient cleaning
- Defined process to account for deficiencies in productivity
- Some completion of employees cross training

# PERSONNEL JUSTIFICATION

## FY 2007

**DEPARTMENT:** General Service

**PROGRAM:** Facility Service

**MANDATED SERVICE:** No

**PERSONNEL CHANGES AND JUSTIFICATION:** Request an additional Custodian Position

This position will be assigned to Facility Service Division I, with driving time to other County buildings for support, fill-in when assigned staff is out due to sickness, last minute buildings emergency, various County departments and agencies special project request. In FY 06 the custodial crew was split into two divisions to align/correct the supervisor to employee ratio. Division I have assigned facilities with supply, delivery, moving of offices, surplus pickup, special floor care, and floating staff. The goal is to keep staff in assigned buildings to facilitate a cleaner environment and have a crew responsible for these duties. This change has worked well but the support crew is not adequate for the demands from both Divisions and the County. This position will help in providing much needed support and will also provide custodial services at Camp Spencer and Landfill office totaling 6,500 Sq. Ft. that are now contracted out.

**Consequences of Denial:** It is the responsibility of Facility Service to maintain Cabarrus County facilities in the most effective and less costly way, If denied this will impact higher cost expense for more overtime in the future, and continual to bill more workloads that the Current staff can not perform.

RESOURCES REQUIRED		FY 2007
Personal Services		30,606
Operations	**	(6,880)
Total		23,726
REVENUES		
Intergovernmental		0
Fees & Other		0
Total		0
NET COUNTY COST		23,726

\*\* Delete Contracted Services

**MANAGER RECOMMENDATION:** Denied

# PERSONNEL JUSTIFICATION

## FY 2007

**DEPARTMENT:** General Service

**PROGRAM:** Facility Service

**MANDATED SERVICE:**

**PERSONNEL CHANGES AND JUSTIFICATION:** Request an additional part-time Custodian Position

Request that the current General Service temporary position #1953901 be eliminated and request for one new permanent part-time position for Facility Services. This position will be assigned to Frank Liske Park and provide custodial services year round instead of the current (April – September) seasonal services. Frank Liske Park has grown in popularity and increased visitation has been experienced in the seasonal and post seasonal (October – March) periods.

**CONSEQUENCES OF DENIAL:** If denied, custodial service will not be provided for the post seasonal period.

<b>RESOURCES REQUIRED</b>	<b>FY 2007</b>
Personal Services	18,032
Operations	0
Total	18,032
<b>REVENUES</b>	
Intergovernmental	0
Fees & Other	0
Total	0
<b>NET COUNTY COST</b>	18,032

**BOARD OF COMMISSIONERS:** Approved

## PROGRAM SUMMARY FY 2007

**DEPARTMENT:** General Services

**PROGRAM:** Fleet Services

**MANDATED SERVICE:** No

**MISSION STATEMENT:** *To provide a maintenance program responsive to the needs of all County Departments that assures each vehicle and/or piece of equipment is safe, dependable, and operates at the lowest cost per mile and/or hour.*

**PROGRAM SUMMARY:** The Fleet Maintenance program is responsible for the maintenance and repairs of rolling stock of vehicles and various types of motorized equipment for all Cabarrus County departments. Preventive and routine maintenance and repairs are performed on 443 units of equipment, including cars, trucks, SUV's, generators, tractors, mowers, trailers, boats, grounds maintenance equipment, EMS and Sheriff Department emergency vehicles. An on-call mechanic is provided for road service and inclement weather. This program also provides mobile service to each EMS location: Midland, Kannapolis, Mt. Pleasant, and three Concord stations. This service allows vehicles to remain in their service districts.

### GOALS AND OBJECTIVES:

- To work with each department to ensure vehicle preventive maintenance is performed.
- To efficiently schedule maintenance to decrease costs and down time.
- To provide a thorough, high quality vehicle preventive maintenance program.
- To maintain up-to-date records on each vehicle and piece of equipment.
- To maintain up-to-date records on all vendors, orders, and invoices.

<b>PERFORMANCE DATA:</b>	<b>FY 2005 ACTUAL</b>	<b>FY 2006 ESTIMATED</b>	<b>FY 2007 ESTIMATED</b>
Completed work orders for preventive maintenance, repairs, and modifications.	6286	7500	7800
Numbers of vehicles maintained	306	343	357
Grounds maintenance equipment	100	100	100
Average response time for breakdowns	45 minutes	45 minutes	45 minutes
Average time to complete a work order	4 hours	6 hours	6 hours

### SUMMARY DETAIL

<b>EXPENDITURE CATEGORIES</b>	<b>ACTUAL FY 2005</b>	<b>AMENDED FY 2006</b>	<b>DEPARTMENT REQUEST FY 2007</b>	<b>BOARD ADOPTED FY 2007</b>	<b>PERCENT CHANGE FY 2006 vs FY 2007</b>
Personal Services	225,577	264,454	356,462	268,805	
Operations	30,056	52,003	50,080	35,510	
Capital Outlay	0	0	0	0	
<b>Total</b>	<b>255,633</b>	<b>316,457</b>	<b>406,542</b>	<b>304,315</b>	<b>-4%</b>
<b>REVENUES</b>					
Intergovernmental	0	0	0	0	
Fees & Other	6,244	7,600	8,500	8,500	
<b>Total</b>	<b>6,244</b>	<b>7,600</b>	<b>8,500</b>	<b>8,500</b>	<b>12%</b>
<b>FTE's</b>	<b>5.00</b>	<b>5.00</b>	<b>7.00</b>	<b>7.00</b>	

**FY 2007 HIGHLIGHTS, AND/OR SIGNIFICANT MODIFICATIONS:**

- Maintenance program assures that each vehicle and/or piece of equipment is safe, dependable, and operates at the lowest cost per mile and/or hour.
- The Fleet Maintenance division is equipped to maintain, modify, or repair all emergency vehicles in-house which keep costs down and down-time to a minimum.
- Work orders have increased by approximately 80% in the last 4 years due to additional miles driven by Sheriff Patrol vehicles, additional vehicles added to fleet, the age of the fleet, as well as increased mileage in other departments. This in turn causes more preventive maintenance and extensive repairs, taking more time to complete.
- Due to the increased work-load over the last 4 years, and the extent of repairs we are seeing, the Fleet Maintenance division is requesting 2 additional Automotive Mechanics. In order for the Fleet Maintenance division to maintain Grounds Maintenance equipment in a timely manner, additional mechanics are needed to assure down time is kept to a minimum.

**FY 2006 ACCOMPLISHMENTS:**

- Emergency vehicles (Sheriff's Department and EMS) continue to keep response times to a minimum due to an excellent preventive maintenance program provided by this division.
- With limited space and personnel, we continue to keep costs and down time to a minimum while the fleet has increased by 15 vehicles this fiscal year.
- The 1975 Bookmobile continues to run after 31 years of service.
- Equipment was installed and/or changed on 36 Sheriff Department vehicles.



# PERSONNEL JUSTIFICATION

## FY 2007

**DEPARTMENT:** General Services

**PROGRAM:** Fleet Maintenance

**MANDATED SERVICE:** No.

**PERSONNEL CHANGES AND JUSTIFICATION:** Request two Automotive Mechanic Positions

The Fleet Maintenance division employs the same number of mechanics at the present time as it did 16 years ago while the number of vehicles and equipment serviced has increased from 67 to over 400. The amount of equipment being installed on emergency vehicles has also increased dramatically. Due to the increased workload, with the increase in number of vehicles, miles driven, more extensive repairs, more sophisticated computer systems in new vehicles, and the addition of Grounds Maintenance and Arena equipment, it has become increasingly more difficult to keep down time to a minimum; therefore, Fleet Maintenance is requesting two additional Automotive Mechanic positions.

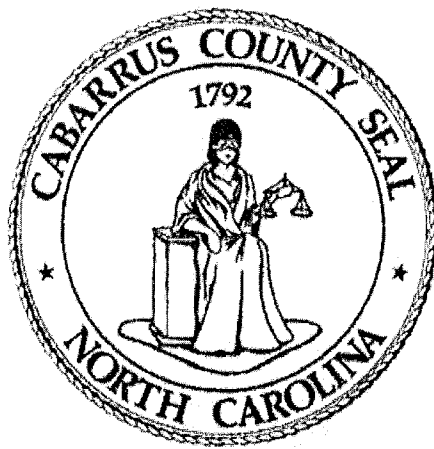
One mechanic's primary duties would be to perform preventive maintenance and repairs on Grounds Maintenance equipment, spending approximately 50% of their time at Grounds Maintenance site. From time to time, it has been necessary during extremely busy /emergency equipment priorities to sub out some of Grounds equipment maintenance at higher cost. Also, Fleet Maintenance maintains records for each piece of equipment to refer to when repairs are needed; when this work is subbed out, we do not have current records. Additionally, we would be able to stock parts needed for their equipment at a more reasonable cost, keeping their down time to a minimum. This mechanic's secondary duties would be to perform maintenance on the County fleet.

The second mechanic position is necessary to continue a high level of service in a timely manner. Their primary duties would be to perform preventive maintenance and repairs on the County fleet and service equipment at the Arena. With the increase in equipment installed on the Sheriff's Department cars, such as cameras, computers, printers, etc., this requires approximately 24 hours per vehicle while previously it only required approximately 4 hours. Again, due to the increased number of vehicles, the age of the fleet, the number of miles driven, more extensive repairs are required to keep these vehicles on the road involving more time per vehicle. We are also experiencing a greater number of road calls requiring two mechanics to respond; which in turn, takes them away from their scheduled workload causing increased down time.

**CONSEQUENCES OF DENIAL:** With the number of emergency vehicles, the average vehicle having over 100,000 miles, it is important to keep these in excellent running condition. In some instances at present, no maintenance is being performed on some equipment. The denial of additional employees will cause an increase in down time and not maintaining up to date records on equipment; as well as result in Grounds Maintenance and the Arena subbing out their maintenance which is more costly to the County.

<b>RESOURCES REQUIRED</b>		<b>FY 2007</b>
Personal Services		85,068
Operations		9,900
Total		94,968
<b>REVENUES</b>		
Intergovernmental		0
Fees & Other		0
Total		0
<b>NET COUNTY COST</b>		94,968

**MANAGER RECOMMENDATION:** Denied



# PROGRAM SUMMARY

## FY 2007

**DEPARTMENT:** Parks and Recreation

**PROGRAM:** Administration/Recreation/Matching Grants

**MANDATED SERVICE:** No. Enabled by G.S. 160A. 350-356

**MISSION STATEMENT:** *To enrich the quality of life of the citizenry and visitors to Cabarrus County by providing quality parks, trails, and open space, school/parks; year-round athletic programs; and special events that educate, develop creativity and skills, reduce stress, and are just plain fun.*

**PROGRAM SUMMARY:** The Cabarrus County Parks and Recreation Department provides recreational opportunities and park facilities for all residents of and visitors to Cabarrus County. The Department offers the following programs: co-sponsorship of youth athletics, adult softball, and special programs in County Parks. Also in the budget requests are funds for the Matching Incentive Grant Program.

### GOALS AND OBJECTIVES:

- Increase participation in athletic programs by 15% by implementing additional classes, retain current participants, recruit previous participants, and improve marketing.
- To respond to citizen concerns or problems in a timely manner, return all phone calls, emails or questions within a twenty-four hour time frame.
- Make facilities for the youth and adult athletics safe by charting the age of the equipment used and implement a replacement or renovation program.
- To increase staff training for all part-time and seasonal staff by requiring Safety/First Aid/AED/CPR training.
- Implement a new marketing program to increase the public awareness and importance of the Background Screening process of all Youth Athletic Coaches and volunteers for Team Athletics.
- Identify ways to increase revenue and participation of Road Races by 15% through participant survey results.
- Identify ways to market the Incentive Matching Grants Program to the Kannapolis Schools/North Carolina District to increase grant applications from area resulting in improvements of public facilities.
- For the Summer Camp programs, implement camp safety 100% of the time through daily inspections and immediate reporting any problem to park staff.

<b>PERFORMANCE DATA:</b>	<b>FY 2005 ACTUAL</b>	<b>FY 2006 ESTIMATED</b>	<b>FY 2007 ESTIMATED</b>
Youth Athletics	6,980	7,200	7,350
Summer Day Camps (camps, tournaments, classes, road races)	550	625	675
Adult Athletics	900	950	1,000

### SUMMARY DETAIL

<b>EXPENDITURE CATEGORIES</b>	<b>ACTUAL FY 2005</b>	<b>AMENDED FY 2006</b>	<b>DEPARTMENT REQUEST FY 2007</b>	<b>BOARD ADOPTED FY 2007</b>	<b>PERCENT CHANGE FY 2006 vs FY 2007</b>
Personal Services	273,431	289,135	299,944	292,186	
Operations	157,718	188,465	206,380	200,627	
Capital Outlay	0	162,000	100,000	100,000	
<b>Total</b>	<b>431,149</b>	<b>639,600</b>	<b>606,324</b>	<b>592,813</b>	<b>-7%</b>
<b>REVENUES</b>					
Intergovernmental	0	0	0	0	
Fees & Other	79,156	161,000	86,200	86,200	
<b>Total</b>	<b>79,156</b>	<b>161,000</b>	<b>86,200</b>	<b>86,200</b>	<b>-46%</b>
<b>FTE's</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	

**FY 2007 HIGHLIGHTS, AND/OR SIGNIFICANT MODIFICATIONS:**

- Continue to fund with \$100,000 the successful Cabarrus County Matching Incentive Grants Program
- Design and mass duplicate (10,000) new department brochures (cost \$2,000)
- Continue successful background criminal check program for all youth athletic coaches and league officials.
- In partnership with the local municipalities, conduct a mail out survey of Parks and Recreation needs in Cabarrus County. County share is \$5,000 for a total of \$19,500 total.

**FY 2006 ACCOMPLISHMENTS:**

- Completed a third successful year of background screening criminal check program on over 1200 coaches and league officials per year.
- Successfully implemented a relocation plan for youth athletic facilities at Odell School/Park to Cox Mill School site. Also secured funding of \$2.6 million dollars from Board of Commissioners for project. Cabarrus County Board of Education also approved the plan for the site.
- Completed the comprehensive master site plan and preliminary capital budget for Atando Road Park site.
- Successfully secured grant funding of \$300,000 from State of North Carolina (PARTF) and local matching shares from Cabarrus County (\$150,000) and City of Kannapolis (\$150,000) for Phase III at North Cabarrus Park.
- Successfully completed six (6) Cabarrus County Matching Incentive Grant projects.

## **PERSONNEL JUSTIFICATION FY 2007**

**DEPARTMENT:** Parks and Recreation

**PROGRAM:** Parks and Recreation

**MANDATED SERVICE:** No. Enabled by G.S. 160A – 350 – 356.

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### **PERSONNEL CHANGES AND JUSTIFICATION:**

Request reclassification of the current Assistant Director for Parks and Recreation to Deputy Director for Parks and Recreation Department, thus expanding this position to include the supervision of department's operational duties for the department, and allowing more time for the Director to focus on other issues, including budgets, long range planning, developing partnerships, etc. The proposed is for this position to meet weekly with the Director to discuss and plan for Department matters including personnel, budget, and ongoing/future projects and programs.

### **CONSEQUENCES OF DENIAL:**

To continue to research other ways to perform other administrative duties for the Department with the current staff members.

<b>RESOURCES REQUIRED</b>	<b>FY 2007</b>
Personal Services	2,938
Operations	0
Total	2,938
<b>REVENUES</b>	
Intergovernmental	0
Fees & Other	0
Total	0
<b>NET COUNTY COST</b>	2,938

**BOARD OF COMMISSIONERS:** Pending Reclassification Study

# PROGRAM SUMMARY

## FY 2007

**DEPARTMENT: Parks and Recreation**

**PROGRAM: Operations**

**MANDATED SERVICE: No. Enabled by G.S. 160A. 350-356**

**MISSION STATEMENT:** *To enrich the quality of life of the citizenry and visitors to Cabarrus County by providing quality parks, trails, and open space, school/parks; year-round athletic programs; and special events that educate, develop creativity and skills, reduce stress, and are just plain fun.*

**PROGRAM SUMMARY:** This budget consists of general operational expenses for all Cabarrus County owned/operated Parks, including: Frank Liske Park, Camp T.N. Spencer Park, North Cabarrus Park, Frank Liske Park Soccer Complex and (new) Pharr Mill Road Park. The budget consists of expenses for permanent park staff that coordinates the countywide park system for reservations, park rangers, recreation facility operators, operational direction and coordination.

### GOALS AND OBJECTIVES:

- Increase cabin revenues by 15% at Camp T.N. Spencer Park by implementing a weekday promotional rate.
- To continue to expand new parks and recreation facilities in the County by opening of a new park at Pharr Mill Road.
- Increase park visitation by 4% to all county operated parks and schools/parks in 2006-2007.
- To continue to improve park facilities by renovating the soccer complex, softball fields complex, and toddler playground at Frank Liske Park.
- Increase park patrons' safety by training staff in Safety/First Aid/CPR/AED.
- Implement a customer survey system to measure overall experience with a goal of 95% satisfaction of park cleanliness, overall park use, and timely response to complaints.

<b>PERFORMANCE DATA:</b>	<b>FY 2005 ACTUAL</b>	<b>FY 2006 ESTIMATED</b>	<b>FY 2007 ESTIMATED</b>
Frank Liske Park Visitors	155,000	157,000	157,000
North Cabarrus Visitors	12,000	12,000	14,000
Camp T.N. Spencer Visitors	8,000	10,000	12,000
Pharr Mill Road Park Visitors		5000	8000
School/Park Visitors	28000	32190	34190

### SUMMARY DETAIL

<b>EXPENDITURE CATEGORIES</b>	<b>ACTUAL FY 2005</b>	<b>AMENDED FY 2006</b>	<b>DEPARTMENT REQUEST FY 2007</b>	<b>BOARD ADOPTED FY 2007</b>	<b>PERCENT CHANGE FY 2006 vs FY 2007</b>
Personal Services	255,866	278,748	328,662	320,556	
Operations	150,109	248,840	246,101	242,956	
Capital Outlay	0	0	22,000	22,000	
<b>Total</b>	<b>405,975</b>	<b>527,588</b>	<b>596,763</b>	<b>585,512</b>	<b>11%</b>
<b>REVENUES</b>					
Intergovernmental	0	0	0	0	
Fees & Other	110,893	124,700	120,700	120,700	
<b>Total</b>	<b>110,893</b>	<b>124,700</b>	<b>120,700</b>	<b>120,700</b>	<b>-3%</b>
<b>FTE's</b>	<b>9.373</b>	<b>9.516</b>	<b>10.51</b>	<b>10.51</b>	

**FY 2007 HIGHLIGHTS, AND/OR SIGNIFICANT MODIFICATIONS:**

- Department requests to eliminate a part-time position (38 hour part-time per week) and create one permanent position at Camp T.N. Spencer Park to assist in supervision of this new park.
- Due to the opening of a new park at Pharr Mill Park in August, 2006, funds are requested for part-time ranger salaries, new park truck and park operation supplies.
- Department request funds to replace toddler playground unit and softball scoreboards (3) at Frank Liske Park.
- Funding in the amount \$50,000 has been included for the renewal of the current maintenance/repairs agreement for school/park facilities with Cabarrus County Schools.

**FY 2006 ACCOMPLISHMENTS:**

- The FY 2006 Budget consists of general operation expenses for all Cabarrus County owned/operated parks including Frank Liske Park, Camp T.N. Spencer Park, and North Cabarrus Park, which were previously reported separately.
- Completed the renovation of 145 wooden tables at Frank Liske Park.
- Purchased and placed additional recycling containers for all major facilities in County owned parks.
- Erected Air Quality Index Signs in County Parks for the purpose of informing the public the danger of exercising or outdoor exertion during code orange or above days.
- Renovated perimeter trails at Camp T.N. Spencer and North Cabarrus Parks.
- Implemented the first year school/park maintenance and repair program with Cabarrus County Schools.
- Implemented a comprehensive parks and recreation design team of county agencies for all new parks and recreation facilities.
- With the partnership of FC Carolina Alliance, Cabarrus Convention and Visitors Bureau, and Cabarrus County Parks and Recreation Dept. installed three sets of athletic lights at Frank Liske Park Soccer Complex.
- Cabarrus County approved two unique partnership proposals for County parks – Outdoor Education Classroom and Miracle League Programs.
- In Spring 2006, construction began at a new park off of Pharr Mill Road.
- Worked in partnership with the two school systems on the construction of three school/park sites at Kannapolis Middle, Bethel Elementary and Pitts Elementary school/park sites.

## **PERSONNEL JUSTIFICATION FY 2007**

**DEPARTMENT:** Parks and Recreation

**PROGRAM:** Park Operations

**MANDATED SERVICE:** No. Enabled by G.S. 160A. 350-356

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### **PERSONNEL CHANGES AND JUSTIFICATION:**

Request reclassification of the current Park Supervisor to Park Superintendent, thus expanding this position to include countywide park planning, construction, inspection, coordination and management for all school/parks and county parks. As stated in the Cabarrus County Compensation Study in 2001, "as future park facilities are constructed, the position should be considered for a Park Superintendent level position"

### **CONSEQUENCES OF DENIAL:**

To continue to research other ways and methods to perform overall coordination of school/parks and park construction, inspection, and management with current department staff members.

<b>RESOURCES REQUIRED</b>	<b>FY 2007</b>
Personal Services	2,484
Operations	0
Total	2,484
<b>REVENUES</b>	
Intergovernmental	0
Fees & Other	0
Total	0
<b>NET COUNTY COST</b>	<b>2,484</b>

**BOARD OF COMMISSIONERS:** Pending Reclassification Study



# PERSONNEL JUSTIFICATION

## FY 2007

**DEPARTMENT:** Parks and Recreation

**PROGRAM:** Park Operations

**MANDATED SERVICE:** No. Enabled by G.S. 160 A. 350-356

**PERSONNEL CHANGES AND JUSTIFICATION:** *Request is to change the current part-time (38 hours per week position) to full -time.*

This position is for a full time Park Ranger at Camp T.N. Spencer Park. The Park offers camping cabins and tent sites for overnight rental as well as three lakes on the property. Other park facilities include two indoor rental facilities, picnic shelters, playgrounds, walking/nature trails, swimming pool, and other relating support park facilities. This full time ranger will provide adequate security for these areas and provide a constant level of service to the public by supervising the part-time employees. By offering this as a full time position with benefits the County will be able to offer quality employee in this position. This will provide more accountability and provide a higher level of service to park patrons. This position will result in an annual cost to Cabarrus County of \$14,037. (Includes benefits)

**CONSEQUENCES OF DENIAL:** Without reclassifying this position with full benefits, the County may not be able to maintain quality employee for this position. Therefore, the park patrons may be subject to a lower level of service.

NOTE: If this position is not approved, the #102 position and (1976) hours will need to be left in the budget.

<b>RESOURCES REQUIRED</b>	<b>FY 2007</b>
Personal Services	38,137
Operations	<22,549>
Total	15,588
<b>REVENUES</b>	
Intergovernmental	0
Fees & Other	0
Total	0
<b>NET COUNTY COST</b>	15,588

**BOARD OF COMMISSIONERS:** Approved

# PERSONNEL JUSTIFICATION

## FY 2007

**DEPARTMENT:** Parks and Recreation

**PROGRAM:** Park Operations

**MANDATED SERVICE:** No. Enabled by G.S. 160A. 350-356

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### PERSONNEL CHANGES AND JUSTIFICATION:

Due to the opening of a new Park at Pharr Mill Road, a total of 1958 hours has been requested. Proposed hours of operations for Part-Time Rangers are similar to North Cabarrus Park Part-Time Park Ranger operating hours. The proposed opening is scheduled for the first of August, 2006 for Pharr Mill Park. These part-time park rangers provides security, maintenance, opening/closing of the parks, and other services to park patrons.

### CONSEQUENCES OF DENIAL:

Without adequate supervision from the Park Rangers, the park may not have security, maintenance and services for the park patrons. Revenues will offset expenditures.

<b>RESOURCES REQUIRED</b>	<b>FY 2007</b>
Personal Services	19,171
Operations	0
Total	19,171
<b>REVENUES</b>	
Intergovernmental	0
Fees & Other	2,000
Total	2,000
<b>NET COUNTY COST</b>	<b>17,171</b>

**BOARD OF COMMISSIONERS:**      **Approved**

# PROGRAM SUMMARY

## FY 2007

**DEPARTMENT: Concord Library**

**PROGRAM: Public Library Services**

**MANDATED SERVICE:** Public Library service is not mandated. However, in order to continue to receive full State Aid to Public Libraries Grant funds from the State of North Carolina, the Department of Cultural Resources of the State of North Carolina requires that the amount of library “operational funds provided from local government sources at least equal to the amount budgeted the previous year.”

**MISSION STATEMENT:** *The mission of the Cabarrus County Public Library is to provide convenient access for all citizens to those library-based resources and services, both traditional and electronic, which may be used to meet their informational, educational and recreational needs, which will promote literacy and which will enrich the quality of life in Cabarrus County.*

**PROGRAM SUMMARY:** The Concord Library(Charles A. Cannon Memorial Library) serves as the main library for the Cabarrus County Public Library. All purchasing, cataloging and processing of Library materials, interlibrary loan functions and library related computer based operations for the county library system are based at the Concord Library. The Cabarrus County Bookmobile which delivers remote library services is based at this location. The primary service area of this library is central Cabarrus County including the City of Concord, an area in which approximately 50,000 Cabarrus County citizens reside. Daily operations include the provision of circulation, reference and juvenile services to the public. The reference division also manages the library Internet system ([www.cabarruscounty.us/library](http://www.cabarruscounty.us/library)) as well as the Local History and Genealogy Collection. The acquisition, processing and distribution of all system collection materials are accomplished at this location. Additional activities include collection development, equipment acquisition and maintenance, the initiation of all maintenance and repairs necessary to assure the continued successful operation of the Library and the Library system.

### GOALS AND OBJECTIVES:

- Increase number of programs provided to adults and children by 5%
- Increase number of library cards issued by 5%
- Increase circulation of library materials by 3%
- Digitize up to 100 historical images and make these available to patrons through the Library Website and catalog.
- Through the Library’s Marketing Program, “Race to the Gold”, contact via mail, at least 400 new residents in order to provide information about available public library services.

<b>PERFORMANCE DATA:</b>	<b>FY 2005 ACTUAL</b>	<b>FY 2006 ESTIMATED</b>	<b>FY 2007 ESTIMATED</b>
Circulation of Library materials	332937	335000	337000
Reference Transactions	32758	33600	34500
Door Count	228796	230000	232000
Registered patrons as of June 30	33558	34500	35000
Book Stock as of June 30	146576	150000	150000

**SUMMARY DETAIL**

<b>EXPENDITURE CATEGORIES</b>	<b>ACTUAL FY 2005</b>	<b>AMENDED FY 2006</b>	<b>DEPARTMENT REQUEST FY 2007</b>	<b>BOARD ADOPTED FY 2007</b>	<b>PERCENT CHANGE FY 2006 vs FY 2007</b>
Personal Services	946,447	979,193	1,040,212	1,017,342	
Operations	375,190	391,693	325,024	321,762	
Capital Outlay	12,630	15,526	0	0	
<b>Total</b>	<b>1,334,267</b>	<b>1,386,412</b>	<b>1,365,236</b>	<b>1,339,104</b>	<b>-3%</b>
<b>REVENUES</b>					
Intergovernmental	194,373	195,012	192,407	192,407	
Fees & Other	102,701	45,154	43,000	43,000	
Other Financing Sources	15,100	0	0	0	
<b>Total</b>	<b>312,174</b>	<b>240,166</b>	<b>235,407</b>	<b>235,407</b>	<b>-2%</b>
<b>FTE's</b>	<b>22.67</b>	<b>22.96</b>	<b>23.44</b>	<b>22.96</b>	

**FY 2007 HIGHLIGHTS, AND/OR SIGNIFICANT MODIFICATIONS:**

- Continue marketing of Library Services through “Race to the Gold” theme developed in 2006.
- Request to add a part-time employee who will serve as a “floater” to provide adequate staffing at library system branches as needed.

**FY 2006 ACCOMPLISHMENTS:**

- With funds provided by an LSTA Marketing Grant and the assistance of the Cabarrus County Public Relations officer, the Library launched “Race to the Gold” as an effort to create greater awareness about the Library in the Community. The campaign included brochures, posters, and a professional portable display with graphic that illustrate the Library services.
- With the assistance of the IT Department and with a grant from the Charitable Trusts, the Library system installed PC Reservation in all library facilities to expedite the use of Internet workstations by the public and free staff to assist patrons with computer use.
- Using funds provided by the Cannon Charitable Trusts, the Library installed a “live” computer system on the Bookmobile. This system allows patrons to view the Library Catalog and to checkout and turn in books in a live mode.
- The Library system experienced the highest participation ever in the annual Summer Reading Program which for the first time include a program for adult readers. More than 5000 children, young adults and adults were involved in this program.
- The use of the library system continued to grow. We experienced our highest year of circulation ever, nearly 700,000 items and included a 12% increase in the number of items circulated. We registered a total of 9100 new patrons who brought the number of library card holder to more than 58000.

# PERSONNEL JUSTIFICATION

## FY 2007

**DEPARTMENT:** Library - Concord

**PROGRAM:** Public Library Service

**MANDATED SERVICE:** Public Library Service is not mandated. However, in order to receive a full annual State Aid to Public Libraries grant provided by the North Carolina General Assembly, previously established levels of non-capital local government funding must be maintained.

**PERSONNEL CHANGES AND JUSTIFICATION:** Request a part-time Library Assistant(19 hours or .475 FTE)

Use of the library resources continues to increase. Circulation of materials has increased on average 10 to 12% during the past four years. There have been several occasions when staffing, do to absence due to illness or annual leave taking by staff, and by volume of activity due to special programming such as the summer reading programs when staffing was inadequate. There have also been occasions when only one librarian was available to operate the Bookmobile. The purpose of this request is to provide flexible staffing to address these situations. This requested position would specialize in circulation and reference delivery work and would be able to fill in as needed at branches with the most critical needs. Funding for this position would be fully covered by an increase in the amount of the annual State Aid to Public Grant to be received in FY2007.

### CONSEQUENCES OF DENIAL:

If denied, inadequate staffing would continue to be an issue, that could be managed but with some negative impact on the quality of customer service and on the timely delivery of Library Services.

RESOURCES REQUIRED	FY 2007
Personal Services	13,249
Operations	0
Total	13,249
REVENUES	
Intergovernmental	0
Fees & Other	0
Total	0
NET COUNTY COST	13,249

**BOARD OF COMMISSIONERS:** Denied

# PROGRAM SUMMARY

## FY 2007

**DEPARTMENT: Kannapolis Library**

**PROGRAM: Public Library Services**

**MANDATED SERVICE:** Public Library service is not mandated. However, in order to continue to receive full State Aid to Public Libraries Grant funds from the State of North Carolina, the Department of Cultural Resources of the State of North Carolina requires that the amount of library “operational funds provided from local government sources at least equal to the amount budgeted the previous year.”

**MISSION STATEMENT:** *The mission of the Cabarrus County Public Library is to provide convenient access for all citizens to those library-based resources and services, both traditional and electronic, which may be used to meet their informational, educational and recreational needs, which will promote literacy and which will enrich the quality of life in Cabarrus County.*

**PROGRAM SUMMARY:** Public Library operations encompass the daily operations of the Charles A. Cannon Memorial Library – Kannapolis, a unit of the Cabarrus County Public Library. The primary service area is northern Cabarrus County, including the City of Kannapolis. The population of this area is approximately 45, 000 citizens. Operations include the provision of circulation, reference and juvenile services. Through the reference section, the library offers public access to the Internet and to the local history/genealogical resources of the Hinson Room, a growing collection of potentially significant materials. Additional functions include collection development and management; the acquisition, operation and maintenance of equipment used to deliver library services; and the initiation of building and grounds maintenance and repairs necessary to assure continued operation of the library. The Library facility and property upon which it is located is owned by Cabarrus County.

### GOALS AND OBJECTIVES:

- Continue to work to publicize and create awareness of the library and the services it provides to the community that it serves.
- Continue to work to publicize and promote the electronic resources available at and through the Library, especially NCLive and other databases.
- Undertake a pilot digitization project to begin to add selected photographs and other materials from the local history collection to the Library Database.

<b>PERFORMANCE DATA:</b>	<b>FY 2005 ACTUAL</b>	<b>FY 2006 ESTIMATED</b>	<b>FY 2007 ESTIMATED</b>
Circulation of Library materials	156030	165000	174000
Reference Transactions	25663	26000	26400
Door Count	81212	83000	85000
Registered patrons as of June 30	15939	16500	17000
Book Stock as of June 30	77580	81000	84500

### SUMMARY DETAIL

<b>EXPENDITURE CATEGORIES</b>	<b>ACTUAL FY 2005</b>	<b>AMENDED FY 2006</b>	<b>DEPARTMENT REQUEST FY 2007</b>	<b>BOARD ADOPTED FY 2007</b>	<b>PERCENT CHANGE FY 2006 vs FY 2007</b>
Personal Services	390,344	428,147	446,739	449,719	
Operations	166,657	182,343	131,404	131,456	
Capital Outlay	10,339	0	0	0	
<b>Total</b>	<b>567,340</b>	<b>610,490</b>	<b>578,143</b>	<b>581,175</b>	<b>-5%</b>
<b>REVENUES</b>					
Intergovernmental	0	0	0	0	
Fees & Other	90,876	38,502	25,000	25,000	
<b>Total</b>	<b>90,876</b>	<b>38,502</b>	<b>25,000</b>	<b>25,000</b>	<b>0</b>
<b>FTE's</b>	<b>9.85</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	

**FY 2007 HIGHLIGHTS, AND/OR SIGNIFICANT MODIFICATIONS:**

- Work with community to determine future of public library operation relative to development of Bio-tech projects underway in the City of Kannapolis.
- Undertake pilot project to digitize selected photographs from history collection and place in library database
- Continue to sponsor programs that attract the community to the Library, especially programs such as “Pictures from the Attic.”

**FY 2006 ACCOMPLISHMENTS:**

- Conducted several well-received programs for the community including “Stories Under the Stars” which was recognized as the Outstanding Children’s Program Award by the North Carolina Public Library Directors’ Association.
- Experienced a 12% increase in the circulation of library materials, a 20% increase in the number of registered borrowers and an 8% increase in door count
- With the funds from a gift from a local library supporter, staff contracted with an architect to provide a preliminary plan for the addition of a community room at the library.

# PROGRAM SUMMARY

## FY 2007

**DEPARTMENT:** Mount Pleasant Library

**PROGRAM:** Public Library Services

**MANDATED SERVICE:** Public Library service is not mandated. However, in order to continue to receive full State Aid to Public Libraries Grant funds from the State of North Carolina, the Department of Cultural Resources of the State of North Carolina requires that the amount of library “operational funds provided from local government sources at least equal to the amount budgeted the previous year.”

**MISSION STATEMENT:** *The mission of the Cabarrus County Public Library is to provide convenient access for all citizens to those library-based resources and services, both traditional and electronic, which may be used to meet their informational, educational and recreational needs, which will promote literacy and which will enrich the quality of life in Cabarrus County.*

**PROGRAM SUMMARY:** Public Library operations encompass the day-to-day operations of the Charles A. Cannon Memorial Library – Mt. Pleasant Branch, a unit of the Cabarrus County Public Library. The primary service area of this Library is eastern Cabarrus County, including the town of Mt. Pleasant. Operations include the provision of circulation, reference and juvenile services to the public on a daily basis. The library also offers public access to the Internet during operating hours. Additional activities are collection development and management; equipment acquisition, operation and maintenance; and the initiation of all maintenance and repairs of the building and grounds to assure continued delivery of library services. The Mt. Pleasant Library and the property upon which it is located is owned by Cabarrus County.

### GOALS AND OBJECTIVES:

- Continue to work to publicize and create awareness of the library and the services it provides to the community that it serves.
- Continue to work to publicize and promote the electronic resources available at and through the Library, especially NCLive and other databases.
- Address the space needs of the Library which have reached a critical point during the last year. Implement a planning process that will provide a plan for expansion and schedule the actual expansion within a feasible time frame.
- Move adult collections including reference into the current meeting room to provide more space for materials and expanded computer resources.

<b>PERFORMANCE DATA:</b>	<b>FY 2005 ACTUAL</b>	<b>FY 2006 ESTIMATED</b>	<b>FY 2007 ESTIMATED</b>
Circulation of Library materials	45956	48000	50000
Reference Transactions	5522	5700	5900
Door Count	41894	43500	45000
Registered patrons as of June 30	3028	3300	3500
Book Stock as of June 30	21231	21300	21300



**SUMMARY DETAIL**

<b>EXPENDITURE CATEGORIES</b>	<b>ACTUAL FY 2005</b>	<b>AMENDED FY 2006</b>	<b>DEPARTMENT REQUEST FY 2007</b>	<b>BOARD ADOPTED FY 2007</b>	<b>PERCENT CHANGE FY 2006 vs FY 2007</b>
Personal Services	109,784	123,733	127,670	128,703	
Operations	50,500	60,415	66,576	66,493	
Capital Outlay	0	0	11,000	11,000	
<b>Total</b>	<b>160,284</b>	<b>184,148</b>	<b>205,246</b>	<b>206,196</b>	<b>12%</b>
<b>REVENUES</b>					
Intergovernmental	0	0	0	0	
Fees & Other	17,024	7,000	7,000	7,000	
<b>Total</b>	<b>17,024</b>	<b>7,000</b>	<b>7,000</b>	<b>7,000</b>	<b>0%</b>
<b>FTE's</b>	2.955	3.105	3.105	3.105	

**FY 2007 HIGHLIGHTS, AND/OR SIGNIFICANT MODIFICATIONS:**

- Purchase new shelving to move parts of the materials collection into the meeting room.
- Contract Architectural services to determine feasibility of expansion of building and if so, provide a plan for expansion.
- Replace carpet (through General Services Department pending approval of the request).

**FY 2006 ACCOMPLISHMENTS:**

- Experienced an 18% increase in registered borrowers
- Coordinated with IT Dept to replace desktop computers
- Coordinated with General Services Dept. to carry out cosmetic improvements of building and parking lot

# PROGRAM SUMMARY

## FY 2007

**DEPARTMENT:** Harrisburg Library

**PROGRAM:** Public Library Services

**MANDATED SERVICE:** Public Library service is not mandated. However, in order to continue to receive full State Aid to Public Libraries Grant funds from the State of North Carolina, the Department of Cultural Resources of the State of North Carolina requires that the amount of library “operational funds provided from local government sources at least equal to the amount budgeted the previous year.”

**MISSION STATEMENT:** *The mission of the Cabarrus County Public Library is to provide convenient access for all citizens to those library-based resources and services, both traditional and electronic, which may be used to meet their informational, educational and recreational needs, which will promote literacy and which will enrich the quality of life in Cabarrus County.*

**PROGRAM SUMMARY:** The On July 4, 2006, the Harrisburg Library will complete five years of service to citizens of Harrisburg and Cabarrus County. Through an agreement with the town of Harrisburg, Cabarrus County operates and funds the library as a unit of the Cabarrus County Public Library. The 10,000 sq. ft. structure and the property upon which it is located is owned by the Town of Harrisburg. The primary service area of the library is southwestern Cabarrus County, including the town of Harrisburg. Like all units of the Library system, the Harrisburg Library serves all residents of Cabarrus County. Library operations include the provision of circulation, reference/information and juvenile services to the public on a daily basis. Additional activities performed by the staff include collection development and management, equipment acquisition, maintenance and operation, and initiation of all maintenance and repair requests necessary to operate the library. Activity at the Harrisburg Library continues to exceed expectations to a point where staffing continues to be challenge.

### GOALS AND OBJECTIVES:

- Continue to work to publicize and create awareness of the library and the services it provides to the community that it serves
- Continue to work to publicize and promote the electronic resources available at and through the Library, especially NCLive and other databases.
- Continue to focus on building a collection of books and media that is of both excellent quality and is relevant to the community it serves.

<b>PERFORMANCE DATA:</b>	<b>FY 2005 ACTUAL</b>	<b>FY 2006 ESTIMATED</b>	<b>FY 2007 ESTIMATED</b>
Circulation of Library materials	157321	165000	173000
Reference Transactions	23095	23400	23700
Door Count	75414	80000	84000
Registered patrons as of June 30	5677	6000	6900
Book Stock as of June 30	29693	33000	36000

**SUMMARY DETAIL**

<b>EXPENDITURE CATEGORIES</b>	<b>ACTUAL FY 2005</b>	<b>AMENDED FY 2006</b>	<b>DEPARTMENT REQUEST FY 2007</b>	<b>BOARD ADOPTED FY 2007</b>	<b>PERCENT CHANGE FY 2006 vs FY 2007</b>
Personal Services	179,352	218,848	228,597	227,514	
Operations	82,680	88,778	78,338	78,126	
Capital Outlay	0	14,662	0	0	
<b>Total</b>	<b>262,031</b>	<b>322,288</b>	<b>306,935</b>	<b>305,640</b>	<b>-5%</b>
<b>REVENUES</b>					
Intergovernmental	0	0	0	0	
Fees & Other	29,449	17,000	18,000	18,000	
<b>Total</b>	<b>29,449</b>	<b>17,000</b>	<b>18,000</b>	<b>18,000</b>	<b>6%</b>
<b>FTE's</b>	<b>5.59</b>	<b>6.21</b>	<b>6.21</b>	<b>6.21</b>	

**FY 2007 HIGHLIGHTS, AND/OR SIGNIFICANT MODIFICATIONS:**

- Add lockers for staff
- Seek funds to replace most desktop computers used by public and staff

**FY 2006 ACCOMPLISHMENTS:**

- Was first library in system to be used as a polling site during Fall elections.
- Experienced 25% increases in circulation of library materials and in the number of registered borrowers
- Added 8000 books and audiovisual media to the collection
- Added a part-time staff member to assist with Internet users as well as with other public service duties.

# PROGRAM SUMMARY

## FY 2007

**DEPARTMENT:** Arena and Events Center

**PROGRAM:** Arena and Events Center

**MANDATED SERVICE:** No

**MISSION STATEMENT:** *To provide facilities and services to support a broad range of entertainment, cultural, informative, and educational events in a safe, clean, and user-friendly environment.*

**PROGRAM SUMMARY:** As a unique venue in the region, the Cabarrus Arena and Events Center complex offers a combined 140,000 square feet of meeting and exhibit space, a seating capacity of 5,500 people in the Arena, and ten acres of outdoor festival and exhibit space. The venue has the infrastructure necessary to host musical and theatrical performances, trade shows, sporting events, formal banquets, outdoor festivals, and agricultural events.

This program provides for the facility to be managed by SMG, a private facility management company operating over 160 similar facilities worldwide. SMG's responsibilities cover all operational aspects of the facility including managing daily operations, marketing the facility, providing food and beverage service for all events, and routine building and grounds maintenance.

### GOALS AND OBJECTIVES:

- Expand the diverse mixture of local, regional, and national events in order to grow attendance, operating revenue, and visibility of the facility.
- Reduction of the Arena's operating deficit.
- Expand the opportunity for civic organizations to take part in Arena activities.
- Work in conjunction with the local tourism industry to attract visitors to Cabarrus County.
- Improve the event matrix to include a more diverse schedule to match the community's demographics.
- Balance the community's need for civic oriented events while securing high profit popular entertainment events.

<b>PERFORMANCE DATA:</b>	<b>FY 2005 ACTUAL</b>	<b>FY 2006 ESTIMATED</b>	<b>FY 2007 ESTIMATED</b>
Events	NA	95	102
Event Attendance	NA	195,000	236,000

### SUMMARY DETAIL

<b>EXPENDITURE CATEGORIES</b>	<b>ACTUAL FY 2005</b>	<b>AMENDED FY 2006</b>	<b>DEPARTMENT REQUEST FY 2007</b>	<b>BOARD ADOPTED FY 2007</b>	<b>PERCENT CHANGE FY 2006 vs FY 2007</b>
Personal Services	758,977	0	0	0	
Operations	1,209,500	2,354,526	921,848	921,848	
Capital Outlay	1,965	0	0	0	
<b>Total</b>	<b>1,970,442</b>	<b>2,354,526</b>	<b>921,848</b>	<b>921,848</b>	<b>-61%</b>
<b>REVENUES</b>					
Intergovernmental	0	0	0	0	
Fees & Other	789,018	1,367,062	0	0	
Fund Balance Appropriated	0	24,446	0	0	
Other Financing Sources	837,385	826,940	908,447	908,447	
<b>Total</b>	<b>1,626,403</b>	<b>2,218,448</b>	<b>908,447</b>	<b>908,447</b>	<b>-59%</b>

**FY 2007 HIGHLIGHTS, AND/OR SIGNIFICANT MODIFICATIONS:**

- FY2007 will be the first complete year of food and beverage service operated by SMG Food and Beverage.
- Complete integration of grounds and building maintenance services under SMG supervision to reduce workload on Cabarrus County General Services.

**FY 2006 ACCOMPLISHMENTS:**

- The food and beverage service became profitable for the first time since the facility was opened.
- Expanded event mix to include more multi-cultural events.
- Hosted several additional equestrian events.
- Tapped into local motorsports industry by hosting a NASCAR related event.
- Increased catering functions and associated revenues
- Re-branded Arena & Events Center through new logo. Increased industry visibility by branding the complex within the SMG Family of facilities.

# PROGRAM SUMMARY

## FY 2007

**DEPARTMENT:** County Fair

**PROGRAM:** County Fair

**MANDATED SERVICE:** No

**MISSION STATEMENT:** *To provide a safe, clean environment where citizens of all ages and nationalities can come and enjoy a fun-filled experience through high-quality entertainment, amusement rides and shows. Families can showcase their skills and talents by exhibiting their best arts and crafts, needlework, flowers, or agriculture products. Farmers can enter their best livestock for ribbons and prize money and the business community can network and display their goods and services.*

**PROGRAM SUMMARY:** This program is responsible for managing and operating all aspects of the Cabarrus County Agricultural Fair. The Cabarrus County Agricultural Fair was organized in 1953 and forty-nine fairs were held at the intersection of Cabarrus Avenue and Union Cemetery Road. In December 2000, the Cabarrus County Commissioners agreed to assume responsibility for managing the annual fair in exchange for ownership of the original fairgrounds. The county purchased a 70-acre parcel located at Highway 49 and Old Airport Road in Concord and in June 2001, ground was broken on the Cabarrus Arena and Events Center. The 50<sup>th</sup> Annual Cabarrus County Fair was held at the new facility and was an overwhelming success. Fair participation and attendance has continued to grow. Cabarrus County Fair was awarded, in Division One, First Place in Outdoor Communications (Billboard) by the International Association of Fairs and Expositions and Third Place, in Division One, for our Fair Catalog in 2005.

### GOALS AND OBJECTIVES:

- To expand our educational, agricultural programs and displays for sixth grade students through Agribusiness and Environmental Science Field Days Monday-Wednesday of Fair Week by inviting Union County students.
- Expand fair marketing to include Union County (because their Fair closed). This will increase individual entries in our Fair.
- Increase Fair attendance to 100,000 people by using our expanded marketing plan.
- Develop a downsized example of the Agribusiness and Environmental Science Field Day Program for Heritage Day on Saturday, September 9, 2006. This program would be for all adults and youth fair patrons to participate in hands-on demonstrations to promote a better understanding of agriculture and how it fits into their lives.
- Generate \$30,000 in paid sponsorships for the 2006 Fair. Implement a new sponsorship package adding a \$500 supporters section where a large number of small businesses will be able to participate to help accomplish this goal.

<b>PERFORMANCE DATA:</b>	<b>FY 2005 ACTUAL</b>	<b>FY 2006 ESTIMATED</b>	<b>FY 2007 ESTIMATED</b>
Attendance	75,000	79,000	100,000
Food Vendors	58	59	60
Exhibitors	64	66	68
Sponsorships	28,050	\$19,500	\$30,000

**SUMMARY DETAIL**

<b>EXPENDITURE CATEGORIES</b>	<b>ACTUAL FY 2005</b>	<b>AMENDED FY 2006</b>	<b>DEPARTMENT REQUEST FY 2007</b>	<b>BOARD APPROVED FY 2007</b>	<b>PERCENT CHANGE FY 2006 vs. FY 2007</b>
Personal Services	78,754	101,510	105,172	105,516	
Operations	304,103	342,912	455,516	455,522	
Capital Outlay	18,400	0	0	0	
<b>Total</b>	<b>401,258</b>	<b>444,422</b>	<b>560,688</b>	<b>561,038</b>	<b>26%</b>
<b>REVENUES</b>					
Intergovernmental	0	0	0	0	
Fees & Other	477,523	580,500	574,000	574,000	
<b>Total</b>	<b>477,523</b>	<b>580,500</b>	<b>574,000</b>	<b>574,000</b>	<b>-1%</b>
<b>FTE's</b>	1.40	1.40	1.75	1.75	

**FY 2007 HIGHLIGHTS, AND/OR SIGNIFICANT MODIFICATIONS:**

- A part-time Administrative Assistant should be changed from 1000 hours to 1500 hours.
- The Agribusiness and Environmental Science Field Day will be expanded.

**FY 2006 ACCOMPLISHMENTS:**

- Recognized by the IAFE with two awards.
- Highest number of entries and exhibitors in the history of the Cabarrus County Fair.
- Expanded the Agribusiness and Environmental Science Field day which brought 2,800 sixth-graders to the Fair and taught them about various scientific and business aspects of agriculture.

## PERSONNEL JUSTIFICATION FY 2007

**DEPARTMENT:** County Expo

**PROGRAM:** Cabarrus County Fair

**MANDATED SERVICE:** Cooperative Agreement between Cabarrus County Government and Cabarrus County Agricultural Fair, Inc.

**PERSONNEL CHANGES AND JUSTIFICATION:** Increase Hours for Office Assistant Position

We are requesting that the Office Assistant position be changed from the current 1000 hours per year status to 1500 hours. The Fair work is seasonal, so these hours need to be very flexible. EXAMPLE: From April through July (30 -35 hours per week); August through October (35-40 hours -except during the 10 days of the Fair, we need this person a minimum of 8 hours each day); November through March (20-25 hours per week).

**CONSEQUENCES OF DENIAL:**

The Fair Coordinator will be unable to initiate new programs to draw larger crowds and enhance the Cabarrus County Fair. There will not be enough time to achieve these objectives. This will lead to greater error and less attention to all minute details.

RESOURCES REQUIRED	FY 2007
Personal Services	10,289
Operations	0
Total	10,289
REVENUES	
Intergovernmental	0
Fees & Other	0
Total	0
NET COUNTY COST	10,289

**BOARD OF COMMISSIONERS:** Approved



## PROGRAM SUMMARY FY 2007

**DEPARTMENT:** Sheriff

**PROGRAM:** Sheriff

**MANDATED SERVICE:** Mandated by North Carolina Constitution and North Carolina General Statute 62. Level of Service not mandated.

**MISSION STATEMENT:** *“Providing Professional Law Enforcement Services to keep and maintain Cabarrus County as a safe and decent place to work, live and raise a family”*

**PROGRAM SUMMARY:** The Cabarrus County Sheriff’s Office is a full service law enforcement organization. In addition to direct law enforcement services rendered to citizens outside the corporate limits of Concord and Kannapolis, the Sheriff’s Office provides support law enforcement and public safety efforts throughout all of Cabarrus County. Cabarrus County has a geographical area of approximately 367 square miles and a population of approximately 158,000 people. The Concord and Kannapolis Police Departments combined provide primary law enforcement responses to approximately 99,000 people who reside in a total geographical area of 92 square miles in Cabarrus County. This leaves over 59,000 people scattered out over 275+ square miles for the Sheriff’s Office to provide all law enforcement services to. In addition to duties normally recognized as law enforcement duties, the Sheriff is responsible for the courts (Bailiffs) and courthouse security, the transportation of juveniles to regional detention facilities, transportation of prisoners to state prison units, transportation of involuntarily committed mental patients to the regional mental hospitals (and return to their place of residence upon release). The Sheriff is also responsible for the service of all civil processes countywide which includes: Domestic Violence Orders and Juvenile Petitions and Summons. The Sheriff is also responsible for operation of the county animal shelter and delivery of animal control services countywide. The Sheriff has many other statutorily assigned duties.

### GOALS AND OBJECTIVES:

- Provide professional law enforcement services to all citizens of Cabarrus County.
- Perform all duties in the most efficient and cost effective manner.
- To minimize response times to emergency and non-emergency calls.
- Maintain clearance rate of reported property crimes at above state standards.
- Maintain clearance rate of reported violent offenses (murders, robberies, rapes, aggravated assaults, etc.) at above state standards.
- Increase the presence of officers in the communities by creating innovative ways of performing more functions in the field.
- Provide youth education programs to community, churches, schools, festivals, etc.
- Identify issues and make necessary changes (if necessary) with trends to remain ahead of the curve of issues (examples – gangs, methamphetamine problems, etc.)
- Reduce street level drug sales and use.

<b>PERFORMANCE DATA:</b>	<b>FY 2004 ACTUAL</b>	<b>FY 2005 ACTUAL</b>	<b>FY 2006 ESTIMATED</b>
Total Number of Emergency Calls	61,584	61,272	(52,400) 61,200
Response Time In Minutes (Emergency Calls)	6:58	7:53	7:50
Response Time In Minutes (All Calls)	12:00	12:35	12:15
Prisoner/Mental Patient/Juveniles Transported Outside of County	725	714	700
Handgun Purchase Permit Applications Processed/Issued	2,408/2,295	2,005/1900	2,000/1900
Carry Concealed Handgun Permits Processed/Issued (Started 12-1-95)	578/583	377/367	425/375
Carry Concealed Handgun Permits Renewals (2000 is first year of renewals)		145	150
Number of Calls By Patrol Zone			
270 Zone (Northwest Portion of Cabarrus County)	9,967	9,732	9,750
245 Zone (Central Western portion of Cabarrus County)	9,936	8,438	8,450
261 Zone (Southwestern and Southern Portion of Cabarrus County)	7,813	8,784	8,800
236 Zone (Northeastern Portion of Cabarrus County)	7,977	7,415	7,450

MP (253 Zone - Mt. Pleasant City Limits)	6,555	4,844	4,850
HB (284 Zone - Harrisburg City Limits)	10,701	8,818	9,000
ML (265 Zone - Midland City Limits) **Tracking Began in 2001**	1,417	3,827	3,800
269 (Don T. Howell Reservoir) **Tracking Began in 2004	1,631	234	300

#### SUMMARY DETAIL

EXPENDITURE CATEGORIES	ACTUAL FY 2005	AMENDED FY 2006	DEPARTMENT REQUEST FY 2007	BOARD ADOPTED FY 2007	PERCENT CHANGE FY 2006 vs FY 2007
Personal Services	5,571,612	5,811,930	6,325,597	6,079,632	
Operations	1,115,897	1,161,990	1,087,666	1,067,821	
Capital Outlay	228,766	548,865	296,853	255,600	
<b>Total</b>	<b>6,916,275</b>	<b>7,522,785</b>	<b>7,710,116</b>	<b>7,403,053</b>	<b>-2%</b>
<b>REVENUES</b>					
Intergovernmental	329,550	619,661	287,144	287,144	
Fees & Other	786,208	898,092	1,030,000	1,030,000	
<b>Total</b>	<b>1,115,758</b>	<b>1,517,753</b>	<b>1,317,144</b>	<b>1,317,144</b>	<b>-13%</b>
<b>FTE's</b>	108.00	110.00	115.00	110.00	

#### FY 2007 HIGHLIGHTS, AND/OR SIGNIFICANT MODIFICATIONS:

- Gas masks have been integrated into the Sheriff's Office readiness equipment over the past several budgets. These gas masks have been beneficial in training and readiness in areas of gases associated to CS and CN; however, OSHA has established a new mandate to include preparedness for chemical gases for biological situations. The Sheriff's Office has been able to equip several special tactical officers with the bio-chem masks; however, the other masks are not up to date with the new standards. They can be used for CS and CN gas situations. The Sheriff's Office is working with Mecklenburg County on a grant that will provide 180 bio-chem packets that will include the new OSHA standard gas masks. It appears that the Sheriff's Office will receive these masks at no cost, but a final answer has not been confirmed.
- Task Force 21 is the Cabarrus County Special Hazardous Response Team developed after 9/11/2001 to address specialized tactical situations encountered in this area. The team consists of representatives of every emergency response resource in the county and operates under the direction of the existing Executive Board of Department Heads from each emergency element. In the past, equipment was purchased under federal grants through state and local Emergency Management entities; however, much of the federal money is being earmarked by the federal government to areas of response outside of the teams scope, such as statewide interoperability, etc. This means, it may become necessary for local agencies to begin budgeting to help equip the team if it is to remain operational ready. The team is very valuable and has initiated annual large scale disaster response, to include biological, chemical and nuclear response scenarios and large pandemic response scenarios.
- Motorola Digital Radio Mandated Phase-In. In accordance with the Motorola Radio mandate presented to Commissioners and County Staff in last 2 budgets, progress has begun. The Federal Government, with assistance from Congressman Hayes, secured \$200,000.00 in 2006 to assist in providing mobile radios to the fleet. The county is working to address providing the other mobile radios on the schedule to begin compliance in 2010. Also, in 2006, a new tower was purchased to meet the compliance schedule.

#### FY 2006 ACCOMPLISHMENTS:

- Purchase of Firearms Simulator System

## PERSONNEL JUSTIFICATION FY 2007

**DEPARTMENT:** Sheriff

**PROGRAM:** Sheriff

**MANDATED SERVICE:** (See Program Summary)

**PERSONNEL CHANGES AND JUSTIFICATION:** Over the past year, there have been reported safety problems at the Cabarrus County Department of Social Services. Social Services is located in the old K-Mart building on Cannon Boulevard in Kannapolis. The building is occupied also by Piedmont Behavioral Mental Health. Since being annexed into Kannapolis City limits years ago, Kannapolis Police Department has routinely answered complaints to that location. And though Kannapolis Police did a tremendous job, the Social Services leadership and county staff felt it was necessary to have an officer on the grounds during open hours.

A facility risk/threat assessment was performed by the Cabarrus County Sheriff's Office (with help from Kannapolis Police Department) to determine what some of the problems were and how to best address those problems. A written assessment was created and presented to county staff. Naturally, many of the reported problems have been associated with patrons using government services. Often, there are individuals or groups that frequent the facility for services related to child support, government public assistance financial services, drug and narcotics abuse, mental health issues, etc. Often, the clientele becomes upset or distracted because of certain dispositions, improper medication, lack of service availability, etc; and law enforcement is requested to intervene. Many of the families have to bring children with them for lack of a babysitter; and often those children are left unattended while services are being rendered to the parent.

Many of the listed problems do not become criminal in nature, if addressed quickly and properly dealt with; however, officer presence is usually the only deterrent. The county staff met with the Sheriff to request a fulltime deputy. With the facility being located in Kannapolis City, it is very difficult for deputies in the county to provide a quality law enforcement presence without specific placement. Presently, deputies have only an occasion to in this area as a daily routine.

Along with the risk/threat assessment, some changes did occur at the facility to make it more user friendly and staff safe. It was determined by the county management staff that a fulltime Sheriff's Deputy presence was necessary. In July, 2005, the Sheriff was asked to utilize existing staff (Jail Annex personnel) to meet the need until a position would be added in the 2006/07 budget. It was accepted with the understanding that if a jail annex was still being planned, that it would be imperative to not continue using those personnel to address this position or others. Jail annex personnel will need several months to prepare and train for a transition into a new facility and new program design. This request is in conformity with that proposal. Positions would be filled in January 2007 (6 months).

**CONSEQUENCES OF DENIAL:** Denial could result in reduction in operational safety within the jurisdiction of the Cabarrus County Department of Social Services. Presently, the Sheriff's Office does not have the personnel to handle this position without utilization of the additional personnel employed for the anticipated Jail Annex. Depending on what the status of the Jail Annex facility is, it could possibly be determined that the Sheriff could continue funding this position for up to 6-9 months without this addition. Since July, many strides have been made to address the problems at the Department of Social Services. Some modifications have been made to and the assigned deputy is implementing safety techniques to the facility already. The Sheriff will continue to closely monitor this position and make any necessary recommendations

<b>RESOURCES REQUIRED</b>	<b>FY 2007</b>
Personal Services	21,198
Operations	0
Total	21,198
<b>REVENUES</b>	
Intergovernmental	0
Fees & Other	0
Total	0
<b>NET COUNTY COST</b>	21,198

**BOARD OF COMMISSIONERS:** Denied, continue to utilize Jail Annex position.

## PERSONNEL JUSTIFICATION FY 2007

**DEPARTMENT: Sheriff**

**PROGRAM: Sheriff**

**MANDATED SERVICE: (See Program Summary)**

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**PERSONNEL CHANGES AND JUSTIFICATION:** Add two (2) additional Deputy Sheriff positions to be used as Gang and Vice Officers in the Vice Narcotics Division (Criminal Investigations Division-CID). These two (2) Gang/Vice Narcotics Officers will begin to establish the Cabarrus County Sheriff's Office Gangs Unit as well as work hand and hand with Vice Narcotics Officers. The Cabarrus County Sheriff's Office presently only have two (2) narcotics officers. Cabarrus County is vastly beginning to see an increase in gang associated activity. Being a neighbor to Charlotte only enhances the probability that the problem will become worse if proactive measures don't begin soon. During 2005, it was reported that Charlotte led the nation in Mara Salvatrutta-MS13 gang related murders. Gang activity has many characteristics and correlations; however, the main component is violent crimes surrounding illegal drug and firearm distribution and use.

Along with the gang activity in Cabarrus County increasing, the drug distribution problem is also growing. In the last 5-6 years, North Carolina has gone from approximately 6 methamphetamine labs a year to nearly 400 labs a year. Though Cabarrus County has been fortunate and has only dealt with minor numbers of methamphetamine problems, it does not mean that the problem is solved.

The percentage for solving violent crimes in 2001 was almost equal to the percentage solved in 2000, which was approximately 65%. The percentage for property crimes solved in 2000 was approximately 28%, with an increase to 35% in 2001.

The addition of two (2) new Gang/Vice Narcotics Officers would serve several valuable purposes. First, it would allow the Cabarrus County Sheriff's Office to begin compiling data on gang activity in the county, identifying known gang factions represented in the county, and researching trends and activities associated with those factions. It is important to know what affiliations gang members are working under; as well as, which gangs align with each other and which gangs are rivals of each other. Charlotte/Mecklenburg has created a Gang Task Force in which the Cabarrus County Sheriff's Office participates; however, Cabarrus County does not have a designated gang officer. Through the Task Force, Cabarrus County has been cited as one of approximately six (6) counties in North Carolina with factions in its community representative of ALL five (5) of the major listed gangs. Many of the members of these identified gangs are Hispanic. Illegal Hispanics are increasing in population in Cabarrus County and with them come countless Cocaine traffickers, Methamphetamine, Heroin and Marijuana. This poses an imminent threat of continual growth of violent crime in this county. In January of 2006, a Cabarrus County Sheriff's Office patrol vehicle was shot into three (3) times by an illegal alien that was identified by Charlotte Gang Task Force members as a known gang affiliate. Numerous sightings of graffiti are appearing all over Cabarrus County and some is being photographed and analyzed. It is very important to have designated officers that can begin compiling data of these type activities to determine what it means and if it is representative of gang activity. Graffiti can tell you alot.

Project Safe Neighborhoods-PSN is a community strategy implemented at the request of President George Bush and the Federal Government for local agencies to embrace to combat violent crimes and especially illegal weapons possession. Cabarrus County (Cabarrus County Sheriff's Office, Kannapolis Police Dept. and Concord Police Dept.) undertook the program several months ago and will kick off the strategy in March of 2006. As cited by Robb Lang-U.S. Attorney's Office for the Middle District, Cabarrus County is the first county that all law enforcement agencies in the jurisdiction are participating. Again, the main strategy for PSN is to begin tracking illegal firearms in the community and aggressively applying pressure on known violent offenders. PSN partners with the U.S. Alcohol, Tobacco and Firearms-ATF Division to identify the most violent offenders in the community and to work with them at straightening out their lives or prosecuting them through the U.S. Attorney's Office for federal violations and sentences. Another goal of PSN is to begin initiatives unique to the community. The Sheriff has proposed to the group to begin a Gangs Program under the umbrella of PSN. This means each agency would coordinate events and data compilation together to begin addressing gang problems.

**CONSEQUENCES OF DENIAL:** If denied, there will be the risk of reduction of operational readiness and safety. As stated above, Gangs and drugs are related to most all violent crimes. If Cabarrus County does not begin taking a proactive approach to these issues, there is a great potential for this community to become one that no family or business will want to be near. The Sheriff has established friendships with fellow ranking officers in large communities such as Chicago, Los Angeles, Boston and New York where most ALL crime is associated to gang activity. These are the major cities that lead our country in violent crimes and they can associate that to strictly gang activity. Though Cabarrus County is not a major city, Charlotte does have many of the same components with those major cities such as: population, designation as world leader in banking, one of the highest murder and violent crime rates per capita, many known gang affiliations, etc. With Cabarrus County's close proximity to Charlotte, it will be very easy to become part of the problem there. Cabarrus County does not want to be drawn into that problem.

<b>RESOURCES REQUIRED</b>	<b>FY 2007</b>
Personal Services	100,792
Operations	0
Total	100,792
<b>REVENUES</b>	
Intergovernmental	0
Fees & Other	0
Total	0
<b>NET COUNTY COST</b>	<b>100,792</b>

**BOARD OF COMMISSIONERS:** Denied new positions, however, mutual agreement approved to reclassify two vacant Jail Annex positions to fulfill this need. (Position numbers 2130031 and 2130036)

# PERSONNEL JUSTIFICATION

## FY 2007

**DEPARTMENT:** Sheriff

**PROGRAM:** Sheriff

**MANDATED SERVICE:** (See Program Summary)

**PERSONNEL CHANGES AND JUSTIFICATION:** Over the past year, there have been reported safety problems at the Cabarrus County Public Library located in downtown Concord. Many of the reported problems have been associated with the downtown Concord "homeless" community using the public facility for purposes other than a library. Many of the problems were criminal in nature; harassing patrons of the library, utilizing the facility to bathe and sleep, loitering, soliciting patrons for money, illegal drug use and storage, etc. Since the library is located in downtown Concord, the Concord Police Department normally took care of patrolling and safeguarding the premises. However, the problems over the last year required a more intense approach to appropriately address the issues. The library staff met with the county government officials and determined that a more aggressive approach was necessary. They both then met with the Sheriff to request a fulltime deputy. With the library being located downtown, it is very difficult for deputies in the county to provide a quality law enforcement presence without specific placement. Presently, The Sheriff's Office has very few reasons to be in the downtown area often, except for specific duties such as: animal control, civil process service, etc.

The Sheriff's Office assisted with a full security risk assessment conducted of the premises. The county then aggressively sought ways to improve the premises to a more safe and enjoyable environment. It was determined by the county management staff that a fulltime Sheriff's Deputy presence was necessary. In July, 2005, the Sheriff was asked to utilize existing staff (Jail Annex personnel) to meet the need until a position would be added in the 2006/07 budget. It was accepted with the understanding that if a jail annex was still being planned, that it would be imperative to not continue using those personnel to address this position or others. Jail annex personnel will need several months to prepare and train for a transition into a new facility and new program design. This request is in conformity with that proposal. Position would be filled in January, 2007 (6 months)

**CONSEQUENCES OF DENIAL:** Denial could result in reduction in operational safety within the jurisdiction of the Cabarrus County Public Library. Depending on what the status of the Jail Annex facility is, it could possibly be determined that the Sheriff could continue funding this position for up to 6-9 months without this addition. Since July, many strides have been made to address the problems at the library. A physical facelift to the landscape of the facility has help cut down on visual sight line barriers surrounding the exterior of the facility. A quality camera monitoring system is being installed, and the assigned deputy is implementing safety techniques to the facility already. The Sheriff will continue to closely monitor this position and make any necessary recommendations.

<b>RESOURCES REQUIRED</b>	<b>FY 2007</b>
Personal Services	21,198
Operations	0
Total	21,198
<b>REVENUES</b>	
Intergovernmental	0
Fees & Other	0
Total	0
<b>NET COUNTY COST</b>	21,198

**BOARD OF COMMISSIONERS:** Denied, continue to utilize Jail Annex position.

# PERSONNEL JUSTIFICATION

## FY 2007

**DEPARTMENT:** Sheriff

**PROGRAM:** Sheriff

**MANDATED SERVICE:** Mandated by North Carolina Constitution and North Carolina General Statute 62. Level of Service not mandated.

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**PERSONNEL CHANGES AND JUSTIFICATION:** The Cabarrus County Sheriff's Office is a full service law enforcement organization. In addition to direct law enforcement services rendered to citizens outside the corporate limits of Concord and Kannapolis, the Sheriff's Office provides support law enforcement and public safety efforts throughout all of Cabarrus County. Cabarrus County has a geographical area of approximately 367 square miles and a population of approximately 151,000 people.

The Cabarrus County Sheriff's Office has never spent a lot of money or time on applicant recruitment and retention. With the growth being experienced in Cabarrus County, it is becoming very important for agencies to go out and aggressively seek the most qualified applicants possible to protect citizens. Cabarrus County has always been blessed with some of the finest applicants and officers in this state; however, it is becoming noticeable that much of the Cabarrus County residents and applicants are coming in from other areas outside of Cabarrus County.

The field of law enforcement is also becoming very competitive. As local agencies better train and qualify officers, they often seek state or national agencies for better pay and/or benefits. Along with that, larger agencies tend to pay a little better as well; therefore, smaller agencies have to compete with them. Cabarrus County has always done a very good job of remaining competitive in the market, which helps retain officers; however, recruiting those officers is becoming difficult. It is very important to continue finding ways to recruit and retain officers to maximize money spent on training and hiring.

With national events threatening security of our country, and more specifically, local communities, it is crucial that we find ways to get quality specialized training for officers and then retain them. So often, we train officers only to see them leave for better pay at other agencies or the state or federal level.

Cabarrus County is very fortunate to have well trained law enforcement officers equipped with knowledge, equipment and techniques capable of defending most any threat. The Sheriff's Office is also blessed to have a county commission and government that place safety of its citizens at the top of their priorities. For a local agency to stay one step ahead of the criminals, they must dedicate lots of money on education and equipment. Technology in the criminal field now requires many areas of specialized training. With the vastly increasing influx of computer crimes, explosives, methamphetamine labs, foreign language barriers and gangs, just to mention a few; it is very imperative to keep individuals specialized in those areas. The continual education and training required becomes almost fulltime. Once these individuals get trained, they become very attractive to the rest of the workforce, not just in the law enforcement community, but corporate America as well. If those specialized individuals decide to leave the agency (most often for better pay) it leaves the community exposed to potential threats. It is very imperative for local agencies to find ways to keep these individuals in Cabarrus County. Good recruitment and retention practices would accomplish this.

This new position will also fill several other needed roles, including: assisting the Training Officer in the hiring of new officers. The hiring process for law enforcement is very intense and time consuming, as it is important to only employ those individuals with good character and morals and the ability to perform at high levels. Over the past several years, the Cabarrus County Sheriff's Office has revamped its hiring process to better assess potential applicants. Applicant requirements include: an administrative board review, a physical fitness test, written test, psychological exam (written and oral), polygraph exam, criminal and financial background check, firearms qualification (day, night and combat course) etc. The N.C. Sheriff's Training and Standards Division also requires a great amount of paperwork to be completed on all applicants for certification. These improvements allow the Sheriff's Office to attempt to employ the best quality officers available and provides an opportunity to see those applicants will perform in Rookie School (Basic Law Enforcement Training).

This new position will also provide opportunities to assist with holding and attending career fairs, in and out of the county. Recruiting applicants is imperative and it is important to get out into communities to market your product. It is also another way to educate the public about your service and preparedness. This enhances crime prevention and builds public confidence.

Presently, the Cabarrus County Sheriff's Office only has one (1) individual handling all hiring and training. This officer is required to setup, coordinate and daily monitor all rookie schools, all in-service training for 180 officers (mandated and non-mandated), complete timely Sheriff's Training and Standards Division paperwork, work with the courts in the destruction of all

illegal firearms for all agencies in the county, etc. The state has recently mandated increased in-service training to 24 hours annually for all deputies, 12 hours extra for detention officers and 12 hours extra for telecommunication officers. With a growing community and agency of 180 officers, the workload is far beyond only one officer being able to handle. Processing just one (1) applicant takes approximately one (1) month to complete.

To accomplish these things listed, the training officer must also receive specialized training and certification to maintain the agencies many firearms. All 180 officers carry Sig semi-automatic .40 caliber pistols; every Sheriff's patrol vehicle is equipped with a Remington 870 twelve gauge shotgun; and the SWAT Team members each carry 9mm Colt AR15 rifles, as well as the snipers carrying Remington sniper rifles. Each of these weapons require meticulous maintenance and inspection; as well as certification from the respective manufacturers. This training officer must also be certified to teach in many areas such as: defensive driving, firearms qualification, Asp baton, Pepper spray, and much more. Again, it is more than a full-time job for 1 person.

Therefore, the Sheriff's Office is requesting 1 new officer position to be staffed at a Sergeants level. This new position will fall under the supervision of the training officer (Lt.).

**CONSEQUENCES OF DENIAL:** If denied, it would contribute to the reduction of operational readiness and safety. With the state's increase of mandated annual training, it will be impossible for one person to handle the workload. With the addition of the Jail Annex staff added by the commission this past year, the Sheriff's Office has been able to utilize an extra person to assist with the training and hiring. However, this will not always be available. Recruitment and retention of officers can prove to also save agencies tons of money as well. With the law enforcement recruitment and retention market so competitive, denial could affect the quality of officers applying.

With an increased diverse population in Cabarrus County today, it is critical to find ways to meet the demands. Many times, recruiting diverse populations for employment takes time and effort. We feel it is important to visit local college campuses and be involved in their processes, as well as hold career days and events in-house. If denied it could lead to higher expense of turnover within the office and could continue to cost lots of money in specialized training. Cabarrus County desperately needs to continue attracting minority applicants, especially foreign language speaking individuals. This can only be done by addressing the recruitment and retention strategies. Also, crime is being committed in a much more complex way today; with bombs, cyber crimes (Internet), pornography, more surfacing hate / bias groups (gangs), terrorism, drugs, etc. The Cabarrus County Sheriff's Office needs to be creative in their recruiting endeavors to entice officers not only to want to sign up here, but to want to stay for entire careers.

<b>RESOURCES REQUIRED</b>		<b>FY 2007</b>
Personal Services		50,396
Operations		0
Total		50,396
<b>REVENUES</b>		
Intergovernmental		0
Fees & Other		0
Total		0
<b>NET COUNTY COST</b>		<b>50,396</b>

**BOARD OF COMMISSIONERS:** Denied new position, however, mutual agreement approved to reclassify one vacant Jail Annex position to fulfill this need. (Position number 2130028)



## PROGRAM SUMMARY FY 2007

**DEPARTMENT: Sheriff**

**PROGRAM: Jail**

**MANDATED SERVICE:** North Carolina General Statute 153A-218, 162-22, State and Federal Regulations: North Carolina Minimum Standards for Jails and Local Confinement Facilities.

**MISSION STATEMENT:** **“TO KEEP CABARRUS COUNTY A SAFE AND DECENT PLACE TO LIVE, WORK, AND RAISE A FAMILY.” This will be accomplished by safely and securely housing the pre-trial and sentenced inmates in conformity with state and federal laws and guidelines**

**PROGRAM SUMMARY:** The Cabarrus County Jail is a 142 bed maximum security facility located on the entire second floor of the Sheriff’s Office and a portion of the first floor. It serves all of Cabarrus County and is the only local confinement facility in the county.

The upkeep of the inmates housed at the jail is almost entirely self-contained within the custodial environment. Mandated items such as food, laundry, minor health care, mental health assessments, recreation, visitation, mail, telephone, access to legal representation, etc. are provided for without the inmate ever leaving the confines of the jail. Inmate labor, under the supervision of jail staff, provides cleaning, laundry and other appropriate services within the jail. **NO COUNTY CUSTODIANS ENTER THE JAIL AREA TO CLEAN OR DO CUSTODIAL WORK. NO INMATES LEAVE THE JAIL LEVEL WITHOUT BEING ACCOMPANIED BY A JAIL OFFICER.** Inmate Health care is provided by Southern Health Partners, Inc., under a contract with Cabarrus County. Food for the inmates is prepared in the Jail Kitchen. The food is prepared, portioned and served according to jail and health standards. The jail food service is provided by Aramark, Inc. under contract with Cabarrus County. Under the supervision of the Sheriff of Cabarrus County, the jail is managed in conformity with North Carolina Jail Minimum Standards and current judicial trends that dictate certain aspects of how a jail must be operated. To operate outside of these standards would absolutely invite a federal lawsuit in which Cabarrus County could not possibly be a winner. Jail related lawsuits are a serious problem in this state and throughout the United States. The Sheriff does everything possible to protect against possible lawsuits.

The Cabarrus County Jail holds inmates meeting the following classifications:

- State Pre-trial Detainee’s
- County Prisoners – 1 day to 30 day sentence
- Sentenced State Prisoners – Over 30 day sentences
- Civil Contempt/Compliance Detainee’s
- Custody Orders

The Cabarrus County Jail is a well-managed cost effective operation. As with all jails in North Carolina, we cannot predict the future. Outside demands may require changes in current operating conditions. If this occurs, the population will be managed as wisely as possible.

### **GOALS AND OBJECTIVES:**

- Provide professional management of the Cabarrus County Jail.
- Perform all duties in the most efficient and cost effective manner possible.
- Minimize the Average Daily Population by keeping staff involved with monitoring inmate booking records, inmate medical conditions, and dispositions.
- Meet minimum standards for supervisory inmate checks (inmate scans) and suicide checks.
- Minimize the number of injuries in the jail environment for inmates and officers.
- Provide food distribution to inmates in a timely fashion and allow for meal temperatures to remain within mandated standard levels.
- Provide professional and adequate medical services to inmates.

<b>PERFORMANCE DATA:</b>	<b>FY 2004 ACTUAL</b>	<b>FY 2005 ACTUAL</b>	<b>FY 2006 ESTIMATED</b>
State Pre-Trial Detainee's	6,068	6,204	6,300
Federal Pre-Trial Detainee's	0	0	0
Sentenced County Prisoners	798	810	820
Sentenced State Prisoners	53	84	85
Civil Contempt/Compliance Prisoners	143	148	150
Custody Orders	59	59	60
<b>Average Daily Population Total</b>	<b>202.3</b>	212	220
Although the average daily population for 2005 was 212, the highest number held during any given day during the year was 240.			

#### SUMMARY DETAIL

<b>EXPENDITURE CATEGORIES</b>	<b>ACTUAL FY 2005</b>	<b>AMENDED FY 2006</b>	<b>DEPARTMENT REQUEST FY 2007</b>	<b>BOARD ADOPTED FY 2007</b>	<b>PERCENT CHANGE FY 2006 vs FY 2007</b>
Personal Services	2,085,543	2,705,395	2,807,010	2,810,275	
Operations	1,289,926	1,707,557	2,056,808	2,054,523	
Capital Outlay	0	28,500	0	0	
<b>Total</b>	<b>3,375,470</b>	<b>4,441,452</b>	<b>4,863,818</b>	<b>4,864,798</b>	<b>10%</b>
<b>REVENUES</b>					
Intergovernmental	0	0	0	0	
Fees & Other	252,404	206,000	235,000	235,000	
<b>Total</b>	<b>252,404</b>	<b>206,000</b>	<b>235,000</b>	<b>235,000</b>	<b>14%</b>
<b>FTE's</b>	59.18	59.18	59.18	59.18	

#### FY 2007 HIGHLIGHTS, AND/OR SIGNIFICANT MODIFICATIONS:

- The recommended budget for FY 2007 includes funding for a full year of inmate transport and holding in Alamance County.
- Need to discuss the future of possible annex facility to determine placement of the new 18 hires. Refer to the first bullet under the FY 2006 Highlights for background information. Since the completion of a possible annex would take up to 12 months to complete, there may be the possibility of utilizing some of these positions to fill other position requests in the interim. (2 of the new hires have been used temporarily to fill new positions requested by county staff to be assigned at the Cabarrus County Public Library and Department of Social Services). Since the 18 new hires have completed course work and certifications, it would only take about 3-4 months to transition into a new facility if completed. However, as time passes without plans for the new annex completion, these certified officers are slowly being assigned to fill open permanent positions in the jail. Eventually, many of the new annex positions could be filled by untrained officers again. Since seniority is used to fill all positions in the Sheriff's Office, open positions create a vacuum effect that requires new assignments to be handed down to the last employees hired.
- Current overview of the assigned 18 annex officers:** Two (2) of the new hires have been used temporarily to fill new position requested by county staff to be assigned at the Cabarrus County Public Library and Department of Social Services. A third officer has been temporarily assigned to the Training Division to assist with new hires, in-service training course coordination, Sheriff's training and standard paperwork, etc. Eight (8) other new hires have been assigned to respective rotating jail squads (4 squads). The designated Lieutenant position for the annex has been filled and that person has completed Jail School Certification and has assisted the current Jail Lieutenant with daily tasks. The Lieutenant position has also handled all transport coordination (Alamance Co. Inmate Transport Contract), additional work associated to the building project, preparing for a future transition, monitoring daily release orders and medical inmates to decrease inmate population as much as possible, and researching other county detention functions (Pretrial Release Programs, Electronic House Arrest, etc.) The designated Sergeant for the annex has been named; however, has not moved because of the delay in the annex project. Another position is being held by a female officer that is currently about midterm in her pregnancy and has been temporarily assigned to Communications Division for a lighter duty (would normally fill position in jail with lighter duty; however, having the additional annex officers has basically eliminated any need for light duty in the jail). The other four (4) positions are open and have not been back-filled after positions became available. The Sheriff is attempting to not back-fill approx. 6-7 positions to save money; however, only the future of the annex can help make that determination.

- The Sheriff has talked with County Manager and Budget Staff about using the (3) Sheriff's Office FY 2007 budget position requests (2 Gang Officer positions and 1 Recruitment Training Officer position) from the 18 new hires for at least 6 months of funding. Therefore, if the annex remains on schedule, it would still allow several months of transition time.

#### **FY 2006 ACCOMPLISHMENTS:**

- In December of 2004, Sheriff's Office hired 18 new jail employees at request of County Staff and County Commission to prepare for New Jail Annex. During this time, the county was prepared to move forward with construction of the annex on Corban Ave. in early 2005, with a completion date of November or December 2005. The plans for the annex were delayed throughout 2005 and a decision was not finalized. In order to prepare to move into the annex late 2005, the 18 new hires needed at least 6 months to complete Basic Law Enforcement Training and Detention Officer Certification. An additional 3 months would have been needed to prepare to transition into the new facility. After discussion with Spencer Rummage, Law Enforcement Course Coordinator for Rowan-Cabarrus Community College, it was necessary to hire the 18 new hires in February 2005 to be guaranteed their completion of course work by November 2005. Mr. Rummage declared that if the new hires waited until after March 2005, it would be impossible to run an additional BLET course before November 2005. Therefore, it was paramount to immediately hire the new employees if the annex was to be completed.
- The Sheriff began contracting inmate transport of up to 10 inmates to Gaston jail in 2004/05. Up to 10 inmates were actually shipped to Gaston County at different times throughout 2005. However, there were several occasions that Gaston County could not receive extra inmates from Cabarrus County due to overcrowding and backlog from the state.
- In January of 2006, a new contract was created with Alamance County Sheriff's Office to receive 40 inmates. The contract is designed to permanently house 40 inmates in Alamance during 2006, with the ability to receive up to 50 inmates in 2007. A \$50 a day/per inmate rate was established. \$365,000 was added to the jail budget in 2006 to accommodate this contract. New hires are being used to handle these transports.

# PROGRAM SUMMARY

## FY 2007

**DEPARTMENT:** Sheriff

**PROGRAM:** Animal Control

**MANDATED SERVICE:** Animal Control is not a mandated service. Level of service is not mandated.

**MISSION STATEMENT:** As a Division of the Cabarrus County Sheriff's Office our ultimate Mission is to: **"KEEP CABARRUS COUNTY A SAFE AND DECENT PLACE TO LIVE, WORK AND RAISE A FAMILY."** This will be accomplished in the Animal Control Division by "professionally dealing with animal related calls for service, humane operation of the county animal shelter and effective investigations of cases of animal abuse or cruelty, and reports of dangerous or vicious animals."

**PROGRAM SUMMARY:** The Cabarrus County Sheriff's Office Animal Control Division provides animal control services for all of Cabarrus County. The office operates the animal shelter and provides law enforcement services as related to animal control to all the citizens of the county which is approximately 158,000 citizens. Cabarrus County has a geographical area of approximately 367 square miles. In addition to animal control duties, the officers assigned to this division also perform duties normally recognized as law enforcement duties by responding to emergency calls when they are the closest unit to the call and by backing up other department law enforcement officers on trouble calls. The county regular patrol officers also perform some animal control duties and have been trained and equipped to deal with emergency animal control calls for service. Concord and Kannapolis Police Departments also respond to some animal calls covered under the unified ordinance such as barking dogs or other violations not requiring the seizure of an animal.

### GOALS AND OBJECTIVES:

- To provide professional law enforcement and animal control services to all the citizens of Cabarrus County.
- Perform all duties, including animal control, in the most efficient and cost effective manner possible.
- Reduce response times to service calls.
- Reduce the number of animals euthanized each year.
- Reduce the number of cages (dogs and cats) placed each year.

<b>PERFORMANCE DATA:</b>	<b>FY 2004 ACTUAL</b>	<b>FY 2005 ACTUAL</b>	<b>FY 2006 ESTIMATED</b>
Number of Emergency Calls	86	NA	
Response Time In Minutes (Emergency Calls)	7:54	7:10	7:10
<b>TOTAL CALLS</b>	<b>9,802</b>	<b>9,566</b>	<b>9,600</b>
Response Times In Minutes (Non-Emergency Calls)	22:40	23:00	20:00
Animals picked up (Dogs & Cats)	5,259	4,946	4,900
Animals returned to owner (Dogs & Cats)	595	563	560
Animals adopted or fostered by Humane Society	498	496	497
Animals euthanized (Includes Dogs, Cats & other Animals)	4,110	4,032	4,000
Positive Rabies Cases reported from State Lab	10	3	3
<b>Number of Calls By Animal Control Zones (2004 was the 1<sup>st</sup> year of tracking animal calls by new Animal Control Zones)</b>			
Concord (Zone covers city and surrounding county areas near city limits.)	3,281	2,433	2,500
Kannapolis (Zone covers city and surrounding county areas near city limits.)	2,453	1,364	1,400
Cabarrus County (Including other municipalities.)	3,120	3,398	3,400
Shelter Walk-Ins (Cases generated by walk-ins at shelter)	948	2,371	2,300
<b>TOTAL CALLS</b>	<b>9,802</b>	<b>9,566</b>	<b>9,600</b>

**SUMMARY DETAIL**

<b>EXPENDITURE CATEGORIES</b>	<b>ACTUAL FY 2005</b>	<b>AMENDED FY 2006</b>	<b>DEPARTMENT REQUEST FY 2007</b>	<b>BOARD ADOPTED FY 2007</b>	<b>PERCENT CHANGE FY 2006 vs FY 2007</b>
Personal Services	487,946	512,039	522,985	516,846	
Operations	80,316	87,717	94,538	88,538	
Capital Outlay	0	54,700	140,000	84,000	
<b>Total</b>	<b>568,262</b>	<b>654,456</b>	<b>757,523</b>	<b>689,384</b>	<b>5%</b>
<b>REVENUES</b>					
Intergovernmental	0	0	0	0	
Fees & Other	17,083	15,000	12,000	12,000	
<b>Total</b>	<b>17,083</b>	<b>15,000</b>	<b>12,000</b>	<b>12,000</b>	<b>-20%</b>
<b>FTE's</b>	10.00	10.00	10.00	10.00	

# PROGRAM SUMMARY

## FY 2007

**DEPARTMENT:** General Services Administration      **PROGRAM:** Courts

**MANDATED SERVICE:** General Statutes Chapter 7A-VI

**MISSION STATEMENT:** *To provide efficient, clean and safe facility, thus maximizing the useful life and providing a productive environment for employees and the general public that work and visit the Cabarrus County Courthouse.*

**PROGRAM SUMMARY:** General Statutes mandate that counties provide physical facilities for the courts such as courtrooms and office space for Judges, Clerk of Court and his staff, District Attorney, Magistrates and other employees of the administration of the courts. Additionally counties must provide maintenance services for the courthouse. The maintenance program provides preventative and corrective maintenance to the courthouse building. Building maintenance and Custodial staff for the courts is paid from the General Services Department budget.

### GOALS AND OBJECTIVES:

- To ensure that the courthouse facilities are properly maintained and kept in a clean manner for all employees and citizens.

<b>PERFORMANCE DATA:</b>	<b>FY 2005 ACTUAL</b>	<b>FY 2006 ESTIMATED</b>	<b>FY 2007 ESTIMATED</b>
Number of maintenance & Repair Work Orders Completed (Courthouse Only)	261	450	600
Number of Misc. Work Orders Completed	19	25	30
Number of Custodial Work Orders	60	65	65
Number of Daily Court Calls	5	5	4
Total	345	545	699

### SUMMARY DETAIL

<b>EXPENDITURE CATEGORIES</b>	<b>ACTUAL FY 2005</b>	<b>AMENDED FY 2006</b>	<b>DEPARTMENT REQUEST FY 2007</b>	<b>BOARD ADOPTED FY 2007</b>	<b>PERCENT CHANGE FY 2006 vs FY 2007</b>
Personal Services	23,284	33,651	35,840	30,539	
Operations	190,086	376,887	261,198	259,101	
Capital Outlay	0	0	0	0	
<b>Total</b>	<b>213,370</b>	<b>410,538</b>	<b>297,038</b>	<b>289,640</b>	<b>-29%</b>
<b>REVENUES</b>					
Intergovernmental	481,304	465,000	376,000	376,000	
Fees & Other	150	0	0	0	
<b>Total</b>	<b>481,454</b>	<b>465,000</b>	<b>376,000</b>	<b>376,000</b>	<b>-19%</b>
<b>FTE's</b>					

### FY 2007 HIGHLIGHTS, AND/OR SIGNIFICANT MODIFICATIONS:

- Replacement of Front Main Entrance Doors (Hinged to Auto Sliders)
- Carpet Replacement in Probation Offices and Community Services Office Areas
- Misc. Repainting of office Spaces

### FY 2006 ACCOMPLISHMENTS:

- VAV Box Replacement (Phase 1) Completed
- HVAC Siemens System Upgraded
- Misc. Painting
- Elevator Jack Replacement (Rear Elevator) Completed

# PROGRAM SUMMARY

## FY 2007

**DEPARTMENT: Commerce**

**PROGRAM: Construction Standards**

**MANDATED SERVICE:** North Carolina General Statute 153A-352 mandates that these services be provided with the stipulation that failure to perform them will cause the NC Commissioner of Insurance to arrange for said services at the County's expense.

**MISSION STATEMENT:** *Contributing to the safety and welfare of Cabarrus County by conducting inspections of new and existing construction and verifying compliance with North Carolina Building Codes.*

**PROGRAM SUMMARY:** Construction Standards' (Building Inspections) role is specified in General Statute 153A-352. This division is to enforce the state and local ordinances, regulations, and codes related to the construction, repair and /or installation of the following: new buildings, remodel of existing buildings, electrical systems, refrigeration units, heating and air conditioning systems, and plumbing systems. Construction Standards also regulates the maintenance of all buildings to at least a minimum level of life-safety and health, as conferred by NC statutes and the Cabarrus County Board of Commissioners. This division also administers a portion of the septic tank permitting process, prepares Census reports, reviews all construction plans for commercial, industrial, educational, institutional and multi-family residential projects. This division investigates alleged building code violations, enforces the Cabarrus County Minimum Housing Ordinance, and performs life-safety inspections on all new and existing commercial, multi-family, institutional, educational and industrial buildings. This is a countywide service and also includes the inspections performed within the Rowan County portion of the City of Kannapolis.

The Construction Standards Division continues to work very hard to keep up with the ongoing growth in the County. During the year of 2005 this division processed approximately 58,207 inspections, an approximate increase of 20% over 2004. Cabarrus County Construction Standards projects these numbers to continue to increase based on local planned projects and regional trends. Construction Standards endeavors to remain efficient, flexible, and adaptable to current trends, as the County deems appropriate, in permitting and inspections.

### GOALS AND OBJECTIVES:

- To address the establishment of an on-line building permit system to offer customers further convenience.
- To initiate a customer service survey regarding the whole permitting experience. The feedback will be used to evaluate the current permitting process and to assess the need for potential change in the process.
- To better educate homeowners regarding general home construction and maintenance.
- To maintain the ability to provide timely and thorough inspections in an efficient and customer-friendly manner.
- To permit and inspect single-family residential projects, and to review, permit, and inspect multi-family, educational, institutional, industrial and commercial projects.
- To conduct life safety inspections on new and existing commercial, industrial and multi-family buildings, as mandated by NC statutes.
- To investigate the latest trends in permitting and inspections technology, with the ultimate goals of efficiency and economy.
- To offer this year, as in the past, the option of customer service in Spanish, both in-office and on-site.

<b>PERFORMANCE DATA: Based on annual growth of 9%.</b>	<b>FY 2005 ACTUAL</b>	<b>FY 2006 ESTIMATED</b>	<b>FY 2007 ESTIMATED</b>
Number of site inspections-Building	10,761	11,729	12,784
Number of site inspections- Electrical	13,672	14,902	16,243
Number of site inspections- Mechanical	9873	10,761	11,729
Number of site inspections- Plumbing	13,298	14,494	15,798

**SUMMARY DETAIL**

<b>EXPENDITURE CATEGORIES</b>	<b>ACTUAL FY 2005</b>	<b>AMENDED FY 2006</b>	<b>DEPARTMENT REQUEST FY 2007</b>	<b>BOARD ADOPTED FY 2007</b>	<b>PERCENT CHANGE FY 2006 vs FY 2007</b>
Personal Services	960,828	1,057,506	1,312,864	1,304,422	
Operations	153,877	226,056	238,030	226,271	
Capital Outlay	0	30,000	0	0	
<b>Total</b>	<b>1,114,705</b>	<b>1,313,562</b>	<b>1,550,894</b>	<b>1,530,693</b>	<b>17%</b>
<b>REVENUES</b>					
Intergovernmental	0	0	0	0	
Fees & Other	2,849,255	2,846,253	3,075,000	3,075,000	
<b>Total</b>	<b>2,849,255</b>	<b>2,846,253</b>	<b>3,075,000</b>	<b>3,075,000</b>	<b>8%</b>
<b>FTE's</b>	18.50	20.00	20.00	20.00	

**FY 2007 HIGHLIGHTS, AND/OR SIGNIFICANT MODIFICATIONS:**

- To implement automatic notification of utility companies, from mobile phones, for connection of water, gas and electricity.
- To conduct code workshops for departmental inspectors and local architects and engineers. This will result in more efficient inspections and plan review processes.

**FY 2006 ACCOMPLISHMENTS:**

- A NC Accessibility Workshop was held for the building inspectors, local architects, engineers and associated professionals regarding compliance with the Americans with Disabilities Act.
- The building permits process has been more closely coordinated with Concord, Kannapolis and Cabarrus County zoning and fire departments to streamline the process for customers.
- Inspectors were successful in learning how to access email and customer contact data from the handheld Blackberry units. This resulted in less delay in voicemail and email messages being processed, and the customer being attended to.



# PROGRAM SUMMARY

## FY 2007

**DEPARTMENT: Emergency Management**

**PROGRAM: Emergency Management**

**MANDATED SERVICE:** Emergency Management is mandated by General Statute 166, Article 7, which states each county is responsible for emergencies within its boundaries. The fire marshal function is authorized by General Statute 153-A-234 and supported by the Cabarrus County Fire Protection Ordinance

**MISSION STATEMENT:** *Emergency Management will lead a multi-agency effort to develop effective emergency response, inspection and investigative capabilities that provide for the health, safety and welfare of Cabarrus County citizens by reducing the threat of severe damage, injury, or loss of life or property that can result from man-made or natural causes.*

**PROGRAM SUMMARY:** Emergency Management is responsible for the coordination of public protection in times of natural and man-made disasters. This includes planning, response to incidents, recovery from the effect of the incident with coordination activities including fire and hazardous materials; conducts fire scene investigations; assists volunteer fire departments with training of personnel and compliance of state, federal and local regulations; conducts fire education programs, and ensures a professional level of fire protection for Cabarrus County. This division acts as the local representative to North Carolina Department of Emergency Management during emergency situations. It is responsible for requesting and managing state resources during the same.

### GOALS AND OBJECTIVES:

- Review county EOP and update plan for NIMS compliance by December 31, 2006
- Facilitate 4 county-wide emergency response agency forums.
- Complete 3 county-wide emergency response exercises.
- Process 100% of all business chemical inventories received within 1 week of receipt.
- Respond to all EM or fire investigation calls within 1 hour of notification.
- Provide updated training to all county and volunteer agencies identified in our EOP.
- Respond to request for inspection within 24 business hours.
- Complete 100% of all fire inspection by due date.
- Review 100% of fire plans received within 10 days of receipt.
- Determine cause of fire in 80% of fire cases investigated.
- Work with Sheriff's office and District Attorney to clear 15% of arson cases by arrest.

<b>PERFORMANCE DATA:</b>	<b>FY 2005 ACTUAL</b>	<b>FY 2006 ESTIMATED</b>	<b>FY 2007 ESTIMATED</b>
Number of Emergency response forums conducted	3	4	4
Percentage of county-wide emergency response exercises conducted	3	3	3
Percent of chemical inventories processed within 1 week	100%	100%	100%
Percent of EM/fire responses responded to within 1 hour	90%	100%	100%
Percent of emergency agencies and volunteer organizations that received EM training	50%	75%	100%
Percent of inspections responded to within 24 hours	100%	100%	100%
Percent of plan reviews completed with 10 days	85%	100%	100%
Percent of fire cause determinations made	80%	80%	80%
Percent of arson cases cleared by arrest	6%	15%	15%
Percent of inspections completed by state mandated cycle	100%	100%	100%

**SUMMARY DETAIL**

<b>EXPENDITURE CATEGORIES</b>	<b>ACTUAL FY 2005</b>	<b>AMENDED FY 2006</b>	<b>DEPARTMENT REQUEST FY 2007</b>	<b>BOARD ADOPTED FY 2007</b>	<b>PERCENT CHANGE FY 2006 vs FY 2007</b>
Personal Services	331,970	351,467	293,710	280,385	
Operations	256,396	501,023	561,297	530,642	
Capital Outlay	46,707	0	0	0	
<b>Total</b>	<b>635,073</b>	<b>852,490</b>	<b>855,007</b>	<b>811,027</b>	<b>-5%</b>
<b>REVENUES</b>					
Intergovernmental	414,575	406,202	0	0	
Fees & Other	32,888	29,500	29,500	29,500	
<b>Total</b>	<b>447,463</b>	<b>435,702</b>	<b>29,500</b>	<b>29,500</b>	<b>-93%</b>
<b>FTE's</b>	<b>6.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	

**FY 2007 HIGHLIGHTS, AND/OR SIGNIFICANT MODIFICATIONS:**

- The Fire Marshal's Office proposes a Cabarrus County Volunteer Fire Department Staffing Grant in the amount of \$450,000. This grant would provide assistance to volunteer fire departments to provide certified personnel to respond to fire and medical emergencies within the district. Maximum amount awarded to a department would be \$30,000.
- The Risk & Safety Officer's position will be divided between the Health & Wellness Department's budget and the Emergency Management Department's budget - 75% Risk Management, 25% Emergency Management.

**FY 2006 ACCOMPLISHMENTS:**

- A County wide resource manual was developed to provide all emergency agencies with resources and contact information for supplies or services that may be needed during an emergency situation. This manual includes a baseline document of all available first responder equipment.
- Completed NIMS training in compliance with Presidential directives. All staff certified at highest ICS level.
- Acquired and administered \$600,000 in Homeland Security Grants for first responders.
- Received positive evaluation from FEMA for our McGuire Nuclear Response Drill.
- Initiated County Animal Response Team (CART). Provided training and developed team leadership.
- Initiated County Land Search Team comprised of members from multiple response agencies.
- Staff has served on state and federal review boards and committees.

## PROGRAM SUMMARY

### FY 2007

#### DEPARTMENT: Emergency Medical Services

#### PROGRAM: Emergency Medical Services

**MANDATED SERVICE:** Paramedic level care was approved by the Board of Commissioners in 1987. The service follows guidelines established by the NC Board of Medical Examiners and administered by the NC Office of Emergency Medical Services. This service is mandated by G.S. 143-517 adopted 1/1/2003.

**MISSION STATEMENT:** *It is the mission of Cabarrus County EMS to provide progressive, quality Paramedic care as part of a comprehensive health care system and to remain synonymous with excellence and provide a nurturing and challenging work environment. We will address the emergency and non-emergency needs of our patients, provide public education, and promote wellness through awareness.*

**PROGRAM SUMMARY:** As a NC state awarded Model EMS System, EMS is responsible for providing advanced medical care and transport to victims of illness, accidents or injuries. Paramedic care, which is the highest level of pre-hospital care available, is provided 24 hours a day, 365 days a year. Advanced skills provided include fluid administration, cardiac monitoring (12 lead), continuous positive airway pressure (CPAP), rapid sequence intubation (RSI), capnography, adult intraosseous, advanced stroke protocols, and a continually updated formulary of medications to treat an extensive range of medical conditions. All full-time employees are required to maintain the North Carolina Medical Board's requirements for continued credentialing as a paramedic. Each paramedic's skills are tested annually to insure that a high quality of care continues. Public education is ongoing and is available on request. Low response times reduce patients' pain and suffering and increases their chances of surviving a critical accident or injury. EMS is a part of the public safety services system working with multiple allied agencies.

#### GOALS AND OBJECTIVES:

- Provide professional, state-of-the-art advanced life support to all in need of services.
- Maintain average response times below 8 minutes as mandated by Cabarrus County Board of Commissioners.
- Educate the public on the department's role, responsibilities, abilities, and other issues regarding health, wellness, and injury prevention.
- Update and participate in strategic planning, both in-house and with emergency management, law enforcement, fire departments, rescue squads and other potential agencies involved in emergency planning through EMS team effort.
- Provide advanced educational opportunities for employees such as specialty, certification, and degree courses.
- Replace and improve equipment, vehicles and resources to insure the highest quality of care and to comply with Board of Commissioners' recommendation to replace vehicles with odometer reading over 150,000 miles.
- Monitor construction and growth areas in Cabarrus County to ensure adequate planning for future emergency care needs.
- Maintain our status as the leader and trendsetter for surrounding EMS systems and throughout the state.
- Maintain participation as part of a regional stroke collaborative to improve care and education to stroke patients.
- Monitor calls to all areas of the county is ongoing to evaluate response times and keep them at a minimum.
- Maintain designation as Model EMS System through the North Carolina Office of EMS.

<b>PERFORMANCE DATA:</b>	<b>FY 2005 ACTUAL</b>	<b>FY 2006 ESTIMATED</b>	<b>FY 2007 ESTIMATED</b>
Total number of calls	17,064	17,500	18,500
Direct cost per response	\$231	\$228	\$242
Average fee collected per billable transport	\$237	\$250	\$260
Fee collection rate	61%	67%	70%
Average response time (in minutes) countywide/maximum Response time (southwestern area of county)	7.59/20	7.69/24	7.80/24

**SUMMARY DETAIL**

<b>EXPENDITURE CATEGORIES</b>	<b>ACTUAL FY 2004</b>	<b>AMENDED FY 2005</b>	<b>DEPARTMENT REQUEST FY 2006</b>	<b>BOARD ADOPTED FY 2006</b>	<b>PERCENT CHANGE FY 2005 vs FY 2006</b>
Personal Services	3,260,796	3,452,836	3,725,794	3,774,034	
Operations	542,103	582,527	598,494	612,478	
Capital Outlay	139,062	55,000	166,200	166,200	
<b>Total</b>	<b>3,941,961</b>	<b>4,090,363</b>	<b>4,490,488</b>	<b>4,552,712</b>	<b>11%</b>
<b>REVENUES</b>					
Intergovernmental	25,210	0	0	0	
Fees & Other	2,228,042	1,902,000	2,002,000	2,002,000	
<b>Total</b>	<b>2,253,252</b>	<b>1,902,000</b>	<b>2,002,000</b>	<b>2,002,000</b>	<b>5%</b>
<b>FTE's</b>	<b>65.10</b>	<b>65.10</b>	<b>75.50</b>	<b>75.50</b>	

**FY 2007 HIGHLIGHTS, AND/OR SIGNIFICANT MODIFICATIONS:**

- Continued dedicated team effort has kept the average response time under 8 minutes. As traffic continues to increase, maintaining this average will become more difficult without adding additional stations and personnel.
- Continued update and modification of emergency response plans will address potential acts of terrorism and disaster response.
- The budget notes an increase in reimbursement rates for Medicare.
- The department will continue to assign Paramedics to all local law enforcement SRT (SWAT) teams and HazMat teams and be actively involved with Task Force 21 (the County's special hazards response team).
- The department will continue to provide both on- and off-track ALS care at Lowes Motor Speedway during major racing events.
- The department is working closely with major suppliers of specialized equipment on a national level.
- Expansion of 1 unit and crew in the Kannapolis response area to be permanently housed at KFD 5 when completed.

**FY 2006 ACCOMPLISHMENTS:**

- The department added continuous positive airway pressure (CPAP) units to improve respiratory patient care.
- The department continues to exceed national standards in "door to dilation" time with heart attacks 33 minutes average.
- The department continues to exceed national standards in stroke care with a door to CT result time of 17 minutes.
- An EMS paramedic team finished second in the state regional paramedic competition. A team also finished fourth overall, winning several divisions, in the East Coast Paramedic Challenge.
- Continued support and participation in Task Force 21.
- Customer service evaluation forms sent with ambulance bills denote 100% customer satisfaction.
- A team of paramedics completed the Weapons of Mass Destruction Terrorism Technician Course.
- Employees logged 15,436 man-hours training for 2005, which reflects 13,276 hours over training hours required by the State.
- A tremendous number of public education sessions were offered.
- Continued participation and support of County Wellness for Life.
- Transition from pen based tablets to lap top computers on each ambulance unit.
- Cabarrus EMS achieved 100% compliance with National Incident Management System (NIMS) training.

## PERSONNEL JUSTIFICATION FY 2007

**DEPARTMENT:** Emergency Medical Services

**PROGRAM:** Emergency Medical Services

**MANDATED SERVICE:**

**PERSONNEL CHANGES AND JUSTIFICATION:** Request the addition of six (6) full-time Paramedic positions

EMS is requesting the addition of 6 full-time EMT – Paramedics to meet the current and projected growth in the Kannapolis and Hwy 73/Odell area. The City of Kannapolis is currently planning for Fire/EMS Station #5, which will address high rates of growth in this area. Until completion of the fire station, which EMS will share in space, the requested EMT - Paramedics will help to meet the needs of existing EMS response zones 951 and 956, which now cover this area. A new zone (957) is projected to serve as a boundary for dispatching calls to the new unit (see attached map). Based on Cabarrus County population estimates, the area that this unit will serve shows a 228.79% increase in population over a 10 year period – by far, the fastest growing area in the county.

The requested unit would initially be based out of EMS station #4 on Dale Earnhardt Blvd and moved to Kannapolis Fire/EMS Station #5 when it is completed. At that time, response zones would be reevaluated and moved accordingly based on current and projected data of growth and call load.

Currently, zones 951, 953, 955, and 956 represent the County's fastest growing call loads, with Zone 955 experiencing a 54% increase in call load from 2003 until 2005. Calls to three of the four fastest growing zones will be affected by the new Zone 957, which takes a geographical section of each zone and combines it into a new zone. The remaining high growth zone (953) will benefit from the new Harrisburg Fire/EMS station scheduled to open in FY2008. Additional positions will be requested in next year's budget to address the new Harrisburg station.

Zone	Number of Vehicles Responding	2003 # of Calls	2004 # of Calls	2005 # of Calls	Total Increase	% Increase Over Period
951	2	4899	5298	7459	2560	52%
953	2	4173	3497	4886	713	17%
955	1	1584	1452	2442	858	54%
956	1	2106	1871	2847	741	35%

With certain areas experiencing large increases in call loads, it has become increasingly more difficult to respond to all calls within a zone. During the last 12 months, there have been 1686 calls that required other EMS units to respond into EMS response zones 951 and 956. An additional unit in this area would help reduce outside responses and in turn, allow faster response times. Increasing the EMS emergency fleet to 9 24/48 hour units, rather than the existing 8, will help to keep response times within the Cabarrus County acceptable EMS response time of 8 minutes or less. From 2003 until 2005, the average response time grew from 7.3 minutes to 7.7 minutes and is projected to reach 8 minutes in FY 2007. By not having to use outside response units for coverage in this area, the entire county will benefit from this expansion.

This unit will also help to keep unit call loads at a manageable level; reducing call load to existing units by approximately 257 calls per year per unit should reduce overtime pay due to employees working over shift hours while out on a call.



# PERSONNEL JUSTIFICATION

## FY 2007

**DEPARTMENT:** Emergency Medical Services

**PROGRAM:** Emergency Medical Services

**MANDATED SERVICE:**

### PERSONNEL CHANGES AND JUSTIFICATION:

To provide coverage when full time EMS employees are not at work and to more correctly reflect EMS part time budget needs. All 35 EMS Part-Time (103) positions provide coverage on an ambulance. The number of hours allotted has been insufficient on an annual basis to cover all full time EMS employees' leave time off, vacancies until filled, sick time, on the job injuries, special events, and additional coverage and staffing as needed. EMS Part-Time Pay (103) has been an issue for years and has always come up short in this line item. It would take approximately \$136,000.00 of Part-Time monies just to cover earned leave and benefit time, without including the unknowns of sick time, Workmen's' Comp, etc. Over many years, EMS has asked that this amount to be increased at the adopted budget stage rather than waiting for mid-year adjustments made by Finance.

### CONSEQUENCES OF DENIAL:

Continued substantial year end adjustments for EMS part time coverage.

<b>RESOURCES REQUIRED</b>	<b>FY 2007</b>
Personal Services	116,955
Operations	0
Total	116,955
<b>REVENUES</b>	
Intergovernmental	0
Fees & Other	0
Total	0
<b>NET COUNTY COST</b>	116,955

**BOARD OF COMMISSIONERS:**      **Approved**

## PROGRAM SUMMARY FY 2007

**DEPARTMENT:** Emergency Medical Services

**PROGRAM:** Non-Emergency Transportation

**MANDATED SERVICE:** No

**MISSION STATEMENT:** *To provide quality Non-Emergency Stretcher Transport to the citizens of Cabarrus County. Cabarrus County EMS has long been a trendsetter in the field of Pre-Hospital care. We wish to bring this level of respect into the Non-Emergency stretcher transport arena.*

**PROGRAM SUMMARY:** The Non-Emergency Stretcher Transportation Service is responsible for providing quality stretcher transport services to citizens requiring less than emergency level response. This includes routine transfers between facilities, Doctor's appointments, transportation home, etc. This unit is staffed with NC certified Emergency Medical Technicians. Our goal with this service is to provide professionalism and quality of care to the non-emergency patient. This at the same level provided to emergency patients. This service is provided from 7:40 am to 10:00 pm Monday - Saturday. Nights and Sundays are covered by on-duty Paramedic Units.

### GOALS AND OBJECTIVES:

- Provide professional, courteous and safe transport to the citizens of Cabarrus County needing non-emergency stretcher transportation.
- Provide a reliable and well-organized approach to citizens needing this level of care and transport.
- Develop relationships with agencies responsible for arranging this type of transport. This is to be accomplished through education provided to nursing homes, retirement centers, doctors' office, etc.
- Insure non-emergency and routine level calls are handled as to not interfere with emergency responses of advanced life support units.
- Provide a training ground for personnel wishing to advance to the paramedic level.
- Provide EMS backup in the event of system overload or mass casualty situations requiring additional apparatus and personnel.

<b>PERFORMANCE DATA:</b>	<b>FY 2005 ACTUAL</b>	<b>FY 2006 ESTIMATED</b>	<b>FY 2007 ESTIMATED</b>
Total number of calls	1,125	1,200	1,500
Direct cost per transport	\$145	\$136	\$116
Average fee collected per transport	\$135	\$140	\$200
Fee collection rate	51%	53%	60%

### SUMMARY DETAIL

<b>EXPENDITURE CATEGORIES</b>	<b>ACTUAL FY 2005</b>	<b>AMENDED FY 2006</b>	<b>DEPARTMENT REQUEST FY 2007</b>	<b>BOARD ADOPTED FY 2007</b>	<b>PERCENT CHANGE FY 2006 vs FY 2007</b>
Personal Services	143,104	155,036	149,849	146,330	
Operations	14,300	18,637	19,170	18,670	
Capital Outlay	0	55,000	6,400	6,400	
<b>Total</b>	<b>157,404</b>	<b>228,673</b>	<b>175,419</b>	<b>171,400</b>	<b>-25%</b>
<b>REVENUES</b>					
Intergovernmental	0	0	0	0	
Fees & Other	172,077	150,000	150,000	150,000	
<b>Total</b>	<b>172,077</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>0%</b>
<b>FTE's</b>	<b>4.19</b>	<b>4.19</b>	<b>4.19</b>	<b>4.19</b>	



**FY 2007 HIGHLIGHTS, AND/OR SIGNIFICANT MODIFICATIONS:**

- Continue to provide high standards of service
- 
- Continue to educate providers on proper use of non-emergency stretcher service
- 
- Reduce the improper utilization of non-emergency stretcher service
- 
- Continue to provide back-up response to E-911 system
- 
- Upgrade level of care to the EMT-Intermediate level

**FY 2006 ACCOMPLISHMENTS:**

- Provided high quality care to the citizens of Cabarrus County in meeting their needs for non-emergency stretcher transportation.
- Responded to all calls for non-emergency service with a response time average of 10.39 minutes
- Developed and maintained relationships with extended care facilities
- Provided education as necessary regarding use of non-emergency service
- Provided E-911 back-up on several occasions due to system overload
- One employee enrolled in paramedic course for continued career development (training ground)
- One employee completed the paramedic training program and is awaiting state testing



# PROGRAM SUMMARY

## FY 2007

**DEPARTMENT:** Tourism Authority

**PROGRAM:** Convention and Visitors Bureau

**MANDATED SERVICE:** Established 1989 by act of NC General Assembly HB 813: Chapter 658 of the 1989 Session Laws.

**MISSION STATEMENT:** *To gain and retain visitors to Cabarrus county, increase visitor awareness, encourage visitor expenditures and enhance Cabarrus County's tax base and image through destination marketing.*

**PROGRAM SUMMARY:** The Tourism Authority (CVB) is Cabarrus County's destination management/marketing organization. As stated in the legislation that created the Authority, it expends occupancy tax revenue and other revenue it receives only to develop or promote tourism, tourist related services and facilities, tourist related events, tourist related activities and tourist attractions. As such, the Tourism Authority markets Cabarrus County to leisure and group travelers, event producers and organizers; e.g., sports, and meeting and convention planners. The return to the county is great. For example, in 2004, direct spending by travelers in Cabarrus County was over \$201 million, 3,060 people were employed in the tourism industry and \$3.42 million in local tax revenue was generated.

### GOALS AND OBJECTIVES:

- To strengthen Cabarrus County's identity as a visitor destination and especially as a Motorsports Mecca and to position Cabarrus County as the premier auto racing vacation destination in the U.S.
- To be a countywide tourism destination management/marketing organization that stresses partnerships, productivity and maximum return on investment.
- To market the county in a way that maximizes the visitor's experience while respecting the quality of life of residents.
- To strengthen and expand Cabarrus County's identity as a great place for sports events.
- To offer exceptional customer service.
- To share expertise on industry issues, trends and product development with the general public and industry partners.
- To measure and report the effectiveness of the organization in generating economic benefits for the community.
- To create awareness, support and participation in the CVB and the travel and tourism industry.
- To support the development of additional tourism products and participate in regional efforts to keep the NASCAR NEXTEL All Star Challenge at Lowe's Motor Speedway. To promote visitor activity with an emphasis on overnight stays.
- To increase awareness of Cabarrus County as a destination for group tours and generate measurable bookings.
- To continue to increase numbers of visitors coming to Cabarrus County during non-race weeks; e.g., by selling Pit Pass Cabarrus packages.
- To create national awareness of the County's present and future outstanding meeting and convention facilities in Cabarrus County and book business that will bring meetings and conventions to the County.
- To actively and aggressively market the meeting facilities; i.e. the Cabarrus Arena and Events Center and Concord Convention Center.

<b>PERFORMANCE DATA:</b>	<b>FY 2005 ACTUAL</b>	<b>FY 2006 ESTIMATED</b>	<b>FY 2007 ESTIMATED</b>
Visitor Center Attendance-Exit 60	10550	10600	10800
Visitor Center Attendance – Concord Mills	27000	28000	29000

**SUMMARY DETAIL**

<b>EXPENDITURE CATEGORIES</b>	<b>ACTUAL FY 2005</b>	<b>AMENDED FY 2006</b>	<b>DEPARTMENT REQUEST FY 2007</b>	<b>BOARD APPROVED FY 2007</b>	<b>PERCENT CHANGE FY 2006 vs FY 2007</b>
Personal Services	274,782	315,145	329,976	329,976	
Operations	855,111	805,661	736,740	736,740	
Capital Outlay	0	0	0	0	
<b>Total</b>	<b>1,129,893</b>	<b>1,120,806</b>	<b>1,066,716</b>	<b>1,066,716</b>	<b>-5%</b>
<b>REVENUES</b>					
Intergovernmental	100,379	970,506	1,030,590	1,030,590	
Fees & Other	36,510	150,300	36,126	36,126	
<b>Total</b>	<b>136,889</b>	<b>1,120,806</b>	<b>1,066,716</b>	<b>1,066,716</b>	<b>-5%</b>

**FY 2007 HIGHLIGHTS, AND/OR SIGNIFICANT MODIFICATIONS:**

- Advertising targeted at family travel.
- Aggressive marketing and advertising of convention and meeting facilities.
- Completion of our new website and implementation of sales force automation to manage, track and maintain contacts, sales leads and visitor inquiry data.

**FY 2006 ACCOMPLISHMENTS:**

- Designed and placed print ads in several publications including racetrack publications, NASCAR Illustrated, NC Travel Guide, and AAA Go Magazine.
- Provided service and support to numerous major events including Liquid Steel, Carolina Classic, AAU Sports, Special Olympics, National German Shepherd Dog Club of America, FC Carolina Alliance soccer events.
- Printed 100,000 copies of The Racing Side of Charlotte visitors guide and distributed them to Lowe's Motor Speedway ticket holders, NC Welcome Centers, CVB Visitor Centers, hotels and attractions. Won NCACVB Achievement Award.
- Received NCACVB Marketing Achievement Awards for marketing plan/program of work, Pit Pass Cabarrus package.
- Launched Dale Trail and received media attention in newspapers across the U.S. e.g., USA Today, The Miami Herald, The Seattle Times.
- Conducted sales blitz to AAA agents in VA.
- Participated in major trade shows including ABA, GA, Motorcoach, NTA, NC Motorcoach, Affordable Meetings, MPI, TEAMS and NASC.
- Organized Cabarrus Sports Council.

# PROGRAM SUMMARY

## FY 2007

**DEPARTMENT:** Commerce

**PROGRAM:** Planning

**MANDATED SERVICE:** Enabling Legislations, G.S. 153A for subdivision and zoning control, 143-214 mandated watershed protections. 153-341 requires zoning to be in accordance with a comprehensive plan.

Subdivision and zoning control are not mandated, but past elected boards have chosen to adopt these controls and G.S. 143A not only enables their use, but how they should be created, administered and what may be regulated. Both types of regulations must include a comprehensive planning function to be properly administered. The State requires that jurisdictions adopt watershed regulations to protect drinking water sources.

**MISSION STATEMENT:** *Monitoring and managing the use of land in Cabarrus County to protect citizens, businesses and industries through enhancement of quality of life, control of external effects and the proper provision of public services. Hence the adopted motto: "Respecting and meeting County residents' land use goals and needs, earning their respect in return."*

**PROGRAM SUMMARY:** The division performs a variety of functions serving the County, the cities of Concord and Kannapolis and the towns of Mount Pleasant, Harrisburg and Midland. In addition, Planning serves the Board of Commissioners, the Planning and Zoning Commission, the County Manager, citizens, developers and existing and proposed businesses. Through community meetings, monthly Planning Commission meetings and personal contact, residents and community groups are active clients.

### Administration:

The Planning division is responsible for the overall administration, supervision and direction of all planning and development activities.

### Boards:

The planning division provides analysis, review and professional opinions on land use activities and studies to various Boards.

### Current Planning:

The division is responsible for preliminary and final subdivision plat review, analysis of subdivision and zoning requests, preparing revisions to the zoning and subdivision ordinances and assisting the public with general development questions.

### Growth Management:

The division is increasingly involved in analyzing and pursuing methods to manage growth and help meet service and capital needs that result from that growth. This includes adequate public facilities review.

### Long Term Planning:

The division prepares, and works towards the implementation of the County Area Plans. These plans are coordinated with other jurisdictions and implemented accordingly. The division also works with other departments, groups and individuals on specific projects such as park plans, school sites, water and sewer needs modeling and overall site analysis.

### Harrisburg:

The division provides planning and development services for Harrisburg, serving town staff, the Planning and Zoning Board and Town Council.

### Midland:

The division provides planning and development services for Midland, serving town staff, the Planning and Zoning Board and Town Council.

### Mount Pleasant:

The division provides planning and development services for Mount Pleasant, serving town staff, the Planning and Zoning Board and Town Council.

### Population Estimates and Projection:

This division compiles building permit data for various internal and external clients and uses that data to estimate and project population and housing figures for the County.

#### School Facilities Planning:

The division provides estimates and projections of school age populations. In addition, the division assists both the Kannapolis and County school systems with site selections for future school needs. Selected sites are tested and surveyed to ensure that they may be used for school construction.

#### Transportation Planning:

The division provides transportation planning services to the County as a whole and for specific projects in Harrisburg, Midland and Mount Pleasant. This includes representation in the Metropolitan Planning Organization.

#### Addressing:

The division provides addressing services and address processing for Cabarrus County, Harrisburg, Mount Pleasant and Midland

#### Other:

When requested, the division provides advise, information and research on a wide variety of projects for the Board of Commissioners, County Manager and Planning and Zoning Commission. The division provides valuable information to the public through answering a number of general inquiries by telephone, personal contact, e-mail, written correspondence and through meeting with community groups.

### **GOALS AND OBJECTIVES:**

- Provide support for the jail facilities project through staff attendance at County Commission meetings, Public Meetings, Planning and Zoning Meetings (City of Concord) and through direct project management by the Commerce Department staff.
- Provide at least one (1) educational session for the general public and developers on the new design standards adopted by the County Commission for commercial projects..
- Update population estimates and building permit data on a biannual basis.
- Provide assistance to Cabarrus County School Board to identify additional school sites available for purchase to meet the student needs as identified in the School 15 year CIP.
- Provide staff assistance to other agencies within Cabarrus County for Master/Long Range Planning. Agencies to be served include Parks and Recreation, the Water and Sewer Authority of Cabarrus County and Cabarrus County and Kannapolis School Districts.
- Provide timely responses to customers regarding requests for information and telephone calls (within 24 hours).
- Assist with the transition of addressing functions to the GIS Department by providing staff training and support (as needed) for new position.
- Establish a target to reduce the number of days to process subdivision plat preliminary and initial submittals from 5 days to 3 days.
- Establish a target to reduce the number of days to process rezoning and conditional use site plan requests for comments from other agencies from 5 to 3 days.
- Begin the process for updating and adopting the North Western Area Land Use Plan and the Central Area Land Use Plan.
- Provide accurate information for Planning and Zoning Boards to respective Board Clerks at least 5 working days in advance.

<b>PERFORMANCE DATA:</b>	<b>FY 2005 ACTUAL</b>	<b>FY 2006 ESTIMATED</b>	<b>FY 2007 ESTIMATED</b>
North West Area Land Use Plan Process	0	10%	25%
Central Area Land Use Process	0	0	25%
Number of School Sites Selected for 15 year CIP	1	4	4
Number of subdivisions processed (all jurisdictions)	51	45	50
Number of initial submittals processed within 3 days of receipt	*	*	80%
Number of preliminary subdivisions processed	12	8	10
Number of final subdivisions processed	39	25	30
Number of rezoning cases processed (all jurisdictions)	19	25	20
Number of rezoning cases processed and sent out for comments within 3 days of receipt	*	*	80%
Cabarrus County Rezoning Applications	6	4	5
Harrisburg Rezoning Applications	7	20	10
Mount Pleasant Rezoning Applications	3	2	2
Midland Rezoning Applications	3	4	3
Number of Text Amendments Processed	16	10	5
Information submitted to Board Clerks at least 5 working days before the meeting	*	*	90%

#### **SUMMARY DETAIL**

<b>EXPENDITURE CATEGORIES</b>	<b>ACTUAL FY 2005</b>	<b>AMENDED FY 2006</b>	<b>DEPARTMENT REQUEST FY 2007</b>	<b>BOARD ADOPTED FY 2007</b>	<b>PERCENT CHANGE FY 2006 vs FY 2007</b>
Personal Services	382,649	447,149	448,006	448,530	
Operations	142,813	179,843	83,798	80,713	
Capital Outlay	0	0	0	0	
<b>Total</b>	<b>525,461</b>	<b>626,992</b>	<b>531,804</b>	<b>529,243</b>	<b>-16%</b>
<b>REVENUES</b>					
Intergovernmental	0	0	0	0	
Fees & Other	84,490	75,000	65,000	65,000	
<b>Total</b>	<b>84,490</b>	<b>75,000</b>	<b>65,000</b>	<b>65,000</b>	<b>-13%</b>
<b>FTE's</b>	<b>6.00</b>	<b>7.50</b>	<b>7.50</b>	<b>7.50</b>	

#### **FY 2007 HIGHLIGHTS, AND/OR SIGNIFICANT MODIFICATIONS:**

- Provide support as needed for construction and construction management of the new jail facility
- Work with GIS Division to transition addressing function to GIS addressing staff
- Adoption of new Adequate Public Facilities Ordinance as part of the Cabarrus County Zoning and Subdivision Ordinances

#### **FY 2006 ACCOMPLISHMENTS:**

- Completion of Designing Cabarrus Process
- Adoption and Implementation of the new residential subdivision design standards
- Adoption of new zoning map to reflect modified zoning districts in relation to new densities
- Added a planner position to assist with maintaining current level of service goals
- Approval of jail facility rezoning request by the Concord City Council.
- Preservation of two historic homes as part of the jail facility project

## PROGRAM SUMMARY FY 2007

**DEPARTMENT:** Commerce

**PROGRAM:** Community and Economic Development

**MANDATED SERVICE:** No

**MISSION STATEMENT:** *Working with any and all agencies in Cabarrus County to provide safe and affordable housing to all residents of Cabarrus County and public water and sewer services in projected growth areas through housing as well as economic development programs and initiatives.*

**PROGRAM SUMMARY:** The Housing and Community Development programs apply for and administer grants to rehabilitate housing, construct new infrastructure, and provide economic development opportunities in Cabarrus County. Cabarrus County participates in a consortium with seven other jurisdictions to obtain HOME funds from the US Department of HUD. The HOME program allows for general housing rehabilitation. Cabarrus County Community Development will be continuing a grant this year from the NC Department of Commerce for CDBG Scattered Site Housing rehabilitation in Cabarrus County, Mt. Pleasant, Harrisburg, and Midland. Other programs include Weatherization, Heating Appliance Repair and Replacement Program, Urgent Repair Program, Air Conditioning for the Elderly, and Housing and Home Improvement Service Program. These programs allow for a variety of home improvements and rehabilitation activities for the elderly, disabled and families with children. The Weatherization program allows Cabarrus County to increase the energy efficiency of qualified homeowners. Heating, Appliance Repair and Replacement Program provides for the repair or replacement of unsafe or inoperable heating appliances for qualified applicants. Air Conditioning for the Elderly allows Cabarrus County to install air conditioning in the homes of qualified applicants. The Housing and Home Improvement Service Program allows for activities such as wheel chair ramp installation, step rails, floor replacements and appliance replacement. Additionally, staff is waiting for word on an outstanding Urgent Repair Program application. This program allows for emergency work to be preformed for qualified applicants. Activities include repairs such as electrical, roofing, ramps, and plumbing. All of these programs will be used together to provide Cabarrus County residents with safe, affordable housing and infrastructure. Additional benefits include reducing Medicare and Medicaid costs by allowing many low-income elderly persons to remain in their homes. The Community Development Department will complete an economic development study this year that was funded by an economic recovery grant from the state of North Carolina in the wake of the Pillowtex closing.

Administration – The overall administration, supervision, and direction of all Community Development activities is included in this budget.

Boards – The division serves the Cabarrus County Board of Commissioners, Harrisburg Boards, Mt. Pleasant Boards, and Midland Boards in providing analysis, review and professional opinions on housing and community development activities and studies.

Harrisburg – This division provides housing and community development services for Harrisburg, serving town staff, and the Town Council.

Midland – This division provides housing and community development services to Midland through the Midland Council.

Mt. Pleasant – This division provides housing and community development services for Mt. Pleasant, serving town staff, and the Town Council.

Other – As requested, the division provides advice, information, and research on housing and community development projects for the Board of Commissioners and County Manager. Public information is an important role filled by this division with a great number of general queries answered by telephone, personal contact or through meeting with groups. Frequently assist non-profit agencies through providing technical assistance, referrals, education, and information. This division also provides presentations to non-profit agencies, civic organizations, and the public as requested. Staff also interacts with the CDBG entitlement cities of Concord and Kannapolis to coordinate services to clients.



## GOALS AND OBJECTIVES:

- Administration of home program for FY 2006-2007 which will rehabilitate homes. Approximately ten households containing approximately fourteen individuals are planned for service.
- Administration of Weatherization, HARRP, ACE, HHI, and URP programs for FY 2006-2007. All of these programs combined will serve an estimated 130 households. Staff is planning to weatherize 25 homes, repair or replace 13 HVAC systems, provide handicap accessible features for 35 homes, and miscellaneous repairs in 57 homes.
- Complete client satisfaction with rehabilitation services.
- Twenty four hour response time to appointed and elected boards.
- Thorough review of all short and long range on housing, economic, and community development issues.
- Administration and coordination of jail design through bidding of project.
- Administration and completion of economic recovery grant that will produce a comprehensive economic development plan for the county.
- Implementation of community vision for the future of Cabarrus County.
- Coordination with various county, city, and non-profit agencies to create and maintain affordable housing in the form of referrals, technical assistance, and coordination of services to common clients.
- Grant research for infrastructure, housing and economic development opportunities.

<b>PERFORMANCE DATA:</b>	<b>FY 2005 ACTUAL</b>	<b>FY 2006 ESTIMATED</b>	<b>FY 2007 ESTIMATED</b>
2006-2007 HOME Program	100%	100%	100%
2004-2006 CDBG Scattered Site Program (3 year program)	66%	100%	-
2006-2007 Weatherization and HARRP	100%	100%	100%
2006-2007 Housing and Home Improvement Grant (HCCBG)	100%	100%	100%
Completion of Jail Design and Construction Documents	70%	100%	-

## SUMMARY DETAIL

<b>EXPENDITURE CATEGORIES</b>	<b>ACTUAL FY 2005</b>	<b>AMENDED FY 2006</b>	<b>DEPARTMENT REQUEST FY 2007</b>	<b>BOARD ADOPTED FY 2007</b>	<b>PERCENT CHANGE FY 2006 vs FY 2007</b>
Personal Services	150,999	157,472	166,047	168,207	
Operations	96,469	96,552	95,142	95,177	
Capital Outlay	0	0	0	0	
<b>Total</b>	<b>247,468</b>	<b>254,024</b>	<b>261,189</b>	<b>263,384</b>	<b>4%</b>
<b>REVENUES</b>					
Intergovernmental	85,095	97,621	100,407	100,407	
Fees & Other	6,914	3,500	2,000	2,000	
<b>Total</b>	<b>92,009</b>	<b>101,121</b>	<b>102,407</b>	<b>102,407</b>	<b>1%</b>
<b>FTE's</b>	<b>2.50</b>	<b>2.50</b>	<b>2.50</b>	<b>2.50</b>	

**FY 2007 HIGHLIGHTS, AND/OR SIGNIFICANT MODIFICATIONS:**

- A County match of approximately \$45,000 will be required for the HOME program. The exact figure will be determined after allocations are defined by HUD and the Consortium.
- Completion of jail facility design and construction documents.

**FY 2006 ACCOMPLISHMENTS:**

- Repaired/rehabilitated/weatherized over 125 homes of elderly, disabled and low income families in FY 2005-2006
- Administered Leak-Goforth Economic Development Study.
- Coordination of jail facility project including development, design, value engineering and public input sessions.

# PROGRAM SUMMARY

## FY 2007

**DEPARTMENT:** Commerce

**PROGRAM:** Environmental Protection

**MANDATED SERVICE:** North Carolina General Statutes Chapter 113A Article 4 to provide for the administration and enforcement of a program and for the adoption of minimal mandatory standards which will permit development of this state to continue with the least detrimental effects from pollution sedimentation.

**MISSION STATEMENT:** *To protect the State's Streams and Lands from degradation by soil eroded from construction sites.*

**PROGRAM SUMMARY:** Erosion Control Programs' role is specified in North Carolina General Statutes Chapter 113A Article 4. This division is to enforce the state and local ordinances, regulations related to land disturbing activities: the construction and installation of sedimentation and erosion control measures. This division also reviews sedimentation and erosion control plans for commercial, industrial and multifamily residential sites. They investigate alleged sedimentation and erosion control violations and enforce as per ordinance. This is a countywide service.

### GOALS AND OBJECTIVES:

- To make the plan submittal process more customer informative.
- To emphasize pre-construction conferences in order to best accommodate the customers, yet enforce environmental best management practices.
- To work with I.T. on streamlining the Environmental Protection data base.
- To investigate the best process for addressing residential construction complaints involving possible water and/or sedimentation issues.
- To continue to stay current with new law changes and new erosion control practices.
- To continue to provide the highest level of service and thorough inspections.
- To continue the implementation of the phase II storm water requirements for Cabarrus County.

<b>PERFORMANCE DATA:</b>	<b>FY 2005 ACTUAL</b>	<b>FY 2006 ESTIMATED</b>	<b>FY 2007 ESTIMATED</b>
Number of field site inspections of current projects:	503	520	530
Number of field site complaints:	43	60	65
Number of sediment & erosion control plan reviewed:	172	175	180

### SUMMARY DETAIL

<b>EXPENDITURE CATEGORIES</b>	<b>ACTUAL FY 2004</b>	<b>AMENDED FY 2005</b>	<b>DEPARTMENT REQUEST FY 2006</b>	<b>BOARD ADOPTED FY 2006</b>	<b>PERCENT CHANGE FY 2005 vs FY 2006</b>
Personal Services	168,041	180,043	152,703	151,999	
Operations	18,295	20,107	50,840	50,616	
Capital Outlay	0	0	0	0	
<b>Total</b>	<b>186,336</b>	<b>200,150</b>	<b>203,543</b>	<b>202,615</b>	<b>1%</b>
<b>REVENUES</b>					
Intergovernmental	0	0	0	0	
Fees & Other	98,496	70,000	80,000	80,000	
<b>Total</b>	<b>98,496</b>	<b>70,000</b>	<b>80,000</b>	<b>80,000</b>	<b>14%</b>
<b>FTE's</b>	3.00	2.50	2.50	2.50	

**FY 2007 HIGHLIGHTS, AND/OR SIGNIFICANT MODIFICATIONS:**

- Continue educating the public on Rules and Regulations as it relates the development with in subdivisions.
- Continue to review county owned projects as it relates to sedimentation and erosion control and county owned dams.
- Explore new ways to streamline the plan submittal process.
- Plan review and field inspection fees are continuing to be assessed to ensure that they properly reflect cost of administration of the program.
- Sediment and erosion control staff continues to be heavily involved in the implementation of EPA phase II Storm water requirements throughout Cabarrus County.

**FY 2006 ACCOMPLISHMENTS:**

- Have ensured compliance in sedimentation and erosion control with some of the more challenging sites in Cabarrus County.
- Improved the in – office plan storage system for the Environmental Protection Division.
- Conducted several on site training classes in sedimentation and erosion control for residual home builders.

# PROGRAM SUMMARY

## FY 2007

**DEPARTMENT:** Commerce

**PROGRAM:** Zoning

**MANDATED SERVICE:** Enabling Legislations, G.S. 153A for zoning control, 143-214 mandated watershed protections. 153-341 requires zoning to be in accordance with a comprehensive plan.

Zoning is not mandated, but past elected boards have chosen to adopt these controls and G.S. 153A not only enables their use, but how they should be created, administered and what may be regulated. Zoning must include a comprehensive planning function to be properly administered. The State requires that jurisdictions adopt watershed regulations to protect drinking water sources.

**MISSION STATEMENT:** *Monitoring and managing the use of land in Cabarrus County to protect citizens, businesses and industries through enhancement of quality of life, control of external effects and the proper provision of public services. Hence the adopted motto: "Respecting and meeting County residents' land use goals and needs, earning their respect in return."*

**PROGRAM SUMMARY:** The division is responsible for the enforcement of the Cabarrus County Zoning Ordinance, the Mobile Home Park Ordinance, and the Flood Prevention Ordinance. The enforcement process includes working with clients from the beginning to the end of development projects, as well as responding to citizen complaints of possible ordinance violations. The division provides information, plan review services and issues permits prior to the commencement of development projects. In addition, the division performs periodic inspections during the development of the project and final inspections for zoning compliance prior to occupancy. The division serves Cabarrus County as well as the Towns of Harrisburg, Mount Pleasant and Midland.

The zoning division works closely with the planning division, environmental protection division and construction standards division to accomplish its responsibilities.

### Boards:

The division provides services the Cabarrus County, Harrisburg, Mount Pleasant and Midland Planning and Zoning Boards and Boards of Adjustment by completing and presenting staff reports and analysis of conditional use permits and variance requests.

**Harrisburg:** The division provides zoning enforcement and development review services for Harrisburg, serving town staff and the Planning and Zoning Board. Enforcement staff also works together with the Town of Harrisburg Zoning Enforcement Officer to provide training and assistance as needed for enforcement issues.

**Midland:** The division provides zoning enforcement and development review services for Midland serving town staff and the Planning and Zoning Board.

**Mount Pleasant:** The division provides zoning enforcement and development review services for Mount Pleasant, serving town staff and the Planning and Zoning Board.

### Transportation

The division works closely with NCDOT and the Town of Harrisburg to ensure that proposed site plans and proposed access to developments conform to the appropriate regulations for driveways and road construction standards.

### Zoning Permitting:

This division is the first stop in the development process and issues permits for proposed projects in conformance with the zoning standards.

### Other:

The division provides valuable information to the public regarding zoning and permitting through answering a number of general inquiries by telephone, personal contact, e-mail, written correspondence and through meeting with community groups.

## GOALS AND OBJECTIVES:

- Provide timely responses to customers regarding requests for information, permits and telephone calls (within 24 hours).

- Improve coordination with other jurisdictions on intergovernmental planning issues such as site plan reviews, permitting and enforcement issues and/or cases through establishing a Project Review Committee to meet on an as needed basis.
- Provide timely and thorough zoning inspections by addressing final site inspections requests within 24 hours of receipt of the request.
- Increase proactive zoning enforcement actions to decrease the amount of staff hours (including legal staff) spent processing enforcement cases and attending court sessions and establish a target of 180 days to clear zoning enforcement cases.
- Update the site plan review guide to explain and describe the site plan review process (jurisdiction specific) for customers.
- Reduce the number of days for processing site plan reviews from 20 to 15 working days.
- Provide opportunities for continuing education for staff through attendance at zoning workshops and position related conferences.

<b>PERFORMANCE DATA:</b>	<b>FY 2005 ACTUAL</b>	<b>FY 2006 ESTIMATED</b>	<b>FY 2007 ESTIMATED</b>
Number of site inspections performed (all)	1559	1800	1850
Number of final inspections performed (occupancy)	384	400	425
Percent of final inspections performed within 24 hour target	*	*	80%
Number of zoning complaints received	360	350	340
Percent of investigations within 10-15 days of complaint	*	*	70%
Number of plans reviewed (site, signs, accessory)	192	200	215
Percent of site plans reviewed in 15 working days	*	*	75%
Number of permits issued (commercial)	205	215	225
Number of permits issued (residential)	1753	1850	2100
Number of permits issued (septic)	412	425	445
Number of Board of Adjustment Cases Processed	6	3	3
Number of CONA Certificates Processed	3	2	2
Number of Verification Letters Issued	19	23	28

#### **SUMMARY DETAIL**

<b>EXPENDITURE CATEGORIES</b>	<b>ACTUAL FY 2005</b>	<b>AMENDED FY 2006</b>	<b>DEPARTMENT REQUEST FY 2007</b>	<b>BOARD ADOPTED FY 2007</b>	<b>PERCENT CHANGE FY 2006 vs FY 2007</b>
Personal Services	147,413	158,192	162,388	160,189	
Operations	21,344	25,547	24,647	23,947	
Capital Outlay	0	0	0	0	
<b>Total</b>	<b>168,757</b>	<b>183,739</b>	<b>187,035</b>	<b>184,136</b>	<b>0%</b>
<b>REVENUES</b>					
Intergovernmental	0	0	0	0	
Fees & Other	113,193	101,350	101,350	101,350	
<b>Total</b>	<b>113,193</b>	<b>101,350</b>	<b>101,350</b>	<b>101,350</b>	<b>0%</b>
<b>FTE's</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	

#### **FY 2007 HIGHLIGHTS, AND/OR SIGNIFICANT MODIFICATIONS:**

- Implement the new Land Development Office software program to integrate zoning, plan review, permitting and enforcement action information.
- Recruit review agency representatives for and form the Project Review Committee.
- Consider the institution of a policy to request plat plans for residential zoning permits.

#### **FY 2006 ACCOMPLISHMENTS:**

- Maintained appropriate level of service and response time while number of cases, plan reviews and complaints increased.
- Continuing education opportunities were provided to staff in the form of voluntary attendance at NCAZO conferences and Flood Plain Workshops.
- Worked with IT to create/find a program to integrates zoning, permitting and site plan information.

# PROGRAM SUMMARY

## FY 2007

**DEPARTMENT:** Economic Development

**PROGRAM:** Incentive Grants

**MANDATED SERVICE:** No.

**PROGRAM SUMMARY:** In order to expand economic development options for Cabarrus County that will diversify the tax base, offer improved employment opportunities for its citizens and promote the economic growth and welfare of the business and industrial community, the Board of County Commissioners has implemented guidelines to encourage new industry location decisions within the county and to assist existing industrial expansions. The Industrial Development Incentive program has assisted in bringing major corporations to Cabarrus County, along with encouraging expansions of several existing corporations.

### **The British Oxygen Company (BOC) Group**

Based on an Estimated Eligible Fixed Asset Valuation of approximately \$13,907,590 (of which 75% is granted to the industry), we have appropriated \$65,700 which qualifies as a Level I Grant for FY 2007 and 70,300 for FY 2006 which has not been paid due to difficulty getting corrected information. Also, tax year 2004, (FY 2005) has not been paid either for the aforementioned reasons. We budgeted \$78,934 for that year. These unpaid balances should be carried forward until we can come to agreement with the industry on its filings (75% of local property taxes to be paid by a new or expanding industry for a period of five consecutive tax years).

<b>FY 2005 Actual</b>	<b>FY 2006 Budget</b>	<b>FY 2007 Board Adopted</b>
0	149,234	65,700

### **Bonitz Flooring Group, Inc.**

Based on an Estimated Eligible Fixed Asset Valuation of \$3,270,000 we have appropriated \$10,300 to FY 2007. 50% of qualifying amount will be Granted to industry for four consecutive years (Small Headquarters Grant), with each year's value being adjusted by a factor for depreciation. FY 2007 will be the first year for Bonitz.

<b>FY 2005 Actual</b>	<b>FY 2006 Budget</b>	<b>FY 2007 Board Adopted</b>
0	0	10,300

### **Cabarrus Plastics, Inc.**

Based on an Estimated Eligible Fixed Asset Valuation of \$9,100,000 we will appropriate \$39,780 to FY 2008. 65% of qualifying amount will be Granted to industry for four consecutive years (Level I Grant), with each year's value being adjusted by a factor for depreciation. FY 2008 will be the first year for Cabarrus Plastics.

<b>FY 2005 Actual</b>	<b>FY 2006 Budget</b>	<b>FY 2007 Board Adopted</b>
0	0	0

### **Corning**

Corning's five year Grant was completed with the final payment for FY 2006. The 2006 Grant was based on the Asset Valuation less adjustments for the excess depreciation accorded to Corning for inutility in 2004 and 2005.

<b>FY 2005 Actual</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Board Adopted</b>
1,584,078	864,927	0

### **Concord Mills**

Concord Mills received a sales tax incentive grant from Cabarrus County. Based on sales taxes to be remitted by all stores in the Concord Mills Mall. The fire year incentive grant for Phase I of Concord Mills concluded at March 31, 2006. Therefore, no budget was presented for FY 2007.

<b>FY 2005 Actual</b>	<b>FY 2006 Budget</b>	<b>FY 2007 Board Adopted</b>
2,794,826	2,400,000	0

### **Golden Gait Trailers**

Based on an Estimated Eligible Fixed Asset Valuation of approximately \$3,000,000 we will appropriate \$9,750 to FY 2008. 50% of qualifying amount will be Granted to industry for four consecutive years (Small Headquarters Grant), with each year's value being adjusted by a factor for depreciation. As the Eligible valuation threshold begins with \$3,000,000, documentation from the industry will determine whether the industry qualifies on this factor, as well as the headquarters factor. Should the investment meet these criteria, as well as others, then FY 2008 will be the first year for Golden Gait Trailers.

<b>FY 2005 Actual</b>	<b>FY 2006 Budget</b>	<b>FY 2007 Board Adopted</b>
0	0	0

### **HAAS – CNC Racing**

Based on an Estimated Eligible Fixed Asset Valuation of \$15,570,000 we will appropriate \$68,060 to FY 2008. 65% of qualifying amount will be Granted to industry for four consecutive years (Level I Grant), with each year's value being adjusted by a factor for depreciation. FY 2008 will be the first year for HAAS.

<b>FY 2005 Actual</b>	<b>FY 2006 Budget</b>	<b>FY 2007 Board Adopted</b>
0	0	0

### **HSREI, LLC (Hendrick Motorsports)**

Based on an Estimated Eligible Fixed Asset Valuation of \$12,800,000, we have appropriated \$52,420 for FY 2007. 65% of qualifying amount will be Granted to industry for four consecutive years (Level I Grant), with each year's value being adjusted by a factor for depreciation. FY 2007 will be the first year for HSREI.



<b>FY 2005 Actual</b>	<b>FY 2006 Budget</b>	<b>FY 2007 Board Adopted</b>
0	0	52,420

### **National Tour**

Based on an Estimated Eligible Fixed Asset Valuation of \$5,776,660 we have appropriated \$18,200 for FY 2007. 50% of qualifying amount will be Granted to industry for four consecutive years (Small Headquarters Grant), with each year's value being adjusted by a factor for depreciation. FY 2007 will be the second year budgeted for National Tour. The budget originally included an amount for 2006. National Tour filed Chapter 11 Bankruptcy and has not been able to complete the installation of assets. Its grant is under review.

<b>FY 2005 Actual</b>	<b>FY 2006 Budget</b>	<b>FY 2007 Board Adopted</b>
0	18,730	18,200

### **Oiles America Corporation**

Based on an Estimated Eligible Fixed Asset Valuation of \$5,585,000 we have appropriated \$22,870 to FY 2007. 65% of qualifying amount will be Granted to industry for four consecutive years (Level I Grant), with each year's value being adjusted by a factor for depreciation. FY 2007 will be the first year for Oiles American.

<b>FY 2005 Actual</b>	<b>FY 2006 Budget</b>	<b>FY 2007 Board Adopted</b>
0	0	22,870

### **Owens Corning**

Owens Corning grant is complete and is included here only to reference the amount of the final Grant paid in 2006.

<b>FY 2005 Actual</b>	<b>FY 2006 Budget</b>	<b>FY 2007 Board Adopted</b>
0	152,445	0

### **Perdue Farms**

Based on an Estimated Eligible Fixed Asset Valuation of \$14,340,000 we have appropriated \$67,760 to fiscal year 2007. 75% of qualifying amount will be Granted to industry for five consecutive years (Level I Grant of June 1999), with each year's value being adjusted by a factor for depreciation. FY 2007 will be the 2<sup>nd</sup> Grant year for Perdue.

<b>FY 2005 Actual</b>	<b>FY 2006 Budget</b>	<b>FY 2007 Board Adopted</b>
0	67,100	67,760

### **Philip Morris**

Based on an Estimated Eligible Fixed Asset Valuation of \$95,015,000 we will appropriate \$543,130 to FY 2008. Philip Morris qualifies as a Level III Grant (85% of qualifying amount will be Granted to industry for three consecutive tax years with each year's value being adjusted by a factor for depreciation.)

<b>FY 2005 Actual</b>	<b>FY 2006 Budget</b>	<b>FY 2007 Board Adopted</b>
0	0	0

### **Sabco Racing**

Based on an Estimated Eligible Fixed Asset Valuation of \$11,794,310 we have appropriated \$55,730 to FY 2007. 75% of qualifying amount will be Granted to industry for five consecutive years (Level I Grant of June 1999), with each year's value being adjusted by a factor for depreciation.). FY 2007 will be the 2<sup>nd</sup> Grant year for Sabco Racing.

<b>FY 2005 Actual</b>	<b>FY 2006 Budget</b>	<b>FY 2007 Board Adopted</b>
0	101,460	55,730

### **Southeastern Packaging**

Southeastern Packaging's 5 year Grant expires with FY 2006. Based on an Estimated Eligible Fixed Asset Valuation of \$6,410,190 the estimated Grant amount is \$30,300 FY 2006. The Grant is unpaid to date as we have not received the paperwork to process the Grant. The company has had turnover in personnel and we are working to help them file all the correct information in order to finish the Grant.

<b>FY 2005 Actual</b>	<b>FY 2006 Budget</b>	<b>FY 2007 Board Adopted</b>
25,481	30,300	0

### **Stanley Logistics**

Based on an Estimated Eligible Fixed Asset Valuation of \$13,203,230 we have appropriated \$62,390 to FY 2007. 75% of qualifying amount will be Granted to industry for five consecutive years (Level I Grant), with each year's value being adjusted by a factor for depreciation. FY 2007 will be the 2nd Grant year for Stanley Logistics. FY 2006 has not been paid because Stanley Logistics has not applied for the grant nor returned the Questionnaire mailed to and required of them.

<b>FY 2005 Actual</b>	<b>FY 2006 Budget</b>	<b>FY 2007 Board Adopted</b>
0	64,630	62,390

### **S T Motorsports**

Based on an Estimated Fixed Asset Valuation of \$5,975,000 we will appropriate \$26,120 to FY 2008. 65% of qualifying amount will be Granted to industry for five consecutive years (Level I Grant), with each year's value being adjusted by a factor for depreciation. FY 2008 will be the first year for ST Motorsports.

<b>FY 2005 Actual</b>	<b>FY 2006 Budget</b>	<b>FY 2007 Board Adopted</b>
0	0	0

# PROGRAM SUMMARY

## FY 2007

**DEPARTMENT:** Veteran Services

**PROGRAM:** Veteran Services

**MANDATED SERVICE:** Not Mandated

**MISSION STATEMENT:** *To provide quality service through training and education to veterans and their dependents in obtaining veterans benefits and services in a timely manner.*

**PROGRAM SUMMARY:** Assists veterans and their dependents in understanding and receiving benefits available to them from county, state and federal governments. Veterans and dependents are advised and assisted with claims preparation, presentation and appeals. Assistance is also provided with health insurance (TRICARE, CHAMPVA), various forms of VA life insurance, education, vocational rehabilitation and hospitalization.

### GOALS AND OBJECTIVES:

- File 100% of veteran claims within the required time period associated with each claim.
- Modify computer applications to quantify veteran claim information by date of claim rather than by alphabetical order.
- Attend a minimum of two state or national training courses per year, to enhance service officer's ability to obtain a benefit satisfactory to V.A. laws and regulations. Attend all in office training as directed by changes in Title 38 CFR.

<b>PERFORMANCE DATA:</b>	<b>FY 2005 ACTUAL</b>	<b>FY 2006 ESTIMATED</b>	<b>FY 2007 ESTIMATED</b>
Total Veteran and Dependent Contacts	7,205	8,000	8,500
Compensation and Pension	1,981	2,179	2,400
Medical Applications for Health Care	746	820	905
Education and Training	112	125	140
North Carolina Benefits	12	15	18
Department of Defense	181	199	220
Miscellaneous	4,172	4,590	5,050
Appeals	9	15	23
Money Awarded to Veterans in Calendar Year 2005	2,107,490.00	2,318,239.00	2,550,062.00

### SUMMARY DETAIL

<b>EXPENDITURE CATEGORIES</b>	<b>ACTUAL FY 2005</b>	<b>AMENDED FY 2006</b>	<b>DEPARTMENT REQUEST FY 2007</b>	<b>BOARD ADOPTED FY 2007</b>	<b>PERCENT CHANGE FY 2006 vs FY 2007</b>
Personal Services	114,952	167,217	171,537	171,351	
Operations	10,077	17,126	17,441	16,441	
Capital Outlay	0	0	0	0	
<b>Total</b>	<b>125,029</b>	<b>184,343</b>	<b>188,978</b>	<b>187,792</b>	<b>2%</b>
<b>REVENUES</b>					
Intergovernmental	2,000	2,000	2,000	2,000	
Fees & Other	0	0	0	0	
<b>Total</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>0%</b>
<b>FTE's</b>	<b>2.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	

**FY 2007 HIGHLIGHTS, AND/OR SIGNIFICANT MODIFICATIONS:**

- Veteran's Day Program
- Continue to conduct programs at schools, civic organizations and the public.
- Provide school system with scholarship applications that are available to the veteran's dependents.

**FY 2006 ACCOMPLISHMENTS:**

- Veteran's Day Program
- Conducted programs at schools, civic organizations and for the public.

## PROGRAM SUMMARY

### FY 2007

**DEPARTMENT:** Transportation

**PROGRAM:** Transportation

**MANDATED SERVICE:** Medical Transportation is mandated by Title XIX of the Social Security Act, which directs county departments Social Services to provide transportation for medical care for Medicaid eligible recipients who have no other means of transportation to access this care. Social Services Block Grant (SSBG) and elderly and handicapped transportation services (EHTP) are not mandated. SSBG and Medicaid are Federal funds and Elderly and Handicapped is state funded. Enabled through the Older Americans Act and the Community Care Block Grant.

**MISSION STATEMENT:** *The mission of transportation services is to enable all eligible individuals in need of this service to access necessary medical care and other resources that can improve and enhance their quality of life. By providing transportation for essential services, we promote an independent lifestyle that allows older adults to remain in their homes as long as possible.*

**PROGRAM SUMMARY:** Transportation is a critical and high priority human service and medical need. Transportation services covers the cost of needed transportation to medical providers and facilities and any other service agencies of those clients who are eligible for Social Services Block Grant (SSBG) funds. Medicaid (Title XIX) provides reimbursement for transportation expenses to local medical providers, and in some cases, to providers outside Cabarrus County, when the needed medical care is not otherwise available.

Social Services certify eligible applicants for transportation services and refer the applicant to the Cabarrus County Transportation System for their trip needs. Transportation to medical facilities outside the county can be arranged, when the service cannot be accessed locally. Generally, arrangements are made to provide this transportation to facilities in Charlotte, Durham, and Winston-Salem. Funding is approximately 65% Federal and 35% County funds.

Social Services Block Grant (SSBG) and Elderly and Elderly and Handicapped transportation allows eligible clients to access medical care and other human services agencies. Elderly and handicapped funds can only be used when a client is not eligible for transportation through other programs. Funding for these programs is SSBG: 75% Federal and 25% County. Elderly and handicapped funding is 100% State.

This program also provides transportation services to older adults' age 60 and older for such purposes to travel to and from service providers, community resources, and/or other necessary general locations for the purpose of services and/or accomplishing these activities necessary for daily living. This program allows the older adults that participate in this transportation service to remain independent and continue to live in their homes as long as possible. By utilizing this transportation program, they will have access to all necessary life supporting services.

#### GOALS AND OBJECTIVES:

- Provide coordinated mobility management of the transportation funding from agencies to ensure maximization of expense value to Cabarrus County residents by reducing the use of private vendor vehicles by 2%.
- Provide essential transportation to County agencies providing service to individuals receiving chemotherapy or dialysis, or for those attending prenatal clinics, family planning or other clinics through the Cabarrus Health Alliance by averaging no less than 2.5 passengers per hour of service.
- Provide support to those individuals who, without transportation for daily living routines, may not be able to remain in their homes by completing the Community Transportation Program (TCP) Grant Application by required state deadline.
- Offer support to all other services available to older adults, such as medical transportation, Lunch Plus Club, Senior Center programs, Department of Social Services and others by completing the State Rural Operating Assistance Program (ROAP) Application by required state deadline.
- Fulfill a critical need as transportation has been identified as a top priority need of elderly adults by the N.C. Senior Center programs, Department of Social Services and others by completing the OPSTATS Report by **required state deadline**.
- Investigate opportunities to coordinate trips outside of Cabarrus County with other governmental agencies to reduce the overall cost of the trip.

- Begin the process of evaluating providing public transit services to unincorporated parts of Cabarrus County also to include the towns of Mount Pleasant, Harrisburg and Midland.
- Promote and enhance the safe operation of the system by operating in the 2006-2007 budget year with zero reported preventable accidents.
- Require that all full time operators will receive at least eight hours of training in: CPR, Defensive Driving & Blood Born Pathogens.
- Provide twenty-for hours of continuing education credits in First Responder training for all full time operators.

<b>PERFORMANCE DATA:</b>	<b>FY 2005 ACTUAL</b>	<b>FY 2006 ESTIMATED</b>	<b>FY 2007 ESTIMATED</b>
Total Human Services Trips	116,818	121,001	125,000
Total Cost-Average: \$10.63 per trip	8.98	9.05	9.00
Total Training Time Full Time Operators	N/A	120	120
First Responder Training Hours	N/A	900	360

#### **SUMMARY DETAIL**

<b>EXPENDITURE CATEGORIES</b>	<b>ACTUAL FY 2005</b>	<b>AMENDED FY 2006</b>	<b>DEPARTMENT REQUEST FY 2007</b>	<b>BOARD ADOPTED FY 2007</b>	<b>PERCENT CHANGE FY 2006 vs FY 2007</b>
Personal Services	720,270	850,551	947,657	938,161	
Operations	745,714	788,620	755,124	754,669	
Capital Outlay	1,080	127,050	465,507	0	
<b>Total</b>	<b>1,467,064</b>	<b>1,766,221</b>	<b>2,168,288</b>	<b>1,692,830</b>	<b>-4%</b>
<b>REVENUES</b>					
Intergovernmental	622,428	573,244	1,166,476	413,888	
Fees & Others	340,069	371,060	408,600	408,600	
<b>Total</b>	<b>962,497</b>	<b>944,304</b>	<b>1,575,076</b>	<b>822,488</b>	<b>-13%</b>
<b>FTE's</b>	25.16	25.16	29.16	29.16	

#### **FY 2007 HIGHLIGHTS, AND/OR SIGNIFICANT MODIFICATIONS:**

- CCTS will be seeking assistance from NCDOT for the purchase of a new scheduling software program which would allow faster coordination of data between the Demand Response Center, Operations, and the agencies that interface with our program.
- CCTS plans to continue the on going process of training our staff to ensure the safety and health of all our clients.
- CCTS will investigate opportunities to expand the services provided by seeking new sources of revenue to cover the cost of new services.

#### **FY 2006 ACCOMPLISHMENTS:**

- CCTS made its move to a new location this past year, the complete operation is now located at 28 Branchview Drive in Concord.
- CCTS has hosted several meetings of the Meterolina Regional Ad-hock Transportation Committee. This committee includes the counties of Mecklenburg, Rowan, Gaston, Iredell, and Cleveland. NCDOT also attends the meetings to offer support and advice to the group.
- CCTS has made great strides in reducing the number of trips provided by private providers.

## **PERSONNEL JUSTIFICATION FY 2007**

**DEPARTMENT:** Transportation

**PROGRAM:** Transportation

**MANDATED SERVICE:** Medical Transportation

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**PERSONNEL CHANGES AND JUSTIFICATION:**

Transportation requests to reduce the number of part time 103 positions from fifteen to seven 102 positions, this will allow the department more flexibility in our scheduling process by offering more operational time per operator. As a result of this change it would offer some benefits to the employee which should lead to a reduction in the turn over rate for this category. This will help create a better trained and focused staff of operators.

**CONSEQUENCES OF DENIAL:**

Consequences of denial for this request would be to continue the turn over rate at its present level which would require CCTS to out source client trips instead of providing the service with our trained staff. The continued growth in Cabarrus County will have a tremendous effect on how much demand will be placed CCTS services, denial of this request could mean a reduction in services to clients.

<b>RESOURCES REQUIRED</b>	<b>FY 2007</b>
Personal Services	51,198
Operations	0
Total	51,198
<b>REVENUES</b>	
Intergovernmental	0
Fees & Other	16,278
Total	34,920
<b>NET COUNTY COST</b>	<b>34,920</b>

**MANAGER RECOMMENDATION:** Approval

## PERSONNEL JUSTIFICATION FY 2007

**DEPARTMENT:** Transportation

**PROGRAM:** Transportation

**MANDATED SERVICE:** Medical Transportation

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**PERSONNEL CHANGES AND JUSTIFICATION:**     Reclass Transportation Clerk to Administrative Secretary

Transportation is requesting an upgrade in one position from Transportation Clerk to Administrative Secretary. The essential responsibilities of this position have increased over this past year to the point that a reclassification is warranted. This position maintains and prepares payroll time sheets for all CCTS staff including related records and personal data on each employee. This position also enters a variety of operating and accounting data in our CCTS software program and prepares and maintains the weekly departmental accounts receivables along with maintaining all departmental files that are required by State and Federal law. This position reviews call center log sheets and the National Transportation Database (NTD) data for accuracy and to ensure conformance to required standards including assisting in the preparation of the departmental budget and is responsible for the maintenance of all budget related files. This position has the responsibility to design departmental schedules and assists in creating training material for the demand response center and informational items relating to activities in the department. This position works on special projects involving the Transportation Advisory Board, and maintains the client database. This position post entries in our accounts budget and assists all management team members in their supervisory functions as related to data collection and record keeping while performing additional duties as directed by the Transportation Manager.

### CONSEQUENCES OF DENIAL:

During this past year this positions importance to CCTS has grown greatly, if this request were to be denied the consequences would be the possible retaining of new personnel in this position which would slow the progress the department has made in building support from within our organization and the clients we serve. This department feels that the duties and responsibilities of this position warrant this reclassification.

<b>RESOURCES REQUIRED</b>	<b>FY 2007</b>
Personal Services	1,197
Operations	0
Total	1,197
<b>REVENUES</b>	
Intergovernmental (State)	0
Fees & Other	0
Total	0
<b>NET COUNTY COST</b>	<b>1,197</b>

**MANAGER RECOMMENDATION:**     Pending reclassification study



## PROGRAM SUMMARY

### FY 2007

**DEPARTMENT:** Piedmont Behavioral Healthcare

**PROGRAM:** Mental Health, Substance Abuse,  
Developmental Disabilities

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**MANDATED SERVICE:** Provide services for consumers with mental health, substance abuse and/or developmental disability needs.

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**MISSION STATEMENT:** *Piedmont Behavioral Healthcare is committed to a working partnership with individuals, families, and the community to meet the challenges of mental health, developmental, and substance abuse disabilities. We strive to prevent, reduce or eliminate these disabilities and promote responsibility for life choices. Our mission is to encourage, enable, and support individuals and families as they achieve their full potential in the community. We want to be part of finding creative solutions, for our consumers of services and their families, one person at a time.*

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**PROGRAM SUMMARY:** Piedmont is the Local Management Entity (LME) serving Cabarrus, Stanly, Rowan, Union and Davidson Counties. Piedmont is in an area of very rapid population growth and currently has a population of 657,107, making Piedmont the third largest LME in the state, and the largest multi-county program.

Piedmont is a public agency that receives state, federal, Medicaid and county funds. These funds are used to provide services in each of the five counties for people with mental health, developmental disabilities and substance abuse needs. County funds are extremely important because they provide flexible funding that can be used for indigent care and services when other funds are not available, as well as for preventative services that will reduce reliance on public systems of care. Services include crisis emergency services (responding to the local hospitals, jails, and law enforcement calls), outpatient clinic services including psychiatric care and therapy, residential services and day services for children and adults across disabilities. These services are being provided by private provider agencies contracting with Piedmont. Case management is being provided by Piedmont in order to maintain objectivity in the development of service plans for consumers, educational information for consumers about available providers, and monitoring of consumer care provided by contracted agencies.

Piedmont's Call Center handles referral calls, questions and crisis calls. Thee Call Center improves access to care for consumers and enhances the process of connecting consumers in need to providers. One of Piedmont's major goals is the alignment of financial incentives with its values, public policy and expected outcomes. Piedmont also manages the state hospital funds for our five counties.

Piedmont's case management unit, Consumer Planning and Support Services, has offices in all five counties. This unit provides case management for all disabilities. Case managers working in this unit are the catalyst for moving people to better and less restrictive services and supports, one person at a time, as delineated in a person centered planning process. The unit also provides critical support in the area of person specific monitoring, hands on support when people need help accessing the system, and a connecting support for people in between providers, who are in highly restrictive settings, are in crisis, or transition. It provides the Piedmont LME a "rapid response" capacity when there are immediate needs, or people fall "through the cracks".

The Unit provides the following:

1. Assessment
2. Development of Person Centered Plans
3. Consumer choice education about available providers.
4. Linkage with providers
5. Monitoring the implementation of the Person Centered Plan
6. Case Management as needed

The unit is responsible for identifying and organizing local systems and services for the optimal benefit of consumers. An emphasis on community inclusion and access to generic services, natural supports and other resources the consumer and family can provide is a critical part of the Person Centered Planning process. This process also focuses on the needs of people who are placed in regional hospitals and institutions in order to facilitate community placements.

**SUMMARY DETAIL**

<b>EXPENDITURE CATEGORIES</b>	<b>ACTUAL FY 2003</b>	<b>AMENDED FY 2004</b>	<b>DEPARTMENT REQUEST FY 2005</b>	<b>BOARD ADOPTED FY 2005</b>	<b>PERCENT CHANGE FY 2004 vs FY 2005</b>
Personal Services	0	0	0	0	
Operations	708,665	713,412	721,872	721,872	
Capital Outlay	0	0	0	0	
<b>Total</b>	708,665	713,412	721,872	721,872	<b>1%</b>
<b>REVENUES</b>					
Intergovernmental	37,653	41,412	41,412	41,379	
Fees & Other	0	0	0	0	
<b>Total</b>	<b>37,653</b>	<b>41,412</b>	<b>41,412</b>	<b>41,379</b>	<b>0%</b>

**FY 2007 HIGHLIGHTS, AND/OR SIGNIFICANT MODIFICATIONS:**

- The County also provides space at the Human Service Center valued at \$48,101 as an in-kind contribution to Piedmont Behavioral Healthcare. The space houses a crisis/detox unit, with approximately 7060 square feet.

## PROGRAM SUMMARY

### FY 2007

**DEPARTMENT:** Cooperative Extension

**PROGRAM:** Cabarrus County Center

**MANDATED SERVICE:** Services provided by Cooperative Extension in Cabarrus County are funded jointly by federal, state, and county governments. Congressional and State appropriations require cooperative agreements for Extension work. In Cabarrus County, a Memorandum of Understanding exists between the county and state that details responsibilities and expectations among the cooperative partners. Level of service is not mandated.

**MISSION STATEMENT:** *North Carolina Cooperative Extension provides educational opportunities for individuals, helping them reach their highest potential and become a positive force in their homes and communities. Our programs: help people identify and solve problems, embrace diversity, help people develop the skills necessary to become leaders, empower well-trained volunteers to assist others, and assist communities to develop and maintain economic prosperity.*

Cooperative Extension in Cabarrus County has 5 main program areas. Grassroots citizens input, through the use of an Advisory Leadership System, assists in the development of the plan of work and program priorities. Information about these programs follows.

#### PROGRAM SUMMARY:

**4-H Youth Development** – The Cabarrus County 4-H program provides an opportunity for young people to acquire knowledge and skills, which will help them become active, responsible adults. The Extension 4-H Youth Agent creates, organizes, and administers programs that attract new members and address the needs of existing members. The 4-H Agent recruits, trains, and utilizes volunteers to establish 4-H clubs and special interest groups. The Cabarrus 4-H program reaches young people through the following avenues: 4-H community clubs, school enrichment, special interest 4-H programs, 4-H afterschool clubs, and school-age child care programs made possible by state and community grants.

The potential 4-H audience is all young people in Cabarrus County, ages 5-18. Our potential volunteer base is practically limitless. Since 4-H membership is voluntary, our clients, both youth and adult, are called upon to customize their 4-H learning experiences, which may be as brief as a 3-hour 4-H Summer Fling class, or as involved as a 15-year 4-H career. 4-H teaches leadership life skills such as decision making, critical thinking, public speaking, career exploration, group process, parliamentary procedure and record keeping.

The goal of 4-H is to assist youth and adults in becoming competent, coping, and contributing members of a global society. They will also develop essential life skills through planned “learn by doing” experiences.

The 4-H Afterschool Coordinator’s position was formed to provide educational support to afterschool sites in Cabarrus County. This position allows the afterschool coordinator to train afterschool teachers using 4-H curriculum. It also allows the afterschool coordinator to provide 4-H club meetings and educational programs throughout the year. Youth learn essential leadership skills that they would not receive in an afterschool setting without the program. Offering 4-H programs are experiential learning opportunities that enhance and complement afterschool time.

As a result of a national study by the Division of Child Development, quality in school-age care is directly linked to the education and training of staff members. 4-H is staying on the forefront of this study by offering educational workshops to enhance this need for quality in afterschool centers.

The 4-H afterschool program has enabled 25 sites to provide educational programs and 4-H club meetings throughout the school year. Teachers are provided with monthly newsletters and research-based curriculum to be used during enrichment time and 4-H club meetings. A total of 1,800 afterschool 4-H’ers are involved in the program. The 4-H afterschool program follows the community club 4-H program model by electing officers, participating in 4-H events – Club Officers Retreat, National 4-H Week, Cabarrus County fair, and the 4-H Talent Show. 4-H Afterschool has also assisted with the star rated licensing procedures and with the accreditation process.

**Horticulture** – The horticulture program teaches people how to improve their lives using research-based information. The three major clients are commercial nurseries and landscapers, commercial fruit and vegetable growers, and homeowners. The horticulture program helps the county government improve citizens’ quality of life and economic viability. The commercial horticultural industry is poised for significant growth over the next couple of years. The current \$8 Million production will grow to \$30 Million in 5 years.

**Agriculture** – Citizens are provided information about the value of agriculture to the local economy. Farmers care for land used for agricultural purposes, which provides open space and improved water and air quality for all citizens at no net cost to the taxpayer. The non-farm citizens receive these benefits from agriculture as well as locally produced food, which is fresh, flavorful, safe and nutritious.

There are over 1,000 farm families in Cabarrus County that either rely on agriculture for all or part of their income or enjoy owning large companion animals. These farmers have a combined gross income of over \$18 million dollars annually. Agricultural producers of crops and livestock are provided research based information related to crop and livestock production, risk management, marketing, crop varieties selection, chemical crop protection, waste management, internal and external pest control, fencing, pasture and forage harvest and management, land use and beef quality assurance. Agribusiness is greater than “just farming.” All of Agriculture and its related industries contribute \$2,677,000,978 to the total county economy. With the passage of the Voluntary Agricultural District Ordinance, there is much work to be done to facilitate that process with the Agricultural Advisory Board in collaboration with other agricultural entities within the county.

**Family and Consumer Science** – The Family and Consumer Science Program strives to provide accurate, up-to-date, research-based information in all areas of family living. This includes Food and Nutrition, Health and Fitness; Family Financial Management Strategies; Child and Family Development; and Volunteer Development through the Extension and Community Association.

The major emphasis of programs this past year has been in the area of food and nutrition and human development. Over 1,000 families are enrolled and receive the Successful Families quarterly newsletter. More than 100 parents receive the VIP: Very Important Parents newsletter that helps enhance parenting skills. An average of 100 families per month receives an in-depth answer to their family related questions. This information is provided through office visits, phone calls, and educational information mailed to homes.

The adult and 4-H youth EFNEP (Expanded Food and Nutrition Education Program) programs both strive to teach good nutrition to low income residents using the USDA's Food Guide Pyramid. Adult EFNEP lessons include a minimum of 6 lessons and a maximum of 10 lessons in 5 weeks. The 4-H Youth EFNEP curriculum requires a minimum of 7 lessons and a maximum of 21 lessons within 3 levels.

There are 12 active Extension and Community Association Clubs in Cabarrus County. These ECA program leaders receive monthly educational training and program ideas. In return, they share educational information with club members and family members in their communities.

ECA members also help deliver a number of Extension programs county-wide and contribute countless hours of volunteer service in Cabarrus County.

**Community and Rural Development** - Community and Rural Development will work closely with local governments to address community strategies such as Education; Economic, Quality of Life, Infrastructure, Government and Private Sector Leadership Foundations by developing and conducting educational programs to meet the needs of limited resource audiences. Programs offered include but are not limited to: Economic Literacy, Leadership Development, Volunteer Training and Affordable Housing.

## **GOALS AND OBJECTIVES:**

### **4-H Youth Development**

- Expanded opportunities for youth involvement either through the organization of (2) new 4-H community clubs, (15) additional summer learning experiences, (3) expanded curriculum offerings to 4-H afterschool participants, and (25) additional children reached by the grant funded School-age Child Care and SOS programs.
- To provide (10) outstanding well-written, researched-based 4-H curriculum to be used during (25) after school 4-H club monthly meetings and afterschool enrichment activities. Materials contribute to their social, intellectual and emotional development.
- To improve the quality of school-age care by offering (7) “hands-on” training sessions, using researched-based 4-H curriculum, to 100 afterschool teachers.
- To enhance the quality of afterschool care by offering the required seven-hour Basic School-Age Care training course monthly to all afterschool teachers on a county and regional level.

### Horticulture

- Train 25 homeowners to maintain and improve their lawns and landscapes while protecting the environment from fertilizer and pesticides.
- Help 15 fruit and vegetable growers market their products through local farmers' market.
- Teach 85 individuals in the commercial horticulture industry about current issues, including pesticide changes and emerging insect and disease problems.

### Agriculture

- Farmers must operate at a profit in order to be part of a sustainable community. They need to learn to manage risk associated with commodity price fluctuations so that it does not negatively affect profitability. Opportunities to direct market to the local population can be created and used for economic advantage. Animal products will be easier to merchandize than grains. Profitable family farms may encourage young people to consider farming as a career.
- Youth need to learn about how agriculture is an important part of a sustainable community.

### Family and Consumer Science

- Busy families require different programming strategies and we need to discover how to provide relevant and exciting programs for these families.
- Staffing strategies must be changed in order to meet the needs of this changing population.
- We must help the community understand the importance of nutrition and diet in today's busy society.

### Community and Rural Development

- Increase knowledge of 300 limited resource audiences annually on community problem solving and effective leadership by continually offering monthly to quarterly educational training sessions within communities.
- Offer Economic Literacy courses to 500 Adults quarterly per year to increase awareness of debt and build self-sufficiency to increase wealth.
- Conduct a minimum of 4 group meetings per quarter to 15 limited resource audiences to increase knowledge of strategic planning and working with government officials.

<b>PERFORMANCE DATA:</b>	<b>FY 2005 ACTUAL</b>	<b>FY 2006 ESTIMATED</b>	<b>FY 2007 ESTIMATED</b>
State and Federal Support of Extension programs	\$701,158	\$710,000	\$720,000
Volunteer time and talents	42,893hrs/\$729,181	45,000hrs/\$765,000	47,000hrs/ \$799,000
Community service/youth	\$108,360	\$112,000	\$115,000

### SUMMARY DETAIL

<b>EXPENDITURE CATEGORIES</b>	<b>ACTUAL FY 2005</b>	<b>AMENDED FY 2006</b>	<b>DEPARTMENT REQUEST FY 2007</b>	<b>BOARD ADOPTED FY 2007</b>	<b>PERCENT CHANGE FY 2006 vs FY 2007</b>
Personal Services	237,297	261,169	266,995	266,995	
Operations	66,224	83,321	71,690	71,690	
Capital Outlay	0	0	0	0	
<b>Total</b>	<b>303,521</b>	<b>344,490</b>	<b>338,685</b>	<b>338,685</b>	<b>-2%</b>
<b>REVENUES</b>					
Intergovernmental	0	0	0	0	
Fees & Other	17,000	17,000	17,000	17,000	
<b>Total</b>	<b>17,000</b>	<b>17,000</b>	<b>17,000</b>	<b>17,000</b>	<b>0%</b>

### FY 2007 HIGHLIGHTS, AND/OR SIGNIFICANT MODIFICATIONS:

- We combined accounts 00195410 (Cooperative Extension) and 00195415 (4-H After School) into one account for a more efficient use of government.

## **FY 2006 ACCOMPLISHMENTS:**

### **4-H Youth Development**

- 6,217 different youth enrolled in 7,378 different learning experiences through 3153 units; 4,321 youth involved in Cooperative Extension National Initiative Programs; 447 leadership roles filled by 378 different 4-H adult volunteers, with 39 leadership roles filled by 24 teen volunteer leaders; 536 4-H summer fling participants in over 2,136 learning experiences; 112 participants in Middle School afterschool grant-funded programs, with 1,060 4-Hers enrolled in 4-H afterschool programs throughout the county; and over \$263,000 raised by volunteer support leaders as an endowment to fund Cabarrus 4-H operating expenses.
- 3 Cabarrus County 4-H members earned trips to National contests.

### **Horticulture**

- 21 new Master Gardener volunteers were trained in 2005. After 36 hours of classroom training these volunteers answered numerous phone calls from consumers, staffed an informational booth at the Southern Spring Show, maintained demonstration gardens at the farmers market and county fair, the Agribusiness and Environmental Sciences School Days Event at the fair and worked on community beautification projects.
- County residents learned horticulture information through 38 news columns published in three local papers, 10 issues of Successful Gardener Newsletter, and a website with 80,000 hits. 592 people attended 11 different public educational meetings and over 3500 telephone requests for information were answered.

### **Family and Consumer Science**

- 10 educational exhibits on Family and Consumer Science topics were provided to Cabarrus County residents.
- 12 Extension and Community Association Clubs have 162 members and volunteers.
- 235 youth completed the 4-H EFNEP curriculum and lessons at 56 locations.
- 59 adults graduated through the adult EFNEP program.

### **Agriculture**

- 3,400 school students participated in 3 day, interactive educational program which included 36 learning stations and more than 100 volunteers donated 4400 hours to conduct these activities.
- Agribusiness Council awarded 3 - \$900 scholarships to deserving seniors from Northwest Cabarrus High School and Mt. Pleasant High School that will be attending accredited Universities and studying an Agribusiness related major.

### **Community and Rural Development**

- The 50+ year old Sidestown /Shankletown community has been in existence but lacked effective leadership or connection with the City of Concord. The agent took valuable information to the community advocates about joining the city's neighborhood program. As a result, the community elected new officers, completed the necessary paperwork with the City and as of November became officially recognized by the City as an official association. The community is now eligible to apply for a matching grant up to \$3,000 that can be used for community beautification projects.

### **Overview**

- \$105,000 in grant support for programs.
- 35,634 adult volunteer hours donated for a total value of \$656,778 in service to the community.
- Youth contributed \$104,290 in volunteer hours.
- Approximately 77,000 people reached weekly through mass media efforts.

# PROGRAM SUMMARY

## FY 2007

**DEPARTMENT:** Cooperative Extension

**PROGRAM:** 4-H Summer Fling

**MANDATED SERVICE:** This is a summer 4-H youth development program funded completely through fees paid by the participants. The level of service is not mandated.

**MISSION STATEMENT:** *The North Carolina Cooperative Extension program helps people improve the quality of their lives by providing research-based information and informal educational opportunities focused on issues and needs.*

**PROGRAM SUMMARY:** 4-H Summer Fling is a summer program open to any interested youth 5-18 years of age in Cabarrus County. Children receive enrollment information through their teachers, newspapers, volunteers and individual mailings. 4-H Summer Fling is a program that has grown and increased yearly since 1980. This program offers youth the opportunity to learn through a variety of educational, hands-on classes. Youth learn new life skills and enhance their academic achievement with science and technology programs. They will demonstrate increased personal responsibility at the completion of the summer after having participated in more than 6 classes. ...This program continues to be one of the more popular aspects of the Cabarrus 4-H program. Two summer program assistants will be employed to administer and manage the day-to-day program operations.

### GOALS AND OBJECTIVES:

- To offer 125 educational, hands-on, short-term classes during the summer vacation period enrolling 500 youth.
- 65 Volunteers will each teach a variety of classes.
- Each youth enrolling will attend an average of 3 safe and well-planned classes.
- The average customer satisfaction rating at the completion of the summer fling program will be 4.0 out of 5.0.
- 100 families will participate in the customer satisfaction survey.
- 50% of the youth participating will enter an item they made during summer fling in the Cabarrus County Fair.
- Youth involved in short-term educational programs will show increased life-skill knowledge and subject matter skills.
- Youth will be demonstrating increased personal responsibility.

<b>PERFORMANCE DATA:</b>	<b>FY 2005 ACTUAL</b>	<b>FY 2006 ESTIMATED</b>	<b>FY 2007 ESTIMATED</b>
Different youth learning new skills	353	500	600
Actual number of new skills each youth learned	3.0	3.0	3
Number of different class topics offered	115	110	100
Volunteers teaching classes & amount of hours contributed	54/405	50/325	55/350
Number of different locations classes are offered throughout Cabarrus County	8	8	10
Enrollment confirmed in person	30 minutes	30 minutes	30 minutes
Enrollment processed through the mail and confirmation letter mailed	3 days	3 days	3 days
Average cost per class/value	\$5.75/\$10.00	\$6.85/\$12.00	\$7.50/\$15.00
Value of volunteers' donations (time and talents)	\$14,500	\$15,500	\$16,500
Average customer satisfaction rating	4.0	4.0	4.0

**SUMMARY DETAIL**

<b>EXPENDITURE CATEGORIES</b>	<b>ACTUAL FY 2005</b>	<b>AMENDED FY 2006</b>	<b>DEPARTMENT REQUEST FY 2007</b>	<b>BOARD APPROVED FY 2007</b>	<b>PERCENT CHANGE FY 2006 vs FY 2007</b>
Personal Services	4,768	6,812	7,020	7,010	
Operations	16,552	13,312	14,980	14,980	
Capital Outlay	0	0	0	0	
<b>Total</b>	<b>21,320</b>	<b>20,124</b>	<b>22,000</b>	<b>21,990</b>	<b>9%</b>
<b>REVENUES</b>					
Intergovernmental	0	0	0	0	
Fees & Other	22,217	20,188	22,000	22,000	
<b>Total</b>	<b>22,217</b>	<b>20,188</b>	<b>22,000</b>	<b>22,000</b>	<b>0</b>
<b>FTE's</b>	<b>0.34</b>	<b>0.34</b>	<b>0.34</b>	<b>0.34</b>	

**FY 2006 ACCOMPLISHMENTS/MODIFICATIONS:**

- The Cabarrus County 4-H Summer Fling program has become a model used across the state of North Carolina by other counties.
- We are fortunate to have an excellent working relationship with the Cabarrus County School bus garage, Cabarrus County Schools and numerous adults willing to donate their time. Many adults, who are not able to serve as year-round volunteers, share their skills in this short-term format.
- Many area youth and families unable to take advantage of 4-H offerings during the school year are able to participate in these summer educational opportunities.
- The educational classes also provide leadership and teaching opportunities for our Cabarrus 4-H teen members under the supervision of adults.
- Most importantly, the educational classes are offered in a wide variety of topics planned to interest youth of various ages. Classes fill very quickly – usually within the first two days of registration!
- Local businesses and other community resources open their facilities at no charge to area youth. Career interests are often sparked at the summer 4-H sessions.
- We will be pilot testing online registration for the 4-H Summer Fling Program. We hope to minimize wait time for registration, create online individual class evaluations, online class reminders via email postcards and email confirmation of registration information. Many families are asking for these changes to better accommodate the changing structure within the home since many have access to web-based applications and computers. Those families without this ability will be able to access Library computers and the public computers at the Extension Office.
- Connecting these programs and their activities back to the Cabarrus County Fair will ensure an adequate number of individual entries in the youth and young children department and continue to tradition for the community to be involved with the fair.



## PROGRAM SUMMARY FY 2007

**DEPARTMENT:** Cooperative Extension

**PROGRAM:** 4-H SOS Goldminers

**MANDATED SERVICE:** This is a 4-H youth development program for middle school students funded through grants and student fees. The level of service is not mandated.

**MISSION STATEMENT:** *The North Carolina Cooperative Extension program helps people improve the quality of their lives by providing research-based information and informal educational opportunities focused on issues and needs.*

**PROGRAM SUMMARY:** A grant of \$65,000 was received in 1997 to develop a S.O.S. (Support Our Students) Program. This grant is funded by the North Carolina Legislature. The 4-H S.O.S. Goldminers' program must target middle school students who are 'latch-key children'. J.N. Fries Middle School was chosen as the primary site because it was the largest school in the county with the highest percentage of school suspensions and the largest number of students receiving subsidized lunches. School Administrators pledged their support, making their 'total facility' available for the program.

Since the initial opening of the program in January 1997, additional grants have allowed services to expand to Mt. Pleasant Middle School and Concord Middle School. Each year, the SOS grant is reviewed for renewal. Application for expansion grants to continue the operation of Mt. Pleasant Middle and Concord Middle Schools are also made. These grants are awarded only to non-profit agencies that can supplement unmet needs of the community. This allows Cooperative Extension to further implement its educational mission.

The program operates from school dismissal until 6:00 p.m. Carefully selected staff guides homework help, enrichment, computer time, social skill development and recreational activities. Grant scholarships are available for those unable to pay the \$25 weekly fee. Student athletes also attend on a prorated fee schedule.

### GOALS AND OBJECTIVES:

- To offer a safe, well-planned program for 100 middle school students attending J.N. Fries Middle, Concord Middle and Mt. Pleasant Middle schools as well as a summer program (4-H PACK) for Fifty (50) 6<sup>th</sup>, 7<sup>th</sup> and 8<sup>th</sup> graders in Cabarrus County.
- To reduce by 5% the number of unsupervised students after school.
- To reduce by 5% the opportunities of risky behaviors which may involve crime, drug abuse, or pregnancy.
- To improve academic performance for each youth in the program by one letter grade in one subject per year, meet physical, intellectual, emotional and social needs; and improve attitudes and behaviors toward school, academics, parents and friends.
- To offer hours of operation that would allow children of working parents to participate in the program.
- To increase the availability of quality school age care by 5% as a result of collaboration and/or increased resource development.
- School based youth educators and administrators will be actively engaged in the design, delivery and revisions of programs, which enrich school-based curriculum.
- Youth and adult volunteerism will strengthen a community's capacity for positive youth development.

<b>PERFORMANCE DATA:</b>	<b>FY 2005 ACTUAL</b>	<b>FY 2006 ESTIMATED</b>	<b>FY 2007 ESTIMATED</b>
Number of students served after school	116	50	50
Number of volunteers involved	214	200	200
Number of students improving attitudes and behaviors	27%	28%	29%
Amount of grant monies received	\$114,406	\$111,130	\$71,130
Amount of program fees	\$24,049	\$24,376	\$101,283
Amount of in-kind contributions	\$82,780	\$83,000	\$75,830
Increase youth community service donation	\$4,800	\$5,300	\$6,000
Increased academic performance	65%	70%	75%
Increased homework completion	50%	60%	70%
Increase positive knowledge of subject matter	65%	70%	75%
Increase interaction in class during school hours	50%	60%	70%
Average cost per youth/value	\$25/\$100	\$25/\$125	\$25/\$150

#### SUMMARY DETAIL

<b>EXPENDITURE CATEGORIES</b>	<b>ACTUAL FY 2005</b>	<b>AMENDED FY 2006</b>	<b>DEPARTMENT REQUEST FY 2007</b>	<b>BOARD APPROVED FY 2007</b>	<b>PERCENT CHANGE FY 2006 vs FY 2007</b>
Personnel Services	98,021	133,719	135,500	153,228	
Operations	33,760	28,131	37,342	37,485	
Capital Outlay	0	0	0	0	
<b>Total</b>	<b>131,781</b>	<b>161,850</b>	<b>172,842</b>	<b>190,713</b>	<b>18%</b>
<b>REVENUES</b>					
Intergovernmental	64,692.68	71,130.00	71,130.00	71,130.00	
Fees & Other	83,165.40	64,471.00	101,283.00	101,283.00	
<b>Total</b>	<b>147,858.08</b>	<b>135,601.00</b>	<b>172,413.00</b>	<b>172,413.00</b>	<b>27%</b>
<b>FTE's</b>	3.43	3.87	3.87	3.87	

#### FY 2006 ACCOMPLISHMENTS/MODIFICATIONS:

- The 4-H SOS Goldminers program is an intensively planned program that leaves the participants with a sense of well being and safety. 99% of the participants would be home alone while parents are working. Over 52% of the students are from one-parent families or stepfamilies. This puts extra stress on children who are already at a very crucial point in their development.
- Each day, a carefully selected & trained staff provides learning experiences that provide educational, social, physical, mental and emotional skill-building activities. The supervised activities are designed to provide experiences that promote cooperation, sharing, improved self-esteem, good citizenship, community services, and responsibility.
- 25% of students enrolled increased their grade by half a letter grade or more in English while 40% of the students did so in math.
- In 2004 -05, community support has come in the form of business and civic organization participation, as well as over 321 different volunteers who have shared their time and interests with the students for a total of 941 hours with a value of \$1,615,579.
- Cabarrus County 4-H SOS Goldminers has been invited to participate in a pilot program in cooperation with NASA's Office of Biological and Physical Research. The program, a part of A Vision for Space Exploration proposes that 4-H youth will learn about the broad range of NASA mission areas and interact with NASA staff in order to integrate NASA curricula and expertise in out of school settings. The goals (1) are to involve youth in the NASA vision of exploration and discovery (2) to inspire NC youth to pursue careers involving math, science & technology, and (3) for dissemination of educational products to North Carolina. A NASA Space club has been formed at Concord Middle School and at the School for Environmental Studies to expand enrichment activities to a wider group of students.

- Students, parents and school administration have evaluated the program very favorably as meeting the expectations of the program. With anticipation of the renewal of the SOS grant of \$71,130.00, plans are made to continue service at one site with the after school program. Further services will be dependent on additional grant opportunities.
- We will be designing and implementing an online evaluation for the 4-H SOS program that will be accessed through the Cabarrus County 4-H Website. We will also be including special project information for youth through the website and anticipate that the 4-H SOS program will access these activities to create a greater link within the Cabarrus County 4-H program. Youth are looking for increased technology programs to gain essential skills needed to perform well in their classes.

# PROGRAM SUMMARY

## FY 2007

**DEPARTMENT: Social Services**

**PROGRAM: Administration Operations**

**MANDATED SERVICE:** Ninety percent of the Department's regular office staff is involved in programs and activities that are mandated by Federal and State law and regulations. The remaining ten percent (23 of 240) are involved in non-mandated activities. Most of these non-mandated activities, principally the CAP Program, generate revenues in excess of direct program expenses. Citations of mandates for specific activities and programs are given in the budget forms for the programs to they relate. Mandated programs and activities relating to the administration budget are as follows:

1. To serve as executive officer of the board of social services and to act as its secretary (G.S. 108-14(1)).
2. To appoint necessary personnel of the county department of social services in accordance with the merit system rules of the State Personnel Commission (G.S. 108A-14(2)).
4. To act as an agent of the Social Services Commission and Department of Human Resources in relation to work required by the Commission and Department in the county (G.S. 108A-14(5)).
5. To issue employment certificates to children under regulations of the State Department of Labor (G.S. 108A-14(8), and Article 44 of G.S. Chapter 7A).
6. To assure the confidentiality of client records (Article 4 of G.S. Chapter 108A).
7. Title VI, Sec. 601 of the Civil Rights Act of 1964 states that "no person in the United States shall on the ground of race, color or national origin, be excluded from participation in, denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance. The U.S. Supreme Court, in Lau v. Nichols, 414 U.S. 563 (1974), recognized that recipients of Federal financial assistance have an affirmative responsibility, pursuant to Title VI, to provide Limited English Proficiency (LEP) persons with meaningful opportunity to participate in public programs. Since the Lau decision, the Office of Civil Rights (OCR) has found that where language barriers exist, eligible persons are often excluded from such programs. Where such barriers discriminate or have the effect of discriminating on the basis of national origin, OCR has required recipients of Federal financial assistance to provide language assistance to LEP persons.

**MISSION STATEMENT:** *To provide the administrative, automation, and logistical support necessary to enable the social workers, income maintenance caseworkers, and child support agents to enhance the quality of life in our community through programs which help the vulnerable, the aged, the sick, the poor, and the children, enabling all persons to become self-supporting; to be self-sufficient; to prevent or correct abuse, neglect and exploitation; to avoid institutional care when possible; and, to secure institutional care when appropriate.*

**PROGRAM SUMMARY:** This program includes the Director, Deputy Director, Staff Attorneys, and all support staff serving the entire agency. The Staff Attorneys are available to all agency units for advice and legal support for program management, but work primarily in the area of Protective Services (Adult and Children) and Child Support Enforcement. The Deputy Director oversees the automation staff, the staff development and institutional effectiveness operations, personnel transactions, financial and reimbursement reports, facility management and the daily routine operations of the agency, which includes supervision of clerical functions relating to reception, switchboard, forms and supplies, and mail processing. There are 15 full time employees in this program.

The activities of the Administrative Support Division of DSS include:

1. Providing administrative support required for operation of all service and public assistance programs with a goal of helping people while carrying out County/State/Federal mandates in the most efficient, accurate and effective manner possible.
2. Managing resources responsibly.
3. Responding to community needs by developing and implementing programs which foster positive change for individuals, families and the community.
4. Fostering coordination of community efforts and programs.
5. Creating public awareness and providing education on human needs.
6. Advocating for individual and community needs, including State and Federal laws and regulations.
7. Serving as staff to the Social Services Board.

In addition to maintaining current activities, the Department is proposing to expand its capacity to identify, develop, and secure in the faith, corporate, nonprofit agency, and voluntary organization communities, programs and other resources that support the work and outcomes of the Department. To this end, the Department staff is proposing to enter a contract that will provide the expertise and effort required to implement initiatives in these areas as needs, and opportunities are identified by the Department's staff and Board.

Partnering with community churches, private organizations, businesses, and others has become an increasingly essential and effective means of supporting the work the Department is required to do, of extending the capacity of the Department to effect outcomes, and of accomplishing community objectives. The Department's partnerships with the Community Free Clinic, the faith community (for NC Health Choice promotion), the Workforce Development Board, the CCP, the new CHC, the Child Advocacy Center, NorthEast Medical Center, CCM, and the Partnership for Children, are only a few examples of areas in which partnerships have brought resources to the Department and the County to accomplish work that would often need to be done by the Department otherwise, and, as important, to prevent human service problems and needs that would otherwise have to be addressed.

With a growing population and increasing human service needs occurring at the same time that federal, state, and other financial resources are becoming scarcer, there is a need to look to the faith, corporate, foundation, private agency, and volunteer organization communities to develop needed resources.

The Department sees an array of problems and issues that could be addressed in this way, but needs additional capacity to pursue resources. The director and management staff can often identify needs, and reach out to potential partners. However, we often do not have sufficient capacity to work with partners on the details needed to develop programs, establish procedures, train volunteers, schedule events, and meet the other requirements of implementation. The needs range from more foster homes, to facilities and supervisors for foster child family visitation, to corporate partners in providing child day care at partial public expense as a fringe benefit, to work sites in business settings for WFFA recipients, to visitors for older and disabled wards, to ride sharing networks for low-income working persons, to volunteers for office projects like record imaging.

The development of such a capacity for the Department is believed to be best approached through a contractual arrangement with an appropriate organization or individual. A contract that would provide reimbursement for billable hours at a rate of \$24 per hour for 20 billable hours per week would provide an appropriate starting point. This would equate to a total annual cost of \$24,960. In FY07, it is anticipated the contract would be supported by federal and state revenues at a rate of about 58%.

## GOALS AND OBJECTIVES:

**Increased Department Effectiveness:** increasing the Department's capacity to secure and maintain financial, staff, management, material, policy, partner, client/public/policy-maker support, and other resources required for fulfilling its mission through the Department's efficient, effective, innovative, collaborative, and recognized work in the community.

- Increase county car usage (more cost effective than mileage reimbursement) by 15%.
- Initiate the move from paper to digital records by imaging 100% of Child Protective Service Records.
- Promote agency resource manual so that 50% of staff are aware of and use manual on regular basis.
- Increase volunteer opportunities within the agency by 25%.
- 100% of staff practices value-based models of effective service delivery improving services provided and client satisfaction.

<b>PERFORMANCE DATA:</b>	<b>FY 2005 ACTUAL</b>	<b>FY 2006 ESTIMATED</b>	<b>FY 2007 ESTIMATED</b>
Response to clients' request for service within program guidelines	n/a	97%	97%
Client satisfaction with agency services	n/a	95%	96%
Expand community awareness of agency services and resources by increasing participation in community sponsored events	n/a	10%	10%
Clients Processed by Receptionists	44,966	43,191	45,000
Average time to route client to appropriate worker	n/a	1 min	1 min
Incoming Calls Directed Annually	189,981	190,000	191,000
Dropped calls	6%	10%	8%
Volunteer hours provided	344	1,000	1,500
Staff routinely using Resource Manual	n/a	n/a	50%
Staff miles using county cars	162,933	198,612	228,404

**SUMMARY DETAIL**

<b>EXPENDITURE CATEGORIES</b>	<b>ACTUAL FY 2005</b>	<b>AMENDED FY 2006</b>	<b>DEPARTMENT REQUEST FY 2007</b>	<b>BOARD ADOPTED FY 2007</b>	<b>PERCENT CHANGE FY 2006 vs FY 2007</b>
Personal Services	1,028,475	1,134,900	1,215,647	1,160,361	
Operations	730,326	842,462	1,114,350	1,092,423	
Capital Outlay	12,501	35,500	78,600	8,600	
<b>Total</b>	<b>1,771,301</b>	<b>2,012,862</b>	<b>2,408,597</b>	<b>2,261,384</b>	<b>13%</b>
<b>REVENUES</b>					
Intergovernmental	65,733	71,709	71,709	71,709	
Fees & Other	2,138	0	0	0	
<b>Total</b>	<b>67,871</b>	<b>71,709</b>	<b>71,709</b>	<b>71,709</b>	<b>0%</b>
<b>FTE's</b>	15.00	15.00	16.00	15.00	

**FY 2007 HIGHLIGHTS, AND/OR SIGNIFICANT MODIFICATIONS:**

- Initiate record imaging to improve efficiency and to reduce space needed to store records.
- Develop effective space utilization to adequately accommodate staff needs.
- Complete background checks for new staff to enhance safety of clients and staff.
- Continue contract with The Millennium Group to provide staff for Front Desk.
- Enhance volunteer efforts through contract for Resource Coordinator.

**FY 2006 ACCOMPLISHMENTS:**

- Security system for building upgraded.
- Implement volunteer program utilizing volunteers from community and schools.
- New DSS supervisor training program initiated coordinating with surrounding counties.

# PERSONNEL JUSTIFICATION

## FY 2007

**DEPARTMENT:** Social Services

**PROGRAM:** Administration Operations

**MANDATED SERVICE:** See Program Summary

### **PERSONNEL CHANGES AND JUSTIFICATION:** Request a Processing Assistant IV

Request support position, Processing Assistant IV, to provide coverage to the switchboard, respond to staff requests for data (such as ID number requests required for day sheets necessary to draw down state and federal funding), and to complete data entry required by the state for the service delivery system related to funding. The Information Services Unit (ISU) is responsible for preceding tasks in addition to network administration, hardware maintenance, help desk response, equipment assignment and tracking, management of the phone systems, support for all equipment in the agency (copiers, faxes, printers, etc.), support for out-posted staff (currently 7 with 3 more added by 7/1/06), and set up for new and reassigned staff.

In January 2002, the agency had 201 staff members who required support from ISU (comprised of six staff members). After the reduction in force in March 2002, the staff covering these services dropped to four. There are now 218 county staff positions plus temp and contract positions supported by the four staff members assigned to ISU. The increase in agency staff and the resulting increase in volume of work has created a situation where this unit is experiencing difficulty in providing support in a timely fashion.

Examples of the increase in ISU work volume include: help desk requests increased 60% since 2001 (monthly average 2001 – 219; monthly average 2005 – 351); data pages generated increased 32% over the same period (970 to 1,278); responding to over 15,000 calls per month received through the switchboard (which must be covered during agency operating hours).

### **CONSEQUENCES OF DENIAL:**

Without the additional staff to support agency operations, there is the potential for the agency to loose reimbursement funds should data entry information not be keyed in a timely manner. Customer service response will be slowed as staff will have to juggle manning the switchboard with responding to staff needs. Failure to respond timely to staff requests for equipment, help desk items, or set-ups for staff will result in more unproductive time for staff. In addition, inadequate staffing for agency operations impacts the agency's ability to implement time saving projects such as bar-coding for agency paper records to improve ability to locate and save space in filing or imaging records to convert from paper records to digital records to further enhance productivity and reduce space needs for record storage.

<b>RESOURCES REQUIRED</b>	<b>FY 2006</b>
Personal Services	34,009
Operations	0
Total	34,009
<b>REVENUES</b>	
Intergovernmental	0
Fees & Other	0
Total	0
<b>NET COUNTY COST</b>	<b>34,009*</b>

\*Administrative costs (including staff) are included as overhead in the other budgets for reimbursement purposes. Although no revenue is directly associated with the 5610 budget, these costs are reimbursed through the other programs.

**BOARD OF COMMISSIONERS:** Denied

# PROGRAM SUMMARY

## FY 2007

**DEPARTMENT:** Social Services

**PROGRAM:** Special Assistance for Adults

**MANDATED SERVICE:** Mandated by G.S. 108A-25 (The county must pay the 50% local share for this categorical public assistance program.)

**MISSION STATEMENT:** *To provide financial assistance to eligible adults to help in paying the costs of care in a rest home, when this type of care is needed to improve or maintain their quality of life.*

**PROGRAM SUMMARY:** Special Assistance (SA) is available to help with the cost of care in Adult Care Homes (formerly known as rest homes). Adult Care Homes provide an alternative for persons no longer able to maintain themselves in their own homes. In most cases, Social Security, Supplemental Security Income, Veteran's benefits, and other sources of income are not sufficient to meet the total cost of care. The amount of assistance an individual can receive is based upon the difference between his personal income and the cost of care. Special Assistance is a state and county funded program and receives no federal funding since it is a supplement for Social Security and other income sources already composed of federal funds.

There are 12 licensed Adult Care Homes in the county with 884 licensed beds. Three homes are providing care for Developmentally Disabled Adults.

The General Assembly increased the maximum rate for SA recipients to \$1188 per month effective October 1, 2005. The General Assembly also created a new maximum facility rate for SA recipients residing in adult care home Special Care Units for Alzheimer's and Related Disorders. The new maximum rate for SA recipients living in a Special Care Unit, effective October 1, 2005, is \$1,515.

The Division is projecting a 1.49% growth in the SA caseload statewide for SFY07.

The county and state share the cost of this program on a 50/50 basis.

### GOALS AND OBJECTIVES:

#### Increased Family Support and Well-being

- 512 low-income, qualifying Cabarrus County residents who were unable to remain in their own homes safely will be provided the financial resources to enable them to have quality care in adult home facilities through the State-County Special Assistance Program.

<b>PERFORMANCE DATA:</b>	<b>FY 2005 ACTUAL</b>	<b>FY 2006 ESTIMATED</b>	<b>FY 2007 ESTIMATED</b>
Active Cases (average per month)	482	505	512
Applications	337	368	375

### SUMMARY DETAIL

<b>EXPENDITURE CATEGORIES</b>	<b>ACTUAL FY 2005</b>	<b>AMENDED FY 2006</b>	<b>DEPARTMENT REQUEST FY 2007</b>	<b>BOARD ADOPTED FY 2007</b>	<b>PERCENT CHANGE FY 2006 vs FY 2007</b>
Personal Services	0	0	0	0	
Operations	1,139,578	1,164,456	1,257,165	1,257,165	
Capital Outlay	0	0	0	0	
<b>Total</b>	<b>1,139,578</b>	<b>1,164,456</b>	<b>1,257,165</b>	<b>1,257,165</b>	<b>8%</b>
<b>REVENUES</b>					
Intergovernmental	0	0	0	0	
Fees & Other	0	0	0	0	
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>



**FY 2007 HIGHLIGHTS AND/OR SIGNIFICANT MODIFICATIONS:**

- The state estimate of Cabarrus County's requirement for this program for FY07 is \$1,257,165. (Figure derived by adding program cost of \$1,196,148 + \$61,107 admin cost - recommend following the state estimate because of growing higher than anticipated)
- The state's budget narrative reflects projects a statewide growth of 1.49% in recipients statewide.

**FY 2006 ACCOMPLISHMENTS:**

- Cabarrus has experienced a 2.75% increase in recipients during the past fiscal year and a 3.7% increase during the last calendar year.
- The Cabarrus County's requirement for FY06 is projected to be \$1,225,940.60 with \$1,164,456 budgeted.

# PROGRAM SUMMARY

## FY 2007

**DEPARTMENT: Social Services**

**PROGRAM: Medicaid Assistance**

**MANDATED SERVICE:** (1) Medicaid is mandated by Title XIX of the Social Security Act and NCGS 108A-25, which requires the acceptance and processing of applications, and the conducting of eligibility reviews within required time frames for anyone wishing to apply. (The county must pay approximately 5.27% local share of program costs for this categorical public assistance program.)

**MISSION STATEMENT:** To provide medical coverage to eligible individuals and families in order to allow them to secure needed medical care.

**PROGRAM SUMMARY:** Medical Assistance is a program that pays medical bills for eligible low-income people who cannot afford the cost of health care. It is funded by federal, state, and county funds. In Medicaid in FY07, the county must pay a match rate stated in the initial state estimate material at 5.27%. (5.17% is the statewide average.)

**Medicaid for the Aged** is for persons over the age of 65.

**Medicaid for the Disabled** is for persons under age 65 who meet the disability requirements. This means the individual must have a mental or physical impairment that prevents him from working on a regular and sustained basis for at least twelve months, or is expected to result in death.

**Medicaid for the Blind** is for persons who meet the required definition of blindness.

**Medicare Qualified Beneficiaries Program (M-QB)**, available to persons living in their own homes, covers only the Medicare premiums that are normally deducted from a recipient's social security check, the Medicare deductible, which is the portion a recipient owes the hospital after Medicare pays, and the Medicare co-insurance which is the portion owed to the doctor after Medicare pays. Expansion of the MQ programs now includes individuals who have between 120-135% of the poverty level and those whose income is between 135-175% of poverty. The former will have Part B premiums paid for one year. The latter have only a portion paid. There were 567 recipients as of 12/05 a 19.87% increase since 12/04.

**Medicaid for Families and Children** is available to families who meet income and assets limits under the categories of MPW (Medicaid for Pregnant Women), MAF (Medicaid for Families), and MIC (Medicaid for Indigent Children). The department serves, as of 12/05, 12,091 persons in families and children Medicaid assistance up from 10,833 in 12/04. Medicaid is also available to eligible Work First recipients under TANF, which numbered 325 families at the end of 2005 up from 220 families in 2004, an increase of 1.5%.

**North Carolina Health Choice**, a health insurance program funded entirely by federal and state funds, designed to provide coverage to children in low income working households where family income is above Medicaid levels, but below 200% of the poverty level (currently, about \$38,700 per year for a family of four) was implemented in 10-98. At that time, the State estimated nearly 1000 Cabarrus County children would qualify, and that an additional 1000 Medicaid eligible children would be identified as Health Choice applications were taken. In November 2005, Cabarrus County had 2,199 children enrolled. State policy changed in December 2005, where all children 0-5 previously receiving NC Health Choice were shifted to Medicaid and Medicaid income limits for this age group rose to 200% of the Federal Poverty Limit. As of 12-05, 1664 children 6-19 were enrolled in the program. This program is funded by Federal and State dollars, currently at 74.998% and 25.02% respectively.

**Services covered by Medicaid** for persons living in their own homes include assistance in paying hospital bills, doctor bills, and for prescription drugs, unless they are receiving Medicare, in which case the newly implemented Medicare Part D will provide prescription coverage. This assistance is based on the client's income.

**Eligibility for Medicaid:** There are extensive, distinct regulations for the different programs that must be followed in determining and re-determining eligibility in each program area. These include such elements as age, health, income, and reserve. These items must almost always be verified by a third party, and a verbal statement from the client is rarely acceptable as verification. All aspects of financial circumstances must be verified. Resources assessments for couples that need (or

anticipate needing) assistance in paying for long-term care are also done. This means looking at any and all assets belong to the couple to determine what could be protected for the spouse remaining at home. The average completion time for each application is currently 26.62 days, and certain program applications take longer. For example, a Medicaid application for a disabled individual can take up to ninety (90) days to complete, when disability must be established. In these disability cases, the state obtains medical reports from providers and determines the disability based on Social Security Disability guidelines. Once eligibility has been established and a case is approved, and it is learned that the applicant has not reported income, resources, or other necessary items of eligibility, a fraud referral is made.

**Individuals Served:** There were 18,558 individuals receiving medical assistance from Medicaid or NC Health Choice being served by staff in Economic Services as of 12/05, with an additional 1257 received care through the Community Care Plan.

Within Cabarrus County, there were 4,802 adult Medicaid recipients as of 12/05, a 16.13% increase from 12/04. Of these 478 were in rest homes, approximately 456 were residing in nursing homes and the remainder (3,868) were living in their own homes, or in other private care giving arrangements. Medicaid provides assistance with the cost of nursing home care. The income eligibility level (the poverty level) for elderly and disabled adults was \$798 per month for individuals and \$1060 for couples, effective April 2005. As of 1/1/95, all recipients of SSI in the state became eligible for full MA.

Individuals receiving Medicaid (all programs) and NC Health Choice increased 7.42% from 17,621 to 18,928 (1307 individuals) since 1/05. This is due in some part to the increase in outreach provided by staff to better ensure that families eligible for Medicaid or NC Health Choice receive it. The economy has had a significant effect as well. In 2004 the division experienced an overall caseload increase of 12.01%. Other changes in Medicaid policy will lend itself to program growth, including implementation of Medicare Part D benefits in January 2006, with enrollment beginning in November 2005.

## GOALS AND OBJECTIVES:

### Increased Family Support and Well-being

- 1,038 Cabarrus County residents who were unable to remain in their own homes safely will be able to have quality care in long term care facilities through financial and supportive services, 526 in nursing homes, and 512 in adult care homes.
- 1,170 individuals each month will be able to maintain employment and to access medical care through provision of transportation services
- 18,058 low-income uninsured persons will be provided access to health care and instruction on disease management through Medicaid, NC Health Choice, and the Community Care Program.

<b>PERFORMANCE DATA:</b>	<b>FY 2005 ACTUAL</b>	<b>FY 2006 ESTIMATED</b>	<b>FY 2007 ESTIMATED</b>
Family Medicaid caseloads (cases)	8969	9507	9980
Total Adult Medicaid cases	4746	4983	5182
Total Adult Medicaid applications taken	2031	2063	2133
Total Family Medicaid applications taken	10518	10,518	11,043
Special Assistance applications taken	337	368	375
Cases receiving assistance with cost of care in nursing home (LTC) (average per month)	478	500	526
Cases receiving assistance with cost of care in Adult Care homes (Rest homes) (average per month)	482	505	512
TANF caseloads	303	320	336
Children receiving NC Health Choice*	2051	2014	2215
Total Medicaid Transportation Cases	1149	1172	1185
% Increase (Reduction) in TANF caseloads	3.8%	5.6%	5%
% Processed timely: all programs	89.4%	90%	92%
% enrolled in Carolina Access – Medicaid Managed Care	81.96%	81.5%**	82%

\* Health Choice children 0-5 were moved to Medicaid effective 1/1/06.

\*\* 600+ children shifted to Medicaid were not linked to a provider under NCHC and have to be linked as they come on to Medicaid and are counted as unlinked until they are

## SUMMARY DETAIL

EXPENDITURE CATEGORIES	ACTUAL FY 2005	AMENDED FY 2006	DEPARTMENT REQUEST FY 2007	BOARD ADOPTED FY 2007	PERCENT CHANGE FY 2006 vs FY 2007
Personal Services	0	0	0	0	
Operations	5,488,230	5,934,417	6,074,972	6,074,972	
Capital Outlay	0	0	0	0	
<b>Total</b>	<b>5,488,230</b>	<b>5,934,417</b>	<b>6,074,972</b>	<b>6,074,972</b>	<b>3%</b>
<b>REVENUES</b>					
Intergovernmental	0	0	0	0	
Fees & Other	0	0	0	0	
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>

### FY 2007 HIGHLIGHTS AND/OR SIGNIFICANT MODIFICATIONS:

- The State's 2-15-06 estimate of Cabarrus County's Medicaid match requirement for FY07 is \$6,074,972. The scant supporting material provided by the State in connection with the estimate indicates it is not a figure representing the net requirement once credits for drug rebates are credited back to the County, and other adjustments are made. Early in April, the state will reforecast SFY 2006 and SFY 2007 expenditures, as they will have a better basis for estimating the impact of Part D.

For Cabarrus County the state projects that costs will decrease by 6.375% of FY06 state estimates for Cabarrus County. Based on our estimates of spending for FY06, the state projections for FY07 represents a .05% increase. Until additional information is known about the impacts of Medicare D on program costs, the best estimate for FY 07 is that projected by the state.

- The state estimate for FY06 for Cabarrus is \$6,488,622.
- Based on spending through January, \$3,545,359, the anticipated FY06 requirement will be \$6,052,627 based upon the average percent of the final annual Medicaid requirement represented by expenses through seven months, and inflating expenses for the remaining five months by 4%. Medicare Part D became effective January 1, 2006. During the time the GA was in session, the states had very little solid information upon which to estimate the effects upon their Medicaid budgets. Currently, we have far better estimates, and it appears the savings to the State and the Counties will be greater than anticipated
- The five-year average increase in Cabarrus County's Medicaid cost has been 8.41%. The average increase for the past three years has been 4.96%.
- (Calendar) year end increases in the number of Medicaid recipients have had the following pattern: 01', 11,986; 02', 13,492 (12.56%); 03', 14,421 (6.89%); 04', 15,437 (7.05%); 05', 17,264 (11.84%) The three-year increase in recipients has been 19.71%. It is significant that this has exceeded the average cost increase in this period.

Cabarrus County's expenses have been substantially below State estimates on a consistent basis. The Cabarrus Community Care Plan, one of two highest-level Medicaid managed care programs in North Carolina, may account to some extent, for the savings of Medicaid cost experienced here in relation to State estimates.

The rate of increase in the number of recipients should abate somewhat in the coming with a strengthening economy. It has been predicted by program staff here to be 4.65% for the coming year.

**FY 2006 ACCOMPLISHMENTS:**

- Medical coverage provided to 18,928 Medicaid and NC Health Choice recipients as of 12/05.
- In partnership with the Cabarrus Community Care Plan, which pays half of the DSS Managed Care Coordinator's salary, we have continued to increase participation in Carolina ACCESS III, Medicaid's managed care program pilot, and as of the end of December 2005, there was 81.75% participation in the managed care program by clients.
- In partnership with numerous community agencies, Cabarrus DSS continued to receive grant funding for the Community Access Program from HRSA. The Community Care Program was established with this grant funding. This grant funds medical care for indigent people under 125% of the poverty level who do not qualify or cannot afford any other medical insurance program. As of 12/31/05 1257 were being served by the program, 3 workers spend a substantial portion of their time with this program. Federal grant funding for this program ended in September 2005. DSS and its partners are dedicated to providing services to these needy individuals and their families so that the program can continue. Because of the value of the program in providing access to medical care to uninsured persons, as well as in reducing costs of Medicaid, the Department has continued to budget the non-federal share of cost for the three IMC's to county match.
- In partnership with NEMC, who is providing the county match for 3 income maintenance caseworkers, we have continued to serve those in need affording them convenient access to Medicaid while they are in the hospital.
- In addition to out-posting at NEMC, we continue to have a presence at the Community Free Clinic and Employment Security Commission and will out-post at the Community Health Center on at least a part-time basis when it opens in 2006.
- In 2005, the division experienced an overall caseload increase of 11.23%.
- Medical coverage provided to individuals receiving Medicaid (all programs) and NC Health Choice increased from 17,621 to 18,928 by 7.42% or 1307 individuals since 1/05.

# PROGRAM SUMMARY

## FY 2007

**DEPARTMENT:** Social Services

**PROGRAM:** Aid to the Blind

**MANDATED SERVICE:** Mandated by G.S. 111 Articles 1 and 2.

**MISSION STATEMENT:** To provide services and financial assistance to qualifying individuals in order to assist them in maintaining self-sufficiency and improving their quality of life.

**PROGRAM SUMMARY:** The program provides social services and financial assistance to legally blind individuals. The State Division of Services for the Blind places a social worker for the blind at the department three days per week. This budget includes the county share of cost for the worker, for in-home aide services and other services, and for special assistance for the blind (a rest home supplement program for visually impaired persons.)

In-home aide services consist of 2 levels. Level I services provide for legally blind individuals (eligibility is based on income also) to assist with basic home management tasks to enable an individual to maintain self-sufficiency and improve the quality of life. Recipients must be Medicaid eligible.

Independent living services/adjustment services for the blind are services provided to enable blind and visually impaired individuals to attain and /or maintain the highest level of functioning possible, to promote their well-being, and to prevent or reduce dependency.

### GOALS AND OBJECTIVES:

#### Increased Family Support and Well-being

- 97 Cabarrus County residents who have serious visual impairment will be able to have the maximum possible independence, self-sufficiency, and self-support through resources provided by the NC Division of Services for the Blind, including the county matching funds included in this budget component.

<b>PERFORMANCE DATA:</b>	<b>FY 2005 ACTUAL</b>	<b>FY 2006 ESTIMATED</b>	<b>FY 2007 ESTIMATED</b>
Clients Served	61	85	97

### SUMMARY DETAIL

<b>EXPENDITURE CATEGORIES</b>	<b>ACTUAL FY 2005</b>	<b>AMENDED FY 2006</b>	<b>DEPARTMENT REQUEST FY 2007</b>	<b>BOARD ADOPTED FY 2007</b>	<b>PERCENT CHANGE FY 2006 vs FY 2007</b>
Personal Services					
Operations	6,510	12,174	11,470	11,470	
Capital Outlay					
<b>Total</b>	6,510	12,174	11,470	11,470	-6%
<b>REVENUES</b>					
Intergovernmental	0	0	0	0	
Fees & Other	0	0	0	0	
<b>Total</b>	0	0	0	0	0%

### FY 2007 PROGRAM HIGHLIGHTS:

- No substantial change in budget requirements is anticipated for FY2006. The DSB projected budget for Cabarrus County includes county costs of \$11,470.

### FY 2006 ACCOMPLISHMENTS:

- Social Worker for the Blind was able to secure needed services for visually impaired individuals, including counseling, low vision adaptive aids, and safe travel training through Orientation and Mobility Instructors.

# PROGRAM SUMMARY

## FY 2007

**DEPARTMENT:** Social Services

**PROGRAM:** Spay Neuter Assistance Program

**MANDATED SERVICE:** G.S. 19A- Protection of Animals (The county may pay some share of cost for this program.)

**MISSION STATEMENT:** To provide a voluntary means of assisting low-income persons access to spay/neuter services for their dogs and cats in an effort to prevent over-population, abuse, and neglect of these animals.

**PROGRAM SUMMARY:** The General Assembly found that the uncontrolled breeding of cats and dogs in NC has led to unacceptable numbers of unwanted dogs, puppies, cats, and kittens. These unwanted animals become strays and constitute a public nuisance and a public health hazard. The animals themselves suffer privation and death, are impounded, and most are destroyed at great expense to local governments. It is the intention of the General Assembly to provide a voluntary means of funding a spay/neuter program to provide financial assistance to local governments offering low-income persons reduced-cost spay/neuter services for their dogs and cats and to provide a statewide education program on the benefits of spaying and neutering pets. By establishing in the Department of Health and Human Services a statewide program to foster the spaying and neutering of dogs and cats for the purpose of reducing the population of unwanted animals in NC. The program consists of the following components: (1) Education Program. (2) Local Spay/Neuter Assistance Program – DHHS administers the Spay/Neuter Account established in G.S. 19A-62. Monies deposited in the account are available to reimburse eligible counties and cities for the direct costs of spay/neuter surgeries for cats and dogs made available to low-income persons.

In 2004, Ms. Carolyn Carpenter took the lead in establishing a Special Spay Neuter Assistance Program in Cabarrus County. Eight veterinary hospitals were recruited to provide this service to residents of Cabarrus County who were recipients of services offered at DSS as mandated by GS 108A. In August 2005, the Cabarrus County Spay Neuter Clinic became a provider, at which point only 2 vets renewed their contracts with the County. There are currently 3 Veterinary hospital/clinics accepting vouchers. These Veterinary Hospitals agreed to accept a fee of \$50 for the spay/neuter procedure. Once individuals are determined to meet the eligibility criteria by staff at DSS, one \$50 voucher per pet (cat or dog) is issued, with no yearly limit of vouchers per individual. Once the procedure is performed and vouchers are returned by the Veterinary Hospital.

### GOALS AND OBJECTIVES:

#### Increased Family Support and Well-being and Increased Family Safety:

- Provide an example of humane treatment of animals, especially as this helps children as they care for pets to develop responsibility, and foster the value that pets can have to older adults living alone, by accessing and using funds provided primarily by the State to operate a Spay/Neuter program for dogs and cats in Cabarrus County, completing procedures for 270 animals in low-income, qualifying households.

<b>PERFORMANCE DATA:</b>	<b>FY 2005 ACTUAL</b>	<b>FY 2006 ESTIMATED</b>	<b>FY 2007 ESTIMATED</b>
Number Vouchers Issued	243	510	530
Number Vouchers Returned	113	250	270

### SUMMARY DETAIL

<b>EXPENDITURE CATEGORIES</b>	<b>ACTUAL FY 2005</b>	<b>AMENDED FY 2005</b>	<b>DEPARTMENT REQUEST FY 2006</b>	<b>BOARD ADOPTED FY 2006</b>	<b>PERCENT CHANGE FY 2005 vs FY 2006</b>
Personal Services	0	0	0	0	
Operations	6,800	18,000	12,000	12,000	
Capital Outlay	0	0	0	0	
<b>Total</b>	<b>6,800</b>	<b>18,000</b>	<b>12,000</b>	<b>12,000</b>	<b>-34%</b>
<b>REVENUES</b>					
Intergovernmental	0	0	0	0	
Fees & Other	2,650	15,000	10,000	10,000	
<b>Total</b>	<b>2,650</b>	<b>15,000</b>	<b>10,000</b>	<b>10,000</b>	<b>-34%</b>

**FY 2007 HIGHLIGHTS, AND/OR SIGNIFICANT MODIFICATIONS:**

- Recruitment of additional Veterinary Hospitals recommended
- No other changes in program expected.

**FY 2006 ACCOMPLISHMENTS:**

- 3 different Veterinary Hospitals provided service
- 371 Vouchers were issued from 7/05-2/06.
- The voucher return rate appears to be approximately 47%
- Outreach was conducted through flyers at the Senior Center and the Cabarrus County Animal Shelter and through newspaper articles.



## **PROGRAM SUMMARY FY 2007**

**DEPARTMENT: Social Services**

**PROGRAM: Child Welfare**

**MANDATED SERVICE:** The following Child Welfare Services are mandated services by Federal and/or North Carolina laws, policies and standards:

- (1) Adoption Services are mandated by GS 108A-14 and GS 48 which require that the Department will investigate cases for adoption and supervise adoptive placements as well as investigate when notified of a proposed placement. This includes response by investigation and action to a request for written consent to the plan of separation of a child under six months of age from its custodial parent (G.S. 108A-14(13) and G.S. 14-322)
- (2) Adoption assistance is mandated by Title IV-B and IV-E of the Social Security Act and (G.S. 108A-14(3), G.S. 108A-25, and G.S. 108A-49/50. The Department is mandated to determine eligibility for certain adoptive children to be able to receive adoption assistance payments provided the child cannot be returned to his or her parents and that the child has special needs which would create a financial barrier to adoptions. The department is also mandated to determine eligibility of children for State benefits for the purpose of meeting the needs of adoptive children who are physically or mentally handicapped, older, or otherwise hard to place for adoption.
- (3) Foster Care Services for Children are mandated by G.S. 108A-14 which states that the Department is required to accept children for placement in foster homes and to supervise placements for as long as the children need foster home care. The Department is required to license and monitor foster homes under the requirements of 10A NCAC 70E.
- (4) Foster Care Assistance payments are mandated by titles IV-E and IV-B of the Social Security Act and G.S. 108A-14(3) and G.S. 108A-49/50. These Statutes indicate that the Department is authorized to administer the State Foster Care Benefits Program and determine the eligibility of children for Foster Care Assistance payments which are paid to foster parents.
- (5) Home studies are often ordered by the District Court Judges when there are child custody disputes.
- (6) In-Home Aide (CSST) Services are mandated through G.S. 108A-14(3) and 10A NCAC 71R .0103 (a) (4). These services are often used to provide essential services required in child protective services and foster care cases. Services are provided to the extent federal and state funding is available.
- (7) Individual and Family Adjustment Services are mandated under G.S. 108A-14(3) and 10A NCAC 71R .0103 (a) (10).in order to provide assistance to individuals and family members in helping them cope with various problems, child placement issues following and utilize community resources.
- (8) Protective Services for Children is mandated by the Federal Child Abuse Protection and Treatment Act (CAPTA), GS 108A-14 and Article 3 of GS 7B. These statues require the Department to investigate reports of Child abuse, neglect and dependency and take appropriate action to protect the children. The Department is also required to initiate investigation of abuse reports within 24 hours and reports of neglect within 72 hours.
- (9) The Department is required to discharge responsibilities in relation to the termination of parental rights Article 11 of G.S. Chapter 7B.
- (10)The discharge of responsibilities in relation to the emancipation of minors is required by Article 35, G. S. Chapter 7B.
- (12)To protect children through fulfilling requirements of the Interstate Compact is required by Article 28, G.S. Chapter 7B.
- (13)Independent Living Services are required to be provided to older foster children (Child Welfare and Adoption Assistance Act of 1980, P.L. 96-272, and Technical and Miscellaneous Revenue Act of 1988, P.L. 100-647.
- (14)The county dss is required to administer a community protection team Article 14, G.S. 7B.

NOTE: Some grant programs the county has the option of operating are used to meet legal requirements, or to prevent more serious agency involvement, which would otherwise be required. For example, Home-Based Services are utilized where foster care would otherwise be ordered. To that end, the Department operates the following programs which are not mandated: Home-Based Services through the Department of Juvenile Justice (DJJ) program are authorized under GS 147-33.55 and are used to help the Department in addressing at-risk juvenile behavior including delinquency, therefore avoiding the need for foster care placement. Intensive Family Preservation Services are established under GS 143B-150.5 to help meet foster care and child protective services requirements. At-Risk Case Management Services are authorized under Title XIX of the Social Security Act in order to assist Medicaid eligible low-income individuals and families. This service is used to help meet the mandates of Child Protective Services, Foster Care for Children, and other service areas. Personal and Family Counseling Services through contracts with the Child Advocacy Center and Piedmont Behavioral Health Care are authorized under provisions of G.S. 143B-10 and G.S. 143B-153 and helps to meet the mandates of child protective services. However, if these children are removed from their homes by the court, the Department is required by GS 108-A-14 to provide foster care.

**MISSION STATEMENT:** : *To provide quality services to meet the needs for safety, protection, care, and permanent homes for Cabarrus County children who are alleged or found to be abused, neglected, dependent, undisciplined and/or delinquent*

## **PROGRAM SUMMARY:**

**Following is a brief description of the major program services:**

**Adoption Services** are available for those children in foster care whose protection cannot be secured in their natural home even after extensive intervention by the agency. These services include helping to find suitable adoptive parents for children through in-depth home studies of possible adoptive parents. Few infants are available for adoption statewide and most children currently available are older and/or have special needs. The Department is also required to plan and arrange interstate adoptive placements in compliance with provisions of interstate placement statutes (GS 110-50 through 110.57). Recruitment of adoption homes outside the county and state are necessary. The determination of a child's eligibility for adoption assistance payments is also a part of this service.

**Foster Care Services** provide substitute homes for children who are removed from their natural homes by the court due to abuse or neglect by the parent or caretaker. Social workers intensively help the foster children obtain medical and psychological treatment and a range of other in-depth services to adjust to out-of-home placements. Foster homes offer protection for children while the parents and social workers work together to resolve problems in the natural home which led to the child's removal. Every effort is made to reunify families. The agency is responsible for the recruitment, training, supervision, and recommended licensure of foster care homes. The agency determines a child's eligibility for foster care assistance payments and authorizes those payments to foster or group homes.

**Home Studies** are performed on relatives and non-custodial parents when Cabarrus County DSS or another County DSS holds legal custody of children that are placed in foster care. Generally there is a court order requesting that a formal home study be completed. An approved home study is a prerequisite for placing children in non-licensed homes. Generally it is in the children's best interest to be placed with family/relatives, when they can not remain in their home.

**Community Social Service Technicians (CSST Services)** (homemaker) provides assistance to dependent, physically or emotionally ill, handicapped, children and families. This service offers supportive help in the areas of good health practices, maintaining adequate housing, child care, and consumer education.

**Individual and Family Adjustment Services** include counseling by social workers to help a family or individual in identifying problems, exploring options, and choosing solutions. Problem areas include household management, family life, substance abuse, mental illness or retardation, and school related problems.

**Protective Services for Children** includes the investigation of reports of child abuse or neglect in order to determine the degree of harm or risk to a child. Through a contractual arrangement, the Child Advocacy Center provides comprehensive assessments of children who are suspected of being physically, sexually, or emotionally abused. If child abuse or neglect is substantiated counseling and other assistance is provided to the family in order to help them overcome the problems which led to the abusive or neglectful situation. Contracted in-home counseling services through Piedmont Behavioral Health Care helps children of families where child abuse and neglect have been confirmed.

**Home-Based Services**, funded by the Department of Juvenile Justice (DJJ) Programs are used to help prevent foster home or group home placement for children ages 10 to 17. These youth are referred by the court due to their undisciplined or delinquent behaviors so the social worker may provide counseling and other intensive services to help them avoid placement. It should be noted this program helps the agency to meet the reasonable efforts requirements (to avoid foster care placement) of PL96-272. Without this service almost all the children served would be placed in foster care by the court. This grant provides revenues for services the Department is required to provide.

**At-Risk Case Management Services** uses Medicaid funds to pay for case management services and counseling for adults and children at risk of abuse, neglect, or exploitation. This service is preventive in nature in that it helps families who are already experiencing problems to overcome their difficulties before the situation deteriorates to an adult or child protective services situation. This service also seeks to treat families through improved problem solving to empower the family to manage crisis situations in the future in an independent manner. This program provides additional revenues for services the Department is required to provide.

**Family Preservation Services** are used to provide in-home counseling and other services to families to help keep families together and avoid placement of children in foster care or group homes. Services are intensive and brief but, seek to make positive, long-term changes in the home environment.

**Intensive Reunification Services** are used to provide in-home intensive services for children in foster care to assist with timely reunification of these children with their biological parents.

**In Home Parenting Counselor** will be used to provide hands-on instruction in the homes of those parents having completed the structured parenting classes. Cabarrus County DSS currently has a contract with Piedmont Behavioral Health Care (PBHC). PBHC is the provider of this service.

#### **GOALS AND OBJECTIVES:**

##### **Increased Family Safety – Children are safe from abuse and neglect.**

- Study need (e.g. track requirements) for additional on-call CPS staff and request as need identified.
- Secure ongoing additional funds to allow relative caretakers to serve as guardians to the extent possible and advocate for this need with the State. Assure that SW's inform relatives of all available services and resources.
- Actively recruit additional foster homes.
- Implementation of record imaging aggressively using team to develop a plan, initiate with out-posted staff as a beta set, and completing imaging of CPS records.
- MRS – Complete implementation in planned stages: reorganization, training staff and community, assignment of cases, child and family meeting across agency, secure and use feedback.
- Complete Case Management system development in Child Welfare Services.
- Secure County IT assistance in further developing Child Welfare Services legal database, conversion of data, and putting system in use again.
- Maintain appropriate supervisor/staff ratio and staff caseloads that are required by state mandates
- Increase the availability and intensity of substance abuse treatment for parents of children involved with Child Welfare Services.
- Decrease the level of staff turnover by 5% with the assistance of supervisory/leadership training and participation in a Child Welfare Staff Recruitment and Retention project.

##### **Increased Family Permanence: Children are returned to their families or placed in other permanent arrangements as quickly as possible.**

- Clear backlog of cases in Child Welfare Services by securing additional attorney (or contract) in FY07.
- Meet with court to resolve problem of backlog Child Welfare Services cases.
- Reduce the number of out-of-home placements by providing enhanced services through the use of the IV-E Waiver Project.
- Increase adoption and placement resources for children in foster care, particularly those with special needs, sibling groups and teenagers

<b>PERFORMANCE DATA:</b>	<b>FY 2005 ACTUAL</b>	<b>FY 2006 ESTIMATED</b>	<b>FY 2007 ESTIMATED</b>
<b>(Safety)</b>			
3,493 children are protected annually from abuse, neglect, and dependency through child protective services.	1966	2638	3,493
207 (3 in AFS; 204 in CWS) families, annually, have the opportunity to avoid, escape, or decrease domestic violence through social work counseling and funds to help them in relocation, and/or establishment of a new residence away from the abusive partner.	NA	25	204
270 children, monthly, are safe from child abuse and/or neglect through placement in foster homes and/or a court approved out of home placements.	NA	280	270
1400 parents and caretakers, annually, have the opportunity to decrease risk of harm to children resulting from substance abuse through social work counseling, assessment, and treatment.	NA	1100	1400

<b>PERFORMANCE DATA:</b>	<b>FY 2005 ACTUAL</b>	<b>FY 2006 ESTIMATED</b>	<b>FY 2007 ESTIMATED</b>
New after-hours coverage is implemented 9-1-06	NA	NA	9-1-06
Provide new supports for relative caregivers 12-1-06	NA	NA	12-1-06
Actively recruit additional foster homes ( <b>SEE 5675 Budget</b> )			
Record imaging for CPS files	NA	NA	12-31-06
Full implementation of MRS	NA	NA	12-31-06
Complete Child Welfare Case Management System	NA	NA	7-31-06
Secure county IT for Child Welfare automation	NA	NA	On-going
Maintain case/staff ratio	NA	NA	6-30-07
Increase availability/intensity substance abuse services	NA	2 agencies	4 agencies
Decrease staff turnover by 5%	NA	45%	40%
<b>(Permanence)</b>			
70% of the 1583 cases that are investigated for child abuse or neglect and found to be unsubstantiated are provided preventive services to avoid potential for abuse or neglect and strengthen capacity to care for the children.	70% of 1351 families =946 families	75% of 2220 children =1665 children	1108 families
292 families annually, where there has been a substantiation of child abuse, neglect, or dependency, are able to remain intact with their social, emotional, and physical well-being needs addressed.	396 children	288	292
50% of 30 children, annually, found to be neglected, abused, or dependent are placed in a permanent home within 12 months of coming into DSS custody.	NA	NA	15
Clear foster care backlog through additional attorney /contract	NA	NA	12-30-06
Meet with court to resolve backlog issues	NA	NA	Annual meeting
Reduce out of home placements through use IV-E Waiver	NA	NA	20 children
Increase adoption/placement resources for children, particularly special needs, sibling groups, and adolescents. <b>SEE 5675 Budget</b>			
<b>Workload Measures</b>			
Number of Child Protective Service (CPS) reports taken ( <b>Safety</b> )	2,114	2,276	2,400
Number of Child Protective Service (CPS) reports accepted for investigation ( <b>Safety</b> )	1,426	1,722	1,950
CPS cases initiated within the time frame ( <b>Safety</b> )	83%	88%	95%
Percentage of CPS case completed in 30 days ( <b>Safety &amp; Permanence</b> )	22%	27%	50%
Number of CPS Case Planning & Management Cases New ( <b>Safety &amp; Permanence</b> )	283	300	350
Monthly average number of children placed in DSS custody ( <b>Safety &amp; Permanence</b> )	265	290	290
Monthly average number of children receiving foster care payments ( <b>Safety &amp; Permanence</b> )	210	220	240
Number of new children coming into foster care ( <b>Safety</b> )	162	170	170
Number of children in foster care backlog ( <b>Permanence</b> )	137	120	90
Child At-Risk Case Management clients ( <b>Permanence</b> )	2	5	5
Home-Based Clients Served ( <b>Permanence</b> )	72	70	70
Group home placements averted through Home-Based Serv.	95%	95%	95%
Family Preservation Clients Served ( <b>Safety &amp; Permanence</b> )	33	50	70
Foster care or group home averted through FPS( <b>Safety &amp; Permanence</b> )	93%	95%	95%
Adoptions completed ( <b>Permanence</b> )	59	30	30

**SUMMARY DETAIL**

<b>EXPENDITURE CATEGORIES</b>	<b>ACTUAL FY 2005</b>	<b>AMENDED FY 2006</b>	<b>DEPARTMENT REQUEST FY 2007</b>	<b>BOARD ADOPTED FY 2007</b>	<b>PERCENT CHANGE FY 2006 vs FY 2007</b>
Personal Services	3,066,203	3,696,667	4,179,952	4,083,291	
Operations	288,562	338,817	596,496	596,135	
Capital Outlay	0	0	0	0	
<b>Total</b>	<b>3,354,765</b>	<b>4,035,484</b>	<b>4,776,448</b>	<b>4,679,426</b>	<b>16%</b>
<b>REVENUES</b>					
Intergovernmental	3,014,235	3,023,106	3,271,724	3,272,882	
Fees & Other	174,516	220,000	10,000	10,000	
<b>Total</b>	<b>3,188,751</b>	<b>3,243,106</b>	<b>3,281,724</b>	<b>3,282,882</b>	<b>1%</b>
<b>FTE's</b>	60.98	70.98	76.00	75.00	

**FY 2007 HIGHLIGHTS AND/OR SIGNIFICANT MODIFICATIONS:**

- Additional Child Welfare staff will allow agency to meet state caseload and supervisor to worker ratio, as well as meet the after-hours on call requirements in both Child Protective Services and Placement Services.
- Continued participation in the IV-E Waiver Project has the potential to generate additional revenue for the agency due to increased preventive efforts and more timely reunification and permanence for children.
- Implementing Multiple Response Child Welfare Reform will enhance social work practice with family and children, resulting in greater participation from families and the community.
- Agency to continue to finalize adoptions resulting in permanence for children and additional Adoption Incentive Funds that enhances further adoptive efforts.
- Continued work with the Mental Health system to assist with appropriate placements and funding for children with psychological and/or emotional issues.
- The agency continues to participate in a five-year staff recruitment and retention project through UNC-Chapel Hill where additional supervisory/leadership training for Child Welfare staff will be made available.
- Continued use of At-Risk Case Management funds as a revenue source for Preventive Services.
- On-going dialogue and work with our community partners to establish more comprehensive services and resources for victims and perpetrators of Domestic Violence.
- On-going work with our community partners to establish more intensive and comprehensive services for substance abusing parents and children of substance abusing families.
- Complete and implement a protocol for collaborative work among law enforcement, the District Attorneys Office and DSS to insure on-going protection of children

**FY 2006 ACCOMPLISHMENTS:**

- Participation in the IV-E Waiver Project that prevented some children being placed in DSS custody and assisted in more timely reunification with parents.
- Established collaborative protocol addressing the community's response to methamphetamine laboratories.
- Agency continues to exceed baseline number of adoptions resulting in permanence for children and additional Adoption Incentive Funds that enhances further adoptive efforts.
- Continued work with the Mental Health, Department of Juvenile Justice and the school system to assist with appropriate placements and funding for children with psychological and/or emotional issues.

- Continued participation in a five-year staff recruitment and retention project through UNC-Chapel.
- Began work on Child Welfare automation to enhance case identification/tracking and case management systems.
- State and county funding provided additional child welfare supervisory and social work staff to meet the state required caseload average.
- On-going work with our community partners to establish more intensive and comprehensive services for substance abusing parents and children of substance abusing families.
- In-home services and counseling was provided by The Family Center to enhance parenting skills and abilities as a means to reunify children with their parents and to prevent placement in foster care.
- Parenting groups were provided by agency staff at least quarterly with parents of children involved with DSS child welfare services.
- Began implementation of Multiple Response (MRS) and will continue implementing these efforts.

# PERSONNEL JUSTIFICATION

## FY 2007

**DEPARTMENT:** Social Services

**PROGRAM:** Child Welfare

**MANDATED SERVICE:** Adoption Services are mandated by GS 108A-14. Foster Care Services are mandated by GS 108A-14. Protective Services for Children is mandated by the Federal Child Abuse Protection and Treatment Act (CAPTA), GS 108A-14 and GS 7B Article 3.

**PERSONNEL CHANGES AND JUSTIFICATION:** This personnel request involves the addition of one new Social Worker Supervisor III to supervise a unit consisting of Child Protective Services, Foster Care and Adoption Services providing oversight of a unit consisting of a combination of 5 Social Work III and SW-AIT positions. The units' primary function is to provide mandated Child Protective Services, After Hours On-Call, Foster Care and Adoption services with families whose children are alleged to be abused, neglected or dependent OR whose children are in the custody of Cabarrus County Department of Social Services and placed in temporary living situations OR children where a Termination of Parental Rights has occurred and the agency recruiting an adoptive family for the child.

During FY 2004-2005, the number of children in the custody of Cabarrus County Department of Social Services due to an adjudication of abuse, neglect, dependency, undisciplined or delinquent behavior averaged 264 children. Throughout FY 2005-2006, the number of children placed in DSS custody has decreased by 27 children, for a monthly average of 291 children in DSS custody. Therefore the agency has requested an additional Foster Care Social Worker III in the proposed budget. Due to the complexity of child welfare cases and the intensiveness of these services, the North Carolina Division of Social Services requires that Social Work Supervisors in the area of Child Protective Services and Foster Care/Adoption supervise a maximum of 5 Social Worker III or SW-AIT positions. Supervisors in this area provide day to day oversight of the work within the unit. This involves reviewing records, providing frequent case consultation, liaison with community agencies, provides training with new and existing staff, attends court, insures appropriate use of finances, evaluates the work of staff and provides needed feedback.

Currently, Cabarrus County DSS employs 29 SW-AIT positions to provide Child Protective Services under the supervision of 4 supervisors. This results in an average supervisor to worker ratio of 1:6, which is above state mandated standards. With the addition of a new Social Work Supervisor III, the agency would return to state compliance and would also allow for the growth of new positions proposed in the FY 2006-2007 budget in the areas of CPS and Foster Care/Adoptions.

**CONSEQUENCES OF DENIAL:** The denial of this position would result in the Department being out of compliance with state child welfare standards set by the N.C. Division of Social Services. Also delays in obtaining a permanent home for children, whether this is reunification with their parents, placement with a relative or adoption may be hindered as the amount of case consultation time devoted per worker would be limited... Also with the high number of social workers currently being supervised by Supervisor IIIs the safety and protection for children in the custody of DSS and those being investigated for the maltreatment of children is compromised, thus resulting in the potential for a child fatality. Any time that a child fatality occurs, the community confidence in the DSS agency diminishes as well as the potential for a lawsuit against the agency and county. Finally, without additional Foster Care and Child Protective Services supervisory staff, the agency is in a position for errors in judgment and oversight of vital case specific information to occur due to the large volume of social workers and cases each supervisor has responsibility.

RESOURCES REQUIRED	FY 2007
Personal Services	60,086
Operations	0
Total	60,086
REVENUES	
Intergovernmental	11,770
Fees & Other	0
Total	11,770
NET COUNTY COST	48,316

**BOARD OF COMMISSIONERS:** Approved

# PERSONNEL JUSTIFICATION

## FY 2007

**DEPARTMENT:** Social Services

**PROGRAM:** Child Welfare

**MANDATED SERVICE:** Child Protective Services for children is mandated by the Federal Child Abuse Protection and Treatment Act (CAPTA), GS 108-A-14 and GS 7B Article 3.

**PERSONNEL CHANGES AND JUSTIFICATION:** This personnel request involves the addition of one new SW-IAT position to provide after hours on-call services to children alleged to be abused, neglected and/or dependent. This position will also serve as an emergency response to children in the custody of Cabarrus County Department of Social Services, and the immediate crisis needs of Cabarrus County foster parents.

During FY 2004-2005, on-call staff received an average of 10 calls per week, working an average of 10 hours per week on these calls. Due to the severity of cases received on-call and the increased number of cases requiring an immediate response by DSS staff, Cabarrus County has experienced a rather significant increase with on-call activity. In FY 2005-2006, social workers are currently responding to an average of 13 calls per week and working 27 hours per week. This reflects an increase of 8% in the number of calls received and an increase of 37 % in the amount of time required insuring the immediate protection of children. The amount of time reflected includes both the amount of direct contact with families as well as the administrative time required to document activities occurring on-call. Increases can be attributed to state policies that govern the response time in child welfare cases, county level protocols that guide responses in high risk situations, the increased violence occurring to young children, larger families creating greater financial and emotional strain within the family and increased chronic and severe substance abuse and mental health issues among parents. With these significant issues within families, the agency is having greater difficulty in locating parents and children upon initial contact. Therefore, this position will also be utilized to make state mandated diligent efforts to locate children and parents beyond the usual work day/work week. With the combination of on-call and assisting in making diligent efforts to locate parents and children, along with other administrative duties, this position would result in a 40 hour per week position.

The current on-call system provides \$400.00 per week to the on-call worker. Existing Child Protective Services workers are required to serve on-call on a rotating basis. Therefore staff is serving on-call duty above and beyond the 40 hour per work week, creating an average work week for Child Protective Services staff of 67 hours per week. This proposal would call for a full-time on-call social worker and the continuation of our current on-call rotation of existing Child Protective Service staff to serve as back-up to the full-time worker. The existing back-up social worker would provide relief for the full-time on-call worker during leave, some holidays, training, assist with a "back-up" of calls at any given time and a two day relief during the week. The amount paid to the relief position would decrease from \$400.00 per week to \$200.00 per week as the amount of their involvement would be decreased with a full-time on-call position.

**CONSEQUENCES OF DENIAL:** The denial of this position would have serious repercussions for the children of this county, agency and community. Without this position, the likelihood of a child fatality in Cabarrus County becomes greater. With the current rotation system, staff have already worked a full day, then are responding to very serious and volatile calls involving a large number of children under the age of 5, which increases the risk to the child. The likelihood of error in judgment is greater when a person is working an average of a 67 hour week. Any time that a child fatality occurs, the community confidence in the DSS agency diminishes as well as the potential for a lawsuit against the agency and county increases. This position is critical in strengthening the child protection system in Cabarrus County.

CPS Services assists the agency in Meeting the Maintenance of Effort (MOE) So that 100% TANF funds can be coded for CPS cases.	<b>RESOURCES REQUIRED</b>	<b>FY 2007</b>
	Personal Services	52,940
	Operations	0
	Total	52,940
	<b>REVENUES</b>	
	Intergovernmental (IV-E 30%)	15,558
	Fees & Other	0
	Total	15,558
	<b>NET COUNTY COST</b>	<b>37,382</b>

**BOARD OF COMMISSIONERS:**      **Approved**



# PERSONNEL JUSTIFICATION

## FY 2007

**DEPARTMENT:** Social Services

**PROGRAM:** Child Welfare

**MANDATED SERVICE:** Adoption Services are mandated by GS 108A-14. Foster Care Services are mandated by GS 108A-14.

### PERSONNEL CHANGES AND JUSTIFICATION:

This personnel request involves the addition of one new Social Worker III position for Foster Care and Adoption to provide services with children in the custody of Cabarrus County Department of Social Services and placed in temporary living situations.

During FY 2004-2005, the number of children in the custody of Cabarrus County Department of Social Services due to an adjudication of abuse, neglect and/or dependency averaged 264 children. Throughout the year, the number of children placed in DSS custody has increased by 27 children, for a monthly average of 291 children in DSS custody. This represents a 10% increase in the number of children remaining in DSS custody. Given the complexity of the family dynamics, severe and chronic substance abuse issues, more frequent and volatile family violence and stressful financial situations; children are remaining in DSS custody for longer periods of time. Social workers are court ordered to provide diligent efforts to reunify the parents and children. Due to the intensiveness of these services, the North Carolina Division of Social Services requires that Foster Care and Adoptions Social Workers carry a caseload of no more than 15 children. Due to the severity of the cases and the lack of timely parental behavior changes warranting a safe reunification of parents and children, many of the cases are referred for a Termination of Parental Rights court hearings and ultimately appealed to the North Carolina Appellate Court, requiring the children to remain in DSS custody for 12-18 months following Termination of Parental Rights awaiting a court ruling.

Currently the agency employs 14 FTE Social Worker III positions and 1-30 hour temporary position. Throughout the year, the agency has served as many as 303 children in DSS custody. With an average of 291 Foster Care/Adoption cases, the average caseload for 14.75 social workers is 19.7 children per social worker. The addition of 1 FTE in the placement area would decrease the caseload size only to 18.4 children per social worker. The conversion of an additional part-time position to full-time would decrease the caseload to a 1:18 ratio. Though this remains slightly above the state caseload standard, it is anticipated with state required child welfare reform efforts in place and greater prevention efforts coupled with more timely legal resolution to cases, the caseload ratio will reduce to 1:15 which is within the state standard.

**CONSEQUENCES OF DENIAL:** : The denial of this position would result in delays for children obtaining a permanent home, whether this is reunification with their parents, placement with a relative or adoption. Also with the high caseloads carried by social workers, the safety and protection for children in the custody of DSS are compromised thus resulting in the potential for a child fatality. Any time that a child fatality occurs, the community confidence in the DSS agency diminishes as well as the potential for a lawsuit against the agency and county. The denial of this position would result in continued caseload compliance issues with the North Carolina Division of Social Services. Finally, without additional Foster Care/Adoptions staff the agency is in a position to be in contempt of specific juvenile court orders to mandate a specific level of services with the family.

RESOURCES REQUIRED	FY 2007
Personal Services	50,392
Operations	0
Total	50,392
REVENUES	
Intergovernmental (25% IV-E)	12,418
Fees & Other	0
Total	12,418
NET COUNTY COST	37,974

**BOARD OF COMMISSIONERS:** Approved

## PERSONNEL JUSTIFICATION FY 2007

**DEPARTMENT:** Social Services

**PROGRAM:** Child Welfare

**MANDATED SERVICE:** Adoption Services are mandated by GS 108A-14. Foster Care Services are mandated by GS 108A-14.

**PERSONNEL CHANGES AND JUSTIFICATION:** This personnel request involves the conversion of one existing temporary 30 hour per week position into a permanent FTE position. This position will continue to provide services with children in the custody of Cabarrus County Department of Social Services and are placed in temporary living situations.

During FY 2004-2005, the number of children in the custody of Cabarrus County Department of Social Services due to an adjudication of abuse, neglect and/or dependency averaged 264 children. Throughout the 2005-2006, the number of children placed in DSS custody has increased by 27 children, for a monthly average of 291 children in DSS custody. This represents a 10% increase in the number of children remaining in DSS custody. Given the complexity of the family dynamics, severe and chronic substance abuse issues, more frequent and volatile family violence, and stressful financial conditions; children are remaining in DSS custody for longer periods of time. Social workers are court ordered to provide diligent efforts to reunify the parents and children. Due to the intensiveness of these services, the North Carolina Division of Social Services requires that Foster Care and Adoptions Social Workers carry a caseload of no more than 15 children. Due to the severity of the cases and the lack of parental behavior changes warranting a safe reunification of parents and children, many of the cases are referred for a Termination of Parental Rights court hearing and ultimately appealed to the North Carolina Appellate Court, requiring the children to remain in DSS custody 12-18 months longer awaiting a court ruling.

Currently the agency employs 14 FTE Social Worker III positions, 1-30 hour temporary position. Throughout the year, the agency has served as many as 303 children, at a time, in DSS custody. With an average of 291 Foster Care/Adoptions cases, the average caseload for 14.75 social workers is 19.7 children per social worker. The conversion of one temporary 30 hour position to one FTE, in conjunction with the addition of one FTE, caseloads would decrease caseloads to 18 children per social worker. Though this remains slightly above the state caseload standard of 1:15, it is anticipated with state required child welfare reform efforts in place and greater prevention efforts coupled with more timely legal resolution to cases, the caseload ratio will reduce to 1:15 which is within the state standard.

**CONSEQUENCES OF DENIAL:** The denial of this position would result in delays for children obtaining a permanent home, whether this is reunification with their parents, placement with a relative or adoption. Also with the high caseloads carried by social workers, the safety and protection for children in the custody of DSS are compromised thus resulting in the potential for a child fatality. Any time that a child fatality occurs, the community confidence in the DSS agency diminishes as well as the potential for a lawsuit against the agency and county. The denial of this position would result in continued caseload compliance issues with the North Carolina Division of Social Services. Finally, without additional Foster Care/Adoptions staff the agency is in a position to be in contempt of specific juvenile court orders to mandate a specific level of services with the family.

RESOURCES REQUIRED	FY 2007
Personal Services	17,797
Operations	0
Total	17,797
REVENUES	
Intergovernmental	11,245
Fees & Other	0
Total	11,245
NET COUNTY COST	6,552

**BOARD OF COMMISSIONERS:**      **Approved**

# PERSONNEL JUSTIFICATION

## FY 2007

**DEPARTMENT:** Social Services

**PROGRAM:** Child Welfare

**MANDATED SERVICE:** **Interstate Compact Services** are mandated by G.S. 7B-3800 which states the Department of Social Services must obtain the consent of Department of Health and Human Resources before children can be placed in or out of North Carolina. This approval involves the completion of an approved home study from the county. **Foster Care Services** is mandated by G.S. 108A-14. The Federal **Adoption and Safe Families Act** requires the Department of Social Services make diligent efforts to locate a child a permanent home for children in DSS custody within one year of placement. **Child Protective Services** is mandated by the Federal Child Abuse Protection and Treatment Act (CAPTA) and by G.S. 108A-14.

**PERSONNEL CHANGES AND JUSTIFICATION:** This personnel requests involves the non-renewal of an existing contract for purchase of services and addition of one new Social Worker II to conduct Interstate Home Studies, conduct court ordered home studies through the Juvenile Court System to avoid or eliminate the need for foster care placement, conducting Inter-County home studies, monitoring of Interstate Compact Cases where children have been placed in Cabarrus County from another state, and the monitoring of cases for 1 year following Guardianship is ordered by the Juvenile Court.

Currently, this function is being served through a contractual agreement with Community Link, Charlotte, NC. For FY06, the contract was entered for \$55,000.00 per year. Community Link has provided written documentation they will increase this contract for FY07 to \$62,740.00. By converting this position from a contractual agreement to a county FTE, this will provide a savings of \$17,463.00 per year. This savings includes the calculation of benefits.

The continuation of this position is needed to eliminate the need for continued foster care as soon as possible. During FY05, the agency conducted a total of 111 home studies. For FY06, it is predicted that 85 Interstate Home Studies will be conducted, 200 Juvenile Court Ordered home studies will occur and 35 Inter-County Home Studies will be completed, for a total of 320 Home Studies. This represents a 35% increase in the number of Home Studies conducted. It is also projected this position will conduct monthly monitoring visits to 130 families where children are placed through Interstate Compact, Court Ordered Guardianship and/or Juvenile Court Orders for the continued monitoring of a case.

**CONSEQUENCES OF DENIAL:** The consequence of denial of this position would result in more costly funds for the county to contract for these services. Also, further delays would result in obtaining safe and permanent homes for children, through eliminating the need for continued foster care placement. Without this position, the likelihood of a child fatality would occur as children may be placed in unsafe homes, unknown to the agency, as a thorough assessment and on-going monitoring of the placement does not occur. This would increase the liability for county and agency lawsuits.

RESOURCES REQUIRED	FY 2007
Personal Services	46,473
Operations	(62,740)
Total	(16,267)
REVENUES	
Intergovernmental	0
Fees & Other	0
Total	0
NET COUNTY COST	(16,267)

\*Savings in cost for contract amount for FY07 (\$62,740.00) and cost of the position.

**BOARD OF COMMISSIONERS:**      **Approved**

## PERSONNEL JUSTIFICATION FY 2007

**DEPARTMENT:** Social Services

**PROGRAM:** Child Welfare

**MANDATED SERVICE:** Adoption Services are mandated by GS 108A-14. Foster Care Services are mandated by GS 108A-14.

**PERSONNEL CHANGES AND JUSTIFICATION:** This personnel request involves the addition of one new Community Social Services Technician (CSST) to assist with weekly court ordered visitation between parents and children. DSS custody is required as removal from the parents' home as a result of abuse, neglect and/or dependency, requiring court ordered supervised visitation. The CSST is a para-professional who provides modeling, mentoring, education and reinforcement of parenting knowledge and skills that will assist in parents learning alternative care and discipline of their children during weekly visitation. The primary goal of the CSST is to assist the parents in reducing and eliminating abusive and neglectful behaviors toward their children through education and reinforcement of parenting skills. This position also assists the social worker by supporting goals and objectives set by the family and agency to reduce levels of risk to the child, ultimately resulting in the child's return home.

During FY 2004-2005, the number of children in the custody of Cabarrus County Department of Social Services due to an adjudication of abuse, neglect and/or dependency averaged 264 children. Throughout FY 2005-2006, the number of children placed in DSS custody has increased by 27 children, for a monthly average of 291 children in DSS custody. This represents a 10% increase in the number of children in DSS custody. Given the complexity of the family dynamics, severe and chronic substance abuse issues, more frequent and volatile family violence and stressful financial situations; the education, mentoring and reinforcement provided by the CSST is needed more than ever.

It is anticipated that the existing 3 CSST positions will supervise 620 visits for FY 2005-2006. With the 10% increase in the number of children in the custody of Cabarrus County Department of Social Services coupled with the frequency of court ordered visitation between parents and children at a minimum of one time per week, an additional CSST is needed to conduct these visits. The frequency, duration and special conditions of visitation between parents and children are court ordered by the Cabarrus County Juvenile Court.

**CONSEQUENCES OF DENIAL:** The denial of this position could result in the agency's inability to insure weekly visitation between parents and children, due to the volume of visits occurring with 291 children. As a result, the Department of Social Services would be in Contempt of a Cabarrus County Juvenile Court Order. Also, child welfare literature suggests that more frequent contact between parents and children often results in a greater likelihood of reunification, thus eliminating the need for foster care placement. Finally, the CSST is trained to assess the parent's level of involvement during visitation and to determine the level of progress in acquiring new parenting skills and discipline techniques during contact with their children. This provides another assessment for the social worker to consider when making recommendations to the Juvenile Court regarding the possibility of unsupervised visitation, trial placement in the home and/or returned custody to the parent.

RESOURCES REQUIRED	FY 2007
Personal Services	31,713
Operations	0
Total	31,713
REVENUES	
Intergovernmental 25% IV-E	6,603
Fees & Other	0
Total	6,603
NET COUNTY COST	25,110

**BOARD OF COMMISSIONERS:** Denied

# PROGRAM SUMMARY

## FY 2007

**DEPARTMENT:** Social Services

**PROGRAM:** Child Support Services

**MANDATED SERVICE:** This Service is mandated by Federal Law, Title IV-D of the Social Security Law, Family Support Act of 1988, and G.S. Chapters 49 and 50 and Article 9 of G.S. Chapter 110. The mandate requires that a record be established within 20 days of an application for services, that establishment of paternity be completed within 90 days of a location, that support obligations be established within 90 days, that collection attempts be effected within 75 days, and that action to enforce the compliance of the order or schedule a court hearing be initiated within 30 days of any failure to comply with a court order.

**MISSION STATEMENT:** *To provide assistance to families in becoming economically self sufficient, by establishing paternity, support and medical obligations, and enforcing child support orders, in order to secure financial support from the non-custodial parent for the children in the household*

**PROGRAM SUMMARY:** The primary focus of Child Support Services is to promote financial responsibility of the non-custodial parent through the establishment of paternity and support orders for minor dependent children. Child Support acts to locate non-supporting parents, establishes orders of paternity, support and medical obligations and enforces existing child support orders. The collection of Child Support payments significantly reduces welfare costs by recouping or supplementing funds spent for public assistance payments to minor children. The public assistance rolls have been reduced over the past several years, therefore, the focus is towards assisting families to become financially self-sufficient. Referrals to child support are made through an automated interface when clients receive TANF or Medicaid benefits. The general public can apply for child support services by paying a fee of either \$10.00 or \$25.00, based upon a poverty level scale and the completion of an application.

In Cabarrus County, the Child Support Division serves 4,539 absent parent cases. This total represents 3723 households, with a total of 5,020 children. During SFY2005, the Division collected child support payments totaling \$7,465,203. This is a 3.1% increase over the SFY2004. These collections and the incentive returned to the county, provide a program that is self-supporting.

### GOALS AND OBJECTIVES:

#### Increased Family and Intergenerational Prosperity

- Complete and implement a plan for transition of the Clerk of Court child support cases in January, 2007, securing additional staff and commitment of court time.

#### Increased Department Effectiveness

- Convert a contract position to a full-time CSAI for cost-effectiveness
- Increase the level of customer service for every case to 100% in quality and timeliness.

PERFORMANCE DATA:	FY 2005 ACTUAL	FY 2006 ESTIMATED	FY 2007 ESTIMATED
<b>Prosperity</b>			
3741 families containing 5,020 children will have increased economic self-sufficiency through receipt of average monthly child support payments of \$142 per child.	126.00	126.00	142.00
<b>Effectiveness</b>			
Excellent Customer Service was provided to clients supported by customer satisfaction response of 99%	99.71%	99%	99%

**SUMMARY DETAIL**

<b>EXPENDITURE CATEGORIES</b>	<b>ACTUAL FY 2005</b>	<b>AMENDED FY 2006</b>	<b>DEPARTMENT REQUEST FY 2007</b>	<b>BOARD ADOPTED FY 2007</b>	<b>PERCENT CHANGE FY 2006 vs FY 2007</b>
Personal Services	910,885	967,041	1,103,539	1,043,111	
Operations	54,202	86,198	75,924	70,382	
Capital Outlay	0	0	0	0	
<b>Total</b>	<b>965,087</b>	<b>1,053,239</b>	<b>1,179,463</b>	<b>1,113,493</b>	<b>6%</b>
<b>REVENUES</b>					
Intergovernmental	1,043,256	1,049,519	1,194,578	1,172,311	
Fees & Other	3,889	0	0	0	
<b>Total</b>	<b>1,047,145</b>	<b>1,049,519</b>	<b>1,194,578</b>	<b>1,172,311</b>	<b>0%</b>
<b>FTE's</b>	<b>18.00</b>	<b>18.00</b>	<b>21.00</b>	<b>20.00</b>	

**FY 2007 HIGHLIGHTS AND/OR SIGNIFICANT MODIFICATIONS:**

- The contact with Blazer Investigations is being sought for renewal due to the past service of process failure problems experienced with the Sheriff's Departments in surrounding counties. Location of non-custodial parents continues to be a challenge to successfully establishing paternity and support orders and enforcement of those court orders. The division has experienced a 23% return rate of unsuccessful service by the sheriff's departments. Blazer Investigations has provided an 89% successful return rate. This line item has a 66% return from the federal funds.
- The Division has requested 2 CSA II positions to be added in FY2007, 1 in July 2006 and 1 in Jan 2007. A statutory change in the obligations of the Clerk of Court will take place in Jan. 2007 in which the clerk will no longer have any obligations to the enforcement of currently 980 child support cases. The options for enforcement remedies to the recipients will be to hire an attorney, prepare court documents and prosecute themselves by the law, and no forms are available for this process, or apply for full services with the DSS/CSE for the minimal fee of \$25. As the division is currently transitioning approximately 15 cases per month on current requests, it is expected that approximately 800 of the existing cases will apply for services within 3 months of the statutory change. The division is planning and co-ordination with the Clerk of Court and the Judicial Staff a project to transition as many of these cases as possible prior to Jan 2007 to eliminate the sudden influx and backlog of cases needing the services and eliminating children and families being without the needed support services when cases are delinquent. 800 cases will require 2 additional full time CSAII positions based on current caseloads by the current enforcement staff.
- The locate specialist position which has been contracted through Blazer Investigations for a part time position has been requested to be converted to a fulltime permanent position as a CSAI. Having started handling the onsite buccal-swab procedure for paternity testing in house since May 2005, this has increased the need for a fulltime position to include this task. The division has averaged 24 swabbing per month, requiring approximately 12 hours of additional work time to complete the testing. This fulltime position will continue to allow the child support agents to handle a larger caseload for processing after location and eliminate the interruptions for swabbing and additional training in that area. Therefore the division can comply with State and Federal timeframes imposed by the policy. The CSAI was expanded to allow for needed hours of service to continue to successfully locate absent parents and secure support orders, process paternity testing and results more timely, increasing the incentive returns from the Feds. The CSAI will assist in getting cases under order, providing needed support to the family, and reducing the welfare roles, as well as increase the incentive returns. This conversion to a permanent CSAI position is basically 100% funded by incentives and federal reimbursements.
- Training workshops and conferences continue to be a necessity as new aspects of the child support program are developed and changed. Travel is a necessity in state provided training sessions. Court teams have been divided into 3 teams now rotating biweekly reducing the number of agents traveling to Court weekly, and absorbing a portion of the increased mileage reimbursement costs. The increase shown in this line item has taken into consideration the number of expected new employees to the division and expected training workshop and conference costs.
- Medical consultant's costs are based upon the current number of cases in need of paternity establishment and allowing for 5% case growth in the next fiscal year. For a period of time in FY 2005, the State has absorbed the costs for this line item, but due to the changes in federal reimbursements, we will once again bear the costs of these services which will be reimbursed at the rate of 66%. This line item was not increased over the last fiscal years' projection.

## **FY 2006 ACCOMPLISHMENTS:**

- The division met its Total Collections Goal, collecting \$100%, \$7,605,132 in support obligations and arrears. This was a 5.8% increase over 2004. Current support collections increased by 3.1%, and arrears topped at 65.2%. The paternity goal rated was exceeded by reaching 105% established, and cases under order increased to a record of 79%, .6% increase. These accomplishments had positive increases in the incentive returns as well as provided much needed support and services to the families being served.
- The re-organization and reassignments of staff within the division increased productivity, time management, and customer service to the clients. The quality and timeliness review of cases with the staff has provided an outstanding average score. The new detailed goals and expectations product provided to the staff of the division has provided an accountability standard equal for each member, and allowed areas of training needs to be identified. A specialized agent position was modified in 5/05 to enhance the use of resources for the entire division as well as improve time management for the division. This effort has streamlined the review and adjustment and motions in the cause process.
- A negotiations plan was written at the recommendation of the Court's Judicial Staff.
- Training modules provided by the State has been used in house to concentrate on areas of need specific to the employee and/or unit. This has allowed the division to save on travel costs.
- Quality and timeliness scores have increased to improve the services provided to the clientele. Increased use of the State's Customer Service Center has provided additional resources for services to the clientele and allowed agents to concentrate on quality and timeliness productivity.
- The division received certificates of award for exceeding 7 out of 9 case self-assessment goals and exceeding 4 incentive goals. The division improved 1 accomplishment in each of those goals over 2004.
- A 12 Most Wanted Poster is currently in process along with profiles with Crime Stoppers to locate absent parents who are avoiding service by the Sheriff, and owe excessive support obligations. This is an ongoing project started in 2004 which netted over \$12,000 being collected from 10 of the 12 highlighted absent parents.
- An educational project to develop a program to be presented to Junior and High School Students was born and continues in the development stages. This will be presented in conjunction with health, and family studies in the schools by CSE staff.
- A Services Video project was planned and is in the development stages with the assistance of the Public Information Office. This video will be provided to clients during group interviews in English and in Spanish. It will also be used in community projects to explain the complete range of services by the division and the expectations of the participants and the Department.

# PERSONNEL JUSTIFICATION

## FY 2007

**DEPARTMENT:** Social Services

**PROGRAM:** Child Support Enforcement

**MANDATED SERVICE:** See Program Summary.

**PERSONNEL CHANGES AND JUSTIFICATION:** Child Support Agent I: This position will replace the current contract employee. This position will be responsible for the scheduling, preparation of documentation and Buccal-Swab Paternity Testing and tracking of results now performed in-house and in Court. This is a new procedure added to the tasks of the division in May 2005 and is currently being handled by a contract employee. This has consumed approximately 10% of the currently 38 hours per week scheduled for the contract worker as the division is averaging 24 complete draws per month. This position will be a backup to CSAII-s in preparation of legal documents for the establishment of paternity and child support, reviewing files and preparation for Court hearings, assisting with returning calls, securing documentation from clients, absent parents, employers, day care providers, insurance companies, other service providers, and other states. Other duties of this position include: location of absent parents through automated resources, interviewing clients, keying updates of client and case information into the ACTS (Automated Case Tracking System), developing and working Data Warehouse queries for improved case management for the Division, preparing Affidavits of Parentage, securing signatures from the parties and recording with the Dept of Vital Records; reviewing incoming interstate case packages for completion, requesting and tracking additional documentation as necessary, preparing legal certificates of service and distribution of Court orders to all parties by statutory requirement.

This position has been a part-time contract position established in FY04 with approximately 25 hours per week, increased to 38 hours per week in FY06. Having the contract worker has allowed the Agents to focus on the more difficult tasks in managing the caseloads averaging 400 per worker. Converting this contract position into a permanent full-time position will continue allow the division to maintain the level of service that is required by the Federal and State Policies. It will further enhance the opportunities to increase the incentive returns to support the program. While the in-house paternity testing services has consumed an average of 10% of the contract worker's hours per month since its inception in May 2005, the sacrifice has reduced the turn-around time for the complete case results, increased the paternity rate goal, therefore increasing the incentive return to the program. Knowing the impact that the Clerk of Court cases (some 980 cases) will have on the Division in January 2007, this position will need to be a fulltime position and will be a necessity to the division in maintaining its goals and increasing the incentive returns. FY06 the budgeted costs for this contract position was \$30,285 which included a 30% fee to the contract employer. While the Federal reimbursement rate is 66% on this contract position, the returns for a CSAI should be at or near 100% (with reimbursement for allocated overhead.) The costs to the county for this change are essentially zero. The costs for the salary and benefits for this CSAI is \$40,883.97.

### CONSEQUENCES OF DENIAL:

Without this position as a CSAI, the division will be faced with difficulty in maintaining its current level of superior service to the clients and citizens of the county, as in increasing demands for services continue to increase. It will be impossible for the division to meet all the Federal and State timeframes required for child support cases, therefore subjecting the department to be out of compliance with these standards. The results are a reduction in the overall performance level, the incentive returns, and produces an increase in operational costs of the program to the county. It also reduces the level of services that the clients and citizens of Cabarrus County are accustomed to receiving and expect. Children will feel the effects by the reduction in support monies coming into the homes of these families we serve.

RESOURCES REQUIRED	FY 2007
Personal Services	42,640
Operations	(30,285)
Total	12,355
REVENUES	
Intergovernmental	0
Fees & Other	0
Total	0
NET COUNTY COST	12,355

**BOARD OF COMMISSIONERS:** Approved



# PERSONNEL JUSTIFICATION

## FY 2007

**DEPARTMENT:** Social Services

**PROGRAM:** Child Support Enforcement

**MANDATED SERVICE:** See Program Summary.

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**PERSONNEL CHANGES AND JUSTIFICATION:** One Child Support Agent II from 7-1-06: On September 13, 2005, the NC General Assembly approved House Bill 1375 which includes several changes affecting child support. The provision directly affecting the powers of the Clerk of Court in reference to the monitoring and enforcement of child support orders was modified as follows:

(This modification was originally written for to be effective January 1, 2007, but due to a writing error, is shown in the past bill as July, 2007. This is being represented for correction in the short session to be changed back to January 2007 and is expected to be approved without any objection.)

The Clerk of Court will no longer have any obligation or power to provide enforcement of child support orders that are currently being monitored by the Clerk's Support Enforcement System. The recipients of these support obligations will have three options for enforcement when a delinquency occurs:

1. Hire an attorney to file a contempt action on their behalf and prosecute it in the civil court.
2. Properly prepare and file a contempt citation (for which there are no forms provided) with the Clerk of Court to be calendared in the civil court and prosecute it without the assistance of counsel.
3. Apply for full services at the DSS/CSE by completing the required application and paying the \$25.00 application fee.

The Clerk of Court will only maintain the official Court record in all cases.

The Cabarrus Co. Clerk of Court currently has 980 open cases on its Support Enforcement System that the Clerk monitors. This translates to the need for two full-time Child Support Agent II positions to handle these cases and comply with statutory requirements and Federal and State regulations for a child support case.

The Clerk's full enforcement obligations includes: issue contempt citations; assist in the hearing for contempt by providing payments records and offering any testimony as may be necessary in the prosecution; prepare orders from the hearing; issue income withholding notices to employers; document name, address, and employment changes; update the SES records; provide customer service by phone, mail, and in the office to all parties in the case; provide affidavits for lost of stolen checks; and, assist the State CSE office with financial adjustments as may become necessary. The obligations of the DSS/CSE include all the obligations listed above, and in addition, location services, verification and enforcement of medial insurance obligations, three year case reviews for modification of the support order, credit bureau reporting, state and federal tax reporting and interception, financial institution data match, location and verification of employment and employment resources, financial auditing, and requesting financial adjustments.

At the effect of this change, it is expected that the DSS/CSE will be heavily impacted with an influx of these recipients seeking the most inexpensive form of enforcement action available to them by applying for services at the DSS/CSE.

The Clerk of Court is currently directing its recipients to the DSS/CSE office for assistance in situations where the non-custodial parent's whereabouts is unknown and they need location assistance and/or they want to seek a review of the order for modification as allowed by the Statute.

The Program Administrator is currently developing a plan in conjunction with the Clerk of Court to lessen the impact of a flood of new clients needing enforcement services to DSS/CSE in January 2007. In part, the plan involves being proactive in encouraging a number of these recipients to take action prior to the January 2007 period to avoid the rush and delay in securing enforcement services to collect the child support needed for their children. The goal of the plan is as follows:

First Phase – (From July 1, 2006)

- Notify the Clerk of Court case recipients of the statutory change, what the effect will be to their case, what their options for enforcement actions will be at the effective date of January 1, 2007, and the potential for backlog and delay due to the number of cases needing such services immediately.
- Develop with the Court's Judicial Staff, a plan for the Court to handle the increasing number of hearings that will be necessary to expedite the process of intervening and the redirection of these cases to the DSS/CSE as required by the General Statute. It will be necessary to secure some additional hearing time to accommodate these cases for the transition as well as permanent additional Court time for the enforcement actions with will follow.

- Establish an assigned child support agent to handle and expedite the cases in a timely manner in which to comply with the Federal and State timeframe regulations for a IV-D child support case. This impacts incentive returns.
- Identify all recipients in cases that have had more than one delinquency occur requiring enforcement actions to be initiated by the Clerk within the most recent past 6 months. These are likely to be the first cases needing action for enforcement , and are most likely to be the lower income families that would apply for our services at DSS/CSE, and not able to pay an attorney.
- Prepare and mail notices to the identified case recipients.
- Provide the application for services with details for completion and notice of the fee required to open the case.
- Maintain a log of the recipients that respond and the action taken and its completion.

#### Second Phase

- Notice all remaining case recipients, same as above, including a second notice to any recipient that has not responded to the first mailing.

It is expected that a number of these case recipients will take advantage of the opportunity to avoid the rush and have the security of our services before January 1, 2007. January and February have proven history to be months of increased delinquency in support obligations due to the results of over-spending in the previous Christmas season. As well, weather factors are the typical excuse for delinquencies. A convincing factor to take advantage of the transition before January 1, 2007, will be to avoid three to four months of delinquency/without support which could occur in January 2007 due to the influx of applications for service on and after that date.

The State's generic caseload standard recommends an average of 325 cases per agent. The Enforcement Unit (which will get all of these Clerk's cases when transitioned) currently has 9 Child Support Agent IIs with caseloads averaging 393 cases per agent. This unit has been able to successfully manage and maintain this increased level after making significant improvements in daily operating procedures, developing a specialized agent to handle the modifications, and re-routing some clerical duties to a clerical employee. To maintain the current level of service and continue to increase the goals and incentive returns to support the program, 400 cases per agent is the limit without making service sacrifices. Based on 400 cases per agent, the Clerk's caseload of 980 cases translates into the need for two and one-half fulltime agents. It is feasible to expect about 20% of the 980 cases (196-200) will not need the services of the DSS/CSE or choose to remain a private case and hire an attorney for any assistance as may be necessary in the future. In this 20%, it would appear at this time, that a small number of these cases may be emancipated or satisfied and/or need to be closed as no other services are available to the parties. Therefore, that will leave approximately 800 cases that is expected to transition into DSS/CSE cases within 12 months. (The CSE Division is already experiencing and upward trend of cases transition for services.) This represents the need for two (2) fulltime Child Support Agent IIs to handle the caseloads of the expected 400 cases each.

We also have to consider growth. We are currently averaging a new case opening rate of 103 cases per month and have worked diligently to keep the entire caseload clean by closing cases as they fit the criteria, therefore maintaining the overall caseload within the same average as in calendar year 2005. This encompasses time, research and follow-up to accomplish this.

With the cases already being referred by the Clerk, and the proactive plan to solicit the recipients to make this transition to the DSS/CSE beginning in July, 2006, one full-time CSEII will be needed in the early months of the 2007 budget year and the second fulltime CSEII will be needed by January 2007. This will allow the CSE Division to be prepared to handle the influx of cases coming from the Clerk's caseload and handle them timely, with quality and timely services. That is what the citizens of Cabarrus County are accustomed to and what the CSE Division's standards are.

#### **CONSEQUENCES OF DENIAL:**

(Two CSE II's are being requested) Denial of two CSE II's will result in average caseloads of 482 cases per agent while the denial of one CSEII will result in average caseloads of 434 cases per agent. These figures are without projection of growth in new cases from other sources. Denial of the position would impact every aspect of the ability of the division to maintain the clean caseloads, therefore increasing the caseloads per agent to a level that is unmanageable in providing the current level of service, and will also have a serious impact on the incentive returns. It will increase the number of clients and absent parents to provide customer service to by each existing agent, therefore lowering the standard and time for which to serve each citizen. It will create backlogs in the enforcement actions that can be handled within a court session by each agent, therefore delaying the collection of the much needed support obligation for the children in these families. The children, therefore, sometimes do without necessities, and are forced to live in less than acceptable conditions. Both of the factors only point these families to return to the welfare roles, which we have worked so hard to reduce. The children do not deserve to suffer. Denial will also create more hostile clientele, therefore increasing the domestic violence factors among the families as well as hostile and dangerous behaviors when dealing with the existing staff.

These are all measures that can be avoided by the addition of this position to the current staff as proposed and will allow the CSE Division and the Dept of Social Services to provide and maintain the superior level of services our community and citizens deserve.

<b>RESOURCES REQUIRED</b>	<b>FY 2007</b>
Personal Services	46,473
Operations	0
Total	46,473
<b>REVENUES</b>	
Intergovernmental	46,473
Fees & Other	0
Total	0
<b>NET COUNTY COST</b>	<b>0</b>

**BOARD OF COMMISSIONERS:**      **Approved**

# PERSONNEL JUSTIFICATION

## FY 2007

**DEPARTMENT:** Social Services

**PROGRAM:** Child Support Enforcement

**MANDATED SERVICE:** See Program Summary.

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**PERSONNEL CHANGES AND JUSTIFICATION:** One Child Support Agent II from 1-1-07: On September 13, 2005, the NC General Assembly approved House Bill 1375 which includes several changes affecting child support. The provision directly affecting the powers of the Clerk of Court in reference to the monitoring and enforcement of child support orders was modified as follows:

(This modification was originally written for to be effective January 1, 2007, but due to a writing error, is shown in the past bill as July, 2007. This is being represented for correction in the short session to be changed back to January 2007 and is expected to be approved without any objection.)

The Clerk of Court will no longer have any obligation or power to provide enforcement of child support orders that are currently being monitored by the Clerk's Support Enforcement System. The recipients of these support obligations will have three options for enforcement when a delinquency occurs:

4. Hire an attorney to file a contempt action on their behalf and prosecute it in the civil court.
5. Properly prepare and file a contempt citation (for which there are no forms provided) with the Clerk of Court to be calendared in the civil court and prosecute it without the assistance of counsel.
6. Apply for full services at the DSS/CSE by completing the required application and paying the \$25.00 application fee.

The Clerk of Court will only maintain the official Court record in all cases.

The Cabarrus Co. Clerk of Court currently has 980 open cases on its Support Enforcement System that the Clerk monitors. This translates to the need for two full-time Child Support Agent II positions to handle these cases and comply with statutory requirements and Federal and State regulations for a child support case.

The Clerk's full enforcement obligations includes: issue contempt citations; assist in the hearing for contempt by providing payments records and offering any testimony as may be necessary in the prosecution; prepare orders from the hearing; issue income withholding notices to employers; document name, address, and employment changes; update the SES records; provide customer service by phone, mail, and in the office to all parties in the case; provide affidavits for lost of stolen checks; and, assist the State CSE office with financial adjustments as may become necessary. The obligations of the DSS/CSE include all the obligations listed above, and in addition, location services, verification and enforcement of medial insurance obligations, three year case reviews for modification of the support order, credit bureau reporting, state and federal tax reporting and interception, financial institution data match, location and verification of employment and employment resources, financial auditing, and requesting financial adjustments.

At the effect of this change, it is expected that the DSS/CSE will be heavily impacted with an influx of these recipients seeking the most inexpensive form of enforcement action available to them by applying for services at the DSS/CSE.

The Clerk of Court is currently directing its recipients to the DSS/CSE office for assistance in situations where the non-custodial parent's whereabouts is unknown and they need location assistance and/or they want to seek a review of the order for modification as allowed by the Statute.

The Program Administrator is currently developing a plan in conjunction with the Clerk of Court to lessen the impact of a flood of new clients needing enforcement services to DSS/CSE in January 2007. In part, the plan involves being proactive in encouraging a number of these recipients to take action prior to the January 2007 period to avoid the rush and delay in securing enforcement services to collect the child support needed for their children. The goal of the plan is as follows:

First Phase – (From July 1, 2006)

- Notify the Clerk of Court case recipients of the statutory change, what the effect will be to their case, what their options for enforcement actions will be at the effective date of January 1, 2007, and the potential for backlog and delay due to the number of cases needing such services immediately.
- Develop with the Court's Judicial Staff, a plan for the Court to handle the increasing number of hearings that will be necessary to expedite the process of intervening and the redirection of these cases to the DSS/CSE as required by the General Statute. It will be necessary to secure some additional hearing time to accommodate these cases for the transition as well as permanent additional Court time for the enforcement actions with will follow.

- Establish an assigned child support agent to handle and expedite the cases in a timely manner in which to comply with the Federal and State timeframe regulations for a IV-D child support case. This impacts incentive returns.
- Identify all recipients in cases that have had more than one delinquency occur requiring enforcement actions to be initiated by the Clerk within the most recent past 6 months. These are likely to be the first cases needing action for enforcement , and are most likely to be the lower income families that would apply for our services at DSS/CSE, and not able to pay an attorney.
- Prepare and mail notices to the identified case recipients.
- Provide the application for services with details for completion and notice of the fee required to open the case.
- Maintain a log of the recipients that respond and the action taken and its completion.

#### Second Phase

- Notice all remaining case recipients, same as above, including a second notice to any recipient that has not responded to the first mailing.

It is expected that a number of these case recipients will take advantage of the opportunity to avoid the rush and have the security of our services before January 1, 2007. January and February have proven history to be months of increased delinquency in support obligations due to the results of over-spending in the previous Christmas season. As well, weather factors are the typical excuse for delinquencies. A convincing factor to take advantage of the transition before January 1, 2007, will be to avoid three to four months of delinquency/without support which could occur in January 2007 due to the influx of applications for service on and after that date.

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We also have to consider growth. We are currently averaging a new case opening rate of 103 cases per month and have worked diligently to keep the entire caseload clean by closing cases as they fit the criteria, therefore maintaining the overall caseload within the same average as in calendar year 2005. This encompasses time, research and follow-up to accomplish this.

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#### **CONSEQUENCES OF DENIAL:**

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These are all measures that can be avoided by the addition of this position to the current staff as proposed and will allow the CSE Division and the Dept of Social Services to provide and maintain the superior level of services our community and citizens deserve.

<b>RESOURCES REQUIRED</b>	<b>FY 2007</b>
Personal Services	23,237
Operations	0
Total	23,237
<b>REVENUES</b>	
Intergovernmental	0
Fees & Other	0
Total	0
<b>NET COUNTY COST</b>	<b>23,237</b>

**BOARD OF COMMISSIONERS:**      **Approved**

## PROGRAM SUMMARY

### FY 2007

**DEPARTMENT:** Social Services

**PROGRAM:** Economic Services

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#### MANDATED SERVICE:

Services in the Economic Services area are mandated as follows:

(1) Administration of the Medicaid is mandated by Title XIX of the Social Security Act and NCGS 108A-25, which requires the acceptance and processing of applications, and the conducting of eligibility reviews within required time frames for anyone wishing to apply. (2) Administration of Special Assistance is mandated by GS 108A-25 and 40 which mandate that applications must be taken and processed, and reviews completed, as required by regulations. (3) North Carolina Health Choice for Children (NCHC) is mandated by Title XXI of the Social Security Act and 108A-71 in order to provide health insurance coverage for eligible uninsured children from birth through age 18. (4) Temporary Assistance to Needy Families (TANF) is mandated by Public Law 104-193, the Personal Responsibility and Work Opportunities and Reconciliation Act of 1996, and GS 108A-27. The Work First Program is the cash assistance component. (5) The Work Over Welfare (WOW) program is a Cabarrus County welfare reform initiative. It was revised and ratified without a sunset provision on June 12, 2003 by the NC General Assembly. (6) Administration of the Food Stamp program is mandated by G.S. 108A-14(3), 108A-25, 108A-51 and 7 U.S. Code 20(1) which require that applications must be taken upon request, with evaluation as to the severity of the applicants problem, and in some cases, must be available for the client to access through the Electronic Benefits Transfer (EBT) system within five (5) days. Under regular non-emergency circumstances, the application must be completed within thirty (30) days. Reviews are required by regulation. (7) Administration of the Food Stamp Employment and Training Program is mandated by CFR 47378 and G.S. 108A-25 and 51. (8) G.S. 108A-14(9) requires the department to assist and cooperate with the Department of Corrections and its representatives. (9) To administer the Low Income Energy Assistance Program is required by G.S. 108A-14(3), G.S. 108A-25 and P.L. 97-45.) (10) To conduct investigations and to pursue corrective action (including prosecution or civil action) in relation to public assistance fraud is required by G.S. 108A-39, 108A-53, 108A-64, 108A-25, Tittles IV-A and XIX of the Social Security Act and 7 U.S. Code 2011. (11) Article 4 of G.S. 108A requires the Department to provide for local appeals of terminations or adverse actions in public assistance cases. (12) The Department must provide Medicaid Transportation Services to persons who do not otherwise have transportation to doctors and medical facilities as required by Title XIX of the Social Security Act and Blue vs. Craig Court Order. (13) The Department is required to comply with all requirements (reception area, application/review processing timelines) of the Alexander vs. Flaherty Court Order (Settlement Agreement of August 1992).

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**MISSION STATEMENT:** *The Mission of Economic Services is to provide time-limited and ongoing medical, financial, and nutrition oriented assistance to eligible families with children and adults, with the goal being to improve and enhance their quality of life.*

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**PROGRAM SUMMARY:** Income Maintenance services are categorical public assistance programs. There are extensive, distinct regulations for the different programs that must be followed in determining and re-determining eligibility in each program area. These include such elements as age, health, income, and reserve. These items must almost always be verified by a third party, and a verbal statement from the client is rarely acceptable as verification. The average completion time for each application is currently 26.62 days, and certain program applications take longer. For example, a Medicaid application for a disabled individual can take up to ninety (90) days to complete, when disability must be established. In these disability cases, the state obtains medical reports from providers and determines the disability based on Social Security Disability guidelines. Once eligibility has been established and a case is approved, and it is learned that the applicant has not reported income, resources, or other necessary items of eligibility, a fraud referral is made.

There were 18,558 individuals receiving medical assistance from Medicaid or NC Health Choice being served by staff in Economic Services as of 12/05, with an additional 1257 received care through the Community Care Plan. Individuals receiving Medicaid (all programs) and NC Health Choice increased 7.42% from 17,621 to 18,928 (1307 individuals) since 1/05. This is due in some part to the increase in outreach provided by staff to better ensure that families eligible for Medicaid or NC Health Choice receive it. The economy has had a significant effect as well. There were 11,654 individuals receiving Food Stamps as of 12/31/05. This was an increase of 18.63% or 1,830 individuals since January 2005, when there were 9,824 individuals receiving Food Stamps. Food Stamp benefits authorized for 2005 totaled \$13,377,804. The State anticipates that the amount issued in benefits to our recipients in FY 07 will be \$18,132,566. This reflects a 35.54% increase over benefits issued in December 2005.

In 2005 the division experienced an overall caseload increase of 11.23%. Other changes in Medicaid and Food Stamp policy will lend itself to program growth, including the expansion of Medicaid to 200% of the Federal Poverty Level for children 0-5, implementation of the Family Planning Waiver which expanded Medicaid coverage to adults of child bearing age under 185%

of the Federal Poverty Level for family planning services, and the implementation of Medicare Part D benefits in January 2006, with enrollment than began in November 2005.

## **GOALS AND OBJECTIVES:**

### **Increased Family Support and Well-being**

- 1,038 Cabarrus County residents who were unable to remain in their own homes safely will be able to have quality care in long term care facilities through financial and supportive services, 526 in nursing homes, and 512 in adult care homes.
- 1,170 individuals each month will be able to maintain employment and to access medical care through provision of transportation services.
- 584 low-income families, many of them working, will have family stability and movement towards economic self-sufficiency through financial assistance and supportive services through the Work First Family Assistance program.
- 18,058 low-income uninsured persons will be provided access to health care and instruction on disease management through Medicaid, NC Health Choice, and the Community Care Program.

### **Increased Family and Intergenerational Prosperity**

- 9,994 low-income individuals will be provided the resources needed for adequate nutrition through the provision of Food Stamps.

### **Increased Departmental Effectiveness**

- An Automated Application Workgroup (built on Performance Team / Work Process Improvements Sub-group) will assess and develop a plan to automate applications, tracking the (State) NC FAST Project to assure consistency and coordination.

<b>PERFORMANCE DATA:</b>	<b>FY 2005 ACTUAL</b>	<b>FY 2006 ESTIMATED</b>	<b>FY 2007 ESTIMATED</b>
<b>Other Performance Data</b>			
Family Medicaid caseloads (cases)	8,969	9,507	9,980
Total Adult Medicaid cases	4,746	4,983	5,182
Total Adult Medicaid applications taken	2,031	2,063	2,133
Total Family Medicaid applications taken	10,518	10,518	11,043
Special Assistance applications taken	337	368	375
Cases receiving assistance with cost of care in nursing home (LTC) (average per month)	478	500	526
Cases receiving assistance with cost of care in Adult Care homes (Rest homes) (average per month)	482	505	512
TANF caseloads	303	320	336
Food Stamp cases	4,950	5,817	6,371***
Total Food Stamps applications taken	6,343	6,560	6,888
Children receiving NC Health Choice*	2,051	2,014	2,215
Total Medicaid Transportation Cases	1,149	1,172	1,185
% Increase (Reduction) in TANF caseloads	3.8%	5.6%	5%
% Processed timely: all programs	89.4%	90%	92%
% enrolled in Carolina Access – Medicaid Managed Care	81.96%	81.5%**	82%

\* Health Choice children 0-5 were moved to Medicaid effective 1/1/06.

\*\* 600+ children shifted to Medicaid were not linked to a provider under NCHC and have to be linked as they come on to Medicaid and are counted as unlinked until they are

\*\*\* Based on state projections of allotments issued in FY07 caseloads would be 6851 (this caseload est. is based on current average allotment per HH), if we were to assume this project is correct then additional staff would become necessary



**SUMMARY DETAIL**

<b>EXPENDITURE CATEGORIES</b>	<b>ACTUAL FY 2005</b>	<b>AMENDED FY 2006</b>	<b>DEPARTMENT REQUEST FY 2007</b>	<b>BOARD ADOPTED FY 2007</b>	<b>PERCENT CHANGE FY 2006 vs FY 2007</b>
Personal Services	2,491,872	2,780,321	3,165,814	3,123,733	
Operations	94,033	115,923	137,392	136,893	
Capital Outlay	0	0	0	0	
<b>Total</b>	<b>2,585,904</b>	<b>2,896,244</b>	<b>3,303,206</b>	<b>3,260,626</b>	<b>13%</b>
<b>REVENUES</b>					
Intergovernmental	1,856,136	2,089,731	2,344,918	2,306,923	
Fees & Other	186,699	133,203	127,772	127,772	
<b>Total</b>	<b>2,042,835</b>	<b>2,222,934</b>	<b>2,472,690</b>	<b>2,434,695</b>	<b>10%</b>
<b>FTE's</b>	<b>61.00</b>	<b>67.00</b>	<b>71.00</b>	<b>70.00</b>	

**FY 2007 HIGHLIGHTS, AND/OR SIGNIFICANT MODIFICATIONS:**

In partnership with numerous community agencies, Cabarrus DSS continued to receive grant funding for the Community Access Program from HRSA. The Community Care Program was established with this grant funding. This grant funds medical care for indigent people under 125% of the poverty level who do not qualify or cannot afford any other medical insurance program. As of 12/31/05 1257 were being served by the program, 3 workers spend a substantial portion of their time with this program. Federal grant funding for this program ended in September 2005. DSS and its partners are dedicated to providing services to these needy individuals and their families so that the program can continue. Because of the value of the program in providing access to medical care to uninsured persons, as well as in reducing costs of Medicaid, the Department has continued to budget the non-federal share of cost for the three IMC's to county match.

In partnership with the Cabarrus Community Care Plan, which pays half of the DSS Managed Care Coordinator's salary, we have continued to increase participation in Carolina ACCESS III, Medicaid's managed care program pilot, and as of the end of December, 2005, there was 81.75% participation in the managed care program by clients.

In partnership with NEMC, who is providing the county match for 3 income maintenance caseworkers, we have continued to serve those in need affording them convenient access to Medicaid while they are in the hospital.

In addition to out-posting at NEMC, we continue to have a presence at the Community Free Clinic and Employment Security Commission and will out-post at the Community Health Center on at least a part-time basis when it opens in 2006.

**FY 2006 ACCOMPLISHMENTS:**

In 2005 the division experienced an overall caseload increase of 11.23%.

Medical coverage provided to individuals receiving Medicaid (all programs) and NC Health Choice increased from 17,621 to 18,928 by 7.42% or 1307 individuals since 1/05. From July 04 to June 05 recipients served by the Division increased by 6.21% going from 16,693 to 17,727

Nutritional support was provided to 11,654 recipients as of 12/05. 5,540 households received \$1,218,721 in benefits in Dec 05. There were 10,427 recipients as of 6/30/2005.in 4,950 households.

# PERSONNEL JUSTIFICATION

## FY 2007

**DEPARTMENT:** Social Services

**PROGRAM:** Economic Services

**MANDATED SERVICE:** See Program Summary.

**PERSONNEL CHANGES AND JUSTIFICATION:** This personnel request is for an additional IMC II position (one of three requested) to determine and re-determine eligibility for clients. Productivity in the division averages 133.49% for the period 1/05-12/05, which has increased slightly over last year's productivity average of 130.6%, while quality and timeliness have not increased to the same degree and are still not expected levels. Division IMC II staff worked 1,007.88 overtime hours to perform mandated job duties 01/05-12/05. In October 2005, caseloads had reached a 530 and had climbed to 558 per worker by December 2005. We requested additional staff in December 2005 and 4 workers were approved, with an anticipated start date of March 2006. Using an 8 month average increase of 1% per month we projected that by not adding these 4 staff caseloads would be at 557 per worker in March 2006. Looking at our increase over the past year it is anticipated that cases will have increased to an approximate caseload size of 23,054 by July 2007, which would result in a caseload of 501 with 2 additional positions or 490 with 3 addition positions. 450 cases is thought to be the maximum caseload that an IMC can carry effectively. It is our hope that with this position, the training positions already in place and the added Program Manager position focusing on program specific objectives that we will be able to give workers the necessary resources and support to handle these cases effectively.

Utilizing resource management data from the past six months we have determined that an additional 7.23 IMC II's would be needed to bring productivity, timeliness and quality to state recommended ranges. Our staff has consistently worked above the state recommended range in completing work, though timeliness and accuracy are not at acceptable levels.

**CONSEQUENCES OF DENIAL:** Denial could result in the inability of staff to provide this most necessary service at the department. It could result in the overpayment of benefits to recipients, errors in processing cases resulting in county responsible errors, delays in delivery of services to the increased demands of the clients coming to the department for services. We are at substantial risk for payback of state federal funds in error cases. Failure to approve the position will impact the agency's ability to respond to clients requesting financial assistance and complete applications and reviews timely. When applications are completed late the agency is subject to penalties. When reviews are completed late the client may experience a lapse in coverage and the agency is open to penalties for late reviews. When applicants have to wait longer because workers have too many clients to see, they can become unruly.

RESOURCES REQUIRED	FY 2007
Personal Services	38,569
Operations	0
Total	38,569
REVENUES	
Intergovernmental	*29,330
Fees & Other	0
Total	29,330
NET COUNTY COST	9,239

\*Based upon projected revenues of 78% for FY06

**BOARD OF COMMISSIONERS:**      **Approved**

# PERSONNEL JUSTIFICATION

## FY 2007

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**BOARD OF COMMISSIONERS:**      **Approved**

# PERSONNEL JUSTIFICATION

## FY 2007

**DEPARTMENT:** Social Services

**PROGRAM:** Economic Services

**MANDATED SERVICE:** See Program Summary.

**PERSONNEL CHANGES AND JUSTIFICATION:** This personnel request is for an additional IMC II position (one of three requested) to determine and re-determine eligibility for clients. Productivity in the division averages 133.49% for the period 1/05-12/05, which has increased slightly over last year's productivity average of 130.6%, while quality and timeliness have not increased to the same degree and are still not expected levels. Division IMC II staff worked 1,007.88 overtime hours to perform mandated job duties 01/05-12/05. In October 2005, caseloads had reached a 530 and had climbed to 558 per worker by December 2005. We requested additional staff in December 2005 and 4 workers were approved, with an anticipated start date of March 2006. Using an 8 month average increase of 1% per month we projected that by not adding these 4 staff caseloads would be at 557 per worker in March 2006. Looking at our increase over the past year it is anticipated that cases will have increased to an approximate caseload size of 23,054 by July 2007, which would result in a caseload of 501 with 2 additional positions or 490 with 3 addition positions. 450 cases is thought to be the maximum caseload that an IMC can carry effectively. It is our hope that with this position, the training positions already in place and the added Program Manager position focusing on program specific objectives that we will be able to give workers the necessary resources and support to handle these cases effectively.

Utilizing resource management data from the past six months we have determined that an additional 7.23 IMC II's would be needed to bring productivity, timeliness and quality to state recommended ranges. Our staff has consistently worked above the state recommended range in completing work, though timeliness and accuracy are not at acceptable levels.

**CONSEQUENCES OF DENIAL:** Denial could result in the inability of staff to provide this most necessary service at the department. It could result in the overpayment of benefits to recipients, errors in processing cases resulting in county responsible errors, delays in delivery of services to the increased demands of the clients coming to the department for services. We are at substantial risk for payback of state federal funds in error cases. Failure to approve the position will impact the agency's ability to respond to clients requesting financial assistance and complete applications and reviews timely. When applications are completed late the agency is subject to penalties. When reviews are completed late the client may experience a lapse in coverage and the agency is open to penalties for late reviews. When applicants have to wait longer because workers have too many clients to see, they can become unruly.

<b>RESOURCES REQUIRED</b>	<b>FY 2007</b>
Personal Services	38,569
Operations	0
Total	38,569
<b>REVENUES</b>	
Intergovernmental	*29,330
Fees & Other	0
Total	29,330
<b>NET COUNTY COST</b>	<b>9,239</b>

\*Based upon projected revenues of 78% for FY06

**BOARD OF COMMISSIONERS:**      **Approved**

# PERSONNEL JUSTIFICATION

## FY 2007

**DEPARTMENT:** Social Services

**PROGRAM:** Economic Services

**MANDATED SERVICE:** See Program Summary.

**PERSONNEL CHANGES AND JUSTIFICATION:** Request for one Income Maintenance Supervisor III (IMS III) position.

This position will work in conjunction with the existing IMS III position and will be used to resolve ongoing issues with timeliness and quality by supervising unit of IMS II's and IMC III's (lead workers) for all Medicaid programs, as well as, NC Health Choice and the Community Care Plan and will be responsible for directing the appropriate training for these units and the staff assigned to them. This will allow the other IMS III position to focus on the Food Stamp Program and its staff. This position will ensure that Medicaid training is systematic and structured. Standardizing training will ensure that all staff receives training that is timely and appropriate. The division has experienced an increase in workloads over the past several years and while staff has been added, limited management staff has been added. Of the 42 IMC II's currently on staff, 21.4% (9) have been in their current positions less than one year and an additional 10 (23.8%) have been in their current positions less than 2 years. 45.23% of current division staff thus have 2 years or less in their current positions and have been with the county for less than 2 years. In addition, the division has 4 vacancies, which we expect will be filled with individuals who have little to no IMC experience as that has been the growing trend. The existing quality and assurance unit has provides training but it is difficult to ensure all needs are met when all training is coordinated through one unit. Supervisors struggle to provide minimal training for staff during a time when turnover has been high and units were too large to effectively supervise until recently. This position will step in to ensure that training is received by all who need it, by coordinating or conducting training based on needs supervisors detect and case monitoring indicate.

In addition to ensuring training needs of staff is addressed, this position will supervise the IMS II's and the IMC III's in checking records, and in ensuring standardization of quality control efforts enacted by the division. Quality and timeliness have continued to be problematic with an overall quality average in 2005 of 87.41% and timeliness at 90.49% for 2005. FS benefits authorized for the period 1/05-12/05 exceeded \$13 Million, and the Medicaid Program exceeded \$58 Million. It is essential that every effort is made to ensure that benefits are issued in an appropriate and correct manner, thereby reducing county costs and potential for fraud, which will be another focus of this position – ensuring that front end investigations are conducted to assist the fraud investigator in pursuing any potential fraud or over issuance of benefits.

**CONSEQUENCES OF DENIAL:** The Quality & Assurance unit and supervisors will continue to provide training, but will continue to have difficulty ensuring the needs of all staff are met and that all staff have the full training needed to ensure that appropriate benefits are given. Monitoring will continue to be done, but will not be as targeted and focused as it would be were it directed by a team whose sole focus is Medicaid and whose priorities are not torn between the two program areas, Medicaid and Food Stamps. The risk for county errors and paybacks remain.

RESOURCES REQUIRED	FY 2007
Personal Services	49,854
Operations	0
Total	49,854
REVENUES	
Intergovernmental	37,995
Fees & Other	0
Total	37,995
NET COUNTY COST	11,859

\*Based upon FY06 projections to date

**BOARD OF COMMISSIONERS:** Denied

# PROGRAM SUMMARY

## FY 2007

**DEPARTMENT:** Social Services

**PROGRAM:** CAP Program

**MANDATED SERVICE:**

The following services are mandated:

- In-Home Aide Services are provided as a part of the Home and Community Block Grant (HCCBG) through GS 143-B-181.1 to help prevent placement in Adult Care Homes.
- Personal Care Services became a covered service under the NC Medicaid program effective 1/1/86.  
The following program is not mandated:
- The Community Alternatives Program for Disabled Adults (CAP/DA) was enacted by the General Assembly through House Bill 405 in 1981. In 1987 the Cabarrus County Board of Commissioners designated the Department of Social Services as the lead agency for the CAP/DA Program in this county to provide social work services.

*MISSION STATEMENT: To deliver services to disabled clients for the purpose of improving the quality of their lives and to allow them to remain in an independent living arrangement for as long as possible.*

**PROGRAM SUMMARY:** The agency became a licensed Home Care agency July 1992 to provide In-Home Aide (IHA) Services.

*These Community Alternatives (CAP) Program and Personal Care Services offers a wide range of services to meet the needs of the elderly, disabled adults and disabled children. Collectively these programs serve over 396 individuals annually and impact an even greater number of caregivers and other family members such as children, spouses, parents, siblings, etc. Currently staffing for these services include 3 supervisors, 13 social workers, one personnel clerk, one bookkeeper, and 168 Community Social Services Assistants (165 part time in-home aides contracted through Good Health Services and 3 part time in-home aides in the 102 category).*

Medicaid allows the lead agency to provide and bill for CAP/DA services for the following: Case Management Services, In-Home Aide Services, Home Mobility Aids, Waiver and Regular Medical Supplies (incontinent undergarments, underpads, ensure, pill boxes, insulin syringes, chem. strips, lancets, dressing supplies, ostomy supplies, catheter supplies, trach supplies, etc.). The program requires RN supervision of IHA's providing Level III Personal Care and Social Worker II supervision of all IHA's. Other program expenses include training, lift belts, gloves and travel for the aides. This program is designed to address the following broad goals and priorities:

1. To assure the health, safety and well being of CAP clients and to prevent placement in nursing homes.
2. To aid the individual and his family or both to remain and function at home as long as possible.
3. To enhance the functional ability in the community by providing IHA services.
4. To promote and strengthen family stability by relieving caregivers.
5. To achieve and maintain appropriate levels of care, including attainment of personal self-sufficiency.
6. To support the achievement and maintenance of economic security and basic material well-being.

The following is a brief description of the major program services:

**In-Home Aide Services:** funded through the Home and Community Care Block Grant, help to assist elderly adults in remaining at home to avoid Adult Care Home placement. Through this service, an In-Home Aide (IHA) may assist the client with home management and personal care tasks. Without these services, many of the clients would need Special Assistance to pay for adult care home placement at \$1,149 monthly plus the Medicaid allowance for basic personal care services and enhanced care.

**In-Home Aide Services:** funded through the Community Alternatives Program for Disabled Adults (CAP/DA), help frail elderly and disabled adults to remain at home as long as possible to prevent nursing home placement. With this program, the IHA serves clients who have needs for specialized home management and personal care tasks. These disabled individuals have medical needs to the extent that they qualify for nursing home admission based on State standards. However, the CAP/DA program allows them to utilize a coordinated network of public and private community resources to meet their social and medical needs safely in their own homes. During FY05, 261,392 hours of IHA services were billed to Medicaid. Revenues from this program cover program expenses.

**Personal Care Services (PCS):** funded by Medicaid provides IHA services to elderly and disabled adults who are in need of assistance with personal care tasks such as bathing, grooming, and dressing. Effective 12-1-05, changes in the PCS program were implemented. Total hours of service were decreased from 80 hours to 60 hours per month. Personal care has to comprise at least 50% of service hours, with each personal care task having pre-determined allowable times to provide that particular service. Services must be approved by physician and monitored by registered nurse. The agency began providing this service effective 10/01.

**Social Work Services:** funded by Medicaid through CAP/DA are directed toward empowering disabled and aged individuals to remain at home and avoid nursing home placement by arranging for an array of services. CAP/C case management services are also provided to children when approved by the State. Social work staff are responsible to develop service plans to show how needed services (based on assessments) will be provided. Social work staff has the responsibility for monitoring all services provided to CAP clients to assure the services are sufficient in quality and quantity to guarantee the health, safety and well being of each individual o the program, and to assure there is no duplication of services. Social workers review all bills to confirm that the client has received services according to the plan developed. At-Risk Case Management for Adults also funded by Medicaid is directed towards working with clients whose current situation places them at risk for the need for Adult Protective Services.

## GOALS AND OBJECTIVES:

### Increased Family Support and Well-Being

- 90% of the 561 aged or disabled adults and children who desired to remain in their own home with in-home services will avoid placement in long-term care through the provision of these services.
- Through careful assessing and case management, the Department will assure that all 39 adults impacted negatively by the Medicare D prescription drug program receive adequate services to delay or prevent untimely placement in long-term care.

<b>PERFORMANCE DATA:</b>	<b>FY 2005 ACTUAL</b>	<b>FY 2006 ESTIMATED</b>	<b>FY 2007 ESTIMATED</b>
IHA hours provided through Medicaid (CAP/DA)	184,782	184,458	186,500
IHA hours provided through HCCBG	9,254	9,302	10,232
IHA hours provided through PCS	15,477	13,644	15,008
Supervisory visits for in-home aides	1,009	1,084	1,192
Case management hours provided by SW's	11,671	12,124	12,730
CAP/DA clients served	362	406	441
CAP/C clients served	7	9	10
HCCBG clients served	26	50	55
PCS clients served	32	47	55

## SUMMARY DETAIL

<b>EXPENDITURE CATEGORIES</b>	<b>ACTUAL FY 2005</b>	<b>AMENDED FY 2006</b>	<b>DEPARTMENT REQUEST FY 2007</b>	<b>BOARD ADOPTED FY 2007</b>	<b>PERCENT CHANGE FY 2006 vs FY 2007</b>
Personal Services	3,316,176	3,540,841	3,553,396	3,542,477	
Operations	316,125	338,985	327,750	327,835	
Capital Outlay	0	0	0	0	
<b>Total</b>	<b>3,632,300</b>	<b>3,879,826</b>	<b>3,881,146</b>	<b>3,870,312</b>	<b>0%</b>
<b>REVENUES</b>					
Intergovernmental	157,312	157,435	170,121	170,121	
Fees & Other	3,790,332	3,858,677	3,845,848	3,845,848	
<b>Total</b>	<b>3,947,644</b>	<b>4,016,112</b>	<b>4,015,969</b>	<b>4,015,969</b>	<b>0%</b>
<b>FTE's</b>	18.98	18.98	18.98	18.98	

**FY 2007 HIGHLIGHTS, AND/OR SIGNIFICANT MODIFICATIONS:**

- To avoid placement of CAP/DA clients terminated due to their inability to meet Medicaid deductibles, the department will closely assess and provide IHA services and social work services through other programs. For adults over 60 years of age, HCCBG and collaborative efforts with the Department of Aging will be utilized. For adults under 60 years of age, SSBG will be utilized to provide enough services to avoid or delay placement in long-term care.

**FY 2006 ACCOMPLISHMENTS:**

- During FY2005, Cabarrus County was one of two counties in the State to receive a federal Medicaid waiver approval to provide consumer directed services, where the client directs their own plan of care, rather than a CAP case manager. DSS is partnering with the Department of Aging to provide these consumer directed services throughout the in-home services spectrum. So far in FY06, nine clients have been served through consumer directed services.
- Effective January 1, 2006, the Medicare D prescription drug program had a significant impact on the CAP/DA program. Prescription drugs had previously been used to meet deductibles for Medicaid, which allowed CAP clients to receive a wide array of services once they purchased their drugs on the first of each month. These prescription drugs are not Medicaid covered as of 1-1-06, and cannot be used to meet the deductible. This has caused terminations of 39 CAP/DA clients, which has caused the department to seek other services and mobilize efforts to ensure that these clients receive adequate services to avoid placement in nursing homes or become protective services cases.



## PROGRAM SUMMARY FY 2007

**DEPARTMENT: Social Services**

**PROGRAM: Adult and Family Services**

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**MANDATED SERVICES:**

1. Protective Services for Adults is mandated by GS 108A, Article 6 and requires the Department to provide essential services to disabled adults. Evaluation of reports are required to occur immediately in the event of an allegation of danger of death; within 24 hours if there is an allegation of danger of irreparable harm; and within 72 hours if there is no allegation of danger.
2. Guardianship Services are mandated by GS 108A-15 and 35A and are provided by the Department upon orders of the court. Guardianship involves legal proceedings in which an adult is declared incompetent by the court and another party is given the responsibility for duties involving the adult's personal affairs and/or property. The nature and scope of the Guardian's responsibilities are determined by the court based on applicable provisions of the law and the circumstances of the individual case. Guardianship Services are an integral component of Protective Services for Adults where it is appropriate.
3. In-Home Services - Homemaker and Chore are required by G.S. 108A-14(3) and 10 NCAC 06 A, D, U, and X. They are often used to provide essential services required in Adult Protective Services cases. Services are provided to the extent that federal and state funding is available.
4. Individual and Family Adjustment Services are mandated under G.S. 108A-14(3) and 10 NCAC 06F and provide assistance to individuals and family members in helping them cope with various problems and utilize community resources.
5. Adult Placement Services are mandated by G.S. 108A-14(8) and G.S. 131-D and require that the Department is to supervise adult care homes for aged or disabled persons under the rules and regulations of the Social Services Commission.
6. Protective Payee Services are mandated by GS 108A-37 and 38 in order for the Department to serve as personal representative for some clients where there is the possibility of mismanagement of public assistance.
7. Adult Day Care Services are mandated by 10 NCAC 06R which stipulates that the Department is responsible for certification reviews and monitoring of adult day care programs in the County.
8. Adult Care Home Case Management Services are mandated by 10 NCAC 06D. In the 1995 session of the General Assembly, a series of initiatives were enacted to improve the care provided to residents in adult care homes. The General Assembly authorized the use of Medicaid funding for case management for selected Special Assistance/Medicaid eligible residents of assisted living facilities. This service helps residents to obtain the assistance they need and prevent nursing home level placements.
9. The Work First Program is a mandated service under the Personal Responsibility and Work Opportunity Reconciliation Act of 1996 (P. L. 104-193) and GS 108A-25.
10. The Work Over Welfare (WOW) program is a Cabarrus County welfare reform initiative. It was revised and ratified by the NC General Assembly without a sunset provision on June 12, 2003. (This program is not otherwise mandated by State policy or federal regulation.)
11. The Department is required to administer funds (County General Assistance) provided by the Board of Commissioners for the care of indigent persons in the county and under policies approved by the county Board of Social Services under GS 108A-14(4).
11. The Department is required to administer Child Day Care Subsidy services under the provisions of 10 NCAC 71W.
12. The Department administers the Crisis Intervention Program (G. S. 108A-14(3), G. S. 108A-25.
13. The Department must execute specified responsibilities in relation to unclaimed bodies under G.S. Chapter 130A-415.

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**MISSION STATEMENT:** *The mission of the Adult and Family Services Division in Cabarrus County is to provide protection of disabled adults, provide services to elderly and disabled adults at adequate levels to meet their needs and avoid premature placement in long-term care, avoid whenever possible, dependence on cash public assistance, and to ensure that everyone who is able and is required to work, has that opportunity, and can provide for their families with limited or no public assistance.*

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**PROGRAM SUMMARY:**

**Protective Services for Adults:** This service is provided to disabled individuals 18 years of age or older who may be experiencing a situation where they are being abused, neglected, or exploited. Social workers evaluate reports to determine the degree of risk to the disabled or elderly adult and then provide protection to the individual, which can include working with the family to help them overcome problems they are experiencing can contribute to the protective services situation.

**Guardianship Services:** Guardianship services are provided to disabled or older adults who are mentally incompetent and cannot make responsible decisions concerning their person and/or property. This service assists in assuring that these individuals are provided with essential, life sustaining services.

**In-Home Services:** These services are case managed by a social worker and provided by an in-home aide to provide assistance to dependent physically or emotionally ill, handicapped adults in their own homes. These services offer supportive help in the areas of good health practices, maintaining adequate housing, and consumer education.

**Individual and Family Adjustment Services:** These services are provided by social workers and include counseling to help a family or individual in identifying problems, exploring options, and choosing solutions for themselves. Problem areas include household management, family life, substance abuse, mental illness or retardation.

**Adult Placement Services and Foster Care Licensure:** These services are provided by social workers and prepare individuals and their families for rest home or nursing home placement. They provide for supportive services to aid the client in adjusting to group living. These services also provide for routine monitoring of adult care homes by social workers to ensure that they are operating under State licensing standards. Violations are handled through corrective actions, and reported to the NC Division of Facility Services.

**Protective Payee Services:** This service is provided to those adults who cannot manage their own funds. This may occur in adult protective services, adult foster care, or in-home service cases. The Department manages SSI, Social Security, and VA benefits for these individuals, and uses these funds to pay for these clients in nursing homes, adult care homes, and independent living arrangements. Some clients live in their own homes, but cannot manage any of their financial affairs due to the possibility of misuse, or mental limitations.

**Adult Day Care Services:** These services include determining client eligibility determination as well as monthly supervision of centers to ensure that care is being provided in accordance with State certification standards. This service can help some disabled and older adults remain at home and avoid placement.

**Adult Care Home Case Management Services:** This service is provided to selected Special Assistance/Medicaid residents of adult care homes in the county. The General Assembly authorized the use of Medicaid funding with a 50% Federal Medicaid, 25% State, and 25% local match. The social worker is responsible for assessing the resident's abilities and needs, and then obtaining and coordinating the services needed to prevent the resident from needing a higher level of care (nursing home).

**At-Risk Case Management Services:** This service uses Medicaid funds to pay for case management services and counseling for children and adults at risk of abuse, neglect, dependency, or exploitation. This service is preventive in nature in that it helps families who are already experiencing problems to overcome their difficulties before the situation deteriorates to a protective services situation. This service also seeks to treat families through improved problem solving to empower them to manage crisis situations in the future without assistance from the Department.

**SA-In Home Program:** This is a service that assists individuals who are in need of assisted living care but who desire to remain in their own homes as an option to facility placement. Eligibility for this service is based on the need for rest home care, which is determined by a medical form completed by a physician, as well as eligibility for full Medicaid benefits, and by the assessment of a social worker, the identification of services which can enhance their ability to remain safely in their own home. Individuals eligible for this service receive a Special Assistance check to bring their total income up to the established Federal poverty level.

**Work First Employment Services:** Work First Employment Services has been in effect in North Carolina since August 1, 1996, when it was implemented under federal waivers to AFDC program requirements. (It subsequently became a central component of the State's federal TANF Block Grant program.) It requires applicants and recipients to take personal responsibility for their lives by registering for work at the time of their application for public assistance. It also requires them to look for and accept full-time work and/or work-related activities, sets a two (2) year time limit for cash assistance, establishes a family cap on additional cash benefits for children, and requires a substance abuse assessment for all participants. It requires teen parents to remain in school to get a diploma, limits with whom they can live, and requires a payee for their cash benefits. The program also includes incentives for getting and staying employed. New applicants sign Mutual Responsibility Agreements, which gives a detailed plan of action for their moving toward employment and self-sufficiency. Sanctions for non-cooperation are stricter, with a 25% reduction in their benefits for three (3) months for the first violation, and pay after performance for a minimum of three (3) months for second and subsequent violations. If they do not comply for three (3) consecutive months, their Work First case will be terminated.

**Services to Families Under 200% of the Federal Poverty Level:** These are preventive services that are provided to families who are either seeking work or are working at very low wage jobs and are at risk of either losing their job due to circumstances or going on public assistance. Assistance through this program is both service and short-term financial and are directed at keeping the individual employed and the family off public assistance.

**Work Over Welfare (WOW):** On June 12, 2003, the NC General Assembly revised and extended Cabarrus County's Work Over Welfare (WOW) Program with no sunset provision. The most significant alterations being that it 1) terminates cash assistance following any month that a recipient does not comply with WOW requirements, 2) gives a 3 month exemption, with an 6 week return to work option without losing the exemption, for a mother with a new born child, and 3) increases Benefit Diversion to a maximum of \$1,200.00 to assist a family in getting through a crisis situation without going on public assistance, and 4) allows Work First funds that would be designated for cash assistance to be transferred to the Social Services Block Grant, and used to help pay the cost of adoptions of Work First children when there is no parent in the household.

## **GOALS AND OBJECTIVES:**

### **Increased Family Support and Well-being:**

- Continue to pursue additional funding for Child Day Care funds to avoid terminations and to eliminate the waiting list, including advocating with NC DHHS for use of federal IV-E waiver funds, and with the General Assembly for the appropriation of additional funding..

### **Increased Family and Intergenerational Prosperity**

- Pursue additional resources and request additional funds from County in FY07 budget to support transportation for employment working with the Transportation Department.

<b>PERFORMANCE DATA:</b>	<b>FY 2005 ACTUAL</b>	<b>FY 2006 ESTIMATED</b>	<b>FY 2007 ESTIMATED</b>
486, or 90% of the 540 aged/disabled clients who desired to remain in their own homes and who received in-home services from the Department will have avoided institutional placement throughout CY06	N/A	480	486
922 Cabarrus County residents (and 93 requiring enhanced care for special needs) who were unable to remain in their own homes safely will be able to have quality care in long term care facilities through financial and supportive services.	N/A	927	922
51 individuals each month will be able to maintain employment and to access medical care through provision of transportation services	N/A	45	51
100% of 1,046 low-income families will be able to avoid dependence on cash public assistance, to maintain employment, and to have their children in safe, quality child care due to the provision of child day care subsidies and resource and referral services.	890	1,110	1,046
162, or 72% of 225 individuals annually who would have qualified for ongoing cash welfare assistance (WFFA) will be diverted from dependence on this ongoing cash assistance program through the provision of intensive short-term assistance, employment services, and a job, thus breaking the inter-generational cycle of welfare dependency	N/A	190	162
Abuse, neglect, or exploitation will be prevented or corrected for 100% of the 120 aged/disabled adults of Cabarrus County whose situation was reported to the agency.	99	108	120
5,197 families who come to the agency in crisis situations will have the dangerous or family-destabilizing condition eliminated through the provision of emergency assistance, referral to partner agencies, and other appropriated services.	N/A	4,260	5,179

<b>PERFORMANCE DATA:</b>	<b>FY 2005 ACTUAL</b>	<b>FY 2006 ESTIMATED</b>	<b>FY 2007 ESTIMATED</b>
497 elderly and disabled adults residing at 12 Adult Care homes in Cabarrus County will be assured safe and proper care through 520 monitoring and complaint investigation visits by social work staff to ensure that homes are operating by state standards.	N/A	485	497
<b>Other Workload and Performance Measures</b>			
Adult Protective Services reports	114	125	140
Number of Guardianship cases maintained by Department	40	50	60
Clients who have Dept. serving as Protective Payee for check	67	91	105
Average number of cases for Adult Services workers	47	48	43
Average number of cases for Employment workers	39	29	30
Number of Work First clients going to work	81	72	75
Clients avoiding rest home placement through SA Demo project	44	55	65
Number of potential protective services cases avoided through provision of At-Risk Case Management Services to adults and children	26	40	50

#### **SUMMARY DETAIL**

<b>EXPENDITURE CATEGORIES</b>	<b>ACTUAL FY 2005</b>	<b>AMENDED FY 2006</b>	<b>DEPARTMENT REQUEST FY 2007</b>	<b>BOARD ADOPTED FY 2007</b>	<b>PERCENT CHANGE FY 2006 vs FY 2007</b>
Personal Services	1,422,756	1,583,479	1,688,635	1,670,442	
Operations	61,103	72,315	73,916	73,004	
Capital Outlay	0	0	0	0	
<b>Total</b>	<b>1,483,859</b>	<b>1,655,794</b>	<b>1,762,551</b>	<b>1,743,446</b>	<b>6-%</b>
<b>REVENUES</b>					
Intergovernmental	760,724	763,592	789,766	789,766	
Fees & Other	115,712	67,373	74,250	74,250	
<b>Total</b>	<b>876,436</b>	<b>830,965</b>	<b>864,016</b>	<b>864,016</b>	<b>4%</b>
<b>FTE's</b>	<b>24.00</b>	<b>27.00</b>	<b>28.00</b>	<b>28.00</b>	

#### **FY 2007 HIGHLIGHTS, AND/OR SIGNIFICANT MODIFICATIONS:**

- Due to an increase in adults with multiple needs who are disabled, the Employment/Preventive Services unit will work to modify their services with Employment social workers provided at-risk case management services to adults in addition to their employment workload.
- The Adult Protective Service unit anticipates an increase in cases involving adults with serious mental problems that are not being housed at state mental hospitals. This has started increasing in FY06, and it is anticipated that it will continue to grow in FY07, with these cases ending in Guardianship responsibility for DSS.

#### **FY 2006 ACCOMPLISHMENTS:**

- In July 2005, Adult services staff worked closely with Division of Facility Services to protect elderly and disabled adults by closing Concord Retirement Center. This resulted in relocated approximately 20 adults to other facilities in the area whether they could receive safe care. This involved a close working relationship with DSS, city and county government, the regional ombudsman, the adult care home community advisory committee, and neighborhood residents who were concerned about the facility.

## PERSONNEL JUSTIFICATION

### FY 2007

**DEPARTMENT:** Social Services

**PROGRAM:** Adult and Family Services

**MANDATED SERVICE:** Adult Care Home-Case Management Services are mandated by G. S. 143B-153; 10NCAC 42A.0700 in order to coordinate to improve the overall quality of care for Special Assistance/Medicaid eligible residents of adult care homes. In-Home Services are mandated through GS 143B-153. They are mandatory and often used to provide essential services required in Adult Protective Services cases. Services are provided to the extent that federal and state funding is available.

**PERSONNEL CHANGES AND JUSTIFICATION:** This request is to convert a temporary agency temp Social Worker II to a permanent Social Worker II position. The conversion is requested due to the cost savings projected.

The CAP/Supportive Services Unit has the responsibility of ensuring that elderly and disabled adults in the county are cared for safely and effectively whether they are in their own home or an adult care home. An important piece of the supportive services is the Provision of Adult Care Home-Case Management Services. These services provide additional enhanced support of eligible residents who are seriously impaired and require more extensive assistance in order to have their needs adequately addressed. At the present time, there is one permanent county social worker and one temporary social worker providing these services in this unit, and are carrying caseloads averaging 51 cases each. The State recommends a caseload size of 30 for social workers in this area. The aging and disabled population has continued to increase as the general county population increases, and there is no indication that there will be a lessening in these numbers. To maintain more stability and quality in these important mandated jobs, it is in the best interest to make the temporary social worker a permanent county Social Worker II position. There has been turnover in these jobs, as the temporary staff seeks permanent employment elsewhere.

**CONSEQUENCES OF DENIAL:** Denial of this would cause considerable deficits in the unit, as new temporary staff would need initial and ongoing training before managing this job. This would leave this additional workload for staff that are already managing caseloads much higher than State recommended standards.

<b>RESOURCES REQUIRED</b>	<b>FY 2007</b>
Personal Services	46,473
Operations	(23,544)
Total	22,929
<b>REVENUES</b>	
Intergovernmental	1,271
Fees & Other	0
Total	1,271
<b>NET COUNTY COST</b>	<b>21,658</b>

**BOARD OF COMMISSIONERS:**      **Approved**

## PROGRAM SUMMARY

### FY 2007

**DEPARTMENT:** Social Services

**PROGRAM:** Emergency Assistance

**MANDATED SERVICE:** The Aid to Families with Dependent Children-Emergency Assistance (AFDC-EA) program, mandated under Title IV-A of the Social Security Act and GS 108-25, has been replaced by Public Law 104-193, the Personal Responsibility Work Opportunities and Reconciliation Act of 1996, and Senate Bill 352. Under these changes, funds for emergency assistance, employment services, and financial assistance to families with children are combined in a block grant to states. Counties may elect to offer emergency assistance under current regulations, alter program criteria, or eliminate emergency assistance altogether. Cabarrus County DSS, in its SFY 2003-05 Work First Block Grant Plan, requested that the emergency assistance program be continued with increased funding and altered criteria consistent with the local emphasis on employment and self-sufficiency.

The Crisis Intervention Program (CIP) is mandated under Public Law 97-45 and GS 108A-25. This program is a categorical public assistance program, which mandates that departments of social services must provide assistance to all who qualify until federal funding is exhausted.

The General Assistance (GA) Program is partially mandated. Funds are utilized to meet reasonable efforts requirements of P. L. 96-272 and to meet the requirements of G. S. 108A-1-9, in that essential services be provided to those in need of social services who lack the ability to pay.

The TANF Domestic Violence fund is mandated by the State due to an option given to them through the Personal Responsibility and Work Opportunity Reconciliation Act of 1996. It provides for funding to assist families in escaping a domestic violence situation.

**MISSION STATEMENT:** *The mission of the Cabarrus County Emergency Assistance program is to help families who are in crisis or emergency situations be able to get the financial or service assistance that they need to help them toward gaining or maintaining their self-sufficiency.*

*The mission of the Crisis Intervention Program is to ensure that any qualifying person who meets guidelines for assistance is provided necessary financial aid to help get them out of a heating and/or cooling emergency.*

*The mission of the General Assistance Program is to provide a one-time assistance payment to a family where there is a crisis or potentially threatening situation in the home, and there is no other existing program that can provide this assistance to them.*

*The mission of the TANF Domestic Violence Program is to provide assistance to families and help them escape an abusive situation at home.*

### PROGRAM SUMMARY:

**The Emergency Assistance** program for Cabarrus County was developed by a community wide Work First Block Grant Planning Committee, which determined that the EA program should be expanded to include a variety of benefits that would promote self-sufficiency and less dependence on public assistance. This program offers year round availability to a maximum of \$300.00 annually to families who earn up to 150% of the federal poverty level. They can receive this benefit only once a year when the emergency is caused by documented extenuating circumstances that are beyond their control, such as death, fire, or loss of job from a plant closing. In August 2003, the EA program was modified to give the department the ability to assist a family with up to \$1,200.00 a year under certain circumstances, such as a major plant closing. This provision is implemented only by the DSS Director, and is not currently in effect. In order to receive assistance through EA, the crisis must, in some way, be tied to having an effect on their employment. Expenses in this program serve as part of the county's maintenance of effort spending requirement for the Work First Block Grant, and are thus 100% County.

**The Crisis Intervention Program (CIP)** provides funds for heating and/or cooling related emergencies for low income qualifying families who find themselves in an unavoidable heating/cooling crisis situation. Funds are paid directly to the provider for heating and cooling costs. The funding is 100% federal/state.

**General Assistance** funds are used to alleviate short-term crisis situations for low-income persons residing in Cabarrus County when no other program assistance or resources are available. General Assistance payments are paid entirely by county funds. GA funds are expended on a case-by-case basis following GA policy guidelines. Needs covered by these funds include: purchase of medications, utility payments, and medical supplies. They are also used to purchase crisis medical services when no other funds are available. A portion of this funding is allocated to Cooperative Christian Ministry and Prosperity Unlimited each year to assist them in their efforts to help people in need. Child Protective Services uses these funds as a reasonable effort to alleviate crisis situations for families in jeopardy of having children removed from the home. These funds are also used for transient families. Adult Services and Adult Protective Services also use the GA funds to meet medical needs of their clients in emergency situations, as well as to pay for cremation of unclaimed bodies. Funding is 100% County. In FY05, Cabarrus County DSS expanded the GA program and provided assistance to elderly, disabled, and other single adults who needed some type of assistance due to a crisis situation through the Adult Assistance Program. This mirrored the EA program for families with children. In some instances, this assistance was accompanied by follow-up services by a social worker.

**TANF Domestic Violence** funds are used to provide assistance and support to families who are victims of domestic violence, which often interferes with the victims' efforts to pursue education and employment, in order to become self-sufficient and independent.

## GOALS AND OBJECTIVES:

### Increased Family Safety

- 6,521 families who come to the agency during FY07 in a crisis situation will have the dangerous or family-destabilizing condition eliminated through the provision of a wide range of emergency assistance programs, referrals to agencies, and other appropriate services.
- 15 families will be assisted in FY07 to get out of a domestic violence situation through the provision of financial assistance and social work services.

<b>PERFORMANCE DATA:</b>	<b>FY 2005 ACTUAL</b>	<b>FY 2006 ESTIMATED</b>	<b>FY 2007 ESTIMATED</b>
Number of families served at agency in a crisis situation	4,669	5,928	6,521
Emergency Assistance: Number of families served/average cost per family	750 / \$228.24	900 / \$196.20	1,000 / \$200.00
Crisis Intervention Program: Number of families served for heating and cooling /average cost per family	946 / \$216.38	950 / \$166.49	819 / \$166.49
General Assistance: Number of families served/cost per family (does not include CCM or Prosperity Unlimited contracts)	75 / \$187.53	48 / \$175.00	161 / \$175.34
Adult Assistance Program: Number of adults assisted / average amount of assistance per person	167 / \$149.70	95 / \$263.00	127 / \$275.59
TANF Domestic Violence: Number of families assisted/annual cost	9 / \$6,085.86	12 / \$11,608.00	15 / \$11,608.00

### SUMMARY DETAIL

<b>EXPENDITURE CATEGORIES</b>	<b>ACTUAL FY 2005</b>	<b>AMENDED FY 2006</b>	<b>DEPARTMENT REQUEST FY 2007</b>	<b>BOARD ADOPTED FY 2007</b>	<b>PERCENT CHANGE FY 2006 vs FY 2007</b>
Personal Services	0	0	0	0	
Operations	558,528	641,643	447,998	447,998	
Capital Outlay	0	0	0	0	
<b>Total</b>	<b>558,528</b>	<b>641,643</b>	<b>447,998</b>	<b>447,998</b>	<b>-30%</b>
<b>REVENUES</b>					
Intergovernmental	207,203	243,259	147,998	147,998	
Fees & Other	140,000	0	0	0	
<b>Total</b>	<b>347,203</b>	<b>243,259</b>	<b>147,998</b>	<b>147,998</b>	<b>-39%</b>

**FY 2007 HIGHLIGHTS AND/OR SIGNIFICANT MODIFICATIONS:**

- The emergency assistance programs are crucial to the success of the Employment Services effort to prevent long-term welfare dependency. The use of these funds, in concert with each other, will prevent a significant number of families from going on public assistance.
- Emergency Assistance and General Assistance are 100% County-funded. Crisis Intervention Program funds are 100% Federal. TANF Domestic Violence funds are 100% State funded.

**FY 2006 ACCOMPLISHMENTS:**

- The Adult Assistance Program continues to serve adults who don't have dependent children with short-term financial assistance to avoid a crisis situation and possible welfare dependency. As of January 1, 2006, the department had assisted 96 single adults with emergency type assistance that they otherwise would not have been able to receive.
- For the first half of FY06, the Employment Unit has diverted 66% of the applicants for Work First Cash Assistance from applying for this program. This has been accomplished through the provision of short-term services and assistance, as well as assistance in locating employment by utilized the contracted ESC staff person at the department.
- Since the closing of the Community Service Center on March 31, 2004, the Crisis unit has maintained an out posted temporary staff person at Cooperative Christian Ministry to evaluate for financial assistance there, and continue the collaborative effort that worked so effectively at the Community Service Center and support the needs of displaced workers in Cabarrus County. During FY05, this number was 794. So far in FY06, the out posted SW has assessed and/or assisted 448 at CCM.



# PROGRAM SUMMARY

## FY 2007

**DEPARTMENT:** Social Services

**PROGRAM:** Foster Care

**MANDATED SERVICE:** : Foster Care and Adoption Assistance payments are mandated by G.S. 108-A-48, 49, 50 and G.S. 143-B153, Titles IV-B and IV-E of the Social Security Act and Federal Public Law 96-272. Foster Care Services must be provided to any child the department has placement responsibility for and is placed in a licensed foster care facility. Placement responsibility is established when the court puts the child in legal custody of the department

**MISSION STATEMENT:** *The mission of these programs is to assure protection and safety of children by providing financial resources to their placement providers.*

**PROGRAM SUMMARY:** *All foster children in legal custody of the Department of Social Services and placed in licensed facilities such as foster homes and group care facilities receive payments of board from either TANF funds, Title IV-E or Title IV-B (State Foster Home Fund). Guidelines for eligibility are set out in state policy. The department has to pay the rate set by group homes or the child cannot be placed. Social Security funds are used to pay board if the child is qualified and the Child Support Unit collects support payments from parents.*

**TANF Funds:** *Payments made from limited federal funds with strict eligibility criteria.*

**Title IV-E Foster Care:** *Payments made for care of children are provided by G.S. 108 A-49. Total cost is budgeted at federal, state and county.*

**Title IV-B State Foster Home Fund:** *Payments for care of children as provided in G.S. 108-A-48. Total cost is budgeted at 50% state, 50% county.*

**Supplement:** *Includes local funding requirements for clothing, school fees, transportation costs, medical care not covered by Medicaid, costs for recruitment and training of foster homes, purchase of service fee for adoptive placement of children, and special foster/group care supplements.*

**Title IV-E Adoption Assistance and Title IV-B Adoption Assistance:** *Provides assistance to families as provided by G.S. 108-49 & 50. This assistance is used to provide basic care for hard to place special needs (i.e., handicapped) children released for adoption and who have previously been under a foster care payment system. Kinds of payment include cash monthly payments and vendor and medical payments for remedial services and non-recurring adoption costs for legal fees, court costs, travel, lodging, physical/psychological exam fees in connection with adoptions. The state makes monthly payments with the county budgeting the local share of cost for monthly cash payments. For vendor payments, the county makes payment of total cost and receives state/federal reimbursement. TANF Funds are 100% federal funds, Title IV-E is reimbursed at federal 63%, state 18.5%, county 18.5% and title IV-B is federal 75%, county 25%.*

**Lutheran Shelter Care:** *Cabarrus County Department of Social Services contracts with Lutheran Family Services of North Carolina to provide shelter care for children placed in the legal custody of the department. The shelter operates for placement for 6 children at a time and usually serves children ages 10 to 17. The group home operates in conjunction with the Lutheran Family Services Board of Directors, comprised of representatives from the 14 Lutheran Churches in Cabarrus County who provide services to the group home staff and children. This is the only facility in this county and the only one to serve children with runaway, truancy, delinquent or undisciplined problems. It is a specialized program for disturbed children and serves as an emergency placement, meaning that it is available at any time for placement if a bed is empty. This program is funded*

through Lutheran Family Services funds and Foster Care Funds. The service provided under this program is foster care and is a mandated service under G.S. 108-A-14.

Foster care and adoption assistance are mandated services as required by G.S. 108-A-14.

## GOALS AND OBJECTIVES:

### Increased Family Safety: Children are Safe from Abuse and Neglect

- Secure ongoing additional funds to allow relative caretakers to serve as guardians to the extent possible and advocate for this need with the State. Assure that SW's inform relatives of all available services and resources.
- Actively recruit additional foster homes, increasing available beds by 20 or 9%.
- Secure IT assistance in further developing Child Welfare Services database, conversion of data, and putting system into use again.

### Increased Family Permanence

- Reduce by 60 children the backlog of cases in Child Welfare Services by: developing the Child Welfare data base (as described in 1.c. above, to track timelines on children with cases before the Court, meeting with the GAL Program and Judges to identify problem areas and develop strategies and procedures to address these, implement these strategies and procedures, securing additional attorney time if required, and monitoring progress.
- Reduce the number of out-of home placements which would have otherwise occurred by 10 children (e.g., from 350 to 340), by providing enhanced services through the use of the IV-E Waiver Project, the enhancement of preventive services, early identification of all absent parents and relatives as a placement resource and timely reunification and termination of parental rights court hearings.

<b>PERFORMANCE DATA:</b>	<b>FY 2005 ACTUAL</b>	<b>FY 2006 ESTIMATED</b>	<b>FY 2007 ESTIMATED</b>
Children in custody of DSS (total for year)	297 (average)	320 (average)	340 (annual total)
Children requiring monthly foster care payment, annually	210	220	240
Children cleared from foster care backlog, annually	NA	10	60
Provide new supports for relative caregivers	NA	NA	12-1-06
Children in relative placements (monthly)	NA	35	45
Children placed in specialized/therapeutic foster homes	34	45	45
Foster homes accepting sibling groups	NA	NA	40
Children receiving adoption assistance, annually	188	195	215
Children terminated from adoption payments, annually	7	10	10
Children in a permanent home within 18-24 months from custody	NA	100	160

## SUMMARY DETAIL

<b>EXPENDITURE CATEGORIES</b>	<b>ACTUAL FY 2005</b>	<b>AMENDED FY 2006</b>	<b>DEPARTMENT REQUEST FY 2007</b>	<b>BOARD ADOPTED FY 2007</b>	<b>PERCENT CHANGE FY 2006 vs FY 2007</b>
Personal Services	0	0	0	0	
Operations	2,438,785	2,839,481	2,867,400	2,867,400	
Capital Outlay	0	0	0	0	
<b>Total</b>	<b>2,438,785</b>	<b>2,839,481</b>	<b>2,867,400</b>	<b>2,867,400</b>	<b>1%</b>
<b>REVENUES</b>					
Intergovernmental	1,380,409	1,143,873	1,209,032	1,209,032	
Fees & Other	0	0	0	0	
<b>Total</b>	<b>1,380,409</b>	<b>1,143,873</b>	<b>1,209,032</b>	<b>1,209,032</b>	<b>0%</b>

**FY 2007 HIGHLIGHTS, AND/OR SIGNIFICANT MODIFICATIONS:**

- Fewer relative placements are anticipated due to relatives' inability to care for a child's severe needs, substance abuse, violent criminal convictions and/or negative involvement with the biological parent.
- Although the number of children in the backlog remains high due to the need for additional court time, many of these children are in their appropriate, permanent placements. A larger number of these children have severe needs that must be met before permanence can be achieved.
- Participation in the IV-E Waiver Demonstration Project is anticipated to reduce and/or stabilize the number of children coming into foster care.
- Due to the large number of Adoptions finalized during 2005 and 2006, the cost of Adoption Assistance is likely to continue to increase.
- Anticipate no increase in the number of Adoptions being finalized in 2007 due to cases on Appeal.

**FY 2006 ACCOMPLISHMENTS:**

- Intensive work with the Court to reduce the backlog of cases may begin to show progress toward the end of 2006 as the some changed procedures are in place allowing for some additional court hearings.
- Further negotiations with therapeutic foster homes resulted in the agreement for reduced cost in some homes
- Continue to increase the number of licensed foster homes in the county
- Continued use of the clothing closet with new and gently used clothing has helped to contain the cost of foster care expenses for incidentals items.
- Agency surpassed it's adoption baseline for 2006 resulting in permanence for children and additional Adoption Incentive Funds to assist with the adoption of other children in the DSS system.

# PROGRAM SUMMARY

## FY 2007

**DEPARTMENT:** Social Services

**PROGRAM:** Child Day Care

**MANDATED SERVICE:** Child Day Care is a mandated service under the Personal Responsibility and Work Opportunities Reconciliation Act of 1996. This bill combined all federal childcare funding under the Child Care and Development Fund (CCDF). State law governing the Smart Start Program requires that a minimum of 30% of the Smart Start funding allocated to the county be used for childcare subsidies. The Department of Social Services is not required to administer this funding. However, the local (Smart Start) Partnership for Children provides DSS funding to assist with administration.

**MISSION STATEMENT:** *The mission of the childcare program in Cabarrus County is to ensure that all eligible children receive the benefit of quality child day care to enable their families to maintain employment and ensure their safety in a protective service or child welfare situation.*

**PROGRAM SUMMARY:** The day care for children program provides protection, care and developmental experiences for children between the ages of birth and 18 years of age. Targeted populations for this service include: 1) eligible families in Cabarrus County when the service is needed to support and maintain employment of the parent(s); 2) to enable children to remain in their own home while receiving protective services; 3) to assist and support individuals participating in employment training; 4) and to enhance the social, emotional, and cognitive development of children. Eligibility for this service is based on need and income. 4.5% of the total child day care allocation must be set aside to serve special needs children. Fees for services are assessed based on countable income. The exception to the income guidelines are for children receiving child day care in connection with child protective services, child welfare, or children with no income who are living with someone other than a biological or adoptive parent or with someone who does not have court ordered financial responsibility.

Current state funding was not adequate to meet service requests and a waiting list for childcare services began during FY06 with exempt categories established. Only children in the exempt categories were enrolled in day care. In FY06, the BOC granted funds to support this program when it appeared that the agency would have to terminate children from day care to stay within the state funding level. The state ultimately provided additional funds of \$500,000 for FY 06\* and approximately \$300,000 of county funds will be unused at the end of FY06. The agency is requesting that these unspent funds be carried forward to the FY07 budget. Based on the projected state funding for FY07 the waiting list will continue. Utilization of the carryover funds would assure that children would not have to be terminated from day care.

### GOALS AND OBJECTIVES:

#### Increased Family and Intergenerational Prosperity

- 882 families will be able to avoid dependence on cash public assistance, to maintain employment, and have their children in safe, quality child care due to the provision of child day care subsidies and resource and referral services.
- Cabarrus County DSS will continue to aggressively pursue additional funding to avoid termination of children from day care and eliminate the waiting list.

PERFORMANCE DATA:	FY 2005 ACTUAL	FY 2006 ESTIMATED	FY 2007 ESTIMATED
<b>Workload:</b>			
Average number of children receiving day care in any month	1,316	1,558	1,450
<b>Effectiveness:</b>			
Percentage of total allocated funds spent	99.15%	100%	100%
Average number of parents monthly able to receive day care subsidy to support employment and child welfare services	879	1,122	882
<b>Efficiency:</b>			
Average monthly cost of day care in Cabarrus County	\$404,834	\$501,838	\$407,412

## SUMMARY DETAIL

EXPENDITURE CATEGORIES	ACTUAL FY 2005	AMENDED FY 2006	DEPARTMENT REQUEST FY 2007	BOARD ADOPTED FY 2007	PERCENT CHANGE FY 2006 vs FY 2007
Personal Services	0	0	0	0	
Operations	4,921,983	6,027,260	4,959,676	4,959,676	
Capital Outlay	0	0	0	0	
<b>Total</b>	<b>4,921,983</b>	<b>6,027,260</b>	<b>4,959,676</b>	<b>4,959,676</b>	<b>-18%</b>
<b>REVENUES</b>					
Intergovernmental	4,922,496	5,571,260	4,959,676	4,959,676	
Fees & Other	0	0	0	0	
<b>Total</b>	<b>4,922,496</b>	<b>5,571,260</b>	<b>4,959,676</b>	<b>4,959,676</b>	<b>-11%</b>

### FY 2007 HIGHLIGHTS, AND/OR SIGNIFICANT MODIFICATIONS:

- Funding is 100% federal and state.
- Projections from the NC Division of Child Development are that allocations for FY07 will be either less or equal to allocations in FY06. Without terminations from attrition during FY06, this can cause serious issues during the coming fiscal year.

### FY 2006 ACCOMPLISHMENTS:

- Due to concerns over children's safety, the department has developed new protocols for keeping children in care when there is a non-biologically related boyfriend providing care for a child while the mother works. This has caused an increase in foster care child care. There has been an average of 106 children each month receiving foster care child care so that a foster parent can work.
- A waiting list for day care was implemented in August 2005, due to a lack of subsidy funding and over enrollment from the end of the previous fiscal year when additional allocated funds were received. Additional subsidy from the State in the amount of \$499,000 and the County in the amount of \$456,000 is being used to avoid terminating children from care.

# PROGRAM SUMMARY

## FY 2007

**DEPARTMENT:** Social Services

**PROGRAM:** Adult Day Care

**MANDATED SERVICE:**

Optional service - Funds are allocated by the state and can only be used to purchase or provide Adult Day Care or Adult Day Health. The Department of Social Services is responsible for certification of Adult Day Care/Day Health programs as passed by the 1986 NC General Assembly. (NC General Statutes 131D-6 and 108A)

**MISSION STATEMENT:** To enhance the lives of adults through a day program in a community group setting for the purpose of supporting personal independence, and promoting their social, physical, and emotional well-being.

**PROGRAM SUMMARY:** Day Care Services for Adults is the provision of an organized program of services during the day in a community group setting. One certified center currently operates in the county (Coltrane LIFE Center) to help older and disabled adults to be independent and self-sufficient as long as possible.

The social worker completes the initial certification and monitors each center monthly for compliance with state regulations. The monthly rate for Adult Day Care is \$500.00 (\$23.07 per day) and \$65.00 (\$3.00 per day) for transportation. Coltrane LIFE Center is also authorized to provide Adult Day Health Services. This service is directed towards the provision of day care to more medically frail individuals and requires the presence of a Registered Nurse on staff to supervise the medical care provided. The rate for Adult Day Health is \$33.00 per day.

This service assists participants to remain in private living arrangements and delays or prevents placement in adult care homes. The Adult Day Care provides a valuable service to the caregivers and for the participant, allowing the participant to remain an active part of the community. Without this service many participants would be forced to leave the home setting for adult care home placement at a cost of \$1,091.00 monthly plus the Medicaid personal care allowance.

The participation rate for State Special Adult Day Care is State 87.5% and County 12.5%. This budget only includes the ADC rate for the center and the social worker is included in another budget.

**GOALS AND OBJECTIVES:**

**Increased Family Support and Well-being**

- 95% of 30 adults receiving adult day services will be able to remain in their own home and relieve caregivers so that they can work.

<b>PERFORMANCE DATA:</b>	<b>FY 2005 ACTUAL</b>	<b>FY 2006 ESTIMATED</b>	<b>FY 2007 ESTIMATED</b>
Clients served through Adult Day Care/Day Health	24	28	30
Adult Day Care Centers certified	1	1	1
Centers providing Adult Day Health Services	1	1	1
Monthly monitoring visits for certification review	12	12	12
Adult Day Care cost per month per client	\$500.00	\$608.00	\$608.00
Adult Day Health cost per month per client	\$650.00	\$758.00	\$758.00
Transportation cost per month	\$65.00	\$65.00	\$65.00

**SUMMARY DETAIL**

<b>EXPENDITURE CATEGORIES</b>	<b>ACTUAL FY 2005</b>	<b>AMENDED FY 2006</b>	<b>DEPARTMENT REQUEST FY 2007</b>	<b>BOARD ADOPTED FY 2007</b>	<b>PERCENT CHANGE FY 2006 vs FY 2007</b>
Personal Services	0	0	0	0	
Operations	69,083	60,705	62,970	62,970	
Capital Outlay	0	0	0	0	
<b>Total</b>	<b>69,083</b>	<b>60,705</b>	<b>62,970</b>	<b>62,970</b>	<b>4%</b>
<b>REVENUES</b>					
Intergovernmental	61,125	53,117	55,099	55,099	
Fees & Other	0	0	0	0	
<b>Total</b>	<b>61,125</b>	<b>53,117</b>	<b>55,099</b>	<b>55,099</b>	<b>4%</b>

**FY 2007 HIGHLIGHTS, AND/OR SIGNIFICANT MODIFICATIONS:**

- Funding for purchase of Adult Day Care Services provided by the State through the Division of Social Services has remained basically unchanged. (Other funding for this service may come from the State through the Home and Community Care Block.)
- Funding is 87.5% federal/state, 12.5% county. The state estimate for funding FY07 is \$62,970 (\$55,099 federal/state and \$7,871 county).

**FY 2006 ACCOMPLISHMENTS:**

- Due to the situation that has been created by the Medicare D prescription drug program, approximately 39 CAP clients have either lost Medicaid eligibility or are in danger of losing eligibility. DSS staff is working with the Dept. of Aging to locate alternate funding sources so that some of these adults can receive adult day care/day health services in FY06 and lessen the possibility that they may have to be placed in long-term care.

## PROGRAM SUMMARY

### FY 2007

**DEPARTMENT:** Aging

**PROGRAM:** Senior Services

**MANDATED SERVICE:** No – This program is enabled through the Older American's Act, the Home and Community Care Block Grant and various additional grants and participant fees.

**MISSION STATEMENT:** *To secure resources and develop innovative approaches to addressing aging issues that will enable the Cabarrus County older adult population and their caregivers access to an appropriate range of services, and to advocate for their rights. These services will include opportunities designed to enhance the quality of life and promote independence with dignity. The Cabarrus County Senior Center will serve as the community focal point where older adults come together for services, activities, and special events and to receive information that will promote access to all available aging related services.*

**PROGRAM SUMMARY:** The Cabarrus County Senior Center serves as the community focal point for access to services, and/or information about services for older adults. Citizens are offered a broad spectrum of services, including Information, Assistance and Referral, Health and Wellness, Social/Human Services, Nutrition programs, Adult Day Services, Family Friends, Transportation assistance, Leisure/Recreational programs, Educational programs (Computer classes & club, arts, fitness, nutrition, etc.), Special Events, Travel Club, Intergenerational Programming, Support Groups, Tax Assistance, Insurance Assistance (Medicare Prescription Drug Program & SHIIP), and Volunteer services. The Department of Aging coordinates the Cabarrus Senior Games program, the Cabarrus Aging Network, the Cabarrus County Home and Community Care Block Grant, the Cabarrus County Long Term Care Planning Commission, and the staff serves on several local, regional and state committees/boards representing senior services in Cabarrus County. The Department of Aging also coordinates the Caregiver Support Program for Cabarrus County and serves as an advocate for aging related issues. All of these services are provided in an effort to promote independence and enhance the quality of life for older adults while preventing the need for extended care facilities as long as possible. The Cabarrus County staff has also produces, publishes and distributes the Sunset Outlook, a bi-monthly newsletter. As of July 1, 2006, the Cabarrus County Department of Aging will become the coordinating agency for the Cabarrus County Title V Senior employment program. This program provides training through temporary job placements for local older adults that will allow skill development and enhance employability and self confidence for the clients.

#### GOALS AND OBJECTIVES:

- To promote independence and improve the quality of life of Cabarrus County older adults through a diverse variety of direct services and by providing access to indirect services that best meet the individual needs of each client. Home-based services such as these have made a significant impact on reducing government funding for extended care facilities and/or institutional care.
- To collaborate with all other service providers that offer services/resources to older adults in order to maximize services and minimize duplicated services.
- To include older adults in all phases of organization and administration of programs/classes at the Cabarrus County Senior Center.
- To expand wellness and educational programs, social/leisure programs, volunteer opportunities, intergenerational activities and educational opportunities that promote an active, healthy lifestyle.
- To serve as the focal point for all aging related services for Cabarrus County. (We want everyone to think of the Cabarrus County Senior Center first for any aging related issue.)



<b>PERFORMANCE DATA:</b>	<b>FY 2005 ACTUAL</b>	<b>FY 2006 ESTIMATED</b>	<b>FY 2007 ESTIMATED</b>
Total participants served through Cabarrus Co. Senior Center	36,221	40,000	40,000
Total Caregiver Support Program Clients served	182	200	200
Total Caregiver Support Camp Participants served	94	100	100
Total Caregiver Support Group Participants	33	40	40
Total number of Cabarrus Senior Games Participants	198	250	275
Total number of Information and Assistance Contacts	1,903	2,500	2,500
Total number of Forever Young Shows Produced/Guests	24 shows/36 guests	24 shows/35 guests	24 shows/35 guests

#### **SUMMARY DETAIL**

<b>EXPENDITURE CATEGORIES</b>	<b>ACTUAL FY 2005</b>	<b>AMENDED FY 2006</b>	<b>DEPARTMENT REQUEST FY 2007</b>	<b>BOARD ADOPTED FY 2007</b>	<b>PERCENT CHANGE FY 2006 vs FY 2007</b>
Personal Services	483,039	521,709	552,782	551,482	
Operations	237,398	481,572	474,911	465,116	
Capital Outlay	0	0	0	0	
<b>Total</b>	<b>720,436</b>	<b>1,003,281</b>	<b>1,027,693</b>	<b>1,016,598</b>	<b>1%</b>
<b>REVENUES</b>					
Intergovernmental	133,870	201,000	238,036	238,036	
Fees & Other	148,060	151,914	147,400	147,400	
<b>Total</b>	<b>281,930</b>	<b>352,914</b>	<b>385,436</b>	<b>385,436</b>	<b>9%</b>
<b>FTE's</b>	10.70	10.70	10.70	10.70	

#### **FY 2007 HIGHLIGHTS, AND/OR SIGNIFICANT MODIFICATIONS:**

The Cabarrus County Department of Aging Budget Request for FY'07 includes the following expenditure changes:

- Minor Office Equipment New Ice Maker for Cabarrus County Senior Center Kitchen. Per Request from General Services. They have repaired repeatedly and suggest replacement. (Previously cut from FY'2005 budget)
- Family Friends Reduction due to reduction in grant funds from the National Council on the Aging
- Senior Center Operations Reduction due to loss of the one time Medicare Prescription Drug Plan grant.
- Architects Feasibility Study for possible Senior Center Expansion & Capitol Campaign.
- Title V Expenses The Department of Aging will become the Lead Agency for the Cabarrus County Title V Senior Employment Program. This program provides training to older adults through temporary job placements that encourages permanent placement in the unsubsidized workforce.

#### **FY 2006 ACCOMPLISHMENTS:**

- Cabarrus Senior Games increased participation from 123 participants in 2005 to 198 participants in 2006.
- The Cabarrus County Department of Aging coordinated the Senior Health and Wellness Day event to an increase in participation from approximately 650 in 2005 to over 1,000 participants in 2006.
- Cabarrus Family Friends successfully implemented a series of matches between local volunteers and families with disabilities and/or chronic illnesses.
- Cabarrus Family Friends also organized an advisory council, composed of representatives from our collaborating agencies, participating families and volunteers, staff and Department of Aging Advisory Board representatives.
- Cabarrus County Department of Aging staff has successfully coordinated a massive, ongoing effort to provide assistance to local older adults in their efforts to evaluate, select and enroll into the new Medicare Part – D Prescription Drug Plan.
- The Cabarrus County Department of Aging has added a handicapped shower at the Senior Center that will allow us to better function as an emergency shelter.

# PROGRAM SUMMARY

## FY 2007

**DEPARTMENT:** Aging

**PROGRAM:** Nutrition

**MANDATED SERVICE:** No – This program is enabled through the Older American's Act, the Home and Community Care Block Grant and various grants

**MISSION STATEMENT:** *To secure resources and develop innovative approaches to addressing aging issues that will enable the Cabarrus County older adult population and their caregivers access to an appropriate range of services, and to advocate for their rights. These services will include opportunities designed to enhance the quality of life and promote independence with dignity. The Cabarrus County Senior Center will serve as the community focal point where older adults come together for services, activities, and special events and to receive information that will promote access to all available aging related services.*

**PROGRAM SUMMARY:** The Department of Aging Nutrition Program coordinates three major nutrition programs for the older adults of Cabarrus County (age 60 and older).

- **LunchPlus Club:** An overall wellness program that includes a congregate nutrition program that Provides a nutritious meal five (5) days per week, a variety of educational classes/programs (arts, nutrition education, health promotion, services/resource education, computer classes, etc.), fitness classes, leisure/social opportunities, and/or access to any additional services that are available to meet these needs.

There are four (4) LunchPlus Club programs in Cabarrus County (Concord, Harrisburg, Kannapolis and Mt. Pleasant)
- **LINCS (Linking A shelf stable meals program that provides ten (10) meals per week to homebound Information and older adults that live in un-served/under served areas of Cabarrus County. Nutrition with Cabarrus Seniors)**
- **Supplemental Nutrition Program** Supplemental meals are served in the form of liquid dietary supplements/nutrients (Boost-Choice). This program requires a physician's recommendation in order to Receive services. Program participants must be unable to chew/swallow solid foods. This program is coordinated in close collaboration with local health and medical professionals.

### GOALS AND OBJECTIVES:

- To provide balanced, nutritious meals to Cabarrus County residents age 60 and older.
- These programs target "at risk", un-served/under-served older adults.
- To provide nutritional, social, educational, health education and/or programs.
- To promote independence and improve the quality of life of Cabarrus County older adults through a diverse Wellness program that includes at least one balanced meal per day (5 days per week). Home based services such as this one have had a significant impact on reducing government funding for extended care facilities and/or institutional care.

<b>PERFORMANCE DATA:</b>	<b>FY 2005 ACTUAL</b>	<b>FY 2006 ESTIMATED</b>	<b>FY 2007 ESTIMATED</b>
Total LunchPlus Club Meals Provided	46,188	46,000	50,000
Total Supplemental Meals Provided (Boost)	22,641	23,000	23,000
Total LINCS Meals Provided (Shelf Stable Meals)	2,722	2,800	2,800
Total Clients Served (LunchPlus Club)	2,150	2,200	2,400
(Supplemental Nutrition)	118	120	120
(LINCS)	38	40	40
Total Number of Transportation Clients (Senior Center Only)	611	600	600
Total Number of Transportation Trips Provided	26,311	30,000	30,000

**SUMMARY DETAIL**

<b>EXPENDITURE CATEGORIES</b>	<b>ACTUAL FY 2005</b>	<b>AMENDED FY 2006</b>	<b>DEPARTMENT REQUEST FY 2007</b>	<b>BOARD ADOPTED FY 2007</b>	<b>PERCENT CHANGE FY 2006 vs FY 2007</b>
Personal Services	120,971	131,200	123,180	123,006	
Operations	253,340	288,775	296,552	296,065	
Capital Outlay	0	0	0	0	
<b>Total</b>	<b>374,311</b>	<b>419,975</b>	<b>419,732</b>	<b>419,071</b>	<b>0%</b>
<b>REVENUES</b>					
Intergovernmental	182,489	150,850	150,850	150,850	
Fees & Other	76,592	85,500	85,500	85,500	
<b>Total</b>	<b>259,081</b>	<b>236,350</b>	<b>236,350</b>	<b>236,350</b>	<b>0%</b>
<b>FTE's</b>	4.35	4.35	4.35	4.35	

**FY 2007 HIGHLIGHTS, AND/OR SIGNIFICANT MODIFICATIONS:**

- The Department of Aging was unable to renegotiate our facility use agreement with the Cannon Memorial YMCA and is currently operating the Kannapolis LunchPlus Club program from local Church fellowship hall on a temporary basis. We are currently negotiating with a couple of additional facilities in an effort to find a permanent location that will allow us to better meet the needs of our clients in the Kannapolis area.

# PROGRAM SUMMARY

## FY 2007

**DEPARTMENT:** Aging

**PROGRAM:** In-Home Services

**MANDATED SERVICE:** No – This program is enabled through the Older American's Act, the Home and Community Care Block Grant and various grants

**MISSION STATEMENT:** *to secure resources and develop innovative approaches to addressing aging issues that will enable the Cabarrus County older adult population and their caregivers access to an appropriate range of services, and to advocate for their rights. These services will include opportunities designed to enhance the quality of life and promote independence with dignity. The Cabarrus County Senior Center will serve as the community focal point where older adults come together for services, activities, and special events and to receive information that will promote access to all available aging related services.*

**PROGRAM SUMMARY:** The In-Home Respite Services program provides relief to unpaid caregivers who are caring for older adults 24-hours per day. The care-receiver cannot be left alone due to physical and/or mental impairments. In-Home aides may provide companion / sitter care and light personal care. This service is provided Monday through Friday. Services are provided in the caregiver's or care-receiver's home. Adult Day Care and/or Adult Day Health services are provided with Older Americans Act (HCCBG) funds through contracts with local certified Adult Day Services Centers.

### GOALS AND OBJECTIVES:

- This program targets older adults who are at risk of abuse, neglect and/or exploitation, and those with impairments that might lead to being placed in extended care facilities.
- To promote independence and improve the quality of life of Cabarrus County older adults through a combination of In-Home Respite and/or Adult Day Services. Home based services such as these have made a significant impact on reducing government funding for extended care facilities.

<b>PERFORMANCE DATA:</b>	<b>FY 2005 ACTUAL</b>	<b>FY 2006 ESTIMATED</b>	<b>FY 2007 ESTIMATED</b>
Total number of hours of In-Home Respite Services	3438	3500	3500
Total number of In-Home Respite Assessments	58	60	60
Total number of In-Home Respite Clients Served	22	25	25
Total number of Adult Day Services Units Served	5372	5400	5400
Total number of Adult Day Services Clients Served	83	85	85

### SUMMARY DETAIL

<b>EXPENDITURE CATEGORIES</b>	<b>ACTUAL FY 2005</b>	<b>AMENDED FY 2006</b>	<b>DEPARTMENT REQUEST FY 2007</b>	<b>BOARD ADOPTED FY 2007</b>	<b>PERCENT CHANGE FY 2006 vs FY 2007</b>
Personal Services	18,797	31,585	51,442	51,528	
Operations	139,929	125,038	125,127	124,640	
Capital Outlay	0	0	0	0	
<b>Total</b>	<b>158,726</b>	<b>156,623</b>	<b>176,569</b>	<b>176,168</b>	<b>12%</b>
<b>REVENUES</b>					
Intergovernmental	147,255	138,718	138,718	138,718	
Fees & Other	2,190	2,000	1,500	1,500	
<b>Total</b>	<b>149,445</b>	<b>140,718</b>	<b>140,218</b>	<b>140,218</b>	<b>0%</b>
<b>FTE's</b>	<b>2.25</b>	<b>2.25</b>	<b>2.25</b>	<b>2.25</b>	

### FY 2006 ACCOMPLISHMENTS:

- The Cabarrus County Department of Aging has successfully implemented the Consumer-Directed Services program and provides several home based services through this new service delivery system to clients that may otherwise receive more limited assistance.

## PROGRAM SUMMARY FY 2007

**DEPARTMENT: Cabarrus Juvenile Crime Prevention      PROGRAM: Cabarrus Juvenile Crime Prevention**

**MANDATED SERVICE:** No. Juvenile Crime Prevention grants are provided only to counties that provide matching funds.

**PROGRAM SUMMARY: Cabarrus Juvenile Crime Prevention (CCJCP)** programs target undisciplined, delinquent, or at-risk youth between the ages of 10 and 17, who have come to the attention of the juvenile court system or who exhibit high-risk indicators for court involvement or commitment to training school. Funding is provided through the Department of Juvenile Justice and Delinquency Prevention (DJJDP) and must be matched by a County contribution equal to a minimum of 30% of State funding. The following programs are recommended and monitored by the Cabarrus County Juvenile Crime Prevention Council.

### **Home-Based Services - Cabarrus County Department of Social Services**

This program serves youth adjudicated delinquent or undisciplined and those at-risk. Referrals are made by District Court Judges and Juvenile Court Counselors. Two to ten clients are served at any given time. The goal of this program is to keep families together by providing intensive in-home family counseling to prevent foster-home, group home or training school placement of clients. Matching is provided through salary and benefits in the Department of Social Services budget.

<b>FY 2005 Actual</b>	<b>FY 2006 Budget</b>	<b>FY 2007 Request</b>	<b>FY 2007 Adopted</b>
193,928	136,391	137,761	137,761

### **Psychological / Substance Abuse Services to Juvenile Court- DAYMARK**

This program serves youths referred by the courts and schools who exhibit delinquent (including sexual offenses), predelinquent, or significant substance abuse problems. Approximately 53 youth will receive Psychological Evaluation Services and 53 youth will receive Substance Abuse Evaluation Services in FY 2006. Services include screening and assessment, psychological and psychiatric evaluation, individual, family and group therapy, substance abuse assessment and treatment, random drug screening, youth sex offender assessment and treatment, consultation, coordination of specialized services and case management. A full time counselor is located at the Cabarrus County Courthouse to better serve the increasing number of adjudicated youths, and provide sexual offender treatment.

<b>FY 2005 Actual</b>	<b>FY 2006 Budget</b>	<b>FY 2007 Request</b>	<b>FY 2007 Adopted</b>
37,653	41,379	41,379	41,379

### **Cabarrus County Teen Court and Cabarrus Mediation Inc.**

This program will provide an opportunity for the diversion from the traditional court system for certain first-time misdemeanor or status offenders, ages 11 through 16. This program provides youth referred and youth volunteers an education in how the judicial system works. This program will also help youth and their families acquire and practice skills designed to foster the development of supportive and positive relationships. The goal of this program is to increase the capacity of the community's youth to become responsible and productive citizens. This program receives in-kind matching from Cabarrus County, local donations of \$3,000 and local in-kind matching of \$34,623.

<b>FY 2005 Actual</b>	<b>FY 2006 Budget</b>	<b>FY 2007 Request</b>	<b>FY 2007 Adopted</b>
54,224	45,261	46,458	46,458

### **Project Challenge**

Project Challenge has identified juveniles between the ages of 10 and 17 years of age that have been referred by the juvenile court system and/or Juvenile Court Counselors as its target population. Juveniles can only discern the impact of the damages or injury caused by their offenses if they have had the opportunity to provide restoration to the victim through their own effort. Project Challenge provides such an opportunity. County match is provided through in-kind donation.

<b>FY 2005 Actual</b>	<b>FY 2006 Budget</b>	<b>FY 2007 Request</b>	<b>FY 2007 Adopted</b>
68,119	63,035	63,391	63,391

### **Alpha / Genesis New Beginning:**

This program will provide sex offender treatment/assessment, substance abuse counseling/assessment, and a modified day treatment program focusing primarily on life skills building. This budget reflects \$24,356 DJJDP grant and County matching of \$12,810.

<b>FY 2005 Actual</b>	<b>FY 2006 Budget</b>	<b>FY 2007 Request</b>	<b>FY 2007 Adopted</b>
0	31,856	37,166	37,166

# PROGRAM SUMMARY

## FY 2007

**DEPARTMENT:** Soil & Water Conservation

**PROGRAM:** Soil & Water Conservation

**MANDATED SERVICE:** Soil & Water Conservation District Law of North Carolina, Chapter 139, as amended

**MISSION STATEMENT:** *The Cabarrus Soil & Water Conservation District's (SWCD) mission is to initiate and carry out a local program to assist and educate landowners, land users, responsible institutions and various groups in the community to plan, apply and maintain sound conservation and land use programs.*

**PROGRAM SUMMARY:** Under the direction of the Board of Soil and Water Conservation District Supervisors, natural resource concerns of the county are identified and prioritized. Resource concerns range from management of soil and water to conservation of wildlife and forest resources to urban development and environmental education. The SWCD works closely with USDA, Natural Resources Conservation Service, the Division of Soil & Water Conservation in the NC Department of Environment and Natural Resources and other conservation partners. The SWCD also promotes and administers the NC Agricultural Cost Share Program which is intended to reduce the input of sediments, nutrients, animal waste and pesticides (agricultural non-point source pollution) into the watercourses of our State. This program helps landowners improve their level of on-farm management through the use of best managerial practices. These include vegetation, structural and management systems that are used to improve the efficiency of farming by reducing potential pollutants into surface waters.

### GOALS AND OBJECTIVES:

- Carry out technical assistance responsibilities associated with the Farm Security and Rural Investment Act of 2002 (Farm Bill) by assisting the USDA, Natural Resources Conservation Service (NCRS) in determining if cropland or potential cropland is highly erodible or wetland, in preparing and revising conservation plans and to achieve an 85 percent installation of appropriate systems that were planned.
- Carry out technical assistance responsibilities associated with the DENR Soil & Water Conservation agriculture Cost Share Program by preparing conservation plans, developing cost-share contracts, and installing best management practices to improve water quality. Achieve a funding approval rate of 90 percent for applications received during the program year (G.S. 143-215.74).
- Carry out a local comprehensive conservation education program according to G.S. 1438-285.20 and conservation agreements with schools. Develop an outdoor learning center for schools to utilize.
- Conduct an inspection and a review of all livestock operations permitted with staff from NCDENR to implement the Environmental Management Commission Regulations for Animal Waste Management (15A NCAC 2H.0217).
- Maintain a natural heritage inventory of ecological communities and associated animal and plant species.
- To promote voluntary conservation on private lands (cropland, woodland, pasture/hay land and urban land to reduce soil erosion and to improve water quality) by increasing the amount of conservation systems planned each year by 5 percent.
- The district administers a local program of open space protection on behalf of the County and Municipalities and to assist 2 private landowners with implementing a conservation easement on their property.

<b>PERFORMANCE DATA:</b>	<b>FY 2005 ACTUAL</b>	<b>FY 2006 ESTIMATED</b>	<b>FY 2007 ESTIMATED</b>
Conservation systems planned/installed (acres)	1574/897	1,575/1,425	1,654/1,489
Conservation Reserve Program – plans maintained	44	46	48
Planned NCACSP contracts/No./acres	4/333.4	6/350 acres	8/400 acres
Contracts installed – reduced annual soil loss (tons)	5.47 tons	200 tons	300 tons
State funds leveraged	\$35,251.00	\$56,006.00	\$65,000.00
Reduced annual nitrogen application	3,204 lbs./year	5,000 lbs./year	6,000 lbs./year
.0200 Animal Waste Regulations/Farms Certified – Farm Inspections	3	3	2
Cost Share Applications Received (Contracts Developed)			
Grassland Reserve Program (GRP)	4/1	4/0	3/1
Environmental Quality Incentive Program (EQIP)	1/1	2/1	1/1

<b>PERFORMANCE DATA:</b>	<b>FY 2005 ACTUAL</b>	<b>FY 2006 ESTIMATED</b>	<b>FY 2007 ESTIMATED</b>
NC Agriculture Cost Share Program (NCASP)	5/4	8/6	10/8
Conservation Reserve Program (CRP)	2/2	1/1	2/2
Wildlife Habitat Incentives Program (WHIP)	2/0	0/0	4/2
Natural Heritage Sites and/or Open Spaces Monitored	16	14	12
Conservation Easement Contacts made with landowners	2	12	24

#### **SUMMARY DETAIL**

<b>EXPENDITURE CATEGORIES</b>	<b>ACTUAL FY 2004</b>	<b>AMENDED FY 2005</b>	<b>DEPARTMENT REQUEST FY 2006</b>	<b>BOARD ADOPTED FY 2007</b>	<b>PERCENT CHANGE FY 2005vs FY 2006</b>
Personal Services	148,475	153,952	158,715	158,275	
Operations	28,332	42,914	40,248	36,871	
Capital Outlay	0	0	0	0	
<b>Total</b>	<b>176,807</b>	<b>196,866</b>	<b>198,963</b>	<b>195,146</b>	<b>-1%</b>
<b>REVENUES</b>					
Intergovernmental	27,235	26,000	26,000	26,000	
Fees & Other	0	0	0	0	
<b>Total</b>	<b>27,235</b>	<b>26,000</b>	<b>26,000</b>	<b>26,000</b>	<b>0%</b>
<b>FTE's</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	

#### **FY 2007 HIGHLIGHTS, AND/OR SIGNIFICANT MODIFICATIONS:**

##### **North Carolina Agriculture Cost Share Program**

- To seek financial assistance funds from the Division of Soil and Water Conservation to assist agriculture landowners and operators to install Best Management Practices on agriculture lands.

##### **Education:**

- To develop a plan for an outdoor classroom for North Cabarrus County Park in cooperation with Cabarrus County Park and Recreation, Cooperative Extension Service, Cabarrus County Schools, and Kannapolis City Schools. To seek grants and donations to help pay for the required materials.
- To have the District provide guidance to the Cabarrus Agribusiness Committee to work collaboratively with Cabarrus County Fair, NC Cooperative Extension, Cabarrus County Schools, Kannapolis City Schools and private schools to conduct a comprehensive environmental education program.

##### **Natural Resources Conservation:**

- To promote the USDA Programs and the available cost share assistance for agricultural land owners and farm operators.
- To conduct compliance inspections on all State Permitted Livestock Farms in the County.
- To provide assistance to the Voluntary Agricultural District applicants to promote the use of Best Management Practices on enrolled land.

##### **Natural Heritage Survey:**

- To promote the opportunities for agricultural land owners to place conservation easements on their working farmlands.
- To obtain a Conservation Easement on a priority site within the County.

#### **FY 2006 ACCOMPLISHMENTS:**

##### **North Carolina Agriculture Cost Share Program**

- Best Management Practices (BMPs) were planned and installed on 333.4 acres to reduce soil erosion and sediment delivery to country waterways by 5.47 tons/year.
- Reduced nitrogen delivery waterways by 718 lbs. /year.
- Waste properly managed: Nitrogen – 13,169 lbs. and Phosphorus – 10,360 lbs. properly managed.
- Cropland Conversion to trees or grass – 14.3 acres; a waste management system, watering systems, 1 stock trail and 7,200 ft. of livestock exclusion were cost shared in FY-05.



### **Education:**

- The District is working collaboratively with Cabarrus County Schools, Kannapolis City Schools. Continuing a tradition that began in 1967, in collaboration with the Cabarrus County Fair, NC Cooperative Extension and the Cabarrus Agribusiness Committee, the District conducted a resource conservation “field day” from September 12-14, 2005 at the Cabarrus Arena & Events Center. A total of 2,874 6<sup>th</sup> grade students from Kannapolis and Cabarrus schools attended.
- 1,750 school students participated in the annual essay, poster and speech contests.
- The District sponsored three students to a week long Resource Conservation Workshop at NCSU. These students together with 100 other high school students studied the management of forest, soils, water and wildlife in both rural and urban settings.
- Sponsored two middle school teams from J.N. Fries and Carolina International School in NC Envirothon competition. Assisted with execution of regional and State Envirothon events.
- District sponsored a team in a Land Judging Competition held in Rowan County in which a total of 6 teams (30 students) participated.
- Co-sponsored staff development workshops for teachers and other educators.
- Facilitated and/or planned environmental education workshops for formal and non-formal educators and assisted with State certification of environmental educators.
- Adult education efforts included distribution of Soil & Water Stewardship Week materials to municipal and county employees.
- Provided environmental education programs upon request to civic, church, scout and/or school groups.

### **Natural Resources Conservation:**

- Provided on-site inventories and evaluations to individual homeowners and land-users for soil erosion, drainage and flooding problems.
- Conducted 3 conservation compliance reviews are required by the Farm Bill for those farms that participated in USDA Commodity Programs or receive USDA benefits.
- Assisted consultants conducting environmental assessments for proposed developments by providing historical aerial photographs, soils information and wetland information, topographical maps, flood maps and natural heritage data.
- Completed the eighth year of the USDA Cost Share Program EQIP (Environmental Quality Incentives Program). 38 contracts with cost share incentives totaling \$200,262.00 are now being managed to install Best Management Practices (BMPs).
- Conducted cost share sign-ups for EQIP (Environmental Quality Incentives Program), and Wildlife Habitat Incentives Program (WHIP) and Grassland Reserve Program (GRP).
- Completed the seventh year of the USDA Cost Share Program WHIP (Wildlife Habitat Incentives Program). Six contracts are now being managed to install BMPs for wildlife habitat improvements.
- Reviewed area land-use plans and preliminary plats for county and municipal planning departments.

### **Natural Heritage Survey:**

- Protection and/or restoration efforts are on-going on priority sites.
- Advised and/or collaborated with City and County Parks and Recreation programs on natural resource management projects.
- Participated in conservation easement meetings with other county and municipal staff. Made contacts with interested landowners. Recommended conservation easement opportunities associated with proposed developments to county and municipal planning staffs.
- Provided support to statewide efforts to develop a Community Conservation Program and to obtain funding for local conservation programs.

# PROGRAM SUMMARY

## FY 2007

**DEPARTMENT:** Soil & Water Conservation

**PROGRAM:** Watershed Improvement Commission

**MANDATED SERVICE:** Soil & Water Conservation District Law and Small Watershed Act of North Carolina, Chapter GS139-41(b), as amended. Cabarrus County Zoning Ordinance, Chapter 4, Section 4:1-2

**MISSION STATEMENT:** *The Cabarrus Soil & Water Conservation District's (SWCD) mission is to initiate and carry out a local program to assist and educate landowners, land users, responsible institutions and various groups in the community to plan, apply and maintain sound conservation and land use programs.*

### PROGRAM SUMMARY:

The Cabarrus County Watershed Improvement Commission serves under appointment of the Board of Commissioners to 1) explore, contract and supervise work to reduce flooding, 2) improve water quality and quantity and 3) to reduce future problems through erosion control, water collection, water storage and watershed land cover protection. Through partnerships with local, State and Federal government, as well as non-governmental and public/private organizations, the Commission provides leadership on watershed management planning initiatives affecting all Cabarrus County residents. Through educational initiatives, the Commission informs and involves individuals and groups in water conservation and Phase II storm water requirements.

### GOALS AND OBJECTIVES:

- Strengthen local watershed partnerships through efforts including, but not limited to making recommendations to address inconsistencies in floodplain protection measures in municipal and county zoning ordinances.
- Provide implementation leadership for the Coddle Creek Watershed Management Plan and the Upper Rocky River Watershed Management plan, and extend similar protection to the other watersheds in the county. Prioritize efforts to secure conservation easements along waterways and on lands in water supply watersheds. Establish and/or maintain contact with 24 landowners.
- Participate in county and municipal storm water runoff management initiatives.
- Review erosion and sediment control plans and conduct hearings on formal appeals of enforcement actions.
- Obtain grants and funding to restore a half-mile of stream channel and restoration of 6 acres of riparian buffers.
- Conduct a watershed education program in the upper Rocky River watershed for private citizens.
- Represent Cabarrus County in the Yadkin-Pee Dee River basin-wide water quality planning process as called for by an agreement between the Division of Soil and Water Conservation and the Division of Water Quality in the NC Dept. of Environment and Natural Resources. Review and comment on drafts of the Yadkin-Pee Dee River Basin wide Water Quality Plan as prepared by the NCDENR Div. of Water Quality.
- Coordinate the North Carolina Big Sweep waterway program in the county and achieve an increase of five percent of volunteers in the one day clean up event.
- Increase public awareness of the watersheds in which they live and work, by providing/maintaining stream identification signs at road crossings. Increase the number of stream crossings with properly marked signage by 100 percent.

<b>PERFORMANCE DATA:</b>	<b>FY 2005 ACTUAL</b>	<b>FY 2006 ESTIMATED</b>	<b>FY 2007 ESTIMATED</b>
Stream restoration projects evaluated.	0	2	2
Stream restoration projects initiated	0	0	2
Watershed boundary and bridge signs erected/maintained	0	100	300
Preliminary plats reviewed	19	60	70
Erosion and Sedimentation Control Plans received	93	120	140
Appeals processed	2	8	4

**SUMMARY DETAIL**

<b>EXPENDITURE CATEGORIES</b>	<b>ACTUAL FY 2005</b>	<b>AMENDED FY 2006</b>	<b>DEPARTMENT REQUEST FY 2007</b>	<b>BOARD ADOPTED FY 2007</b>	<b>PERCENT CHANGE FY 2006 vs FY 2007</b>
Personal Services	2,095	3,600	3,600	3,600	
Operations	548	22,700	22,700	22,700	
Capital Outlay	0	0	0	0	
<b>Total</b>	<b>2,643</b>	<b>26,300</b>	<b>26,300</b>	<b>26,300</b>	<b>0%</b>
<b>REVENUES</b>					
Intergovernmental	0	0	0	0	
Fees & Other	0	0	0	0	
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>

**FY 2007 HIGHLIGHTS, AND/OR SIGNIFICANT MODIFICATIONS:**

- Facilitate the Upper Rocky River Watershed Steering Committee, a Tri-County (Cabarrus, Mecklenburg and Iredell) co-operative effort to develop watershed management plans for the Upper Rocky River and Clarke Creek, with local input from towns, counties, Soil & Water Conservation Districts and community organizations.
- Respond to a growing number of landowners with drainage, erosion and flooding problems.
- Assist with implementation of Coddle Creek Watershed Management Plan.

**FY 2006 ACCOMPLISHMENTS:**

- Facilitating implementation of the Upper Rocky River Watershed Plan. Tri-County (Cabarrus, Mecklenburg and Iredell) co-operative effort to develop watershed management plans for the Upper Rocky River and Clarke Creek with local input from towns, counties, Soil & Water Conservation Districts and community organizations.
- Responding to a growing number of complaints about drainage, erosion and flooding problems.
- Coordinated Big Sweep Watershed clean-up initiatives throughout the year.
- Conducted hearings on appeals of fines levied for violations of the Erosion and Sedimentation Control Ordinances.
- Evaluated new school sites and coordinated ongoing wetland mitigation project at Jay M. Robinson High School.
- Provided technical assistance to county and municipal planning departments, including review of erosion and sedimentation control plans, preliminary plats, site plans and area land use plans.
- Maintained watershed information signs.
- Assisted NC Ecosystem Enhancement Program with implementation of the Upper Rocky River Watershed Plan through informational meetings and site selection.
- Assisted the NC Division of Water Quality with Yadkin-Pee Dee Basin-wide Water Quality Plan revision process.

# PROGRAM SUMMARY

## FY 2007

**DEPARTMENT: Solid Waste Management**

**PROGRAM: Landfill**

**MANDATED SERVICE:** Authority to regulate solid waste-G.S. 153A-136; authority to operate solid waste disposal facilities-G.S. 153A-292

**MISSION STATEMENT:** *To provide the citizens of Cabarrus County an environmentally sound construction and demolition debris landfill and to demonstrate professionalism and provide excellent customer service in the operation of a quality convenience center.*

**PROGRAM SUMMARY:** This Department provides the following waste services:

1. Construction and Demolition Debris Disposal: Construction and demolition debris is accepted for disposal at the county landfill on Irish Potato Road for a fee of \$20.00 per ton. This is the only government-owned landfill within the county permitted to accept this type of waste
2. Convenience Center: The convenience center is located at the landfill and accepts household waste in personal vehicles (for a small fee), recyclables, yard waste, used motor oil, automobile batteries, tires and appliances. Department employees deliver household trash (municipal solid waste) to BFI in Concord for disposal.

Additionally, this department provides land clearing and grading services for county construction projects.

### GOALS AND OBJECTIVES:

- To employ environmentally sound procedures in the operation and maintenance of the construction and demolition landfill with zero violations from the state.
- To operate a safe and injury free work environment for county employees.
- To provide quality land clearing and grading services in the construction of other county projects

<b>PERFORMANCE DATA:</b>	<b>FY 2005 ACTUAL</b>	<b>FY 2006 ESTIMATED</b>	<b>FY 2007 ESTIMATED</b>
Total customers served at Landfill	19800	25358	26625
Notice of violations from state	0	0	0
Number of accidents to employee(s)	1	0	0
YTD tons of MSW & C&D managed (FY06 & FY07 include debris from Pillow-Tex project)	32049.6	78475.7	82399.5
Average cost to manage a ton of solid waste	\$15.35	\$12.50	\$10.74

### SUMMARY DETAIL

<b>EXPENDITURE CATEGORIES</b>	<b>ACTUAL FY 2001</b>	<b>AMENDED FY 2002</b>	<b>DEPARTMENT REQUEST FY 2003</b>	<b>BOARD ADOPTED FY 2007</b>	<b>PERCENT CHANGE FY 2002 vs FY 2003</b>
Personal Services	303,620	320,911	357,000	382,854	
Operations	329,680	449,199	595,023	595,534	
Capital Outlay	0	348,100	581,000	581,000	
<b>Total</b>	<b>633,299</b>	<b>1,118,210</b>	<b>1,533,023</b>	<b>1,559,388</b>	<b>40%</b>
<b>REVENUES</b>					
Intergovernmental	0	0	0	0	
Fees & Other	932,299	1,167,769	1,692,822	1,728,654	
<b>Total</b>	<b>932,299</b>	<b>1,167,769</b>	<b>1,692,822</b>	<b>1,728,654</b>	<b>48%</b>
<b>FTE's</b>	6.50	6.50	6.50	7.00	

**FY 2007 HIGHLIGHTS, AND/OR SIGNIFICANT MODIFICATIONS:**

- To manage the additional C&D debris generated by the Pillow-Tex demolition project.
- To begin the construction of the expanded C&D area and close out existing area.
- Construction of new maintenance building
- Request to replace existing entrance to landfill including the scales and scale house to complement the proposed shooting range plans.

**FY 2006 ACCOMPLISHMENTS:**

- Constructed new Maintenance Facility
- Reached capacity in existing C&D area
- Began construction on expansion area
- Disposed 4 times the amount of C&D material from previous years

## PROGRAM SUMMARY FY 2007

**DEPARTMENT: Solid Waste Management**

**PROGRAM: Waste Reduction**

**MANDATED SERVICE:** Local government Waste Reduction Programs-G.S. 130A-309.09 B (a); authority to regulate solid waste-G.S. 153A-136

**MISSION STATEMENT:** *To encourage recycling and waste minimization through education and example in an effort to reduce the waste stream; and to demonstrate professionalism and provide excellent customer service in the operation of a quality Household Hazardous Waste facility.*

**PROGRAM SUMMARY:** This Department provides the following waste services:

1. Recycling drop-off Centers: Glass, aluminum & steel cans, plastic, and commingled paper are accepted in containers at three locations (in addition to the convenience center at the landfill); the County's HHW Facility on General Services Drive, Cannon Boulevard, and on Highway 601 near the Highway 24/27 intersection. Department employees collect and haul these items to recycling centers, with the exception of the HHW facility which is serviced by the City of Concord.
2. Household Hazardous Waste: Household hazardous waste is collected at the county's permanent facility located on General Services Drive adjacent to the Fleet Maintenance Facility. County residents drop-off material on scheduled days. County employees package and store material for collection by waste disposal contractor.

### GOALS AND OBJECTIVES:

- To implement the county's recycling/ environmentally preferable purchasing policy within county government offices as an example to area businesses while minimizing waste and increasing recycling within county government offices
- To operate a cost efficient and environmentally safe permanent household hazardous waste and electronics collection program with no injuries
- To re-establish a recycling drop-off center to serve the northwest region of the county in cooperation with the city of Kannapolis
- To provide educational and training programs to the public to educate them on composting, recycling and waste minimization
- To facilitate expanded recycling and waste minimization efforts in the county's public and private schools
- To promote recycling and waste minimization within local businesses through a cooperative effort with the different municipalities
- Develop new procedures for safety in handling flammable HHW to reduce the risk of accidents.

<b>PERFORMANCE DATA:</b>	<b>FY 2005 ACTUAL</b>	<b>FY 2006 ESTIMATED</b>	<b>FY 2007 ESTIMATED</b>
Total Recycling customers served at landfill	2763	2642	2774
Total tons of recycling	2007.32	2114.58	2220.31
Total customers served at HHW/Electronics Facility	597	824	865
Total tons HHW/Electronics managed & disposed	42.39	37.80	39.69
Total tons of recycling	2007.32	2114.58	2220.31

**SUMMARY DETAIL**

<b>EXPENDITURE CATEGORIES</b>	<b>ACTUAL FY 2005</b>	<b>AMENDED FY 2006</b>	<b>DEPARTMENT REQUEST FY 2007</b>	<b>BOARD ADOPTED FY 2007</b>	<b>PERCENT CHANGE FY 2006 vs FY 2007</b>
Personal Services	76,390	74,655	89,746	87,227	
Operations	73,599	76,404	190,039	190,039	
Capital Outlay	0	8,500	7,000	7,000	
<b>Total</b>	<b>149,989</b>	<b>159,559</b>	<b>286,785</b>	<b>284,266</b>	<b>78%</b>
<b>REVENUES</b>					
Intergovernmental	56,192	55,000	55,000	55,000	
Fees & Other	59,840	55,000	60,000	60,000	
<b>Total</b>	<b>116,032</b>	<b>110,000</b>	<b>115,000</b>	<b>115,000</b>	<b>5%</b>
<b>FTE's</b>	1.50	1.50	1.50	2.00	

**FY 2007 HIGHLIGHTS, AND/OR SIGNIFICANT MODIFICATIONS:**

- To promote public awareness of recycling, and waste reduction to county residents, using national “environmental” days like America recycles day and earth day as vehicles
- Expanding the recycling program for county offices by offering recycling for more waste streams and increasing county employee participation through incentives and contests.
- Expanding electronics recycling collection to county landfill
- Explore additional recycling options for C&D materials to help divert waste from being landfilled.
- Enhance HHW operational plan with specific safety plan and operating procedures

**FY 2006 ACCOMPLISHMENTS:**

- Waste reduction policy; once a week trash collection at employee’s desk to encourage recycling
- Received a recycling grant to help manage electronic collection

## PERSONNEL JUSTIFICATION FY 2007

**DEPARTMENT:** Solid Waste

**PROGRAM:** Waste Reduction

**MANDATED SERVICE:** Local government Waste Reduction Programs-G.S. 130A-309.09 B (a); authority to regulate solid waste-G.S. 153A-136

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**PERSONNEL CHANGES AND JUSTIFICATION:** Request Recycling Technician

This position is needed to meet OSHA safety rules and regulations during Household Hazardous Waste (HHW) collection and processing events, assist with activities related to waste reduction, servicing drop-centers, transportation of recyclables and to help with additional work load at landfill due to the increased volume of C&D material and the construction of the new expansion area as well as the closure of the existing area.

The current operating procedure at the HHW does not meet OSHA requirements which require the county to have a second staff person (buddy system) on site in case of an emergency. I currently schedule an employee from the landfill to assist on HHW collection days to be in compliance on those days. During the collection events, staff store and secure all material brought by the residents. The processing, bulking, pouring and labeling are done on non-collection days. This material is store on shelves, boxes and existing containers for extended periods of time which has the potential to result in a much large safety concern / emergency. Using landfill staff on collection days creates a hardship to daily operation and to schedule them for the activity / processing of this material on non-collection days would risk compliance issues with the landfill operations.

**CONSEQUENCES OF DENIAL:** The County has the potential for employee health and safety issues as well as Non-compliance violations with OSHA and other regulatory agencies.

<b>RESOURCES REQUIRED</b>	<b>FY 2007</b>
Personal Services	27,175
Operations	0
Total	27,175
<b>REVENUES</b>	
Intergovernmental	0
Fees & Other	27,175
Total	27,175
<b>NET COUNTY COST</b>	0

\*\*\* Increase in tip-fees at landfill will adequately cover the additional position. The current Recycling Technician position is funded 50% landfill (4610) and 50% waste reduction (4620).If this position is approved the current position will transfer to 100% landfill and the new position will be funded at 100% waste reduction.

**BOARD OF COMMISSIONERS:**            **Approved**



## PROGRAM SUMMARY FY 2007

**DEPARTMENT: Education**

**PROGRAM: Current Expense**

**MANDATED SERVICE:** Public Schools - NCGS 115C-426(e) – current expense funding required, level not mandated. NCGS 115C-430 – equal apportionment required between school administrative units. Community College – NCGC 115D-32(d) – maintenance and utility cost funding required for satellite campuses

**PROGRAM SUMMARY:** Students in Cabarrus County are served by two school systems: Cabarrus County Schools and the Kannapolis City Schools, along with one community college. Current expense funding assists Cabarrus County and Kannapolis City school systems and the Rowan-Cabarrus Community College (South Campus) pay salaries, benefits, utilities and other operating expenses.

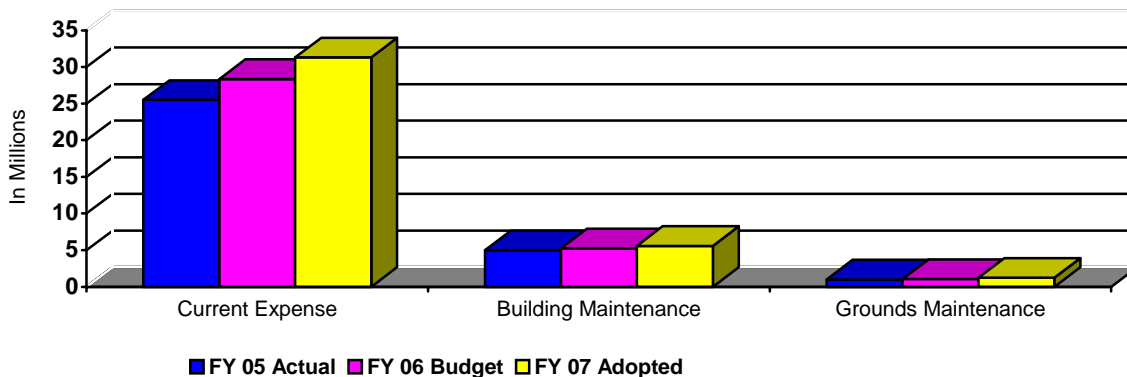
SCHOOL	FY 2005 ACTUAL	FY 2006 BUDGET	FY 2007 REQUESTED	FY 2007 ADOPTED	ADM
<b><u>ADM Funding</u></b>					
Cabarrus County Schools	22,142,714	24,686,641	27,622,641	27,270,641	24,992
Kannapolis City Schools	3,382,028	3,693,585	4,538,819	4,066,809	3,727
<b><u>Building Maintenance Funding</u></b>					
Cabarrus County Schools	4,331,258	4,563,042	6,258,273	4,858,273	24,992
Kannapolis City Schools	661,547	682,717	725,727	724,503	3,727
<b><u>Grounds Maintenance Funding</u></b>					
Cabarrus County Schools	867,750	913,706	1,080,057	1,080,057	24,992
Kannapolis City Schools	132,538	136,708	160,943	161,066	3,727
<b>TOTAL PUBLIC SCHOOL FUNDING</b>	<b>31,517,835</b>	<b>34,676,399</b>	<b>40,386,460</b>	<b>38,161,349</b>	<b>28,719</b>

### FY 2006 HIGHLIGHTS, AND/OR SIGNIFICANT MODIFICATIONS:

Current expense spending, inclusive of Building and Grounds Maintenance, is funded at \$38,161,349. This represents an increase of 10.05% over FY 06 budget levels. An additional \$50,000 for school park maintenance is budgeted in Parks and Recreation budget.

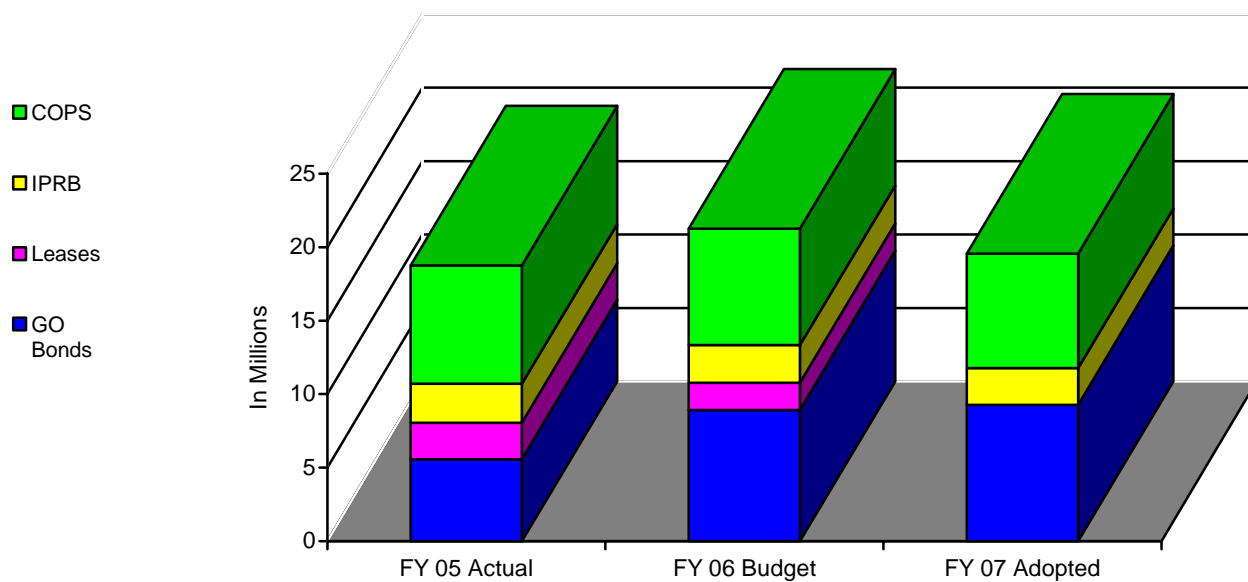
Current expense funding for schools is based on Average Daily Membership (ADM). ADM is certified by the state, and is calculated as follows: Number of days a student's name appears on the roll is calculated for each student. The sum of these calculations is divided by the number of school days to arrive at the ADM. ADM for FY 2006 has increased by 1,880; Cabarrus County Schools increased by 1,646 and Kannapolis City Schools increased by 234. Current expense ADM funding (exclusive of Building & Grounds Maintenance) increased by 3.19% from \$1057.42 per student to \$1,091.17 per student.

In FY 2000, a formal agreement was executed by the Board of County Commissioners, Cabarrus County Board of Education and the Kannapolis City Board of Education to provide additional current expense funding based on ADM for building maintenance, grounds maintenance and fiber optic cabling. This agreement provided unification of a comprehensive building and grounds maintenance program encompassing all facilities for both school systems, to be administered by the Cabarrus County School System. For FY 07, ADM Building Maintenance rates have been established at \$194.39, a decrease of .54% below FY 2006. Consolidated Building Maintenance totals \$5,582,776, a 6.42% increase over FY 2006. Grounds Maintenance per student rates have increased 10.42% to \$43.22. Overall Grounds Maintenance funding has increased to \$1,241,123.



<b>PUBLIC SCHOOL DEBT SERVICE</b>	<b>FY 2005 ACTUAL</b>	<b>FY 2006 BUDGET</b>	<b>FY 2007 PRINCIPAL</b>	<b>FY 2007 INTEREST</b>	<b>FY 2007 TOTAL</b>
GO Buildings – Schools	5,561,789	8,918,806	4,961,606	4,302,023	9,263,629
Lease – Schools – Bank Fees	2,490,949	1,854,304	0	0	0
IPRB	2,642,250	2,573,250	1,500,000	1,002,750	2,502,750
COPS	8,064,320	7,927,409	4,368,300	3,433,560	7,801,860
<b>TOTAL</b>	<b>18,759,308</b>	<b>21,273,769</b>	<b>10,829,906</b>	<b>8,738,333</b>	<b>19,568,239</b>

The County issues various types of debt in support of school construction. General Obligation Bonds (GO bonds), Capital Leases, Installment Payment Revenue Bonds (IPRB), and Certificates of Participation (COPS) have all been used to finance the acquisition and construction of school capital facilities. In November, 2004 voters approved by referendum the issue of \$94.9 million in support of public school construction and renovation of which \$50 million was issued in March 2005. Complete details of these long-term obligations can be found in the *Debt Service* section of this document.

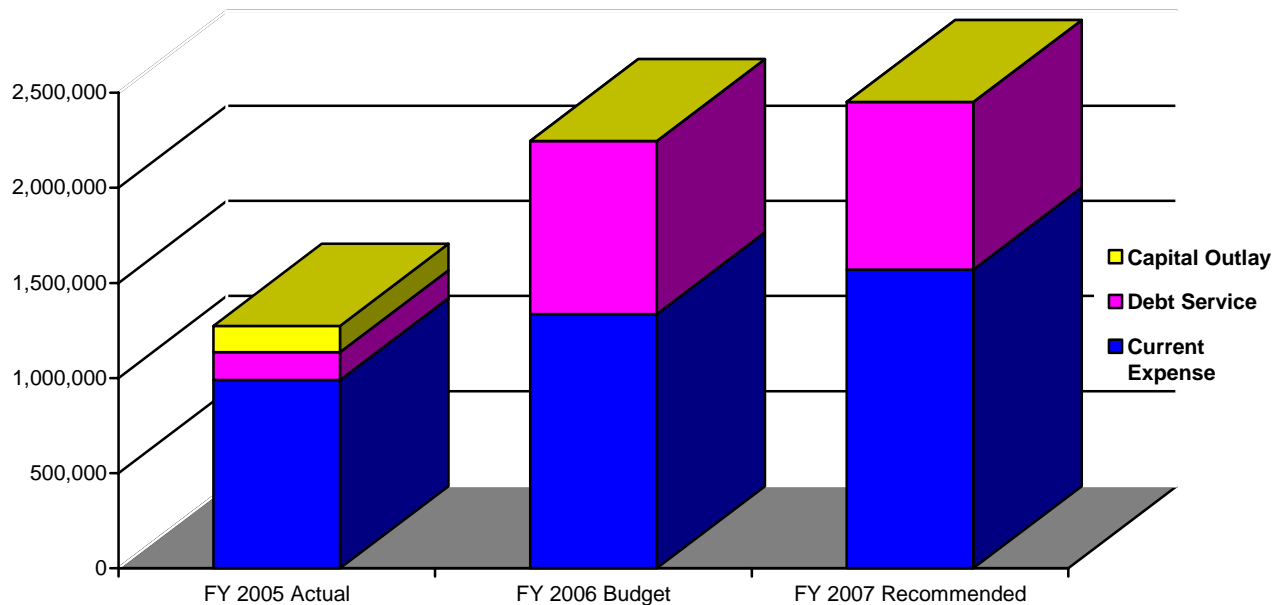


<b>ROWAN CABARRUS COMMUNITY COLLEGE</b>	<b>FY 2005 ACTUAL</b>	<b>FY 2006 BUDGET</b>	<b>FY 2007 REQUESTED</b>	<b>FY 2007 ADOPTED</b>
RCCC Current Expense	988,669	1,335,400	1,593,054	1,570,473
RCCC Debt Service	147,051	910,804	880,921	880,921
RCCC Capital Outlay	138,688	0	0	0
<b>TOTAL RCCC</b>	<b>1,274,408</b>	<b>2,246,204</b>	<b>2,473,975</b>	<b>2,451,394</b>

Current expense funding for Rowan Cabarrus Community College (RCCC) totals \$1,570,473, a 17.60% increase above FY 2006 levels. This funding includes modest increases to cover inflationary factors, along with increases that reflect a greater than 30% increase in enrollments over the past few years. Also, increased is funding for operational costs of the new Business and Technology facility located on Highway 29. This facility increases square footage in Cabarrus County facilities by approximately 40%.

The County has issued GO bonds and installment financing in support of acquisition and construction of capital facilities. Further details may be found in the *Debt Service* section of this document.

RCCC has not requested any capital outlay funding for FY 2007.



## PROGRAM SUMMARY FY 2007

**DEPARTMENT: Education**

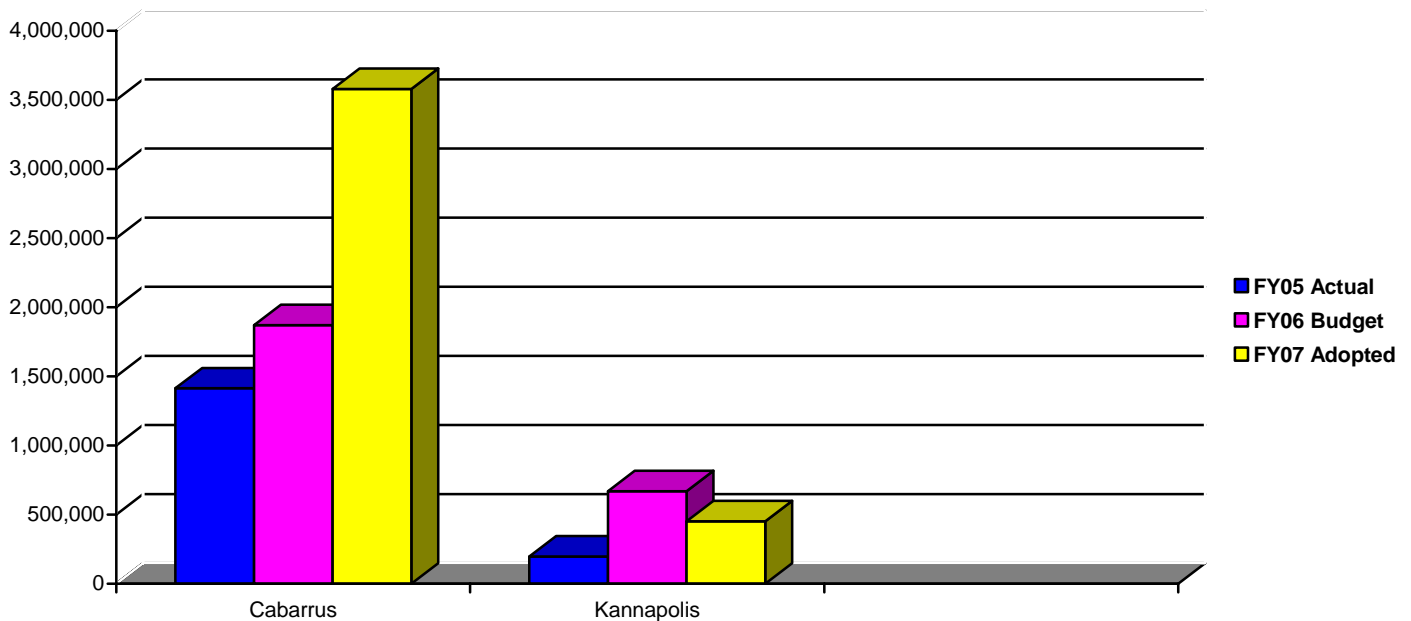
**PROGRAM: Capital Outlay**

**MANDATED SERVICE:** NCGS 115C-426(f) – Capital outlay funding required, level not mandated.

**PROGRAM SUMMARY:** Capital outlay funding is provided for the purchase of buses or other vehicles for the Cabarrus County and Kannapolis City School Systems; building improvements; and acquisition or replacement of furnishings and equipment.

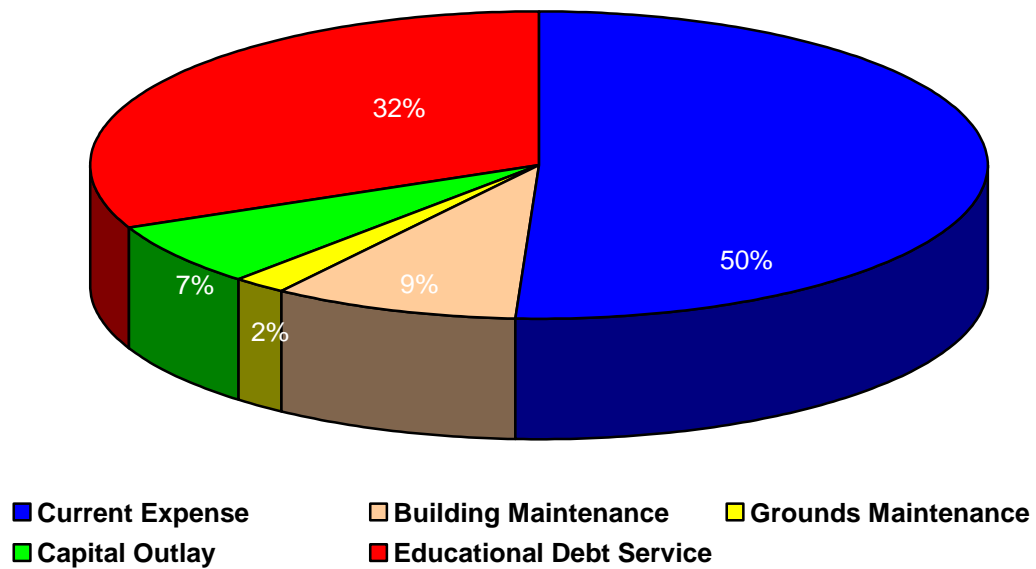
SCHOOL	FY 2005 ACTUAL	FY 2006 BUDGET	FY 2007 REQUESTED	FY 2007 ADOPTED
Cabarrus County Schools	1,412,761	1,870,708	2,627,500	3,580,000
Kannapolis City Schools	196,843	668,874	1,086,000	451,224
<b>TOTAL CAPITAL OUTLAY</b>	<b>1,609,604</b>	<b>2,539,582</b>	<b>3,713,500</b>	<b>4,031,224</b>

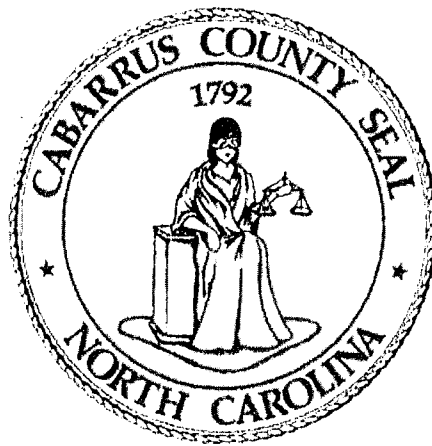
The FY 2007 budget schools capital outlay equals \$4,031,224. This amount includes \$1,400,000 for new HVAC unit at Wolf Meadow Elementary and Northwest Middle School. These items were requested by the School districts in their Building Maintenance Funding. However, the County has moved this request to capital outlay funding, which is more appropriate for this type of expenditure. Also, included is funding totaling \$1,790,000 for the purchase of new school buses due to the increase in school student populations which leaves \$841,224 for other school capital needs. The funding for the HVAC units totaling \$1,400,000 is provided by the delay in debt service on the jail and the school bond referendum.



**TOTAL FY 07 PUBLIC SCHOOL SPENDING, BASED ON ADM ENROLLMENT OF 28,643**

<b>FY 07 PUBLIC SCHOOL APPROPRIATION</b>	<b>PER STUDENT</b>
Current Expense	1,091.17
Building Maintenance	194.39
Grounds Maintenance	43.22
<b>TOTAL CURRENT EXPENSE FUNDING</b>	<b>1,328.78</b>
Capital Outlay	140.36
Educational Debt Service	683.18
<b>TOTAL PER STUDENT FUNDING</b>	<b>2,152.32</b>





# PROGRAM SUMMARY

## FY 2007

**DEPARTMENT:** Non-Departmental

**PROGRAM:** Non-Departmental

**MANDATED SERVICE:** See Below

**PROGRAM SUMMARY:** Items in this program are those which relate to General Fund programs as a whole, but not to any particular program or department.

### Salary Adjustments

This appropriation is used to fund service award payments and to fund merit/compensation study salary adjustments as authorized by the Board of Commissioners' Personnel Management Policy.

FY 2005 Actual	FY 2006 Budget	FY 2007 Requested	FY 2007 Adopted
0	260,000	350,000	350,000

### Other Benefits

An appropriation of \$538,320 for payment of eligible retirees' hospitalization and life insurance was approved by the Cabarrus County Board of Commissioners. Effective February 16, 2006, Cabarrus County maintains health and life insurance for 90 retirees. We have budgeted an additional ten employees in FY 2007.

FY 2005 Actual	FY 2006 Budget	FY 2007 Requested	FY 2007 Adopted
456,675	507,718	538,320	538,320

### Insurance Service and Settlement

This account is for fees and settlements made with various insurance carriers that are not charged back to departments. The Board declined to fund this as a separate budget item.

FY 2005 Actual	FY 2006 Budget	FY 2007 Requested	FY 2007 Adopted
1,680	0	0	0

### Unemployment Compensation

These funds are to pay unemployment claims against the County and are required by the state.

FY 2005 Actual	FY 2006 Budget	FY 2007 Requested	FY 2007 Adopted
70,532	71,000	90,000	90,000

### Contingency

An appropriation of \$230,579 was made to cover unanticipated costs that might occur during FY 2007. The Board of Commissioners must approve transfers from this account. Funding is not required.

FY 2005 Actual	FY 2006 Budget	FY 2007 Requested	FY 2007 Adopted
0	24,461	250,000	230,579

## PROGRAM SUMMARY FY 2007

**DEPARTMENT:** Contribution to Other Funds

**PROGRAM:** Contributions to Other Funds

**MANDATED SERVICE:** See Below

**PROGRAM SUMMARY:** This program consists of funding transfers from the General Fund to other funds.

### Contribution to Cabarrus Health Alliance

The 1997 Session of the General Assembly authorized Cabarrus County to transfer the powers, duties, and responsibilities to provide public health services from the Board of Health to the Public Health Authority of Cabarrus County. These powers, duties, and responsibilities are in the areas of communicable disease control, environmental protection, and maintenance of vital records. The Cabarrus County Board of Commissioners by resolution on the 20<sup>th</sup> day of April 1998 authorized the transfer of said powers, duties, and responsibilities to the Public Health Authority of Cabarrus County. Beginning in FY 1998, most of the services formerly provided by the Cabarrus County Health Department were turned over to a new public health authority named the Cabarrus Health Alliance. Their mission is "to achieve the highest level of individual and community health through collaboration." In order to accomplish this mission, the Cabarrus Health Alliance has collaborated with and developed partnerships with the local hospital, physicians, and the regional mental health program. The Cabarrus Health Alliance board includes a representative from the hospital, county commissioners, board of health, two physician groups, and two public members. Funding for the Health Alliance is based on an established per capita rate of \$25.66 (applicable increase/decrease population changes). Additional funding of \$10,762 for the West Nile Virus is also included.

FY 2005 Actual	FY 2006 Budget	FY 2007 Requested	FY 2007 Adopted
3,535,386	3,626,248	3,801,147	3,801,147

### Contribution to Community Development Block Grant

Cabarrus County participates in the HOME Consortium grant. The County uses the funds to rehabilitate and renovate scattered site low income housing. There will be an emphasis on elderly low income residents.

FY 2005 Actual	FY 2006 Budget	FY 2007 Requested	FY 2007 Adopted
39,077	40,000	45,000	45,000

### Contribution to Capital Reserve Fund

This fund is for County to reserve funds for future capital projects for the County and for the Schools. On June 14, 2005, the Board of Commissioners voted to transfer any undesignated fund balance above 15% to the Capital Reserve Fund at the completion of the annual audit. The transfer made during FY 06 was \$3,373,881.

FY 2005 Actual	FY 2006 Budget	FY 2007 Requested	FY 2007 Adopted
0	3,373,881	0	0

### Contribution to Capital Project Fund

This fund is for County appropriations for various capital projects. In the FY 2007 budget, an appropriation of \$11,838,214 is recommended for the following items: \$297,301 for Park expansions, \$3,478,638 for the construction of a new school bus garage, \$6,462,275 for cost over-runs on the \$98 Million School Bond projects and \$1,600,000 for the purchase of a Board of Elections facility.

FY 2005 Actual	FY 2006 Budget	FY 2007 Requested	FY 2007 Adopted
1,744,332	2,187,819	297,301	11,838,214



**Pension Trust Fund**

This transfer provides funding for the Separation Allowance Pension Trust Fund and is required.

<b>FY 2005 Actual</b>	<b>FY 2006 Budget</b>	<b>FY 2007 Requested</b>	<b>FY 2007 Adopted</b>
358,891	377,815	392,503	392,503

**Contribution to Special Revenue**

The Register of Deeds Automation appropriations were transferred to a special revenue fund in FY 2005. Currently, no transfers are budgeted for FY 2007.

<b>FY 2005 Actual</b>	<b>FY 2006 Budget</b>	<b>FY 2007 Requested</b>	<b>FY 2007 Adopted</b>
175,255	0	0	0

**Contribution to Cabarrus Arena and Events Center Special Revenue Fund (SMG)**

Transfers to this fund are for the operation of the Cabarrus Arena and Events Center. This program is not mandated. The day to day operations at Cabarrus Arena and Events Center is currently being ran by a company by the name of SMG.

<b>FY 2005 Actual</b>	<b>FY 2006 Budget</b>	<b>FY 2007 Requested</b>	<b>FY 2007 Adopted</b>
737,385	726,940	808,447	808,447

# PROGRAM SUMMARY

## FY 2007

**DEPARTMENT:** Contributions To Other Agencies

**PROGRAM:** Contributions To Other Agencies

**MANDATED SERVICE:** See Below

**PROGRAM SUMMARY:** Agencies funded through this program are non-profit and other government agencies that provide public services which complement or are not found in the array of services provided by the County.

### Cabarrus County Teen Court and Cabarrus Mediation Inc.

This program provides an opportunity for the diversion from the traditional court system for certain first-time misdemeanor or status offenders, ages 11 through 16. This program provides an education in how the judicial system works to youth referred and youth volunteers. This program will also help youth and their families acquire and practice skills designed to foster the development of supportive and positive relationships. This program was implemented in FY 1999. The goal of this program is to increase the capacity of the community's youth to become responsible and productive citizens.

<b>FY 2005 Actual</b>	<b>FY 2006 Budget</b>	<b>FY 2007 Requested</b>	<b>FY 2007 Adopted</b>
54,691	45,296	46,458	46,458

### Criminal Justice Partnership

This grant enables Cabarrus County to target all intermediate offenders with signs of drug / alcohol-related problems who have been sentenced to supervised probation by a judge. We will be able to provide an additional sentencing option for offenders with substance abuse and / or dependency problems; assisting offenders in overcoming substance abuse.

<b>FY 2005 Actual</b>	<b>FY 2006 Budget</b>	<b>FY 2007 Requested</b>	<b>FY 2007 Adopted</b>
115,231	117,098	120,390	120,390

### Medical Examiner

The Medical Examiner is responsible for investigating deaths which are unattended or occur under questionable circumstances within Cabarrus County. This function is part of a statewide system supervised and financed primarily at the state level. Funding is mandated.

<b>FY 2005 Actual</b>	<b>FY 2006 Budget</b>	<b>FY 2007 Requested</b>	<b>FY 2007 Adopted</b>
37,475	80,000	60,000	60,000

### North Carolina Forest Service, Cabarrus County Ranger

The Forest Service is responsible for the complete forestry program in Cabarrus County under a cooperative agreement between the N.C. Department of Environment, Health and Natural Resources and the Board of Commissioners, as authorized by G.S. 113-54 and 113-59. The State pays 60% of the cost of this program, the County pays the remaining 40%. The Ranger works with several county, state and federal agencies in promoting sound use of natural resources. There are 4 major program areas:

Forest Fire Control - Work with local fire departments to suppress wildfires in woodlands, investigate causes and pursue legal action if warranted.

Forest Management - Management plans are prepared for private landowners describing methods to achieve maximum production of natural resources, primarily in the areas of timber, wildlife, watersheds and soils, as well as recreation and aesthetics.

Information and Education - Fire prevention programs are presented to schools and other groups, training programs are provided to volunteer fire departments, and forest/natural resource management programs are presented to various organizations. Information is also provided to the news media.

Forest Pest Control - Investigations are performed to identify forest pests, and methods of control are prepared. Periodic surveys are made for Gypsy Moth and Southern Pine Beetle damage.

<b>FY 2005 Actual</b>	<b>FY 2006 Budget</b>	<b>FY 2007 Requested</b>	<b>FY 2007 Adopted</b>
40,169	44,375	49,297	49,297

### **Piedmont Preservation**

The Piedmont Preservation promotes restoration and preservation of historical buildings within Cabarrus County.

<b>FY 2005 Actual</b>	<b>FY 2006 Budget</b>	<b>FY 2007 Requested</b>	<b>FY 2007 Adopted</b>
0	4,000	0	0

### **JCPC Administrative Costs**

**Juvenile Crime Prevention (JCPC)** programs target undisciplined, delinquent, or at-risk youth between the ages of 10 and 17, who have come to the attention of the juvenile court system or who exhibit high-risk indicators for court involvement or commitment to training school. Funding is provided through the Department of Juvenile Justice and Delinquency Prevention (DJJDP). This item provides \$2,925 toward funding of overhead/administrative costs.

<b>FY 2005 Actual</b>	<b>FY 2006 Budget</b>	<b>FY 2007 Request</b>	<b>FY 2007 Adopted</b>
0	2,925	0	0

### **JHE Production Group**

These funds are used to keep the All Star Challenge Race at Lowes Motor Speedway.

<b>FY 2005 Actual</b>	<b>FY 2006 Budget</b>	<b>FY 2007 Requested</b>	<b>FY 2007 Adopted</b>
0	20,000	0	0

### **Economic Development Corporation**

The Economic Development Corporation promotes economic development within Cabarrus County by recruiting new businesses and encouraging retention and expansion of existing businesses.

<b>FY 2005 Actual</b>	<b>FY 2006 Budget</b>	<b>FY 2007 Requested</b>	<b>FY 2007 Adopted</b>
418,835	438,835	438,835	438,835

### **Charlotte Regional Sports Commission**

In FY 2005, funds were transferred from the Economic Development Corporation appropriation to the Charlotte Regional Sports Commission for aid in funding many events that are planned to maximize the positive impact of the All-Star Challenge, and to ensure that it remains at Lowes' Motor Speedway and Cabarrus County. No funding is budgeted for FY 2007.

<b>FY 2005 Actual</b>	<b>FY 2006 Budget</b>	<b>FY 2007 Requested</b>	<b>FY 2007 Adopted</b>
20,000	0	0	0

### **Cabarrus Community Care Plan**

The Community Care Plan provides care to low income uninsured patients. During the last year the local medical community has donated \$8.5 million of care to Community Care Plan patients. The Community Care Plan was made possible due to a four-year federal Healthy Community Access Program grant. The success of this program has led to Cabarrus County being able to secure approval for a federally funded Community Health Center with locations at McGill Avenue and the Logan Center. Cabarrus Community Care Plan, Inc. also provides case management and disease management for Cabarrus County Medicaid recipients. The program is characterized by broad community collaboration and provision of managed care through the use of cost containment measures such as disease management and case management that have led to documented savings and improved health outcomes.

<b>FY 2005 Actual</b>	<b>FY 2006 Budget</b>	<b>FY 2007 Requested</b>	<b>FY 2007 Adopted</b>
0	100,000	100,000	100,000

### **Alpha/Genesis New Beginning:**

This program provides sex offender treatment, individual assessments/psychological evaluations, substance abuse counseling, and a life skills group for juvenile offenders.

<b>FY 2005 Actual</b>	<b>FY 2006 Budget</b>	<b>FY 2007 Request</b>	<b>FY 2007 Adopted</b>
0	31,687	37,166	37,166

### **Sales Tax Fire Districts**

In FY 2004, a budget was established for the distribution of the sales taxes to the Local Fire Districts. In the past, we have deducted the Fire District's portion of sales tax out of the County's sales tax revenues. The proper accounting for these funds is to record them as a revenue upon receipt and an expenditure upon disbursement to the local fire district.

<b>FY 2005 Actual</b>	<b>FY 2006 Budget</b>	<b>FY 2007 Requested</b>	<b>FY 2007 Adopted</b>
841,779	600,000	830,000	830,000

### **Special Olympics – Cabarrus County Schools**

In accordance with the Special Olympics Service Agreement with Cabarrus County Schools, this item provides funding equal to one full time equivalent position.

<b>FY 2005 Actual</b>	<b>FY 2006 Budget</b>	<b>FY 2007 Requested</b>	<b>FY 2007 Adopted</b>
33,430	43,408	43,408	43,408

### **Cabarrus Arts Council, Inc.**

The Board of Commissioners selected the Cabarrus Arts Council (CAC) in the early 1980s as Cabarrus County's Local Distributing Agency (now called Designated County Partner). As such, it operates the N. C. Grassroots Arts program that is the major source of state arts funding for local organizations. CAC provides programming for all local schools and has been a pioneer in expanding programming to minority and underprivileged audiences in our community. The Arts Council serves as an information and referral service, and provides leadership to art organizations and artists.

<b>FY 2005 Actual</b>	<b>FY 2006 Budget</b>	<b>FY 2007 Requested</b>	<b>FY 2007 Adopted</b>
26,000	26,000	30,000	26,000

### **Muddy Creek Sewage Treatment Plant**

Contribution to the Water and Sewer Authority of Cabarrus County for the operation of the Muddy Creek Sewage Treatment Plant. The Board approved subsidy of \$15,000 annually for a five year period (FY 2002 through FY 2006).

<b>FY 2005 Actual</b>	<b>FY 2006 Budget</b>	<b>FY 2007 Requested</b>	<b>FY 2007 Adopted</b>
15,000	15,000	0	0

### **Project Challenge**

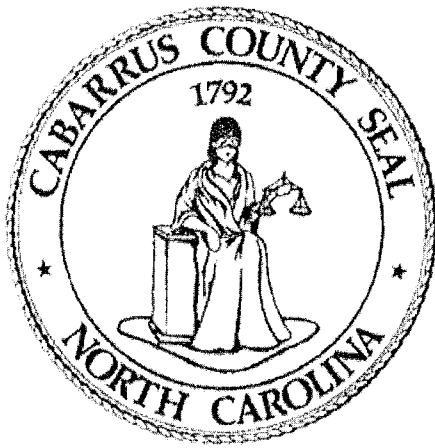
Project Challenge has identified juvenile offenders between the ages of 10 and 17 years as its target population. Juveniles can only discern the impact of the damages or injury caused by their offenses if they have had the opportunity to provide restoration to the victim through their own effort. Project Challenge provides that opportunity. The essence of Project Challenge is community involvement and improvement. This involvement helps eliminate family conflict and disruption, occupies free time, increases self-esteem, increases school involvement, and improves poor and impoverished areas.

<b>FY 2005 Actual</b>	<b>FY 2006 Budget</b>	<b>FY 2007 Requested</b>	<b>FY 2007 Adopted</b>
68,119	63,085	63,391	63,391

### **Miscellaneous**

Intended to be used for rent of a facility for the parks & recreation department.

<b>FY 2005 Actual</b>	<b>FY 2006 Budget</b>	<b>FY 2007 Requested</b>	<b>FY 2007 Adopted</b>
0	0	0	30,000



# PROGRAM SUMMARY

## FY 2007

**DEPARTMENT:** Debt Service

**PROGRAM:** Debt Service

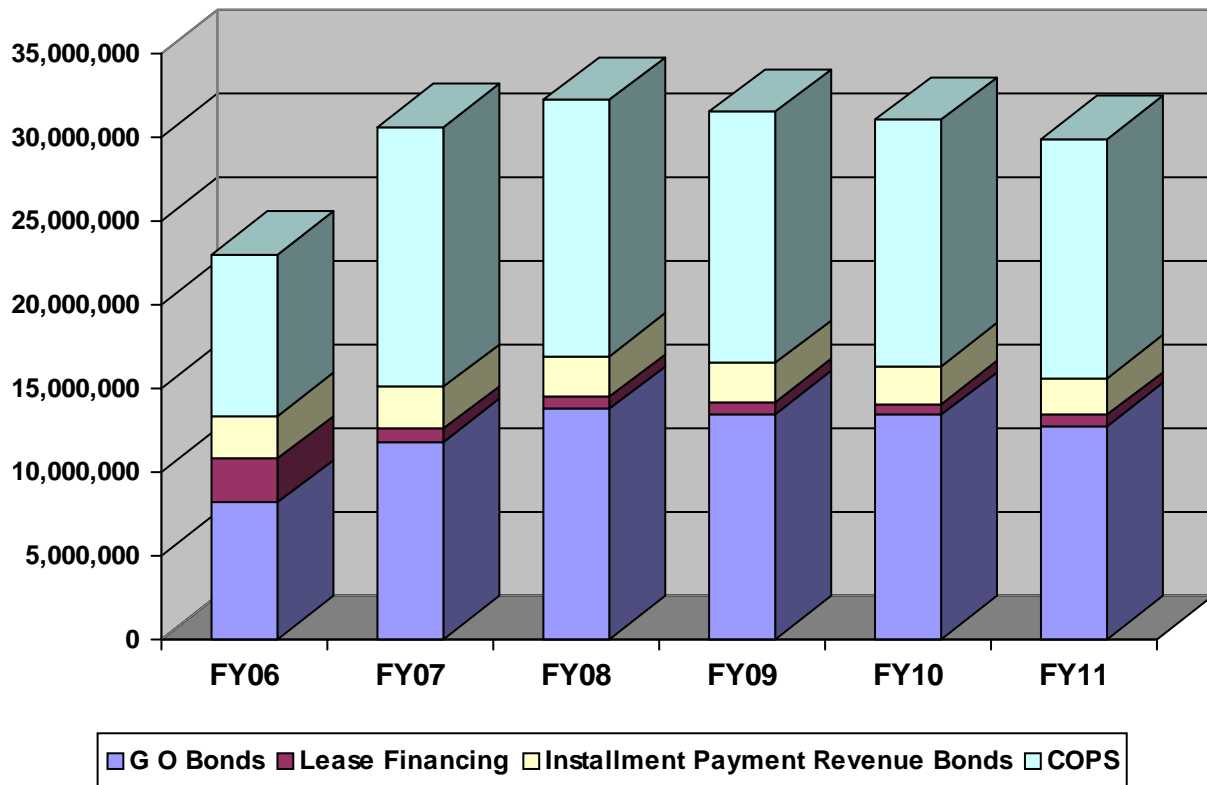
**MANDATED SERVICE:** G.S. 159-36, 159-25(a)(5)

### PROGRAM SUMMARY:

The debt service program is maintained to track the annual principal and interest requirements of bonds and lease financing agreements. The County has the following principal and interest debt outstanding at June 30, 2006:

School Bonds – GO Bonds	\$88,263,495
Rowan Cabarrus Community College GO Bonds	458,697
Coddle Creek Reservoir GO Bonds	3,122,807
Schools Installment Payment Revenue Bonds	19,500,000
Schools - COPS	71,915,950
Arena and Events Center – COPS	16,089,050
RCCC – Lease Financing	<u>3,735,428</u>
<b>TOTAL</b>	<b>\$203,085,427</b>

### ANNUAL PRINCIPAL AND INTEREST DUE



GENERAL OBLIGATION BONDS - PRINCIPAL AND INTEREST								
BOND DEBT	ISSUE DATE	RATE	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
Schools 2005	3/1/2005		1,600,000.00 2,058,300.00	1,600,000.00 1,994,300.00	1,600,000.00 1,946,300.00	1,600,000.00 1,898,300.00	1,600,000.00 1,846,300.00	1,600,000.00 1,794,300.00
Refunding - Schools 2004	3-15-04	3.0-5.0	165,000.00 1,416,950.00	170,000.00 1,412,000.00	1,875,000.00 1,406,900.00	1,945,000.00 1,350,650.00	2,605,000.00 1,292,300.00	3,450,000.00 1,214,150.00
School Series 1997	2-1-97	5.326	1,700,000.00 180,200.00	1,700,000.00 90,100.00				
Refunding - Schools	8-1-03	2.0-4.0	1,553,886.00 244,470.02	1,491,606.00 205,622.88	1,438,668.00 160,874.70	1,379,502.00 117,714.66	1,099,242.00 62,534.58	345,654.00 18,564.90
Schools 2006	08/01/06		0.00 0.00	0.00 1,243,842.00	2,305,000.00 2,132,300.00	2,310,000.00 2,040,100.00	2,310,000.00 1,959,250.00	2,305,000.00 1,878,575.00
<b>Total Schools</b>			<b>5,018,886.00</b> <b>3,899,920.02</b> <b>8,918,806.02</b>	<b>4,961,606.00</b> <b>4,945,864.88</b> <b>9,907,470.88</b>	<b>7,218,668.00</b> <b>5,646,374.70</b> <b>12,865,042.70</b>	<b>7,234,502.00</b> <b>5,406,764.66</b> <b>12,641,266.66</b>	<b>7,614,242.00</b> <b>5,160,384.58</b> <b>12,774,626.58</b>	<b>7,700,654.00</b> <b>4,905,589.90</b> <b>12,606,243.90</b>
Refunding - RCCC	8-1-03	2.0-4.0	120,508.50 18,959.38	115,678.50 15,946.66	111,573.00 12,476.32	106,984.50 9,129.12	85,249.50 4,849.74	26,806.50 1,439.76
<b>Total RCCC</b>			<b>120,508.50</b> <b>18,959.38</b> <b>139,467.88</b>	<b>115,678.50</b> <b>15,946.66</b> <b>131,625.16</b>	<b>111,573.00</b> <b>12,476.32</b> <b>124,049.32</b>	<b>106,984.50</b> <b>9,129.12</b> <b>116,113.62</b>	<b>85,249.50</b> <b>4,849.74</b> <b>90,099.24</b>	<b>26,806.50</b> <b>1,439.76</b> <b>28,246.26</b>
Refunding - Water	8-1-03	2.0-4.0	820,605.00 129,104.36	787,715.50 108,589.22	759,759.00 84,957.76	728,513.50 62,164.98	580,508.50 33,024.44	182,539.50 9,804.10
<b>Total Water Series</b>			<b>820,605.00</b> <b>129,104.36</b> <b>949,709.36</b>	<b>787,715.50</b> <b>108,589.22</b> <b>896,304.72</b>	<b>759,759.00</b> <b>84,957.76</b> <b>844,716.76</b>	<b>728,513.50</b> <b>62,164.98</b> <b>790,678.48</b>	<b>580,508.50</b> <b>33,024.44</b> <b>613,532.94</b>	<b>182,539.50</b> <b>9,804.10</b> <b>192,343.60</b>
<b>Total Bonds</b>			<b>10,007,983.26</b>	<b>10,935,400.76</b>	<b>13,833,808.78</b>	<b>13,548,058.76</b>	<b>13,478,258.76</b>	<b>12,826,833.76</b>



**CAPITAL LEASES , INSTALLMENT PAYMENT REVENUE BONDS, AND COPS FINANCING - PRINCIPAL AND INTEREST**

<b>CAPITAL LEASES</b>	<b>ISSUE DATE</b>	<b>RATE</b>	<b>FY 2006</b>	<b>FY 2007</b>	<b>FY 2008</b>	<b>FY 2009</b>	<b>FY 2010</b>	<b>FY 2011</b>
Weddington Elementary	7-26-95	4.71	611,978.77 14,412.09					
Rocky River Elementary	1-24-96	4.29	1,189,505.48 38,407.62					
<b>Total Schools</b>			<b>1,801,484.25</b> <b>52,819.71</b> <b>1,854,303.96</b>					
Rowan Cabarrus Comm. College	4-12-05	3.54	622,571.42 148,763.44	622,571.42 126,724.42	622,571.42 104,685.38	622,571.42 82,646.36	622,571.42 60,607.33	622,571.42 38,568.30
<b>Total Capital Leases</b>			<b>2,625,638.82</b>	<b>749,295.84</b>	<b>727,256.80</b>	<b>705,217.78</b>	<b>683,178.75</b>	<b>661,139.72</b>
<b>INSTALLMENT PAYMENT REVENUE BONDS</b>								
New High School	6-1-99	5.19	1,500,000.00 1,073,250.00	1,500,000.00 1,002,750.00	1,500,000.00 930,750.00	1,500,000.00 857,250.00	1,500,000.00 783,000.00	1,500,000.00 708,000.00
<b>Total IPRB</b>			<b>2,573,250.00</b>	<b>2,502,750.00</b>	<b>2,430,750.00</b>	<b>2,357,250.00</b>	<b>2,283,000.00</b>	<b>2,208,000.00</b>
<b>COPS</b>								
3 New Schools	3-1-01	4.80	2,000,000.00 1,590,000.00	2,000,000.00 1,510,000.00	2,000,000.00 1,425,000.00	2,000,000.00 1,340,000.00	2,000,000.00 1,250,000.00	2,000,000.00 1,160,000.00
COPS - Schools 2002 issue	9-1-02	3.0 - 5.25	328,300.00 240,946.48	328,300.00 231,097.48	328,300.00 221,248.48	327,075.00 211,071.18	327,075.00 200,277.70	325,850.00 188,830.08
COPS - Schools 2003 issue	7-1-03	2.0 - 5.25	2,035,000.00 1,733,162.50	2,040,000.00 1,692,462.50	2,040,000.00 1,604,462.50	2,035,000.00 1,548,362.50	2,040,000.00 1,487,312.50	2,035,000.00 1,385,312.50
<b>Total Schools</b>			<b>7,927,408.98</b>	<b>7,801,859.98</b>	<b>7,619,010.98</b>	<b>7,461,508.68</b>	<b>7,304,665.20</b>	<b>7,094,992.58</b>
COPS - Expo 2002 issue	9-1-02	3.0 - 5.25	1,011,700.00 742,508.53	1,011,700.00 712,157.53	1,011,700.00 681,806.53	1,007,925.00 650,443.83	1,007,925.00 617,182.30	1,004,150.00 581,904.93
<b>Total Expo</b>			<b>1,754,208.53</b>	<b>1,723,857.53</b>	<b>1,693,506.53</b>	<b>1,658,368.83</b>	1,625,107.30	1,586,054.93
COPS - Law Enforcement 2006	<b>09/06</b>			0.00 1,620,000.00	3,365,000.00 3,099,300.00	3,365,000.00 2,964,700.00	3,365,000.00 2,830,100.00	3,370,000.00 2,695,500.00
<b>Total Law Enforcement</b>			<b>0.00</b>	<b>1,620,000.00</b>	<b>6,464,300.00</b>	<b>6,329,700.00</b>	<b>6,195,100.00</b>	<b>6,065,500.00</b>
<b>Total COPS</b>			<b>9,681,617.51</b>	<b>11,145,717.51</b>	<b>15,776,817.51</b>	<b>15,449,577.51</b>	<b>15,124,872.50</b>	<b>14,746,547.51</b>
Bank Service Charges			100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00
<b>Annual Debt Service</b>			<b>24,988,489.59</b>	<b>25,433,164.11</b>	<b>32,868,633.09</b>	<b>32,160,104.05</b>	<b>31,669,310.01</b>	<b>30,542,520.99</b>

### LONG-TERM OBLIGATIONS

#### 1. Installment Payment Revenue Bonds

As authorized by State law (G.S. 160A-20 and 153A-158.1), the County financed various property acquisitions for use by Cabarrus County Board of Education during the fiscal year ended June 30, 1999 by installment purchase. The installment purchase was issued pursuant to a deed of trust that requires that legal title remain with the County as long as the debt is outstanding. The County has entered into a lease with Cabarrus County Board of Education that transfers the rights and responsibilities for maintenance and insurance of the property to the Board of Education. The lease calls for nominal annual lease payments and also contains a bargain purchase option. The lease term is the same as that of the installment purchase obligation. Due to

economic substance of the transaction, the capital assets associated with the installment purchase obligation are recorded by the Board of Education.

On June 15, 1999 the Cabarrus County Development Corporation issued \$30,000,000 in Installment Payment Revenue Bonds (IPRB) to finance the construction and equipping of a new high school. These 20-year IPRB's have interest rates ranging from 4.60% to 5.30%. Debt service is financed by Cabarrus County property tax revenues. Annual payments of principal and interest range from approximately \$2,900,000 to \$1,600,000. Total principal and interest over a 20-year period will be \$46,045,354.

For Cabarrus County, the annual debt service payments as of June 30, 2006, including \$7,135,250 in interest are the following:

<u>Year Ending, June 30</u>	<u>Principal</u>	<u>Interest</u>
2007	1,500,000	1,002,750
2008	1,500,000	930,750
2009	1,500,000	857,250
2010	1,500,000	783,000
2011	1,500,000	708,000
2012	1,500,000	631,500
2013	1,500,000	554,250
2014	1,500,000	476,250
2015	1,500,000	397,500
2016	1,500,000	318,000
Next 4 Years	<u>4,500,000</u>	<u>477,000</u>
Total	\$19,500,000	\$7,136,250

## DEBT SERVICE

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### 2. General Obligation Indebtedness

General obligation bonds are issued to provide funding for the construction of capital facilities used for general government activities. All general obligation bonds are collateralized by the full faith, credit, and taxing power of the County. Principal and

interest requirements are provided by appropriation in the year in which they become due.

The County's general obligation bonds payable at June 30, 2006 are comprised of the following individual issues:

Serviced by the County's General Fund:

\$49,000,000 School Serial Bonds due on August 1 and February 2 in installments through February 1, 2007; interest at 5.2 to 5.4 percent.	\$ 1,700,000
\$17,490,000 (2003) Refunded Bonds due on March 1 and September 1 in installments through March 1, 2012; interest of 2.0 to 4.0 percent	9,495,000
\$32,855,000 (2004) Refunded Bonds due on August 1 and February 1 in installments through February 1, 2018; interest at 3.0 to 5.0 percent	32,250,000
\$50,000,000 (2005) School Series Bonds due on March 1 and September 1 in installments through March 1, 2025; interest at 3.0 to 5.0 percent	<u>48,400,000</u>
	<u>\$ 91,845,000</u>

For Cabarrus County, the annual debt service payments to maturity as of June 30, 2006, for the County's general obligation bonds are as follows:

<u>Year Ending, June 30</u>	<u>Principal</u>	<u>Interest</u>
2007	5,865,000	3,826,559
2008	5,785,000	3,611,509
2009	5,760,000	3,437,959
2010	5,970,000	3,239,009
2011	5,605,000	3,038,259
2012	5,665,000	2,832,140
2013	5,665,000	2,606,050
2014	5,655,000	2,345,800
2015	5,640,000	2,086,050
2016	5,630,000	1,804,050
Next 5 years	21,305,000	5,343,500
To maturity	<u>13,300,000</u>	<u>1,386,350</u>
Total	\$91,845,000	\$35,557,235

## DEBT SERVICE

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### 3. Certificates of Participation

On March 1, 2001 the Cabarrus County Development Corporation issued \$40,000,000 in Certificates of Participation (COPS) Installment Contracts to finance the construction and equipping of two middle schools and one elementary school. These 20-year COPS have interest rates ranging from 4.0% to 5.0%. Debt service is financed by Cabarrus County property tax revenues. Annual payments of principal and interest range from approximately \$4,069,167 to \$2,100,000. Total principal and interest over a 20-year period will be \$61,199,167.

On August 28, 2002, the Cabarrus County Development Corporation issued \$26,390,000 in Certificates of Participation (COPS) to finance the construction and equipping of the Cabarrus County Schools Administration Building, five school gymnasiums, and the Cabarrus Arena & Events Center. The 20-year COPS have interest rates ranging from 3.0% to 5.25%. Cabarrus County debt service is financed by property tax revenues. Annual payments of principal and interest range from

approximately \$2,409,155 to \$1,396,500. Total principal and interest over the 20-year period will be \$38,718,153.

On August 1, 2003, the Cabarrus County Development corporation issued \$40,770,000 in Certificates of Participation (COPS) Installment Contracts to finance the cost of acquiring real property, construction and equipping of two elementary schools, one middle school, expansion of two existing elementary school facilities and various real and personal property improvements. These 20-year COPS have interest rates ranging from 2.0% to 5.25%. Debt Service is financed by Cabarrus County property tax revenues. Annual payments of principal and interest range from approximately \$3,813,000 to \$2,129,000. Total principal and interest over a 20-year period will be \$61,223,879.

For Cabarrus County, the annual debt service payments to maturity as of June 30, 2006, for the County's Certificates of Participation are as follows:

<u>Year Ending, June 30</u>	<u>Principal</u>	<u>Interest</u>
2007	5,380,000	4,145,718
2008	5,380,000	3,932,518
2009	5,370,000	3,749,878
2010	5,375,000	3,554,773
2011	5,365,000	3,316,048
2012	5,370,000	3,078,578
2013	5,370,000	2,809,603
2014	5,370,000	2,539,303
2015	5,370,000	2,277,878
2016	5,370,000	2,014,412
Next 5 Years	26,850,000	5,925,638
To maturity	<u>7,435,000</u>	<u>643,931</u>
Total	\$ 88,005,000	\$37,988,278

## DEBT SERVICE

### 4. Capital Leases

The County has entered into various agreements which qualify as capital leases under the provisions of Financial Accounting Standards Board Statement No. 13 "Accounting for Leases" and subsequent amendments.

The two \$9.9 million lease purchases above were issued pursuant to deeds of trust which require that legal title remain with the County as long as the debt is outstanding as authorized by NC General Statutes. The County has entered into a lease with Cabarrus County Board of Education, which transfers the rights and responsibilities for maintenance and insurance of the property to the Board of Education. Due to the economic substance of the transaction, the fixed assets associated with the installment purchase obligation are recorded by the Board of Education.

On April 12, 2005, Cabarrus County executed a lease agreement with RBC Centura Bank. The lease agreement is for \$4,358,000 for the construction and renovations to the old school administration building (future site of the RCCC Business Center), expansion of a parking lot and design cost for Building 3000 at the RCCC South campus. The terms of the agreement stipulate semi-annual payments of \$311,286 for 7 years with the first payment due October 12, 2005 and the final payment due on April 12, 2012. The annual interest rate is 3.54% fixed.

Annual debt service requirements to maturity for the County's capital leases are as follows:

<u>Year Ending, June 30</u>	<u>Principal</u>	<u>Interest</u>
2007	622,572	126,725
2008	622,572	104,686
2009	622,571	82,646
2010	622,571	60,607
2011	622,571	38,568
2012	<u>622,571</u>	<u>16,529</u>
Total	\$ 3,735,428	\$426,761

### Long-Term Obligation Activity

The following is a summary of changes in the County's long-term obligations for the fiscal year ended June 30, 2006:

	<u>Balance</u> <u>July 1, 2005</u>	<u>Increases</u>	<u>Decreases</u>	<u>Balance</u> <u>June 30, 2006</u>
Governmental activities:				
General Obligation Bonds	\$97,805,000	- 0 -	\$5,960,000	\$91,845,000
Installment revenue bonds	21,000,000	- 0 -	1,500,000	19,500,000
Capital Leases	6,159,483	- 0 -	2,424,056	3,735,427
Certificates of participation	<u>93,380,000</u>	<u>- 0 -</u>	<u>5,375,000</u>	<u>88,005,000</u>
Total governmental activities	\$218,344,483	- 0 -	\$15,259,056	\$203,085,427



**CABARRUS COUNTY  
BUDGET ORDINANCE  
FISCAL YEAR 2006-2007**

**BE IT ORDAINED** by the Board of Commissioners of Cabarrus County, North Carolina:

Section I. General Fund

- A. It is estimated that the following revenues will be available in the General Fund for the fiscal year beginning July 1, 2006, and ending June 30, 2007:

Ad Valorem Tax Levy	95,284,017
Other Taxes and Penalties	34,435,226
Intergovernmental Revenue	20,730,323
Permits and Fees	6,254,250
Sales and Services	9,290,129
Investment Earnings	1,033,524
Other Revenue	65,040
Other Financing Sources	56,849
Fund Balance Appropriated	483,508
<b>TOTAL REVENUES</b>	<b>167,632,866</b>

- B. The following appropriations are made in the General Fund for the operation of the county government and its activities for the fiscal year beginning July 1, 2006, and ending June 30, 2007:

General Government	14,176,634
Cultural and Recreational	3,610,440
Public Safety	20,312,707
Economic and Physical Development	1,534,748
Human Services	37,388,024
Environmental Protection	221,446
Education/School Debt	64,956,049
Other Programs	21,192,655
Other Debt Service	4,240,163
<b>TOTAL EXPENDITURES</b>	<b>167,632,866</b>

Section II. Cabarrus Arena and Events Center

- A. It is estimated the following revenues will be available in the Cabarrus Arena and Events Center for the Fiscal Year beginning July 1, 2006 and ending June 30, 2007:

Sales and Service	567,439
Other Revenue	7,000
Other Financing Sources	908,447
<b>TOTAL REVENUES</b>	<b>1,482,886</b>

- B. The following appropriations are made in the Cabarrus Arena and Events Center for the Fiscal Year beginning July 1, 2006 and ending June 30, 2007:

Administration and Operations	1,482,886
<b>TOTAL EXPENDITURES</b>	<b>1,482,886</b>

### Section III. Landfill Fund

- A. It is estimated the following revenues will be available in the Landfill Fund for the Fiscal Year beginning July 1, 2006 and ending June 30, 2007:

Other Taxes	55,000
Permits & Fees	17,500
Sales and Service	1,710,832
Fund Balance Appropriated	60,322
<b>TOTAL REVENUES</b>	<b>1,843,654</b>

- B. The following appropriations are made in the Landfill Fund for the Fiscal Year beginning July 1, 2006 and ending June 30, 2007:

Administration and Operations	1,843,654
<b>TOTAL EXPENDITURES</b>	<b>1,843,654</b>

### Section IV. Cabarrus County Convention and Visitors Bureau

- A. It is estimated the following revenues will be available in the Cabarrus County Convention and Visitors Bureau Fund for the Fiscal Year beginning July 1, 2006 and ending June 30, 2007:

Other Taxes	1,030,590
Sales and Service	23,026
Investment Earnings	13,100
<b>TOTAL REVENUES</b>	<b>1,066,716</b>

- B. The following appropriations are made in the Cabarrus County Convention and Visitors Bureau Fund for the Fiscal Year beginning July 1, 2006 and ending June 30, 2007:

Operations and Reserve	1,066,716
<b>TOTAL EXPENDITURES</b>	<b>1,066,716</b>

### Section V.

There is hereby levied a tax at the rate of 62.89 cents per one hundred dollars valuation of property listed for taxes as of January 1, 2006, for the purpose of raising the revenue listed as "CURRENT AD VALOREM TAX LEVY" in the General Fund.

This rate of tax is based on an estimated total valuation of property for the purposes of taxation of \$15,305,961,504 at an estimated combined collection rate of 97.70 percent (98.46% for real and personal and 89.52% for vehicles). The estimated rate of collections is based on the fiscal year ending 2005. An estimated total valuation of Real, Personal and Public Service property is \$13,970,441,861 and vehicle of \$1,335,519,643.

### Section VI.

- A. Special appropriations to non-profit organizations shall be distributed after the execution of an agreement which insures that all County funds are used statutorily permissible public purposes.
- B. The County Manager is hereby authorized to transfer appropriations within a fund as contained herein under the following conditions:
1. He may transfer amounts between objects of expenditures and revenues within a function without limitation.
  2. He may transfer amounts up to \$100,000 between functions of the same fund.
  3. He may not transfer any amounts between funds nor from any contingency appropriation within any fund without action of the Board of Commissioners.



4. Additional authority is granted to the manager to transfer amounts within and between funds for the sole purpose of funding salary and benefits adjustments consistent with the Cabarrus County Personnel Management Policy and the Cabarrus County Personnel Ordinance.
5. He may enter into and execute change orders or amendments to construction contracts in amounts up to \$50,000 when the appropriate annual budget or capital project ordinance contains sufficient appropriated but unencumbered funds.
6. He 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.
7. He 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.
8. He may reject formal bids when deemed appropriate and in the best interest of Cabarrus County pursuant to G.S. 143-129(a).

Section VIII.

- A. This ordinance and the budget documents shall be the basis for the financial plan for the County of Cabarrus for the 2006-07 Fiscal Year. The County Manager and the Budget Officer shall administer the Budget. The Finance Director shall establish and maintain all records, which are in concurrence with this Budget and Budget Ordinance and the appropriate Statutes of the State of North Carolina.

Adopted this the 19<sup>th</sup> of June, 2006.

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Robert W. Carruth, Chairman

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Frankie F. Bonds, Clerk to the Board

**CABARRUS COUNTY BUDGET ORDINANCE  
SPECIAL FIRE AND SERVICE DISTRICT TAXES FUND  
FISCAL YEAR 2006-2007**

**BE IT ORDAINED** by the Board of Commissioners of Cabarrus County, North Carolina:

Section I.

It is the intent of the Special Fire and Service District Taxes Fund to provide necessary funds to local fire departments in Cabarrus County for the purpose of providing fire protection in the unincorporated areas of Cabarrus County. Upon recommendation from the local fire department and its appointed Fire commission, the Board of County Commissioners does hereby levy the tax on Real, Personal and Public Service property located in each specific designated fire or service district. Such funds collected by the County Tax Collector are then remitted to each fire department for the purpose of providing fire protections to the specific taxed area.

Section II.

The following amounts are hereby appropriated in the Special Fire and Service District Tax Fund to provide for the operation of rural volunteer fire services for the fiscal year beginning July 1, 2006 and ending June 30, 2007:

<b><u>Fire Department</u></b>	<b><u>Appropriation</u></b>
Allen	\$ 174,011
Cold Water	132,331
Enochville	74,703
Flowe's Store	138,385
Georgeville	112,437
Gold Hill	24,242
Harrisburg Rural	442,459
Jackson Park	94,238
Midland	153,956
Mt. Mitchell	43,276
Odell	240,136
Rimer	88,682
Winecoff - Contracted to City of Kannapolis	8,996
Northeast	53,956
Mt. Pleasant Rural	169,771
Richfield-Misenheimer	6,525
<b>Total Estimated Expenditures From Tax Levy</b>	<b>\$ 1,958,104</b>

Section III.

It is estimated that the following revenues will be available for the various fire and service districts for the fiscal year beginning July 1, 2006 and ending June 30, 2007:

<b><u>Fire Department</u></b>	<b><u>Revenues from Tax Levy</u></b>
Allen	\$ 174,011
Cold Water	132,331
Enochville	74,703
Flowe's Store	138,385
Georgeville	112,437
Gold Hill	24,242
Harrisburg	442,459
Jackson Park	94,238
Midland	153,956
Mt. Mitchell	43,276
Odell	240,136
Rimer	88,682
Winecoff - Contracted to City of Kannapolis	8,996
Northeast	53,956
Mt. Pleasant Rural	169,771
Richfield-Misenheimer	6,525
<b>Total Revenues From Tax Levy</b>	<b>\$ 1,958,104</b>

#### Section IV.

The following tax rates are hereby established for the fiscal year beginning July 1, 2006 and ending June 30, 2007 for the purpose of providing fire services within the various fire and service districts in Cabarrus County. The tax rates are based on estimated total valuation of properties as of January 1, 2006. The estimated combined collection rate is 97.70 percent (98.46% for real and personal and 89.52% for vehicles) and is based on the fiscal year ending 2005. In accordance with previous action by the Board of County Commissioners, the County collection fee is set at 1.5%. The taxes will be collected by the Cabarrus County Tax Collector, as provided in G.S. 69-25.4:

<b>Fire Districts</b>	<b>Total Valuation</b>	<b>Rate</b>	<b>Amount Produced</b> (97.70% collection rate)
Allen	445,269,000	.04	\$ 174,011
Cold Water	270,892,000	.05	132,331
Enochville	127,436,000	.06	74,703
Flowe's Store	354,107,000	.04	138,385
Georgeville	191,806,000	.06	112,437
Gold Hill	41,355,000	.06	24,242
Harrisburg Rural	603,834,000	.075	442,459
Jackson Park	192,913,000	.05	94,238
Midland	286,509,000	.055	153,956
Mt. Mitchell	88,590,000	.05	43,276
Odell	819,297,000	.03	240,136
Rimer	151,283,000	.06	88,682
Winecoff - Contracted to City of Kannapolis	26,307,000	.035	8,996
Northeast	92,043,000	.06	53,956
Mt. Pleasant Rural	315,941,000	.055	169,771
Richfield-Misenheimer	9,541,000	.07	6,525

#### Section V.

The County Manager is hereby authorized to transfer appropriations within a fund as contained herein under the following conditions:

1. He may transfer amounts between objects of expenditures and revenues within a department without limitation.
2. He may transfer amounts up to \$50,000 between functions of the same fund.
3. He may not transfer any amounts between funds nor from any contingency appropriation within any fund without action of the Board of Commissioners.
4. He may enter into and execute change orders or amendments to construction contracts in amounts up to \$50,000 when the appropriate annual budget or capital project ordinance contains sufficient appropriated but unencumbered funds.
5. He 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.
6. He 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.
7. He may reject formal bids when deemed appropriate and in the best interest of Cabarrus County pursuant to G.S. 143-129(a).

Section VI.

Copies of this Budget Ordinance shall be furnished to the Tax Administrator and to each fire department for direction in the carry out of their duties and are available for public inspection.

Adopted this the \_\_\_\_ day of June, 2006.

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Robert W. Carruth, Chairman

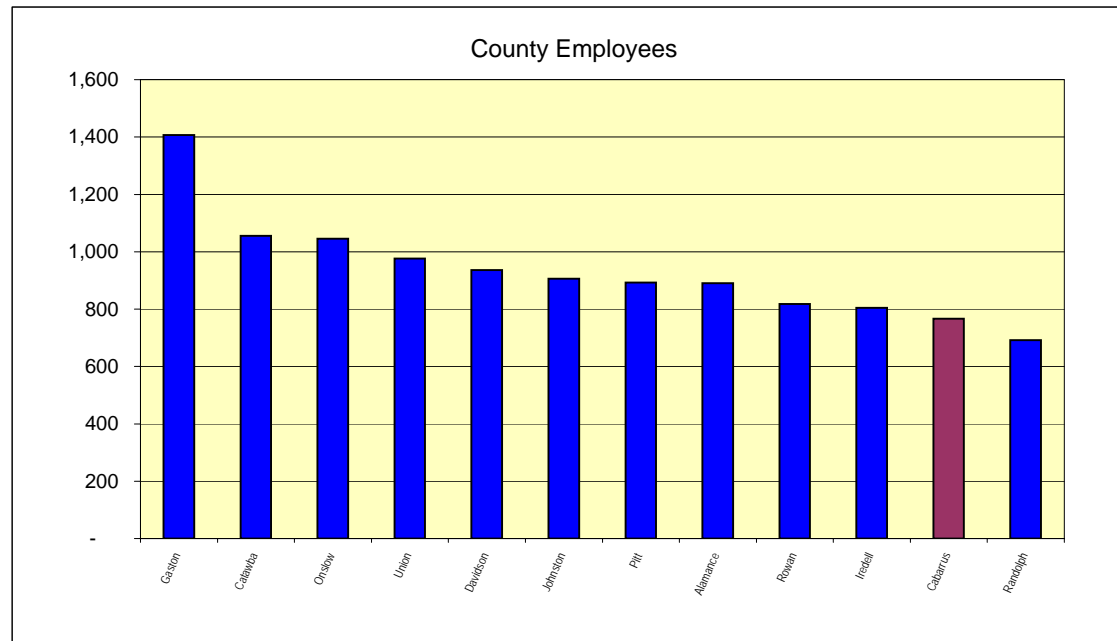
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Frankie F. Bonds, Clerk to the Board

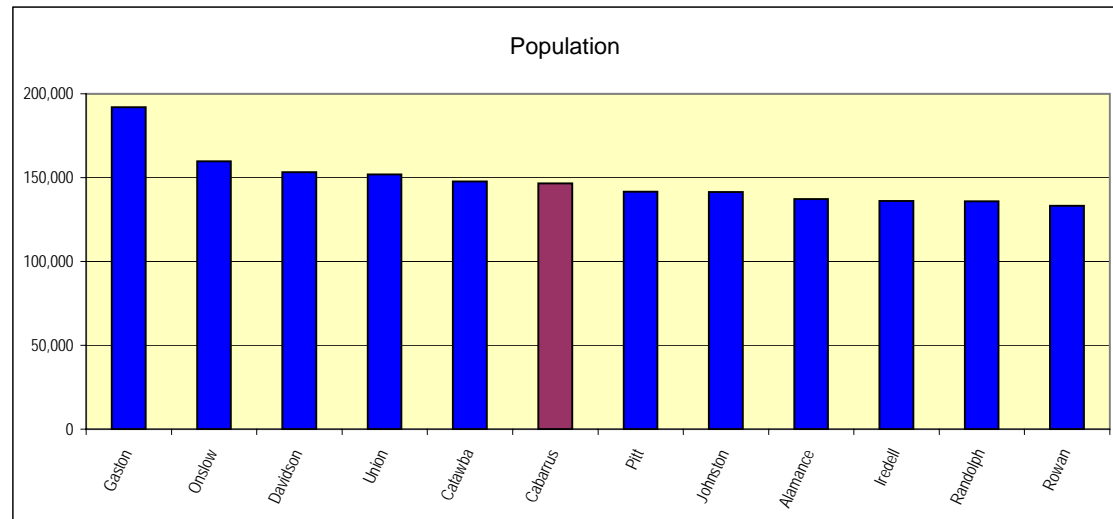
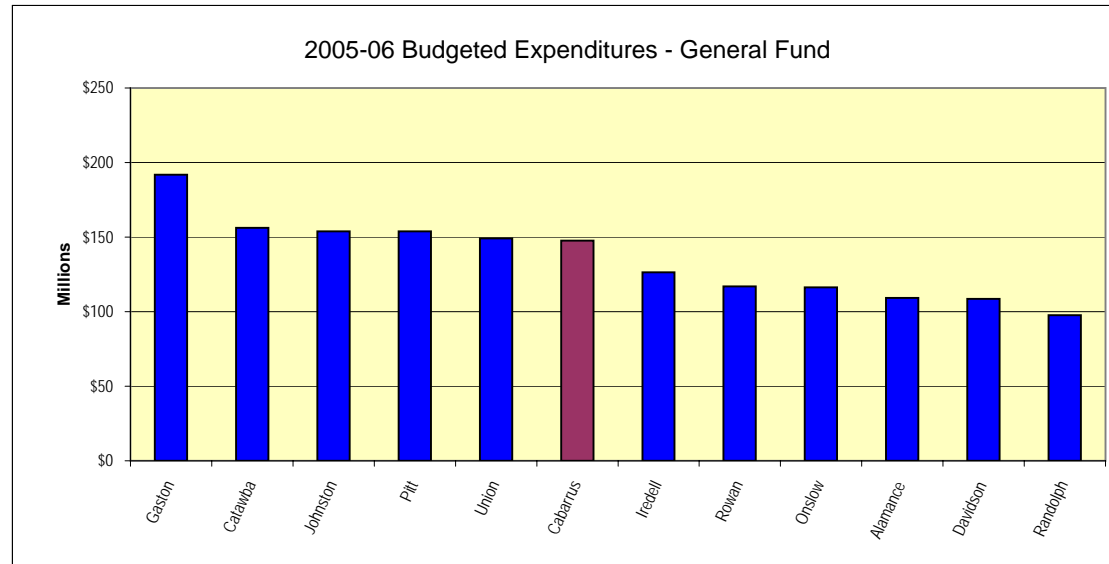
## Data Comparisons With Comparable Counties

County	Certified July 2004 Population	County Employees	2005-06 Budgeted Expenditures - General Fund	Tax Rate Per \$100	2003 BEA Per Capita Income
Alamance	137,126	890	\$109,148,308	\$0.5625	\$26,030
Cabarrus	146,628	767	\$147,570,959	\$0.6300	\$29,842
Catawba	147,789	1,056	\$156,253,017	\$0.4900	\$26,483
Davidson	153,264	936	\$108,547,576	\$0.5400	\$26,036
Gaston	192,044	1,407	\$191,827,786	\$0.8930	\$27,649
Iredell	136,008	805	\$126,382,915	\$0.4350	\$27,137
Johnston	141,391	906	\$153,791,038	\$0.7800	\$25,790
Onslow	159,711	1,045	\$116,339,729	\$0.6700	\$26,487
Pitt	141,508	893	\$153,763,394	\$0.7000	\$25,746
Randolph	135,805	692	\$97,541,594	\$0.5250	\$23,651
Rowan	133,134	818	\$116,900,622	\$0.6300	\$25,326
Union	151,847	976	\$149,166,531	\$0.5600	\$26,778

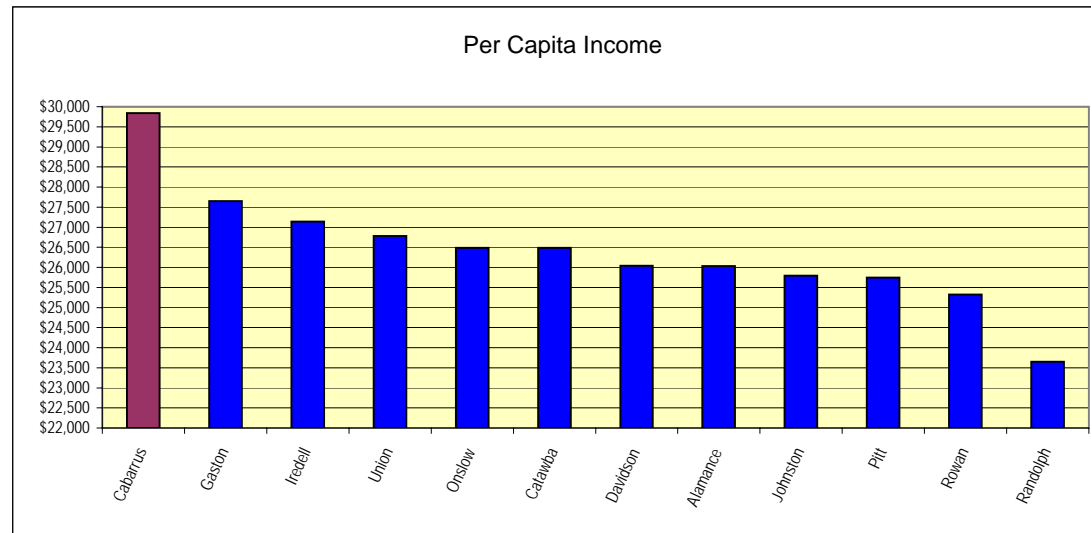
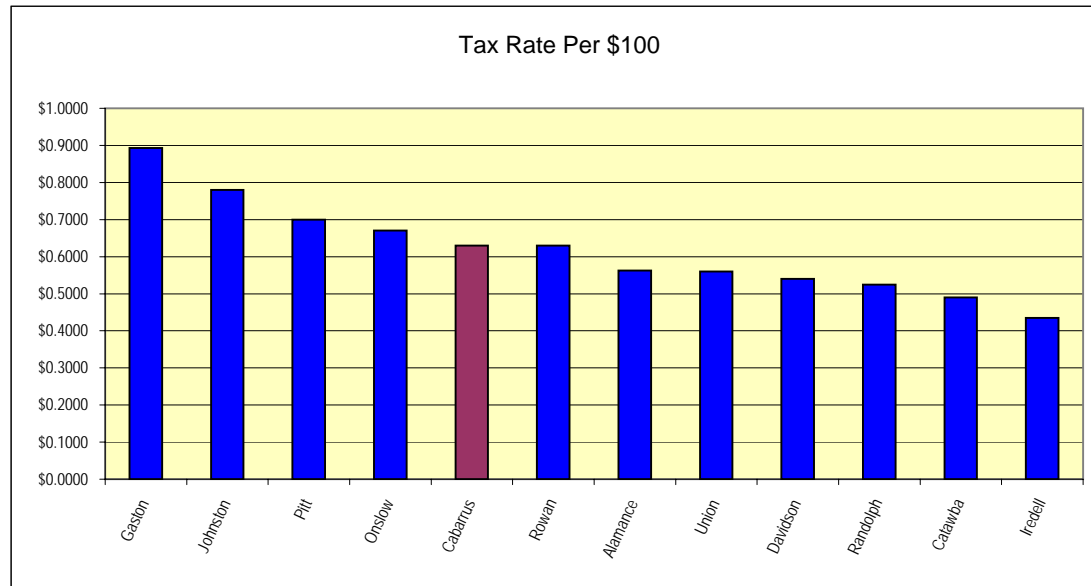
SOURCE: North Carolina Association of County Commissioners FY 2005-06 Budget & Tax Survey



## Data Comparisons With Comparable Counties



## Data Comparisons With Comparable Counties



Cabarrus County, North Carolina  
**Government-wide Revenues**  
First Four Fiscal Years

<b>PROGRAM REVENUES</b>				<b>GENERAL REVENUES</b>				
<b>Fiscal Year</b>	<b>Charges for Services</b>	<b>Operating Grants and Contributions</b>	<b>Capital Grants and Contributions</b>	<b>Taxes</b>	<b>Grants and Contributions Not Restricted to Specific Programs</b>	<b>Investment Earnings</b>	<b>Miscellaneous</b>	<b>Total</b>
2002	\$ 14,465,788	\$ 13,467,815	\$ -	\$ 82,241,754	\$ 3,921,802	\$ 2,527,489	\$ 2,057,698	\$118,682,346
2003	13,365,721	17,381,917	-	85,666,044	1,020,215	1,537,519	525,921	119,497,337
2004	16,979,508	16,038,378	134,073	95,551,569	7,242,492	1,298,588	494,813	137,739,421
2005	18,729,159	17,919,451	216,451	105,693,327	2,226,102	2,054,144	224,613	147,063,247



Cabarrus County, North Carolina  
**Government-wide Expenses by Function**  
 First Four Fiscal Years

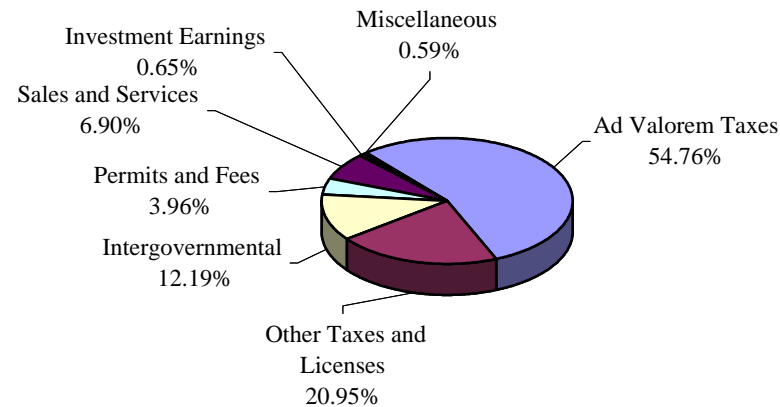
<b><u>Fiscal Year</u></b>	<b><u>General Government</u></b>	<b><u>Public Safety</u></b>	<b><u>Economic and Physical Development</u></b>	<b><u>Environmental Protection</u></b>	<b><u>Human Services</u></b>	<b><u>Education</u></b>	<b><u>Culture and Recreation</u></b>	<b><u>Interest on Long-Term Debt</u></b>	<b><u>Solid Waste</u></b>	<b><u>Total</u></b>
2002	\$11,977,990	\$15,514,267	\$7,784,034	\$205,811	\$31,571,895	\$61,257,808	\$3,821,715	\$9,177,011	\$1,086,844	\$142,397,375
2003	12,762,198	16,030,860	10,659,585	204,931	30,033,872	40,328,224	5,844,119	6,973,760	1,181,335	124,018,884
2004	12,564,092	19,807,590	7,258,534	219,513	34,882,597	61,013,168	9,395,261	8,104,861	981,479	154,227,095
2005	12,976,891	20,681,029	7,745,150	192,211	35,904,657	57,069,508	5,772,746	7,611,271	783,288	148,736,751

Cabarrus County, North Carolina  
**General Governmental Revenues By Source (1)**  
 Last Ten Fiscal Years

<b>Fiscal Year Ended June 30</b>	<b>Ad Valorem Taxes</b>	<b>Other Taxes and Licenses</b>	<b>Inter- governmental</b>	<b>Permits and Fees</b>	<b>Sales and Services</b>	<b>Investment Earnings</b>	<b>Miscellaneous</b>	<b>Total</b>
1996	\$ 33,637,527	\$ 13,674,466	\$ 12,897,770	\$ 1,872,489	\$ 10,550,044	\$ 1,303,963	\$ 598,100	\$ 74,534,359
1997	36,365,719	13,611,661	13,809,059	2,493,363	11,152,693	1,481,007	954,843	79,868,345
1998	43,975,587	14,574,495	13,081,184	2,664,559	6,709,728	1,893,923	2,116,236	85,015,712
1999	64,510,237	16,065,233	14,570,991	3,537,894	8,009,490	1,710,775	810,813	109,215,433
2000	57,527,711	18,723,002	15,436,253	3,165,122	8,291,308	3,601,943	1,125,292	107,870,631
2001	57,543,890	19,851,870	16,672,680	3,719,882	8,863,702	3,293,247	3,429,934	113,375,205
2002	64,270,131	19,818,880	15,066,526	3,702,883	9,276,497	2,010,840	439,734	114,585,491
2003	65,166,610	19,457,270	13,960,640	4,282,643	7,688,673	957,606	655,049	112,168,491
2004	65,795,360	24,905,209	15,091,750	4,771,654	8,444,623	583,180	859,815	120,451,591
2005	75,011,032	28,691,643	16,695,896	5,419,105	9,445,296	887,758	819,210	136,969,940

(1) Includes General Fund Only  
 Source: Cabarrus County Finance Department

### General Governmental Revenues by Source

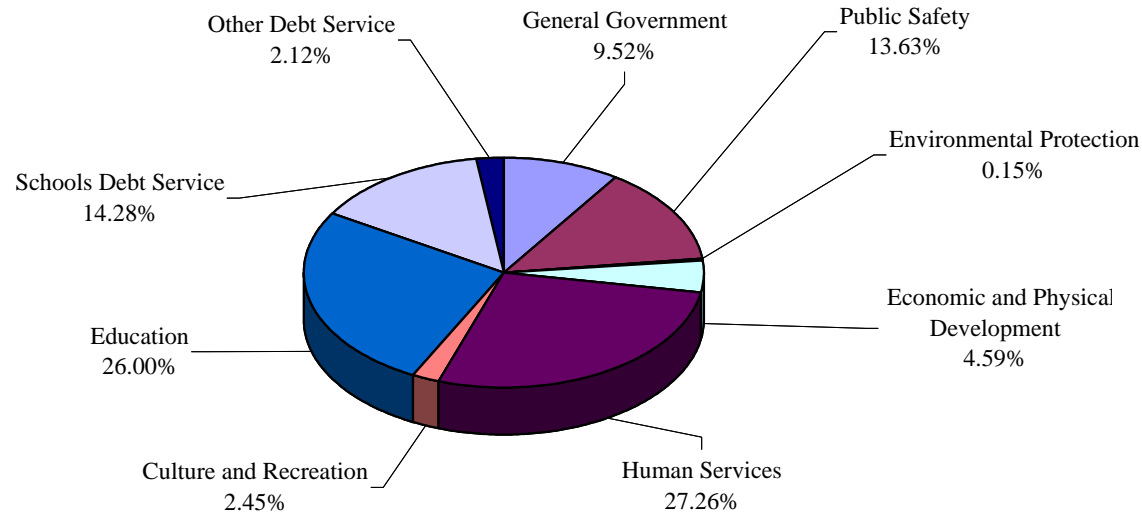


Cabarrus County, North Carolina  
**General Governmental Expenditures By Function (1)**  
 Last Ten Fiscal Years

<b>Fiscal Year Ended June 30</b>	<b>General Government</b>	<b>Public Safety</b>	<b>Environmental Protection</b>	<b>Economic and Physical Development</b>	<b>Human Services</b>	<b>Culture and Recreation</b>	<b>Education</b>	<b>Debt Service</b>		<b>Total</b>
								<b>Schools</b>	<b>Other</b>	
1996	\$ 6,371,641	\$ 10,410,132	\$ 115,004	\$ 944,179	\$ 26,180,300	\$ 2,131,966	\$ 18,320,062	\$ 3,992,253	\$ 3,140,847	\$71,606,384
1997	7,005,693	10,712,969	131,965	882,768	26,887,576	2,081,197	18,165,252	5,734,629	3,018,921	74,620,970
1998	10,428,043	12,386,531	133,346	1,142,057	22,503,120	2,475,915	20,816,271	9,918,679	2,845,067	82,649,029
1999	9,345,199	13,096,254	153,664	1,037,429	22,770,217	3,994,709	21,946,811	9,528,073	3,038,686	84,911,042
2000	12,449,686	12,365,320	178,261	1,319,072	25,391,540	2,955,501	27,206,286	12,694,088	2,264,537	96,824,291
2001	12,675,232	13,457,318	142,743	1,716,324	27,837,098	3,390,763	32,889,377	12,073,254	2,265,444	106,447,553
2002	11,908,772	14,746,625	181,077	7,347,849	31,425,751	3,823,836	31,547,106	15,794,440	2,051,132	118,826,588
2003	13,317,588	14,860,322	186,441	8,946,295	30,009,274	3,331,828	30,415,024	15,846,914	2,873,124	119,786,810
2004	11,876,352	16,490,484	191,748	6,287,620	34,655,431	4,404,398	32,111,658	11,715,965	8,113,282	125,846,938
2005	12,604,769	18,039,815	194,450	6,072,153	36,075,777	3,240,476	34,404,796	18,896,105	2,800,049	132,328,390

(1) Includes General Fund Only  
 Source: Cabarrus County Finance Department

**General Governmental Expenditures by Function**



Cabarrus County, North Carolina  
**Property Tax Levies and Collections**  
 Last Ten Fiscal Years

310

<u>Tax Year</u>	<u>Fiscal Year Ended June 30</u>	<u>Total Tax Levy</u>	<u>Current Tax Collections</u>	<u>Percent of Levy Collections</u>	<u>Delinquent Tax Collections</u>	<u>Total Tax Collections</u>	<u>Percent of Total Tax Collections to Tax Levy</u>	<u>Outstanding Delinquent Taxes</u>	<u>Percent of Delinquent Taxes to Tax Levy</u>
1995	1996	\$ 33,258,186	\$ 32,490,831	97.69	\$ 900,370	\$ 33,391,201	100.00	\$ 1,961,335	5.90
1996	1997	36,273,701	35,322,902	97.38	792,256	36,115,158	99.56	1,921,336	5.30
1997	1998	44,047,894	42,870,605	97.33	848,159	43,718,764	99.25	2,167,691	4.92
1998	1999	63,851,333	62,312,665	97.59	1,020,337	63,333,002	99.18	2,557,570	4.01
1999	2000	57,858,576	56,048,119	96.87	1,191,705	57,239,824	98.93	3,073,817	5.31
2000	2001	58,461,029	55,770,386	95.40	1,440,417	57,210,803	97.86	4,028,049	6.89
2001	2002	62,767,401	61,184,935	97.48	2,922,313	64,107,248	100.00	2,766,033	4.41
2002	2003	65,218,896	63,501,156	97.37	1,594,167	65,095,323	99.81	2,889,606	4.43
2003	2004	66,459,272	64,155,827	96.53	1,371,700	65,527,527	98.60	3,821,351	5.75
2004	2005	74,720,131	73,001,727	97.70	1,764,625	74,766,352	100.00	3,775,130	5.05

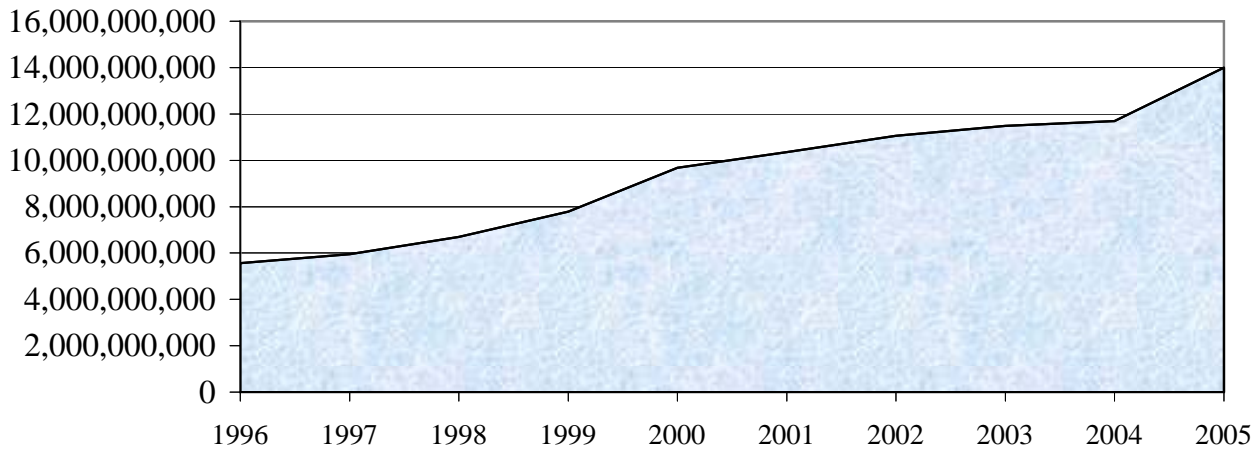
Source: Cabarrus County Finance Department

Cabarrus County, North Carolina  
**Taxable Property Assessed Value**  
 Last Ten Fiscal Years

	<b>Tax</b>	<b>Fiscal</b>	<b>Real</b>	<b>Personal</b>	<b>Public</b>	<b>Total</b>	<b>Ratio of</b>
	<b>Year</b>	<b>Year</b>	<b>Property</b>	<b>Property</b>	<b>Service</b>	<b>Assessed</b>	<b>Assessed Value</b>
	<b>Ended</b>	<b>June 30</b>			<b>Companies</b>	<b>Value</b>	<b>to Estimated</b>
							<b>Actual Value</b>
(1)	1995	1996	\$ 4,132,625,970	\$ 1,280,625,719	\$ 148,238,012	\$ 5,561,489,701	100.00%
	1996	1997	4,347,651,696	1,427,453,675	170,014,740	5,945,120,111	98.50%
	1997	1998	4,612,615,940	1,910,219,236	179,256,456	6,702,091,632	98.58%
	1998	1999	5,385,947,414	2,205,354,395	198,622,469	7,789,924,278	90.84%
(1)	1999	2000	6,862,227,976	2,609,618,395	208,301,600	9,680,147,971	100.00%
	2000	2001	7,408,393,734	2,717,488,677	221,065,230	10,346,947,641	98.74%
	2001	2002	7,913,235,212	2,898,237,139	243,404,104	11,054,876,455	96.83%
	2002	2003	8,290,673,831	2,960,367,957	237,380,457	11,488,422,245	94.02%
	2003	2004	8,660,862,061	2,813,292,526	215,793,981	11,689,948,568	92.01%
(1)	2004	2005	10,969,232,437	2,788,181,358	237,231,648	13,994,645,443	100.00%

(1) Increase due to revaluation

### Total Assessed Value



Cabarrus County, North Carolina  
**Property Tax Rates - Direct and Overlapping Governments**  
**(Per \$100 of Assessed Value)**  
 Last Ten Fiscal Years

<u>Tax Year</u>	<u>Fiscal Year Ended June 30</u>	<u>Cabarrus County</u>	<u>Concord</u>	<u>Kannapolis</u>	<u>Harrisburg</u>	<u>Mt. Pleasant</u>	<u>Midland</u>	<u>Locust</u>	<u>Stanfield</u>	<u>Total</u>
1995	1996	0.57	0.44	0.46	0.11	0.39	-	-	-	1.97
1996	1997	0.61	0.44	0.46	0.11	0.39	-	-	-	2.01
1997	1998	0.66	0.46	0.49	0.11	0.39	-	-	-	2.11
1998	1999	0.70	0.46	0.49	0.11	0.42	-	-	-	2.18
1999	2000	0.59	0.42	0.47	0.10	0.42	-	-	-	2.00
2000	2001	0.56	0.45	0.49	0.10	0.42	0.05	-	-	2.07
2001	2002	0.56	0.45	0.49	0.135	0.42	0.15	-	-	2.21
2002	2003	0.56	0.45	0.53	0.135	0.42	0.15	0.36	0.38	2.99
2003	2004	0.56	0.45	0.53	0.135	0.42	0.15	0.36	0.38	2.99
2004	2005	0.53	0.43	0.497	0.135	0.42	0.15	0.36	0.38	2.90

Source: Local cities and towns

Cabarrus County, North Carolina  
**Property Tax Levies - Direct and Overlapping Governments**  
 Last Ten Fiscal Years

Fiscal Year												Total
Tax	Ended	Cabarrus									Tax	
Year	June 30	County	Concord	Kannapolis	Harrisburg	Mt. Pleasant	Midland	Locust	Stanfield	Levies		
1995	1996	\$ 33,258,185	\$ 9,251,172	\$ 5,491,956	\$ 255,683	\$ 226,727	\$ -	\$ -	\$ -	\$ 48,483,723		
1996	1997	36,273,701	12,362,447	5,640,411	197,708	233,361	-	-	-	54,707,628		
1997	1998	44,047,896	14,739,095	6,296,275	222,701	194,752	-	-	-	65,500,719		
1998	1999	63,851,333	25,361,173	6,703,455	228,400	281,203	-	-	-	96,425,564		
1999	2000	57,858,576	21,647,574	8,516,007	334,740	310,530	-	-	-	88,667,427		
2000	2001	58,461,029	23,902,030	9,084,573	396,769	333,967	N/A	-	-	92,178,368		
2001	2002	62,767,401	25,719,073	9,690,940	428,613	350,505	196,390	-	-	99,152,922		
2002	2003	65,218,896	26,140,842	10,410,078	648,880	352,720	230,067	3,345	48	103,004,876		
2003	2004	66,459,272	26,749,331	10,543,899	807,263	404,297	245,859	9,481	791	105,220,193		
2004	2005	74,720,131	29,665,818	10,901,535	1,066,316	446,719	346,069	16,122	165	117,162,875		

Sources: County, local cities and towns

**Total Tax Levies**



Cabarrus County, North Carolina  
**Ratio of Net General Bonded Debt to Assessed Value  
and Net Bonded Debt Per Capita**  
Last Ten Fiscal Years

<b><u>Fiscal Year Ended June 30</u></b>	<b><u>Population Estimate</u></b>	<b><u>Taxable Property Assessed Value</u></b>	<b><u>Debt Limit</u></b>	<b><u>Bonded Debt</u></b>	<b><u>Debt Margin</u></b>	<b><u>Bonded Debt to Taxable Property Assessed Value</u></b>	<b><u>Bonded Debt Per Capita</u></b>
1996	113,598	\$5,561,489,701	\$ 444,919,176	\$ 36,225,000	\$ 384,493,535	0.65%	\$ 319
1997	116,486	5,945,120,111	475,609,609	82,550,000	372,052,422	1.39%	709
1998	120,674	6,702,091,632	536,167,331	78,180,000	437,094,422	1.17%	648
1999	125,051	7,789,924,278	623,193,942	73,810,000	501,786,955	0.95%	590
2000	131,063	9,680,147,971	774,411,838	69,140,000	662,014,915	0.71%	528
2001	136,312	10,346,947,641	827,755,811	64,700,000	684,117,761	0.63%	475
2002	139,892	11,054,876,455	884,390,116	60,400,000	751,353,511	0.54%	432
2003	143,520	11,488,422,245	919,073,780	56,145,000	771,244,220	0.49%	391
2004	146,630	11,689,948,568	935,195,885	52,495,000	757,312,290	0.45%	357
2005	150,249	13,994,645,443	1,119,571,635	97,805,000	901,227,151	0.70%	651

Source: Cabarrus County Finance, County Assessor and Planning Departments



Cabarrus County, North Carolina  
**Computation of Legal Debt Margin**  
June 30, 2005

Cabarrus County is subject to the Local Government Bond Act of North Carolina which limits the amount of net bonded debt (exclusive of funding and refunding bonds, bonds issued for water, gas, or electric power purposes, and bonds issued for certain other specified purposes) the County may have outstanding up to 8 percent of the appraised value of property subject to taxation.

Total assessed valuation at June 30, 2005		<u>\$13,994,645,443</u>
Legal debt margin:		
Debt limit 8% of total assessed value		1,119,571,635
Debt applicable to debt limitation:		
Total bonded debt	97,805,000	
Total installment payment revenue bonds	21,000,000	
Total capital leases (governmental fund types)	6,159,484	
Total Certificates of Participation	<u>93,380,000</u>	
Total debt applicable to limitations		<u>218,344,484</u>
Legal debt margin		<u>\$901,227,151</u>

Source: Cabarrus County Finance and County Assessor Departments

Cabarrus County, North Carolina  
**Computation of Direct and Overlapping Bonded Debt**  
**General Obligation Bonds**  
June 30, 2005

<b><u>Jurisdiction</u></b>	<b><u>Net General Obligation Bonded Debt Outstanding</u></b>	<b><u>Percentage of Total County Valuation Subject to This Debt</u></b>	<b><u>Amount of Debt Applicable to Cabarrus County</u></b>
DIRECT:			
Cabarrus County	<u>\$97,805,000</u>	100.00%	<u>\$97,805,000</u>
OVERLAPPING:			
City of Concord	4,410,001	49.16	2,167,956
City of Kannapolis	381,936	15.61	59,620
Town of Mount Pleasant	166,231	0.73	1,213
Total overlapping	<u>4,958,168</u>		<u>2,228,789</u>
Total debt - all jurisdictions	<u><u>\$ 102,763,168</u></u>		<u><u>\$ 100,033,789</u></u>

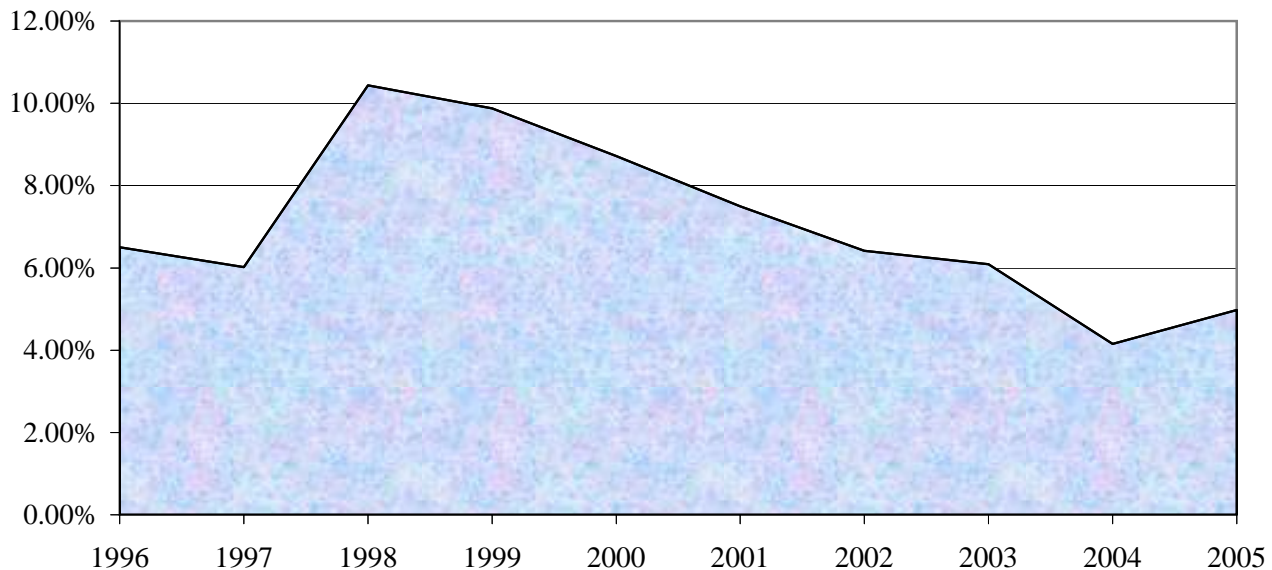
Source: County, local cities and towns

Cabarrus County, North Carolina  
**Ratio of Annual Debt Service Expenditures for General Obligation  
Bonded Debt to Total General Governmental Expenditures**  
Last Ten Fiscal Years

<b>Fiscal Year Ended June 30</b>	<b><u>Principal</u></b>	<b><u>Interest</u></b>	<b><u>Other Expenses</u></b>	<b><u>Total Debt Service</u></b>	<b><u>Total General Governmental Expenditures</u></b>	<b><u>Ratio of Debt Service to Governmental Expenditures</u></b>
1996	\$ 2,675,000	\$ 1,969,534	\$ 1,042	\$ 4,645,576	\$ 71,606,384	6.50%
1997	2,675,000	1,814,709	444	4,490,153	74,620,970	6.02%
1998	4,370,000	4,259,935	621	8,630,556	82,649,029	10.44%
1999	4,370,000	4,015,145	373	8,385,518	84,911,042	9.88%
2000	4,670,000	3,768,030	-	8,438,030	96,824,291	8.71%
2001	4,440,000	3,537,120	-	7,977,120	106,447,553	7.49%
2002	4,300,000	3,325,175	1,270	7,626,445	118,826,588	6.42%
2003	4,255,000	3,119,250	11,080	7,385,330	121,358,566	6.09%
2004	4,650,000	2,711,237	150,711	7,511,948	180,896,407	4.15%
2005	4,690,000	2,020,188	10,254	6,720,442	135,024,438	4.98%

Source: Cabarrus County Finance Department

### Ratio of Debt Service to Governmental Expenditures



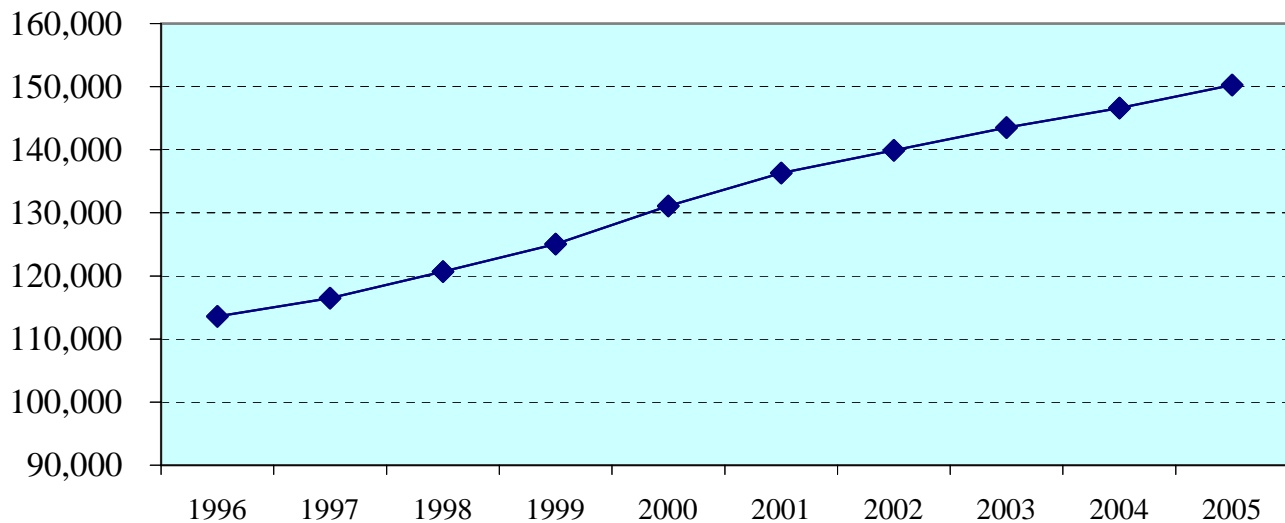
Cabarrus County, North Carolina  
**Demographic Statistics**  
 Last Ten Fiscal Years

<b>Fiscal Year Ended June 30</b>	<b><u>Population</u></b>	<b><u>School Enrollment</u></b>	<b><u>Per Capita Income</u></b>	<b><u>Retail Sales (000s)</u></b>	<b><u>Unemployment Rate</u></b>
1996	113,598	18,661	\$ 23,569	\$ 1,075,812	3.3%
1997	116,486	19,580	25,039	1,169,359	2.5%
1998	120,674	20,156	26,910	1,287,733	2.4%
1999	125,051	20,948	27,736	1,459,804	2.0%
2000	131,063	21,602	29,273	1,747,743	2.6%
2001	136,312	22,428	29,560	1,903,125	4.8%
2002	139,892	23,140	29,949	2,035,626	5.5%
2003	143,520	24,328	29,842	2,181,800	5.8%
2004	146,630 *	25,044	N/A	2,326,600	7.6%
2005	150,249 *	26,202	N/A	N/A	4.6%

Source: <http://demog.state.nc.us>  
<http://www.bea.doc.gov/bea/regional/reis/drill.cfm>  
<http://cmedis.commerce.state.nc.us>  
<http://www.cabarrusedc.com>

\* 2004 and 2005: Estimate of population

### Growth in Population

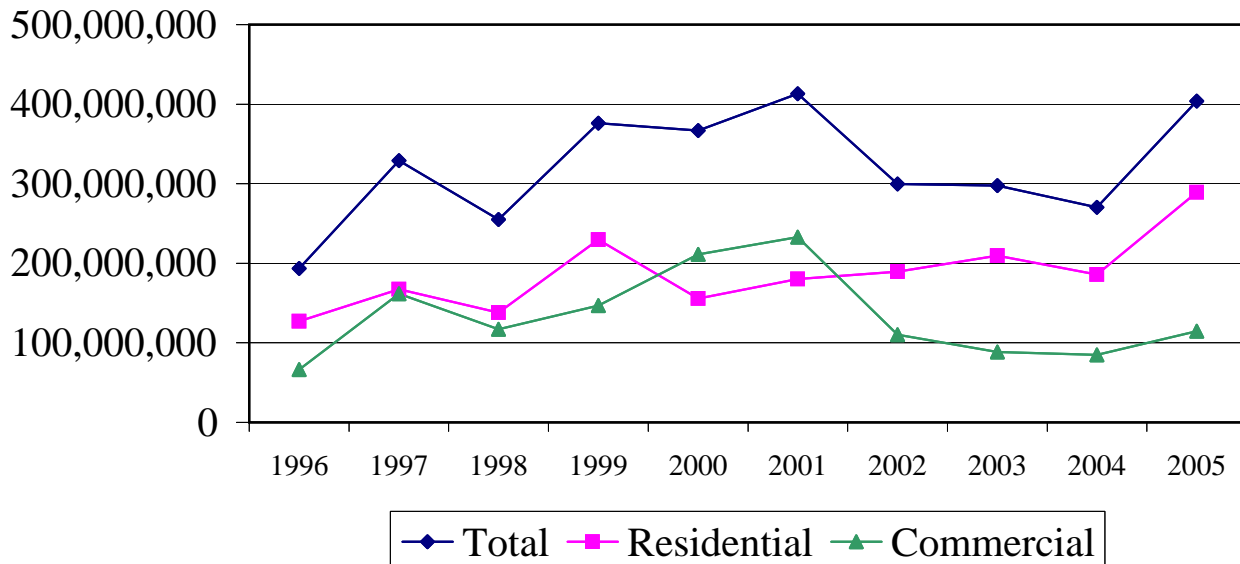


Cabarrus County, North Carolina  
**Property Value and Construction**  
 Last Ten Fiscal Years

Fiscal Year Ended June 30	Commercial Construction		Residential Construction				Total Residential Value	Total Construction Value
	Number of Units	Value	Single Family		Multi Family			
			Number of Units	Value	Number of Units	Value		
1996	122	\$ 66,215,987	1,245	\$ 109,841,795	414	\$ 17,370,160	\$ 127,211,955	\$ 193,427,942
1997	234	161,592,443	1,624	152,224,468	496	15,262,520	167,486,988	329,079,431
1998	168	117,040,175	1,391	136,521,956	50	1,539,477	138,061,433	255,101,608
1999	209	146,651,345	2,050	191,361,281	1,264	38,280,856	229,642,137	376,293,482
2000	436	211,233,834	1,257	131,877,520	582	23,595,432	155,472,952	366,706,786
2001	442	232,845,069	1,697	166,648,066	262	13,443,262	180,091,328	412,936,397
2002	266	110,346,760	1,751	186,795,606	59	2,659,915	189,455,521	299,802,281
2003	285	88,377,721	1,861	203,705,115	90	5,683,095	209,388,210	297,765,931
2004	136	84,676,803	1,486	181,868,258	63	3,957,722	185,825,980	270,502,783
2005	182	114,569,893	2,262	283,500,800	74	5,846,897	289,347,697	403,917,590

Source: County Commerce Department

## Growth in Construction



**Cabarrus County, North Carolina  
Principal Taxpayers  
June 30, 2005**

	<b><u>Taxpayer</u></b>	<b><u>Type of Business</u></b>	<b><u>2004 Assessed Valuation</u></b>	<b><u>Percentage of Total Assessed Valuation</u></b>
1	Philip Morris, Inc.	Cigarette Mfg.	\$ 1,085,959,249	7.76%
2	Corning, Inc.	Fiber Optics Mfg.	359,899,176	2.57%
3	Concord Mills LTD Partnership	Shopping Center	204,929,816	1.46%
4	Charlotte Motor Speedway, Inc.	Auto Racing	163,609,641	1.17%
5	Concord Telephone Company	Public Service Co.	80,202,685	0.57%
6	Duke Energy Corp.	Public Service Co.	67,940,581	0.49%
7	Pass & Seymour/Legrand	Electronics	42,578,852	0.30%
8	Bell/Sysco Food Services Inc.	Food Supplier	37,405,143	0.27%
9	Public Service of NC	Public Service Co.	34,102,642	0.24%
10	Michigan Packaging Company	Corrugated Paper Sheet Mfg.	29,419,806	0.21%
			<u>\$ 2,106,047,591</u>	<u>15.04%</u>
	Total 2004 Assessed Valuation		<u><u>\$ 13,994,645,443</u></u>	<u><u>100%</u></u>

Source: Department of Cabarrus County Assessor

Cabarrus County, North Carolina  
**Miscellaneous Statistics**  
June 30, 2005

Date of incorporation	1792
Form of government	Commissioners/Manager

Number of employees	
Full-time	692
Part-time	169

Area in square miles	364
Miles of road - paved	779
Miles of road - unpaved	24

Cabarrus County facilities and services:

    Culture and recreation:

Parks	4
Tennis courts	6
Picnic shelters	20
Softball fields	8
Playgrounds	7
Soccer Fields	12
Camping cabins	4
Tent sites	7
Bathhouse for campground	1

    Fire protection:

Number of stations	15
Number of fire personnel and officers	452
Number of fire personnel volunteers	415
Number of calls answered	9,462
Number of inspections conducted	2,215
Number of investigations	256

    Sheriff's Department:

Number of stations	1 main, 4 substations
Number of deputies	175
Number of civilians	8
Number of patrol units	92

    Crime index:

Violent crime rate	211 per 100,000
Property crime rate	3,080 per 100,000

	<u>Total</u>	<u>Cabarrus County</u>	<u>Kannapolis City</u>
Education:			
Number of elementary schools	21	16	5
Number of middle schools	8	6	2
Number of high schools	6	5	1
Number of magnet schools	1	1	-
Number of students	26,202	22,706	*3,496
Number of community colleges	1		
Number of colleges	1		

Hospital:

Number of hospitals	1
Number of licensed beds	457

Sources: Cabarrus County Government, Northeast Medical Center, NC Department of Public Instruction

\*Kannapolis School children in Cabarrus County limits

## GLOSSARY

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**Ad Valorem Taxes:** taxes levied on real and personal property based on assessed value.

**Allocate:** to set apart budgeted funds for specific purposes (i.e., capital outlay).

**Annual Budget:** a budget covering a single fiscal year (e.g., July 1-June 30).

**Appropriation:** a specified dollar amount earmarked for a projected expense legally authorized by the Board of Commissioners.

**Assessed Valuation:** the value of real estate and personal property as determined by tax assessors. This value is used as the basis for levying taxes.

**Assessment:** the process of determining the value of real and personal property for taxation purposes.

**Assessment Roll:** an official list of real and personal property containing legal descriptions, ownership and assess values.

**Authority:** a municipal or other public agency that performs a specific function. An authority is usually financed from fees or service charges imposed and collected by a governing body but may otherwise function independently.

**Authorized Bonds:** bonds that have been legally authorized, but that may or may not have been sold. Authorized bonds may be issued or sold at any time.

**Bond:** a written promise to pay a specific amount of money, called principal or face value at a specified future date, called the maturity date, along with periodic interest paid at a specified percentage of the principal (interest rate). Bonds are typically used for long-term debt to pay for specific capital expenditures.

**Budget:** a proposed plan for raising and spending money for specified programs, functions, activities or objectives during a fiscal year.

**Budget Document:** a formal document presented to the Board of Commissioners containing the County's financial plan for a fiscal year. The budget document is presented in two phases -- preliminary and final. The final budget document reflects the budget as adopted by the Board of Commissioners.

**Budget Message:** the County Manager's written overview of the proposed budget addressed to the Board of Commissioners. The budget message addresses the major budget issues against the background of financial experience in recent years, and presents recommendations made by the County Manager.

**Budget Ordinance:** an ordinance that levies taxes and appropriates revenues for specified purposes, functions, activities or objectives during a fiscal year.

**Capital Asset:** tangible property of significant value that has a useful life of more than one year. Includes such items as land, buildings, improvements other than buildings, and equipment.

**Capital Budget:** a financial plan for projected capital projects containing expenditures and resources covering a fiscal year.

**Capital Outlay:** expenditures budgeted to purchase or add to fixed assets costing \$2,500 or more.

**Capital Improvement Program:** a long-range plan of proposed capital improvement projects, which includes estimated project costs and funding over a specified period of years. The capital improvement program is updated annually to reassess capital needs during the preparation of the capital budget.

**Contingency:** an appropriation to cover unanticipated events that may occur during the fiscal year. The Board of Commissioners must approve all contingency transfers.

**Continuation:** budget requests that indicate the spending level required to maintain service provision at its current level.

**Debt Service:** the sum of money required to pay installments of principal and interest on bonds, notes, and other evidences of debt accruing within a fiscal year.

**Deficit:** an excess of expenditures over revenue receipts.

**Department:** an organizational unit responsible for carrying out a major government function.

**Encumbrance:** a financial commitment for services, contracts, or goods, which have not, as yet, been delivered or performed. Normally found in the form of a purchase order, contract, or formal agreement that is chargeable to an appropriation and for which a part of the appropriation is reserved.

**Enterprise Fund:** a fund established to account for operations that are financed and operated in a manner similar to private business. The intent is that the full cost of providing goods or services be financed through charges and fees, thus removing the expense from the tax rate. The Landfill fund is an example.

**Expenditures:** amount of money actually paid or obligated for payment from County funds.





## GLOSSARY

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**Fiscal Year:** an annual period for the compilation of fiscal operations. As defined by North Carolina General Statutes G.S. 159-8, the fiscal year begins on July 1 and ends on June 30.

**Fixed Assets:** Assets of a long-term character that are intended to continue to be held or used, such as land, buildings, improvements other than buildings, machinery and equipment.

**FTE:** abbreviation for full-time equivalent.

**Fund:** a fiscal and accounting entity with a self-balancing set of accounts recording cash and other resources, together with all related liabilities and residual equities or balances, and changes therein, for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions or limitations.

**Fund Balance:** represents the excess of fund current assets over current liabilities. For accounting purposes fund balance is calculated as of year-end and is based on the difference between actual revenues and expenditures for the fiscal year. If revenues exceed expenditures, fund balance is positive. Fund balance may be carried forward and appropriated to finance expenditures in the next fiscal year.

**Generally Accepted Accounting Principles (GAAP):** uniform minimum standard of and guidelines for financial accounting and reporting. They govern the form and content of an entity's basic financial statements. GAAP encompasses the conventions, rules and procedures necessary to define accepting accounting practices at a particular time.

**General Fund:** a fund which provides for the accounting of all financial resources except those designated for other funds. Most basic government services, such as public safety, tax administration, personnel and finance are accounted for in this fund.

**General Obligation Bonds:** bonds issued by a government that are backed by the full faith and credit of its taxing authority.

**Grants:** a contribution or gift of cash or other assets, in most cases from another government, to be used for a specific purpose. For example, a grant from the State of North Carolina may be made to finance a public health program.

**Interest and Penalties Receivable on Taxes:** uncollected interest and penalties on property taxes.

**Interfund Accounts:** accounts that reflect transfers between funds.

**Intergovernmental Revenues:** revenues from other governments (state, federal, other local) that can be in the form of grants, shared revenues or entitlements.

**Internal Service Fund:** A fund established from the financing of goods or services provided by one department or agency to other departments or agencies on a cost reimbursement basis.

**Lease-Purchase Agreement:** a contractual agreement by which capital assets are acquired over a period of time through lease payments.

**Levy:** the amount of tax, service charges and assessments imposed by a government.

**Liability:** Debt or other obligations arising out of transactions in the past which must be liquidated, renewed or refunded at some future date. The term does not include encumbrances.

**Mandate:** Any responsibility, action or procedure that is imposed by one government on another through constitutional, legislative, administrative, executive or judicial action as a direct order, or that is required as a condition of aid.

**Modified Accrual Accounting basis:** basis of accounting whereby revenues are recorded when measurable and available, and expenditures, with few exceptions, are recorded when goods and services are received and the liabilities for them are created.

**Municipal Bond:** a bond issued by a state or local government.

**Nonoperating Revenues:** income received by a government not directly attributable to providing a service. An example would be interest on investments.

**Objective:** a specific statement about what is to be accomplished or achieved for a particular program during a fiscal year.

**Personal Services:** Items of expenditures in the budget for salaries and wages paid for services by County employees, including fringe benefit costs associated with County employment.

**Program:** a service or services for which expenditures are made from several general ledger accounts which are combined into a single budgetary unit.

**Program Changes:** budget requests that reflect funding requirements for a change in programs or service levels.



## GLOSSARY

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**Revenue Neutral Tax Rate:** the rate estimated to produce revenue for the next fiscal year equal to the revenue that would have been produced for the next fiscal year by the current tax rate if no reappraisal had occurred.

**Reserve:** an account designated for a portion of the fund balance to be used for a specific purpose.

**Shared Revenues:** revenues levied and collected by one government and shared with another on a pre-determined basis.

**Service Area:** a title for the grouping of departments according to common areas of service.

**Special Assessment:** a levy on certain properties to defray all or part of the costs associated with improvements or services that will benefit those properties.

**Special Revenue Fund:** a fund used to account for proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes.

**Statute:** a written law enacted by a duly organized and constituted legislative body.

**Taxes:** compulsory charges levied by a government to finance services performed for the common benefit. This term does not include specific charges made against particular persons or property for current or permanent benefits such as special assessments. It does not include charges for services such as water and sewer service charges.

**Trust and Agency Fund:** a fund used to account for assets held by the County in a trustee capacity or as an agent for individuals, private organizations, other governments, and/or other funds.

**Two-Thirds Bond:** general obligation bonds that can be issued by local government without voter authorization under a formula set by the state allowing issuance of bonds equal to two-thirds of the previous year's net debt reduction.

## ACRONYMS

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4-H	Head, Heart, Health and Hands (Cooperative Extension)
ALS	Advanced life support
BDN	Benefit Delivery Network
BMP	Best Management Practices
BOC	Board of Commissioners
CAC	Cabarrus Arts Council
CAFR	Comprehensive Annual Financial Report
CAN	Cabarrus Aging Network
CARES	Capital Asset Realignment for Enhanced Services
CDBG	Community Development Block Grant
CHAMPVA	Civilian Health and Medical Program of the Department of Veterans Affairs
CIP	Capital Improvements Program
COPS	Certificates of Participation
COPS grant	Community Oriented Policing Services grant
CRP	Conservation Reserve Program
DARE	Drug Abuse Resistance Education
DENR	Department of Environment and Natural Resources
DHHS	Department of Health and Human Services
DMV	Division of Motor Vehicles
DOT	Department of Transportation
ECA	Extension and Community Association
EFNEP	Expanded Food and Nutrition Program
EMS	Emergency medical services
EOG	End of Grade testing
EPA	Environmental Protection Agency
EQIP	Environmental Quality Incentive Program
ERG	Emergency Response Group
FCC	Federal Communications Commission
FTE	Full-time Equivalent
GIS	Geographic Information Systems
GRP	Grassland Reserve Program
GSA	General Services Administration
HAARP	Heat And Air repair Program
HAZMAT	Hazardous Materials
HUD	Housing and Urban Development
HVAC	Heating, Ventilation, Air Conditioning
IPRB	Installment Payment Revenue Bonds
NASA	National Aeronautic and Space Agency
NCACSP	North Carolina Agriculture Cost Share Program
NCSU	North Carolina State University
NRCS	Natural Resources Conservation Services
SHRT	Special Hazard Response Team
SOP	Standard Operating Procedure
SOS	Support Our Students Program
SRO	School Resource Officer
SWCD	Soil & Water Conservation District
USDA	United States Department of Agriculture
VA	Veterans Affairs
WHIP	Wildlife Habitat Incentives Program



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# TELEPHONE DIRECTORY

AGENCY/DEPARTMENT	NUMBER	AGENCY/DEPARTMENT	NUMBER
Aging-----	704-920-3484	Landfill-----	704-920-2950
Mike Murphy, Director		Rick Payne, Solid Waste Manager	
Animal Control-----	704-920-3288	<i>Recycling Division</i> -----	704-920-3279
Clerk to the Board-----	704-920-2110	Library	
Susie Bonds, Clerk		Tom Dillard, Director	
Commissioners' and Managers Office-----	704-920-2100	<i>Concord Branch</i> -----	704-920-2050
John D. Day, County Manager		<i>Kannapolis Branch</i> -----	704-920-1180
Cooperative Extension-----	704-920-3310	<i>Mt. Pleasant Branch</i> -----	704-436-2202
Debbie Bost, Director		<i>Harrisburg Branch</i> -----	704-920-2080
Commerce-----	704-920-2141	Parks and Recreation-----	704-920-3350
Jonathan Marshall, Director		Steve Little, Director	
<i>Building Inspection Division</i> -----	704-920-2128	Register of Deeds-----	704-920-2112
<i>Community Development</i> -----	704-920-2142	Linda McAbee, Register of Deeds	
<i>Environmental Protection</i> -----	704-920-2887		
<i>Zoning</i> -----	704-920-2141	Sheriff-----	704-920-3000
Emergency Management-----	704-920-2879	D. Brad Riley, Sheriff	
Bobby Smith, Director		Social Services-----	704-920-1400
Elections Office-----	704-920-2860	Jim Cook, Director	
Linda Grist, Director		Soil & Water Conservation District-----	704-920-3300
Emergency Medical Services-----	704-920-2600	Matthew Kinane, Director	
David Hampton, Director		Tax Administration-----	704-920-2166
Finance-----	704-920-2104	J. Brent Weisner, Tax Administrator	
Pam Dubois, Director		<i>Tax Collector</i> -----	704-920-2119
General Services Administration-----	704-920-3200	<i>Land Records</i> -----	704-920-2127
John Page, Director		<i>Revaluation</i> -----	704-920-2178
Human Resources-----	704-920-2200	Transportation-----	704-920-2921
Don Cummings, Director		Randy Bass, Director	
Information Services-----	704-920-2154	Veterans Services-----	704-920-2869
Debbie Brannan, Director		Lewis Williams, Director	





**For Information Contact:**  
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