



**Cabarrus County Board of Commissioners**  
**Budget Workshop · May 21, 2019 · 4:00 P.M.**  
**Multipurpose Room, Governmental Center**

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Call to Order	4:00 p.m.	
Finance – Overview of FY 2020 Budget Process	4:00 – 5:15 p.m.	Pg. 2
CVB – Presentation of FY 2020 Budget Request	5:15 – 5:30 p.m.	Pg. 15
EDC – Presentation of FY 2020 Budget Request	5:30 – 5:45 p.m.	Pg. 36
Cabarrus Health Alliance – Presentation of FY 2020 Budget Request	5:45 – 6:15 p.m.	Pg. 43
Break	6:15 – 6:30 p.m.	
Kannapolis City Schools Presentation of FY 2020 Budget Request	6:30 – 7:00 p.m.	Pg. 48
Cabarrus County Schools Presentation of FY 2020 Budget Request	7:00 – 7:30 p.m.	Pg. 53
General Board Discussion	7:30 - 8:00 p.m.	
Recess to May 23, 2019 at 4:00 p.m.		



**CABARRUS COUNTY  
BOARD OF COMMISSIONERS**

**BUDGET WORKSHOP  
MAY 21, 2019  
4:00 P.M.**

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**AGENDA CATEGORY:**

New Business

**SUBJECT:**

Finance – Overview of FY 2020 Budget Process

**BRIEF SUMMARY:**

Staff will present an overview of the FY 2020 budget process and respond to questions from the Board.

**REQUESTED ACTION:**

Receive input.

**EXPECTED LENGTH OF PRESENTATION:**

1 Hour 15 Minutes

**SUBMITTED BY:**

Susan Fearington, Finance Director  
Kristin Jones, Budget and Performance Manager  
Pam Dubois, Senior Deputy County Manager


**BUDGET AMENDMENT REQUIRED:**

No

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

**ATTACHMENTS:**

PowerPoint Presentation



## FY 20 Manager's Proposed Budget

Budget Workshop  
May 21, 2019

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### Agenda: Overview and Outside Agencies and Schools

- Tuesday, May 21
  - Overview of Budget Process
  - Convention and Visitors Bureau
  - Economic Development Corporation
  - Cabarrus Health Alliance
  - Kannapolis City Schools
  - Cabarrus County Schools
  - General Discussion
  - Recess to May 23<sup>rd</sup>




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### Agenda: Schools and Fire Districts

- Thursday, May 23
  - Carolina Farm Stewardship Association (CFSA) – Lomax Farm
  - Rowan Cabarrus Community College
  - Fire Districts
    - Mount Pleasant
    - Midland
    - Flowe's Store
  - Recess to June 3<sup>rd</sup> (for further discussion if needed)




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### All Funds Summary (Budget book pg. 50)

Funds	FY 19 Adopted	FY 20 Proposed	Dollar Change	Percent Change
General	255,602,972	269,805,596	14,202,624	5.26%
Landfill	1,172,571	1,403,508	230,937	16.45%
911 Emergency Telephone System	790,864	760,240	-30,624	-4.03%
Arena and Events Center (Arena and Fair)	1,648,656	1,731,880	83,224	4.81%
Health/Dental Insurance	11,295,475	11,513,515	218,040	1.89%
Workers Compensation/Liability	2,257,715	2,338,502	80,787	3.45%
Fire Districts Fund	4,522,362	4,760,435	238,073	5.00%
<b>Total</b>	<b>277,290,615</b>	<b>292,313,676</b>	<b>15,023,061</b>	<b>5.14%</b>



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### Overall Summary

	FY 19 Adopted	FY 20 Proposed	Dollar Change	Percent Change
Tax Rate	0.72	0.72	0.00	0.00%
Valuation	22,875,000,000	23,811,500,000	936,500,000	3.93%
Penny	2,261,814	2,351,067	89,253	3.80%
All Funds	277,290,615	292,313,676	15,023,061	5.14%
General Fund	255,602,672	269,805,596	14,202,924	5.26%
FTE	1,150.04	1,171.24		



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### General Fund by Revenue Source (Budget book pg. 69)

Revenue Source	FY 19 Adopted	FY 20 Proposed	Dollar Change	Percent Change
Ad Valorem Taxes	164,527,608	170,986,718	6,459,110	3.78%
Other Taxes	48,153,664	52,785,613	4,631,949	8.78%
Intergovernmental Revenues	19,961,943	21,315,255	1,353,312	6.35%
Permits and Fees	6,968,899	7,207,427	238,528	3.31%
Sales and Services	13,003,406	13,724,418	721,012	5.25%
Investment Earnings	500,000	1,000,000	500,000	50.00%
Miscellaneous	487,452	486,165	-1,287	-0.26%
Other Financing Sources	2,000,000	2,300,000	300,000	13.04%
<b>Total</b>	<b>255,602,972</b>	<b>269,805,596</b>	<b>14,202,624</b>	<b>5.26%</b>



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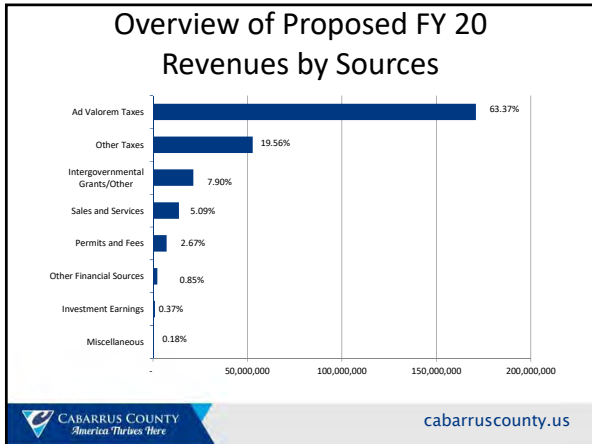
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- ### FY 20 Revenues by Sources
- **Ad Valorem** – Budget \$170,986,718– Property taxes by far our largest revenue
  - **Other Taxes** – Budget \$52,785,613 – Primarily our Sales Tax
  - **Intergovernmental – Grants** – Budget \$21,315,255 – DHS, Day Care, Foster Care, Transportation, JCPC
  - **Other Financial Sources** – Budget \$2,300,000 – Fund Balance Appropriated, Lottery Proceeds for Debt Service, Contribution from other funds
  - **Sales and Services** – Budget \$13,724,418– Ambulance, recreation fees, library fees, Jail Fees
  - **Permits and Fees** – Budget \$7,207,427 – Building Inspections, Register of Deeds
  - **Investment Earnings** – Budget \$1,000,000 – Mainly US Treasuries and Commercial Paper with short maturities
  - **Miscellaneous** – Budget \$486,165 – Sale of capital assets, donations, and matching grants for recreation
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- ### FY 20 Revenues: Property Taxes (Budget Book pg. 70)
- Ad Valorem taxes revenues are projected to add an additional \$6,426,210 for FY 20 proposed budget.
  - 3.9% increase over FY 19 adopted budget
  - Required tax collection rate of 98.81% (Real Property) and 100% (DMV) for a combined rate of 98.92% was used
  - Valuation projected at \$23,811,500,000
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## FY 20 Revenues: Sales Taxes (Budget Book pg. 70)

- For the first nine months sales tax has increased 9.8% over the first nine months of FY 18
- North Carolina usually recommends 3%-5% growth
- We do anticipate larger reductions during the next 12 months for local hospital construction projects.
- Sales tax revenues are projected to increase by 2% or \$4,478,539
- Average refund for FY 19 is around 8.5% compared to a historical 10.6% average



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## General Fund by Expenditure Category (Budget book pg.69)

Category	FY 19 Adopted	FY 20 Proposed	Dollar Change	Percent Change
Personnel Services	78,114,611	84,449,642	6,335,031	7.50%
Operating	176,173,230	183,208,742	7,035,512	3.84%
Capital Outlay	1,315,131	2,147,212	832,081	38.75%
<b>Total</b>	<b>255,602,972</b>	<b>269,805,596</b>	<b>14,202,624</b>	<b>5.26%</b>



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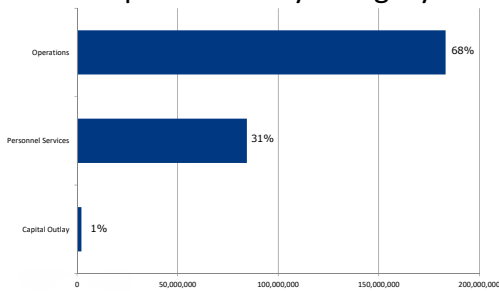
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## Overview of Proposed FY 20 Expenditures by Category



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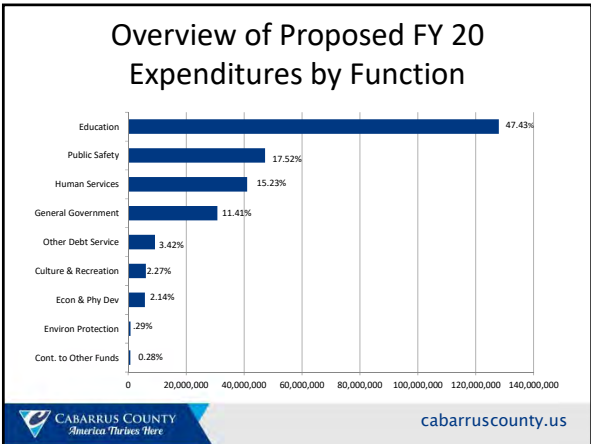
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- ### FY 20 Expenditures by Function
- **Education** – Budget \$127,976,153 – largest function area (includes current expense and debt service)
  - **Public Safety** – Budget \$47,281,609 Sheriff, Jail, Animal Control, Animal Shelter, Construction Standards, Emergency Management, and Emergency Medical Services
  - **Human Services** – Budget \$41,089,725– Child Welfare, Child Support, Economic Services, Adult services, Economic Support Services, Veterans Services and Cooperative Extension
  - **General Government** – Budget \$30,771,731 – Board of Commissioners, Human Resources, Tax, Board of Elections, Finance, Information Technology Services, Infrastructure & Asset Management, Register of Deeds, County Manager’s Office, and Communications
  - **Non-School Debt Service** – Budget \$9,235,680 – Sheriff Admin, Housing Unit, Arena, Wallace Park Land, 911 Equipment lease
  - **Cultural & Recreation** – Budget \$6,134,931– Active Living and Parks and the Libraries
  - **Economic & Physical Dev** – Budget \$5,776,676 Planning, Zoning, Soil & Water Conservation, Economic Incentives, Community Development and TIF (\$1.5 million)
  - **Contribution to other funds**– Budget \$745,613– Contribution to other funds –Arena Operations
  - **Environmental Protection** – Budget \$793,478 – Waste Reduction and Recycling
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- ### FY 20 New Position Detail (Budget book pgs. 89-90)
- **New Positions (FTE)**
    - 1 Business Analyst – assist with customer support for Accela (online permitting software)
    - 1 Maintenance Planner– transition from new construction to preventative and planned maintenance efforts
    - 2 Sheriff Deputies – no additional budget impact due to not budgeting 3 detention officer positions due to extended vacancies in Jail Division
    - 1 Sergeant– no additional budget impact due to not budgeting 3 detention officer positions due to extended vacancies in Jail Division
    - Youth Development Division to assist with SRO’s
    - 1 Kennel Technician (part-time) – medical testing and weekend coverage
    - 1 Fire Captain and 5 Fire Fighters – 24 hour shift change
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## FY 20 New Position Detail (Budget book pgs. 89-90)

- New Positions (FTE)
  - 2 Park Rangers (part-time) – facility use and set - up
  - 1 Program Assistant (Senior Center) – event coverage and coordination
  
- Department of Human Services – increase in caseload and H.U. B. B.
  - 1 Receptionist – Administration (customer service for front lobby)
  - 1 Receptionist shared funding with Cabarrus Health Alliance for H.U.B.B
  - 1 Family Support Specialist for ESS
  - 1 Income Maintenance Caseworker II for ESS
  - 1 Income Maintenance Training Supervisor for ES
  - 2 Income Maintenance Caseworker II for ES and H.U.B.B



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## FY 20 Other Personnel (Budget book pg. 92)

OTHER POSITION CHANGES		
DEPARTMENT	CHANGE REQUESTED	PROPOSED FTE
<b>TRANSFERS/CHANGES IN LOCATION</b>		
Sheriff Department-Jail to Administration	Transfer 16 FTE from Jail Division to Sheriff Department: Administration for Governmental Security Division	0.0000
<b>RECLASSIFICATIONS</b>		
Board of Elections	Election Coordinator to a Election Analyst	0.0000
<b>CHANGE IN HOURS</b>		
Library	Change 6 Library Assistants from a .40 FTE to a .50 FTE	0.6000
<b>Total Position Change</b>		0.6000



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## Benefits: Merit and COLA

- The County Personnel Ordinance states that the cost of living allowance will be made at the beginning of each fiscal year based on the consumer price index (CPI) increase for the previous calendar year, with the adjustment rounded down to the nearest ½%. This years COLA is 1.5%, total cost \$1,592,142.
  
- The merit plan is based the employee’s performance evaluation and is considered for a merit on their anniversary date of hire up to 2.5%. \$500,000 budgeted and the remaining funded with lapsed salary.



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### Benefits: Health Insurance and Workers Compensation

- The Board approved health insurance costs of \$7,980 per employee for FY 20. This is an annual increase of \$120 per employee over FY 19.
- It is estimated that the County will contribute \$1,268,980 for Workers Compensation premiums in FY 20. This is a \$15,735 increase over FY 19.
- Rates remained the same for Workers Compensation
- Contributions to these funds are evaluated on an annual basis to ensure that adequate coverage is provided to fund the cost of the programs.



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### Debt Service Changes

- With the normal retirement of debt service and the issuance of new debt, the net decrease in debt service is \$1,664,904
- New debt service (Principal and Interest) payments of \$1,478,700 includes:
  - Land for a middle school, high school and senior center/library



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### Education: Public Schools Summary (Budget book pgs. 429-437)

Funding Category	FY 19 Adopted	FY 20 Proposed	Dollar Change	Percent Change
Current Expense	71,020,147	74,040,806	3,020,659	4.08%
Capital Outlay	1,120,000	1,120,000	-	-
Debt Service	43,521,744	42,229,320	(1,292,424)	-3.06%
County Technology /Server Backup	45,154	45,156	(2)	-
School Nurses	2,884,387	2,971,719	87,332	2.94%
Charter Schools	4,415,070	4,910,317	495,247	10.09%
Total	123,006,502	125,317,318	2,310,816	1.84%



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### Education: Community College Summary (Budget book pgs. 438)

Funding Category	FY 19 Adopted	FY 20 Proposed	Dollar Change	Percent Change
Current Expense	2,930,215	3,402,215	472,000	16.11%
Capital Outlay	-	100,000	100,000	100.00%
Debt	2,012,382	1,949,995	(62,387)	-3.10%
<b>Total</b>	<b>4,942,597</b>	<b>5,452,210</b>	<b>509,613</b>	<b>9.35%</b>



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### Outside Agencies (Budget book pgs. 294,339,368)

Agency	FY 19 Adopted	FY 20 Proposed	Dollar Change	Percent Change
Arts Council	26,000	26,000	-	-
Juvenile Crime Prevention Council	295,111	295,111	-	-
Medical Examiner	122,500	122,500	-	-
NC Forest Service	94,713	81,864	(12,849)	-15.70%
Obligation to the City of Kannapolis	1,513,429	1,533,437	(20,008)	-1.30%
Carolina Farm Stewardship	40,000	*deferred tax	(40,000)	-100.00%
Economic Development Corporation	400,000	400,000	-	-
<b>Total</b>	<b>2,491,753</b>	<b>2,458,912</b>	<b>(32,841)</b>	<b>-1.34%</b>



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### Outside Agencies (Budget book pgs.415 & 437)

Agency	FY 19 Adopted	FY 20 Proposed	Dollar Change	Percent Change
Cabarrus Health Alliance (includes school nurses)	7,035,312	7,526,369	491,057	6.52%
Veterinarian Services	5,000	5,000	-	-
Mental Health	586,716	586,716	-	-
Special Olympics	68,241	72,644	4,403	6.06%
Concord Downtown Development Corporation	25,000	25,000	-	-
Boys and Girls Club of Cabarrus County	50,000	50,000	-	-
Cannon Memorial YMCA	250,000	250,000	-	-
<b>Total</b>	<b>8,020,269</b>	<b>8,515,729</b>	<b>495,460</b>	<b>5.82%</b>



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CIP (Budget book pgs. 103-198 )

Function/Division	Project	Funding Source	Cost	Page
Cabarrus County Schools	2 Activity Buses	Capital Reserve Fund	200,000	181
Cabarrus County Schools	Security Cameras – system wide	Capital Reserve Fund	415,246	197
Cabarrus County Schools	Mount Pleasant Elementary Electrical Service	Capital Reserve Fund	568,700	126
Rowan Cabarrus Community College	CBTC A/C Unit Replacement	Capital Reserve Fund	125,000	164
Rowan Cabarrus Community College	South Campus Building 2000 Fire Alarm Replacement	Capital Reserve Fund	112,000	191
Total			1,420,946	



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CIP (Budget book pgs. 103-198 )

Function/Division	Project	Funding Source	Cost	Page
General Government	Enterprise Physical Security	Capital Reserve Fund	300,000	157
Culture and Recreation	Arena Kitchen Goods Storage Building Replacement	Capital Reserve Fund	161,000	170
General Government	Governmental Center Roof and Skylight Replacement	Capital Reserve Fund/Other Funds	2,085,000	139
General Government	Operations Center	Capital Reserve Fund	850,000	121
Public Safety	Training and Firing Range Renovations	Capital Reserve Fund	1,700,000	188
Public Safety	EMS Headquarters Planning and Design	Capital Reserve Fund	120,000	158
Total			5,216,000	



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Deferred Tax Collection Proposal

- Carolina Farm Stewardship – Lomax Farm - \$80,000
- Camp Spencer vending machine building and overlook - \$225,000
- Frank Liske Park water line replacements - \$360,000
- Eastern Cabarrus Park Land - \$1,000,000
- Total: \$1,665,000



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## Capital Reserve Balance

Beginning Balance:	\$14,982,840
Early funding of Courthouse Eng/Arch	6,419,000
Early funding of CCS Mobile Units	2,400,000
Cabarrus County Projects List FY20*	4,742,894
School Projects List FY20	<u>1,420,946</u>
Ending Balance:	\$ 0

\*Governmental Skylight and Roof Replacement project includes \$473,106 provided by other funds



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## Unallocated Contingency

- There is \$1,186,430 in unallocated contingency for Board discretion and additional funding for charter schools if needed based on the updated ADM count.
  - 643,230 Board contingency
  - 543,200 charter school contingency



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## Overview of the 5 Year Plan

- Five Year Plan FY 20 – FY 24
- Provides summary of major changes in the budget from FY 19 to FY 20. It also provides a projection into the future for the next 4 years of projected revenue growth and some of the major projected expenditures.
- Refer to Five Year Plan handout inside pocket which includes proposed 2 cent tax increase



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## Proposed Tax Increases

- 2 cent tax increase would result in an additional \$4,702,134 in property tax revenue
- Based on the most recent assessed valuation update would result in an additional \$1,277,038
  - Assessed valuation update adds a value of \$174,600,000
- For FY 20: \$5,979,172 in available funds
- For FY 20 this will address the growing capital and deferred maintenance needs for school systems and county operations
- For FY 21 the additional revenue will be recurring revenues to address current expense costs for projected school openings



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## Proposed one time capital and deferred maintenance needs

- Available funds: 5,979,172

School Requests:	
<b>Capital Projects for Cabarrus County Schools:</b>	
Activity bus (funding 2 in FY 20 CRF) originally requested 3	100,000
Security Camera Upgrades - System Wide (partial funding already in FY 20 CRF)	400,000
Roof Replacement at CC Griffin Middle School	3,394,880
<b>Subtotal</b>	<b>1,864,880</b>
<b>Capital Projects for Kannapolis City Schools:</b>	
A.L. Brown Cannon Gymnasium	200,000
<b>Subtotal</b>	<b>200,000</b>
<b>Deferred Maintenance (Non-FMD) for Cabarrus County Schools (by rank)</b>	
New Timekeeper Server	30,000
<b>Subtotal</b>	<b>30,000</b>
<b>Capital Outlay (FMD) for Cabarrus County Schools (by rank)</b>	
Flooring replacement and abatement at Northwest Cabarrus Middle School	227,480
Flooring replacement and abatement at Concord High School	164,406
Carpet replacement at Concord High School	62,040
Pedestrian walkway from Hwy 49 to existing sidewalk at Central Cabarrus	79,638
<b>Subtotal</b>	<b>533,544</b>
<b>County Capital Improvement Projects</b>	
Land banking	2,000,000
Operations Center - Fleet Portion (partial funding in FY 20 CRF)	815,000
Sheriff radio communications tower	160,000
Camp Spencer vending machine building and overlook (partial funding in FY 20 CRF)	200,000
<b>Subtotal</b>	<b>3,175,000</b>



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## Final Changes

- The Budget process cuts off in early May to allow staff time to prepare the document for presentation to the Board. During this time of assembling the document, changes are discovered and final ADM figures for Schools are received. Attached is a spreadsheet which details the changes identified up to May 21, 2019.
- Final changes reported throughout the process



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**CABARRUS COUNTY  
BOARD OF COMMISSIONERS**

**BUDGET WORKSHOP  
MAY 21, 2019  
4:00 P.M.**

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**AGENDA CATEGORY:**

New Business

**SUBJECT:**

CVB – Presentation of FY 2020 Budget Request

**BRIEF SUMMARY:**

Representatives from the Convention and Visitors Bureau/Tourism Authority will present their FY 2020 budget request and respond to questions from the Board.

**REQUESTED ACTION:**

Receive input.

Motion to suspend the Rules of Procedure.

Motion to approve the Tourism Authority's FY 2020 budget totaling \$5,895,007, in accordance with Article IV, Room Occupancy and Tourism Development Tax, Tourism Authority of the Cabarrus County Code of Ordinances.

**EXPECTED LENGTH OF PRESENTATION:**

15 Minutes

**SUBMITTED BY:**

Donna Carpenter, CVB, President/CEO

**BUDGET AMENDMENT REQUIRED:**

No

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

**ATTACHMENTS:**

- FY 2020 Budget Statement
- FY 2020 Consolidated Budget
- PowerPoint Presentation



**FY2020 Budget Message**

April 24, 2019



Cabarrus County Board of Commissioners:

I am excited to provide you the Cabarrus County Tourism Authority (CCTA) budget for FY2020. During the budget process decisions were made utilizing the Bureau's Mission and Vision Statements.

**MISSION**

Drive visitation to Cabarrus County  
to generate the maximum impact through hotel stays  
and visitor spending.

**VISION**

To continually grow and sustain  
a dynamic travel industry to become the  
number one economic force for Cabarrus County

The budget for FY2020 of \$5,895,007 represents an increase of 2.4% over the FY2019 budget and a 2.8% increase over actual FY2018. The following summaries will provide additional detail on how the revenues are recognized and the expenditures are planned.

Lodging in Cabarrus County in calendar year 2018 saw increased Demand of 7.9% while Average Daily Rates fell 2.3%. Total Hotel Occupancy was 69.7% and Average Daily Rates were \$101.34. The growth in Demand was driven by each of our visitor segments including leisure, business travel, and group. In FY2019 we continued to push our Marketing presence even further with the utilization of TV in select markets for the first time. This will continue in FY2020 with further expansion based on research. Towards the end of FY2020 we will be focusing heavily on the RNC. The DNC in 2012 was very successful for Cabarrus County and we plan on showcasing our destination during this large-scale event. The CVB Board and Staff will continue to work on the latest strategic plan introduced in 2018. Meeting Facility and Sports Facility expansion is key to growing Demand in the future. Workforce Development will also remain a focus as we work with secondary and post-secondary education systems to highlight the opportunities that exist within a hospitality and tourism career.

I would like to thank the individuals who contributed to the preparation of the FY2020 budget and offer them my sincere gratitude.

Respectfully submitted,  
Donna Carpenter  
President/CEO  
Cabarrus County Tourism Authority

## Revenues:

The CCTA receives 99% of its revenue through a 6% Occupancy Tax levied on guests who stay in Cabarrus County Hotels. This tax rate is not expected to change in FY2020.

### Occupancy Tax:

Actual FY2018	5,681,812
Budget FY2019	5,704,459
Budget FY2020	5,838,057

Occupancy Taxes are budgeted to increase 2.3% in FY2019. Occupancy Tax revenues are based on the following assumptions:

- There are no new hotels scheduled to open in FY2019.
- Occupancy Tax forecasting is based on factors including Smith Travel Research monthly forecasts which predict visitor travel within the Cabarrus County market. Additional information is obtained through information exchange with the lodging properties within Cabarrus County as well as an analysis of any citywide/countywide events.
- Hotel data not including Great Wolf Lodge for calendar year 2018 vs. 2017 was:
  1. Occupancy (69.7%) 7.9% increase
  2. Average Daily Rate (\$101.34) 2.3% decrease
  3. Revenue Per Available Room (\$70.67) 5.4% increase
  4. Demand (653,598) 9.2% increase
- Occupancy Tax revenue received in July 2019 from June 2019 occupancy will be accrued back into June 2019 for FY2019 accrual statements. For this purpose there will be zero revenue recognized in July 2019 while there will be 2 months recognized in June 2020.

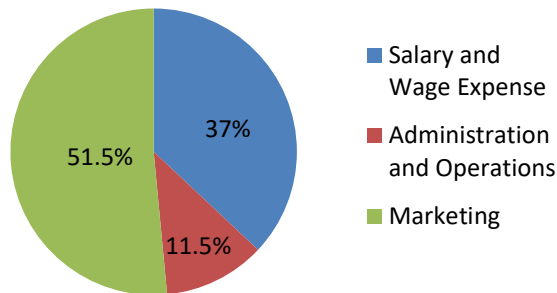
### Other Revenue:

- Other revenue of \$56,950 includes cooperative advertising opportunities, interest on cash deposits, Celebrate Cabarrus, and retail sales in the visitor center.
- The CCTA currently maintains the County approved reserve rate of 17% in its Fund Balance. Based on the FY2020 budget this amount will be \$1,000,356.

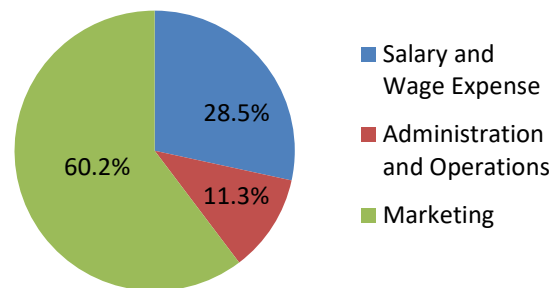
## Expenditures:

The CCTA operates on a zero-based budget; therefore, all revenues received in FY2019 are budgeted to be expended. Expenditures for the CCTA are divided into three categories. They are Salary and Wage Expense, Administration and Operations, and Sales and Marketing Activities. The CCTA measures its expenditure allocation based on industry standards utilized by Destination Marketing Organizations with similar budgets. The following charts illustrate how expenditures are budgeted in FY2020 against those standards.

### Industry Allocations



### FY2020 CVB Allocations



## Salary and Wage Expense:

Actual FY2018	1,445,930
Budget FY2019	1,578,496
Budget FY2020	1,679,323

- The Bureau operates with 21 employees at 19.5 Full Time Equivalents (FTE's). The Destination's International 2017 Organizational and Finance Study showed Bureau's with a budget of \$5 million to \$10 million operate on average with 25 FTE's
- Salary and hourly labor costs include review and merit increases up to 3% based on performance and time with the organization per the CCTA's policy manual. Performance Incentives are discretionary and determined by the President/CEO.
- Insurance premiums are forecasted to increase by 12.4% in FY2020 based on actual FY2019 premiums. The medical policy is forecasted to increase 13%. Mandatory Local Government Retirement funding by the CCTA in FY2019 was 8.42% and it will be 9.62% in FY2020. Unemployment expense rates decreased from .47% in January 2018 to .40% in January 2019.

**Administration and Operations:**

Actual FY2018	632,135
Budget FY2019	668,476
Budget FY2020	666,681

- The Admin fee charged by the County for collecting the Occupancy tax will be 5%, the maximum amount that is legislated by the state. The Bureau is currently in a renewable annual agreement with the County for another 5% for sports facility upgrades that will be recognized in the Sales and Marketing section of this budget.
- The CCTA office lease at 10099 Weddington Rd will remain unchanged in FY2020. General office expense is expected to increase based on property tax evaluations.
- A new office equipment lease was executed in March 2018. Offsite backups are performed nightly to protect data integrity. General Office Equipment budget will be reduced as software management system evaluation will be delayed.
- Vehicle expense includes costs to maintain vehicle lease, fuel, tax and registration. Bureau does not have any plans to expand fleet in FY2020.

**Sales and Marketing:**

Actual FY2018	3,239,074
Budget FY2019	3,510,137
Budget FY2019	3,549,003

**Allocated Marketing Expenses:**

- For FY2020 the CCTA budget has pre-allocated expenditures of \$791,903 or 22.3% of the total Sales and Marketing expenses. These allocations include:
  1. Charlotte Motor Speedway agreement - \$500,000
  2. Cabarrus County Sports Development agreement - \$291,903

**Market Groups**

The CCTA Marketing Activities are divided into three groups in addition to Media Relations, Web, Partnership, and Visitor Services.

1. Group – Includes Corporate, Sports, Associations, SMERF (Social, Military, Education, Religious, Fraternal) Group Tour, Group Destination Services
2. Leisure – Markets to the transient leisure traveler
3. Bureau – Includes non-specific market items such as Marketing Agreements, Destination Management, Research, and Organizational Dues.

## FY2020 Sales & Services Budget

<b>Year over Year Comparisons</b>		
<b>Sales and Services Budget</b>	<b>2018/19</b>	<b>2019/20</b>
Advertising	\$ 71,000	\$ 57,775
Business Development	\$ 56,000	\$ 47,630
Collateral Production	\$ 30,683	\$ 19,750
Dues & Subscriptions	\$ 24,500	\$ 12,540
FAM's	\$ 63,450	\$ 66,677
Event Expense		
Agreements/Bids	\$ 100,500	\$ 114,320
Tradeshaw	\$ 125,700	\$ 139,308
Destination Services	\$ 47,450	\$ 42,000
	<b>\$ 519,283</b>	<b>\$ 500,000</b>

FY2019 Sales & Services Budget: \$519,283

FY2020 Sales & Services Budget: \$500,000

**Budget reduced by \$19,283**

### Advertising

**FY2019 – \$71,000**

**FY2020 –\$57,775**

**Decrease: \$13,225**

Moving away from print advertising in the sports market. Spent \$36,000 in FY2019.

In FY2020, sports advertising will be done at tradeshows & sports industry events.

It's economical and our message will be seen by Sports Meeting Planners.

We will continue to use print and digital advertising in the Corporate, Association & SMERF markets. Advertising message will be on brand and based on data collected by our marketing team.

### Business Development

**FY2019 – \$56,000**

**FY2020 - \$47,630**

**Decreased: \$8,370**

Site inspection dollars (\$5,500) have been reallocated to FAM's line.

Dollars in this line are for client entertainment, group & convention research and to develop new business opportunities within 3<sup>rd</sup> party platforms, (Helms Briscoe & C-Vent).

### Collateral Production:

**FY2019 - \$30,683**

**FY2020 - \$19,750**

**Decrease: \$10,933**

Bid book was budgeted in this line in FY2019.

Continue to produce: Creative profile sheets for each manager

Updated Group Tour Itineraries

Revised Car Club Brochures

Produce Individual Sports Venue Sheets  
Also, \$6,000 allocated to upgrade our tradeshow booth in FY20.

**Dues & Subscriptions:**

**FY2019 - \$24,500**                      **FY2020 - \$12,540**

**Decrease: \$11,960**

Leisure Sales had \$5,000 budgeted in FY2019 that will not be needed in FY2020.  
Some memberships are included in the tradeshow registration cost: Helms Briscoe & RCMA – (Religious Conference Management Association), creating a savings in this line.

**Familiarization/Site Inspections:**

**FY2019 - \$63,450**                      **FY2020 – \$66,677**

**Increased \$3,227**

Increase the number of FAM customers we will bring to the destination in FY2020.  
We will hold five FAM's in FY2020. (On average 60+ customers attend).  
Increase the number of personalized site inspections from every market segment in FY2020.  
(Goal is to conduct 20 customized site inspections in FY2020, up from 15 in FY2019).

**Agreements/Bids:**

**FY2019 - \$100,500**                      **FY2020 - \$111,413**

**Increase: \$10,913**

More confirmed commitments on the books in FY2020 as compared to FY2019.  
Each confirmed commitment is specific for each market segment.  
Dollars still available to secure in the year for the year business.

**Tradeshows:**

**FY2019 - \$125,700**                      **FY2020 - \$139,308**

**Increased by \$13,608**

Two new shows added in FY2020. (Car Club Show & Connect Faith)  
Year over year registration increase to attend shows.  
Post Trip Reports determines if we go back to shows.

**Destination Services:**

**FY2019 - \$47,450**                      **FY2020 - \$42,000**

**Decrease: \$5,450**

This year's budget has \$15,000 set aside for the RNC city wide convention in August 2020.  
Moving towards pre promotions services: Meeting Max, Discount programs, attendance building in FY2020. The remaining dollars will be used for regular expenses within Destination Services: Welcome amenities, information table, referrals, volunteers, welcome letters and FAM trips.

## **Leisure Market: FY2020 Budget: \$1,442,624**

For FY2020, we will continue to leverage the insights gathered through data and analytics to help us optimize our targeting and audience segmentation. Promoting and positioning Cabarrus County as the premier leisure tourism destination for motorsports and more will remain our primary objective. The integrated plan will include traditional and digital advertising, public relations, social media, influencer marketing, promotions, research and other marketing activation strategies.

The strategy behind this approach is designed to increase awareness of Cabarrus County and drive traffic to visitcabarrus.com, which will help build the county's perception as an ideal place for families, motorsports enthusiasts and general travelers to visit, thereby increasing occupancy and spend within the county.

Below is an overview of the overall integrated marketing spend with an increased focus on Co-op partnerships, cable television, Connected TV/OTT and influencer marketing.

### **Tourism/Visitors Bureau Publications**

Charlotte Visitors Guide

North Carolina Visitors Guide

AAA

CVB and state tourism visitor publications offer a targeted and efficient reach of local and regional visitors.

### **Consumer Magazines / Travel – Targeted Opportunistic**

Outdoor

Visit North Carolina Partnerships:

Garden & Gun

Southern Living

Country Living

Good Housekeeping

Woman's Day

*Local Market Combo Florida*

Jacksonville Magazine

Orlando Magazine

Tampa Magazine

Fort Lauderdale Magazine

**Digital Advertising:** Moving into FY2020, the paid media plan for Cabarrus will activate on data-driven insights from FY2019's results. FY2019 allowed us to incorporate Acxiom data segments into a custom program with Trip Advisor and Visit NC and we will look to expand exposure with these publications. We will reinforce refinements made in 2019 for web targeting to data

segments such as: Rural adventure, country comfort, and country enthusiasts to ensure we are capturing the optimal audience. The paid media plan will also include television – programmatic cable and OTT.

We will continue to use the ad serving platform, Adform, which offers an Ad Server, DSP (Demand Side Platform) and DMP (Data Management Platform) all in one. This switch provides cost savings on ad-serving, and most importantly will allow us to build our own data profile within the DMP. The data will be utilized across all channels and tactics when applicable. Given the ever-evolving data changes with Facebook, and the ramifications of the loss of 3<sup>rd</sup> party data segments, it's imperative that we continue building our data to utilize, instead of being reliant on 2<sup>nd</sup>/3<sup>rd</sup> party data for targeting.

Awareness will remain a primary objective as we increase tactics such as cable TV and OTT. We will look to measure and optimize toward lifting un-aided awareness.

#### **Recap:**

- Running all media through a DMP (Data Management Platform)
- Utilizing Acxiom data segment targeting with all media (when possible) to ensure we are reaching the right people
- Cable TV market expansion to further create awareness of Cabarrus County as a leisure destination
- Looking to add Connected TV/OTT such as HULU, Apple TV
- Increase exposure and spend with Trip Advisor & Visit NC (custom programs)
- Look to measure and track brand awareness levels and consideration

#### **Awareness Focused Paid Media:**

- **Cable TV Spots (traditional and programmatic):** continue to buy TV commercials on cable networks programmatically. We will utilize our DMP data and Acxiom data segments to scale our messaging further on TV
- **Connected TV/OTT:** this will allow us to effectively reach our audience and associate our brand with premium content, while reaching our true trading area.
- **Programmatic Video (mobile/desktop):** purchasing media inventory via a DSP allows us to purchase targeted impressions cost effectively and at scale. Running video on a DSP works very similarly to running display ads. We have the ability to layer on 1<sup>st</sup> (DMP) and 3<sup>rd</sup> (Acxiom) party data to ensure that we only pay for video views from people within our target audience.
- **Site Direct Digital (Trip Advisor/Visit NC/Our State)** – utilizing a site's 1<sup>st</sup> party data, we can deliver content that are actively searching/in-market for NC/SC destinations, while saving down this anonymized data into our DMP for further activation through other channels.
- **Programmatic Display (mobile/desktop)** – purchasing media inventory via a DSP allows us to purchase targeted impressions cost effectively and at scale. We can layer on 1<sup>st</sup> (DMP) and 3<sup>rd</sup> (Acxiom) party data to ensure that we only pay for display views from people within our target audience.



- **Paid Social** – research shows that 90% of users are accessing social networks via mobile and they are checking their social networks multiple times a day. Therefore, utilizing paid social channels is yet another way to be where our audience is. Creative will focus on a mobile-first approach to ensure our content is reaching our audiences where they are consuming content at the highest frequency. Social media has very advanced targeting capabilities, allowing us to reach our most desired leads and optimize for the actions we want them to take. We can also quickly adjust the campaign throughout its run and change creative very easily. Paid social is also a great way to run an event-based campaign. Additionally, this is another channel to activate our DMP data and airport data, via custom audiences, to identify new feeder markets to Cabarrus County.

### **Engagement Focused Paid Media and Organic Media:**

- **Retargeting** – retargeting through paid social allows us to stay top of mind with people who have visited our leisure site. We can also control the frequency at which a person sees our ads, so no one feels overwhelmed by the messaging.
- **Paid Search** – paid search is our second largest traffic driver to visitcabarrus.com and there is still room to maximize our share of impressions. By utilizing paid search, it allows us to be in front of our audience as they are actively searching for relevant information. Keywords can be as specific or as broad as we would like. Campaigns can be constantly optimized focusing on the highest quality site traffic, conversion actions, and lowest CPC. When people are searching for terms like “family vacations in North Carolina” etc. we want to make sure that Cabarrus County has a presence in those searches.
- **Social Media Strategy** – Organic search is the leading traffic driver to visitcabarrus.com. We will continue to utilize our owned media channels to drive traffic to our website through a robust content and activation strategy. This year we will actively pursue strategies and tactics that will increase engagement, attract new followers and inspire first-time and repeat travel to Cabarrus County.

### **FY2020 Tech Stack for Paid Media:**

- Ad Server
- DMP
- DSP (both self-serve and managed service are being used currently)
- Google Analytics
- Arrivalist

### **FY2020 Reporting Platforms/Data Sources for Paid Media:**

- Ad Server (AdForm)
- Google Analytics
- Facebook Business Manager
- ComScore Media Brand lift
- Social Bakers
- Arrivalist

**Measurable Promotions & Activation:**

As we move visitors through the travel funnel from awareness to consideration, we will design and execute promotions and stunts in our target markets to inspire travel to Cabarrus County. We will host pop-pop events and give away free tickets to different attractions in Cabarrus County, as well as activate online contests rewarding those who have planned and booked travel to Cabarrus County. These efforts will help us measure intent and visitation.

**Influencer Marketing:**

Bloggers and social influencers are helping to create preference for brands and products. We want to capitalize on this by partnering with key influencers with followers in our target demo to help promote Cabarrus County and position it as a prime destination for families and motorsports enthusiasts. We will develop custom messaging and communication around the attractions and events we want to promote and identify, secure, and manage relevant influencers to deliver a healthy mix of blog and social posts to amplify our messages to their followers. We'll aim to secure approximately 1-3 influencers through FY2020.

**SEO Monthly Service – Monitoring and Optimization:**

Search engine optimization is the science of getting more qualified traffic to our website by obtaining high rankings in search engines such as Google. SEO will help us naturally and organically improve VisitCabarrus.com's visibility in search engines. We will continue to activate on an SEO program that integrates and informs language for PR, search, social and creative efforts. With additional optimizations being made into the user-experience in FY19, we fully expect to see growth in sessions and an increase in Share of Search. SEO efforts will cover multiple facets of marketing, including but not limited to On-Page and Off-Page SEO, LinkBuilding, Competitive Analysis, Keyword research (Good/Bad), URL list/Page Titles/Meta Descriptions and Usability.

- Mower will provide quarterly reports to compare our "Share of Search" against that of our competitors' and highlight our rankings vs. theirs. The report will provide period-over-period insights and identify opportunities to outrank the competition.
- Mower will develop quarterly SEO Analytics Reports to quantify the value of our SEO traffic and measure against our goals. The report will unearth how much traffic we're getting from Google, what those visitors are going/not doing, how long they're staying, and how their behaviors compare to other traffic.
- Mower will provide recommendations needed to get more qualified SEO traffic.

**Eric Mower & Associates (EMA) FY2020 Budget \$1,175,000**

Approximately 81% of the leisure budget will be allocated to Eric Mower & Associates to assist in an integrated, revenue-generating marketing and communications plan through ideation, implementation and continued monitoring and analysis. This will include measurable and results-driven programs that are working toward driving people to stay and spend in Cabarrus County.

The agency will complement and collaborate with the in-house staff to optimize budgeted paid-media and expand where necessary. The agency will also consider the full spectrum, from current media such as digital and print, to additional tactics such as digital TV, digital video or new forms of digital.

### **Media/Public Relations FY2020 Budget: \$50,000**

With a decrease of 37% for Media Relations in FY2020, adjustments have been made to shift execution and focus to build upon the opportunities established in FY2019 on a local, regional, national and international level. Activities, processes and tools from the year prior that aid in reaching travel writers and engaging the local community in overall tourism awareness and its impact on our area will remain.

Public relations efforts will supplement paid media targeting in drive markets but will extend into national markets to maximize impressions and exposure. Pitching cadence will be frequent and strategically focused on top travel trends and events. New for 2019-20, we will strategically target media and markets for on-site television inclusion, similar to the programming we have had success with featuring Cabarrus County on local TV morning programming in 2019. We will look to compliment and further penetrate markets we are currently targeting. For example, Greenville & Spartanburg SC, Asheville and Anderson. In addition, we will utilize data to determine future markets.

### **Web Technology FY2020 Budget \$66,852**

#### **Leisure site:**

Dollars have decreased 2%, however, site performance, analytics/ reporting, SEO monitoring and overall site maintenance to support the leisure website will remain our focus. Based on the quarterly learnings from our SEO monitoring and reporting, content will need to be routinely refreshed to help us maintain our page rankings.

- Content Updates / landing pages
- Barberstock
- EMA Hosting & Maintenance
- Business Website hosting, Firefold
- Simpleview API Forms & Listings maintenance
- CRM Tool
- Domain renewals/purchases

## **Partnership – FY2020 Budget \$111,800**

### **Overall**

The FY2020 budget for Partnership remains flat. The Partnership department strives to ensure our hospitality stakeholders are given opportunities to interact with each other forming alliances and gaining resources to make the visitor experience exceptional and their organization successful. This is done through networking opportunities, stakeholder meetings and other functions.

- **Educational Programs, Networking Opportunities and Hospitality Appreciation**

The format for our programming was adjusted to accommodate the needs of our stakeholders and the CVB's desire to offer the best tools to become more successful through education and opportunities to connect with other hospitality professionals. These programs are designed to give our partners the tools that ultimately enhance the visitors' experience while also enhancing education and building resources for a more successful destination.

- Wake up, Rev Up (stakeholder meetings) decreased \$8,000
- The Tourism Summit will be reoccurring – added line item of \$10,000
- Celebrate Cabarrus – increased line item from \$34,500 to \$45,500 due to a substantial increase in attendance. FY2019 attendance reached nearly 300 people. The FY2020 plan is to accommodate between 325-350.
- 13 Events
  - 2 Fuse events (ideally at a new partner location)
  - 5 partner events (2 NASCAR races, NHRA races & 1 summer hospitality night)
  - 2 food truck events (May/Tourism Week & following the October races)
  - 2 substantial educational events - Wake Up, Rev Up
  - Tourism Summit – The State of Tourism, covering national, regional, state & local tourism
  - Celebrate Cabarrus – annual awards & recognition program for local hospitality

## **Visitor Services – FY2020 Budget \$110,000**

### **Overall**

The FY2020 budget for Visitor Services has decreased of \$18,665 to FY2019. The goal of Visitor Services is to create and enhance the experience for visitors who have chosen Cabarrus County as their destination, so they stay longer, come back and tell everyone about their great experience. This is done through various Visitor Centers that the CCTA operates. The CCTA has a main Visitor Center located at Bruton Smith Blvd and the Concord Regional Airport. A Mobile Marketing Unit is also utilized during large citywide events.

### **Decreases**

- **Visitor Center Photo Opportunity/enhancements**– eliminated – (\$20,000)  
The decision was made to hold off on any visitor center enhancements.

## Increases

- **Ad Specialty Items** – FY2020 budget has a \$9,100 increase from FY2019  
Visitor Services uses these items in conjunction with the Mobile Marketing Unit for all races, and special events. Each specialty item promotes the CCTA's website as a call to action for fans visiting Cabarrus County. The WRL (Where Racing Lives) t-shirts will be updated and revised. These are used primarily in the Visitor Center but also as client giveaways and welcome gifts.
- **Destination Training** – increase of \$2,800  
In FY2019, the current tours were refreshed. Two additional Destination Training events have been added. One will be "What's New" and will encompass new attractions, breweries, restaurants, etc. The other will be an educational tool focused on workforce development and job availability in the hospitality industry.

## Added Line Items

- **Welcome Center Visits/VisitNC Call Center Visit** - \$1,600  
Biannual visits to the nine NC Welcome Centers not only build relationships but it also keeps their staff up to date. They see approximately 10,000,000 visitors cumulatively each year. Part of these visits will be participation in their special events held throughout the year. (Canadian Day, Race Days, Christmas events, etc.)
- **Ticket Sales** - \$6,000  
Over the last few years our ticket sales have increased as attractions have come on board.

## Noteworthy

- Added the Mt. Pleasant 4<sup>th</sup> of July and Christmas parades to our line-up.  
**4<sup>th</sup> of July**  
Harrisburg  
Mt. Pleasant  
**Christmas**  
Concord  
Kannapolis  
Mt. Pleasant

## Bureau Budget – FY2019 \$1,230,172 / FY2020 \$1,251,927

- Pre-allocated agreements with the Charlotte Motor Speedway and Cabarrus County totaling \$791,903 are budgeted in this category.
- Event expense includes Charlotte Motor Speedway races throughout the year where meeting planners, travel writers, and event rights holders are invited to experience the destination during race time.
- Additional marketing agreements to be continued in FY2020 include Concord Mills Mall, CSM for Haulers on Union event, Mustang Museum, and Cabarrus Arts Council.
- The Bureau will continue its efforts to utilize research as a basis for making decisions. Research dollars spent help the organization understand visitor profiles and spending habits. Reports

purchased from Smith Travel Research (STR) assist the CCTA in determining demand patterns and need periods. Additional research mechanisms include the Economic Impact Calculator which allows the CCTA to measure the economic impact of conventions, meetings, and sporting events in Cabarrus County. Airline Data Inc is a new platform to measure air traffic into Concord Padgett Regional Airport as well as Charlotte Douglas airport. This program started in FY2019 and that expense will be renewed in FY2020 as well.

- Collateral Production of imprinted specialty items designed and purchased by the CCTA will focus on driving traffic to the website, [visitcabarrus.com](http://visitcabarrus.com) and [whereracinglives.com](http://whereracinglives.com). These items are used as giveaways at trade shows, conferences, and events.






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FY2019 Group Sales

**Group Sales - July 2018 – April 2019**

208 Leads sent out for 81,275 room nights

78 Leads turned definite or 26,991 room nights

**Key Definite Groups**

- Ingersoll Rand – 2019 Car Club Sales Meeting – 1,040 Room Nights in 2019
- Spartan – Sprint and Super Race – 1,850 Room Nights in 2019
- Buick Club of America – Annual Meeting – 1,700 Room Night in 2021
- Insider Exposure – Southern Showcase – 1,400 Room Nights in 2019
- Diamond Sports – Summer Shine – 2,800 Room Nights in 2019
- NC Public Transportation – Annual Conference – 613 Room Nights in 2021 & 2022
- NC School Resources – Annual Conference – 831 Room Nights in 2023 & 2024
- World Karting Association – Yearly Competition – 1,100 Room Nights in 2019




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FY2019 Marketing

**DIGITAL CAMPAIGN PERFORMANCE SNAPSHOT**  
Campaign Run Dates: July 2018 – April 2019

<b>41,482,888</b> <small>Impressions</small>	<b>164,247</b> <small>Clicks (0.4%)</small>	<b>45%</b> <small>Click Through Rate (CTR)</small>
<b>85%</b> of all sessions were from NC, GA, SC, VA, FL		
<b>.15%</b> <small>Conversions</small>	<b>38,503</b> <small>Website Sessions (0.09%)</small>	

Benchmark: .08% CTR (U.S. Travel Destinations, Google)




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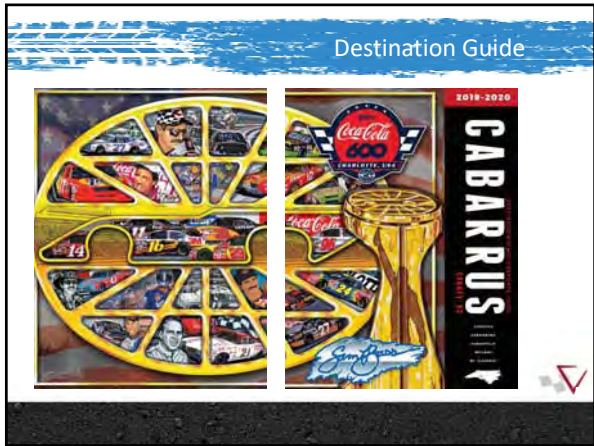
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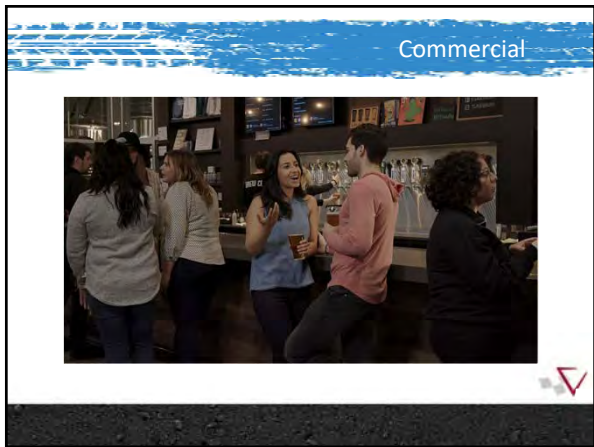
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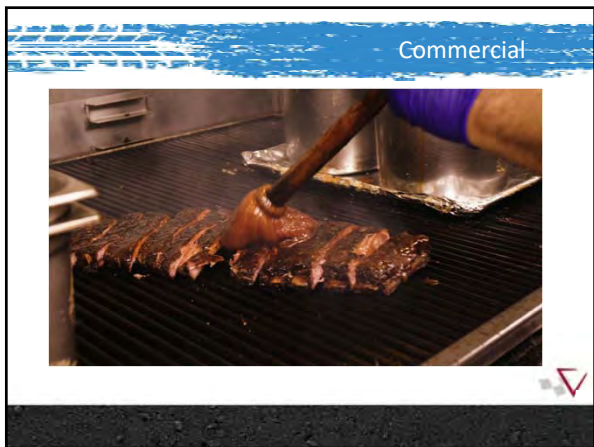
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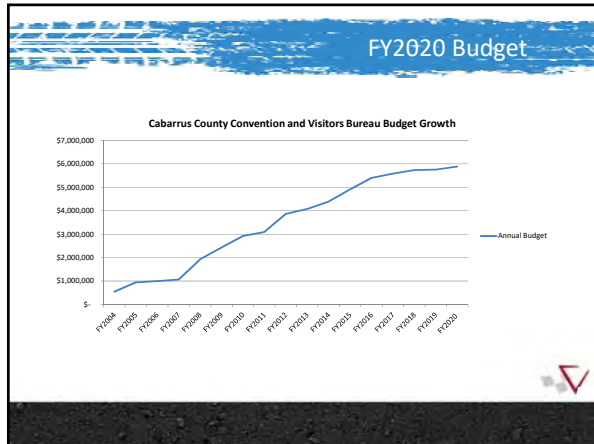
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### FY2020 Budget

**FY2019 Budget - \$5,757,614**

**FY2020 Budget - \$5,895,007**

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### Tax Retained by the County

- 5% Administrative Fee – \$291,903
- 5% Sports Facility Development – \$291,903
- Sports Development Balance - \$1,619,017

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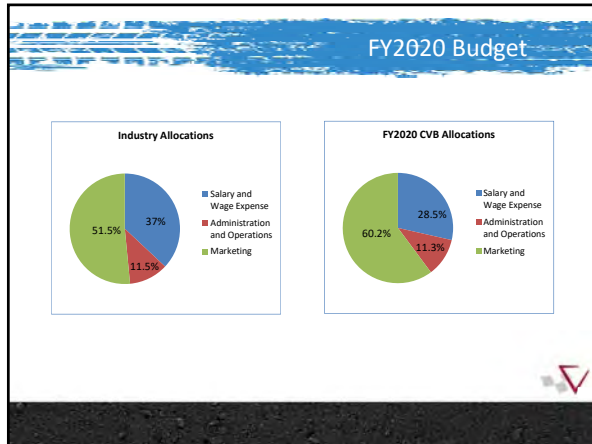
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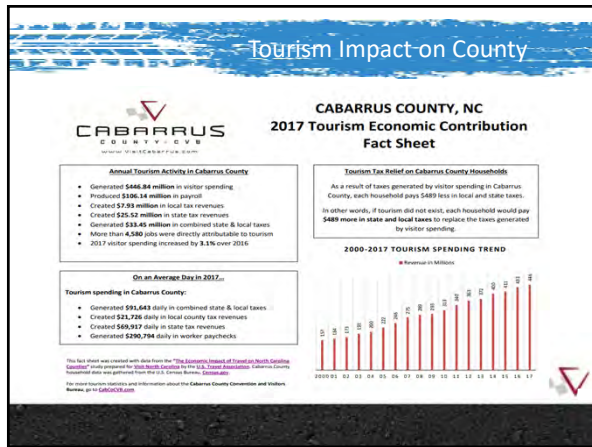
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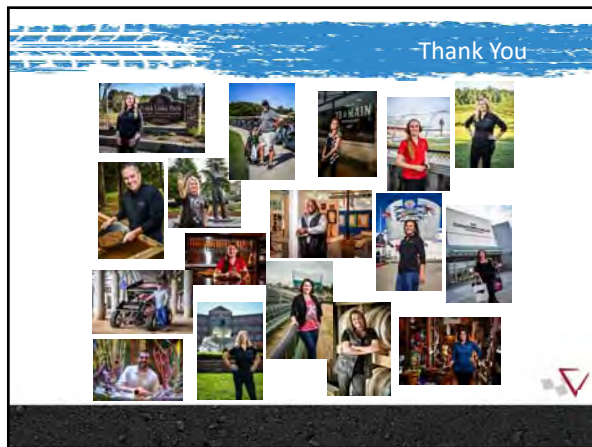
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**CABARRUS COUNTY  
BOARD OF COMMISSIONERS**

**BUDGET WORKSHOP  
MAY 21, 2019  
4:00 P.M.**

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**AGENDA CATEGORY:**

New Business

**SUBJECT:**

EDC – Presentation of FY 2020 Budget Request

**BRIEF SUMMARY:**

Representatives of the Cabarrus Economic Development Corporation (EDC) will present their FY 2020 budget request and respond to questions from the Board.

**REQUESTED ACTION:**

Receive input.

**EXPECTED LENGTH OF PRESENTATION:**

15 Minutes

**SUBMITTED BY:**

Robert Carney, Jr., EDC, Executive Director

**BUDGET AMENDMENT REQUIRED:**

No

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

**ATTACHMENTS:**

PowerPoint Presentation



**Cabarrus**  
Economic Development

Cabarrus County Budgeting Workshop

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## Agenda

- Big Changes
- FY19 Highlights
- Program of work
- Budget request



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## Mission

Increase the quality of life in Cabarrus County through the creation of high-impact jobs and new tax investments.

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## Big Changes - Team

Team:

- **Samantha Grass** – Recruitment Project Manager
- **Page Castrodale**- Existing Industry Director joined team in Oct of 2018
- **Shanell Varner** – Economic Development Coordinator (beginning May 28<sup>th</sup>)
- **Robert Carney** – Executive Director



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## Big Changes - Marketing

### New Marketing and PR Partnership with Perry Productions

- Use storytelling to engage with our internal/external community, educating them on the importance of economic development
  - Existing industry resources
  - Role and impact of economic development
  - Success stories from Cabarrus County businesses
- Develop messaging targeted to site consultants and brokers
  - Workforce development initiatives
  - Targeted industries and data to support
  - Available product



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## Big Changes – Regional



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## FY19 in Review – Projects (155)




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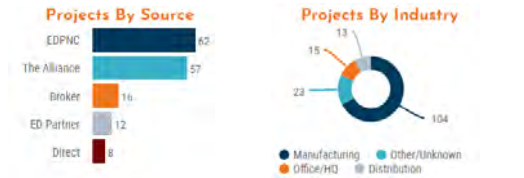
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## FY19 in Review – Projects (155)




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## FY19 in Review

- New Jobs announced: **309**
- New Investments Announced: **\$76M**
  - Generates \$547,200 annual tax revenue after any incentives provided
- New RFIs Received: **145**
  - Responded to 128 RFI requests with building/site
- Announced New Industrial Spec Space: **over 1 M SF**
- Business Retention & Expansion Visits: **50 (July '18 to May '19) / Est. 60 total**

\* Revenues do not account for asset depreciation or multipliers associated with jobs, construction, or investments outside of project




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## FY19 Website



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## FY19 Industry Appreciation Event



- April 16 at K1 Speed
- Close to 200 attendees
- Over 50 companies represented

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## FY19: Product Development

• **Our simple idea:** The CEDC believes that with increased intelligence of development dynamics, Cabarrus County will be able to make more informed decisions how we develop and compete in the future.

- To date:
  - Create Product Development Subcommittee
  - County wide industrial asset evaluation
  - Create product/asset visualization effort

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## FY19: Product Development

- What we hope this enables:
  - Deeper understanding of community and wealth generation
  - County wide reporting on industrial availability and site readiness
  - Creating pathways for product development
  - Improved ability to compete on projects



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## Looking Ahead: Recruitment

### Target Industry Clusters:

- Advanced Manufacturing
- Financial Services
- Health
- Logistics & Distribution
- Information Technology
- Destination Entertainment

### Recruitment Partners:

- Economic Development Partnership NC
- Charlotte Regional Business Alliance
- Site Consultants
- Local/Regional Brokers/Consultants
- Existing Industry



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## Looking Ahead: Business Retention & Expansion

- Improve email communication to provide more resources and connections digitally
- Continue to increase attendance at annual Industry Appreciation Event and consider adding smaller events catered to plant managers, c-suite and other decision makers
- Engage and collaborate with CTE directors at CCS and KCS as it relates to county-wide workforce development
- Communicate industry stories with elected leaders and general public
- Maintain site visits and tours



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## Questions?

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## Request

On behalf of the Cabarrus EDC, we request continued investment of \$400,000 for continued economic development support.



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**CABARRUS COUNTY  
BOARD OF COMMISSIONERS**

**BUDGET WORKSHOP  
MAY 21, 2019  
4:00 P.M.**

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**AGENDA CATEGORY:**

New Business

**SUBJECT:**

CHA – Presentation of FY 2020 Budget Request

**BRIEF SUMMARY:**

Representatives of the Cabarrus Health Alliance will present their FY 2020 budget request and respond to questions from the Board.

**REQUESTED ACTION:**

Receive input.

**EXPECTED LENGTH OF PRESENTATION:**

30 Minutes

**SUBMITTED BY:**

William F. Pilkington, CEO, Public Health Director

**BUDGET AMENDMENT REQUIRED:**

No

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

**ATTACHMENTS:**

PowerPoint Presentation




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### 2018-2019 Budget Request

Department	FY19 County Contribution	FY20 Requested Contribution	Requested Increase	Explanation
<i>Aid to Counties: General Admin, Vital Records, Information Technology, Healthy Cabarrus</i>	2,611,943.00	2,693,873.00	81,930.00	Merit & Fringe \$81,930
Clinical Services	-	200,000.00	200,000.00	Personnel Cost; 90% of Maternal Health is personnel.
Communicable Disease	715,479.00	736,846.00	21,367.00	Merit and Fringe \$21,367
Environmental Health	823,503.00	842,223.00	18,720.00	Merit & Fringe \$18,720
School Health	2,884,387.00	3,053,426.00	169,039.00	School Nurse Alternative High Schools \$51,908; Part-time School Nurse for Kannapolis Middle \$20,799; Merit and Fringe \$97,332
<b>Total</b>	<b>\$7,035,312</b>	<b>\$7,526,388</b>	<b>\$491,056</b>	

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### History of Clinical Services Funding and Cabarrus County Contribution

- Clinical Services received funding from the County until FY 2009
- Clinical services received approximately 24% of County Funding which equated to approximately \$850,000 a year

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## Measures of Quality of Prenatal Care in a Community

- Infant Mortality Rate (Infant Death Rate)
- Number of infants born prematurely (Low Birth Weight)
- Number of extreme Low Birth Weight infants




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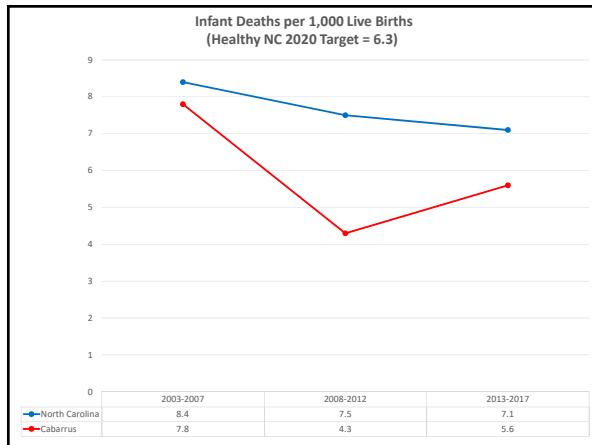
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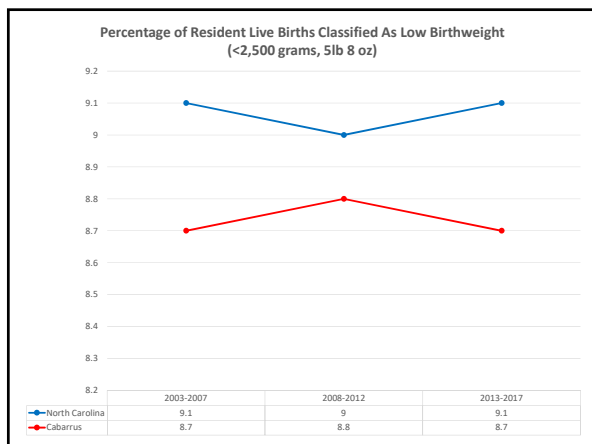
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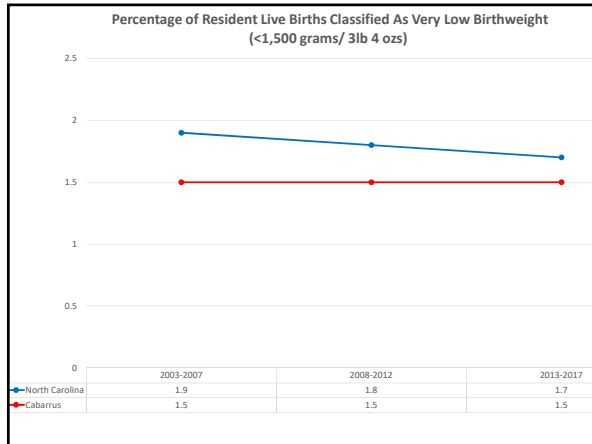
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### Number Babies Who Received Quality Prenatal Care from CHA

- Since FY2008 >10,000 women
  - Approximately 50% are ineligible or do not qualify for Medicaid, and do not have other commercial coverage for Prenatal Care
  - State funding for Maternal Health services has remained stagnant since ~1978
  - Number of women cared for at CHA from FY08 - FY18 accounts for between 15% and 18% of all women who deliver at Atrium Health-Northeast


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### Prenatal Care Value

- For every **\$1** spent on prenatal care, there is up to **\$11** saved in neonatal, early childhood, school age, and adolescent remedial care
- At \$11 saved per patient (average), 2018 figures are:
  - 599 patients
  - \$972,448 – total expenditures MH/OB in 2018 at CHA for Prenatal Care
  - \$10,696,930 – expenditures x \$11/patient
  - \$9,724,880 – total savings

2018= CHA's Maternal Health Program saved Cabarrus County taxpayers - \$16,235/patient/baby


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## Importance of Prenatal Care

**Value is Absolute**

**Access and Quality of Prenatal Care is  
imperative to the future and growth of  
Cabarrus County**



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Thank you for supporting our efforts  
to achieve the highest level of  
individual & community health  
through collaborative action!



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**CABARRUS COUNTY  
BOARD OF COMMISSIONERS**

**BUDGET WORKSHOP  
MAY 21, 2019  
4:00 P.M.**

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**AGENDA CATEGORY:**

New Business

**SUBJECT:**

KCS – Presentation of FY 2020 Budget Request

**BRIEF SUMMARY:**

Representatives from Kannapolis City Schools (KCS) will present their FY 2020 budget request and respond to questions from the Board.

**REQUESTED ACTION:**

Receive input.

**EXPECTED LENGTH OF PRESENTATION:**

30 Minutes

**SUBMITTED BY:**

Dr. Chip Buckwell, Kannapolis City Schools

**BUDGET AMENDMENT REQUIRED:**

No

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

**ATTACHMENTS:**

PowerPoint Presentation





KANNAPOLIS CITY SCHOOLS  
BUDGET REQUEST  
2019-2020



CABARRUS COUNTY

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SECTION 1: Current Expense Continuation Request

SECTION 2: Current Expense Expansion Request

SECTION 3: Capital Outlay (less than \$100,000)

SECTION 4: Capital Outlay (greater than \$100,000)

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SECTION 2: CURRENT EXPENSE CONTINUATION

Priority 1	Technology Software Line Item	\$	403,073.00
Priority 2	Increase Supplement Pay to 7.5%	\$	432,340.00
Priority 3	Increase Pay for TA's/Bus Drivers	\$	375,000.00
Priority 4	Increase Benefits (Retirement, Insurance, etc.)	\$	116,850.00
	<b>Total</b>	\$	<b>1,327,263.00</b>
	<b>Cabarrus County (76%)</b>	\$	<b>1,008,719.88</b>
	<b>Rowan County (24%)</b>	\$	<b>318,543.12</b>

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SECTION 2: CURRENT EXPENSE EXPANSION

Priority 1	English as a Second Language Teacher	\$	72,553.00
Priority 2	Resource Teacher Elementary	\$	72,553.00
Priority 3	Instructional Coach High School	\$	72,553.00
Priority 4	Translator System-wide	\$	36,772.00
Priority 5	Technology Leader System-wide	\$	87,245.00
Priority 6	Enhancement Teacher Elementary	\$	72,553.00
Priority 7	Beginning Teacher Support	\$	72,553.00
Priority 8	Teacher (2) Class Size Middle School	\$	145,106.00
	<b>Total</b>	\$	<b>631,888.00</b>
	<b>Cabarrus County (76%)</b>	\$	<b>480,234.88</b>
	<b>Rowan County (24%)</b>	\$	<b>151,653.12</b>

SECTION 3: CAPITAL OUTLAY (LESS THAN \$100,000)

Jackson Park Elem	Replace artcurtic panels (cloth covered)	\$	3,000.00
GW Carver Elem	Blinds	\$	5,000.00
Shadybrook Elem	Replace stair breaks on stage access	\$	3,000.00
Shadybrook Elem	Turnshade at EC Playground	\$	6,000.00
Fred L Wilson Elem	Install fence along Parent Drive	\$	8,000.00
Jackson Park Elem	Repair Front Steps at 2nd grade entrance	\$	10,000.00
GW Carver Elem	Replace tile in serving line	\$	10,000.00
KCS Admin	Interior and exterior painting	\$	10,000.00
Woodrow Wilson Elem	Replace classroom carpet	\$	10,000.00
Forest Park Elem	Tankless Water Heater Replacement	\$	12,000.00
Fred L Wilson Elem	Replace wooden fencing	\$	12,000.00
Jackson Park Elem	Tankless Water Heater Installation	\$	12,000.00
GW Carver Elem	Extend roof drains to stormwater collection system	\$	13,000.00
McKnight Head Start	Replace classroom sinks	\$	14,000.00
A.L. Brown High	HVAC addition in Rooms 200 & 202	\$	15,000.00
Forest Park Elem	Paint Media Center	\$	15,000.00
Fred L Wilson Elem	Flat roof repairs and gutter addition	\$	15,000.00
Fred L Wilson Elem	Frostion control / drainage repair on embankment by teacher parking lot	\$	15,000.00
McKnight Head Start	Install two double doors	\$	15,000.00
Jackson Park Elem	Sidewalk Repairs	\$	16,000.00
Jackson Park Elem	Paranorng Wall Repair	\$	18,000.00
Wonder Career Center	Remove carpet & refinish original floors	\$	20,000.00
Forest Park Elem	Roof repairs	\$	20,000.00
Fred L Wilson Elem	Paint - interior and exterior	\$	20,000.00
Fred L Wilson Elem	Replace office flooring	\$	20,000.00
GW Carver Elem	Add ADA compliant sidewalk to playground	\$	20,000.00

Kannapolis Middle	Reseal and stripe track	\$	20,000.00
Shadybrook Elem	Paint bathrooms	\$	20,000.00
Shadybrook Elem	Seal & restripe	\$	20,000.00
Woodrow Wilson Elem	VCT Replacement in lower and upper Hallways	\$	20,000.00
Fred L Wilson Elem	Playground drainage improvements	\$	22,000.00
KCS Admin	Sewer line replacement in old section of building	\$	23,000.00
Wonder Career Center	Lighting TB upgrade	\$	25,000.00
Wonder Career Center	Paint - Interior and exterior	\$	25,000.00
Forest Park Elem	Re-key Interior	\$	25,000.00
Forest Park Elem	Upgrade Pen-K Playground	\$	25,000.00
Fred L Wilson Elem	Security Entrance	\$	25,000.00
Fred L Wilson Elem	Seal and restripe parking lot	\$	25,000.00
Jackson Park Elem	Sidewalks on playground and Bill court	\$	25,000.00
Kannapolis Middle	New entrance to main office for security	\$	25,000.00
Kannapolis Middle	Seal and stripe parking lot	\$	25,000.00
Shadybrook Elem	Playground sun shade	\$	25,000.00
Woodrow Wilson Elem	Repair paving - Wex Wonders area and a basketball court	\$	25,000.00
A.L. Brown High	Replace old water piping in the Bullock gym	\$	28,000.00
Fred L Wilson Elem	Replace sliding classroom doors	\$	30,000.00
Jackson Park Elem	Paint interior (hallways and classrooms) and exterior (entire building)	\$	30,000.00
McKnight Head Start	Install fence around soccer field; add more general playground area	\$	30,000.00
A.L. Brown High	Install entrance doors at Cannon Gym	\$	33,000.00
Forest Park Elem	Seal and stripe drive and parking	\$	33,000.00
A.L. Brown High	Digital Marquee Sign	\$	35,000.00
Jackson Park Elem	ADA accessibility (wheelchair lift and shelter)	\$	35,000.00
Kannapolis Middle	Access Control	\$	35,000.00
System-wide	Custodial equipment	\$	35,000.00
Jackson Park Elem	Media Center Renovation	\$	40,000.00
Jackson Park Elem	Renovate front entrance for increased security	\$	40,000.00

Jackson Park Elem	Install Avooning at Car Rider Pickup	\$ 45,000.00
GW Carver Elem	Access Control	\$ 40,000.00
GW Carver Elem	Seal and stripe parking lot	\$ 40,000.00
Kannapolis Middle	Install and upgrade cameras	\$ 40,000.00
Woodrow Wilson Elem	Replace bathroom partitions	\$ 40,000.00
Woodrow Wilson Elem	Paint - interior and exterior	\$ 40,000.00
GW Carver Elem	Install playground shade structure	\$ 45,000.00
Woodrow Wilson Elem	Install playground shade structure	\$ 45,000.00
Woodrow Wilson Elem	Seal and restripe front drive	\$ 47,000.00
A.L Brown High	Upgrade Cameras	\$ 50,000.00
A.L Brown High	Whiteboard Replacement	\$ 50,000.00
Wonder Career Center	Upgrade plumbing, install new water main	\$ 50,000.00
Forest Park Elem	Upgrade camera system	\$ 50,000.00
Forest Park Elem	Install sun shades on playgrounds (2)	\$ 50,000.00
Jackson Park Elem	Replace 7 double doors	\$ 50,000.00
Jackson Park Elem	Replace playground fencing with 6'	\$ 50,000.00
Kannapolis Middle	Interior and exterior painting	\$ 50,000.00
McKnight Head Start	Lighting upgrade to LED	\$ 50,000.00
Shadybrook Elem	Construct storage building	\$ 50,000.00
A.L Brown High	Paint - interior and exterior	\$ 60,000.00
A.L Brown High	Replace Tile in Kitchen	\$ 60,000.00
A.L Brown High	Seal and stripe faculty parking lot	\$ 60,000.00
Fred L Wilson Elem	Replace carpet in 12 classrooms with VCT with Abatement in 4 rooms	\$ 60,000.00
Jackson Park Elem	Replace carpeting in classrooms	\$ 60,000.00
Woodrow Wilson Elem	Replace media center carpet	\$ 60,000.00
Forest Park Elem	Replace carpet with VCT in classrooms	\$ 65,000.00
A.L Brown High	Perform masonry sealing exterior of building - various locations	\$ 75,000.00
A.L Brown High	Resurface Tennis Court	\$ 75,000.00
Kannapolis Middle	New Scoreboards (3)	\$ 75,000.00
Woodrow Wilson Elem	Roof Replacement, x Wing	\$ 75,000.00
A.L Brown High	Replace Tile in KPAC & Dining Area	\$ 80,000.00
Fred L Wilson Elem	Replace entire playground unit	\$ 80,000.00
Woodrow Wilson Elem	Encapsulate exterior overhead concrete	\$ 80,000.00

KCS Admin	Replace HVAC - four split systems	\$ 84,000.00
Fred L Wilson Elem	Install sun shade structures (3)	\$ 90,000.00
Jackson Park Elem	Run hot water to bathrooms	\$ 90,000.00
McKnight Head Start	Paint - interior and exterior	\$ 90,000.00
Woodrow Wilson Elem	Playground Replacement at Wee Wonders	\$ 90,000.00
Woodrow Wilson Elem	Playground Replacement	\$ 90,000.00
System-wide	Instructional Furniture	\$ 100,000.00
A.L Brown High	Band & Chorus Rooms - Floor Leveling - ADA Accessible	\$ 100,000.00
A.L Brown High	Bleachers - at Bullock Gym	\$ 100,000.00
GW Carver Elem	Replace locks and hardware - interior cylinders	\$ 100,000.00
Shadybrook Elem	Front Area Drainage and pavement	\$ 100,000.00
	<b>TOTAL</b>	<b>\$ 4,021,000.00</b>
	<b>CABARRUS 76%</b>	<b>\$ 3,055,960.00</b>
	<b>ROWAN 24%</b>	<b>\$ 965,040.00</b>

SECTION 4: CAPITAL OUTLAY (GREATER THAN \$100,000)

Jackson Park Elem	Renovate restrooms	\$ 120,000.00
Fred L Wilson Elem	Repave "parent" drive	\$ 125,000.00
McKnight Head Start	Replace flooring	\$ 125,000.00
McKnight Head Start	Install additional parking (1/2 of soccer area)	\$ 125,000.00
A.L Brown High	Auxiliary Building (ROTC)	\$ 130,000.00
Forest Park Elem	Install gutting around exterior of building	\$ 150,000.00
A.L Brown High	Widen drive at rear of building near ticket booth, add entrance arm w/card swipe entry, and repave	\$ 175,000.00
A.L Brown High	Grading/ Drainage/ ADA Accessibility at Baseball Stadium	\$ 175,000.00
A.L Brown High	Replace Cannon Gym	\$ 200,000.00
Wonder Career Center	Upgrade electrical service	\$ 200,000.00
A.L Brown High	Roof Replacement Main Building	\$ 250,000.00
McKnight Head Start	Playground replacement	\$ 296,000.00
Wonder Career Center	HVAC Lab Renovations	\$ 300,000.00
Forest Park Elem	Widen Entrance Drive for car riders/ buses	\$ 300,000.00
A.L Brown High	Lighting LED conversion, Ceiling Tile and Grid Replacement in Hallways	\$ 310,000.00
A.L Brown High	Press Box/ Upgrade Concessions	\$ 400,000.00
A.L Brown High	Repaving - student & bus parking lots	\$ 500,000.00
Kannapolis Middle	Covered walkway between two buildings	\$ 600,000.00
A.L Brown High	Replace piping throughout- HVAC	\$ 650,000.00
A.L Brown High	Asbestos floor tile replacement in Bullock gym	\$ 800,000.00

A.L. Brown High	Grading/ Drainage/ ADA Accessibility at Football Stadium	\$ 1,000,000.00
A.L. Brown High	Repave Track/Turf	\$ 1,000,000.00
McKnight Head Start	Replace mobile unit with Pod	\$ 1,500,000.00
Jackson Park Elem	Roof Replacement- change shingles to metal	\$ 1,500,000.00
Jackson Park Elem	Construct Gym	\$ 2,000,000.00
Forest Park Elem	HVAC Upgrades	\$ 3,000,000.00
Jackson Park Elem	HVAC Replacement	\$ 3,000,000.00
Woodrow Wilson Elem	HVAC Renovation	\$ 3,000,000.00
	<b>TOTAL</b>	<b>\$ 21,311,000.00</b>
	<b>CABARRUS 76%</b>	<b>\$ 16,211,560.00</b>
	<b>ROWAN 24%</b>	<b>\$ 5,119,440.00</b>
Woodrow Wilson Elem	School Replacement	\$ 30,000,000.00
	<b>ROWAN TOTAL</b>	<b>\$ 35,119,440.00</b>

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**CABARRUS COUNTY  
BOARD OF COMMISSIONERS**

**BUDGET WORKSHOP  
MAY 21, 2019  
4:00 P.M.**

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**AGENDA CATEGORY:**

New Business

**SUBJECT:**

CCS – Presentation of FY 2020 Budget Request

**BRIEF SUMMARY:**

Representatives from Cabarrus County Schools (CCS) will present their FY 2020 budget request and respond to questions from the Board.

**REQUESTED ACTION:**

Receive input.

**EXPECTED LENGTH OF PRESENTATION:**

30 Minutes

**SUBMITTED BY:**

Dr. Chris Lowder, Cabarrus County Schools

**BUDGET AMENDMENT REQUIRED:**

No

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

**ATTACHMENTS:**

PowerPoint Presentation



Cabarrus County Schools | 2019 - 2020  
Budget Request

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**Budget Development**

- Budget Committee
  - 32 members representing
    - School board (2)
    - Cabarrus County (5)
    - Community/parents (7)
    - Schools (9)
    - CCS Leadership (9)
- Trego process utilized to prioritize needs

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**Operating Budget Request**

- General continuation requests \$2,344,032 (PY \$3,285,337)
  - Match for state salary increases, benefit increases, operating expenses related to opening new schools
- Expansion requests \$9,386,663
  - Increase teacher supplement, increase teacher allotment, increase mental health responders
- Technology request \$1,025,996
  - Devices, break fix staff, general operations, software
- Building and Grounds Maintenance request \$1,781,000
  - General operations and repairs, utility technicians, storm water technician
- Charter school transfer request
  - Pass through funds for Cabarrus County students who attend Charter Schools exceeding \$4M

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## Capital Outlay Budget Request

- Capital Outlay Non-FMD \$1,420,000
  - Timekeeper server
  - Furniture
  - Arts equipment
  - Buses
  - School owned instruments




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Capital Outlay < \$250,000

- 5 year \$102,437,228
- 1 year \$37,233,135
- Top 36 \$5,765,242

- Flooring/Abatement @ NWCMS
- Flooring/Abatement@ CHS
- Pedestrian walkway @ CCHS

## Capital Outlay Budget Request Deferred Maintenance

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## Capital Improvement Projects

> \$500,000

- 2019 – 2020 Identified needs of \$92,875,455
  - Remaining funding for West Cabarrus High & Hickory Ridge Elementary
  - Buses for new schools
  - Mobiles for growth & class size
  - Security Cameras
  - Electrical Service at MPES
  - Roof replacements
  - HVAC systems



West Cabarrus High School

Some items may have been already been funded

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Cabarrus County Board of Education adopted their proposed budget request on April 8, 2019. <https://www.cabarrus.k12.nc.us/Page/3724>

Includes prioritized requests based on budget committee recommendations and detailed justification forms

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### 10 Year Planning Update

- Middle School – August 2022
- Downtown Elementary – August 2024
- High School – August 2024

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**CABARRUS COUNTY**  
*America Thrives Here*

**Cabarrus County Schools**  
*Engaging minds. Shaping futures.*

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