



Annual Budget

Cabarrus County, North Carolina

Fiscal Year 2019-2020



CABARRUS COUNTY

America Thrives Here

Cabarrus County

North Carolina

Adopted Budget

Fiscal Year 2019-2020



Prepared by
Cabarrus County Budget Team

Dedication

The FY 2020 Budget is dedicated to Pamela Dubois, former Senior Deputy County Manager, who served the county for 31 years. Without your experience, knowledge and insight, Cabarrus County Finance and Budget would not be where it is today. Thanks for your dedication and service Pam.

Special Thanks to

Finance Department, County Managers Office, Communications and Outreach
and Economic Development Commission

Mike Downs
County Manager



CABARRUS COUNTY

Board of County Commissioners



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

Stephen Morris (Chair)

Diane Honeycutt (Vice Chair)

Elizabeth (Liz) Poole

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Lynn Shue



GOVERNMENT FINANCE OFFICERS ASSOCIATION

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North Carolina**

For the Fiscal Year Beginning

July 1, 2018

Christopher P. Morill

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Cabarrus County, North Carolina for its annual budget for the fiscal year beginning July 1, 2018. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communications device.

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

Table of Contents

INTRODUCTION

Organization Chart.....	1
Readers Guide.....	2
Profile of Cabarrus County.....	4
Key Components of Strategic Planning and Visioning	11

BUDGET MESSAGE

Short Budget Message	17
<i>(This version summarizes the official budget message and was read to the Board of Commissioners)</i>	
Official Budget Message	21

FINANCIAL STRUCTURE, POLICY AND PROCESS

Fund Structure	29
Fund Relationships.....	30
Fund Descriptions	31
Basis of Budgeting and Accounting.....	33
Financial and Budgetary Policies	34
Budget Process	42
Budget Adoption.....	43
FY 2020 Budget Process Calendar.....	44
Amendments to the Budget Ordinance.....	45
FY 2020 Budget Calendar	46

BUDGET SUMMARY

Revenues Summary	47
<i>Revenues by Source (All Funds) Table.....</i>	<i>47</i>
Revenues by Source	48
<i>Revenues by Source Chart</i>	<i>48</i>
<i>Revenues and Expenditures by Source and Category Table</i>	<i>51</i>
Revenues by Fund	52
<i>FY 2020 Revenues by Fund (All Funds) Chart.....</i>	<i>52</i>
<i>FY 2020 Revenues by Fund (All Funds) Table.....</i>	<i>53</i>
<i>Revenues by Fund (All Funds) Table</i>	<i>54</i>
Expenditures Summary.....	55
Expenditures by Category	55
<i>FY 2020 Expenditures by Category (All Funds) Chart.....</i>	<i>56</i>

Table of Contents

<i>Expenditures by Category (All Funds) Table</i>	56
<i>Expenditures by Fund and Category (All Funds) Table</i>	57
Expenditures by Function	58
<i>Expenditures by Function (All Funds) Chart</i>	58
<i>FY 2020 Expenditures by Function (All Funds) Table</i>	61
<i>Expenditures by Function and Department (All Funds) Table</i>	62
Introduction to the Program Funding Matrix	64
<i>Program Funding Matrix by Category (General Fund) Table</i>	65
<i>Program Funding Matrix by Function and Department (General Fund) Table</i>	68

FUND SUMMARIES

General Fund Summary	73
<i>General Fund Revenues and Expenditures Table</i>	73
<i>General Fund Expenditures by Category Chart</i>	73
General Fund Revenues	74
<i>General Fund Revenues by Source Chart</i>	74
General Fund Expenditures	77
<i>General Fund Expenditures by Function Chart</i>	77
<i>Expenditures by Function and Department General Fund Table</i>	81
<i>Funding Requests by Department (General Fund) Table</i>	84
Landfill Fund Summary	86
<i>Revenues and Expenditures by Source & Category Table</i>	86
Arena and Events Center Fund Summary	87
<i>Revenues and Expenditures by Source & Category Table</i>	87
911 Emergency Telephone System Fund Summary	88
<i>Revenues and Expenditures by Source & Category Table</i>	88
Self-Insured Fund Summary	89
<i>Revenues and Expenditures by Source & Category Table</i>	89
Workers' Compensation and Liability Fund Summary	90
<i>Revenues and Expenditures by Source & Category Table</i>	90

POSITION SUMMARY

Total Authorized Positions Table	91
New Positions Table	93
Personnel Requests by Department Table	94
Other Position Changes Table	95

Table of Contents

FIVE YEAR FINANCIAL PLAN

Introduction	97
Fund Balance.....	97
Policy.....	97
Calculation	97
<i>Estimated Fund Balance by Fund Table</i>	<i>98</i>
Revenues in the Next Five Years.....	98
Property Taxes	98
Fees for Service.....	99
Sales Taxes	99
Other Revenue Sources	99
Expenditures in the Next Five Years	100
Debt Service	101
Conclusion	102
<i>Five Year Financial Plan (General Fund) Table.....</i>	<i>103</i>

CAPITAL IMPROVEMENT PLAN

What is a Capital Project?.....	107
Relationship among the Operating Budget, Capital Budget and Five Year Financial Plan	108
<i>Capital Improvement Plan by Project Table.....</i>	<i>109</i>
<i>Capital Improvement Plan by Funding Source Table</i>	<i>113</i>
Capital Improvement Plan Individual Project Guide.....	117
<i>(Individual Capital Improvement Plan Project Sheets proceed the guide and are organized alphabetically)</i>	

DEPARTMENTAL PROGRAM SUMMARIES

GENERAL GOVERNMENT

Board of Commissioners	227
County Manager	233
Communications and Outreach.....	238
Human Resources	245
Tax Administration - County Assessor & Land Records.....	251
Tax Administration - Tax Collection.....	256
Board of Elections	259
Register of Deeds	262
Finance	268
Information Technology Services	272

Table of Contents

Infrastructure & Asset Management - Administration.....	278
Infrastructure & Asset Management - Ground Maintenance	282
Infrastructure & Asset Management - Sign Maintenance.....	285
Infrastructure & Asset Management - Building Maintenance	288
Infrastructure & Asset Management - Facility Services	291
Infrastructure & Asset Management - Fleet Maintenance	294

CULTURAL AND RECREATIONAL

Active Living & Parks - Parks.....	297
Active Living & Parks - Senior Centers.....	303
Library System	308
Cabarrus Arena and Events Center.....	312
Fair.....	318
Other Culture and Recreational	322

PUBLIC SAFETY

Sheriff (Administration, Patrol, Investigation & Records, 911 Communications, Courts Security).....	323
Sheriff - Jail	330
Sheriff - Animal Control	335
Sheriff - Animal Shelter.....	338
Courts Maintenance	343
Planning and Development - Construction Standards	344
Emergency Management	348
Fire Services.....	351
Fire Districts	355
Emergency Medical Services	356
911 Emergency Telephone System	362
Other Public Safety.....	364

ECONOMIC AND PHYSICAL DEVELOPMENT

Economic Development - Incentive Grants.....	369
Planning and Development - Planning	373
Planning and Development - Community Development.....	377
Planning and Development - Soil and Water Conservation	382
Planning and Development - Zoning	387
Economic Development Corporation	391

Table of Contents

Other Economic Development	395
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HUMAN SERVICES

Veterans Services	397
Cooperative Extension	400
Human Services - Administration	404
Human Services – Economic Family Support Services Division	408
Human Services - Child Welfare Division.....	413
Human Services - Economic Services	421
Human Services - Transportation	426
Human Services - Adult Services	430
Human Services - Nutrition	435
Human Services - Senior Services.....	438
Other Human Services	442

ENVIRONMENTAL PROTECTION

Infrastructure & Asset Management - Construction & Demolition Landfill	445
Infrastructure & Asset Management - Waste Reduction	448

OTHER PROGRAMS

Non-Departmental	453
Contributions to Other Funds	455

EDUCATION

Introduction to Education	457
Public Schools: Current Expense	458
<i>Current School Expenses Table</i>	<i>458</i>
<i>FY 2020 Adopted Budget Table.....</i>	<i>459</i>
<i>Three-Year Public Schools Funding Comparison Chart</i>	<i>460</i>
Public Schools: Capital Outlay	460
<i>Capital Outlay for Public School Systems Table</i>	<i>461</i>
<i>Three-Year Public Schools Capital Funding Comparison Chart</i>	<i>461</i>
Public Schools: Debt Service.....	461
<i>Public School Debt Service Table</i>	<i>462</i>
Public Schools: County Server Space	462
<i>Server Space Table</i>	<i>462</i>
<i>Public Schools - Per Pupil Breakdown Table</i>	<i>463</i>
<i>Public School Funding by Source and Category Table</i>	<i>464</i>

Table of Contents

Public Schools: Other Related Agencies	465
<i>Other School Expenditures Table</i>	465
Public Schools: Safety	465
Rowan Cabarrus Community College	466
<i>Rowan Cabarrus Community College Funding Breakdown Table</i>	466
<i>Three-Year RCCC Total Funding Comparison</i>	466

DEBT SERVICE

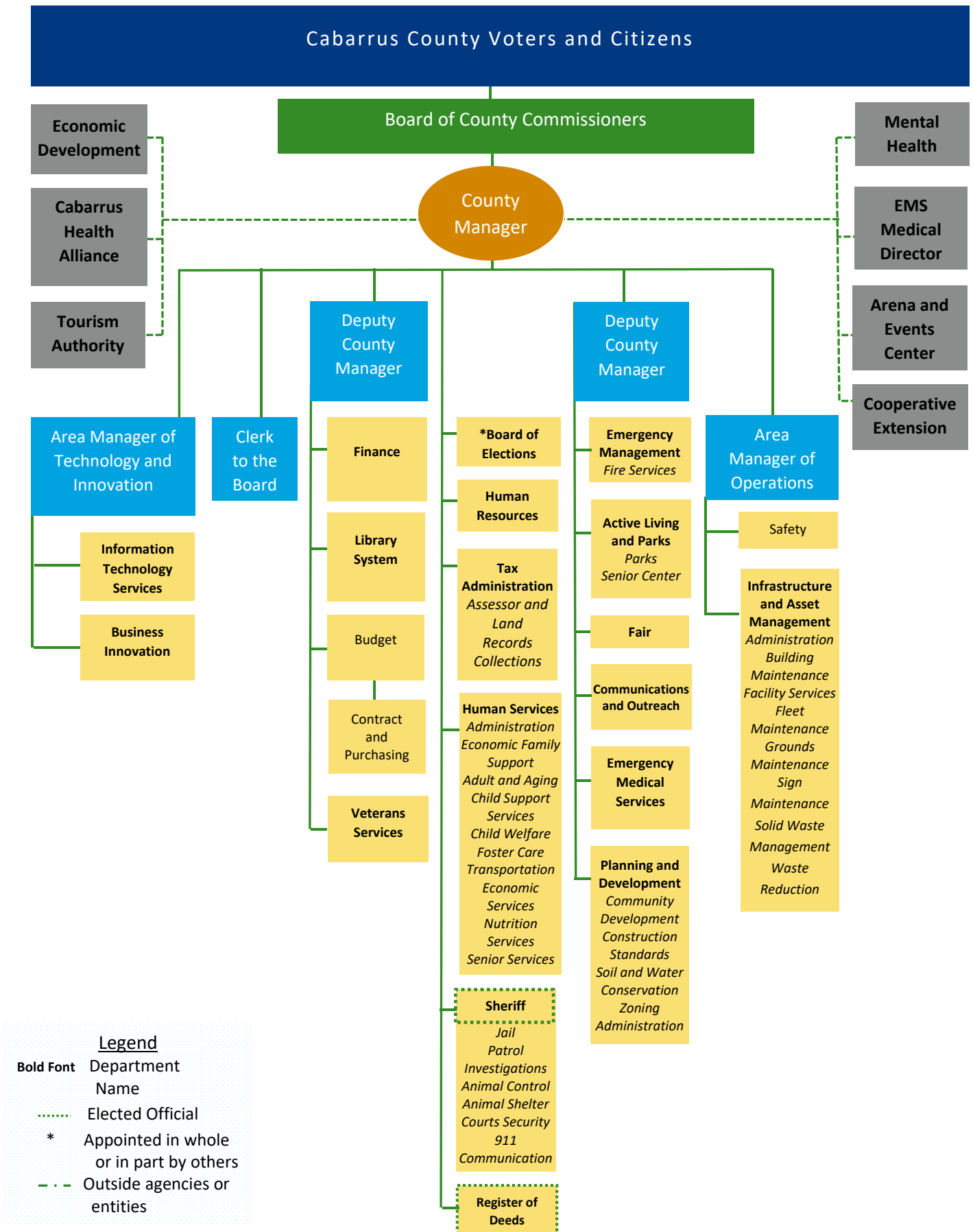
Debt Service Overview.....	467
<i>Debt Service Table</i>	467
<i>Principal and Interest Payments Table</i>	468
Long Term Obligations.....	471
Certificates of Participation/Limited Obligation Bonds	471
Financing Agreements	475
Legal Debt Margin.....	477

SUPPLEMENTAL INFORMATION

Budget Ordinance	479
Budget Ordinance – Fire Tax Districts.....	485
Community Information	489
<i>County Facilities – Operated</i>	490
<i>Top Ten Principal Employers Table</i>	491
Statistical Information	492
<i>Data Comparisons with Select North Carolina Counties Table</i>	492
<i>Racial and Ethnic Composition of Cabarrus County: 2018 Certified Table</i>	493
<i>Educational Attainment and Money Income in Cabarrus County: 2017 Certified Table</i>	493
<i>Age Distribution: 2018 Certified Table</i>	494
<i>Age Distribution by Gender</i>	494
<i>Fund Balance by Category Table</i>	495
<i>Public School Funding by Source Table</i>	497
<i>Top Ten Taxpayers</i>	498
Glossary	499
Acronyms	505
Telephone Directory	(Inside back cover)

Introduction

CABARRUS COUNTY ORGANIZATION CHART



Introduction

READER'S GUIDE

The information contained in this document is intended to 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.

The Preliminary Budget Document for FY 2020 contains the following sections:

Introduction

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

Budget Message

The Budget Message is the County Manager's synopsis of the FY 2020 budget as presented to the Board of County Commissioners. It articulates priorities and issues for the budget year, presents actions to be taken to address these issues, and explains if and how priorities differ from the current year.

Financial Structure, Policy, and Process

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

Budget Summary

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

Fund Summaries

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

Position Summary

This section presents comparative summary level information for full-time equivalents (FTE) data by service area and department for Fiscal Years 2018 through 2020. New positions and personnel changes are also illustrated in this section.

Introduction

Five Year Financial Plan

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

Capital Improvement Plan

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

Departmental Information

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

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

- Program name/department
- Mission statement
- Legal basis of service – i.e., is it mandated, and if so, at what level
- Program Overview
- Expenditures for Personnel Services, Operations, and Capital Outlay (prior fiscal year's "ACTUAL", current year as of April 2018 "Revised", and "Adopted Budget" for the upcoming fiscal year).
- Revenues – both intergovernmental (grants, etc.) and fees for service (prior year's "ACTUAL", current year original budget as "Adopted", current year as of April 2019 is reflected as "Revised", and "Proposed Budget" for the upcoming fiscal year). Note that local tax revenues, including sales tax, are not included in summaries.
- FTEs (Full Time Equivalent employees) for prior year's "ACTUAL", current year as of February 2019 as "Revised", and "Proposed Budget" for the upcoming fiscal year.

Other Programs

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

Education

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

Debt Service

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

Supplemental Information

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

Introduction

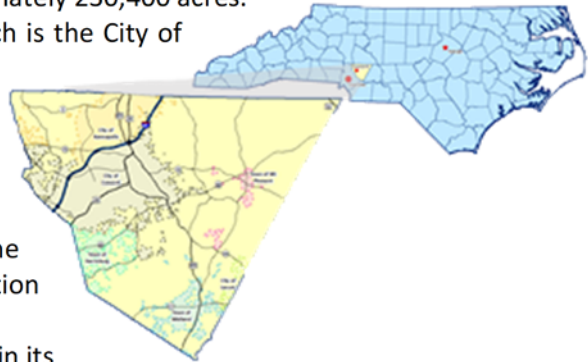
PROFILE OF CABARRUS COUNTY

Geography/Community

The County, incorporated in 1792, is located in the Piedmont section of the State of North Carolina and is bordered on the north by Rowan and Iredell counties, on the east by Stanly County, on the south by Union County and on the west by Mecklenburg County; it comprises approximately 230,400 acres.

There are six municipalities in the County, the largest of which is the City of

Concord, also the County seat. Concord is situated approximately 124 miles from the City of Raleigh, North Carolina and 18 miles northeast of the City of Charlotte, North Carolina. The second largest municipality is the City of Kannapolis. The Towns of Mount Pleasant, Harrisburg, Midland, and Locust are smaller municipalities in the County. The US Census estimates that the County had an estimated population of 211,342 as of July 2018. The County is empowered to levy a property tax on both real and personal properties located within its boundaries.



Form of Government

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

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

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

Commerce and Industry

The County is one of 10 counties located in the Charlotte-Gastonia-Concord, NCSC Metropolitan Statistical Area (the "*Charlotte MSA*"), which consists of Cabarrus, Gaston, Iredell, Lincoln, Mecklenburg, Rowan and Union counties in North Carolina and Chester, Lancaster and York counties in South Carolina. The Charlotte MSA, which is anchored by the City of Charlotte, was the 23rd largest metropolitan statistical area in the United States as of July 1, 2018.

The County's rapid growth, largely attributable to the County's position in the Charlotte metropolitan region, has continued to increase during this period of overall state and national economic prosperity. The County believes that its short-range and long-range planning has provided the necessary infrastructure to accommodate current and anticipated growth, and the County cooperates with its municipalities in economic recruiting and development efforts.

Introduction



parks with all municipal services available located near major highways and interstates. All of this positions the County for continued strong economic development.

The Cabarrus Economic Development Corporation (the “CEDC”), which operates with a full-time staff, serves as the primary recruiting and marketing entity. The CEDC concentrates its efforts on business retention and expansion, entrepreneurship and new business recruitment. This includes keeping an inventory of available sites within commercial and industrial

Historically, the County’s economy was primarily dependent on agriculture and the textile industry, but the County’s proximity to Charlotte and access to major interstate highways have helped diversify the County’s economy through investments in biotechnology, healthcare, manufacturing, industrial and business parks, warehousing and distribution, entertainment and hospitality, retail and aviation. A summary of significant recent events in these and other industries follows.

A summary of significant developments in these industries follows:

Healthcare

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



Introduction

Biotechnology and Downtown Kannapolis Revitalization

Kannapolis is being redeveloped as a major mixed use development with the centerpiece of the development constituting the North Carolina Research Campus (the “Research Campus”). It includes facilities for eight major North Carolina universities whose research activities focus on biotechnology and nutrition research. At the center of the Research Campus is the 311,000 square foot David H. Murdock Core Laboratory, which houses the David H. Murdock Research Institute, a nonprofit contract research organization. Dole Food Company, Inc. has a presence on the campus as well. The Dole Nutrition Institute is a leader in nutrition education and occupies a 10,000 square foot chemistry lab within the NC State Plants for Human Health Building. In addition to the NC State University Plants for Human Health Institute’s building, UNC Chapel Hill Nutrition Research Institute is located on the campus.

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

Downtown Revitalization Master Plan



Kannapolis is well into construction of a Downtown Revitalization project. The initial Master Plan for downtown was completed in concert with the Development Finance Initiative. That study contemplated a downtown that included 1500 residential development units, 300,000 square feet of retail, 400,000 square feet of office and one hotel. A final design for the redevelopment was completed in 2017 and, aided by major property purchases by the City, the City began demolition/construction in early 2018. The overall project includes public and private improvements. Among these are redevelopment of the main streetscape into a transportation facility that also functions as a linear park; a private demonstration project with parking deck, 280 residential units, 35,000 square feet of retail and a total investment over \$46 million; and a Sports and Entertainment Venue (SEV) that will house the Kannapolis Intimidators minor league baseball club plus accommodate a number of other entertainment events. The SEV is currently under construction as are other pieces of the redevelopment project.

Introduction

Manufacturing

The principal products manufactured in the County include optical fiber, plastic extrusion, food processing, concrete products, lumber and wood, specialized coloring, fabricated metal and machinery products, corrugated packaging, automobile parts and racing electronics. The largest of these manufacturers is Corning. Corning, Inc.'s fiber optics facility is located in the southeastern part of the County and is the world's largest producer of fiber optic wire. Corning is continuing to increase their manufacturing numbers.



One of the largest industrial/manufacturing parcels in the state is located in the center of the County. The campus encompasses over 2,100 acres and included 2.4 million square feet of buildings. Much of that square footage was determined to be obsolete and the owners have begun demolition to add to site flexibility. The former manufacturing site and land on both sides of U.S. 29 is available for development and is now being marketed as The Grounds at Concord (<http://www.thegroundsatconcord.com/>). The property is also adjacent to the George Liles Parkway, which has been extended/improved and provides a four lane connector to U.S. 29, I-85, N.C. 73 and N.C. 3. In the future the four lane thoroughfare will be extended to NC 49.

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

Industry and Distribution

The County has strong industrial and distribution sectors. This strength is due, in large part, to geographic location within the larger MSA and the combination of road and rail service. In addition, the aviation sector is strong and growing (this is discussed in a separate section). The best way to summarize Industry and Distribution is by area including potential areas for growth in those sectors. The primary areas that are currently occupied and growing lie along the interstate corridor but there are also concentrations near Harrisburg and in the southern part of the County. In addition, there are areas with infrastructure in place, or being improved that are available for continued growth.



The International Business Park (IBP) is located near an interchange on I-85. The owners of the International Business Park actively pursue private investment from around the world. IBP includes a mix of over 30 companies the majority of which are global corporations. This Business Park has had constant activity over the last 25 plus years including recent lease up of speculative buildings, construction and occupancy of major distributions centers, the addition of manufacturing uses and, most recently, the announcement of additional speculative buildings that will be constructed in the next year

There are two additional concentrations of industry and distribution along the interstate corridor at Afton Ridge and the Derita Road area. Afton Ridge includes retail, residential and distribution centers. Additional construction, speculative buildings and adjacent land purchases all indicate continuing expansion of this area.

Introduction

Industrial development continues in the Concord Regional Airport area of Derita Road including the development of the 140+ acre RiverOaks Corporate Center Park and continued construction by The Silverman Group. Over two million new square feet of industrial space has been constructed between Silverman and RiverOaks. Currently other multiple acre sites are under consideration by incoming projects.

The West Winds Industrial Park is located on Derita Road directly across from the airport entrance. Tenants in West Winds Industrial Park include S & D Coffee and Tea and NASCAR Research & Development. S & D Coffee and Tea is a Cabarrus County legacy company that expanded to this area of the county West Winds is also home to 26 Acres Brewery.



The Midland Business Park and Intermodal Facility is a future business park to be built near NC Highway 24/27 and Highway 601. Aberdeen Carolina and Western Railway is working to develop the 70-acre business park to permit the relocation of an intermodal facility, as well as, additional distribution facilities. The Intertape Polymer Group's construction of a new manufacturing plant in Midland is an example of additional growth in the southern part of the County. That plant has a value of approximately \$40 million and they employ more than 50 people in the first phase. They have already announced and begun an expansion for additional production lines.

The Kannapolis Gateway Business Park is an 85-acre park located one mile from an interchange on I-85 and features approximately 753,000 square feet of industrial space and a 12 acre retail center. Another distribution facility was recently constructed near the gateway. That facility is more than a million square feet in total and houses an Amazon distribution center. The facility is a combined investment in real and personal property of over \$85 million and has a total of 1100 full time employees now that it is in full operation.

Examples of other distribution centers include: Saddle Creek, a large Florida based logistics company, which occupies over 600,000 square feet of rail-served distribution space in Harrisburg (from which it serves Wal-Mart, America's largest retailer); and a mixed distribution center at I-85 and NC 73 which includes Shoe Show and Stanley/Black & Decker.

Retail

The retail mix in Cabarrus County includes sites that serve the region/state and the local economy. The regional magnet is Concord Mills which has also spurred a great deal of other retail and non-retail growth at exit 49 on Interstate 85. Other retail growth, especially grocery and services, has occurred in areas of rapid residential growth. In 1997, The Mills Corporation and the Simon-DeBartolo Company acquired approximately 165 acres located in the southwest quadrant of the King's Grant interchange at I-85, and developed Concord Mills Mall. It opened its doors in September 1999. The 1.4 million square foot facility, which has over 200 stores, cost approximately \$240 million to complete originally. They have just completed a multi-million dollar upfit and are estimated to generate about \$250 million annually in retail sales. Concord Mills Mall is the state's largest tourism draw, with 17.5 million visitors each year and continues to create additional spin-off retail development on adjacent properties.

There are a number of retail centers that have been constructed throughout the County as a result of the population increase that has occurred. The larger retail centers are concentrated along Interstate 85 and in Harrisburg. Smaller, grocery anchored centers have been developed and are developing in a number of locations within Kannapolis, Concord and Harrisburg. Continued and announced development of the Harrisburg Town

Introduction

Center and Farmington Ridge is an example of the non-residential growth that is occurring as a result of the rapid residential growth.

Aviation

Since opening in 1994, the City of Concord has developed and operated Concord Regional Airport on approximately 750 acres surrounded by I-85, Concord Mills Boulevard, Derita Road, and Poplar Tent Road. The public use commercial service airport is managed by the City's Aviation Department and operates as a self-sustaining enterprise fund. The airport has a 7,400-foot fully-instrumented and strengthened runway that can accommodate aircraft up to the size of a Boeing 737 or Airbus 320. Concord Regional Airport was the fourth-busiest towered airport in North Carolina in 2017 with 71,647 takeoff and landings.



Concord Regional Airport's public facilities include a general aviation terminal, 32,000 square-foot commercial service terminal, and 700-space two-level parking facility. The airport also includes a variety of support facilities, hangars, and over twenty-five acres of ramp space (for aircraft parking).

The airport is home to many private sector businesses providing aircraft maintenance and detailing, flight schools, aircraft charter services, air ambulance providers, and more. The airport is also home to many NASCAR corporate aviation flight departments including Hendrick Motorsports, Stewart-Haas Racing, and Joe Gibbs Racing.

Since 1991, the City has received over \$85 million in grant funding for airport development. Allegiant Air began scheduled commercial service in December 2013, which has grown to 18 weekly non-stop flights to six destinations. Over 120,000 Allegiant passengers departed from Concord Regional Airport in 2017. Many NASCAR teams and college sports teams regularly take advantage of the most convenient airport in the region.

According to a 2016 NCDOT Division of Aviation economic impact analysis, Concord Regional Airport contributes over \$160 million annually into the local economy and supports 1,940 jobs in the Cabarrus County region. There are currently 183 aircraft based at the airport with a combined taxable value of over \$138 million. Bringing additional revenues, based aircraft, and new services for the community ensures the airport's role as a critical regional economic generator and community asset.

Tourism and Hospitality

Cabarrus County has transformed itself from a textile and tobacco based economy to one of the most thriving tourism economies in the state of North Carolina. Total economic impact related to tourism in Cabarrus County has nearly doubled over the last decade. The economic impact from tourism in 2006 was \$245 million dollars. In 2016 the economic impact from tourism was \$433 million. This impact ranks Cabarrus County 11th out of North Carolina's 100 counties. These numbers can be further measured by increases in hotel demand which grew by 2% in 2017. Overall hotel Occupancy was 64.7% for the year and Average Daily Rate was \$103.70. Visitor segmentation is spread evenly amongst leisure travelers, corporate travelers, and group travelers which creates solid visitation the entire year.

Introduction



The County promotes itself through its definable motorsports brand. This is due to the large concentration of motorsports attractions, including Charlotte Motor Speedway, as well as NASCAR based teams such as Hendrick Motorsports, Roush Fenway Racing, Chip Gannasi, and Stewart-Haas Racing. Each team has race shop facilities that are open year around and they provide race fans and visitors the opportunity to watch the top racing teams in action. Charlotte Motor Speedway (“CMS”) is a major sports and recreational facility which regularly hosts activities that draw over 1,000,000 visitors per year. Each year, CMS hosts major motorsports events, including three major

NASCAR racing events which is the most in the sport. Facilities at CMS include a seven-story office building and conference center topped by a restaurant and private club. The zMAX Dragway, also located on CMS property, hosts several events including two NHRA-sanctioned events on the only 4 lane drag strip in the world. The Dirt Track at Charlotte Motor Speedway hosts annual dirt racing events including the World of Outlaws World Finals and motocross races. The Speedway has continually diversified its events portfolio by hosting major car shows and concerts.

The Cabarrus County Tourism Authority (CCTA) markets Cabarrus County utilizing the 6% Occupancy Tax levied on Hotels. The FY2019 budget for the CCTA is estimated at \$5,750,761 which represents a 1% increase over FY2018. The CCTA Mission is to “Drive visitation to Cabarrus County to generate the maximum impact through hotel stays and visitor spending.” The CCTA currently promotes Cabarrus County by spending 60.9% of its budget directly on Sales and Marketing. This outperforms other Tourism Authority’s where only 51.5% is spent on Sales and Marketing. In FY2019 the CCTA will continue to expand its reach for potential visitors through targeted marketing efforts as well as create more opportunities for conventions and meetings. Recently completed website development and wayfinding signage will help connect the visitor to attractions around the county.



Introduction

KEY COMPONENTS OF STRATEGIC PLANNING AND VISIONING



Cabarrus County began an intensive, multi-year strategic planning process in 2006 that led to the Board of Commissioners establishing a clear strategic path for the County and its departments. Management, Commissioners and staff are currently undergoing a year-long strategic planning process for implementation in the FY 2021 budget. The County's strategic plan identifies measurable outcomes to guide our progress in the years to come.

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

Mission

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

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

Vision

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

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

Core Values

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

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

Introduction

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

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

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

STRATEGIC GOALS	
Goal 1	Preserve and enhance the quality of life through public policy that promotes cross-jurisdictional collaboration, encourages growth while balancing its impact and looks ahead to preserve quality of life.
Goal 2	Provide for public safety by communicating preparedness and safety awareness, responding to routine and catastrophic events and maintaining and restoring the well-being of citizens.
Goal 3	Use resources wisely by seeking to collaborate services, share costs, minimize risk and protect county assets and investments.
Goal 4	Support community connections through purposeful and strategic communication, enhanced education active community participation and increased access to and utilization of services.

Introduction

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

ACHIEVEMENT	OBJECTIVE
SUCCESS	<ul style="list-style-type: none"> Established reoccurring funding for deferred maintenance of Capital Improvement Plan. Increased funding for local teacher supplement. Met funding needs to support Capital Improvement Plan for the County and schools.
SUCCESS	<ul style="list-style-type: none"> Developed a long-term financial model for providing for the capital needs of schools with a minimum of 10 percent to be “pay as you go” (meaning 10 percent of the cost will not be financed). This will work toward a long-term goal of paying for new schools with 20 percent of construction funds designated as “pay as you go”. Progress continues to be made on this objective. Land, architectural and engineering services and opening costs are funded with cash. Construction costs are funded through sale of Limited Obligation Bonds and/or General Obligation Bonds. Cabarrus County Schools opened the new Performance Learning Center and construction continues on West Cabarrus High School and Hickory Ridge Elementary School. Rowan Cabarrus Community College continues construction on the Advanced Technology Center. Continued a financing plan to fund the school systems’ five-year critical needs. The Board of Commissioners have made progress in meeting the critical needs of the County’s school systems. Strategic funding plans have been implemented to address capital, maintenance and repair, program expansion and teacher supplements. Set the tax rate at a level that raises sufficient revenue to meet County operational needs while addressing the increasing demands on County government and public schools; including anticipated future capital needs for a growing county.
PROGRESS	<ul style="list-style-type: none"> Develop a single comprehensive plan that focuses on sustainability efforts and defines areas for future utility extensions, land uses, and densities consistent with high quality development standards; water use and conservation, (including an agreement with all jurisdictions to reserve an agreed-upon percentage for emergencies or unplanned needs); annexations, road and other transportation improvements, school construction and other public improvements in a collaborative effort involving the public, the county, all municipalities, the school systems and Water and Sewer Authority of Cabarrus County (WSACC). While a single comprehensive plan is the ultimate goal, the Board of Commissioners continue to collaborate with their municipal, educational and utility partners to address the needs of our growing county. Collaborative efforts to continue to move forward as county and municipal elected officials explore opportunities to meet the basic needs of our existing and future population and improve their quality of life. Collaboration between elected officials throughout the county for Cabarrus County Quarterly Summits, bringing all county and municipal elected officials together on a quarterly basis to discuss current issues, explore opportunities across jurisdictions and political boundaries and address the challenges of a growing and prosperous county.

Introduction

GOAL 2: Provide for public safety by communicating preparedness and safety awareness, responding to routine and catastrophic events and maintaining and restoring the well-being of citizens.

ACHIEVEMENT	OBJECTIVE
SUCCESS	<ul style="list-style-type: none"> Developed the EMS Headquarters master plan, the county is looking for land to consider possible site for this facility. Developed additional safety measures for governmental buildings through the new Sheriff's Department Governmental Security Division. Completed The National Incident Management Report annually and submitted to FEMA. Additionally, the Fire Study has been completed and recommendations have been made to County Management for improvements to fire service delivery. Obtained the National Weather Service Storm Ready Certification.
SUCCESS	<ul style="list-style-type: none"> Completed the National Incident Management report, assessed the fire suppression response in the unincorporated areas, identify short comings and provide recommendations for improvement. Created a regional, redundant 911 Communications System. Secured National Weather Services' Storm Ready County designation.
SUCCESS	<ul style="list-style-type: none"> Assessed school sites for adequate space/access/water supply for emergency and preparedness activities. Completed the initial launch the Special Needs Registry to assist citizens in their specific needs during crisis situations. The Disaster Debris Management Plan was adopted with last year's updates and is under annual review for the latest updates.
PROGRESS	<ul style="list-style-type: none"> Continue to invest in technology and industry advancements within all departments to ensure safety. Examples of these advancements include new equipment for Sheriff's deputies (i.e. civil disobedience gear) and Emergency Medical personnel (i.e. stretchers) in the field.

Introduction

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

ACHIEVEMENT	OBJECTIVE
SUCCESS	<ul style="list-style-type: none"> Participated in continuing education opportunities for members of the Board of Commissioners to achieve competencies as needed. All of our commissioners continue to expand their knowledge of federal, state and local issues. Several members of the Board of Commissioners have obtained certifications from the North Carolina Association of County Commissioners to improve their ability to govern and lead our community. Collaborated with municipalities to complete a parking deck in downtown concord, add a new branch to the library system in Midland, and co-locate a city Fire Department with a County Emergency Medical Services Department to provide better citizen care and tax dollar value.
PROGRESS	<ul style="list-style-type: none"> Institutionalized a joint school facilities planning and construction committee to collaborate with; school boards to develop cost-effective and comprehensive construction standards. Also, consider alternative uses of school buildings after hours. Positive efforts in this area are underway. Elected officials and staff convene regularly (Chair/Vice Chair meetings and School Budget meetings) to discuss issues and continually search for ways to improve school and critical issues in the community.

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

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



Budget Message



May 20, 2019

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

It is my honor and privilege to submit the recommended Cabarrus County General Fund Budget to you for fiscal year 2020 (FY20). Staff prepared this budget in accordance with the General Statutes of North Carolina and the North Carolina Local Government Budget and Fiscal Control Act.

The Board of Commissioners' mission, vision and goals continue to provide direction to staff in the creation of this comprehensive and balanced budget. This proposal aligns with the seven priority areas identified during the Board of Commissioners' retreat in February, which include:

- Planning, growth and economic development
- Communication and transparency
- Enhanced programs and excellent public service
- Public safety
- Transportation
- Education
- Mental health, including substance abuse

Acting under the board's guidance and utilizing responsible planning and budgeting, we have improved services, enhanced partnerships and monitored unnecessary program expansion, all while maintaining the excellent quality of life our residents expect.

As presented, the FY20 General Operating Fund is \$269,805,596, which represents a 5.26 percent increase in spending over the FY19 adopted budget. Projections indicate that property tax revenues will increase by \$6,426,210, or 3.9 percent, and sales tax revenues will increase by \$4,478,539, or 2 percent.

Highlights of the fiscal year 2020 proposed budget include:

1. **Additional Debt Needed** - Additional debt service is needed for land purchases for new Cabarrus County schools, including a middle school and high school. Land is also needed for a library and senior center in the western portion of the county. The debt service projected for these land purchases is \$8.5 million over seven years. The first payment is of \$1,478,700 is due in FY20.
2. **Addressing the growing capital needs of our school systems** - Two new schools are currently under construction in Cabarrus County, with projected openings in August of 2020. These new schools will address some of the current needs, but there are other immediate needs for additional schools and modernization/replacement of older schools to keep up with population increases.

Budget Message

3. **Current School Operations** - The County will continue to fund the increased cost of ongoing operations of the current facilities at both Cabarrus County Schools, Kannapolis City Schools and Rowan-Cabarrus Community College. Continued operations include costs for locally funded positions and benefits, utilities, teacher supplements and non-certified positions. Continued operations increased by 4.3 percent for both Cabarrus County Schools and Kannapolis City Schools, and 16 percent for Rowan Cabarrus Community College due to the operations of the Advanced Technology Center. The proposed budget will also increase the local salary supplement to 8.25 percent.
4. **Creation of new positions for County departments to meet additional demands.**
 - **Human Services** requested seven positions to help as case volume and case complexity continue to rise, along with the implementation of the Helping the Underserved Be-loved and Belonged (H.U.B.B) program. The H.U.B.B program brings governmental, non-profit, and faith-based agencies together to meet the demands of our growing community's unique social needs.
 - **Infrastructure and Asset Management** requested a maintenance planner to assist with renovations of current county facilities to accommodate new or growing services, as well as the transition from new construction projects to preventative and planned maintenance efforts. This will help sustain buildings and grounds.
 - **Sheriff's Office** created the new Governmental Security Services division. The Board of Commissioners approved and implemented this division in mid FY19 to monitor daily activities county-owned and -operated facilities, including the downtown parking deck. The Sheriff's Office also requested a youth development sergeant to assist with the School Resource Officers assigned to 19 county schools. The new sergeant position will assist with the employee-to-supervisor ratio and workload demands. The Animal Shelter requested a part-time kennel technician to assist with administering vaccinations and medical tests, as well as providing weekend shift coverage.
 - **County Manager's Office** requested a business analyst position to assist with Accela software issues and improve customer support. Accela is the County's online permitting and software system used in conjunction with municipalities for permitting and inspection services.
 - **Emergency Management** requested an additional fire captain and five firefighter positions to support the proposed 24/7 coverage for the Squad 410 manpower unit.
 - Finally, **Active Living and Parks** requested a program assistant for special event coverage and program coordination, along with two additional part-time park ranger positions to provide facility and set-up services.
5. **Meeting the demands of retaining and attracting a strong workforce** - This need has become more apparent in several areas, including human services, public safety, construction standards and facilities maintenance. Cabarrus County strives to offer current and prospective employees market-competitive compensation packages. This budget includes funding to implement the

Budget Message

recommendations of a Market Salary Study for our general government service areas, which include: Active Living and Parks, Board of Elections, Communications & Outreach, County Manager, Fair, Finance, Human Resources, Information Technology Services, Library, Planning & Development, Register of Deeds, Tax Departments and Veteran Services. This funding will help retain and recruit qualified employees.

6. **Supporting the Board of Commissioners' Mental Health Advisory Board** – The County remains committed to addressing mental health issues. As the needs increase in our community and throughout the nation, additional services are required. The countywide mental health initiative has participation from representatives of public, private and non-profit agencies. The implementation and expansion of the Stepping Up program is a direct result of the board's efforts.
7. **Expanding an already strong collaboration among elected officials** - These unprecedented efforts resulted in shared programs and services such as joint land use plans, a new library branch in Midland and tax collections services for the City of Concord. These efforts have resulted in cost savings and staff efficiencies.

Other collaborative efforts include:

- Central permitting with Concord, Harrisburg and Kannapolis, which enables the County to streamline the building process
- Revitalization of historic downtown in Kannapolis
- Co-location efforts of the City of Concord Fire Department and Cabarrus County Emergency Medical Services
- Harrisburg's Farmington Mixed-Use Development

Quarterly summits among elected officials and staff continue to provide opportunities for open discussion and a cohesive vision. These collaborations make positive fiscal, operational and economic impacts on the county by identifying similar needs and challenges in communities in the near future.

This budget addresses the Board of Commissioners' priority areas. It creates investment in programs and services, which results in an investment in our community and a strong commitment to our future. Based on the 2018 U.S. Census Bureau's latest publication, the county continues to grow with an estimated population of 211,342, and Cabarrus County maintains its rank of 11 out of 100 North Carolina counties. This growth in population continues to affect capital and operational needs for both our schools and County services.

For several years, we have delayed necessary maintenance on County and school facilities. The proposed FY20 budget addresses some of these needs. It does not, however, help fund completion of the deferred maintenance projects. Therefore, I recommend the fiscal year 2020 budget to include an ad valorem tax rate of 74 cents, which is a 2-cent increase over the current rate of 72 cents.

Budget Message

The additional revenues generated from the proposed tax increase address some of these needs in FY20. In FY21, the revenues will help fund the operational needs for two new Cabarrus County schools scheduled to open in August 2020. The County and school needs are extensive. Future investment in our community is required to maintain facilities and improve our services.

As a reference, the median assessed home value in Cabarrus County is about \$160,000. For these homeowners, the proposed increase represents about \$32 per year in taxes.

In closing, I would like thank the Board of Commissioners for their leadership throughout our county, region, state and country. Because of their leadership, Cabarrus County is recognized as an innovative force in government services. Their support of our employees allows Cabarrus County to use creativity and innovation to provide the very best public services.

I also want to commend all County employees for another successful year of hard work in maintaining the goals and objectives of the commissioners and providing support to the citizens of the county.

I want to specifically thank Budget Manager Kristin Jones, Budget Analyst Lauren Tayara, Senior Deputy County Manager Pam Dubois, Finance Director Susan Fearrington, Deputy County Manager Jonathan Marshall, Area Manager of Operations Kyle Bilafer, Area Manager of Innovation and Technology Debbie Brannan and Human Resources Director Lundee Covington. They have all worked extra hard on this year's budget.

Respectfully submitted,



Michael K. Downs

County Manager

Budget Message



May 20, 2019

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

It is my honor to submit the recommended Cabarrus County General Fund Budget to you for fiscal year 2020 (FY20). Staff have prepared this budget in accordance with the General Statutes of North Carolina and the North Carolina Local Government Budget and Fiscal Control Act. The Board of Commissioners' mission, vision and goals continue to provide direction to staff in the creation of this comprehensive and balanced budget.

Preparation for the proposed budget began at the BOC retreat in February. There, commissioners reviewed the strategic plan, including the previously established goals and objectives, to ensure processes aligned with the focus on:

- Planning, growth and economic development
- Communication and transparency
- Enhanced programs and
- Excellent public service

County management and department heads began reviewing current departmental programs, services, capital improvement projects and associated operating budgets in October 2018. Staff evaluated the operational successes, impacts and vulnerabilities of programs and their relationship to the Board of Commissioners' vision. When necessary, staff made adjustments to ensure programs united with commissioners' established goals.

In December 2018, department heads began identifying future operational and fiscal needs in a new format that addressed continued operations and expansionary requests. This separation resulted in operational cost savings and helped staff prioritize needs in support of a balanced budget. County management then spent the next several months mapping a strategic budget that provides appropriate funding to ensure the success of mandated functions of County government, such as educational facilities, human services programs and public safety services. County management also reviewed non-mandated programs, such as parks, libraries, senior centers and veteran services. These programs set Cabarrus apart from other counties as a community with a strong quality of life and a productive and resilient location where prospective businesses and employers can locate and expand in the future.

Based on this careful review and analysis, I recommend that the Board of Commissioners consider the approval of the FY20 General Operating Budget of \$269,805,596, which represents a 5.26% increase in spending from the FY19 adopted budget.

Budget Message

The proposed budget maintains current levels of spending when possible and reduces spending in some areas by adjusting program costs or work plans. It continues to address the needs of our two public school systems - Cabarrus County and Kannapolis City - as well as Rowan-Cabarrus Community College. Cabarrus County also has four charter schools, and following state mandates, this budget provides funds that will follow these students to their intended charter school at the time of enrollment. The budget also provides funding for much-needed deferred maintenance projects in our aging school buildings. These needs continue to grow in both school systems and will require higher funding levels in the future to sustain aging facilities and to keep up with current and projected needs. Staff continue efforts to create recurring funding sources for most of these needs, such as building and grounds maintenance and technology. Although additional funding is budgeted each year, it remains a challenge to keep these projects in line with continued demands.

Economic and Operational Impacts on the County Budget

- Cabarrus County continues to experience a high volume of residential, commercial and industrial growth. Some of this growth has occurred naturally, as we are part of the Charlotte Metropolitan Region. Some growth has occurred due to targeted economic development initiatives. Whatever the cause, development continues to have a positive impact on the County revenues. Projections indicate ad valorem and sales tax revenues will increase by \$6,426,210 and \$4,478,539, respectively, in FY20. This equates to projected growth of 3.9% in ad valorem taxes and 2% in sales tax. Staff will continue to monitor potential impacts to our revenue streams, including state and national economic forecasts, projections from the North Carolina Association of County Commissioners and planned commercial/industrial projects. However, County staff continue using a conservative approach when projecting revenues for budgetary purposes. Staff will continue to look for other available revenues through grants, state-sponsored school construction bonds and other resources.
- Based on the U.S. Census Bureau's latest publication, the county's population is 211,342. Cabarrus County maintains its rank of 11th largest out of the 100 counties in North Carolina. As more people make Cabarrus County their home, the growth will impact our school capital and operational needs. The population growth is also creating additional demands on our human services, libraries, senior services, public safety and park services.
- The high demand to fund our school growth has created a backlog deferment of projects to build or expand other County services. The capital needs of our school systems continue to grow. Two new schools are currently under construction in Cabarrus County, with projected openings in August of 2020. These projects will address some of their current needs. However, they have many more immediate needs for additional schools and modernization/replacement of older schools to keep up with daily increases in new county residents. This budget includes debt service to purchase land for a high school and middle school site as well as land for a library and senior center. The proposed increase to debt service is \$1,478,700. The County will also need to meet the previously mentioned maintenance needs of our school facilities with sustained funding sources to maintain safe operation for several years to come. The County will continue to fund the increased cost of ongoing operations of the current facilities at both school systems and the community college. This includes costs for locally funded positions and benefits, utilities, teacher supplements and non-

Budget Message

certified positions. Continued operations increased by 4.3 % for both Cabarrus County Schools and Kannapolis City Schools and 16% for Rowan-Cabarrus Community College due to the operations of the Advanced Technology Center. The proposed budget will also increase the local salary supplement to 8.25%.

- Despite statewide appeals from all 100 counties, the North Carolina Legislature has not allocated additional lottery funding for the County school capital needs. Therefore, the strain continues on our budget to keep up with the aggressive construction needs of the school systems. The state legislature is considering a statewide construction bond, which if passed will provide approximately \$37.4 million dollars to Cabarrus County and \$3.8 million to Kannapolis City Schools for construction and repairs. As an alternative to the statewide bond, the Senate is considering another option with recurring revenues identified to fund school capital.
- The County and its partners continue to make concerted efforts to raise the profile of Cabarrus County as an economic engine of our region. Strategic economic development efforts continue to attract new businesses and facilitate the expansion of existing businesses. In FY19, the Cabarrus County Economic Development Corporation and the Board of Commissioners completed five projects which resulted in approximately 390 new jobs with an average wage of \$38,695 and \$76 million in new investment.
- Collaboration among elected officials throughout Cabarrus continues in an unprecedented manner, resulting in shared programs and services such as joint land use plans, a new library branch in Midland and tax collection services for the City of Concord, while reducing associated administrative costs to all other municipalities. Other collaborative efforts, including central permitting with Concord, Harrisburg and Kannapolis, enables the County to streamline the building processes across jurisdictions. Collaborative capital projects include the downtown Concord parking deck, the revitalization of the historic downtown in Kannapolis, the joint effort with the City of Concord Fire Department, the County Emergency Medical Services co-location in Concord and the planned Farmington mixed-use development in Harrisburg. Quarterly summits among elected officials and staff have created opportunities for open discussion and a cohesive vision. These collaborations make positive fiscal, operational and economic impacts on the county by allowing leaders to identify similar needs and challenges in communities.
- Through several collaborative programs, Cabarrus County has actively recognized, addressed and raised awareness of local problems that stem from mental health issues, including substance/opioid abuse. These programs include:
 - **The Mental Health Task Force**, which includes representatives from local governments, non-profit agencies, Atrium Health, public school systems, Cardinal Innovations, Daymark Enterprises and the general public. This group meets on a regular basis to discuss the growing concerns, potential fiscal and practical demands on services and the general health of residents in Cabarrus County.
 - The **Stepping Up** program is now operating in the detention facility with a full-time case manager to assess and assist those coming into the facility and help them identify and access services upon release. To help reduce the recidivism rate, funding for an external caseworker will be included this year to help with post-release access to services.

Budget Message

- The **Community Paramedic** program continues to expand its scope in post-operative care and mental health needs while improving patient care and reducing the volume of emergency room visits.
- **Helping the Underserved Be-Loved and Belong (H.U.B.B)** is a program that solidifies the collaborative efforts of the County Human Services department, local non-profits and the faith-based community. H.U.B.B. helps transform families from poverty to prosperity using a four-part approach that links the various organizations and provides one place for residents to go when they need help.
- Staff continue to monitor the activities of the state and federal legislatures for information on potential impacts to County funding and programs. Our elected officials and County staff advocate for proposed bills with positive impacts and oppose proposed bills with negative impacts on the county's budget and our ability to continue services needed by our citizens. We are currently monitoring and advocating for the proposed state school construction bond and for promoting flexibility in the use of future sales tax revenues, which are currently earmarked for transportation needs. An additional ¼-cent sales tax could result in approximately \$8 million in additional revenues that could be used to address the aforementioned needs of our school systems.

FY20 Budget Highlights, Priorities, and Issues

At its planning retreat in February, the Board of Commissioners identified seven priority issues for the FY20 budget:

- A. Planning, growth and economic development
 - B. Communication and transparency
 - C. Enhanced programs and excellent public service
 - D. Public safety
 - E. Transportation
 - F. Education
 - G. Mental health including substance abuse
1. **Responsible Growth:** Cabarrus County continues to collaborate with municipalities as we look to the future. The intent is to meet the needs of our citizens and guide infrastructure investment that maintains responsible governmental spending and growth. The Performance Learning Center opened in December as a result of combined efforts of the County and the Cabarrus County Schools. We recently completed the downtown parking deck, which was a joint project with the City of Concord. We are in the design stage for another joint project with Concord for the combined Fire/EMS station. Cabarrus County and the Town of Midland teamed up for the latest addition to the County's library system. Finally, our Human Services department added a LunchPlus fitness and nutrition site in the northwestern part of the county. The site is the sixth of its kind in the county.
 2. **Award-winning Departments:** The Board of Commissioners, County staff and County departments continue to win state and national awards.. These honors recognize our creative and fiscally responsible efforts in delivering the highest level of programs and services to our citizens. We are

Budget Message

proud to recognize Communications and Outreach, Emergency Medical Services, Fair, Finance, Budget and Information Technology Services for their achievements this past year.

3. **Competitive Compensation:** The demands of maintaining a strong workforce in a strengthening economy have become more apparent in several high-need departments, including Human Services, Public Safety, Construction Standards and Facilities Maintenance. We strive to offer current and prospective employees market-competitive compensation packages. This budget includes funding to implement the recommendations of a Market Salary Study for our General Government service areas, which include: Active Living and Parks, Board of Commissioners, Board of Elections, Communications & Outreach, County Manager, Fair, Finance, Human Resources, Information Technology Services, Library, Planning & Development, Register of Deeds, Tax and Veteran Services. This extra effort will help recruit and retain qualified employees to continue offering exceptional service to the public.
4. **Position Requests:** Several departments have requested new positions to meet additional demands. Human Services is requesting seven positions to help with increasing caseload and implementation of the H.U.B.B. initiative. Infrastructure and Asset Management has requested a maintenance planner to assist with renovations of current spaces for new services, the transition from new construction projects and preventative and planned maintenance efforts to extend the life of assets. The Sheriff's Office has requested two deputy positions and a sergeant position for the Governmental Security division, which was implemented mid FY19 due to the need for additional security in county facilities, including the new parking deck. The Sheriff's Office also requested a youth development sergeant to assist with the 17 school resource officers assigned to 19 schools. There is a need for an additional sergeant to assist with employee-supervisory ratio and workload demands in this division. The Animal Shelter is requesting a part-time kennel technician to assist with administering vaccinations and medical tests to the animals, as well as providing weekend shift coverage. The County Manager's Office is requesting a business analyst to help with customer support for Accela, the online permitting and software system the County uses with municipalities for central permitting. Fire Services is requesting an additional fire captain and five firefighters to support the proposed 24-hour shift change. Finally, Active Living and Parks is requesting a program assistant for special event coverage and coordination at the Senior Center and two additional part-time park ranger positions to provide facility set-up services.
5. **Transportation Needs:** The Board of Commissioners and County staff will continue to work with the Federal and State departments of transportation and our municipalities to advocate for creation of additional roads and improvement of existing roads. Tracking these projects ensures that congestion mitigation, mobility enhancement and safety are at the forefront when those decision-making bodies meet and plan future projects. Due to the hard work of our elected officials, Cabarrus County and its municipalities have benefitted in recent years from a great deal of State and Federal funding that improved local transportation. Completion of the Interstate 85 construction is on schedule for the 2020 fiscal year. Additional projects throughout the county are on schedule to begin during the next fiscal year. The County, along with the cities of Concord and Kannapolis, recently presented a countywide transportation study that included the evaluation of the CK Rider Bus System and the Cabarrus County Transit System. The study also assessed our ability to connect to transportation systems in adjacent counties.

Budget Message

6. **Debt Service:** The County will take on additional debt service for the land purchase of a new high school and middle school for Cabarrus County Schools and a library/senior center. The debt service is projected to cost \$8.5 million over a seven-year term, with the first payment of \$1,478,700 taking place in FY20.
7. **Addressing Mental Health:** The Board of Commissioners Mental Health Advisory Board continues to address issues surrounding mental health. As the issues increase in our community and throughout the nation, the need for additional services has become apparent. We are investigating strategies that we hope to implement during FY20. This is a countywide initiative with participation from representatives of public, private and non-profit agencies. Our Community Paramedic program, the implementation of the Stepping Up program and the many successful community meetings on opioids and general substance abuse are a direct result of this board's efforts. Our Human Services department has a mental health navigator position to assist individuals work their way through the often difficult process of getting help. The Stepping Up program now has internal and external case managers to work with inmates in the detention facility and after they are released. Finally, the UNC School of Government selected Cabarrus County as one of ten counties throughout the state to collaborate on local comprehensive plans related to opioids and substance abuse.

Cabarrus County and all its municipalities are trending in a very positive direction. Elected officials and their staffs must continue collaborating to keep up with our growing community and the demands for exceptional programs and efficient services.

Our emphasis on economic development must move forward. This is important as we strive for an increased tax base and many more quality jobs with above-average salaries to improve the lives of those who call Cabarrus County home. The additional revenues realized from economic development assist in meeting the capital and operational needs of our County Government. These funds will maintain normal County programs and services, as well as assist in meeting expectations to improve and expand our ability to support important investments in our community. These include:

- Providing state-of-the-art public safety services
- Providing engaging and accessible library services
- Providing beautiful parks for recreation
- Enhancing personal fitness and providing environmental open space
- Providing quality schools and teachers
- Managing quality, friendly human services for those times in our lives when we, or someone we know, are most vulnerable.

These services will improve our county, enhance the place we call home and attract businesses to a destination where their employees can live and their families can thrive.

Budget Message

Looking to the future

Cabarrus County is the 11th most populous county in North Carolina and it's growing every day. We have worked hard to keep up with the demands of this growth and the associated costs to provide the expected programs and services at a conservative to moderate tax rate. For many years, we have been able to depend on the growth in the tax base along with conservative budgeting, frugal operational practices and by delaying much-needed facilities and programs. We are now at a point where we need additional revenue to meet the needs of our school systems and to satisfy public expectations for parks, senior centers, libraries and other services. We must continue to advocate for additional revenue from various sources, such as promoting state school construction bonds and requesting flexibility in the remaining ¼-cent sales tax available to Cabarrus County. In addition, the County will need to look internally for new revenues through increasing the ad valorem tax rate. While increasing the local property tax rate is not always preferred, it is imperative in order to meet the demands of our dynamic and growing community and its expectations for comprehensive and innovative services.

Therefore, to fund the much-needed capital and deferred maintenance projects of our county and school facilities, I recommend that the Board consider a 2-cent tax increase for FY20. The additional funds generated in FY20 will fund several one-time construction and repair projects. In FY21, the recurring funds will be available to help fund projected operational increases resulting from the opening of the new West Cabarrus High School and the Hickory Ridge Elementary School.

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

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

I want to specifically thank Budget Manager Kristin Jones, Budget Analyst Lauren Tayara, Senior Deputy County Manager Pam Dubois, Finance Director Susan Fearrington, Deputy County Manager Jonathan Marshall, Area Manager of Operations Kyle Bilafer, Area Manager of Innovation and Technology Debbie Brannan and Human Resources Director Lundee Covington. This team exemplifies public service and their hard work on the FY20 budget doesn't go unnoticed.

Respectfully submitted,



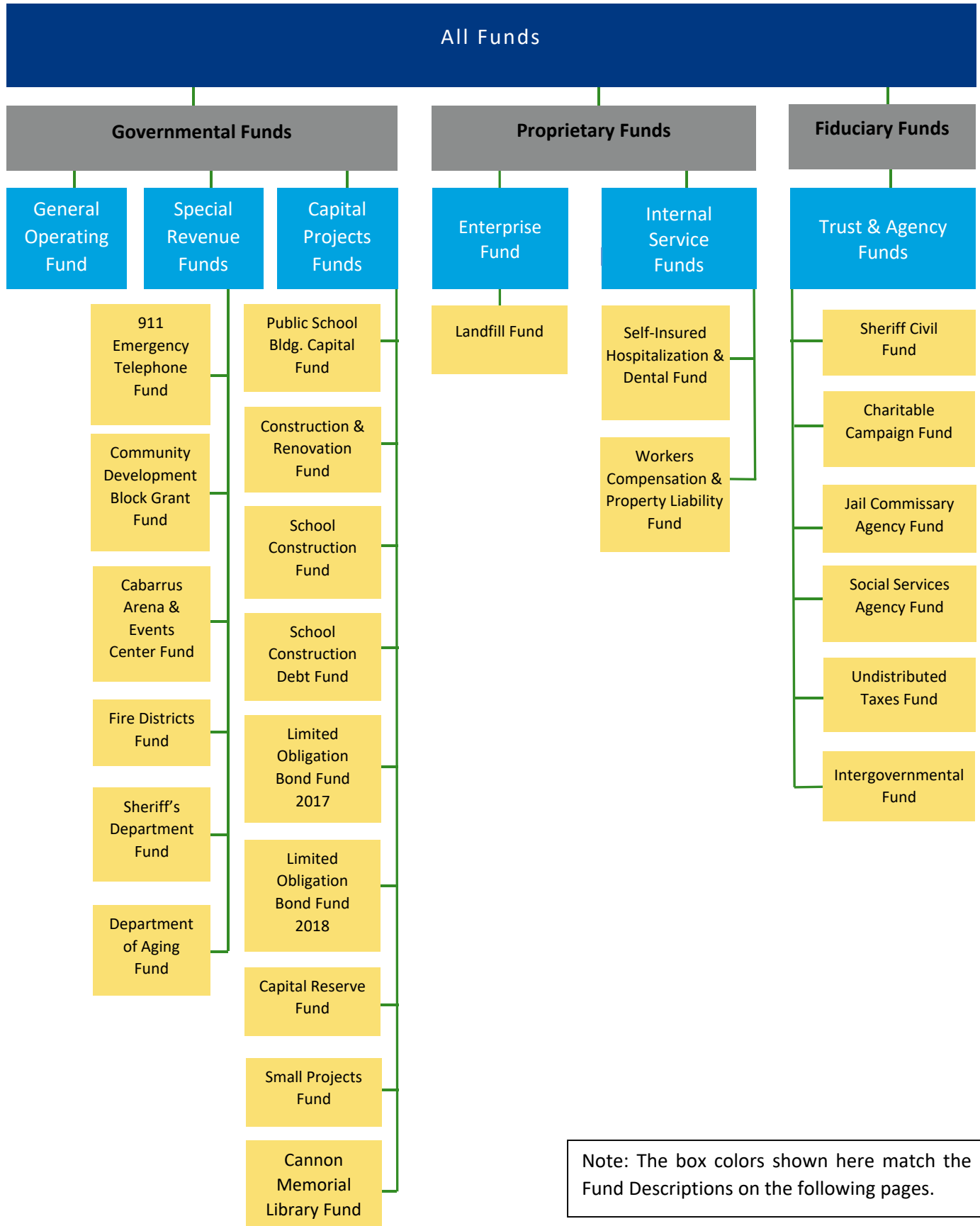
Michael K. Downs

County Manager



Financial Structure, Policy and Process

FUND STRUCTURE



Financial Structure, Policy and Process

FUND RELATIONSHIPS

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

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

Use the color coordination on the Fund Structure diagram on the previous page.

GENERAL OPERATING FUND

001 General Operating Fund

SPECIAL REVENUE FUNDS

401 911 Emergency Telephone System Fund
410 Community Development Block Grant Fund
420 Cabarrus Arena & Events Center Fund
430 Fire Districts Fund
461 Sheriff's Department Fund
532 Department of Aging Fund

CAPITAL PROJECTS FUNDS

320 Public School Capital Fund
343 Construction & Renovation Fund
364 School Construction Fund
368 School Construction Debt Fund
450 Capital Reserve Fund
534 Cannon Memorial Library Fund
369 Limited Obligation Bond Fund 2017
370 Limited Obligation Bond Fund 2018

ENTERPRISE FUND

270 Landfill Fund

INTERNAL SERVICE FUNDS

600 Workers Compensation & Property Liability Fund
610 Self-Insured Hospitalization & Dental Fund

TRUST AND AGENCY FUNDS

515 Sheriff Civil Fund
520 Charitable Campaign Fund
540 Jail Commissary Agency Fund
560 Social Services Agency Fund
570 Undistributed Taxes Fund
571 Intergovernmental Fund

Financial Structure, Policy and Process

FUND DESCRIPTIONS

GOVERNMENTAL FUNDS

General Operating 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.

- **Emergency Telephone System Fund** – This fund accounts for revenues received from subscriber fees that are specifically restricted for the operation and maintenance of a countywide Emergency 911 network.
- **Community Development Block Grant (CDBG) Fund** – This fund accounts for revenues received under the Community Development Block Grant Program that are specifically restricted to the revitalization of selected areas of the County.
- **Cabarrus Arena and Events Center Fund** – This fund accounts for revenues received from rental, user fees and general fund support that are specifically restricted to the operation of the facility.
- **Fire Districts Fund** – This fund accounts for property taxes collected and disbursed on behalf of the Fire Departments that protect the unincorporated areas of the County.
- **Sheriff's Department Fund** – This fund accounts for the collection and appropriation of federal and state funds received specifically for the Cabarrus County Sheriff's Department.
- **Department of Aging Fund** – This fund accounts for the activities associated with contributions for senior citizen activities and projects.

Capital Projects 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.

- **Public School Building Capital Fund** – This fund accounts for the acquisition, construction, renovation, and repair of various school facilities financed with revenue from the State of North Carolina under the School Facilities Finance Act of 1987 and revenue from the North Carolina Lottery proceeds. Funds can also be used to pay school related debt service.
- **Construction and Renovation Fund** – This fund accounts for the planning, design, construction, and/or renovation of public facilities.
- **School Construction Fund** – This fund accounts for the planning, design, construction, and/or renovation of schools funded through cash (non-debt).
- **School Construction Debt Fund** – This fund accounts for the planning, design, construction and/or renovation of schools through the issuance of Limited Obligation Bonds (LOBs).
- **Limited Obligation Bond (LOBS) Fund 2017** – This fund accounts for the planning, design, construction, and/or renovation of schools financed through the issuance of Limited Obligation Bonds (LOBs).

Financial Structure, Policy and Process

- **Limited Obligation Bond (LOBS) Fund 2018** – This fund accounts for the planning, design, construction, and/or renovation of schools financed through the issuance of Limited Obligation Bonds (LOBs).
- **Capital Reserve Fund** – This fund accounts for the accumulation of resources to be used specifically for capital projects designated by the Board of Commissioners.
- **Small Projects Fund** – This fund accounts for the collection and appropriation of general fund revenues and federal and state grant funds received specifically for use by the appropriate County departments who have received the funds.
- **Cannon Memorial Library Fund** – This fund accounts for the activities associated with Concord Library activities.

PROPRIETARY FUNDS

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

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

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

- **Self-Insured Hospitalization and Dental Fund** – This fund accounts for the administration and operation of the County's employee hospitalization and dental insurance.
- **Workers Compensation and Property Liability Fund** – This fund accounts for the administration and operation of the County's self-funded workers compensation and property liability transactions.

FIDUCIARY FUNDS

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

- **Sheriff Civil Fund** - This fund accounts for collections of civil writs from citizens prior to distribution to plaintiffs.
- **Charitable Campaign Fund** – This fund accounts for the collection of employee charitable giving and the disbursement to various agencies selected annually.

Financial Structure, Policy and Process

- **Jail Commissary Fund** – This fund accounts for the collection and disbursement of jail inmate’s personal money.
- **Department of Social Services Agency Fund** – This fund accounts for moneys held by the Department of Human Services as agent for various individuals who are incapable of managing their own financial affairs.
- **Undistributed Taxes Fund** – This fund accounts for the collection of property taxes and the disbursement of the taxes to the county and to the municipalities located in the county.
- **Intergovernmental Fund** - This fund accounts for the accumulation of fines and forfeitures before they are distributed to the local School Boards.

BASIS OF BUDGETING AND ACCOUNTING

In accordance with North Carolina General Statutes, all funds (governmental, proprietary and fiduciary) of the County are budgeted and accounted for on a modified accrual basis. Under this basis,

- **Revenues** are recognized in the accounting period in which they become measurable and available.
 - Revenue from property taxes is recognized in the fiscal year for which the taxes are levied.
 - Revenue from grants, entitlements and donations is recognized in the fiscal year in which eligibility requirements have been satisfied.
- **Expenditures** are recognized in the period in which they are incurred.
 - An example is general capital asset acquisitions.
- One exception to this applies to **principal and interest** due on general long-term debt, claims and judgments and compensated absences, which are considered to be expenditures in the year payments are due.
- **Reporting**
 - **Governmental funds** financial statements are reported using the current financial resources measurement focus.
 - **Proprietary and fiduciary funds** financial statements are reported using the economic resources measurement focus and the accrual basis of accounting, except for the Agency Funds which have no measurement focus.

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 or Budget Officer.

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.

Financial Structure, Policy and Process

FINANCIAL AND BUDGETARY POLICIES

Objectives

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

Operating Budget Summary

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)). The County reviews financial policies annually in the following areas:

- Revenue
- Reserve
- Capital Improvement
- Debt
- Accounting/Financial Reporting
- Cash Management
- Investment
- Contract Administration
- Personnel Management

These policies are described in detail on the following pages.

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.

Financial Structure, Policy and Process

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.

Expenditure Policy

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

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

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

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

Reserve Policy

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

Financial Structure, Policy and Process

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

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

1. Recurring, operational expenditures 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 unrestricted, uncommitted, unassigned fund balance above 15% will be transferred to the Capital Reserve Fund, to reduce reliance on debt financing; or to the Self-Funded Hospitalization and Dental Fund, Workers Compensation and Liability Fund as required to maintain the integrity of those funds.
4. Notwithstanding the requirements of items 1, 2, and 3 above, fund balance may be appropriated for any use in the general fund to overcome revenue shortfalls related to significant downturns in the economy.
5. On June 18, 2018, the Board adopted a resolution formalizing the following addition: if unassigned fund balance at the end of the current fiscal year is less than the approved fund balance level, the deficiency should be replenished in the coming fiscal years, not to exceed a total of three consecutive years.

Capital Improvement Policy

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

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

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

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

Financial Structure, Policy and Process

Debt Management

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

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

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

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

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

Accounting/Financial Reporting Policy

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

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

The County will place emphasis on maintenance of an accounting system which provides strong internal budgetary and accounting controls designed to provide reasonable, but not absolute, assurance regarding

the safeguarding of assets against loss and the reliability of financial records for preparing financial statements and reports. These reports will be the basis for the budget and the Comprehensive Annual Financial Report (CAFR).

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

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

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

Cash Management Policy

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

Financial Structure, Policy and Process

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.

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.

Financial Structure, Policy and Process

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 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.

Financial Structure, Policy and Process

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

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

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

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

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

Financial Structure, Policy and Process

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

Contract Administration Policy

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

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

The Department Head, County Manager or Chairman of the Board of Commissioners should sign contracts according to levels defined. If a contract is in writing, an original should be kept in the contract file (in the Contract Administrator's Office). If the contract causes the County to spend money, it should be pre-audited and encumbered.

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

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

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

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

Personnel Management Policy

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

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

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

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

Financial Structure, Policy and Process

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

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

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

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 spanning from December until 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.

Cabarrus County management starts the budget season with a retreat for the Board of Commissioners and staff to openly discuss community needs for the following year's budget. This is also an opportunity for Department Heads to present current departmental needs and concerns to the Board. In previous years the county completed the budget in three levels (department, manager and board). This year, the county utilized five budget levels to better distinguish between needs versus wants. Adding these levels gave management a better picture of operating budgets for each department, where departments began the budget year and the opportunities for growth (expansion) in the budget. The budget progressed through the following five levels before adoption.

Level 1 - Department Continuation: This level started with the FY 2019 adopted budgeted amounts and line item detail. This detail served as a starting point, but departments still assessed and updated all prior year detail and amounts while adding new detail if necessary. Continuation budgets are those that provide the same level of service in the coming year that the department is providing in the current year. Such budgets typically include items that repeat year after year. It is ok to have increases in this column due to an increase in the cost of doing business year over year (i.e. inflation costs in operations, supplies, fuel, utilities, etc.). Departments entered revenues the same as in the past.

Level 2 - Department Expansion: This level consisted of new requests only. The following classified as an expansion request: new personnel, new software, new technology for new personnel, new projects, new upgrades, new programs, new services, new vehicles for new personnel or adding to the fleet outside of the normal replacement cycle. Not every department had expansion requests. If departments were not asking for anything new in FY 20, then they only worked in the continuation budget level. Expansion requests required justification and alignment with the current county-wide goals. The following revenues classified as expansion: those tied to a new grant, new reimbursement due to a new position or a new fee structure.

Level 3 – Manager Recommendation Continuation: This level will be the same as in the past. Budget will move to this level prior to departmental budget conferences in March. Any adjustments that took place at the budget conferences to departmental continuation were reflected in this level. The only difference is that this level took a copy of level 1 for management to make changes only to this level. **Departments were not responsible for doing anything in this level.**

Financial Structure, Policy and Process

Level 4- Manager Recommendation Expansion: This level is similar to level 3 except that it is only a copy of the department expansion level. Any adjustments that took place at the budget conferences to departmental expansion were reflected in this level. **Departments were not responsible for doing anything in this level.**

Level 5- Board: This level is the same as in the past. Budget moved to this level after the budget conferences and adjustments are made in the two Manager's levels. Any adjustments that took place at the budget workshops in May will be reflected in this level and ultimately the budget will be adopted in this level.

FY 2020 levels one and two can be view within individual departmental program summaries behind the General Government, Cultural and Recreational, Public Safety, Economic and Physical Development, Human Services and Environmental Protection tabs.

Any changes made after the Board approves the budget must go through the Budget Amendment process (see section on Amendments to the Budget Ordinance).

BUDGET ADOPTION

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

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

Financial Structure, Policy and Process

FY 2020 BUDGET PROCESS CALENDAR	
Month/Date	Description
December	
	Budget and Capital Improvement Plan (CIP) materials are distributed to all departments
January	
	Department staffs formulate service level and performance objectives and determine financial resources required to achieve them. Capital Improvement requests are submitted to the Finance Director for review.
February	
	Board of Commissioners are briefed at a Retreat on expected revenues and expenditures for the upcoming fiscal year
March	
	Department directors present their budget and CIP requests to the budget staff and County Manager. Revenue and expenditure projections are made
April	
30*	Departmental budget requests due
May	
15*	Community College and School System Requests Due Budget is presented to the Board of Commissioners at a scheduled meeting in May. Copies of the budget are available at the Finance Department and at the County libraries in Concord, Kannapolis, Harrisburg, and Mt. Pleasant. Budget work sessions are held in late May to review the preliminary budget A public hearing must be advertised and held before adoption of the annual budget by the Board of Commissioners.
*	
June	
1*	Balanced Budget and Budget Message Submitted to Board of Commissioners
no later than 30	Board of Commissioners hold a public hearing at a date to be determined in June and adopt the annual budget at their June meeting, or no later than June 30.
July	
	Board of Commissioners must have adopted annual budget

* N.C. Local Government and Fiscal Control Act mandated deadlines for legal requirements.

Financial Structure, Policy, and Process

AMENDMENTS TO THE BUDGET ORDINANCE

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

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

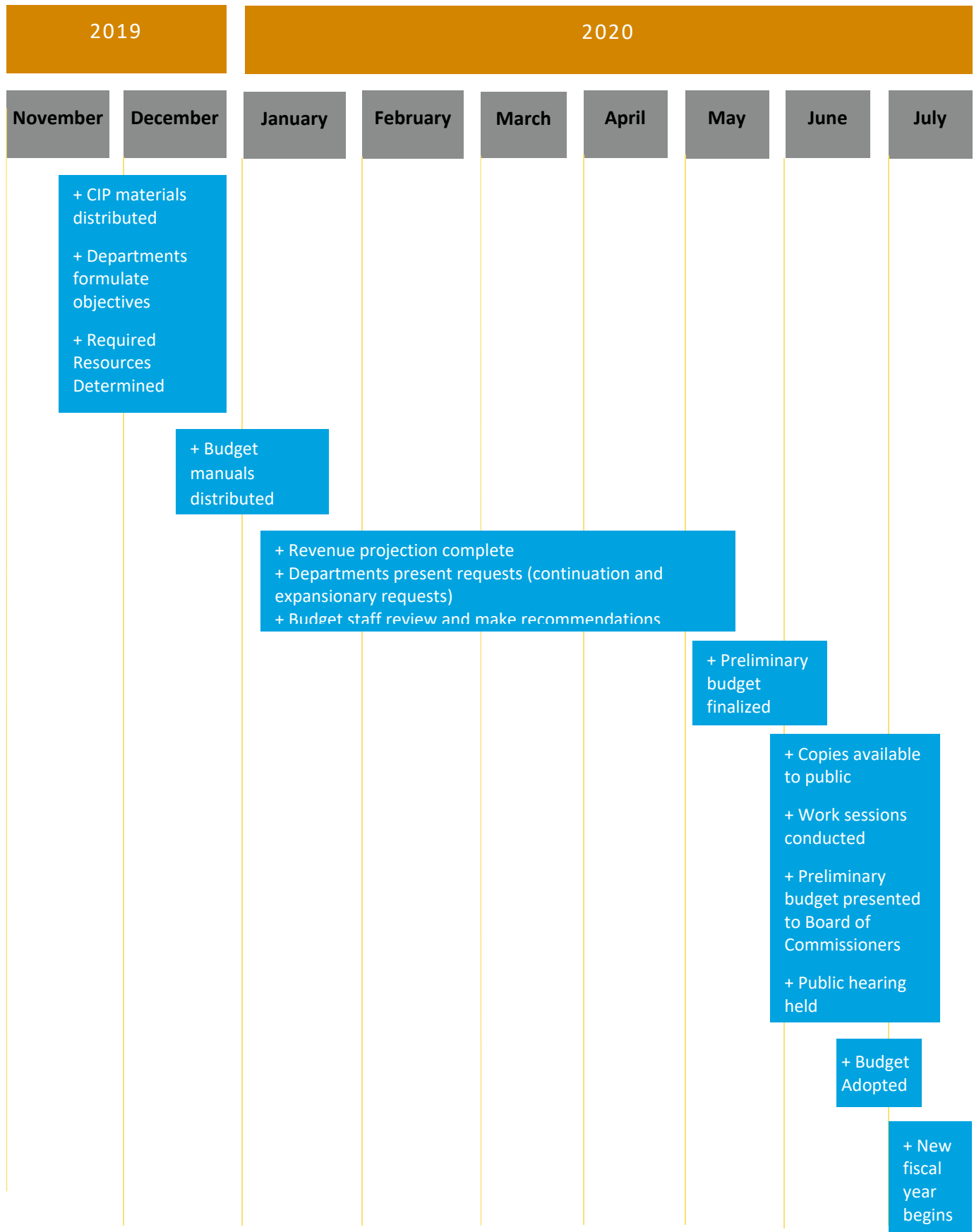
As allowed by statute, the Board has authorized the County Manager and/or Budget Director, or designee to transfer moneys from one appropriation to another or within the same fund, or modify revenue and expenditure projections, subject to such limitations and procedures as it may prescribe. These limitations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

1. The Budget Director may transfer amounts between objects of expenditure within a function.
2. The County Manager may transfer amounts between objects of expenditures and revenues without limitation.
3. The County Manager may not transfer any amounts between funds or from any contingency appropriation within any fund without action of the Board of Commissioners, except as specified below for budget shortfalls and change orders.
4. The County Manager may transfer amounts between contingency funds which are set aside for a specific project for budgetary shortfalls or upon the appropriate approval of a change order.
5. The County Manager is authorized to transfer funds from the General Fund or Capital Reserve Fund to the appropriate fund for projects approved within the Capital Improvement Plan for the current fiscal year.
6. Additional authority is granted to the Budget Director or designee to transfer amounts within and between funds for the sole purpose of funding salary and benefits adjustments consistent with the Cabarrus County Personnel Management Policy and the Cabarrus County Personnel Ordinance.
7. Upon notification of funding increases or decreases to existing grants or revenues, or the award of grants or revenues, the Manager or Designee may adjust budgets to match, including grants that require a County match for which funds are available.
8. The Manager, Budget Director, or designee may create debt financing amendments from estimated projections upon approval by the Board of Commissioners of the debt financing and adjust as needed upon closing.
9. The County Manager may enter into and execute change orders or amendments to construction contracts in amounts less than \$90,000 when the appropriate annual budget or capital project ordinance contains sufficient appropriated but unencumbered funds.
10. The County Manager may execute contracts which are not required to be bid or which G.S. 143-131 allows to be let on informal bids so long as the annual budget or appropriate capital project ordinance contains sufficient appropriated but unencumbered funds for such purposes.
11. The County Manager may execute contracts with outside agencies to properly document budgeted appropriations to such agencies where G.S. 153 A-248(b), 259, 449 and any similar statutes require such contracts.
12. The County Manager may reject formal bids when deemed appropriate and in the best interest of Cabarrus County pursuant to G.S. 143-129(a).
13. The County Manager may reduce revenue projections consistent with prevailing economic conditions, and also reduce expenditures correspondingly.

All other changes require the special approval of the Board.

Financial Structure, Policy and Process

FY 2020 BUDGET CALENDAR



Budget Summary



SUMMARY

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

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

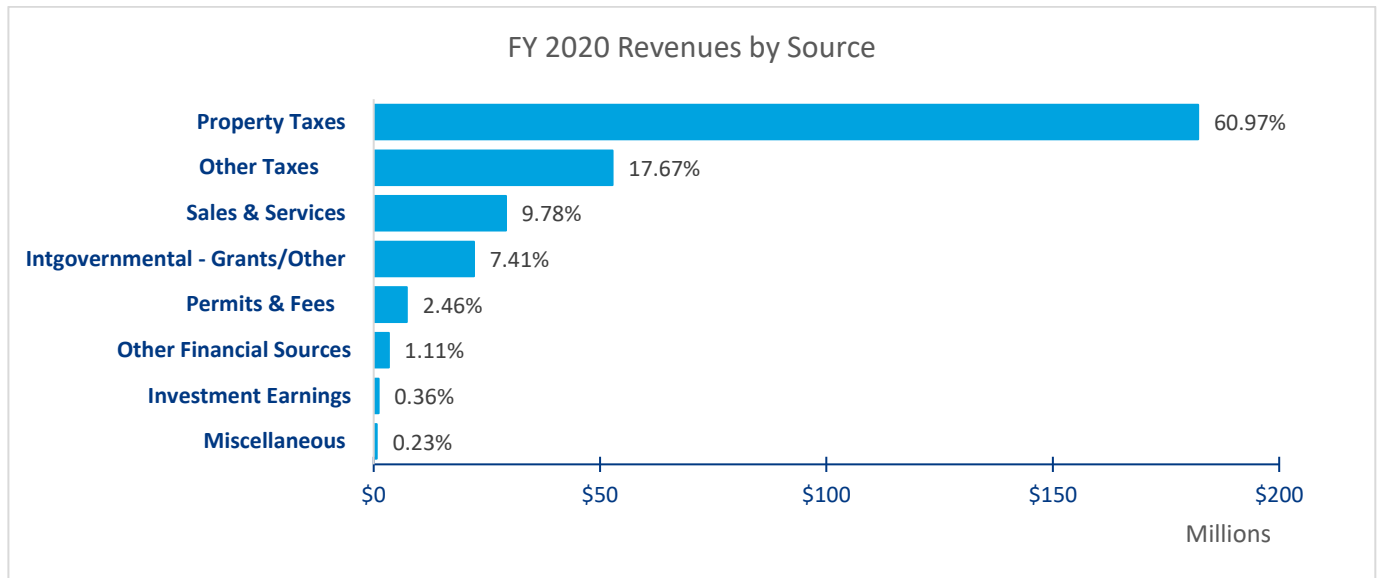
The budgeted revenues for FY 2020 is based on anticipated growth in property tax revenues and an increase in register of deeds and ambulance fees. For FY 20, the County is estimating to keep building permit fees flat based on trends in FY 19. Projections for sales tax revenue are projected to increase for FY 2020. Further details can be found in the Five-Year Plan section of this document.

The following two sections present the revenues for FY 2020 by source and fund.

FY 2020 REVENUES BY SOURCE ALL FUNDS			
REVENUE SOURCE	REVENUE DESCRIPTION		FY 2020 ADOPTED
AD VALOREM TAXES	Revenue derived from property tax	\$	182,087,329
OTHER TAXES	Tax revenues distributed to the County that are collected for sales taxes, cable franchise fees, etc.		52,785,613
INTERGOVERNMENTAL - GRANTS/OTHER	State and federal grant moneys received in support of County programs, and revenues collected from other governmental units that are not grant related		22,119,995
PERMITS & FEES	Fees collected for various services or privileges performed or approved by the governmental unit		7,341,427
SALES & SERVICES	Fees collected by various departments for goods or services rendered to the public, other departments, or other governments		29,214,351
INVESTMENT EARNINGS	Revenue earned on idle monies held by the County for investment		1,089,125
MISCELLANEOUS	Revenues collected for various activities of the County that are not specific in nature		696,165
OTHER FINANCIAL SOURCES	Includes interfund transfers and fund balance appropriations		3,325,613
		TOTAL	\$ 298,659,618

Budget Summary

REVENUES BY SOURCE



Revenue sources have been grouped into the following eight categories:

Property (Ad Valorem) Taxes

Ad valorem (property) tax revenues are generally estimated in the budget process by analyzing current values of property during February through April each year. The values are reviewed for reasonableness, known external factors and historical patterns of taxpayer appeals of these values. The values are used to calculate the revenue generated by applying the tax rate and collection percentage. This process is repeated several times leading up to the proposed budget to ensure the most current values are used for the budget process. Over the past several years, property tax valuations grew steadily. The revaluation of real property required by state statute every eight years is completed and is effective for taxes listed on January 1, 2018. Cabarrus County conducts revaluations every four years rather than the state-mandated maximum eight years.

FY 2020 property tax revenue is based on a adopted tax rate of \$0.74 per \$100 of assessed valuation, which is an increase of 2 cents over the FY 2019 rate. The total taxable property value is estimated at \$23,811,500,000 which is a 3.2% increase from the estimated FY 2019 final valuation. Ad valorem (property) tax value includes \$2,131,500,000 in motor vehicles, with the remainder real, personal and public service property. North Carolina General Statutes require that estimated percentage of property tax collections cannot exceed the percentage of tax levy actually realized in cash for the preceding fiscal year. Following the requirement, a collection rate of 100% was applied to tax calculations on motor vehicles and 98.81% on all other property for a combined collection rate of 98.92%.

At the adopted tax rate, FY 2020 property tax revenues in the General Fund, excluding motor vehicles, are estimated at \$161,419,471. This is an increase of 7.26% or \$10,932,463 above the FY 2019 adopted budget. Valuations for motor vehicles have increased by 10.72% or \$1,505,819 above the FY 2019 adopted budget. Therefore, the budget for motor vehicle taxes for FY 2020 is \$15,546,419.

The ad valorem taxes category includes delinquent taxes, which are projected to decrease by \$1,200 from the FY 2019 amended budget. All ad valorem budget estimates are based on actual value, along with current and prior year actual collections and are only budgeted in the General Fund and Fire Districts Fund. Fire Districts property tax

Budget Summary

estimates are budgeted at \$5,121,439. Total revenues in this category are budgeted at \$182,087,329 , which is an increase of 7.71% or \$13,037,359 above the FY 2019 adopted budget of \$169,049,970. These revenues account for 60.97% of the total fund revenue in the FY 2020 adopted budget.

Other Taxes

Overall, revenues from other taxes are budgeted at \$52,785,613, an increase of \$4,631,949 or 9.62% over the FY 2019 adopted budget of \$48,153,664. This category consists primarily of sales taxes but also includes cable franchise fees, gross receipts tax and disposal tax on white goods. The State collects sales taxes, deducts a collection fee, refunds to non-profits and returns the remaining amount to the County.

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

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

The total sales tax budgeted for FY 2020 is \$50,759,025 which is a 9.68% or \$4,478,538 increase above the FY 2019 adopted budget of \$46,280,487 based on activity in the economy. Three factors influence normal growth in sales tax: growth in retail and sales, value of non-profit refunds and expansion of items subject to sales taxes. The County receives notification of refunds as they occur with no ability to budget in advance. Refunds are averaging 8.3% for FY 2019, which impacts projections for FY 2020. Sales tax revenues are distributed as a proportion of the whole among the local governments and fire districts based on their respective property tax levies—a change by one impacts all.

Sales taxes, franchise fees, white good disposal taxes and gross receipts taxes are budgeted in the General Fund. All budget estimates are based on current and prior years' actual collections and known external factors. This category comprises 17.67% of total revenues.

Intergovernmental Revenues

Intergovernmental revenues of \$ 21,315,255 in the General Fund, \$46,000 in the Landfill Fund and \$758,740 in the 911 Emergency Telephone Fund represent 7.41% of total revenues and consists primarily of state and federal grants. The major revenues are Department of Human Services Programs (approximately \$17 million), transportation grants (\$654,404), 911 subsidies (\$720,000), court facility fees (\$368,000), state library grant (\$195,541), School Resource Officer funding (\$541,000), Medicaid Hold Harmless funding (\$2,500,000), Community Development funding (\$378,231) and some other governmental revenues not related to grants. The overall intergovernmental category revenue of \$22,119,995 increased by \$1,328,688 or 6.39% over the FY 2019 adopted budget of \$20,791,307.

Budget Summary

Permits and Fees

Permit and fee revenues are anticipated to increase by \$225,347 in the FY 2020 adopted budget to \$7,341,427. This category accounts for 2.46% of total revenues. Revenues generated in this category are primarily from two sources: Register of Deeds and Building Inspection Fees.

Register of Deeds fees for FY 2020 are budgeted at \$2,974,000, which is an increase of \$212,843 over the FY 2019 adopted budget amount of \$2,761,154. Based on recent trends, Construction Standards Building Inspection fees are projected to remain flat from the FY 2019 adopted budget of \$3.8 million due to weather delays and the trend of residential inspections over commercial. Register of Deeds fees largely relate to the recording of documents, like the sale of property or the refinancing of a mortgage. For building inspection fees (fees collected on the construction of a new home/facility or an addition to them), historical trends are kept to evaluate this revenue source, but it is also estimated based on the number of building permits issued each year. In a growing community, such as Cabarrus, building permits generally increase each year. The County benefits from looking at both historical trends and current activity. An analysis of these factors is used to project the revenues for the annual budget process.

Other fees such as solid waste franchise fees in the amount of \$30,000 and waste disposal fees in the amount of \$104,000 are budgeted in the landfill fund bringing the total of all permits and fees to \$7,341,427. Waste disposal fees in the landfill fund are anticipated to decrease over the FY 2019 adopted budget of \$117,181 to \$104,000 for FY 2020. All budget estimates are based on prior and current year expenditures, trends and economic conditions.

Sales and Service

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

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

Revenues in this category are projected to increase to \$29,214,351, which is a \$1,241,755 or 4.44% above the FY 2019 adopted budget of \$27,972,596. Since so many areas are included in this category some of them experienced increases and others decreased. Some of the increases are with the Active Living and Parks Summer Program fees, travel club fees and class registrations fees. Other increases for this category include: an increase of \$100,000 for the Jail's State Misdemeanant Confinement Program (SMCP) fees, \$10,000 in Jail Fees received from concessions services and \$165,101 in deputy reimbursements. This category of revenues also includes \$1,195,000 in the Landfill Fund, \$677,150 in the Arena Fund, \$11,313,515 in the Self-Insured/Dental Fund and \$2,298,502 in the Workers Compensation and Liability Fund resulting in the total for all funds of \$29,214,351 or 9.78% of the overall budget.

Investment Earnings

Investment earnings are revenues earned on idle money held by the County for investment. Total investment income is expected to increase by \$500,079 from the FY 2019 adopted budget of \$589,046. \$1,000,000 is adopted for FY 2020 in the General Fund, \$28,508 in the Landfill Fund, \$1,500 in the 911 Emergency Telephone Fund, \$14,117 in the Arena Fund, \$25,000 in the Health/Dental Insurance Fund and \$20,000 in Workers Compensation and Liability Fund. This totals \$1,089,125 and comprises 0.36% of the total budget.

Budget Summary

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

Miscellaneous

Miscellaneous revenues are those collected for activities of the County that are not specific in nature or do not easily fit into another category. Included in this category are donations, grants from non-governmental entities and proceeds from the sale of fixed assets. The FY 2020 adopted budget for miscellaneous revenues includes \$ 486,165 in the General Fund, \$15,000 in the Arena fund, \$175,000 in the Health Insurance Fund and \$20,000 in the Workers Compensation and Liability Fund totaling \$696,165 or 0.23% of the total budget. This budget is amended during the fiscal year to appropriate donations and grants as they are received. However, while there may be regular miscellaneous revenues, they are budgeted based on past history collections.

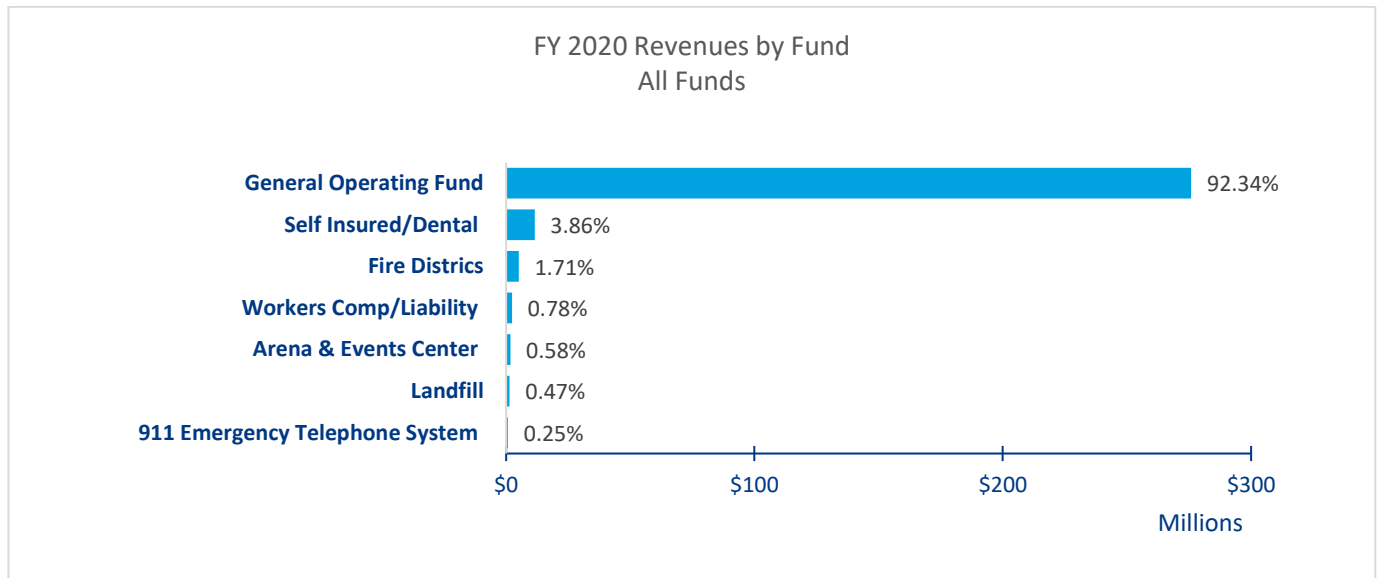
Other Financing sources

Other Financing Sources includes \$ 2,300,000 in the General Fund and \$1,025,613 in the Arena Fund. This category includes inter-fund transfers, debt and fund balance appropriations. The General Fund includes \$2,300,000 million in lottery proceeds to fund the retirement of debt service for public schools. This is an increase of \$300,000 from FY 2019 based on trends. The Arena Fund is projected to receive \$291,903 from the Tourism Authority (the County's collection fees for occupancy taxes) and \$723,710 from the General Fund. Overall, the FY 2020 amount increased by \$286,113 from the FY 2019 adopted budget of \$3,039,500. This category totals \$3,325,613 and represents 1.11% of total revenues for all funds.

REVENUES AND EXPENDITURES BY SOURCE AND CATEGORY						
	FY 2018 ACTUAL	FY 2019 ADOPTED	FY 2019 AMENDED	FY 2020 ADOPTED	ADOPTED CHANGE	PERCENT CHANGE
REVENUES						
AD VALOREM TAXES	\$ 160,968,343	\$ 169,049,970	\$ 169,049,970	\$182,087,329	\$ 13,037,359	7.71%
OTHER TAXES	48,676,368	48,153,664	48,153,664	52,785,613	4,631,949	9.62%
INTERGOVERNMENTAL - GRANTS/OTHER	22,367,707	20,791,307	22,540,141	22,119,995	1,328,688	6.39%
PERMITS & FEES	7,471,895	7,116,080	7,128,080	7,341,427	225,347	3.17%
SALES & SERVICES	27,032,561	27,972,596	28,107,141	29,214,351	1,241,755	4.44%
INVESTMENT EARNINGS	1,120,224	589,046	859,512	1,089,125	500,079	84.90%
MISCELLANEOUS	1,435,197	578,452	998,314	696,165	117,713	20.35%
OTHER FINANCIAL SOURCES	2,943,048	3,039,500	19,500,747	3,325,613	286,113	9.41%
TOTAL	\$ 272,015,343	\$ 277,290,615	\$ 296,337,569	\$298,659,618	\$ 21,369,003	7.71%
EXPENDITURES						
PERSONNEL SERVICES	\$ 69,935,671	\$ 78,659,579	\$ 78,604,361	\$ 85,047,048	\$ 6,387,469	8.12%
OPERATIONS	199,718,685	197,227,763	213,849,352	211,439,749	14,211,986	7.21%
CAPITAL OUTLAY	2,946,173	1,403,273	3,883,856	2,172,821	769,548	54.84%
TOTAL	\$ 272,600,529	\$ 277,290,615	\$ 296,337,569	\$298,659,618	\$ 21,369,003	7.71%

Budget Summary

REVENUES BY FUND



Cabarrus County appropriates annual budgets for the following funds: General Fund, Landfill Fund, 911 Emergency Telephone Fund, Arena and Events Center Fund, Health Insurance Fund and the Workers Compensation and Liability Fund. Information found in this section is presented on a summary level—details are provided on the Program Summary pages within the various service area sections of this document. The FY 2020 adopted budget totals \$298,659,618. This total represents an increase of \$21,369,003 or 7.71% above the FY 2019 adopted budget of \$277,290,615.

General Fund expenditures and revenues are budgeted at \$275,790,534 an increase of \$20,187,562 or 7.90% over the FY 2019 adopted budget of \$255,602,972.

The Landfill Fund budget totals \$1,403,508 an increase of \$230,937 or 19.69% above the FY 2019 adopted budget of \$1,172,571.

The 911 Emergency Telephone Fund expenditures and revenues are budgeted at \$760,240, which is a reduction of \$30,624 or 3.87% decrease from the FY 2019 adopted budget of \$790,864.

The Arena and Events Center Fund is budgeted at \$1,731,880 an increase of \$83,224 or 5.05% from the FY 2019 adopted budget of \$1,648,656. This fund includes the County Fair as well as the Arena, which is managed under contract with a private management company, SMG. This fund includes the County Fair as well as the Arena, which is managed under contract with a private management company, SMG.

Health and Dental Insurance expenditures and revenues are budgeted at \$11,513,515, a \$218,040 increase or 1.93% above the FY 2019 adopted budget of \$11,295,475. The County is self-insured for Health Insurance and offers an employee paid option for dental insurance.

The Workers Compensation and Liability Fund is budgeted at \$2,338,502, an increase of \$80,787 or 3.58% above the FY 2019 adopted budget of \$2,257,715.

The Fire District Fund is budgeted at \$5,121,439 an increase of \$599,077 or 13.25% from the FY 2019 adopted budget of \$4,522,362.

Budget Summary

See the Fund Descriptions section behind the Financial Structure, Policy and Process tab for further explanation of these funds.

FY 2020 REVENUES BY FUND ALL FUNDS								
	GENERAL FUND	LANDFILL FUND	911 EMERGENCY TELEPHONE SYSTEM FUND	ARENA & EVENTS CENTER FUND	SELF INSURED/ DENTAL FUND	FIRE DISTRICT FUND	WORKERS COMP/ LIABILITY FUND	ALL FUNDS TOTAL
REVENUE SOURCE								
AD VALOREM TAXES	\$ 176,965,890	\$ -	\$ -	\$ -	\$ -	\$ 5,121,439	\$ -	\$182,087,329
OTHER TAXES	52,785,613	-	-	-	-	-	-	52,785,613
INTERGOVERNMENTAL - GRANTS/OTHER	21,315,255	46,000	758,740	-	-	-	-	22,119,995
PERMITS & FEES	7,207,427	134,000	-	-	-	-	-	7,341,427
SALES & SERVICES INVESTMENT EARNINGS	13,730,184	1,195,000	-	677,150	11,313,515	-	2,298,502	29,214,351
	1,000,000	28,508	1,500	14,117	25,000	-	20,000	1,089,125
MISCELLANEOUS	486,165	-	-	15,000	175,000	-	20,000	696,165
OTHER FINANCING SOURCES	2,300,000	-	-	1,025,613	-	-	-	3,325,613
TOTAL	\$275,790,534	\$1,403,508	\$760,240	\$1,731,880	\$11,513,515	\$5,121,439	\$2,338,502	\$298,659,618

Budget Summary

REVENUES BY FUND ALL FUNDS							
	FY 2018 ACTUAL	FY 2019 ADOPTED	FY 2019 AMENDED	FY 2020 ADOPTED	ADOPTED CHANGE	PERCENT CHANGE	
GENERAL FUND							
AD VALOREM TAXES	\$ 156,869,559	\$ 164,527,608	\$ 164,527,608	\$ 176,965,890	12,438,282	7.56%	
OTHER TAXES	48,676,368	48,153,664	48,153,664	52,785,613	4,631,949	9.62%	
INTERGOVERNMENTAL - GRANTS/OTHER	21,533,143	19,961,943	21,710,777	21,315,255	1,353,312	6.78%	
PERMITS & FEES	7,371,875	6,968,899	6,980,899	7,207,427	238,528	3.42%	
SALES & SERVICES	12,914,966	13,003,406	13,039,244	13,730,184	726,778	5.59%	
INVESTMENT EARNINGS	933,808	500,000	770,466	1,000,000	500,000	100.00%	
MISCELLANEOUS	1,089,456	487,452	520,650	486,165	(1,287)	-0.26%	
OTHER FINANCING SOURCES	2,000,983	2,000,000	18,190,979	2,300,000	300,000	15.00%	
TOTAL	\$ 251,390,158	\$ 255,602,972	\$ 273,894,287	\$ 275,790,534	20,187,562	7.90%	
LANDFILL FUND							
INTERGOVERNMENTAL - GRANTS/OTHER	\$ 43,953	\$ 40,000	\$ 40,000	\$ 46,000	6,000	15.00%	
PERMITS & FEES	100,020	147,181	147,181	134,000	(13,181)	-8.96%	
SALES & SERVICES	1,043,831	947,000	1,045,707	1,195,000	248,000	26.19%	
INVESTMENT EARNINGS	55,092	38,390	38,390	28,508	(9,882)	-25.74%	
OTHER FINANCING SOURCES	(47,688)	-	36,575	-	-	-100.00%	
TOTAL	\$ 1,195,208	\$ 1,172,571	\$ 1,307,853	\$ 1,403,508	=E21-C21	19.69%	
911 EMERGENCY TELEPHONE SYSTEM FUND							
INTERGOVERNMENTAL - OTHER	\$ 790,611	\$ 789,364	\$ 789,364	\$ 758,740	(30,624)	-3.88%	
INVESTMENT EARNINGS	4,672	1,500	1,500	1,500	-	0.00%	
OTHER FINANCING SOURCES	-	-	151,000	-	-	-100.00%	
TOTAL	\$ 795,283	\$ 790,864	\$ 941,864	\$ 760,240	(30,624)	-3.87%	
ARENA & EVENTS CENTER FUND							
SALES & SERVICES	\$ 530,721	\$ 594,000	\$ 594,000	\$ 677,150	83,150	14.00%	
INVESTMENT EARNINGS	17,620	4,156	4,156	14,117	9,961	239.68%	
MISCELLANEOUS	9,665	11,000	17,000	15,000	4,000	36.36%	
OTHER FINANCING SOURCES	989,754	1,039,500	1,112,993	1,025,613	(13,887)	-1.34%	
TOTAL	\$ 1,547,760	\$ 1,648,656	\$ 1,728,149	\$ 1,731,880	\$ 83,224	5.05%	
SELF INSURED/ DENTAL FUND							
SALES & SERVICES	\$ 10,762,127	\$ 11,190,475	\$ 11,190,475	\$ 11,313,515	123,040	1.10%	
INVESTMENT EARNINGS	52,063	25,000	25,000	25,000	-	0.00%	
MISCELLANEOUS	293,710	80,000	390,664	175,000	95,000	118.75%	
OTHER FINANCING SOURCES	-	-	9,200	-	-	-100.00%	
TOTAL	\$ 11,107,900	\$ 11,295,475	\$ 11,615,339	\$ 11,513,515	\$ 218,040	1.93%	
WORKERS COMP & LIABILITY FUND							
SALES & SERVICES	\$ 1,787,479	\$ 2,237,715	\$ 2,237,715	\$ 2,298,502	60,787	2.72%	
INVESTMENT EARNINGS	56,969	20,000	20,000	20,000	-	0.00%	
MISCELLANEOUS	35,802	-	70,000	20,000	20,000	100%	
TOTAL	\$ 1,880,250	\$ 2,257,715	\$ 2,327,715	\$ 2,338,502	\$ 80,787	3.58%	
FIRE DISTRICTS							
AD VALOREM TAXES	\$ 4,098,784	\$ 4,522,362	\$ 4,522,362	\$ 5,121,439	599,077	13.25%	
TOTAL	\$ 4,098,784	\$ 4,522,362	\$ 4,522,362	\$ 5,121,439	\$ 599,077	13.25%	
ALL FUNDS							
GRAND TOTAL	\$ 272,015,343	\$ 277,290,615	\$ 296,337,569	\$ 298,659,618	\$ 21,138,066	7.71%	

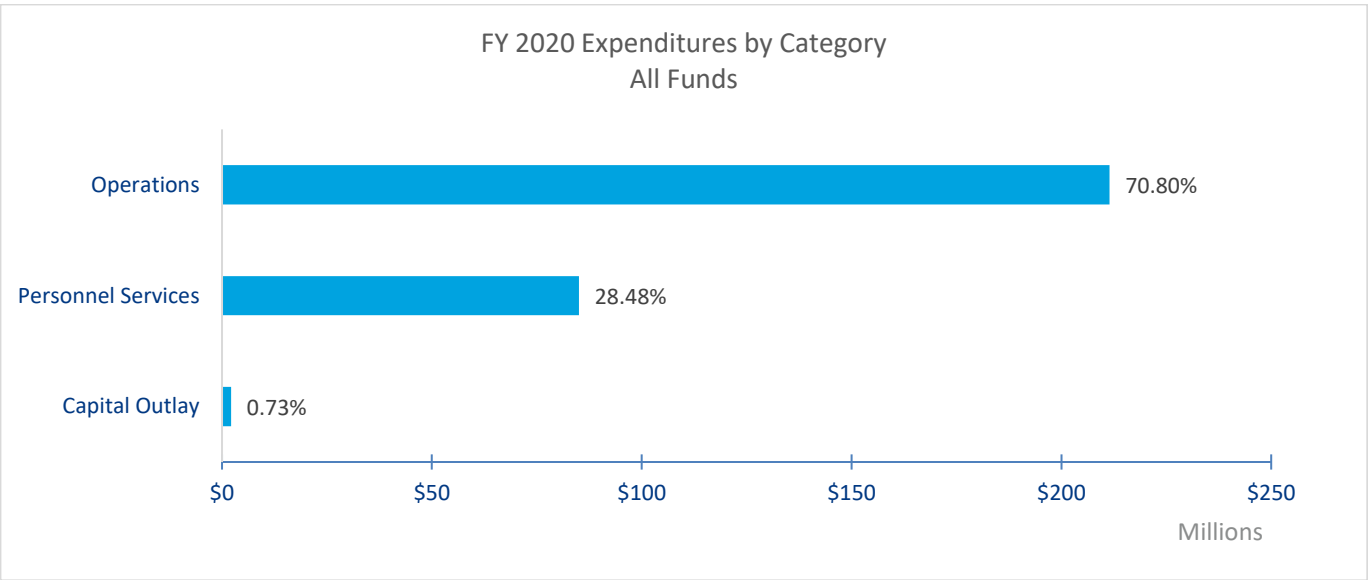
Budget Summary



SUMMARY

FY 2020 expenditures total \$298,659,618, a \$21,369,003 increase or 7.71 above the FY 2019 adopted budget of \$277,290,615. The following three sections present the expenditures for FY 2020 by category, fund and function.

EXPENDITURES BY CATEGORY



Expenditures in the Personnel Services category include all expenses associated with employment including salaries and benefits. The Cabarrus County Personnel Management Policy calls for annual cost-of-living salary adjustments (COLA) and merit pay raises based on performance. The FY 2019 budget included a 1.5% COLA and 2% merit increases based on performance as provided by the personnel ordinance. The FY 2020 adopted budget provides a 1.5% COLA and 2% merit adjustment based on performance calculated at an average of 2.00%.

The Operations category includes all of the expenses associated to operate that department. Examples include: office supplies, printing and binding, technology, equipment, and uniforms. Lastly, the Capital Outlay category includes any capital purchase over \$5,000 but under the \$100,000 threshold, which qualifies the purchase to be a

Budget Summary

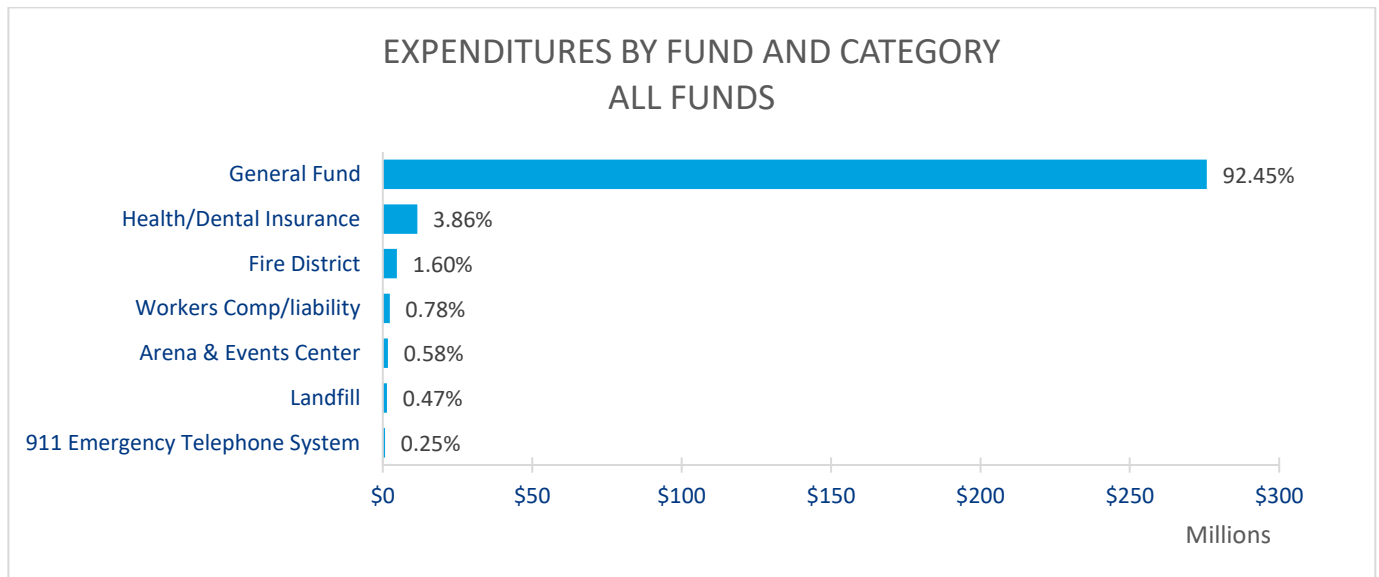
Capital Improvement Project. Examples in this category include: equipment and furniture purchases such as vehicles.

The adopted FY 2020 budget increases the Local Government Employees' Retirement System annual rate for law enforcement officers from 8.50% to 9.70%. The employer contribution rate for general employees increases from 7.80% to 9.00%. These increases were required by the Local Government Employees' Retirement System. As of May 31, 2019, 988 employees and 90 retirees are insured under the health insurance plans. Contributions to Health Savings Accounts (HSA), for employees who participate in the Consumer Driven Plan, will remain at \$750 for the FY 2020 adopted budget. In FY 2019, contributions to the HRA, for employees who participated in the Open Access Plan, are no longer offered for FY 2020. This occurred as a result of high administrative fees to operate this plan and control rising costs of this plan.

The adopted FY 2020 budget continues the self-insured, employee-paid dental coverage plan in order to keep costs down. The employee premiums remain stable in the plan and the self-funded health insurance provides financial support for cash flow purposes.

The table below presents a side-by-side comparison of the expenditures by category for the past two years.

EXPENDITURES BY CATEGORY ALL FUNDS							
EXPENDITURE SOURCE	FY 2018 ACTUAL	FY 2019 ADOPTED	FY 2019 AMENDED	FY 2020 ADOPTED	ADOPTED CHANGE	PERCENT OF TOTAL	
PERSONNEL SERVICES	\$ 69,935,671	\$ 78,659,579	\$ 78,604,361	\$ 85,047,048	\$ 6,387,469	8.12%	
OPERATIONS	199,718,685	197,227,763	213,849,352	211,439,749	14,211,986	7.21%	
CAPITAL OUTLAY	2,946,173	1,403,273	3,883,856	2,172,821	769,548	54.84%	
TOTAL	\$ 272,600,529	\$ 277,290,615	\$ 296,337,569	\$ 298,659,618	\$ 21,369,003	7.71%	



The FY 2020 adopted budget for all funds totals \$298,659,618 which is a \$21,369,003 or a 7.71% increase from the FY 2019 adopted budget of \$277,290,615. The General Fund comprises 92.45% of total spending. The Health and Dental Insurance Fund comprises 3.86% of total spending, whereas the Arena and Events Center Fund comprises

Budget Summary

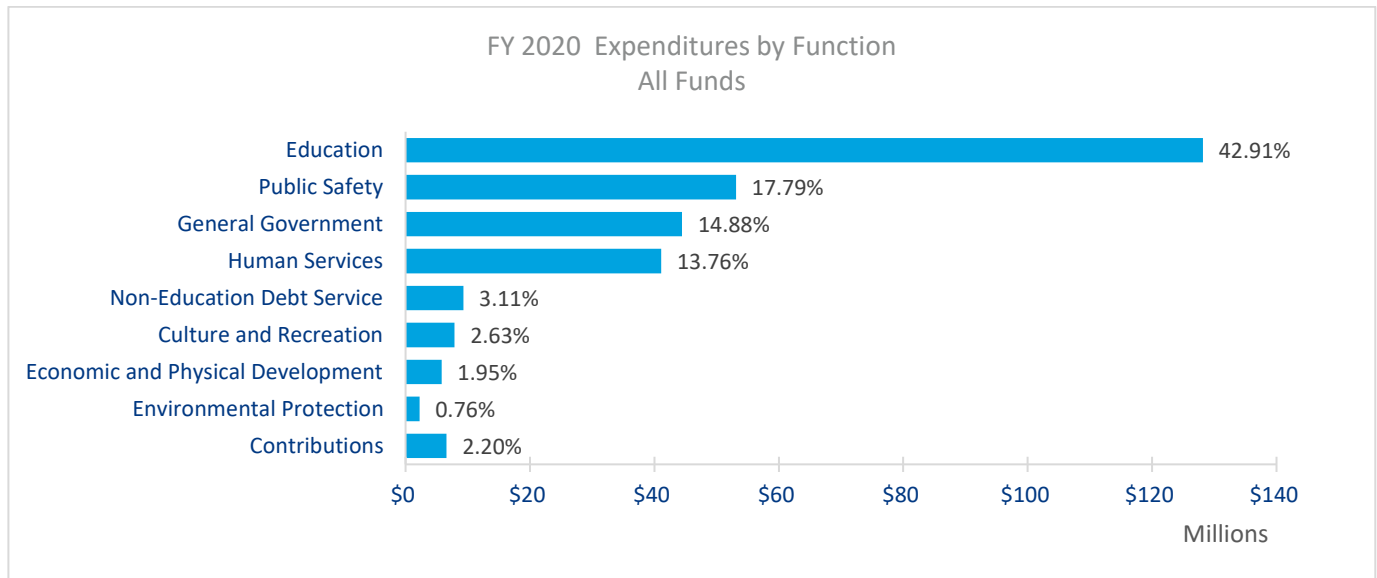
0.58% of total spending. The Workers Compensation and Liability Fund comprises 0.78% of total spending with the Landfill Fund at 0.47% and the 911 Emergency Telephone System Fund at 0.25% of total spending. Last, the Fire District Fund comprises 1.60% of total spending.

For further explanation of these funds, see the “Fund Descriptions” section behind the Financial Structure, Policy and Process tab.

EXPENDITURES BY FUND AND CATEGORY ALL FUNDS						
	FY 2018 ACTUAL	FY 2019 ADOPTED	FY 2019 AMENDED	FY 2020 ADOPTED	ADOPTED CHANGE	PERCENT CHANGE
GENERAL FUND						
PERSONNEL SERVICES	\$ 69,459,417	\$ 78,114,611	\$ 78,059,393	\$ 84,486,097	\$ 6,371,486	8.16%
OPERATIONS	180,569,056	176,173,230	192,118,280	189,200,500	13,027,270	7.39%
CAPITAL OUTLAY	2,849,646	1,315,131	3,716,614	2,103,937	788,806	59.98%
TOTAL	\$ 252,878,119	\$ 255,602,972	\$ 273,894,287	\$ 275,790,534	\$ 20,187,562	7.90%
LANDFILL FUND						
PERSONNEL SERVICES	\$ 301,104	\$ 347,771	\$ 347,771	\$ 358,753	\$ 10,982	3.16%
OPERATIONS	477,664	824,800	960,082	1,044,755	219,955	26.67%
TOTAL	\$ 778,768	\$ 1,172,571	\$ 1,307,853	\$ 1,403,508	\$ 230,937	19.69%
911 EMERGENCY TELEPHONE SYSTEM FUND						
PERSONNEL SERVICES	\$ 55,845	\$ 60,000	\$ 60,000	\$ 60,000	\$ -	0.00%
OPERATIONS	533,532	710,722	714,622	700,240	(10,482)	-1.47%
CAPITAL OUTLAY	66,863	20,142	167,242	-	(20,142)	-100.00%
TOTAL	\$ 656,240	\$ 790,864	\$ 941,864	\$ 760,240	\$ (30,624)	-3.87%
ARENA & EVENTS CENTER FUND						
PERSONNEL SERVICES	\$ 119,305	\$ 137,197	\$ 137,197	\$ 142,198	\$ 5,001	3.65%
OPERATIONS	1,246,848	1,511,459	1,590,952	1,520,798	9,339	0.62%
CAPITAL OUTLAY	-	-	-	68,884	68,884	0.00%
TOTAL	\$ 1,366,153	\$ 1,648,656	\$ 1,728,149	\$ 1,731,880	\$ 83,224	5.05%
WORKERS COMP/LIABILITY FUND						
OPERATIONS	\$ 2,030,217	\$ 2,189,715	\$ 2,327,715	\$ 2,338,502	\$148,787	6.79%
CAPITAL OUTLAY	29,664	68,000	-	-	(68,000)	-100.00%
TOTAL	\$ 2,059,881	\$ 2,257,715	\$ 2,327,715	\$ 2,338,502	\$ 80,787	3.58%
HEALTH INSURANCE/DENTAL FUND						
OPERATIONS	\$ 10,762,585	\$ 11,295,475	\$ 11,615,339	\$ 11,513,515	\$ 218,040	1.93%
TOTAL	\$ 10,762,585	\$ 11,295,475	\$ 11,615,339	\$ 11,513,515	\$ 218,040	1.93%
FIRE DISTRICTS FUND						
OPERATIONS	\$ 4,098,784	\$ 4,522,362	\$ 4,522,362	\$ 5,121,439	\$ 599,077	13.25%
TOTAL	\$ 4,098,784	\$ 4,522,362	\$ 4,522,362	\$ 5,121,439	\$ 599,077	13.25%
ALL FUNDS						
GRAND TOTAL	\$ 272,600,529	\$ 277,290,615	\$ 296,337,569	\$ 298,659,618	\$ 21,369,003	7.71%

Budget Summary

EXPENDITURES BY FUNCTION



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 and are defined as follows:

General Government

The General Government Service area accounts for county services for the benefit of the public and the governmental body as a whole. This service area includes: Board of Commissioners, County Manager, Communications and Outreach, Human Resources, Tax Collection and Administration, Board of Elections, Register of Deeds, Finance, Information Services, Infrastructure and Asset Management, Health and Dental Insurance and Non-departmental, which includes programs that relate to the General Fund and not a particular department. Spending in this service area comprises 14.88% of the total budget, which increased by \$4,154,935 or 10.31% above the FY 2019 adopted budget of \$40,300,504 to the FY 2020 adopted budget of \$44,455,439.

The primary increase from the FY 2019 adopted budget is in Non-Departmental due to budgeting for salary adjustments such as vacation payouts, other pays and merits for employees. In FY 19, we reduced funding for merits and proposed to adjust with lapsed salary. For FY 20, we are proposing to budget for merit increases for employees based on analysis of the County's lapsed salary. This department increased by \$867,535. The County also allocated \$696,341 to fund proposed changes for charter school funding. There is a recommended general government salary study with a potential budget impact of \$225,000. General Government service area also includes new positions in the following departments: a Business Analyst in the County Manager's Office. This position is needed to assist with our Building Inspections department online software program, which will specialize in Accela customer support. Infrastructure and Asset Management has requested a maintenance planner to assist with renovations of current spaces for new services as well as the replacement of gaining equipment and the transition from new construction projects. This position will be beneficial to the County in extending the life of assets through planned maintenance efforts.

Budget Summary

Culture and Recreation

Culture and Recreation expenditures provide County residents with opportunities and facilities for cultural, recreational and educational programs. These opportunities include programming at: Active Living and Parks (Frank Liske Park, Camp Spencer, Vietnam Veterans Park, Rob Wallace Park and the Senior Centers), Cabarrus Arena and Events Center, Fair and Public Libraries located in Concord, Kannapolis, Harrisburg and Mount Pleasant. The FY 2020 adopted budget of \$7,866,811 represents a \$498,763, or a 6.77%, increase from the adopted FY 2019 budget of \$7,368,048. This increase can be attributed 3 position request in the Active Living and Parks department. They are requesting a program assistant to assist with special events at the Senior Center and 2 part-time park rangers to assist with event set-up and clean-up efforts. The Library budget is expected to increase from the FY 2019 adopted budget due operational costs for Midland library and also a request to increase 6 part-time librarian assistant hours from 16 hours a week to 20 hours a week to assist with additional programming efforts. Lastly, the Arena and Events Center budget is also expected to decrease due to the contribution the County provides from the General Fund. The Fair budget is projected to increase by \$97,111 from the FY 2019 adopted budget due to an increase in carnival receipts and an increase in ride wristbands. Overall, this category comprises 2.63% of total spending.

Public Safety

Public Safety expenditures provide safety and security of the public. This section includes the Sheriff's Department, which includes the Jail, Animal Control and Animal Shelter. Other departments included in this category of public safety are: Courts, Construction Standards, Emergency Management, Emergency Medical Services and the 911 Emergency Telephone System Fund. The FY 2020 adopted budget totals \$53,119,529 and is 17.79% of total spending. This represents an increase of \$4,583,175 or 9.44% from the amended FY 2019 budget of \$48,536,534. This increase is due primarily to new positions requests. The Sheriff's Department has requested two deputy positions that will be backfill positions due to the creation of the newly developed Governmental Security division. They also requested a sergeant position to be a backfill. The Governmental Security division was implemented in the middle of FY 2019 due to the opening of the parking deck. This division is in place to monitor and patrol all governmental owned and operated buildings in the County. The Sheriff's Department also requested a Youth Development Sergeant to assist with the School Resource Officers. We currently have 17 School Resource Officers assigned to 19 schools, 1 Lieutenant and 1 Sergeant. There is a need for an additional Sergeant position to assist with the employee-supervisory ratio and workload demands in this division. The Animal Shelter is requesting a part-time senior kennel technician position to assist with administering vaccinations and medical tests to the animals as well as provide weekend shift coverage. The County also looked for cost-saving measures in the FY 2020 adopted budget to reduce lapsed salary due to vacant positions in the Jail budget. This division has a number of vacant positions throughout the year. Because of this, staff proposed to not budget three detention officer positions to offset the new positions proposed. The Jail division will keep the positions but not have funding tied to them. The Fire Services department is proposing to go from 12 hour shifts to 24 hour shifts, which would result in adding 6 new positions (1 captain and 5 firefighters). Included in this category is also the 911 Emergency Telephone Fund at \$760,240 and the Fire District's Fund at \$5,121,439.

Economic and Physical Development

The Economic and Physical Development service area provides for the orderly planning of growth and development, along with incentives to drive economic growth in the County. This area includes: Planning and Development, Community Development, Soil and Water Conservation, Zoning Administration, Economic Development Incentives and Economic Development Corporation. The FY 2020 adopted budget totals \$5,820,676 and is 1.95% of total spending. This represents an \$863,648 or 17.42%, increase from the FY 2019 adopted budget of \$4,957,028. This increase is primarily due to changes in the way the County plans to budget incentive grants--reflecting only current

Budget Summary

year incentive payments and placing past years' unpaid incentives as a committed fund balance. There were no new position requests for this service area in FY 2020.

Human Services

Human Services expenditures are those that promote general health and well-being of the individuals within the community. This area includes: Veterans Services, Medicaid and Senior Transportation, Cooperative Extension, Human Services, Aging services and the Cabarrus Health Alliance. The FY 2020 adopted budget totals \$41,089,725 and is 13.76% of total spending. This represents a \$2,295,855, or 5.92%, increase from the FY 2019 adopted budget of \$38,793,870. The increase is due primarily to 7 new position requests. Human Services Administration division is requesting 2 receptionist/greeter positions. One position will serve as the face of the organization and direct clients on the various programs and services provided and the other is a shared position with the Cabarrus Health Alliance as part of the Helping Underserved Be-loved and Belonged (H.U.B.B). The Economic Support Services division is requesting a Family Support Specialist and an Income Maintenance Caseworker II due to an increase in workload demand. The Income Maintenance Caseworker II will determine eligibility for the Smart Start program, which has grant funding tied to it. Economic Services division is requesting 3 new positions, 1 Income Maintenance Training Supervisor and 2 Income Maintenance Caseworkers II. The Training Supervisor will help balance the direct supervision ratio of the training team, which consists of 9 Medicaid lead workers. This position will also help with the workload ratio with the proposed Medicaid transformation. The 2 Income Maintenance Caseworker positions are dedicated to the H.U.B.B and will assist with Family and Children Medicaid eligibility requirements, which reimburses up to 75%. The Cabarrus Health Alliance is requesting a part-time school nurse for Kannapolis Middle School and a full-time nurse for the alternative schools, which is the Performance Learning Center and Early College. The Health Alliance is also requesting an additional \$200,000 to support further clinic operations.

Environmental Protection

Environmental Protection services provides environmental safety and quality. These services include the Landfill and Waste Reduction Departments. The FY 2020 adopted budget totals \$2,261,986 and is 0.76% of total spending. This represents a \$530,624, or 30.65%, increase from the FY 2019 amended budget of \$1,731,362. This increase relates to an increase in the recycling program expense, which includes the potential cost of sending recyclable material to Mecklenburg County Material Recycling Facility. This includes recyclable material collected from unincorporated Cabarrus residents, recycling convenience centers and county schools. Per an amendment to agreement with Mecklenburg County, processing cost will be \$95 per ton. The Landfill budget also increased by \$230,937 or 19.69% due to the franchise agreement with Republic Services.

Education / School Debt

Education/School Debt funds two public school systems, multiple charter schools, one community college and debt associated with the acquisition and construction of capital assets for the school systems and community college. The FY 2020 adopted budget totals \$128,166,242 and is the largest portion at 42.91% of total spending. This represents an increase of \$2,927,587 or 2.34% from the FY 2019 adopted budget of \$125,238,655. Education/School debt current expense funding for Cabarrus County Schools, Kannapolis City Schools and Charter schools increased by \$3,705,995 from the FY 2019 adopted budget. This increase is due to the following: increases in regular instruction costs due to the local state salary match, charter school students, increase in teacher supplements, operational costs associated increases for non-teaching staff salaries and benefits, instructional supplies and increases in hospitalization and retirement for staff. Adopted in the FY 2020 budget is an additional \$702,828 which will increase the teacher supplement to 8.50% with benefits. Building maintenance costs increased funding by \$157,886 for Cabarrus County Schools for continuation costs and maintenance costs of new facilities. Grounds maintenance costs also increased by \$25,402. Last, technology costs, based on an increase in maintenance due to

Budget Summary

new facilities, is projected to increase by \$515,094. Rowan Cabarrus Community College had an increase of \$472,000 in current expense funding for FY 2020, which was an increase of \$452,000 in the operating and utility cost impact of the Advanced Technology Center which opened in FY 2019. Other increases include: \$20,000 for energy and commodity inflation costs. The County is proposing to make debt payments of \$1,478,700 for the land purchase for a future middle, high school and library/senior center site. This would be a 7 year debt issuance in the total amount of \$8.5 million.

Contributions

Contributions include expenditures to other funds. The FY 2020 adopted budget totals \$6,584,004 and is 2.20% of total spending. The FY 2020 adopted budget for contributions is increasing by \$5.8 million due to a contribution to the Capital Reserve Fund for one time capital and deferred maintenance projects. The Arena Fund contribution decreased by \$35,790 from the FY 2019 adopted budget amount of \$759,500 to the FY 2020 adopted amount of \$723,710.

Non-Education Debt Service

Other debt service accounts for principal and interest payments on debt, other than school debt, for the acquisition and construction of capital assets such as: Arena, Jail, Jail Annex and Sheriff Administrative Building. The FY 2020 adopted budget totals \$9,295,206 and represents 3.11% of total spending. This represents a decrease of 310,088 or 3.23% from the FY 2019 adopted budget of \$9,605,294. This decrease is largely due to the decrease in principal payments for the administrative building and law enforcement center.

FY 2020 EXPENDITURES BY FUNCTION ALL FUNDS		
EXPENDITURE FUNCTION	EXPENDITURE DESCRIPTION	FY 2020 ADOPTED
CONTRIBUTIONS	Transfers and external agencies	\$6,584,004
GENERAL GOVERNMENT	Administrative, legal, financial, and other support for County departments	44,455,439
PUBLIC SAFETY	Protect safety	53,119,529
ECONOMIC & PHYSICAL DEVELOPMENT	Orderly growth and enhancement of economic and physical environments	5,820,676
ENVIRONMENTAL PROTECTION	Environmental protection of the County	2,261,986
HUMAN SERVICES	Access to healthcare, employment training, and other social services	41,089,725
EDUCATION	Local public education institutions, including debt	128,166,242
CULTURE & RECREATION	Community recreation and education	7,866,811
NON-EDUCATION DEBT SERVICE	Debt services excluding education	9,295,206
TOTAL		\$298,659,618

Budget Summary

EXPENDITURES BY FUNCTION AND DEPARTMENT													
ALL FUNDS													
		FY 2018		FY 2019		FY 2019		FY 2020		ADOPTED		PERCENT	
		ACTUAL		ADOPTED		AMENDED		ADOPTED		CHANGE		CHANGE	
CONTRIBUTIONS													
Contribution to Other Funds		\$	13,010,489	\$	759,500	\$	13,913,232	\$	6,584,004	\$	5,824,504	766.89%	
TOTAL		\$	13,010,489	\$	759,500	\$	13,913,232	\$	6,584,004	\$	5,824,504	766.89%	
GENERAL GOVERNMENT													
Board of Commissioners		\$	1,021,748	\$	1,028,431	\$	1,028,993	\$	1,043,936	\$	14,943	1.51%	
County Manager			1,218,175		1,235,915		1,238,062		1,710,084		472,022	38.37%	
Communications & Outreach			621,998		609,270		624,956		763,128		138,172	25.25%	
Human Resources			880,704		925,571		984,892		1,023,769		38,877	10.61%	
Tax Administration													
Assessor & Land Records			2,124,144		2,365,082		2,363,175		2,484,812		121,637	5.06%	
Tax Collections			1,002,442		1,020,561		1,020,803		1,083,449		62,646	6.16%	
Board of Elections			655,158		942,029		945,518		1,415,887		470,369	50.30%	
Register of Deeds			566,528		598,090		598,605		619,658		21,053	3.61%	
Finance			981,699		1,107,848		1,129,361		1,156,867		27,506	4.42%	
Information Technology Services			5,105,657		5,656,068		6,215,839		5,981,188		(234,651)	5.75%	
Non-departmental			1,070,491		2,201,067		1,405,340		3,068,602		867,535	39.41%	
Health/Dental Insurance			10,762,585		11,295,475		11,615,339		11,513,515		(101,824)	1.93%	
Workers Compensation/Liability			2,059,881		2,257,715		2,327,715		2,338,502		10,787	3.58%	
Infrastructure and Asset Management													
Administration			1,659,756		1,827,680		1,831,973		2,021,348		189,375	10.60%	
Grounds Maintenance			1,809,406		1,955,910		2,093,241		1,946,658		(146,583)	-0.47%	
Sign Maintenance			159,867		177,084		170,934		174,374		3,440	-1.53%	
Building Maintenance			2,658,693		2,910,781		3,425,217		3,596,179		170,962	23.55%	
Facility Services			1,446,181		1,644,258		1,660,017		1,704,703		44,686	3.68%	
Fleet Maintenance			762,630		541,669		819,357		808,780		(10,577)	49.31%	
TOTAL		\$	36,567,743	\$	40,300,504	\$	41,499,337	\$	44,455,439	\$	4,154,935	10.31%	
PUBLIC SAFETY													
Sheriff													
Administration & Operations		\$	13,029,903	\$	14,432,595	\$	15,266,121	\$	17,641,707	\$	3,209,112	22.24%	
Jail			11,014,025		11,902,468		12,007,517		11,574,320		(328,148)	-2.76%	
Animal Control			795,432		829,418		841,257		886,179		56,761	6.84%	
Animal Shelter			441,695		474,833		517,576		515,210		40,377	8.50%	
Courts Maintenance			218,670		266,084		259,643		270,287		4,203	1.58%	
Construction Standards			2,178,806		2,538,548		2,614,527		2,631,797		93,249	3.67%	
Emergency Management			280,617		300,724		326,310		327,361		26,637	8.86%	
Fire Services			955,492		1,052,317		1,061,711		1,488,400		436,083	41.44%	
Fire Districts			4,098,784		4,522,362		4,522,362		5,121,439		599,077	13.25%	
Emergency Medical Services			9,372,948		9,567,367		9,976,049		9,891,446		324,079	3.39%	
Other Public Safety			1,786,777		1,918,300		2,682,843		2,070,669		152,369	7.94%	
Emergency 911 Telephone System			596,714		731,338		882,338		700,714		(30,624)	-4.19%	
TOTAL		\$	44,769,863	\$	48,536,354	\$	50,958,254	\$	53,119,529	\$	4,583,175	9.44%	
ECONOMIC & PHYSICAL DEVELOPMENT													
Planning & Development													
Planning		\$	617,082	\$	583,093	\$	605,931	\$	638,447		55,354	9.49%	
Community Development			583,745		587,131		657,959		596,260		9,129	1.55%	
Soil & Water Conservation			226,160		244,647		246,315		250,628		5,981	2.44%	
Zoning Administration			224,155		231,482		231,482		243,735		12,253	5.29%	
Economic Development Corporation			382,857		391,621		397,282		403,169		11,548	2.95%	
Economic Development Incentives			2,366,115		941,000		1,350,842		1,730,000		789,000	83.85%	
Development			1,978,054		1,978,054		1,977,429		1,958,437		(19,617)	-0.99%	
TOTAL		\$	6,378,168	\$	4,957,028	\$	5,467,240	\$	5,820,676	\$	863,648	17.42%	

Budget Summary

EXPENDITURES BY FUNCTION AND DEPARTMENT											
ALL FUNDS											
		FY 2018 ACTUAL		FY 2019 ADOPTED		FY 2019 AMENDED		FY 2020 ADOPTED		ADOPTED CHANGE	PERCENT CHANGE
ENVIRONMENTAL PROTECTION											
Landfill	\$	778,768	\$	1,172,571	\$	1,307,853	\$	1,403,508	\$	230,937	19.69%
Waste Reduction		446,803		558,791		625,701		858,478		299,687	53.63%
TOTAL	\$	1,225,571	\$	1,731,362	\$	1,933,554	\$	2,261,986	\$	530,624	30.65%
HUMAN SERVICES											
Veterans Services	\$	262,571	\$	282,963	\$	283,109	\$	290,122		7,159	2.53%
Other Human Services		7,346,146		7,927,028		7,927,028		8,418,085		491,057	6.19%
Cooperative Extension		404,774		396,767		417,855		408,053		11,286	2.84%
Human Services											
Administration		2,817,018		4,020,929		4,223,001		4,159,659		138,730	3.45%
Economic Family Support Services		-		2,228,093		2,567,223		2,901,982		673,889	30.25%
Transportation		1,913,221		2,084,628		2,484,778		2,394,782		310,154	14.88%
Child Welfare		7,111,112		8,558,218		8,628,777		8,914,930		356,712	4.17%
Child Support Services		1,688,190		1,853,387		1,856,296		1,963,968		110,581	5.97%
Economic Services		9,761,261		8,397,953		8,227,098		8,601,624		203,671	2.43%
Adult & Family Services		3,272,241		1,863,897		1,869,171		1,782,688		(81,209)	-4.36%
Nutrition		396,060		501,737		509,050		526,608		24,871	4.96%
Senior Services		645,021		678,270		707,065		727,224		48,954	7.22%
TOTAL	\$	35,617,615	\$	38,793,870	\$	39,700,451	\$	41,089,725	\$	2,295,855	5.92%
EDUCATION											
Operating											
Cabarrus County Schools	\$	62,931,739	\$	66,890,757	\$	67,161,223	\$	70,342,488		3,451,731	5.16%
Kannapolis City Schools		7,924,141		8,544,460		8,544,460		8,798,724		254,264	2.98%
Rowan Cabarrus Community College		2,605,215		2,930,215		2,930,215		3,402,215		472,000	16.11%
Capital											
Cabarrus County Schools		4,226,156		1,056,324		1,162,724		1,056,324		-	0.00%
Kannapolis City Schools		573,100		108,832		193,834		108,832		-	0.00%
Rowan Cabarrus Community College		343,555		-		30,000		100,000			100.00%
Other Schools										-	
Cabarrus County Schools		149,811		118,241		118,241		122,644		4,403	3.72%
Debt											
Cabarrus County and Kannapolis City		40,739,937		43,521,744		43,521,744		40,750,620		(2,771,124)	-6.37%
Rowan Cabarrus Community College		(1,124,440)		2,012,382		2,012,382		3,428,695		1,416,313	70.38%
Other		21,397		55,700		49,700		55,700		-	0.00%
TOTAL	\$	118,390,611	\$	125,238,655	\$	125,724,523	\$	128,166,242	\$	2,927,587	2.34%
CULTURE & RECREATION											
Active Living & Parks											
Parks		2,092,848		1,610,641		1,657,143		1,750,479		139,838	8.68%
Senior Centers		653,362		712,467		712,718		790,086		77,619	10.89%
Library System		3,087,118		3,370,284		3,411,674		3,568,366		198,082	5.88%
Arena & Events Center		821,232		1,039,500		1,112,993		1,025,613		(13,887)	-1.34%
Fair		544,921		609,156		615,156		706,267		97,111	15.94%
Other Cultural and Recreation		26,000		26,000		26,000		26,000		-	0.00%
TOTAL	\$	7,225,481	\$	7,368,048	\$	7,535,684	\$	7,866,811	\$	498,763	6.77%
DEBT SERVICE											
Debt Services	\$	9,355,461	\$	9,545,768	\$	9,545,768	\$	9,235,680	\$	(310,088)	-3.25%
911 Emergency Telephone Debt		59,526		59,526		59,526		59,526		-	0.00%
TOTAL	\$	9,414,987	\$	9,605,294	\$	9,605,294	\$	9,295,206	\$	(310,088)	-3.23%
ALL FUNCTIONS AND DEPARTMENTS											
GRAND TOTAL	\$	272,600,529	\$	277,290,615	\$	296,337,569	\$	298,659,618	\$	21,369,003	7.71%

Budget Summary

INTRODUCTION TO THE PROGRAM FUNDING MATRIX

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

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

Information is presented in two formats:

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

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

Program Funding Matrix	Green	Blue	Gray	Orange	Gold
Service Provision	Mandatory	Mandatory	Discretionary	Discretionary	Discretionary
Funding	Mandatory	Discretionary	Mandatory	Discretionary	Discretionary

Budget Summary

PROGRAM FUNDING MATRIX BY CATEGORY GENERAL FUND						
1 CENT = \$2,351,067	FY 2020 EXPENDITURES	FY 2020 NON-PROPERTY TAX REVENUE	FY 2020 PROPERTY TAX REVENUE	FY 2019 ADOPTED TAX RATE	FY 2020 ADOPTED TAX RATE	ADOPTED TAX RATE CHANGE
MANDATED SERVICE & MANDATED DOLLARS						
Non-Departmental - Unemployment Compensation	50,000	-	50,000	0.0002	0.0002	(0.0000)
Education-Debt Service and Lottery	44,235,015	3,020,000	41,215,015	0.1890	0.1822	(0.0068)
Law Enforcement Separation Allowance	457,606	-	457,606	0.0021	0.0020	(0.0001)
Debt Service-Non Education	9,235,680	-	9,235,680	0.0423	0.0408	(0.0015)
Education-Sales Tax	-	19,280,849	(19,280,849)	(0.0884)	(0.0852)	0.0032
TOTAL \$	53,978,301	\$ 22,300,849	\$ 31,677,452	\$ 0.1452	\$ 0.1401	(0.0052)
MANDATED SERVICE & DISCRETIONARY DOLLARS						
Board of Commissioners	1,043,936	-	1,043,936	0.0048	0.0046	(0.0002)
Board of Elections	1,415,887	96,000	1,319,887	0.0061	0.0058	(0.0002)
Infrastructure & Asset Mgmt. - Street Sign Maintenance	174,374	3,000	171,374	0.0008	0.0008	(0.0000)
Register of Deeds	619,658	2,974,000	(2,354,342)	(0.0108)	(0.0104)	0.0004
Tax Administration-Tax Assessor, Land Records, Appraisal	2,484,812	200	2,484,612	0.0114	0.0110	(0.0004)
Tax Collections	1,083,449	585,000	498,449	0.0023	0.0022	(0.0001)
Construction Standards	2,631,797	4,035,320	(1,403,523)	(0.0064)	(0.0062)	0.0002
Courts Maintenance	270,287	368,000	(97,713)	(0.0004)	(0.0004)	0.0000
Emergency Management (Includes Fire Marshal's Office)	627,361	126,500	500,861	0.0023	0.0022	(0.0001)
Emergency Medical Services	9,891,446	6,275,122	3,616,324	0.0166	0.0160	(0.0006)
Sheriff-Jail	11,574,320	1,714,000	9,860,320	0.0452	0.0436	(0.0016)
Sheriff-Administration & Operations	17,641,707	2,962,900	14,678,807	0.0673	0.0649	(0.0024)
Planning & Development-Soil & Water Conservation	250,628	30,330	220,298	0.0010	0.0010	(0.0000)
Cardinal Innovations Healthcare Solutions-Mental Health/Substance Abuse/Developmental Disabilities	586,716	-	586,716	0.0027	0.0026	(0.0001)
Human Services-Administration	4,159,659	12,000	4,147,659	0.0190	0.0183	(0.0007)
Human Services-Adult & Family Services	1,782,688	540,171	1,242,517	0.0057	0.0055	(0.0002)
Human Services-Child Support Enforcement	1,963,968	1,835,524	128,444	0.0006	0.0006	(0.0000)
Human Services-Child Welfare, Day Care, Foster Care	8,914,930	3,887,988	5,026,942	0.0230	0.0222	(0.0008)
Human Services-Economic Services	8,601,624	6,878,764	1,722,860	0.0079	0.0076	(0.0003)
Human Services-Transportation Services (Medicaid)	2,394,782	1,621,404	773,378	0.0035	0.0034	(0.0001)
Cabarrus Health Alliance-Environ. Health, Communicable Disease, Vital Records	122,019	-	122,019	0.0006	0.0005	(0.0000)
Human Services-Economic Family Support Services	2,901,982	1,653,525	1,248,457	0.0057	0.0055	(0.0002)
Education-Capital	1,265,156	-	1,265,156	0.0058	0.0056	(0.0002)
Education-Operating	82,543,427	-	82,543,427	0.3785	0.3649	(0.0135)
Contri. to Other Agencies-Medical Examiner	122,500	-	122,500	0.0006	0.0005	(0.0000)
Delinquent Property and Vehicle Tax	-	1,201,800	(1,201,800)	(0.0055)	(0.0053)	0.0002

Budget Summary

PROGRAM FUNDING MATRIX BY CATEGORY GENERAL FUND						
1 CENT = \$2,351,067	FY 2020 EXPENDITURES	FY 2020 NON-PROPERTY TAX REVENUE	FY 2020 PROPERTY TAX REVENUE	FY 2019 ADOPTED TAX RATE	FY 2020 ADOPTED TAX RATE	ADOPTED TAX RATE CHANGE
Interest on Property and Vehicle Tax	-	500,000	(500,000)	(0.0023)	(0.0022)	0.0001
Sales Tax-Unrestricted	-	30,980,539	(30,980,539)	(0.1421)	(0.1370)	0.0051
TOTAL	\$ 165,069,113	\$ 68,282,087	\$ 96,787,026	\$ 0.4438	\$ 0.4279	\$ (0.0159)
DISCRETIONARY SERVICE & MANDATED DOLLARS						
Non-Departmental-Human Service Open Space Rent and Utilities	125,639	-	125,639	0.0006	0.0006	(0.0000)
Non-Departmental-Other Benefits (Retiree Health Insurance)	586,409	-	586,409	0.0027	0.0026	(0.0001)
Economic Development Incentive Grants	1,730,000	-	1,730,000	0.0079	0.0076	(0.0003)
Economic Development Corporation	403,169	403,021	148	0.0000	0.0000	(0.0000)
Contr. to Other Agencies-Juvenile Crime Prevention-Teen Ct	-	-	-	0.0000	0.0000	0.0000
Contr. To Juvenile Crime Prevention Council (JCPC) -unallocated	295,111	295,111	-	0.0000	0.0000	0.0000
Contr. to Other Agencies-Forestry Service	81,864	-	81,864	0.0004	0.0004	(0.0000)
Planning and Development-Educational Farm	-	-	-	0.0000	0.0000	0.0000
Contr.to Other Agencies-Special Olympics	72,644	-	72,644	0.0003	0.0003	(0.0000)
School Park Maintenance	50,000	-	50,000	0.0002	0.0002	(0.0000)
Contr. to Other Agencies-Arts Council	26,000	-	26,000	0.0001	0.0001	(0.0000)
Contr. to Other Agencies-Economic Development Corporation	400,000	-	400,000	0.0018	0.0018	(0.0001)
Contr. to Positive Parenting Program	-	-	-	0.0000	0.0000	0.0000
Contr. to Crisis Prevention	-	-	-	0.0000	0.0000	0.0000
Contr. to Concord Downtown Development Corporation	25,000	-	25,000	0.0001	0.0001	(0.0000)
Contr. to Other Agencies-Boys & Girls Club	50,000	-	50,000	0.0002	0.0002	(0.0000)
Contr. to Other Agencies-YMCA	250,000	-	250,000	0.0000	0.0011	0.0011
Contr. to Other Agencies-Shift Mentoring	-	-	-	0.0000	0.0000	0.0000
Contr. to Other Agencies-Fire Districts	-	-	-	0.0000	0.0000	0.0000
Sales Tax	1,113,588	1,113,588	-	0.0000	0.0000	0.0000
Contr. to Other Agencies-Obligation to City of Kannapolis	1,533,437	-	1,533,437	0.0070	0.0068	(0.0003)
TOTAL	\$ 6,742,861	\$ 1,811,720	\$ 4,931,141	\$ 0.0215	\$ 0.0218	\$ 0.0003
CORE ADMINISTRATIVE SERVICES						
Finance	1,156,867	-	1,156,867	0.0053	0.0051	(0.0002)
Communications & Outreach	763,128	528,000	235,128	0.0011	0.0010	(0.0000)
County Manager (Budget, Risk Management, Safety, Contracting)	1,710,084	-	1,710,084	0.0078	0.0076	(0.0003)
Infrastructure & Asset Mgmt. - Admin., Ground Maintenance, Building Maintenance, Facility Services, Fleet Maintenance	10,077,668	146,096	9,931,572	0.0455	0.0439	(0.0016)
Human Resources	1,023,769	172,876	850,893	0.0039	0.0038	(0.0001)
Information Technology Services	5,981,188	440,333	5,540,855	0.0254	0.0245	(0.0009)
TOTAL	\$ 20,712,704	\$ 1,287,305	\$ 19,425,399	\$ 0.0891	\$ 0.0859	\$ (0.0032)

Budget Summary

PROGRAM FUNDING MATRIX BY CATEGORY GENERAL FUND						
1 CENT = \$2,351,067	FY 2020 EXPENDITURES	FY 2020 NON-PROPERTY TAX REVENUE	FY 2020 PROPERTY TAX REVENUE	FY 2019 ADOPTED TAX RATE	FY 2020 ADOPTED TAX RATE	ADOPTED TAX RATE CHANGE
DISCRETIONARY SERVICE & DISCRETIONARY DOLLARS						
Non-Departmental-Salary Adjustments	1,218,213	-	1,218,213	0.0056	0.0054	(0.0002)
Non-Departmental-Insurance Settlements	-	-	-	0.0000	0.0000	0.0000
Non-Departmental-Auto and Truck Maintenance	12,000	-	12,000	0.0001	0.0001	(0.0000)
Non-Departmental-Contingency	996,341	-	996,341	0.0046	0.0044	(0.0002)
Non-Departmental-Mileage	5,000	-	5,000	0.0000	0.0000	(0.0000)
Non-Departmental-Fuel	50,000	-	50,000	0.0002	0.0002	(0.0000)
Non-Departmental-Consultants	25,000	-	25,000	0.0001	0.0001	(0.0000)
Fire Department (Man Power Unit)	1,188,400	12,000	1,176,400	0.0054	0.0052	(0.0002)
Library System	3,568,366	565,541	3,002,825	0.0138	0.0133	(0.0005)
Active Living & Parks-Parks	1,750,479	490,756	1,259,723	0.0058	0.0056	(0.0002)
Active Living & Parks-Senior Centers	790,086	297,213	492,873	0.0023	0.0022	(0.0001)
Sheriff-Animal Control	886,179	-	886,179	0.0041	0.0039	(0.0001)
Sheriff-Animal Shelter	515,210	52,500	462,710	0.0021	0.0020	
Planning & Development-Community Development	596,260	378,231	218,029	0.0010	0.0010	(0.0000)
Planning & Development-Planning & Zoning	882,182	131,430	750,752	0.0034	0.0033	(0.0001)
Human Services-Nutrition	526,608	154,168	372,440	0.0017	0.0016	(0.0001)
Human Services-Senior Services	727,224	398,211	329,013	0.0015	0.0015	(0.0001)
Cabarrus Health Alliance - School Nurses/Operations/ Mosquito Control	7,404,350	-	7,404,350	0.0340	0.0327	(0.0012)
Spay It Forward	5,000	5,000	-	0.0000	0.0000	0.0000
Cooperative Extension	408,053	51,780	356,273	0.0016	0.0016	(0.0001)
Veterans Services	290,122	2,000	288,122	0.0013	0.0013	(0.0000)
Waste Reduction/Recycling	858,478	125,000	733,478	0.0034	0.0032	(0.0001)
Contr. to Other Funds-Capital Projects	-	-	-	0.0000	0.0000	0.0000
Contr. to Other Funds-Arena & Events Center Fund and Capital Reserve	6,584,004	-	6,584,004	0.0302	0.0291	(0.0011)
ABC Profits, Medicaid Hold Harmless, Parking Fees, Rebates, Interest on Investments, Sale of Fixed Assets	-	3,677,250	(3,677,250)	(0.0169)	(0.0163)	0.0006
TOTAL \$	29,287,555	\$ 6,341,080	\$ 22,946,475	\$ 0.0772	\$ 0.0923	\$ (0.0037)
GRAND TOTAL \$	275,790,534	\$ 100,023,041	\$ 175,767,493	\$ 0.7200	\$ 0.7400	\$ 0.0200

Budget Summary

PROGRAM FUNDING MATRIX BY FUNCTION AND DEPARTMENT GENERAL FUND						
1 CENT = \$2,351,067	FY 2020 EXPENDITURES	FY 2020 NON-PROPERTY TAX REVENUE	FY 2020 ADOPTED TAX REVENUE	FY 2019 ADOPTED TAX RATE	FY 2020 ADOPTED TAX RATE	ADOPTED TAX RATE CHANGE
GENERAL GOVERNMENT						
Board of Commissioners	1,043,936	-	1,043,936	0.0048	0.0046	(0.0002)
Board of Elections	1,415,887	96,000	1,319,887	0.0061	0.0058	(0.0002)
Finance	1,156,867	-	1,156,867	0.0053	0.0051	(0.0002)
Infrastructure & Asset Mgmt. - Street Sign Maintenance	174,374	3,000	171,374	0.0008	0.0008	(0.0000)
Register of Deeds	619,658	2,974,000	(2,354,342)	(0.0108)	(0.0104)	0.0004
Tax Administration-Assessor, Land Records, Appraisal	2,484,812	200	2,484,612	0.0114	0.0110	(0.0004)
Tax Collections	1,083,449	585,000	498,449	0.0023	0.0022	(0.0001)
Delinquent Property and Vehicle Tax	-	1,201,800	(1,201,800)	(0.0023)	(0.0053)	(0.0030)
Interest on Property and Vehicle Tax	-	500,000	(500,000)	(0.1421)	(0.0022)	0.1398
Communications & Outreach	763,128	528,000	235,128	0.0011	0.0010	(0.0000)
County Manager (Budget, Risk Management, Safety, Contracting)	1,710,084	-	1,710,084	0.0078	0.0076	(0.0003)
Infrastructure & Asset Mgmt. - Admin., Grounds Maintenance, Building Maintenance, Facility Services, Fleet Maintenance	10,077,668	146,096	9,931,572	0.0455	0.0439	(0.0016)
Human Resources	1,023,769	172,876	850,893	0.0039	0.0038	(0.0001)
Information Technology Services	5,981,188	440,333	5,540,855	0.0254	0.0245	(0.0009)
Non-Departmental-Salary Adjustments	1,218,213	-	1,218,213	0.0056	0.0054	(0.0002)
Non-Departmental-Human Service Open Space Rent and Utilities	125,639	-	125,639	0.0006	0.0006	(0.0000)
Non-Departmental-Retiree Health Insurance	586,409	-	586,409	0.0027	0.0026	(0.0001)
Non-Departmental-Insurance Settlements	-	-	-	0.0000	0.0000	0.0000
Non-Departmental-Auto, Trucks, Equipment Maintenance	12,000	-	12,000	0.0000	0.0001	0.0001
Non-Departmental-Contingency	996,341	-	996,341	0.0046	0.0044	(0.0002)
Non-Departmental-Fuel	50,000	-	50,000	0.0002	0.0002	(0.0000)
Non-Departmental-Mileage	5,000	-	5,000	0.0000	0.0000	(0.0000)
Non-Departmental-Consultants	25,000	-	25,000	0.0001	0.0001	(0.0000)
Non-Departmental-Legal	-	-	-	0.0000	0.0000	0.0000
Non-Departmental - Unemployment Compensation	50,000	-	50,000	0.0002	0.0002	0.0000
TOTAL \$	30,603,422	\$ 6,647,305	\$ 23,956,117	\$ (0.0268)	\$ 0.1059	\$ 0.1327
CULTURE & RECREATION						
Library System	3,568,366	565,541	3,002,825	0.0138	0.0133	(0.0005)
Active Living & Parks-Parks	1,750,479	490,756	1,259,723	0.0058	0.0056	(0.0002)
Active Living & Parks-Senior Centers	790,086	297,213	492,873	0.0023	0.0022	(0.0001)
TOTAL \$	6,108,931	\$ 1,353,510	\$ 4,755,421	\$ 0.0218	\$ 0.0210	\$ (0.0008)

Budget Summary

PROGRAM FUNDING MATRIX BY FUNCTION AND DEPARTMENT GENERAL FUND						
1 CENT = \$2,351,067	FY 2020 EXPENDITURES	FY 2020 NON-PROPERTY TAX REVENUE	FY 2020 ADOPTED TAX REVENUE	FY 2019 ADOPTED TAX RATE	FY 2020 ADOPTED TAX RATE	ADOPTED TAX RATE CHANGE
PUBLIC SAFETY						
Construction Standards	2,631,797	4,035,320	(1,403,523)	(0.0064)	(0.0062)	0.0002
Courts Maintenance	270,287	368,000	(97,713)	(0.0004)	(0.0004)	0.0000
Emergency Management (Includes Fire Marshal's Office)	627,361	126,500	500,861	0.0023	0.0022	(0.0001)
Fire Department	1,188,400	12,000	1,176,400	0.0054	0.0052	(0.0002)
Emergency Medical Services	9,891,446	6,275,122	3,616,324	0.0166	0.0160	(0.0006)
Sheriff-Jail	11,574,320	1,714,000	9,860,320	0.0673	0.0436	(0.0237)
Sheriff-Administration & Operations	17,641,707	2,962,900	14,678,807	0.0673	0.0649	(0.0024)
Sheriff-Animal Shelter	515,210	52,500	462,710	0.0021	0.0022	0.0001
Sheriff-Animal Control	886,179	-	886,179	0.0041	0.0042	0.0002
Separation Allowance for Law Enforcement	457,606	-	457,606	-0.0884	0.0020	0.0904
TOTAL \$	45,684,313	\$ 15,546,342	\$ 30,137,971	\$ 0.0698	\$ 0.1337	\$ 0.0640
ECONOMIC & PHYSICAL DEVELOPMENT						
Planning & Development-Soil & Water Conservation	250,628	30,330	220,298	0.0010	0.0010	(0.0000)
Planning & Development-Community Development	596,260	378,231	218,029	0.0010	0.0010	(0.0000)
Economic Development Incentive Grants	1,730,000	-	1,730,000	0.0079	0.0076	(0.0003)
Economic Development Corporation	403,169	403,021	148	0.0000	0.0000	(0.0000)
Planning & Development-Planning & Zoning	882,182	131,430	750,752	0.0034	0.0033	(0.0001)
TOTAL \$	3,862,239	\$ 943,012	\$ 2,919,227	\$ 0.0134	\$ 0.0129	\$ (0.0005)
HUMAN SERVICES						
Cardinal Innovations Healthcare Solutions-Mental Health/Substance Abuse	586,716	-	586,716	0.0027	0.0026	(0.0001)
Human Services-Administration	4,159,659	12,000	4,147,659	0.0190	0.0183	(0.0007)
Human Services-Adult & Family Services	1,782,688	540,171	1,242,517	0.0057	0.0055	(0.0002)
Human Services-Child Support Enforcement	1,963,968	1,835,524	128,444	0.0006	0.0006	(0.0000)
Human Services-Child Welfare, Day Care, Foster Care	8,914,930	3,887,988	5,026,942	0.0230	0.0222	(0.0008)
Human Services-Economic Services, Special & Emergency Assistance	8,601,624	6,878,764	1,722,860	0.0079	0.0076	(0.0003)
Human Services-Economic Family Support Services	2,901,982	1,653,525	1,248,457	0.0057	0.0055	(0.0002)
Human Services-Transportation Services (Medicaid)	2,394,782	1,621,404	773,378	0.0035	0.0034	(0.0001)
Human Services-Nutrition	526,608	154,168	372,440	0.0017	0.0016	(0.0001)
Human Services-Senior Services	727,224	398,211	329,013	0.0015	0.0015	(0.0001)
Cooperative Extension	408,053	51,780	356,273	0.0016	0.0016	(0.0001)
Veterans Services	290,122	2,000	288,122	0.0013	0.0013	(0.0000)
Cabarrus Health Alliance-School Nurses/Operation/Mosquito Control	7,404,350	-	7,404,350	0.0340	0.0327	(0.0012)

Budget Summary

PROGRAM FUNDING MATRIX BY FUNCTION AND DEPARTMENT GENERAL FUND						
1 CENT = \$2,351,067	FY 2020 EXPENDITURES	FY 2020 NON-PROPERTY TAX REVENUE	FY 2020 ADOPTED TAX REVENUE	FY 2019 ADOPTED TAX RATE	FY 2020 ADOPTED TAX RATE	ADOPTED TAX RATE CHANGE
Spray it Forward	5,000	5,000	-	0.0000	0.0000	0.0000
Cabarrus Health Alliance-Environ. Health/Communicable Disease/ Vital Records	122,019	-	122,019	0.0006	0.0026	0.0020
TOTAL	\$ 40,789,725	\$ 17,040,535	\$ 23,749,190	\$ 0.1089	\$ 0.1071	\$ (0.0018)
ENVIRONMENTAL PROTECTION						
Waste Reduction-Recycling	858,478	125,000	733,478	0.0034	0.0032	(0.0001)
TOTAL	\$ 858,478	\$ 125,000	\$ 733,478	\$ 0.0034	\$ 0.0032	\$ (0.0001)
EDUCATION						
Education-Debt Service and Lottery	44,235,015	3,020,000	41,215,015	0.1890	0.1822	-0.0068
Education-Capital	1,265,156	-	1,265,156	0.0058	0.0056	(0.0002)
Education-Operating	82,543,427	-	82,543,427	0.3785	0.3649	(0.0135)
Education-Sales Tax	-	19,280,849	(19,280,849)	-0.0884	-0.0852	0.0032
TOTAL	\$ 128,043,598	\$ 22,300,849	\$ 105,742,749	\$ 0.4849	\$ 0.4675	\$ (0.0173)
CONTRIBUTIONS						
Contr. to Other Agencies-Medical Examiner	122,500	-	122,500	0.0006	0.0005	(0.0000)
Contr. to Other Agencies-Juvenile Crime Prevention-Teen Court	-	-	-	0.0000	0.0000	0.0000
Contr. to Positive Parenting Program	-	-	-	0.0000	0.0000	0.0000
Contr. to Crisis Prevention	-	-	-	0.0000	0.0000	0.0000
Contr. to Other Funds-Capital Projects	-	-	-	0.0000	0.0000	0.0000
Contr. to Other Funds-Arena Fund	6,584,004	-	6,584,004	0.0302	0.0291	(0.0011)
Contr. to Other Agencies-Forestry Service	81,864	-	81,864	0.0004	0.0004	(0.0000)
Contr. to Other Agencies-Special Olympics	72,644	-	72,644	0.0003	0.0003	(0.0000)
School Park Maintenance	50,000	-	50,000	0.0002	0.0002	(0.0000)
Contr. To Juvenile Crime Prevention Council (JCPC) -unallocated	295,111	295,111	-	0.0000	0.0000	0.0000
Contr. to Other Agencies-Arts Council	26,000	-	26,000	0.0001	0.0001	(0.0000)
Contr. to Other Agencies-Economic Development Corporation	400,000	-	400,000	0.0018	0.0018	(0.0001)
Contr. to Concord Downtown Development Corporation	25,000	-	25,000	0.0001	0.0001	(0.0000)
Planning and Development-Educational Farm	-	-	-	0.0000	0.0000	0.0000
Contr. to Other Agencies-Boys & Girls Club	50,000	-	50,000	0.0002	0.0002	(0.0000)
Contr. to Other Agencies-YMCA	250,000	-	250,000	0.0000	0.0011	0.0011
Contr. to Other Agencies-Shift Mentoring	-	-	-	0.0000	0.0000	0.0000
Contr. to Other Agencies-Sales Tax Fire Districts	1,113,588	1,113,588	-	0.0000	0.0000	0.0000
Contr. to Other Agencies - Obligation to City of Kannapolis	1,533,437	-	1,533,437	0.0070	0.0068	(0.0003)
TOTAL	\$ 10,604,148	\$ 1,408,699	\$ 9,195,449	\$ 0.0410	\$ 0.0407	\$ (0.0004)

Budget Summary

PROGRAM FUNDING MATRIX BY FUNCTION AND DEPARTMENT											
GENERAL FUND											
1 CENT = \$2,351,067	FY 2020		FY 2020		FY 2020		FY 2019		FY 2020		ADOPTED TAX RATE CHANGE
	EXPENDITURES		NON-PROPERTY TAX REVENUE		ADOPTED TAX REVENUE		ADOPTED TAX RATE		ADOPTED TAX RATE		
DEBT SERVICE											
Debt Service-Non-Education		9,235,680		-		9,235,680		0.0423		0.1822	0.1399
TOTAL	\$	9,235,680	\$	-	\$	9,235,680	\$	0.0423	\$	0.1822	\$ 0.1399
UNDESIGNATED REVENUES											
Unrestricted Sales Tax Revenues		-		30,980,539		(30,980,539)		(0.1421)		(0.1370)	0.0051
ABC Profits, Medicaid Hold Harmless, Parking Fees, Rebates, Interest on Investments, Sale of Fixed Assets		-		3,677,250		(3,677,250)		(0.0169)		(0.0163)	0.0006
TOTAL	\$	-	\$	34,657,789	\$	(34,657,789)	\$	(0.1589)	\$	(0.1532)	\$ 0.0057
GRAND TOTAL	\$	275,790,534	\$	100,023,041	\$	175,767,493	\$	0.7200	\$	0.7400	\$ 0.0200

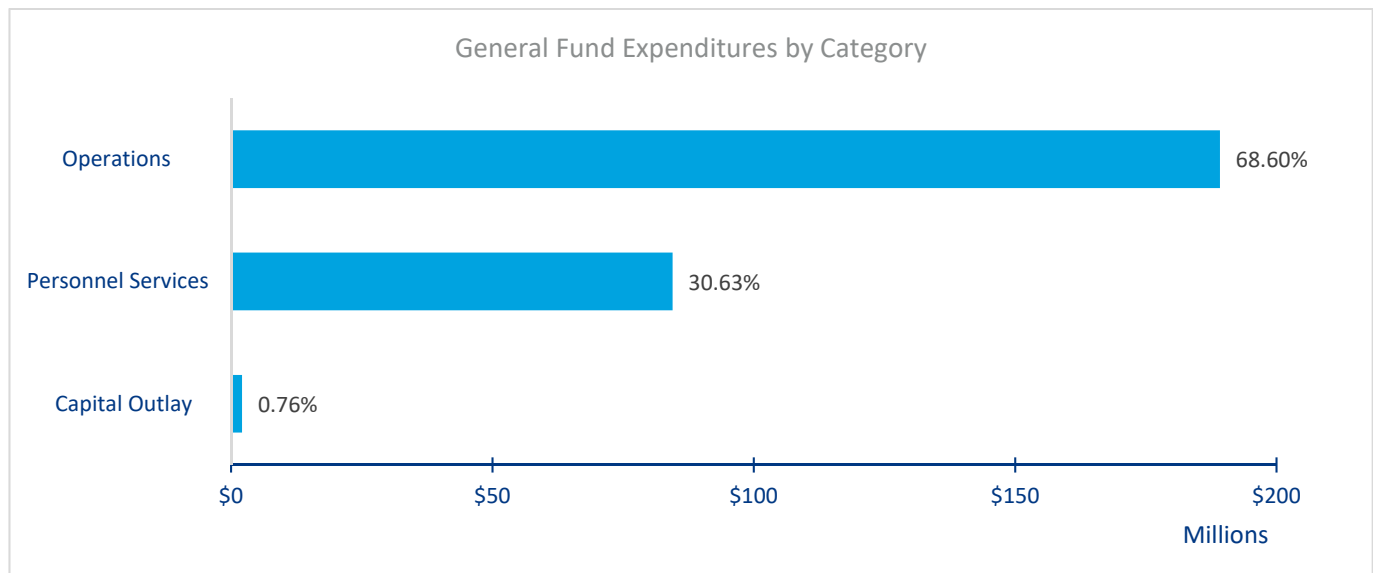


Fund Summaries

GENERAL FUND SUMMARY

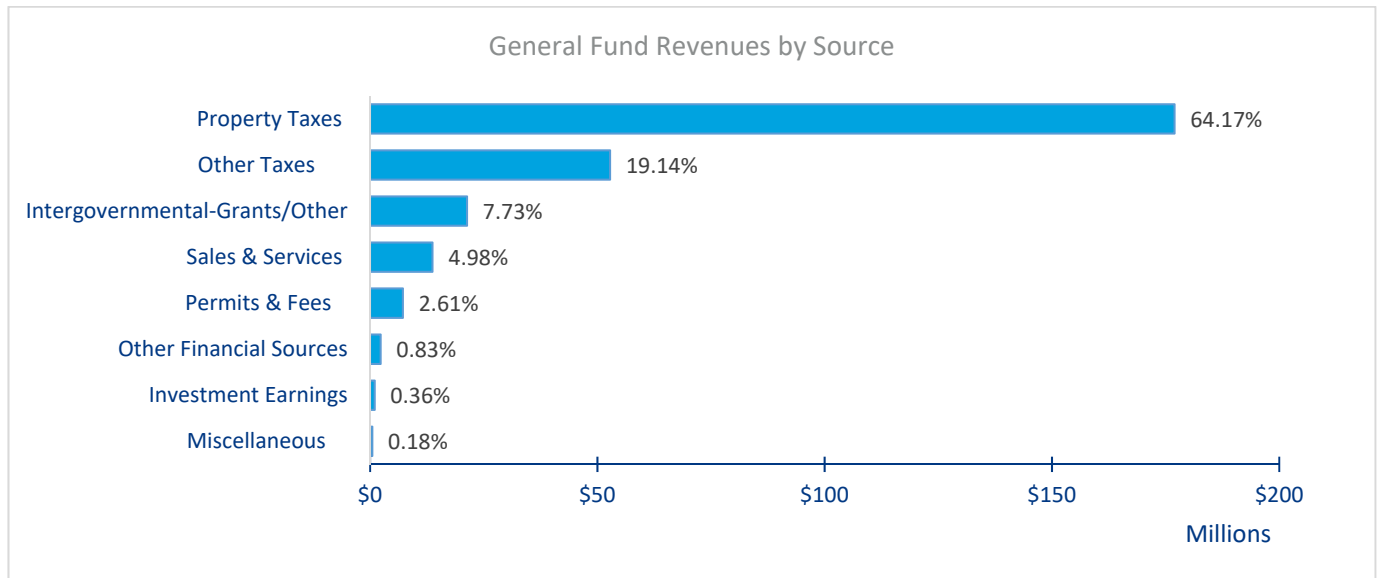
General Fund Revenues and Expenditures							
	FY 2018 ACTUAL	FY 2019 ADOPTED	FY 2019 AMENDED	FY 2020 ADOPTED	ADOPTED CHANGE	PERCENT CHANGE	
REVENUES							
AD VALOREM TAXES	\$ 156,869,559	\$ 164,527,608	\$ 164,527,608	\$ 176,965,890	\$ 12,438,282	7.56%	
OTHER TAXES	48,676,368	48,153,664	48,153,664	52,785,613	4,631,949	9.62%	
INTERGOVERNMENTAL- GRANTS/OTHER	21,533,143	19,961,943	21,710,777	21,315,255	1,353,312	6.78%	
PERMITS & FEES	7,371,875	6,968,899	6,980,899	7,207,427	238,528	3.42%	
SALES & SERVICES	12,914,966	13,003,406	13,039,244	13,730,184	726,778	5.59%	
INVESTMENT EARNINGS	933,808	500,000	770,466	1,000,000	500,000	100.00%	
MISCELLANEOUS	1,089,456	487,452	520,650	486,165	(1,287)	-0.26%	
OTHER FINANCIAL SOURCES	2,000,983	2,000,000	18,190,979	2,300,000	300,000	15.00%	
TOTAL	\$ 251,390,157	\$ 255,602,972	\$ 273,894,288	\$ 275,790,534	\$ 20,187,562	7.90%	
EXPENDITURES							
PERSONNEL SERVICES	\$ 69,459,417	\$ 78,114,611	\$ 78,059,393	\$ 84,486,097	\$ 6,371,486	8.16%	
OPERATIONS	180,569,056	176,173,230	192,118,280	189,200,500	13,027,270	7.39%	
CAPITAL OUTLAY	2,849,646	1,315,131	3,716,614	2,103,937	788,806	59.98%	
TOTAL	\$ 252,878,119	\$ 255,602,972	\$ 273,894,288	\$ 275,790,534	\$ 20,187,562	7.90%	

The FY 2020 General Fund adopted budget totals \$275,790,534, an increase of \$20,187,562 from the FY 2019 adopted budget of \$255,602,972.



Fund Summaries

GENERAL FUND REVENUES



Property (Ad Valorem) Taxes

Ad valorem (property) tax revenue was adopted at a rate of \$0.74 per \$100 of assessed valuation, which is an increase of 2 cents over the FY 2019 rate. The total taxable property value is estimated at \$23,811,500,000 which is a 3.2% increase from the estimated FY 2019 final valuation. Ad valorem (property) tax value includes \$2,131,500,000 in motor vehicles, with the remainder real, personal and public service property. North Carolina General Statutes require that estimated percentage of property tax collections cannot exceed the percentage of tax levy actually realized in cash for the preceding fiscal year. Following the requirement, a collection rate of 100% was applied to tax calculations on motor vehicles and 98.81% on all other property for a combined collection rate of 98.92%.

Property tax revenues are generally estimates in the budget process by collecting the current values of property as of February each year. The values are reviewed for reasonableness and historical patterns of taxpayer appeals of these values. The values are then used to calculate the revenue generated by applying the tax rate and collection percentage. This process is repeated several times up to the adopted budget process to ensure the latest values are used for the budget process. The revaluation of real property required by State statute every eight (8) years is completed and was effective for taxes listed on January 1, 2017. Cabarrus County conducts revaluations every four (4) years rather than the maximum eight years.

At the adopted tax rate, FY 2020 property tax revenues, excluding motor vehicles, are estimated at \$161,419,471. This is an increase of 7.26% or \$10,932,463 above the FY 2019 adopted budget. Valuations for motor vehicles have increased by 10.72% or \$1,505,819 above the FY 2019 adopted budget. Therefore, the budget for motor vehicle taxes for FY 2020 is \$15,546,419.

Other revenue items included in the Ad Valorem Taxes category include interest and delinquent taxes, which are projected to decrease by \$1,200 from the FY 2019 adopted budget. All ad valorem budget estimates are based on actual value, along with current and prior year actual collections and are only budgeted in the General Fund.

Total revenues in this category are budgeted at \$176,965,890 which is an increase of 7.56% above the FY 2019 adopted budget of \$164,527,608. These revenues account for 64.17% of the total General Fund revenue in the FY 2020 adopted budget.

Fund Summaries

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

The total sales tax budgeted for FY 2020 is \$50,759,025, which is a 9.68% or \$4,478,538 increase above the FY 2019 adopted budget of \$46,280,487 based on activity in the economy. Three factors influence normal growth in sales tax: The first is growth in retail sales, and the second is the value of non-profit refunds. The third factor for increases is the expansion of items subject to sales taxes. The expansion items became effective 1/1/14. The County receives notification of refunds as they occur with no ability to budget for their effect in advance. The County receives notification of refunds as they occur with no ability to budget in advance. Refunds are estimated around 8.3% as of March for FY 2019, which impacts projections for FY 2020. Sales tax revenues are distributed as a proportion of the whole among the local governments and fire districts based on their respective property tax levies—a change by one impacts all.

Overall, the Other Taxes category, which includes sales tax, totals \$52,785,613, an increase of 9.62% or \$4,631,949 from the FY 2019 adopted budget of \$48,153,664. This category accounts for 19.14% of the total General Fund budget.

Intergovernmental Grants/Other

Intergovernmental Revenue represents 7.73% 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 2020 adopted budget of 21,315,255 represents an increase of \$1,353,312 or 6.78% from the FY 2019 adopted budget of 19,961,943. The major revenues are Department of Human Services Programs (approximately \$17 million), transportation grants (\$654,404), 911 subsidies (\$720,000), court facility fees (\$368,000), state library grant (\$195,541), School Resource Officer funding (\$541,000), Medicaid Hold Harmless funding (\$2,500,000), Community Development funding (\$378,231) and some other governmental revenues not related to grants.

Permits and Fees

Permit and fee revenues are anticipated to increase by \$238,528 or 3.42%, to \$7,207,427 from the FY 2019 adopted amount of \$6,968,899. Revenues generated within this category are primarily attributable to two sources: Register of Deeds and building inspection fees.

Register of Deeds fees for FY 2020 are budgeted at \$2,974,000, which is an increase of \$212,843 over the FY 2019 adopted budgeted amount of \$2,761,154. Based on recent trends, Construction Standards Building Inspection fees are projected to remain flat from the FY 2019 adopted budget of \$3.8 million due to weather delays and the trend of residential inspections over commercial. This category accounts for 2.61% of General Fund revenues.

Sales and Services

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

Fund Summaries

Revenues in this category were adopted at \$13,730,184 for FY 2020, which is an increase of \$726,778 or around 5.59% from the FY 2019 adopted budget of \$13,003,406. Since so many areas are included in this category some of them experienced increases and others decreased. Some of the increases are with the Active Living and Parks Summer Program fees, travel club fees and class registrations fees. Other increases for this category include: an increase of \$100,000 for the Jail's State Misdemeanant Confinement Program (SMCP) fees, \$10,000 in Jail Fees received from concessions services and \$165,101 in deputy reimbursements.

Last, ambulance fees are projected to increase from the FY 2019 adopted budget of \$5.9 million to the FY 2020 adopted budget of \$6.1 million. 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. Overall, the Sales and Services revenue category accounts for 4.98% of all General Fund revenues.

Investment Earnings

Investment earnings are revenues earned on idle money held by the County for investment. Total General Fund investment income is budgeted at \$1,000,000 which is an increase by \$500,000 from the FY 2019 adopted budget. This revenue estimate is based on idle funds of the County and the market rate of interest earned. In estimating this revenue, the County evaluates the current market interest rate, projected cash flow, and available idle funds. Overall, this category accounts for .36% of all General Fund revenues.

Miscellaneous

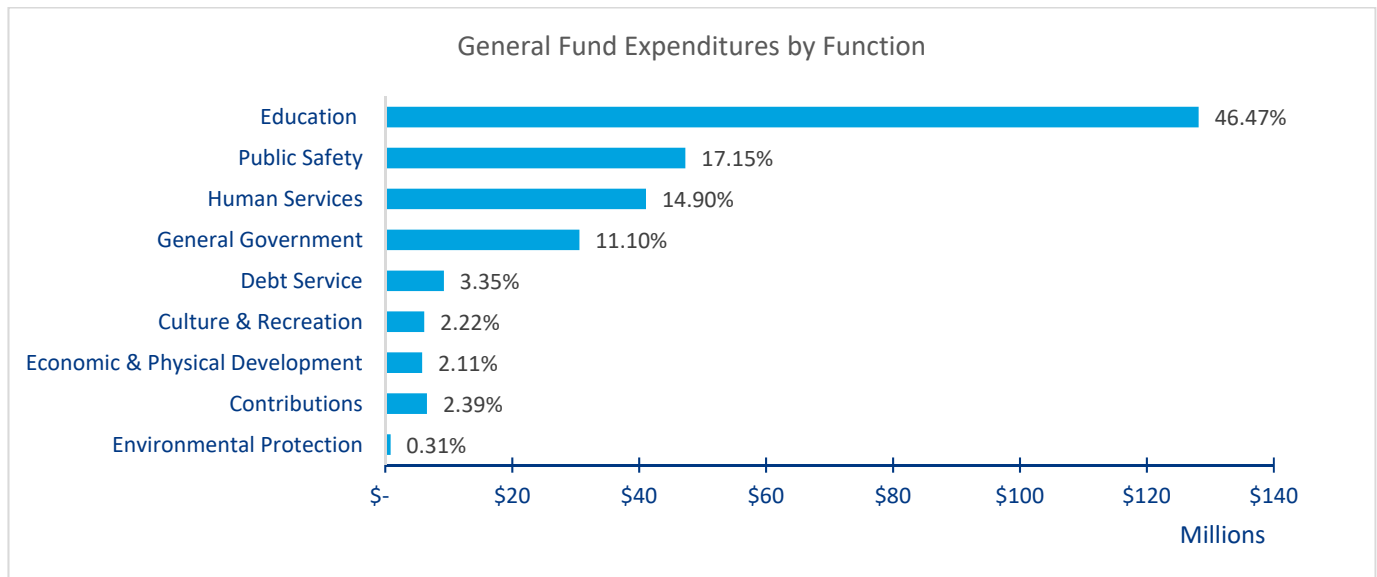
Miscellaneous revenues are collected for various activities of the County that are not specific in nature or do not easily fit into another category. Included in this category are donations, grants from non-governmental entities and the sale of fixed assets. The FY 2020 adopted budget for miscellaneous revenues totals \$486,165 or 0.18% of the General Fund budget. This budget is typically adopted during the fiscal year to appropriate donations and sale of fixed assets as they are received. However, while there are regular miscellaneous revenues, they are budgeted based on past history collections.

Other Financial Sources

The FY 2020 adopted budget for Other Financing Sources of \$2,300,000 represents a \$300,000, or 15%, increase from the FY 2019 adopted budget of \$2,000,000. This revenue category includes inter-fund transfers as well as fund balance appropriations. FY 2020 funding includes \$2,300,000 in lottery proceeds to be used for the retirement of debt service for public schools. This category comprises 0.83% of all General Fund revenue for FY 2020. The lottery projections are based on progressively lower collections over the last few years and the accumulated funds of prior years have now been depleted.

Fund Summaries

GENERAL FUND EXPENDITURES



The Cabarrus County Personnel Management Policy calls for annual cost-of-living salary adjustments (COLA) and merit pay raises based on performance. The FY 2019 budget included a 2% COLA and merit increases based on performance as provided by the personnel ordinance. The FY 2020 adopted budget provides a 1.5% COLA and merit adjustments based on performance calculated at an average of 2.00%. Health and Life insurance costs increased by \$189,554 as a result of the per employee and retiree contribution increase from \$7,860 to \$7,980, a 120/annual increase per employee.

The adopted FY 2020 budget increases the Local Government Employees' Retirement System annual rate for law enforcement officers from 8.50% to 9.70%. The employer contribution rate for general employees' increases from 7.80% to 9.00% (includes .5% for death beneficiary). These increases were required by the Local Government Employees' Retirement System.

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, County Manager, Communications and Outreach, Human Resources, Tax Collection and Administration, Board of Elections, Register of Deeds, Finance, Information Technology, Infrastructure and Asset Management and Non-Departmental. Spending in this service area is expected to increase by 14.42% or \$3,856,108. The primary increase from the FY 2019 adopted budget is in Non-Departmental due to budgeting for salary adjustments such as vacation payouts, other pays and merits for employees. In FY 19, we reduced funding for merits and adopted to adjust with lapsed salary. For FY 20, we are proposing to budget for merit increases for employees based on analysis of the County's lapsed salary. This department increased by \$867,535. The County also allocated \$696,341 to fund adopted changes for charter school funding. There is a recommended general government salary study with a potential budget impact of \$225,000. General Government service area also includes new positions in the following departments: a Business Analyst in the County Manager's Office. This position is needed to assist with our Building Inspections department online software program, which will specialize in Accela customer support. Infrastructure and Asset Management has requested a maintenance planner to assist with renovations of current spaces for new services as well as the replacement of gaining equipment and the transition from new construction projects. This position will be beneficial to the County in extending the life of assets through planned maintenance efforts. Overall, General Government spending comprises 11.10% of the total General Fund budget.

Fund Summaries

Culture and Recreation

Culture and Recreation expenditures are those that provide County residents with opportunities and facilities for cultural, recreational and educational programs. Within the General Fund, these programs include county libraries and the Parks Department. Participation continues to increase at the park, particularly with residents choosing to recreate locally. The FY 2020 adopted budget of \$6,134,931 represents a \$415,539, or a 7.27%, increase from the adopted FY 2019 budget of \$5,719,392. This increase can be attributed 3 position request in the Active Living and Parks department. They are requesting a program assistant to assist with special events at the Senior Center and 2 part-time park rangers to assist with event set-up and clean-up efforts. The Library budget is expected to increase from the FY 2019 adopted budget due operational costs for Midland library and also a request to increase 6 part-time librarian assistant hours from 16 hours a week to 20 hours a week to assist with additional programming efforts. The budget for Culture and Recreation represents 2.22% of total General Fund spending.

Public Safety

Public Safety funding provides services responsible for the safety and security of the public. Included in the Public Safety service area are the County Sheriff, Jail, Animal Control, Animal Shelter, Courts, Construction Standards, Emergency Management and Emergency Medical Services. The adopted budgeted expenditures for FY 2020 totals \$47,297,376. This represents a \$4,014,722 or 9.28% increase from the FY 2019 adopted budget of \$43,282,654. This increase is due primarily to new positions requests. The Sheriff's Department has requested two deputy positions that will be backfill positions due to the creation of the newly developed Governmental Security division. They also requested a sergeant position to be a backfill. The Governmental Security division was implemented in the middle of FY 2019 due to the opening of the parking deck. This division is in place to monitor and patrol all governmental owned and operated buildings in the County. The Sheriff's Department also requested a Youth Development Sergeant to assist with the School Resource Officers. We currently have 17 School Resource Officers assigned to 19 schools, 1 Lieutenant and 1 Sergeant. There is a need for an additional Sergeant position to assist with the employee-supervisory ratio and workload demands in this division. The Animal Shelter is requesting a part-time senior kennel technician position to assist with administering vaccinations and medical tests to the animals as well as provide weekend shift coverage. The County also looked for cost-saving measures in the FY 2020 adopted budget to reduce lapsed salary due to vacant positions in the Jail budget. This division has a number of vacant positions throughout the year. Because of this, staff proposed to not budget three detention officer positions to offset the new positions proposed. The Jail division will keep the positions but not have funding tied to them. The Fire Services department is proposing to go from 12 hour shifts to 24 hour shifts, which would result in adding 6 new positions (1 captain and 5 firefighters). Public Safety spending equates to approximately 17.15% of the General Fund 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. General Fund programs within the Economic and Physical Development service area budget include: Planning and Development, Community Development, Soil and Water Conservation, Zoning Administration, Economic Development Incentives and the Economic Development Corporation. The FY 2020 adopted budget totals \$5,820,676. This represents an increase of \$863,648, or 17.42%, over the FY 2019 adopted budget of \$4,957,028. This increase is primarily due to changes in the way the County plans to budget incentive grants--reflecting only current year incentive payments and placing past years' unpaid incentives as a committed fund balance. There were no new position requests for this service area in FY 2020. This service area comprises 2.11% of General Fund expenses for FY 2020.

Fund Summaries

Human Services

Human Services expenditures are those with a purpose of promoting the general health and well-being of the individuals within the community. Human Services includes Veterans Services, Transportation, Other Human Services (which includes the Cabarrus Health Alliance and mental health services), Cooperative Extension Services, Social Services and Aging Services. The FY 2020 adopted budget totals \$41,089,725 and is 14.90% of total spending. This represents a \$2,295,855, or 5.92%, increase from the FY 2019 adopted budget of \$38,793,870. The increase is due primarily to 7 new position requests. Human Services Administration division is requesting 2 receptionist/greeter positions. One position will serve as the face of the organization and direct clients on the various programs and services provided and the other is a shared position with the Cabarrus Health Alliance as part of the Helping Underserved Be-loved and Belonged (H.U.B.B). The Economic Support Services division is requesting a Family Support Specialist and an Income Maintenance Caseworker II due to an increase in workload demand. The Income Maintenance Caseworker II will determine eligibility for the Smart Start program, which has grant funding tied to it. Economic Services division is requesting 3 new positions, 1 Income Maintenance Training Supervisor and 2 Income Maintenance Caseworkers II. The Training Supervisor will help balance the direct supervision ratio of the training team, which consists of 9 Medicaid lead workers. This position will also help with the workload ratio with the proposed Medicaid transformation. The 2 Income Maintenance Caseworker positions are dedicated to the H.U.B.B and will assist with Family and Children Medicaid eligibility requirements, which reimburses up to 75%. The Cabarrus Health Alliance is requesting a part-time school nurse for Kannapolis Middle School and a full-time nurse for the alternative schools, which is the Performance Learning Center and Early College. The Health Alliance is also requesting an additional \$200,000 to support further clinic operations. The overall increase the Cabarrus Health Alliance is requesting is \$491,066.

Environmental Protection

The Environmental Protection service area is the Waste Reduction budget, whose total budget is adopted at \$858,478. This budget is an increase of 53.63% from the adopted FY 2019 budget of \$558,791. This increase relates to an increase in the recycling program expense, which includes the potential cost of sending recyclable material to Mecklenburg County Material Recycling Facility. This includes recyclable material collected from unincorporated Cabarrus residents, recycling convenience centers and county schools. The recycling expense increased by \$300,000. Per an amendment to agreement with Mecklenburg County, processing cost will be \$95 per ton. This area accounts for 0.31% of the total General Fund budget.

Education/School Debt

By far, the largest service area within the budget is Education/School Debt. This service area funds two public school systems, multiple charter schools and one community college. It also funds debt associated with the acquisition and construction of capital assets for the school systems and the community college. The FY 2020 adopted budget totals \$128,166,242. This represents an increase of \$2,927,587 or 2.34% from the FY 2019 adopted budget of \$125,238,655. Education/School current expense funding for Cabarrus County Schools, Kannapolis City Schools and Charter schools increased by \$3,705,995 over the FY 2019 adopted budget. This increase is due to the following: increases in regular instruction costs due to the local state salary match, charter school students, increase in teacher supplements, operational costs associated increases for non-teaching staff salaries and benefits, instructional supplies and increases in hospitalization and retirement for staff. Adopted in FY 2020 is an additional \$702,828, which will increase the teacher supplement to 8.50% with benefits. Building maintenance costs increased funding by \$157,886 for Cabarrus County Schools for continuation costs and maintenance costs of new facilities. Grounds maintenance costs also increased by \$25,402. Last, technology costs, based on an increase in maintenance due to new facilities, is projected to increase by \$515,094. Rowan Cabarrus Community College had an increase of \$472,000 in current expense funding for FY 2020, which was an increase of \$452,000 in the operating and utility cost impact of the Advanced Technology Center which opened in FY 2019. Other increases include: \$20,000 for energy and commodity inflation costs. The County is proposing to make debt payments of \$1,478,700 for the land

Fund Summaries

purchase for a future middle, high school and library/senior center site. This would be a 7 year debt issuance in the total amount of \$8.5 million. This service area comprises 46.47% of total General Fund spending.

Contributions to Other Funds

The Contributions area includes expenditures for contributions to other funds. The FY 2020 adopted budget for Contributions is increasing by \$5,824,504 or 766.89% from the FY 2019 adopted budget of \$759,500. The increase from the adopted budget relates primarily to the contribution to the capital reserve fund for one time capital and deferred maintenance for the County and schools. The Arena Fund contribution decreased by \$35,790 from the FY 2019 adopted budget amount of \$759,500 to the FY 2020 adopted amount of 723,710. This service area accounts for 2.39% of FY 2020 General Fund expenditures.

Traditionally, all fund balance in excess of 15% of General Fund expenditures was transferred to the Capital Reserve Fund after the completion of the annual audit (see *Introduction* section). This policy was waived during the recession to assure appropriate working capital and flexibility during those difficult times. The County Board returned to their policy of transferring “excess” fund balance to the Capital Reserve Fund in FY 2014. The amount of the fund balance transferred to the Capital Reserve fund is calculated by taking total fund balance per the audit and reducing it for the Board’s working capital policy of keeping 15% of the general fund budget amount for working capital use and further reductions for management assignments related to various known issues such as litigation, tax appeals, landfill costs and statutorily required assignments (reserved by state statute, inventories, prepaid items) and \$5,000,000 for unknown contingencies that may arise.

Other Debt Services

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, such as: Arena, Jail, Jail Annex and Sheriff Administrative Building. The FY 2020 adopted budget totals \$9,235,680 and represents 3.35% of total spending in the General Fund. This represents a decrease of 310,088 or 3.25% from the FY 2019 adopted budget of \$9,545,768. This decrease is largely due to the decrease in principal payments for the administrative building and law enforcement center.

Fund Summaries

EXPENDITURES BY FUNCTION AND DEPARTMENT GENERAL FUND							
	FY 2018 ACTUAL	FY 2019 ADOPTED	FY 2019 AMENDED	FY 2020 ADOPTED	ADOPTED CHANGE	PERCENT CHANGE	
CONTRIBUTIONS							
Contribution to Other Funds	\$ 13,010,489	\$ 759,500	\$ 13,913,232	\$ 6,584,004	\$ 5,824,504	766.89%	
TOTAL	\$ 13,010,489	\$ 759,500	\$ 13,913,232	\$ 6,584,004	\$ 5,824,504	766.89%	
GENERAL GOVERNMENT							
Board of Commissioners	\$ 1,021,748	\$ 1,028,431	\$ 1,028,993	\$ 1,043,936	\$ 15,505	1.51%	
County Manager	1,218,175	1,235,915	1,238,062	1,710,084	474,169	38.37%	
Communications & Outreach	621,998	609,270	624,956	763,128	153,858	25.25%	
Human Resources	880,704	925,571	984,892	1,023,769	98,198	10.61%	
Tax Administration							
Assessor & Land Records	2,124,144	2,365,082	2,363,175	2,484,812	119,730	5.06%	
Tax Collections	1,002,442	1,020,561	1,020,803	1,083,449	62,888	6.16%	
Board of Elections	655,158	942,029	945,518	1,415,887	473,858	50.30%	
Register of Deeds	566,528	598,090	598,605	619,658	21,568	3.61%	
Finance	981,699	1,107,848	1,129,361	1,156,867	49,019	4.42%	
Services	5,105,657	5,656,068	6,215,839	5,981,188	325,120	5.75%	
Non-departmental	1,070,491	2,201,067	1,405,340	3,068,602	867,535	39.41%	
Infrastructure and Asset Management							
Administration	1,659,756	1,827,680	1,831,973	2,021,348	193,668	10.60%	
Grounds Maintenance	1,809,406	1,955,910	2,093,241	1,946,658	(9,252)	-0.47%	
Sign Maintenance	159,867	177,084	170,934	174,374	(2,710)	-1.53%	
Building Maintenance	2,658,693	2,910,781	3,425,217	3,596,179	685,398	23.55%	
Facility Services	1,446,181	1,644,258	1,660,017	1,704,703	60,445	3.68%	
Fleet Maintenance	762,630	541,669	819,357	808,780	267,111	49.31%	
TOTAL	\$ 23,745,276	\$ 26,747,314	\$ 27,556,283	\$ 30,603,422	\$ 3,856,108	14.42%	
PUBLIC SAFETY							
Sheriff							
Administration & Operations	\$ 13,029,903	\$ 14,432,595	\$ 15,266,121	\$ 17,641,707	\$ 3,209,112	22.24%	
Jail	11,014,025	11,902,468	12,007,517	11,574,320	(328,148)	-2.76%	
Animal Control	795,432	829,418	841,257	886,179	56,761	6.84%	
Animal Shelter	441,695	474,833	517,576	515,210	40,377	8.50%	
Courts Maintenance	218,670	266,084	259,643	270,287	4,203	1.58%	
Construction Standards	2,178,806	2,538,548	2,614,527	2,631,797	93,249	3.67%	
Emergency Management	280,617	300,724	326,310	327,361	26,637	8.86%	
Fire Services	955,492	1,052,317	1,061,711	1,488,400	436,083	41.44%	
Emergency Medical Services	9,372,948	9,567,367	9,976,049	9,891,446	324,079	3.39%	
Other Public Safety	1,786,777	1,918,300	2,682,843	2,070,669	152,369	7.94%	
TOTAL	\$ 40,074,366	\$ 43,282,654	\$ 45,553,554	\$ 47,297,376	\$ 4,014,722	9.28%	

Fund Summaries

EXPENDITURES BY FUNCTION AND DEPARTMENT GENERAL FUND												
		FY 2018 ACTUAL		FY 2019 ADOPTED		FY 2019 AMENDED		FY 2020 ADOPTED		ADOPTED CHANGE		PERCENT CHANGE
ECONOMIC & PHYSICAL DEVELOPMENT												
Planning & Development												
Planning	\$	617,082	\$	583,093	\$	605,931	\$	638,447	\$	55,354		9.49%
Community Development		583,745		587,131		657,959		596,260		9,129		1.55%
Soil & Water Conservation		226,160		244,647		246,315		250,628		5,981		2.44%
Zoning Administration		224,155		231,482		231,482		243,735		12,253		5.29%
Economic Development												
Corporation		382,857		391,621		397,282		403,169		11,548		2.95%
Economic Development Incentives		2,366,115		941,000		1,350,842		1,730,000		789,000		83.85%
Other Economic and Physical Development		1,978,054		1,978,054		1,977,429		1,958,437		(19,617)		-0.99%
TOTAL	\$	6,378,168	\$	4,957,028	\$	5,467,240	\$	5,820,676	\$	863,648		17.42%
ENVIRONMENTAL PROTECTION												
Waste Reduction	\$	446,803	\$	558,791	\$	625,701	\$	858,478	\$	299,687		53.63%
TOTAL	\$	446,803	\$	558,791	\$	625,701	\$	858,478	\$	299,687		53.63%
HUMAN SERVICES												
Veterans Services	\$	262,571	\$	282,963	\$	283,109	\$	290,122	\$	7,159		2.53%
Other Human Services		7,346,147		7,927,028		7,927,028		8,418,085		491,057		6.19%
Cooperative Extension		404,774		396,767		417,855		408,053		11,286		2.84%
Human Services												
Administration		2,817,018		4,020,929		4,223,001		4,159,659		138,730		3.45%
Economic Family Support Services		-		2,228,093		2,567,223		2,901,982		673,889		30.25%
Transportation		1,913,221		2,084,628		2,484,778		2,394,782		310,154		14.88%
Child Welfare		7,111,112		8,558,218		8,628,777		8,914,930		356,712		4.17%
Child Support Services		1,688,190		1,853,387		1,856,296		1,963,968		110,581		5.97%
Economic Services		9,761,261		8,397,953		8,227,098		8,601,624		203,671		2.43%
Adult & Family Services		3,272,241		1,863,897		1,869,171		1,782,688		(81,209)		-4.36%
Nutrition		396,060		501,737		509,050		526,608		24,871		4.96%
Senior Services		645,021		678,270		707,065		727,224		48,954		7.22%
TOTAL	\$	35,617,617	\$	38,793,870	\$	39,700,451	\$	41,089,725	\$	2,295,855		5.92%
EDUCATION												
Operating												
Cabarrus County Schools	\$	62,931,739	\$	66,890,757	\$	67,161,223	\$	70,342,488	\$	3,451,731		5.16%
Kannapolis City Schools		7,924,141		8,544,460		8,544,460		8,798,724		254,264		2.98%
Rowan Cabarrus Community College		2,605,215		2,930,215		2,930,215		3,402,215		472,000		16.11%
Capital												
Cabarrus County Schools		4,226,156		1,056,324		1,162,724		1,056,324		-		0.00%
Kannapolis City Schools		573,100		108,832		193,834		108,832		-		0.00%
Rowan Cabarrus Community College		343,555		-		30,000		100,000		100,000		100.00%

Fund Summaries

EXPENDITURES BY FUNCTION AND DEPARTMENT GENERAL FUND						
	FY 2018 ACTUAL	FY 2019 ADOPTED	FY 2019 AMENDED	FY 2020 ADOPTED	ADOPTED CHANGE	PERCENT CHANGE
Other Schools						
Cabarrus County Schools	149,811	118,241	118,241	122,644	4,403	3.72%
Debt						
Cabarrus County & Kannapolis City Schools	\$ 40,739,937	\$ 43,521,744	\$ 43,521,744	\$ 40,750,620	\$ (2,771,124)	-6.37%
Rowan Cabarrus Community College	(1,124,440)	2,012,382	2,012,382	3,428,695	1,416,313	70.38%
Other	21,397	55,700	49,700	55,700	-	0.00%
TOTAL	\$ 118,390,610	\$ 125,238,655	\$ 125,724,523	\$ 128,166,242	\$ 2,927,587	2.34%
CULTURE & RECREATION						
Active Living & Parks						
Parks	\$ 2,092,848	\$ 1,610,641	\$ 1,657,143	\$ 1,750,479	\$ 139,838	8.68%
Senior Centers	653,362	712,467	712,718	790,086	77,619	10.89%
Library System	3,087,118	3,370,284	3,411,674	3,568,366	198,082	5.88%
Other Cultural and Recreation	26,000	26,000	26,000	26,000	-	0.00%
TOTAL	\$ 5,859,328	\$ 5,719,392	\$ 5,807,535	\$ 6,134,931	\$ 415,539	7.27%
DEBT SERVICE						
Debt Services	\$ 9,355,461	\$ 9,545,768	\$ 9,545,768	\$ 9,235,680	\$ (310,088)	-3.25%
TOTAL	\$ 9,355,461	\$ 9,545,768	\$ 9,545,768	\$ 9,235,680	\$ (310,088)	-3.25%
ALL FUNCTIONS AND DEPARTMENTS						
GRAND TOTAL	\$ 252,878,117	\$ 255,602,972	\$ 273,894,287	\$ 275,790,534	\$ 20,187,562	7.90%

Fund Summaries

FUNDING REQUESTS BY DEPARTMENT										
GENERAL FUND										

Fund Summaries

FUNDING REQUESTS BY DEPARTMENT GENERAL FUND								
DEPARTMENT	FY 2018 ACTUAL	FY 2019 ADOPTED	FY 2019 AMENDED BUDGET	FY 2020 DEPARTMENT REQUESTED (LEVELS 1 & 2)	FY 2020 MANAGER RECOMMENDED CONTINUATION (LEVEL 3)	FY 2020 MANAGER RECOMMENDED EXPANSION (LEVEL 4)	FY 2020 PROPOSED BUDGET (LEVELS 3 & 4)	FY 2020 ADOPTED BUDGET (LEVEL 5)
Transportation	1,913,221	2,084,628	2,484,778	2,453,300	2,394,782	-	2,394,782	2,394,782
Cooperative Extension	404,774	396,767	417,855	417,133	408,053	-	408,053	408,053
DHS- Administration & Operations	2,817,018	4,020,929	4,223,001	4,360,568	3,951,254	208,405	4,159,659	4,159,659
DHS- Economic Family Services	-	2,228,093	2,567,223	2,773,873	2,775,490	126,492	2,901,982	2,901,982
DHS - Child Welfare	7,111,112	8,558,218	8,628,777	8,915,886	8,770,508	144,422	8,914,930	8,914,930
DHS - Child Support Services	1,688,190	1,853,387	1,856,296	2,032,804	1,963,968	-	1,963,968	1,963,968
DHS - Economic Services	9,761,261	8,397,953	8,227,098	8,569,782	8,410,316	191,308	8,601,624	8,601,624
Services	3,272,241	1,863,897	1,869,171	1,806,928	1,782,688	-	1,782,688	1,782,688
Aging - Nutrition	396,060	501,737	509,050	525,979	526,608	-	526,608	526,608
Aging - Senior Services	645,021	678,270	707,065	728,686	727,224	-	727,224	727,224
Other Human Services	7,346,147	7,927,028	7,927,028	8,376,080	8,136,378	281,707	8,418,085	8,418,085
Current Expense Cabarrus County Schools	62,931,739	66,890,757	67,161,223	67,131,962	69,696,761	343,230	70,039,991	70,342,488
Current Expense Kannapolis City Schools	7,924,141	8,544,460	8,544,460	8,727,952	8,911,132	-	8,911,132	8,798,724
Current Expense Rowan Cabarrus Community College	2,605,215	2,930,215	2,930,215	3,402,215	3,402,215	-	3,402,215	3,402,215
Capital Outlay Cabarrus County Schools	4,226,156	1,056,324	1,162,724	1,056,324	1,056,324	-	1,056,324	1,056,324
Capital Outlay Kannapolis City Schools	573,100	108,832	193,834	108,832	108,832	-	108,832	108,832
Capital Outlay Rowan Cabarrus Community College	343,555	-	30,000	200,000	100,000	-	100,000	100,000
Other Schools	149,811	118,241	118,241	118,241	122,644	-	122,644	122,644
Active Living & Parks-Parks	2,092,848	1,610,641	1,657,143	1,779,609	1,613,559	136,920	1,750,479	1,750,479
Active Living & Parks-Senior Center	653,362	712,467	712,718	797,414	729,722	60,364	790,086	790,086
Library System	3,087,118	3,370,284	3,411,674	3,539,139	3,544,034	24,332	3,568,366	3,568,366
Recreation	26,000	26,000	26,000	26,000	26,000	-	26,000	26,000
Debt Services: Education	39,636,894	45,589,826	45,583,826	44,235,015	42,756,315	1,478,700	44,235,015	44,235,015
Debt Service: Other	9,355,461	9,545,768	9,545,768	9,235,680	9,235,680	-	9,235,680	9,235,680
TOTAL	\$ 252,878,119	\$ 255,602,972	\$ 273,894,288	\$ 268,651,057	\$ 264,502,346	\$ 5,302,750	\$ 269,805,596	\$ 275,790,534

Note: An explanation of levels can be found under "Budget Process" behind the Financial Structure Policy and Process tab.

Fund Summaries

LANDFILL FUND SUMMARY

LANDFILL FUND REVENUES AND EXPENDITURES BY SOURCE & CATEGORY						
	FY 2018 ACTUAL	FY 2019 ADOPTED	FY 2019 AMENDED	FY 2020 ADOPTED	ADOPTED CHANGE	PERCENT CHANGE
REVENUES						
INTERGOVERNMENTAL	\$43,953	\$40,000	\$40,000	\$46,000	\$6,000	15.00%
PERMITS & FEES	100,020	147,181	147,181	134,000	(13,181)	-8.96%
SALES & SERVICES	1,043,831	947,000	1,045,707	1,195,000	248,000	26.19%
INVESTMENT EARNINGS	55,092	38,390	38,390	28,508	(9,882)	-25.74%
OTHER FINANCING SOURCES	(47,688)	-	36,575	-	-	-
TOTAL	\$1,195,208	\$1,172,571	\$1,307,853	\$1,403,508	\$230,937	19.69%
EXPENDITURES						
PERSONNEL SERVICES	\$301,104	\$347,771	\$347,771	\$358,753	\$10,982	3.16%
OPERATIONS	477,664	824,800	960,082	1,044,755	219,955	26.67%
TOTAL	\$778,768	\$1,172,571	\$1,307,853	\$1,403,508	\$230,937	19.69%

The Landfill Fund budget totals \$1,403,508, which represents an increase of \$230,937 or 19.69% from the FY 2019 adopted budget of \$1,172,571. For FY 2020, tipping fees are projected at \$780,000 which is based on a charge of \$39 per ton multiplied by 20,000 tons of incoming commercial and demolition waste. The major increase in this fund is due to the franchise agreement with Republic Services increasing. Republic Services as part of the franchise agreement collects curbside residential waste and recyclables from unincorporated Cabarrus residents. A fee is charged by Republic to residents for this service and due to the increase in the franchise agreement, the Landfill Department proposed a new fee schedule effective last year. Tire disposal fees are projected to increase from \$250,000 in FY 2019 to \$270,000 in FY 2020.

Fund Summaries

ARENA & EVENTS CENTER FUND SUMMARY

ARENA & EVENTS CENTER FUND REVENUES AND EXPENDITURES BY SOURCE & CATEGORY						
	FY 2018 ACTUAL	FY 2019 ADOPTED	FY 2019 AMENDED	FY 2020 ADOPTED	ADOPTED CHANGE	PERCENT CHANGE
REVENUES						
SALES & SERVICES	\$530,721	\$594,000	\$594,000	\$677,150	\$83,150	14.00%
INVESTMENT EARNINGS	17,620	4,156	4,156	14,117	9,961	239.68%
MISCELLANEOUS	9,665	11,000	17,000	15,000	4,000	36.36%
OTHER FINANCING SOURCES	989,754	1,039,500	1,112,993	1,025,613	(13,887)	-1.34%
TOTAL	\$1,547,760	\$1,648,656	\$1,728,149	\$1,731,880	\$83,224	5.05%
EXPENDITURES						
PERSONNEL SERVICES	\$119,305	\$137,197	\$137,197	\$142,198	\$5,001	3.65%
OPERATIONS	1,246,848	1,511,459	1,590,952	1,520,798	9,339	0.62%
CAPITAL OUTLAY	-	-	-	68,884	68,884	100.00%
TOTAL	\$1,366,153	\$1,648,656	\$1,728,149	\$1,731,880	\$83,224	5.05%

This fund accounts for revenues and expenditures of the Arena and Events Center, the County Fair and other visitor-related events. The FY 2020 budget for this fund increased by \$83,224 or 5.05% from the FY 2019 adopted budget of \$1,648,656.

The County contracts with SMG, a management company, to oversee and manage the Arena and Events Center (not including the County Fair). Within the cost center, expenditures are broken down between the contribution to SMG for running the facility (net cost after applying all collected revenues against incurred expenditures), incentive payments on the contract and building and grounds maintenance. The Board approved another 5 year contract with SMG, which runs through June 30, 2020. In the proposed budget for FY 2020, there is \$296,500 for building and grounds maintenance projects. These projects consist of chiller maintenance, concrete removal, panel upgrades and replacements, carpet replacement, dishwasher replacement, lighting and ceiling tile upgrades, gutter sealing because of water intrusion and miscellaneous electrical projects.

County Fair expenditures are projected to increase by \$91,111 from the FY 2019 adopted budget to \$706,267 for FY 2020. Revenues for rental fees for outside vendors are projected to remain flat for FY 20 at \$50,000 although carnival receipts is projected to increase by \$40,000 based on the ride wristbands increasing from \$20 to \$25. Other visitor-related events include \$10,000 for the contribution to JHE Production to promote and retain the Nextel All Star Challenge Race at the Charlotte Motor Speedway.

The Arena and Events Center Fund is supported by revenue from gate passes, carnival rides and sponsor sales. The Arena Fund is projected to receive a \$291,903, from the Tourism Authority (the County's collection fees for occupancy taxes) and \$723,710 from the General Fund.

Fund Summaries

911 EMERGENCY TELEPHONE SYSTEM FUND SUMMARY

911 EMERGENCY TELEPHONE SYSTEM FUND REVENUES AND EXPENDITURES BY SOURCE & CATEGORY						
	FY 2018 ACTUAL	FY 2019 ADOPTED	FY 2019 AMENDED	FY 2020 ADOPTED	ADOPTED CHANGE	PERCENT CHANGE
REVENUES						
INTERGOVERNMENTAL	\$790,611	\$789,364	\$789,364	\$758,740	\$(30,624)	-3.88%
INVESTMENT EARNINGS	4,672	1,500	1,500	1,500	-	0.00%
OTHER FINANCING SOURCES	-	-	151,000	-	-	-
TOTAL	\$795,283	\$790,864	\$941,864	\$760,240	\$(30,624)	-3.87%
EXPENDITURES						
PERSONNEL	\$55,845	\$60,000	\$60,000	\$60,000	\$-	0.00%
OPERATIONS	533,532	710,722	714,622	700,240	(10,482)	-1.47%
CAPITAL OUTLAY	139,043	20,142	167,242	-	(20,142)	-100.00%
TOTAL	\$728,420	\$790,864	\$941,864	\$760,240	\$(30,624)	-3.87%

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

Expenses in this fund are for authorized 911 uses and include 911 related equipment, computer hardware, software, database provisioning, etc. A portion of the revenue and expenditures comes from a contribution from Union County for the purchase of radio equipment and technology for the 911 telephone system so that Union County had an alternate 911 call center in FY 2015. Revenues decreased by \$30,624 from the FY 2019 adopted budget of \$760,240 based on State estimates according to the NC 911 Board. For FY 2020, \$63,880 is projected as the contribution Cabarrus County receives from Union County based on the Inter-local agreement, and \$694,860 is based on the NC 911 Board estimates.

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

Fund Summaries

SELF-INSURED FUND SUMMARY

SELF-INSURED FUND REVENUES AND EXPENDITURES BY SOURCE & CATEGORY						
	FY 2018 ACTUAL	FY 2019 ADOPTED	FY 2019 AMENDED	FY 2020 ADOPTED	ADOPTED CHANGE	PERCENT CHANGE
REVENUES						
SALES & SERVICES	\$10,762,127	\$11,190,475	\$11,190,475	\$11,313,515	\$123,040	1.10%
INVESTMENT EARNINGS	52,063	25,000	25,000	25,000	-	0.00%
MISCELLANEOUS	293,710	80,000	390,664	175,000	95,000	118.75%
OTHER FINANCING SOURCES	-	-	9,200	-	-	-
TOTAL	\$11,107,900	\$11,295,475	\$11,615,339	\$11,513,515	\$218,040	1.93%
EXPENDITURES						
OPERATIONS	\$10,762,585	\$11,295,475	\$11,615,339	\$11,513,515	\$218,040	1.93%
TOTAL	\$10,762,585	\$11,295,475	\$11,615,339	\$11,513,515	\$218,040	1.93%

Expenses in the Self-Insured Fund are associated with the operation of the Employee Health Center and payment of claims and insurance settlements. The County offers two plans for employees: the Open Access Plan and the Consumer Driven Plan. The plans are self-insured by the County, which has purchased reinsurance for claims over \$200,000 per member per year. Spending on the self-funded employee health care program is projected to increase in FY 2020 to \$11,513,515 from the adopted budget of \$11,295,475 in FY 2019.

The Consumer Driven Plan includes a \$750 contribution per full time employee to the Health Savings Account (HSA) for FY 2020. Due to high administrative costs to administer this plan, the HRA account at \$225 for the Open access Plan is no longer provided for employees starting after July 2018. Employees participate in health screenings which covers four areas: blood pressure, cholesterol, waist circumference and glucose levels. If at least three of the measures are not within the required range, are not improved from the previous year or did not provide alternative goal from physician then the employee must pay \$50 per month for health insurance. If an employee is a tobacco user, they must also pay \$50 per month unless they choose to participate in additional options for tobacco use discount including health coach visits at the Employee Health and Wellness Center. Both plans encourage consumerism when making health care decisions and help employees save for future health care costs. There is a \$5 charge for employees on the Consumer-Driven Plan (HSA accounts) for each non-preventative care visit at the Cabarrus County Employee Health and Wellness Center, which is an IRS requirement to regulate HSA accounts for non-preventative care to pay some fee for the service.

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

The County offers a self-insured, employee-paid dental coverage plan. For FY 2020, \$444,500 is projected for Dental Insurance Premiums, which is a slight increase from the FY 2019 adopted budget of \$435,000. The primary source of revenue for this fund is insurance premiums paid by the County on behalf of eligible full time employees and retirees, dental premiums paid by employees who select the coverage and dependents of employees via payroll deduction who participate in the plan.

Fund Summaries

WORKERS' COMPENSATION AND LIABILITY FUND SUMMARY

WORKERS' COMPENSATION AND LIABILITY FUND REVENUES AND EXPENDITURES BY SOURCE & CATEGORY						
	FY 2018 ACTUAL	FY 2019 ADOPTED	FY 2019 AMENDED	FY 2020 ADOPTED	ADOPTED CHANGE	PERCENT CHANGE
REVENUES						
SALES & SERVICES	\$1,787,479	\$2,237,715	\$2,237,715	\$2,298,502	\$60,787	2.72%
INVESTMENT EARNINGS	56,969	20,000	20,000	20,000	-	0.00%
MISCELLANEOUS	35,802	-	70,000	20,000	20,000	100.00%
TOTAL	\$1,880,251	\$2,257,715	\$2,327,715	\$2,338,502	\$80,787	3.58%
EXPENDITURES						
OPERATIONS	\$2,030,217	\$2,189,715	\$2,327,715	\$2,338,502	\$148,787	6.79%
CAPITAL OUTLAY	29,664	68,000	-	-	(68,000)	-100.00%
TOTAL	\$2,059,881	\$2,257,715	\$2,327,715	\$2,338,502	\$80,787	3.58%

In July 2015, the County dissolved the Carolina Government Alliance, a non-profit organization that serviced the County's workers' compensation and liability insurance plans. As a result of this dissolution, two internal service funds were established on the County's books to track the transactions of this fund. Both insurances are funded by premiums generated by a percentage of the salaries of each county employee covered under the plans. The expenditures of the fund are payment of excess coverage, claims and administrative support. The County has been very successful in generating savings to the County by administering these self-insured plans. For FY 2020, this fund is projected to increase by \$80,787 or 3.58% due to an increase in claims. The County experienced high claims in the past year and which impacts projections in FY 2020. County staff reviewed the current workers compensation rates and adjusted them based off of the North Carolina State Standard.

Position Summary

TOTAL AUTHORIZED POSITIONS										
	FY 2018 ADOPTED		FY 2019 ADOPTED		FY 2019 REVISED		FY 2020 ADOPTED		ADOPTED CHANGE	
	POSITIONS	FTE'S	POSITIONS	FTE'S	POSITIONS	FTE'S	POSITIONS	FTE'S	POSITIONS	FTE'S
GENERAL GOVERNMENT										
Commissioners	8	4.0000	8	4.0000	8	4.0000	8	4.0000	-	-
County Manager	9	9.0000	9	9.0000	11	11.0000	12	12.0000	1	1.0000
& Outreach	5	5.0000	5	5.0000	6	6.0000	6	6.0000	-	-
Human Resources	8	8.0000	9	7.9000	9	7.9000	9	7.9000	-	-
Administration									-	-
Records	29	29.0000	30	30.0000	30	30.0000	30	30.0000	-	-
Tax Collections	10	10.0000	10	10.0000	10	10.0000	10	10.0000	-	-
Board of Elections	13	8.4250	13	8.4250	13	8.4250	13	8.4250	-	-
Register of Deeds	8	8.0000	8	8.0000	8	8.0000	8	8.0000	-	-
Finance	10	9.8000	13	12.9000	12	11.9000	12	11.9000	-	-
Technology	26	26.0000	28	28.0000	27	27.0000	27	27.0000	-	-
Asset									-	-
Administration	5	5.0000	5	5.0000	5	5.0000	6	6.0000	1	1.0000
Maintenance	11	11.0000	11	11.0000	11	11.0000	11	11.0000	-	-
Sign Maintenance	2	2.0000	2	2.0000	2	2.0000	2	2.0000	-	-
Maintenance	11	11.0000	12	12.0000	12	12.0000	12	12.0000	-	-
Facility Services	28	28.0000	29	29.0000	29	29.0000	29	29.0000	-	-
Maintenance	6	6.0000	6	6.0000	6	6.0000	6	6.0000	-	-
TOTAL	189	180.2250	198	188.2250	199	189.2250	201.0000	191.2250	2	2.00
PUBLIC SAFETY										
Sheriff										
Operations	173	172.7500	176	175.7500	176	175.7500	196	195.75	20	20.00
Jail	168	164.6184	167	163.6184	167	163.6184	151	147.6184	(16)	(16.00)
Animal Control	9	9.0000	9	9.0000	9	9.0000	9	9.0000	-	-
Animal Shelter	5	5.0000	6	6.0000	6	6.0000	6.5	6.5000	1	0.50
Maintenance	2	0.7800	2	0.7800	2	0.7800	2	0.7800	-	-
Standards	29	29.0000	31	31.0000	31	31.0000	31	31.0000	-	-
Management	3	3.0000	3	3.0000	3	3.0000	3	3.0000	-	-
Fire Department	9	9.0000	10	10.0000	10	10.0000	16	16.0000	6	6.0000
Medical Services	136	110.8100	148	115.3100	148	115.3100	148	115.3100	-	-
TOTAL	534	503.9584	552	514.4584	552	514.4584	562.5000	524.9584	11	10.5000
ECONOMIC & PHYSICAL DEVELOPMENT										
Development										
Planning	6	6.0000	6	6.0000	6	6.0000	6	6.0000	-	-
Development	3	3.0000	3	3.0000	3	3.0000	3	3.0000	-	-
Conservation	3	3.0000	3	3.0000	3	3.0000	3	3.0000	-	-
Administration	3	3.0000	3	3.0000	3	3.0000	3	3.0000	-	-
Development	4	4.0000	4	4.0000	4	4.0000	4	4.0000	-	-
TOTAL	19	19.0000	19	19.0000	19	19.0000	19.0000	19.0000	-	-
ENVIRONMENTAL PROTECTION										
Landfill	5	5.0000	5	5.5000	5	5.5000	5	5.5000	-	-
Waste Reduction	3	3.0000	4	3.5000	4	3.5000	4	3.5000	-	-
TOTAL	8	8.0000	9	9.0000	9	9.0000	9.0000	9.0000	-	-

Position Summary

TOTAL AUTHORIZED POSITIONS										
	FY 2018 ADOPTED		FY 2019 ADOPTED		FY 2019 REVISED		FY 2020 ADOPTED		ADOPTED CHANGE	
	POSITIONS	FTE'S	POSITIONS	FTE'S	POSITIONS	FTE'S	POSITIONS	FTE'S	POSITIONS	FTE'S
HUMAN SERVICES										
Veterans Services	4	4.0000	4	4.0000	4	4.0000	4	4.0000	-	-
Human Services									-	-
Administration	10	10.0000	21	21.0000	22	22.0000	24	24.0000	2	2.0000
Transportation	31	30.8750	32	31.8750	32	31.8750	32	31.8750	-	-
Child Welfare	85	84.6250	89	88.6250	89	88.6250	89	88.6250	-	-
Enforcement	21	21.0000	23	23.0000	23	23.0000	23	23.0000	-	-
Services	140	140.0000	126	126.0000	123	123.0000	126	126.0000	3	3.0000
Support Services*	-	-	15	15.0000	16	16.0000	18	18.0000	2	2.0000
Services	31	30.1000	24	23.1000	24	23.1000	24	23.1000	-	-
Nutrition	8	5.7000	9	6.4000	9	6.4000	9	6.4000	-	-
Senior Services	4	4.0000	4	4.0000	4	4.0000	4	4.0000	-	-
TOTAL	334	330.3000	347	343.0000	346	342.0000	353.0000	349.0000	7	7.0000
CULTURE & RECREATION										
Parks										
Parks	21	16.4360	21	16.4360	21	16.4360	23	17.1360	2	0.7000
Senior Centers	9	6.6500	9	6.6500	9	6.6500	10	7.6500	1	1.00
Library System	61	49.8000	64	51.6000	64	51.6000	64	51.6000	-	0.6000
Fair	2	1.6700	2	1.6700	2	1.6700	2	1.6700	-	-
TOTAL	93	74.5560	96	76.3560	96	76.3560	99.0000	78.0560	3	2.3000
ALL FUNCTIONS AND DEPARTMENTS										
GRAND TOTAL	1,177	1,116	1,221	1,150.04	1,221	1,150.04	1,244	1,171.24	23	21.80

Position Summary

NEW POSITIONS				
DEPARTMENT	POSITION REQUESTED	GRADE	ADOPTED POSITIONS	ADOPTED FTE'S
COUNTY MANAGER				
Accela Customer Support	Business Analyst	22	1	1
	SUBTOTAL		1	1
INFRASTRUCTURE AND ASSET MANAGEMENT				
	Maintenance Planner	18	1	1
	SUBTOTAL		1	1
SHERIFF'S DEPARTMENT				
Didn't budget 3 Detention Officer(s) salary and benefits, but kept FTE	Deputy - Backfill due to Governmental Security Division	14	2	2
Didn't budget 3 Detention Officer(s) salary and benefits, but kept FTE	Sergeant - Backfill due to Governmental Security Division	19	1	1
	Sergeant - Youth Development Sergeant	19	1	1
	Animal Shelter: Senior Kennel Technician (Part-Time)	5	1	0.5
	SUBTOTAL		5	4.5
FIRE SERVICES				
24 hour shifts	Fire Captain	17	1	1
24 hour shifts	Fire Fighters	12	5	5
	SUBTOTAL		6	6
HUMAN SERVICES				
50% reimbursable	Administration: Receptionist (Greeter)	8	1	1
Shared position with Cabarrus Health Alliance				
50% reimbursable	Administration: Receptionist (50% costs covered by CHA)	8	1	1
50% reimbursable	Economic Support Services: Family Support Specialist	15	1	1
50% reimbursable	Economic Support Services: Income Maintenance Caseworker II	13	1	1
50% reimbursable	Economic Services- Income Maintenance Training Supervisor	17	1	1
75% reimbursable	Economic Services- Income Maintenance II (IMC II)	13	2	2
	SUBTOTAL		7	7
ACTIVE LIVING AND PARKS				
	Senior Center: Program Assistant	12	1	1
14 hrs. week	Park Rangers (Part-time)	7	2	0.7
	SUBTOTAL		3	1.7
ALL DEPARTMENTS				
	GRAND TOTAL		23	21.2

FTE: Full Time Equivalent

Position Summary

PERSONNEL REQUESTS BY DEPARTMENT		
Department / Position	Positions Requested by Departments	Positions Approved by County Management
COUNTY MANAGER'S OFFICE		
Business Analyst- Accela Customer Support	1	1
SUBTOTAL	1	1
FINANCE		
Business Analyst-Munis Support Specialist	1	-
SUBTOTAL	1	-
INFORMATION TECHNOLOGY SERVICES		
Physical Security Technical Specialist	1	-
On-Boarding and Training Coordinator	1	-
Cyber Security Technical Specialist	1	-
Administrative Associate	1	-
SUBTOTAL	4	-
INFRASTRUCTURE AND ASSET MANAGEMENT		
Maintenance Planner	1	1
Grounds Maintenance Crew Chief	1	-
SUBTOTAL	2	1
SHERIFF'S DEPARTMENT		
Deputy-backfill 2 deputy positions utilized for Governmental Security	2	2
Sergeant-backfill 1 sergeant position utilized for Governmental Security	1	1
Training Specialist	1	-
Youth Development Sergeant	1	1
SUBTOTAL	5	4
ANIMAL SHELTER		
Kennel Technician (part-time)	1	1
SUBTOTAL	1	1
FIRE SERVICES		
Fire Captain	1	1
Fire Fighter	5	5
SUBTOTAL	6	6
EMERGENCY MEDICAL SERVICES		
Master Paramedic	4	-
Paramedics (full-time)	4	-
SUBTOTAL	8	-
EROSION CONTROL		
Erosion Control Manager	1	-
Erosion Control Inspectors	2	-
SUBTOTAL	3	-
ACTIVE LIVING AND PARKS		
Program Assistant	2	1
Park Rangers (part-time)	2	2
SUBTOTAL	4	3
Library		
Technical Services Coordinator	1	-
SUBTOTAL	1	-

Position Summary

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



Five-Year Financial Plan

INTRODUCTION

The Five-Year Financial Plan is a forecast of revenues and expenditures that begins with the adopted annual budget for the upcoming fiscal year (FY 2020) and continues for four additional years (through FY 2024). Using a five-year planning window helps ensure that staff/board of commissioners meet commitments, obligations and anticipated needs in a strategic, fiscally sound manner. The plan encompasses both operating and capital budgets for the General Fund.

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

FUND BALANCE

Policy

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

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

Beginning in FY 2009, the Board waived the transfer of excess fund balance to the Capital Reserve Fund to better position the County to weather the fiscal storm brought about by the Great Recession. On March 15, 2010 the Board amended its fund balance policy so that "fund balance may be appropriated for any use in the general fund to overcome revenue shortfalls related to significant downturns in the economy." Fortunately, the Board never had to use fund balance for this reason. The County Board returned to their policy of transferring "excess" fund balance to the Capital Reserve Fund in FY 2014. The amount of the fund balance transfer to the Capital Reserve fund is calculated by taking total fund balance per the audit and reducing it for the Board's working capital policy of keeping 15% of the general fund budget amount for working capital use, and further reductions for management assignments related to various known issues such as litigation, tax appeals, landfill costs and statutorily required assignments (reserved by state statute, inventories, prepaid items) and \$5,000,000 for unknown or emergent contingencies that may arise.

Calculation

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

Five-Year Financial Plan

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

Estimated General Fund fund-balance on June 30, 2019 is expected to be 32% of General Fund expenditures. The County operates under an annual balanced budget where the sum of estimated net revenues and appropriated fund balances is equal to appropriations for the fiscal year. The following chart shows estimated FY 2020 fund balance information for all annual funds.

FY 2020 inter-fund transfers are adopted as follows:

ESTIMATED FUND BALANCE BY FUND						
Fund	Estimated Fund Balance 6/30/2018	Revenue	Transfers In	Transfers Out	Expenditures	Projected Fund Balance 6/30/2019
General	88,141,648	273,490,534	2,300,000	6,584,004	269,206,530	88,141,648
Landfill	3,931,085	1,403,508	-	-	1,403,508	3,931,085
Arena & Events Center	1,546,111	1,008,170	723,710	-	1,731,880	1,546,111
911 Emergency Telephone System	499,119	760,240	-	-	790,864	468,495
Workers Comp	4,957,857	2,338,502	-	-	2,338,502	4,957,857
Health/Dental Insurance	4,339,492	11,513,515	-	-	11,513,515	4,339,492

From Public School Building Fund for debt service payments

For school projects	2,300,000
From General Fund to Arena & Events Center Fund for the operation of the Cabarrus Arena and Events Center	723,710
From General Fund to Capital Reserve Fund for one-time capital projects and deferred maintenance needs for County and School projects	5,860,294

REVENUES IN THE NEXT FIVE YEARS

Property Taxes

Property taxes provide 64.17% of the revenue of the General Fund. Staff base projections on an ad valorem tax rate of \$0.74 per \$100 of the FY18 assessed value. The FY 2020 adopted General Fund budget does include a property tax rate increase of 2 cents (from \$0.72 to \$0.74). The total taxable property value is estimated at \$23,811,500,000 which is a 3.2% increase from the estimated FY 2019 final valuation. Total revenues in this category are budgeted at \$176,965,890 which is an increase of 7.6% or \$12,438,282 above the FY 2019 revised budget of \$164,527,608.

Five-Year Financial Plan

The budget staff used 3.9% growth for FY 2020, 1.8% for FY 2021 through FY 2024. In addition, they used a growth factor of 10% to estimate the effect of revaluation in FY 2021. Personal property valuations are projected to grow .5% each year. Public service property is estimated to remain stable each year and motor vehicles is calculated at 7.9% for FY 2020 and estimated to experience a 1.0% annual growth rate for FY 2021 - FY 2024 and a 1%. To calculate the DMV collection rate and all other collection rates for FY 2020, staff used the previous years' actual collection percentage of 100% and 98.81%, respectively for a combined rate of 98.92%.

Fees for Service

Register of Deeds fees include payments related to the recording of documents, primarily from the transfer of property. Building Inspection fees are collected on improvements made to real property. Staff anticipates Register of Deeds fees to increase over FY 2019 adopted budget by 8% and to increase an additional 4% each year FY 2021 through FY 2024. Staff is projecting Building Inspection fees to remain flat for FY 2020 with a 3% increase for FY 2021 through FY 2024. The County is experiencing growth in inspections, but is seeing more residential over commercial which has impacted revenue growth for FY 20. Ambulance fees for FY 2020 are anticipated to increase over FY 2019 adopted budget by 4.5%. Staff anticipates Ambulance fees to increase an additional 3% for FY 2021 through FY 2024.

Sales Taxes

Total sales tax budgeted for FY 2020 is \$50,759,025, which is a 9.68% or \$4,478,539 increase above the FY 2019 adopted budget of \$46,280,487. In FY 2019, Cabarrus County experienced a large number of refunds which impacted our FY 2020 estimates. Sales tax revenue has grown and economists project it to increase even more, primarily due to the recovery of the economy and the states sales tax reform efforts, effective January 1, 2014, which expanded the base for sales tax collections. However, in future years, unpredictable sales tax refunds to nonprofits and other government agencies mean conservative sales tax growth projections. County staff continue to work with the N.C. Department of Revenue to research this matter more thoroughly for years beyond FY 2020. However, until the State makes changes in their reporting capabilities, regulations and policies, sales tax budgeting will remain quite a challenge for all North Carolina counties.

Other Revenue Sources:

Lottery Proceeds

Statutory changes governing the method in which the State distributes lottery proceeds to counties for use in public school capital projects have reduced receipts in Cabarrus County by about 50%. The General Assembly may consider changing the distribution formula in the future; however, until then, receipts of at least \$2,300,000 million annually are expected. Even though we continue to budget this revenue on an ongoing basis, until the State settles on a permanent formula for distribution, we regard lottery proceeds as a one-time revenue source. The County will work with both School systems to determine the use of these funds. Furthermore, the State limits how counties can use lottery proceeds. Within the State's available options, our local school districts and the County agree to apply lottery proceeds toward the repayment of school construction debt over the entire five-year planning period.

Medicaid Hold Harmless

Pursuant to G.S. 105-523, eligible counties must receive a hold-harmless payment for exchanging a portion of the local Sales & Use Tax for the State's agreement to assume the responsibility for the non-administrative costs of Medicaid. The County budgeted an additional \$500,000 in anticipated Medicaid Hold Harmless funds based on previous year's trends, which brings the overall budget for Medicaid Hold Harmless funds to \$2,500,000.

Five-Year Financial Plan

EXPENDITURES IN THE NEXT FIVE YEARS

The adopted General Fund budget for FY 2020 is \$275,790,534 based on an ad valorem tax rate of \$0.74. This is a \$20,187,562 increase over the adopted FY 2019 budget. Overall spending for the five years of the planning period reflect changes in the following areas:

1. Staff proposed health insurance costs of \$7,980 per employee for FY 2020, an increase of \$189,554 (current employees and for the adopted 23 new positions) for all eligible County employees and retirees. This was a 2% increase in the health insurance rate from FY 2019.
2. The FY 2020 adopted budget includes a cost-of-living adjustment (COLA) of 1.5% and merit pay of up to 2.5% for County staff. The projected budgets for FY 2020-FY 2024 include merit increases ranging from 0-2.5% and COLA of 1.5% for FY 2020-FY 2024. Staff estimates the FY 2020 cost of the merit structure as \$1,319,815 based on an average 2% merit and the COLA as \$1,592,142 at the annual planning retreat in February 2019, the board provided this guidance for the budget process for FY 2020. Staff typically budgets \$500,000 in salary adjustments to fund merit increases for employees with the remainder coming from lapsed salary. Staff continued this practice for FY 20.
3. The adopted FY 2020 budget includes 23 new positions (see position section of the budget document for a detail listing of positions approved). Several departments have requested new positions to meet additional demands. As caseload volumes continue to rise, along with case complexity and morale issues, implementation of the Helping the Underserved Be-loved and Belonged (H.U.B.B), Human Services is requesting additional 7 positions. Infrastructure and Asset Management has requested a maintenance planner to assist with renovations of current spaces for new services as well as the replacement of gaining equipment and the transition from new construction projects. This position will be beneficial to the County in extending the life of assets through planned maintenance efforts. The Sheriff's Department has requested two deputy positions that will be backfill positions due to the creation of the newly developed Governmental Security Services division. They also requested a sergeant position to be a backfill. The Governmental Security Services division was implemented in the middle of FY 2019 due to the opening of the parking deck. This division is in place to monitor and patrol all governmental owned and operated buildings in the County. The Sheriff's Department also requested a Youth Development Sergeant to assist with the School Resource Officers. We currently have 17 School Resource Officers assigned to 19 schools, 1 Lieutenant and 1 Sergeant. There is a need for an additional Sergeant position to assist with employee-supervisory ratio and workload demands in this division. The Animal Shelter is requesting a part-time kennel technician position to assist with administering vaccinations and medical tests to the animals as well as provide weekend shift coverage. The County Manager's Office is requesting a Business Analyst position that will report to the Area Manager of Innovation. The Business Analyst position will assist with Accela customer support, which is the online permitting and software system the County uses in conjunction with its municipalities. Our Fire Services department is requesting an additional fire captain and 5 additional fire fighter positions with the proposed 24 hour shift change. Last, our Active Living and Parks Department is requesting a program assistant to assist at the Senior Center for special event coverage and coordination and 2 additional part-time park ranger positions to provide custodial and set-up services at the Senior Center.
4. The County is proposing to make debt payments of \$1,478,700 for the land purchase for a future middle, high school and library/senior center site. This would be a 7 year debt issuance in the total amount of \$8.5 million. The five year plan also notes future debt service payments that will hit as a result of the construction of a new middle school for Cabarrus County Schools and the construction and renovation of the Cabarrus County Courthouse. The construction of the middle school is proposed to begin in May 2020 and will cost

Five-Year Financial Plan

around \$43 million dollars. The construction of the new courthouse is also proposed to begin in May 2020. This project will cost over \$90 million for the new construction and \$15 million for the renovation of the existing courthouse, which is set to take place in September 1, 2022.

5. The County has also made an effort to increase the current expense allocation to the Cabarrus and Kannapolis public education systems as well as Rowan Cabarrus Community College. Over the next five years, this includes operations, such as utility cost, employee benefit changes, and state salary matches for local positions. We placed additional emphasis on funding teacher supplements and salary increases for non-certified staff. Education/School current expense funding for Cabarrus County Schools Kannapolis City Schools and Charter schools increased by \$3,705,995 over the FY 19 adopted budget. This increase is due to the following: increases in regular instruction costs by \$2,356,503 due to the local state salary match, charter school students, increase in teacher supplements, operational costs associated with the opening of the new West Cabarrus High School, increases for non-teaching staff salaries and benefits, instructional supplies, and increases in hospitalization and retirement for staff. Currently, teacher supplements in Cabarrus County are at 8.00% with the ultimate goal to get to 8.75%. Adopted in FY 2020 is an additional \$702,828, which will increase the teacher supplement to 8.50% with benefits. Building maintenance costs increased funding by \$157,886 for Cabarrus County Schools for continuation costs and maintenance costs of new facilities. Grounds maintenance costs also increased by \$25,402 although this year these costs are combined within the buildings and grounds maintenance account. Last, technology costs based on an increase in maintenance due to new facilities is projected to increase by \$515,094. Rowan Cabarrus Community College had an increase of \$472,000 in current expense funding for FY 2020, which was an increase of \$452,000 in the operating and utility cost impact of the Advanced Technology Center which opened in FY 2019. Other increases include: \$20,000 for energy and commodity inflation costs.
6. Economic development incentives are on a schedule based on estimates of when the businesses will complete their capital projects, taxes paid and grant requests submitted and, therefore, vary widely from year to year. This is different than in the past and as a result will free up additional operating funds.
7. The Cabarrus Health Alliance is requesting a part-time school nurse for Kannapolis Middle School and a full-time nurse for the alternative schools, which is the Performance Learning Center and Early College. The Health Alliance is also requesting an additional \$200,000 to support further clinic operations. The overall increase the Cabarrus Health Alliance is requesting is \$491,066.
8. Due to the 2 cent property tax increase, the County contributed \$5,860,294 to the capital reserve fund to help fund one time capital and deferred maintenance projects for our school systems and county departments. These county projects consisted of \$2,200,000 for land banking efforts in the County, an additional \$815,000 for the operations center capital project and \$160,000 for the Sheriff Radio communications tower project. Further information about these projects can be found in the Capital Improvement Plan section of the budget document. The school projects ranged from: gym replacements, roof replacements, security camera upgrades, carpet and floor replacements, a security vestibule, a new timekeeper server and tennis court resurfacing at a local high school. These projects assist both of our public school systems.

Debt Service

Servicing the County's debt (educational and non-education) is estimated at 19.39% percent of General Fund spending in FY 2020. Adopted debt service totals \$53,470,695 and includes debt for the schools and other debt service for the County in the General Fund. 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

Five-Year Financial Plan

of \$9,235,680 represents 3.35% of the General Fund budget. Some projects in this category include: Arena, Jail Housing Unit, Sheriff Administrative building, land purchase at Rob Wallace Park, and a parking deck located in Downtown Concord.

Cabarrus County Schools has also submitted a 10 year plan for school construction needs and Kannapolis City Schools and Rowan Cabarrus Community has submitted a 5 year plan for their needs. The County is working with the schools systems, county capital needs and the Community Colleges to take all the capital needs of the community and generate a plan to fund these needs. The first steps were taken during the FY 2017 budget and continue in FY 2020. The County will define the revenue streams available and potential future revenue options (some pending state decisions) to fund these projects.

Conclusion

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

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

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

Five-Year Financial Plan

FIVE-YEAR FINANCIAL PLAN									
GENERAL FUND									
		For Reference		Revaluation Year					
		2019	2020	2021	2022	2023	2024		
Penny on the tax rate	\$	2,279,060	\$ 2,368,324	\$ 2,604,792	\$ 2,651,030	\$ 2,698,153	\$ 2,746,177		
Property Tax Rate		\$0.72/ 100	\$0.74/ 100	\$0.74/ 100	\$0.74/ 100	\$0.74/ 100	\$0.74/ 100		
Property Tax increase 2 cent		-	4,736,648	-	-	-	-		
Adopted Budget Revenues									
less one time from prior year	\$	-	\$ 255,183,510	\$ 272,554,796	\$ 291,459,381	\$ 296,349,639	\$ 301,340,317		
AD VALOREM									
Property Taxes Budget-FY19 (Real, Personal, DMV)	\$	162,850,608	\$ -	\$ -	\$ -	\$ -	\$ -		
Property Taxes Budget-FY19 (Delinquent/Interest)	\$	1,677,000							
Growth for revaluation (10%)		-	-	14,424,118	-	-	-		
Over collection in FY19		-	1,241,739	-	-	-	-		
Growth in tax revenues (3.9% FY20, 1.8% FY21-FY24) Includes Real, Personal and DMV		-	6,426,994	3,074,531	3,421,581	3,487,067	3,553,840		
OTHER TAXES									
Sales Tax Budget- FY19	\$	46,280,487	\$ -	\$ -	\$ -	\$ -	\$ -		
Other Taxes Budget-FY 19		1,873,177	-	-	-	-	-		
Growth in Sales taxes (2% FY20, 2% FY21-FY24)		-	4,478,539	1,015,181	1,035,484	1,056,194	1,077,318		
Permits and Fees									
Permits and Fees Budget- FY19	\$	6,968,899	\$ -	\$ -	\$ -	\$ -	\$ -		
Building Inspection Fees (0% FY20, 3% FY21 - FY24)		-	-	115,650	119,120	122,693	126,374		
Register of Deeds (8% FY20, 4% FY21 - FY24)		-	220,892	89,461	122,860	127,775	132,886		
SALES AND SERVICES									
Sales and Services		13,457,944	-	-	-	-	-		
Ambulance Fees (4.5% FY20, 3% FY20-FY24)		-	266,474	185,644	191,213	196,949	202,858		
OTHER REVENUE CATEGORY									
Intergovernmental Revenues		19,961,943	-	-	-	-	-		
Miscellaneous/Other		2,532,914	-	-	-	-	-		
Total Recurring Revenues	\$	255,602,972	\$ 272,554,796	\$ 291,459,381	\$ 296,349,639	\$ 301,340,317	\$ 306,433,593		
OTHER									
Interest on Investments	\$	-	\$ 500,000	\$ -	\$ -	\$ -	\$ -		
Board of Elections - Program Fees		-	90,000	-	-	-	-		
Lottery Proceeds		-	300,000	-	-	-	-		
Medicaid Hold Harmless		-	500,000	-	-	-	-		
Social Services Reimbursement - New Positions		-	189,878	-	-	-	-		
Matching Grants - Parks		-	50,000	-	-	-	-		
HCCBG Funding		-	50,000	-	-	-	-		
Deputy Reimbursement		-	165,101	-	-	-	-		
Increase/Decrease in Revenues		-	1,390,759	-	-	-	-		
APPROPRIATION OF RESTRICTED FUND BALANCE									
Sinking Fund	\$	-	\$ -	\$ -	\$ -	\$ 7,200,000	\$ -		
Total Revenues	\$	255,602,972	\$ 275,790,534	\$ 291,459,381	\$ 296,349,639	\$ 308,540,317	\$ 306,433,593		
Adopted Budget Expenditures less one time from prior year									
	\$	-	\$ 256,183,510	\$ 264,782,274	\$ 284,182,408	\$ 294,511,312	\$ 321,225,173		

Five-Year Financial Plan

FIVE-YEAR FINANCIAL PLAN GENERAL FUND								
	For Reference		Revaluation Year					
	2019	2020	2021	2022	2023	2024		
COUNTY SERVICES (PERSONNEL AND OPERATING)								
Personnel budget - FY 19	\$ 78,114,611	\$ -	\$ -	\$ -	\$ -	\$ -		
New Position Request	-	1,343,149	-	-	-	-		
Salary Study - General Government	-	225,000	500,000	500,000	500,000	500,000		
Salary Adjustments (other pays/vacation payouts)	-	326,537	-	-	-	-		
Merit increase - 2% average	-	500,000	1,366,322	1,414,897	1,464,843	1,516,551		
Cost of Living Adjustment - 1.5% FY20, 1.5% FY21 - FY 24	-	1,592,142	1,015,647	1,052,278	1,082,396	1,120,605		
Retirement - increase 1.2% FY20, 1.2% FY 21 - FY 24 (General - 9.00% and Law - 9.70%)	-							
*includes death beneficiary	-	802,000	659,824	667,742	675,755	744,682		
Workers Compensation (rates remain stable)	-	73,000	-	-	-	-		
Health Insurance increases (includes retirees)								
2% increase FY 20, 2% FY 21 - FY 24	-	189,554	193,345	197,212	201,156	205,179		
Operating budget - FY 19	39,082,738	-	-	-	-	-		
Midland Library Branch - operations	-	21,000	-	-	-	-		
Recycling Program Expense	-	165,000	-	-	-	-		
DEBT								
Non-School Debt - FY 19	\$ 9,545,768	\$ -	\$ -	\$ -	\$ -	\$ -		
Change in Retirement of Debt Service	-	(3,143,604)	(1,829,290)	(3,727,064)	4,383,103	(9,006,711)		
Notes Payable-NC DOC	-	-	(91,465)	-	-	-		
COPS 2011A Sinking Fund Pymt (Approp of Restricted FB)	-	-	-	-	7,200,000	-		
School Debt	45,589,826	-	-	-	-	-		
Middle and High School Land and Senior Center/ Library (7 year) - \$8.5 m debt issuance	-	1,478,700	(34,100)	(34,100)	(34,100)	(34,100)		
Construction of Middle School								
Construction to begin May 2020 (20 year) - \$43 m	-	-	2,694,896	1,521,354	21,250	(40,000)		
Construction of New Courthouse May 2020 - \$90m	-	-	5,697,875	3,181,625	31,250	(86,250)		
Courthouse Renovation September 2022- \$15m	-	-	-	-	1,204,208	284,292		
Courthouse Operating Costs	-	-	-	1,000,000	3,000,000	-		
SCHOOLS								
Current Expense Funding - FY 19 Budget	\$ 75,435,217	\$ -	\$ -	\$ -	\$ -	\$ -		
Additional Current Expense Funding - Based on prior year increase (CCS and KCS)	-	2,529,279	4,708,000	5,000,000	5,500,000	6,000,000		
CCS Supplement from 8.00% to 8.50% in FY20								
Maintain in future years	-	702,828	100,000	100,000	100,000	100,000		
Additional Current Expense- RCCC	-	472,000	-	-	-	-		
RCCC- Capital Outlay	-	100,000	-	-	-	-		
Additional Current Expense Funding -High School and Elementary School (Aug 20) and Middle School (FY 23)	-	-	4,500,000	-	2,000,000	-		

Five-Year Financial Plan

FIVE-YEAR FINANCIAL PLAN											
GENERAL FUND											
	For Reference		Revaluation Year								
	2019		2020	2021	2022	2023	2024				
Other Entities											
Cabarrus Health Alliance - FY19 Budget	\$	7,035,312	\$	-	\$	-	\$	-	\$	-	
Cabarrus Health Alliance		-		491,066		300,000		300,000		300,000	
Contribution to the Arena - FY 19 Budget		759,500		-		-		-		-	
Contribution to the Arena		-		(13,887)		-		-		-	
Increases (Decreases) in Incentive Payments		941,000		745,000		(380,920)		(845,040)		(916,000)	
Total Recurring Expenditures	\$	-	\$	264,782,274	\$	284,182,408	\$	294,511,312	\$	321,225,173	
										\$	322,696,421
OTHER											
ALPS-Matching Grants		-		100,000		-		-		-	
Building and Grounds Maintenance Projects		-		475,400		-		-		-	
Replacement Equipment and Vehicles		-		758,381		-		-		-	
Elections Expense		-		316,896		-		-		-	
Recycling Expense		-		230,000		-		-		-	
Increase (Decrease) in Expenditures		-		2,570,948		-		-		-	
Contribution to Capital Reserve Fund for 1											
Time Projects				5,860,294		-		-		-	
Board Contingency - Charter		-		696,341							
Total Expenditures	\$	-	\$	275,790,534	\$	284,182,408	\$	294,511,312	\$	321,225,173	
										\$	322,696,421
Revenues more (less) Expenditures	\$	-	\$	(0)	\$	7,276,973	\$	1,838,327	\$	(12,684,856)	
										\$	(16,262,828)
Estimated Unassigned Fund Balance											
As of June 30, 2018 *	\$	-	\$	51,601,102	\$	58,878,075	\$	60,716,402	\$	48,031,546	
Total Debt Service Payments	\$	-	\$	51,991,990	\$	58,464,006	\$	59,439,921	\$	72,279,732	
% of Current Budget		-		19.64%		20.57%		20.18%		22.50%	
											19.66%

*Growth in property tax revenue for FY 20 doesn't include 2 cent property tax increase



Capital Improvement Plan

WHAT IS A CAPITAL PROJECT?

Departments use the Capital Improvement Plan (CIP) process to request new capital projects, update the status of current projects and update requests of projects that were previously submitted for future budget years.

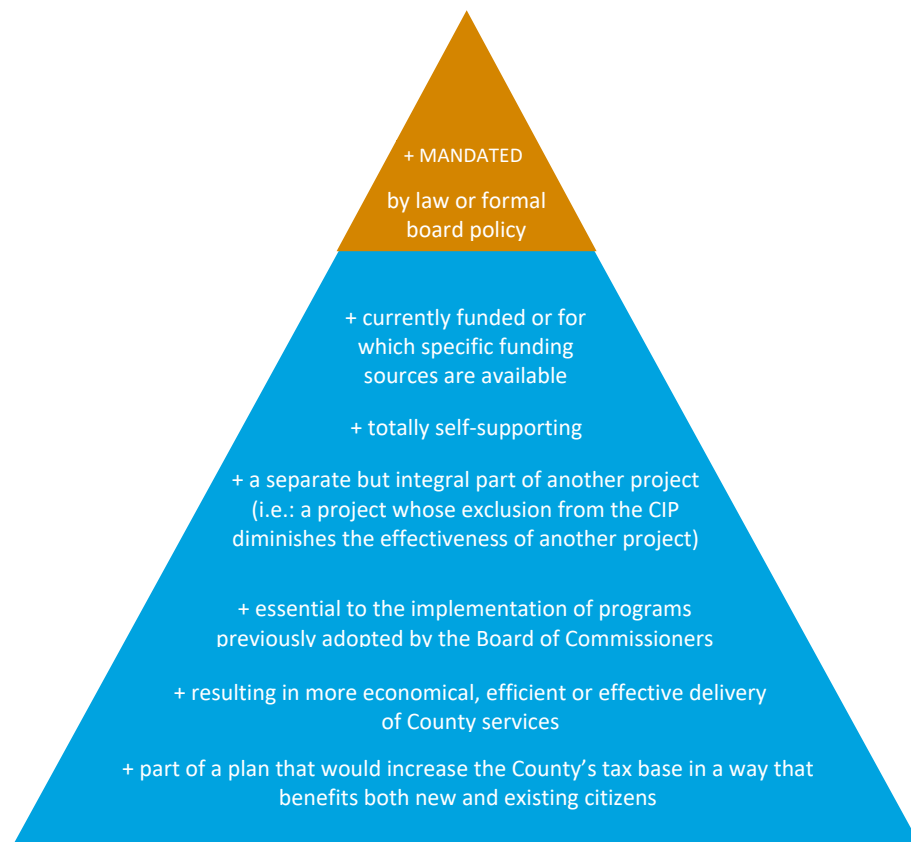
A capital project generally has all of the following characteristics:

1. the purchase or acquisition of a County asset, land purchase or the replacement or rehabilitation of an existing asset,
2. has a value of \$100,000 or greater,
3. has a useful life of five years or more, and
4. spans more than one fiscal year from project planning to completed construction or acquisition.

Since CIP projects include expenditures for the construction, purchase or major renovation of buildings, other physical structures and major landscaping, it is likely that one project will contain several components or phases. If these various components or phases are clearly part of one major project, the entire project may be considered as one capital improvement project.

Evaluating Projects

Generally, successful projects are those that are the result of a needs assessment, are aligned to achieving the strategic goals of an organization and have secure financial sourcing. A team consisting of County management, budget staff and general services review projects for business need, feasibility and financing. Staff from other departments may review requests as well (i.e. Information Technology Services management oversee technology needs). Mandated projects take a top priority and all other projects are assessed using criteria as seen in the triangular chart below. The more criteria met, the more likely to be considered. Projects that are chosen for the CIP include projects that are:



Capital Improvement Plan

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

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

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

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

Funding

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

A review of FY 2020 planned capital projects and available revenue sources shows capital reserve funds to fund projects. Costs associated with debt service to fund school construction/renovations will be offset by the retirement of existing debt, lottery proceeds and the Article 46 ¼ cent sales tax.

The projects for FY 2020 total \$17,115,833. This includes: \$1,978,887 in Multi-year funds/other funds, \$8,973,106 in debt and \$6,163,840 from the Capital Reserve fund.

The remainder of this section gives an overview of the Capital Improvement Plan by project, funding source and a summary page for each nonrecurring project for the next 5 years.

Capital Improvement Plan

CAPITAL IMPROVEMENT PLAN BY PROJECT														
	FY 2019 Adopted		FY 2020 Adopted		FY 2021 Planning		FY 2022 Planning		FY 2023 Planning		FY 2024 Planning		Future Years	
GENERAL GOVERNMENT														
Elma C. Lomax Incubator Farm														
Utility Planning and Installation	\$	-	\$	-	\$	1,000,000	\$	-	\$	-	\$	-	\$	-
Enterprise Physical Security		-		300,000		-		-		-		-		-
Express Voting Machines		-		-		198,000		-		-		-		-
Fiber Infrastructure Improvement				-		300,000		300,000		-		-		-
Governmental Center ADA		-		-		229,050		-		-		-		-
Governmental Center Chiller Replacement		211,000		-		-		-		-		-		-
Governmental Center Fitness Room Shower and Changing Room		-		-		515,000		-		-		-		-
Governmental Center G Level Parking Deck Sealing		-		-		300,000		-		-		-		-
Governmental Center Generator Replacement		-		-		-		-		320,000		-		520,000
Governmental Center Planning & Development Office Renovations		-		-		-		-		-		-		315,000
Governmental Center Roof & Skylight Replacement		-		2,085,000		-		-		-		-		-
Grounds Division Relocation		-		-		-		-		-		-		450,000
Jail Annex HVAC Replacement		-		-		210,000		-		-		-		-
Land Banking Funding		**		2,200,000		2,000,000		2,000,000		2,000,000		2,000,000		2,000,000
Operations Center Renovations		-		850,000		965,000		245,000		2,400,000		-		-
Sheriff's Admin Building Chiller Addition		-		-		-		-		-		340,000		-
Tax Assessors Office Renovations		-		-		-		-		60,000		200,000		-
SUBTOTAL	\$	211,000	\$	5,435,000	\$	5,717,050	\$	2,545,000	\$	4,780,000	\$	2,540,000	\$	3,285,000
PUBLIC SAFETY														
Animal Shelter Expansion	\$	-	\$	-	\$	-	\$	75,000	\$	600,000	\$	-	\$	-
Courthouse Expansion / Relocation		11,419,000		-		90,540,000		4,300,000		15,000,000		-		-
Detention Center Security, Software and Hardware														
Upgrades for Door Access and EMS Headquarters		60,000		-		-		-		-		-		-
Northeast Cabarrus Radio Tower		50,000		120,000		3,600,000		-		-		-		4,000,000
Public Safety Training Facility		-		-		160,000		75,000		2,200,000		-		-
Radio Network Ethernet Backhaul and Edge		-		-		4,854,000		4,545,000		4,100,000		-		-
Training and Firing Range Renovations		500,000		88,887		-		-		-		-		-
		-		1,700,000		870,000		500,000		-		-		-
SUBTOTAL	\$	12,029,000	\$	1,908,887	\$	100,024,000	\$	9,495,000	\$	21,900,000	\$	-	\$	4,000,000
ECONOMIC AND PHYSICAL DEVELOPMENT														
Clarke Creek Heron Rookery	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	615,000
Prime Farmland Soil		1,703		125,000		-		-		-		-		-
Riparian Buffers/Floodplains Conservation		-		-		-		-		-		-		500,000
Significant Natural Heritage Areas - Miscellaneous		-		-		-		-		-		-		750,000
SUBTOTAL	\$	1,703	\$	125,000	\$	-	\$	-	\$	-	\$	-	\$	1,865,000
ENVIRONMENTAL PROTECTION														
Roll off Truck Replacement	\$	-	\$	180,000	\$	-	\$	-	\$	-	\$	-		
SUBTOTAL	\$	-	\$	180,000	\$	-	\$	-	\$	-	\$	-	\$	-

Capital Improvement Plan

CAPITAL IMPROVEMENT PLAN BY PROJECT													
	FY 2019 Adopted		FY 2020 Adopted		FY 2021 Planning		FY 2022 Planning		FY 2023 Planning		FY 2024 Planning		Future Years
HUMAN SERVICES													
Human Services Building	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$ 89,000,000
Human Services Building HVAC		-		-		-		180,000		-		-	-
SUBTOTAL	\$	-	\$	-	\$	-	\$	180,000	\$	-	\$	-	\$ 89,000,000
CULTURE AND RECREATION													
Arena Event Center Entrance - Canopy	\$	-	\$	-	\$	-		\$	-	\$	-	\$	210,000
Arena Kitchen Goods Storage Building Replacement		-		161,000		-		-		-		-	-
Arena Midway Stage and Dining Deck		-		-		540,000		-		-		-	-
Arena Pave Front Overflow Lot		-		-		270,000		-		560,000		-	-
Camp Spencer Vending Machine Building and Overlook		-		425,000		200,000				-		-	-
Camp T.N. Spencer Park - Helms Hall		-		-		-		-		-		-	6,200,000
Carolina Thread Trail		-		-		1,000,000		-		-		-	23,950,000
Concord Senior Center Overflow Parking Lot Paving		-		-		-		75,000		180,000		-	170,000
Frank Liske Park - Mini-golf, restrooms, concessions, and office building		-		-		1,100,000		-		-		-	-
Frank Liske Park Artificial Turf for Fields at Existing Soccer Complex		-		-		-		2,100,000		-		2,100,000	5,600,000
Frank Liske Park Multi-Projects		-		-		3,390,000		-		-		-	3,200,000
Frank Liske Park Multi-Use Synthetic Turf Fields		-		-		-		-		-		-	3,250,000
Frank Liske Park Playground Replacements		100,000		-		-		100,000		-		-	-
Frank Liske Park Softball Complex Utility Upgrades		-		-		60,000		350,000		-		-	-
Frank Liske Park Water Line Replacements		-		360,000		420,000		-		-		-	-
Kannapolis Library Roof Replacement		-		-		-		-		250,000		-	-
Mt. Pleasant Ball Fields		-		1,000,000		3,075,000		-		-		-	-
Mt. Pleasant Library Expansion		-		-		-		-		-		-	TBD
New Harrisburg Library		-		-		-		-		-		-	TBD
Robert Wallace Park		-		-						-		-	12,200,000
School Park Projects Miscellaneous		-		-		-		-		-		-	20,000,000
Southern Cabarrus Senior Center		-		-		-		-		-		-	4,950,000
Vietnam Veterans Park		-		-		-		-		-		-	6,500,000
Vietnam Veterans Park-Restroom Facility		-		-		-		580,000		-		-	-
West Cabarrus Library Branch and Senior Center		-		1,000,000		9,000,000		-		-		-	13,750,000
SUBTOTAL	\$	100,000	\$	2,946,000	\$	19,055,000	\$	3,205,000	\$	990,000	\$	2,100,000	\$ 99,980,000
GOVERNMENTAL GRAND TOTAL	\$	12,341,703	\$	10,594,887	\$	124,796,050	\$	15,425,000	\$	27,670,000	\$	4,640,000	\$ 198,130,000

Capital Improvement Plan

CAPITAL IMPROVEMENT PLAN BY PROJECT														
	FY 2019 Adopted		FY 2020 Adopted		FY 2021 Planning		FY 2022 Planning		FY 2023 Planning		FY 2024 Planning		Future Years	
EDUCATION														
Cabarrus County Schools														
10 Yellow Buses	\$	880,000	\$	-	\$	-	\$	-	\$	-	\$	-	-	
2 Activity Buses		**		200,000		-		-		-		-	-	
Bethel Elementary School Roof Replacement		-		-		1,023,660								
C.C. Griffin Middle School Roof Replacement		-		-		1,364,880								
Central Cabarrus High School Partial HVAC Replacement		-		-		1,649,230								
Central Cabarrus High School Roof Replacement		-		-		1,364,880								
Concord High School Fire Academy		-		-		2,068,000								
Concord High School Partial		-		-		796,180								
Concord High School Roof Replacement		-		-		1,649,230								
Concord High School Stadium		-		-		2,068,000								
Concord Middle School Partial HVAC Replacement		-		-		682,440								
Cox Mill High School Land and Parking		-		-		1,034,000								
Hickory Ridge Elementary School		3,298,000		-		-		-		-		-	-	
Mobile Units		2,400,000				-		-		-		-	-	
Mt Pleasant Elementary Electrical Service		**		568,700		-		-		-		-	-	
Mt. Pleasant Elementary School Roof Replacement						1,046,408								
Mt. Pleasant High School Parking and Drive Replacement						1,819,840								
New High School Site		-		5,000,000		-		-		-		-	-	
New Middle School		-		2,500,000		45,000,000		2,900,000				-	-	
Northwest Cabarrus High School Electrical Distribution System						943,781								
Northwest Cabarrus High School HVAC Replacement						3,980,900								
Northwest Cabarrus High School Stadium Renovation						2,068,000								
Northwest Cabarrus Middle School Athletic Field Construction						682,440								
Performance Learning Center		240,000		-		-		-		-		-	-	
School Nutrition Program Office with Test Kitchen						568,700								
Security Cameras		-		415,246		-		-		-		-	-	
W.M. Irvin Elementary Roof Replacement						1,364,880								
Weddington Hills Elementary School Roof Replacement						1,364,880								
West Cabarrus High School		3,282,250		-		-		-		-		-	-	
Wolf Meadows Elementary School HVAC Replacement						3,412,200								
Wolf Meadows Elementary School Park and Drive Replacement						1,592,360								
SUBTOTAL	\$	10,100,250	\$	8,683,946	\$	77,544,889	\$	2,900,000	\$	-	\$	-	\$	-

Capital Improvement Plan

CAPITAL IMPROVEMENT PLAN BY PROJECT														
	FY 2019 Adopted		FY 2020 Adopted		FY 2021 Planning		FY 2022 Planning		FY 2023 Planning		FY 2024 Planning		Future Years	
Kannapolis City Schools														
A.L. Brown Ceiling Tile and Grid Replacement	\$	-	\$	-	\$	310,000	\$	-	\$	-	\$	-	\$	-
A.L. Brown Football Stadium ADA/Drainage		-		-		175,000		-		-		-		-
A.L. Brown HVAC Mechatronics Lab		-		-		300,000		-		-		-		-
A.L. Brown Replace Cannon Gym		-		-		200,000		-		-		-		-
A.L. Brown Roof Replacement		-		-		250,000		-		-		-		-
A.L. Brown Upgrade Electric Service		-		-		200,000		-		-		-		-
Forest Park Elementary Front Entrance		-		-		300,000		-		-		-		-
Fred L. Wilson Elementary Repaving		**		-		200,000		-		-		-		-
Kannapolis Middle Covered Walk		-		-		500,000		-		-		-		-
SUBTOTAL	\$	-	\$	-	\$	2,435,000	\$	-	\$	-	\$	-	\$	-
Rowan Cabarrus Community College														
Building 2000 LRC Renovation	\$	-	\$	-	\$	1,111,000	\$	-	\$	-	\$	-	\$	-
Building 2000 Re-roof		-		-		315,000		-		-		-		-
CBTC A/C Unit Replacement		**		125,000		125,000		-		-		-		-
CBTC Annex Motorsports Program		-		-		756,000		-		-		-		-
PSNC Energy Property Acquisition		-		-		-		1,300,000		-		-		-
RCCC South Campus Energy Efficiency Upgrades		-		-		110,000		-		-		-		-
South Campus Building 1000 Renovation		-		-		657,000		-		-		-		-
South Campus Building 2000 Fire Alarm Replacement		-		112,000		-		-		-		-		-
South Campus Building 4000 Construction		-		-		-		-		1,300,000		17,200,000		-
Trinity Church Rd Property Acquisition		-		-		350,000		-		-		-		-
SUBTOTAL	\$	-	\$	237,000	\$	3,424,000	\$	1,300,000	\$	1,300,000	\$	17,200,000	\$	-
EDUCATION TOTAL	\$	10,100,250	\$	8,920,946	\$	83,403,889	\$	4,200,000	\$	1,300,000	\$	17,200,000	\$	-
ALL PROJECTS														
GRAND TOTAL	\$	22,441,953	\$	19,515,833	\$	208,199,939	\$	19,625,000	\$	28,970,000	\$	21,840,000	\$	198,130,000
**These projects were requested in FY 2019 but not funded. Please refer to individual project sheets.														

Capital Improvement Plan

CAPITAL IMPROVEMENT PLAN BY FUNDING SOURCE													
	FY 2019 Adopted		FY 2020 Adopted		FY 2021 Planning		FY 2022 Planning		FY 2023 Planning		FY 2024 Planning		Future Years
CAPITAL RESERVE FUND													
10 Yellow Buses - CCS	\$	880,000	\$	-	\$	-	\$	-	-	-	-	-	-
2 Activity Buses - CCS		**		200,000		-		-	-	-	-	-	-
Arena Kitchen Goods Storage Building Replacement		-		161,000		-		-	-	-	-	-	-
CBTC A/C Unit Replacement - RCCC		**		125,000		-		-	-	-	-	-	-
Courthouse Expansion / Relocation		11,419,000		-		-		-	-	-	-	-	-
EMS Headquarters		50,000		120,000		-		-	-	-	-	-	-
Enterprise Physical Security		-		300,000		-		-	-	-	-	-	-
Frank Liske Park Playground Replacements		100,000		-		-		-	-	-	-	-	-
Governmental Center Chiller		211,000		-		-		-	-	-	-	-	-
Governmental Center Roof & Skylight Replacement		-		1,611,894		-		-	-	-	-	-	-
Hickory Ridge Elementary School - CCS		3,298,000		-		-		-	-	-	-	-	-
Mobile Units - CCS		2,400,000		-		-		-	-	-	-	-	-
Mt Pleasant Elementary Electrical Service		**		568,700		-		-	-	-	-	-	-
Operations Center Renovations		-		850,000		-		-	-	-	-	-	-
Performance Learning Center - CCS		240,000		-		-		-	-	-	-	-	-
Radio Network Ethernet Backhaul and Edge - CCS		500,000		-		-		-	-	-	-	-	-
Security Cameras - CCS		-		415,246		-		-	-	-	-	-	-
South Campus Building 2000 Fire		-		112,000		-		-	-	-	-	-	-
Training and Firing Range Renovations		-		1,700,000		-		-	-	-	-	-	-
West Cabarrus High School - CCS		2,782,250		-		-		-	-	-	-	-	-
SUBTOTAL	\$	21,880,250	\$	6,163,840	\$	-	\$	-	\$	-	\$	-	-
DEBT													
Courthouse Expansion / Relocation	\$	-	\$	-	\$	90,400,000	\$	-	15,000,000	-	-	-	-
New High School Site - CCS		-		5,000,000		-		-	-	-	-	-	-
New Middle School - CCS		-		2,500,000		43,050,000		-	-	-	-	-	-
West Cabarrus Library Branch and Senior Center		-		1,000,000		-		-	-	-	-	-	-
SUBTOTAL	\$	-	\$	8,500,000	\$	133,450,000	\$	-	\$	15,000,000	\$	-	-
MULTI YEAR FUND/OTHER FUNDS													
Camp Spencer Vending Machine Building and Overlook	\$	-	\$	425,000	\$	-	\$	-	\$	-	\$	-	-
Detention Center Security, Software and Hardware Upgrades for Door Access and		60,000				-		-	-	-	-	-	-
Frank Liske Park Water Line Replacements		-		360,000		-		-	-	-	-	-	-
Governmental Center Roof & Skylight Replacement		-		473,106		-		-	-	-	-	-	-
Mt. Pleasant Ball Fields		-		1,000,000		-		-	-	-	-	-	-
Prime Farmland Soil		1,703		125,000		-		-	-	-	-	-	-

Capital Improvement Plan

CAPITAL IMPROVEMENT PLAN BY FUNDING SOURCE													
	FY 2019 Adopted		FY 2020 Adopted		FY 2021 Planning		FY 2022 Planning		FY 2023 Planning		FY 2024 Planning		Future Years
Radio Network Ethernet Backhaul and Edge	-		88,887		-		-		-		-		-
Roll off Truck Replacement	-		180,000		-		-		-		-		-
West Cabarrus High School - CCS	500,000		-		-		-		-		-		-
SUBTOTAL	\$	561,703	\$	2,651,993	\$	-	\$	-	\$	-	\$	-	-
TO BE FUNDED													
A.L. Brown Ceiling Tile and Grid Replacement - KCS	\$	-	\$	-	\$	310,000	\$	-	\$	-	\$	-	-
A.L. Brown Football Stadium ADA/Drainage - KCS	-		-		175,000		-		-		-		-
A.L. Brown HVAC Mechatronics Lab - KCS	-		-		300,000		-		-		-		-
A.L. Brown Replace Cannon Gym -	-		-		200,000		-		-		-		-
A.L. Brown Roof Replacement -	-		-		250,000		-		-		-		-
A.L. Brown Upgrade Electric Service - KCS	-		-		200,000		-		-		-		-
Animal Shelter Expansion	-		-		-		75,000		600,000		-		-
Arena Event Center Entrance - Canopy	-		-		-		-		-		-		210,000
Arena Midway Stage and Dining Deck	-		-		540,000		-		-		-		-
Arena Pave Front Overflow Lot	-		-		270,000		-		560,000		-		-
Bethel Elementary School Roof	-		-		1,023,660		-		-		-		-
Building 2000 LRC Renovation - RCCC	-		-		1,111,000		-		-		-		-
Building 2000 Re-roof - RCCC	-		-		315,000		-		-		-		-
C.C. Griffin Middle School Roof	-		-		1,364,880		-		-		-		-
Camp Spencer Vending Machine Building and Overlook	-		-		200,000		-		-		-		-
Camp T.N. Spencer Park - Helms Hall	-		-		-		-		-		-		6,200,000
Carolina Thread Trail	-		-		1,000,000		-		-		-		23,950,000
CBTC A/C Unit Replacement - RCCC	**		-		125,000		-		-		-		-
CBTC Annex Motorsports Program - RCCC	-		-		756,000		-		-		-		-
Central Cabarrus High School Partial HVAC Replacement - CCS	-		-		1,649,230		-		-		-		-
Central Cabarrus High School Roof Replacement - CCS	-		-		1,364,880		-		-		-		-
Clarke Creek Heron Rookery	-		-		-		-		-		-		615,000
Concord High School Fire Academy - CCS	-		-		2,068,000		-		-		-		-
Concord High School Partial HVAC Replacement - CCS	-		-		796,180		-		-		-		-
Concord High School Roof Replacement - CCS	-		-		1,649,230		-		-		-		-
Concord High School Stadium Renovation - CCS	-		-		2,068,000		-		-		-		-
Concord Middle School Partial	-		-		682,440		-		-		-		-
Concord Senior Center Overflow Parking Lot Paving	-		-		-		75,000		180,000		-		170,000
Courthouse Expansion /	-		-		140,000		4,300,000		-		-		-
Cox Mill High School Land and Parking - CCS	-		-		1,034,000		-		-		-		-

Capital Improvement Plan

CAPITAL IMPROVEMENT PLAN BY FUNDING SOURCE							
	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Elma C. Lomax Incubator Farm							
Utility Planning and Installation	-	-	1,000,000	-	-	-	-
EMS Headquarters	-	-	3,600,000	-	-	-	4,000,000
Express Voting Machines	-	-	198,000	-	-	-	-
Fiber Infrastructure Improvement	-	-	300,000	300,000	-	-	-
Forest Park Elementary Front							
Entrance - KCS	-	-	300,000	-	-	-	-
Frank Liske Park - Mini-golf, restrooms, concessions, and office building	-	-	1,100,000	-	-	-	-
Frank Liske Park Artificial Turf for Fields at Existing Soccer Complex	-	-	-	2,100,000	-	2,100,000	5,600,000
Frank Liske Park Multi-Projects	-	-	3,390,000	-	-	-	3,200,000
Frank Liske Park Multi-Use Synthetic Turf Fields	-	-	-	-	-	-	3,250,000
Frank Liske Park Playground Replacements	-	-	-	100,000	-	-	-
Frank Liske Park Softball Complex Utility Upgrades	-	-	60,000	350,000	-	-	-
Frank Liske Park Water Line Replacements	-	-	420,000	-	-	-	-
Fred L. Wilson Elementary Repaving - KCS	**		200,000	-	-	-	-
Governmental Center ADA Restroom Renovations	-	-	229,050	-	-	-	-
Governmental Center Fitness Room Shower and Changing	-	-	515,000	-	-	-	-
Governmental Center G Level Parking Deck Sealing	-	-	300,000	-	-	-	-
Governmental Center Generator Replacements	-	-	-	-	320,000	-	520,000
Governmental Center Planning & Development Office Renovations	-	-	-	-	-	-	315,000
Grounds Division Relocation	-	-	-	-	-	-	450,000
Human Services Building	-	-	-	-	-	-	89,000,000
Human Services Building HVAC	-	-	-	180,000	-	-	-
Jail Annex HVAC Replacement	-	-	210,000	-	-	-	-
Kannapolis Library Roof Replacement	-	-	-	-	250,000	-	-
Kannapolis Middle Covered Walk -	-	-	500,000	-	-	-	-
Land Banking Funding	**	2,200,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Mt. Pleasant Ball Fields	-	-	3,075,000	-	-	-	-
Mt. Pleasant Elementary School Roof Replacement - CCS	-	-	1,046,408	-	-	-	-
Mt. Pleasant High School Parking	-	-	1,819,840	-	-	-	-
Mt. Pleasant Library Expansion	-	-	-	-	-	-	TBD
New Harrisburg Library	-	-	-	-	-	-	TBD
New Middle School - CCS	-	-	1,950,000	2,900,000		-	-
Northeast Cabarrus Radio Tower	-	-	160,000	75,000	2,200,000	-	-
Northwest Cabarrus High School Electrical Distribution System - CCS	-	-	943,781	-	-	-	-
Northwest Cabarrus High School HVAC Replacement - CCS	-	-	3,980,900	-	-	-	-

Capital Improvement Plan

CAPITAL IMPROVEMENT PLAN BY FUNDING SOURCE							
	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Northwest Cabarrus High School Stadium Renovation - CCS	-	-	2,068,000	-	-	-	-
Northwest Cabarrus Middle	-	-	682,440	-	-	-	-
Operations Center Renovations	-	-	965,000	245,000	2,400,000	-	-
PSNC Energy Property Acquisition - RCCC	-	-	-	1,300,000	-	-	-
Public Safety Training Facility	-	-	4,854,000	4,545,000	4,100,000	-	-
Riparian Buffers/Floodplains	-	-	-	-	-	-	500,000
Robert Wallace Park	-	-	-	-	-	-	12,200,000
School Nutrition Program Office with Test Kitchen - CCS	-	-	568,700	-	-	-	-
School Park Projects							
Miscellaneous	-	-	-	-	-	-	20,000,000
Sheriff's Admin Building Chiller Addition	-	-	-	-	-	340,000	-
Significant Natural Heritage Areas - Miscellaneous	-	-	-	-	-	-	750,000
South Campus Building 1000 Renovation - RCCC	-	-	657,000	-	-	-	-
South Campus Building 4000 Construction - RCCC	-	-	-	-	1,300,000	17,200,000	-
South Campus Energy Efficiency	-	-	110,000	-	-	-	-
Southern Cabarrus Senior Center	-	-	-	-	-	-	4,950,000
Tax Assessors Office Renovations	-	-	-	-	60,000	200,000	-
Training and Firing Range Renovations	-	-	870,000	500,000	-	-	-
Trinity Church Rd Property Acquisition - RCCC	-	-	350,000	-	-	-	-
Vietnam Veterans Park	-	-	-	-	-	-	6,500,000
Vietnam Veterans Park-Restroom Facility	-	-	-	580,000	-	-	-
W.M. Irvin Elementary Roof Replacement - CCS	-	-	1,364,880	-	-	-	-
Weddington Hills Elementary School Roof Replacement - CCS	-	-	1,364,880	-	-	-	-
West Cabarrus Library Branch and Senior Center	-	-	9,000,000	-	-	-	13,750,000
Wolf Meadows Elementary School HVAC Replacement - CCS	-	-	3,412,200	-	-	-	-
Wolf Meadows Elementary	-	-	1,592,360	-	-	-	-
SUBTOTAL	\$ -	\$ 2,200,000	\$ 74,749,939	\$ 19,625,000	\$ 13,970,000	\$ 21,840,000	\$ 198,130,000
ALL PROJECTS							
GRAND TOTAL	\$ 22,441,953	\$ 19,515,833	\$ 208,199,939	\$ 19,625,000	\$ 28,970,000	\$ 21,840,000	\$ 198,130,000
**These projects were requested in FY 2019 but not funded. Please refer to individual project sheets.							

Capital Improvement Plan

INDIVIDUAL CAPITAL PROJECT GUIDE

10 Yellow Buses
2 Activity Buses with EC Lift
A.L. Brown Replace Cannon Gym
A.L. Brown Ceiling Tile and Grid Replacement
A.L. Brown Upgrade Electric Service
A.L. Brown Football Stadium ADA/Drainage
A.L. Brown HVAC Mechatronics Lab
A.L. Brown Roof Replacement
Animal Shelter Expansion
Arena Event Center Entrance - Canopy
Arena Midway Stage and Dining Deck
Arena Pave Front Overflow Lot
Arena Kitchen Goods Storage Building Replacement
Building 2000 Re-roof
Camp Spencer Vending Machine Building and Overlook
Carolina Thread Trail
CBTC Annex Motorsports Program
CBTC A/C Unit Replacement
Clarke Creek Heron Rookery
Concord Senior Center Overflow Parking Lot Paving
Courthouse Expansion / Relocation
Detention Center Security, Software and Hardware Upgrades for Door Access and Security Camera Network
Elma C. Lomax Incubator Farm
Camp T.N. Spencer Park - Helms Hall
EMS Headquarters
Enterprise Physical Security Project
Express Accessible Voting Equipment
Fiber Infrastructure Improvement
Fred L. Wilson Elementary Repaving
Forest Park Elementary Front Entrance
Frank Liske Park - Mini-golf, restrooms, concessions, and office building
Frank Liske Park Multi-Projects
Frank Liske Park Multi-Use Synthetic Turf Fields
Frank Liske Park Playground Replacements
Frank Liske Park Artificial Turf for Fields at Existing Soccer Complex
Frank Liske Park Softball Complex Utility Upgrades
Frank Liske Park Water Line Replacements
Governmental Center Roof & Skylight Replacement
Governmental Center Restrooms/Shower/Changing Room in Fitness
Governmental Center Generator Replacements
Governmental Center G Level Parking Deck
Governmental Center Planning & Development Office Renovations
Governmental Center ADA Restroom Renovations
Grounds Division Relocation
New Harrisburg Library
Hickory Ridge Elementary School
Human Services Building
Human Services Building HVAC
Jail Annex HVAC Replacement
Kannapolis Library Roof Replacement
Kannapolis Middle Covered Walk
Land Banking Funding
Building 2000 LRC Renovation
Mobile Units
Mt. Pleasant Library Expansion
Mt Pleasant Elementary Electrical Service
Mt. Pleasant Ball Fields
Northeast Cabarrus Radio Tower

New High School Site
New Middle School Site
Operations Center Renovations
Performance Learning Center
Prime Farmland Soil
PSNC Energy Property Acquisition
Public Safety Training Facility
Radio Network Ethernet Backhaul and Edge
Roll off Truck Replacement
Riparian Buffers/Floodplains Conservation
Robert Wallace Park
School Park Projects Miscellaneous
Security Cameras - CCS
Sheriff's Admin Building Chiller Addition
Significant Natural Heritage Areas - Miscellaneous
South Campus Building 1000 Renovation
South Campus Building 4000 Construction
RCCC South Campus Energy Efficiency Upgrades
South Campus Building 2000 Fire Alarm Replacement
Southern Cabarrus Senior Center
Tax Assessors Office Renovations
Training and Firing Range Renovations
Trinity Church Rd Property Acquisition
Vietnam Veterans Park-Restroom
Vietnam Veterans Park
West Cabarrus High School
West Cabarrus Library Branch and Senior Center
Bethel Elementary School Roof Replacement
C.C. Griffin Middle School Roof Replacement
Central Cabarrus High School Casework
Central Cabarrus High School Partial HVAC Replacement
Central Cabarrus High School Roof Replacement
Concord High School Fire Academy
Concord High School Partial HVAC Replacement
Concord High School Roof Replacement
Concord High School Stadium Renovation
Cox Mill High School Land and Parking
Concord Middle School Partial HVAC Replacement
Mt. Pleasant Elementary School Roof Replacement
Mt. Pleasant High School Parking and Drive Replacement
Northwest Cabarrus High School Electrical Distribution System
Northwest Cabarrus High School HVAC Replacement
Northwest Cabarrus High School Stadium Renovation
Northwest Cabarrus Middle School Athletic Field Construction
School Nutrition Program Office with Test Kitchen
Weddington Hills Elementary School Roof Replacement
Wolf Meadows Elementary School HVAC Replacement
Wolf Meadows Elementary School Park and Drive Replacement
W.M. Irving Elementary Roof Replacement

Capital Improvement Plan

Department: Cabarrus County Schools
Function: Education

Project Title: (10) Yellow Buses

Type: New
Status: Future

Total Cost: \$ 880,000



Project Description

Provide safe and reliable transportation for the projected growth of students attending CCS and to serve the need of additional special programs.

Background & Justification/Status

Cabarrus County Schools is expected to experience significant growth with added ADM and school bus ridership. With the opening of West Cabarrus High School and Hickory Ridge Elementary School, CCS will need (10) additional buses to cover the expected growth and enrollment of students in order to keep the ride time average of 50 minutes stable. Historically during redistricting, the board has allowed rising seniors to stay at their current school. This decreases the efficiency of our transportation model which, as a result, requires more equipment (temporarily). Each school bus must meet NC State standards. The total requested includes the cost of the buses, cameras, taxes, tags, and fees.

Impact If Not Funded and Maximum Time it Can be Delayed

If the 10 yellow buses are not funded, it will have a ripple effect in the following year(s). Future years show an increase in enrollment in all tiers. Should the system have an insufficient number of buses available, ride time will increase, earlier stop times will occur and ridership could be denied in heavy growth areas.

Project Costs	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Planning/Design							
Land/Acquisition							
Construction							
Building Improvements							
Equipment							
Other	880,000						
TOTAL	\$ 880,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Funding Sources

General Fund							
Capital Reserve Fund	880,000						
Multi Year Fund/Other Funds							
Debt							
Grants							
Permits/Fees							
To Be Funded							
TOTAL	\$ 880,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Operating Budget Impact

Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Improvement Plan

Department: Cabarrus County Schools
Function: Education

Project Title: Activity Buses with EC Lift Capabilities

Type: New
Status: Future

Total Cost: \$ 200,000



Project Description

Purchase two new activity buses with EC lift capabilities and cameras for West Cabarrus High School. Three buses were requested from Cabarrus County Schools and two buses are recommended by the county for funding.

Background & Justification/Status

With the addition of the new West Cabarrus High School, activity buses are needed to transport students for field trips and afterschool extracurricular activities (athletics, band, etc.).

Impact If Not Funded and Maximum Time it Can be Delayed

Inequity among our high schools. Each high school is able to keep 3 activity buses on school site to accommodate activities. If not funded, parents would need to transport students to those activities. Schools are unable to share activity buses because they are all being used at the same time (game schedules align, activities align).

Project Costs	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Planning/Design							
Land/Acquisition							
Construction							
Building Improvements							
Equipment							
Other	**	200,000					
TOTAL	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -

Funding Sources

General Fund							
Capital Reserve Fund		200,000					
Multi Year Fund/Other Funds							
Debt							
Grants							
Permits/Fees							
To Be Funded	**						
TOTAL	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -

Operating Budget Impact

Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Improvement Plan

Department: Kannapolis City Schools
Function: Education

Project Title: A.L. Brown - Cannon Gym
Type: Replacement
Status: Future

Total Cost: \$ 200,000



Project Description

Replace Cannon Gym with a butler building

Background & Justification/Status

Current building has some structural problems.

Impact If Not Funded and Maximum Time it Can be Delayed

Needs to be replaced for safety reasons.

Project Costs	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Planning/Design							
Land/Acquisition							
Construction			200,000				
Building Improvements							
Equipment							
Other							
TOTAL	\$ -	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ -

Funding Sources

General Fund							
Capital Reserve Fund							
Multi Year Fund/Other Funds							
Debt							
Grants							
Permits/Fees							
To Be Funded			200,000				
TOTAL	\$ -	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ -

Operating Budget Impact

Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Improvement Plan

Department: Kannapolis City Schools
Function: Education
Project Title: A.L. Brown Ceiling Tile and Grid
Type: Replacement
Status: Future
Total Cost: \$ 310,000



Project Description

Replace all of the ceiling tile and grid in A.L. Brown High School

Background & Justification/Status

The tiles are mismatched and the grid needs replaced in many sections.

Impact If Not Funded and Maximum Time it Can be Delayed

LED lights are set to be installed in 2019. It would cost effective to do this project at the same time.

Project Costs	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Planning/Design							
Land/Acquisition							
Construction							
Building Improvements			310,000				
Equipment							
Other							
TOTAL	\$ -	\$ -	\$ 310,000	\$ -	\$ -	\$ -	\$ -

Funding Sources

General Fund							
Capital Reserve Fund							
Multi Year Fund/Other Funds							
Debt							
Grants							
Permits/Fees							
To Be Funded			310,000				
TOTAL	\$ -	\$ -	\$ 310,000	\$ -	\$ -	\$ -	\$ -

Operating Budget Impact

Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Improvement Plan

Department: Kannapolis City Schools
Function: Education
Project Title: A.L. Brown Upgrade Electric Service
Type: Replacement
Status: Future
Total Cost: \$ 200,000



Project Description

Update service to the CTE building

Background & Justification/Status

Service needs to be upgraded to handle the power load of the new equipment.

Impact If Not Funded and Maximum Time it Can be Delayed

We would like to do this project in conjunction with our energy project.

Project Costs	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Planning/Design							
Land/Acquisition							
Construction							
Building Improvements			200,000				
Equipment							
Other							
TOTAL	\$ -	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ -

Funding Sources

General Fund							
Capital Reserve Fund							
Multi Year Fund/Other Funds							
Debt							
Grants							
Permits/Fees							
To Be Funded			200,000				
TOTAL	\$ -	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ -

Operating Budget Impact

Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Improvement Plan

Department: Kannapolis City Schools
Function: Education
Project Title: A.L. Brown Football Stadium
 ADA/ Drainage
Type: Replacement
Status: Future
Total Cost: \$ 175,000



Project Description

Expand ADA seating and address drainage issues.

Background & Justification/Status

We are in desperate need of expanded ADA seating and to fix drainage issues.

Impact If Not Funded and Maximum Time it Can be Delayed

Needs to be addressed soon.

Project Costs	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Planning/Design							
Land/Acquisition							
Construction			175,000				
Building Improvements							
Equipment							
Other							
TOTAL	\$ -	\$ -	\$ 175,000	\$ -	\$ -	\$ -	\$ -

Funding Sources

General Fund							
Capital Reserve Fund							
Multi Year Fund/Other Funds							
Debt							
Grants							
Permits/Fees							
To Be Funded			175,000				
TOTAL	\$ -	\$ -	\$ 175,000	\$ -	\$ -	\$ -	\$ -

Operating Budget Impact

Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Improvement Plan

Department: Kannapolis City Schools
Function: Education
Project Title: A.L. Brown HVAC
 Mechatronics Lab
Type: Expansion
Status: Future
Total Cost: \$ 300,000



Project Description

Renovate space for HVAC Classroom

Background & Justification/Status

Provide another CTE pathway for our students.

Impact If Not Funded and Maximum Time it Can be Delayed

Would like to do in conjunction with our energy project.

Project Costs	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Planning/Design							
Land/Acquisition							
Construction							
Building Improvements			300,000				
Equipment							
Other							
TOTAL	\$ -	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ -

Funding Sources

General Fund							
Capital Reserve Fund							
Multi Year Fund/Other Funds							
Debt							
Grants							
Permits/Fees							
To Be Funded			300,000				
TOTAL	\$ -	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ -

Operating Budget Impact

Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Improvement Plan

Department: Kannapolis City Schools
Function: Education

Project Title: A.L. Brown Roof Replacement
Type: Replacement
Status: Future

Total Cost: \$ 250,000



Project Description

Replace parts of the flat and sloped roof on A.L. Brown's main building

Background & Justification/Status

We are experiencing numerous leaks from a failing roof.

Impact If Not Funded and Maximum Time it Can be Delayed

The longer we wait, the more damage occurs from the leaking.

Project Costs	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Planning/Design							
Land/Acquisition							
Construction							
Building Improvements			250,000				
Equipment							
Other							
TOTAL	\$ -	\$ -	\$ 250,000	\$ -	\$ -	\$ -	\$ -

Funding Sources

General Fund							
Capital Reserve Fund							
Multi Year Fund/Other Funds							
Debt							
Grants							
Permits/Fees							
To Be Funded			250,000				
TOTAL	\$ -	\$ -	\$ 250,000	\$ -	\$ -	\$ -	\$ -

Operating Budget Impact

Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Improvement Plan

Department: Infrastructure & Asset Management
Function: Building Maintenance

Project Title: Animal Shelter Expansion

Type: Expansion
Status: Future

Total Cost: \$ 675,000



Project Description

Expansion of only the office space portion of the current Animal Shelter.

Background & Justification/Status

Currently the office space of the Animal Shelter building is at capacity. No more additional staff can be added to office space without violation of egress requirements. At some point in the future the entire Animal Shelter in terms of veterinary work areas and kennel area will need to be expanded but the first phase is to just increase the office space to accommodate the increase in staff as a shift in animal welfare and higher adoption rates has been recognized. This project aligned with BOC goal 4 as it provides the means for the County to provide increased access to the utilization of services.

Impact If Not Funded and Maximum Time it Can be Delayed

If the project is not funded in the requested timeframe current staff will continue to struggle with office space constraints and there will be no office space to house additional staff if they are added.

Project Costs	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Planning/Design				75,000			
Land/Acquisition							
Construction					600,000		
Building Improvements							
Equipment							
Other							
TOTAL	\$ -	\$ -	\$ -	\$ 75,000	\$ 600,000	\$ -	\$ -

Funding Sources

General Fund							
Capital Reserve Fund							
Multi Year Fund/Other Funds							
Debt							
Grants							
Permits/Fees							
To Be Funded				75,000	600,000		
TOTAL	\$ -	\$ -	\$ -	\$ 75,000	\$ 600,000	\$ -	\$ -

Operating Budget Impact

Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Improvement Plan

Department: Infrastructure & Asset Management
Function: Building Maintenance

Project Title: Arena - Events Center
Entrance Canopy

Type: Replacement
Status: Future

Total Cost: \$ 210,000



Project Description

Construction of a canopy at the front exterior of the Events Center similar in aesthetics to the canopy entrances at the actual Arena and Gold Hall buildings.

Background & Justification/Status

The current entrance to the building offers guests no protection from weather and does not match the architectural appearance of the rest of the complex. This building is most often used for consumer shows where the doorway is both a point-of-sale for admission and a controlled entrance. A covered entrance can offer better shelter to guests, provide for more efficient ticket sales operations, and makes the building more attractive to consumer/tradeshow owners by providing them with more useable floor space in the building. Additionally security checks will soon be implemented into SMG's Standard Operating Procedures and space for that outside of the facility under this canopy will prove beneficial.

Impact If Not Funded and Maximum Time it Can be Delayed

If not funded, the aesthetics of the front of the Arena may deter vendors from booking shows and patrons from attending shows.

Project Costs	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Planning/Design							20,000
Land/Acquisition							
Construction							
Building Improvements							190,000
Equipment							
Other							
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 210,000

Funding Sources

General Fund							
Capital Reserve Fund							
Multi Year Fund/Other Funds							
Debt							
Grants							
Permits/Fees							
To Be Funded							210,000
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 210,000

Operating Budget Impact

Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Improvement Plan

Department: Infrastructure & Asset Management
Function: Culture & Recreation

Project Title: Arena Midway Stage and Dining Deck

Type: New
Status: Future

Total Cost: \$ 540,000



Project Description

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

Background & Justification/Status

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

Impact If Not Funded and Maximum Time it Can be Delayed

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

Project Costs	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Planning/Design			40,000				
Land/Acquisition							
Construction			500,000				
Building Improvements							
Equipment							
Other							
TOTAL	\$ -	\$ -	\$ 540,000	\$ -	\$ -	\$ -	\$ -

Funding Sources

General Fund							
Capital Reserve Fund							
Multi Year Fund/Other Funds							
Debt							
Grants							
Permits/Fees							
To Be Funded			540,000				
TOTAL	\$ -	\$ -	\$ 540,000	\$ -	\$ -	\$ -	\$ -

Operating Budget Impact

Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Improvement Plan

Department: Arena & Events Center
Function: Culture & Recreation

Project Title: Pave Front Overflow Parking Lot

Type: Replacement
Status: Future

Total Cost: \$ 830,000



Project Description

Pave and stripe the gravel overflow parking lot near Hwy. 49 to reduce staffing costs, maintenance expenses associated with gravel, and provide a better appearance to traffic along Highway 49. Additionally SMG staff recommend building a vehicular connector to the parcel that will house the newly announced hotel to enhance connectivity from the hotel to the Arena meeting spaces and avoid having to access NC HWY 49.

Background & Justification/Status

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

Impact If Not Funded and Maximum Time it Can be Delayed

Continued maintenance and staffing expenses associated with using gravel parking lot as primary parking for many events. However, it could be deferred to future years if absolutely necessary.

Project Costs	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Planning/Design			20,000		60,000		
Land/Acquisition							
Construction							
Building Improvements			250,000		500,000		
Equipment							
Other							
TOTAL	\$ -	\$ -	\$ 270,000	\$ -	\$ 560,000	\$ -	\$ -

Funding Sources

General Fund							
Capital Reserve Fund							
Multi Year Fund/Other Funds							
Debt							
Grants							
Permits/Fees							
To Be Funded			270,000		560,000		
TOTAL	\$ -	\$ -	\$ 270,000	\$ -	\$ 560,000	\$ -	\$ -

Operating Budget Impact

Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Improvement Plan

Department: Arena & Events Center
Function: Culture & Recreation

Project Title: Kitchen Goods Storage Building

Type: Replacement
Status: Future

Total Cost: \$ 161,000



Project Description

Replacement of exterior food materials storage building.

Background & Justification/Status

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

Impact If Not Funded and Maximum Time it Can be Delayed

The space is unusable for storage due to health reasons and will continue to deteriorate. SMG will continue to require storage of F&B equipment within the Cabarrus Rooms and/or hallways. This storage and the associated constant movement of material causes escalated wear & tear on Cabarrus Room finishes. Additionally the storage within "rentable space" creates an unprofessional appearance that continues to hamper SMG efforts for high end catering function income.

Project Costs	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Planning/Design		21,000					
Land/Acquisition							
Construction		130,000					
Building Improvements							
Equipment		10,000					
Other							
TOTAL	\$ -	\$ 161,000	\$ -	\$ -	\$ -	\$ -	\$ -

Funding Sources

General Fund							
Capital Reserve Fund		161,000					
Multi Year Fund/Other Funds							
Debt							
Grants							
Permits/Fees							
To Be Funded							
TOTAL	\$ -	\$ 161,000	\$ -	\$ -	\$ -	\$ -	\$ -

Operating Budget Impact

Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Improvement Plan

Department: Rowan-Cabarrus Community College
Function: Education

Project Title: Building 2000 Re-roof

Type: Replacement
Status: Future

Total Cost: \$ 315,000



Project Description

Re-roof Building 2000. This includes rip off of the 20 year old TPO roof and flashings, spot repair insulation, install roof fall protection system and replace with white PVC roof membrane and new flashings.

Background & Justification/Status

Existing roof was installed when the building was originally constructed. Roof inspections, annual maintenance, and spot repairs have allowed that roof to last several years beyond its anticipated useful life. Condition of the membrane and flashings have aged to the point that it now makes sense to replace it rather than continue with repairs. Project will also include installation of a permanent system of roof fall protection tie offs to allow work on the roof to be performed without special accommodations for safety.

Impact If Not Funded and Maximum Time it Can be Delayed

The roof is now 5 years beyond its anticipated useful life, and replacement should not be delayed further.

Project Costs	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Planning/Design			63,000				
Land/Acquisition							
Construction							
Building Improvements			252,000				
Equipment							
Other							
TOTAL	\$ -	\$ -	\$ 315,000	\$ -	\$ -	\$ -	\$ -

Funding Sources

General Fund							
Capital Reserve Fund							
Multi Year Fund/Other Funds							
Debt							
Grants							
Permits/Fees							
To Be Funded			315,000				
TOTAL	\$ -	\$ -	\$ 315,000	\$ -	\$ -	\$ -	\$ -

Operating Budget Impact

Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Improvement Plan

Department: Active Living & Parks
Function: Culture & Recreation

Project Title: Camp T.N. Spencer Park

Type: Replacement
Status: Future

Total Cost: \$ 6,200,000



Project Description

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

Background & Justification/Status

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

In 2002, the Cabarrus County Boys and Girls (B&G) Club and Cabarrus County entered into a long-term agreement for approximately 50 acres, commonly called Camp T.N. Spencer to jointly construct a public park to include a perimeter loop walking/jogging trail, cabins, playground, building improvements and signage. Aligns with goal 1 of preserving and enhancing quality of life. Replacing Helms Hall will prevent the building from deteriorating, thereby, maximizing the existing value of the building and surrounding park.

Impact If Not Funded and Maximum Time it Can be Delayed

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

Project Costs	FY 2018 Adopted	FY 2020 Adopted	FY 2020 Planning	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	Future Years
Planning/Design							200,000
Land/Acquisition							
Construction							6,000,000
Building Improvements							
Equipment							
Other							
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,200,000

Funding Sources

General Fund							
Capital Reserve Fund							
Multi Year Fund/Other Funds							
Debt							
Grants							
Permits/Fees							
To Be Funded							6,200,000
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,200,000

Operating Budget Impact

Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Improvement Plan

Department: Infrastructure & Asset Management
Function: Culture & Recreations
Project Title: Camp Spencer Vending Machine Building and Overlook
Type: New
Status: Future
Total Cost: \$ 625,000



Project Description

Construction of a standalone vending machine building near the bath house and construction of an overlook boardwalk near the creek on the backside of the pool area at the park. Additionally the construction of an archery lane open roof building.

Background & Justification/Status

Currently the park has no areas for vending machines to be used by patrons and campers. This standalone building has already been designed and approved by County staff. The building would be constructed near the existing bath house that is used by campers. The overlook is a useful tool in the nature education component of the park. The overlook has already been designed and approved by County staff. The overlook would be constructed off existing trails at the park. Additionally the ALP's department has requested an archery lane open roof building which will need to be designed, permitted, and constructed in addition to a safety berm around the building. This aligns with goal #3 as it is protecting county assets and investments. Cost breakdown by amenity is, boardwalk/overlook (\$150,000), Open Archery Lane Building (\$85,000), and Vending Machine Building (\$120,000)

Impact If Not Funded and Maximum Time it Can be Delayed

Minor loss of revenue from the vending machines.

Project Costs	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Planning/Design		25,000					
Land/Acquisition							
Construction		400,000	200,000				
Building Improvements							
Equipment							
Other							
TOTAL	\$ -	\$ 425,000	\$ 200,000	\$ -	\$ -	\$ -	\$ -

Funding Sources

General Fund							
Capital Reserve Fund							
Multi Year Fund/Other Funds		425,000					
Debt							
Grants							
Permits/Fees							
To Be Funded			200,000				
TOTAL	\$ -	\$ 425,000	\$ 200,000	\$ -	\$ -	\$ -	\$ -

Operating Budget Impact

Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Improvement Plan

Department: Active Living & Parks
Function: Culture & Recreation

Project Title: Carolina Thread Trail

Type: New
Status: Future

Total Cost: \$ 24,950,000



Project Description

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

Background & Justification/Status

Land acquisitions, design and development will take many years to complete. When completed, this will also allow for alternate transportation to 15 counties in NC and SC. There will be no additional budget impacts for this phase. This project aligns with BOC Goal 1. Greenways enhance the quality of life by addressing the growing need for connectivity from residence to exercise, work, school, etc.

Impact If Not Funded and Maximum Time it Can be Delayed

Land and construction costs will continue to rise making this project more difficult to complete. It is very difficult to determine the operating budget impact since this is planned in future years.

Project Costs	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Planning/Design							
Land/Acquisition			200,000				
Construction			800,000				23,950,000
Building Improvements							
Equipment							
Other							
TOTAL	\$ -	\$ -	\$ 1,000,000	\$ -	\$ -	\$ -	\$ 23,950,000

Funding Sources

General Fund							
Capital Reserve Fund							
Multi Year Fund/Other Funds							
Debt							
Grants							
Permits/Fees							
To Be Funded			1,000,000				23,950,000
TOTAL	\$ -	\$ -	\$ 1,000,000	\$ -	\$ -	\$ -	\$ 23,950,000

Operating Budget Impact

Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Improvement Plan

Department: Rowan-Cabarrus Community College
Function: Education
Project Title: CBTC Annex Motorsports Program
Type: Replacement
Status: Future
Total Cost: \$ 756,000



Project Description

Renovate remaining space at CBTC Annex building to accommodate expanded Motorsports Program relocating from South Campus.

Background & Justification/Status

The Motorsports Program is currently located in one lab space at South Campus on the 1st floor of Building 2000. This projects upfits the remaining lab and office spaces at CBTC Annex to allow the program to be located with the other engineering programs and provides additional space for the program.

Impact If Not Funded and Maximum Time it Can be Delayed

Project Costs	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Planning/Design			72,000				
Land/Acquisition							
Construction							
Building Improvements			592,000				
Equipment							
Other			92,000				
TOTAL	\$ -	\$ -	\$ 756,000	\$ -	\$ -	\$ -	\$ -

Funding Sources

General Fund							
Capital Reserve Fund							
Multi Year Fund/Other Funds							
Debt							
Grants							
Permits/Fees							
To Be Funded			756,000				
TOTAL	\$ -	\$ -	\$ 756,000	\$ -	\$ -	\$ -	\$ -

Operating Budget Impact

Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Improvement Plan

Department: Rowan-Cabarrus Community College
Function: Education

Project Title: CBTC A/C Unit

Type: Replacement

Status: Future

Total Cost: \$ 250,000



Project Description

Phase III and IV: Replace 14 of 31 rooftop air conditioning and heating units on the Cabarrus Business and Technology Center.

Background & Justification/Status

The Cabarrus Business and Technology Center which was converted from Cabarrus County Schools System Offices to its current use in 2001, has 31 rooftop air conditioning units which were installed during the remodel. Those units are now beyond their anticipated useful life, and are failing with increasing regularity. The Phase I and II of this project, which were funded in 2016 and 2017, have been completed, and this request will allow the next 14 units to be replaced before they fail.

Impact If Not Funded and Maximum Time it Can be Delayed

Failure of the units is predicted if they are not replaced. In 2017 two units failed and had to be replaced out of the planned sequence. In 2018, in addition to the units replaced as Phases I and II of this project, another unit failed unexpectedly.

Project Costs	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Planning/Design	**	12,500	12,500				
Land/Acquisition							
Construction							
Building Improvements		112,500	112,500				
Equipment							
Other							
TOTAL	\$ -	\$ 125,000	\$ 125,000	\$ -	\$ -	\$ -	\$ -

Funding Sources

General Fund							
Capital Reserve Fund	**	125,000					
Multi Year Fund/Other Funds							
Debt							
Grants							
Permits/Fees							
To Be Funded			125,000				
TOTAL	\$ -	\$ 125,000	\$ 125,000	\$ -	\$ -	\$ -	\$ -

Operating Budget Impact

Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Improvement Plan

Department: Soil & Water Conservation
Function: Economic & Physical Development
Project Title: Clarke Creek Heron Rookery Significant Natural Heritage Area
Type: New
Status: Future
Total Cost: \$ 615,000



Project Description

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

Background & Justification/Status

This project involves a site included in the 2002 report, "An Inventory of the Significant Natural Areas of Cabarrus County, North Carolina," funded and adopted by the BOC (January 2007). The proposed project is to purchase development rights on part or all portions of parcels within this site and place conservation easements on the same. Protection of open space and associated environmental services is a priority in the SWCD strategic planning process and supports BOC Strategic Goal 1. This public service responds to the citizen's 4th priority of "protecting water quality and the environment," expressed in the 2018 Community Survey Findings. Protection of the natural resources will ensure continued availability of environmental services from these properties, including clean air and water.

Impact If Not Funded and Maximum Time it Can be Delayed

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

Project Costs	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Planning/Design							
Land/Acquisition							600,000
Construction							
Building Improvements							
Equipment							15,000
Other							
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 615,000

Funding Sources

General Fund							
Capital Reserve Fund							
Multi Year Fund/Other Funds							
Debt							
Grants							
Permits/Fees							
To Be Funded							615,000
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 615,000

Operating Budget Impact

Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Improvement Plan

Department: Infrastructure & Asset Management
Function: Building Maintenance
Project Title: Concord Senior Center
 Overflow Parking Lot Paving
Type: Replacement
Status: Future
Total Cost: \$ 425,000



Project Description

Adding a sub grade stormwater conveyance system, base, and asphalt cover to the current gravel and earth overflow lot at the Concord Senior Center overflow lot which is approximately 0.40 acres.

Background & Justification/Status

To provide adequate parking amenities to the patrons of the Concord Senior Center while providing a safe, stable, and accessible surface. Additionally ALP staff could program certain outdoor events in sections of the paved lot such as pickle ball, corn hole, etc. Future additions would be lighting for the lot for night safety.

Impact If Not Funded and Maximum Time it Can be Delayed

If the project is not funded in the requested timeframe there will be no substantial negative impacts recognized but with increased usage of the Senior Center and with the citizens that visit that building level parking and paving surface would be beneficial from a safety and accessibility standpoint.

Project Costs	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Planning/Design				75,000			20,000
Land/Acquisition							
Construction							
Building Improvements					180,000		
Equipment							150,000
Other							
TOTAL	\$ -	\$ -	\$ -	\$ 75,000	\$ 180,000	\$ -	\$ 170,000

Funding Sources

General Fund							
Capital Reserve Fund							
Multi Year Fund/Other Funds							
Debt							
Grants							
Permits/Fees							
To Be Funded				75,000	180,000		170,000
TOTAL	\$ -	\$ -	\$ -	\$ 75,000	\$ 180,000	\$ -	\$ 170,000

Operating Budget Impact

Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Improvement Plan

Department: Infrastructure & Asset Management
Function: Public Safety

Project Title: Courthouse Expansion/ Relocation

Type: Expansion

Status: In Progress

Total Cost: \$ 121,259,000



Project Description

Construction of a new Cabarrus County Courthouse and an interior and exterior renovation of the existing courthouse. The same services would be offered for a much larger population.

Background & Justification/Status

With the growing population of the County, the courthouse facilities will require expansion to meet the needs of the judicial system and the community. This increase in population has also provided ADA and safety issues that need to be considered in design and construction. In 2009, Moseley prepared a Courts Study and Master Plan which included space needs for the courts. As we approach the time for expansion/relocation, more details will be available for the required space needs. This expansion/relocation was estimated to be needed by FY 2012, but due to the economic climate funding for this project, it has been pushed back indefinitely. This project aligns with Goal 3. The new courthouse would provide more opportunity for services due to increased space. Therefore, the project would maximize the value of County investments, expenditures and services.

Impact If Not Funded and Maximum Time it Can be Delayed

Project Costs	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Planning/Design	7,908,000		440,000	300,000			
Land/Acquisition							
Construction							
Building Improvements			85,000,000		15,000,000		
Equipment				4,000,000			
Other	3,511,000		5,100,000				
TOTAL	\$ 11,419,000	\$ -	\$ 90,540,000	\$ 4,300,000	\$ 15,000,000	\$ -	\$ -

Funding Sources

General Fund							
Capital Reserve Fund	11,419,000						
Multi Year Fund/Other Funds							
Debt			90,400,000		15,000,000		
Grants							
Permits/Fees							
To Be Funded			140,000	4,300,000			
TOTAL	\$ 11,419,000	\$ -	\$ 90,540,000	\$ 4,300,000	\$ 15,000,000	\$ -	\$ -

Operating Budget Impact

Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other	650,000	650,000					
TOTAL	\$ 650,000	\$ 650,000	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Improvement Plan

Department: ITS/Sheriff
Function: Public Safety

Project Title: Detention Center Security
Type: Replacement
Status: In Progress

Total Cost: \$ 60,000



Project Description

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

Background & Justification/Status

The current analog security camera network and door access control systems were installed as part of the Jail construction project in 2010 and was managed by an outside vendor as part of a comprehensive outsourced facilities management contract. The outsourced facilities management contract was not renewed in 2012 and maintenance of the security camera and door access control systems were transferred to the ITS department. The additional duties were absorbed by ITS with no additional staff to the detriment of other county departmental support due to high priority and criticality of these systems. The proprietary design of the current system offers no upgrade path and the current equipment is at end of life. The security computers cannot be upgraded due to the proprietary software integration with door and camera controls.

Impact If Not Funded and Maximum Time it Can be Delayed

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

	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Project Costs							
Planning/Design							
Land/Acquisition							
Construction							
Building Improvements							
Equipment	60,000						
Other							
TOTAL	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Funding Sources							
General Fund							
Capital Reserve Fund							
Multi Year Fund/Other Funds	60,000						
Debt							
Grants							
Permits/Fees							
To Be Funded							
TOTAL	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Budget Impact							
Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Improvement Plan

Department: Infrastructure & Asset Management
Function: General Government
Project Title: Elma C. Lomax Incubator Farm
Type: Utility
Status: New
Total Cost: \$ 1,000,000



Project Description

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

Background & Justification/Status

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

Impact If Not Funded and Maximum Time it Can be Delayed

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

Project Costs	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Planning/Design			900,000				
Land/Acquisition			100,000				
Construction							
Building Improvements							
Equipment							
Other							
TOTAL	\$ -	\$ -	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -

Funding Sources

General Fund							
Capital Reserve Fund							
Multi Year Fund/Other Funds							
Debt							
Grants							
Permits/Fees							
To Be Funded			1,000,000				
TOTAL	\$ -	\$ -	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -

Operating Budget Impact

Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Improvement Plan

Department: Emergency Medical Services
Function: Public Safety

Project Title: EMS Headquarters

Type: New
Status: Future

Total Cost: \$ 7,770,000



Project Description

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

Background & Justification/Status

The current primary location at 31 Willowbrook Drive in Concord has served a dual role as a station and headquarters since 1978. Currently, three ambulances, one supervisor, two administrative staff, one community paramedic, and two senior managers share this space along with storage of medical supplies. Training is currently conducted at the Cabarrus Sheriff Department center or other available locations. Gaps have been identified in the storage of bulk medical supplies, disaster resources, specialty resources, and spare ambulances. This EMS organization lacks administrative and identity functionality as a result of its current headquarters arrangement. EMS services and staffing will look different in the future as a result of the dynamic nature of healthcare.

Impact If Not Funded and Maximum Time it Can be Delayed

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

*This Capital Improvement Project was presented and approved at the August 2018 Board Meeting post budget adoption at \$50,000 for planning and programming.

Project Costs	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Planning/Design	50,000	120,000					
Land/Acquisition							
Construction			3,600,000				4,000,000
Building Improvements							
Equipment							
Other							
TOTAL	\$ 50,000	\$ 120,000	\$ 3,600,000	\$ -	\$ -	\$ -	\$ 4,000,000

Funding Sources

General Fund							
Capital Reserve Fund	50,000	120,000					
Multi Year Fund/Other Funds							
Debt							
Grants							
Permits/Fees							
To Be Funded			3,600,000				4,000,000
TOTAL	\$ 50,000	\$ 120,000	\$ 3,600,000	\$ -	\$ -	\$ -	\$ 4,000,000

Operating Budget Impact

Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Improvement Plan

Department: ITS
Function: General Government

Project Title: Enterprise Physical Security Project

Type: New
Status: In Progress

Total Cost: \$ 300,000



Project Description

This project will allow ITS to deploy cameras, card readers and other physical security devices to protect the citizens, staff and property at multiple County facilities.

Background & Justification/Status

ITS recently established a standardized enterprise security platform during the upgrade to the Detention Center. Some Cabarrus County facilities have video surveillance cameras but most of these are older analog devices that provide very poor quality video and are not supported on our enterprise platform. It is our goal to install IP based cameras connected to the enterprise platform to provide video retention that meets records requirements and improve video resolution of images captured at existing locations. Additionally, ITS will deploy cameras to locations throughout those facilities to provide greater security video coverage. Card Readers will also be added at several locations for employee access, reducing the number of keys issued and controlling authorized access in facilities.

Impact If Not Funded and Maximum Time it Can be Delayed

State retention requirements establishes a 30 day retention on video. Most of the existing DVRs do not meet this requirement. Without this upgrade we are unable to retrieve video quickly when an incident is reported and analog video provides poor image quality making identification difficult. If cameras are not upgraded so they can be added to the enterprise platform, the new Sheriff unit will not be able to view the feeds from the existing cameras at remote locations.

Project Costs	FY 2019 Adopted	FY 2020 Proposed	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Planning/Design							
Land/Acquisition							
Construction							
Building Improvements							
Equipment		300,000					
Other							
TOTAL	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -

Funding Sources

General Fund							
Capital Reserve Fund		300,000					
Multi Year Fund/Other Funds							
Debt							
Grants							
Permits/Fees							
To Be Funded							
TOTAL	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -

Operating Budget Impact

Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Improvement Plan

Department: Board of Elections
Function: General Government

Project Title: Express Accessible Voting Equipment
Type: Replacement
Status: Future

Total Cost: \$ 198,000



Project Description

This is a replacement for our current accessible voting equipment. It can also be used at curbside.

Background & Justification/Status

This is equipment is much smaller and more portable than our current accessible equipment and because of this it can be carried outside to be used at curbside. We have had our current accessible equipment (Automarks) since 2006. There is a concern about continued support by the company that makes our current accessible equipment.

Impact If Not Funded and Maximum Time it Can be Delayed

We are still able to use our current equipment so this project could be delayed, however, if we start to have problems with our current equipment we may not be able to replace unusable equipment with like equipment. Additionally, our precinct officials have trouble setting up and breaking down this piece of equipment due to its size and bulky nature.

Project Costs	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Planning/Design							
Land/Acquisition							
Construction							
Building Improvements							
Equipment							
Other			198,000				
TOTAL	\$ -	\$ -	\$ 198,000	\$ -	\$ -	\$ -	\$ -

Funding Sources

General Fund							
Capital Reserve Fund							
Multi Year Fund/Other Funds							
Debt							
Grants							
Permits/Fees							
To Be Funded			198,000				
TOTAL	\$ -	\$ -	\$ 198,000	\$ -	\$ -	\$ -	\$ -

Operating Budget Impact

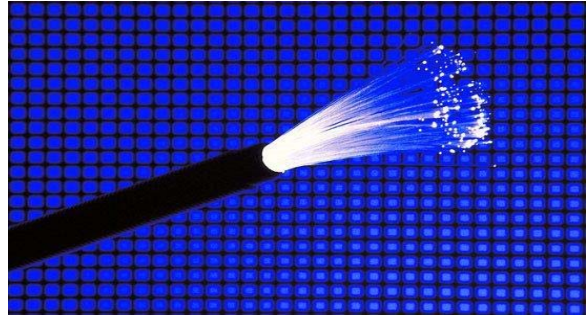
Salaries & Benefits							
Materials & Supplies							
Contracts & Services			22,000	22,000	22,000	22,000	22,000
Capital Outlay							
Other							
TOTAL	\$ -	\$ -	\$ 22,000	\$ 22,000	\$ 22,000	\$ 22,000	\$ 22,000

Capital Improvement Plan

Department: ITS
Function: Telecommunications

Project Title: Fiber Infrastructure Improvement
Type: New
Status: In Progress

Total Cost: \$ 600,000



Project Description

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

Background & Justification/Status

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

Impact If Not Funded and Maximum Time it Can be Delayed

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

Project Costs	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Planning/Design							
Land/Acquisition							
Construction							
Building Improvements							
Equipment							
Other			300,000	300,000			
TOTAL	\$ -	\$ -	\$ 300,000	\$ 300,000	\$ -	\$ -	\$ -

Funding Sources

General Fund							
Capital Reserve Fund							
Multi Year Fund/Other Funds							
Debt							
Grants							
Permits/Fees							
To Be Funded			300,000	300,000			
TOTAL	\$ -	\$ -	\$ 300,000	\$ 300,000	\$ -	\$ -	\$ -

Operating Budget Impact

Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Improvement Plan

Department: Kannapolis City Schools
Function: Education
Project Title: Fred L. Wilson Elementary
Type: Repaving
Status: Replacement
In Progress
Total Cost: \$ 200,000



Project Description

We would replace the asphalt on the parent drive with asphalt.

Background & Justification/Status

The parent drive is in bad condition and is becoming a hazard for the parents picking up students.

Impact If Not Funded and Maximum Time it Can be Delayed

The parents picking up students are going to damage their cars if not replaced and we do not have an alternative to use for pick up. This project can not be delayed.

Project Costs	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Planning/Design							
Land/Acquisition							
Construction	**		200,000				
Building Improvements							
Equipment							
Other							
TOTAL	\$ -	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ -

Funding Sources

General Fund							
Capital Reserve Fund							
Multi Year Fund/Other Funds							
Debt							
Grants							
Permits/Fees							
To Be Funded	**		200,000				
TOTAL	\$ -	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ -

Operating Budget Impact

Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Improvement Plan

Department: Kannapolis City Schools
Function: Education
Project Title: Forest Park Elementary Front Entrance
Type: Replacement
Status: Future
Total Cost: \$ 300,000



Project Description

Widen entrance to Forest Park Elementary

Background & Justification/Status

Cars and buses must use the same entrance and causes congestion.

Impact If Not Funded and Maximum Time it Can be Delayed

Needs to be addressed for safety concerns.

Project Costs	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Planning/Design							
Land/Acquisition							
Construction			300,000				
Building Improvements							
Equipment							
Other							
TOTAL	\$ -	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ -

Funding Sources

General Fund							
Capital Reserve Fund							
Multi Year Fund/Other Funds							
Debt							
Grants							
Permits/Fees							
To Be Funded			300,000				
TOTAL	\$ -	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ -

Operating Budget Impact

Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Improvement Plan

Department: Active Living & Parks
Function: Culture & Recreation
Project Title: Frank Liske Park - Mini-golf, Restrooms, Concessions and Office
Type: Expansion
Status: Future
Total Cost: \$ 1,100,000



Project Description

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

Background & Justification/Status

To provided ADA compliant mini-golf course and concessions structure that would be combined with office and restrooms as it is now. This project aligns with BOC Goals 1 and 3. It enhances the quality of life for residents by offering a course accessible by all, regardless of disability. Furthermore, it minimizes risk within existing facilities by addressing their safety issues as well.

This project aligns with goal #1 by enhancing the quality of life for all citizens.

*Temporary bathroom/office building during construction.

Impact If Not Funded and Maximum Time it Can be Delayed

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

Project Costs	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Planning/Design			110,000				
Land/Acquisition							
Construction			950,000				
Building Improvements							
Equipment			20,000				
Other			20,000				
TOTAL	\$ -	\$ -	\$ 1,100,000	\$ -	\$ -	\$ -	\$ -

Funding Sources

General Fund							
Capital Reserve Fund							
Multi Year Fund/Other Funds							
Debt							
Grants							
Permits/Fees							
To Be Funded			1,100,000				
TOTAL	\$ -	\$ -	\$ 1,100,000	\$ -	\$ -	\$ -	\$ -

Operating Budget Impact

Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Improvement Plan

Department: Active Living & Parks
Function: Culture & Recreation

Project Title: Frank Liske Park - Multiple Projects

Type: Expansion
Status: Future

Total Cost: \$ 6,590,000



Project Description

Future development consists of a water spray ground, additional parking and lighting, water reclamation will be included as well as a concession/restroom facility (2020) to replace existing boathouse for better service and storage. A new boardwalk and bridge for the lake making it ADA accessible for fishing and boating planned for future years.

Background & Justification/Status

The water spray ground will provide a needed face lift for the park and enhance quality of life of the citizens by providing a service that was considered the #1 desired amenity from the 2015 Master Plan. Additionally, this would be a revenue producing facility to help offset the operating costs. Located near the center of the County, this District Park has been open to the public since June of 1982. A partially refurbished barn is the focal point and serves as a host to many family reunions, picnics, weddings, receptions, and business gatherings. A study on the facility was performed in 2000 for potential revenue-producing amenities and a spray ground was the number one item identified. This project aligns with BOC Goal 1 & 4. The new projects will enhance the quality of life of residents and increase accessibility of services by adding a new amenity. Lighted soccer fields, bridge on lake, additional shelters with ADA accessibility and walkway.

Impact If Not Funded and Maximum Time it Can be Delayed

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

Project Costs	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Planning/Design			190,000				200,000
Land/Acquisition							
Construction			3,200,000				3,000,000
Building Improvements							
Equipment							
Other							
TOTAL	\$ -	\$ -	\$ 3,390,000	\$ -	\$ -	\$ -	\$ 3,200,000

Funding Sources

General Fund							
Capital Reserve Fund							
Multi Year Fund/Other Funds							
Debt							
Grants							
Permits/Fees							
To Be Funded			3,390,000				3,200,000
TOTAL	\$ -	\$ -	\$ 3,390,000	\$ -	\$ -	\$ -	\$ 3,200,000

Operating Budget Impact

Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Improvement Plan

Department: Infrastructure & Asset Management
Function: Culture & Recreation

Project Title: FLP Multi-use Synthetic Turf Fields
Type: New
Status: Future

Total Cost: \$ 3,250,000



Project Description

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

Background & Justification/Status

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

Impact If Not Funded and Maximum Time it Can be Delayed

Upkeep of natural grass fields is costly. Use of natural fields can be delayed after inlement weather causing use cancelations.

Project Costs	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Planning/Design							175,000
Land/Acquisition							
Construction							3,050,000
Building Improvements							
Equipment							25,000
Other							
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,250,000

Funding Sources

General Fund							
Capital Reserve Fund							
Multi Year Fund/Other Funds							
Debt							
Grants							
Permits/Fees							
To Be Funded							3,250,000
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,250,000

Operating Budget Impact

Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Improvement Plan

Department: Infrastructure & Asset Management
Function: Culture & Recreation
Project Title: FLP Playground Equipment
Type: Replacement
Status: Future
Total Cost: \$ 200,000



Project Description

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

Background & Justification/Status

Playground equipment is aging out in terms of replacement parts and UV caused deterioration. Recommend equipment replacement for several of the main sections of the various playgrounds. This project aligned with BOC goal 3 as it protects county assets.

*This Capital Improvement Project was presented and approved at the August 2018 Board Meeting post budget adoption at \$100,000 for the equipment replacement.

Impact If Not Funded and Maximum Time it Can be Delayed

There is a potential public safety concern if not funded.

Project Costs	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Planning/Design							
Land/Acquisition							
Construction							
Building Improvements							
Equipment	100,000			100,000			
Other							
TOTAL	\$ 100,000	\$ -	\$ -	\$ 100,000	\$ -	\$ -	\$ -

Funding Sources

General Fund							
Capital Reserve Fund	100,000						
Multi Year Fund/Other Funds							
Debt							
Grants							
Permits/Fees							
To Be Funded				100,000			
TOTAL	\$ 100,000	\$ -	\$ -	\$ 100,000	\$ -	\$ -	\$ -

Operating Budget Impact

Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Improvement Plan

Department: Active Living and Parks
Function: Culture & Recreation
Project Title: Frank Liske Park Artificial Turf for Existing Soccer Fields
Type: Replacement
Status: Future
Total Cost: \$ 9,800,000



Project Description

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

Background & Justification/Status

Switching 2 fields to artificial turf allows for more year long play on the fields and also play during wet conditions when the complex would normally be shut down. In addition it would be possible to use these artificial fields for other sports use such as lacrosse. FY2020 2 fields, FY2022-2 fields, remaining 4 in future years.

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

This project aligns with goal #3 by collaborating with the current soccer group utilizing the complex as well as sharing the cost of development.

Impact If Not Funded and Maximum Time it Can be Delayed

Continued wear down of the existing natural turf fields that are used the most by the contract partners. Loss of potential revenue and economic development.

Project Costs	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Planning/Design				100,000		100,000	100,000
Land/Acquisition							
Construction				2,000,000		2,000,000	5,500,000
Building Improvements							
Equipment							
Other							
TOTAL	\$ -	\$ -	\$ -	\$ 2,100,000	\$ -	\$ 2,100,000	\$ 5,600,000

Funding Sources

General Fund							
Capital Reserve Fund							
Multi Year Fund/Other Funds							
Debt							
Grants							
Permits/Fees							
To Be Funded				2,100,000		2,100,000	5,600,000
TOTAL	\$ -	\$ -	\$ -	\$ 2,100,000	\$ -	\$ 2,100,000	\$ 5,600,000

Operating Budget Impact

Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Improvement Plan

Department: Infrastructure & Asset Management
Function: Building Maintenance

Project Title: Frank Liske Park Softball
 Complex Utility Upgrades

Type: Replacement
Status: Future

Total Cost: \$ 410,000



Project Description

Replacement of all underground of utility lines existing at the Frank Liske Park Softball Complex "wagon wheel". The existing utility lines include irrigation, water, sewer, electrical (both for buildings and field lighting) scoreboard, and telephone.

Background & Justification/Status

All of the underground lines at the Frank Liske Park Softball Complex "wagon wheel" were placed "direct bury" without tracer capabilities. Many of the electric lines are direct buried and not protected by conduit or tray. The County has to repair and or replace several lines a year due to broken lines and these repairs are extremely costly as they require contractor repairs, concrete cutting, and pose a significant safety risk due to the electrical lines in the ground. This project aligned with BOC goal 3 as it protects county assets.

Impact If Not Funded and Maximum Time it Can be Delayed

If the project is not funded in the requested timeframe the County cannot guarantee reliable and continuous operations at the complex in terms of amenities like scoreboard, lighting, and irrigation.

Project Costs	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Planning/Design			60,000				
Land/Acquisition							
Construction							
Building Improvements				350,000			
Equipment							
Other							
TOTAL	\$ -	\$ -	\$ 60,000	\$ 350,000	\$ -	\$ -	\$ -

Funding Sources

General Fund							
Capital Reserve Fund							
Multi Year Fund/Other Funds							
Debt							
Grants							
Permits/Fees							
To Be Funded			60,000	350,000			
TOTAL	\$ -	\$ -	\$ 60,000	\$ 350,000	\$ -	\$ -	\$ -

Operating Budget Impact

Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Improvement Plan

Department: Infrastructure & Asset Management
Function: General Government

Project Title: Frank Liske Park Water Line

Type: Replacement

Status: Future

Total Cost: \$ 780,000



Project Description

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

Background & Justification/Status

Currently Frank Liske Park utilizes aging slip joint piping for water delivery to the various amenity locations in the park. The age and design of this system have resulted in several major leaks and required repairs throughout the past five years. Over the past 2 years the breaks have been occurring more frequently and with capital budgets in place for the near future for amenity upgrades and additions the water infrastructure needs to be addressed at this time. Additionally if code is going to require more fire hydrants in the park water pressure will become an issue with the current water lines. This project aligned with BOC goal 3 as it protects county assets.

Impact If Not Funded and Maximum Time it Can be Delayed

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

Project Costs	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Planning/Design		60,000	20,000				
Land/Acquisition							
Construction							
Building Improvements		300,000	400,000				
Equipment							
Other							
TOTAL	\$ -	\$ 360,000	\$ 420,000	\$ -	\$ -	\$ -	\$ -

Funding Sources

General Fund							
Capital Reserve Fund							
Multi Year Fund/Other Funds		360,000					
Debt							
Grants							
Permits/Fees							
To Be Funded			420,000				
TOTAL	\$ -	\$ 360,000	\$ 420,000	\$ -	\$ -	\$ -	\$ -

Operating Budget Impact

Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Improvement Plan

Department: Infrastructure & Asset Management
Function: General Government

Project Title: Governmental Center Chiller

Type: Replacement

Status: Future

Total Cost: \$ 211,000



Project Description

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

Background & Justification/Status

The chillers that currently service the Governmental Center are original to the building which was built in 1989. We will receive over 25 years of good operation from the chillers, but replacement is needed. One replacement was proposed for FY16 and the other for FY18. This project aligned with BOC goal 3 as it protects county assets.

Impact If Not Funded and Maximum Time it Can be Delayed

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

Project Costs	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Planning/Design	16,000						
Land/Acquisition							
Construction							
Building Improvements							
Equipment	195,000						
Other							
TOTAL	\$ 211,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Funding Sources

General Fund							
Capital Reserve Fund	211,000						
Multi Year Fund/Other Funds							
Debt							
Grants							
Permits/Fees							
To Be Funded							
TOTAL	\$ 211,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Operating Budget Impact

Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Improvement Plan

Department: Infrastructure & Asset Management
Function: General Government

Project Title: Restrooms/Shower/Changing Room in Fitness

Type: Expansion
Status: Future

Total Cost: \$ 515,000



Project Description

Renovations of space located near the Governmental Center fitness room to install one (1) shower and 2 changing rooms. Additionally multi-person restrooms would be added to the Basement level of the Governmental Center for fixture code compliance.

Background & Justification/Status

Currently there are no shower facilities at the Governmental Center Fitness Room. There is currently only one (1) changing room at the fitness room. This renovation would renovate the current changing room to an ADA shower facility and renovate a current storage area to two (2) changing rooms. Additionally multi-person restrooms would be constructed in place of the single user restrooms on the basement level for occupancy fixture code compliance

Impact If Not Funded and Maximum Time it Can be Delayed

Continued use of the fitness room as it is used now without availability of shower. Without the additional restrooms in the basement the fixture count of this building is below code requirements.

Project Costs	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Planning/Design			55,000				
Land/Acquisition							
Construction							
Building Improvements			460,000				
Equipment							
Other							
TOTAL	\$ -	\$ -	\$ 515,000	\$ -	\$ -	\$ -	\$ -

Funding Sources

General Fund							
Capital Reserve Fund							
Multi Year Fund/Other Funds							
Debt							
Grants							
Permits/Fees							
To Be Funded			515,000				
TOTAL	\$ -	\$ -	\$ 515,000	\$ -	\$ -	\$ -	\$ -

Operating Budget Impact

Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Improvement Plan

Department: Infrastructure & Asset Management
Function: Building Maintenance

Project Title: Governmental Center
 Generator Replacements

Type: Replacement

Status: Future

Total Cost: \$ 840,000



Project Description

The Governmental Center utilizes two (2) generators (350 KW and 500 KW) to provide emergency power to the entire building which includes the main ITS server room for Cabarrus County operations. The 350 KW generator is original to the building with a manufacture date of 1989 and the 500 KW is a 2000 model. The priority is to replace the 350 KW generator first as the unit is nearing the lifespan. The 500 KW will need to be replaced in future years.

Background & Justification/Status

These generators provide emergency power to the entire Governmental Center allowing all primary county operations to run during times of power outages including inclement weather and disaster situations. The Governmental Center also serves as the back up service location for other departments that are housed at physical locations without emergency power as part of Cabarrus County Continuity of Operations Plan.

Impact If Not Funded and Maximum Time it Can be Delayed

If the project is not funded emergency power at the Governmental Center can't be guaranteed and a disruption of services will be realized.

Project Costs	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Planning/Design					20,000		20,000
Land/Acquisition							
Construction							
Building Improvements							
Equipment					300,000		500,000
Other							
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ 320,000	\$ -	\$ 520,000

Funding Sources

General Fund							
Capital Reserve Fund							
Multi Year Fund/Other Funds							
Debt							
Grants							
Permits/Fees							
To Be Funded					320,000		520,000
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ 320,000	\$ -	\$ 520,000

Operating Budget Impact

Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Improvement Plan

Department: Infrastructure & Asset Management
Function: General Government

Project Title: Governmental Center G Level Parking Deck Sealing
Type: Replacement
Status: Future

Total Cost: \$ 300,000



Project Description

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

Background & Justification/Status

The Governmental Center G level parking deck requires a protective coating due to the facilities housed underneath that area. The last application of epoxy coating was in 2009. The current coating is showing signs of wear including several spots that are separating and breaking away from the concrete. This project aligned with BOC goal 3 as it protects county assets as well as protecting the substantial investments in terms of renovations and equipment that have made to the building.

Impact If Not Funded and Maximum Time it Can be Delayed

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

Project Costs	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Planning/Design							
Land/Acquisition							
Construction							
Building Improvements			300,000				
Equipment							
Other							
TOTAL	\$ -	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ -

Funding Sources

General Fund							
Capital Reserve Fund							
Multi Year Fund/Other Funds							
Debt							
Grants							
Permits/Fees							
To Be Funded			300,000				
TOTAL	\$ -	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ -

Operating Budget Impact

Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Improvement Plan

Department: Infrastructure & Asset Management
Function: General Government

Project Title: Planning & Development Office Renovations
Type: Expansion
Status: Future

Total Cost: \$ 315,000



Project Description

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

Background & Justification/Status

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

Impact If Not Funded and Maximum Time it Can be Delayed

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

Project Costs	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Planning/Design							65,000
Land/Acquisition							
Construction							
Building Improvements							250,000
Equipment							
Other							
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 315,000

Funding Sources

General Fund							
Capital Reserve Fund							
Multi Year Fund/Other Funds							
Debt							
Grants							
Permits/Fees							
To Be Funded							315,000
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 315,000

Operating Budget Impact

Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Improvement Plan

Department: Infrastructure & Asset Management
Function: General Government
Project Title: Governmental Center ADA Restroom Renovations
Type: Replacement
Status: In Progress
Total Cost: \$ 229,050



Project Description

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

Background & Justification/Status

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

Impact If Not Funded and Maximum Time it Can be Delayed

Restrooms will not be fully ADA compliant.

Project Costs	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Planning/Design			20,000				
Land/Acquisition							
Construction							
Building Improvements			209,050				
Equipment							
Other							
TOTAL	\$ -	\$ -	\$ 229,050	\$ -	\$ -	\$ -	\$ -

Funding Sources

General Fund							
Capital Reserve Fund							
Multi Year Fund/Other Funds							
Debt							
Grants							
Permits/Fees							
To Be Funded			229,050				
TOTAL	\$ -	\$ -	\$ 229,050	\$ -	\$ -	\$ -	\$ -

Operating Budget Impact

Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Improvement Plan

Department: Infrastructure & Asset Management
Function: Building Maintenance

Project Title: Governmental Center Roof & Skylight

Type: Replacement

Status: Future

Total Cost: \$ 2,085,000



Project Description

The current roof at the Governmental Center is a ballasted membrane roof that was installed in 2006. The roof warranty expires in 2021 and several areas of the roof have failed over the years and required repair. Additionally the original 1990 skylights for the building need to be replaced or roofed over as they continue to allow massive water intrusion. Replacement of the roof with a mechanically adhered TPO roof is highly recommended.

Background & Justification/Status

Roof replacement protects the operations that reside in the Governmental Center as well as the structural components of the building. This project aligned with BOC goal 3 as it protects county assets as well as protecting the substantial investments in terms of renovations and equipment that have been made or added to the building. It is also recommended to completely remove all skylights from the roof of the building. The center skylights around the rotunda will be replaced with a pitched roof and clerestory windows that would ensure the maximum amount of daylight possible in the building. Although it will be less natural light than is currently seen in the building this option comes close and provides a significantly higher level of protection and reliability than even modern skylights are able to provide. The skylights along the front and rear of the building would be removed completely.

Impact If Not Funded and Maximum Time it Can be Delayed

If the project is not funded in the requested timeframe roof failure probability increases substantially and asset loss will most likely be realized.

Project Costs	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Planning/Design		189,635					
Land/Acquisition							
Construction							
Building Improvements		1,895,365					
Equipment							
Other							
TOTAL	\$ -	\$ 2,085,000	\$ -	\$ -	\$ -	\$ -	\$ -

Funding Sources

General Fund							
Capital Reserve Fund		1,611,894					
Multi Year Fund/Other Funds		473,106					
Debt							
Grants							
Permits/Fees							
To Be Funded							
TOTAL	\$ -	\$ 2,085,000	\$ -	\$ -	\$ -	\$ -	\$ -

Operating Budget Impact

Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Improvement Plan

Department: Infrastructure & Asset Management
Function: General Government

Project Title: Grounds Division Relocation

Type: Replacement
Status: Future

Total Cost: \$ 450,000



Project Description

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

Background & Justification/Status

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

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

Impact If Not Funded and Maximum Time it Can be Delayed

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

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

Project Costs	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Planning/Design							50,000
Land/Acquisition							
Construction							400,000
Building Improvements							
Equipment							
Other							
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 450,000

Funding Sources

General Fund							
Capital Reserve Fund							
Multi Year Fund							
Debt							
Grants							
Permits/Fees							
Other-To Be Funded							450,000
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 450,000

Operating Budget Impact

Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Improvement Plan

Department: Library System
Function: Literacy and educational services.

Project Title: New Harrisburg Library

Type: New
Status: Future

Total Cost: TBD



Project Description

To meet the demands of a growing population in the town of Harrisburg, a new library will be needed to continue a quality level of service and account for the increased library traffic.

Background & Justification/Status

The Harrisburg library has enjoyed growth and popularity in recent years with the expanding population of the town. To account for continued growth, and in consideration of current strains on the building, the continued success of a library in the town of Harrisburg will likely depend on the identification of land and/or acceptable buildings on/in which to build a larger, more accessible library. The proposed Harrisburg Park master plan, which includes additional recreational facilities and a large YMCA, is expected to drastically increase the amount of traffic to the park and library, which would further strain the library's ability to maintain fire code and occupancy compliance.

Impact If Not Funded and Maximum Time it Can be Delayed

The Harrisburg library currently has to turn away members of the public due to fire code and occupancy rulings. With the additional attractions to the park, the necessity of turning away more people would have a negative impact on the community by limiting services and creating barriers to public programs. The plans to develop Harrisburg Park are expected to take place within 5-10 years.

Project Costs	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Planning/Design							TBD
Land/Acquisition							TBD
Construction							TBD
Building Improvements							
Equipment							TBD
Other							
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Funding Sources

General Fund							
Capital Reserve Fund							
Multi Year Fund/Other Funds							
Debt							
Grants							
Permits/Fees							
To Be Funded							TBD
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Operating Budget Impact

Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Improvement Plan

Department: Cabarrus County Schools
Function: Education

Project Title: Hickory Ridge Elementary

Type: New
Status: In Progress

Total Cost: \$ 3,298,000



Project Description

CCS continues to grow in student population. Based on population growth, the next need for the school system is an elementary school in the southwest area of the county. The school is currently under construction with a proposed opening date of August 2020.

Background & Justification/Status

A new elementary school will provide seats for the growing student population. The Harrisburg area of the county is one of the fastest growing areas.

Impact If Not Funded and Maximum Time it Can be Delayed

By delaying this funding request, more mobile units will be needed to house students. However, the core facilities will not handle the additional students and alternative schedules will need to be considered for use of the cafeterias, libraries and gyms.

Project Costs	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Planning/Design							
Land/Acquisition							
Construction	163,000						
Building Improvements							
Equipment	1,857,500						
Other	1,277,500						
TOTAL	\$ 3,298,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Funding Sources

General Fund							
Capital Reserve Fund	3,395,500						
Multi Year Fund/Other Funds							
Debt							
Grants							
Permits/Fees							
To Be Funded							
TOTAL	\$ 3,395,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Operating Budget Impact

Salaries & Benefits	1,100,000						
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other	160,000						
TOTAL	\$ 1,260,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Improvement Plan

Department: Human Services
Function: Human Services

Project Title: Human Services Building

Type: New
Status: Future

Total Cost: \$ 89,000,000



Project Description

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

Background & Justification/Status

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

Impact If Not Funded and Maximum Time it Can be Delayed

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

Project Costs	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Planning/Design							
Land/Acquisition							89,000,000
Construction							
Building Improvements							
Equipment							
Other							
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 89,000,000

Funding Sources

General Fund							
Capital Reserve Fund							
Multi Year Fund/Other Funds							
Debt							
Grants							
Permits/Fees							
To Be Funded							89,000,000
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 89,000,000

Operating Budget Impact

Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Improvement Plan

Department: Infrastructure & Asset Management
Function: Human Services

Project Title: Human Services Building HVAC

Type: Replacement
Status: Future

Total Cost: \$ 180,000



Project Description

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

Background & Justification/Status

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

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

Impact If Not Funded and Maximum Time it Can be Delayed

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

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

Project Costs	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Planning/Design							
Land/Acquisition							
Construction							
Building Improvements							
Equipment				180,000			
Other							
TOTAL	\$ -	\$ -	\$ -	\$ 180,000	\$ -	\$ -	\$ -

Funding Sources

General Fund							
Capital Reserve Fund							
Multi Year Fund/Other Funds							
Debt							
Grants							
Permits/Fees							
To Be Funded				180,000			
TOTAL	\$ -	\$ -	\$ -	\$ 180,000	\$ -	\$ -	\$ -

Operating Budget Impact

Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Improvement Plan

Department: Infrastructure & Asset Management
Function: General Government

Project Title: Jail Annex HVAC

Type: Replacement

Status: Future

Total Cost: \$ 210,000



Project Description

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

Background & Justification/Status

The Jail Annex was built in 2007 and the units are original to the building. The units utilize R-22 as a refrigerant and that refrigerant is being phased out now. It will no longer be manufactured as of 2020. This project aligned with BOC goal 3 as it protects county assets.

Impact If Not Funded and Maximum Time it Can be Delayed

Age of units and refrigerant will make repair costly.

Project Costs	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Planning/Design							
Land/Acquisition							
Construction							
Building Improvements			210,000				
Equipment							
Other							
TOTAL	\$ -	\$ -	\$ 210,000	\$ -	\$ -	\$ -	\$ -

Funding Sources

General Fund							
Capital Reserve Fund							
Multi Year Fund/Other Funds							
Debt							
Grants							
Permits/Fees							
To Be Funded			210,000				
TOTAL	\$ -	\$ -	\$ 210,000	\$ -	\$ -	\$ -	\$ -

Operating Budget Impact

Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Improvement Plan

Department: Infrastructure & Asset Management
Function: Building Maintenance

Project Title: Kannapolis Library Roof Replacement

Type: Replacement

Status: Future

Total Cost: \$ 250,000



Project Description

The current roof at the Kannapolis Library has reached it's 20 year life span and needs replacement. The current shingled roof system will be replaced with a standing seam metal panel system to increase the roof performance and longevity.

Background & Justification/Status

Roof replacement protects the operations that reside in the Kannapolis as well as the structural components of the building. This project aligned with BOC goal 3 as it protects county assets as well as protecting the substantial investments in terms of renovations and equipment that have been made or added to the building.

Impact If Not Funded and Maximum Time it Can be Delayed

If the project is not funded in the requested timeframe roof failure probability increases substantially and asset loss will most likely be realized.

Project Costs	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Planning/Design							
Land/Acquisition							
Construction							
Building Improvements					250,000		
Equipment							
Other							
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ 250,000	\$ -	\$ -

Funding Sources

General Fund							
Capital Reserve Fund							
Multi Year Fund/Other Funds							
Debt							
Grants							
Permits/Fees							
To Be Funded					250,000		
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ 250,000	\$ -	\$ -

Operating Budget Impact

Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Improvement Plan

Department: Kannapolis City Schools
Function: Education
Project Title: Kannapolis Middle School Covered Walk
Type: New
Status: In Progress
Total Cost: \$ 500,000



Project Description

We would continue the covered walkway from the new building to the existing building.

Background & Justification/Status

We need to extend the walkway so that students and staff can travel between the two buildings under cover.

Impact If Not Funded and Maximum Time it Can be Delayed

The staff and students would have to travel between the buidings exposed to rain, etc.

Project Costs	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Planning/Design							
Land/Acquisition							
Construction			500,000				
Building Improvements							
Equipment							
Other							
TOTAL	\$ -	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ -

Funding Sources

General Fund							
Capital Reserve Fund							
Multi Year Fund/Other Funds							
Debt							
Grants							
Permits/Fees							
To Be Funded			500,000				
TOTAL	\$ -	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ -

Operating Budget Impact

Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Improvement Plan

Department: County Managers Office
Function: Land Banking

Project Title: Land Banking Funding

Type: Expansion
Status: Future

Total Cost: \$ 12,200,000



Project Description

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

Background & Justification/Status

As our county continues to grow, land is being developed for commercial and residential projects. The county needs to get ahead of the curve and secure sites within the county for future school facilities and county administrative facilities. With parks, the 2015 Masterplan indicates that parks and recreation is not an amenity to be afforded only by the affluent, but is a basic necessity that benefits individuals, their community, the environment and economy and that access to quality parks and recreation services should be readily accessible regardless of where they live in the county. NRPA recommends 6-10 developed acres per 1000 population; at 181,500 population this would be 1090-1815 acres. This project aligns with BOC Goal 1. Acquiring more land for parks would continue enhancing the quality of life of residents. This is especially the case considering the gap in acreage of parks.

Impact If Not Funded and Maximum Time it Can be Delayed

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

**This project was requested in FY 2019 but not funded.

Project Costs	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Planning/Design							
Land/Acquisition	**	2,200,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Construction							
Building Improvements							
Equipment							
Other							
TOTAL	\$ -	\$ 2,200,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000

Funding Sources

General Fund							
Capital Reserve Fund							
Multi Year Fund/Other Funds							
Debt							
Grants							
Permits/Fees							
To Be Funded	**	2,200,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
TOTAL	\$ -	\$ 2,200,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000

Operating Budget Impact

Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Improvement Plan

Department: Rowan-Cabarrus Community College
Function: Education

Project Title: Building 2000 LRC Renovation

Type: Replacement
Status: Future

Total Cost: \$ 1,111,000



Project Description

Renovate Building 2000 1st floor to accommodate South Campus Learning Resource Center (LRC).

Background & Justification/Status

Current LRC is located in several spaces on the top floor of Building 1000. The configuration of these spaces does not allow for implementation of typical library security protocols and necessitates additional staff to adequately supervise the space. The relocation space will resolve these issues and allow creation of a facility that meets all current library and research best practices.

Impact If Not Funded and Maximum Time it Can be Delayed

Current spaces requires additional staffing and does not perform optimally. Delay in resolving these issues will result in continued higher operating costs, and diminished student research opportunities.

Project Costs	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Planning/Design			251,000				
Land/Acquisition							
Construction							
Building Improvements			810,000				
Equipment							
Other			50,000				
TOTAL	\$ -	\$ -	\$ 1,111,000	\$ -	\$ -	\$ -	\$ -

Funding Sources

General Fund							
Capital Reserve Fund							
Multi Year Fund/Other Funds							
Debt							
Grants							
Permits/Fees							
To Be Funded			1,111,000				
TOTAL	\$ -	\$ -	\$ 1,111,000	\$ -	\$ -	\$ -	\$ -

Operating Budget Impact

Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Improvement Plan

Department: Cabarrus County Schools
Function: Education

Project Title: Mobile units

Type: New

Status: Future

Total Cost: \$ 2,400,000



Project Description

Purchase, move, install and furnish mobile units.

Background & Justification/Status

While it is extremely early in our planning process for the 2019-2020 school year, our preliminary estimate for additional mobile units is 20. Staff will continue to evaluate the additional costs associated with the mobiles. Examples of this are additional electrical, plumbing, telephone lines, servers, restroom facilities, etc. Staff has been charged to look inside all buildings for creative solutions for additional classroom space. If we are able to make some of these creative options work, there will still be a cost but hopefully not as much as adding a mobile unit. We believe this is worst case scenario.

Impact If Not Funded and Maximum Time it Can be Delayed

CCS will be unable to provide adequate classroom capacity for students nor meet the letter of the law in regards to class size requirements..

Project Costs	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Planning/Design							
Land/Acquisition							
Construction							
Building Improvements							
Equipment							
Other	2,400,000						
TOTAL	\$ 2,400,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Funding Sources

General Fund							
Capital Reserve Fund	2,400,000						
Multi Year Fund/Other Funds							
Debt							
Grants							
Permits/Fees							
To Be Funded							
TOTAL	\$ 2,400,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Operating Budget Impact

Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Improvement Plan

Department: Library
Function: Literacy and educational services.

Project Title: Mount Pleasant Library

Type: Replacement

Status: Future

Total Cost: TBD



Project Description

After discussions with Infrastructure and Asset Management, architects, and other subject experts, it was determined that an expansion to the Mt. Pleasant Library is not feasible without land acquisition to accommodate increased parking amenities. If land acquisition at the current site can't be realized then replacement of the facility will be needed at a different location.

Background & Justification/Status

The population of Mt. Pleasant continues to grow, and it is currently the library with the heaviest use per capita. There are no longer meeting facilities for the public, due to the necessity of multifunctional rooms: the former meeting room space houses collections, library program space, staff break areas, and storage space.

Impact If Not Funded and Maximum Time it Can be Delayed

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

Project Costs	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Planning/Design							TBD
Land/Acquisition							TBD
Construction							TBD
Building Improvements							TBD
Equipment							TBD
Other							TBD
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Funding Sources

General Fund							
Capital Reserve Fund							
Multi Year Fund/Other Funds							
Debt							
Grants							
Permits/Fees							
To Be Funded							TBD
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Operating Budget Impact

Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Improvement Plan

Department: Cabarrus County Schools
Function: Education
Project Title: Mt Pleasant Elementary
 Electrical Service
Type:
Status: Future
Total Cost: \$ 568,700



Project Description

Replacement of electrical service requires equipment to be brought up to date due to lifecycle and safety concerns at Mt. Pleasant Elementary School.

Background & Justification/Status

The electrical service is the original service (47 years old) and has exceeded its lifecycle and requires replacement to extend life of structure to meet Ten Year plan. When components require replacement they are remanufactured parts due to obsolescence. Many of these components have excessive cost due to limited availability. They will also require lengthy lead times to acquire, based on availability and location. Materials have degraded to the point of breaking down and failure is immanent . Manual resets are not always successful and with each successive try, the potential for arc flash is high.

Impact If Not Funded and Maximum Time it Can be Delayed

Safety is the primary concern. Fire hazard is likely should catastrophic failure occur. Possible school closure due to engineering design required to replace electrical service.

Project Costs	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Planning/Design							
Land/Acquisition							
Construction							
Building Improvements		568,700					
Equipment							
Other	**	-					
TOTAL	\$ -	\$ 568,700	\$ -	\$ -	\$ -	\$ -	\$ -

Funding Sources

General Fund							
Capital Reserve Fund		568,700					
Multi Year Fund/Other Funds							
Debt							
Grants							
Permits/Fees							
To Be Funded							
TOTAL	\$ -	\$ 568,700	\$ -	\$ -	\$ -	\$ -	\$ -

Operating Budget Impact

Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Improvement Plan

Department: Active Living & Parks
Function: Culture & Recreation

Project Title: Mt. Pleasant Ball Fields
Type: New
Status: Future

Total Cost: \$ 4,075,000



Project Description

This project is the development of 3 baseball, softball and 1 soccer field.

Background & Justification/Status

With the sale of Mt. Pleasant Middle School, parking was lost for the youth athletic fields. This project will provide fields for the youth of Mt. Pleasant. The Northeast area was identified in the 2015 Masterplan as needing ball fields. The town of Mt. Pleasant will operate the facility and youth league.

This project is in response to a deficiency in a growing part of the county. It would positively impact the quality of life of those in this area as well as the rest of the county residents and provide increased access to services.

Impact If Not Funded and Maximum Time it Can be Delayed

The youth leagues of Mt. Pleasant will not have a home field for play or practice and could result in the youth league disbanding.

Project Costs	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Planning/Design			75,000				
Land/Acquisition		1,000,000					
Construction			3,000,000				
Building Improvements							
Equipment							
Other							
TOTAL	\$ -	\$ 1,000,000	\$ 3,075,000	\$ -	\$ -	\$ -	\$ -

Funding Sources

General Fund							
Capital Reserve Fund							
Multi Year Fund/Other Funds		1,000,000					
Debt							
Grants							
Permits/Fees							
To Be Funded			3,075,000				
TOTAL	\$ -	\$ 1,000,000	\$ 3,075,000	\$ -	\$ -	\$ -	\$ -

Operating Budget Impact

Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Improvement Plan

Department: Sheriff's Department
Function: Public Safety

Project Title: Northeast Cabarrus Radio Tower

Type: Expansion
Status: Future

Total Cost: \$ 2,435,000



Project Description

Radio Communications Tower and Facility needed for Northeastern Cabarrus County.

Background & Justification/Status

Starting in July 2018, it was identified that Radio Communication is insufficient in the Northeastern part of Cabarrus County. This is likely because of terrain variations and elevation between Mt. Pleasant and the Stanly County line. NC HWY 49 which is one of Cabarrus County's frequently used highways has poor radio coverage starting at Fisher Rd and continues all the way to Earnhardt Shop Rd, and all the roads off of NC HWY 49 experience the same issue. Construction of a tower site in this part of Cabarrus County will provide coverage to NE Cabarrus, but also parts along NC HWY 200, and some in Davidson/ Odell area of Cabarrus. Simultaneously, Concord is working to install RF equipment at the Davidson tower site that is in the process of planning/construction owned by the City of Charlotte to provide coverage to that part of the county as well. Ultimately providing whole county RF coverage for public safety and first responders.

Impact If Not Funded and Maximum Time it Can be Delayed

If not funded, it causes communication barriers between emergency communications centers and first responders. In many cases, the radio and radio communications is the lifeline between positive and negative outcomes. The goal is to have radio access available to any responder at the moment they need it.

Project Costs	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Planning/Design				75,000			
Land/Acquisition			160,000				
Construction					2,200,000		
Building Improvements							
Equipment							
Other							
TOTAL	\$ -	\$ -	\$ 160,000	\$ 75,000	\$ 2,200,000	\$ -	\$ -

Funding Sources

General Fund							
Capital Reserve Fund							
Multi Year Fund/Other Funds							
Debt							
Grants							
Permits/Fees							
To Be Funded			160,000	75,000	2,200,000		
TOTAL	\$ -	\$ -	\$ 160,000	\$ 75,000	\$ 2,200,000	\$ -	\$ -

Operating Budget Impact

Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Improvement Plan

Department: Cabarrus County Schools
Function: Education

Project Title: New High School Site

Type: New
Status: Future

Total Cost: \$ 5,000,000



Project Description

As the County continues to grow, the need for land for new facilities is a great concern. The County needs to purchase land for a future Cabarrus County high school.

Background & Justification/Status

Cabarrus County Schools has requested funds to purchase land for a high school. The high school is included in their five year plan. The County is currently looking into the purchase of a site for this purpose and should expect to additionally use the funds set aside for the Land Banking CIP item from General Government for this year.

Impact If Not Funded and Maximum Time it Can be Delayed

If this property is not purchased it might be unavailable at a future date. This would delay school construction and increase the need for mobile units to meet the school population needs.

Project Costs	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Planning/Design							
Land/Acquisition		5,000,000					
Construction							
Building Improvements							
Equipment							
Other							
TOTAL	\$ -	\$ 5,000,000	\$ -	\$ -	\$ -	\$ -	\$ -

Funding Sources

General Fund							
Capital Reserve Fund							
Multi Year Fund/Other Funds							
Debt		5,000,000					
Grants							
Permits/Fees							
To Be Funded							
TOTAL	\$ -	\$ 5,000,000	\$ -	\$ -	\$ -	\$ -	\$ -

Operating Budget Impact

Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Improvement Plan

Department: Cabarrus County Schools
Function: Education

Project Title: New Middle School

Type:
Status: Future

Total Cost: \$ 50,400,000



Project Description

CCS continues to grow in student population. Based on population growth, the next need for the school system is a middle school (location TBD). Currently, multiple sites are under consideration pending Board of Education (BOE) decisions.

Background & Justification/Status

A new middle school is required to provide seats for the growing student population. There are currently overpopulation concerns with existing middle schools. To keep pace with growth, an additional middle school is needed. In addition, a new middle school will make feeder zones to high schools align efficiently.

Impact If Not Funded and Maximum Time it Can be Delayed

A new middle school is required to provide seats for the growing student population. There are currently overpopulation concerns with existing middle schools. To keep pace with growth, an additional middle school is needed. In addition, a new middle school will make feeder zones to high schools align efficiently.

Project Costs	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Planning/Design			1,950,000				
Land/Acquisition		2,500,000					
Construction			43,050,000				
Building Improvements							
Equipment				2,900,000			
Other							
TOTAL	\$ -	\$ 2,500,000	\$ 45,000,000	\$ 2,900,000	\$ -	\$ -	\$ -

Funding Sources

General Fund							
Capital Reserve Fund							
Multi Year Fund/Other Funds							
Debt		2,500,000	43,050,000				
Grants							
Permits/Fees							
To Be Funded			1,950,000	2,900,000			
TOTAL	\$ -	\$ 2,500,000	\$ 45,000,000	\$ 2,900,000	\$ -	\$ -	\$ -

Operating Budget Impact

Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Improvement Plan

Department: Infrastructure & Asset Management
Function: Building Maintenance

Project Title: Operations Center Renovations
Type: Expansion
Status: Future

Total Cost: \$ 4,460,000



Project Description

Renovations and building additions to the Cabarrus County Operations Center located at 484 Cabarrus Avenue in Concord.

Background & Justification/Status

Phase I is the relocation of Fleet Maintenance from the General Services Drive location to the Operations Center to facilitate a larger facility and more lifts to meet the needs of the County's growing fleet. Additionally security measures will need to be added in terms of fencing, gates, cameras, as well as equipment and interior renovations. Phase II is the relocations of the Infrastructure & Asset Management Building Maintenance, Custodial, Administration, and Sign Maintenance staff and operations to the Operations Center. A roof replacement and minor interior renovations will be required. In future years an emergency equipment facility is planned on the currently empty parcel that will house public safety emergency equipment & vehicles (ATV's, trailers, campers, etc) which is currently stored at various county owned, county leased, and non-county leased locations.

Impact If Not Funded and Maximum Time it Can be Delayed

Project Costs	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Planning/Design		195,000		15,000	250,000		
Land/Acquisition							
Construction		600,000					
Building Improvements		55,000	765,000	230,000	2,000,000		
Equipment			200,000		150,000		
Other							
TOTAL	\$ -	\$ 850,000	\$ 965,000	\$ 245,000	\$ 2,400,000	\$ -	\$ -

Funding Sources

General Fund							
Capital Reserve Fund		850,000					
Multi Year Fund/Other Funds							
Debt							
Grants							
Permits/Fees							
To Be Funded			965,000	245,000	2,400,000		
TOTAL	\$ -	\$ 850,000	\$ 965,000	\$ 245,000	\$ 2,400,000	\$ -	\$ -

Operating Budget Impact

Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Improvement Plan

Department: Cabarrus County Schools
Function: Education

Project Title: Performance Learning Center
Type: New
Status: In Progress

Total Cost: \$ 240,000



Project Description

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

Background & Justification/Status

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

Impact If Not Funded and Maximum Time it Can be Delayed

By not funding the PLC, a new middle school will be needed at an earlier date and a higher cost than the cost of relocating the PLC students to their own facility.

Project Costs	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Planning/Design							
Land/Acquisition							
Construction							
Building Improvements							
Equipment							
Other	240,000						
TOTAL	\$ 240,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Funding Sources

General Fund							
Capital Reserve Fund	240,000						
Multi Year Fund/Other Funds							
Debt							
Grants							
Permits/Fees							
To Be Funded							
TOTAL	\$ 240,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Operating Budget Impact

Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other	50,000						
TOTAL	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Improvement Plan

Department: Soil & Water Conservation
Function: Economic & Physical Development

Project Title: Prime Farmland Soil & Conservation Easement Legal Fees

Type: Expansion

Status: In Progress

Total Cost: \$ 126,703



Project Description

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

Background & Justification/Status

The proposed project is to purchase development rights and place conservation easements on farms. The Cabarrus SWCD board supports use of the county Agriculture and Farmland Preservation Fund to secure conservation easements. State and federal funds are also available. Prime and statewide important farmland soils are identified in the 1988 "Soil Survey of Cabarrus County, North Carolina" report. Protection of open space and associated environmental services in general, and prime and statewide important farmland soils in particular are a priority in the SWCD strategic planning process and supports BOC Strategic Goal 1. Preservation of working lands is also a federal and state priority. Farmland protection is consistent with citizens 4th priority of "protecting water quality and the environment" expressed in the 2018 Community Survey Findings.

Impact If Not Funded and Maximum Time it Can be Delayed

New state grant fund deadline requires cost(survey, title work, legal cost, environmental assessment) in the first year of contract. *Any portion of the \$150,000.00 not spent in the current year will roll to the next fiscal year. The amount set aside for the next fiscal year is dependent upon the amount of funds brought forward. The balance for the project will be kept at \$150,000.00 annually.

Project Costs	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Planning/Design							
Land/Acquisition		100,000					
Construction							
Building Improvements							
Equipment							
Other	1,703	25,000					
TOTAL	\$ 1,703	\$ 125,000	\$ -	\$ -	\$ -	\$ -	\$ -

Funding Sources

General Fund							
Capital Reserve Fund							
Multi Year Fund/Other Funds	1,703	125,000					
Debt							
Grants							
Permits/Fees							
To Be Funded							
TOTAL	\$ 1,703	\$ 125,000	\$ -	\$ -	\$ -	\$ -	\$ -

Operating Budget Impact

Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Improvement Plan

Department: Rowan-Cabarrus Community College
Function: Education

Project Title: PSNC Energy Property Acquisition

Type: Expansion
Status: Future

Total Cost: \$ 1,300,000



Project Description

Acquisition of a 4.61 acre commercial site adjacent to the north end of the College's South Campus.

Background & Justification/Status

This property is the PSNC Energy site on the north end of South Campus, and when combined with the original South Campus 23 acre property, the recently acquired properties, and the homesite on the east side of Trinity Church Road will bring the total size of South Campus up to 54.03 acres. This acquisition will allow for future construction of facilities on South Campus to continue serving the needs of the citizens of Cabarrus County as the County grows and the College's enrollment increases correspondingly.

Impact If Not Funded and Maximum Time it Can be Delayed

This property is key to completing the future expansion site for South Campus. Failure to acquire the property may allow for a third party to acquire it from the current owners, which will inevitably increase the cost of the land in the future.

Project Costs	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Planning/Design							
Land/Acquisition				1,300,000			
Construction							
Building Improvements							
Equipment							
Other							
TOTAL	\$ -	\$ -	\$ -	\$ 1,300,000	\$ -	\$ -	\$ -

Funding Sources

General Fund							
Capital Reserve Fund							
Multi Year Fund/Other Funds							
Debt							
Grants							
Permits/Fees							
To Be Funded				1,300,000			
TOTAL	\$ -	\$ -	\$ -	\$ 1,300,000	\$ -	\$ -	\$ -

Operating Budget Impact

Salaries & Benefits							
Materials & Supplies				20,000	20,000	20,000	20,000
Contracts & Services				40,000	40,000	40,000	40,000
Capital Outlay							
Other							
TOTAL	\$ -	\$ -	\$ -	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000

Capital Improvement Plan

Department: Emergency Management
Function: Public Safety

Project Title: Public Safety Training Center

Type: New
Status: Future

Total Cost: \$ 13,499,000



Project Description

This project will include the design and construction of a multi-agency county public safety training facility that will be utilized by all emergency response partners to allow our emergency service personnel to meet federal, state and local training requirements as well as meet our Board of County Commissioners goal for emergency preparedness. Partnerships with public safety, higher education, and the private sector along with user fees will help offset the yearly operational costs of the facility and will need to be further discussed.

Background & Justification/Status

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

Impact If Not Funded and Maximum Time it Can be Delayed

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

Project Costs	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Planning/Design							
Land/Acquisition							
Construction			4,854,000	4,545,000	4,100,000		
Building Improvements							
Equipment							
Other							
TOTAL	\$ -	\$ -	\$ 4,854,000	\$ 4,545,000	\$ 4,100,000	\$ -	\$ -

Funding Sources

General Fund							
Capital Reserve Fund							
Multi Year Fund/Other Funds							
Debt							
Grants							
Permits/Fees							
To Be Funded			4,854,000	4,545,000	4,100,000		
TOTAL	\$ -	\$ -	\$ 4,854,000	\$ 4,545,000	\$ 4,100,000	\$ -	\$ -

Operating Budget Impact

Salaries & Benefits							
Materials & Supplies			100,000	100,000	100,000		
Contracts & Services							
Capital Outlay			250,000	200,000	185,000		
Other							
TOTAL	\$ -	\$ -	\$ 350,000	\$ 300,000	\$ 285,000	\$ -	\$ -

Capital Improvement Plan

Department: Sheriff's Department
Function: Public Safety

Project Title: Radio Network Ethernet Backhaul and Edge
Type: Replacement
Status: Future

Total Cost: \$ 588,887



Project Description

The radio P25 network upgrade is required to convert the system backhaul to ethernet capable. Doing so will allow us to utilize new Motorola technology called "Edge" (Master Site Redundancy). This upgrade is required to utilize new market technology. The \$222,217 is for the third phase of the project with Cabarrus and Concord paying 40% each and Kannapolis at 20%. Costs reflected in FY 20 show only Cabarrus' portion of the project.

Background & Justification/Status

The Cabarrus County P25 radio system was put into service in 2012. Ethernet capability for the system was not available when it was installed. T1 lines are currently leased for various connections for the radio system. Exhalt Microwaves were installed at the time at a lower price point, as the main goal was to create a ring with the tower sites and to remove the tower from the old Sheriff's Department. In order for Cabarrus County to backhaul the radio system to ethernet capability, the microwaves will need to be replaced to a recommended microwave Alcatel 9500. With the system ethernet capable, as well as MPLS, ITS can utilize these connections to be able to send and receive data through the microwave system. This is part of a three phase project, with the third phase taking place in FY 20 for the "Edge" availability option in the P25 network.

Impact If Not Funded and Maximum Time it Can be Delayed

Cabarrus will "Edge" redundant master site, which creates redundancy. In the event that the master site experiences a problem, the Cabarrus County radio system does not fail. City of Concord and City of Kannapolis will be providing funds to cover 60% of the project (Concord assumes 40% and Kannapolis assumes 20%). As 1/3 of the shareholder in the system, if we delay, it will also cause a delay for Concord and Kannapolis if they wish to utilize these upgrades for the system. If not funded, we do not have fail over redundancy for the master site.

	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Project Costs							
Planning/Design							
Land/Acquisition							
Construction							
Building Improvements	500,000	88,887					
Equipment							
Other							
TOTAL	\$ 500,000	\$ 88,887	\$ -	\$ -	\$ -	\$ -	\$ -

Funding Sources

General Fund							
Capital Reserve Fund	500,000						
Multi Year Fund/Other Funds		88,887					
Debt							
Grants							
Permits/Fees							
To Be Funded							
TOTAL	\$ 500,000	\$ 88,887	\$ -	\$ -	\$ -	\$ -	\$ -

Operating Budget Impact

Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other - Municipalities	614,760	133,330					
TOTAL	\$ 614,760	\$ 133,330	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Improvement Plan

Department: Waste Reduction and Recycling
Function: Environmental Protection
Project Title: Roll off Truck Replacement
Type: New
Status: In Progress
Total Cost: \$ 180,000



Project Description

Purchase of a roll off tandem drive axle truck with hoist and tarp. The Recycling / Waste Reduction Department currently have two (2) roll off trucks (2007 and 2012 models). The 2007 model is used for hauling white goods and scrap metal to a recycling facility.

Background & Justification/Status

The 2007 roll off truck has over 250,000 miles. The amount and cost of maintenance required continues to increase. White Goods funding provided by the state of North Carolina would be used to pay for this vehicle.

Impact If Not Funded and Maximum Time it Can be Delayed

Not replacing the 2007 roll off truck could potentially increase maintenance cost withing the Recycling / Waste Reduction budget. Also could possible require the department to rent or lease a roll off truck to haul white goods and scrap metal.

Project Costs	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Planning/Design							
Land/Acquisition							
Construction							
Building Improvements							
Equipment		180,000					
Other							
TOTAL	\$ -	\$ 180,000	\$ -	\$ -	\$ -	\$ -	\$ -

Funding Sources

General Fund							
Capital Reserve Fund							
Multi Year Fund/Other Funds		180,000					
Debt							
Grants							
Permits/Fees							
To Be Funded							
TOTAL	\$ -	\$ 180,000	\$ -	\$ -	\$ -	\$ -	\$ -

Operating Budget Impact

Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

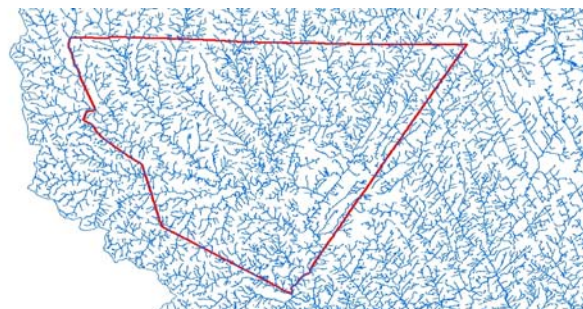
Capital Improvement Plan

Department: Soil & Water Conservation
Function: Economic & Physical Development

Project Title: Riparian Buffers/Floodplains Conservation

Type: New
Status: Future

Total Cost: \$ 500,000



Project Description

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

Background & Justification/Status

Requests for donated easements are rarely granted during development plan reviews. Donated easements will be sought on riparian buffers and floodplains on school campuses and other public properties. Protection of the natural resources will in turn ensure continued availability of environmental services from these properties, including clean air and water. Enhancement and restoration of streams and bottomland hardwood forests are SWCD priorities, in keeping with local, state and federal quality and wildlife goals. Protection of open space and associated environmental services is a priority in the SWCD strategic planning process and supports BOC Strategic Goal 1. This public service responds to the citizens 4th priority of "protecting water quality and the environment," expressed in the 2018 Community Survey Findings.

Impact If Not Funded and Maximum Time it Can be Delayed

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

Project Costs	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Planning/Design							
Land/Acquisition							500,000
Construction							
Building Improvements							
Equipment							
Other							
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500,000

Funding Sources

General Fund							
Capital Reserve Fund							
Multi Year Fund/Other Funds							
Debt							
Grants							
Permits/Fees							
To Be Funded							500,000
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500,000

Operating Budget Impact

Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Improvement Plan

Department: Active Living & Parks
Function: Culture & Recreation

Project Title: Robert Wallace Park

Type: New
Status: Future

Total Cost: \$ 12,200,000



Project Description

A full-service 165-acre community park in the southeast part of the County is required per The Livable Community Blueprint.

Background & Justification/Status

Phase IIA includes road, utility and parking amenities, strictly infrastructure expansion and as of November 2018 is in the final design phase. Phase IIB includes trails, playground, shelter, picnic sites, restrooms, and support facilities and amenities and is budgeted in future years. Final phases are currently being planned and will include an office/educational/reservable building as well as cabins, tent camping and RV camping and an amphitheatre with stage. There is a potential to purchase 13 additional acres adjacent to the property where the trail could be extended.

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

Impact If Not Funded and Maximum Time it Can be Delayed

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

Project Costs	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Planning/Design							470,000
Land/Acquisition							
Construction							11,730,000
Building Improvements							
Equipment							
Other							
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12,200,000

Funding Sources

General Fund							
Capital Reserve Fund							
Multi Year Fund/Other Funds							
Debt							
Grants							
Permits/Fees							
To Be Funded							12,200,000
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12,200,000

Operating Budget Impact

Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Improvement Plan

Department: Active Living & Parks
Function: Culture & Recreation

Project Title: School Park Projects - Miscellaneous

Type: Replacement
Status: Future

Total Cost: \$ 20,000,000



Project Description

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

Background & Justification/Status

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

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

Impact If Not Funded and Maximum Time it Can be Delayed

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

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

Project Costs	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Planning/Design							
Land/Acquisition							
Construction							20,000,000
Building Improvements							
Equipment							
Other							
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,000,000

Funding Sources

General Fund							
Capital Reserve Fund							
Multi Year Fund/Other Funds							
Debt							
Grants							
Permits/Fees							
To Be Funded							20,000,000
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,000,000

Operating Budget Impact

Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Improvement Plan

Department: Cabarrus County Schools
Function: Education

Project Title: Security Cameras

Type: Expansion
Status: Future

Total Cost: \$ 415,246



Project Description

CCS has aged cameras and camera servers. CCS needs to continue to update/replace aged security camera equipment.

Background & Justification/Status

CCS suggests starting a revewal cycle for cameras. We have cameras that are 7+ years old and the video quality is very poor. We want every school in the system to have a quality IP based security camera system. These are the schools that need updated cameras, as well as replacement servers in 19-20: AT Allen (>5+ years), CE Boger (>5+ years), Cox Mill Elementary (>5+ years), Patriots (>5+ years), and Winecoff (>5+ years). Each site at \$85K includes cameras and a server \$425K.

Impact If Not Funded and Maximum Time it Can be Delayed

The quality of the camera video feed will be poor. School data footage will not be able to be stored on current size of servers, and playback time will be very slow. When pulling tapes, it's imperative the quality of the tape be good or it can not be used for legal purposes.

Project Costs	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Planning/Design							
Land/Acquisition							
Construction							
Building Improvements							
Equipment							
Other		415,246					
TOTAL	\$ -	\$ 415,246	\$ -	\$ -	\$ -	\$ -	\$ -

Funding Sources

General Fund							
Capital Reserve Fund		415,246					
Multi Year Fund/Other Funds							
Debt							
Grants							
Permits/Fees							
To Be Funded							
TOTAL	\$ -	\$ 415,246	\$ -	\$ -	\$ -	\$ -	\$ -

Operating Budget Impact

Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Improvement Plan

Department: Infrastructure & Asset Management
Function: Building Maintenance

Project Title: Sheriff's Administration
 Building Chiller Addition

Type: New
Status: Future

Total Cost: \$ 340,000



Project Description

Addition of one (1) Chiller in the mechanical room at the Sherrif's Administration building that provides HVAC cooling for both the Sherrif's Administration building and the Jail Housing.

Background & Justification/Status

Currently the Sheriff's Administration Building and Jail Housing building utilize two (2) chillers for HVAC cooling of the facilities. Both chillers have a manufacturer date of 2007. There is one large chiller (the primary chiller) and a secondary smaller chiller (the swing chiller). The original design of the mechanical room floor plan allows space for a third chiller to be added to decrease the load on both of the existing chillers while decreasing the dependency on the primary chiller for cooling during period of equipment downtime which has been steadily increasing. The swing chiller is not large enough to carry the load for the cooling of the complex therefore as the unit's age a third chiller is necessary.

Impact If Not Funded and Maximum Time it Can be Delayed

If the project is not funded HVAC cooling capabilities for the SD Admin and Jail Housing building could be compromised.

Project Costs	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Planning/Design						35,000	
Land/Acquisition							
Construction							
Building Improvements							
Equipment						305,000	
Other							
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 340,000	\$ -

Funding Sources

General Fund							
Capital Reserve Fund							
Multi Year Fund/Other Funds							
Debt							
Grants							
Permits/Fees							
To Be Funded						340,000	
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 340,000	\$ -

Operating Budget Impact

Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Improvement Plan

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



Project Description

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

Background & Justification/Status

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

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

Impact If Not Funded and Maximum Time it Can be Delayed

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

Project Costs	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Planning/Design							
Land/Acquisition							750,000
Construction							
Building Improvements							
Equipment							
Other							
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 750,000

Funding Sources

General Fund							
Capital Reserve Fund							
Multi Year Fund/Other Funds							
Debt							
Grants							
Permits/Fees							
To Be Funded							750,000
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 750,000

Operating Budget Impact

Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Improvement Plan

Department: Rowan-Cabarrus Community College
Function: Education

Project Title: South Campus, Bldg 1000 Renovation

Type: Replacement
Status: Future

Total Cost: \$ 657,000



Project Description

This project involves the renovation of the 1st and 3rd floors of Building 1000 on the College's South Campus. Project includes renovation of classrooms, multi-purpose rooms, offices, and restrooms; energy efficiency upgrades, and security upgrades.

Background & Justification/Status

Spaces within this building, which was constructed in 1991 are in need of upgrades to meet the teaching and administrative needs of the College. Aging ventilation, lighting and plumbing systems will be upgraded to improve efficiency and functionality. Security systems, including mass notification and video surveillance will be installed.

Impact If Not Funded and Maximum Time it Can be Delayed

Aging building requires investment to remain current to the evolving educational needs of the College. HVAC/Lighting/Plumbing systems upgrades will lower operating costs as well as improving functionality. Installation of mass notification and video surveillance will improve security of the building.

Project Costs	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Planning/Design			150,000				
Land/Acquisition							
Construction							
Building Improvements			507,000				
Equipment							
Other							
TOTAL	\$ -	\$ -	\$ 657,000	\$ -	\$ -	\$ -	\$ -

Funding Sources

General Fund							
Capital Reserve Fund							
Multi Year Fund/Other Funds							
Debt							
Grants							
Permits/Fees							
To Be Funded			657,000				
TOTAL	\$ -	\$ -	\$ 657,000	\$ -	\$ -	\$ -	\$ -

Operating Budget Impact

Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Improvement Plan

Department: Rowan-Cabarrus Community College
Function: Education

Project Title: South Campus, Bldg 4000 Construction
Type: New
Status: Future

Total Cost: \$ 18,500,000



Project Description

This project is for the construction of a 60,000 SF multi-story educational building at South Campus that will include classrooms, multipurpose rooms, offices, and restrooms.

Background & Justification/Status

This building will provide additional educational and administrative space for the South Campus to continue supporting the needs of Cabarrus County college students.

Impact If Not Funded and Maximum Time it Can be Delayed

South Campus is approaching full utilization, and will soon have insufficient student capacity to meet the needs of the students who wish to enroll there to meet their educational goals.

Project Costs	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Planning/Design					1,300,000		
Land/Acquisition							
Construction						17,200,000	
Building Improvements							
Equipment							
Other							
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ 1,300,000	\$ 17,200,000	\$ -

Funding Sources

General Fund							
Capital Reserve Fund							
Multi Year Fund/Other Funds							
Debt							
Grants							
Permits/Fees							
To Be Funded					1,300,000	17,200,000	
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ 1,300,000	\$ 17,200,000	\$ -

Operating Budget Impact

Salaries & Benefits						55,000	55,000
Materials & Supplies							45,000
Contracts & Services							200,000
Capital Outlay							
Other							
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 55,000	\$ 300,000

Capital Improvement Plan

Department: Rowan-Cabarrus Community College
Function: Education

Project Title: South Campus Energy Efficiency Upgrades
Type: Replacement
Status: Future

Total Cost: \$ 110,000



Project Description

This project is to replace the parking lot lights with high efficiency LED fixtures and install interior LED fixtures in common areas and corridors in the buildings.

Background & Justification/Status

This project replaces the original pole lights on campus with high visibility, low power use, long life LED fixtures and replaces interior florescent lights with LED fixtures. These energy efficiency upgrades continue the College's commitment to reduce energy and operational costs. We anticipate less than a 5 year payback on this investment, which will also qualify for rebate under Duke Energy's Smart Saver Energy Efficiency Program.

Impact If Not Funded and Maximum Time it Can be Delayed

Continuing with the existing lights will result in higher utility and repair/maintenance costs.

Project Costs	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Planning/Design							
Land/Acquisition							
Construction							
Building Improvements			110,000				
Equipment							
Other							
TOTAL	\$ -	\$ -	\$ 110,000	\$ -	\$ -	\$ -	\$ -

Funding Sources

General Fund							
Capital Reserve Fund							
Multi Year Fund/Other Funds							
Debt							
Grants							
Permits/Fees							
To Be Funded			110,000				
TOTAL	\$ -	\$ -	\$ 110,000	\$ -	\$ -	\$ -	\$ -

Operating Budget Impact

Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Improvement Plan

Department: Rowan-Cabarrus Community College
Function: Education
Project Title: South Campus Building 2000 Fire Alarm Replacement
Type: Replacement
Status: Future
Total Cost: \$ 112,000



Project Description

This project involves the replacement of the aging fire alarm system in Building 2000 at South Campus. The replacement system will include voice and text mass notification modules.

Background & Justification/Status

The existing 20 year old fire alarm system in Building 2000 has become unreliable due to an apparent lightening strike back in 2013. Efforts to repair the system have only marginally improved its performance. The replacement system will include mass notification capabilities to improve emergency response at the campus.

Impact If Not Funded and Maximum Time it Can be Delayed

Although the existing Fire Alarm System still functions, in its current state of diminished reliability, this is a safety issue which must be resolved.

Project Costs	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Planning/Design		7,000					
Land/Acquisition							
Construction							
Building Improvements		105,000					
Equipment							
Other							
TOTAL	\$ -	\$ 112,000	\$ -	\$ -	\$ -	\$ -	\$ -

Funding Sources

General Fund							
Capital Reserve Fund		112,000					
Multi Year Fund/Other Funds							
Debt							
Grants							
Permits/Fees							
To Be Funded							
TOTAL	\$ -	\$ 112,000	\$ -	\$ -	\$ -	\$ -	\$ -

Operating Budget Impact

Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Improvement Plan

Department: Active Living & Parks
Function: Culture & Recreation

Project Title: Southern Cabarrus Senior Center

Type: New
Status: Future

Total Cost: \$ 4,950,000



Project Description

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

Background & Justification/Status

A void exists for services for older adults in the southern part of the county. With 10,000 folks per day turning 65, and will for 6 more years, the over 65 population will grow for Cabarrus County as well as other regions. The demand cannot be met by the existing senior center facilities. These will be future years projects. This project aligns with Goals 1 and 4

Impact If Not Funded and Maximum Time it Can be Delayed

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

Project Costs	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Planning/Design							150,000
Land/Acquisition							300,000
Construction							4,500,000
Building Improvements							
Equipment							
Other							
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,950,000

Funding Sources

General Fund							
Capital Reserve Fund							
Multi Year Fund/Other Funds							
Debt							
Grants							
Permits/Fees							
To Be Funded							4,950,000
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,950,000

Operating Budget Impact

Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Improvement Plan

Department: Infrastructure & Asset Management
Function: General Government

Project Title: Tax Assessors Office Renovations

Type: Expansion

Status: Future

Total Cost: \$ 260,000



Project Description

Office Renovations in Tax Assessors to better utilize underused space and create an additional conference room, private offices, and secure entrance vestibule.

Background & Justification/Status

This request involves renovating the Tax Assessor's entrance area and front counter space; including rotating the current counter facing, adding a private consultation room, and adding secure doors to back office area. The purpose of this request being twofold, 1. To maximize the use of the space to make customer interaction more efficient, while providing an area to discuss private personal tax matters with customers. 2. This would ensure a more secure work environment for our employees. Additional request is to transition the cubicle area past the storage room into 2 offices and a small conference room. One office to house the PUV/Exempt property analyst, as this position regularly meets with taxpayers regarding personal and business financial matters. One office to house the Tax Auditor, as this position regular works with complex business financial matters both in person and on phone calls requiring privacy.

Impact If Not Funded and Maximum Time it Can be Delayed

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

Project Costs	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Planning/Design					60,000		
Land/Acquisition							
Construction							
Building Improvements						200,000	
Equipment							
Other							
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ 60,000	\$ 200,000	\$ -

Funding Sources

General Fund							
Capital Reserve Fund							
Multi Year Fund/Other Funds							
Debt							
Grants							
Permits/Fees							
To Be Funded					60,000	200,000	
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ 60,000	\$ 200,000	\$ -

Operating Budget Impact

Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Improvement Plan

Department: Sheriff's Department
Function: Public Safety

Project Title: Training & Firing Range Renovations
Type: Replacement
Status: Future

Total Cost: \$ 3,070,000



Project Description

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

Background & Justification/Status

Based on the amount of ammunition fired at the range, there is a lot of lead in the barrier walls that could leave the facility via storm water runoff. The range is booked nearly 300 days a year. The mobile classroom on site will only accommodate approximately 20 students, and the utilities are grossly worn and barely adequate. Finally, the septic system is undersized for the capacity and the lighting structures and various small storage buildings are inadequate. Parking is currently 30 to 40 spaces less than what is needed for training class sizes. To comply with NC State law, Cabarrus Sheriff, Concord Police, and Kannapolis Police Departments use the range to qualify with their firearms annually. Additionally, the size of the agencies have doubled in size since opening.

Impact If Not Funded and Maximum Time it Can be Delayed

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

Project Costs	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Planning/Design			120,000				
Land/Acquisition							
Construction							
Building Improvements			750,000	500,000			
Equipment							
Other		1,700,000					
TOTAL	\$ -	\$ 1,700,000	\$ 870,000	\$ 500,000	\$ -	\$ -	\$ -

Funding Sources

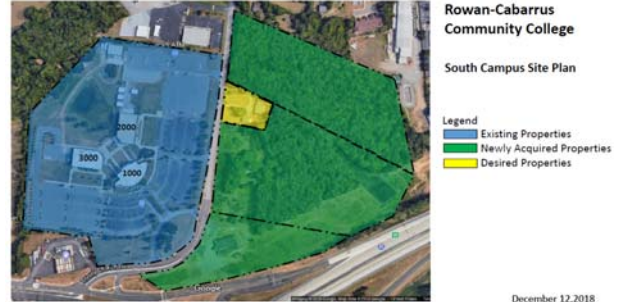
General Fund							
Capital Reserve Fund		1,700,000					
Multi Year Fund/Other Funds							
Debt							
Grants							
Permits/Fees							
To Be Funded			870,000	500,000			
TOTAL	\$ -	\$ 1,700,000	\$ 870,000	\$ 500,000	\$ -	\$ -	\$ -

Operating Budget Impact

Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Improvement Plan

Department: Rowan-Cabarrus Community College
Function: Education
Project Title: Trinity Church Rd. Property Acquisition
Type: Expansion
Status: Future
Total Cost: \$ 350,000



Project Description

Acquisition of a 1.21 acre homesite across Trinity Church Road from the College's South Campus.

Background & Justification/Status

This property is the "donut hole" resulting from the acquisition of three other parcels (two from Crown Court LCC, one from Ron Page) on the east side of Trinity Church Road, and, when combined with the original South Campus 23 acre property, and the recently acquired properties, will bring the size of South Campus up to 49.42 acres. This acquisition will allow for future construction of facilities on South Campus to continue serving the needs of the citizens of Cabarrus County as the County grows and the College's enrollment increases correspondingly.

Impact If Not Funded and Maximum Time it Can be Delayed

This property is key to completing the expansion site for South Campus. Failure to acquire the property may allow for a third party to acquire it from the current owners, which will inevitably increase the cost of the land in the future.

Project Costs	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Planning/Design							
Land/Acquisition			350,000				
Construction							
Building Improvements							
Equipment							
Other							
TOTAL	\$ -	\$ -	\$ 350,000	\$ -	\$ -	\$ -	\$ -

Funding Sources

General Fund							
Capital Reserve Fund							
Multi Year Fund/Other Funds							
Debt							
Grants							
Permits/Fees							
To Be Funded			350,000				
TOTAL	\$ -	\$ -	\$ 350,000	\$ -	\$ -	\$ -	\$ -

Operating Budget Impact

Salaries & Benefits							
Materials & Supplies				5,000	5,000	5,000	5,000
Contracts & Services				10,000	10,000	10,000	10,000
Capital Outlay							
Other							
TOTAL	\$ -	\$ -	\$ -	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000

Capital Improvement Plan

Department: Active Living & Parks
Function: Culture & Recreation

Project Title: Vietnam Veterans Park - Restrooms
Type: New
Status: Future

Total Cost: \$ 580,000



Project Description

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

Background & Justification/Status

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

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

Impact If Not Funded and Maximum Time it Can be Delayed

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

Project Costs	FY 2018 Adopted	FY 2020 Adopted	FY 2020 Planning	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	Future Years
Planning/Design					70,000		
Land/Acquisition							
Construction					500,000		
Building Improvements							
Equipment							
Other					10,000		
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ 580,000	\$ -	\$ -

Funding Sources

General Fund							
Capital Reserve Fund							
Multi Year Fund/Other Funds							
Debt							
Grants							
Permits/Fees							
To Be Funded					580,000		
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ 580,000	\$ -	\$ -

Operating Budget Impact

Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Improvement Plan

Department: Active Living & Parks
Function: Culture & Recreation

Project Title: Vietnam Veterans Park

Type: New
Status: Future

Total Cost: \$ 6,500,000



Project Description

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

Background & Justification/Status

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

Impact If Not Funded and Maximum Time it Can be Delayed

Lack of facilities in the county to enhance the quality of life for the citizens and to meet the recommended person per acre of developed park land ratio by the National Recreation and Park Association. Additionally, there are health issues like obesity that can increase without a place like a park in which to be active.

The project can be pushed back, but this will likely lead to residents leaving the County to pursue park activities.

Project Costs	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Planning/Design							150,000
Land/Acquisition							
Construction							6,000,000
Building Improvements							
Equipment							
Other							350,000
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,500,000

Funding Sources

General Fund							
Capital Reserve Fund							
Multi Year Fund/Other Funds							
Debt							
Grants							
Permits/Fees							
To Be Funded							6,500,000
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,500,000

Operating Budget Impact

Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Improvement Plan

Department: Cabarrus County Schools
Function: Education

Project Title: West Cabarrus High School

Type: New
Status: In Progress

Total Cost: \$ 3,282,250



Project Description

The CCS student population continues to grow along with the county's growth. The school is currently under construction on Weddington Road. A study is also taking place to determine the redistricting of several of the current high schools that have reached or surpassed capacity.

Background & Justification/Status

This high school will help alleviate the population at several high school sites by redistricting students. A study is currently underway to determine the optimum redistricting based on feeder middle schools. After this site is completed, a future high school site is needed and plans are currently in process to locate a site for the next school prior to the remodeling and rebuilding of Central Cabarrus High School on Hwy 49. The school has a scheduled opening date of August 2020.

Impact If Not Funded and Maximum Time it Can be Delayed

The impact of not funding this request will be more mobile units for students and earlier lunch schedules as the current facilities cannot accommodate more students in their core facilities.

Project Costs	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Planning/Design							
Land/Acquisition							
Construction							
Building Improvements							
Equipment/Start up	2,560,750						
Other	721,500						
TOTAL	\$ 3,282,250	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Funding Sources

General Fund							
Capital Reserve Fund	2,782,250						
Multi Year Fund/Lottery	500,000						
Debt							
Grants							
Permits/Fees							
To Be Funded							
TOTAL	\$ 3,282,250	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Operating Budget Impact

Salaries & Benefits	1,600,000						
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other	350,000						
TOTAL	\$ 1,950,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Improvement Plan

Department: Library/Active Living & Parks
Function: Culture & Recreation

Project Title: West Cabarrus Library Branch & Senior Center

Type: New
Status: Future

Total Cost: \$ 23,750,000



Project Description

A 15,000 square foot full-service library will need to be built in the western part of Cabarrus County due to increasing population. There could be efficiencies and a benefit to service provision by building the library and senior center together.

Background & Justification/Status

Since the Concord Library was built in 1977, the population of Concord has grown over 300%. Specifically, residents in western Cabarrus County (Afton and Concord Mills) are currently underserved by a library within reasonable driving distance. Historically the County has funded the architectural planning and design, while the municipality and/or private citizens have funded the construction, furniture, fixtures, and equipment. However, the budget below reflects the full cost. Due to the termination of the Senior Center facility use agreement with the Cannon Memorial YMCA and the closing of the Murdock Senior Center, a void exists for services for older adults in the western part of the county. The demand cannot be met by the existing senior center facilities.

Impact If Not Funded and Maximum Time it Can be Delayed

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

Project Costs	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Planning/Design							1,500,000
Land/Acquisition		1,000,000	9,000,000				
Construction							10,300,000
Building Improvements							
Equipment							450,000
Other							1,500,000
TOTAL	\$ -	\$ 1,000,000	\$ 9,000,000	\$ -	\$ -	\$ -	\$ 13,750,000

Funding Sources

General Fund							
Capital Reserve Fund							
Multi Year Fund/Other Funds							
Debt		1,000,000					
Grants							
Permits/Fees							
To Be Funded			9,000,000				13,750,000
TOTAL	\$ -	\$ 1,000,000	\$ 9,000,000	\$ -	\$ -	\$ -	\$ 13,750,000

Operating Budget Impact

Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Improvement Plan

Department: Cabarrus County Schools
Function: Education

Project Title: Bethel Elementary School Roof Replacement
Type: Replacement
Status: Future

Total Cost: \$ 1,023,660



Project Description

Replace existing EPDM rubber membrane with 60 mil PVC at Bethel Elementary school.

Background & Justification/Status

Roof is 14 years old and is reaching the end of its life cycle. CCS-FMD is beginning to receive an increase in work orders related to damage of internal systems due to water intrusion. Cabarrus County Schools currently has 42 facilities. If we average 3 roof replacements per year, we will be able to decrease damages caused by water intrusion.

Impact If Not Funded and Maximum Time it Can be Delayed

Additional operating funds will be required to repair water damages to all areas of the building including structural integrity, electrical and technology systems, casework finishes, and furniture. Failure to make these repairs could result in unsafe air quality within building.

	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Project Costs							
Planning/Design							
Land/Acquisition							
Construction							
Building Improvements			1,023,660				
Equipment							
Other							
Total	\$ -	\$ -	\$ 1,023,660	\$ -	\$ -	\$ -	\$ -
Funding Sources							
General Fund							
Capital Reserve Fund							
Multi Year Fund							
Debt							
Grants							
Permits/Fees							
Other-To Be Funded			1,023,660				
Total	\$ -	\$ -	\$ 1,023,660	\$ -	\$ -	\$ -	\$ -
Operating Budget Impact							
Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Improvement Plan

Department: Cabarrus County Schools
Function: Education
Project Title: C.C. Griffin Middle School Roof Replacement
Type: Replacement
Status: Future
Total Cost: \$ 1,364,880



Project Description

Replace existing EPDM rubber membrane with 60 mil PVC at C.C. Griffin Middle school.

Background & Justification/Status

Roof is 16 years old, beyond its life cycle and has reached a point where it affects other internal systems by water intrusion. CCS currently has 42 facilities. If we average 3 roof replacements per year, we will be able to decrease damages caused by water intrusion.

Impact If Not Funded and Maximum Time it Can be Delayed

Additional operating funds will be required to repair water damages to all areas of the building including structural integrity, electrical and technology systems, casework finishes, and furniture. Failure to make these repairs could result in unsafe air quality within building.

	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Project Costs							
Planning/Design							
Land/Acquisition							
Construction							
Building Improvements			1,364,880				
Equipment							
Other							
Total	\$ -	\$ -	\$ 1,364,880	\$ -	\$ -	\$ -	\$ -
Funding Sources							
General Fund							
Capital Reserve Fund							
Multi Year Fund							
Debt							
Grants							
Permits/Fees							
Other-To Be Funded			1,364,880				
Total	\$ -	\$ -	\$ 1,364,880	\$ -	\$ -	\$ -	\$ -
Operating Budget Impact							
Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Improvement Plan

Department: Cabarrus County Schools
Function: Education

Project Title: Central Cabarrus High School Casework Replacement
Type: Replacement
Status: Future

Total Cost: \$ 568,700



Project Description

Replacement of fixed casework at Central Cabarrus High school.

Background & Justification/Status

CCHS is 53 years old and existing casework in most rooms is original. Casework requires replacement to provide adequate storage for current school use and modernization. Much of the existing casework has become dilapidated and is beyond the usefulness of its life cycle.

Impact If Not Funded and Maximum Time it Can be Delayed

Casework will continue to be unattractive and in some cases unusable.

Project Costs	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Planning/Design							
Land/Acquisition							
Construction							
Building Improvements			568,700				
Equipment							
Other							
Total	\$ -	\$ -	\$ 568,700	\$ -	\$ -	\$ -	\$ -
Funding Sources							
General Fund							
Capital Reserve Fund							
Multi Year Fund							
Debt							
Grants							
Permits/Fees							
Other-To Be Funded			568,700				
Total	\$ -	\$ -	\$ 568,700	\$ -	\$ -	\$ -	\$ -
Operating Budget Impact							
Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Improvement Plan

Department: Cabarrus County Schools
Function: Education
Project Title: Central Cabarrus High School Partial HVAC Replacement
Type: Replacement
Status: Future
Total Cost: \$ 1,649,230



Project Description

Heating, Ventilation, and Air Conditioning (HVAC) system replacement including boilers, fan coils, unit vents, chiller, cooling tower, valves and controls at Central Cabarrus High School.

Background & Justification/Status

Part of the HVAC system at CCHS is 53 years old. The HVAC system chiller and cooling towers were replaced in 2011 as a result of Qualified School Construction Bond (QSCB) grant monies. The boilers, piping, and air handlers experience multiple component failures each year, have far surpassed their lifecycle, and require immediate replacement.

Impact If Not Funded and Maximum Time it Can be Delayed

Due to engineering and design requirements, this is a process requiring substantial amount of time. If catastrophic failure is experienced, significant negative impacts to the student learning environment will occur.

Project Costs	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Planning/Design							
Land/Acquisition							
Construction							
Building Improvements			1,649,230				
Equipment							
Other							
Total	\$ -	\$ -	\$ 1,649,230	\$ -	\$ -	\$ -	\$ -
Funding Sources							
General Fund							
Capital Reserve Fund							
Multi Year Fund							
Debt							
Grants							
Permits/Fees							
Other-To Be Funded			1,649,230				
Total	\$ -	\$ -	\$ 1,649,230	\$ -	\$ -	\$ -	\$ -
Operating Budget Impact							
Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Improvement Plan

Department: Cabarrus County Schools
Function: Education
Project Title: Central Cabarrus High School Roof Replacement
Type: Replacement
Status: Future
Total Cost: \$ 1,364,880



Project Description

Replace existing various roof types with 60 mil PVC Central Cabarrus High school.

Background & Justification/Status

Roof varies in age, with all areas beyond their life cycle. CCHS has reached a point where roof failures affect other internal systems by water intrusion. Cabarrus County Schools currently has 42 facilities. If we average 3 roof replacements per year, we will be able to decrease damages caused by water intrusion.

Impact If Not Funded and Maximum Time it Can be Delayed

Additional operating funds will be required to repair water damages to all areas of the building including structural integrity, electrical and technology systems, casework finishes, and furniture. Failure to make these repairs could result in unsafe air quality within building.

Project Costs	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Planning/Design							
Land/Acquisition							
Construction							
Building Improvements			1,364,880				
Equipment							
Other							
Total	\$ -	\$ -	\$ 1,364,880	\$ -	\$ -	\$ -	\$ -
Funding Sources							
General Fund							
Capital Reserve Fund							
Multi Year Fund							
Debt							
Grants							
Permits/Fees							
Other-To Be Funded			1,364,880				
Total	\$ -	\$ -	\$ 1,364,880	\$ -	\$ -	\$ -	\$ -
Operating Budget Impact							
Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Improvement Plan

Department: Cabarrus County Schools
Function: Education

Project Title: Concord High School Fire Academy
Type: New
Status: Future

Total Cost: \$ 2,068,000



Project Description

The current Fire Academy and Concord High School requires adequate facilities for curriculum instruction in a manner that meets training needs for specific skills.

Background & Justification/Status

Constructing a separate training facility would allow for repelling (Fire/Police/Rescue), clearing rooms (Fire/Police/Rescue), ingress/egress training (Fire/Rescue) and many other forms of specialized training for first responders. The Fire Academy is currently dependent on renting space for storage of equipment and struggles with consistent, proper training areas. Many of these operational costs and conflicts could be reduced by providing proper facilities on site.

Impact If Not Funded and Maximum Time it Can be Delayed

Additional cost in operational dollars, lack of efficiency in class time, and reduced instructional time. Inability to properly store and maintain their equipment.

Project Costs	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Planning/Design							
Land/Acquisition							
Construction							
Building Improvements							
Equipment							
Other			2,068,000				
Total	\$ -	\$ -	\$ 2,068,000	\$ -	\$ -	\$ -	\$ -
Funding Sources							
General Fund							
Capital Reserve Fund							
Multi Year Fund							
Debt							
Grants							
Permits/Fees							
Other-To Be Funded			2,068,000				
Total	\$ -	\$ -	\$ 2,068,000	\$ -	\$ -	\$ -	\$ -
Operating Budget Impact							
Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Improvement Plan

Department: Cabarrus County Schools
Function: Education
Project Title: Concord High School Partial HVAC Replacement
Type: Replacement
Status: Future
Total Cost: \$ 796,180



Project Description

Heating, Ventilation, and Air Conditioning (HVAC) system partial replacement including boilers, piping, and air handlers at Concord High school.

Background & Justification/Status

The Heating, Ventilation, and Air Conditioning (HVAC) system at CHS is 51 years old. The HVAC system had the chiller, cooling tower, and controls replaced as a result of Qualified School Construction Bond Program (QSCB) grant monies in 2011. The current condition of the boilers, piping, and air handlers are poor with respect to their lifecycle and require immediate replacement.

Impact If Not Funded and Maximum Time it Can be Delayed

Due to engineering and design requirements, this is a process requiring a significant amount of time. If catastrophic failure occurs the result will be school closure for an extended period, possibly four to six months.

	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Project Costs							
Planning/Design							
Land/Acquisition							
Construction							
Building Improvements			796,180				
Equipment							
Other							
Total	\$ -	\$ -	\$ 796,180	\$ -	\$ -	\$ -	\$ -
Funding Sources							
General Fund							
Capital Reserve Fund							
Multi Year Fund							
Debt							
Grants							
Permits/Fees							
Other-To Be Funded			796,180				
Total	\$ -	\$ -	\$ 796,180	\$ -	\$ -	\$ -	\$ -
Operating Budget Impact							
Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Improvement Plan

Department: Cabarrus County Schools
Function: Education

Project Title: Concord High School Roof Replacement
Type: Replacement
Status: Future

Total Cost: \$ 1,649,230



Project Description

Replace existing ballasted EPDM rubber membrane with 60 mil PVC at Concord High school.

Background & Justification/Status

Roof has reached the end of its lifecycle, oldest sections being 50 year old and the newer sections 10-11 years old. CCS-FMD is beginning to receive an increase in work orders related to dmaage of internal systems. Cabarrus County Schools currently has 42 facilities . If we average 3 roof replacements per year, we will be able to decrease damages caused by water intrusion.

Impact If Not Funded and Maximum Time it Can be Delayed

Additional operational funds will be required to repair water damages to all aspects of the building including structural integrity, electrical, technology systems, finishes, and furniture. Failure to make these repairs can result in increased potential for unsafe air quality in building.

Project Costs	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Planning/Design							
Land/Acquisition							
Construction							
Building Improvements			1,649,230				
Equipment							
Other							
Total	\$ -	\$ -	\$ 1,649,230	\$ -	\$ -	\$ -	\$ -
Funding Sources							
General Fund							
Capital Reserve Fund							
Multi Year Fund							
Debt							
Grants							
Permits/Fees							
Other-To Be Funded			1,649,230				
Total	\$ -	\$ -	\$ 1,649,230	\$ -	\$ -	\$ -	\$ -
Operating Budget Impact							
Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Improvement Plan

Department: Cabarrus County Schools
Function: Education

Project Title: Concord High School Stadium Renovation

Type: Replacement
Status: Future

Total Cost: \$ 2,068,000



Project Description

Concord High School stadium renovation is required to meet the needs of the sports complex with regard to building, fire, and American's Disability Act (ADA) codes.

Background & Justification/Status

Recognizing the poor condition of the aging facility and need for modernization the CHS Stadium complex is 51 years into its life cycle. Currently, the facility has foundational issues with bleachers and presents potential failure points if not corrected. Due to the number of people utilizing facilities, there are issues and concerns with support facilities such as restrooms, concessions, announcer booths, and rooftop media areas. The stadium is also deficient in terms of ADA accessibility.

Impact If Not Funded and Maximum Time it Can be Delayed

Potential interruption and interference of school athletic activities and inability to carryout school functions. ADA accessibility will continue to be an obstacle.

Project Costs	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Planning/Design							
Land/Acquisition							
Construction							
Building Improvements			2,068,000				
Equipment							
Other							
Total	\$ -	\$ -	\$ 2,068,000	\$ -	\$ -	\$ -	\$ -
Funding Sources							
General Fund							
Capital Reserve Fund							
Multi Year Fund							
Debt							
Grants							
Permits/Fees							
Other-To Be Funded			2,068,000				
Total	\$ -	\$ -	\$ 2,068,000	\$ -	\$ -	\$ -	\$ -
Operating Budget Impact							
Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Improvement Plan

Department: Cabarrus County Schools
Function: Education
Project Title: Cox Mill High School Land Acquisition and Parking
Type: Expansion
Status: Future
Total Cost: \$ 1,034,000



Project Description

Due to growth and increased car riders at Cox Mill High School a driveway solution is required.

Background & Justification/Status

This project is a safety issue due to limited capacity of roadways accessing the school. Existing traffic pattern presents many issues trying to accommodate a large group of car riders and student drivers. An additional car rider lane is needed to safely meet the school's needs.

Impact If Not Funded and Maximum Time it Can be Delayed

Possible accidents involving anyone driving on Cox Mill Road including students, parents, and community members.

Project Costs	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Planning/Design							
Land/Acquisition			517,000				
Construction			517,000				
Building Improvements							
Equipment							
Other							
Total	\$ -	\$ -	\$ 1,034,000	\$ -	\$ -	\$ -	\$ -
Funding Sources							
General Fund							
Capital Reserve Fund							
Multi Year Fund							
Debt							
Grants							
Permits/Fees							
Other-To Be Funded			1,034,000				
Total	\$ -	\$ -	\$ 1,034,000	\$ -	\$ -	\$ -	\$ -
Operating Budget Impact							
Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Improvement Plan

Department: Cabarrus County Schools
Function: Education
Project Title: Concord Middle School Partial HVAC Replacement
Type: Replacement
Status: Future
Total Cost: \$ 682,440



Project Description

Heating, Ventilation, and Air Conditioning (HVAC) system replacement including boilers, fan coils, unit vents, chiller, cooling tower, valves and controls at Concord Middle School.

Background & Justification/Status

Part of the HVAC system at CMS is 17 years old and at the end of its lifecycle. Chiller replacement was funded in FY15/16. The current condition of the boilers, controls, fan coils, and unit vents are poor with respect to their lifecycle and require immediate replacement.

Impact If Not Funded and Maximum Time it Can be Delayed

Due to engineering and design requirements this is a process requiring substantial amount of time. If catastrophic failure is experienced, significant negative impacts to the student learning environment will occur.

Project Costs	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Planning/Design							
Land/Acquisition							
Construction							
Building Improvements			682,440				
Equipment							
Other							
Total	\$ -	\$ -	\$ 682,440	\$ -	\$ -	\$ -	\$ -
Funding Sources							
General Fund							
Capital Reserve Fund							
Multi Year Fund							
Debt							
Grants							
Permits/Fees							
Other-To Be Funded			682,440				
Total	\$ -	\$ -	\$ 682,440	\$ -	\$ -	\$ -	\$ -
Operating Budget Impact							
Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Improvement Plan

Department: Cabarrus County Schools
Function: Education
Project Title: Mount Pleasant Elementary School Roof Replacement
Type: Replacement
Status: Future
Total Cost: \$ 1,046,408



Project Description

Replace existing ballasted EPDM rubber membrane with 60 mil PVC at Mt. Pleasant Elementary school.

Background & Justification/Status

Roof is 19 years old and has reached the end of its life cycle. CCS-FMD is beginning to receive an increase in work orders related to damage of internal systems due to water intrusion. Cabarrus County Schools currently has 42 facilities. If we average 3 roof replacements per year, we will be able to eliminate the damages caused by water intrusion.

Impact If Not Funded and Maximum Time it Can be Delayed

Additional operational funds will be required to repair water damages to all aspects of the building including structural integrity, electrical, technology systems, finishes, and furniture. Failure to make these repairs can result in increased potential for unsafe air quality in building.

Project Costs	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Planning/Design							
Land/Acquisition							
Construction							
Building Improvements			1,046,408				
Equipment							
Other							
Total	\$ -	\$ -	\$ 1,046,408	\$ -	\$ -	\$ -	\$ -
Funding Sources							
General Fund							
Capital Reserve Fund							
Multi Year Fund							
Debt							
Grants							
Permits/Fees							
Other-To Be Funded			1,046,408				
Total	\$ -	\$ -	\$ 1,046,408	\$ -	\$ -	\$ -	\$ -
Operating Budget Impact							
Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Improvement Plan

Department: Cabarrus County Schools
Function: Education

Project Title: MPHS Parking and Drive Replacement
Type: Replacement
Status: Future

Total Cost: \$ 1,819,840



Project Description

Replace parking lot and drives to handle current loads and volume at Mt. Pleasant High School.

Background & Justification/Status

Mount Pleasant High School is currently 29 years old. At time of construction, the parking lots and drives were not designed or constructed to accommodate today's vehicle weights. Currently, all parking lots and drives are failing and will result in additional repair costs if not addressed. There are significant safety concerns for human and vehicular accidents. High schools are experiencing increased usage outside of school hours due to student drivers, sports activities, club activities, and community usage.

Impact If Not Funded and Maximum Time it Can be Delayed

Impact is apparent now. The parking lots and drives are failing and require constant maintenance. These type repairs are an extreme drain on the operating budget.

Project Costs	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Planning/Design							
Land/Acquisition							
Construction							
Building Improvements			1,819,840				
Equipment							
Other							
Total	\$ -	\$ -	\$ 1,819,840	\$ -	\$ -	\$ -	\$ -
Funding Sources							
General Fund							
Capital Reserve Fund							
Multi Year Fund							
Debt							
Grants							
Permits/Fees							
Other-To Be Funded			1,819,840				
Total	\$ -	\$ -	\$ 1,819,840	\$ -	\$ -	\$ -	\$ -
Operating Budget Impact							
Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Improvement Plan

Department: Cabarrus County Schools
Function: Education
Project Title: Northwest Cabarrus High School Electrical Distribution System
Type: Replacement
Status: Future
Total Cost: \$ 943,781



Project Description

Installation and replacement of electrical distribution system for the A-wing to bring electrical service to current standards and extend lifecycle at Northwest Cabarrus High School.

Background & Justification/Status

The electrical distribution system is 51 years old and has exceeded its lifecycle. Replacement is required to extend life of structure to meet 10-Year plan. Materials have degraded to the point of breaking down. Many of these components have excessive cost due to limited availability resulting in lengthy lead times to acquire. This recommendation is based on Fanning-Howey study conducted in 2014.

Impact If Not Funded and Maximum Time it Can be Delayed

Possible school closure due to engineering design required to replace electrical service. Fire hazard is imminent should catastrophic failure occur.

	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Project Costs							
Planning/Design							
Land/Acquisition							
Construction							
Building Improvements			943,781				
Equipment							
Other							
Total	\$ -	\$ -	\$ 943,781	\$ -	\$ -	\$ -	\$ -
Funding Sources							
General Fund							
Capital Reserve Fund							
Multi Year Fund							
Debt							
Grants							
Permits/Fees							
Other-To Be Funded			943,781				
Total	\$ -	\$ -	\$ 943,781	\$ -	\$ -	\$ -	\$ -
Operating Budget Impact							
Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Improvement Plan

Department: Cabarrus County Schools
Function: Education
Project Title: Northwest Cabarrus High School HVAC Replacement
Type: Replacement
Status: Future
Total Cost: \$ 3,980,900



Project Description

Heating, Ventilation, and Air Conditioning (HVAC) system replacement including boilers, fan coils, unit vents, chiller, cooling tower, valves and controls at Northwest Cabarrus High School.

Background & Justification/Status

The Heating, Ventilation, and Air Conditioning (HVAC) system at NCHS is 52 years old. This HVAC system has surpassed its lifecycle and experiences many component failures each year. The NCHS HVAC system is in need of immediate replacement.

Impact If Not Funded and Maximum Time it Can be Delayed

Due to engineering and design requirements this is a process requiring substantial amount of time. If catastrophic failure is experienced, significant negative impacts to the student learning environment will occur.

	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Project Costs							
Planning/Design							
Land/Acquisition							
Construction							
Building Improvements			3,980,900				
Equipment							
Other							
Total	\$ -	\$ -	\$ 3,980,900	\$ -	\$ -	\$ -	\$ -
Funding Sources							
General Fund							
Capital Reserve Fund							
Multi Year Fund							
Debt							
Grants							
Permits/Fees							
Other-To Be Funded			3,980,900				
Total	\$ -	\$ -	\$ 3,980,900	\$ -	\$ -	\$ -	\$ -
Operating Budget Impact							
Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Improvement Plan

Department: Cabarrus County Schools
Function: Education
Project Title: Northwest Cabarrus High School Stadium Renovation
Type: Replacement
Status: Future
Total Cost: \$ 2,068,000



Project Description

Northwest Cabarrus High School stadium renovation is required to meet the needs of the sports complex with regard to building, fire, and American's Disability Act (ADA) codes.

Background & Justification/Status

Recognizing the poor condition of the aging facility and need for modernization the NCHS Stadium complex is 52 years into its life cycle. Currently the facility has foundational issues with bleachers and presents potential failure points if not corrected. Due to the number of people utilizing facilities, there are issues and concerns with support facilities such as restrooms, concessions, announcer booths and rooftop media areas. The stadium is also deficient in terms of ADA accessibility.

Impact If Not Funded and Maximum Time it Can be Delayed

Potential interruption and interference of school athletic activities and inability to carryout school functions. ADA accessibility will continue to be an obstacle.

Project Costs	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Planning/Design							
Land/Acquisition							
Construction							
Building Improvements			2,068,000				
Equipment							
Other							
Total	\$ -	\$ -	\$ 2,068,000	\$ -	\$ -	\$ -	\$ -
Funding Sources							
General Fund							
Capital Reserve Fund							
Multi Year Fund							
Debt							
Grants							
Permits/Fees							
Other-To Be Funded			2,068,000				
Total	\$ -	\$ -	\$ 2,068,000	\$ -	\$ -	\$ -	\$ -
Operating Budget Impact							
Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Improvement Plan

Department: Cabarrus County Schools
Function: Education
Project Title: Northwest Cabarrus Middle School Athletic Field Construction
Type: New
Status: Future
Total Cost: \$ 682,440



Project Description

Construction of athletic fields for use by Northwest Cabarrus Middle School athletic teams.

Background & Justification/Status

NCMS has traditionally been forced to use the playing fields of the high school. Conflicting schedules is a constant issue. CCS FMD would like to construct a multi-sport playing field on the property adjacent to NCMS and beside CE Boger Elementary. This will allow NCMS to have their own practice fields for the first time in the school's history. This is a huge step in providing equity to the NCMS students and will prevent over usage of the high school playing fields.

Impact If Not Funded and Maximum Time it Can be Delayed

School sports activities will continue to struggle with scheduling, usage, and may prevent additional sporting activities from being possible.

Project Costs	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Planning/Design							
Land/Acquisition							
Construction							
Building Improvements			682,440				
Equipment							
Other							
Total	\$ -	\$ -	\$ 682,440	\$ -	\$ -	\$ -	\$ -
Funding Sources							
General Fund							
Capital Reserve Fund							
Multi Year Fund							
Debt							
Grants							
Permits/Fees							
Other-To Be Funded			682,440				
Total	\$ -	\$ -	\$ 682,440	\$ -	\$ -	\$ -	\$ -
Operating Budget Impact							
Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Improvement Plan

Department: Cabarrus County Schools
Function: Education
Project Title: School Nutrition Program Office with Test Kitchen
Type: New
Status: Future
Total Cost: \$ 568,700



Project Description

Construction of offices and test kitchen for use by School Nutrition Program (SNP) staff.

Background & Justification/Status

Funding to renovate a CCS Facility that would correspond with the 10 year plan. This facility would allow for all SNP staff to be housed in same facility and provide a test kitchen for determining menus, procedures, and best practices.

Impact If Not Funded and Maximum Time it Can be Delayed

As our system continues to grow, we will not be able to adequately house all SNP staff.

Project Costs	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Planning/Design							
Land/Acquisition							
Construction							
Building Improvements			568,700				
Equipment							
Other							
Total	\$ -	\$ -	\$ 568,700	\$ -	\$ -	\$ -	\$ -
Funding Sources							
General Fund							
Capital Reserve Fund							
Multi Year Fund							
Debt							
Grants							
Permits/Fees							
Other-To Be Funded			568,700				
Total	\$ -	\$ -	\$ 568,700	\$ -	\$ -	\$ -	\$ -
Operating Budget Impact							
Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Improvement Plan

Department: Cabarrus County Schools
Function: Education
Project Title: Weddington Hills Elementary School Roof Replacement
Type: Replacement
Status: Future
Total Cost: \$ 1,364,880



Project Description

Replace existing ballasted EPDM rubber membrane with 60 mil PVC at Weddington Hills Elementary.

Background & Justification/Status

Roof is 21 years old and beyond the end of its life cycle. CCS-FMD is beginning to receive an increase in work orders related to damage of internal systems by water intrusion. CCS currently has 42 facilities. If we average 3 roof replacements per year, we will be able to eliminate the damages caused by water intrusion.

Impact If Not Funded and Maximum Time it Can be Delayed

Additional operational funds will be required to repair water damages to all aspects of the building including structural integrity, electrical and technology systems, finishes, and furniture. Failure to make these repairs can result in increased potential for unsafe air quality in building.

Project Costs	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Planning/Design							
Land/Acquisition							
Construction							
Building Improvements			1,364,880				
Equipment							
Other							
Total	\$ -	\$ -	\$ 1,364,880	\$ -	\$ -	\$ -	\$ -
Funding Sources							
General Fund							
Capital Reserve Fund							
Multi Year Fund							
Debt							
Grants							
Permits/Fees							
Other-To Be Funded			1,364,880				
Total	\$ -	\$ -	\$ 1,364,880	\$ -	\$ -	\$ -	\$ -
Operating Budget Impact							
Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Improvement Plan

Department: Cabarrus County Schools
Function: Education
Project Title: Wolf Meadow Elementary School HVAC Replacement
Type: Replacement
Status: Future
Total Cost: \$ 3,412,200



Project Description

Heating, Ventilation, and Air Conditioning (HVAC) system replacement including boilers, fan coils, unit vents, chiller, cooling tower, valves and controls at Wolf Meadow Elementary School.

Background & Justification/Status

The Heating, Ventilation, and Air Conditioning system at WMES is 44 years old. This HVAC system has surpassed its lifecycle and experiences many component failures each year. The WMES HVAC system is in need of immediate replacement.

Impact If Not Funded and Maximum Time it Can be Delayed

Due to engineering and design requirements this is a process requiring substantial amount of time. If catastrophic failure is experienced, significant negative impacts to the student learning environment will occur.

	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Project Costs							
Planning/Design							
Land/Acquisition							
Construction							
Building Improvements			3,412,200				
Equipment							
Other							
Total	\$ -	\$ -	\$ 3,412,200	\$ -	\$ -	\$ -	\$ -
Funding Sources							
General Fund							
Capital Reserve Fund							
Multi Year Fund							
Debt							
Grants							
Permits/Fees							
Other-To Be Funded			3,412,200				
Total	\$ -	\$ -	\$ 3,412,200	\$ -	\$ -	\$ -	\$ -
Operating Budget Impact							
Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Improvement Plan

Department: Cabarrus County Schools
Function: Education
Project Title: Wolf Meadow Elementary School Parking and Drive Replacement
Type: Replacement
Status: Future
Total Cost: \$ 1,592,360



Project Description

Replace parking lot and drives to handle current loads and usage at Wolf Meadow Elementary School.

Background & Justification/Status

Wolf Meadow Elementary School is currently 44 years old. At time of construction, the parking lots and drives were not designed or constructed to accommodate today's vehicle weights. Currently, all parking lots and drives are failing and will result in additional repair costs if not addressed. There are significant safety concerns for human and vehicular accidents. Elementary schools are experiencing increased usage outside school hours due to club activities and community usage.

Impact If Not Funded and Maximum Time it Can be Delayed

Impact is apparent now. The parking lots and drives are failing and require constant maintenance. These type repairs are an extreme drain on the operating budget.

Project Costs	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Planning/Design							
Land/Acquisition							
Construction							
Building Improvements			1,592,360				
Equipment							
Other							
Total	\$ -	\$ -	\$ 1,592,360	\$ -	\$ -	\$ -	\$ -
Funding Sources							
General Fund							
Capital Reserve Fund							
Multi Year Fund							
Debt							
Grants							
Permits/Fees							
Other-To Be Funded			1,592,360				
Total	\$ -	\$ -	\$ 1,592,360	\$ -	\$ -	\$ -	\$ -
Operating Budget Impact							
Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Improvement Plan

Department: Cabarrus County Schools
Function: Education
Project Title: W.M. Irvin Elementary School Roof Replacement
Type: Replacement
Status: Future
Total Cost: \$ 1,364,880



Project Description

Replace existing ballasted EPDM rubber membrane with 60 mil PVC at W.M. Irvin Elementary school.

Background & Justification/Status

The roof is 19 years old and is beyond the end of its life cycle. CCS-FMD is beginning to receive an increase in work orders related to damage of internal systems due to water intrusion. Cabarrus County Schools currently has 42 facilities. If we average 3 roof replacements per year, we will be able to eliminate the damages caused by water intrusion.

Impact If Not Funded and Maximum Time it Can be Delayed

Additional operational funds will be required to repair water damages to all aspects of the building including structural integrity, electrical and technology systems, finishes, and furniture. Failure to make these repairs can result in increased potential for unsafe air quality in building.

	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	FY 2024 Planning	Future Years
Project Costs							
Planning/Design							
Land/Acquisition							
Construction							
Building Improvements			1,364,880				
Equipment							
Other							
Total	\$ -	\$ -	\$ 1,364,880	\$ -	\$ -	\$ -	\$ -
Funding Sources							
General Fund							
Capital Reserve Fund							
Multi Year Fund							
Debt							
Grants							
Permits/Fees							
Other-To Be Funded			1,364,880				
Total	\$ -	\$ -	\$ 1,364,880	\$ -	\$ -	\$ -	\$ -
Operating Budget Impact							
Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



Board of Commissioners

MISSION:

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

MANDATE:

Authorized by North Carolina General Statute 153A-76, the Board of Commissioners organizes county government.

OVERVIEW:

The Board of Commissioners consists of a membership of five elected officials who serve as the governing body for Cabarrus County. The Board fulfills its role by directing county government through policy development, funding appropriation and appointment of advisory groups. The Board establishes the annual property tax rate, approves the budget and sets policies, goals and objectives directing growth and development. The Board also adopts and provides for ordinances, rules and regulations for the public safety and general welfare of citizens. When necessary, the Board enters into written contractual or legal obligations on behalf of the County. The administrative responsibility of the County rests with the County Manager, who is appointed by the Board of Commissioners. The Clerk to the Board provides administrative support and is appointed by the Board of Commissioners.

MAJOR ACCOMPLISHMENTS:

- Adopted the FY 2019 budget.
- Continue to improve efforts to provide for the positive economic growth and prosperity of the county by funding the Cabarrus County Economic Development Corporation and joining the municipalities in investing in economic development.
- Approved architectural and construction management contract for the new Cabarrus County Courthouse.
- Completed the Cabarrus County Parking Deck in Downtown Concord.
- Awarded Honorable Mention from the National Association of Telecommunications Officers and Advisors for Cabarrus County TV's "Out and About" program, which features members of the Cabarrus County Board of Commissioners.
- Continued partnership with local and state stakeholders to address mental health and substance abuse (opioids) issues in the county.
- Cabarrus County continues to be one of four counties to participate in the UNC School of Government's two-year program to create a detailed plan of action to address the opioid epidemic in their communities and throughout the state.
- Continued supporting the "Stepping Up" initiative to address mental health issues within the County's Detention Center.
- Continued hosting Elected Officials Quarterly Summits, bringing all county and municipal elected officials together on a quarterly basis to discuss current issues, explore opportunities across jurisdictional and political boundaries, and address the challenges of a growing and prosperous county.
- Continued quarterly Chair/Vice Chair meetings with school boards.

Board of Commissioners

- Continued commitment to communication and transparency efforts through the new County website, the “Out and About” programming, YouTube streaming of meetings, Government 101 programs, and speaking events.

CHALLENGES & TRENDS:

- Ability to react to decisions made by Federal and State legislators that impact local funding for needed programs and services.
- Increased capital, deferred maintenance and operational needs of Cabarrus County Government, Cabarrus County Schools, Kannapolis City Schools and Rowan-Cabarrus Community College.
- Securing land for future public facilities including schools, libraries, parks, etc. in a rapidly developing county.
- Continue to provide mandated and expected programs and services for a growing community.
- Identify new revenue sources to assist in meeting the growing capital and operational needs of the community.
- Projected increases in the youth and senior populations will continue to create additional demands on specific programs and services unique to their age groups.
- Mental Health needs in the community and schools continue to increase requiring additional specialized services and housing that are not currently available within the community.
- Ability to be competitive for a high quality workforce.

BUDGET SUMMARY:

	ACTUAL FY 2018	AMENDED FY 2019	ADOPTED FY 2020	% CHANGE FY 2019 to FY 2020
EXPENDITURES				
Personnel Services	\$ 353,310	\$ 381,388	\$ 388,960	1.99%
Operations	668,438	647,605	654,976	1.14%
Total Expense	\$ 1,021,748	\$ 1,028,993	\$ 1,049,936	2.04%
REVENUES				
Other Financial Sources	\$ -	\$ -	\$ -	-
Total Revenue	\$ -	\$ -	\$ -	-
STAFFING				
FTE Positions	4.00	4.00	-	-

Board of Commissioners

PERFORMANCE SUMMARY:

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

GOAL 1: Preserve and enhance the quality of life through public policy that promotes cross-jurisdictional collaboration, encourages growth while balancing its impact and looks ahead to preserve quality of life.	
ACHIEVEMENT	OBJECTIVE
SUCCESS	<ul style="list-style-type: none"> Established reoccurring funding for deferred maintenance of Capital Improvement Plan. Increased funding for local teacher supplement. Met funding needs to support Capital Improvement Plan for the County and schools.
SUCCESS	<ul style="list-style-type: none"> Developed a long-term financial model for providing for the capital needs of schools with a minimum of 10 percent to be “pay as you go” (meaning 10 percent of the cost will not be financed). This will work toward a long-term goal of paying for new schools with 20 percent of construction funds designated as “pay as you go”. Progress continues to be made on this objective. Land, architectural and engineering services and opening costs are funded with cash. Construction costs are funded through sale of Limited Obligation Bonds and/or General Obligation Bonds. Cabarrus County Schools opened the new Performance Learning Center and construction continues on West Cabarrus High School and Hickory Ridge Elementary School. Rowan Cabarrus Community College continues construction on the Advanced Technology Center. Continued a financing plan to fund the school systems’ five-year critical needs. The Board of Commissioners have made progress in meeting the critical needs of the County’s school systems. Strategic funding plans have been implemented to address capital, maintenance and repair, program expansion and teacher supplements. Set the tax rate at a level that raises sufficient revenue to meet County operational needs while addressing the increasing demands on County government and public schools; including anticipated future capital needs for a growing county.

Board of Commissioners

PROGRESS	<ul style="list-style-type: none"> Develop a single comprehensive plan that focuses on sustainability efforts and defines areas for future utility extensions, land uses, and densities consistent with high quality development standards; water use and conservation, (including an agreement with all jurisdictions to reserve an agreed-upon percentage for emergencies or unplanned needs); annexations, road and other transportation improvements, school construction and other public improvements in a collaborative effort involving the public, the county, all municipalities, the school systems and Water and Sewer Authority of Cabarrus County (WSACC). While a single comprehensive plan is the ultimate goal, the Board of Commissioners continue to collaborate with their municipal, educational and utility partners to address the needs of our growing county. Collaborative efforts to continue to move forward as county and municipal elected officials explore opportunities to meet the basic needs of our existing and future population and improve their quality of life. Collaboration between elected officials throughout the county for Cabarrus County Quarterly Summits, bringing all county and municipal elected officials together on a quarterly basis to discuss current issues, explore opportunities across jurisdictions and political boundaries and address the challenges of a growing and prosperous county.
GOAL 2: Provide for public safety by communicating preparedness and safety awareness, responding to routine and catastrophic events and maintaining and restoring the well-being of citizens.	
ACHIEVEMENT	OBJECTIVE
SUCCESS	<ul style="list-style-type: none"> Developed the EMS Headquarters master plan, the county is looking for land to consider possible site for this facility. Developed additional safety measures for governmental buildings through the new Sheriff's Department Governmental Security Division. Completed The National Incident Management Report annually and submitted to FEMA. Additionally, the Fire Study has been completed and recommendations have been made to County Management for improvements to fire service delivery. Obtained the National Weather Service Storm Ready Certification.
SUCCESS	<ul style="list-style-type: none"> Completed the National Incident Management report, assessed the fire suppression response in the unincorporated areas, identify short comings and provide recommendations for improvement. Created a regional, redundant 911 Communications System. Secured National Weather Services' Storm Ready County designation.
SUCCESS	<ul style="list-style-type: none"> Assessed school sites for adequate space/access/water supply for emergency and preparedness activities. Completed the initial launch the Special Needs Registry to assist citizens in their specific needs during crisis situations. The Disaster Debris Management Plan was adopted with last year's updates and is under annual review for the latest updates.
PROGRESS	<ul style="list-style-type: none"> Continue to invest in technology and industry advancements within all departments to ensure safety. Examples of these advancements include new equipment for Sheriff's deputies (i.e. civil disobedience gear) and Emergency Medical personnel (i.e. stretchers) in the field.

Board of Commissioners

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

ACHIEVEMENT	OBJECTIVE
SUCCESS	<ul style="list-style-type: none"> Participated in continuing education opportunities for members of the Board of Commissioners to achieve competencies as needed. All of our commissioners continue to expand their knowledge of federal, state and local issues. Several members of the Board of Commissioners have obtained certifications from the North Carolina Association of County Commissioners to improve their ability to govern and lead our community. Collaborated with municipalities to complete a parking deck in downtown concord, add a new branch to the library system in Midland, and co-locate a city Fire Department with a County Emergency Medical Services Department to provide better citizen care and tax dollar value.
PROGRESS	<ul style="list-style-type: none"> Institutionalized a joint school facilities planning and construction committee to collaborate with; school boards to develop cost-effective and comprehensive construction standards. Also, consider alternative uses of school buildings after hours. Positive efforts in this area are underway. Elected officials and staff convene regularly (Chair/Vice Chair meetings and School Budget meetings) to discuss issues and continually search for ways to improve school and critical issues in the community.

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

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

Board of Commissioners

Internal Measures- Clerk to the Board

Program Goal: To provide permanent official records and provide the Board of Commissioners a guided focus and direction through meeting agendas. Provide for citizen participation and involvement in county government through oversight of 30 volunteer boards and committees appointed by the Board of Commissioners.

Program Strategy:

- Supply the Board and citizens with agenda packets and minutes in an accurate and timely manner.
- Monitor resignations and term endings.

MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
Clerk to the Board			
Regular agenda packets will be distributed (5) calendar days in advance of a regular meeting.	100%	100%	100%
Work session packets will be distributed (5) calendar days in advance of a work session.	100%	100%	100%

External Measures - Board of Commissioners

Program Goal: Increase efforts to inform our citizens of county government operations and request feedback on current program and services. Create a community that sustains and promotes economic growth.

Program Strategies:

- Attend meetings with elected, non-profit, affiliated and liaison boards and committees.
- Continue community outreach opportunities, such as the “Out & About” programs.
- Host quarterly Elected Official Summits.

MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
Regularly attend 3 assigned liaison meetings (monthly)	100%	100%	100%
Community Outreach Programs	7	10	12
Conduct biennial community survey to monitor effectiveness of programs and services	Yes	N/A	Yes
Host quarterly Elected Official Summits	4	4	4
Represent Cabarrus County at legislative and advocacy events (yearly)	6	6	6

DEPARTMENT CONTACT:

Name: Lauren Linker

Email: lelinker@cabarruscounty.us

Phone: 704-920-2109

County Manager

MISSION:

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

MANDATE:

Authorized by NCGS 153A-81 and adopted by the Board of Commissioners, June 1975. Safety and Health programs are mandated by NCGS 95-251. ADA Coordinator designee is mandated by 28 CFR 35.107 American Disabilities Act.

OVERVIEW:

The County Manager is appointed by and responsible to the Board of Commissioners and serves as the Chief Executive Officer of county government. The County Manager is charged with administering all county departments under the general control of the Board of County Commissioners, preparing the annual budget, the five-year financial and capital improvement plans and overseeing all county expenditures. The Manager serves as a liaison to the public, the county departments that are not under the general control of the Board of Commissioners (i.e. Cabarrus Health Alliance, Register of Deeds, Board of Elections and the Sheriff's Office) and between the county, state and federal agencies. The Manager provides policy advice and implements the policies established by the Board of Commissioners. Two Deputy County Managers and two Area Managers assist the County Manager in performing these duties.

In addition, the County Manager's office includes budgeting, purchasing, contract administration, construction administration, risk management and safety services. These functions are included in the County Manager's budget due to their significant impact to all county functions.

MAJOR ACCOMPLISHMENTS:

- Prepared and presented the FY 2019 General Fund Budget.
- The FY 2018-2019 Annual Budget received the Distinguished Budget Presentation award from the Government Finance Officers Association (GFOA) for the 21st consecutive year.
- Continued multi-jurisdictional use of the ACCELA software through expansion to the City of Kannapolis. This increases seamless planning and permitting services between organizations. Staff has continued to encourage other municipalities to join the program to improve the process throughout the county.
- Continued an in-depth analysis of user fees for services provided. Adoption of new fee schedule will be during FY 2020.
- Continue to evaluate programs and services for citizens' accessibility, financial stability and desired efficiencies.
- Implemented classification and pay review for departments to align class functions and equity within staff. This review is also intended to address competitiveness and recruitment issues.
- Continued implementation of the new Kronos timesheet entry system to improve efficiencies throughout all departments. The implementation process has been successful with only a few adjustments left to be completed.
- Continued to train new employees in workplace active violence awareness, CPR, diversity and inclusion and harassment.

County Manager

- Successful insurance renewal with minimal changes in employee benefits and reasonable increase to overall budget.
- The Board of Commissioners have incorporated the Stepping-Up Program in the County's Detention Center. This program has already experienced positive results by assisting inmates with mental issues plan for their needs upon release.
- The new Courthouse Project is well underway. The Board of Commissioners selected Silling Architects and Messer Construction to lead the design and construction of the proposed complex, which includes the new courthouse and the remodel of the existing structure.
- Completed construction on the Downtown Parking Deck creating approximately 620 additional parking spaces for employees and the public in downtown Concord.
- The Mental Health Advisory Board has continued to work diligently to identify mental health issues in our community and search for ways to educate the public and improve service levels for those in need.

CHALLENGES & TRENDS:

- To expand revenue resources through state legislature by requesting authority to hold referendum for an additional ¼ cent sales tax to be used for growing capital needs.
- To meet the fiscal demands (capital and current expense) of a rapidly growing community and all of its needs while maintaining a responsible tax rate. This will continue to be a greater challenge without bringing in additional revenues such as: ad valorem taxes, sales taxes, state school bonds, etc.
- Capital needs for our schools and general County government continue to increase annually. Continue to encourage legislators to support state-wide school funding.
- To provide appropriate funding for our schools to meet their current expense, facility maintenance and repair and capital needs.
- Provide appropriate funding in conjunction with municipalities and the private sector to operate a successful economic recruitment and business retention program.
- To continue discussion with local jurisdictions' programs offered and services that can be consolidated for the greater good of all organizations.
- Plan for succession of management staff as retirements are probable within the next years.
- Frequent communication with managers and administrators of other local jurisdictions, non-profit community partners, schools and private businesses is vital to address the needs of our citizens in the most effective and efficient manner.
- The county's senior population continues to increase, and as a result, our programs and services for them must be evaluated to meet their needs and expectations.
- Increased mental health issues and the lack of available services to meet those needs have become a major concern. Efforts on all levels have increased to improve access to resources and services, increase public awareness and enhance crisis response processes. The Board of Commissioners, the Mental Health Advisory Board, The Board's task force and County staff continue to search for additional facilities and resources to address these growing needs.

BUDGET HIGHLIGHTS & CHANGES:

- Funding is provided for additional mobile units due to growth and class size requirements, increased personnel and operational costs for school systems, etc.
- Additional positions are proposed to meet the demands and expectations of a growing and diverse population. The areas of general government, public safety, human services and culture and recreation are the recipients of the majority of these positions.

County Manager

- The capital needs of general government functions are part of the Five Year Financial Plan. These needs include courthouse construction and acquisition of land for future parks, schools and libraries.
- Funding for current expense continues to increase to meet operational demands including opening two new schools, teachers' supplements, technology and building and grounds maintenance.
- The Courthouse project will be moving forward demanding more staff time, negotiations with adjacent property owners, temporary disruptions in downtown traffic flows, etc..
- Adjustment to senior staff and duties to aggressively address innovation and improvement.

BUDGET SUMMARY:

	ACTUAL FY 2018	AMENDED FY 2019	ADOPTED FY 2020	% CHANGE FY 2019 to FY 2020
EXPENDITURES				
Personnel Services	\$ 1,138,099	\$ 1,169,335	\$ 1,635,784	39.89%
Operations	60,077	68,727	74,300	8.11%
Capital Outlay	20,000	-	-	-
Total Expense	\$ 1,218,176	\$ 1,238,062	\$ 1,710,084	38.13%
REVENUES				
Other Financial Sources	\$ -	\$ 500	\$ -	-100.00%
Total Revenue	\$ -	\$ 500	\$ -	-100.00%
STAFFING				
FTE Positions	9.00	11.00	1.00	-

PERFORMANCE SUMMARY:

County-wide Goals Supported:

- Use resources wisely and responsibly by protecting assets, minimizing risk, creating partnerships and using technology to maximize the value of County investments, expenditures and services.

Program Goal: To maintain and administer County programs and services as directed by the Board of Commissioners as adopted by the Board of County Commissioners.

Program Strategies:

- Review County programs, benefits and services for their current effectiveness and efficiency, making adjustments as necessary to meet budgetary constraints and citizen expectations.
- Continue to search for alternative ways to collaborate with other governmental agencies, non-profit agencies and private businesses to administer County programs in a more cost effective manner while meeting the commissioners' and our citizens' expectations for effectiveness and efficiency.
- Identify revenue sources for the purchase of land for a downtown elementary school, a middle school, administrative offices, and a warehouse for Emergency Medical Services.

County Manager

MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
Departmental budgets reviewed and amended as needed	100%	100%	100%
Programs/services reviewed for potential collaboration	100%	100%	100%

Program Goal: To review and revise, as appropriate, current Cabarrus County ordinances and administrative policies to ensure that all are current and relevant. This includes updated/amended chapters of the Code of Ordinances and internal policies.

Program Strategies:

- Review County operational and land use ordinances and revise as the Board of Commissioners and/or appointed advisory boards direct.
- Review Cabarrus County administrative policies and revise as needed and/or directed by the Board of County Commissioners.

MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
# of County ordinances reviewed by Board	3	3	3
# of administrative/Board policies reviewed	1	21	5

Program Goal: To ensure the continued financial stability for Cabarrus County Government.

Program Strategies:

- Budget revenues conservatively within 1% revenue anticipated from collections.
- Actual expenditures are within 95% of budgeted expenditures.
- Review 100% of departmental budgets monthly and make necessary adjustments throughout the year.

MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
% of actual revenues exceeding budgeted revenues	1.77%	2.18%	1%
% of actual expenditures within budgeted expenditures	102.33%	96.47%	100%
% of departmental budgets reviewed monthly	100%	100%	100%

Program Goal: Effectively communicate Board of Commissioners' goals and policies to department heads and all County employees.

Program Strategy:

- Hold regularly scheduled department head meetings to communicate directly with staff on Board of Commissioner and County Management expectations.
- Meet with departments to review improvements to existing performance measures.
- Include department heads in the Board of Commissioners' annual retreat.

County Manager

MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
Department head and department level meetings held	20	15	15
Department meetings attended by County Managers	6	20	20
Performance Measure Follow Up meetings	11	12	20

Program Goal: Maintain safe county facilities and properties in order to provide a safe working environment for our employees, contractors, vendors and use of the general public.

Program Strategies:

- Conduct safety inspections at county owned and operated facilities to ensure they are free of hazards.
- Provide employees with proper Personal Protective Equipment (PPE) and conduct training sessions to educate employees on the proper use of the equipment to remain in compliance with established OSHA and related safety standards.
- Monitor and correct any potential hazards for those that use our facilities

MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
# of days employees are out of work due to injury on job	672	240	200
# of facilities inspected	31	36	39
# of risk and safety training classes offered	38	60	82

Program Goal: Monitor to ensure contracts are reviewed and executed within three to five working days of submittal

Program Strategies:

- Ensure all Certificates of Insurance (COI) are up to date to keep contract in compliance. This helps to reduce the number of rejected contracts.
- Check daily to see where any released contracts are in the approval work flow.
- Ensure the contract is moved to the next approver within an adequate time frame.

MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
Average # of contracts rejected per week	.37	.34	0
Average # of days to get a contract signed and posted	3.5	4.2	4

DEPARTMENT CONTACT:

Name: Michael K. Downs

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Phone: 704-920-2139

Communications and Outreach

MISSION:

Cabarrus County Communications and Outreach department tells the story of why America Thrives Here through strategic initiatives that educate, inform and engage our residents, partners, employees and the greater community.

OVERVIEW:

The Communications and Outreach office coordinates with County departments to deliver strategic direction and communication support for all County functions, including programs, projects, meetings, services, initiatives, events, deadlines and crises. The department follows best practices to produce relevant and timely information that engages the public in dialogue through education, public relations, marketing, advertising and community outreach strategies. This office develops content, provides editorial support and maintains standards for the County's website, media releases, intranet, internal documents and notifications, and other informational materials for the public, news media and employees.

The communications team uses multiple communication channels to deliver messages, including grassroots engagement, mailings, public meetings, web and social media tools, media relations, television and livestreaming. The team creates award-winning original television programming and video production for Channel 22, our YouTube channel and social media, including more than 50 original current-event shows each year, historical documentaries, event coverage, public service announcements and vignettes on County-specific information. The Communications and Outreach staff collaborates with outside agencies, represents Cabarrus County at external functions and produces events. Communications staffers also serve as the County's public information officers and as liaisons with Emergency Management to coordinate communication services in the event of a community-wide emergency or disaster.

MAJOR ACCOMPLISHMENTS:

- Ongoing support of the County's brand. America Thrives Here is our community's unique values-based brand. Based on an equal balance of family, faith, collaboration and tradition, the brand highlights the demonstrated ways we unite to define and address local challenges. Throughout the year, the department developed related campaigns, revised expired materials to complement the brand, found new opportunities to deliver messages to stakeholders and created a new storylines based on the values.
- Developed new content for the County's website and provided support to departments that needed to make changes to their website pages.
- Focused on using more online video delivery methods and subsequent marketing to ensure viewers get information on County programs and services. We are one of the few Counties that has expanded access and transparency by livestreaming ourPublic, Educational, and Governmental (PEG) Access Channel on the County's website. The enhanced programming capacity has increased our online presence and is growing our reach.
- Consistently improved relationships between the communications office and other departments, agencies, municipalities and civic organizations. Participated in several high-profile collaborative campaigns and initiatives, including mental health, opioid misuse, early childhood education, Work Ready Communities, school facility funding, 2020 Census, Atrium Health Billion Step Campaign and recycling/solid waste reduction. Continued our partnership with Cabarrus Health Alliance (CHA), which asked for our assistance in producing a video application for grant resources and chose to rebroadcast a PSA created in FY 2018 on the opioid epidemic at Carolina Mall as a movie trailer.
- Hosted several monumental outreach events including opening events for the Courthouse Parking Deck and Midland Library.

Communications and Outreach

- Developed a new outreach strategy for the Cabarrus County Fair that centered on promotion of the County's brand. In the interactive booth, staff encouraged visitors to mark their interactions with County programs and services. The combined booth and generalized theme also engaged employees in the brand and supported team comradery.
- Supported departments with ongoing community outreach including developing marketing materials, improving event promotion and assisting with event production.
- Added an internal communications specialist position to develop and implement results-driven strategies that positively influence team member understanding of and engagement in County strategic initiatives, health/wellness programs, brand stewardship, organizational culture and required employment actions.
- Created an internal communications brand, DirectConnect. Developed new channels to share employee news, stories and successes. Increased face-to-face interactions with staff in order to develop relationships and convey important news and information.
- Published "Journeys," a deliverable of the County's Aging Strategic Plan. Through storytelling, the publication highlights programs and services available to seniors, including active aging, health and wellness, human services, Veterans Services and programs of our partner organizations.
- Increased the number of publications offered in digital formats with online subscriptions. This reaches a growing digital audience, while allowing for more consistent and professional updates to our website. They are easily cross-posted to social media in readable formats.
- Provided specialized training for marketing representatives from Active Living and Parks, Libraries, Human Resources, Arena and Emergency Management. This resulted in improved strategies, aesthetics, brand consistency, timely distribution and reduced errors.
- Hosted Government 101 programs on Serving the Underserved, The Recycling Crunch and the FY2020 Budget. Government 101 classes featured knowledgeable presenters who provide interesting, insightful and helpful information on the area of focus through engaging presentations, live demonstrations and operational exercises.
- Strategically used Facebook events as a way to raise awareness of major County initiatives and programs. Our social media outreach has led to increased user engagement and natural pathways to information not easily accessible on the website.
- Distributed accurate and informative print-ready media releases that outlets place as they receive it. Continued sharing scripts written for Cabarrus County Television with a local radio station for daily newscasts.
- Provided extensive communications support to departments for major initiatives, including hurricane response, employee recruitment, Election 2018 and 2019, summer reading, veterans services promotion, Senior Health Insurance Information Program (SHIIP), Foster Care, capital projects, Gap Tax, CARTology, Low Income Emergency Assistance Program (LIEAP) and the budget. Internally, provided extensive communications support for the Accountability Improvement Measures (AIM) program, annual enrollment, electronic W-2 transition, and employee appreciation and recognition.
- Continued the Storylines video series, with features on staff additions, retirements, commendations and personal stories; Capital Improvement Projects; Human Services; Soil and Water Conservation District; Veterans Services; Emergency Services and the Fair. The videos are designed to appeal to social media user trends but are cross-posted on Cabarrus County TV. By having a socially-driven video strategy, we continue to improve social engagement on Facebook.
- Produced a Historical Moments feature on Early Movie Theaters in Cabarrus County. In the show, host Clarence Horton reflects on the early movie theaters and drive-ins across the county; highlighting the glory days and the eventual demise of almost all of them.
- Received three Government Programming Awards from the National Association of Telecommunications Officers and Advisors for projects completed in 2017-2018.

Communications and Outreach

- Earned recognition at the 2018 Savvy Communications Awards, held by the City-County Communications and Marketing Association (3CMA). The first place award was in the category of printed publications—external publications for “Journeys Magazine,” which uses personal stories, expert tips and resources to improve the quality of life of Cabarrus County seniors.
- Earned recognition at the North Carolina City & County Communicators’ (NC3C) Excellence in Communications Awards. Cabarrus County won a first-place award for Best PEG/Streaming Government Channel and five second-place awards in the categories of Instructional video, regular programming, one-time special programming, videography and multi-platform campaign.

CHALLENGES & TRENDS:

- With the ever-changing landscape of media, the department continues its work to establish our website, social media outlets and Cabarrus County TV as the best sources for news about Cabarrus County Government.
- While having to meet digital users, there is also a need to cut through the noise with face-to-face communication. We hope to connect and unite our community, provide shared experiences and encourage discussion as a way to identify and work toward productive solutions.
- Despite additional staff and increased productivity and effectiveness, the Communications and Outreach department’s limited staffing structure hinders its ability to meet the complete needs of the 20 County departments it supports. The department focuses on emergency communications, major program shifts and information that affects the most people. Our most-critical unmet County communications needs are ongoing public relations/marketing that supports awareness of the work of County government vs programming and event promotion.
- Consumers are relying more and more on digital media for information consumption, resulting in the need to provide information in more and varied mediums, and respond to requests 24 hours a day.
- Cable subscribership is declining due to culture shifts and rates.
- Through anecdotal research, we’ve found the community is not aware Cabarrus County administers many of the programs and services they use. Communications and Outreach is using the brand to update materials and connect our public-facing outreach programs back to the core County identity.

BUDGET HIGHLIGHTS & CHANGES:

- The Communications and Outreach Department receives an annual revenue of \$XXXXXX from the cable television state franchise fee.
- Exploring the ability to broadcast live on CabCo TV and our social media channels from remote locations, including the Harrisburg July 4th Parade, Law Day, commissioners swearing-in events, park events and local festivals. This will allow CabCo TV the ability to increase awareness of all that the County and cities do for our residents as it happens. If the viewer can’t go to the event, they can experience it first hand through our distribution channels.
- Staff is researching services that will provide CabCo TV broadcast capabilities on OTT broadcast mediums, such as Amazon, Hulu, Adobe, Roku, Verizon and others. This will allow Cabarrus to meet increasing demand for streaming.
- Continue to find innovative ways to improve brand recognition and engagement throughout the community.
- Gathering a wider range of subject matter, and creating and maintaining a more diverse use for creative content by packaging deliverables in a variety of ways to obtain the most wide-ranging reach.
- Support employees throughout the onboarding process with messaging, presentations and materials.

Communications and Outreach

- Develop strategies to gather data on employee understanding and engagement in County initiatives. Use the data to develop short- and long-term strategies for improvement.
- Expand the Gov 101 series to quarterly offerings.
- Expand Speakers Bureau program. Develop monthly presentations on the work of County government in the community. Support a robust webpage with speaker topics and bios, and an integrated calendar system.

BUDGET SUMMARY:

	ACTUAL FY 2018	AMENDED FY 2019	ADOPTED FY 2020	% CHANGE FY 2019 to FY 2020
EXPENDITURES				
Personnel Services	\$ 415,900	\$ 438,172	\$ 515,214	17.58%
Operations	195,289	186,784	247,914	32.73%
Total Expense	\$ 611,189	\$ 624,956	\$ 763,128	22.11%
REVENUES				
Other Taxes	\$ 526,484	\$ 528,000	\$ 528,000	-
Other Financial Sources	-	12,100	-	-100.00%
Total Revenue	\$ 526,484	\$ 540,100	\$ 528,000	-2.24%
STAFFING				
FTE Positions	5.00	6.00	-	-

PERFORMANCE SUMMARY:

Countywide Goals Supported:

- Preserve and enhance the quality of life through public policy that promotes cross-jurisdictional collaboration, encourages growth while balancing its impacts, and looks ahead to preserve quality of life.
- Use resources wisely by seeking to collaborate services, share costs, minimize risk, and protect County assets and investments.
- Provide for public safety by communicating preparedness and safety awareness, responding to routine and catastrophic events, and maintaining and restoring the well-being of citizens.
- Support community connections through purposeful and strategic communication, enhanced education, active community participation, and increased access to and utilization of services.

Program Goal: Provide relevant, timely, accurate and easy-to-understand information on County meetings, programs, services and decisions in order to build trust, educate and improve the lives of Cabarrus County residents.

Program Strategy:

- Preview, attend and actively communicate information on County programs, services and decisions in a timely manner.
- Publish information through County communication channels, grassroots resources, paid advertisements and public relations placement.
- When possible, use personal stories to demonstrate local perspectives of programs, services and decisions.
- Film, broadcast, livestream and live tweet all commissioners meetings.

Communications and Outreach

MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
% of public hearing notices promoted on website/social media at least nine days in advance of hearing	60%	44%	100%
% of Cabarrus County Board of Commissioners meeting agendas promoted on website/social media at least three days in advance of meetings	96%	83%	100%
% of Cabarrus County Board of Commissioners meeting action items promoted on website/social media within 48 hours of receipt	100%	67%	100%
% of Cabarrus County Board of Commissioners agenda and regular meetings that are filmed	100%	100%	100%
% of Cabarrus County Board of Commissioners agenda and regular meetings from which staff live tweets	100%	100%	100%
% of survey respondents who agree or strongly agree that information from Communications & Outreach is trustworthy	75%	N/A	75%
% of survey respondents who agree or strongly agree that information from Communications & Outreach is timely	65%	N/A	65%
% of survey respondents who agree or strongly agree that information from Communications & Outreach is easy to understand	72%	N/A	72%
% of survey respondents who agree or strongly agree that information from Communications & Outreach has educational value	65%	N/A	65%
% of survey respondents who agree or strongly agree that information from Communications & Outreach has improved their life or the life of someone they know	48%	N/A	48%
% of survey respondents who are aware of Channel 22	45%	N/A	45%
% of survey respondents who find programs on Channel 22 entertaining, informative and/or helpful	84%	N/A	84%
% of survey respondents who rely on Communications and Outreach distribution channels for news and information about Cabarrus County (multiple choices)	Occasionally- 46% Hot topics- 13% Emergencies- 17% Regular basis- 16%	N/A	Occasionally- 46% Hot topics- 13% Emergencies- 17% Regular basis- 16%
% of survey respondents who acted on news and information distributed through Communications and Outreach channels	58%	N/A	58%

Program Goal: Provide County departments with support in producing materials, videos and events for external and internal audiences.

Program Strategy:

- Work with departments to create informational, motivational and behavioral messaging on County programs, services and decisions that are relevant and accurate.

Communications and Outreach

- Provide and/or facilitate the development and distribution of public relations, marketing and video production materials.
- Use brand values, vision, mission and essence to tell the Cabarrus County story. Assist departments with implementation of the County's brand.
- Film, broadcast, livestream and live tweet all Board of Commissioners meetings.
- Track and evaluate project requests, timelines and work hours to maximize efficiency.

MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
% of departments with requests that receive support	100%	100%	100%
% of fulfilled requests from County Departments	80%	91%	100%
# of staff hours on PR/marketing projects for external-serving initiatives	1,022	1,200	1,500
# of staff hours on PR/marketing projects for internal-serving initiatives	125	873	800
% of Department Head (DH) survey respondents who agree or strongly agree that Communications & Outreach helps them deliver relevant information	100%	%	100%
% of DH survey respondents who agree or strongly agree that Communications and Outreach delivered information in time for the media/community to take action/participate	N/A	88%	100%
% of DH survey respondents who agree or strongly agree that Communications & Outreach helps them deliver accurate information	100%	100%	100%
% of DH survey respondents who agree or strongly agree that Communications and Outreach staff produce quality work	100%	100%	100%

Program Goal: Provide citizens and employees with relevant, timely and accurate information regarding emergency situations.

Program Strategy:

- Work with County Manager's Office and Emergency Management Staff to develop the Continuity of Operations Plan (COOP) and emergency strategies.
- Provide emergency notifications to residents within 30 minutes of receiving news.
- Ensure 100 percent of department employees meet FEMA National Incident Management System (NIMS) requirements for Public Information Officers as offerings are available.
- Develop communications to promote County distribution channels as a source for news and information related to emergencies.

Communications and Outreach

MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
Participate in and meet compliance for annual COOP updates	100%	100%	100%
% of department employees meeting NIMS requirement for Public Information Officers	75%	50%	100%
% of emergency notifications responded to within 30 minutes	100%	100%	100%
% of months where messages are published promoting County distribution channels as a source for news and information in emergencies.	100%	100%	100%

DEPARTMENT CONTACT:

Name: Kasia Thompson

Email: kthompson@cabarruscounty.us

Phone: 704-920-2336

Human Resources

MISSION:

To provide benefits and services for the county workforce to develop an environment that supports high levels of employee satisfaction and engagement and, therefore, retention.

MANDATE:

Maintaining and monitoring records of applicants and employees including positions, compensation and benefits as required by County Ordinance, North Carolina General Statute and federal Laws.

OVERVIEW:

Human Resources (HR) services include: recruitment and referral of job applicants, compensation administration, benefits administration, position control, policy development and interpretation, employee relations, employee performance management, employee and leadership development, record retention and wellness programs including the Employee Health & Wellness Center.

MAJOR ACCOMPLISHMENTS:

- Completed and implemented salary study with new vendor, The Employer's Association (TEA) for public safety departments – Sheriff, EMS and Emergency Management/Fire Services.
- Conducted focus groups through TEA for Sheriff's Office employees with resulting projects that included change to schedule from rotating to fixed day/night. Assisted with implementation of Sheriff's schedule changes.
- Led work groups for Sheriff's Office schedule change, created schedules and assisted with implementation.
- Completed Personnel Ordinance updates including workweek definitions, simplification of holiday schedule section and accrual schedules for vacation and sick leave.
- Implemented NEOGOV Insight as new recruitment and hiring process for County employees. Completed new custom applications for hires since July. Created several perpetual postings for DHS and Sheriff.
- Launched NEOGOV Learn to employees with an overview of all NEOGOV products we will be implementing.
- Revamped new employee orientation program to include new content such as Customer Service and Diversity and Inclusion. Expanded Day 1, HR section.
- In conjunction with Sheriff's Office, conducted mandatory refresher training on Workplace Violence/Active Shooter training. Rolled out new Workplace Violence Policy.
- Provided new training content for employees on Customer Service and Diversity and Inclusion.
- Partnered with external provider to offer all Department Heads Mental Health First Aid training. The training will be available periodically for staff as well.
- Reviewed health insurance and broker options for plan year FY 2020 with a recommendation causing minimal impact to employees as well as minimal additional financial impact to the county.
- New wellness events included a very popular Touchdown to Fitness and Fit to the Finish Line workout challenges. A sleep challenge was offered in conjunction with lunch and learns as well as a "drink more water" challenge.
- Made a change to the Community Eye Care benefit to allow the materials plan for those that are not covered by the Cabarrus County health insurance have the option to elect exam coverage.
- Assisted with hiring projects for Veterans Services Director, Tax Auditor, Clerk to the Board and several hard to fill ITS positions. Increased participation in interview panels for numerous departments.
- Increased applications for EMS and predicting increase for Sheriff's applicants with new process begun 2/1/19.

Human Resources

- Improved stability for several departments including Building Inspections with increase in applications and decreased turnover and child welfare with end of perpetual posting.
- Assisted Human Services with department reorganization including creation of Economic Family Support Administrator/division.
- Worked with Sheriff's Office on refill of numerous positions following retirement of Sheriff and Chief Deputy. Provided administrative support training to them as well as new Captains.
- Utilized two local college students as Wellness interns. Increased programming content and improved internal employee communications. First internship led to the creation of a new Internal Communications position for the county.
- Worked through the Kronos project plan with Finance/Payroll and ITS. Provided training for employee groups and supported supervisor training efforts. Continued to develop payroll closing procedures in support of process improvements.
- Completed a dependent eligibility audit to ensure all health plan dependent participants met eligibility requirements to be on the pay. Resulted in several removals and drops.
- Worked with Communications department to rebrand the Wellness for Life program.
- Planning a new wellness Nature Walk for County employees in conjunction with Active Living and Parks.
- Added an increased presence at the Sheriff's Office by providing weekly office hours.
- Human Resources staffing was updated with the promotion of a Human Resources Generalist. One position was divided into two part time positions – HR Analyst and HR Technician. Both positions support enhanced new hire orientation and general training needs.

CHALLENGES & TRENDS:

- Requests for additional staff continue in multiple departments as the county population and demand for services increases.
- Internally, we experience a continued increase in employee turnover including retirements with several departments being particularly challenged by neighboring communities.
- Health insurance renewal continues to rise based on claims experience; OAP plan running at double the high deductible plan. Continuing to look at options to minimize financial impact to the county while maintaining as much of the current plan design as possible.
- Looking for ways to leverage the Employee Health & Wellness Center Health Coach to work on chronic disease management such as diabetes and to provide support for a waist incentive measures we hope to introduce for FY 2021.

BUDGET HIGHLIGHTS & CHANGES:

- Implementation year for four NEOGOV applications as well as Kronos for employee time entry. New software solutions will add to ongoing fixed costs but will provide enhancements in services for managers, employees and applicants.
- Received a wellness incentive of \$50,000 for health plan administrator to utilize for wellness programming. Completed an employee survey to gather ideas for consideration.

Human Resources

BUDGET SUMMARY:

	ACTUAL FY 2018	AMENDED FY 2019	ADOPTED FY 2020	% CHANGE FY 2019 to FY 2020
EXPENDITURES				
Personnel Services	\$ 704,837	\$ 735,819	\$ 754,283	2.51%
Operations	175,866	230,863	254,486	10.23%
Capital Outlay	-	18,210	15,000	-17.63%
Total Expense	\$ 880,703	\$ 984,892	\$ 1,023,769	3.95%
REVENUES				
Sales & Services	\$ -	\$ 122,876	\$ 122,876	-
Miscellaneous	-	50,000	50,000	-
Total Revenue	\$ -	\$ 172,876	\$ 172,876	-
STAFFING				
FTE Positions	8.00	7.90	-	-

PERFORMANCE SUMMARY:

County-wide Goals Supported:

- Use resources wisely by seeking to collaborate services, share costs, minimize risk and protect county assets and investments.
- Support community connections through purposeful and strategic communication, enhanced education, active community participation and increased access to and utilization of services.

Program Goal: Improve selection and retention of qualified employees and leadership staff.

Program Strategies:

- Revamped the recruitment process by moving from the former applicant tracking system (Munis) to NEOGOV. This has required rebuilding employment applications and training all hiring managers on new system requirements. HR is now screening all applicants to ensure minimum qualifications are met.
- Advantages of NEOGOV include promotion of all vacant positions through govjob.com which has increased visibility for positions in all areas.
- Human Resources staff have increased participation in hiring panels with a focus on searches with internal applicants and those for supervisor and above positions.
- Changed the notification process for internal postings to provide improved visibility to current staff.

MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
Average # of days to fill vacant positions	75	56	50
# of positions promoted on social media	87	194	150
# of clicks or views for vacancies	92,641	167,806*	125,000
# of new hires	262	264**	275
# of internal promotions	92	134	150

Note: Data is year to date through February 2019.

*NeoGov only

**228 full time and part time status 9101 through 9104, 36 9114-9117.

Human Resources

Program Goal: Provide education and development opportunities for leaders and staff.

Program Strategies:

- Retained staff dedicated to education programming to create and deliver customized content.
- Implementing a true learning management system to provide an extensive catalogue of training content and better track training in mandatory programs. Topics include legal compliance, safety/risk management and soft skills topics.
- Expanded Workplace Violence programming with roll out of policy and facility audits with a planned supervisor table top exercise in the works.
- Supported rollout of Kronos through scheduling and delivering employee training, assisting with clock enrollment and supporting leadership team in transition to new scheduling and approval system.

MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
# of training hours offered	992 hours	648 hours	720 hours
• Supervisor Boot Camp	31 completed	18 completed	20 completed
• Harassment Prevention (Mandatory biannual training)	N/A	660 employee hours*	Not required**
• Mandatory Annual Training – Workplace Violence/Active Shooter, Diversity & Inclusion, Customer Service	872 Employee hours 400 Supervisor hours	N/A	900 Employee hours 400 Supervisor hours
• Workplace/Active Violence***	576 hours 384 employees	195 hours 130 new hires	Table top drill – 200 participants
• Health Insurance trainings	16 hours 475 employees	Scheduling 6 classes for Spring 2019	N/A
• ICMA	NEW	8 sessions	10 sessions, improve attendance
• Kronos	NEW	816 employees 9 supervisor sessions (18 total hours)	Will only require new hires through orientation
• NEOGOV: A Crash Course	New	99% current employees 59% new Hires	100% new hires

*Does not include Sheriff and EMS staff who will have separate training and makeups yet to be completed through LEARN.

** Training only offered and required every other year.

*** Program transitioned to quarterly training for new hires this year.

Program Goal: Provide timely feedback to employees, improve retention rates and reduce voluntary turnover.

Program Strategies:

- Improve notification of evaluation dates through transition to NEOGOV Perform.
- Consider performance evaluation dates as part of internal promotion process if within 3 months of effective date.
- Enhance new employee orientation experience through general and department specific orientation through NEOGOV Onboard.

Human Resources

- Monitor turnover rates and reasons in areas with high turnover. Provide consult on improvement strategies.
- Continue seeking employee satisfaction feedback through surveys and employee meetings.

MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
% of evaluations completed on time	100%	100%	100%
# of new employees not completing probation (% of total)	31 (22%)	22 (9%)	10%
# of total terminations (all except end of probationary period)	175 YTD	186	180
# of voluntary resignations (voluntary/total resignations)	178 YTD 98%	169 (91%)	95%
% of turnover for full and part time positions	15%	15.8%*	18%

*Turnover rate includes no shows or not hired but did not start for full time and part time positions.

Program Goal: Offer employees wellness programming to improve overall health, encourage positive lifestyle choices and maintain cost of employee health plan.

Program Strategies:

- Develop waist/weight incentive program to work on the most significant risk factor identified for employees.
- Change open enrollment vendor/process to provide better employee experience and improve accuracy of data received by Human Resources.
- Implement data warehouse to analyze data and assist with programming efforts.
- Improve utilization of health coach with focus on chronic condition management such as diabetes.
- Enhance wellness programming for low-utilizing departments.

Human Resources

MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
% participating in AIM			
• Employees	98.7%	99%	99%
• Retirees	97.7%	98%	98%
% of participants not meeting 3/4 AIM measures			
• Employees	8.5%	6.6%	5%
• Retirees	15.5%	16%	14%
% meeting 4/4 AIM measures (includes medical exception) EE and Retirees	553 (54%)	54%	58%
# of Wellness Lunch and Learns/Healthy Living	8/16	9/19	8
% of participants utilizing health coach appointments (# of utilized appointments/total # available)	38%	50.3% (543/1,080)	55%
% participants utilizing health coach for tobacco cessation (# of participants finishing program/total # of participants who started)	6.25% (1/15)	13% (3/23)	30%
% of participants with positive health changes within 3 months using health coach (# of participants passing AIM with health coaching/total # of AIM health coaching participants)	40%	80%	100%

DEPARTMENT CONTACT:

Name: Lundee Covington

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Phone: 704-920-2827

Tax Administration – County Assessor & Land Records

MISSION:

Through innovation, dedication, professionalism and good stewardship, we will administer the listing and assessment of all taxable property according to state law, County policy and our adopted Schedule of Values while maintaining equity and fairness to the citizens of Cabarrus County.

MANDATE:

Administer the listing, appraisal and assessment of all real property, personal property and motor vehicles within the county; reappraise all real property every four years. Mandated by the North Carolina Machinery Act and performed in accordance to the County's adopted Schedule of Values.

OVERVIEW:

We accomplish required tasks via three divisions within the department: Land Records, Real Property and Personal Property.

The Land Records Division is responsible for the cadastral mapping utilizing Geographic Information System (GIS) software to maintain an inventory of the real property within Cabarrus County, as required by North Carolina General Statute, to maintain a permanent listing system.

The Real Property Division is responsible for the assessment valuation and appraisal of all real estate in Cabarrus County. During each Revaluation Project we develop and create a Schedule of Values, Standards and Rules, which are duly adopted by the County Commissioners to be used by the County appraisers to value each real estate property in the county.

The Personal Property Division is responsible for the listing, assessment and discovery of property in Cabarrus County that is taxable but not considered to be real estate.

MAJOR ACCOMPLISHMENTS:

In addition to meeting the department's many complex statutory mandates while maintaining equity and fairness through innovation, dedication, professionalism and good stewardship, the department accomplished several additional initiatives:

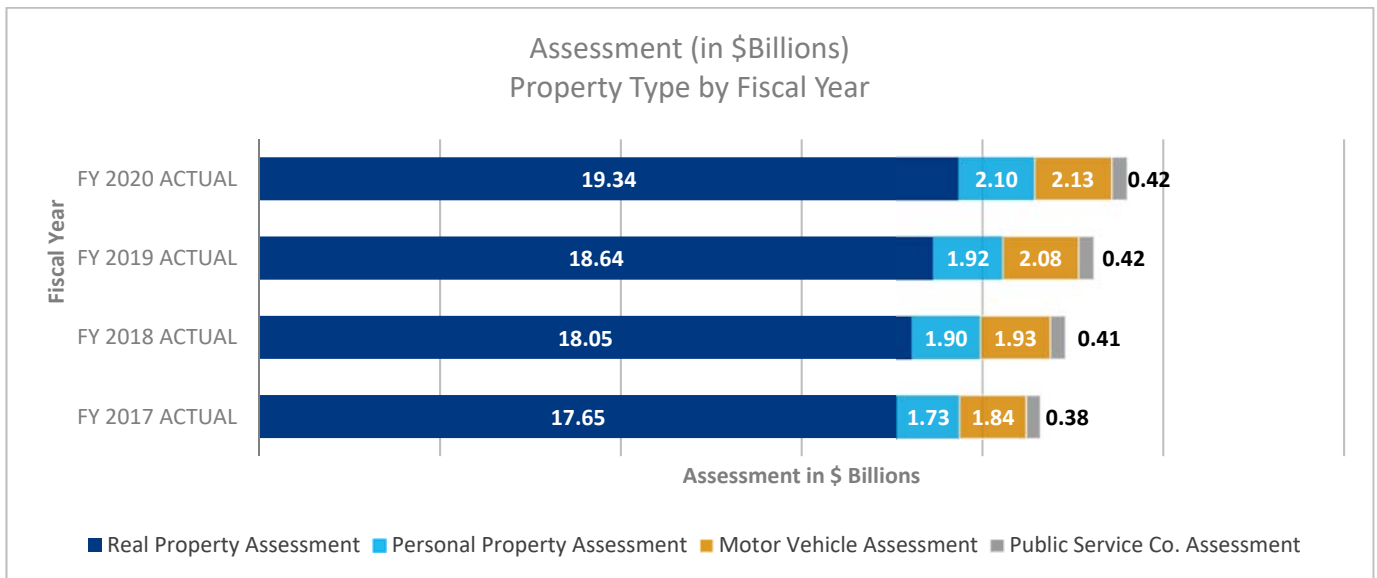
- Transferred and mapped 9,660 recorded documents and 339 recorded subdivision plats related to real property. Total exclusions on record: 2,033 Homestead (real property), 61 Homestead (mobile home), 381 disabled Veterans and 1 Circuit Breaker deferment.
- Continued processing conveyances for two major road, Interstate 85 and Highway 3, corridor widening projects with the North Carolina Department of Transportation.
- Efficiently processed all documents recorded with the Register of Deeds in order to maintain correct ownership records of all Real Property.
- Successfully defended assessment valuations through the appeals process, maintaining fair and equitable values while addressing the concerns of taxpayers.
- Managed to efficiently update real property changes during a period of rapid construction growth.
- Established a Revaluation Work File and Preliminary Schedule of Values in preparation for the 2020 Revaluation Project.
- Staff has worked with License Plate Agencies in order to reduce errors and adjustments regarding the State Tax and Tag System (for the billing and collection of motor vehicle taxes). The county migrated to this

Tax Administration – County Assessor & Land Records

statewide platform beginning with motor vehicle renewals in September 2013 and is in its fifth full fiscal year ending 6/30/19. The department is experiencing significant improvements due to these efforts.

- Conducted an effective business personal property audit program resulting in our business appraisers generating discoveries on approximately 640 abstracts (current year and up to five previous tax years) totaling over \$140,000,000 in additional assessed value for 2018 tax year.
- Continuing implementation of the scanning project with live data for the third listing season. It accommodates the envisioned goal of utilizing automation to expedite our listing process. We are adding internal controls to the listing scanning project, which include an inventory tracking report of those records transferred to the scanning vendor.
- Successfully redesigned the 2019 Business Personal Property listing form which offers more detail and aligns with the North Carolina Department of Revenue suggested format.
- Worked with our software vendor and IT to successfully introduce an online business personal property filing option for our business taxpayers.
- Successfully designed new GAP bill and began billings for fiscal year 2019. A GAP bill is a property tax bill that covers the months between the expiration of a vehicle's registration and the renewal of that registration or the issuance of a new registration. The county is required to collect property taxes for vehicles with an unregistered status per NCGS 105-330.3(2).
- Our new Senior Tax Auditor position offers the department a better option to manage the Incentive Grant Program which allows the new Tax Auditor to concentrate more specifically on the discovery and audit process.

STATISTICS	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ACTUAL
Real Property Assessment	17,647,005,691	18,052,256,982	18,643,000,000	19,340,000,000
Personal Property Assessment	1,728,482,880	1,898,389,419	1,924,900,000	2,100,647,000
Motor Vehicle Assessment	1,838,475,915	1,926,989,788	2,084,472,420	2,125,353,000
Public Service Co. Assessment	381,343,745	407,469,337	420,006,954	420,100,000
Total Property Assessment	21,595,308,231	22,285,105,526	23,072,379,374	23,986,100,000



Tax Administration – County Assessor & Land Records

CHALLENGES & TRENDS:

- The Real Property Division has continued production of a strategic plan to inspect each real estate parcel in the county over an 8 Year cycle. This action has increased our typical inspection production from 5% per year to 12.5% per year. This presents us with challenges to meet production with limited staff.
- The 2020 Revaluation Project will be performed in-house using current appraisal staff without supplemental help of temporary staff as have been utilized in the past. This will require the challenge of managing a more efficient overall project but will provide more accurate results.

BUDGET HIGHLIGHTS & CHANGES:

- Increased budget expenses related to the 2020 Revaluation Project to include public communications materials, technical services, development of valuation notices, postage and increased advertising.

BUDGET SUMMARY:

	ACTUAL FY 2018	AMENDED FY 2019	ADOPTED FY 2020	% CHANGE FY 2019 to FY 2020
EXPENDITURES				
Personnel Services	\$ 1,914,835	\$ 2,135,722	2,211,640	3.55%
Operations	209,309	\$ 227,453	273,172	20.10%
Total Expense	\$ 2,124,144	\$ 2,363,175	2,484,812	5.15%
REVENUES				
Sales & Services	\$ 220	\$ 500	\$ 200	-60.00%
Total Revenue	\$ 220	\$ 500	\$ 200	-60.00%
STAFFING				
FTE Positions	29.00	30.00	-	-

PERFORMANCE SUMMARY:

County-wide Goals Supported:

- Use resources wisely and responsibly by protecting assets, minimizing risk, creating partnerships and using technology to maximize the value of County investments, expenditures and services.
- Support community connections through purposeful and strategic communication, enhanced education, active community participation and increased access to and utilization of services.

Land Records

Program Goals:

- Maintain an accurate and up-to-date database of real estate property in Geographic Information System (GIS) technology.
- Maintain an accurate and up-to-date database of real estate property ownership accounts.
- Complete the processing of all applicable documents from the Register of Deeds office by February 19, 2018 in order to provide accurate records for the Real Property division's appraisals.

Tax Administration – County Assessor & Land Records

Program Strategies:

- Review daily, all documents recorded in the Register of Deeds and determine which pertain to property transfers and mapping splits that require mapping.
- Enter transfers into the database and assign property splits to the GIS Mapping staff for parcel mapping and processing.
- Process mapping of recorded subdivision plats within 10 business days.
- Process deeds requiring parcel mapping in 30 business days and deeds not requiring mapping within 10 business days.

MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
Complete splits & transfers by February 1	Yes (Jan. 26)	Yes (Jan. 18)	Yes (Feb. 1)
Straight transfers entered in the database within 10 days	99%	90%	100%
Mapping of subdivision plats within 10 business days	97%	97%	100%
Deeds requiring mapping in 30 business days	97%	97%	100%

Real Property

Program Goals:

- Complete the appraisal of real property splits, new construction and informal reviews by February 1, 2018 while maintaining our assessment ratio in line with market conditions, in order to maintain an accurate and up-to-date database of real estate properties.
- Inspect properties in review of listing data in order to perform an ongoing Octennial Review of all properties.
- Maintain an accurate sales database by attempting to verify all sales each year using MLS, Co-Star, sales questionnaires and public contact.
- Successfully defend the valuations established in the 2016 revaluation project as well as changes made since through the appeals process.
- Develop and adopt a Schedule of Values, Standards and Rules effective for the 2020 Revaluation Project.
- Reevaluate all Real Estate Property to an effective date of January 1, 2020.

Program Strategies:

- Perform a market review and adjustment of all Real Property assessment values using the duly adopted 2020 Schedule of Values, Standards and Rules.
- Review all building permits and real property changes listed on the annual listing form yearly. Accurately list and assess all new construction and land changes insuring consistency with other property in the neighborhood.
- Review existing improvements using oblique imagery, taxpayer interviews and field visits in order to inspect each property during an eight year cycle.
- Properly analyze and address all taxpayer concerns submitted through appeals to ensure accuracy and consistency within assessment.

Tax Administration – County Assessor & Land Records

MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
# of properties reviewed per for accuracy of listing (% of all properties)	14,947 (17.2%)	10,206 (11.8%)	12,000 (12.5%)
Evaluate splits, listings and reviews by February 1.	Yes (Jan. 29)	Yes (Jan. 30)	Yes (Feb. 1)

Personal Property

Program Goals:

- To list and assess assets in a timely, accurate and equitable manner; to perform sufficient audits and discoveries to facilitate taxpayer compliance; and effectively administer the Incentive Grant Program.
- Perform audits at a rate on par with the prior year while administering Incentive Grants which have grown in number and complexity with expectations of increasing growth.

Program Strategies:

- Perform desk audits on selected accounts and shift more complex audits to our staff auditor and contract auditors. Selection criteria may include: no changes in assets reported from year to year, insufficient assets reported as compared to similar businesses, comparison and identification of businesses filing to independent sources such as NC Secretary of State.
- Maintain and budget for all Incentive Grants. Audit all grantees to assure listing compliance and accurate assessments.
- Perform approximately 50 to 75 staff audits and request and review 20 to 25 contract audits each year as well as performing a hundred or more desk reviews by appraisers in order to enforce listing compliance.
- Send pre-printed listing information to the taxpayers in our tax system on December 31, 2019.
- Review and accurately enter listing forms as they are received from the taxpayers, numbering to more than 6,200 business listings and more than 13,000 personal property listings by June 2019.

MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
# of average motor vehicles assessed per month	15,872	15,961	15,980
# of average business personal audits per month	6.70	6.0	6.80

DEPARTMENT CONTACT:

Name: David Thrift

Email: mdthrift@cabarruscounty.us

Phone: 704-920-2186

Tax Administration – Tax Collection

MISSION:

Through innovation, dedication, professionalism and good stewardship, use all means to collect property taxes and other revenue as mandated by the North Carolina Machinery Act and the Cabarrus County Board of Commissioners.

MANDATE:

Administer and coordinate the collection of property taxes, delinquent taxes and other revenue as mandated by the North Carolina Machinery Act.

OVERVIEW:

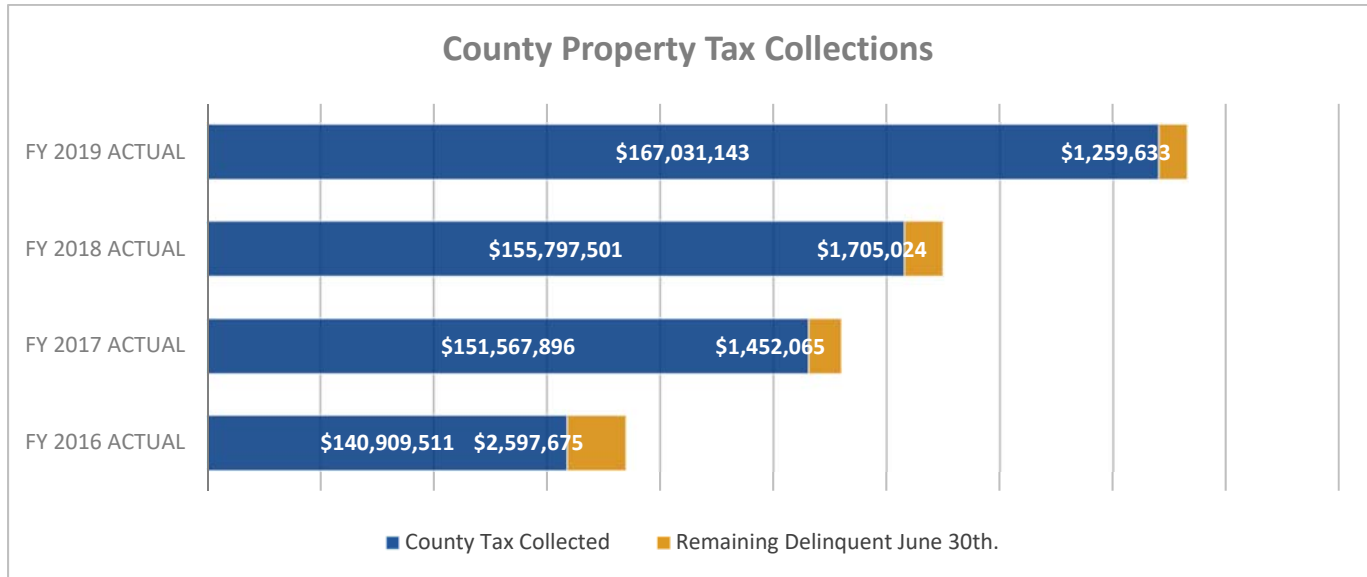
We ensure the collection of all current, delinquent and gross receipt taxes as well as nuisance and abatement fees for the county, contracted municipalities and special districts. We are responsible for accepting payments, assisting taxpayers, attorneys and other customers; enforcing collection through bank attachments, garnishments, foreclosure, NC state debt set-off, third party credit collection and Sheriff warrant levies; balancing cash drawers and depositing all moneys received daily; filing bankruptcy, receivership and estate claims upon notification from Federal and State courts; issuing mobile home permits, updating and maintaining accounts receivables files, releases, prorations and refunds; maintaining daily and monthly reports for the Finance Department and maintaining and reporting lockbox postings and credit card postings to Finance. Prepare agenda item requests for the Board of Commissioners according to NC General Statute timelines and prepare information needed for budget purposes.

MAJOR ACCOMPLISHMENTS:

- In conjunction with City of Concord legal team, reviewed the notification and collection success of Concord's aged nuisance and abatements brought over to our system in 2017. Upon further review, the City of Concord requested the release of \$82,503.65 in administrative fines on real property. This has assisted in the foreclosure process and has encouraged taxpayers to approach payment via installment plans.
- Successfully began collecting North Carolina Vehicle Tax System (NCVTS) GAP billing as issued by the Assessor's office.
- Expanded on the warning notification system by sending certified packages to delinquent taxpayers prior to actual rendering delinquency to employer or bank for collection via garnishment or attachment. This method was presented during conference and thwarts customer complaints of not having previous notification of pending collection action.

STATISTICS	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL
County Property Tax Levy	143,507,186	153,019,961	157,502,525	168,213,490
Property Tax Collected	140,909,511	151,567,896	155,797,501	167,031,143
Collection %	98.19%	99.05%	98.92%	99.30%

Tax Administration – Tax Collection



CHALLENGES & TRENDS:

- Requested credit card vendor and software upgrades/enhancements.
- Expected retirement will create need for hiring, training and onboarding of new staff.

BUDGET HIGHLIGHTS & CHANGES:

- Vet and approve a credit card vendor that offers multiple payment options and environmentally friendly service on a seamless, secure online platform that is payment card industry (PCI) compliant and fiscally sound for the benefit of the county and taxpayers.
- Work with BITEK (software vendor) to improve and streamline current collections efforts including but not limited to mass garnishments, a collections workflow that communicates with other departments and automate other manual processes like contract/installment docs.

BUDGET SUMMARY:

	ACTUAL FY 2018	AMENDED FY 2019	ADOPTED FY 2020	% CHANGE FY 2019 to FY 2020
EXPENDITURES				
Personnel Services	\$ 543,311	\$ 561,114	\$ 579,533	3.28%
Operations	459,131	459,689	503,916	9.62%
Total Expense	\$ 1,002,442	\$ 1,020,803	\$ 1,083,449	6.14%
REVENUES				
Sales & Services	\$ 306,622	\$ 270,000	\$ 290,000	7.41%
Miscellaneous	13,170	-	-	-
Total Revenue	\$ 319,792	\$ 270,000	\$ 290,000	7.41%
STAFFING				
FTE Positions	10.00	10.00	-	-

Tax Administration – Tax Collection

PERFORMANCE SUMMARY:

County-wide Goal(s) Supported:

- Use resources wisely and responsibly by protecting assets, minimizing risk, creating partnerships and utilizing technology to maximize the value of County investments, expenditures and services.

Program Goal: To decrease the number of delinquent accounts.

Program Strategy: Optimize payment plans, garnish wages, attach property, rentals, accounts, Sheriff's warrants, debt setoff against state income tax refunds, Escheats, interdepartmental resources (i.e. ITS, accounting, assessor's and revaluation) and foreclosures.

MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
Delinquent taxes collected	\$5,206,491	\$7,500,000	\$10,100,500
Garnishments/bank attachments processed (volume)	2,456	2,500	3,500

Program Goal: To maintain property tax collections utilizing all remedies available.

Program Strategy: Enhance our use of our software through expanded use of the workflow system and automated garnishments.

MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
Collection % (real/personal)	98.92%	99.3%	99%

DEPARTMENT CONTACT:

Name: David Thrift

Email: mdthrift@cabarruscounty.us

Phone: 704-920-2186

Board of Elections

MISSION:

To promote consistent administration and equal application of all elections and campaign finance laws; to conduct honest, impartial, free, accurate and efficient elections.

MANDATE:

This Board is mandated by North Carolina laws under NC General Statute 163, NC Administrative Code, Federal NVRA 1993, Federal Help American Vote Act of 2002 and UMOVA Act of 2011 effective January 1, 2012.

OVERVIEW:

The Board of Elections is responsible for conducting elections for Federal, State and County offices; Cabarrus County and Kannapolis City Boards of Education; the Cabarrus County Soil and Water Conservation District Board of Supervisors; offices for six (6) municipalities; constitutional amendments, bonds and other special referenda. The Board administers the State election laws, including the Campaign Finance Reporting Act. The Board is mandated by North Carolina laws to conduct the elections as if 100% of the voters turned out to vote. Elections are administered and budgeted on a four (4) year cycle. The Board of Election's principal functions are conducting elections, establishing election precincts and voting sites, maintaining voter registrations and following National Change of Address (NCOA) procedures to insure mailings are accurate, administering candidate office filings, ballot preparation and conducting one-stop absentee voting.

MAJOR ACCOMPLISHMENTS:

- 53.9% of the registered voters voted in the 2018 General Election which was the highest turnout in an off year election since 1990. 49.2% of the votes were cast before Election Day.
- Overcoming procedural and structural changes, often at the last minute, directed by both the State Board and the North Carolina legislature (composition of our Board, security, early voting hours) to execute a successful 2018 General Election without any major issues or public mistrust.
- State Board of Elections (SBOE) certification was obtained by one of our employees.

CHALLENGES & TRENDS:

- Election laws are constantly changing and our staff must be educated on all laws with respect to the election process.
- The Board of Elections staff must insure that every precinct official is informed of all election laws that pertain to the Election Day process and trained to interpret and implement them.
- The greatest challenge is recruiting capable, dedicated precinct officials. The precinct officials are the people that deal most directly with the voters and must be knowledgeable and personable. They must also be well prepared to handle any incidents that may arise due to an increase in media hype regarding elections.
- Our office must reach out to the community in an effort to recruit precinct officials that reflect the County's shifting demographics.
- The Board of Elections must keep current with the latest technological advances with respect to voting equipment and create training for the precinct officials regardless of their level of technical expertise.
- County growth impacts our polling places, especially early voting sites. Availability of sites with adequate parking and accessibility can be difficult as well as staffing those sites.
- Constantly changing legislation and results of legal proceedings are an increasing challenge.

Board of Elections

BUDGET HIGHLIGHTS & CHANGES:

- Increase in the FY 2020 budget relates to the schedule of elections including possibly three elections.
- The County will be partially reimbursed for the 2019 Municipal election.
- Unknown budgetary impact of 2019 Photo ID requirement and Precinct Uniformity Projects.

BUDGET SUMMARY:

	ACTUAL FY 2018	AMENDED FY 2019	ADOPTED FY 2020	% CHANGE FY 2019 to FY 2020
EXPENDITURES				
Personnel Services	\$ 474,478	\$ 733,264	\$ 904,204	23.31%
Operations	180,680	212,254	511,683	141.07%
Total Expense	\$ 655,158	\$ 945,518	\$ 1,415,887	49.75%
REVENUES				
Sales & Services	\$ 112,828	\$ -	\$ 96,000	100.00%
Total Revenue	\$ 112,828	\$ -	\$ 96,000	100.00%
STAFFING				
FTE Positions	8.425	8.425	-	-

PERFORMANCE SUMMARY:

County-wide Goals Supported:

- Support community connections through purposeful and strategic communication, enhanced education, active community participation and increased access to and utilization of services.
- Use resources wisely by seeking to collaborate services, share costs, minimize risk and protect County assets and investments.

Program Goal: Ensure that all citizens have equal opportunity and access to the polls and to ensure all rules and regulations are consistent.

Program Strategies:

- Provide available polling sites and early voting sites (42 polling sites and 1 early voting site for the 2019 municipal election and 46 polling sites and 4 early voting sites for the 2020 Primary Election).
- Use County resources to include more human interest stories in newspaper, increase September Registration Drives and increase public appearances at civic organizations.
- Collaborate with other agencies to increase awareness and visibility of our Multi Partisan Assistance Teams (MAT).

Board of Elections

MEASURE	2018 PRIMARY ELECTION ACTUAL	2018 MIDTERM ELECTION ACTUAL	FY 2020 PRIMARY TARGET
# of new precinct officials	59	26	15
# of registered voters	134,218	138,026	137,000
% of turnout of eligible voters	10.83%	53.9%	40%
# of annual and civic registration drives	2	3	2
# of new registered voters from annual and civic registration drives	17	30	30
# of facilities visited by MAT	10	10	12
# of voters assisted by MAT	85	155	125

Program Goal: Educate staff and volunteers on election process and increase number of precinct officials available. This should lessen the number of provisional votes as precinct officials are educated on correct processes.

Program Strategy:

- Host various training classes teaching staff and volunteers proper procedure during elections.
- 100% of our staff and precinct officials will be trained prior to the 2020 Primary Election.
- Each person should attend at least 2 training sessions.

MEASURE	2018 PRIMARY ELECTION ACTUAL	2018 MIDTERM ELECTION ACTUAL	FY 2020 TARGET
# of provisional votes	136	1,266	250
# of training classes offered to precinct officials	18	35	35
# of precinct officials working during the election	312	352	320
# of training classes that staff attended	1	2	2

Program Goal: To ensure accurate election results by diligently testing each election tabulation machine prior to each election and training precinct workers on reconciliation of ballots.

Program Strategy: 100% accuracy for all elections.

MEASURE	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 TARGET
% accuracy in state mandated audit performed for each election	100%	100%	100%
% accuracy in high speed 30 day sort of ballots in comparison to election night results	100%	100%	100%

DEPARTMENT CONTACT:

Name: Carol Soles

Email: clssoles@cabarruscounty.us

Phone: 704-920-2860

Register of Deeds

MISSION:

To maintain and preserve current and historic records entrusted to our office in the manner prescribed by the North Carolina Statutes. To make our records available to the public accurately and expeditiously in multiple and convenient formats. To provide polite, knowledgeable and timely service to those who use our office.

MANDATE:

North Carolina office operating pursuant to legislative authority and directive primarily enumerated in Chapter 161 of the North Carolina General Statutes and several County ordinances. NC General Statutes require six services to be provided. These include recordation of legal documents meeting statutory requirements, issuing marriage licenses and certificates, recording and issuing birth and death certificates, issuing notary public oaths and authentications, imaging recorded documents and maps, as well as indexing all above referenced recorded documents and maps.

OVERVIEW:

The Register of Deeds Office is a patron responsive recording agency that provides numerous services to the general public, legal and business community. The office is fee supported and historically has annually generated revenue for the county. The Register is the legal custodian of and is responsible for accurately recording, indexing, storing and preserving records of Cabarrus County births, deaths, marriages, veteran discharges, notary publics, condo plans, subdivision maps and all other land related documents. Land record documents include deeds, deeds of trust, contracts, etc. This office also prepares paperwork for amendments of birth and death certificates. The Register of Deeds is an elected official serving a term of four years. The Register is legally responsible for maintaining the integrity, completeness, accuracy and safekeeping of Cabarrus County's public records.

By statutory requirement the documents recorded in land records must be made available via a temporary index within 24 hours of recordation and must be permanently indexed within 30 days of the initial recordation. This office uploads to our records and website an initial index and virtual image within 10 minutes of recording. Thereafter, this office verifies the recorded documents and permanently indexes them within one to two business days.

MAJOR ACCOMPLISHMENTS:

- Increased utilization of E-recording by patrons to 61% of all land records recorded in the 2018 calendar year. E-recording is the process of accepting presentation of land records for recordation online as well as receiving all recording fees and excise taxes associated therewith electronically.
- Two employees successfully completed the Register of Deeds course conducted by the University of North Carolina School of Government in Chapel Hill.
- The Register maintained his certification status and one staff member achieved certification status by the North Carolina Association of Register of Deeds. Currently certified staff maintained certification by the North Carolina Association of Register of Deeds by attending state sponsored workshops and schools. Currently, 2 out of 3 office members are certified by the NC Association of Registers of Deeds.
- Land records presented for recordation are simultaneously scanned and returned to the presenter. Formerly these documents were retained for scanning at a later time and returned or mailed days later. In 2018 this function was performed error free. If an error were to occur, it could be corrected within hours of discovery by maintenance of document presenter contact information. Accuracy was greater than 99.9%.

Register of Deeds

CHALLENGES & TRENDS:

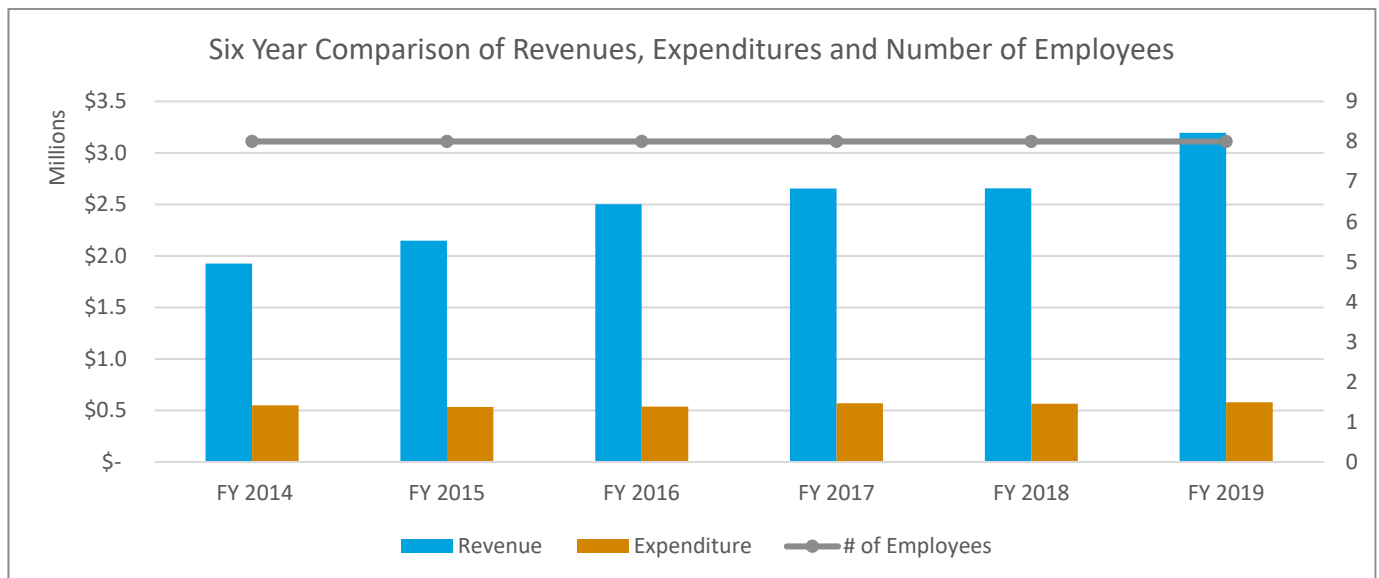
- To continue implementation of technology upgrades. The office is in the process of implementing a system to allow patrons to order vital records online.
- The office staff is currently entering data to expand our user friendly index search by name to include years prior to 1983, with the ultimate goal of including all years dating back to 1792. (Currently, to search documents recorded prior to 1983, the system user must view scanned images of old index books)

BUDGET HIGHLIGHTS & CHANGES:

- Revenues for the office will increase slightly from FY 2019 based on expected economic growth.

BUDGET SUMMARY:

	ACTUAL FY 2018	AMENDED FY 2019	ADOPTED FY 2020	% CHANGE FY 2019 to FY 2020
EXPENDITURES				
Personnel Services	\$ 487,507	\$ 515,434	\$ 536,671	4.12%
Operations	79,021	83,171	82,987	-0.22%
Total Expense	\$ 566,528	\$ 598,605	\$ 619,658	3.52%
REVENUES				
Permits & Fees	\$ 2,649,303	\$ 2,756,354	\$ 2,967,500	7.66%
Sales & Services	6,335	4,800	6,500	35.42%
Total Revenue	\$ 2,655,638	\$ 2,761,154	\$ 2,974,000	7.71%
STAFFING				
FTE Positions	8.00	8.00	8.00	-



Register of Deeds

PERFORMANCE SUMMARY:

County-wide Goals Supported:

- Use resources wisely by seeking to collaborate services, share costs, minimize risk and protect county assets and investments.
- Support community connections through purposeful and strategic communication, enhanced education active community participation and increased access to and utilization of services.

Program Goals:

- Accurately and expeditiously record and maintain all records as required by our statutory mandate
- Maintain document records without error.

Program Strategy:

- Maintain the level of competence, courtesy and efficiency that the office has historically displayed.
- Record 100% of real estate documents the same day presented, whether this occurs by physical or electronic presentation.
- Record 99% of vital records the same day received, except for death certificates and those documents which contain errors.
- 99% of death certificates will be processed within one business day.
- Respond to 99% of requests for vital records (marriage, birth and death certificates) made in person in our office within 5 minutes of the request.
- Respond to 99% of such requests made by mail on the same day the written request is received.
- Return 100% of real estate documents presented in person or virtually immediately upon presentation.
- Return 99% of real estate records presented by mail within 2 business days after indexing.
- Administer 99% of notary oaths to applicants approved by the office of the Secretary of State within 15 minutes of applicants' request.
- Ensure an indexing error rate of less than 1/10 of 1% for all recorded documents.

Register of Deeds

MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
% of real estate documents recorded the same day presented	99%	99%	100%
% of vital records processed the same day received*	99%	99%	99%
% of death certificates processed within one business day	99%	99%	99%
% of requests for vital records (marriage, birth and death certificates) made in person in our office serviced within 5 minutes of the request	99%	99%	99%
% of vital records requests made by mail processed on the same day the written request is received	99%	99%	99%
% of real estate documents presented in person or virtually returned immediately upon presentation	99%	100%	100%
% of real estate records presented by mail returned within 2 business days after indexing (recorded and placed in return mail)	99%	99%	99%
% of notary oaths to applicants approved by the office of the Secretary of State administered within 15 minutes of applicants request	99%	99%	99%
Indexing error rate	<1%	<1%	<1%

*Excludes death certificates and documents which contain errors.

DOCUMENTS PROCESSED	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
# of birth certificates processed	2,817	2,771	3,000
# of death certificates processed	1,893	1,803	1,800
# of marriage licenses issued	1,630	1,519	1,700
# of certified copies of births, deaths, and marriage certificates issued	21,435	22,085	22,000
# of notary oaths administered	765	782	750
# of subdivision maps/condo plans recorded	398 (394/4)	382	350
# of military discharges filed	19	14	30
# of land record documents recorded	33,719	32,668	33,000

Register of Deeds

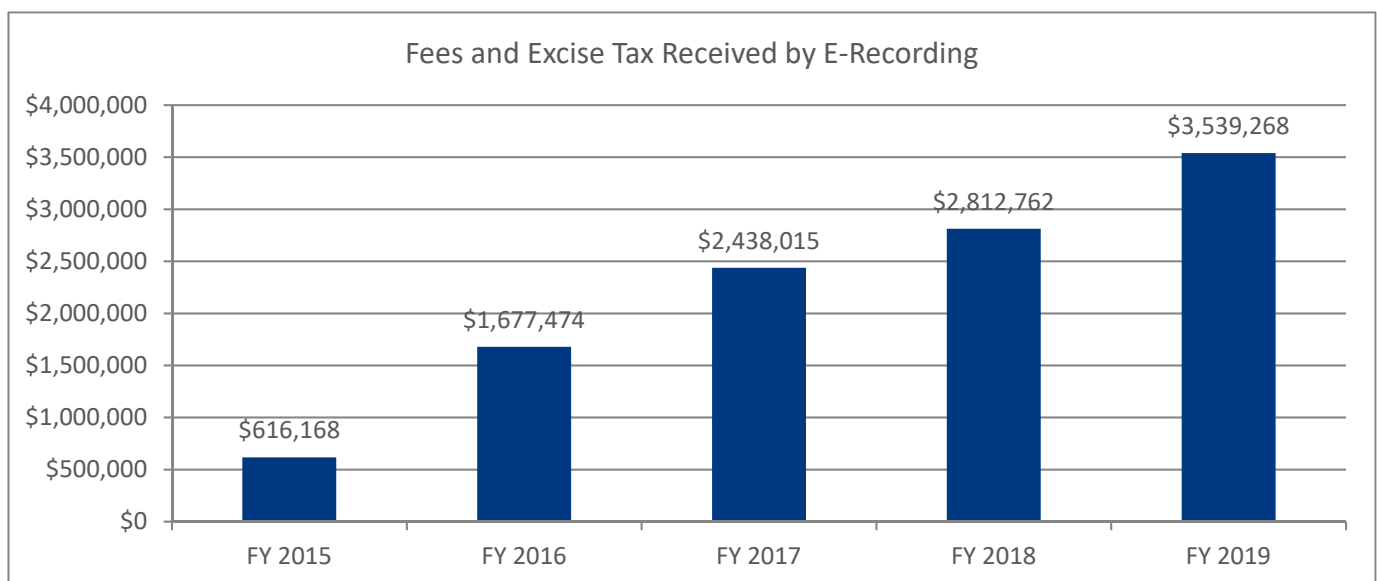
Program Goal: To implement technology upgrades that will improve services and help achieve efficiencies in productivity.

Program Strategies:

- Full utilization of our marriage kiosk and remote site marriage applications.
- Raise awareness of and encourage increased use of our E-recording capability.
- Continue to post all land records to our website within 10 minutes of recordation and post the index of all vital records on the website. Although vital records are public records, the actual documents are not posted due to privacy concerns.
- Keep our website, cabarrusncrod.org, updated, user friendly and available 24 hours per day 7 days a week in collaboration with technology support services.
- In collaboration with our technology providers, continue to maintain onsite and multiple off site digital backups of all our records.
- Continue to maintain offsite microfilm backup of our land records as mandated by statute and maintain onsite microfilm backup for all land records, which are not maintained onsite in printed form.

MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
# of E-recording documents filed electronically	19,027	21,145	19,500
Excise taxes and recording fees received electronically through E-recording	\$2,812,762	\$3,539,268	\$3,600,000
% of land records posted and indexed to our website within 10 minutes of recordation	100%	100%	100%
% of land records recorded in past 90 days on microfilm in backup offsite*	100%	100%	100%

* Note: Microfilm backup is maintained with a 90 day delay.



Register of Deeds

Program Goal: To cross-train all employees so that each employee is trained to competently perform all duties required in our office.

Program Strategies:

- Allow employees to train in multiple areas of the office.
- Continue to encourage staff to attend NC Association of Register of Deeds workshops and NC School of Government educational offerings.

MEASURE	FY2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
% of staff cross trained to perform at least 3 job positions	85%	100%	100%
% of employees able to perform any job position in the office	43%	50%	100%

DEPARTMENT CONTACT:

Name: Wayne Nixon

Email: mwnixon@cabarruscounty.us

Phone: 704-920-2112

Finance

MISSION:

The mission of the Finance Department is to prudently manage financial operations by recommending and implementing fiscal policies that provide proper stewardship of public funds. Staff members are committed to providing accurate, timely and useful information and services to our internal and external customers.

MANDATE:

North Carolina General Statute 159 mandates specific functions relating to budgets, capital reserve funds and fiscal control, all of which are the responsibility of the Finance Department.

OVERVIEW:

The Finance Department is responsible for managing all fiscal affairs of the county and providing financial and administrative support to the operating departments. Activities include accounting, accounts payable and receivable, payroll, debt administration, investment, capital asset control and financial planning and reporting.

MAJOR ACCOMPLISHMENTS:

- Maintained General Obligation bond ratings AA+ (Standard & Poor's), Aa1 (Moody's), and AA+ (Fitch)
- The Comprehensive Annual Financial Report (CAFR) for the year ending June 30, 2018 was issued and Elliott Davis, PLLC, a firm of licensed Certified Public Accountants, concluded that the County's financial statements were presented fairly in all material respects with Generally Accepted Accounting Principles (GAAP).
- Received the Government Finance Officers Association's (GFOA) Certificate of Achievement for Excellence in Financial Reporting for the 33rd consecutive year for the June 30, 2018 CAFR.
- One Accountant received the NC Government Finance Officer Certification.
- Increased investment revenue by 115% from previous fiscal year.
- Increased electronic submission of W-2 forms to employees, which decreased printing time and the number of forms used and ordered.
- Completed issuance of \$54.68 million in Limited Obligation Bonds for the construction of the Hickory Ridge Elementary School, Rowan Cabarrus Community College Advanced Technology Center, two school HVAC units, twenty school mobile units and land for future expansion of Rowan Cabarrus Community College.
- Held two deposit training classes for County employees.
- Implemented a new vendor authentication process.

CHALLENGES & TRENDS:

- Changes in Pension and Other Post-Employment Benefits (OPEB) Accounting and Reporting requirements.
- Increased dependence on technology.
 - Challenge: So reliant on technology, it can be difficult when technology is down or when an upgrade compromises the integrity of the data.
 - Trend: Helps streamline processes to become more efficient.
- Working with schools and County departments to provide for capital needs in a timely manner.
- Recognized a need for a vendor authentication process
- Change from an in house payroll timesheet to a new software timekeeping system increase workload.

Finance

BUDGET HIGHLIGHTS & CHANGES:

- Maintained expenditures while providing additional services.
- Increased the General Fund investment earnings by 115%.

BUDGET SUMMARY:

	ACTUAL FY 2018	AMENDED FY 2019	ADOPTED FY 2020	% CHANGE FY 2019 to FY 2020
EXPENDITURES				
Personnel Services	\$ 796,835	\$ 1,005,882	\$ 1,012,643	0.67%
Operations	174,865	113,979	144,224	26.54%
Total Expense	\$ 971,700	\$ 1,119,861	\$ 1,156,867	3.30%
REVENUES				
Interest on Investments	\$ 933,808	\$ 770,466	\$ 1,000,000	29.79%
Total Revenue	\$ 933,808	\$ 770,466	\$ 1,000,000	29.79%
STAFFING				
FTE Positions	9.80	11.90	11.90	-

PERFORMANCE SUMMARY:

County-wide Goal Supported:

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

Program Goal: Safeguarding and minimizing the risk of loss of capital assets.

Program Strategy: Account for the existence of capital assets by completing random physical inventories by department.

MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
% Capital assets audited by department	38%	33%	25%

Program Goal: Strengthen and update business processes in order to ensure accountability and proper stewardship of public resources.

Program Strategy: Provide a review, evaluation and improvement plan for internal control procedures in the areas of cash receipts, cash disbursements, payroll and grants.

MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
# of internal control areas to review	3	4	4

Finance

Program Goal: Maintain an appropriate unassigned fund balance and exceptional bond ratings from outside bond rating agencies.

Program Strategies:

- Maximize revenues and control expenditures in order to meet the requirements of the county's unassigned fund balance policy.
- Receive lower interest rates on debt issuances by providing the lowest cost of debt to taxpayers and receiving exceptional bond ratings.

MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
Unassigned fund balance as a % of general fund expenditures based on previous fiscal year	20.3%	20.4%	15%

CREDIT RATING AGENCY	FY 2018 RATING	FY 2019 RATING	HIGHEST RATING
Moody's	Aa1	Aa1	Aaa
Standard & Poor's	AA+	AA+	AAA
Fitch	AA+	AA+	AAA

Program Goal: Provide transparent, accurate and timely financial information to taxpayers, bond holders and other interested parties.

Program Strategies:

- Prepare, submit and publish the county's Comprehensive Annual Financial Report (CAFR) in a timely manner.
- Receive the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA).
- Prepare and submit accurate external federal and state reports by established deadlines in order to comply with regulatory requirements.
- Provide monthly financial report to Board of Commissioners and public.

MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
Submit previous fiscal year CAFR to Local Government Commission (LGC) by deadline	YES	YES	YES
Submit previous fiscal year CAFR to GFOA	YES	YES	YES
Receive GFOA's Certificate of Achievement for Excellence in Financial Reporting for previous fiscal year	YES	YES	YES
Submit federal and state reports by established deadlines	100%	100%	100%
Provide monthly financial report to BOC and public	100%	100%	100%

Finance

Program Goal: Efficiently process timely payments to vendors.

Program Strategy: Improve efficiency of accounts payable processing by paying vendors through electronic fund transfer (EFT).

MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
% of regular type vendors receiving payments by EFT	51%	51%	53%

DEPARTMENT CONTACT:

Name: Susan Fearington

Email: sbfearrington@cabarruscounty.us

Phone: 704-920-2894

Information Technology Services

MISSION:

Cabarrus County Information Technology Services (ITS), a nationally recognized organization, aligns with customers across County government and throughout the community to deliver quality technology services. ITS fosters a culture of innovation while providing access to information resources, promoting enterprise information processes and protecting information integrity.

MANDATE:

Although Information Technology Services is not directly mandated, it does support every mandated and non-mandated service offered by the county.

OVERVIEW:

Cabarrus County government relies on technology to support public safety, improve business processes, provide public services, interact with its citizens and collaborate with other government entities. Electronic communications and web based delivery of governmental services are now a business requirement and citizen expectation. Two of the county's most valuable assets are its reputation and data.

The five divisions of ITS, Innovation and Analytics; Technical Architecture; Business Enterprise Solutions; Network and Communication; and Customer Support, focus on providing data confidentiality, integrity and availability through secure enterprise technology services that assist departments in achieving the mission of County government.

MAJOR ACCOMPLISHMENTS:

- Center for Digital Government (CDG) and the National Association of Counties (NACo) 2018 Digital Counties Survey winner. The award recognizes leading examples of counties using technology to improve services and boost efficiencies. Cabarrus County placed 3rd, earning a top ten ranking for seven years in a row in the 150,000-249,999 population category. Cabarrus previously ranked 2nd in 2014, 5th in 2017, 6th in 2016, 7th in 2015 and 8th in both 2012 and 2013.
- Enriched citizen engagement and government transparency.
 - Biodiversity Dashboard displays crowd-sourced County conservation data from iNaturalist.
 - Mental Health Website resources for connecting people to mental health and drug abuse programs.
 - Recollect and Waste Wizard App provides waste collection schedules and recycling information.
 - Animal Shelter social media and e-newsletter crowd sources outreach for lost and adoptable animals.
 - Animal Shelter lobby kiosk with story map makes viewing animals available to all visitors.
 - Online tax appeals and tax listings web application simplifies citizen access to tax processes.
 - Public Tax Dashboard gives insight into parcel sales, price/ratio, zoning and annual property taxes.
- Deployed Business Intelligence (BI) applications for data aggregation and visualization to facilitate data driven decision making and transparency.
 - Polling Place Wait Time App collects, aggregates and reports wait times to local and state board.
 - Plan Review Dashboard provides visibility status of plans in review for management and resource allocation.
 - 911 Center web application for continuing operations in event of computer aided dispatch (CAD) outage.
 - Tax Dashboard visualization of impact of property sales and market value in tax district for tax valuation.

Information Technology Services

- Public notification application uses GIS to streamline Land Records property owner notification process.
- Security projects to protect people, property and data.
 - Incorporated new cameras and door access with new security system at multiple locations.
 - Continued deployment of in-car cameras to Sheriff Patrol units.
 - New outdoor access points for Patrol Car Camera video uploads.
 - Upgraded Sheriff mobile connections to FirstNet Priority services.
 - New cloud strategy for critical data backup designed for added data protection.
 - New offsite security operations center to augment IT staff and enhance our ability to monitor cyber threats.
- New implementations and upgrades for operational improvements.
 - New Mobile Frank Liske Park Boat Waiver form, 913 waivers collected on tablet device summer 2018.
 - Moved Novus Agenda to the Cloud for improved access and navigation of meeting agendas & materials.
 - Added credit card processing for Library patron printing services and online payment of fines.
 - New Risk Management workers compensation portal streamlines accident and workers compensation forms process.
 - New hardware and software to support the counties printing, copying, scanning and fax needs, providing improved integration with document imaging systems and increased options for desktop faxing.
 - Migrated to Tyler Content Management for integration of document management and Finance processes.
- New or Expanded Collaborations and Shared Services.
 - New CHA Septic Collector App collects geo-located septic permit information in the field.
 - New VFD Budget App for budget requests and aggregated reporting to Fire Marshal.
 - Merged County & municipal Plan Review processes into one site workflow and one building workflow.
 - New City Fiber agreement for connectivity to new Parking Deck and Concord Senior Center.
 - New Child Welfare Intake secure website for community, school and physician reporting of abuse, neglect, dependency and exploitation of children.

FILES	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL
Average number of Emails Received / Sent per day	-	-	NEW	17,300 Received 5,750 Sent
Average number of Security Events monitored per day	-	-	NEW	782,587
Average number of County database transactions per day	-	-	NEW	83,701,080
Website Sessions Per Year	NEW	949,016	1,907,535	2,228,371
% Website Access by Mobile	NEW	44%	48.5%	53%
Public Web Inquiries Processed by Customer Support	-	-	NEW	4,214
Customer Support Average Phone Calls Per Week	-	NEW	300	513

Information Technology Services

CHALLENGES & TRENDS:

- **Security and Risk Management:** staff training and awareness, security vs usability and government transparency vs data security.
- **Cloud Services:** proper selection, implementation and monitoring of cloud services; deployment of scalable “infrastructure as a service”; and cloud data security, privacy and data ownership.
- **Consolidation/Shared Services:** business models for sharing resources, services, infrastructure, independent of organizational structure; identifying and dealing with barriers to sharing costs and services between departments and other municipal agencies; cross-agency collaboration and cost/benefit analysis.
- **Digital Government:** improving citizen experience; mobility; and artificial intelligence, digital assistants and chatbots

BUDGET HIGHLIGHTS & CHANGES:

- Network upgrades to improve security of remote connections and replace end of life network equipment..
- New GIS software services to improve data quality and provide demographic data analytics.
- New tablets to provide additional application access in the field.
- New software to assist in creating online classes for Learning Management System.
- Additional licenses for expansion of shared municipal planning and permitting system.
- New software to automate transfer of deed information into the tax system.
- Server upgrades to improve virtual desktop end user experience.
- \$4,000.00 reduction in monthly expense for enterprise multi-functional printers.

BUDGET SUMMARY:

	ACTUAL FY 2018	AMENDED FY 2019	ADOPTED FY 2020	% CHANGE FY 2019 to FY 2020
EXPENDITURES				
Personnel Services	\$ 2,292,232	\$ 2,514,055	\$ 2,541,899	1.11%
Operations	2,690,345	3,500,906	3,401,789	-2.83%
Capital Outlay	84,134	-	37,500	100.00%
Total Expense	\$ 5,066,711	\$ 6,014,961	\$ 5,981,188	-0.56%
REVENUES				
Sales & Services	\$ 215,193	\$ 374,490	\$ 446,099	19.12%
Other Financial Sources	-	506,024	-	-100.00%
Total Revenue	\$ 215,193	\$ 880,514	\$ 446,099	-49.34%
STAFFING				
FTE Positions	26.00	27.00	27.00	-

Information Technology Services

PERFORMANCE SUMMARY:

County-wide Goals Supported:

- Preserve and enhance the quality of life through public policy that promotes cross-jurisdictional collaboration, encourages growth while balancing its impacts, and looks ahead to preserve quality of life.
- Use resources wisely by seeking to collaborate services, share costs, minimize risk, and protect County assets and investments.
- Provide for public safety by communicating preparedness and safety awareness, responding to routine and catastrophic events, and maintaining and restoring the well-being of citizens.
- Support community connections through purposeful and strategic communication, enhanced education, active community participation, and increased access to and utilization of services.

Program Goal: Promote government information processes by partnering with our internal and external customers to deliver quality technology services that meet customer requirements and align with county-wide goals.

Program Strategies:

- Review County departments' processes and operational requirements, make technology recommendations based on requirements and approve all technology related expenditures.
 - Attend County department staff meetings for awareness of departmental challenges and issues.
 - Meet with every department during the annual budget process to review technology budget projects and expenditures.
 - Research, recommend and implement technology solutions that support county-wide work flow processes, eliminate departmental data silos and increase government transparency.
- Engage with customers to improve communication.
 - Host regular project meetings to review expectations, issues and statuses.
 - Provide easily assessable project meeting documentation on intranet.
 - Create an annual technology work plan project calendar.
- Reduce duplicate expenditures through collaboration and shared technology services with schools, municipalities, volunteer fire districts and non-profit organizations.
 - City of Concord Planning and Zoning Hosting Services.
 - Town of Harrisburg Zoning Hosting Services.
 - City of Kannapolis Planning and Zoning Hosting Services.
 - GIS County Wide Addressing Hosting Services.
 - Kannapolis City Schools Datacenter and Network Services.
 - Cabarrus County Schools Datacenter Services.
 - Mt. Pleasant, Harrisburg and Midland Mobile Public Safety Services.
 - Volunteer Fire Mobile Public Safety Services.
 - Concord and Kannapolis E911 Public Safety Answering Points (PSAPs).
 - Union County E911 Regional Back-Up Services.
 - Rowan County E911 Regional Back-Up Services.
 - Cabarrus County Partnership for Children Managed Technology Services.
 - Cabarrus Arts Council Voice and Data Services.
 - Harrisburg and Kannapolis Fire Electronic Plan Review Services.

Information Technology Services

MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
% of County departments that reviewed technology budget projects and expenditures	99%	100%	100%
# of work plan items	255	312	260
# of work plan items added after start of FY	21	30	10
# of work plan items completed in FY	180	242	200
% of work plan items completed in FY	70%	77%	76%
# of hosted technology services new external partnerships	14	14	14

Program Goal: Protect enterprise information integrity through planning, standards and process management.

Program Strategies:

- IT Service Management (ITSM) Best Practices.
 - Provide customers with easy methods to report issues and incidents.
 - Offer an easy method for customer feedback on services provided by IT.
 - Follow up with all unsatisfied customers and at least 10 other customers a week and discuss their customer service perception.
 - Track and report incidents and problem resolutions.
 - Record IT service metrics and display via dashboards.
 - Provide change management process to ensure changes are vetted, tested and user-approved before implementing into the production environment.

MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
% of customers satisfied	97%	99%	99%
% of unsatisfied customers who improve rating after follow up call	77%	80%	80%
% of incidents resolved with first call	69%	70%	70%
% of application changes tested and approved by client before introduction into the production environment	95%	95%	95%

Program Goal: Provide access to information resources by providing reliable secure applications and technology infrastructure.

Program Strategies:

- Application Development and Implementation.
 - Maintain website to provide mobile device access, enriched user experience, featured economic development, standardized content structure and consistently deliver transparent government information and communication with customers.
 - Process improvements through development of internal and external electronic forms with workflow and electronic signature.
 - Implement a new staff timekeeping solution that provides multipoint input, including time clocks, mobile and desktop access.

Information Technology Services

- Human Resources recruiting, employment applications, on/off boarding and employee evaluations software as a service.
- Design, implement and maintain technology infrastructure.
 - Budget for and implement desktop, mobile, server, storage and network hardware to support growth, new software requirements and preserve security.
 - Provide software releases to improve functionality, apply bug fixes and enhance security.
 - Provide end point devices with virus protection, detect intrusions and provide recovery services when needed.
 - Implement an enterprise physical security system integrated with door access controls, video surveillance, beacon alerts, panic buttons and paging systems.

PROJECT COMPLETION STATUS	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
ACCELA Kannapolis Integration	40%	100%	100%
Laserfiche Workflow Implementation	45%	75%	75%
Seamless Forms Implementation	70%	100%	100%
Kronos Timekeeping Implementation	90%	100%	100%
Enterprise Physical Security	30%	45%	50%
Human Resources NeoGov Implementation	45%	100%	100%
E-Permit - Multi-jurisdictional Plan Review	-	75%	100%

DEPARTMENT CONTACT:

Name: Todd M. Shanley

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Phone: 704-920-2154

Infrastructure & Asset Management – Administration

MISSION:

Cabarrus County local government relies on Infrastructure and Asset Management to provide maintenance and care for County assets that ensure safe and healthy environments for employees and citizens of Cabarrus County while minimizing operating costs. Infrastructure & Asset Management aligns itself with all aspects of County government operations through consultation and constant coordination in support of departmental programs offered to citizens.

MANDATE:

Although not a mandated service, all divisions of IAM provide a service to all other mandated and non-mandated services that the county provides.

OVERVIEW:

The Administration Division provides direction and overall management of the Infrastructure and Asset Management (IAM) Department. This division is comprised of five staff members and is responsible for managing personnel, payroll, budgeting, training, planning, developing and implementing programs, policies and procedures for all six divisions of the department. Administration handles all communications with the Human Resources (HR) Department and facilitates hiring, disciplinary procedures, dismissals, planning and scheduling for training, compliance with County, state and federal policies and rules, as well as supporting supervisors and front line staff needs.

The Administration Division is the liaison to the Finance Department by preparing and overseeing the annual budget, approving timesheets for payroll, reconciling accounts receivable and payable, assisting with tracking of all fixed assets, facilitating the ownership of foreclosed properties and ensuring that the department follows purchasing rules and laws. IAM administers the formal and informal bidding process for Capital Improvement Plan (CIP) projects and makes recommendations to management and The Board for bid approval. Administration also drafts and posts all invitations and requests for bids on projects, as well as requests for qualifications for architectural and engineering projects.

The division handles and assists County management with the long term and strategic planning for the needs of the county in terms of new parks, libraries, senior centers, land acquisition and general County infrastructure that comes with population growth. IAM Administration is responsible for facilitating numerous building related CIPs as well as normal construction, repair, renovation and energy management projects from the operating budget. The Director, Assistant Director and the Facility Project Coordinators are involved throughout all phases of these projects in terms of compiling research for the projects, attending meetings, interviewing and selecting designers, consultants and contractors, tracking progress of the project and making sure that the project goal is achieved efficiently and effectively.

The IAM Administration division conducts all communication with the Safety and Risk Management Department. This is specifically in relation to insurance claims and compliance inspections by the City and County Fire Marshal's offices, the Occupational Safety and Health Administration (OSHA), the NC Department of Labor, the NC Administrative Office of Courts, the NC Division of Health Service Regulation and the NC Department of Environmental Quality as well as compliance with all National Fire Protection Association, Americans with Disabilities Act, Department Of Transportation and NC Department of Agriculture standards along with interpreting federal, County and State policies. IAM Administration is also responsible for seeing that inspections of fire alarm systems, sprinkler systems, fire suppression systems, fire extinguishers, mechanical systems and other pressure vessels, elevators, electrical systems, vehicles, playgrounds and heavy equipment or machinery are kept current

Infrastructure & Asset Management – Administration

and that deficiencies are promptly corrected. IAM Administration also plays an active role in the emergency operations of the County by serving as points of contact for our department as well as participating in the functions of the Emergency Operations Center.

MAJOR ACCOMPLISHMENTS:

- Completion of architectural planning and programming for the new operations center, the new Courthouse, skylight replacement at the Governmental Center, Cabarrus Arena and Events Center lighting upgrades interior and exterior, parking lot construction at the old Mt. Pleasant Middle School ballfields, renovations for the Literacy Coordinators office space at the Concord Library and phase II planning for Rob Wallace park.
- Assistant Director attended a University of North Carolina at Charlotte Master of Public Administration Public Management Academy course.
- Assistant Director attended NC Emergency Management ICS-300 Intermediate Incident Command System for Expanding Incidents training course.
- Participated in a mock Occupational Safety and Health Administration (OSHA) compliance inspection at the Harrisburg Library.
- Completed project management of the following construction and renovation projects: New County parking deck, upgrade of glass windows at the Magistrate's Office public service area to bullet resistant, exterior envelope repairs at the Sheriff's Office, injection caulking of the Governmental Center G Level parking deck, Governmental Center restroom renovations, Historic Courthouse clock tower structural renovations/repairs, Grounds Maintenance restroom renovations, Clerk of Courts office renovations, Governmental Center chiller replacement, western restroom facility at Frank Liske Park, relocation of the Veterans Services office, replacement of Sheriff's Office roof and the Governmental Center elevator modernization.
- NC Department of Labor OSHA safety inspection with no violations cited.

CHALLENGES & TRENDS:

- Code, safety and construction work orders continue to increase significantly.
- Unplanned and unbudgeted projects that our customers require.
- Budget and cost control.

BUDGET HIGHLIGHTS & CHANGES:

- Continued development of new staff in key positions.
- Opening of the new County parking deck.
- Planning for the new courthouse.
- Planning for the move into the new Operations Center.
- Addition of Maintenance Planner and Grounds Maintenance Crew Chief positions.
- Implementation of new procedures for work order requests.

Infrastructure & Asset Management – Administration

BUDGET SUMMARY:

	ACTUAL FY 2018	AMENDED FY 2019	ADOPTED FY 2020	% CHANGE FY 2019 to FY 2020
EXPENDITURES				
Personnel Services	\$ 426,858	\$ 444,108	\$ 551,180	24.11%
Operations	1,232,898	1,387,865	1,470,168	5.93%
Total Expense	\$ 1,659,756	\$ 1,831,973	\$ 2,021,348	10.34%
REVENUES				
Sales & Services	\$ 52,600	\$ 53,600	\$ 49,296	-8.03%
Miscellaneous	57	-	-	-
Total Revenue	\$ 52,657	\$ 53,600	\$ 49,296	-8.03%
STAFFING				
FTE Positions	5.00	5.00	5.00	-

PERFORMANCE SUMMARY:

County-wide Goal Supported:

- Use resources wisely by seeking to collaborate services, share costs, minimize risk, and protect County assets and investments.

Program Goal: Ensure financial accountability and responsible asset management.

Program Strategies:

- Implement best management practices to minimize operating expenses and investigate all avenues to improve customer service per services provided.
- Maintain County assets in good working order and condition in an efficient manner to minimize extended downtime on major building components such as HVAC, elevators, etc.
- Reduce utility consumption with utilization of proven measures and products.

Infrastructure & Asset Management – Administration

MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
Utility cost per square foot of space maintained	\$1.47	\$1.33	\$1.33
Overall utility cost per square foot for the Mid-Atlantic region per the International Facility Management Association's Operations and Maintenance Benchmarks (September 2017)	\$2.98	\$2.98	\$2.98
% of survey respondents who agree or strongly agree that their overall experience with IAM from initial work request through completion was a positive one*	100%	100%	100%

*Survey results are based off data obtained through a customer satisfaction survey conducted in January/February 2019 that was sent to 71 County employees who serve as liaisons for their department location and other external staff at the Courthouse, Cabarrus Arts Council and the Partnership for Children. There were 40 responses to the survey.

DEPARTMENT CONTACT:

Name: Michael Miller

Email: mamiller@cabarruscounty.us

Phone: 704-920-3212

Infrastructure & Asset Management – Grounds Maintenance

MISSION:

Grounds Maintenance provides a pleasant outdoor environment and facilities by ensuring County grounds are attractive, clean, orderly, healthy, safe and useful with the goal of maximizing their functional life.

OVERVIEW:

Grounds Maintenance provides general outdoor upkeep and landscaping improvements to 660 acres of County property consisting of 520 acres within four County Parks and 140 acres of other County property. This program is responsible for all grounds maintenance to properties, including mowing, trimming, aeration, fertilizing, overseeding, chemical applications, watering plants and plant bed maintenance (including weeding, pruning, mulching and replanting), parking lot and sidewalk repair, tree inventory and maintenance, snow and ice removal, collection of leaves, general outdoor facilities maintenance, athletic field preparation and maintenance and repair of computer controlled athletic field irrigation systems.

The program also provides maintenance to numerous amenities for the Active Living and Parks Department including baseball, softball and soccer fields; playgrounds; hiking/mountain biking trails; picnic shelters; tennis courts; a mini-golf course; paddle boats; camp sites; cabins; a pool; disc golf courses; volleyball courts and a splash pad. Private contractors perform partial mowing services to designated areas at a select number of County properties. This department also handles initial set-up of various school athletic fields. Grounds Maintenance staff also perform minor maintenance on equipment.

MAJOR ACCOMPLISHMENTS:

- Installed new landscaping at the Concord Library.
- Installed new landscaping at the Camp Spencer cabins.
- Re-paved the tennis court parking lot at Frank Liske Park.
- Re-paved access to B-Level at the Governmental Center.
- Removed of 150 Ash trees.
- Planted 70 trees to make up for the Ash trees that were removed.
- Replaced the old Phillip Morris Shelter Playground.
- Replaced pond liner on the North and South irrigation ponds at the Frank Liske Park Soccer Complex.
- Continued development of key staff in the areas of project management and pesticide applications.

CHALLENGES & TRENDS:

- Aging infrastructure, specifically in parks, ballfields and trails that have been overused or flooded due to weather.
- Expansion of responsibilities at Rob Wallace Park with opening of Phase II.
- Increase in the frequency of use of recreational playing surfaces.
- Increased frequency of cross-country meets at Frank Liske Park requiring course preparation.
- Tree management due to Emerald Ash Borer beetle.
- Pond management. The County has two pond dams that are categorized as High Risk Dams which require monthly inspections to look for structural and safety issues with the dams. We also experience issues with wildlife digging into the dams and creating erosion problems. The increases in impervious areas around our ponds creates a higher volume of water sheet flowing into and out of the ponds. Keeping healthy ecosystems for plant and animal life around the ponds requires constant attention as well as a separate classification for our pesticide licenses.

Infrastructure & Asset Management – Grounds Maintenance

- Equipment damage was down in FY 2019 due to implementation of pre/post use inspections of equipment and in-house training on the proper use of the equipment.
- Weather has impacted the budget, FY 2019 saw 17 more inches of rainfall than in FY 2018 causing costly repairs to be needed on walking trails in the parks and also causing delays to routine work orders.

BUDGET HIGHLIGHTS & CHANGES:

- Replacement of one tractor.
- Replacement of one RTV cart (will gain the ability to plow snow with this one).
- Addition of Grounds Maintenance Crew Chief position.
- Asphalt repairs at Phillip Morris shelter lot and the Soccer Complex parking lots at Frank Liske Park.
- Continued trail repairs at Camp Spencer.

BUDGET SUMMARY:

	ACTUAL FY 2018	AMENDED FY 2019	ADOPTED FY 2020	% CHANGE FY 2019 to FY 2020
EXPENDITURES				
Personnel Services	\$ 515,196	\$ 550,048	\$ 572,022	3.99%
Operations	1,080,582	1,336,382	1,374,636	2.86%
Capital Outlay	168,501	163,500	-	-100.00%
Total Expense	\$ 1,764,279	\$ 2,049,930	\$ 1,946,658	-5.04%
REVENUES				
Other Financial Sources	\$ -	\$ 43,311	\$ -	-100.00%
Total Revenue	\$ -	\$ 43,311	\$ -	-100.00%
STAFFING				
FTE Positions	11.00	11.00	11.00	-

PERFORMANCE SUMMARY:

County-wide Goal Supported:

- Use resources wisely by seeking to collaborate services, share costs, minimize risk, and protect County assets and investments.

Program Goal: Proper Management of all County grounds to provide a safe environment while meeting the large workload and condensed schedules.

Program Strategies:

- Inspections and prompt response to routine requests from customers and Safety Department about potential issues. Provide ongoing improvements to existing areas.
- Have a regular, reoccurring preventative maintenance program to ensure that existing areas are kept in working order and to prevent problems or issues from occurring.
- Prompt initial response to all work order requests.
- Generate work orders internally as much as possible instead of waiting for customers to report problems.

Infrastructure & Asset Management – Grounds Maintenance

MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
# of ALP Amenities Managed	61	62*	62
Acreage maintained outside of County parks**	127	140	140
Acreage maintained within County parks***	517	520	520
Maintenance cost per acre****	\$2,415.74	\$2,285.81	\$2,000
# of work orders completed	5,314	4,811*****	4,500
% of County employees who are satisfied or better with the appearance of the grounds at their location*****	100%	97.5%	100%
% of respondents who believe that Grounds Maintenance responds to their submitted work orders in a timely manner*****	100%	100%	100%

*Increase is due to the addition of the disc golf course at Rob Wallace Park.

**Increase is due to addition of new County parking deck and new IAM Operations Center.

***Increase is due to addition of 3.3 acres to maintain at old Mt. Pleasant Middle School ballfields.

****includes labor, materials, service contracts, equipment purchased/maintenance, amenity additions, and other improvements.

*****Decrease is due to extreme amounts of rain. During rainy weather work order numbers are less. Total man hours are more similar to other years.

***** Survey results are based off of data obtained through a customer satisfaction survey conducted in January/February 2019 that was sent to 71 County employees who serve as liaisons for their department location and other external staff at the Courthouse, Cabarrus Arts Council and the Partnership for Children. There were 40 responses to the survey.

DEPARTMENT CONTACT:

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Infrastructure & Asset Management – Sign Maintenance

MISSION:

To fabricate, install and maintain aesthetically pleasing, durable, accurate and code-compliant signage by the customer's requested deadline.

MANDATE:

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

OVERVIEW:

This division is responsible for the fabrication, repair, maintenance, replacement and installation of street signs throughout Cabarrus County. Additionally, the towns of Mt. Pleasant, Midland and Harrisburg contract with this division for the fabrication of street signs for their respective jurisdictions. The street signs that are produced by this division are essential to the 911 services provided by the local authorities (i.e. Sheriff's Dept., EMS, Fire Department, City Police and Highway Patrol). This division is responsible for all zoning and public notice signs. This division has become the sign department for internal and external building signs, park signs and banners and voting location signs. Staff are responsible for meeting with customers to develop accurate and informative signage that meets the needs of the requesting department. The Sign Maintenance Division also assists the building maintenance division as needed. Staff are also responsible for maintenance of new County wayfinding signage.

MAJOR ACCOMPLISHMENTS:

- Fabricated and installed 40 updated signs for the November general election.
- Fabricated and installed the signage package for the Midland Library.
- Fabricated and installed additional signage package for the new County Parking Deck.
- Installed updated Kannapolis Library building identification sign.
- Fabricated "criminal markers" for the Sheriff's Office Criminal Investigators.
- Fabricated and installed signage for the new Rob Wallace Park Disc Golf Course.
- Assisted with construction of the Christmas and Fourth of July parade floats.
- Continued break-away signage installation at locations where required.
- Assumed responsibility for maintenance of County way-finding signage.
- Fabricated and installed all new signage requests for the 2018 Cabarrus County Fair.
- Upgraded Flexi software and added a second computer in the Sign Shop.

CHALLENGES & TRENDS:

- Updated equipment permits staff to make more high quality signs in-house.
- The Sign Maintenance shop continues to broaden their services to County departments through implementation of new technology and sign-making techniques.

Infrastructure & Asset Management – Sign Maintenance

- Increase in high quality banners, custom cut-out characters, kiosk announcement signage for the increasing quantity and diversity of Active Living and Parks (ALP) programs. The parks are requesting 16 to 20 banners per season and 12 to 15 banners on special events such as disc golf tournaments, tennis lessons and various events. The parks usually request 150 to 200 of the kiosk signs for the year.

BUDGET HIGHLIGHTS & CHANGES:

- Replacement of ALP location entrance signs at Camp Spencer, Mt Pleasant Senior Center and Frank Liske Park.
- Continued maintenance of County wayfinding signs.

BUDGET SUMMARY:

	ACTUAL FY 2018	AMENDED FY 2019	ADOPTED FY 2020	% CHANGE FY 2019 to FY 2020
EXPENDITURES				
Personnel Services	\$ 108,011	\$ 116,667	\$ 121,621	4.25%
Operations	46,679	54,267	52,753	-2.79%
Capital Outlay	5,176	-	-	-
Total Expense	\$ 159,866	\$ 170,934	\$ 174,374	2.01%
REVENUES				
Sales & Services	\$ 5,065	\$ 4,000	\$ 3,000	-25.00%
Total Revenue	\$ 5,065	\$ 4,000	\$ 3,000	-25.00%
STAFFING				
FTE Positions	2.00	2.00	2.00	-

PERFORMANCE SUMMARY:

County-wide Goals Supported:

- Preserve and enhance the quality of life by addressing growth with sound public policies that sustain resources, provide high quality services and fund infrastructure needs.
- Provide for public safety by communicating preparedness and safety awareness, responding to routine and catastrophic events and maintaining and restoring the well-being of citizens.

Program Goal:

- To provide durable, clear, visually appealing and compliant street, building and event signage for Cabarrus County.
- To provide prompt response to street sign requests and complaints.

Program Strategies:

- Collaboration with customers to clarify a scope of work on projects that require special design.
- Follow up with customers to ensure satisfaction on special requests (banners, event signage, etc.).

Infrastructure & Asset Management – Sign Maintenance

MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
# of street sign work orders for manufacturing, installation, repair or replacement completed for County street signs	75	95	100
# of street sign work orders for manufacturing, installation, repair or replacement completed for other Municipality's street signs*	28	13**	20
# of work orders for building signage, event signage, banners, election signage, etc. completed for County departments	354	344	375
% of customers who are satisfied or better with the signs and banners fabricated and installed by Sign Maintenance***	100%	100%	100%
% of customers who believe that Sign Maintenance responds to work orders they submit in a timely manner***	100%	100%	100%
% of local municipalities utilizing the Cabarrus County Sign Shop for street signage who strongly agree that the services being contracted with the County are a benefit to their municipality***	100%	100%	100%

*Cabarrus County has contracts in place with Midland, Mt. Pleasant, and Harrisburg to provide street signage.

**The difference between FY 2018 and FY 2019 in this measure is because 100% is based off of requests from municipalities.

***Survey results are based off of data obtained through a customer satisfaction survey conducted in January/February 2019 that was sent to 71 County employees who serve as liaisons for their department location and other external staff at the Courthouse, Cabarrus Arts Council, and the Partnership for Children. Midland, Mt. Pleasant, and Harrisburg were also surveyed in the area of customer satisfaction regarding their contracted services. There were 40 responses to the survey.

DEPARTMENT CONTACT:

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Infrastructure & Asset Management – Building Maintenance

MISSION:

To provide a cost effective and highly efficient preventive maintenance and repair program that supports customer departments in their daily operations thus ensuring asset preservation and optimum use of energy and natural resources within all buildings.

OVERVIEW:

This program is responsible for planning, directing and providing cost-effective maintenance and repair for 88 County owned facilities/structures and 13 leased structures. This totals 1,398,613 square feet and houses approximately 1,200 County employees and 175 NC state and federal employees. Infrastructure and Asset Management (IAM) Building Maintenance ensures building safety and optimum performance by providing preventive maintenance and repair of mechanical, electrical, plumbing, heating, air-conditioning and ventilation systems. Other services include interior and exterior structural repairs, preparing cost estimates and supervising major and minor renovations, repair projects and specialized maintenance services such as the computerized Heating Ventilation and Air Conditioning control system, emergency generators and elevators. Building Maintenance also coordinates pest control services for all locations as well as safety and regulatory inspections.

MAJOR ACCOMPLISHMENTS:

- Project Management of the following construction, renovation and demolition projects:
 - Animal Shelter generator installation to comply with state regulations
 - Cabarrus County parking deck construction.
 - Frank Liske Park lower lot restroom construction.
 - Arena lighting controls replacement.
 - Governmental Center chiller replacement.
 - Governmental Center elevator modernization.
 - Human Services roof top HVAC replacement.
 - Historic courthouse clock tower stair and platform replacement.
- Managed architectural planning and programming on the parking deck, courthouse expansion, new IAM operations center, and Frank Liske Park lower lot restroom.
- Magistrate's office bullet resistant teller window renovations.
- Replaced failing dishwasher unit at Cabarrus County Jail kitchen.
- Sheriff's Office and Detention Center (SODC) breaker testing ensuring compliance with National Fire Protection Association (NFPA) codes.

CHALLENGES & TRENDS:

- Increase in safety, environmental and labor related regulatory requirements.
- Aging building infrastructure, specifically mechanical, electrical and plumbing systems, are requiring complex planning, repair and replacement.
- As facilities grow older, maintenance requirements increase. Even as some facility systems are replaced through Capital Improvement Plan projects, maintenance requirements continue to increase because 50% of County structures are 20 years old or older.
- The County's population growth has resulted in additional traffic at locations that are accessed by the public increasing wear and tear on facilities.
- Continued Maintenance for Old Mt. Pleasant Middle School Ballfields.

Infrastructure & Asset Management – Building Maintenance

BUDGET HIGHLIGHTS & CHANGES:

- Budget reflects projects selected from direct input by all departments after IAM and management review.
- Planning for Courthouse and Operations Center projects.
- Addition of new County parking deck to maintain.
- Addition of a Maintenance Planner position.

BUDGET SUMMARY:

	ACTUAL FY 2018	AMENDED FY 2019	ADOPTED FY 2020	% CHANGE FY 2019 to FY 2020
EXPENDITURES				
Personnel Services	\$ 715,853	\$ 798,709	\$ 845,655	5.88%
Operations	1,862,441	2,411,409	2,750,524	14.06%
Capital Outlay	6,683	-	-	-
Total Expense	\$ 2,584,977	\$ 3,210,118	\$ 3,596,179	12.03%
REVENUES				
Sales & Services	\$ 31,558	\$ 30,000	\$ 28,000	-6.67%
Other Fin Sources	-	368,263	-	-100.00
Total Revenue	\$ 31,558	\$ 398,263	\$ 28,000	-92.97%
STAFFING				
FTE Positions	11.00	12.00	12.00	-

PERFORMANCE SUMMARY:

County-wide Goal Supported:

- Use resources wisely by seeking to collaborate services, share costs, minimize risk, and protect County assets and investments.

Program Goal: To provide responsible asset management and project planning with cost efficient strategies.

Program Strategies:

- Proper construction and equipment specification with new buildings and renovations.
- Have target annual projects that increase the life cycle of either the structure or equipment.
- Maintain buildings in good working condition in an efficient manner.
- Have a regular, reoccurring preventative maintenance program to ensure that existing areas are kept in working order and to prevent problems or issues from occurring.

Infrastructure & Asset Management – Building Maintenance

MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
Square feet maintained	1,251,053	1,337,479*****	1,398,613****
Square feet maintained per FTE*	113,732	111,456*****	116,551
% of respondents who believe that their work location and building are maintained properly to provide a safe environment for staff and public**	100%	100%	100%
% of respondents who believe that their work requests are met with timely responses**	100%	100%	100%
# of work orders completed	4,446	4,966	4,800
Proactive work orders completed***	1,195	1,810	1,800
Reactive work orders completed***	1,063	1,544	2,000

*Square feet maintained per Full Time Employee (FTE) standard is 95,120 per American School & University's 32nd annual Maintenance and Operations Cost Study 2009 using national median.

**Survey results are based off of data obtained through a customer satisfaction survey conducted in January/February 2019 that was sent to 71 County employees who serve as liaisons for their department location and other external staff at the Courthouse, Cabarrus Arts Council, and the Partnership for Children. There were 40 responses to the survey.

***A Proactive work order is defined as one that was generated within IAM, generally preventive in nature. A Reactive work order is defined as one that is requested by one of our customers or that is the result of an equipment failure or an unforeseen event.

****Difference in square footage is a result of the addition of the Ops. Center

*****Difference in square footage is a result of the addition of the Midland Library, the Frank Liske Lower Lot Restroom, the new Veterans Services office space and the new County Parking Deck and the sale of old Mt. Pleasant Middle School.

*****New Maintenance Tech position added in FY 2019.

DEPARTMENT CONTACT:

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Infrastructure & Asset Management – Facility Services

MISSION:

To deliver a clean, comfortable, safe and sustainable environment for our customers. Facility Services is committed to providing the citizens and staff of Cabarrus County with clean, toxin free and environmentally friendly county buildings.

OVERVIEW:

The Facility Services Division provides efficient, cost-effective facility management services for Cabarrus County facilities and parks throughout 703,703 square feet at 27 locations. Responsibilities include: day to day cleaning, assisting with the County recycling program, moving and rearranging furniture or office equipment and files relocation/delivery, refuse removal, transfer of County surplus items, assistance in security of County facilities, disposal of all department's files and records, deliveries, mail courier services and meeting set-ups. Floor care, furniture cleaning, supply delivery and limited snow and ice removal services are also provided to all County locations by the Facility Services mobile crew.

MAJOR ACCOMPLISHMENTS:

- Most recent Occupational Safety and Health Administration (OSHA) inspection resulted in zero deficiencies or corrective actions.
- Continued the use of all Environmental Protection Agency registered disinfectants.
- Event setup and break down for all events at the Governmental Center, Human Services Center, Courthouse, all Libraries, both Senior Centers, the Sheriff's Office and Detention Center.
- Hired and trained one Senior Custodian and one Custodian.
- Manager attended University of North Carolina at Charlotte Master of Public Administration Public Management Academy training course.
- 100% of staff completed fire extinguisher training conducted by the county's Emergency Management department.
- Hosted a County-wide non-profit open house event for the purpose of eliminating the excess surplus furniture by donating to local non-profits.
- Refinishing of flooring surfaces at the Concord Senior Center and the Courthouse.

CHALLENGES & TRENDS:

- Balancing of location staffing due to sickness, vacations, light duty situations and extended leaves of absence.
- Hiring and retaining personnel.
- The increased volume in case load at the Courthouse results in a higher number of guests in the Courthouse therefore resulting in more need for cleaning of public areas.
- The County's population growth has resulted in additional traffic at locations that are accessed by the public increasing wear and tear on the already aging facilities.
- The increase in number of events and functions and the increased number of participants at the Senior Centers results in more foot traffic and more wear and tear on the buildings in general as well as more demand for custodial services.

Infrastructure & Asset Management – Facility Services

BUDGET HIGHLIGHTS & CHANGES:

- Addition of new areas to maintain at the Midland Library and the new County Parking Deck and associated supply costs.

BUDGET SUMMARY:

	ACTUAL FY 2018	AMENDED FY 2019	ADOPTED FY 2020	% CHANGE FY 2019 to FY 2020
EXPENDITURES				
Personnel Services	\$ 1,152,166	\$ 1,311,520	\$ 1,361,501	3.81%
Operations	288,202	337,018	343,202	1.83%
Capital Outlay	5,813	6,300	-	-100.00%
Total Expense	\$ 1,446,181	\$ 1,654,838	\$ 1,704,703	3.01%
REVENUES				
Sales & Services	\$ 750	\$ 700	\$ 800	14.29%
Other Financial Sources	-	5,179	-	-100.00%
Total Revenue	\$ 750	\$ 5,879	\$ 800	-86.39%
STAFFING				
FTE Positions	28.00	29.00	29.00	-

PERFORMANCE SUMMARY:

County-wide Goal Supported:

- Use resources wisely by seeking to collaborate services, share costs, minimize risk and protect County assets and investments.

Program Goal: Ensure the division's scope of service is provided in a cost effective and responsive manner.

Program Strategies:

- Encourage advance scheduling practices regarding work orders, setups and reservations.
- Utilize new cleaning equipment, improved approaches and cleaning techniques while increasing the labor hours utilized in the larger and more populated buildings.
- Maintain buildings in good working order and condition in an efficient manner validated by periodically documented supervisor or crew chief inspections followed by employee coaching sessions.

Infrastructure & Asset Management – Facility Services

MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
% of survey respondents who believe that their experience with the Mobile Crew during furniture moves and special projects is pleasant and generally completed in a timely manner*	96.77%	100%	100%
Operating cost per square foot of space maintained in relation to department budget	\$2.18	\$1.84*	\$2.00
# of locations maintained	25	27	27
Square feet maintained	608,647	703,703**	703,703
Square feet maintained per FTE	26,333	26,757	26,757
% of survey respondents who agree or better that custodial services, specifically office cleaning, meet their expectations***	87.10%	92.5%	100%
% of survey respondents who agree or better that their hallways and public areas are clean and well maintained*	87.10%	100%	100%

*Operating costs were lower in FY 2019 than in FY 2018 and the square footage maintained in FY 2019 was higher than in FY 2018. The average in the Mid-atlantic region was \$2.53.

**Difference in square footage is due to the addition of the new Veterans Services office, the new County parking deck, the Midland Library, the Ops. Center.

***Survey results are based off of data obtained through a customer satisfaction survey conducted in January/February 2019 that was sent to 71 County employees who serve as liaisons for their department location and other external staff at the Courthouse, Cabarrus Arts Council, and the Partnership for Children. There were 40 responses to the survey.

DEPARTMENT CONTACT:

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Infrastructure & Asset Management – Fleet Maintenance

MISSION:

To operate a safe, organized, and professional repair facility staffed by certified and motivated employees. The Fleet Maintenance division is dedicated to providing all customers within Cabarrus County with transportation assets that will meet or exceed their expectations in terms of mechanically safe vehicles, dependability and top quality customer service.

OVERVIEW:

The Fleet Maintenance program is responsible for the maintenance and repairs of a rolling stock of vehicles and various types of motorized equipment for all Cabarrus County departments. Preventive and routine maintenance and repairs are performed on over 573 units of equipment (50% being emergency vehicles and/or equipment), including cars, hybrid vehicles, trucks, SUV's, motorcycles, generators, tractors, mowers, trailers, boats, grounds maintenance equipment and EMS and Sheriff's Department emergency vehicles. This program also provides a mobile service to each EMS location, Midland, Kannapolis, Mt. Pleasant, Harrisburg and four Concord locations, allowing vehicles to remain in their service districts. An on-call mechanic is provided for road service and inclement weather 24 hours a day and 7 days a week.

MAJOR ACCOMPLISHMENTS:

- Ordered all equipment in-house and installed it on emergency vehicles in order to capture equipment cost in the new asset value.
- Put 17 new SUVs in service for the Sheriff's Office.
- Put one new K-9 Bomb Truck in service for the Sheriff's Office.
- Put three new ambulances into service.
- Put two new Construction Standards vehicles into service.
- Continued fleet support of local municipalities' law enforcement entities.
- Disposal and/or sale of all surplus County property.

CHALLENGES & TRENDS:

- Building footprint is extremely limiting in terms of number of lifts for equipment and parts and tire storage. Currently there is only one lift that is capable of raising an Ambulance. These factors currently cause a longer wait time for maintenance.
- Maintaining staff levels despite an increase in the number of rolling stock of vehicles and various types of motorized equipment.

BUDGET HIGHLIGHTS & CHANGES:

- Potential relocation to new Fleet Maintenance shop.

Infrastructure & Asset Management – Fleet Maintenance

BUDGET SUMMARY:

	ACTUAL FY 2018	AMENDED FY 2019	ADOPTED FY 2020	% CHANGE FY 2019 to FY 2020
EXPENDITURES				
Personnel Services	\$ 400,985	\$ 416,131	\$ 431,734	3.75%
Operations	37,179	52,850	48,256	-8.69%
Capital Outlay	214,579	156,925	328,790	109.52%
Total Expense	\$ 652,743	\$ 625,906	\$ 808,780	29.22%
REVENUES				
Sales & Services	\$ 55,313	\$ 68,000	\$ 68,000	-
Miscellaneous	2,478	-	-	-
Other Financial Sources	-	193,451	-	-100.00%
Total Revenue	\$ 57,791	\$ 261,451	\$ 68,000	-73.99%
STAFFING				
FTE Positions	6.00	6.00	6.00	-

PERFORMANCE SUMMARY:

County-wide Goal Supported:

- Use resources wisely by seeking to collaborate services, share costs, minimize risk and protect County assets and investments.

Program Goals:

- Reduce down-time and repair costs for all County department vehicles.
- Improve services for EMS by having more lifts capable of servicing the ambulances at the new Fleet Maintenance location.

Program Strategies:

- Provide a thorough, high quality vehicle preventive maintenance program.
- Update vehicles with new equipment as it becomes available.
- Replace high mileage vehicles with fuel efficient and operationally appropriate vehicles.

Infrastructure & Asset Management – Fleet Maintenance

MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
# of vehicles receiving equipment	79	87	56
# of preventive maintenance work orders	563	637	700
% of survey respondents who agree or better that Fleet Maintenance provides them with safe and reliable transportation*	96.88%	97.5%	100%
% of survey respondents who agree or better that Fleet Maintenance responds to work orders they submit in a timely manner*	96.88%	100%	100%
% of survey respondents who are satisfied or better with road side assistance provided by Fleet Maintenance*	96.88%	100%	100%

* Survey results are based off of data obtained through a customer satisfaction survey conducted in January/February 2019 that was sent to 71 County employees who serve as liaisons for their department location and other external staff at the Courthouse, Cabarrus Arts Council, and the Partnership for Children. There were 40 responses to the survey.

DEPARTMENT CONTACT:

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Active Living and Parks – Parks

MISSION:

To enrich the quality of life for persons of all ages and abilities by providing high quality recreation, education and social opportunities in harmony with natural resource preservation.

MANDATE:

Enabled by NCGS Articles 18. Parks and Recreation 160A. 350-356.

OVERVIEW:

The Active Living and Parks Department strives to enhance the quality of life for all patrons whether they utilize the parks for a picnic, walk, special event, nature program or just to relax and watch the sun set. The Department is responsible for the day-to-day operations and management of four parks, Frank Liske, Vietnam Veterans, Camp TN Spencer and Rob Wallace, consisting of over 560 acres; including personnel and programs coupled with wildlife, flora and natural resource management. The search for additional land for new parks and/or greenways is on-going.

Programs offered at the parks focus on environmental stewardship, conservancy, nature education, sustainability, health and wellness and FUN! The parks consist of playgrounds, hiking/mountain biking trails, picnic shelters, tennis courts, soccer and softball fields, mini-golf course, paddleboat, kayak and canoe rentals, fishing, camping, cabins, pool, indoor rental facilities, three disc golf courses, two championship volleyball courts and similar amenities. Summer day camps, nature education camps and fitness camps are offered, as well as a Jr. Ranger program for 3rd grade students throughout Cabarrus County and overnight programs for Boy Scouts, Girl Scouts and Cub Scouts. Curriculum specific presentations to local students are provided in class, as well as via field trips to our parks as part of a very successful collaboration with the Cabarrus County School system.

The matching incentive grant program provides a 50% match for projects that enhance public lands and is administered by the Department. \$4,598,725 in projects have been completed since its inception in 1977 (\$2,106,198 funded by County match). Local school-parks are utilized for community youth athletic leagues that are coordinated by the Department. Maintenance for these school parks is funded by the Department and provided through collaboration with Cabarrus County Schools Maintenance staff.

MAJOR ACCOMPLISHMENTS:

- 950,000 individuals participated in programs, events or utilized Cabarrus County park facilities during FY19, an increase of 19,051 from FY18.
- Cost per capita for Cabarrus County Parks was \$9.45 as compared to the \$65.54 NC State average (2013) and a National average of \$76.44 (2016). This means the operating budget for Cabarrus County Parks is 14% of the NC State average and 9% of the National average spent per capita.
- Park facilities received 1,300+ volunteer hours at a value of over \$31,382.
- Enhanced social media marketing for all Active Living and Parks Department programs, classes, and events. Added 215 new Facebook Followers. Reached 126,042 people, have had 7,759 post clicks and 1,986 reactions, comments or shares on 159 posts. (Note: Figures calculated from July 2018 – December 2018).
- Addition of a Biodiversity Map made possible through collaboration with Cabarrus County's ITS Department
- Received a \$500 grant from Concord Civic Garden Club to enhance park habitats which in turn increases biodiversity .
- 10 additional teams participated in adult softball (120 additional participants than FY18).
- Employee Highlights

Active Living and Parks – Parks

- Byron Haigler successfully completed the requirements for graduation from Supervisors Management School, a National Program sponsored by National Recreation and Park Association (NRPA).
- Byron Haigler received a Professional Development grant of \$500 that offset expenses for the Supervisors Management School.
- Alex Beck and Shannon Unger presented at NCRPA State Conference.
- Perry Gabriel completed Cabarrus County's Supervisors Boot Camp.
- Joshua Coffman attended the Marketing Summit in Cary, NC.
- Joshua Coffman recognized for 10 years of service.
- Alex Beck recognized for 5 years of service.
- Rob Wallace Park Highlights
 - 3 new fishing platform areas built around the pond by park office.
 - 9 hole (18 tee pads) disc golf course constructed and hosted the first tournament, BBQ and Baskets
 - 3 new elements to the park's natural play area.
 - Wrapped over 50 trees with welded wire to conserve from beaver damage and planted 100 live stakes (tree saplings) to replace those lost.
- Frank Liske Park Highlights
 - FLP Hosted 36 softball/baseball weekend tournaments working with the following organizations: Top Gun Sports, Sportslink, USSSA, NSA and NC Highway Patrol.
 - Partnership with North Carolina Wildlife Commission offering a special winter stocking of approximately 1,800 trout (over 900 pounds).
 - Increased Adult softball program participation from 26 teams 2017-18 to 30 teams in 2018-19 (Spring 19 season yet to come).
 - Conservation area improvements at front entrance.
 - Eagle scout project expanded one bioretention swale increasing park's biodiversity.
 - Hosted Cabarrus County High School Cross Country Championships (8 schools), Rocky River 2A Conference Cross Country Championships (6 schools) , Southwestern 4A Conference Cross Country Championships (10 schools).
 - Healthy Concessions product offerings have increased from 13% in 2013 to 64% in 2018. Product Sales have increased from 24% in 2013 to 52% in 2018. Total Revenue increased from 52% in 2013 to 64% in 2018.
 - Installed PA systems in vehicles to assist with relaying information to park patrons on weather warnings and other emergencies.
 - Installed large screen TV/projector in Upper Level of barn that can be used for meetings, presentations, programs and increase reservations.
- Vietnam Veterans Park Highlights
 - Hosted 4 Cross Country Meets between Covenant Classical and Northwest Cabarrus High Schools.
 - Natural Play Area received a custom concrete climbing boulder.
- Camp Spencer Park Highlights
 - Certified 40 North Carolina Hunters through the department's Hunter Education Course.
 - A.J. Miller completed his Eagle Scout Service Project designing/constructing a pedestrian bridge.
 - Samuel Webb completed his Eagle Scout Service Project by creating two green house flower beds.
 - Jonah Hill completed requirements for the Trail Life Freedom Award by installing two orienteering courses in the park.
- Species Identification Program Highlights
 - Identified over 200 species of plants and animals this year with staff and volunteers.

Active Living and Parks – Parks

- Participated in the Global City Nature Challenge in partnership with City of Concord, Three Rivers Land Trust, City of Belmont, City of Salisbury, Town of Dallas, Gaston County Park and Rec, Iredell County Park and Rec, Cabarrus County Schools, Cabarrus County Soil and Water and many others to identify as many species of wildlife as possible in “Charlotte Metro.”
 - Utilized two interns from Catawba College for species surveying.
- Special Events
 - Provided outdoor recreation, environmental education and team building programs to the Boys and Girls Club summer camp. During the eight weeks of summer camp, park staff preformed programs for an average of 150 kids per week.
 - Pioneer Day had over 100 participants.
 - Raised and released 174 Monarch butterflies around the county which aids in their global resurgence

CHALLENGES & TRENDS:

- Meeting the increasing demand for parks and programs continues to be extremely challenging (budget and staffing does not keep up with increased participation, limited space/facilities based on rapidly increasing demands for service, the increase in overall park participation, road races and third party reservations and/or events with limited staff increases).
- Per Capita cost of \$9.45 makes it difficult to upgrade facilities, build new facilities, adequately staff the facilities and provide quality, efficient and effective facilities.
- Meeting revenue expectations associated with the operational costs of the pool is difficult due to the contractual agreement with the Boys and Girls Club that provides free access for 60 campers per hour to the pool, 5 hours per day, 5 days per week for 7 weeks each summer.
- Creating engaging posts, updating information and meeting the constant changing trends and algorithms on Facebook is a challenge due to the devotion of staff time. Gathering content, pictures and getting information from staff on classes, programs, and event in the parks and senior centers.
- Facing competition from larger softball and baseball venues with multiples fields (5 or more) has increased competition for the softball complex (loss of large tournaments) as youth travel tournaments numbers continue to rise .
- Trying to meet the increase in charter schools and private schools along with the growing Home School associations looking to utilize park facilities due to their lack of athletic facilities. Non-public schools that currently use park facilities are: Cabarrus Charter, Carolina International, Covenant Classical, Ace Academy, Bradford Prep, Pine Lake Prep, Cabarrus Home School Association – three additional from previous year.
- Decline in volunteer leadership and youth participation for certain community Athletic Associations have demanded a larger role from the ALP’s department to insure equal opportunities across the county.
- 7,556 individuals participated in youth sport leagues coordinated by the Active Living and Parks Department staff, a decrease of approximately 852 participants/ 71 teams/ 25,560 participations from FY18 – Harrisburg left cosponsorship agreement and dwindling numbers for Bethel and Mount Pleasant Athletic Associations.
- Adapting the marketing strategies and overcoming the general belief that parks cater to the needs of younger people to better serve the changing demands of the Baby Boomers as over 10,000 Americans reach the age of 65 each day (and will continue through 2030) continues to be a challenge for all service providers.
- Maintaining a focus on promoting healthy lifestyles in all programs, events and activities is not always an easy task in the competitive market. Our goal is to provide programs/activities that improve quality of life and promote increased physical activity and overall wellness in an effort to positively impact the obesity and/or chronic disease status of Cabarrus County residents.

Active Living and Parks – Parks

- Over the past several years capital and/or maintenance projects have been put on hold or pushed back until a later date creating maintenance deficits and prolonging operations at a status quo basis (Camp TN Spencer facility upgrade, Turf on Multipurpose Fields, splash pad and mini-golf course at FLP, etc.).
- Mt. Pleasant remains an underserved area of Cabarrus County and requests a park. The new Master Plan identifies the following priorities based on community input: Development of Rob Wallace Park, Improvement to Frank Liske Park fields, new district park in the western part of the County, renovations to existing parks, more trails/greenways (5 mile addition to the Carolina Thread Trail) and additional swimming pools and/or splash pad.

BUDGET HIGHLIGHTS & CHANGES:

- FY 2020 budget request includes additional full time and part time positions:
 - Program Assistant position to aid youth athletics – specifically Bethel & Mt. Pleasant
 - Vehicle associated with the Program Assistant position to support travel between associations, meetings, drafts and games
 - Replacement of vehicle at Rob Wallace Park that was deemed surplus in 2017
 - Two Permanent Part Time Park Rangers to aid in custodial and setup needs at the senior centers
- The increase of dedicated staff insures quality programs, clean facilities, participant safety and customer service. These expenses are included in the FY 2020 Budget Request

BUDGET SUMMARY:

	ACTUAL FY 2018	AMENDED FY 2019	ADOPTED FY 2020	% CHANGE FY 2019 to FY 2020
EXPENDITURES				
Personnel Services	\$ 1,160,367	\$ 1,232,083	\$ 1,283,683	4.19%
Operations	392,548	354,458	366,796	3.48%
Capital Outlay	502,445	63,652	100,000	57.10%
Total Expense	\$ 2,055,360	\$ 1,650,193	\$ 1,750,479	6.08%
REVENUES				
Intergovernmental	\$ -	\$ 500	\$ -	-100.00%
Sales & Services	433,286	435,800	440,756	1.14%
Miscellaneous	77,691	-	50,000	100.00%
Other Financial Sources	-	44,602	-	-100.00%
Total Revenue	\$ 510,977	\$ 480,902	\$ 490,756	2.05%
STAFFING				
FTE Positions	16.436	16.436	16.436	-

PERFORMANCE SUMMARY:

County-wide Goals Supported:

- Preserve and enhance the quality of life through public policy that promotes cross-jurisdictional collaboration, encourages growth while balancing its impact, and looks ahead to preserve quality of life.
- Support community connections through purposeful and strategic communication, enhanced education active community participation, and increased access to and utilization of services.

Active Living and Parks – Parks

Program Goal: Enhancing quality of life by providing programs, preserving land and developing parks while maintaining and operating existing parks and increasing activities and programs to address the diverse population of Cabarrus County.

Program Strategies:

- Develop additional land conservation educational programs and projects that promote enhanced awareness of environmental needs and maintain open space in all parks.
- Identify and develop new parks while enhancing existing parks.
- Identify and maintain protected natural resources and/or wildlife.

MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
Environmental programs	98	144	120
Conservation projects	10	10	10
Enhanced/Conserved Property	96,060	98,000	100,000
Species Count (Calendar Year)	466	500	600
Monarch Butterfly Development	109	174	180

*Expected loss of 24 programs from Patriots Elementary

Program Goal: Promote overall health and wellness through programs, events, classes and/or opportunities offered by the Active Living and Parks Department.

Program Strategies:

- Create community and other County Departments partnerships to collaborate with local projects and programs to promote overall wellness and improved personal health.
- Enhance existing health and wellness programs, classes and/or events while adding new programs, classes and/or events to meet the ever-changing demands of park patrons.

MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
# of agencies and community partners benefitting park programs	108	109	110
# of general programs	97	98	115
# of new programs, classes and events as a response to participant request/feedback	28	31	30
# of volunteer hours provided to Cabarrus County	1,279	1,300	1,350
Estimated value of volunteer hours provided to Cabarrus County (\$24.69 per hour - 2018)	\$31,578	\$32,097	\$33,331

*General Programs: Includes Active & Passive Recreation ex. Softball, Archery, Disc Golf, Hikes, Camps, Road Races etc.

Program Goals: Increase visibility of Active Living and Park's programs and accessibility to facilities by all citizens.

Active Living and Parks – Parks

Program Strategy:

- Market programs/events through various media, increasing new participants.
- Monitor facilities and continue to make ADA compliant additions and/or improvements.

MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
# of Facebook “Reaches”	166,901	225,000	320,000
# of Facebook Followers	2,358	2,800	3,500
# of Facebook Post by Department Staff	316	325	325
# of Program Participants	14,196	14,900	20,000
# of Facility Reservations	2,523	2,530	2,850
# of ADA improvements	4	4	4

*Expected loss of 4,800 participants from Patriots Elementary

DEPARTMENT CONTACT:

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Phone: 704-920.3354

Active Living & Parks – Senior Centers

MISSION:

To enrich the quality of life for persons of all ages and abilities by providing high quality recreation, education and social opportunities in harmony with natural resource preservation.

OVERVIEW:

The primary focus of Senior Centers is to offer health promotion programs, educational workshops and classes, recreation programs, special events, disease prevention and management education, Cabarrus Senior Games, coordinated volunteer opportunities, socialization and other options to older adults and adults with disabilities to promote quality of life through healthier, more active and engaged lifestyles.

Two Senior Centers, located in Concord and Mt. Pleasant, are operated by the Active Living & Parks Department, offering amenities that include multi-purpose rooms, computer lab, classrooms, two indoor fitness centers, covered outdoor fitness center, game room, two commercial kitchens, walking trail, four bocce courts, two horseshoe courts, two shuffleboard courts and rental facilities. Partnerships with community organizations (LunchPlus Club, SHIP, AARP churches, YMCAs, etc.) continue to provide additional health promotion and education programs, classes and special events.

MAJOR ACCOMPLISHMENTS:

- There were 80,000 participations at the Cabarrus County senior centers during FY 2019 – 8,807 more than FY 2018.
- Received 3rd Place from the Area Agency on Aging for the Older Americans Month series of activities and events.
- Senior Centers Travel Club has added additional overnight and day trips due to increased demand and waiting lists.
- Collaborated with Veterans Office to host the Annual Veterans Breakfast at the Concord Senior Center and the date has been set for FY 2020.
- For the 3rd consecutive year we have had the Veterans Luncheon at the Concord Senior Center with increased participation.
- New durable chairs added at the Concord Senior Center for all of the rooms except the Multipurpose Rooms.
- 197 new participants and 376 Department of Human Services referrals in FY 2019 (during the first 6 months).
- For the fourth consecutive year, hosted the annual NC Senior Games State Finals Pickleball Tournament with over 940 participations by players from across North Carolina; over 80 volunteers and staff provided more than 850 hours of assistance at a value of over \$21,400; the event has again been scheduled for FY 2019 and FY 2020 in Cabarrus County.
- Hosted the 2-day NC Senior Games Local Coordinator's Association Conference and the Silver Arts workshop for more than 80 staff and volunteers.
- Added a cement walkway in front of the fire door at Mt. Pleasant Senior Center.
- Developed the Senior Center Ambassador Program to aid in promoting programs, events and service information.
- Collaborated with Communications and Outreach to continue the three new publications: *Outlook* (monthly), *Session Guide* (8/year) and *Journeys* (3 times/year), as well as information distribution on Active Calendar and Facebook.

Active Living & Parks – Senior Centers

- Partnership continues with:
 - Department of Human Services (DHS) to provide service access and Seniors Health Insurance Information Program (SHIIP) open enrollment.
 - American Association of Retired Persons (AARP) for Title V job training and tax preparation services.
 - Area Agency on Aging to provide evidence-based health promotion programs.
- Cabarrus Senior Games experienced a 12% increase in participation during 2018 versus 2017.
- 3% increase in programs in the first 6 months of FY 2019 (53 additional programs).
- 3% increase in participations in the first 6 months of FY 2019.
- 15% increase in volunteer hours in the first 6 months of FY 2019 (396 additional hours - \$10,000).
- 13% increase in Fitness Center Orientation in the first 6 months of FY 2019.
- 10% increase in Computer Lab and Classes in the first 6 months of FY 2019.
- Employee Highlights
 - Susan Donaldson presented at the NC Senior Games Local Coordinator's Association Conference about using leagues, clinics, tournaments, club play and more to grow the local Senior Games.
 - Katie Plummer attended the Ann Johnson Institute for Senior Center Management. She has completed five of the six modules (3 year certification).
 - Michael Dorsey attended North Carolina Recreation and Park Association's Athletic Directors Workshop.

CHALLENGES & TRENDS:

- Enhancing awareness of cultural diversity among staff and participants with services/opportunities like: Dance Festivals, Ambassadors Program, etc.
- Engaging adults of various ages, abilities and cultures in the programs of the Senior Centers.
- By 2036, the number of persons 60+ is projected to exceed the number of persons 17 and under.
- Dispelling misconceptions around senior centers and the name "senior".
- Engaging the growing number of older adults, determining wants/needs and adapting/improving current programs to meet these needs and continuously adapting to meet changing needs and interests of all older adults and adults with disabilities.
- Educating aging population about use of technology to access information while continuing to provide 'traditional' methods of information dissemination for those without access to technology.
- Targeting adults of all ages with wellness programs through the parks.
- Expanding Senior Centers in response to rapidly growing older adult population. Future senior centers will need more space for active programs (i.e. fitness, dance, exercise equipment and aquatic activity).
- Older adults are living longer, while the Baby Boomers continue to age; Baby Boomers tend to demand more services and assistance versus their older counterparts, who tend to rely on themselves and their family for care.
- Creating an environment that looks and feels less 'institutional' and more attractive to older adults, particularly Baby Boomers - along with exceeding ADA requirements.
- Implementing programs to increase participation at the Senior Center in Mt. Pleasant with limited space and resources available.
- Keeping facilities clean/maintained with only one custodian.

Active Living & Parks – Senior Centers

BUDGET HIGHLIGHTS & CHANGES:

- Full Time Program Assistant position to aid in evening programs/events and offsite wellness programs.
- Travel Bus requested to expand services for Senior Games, Travel Club, Wellness initiatives, offsite performances, summer camps, day camps, field trips, ALP Commission/Advisory Council site visits and ALP staff travel across the state for meetings/conferences.
- Increased budget to expand special event offerings.
- Request upgraded software for registration in centers (ITS).

BUDGET SUMMARY:

	ACTUAL FY 2018	AMENDED FY 2019	ADOPTED FY 2020	% CHANGE FY 2019 to FY 2020
EXPENDITURES				
Personnel Services	\$ 430,056	\$ 465,766	\$ 536,693	8.30%
Operations	202,339	246,952	253,393	22.05%
Capital Outlay	4,347	-	-	-
Total Expense	\$ 636,742	\$ 712,718	\$ 790,086	11.93%
REVENUES				
Intergovernmental	\$ 97,085	\$ 96,650	\$ 96,650	-
Sales & Services	182,284	221,391	195,298	-11.79%
Miscellaneous	4,680	4,680	5,265	12.50%
Total Revenue	\$ 284,049	\$ 322,721	\$ 297,213	-7.90%
STAFFING				
FTE Positions	6.65	6.65	6.65	-

PERFORMANCE SUMMARY:

County-Wide Goals Supported:

- Preserve and enhance the quality of life by addressing growth with sound public policies that sustain resources, provide high quality services and fun infrastructure needs.
- Use resources wisely and responsibly by protecting assets, minimizing risk, creating partnerships and using technology to maximize the value of County investments, expenditures, and services.

Program Goal: Enhance quality of life for older adults and adults with disabilities.

Program Strategies:

- Provide organized, safe, effective and well-attended programs and events.
- Provide fitness assessments to monitor lifestyle changes and maintenance.
- Provide training opportunities for staff to obtain/maintain certifications.

Active Living & Parks – Senior Centers

MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
# of programs offered	3,760	3,775	3,800
# of program participants	66,180	71,677	72,000
# of health assessments*	35	43	50
% of health improvements demonstrated through fitness assessments*	65%	66%	67%
% of customers satisfied with program experiences*	100%	100%	100%
% of customers who believe Senior Center programs enhance wellbeing*	100%	100%	100%
# of program staff with NC Senior Center Management Certification	2	2	3

*Health Assessment Form

Program Goal: Provide safe, clean facilities and amenities to maintain and restore the well-being of older adults and adults with disabilities.

Program Strategies:

- Conduct regular inspections of facilities and equipment weekly to ensure safety.
- Utilize work system with Infrastructure and Asset Management as needed to ensure appropriate maintenance and repair.

MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
# of inspections completed weekly	52	52	52
# of accidents reported	11	10	0
% of customers who believe Senior Center facilities/programs are safe	100%	100%	100%

*Senior Center Satisfaction Survey

Program Goal: Support community connections and use resources wisely and responsibly to maximize the value of the Senior Centers.

Program Strategies:

- Utilize volunteers to enhance/implement programs and supplement staff resources.
- Create and maintain partnerships with community agencies.
- Market programs through various media, increasing new participants.

Active Living & Parks – Senior Centers

MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
# of volunteer hours provided to Cabarrus County	6,259	5,644	6,075
Estimated value of volunteer hours provided to Cabarrus County (\$24.69 per hour - 2018)	\$154,534	\$139,342	\$150,000
# of agencies and community partners benefitting Senior Center programs	108	113	115
% of customers under the age of 65 who are new to the Cabarrus County Senior Centers	48%	50%	51%
# of Facebook "Reaches"	166,901	319,739	320,000
# of Facebook "Likes"	2,358	3,059	3,500
# of Facebook posts by Department staff	316	299	325

DEPARTMENT CONTACT:

Name: Londa Strong

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Phone: 704-920-3354

Library System

MISSION:

Connecting Cabarrus County citizens with information and resources that educate, enrich and empower.

MANDATE:

Although public library service is not mandated, in order to be eligible to receive funds, resources and services from the State Library of NC, the qualifications laid out in 07 NCAC 02I .0201 must be met.

OVERVIEW:

The library system consists of five libraries in Concord, Harrisburg, Kannapolis, Midland and Mt Pleasant. The libraries offer print books, digital materials and audio-visual items for checkout. Services include research and Reader's Advisory assistance, literacy development, public technology (including computers, educational tablets and Internet access), online database access and programs for families, children, teens and adults. Library services are available onsite and at various outreach points throughout the county.

MAJOR ACCOMPLISHMENTS:

- The Midland branch opened in February 2019.
- The library system was awarded a Library Services and Technology Act (LSTA) grant through the State Library of North Carolina to conduct strategic planning with the aid of a consultant.

CHALLENGES & TRENDS:

- Residents of the western areas of Cabarrus County continue to request services and a library branch that is convenient to the 28027 zip code and surrounding neighborhoods.
- All library facilities are at, or fast-approaching, the limit of space available, with the Harrisburg and Mt. Pleasant branches in the greatest need.
- The Cabarrus Literacy Council was unable to contribute funding for literacy services in FY 2019, decreasing overall revenue.

BUDGET HIGHLIGHTS & CHANGES

- The opening of the Midland library occurred in February 2019, creating a permanent increase in budget for FY 2020 and future budgets. A one-time donation of \$100,000 was made by the Cannon Foundation for the starting day collection.
- With an expanding system and growing community, one new position is being requested as part of an internal restructuring that would allow a management position to take on more administrative duties and act as a deputy director in the absence of the Library Director.
- Six part-time positions in the Concord library are requested to increase from 16 hours per week to 20 hours per week in an effort to increase staff presence and performance at the Concord library, for both security purposes and productivity efforts.

Library System

BUDGET SUMMARY:

	ACTUAL FY 2018	AMENDED FY 2019	ADOPTED FY 2020	% CHANGE FY 2019 to FY 2020
EXPENDITURES				
Personnel Services	\$ 2,477,559	\$ 2,748,598	\$ 2,862,889	4.16%
Operations	594,860	661,516	705,477	6.65%
Capital Outlay	14,700	-	-	-
Total Expense	\$ 3,087,119	\$ 3,410,114	\$ 3,568,366	4.64%
REVENUES				
Intergovernmental	\$ 203,864	\$ 226,446	\$ 195,541	-13.65%
Sales & Services	144,647	108,000	120,000	11.11%
Miscellaneous	215,200	245,000	250,000	2.04%
Other Fin Sources	-	6,925	-	-100.00%
Total Revenue	\$ 563,711	\$ 586,371	\$ 565,541	-3.55%
STAFFING				
FTE Positions	46.40	51.60	51.60	-

PERFORMANCE SUMMARY:

County-wide Goals Supported:

- Preserve and enhance the quality of life through public policy that promotes cross-jurisdictional collaboration, encourages growth while balancing its impacts and looks ahead to preserve quality of life.
- Support community connections through purposeful and strategic communication, enhanced education, active community participation and increased access to and utilization of services.

Program Goal: Provide collections and access to materials and technology, which Cabarrus County citizens view as vital components of education and lifelong learning in the community.

Program Strategies:

- Develop collections through demand, popularity and relevance and maintain diverse materials for access across a variety of platforms (print, digital, etc.)
- Provide access to reliable and current technology that allows the public to pursue modern methods of communication and education and results in high levels of satisfaction among library users.
- Encourage digital literacy through instructional classes, workshops and one-on-one sessions that teach the use of various software, hardware and electronic resources.

Library System

MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
Total # of items circulated	812,539	847,974	850,000
% of respondents reporting high levels of satisfaction with library collections	81%	N/A*	95%
# of non-print materials circulated	142,777	153,395	150,000
% of respondents reporting high levels of satisfaction with e-Resources/digital collections	83%	N/A*	90%
# of workshops or classes held to promote digital literacy	164	127	150
% of respondents reporting high levels of satisfaction with access to technology (hardware, Wi-Fi, etc.)	86%	N/A*	90%

*Question not asked in FY 2019 Community Survey.

Program Goal: Connect library patrons to information and resources for literacy and empowering life skills through engaging programs and quality services.

Program Strategies:

- Provide specialized literacy services for children through implementing “Every Child Ready to Read” methods during programs.
- Administer high-interest programs for teens and adults on topics that introduce new skills and knowledge.
- Produce an exciting annual Summer Reading program for all ages that highlights literacy and a love of reading.
- Continue to work with Cabarrus Literacy Council to provide literacy services to adult learners, including finding new ways to recruit volunteer tutors and students, as well as support literacy programs at the Cabarrus County Detention Center.

MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
Total # of programs offered	2,798	2,816	3,000
Total # in program attendance	77,568	67,308	80,000
% of respondents reporting high levels of satisfaction with programs (all ages)*	76%	N/A*	90%
# of adult students supported by literacy services, including one-on-one tutoring and community classes	137	162	170
# of literacy programs offered in the Cabarrus County Detention Center	8	9	9

*Question not asked in FY 2019 Community Survey.

Library System

Program Goal: Continue to promote literacy and lifelong learning through outreach, community engagement and a customer-service oriented staff.

Program Strategies:

- Partner with community organizations, schools and businesses to create awareness of library programs and services.
- Cross-train staff across internal departments to provide the best possible customer service.
- Provide homebound and satellite services to extend resources to immobile citizens and underserved areas.
- Ensure library staff remain knowledgeable on current services and best practices through regular opportunities for training and professional development.
- Maintain excellence in service through commitment to a customer-focused culture.

MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
Total # of outreach programs held	372	205	300
% of respondents reporting library staff as helpful*	91%	N/A*	95%
Satisfaction with customer services provided at libraries	90%	92%	95%
Total # of visits (door count) of all libraries	369,378	370,099	400,000
Total # of cardholders	91,195	101,744	100,000

*Question not asked in FY 2019 Community Survey.

DEPARTMENT CONTACT:

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Cabarrus Arena & Events Center

MISSION:

To provide a safe, clean, versatile and user-friendly facility that supports a broad range of entertainment, cultural, educational and informational events which promote the community and provide economic opportunities within Cabarrus County.

OVERVIEW:

As a unique venue in the region, the Cabarrus Arena & Events Center complex offers a combined 140,000 square feet of meeting and exhibit space, a seating capacity of 5,500 people in the Arena and ten acres of outdoor festival and exhibit space. The venue has the infrastructure necessary to host musical and theatrical performances, consumer shows, sporting events, formal banquets, outdoor festivals and agricultural events.

The Cabarrus Arena & Events Center is managed by SMG, a private facility management company operating similar industry-leading facilities worldwide. SMG's responsibilities cover all operational aspects of the facility, including managing daily operations, marketing the facility, providing food and beverage service for all events and routine building and grounds maintenance.

MAJOR ACCOMPLISHMENTS:

- Facility use increased 15% over the previous fiscal year.
- Increased employee roster by one full-time and twenty-five part-time, as-needed employees to better serve events and bring some event-day contracted services in-house.
- Established a relationship with a new concert promoter and successfully completed the venue's first co-promoted event.
- Leveraged the venue's reputation for excellent food and beverage service to attract several large social events.
- Cooperation with community partners continues to improve and reflected in a 25% increase in events hosted by community partners at the venue.
- Maintained customer service and client satisfaction levels during a period of employee turnover in key positions and a rapid increase in the number of events taking place at the venue.
- Revenue and profitability trends continue to improve each year.
- \$695,297 of in-kind contributions provided to community partners and non-profit organizations holding events at Cabarrus Arena.
- Eighteen non-profit groups earned a combined \$30,000 through fundraising opportunities offered by Cabarrus Arena & Events Center.
- Implemented a Security and Emergency Management Plan to better respond to contingencies and emergency situations affecting the venue.

Cabarrus Arena & Events Center

STATISTICS	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL
Attendance	296,393	305,259	296,790	269,790**
Number of Events	137	161	171	201
Facility Use Days*	272	262	268	398
Number of Full-Time Employees	11	11	11	12
Number of Part-Time Employees	97	101	101	125

*This measurement was "Event Days" before 2019 and only included days during which event activities were open to guests. Facility Use Days includes setup/teardown days and is a more accurate representation of venue activity. Measurements for 2018 and prior should be increased 10% to more accurately compare 2019 and forward.

**Attendance for the 2019 Cabarrus County Fair was dramatically effected by a hurricane.

CHALLENGES & TRENDS:

- Weak demand for major mid-week events due to the geographic location of the venue and the lack of nearby hotels.
- The existing full-time staffing model will prove inadequate if the current rate of event growth and administrative requirements continues beyond FY 2020.
- The local market is saturated with direct competitors, most of whom have a competitive advantage because of their location. The most effective strategy to overcome this disadvantage has been through an aggressive fee structure, providing exceptional customer service and leveraging the versatility of the complex. This has proven successful as the event schedule for the next two years allows little room for adding new events requiring weekend dates. Balancing loyalty to legacy events and bottom-line profitability will be challenging in the next few years.
- Repair and maintenance expenses continue to increase as the facility has been in service for over fifteen years.
- Interest in sponsorship and advertising sales has improved but will be a minimal source of revenue.
- Future revenue growth will likely be modest and generated from incremental growth in ancillary revenue streams such as parking fees and concessions.
- A few legacy events have ceased operations creating open weekend dates on the event calendar which may lead to future revenue growth.

BUDGET HIGHLIGHTS & CHANGES:

- Revenue is budgeted conservatively to reflect the lack of weekend date availability during much of the year and the speculative nature of forecasting event activity more than a year in the future.
- There are no personnel/positions changes in FY 2020.
- The addition of .5 FTE to create a hybrid Event & Marketing Coordinator position in FY 2019 has had a positive effect in both the sales/marketing and event management workload with some benefit in driving ancillary revenue through event marketing efforts. Additional ancillary revenue gains can likely be made with an additional .5 FTE, but this increase will be deferred until FY 2021.
- Repair and maintenance budgets are increased due to the age of the facility and equipment.

Cabarrus Arena & Events Center

BUDGET SUMMARY:

	ACTUAL FY 2018	AMENDED FY 2019	ADOPTED FY 2020	% CHANGE FY 2019 to FY 2020
EXPENDITURES				
Operations	\$ 811,232	\$ 1,102,993	\$ 946,729	-14.17%
Capital Outlay	-	-	68,884	100.00%
Visitor Related Events	10,000	10,000	10,000	-
Total Expense	\$ 821,232	\$ 1,112,993	\$ 1,025,613	-7.85%
REVENUES				
Investment Earnings	\$ 15	\$ -	\$ -	-
Other Financial Sources	979,754	1,102,993	1,015,613	-7.92%
Total Revenue	\$ 979,769	\$ 1,102,993	\$ 1,015,613	-7.92%

PERFORMANCE SUMMARY:

County-wide Goals Supported:

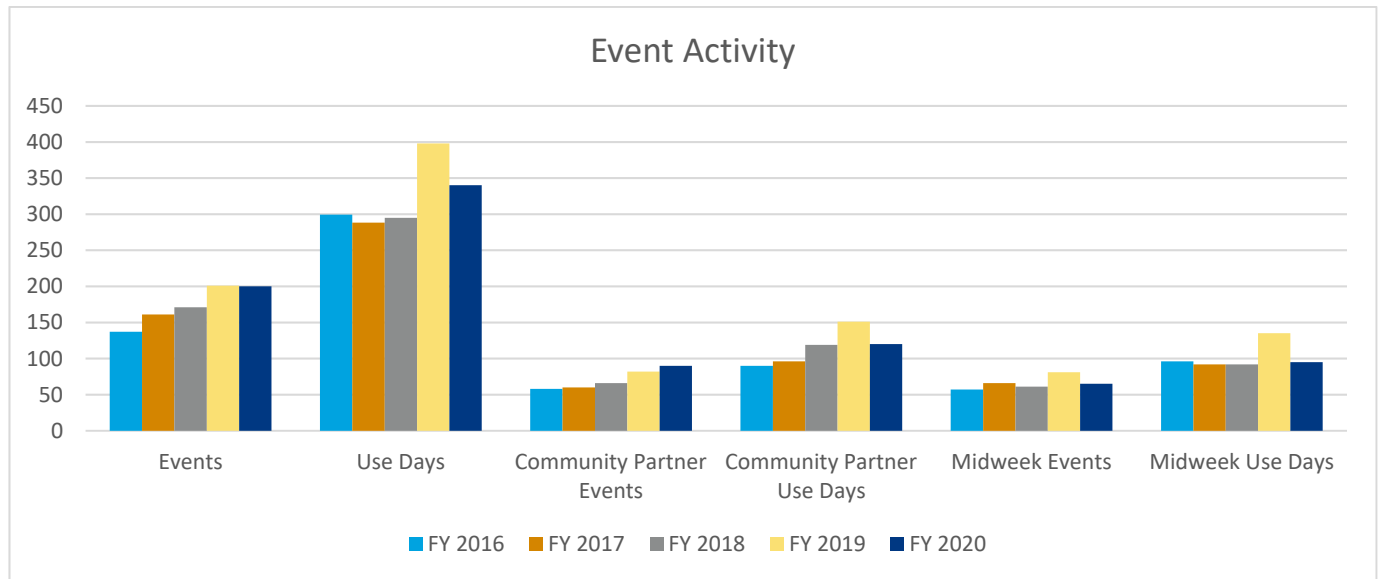
- Preserve and enhance the quality of life through public policy that promotes cross-jurisdictional collaboration, encourages growth while balancing its impact and looks ahead to preserve quality of life.
- Use resources wisely by seeking to collaborate services, share costs, minimize risk and protect county assets and investments.
- Support community connections through purposeful and strategic communication, enhanced education, active community participation, and increased access to and utilization of services.

Program Goal: Increase usage of the Cabarrus Arena & Events Center complex.

Program Strategies:

- Work with the Cabarrus County Convention and Visitors Bureau, SMG, Cabarrus County and other stakeholders in the general promotion and sales of the facility.
- Continuation of a targeted marketing plan consisting of social media, traditional advertising, increased internet presence and redesigned sales materials.
- Continue providing a level of service that entices show owners/producers to hold events at Cabarrus Arena & Events Center.
- Market Cabarrus Arena & Events Center as a viable venue for governmental, charitable, non-profit and community events.
- Partner with the developer of a potential hotel to be built near the venue to provide services that will allow the venue and hotel together to function similar to a convention center.
- Recruit new events to fill midweek and off-peak voids in the event calendar.
- Continue limited co-promotion of events.
- Introduce a small number of self-promoted events if event calendar, profit potential, and staffing level can support doing so.

Cabarrus Arena & Events Center



MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
Total # of individual events and use days*	171 events 268 use days	201 events 398 use days	200 events 340 use days
# of individual events and use days for community partners and non-profit organizations	66 events 119 use days	82 events 151 use days	90 events 120 use days
# of individual midweek events and use days	61 events 92 use days	81 events 135 use days	65 events 95 use days
# of referrals, inquiries and joint sales calls from CVB, SMG, Cabarrus County and other stakeholders	23	47	45
Client surveys indicating Excellent overall rating of the facility or would recommend the facility	100%	99%	100%

*This measurement was "Event Days" before 2019 and only included days during which event activities were open to guests. Facility Use Days includes setup/teardown days and is a more accurate representation of venue activity. Measurements for 2018 and prior should be increased 10% to more accurately compare 2019 and forward.

Program Goal: Reduce the operating subsidy from Cabarrus County's General Fund.

Program Strategies:

- Minimize energy cost through new technology and replacement of inefficient equipment.
- Use part-time SMG employees for routine maintenance tasks to extend the useful life of equipment and assets within a scope, scale and quality of work acceptable to Cabarrus County Infrastructure and Asset Management.
- Bring some contracted services in-house to increase event profitability for the venue.
- Maximize event profit margins while maintaining a pricing structure that is attractive to clients and patrons.

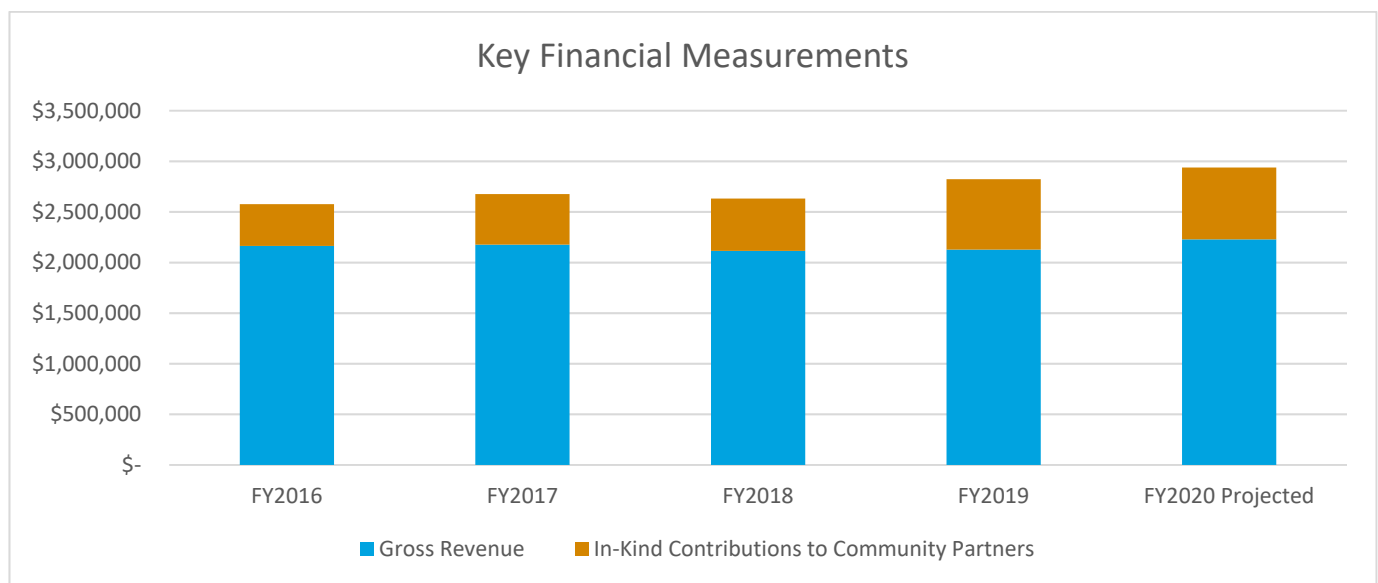
MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
Energy expense per use day	\$1,064	\$786	\$900

Cabarrus Arena & Events Center

Program Goal: Increase gross revenue at the facility.

Program Strategies:

- Solicit low profit margin mid-week events to generate additional revenue.
- Increase ancillary and non-event revenue while maintaining a pricing structure that is attractive to clients and patrons.
- Introduce self-promoted events as a long-term revenue generator for the facility.
- Continue limited co-promotion of events.
- Generate sponsorship and advertising revenue or use trades to lower operational expenses.
- Expanding the venue's planning role in an existing event in FY2019 with plans for the event to become a co-promoted or self-promoted event in FY2020.



MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
Total gross revenue	\$2,113,969	\$2,275,271	\$2,228,636
Gross event revenue	\$2,084,890	\$2,231,686	\$2,172,636
Non-event revenue	\$29,079	\$43,585	\$56,500
Sponsorship/advertising revenue and trades	\$2,500	\$3,000	\$17,500

Program Goal: Serve the community as a good corporate citizen.

Program Strategies:

- Provide discounted rates for charitable, non-profit, community and governmental events, especially for mid-week events.
- Aggressively recruit and employ individuals with disabilities.
- Maintain a presence with various civic organization and charitable agencies.

Cabarrus Arena & Events Center

MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
# of civic groups participating in fundraising at Cabarrus Arena	20	18	20
Funds raised by civic groups through work at Cabarrus Arena	\$39,629	\$14,478	\$35,000
Discounts and in-kind contributions community partners and non-profit organizations	\$517,996	\$785,273	\$710,000
# of hours worked by employees with disabilities	4,932	4,549	3,500

DEPARTMENT CONTACT:

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Phone: 704-920-3986

Fair

MISSION:

To provide a safe, affordable, family and fun-filled experience through educational and agricultural exhibits, amusement rides, participative programs, cuisine and grounds entertainment for all citizens.

OVERVIEW:

This program is responsible for managing and operating all aspects of the Cabarrus County Agricultural Fair. The Cabarrus County Agricultural Fair was organized in 1953. For forty-nine years the fairs were held at the intersection of Cabarrus Avenue and Union Cemetery Road. In December 2000, the Cabarrus County Board of Commissioners agreed to assume responsibility for managing the annual fair in exchange for ownership of the original fairgrounds. The county purchased a 70-acre parcel located at Highway 49 and Old Airport Road in Concord; and in June 2001, ground was broken on the Cabarrus Arena and Events Center. The 50th Annual Cabarrus County Fair was held at the new facility in 2001 and the fair celebrated its 66th anniversary in 2018. Fair participation has gained steadily over the last fifteen years.

MAJOR ACCOMPLISHMENTS:

- Received seventeen 2018 International Awards from the International Association of Agricultural Fairs and Expos (IAFE). Since 2012 the Cabarrus County Fair has received well over 100 international recognitions.
- Received three 2018 Award Recognitions from the North Carolina Association of Agricultural Fairs (NCAOAF) and the North Carolina Department of Agriculture.
- 10,491 pounds of food were collected and donated to Cabarrus County food pantries during the canned food drive on Sunday, September 9, 2018.

CHALLENGES & TRENDS:

- Economic climate.
- Weather impacting attendance (i.e. heat and threatening storms in the region).
- Patrons increasingly utilize the free or discounted admission days.
- Week-day attendance continues to trend significantly lower than weekend daily attendance numbers.

BUDGET HIGHLIGHTS & CHANGES:

- With rising costs of labor, supplies and equipment, in addition to potential weather impacts and risks, a slight increase in ticket prices are reflected in gate receipts and carnival receipts revenue lines in order to cover necessary expenses. Ticket prices have not been increased in over 20 years, even as the costs to operate steadily increase each year. Ticket Price Changes for FY 2020 are as follows:
 - Ride Wristband \$25.00 (\$5.00 increase),
 - Gate Entry Ages 12 and over: \$8.00 (\$0.50 increase),
 - Military ID and over 55 years of age: \$5.00 (\$0.35 decrease),
 - Child Ages 6-11: \$5.00 (\$1.75 increase).
- The advance discount ticket sales program was evaluated for return on investment. With an average of less than 6% of overall sales coming from that promotion and the tremendous resources being put into the program, a new special discounted day at the fair will now offer the same discounts in place of offering advance discount ticket sales. This should garner more patron participation, assist in freeing up key resources, increase attendance on a historically lower attended day and result in additional revenue for the Fair to offset expenses.

Fair

- The projections continue to remain realistic and conservative due to the current economy and the potential of weather challenges during fair time.

BUDGET SUMMARY:

	ACTUAL FY 2018	AMENDED FY 2019	ADOPTED FY 2020	% CHANGE FY 2019 to FY 2020
EXPENDITURES				
Personnel Services	\$ 119,305	\$ 137,197	\$ 142,198	3.65%
Operations	425,616	477,959	564,069	18.02%
Total Expense	\$ 544,921	\$ 615,156	\$ 706,267	14.81%
REVENUES				
Sales & Services	\$ 530,721	\$ 594,000	\$ 677,150	14.00%
Invest. Earnings	17,604	4,156	14,117	239.68%
Miscellaneous	9,665	17,000	15,000	-11.76%
Total Revenue	\$ 557,990	\$ 615,156	\$ 706,267	14.81%
STAFFING				
FTE Positions	1.67	1.67	1.67	-

PERFORMANCE SUMMARY:

County-wide Goals Supported:

- Preserve and enhance the quality of life through public policy that promotes cross-jurisdictional collaboration, encourages growth while balancing its impacts and looks ahead to preserve quality of life.
- Use resources wisely by seeking to collaborate services, share costs, minimize risk and protect county assets and investments.

Program Goal: To educate and promote agriculture, industry and youth through community involvement; to motivate, develop and recognize the leaders of today and tomorrow through competitive entries and wholesome activities, while generating revenues that are sufficient to fund the expenditures that are required to provide for a safe and memorable fair.

Program Strategies:

- Increase gate and carnival sales revenues on historically lower attended days.
- Continue to retain and grow fair attendance.
- Market the fair through various advertising mediums with the most return on investment (ROI).
- Evaluate the most return the fair receives from each of the current marketing methods resulting in ticket sales and attendance. Additionally, reviewing existing low ROI and replacing those with new opportunities with more potential for growth.

Fair

MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
# of fair patrons	70,060*	37,652**	80,000
Revenue from advance carnival sales	\$39,765	\$49,790	N/A
Revenue from advance gate sales	\$13,633	\$18,395	N/A
Gate revenue from new Discount Night (Monday 9/9/19)	N/A (Closed due to weather)	\$7,470	\$14,000
Carnival revenue from new Discount Night (Monday 9/9/19)	N/A (Closed due to weather)	\$3,951	\$10,000

*2017 Fair Attendance decrease due to rain and wind impacts from Hurricane Irma and the Fair being closed 9/11, as a result.

**2018 Fair Attendance decrease due to impending Hurricane Florence and the Fair closing 3 days early, as a result.

Program Goal: Continue to provide a safe and fun environment for fair patrons.

Program Strategies:

- Proactively work with local and state agencies to limit safety incidents.
- Provide family oriented events for the citizens of Cabarrus County and throughout the region.
- Promote agriculture in Cabarrus County.
- Provide educational and practical opportunities for adults and children while engaging in agricultural related activities.

MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
# of safety-related incidents during the fair	0	0	0
% satisfied from customer satisfaction surveys	98%	97%	80%

Program Goal: Maintain the strong participation number of fair exhibitors, entries (i.e. livestock, education/competitive exhibits, contest participants, etc.) and patrons to encourage community participation and to provide entertaining, educational opportunities.

Program Strategy:

- Work effectively with the Carnival Company (rides and games), vendors, volunteers and staff to ensure a memorable experience that provides exceptional customer service to patrons that also entices them to return next year.
- Offer opportunities for free gate entry to encourage participation of all citizens.
- Promote agribusiness by hosting classes from Cabarrus County Schools.
- Encourage participation in the canned food drive by allowing free entry.

Fair

MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
# of exhibitors entering items into the fair (participants)	737	679	750
# of individual entries (items) submitted into the fair	3,241	3,112	3,500
# of free gate entries	27,807	16,722*	29,000
# of 6 th grade agribusiness school days student participation	2,750	2,750	2,750
# of pounds of food donated to local pantries through the Fair's canned food drive	15,078	10,491	13,000
% of patrons planning on returning to the fair next year from customer surveys	99%	97%	80%

*2018 Fair Attendance decrease due to impending Hurricane Florence and the Fair closing 3 days early, as a result.

Program Goal: Continue to maintain and increase sponsorship revenues and offset fair expenses through in-kind partnership while providing partners with marketing opportunities to approximately 80,000 patrons.

Program Strategy:

- Focus on creatively reaching out to community businesses to tailor mutually beneficial individualized agreements that have the potential to offset fair expenses and/or increase revenues.

MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
In-kind/trade sponsorships for cost savings of expense and local opportunities	\$17,590	\$18,200	\$18,000
Monetary sponsorships to increase revenues and local business opportunities	\$1,275	\$1,625	\$2,500

DEPARTMENT CONTACT:

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Other Cultural and Recreational

DESCRIPTION

This program funds non-profits and other government agencies that provide public services to complement or fill a gap in the array of services provided by the County.

Cabarrus Arts Council, Inc.

In the early 1980s, the Board of Commissioners selected the Cabarrus Arts Council (CAC) as Cabarrus County's Local Distributing Agency (now called Designated County Partner). As such, it operates the NC 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.

BUDGET SUMMARY:

	ACTUAL FY 2018	AMENDED FY 2019	ADOPTED FY 2020	% CHANGE FY 2019 to FY 2020
EXPENDITURES				
CAC Operations	\$26,000	\$26,000	\$26,000	-
Total Expense	\$26,000	\$26,000	\$26,000	-
REVENUES				
Total Revenue	\$ -	\$ -	\$ -	-

Sheriff's Office

MISSION:

Public Service through professionalism and integrity.

MANDATE:

Law Enforcement Service is mandated by the North Carolina Constitution and North Carolina General Statute 62. The level of service is not mandated.

OVERVIEW:

The Cabarrus County Sheriff's Office is a full service law enforcement organization. In addition to primary law enforcement services rendered to citizens outside the corporate limits of Concord and Kannapolis, the Sheriff's Office provides law enforcement and public safety efforts throughout all of Cabarrus County. In addition, the Sheriff's Office currently contract out services to provide all law enforcement to the Towns of Harrisburg, Mt Pleasant, and Midland.

According to the U.S. Census Bureau, Cabarrus County has a geographical area of approximately 364 square miles and a population of approximately 206,872. The Concord and Kannapolis Police Departments, combined, provide primary law enforcement responses to over 130,000 (92,100 / CPD, 38,500 / KPD) people who reside in a total geographical area of 86 square miles in Cabarrus County. This leaves about 77,000 people scattered out over 278 square miles, for which the Sheriff's Office provides all law enforcement services.

In addition to responsibilities normally recognized as law enforcement duties, the Sheriff is responsible for the courts and courthouse security (i.e. bailiffs), security for County government facilities, transportation of prisoners to state prison units, transportation of involuntarily committed mental patients to regional mental hospitals and return to their place of residence upon release. The Sheriff is also responsible for the service of all civil processes countywide which includes: domestic violence orders, juvenile petitions, and summons.

Within the Sheriff's Office, there are 15 divisions: Patrol, Community Police, Criminal Investigations, Crime Scene, Communications, Training, Records, Civil, Youth Development, Jail, Courthouse Security, Governmental Security, Animal Control, Animal Shelter, and 911 Operations. The Sheriff's Office also includes 13 specialty units: Special Response Team (SRT), Negotiators, Bomb Squad, Vice Narcotics, K-9's, Clandestine Drug Lab Team, Special Vehicle Response Team (SVRT), Sex Offenders Registry, Crime Prevention, Project SAFE Cabarrus, Polygraphist, Motor Unit and Honor Guard. The 353 employees of the Sheriff's Office include 206 sworn Deputies, 104 Detention Officers and 40 Civilians. The Sheriff has numerous statutorily assigned duties.

MAJOR ACCOMPLISHMENTS:

- **Crime Index** – Cabarrus County's crime index numbers for violent crime and property crime for 2018, according to the FBI's Uniform Crime Report, was lower than the previous year. In comparison to twenty other counties in North Carolina of similar size in population, Cabarrus County had the lowest crime rate out of all twenty counties.
- **Commitment to Excellence** - The Cabarrus County Sheriff's Office's commitment to excellence is exemplified by officers through conduct and service in the line of duty.
- **Leadership** - We serve as a leader for other agencies as many model their programs initiated by the Cabarrus County Sheriff's Office.
- **Professionalism** – Professionalism is embodied by Officers and Staff in daily interactions with citizens, businesses and other governmental entities.

Sheriff's Office

- **Grants** – The Sheriff's Office diligently seek and consistently receive grants that are utilized to support department programs and services.
- **Team Work** – We function as a highly trained team with focus on appropriate training to prepare officers as future leaders.
- **Communication** – Open lines of communication have resulted in increased understanding, enhanced employee morale, highly developed ideas, and improved outcomes.
- **Creation of new Governmental Services Division** – In order to provide enhanced public safety services for Cabarrus County Governmental facilities, the Governmental Services Division of the Sheriff's Office has been created.

CHALLENGES & TRENDS:

- **Increasing Officer Safety** -- We continue to focus on officer safety through extensive education, training, and practice. Our vigilance in preparing officers for duty in the field is evidenced by the numerous hours our officers spend in the classroom, at the range, in scenario training and shadowing experienced officers.
- **Increasing Public Trust** – Relationships are key. As we solidify current relationships, we continue to create new partnerships within our community. Public input on services provided to the community can be key in enhancing public trust.
- **Opioid Epidemic** - As heroin becomes cheaper and more readily available, use among our youth and young adults has escalated to epidemic proportions. Heroin is highly addictive. The average heroin addict nationwide is 18-25 years old, white, middle class, and living in the suburbs. Subsequently, we continue to track and monitor local overdoses from opioids including prescription drugs and heroin, notably Fentanyl-laced drugs. Overdose: white (90%) male (63%) ages 25-54 (75%) The Sheriff's Office in cooperation with Emergency Management, Police Departments, Cabarrus Health Alliance and County Leadership are working collaboratively to address this epidemic and find a solution. Cabarrus County Sheriff's Office has also joined forces with state and federal drug task force initiatives.
- **Workforce Development and Retention**– Recruiting top quality officers is a priority for the Cabarrus County Sheriff's Office. The ongoing need of the department to attract, recruit and retain dedicated, motivated and responsible individuals remains a challenge. Improvement in the department pay scale has occurred with the market study and the implementation of the Career Development Program, but more seasoned employees have fallen behind market rates and are often close in pay to newer employees. In the 2020 budget, it is imperative to consider an internal pay compression study, Although the County budget has provided 2.5% merit raises for the past few years, combined with Cost of Living Adjustments, this is not enough. Employees have accepted these challenges without any loss of dedication to their jobs. However, employee morale around pay compression is a problem. With personal financial resources declining, seasoned officers have left the department for more lucrative employment with Charlotte law enforcement or in the private sector, deciding to give up law enforcement as a career all together. Along with the concern of the well-being of our officers, there is also the concern that these losses may threaten quality of services for our citizens. As we continue to compete with local agencies in the employment market; salary and benefits will often be the deciding factor in recruiting and retaining top quality officers. Therefore we must keep salaries competitive, and make merit raises and COLAs a top priority for this budget year.
- **Technology** – Advancements in technology create the need for additional and ongoing training and the need to have the most up-to-date equipment and software. Tracking cyber activity and processing cyber evidence requires maintaining the most advanced level of knowledge and technology. This year the Criminal Investigations Division has partnered with Emergency Management, Radio Tower operations and the Bomb Squad to purchase a drone which will be utilized for criminal investigations, event observation, people searches, crash investigations, radio tower inspections and identifying illegal dumping.

Sheriff's Office

BUDGET HIGHLIGHTS & CHANGES:

- **Capital outlay:**
 - To be utilized for the replacement of department vehicles that have reached the end of their useful life as police vehicles.
 - Also included in the vehicles to be replaced is a 2006 BMW Motorcycle for traffic control.
 - For an additional Utility Task Vehicle for the Special Vehicle Response Team (SVRT) for use at Speedway events and search and rescue.
 - Additional capital purchases will include a Hurds Thermal Unit, for destruction of explosives and mobile and portable Bomb Squad equipment.
- **Technology** - New technology requests for Vice Narcotics and Criminal Investigations; new software is needed to further enhance surveillance capabilities at mass gatherings to monitor potential threats. Utilizing Smart and Interactive technology, in audio and video interviewing and remote monitoring. Also included in advanced technology purchases will be an Infrared Camera and Laser for Crime Scene Mapping Crash Reconstruction Data.
- **Training tools** - Replacing training tools for the Special Response Team.
- **Equipment** - Replacing equipment for Civil, Patrol, Crime Scene, Governmental Security, Bomb Squad, Motor Unit, Honor Guard and Special Response Team.
- **School Resource Officers** - Sheriff's Deputies serve as School Resource Officers (SRO) in 17 Cabarrus County Schools. Our SROs have the ability to positively affect the younger generation of our County. Our SROs work closely with the public and our communities as they serve in our schools providing a positive impression. We are requesting a second Sergeant in the Youth Development Division. A second Sergeant in the division we afford us more comprehensive supervisor with School Resource Officers spread across the County at 18 different location.
- **In-car technology** - is equipping officers to allow for more field based reporting and keeping officers in the field with continuous connection and immediate access to information for evaluating situations and enhanced decision making.
- **Additional Staff** - Request for additional Staff to meet the growing needs of our Schools with the addition of a second Sergeant over School Resource Officers for the Youth Development Division. Our staffing request also includes an Administrative Assistant for our Training Division to improve the efficiency of the hiring process and alleviate the clerical burdens on sworn officers in the Training Division.
- **In-house training** – We are training our current and future leaders with the development of an internal Leadership Academy, utilizing talent within the Sheriff's Office. More training is being performed in-house through our "Train the Trainer" Program. This training program replaces some training that has been outsourced in the past. In-house training decreases the need and expense of travel and reduces time spent out of the office. The Training Division focuses on officer safety, providing mandated training as well as offering a wide range of elective programs.
- **Grants** - Use of grants, federal asset forfeiture funds and state drug tax money allows us to reinvest money into advanced specialized services like the Bomb Squad and Special Response Team.
- **Division changes** – The K-9 Squad was moved from the Animal Control Division budget to a Specialty Unit under the Sheriff's budget. Court House Security was moved from the Detention Center budget to the Sheriff's budget as a function of the Governmental Security Division.

Sheriff's Office

BUDGET SUMMARY:

	ACTUAL FY 2018	AMENDED FY 2019	ADOPTED FY 2020	% CHANGE FY 2019 to FY 2020
EXPENDITURES				
Personnel Services	\$ 10,607,076	\$ 11,916,431	\$ 14,714,639	23.48%
Operations	1,830,943	2,008,918	2,219,568	10.49%
Capital Outlay	569,183	1,210,209	707,500	-41.54%
Total Expense	\$13,007,203	\$ 15,135,558	\$ 17,641,707	16.56%
REVENUES				
Intergovernmental	\$ 707,000	\$ 710,910	\$ 706,500	-0.62%
Permits & Fees	182,178	140,000	150,000	7.14%
Sales & Services	1,776,554	1,955,299	2,106,400	7.73%
Miscellaneous	9,030	-	-	-
Other Financial Sources	-	248,313	-	-100.00%
Total Revenue	\$ 2,674,762	\$ 3,054,522	\$ 2,962,900	-3.00%
STAFFING				
FTE Positions	172.75	175.75	175.75	-

*Management recommends that this department gain 20 total positions in FY 2020. Four, as shown above, will be new this year, and 16 of the positions will be moved from the Jail budget.

PERFORMANCE SUMMARY:

County-wide Goals Supported:

- Provide for public safety by communicating preparedness and safety awareness, responding to routine and catastrophic events and maintaining and restoring the well-being of citizens.
- Use resources wisely by seeking to collaborate services, share costs, minimize risk and protect county assets and investments.
- Support community connections through purposeful and strategic communication, enhanced education active community participation and increased access to and utilization of services.

Program Goal: Continue to address the Opioid Epidemic and reduce overdoses in our community.

Program Strategies:

- Strengthen community collaboration with elected officials, health professionals, faith community and schools.
- Hold public information forums to educate citizens on the problem and potential solutions.
- Improve Officers safety in responding to calls for services for overdoses through education and protective gear.
- Equip each officer with protective equipment to minimize exposure to dangerous substances and Narcan to neutralize exposure.
- Advocate for a drug court to address addiction as a mental health issue and not a criminal behavior.

Sheriff's Office

MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
Meetings			
Community leaders to address mental health issues and drug abuse	5	4	5
Public Forums held	8	28	10
Officer Safety			
% of officers w/protective equipment	100%	100%	100%
% of officers equipped with Narcan	100%	83%	100%

Program Goal: Improve dispatch times and set and encourage meeting goals suitable to maximize safety. Professionally manage all emergency communications obtaining all vital information to properly direct calls and provide accurate emergency information to callers and emergency responders.

Program Strategies:

- Law Enforcement emergency calls dispatched within 90 seconds.
- Non-emergency calls dispatched within 5 minutes.
- Fire calls dispatched within 36 seconds.
- EMS calls dispatched within 50 seconds.

MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
Law Enforcement Data (in minutes)			
Emergency dispatch times	1:16	1:18	1:30*
Non-emergency dispatch times	5:28	4:41	5:00
Fire Data (in minutes)			
Emergency dispatch times	:34	:33	1:30
EMS Data (in minutes)			
Emergency dispatch times	:50	:50	1:30

* State Standard for Emergency Dispatch is within 90 seconds of receiving call.

Program Goal: Improve response times, set and encourage meeting goals suitable to maximize safety. Professionally manage all emergency communications obtaining all vital information to properly direct calls and provide accurate emergency information to callers and emergency responders.

Program Strategies:

- Continue to enhance the quality and delivery of services with a desired goal of keeping emergency response times below 7 minutes and non-emergency response times below 11 minutes.

Sheriff's Office

MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
Law Enforcement Data (in minutes)			
Emergency response times	8:01	7:34	7:00
Non-emergency response times	10:43	11:00	11:00
# of Calls by Type			
All Patrol calls for service	78,265	82,898	75,000
Security checks	37,850	39,497	32,400
Traffic stops	5,655	10,384	7,200
All other patrol calls	28,157	26,671	28,300
Animal Control calls for service	5,260	5,036	5,500
Inmate transports	802	856	1,000
Mental transports	541	454	600
TOTAL	78,265	82,898	75,000
# of Law Calls by Zone			
Northeastern Cabarrus County	6,791	6,473	7,100
Central Cabarrus County	7,733	7,686	7,500
Mt. Pleasant Town Limits	5,692	5,085	5,200
Southern Cabarrus County	7,371	6,517	6,500
Midland Town Limits	8,373	8,651	8,700
Lake Don T. Howell	351	536	600
Northwestern Cabarrus Community	9,847	10,629	11,100
Harrisburg Town Limits	5,133	11,893	7,000
Harrisburg Vicinity	12,110	7,754	4,900
City of Concord / CPD	12,110	11,847	11,100
Kannapolis / KPD	4,890	5,689	5,200
All Other	134	138	100
TOTAL	78,265	82,898	75,000

Program Goal: Process gun permits and civil documents efficiently and accurately.

Program Strategies:

- Professionally serve civil processes in accordance with North Carolina General Statutes and assure the proper return of documents and funds.
- Scrutinize each gun permit application for accuracy to maximize safety and compliance with North Carolina State General Statutes.
- Improve delivery of service through a balance of quality of service and expediency of service.

Sheriff's Office

MEASURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
# of concealed permits requests	3,133	3,945	N/A
# of concealed permits issued (approved)	2,716	3,632	N/A
# of gun permit requests	2,166	2,052	N/A
# of gun permits issued	6,047	N/A	N/A
# of civil papers received	16,977	17,531	N/A
# of civil papers served	13,482	13,780	N/A
% of civil papers served	79%	81%	80%

DEPARTMENT CONTACT:

Name: Sheriff Van Shaw

Email: vwshaw@cabarruscounty.us

Phone: 704-920-3000

Sheriff's Office – Jail

MISSION:

Public Service through professionalism and integrity.

MANDATE:

NCGS 153A-218, 162-22, State and Federal Regulations: North Carolina Minimum Standards for Jail and Local Confinement Facilities.

OVERVIEW:

The Cabarrus County Sheriff's Office opened an annex in 2007 and a new detention facility in 2011. The detention facility is comprised of 6 different housing units and each unit contains 4 pods. The total number of beds available in the detention center is 569. The annex is made up of 4 pods and has 96 beds thus creating a maximum bed capacity of 665 for the Sheriff's Office overall. Currently only 5 of the 6 housing units in the detention center are open, which provides us 473 available beds that can be managed by staff. The annex and the 1 housing unit in the detention center are currently not open, because the inmate population does not demand it. The detention center is located at 30 Corban Avenue SE, and the annex is located at 20 Corban Avenue SE beside the Sheriff's Office. Both of these facilities are considered maximum security facilities. The detention center serves all of Cabarrus County and is the only local confinement facility in the County.

The supervision of the inmates housed in each of these detention centers is almost entirely self-contained within the custodial environment. Mandated programs such as food, laundry, minor health care, mental health assessments, recreation, visitation, mail, telephone, access to legal representation, etc. are provided without the inmate ever leaving the confines of the jail.

Inmates, under the supervision of detention staff, provide cleaning, laundry, and other appropriate services within the detention center. No County custodians enter the detention area to clean or perform custodial work. No inmates leave the detention areas without being accompanied by a detention officer. Inmate healthcare is provided by Southern Health Partners, Inc., under a contract with Cabarrus County.

Food for the inmates is prepared in the detention kitchen located in the detention center. The food is prepared, portioned, and served according to jail and health standards. The detention center food service is provided by Aramark, Inc. under contract with Cabarrus County.

Under the supervision of the Sheriff of Cabarrus County, the detention center is managed in conformity with North Carolina Jail Minimum Standards and current judicial trends that dictate certain aspects of how a detention center must be operated. Operating outside of these standards could create legal and financial troubles with the Federal Government as well as jeopardize staff and inmate safety. Inmates and staff remain a top priority.

The Cabarrus County Detention Center holds inmates meeting the following classifications:

- State pre-trial detainees.
- County prisoners with 1 day to 30 day sentence.
- Sentenced State prisoners with over 30 day sentences.
- Civil contempt/compliance detainees.
- Custody orders.
- NC State Misdemeanant Confine Program (SMCP) houses inmates with misdemeanor sentences of 91 days or more. This includes Driving While Impaired (DWI).

Sheriff's Office – Jail

- Federal Immigration and Customs Enforcement (ICE) (287(g)) inmates are held up to 72 hours with federal reimbursement.

The Cabarrus County Detention Center is well-managed and provides cost-effective operations. As with all detention centers in North Carolina, predicting the future of detention environments is impossible. The County Commission and County Manager's office remain informed of any unique developments as they may arise.

MAJOR ACCOMPLISHMENTS:

- Although we ended our partnership with Project Re-Entry, we started Game Plan for Life as the new re-entry initiative for males.
- We started a re-entry initiative for females, which is a pilot program, called Building Up U. This initiative seeks to provide females with the tools to prepare them for the challenges they face when they re-enter the community.
- Continued a partnership with NCWORKS that allows soon-to-be released, sentenced inmates the opportunity to begin the process for seeking a job prior to being released.
- In partnership with Daymark, we started an initiative called Stepping Up. A Daymark employee is assigned to our classification area and reviews questionnaires from bookings. This review seeks to find those who might be struggling with mental health and/or substance abuse issues. The intent of this program is to link the willing inmates with programs to assist them when released. The desired outcome is getting people the help they need, while trying to reduce the recidivism.
- Using community volunteers, we were able to continue inmate programs for inmates. These programs include Bible studies, literacy programs, Alcoholics Anonymous, Narcotics Anonymous and domestic violence awareness groups.
- Inmate participation averaged 200 per month in classes for fiscal year 2018. While this is a decrease in the year before, it shows that we have people in our facility trying to enrich and better their lives.
- Currently we have 116 active volunteers who have contributed a total of 1411 hours this fiscal year. With a value of \$24.69 per hour (the estimated value of volunteer time), this provides the Detention Center with \$34,837.59 worth of services for inmates at no cost to the county.
- Continued participation in the North Carolina State Misdemeanor Confinement (SMCP) that started as a pilot in December 2011.
- Continued participation in the 287(g) Illegal Immigrant Program which allows certified Officers to place deportation orders on those people who are arrested, booked into our facility and found to be in this country illegally.
- Working with County IT, we were able to upgrade our cameras and security features in our Detention Center, which was needed.
- Started in depth discussions with a local group about adding another program or two, which could help substance abusers with beating their addiction. It is our hope that towards the end of fiscal year 2019 or in fiscal year 2020 these programs will begin.
- In our two State Mandated Inspections this year, our Detention Center passed our inspections with no deficiencies.
- In accordance with the residing Senior Superior Court Judge's order, we implemented and began enforcing a cell phone ban in the County Courthouse.

Sheriff's Office – Jail

CHALLENGES & TRENDS:

- Managing staff turnover continues to be an issue. This has been an ongoing issue, and exit interviews suggests the reasons for leaving includes higher salaries needs, better hours and/or benefits and the negative perception of Law Enforcement in society at this time.
- Saw an increase in average daily population for Fiscal Year 2018 to 345. The change in the SMCP statute that now includes all Misdemeanors and Driving While Impaired convictions has affected this. It has created more eligible inmates and inmates with longer sentences in the program.
- With the passage of the Prison Rape Elimination Act (PREA) of 2013, we will have to continue to look at the impact this Act will have on our facility. During Fiscal Year 2019, we will continue to monitor how this act affects our facility. This could include a complete policy overhaul and some operational changes.
- Mental illness is an ongoing challenge in the inmate population. It is our hope that the Stepping Up initiative decreases the challenge this creates in our facility.
- In the Courthouse, the new cell phone ban was one of, if not the biggest challenge. For obvious reasons, requiring citizens to leave their phone in the County supplied locker or in their vehicle, was a very unpopular decision from visitors.
- We will need to make sure staff is aware of the new juvenile law. We have already started trainings to ensure awareness of this law. In fiscal year 2020, juveniles ages 16-17, that are arrested, will be held over for juvenile court and not housed in our facility. This law will apply to those who have never been arrested, those who have been arrested and convicted as an adult previously or those who are arrested with certain felonies, will be deemed an adult.

BUDGET HIGHLIGHTS & CHANGES:

- If equipment and technological challenges are not maintained at optimal level, it will greatly reduce agency/officer preparedness and readiness.
- The Detention Center booked 6,488 individuals during fiscal year 2018. This was a decrease from fiscal year 2017 (6,691).
- The Detention Center released 6,490 individuals during fiscal year 2018. This was a decrease from FY 2017 (6,640).
- By participating in the North Carolina State Misdemeanor Program (SMCP), we were able to bring in revenue of \$1,302,263.69 for fiscal year 2018. This was an increase of 20% from the previous year. As mentioned previously, this increase is the result from the program now including all misdemeanors and Driving While Impaired convictions.
- By continuing to participate in the 287(g) program, we were able to bring in revenue of \$5948.25 for fiscal year 2018. This was an increase of 9% from the previous fiscal year. This increase is the result of ICE initiatives, which increased the offenses that are fully processed. These initiatives began to change when U.S. leadership changed.
- Interacted with 222,131 people entering the Courthouse through the security area. This averaged 18,510 visitors a month, which was a slight decrease from Fiscal Year 2017.

Sheriff's Office – Jail

BUDGET SUMMARY:

	ACTUAL FY 2018	AMENDED FY 2019	ADOPTED FY 2020	% CHANGE FY 2019 to FY 2020
EXPENDITURES				
Personnel Services	\$ 8,906,356	\$ 9,948,736	\$ 9,520,073	-4.31%
Operations	1,957,184	2,032,584	2,054,247	1.07%
Capital Outlay	150,485	26,197	-	-100.00%
Total Expense	\$11,014,025	\$ 12,007,517	\$ 11,574,320	-3.61%
REVENUES				
Intergovernmental	\$ -	\$ 32,951	\$ -	-100.00%
Sales & Services	1,660,572	1,542,000	1,714,000	11.15%
Other Fin. Sources	-	53,246	-	-100.00%
Total Revenue	\$ 1,660,572	\$ 1,628,197	\$ 1,714,000	5.27%
STAFFING				
FTE Positions	163.6184	163.6184	163.6184	-

*Sixteen positions are recommended to move from this budget to the Sheriff Administration budget for FY 2020.

PERFORMANCE SUMMARY:

County-wide Goals Supported:

- Provide for public safety by communicating preparedness and safety awareness, responding to routine and catastrophic events and maintaining and restoring the well-being of citizens.
- Use resources wisely by seeking to collaborate services, share costs, minimize risk and protect county assets and investments.

Program Goal: Improve delivery of service and achieve efficiencies in productivity and costs.

Program Strategies:

- Examine ways to improve efficiencies and increase cost effectiveness.
- Scrutinize contracts for accuracy and re-negotiate to increase savings.
- Follow County Purchasing Policy and Procedures.
- Improve and review Internal Control Policies regularly.
- Develop multi-year plans for replacement or retirement of aging, expired or obsolete assets.
- Examine and develop ways to recruit and improve the applicant pool for positions.
- Utilize external resources such as force multiplier, e.g. annex stations throughout the County, State & Federal task forces, partner agency programs, mutual aid agreements, grants, etc.

Sheriff's Office – Jail

MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ACTUAL
# of state pre-trial detainees	6,493	6,293	6,600
# of Federal pre-trial detainees	1	3	3
# of sentenced County prisoners	1,364	1,199	1,500
# of sentenced State prisoners	1,310	1,298	1,600
# of civil contempt	51	58	60
# of compliance	383	257	400
# of custody orders	148	192	184
# of State Misdemeanant Confinement Program (SMCP)	261	247	275
Average daily inmate population	347	351	350

DEPARTMENT CONTACT:

Name: Sheriff Van Shaw

Email: vwshaw@cabarruscounty.us

Phone: 704-920-3011

Sheriff's Office – Animal Control

MISSION:

Animal Control's main objectives are to respond to animal related calls for service and provide effective investigations of cases of animal abuse or cruelty and manage reports of dangerous or vicious animals. The animal control division also assists other Sheriff's office divisions by enforcing both state criminal and civil law.

MANDATE:

Law Enforcement Service is mandated by the North Carolina Constitution and North Carolina General Statute 62. This level of service is not mandated.

Cabarrus County Animal Services are mandated by the Department of Agriculture Animal Welfare as to: general care of the animals that are admitted to the Shelter; the transfer or placement of animals through reclamation, adoption or rescue; and in guidance to managing the Shelter's daily population.

OVERVIEW:

The Cabarrus County Sheriff's Office Animal Control Division provides professional compassionate animal control services for all of Cabarrus County. The office responds to local domestic animal control calls and may assist in calls for service involving farm animals or wildlife. Cabarrus County Animal Control provides law enforcement services related to animal control for all 206,872 County residents, including all 5 municipalities and covers a geographical area of approximately 367 square miles.

In addition to animal control responsibilities, the officers also perform law enforcement duties including: responding to emergency calls as the closest unit and backing up other law enforcement officers needing assistance. Patrol officers also perform some animal control duties and are trained and equipped to deal with emergency and non-emergency animal control calls. The Cabarrus County Sheriff's Office Animal Control covers animal related calls within the municipalities of Concord, Kannapolis, Harrisburg, Mt. Pleasant and Midland, as well as the unincorporated areas of Cabarrus County, as mandated by the State. Cabarrus County Animal Control has partnered with Concord and Kannapolis Police Departments to provide them with some equipment and training to assist in animal control calls as they pertain to the unified ordinance (i.e. barking dogs or other violations not requiring the seizure of an animal). Cabarrus County Animal Control also partners with Northwest Cabarrus High School Future Farmers of American (FFA) to house farm animals recovered in cases of cruelty or neglect.

MAJOR ACCOMPLISHMENTS:

- We have established new methods for evaluating and tracking animal cruelty cases, including interviews with neighbors and tracking owners' progress in completion of requirements to achieve compliance.

CHALLENGES & TRENDS:

- Training continues to be a top priority. However, finding necessary training to our requirements remains a challenge. The Animal Control Division is in need of more specialized training, specifically for large animals and other specialized fields of animals. This specialized training is not widely available and may only be available out of state.
- To be better trained and more educated in all sections of Animal Control. Additionally, to be trained more on the national level and being certified in more fields of animal service. More training will provide better service to the people of Cabarrus County. More cases with more knowledge provides a better service.

Sheriff's Office – Animal Control

BUDGET HIGHLIGHTS & CHANGES:

- Capital outlay for two replacement Animal Control trucks to replace two current trucks which have exceeded the County Vehicle Replacement Policy: Sheriff's Department Patrol Cars should be replaced at 100,000 miles, after four (4) years of service or as the Sheriff's office and Fleet Maintenance supervisor deem necessary.

BUDGET SUMMARY:

	ACTUAL FY 2018	AMENDED FY 2019	ADOPTED FY 2020	% CHANGE FY 2019 to FY 2020
EXPENDITURES				
Personnel Services	\$ 642,196	\$ 670,773	\$ 707,174	5.43%
Operations	87,882	96,484	71,005	-26.41%
Capital Outlay	65,354	74,000	108,000	45.95%
Total Expense	\$ 795,432	\$ 841,257	\$ 886,179	5.34%
REVENUES				
Miscellaneous	\$ 50	\$ 1,650	\$ -	-100.00%
Total Revenue	\$ 50	\$ 1,650	\$ -	-100.00%
STAFFING				
FTE Positions	9.00	9.00	9.00	-

PERFORMANCE SUMMARY:

County-wide Goals Supported:

- Provide for public safety by communicating preparedness and safety awareness, responding to routine and catastrophic events and maintaining and restoring the well-being of citizens.
- Use resources wisely by seeking to collaborate services, share costs, minimize risk and protect county assets and investments.

Program Goal:

- The Cabarrus County Animal Control Office is constantly working to improve delivery and quality of service to the citizens of Cabarrus County through monitored response times, setting and encouraging meeting goals suitable to maximize safety.

Program Strategies:

- Continue to enhance the quality of delivery of services with a desired goal of keeping emergency response times below 10 minutes and non-emergency response times below 15 minutes.

Sheriff's Office – Animal Control

MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
Response Time in Minutes			
Emergency response time	None	None	15
Non-emergency response time	18:41	18:57	15
Cabarrus County	1,638	1,631	1,800
Kannapolis (Cab. Co)	1,264	1,178	1,325
Concord City	2,346	2,219	2,400
Other	12	8	10
Total	5,260	5,036	5,460

DEPARTMENT CONTACT:

Name: Sheriff Van Shaw

Email: ywshaw@cabarruscounty.us

Phone: 704-920-3011

Sheriff's Office – Animal Shelter

MISSION:

Operated as a division of the Cabarrus County Sheriff's Department, the Animal Shelter is dedicated to serving the citizens and animals of Cabarrus County in a professional and compassionate manner. Cabarrus County is dedicated to providing compassionate care to every animal that enters our facility.

MANDATE:

According to the Department of Agriculture Animal Welfare Act, we are required to house and care for stray, seized, homeless, quarantined, abandoned or otherwise unwanted animals brought to our shelter by the public or picked up by Animal Control Officers. The quality of care provided to the animals in the shelter is mandated by the Animal Welfare Act and processes are maintained to reflect industry standards and best practices as determined by national leading Animal Welfare Agencies. All Animal Shelter operations are subject to inspection by the NC Department of Agriculture.

MAJOR ACCOMPLISHMENTS:

- **Rabies and Microchip Clinic** – In November 2018 the Animal Shelter held our first low cost Rabies vaccine and Microchip Clinic. We served 54 community pets ensuring their health with vaccination and safety with microchipping. We plan to hold two events in 2019, working our way to quarterly events in future years.
- **Growing Adoption Program** – In 2018, we made efforts to grow our adoption program. Statistics showed great progress in this attempt, with 244 total adoptions for 2018 versus 173 total adoptions in 2017. We plan to continue this upward trend by fine tuning program procedures and finding new outlets to showcase our adoptable animals.
- **Providing care for neglected/abused animals in Cabarrus County** – Animal Control has been busier than ever ensuring the welfare and safety of the animals in Cabarrus County. At the shelter, we have housed, cared for and found placement for numerous animals that were seized by Animal Control for various cruelty investigations throughout the year. Some of these animals were surrendered immediately, while others required long term stays at the shelter during ongoing investigations and court cases. Shelter staff has been challenged to find creative ways to care for the emotional and physical wellbeing of an animal for several months in our care. We applaud Animal Control's efforts and will continue to happily receive animals removed from cruelty. We will continue to be creative in our efforts of care.
- **Helping other shelters in need** – For the first time ever, in FY 2019, our shelter was able to transfer in animals from other shelters in NC in need of immediate assistance. During Hurricane Florence in October of 2018, we partnered with The Humane Society of the United States and assisted Brunswick County Animal Protective Services by clearing out many of their adoptable animals prior to the storm to make space for impacted animals. We took 20 dogs and 19 cats ahead of the storm. Again, after the storm hit, we were able to help with an additional 34 cats from Brunswick County. Additionally, in January 2019, we were asked for assistance by Hertford County Sheriff's Office with the evaluation and placement of 8 dogs seized from a suspected dogfighting operation.
- **Building a medical team** – With a continually growing number of yearly intakes, providing adequate medical care for each and every animal that walks through our doors has become a full time job. We added a new staff position of Medical Care Specialist for full time attention and dedication to the medical care of our shelter animals.

Sheriff's Office – Animal Shelter

CHALLENGES & TRENDS:

- **Health and welfare of animals** - Continually managing the health and wellness of animals housed at the shelter by staying up to date with the industry standards and best practices. Having large amounts of animals, young and old, healthy and sick, all living in close quarters (shelter setting), is a challenge as it allows diseases to spread quickly. Preventing disease from entering the Shelter and containing and controlling disease from being spread in the Shelter is challenging. Staff monitor animals daily, in hopes of preventing any small issue from becoming a major issue. Vaccines are administered to all animals on intake, unless vaccination history is available and deworming's are administered as needed to help to prevent disease. When disease is identified, protocols, developed with the assistance of a Veterinarian, are followed to determine the appropriate course of action, i.e. treatment, isolation or other ways to eliminate cross-contamination to the Shelter population.
- **Monitoring Budget** - We continually monitor our budget and expenses, looking for ways we can save funds. We also continue to monitor our revenues and appreciate and seek out donations for day to day needs from the public and animal medical supply companies.
- **Public perception** - Much of the public and some rescue groups have misinformed, often negative, opinions of our shelter and therefore they have a skewed understanding of what really happens here. Maintaining a positive public perception is a priority. Our goal is to create positive experiences with all public contact. We utilize our Facebook page to share current happenings at the shelter and to promote transparency. We display our shelter statistics, show animal statuses in photo albums: available animals, adopted, transferred and reclaimed. We occasionally hold public events at the shelter to promote community engagement, allowing the public to interact more one on one with our staff, ask questions and allow us to provide factual answers.
- **Limited space (animal housing and office)** – Despite animal intakes steadily increasing each year, kennel space for the Animal Shelter has not increased since the building was built in 1996. Each year, animals reproduce at an exponential rate, more and more families are obtaining pets and the human population itself increases. We can make updates to the existing features of our facility, but there is no way to increase animal housing without altering the structure of the building or adding a new building or relocation. Our staff constantly has to work through the stress of operating at or above capacity, which is very taxing. Additionally, our personnel has increased and will continue to increase as approved, to meet operational needs as well as new programs, while office space is already minimal. We currently have at minimum two employees sharing one office space.
- **Limited staff** – We continue to operate below national average for staffing requirements. According to the Humane Society of the United States, a leading national animal welfare agency, the recommended ratio of animal care staff to number of animals is 2 people per 50 dogs in runs, 2 people per 25 dogs in smaller kennels and 2 people per 30 cats in cages. Our current animal care staffing per day, includes 1 full time and one part time kennel technician dedicated to animal care. We house on average 30-50 dogs at any point in time, and 40-70 cats depending on the season. Typically, between the months of April and November is considered “peak season” for the animal shelter where we continually operate at or over capacity and intake slows during the winter months. Unfortunately in FY 2019 our winter months did not slow down and we continued to operate at or overcapacity the entire year. This is extremely taxing on an already stretched thin staff.

BUDGET HIGHLIGHTS & CHANGES:

- **Enrichment** – The NC Department of Agriculture requires that we provide enrichment items to animals in our care to maintain good mental health and stability. The Animal Welfare Act regulations require us to consider an animal's mental health equally as important as physical health. This requires durable species and age appropriate toys and supplies to ensure we can get dogs out for walks or outdoor time away from

Sheriff's Office – Animal Shelter

their primary enclosure. The Shelter budget includes a line item specifically for enrichment items, including toys, supplies and beds to provide for the mental health of all animals.

- **Semi-permanent dog kennels for intake** – Currently our dog intake room houses a number of wire collapsible crates for temporary holding of dogs until intake can be performed. This is where officers will drop off dogs they've picked up throughout the day as well as after hours and where public drop offs are placed until staff is available to do intake procedure. Wire crates are not secure nor the safest option for animal holding of unknown behavior. On several occasions, staff has walked into the room after arriving in the morning to greet an aggressive dog who broke out of the crate overnight. We have had dogs destroy supplies in the room after having broken out of these crates. The dogs themselves can face self-injury in attempt to get out. It is our responsibility to provide a safe kennel or environment to house animals, and ensure the safest possible working environment for staff. The kennels recommended are a sturdy, safe and secure solution and can be set up, taken down, rearranged or moved if ever needed.
- **New cat enclosures for available cats** – As a topic of discussion in several of the conferences and seminars our staff attended this year, the new trends and studies show that portalized cat enclosures are a new best practice in animal shelters. Portalized enclosures have separate living and food areas from the litter area, and more space to allow the cat or co housed cats to move around. The result of these seemingly minor living adjustments is a less stressful and healthier environment for cats. Cats will show better to adopters with more room to move around, and when we can reduce stress, cats are less likely to get sick. All of this means the average length of stay will be shortened with more adoptions and we will have less illness to treat and house.

BUDGET SUMMARY:

	ACTUAL FY 2018	AMENDED FY 2019	ADOPTED FY 2020	% CHANGE FY 2019 to FY 2020
EXPENDITURES				
Personnel Services	\$ 335,063	\$ 416,387	\$ 421,866	1.32%
Operations	83,716	101,189	93,344	-7.75%
Total Expense	\$ 418,779	\$ 517,576	\$ 515,210	-0.46%
REVENUES				
Sales & Services	\$ 53,106	\$ 61,998	\$ 52,500	-15.32%
Miscellaneous	3,283	2,735	-	-100.00%
Total Revenue	\$ 56,389	\$ 64,733	\$ 52,500	-18.90%
STAFFING				
FTE Positions	6.00	6.00	6.50	-

PERFORMANCE SUMMARY:

County-wide Goals Supported:

- Preserve and enhance the quality of life through public policy that promotes cross-jurisdictional collaboration, encourages growth while balancing its impacts and looks ahead to preserve quality of life.
- Provide for public safety by communicating preparedness and safety awareness, responding to routine and catastrophic events and maintaining and restoring the well-being of citizens.
- Use resources wisely by seeking to collaborate services, share costs, minimize risk and protect county assets and investments.

Sheriff's Office – Animal Shelter

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

Program Goal: To use cost-effective measures to rescue, care for and maintain quality of life for the duration of the animals' stay at the shelter and find placement for animals brought into the shelter to minimize the need for euthanasia.

Program Strategies:

- To continue to review cost associated with treatments and choosing the most reasonable treatment plan for each animal.
- To acknowledge the psychological needs of animals and meet those needs to ensure animals stay happy and healthy while in our care.
- To expand our volunteer program to help meet the growing needs and enrichment of our adoption and rescue animals.
- Continue to educate the general public and rescue groups about our progress and improvements at the shelter to build trust from citizens with stray animals to rescue.

MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
	Cats/Dogs	Cats/Dogs	Cats/Dogs
# of animals brought into the shelter	1,445/1,243	1,876/1,538	N/A
Average number of days at shelter	14	14	12
% of animals needing medical services	100%	100%	100%
Average cost per animal for standard care (2 week average stay, vaccinations/food)	\$52/\$140	\$52/\$140	N/A
% of animals reclaimed by owners	2%/27%	1%/27%	5%/35%
Euthanasia rate	18%/15%	17.5%/9%	10%/10%
Average number of volunteers per month	5	3	10

Program Goal: Continue collaboration within the county and multiple marketing strategies and forms of media to promote our animals for reclamation and adoption.

Program Strategies:

- **Collaborations** - Maintain current rescue partner relationships and continue to seek out new rescue groups to partner with in order to save as many animals as possible.
- **Events** - Plan and execute occasional adoption events held at the shelter to increase our adoptions, save lives and promote positive views of our shelter.
- **Positive publicity** - Through community engagement on our Facebook page, Rabies vaccination clinics, publicizing shelter statistics and promoting transparency, we are working to change public/rescue organization perceptions. We encourage our customers (adopters and rescue groups) to write reviews about their experience at our shelter and have received many positive reviews.
- **Adopters** - All adopters are vetted for compatibility with the adoption animal, vet reference checks and renter allowances of animals to ensure that all animals go to fitting and permanent homes. Animals are ensured healthy, vaccinated, dewormed and micro-chipped before adoption. The spay/neuter surgery is included in the affordable adoption fee and is either done before adoption or within 30 days of adoption to ensure no new, unnecessary unwanted litters of animals.

Sheriff's Office – Animal Shelter

- **Structured intake** - Maintaining structured intake procedure of animals, and continually looking at better policies to implement: scanning all animals for microchips, vaccinating all necessary animals and documenting initial evaluations of animals. Also, a picture is taken of all stray animals and listed on our website for the public to view in hopes to increase the animals' chances of being reclaimed.
- **Transparency and Accountability** - We have a transparency mindset at the shelter. We provide our shelter numbers to the state yearly and also to the Animal Welfare Board quarterly. We will also provide that information to the public as it is public record.

MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
Google organization rating (stars)	4.3	4.0	5.0
Facebook review score	4.5	4.7	5.0
	Cats/Dogs	Cats/Dogs	Cats/Dogs
# of adoptions	58/111	214/134	300/300
Average fee to adopt	\$100/ \$90	\$100/ \$90	\$100/ \$90
# of adoption events (# of Animals adopted from event)	0	0	?
# of rescue partners	150	150	*
# of animals transferred to rescue partners	1,095/605	1,264/768	N/A

* Re-evaluate rescue partners with improved approval process and identify active vs. non-active partners.

Program Goal: To decrease pet over-population of domestic animals by providing community education on responsible pet ownership, benefits of and need for spay and neuter, laws and ordinances, health and wellness and promotion of and partnerships with spay and neuter programs.

Program Strategies:

- **Partnerships** - Continue our partnership with Cabarrus Spay/Neuter Clinic to perform spay/neuter surgeries on our adoption animals. We receive a discounted rate for all surgeries, which we pass on to the adopters by helping to keep our adoption fees low.
- Continue to promote spaying and neutering pets in Cabarrus County with the help of the Cabarrus Spay/Neuter Clinic by passing out business cards and referrals to the clinic and to the Spay It Forward organization.

MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
# of animals spayed/neutered (equal to the # of adoptions, all completed at the spay/neuter clinic)	58/111	214/134	100%

DEPARTMENT CONTACT:

Name: Sheriff Van Shaw

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Phone: 704-920-3011

Courts Maintenance

MANDATE:

According to General Statutes (NCGS 7A-VI), the County is responsible for providing facilities for the courts.

OVERVIEW:

This cost center records facility fees collected through the Cabarrus County court system and accounts for the expenditures necessary to support and maintain the courthouse, law library and other court-related facilities.

Courthouse Expansion and Renovation Project:

The courthouse expansion capital is projected to provide 240,000 of new gross square feet and renovations of 72,000 gross square feet for court related functions. Space will be provided for the following end users; District Attorney's Office, Clerk of Courts, Judges' Office, Courthouse Security, Guardian Ad Litem, Community Corrections, Juvenile Justice, and Mediation/Dispute Resolution. The projected plan calls for construction of a total 11 courtrooms (District, Superior and Triage) with shell space provided for future courtroom construction. Construction is set to begin in mid CY 2020 and be completed in mid CY 2024. See the Courthouse expansion capital improvement plan individual project sheet behind the tab of this document.

BUDGET SUMMARY:

	ACTUAL FY 2018	AMENDED FY 2019	ADOPTED FY 2020	% CHANGE FY 2019 to FY 2020
EXPENDITURES				
Personnel Services	\$ 28,344	\$ 32,754	\$ 34,323	4.79%
Operations	179,521	226,889	235,964	4.00%
Capital Outlay	10,805	-	-	-
Total Expense	\$ 218,670	\$ 259,643	\$ 270,287	4.10%
REVENUES				
Intergovernmental	\$ 399,122.64	\$ 368,000	\$ 368,000	-
Total Revenue	\$ 399,122.64	\$ 368,000	\$ 368,000	-
STAFFING				
FTE Positions	.78	.78	.78	-

DEPARTMENT CONTACT:

Name: Kyle Bilafer

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Phone: 704-920-3201

Planning and Development – Construction Standards

MISSION:

Cabarrus County Construction Standards contributes to the safety and welfare of Cabarrus County by conducting inspections of new and existing construction and verifying compliance with the North Carolina Building Code. Cabarrus County Construction Standards strives to serve customers' needs in a compliant, courteous and efficient manner. Additionally, Cabarrus County Construction Standards seeks to be aware of trends in green building products, methods and materials and seeks to promote them during the plan review, building permit and inspections process.

MANDATE:

Building Inspections' role is mandated and specified in General Statute 153A-352.

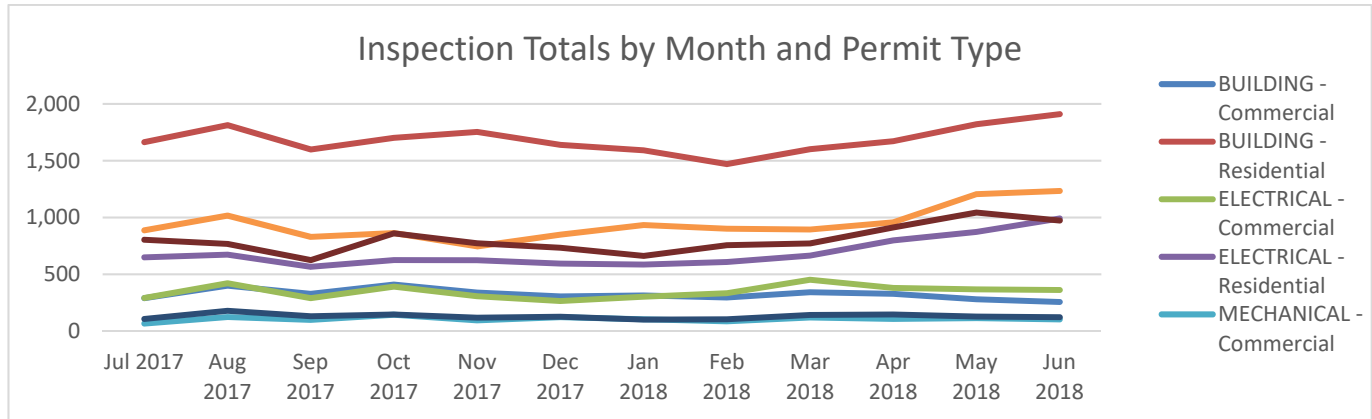
OVERVIEW:

This division enforces state and local ordinances, regulations and codes related to the construction, repair and/or installation of the following: new buildings, remodeling of existing buildings, electrical systems, refrigeration units, heating and air conditioning systems and plumbing systems. Construction Standards also regulates the maintenance of all buildings to at least a minimum level of life-safety and health as conferred by NC statutes and the Cabarrus County Board of Commissioners. This division prepares census reports and reviews all construction plans for commercial, industrial, educational, institutional and multi-family residential projects. The division investigates alleged building code violations, enforces the Cabarrus County Minimum Housing Ordinance and performs life-safety inspections on all new and existing commercial, multi-family, institutional, educational and industrial buildings. This is a county-wide service that includes the inspections performed within the Rowan County portion of the City of Kannapolis. The specific types of inspections conducted by this division include: building, plumbing, electrical, mechanical and heating and air conditioning.

MAJOR ACCOMPLISHMENTS:

- ACCELA software reports were improved and tailored to the specific data and public information needs of the Construction Standards Division.
- All inspectors earned continuing education hours in their licensed trades.
- Additional staff were added to meet the industry demand for more timely inspections processing.
- Added Electronic Document Review (EDR) online.
- Continued collaboration with City of Concord, City of Kannapolis and Town of Harrisburg Development Services with County to develop and implement online plan submittal and central permitting process, which will allow us to work together with other municipalities and County zoning to stream line the building processes.
- Working with HR and current staffing to recruit more experienced and adaptive staff for improved interaction with public.

Planning and Development – Construction Standards



CHALLENGES & TRENDS:

- Train and certify all inspectors so that they are certified in a minimum of 2 trades.
- Provide high quality customer service.
- Maintain staff to a number of inspections so that efficient, safe and thorough inspections are provided.
- Working to stay competitive within our region in compensation for inspector positions so that staff attrition rate is kept to a minimum.
- Working to improve inspectors' knowledge and experience to assist builders in finding solutions for problems in the field.
- Train and certify staff for larger and more complex commercial projects. Two highly trained Level III inspectors have retired December 2018.

BUDGET HIGHLIGHTS & CHANGES:

- Requesting to reclassify inspector position to Codes facilitator position. Position would focus more on residential, light commercial and upfits.
- Requesting to reclassify one Permit Associate position to Senior Permit Associate. Position would continue with daily permit counter responsibilities with addition of office management duties per Planning and Development Director.
- Requesting to add ACCELA support position to assist County and City staff with continued enhancement of permits and services offered online.
- Requesting software enhancements to help with inspection scheduling and electronic document review.

Planning and Development – Construction Standards

BUDGET SUMMARY:

	ACTUAL FY 2018	AMENDED FY 2019	ADOPTED FY 2020	% CHANGE FY 2019 to FY 2020
EXPENDITURES				
Personnel Services	\$ 2,042,178	\$ 2,329,865	\$ 2,397,754	2.91%
Operations	136,628	264,320	234,043	-11.45%
Total Expense	\$ 2,178,806	\$ 2,594,185	\$ 2,631,797	1.45%
REVENUES				
Permit & Fees	\$ 4,419,108	\$ 3,982,000	\$ 3,980,000	-0.05%
Sales & Services	71,367	55,320	55,320	-
Miscellaneous	95	-	-	-
Other Financial Sources	-	20,342	-	-100.00%
Total Revenue	\$ 4,490,571	\$ 4,057,662	\$ 4,035,320	-0.55%
STAFFING				
FTE Positions	29.00	31.00	31.00	-

PERFORMANCE SUMMARY:

County-wide Goals Supported:

- Provide for public safety by communicating preparedness and safety awareness, responding to routine and catastrophic events and maintaining and restoring the well-being of citizens.
- Use resources wisely by seeking to collaborate services, share costs, minimize risk and protect county assets and investments.

Program Goal: Efficiently provide state-mandated life-safety inspections for construction within the jurisdiction.

Program Strategies:

- Process commercial plan reviews in a timely and efficient manner (with a near-future goal of two weeks).
- Track inspection failure rate to ensure that there are no anomalies (i.e. an inspector has a 100% “pass” rate or a 100% “fail” rate).
- Provide site inspections for the construction trades of building, plumbing, mechanical and electrical within 48 hours of receiving request.

MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
# of permits issued for all projects	18,152	18,769	18,200
# of inspections of construction work on property within the jurisdiction	62,516	64,129	62,600
# of building code complaints reported and investigations opened	57	60	60
% of inspectors with a pass rate of 70% or higher	82%	85%	85%
Site inspections completed within 48 hours of request	100%	100%	100%

Program Goal:

Planning and Development – Construction Standards

- Ensure staff has sufficient building code continuing education to provide code information to the general public, associated agencies and to permitting and inspections staff.
- Ensure staff continuing education credits are up to date for current fiscal year.

Program Strategy:

- Request appropriate funding for staff to attend classes and code conferences.
- Provide information on the County website to customers and other interested citizens.
- Provide tutoring and classes by certified instructors to insure that inspectors are given opportunity to pass exams. (Study classes are generally offered several times per month.)

MEASURE	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 TARGET
% of inspectors receiving continuing education	100%	100%	100%
% of inspectors cross-trained in trades other than primary trades	32%	85%	100%
% of inspectors working under probationary certificates*	32%	10%	0%
% of inspectors with minimum Level III certifications in primary trades**	25%	38%	75%

*Probationary certificates are issued for a limit of 3 years and cannot be renewed.

**Level III certifications are for inspections of unlimited square footage structures.

DEPARTMENT CONTACT:

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Phone: (704) 920-2142

Emergency Management

MISSION:

The mission of Cabarrus County Emergency Management is to save lives, protect property and promote safety and preparedness in our community. Through forward-thinking leadership and direction, we will enhance our community's ability to endure and recover from adverse events, returning our community to our normal way of life as quickly as possible.

MANDATE:

Emergency Management is mandated by NCGS 166, Article 7, which states each county is responsible for emergencies within its boundaries.

OVERVIEW:

The Emergency Management (EM) Department provides vision, direction and subject matter expertise in the fields of emergency management and fire protection in order to heighten the County's state of emergency readiness. EM activates and manages the county's Emergency Operations Center (EOC) to coordinate response and recovery activities. EM acts as the liaison to, and primary coordinating agency for, federal and state disaster response and relief. Partnerships are maintained with non-governmental agencies to provide protective and recovery measures to our stakeholders. EM ensures County plans and procedures are consistent and are compatible with regional, state and federal guidelines. The program meets National Standards for emergency management.

MAJOR ACCOMPLISHMENTS:

- Met National Standards for Emergency Management Performance Grant (EMPG). Received additional funding of \$3,600 for completing benchmarks on time. Received additional funding of \$12,500 to support Emergency Management projects.
- Received additional funding from Duke Energy to apply to EM Planner's salary bringing the total grant funding for this position to \$68,000.
- Managed two Hurricane and one Winter Weather events. Processed reimbursement package for Hurricane Florence.
- Completed Threat Hazard Identification and Risk Assessment.
- Continued development of 5-year exercise schedule.
- Participated in the following exercises: (2) Web-EOC state exercises; Airport Table-Top & Full Scale Exercise, McGuire Table-Top Exercise, Hospital Surge Exercise, Severe Weather Table Top Exercise, Hospital Active Shooter Exercise.
- Held Local Emergency Planning Committee (LEPC) Safety Assessment Workshop.
- Continued North Carolina General Assembly (NCGA) requirements to assist local school systems with consolidating emergency plans.
- Began update of Regional Hazard Mitigation Plan.
- Completed update of County Emergency Operations Plan.
- Received Shelter Management Equipment Trailer funded through state Homeland Security Grant program.
- Held National Incident Management System Training for County Employees.

Emergency Management

CHALLENGES & TRENDS:

- NCGA school planning project is behind schedule due to state EM contractors.

BUDGET HIGHLIGHTS & CHANGES:

- Decreased state and federal grant funding for EM programs.

BUDGET SUMMARY:

	ACTUAL FY 2018	AMENDED FY 2019	ADOPTED FY 2020	% CHANGE FY 2019 to FY 2020
EXPENDITURES				
Personnel Services	\$ 249,869	\$ 253,545	\$ 268,487	5.89%
Operations	30,373	72,765	58,874	-19.09%
Capital Outlay	376	-	-	-
Total Expense	\$ 280,618	\$ 326,310	\$ 327,361	0.32%
REVENUES				
Intergovernmental	\$ 53,017	\$ 80,400	\$ 62,500	-22.26%
Permit & Fees	39,392	30,000	39,000	30.00%
Sales & Services	188	-	-	-
Miscellaneous	25,000	25,000	25,000	-
Other Financial Sources	-	2,369	-	-100.00%
Total Revenue	\$ 117,597	\$ 137,769	\$ 126,500	-3.00%
STAFFING				
FTE Positions	3.00	3.00	3.00	-

PERFORMANCE SUMMARY:

County-wide Goals Supported:

- Provide for public safety by communicating preparedness and safety awareness, responding to routine and catastrophic events, and maintaining and restoring the well-being of citizens.
- Use resources wisely by seeking to collaborate services, share costs, minimize risk, and protect County assets and investments.

Program Goals:

- Maintain a trained and efficient staff by meeting national benchmarks.
- Maintain Emergency Operations Center in operational readiness status.
- Assist local agencies with in-house emergency planning.

Emergency Management

Program Strategies:

- Complete all 16 benchmarks for EMPG funding by October 1st. EMPG benchmark requirements:
 - Complete National Incident Management System (NIMS) reporting tool updating all local first responder training and NIMS policy requirements.
 - Review County Emergency Operations Plan and submit review crosswalk to state staff.
 - Complete required training for Emergency Management staff.
 - Conduct or participate in three exercises.
 - Meet all emergency management training requirements for County staff assigned to Emergency Response/EOC (Non-Emergency Management Staff).
 - Update vulnerable populations registry.
 - Attend two state-wide Emergency Management conferences.
 - Update state-wide mutual aid contracts.
 - Coordinate Local Emergency Planning Committee.
 - Participate on Domestic Regional Preparedness Regional Committee.
 - Update County profile on State Incident Management System.
 - Update County resources available for deployment on state deployment system.
 - Update Threat Hazard Identification & Risk Assessment.
 - Attend two EM forums.
- Review 80% of outside agency emergency plans within 10 business days.
- Ensure each staff member completes 24 hours of EM continuing education by December 31.
- Complete 30 public safety classes by December 31.

MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
# of EMPG benchmarks completed	16	16	16
% of EMPG funding received	100%	137%	100%
# of outside plans reviewed	62	60	70
% of outside plans reviewed within 10 days	85%	88%	90%
# of training hours per staff	32	40	40
# of public safety classes conducted	30	31	35

DEPARTMENT CONTACT:

Name: Bobby Smith

Email: rsmith@cabarruscounty.us

Phone: 704-920-2562

Fire Services

MISSION:

To protect lives, preserve property and promote safety through education, code enforcement, investigations and emergency response with Cabarrus County Public Safety Agencies and providers. Through immediate manpower response to emergency scenes and provision of staffing grants to volunteer fire departments, an enhanced response program will exist to benefit the safety of our citizens.

MANDATE:

The Fire Marshal function is authorized by NCGS 153-A-234 and supported by the Cabarrus County Fire Protection Ordinance. Fire Inspections are mandated under the NC Building Code. NC General Statutes authorize Cabarrus County to provide fire service protection and to levy such taxes to provide for fire protection.

OVERVIEW:

The Fire Marshal's Office (FMO) provides fire preventive services to the county through education, code enforcement and investigative activities. The FMO coordinates with local fire service providers to ensure adequate and efficient service delivery. The FMO reviews construction documents, issues permits and inspects occupancies according to the NC Fire Code. The FMO provides technical expertise and guidance for departments in maintaining their insurance rating through the State Fire Marshal's Office. The FMO provides 24/7 emergency response County-wide.

Cabarrus County placed a Fire Manpower Response Unit in service January 2017 to augment the response of our Volunteer Fire Service providers on emergency scenes. The unit, along with certified firefighters, responds with specialized equipment to operate on labor-intensive emergency scenes to assist our Volunteer Fire Service providers. This unit will also consist of certified Emergency Medical Technicians and Hazardous Materials Responders. The implementation of this program is to help maintain a level of protection when volunteer response is reduced due to decreased volunteer availability. Staffing grants are provided to Volunteer Fire Service providers to provide additional manpower at each of the qualified Volunteer Fire Departments. These grants are used to provide dedicated personnel a minimum of 40 hours per week to enhance response. Since the implementation of this program in 2006, we have seen a decrease in overall response times for most of the Volunteer Fire Service providers.

MAJOR ACCOMPLISHMENTS:

- Reviewed and updated Fire Service's operating guidelines.
- Transitioning fire department budgets to online submittal process.
- Assisted Flowes Store Fire Department in receiving reduced Insurance Service Officer (ISO) rating, decreasing fire insurance rates for the district. Cold Water Fire Department is currently scheduled for an ISO rating lower than nine.
- Transitioning to new reporting program, "Image Trend" and to mobile inspections.
- Provided fire extinguisher training for Cabarrus County school system, multiple County departments, daycares and business facilities.
- Obtained social media platform to help promote fire prevention and preparedness.
- Manpower Unit personnel participated in three live burn training exercises with various fire departments and two back burn events with the NC Forest Service.

Fire Services

CHALLENGES & TRENDS:

- Increased requirements for certification training hours tied to ISO process.
- New code effective January 2019 with significant changes that will require additional training for staff.
- Retention of Manpower Unit staff - 100 % turnover rate in the first year. Employees left for a position with a 24-hour shift.
- Having only one vehicle for Manpower Unit has proved challenging. A suitable backup vehicle is needed in case of failure of primary vehicle.
- Decrease in volunteerism resulting in decreased response capability. Working with departments on recruitment and retention as well as staffing strategies during peak demand times.

BUDGET HIGHLIGHTS & CHANGES:

- Request funding to transition Manpower Unit to 24-hour shift, enhancing safety on the fire ground for volunteers and public, as well as reducing potential staff turnover.
- Request funding to complete a Strategic Plan to determine how to best provide and enhance Fire Protection Services.

BUDGET SUMMARY:

	ACTUAL FY 2018	AMENDED FY 2019	ADOPTED FY 2020	% CHANGE FY 2019 to FY 2020
EXPENDITURES				
Personnel Services	\$ 579,739	\$ 691,835	1,060,872	53.34%
Operations	375,753	369,876	427,528	15.59%
Total Expense	\$ 955,492	\$ 1,061,711	\$ 1,488,400	40.19%
REVENUES				
Permit & Fees	\$ 13,412	\$ 10,000	\$ 12,000	20.00%
Miscellaneous	500	-	-	-
Total Revenue	\$ 13,912	\$ 10,000	\$ 12,000	20.00%
STAFFING				
FTE Positions	10.00	10.00	10.00	-

PERFORMANCE SUMMARY:

County-wide Goals Supported:

- Provide for public safety by communicating preparedness and safety awareness, responding to routine and catastrophic events and maintaining and restoring the well-being of citizens.
- Use resources wisely by seeking to collaborate services, share costs, minimize risk and protect county assets and investments.

Fire Services

Fire Marshal's Office

Program Goal: Provide a fire safe community through code enforcement, inspections and investigations.

Fire Marshal's Office Program Strategies:

- Inspect 100% of commercial properties required by the Department of Insurance (DOI) to inspect by December 31. Inspections are tracked in the firehouse database.
- Respond to all fire investigations within one hour and determine cause of fire in 80% of cases. Industry average is 30%.
- Ensure that 50% of all rated fire districts in Cabarrus County have a rating lower than nine by December 31.
- Contracted Fire Departments will have an average response time of less than 8 minutes. This exceeds National Fire Protection Standards as managed by our contract requirements.

MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
# of inspections conducted	804	773	760
# of fire violations found	1,240	1,025	800
# of re-inspections required	260	237	250
% of fire violations cleared	79%	77%	85%
# of fire plans reviewed	135	162	165
# of FMO responses	45	32	50
% of staff response time under 1 hour after notification	100%	98%	100%
% of fire cause determination (80%)	78%	63%	80%
% of Fire Departments with an ISO rating lower than 9	36%	45%	54%
% of Fire Departments with average response time of < 8 minutes	100%	100%	100%
# of prevention education classes conducted	42	45	65

Fire Services

Program Goal: Provide assistance on manpower intensive emergency scenes to assist our Volunteer Fire Service providers in service delivery.

Program Strategies:

- Provide effective and timely response to assist Cabarrus County Public Safety Agencies and providers.
- Provide manpower to help fill critical tasks as a part of fire ground operations.
- Ensure manpower staff complete 24 hours of Emergency Medical Technician (EMT) Training a year and 40 hours each quarter of firefighter training.
- Complete three drills per quarter.

Fire Services

MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
% of calls responded to <11 minutes	76%	81%	100%
# EMT training hours	146	116	160
# firefighter training hours	798	590	1,100
% of incidents assigned fire operational task on fire ground	73%	76%	100%
# of drills completed per year	12	12	12

DEPARTMENT CONTACT:

Name: Steven Langer

Email: smlanger@cabarruscounty.us

Phone: 704-920-2561

Fire Districts

MISSION:

To provide equitable and sustained level of fire protection services to citizens in the unincorporated area of Cabarrus County, to protect life, preserve property and promote safety throughout the community.

MANDATE:

NCGS 153A-233 authorizes counties to organize and maintain fire departments, enter contracts with municipal or volunteer fire departments, and appropriate funds to engage in these activities.

OVERVIEW:

Fire protection services is provided to county citizens through contracts with multiple non-profit incorporated volunteer fire departments and municipal departments within Cabarrus County. Departments are funded through established fire tax districts at various tax rates, grants, and portion of sales tax.

Funding is for distribution of sales taxes to the appropriate local Fire Tax Districts. The proper accounting for these funds is to record them as a revenue upon receipt and an expenditure upon disbursement to the local fire district. See the program summary for Fire Districts behind the Public Safety tab.

BUDGET SUMMARY:

	ACTUAL FY 2018	AMENDED FY 2019	ADOPTED FY 2020	% CHANGE FY 2019 to FY 2020
EXPENDITURES				
Allen	\$ 281,119	\$ 386,546	\$ 393,999	1.93%
Cold Water	199,036	197,677	204,169	3.28%
Concord Rural	29,978	42,261	41,471	-1.87%
Flowe's Store	291,864	305,839	385,723	26.12%
Georgeville	235,020	227,777	242,679	6.54%
Gold Hill VFD	36,153	35,791	37,828	5.69%
Harrisburg	833,222	957,842	991,774	3.54%
Jackson Park	131,039	188,157	192,882	2.51%
Kannapolis Rural	147,235	184,924	189,158	2.29%
Midland	431,635	467,636	794,943	69.99%
Mt. Mitchell	86,752	86,892	89,031	2.46%
Mt. Pleasant Rural	420,058	420,350	498,800	18.66%
Northeast-Cabarrus	156,783	154,399	159,438	3.26%
Odell	678,843	686,355	710,947	3.58%
Richfield-Misenheimer	10,199	9,159	9,940	8.53%
Rimer	129,848	170,757	178,657	4.63%
Total Expenditure	\$ 4,098,784	\$ 4,522,362	\$ 5,121,439	13.25%
REVENUES				
Tax Current Year	\$ 4,039,111	\$ 4,522,362	\$ 5,121,439	13.25%
Property Tax District	59,673	-	-	-
Total Revenue	\$ 4,098,784	\$ 4,522,362	\$ 5,121,439	13.25%

Emergency Medical Services

MISSION:

The mission of Cabarrus County Emergency Medical Services is to provide progressive, quality and pre-hospital care as a part of a comprehensive healthcare system to remain synonymous with excellence and provide a nurturing and challenging work environment. We will address the needs of our patients, provide public education and promote community wellness.

MANDATE:

The Emergency Medical Service (EMS) is mandated by G.S. 143-517, adopted January 1, 2003. The Paramedic level of care was approved by the Board of Commissioners in 1987. The service follows guidelines established by the NC Medical Care Commission and administered by the NC Office of Emergency Medical Services. The 10A NCAC 13P regulates practice and system design.

OVERVIEW:

EMS is responsible for providing advanced medical care and transport to victims of illness or injury. Paramedic care, which is the highest level of pre-hospital care available, is provided to the citizens of Cabarrus County. Paramedics deploy a variety of progressive advanced life support skills to patients during the performance of their duties and continue to be recognized as a model EMS agency across the State and Nation.

Public education increases community wellness. Low response times decrease mortality. Advanced care and programs improve patient outcomes. The community paramedic program contributes to community wellness and appropriate use of health resources. Specialty response programs from multiple agencies are supported by Cabarrus EMS paramedics. Cabarrus EMS also provides inter-facility advanced life support transfers (critical care) to address an unmet need for Cabarrus County citizens.

MAJOR ACCOMPLISHMENTS:

- Cardiac arrest survival rates exceed national standards.
- Citizen cardio-pulmonary resuscitation (CPR) rates exceed national standards.
- Provided community CPR training to 1,139 citizens.
- Received the American Heart Association Gold Award for management of heart attack patients.
- Continued partnership with local and state stakeholders to address the opioid crisis.
 - Participated in community conversation events.
 - Collaborative County representation on University of NC School of Government Opioid Forum.
- Provided subject matter experts to help train all County employees in Workplace Violence and CPR.
- Continued implementation of peer support counselor program.
- Actively engaged as a part of the Mental Health Advisory Board.
- Expanded community paramedic roles, as well as added two additional Community Paramedics.
- Replacement of cardiac monitors with newer technology to provide the best care for patients experiencing cardiac related events and for regular monitoring of patients.
- Implemented MEDRIS system, for telestroke, connecting Paramedic with Neurologist when appropriate.
- Continued training for all staff in Mental Health First Aid and Crisis Intervention Training.
- Phased implementation of a “culture of safety” plan to improve provider safety, increase patient safety, reduce risk and reduce lost work time incidents.
 - Ergonomic drug and gear bags implemented.
 - Ankle safety footwear.

Emergency Medical Services

- Power stretchers.
- 360 degree ground lighting implemented for ambulances.
- Fit Responder training.
- Continued compliance with Commission on Accreditation of Ambulance Services (CAAS) and National Fire Protection Association (NFPA) standards for ambulance safety and design.
- Center for Medicare and Medicaid services error rate = 0.85%. This low rate confirms our continued attention to detail with billing data entry and removes us from the Targeted Probe and Educate (TPE) audit list effective 2/11/2019.
- Implementation of virtual shift briefings that allow staff at outlying stations, and on varying shifts, to be better connected with supervisors and administrative staff.

CHALLENGES & TRENDS:

- Maintain unit hour utilization (an industry standard for measurement of work load) below 0.3. Average unit hour utilization for CY 2018 = 0.33.
- Maintain average response times of less than 8 minutes.
- Continued growth of innovative community paramedic program practices.
- Increasing healthcare costs and reimbursement model changes.
- Management of unit staffing, part time utilization and overtime.
- Providing for employee time off (benefit and holiday hours).
- Recruitment and retention of credentialed paramedics.
- Substance use and mental health response.

BUDGET HIGHLIGHTS & CHANGES:

- Replacement of four advanced life support ambulances as replacements to comply with County mileage replacement guidelines and to keep emergency fleet able to respond safely in emergency situations.
- Addition of power stretchers to improve patient safety and significantly reduce EMS provider injuries.
- Implementation of GPS vehicle monitoring system to improve safety, reduce risk and increase quality.
- Addition of two Community Paramedics (Master Paramedics) to address their increasing role in mental health and substance use response.
- Protective footwear for all EMS team members.
- Addition of ten part time employees to address staffing issues, employee time off and to increase potential pool of future full time employees.
- Joint station with Concord Fire Station 10 moving resources to better cover western portion of County.
- Implementation of safety culture plan.
- Continued work with human resources and the county recruiter to have a broader reach to applicants interested in EMS. This includes EMS conferences, job fairs and collaboration with community college and schools to capture the right audience. We have seen benefits of this already with more robust applicant pools and much better staffing outlook.

Emergency Medical Services

BUDGET SUMMARY:

	ACTUAL FY 2018	AMENDED FY 2019	ADOPTED FY 2020	% CHANGE FY 2019 to FY 2020
EXPENDITURES				
Personnel Services	\$ 7,383,423	\$ 7,857,032	\$ 7,998,077	1.80%
Operations	1,311,904	1,457,031	1,350,894	-7.28%
Capital Outlay	677,622	656,220	542,475	-17.33%
Total Expense	\$ 9,372,949	\$ 9,970,283	\$ 9,891,446	-0.79%
REVENUES				
Intergovernmental	\$ 31,685	\$ 3,000	\$ 3,000	-
Sales & Services	5,862,531	5,995,283	6,202,122	3.45%
Miscellaneous	341,807	130,000	70,000	-46.15%
Other Financial Sources	-	16,283	-	-100.00%
Total Revenue	\$ 6,236,023	\$ 6,144,566	\$ 6,275,122	2.12%
STAFFING				
FTE Positions	110.81	115.31	115.31	-

PERFORMANCE SUMMARY:

County-wide Goals Supported:

- Preserve and enhance the quality of life through public policy that promotes cross jurisdictional collaboration, encourages growth while balancing its impact, and looks ahead to preserve quality of life.
- Provide for public safety by communicating preparedness and safety awareness, responding to routine and catastrophic events and maintaining and restoring the well-being of citizens.
- Use resources wisely by seeking to collaborate services, share costs, minimize risk and protect county assets and investments.
- Support community connections through purposeful and strategic communication, enhanced education, active community participation and increased access to and utilization of services.

Program Goal: Efficiently respond to emergency 911 dispatches in Cabarrus County for medical and trauma emergencies.

Program Strategies:

- Insure efficient utilization of ambulance resources to promote consistent availability of response within established time parameters.
- Continually determine staffing models and deployment location of ambulance resources to enable compliance with average response time standards.
- Maintain average response time of 8 minutes or less.
- Replace four ambulances annually to ensure reliability of emergency medical response.
- GPS dispatching to assign response to closest appropriate unit.

Emergency Medical Services

MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
Response time in minutes	7.5	7.42	Less than 8 minutes
% of primary unit miles less than 100,000 miles	92.3%	61%	90%
# of unit hour utilization*	0.34	0.33	0.30
# of calls	32,802**	33,484	34,000

*Industry standard for measure of workload. This is percent of time per hour units are being dispatched. We track gross unit hour utilization based on dispatch. Levels above 0.4 are considered excessive.

**Decrease in total calls with increase in patient contact calls as a result of adjustment to standby policy.

Program Goal: Provide highly skilled paramedic response increasing the chance of positive patient outcomes.

Program Strategies:

- Engage stroke, heart attack, trauma and cardiac arrest patients through a comprehensive system of care.
- Continually provide advanced, high quality continuing education to EMS responders.

MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
% of cardiac arrest ROSC*	77%	58%	75%
% of cardiac arrest survival to discharge**	39%	19%	50%
% of stroke/heart attack accuracy***	75%	68%	80%
% of stroke, heart attack and trauma transported to appropriate receiving facility	100%	100%	100%
# of training man-hours	10,251	15,552	15,000

*ROSC-Return of spontaneous circulation (regained pulse in CPR). % is total Utstein arrests regaining pulse

**National cardiac arrest survival to discharge is 26% compared to Cabarrus at 55%. We have modified tracking to now only include discharges without neurological deficit. % is number of Utstein discharges compared to total.

***Stroke/heart attack accuracy: detailed pre-hospital identification with advanced notification provided to hospital to facilitate direct transport to area of hospital for critical care. Standard is to maintain levels greater than 70%. Stroke and heart attack mimics skew the accuracy % of paramedics. % is number of accurate diagnosis compared to total.

Program Goal: Efficiently utilize resources and policies to promote quality care, reliability, fiscal responsibility and accountability.

Program Strategies:

- Establish, implement and monitor best practices in pre-hospital care.
- Continually monitor collection performance of billing vendor, collections agency and local debt set off in order to confirm best practices and performance standards.
- Promote bi-directional exchange of health information with receiving facilities.
- Promote hiring and retention of qualified pre-hospital professionals.
- Maintain a quality fleet of ambulances to provide safe transport for citizens and employees

Emergency Medical Services

MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
% of EMS collections	72%	71.3%	74%
% of quality management infractions	0.002%	0.0001%	0.05%
% of full time attrition*	13%	12%	10%
% of 12 Lead EKGs transmitted	100%	100%	95%
% of ambulances transitioned to new safety standards**	50%	67%	85%
Patient Satisfaction Score ***	4.9	4.9	4.9

*Consideration should be given to attrition in regards to those separated for personnel reasons or retirement.

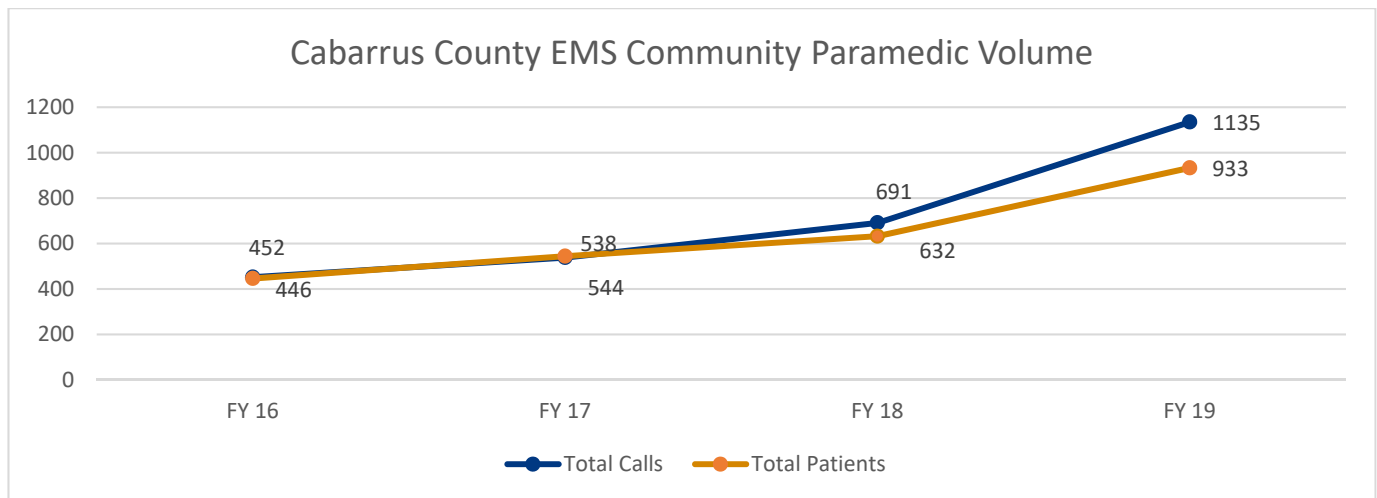
**New ambulance safety standards being phased in with new purchases

***Result came from patient surveys with 1 being least satisfied and 5 being best satisfied.

Program Goal: Provide progressive, innovative care and education to facilitate community wellness and appropriate use of medical resources.

Program Strategies:

- Engage the community in the chain of cardiac arrest survival through community CPR awareness and training in an effort to improve cardiac arrest outcomes.
- Delivery of mobile integrated healthcare services through a community paramedic program in order to reduce hospital readmissions, promote use of most appropriate medical resources, reduce unnecessary ambulance transports and create an environment of healing in the home.
- Delivery of mandatory Cabarrus County staff training in CPR (includes all positions in County).
- Use of the community paramedic program to connect behavioral health patients to the most appropriate resources

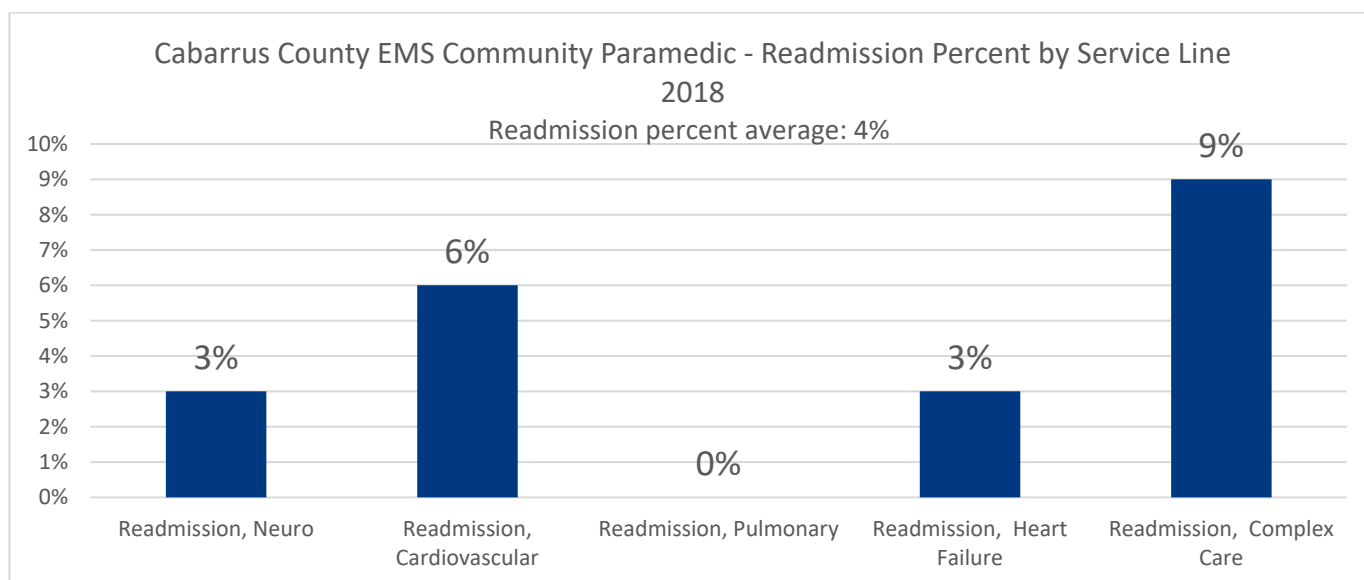
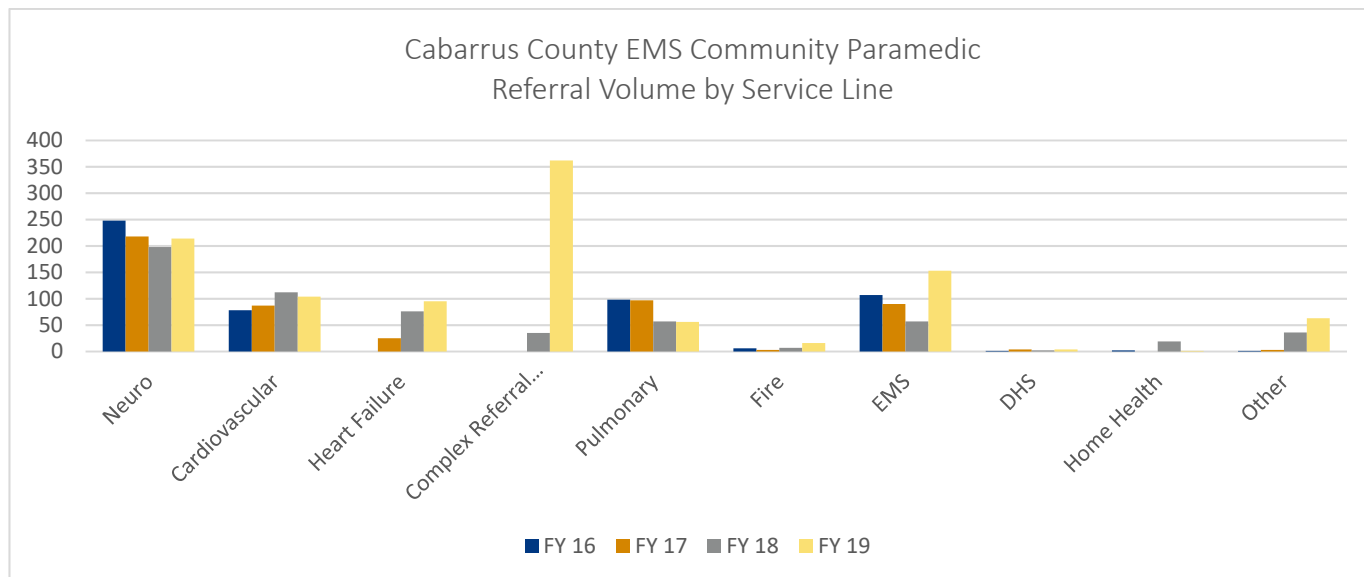


MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
# of citizens reached/trained in CPR	1,632	1,139	2,000
% of cardiac arrest patients receiving bystander CPR prior to EMS arrival*	57%	46%	61%
# of community paramedic calls	691	1,135	1,000
% of hospital readmissions prevented through community paramedics	97%	94%**	85%

*Cardiac arrest survival increases tremendously with performance of bystander CPR. Nationally, less than 40% of patients receive CPR prior to EMS arrival.

** Community Paramedic readmissions for FY 19 do not include the last month of the FY due to data not being available until mid August.

Emergency Medical Services



DEPARTMENT CONTACT:

Name: James Lentz

Email: jwlentz@cabarruscounty.us

Phone: 704-920-2601

911 Emergency Telephone System

MISSION:

Provide advanced comprehensive 911 emergency telephone services to ensure that Cabarrus County is a safe community in which to live, work and visit.

OVERVIEW:

In order to provide enhanced emergency 911 telephone services to telephone users as required by FCC regulation, the state of North Carolina enacted General Statute(s) 62A-32 through 62A-32. These statutes established a state board to track and regulate the expenditure of funds received from the wireless telephone system carriers. Laws and/or regulations have been enacted to require certain things from these carriers including the ultimate provision of Automated Name Identification (ANI) and Automated Location Identification (ALI) when a 911 call is placed from a mobile telephone.

The Cabarrus County Sheriff's Office Public Safety Answering Point (PSAP) is designated as the central answering point for all wireless 911 calls routed to Cabarrus County and landlines outside Concord and Kannapolis. Subscriber fees have been added to each cellular phone subscriber to help pay for these upgrades. The expenditure of the Wireless Emergency Telephone System funds is limited to certain expenses directly associated with the delivery of 911 services.

The Cabarrus County system includes the Intrado Intelligent Emergency Network (IEN) 911 System. Cabarrus County has installed a fully managed solution offering emergency call delivery and data management services over an Internet Protocol (IP) network. The IEN infrastructure was designed to work with existing legacy equipment and is integrated, operated and maintained to the public safety class standards. IEN lays a foundation for the development and implementation of innovative applications and services that will advance the capabilities of public safety communications and eliminate many of the challenges. This system also enhances the interoperability through the entire chain of 911 centers.

CHALLENGES & TRENDS:

- All NC public safety answering points (PSAP) will be moved over to a new ESI-net, the state 911 system, managed by the state. There is no impact for Cabarrus County, because we are currently ESI-net capable. The state 911 board will manage this system. Cabarrus and surrounding counties are being placed on a list of the states Psaps to begin the process of ESInet switch over in 2020.

911 Emergency Telephone System

BUDGET SUMMARY:

	ACTUAL FY 2018	AMENDED FY 2019	ADOPTED FY 2020	% CHANGE FY 2019 to FY 2020
EXPENDITURES				
Personnel Services	\$ 55,845	\$ 60,000	\$ 60,000	-
Operations	474,006	714,622	700,714	-10.34%
Capital Outlay	66,863	167,242	-	-100.00%
Total Expense	\$ 596,714	\$ 941,864	\$ 760,240	-25.60%
REVENUES				
Intergovernmental	\$ 790,611	\$ 789,364	\$ 758,740	-3.88%
Investment Earnings	4,672	1,500	1,500	-
Other Fin Sources	-	151,000	-	-100.00%
Total Revenue	\$ 795,283	\$ 941,864	\$ 760,240	-19.28%

DEPARTMENT CONTACT:

Name: Lieutenant Ray Gilleland

Email: jrgilleland@cabarruscounty.us

Phone: 704-920-3111

Other Public Safety

DESCRIPTION:

Agencies funded through this program are non-profit and other government agencies that provide public services that complement or are not found in the array of services provided by the County.

Boys & Girls Club of Cabarrus County (JCPC)

This agency funded by the Juvenile Crime Prevention Council (JCPC) provides the Strengthening Families program, which is an evidenced-based family skill building program that focuses on building improved cooperation and communication within families. The target population is Cabarrus County youth between 12 and 17 years of age. Family referrals are from juvenile court counselors, school counselors, social workers and school resource officers. The Boys & Girls Club provides positive, constructive activities that meet both the interests and needs of the targeted youth and their families.

Juvenile Crime Prevention Council (JCPC)

The North Carolina Division of Juvenile Justice partners with Juvenile Crime Prevention Councils in each county to galvanize community leaders, locally and statewide, to reduce and prevent juvenile crime. JCPC board members are appointed by the County Board of Commissioners and meet monthly in each county. The meetings are open to the public, and all business is considered public information. The Division of Juvenile Justice allocates approximately \$23 million to these councils annually. Funding is used to subsidize local programs and services. Cabarrus County has been allocated \$295,111 for FY 2020. The FY 2020 proposed funds are for the approved agencies through a Request for Proposal process.

Cabarrus County Teen Court and Cabarrus Mediation, Inc. (JCPC)

This program funded by the Juvenile Crime Prevention Council (JCPC) provides an opportunity for the diversion from the traditional court system for certain first-time misdemeanor or status offenders, ages 11 through 16. This program provides an education in how the judicial system works to youth referred and youth volunteers. This program also helps youth and their families acquire and practice skills designed to foster the development of supportive and positive relationships. The program was implemented in FY 1999 with the goal to increase the capacity of the community's youth to become responsible and productive citizens.

Cabarrus County Juvenile Restitution/Community Service (JCPC)

This program funded by the Juvenile Crime Prevention Council (JCPC) provides juveniles the opportunity to fulfill their monetary restitution and community service obligations to Juvenile Court. The target population is Cabarrus County youth between 7 and 17 years of age who are referred from Juvenile Court. The goal of the program is to assist the youth in completing their court ordered obligation and to reduce further involvement with Juvenile Court.

Shift Mentoring Program (JCPC)

This program funded by the Juvenile Crime Prevention Council (JCPC) promotes youth development for young people in grades 6-12 during in-school and after-school hours who have been referred through juvenile court, law enforcement or school personnel. The program promotes healthy human connections through structured adventure activities, life skill training, and group mentoring that emphasizes team building, leadership development, increased communication, conflict resolution skills and problem solving abilities. The contract with this agency began with the FY 2013 budget year.

Other Public Safety

Shift Mentoring Program (JCPC) - Alternatives to Commitment Services (ACS)

This program funded by the Juvenile Crime Prevention Council (JCPC) also known as Level Up provides youth ages 15-19 years old with vocational services through the HBI Pre-Apprenticeship Certificate Training (PACT) Program. PACT is an industry-recognized, evidence-based, job training and certification program designed to prepare and train court-involved youth for general employability and high-demand positions in the building and construction industry.

Rowan County Youth Services Bureau, Inc. (JCPC)

This agency funded by the Juvenile Crime Prevention Council (JCPC) provides sex offender specific evaluations and treatment to Cabarrus County youth. Evaluations will address juveniles with behavior problems, particularly those of a sexual nature, by providing evaluations and recommendations for treatment in a timely manner. Sex offender treatment includes group, individual, and family therapy for juveniles who have been adjudicated with a sex offense. Target youth will be between the ages of 6 and 17. The contract with this agency began with the FY 2013 budget year.

Positive Parenting Program (JCPC)

This agency funded by the Juvenile Crime Prevention Council (JCPC) is a multi-level system of evidenced based interventions for parents of children, and teenagers, who have, or at risk of, developing behavior and emotional problems. It equips parents with the skills and confidence they need to be self-sufficient in order to manage family issues appropriately by using parenting strategies focusing on developing positive relationships, attitudes and conduct. Parents learn/develop effective behavior management strategies to deal with a variety of behavior problems. The contract with this agency began with the FY 2017 budget year.

Fostering Solutions Crisis Bed

Fostering Solutions offer temporary specialized foster care on an emergency basis for delinquent and undisciplined youth. Youth served are ages 6-17, males and females, referred for placement by the Department of Public Safety. Youth are placed for short term to allow time for appropriate placement planning. A comprehensive clinical assessment and child and family team meeting will be completed to assist with determination or services needed.

Medical Examiner

The Medical Examiner is responsible for investigating deaths within Cabarrus County that are unattended or occur under questionable circumstances. This function is part of a statewide system supervised and financed primarily at the state level. County funding is mandated. The State raised the required rate of payment for autopsies in FY 2014 and the rate for investigations in FY 2015 resulting in an increase in our estimated costs of nearly 30%.

Thompson RISE (JCPC)

This agency funded by the Juvenile Crime Prevention Council (JCPC) provides community based mental health service know as RISE, which is tailored specifically to court-involved adolescents, particularly older adolescents, to help build their resilience, vocational skills, academic success, housing stability, mental healthcare, and decrease legal involvement. With the Raise the Age Legislation effective December 2019, and the population this agency serves they want the participant to RISE above their circumstances to achieve a successful life.

Other Public Safety

YDI Family Life Skills (FLS) Academy (JCPC)

This agency funded by the Juvenile Crime Prevention Council (JCPC) will partner with juvenile court to address the dual need of establishing and/or enhancing the decision-making/interpersonal skills of adolescent juveniles ages 12 and up and the parenting/family building skills of their parent. Studies show that teens who have supportive relationships with their parent(s) become less at-risk of delinquency, substance abuse, and depression. They also demonstrate higher levels of self-reliance and positive peer decision making.

North Carolina Forest Service – Cabarrus County Ranger

The Forest Service is responsible for the complete forestry program in Cabarrus County under a cooperative agreement between the N.C. Department of Environment, Health and Natural Resources and the Board of Commissioners, as authorized by G.S. 113-54 and 113-59. Historically, the State paid 60% of the cost of this program and the County paid the remaining 40%. The current state legislature has proposed a tiered system of participation for counties based on their size. The Ranger works with several county, state and federal agencies in promoting sound use of natural resources. There are four major program areas:

1. Forest Fire Control - Works with local fire departments to suppress wildfires in woodlands, investigate causes and pursue legal action if warranted.
2. 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.
3. 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.
4. Forest Pest Control - Investigations are performed to identify forest pests, and methods of control are prepared. Periodic surveys are made for Gypsy Moth and Southern Pine Beetle damage. The increase in this year's budget request is due to \$8,950 for an additional Fire Equipment Operator position.

Sales Tax - Fire Districts

Funding is for distribution of sales taxes to the appropriate local Fire Tax Districts. The proper accounting for these funds is to record them as a revenue upon receipt and an expenditure upon disbursement to the local fire district. See the program summary for Fire Districts behind the Public Safety tab.

Separation Allowance-Law Enforcement

Cabarrus County administers a public employee retirement system ("the Separation Allowance"); a single-employer defined benefit pension plan that provides retirement benefits to the County's qualified sworn law enforcement officers. The Separation Allowance is equal to .85% of the annual equivalent of the base rate of compensation most recently applicable to the officer for each year of creditable service. The retirement benefits are not subject to any increases in salary or retirement allowances that may be authorized by the General Assembly. Article 12D of G.S. Chapter 143 assigns the authority to establish and amend benefit provisions to the North Carolina General Assembly. For reporting purposes, the Separation Allowance is presented as a fund in which law enforcement is reported in the General Fund and not the Pension Trust Fund as in the past.

Other Public Safety

BUDGET SUMMARY:

	ACTUAL FY 2018	AMENDED FY 2019	ADOPTED FY 2020	% CHANGE FY 2019 to FY 2020
EXPENDITURES				
Separation Allowance	\$ 354,465	\$ 424,899	\$ 456,306	7.39%
Purchased Services	-	9,000	-	-100.00%
Consultants	1,263	1,300	1,300	-
JCPC Grants				
Teen Court	59,915	54,600	35,040	-35.82%
Teen Court Restitution	72,515	71,628	68,339	-4.59%
Medical Examiner	121,300	122,500	122,500	0.00%
Forester	52,517	95,714	81,864	-14.47%
JCPC-unallocated	-	-	-	-
Boys/Girls	-	42,851	25,000	-41.66%
Shift Mentoring Program	64,196	69,150	49,112	-28.98%
Shift Mentoring – ACS	-	64,000	-	-100.00%
Rowan YSB	9,421	13,545	11,871	-12.36%
Positive Parenting Program	30,000	-	-	-
Fire Districts – Sales Tax	984,185	979,177	1,113,588	13.73%
Fostering Solutions Crisis Bed	37,000	43,337	49,337	13.84%
Equipment and Furniture	-	691,142	-	-100.00%
Thompson RISE	-	-	25,032	100.00%
FLS Academy	-	-	31,380	100.00%
Total Expense	\$ 1,786,777	\$ 2,682,843	\$ 2,070,669	-22.82%
REVENUES				
Sales Tax	\$ 984,186	\$ 979,177	\$ 1,113,588	-13.73%
JCPC unallocated	-	-	-	-
Boys and Girls Club	-	42,851	25,000	-41.66%
Shift Mentoring	64,196	69,150	49,112	-28.98%
Shift Mentoring – ACS	-	64,000	-	-100.00%
Rowan YSB	9,421	13,545	11,871	-12.36%
Positive Parenting Program	30,000	-	-	-
Fostering Solutions Crisis Bed	37,000	43,337	49,337	-
Teen Court	59,915	54,600	35,040	13.84%
Teen Court-Restitution	72,515	71,628	68,339	-35.82%
Other Financial Sources	-	691,142	-	-4.59%
Thompson RISE	-	-	25,032	100.00%
FLS Academy	-	-	31,380	100.00%
Total Revenue	\$ 1,257,233	\$ 2,029,430	\$ 1,408,699	-30.59%



Economic Development – Incentive Grants

PROGRAM DESCRIPTION:

The Cabarrus County Board of Commissioners make use of incentive grants, as authorized by the North Carolina General Statutes, to encourage new industry location decisions within the County and to assist existing industrial expansions. In some instances the local incentive grants are supported by the Department of Commerce with state economic development grants. These require a local match which boosts the impact of the consideration to the grantee. The goal of the economic development investments is to diversify the tax base, offer improved employment opportunities for citizens and promote the economic growth and welfare of the business and industrial community. The Industrial Development Incentive program has assisted in bringing major corporations to Cabarrus County, along with encouraging expansions of several existing corporations and renovation of historical properties.

INCENTIVE GRANTS:

(Abbreviations below: TY=Tax Year, FY=Fiscal Year)

4540 Fortune Ave, LLC (TY2018 FY2019 - TY2020 FY2021)

Based on an Estimated Eligible Valuation of approximately \$5,300,000 we will appropriate \$33,000 for FY2020. 85% of qualifying amount will be granted to company for three consecutive years. Initiation projected for TY2018.

Amazon / TPA (TY2019 FY2020 - TY2021 FY2022)

Combination grant for both entities. A \$1,487,500 grant was paid upfront to TPA as a partial reimbursement of infrastructure improvements. The first \$50M of assessment on the real property improvements is credited to the TPA grant with the remainder credited to Amazon's grant along with their personal property investment. Based on an Estimated Eligible Valuation of approximately \$63,000,000 we will appropriate \$386,000 for FY2020. 85% of qualifying amount will be granted to company for three consecutive years. Initiation projected for TY2019.

Beacon Partners

This \$930,240 grant was paid upfront as a partial reimbursement of infrastructure improvements for the development of a five building business park at an estimated valuation of \$53,000,000. A TY2020 clawback provision would require a payback of any unearned portion of the grant.

Classic Graphics (TY2020 FY2021 - TY2022 FY2023)

No FY2020 impact. 85% of qualifying amount will be granted to company for three consecutive years. Initiation currently projected for TY2020.

Corning Inc. (TY2013 FY2014 – TY2024 FY2025)

As of February 2019 Corning has three outstanding grants. Based on current projections, prior appropriations will finance the first two grant's obligations which are expected to be paid in full during FY2019. For those two grants 85% of the qualifying amounts are to be granted to industry for three consecutive years, per grant. For the third grant, 85% of qualifying amount is to be granted to industry for five consecutive years. The third grant is projected to initiate for TY2020 so no current FY impact.

Economic Development – Incentive Grants

FedEx Ground (TY2018 FY2019 - TY2020 FY2021)

Based on an Estimated Eligible Valuation of approximately \$24,120,000 we will appropriate \$152,000 for FY2020. 85% of qualifying amount will be granted to company for three consecutive years. Initiation projected for TY2018.

Fly Right (TY2017 FY2018 - TY2019 FY2020)

Based on an Estimated Eligible Valuation of approximately \$2,551,500 we will appropriate \$16,000 for FY2020. 85% of qualifying amount will be granted to company for three consecutive years starting with TY2017.

Fortius-Richardson (TY2020 FY2021 - TY2022 FY2023)

No FY2020 impact. 85% of qualifying amount will be granted to company for three consecutive years. Initiation projected for TY2020.

FSP USA - Safewaze (TY2020 FY2021 - TY2024 FY2025)

No FY2020 impact. 85% of qualifying amount will be granted to company for five consecutive years. Initiation currently projected for TY2020.

Griffin International (TY2020 FY2021 - TY2022 FY2023)

No FY2020 impact. 85% of qualifying amount will be granted to company for three consecutive years. Initiation projected for TY2020.

Haines, JJ (TY2019 FY2020)

Based on an Estimated Eligible Valuation of approximately \$6,400,000 we will appropriate \$40,000 for FY2020. 85% of qualifying amount will be granted to company for one year. Initiation projected for TY2019.

Hydromer (TY2020 FY2021 - TY2024 FY2025)

No FY2020 impact. 85% of qualifying amount will be granted to company for five consecutive years. Initiation currently projected for TY2020.

Intertape Polymer Group (TY2018 FY2019 - TY2022 FY2023)

IPG currently has two grants with overlapping timeframes. Based on an Estimated Eligible Valuation of approximately \$44,320,000 we will appropriate \$280,000 for FY2020. 85% of qualifying amount is to be granted to company for five consecutive years for the first grant and for three consecutive years for the second grant. The first grant initiated for TY2018 while the second grant is projected to initiate for TY2020.

iTek Graphics, Inc. (TY2017 FY2018 - TY2019 FY2020)

Based on an Estimated Eligible Valuation of approximately \$3,645,000 we will appropriate \$23,000 for FY2020. 85% of qualifying amount will be granted to company for three consecutive years. Initiation projected for TY2017.

Economic Development – Incentive Grants

Johnson Concrete (TY2019 FY2020 - TY2021 FY2022)

Based on an Estimated Eligible Valuation of approximately \$700,000 we will appropriate \$10,000 for FY2020. 85% of qualifying amount will be granted to company for three consecutive years. Initiation projected for TY2019.

Keysteel (TY2021 FY2022 - TY2025 FY2026)

No FY2020 impact. 85% of qualifying amount will be granted to company for five consecutive years. Initiation possible for TY2021 but the grantee's plans are fluid, at this time.

Pepsi Bottling Ventures (TY2017 FY2018 - TY2021 FY2022)

Based on an Estimated Eligible Valuation of approximately \$14,800,000 we will appropriate \$94,000 for FY2020. 85% of qualifying amount will be granted to company for five consecutive years.

PreGel (TY2021 FY2022 - TY2023 FY2024)

No FY2020 impact. 85% of qualifying amount will be granted to company for three consecutive years. Initiation projected for TY2021.

Rehab Development (TY2016 FY2017 – TY2020 FY2021)

A forgivable loan, totaling \$105,000 is paid, to the developer, in five annual installments of \$21,000 each. If indicated investment is substantially completed at end of term then the loan will be forgiven. FY2020 will be budgeted for the 4th of 5 loan payments, in the amount of \$21,000.

S&D Coffee & Tea (TY2015 FY2016 - TY2022 FY2023)

Based on an Estimated Eligible Valuation of approximately \$24,200,000 we will appropriate \$125,000 for FY2020. Four overlapping phases were awarded with 85% of qualifying amount to be granted for five consecutive years, per phase. FY2020 will be the fifth of eight grant years.

Silverman Group (TY2017 FY2018 - TY2022 FY2023)

Silverman entities currently have five grants with overlapping timeframes. Based on a combined Estimated Eligible Valuation of approximately \$46,550,000 we will appropriate \$292,000 for FY2020. 85% of qualifying amount will be granted to company for three consecutive years, per grant.

Simon/Mall at Concord Mills Limited Partnership for Sea Life Charlotte LLC (TY2015 FY2016 - TY2020 FY2021)

Based on an Estimated Eligible Valuation of approximately \$4,400,000 we will appropriate \$25,000 for FY2020. 85% of qualifying amount will be granted for six consecutive years.

SkyGroup Investments/iFly (TY2020 FY2021 - TY2022 FY2023)

No FY2020 impact. 85% of qualifying amount will be granted to company for three consecutive years. Initiation projected for TY2020.

Economic Development – Incentive Grants

SunCap Charlotte (TY2018 FY2019 - TY2020 FY2021)

Based on an Estimated Eligible Valuation of approximately \$30,000,000 we will appropriate \$189,000 for FY2020. 85% of qualifying amount will be granted to company for three consecutive years. Initiation projected for TY2018.

BUDGET SUMMARY:

	ACTUAL FY 2018	AMENDED FY 2019	ADOPTED FY 2020	% CHANGE FY 2019 to FY 2020
EXPENDITURES				
4540 Fortune Ave	\$ -	\$ 25,000	\$ 34,000	36.00%
Amazon	-	-	397,000	100.00%
Celgard	635,600	-	-	-
Fed Ex	-	160,000	156,000	-2.50%
Flyright	-	-	17,000	100.00%
Hotel Concord	21,000	21,000	21,000	-
Intertape	-	281,000	287,000	2.14%
iTek	-	25,000	23,000	-8.00%
J.J. Haines	-	-	41,000	100.00%
Johnson Co.	-	-	10,000	100.00%
Pepsi	-	90,000	96,000	6.67%
S & D Coffee	-	488,000	129,000	-73.57%
Sea Life	29,515	27,842	26,000	-6.62%
Silverman	-	54,000	299,000	453.70%
SunCap	192,500	-	-	-
SunCap 2	-	179,000	194,000	8.38%
TPA Group	1,487,500	-	-	-
Total Expense	\$ 2,366,115	\$ 1,350,842	\$ 1,730,000	28.07%

DEPARTMENT CONTACT:

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Phone: 704-920-2433

Planning and Development - Planning

MISSION:

The mission of Cabarrus County Planning and Zoning is to enhance the quality of life for citizens through the implementation of federal, state and local laws, ordinances and regulations related to the use of land, thereby, building a viable community where citizens, businesses and industry thrive together.

MANDATE:

Enabling Legislation GS 153A for subdivision and zoning control, GS §143-214 for mandated watershed protection, and GS §153-341 requires zoning to be in accordance with a comprehensive plan.

OVERVIEW:

The Planning Division is responsible for providing planning services in unincorporated Cabarrus County. Current planning services include administering the subdivision and zoning ordinances, processing subdivision plat applications, processing rezoning requests, conditional use permits and variance requests, coordinating subdivision and rezoning reviews and preparing ordinance amendments. Long-term planning services include creating and updating long-term planning documents, performing population estimates for Cabarrus County and analyzing growth patterns in Cabarrus County.

The planning division also provides staff assistance to Cabarrus County Schools for site selection and future growth planning. Staff provides transportation planning services through representation and participation on the Cabarrus-Rowan Metropolitan Planning Organization and various committees. Planning Division Staff serve as support staff to the Planning and Zoning Board and the Board of Commissioners and work on special projects for the County Manager's Office. Additionally, the Planning Division provides support services for plan updates and studies conducted by other departments, as well as regional studies. This division is also responsible for E911 Addressing systems administration, including data entry and maintenance for the entire County.

MAJOR ACCOMPLISHMENTS:

- Provided technical assistance to Cabarrus County Schools for multiple school site searches.
- Provided technical assistance to Cabarrus Economic Development Corporation (CEDC) for multiple business inquiries.
- Provided staff representation to, and technical assistance for, Cabarrus Rowan Metropolitan Planning Organization (MPO) or NCDOT Comprehensive Transportation Plan (CTP) update.
- Provided technical assistance for multiple Infrastructure and Asset Management projects.
- Provided technical assistance for multiple Active Living and Parks projects.
- Provided technical and mapping assistance to the Cabarrus County Sheriff's Department.
- Provided technical and mapping assistance to County Emergency Management and Fire Marshal's Office.
- Provided technical and mapping assistance to the County Manager's Office for several projects.
- Participated in City of Kannapolis Unified Development Ordinance Update Project.
- Completed Harrisburg Area Land Use Plan update process with the Town of Harrisburg. The Board of Commissioners adopted the Plan in July of 2018.
- Processed several ordinance amendments related to legislative changes and non-conformities in unincorporated Cabarrus.
- Participated in multiple workshops and meetings related to the 2020 Census.
- Participated in several multi-jurisdictional meetings to provide local input for the NC73 widening project.
- Participated in Cabarrus County Long Range Public Transportation Plan process.

Planning and Development - Planning

- Planner position filled.
- Collaborated with new Cabarrus County Schools Planning Staff to provide additional data and reports for school capacity planning.
- Attended School of Government planning and zoning class (Planning and Zoning Commission Clerk).

CHALLENGES & TRENDS:

- Number of subdivisions submitted for unincorporated County continues to trend downward.
- Frequency of addressing conflicts continues to increase.
- Number of development approvals in Town of Harrisburg continues to create additional E911 addressing service needs for the Town.
- Number of cases submitted for Planning and Zoning Commission consideration remains comparable to past years.
- Time spent on incomplete information and plans submitted for Planning and Zoning Commission cases continues to increase.
- Anticipate significant amendments to ordinance if adoption of HB548 occurs.
- Training of new planner is on-going.
- Increase in length of Planning and Zoning Commission meetings is requiring additional time spent on minutes by Program Specialist/Clerk to the Planning and Zoning Commission.

BUDGET HIGHLIGHTS & CHANGES:

- Adopted several text amendments related to legislation and non-conformities located in unincorporated Cabarrus.

BUDGET SUMMARY:

	ACTUAL FY 2018	AMENDED FY 2019	ADOPTED FY 2020	% CHANGE FY 2019 to FY 2020
EXPENDITURES				
Personnel Services	\$ 515,168	\$ 533,388	\$ 557,241	4.47%
Operations	98,204	66,043	81,206	22.96%
Capital Outlay	-	6,500	-	-100.00%
Total Expense	\$ 613,372	\$ 605,931	\$ 638,447	5.37%
REVENUES				
Permit & Fees	\$ 10,758	\$ 8,790	\$ 10,457	18.96%
Sales & Services	66,666	77,843	72,503	-6.86%
Other Financial Sources	-	13,491	-	-100.00%
Total Revenue	\$ 77,424	\$ 100,124	\$ 82,960	-17.14%
STAFFING				
FTE Positions	6.00	6.00	6.00	-

Planning and Development - Planning

PERFORMANCE SUMMARY:

County-wide Goal Supported:

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

Program Goal: Provide technical assistance to Cabarrus County Schools for effective management of student growth.

Program Strategies:

- Maintain accurate building permitting data and project data using the ACCELA permitting system to determine where growth is occurring.
- Assist with school site identification in accordance with the Cabarrus County Schools Site Design Guidelines.
- Assist with student projections for future school planning needs.

MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
# of school site analysis projects with staff participation	3	5*	3
# of reports provided to schools with permit data	52	58*	64
# of requested changes to reports implemented	1	1	0

*New report for School Planning Staff to track final inspections instituted half way through FY 2019.

Program Goal: Provide effective long range planning services for unincorporated Cabarrus County.

Program Strategies:

- Participate in partnerships for growth management
- Produce staff reports that Include information on long-term plan consistency for consideration when presented to Planning and Zoning Commission and Board of Commissioners.
- Foster relationships with other jurisdictions and agencies where there are opportunities to partner.
- Participate in multi-jurisdictional and regional projects when appropriate.

MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
# of multi-jurisdictional projects with staff participation	3	4	5
# of County small planning areas with adopted plans	5	5	5
# of cities or towns with area plans	4	4	4
# of area plans updated or revised	1	0	1
# of new joint plans adopted	1	0	1

FY 2019 - Harrisburg Area Land Use Plan Update adopted by BOC in July 2018. Update to Rowan Cabarrus Comprehensive Transportation Plan Preliminary Input (Next Cycle), Cabarrus Economic Development Corporation Product Development Group, NC73 Widening Project (Preliminary Design and Route), Census 2020

Planning and Development - Planning

FY2020 - Eastern Area Land Use Plan Update to Incorporate Town of Mount Pleasant Plan (Start Process), Additional Stream Gage Project, Update to Rowan Cabarrus Comprehensive Transportation Plan (Final Product to NCDOT), Cabarrus Economic Development Corporation Product Development Group, NC73 Widening Project (Route and Design Established), Census 2020

Program Goal: Provide timely reviews for subdivisions.

Program Strategies:

- Encourage pre-submittal discussions and meetings with staff prior to submittal for minor subdivisions.
- Review and approve 90% of plats submitted within 30 days of submittal.

MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
# of plats reviewed by staff	70	60	60
# of plats approved within 30 days of submittal	58	49	55
% of plats approved within 30 days of submittal	83%	82%	92%

Program Goal: Provide timely reviews for projects submitted for Planning and Zoning Commission consideration.

Program Strategies:

- Require pre-application meetings for projects that require Planning and Zoning Commission consideration.
- Educate applicants about process and standards of consideration during pre-application meetings.
- Present 90% of Planning and Zoning Commission cases to The Board for consideration within 60 days of submittal

MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
# of Planning and Zoning cases submitted for Commission consideration	13	6	6
# of cases presented and considered by Planning and Zoning Commission within 60 days	10	4	6
% of cases presented and considered by Planning and Zoning Commission within 60 days	77%	67%	100%

DEPARTMENT CONTACT:

Name: Susie Morris

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Phone: 704-920-2858

Planning & Development – Community Development

MISSION:

To provide housing rehabilitation and referral services to underserved populations that result in energy efficient, safe and affordable housing for low to moderate income, disabled and elderly residents that promotes aging in place.

MANDATE:

Community Development is not mandated but is authorized by § 153A-376.

OVERVIEW:

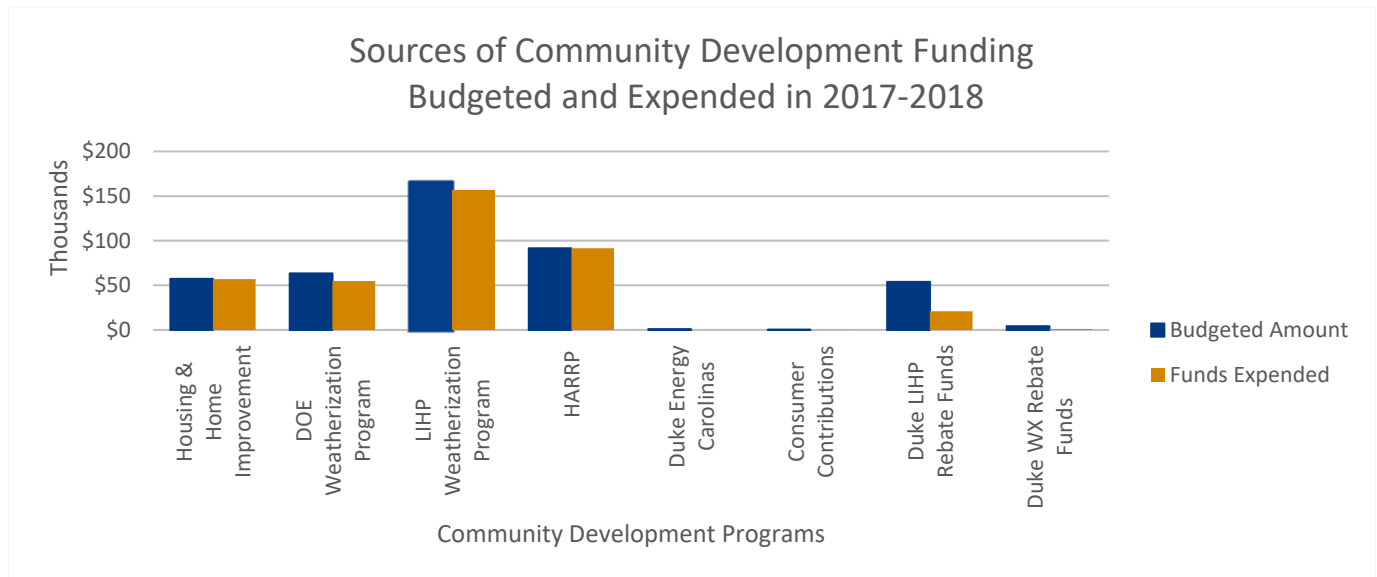
The Community Development Division applies for and administers, state, federal and private grants to rehabilitate housing, provide energy efficiency upgrades, construct new infrastructure and provide economic opportunities to low income families in Cabarrus County. Cabarrus County participates in a consortium with seven other jurisdictions to receive HOME Investment Partnership program funds from the US Department of Housing and Urban Development. The HOME program allows for general housing rehabilitation, production of rental units and other housing opportunities. Cabarrus County has allocated two years' worth of HOME funding in order to partner on a tax credit rental project for the elderly. Construction on the rental project will begin this year.

Other programs include the Weatherization Assistance program (WAP), Heating and Air Repair and Replacement Program (HARRP) and Housing and Home Improvement (HHI). These programs provide energy efficiency upgrades to homes, repairs and/or replacements of HVAC systems, installation of accessibility improvements and other necessary home improvements for the elderly. Housing and Home Improvement is a program that is only for elderly persons and the WAP and HARRP programs are for low income persons and families with priority given to elderly and disabled persons. All of these programs are used cooperatively to assist low income, elderly and disabled residents with safe, affordable housing. Additional benefits to the county are reducing Medicare and Medicaid costs by reducing falls and allowing elderly and disabled persons to age in place.

MAJOR ACCOMPLISHMENTS:

- Staff surpassed unit obligations for the HARRP program last year.
- Staff obtained the Duke Helping Homes Fund grant, which has allowed expansion of HVAC and health and safety services.
- Repairs were provided to 115 residences and/or households this year.
- Staff secured \$372,144 in federal and state grant funding this year as well as \$21,789 in private funds.
- Worked with Prosperity Unlimited, Wesley Community Development Corporation and City of Kannapolis to acquire tax credit funding for a senior rental housing project, which should begin construction this year.

Planning & Development – Community Development



CHALLENGES & TRENDS:

- Staffing and budgeting are difficult for the Community Development Division due to late release dates for funding amounts from all of the grant programs. The funding amounts are typically released well after the county's budget submission dates and usually after the County budget is approved.
- Weather has been a challenge due to the amount of rain we have received this year.
- The County provides 10% of the funding for the Home and Community Care Block Grant through a local match and partially funds the salaries of the Community Development staff.
- Waiting lists are maintained for WAP and HARRP and are growing rapidly due to changes in the income guidelines.
- Staff has encountered difficulty with qualifying applicants for full housing rehabilitation due to the requirements. For that reason, staff has requested that HOME program funds be diverted to a local urgent repair program that would serve more clients.

BUDGET HIGHLIGHTS & CHANGES:

- The Community Development budget will be projected with last year's grant information, which is the method used the last five years due to the late notice regarding funding amounts and are amended as funding levels are identified.
- Cabarrus County's grant funding is 100% federal and state for the WAP and HARRP programs. The HHI program is 90% federal and 10% local match. The HOME program is 75% federally funded and 25% locally funded for activities. However, staff is proposing that in lieu of participating in the HOME program this year that Cabarrus County fund a local urgent repair program with the funds that would normally be used for HOME match.

Planning & Development – Community Development

BUDGET SUMMARY:

	ACTUAL FY 2018	AMENDED FY 2019	ADOPTED FY 2020	% CHANGE FY 2019 to FY 2020
EXPENDITURES				
Personnel Services	\$ 192,632	\$ 198,865	\$ 205,911	3.54%
Operations	391,113	459,094	390,349	-14.97%
Total Expense	\$ 583,745	\$ 657,959	\$ 596,260	-9.38%
REVENUES				
Intergovernmental	\$ 394,257	\$ 372,847	\$ 378,231	1.44%
Sales & Services	905	-	-	-
Miscellaneous	29,147	24,385	-	-100.00%
Other Financial Sources	-	46,175	-	-100.00%
Total Revenue	\$ 424,310	\$ 443,407	\$ 378,231	-14.70%
STAFFING				
FTE Positions	3.00	3.00	3.00	-

PERFORMANCE SUMMARY:

County-wide Goals Supported:

- Preserve and enhance the quality of life through public policy that promotes cross-jurisdictional collaboration, encourages growth while balancing its impacts and looks ahead to preserve quality of life.
- Use resources wisely by seeking to collaborate services, share costs, minimize risk and protect County assets and investments.
- Support community connections through purposeful and strategic communication, enhanced education, active community participation and increased access to and utilization of services.

Program Goal: Provide energy efficiency improvements to increase energy efficiency in housing for low income, elderly and disabled persons and families.

Program Strategies:

- Increase energy efficiency of homes through WAP and Duke funded services.
- Reduce health and safety hazards in the home.
- Secure as much funding as possible.
- Process as many requests as possible.
- Promote programs to inform public.

Planning & Development – Community Development

MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
# of homes weatherized	26	25	23
Average Cubic Feet per minute reduction in air infiltration in weatherized homes	802	554	500
% customer satisfaction with weatherized units***	99%	100%	90%
# of Affordable Senior Rental units produced	0	0	60
Funding received	\$267,932	\$287,308*	\$211,281
Funding expended	\$253,745*	\$523,953**	\$220,000*
# of people on waitlist	32	32	40

*Additional Duke funds will be rolled over for use in the new year as required by the program.

**This has two years' worth of HOME funds, match and program income that was expended on Prosperity Ridge Project.

***Information is gathered from an internal survey sent to all Weatherization clients.

Program Goal: Provide housing repairs and accessibility improvements to allow for aging in place.

Program Strategies:

- Improve access to homes through installation of accessibility features for older adults.
- Make miscellaneous housing repairs to provide safe, sanitary housing conditions for older adults such as floor repairs, window and door replacement, locks, etc.
- Repair or replace appliances such as HVAC (repair only), water heaters, refrigerators and stoves.
- Coordinate with other resources such as nonprofit agencies, municipalities and other partners to better serve citizens regarding housing repairs and accessibility needs.

MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
# of handicap modifications	16	25	20
# of other housing repairs	20	30	20
# of appliances replaced/repared	33	26	25
Total # of households served	69	66	65
# of referrals to other assistance agencies	14	13	16
# of referrals from other assistance agencies	11	12	18
Average cost of service per unit for HHI	\$748	\$860	\$800
Funding received	\$45,588*	\$51,439*	\$51,506*
Funding expended	\$51,670	56,772	\$51,506
# of people on waitlist	50	64	55

*Funding requires 10% local match and this includes Community Development Block Grant recaptured funds that were used as urgent repair funds.

Planning & Development – Community Development

Program Goal: Repair or replace HVAC systems for elderly, disabled and low income families.

Program Strategy: Provide HVAC repair or replacement for elderly, disabled and low income persons (200% of poverty) in order to maintain safe living conditions and allow elderly persons to age in place.

MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
# of HVAC systems repaired or replaced	19	14	15
% of clients 100% of poverty or less*	52%	21%	30%
% of clients elderly and/or disabled	35%	71%	50%
Average cost per unit for HVAC repair/replacement	\$5,570	\$6,183	\$6,500
Funding received	\$111,527	\$91,424	\$99,256
Funding expended	\$111,441	\$91,423	\$99,000
# of people on waitlist	5	13	10

*The state program income guidelines have increased, therefore, our clients' average income has increased.

DEPARTMENT CONTACT:

Name: Kelly Sifford

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Phone: 704-920-2142

Planning and Development – Soil & Water Conservation

MISSION:

The Cabarrus Soil and Water Conservation District (CSWCD) encourages the informed and responsible stewardship of the land and all of its natural resources. Our customized local programs assist and educate landowners, land users, responsible institutions, students and various groups in the community with understanding, planning, application and maintenance of sound conservation and land use practices.

MANDATE:

NCGS § 139 Soil & Water Conservation District Law of North Carolina, as amended; NC Agricultural Cost Share Program for Non-point Source Pollution Control (NCGS § 143-215.74); Community Conservation Assistance Program (GS § 143-215.74, Part 11, as added by Session Law 2006-78); Environmental Management Commission Regulations for Animal Waste Management (15A NCAC 2H.0217; and Sediment Pollution Control Act (NCGS § 113A-61).

OVERVIEW:

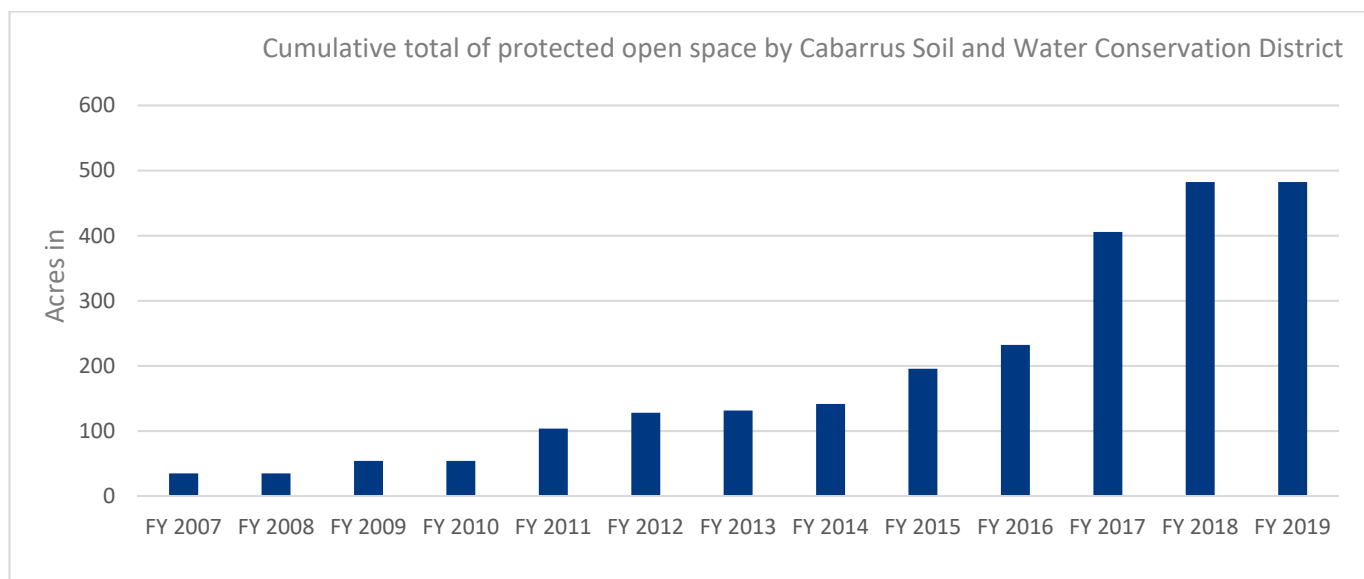
CSWCD was chartered as a single-county sub-unit of state government on August 28, 1963. Under the local guidance of an elected board, natural resource stewardship opportunities in both incorporated and unincorporated areas of the County are identified and prioritized. CSWCD conservation plans and environmental education/outreach programs address stewardship of soil, water, animals, plants and air resources. Successful conservation of these natural resources in addition to energy and human resources provides for food and fiber. Additionally, conservation maintains the green infrastructure essential for environmental services including clean air and water that benefit all residents and visitors of Cabarrus County. CSWCD works under an operational agreement in partnership with the Federal Natural Resources Conservation Service, state division of Soil & Water Conservation in the Department of Agriculture and Consumer Services, Cabarrus County and local municipal governments. The resulting comprehensive natural resources conservation program reflects a unique blend of voluntary conservation, financial initiatives and federal, state and local mandates. County and private funds leverage federal and state funds as well as in-kind contributions.

MAJOR ACCOMPLISHMENTS:

- CSWCD acknowledged a Conservation Teacher of the Year—Mary Ferguson of Patriots STEM Elementary School. Mary went on to compete at the state level and was awarded the NC Association of Soil & Water Conservation Districts Elementary Teacher of the Year.
- CSWCD awarded Rowland’s Row Farm-- Joe and Dani Rowland—with its Farm Family of the Year. They provide high-quality local food to the Charlotte Metro area.
- Professional Development continued for over 70 educators in the county and state through the curriculum offerings of Food, Land and People, Project Learning Tree, Project Wet and the Leopold Education Project, as well as presentations at the NC Elementary Educators, NC Science Teachers’ Association and the Regional National Science Teachers Association conferences.
- Over 2,000 local students participated in CSWCD’s annual conservation contests and Envirothon competition.
- Additional Pre-K through 12th grade classes and cooperative programs with the County Library System has added to CSWCD's sustainability education impact on the community.
- Adult presentations were added to the educational offerings and taken to civic groups in the county.
- Big Sweep Cabarrus had 6 cleanup sites with approximately 40 bags of trash collected while participating in citizen science.

Planning and Development – Soil & Water Conservation

- CSWCD continued to co-sponsor and participate in the City Nature Challenge—another citizen science event involving local schools and general county population.
- With funding from the Clean Water Management Trust Fund and Cabarrus County, the CSWCD was able to preserve 77.6 acres that includes Suther Wet Prairie Natural Area. The State of NC has designated the Suther Wet Prairie as a State Natural Area.
- Cabarrus County funding will fund the repair of a stormwater wetland behind JM Robinson High School. The wetland site will be able to be utilized by the school for education.
- CSWCD also received a grant from the NC Department of Agriculture and Consumer Services for a conservation easement on 59.26 acres. The grant is to preserve prime and important soils on working farms.
- Efforts have been made in the past two years to work on stream restoration in the county. Stream restoration is costly but will prevent thousands of tons of soil from entering the streams.



CHALLENGES & TRENDS:

- Although the state education board sees the value in environmental education, the required standards and demands on teacher's time make it difficult for teachers to carve out time for CSWCD to visit their classroom. Although all classes have incorporated state standards in the offerings, the majority of programs this year were for the younger students in the county. CSWCD worked closely with the district administration in Cabarrus County, Kannapolis City and private and charter schools, to get the information out to the teachers in an enhanced manner.
- A decrease in the Natural Resource Conservation Service presence in our field office has resulted in less federal programs being implemented.
- Organizational transition over the past year has been costly in time and resources. One new employee has been hired and is being trained.
- Conservation Field School has very limited use for educational programs due to access and infrastructure challenges.
- Respondents in the Cabarrus County 2018 Community Survey indicated that protecting water quality and the environment was one of the top four priorities for community issues that community leaders must address. A major challenge is the fact that there are approximately 184 stream miles monitored in the county of which 150 miles (82%) are officially designated as having "impaired" water quality according to the 303(d) listing as mandated by the Clean Water Act. These waterways fail to meet Clean Water Act

Planning and Development – Soil & Water Conservation

standards in one or more of the following parameters (general): high water temperature, aquatic life, fecal coliform, turbidity, heavy metals, chlorophyll a (indicates algae), water supply suitability, pH, dissolved oxygen, and/or aquatic weeds.

- The rate of conversion of agricultural land to non-agricultural use is continuing to accelerate in spite of the fact that cost of services studies for urbanizing counties demonstrate that property taxes on agricultural land exceed the value of services received while the opposite is true for residential land. From 2004-2017, over 36,900 acres of farmland in the Present Use Value program was converted to other uses. In tax year 2018, approximately 2,100 acres were removed from the present use program in Cabarrus County.

BUDGET HIGHLIGHTS & CHANGES:

- Continued expenses related to the training of new staff members.

BUDGET SUMMARY:

	ACTUAL FY 2018	AMENDED FY 2019	ADOPTED FY 2020	% CHANGE FY 2019 to FY 2020
EXPENDITURES				
Personnel Services	\$ 195,351	\$ 206,307	\$ 210,648	2.10%
Operations	26,519	37,833	39,980	5.67%
Capital Outlay	-	2,175	-	100.00%
Total Expense	\$ 221,870	\$ 246,315	\$ 250,628	1.75%
REVENUES				
Intergovernmental	\$ 30,150	\$ 30,330	\$ 30,330	-
Miscellaneous	150	-	-	-
Total Revenue	\$ 30,300	\$ 30,330	\$ 30,330	-
STAFFING				
FTE Positions	3.00	3.00	3.00	-

PERFORMANCE SUMMARY:

County-wide Goals Supported:

- Use resources wisely by seeking to collaborate services, share costs, minimize risk and protect County assets and investments.
- Preserve and enhance the quality of life through public policy that promotes cross-jurisdictional collaboration, encourages growth while balancing its impacts and looks ahead to preserve quality of life.
- Support community connections through purposeful and strategic communication, enhanced education, active community participation and increased access to and utilization of services.

Program Goal: Promote sustainability through long-term land tenure and conservation practices that result in improved water and soil quality and other environmental benefits that enhance the quality of life of Cabarrus County residents.

Program Strategies:

- Provide technical assistance to landowners and farmers on implementing conservation practices.

Planning and Development – Soil & Water Conservation

- Provide comments on natural resource concerns during the plan review process to County and municipal planning departments.
- Protect official, significant natural heritage areas and prime and state-significant farmland soils with donated and purchased permanent and long-term conservation easements.
- Protect water quality stream buffers with donated and purchased conservation easements.
- Develop and implement conservation contracts when financial incentives from state and federal funds are available.
- Partner with Cooperative Extension to promote Voluntary Agriculture District program, especially the 10-year Enhanced Voluntary Agriculture District Program.
- Assist qualified landowners with enrolling in state Century Farm Program.
- Prepare and maintain conservation plans for landowners.
- Annual monitoring of conservation easements.

MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
# of soil samples assisted*	399	184	300
# of acres of conservation easements/fee simple titles managed by CSWCD	483	483	578
# of active long-term conservation agreements/contracts between CSWCD & landowners**	155	159	165
Weight of animal waste nitrogen managed for crop and pasture fertilization through conservation practices annually (Equivalent to # of 50 lb bags of 10-10-10 fertilizer)	310,179 (62,036 bags)	316,736 (63,347 bags)	316,736 (63,347 bags)
Tons of soil conserved on cropland, pastureland and forestland annually	3,796 (37.9 inches deep/acre)	4,000 (40 inches deep/acre)	4,400 (44 inches deep/acre)
Total miles of streams in Cabarrus County with livestock excluded by installation of fencing according to conservation plans and cost-shared programs	20.2 miles	20.6 miles	23 miles
# of site plans reviewed for natural resource concerns	83	64	60
# of Century Farms in Cabarrus County***	24	26	27
# of acres county-wide in Voluntary Agriculture/Enhanced Voluntary Agriculture District****	12,936	13,171	13,200

*CSWCD supports soil, solution, and waste testing through the NCDAS agronomic lab by assisting landowners with the submission process. Through partnering in this effort, CSWCD supports the increase of agricultural productivity, promotes responsible land management, and ultimately safeguards environmental quality.

** When state-allocated funds are provided to landowners through CSWCD as a part of a cost-share agreement to establish conservation practices, a contract between the landowner and CSWCD is required to define the terms of agreement.

***Century Farms are farms that have been operated by a family for at least 100 years.

**** Authorized by the North Carolina General Assembly in the 1985, the Farmland Preservation Enabling Act (61:106-738) implemented Voluntary Agricultural Districts (VADs) at the county level and Enhanced Voluntary Agricultural Districts (EVADs) to help form partnerships between farmers, county commissioners, and land use planners to pass ordinances that encourage the voluntary preservation of farmland, support the productive use of agricultural land, and protect land from urban development.

Planning and Development – Soil & Water Conservation

Program Goal: Provide stewardship/environmental education and contribute to Citizen Science initiatives to promote community involvement, green collar careers and environmental literacy.

Program Strategies:

- Support educators with opportunities to integrate stewardship education into school curriculum and recognize accomplishments of both students and educators.
- Provide environmental education professional development training for formal and non-formal educators.
- Provide stewardship education to adult learners to equip them to manage everyday natural resource concerns.
- Provide consistent, clear communication with schools in order to increase teacher retention in our programs.
- Provide students with opportunities for career development, including exposure to natural resource professionals and academic scholarships in an effort to promote green collar careers.
- Contribute data to Citizen Science projects, such as Community Collaborative Rain, Hail and Snow (CoCoRaHS), a network of volunteers working together to measure and map precipitation (rain, hail and snow). Big Sweep Cabarrus and City Nature Challenge are additional Citizen Science events that allow the citizens of Cabarrus County to get involved. The goal is to provide high quality data for natural resource, education and research applications.

MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
Cumulative # of individuals participating in stewardship education	5,790	7,134	5,100
Total # of individuals participating in stewardship education*	3,359	3,324	4,000
% of County students participating in stewardship education	11%	13%	12%
% of County schools participating in stewardship education	62%	51%	51%
# of students taking an advanced step towards environmental literacy **	1,015	2,061	1,800
# of Citizen Science submissions from CSWCD	496	409	410
# of participants in professional development training	138	88	80
# of adult participants in stewardship education	1,339	174/1,286***	90/1,200***

*This total is counted as first contact of the year individuals.

** Participation in Envirothon, Resource Conservation Workshop and/or a Conservation Contest.

***Number of adults taught adult content vs. indirectly taught along with students.

DEPARTMENT CONTACT:

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Planning and Development – Zoning

MISSION:

The mission of Cabarrus County Planning and Zoning is to enhance the quality of life for citizens through the implementation of federal, state and local laws, ordinances and regulations related to the use of land, thereby building a viable community where citizens, businesses and industries thrive together.

MANDATE:

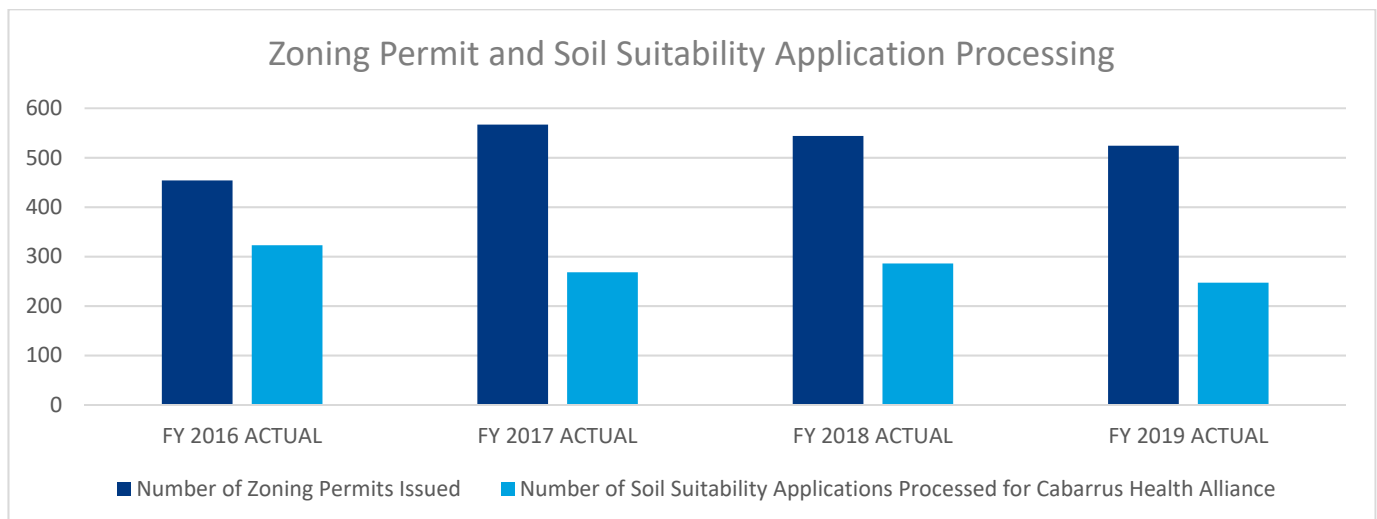
Enabling legislation GS §153A for zoning control, GS §143-214 for mandated watershed protections and §153-341 requires zoning to be in accordance with a comprehensive plan.

OVERVIEW:

The Zoning Division is responsible for providing zoning services in unincorporated Cabarrus County. These services include administration and enforcement of the Cabarrus County Development Ordinance, completing zoning certificate of compliance inspections, conducting commercial site plan reviews, responding to citizen complaints, issuing zoning permits, issuing zoning verification letters, processing Certificate of Non-Conformity applications, developing and maintaining case files and reports and attending court for enforcement cases. Zoning staff provides support to the Planning and Zoning Commission/Board of Adjustment and the Cabarrus County Board of Commissioners. The Zoning Division also serves as the intake point for Cabarrus Health Alliance (CHA) and Soil Suitability Applications and issues Authorizations to Construct (ATCs) for the CHA.

MAJOR ACCOMPLISHMENTS:

- Increased proactive enforcement and time in field due to cross training of planning and zoning staff.
- Completed FEMA National Flood Insurance Flood Insurance Rate Map (FIRM) mapping update process.
- Cabarrus County Board of Commissioners adopted new FIRM maps with November 16, 2018 effective date.
- Attended FEMA L-273, Field Deployed Floodplain Management class (Senior Permit Associate).
- Reduced number of repeat investigations due to property owner education and establishing strategies for code compliance.
- Successful recertification of the FEMA Community Rating System Program for the 2018-2019 audit cycle.
- Provided technical and mapping support to Emergency Management/Emergency Operations Center during Hurricane Florence.



Planning and Development – Zoning

CHALLENGES & TRENDS:

- Number of site plans submitted remains similar to previous years.
- Number of complaints reported to zoning that are not zoning related continues to increase.
- Number of complaints reported to zoning that are not located in unincorporated county increasing.
- Number of complaints reported related to outside agencies/services that County does not have control over is increasing.
- Training of new staff members continues.
- Anticipate significant amendments to ordinance if HB548 is adopted.
- Increased number of calls for assistance with flood related questions and lender correspondence due to FEMA National Flood Insurance Rate Maps being re- issued by FEMA.

BUDGET HIGHLIGHTS & CHANGES:

- Number of zoning complaint cases closed and in compliance remains similar to previous Fiscal Years (15, 16, 17)
- Number of zoning complaints investigated within 72 hours of validated complaint currently exceeds established program goal.
- Number of zoning enforcement cases requiring multiple investigations currently exceeding established program goal.
- Number of zoning permits reviewed with residential structures proposed in the regulated floodplain areas has decreased.

BUDGET SUMMARY:

	ACTUAL FY 2018	AMENDED FY 2019	ADOPTED FY 2020	% CHANGE FY 2019 to FY 2020
EXPENDITURES				
Personnel Services	\$ 211,272	\$ 218,125	\$ 227,230	4.17%
Operations	12,883	13,357	16,505	23.57%
Total Expense	\$ 224,155	\$ 231,482	\$ 243,735	5.29%
REVENUES				
Permit & Fees	\$ 57,725	\$ 53,755	\$ 48,470	-9.83%
Total Revenue	\$ 57,725	\$ 53,755	\$ 48,470	-9.83%
STAFFING				
FTE Positions	3.00	3.00	3.00	-

PERFORMANCE SUMMARY:

County-wide Goal Supported:

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

Planning and Development – Zoning

Program Goal: Provide timely response to citizen complaints regarding validated zoning non-compliance.

Program Strategy: Investigate 90% of validated complaints within 72 hours.

MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2019 TARGET
# of complaints received	510	360	250
# of complaints validated and investigated	380	88	65
# of complaints investigated within 72 hours	377	88	65
% of complaints investigated within 72 hours	99%	100%	100%
# of complaints closed*	422	386	250

*Number of complaints closed may exceed number of complaints submitted since cases may cross over fiscal year.

Program Goal: Provide timely review of commercial projects submitted for commercial site plan review.

Program Strategies:

- Review and approve 90% of site plans submitted within 60 days.
- Maintain office hours to expedite plan review.

MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
# of plans submitted for commercial site plan review	27	26	15
# of plans approved within 60 days of submittal*	25	21	15
% of plans approved within 60 days	93%	81%	100%

*This includes initial 10-day review time for applicable agencies and allows time for resubmittal(s) by applicant when required to address review agency comments.

Program Goal: Reduce the number of repeat investigations for violation cases to increase workload efficiency.

Program Strategies:

- Reduce the number of repeat investigations required for active complaint cases to less than 50%.
- Educate property owners about non-compliance.
- Assist property owners with strategies for compliance regarding large-scale enforcement cases.

MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
# of zoning complaints reported	510	360	380
# of zoning complaints validated and investigated	380	88	65
# of zoning complaints requiring multiple site visits	53	33	26
% of zoning complaints requiring multiple visits	14%	38%	8%

Planning and Development – Zoning

Program Goal: Reduce the risk of flood damage to structures by reducing the number of zoning permits issued in the regulated floodplain.

Program Strategies:

- Reduce the risk of flood damage by reviewing all permits issued for floodplain.
- Reduce the risk of flood damage by encouraging development activity outside of regulated floodplain.
- Educate property owners about the risks of development in the floodplain by using the County Floodplain Administration Site, social media outlets and direct mail.
- Assist with strategies for National Flood Insurance Program compliance when development must occur in the regulated floodplain.

MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
# of zoning permits reviewed with floodplain on property	57	58	40
# of floodplain development permits issued*	2	2	0

*Program goal is to provide alternatives to development in the regulated floodplain.

DEPARTMENT CONTACT:

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Economic Development Corporation

MISSION:

To support existing business and responsibly recruit new business in such a manner that: the tax base of Cabarrus County is expanded and diversified, employment opportunities for the people of the County are expanded and diversified and a positive business environment is assured throughout the county and the region and is clearly demonstrated to new and expanding business and maintenance and expansion of community infrastructure is encouraged.

OVERVIEW:

Each year the Cabarrus Economic Development Corporation (EDC) creates a program of work focused on driving new project activities and job creation opportunities into Cabarrus County.

MAJOR ACCOMPLISHMENTS:

- In FY 2019 the Cabarrus EDC had 108 projects worked.
- 10 new spec development properties under construction/completion: Griffin Industrial, Silverman Group, Exeter, Fortius Capital and Triliad - 2.7 million sq. ft. in total.
- Hired a New Director of Existing Industry: Page Castrodale.
- Adding ED Coordinator Position
- New Marketing/Communications Relationship with Perry Productions.
- Launched a Product Development subcommittee to educate and create awareness through city leadership.
- The Grounds at Concord – Duke Site Readiness Program- Consultant driven site evaluation program giving information and develop ability on the Grounds at Concord properties.

CHALLENGES AND TRENDS:

- **Ongoing workforce availability challenges** – There remains a large skills gap between industry demand and workforce supply. Our low unemployment rate and skills gap creates challenges for new and expanding industry. We've continued to partner with Rowan Cabarrus Community College, Centralina Council of Governments and K-12 creating tools to address this need. Some of these tools are Work Ready certifications, North Carolina Manufacturers Institute and Go Bold.
- **Product related challenges** - Although Cabarrus has a healthy level of industrial spec available for lease, our community has very little industrial product for sale. Site ready industrial project for sale represents a large percentage of the marketplace. Projects requiring this type of product typically are more stable and represent more of a long-term investment into the community.
- **Over-reliance on third party transactions**- The majority of work conducted by the EDC relies on the private sector's ability to finalize real estate transactions. Many times this can represent a competitive hurdle against other communities that own or control real estate for development.
- **Technology trends** - New technology disruption is now taking place on a large scale and affecting long standing business models (example: Amazon effects on retail). We believe this will continue with a quickening pace moving forward.
- **Automation trends** – Companies will continue to focus on workforce automation as workforce availability pressures and cost continue.

Economic Development Corporation

- **EDC Turnover-** Over the course of this fiscal year, the EDC replaced our Director of Existing Industry and is now hiring our ED Coordinator. These efforts represent progress but any turnover puts strain on team members due to our size.

BUDGET HIGHLIGHTS AND CHANGES:

- Continued relationship management efforts with key development partners for product development
- Continued relationship management and marketing efforts with key project drivers.
- Continue to development/implement private sector investor recruitment initiatives.

BUDGET SUMMARY:

	ACTUAL FY 2018	AMENDED FY 2019	ADOPTED FY 2020	% CHANGE FY 2019 to FY 2020
EXPENDITURES				
Personnel Services	\$ 382,857	\$ 397,282	\$ 403,169	1.48%
Total Expense	\$ 382,857	\$ 397,282	\$ 403,169	1.48%
REVENUES				
Sales & Services	\$ 355,924	\$ 391,621	\$ 403,021	2.91%
Total Revenue	\$ 355,924	\$ 391,621	\$ 403,021	2.91%
STAFFING				
FTE Positions	4.00	4.00	4.00	-

PERFORMANCE SUMMARY:

County-wide Goals Supported:

- Use resources wisely by seeking to collaborate services, share costs, minimize risk and protect County assets and investments.
- Preserve and enhance quality of life through public policy that promotes cross-jurisdictional collaboration, encourages growth while balancing its impact and looks ahead to preserve quality of life.
- Support community connections through purposeful and strategic communication, enhanced education, active community participation and increased access to and utilization of services.

Program Goal: The EDC will take the lead in identifying properties for development and facilitating the development of sites for economic development.

Program Strategy: Product Development: The EDC will best identify future development opportunities by evaluating the following:

- County-wide zoning and land use plans.
- Utility infrastructure - water, sewer and energy (current and future).
- Road infrastructure, current and future.
- Develop-ability: watershed, topography environment, etc.
- Pricing to enable market competitiveness.

Economic Development Corporation

MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
Product development meetings	38	34	40

Program Goal: The EDC will take the lead in a business retention and expansion effort for targeted existing businesses.

Program Strategy:

- Minimum 80 visits annually.
- Work in conjunction with existing industries to expand their presence and operations within the Cabarrus County (CabCo) region.
- Plan and coordinate industry appreciation event.
- Cabarrus County Industrial Council.

MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
# of existing industry visits	82	57*	80
Industry Appreciation event	1	1	1
# of industrial Council meetings	2	2	3

*Position turnover/new hire took place over course of fiscal year

Program Goal: The EDC will take the lead in recruitment of new targeted businesses within the following industries:

- Advanced Manufacturing
- Financial Services
- Health
- Information Technology
- Logistics and Distribution

Program Strategy:

- Recruitment Strategy – Industrial.
 - Target Industry Approach (establish existing lead generators).
 - Consultant visit/trips – establish 25 new lead generation relationships.
 - Charlotte Regional Business Alliance mission trips.
 - Site consultant visits.
 - Economic Development Partnership NC.
 - Independent Trip Development.
 - Work in partnership with strategic organizations for access to target markets.
 - International Economic Development Council.
 - NC Economic Development Association.
 - SelectUSA.
- Recruitment Strategy – Commercial/Office.
 - Headquarters and Back Office Marketing Plan – establish 5 new lead generation relationships.
 - Concord Parkway Properties.
 - Exit 49 corridor development opportunities
 - Continued redevelopment strategy.
 - Office/Retail Feasibility study

Economic Development Corporation

MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
# of new lead generation relationships	44	45	45
# of new lead generation relationships from consultant visit/trips	23	25	25
# of new lead generation relationships with HQ and back offices	4	5	5

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Other Economic Development

DESCRIPTION:

Non-profit and other government agencies that provide public services which complement or are not found in the array of services provided by the County.

Obligation to Kannapolis (Inter-local Agreement- North Carolina Research Campus

Payment to the city of Kannapolis which goes towards paying 50% of the debt service on public improvements in Kannapolis which includes the Cabarrus Health Alliance facility. (Inter-local agreement with the City of Kannapolis to fund a portion of the Development Financing Plan not to exceed \$168,400,000) – Cabarrus County has authorized execution and delivery of an inter-local agreement pursuant to which the County will pledge a portion of its ad valorem taxes actually received by it on the incremental valuation of property in the Development Financing District in support of the Bonds issued by the City of Kannapolis for the public improvements. The incremental ad valorem tax revenues are to be used for the payment of no more than one-half of the annual payments of principal and interest due on the Bonds issued and outstanding per the inter-local agreement. The term of the agreement coincides with the term of the bonds issued for the public improvements covered in the inter-local agreements.

Economic Development Corporation (EDC)

The Economic Development Corporation promotes economic development within Cabarrus County by recruiting new businesses and encouraging retention and expansion of existing businesses. The funding amount of \$400,000 remained the same from FY 2018 actual budget to FY 2020 proposed budget.

Carolina Farm Stewardship (Caro Farms)

The County owns the Elma C. Lomax Incubator Farm, which has been utilized as a unique County Park for training and developing local farmers as part of the larger local sustainability effort. \$40,000 was budgeted for FY16 for equipment, maintenance and repairs, grounds maintenance and management staff, fuel and utility costs, landscape design and site plan for greenhouses and staff and support for community programs and activities. For FY 2018, \$40,000 was budgeted with the goal to phase out funding allocated to the farm over the next few years, per Board recommendation. The FY 2020 proposed budget excludes the allocation for the Carolina Farm Stewardship.

Concord Downtown Development Corporation (CDDC)

In the late 1980s the Downtown Concord Revitalization Committee pursued participation in the North Carolina Main Street Program, a downtown revitalization program administered by the NC Department of Commerce. The City also pledged financial support for a downtown non-profit corporation by endorsing the establishment of a municipal service district. The Concord Downtown Redevelopment Corporation (CDRC), currently known as CDDC, was formed with the mission of implementing the four-point approach to downtown revitalization. For FY 2020, \$25,000 is proposed for the CDDC to continue assisting with the full-time Marketing Coordinator.

Other Economic Development

BUDGET SUMMARY:

	ACTUAL FY 2018	AMENDED FY 2019	ADOPTED FY 2020	% CHANGE FY 2019 to FY 2020
EXPENDITURES				
Obligation-Kannapolis	\$ 1,513,054	\$ 1,513,429	\$ 1,533,437	1.32%
Caro Farms	40,000	40,000	-	-100.00%
EDC	400,000	400,000	400,000	-
CDDC	25,000	25,000	25,000	-
Total Expense	\$ 1,978,054	\$ 1,977,429	\$ 1,958,437	-0.96%

Veterans Service

MISSION:

To provide free assistance to veterans and their spouses, dependents and survivors in obtaining available benefits from federal, state and local agencies administering veterans programs.

OVERVIEW:

The Cabarrus County Veteran Services office focuses on advocacy on behalf of veterans and their families in the presentation, free processing and provision of proof while establishing claims, privileges and rights to benefits for which they are entitled under federal, state and local laws. The scope of benefits includes disability compensation, pension, health and life insurance, education, vocational rehabilitation and medical and burial benefits.

MAJOR ACCOMPLISHMENTS:

- Continued a proactive outreach program, consisting of concomitant communications networking efforts at the grassroots levels where Veterans gather and fellowship, multi-media (TV, radio, print), and launched a new Facebook page for our Veterans Services office having weekly updates called "Tuesdays for Troops."
- Strengthened our partnership with the VA and NC Division of Veterans Affairs (NCDVA). Provided training facilities for both organizations when requested. Continued to promote and assist both agencies to best benefit County veterans.
- Developed a working relationship with Law Enforcement Liaison which resulted in a direct meeting and link to the District Attorney's office to assist with Veteran cases.
- Created a direct link with Department of Social Services (DSS) to find opportunities to assist Veterans and their families.
- Worked with the Veterans Bridge program in Charlotte, NC to assist Veterans in transition from military service. The program also assists with jobs, healthcare, housing and day to day support.
- Aggressive accreditation training in progress for new Director. Final testing will take place in April 2019.
- Continued to build on the successful history of the annual Veterans Christmas Breakfast. Last year's event took place at the Senior Center. This year's event will also take place at the Senior Center on Wednesday, December 11, 2019, utilizing the Arena to cater the event.
- Continued to build on the successful history of the Veterans Day Program at the Concord Boys & Girls Club. This year's Veterans Day Program will take place on Monday, November 11, 2019.
- The Director and two other staff members completed Mental Health First Aid training.
- Director completed 32 hours of Cabarrus County Supervisory Boot Camp training.
- In-person meetings with local Veterans organization meetings (Marine Corps League, American Legion, VFW, VVA, etc.) to build synergy of communications networking; important events that bring veterans and the community together.
- The food pantry continues to thrive thanks to donations from private citizens and organizations within the county. With the continued success, we were able to receive additional storage to accommodate the overflow of the pantry. On average we provide a source of sustenance to 15-20 veterans in need per week.

CHALLENGES & TRENDS:

- Keeping up with ever-changing policies and procedures within the Department of Veterans Affairs and NCDVA is a challenge that requires constant attention.
- The ongoing support of Veterans committing suicide at a rate of twenty Veterans a day.
- Increase of homeless Veterans.

Veterans Service

- The Veterans Benefits Administration (VBA) has made headway in the backlog of claims, but they still have a lot of work to do. Appeals to the Board of Veterans Appeals is falling way behind, sometimes taking up to 3-4 years for the average appeal to be settled. Decreasing this time is currently the focus of the VA.
- On February 19, 2019, the Department of Veterans Affairs (VA) will celebrate a historic day for the Veterans it serves. On this day, full implementation of the *Veterans Appeals Improvement and Modernization Act of 2017* (Appeals Modernization Act) will officially launch. The Appeals Modernization Act was signed into law by President Trump on August 23, 2017. Veterans and stakeholders have long sought reform to the previous appeal system, and the VA is proud to now offer Veterans greater choice in how they resolve a disagreement with a VA decision.
- The Veterans Health Administration (VHA) is improving their appointment scheduling, but the fix, which includes engaging private doctors, is problematic.
- The VHA has also launched a new Telehealth program. This will allow the Veteran to speak with their doctor via video. The Veteran can utilize their cell phone or computer to login and speak with the doctor in some limited cases.
- The NCDVA has new leadership, which is providing new challenges. Hopefully this will not affect the strong relationship the county Veteran Service offices have with the state.

BUDGET HIGHLIGHTS & CHANGES:

- An additional yearly membership for the Veterans Service Technician in the National Association of County Veterans Service Officers, NC Association of County Veteran Service Officers and the American Legion. It is necessary to maintain accreditations in each organization.

BUDGET SUMMARY:

	ACTUAL FY 2018	AMENDED FY 2019	ADOPTED FY 2020	% CHANGE FY 2019 to FY 2020
EXPENDITURES				
Personnel Services	\$ 253,670	\$ 271,441	\$ 278,534	2.61%
Operations	8,901	11,668	11,588	-0.69%
Total Expense	\$ 262,571	\$ 283,109	\$ 290,122	2.48%
REVENUES				
Intergovernmental	\$ 2,175	\$ 2,000	\$ 2,000	-
Miscellaneous	200	-	-	-
Total Revenue	\$ 2,375	\$ 2,000	\$ 2,000	-
STAFFING				
FTE Positions	4.00	4.00	4.00	-

PERFORMANCE SUMMARY:

County-wide Goal Supported:

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

Veterans Service

Program Goal: Provide a readily available, well-trained and informed staff to assist veterans and their families freely obtain benefits and services while submitting timely, accurate and complete claims and correspondence to the Department of Veterans Affairs.

Program Strategies:

- Enable service officers to take advantage of available training opportunities offered by local, state and federal agencies.
- Emphasize accuracy and attention to detail when filing claims for benefits and services through the Department of Veterans Affairs.
- Ensure phone calls are answered, messages are returned and appointments are met.
- Continue to accommodate walk-in clients when possible but strongly promote the need for appointments to reduce wait times to see a Veterans Service Officer.
- Increase the Outreach efforts to reach more of the almost 13,000 Veterans of Cabarrus County.

MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
Total # of office appointments	1,909	2,328	2,749
# of new claims	683	780	942
# of telephone contacts	9,008	7,829	11,912
# of written communications	580	533	975
Revenue brought into the county through VA*	\$5,524,604	\$7,150,327	\$7,955,430
# of employee training hours	128	138	95

*Federally awarded to veterans that we work with.

Program Goal: Continue outreach efforts to ensure veterans and their families are aware of the benefits available to them and to be accessible and responsive when our assistance is needed.

Program Strategy: Educate the community through participation in events, when opportunities arise, to inform Veterans and their families of available benefits

MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
# of events attended	32	24	35
# of events where members of staff spoke	14	11	25
Total # of contacts made at events	2,240	2,973	3,226
# of new clients as a result of events	30	78	65

DEPARTMENT CONTACT:

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Cooperative Extension

MISSION:

Cabarrus County Cooperative Extension enriches the lives and economy by connecting land-grant university research to the public. Our staff and volunteers deliver timely, relevant programs in the areas of agriculture, food and youth development.

OVERVIEW:

The Cabarrus Center of the North Carolina Cooperative Extension conducts research-based educational programs in agriculture, horticulture, community development, family and consumer sciences and 4-H youth development. This nationwide, educational network links the expertise and resources of federal, state, and local partners.

MAJOR ACCOMPLISHMENTS:

- Cabarrus Cooperative Extension staff delivered programs that involved Cabarrus citizens in 91,559 direct contacts through services, educational programs and activities. Informal educational opportunities were provided through 156 non-credit classes.
- Cabarrus Cooperative Extension program efforts were multiplied and enhanced by 476 trained volunteers giving 62,879 volunteer hours. Their gift of hours is the equivalent to \$1,552,483 in savings for Cabarrus County and the State of North Carolina. Through program evaluations administered by Cooperative Extension staff, participants in our programs and classes reported a 93% satisfaction rate.
- People want to eat healthy, feel better and often lose weight. However, many do not know how to accomplish this goal. Those who adopt the "traditional" Mediterranean way of eating have significantly lower risk of chronic diseases and may lower their risk of cancer. The FCS Agent taught the "MED instead of Meds" nutrition program in Cabarrus County at the Extension Kitchen on Monday evenings, January 22-February 19 from 6-8 pm. Twenty-three people enrolled and completed the program. Participants ranged from young parents to retirees. The program provides lectures, food tastings and hands-on food preparation with at least 4 new recipes featured each evening.
- It is imperative that students continue to write and continue to show their expressive and creative side. Because students need to have an opportunity to write in an afterschool setting, Cabarrus 4-H afterschool provides each afterschool site with a 4-H Journal where 4-H'ers can write with different prompts in areas of food and nutrition, science, community service and arts. Cabarrus County 4-H Afterschool collaborates with 20 afterschool centers to offer journals and 4-H journal writing. The journal writing has been very successful with all 20 4-H afterschool sites submitting a journal. Many creative writing responses have increased motivation for writing. The 4-H'ers writing in the journals encounter experiences that can teach them to reflect on their experiences.
- Sugar-sweetened beverages are a leading source of added sugars in the American diet. Frequently drinking sugar-sweetened beverages is associated with weight gain/obesity, type 2 diabetes, heart disease, kidney diseases, non-alcoholic liver disease, tooth decay and cavities and gout, a type of arthritis. Limiting the amount of sugar-sweetened beverages intake can help individuals maintain a healthy weight and have a healthy diet. Expanded Food and Nutrition Education Program curriculum speaks to students about consuming empty calories, which sugary drinks are, and about limiting sugar consumption while increasing water consumption. I expanded upon this message by taking soft drinks, fruit juices, sports drinks, energy drinks, tea and coffee into classrooms to discuss the amount of sugar in these beverages. Sixty students at Mt. Pleasant middle school completed this program. 25% of the students decreased sugary drink consumption and increased water consumption.
- Cabarrus County & three municipalities have departments focused on data and analysis using Geographic Information Systems and arcGIS software. School-age youth do not use these programs in standard curriculum even though, according to the U.S. Department of Labor's Bureau of Labor Statistics (BLS), jobs

Cooperative Extension

in the field of cartography and photogrammetry are expected to grow by approximately 29% between 2014 and 2024, with a total estimated growth of 3,600 jobs over this same period. Partnering with J.N. Fries Middle School, the 4-H Extension Agent worked to establish six teams of students (17 students total) to learn the arcGIS software and instruct them on creating Story Maps. Partners included school STEM coach, Cabarrus County GIS (Geographic Information System) technicians, City of Concord Data Analyst, City of Kannapolis Data Analyst. All students demonstrated growth in new technology skills in both comprehension and application of the arcGis mapping software. Five groups in the Spring session were selected for State honors and one group was selected as the Top Group for NC middle school groups. Top five groups were sent to compete at the National arcGIS Youth Story Map Competition.

- Cabarrus Cooperative Extension volunteers continue to play a major role in successfully implementing large-scale programs and events. Two hundred volunteers from across all Extension program areas organized and taught sessions at the 2018 Agribusiness and Environmental Sciences Conservation School Days, reaching over 1,500 middle school students. The Extension Master Gardener volunteers in Cabarrus County planned and implemented a continually growing Spring Herb and Plant Festival, seeing almost 7,000 citizens come through this full-day event. The Herb and Plant Festival moved from the Piedmont Farmer's Market to the Cabarrus Arena & Events Center in 2018 due to space and safety needs. This move has allowed for growth in vendor numbers as well as patrons. School teachers and after school care providers worked together through the facilitation of Cabarrus 4-H staff to implement the 2018 National 4-H Science Day project, "Code Your World", involving over 8,500 students.

CHALLENGES & TRENDS:

- Cooperative Extension in Cabarrus County has the unique opportunity of reaching and promoting both rural-traditional agriculture and urban-suburban agriculture trends. It is a challenge to be seen as an unbiased supporter of both.

BUDGET HIGHLIGHTS & CHANGES:

- Program area revenue (fees paid by our participants) accounts for the majority of program area expense.
- Cabarrus County Schools increased funding for the 4-H After school position in order to increase salary. All expenses related to salary increase are covered by CSS Kids: Plus increase in revenue.
- All positions are fully staffed – which is reflected in our Dues & Subscriptions and Travel line items to allow participation in annual professional development sessions.

Cooperative Extension

BUDGET SUMMARY:

	ACTUAL FY 2018	AMENDED FY 2019	ADOPTED FY 2020	% CHANGE FY 2019 to FY 2020
EXPENDITURES				
Personnel Services	\$ 334,208	\$ 355,844	\$ 358,070	0.63%
Operations	63,882	62,011	49,983	-19.40%
Total Expense	\$ 398,090	\$ 417,855	\$ 408,053	-2.35%
REVENUES				
Sales & Services	\$ 67,047	\$ 64,680	\$ 51,780	-19.94%
Other Financial Sources	-	5,938	-	-100.00%
Total Revenue	\$ 67,047	\$ 70,618	\$ 51,780	-26.68%

PERFORMANCE SUMMARY:

County-wide Goals Supported:

- Use resources wisely by seeking to collaborate services, share costs, minimize risk and protect County assets and investments.
- Support community connections through purposeful and strategic communication, enhanced education, active community participation and increased access to and utilization of services.

Program Goal: Provide cost-effective educational programs to Cabarrus County citizens of all ages.

Program Strategies:

- Educational programs will be delivered in the areas of Food, Agriculture and Youth Development.
- Customer satisfaction rate for course participants will be above 92%.
- 75% of program participants will indicate an increase in knowledge and skills through program evaluations.
- Increase STEM skills and competencies for school-age professionals and youth through hands-on curriculum kits developed and administered by 4-H staff.
- Cooperative Extension staff will utilize program planning to effectively budget and account for all program costs and expected user fees.

MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
# of educational programs offered	153	156	155
# of program participants	59,645	91,559	75,000
% increase in participant's subject matter knowledge	68.89%	71%	75%
Net County cost per program participant	\$5.55	\$4.81	\$5.25
Cooperative Extension Facility Usage Rate*	71.9%	69.45%	75%
Customer satisfaction rate	92.86%	93%	94%

*This is the percentage of programming days in a calendar year that the two programming spaces in our facility are used. The purpose of this measure is to document the intentional use of County funded facilities for programming – that we are wise stewards of this County resource.

Program Goal: Utilize volunteer resources to enhance and expand Cooperative Extension programs.

Cooperative Extension

Program Strategies:

- Volunteers will have opportunities to attend training classes and leadership meetings at the county, district, state and national level
- Volunteers will document the number of hours volunteering during the year
- Volunteers will be given leadership opportunities to expand local Cabarrus County programs
- Volunteers will assess the support given by Cooperative Extension staff throughout the year

MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
# of trained volunteers	372	476	400
# of hours given by volunteers	52, 217	62,879	65,000
Value of volunteer service	\$1,260,518	\$1,552,483	\$1.5 million
Volunteer retention rate	82%	75%	95%
% satisfaction rate for volunteers support	91.33%	91%	93%

Note: These numbers are based on the calendar year.

DEPARTMENT CONTACT:

Name: Robbie Furr

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Phone: 704-920-3310

Human Services – Administration

MISSION:

Provide overall management and budgetary oversight for operations for all programs and services within the Department of Human Services. Develop and administer the budget, manage purchases and contracts, monitor budget for expenditures and revenues and processes claims for agency reimbursement. Provide quality customer service to the citizens of Cabarrus County.

MANDATE:

NCGS 108-A14; Chapter 7A; Chapter 108A; Title XIX of the Social Security Act; P.L. 104-193, Personal Responsibility and Work Opportunities Reconciliation Act of 1996 and SB 352; 7 U.S. Code 20(1); P.L. 97-45; Title IV-B and IV-E of the Social Security Act; CFR 47378 mandate the services provided by the Department of Social Services. Limited English Proficiency Services – Title VI, Sec 601 of the Civil Rights Act of 1964 states that “no person in the United States shall on the ground of race, color or national origin, be excluded from participation in, denied the benefits of or be subjected to discrimination under any program or activity receiving Federal financial assistance.

OVERVIEW:

The Unit consists of the Director, Business Manager, Customer Relations Supervisor, Income Maintenance Supervisor, Income Maintenance Caseworker I (IMCI), finance professionals and para-professional staff responsible for a wide array of functions regarding program operations and fiscal/budgetary operations. The unit provides services to all programs and departments within the Department of Human Services.

MAJOR ACCOMPLISHMENTS:

- Successfully maximized all capped and uncapped revenues from federal and state sources.
- Transitioned to new web-based state reporting system, NC Corels, for fiscal staff.
- Restructured job tasks in Administration to reduce silos and improve inter-departmental collaboration and communication.
- Transitioned payments to the front desk area in order to provide quality customer service. Shortened wait times for customers coming in to the agency to make a payment only.

CHALLENGES & TRENDS:

- Shifting or budget reductions from federal and state block grants, including Temporary Assistance for Needy Families (TANF) and Social Services Block Grant (SSBG), which could potentially increase the county share to mandated programs.
- Continued collaboration with program administrators and managers on accounting policy and day-sheet coding for consistent best practices.
- Increase in translation of documents from 2017’s total of 81 to 2018’s (calendar year) total of 463 translations resulting in increased demand of bilingual staff.

BUDGET HIGHLIGHTS & CHANGES:

- Strengthened our internal procedures on day sheet reporting, which has resulted in increased revenues.
- Auditing of accounts payable and p-card purchases, which has resulted in more accurate documentation.
- The department is requesting the following position for FY 2020: one receptionist/greeter position to meet the needs of the growing community.

Human Services – Administration

BUDGET SUMMARY:

	ACTUAL FY 2018	AMENDED FY 2019	ADOPTED FY 2020	% CHANGE FY 2019 to FY 2020
EXPENDITURES				
Personnel Services	\$ 826,800	\$ 1,969,397	\$ 1,908,432	-3.10%
Operations	1,990,218	2,246,879	2,157,911	-3.96%
Capital Outlay	-	-	93,316	100.00%
Total Expense	\$ 2,817,018	\$ 4,216,276	\$ 4,159,659	-1.34%
REVENUES				
Intergovernmental Grants	\$ -	\$ 5,250	\$ 12,000	128.57%
Other Financial Sources	-	90,725	-	-100.00%
Total Revenue	\$ -	\$ 95,975	\$ 12,000	-699.79%
STAFFING				
FTE Positions	9.00	22.00	22.00	-

PERFORMANCE SUMMARY:

County-wide Goal Supported:

- Use resources wisely by seeking to collaborate services, share costs, minimize risk and protect County assets and investments.

Program Goal: Maximize use of all federal and state allocations to reduce County funding.

Program Strategies:

- 100% of 1571 reports for reimbursement will be submitted timely to the state by the 15th of each month.
- 100% of all federal and state block grants available to the agency are claimed during the fiscal year.
- At least 25% of invoices are audited weekly for timeliness and accuracy and 100% of invoices are accurate and have appropriate documentation to support payment.
- Agency will meet required Maintenance of Effort for TANF within the fiscal year.
- Accurate day-sheet coding within all programs to ensure maximization of funds.

MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
Invoices audited weekly for timeliness and accuracy (140 invoices)	100%	100%	100%
Federal and state block grants received	100%	100%	100%
Maintenance of Effort spent – state report	100%	100%	100%
1571 submitted by 15 th of each month	100%	100%	100%
Invoices audited contain appropriate documentation to support payment	100%	100%	100%
Monitor information Inc. for daysheet accuracy	0	100%	100%

Human Services – Administration

Program Goal: To develop and submit the agency's annual budget and required reports timely.

Program Strategies:

- Support development and submit all new position requests to County by established deadline.
- Support development and submit all required program summaries to County by established deadline.
- Submit budgetary requests with justifications to County by established deadline.
- Conduct at least one budgetary review per month discussing state reports.

MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
All new position requests submitted timely	100%	100%	100%
All programs summaries submitted timely	100%	100%	100%
Budget numbers entered into Munis timely	100%	100%	100%
Monthly budget reviews – state reports	6	6	12

Program Goal: To provide resources and support to divisions in reducing and eliminating single county audit findings.

Program Strategies:

- Develop control flows for audit findings.
- Support strengthening of second party review system within federal granted programs.
- Provide monthly administrative reviews of audit procedures with divisions impacted.
- Provide DSS-1571 overview training to program administrators to improve knowledge base and financial reporting requirements and program compliance

MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
# of findings from last single county audit – computer security checks	3	0	9
# of documented monthly review meetings – discuss findings in audit	12	4	6
DSS 1571 overview training to Program Administrators	N/A	1	3

Program Goal: To provide quality customer service to Cabarrus County citizens.

Program Strategies:

- Strengthen front desk staff with customer service training to assist customers timely.
- Provide quality service to customers by reducing their wait times in the lobby.
- Provide quality interpreting services to customers by reducing their wait times in the lobby.
- Process return mail to customers timely.

Human Services – Administration

MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
Provide customer service training to front desk staff	NEW	2	2
Reduce wait times in lobby (minutes)	NEW	10	7
Reduce wait times in lobby for interpreting services (minutes)	NEW	12	10
Collect payments from customers timely (minutes)	NEW	3	3
Return mail sent to customers timely (days)	NEW	3	1

DEPARTMENT CONTACT:

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Phone: 704-920-1400

Human Services – EFSS Division

MISSION:

The mission of the Economic Family Support Services Division is to provide supportive services to the citizens of Cabarrus County to assist and support employment, self-sufficiency and promote personal responsibility.

MANDATE:

- The Child Support Services (CSS) program was established in 1975 by Public Law 93-647, Part B (Title IV-D of the Social Security Act) and NCGS 110-128-141.
- Child Day Care is mandated under the Personal Responsibility and Work Opportunities Reconciliation Act of 1996, which combined all federal childcare funding under the Child Care and Developmental Fund (CCDF). NC law governs the Smart Start program and mandates that a minimum of 30% of Smart Start funding in each county be designated for child day care subsidy.
- The Low Income Energy program is mandated under Title XXVI of the Omnibus Budget Reconciliation Act of 1981.
- Work First Family Assistance Program (WFFA) and Work First Employment Services are mandated under the Personal Responsibility and Work Opportunity Reconciliation Act of 1996 (PL 104-193) and GS 108A-25.

OVERVIEW:

- **Child Support Services** is responsible for ensuring that non-custodial parents (NCP) support their children through financial means and with medical insurance coverage or medical support. This support is irrespective of whether owed to the custodial parent or caretaker, which could include foster care or the state for recovery of WFFA. Actions include the location of NCPs, establishment of paternity including DNA/genetic testing, establishment of a support obligation based upon the NC Child Support Guidelines, enforcement of collection of court orders for child support and medical insurance and medical support, spousal support and modifying such orders as deemed appropriate.
- **The Subsidized Child Care Program** is a service-oriented program administered by local purchasing agencies (LPA's) that purchase childcare services for low income and other eligible families. LPA's determine if families are qualified for childcare services based on federal, state and county rules and requirements.
- **The Crisis Intervention Program (CIP)** assists low-income persons with a heating or cooling related crisis.
- **Low Income Energy Assistance Payments (LIEAP)** provides annual one time assistance to low income households to assist with the cost of heating expenses.
- **Work First Employment Services and Services to Families Under 200% of Federal Poverty Level** is provided to families to secure short-term training and other services to help them become employed and self-sufficient, thereby, supporting themselves and their children.

MAJOR ACCOMPLISHMENTS:

- Successful transition to the new division.
- Child Support Services in Cabarrus County is second in the State of North Carolina in the collection of child support arrears. Cabarrus County is fourth in the State of North Carolina in paternity establishment for children born out of wedlock. Cabarrus County is eighth in the State of North Carolina in current support collection rate. During FY 2018, \$11,894,924 was distributed to families, which exceeded the state goal by 1.9%.
- Increased Work First program performance requirements to meet measures for timeliness in applications and recertification processing.

Human Services – EFSS Division

- Developed procedures to maximize Maintenance of Effort spending for child care and transportation services that directly supports goals for self-sufficiency.
- Child care reduced the subsidy waiting list by more than 50% in two months.
- During FY 2019, assisted 1,578 households with LIEAP in the amount of \$415,400 and 2,059 households with CIP in the amount of \$544,206.89.
- Held two job fairs in partnership with temporary employment agencies to assist Work First and Food & Nutrition able-bodied adults seeking employment.
- Partnered with NC Works transitional unemployment services team to assist dislocated workers impacted by layoffs to navigate Human Services supportive and assistance programs. No, we provided information on the benefits & services that we provide. This was not a job fair.

CHALLENGES & TRENDS:

- Continued struggles with the NC Fast case management system resulting in continuous system processing changes, system delays and latency issues creating overdue work, over and underpayments and inefficient work flows.
- HB630 resulting in a state and county contract and performance measures for all programs and the struggle to comply without reports for several measures and unreliable data on available reports.
- The Child Support Services program continues to see growth with the number of new cases received each month. The division has received 615 new child support applications and/or referrals from Medicaid or Work First since July 1, 2018. A significant number of these cases are interstate cases in which one party resides outside the State of North Carolina.
- The Child Support program continues to see an increase in applications from custodial parents who have previously had private attorneys representing their interests. These cases tend to be more complex and require additional case management, as they often include additional legal issues such as child custody, divorce, spousal support and equitable distribution.
- Implementation of the Uniform Interstate Family Support Act (UIFSA) 2008 presents a challenge to the Child Support Services program, as it requires the use of new and revised documents that are not in the automated system. As a result, staff must manually generate and complete all forms for an indefinite period.
- Child Care Services continue to have limited funding to meet total needs of the community and new changes in eligibility may restrict access, placing working families at risk for childcare needs.
- The Child Care program is experiencing limited space and waiting lists for Child Care facilities in Cabarrus County.
- Child Care facilities are charging overage fees, which in turn creates a hardship for our clients as they are paying the subsidy portion (parent fee), plus overage fees.
- Continued challenge for Child Care program facing a high no show rate for waiting list appointments.
- Reduced cooperation by Work First participants to follow employment plans resulting in termination of services, thereby reducing participants' inability to obtain employment. This result is due in part to a tightening of program rules, barriers to employment due to Mental Health issues and lack of education, and the unwillingness of the participant to cooperate with child support as required by law.
- Continued challenge to develop new work experience sites for the Work First Program.

Human Services – EFSS Division

BUDGET HIGHLIGHTS & CHANGES:

- Child Day Care will administer Smart Start Subsidy funds beginning FY 2020 in partnership with Cabarrus Partnership for Children.
- Reclassification of Family Support Specialist to Lead Family Support Specialist to strengthen role for training, program performance improvement and distribution of work assignments.
- The Division requested the following positions for FY 2020: one Income Maintenance Caseworker II to address the increased workload created by administering Smart Start funds; one Family Support Specialist to replace the position reclassified to a Lead Family Support Specialist.

BUDGET SUMMARY:

	ACTUAL FY 2018	AMENDED FY 2019	ADOPTED FY 2020	% CHANGE FY 2019 to FY 2020
EXPENDITURES				
Personnel Services	\$ 1,426,294	\$ 2,673,890	\$ 3,086,058	15.41%
Operations	261,897	1,749,629	1,779,892	1.73%
Total Expense	\$ 1,688,191	\$ 4,423,519	\$ 4,865,950	10.00%
REVENUES				
Intergovernmental	\$ 1,623,406	\$ 1,706,137	\$ 3,464,249	103.05%
Sales & Services	26,842	18,750	24,000	28.00%
Miscellaneous	815	1,600	800	-50.00%
Other Financial Sources	-	1,584,997	-	-100.00%
Total Revenue	\$ 1,651,064	\$ 3,311,484	\$ 3,464,249	4.61%
STAFFING				
FTE Positions	22.00	39.00	39.00	-

Note: This budget summary absorbed the Child Support Program financial information that was separate in previous years.

PERFORMANCE SUMMARY:

County-wide Goals Supported:

- Preserve and enhance the quality of life through public policy that promotes cross-jurisdictional collaboration, encourages growth while balancing its impacts and looks ahead to preserve quality of life
- Provide for public safety by communicating preparedness and safety awareness, responding to routine and catastrophic events and maintaining and restoring the well-being of clients
- Use resources wisely by seeking to collaborate services, share costs, minimize risk and protect county assets and investments
- Support community connections through purposeful and strategic communication, enhanced education, active community participation and increased access to and utilization of services.

Program Goal: Collect as much child support as possible on behalf of the children of Cabarrus County.

Program Strategies:

- Collect at least \$11,894,924 in child support by taking appropriate administrative and judicial enforcement action when necessary. The State standard for Cabarrus County is \$11,894,924.

Human Services – EFSS Division

- Collect at least 74.60% of current child support owed by ensuring current support is paid timely each month to NC Centralized Collections. The state standard is 70% for Cabarrus County.
- Collect a payment toward arrears on at least 75.30% of cases where past due support is owed. Cabarrus County has a state standard of 70%.
- Establish a child support order in at least 90.20% of open cases. The State standard is 90% for Cabarrus County.
- Establish paternity for at least 114.45% of cases, which have paternity at issue through DNA testing, judicial action or voluntarily by the use of the Affidavit of Parentage. The state standard is 100% for Cabarrus County.

MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
Amount of child support collected	\$11,894,924	\$7,777,492	\$11,894,924
% of owed child support collected	74.55%	74.53 %	74.60%
% of cases with payment to arrears	75.25%	71.75 %	75.30%
% of cases under order	90.15%	87.0 %	90.20%
% of paternity established	114.41%	107.88 %	114.45%

Program Goal: Promote employment by providing access to quality and affordable childcare services allowing working citizens to remain employed through childcare subsidy.

Program Strategies:

- To spend 96% of the annual federal childcare allocation which equates to a 96% spending coefficient.
- To process 95% of day care applications timely.
- Conduct at least 48 daycare site visits annually to ensure program compliance.

MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
Spending coefficient	99%	99.86%	98%
% of day care applications processed timely	New	97.75 %	95%
# of day care site visits conducted	36	32	48

Program Goal: Increase the ability of clients to move toward family economic self-sufficiency and decrease reliance on public assistance by the provision of eligibility, employment and supportive services (educational/training activities, case management, etc.).

Program Strategies:

- Increase the number of Work First Participants securing long-term employment to 60%.
- Meet all performance measures set by the state/county contract.

Human Services – EFSS Division

MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
% of Work First participants securing employment	56%	53.0%	60%
% of Work First Individuals completing required countable work activities	New	8.89 %	50%
% of two-parent families completing required countable work activities	New	0	90%
% of Work First applications processed timely	New	95.51 %	95%
% of Work First re-certifications processed timely	New	99.17 %	95%
% of Emergency Crisis Intervention Program applications processed timely	New	90.0%	95%
% of Non-emergency Crisis Intervention Program applications processed timely	New	94.49%	95%

DEPARTMENT CONTACT:

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Phone: 704-920-1400

Human Services - Child Welfare Division

MISSION:

Cabarrus County Child Welfare is committed to achieving safety, permanence and well-being for children at risk for abuse, neglect or dependency based upon received and accepted reports, working one-on-one with the family by assessing, coordinating and providing services that address the safety, risk and family needs of the child. Staff will be vigilant in their effort to protect these children.

MANDATE:

The following Child Welfare Services are mandated services by federal and/or North Carolina laws, policies and standards: Adoption Services and Adoption Assistance are mandated by G.S. 108 A-49 & 50, Title IV-B and IV-E of the Social Security Act, P.L. 96-272, P.L. 99-514, P.L.103-382, P.L. 106-385, P.L. 105-89, P.L. 106-169 and P.L. 109-171; Foster Care Services for Children and Foster Care Assistance payments are mandated by titles IV-E and IV-B of the Social Security Act, CAPTA (P.L. 93-247) and G.S. 108A-48 and 49; 45, G.S. 143B-153 (2) (d) ; 10A NCAC 21; 10A NCAC 22F; Home studies are ordered by the District Court Judges; P.L. 103-432; G.S. 7B-38, 143B-153; 10A NCAC 70C; CSST Services are mandated through 10 NCAC 436.0203; Individual and Family Adjustment Services are mandated under G.S. 143B-153 and 10 NCAC 436.2023; Protective Services for Children are mandated by the Federal Child Abuse Protection and Treatment Act (CAPTA), Titles IV-B, IV-E, P.L. 108-36, P.L. 105-89, G.S. 108A-14 and G.S. 7B Article 3; Intensive Family Preservation Services are established under G.S. 143B-150.5; Contracts with the Child Advocacy Center and Cardinal Innovations Healthcare Solutions are authorized under provisions of G.S. 143B-10 and G.S. 143B-153.

CHILD PROTECTIVE SERVICES AND IN-HOME SERVICES OVERVIEW

The Child Welfare Division, Child Protective Services (CPS) Program is responsible for receiving, screening, investigating and assessing reports of alleged abuse, neglect and dependency. In-home Services provides services directly to families that have received a substantiation of abuse, neglect and dependency that help to address the issues identified through services and case management. The major objective within the child welfare CPS program is to keep children safe from abuse and neglect and to support the placement of children in their homes while addressing factors that may create the risk of removal.

MAJOR ACCOMPLISHMENTS:

- The Child Welfare Division has continued to expand their quality assurance and training programs to add a Quality Assurance/Training Supervisor to the Trainer, two Quality Assurance (QA) Reviewers and three Senior Social Workers. We have a Senior Social Worker paired with a newly hired social worker as soon as they begin. The review of their work by the QA staff adds to their training. As program challenges are discovered, the Trainer develops plans to address the challenges. This process, though constantly being assessed to ensure staff needs are being met, has increased the quality of work done with families and decreased the turnover rate in the program.
- We have implemented a new process we've named "Monday Morning Triage". This meeting is held between Child Protective Services Supervisors and Program Managers to assign tasks to our auxiliary staff which help our full time assessors and investigators meet program requirements. This reduces our challenge of burn out by assisting struggling staff get their work completed timely when volume is high.
- Our Staff Development Coordinator attends all job fair opportunities to present our program to potential qualified candidates. Our retention of staff has improved. It is believed this is a result of higher quality applicants, improved on-boarding processes, and intense one on one training provided in our programs.

Human Services - Child Welfare Division

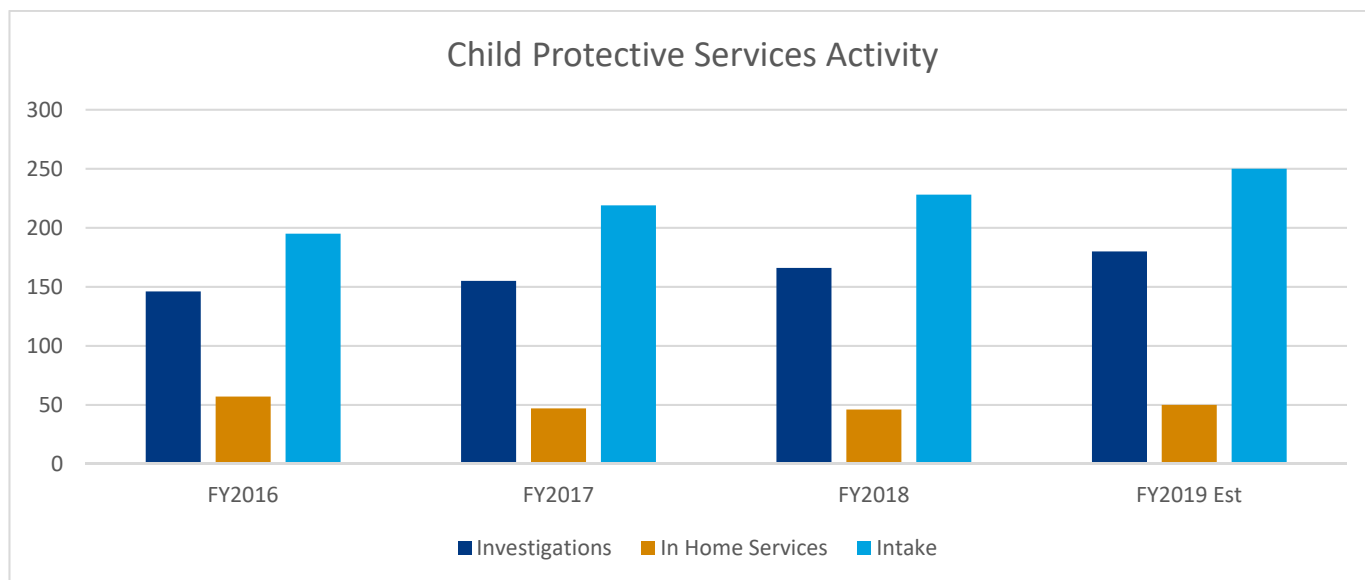
- Practice is positively affected by open communication. Last year we began offering our staff several group opportunities to discuss and learn about practice and about changes in practice that are being made. We have “Coffee with Cheryl” every Wednesday morning at 8:30, Lunch ‘n Learns the 2nd and 3rd Tuesday during lunch, a monthly newsletter with program improvement strategies and our Division Meeting the 3rd Tuesday morning of each month. All child welfare staff are invited to come to each of these discussion/learning opportunities and are provided the monthly newsletter. This has been successful and participation has been good throughout this year. We will continue this practice as we prepare to begin NCFast in Child Welfare.
- Our Quality Assurance staff have begun using the state’s program monitoring tool to review cases. They are able to review more cases each month, which allows each social worker’s work to be reviewed monthly. Duke University has asked to come and learn more about our Quality Assurance program so they can share it with other counties in the state.
- The Child Protective Services programs continue to participate in numerous state and local initiatives. The anticipated outcome of these initiatives is to improve the quality of our services to families and children. They include the Cabarrus Systems of Care, Project Broadcast, Cabarrus County Human Trafficking Initiative, Cabarrus County Substance Abuse Coalition and Triple P, the Positive Parenting Program.
- The Child Welfare Division continues to take advantage of opportunities to educate the community about the child welfare program. This year we created a presentation which role plays a family’s involvement with our program from the time we receive a report in intake through our adoption program. This has been performed both internally for other DHS programs and externally for the community.
- On-Boarding continues to be assessed and changed to meet the ever changing needs of our program and our staff. On-Boarding in Child Welfare is an individualized, fluid process developed around each employee’s needs. We consistently send out surveys to new hires and more seasoned staff to gain input in the development and expansion of our on-boarding and training programs.
- With the implementation of the interviewing process created specifically for the child welfare program in 2017, we continued to get feedback from new hires that the process did not adequately inform them of the duties required in child welfare. Thus, we added a social worker panel to the interview process and offered applicants an opportunity to speak with a social worker from each of the child welfare programs prior to the interview. We asked the social worker panel to be open and honest about the positions. This allows applicants to weed themselves out if this is not a profession they were committed to.
- We have implemented the online child welfare abuse/neglect reporting program. Thus far it has been successful and we average 10-15 reports a month in this manner. We have not publicized this process as it was originally developed for professionals to use. However, we have had members of the community make reports using this method.
- We have continued our partnership with the Venture Church in Harrisburg to support our social work staff. Venture Church provided the Child Welfare Staff with a Christmas luncheon, fun activities and a gift this Christmas. The Conquerors Shield of Faith has also provided cook outs and activities for our children involved in our LINKS program. Venture Church provides on-site support services for staff and families involved with our department.
- We have begun a prevention program in child welfare. We have two Masters level Social Workers working with families to prevent the family’s challenges from rising to the involvement with Child Welfare at a more intrusive level. This program began in October, 2018, and we have already gotten feedback from the families we’ve worked with that they feel their time with us was life changing. We have also been given a Behavioral Health Navigator, which we hope to see bridge the gap between the mental health world and the families presenting with mental health advocacy needs to Human Services.
- We are developing a Family Peer Support program. Conversations are being had with the State of Iowa and with Genesis to create this process, which supports families going through the foster care court system. Outcomes seen in other states has been the reduction of recidivism, the reduction in time the children are

Human Services - Child Welfare Division

in care and an increase in reunification. Once the program is established, we intend to expand the concept to other areas of community need and support.

- We are purchasing “Between Two Homes,” a group training to enhance co-parenting and training our prevention staff to facilitate groups.
- We are beginning implementation of the “Signs of Safety.” This approach to child protection casework is now recognized internationally as the leading available participative approach to child protection casework. It complements and supports the state Memorandum of Understanding (MOU) requirements for child welfare practice. All child welfare programs will be affected by this change.

STATISTICS	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL
Average monthly number of families investigated for abuse/neglect of children.	146	155	166	180
Average monthly number of families involved in non-court active treatment services (In Home Services)	57	47	46	50
Average monthly number of calls taken by the intake staff	195	219	228	250



CHALLENGES & TRENDS:

- The Child Protective Services programs across the state have been issued two State MOU Growth Performance Measures. They are:
 - County will initiate 95% of all screened-in reports within required time frames.
 - For all children who were victims of maltreatment during a twelve-month period, no more than 9% receive a subsequent finding of maltreatment.
- The state and county have been preparing for the implementation of NCFAS for all programs in Child Welfare. At this point, Cabarrus County is slated to begin the training for implementation in March, 2019 with full implementation by May, 2019. The counties who began as pilot counties in 2017, continue to adjust to NCFAS and the changes it has made in their processes.

Human Services - Child Welfare Division

- All child welfare state policies have been re-written during the 2018 calendar year and is slated to be implemented May, 2019. Thus, we will be changing practice from both policy, practice and NCFAS documentation process during the first half of 2019. We expect to continue to feel the repercussions of these changes throughout FY 2020.
- HB630 and the resulting MOU between the counties and the state, has created numerous challenges for the child welfare program for 2019 and 2020. Child Welfare has 6 performance growth measures each county is being held accountable for. We have incorporated these measures in our Quality Assurance process to measure progress in attaining the benchmarks. These measures highlight the necessity of a successful Quality Assurance program and process.
- Staff are required to receive 24 hours of state policy training each year as mandated by General Statute (N.C.G.S. 131D-10.6A (b)). With the anticipated policy changes this year, it was not a wise use of time or money to send staff to policy training which would soon be different. We have been able to get staff into some practice trainings. Thus the burden has been put on counties to train staff on the policy and practice changes mandated by the state. Additionally, we have created internal trainings as needs are identified.
- With the changes in practice and policy, the implementation of NCFAS, the MOU measures and the on-going need for training, we anticipate the next fiscal year to be filled with change and challenges.

BUDGET HIGHLIGHTS & CHANGES:

- There continues to be limited state and federal funding opportunities for child protective services shifting the cost for this federally mandated service to the local level.
- Financial penalties can be charged to the county if the programs fail to meet the MOU performance expectations.
- It is the state's expectation that training and Quality Assurance programs of some sort be established by the individual counties to improve outcomes and meet the MOU performance expectations.

BUDGET SUMMARY:

	ACTUAL FY 2018	AMENDED FY 2019	ADOPTED FY 2020	% CHANGE FY 2019 to FY 2020
EXPENDITURES				
Personnel Services	\$ 5,369,606	\$ 6,308,003	\$ 6,684,036	5.96%
Operations	1,741,506	2,320,774	2,230,894	-3.87%
Total Expense	\$ 7,111,112	\$ 8,628,777	\$ 8,914,930	3.32%
REVENUES				
Intergovernmental	\$ 3,722,111	\$ 3,829,804	\$ 3,887,988	1.52%
Other Financial Sources	-	59,321	-	-100.00%
Total Revenue	\$ 3,722,111	\$ 3,889,125	\$ 3,887,988	-0.03%
STAFFING				
FTE Positions	83.625	88.625	88.625	-

Human Services - Child Welfare Division

PERFORMANCE SUMMARY:

County Goals Supported:

- Preserve and enhance the quality of life through public policy that promotes cross-jurisdictional collaboration, encourages growth while balancing its impact and looks ahead to preserve quality of life.
- Provide for public safety by communicating preparedness and safety awareness, responding to routine and catastrophic events and maintaining and restoring the well-being of citizens.
- Use resources wisely by seeking to collaborate services, share costs, minimize risk and protect county assets and investments.
- Support community connections through purposeful and strategic communication, enhanced education, active community participation and increased access to and utilization of services.

Program Goal: Cabarrus County Child Welfare Division will protect children from abuse and neglect as provided by federal and state law.

Program Strategies:

- CPS will interview all children associated with an accepted report within required mandated time frames. (State MOU Growth Measure)
- CPS will make a case decision on all assessments and investigations within 45 days to ensure families are referred to services timely if needed.
- For all children who were victims of maltreatment during a twelve month period, no more than 9.1% will experience a subsequent maltreatment event. (State MOU Growth Measure)
- In-Home services works to keep families intact while addressing issues of abuse and neglect. In-home service Social Workers will work diligently with the families to keep children in their homes safely while working to strengthen the families.
- In-Home services will have a completed in-home services agreement completed with the family within the first 30 days this program is provided. The social worker will ensure timely referral for services to limit the time required for the family to remedy their challenges.
- The Child Welfare program will improve performance outcomes through increased communication. Communication shall take place through the use of mandatory division meetings held monthly; Lunch 'n Learns held twice per month which is mandatory for supervisors, optional for all others; monthly newsletters are provided to all staff; and "Coffee with Cheryl," which is optional for all staff.

Human Services - Child Welfare Division

MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
% of accepted reports of abuse/neglect/dependency of children responded to within required time frames	88%	83%	95%
% of assessments/investigations with case decision made within the 45 day mandate	46%	24%	95%
% of cases, where the children can remain safely in the home of their parents or caretakers, without foster case intervention through the provision of CPS In-Home Services	98%	96%	98%
% of open In-Home Service cases with completed In-Home Service case plans within 30 days of case decision making	98%	95%	98%
# of opportunities provided to all staff to engage in the development and implementation of the child welfare program with the goal of increased performance.	NEW	61	60
% of children who do not receive a new experience of maltreatment 12 months after case closure.	NEW	100%	91%

FOSTER CARE PROGRAM OVERVIEW:

Foster Care services must be provided to any child the Department has placement responsibility for and is placed in a licensed foster home, relative placement or licensed facility. Placement responsibility is established when the court places the child in the legal custody of the Department. The Department is responsible for ensuring placement and payment for the child and ensuring all the basic well-being and safety needs are met. In addition, the Department also provides services to the child and family to establish a plan for permanence for the child. Reunification with birth family/caretaker is the primary goal in each case. If that goal is unable to be achieved, the Department explores custody, guardianship or adoption as a permanent plan.

MAJOR ACCOMPLISHMENTS:

- The LINKS program has grown to now host and coordinate regional meetings and trainings due to finally having a dedicated LINKS Coordinator.
- The LINKS program has been increasingly successful in having youth sign Voluntary Placement Agreements after reaching the age of 18.
- The LINKS program now has a private donor to assist the county and state in meeting the needs of the older youth.
- The LINKS program is participating in “Every Teen Counts Initiative” regarding sexual health and avoidance of unplanned pregnancies.
- This year was the second year that we partnered with Rowan and Stanly Counties to provide a Foster Care Community Collaborative Conference on May 4, 2018 at McGill Baptist Church in Concord. This free one-

Human Services - Child Welfare Division

day conference featured presentations by Tonier Cain, a National Trauma Speaker and Survivor, along with booths filled with information for both foster parents and social workers to use in their work.

- The Department continues to have a positive working relationship with the Guardian Ad Litem and all court personnel with actions in court regarding foster care. A second monthly court date has been added to meet the growing needs of increased children in care.
- The adoption program continues to be successful at finding legal permanence for children in the custody of Cabarrus County. This year's baseline is 9 adoptions. By January, 2019, we have already completed 10 adoptions with a projection of doing as many as 3 more by the end of this fiscal year.
- During the last calendar year, we brought 75 children into foster care. We were able to find legal permanence and close cases for 58 children.
- We proudly continue to place more children, who enter foster care, in a relative setting rather than in a traditional foster home. This placement allows the children to maintain a healthy relationship with their biological families. It reduces the cost of foster care to the county.
- Cabarrus County has been recognized by the state DHHS for the efficiency of our court process in our child welfare practices.

STATISTICS	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL
Average monthly number of children in foster care	78	90	95	121
Average number of days a child is in custody	337	375	360	350
Average number of children provided adoption services	20	21	17	15

CHALLENGES & TRENDS:

- The Foster Care programs across the state have been issued four State MOU Growth Performance Measures. They are:
 - The county will ensure that 95% of all foster youth have a face-to-face visits by the social worker each month.
 - The county will provide leadership for ensuring that 40.5% of children who enter foster care in a 12-month period are discharged to permanency within 12 months of entering foster care.
 - The county will provide leadership for ensuring that of children who enter foster care in a 12-month period, who were discharged within 12 months to reunification, kinship care or guardianship, no more than 8.3%, re-enter foster care within 12 months of their discharge.
 - The county will provide leadership for ensuring that of all children who enter foster care in a 12-month period in the county, the rate of placement moves per 1,000 days of foster care will not exceed 4.1.
- We maintain, on average, 95 children a month in foster care in Cabarrus County. We are seeing an increase in the number of children taken into custody overall, both as a county and as a state.
- The number of foster homes licensed by Cabarrus County DHS has increased during the last calendar year. We continue to have an increase of interest in fostering for our county. Our licensing staff have worked diligently over the past year to train and license more homes. At the end of 2018, we had 40 licensed foster homes with an average of 10 families in attendance at each Model Approach to Partnerships in Parenting (MAPP) class.
- The lack of therapeutic placements for foster children continue to impact the cost of care for the county.

Human Services - Child Welfare Division

BUDGET HIGHLIGHTS & CHANGES:

- Our federal partners now require the agency, in partnership with the designated school system, to determine if the school of origin is the most appropriate school placement for the child once they enter foster care. If it is determined to be and the child no longer resides in the school district of origin, we are required to provide transportation. The county will be required to absorb the cost of this action.
- The instability of the federal funding environment is always a negative factor with foster care.
- Financial penalties can be charged to the county if the programs fail to meet the MOU performance expectations.
- The partnership between the school system and DHS has gone well in the implementation of Every Student Succeeds Act (ESSA).

Program Goal: To provide safe and stable placements for foster children while awaiting the determination of legal permanence.

Program Strategies:

- Social workers will visit with foster children in their placements monthly to monitor the placement environment and remain connected with both the child and foster parent. (State MOU Growth Measure)
- Social workers will maintain communication with placement providers and children to provide support and services which will encourage stable placement. (State MOU Growth Measure)
- Children in foster care will not experience child maltreatment. Placement providers will be trained and/or receive on-going support, face-to-face visits and referrals to needed services. (State MOU Growth Measure)
- Children deserve safe and stable legal permanence. Children in foster care will be discharged to a safe and stable permanent legal setting and will not re-enter foster care within 12 months of case closure. (State MOU Growth Measure)
- The LINKS program will educate, support and encourage youth ages 13-21 who are in the custody of the county to be prepared for independent adulthood.

MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
% of visits with foster children taking place in the child's placement home	95%	99%	100%
% of children maintained in stable placement per month	96%	98%	100%
% of children who remain safe/unharmful while in foster care	100%	100%	100%
% of LINKS youth who participate in monthly LINKS events/activities.	85%	34%	90%
% of children who are discharged from foster care will not re-enter foster care within 12 months of closure.	100%	100%	92%

DEPARTMENT CONTACT

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Human Services – Economic Services

MISSION:

The mission of Cabarrus County Economic Services Division is to determine eligibility for the purpose of providing medical, nutritional and financial assistance to enhance the quality of life for citizens through excellent customer service.

MANDATE:

- Medicaid is mandated by Title XIX of the Social Security Act and NCGA 108A-25, which requires acceptance and processing of applications and conducting eligibility reviews within required timeframes for anyone wishing to apply. Reviews are required by regulation to reassess eligibility for ongoing benefits on an annual basis.
- Food and Nutrition Services program is mandated by Federal US Code 2011, NCGS 1098-25 and GS108A, Article 2, Part 5 and requires that applications must be taken upon request with the client to access through the Electronic Benefits Transfer (EBT) system within seven days when eligible for emergency services. Under regular non-emergency circumstances the application must be completed within thirty days. Reviews are required by regulation to reassess eligibility for ongoing benefits on a semi-annual or annual basis.
- Special Assistance is mandated by GS 108A-25, which mandates that applications must be taken and processed and reviews completed as required by regulations.
- North Carolina Health Choice for Children (NCHC) is mandated by Title XXI of the Social Security Act in order to provide health insurance coverage for eligible uninsured children from birth through age 18. It is administered by the Division of Medical Assistance but is not an entitlement.
- Limited English Proficiency Services – Title VI, Sec 601 of the Civil Rights Act of 1964 states that “no person in the United States shall on the ground of race, color, or national origin, be excluded from participation in, denied the benefits of or be subjected to discrimination under any program or activity receiving Federal financial assistance.

OVERVIEW:

The Economic Services Division is responsible for administering federally means tested public assistance programs mandated under the Social Security Act. There are extensive, distinct regulations for different programs that must be followed in determining and re-determining eligibility. These include elements such as age, health, income, citizenship and resources. These items must almost always be verified by a third party source, because a verbal statement from the client is rarely acceptable.

MAJOR ACCOMPLISHMENTS:

- Successfully met USDA mandate of 95% timely processing of Food & Nutrition Services (FNS) applications for January through December with 96.72% processed timely.
- Successfully met Medicaid mandate passing the Medicaid Assistance Application Report Card in twelve out of twelve months.
- Reduced findings in annual Single County Audit.
- Established \$727,517 in overpayments by program integrity, collected \$468,287, which goes to the state to help offset public assistance costs. \$85,554 was returned to the County as incentive payments to help offset county costs associated with pursuing fraud.
- Conducted extensive training in all program areas to improve quality, accuracy and timeliness; totaling 8,033 hours of staff training.

Human Services – Economic Services

STATISTICS	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL
Total Medicaid recerts processed	23,470	23,099	24,753	27,891
Total Medicaid applications processed	16,210	13,829	16,096	15,958
Total FNS recerts processed	13,482	12,150	11,080	10,783
Total FNS applications processed	9,376	9,100	9,223	8,640
Total FNS benefits issues in 2018	\$35,507,016	\$30,826,633	\$29,153,828	\$24,825,616
Total overpayments established by program integrity	\$1,047,449	\$1,204,250	\$727,517	\$785,595
Total collections by program integrity	\$439,754	\$904,384	\$468,287	\$567,888
Training hours for ESD staff	5,667	10,255	8,033	8,891

CHALLENGES & TRENDS:

- Continued scrutiny by US Drug Administration (USDA) and state to maintain average timeliness rate of 95% for processing of Food and Nutrition applications. The state has set a goal of 98%, which is extremely challenging for counties due to caseload size and continued case management issues within NC FAST. Statewide tracking for FNS recertifications is in place with a goal of an average of 95% timeliness rating.
- Medicaid Report Card legislative mandate – must meet all four components to pass the report card. Failure to pass a report card for three consecutive months or five out of twelve months requires corrective action. The state can take over a county program if corrective action is not successful.
- Continued struggles implementing NC FAST case management system resulting in system processing changes, system delays and latency issues.
- Potential expanded benefits within the programs that could severely impact service demands. In addition, growing County population translates to increasing demands for services.
- HB630 resulting in a state & county contract and performance measures for all programs and the struggle with unreliable data.
- Increasing uncertainties with the future of the Affordable Care Act and Medicaid Transformation. Anticipate a significant increase in customer contact due to the potential changes.
- Continued scrutiny by the NC Department of Health and Human Services (DHHS) on the Single County Audit.
- Goal of deterring fraud through District Attorney (DA) has faced challenges to include lack of response to our correspondence. Other challenge are meeting the DA's criteria and adverse impact on timely disposition.
- Economic Services staff retention has been a considerable challenge this past year due in large part to the Medicaid program complexities and learning NC FAST.

BUDGET HIGHLIGHTS & CHANGES:

- Obtain additional positions to improve program management. The Department requested the following positions for FY 2020: two Income Maintenance Supervisors, one for training and one for Families and Children's Medicaid, two Income Maintenance Caseworker IIs and one Income Maintenance Caseworker I.

Human Services – Economic Services

BUDGET SUMMARY:

	ACTUAL FY 2018	AMENDED FY 2019	ADOPTED FY 2020	% CHANGE FY 2019 to FY 2020
EXPENDITURES				
Personnel Services	\$ 7,373,246	\$ 7,077,226	\$ 7,418,662	4.82%
Operations	2,388,015	1,149,872	1,182,962	2.88%
Total Expense	\$ 9,761,261	\$ 8,227,098	\$ 8,601,624	4.55%
REVENUES				
Intergovernmental	\$ 7,808,012	\$ 6,515,638	\$ 6,778,851	4.04%
Sales & Services	127,108	98,693	99,913	1.24%
Miscellaneous	7,845	-	-	-
Total Revenue	\$ 7,942,965	\$ 6,614,331	\$ 6,878,764	4.00%
STAFFING				
FTE Positions	140.00	123.00*	123.00	-

*Employment decreased with the creation of the new Economic Family Support Services Division.

PERFORMANCE SUMMARY:

County-wide Goals Supported:

- Preserve and enhance the quality of life through public policy that promotes cross-jurisdictional collaboration, encourages growth while balancing its impacts and looks ahead to preserve quality of life.
- Provide for public safety by communicating preparedness and safety awareness, responding to routine and catastrophic events and maintaining and restoring the well-being of citizens.
- Use resources wisely by seeking to collaborate services, share costs, minimize risk and protect county assets and investments.
- Support community connections through purposeful and strategic communication, enhanced education, active community participation and increased access to and utilization of services.

Program Goal: Provide access to health, family support and nutritional services by determining eligibility for mandated federally means programs tested in a timely and efficient manner.

Program Strategies:

- Process 95% of all received Medicaid applications within required timeframe of 45/90 days.
- Process 97% of all eligible FNS applications within required timeframe of 4/25 days.
- All cases processed and reviewed through the second party review system will be processed with a 95% accuracy rate.
- County will process 85% of Special Assistance for the Aged (SAA) applications within 45 calendar days of the application date.
- County will process 85% of Special Assistance for the Disabled (SAD) applications within 60 calendar days of the application date.
- County will process 95% of expedited FNS applications within 4 calendar days from the date of application.
- County will process 95% of regular FNS applications within 25 days from the date of application.
- County will ensure that 95% of FNS recertifications are processed on time each month.
- County will ensure that 90% of Program Integrity claims are established within 180 days of the date of discovery.

Human Services – Economic Services

MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
% of Medicaid applications processed within 45-90 days	93.05%	93.78%	93.8%*
% of FNS applications issued benefits within 4-25 days	96.18%	96.46%	96.75%
% accuracy for second party reviews	94.76%	94.99%	95%**
% of Special Assistance for the Aged (SAA) applications processed within 45 calendar days of the application date	NEW	90.53%	85%
% of Special Assistance for the Disabled (SAD) applications processed within 60 calendar days of the application date	NEW	89.09%	85%
% of expedited FNS applications processed within 4 calendar days from the date of application	NEW	97.46%	95%
% of regular FNS applications processed within 25 days from the date of application	NEW	95.9%	95%
% of FNS recertifications processed on time each month	NEW	96.77%	95%
% of Program Integrity claims established within 180 days of the date of discovery (completed)	NEW	100%	90%

*State standard is 90%.

**State standard is 97%.

Program Goal: Actively pursue and deter fraudulent activity within the public service programs we administer and through investigations, reduce incidents of welfare fraud and take appropriate action as allowed by law.

Program Strategies:

- Establish \$350,000 in Intentional Program Violation (IPV) claims.
- Program Integrity will refer at least two cases to the District Attorney for prosecution in an effort to deter further fraud within the program.
- Conduct at least six trainings on agency error findings, deficiencies and program improvement strategies in an effort to reduce agency-responsible errors.

MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
Amount in IPV claims established	\$342,523	\$400,824	\$401,000
# of cases referred to the DA's office	0	2	6
Amount in actual collections	\$468,287	\$567,887	\$568,000
# of agency error trainings conducted	6	8	8

Human Services – Economic Services

Program Goal: Will employ a competent and trained workforce to deliver services within Economic Services.

Program Strategies:

- Develop and refine a second party review tool.
- Each Caseworker will receive at least 16 hours of training per year that focuses on policy, practice and customer service.
- Customer Service staff will receive at least one annual customer service training.
- Follow the Standard Operating Procedure set forth for second party reviews and work to increase the number of cases checked in order to improve the Division's quality of work through staff realignment.
- Conduct three trainings on audit findings, deficiencies and program improvement strategies.

MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
% of caseworkers receiving at least 16 hours of training	100%	100%	95%
% of Customer Service staff receiving customer service training	95%	100%	95%
% of Case Workers with six second party reviews*	100%	100%	100%
# of audit trainings conducted	5	4	ACTUAL
# of additional second party reviews completed	19	372	ACTUAL

* Revised 11/1/18 four second party reviews per caseworker.

DEPARTMENT CONTACT:

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Human Services – Transportation

MISSION:

Cabarrus County Transportation Services' (CCTS) mission is to promote an independent lifestyle that empowers individuals to overcome transportation barriers by providing safe and reliable transportation services that enable all eligible individuals to access medical care, essential services and resources that improve their quality of life.

MANDATE:

Medical transportation is mandated by Title XIX of the Social Security Act, which directs county Departments of Social Services to provide transportation for medical care for Medicaid eligible recipients, who have no other means of transportation to access this care. All other services are optional and provided as additional services by the County.

OVERVIEW:

CCTS strives each day to provide services to the transportation disadvantaged in Cabarrus County. This service seeks to reach those individual citizens who, because of age, disability or income constraints, do not have access to conventional public transportation options.

CCTS has specific services to meet the special requirements for each group utilizing our system including:

- Medical trips, which provide preventive medical care. These trips keep citizens in their homes longer and help reduce assisted living cost.
- Employment trips, which are provided to “Work First” participants of the Department of Human Services programs.
- Trips to the Cabarrus Vocational Opportunity (CVO) work site.
- Life-sustaining medical trips aid individuals in maintaining their lives and helps reduce the need for health care assistance and assisted living.

MAJOR ACCOMPLISHMENTS:

- Arrived on time 99.9% of the time.
- Secured our 5311 Grant from the State for both Administration (staff salary) and Capital.
- Secured our Federal 5307 Urban Grant Through the State.
- Secured our ROAP Grant from the State for Rural General Public (RGP), elderly and disabled and employment.
- Received the North Carolina Department of Transportation award for first place in Performance Excellence for the second year in a row.
- Cabarrus County is now eligible to use Federal 5307 Grant money for operations
- Awarded the 5310 Elderly and Handicapped grant from the City of Concord

CHALLENGES & TRENDS:

- Continues to see an increase in service demand and requests.
- The senior population continues to grow in Cabarrus County. This growth increases the demand for senior trips to meal sites and medical appointments.
- Staying within the taxi budget and overtime budget has been a challenge due to drivers out on the Family and Medical Leave Act (FMLA) and light duty time.

Human Services – Transportation

- Limited Grant funding requires a cap on service
- Future operational and funding needs as a result of the Long Range Transportation plan still unknown

BUDGET HIGHLIGHTS & CHANGES:

- The State 5311 administration grant has a slight increase to \$166,736
- The State Department of Health and Human Services (DHHS) is moving to a managed care program for Medicaid trips which will present challenges.
- Possible consolidation of systems with the City of Concord and C.K. rider (Concord Kannapolis Area Transit) as a result of the Long Range Transportation Plan.

BUDGET SUMMARY:

	ACTUAL FY 2018	AMENDED FY 2019	ADOPTED FY 2020	% CHANGE FY 2019 to FY 2020
EXPENDITURES				
Personnel Services	\$ 1,341,273	\$ 1,535,627	\$ 1,649,825	7.44%
Operations	571,948	636,901	618,757	-2.85%
Capital Outlay	-	312,250	126,200	-59.58%
Total Expense	\$ 1,913,221	\$ 2,484,778	\$ 2,394,782	-3.62%
REVENUES				
Intergovernmental	\$ 498,104	\$ 808,685	\$ 635,404	-21.43%
Sales & Service	1,170,537	984,000	986,000	0.20%
Other Financial Sources	1,668,641	69,015	-	-100.00%
Total Revenue	\$ 498,104	\$ 1,861,700	\$ 1,621,404	-12.91%
STAFFING				
FTE Positions	31.875	31.875	31.875	-

PERFORMANCE SUMMARY:

County-wide Goals Supported:

- Preserve and enhance the quality of life through public policy that promotes cross-jurisdictional collaboration, encourages growth while balancing its impact and looks ahead to preserve quality of life.
- Provide for public safety by communicating preparedness and safety awareness, responding to routine and catastrophic events and maintaining and restoring the well-being of citizens.
- Use resources wisely by seeking to collaborate services, share costs, minimize risk and protect County assets and investments.
- Support community connections through purposeful and strategic communication, enhanced education, active community participation and increased access to and utilization of services.

Human Services – Transportation

Program Goal: To provide safe transportation to the citizens of Cabarrus County.

Program Strategies:

- To have zero at fault accidents for the fiscal year with a CCTS vehicle.
- To receive zero traffic violations while CCTS drivers are conducting transportation services.
- Ensure all CCTS drivers receive required annual state training.
- Supervisors will conduct random ride along trips with CCTS drivers to observe their skills and abilities to provide safe and reliable services.

MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
# of observed ride along trips	30	50	34
# of drivers trained	27	29	33
# of at fault accidents by CCTS staff	3	6	0
# of traffic violations	0	1	0

Program Goal: To provide reliable and efficient transportation services to the citizens of Cabarrus County.

Program Strategies:

- To get 100% of the clients served to their scheduled appointments on time.
- To increase our trips per hour from 2.14 to 3.0, which will enhance our efficiency and ability to provide more trips.
- To obtain an average 23 minute return time on each trip.
- To continue to develop and implement the dispatch zones - zoning method to transport clients to and from services.
- To provide vendor services within the allocated budget.

MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
Average return time (minutes)	25	24	23
# of trips for aging citizens	14,819	11,587	12,000
# of trips for Elderly and handicapped citizens	10,482	10,949	9,800
# of RGP trips	5,166	5,463	5,200
# of employment trips	252	624	2,000
# of Medicaid trips	43,439	39,306	40,000
# of clients using transportation	1,646	1,356	2,000
Total # of trips	74,158	667,953	58,073

Program Goal: To ensure that citizens of Cabarrus County have the best possible customer service when receiving transportation services.

Program Strategies:

- To receive a 100% satisfaction rating from customers surveyed regarding their transportation service and experience.
- CCTS will conduct monthly surveys of customers receiving services to gauge their experiences and receive feedback from the customer base regarding services through a monthly telephone survey.

Human Services – Transportation

- CCTS will ensure proper maintenance of all vehicles as required by state policy and local fleet management policy.

MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
% of respondent satisfaction (monthly survey) with transportation services*	96%	97%	100%
% of vehicles with inspections performed	100%	100%	100%
% of staff trained in customer service	100%	100%	100%

*The citizen survey questionnaire was provided by the State of North Carolina DOT as part of their performance measures.

DEPARTMENT CONTACT:

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Human Services – Adult Services

MISSION:

The mission of Cabarrus County Adult Services is to support personal independence and social, physical and emotional well-being for disabled and older adults and their families.

MANDATE:

- Adult Protective Services are mandated by GS 108A, Article 6.
- Guardianship Services are mandated by GS 108A-15 and 35A.
- Individual and Family Adjustment Services are required by GS 108A-14(3) and NCAC 06F.
- Adult Placement Services are mandated by GS 108A-14(8) and GS 131-D.
- Adult Care Home Licensure and Monitoring is mandated by GS 108A-14 and GS 131D-2.11.
- Special Assistance In-Home Services are mandated by GS 108A-25, 111-13; 111-14; 111-17 and 143B-157.
- The Department of Human Services (DHS) must execute specified responsibilities in relation to unclaimed bodies under GS 130A-415.

OVERVIEW:

Adult Services are a wide range of services to protect and support individuals in need of assistance to thrive and enhance quality of life. They include the following:

- **Adult Care Home Licensure and Monitoring** - Adult home specialists complete routine monitoring of adult and family care homes, adult day care centers and day health centers to ensure compliance with state licensure and certification requirements. Complaints against adult and family care homes are investigated by the Social Workers who also provide technical assistance to the facilities.
- **Adult Day Care and Health Services** - Provided to older adults to support personal independence and promote their social, physical and emotional well-being.
- **Adult Protective Services (APS)** - Provided to disabled adults in situations where they are abused, neglected or exploited.
- **Adult Placement** - Provided by social workers to prepare and assist individuals and families in planning for and locating adult care home and nursing home facilities.
- **Guardianship Services** - Provided to adults who are determined by the court to be incompetent and unable to make responsible decisions concerning their safety and wellbeing.
- **Individual and Family Adjustment Services** - Provided by social workers to assist an individual to recognize, understand and cope with problems they are experiencing as well as providing assistance to becoming more self-reliant in problem solving and in becoming more resourceful in seeking the help needed.
- **Special Assistance In-Home Services (SA/IH)** - Provides help to Medicaid eligible individuals who are at risk of entering an Adult Care Home and would like to remain at home with additional support services and income.

MAJOR ACCOMPLISHMENTS:

- Continued collaboration between Adult Protective Services (APS) and Atrium Northeast Case Management, which has continued and strengthened even more this past year.
- APS outreach was conducted at all lunch plus sites last year with a total of seven outreaches completed in all.

Human Services – Adult Services

- The APS Task Force, whose members come from various agencies in the community, continues to bring awareness regarding elder abuse, neglect, and exploitation to the community. This year they hosted the Scam Jam which presented information to the public regarding preventing financial exploitation.
- The closing of Concord House on 9/5/18 and the coordination of placing 25 residents in other appropriate facility homes and the teamwork involved with our staff, Division of Health Service Regulation and other County agencies.
- Success in securing and/or locating other burial arrangements for several unclaimed body referrals which saves County funds.
- Increased active number of SA/IH cases from 112 in prior fiscal year to 123 in current fiscal year.
- Continued partnering with Law Enforcement, Emergency Medical Services and Fire Departments related to APS and community concerns.
- Successful collaboration with one local church, CH3 and The ARC of Union/Cabarrus on Operation ARC Angel to provide Christmas presents for 56 DHS wards.
- Continued collaboration to provide Thanksgiving meals for 16 clients and their families.
- A home visit continues to be conducted for all APS screen outs to evaluate each situation to determine if a need for services exists.
- Change in practice where now Atrium Northeast files the guardianship petitions for their inpatients instead of having Cabarrus County Department of Human Services file the petitions.

STATISTICS	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL
# of abuse, neglect and exploitation of disabled adult reports	NEW	NEW	411	381
# of wards receiving DHS services	NEW	NEW	56	55

CHALLENGES & TRENDS:

- Due to limited funding for Home and Community Care Block Grant (HCCBG) In-Home Aide and Adult Day Services, APS's substantiated cases have to be placed on the waiting lists.
- Issues with availability of transportation, due to lack of funding, results in inability to receive other services for clients.
- Possible increase in APS cases in which placement is necessary due to immediate removal of the adult from the abuse or neglect. Adult Protective Services reports received resulted in a confirmation rate of 54% and substantiation rate of 31%. State benchmarks: Confirmation rate: 45% and substantiation rate: 25%.
- Ongoing difficulty in locating services for non-Medicaid eligible individuals who are determined to be in need of services based on APS evaluation. Without Medicaid, services are more difficult to obtain for citizens due to cost barriers presented by service providers. The impact results in a ripple effect to other government services, especially Emergency Management Services and Sheriff's Department.
- Guardianship caseloads continue to increase for all age, older and younger, of disabled adults. Complexity of new guardianship cases is increasing due to increased prevalence of mental health issues, younger adults transitioning from foster care and the need for increased placement in mental health group homes.
- Probability that a higher number of wards will not be eligible for Medicaid, resulting in a need for County funding to ensure their safety and well-being as mandated by state statute.

Human Services – Adult Services

- Limited community resources for an increasing number of aging individuals with no family support and unable to meet their needs in their private living environment.
- The number of SA/IH cases involving those with mental health diagnoses result in increased social worker involvement and complexity of service planning.
- Large increase in the number of Special Assistance In-Home referrals which has resulted in a large waitlist for services.
- Increasing number of individuals that will be age 60+, who will require services, because they do not have sufficient financial resources and/or lack of formal/informal supports to provide for their own care in their own home.
- No options for adult care placement if client is over the special assistance income limit.
- Increase in client's with bed bugs losing in home services and no resources to assist client with exterminating the bed bugs resulting in APS referrals.

BUDGET HIGHLIGHTS & CHANGES:

- Social Services Block Grant (SSBG) funding remains flat.
- Lack of funding source to support the case management component of the SA/IH program which requires case management oversight for the authorization of funding amounts and use of SA/IH funds.
- Increase in number of wards. Currently at 57 with more anticipated this year
- Increasing number of individuals that will be age 60+ in the future therefore increasing the need for additional funding to meet their needs.
- Ongoing supervisor and staff training on appropriate coding to insure maximum reimbursement with a focus on Medicaid Administration Claiming (MAC), a new funding source for adults who are Medicaid eligible and have a medical/mental health need.
- Ongoing funding to provide for the needs of individuals who are found to be in need of Adult Protective Services to prevent further abuse, self-neglect and/or exploitation.
- Ongoing funding to support increased number of DHS wards to insure their safety and well-being as mandated by state statute.

BUDGET SUMMARY:

	ACTUAL FY 2018	AMENDED FY 2019	ADOPTED FY 2020	% CHANGE FY 2019 to FY 2020
EXPENDITURES				
Personnel Services	\$ 2,078,392	\$ 1,644,507	\$ 1,652,662	0.50%
Operations	1,193,849	224,664	130,026	-42.12%
Total Expense	\$ 3,272,241	\$ 1,869,171	\$ 1,782,688	-4.63%
REVENUES				
Intergovernmental	\$ 1,660,186	\$ 599,689	\$ 540,171	-9.92%
Sales & Services	9,493	-	-	-
Total Revenue	\$ 1,669,679	\$ 599,689	\$ 540,171	-9.92%
STAFFING				
FTE Positions	30.10	23.10	23.10	-

* FY 2019 Adopted budget decreased due to the creation of the new EFSS Division.

Human Services – Adult Services

PERFORMANCE SUMMARY:

County-wide Goals Supported:

- Preserve and enhance the quality of life through public policy that promotes cross-jurisdictional collaboration, encourages growth while balancing its impacts and looks ahead to preserve quality of life.
- Provide for public safety by communicating preparedness and safety awareness, responding to routine and catastrophic events and maintaining and restoring the well-being of citizens.
- Use resources wisely by seeking to collaborate services, share costs, minimize risk and protect county assets and investments.
- Support community connections through purposeful and strategic communication, enhanced education, active community participation and increased access to and utilization of services.

Program Goal: Ensure the safety of disabled and elderly adults at home and in facilities, provide services that meet the needs of disabled and elderly adults to help avoid long-term care placement and allow for aging in place.

Program Strategies:

- Evaluate and respond to all accepted calls of abuse, neglect and exploitation of disabled adults within required timeframes of immediate, 24 hours or 72 hours depending on allegation.
- Complete Adult Protective Services investigation of cases within 30 days of the initial report for abused and neglected disabled adults and within 45 days of the initial report for exploited disabled adults.
- Conduct four public awareness events that will increase the public's knowledge and awareness of the role of the APS program.
- Conduct ten outreach events that will increase participation in the SA/IH program. Examples of locations for outreach will be at health fairs, community events, Lunch Plus Clubs, churches or other organizations.
- Make initial contact within five days of receipt of referral for all Need for Service clients in order to assess needs and coordinate services to meet their needs.
- 97% of those receiving Adult Services will be satisfied with service delivery through internal DHS customer satisfaction survey.

Human Services – Adult Services

MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
% of APS reports responded to within time frames	100%	100%	100%
% of APS evaluations completed within state standards	100%	100%	100%
# of APS public awareness events	6	4	6
# of SA/IH outreach events	13	12	12
# of new SA/IH referrals	78	59	70
% need for service referrals responded to within 5 days	99.4%	97.5%	99%
% customer satisfaction with services provided through monthly customer surveys	100%	100%	97%
% of individuals receiving State Adult Day Care funded Adult Day Care/Health and remain in their home 6 months or more	100%	100%	90%

DEPARTMENT CONTACT:

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Human Services – Nutrition

MISSION:

To promote, maintain and improve the health and well-being of older adults through the provision of a nutritionally balanced meal. Reduce isolation through social interaction and provide education and supportive services to help adults stay healthy and age in place.

OVERVIEW:

The program provided through Nutrition Services includes:

LunchPlus Club - A congregate nutrition program which operates Monday through Friday at six (6) locations throughout Cabarrus County (downtown Concord, Kannapolis, Harrisburg, Mt. Pleasant, Midland and northwest Cabarrus County). The program is funded by County funding and Home and Community Care Block Grant (HCCBG).

MAJOR ACCOMPLISHMENTS:

- The opening of our new Northwest Cabarrus Nutrition Site on April 1, 2019 will bring much needed senior nutrition/wellness services to this fast-growing sector of the county (based on Census and other demographic information).
- The Nutrition Site Assistant position was filled with a very talented individual who brought years of marketing and programming experience, along with many community contacts, to assist with program outreach and education and to increase overall participation.
- To keep costs down, we have increased volunteer recruitment overall and also added a third Senior Community Service Employment Program-Title V trainee who is assigned to our NW LunchPlus site. In addition, we have worked hard this past year in developing community partnerships and procuring donations to ease the expense while maintaining the quality and number of our special events, activities, educational presentations and health screenings for the LunchPlus Club participants.
- High profile promotion of the LunchPlus Clubs the Senior Health & Wellness Expo, City of Harrisburg and City of Kannapolis events, such as National Night Out and the Fire Department Event, and other various health and community fairs were all a great success.
- Contracted with a new caterer, Canteen, resulting in higher quality and better tasting food, resulting in greater client satisfaction.
- The LunchPlus Club meal reservation system continues to significantly reduce food waste.

CHALLENGES & TRENDS:

- Due to waiting lists for transportation at four of the LunchPlus Club sites and no transportation services provided for the Midland site or the new NW site, limited transportation continues to be a challenge in our efforts to increase attendance.
- Technology use limitations related to readiness of equipment, tools for all staff and ongoing connectivity issues at some of the nutrition sites prohibit efforts to improve work efficiencies and timely communications between LunchPlus Club staff and agency staff. KRONOS, our new time-keeping and reporting system, has also been difficult in training for correct use.
- Increased creativity in service offerings, activities and volunteer opportunities, which would attract the “younger-minded Baby Boomer” adults interested in community engagement for overall wellness. We need more weekly work hours for the Nutrition Site Assistant to help the program meet this goal.

Human Services – Nutrition

BUDGET HIGHLIGHTS & CHANGES:

- HCCBG funding remains flat at 2011 levels.
- Requesting the Nutrition Site Assistant position be increased from a .5 FTE to at .7 FTE, in line with the Nutrition Site Supervisors, for continued coverage when needed during vacancies at the LunchPlus sites, but also to assist with increased programming needs; more and better activities and large special events, as well as program promotion, outreach and education to reach an ever-increasing senior adult population.

BUDGET SUMMARY:

	ACTUAL FY 2018	AMENDED FY 2019	ADOPTED FY 2020	% CHANGE FY 2019 to FY 2020
EXPENDITURES				
Personnel Services	\$ 205,071	\$ 232,195	\$ 256,415	10.43%
Operations	190,989	276,855	270,193	-2.41%
Total Expense	\$ 396,060	\$ 509,050	\$ 526,608	3.45%
REVENUES				
Intergovernmental	\$ 133,733	\$ 135,796	\$ 130,168	-4.14%
Sales & Services	20,772	24,000	24,000	-
Total Revenue	\$ 154,505	\$ 159,796	\$ 154,168	-3.52%
STAFFING				
FTE Positions	5.70	6.40	6.40	-

PERFORMANCE SUMMARY:

County-wide Goal Supported:

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

Program Goal: Promote, maintain and improve the health and well-being of older adults through the provision of a nutritionally balanced meal as well as reduce the isolation experienced by many older adults through opportunities for social interaction by participation in the nutrition program.

Program Strategies:

- Provide at least one hot or other appropriate meal per day in a congregate setting in which a range of social and supporting services are available within program standards.
- Offer ongoing programming that provides awareness and education with the opportunity for participants to be linked with other services provided by the agency and/or other service providers in the community.
- Provide more and varied health screening opportunities at the LunchPlus Club programs based on community partner availability.
- Increase LunchPlus Club outreach efforts by 10%.
- Increase education classes/programs by 10%.
- 98% of LunchPlus Club participants will be satisfied with the program.
- 98% of LunchPlus Club participants will feel that their nutrition or physical health have improved by attendance.

Human Services – Nutrition

MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
Average number of LunchPlus participants receiving a nutritious meal per month	277	270	300*
Average number of nutritious meals served to LunchPlus Club participants per month	2,569	2,537	2,800*
Average number of educational classes/programs (nutrition, education, etc.) provided at LunchPlus sites per month	20	17	22
# of attendees who are new in a year	134	201	200
# of outreach efforts	70	154	100
% participant satisfaction	100%	100%	98%
% of participants who believe they have improved their nutrition and/or physical health by attending the Lunchplus Club.	100%	100%	98%

* Targets increased due to opening of new site as well as increased outreach at other sites.

DEPARTMENT CONTACT:

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Human Services – Senior Services

MISSION:

To promote independence of older adults and adults with disabilities through the provision of information, referrals, services and supports which meet the needs of the adult and their families.

OVERVIEW:

Senior Services are a wide range of services to support individuals in need of assistance to thrive and enhance quality of life. They include the following:

- **Adult Day Care/Health Services** - Provided to older adults to support personal independence and promote their social, physical and emotional well-being as well as health care services for Adult Day Health participants. Social workers determine eligibility, monitor provision of service and assist individuals and families to identify problems, explore options and identify resources.
- **Community Resource Connection (CRC)** - A system coordinated to provide information and assistance about services regarding older adults and those with disabilities. The CRC goal is to simplify access to services and support for Cabarrus County residents.
- **Family Caregiver Support Program (FCSP)** - Assists family and informal caregivers in caring for their loved ones at home for as long as possible by providing information to caregivers about available services, assistance in gaining access to services, individual counseling, organization of support groups and training. The training is designed to assist caregivers in areas such as caregiver wellness, hands on care, “Powerful Tools for Caregivers” and in making decisions and solving problems about their caregiving roles, respite care to temporarily relieve the caregiver and supplemental services on a limited basis.
- **In-Home Aide Services** - Assists individuals who have functional, physical or mental impairments with essential daily activities in the areas of home management and personal care tasks, enabling them to be maintained in their home settings for as long as possible.
- **Seniors’ Health Insurance Information Program (SHIIP)** - Provides service, as well as coordinates volunteers through NC Department of Insurance, to educate Medicare beneficiaries about Medicare, supplement and long-term care insurance, Medicare Advantage, Part D and other health insurance options. The program is funded by a NC Department of Insurance grant.

MAJOR ACCOMPLISHMENTS:

- The Family Caregiver Support Program spent 100% of funds received through the Family Caregiver grant.
- Once again, we have kept our commitment to bring the services of SHIIP out into the local communities. We have strong partnerships with the Senior Centers, Public Libraries, and LunchPlus Clubs. Since July 1, 2018, the program has already assisted over 1,565 clients this fiscal year.
- In coordination with County Communications and Outreach, we have far exceeded our Publicity and Media (PAM) reporting targets; as results through January 31, 2019 have shown exposure of almost 1.7 million impressions, well in excess of 103,436, which is the State goal of 50% of the TOTAL County Population of 206,872. This data resulted from local outreach events, such as at health and senior fairs, faith-based organizations and care providers. Along with program promotion at DHS and the Senior Center-Concord, SHIIP was also advertised in the quarterly Journeys magazine and there was a running SHIIP commercial during the annual Medicare Open Enrollment Period (OEP), (Oct 15 – Dec 7, 2018) on Cabarrus County Television (Channel 22). The two SHIIP billboards up during OEP were located on Cannon Blvd/Hwy 29; one in Concord (near McGill) and the other in Kannapolis, between the Department of Human Services and the I-85 corridor.

Human Services – Senior Services

- Family Caregiver Support Program received an excellent review with no discrepancies during monitoring by the Area Agency on Aging due to processes initiated by the FCSP social worker and other staff.

CHALLENGES & TRENDS:

- Demand for services continues to exceed the availability as evidenced by wait lists and lengthy wait times for HCCBG In-Home Aide Services and Adult Day Care Services. Funding for these services continues to be insufficient to meet the needs of the community.
- Continued participation in a comprehensive outreach program that will increase community awareness of the availability, eligibility and services provided through the Family Caregiver Support Program (FCSP).
- The FCSP Respite Services waitlist is difficult to manage as there are only limited funds, but some caregivers want to postpone services until their situation is more of a crisis situation.
- Identification of Medicare D Open Enrollment locations throughout the County provides easier access to services, but many Medicare recipients still prefer to travel further and want the familiarity of the Cabarrus County Senior Center in Concord, where they originally accessed these same services. To more efficiently manage our staff counselors' time out of the office, we moved client appointments to ½ days at the libraries.
- Targeted recruitment of additional fully-retired volunteer SHIP counselors to meet the need during the very busy annual Medicare Open Enrollment Period. So far, our efforts in 2018 yielded some interest and seven (7) applications were taken, however SHIP counseling to Medicare beneficiaries is a lot of responsibility and the training is extensive with mandatory quarterly trainings for ongoing reviews and updates. Because of this, some volunteers elect to assist only with registration counseling and/or administrative paperwork tasks.
- Enhanced use of the Cabarrus Resource Connection byway as more and more community partners are accessing and steering clients to the new Network of Care resource listings, as part of the Aging Strategic Plan. More active engaged partners are needed to grow the intended broad service-base for our clients.
- Extensive outreach plan for the purpose of educating, informing and promoting service access to an increasing aging population. The Department has participated in the County Aging Strategic Plan, which will serve as a blueprint for future outreach activities.
- Accurately educate our aging public about our roles, services, activities and competencies in an effort to promote a better public image and utilization of agencies' resources and services.
- Limited transportation options continue to be a barrier for potential Adult Day Care/Health participants in that providers will not provide this service for current state reimbursement amounts and funding is limited to the HCCBG.
- County's population is aging with statistical data showing that 21.4% of the population aged 65+ has at least two types of disabilities which will result in an increased need for caregivers, both paid and unpaid.

BUDGET HIGHLIGHTS & CHANGES:

- HCCBG funding remains flat at 2011 levels while requests for services continues to increase, creating waiting lists within many of the services.
- Statistical data for our County indicates that the poverty rate increases with age, 30.7% of Cabarrus County residents aged 75+ are within poverty levels and would not be able to afford the average cost of \$19.00/hour for a home health aide, hence the need for increased funding to reduce wait list and wait time for those requesting In-Home Aide Services and Family Caregiver Support Program respite.
- Ongoing funding to ensure that the Aging Strategic Plan is moved forward taking current items (i.e. Journey's publication, Community Resource Connection, and CHA Network of Care) to implement an Adult Network of Care for Cabarrus County through the Collective Impact process.

Human Services – Senior Services

BUDGET SUMMARY:

	ACTUAL FY 2018	AMENDED FY 2019	ADOPTED FY 2020	% CHANGE FY 2019 to FY 2020
EXPENDITURES				
Personnel Services	\$ 275,579	\$ 291,476	\$ 294,173	0.93%
Operations	369,443	415,589	433,051	4.20%
Total Expense	\$ 645,022	\$ 707,065	\$ 727,224	2.85%
REVENUES				
Intergovernmental	\$ 382,907	\$ 407,428	\$ 397,911	-2.34%
Sales & Services	701.89	200	200	-
Miscellaneous	-	100	100	-
Other Financial Sources	-	2,231	-	-100.00%
Total Revenue	\$ 383,608.89	\$ 409,959	\$ 398,211	-2.87%
STAFFING				
FTE Positions	4.00	4.00	4.00	-

PERFORMANCE SUMMARY:

County-wide Goals Supported:

- Preserve and enhance the quality of life through public policy that promotes cross-jurisdictional collaboration, encourages growth while balancing its impacts and looks ahead to preserve quality of life.
- Provide for public safety by communicating preparedness and safety awareness, responding to routine and catastrophic events, and maintaining and restoring the well-being of citizens.
- Use resources wisely by seeking to collaborate services, share costs, minimize risk and protect County assets and investments.
- Support community connections through purposeful and strategic communication, enhanced education, active community participation and increased access to and utilization of services.

Program Goal: Provide meaningful information regarding agency and/or community resources and services to older and disabled adults and provide Medicare and Medicare supplement information to the 29,786 (as of 1/2016) Cabarrus County Medicare recipients.

Program Strategies:

- To increase the number of Medicare recipients receiving SHIP assistance to 2,200, representing a 5% increase over the projected FY 2019 Target Actual of 2,100, and well exceeding 1,653, which is the State maximum goal of 5% of the Medicare Population of in Cabarrus County.
- Provide 20 new counseling opportunities or locations for Medicare recipients, increasing from 2019 Actual, with additional counseling sites at the Cabarrus Community Health Centers and appearance at the newly planned Cabarrus Helping the Underserved Be-Loved and Belong (HUBB).
- Initiate Community Resource Connection (CRC) referrals within 24 hours of receipt.
- Complete CRC referrals within five days of referral date.

Human Services – Senior Services

MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
# of Medicare recipients who received SHIP assistance	1,806	2,394	2,200
# of new counseling opportunities provided to Medicare recipients	23	18	20
% of CRC referrals initiated within 24 hours of receipt	100%	100%	100%
% of CRC referral follow-ups completed in system within 5 days of referral date	100%	100%	100%

Program Goal: To provide support by empowering the caregiver to continue caring for their family member in a private living arrangement, as opposed to long-term care placement that would be costly to the individual and Cabarrus County citizens.

Program Strategies:

- Maintain referrals for the Family Caregiver Support Program at 4 per month, which will ensure a full caseload.
- 100% of caregivers will express satisfaction as it relates to the effectiveness of the FCSP to enable them to continue to provide care for the care recipient in the home.
- Utilize 100% of available funding for the provision of FCSP In-Home Respite.
- 95% of individuals receiving HCCBG In-Home and Adult Day Care/Health services will remain in their home 6 months or more.

MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
# of community outreach events	12	17	15
# of new FCSP referrals per month	3.33	4.25	4
% of participants who are satisfied with FCSP services	100%	100%	100%
# of individuals who received in home or community respite	7	13	13
# of individuals receiving HCCBG In-Home Aide Services	46	35	35
% of individuals receiving HCCBG In-Home Aide Services and remain in their home more than 6 months	100%	100%	95%
# of individuals receiving Adult Day Care/Health services	31	30	30
% of individuals receiving HCCBG Adult Day Care/Health and remain in their home 6 months or more	100%	100%	95%

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Other Human Services

DESCRIPTION:

Funding for mandated health services that are provided through other agencies.

MANDATE:

NCGS 122C – Mental Health, Development Disabilities and Substance Abuse Act of 1985 and NCGS 130A Public Health.

Cabarrus Health Alliance (Public Health Authority)

The 1997 Session of the General Assembly authorized Cabarrus County to transfer the powers, duties and responsibilities to provide public health services from the Board of Health to the Public Health Authority of Cabarrus County, and the Board of Commissioners authorized the transfer on April 20, 1998. These powers, duties and responsibilities are in the areas of communicable disease control, environmental protection, and maintenance of vital records. Beginning in FY 1998, the Cabarrus Health Alliance assumed the duties with a mission "to achieve the highest level of individual and community health through collaboration." The Cabarrus Health Alliance has collaborated with and developed partnerships with the local hospital, physicians and the regional mental health program.

The FY 2020 adopted budget includes \$4,462,181 in recurring expense, \$10,762 in West Nile Virus expense and \$3,053,426 in School Nurses expense. The school nurse funding, added in FY 2014, supported nine additional days and an extra hour for forty-two part-time school nurses. The FY 2020 expansion requests includes a nurse position for alternative schools (early college and performance learning center) for \$51,908, a part-time school nurse for Kannapolis Middle School at \$29,799 and \$200,000 for clinic operations and merit and fringe increases.

Veterinarian Services

Funds for this program go towards Spay it Forward, whose mission is to alleviate the population of unwanted companion animals by providing funds for spay and neuter of pets of low income families and pets otherwise neglected. FY 2020 proposed budget is \$5,000.

Mental Health

Funding for FY 2020 is proposed for mental health purposes in the amount of \$586,716. These funds will go towards assistance with mental health, developmental disabilities and substance abuse needs. This fiscal year includes moving the Mental Health Case Manager cost in this program to add another 1.5 FTE case manager to assist with the Stepping up Program. We currently have one case manager that handles assessment and treatment when inmates come into the system and the new case manager position will handle follow-up and treatment when they leave the system to prevent recidivism.

Boys and Girls Club of Cabarrus County

For FY 2020, \$50,000 is proposed for the Boys and Girls Club of Cabarrus County to assist with their capital needs. They are requesting \$50,000 annually for five years from Cabarrus County in support of their Capital Campaign Project. This total gift of \$250,000 will help this organization meet the growing need for after school and summer educational enrichment programming by constructing a 36,000 square foot addition to their current facility on Spring Street.

Other Human Services

YMCA

In a 15-year agreement between Cannon Memorial YMCA and Cabarrus County, local high school swim teams have been allowed to use the swimming pool for swim practice and meets. This agreement is being renewed for the next 10 swim seasons. In addition, the FY 2020 request of \$250,000 will be used for capital projects including a possible new pool in Harrisburg or upgrades to the existing pools in Concord or Kannapolis.

BUDGET SUMMARY:

	ACTUAL FY 2018	AMENDED FY 2019	ADOPTED FY 2020	% CHANGE FY 2019 to FY 2020
EXPENDITURES				
Public Health Authority	\$ 6,729,671	\$ 7,035,312	\$ 7,526,369	6.98%
Veterinarian Services	2,620	5,000	5,000	-
Mental Health Center	563,856	586,716	586,716	-
Boys and Girls Club	50,000	50,000	50,000	-
YMCA	-	250,000	250,000	-
Total Expense	\$ 7,346,147	\$ 7,927,028	\$ 8,418,085	6.19%
REVENUES				
Sales and Services	\$ 1,454.58	\$ 5,000	\$ 5,000	-
Total Revenue	\$ 1,454.58	\$ 5,000	\$ 5,000	-



Infrastructure & Asset Management – Construction & Demolition Landfill

MISSION:

The Cabarrus County Construction & Demolition (C&D) Landfill provides the citizens of Cabarrus County with a means of disposing construction & demolition debris locally and in an environmentally approved manner. The Recycling Convenience Center also provides its citizens with a convenient source in which to drop off recyclable items and helps increase the amount of material recycled in Cabarrus County.

MANDATE:

Authority to regulate solid waste – G.S. 153A-136; authority to operate solid waste disposal facilities – G.S. 153A-292.

OVERVIEW:

The Solid Waste Department provides C&D debris disposal. C&D debris is accepted at the County landfill on Irish Potato Road for a fee of \$39.00 per ton plus a \$2 per ton State tax. The County landfill site also serves as an expanded recycling drop off center. Items accepted for recycling at this location include: glass, aluminum and steel cans, plastic, comingled paper, used tires, yard waste, white goods and scrap metal, as well as used electronics. Household trash is also accepted at this location for a fee depending on quantity. Household trash is not placed in the landfill at this site. Additionally, this department provides land clearing and grading services for other County construction projects.

MAJOR ACCOMPLISHMENTS:

- Amount of construction and demolition waste received during FY 2019 expected to increase for the third consecutive year.
- Renovation of the residential trash convenience center. Design improves safety for both residential customers and landfill employees.
- NC DEQ 2018 annual facility inspection found landfill to be in compliance with operating permit conditions.
- NC DEQ 2018 annual storm water inspection found landfill site to be in compliance with storm water permit conditions.
- Maintained projected budget. Facility operates under Enterprise Fund. Zero tax dollars required to assist landfill operations in FY 2020.

CHALLENGES & TRENDS:

- Optimize remaining landfill capacity by improving the compaction rate of C&D waste placed in landfill and ensure proper cover thickness. Ensuring proper technique of operating the landfill compactor is one method of improving compaction rate. Determine feasibility of expanding landfill capacity.
- Residential waste received at the C&D landfill is transported to the Charlotte Motor Speedway Landfill. The county is charged \$38.34 per ton plus a \$2 per ton state tax for all residential waste delivered. The fees charged to residents will remain the same for FY 2020.
- Explore methods of recycling construction and demolition waste instead of landfiling. Examples include receiving clean loads of concrete, roof shingles or wood. Material would be kept out of landfill and marketed to others for reuse. Challenge is to ensure that this is done economically.

Infrastructure & Asset Management – Construction & Demolition Landfill

- The cost of grinding yard waste continues to increase. It is also becoming more difficult to schedule time for a grinder to perform this service. The C&D landfill receives yard waste from residents, commercial landscapers and the City of Kannapolis. The cost is currently \$22 per ton and could go up further in FY 2020.
- Explore future uses for landfill site once landfill operations cease.

BUDGET HIGHLIGHTS & CHANGES:

- Construction & Demolition Landfill tipping fees expected to remain unchanged. Currently \$39 per ton plus a \$2 per ton state tax.
- Revenue received from state to support tire recycling in Cabarrus County anticipated to remain same as FY 2010.

BUDGET SUMMARY:

	ACTUAL FY 2018	AMENDED FY 2019	ADOPTED FY 2020	% CHANGE FY 2019 to FY 2020
EXPENDITURES				
Personnel Services	\$ 301,104	\$ 347,771	\$ 358,753	3.16%
Operations	477,664	960,082	1,044,755	8.82%
Total Expense	\$ 778,768	\$ 1,307,853	\$ 1,403,508	7.31%
REVENUES				
Intergovernmental	\$ 43,953	\$ 40,000	\$ 46,000	15.00%
Permit & Fees	100,020	147,181	134,000	-8.96%
Sales & Services	1,043,831	1,045,707	1,195,000	14.28%
Investment Earnings	55,092	38,390	28,508	-25.74%
Other Financial Sources	-47,688*	36,575	-	-100.00%
Total Revenue	\$ 1,195,208	\$ 1,307,853	\$ 1,403,508	7.31%
STAFFING				
FTE Positions	5.00	5.50	5.50	-

* Adjustment for OPEB (Other post-employment benefits).

PERFORMANCE SUMMARY:

County-wide Goal Supported:

- Use resources wisely and responsibly by protecting assets, minimizing risk, creating partnerships and using technology to maximize the value of County investments, expenditures and services.

Program Goal: Receive zero permit violations from NC Department of Environmental Quality and zero accidents while performing daily landfill activities.

Infrastructure & Asset Management – Construction & Demolition Landfill

Program Strategy:

- Provide superior and efficient customer service at the landfill.
- Improve the amount and quality of information concerning what is accepted at the Landfill on the County webpage.
- Ensure that all requirements of the NC Department of Environment and Natural Resources and C&D landfill operating permits as well as internal County safety requirements are being followed.

MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
# of NC DEQ violations	0	0	0
# of accident reports	0	0	0
# of landfill operation inspections	52	52	52
# of landfill team safety meetings	12	12	12
# of landfill proper operations classes	4	4	4

Program Goal:

- Reduce the cost per ton of C&D waste disposed at the landfill by 2%.
- Reduce the cost per ton of hauling residential waste to Speedway Landfill by 2%. The continued management of operating expenses. Improving the compaction rate of associated wastes and improving the potential recycling of wastes are the main strategies to achieve this goal.

Program Strategy:

- Work with Landfill employees to ensure that all C&D waste is being compacted properly to maximize landfill airspace.
- Ensure proper preventative maintenance programs are followed on all landfill equipment to optimize equipment life and reduce maintenance costs.
- Manage and conserve landfill equipment fuel usage.

MEASURE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 TARGET
# of tons of residential waste received at landfill	2,306	1,626	2,400
Cost per ton to transfer residential waste received to Speedway Landfill	\$22.78	\$53.73*	\$22.54
# of tons of C&D waste received	16,845	19,097**	17,000
Cost per ton to landfill C&D waste	\$27.90	\$25.63	\$26.95

*Tipping fees at Charlotte Motor Speedway Landfill increased from \$2 per ton to \$38.34 per ton.

**Increase due to receiving downtown Kannapolis demo.

DEPARTMENT CONTACT:

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Phone: 704-920-3209

Infrastructure & Asset Management – Waste Reduction

MISSION:

To encourage recycling and waste minimization through education and example, reduce the volume and toxicity of the waste stream, demonstrate professionalism and provide excellent customer service in the operation of recycling and Household Hazardous Waste (HHW) services.

MANDATE:

NCGS 130A-309.09, local government waste reduction programs; NCGS 153A-136, authority to regulate solid waste.

OVERVIEW:

The Waste Reduction Division is responsible for developing and implementing waste reduction programs, enforcing waste management and recycling operating rules and regulations, and overseeing the collection of refuse and recyclables and disposal of toxic waste. The following are the principal activities:

- **Recycling Convenience Centers:** Manage facilities where household paper, containers and other materials are collected. Department employees collect and haul these items to regional recycling processors.
- **Curbside Refuse and Recycling:** Administer the franchised service to collect containers, paper and trash from households in unincorporated areas of the county.
- **Household Hazardous Waste (HHW):** Operate HHW facility located on General Services Drive. County residents drop off material on scheduled days. Private company collects, packages, stores and transports HHW for proper recycling or disposal.
- **Internal County Waste Reduction:** Oversee the County facilities' recycling programs and Recycling Policy, including environmentally preferred purchasing, recycling collections and equipment reuse.
- **Schools Recycling Program:** Coordinate the county commitment to collect recyclables at Cabarrus County Schools done in partnership with the City of Concord.

MAJOR ACCOMPLISHMENTS:

- Trending towards having 2,200 residents participating in the HHW collection days during FY 2019. FY 2019 will see the greatest number of residents dropping off household hazardous waste in any single fiscal year including a Saturday single day record of 155 participants. FY 2019 will end up exceeding the FY 2018 participation numbers.
- Will host two Paper Shred events during FY 2020. Cabarrus County and City of Concord co-host the events. Co-hosting the shredding events has resulted in a savings of \$1,000.
- Conducted recycling presentations for various school, business and church groups.
- Implemented ReCollect Trash/Recycling Software. Residents are able to obtain personalized trash/recycling collection schedules, HHW collection schedules and other information regarding where to take various trash and recycling items. This is a joint project with the Cities of Kannapolis and Concord. The new software has been advertised via the Cabarrus County electronic newsletter, Cabarrus County web page, City of Concord brochure, City of Kannapolis brochure, Cabarrus County Fair, message on the Republic Services quarterly bill, flyers provided at Household Hazardous Waste collection events and signs placed at the two Cabarrus County recycling convenience centers.
- Gave away over 2,800 cans of paint from the Paint Swap Shop.

Infrastructure & Asset Management – Waste Reduction

CHALLENGES & TRENDS:

- Continue to efficiently and economically serve the increasing number of residents who drop off recyclables and participate in the bi-monthly Household Hazardous Waste collection events.
- Communicate and educate residents to reduce the amount of contamination (i.e. trash, non-acceptable recyclable material) placed in recycling carts and roll offs. Contamination negatively affects recycling market costs.
- Market prices for recyclable material, especially used oil, scrap metal and plastics have been on the decline since early 2015. Increased strict policies in China concerning the amount of recyclable material they will accept and the amount of contamination they will accept in recyclable material delivered to them has negatively affected market prices. The material recycling facility has reached out to the county asking to share some of the costs of sorting recyclables if recycling market hits a specified threshold price. The county's cost sharing contribution continues to increase.
- The cost to recycle televisions is slowly decreasing primarily due to a decrease in the number of cathode ray tube type televisions dropped off. This type of television is very heavy and expensive to recycle due to the amount of lead in the glass.

BUDGET HIGHLIGHTS & CHANGES:

- Increased participation in the Household Hazardous Waste (HHW) collection days and subsequent increase in household hazardous waste received has increased the costs required to package, transport and properly recycle or dispose this material. The associated labor cost to operate the collection days has also increased due to the increase in participation.
- Addition of one recycling technician to help improve serve the increase in participation and improve services.
- Recyclable material processing costs continue to increase.
- The increased recycling vendor charges will cause the recycling program expenses to increase.

BUDGET SUMMARY:

	ACTUAL FY 2018	AMENDED FY 2019	ADOPTED FY 2020	% CHANGE FY 2019 to FY 2020
EXPENDITURES				
Personnel Services	\$ 218,415	\$ 243,279	\$ 263,029	8.12%
Operations	208,843	368,812	595,449	61.45%
Capital Outlay	13,142	-	-	-
Total Expense	\$ 440,400	\$ 612,091	\$ 858,478	40.25%
REVENUES				
Other Taxes	\$ 128,463	\$ 75,000	\$ 90,000	20.00%
Intergovernmental	9,690	10,000	10,000	-
Sales & Services	56,403	30,000	25,000	-16.67%
Other Financial Sources	-	65,710	-	-100.00%
Total Revenue	\$ 194,556	\$ 180,710	\$ 125,000	-30.83%
STAFFING				
FTE Positions	3.00	3.50	3.50	-

Infrastructure & Asset Management – Waste Reduction

PERFORMANCE SUMMARY:

County-wide Goal Supported:

- Use resources wisely and responsibly by protecting assets, minimizing risk, creating partnerships, and using technology to maximize the value of County investments, expenditures and services

Program Goal: Increase the number of HHW customers by 2% while reducing the recycling/disposal cost of HHW by 2% and operating the facility in a safe and environmentally friendly manner.

Program Strategy:

- Operate the HHW facility in a safe and environmentally responsible manner while providing superior and efficient customer service during HHW collection days. It is anticipated that this will result in residents communicating our services to other residents.
- Reduce the amount of household hazardous waste collected annually by 5% while increasing the number of residents that use the HHW facility (promotion of waste reduction). We also pass out advertisement items during collection events providing operating hours and additional information about the HHW facility. Information is also provided on the county webpage concerning the HHW facility.
- Work with recycling vendors to develop methods on reducing recycling expenses.

MEASURE	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 TARGET
# of residents participating in HHW collection days	2,133* (2.65% increase)	2,382	2,475
HHW collected per participating residents	88 lbs/resident	83 lbs/resident	81 lbs/resident
Cost per pound to recycle or properly dispose HHW	\$0.45 (12.5% increase**)	\$0.43	\$0.43
# of facility inspections conducted	52	52	52
# of NC DEQ inspection violations	0	0	0
# of accident reports	0	0	0
# of employee safety meetings held	12	12	24
# of employees receiving Hazardous Material Awareness Training	2	3	3

*Poor weather during January and February HHW collection events have negatively affected the expected increase in residential participation.

**We have received an increased amount of small propane cylinders (Coleman type) and paint that is too old to recycle in FY 2018. This has contributed to increased disposal cost.

Program Goal: Increase the overall tons of used electronics and recyclables collected from Cabarrus County residents annually by 5%. (Goal is being evaluated and may have to be revised due to TV's and consumer packaging becoming lighter.)

Program Strategy:

- Increase residential overall awareness of waste reduction/recycling and specifically, the HHW and recycling facilities. This will be done through public/school speaking events and the use of the Cabarrus County website and visibility at events such as the Cabarrus County Fair.

Infrastructure & Asset Management – Waste Reduction

MEASURE	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 TARGET
# of residents using HHW recycling center per month	732 (8.93% Increase)	834	850
Scrap metal collected (Tons)	377	349	340
Used televisions, computers and misc. electronics collected (Tons)	132 (7.69% decrease)	106	110
Cost to recycle used televisions, computers and misc. electronics (\$/lb.)	\$0.24/lb.	\$0.25/lb.	\$0.28/lb.
Residential recyclables (unincorporated, recycling centers) collected (tons)	3,700 (1.96% decrease)	3,200**	3,100
# of recycling carts serviced at County schools*	3,260	3,288	3,400
# of recycling carts serviced at County buildings*	967	960	975
Total annual tons of recyclable material collected at county schools/county buildings	185	165**	175
# of waste reduction/recycling/household hazardous waste speaking events	12	12	12

* Currently do not have capability to weigh individual recycling carts. Total material in truck is weighed at the Material Recycling Facility. County shares the servicing of county school recycling carts with the City of Concord. Only the schools serviced by the county are included in this number.

**Recyclable material is becoming lighter.

DEPARTMENT CONTACT:

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Non-Departmental

DESCRIPTION

Items in this program are those which relate to General Fund programs, as a whole, but not to any particular program or department.

Salary Adjustments

These funds are intended for increased personnel costs of staff retiring, resigning, etc., as authorized by the Board of Commissioners' Personnel Management Policy. Due to economic conditions, the FY 2010, 2011, 2012 and 2013 adopted budgets departed from policy by suspending merit adjustments and salary compensation studies. These were restored with the FY 2014 budget as well as in future years. A total of \$1,218,213 was adopted for FY 2020, which includes: \$30,000 for service awards, \$100,00 for vacation payouts, \$500,000 for merits, \$225,000 for the salary study for General Government employees, which is proposed to be effective on 7/1/2019 and \$363,213 for salary adjustments throughout the year to account for additional merit increases, promotions and adjustments to other pays and vacation payouts.

Other Benefits

These funds provide for payment of eligible retirees' hospitalization, vision and life insurance at the adopted rate of \$8,033 (added 3 items together in report) annually per retiree. The FY 2020 adopted budget of \$586,409 provides for an estimated 73 retirees. Please note that retiree health insurance is also budgeted for in the DHS budget separately.

Fuel

Once provided by each department, the fuel funds are currently set aside due to the uncertainty of fluctuating gas prices. The FY 2020 adopted fuel fund is \$50,000.

Mileage

Although employees are now required to drive a County vehicle and purchase fuel from using a County purchase card, some employees still require the use of their personal vehicle. The FY 2020 adopted \$5,000 is a contingency for mileage reimbursement for travel related expenses.

Building Rental Fees and Utilities

The County is paying the rent and utilities on the unoccupied space at the Human Services Center until a future use of the space is determined. As space is remodeled and used at the Center, these unoccupied areas are reduced.

Auto, Truck and Minor Equipment Maintenance

In FY 2015 staff noticed that many departments were budgeting funds for maintenance on their fleet in case of needed repairs during the year. Rather than have many departmental maintenance budgets, we have budgeted an amount we estimate will suffice for the County for the fiscal year. Should departments expend the budgets, we can move funds from this account to pay for needed repairs. This does not include heavy utilizing departments of maintenance such as the Sheriff's Department, the Transportation Department, EMS or General Services. In FY 2018, Minor equipment maintenance was moved from Non-Departmental to Information Technology Services budget.

Consultants

This account is for fees and expenses paid to professionals for their special expertise. This account is provided to serve all the departments of the County.

Non-Departmental

Purchased Services

Funds consolidated for shredding services County-wide excluding Courts, Department of Human Services and Emergency Medical Services.

Legal

Funds were set aside in previous years due to the uncertainty of legal expenses.

Insurance Service and Settlement

This account was for settlements made with various insurance carriers and created a reserve for replacement of damaged vehicles or equipment. This has been transferred to the liability insurance fund to cover these costs.

Unemployment Compensation

These funds are to pay unemployment claims against the County and are required by the State. For FY 2014, the County was required to pay unemployment taxes quarterly on taxable wages to build a fund for the State to use to pay claims in addition to paying the regular bill for 2014 claims. Beginning in FY 2015, we will only be required to replenish our fund with the State based on claims paid. In FY 2014 the entire expense of the annual bill was budgeted in the non-departmental department. In FY 2015 the claim bill is budgeted in non-departmental for all departments of the county with the exception of the Sheriff's Department and the Department of Human Services.

Contingency

Contingency funds are budgeted in the amount of \$996,341 to cover unanticipated/unbudgeted costs that may occur during the year.

BUDGET SUMMARY:

	ACTUAL FY 2018	AMENDED FY 2019	ADOPTED FY 2020	% CHANGE FY 2019 to FY 2020
EXPENDITURES				
Salary Adjustments	\$ -	\$ 445,516	\$ 1,218,213	173.44%
Other Benefits	622,480	640,953	586,409	-8.51%
Fuel	3,364	13,247	50,000	277.44%
Building Rental Fees	88,815	102,021	102,537	0.51%
Natural Gas	1,518	803	803	-
Power	15,141	12,299	12,299	-
Purchased Services	8,918	10,000	10,000	-
Auto Maintenance	-	450	12,000	2566.67%
Consultants	-	12,000	25,000	108.33%
Mileage	2,172	5,000	5,000	-
Unemployment Compensation	40,595	13,812	50,000	262.00%
Contingency	-	149,239	996,341	567.61%
Board Directed Expense	\$287,488	-	-	-
Total Expense	\$ 1,070,491	\$ 1,405,340	\$ 3,068,602	118.35%

Contributions to Other Funds

DESCRIPTION

This program consists of funding transfers from the General Fund to other funds.

Capital Reserve Fund

This fund accounts for the accumulation of resources to be used specifically for capital projects designated by the Board of Commissioners. Due to the 2 cent property tax increase, the County contributed \$5,860,294 to the capital reserve fund to help fund one time capital and deferred maintenance projects for our school systems and county departments. These county projects consisted of \$2,200,000 for land banking efforts in the County, an additional \$815,000 for the operations center capital project and \$160,000 for the Sheriff Radio communications tower project. Further information about these projects can be found in the Capital Improvement Plan section of the budget document. The school projects ranged from: gym replacements, roof replacements, security camera upgrades, carpet and floor replacements, a security vestibule, a new timekeeper server and tennis court resurfacing at a local high school. These projects assist both of our public school systems.

Capital Project Fund

This fund accounts for various capital projects approved by the Board in the Capital Improvement Plan (CIP). FY 2017 adopted funding of \$15,000 was for the feasibility study for the Public Safety Academy at Concord High School. No funding is proposed for FY 2020.

Cabarrus Arena and Events Center Special Revenue Fund (SMG)

Transfers to this fund are for the operation and maintenance of the Cabarrus Arena and Events Center. This program is not mandated. The day-to-day operations at the Cabarrus Arena and Events Center are currently being managed by SMG, a private facility management company. The Arena and Events Center Fund is supported by revenue from gate passes, carnival rides and sponsor sales. In addition, it receives a contribution of \$291,903 from the Cabarrus County Tourism Authority and a contribution of \$723,710 from the General Fund, a decrease of \$109,283 from the FY 2019 amended budget.

BUDGET SUMMARY

	ACTUAL FY 2018	AMENDED FY 2019	ADOPTED FY 2020	% CHANGE FY 2019 to FY 2020
EXPENDITURES				
Contribution to Capital Reserve Fund	\$ 10,347,778	\$ 12,303,742	\$ 5,860,294	-52.37%
Contribution to Capital Project Fund	1,957,048	776,497	-	-100.00%
Contribution to the Arena (SMG)	705,663	832,993	723,710	-13.12%
Total Expense	\$ 13,010,489	\$ 13,913,232	\$ 6,584,004	-52.68%



Education

INTRODUCTION TO EDUCATION

Cabarrus County, along with the state legislature and school boards, strive to provide a free, equal and quality education for every child in the state. According to the North Carolina state constitution, the County must maintain facility requirements for the public education system. Local revenues are also used to supplement the state's contribution for public school operations. State bonds provide funding for capital projects and lottery proceeds fund school construction projects.

Cabarrus County provides funding to the following entities:

- **Public Schools**
 - *Cabarrus County Schools (CCS)*
 - *Kannapolis City Schools (KCS)*
 - *Charter Schools*
 - *Other related agencies*
- **Rowan Cabarrus Community College (RCCC)**

Although Cabarrus County is only responsible for distributing funds, the County prides itself on the relationships built with the school systems that it funds. While the school boards decide how to spend funding received by the County, the school districts and the County work together to make sure that needs are met. Early in the budget season, the Cabarrus County School District hosts a series of interactive Budget Committee workshops where members of the School Board, teachers, principals, parents, County Commissioners, County Management and other key stakeholders meet to discuss and prioritize projects for the upcoming year.

The remainder of this section covers the current expense, highlights and/or significant modifications, capital outlay, debt service and county server space for public schools and provides an overview of funding for RCCC.



Education

PUBLIC SCHOOLS: CURRENT EXPENSE

MANDATED SERVICE

Public Schools - NCGS 115C-426(e) – Current expense funding required, level not mandated. NCGS 115C-430 – Equal apportionment required between school administrative units. NCGS 115-14(a) – Charter Schools – Each Local School District must transfer to charter schools based on student count (living within their district) based on the per pupil share of local current expense of the two public systems. Community College – NCGC 115D-32(d) – Maintenance and utility cost funding required for satellite campuses.

PROGRAM DESCRIPTION

Students in Cabarrus County are served by two school districts – (Cabarrus County Schools (CCS) and Kannapolis City Schools (KCS)), several charter schools and one community college. Current expense funding assists Cabarrus County Schools, Kannapolis City Schools, Charter Schools (money is passed through each school district to the appropriate charter school) and Rowan-Cabarrus Community College (South Campus) in paying salaries and benefits (for local funded positions), utilities, building and grounds maintenance, and other operating expenses.

CURRENT SCHOOL EXPENSES													
		FY 2018 ACTUAL			FY 2019 ADOPTED			FY 2019 AMENDED			FY 2020 ADOPTED	ADOPTED CHANGE	PERCENT CHANGE
REGULAR INSTRUCTION													
Cabarrus County Schools	\$	44,786,856	\$	48,342,821	\$	48,130,833	\$	50,466,724	\$	2,123,903		4.39%	
Kannapolis City Schools		5,690,279		6,101,787		6,101,787		6,334,387		232,600		3.81%	
TOTAL	\$	50,477,135	\$	54,444,608	\$	54,232,620	\$	56,801,111	\$	2,356,503		4.33%	
BUILDING MAINTENANCE													
Cabarrus County Schools	\$	8,004,384	\$	8,121,012	\$	8,275,945	\$	10,032,822	\$	1,911,810		23.54%	
Kannapolis City Schools		1,042,348		1,042,348		1,042,348		1,042,348		-		0.00%	
TOTAL	\$	9,046,732	\$	9,163,360	\$	9,318,293	\$	11,075,170	\$	1,911,810		20.86%	
GROUPS MAINTENANCE													
Cabarrus County Schools*	\$	1,539,389	\$	1,547,939	\$	1,573,589	*combined with building		\$	-		0.00%	
Kannapolis City Schools		238,864		270,364		270,364			\$	-		0.00%	
TOTAL	\$	1,778,253	\$	1,818,303	\$	1,843,953	\$	270,364	\$	-		-85.13%	
TECHNOLOGY													
Cabarrus County Schools	\$	4,962,162	\$	5,065,798	\$	5,097,203	\$	5,612,297	\$	546,499		10.79%	
Kannapolis City Schools		378,078		528,078		528,078		528,078		-		0.00%	
TOTAL	\$	5,340,240	\$	5,593,876	\$	5,625,281	\$	6,140,375	\$	546,499		9.77%	
SCHOOL SYSTEM TOTAL													
Cabarrus County Schools	\$	59,292,791	\$	63,077,570	\$	63,077,570	\$	66,111,843	\$	3,034,273		4.81%	
Kannapolis City Schools		7,349,569		7,942,577		7,942,577		8,175,177		232,600		2.93%	
GRAND TOTAL	\$	66,642,360	\$	71,020,147	\$	71,020,147	\$	74,287,020	\$	3,266,873		4.60%	
CHARTER SCHOOLS*													
Cabarrus County Schools	\$	3,638,948	\$	3,813,187	\$	4,083,653	\$	4,230,645	\$	417,458		10.95%	
Kannapolis City Schools		574,572		601,883		601,883		623,547		21,664		3.60%	
TOTAL	\$	4,213,520	\$	4,415,070	\$	4,685,536	\$	4,854,192	\$	439,122		9.95%	
ALL EXPENSES													
GRAND TOTAL	\$	70,855,880	\$	75,435,217	\$	75,705,683	\$	79,141,212	\$	3,705,995		4.91%	

* Money is passed through each school district to the charter schools.

Education

Highlights and/or Significant Modifications

Current expense spending, inclusive of Building and Grounds Maintenance, and Technology for the public school is funded a \$79,141,212. This represents a 4.91% increase in funding from the FY 2019 adopted budget. The County funds the current expenses based on requests made by each school district. Requests for continuation funding is the number one priority as this funding allows the schools to continue operations of all current facilities and funds any new facilities that are opened during the fiscal year. In FY 2020, Cabarrus County Schools will open the new West Cabarrus High School in Concord and Southwest Elementary School in Harrisburg. Based on additional needs there is funding for new debt service to purchase land for an additional middle and high school site. The County was unable to address the many requests for expansion funding although there is additional funding to increase the teacher supplement to 8.50% for Cabarrus County Schools for an additional cost of \$1,257,254. Last year, Cabarrus County's goal was to increase the supplement a .25% each year until reaching 8.75%. In order to remain competitive, Cabarrus County School's new teacher supplement goal is 9.46%.

Current expense funding for schools is based on Average Daily Membership (Average number of students in classes) estimates from the state which are certified to the Board of County Commissioners by the State Board of Education per General Statue 115C-430. In accordance with the "School Budget and Fiscal Control Act". The North Carolina Department of Public Instruction uses the higher of the first two months' prior year ADM and projects growth for the next school year. This information is obtained from the Principal's Monthly Report, and data supplied by the local superintendent regarding out-of-county students, and transfer between local school units. The State Average Daily Membership estimate reported as of April, 2019 was 37,645. This represents an increase of 358 students over FY 2019. The new estimate changed the funding ratio of Cabarrus County School students versus Kannapolis City School students slightly from 88.97:11.09 to 88.99:11.01.

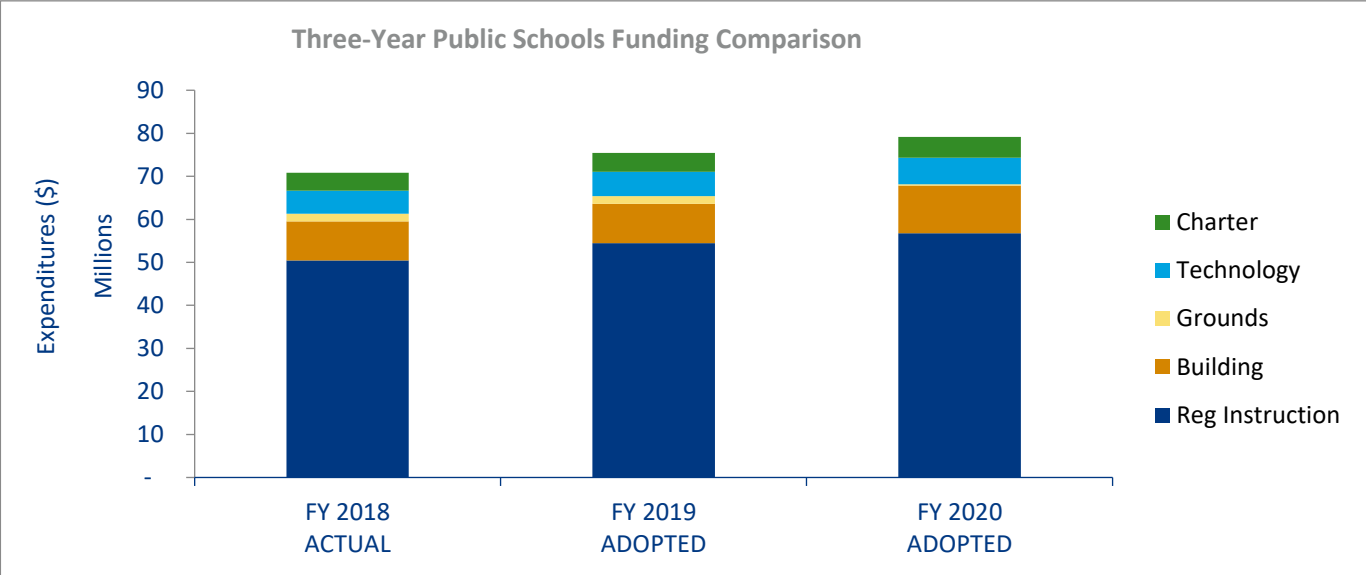
Per School District, Cabarrus County School's FY 2019 ADM increased to 33,502 and Kannapolis City School's FY 2019 ADM decreased to 4,143. The recent ADM figures were not received in time for compilation of the preliminary budget. ADM figures will be updated for final budget production. The County funds 2,460 charter school students; Cabarrus County Schools has 2,144 charter school students and Kannapolis City Schools has 316 charter school students. These numbers are estimates at this time and will be updated at the second month count of the FY 2020 school year. Payment for charter school students is a direct pass through the school districts to the charter schools based on ADM per pupil. Additional monies have been placed in board contingency to fund any potential increases in charter school student counts in November of 2020 in the amount of \$696,341

FY 2020 ADOPTED BUDGET						
		DOLLARS		ADM	PERCENT	PER PUPIL
PUBLIC SCHOOL SYSTEM						
Cabarrus County Schools	\$	66,111,843	\$	33,502	88.99%	\$ 1,973.25
Kannapolis City Schools		8,175,177		4,143	11.01%	1,973.25
TOTAL	\$	74,287,020	\$	37,645	100%	\$ 1,973.25
CHARTER SCHOOLS						
Cabarrus County Schools	\$	4,230,645		2,144	-	\$ 1,973.25
Kannapolis City Schools		623,547		316	-	1,973.25
TOTAL	\$	4,854,192		2,460	-	\$ 1,973.25

*These numbers don't reflect updated ADM allotment as of 4/30/2019 updated will be reflected in the final budget document.

Education

In FY 2000, a formal agreement was executed by the Board of County Commissioners, Cabarrus County Board of Education and the Kannapolis City Board of Education to provide current expense funding for building and grounds maintenance. This agreement created a comprehensive building and grounds maintenance program encompassing all facilities for both school districts, to be administered by the Cabarrus County School District. For FY 2020, the Cabarrus County Schools system requested for their building and grounds maintenance account to be combined. Overall, grounds maintenance funding increased by reoccurring funds for deferred maintenance items costing \$25,000 and below. The County is currently working on a plan to meet the needs for the remaining deferred maintenance in the range of \$25,000 up to \$499,999 for Cabarrus County Schools and \$25,001 up to \$99,999 for Kannapolis City Schools.



PUBLIC SCHOOLS: CAPITAL OUTLAY

MANDATED SERVICE

NCGS 115C-426(f) – Capital outlay funding is required, level not mandated. No equal apportionment is required for funding between the two districts. Currently, there is no requirement for the County to fund capital outlay for charter schools.

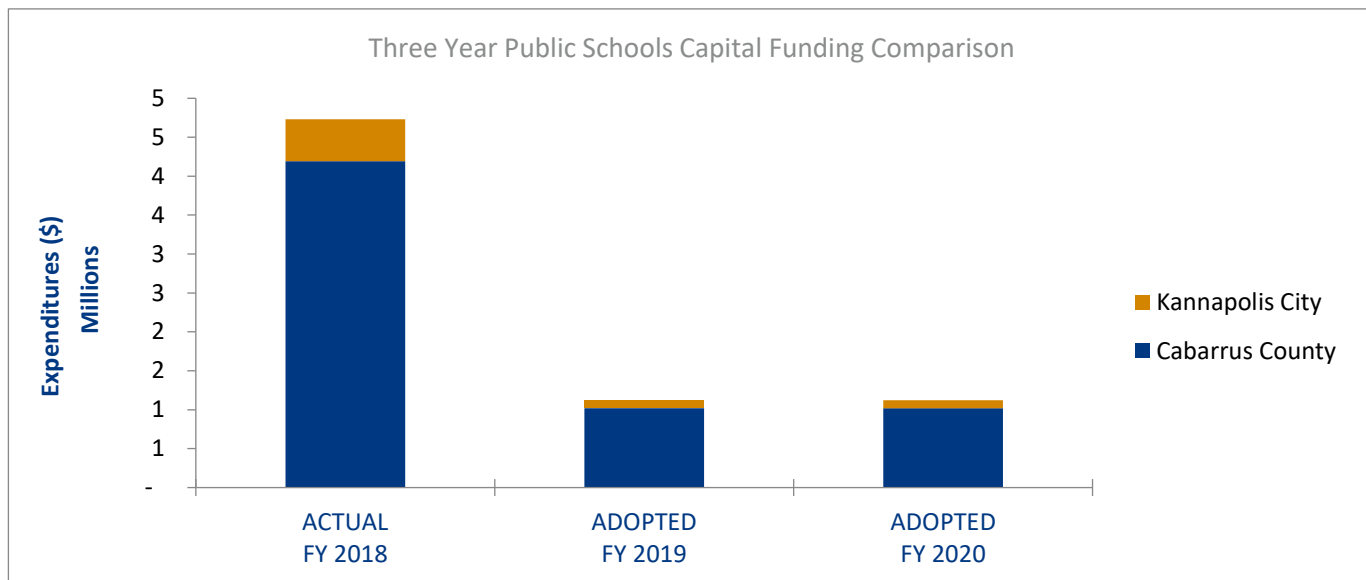
PROGRAM SUMMARY

Capital outlay funding is provided for the purchase of all capital needs for the school district. Some examples of these items are: buses or other vehicles, technology equipment, building improvements, and acquisition or replacement of furnishings and equipment. Starting in FY 2020, any capital request exceeding \$499,999 for CCS and \$99,999 for KCS will be processed through the County Capital Improvement Plan.

The school’s capital outlay budget for FY 2020 includes capital outlay allocations for various capital requests amounting to \$1,020,000 for Cabarrus County Schools and 100,000 for Kannapolis City Schools.

Education

CAPITAL OUTLAY FOR PUBLIC SCHOOL SYSTEMS						
	FY 2018 ACTUAL	FY 2019 ADOPTED	FY 2019 AMENDED	FY 2020 ADOPTED	ADOPTED CHANGE	PERCENT CHANGE
Cabarrus County Schools	\$ 4,192,127	\$ 1,020,000	\$ 1,126,400	\$ 1,020,000	\$ -	0.00%
Kannapolis City Schools	538,938	100,000	185,000	100,000	-	0.00%
TOTAL	\$ 4,731,065	\$ 1,120,000	\$ 1,311,400	\$ 1,120,000	\$ -	0.00%



PUBLIC SCHOOLS: DEBT SERVICE

The County issues various types of debt in support of school construction. General Obligation Bonds (GO bonds), Certificates of Participation (COPS) and Limited Obligation Bonds (LOBS) have all been used to finance the acquisition and construction of school capital facilities. Complete details of these long-term obligations can be found in the *Debt Service* section of this document.

In November 2014, the citizens approved \$11,000,000 in GO Bonds for the replacement school for Royal Oaks Elementary School. These funds were insufficient to construct the facilities so instead of issuing General Obligation Bonds and Limited Obligation Bonds to obtain the full amount of funding needed, the County opted to only issue Limited Obligation Bonds. The County issued Limited Obligation Bonds in March 2016 for the construction of Mt Pleasant Middle School, Kannapolis Middle School, and Royal Oaks Elementary School in the amount of \$73,785,000. In November 2017, the County issued debt for the construction of the West Cabarrus High School, Performance Learning Center and downtown parking garage. In May 2018, the County issued Limited Obligation Bonds for the construction of a new elementary school in the Southwest region of Harrisburg, two HVAC system replacements and the purchase of twenty mobile units totaling 54,680,000. In FY 2020, the County is proposing to issue debt up to \$11,000,000 for the purchase of land for a new middle and high school site as well as a library and senior center for the County. The debt service payment for the land purchase totals \$1,478,700.

The County has funds for design cost at the onset of projects and pays cash to fund technology and furniture and fixtures towards the end of the construction phase. This philosophy allows for the long term construction costs to be funded by debt service and short term expenses to be funded with cash. This is part of the County's policy to use one time funds to reduce the amount of debt issued by using "pay as you go" for portions of the project costs.

Education

Currently, the Board is reviewing the next request for school facilities based on the two Districts 10-year plan presented to the Board earlier this calendar year.

PUBLIC SCHOOL DEBT SERVICE							
	FY 2018 ACTUAL	FY 2019 AMENDED	FY 2020 PRINCIPAL	FY 2020 INTEREST	ADOPTED CHANGE	PERCENT	
GO Bonds	\$ 9,415,528	\$ 8,299,133	\$ 6,214,459	\$ 1,819,506	\$ (265,168)	-3.20%	
COPS/LOBS	31,324,410	35,222,611	24,274,925	9,920,430	-1,027,256	-2.92%	
TOTAL	\$ 40,739,938	\$ 43,521,744	\$ 30,489,384	\$ 11,739,936	\$ (1,292,424)	-2.97%	

PUBLIC SCHOOLS: COUNTY SERVER SPACE

Cabarrus County Government is engaged in a strategic partnership with the Cabarrus County and Kannapolis City School districts for collaborative technology services. An Inter-local agreement between each Local Education Agency (LEA) and Cabarrus County Government was executed in October of 2011. As part of Cabarrus County's ITS Strategic Plan, Cabarrus County Government invested in two qualified data centers with the flexibility, scalability, support and capacity to offer a managed co-location to the school districts. Both school districts identified a need for improved technology disaster recovery and high availability in a qualified data center. FY 2012 – FY 2017 Board of Commissioners' funding and support for co-located datacenters has allowed the school districts to move critical technology infrastructure into the County's qualified data centers. This funding provided for each school district's datacenter migration into the co-located space and the addition of space for schools on the County's primary and secondary storage area networks (SAN). The FY 2020 budget continues funding support of these shared data centers.

Collaboration of personnel with technical expertise and sharing of infrastructure permits the County and schools to efficiently employ the technology services required by our citizens, staff and students. Kannapolis City Schools continues to contract with the County for technology services. The FY 2020 Managed services contract includes server, data and voice network infrastructure management and optimization. Cabarrus County ITS and Kannapolis City School's staff are working together to establish a more secure and robust infrastructure, improve scalability, minimize downtime and reduce operating costs.

Funds adopted in the FY 2020 budget include additional storage and operational costs for the school's use of the primary and secondary SAN. This collaborative project has also provided the school districts with the resources to begin implementation of virtual desktop projects, transition to a cloud centric service model and the consumption of NCED cloud services.

SERVER SPACE							
	FY 2018 ACTUAL	FY 2019 ADOPTED	FY 2019 AMENDED	FY 2020 ADOPTED	ADOPTED CHANGE	PERCENT CHANGE	
CONSOLIDATED FUNDING							
County Information Technology	\$ 41,391	\$ 45,056	\$ 45,158	\$ 45,156	\$ 100	0%	
TOTAL	\$ 41,391	\$ 45,056	\$ 45,158	\$ 45,156	\$ 100	0%	

Education

PUBLIC SCHOOLS - PER PUPIL BREAKDOWN						
	FY 2018 ACTUAL	FY 2019 ADOPTED	FY 2019 AMENDED	FY 2020 ADOPTED	ADOPTED CHANGE	PERCENT CHANGE
PUBLIC SCHOOLS APPROPRIATION						
Current Expense	\$66,642,360	\$71,020,147	\$71,020,147	\$74,287,020	\$3,266,873	4.60%
Charter Schools	4,213,520	4,415,070	4,685,536	4,854,192	\$439,122	9.95%
Capital Outlay	4,731,065	1,120,000	1,311,400	1,120,000	\$0	0.00%
Educational Debt Service	40,739,938	43,521,744	43,521,744	42,229,320	-\$1,292,424	-2.97%
County Server Space	41,391	45,056	45,158	45,156	\$100	0.22%
Fines & Forfeitures	1,884,139	1,500,000	1,500,000	1,500,000	\$0	0.00%
School Nurses	2,754,723	2,884,387	2,884,387	3,053,426	\$169,039	5.86%
TOTAL	\$121,007,136	\$124,506,404	\$124,968,372	\$127,089,114	\$2,582,710	2.07%
ADM ENROLLMENT*						
CCS State Estimates	\$32,625	\$33,117	\$33,502	\$33,502	\$385	1.16%
KCS State Estimates	4,044	4,170	4,143	4,143	(27)	-0.65%
CCS Estimates of Charter	2,002	2,002	2,144	2,144	142	7.09%
KCS Estimates of Charter	316	316	316	316	-	0.00%
TOTAL ESTIMATED ENROLLMENT	\$38,987.00	\$39,605.00	\$40,105.00	\$40,105.00	\$500.00	1.26%
PER PUPIL FUNDING						
Current Expense	\$1,709	\$1,793	\$1,771	\$1,852	\$59	3.30%
Capital Outlay	121.35	28.28	32.70	27.93	(0.35)	-1.25%
Educational Debt Service	1,044.96	1,098.90	1,085.19	1,052.97	(45.93)	-4.18%
County Server Space	1.06	1.14	1.13	1.13	(0.01)	-1.03%
Fines & Forfeitures	48.33	37.87	37.40	37.40	(0.47)	-1.25%
School Nurses	70.66	72.83	71.92	76.14	3.31	4.54%
TOTAL	\$2,995.71	\$3,032.23	\$2,999.20	\$3,047.87	\$15.65	0.52%

Education

PUBLIC SCHOOL FUNDING BY SOURCE AND CATEGORY						
	FY 2018 ACTUAL	FY 2019 ADOPTED	FY 2019 AMENDED	FY 2020 ADOPTED	ADOPTED CHANGE	PERCENT CHANGE
REVENUE SOURCE						
1/2 cent Sales Tax Article 40 30%	\$ 2,941,555	\$ 2,902,635	\$ 2,902,635	\$ 3,116,189	\$ 213,554	7.36%
1/2 cent Sales Tax Article 42 60%	6,682,594	6,619,287	6,619,287	7,257,827	638,540	9.65%
1/4 cent Sales Tax Article 46 100%	8,163,747	8,035,108	8,035,108	8,906,832	871,724	10.85%
Lottery used for School Debt Service	2,000,000	2,000,000	2,000,000	2,300,000	300,000	15.00%
QSCB Subsidy	718,883	720,000	721,581	720,000	-	0.00%
Fines & Forfeitures	1,884,139	1,500,000	1,500,000	1,500,000	-	0.00%
TOTAL	\$ 22,390,917	\$ 21,777,030	\$ 21,778,611	\$ 23,800,849	\$ 2,023,819	9.29%
EXPENDITURE CATEGORY						
Current Expense	\$ 66,642,360	\$ 71,020,147	\$ 71,020,147	\$ 74,287,020	\$ 3,266,873	4.60%
Charter Schools	4,213,520	4,415,070	4,685,536	4,854,192	439,122	9.95%
Capital Outlay	4,731,065	1,120,000	1,311,400	1,120,000	-	0.00%
Educational Debt Service	40,739,938	43,521,744	43,521,744	42,229,320	(1,292,424)	-2.97%
County Server Space	41,391	45,056	45,158	45,156	100	0.22%
Fines & Forfeitures	1,884,139	1,500,000	1,500,000	1,500,000	-	0.00%
School Nurses	2,754,723	2,884,387	2,884,387	3,053,426	169,039	5.86%
TOTAL	\$ 121,007,136	\$ 124,506,404	\$ 124,968,372	\$ 127,089,114	\$ 2,582,710	2.07%
NET COUNTY COST						
GRAND TOTAL	\$ (98,616,219)	\$ (102,729,374)	\$ (103,189,761)	\$ (103,288,265)	\$ (558,891)	0.54%

The table above shows the non-ad valorem tax revenues that support the public-school districts and compares this to the expenditures on behalf of the school districts. These sources include Article 40, 42, 46 Sales Taxes, Lottery, and QSCB subsidy. The “%”, denotes the percentage of sales tax revenue that is applied to schools.

The current expense category includes building maintenance, grounds maintenance, and technology funding. All of these are outlined under the Program Description. The sum of current expense, capital outlay and debt service result in a Net County Cost of \$103,288,265, including \$3,53,426, which is given to Cabarrus Health Alliance for school nurses. For additional years of Net County Cost for public schools, consult the Public-School Funding by Source chart in the Supplemental Information section, which includes data from Fiscal Year 2010 through adopted FY 2020.

Education

PUBLIC SCHOOLS: OTHER RELATED AGENCIES

OTHER SCHOOL EXPENDITURES							
		FY 2018 ACTUAL		FY 2019 ADOPTED		FY 2020 ADOPTED	PERCENT CHANGE
School Park Maintenance	\$	50,000	\$	50,000	\$	50,000	\$ -
Special Olympics		65,569		68,241		72,644	6.45%
Road Construction		34,242.00		-		-	-
TOTAL	\$	149,811	\$	118,241	\$	122,644	3.72%

Agencies funded through this program are non-profit and other government agencies that provide public services which complement or are not found in the array of services provided by the County.

School Park Maintenance - Cabarrus County Schools

Maintenance for these school parks are funded by the Active Living and Parks Department and provided through collaboration with Cabarrus County Schools Maintenance staff.

Special Olympics – Cabarrus County Schools

In accordance with a Special Olympics Service Agreement with Cabarrus County Schools, this item provides funding for one full time equivalent position to carry out duties related to the Special Olympics program within the County. The Special Olympics allocation for FY 20 reflects an increase to match the state salary and benefit increase.

PUBLIC SCHOOLS: SAFETY

Safety is always at the forefront of our minds here in Cabarrus County. We are committed to providing our students and staff with a safe learning and working environment. The Cabarrus County Sheriff's Department works closely with our partners in local law enforcement to investigate and assess threats to our school community. This partnership also provides us with the ability to have school resource officers (37 total) in our schools. By funding security vestibules (20 schools), upgraded entry controls (12 schools) and updating paging and telephone systems, we are able to provide extra measures to prevent danger in our schools. Additionally, each of our schools has a current safety plan established, and our district conducts safety drills and additional training throughout the year to ensure that staff and students know what to do in the event of an emergency or crisis situation. Our district employs certified and trained counselors (79 total), psychologists (17.8 total), social workers (20 total) and nurses (43 part-time total) who provide social and emotional support and counseling to students and connect them and their families with appropriate resources. Funding is distributed to the schools from state and local sources.

Education

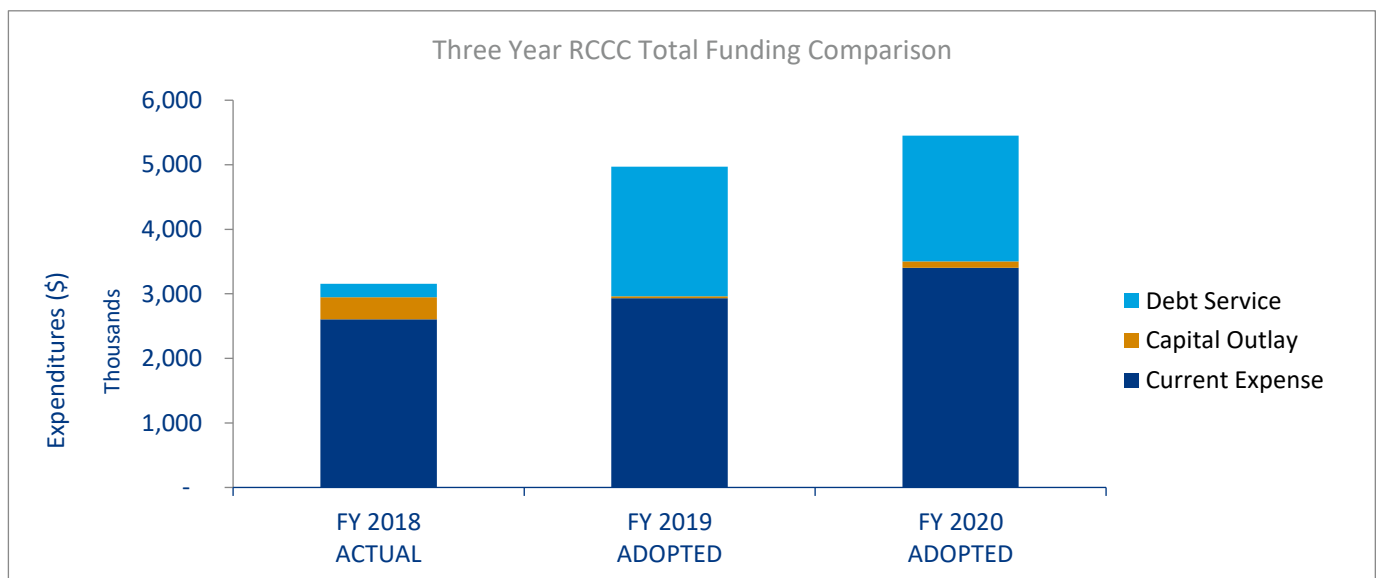
ROWAN CABARRUS COMMUNITY COLLEGE

ROWAN CABARRUS COMMUNITY COLLEGE FUNDING BREAKDOWN					
	FY 2018 ACTUAL	FY 2019 ADOPTED	FY 2020 ADOPTED	ADOPTED CHANGE	PERCENT CHANGE
Current Expense	\$ 2,605,215	\$ 2,930,215	\$ 3,402,215	\$ 472,000	16.11%
Capital Outlay	343,555	30,000	100,000	70,000	233.33%
Debt Service	205,560	2,012,382	1,949,995	(62,387)	-3.10%
TOTAL	\$ 3,154,330	\$ 4,972,597	\$ 5,452,210	\$ 479,613	9.65%

Current expense funding for Rowan-Cabarrus Community College (RCCC) totals \$3,402,215. Rowan Cabarrus Community College had an increase of \$472,000 in current expense funding for FY 2020, which was an increase of \$452,000 in the operating and utility cost of the Advanced Technology Center. This figure covers a full year's worth of operations at the new facility. Other increases include: \$20,000 for energy and commodity inflation costs. Also included in FY 20 is \$100,000 budgeted in capital outlay. The total allocation of \$5,452,210 represents a 9.65% increase from the FY 2019 adopted budget due to the increase in operations for the Advanced Technology Center.

The County has issued GO bonds and installment financing in support of acquisition and construction of capital facilities. Further details may be found in the *Debt Service* section of this document. In November 2014, the citizens approved \$9,000,000 in GO Bonds to fund the construction of a new Advanced Technology Building for Rowan Cabarrus Community College. In May 2018, the County issued \$54,680,000 in debt to fund the construction of the Advanced Technology Center, a new southwest elementary school, 20 mobile units, 2 replacement HVAC units, and land for the expansion of the south campus at the Rowan Cabarrus Community College.

The County also plans to fund technology, furniture and fixtures with cash towards the end of the construction phase of the Advanced Technology Center and new elementary school for Cabarrus County Schools. This philosophy allows for the long-term construction costs to be funded by debt service and short term expenses to be funded with cash. This is part of the County's policy to use one time funds to reduce the amount of debt issued by using "pay as you go" for portions of the project costs.



Debt Service

DEBT SERVICE OVERVIEW

Debt Service is mandated by G.S. 159-36, 159-25(a) (5). The debt service cost center is maintained to track the annual principal and interest requirements of General Obligation Bonds (GO), Certificates of Participation (COPS)/Limited Obligation Bonds (LOBS), Notes Payable, and Lease and Installment Financing Agreements.

The County has the following principal and interest debt outstanding at June 30, 2019:

DEBT SERVICE			
DEBT CATEGORY	PRINCIPAL	INTEREST	TOTAL
GO Bonds:			
Schools	\$42,629,885	\$7,053,672	\$49,683,557
Rowan Cabarrus Community College	1,660,115	301,691	1,961,806
COPS/LOBS:			
Schools	254,918,650	71,270,000	326,188,650
Arena & Events Center	2,846,350	269,686	3,116,036
Sheriff Administration Building	13,765,000	1,435,973	15,200,973
Jail Housing Unit	32,925,000	4,391,998	37,316,998
Parking Deck	9,445,000	3,737,238	13,182,238
Rowan Cabarrus Community College	15,140,000	4,393,525	19,533,525
Notes Payable:			
NC Department of Public Safety	91,465	-	91,465
Financing Agreements:			
Wallace Property-Lease	2,495,449	1,114,551	3,610,000
E-911 Equipment-Installment	144,945	3,871	148,816
Sheriff's Department Equipment-Lease	164,715	5,385	170,100
Thompson Property-Lease	147,000	-	147,000
Page Property-Lease	620,000	18,600	638,600
Stretcher - Lease	521,911	27,540	549,451
TOTAL	\$377,515,485	\$94,023,730	\$471,539,215

Debt Service

PRINCIPAL AND INTEREST PAYMENTS									
GENERAL OBLIGATION (GO) BONDS, CERTIFICATES OF PARTICIPATION (COPS)/LIMITED OBLIGATION NOTES PAYABLE AND CAPITAL LEASES/INSTALLMENT FINANCING									
	ISSUE DATE	RATE	PRINCIPAL INTEREST	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
GO Bonds - Schools									
GO 2013 Refunding-Schools	5-15-13	1.50 -	Principal	6,214,458	6,170,104	6,198,490	6,237,198	6,261,229	5,893,813
		5.00	Interest	1,819,505	1,581,900	1,273,395	963,470	651,610	432,467
GO Bonds - Schools Total			Principal	\$ 6,214,458	\$ 6,170,104	\$ 6,198,490	\$ 6,237,198	\$ 6,261,229	\$ 5,893,813
			Interest	1,819,505	1,581,900	1,273,395	963,470	651,610	432,467
			Subtotal	\$ 8,033,963	\$ 7,752,004	\$ 7,471,885	\$ 7,200,668	\$ 6,912,839	\$ 6,326,280
GO Bonds - Rowan Cabarrus Community College (RCCC)									
GO 2013 Refunding (Pub Imprv)-RCCC 2006	5-15-13	1.50 -	Principal	\$ 210,542	\$ 209,896	\$ 211,510	\$ 212,802	\$ 213,771	\$ 211,188
		5.00	Interest	70,282	62,200	51,705	41,130	30,490	23,008
GO Bonds - RCCC Total			Subtotal	\$ 280,824	\$ 272,096	\$ 263,215	\$ 253,932	\$ 244,261	\$ 234,196
GO Bonds - Grand Total			Principal	\$ 6,425,000	\$ 6,380,000	\$ 6,410,000	\$ 6,450,000	\$ 6,475,000	\$ 6,105,001
			Interest	1,889,787	1,644,100	1,325,100	1,004,600	682,100	455,475
			Grand Total	\$ 8,314,787	\$ 8,024,100	\$ 7,735,100	\$ 7,454,600	\$ 7,157,100	\$ 6,560,476
COPS/LOBS - Schools									
COPS - Schools 2010A issue	9-22-10	2.00-	Principal	1,805,000	1,780,000	-	-	-	-
		5.00	Interest	157,450	85,250	-	-	-	-
COPS (QSCB) - Schools 2011A issue	4-14-11	0.00-	Principal	1,330,000	1,330,000	1,330,000	8,530,000	1,330,000	1,330,000
		0.07	Interest	776,125	776,125	776,125	776,125	408,925	408,925
LOBS - Schools 2011B issue	8-31-11	2.00-	Principal	309,925	307,475	306,250	-	-	-
		5.00	Interest	43,402	29,621	14,492	-	-	-
LOBS - Schools 2011C issue	8-31-11	2.00-	Principal	1,975,000	1,970,000	1,955,000	1,945,000	1,950,000	-
		5.00	Interest	489,750	391,000	292,500	194,750	97,500	-
LOBS 2015B Refunding - Schools COPS 2008A issue	3-26-15	2.49	Principal	2,655,000	2,605,000	2,555,000	2,520,000	2,485,000	2,430,000
			Interest	553,776	487,667	422,802	359,183	296,435	234,558
LOBS 2015D Refunding - Schools COPS 2009 issue	3-26-15	2.52	Principal	5,540,000	5,445,000	5,350,000	5,260,000	5,160,000	5,075,000
			Interest	1,287,090	1,147,482	1,010,268	875,448	742,896	612,864
LOBS - Schools 2016 issue	3-10-16	2.00-	Principal	3,690,000	3,690,000	3,690,000	3,690,000	3,690,000	3,690,000
		5.00	Interest	2,924,163	2,739,663	2,555,163	2,370,663	2,186,163	2,001,663
LOBS - Schools 2017 issue	10/26/2017	3.00 -	Principal	3,325,000	3,325,000	3,325,000	3,320,000	3,320,000	2,855,000
		5.00	Interest	2,344,350	2,211,350	2,045,100	1,878,850	1,712,850	1,611,500
LOBS - Schools 2018 issue	5/16/2018	3.050	Principal	2,405,000	2,405,000	2,405,000	2,405,000	2,410,000	2,410,000
			Interest	1,105,625	1,032,273	958,920	885,568	812,215	738,710

Debt Service

PRINCIPAL AND INTEREST PAYMENTS									
GENERAL OBLIGATION (GO) BONDS, CERTIFICATES OF PARTICIPATION (COPS)/LIMITED OBLIGATION NOTES PAYABLE AND CAPITAL LEASES/INSTALLMENT FINANCING									
	ISSUE DATE	RATE	PRINCIPAL INTEREST	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
COPS/LOBS - Schools Total			Principal	\$ 23,034,925	\$ 22,857,475	\$ 20,916,250	\$ 27,670,000	\$ 20,345,000	\$ 17,790,000
			Interest	\$ 9,681,731	\$ 8,900,431	\$ 8,075,370	\$ 7,340,587	\$ 6,256,984	\$ 5,608,220
			Subtotal	\$ 32,716,656	\$ 31,757,906	\$ 28,991,620	\$ 35,010,587	\$ 26,601,984	\$ 23,398,220
COPS/LOBS - Rowan Cabarrus Community College (RCCC)									
LOBS - Advanced Technology Center 2018 issue			3.05						
			5-16-18						
			Principal	\$ 885,000	\$ 885,000	\$ 885,000	\$ 885,000	\$ 880,000	\$ 880,000
RCCC 2006			Interest	461,770	434,778	407,785	380,793	353,800	326,960
COPS/LOBS - RCCC Total			Subtotal	\$ 1,346,770	\$ 1,319,778	\$ 1,292,785	\$ 1,265,793	\$ 1,233,800	\$ 1,206,960
COPS/LOBS - Other									
LOBS - Arena 2011B issue			2.00 - 5.00	955,075	947,525	943,750	-	-	-
			8-31-11						
			Principal						
			Interest	133,748	91,280	44,658	-	-	-
LOBS 2015A Refunding - Sheriff Adm Bldg COPS 2007			2.38	1,840,000	1,815,000	1,790,000	1,750,000	1,705,000	1,665,000
			3-26-15						
			Principal						
			Interest	327,607	283,815	240,618	198,016	156,366	115,787
LOBS 2015C Refunding - Jail Housing Unit COPS 2008C			2.51	3,605,000	3,545,000	3,480,000	3,415,000	3,345,000	3,265,000
			3-26-15						
			Principal						
			Interest	826,418	735,932	646,953	559,605	473,888	389,929
LOBS - Parking Deck 2017 issue			3.00 5.00	520,000	525,000	525,000	525,000	525,000	525,000
			10/26/2017						
			Principal						
			Interest	412,075	391,275	365,025	338,775	312,525	296,624
COPS/LOBS - Other Total			Principal	\$ 6,920,075	\$ 6,832,525	\$ 6,738,750	\$ 5,690,000	\$ 5,575,000	\$ 5,455,000
			Interest	1,699,848	1,502,302	1,297,254	1,096,396	942,779	802,340
			Subtotal	\$ 8,619,923	\$ 8,334,827	\$ 8,036,004	\$ 6,786,396	\$ 6,517,779	\$ 6,257,340
COPS/LOBS - Grand Total			Principal	\$ 30,840,000	\$ 30,575,000	\$ 28,540,000	\$ 34,245,000	\$ 26,800,000	\$ 24,125,000
			Interest	11,843,349	10,837,511	9,780,409	8,817,776	7,553,563	6,737,520
			Grand Total	\$ 41,336,579	\$ 40,092,733	\$ 37,027,624	\$ 41,796,983	\$ 33,119,763	\$ 29,655,560
Notes Payable									
Notes Payable- NC Dept of Public Safety 2015			0.00	\$ 91,465	\$ -	\$ -	\$ -	\$ -	\$ -
			9-9-15						
			Principal						
			Interest	-	-	-	-	-	-
			Grand Total	\$ 91,465	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Leases/Installment Financing									
Lease - Land Wallace Property			4.00	\$ 90,182	\$ 93,789	\$ 97,541	\$ 101,443	\$ 105,500	\$ 109,720
			12-18-08						
			Principal						
			Interest	99,818	96,211	92,459	88,557	84,500	80,280
Lease - Equipment Sheriff (Motorola)			3.27	164,715	-	-	-	-	-
			10-28-16						
			Principal						
			Interest	5,385	-	-	-	-	-

Debt Service

PRINCIPAL AND INTEREST PAYMENTS GENERAL OBLIGATION (GO) BONDS, CERTIFICATES OF PARTICIPATION (COPS)/LIMITED OBLIGATION NOTES PAYABLE AND CAPITAL LEASES/INSTALLMENT FINANCING									
	ISSUE DATE	RATE	PRINCIPAL INTEREST	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Lease - Land Thompson Property	02-28-17	0.00	Principal	49,000	49,000	49,000	-	-	
			Interest	-	-	-	-	-	
Installment Financing-Equip	07-20-16	1.77	Principal	57,213	58,230	29,502	-	-	
E-911 2017			Interest	2,313	1,296	261	-	-	
Lease - Land Page Property	5/1/2018	2.00	Principal	310,000	310,000				
			Interest	12,400	6,200				
Lease - Equipment Stretcher Lease			Principal	106,111	107,868	109,654	111,469	113,316	
			Interest	9,080	7,323	5,538	3,722	1,877	
Installment Financing - Land/Schools			Principal	1,240,000	1,240,000	1,240,000	1,240,000	1,240,000	1,240,000
			Interest	238,700	204,600	170,500	136,400	102,300	68,200
Capital Leases -			Principal	\$ 2,017,221	\$ 1,751,019	\$ 1,416,043	\$ 1,341,443	\$ 1,345,500	\$ 1,349,720
Grand Total			Interest	367,696	308,307	263,220	224,957	186,800	148,480
			Grand Total	\$ 2,384,917	\$ 2,059,326	\$ 1,679,263	\$ 1,566,400	\$ 1,532,300	\$ 1,498,200
Annual Debt Service									
Bank Service Charges				\$ 55,700	\$ 55,700	\$ 55,700	\$ 55,700	\$ 55,700	\$ 55,700
Principal - Total				39,373,686	38,706,019	36,366,043	42,036,443	34,620,500	31,579,721
Interest - Total				14,100,832	12,789,918	11,368,729	10,047,333	8,422,463	7,341,475
TOTAL ANNUAL DEBT SERVICE				\$ 53,530,218	\$ 51,551,637	\$ 47,790,472	\$ 52,139,476	\$ 43,098,663	\$ 38,976,896

Note: The COPS 2011A (Qualified School Construction Bonds) issue requires that annual principal payments be made to a sinking fund, held by a trustee, in the County's name. Annual budgeted payments of \$1,330,000 are required for fiscal years 2016-2025 and a budgeted payment of \$1,335,000 is required in fiscal year 2026. The trustee will make debt service payments of \$7,200,000 and \$7,435,000 from the sinking fund in fiscal years 2023 and 2026, respectively. At this time, the County will record debt service expenditures and reduce its long-term liabilities. The accumulation of annual sinking fund payments will be accounted for in restricted fund balance. Therefore, the County will appropriate restricted fund balance in fiscal years 2023 and 2026 to fund the debt service expenditures.

Debt Service

LONG-TERM OBLIGATIONS

General Obligation Bonds

General obligation bonds are issued to provide funding for the construction of capital facilities used for general government activities. All general obligation bonds are collateralized by the full faith, credit, and taxing power of the County. Principal and interest requirements are provided by appropriation in the year in which they become due.

General Obligation Bonds (2004) consist of the construction of Concord Middle School, Winecoff Elementary School, Irvin Elementary School, and Harrisburg Elementary School along with various renovations and additions.

General Obligation Bonds (2005 and 2006) consist of the construction of Hickory Ridge High School, W. R. Odell Elementary School, Charles E. Boger Elementary School, Carl A. Furr Elementary School, Building 3000 at Rowan Cabarrus Community College, along with various renovations and additions.

General Obligation Advance Refunding Bonds (2013) refunded a portion of the 2005 and 2006 General Obligation Bonds.

The County's general obligation bonds payable at June 30, 2019 is comprised of the following issue serviced by the County's General Fund:

\$62,360,000 (2013) Advance Refunding Bonds due on March 1 and September 1 in installments through March 1, 2027; interest at 1.5 to 5.0 percent	\$ 44,290,000
	\$ <u>44,290,000</u>

For Cabarrus County, the annual debt service payments to maturity as of June 30, 2019, for the County's general obligation bonds are as follows:

<u>Year Ending June 30,</u>	<u>Principal</u>	<u>Interest</u>
2020	\$6,425,000	\$1,889,788
2021	6,380,000	1,644,100
2022	6,410,000	1,325,100
2023	6,450,000	1,004,600
2023-2027	<u>18,625,000</u>	<u>1,491,775</u>
Total	\$44,290,000	\$7,355,363

Certificates of Participation/Limited Obligation Bonds

On January 25, 2008, the Cabarrus County Development Corporation issued \$46,920,000 (**2008A**) Certificates of Participation (COPS) Installment contracts to finance the construction of Cox Mill High School and Engineering and Architect fees for A.T. Allen Elementary School, Hickory Ridge Middle School, Patriots Elementary School and a wing addition at A.L. Brown High School. The original 20-year COPS had interest rates ranging from 3.25% to 5.0%. Debt

Debt Service

Service is financed by Cabarrus County property tax revenues. A portion of the COPS was refunded on March 26, 2015, leaving the total principal and interest over a four-year period to be \$10,431,263. Total remaining annual payments of principal and interest range from approximately \$2,462,250 to \$2,561,913. The total principal balance due at June 30, 2019 is \$-0-.

On January 25, 2008, the Cabarrus County Development Corporation issued \$18,745,000 (**2008B**) Certificates of Participation (COPS) Installment contracts to refund the 1999 Installment Payment Revenue Bonds issued for the construction of JM Robinson High School. These 11-year COPS have interest rates ranging from 3.00% to 5.0%. Debt Service is financed by Cabarrus County property tax revenues. Total remaining annual payments of principal and interest range from approximately \$1,485,750 to \$1,561,150. Total principal and interest over an 11-year period will be \$20,864,956. The total principal balance due at June 30, 2019 is \$-0-.

On July 16, 2009, The Cabarrus County Development Corporation issued \$85,170,000 (**2009**) Certificates of Participation (COPS) Installment contracts to provide fund (a) to pay a portion of the costs of (i) acquiring real property, (ii) constructing Patriots Elementary School, A.T. Allen Elementary School, Hickory Ridge Middle School, Harold E. Winkler Middle School, a wing addition and renovation at A.L. Brown High School and equipping the Facilities, and (iv) a portion of the interest to accrue under the Contract during the construction periods for the foregoing and thereafter, through January 1, 2012 and (b) pay certain expenses incurred in the connection and delivery of the 2009 Certificates. The original 20-year COPS had interest rates ranging from 3.0% to 5.0%. Debt service is financed by Cabarrus County property tax revenues. A portion of the COPS was refunded on March 26, 2015, leaving the total principal and interest over a four-year period to be \$21,246,450. Total remaining annual payments of principal and interest range from approximately \$4,966,000 to \$5,202,300. The total principal balance due at June 30, 2019 is \$-0-.

On September 22, 2010, the Cabarrus County Development Corporation issued \$18,920,000 (**2010A**) Certificates of Participation (COPS) contracts to refund the 2001 COPS issued for the construction of Cox Mill Elementary School, Harris Road Middle School, C.C. Griffin Middle School and equipping of two middle schools and one elementary school. These 11-year COPS have interest rates ranging from 2.0% to 5.0%. Debt Service is financed by Cabarrus County property tax revenues. Total principal and interest over an 11-year period will be \$23,666,150. Total remaining payments of principal and interest range from approximately \$1,865,250 to \$5,888,350. The total principal balance due at June 30, 2019 is \$3,585,000.

On April 14, 2011, the Cabarrus County Development Corporation issued \$14,635,000 (**2011A**) certificates of Participation (COPS) contracts to fund the rehabilitating, repairing and equipping of approximately eighteen Cabarrus County and six Kannapolis City school facilities. These 15-year COPS are financed under two bullets using Qualified School Construction Bonds. The first bullet, in the amount of \$7,200,000, will mature in 2023, with an interest rate of 5.10%, and the second bullet, for \$7,435,000, will mature in 2026 with an interest rate of 5.50%. The Federal subsidy rate on the deal was a 5.43%. The second bullet will have a net interest cost to the County of 0.07%, while the County will have no interest cost on the first bullet. The principal on this debt is deferred for five years with the first principal payment due on April 1, 2016. The principal payments will be held in an interest-bearing sinking fund until the bullet payments are due. Debt Service is financed by Cabarrus County property tax revenues. Total remaining annual payments of principal and interest range from approximately \$1,539,463 to \$1,718,063. Total principal and interest over a 15-year period will be \$25,147,248 less the federal subsidy of \$10,434,369, with the net cost to the County of \$14,712,879. In fiscal year 2013, the Federal Government began reducing the subsidy payment by approximately 7.6% for a Federal sequestration. At June 30, 2019, the County's trustee held principal payments of \$9,315,000 in a sinking fund; the total principal balance due at June 30, 2019 is \$14,635,000.

On August 31, 2011, the Cabarrus County Development Corporation issued \$11,735,000 (**2011B**) Limited Obligation Bonds (LOBS) contracts to refund \$11,970,000 of the 2002 COPS issued for the construction and equipping of the Cabarrus County Schools Administration Building, five school gymnasiums, and the County owned Cabarrus Arena

Debt Service

& Events Center. These 11-year LOBS have interest rates ranging from 2.0% to 5.0%. Debt Service is financed by Cabarrus County property tax revenues. Total principal and interest over an 11-year period will be \$14,988,756. Total remaining annual payments of principal and interest range from approximately \$1,309,150 to \$1,580,900. The total principal balance due at June 30, 2019 is \$3,770,000.

On August 31, 2011, the Cabarrus County Development Corporation issued \$21,780,000 (**2011C**) Limited Obligation Bonds (LOBS) contracts to refund \$22,425,000 of the 2003 COPS issued for the cost of acquiring real property, construction and equipping of Bethel Elementary School, Pitts Road Elementary, Kannapolis Middle School, expansion of two existing elementary school facilities and various real and personal property improvements. These 13-year LOBS have interest rates ranging from 2.0% to 5.0%. Debt Service is financed by Cabarrus County property tax revenues. Total principal and interest over a 13-year period will be \$29,779,084. Total remaining annual payments of principal and interest range from approximately \$2,047,500 to \$2,464,750. The total principal balance due at June 30, 2019 is \$9,795,000.

On March 26, 2015, the Cabarrus County Development Corporation issued \$18,045,000 (**2015A**) Limited Obligation Bonds (LOBS) contracts to refund \$16,795,000 of the 2007 COPS issued for the construction of a sheriff administration facility. These 12-year LOBS have an interest rate of 2.38%. Debt Service is financed by Cabarrus County property tax revenues. Total principal and interest over a 12-year period will be \$21,057,440. Total remaining annual payments of principal and interest range from approximately \$1,617,604 to \$2,247,232. The total principal balance due at June 30, 2019 is \$13,765,000.

On March 26, 2015, the Cabarrus County Development Corporation issued \$23,460,000 (**2015B**) Limited Obligation Bonds (LOBS) contracts to refund \$21,105,000 of the 2008A COPS issued to finance the construction of Cox Mill High School and Engineering and Architect fees for A.T. Allen Elementary School, Hickory Ridge Middle School, Patriots Elementary School and a wing addition at A.L. Brown High School. These 13-year LOBS have an interest rate of 2.49%. Debt Service is financed by Cabarrus County property tax revenues. Total principal and interest over a 13-year period will be \$28,404,338. Total remaining annual payments of principal and interest range from approximately \$863,716 to \$3,208,776. The total principal balance due at June 30, 2019 is \$22,240,000.

On March 26, 2015, the Cabarrus County Development Corporation issued \$38,295,000 (**2015C**) Limited Obligation Bonds (LOBS) contracts to refund \$34,025,000 of the 2008C COPS issued to fund the cost of construction of a residential tower to house County inmates and related improvements. These 14-year LOBS have an interest rate of 2.51%. Debt Service is financed by Cabarrus County property tax revenues. Total principal and interest over a 14-year period will be \$46,368,088. The total remaining annual payments of principal and interest range from approximately \$1,487,340 to \$4,583,409. The total principal balance due at June 30, 2019 is \$32,925,000.

On March 26, 2015, the Cabarrus County Development Corporation issued \$54,435,000 (**2015D**) Limited Obligation Bonds (LOBS) contracts to refund \$47,300,000 of the 2009 COPS issued a) to pay a portion of the costs of (i) acquiring real property, (ii) constructing Patriots Elementary School, A.T. Allen Elementary School, Hickory Ridge Middle School, Harold E. Winkler Middle School, a wing addition and renovation at A.L. Brown High School and equipping the Facilities. These 14-year LOBS have an interest rate of 2.52%. Debt Service is financed by Cabarrus County property tax revenues. Total principal and interest over a 14-year period will be \$66,336,892. Total remaining annual payments of principal and interest range from approximately \$2,096,402 to \$6,827,090. The total principal balance due at June 30, 2019 is \$51,075,000.

On March 10, 2016, the Cabarrus County Development Corporation issued \$73,785,000 (**2016**) Limited Obligation Bonds (LOBS) contracts for the construction of Mount Pleasant Middle School, Kannapolis Middle School and Royal Oaks Elementary School. These 20-year LOBS have interest rates ranging from 2.00% to 5.00%. Debt Service is financed by Cabarrus County property tax revenues. Total principal and interest over a 20-year period will be

Debt Service

\$108,697,900. Annual principal and interest payments range from \$3,804,763 to \$6,789,663. The total principal balance due at June 30, 2019 is \$62,725,000.

On November 09, 2017, the Cabarrus County Development Corporation issued \$70,820,000 (**2017**) Limited Obligation Bonds (LOBS) contracts for the construction of Performance Learning Center, West Cabarrus High School and Downtown Concord Parking Deck. These 20-year LOBS have interest rates ranging from 3.00% to 5.00%. Debt Service is financed by Cabarrus County property tax revenues. Total principal and interest over a 20-year period will be \$99,771,165. Annual principal and interest payments range from \$3,484,688 to \$6,760,425. Total principal balance due on June 30, 2019 is \$63,135,000.

On May 16, 2018, the Cabarrus County Development Corporation issued \$54,680,000 (**2018**) Limited Obligation Bonds (LOBS) contracts for the construction of Advanced Technology Center, New Elementary School, two HVAC replacement systems, 20 mobile units, and land for Rowan Cabarrus Community College. These 20-year LOBS have an interest rate of 3.05%. Debt Service is financed by Cabarrus County property tax revenues. Total principal and interest over a 20-year period will be \$70,563,129. Annual principal and interest payments range from \$2,241,338 to \$5,027,229. The total principal balance due at June 30, 2019 is \$51,390,000.

For Cabarrus County, the annual debt service payments to maturity as of June 30, 2019, for the County's Certificates of Participation/Limited Obligation Bonds are as follows:

<u>Year Ending June 30,</u>	<u>Principal</u>	<u>Interest</u>
2020	\$29,510,000	\$11,843,348
2021	29,245,000	10,837,508
2022	27,210,000	9,780,408
2023	32,915,000	8,817,774
2024-2028	120,890,000	29,130,378
2029-2033	53,825,000	12,008,187
2034-2038	35,445,000	3,080,817
Total	<u>\$329,040,000</u>	<u>\$85,498,420</u>

Notes Payable

On September 9, 2015, the County entered a Memorandum of Understanding with the North Carolina Department of Public Safety for the payment of a \$457,323 note for inmate safekeeping services provided by the State prior to June 30, 2015. Annual principal payments of approximately \$91,465 will be made for five years, with no interest.

For Cabarrus County, the annual debt service payments to maturity as of June 30, 2019, for the County's Notes Payable are as follows:

Debt Service

<u>Year Ending June 30,</u>	<u>Principal</u>	<u>Interest</u>
2020	\$91,465	N/A
Total	\$91,465	N/A

FINANCING AGREEMENTS

Capital Leases

The County entered into a lease agreement which qualified as capital leases under the provisions of Financial Accounting Standards Board Statement No. 13 "Accounting for Leases" and subsequent amendments.

On December 18, 2008, the County, lessee, financed the acquisition of land for the Rob Wallace Park with a down payment of \$190,000. Annual payments of \$190,000 will be made for 30 years with an effective interest rate of 4.00%. This lease agreement qualifies as a capital lease for accounting purposes and has been recorded at the present value of future minimum lease payments as of the date of inception.

On October 28, 2016, the County, lessee, financed the acquisition of Sheriff's Department equipment. One payment of \$170,100 and one payment of \$164,715 will be made in fiscal year 2018 and 2019, respectively. The effective interest rate is 3.27%. This lease agreement qualifies as a capital lease for accounting purposes and has been recorded at the present value of future minimum lease payments as of the date of inception.

On February 28, 2017, the County, lessee, financed the acquisition of land for the Rob Wallace Park with a down payment of \$260,000. Annual payments of \$49,000 will be made for five years with no interest. This lease agreement qualifies as a capital lease for accounting purposes and has been recorded at the present value of future minimum lease payments as of the date of inception.

On May 1, 2018, the County, lessee, financed the acquisition of land for Rowan Cabarrus Community College south campus for future expansion with a down payment of \$311,800. Annual payments of \$310,000 will be made for 3 years with an effective interest rate of 2.00%. This lease agreement qualifies as a capital lease for accounting purposes and has been recorded at the present value of future minimum lease payments as of the date of inception.

On November 11, 2018, the County, lessee, financed the acquisition of equipment for the Emergency Medical Services Department. Annual payments of \$115,191.14 will be made for six years with an effective interest rate of 1.65%. This lease agreement qualifies as a capital lease for accounting purposes and has been recorded at the present value of future minimum lease payments as of the date of inception.

Installment Financing

On July 20, 2016, the County entered into an installment contract to finance the purchase of E-911 equipment. The County was advanced funds totaling \$283,642. Annual installment payments range from \$27,253 to \$58,230 over five years with an effective interest rate of 1.77%. For Cabarrus County, the annual debt service payments to maturity as of June 30, 2019, for the County's capital leases and installment financing are as follows:

<u>Year Ending June 30,</u>	<u>Principal</u>	<u>Interest</u>
2020	\$775,492	\$128,996

Debt Service

2021	615,402	111,030
2022	280,425	98,258
2023	205,825	92,279
2024-2028	804,163	380,454
2029-2033	723,033	254,776
2034-2038	689,680	104,154
Total	<u>\$4,094,020</u>	<u>\$1,169,947</u>

Advance Refundings

On March 26, 2015, Cabarrus County issued \$134,235,000 of Limited Obligation Bonds, Series 2015 advance refunding bonds to provide resources to purchase U.S. Government securities that were placed into an irrevocable trust for making all future debt service payments on the callable Series 2007, 2008A, 2008C and 2009 Certificates of Participation. The refunded debt consists of a portion (\$16,795,000) of the County's Series 2007 Certificates of Participation dated February 22, 2007, and maturing February 1, 2018 through February 1, 2027, a portion (\$21,105,000) of the County's Series 2008A Certificates of Participation dated January 25, 2008 and maturing June 1, 2021, 2023, 2025, and 2028, a portion (\$34,025,000) of the County's Series 2008C Certificates of Participation dated December 1, 2008 and maturing June 1, 2019 through June 1, 2029, and a portion (\$47,300,000) of the County's Series 2009 Certificates of Participation dated July 16, 2009 and maturing January 1, 2020 through January 1, 2029. The refunding debt was issued at a net interest cost of 2.496059%. As a result, the refunded Limited Obligation Bonds are defeased and the liability has been removed from the Governmental activities column of the statement of net position. The amount of defeased principal debt that remains outstanding as of June 30, 2019 is \$0. This refunding was undertaken to reduce total debt service payments over the following 14 years by \$8,946,701 and resulted in a present value cash flow savings of \$7,655,952.

Long-Term Obligation Activity

The following is a summary of changes in the County's long-term principal obligations for the fiscal year ended June 30, 2019:

Debt Type	Balance July 1, 2018	Increases	Decreases	Balance June 30, 2019
Governmental activities:				
General obligation bonds	\$ 50,670,000	\$ -	\$ 6,380,000	\$ 44,290,000
Certificates of participation/ limited obligation bonds	360,085,000	-	31,045,000	329,040,000
Notes payable	182,928	-	91,464	91,464
Capital leases	4,042,976	691,142	731,004	4,003,114
Installment financing	201,158		56,213	144,945
Total governmental activities	<u>\$ 415,182,062</u>	<u>\$ 691,142</u>	<u>\$ 38,303,681</u>	<u>\$ 377,569,523</u>

Debt Service

LEGAL DEBT MARGIN

June 30, 2019

North Carolina General Statute 159-55 limits the County's outstanding debt to 8% of the appraised value of property subject to taxation. The following deductions are made from gross debt to arrive at net debt applicable to the limit: money held for payment of principal; debt incurred for water, sewer, gas, or electric power purposes; uncollected special assessments, funding and refunding bonds not yet issued; and revenue bonds. The legal debt margin is the difference between the debt limit and the County's net debt outstanding applicable to the limit and represents the County's legal borrowing authority.

Total assessed valuation at June 30, 2019

*unaudited

\$23,108,571,747

Legal debt margin:

Debt limit 8% of total assessed value

1,848,685,740

Debt applicable to debt limitation:

Total bonded debt

\$ 44,290,000

Total certificates of participation/
limited obligation bonds

329,040,000

Total notes payable

91,464

Total installment financings

144,945

Total capital leases (governmental fund types)

4,003,114

Total debt applicable to limitations

377,569,523

Legal debt margin

\$1,471,116,217

Source: Cabarrus County Finance



CABARRUS COUNTY BUDGET ORDINANCE FISCAL YEAR 2019-2020

BE IT ORDAINED by the Board of Commissioners of Cabarrus County, North Carolina:

Section I.

The following amounts, listed by fund, are hereby appropriated as the estimated revenues and expenditure appropriations for the operation and maintenance of the County's various governmental activities, debt obligations and capital outlay purchases during the Fiscal Year beginning July 1, 2019 and ending June 30, 2020:

General Fund

- A. It is estimated that the following revenues will be available in the General Fund for the fiscal year beginning July 1, 2019 and ending June 30, 2020:

Ad Valorem Tax Levy	\$ 176,965,890
Other Taxes and Penalties	52,785,613
Intergovernmental	21,315,255
Permits and Fees	7,207,427
Sales and Services	13,730,184
Investment Earnings	1,000,000
Miscellaneous	486,165
Other Financing Sources	2,300,000
TOTAL REVENUES	\$ <u>275,790,534</u>

- 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, 2019 and ending June 30, 2020:

General Government	\$ 30,603,422
Cultural and Recreational	6,134,931
Public Safety	47,297,376
Economic and Physical Development	5,820,676
Human Services	41,089,725
Environmental Protection	858,478
Debt Services	
Public Schools	
Principal	30,545,084
Interest	11,739,936
Rowan Cabarrus Community College	
Principal	1,405,542
Interest	544,453
Other Debt Service	9,235,680

Budget Ordinance

Cabarrus County Schools

Instructional Services	50,466,724
Charter Schools	4,230,645
Technology Support Services	5,612,297
Building and Grounds Maintenance	10,032,822
Capital Outlay	1,020,000
Other Schools (School Parks, Special Olympics)	122,644

Kannapolis City Schools

Instructional Services	6,334,387
Charter Schools	623,547
Technology Support Services	528,078
Building Maintenance	1,042,348
Ground Maintenance	270,364
Capital Outlay	100,000

Schools Information Technology Services (ITS)	45,156
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Rowan-Cabarrus Community College

Current Expense	3,402,215
Capital Outlay	100,000

Other Programs

Contributions to Other Funds	6,584,004
TOTAL EXPENDITURES	\$ 275,790,534

Cabarrus Arena and Events Center Fund

- A. It is estimated the following revenues will be available in the Cabarrus Arena and Events Center Fund for the Fiscal Year beginning July 1, 2019 and ending June 30, 2020:

Sales and Service	\$ 677,150
Investment Earnings	14,117
Miscellaneous	15,000
Other Financing Sources	1,025,613
TOTAL REVENUES	\$ 1,731,880

- B. The following appropriations are made in the Cabarrus Arena and Events Center Fund for the Fiscal Year beginning July 1, 2019 and ending June 30, 2020:

Personnel Services	\$ 142,198
Capital Outlay	68,884
Operations	1,520,798
TOTAL EXPENDITURES	\$ 1,731,880

Budget Ordinance

Landfill Fund

A. It is estimated the following revenues will be available in the Landfill Fund for the Fiscal Year beginning July 1, 2019 and ending June 30, 2020:

Intergovernmental	\$	46,000
Permits & Fees		134,000
Sales & Services		1,195,000
Investment Earnings		28,508
TOTAL REVENUES	\$	<u>1,403,508</u>

B. The following appropriations are made in the Landfill Fund for the Fiscal Year beginning July 1, 2019 and ending June 30, 2020:

Personnel Services	\$	358,753
Operations		1,044,755
TOTAL EXPENDITURES	\$	<u>1,403,508</u>

911 Emergency Telephone Fund

A. It is estimated the following revenues will be available in the 911 Emergency Telephone Fund for the Fiscal Year beginning July 1, 2019 and ending June 30, 2020:

Intergovernmental	\$	758,740
Investment Earnings		1,500
TOTAL REVENUES	\$	<u>760,240</u>

B. The following appropriations are made in the 911 Emergency Telephone Fund for the Fiscal Year beginning July 1, 2019 and ending June 30, 2020:

Personnel Services	\$	60,000
Operations		700,240
TOTAL EXPENDITURES	\$	<u>760,240</u>

Health and Dental Insurance Fund

A. It is estimated the following revenues will be available in the Health and Dental Insurance Fund for the Fiscal Year beginning July 1, 2019 and ending June 30, 2020:

Sales & Services	\$	11,313,515
Investment Earnings		25,000
Miscellaneous		175,000
TOTAL REVENUES	\$	<u>11,513,515</u>

Budget Ordinance

B. The following appropriations are made in the Health and Dental Insurance Fund for the Fiscal Year beginning July 1, 2019 and ending June 30, 2020:

Operations	\$ 11,513,515
TOTAL EXPENDITURES	\$ 11,513,515

Workers Compensation and Liability Fund

A. It is estimated the following revenues will be available in the Workers Compensation and Liability Fund for the Fiscal Year beginning July 1, 2019 and ending June 30, 2020:

Sales & Services	\$ 2,298,502
Investment Earnings	20,000
Miscellaneous	20,000
TOTAL REVENUES	\$ 2,338,502

B. The following appropriations are made in the Workers Compensation and Liability Fund for the Fiscal Year beginning July 1, 2019 and ending June 30, 2020:

Operations	\$ 2,338,502
TOTAL EXPENDITURES	\$ 2,338,502

GRAND TOTAL – ALL FUNDS – REVENUES	\$ 293,538,179
GRAND TOTAL – ALL FUNDS – EXPENDITURES	\$ 293,538,179

Section II.

There is hereby levied a tax at the rate of 74 cents per one hundred dollars valuation of property listed for taxes as of January 1, 2019, 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 \$23,811,500,000, at an estimated combined collection rate of 98.92% percent (98.81% for real and personal and 100% for vehicles). The estimated rate of collections is based on the fiscal year ending 2018. An estimated total valuation of Real, Personal and Public Service property is \$21,680,000,000 and vehicle of \$2,131,500,000.

Section III.

- A. Special appropriations to non-profit organizations shall be distributed after the execution of an agreement which ensures that all County funds are used for statutorily permissible public purposes.
- B. The County Manager and/or Budget Director, or designee is hereby authorized to transfer appropriations within or between funds, or modify revenue and expenditure projections, as contained herein under the following conditions:

Budget Ordinance

1. The Budget Director may transfer amounts between objects of expenditure within a function.
2. The County Manager may transfer amounts between objects of expenditures and revenues without limitation.
3. The County Manager may not transfer any amounts between funds or from any contingency appropriation within any fund without action of the Board of Commissioners, except as specified below for budget shortfalls and change orders.
4. The County Manager may transfer amounts between contingency funds which are set aside for a specific project for budgetary shortfalls or upon the appropriate approval of a change order.
5. The County Manager is authorized to transfer funds from the General Fund or Capital Reserve Fund to the appropriate fund for projects approved within the Capital Improvement Plan for the current fiscal year.
6. Additional authority is granted to the Budget Director or designee to transfer amounts within and between funds for the sole purpose of funding salary and benefits adjustments consistent with the Cabarrus County Personnel Management Policy and the Cabarrus County Personnel Ordinance.
7. Upon notification of funding increases or decreases to existing grants or revenues, or the award of grants or revenues, the Manager or Designee may adjust budgets to match, including grants that require a County match for which funds are available.
8. The Manager, Budget Director, or designee may create debt financing amendments from estimated projections upon approval by the Board of Commissioners of the debt financing and adjust as needed upon closing.
9. The County Manager may enter into and execute change orders or amendments to construction contracts in amounts less than \$90,000 when the appropriate annual budget or capital project ordinance contains sufficient appropriated but unencumbered funds.
10. The County Manager may execute contracts which are not required to be bid or which G.S. 143-131 allows to be let on informal bids so long as the annual budget or appropriate capital project ordinance contains sufficient appropriated but unencumbered funds for such purposes.
11. The County Manager may execute contracts with outside agencies to properly document budgeted appropriations to such agencies where G.S. 153 A-248(b), 259, 449 and any similar statutes require such contracts.
12. The County Manager may reject formal bids when deemed appropriate and in the best interest of Cabarrus County pursuant to G.S. 143-129(a).
13. The County Manager may reduce revenue projections consistent with prevailing economic conditions, and also reduce expenditures correspondingly.
14. The County Manager may assign fund balance for unpaid Economic Development Incentives until contractual obligations are met.

Budget Ordinance

- C. The appropriations for Cabarrus County Schools and Kannapolis City Schools have been allocated by category. Cabarrus County Schools and Kannapolis City Schools must obtain the approval of the Board of Commissioners for any amendment to their respective budgets which would increase or decrease the amount of County appropriations allocated by category by more than ten percent.

Section IV.

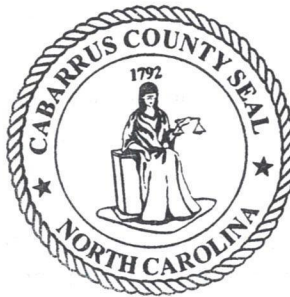
This ordinance and the budget documents shall be the basis for the financial plan for the County of Cabarrus for the 2019-2020 fiscal year. The County Manager and the Finance Director shall administer the budget. The Budget Director shall establish and maintain all records, which are in concurrence with this budget and budget ordinance and the appropriate statutes of the State of North Carolina. Funds appropriated in the FY 2018-2019 Budget and encumbered on June 30, 2019 shall be authorized as part of the Budget Appropriation by adoption of this Budget Ordinance.

Adopted this the 17th day of June, 2019.



Stephen M. Morris, Chairman


Lauren Linker, Clerk to the Board



Budget Ordinance – Fire Tax Districts

Ordinance No. 2019-42

CABARRUS COUNTY BUDGET ORDINANCE FIRE TAX DISTRICTS FUND FISCAL YEAR 2019-2020

BE IT ORDAINED by the Board of Commissioners of Cabarrus County, North Carolina:

Section I.

It is the intent of the Fire Tax Districts Fund to provide necessary funds to local fire departments with district in Cabarrus County for the purpose of providing fire protection in the unincorporated areas of Cabarrus County. The Board of County Commissioners does hereby levy the tax on Real, Personal and Public Service property located in each specific designated fire or service district. Such funds collected by the County Tax Collector are then remitted to each fire department for the purpose of providing fire protection to the specific taxed area.

Section II.

The following amounts are hereby appropriated in the Fire Tax Districts Fund to provide for the operation of rural fire services for the fiscal year beginning July 1, 2019 and ending June 30, 2020:

<u>Fire Department</u>	<u>Appropriation</u>
Allen	\$ 393,999
Cold Water	204,169
Concord Rural	41,471
Flowe's Store	385,723
Georgeville	242,679
Gold Hill	37,828
Harrisburg Rural	991,774
Jackson Park (City of Concord)	192,882
Kannapolis Rural	189,158
Midland	794,943
Mt. Mitchell	89,031
Mt. Pleasant Rural	498,800
Northeast	159,438
Odell	710,947
Richfield-Misenheimer	9,940
Rimer	178,657
Total Estimated Expenditures From Tax Levy	\$ <u>5,121,439</u>

Budget Ordinance – Fire Tax Districts

Section III.

It is estimated that the following revenues will be available for the various fire districts for the fiscal year beginning July 1, 2019 and ending June 30, 2020:

<u>Fire Department</u>	<u>Appropriation</u>
Allen	\$ 393,999
Cold Water	204,169
Concord Rural	41,471
Flowe's Store	385,723
Georgeville	242,679
Gold Hill	37,828
Harrisburg Rural	991,774
Jackson Park (City of Concord)	192,882
Kannapolis Rural	189,158
Midland	794,943
Mt. Mitchell	89,031
Mt. Pleasant Rural	498,800
Northeast	159,438
Odell	710,947
Richfield-Misenheimer	9,940
Rimer	178,657
Total Estimated Revenues From Tax Levy	\$ 5,121,439

Section IV.

The following tax rates are hereby established for the fiscal year beginning July 1, 2019 and ending June 30, 2020 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, 2019. The estimated combined collection rate is 98.92% percent (98.81% for real and personal and 100% for vehicles) and is based on the fiscal year ending 2018. In accordance with previous action by the Board of County Commissioners, the County collection fee is set at 1.5%. The taxes will be collected by the Cabarrus County Tax Collector, as provided in G.S. 69-25.4:

<u>Fire Districts</u>	<u>Total Valuation</u>	<u>Rate</u>	<u>Amount Produced</u> (98.92% collection rate)
Allen	\$ 531,067,652	0.0750	\$ 393,999
Cold Water	343,996,725	0.0600	204,169
Concord Rural	29,945,223	0.1400	41,471
Flowe's Store	557,048,695	0.0700	385,723
Georgeville	266,661,939	0.0920	242,679
Gold Hill	47,801,118	0.0800	37,828
Harrisburg Rural	668,401,563	0.1500	991,774
Jackson Park	139,277,406	0.1400	192,882
Kannapolis Rural	191,223,137	0.1000	189,158
Midland	803,622,079	0.1000	794,943
Mt. Mitchell	108,961,807	0.0826	89,031
Mt. Pleasant Rural	427,326,611	0.1180	498,800
Northeast	126,911,866	0.1270	159,438
Odell	1,056,925,359	0.0680	710,947
Richfield-Misenheimer	14,355,643	0.0700	9,940
Rimer	205,236,028	0.0880	178,657
Total Estimated Budget from Tax Levy	\$ 5,518,762,851		\$ 5,121,439

Budget Ordinance – Fire Tax Districts

Section V.

The County Manager and/or Budget Director, or designee is hereby authorized to transfer appropriations within or between funds, or modify revenue and expenditure projections as contained herein under the following conditions:

1. The Budget Director may transfer amounts between objects of expenditure within a function.
2. The County Manager may transfer amounts between objects of expenditures and revenues without limitation.
3. The County Manager may not transfer any amounts between funds or from any contingency appropriation within any fund without action of the Board of Commissioners, except as specified below for budget shortfalls and change orders.
4. The County Manager may transfer amounts between contingency funds which are set aside for a specific project for budgetary shortfalls or upon the appropriate approval of a change order.
5. The County Manager is authorized to transfer funds from the General Fund or Capital Reserve Fund to the appropriate fund for projects approved within the Capital Improvement Plan for the current fiscal year.
6. Additional authority is granted to the Budget Director or designee to transfer amounts within and between funds for the sole purpose of funding salary and benefits adjustments consistent with the Cabarrus County Personnel Management Policy and the Cabarrus County Personnel Ordinance.
7. Upon notification of funding increases or decreases to existing grants or revenues, or the award of grants or revenues, the Manager or Designee may adjust budgets to match, including grants that require a County match for which funds are available.
8. The Manager, Budget Director, or designee may create debt financing amendments from estimated projections upon approval by the Board of Commissioners of the debt financing and adjust as needed upon closing.
9. The County Manager may enter into and execute change orders or amendments to construction contracts in amounts less than \$90,000 when the appropriate annual budget or capital project ordinance contains sufficient appropriated but unencumbered funds.
10. The County Manager may execute contracts which are not required to be bid or which G.S. 143-131 allows to be let on informal bids so long as the annual budget or appropriate capital project ordinance contains sufficient appropriated but unencumbered funds for such purposes.
11. The County Manager may execute contracts with outside agencies to properly document budgeted appropriations to such agencies where G.S. 153 A-248(b), 259, 449 and any similar statutes require such contracts.
12. The County Manager may reject formal bids when deemed appropriate and in the best interest of Cabarrus County pursuant to G.S. 143-129(a).
13. The County Manager may reduce revenue projections consistent with prevailing economic conditions, and also reduce expenditures correspondingly.

Budget Ordinance – Fire Tax Districts

Section VI.

Copies of this Budget Ordinance shall be furnished to the Tax Administrator and to each fire department for direction in carrying out their duties and are available for public inspection.

Adopted this the 17th day of June, 2019.



Stephen M. Morris, Chairman



Lauren Linker, Clerk to the Board



Supplemental Information

COMMUNITY INFORMATION



CABARRUS COUNTY, NORTH CAROLINA

Government

Date of Incorporation	1792
Form of Government	Commission-Manager
Number of Employees <i>(Full Time Equivalents)</i>	1,150.04
County Seat	Concord

Area Statistics

Population (2018 Estimate)	211,342
Area in square miles	364

Taxes

NC Retail Sales Tax	4.75%
Cabarrus County Local Sales Tax	2.25%
Cabarrus County Property Tax Rate per \$100 Value	.74

Modes of Transportation

Airports	1 Regional; 1 International in Close Proximity
Interstate Highways	
State and Federal Highways	
Mainline Rail	

Public Safety

Fire protection (non-city services):	
Stations	10
Number of fire personnel and officers	346
Number of fire personnel volunteers	181
Sheriff's Department:	
Stations	1 main, 5 substations
Number of sworn personnel	213
Number of detention officers	101
Number of civilians	40 full time, 6 part time
Number of patrol units	202

Supplemental Information

Culture & Recreation

County Facilities – Operated

	Frank Liske Park	Camp Spencer Park	Vietnam Veterans Park	Rob Wallace Park	Mount Pleasant Senior Center	Concord Senior Center	Other	Total
Parks	1	1	1	1				4
Undeveloped Parks (acres)			47	160			63*	
Senior Centers		1			1			2
Picnic Shelters	12	2	4	1				19
Indoor Picnic/Rental Facilities	2	3			2	3		10
Walking Trails (miles) 5 total	4.21	1.12	1.23	4.1		0.75		11.41
Softball Fields	4							4
Soccer Fields	11							11
Tennis Courts	6							6
Pickleball Courts (part of tennis court)	2							2
Amphitheatre	1							1
Playgrounds	5	1	2	1				9
Nature Playgrounds	1	1	1	1				4
Horseshoe Pits	11	2	2			2		17
Sand Volleyball Courts	8	1	3					12
Exercise Stations	15	6	8					29
Shuffleboard			2			2		4
Bocce						4		4
Cabins		6						6
Tent Sites		7						7
Group Camping		1						1
Pool		1						1
18-hole Mini Golf	1							1
18-hole Disc Golf	1							1
9-hole Disc Golf			1	1				2
Fitness Centers					1	2	1	3
Bike Skills Area				2				2
Dog Run			1					1
Paddleboats	20							20

*W.W. Flowe

**Kannapolis LunchPlus Site

County Owned Facilities – Operated by a Municipality

2

School Parks (Utilized by ALPS)

20

Supplemental Information

Education

	<u>Total</u>	<u>Cabarrus County</u>	<u>Kannapolis City</u>
Elementary schools	26	20	6
Middle schools	10	9	1
High schools	10	9	1
Performance Learning Center	1	1	-
Number of students	37,287	33,117	4,170*

* Kannapolis School children in Cabarrus County limits

Community colleges 1 (Rowan-Cabarrus Community College)

Medical

Hospitals	1
Number of licensed beds	457

Economy

Construction Permits Issued (July 1, 2018-April 30, 2019)	15,253
Zoning Permits Issued (July 1, 2018-April 30, 2019)	406
Unemployment Rate (2019 Estimate)	4%
Median Household Income (2017 Estimate)	\$60,716
Per Capita Personal Income (2017 Estimate)	\$29,143

Sources of Information

Cabarrus County Government	NC Department of Public Instruction
Cabarrus County Economic Development Corporation	US Census Bureau – American Fact Finder
Carolinas Medical Center – Northeast	

TOP TEN PRINCIPAL EMPLOYERS		
EMPLOYER	EMPLOYEES	RANK
Cabarrus County Schools	1,000+	1
Carolina's Medical Center – NorthEast/Atrium Health	1,000+	2
Amazon (Concord location)	1,000+	3
Walmart Associates Inc.	1,000+	4
Cabarrus County	1,000+	5
City of Concord	1,000+	6
Corning Incorporated	500-999	7
S&D Coffee	500-999	8
Shoe Show Inc.	500-999	9
Kannapolis City Schools	500-999	10

*Cabarrus County has a total of 106,665 people employed within the county.

Source: NC Department of Commerce, Labor and Economic Analysis, Quarterly Census of Employment and Wages (March 2019) https://accessnc.opendatasoft.com/pages/dashboard_business/

Supplemental Information

STATISTICAL INFORMATION DATA COMPARISONS WITH SELECT NORTH CAROLINA COUNTIES						
County	Certified July 2016 Population	County Employees	2018-19 General Fund Budgeted Expenditures	2017-18 Assessed Valuation	Property Tax Rate Per \$100	Relation to Cabarrus
Alamance	163,041	933	\$152,279,537	\$13,641,051,590	\$0.59	S
Alexander	38,609	365	\$41,200,000	\$2,585,917,385	\$0.79	S
Anson	25,628	-	-	-	\$0.78	MSA
Cabarrus	209,736	1,150	\$255,602,972	\$22,176,343,745	\$0.72	
Catawba	157,424	1,083	\$199,549,536	\$16,525,761,688	\$0.58	CSA
Cleveland	98,862	810	\$146,507,302	\$6,195,967,874	\$0.72	CSA
Davidson	168,107	910	\$133,958,449	\$13,737,568,579	\$0.54	S
Gaston	221,112	1,546	\$218,575,732	\$16,298,931,000	\$0.87	MSA
Iredell	179,740	1,188	\$205,122,119	\$22,239,217,847	\$0.53	N, CSA
Johnston	200,102	1,372	\$227,942,089	\$16,278,125,098	\$0.78	S
Lincoln	84,494	792	\$102,884,364	\$8,696,830,431	\$0.61	CSA
Mecklenburg	1,099,382	5,842	\$1,289,946,207	\$126,400,000,000	\$0.82	N, MSA
Onslow	197,455	1,286	\$201,004,079	\$13,872,200,000	\$0.71	S
Pitt	176,920	1,001	\$151,231,823	\$12,647,546,985	\$0.70	S
Randolph	145,633	812	\$124,014,611	\$9,476,429,339	\$0.65	S
Rowan	142,862	931	\$152,398,761	\$19,456,712,155	\$0.66	N, CSA
Stanly	63,069	450	\$64,422,981	\$4,700,000,000	\$0.67	N, CSA
Union	232,425	1,210	\$175,698,669	\$25,110,447,531	\$0.73	N, MSA

N = Neighboring County

MSA = Charlotte Metropolitan Statistical Area County

CSA = Charlotte Consolidated Statistical Area County. An MSA is automatically considered part of the CSA.

S = State Benchmark County

Source: North Carolina Association of County Commissioners FY 2018-2019 Budget & Tax Survey

Supplemental Information

STATISTICAL INFORMATION

Racial and Ethnic Composition of Cabarrus County: 2018 Certified

Race/ethnicity category	Number	Percent distribution
Total population	211,342	100%
White alone	109,923	73.4%
Black or African American alone	40,155	19.0%
American Indian, Alaska native alone	1,479	.7%
Asian alone	9,299	4.4%
Two or more races	5,072	2.4%
Hispanic origin	22,825	10.8%
White alone, non-Hispanic Origin	136,527	64.6%

Source: U.S. Census Bureau, 2018 Certified

Educational Attainment and Median Earnings in Cabarrus County: 2017 Certified

Educational attainment (highest degree)	Median Income
Less than high school graduate	\$30,063
High school graduate only	\$35,016
Some college or associate's degree	\$33,593
Bachelor's degree or more	\$50,289
Graduate or professional degree	\$84,178

Note: Population 25 years and over

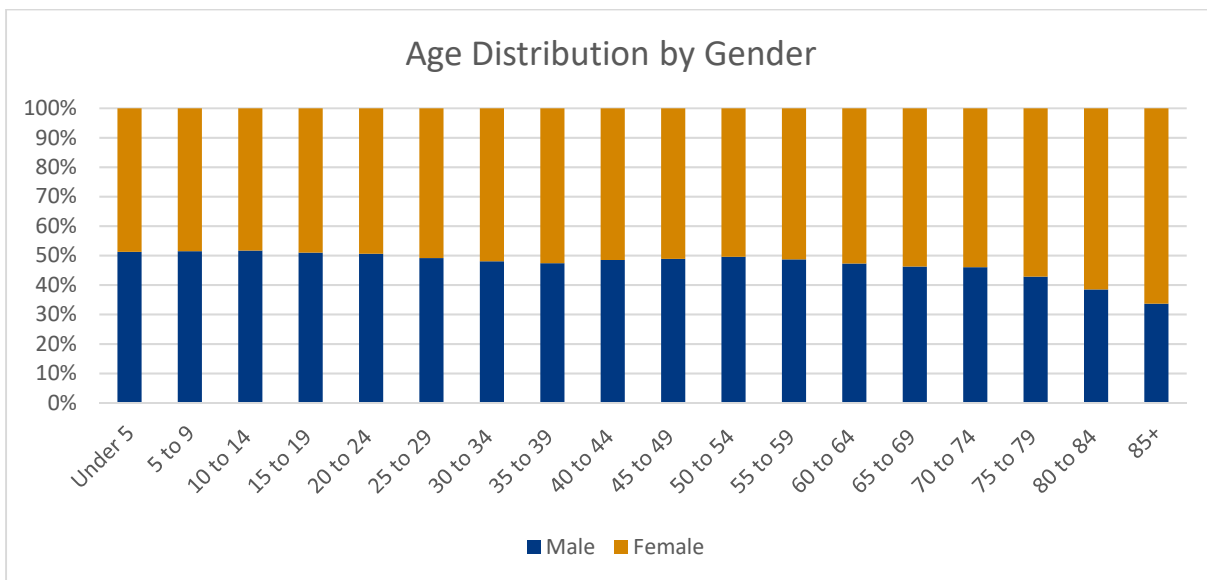
Source: U.S. Census Bureau, 2017 Certified (2018 information on this topic was unavailable.)

Supplemental Information

STATISTICAL INFORMATION

AGE DISTRIBUTION: 2018 Certified		
Age category	Population	Percent distribution
Under 5 years	13,684	6.47%
5 to 9 years	14,724	6.97%
10 to 14 years	16,074	7.61%
15 to 19 years	14,720	6.97%
20 to 24 years	11,884	5.62%
25 to 34 years	26,619	12.60%
35 to 44 years	30,089	14.24%
45 to 54 years	30,873	14.61%
55 to 59 years	13,475	6.38%
60 to 64 years	11,252	5.32%
65 to 74 years	16,844	7.97%
75 to 84 years	8,122	3.84%
85 years and over	2,982	1.41%
Total	211,342	100%
Median age	37.7	-

Source: U.S. Census: 2018 Certified



Source: U.S. Census: 2018 Certified

Supplemental Information

STATISTICAL INFORMATION										
FUND BALANCE BY CATEGORY FOR LAST TEN YEARS* - ALL OTHER GOVERNMENTAL FUNDS										
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
NONSPENDABLE										
Prepaid items	-	-	-	200	-	-	-	-	-	-
Notes Receivable	-	-	720,000	648,000	-	-	510,000	-	-	-
TOTAL \$	- \$	- \$	720,000 \$	648,200 \$	- \$	- \$	510,000 \$	- \$	- \$	- \$
RESTRICTED										
Stabilization by State Statute	-	-	178,082	636,069	380,438	717,243	738,178	2,166,731	981,796	8,864,114
General government	-	-	-	212,608	198,616	229,304	275,522	288,882	317,461	9,040,846
Public Safety	-	-	5,026,278	2,445,968	1,722,137	1,276,067	688,032	363,645	428,131	549,750
Economic & physical	-	-	-	-	-	13,832	21,801	317,690	316,021	853,591
Education	-	-	31,494,611	16,513,134	7,740,158	949,774	671,721	81,096,012	30,965,994	102,233,828
Culture & recreation	-	-	2,478	3,886	85,201	169,027	169,234	169,467	170,102	171,490
TOTAL \$	- \$	- \$	36,701,449 \$	19,811,665 \$	10,126,550 \$	3,355,247 \$	2,564,488 \$	84,402,427 \$	33,179,505 \$	121,713,619 \$
COMMITTED										
General government	-	-	4,810,004	1,550,117	1,554,160	637,014	206,470	2,713,625	7,387,164	1,024,822
Public safety	-	-	2,653,454	2,353,670	2,405,316	1,474,421	579,906	1,028,756	295,443	7,456,095
Economic & physical dev	-	-	568,557	591,236	490,664	834,377	1,013,986	1,154,195	2,143,423	2,515,858
Environmental protection	-	-	43,721	34,955	-	-	-	-	325,000	94,699
Human services	-	-	1,594,485	1,223,834	267,169	237,529	255,024	128,012	286,810	174,820
Education	-	-	1,040,766	280,043	45,218	31,798,858	34,489,015	23,054,548	8,236,657	8,404,089
Culture & recreation	-	-	3,672,645	4,424,643	5,035,796	4,319,503	1,788,084	3,569,655	2,969,259	3,153,418
TOTAL \$	- \$	- \$	14,383,632 \$	10,458,498 \$	9,798,323 \$	39,301,702 \$	38,332,485 \$	31,648,791 \$	21,643,756 \$	22,823,801 \$
UNRESERVED/DESIGNATED										
Subsequent year's expenditures	-	-	-	-	-	-	-	-	-	-
Special revenue	13,983,470	11,127,623	-	-	-	-	-	-	-	-
TOTAL \$	13,983,470 \$	11,127,623 \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$

Supplemental Information

STATISTICAL INFORMATION										
FUND BALANCE BY CATEGORY FOR LAST TEN YEARS* - ALL OTHER GOVERNMENTAL FUNDS										
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
SPECIAL REVENUE										
Public safety	869,944	913,422	-	-	-	-	-	-	-	-
Human services	292,460	161,992	-	-	-	-	-	-	-	-
Education	4,210,747	534,438	-	-	-	-	-	-	-	-
Culture & recreation	763,922	716,860	-	-	-	-	-	-	-	-
Other purposes	331,693	349,396	-	-	-	-	-	-	-	-
TOTAL \$	6,468,766	2,676,108	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CAPITAL PROJECTS										
Capital Projects	53,635,956	54,821,739	-	-	-	-	-	-	-	-
TOTAL \$	53,635,956	54,821,739	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ASSIGNED										
General government	-	-	-	-	-	-	-	501,252	-	99,246
Public safety	-	-	-	66,418	-	-	-	-	-	-
Education	-	-	-	-	-	-	-	1,614,665	5,127,433	-
Culture & recreation	-	-	459,881	483,337	594,899	758,630	797,361	1,086,814	1,286,036	1,346,821
TOTAL \$	-	\$ -	459,881	549,755	594,899	758,630	797,361	3,202,731	6,413,469	1,446,067
UNASSIGNED										
Unassigned	-	-	(5,440)	(292,024)	(34,772)	(55,116)	(287,944)	(57,671)	(36,711)	(36,711)
TOTAL \$	-	\$ -	(5,440)	(292,024)	\$ -	(34,772)	(55,116)	(287,944)	(57,671)	(36,711)
GRAND TOTAL \$	74,088,192	68,625,470	\$ 52,259,522	\$ 31,176,094	\$ 20,519,772	\$ 43,380,807	\$ 42,149,218	\$ 118,966,005	\$ 61,179,059	\$ 145,946,776

* Modified accrual basis of accounting

In FY2011, the Fund Balance reporting model changed to classify Fund Balance under five new categories: nonspendable, restricted, committed, assigned, and unassigned.

Source: Cabarrus County Comprehensive Annual Financial Report

Supplemental Information

STATISTICAL INFORMATION: PUBLIC SCHOOL FUNDING BY SOURCE										
	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 REVISED	FY 2019 ADOPTED	FY 2020 ADOPTED
REVENUE SOURCE										
1/2 cent Sales Tax Article 40										
30%	\$ 1,936,231	\$ 2,118,724	\$ 2,178,066	\$ 2,247,377	\$ 2,491,013	\$ 2,665,952	\$ 2,799,896	\$ 2,879,678	\$ 2,902,635	\$ 3,116,189
1/2 cent Sales Tax Article 42										
60%	4,349,930	4,909,269	5,169,449	5,075,948	5,987,935	6,211,757	6,669,074	6,851,485	6,619,287	7,257,827
1/4 cent Sales Tax Article 46										
100%	-	4,022,347	5,978,544	5,812,323	6,873,104	7,150,105	8,021,787	8,232,114	8,035,108	8,906,832
Lottery used for School										
Debt Service	-	1,713,555	7,307,518	4,911,790	2,200,000	2,000,000	2,000,000	2,000,000	2,000,000	2,300,000
QSCB Subsidy		743,081	770,921	712,644	714,643	718,497	717,727	717,727	720,000	720,000
COPS 2009	3,967,669	3,967,669	1,912,810	2,188,834	-	-	-	-	-	-
Fund 364 School										
Construction	92,204	-	-	-	-	-	-	-	-	-
Fund 366 School										
Construction	4,925	-	-	-	-	-	-	-	-	-
Fines & Forfeitures	1,559,042	1,461,745	1,529,019	1,535,840	1,514,736	1,522,063	1,921,391	1,500,000	1,500,000	1,500,000
TOTAL	\$ 11,910,001	\$ 18,936,390	\$ 24,846,327	\$ 22,484,756	\$ 19,781,431	\$ 20,268,374	\$ 22,129,875	\$ 22,181,004	\$ 21,777,030	\$ 23,800,848
EXPENDITURE CATEGORY										
Current Expense	\$ 52,447,330	\$ 53,287,330	\$ 52,626,269	\$ 55,741,441	\$ 58,741,993	\$ 62,533,462	\$ 64,347,620	\$ 66,642,360	\$ 71,020,147	\$ 74,287,020
Capital Outlay General Fund	1,070,000	1,067,264	1,803,060	2,213,008	2,128,550	3,984,250	3,037,945	4,954,030	1,120,000	1,120,000
ITS Services		93,088	28,779	121,882	84,000	84,000	76,146	45,154	45,156	45,156
Debt Service	28,797,106	33,524,699	32,864,016	32,058,212	31,247,131	31,242,713	35,850,219	40,875,151	43,521,744	42,229,320
Fines & Forfeitures	1,559,042	1,461,745	1,529,019	1,535,840	1,514,736	1,522,063	1,921,391	1,500,000	1,500,000	1,500,000
School Nurses*			1,722,808	2,017,949	2,123,884	2,377,375	2,534,870	2,754,723	2,884,387	3,053,426
TOTAL	\$ 83,873,478	\$ 89,434,126	\$ 90,573,951	\$ 93,688,332	\$ 95,840,294	\$ 101,743,863	\$ 107,768,191	\$ 116,771,418	\$ 120,091,434	\$ 122,234,922
NET COUNTY COST										
GRAND TOTAL	\$ (71,963,477)	\$ (70,497,736)	\$ (65,727,624)	\$ (71,203,576)	\$ (76,058,863)	\$ (81,475,489)	\$ (85,638,316)	\$ (94,590,414)	\$ (98,314,404)	\$ (98,434,074)

Supplemental Information

TOP TEN PRINCIPAL TAXPAYERS			
TAXPAYER	Type of Business	2017 Assessed Valuation	Percentage of Total Assessed Valuation
Corning, Inc.	Manufacturing	\$353,495,441	1.69%
Castle & Cooke NC LLC/ David Murdock	Real Estate	293,425,169	1.40%
Mall at Concord Mills LP	Retail Center	230,877,688	1.10%
Charlotte Motor Speedway Inc.	Sports - Racing	218,958,570	1.05%
Celgard LLC	Manufacturing	176,326,992	0.84%
Duke Energy Corporation	Public Service Co	135,433,105	0.65%
Great Wolf Lodge of the Carolinas	Amusement / Entertainment	105,935,419	0.51%
Weinstein Properties	Real Estate	101,646,310	0.49%
Hendrick Automotive	Automotive Sales	96,689,044	0.46%
DNP IMS America Corporation	Manufacturing	88,614,973	0.42%
TOTAL		\$1,801,402,711	8.62%

*Total 2018 Assessed Valuation (as of 4/1/2019), including Public Service***

Source: Cabarrus County Tax Assessor's Office

Supplemental Information

GLOSSARY

Account Number - the accounting designation for revenue and expenditure line items. The account number consists of a three digit fund number, a four digit division and a four or five digit object code number.

Accrual Basis - a basis of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.

Ad Valorem Taxes - taxes levied on real and personal property based on assessed value.

Allocate - to set apart budgeted funds for specific purposes (i.e., capital outlay).

Annual Budget - a budget covering a single fiscal year (e.g., July 1-June 30).

Appropriation - a specified dollar amount earmarked for a projected expense legally authorized by the Board of Commissioners.

Assessed Valuation - the value of real estate and personal property as determined by tax assessors. This value is used as the basis for levying taxes.

Assessment - the process of determining the value of real and personal property for taxation purposes.

Assessment Roll - an official list of real and personal property containing legal descriptions, ownership and assessed values.

Asset - a resource owned or held by a government which has monetary value.

Audit - a formal examination of the organization's accounts or financial situation.

Authority - a municipal or other public agency that performs a specific function. An authority is usually financed from fees or service charges imposed and collected by a governing body but may otherwise function independently.

Authorized Bonds - bonds that have been legally authorized, but that may or may not have been sold. Authorized bonds may be issued or sold at any time.

Authorized Positions - employee positions which are authorized in the adopted budget, to be filled during the year.

Balanced Budget - current operating revenues will be sufficient to support current operating expenditures.

Bond - a written promise to pay a specific amount of money, called principal or face value at a specified future date, called the maturity date, along with periodic interest paid at a specified percentage of the principal (interest rate). Bonds are typically used for long-term debt to pay for specific capital expenditures.

Bond Refinancing - the payoff and re-issuance of bonds, to obtain better interest rates and/or bond conditions.

Budget - a proposed plan for raising and spending money for specified programs, functions, activities or objectives during a fiscal year.

Supplemental Information

Budget Document - a formal document presented to the Board of Commissioners containing the County's financial plan for a fiscal year. The budget document is presented in two phases -- preliminary and final. The final budget document reflects the budget as adopted by the Board of Commissioners.

Budget Message - the County Manager's written overview of the proposed budget addressed to the Board of Commissioners. The budget message addresses the major budget issues against the background of financial experience in recent years, and presents recommendations made by the County Manager.

Budget Ordinance - an ordinance that levies taxes and appropriates revenues for specified purposes, functions, activities or objectives during a fiscal year.

Budgetary Basis - refers to the basis of accounting used to estimate financing sources and uses in the budget. This generally takes one of three forms - GAAP, cash, or modified accrual.

Capital Asset - tangible property of significant value that has a useful life of more than one year. Includes such items as land, buildings, improvements other than buildings, and equipment.

Capital Budget - a financial plan for projected capital projects containing expenditures and resources covering a fiscal year.

Capital Improvement Program - a long-range plan of proposed capital improvement projects, which includes estimated project costs and funding over a specified period of years. The capital improvement program is updated annually to reassess capital needs during the preparation of the capital budget.

Capital Outlay - expenditures budgeted to purchase or add to fixed assets costing \$5,000 or more.

Capital Project - major construction, acquisition or renovation activities which add value to a government's physical assets or significantly increase their useful life. (Also called capital improvements.)

Capital Reserve Fund - a fund established for the purpose of receiving transfers of monies from other funds in order to build fund balance for a future capital outlay or to set aside funds for future debt service payments.

Certificates of Participation - debt that is secured by the capital project itself and is issued without voter authorization.

Consumer Price Index (CPI) - a statistical description of price levels provided by the U.S. Department of Labor. The index is used as a measure of the increase in the cost of living (i.e., economic inflation).

Contingency - an appropriation to cover unanticipated events that may occur during the fiscal year. The Board of Commissioners must approve all contingency transfers.

Continuation - budget requests that indicate the spending level required to maintain service provision at its current level.

Cost-of-living Adjustment (COLA) - an increase in salaries to offset the adverse effect of inflation on employees' compensation.

County Appropriation - reflects discretionary general fund revenues used to meet an operating department's cost. Most revenues in the general fund are not program linked and can be used to fund all operations. Several examples are: Ad Valorem Taxes, Sales Taxes, Unrestricted Intergovernmental and Interest Earnings.

Supplemental Information

Debt Service - the sum of money required to pay installments of principal and interest on bonds, notes, and other evidences of debt accruing within a fiscal year.

Deficit - an excess of expenditures over revenue receipts.

Department - an organizational unit responsible for carrying out a major government function.

Depreciation - the expiration of service life of capital assets due to wear and tear, deterioration, inadequacy or obsolescence.

Disbursement - expenditure of monies from an account.

Distinguished Budget Presentation Awards Program - a voluntary, annual awards program administered by the Government Finance Officers Association to encourage governments to prepare effective budget documents.

Encumbrance - a financial commitment for services, contracts, or goods, which have not, as yet, been delivered or performed. Normally found in the form of a purchase order, contract, or formal agreement that is chargeable to an appropriation and for which a part of the appropriation is reserved.

Enterprise Fund - a fund established to account for operations that are financed and operated in a manner similar to private business. The intent is that the full cost of providing goods or services be financed through charges and fees, thus removing the expense from the tax rate. The Landfill fund is an example.

Expenditures - amount of money actually paid or obligated for payment from County funds.

Expense - charges incurred (whether paid immediately or unpaid) for operations, maintenance, interest, or other charges.

Fiscal Year (FY) - an annual accounting period for the compilation of fiscal operations. As defined by North Carolina General Statutes G.S. 159-8, the fiscal year begins on July 1 and ends on June 30.

Fixed Assets - assets of a long-term character that are intended to continue to be held or used, such as land, buildings, improvements other than buildings, machinery and equipment.

Forecast - an estimation of revenues and expenses for the current fiscal year to be used to determine the expected balances at the end of the year.

Full-time Equivalent Position (FTE) - the unit of accounting for employee positions where part-time positions are converted to the decimal equivalent of a full-time position based on 2,080 hours per year.

Fund - a fiscal and accounting entity with a self-balancing set of accounts recording cash and other resources, together with all related liabilities and residual equities or balances, and changes therein, for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions or limitations.

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.

Supplemental Information

Generally Accepted Accounting Principles (GAAP) - uniform minimum standard of and guidelines for financial accounting and reporting. These standards govern the form and content of an entity's basic financial statements. GAAP encompasses the conventions, rules and procedures necessary to define acceptable accounting practices at a particular time.

General Fund - a fund which provides for the accounting of all financial resources except those designated for other funds. Most basic government services, such as public safety, tax administration, personnel and finance are accounted for in this fund.

General Obligation Bonds (GO) - bonds issued by a government that are backed by the full faith and credit of its taxing authority.

Goal - a statement of broad direction, purpose or intent based on the needs of the community.

Governmental Fund – funds generally used to account for tax supported activities. The county has a general operating fund, special revenue funds and capital projects funds.

Grants - a contribution or gift of cash or other assets, in most cases from another government, to be used for a specific purpose. For example, a grant from the State of North Carolina may be made to finance a public health program.

Interest and Penalties Receivable on Taxes - uncollected interest and penalties on property taxes.

Interfund Accounts - accounts that reflect transfers between funds.

Intergovernmental Revenues - revenues from other governments (state, federal, other local) that can be in the form of grants, shared revenues or entitlements.

Internal Service Fund - a fund established from the financing of goods or services provided by one department or agency to other departments or agencies on a cost reimbursement basis.

Lease-Purchase Agreement - a contractual agreement by which capital assets are acquired over a period of time through lease payments.

Levy - the amount of tax, service charges and assessments imposed by a government.

Liability - debt or other obligations arising out of transactions in the past which must be liquidated, renewed, or refunded at some future date. The term does not include encumbrances.

Long-term Debt - debt with a maturity of more than one year after the date of issuance.

Mandate - any responsibility, action or procedure that is imposed by one government on another through constitutional, legislative, administrative, executive or judicial action as a direct order, or that is required as a condition of aid.

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.

Supplemental Information

Non-operating Revenues - income received by a government not directly attributable to providing a service. An example would be interest on investments.

Objective - a specific statement about what is to be accomplished or achieved for a particular program during a given time period.

Operating Budget - a plan of financial operation which encompasses an estimate of proposed expenditures for the fiscal year and the proposed means of financing them (revenues).

Ordinance - a legislative enactment by the governing body of the County. It has the full force of law within the County if it is not in conflict with any higher form of law.

Performance Indicators - specific quantitative and qualitative measures of work performed as an objective of specific departments or programs.

Performance Measure - data collected to determine how effective or efficient a program is in achieving its objectives.

Personnel Services - items of expenditures in the budget for salaries and wages paid for services by County employees, including fringe benefit costs associated with County employment.

Productivity - maximizing the use of resources (personnel and dollars) to achieve an effective result at the least possible cost.

Program - a service or services for which expenditures are made from several general ledger accounts which are combined into a single budgetary unit.

Program Changes - budget requests that reflect funding requirements for a change in programs or service levels.

Proprietary Funds - funds operated like a business and charging user fees. Enterprise and Internal Service Funds fall within this classification.

Revenue Neutral Tax Rate - the rate estimated to produce revenue for the next fiscal year equal to the revenue that would have been produced for the next fiscal year by the current tax rate if no reappraisal had occurred.

Referendum - presenting an issue to the voters of the County where a majority of voters decide on the issue.

Reserve - an account designated for a portion of the fund balance to be used for a specific purpose.

Resources - total dollars available for appropriations including estimated revenues, fund transfers and beginning fund balances.

Revenue - income received by the County from various sources used to finance its operations.

Revenue Bonds - when a government issues bonds which do not pledge the full faith and credit of the jurisdiction, it issues limited liability revenue bonds. Typically, pledges are made to dedicate one specific revenue source to repay these bonds. Revenue bonds do not require voter approval under state law.

Revenue Estimates - formal estimate of how much revenue will be earned from a specific revenue source from some future period.

Supplemental Information

Shared Revenues - revenues levied and collected by one government and shared with another on a pre-determined basis.

Service Area - a title for the grouping of departments according to common areas of service.

Special Assessment - a levy on certain properties to defray all or part of the costs associated with improvements or services that will benefit those properties.

Special Revenue Fund - a fund used to account for proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes.

Statute - a written law enacted by a duly organized and constituted legislative body.

Tax Base - the total assessed valuation of real property within the County.

Tax Levy - the total amount of revenue to be raised from the property tax levied in the budget ordinance.

Tax Rate - the amount of tax levied per \$100 assessed valuation.

Taxes - compulsory charges levied by a government to finance services performed for the common benefit. This term does not include specific charges made against particular persons or property for current or permanent benefits such as special assessments. It does not include charges for services such as water and sewer service charges.

Tax Increment Financing (TIF) – financing procedure used by many local governments for redevelopment and improvement projects on existing structures. The cost of the improvements is assessed to future tax revenues by each taxing unit that levies taxes against the property. The taxing unit at the local level is responsible for determining how much of the increase in property tax due to the improvement will be used to repay the construction costs. The property that is seeking to use tax increment financing must be located within the city's jurisdiction.

Trust and Agency Fund - a fund used to account for assets held by the County in a trustee capacity or as an agent for individuals, private organizations, other governments, and/or other funds.

Two-Thirds Bond - general obligation bonds that can be issued by local government without voter authorization under a formula set by the state allowing issuance of bonds equal to two-thirds of the previous year's net debt reduction.

Unencumbered Balance - the amount of an appropriation that is neither expended nor encumbered. It is basically the amount of money still available for future purposes.

Unreserved Fund Balance - the portion of a fund's balance that is not restricted for a specific purpose and is available for general appropriation.

User Charges - the payment of a fee for direct receipt of a public service by the person benefiting from the service, such as utility charges and emergency medical fees. Also known as user fees.

Supplemental Information

ACRONYMS

4-H	Head, Heart, Health and Hands (Cooperative Extension)	ERG	Emergency Response Group
ALS	Advanced Life Support	FCC	Federal Communications Commission
ARRA	American Recovery and Reinvestment Act	FTE	Full-time Equivalent
BDN	Benefit Delivery Network	FPY	From Prior Year
BMP	Best Management Practices	FY	Fiscal Year
BOC	Board of Commissioners	GASB	Governmental Accounting Standards Board
CAC	Cabarrus Arts Council	GFOA	Government Finance Officers Association
CAFR	Comprehensive Annual Financial Report	GIS	Geographic Information Systems
CAN	Cabarrus Aging Network	GO	General Obligation Bonds
CARES	Capital Asset Realignment for Enhanced Services	GRP	Grassland Reserve Program
CDBG	Community Development Block Grant	GSA	General Services Administration
CHAMPVA	Civilian Health and Medical Program of the Department of Veterans Affairs	HAARP	Heat And Air Repair Program
CIP	Capital Improvement Program	HAZMAT	Hazardous Materials
COPS	Certificates of Participation	HUD	Housing and Urban Development
COPS grant	Community Oriented Policing Services grant	HVAC	Heating, Ventilation, Air Conditioning
CPI	Consumer Price Index	IPRB	Installment Payment Revenue Bonds
CRP	Conservation Reserve Program	NASA	National Aeronautic and Space Agency
DARE	Drug Abuse Resistance Education	NCACSP	North Carolina Agriculture Cost Share Program
DENR	Department of Environment and Natural Resources	NCSU	North Carolina State University
DHHS	Department of Health and Human Services	NRCS	Natural Resources Conservation Services
DMV	Division of Motor Vehicles	RCCC	Rowan Cabarrus Community College
DOT	Department of Transportation	SHRT	Special Hazard Response Team
ECA	Extension and Community Association	SOP	Standard Operating Procedure
EFNEP	Expanded Food and Nutrition Program	SRO	School Resource Officer
EMS	Emergency Medical Services	SWCD	Soil & Water Conservation District
EOG	End of Grade testing	TIF	Tax Increment Financing
EPA	Environmental Protection Agency	USDA	United States Department of Agriculture
EQIP	Environmental Quality Incentive Program	VA	Veterans Affairs
		WHIP	Wildlife Habitat Incentives Program

Telephone Directory

AGENCY/DEPARTMENT -----NUMBER

Active Living and Parks -----704-920-3350
Londa Strong, Director

Arena & Events Center -----704-920-3986
Kenneth Robinson, Director

Animal Control-----704-920-3288

Animal Shelter-----704-920-3291

Clerk to the Board -----704-920-2110
Lauren Linker

Commissioners' & Manager's Office ---704-920-2100
Mike K. Downs, County Manager
Pam Dubois, Senior Deputy County Manager
Jonathan Marshall, Deputy County Manager
Kyle Bilafer, Area Manager of Operations
Debbie Brannan, Area Manager of Technology and
Innovation

Communications and Outreach -----704-920-2336
Kasia Thompson, Manager
David Baxter, Cable Television General Manager

Planning and Development-----704-920-2141
Kelly Sifford, Director

Building Inspection Division -----704-920-2128
Community Development -----704-920-2142
Zoning -----704-920-2141

Cooperative Extension-----704-920-3310
Robert Furr, Director

Elections -----704-920-2860
Carol Soles, Director

Emergency Management -----704-920-2143
Bobby Smith, Director

Emergency Medical Services -----704-920-2600
James Lentz, Director

Finance -----704-920-2894
Susan Farrington, Director

AGENCY/DEPARTMENT -----NUMBER

Infrastructure & Asset Mgt. -----704-920-3200
Michael Miller, Director

Human Resources -----704-920-2200
Lundee Covington, Director

Human Services -----704-920-1400
Karen Calhoun, Director

Information Services-----704-920-2154
Todd Shanley, Director

Landfill-----704-920-2950
Recycling Division-----704-920-3279

Library -----704-920-2063
Emery Ortiz, Director

Concord Branch -----704-920-2050
Kannapolis Branch-----704-920-1180
Mt. Pleasant Branch -----704-436-2202
Harrisburg Branch-----704-920-2080

Register of Deeds -----704-920-2112
Wayne Nixon, Register of Deeds

Sheriff -----704-920-3000
Van Shaw, Sheriff

Soil & Water Conservation District-----704-920-3300
Daniel McClellan, Resource Conservationist

Tax Administration -----704-920-2171
David Thrift, Tax Administrator

Tax Collector -----704-920-2119
Land Records-----704-920-2127
Revaluation -----704-920-2178

Transportation -----704-920-2921
Bob Bushey, Operations Manager

Veterans Services-----704-920-2869
Tony Miller, Director



The Annual Budget is published by the
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