



**CABARRUS COUNTY
BOARD OF COMMISSIONERS**

**WORK SESSION
JANUARY 3, 2018
4:00 P.M.**

1. CALL TO ORDER - CHAIRMAN

2. APPROVAL OF WORK SESSION AGENDA - CHAIRMAN

2.1 Including Changes to the Agenda Pg. 134

3. DISCUSSION ITEMS - NO ACTION

3.1 Library - Mount Pleasant Branch Expansion Project Pg. 2

4. DISCUSSION ITEMS FOR ACTION AT JANUARY 16, 2018 MEETING

4.1 City of Kannapolis - Downtown Kannapolis Request Summary and Update Pg. 5

4.2 Salisbury-Rowan Community Action Agency, Inc. - Presentation of FY18-19 Application for Funding Pg. 24

4.3 County Manager - Establishment of Audit Charter and Committee Pg. 70

4.4 County Manager and Human Resources - Modification to the Law Enforcement Fair Standard Labor Act (FSLA) 207(k) Exemption for Overtime Pg. 80

4.5 County Manager - Request Contingency Funds for two Projects to be Escalated to FY18 due to Funds Availability and Safety of Facilities Pg. 89

4.6 Finance - Adjustment of Line Item Budget for Rowan Cabarrus Community College (RCCC) Advanced Technology Center Pg. 95

4.7 Human Resources - Drug Free Workplace Policy Update Pg. 104

5. APPROVAL OF REGULAR MEETING AGENDA Pg. 130

6. CLOSED SESSION

6.1 Closed Session - Pending Litigation and Economic Development Pg. 133

7. ADJOURN



CABARRUS COUNTY

BOARD OF COMMISSIONERS WORK SESSION

**JANUARY 3, 2018
4:00 P.M.**

AGENDA CATEGORY:

Discussion Items - No Action

SUBJECT:

Library - Mount Pleasant Branch Expansion Project

BRIEF SUMMARY:

An expansion of the Mount Pleasant library has been a Capital Improvement Projects (CIP) with no projected start date for many years. With the current activities and traffic of the library, the building is often crowded with no dedicated children or teen spaces, and no area dedicated solely to programs and meeting space.

As growth in the County and Mount Pleasant is expected to continue, the Friends of the Library along with other Mount Pleasant community members, the Library Board of Trustees and library staff would like to see this project begin to move forward. The library staff and administration acknowledge that the space has reached maximum capacity, leaving no physical room for additional services. After several meetings with Area Manager of Operations Kyle Bilafer, and County Manager Mike Downs, the Friends of the Mount Pleasant library would like to discuss with the Board what is needed to begin activities on this project, and how they could be of assistance.

REQUESTED ACTION:

Receive report.

EXPECTED LENGTH OF PRESENTATION:

10 Minutes

SUBMITTED BY:

Emery Ortiz, Library Director
Kyle Bilafer, Area Manager of Operations
Marcia Morris, Friends of the Mount Pleasant Library

BUDGET AMENDMENT REQUIRED:

No

COUNTY MANAGER'S RECOMMENDATIONS/COMMENTS:

ATTACHMENTS

[Mt. Pleasant Expansion CIP](#)

Capital Improvement Plan

Department: Library
Function: Culture & Recreation

Project Title: Mount Pleasant Library
Type: Expansion
Status: Future

Total Cost: \$ 900,000



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

Background & Justification/Status
 The population has grown nearly 40% since the library was built. Therefore the current space is inadequate for modern library operations. The expansion is on land owned by Cabarrus County. Historically the County has funded the architectural planning and design, while the municipality and/or private citizens have funded the construction, furniture, fixtures, and equipment. However, the budget below reflects the full cost.
 This project aligns with BOC Goal 5. The expanded library would ensure greater access for patrons to fulfill their life-long educational pursuits.

Impact If Not Funded and Maximum Time it Can be Delayed
 If the project is not funded, then the library will continue to get crowded and residents of Mt. Pleasant and those that visit it's library will not seek educational pursuits through the library.
 Since construction, furniture, fixtures, and equipment are dependent on donations from municipalities, foundations, and individuals, the project is only viable at some time in the future.

Project Costs	FY 2018 Adopted	FY 2019 Proposed	FY 2020 Planning	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	Future Years
Planning/Design							100,000
Land/Acquisition							
Construction							762,000
Building Improvements							
Equipment							38,000
Other							
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 900,000

Funding Sources	FY 2018 Adopted	FY 2019 Proposed	FY 2020 Planning	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	Future Years
General Fund							
Capital Reserve Fund							
Multi Year Fund							
Debt							
Grants							
Permits/Fees							
Other-TBD							900,000
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 900,000

Operating Budget Impact	FY 2018 Adopted	FY 2019 Proposed	FY 2020 Planning	FY 2021 Planning	FY 2022 Planning	FY 2023 Planning	Future Years
Salaries & Benefits							
Materials & Supplies							
Contracts & Services							
Capital Outlay							
Other							
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



CABARRUS COUNTY

BOARD OF COMMISSIONERS WORK SESSION

**JANUARY 3, 2018
4:00 P.M.**

AGENDA CATEGORY:

Discussion Items for Action at January 16, 2018 Meeting

SUBJECT:

City of Kannapolis - Downtown Kannapolis Request Summary and Update

BRIEF SUMMARY:

In 2015, the City of Kannapolis purchased the majority of its downtown property and buildings from David Murdock in efforts to facilitate a substantial revitalization effort. Since then, the City has 1) completed a Downtown Master Plan with its development partner, the Development Finance Initiative; 2) reached a public-private partnership agreement with its first private investor for a mixed use project to begin in early 2018; 3) embarked upon the design of a new sports and entertainment venue; 4) facilitated the relocation of the RCCC Cosmetology program to make way for the new construction and 5) began construction on a major infrastructure replacement project and a large scale streetscape overhaul/linear park. Additional private investment is expected in the immediate future. This is a major undertaking and the City respectfully requests financial participation from Cabarrus County to help the City achieve its vision. The Interlocal Agreement that is proposed is a low-risk commitment from the County. The primary foundation of the agreement is that the County would provide the City with 85 percent of new tax revenues generated in the downtown area of Kannapolis over the next twenty years. The County is not responsible for a specific amount and it is not tied specifically to any debt obligations of the City. The City will be solely responsible for the financial commitments supporting the effort.

REQUESTED ACTION:

Motion to approve the interlocal agreement between Cabarrus County and the City of Kannapolis.

Motion to authorize the County Manager to execute the agreement on behalf of Cabarrus County, subject to review or revisions by the County Attorney.

EXPECTED LENGTH OF PRESENTATION:

15 Minutes

SUBMITTED BY:

Mike Legg, City Manager, City of Kannapolis

BUDGET AMENDMENT REQUIRED:

No

COUNTY MANAGER'S RECOMMENDATIONS/COMMENTS:

ATTACHMENTS

- [Downtown Kannapolis Request Summary and Update](#)
 - [Downtown Kannapolis Master Plan Map](#)
 - [Downtown Kannapolis Core Streetscape-Linear Park Plan](#)
 - [Kannapolis West Avenue Rooms - Unique Destination](#)
 - [Interlocal Agreement - 2017 Kannapolis_Cabarrus County](#)
-



KANNAPOLIS

Downtown Kannapolis Revitalization

Summary of Participation Request and Project Update

Cabarrus County Board of Commissioners

January 3, 2018

Request for Partner Participation

Cabarrus County-City of Kannapolis Interlocal Agreement.

- 20-year duration.
- County only obligated to provide 85% of *new* property tax revenues from new development within the Municipal Service District (essentially the properties within the Loop Road/Main Street boundary – map included in the agreement).
- County *not obligated* to any specific amount of funding per year.
- *City assumes all risk* between projected funding and actual funding needs.
- Existing NCRC properties are excluded from the base calculation (as some will go off the tax rolls at the same time the City and County debt obligation ends in 2027).
- City projects that over the course of the 20 year agreement, the City will fund approximately 75% of the downtown investments, Cabarrus County will fund approximately 21% and the CVB will fund approximately 4%.
- The agreement describes the incremental tax revenue collection broadly. However, City and County staff will reach an agreement on specific procedures especially as it relates to the previous interlocal agreement related to the NCRC development.

Convention and Visitors Bureau-City of Kannapolis Interlocal Agreement.

- 20-year duration
- \$227,000 annual contribution to City with 2.5% increase per year.
- Status: March/April 2018 is the target date for consideration by the CVB Board upon the conclusion of its strategic planning process.

Update: Property Acquisition

- 50 acres. 8 blocks; 700,000 square feet of space (about half in basements). 84 individual leasable spaces.
- Constructed mostly by Cannon Mills between the 1920s and 1980s.
- Owned by David Murdock/Castle and Cooke since it was purchased from Cannon Mills in 1982. Extensive renovation in the 1980's to "Williamsburg-design."
- Includes 20 acres of vacant property (former Plant 4 site).
- Includes the historic Gem Theatre (to be preserved).

- Purchased in 2015 for \$8,750,000. \$11 million was borrowed to include limited funding for property upgrades/deferred maintenance.

Update: Master Plan and Development Finance Initiative Agreement

- Agreement with Development Finance Initiative (DFI) executed in 2014.
- Master Plan Adopted in 2016.
- 10-year Market Analysis **with** transformative public investments: 1,500 residential dwelling units, 300,000 square feet of retail, 400,000 square feet of office and 1 hotel.
- 10-year Market Analysis **without** transformative public investment: 500 dwelling units, 55,000 square feet of retail and 70,000 square feet of office and 0 hotels.
- Key elements of the plan
 - *Density*: Encourage density of development to create activity on the street, drive demand and capture value.
 - *Mixed Use*: Create a mixed-use district that supports day to night activity, attracts diverse users and expands the downtown market.
 - *Generate Demand*: Generate local and regional demand through appropriately scaling, phasing and locating anchors and amenities. Near-term transformative public investments include streetscape/linear park, sports and entertainment venue, and parking deck.
 - *Historic Preservation*: Respect the historic integrity of downtown by leveraging historic assets and creating a unique sense of place.
 - *Leverage Public Investment*: Leverage public dollars in order to maximize private investment that improves the quality of life for our citizens

Update: Infrastructure and Streetscape/Linear Park

- Final Design completed in August 2017.
- Phase I Guaranteed Maximum Price (GMP) contract with Construction Manager Barton Malow approved by City Council in August 2017. Phase II GMP approved December 2017.
- \$29 million total project cost.
- Significant part of the cost is to replace severely aging water, sewer and stormwater infrastructure to facilitate new development demands.
- Will result in a major linear park through the middle of downtown along West Avenue.
 - Extensive new landscaping including the preservation of most of the large oak trees.
 - Outdoor seating in numerous “living rooms” with different themes.
 - New street lighting. Decorative fountains.
 - Two traffic circles with “shifting” two way traffic streets creating very large open spaces and plazas in two quadrants of the West Avenue corridor.
 - Urban swings, seat walls, canopy structures, open stages.
 - Angle and parallel on-street parking remains.
 - Electrical and USB connections throughout downtown in seating areas.
 - New restroom building.
 - New sidewalks and decorative pavers.
 - New downtown wayfinding (signage) system.

Update: Demonstration Project: “Vida”

- Lansing Melbourne Group, Ft. Lauderdale Florida.
- Development Agreement adopted on January 27, 2017.
- Six story building wrapped around parking deck with amenity spaces on top of the deck.
- 280 residential units.
- 35,000 square feet new retail space.
- Publicly funded parking deck = 400+ spaces. \$12 million is current estimate (although this is currently being scrutinized further by City staff).
- Will preserve the Cabarrus Bank Building block. The other buildings on this site will be demolished.
- \$46 million phase I development \$14-18 million in phase II (within 3-5 years).
- Third Phase contemplated across West Avenue (current Wells Fargo site) but no details have been agreed upon yet.
- Closing on the property scheduled for February 2018.
- Construction scheduled to begin by March/April 2018 with completion by spring/summer 2020.

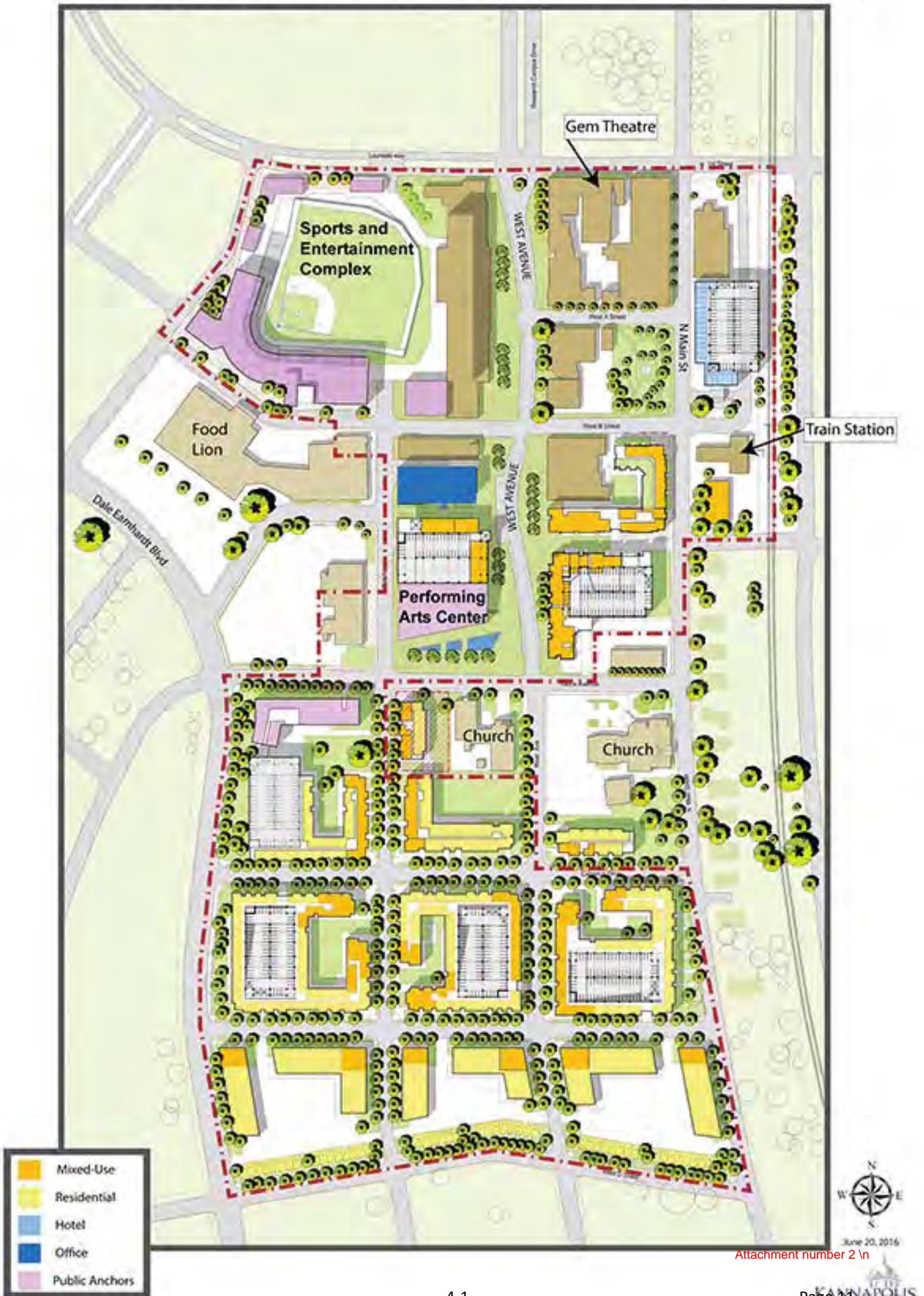
Update: Sports and Entertainment Venue

- Design Development Phase documents completed November 15, 2017.
- Guaranteed Maximum Price contract with Construction Manager Barton Malow scheduled for City Council consideration in July 2018.
- \$42 million projected total project cost. Will be refined over the next 60 days.
- Lease and Development Agreements in final stages of negotiations with Team ownership. Target for completion is February 2018.
- Existing Intimidators Stadium is 23 years old and in need of major renovations, which was determined by the City and Team to be a bad investment in its current location. The new facility solves that problem as well as serving as the anchor for the downtown revitalization effort.
- Market for Minor League Baseball in Kannapolis/Cabarrus County is 30 minute drive time which equals nearly 700,000 in population.
- Top 25% of all of Class A minor league baseball markets nationwide in population. Top 33% in household income.
- Untapped attendance possibility = 340,000 per year (less than 100,000 per year attend now). Conservatively projecting 200,000-250,000 annual attendance.
- Construction scheduled to start in August 2018 with completion anticipated in January 2020 for opening pitch in April 2020.
- To make way for the project construction, the City has purchased the old Big Lots Shopping Center at 489 North Cannon Blvd and has committed to relocating the RCCC Cosmetology program to that location. Bids for the renovation work have been received (\$5.15 million). The bid award will be on the January 8, 2018 City Council agenda for consideration.

Downtown Kannapolis Investment Projections												
		Debt Service Paymen							Payment Contributor			
A	B	C	D	E	F	G	H	I	J	K	L	M
Fiscal Year	Year #	Downtown Acquisition (\$11M)	Sports & Entertainment Complex (\$42M)	Parking Deck (\$12M)	Underground Infrastructure (\$23M)	Streetscape (\$5M)	RCCC Relocation (\$5M)	Total (\$98M)	City of Kannapolis	County (from MSD added value)	CVB	% of Added Tax Revenue
2018	1	\$ 1,206,183	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,206,183	\$ 1,206,183	\$ -	\$ -	0%
2019	2	\$ 1,171,171	\$ 1,249,479	\$ 1,200,000	\$ 2,070,000	\$ 450,000	\$ 500,000	\$ 6,640,650	\$ 6,116,944	\$ 296,706	\$ 227,000	85%
2020	3	\$ 1,136,159	\$ 2,128,250	\$ 1,170,000	\$ 2,024,000	\$ 440,000	\$ 487,500	\$ 7,385,909	\$ 6,708,174	\$ 445,060	\$ 232,675	85%
2021	4	\$ 1,101,147	\$ 4,205,000	\$ 1,140,000	\$ 1,978,000	\$ 430,000	\$ 475,000	\$ 9,329,147	\$ 8,497,242	\$ 593,413	\$ 238,492	85%
2022	5	\$ 1,065,159	\$ 4,098,500	\$ 1,110,000	\$ 1,932,000	\$ 420,000	\$ 462,500	\$ 9,088,159	\$ 8,101,939	\$ 741,766	\$ 244,454	85%
2023	6	\$ 1,030,195	\$ 3,992,000	\$ 1,080,000	\$ 1,886,000	\$ 410,000	\$ 450,000	\$ 8,848,195	\$ 7,707,875	\$ 890,120	\$ 250,200	85%
2024	7	\$ 995,231	\$ 3,885,500	\$ 1,050,000	\$ 1,840,000	\$ 400,000	\$ 437,500	\$ 8,608,231	\$ 7,313,740	\$ 1,038,473	\$ 256,018	85%
2025	8	\$ 960,267	\$ 3,779,000	\$ 1,020,000	\$ 1,794,000	\$ 390,000	\$ 425,000	\$ 8,368,267	\$ 6,919,605	\$ 1,186,826	\$ 261,836	85%
2026	9	\$ 925,303	\$ 3,672,500	\$ 990,000	\$ 1,748,000	\$ 380,000	\$ 412,500	\$ 8,128,303	\$ 6,525,469	\$ 1,335,180	\$ 267,654	85%
2027	10	\$ 890,339	\$ 3,556,000	\$ 960,000	\$ 1,702,000	\$ 370,000	\$ 400,000	\$ 7,878,339	\$ 6,121,334	\$ 1,483,533	\$ 273,472	85%
2028	11	\$ 855,375	\$ 3,459,500	\$ 930,000	\$ 1,656,000	\$ 360,000	\$ 387,500	\$ 7,648,375	\$ 5,737,220	\$ 1,631,866	\$ 279,289	85%
2029	12	\$ 820,411	\$ 3,353,000	\$ 900,000	\$ 1,610,000	\$ 350,000	\$ 375,000	\$ 7,408,411	\$ 5,343,064	\$ 1,780,240	\$ 285,107	85%
2030	13	\$ 785,447	\$ 3,246,500	\$ 870,000	\$ 1,564,000	\$ 340,000	\$ 362,500	\$ 7,168,447	\$ 4,948,929	\$ 1,928,593	\$ 290,925	85%
2031	14	\$ 750,483	\$ 3,140,000	\$ 840,000	\$ 1,518,000	\$ 330,000	\$ 350,000	\$ 6,928,483	\$ 4,554,794	\$ 2,076,946	\$ 296,743	85%
2032	15	\$ -	\$ 3,033,500	\$ 810,000	\$ 1,472,000	\$ 320,000	\$ 337,500	\$ 5,973,000	\$ 3,445,139	\$ 2,225,300	\$ 302,561	85%
2033	16	\$ -	\$ 2,927,000	\$ 780,000	\$ 1,426,000	\$ 310,000	\$ 325,000	\$ 5,768,000	\$ 3,234,321	\$ 2,225,300	\$ 308,379	85%
2034	17	\$ -	\$ 2,815,625	\$ 750,000	\$ 1,380,000	\$ 300,000	\$ 312,500	\$ 5,558,125	\$ 3,018,628	\$ 2,225,300	\$ 314,197	85%
2035	18	\$ -	\$ 2,709,375	\$ 720,000	\$ 1,334,000	\$ 290,000	\$ 300,000	\$ 5,353,375	\$ 2,808,060	\$ 2,225,300	\$ 320,015	85%
2036	19	\$ -	\$ 2,603,125	\$ 690,000	\$ 1,288,000	\$ 280,000	\$ 287,500	\$ 5,148,625	\$ 2,597,492	\$ 2,225,300	\$ 325,833	85%
2037	20	\$ -	\$ 2,496,875	\$ 660,000	\$ 1,242,000	\$ 270,000	\$ 275,000	\$ 4,943,875	\$ 2,386,924	\$ 2,225,300	\$ 331,651	85%
2038	21	\$ -	\$ 2,390,625	\$ 630,000	\$ 1,196,000	\$ 260,000	\$ 262,500	\$ 4,739,125	\$ 2,176,357	\$ 2,225,300	\$ 337,468	85%
2039	22	\$ -	\$ 2,284,375	\$ -	\$ -	\$ -	\$ -	\$ 2,284,375	\$ 2,284,375	\$ -	\$ -	0%
2040	23	\$ -	\$ 2,178,125	\$ -	\$ -	\$ -	\$ -	\$ 2,178,125	\$ 2,178,125	\$ -	\$ -	0%
Total:		\$ 13,692,870	\$ 67,203,854	\$ 18,300,000	\$ 32,660,000	\$ 7,100,000	\$ 7,625,000	\$ 146,581,724	\$ 109,931,933	\$ 31,005,822	\$ 5,643,969	
									75.00%	21.15%	3.85%	

- NOTES:
- CVB Revenue in Year #2 based upon prior study - Includes a 2.5% growth factor annually.
 - County Contribution in based upon payment to the City of a percentage of added tax revenue due to growth in Downtown / MSD
 - County Contribution starts at 85% of added revenue for 20 years
 - Value-added base assumes \$374M of private investment over a 15 year period evenly distributed (per Development Finance Initiative projections)
 - Complex & Parking Deck - Debt Service payments are based upon a 20 Year financing period @ 5% interest
 - Utilities and Streetscape Debt Service Payments are based upon a 20 year financing @ 4% interest
 - Total amount of all debt service is \$146,581,724
 - City expects to negotiate a 30 year lease with the Intimidators and Minor League Baseball with annual lease payments between \$300K - \$500K
 - City expects to generate some revenue from parking deck space leases with developer. Additional revenue can come from general public.
 - City has planned multiple water, sewer, & stormwater fee increases to help cover debt service payments associated with underground infrastructure improvements
 - City would like to see the CVB revenue on a permanent basis in order to assist with further tourist and visitor projects.

Downtown Revitalization Master Plan





Attachment number 3 \n



Attachment number 4 \n

INTERLOCAL AGREEMENT
BETWEEN
CITY OF KANNAPOLIS, NORTH CAROLINA
AND
CABARRUS COUNTY, NORTH CAROLINA
Dated as of _____, 2017

Relating to
Downtown Revitalization Projects

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INTERLOCAL AGREEMENT

This **INTERLOCAL AGREEMENT** (this “*Interlocal Agreement*”), made and entered into as of _____, 2017, between the City of Kannapolis, North Carolina, a municipal corporation created and existing under the laws of the State of North Carolina (the “*City*”) and the County of Cabarrus, North Carolina (the “*County*”), a political subdivision created and existing under the laws of the State of North Carolina;

WITNESSETH:

WHEREAS, the City has purchased the majority of its downtown and has determined to undertake revitalization activities in its downtown area, including, among other things, infrastructure improvements, parking improvements, construction of sports and entertainment venues and the construction and improvement of other public amenities (collectively, “*Downtown Revitalization Projects*”); and

WHEREAS, there are numerous benefits that will come from public investment as part of the downtown revitalization efforts including but not limited to long term tax base growth, improved vitality of central business district, strengthening tourism assets resulting in additional sales tax generation, and job creation.

WHEREAS, the City has paid and will pay for the Downtown Revitalization Projects through a combination of available funds of the City and financing arrangements; and

WHEREAS, the City has created a Municipal Service District to assist with the financing of Downtown Revitalization Projects pursuant to Article 23 of Chapter 160A of the North Carolina General Statutes (the “*MSD*”); and

WHEREAS, the MSD is generally bounded by Dale Earnhardt Boulevard (NC 3) to the south and west, Loop Road to the north and South Ridge Avenue to the east and consists of 319 parcels and 394 acres, the majority of which is located in Cabarrus County, and is set forth in the map attached as Schedule A.

WHEREAS, under Article 20 of Chapter 160A of the North Carolina General Statutes, as amended (the “*Interlocal Act*”), municipalities and counties are authorized to enter into interlocal cooperation undertakings with other local governments for the joint exercise of any power, function, public enterprise, right, privilege, or immunity of local governments in North Carolina;

WHEREAS, as permitted by the Interlocal Act, the County desires to provide assistance for the funding of the Downtown Revitalization Projects located in the portion of the MSD located in the County by remitting to the City 85% of the incremental *ad valorem* tax revenues collected in portion of the MSD located in the County (the “*Incremental Revenues*”) subject to the limitations and restrictions set forth in this Interlocal Agreement (the “*County Contribution*”); and

NOW, THEREFORE, in consideration of the foregoing, the City and the County desire to provide in this Interlocal Agreement for the basis on which the County Contribution will be made, the City and the County do hereby covenant, promise, agree and represent as follows:

**ARTICLE I
GENERAL PROVISIONS**

SECTION 1.1 Purpose of the Interlocal Agreement. This Interlocal Agreement is being entered into as a means for the County to provide assistance to the City in funding the Downtown Revitalization Projects by making periodic payments to the City from the County’s Incremental Revenues actually received by the County from the MSD, subject to the restrictions and limitations set forth in this Interlocal Agreement. The County’s payment obligations under this Interlocal Agreement are solely contractual in nature and nothing in this Interlocal Agreement shall be construed as a pledge of any of the County’s Incremental Revenues or other funds.

The taxing power of the County is not and may not be pledged directly or indirectly to secure any amounts payable by the County under this Interlocal Agreement, and this Interlocal Agreement does not constitute a pledge of the faith and credit of the County.

SECTION 1.2 Duration of the Interlocal Agreement. This Interlocal Agreement shall be effective on the date of this Interlocal Agreement and shall remain in effect as long as any financing to finance or refinance Downtown Revitalization Projects listed in Exhibit A, as may be amended from time-to-time in accordance with Section 4.5, is outstanding. Notwithstanding any other provision of this Interlocal Agreement, if the City defaults in the timely payment of principal or interest on any financing for the Downtown Revitalization Projects, the County’s obligation to make any payments under this Interlocal Agreement shall immediately terminate and the County shall have no further obligations under this Interlocal Agreement.

**ARTICLE II
INCREMENTAL REVENUES**

SECTION 2.1 City Deposit of Incremental Revenues. The City will establish a separate, segregated fund or account in which it will deposit the Incremental Revenues received from the County.

SECTION 2.2 Incremental Revenues. (a) From and after the date of this Interlocal Agreement in each year that the County’s Tax Assessor shall determine that the current assessed value of taxable property located in that portion of the MSD that is located in the County exceeds the base valuation of property in the MSD, the difference shall be the incremental valuation of that portion of the MSD located in the County for such year. The base valuation of property in the MSD shall be the current assessed value of taxable property located in that portion of the MSD that is located in the County as of January 1, 2017, as adjusted in accordance with the following sentence. For purposes of this Interlocal Agreement, the properties on the North Carolina Research Campus with the tax identification numbers [_____] that will revert to ownership by the State of North Carolina in 2027 will be excluded from both the base valuation and the incremental valuation (in other words, such properties are to be treated as being excluded from the MSD and thus have no impact on the incremental revenue calculation).

(b) Revenues from *ad valorem* taxation of property in the MSD shall be applied as follows:

(i) The net proceeds of the following taxes shall be paid to each unit of local government with taxing power in the Development Financing District: (i) taxes separately stated and levied solely to service and repay debt secured by a pledge of the faith and credit of the unit; (ii) nonschool taxes levied by such unit pursuant to a vote of the people; (iii) taxes levied for a municipal or county service district, if any; and (iv) taxes levied by any taxing unit other than the City or the County.

(ii) The net proceeds of all other *ad valorem* taxes levied by the County in any year shall be multiplied by a fraction, the numerator of which is the base valuation for the MSD as determined in accordance with Section 2.2(a) and the denominator of which is the current valuation for the MSD. The amount shown as the product of this multiplication, when paid by the taxpayer and after subtracting out the amounts set forth in (i) above, shall be the Incremental Revenues of the County. Commencing with the fiscal year beginning on July 1, 2017 and each fiscal year thereafter for the term of this Interlocal Agreement, the County will transmit 85% of the Incremental Revenues to the City on each February 15 and August 15, beginning August 15, 2017.

The City and the County acknowledge that there is an agreement relating to the remittance by the County of taxes collected on behalf of the City with respect to property located in the County including that portion of the MSD located in the County. The provisions of that agreement or any subsequent amendment or replacement shall control the remittance of collections of taxes collected for the City. [Also, the City and the County recognize that the payment of taxes for motor vehicles is on a different schedule from the payment of taxes for real property. The provisions relating to semiannual payment of the County Contribution may be modified with respect to taxes collected for motor vehicles so that such collections are transmitted other than semiannually.]

SECTION 2.3 Use of Incremental Revenues. The City shall apply the Incremental Revenues it receives from the County to pay debt service and related costs of any financings for Downtown Revitalization Projects and to pay capital expenditures incurred in connection with Downtown Revitalization Projects. Any Incremental Revenues on deposit with the City upon termination of this Interlocal Agreement shall be returned to the County.

ARTICLE III DOWNTOWN REVITALIZATION PROJECTS

SECTION 3.1 Downtown Revitalization Projects. The City and the County acknowledge that the County Contribution is intended to assist the City in the funding of the Downtown Revitalization Projects. The City shall be solely responsible for the funding, the scope, the design or the plan for the Downtown Revitalization Projects. All Downtown Revitalization Projects shall be owned by the City or another governmental entity or instrumentality or by a private party that is undertaking a public purpose on behalf of the City.

SECTION 3.2 Rowan-Cabarrus Community College. One of the Downtown Revitalization Projects is expected to be the relocation of Rowan-Cabarrus Community College operations from its current location in the MSD to another location outside the MSD, including the renovation of the facility to accommodate the operations of Rowan-Cabarrus Community College. The provision of community college facilities is typically a function of the County, but

as part of the cooperation evidenced by this Interlocal Agreement to undertake the downtown revitalization efforts, the County agrees that the City will undertake the relocation and renovation of facilities for Rowan-Cabarrus Community College.

**ARTICLE IV
MISCELLANEOUS**

SECTION 4.1 Tax Collections. The City and the County acknowledge that the County’s Department of Tax Administration is responsible for assessment of all property for purposes of taxation and for collection of taxes imposed by the County and the City with respect to property within the boundaries of the City that is located in the County and serves as the Tax Assessor and the Tax Collector. The County agrees to proceed diligently to collect all taxes due and to provide for the performance of the duties of the Tax Assessor thereunder with respect to that portion of the MSD located in the County. The County further agrees to provide the City’s Chief Financial Officer with the assessed value of all property located in that portion of the MSD within the County not later than June 15 of each year. No provision of this Interlocal Agreement shall be construed to require the County to levy taxes at any particular rate of taxation; and the County shall hereafter be free to increase or decrease their respective rates of taxation without regard to this Interlocal Agreement.

SECTION 4.2 Notices. All notices, demands or requests required or permitted to be given pursuant to this Interlocal Agreement shall be given in writing and shall be deemed to have been properly given or served and shall be effective upon being deposited in the United States mail, postage prepaid, sent to the respective address as follows:

As to the City: City of Kannapolis, North Carolina
 401 Laureate Way
 Kannapolis, NC 28081
 Attention: City Manager

As to the County: Cabarrus County, North Carolina
 P.O. Box 707
 Concord, NC 28026
 Attention: County Manager

Any party may, however, at any time, change its address for notification purposes by giving to the other parties a notice in the manner herein provided stating the change and setting forth the new address.

SECTION 4.3 Headings. The headings appearing in this Interlocal Agreement are inserted only as a matter of convenience and in no way define, limit, construe or describe the scope or intent of any article, section or paragraph of this Interlocal Agreement.

SECTION 4.4 Counterparts. This Interlocal Agreement may be executed in one or more counterparts, each of which shall be deemed an original, but all of which together shall constitute one and the same instrument. The signature of any party to any counterpart may be appended to any other counterpart.

SECTION 4.5 Modification. (a) No change or modification of, or waiver under, this Interlocal Agreement shall be valid unless it is in writing and signed by duly authorized representatives of the City and the County.

(b) In addition to other matters addressed hereunder, the City agrees not to increase the size of the MSD without the prior written consent of the County.

SECTION 4.6 Time is of the Essence. Time is of the essence in this Interlocal Agreement.

IN WITNESS WHEREOF, the parties hereto have caused this Interlocal Agreement to be duly executed and delivered as of the day and year first above written.

CITY OF KANNAPOLIS, NORTH CAROLINA

By: _____
City Manager

Attest: _____
City Clerk

[SEAL]

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

Finance Officer
City of Kannapolis, North Carolina

[SIGNATURE PAGE TO THE INTERLOCAL AGREEMENT BETWEEN
CITY OF KANNAPOLIS, NORTH CAROLINA AND COUNTY OF CABARRUS, NORTH CAROLINA]

[SIGNATURES CONTINUED ON THE FOLLOWING PAGE]

CABARRUS COUNTY, NORTH CAROLINA

By: _____
County Manager

Attest: _____
Clerk to the Board of Commissioners

[SEAL]

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

Finance Officer
County of Cabarrus, North Carolina

[SIGNATURE PAGE TO THE INTERLOCAL AGREEMENT BETWEEN
CITY OF KANNAPOLIS, NORTH CAROLINA AND COUNTY OF CABARRUS, NORTH CAROLINA]

EXHIBIT A

DOWNTOWN REVITALIZATION PROJECTS

Underground utility infrastructure

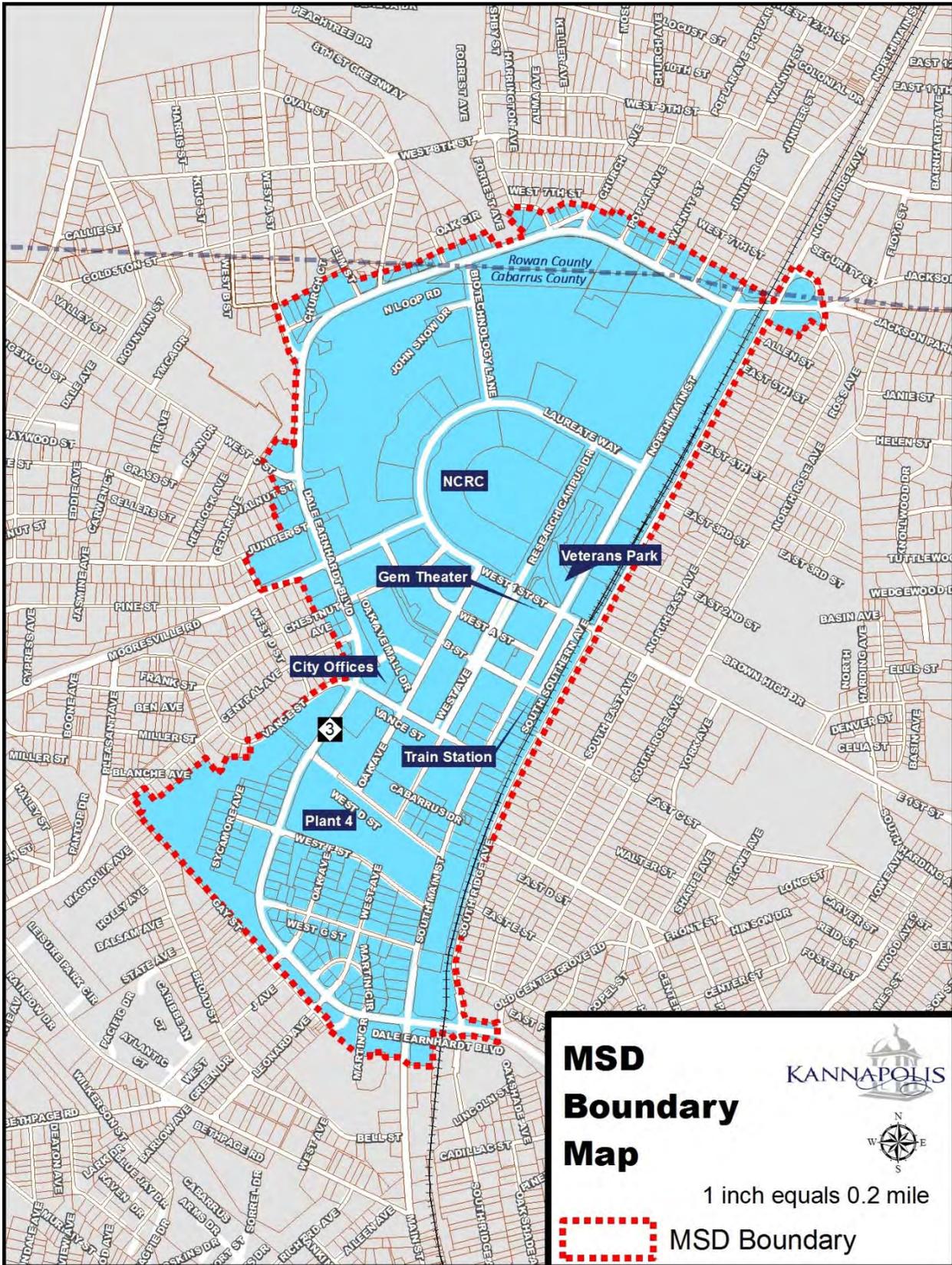
Relocation of Rowan-Cabarrus Community College

Construction of Parking Facility as part of downtown mixed-use facility (referred to as “Downtown Demonstration Project”)

Construction of Sports and Entertainment Venue

Streetscaping projects

SCHEDULE A





CABARRUS COUNTY
BOARD OF COMMISSIONERS
WORK SESSION

JANUARY 3, 2018
4:00 P.M.

AGENDA CATEGORY:

Discussion Items for Action at January 16, 2018 Meeting

SUBJECT:

Salisbury-Rowan Community Action Agency, Inc. - Presentation of FY18-19 Application for Funding

BRIEF SUMMARY:

Representatives from the Salisbury-Rowan Community Action Agency, Inc. (SRCCA) will present their FY2018-19 Application for Funding. This agency provides services for economically disadvantaged citizens in Cabarrus and Rowan counties.

REQUESTED ACTION:

Motion to acknowledge receipt of the SRCAA's FY 2018-19 Community Services Block Grant funding application.

EXPECTED LENGTH OF PRESENTATION:

5 Minutes

SUBMITTED BY:

Dione Adkins-Tate, SRCAA, Director of Family Services

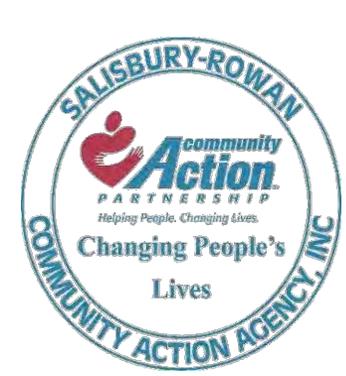
BUDGET AMENDMENT REQUIRED:

No

COUNTY MANAGER'S RECOMMENDATIONS/COMMENTS:

ATTACHMENTS

- [Presentation](#)
 - [Application Packet](#)
 - [Documentation of Submission](#)
 - [CSBG Allocation](#)
-



Salisbury-Rowan Community Action Agency, Inc.



Attachment number 1 in

The Community Services Block Grant (CSBG) Our History



In 1964 Congress passed the Economic Opportunity Act, establishing and funding Community Action Agencies and Programs. The Community Services Block Grant (CSBG), funded by the Office of Economic Opportunity is a federal, anti-poverty block grant which funds the operations of a state-administered network of local agencies. This CSBG network consists of more than 1,000 agencies most all Community Action Agencies that create, coordinate and deliver programs and services to low-income Americans in 99 percent of the nation's counties.

Community representation and accountability are hallmarks of the CSBG network, where agencies are governed by a tri-partite board. This board structure consists of elected public officials, representatives of the low-income community, and appointed leaders from the private sector.

Because the CSBG funds the central management and core activities of these agencies, the CSBG network is able to mobilize additional resources to combat the central causes of poverty.

Attachment number 1 \n

**The Community Services Block Grant (CSBG)
Program Year 2018-2019
Cabarrus County Funding Allocation
\$ 200,418.00**

Allocation determined by the United States Census Bureau,
2015 Small Area Income and Poverty Estimates (SAIPE)
Cabarrus County Impoverished count: 21,118

*Funding Provided By
The North Carolina Department of Health and Human Services
Division of Social Services, Office of
Economic Opportunity*

Attachment number 1 \n



Self-Sufficiency Program

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



Supportive Services Include:

Employment Assistance

Job Training

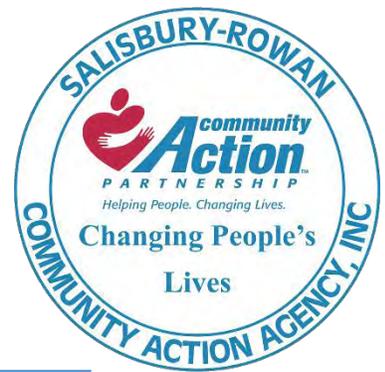
Entrepreneurship support

Financial literacy

Attachment number 1 \n

Professional Development

Projected Outcome Targets Program Year 2018-2019



Number of Families Served	135
Low Income Families Rising Above Poverty	23
Participant Families Obtaining Employment	35
Participant Families Obtaining Better Employment	15
Participant Families Obtaining Jobs with Medical Benefits	7
Participant Families Completing Educational / Training Programs	20
Participant Families Securing Standard Housing	10
Participant Families Provided Emergency Assistance	20
Participant Families Provided Employment Supports	45
Participant Families Provided Education Supports	25

Attachment number 1 \n

2016-2017 Community Impact

20

Families rose above poverty level

42

Families & individuals received employment support

39

Families obtained employment/better employment with medical benefits

17

Families & individuals received educational support

10

Families & individuals received standardized housing

Cabarrus County Allocation: \$243,476 Attachment number 111 Total Families Served: 55

Case Management Services

Total time (hours): 3,775.017

Total customers: 124



Attachment number 1 in

Case Management Services

Occupational Interest Profile, Skills, and Educational Assessments

Resume Assistance

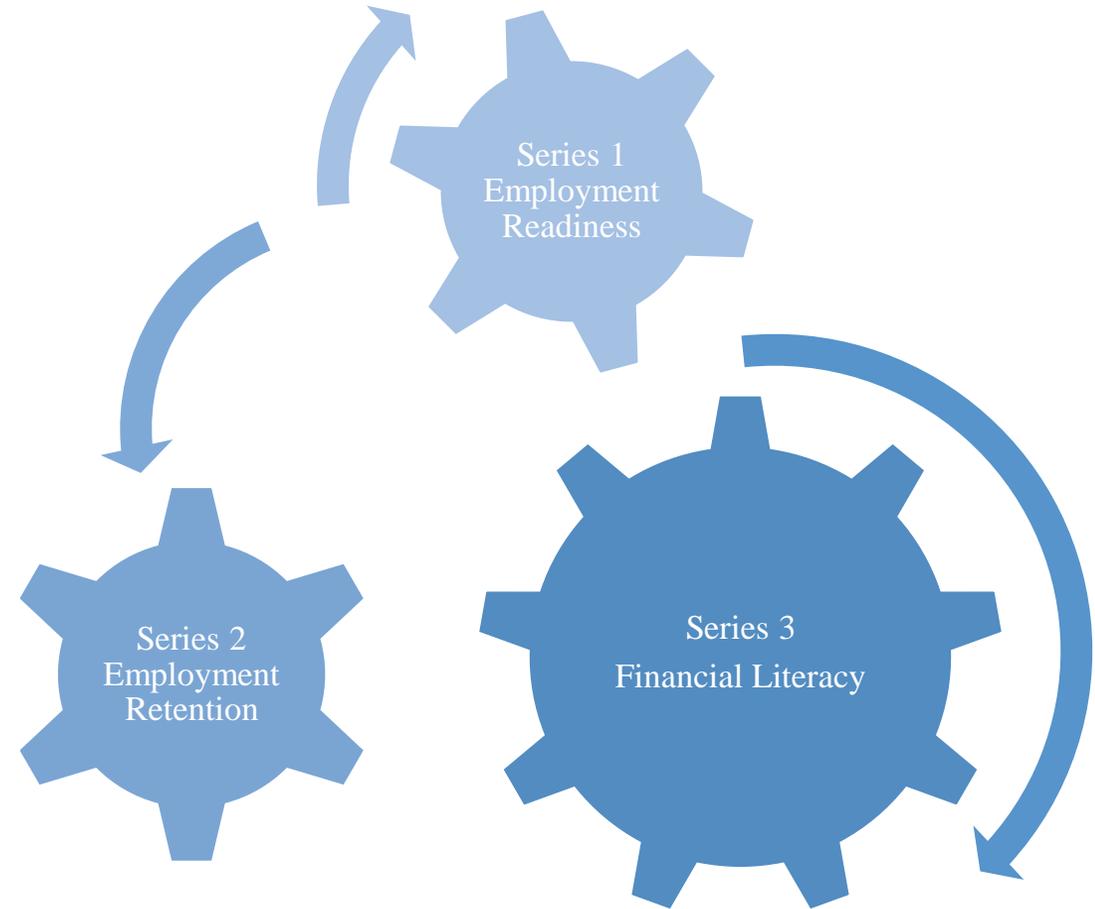
Individualized Plans for Employment (IPE) –
An employment skills assessment tool developed to support a more comprehensive approach to long term career planning.

Budgeting and financial literacy

Supportive Services Referrals and Advocacy

Self-Sufficiency Goal Planning

Self-Sufficiency Workshop Series



Attachment number 1 \n

Success Story

D'Asia Cook and her mother were enrolled into the Self-Sufficiency Program in October, 2015. She was also dually enrolled in the Youth Workforce Innovation Opportunity Act (WIOA) NEXGEN program. During D'Asia's period of enrollment she earned her General Education Diploma (GED) and also completed OSHA training earning a 10 hour certification.

Tragically, D'Asia was suddenly faced with her mother's untimely death and homelessness; however, with the assistance of the Self-Sufficiency Program, D'Asia was able to obtain standardized housing and employment, and despite Ms. Cook's hardships she persevered and soon rose above the federal poverty guidelines, graduating successfully from the Self-Sufficiency Program.

Ms. D'Asia Cook



Attachment number 1 \n

Success Story

Faced with barriers that hindered obtaining employment, Mr. Vernon Jones enrolled in the Self-Sufficiency program. Through employment guidance, referrals and supportive services provided through the Self-Sufficiency Program, Mr. Jones obtain employment as a custodian In September, 2016 with the Veteran’s Administration (VA) Medical Center in Salisbury, NC, and in November, 2016 Mr. Jones was approved for financing to purchase his first home.

Vernon Jones stated, “They stayed on me and gave me the tools I needed to stay on track, and checked up on me to make sure I followed up on referrals provided. I may not have always followed through with everything, but they were always there to keep pushing me when I felt like I was losing hope”...

Mr. Vernon Jones



Attachment number 1 \n

Self-Sufficiency Program - Office Locations



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



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

Attachment number 1 \n

North Carolina Department of Health and Human Services

Division of Social Services



Community Services Block Grant Program

Fiscal Year 2018-19 Application for Funding

Project Period July 1, 2018 – June 30, 2019

Application Due Date: February 12, 2018

Agency Information	
Agency:	Salisbury-Rowan Community Action Agency, Inc.
Federal I.D.	560840196
DUNS Number:	170667315
Administrative Office Address:	1300 West Bank Street Salisbury, NC 28144-3910
Mailing Address (include the 4-digit zip code extension):	1300 West Bank Street Salisbury, NC 28144-3910
Telephone Number:	704-633-6633
Fax Number:	704-633-5570
Board Chairperson:	Donna White-Cook
Board Chairperson's Address: (where communications should be sent)	1300 West Bank Street Salisbury, NC 28144-3910
Board Chairperson's Term of Office (enter beginning and end dates):	Date Initially Seated - June, 2004 Current Term Expiration - December, 2017
Executive Director:	Rocky Cabagnot
Executive Director Email Address:	rockycabagnot@srcaa.com
Agency Fiscal Officer:	Tanya Branch
Fiscal Officer Email Address:	tanyabbranch@srcaa.com
CSBG Program Director:	Dione Adkins-Tate
CSBG Program Director Email Address:	dioneadkins@srcaa.com
Counties Served with CSBG funds:	Rowan County Cabarrus County
Agency Operational Fiscal Year:	2018-2019

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

Board of Directors' Membership Roster

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

Name	County of Residence	Community Group/ Area Represented	Date Initially Seated [month/year]	Number of Terms Served [completed]	Current Term Expiration [month/year]
Representatives of the Poor					
1. Mary Lowe	Rowan	White Rock Community	08/2011	1	08/2018
2. Eleanor Qadirah	Rowan	Dixonville-Lincoln Community Association, Inc.	11/2014	0	11/2018
3. Essie Ruffin	Rowan	Dunbar Alumni Association- North Rowan Community	04/2013	1	04/2019
4. Clara Corry	Rowan	West End Community Organization	01/2014	1	02/2017
5. Sandie Wimmer	Davidson	Head start Parents	05/2016	0	05/2019
6.					
Public Elected Officials					
1. David Post	Rowan	Salisbury City Council	02/2016	0	02/2018
2. Donna White-Cook	Cabarrus	Concord City Council	06/2004	4	12/2017
3. Tammy Corpening	Rowan	Town of East Spencer	03/2010	2	03/2019
4. Deborah Howell	Rowan	Rowan County Board of Commissioners	04/2012	2	03/2018
5. Wendell Fant	Cabarrus	Cabarrus County School	07/2017	0	07/2020
6.					
Representatives of Private Organizations					
1. Carol Ann Houpe	Rowan	Rowan Salisbury School System	03/2016	0	03/2019
2. Suzette Davis	Rowan	Livingstone College	07/2011	1	07/2018
3. Veronica Cherry	Cabarrus	Liberty Primitive Baptist Church	09/2011	1	09/2018
4. Carlos Watson	Cabarrus	Kappa Foundation	09/2011	1	09/2018
5. Nathan Currie	Rowan	NC Connections Academy	01/2013	1	01/2019
6.					

The signature of the Board of Directors Chairperson certifies that the persons representing the poor were selected by a democratic process and that there is documentation on file that confirms the selection of all board members. In addition, by signing below, the Board of Directors Chairperson confirms that the selection of all board members coincides with the directives outlined in the agency's bylaws and that a current Board of Directors Member Profile is on file for each member.

Board of Directors' Officers and Committees

Note: All committees of the board should fairly reflect the composition of the board (10A NCAC 97C .0109). Be sure to identify the chairperson and other committee positions.

Name	Office	Sector Represented	County Represented*
Officers of the Board			
Dr. Donna White-Cook	Chairperson	Public	Cabarrus
Mary Lowe	Vice Chairperson	Low Income	Rowan
Tammy Corpening	Treasurer	Public	Rowan
Suzette Davis	Secretary	Private	Rowan
Carlos Watson	Parliamentarian	Private	Cabarrus
Committee Name: Executive Committee			
Donna White-Cook	Chairperson	Public	Cabarrus
Deborah Howell		Public	Rowan
Suzette Davis		Private	Rowan
Mary Lowe		Low Income	Rowan
Carlos Watson		Private	Cabarrus
Essie Ruffin		Low Income	Rowan
Committee Name: Personnel Committee			
Deborah Howell	Chairperson	Public	Rowan
Carlos Watson		Private	Cabarrus
Nathan Currie		Private	Rowan
Veronica Cherry		Private	Cabarrus
Tammy Corpening		Public	Rowan
Committee Name: Finance Committee			
Tammy Corpening	Chairperson	Public	Rowan
Suzette Davis		Private	Rowan
Mary Lowe		Low income	Rowan
Nathan Currie		Private	Rowan
Wendell Fant		Public	Rowan
David Post		Public	Rowan
Committee Name: Planning & Evaluation Committee			
Suzette Davis	Chairperson	Private	Rowan
Veronica Cherry		Private	Cabarrus
Clara Corry		Low Income	Rowan
Mary Lowe		Low Income	Rowan
Carole Ann Houpe		Private	Rowan
Committee Name: Facilities Committee			
Nathan Currie	Chairperson	Private	Rowan
Deborah Howell		Public	Rowan
Eleanor Qadirah		Low Income	Rowan
Sandie Wimmer		Low Income	Davidson
David Post		Public	Rowan
Committee Name: By-Laws Committee			
Carlos Watson	Chairperson	Private	Cabarrus
Deborah Howell		Public	Rowan
Eleanor Qadirah		Low Income	Rowan
Sandie Wimmer		Low Income	Davidson
David Post		Public	Rowan
Committee Name: Fundraising Committee			
Mary Lowe	Chairperson	Low Income	Rowan
Essie Ruffin		Low Income	Rowan

Veronica Cherry		Private	Cabarrus
Eleanor Quadirah		Low Income	Rowan
Clara Corry		Low Income	Rowan
Carole Ann Houpe		Private	Rowan
Wendell Fant		Public	Rowan
Committee Name: Governance/Nominating Committee			
Essie Ruffin	Chairperson	Low Income	Rowan
Clara Corry		Low Income	Rowan
Eleanor Quadirah		Low Income	Rowan
David Post		Public	Rowan

*To be completed by agencies serving multiple counties.

**Community Services Block Grant Program
Fiscal Year 2018-19 Application for Funding
Planning Process Narrative**

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

- a. Low-Income Community:

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

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

Client satisfaction data is also collected throughout the year to assist the agency with identifying needs and to create strategies for meeting the needs of the low-income community. Understanding the needs of the community and what the report data indicated helped to provide a more accurate report on the significant findings and trends in the Community Needs Assessment Document. Understanding the data also enabled the agency to make more informed decisions on service provisions to enable more customers to achieve their goals. The customer and community surveys completed included the opportunity for persons completing the survey to indicate identifiable information, so that the agency is clear on who the need belongs to in terms of demographics and characteristics. Results were used in the planning and development of the agency's strategic plan.

- b. Agency Staff:

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

c. Agency's Board Members:

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

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

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

2. Describe your agency's method and criteria for identifying poverty causes and list the identified causes. Also, describe the methods and criteria used to determine priority and selection of strategies to be implemented that will address the poverty causes.

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

The Salisbury-Rowan Community Action Agency, Inc. (SRCAA) 2017 Community-Wide Strategic Planning and Needs Assessment provides information and analysis on issues relating to poverty in the agency's core service areas.

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

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

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

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

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

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

The assessment trends and findings indicated the following needs:

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

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

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

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

Beginning in May 2012, SRCAA made a conscientious choice to shift the approach used with families from a deficit-based model to one of empowerment and strengths. This model called "Family Development", requires the entire network to think of ways to empower families to achieve their own goals and to improve the internal systems of service delivery. The model teaches workers to partner with families and help them set proper goals and activities for themselves so they can become self-sufficient.

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

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

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

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

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

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

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

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

Collaboration with our local Departments of Human Services, Divisions of Workforce Development, Rowan Helping Ministries, Cooperative Christian Ministries, Goodwill Industries, the Salvation

Army, and various faith-based and nonprofit organizations, enables SRCAA to serve, refer and minimize the duplication of services. By attending monthly partnership and committee meetings, staff are keenly aware of services provided by other agencies and organizations. An example of preventing the duplication of services is the utilization of Cooperative Extensions and Health Departments to provide food, nutrition and health service trainings. Goodwill Industries and Rowan Cabarrus Community College provide resume preparation, occupational skills trainings, and certification trainings to our participants in a collaborative effort to assist them. By continuing to collaborate with other human service agencies, this helps to close any service gaps in SRCAA's service areas.

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

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

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

Internally, SRCAA is making an intentional effort to train Family Development Specialists of Head Start in the Parent, Family and Community Engagement Framework. The ultimate goal of the framework is to ensure families understand what school readiness is. One way to improve and enhance the families' in Head Start will be to ensure they are enrolled in the Family Self Sufficiency program. Imminently, Family Development Specialist will train families in core competencies of parenting and school readiness. SRCAA will also be in conversation with the National Fatherhood Initiative (NFI) to increase father-focus. Family Services (CSBG) will partner with Head Start to improve the way fathers are treated as integral family members in goal the goal attainment process.

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

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

8. Describe how your agency will coordinate the provision of employment and training activities with entities providing activities through statewide and local workforce investment systems under the Workforce Innovation and Opportunity Act.

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

**Community Services Block Grant Program
Fiscal Year 2018-19 Application for Funding
Planning Process Narrative (continued)**

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

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

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

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

SRCAA is committed to ensuring that the youth receive support through the coordination of services offered by both SRCAA as well as WIOA. In addition to offering General Education Diploma (GED) opportunities, youth participate in employment and professional development workshops offered through the CSBG program. Additionally, the youth and their families are encourage to apply for the CSBG program to provide further support in obtaining self-sufficiency.

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

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

**Community Services Block Grant Program
Fiscal Year 2018-19 Application for Funding
OEO Form 210**

Agency Strategy for Eliminating Poverty

Planning Period: July 1, 2016 – June 30, 2019

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

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

A) no or underemployment, B) little or no education or vocational skills and C) no or substandard housing. SRCAA will provide supportive services for families or individuals to develop occupational and life skills to increase income so they may rise above the income poverty level.

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

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

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

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

According to the United States' Census bureau, the estimated population in Rowan County for 2016 was 139,933. Of that population 17.3% or 24,208 were living in poverty. In Cabarrus County the estimated population for 2016 was 201,590. Of that population 10% or 20,159 were living in poverty.

(A) Explain why the problem exists.

Unemployment/Underemployment

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

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

These trends are evident in both Rowan and Cabarrus Counties. According to the Centralina Workforce Development Board's labor market overview. Cabarrus County's unemployment rate is 3.7%, slightly lower than the state's unemployment rate; however, Rowan County's unemployment rate is 4.1%, which is higher than the state's unemployment rate of 4.0 %. Rowan County's job market has been one of the hardest hit in North Carolina. This is a direct result of the closing of several area manufacturing plants. According to the Rowan County Free Press (March 22, 2016 edition) "Rowan County's impoverished economy moves closer and closer to being taken off life support". This comment was made following the news of the closing of Tuscarora Yarns, an area mill that had been operating in the county for 30 years. The closing resulted in 123 millworkers losing their jobs.

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

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

Education/Vocation

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

certifications and training was the leading cause of hiring difficulties.

According to the United States Census Bureau, those age 25 years and up in Rowan County reported to have obtained a Bachelor Degree was 17.6% of the county's population, and in Cabarrus County, 27.2% of the county's population was reported to have obtained a Bachelor Degree. Although Cabarrus County's reported percentage for education is slightly lower than North Carolina's state reported percentage of 29%, Rowan County is significantly lower which directly contributes to the counties higher rate of unemployment. This trend has remained consistent in the past several years for urban and rural counties such as Rowan.

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

Housing/Homelessness

Waitlists for city and county housing authorities in both Rowan and Cabarrus County contribute to program participants making choices to live in substandard housing or in crowded conditions with family members. In addition, those living in housing assisted with Section 8, most notably in Cabarrus County remain in substandard conditions, forcing some residents to move into housing that they are unable to afford.

According to reports by the Section Eight Management Assessment Program (SEMAP), Rowan County Housing Authority scored an average SEMAP score of 78 from 2001 – 2009, lower than the average SEMAP Score of 80.83 for Housing Authorities in North Carolina. Concord Housing Authority scored an average SEMAP score of 103 from 2001 – 2009, much higher than the average SEMAP Score of 80.83 for Housing Authorities in North Carolina. Higher SEMAP scores indicate more effective financial management, a smoother waiting list process and higher quality physical conditions at assisted properties.

Contrary to the SEMAP score, Cabarrus County continues to experience long wait lists. According to the Department of Housing and Urban Development (HUD), The Housing Authority of the City of Concord owns and manages 1 project which contains 174 affordable rental units and administers 541 Section 8 vouchers deeming it as a 'small public housing authority by the Department of Housing and Urban Development (HUD). When comparing the housing distribution assistance of the City of Concord between Public Housing Units and Section 8 vouchers to housing authorities in North Carolina, Concord public housing's unit assistance ranks at 24% and Section 8 vouchers rank 76%.

Rowan County has recently built additional subsidized housing within walking distance of the Salisbury-Rowan Community Action Agency, Inc.'s (SRCAA) main office. These efforts have helped to eliminate the barriers that the lack of affordable and standardized housing has created for the community. SRCAA also utilizes Community Services Block Grant (CSBG) funds to relocate participants into standardized housing who are residents of Rowan and Cabarrus County in an effort to improve their housing conditions.

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

The population of North Carolina is estimated to be 10,273,419 as of 2016 according to the United States' Census Bureau. Rowan County's population estimate is 139,933 and Cabarrus County which is more densely populated is 201,590. The median income in NC is \$48,256 and is lower in Rowan than Cabarrus by over \$11,000. Rowan County's median income is \$43,069 and Cabarrus County's median income is \$54,720. The current rate of unemployment of North Carolina is 4.0%, Rowan County's current unemployment rate 4.1% and Cabarrus County's current rate of unemployment is 3.7%. For the purposes of this grant whose participants must be income eligible, 17.3% of Rowan's population is below the poverty level and 10.8% of Cabarrus' population is below the poverty level.

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

With the current rate of unemployment in Rowan County's at 4.1% and Cabarrus County's rate of unemployment at 3.7%, there are some notable differences in the level of occupational skills between participants in each of the service counties, with Cabarrus having a more skilled labor force than Rowan. In addition, Cabarrus has more opportunities for growth and is adjacent to Mecklenburg County, one of the nation's fastest growing municipalities, which increases employment opportunities for residents. Additionally, Mecklenburg County is in excess of 45 miles from Rowan County, and according to the US Census Bureau, more than 4,900 Rowan County residents commute there. For those constituents working the lower paying jobs, the cost of commuting alone negatively impacts their personal budgets.

- (a) Gender

According to the United States Census Bureau, 15.4% of families living in North Carolina are at or below the poverty level. Families with children experience poverty at a much higher rate. Women and single mothers experience an increased rate of poverty at 34% in comparison to two parent homes.

In regards to housing, Rowan County Helping Ministries for the homeless has sheltered 623 different men, women and children with 22,009 nights of shelter services in the last year. This agency services most of the homeless in Rowan County, and recently built a new shelter adding needed beds. This high increase of individuals needing shelter still contributes to families living in cars, hotels, and in substandard crowded conditions.

- (b) Age

Families face impoverishment due to the lack of employment opportunities, education and occupational skills training for the employment opportunities that are available. According to the United States Census Bureau, North Carolina's High school graduation rate for persons over 25 is 86.3%. In Cabarrus County the graduation rate for this same group is 88.3% and persons with Bachelor's Degrees or higher is 27.2% compared to the states 29%. In Rowan County, there is a marked difference. High school graduates over 25 years of age, is only 82.5% and those with Bachelor's degrees or higher dips to 17.6%.

According to the United States Census Bureau, the estimated number of those living in poverty in

Rowan County is 24,208, or 17.3% of the population. There are 8,878 people living in poverty ages 0 – 17, and families with children ages 5 – 17 are 6,111 or 26.3% of Rowan County's population. The estimated number of those living in poverty in Cabarrus County is 20,159, or 10% of the population. There are 8,300 people living in poverty ages 0 – 17, and families with children ages 5 – 17 are 5,635 or 15% of Cabarrus County's population.

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

With regard to race, 71% of North Carolinians are White, 22.2% are Black and 9.2% are of Hispanic or Latino origin. In Rowan County 80% are White, 16.6% are Black and 8.4% are of Hispanic origin. In Cabarrus 75.5% are White, 18% are Black and 10.1% are of Hispanic origin.

(D) Explain how the persons are adversely affected.

Area shelters are over-crowded and the homeless rate has increased with a continuous migration from other service areas causing shelters to reach capacity. Each year those in our community who struggle financially seem to face additional challenges. Families continue to be at risk for homelessness due to the lack of employment opportunities, education and occupational skills training in addition to credit challenges that include eviction judgments which prevent them from qualifying for most housing.

Homeownership rates in NC are approximately 64.8% of the population; in Rowan nearly 67.4% of the population is homeowners and nearly 71% of the population in Cabarrus is homeowners. Most of the persons served in the Self-Sufficiency program are not homeowners and are not eligible for homeownership due to low incomes and poor credit ratings.

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

(E) Resources Available:

a. Agency Resources:

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

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

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

b. Community Resources:

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

(F) Resources Needed:

c. Agency Resources:

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

d. Community Resources:

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

Section III: Objective and Strategy

(G) Objective Statement:

Objective Statement:

To provide support and comprehensive services to assist eighty-five (85) new individuals/families and sixty (60) carryover families to increase their skills and income to rise above poverty level by June 30, 2019

Strategies for Objective:

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

Strategies

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

**Community Services Block Grant Program
Fiscal Year 2018-19 Application for Funding
One-Year Work Program
OEO Form 212**

Section I: Project Identification							
1. Project Name:	Self-Sufficiency Program						
2. Poverty Cause Name:	A) no or underemployment, B) little or no education or vocational skills and C) no or substandard housing						
3. Objective Statement:	To provide support and comprehensive services to assist eighty-five (85) new individuals/families and sixty (60) carryover families to increase their skills and income to rise above poverty level by June 30, 2019						
4. Selected Strategy:	Provide support and comprehensive services to low-income families and individuals to develop occupational skills and increase income so they may rise above the poverty income level						
5. Project Period:	July 1, 2018	To	June 30, 2019	Plan Year	3	of	3
6. CSBG Funds Requested for this Project:	\$421,942.25						
7. Total Number Expected to Be Served:	145						
a. Expected Number of New Clients	85						
b. Expected Number of Carryover Clients	60						

Section II: One-Year CSBG Program Objective and Activities						
Activities	Position Title(s)	Implementation Schedule				
		First Quarter	Second Quarter	Third Quarter	Fourth Quarter	
Objective: To provide support and comprehensive services to assist eighty (85) new individuals/families and eighty (60) carryover families to increase their skills and income to rise above poverty level by June 30, 2019	Director of Family Services, Family Development Specialists, Intake Specialist	80	100 (20)	130 (30)	145 (15)	
Maintain an adequate record-keeping system to ensure accurate accountability of the project activities.	Director of Family Services, Family Development Specialists, Intake Specialist	7/01/18-9/30/19	10/1/18-12/31/19	1/1/19-3/31/19	4/1/19-6/30/19	
Provide financial and program administrative oversight/assistance such as waiting list, office functions, communications with funders, partners, staff, participants	Director Family Services	7/01/18-9/30/19	10/1/18-12/31/19	1/1/19-3/31/19	4/1/19-6/30/19	
Monitor AR4CA to ensure that data to support program activities are entered into the database.	Director of Family Services Family Development Specialists, Intake	7/01/18-9/30/19	10/1/18-12/31/19	1/1/19-3/31/19	4/1/19-6/30/19	

	Specialist				
Prepare and submit monthly, quarterly, and yearly reports to the agency Board of Directors and to the Office of Economic Opportunities.	Director of Family Services	7/01/18-9/30/19	10/1/18-12/31/19	1/1/19-3/31/19	4/1/19-6/30/19
Staff Development and Training Research, Plan, and inform CSBG staff about upcoming training opportunities to enhance and improve effective and efficient job performance and delivery of services to participants.	Director of Family Services	7/01/18-9/30/19	10/1/18-12/31/19	1/1/19-3/31/19	4/1/19-6/30/19
Program Eligibility Provide intake, eligibility, family development, goal planning and supportive services to participants enrolling in and active participants in the Self-Sufficiency Program.	Director and Family Services, Family Development Specialists, Intake Specialist	7/01/18-9/30/19	10/1/18-12/31/19	1/1/19-3/31/19	4/1/19-6/30/19

**Community Services Block Grant Program
Fiscal Year 2018-19 Application for Funding
One-Year Work Program
OEO Form 212 (continued)**

Section II: One-Year CSBG Program Objective and Activities (continued)					
Activities	Position Title(s)	Implementation Schedule			
		First Quarter	Second Quarter	Third Quarter	Fourth Quarter
Supportive Services Provide supportive services, referrals and goal planning assistance to support low-income families and individuals to rise above the poverty level	Director of Family Services, Family Development Specialists, Intake Specialist	6	12 (6)	18 (6)	21 (3)
Provide supportive services, referrals, goal planning assistance and employment guidance to assist participant families with obtaining employment	Director of Family Services, Family Development Specialists, Intake Specialist	10	20 (10)	30 (10)	35 (5)
Provide supportive services, referrals, goal planning assistance and employment guidance to assist participants families with obtaining better employment	Director of Family Services, Family Development Specialists, Intake Specialist	3	5 (2)	10 (5)	15 (5)
Provide supportive services and referrals to assist participants families with obtaining employment with medical benefits	Director of Family Services, Family Development Specialists, Intake Specialist	2	3 (1)	5 (2)	7 (2)
Provide supportive services, referrals and goal planning assistance to assist participant families with completing education/training programs	Director of Family Services, Family Development Specialists, Intake Specialist	5	10 (5)	15 (5)	20 (5)
Provide supportive services, referrals and goal planning assistance to assist participant families with securing standard housing	Director of Family Services, Family Development Specialists, Intake Specialist	2	5 (3)	7 (2)	10 (3)
Provide supportive services, and referrals to provide participant families with emergency assistance	Director of Family Services, Family Development Specialists, Intake Specialist	5	10 (5)	15 (5)	20 (5)
Provide supportive services, and referrals to provide participant families with employment supports	Director of Family Services, Family Development Specialists, Intake Specialist	10	20 (10)	35 (15)	45 (10)
Provide supportive services, and referrals to provide participant families with educational supports	Director of Family Services, Family Development Specialists, Intake Specialist	5	10 (5)	15 (5)	25 (10)
Provide 10 professional and self-development sessions / workshops per county for program participant families to enhance life skills and personal development such as:	Director of Family Services, Family Development Specialists, Intake Specialist	7/01/18-9/30/19	10/1/18-12/31/19	1/1/19-3/31/19	4/1/19-6/30/19

<ol style="list-style-type: none"> 1. <i>Effective Employment Search (matching skills, interest and education to desired occupation)</i> 2. <i>Resume Building</i> 3. <i>Interviewing Tips/Techniques</i> 4. <i>Building Healthy Workplace relationships and other tips for employment retention</i> 5. <i>Balancing work and family</i> 6. <i>Budgeting</i> 7. <i>Tax Talk</i> 8. <i>Building and Repairing credit scores</i> 9. <i>Preparing low cost meals on a budget</i> 10. <i>Pay yourself first</i> 					
<p>Outreach Provide referrals to other Human Service agencies for additional services such as crisis, food, clothing, housing/shelter, health care, mental health services, and WIC.</p>	<p>Director of Family Services, Family Development Specialists, Intake Specialist</p>	<p>7/01/18- 9/30/19</p>	<p>10/1/18- 12/31/19</p>	<p>1/1/19- 3/31/19</p>	<p>4/1/19- 6/30/19</p>
<p>Establish partnerships with other Human Service agencies in Cabarrus and Rowan County.</p>	<p>Director of Family Services, Family Development Specialists, Intake Specialist</p>	<p>7/01/18- 9/30/19</p>	<p>10/1/18- 12/31/19</p>	<p>1/1/19- 3/31/19</p>	<p>4/1/19- 6/30/19</p>

**Community Services Block Grant Program
Fiscal Year 2018-19 Application for Funding
One-Year Work Program
OEO Form 212 (continued)**

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

All CSBG grantees operating self-sufficiency projects are required to enter program targets in Table 1. Please refer to *Performance Measures and Outcomes Definitions* on page 6 of the Fiscal Year 2018-19 CSBG Application Instructions. If your agency operates more than one project, you will also need to complete Table 2 on the following page and also enter specific program targets. There should be one table of outcome measures per project.

Table 1 Outcome Measures for Project 1 (enter project name)	
Measure	Expected to Achieve the Outcome in Reporting Period (Target)
The number of participant families served.	145
The number of low-income participant families rising above the poverty level.	21
The number of participant families obtaining employment.	35
The number of participant families who are employed and obtain better employment.	15
The number of jobs with medical benefits obtained.	7
The number of participant families completing education/training programs.	20
The number of participant families securing standard housing.	10
The number of participant families provided emergency assistance.	20
The number of participant families provided employment supports.	45
The number of participant families provided educational supports.	25
The average change in the annual income per participant family experiencing a change.	This measure does not require a target, but must be reported.
The average wage rate of employed participant families.	This measure does not require a target, but must be reported.

**Community Services Block Grant Program
Fiscal Year 2018-19 Application for Funding
One-Year Work Program
OEO Form 212 (continued)**

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

Number of Families to be Served Per County											
Agency Name: Salisbury-Rowan Community Action Agency, Inc.											
Project Name: Self-Sufficiency Program											
County	Rowan	Cabarrus									Total
Total Planned	78	67									145
Project Name:											
County											Total
Total Planned											

**Community Services Block Grant Program
Fiscal Year 2018-19 Application for Funding
Monitoring, Assessment and Evaluation Plan**

1. Describe the role and responsibilities of the following in the assessment and evaluation of agency programs.
 - a. Board of Directors:

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

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

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

Partners participate in Community Round Tables during tri-annual Community Assessments in both Rowan and Cabarrus County. This allows the agency and its partners to identify collaboration opportunities and improve service delivery. It also allows others to express concerns about meeting the needs of our participants during a formalized feedback process.
2. Describe the systematic approach for collecting, analyzing and reporting customer satisfaction data to the Board of Directors.

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

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

3.0 Procedure

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

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

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

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

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

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

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

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

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

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

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

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

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



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

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

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

Agency Name: Salisbury-Rowan Community Action Agency, Inc.

County: _____

Date of Application Submission: _____

[Note: This application should be submitted to the County Commissioners at least thirty [30] days prior to application submission to the Office of Economic Opportunity [OEO]. The grant application is due to OEO **February 12, 2018.**

Clerk to the Board should initial all items below.

_____ The agency submitted a complete grant application for Commissioner review.

_____ The Clerk to the Board will be responsible for assuring that the application is distributed to the Commissioners.

_____ Commissioners' comments provided those to the agency. (If applicable)

Clerk to the Board

Date

Notary

Date

**N.C. FY 2018-2019 Community Services Block
Grant Final Allocations**

Community Action Agency	County	Poor by County SAIPE (2015)	County Allocation with no special conditions	Agecny Allocations with no special conditions
Action Pathways, Inc. dba CCAP	Cumberland	59,320	\$562,969	\$ 689,969.53
	Sampson	13,382	\$127,000	
			\$0	
Alamance County Community Services Agency, Inc.	Alamance	29,039	\$275,591	\$ 275,591.12
			\$0	
Blue Ridge Community Action, Inc.	Burke	14,434	\$136,984	\$ 378,571.22
	Caldwell	12,963	\$123,024	
	Rutherford	12,493	\$118,563	
			\$0	
Blue Ridge Opportunity Commission, Inc.	Alleghany	2,451	\$23,261	\$ 194,030.80
	Ashe	5,399	\$51,239	
	Wilkes	12,595	\$119,531	
			\$0	
Catawba County Department of Social Services	Catawba	23,050	\$218,753	\$ 218,753.24
			\$0	
Central Piedmont Community Action, Inc.	Chatham	8,111	\$76,976	\$ 944,064.94
	Durham	49,310	\$467,971	
	Orange	18,860	\$178,989	
	Randolph	23,195	\$220,129	
			\$0	
Charlotte Area Fund	Mecklenburg	145,693	\$1,382,682	\$ 1,382,681.79
			\$0	
Choanoke Area Development Association, Inc.	Bertie	4,605	\$43,703	\$ 333,273.64
	Halifax	14,219	\$134,944	
	Hertford	5,810	\$55,139	
	Martin	5,213	\$49,473	
	Northampton	5,270	\$50,014	
			\$0	
Coastal Community Action, Inc.	Carteret	9,370	\$88,925	\$ 266,043.79
	Craven	14,792	\$140,382	
	Jones	2,115	\$20,072	
	Pamlico	1,756	\$16,665	
			\$0	

Community Action Opportunities, Inc.	Buncombe	37,433	\$355,253	\$ 472,307.69
	Madison	4,151	\$39,395	
	McDowell	8,183	\$77,660	
			\$0	
Davidson County Community Action, Inc.	Davidson	22,977	\$218,060	\$ 218,060.44
			\$0	
Eastern Carolina Human Services Agency, Inc.	Duplin	14,603	\$138,588	\$ 740,315.99
	New Hanover	36,967	\$350,831	
	Onslow	26,437	\$250,897	
			\$0	
Economic Improvement Council, Inc.	Camden	994	\$9,433	\$ 248,856.72
	Chowan	2,741	\$26,013	
	Currituck	2,607	\$24,741	
	Dare	3,663	\$34,763	
	Gates	1,889	\$17,927	
	Hyde	1,096	\$10,401	
	Pasquotank	7,132	\$67,685	
	Perquimans	2,352	\$22,321	
	Tyrrell	887	\$8,418	
	Washington	2,861	\$27,152	
			\$0	
Experiment in Self-Reliance, Inc.	Forsyth	64,966	\$616,552	\$ 616,551.96
			\$0	
Four Square Community Action, Inc.	Clay	1,845	\$20,453	\$ 120,000.00
	Graham	1,783	\$19,765	
	Swain	2,295	\$25,441	
	Cherokee	4,902	\$54,341	
			\$0	
Franklin-Vance-Warren Opportunity, Inc.	Franklin	9,909	\$94,040	\$ 329,857.10
	Granville	8,786	\$83,382	
	Vance	10,842	\$102,895	
	Warren	5,220	\$49,540	
			\$0	
Gaston Community Action, Inc.	Cleveland	18,738	\$177,831	\$ 719,427.67
	Gaston	36,243	\$343,960	
	Lincoln	10,774	\$102,249	
	Stanly	10,051	\$95,388	
			\$0	
Greene Lamp, Inc.	Greene	4,734	\$44,927	\$ 672,099.15
	Lenoir	13,069	\$124,030	
	Beaufort	9,062	\$86,002	
	Pitt	43,954	\$417,140	
			\$0	

ICARE, Inc.	Alexander	5,555	\$52,719	\$ 280,345.80
	Iredell	23,985	\$227,627	
			\$0	
Johnston-Lee-Harnett Community Action, Inc.	Harnett	22,008	\$208,864	\$ 530,882.31
	Johnston	23,887	\$226,697	
	Lee	10,044	\$95,321	
			\$0	
Macon Program for Progress *	Macon	5,719	\$120,000	\$ 120,000.00
			\$0	
Mountain Projects, Inc.	Haywood	10,436	\$122,327	\$ 214,681.00
	Jackson	7,879	\$92,354	
			\$0	
Nash-Edgecombe Economic Development, Inc.	Edgecombe	14,742	\$139,907	\$ 449,321.99
	Nash	16,648	\$157,996	
	Wilson	15,955	\$151,419	
			\$0	
Passage Home	Wake	111,299	\$1,056,270	\$ 1,056,269.69
			\$0	
Salisbury-Rowan Community Action Agency, Inc.	Cabarrus	21,118	\$200,418	\$ 421,942.25
	Rowan	23,342	\$221,524	
			\$0	
Sandhills Community Action Program, Inc.	Anson	5,798	\$55,025	\$ 342,792.49
	Montgomery	5,296	\$50,261	
	Moore	12,305	\$116,779	
	Richmond	12,721	\$120,727	
			\$0	
Southeastern Community & Family Services, Inc.	Bladen	8,608	\$81,693	\$ 1,013,904.64
	Brunswick	17,399	\$165,123	
	Columbus	12,878	\$122,217	
	Hoke	10,281	\$97,571	
	Pender	8,375	\$79,482	
	Robeson	39,785	\$377,575	
	Scotland	9,509	\$90,244	
			\$0	
Telamon Corporation	Caswell	4,353	\$41,312	\$ 259,742.18
	Person	6,317	\$59,951	
	Rockingham	16,699	\$158,480	
			\$0	
Union County Community Action, Inc.	Union	21,397	\$203,066	\$ 203,065.64
			\$0	
WAMY Community Action, Inc.	Mitchell	2,516	\$38,514	\$ 318,825.86
	Watauga	11,956	\$183,017	
	Yancey	3,359	\$51,418	

	Avery	2,997	\$45,877	
			\$0	
Wayne Action Group for Economic Solvency, Inc.	Wayne	22,267	\$211,322	\$ 211,322.27
			\$0	
Welfare Reform Liaison Project, Inc.	Guilford	78,783	\$747,681	\$ 747,680.53
			\$0	
Western Carolina Community Action, Inc.	Henderson	14,551	\$138,095	\$ 211,141.95
	Polk	2,714	\$25,757	
	Transylvania	4,983	\$47,291	
			\$0	
Yadkin Valley Economic Development District, Inc.	Davie	5,080	\$48,211	\$ 296,004.92
	Stokes	7,019	\$66,613	
	Surry	13,041	\$123,764	
	Yadkin	6,050	\$57,417	
		1,607,245	\$15,498,380	\$ 15,498,380.32



CABARRUS COUNTY

BOARD OF COMMISSIONERS WORK SESSION

**JANUARY 3, 2018
4:00 P.M.**

AGENDA CATEGORY:

Discussion Items for Action at January 16, 2018 Meeting

SUBJECT:

County Manager - Establishment of Audit Charter and Committee

BRIEF SUMMARY:

During the FY16 audit process, several compliance issues were discovered in the Human Services Division by the external auditors. As a result of these findings, the County took action and hired a Senior Internal Auditor to begin the process of periodically providing audit reviews of Human Services and all other county departments. Our Senior Internal Auditor started in April of 2017, and has made great progress in improving compliance issues and operations through the other county departments audited thus far. The next step for the County is to establish an Audit Charter and Committee to assist in the control of operations and in reaching a conclusion concerning the overall control over assets and the effectiveness of the system of internal controls of the County.

REQUESTED ACTION:

Motion to approve the establishment of the Cabarrus County Audit Charter.

EXPECTED LENGTH OF PRESENTATION:

10 Minutes

SUBMITTED BY:

Paul Ferguson, Senior Internal Auditor
Pamela S. Dubois, Senior Deputy County Manager

BUDGET AMENDMENT REQUIRED:

No

COUNTY MANAGER'S RECOMMENDATIONS/COMMENTS:

ATTACHMENTS

[Audit Charter](#)

[Audit Plan 1](#)

Audit Charter

I. PURPOSE

It is the policy of Cabarrus County to maintain an Internal Audit Division as a means of providing the Board of County Commissioners, the County Manager and all levels of management with information to assist in the control of operations and in reaching a conclusion concerning the overall control over assets and the effectiveness of the system of internal control in achieving its broad objectives.

This charter establishes the general authority and responsibility of the Audit Division.

II. AUTHORITY AND SCOPE OF AUDIT ACTIVITIES

Authority

The Internal Audit Division shall have the authority to conduct financial, compliance, operational, performance, and information systems audits for all departments, offices, activities, and programs under the control of the County. Additionally, the Internal Audit Division shall have the authority to perform special reviews, investigate allegations of misuse of County funds and resources. With approval of the Audit Committee, the Internal Auditor, the County Manager, and or the Board of County Commissioners shall have the authority to obtain contract services of public accountants, management consultants or other professional experts necessary to assist in the discharge of its responsibilities.

To properly carry out their responsibilities, the Internal Audit Division personnel are authorized to have:

Full, free, and unrestricted access to County functions, activities, operations, records, data files, computer programs, property and personnel. In addition, authority is granted to Audit staff to request reasonable assistance from appropriate County personnel in acquiring requested records, documents and files, as well as inspection and entry privileges to all assets owned, leased, or borrowed by the County. It is expected that the Audit staff will exercise discretion in the review of records to ensure the confidentiality of all matters that come to their attention.

Scope of Audit Activities

Audit coverage will encompass, as deemed appropriate by the Internal Audit Division and County Management, independent reviews and evaluations of any and all management operations and activities to appraise:

- Measures taken to safeguard assets, including tests of existence and ownership as appropriate.
- The reliability, consistency, and integrity of financial and operating information.
- Compliance with policies, plans, standards, laws, and regulations that could have significant impact on operations.
- Economy and efficiency in the use of resources.
- Effectiveness in the accomplishment of the mission, objectives, and goals established for the County's operations and projects.

Audit activities will be coordinated, to the extent possible, with Federal and State agencies and external auditors, so as to enhance audit efficiency.

Limitation of Authority and Responsibility

In performing their functions, the Internal Audit Division has neither direct authority over, nor responsibility for, any of the activities reviewed. The Internal Audit Division will not develop and install procedures, prepare records, make management decisions, or engage in any other activity that could be reasonably construed to compromise their independence. However, in connection with the complementary objectives of this audit function, the Internal Audit Division will recommend accounting policies and procedures for approval and implementation by appropriate management. Therefore, internal audit review and appraisal do not in any way substitute for other activities or relieve other persons in the County of the responsibilities assigned to them.

III. REPORTING STRUCTURE

The Internal Audit Division reports to and is accountable to County Management Office for day-to-day operations. The Internal Audit Division has full access, and is expected to use this access, to the Audit Committee for any matters deemed appropriate. The Audit Committee has oversight responsibilities of the audit function and activities, including review and approval of the annual audit plan and any revisions thereto. The Audit Committee shall work to ensure maximum coordination between the work of the Internal Audit Division and the needs of the County Manager and the County Commissioners.

IV. RESPONSIBILITIES

A. Internal Audit Division is responsible for properly managing the department so that (1) audit work fulfills the purposes and responsibilities established herein; (2) resources are efficiently and effectively employed; and (3) audit work conforms to the *Government Audit Standards*, issued by the Comptroller General of the United States.

The Internal Audit Division will report in writing on all audits and reviews conducted and will attend the Audit Committee meetings on a quarterly basis to report on significant recommendations and the operations of the audit services function.

B. Generally, the Internal Audit Division will notify the department director or manager (“auditee”) that a review is scheduled. This written notification should inform the auditee of when the audit is scheduled, who will be performing the audit, and why the audit has been planned (regularly scheduled, management or external auditor request, etc.). The notification should also include the objectives and scope of the audit; the expected start date and planned duration of the audit; and advance preparation needs.

C. The director or manager of the department under audit is responsible for:

- Ensuring that a spirit of cooperation prevails throughout the course of the examination.
- Ensuring corrective action is taken if inadequacies are identified in the written audit reports.
- Informing the Senior Internal Auditor of any actual or suspected fraud or illegal acts for independent review.

D. The Audit Committee is responsible for ensuring that areas of risk within the County are reviewed on a regular basis; activities susceptible to fraud, waste, and abuse of County resources are audited; and internal controls are in place and implemented.

V. REPORTS AND PROCEDURES

Upon the completion of audit fieldwork, the Internal Audit Division should discuss the proposed audit findings and recommendations with the auditee at a closing conference. Audit will prepare a report draft with their proposed findings and recommendations along with a space for management’s responses. The draft is then forwarded to the appropriate manager to respond and outline corrective actions to be taken. The responses are due two (2) weeks after the receipt of the draft report. The auditee’s response will include comments, action items, and

target dates and will be incorporated in the final report. If a timely response is not received, the County Manager will be contacted for assistance in resolving the matter.

The final audit report will be submitted by the Internal Audit Division to appropriate levels of County management. All audit reports will be distributed to the Audit Committee as they are released, or as part of the normal distribution of audit reports. Audit findings will also be summarized and reported to the Audit Committee and the Board of County Commissioners on a quarterly basis.

Subsequent to the issuance of the final report, the Internal Audit Division should schedule a follow up review to ensure that needed actions based on the audit were actually taken. The director or manager of the department, is responsible for seeing that corrective action on recommendations are made or deficient conditions reported by the Internal Audit Division are planned and taken. If the proper corrective action is not taken, the Internal Audit Division is responsible for presenting a report on significant matters to the Audit Committee.

VI. INDEPENDENCE AND CODE OF ETHICS

Independence is essential for effective operation of the internal audit function. It is the policy of the County; therefore, that all audit activities shall remain free of influence by any organizational elements. This shall include such matters as scope of audit programs, the frequency and timing of audits, and the content of audit reports. Furthermore, the Audit staff has a responsibility to conduct themselves so that their good faith and integrity are not open to question. Standards of professional behavior are based upon the Code of Ethics issued by the Institute of Internal Auditors.

VII. QUALITY ASSURANCE

In an effort to continually improve the audit function, the Audit staff shall be encouraged to attend continuing education courses and maintain membership in and attend meetings of local, state, and national organizations that serve to promote the modern practice of auditing.

VIII. CHARTER AMENDMENTS

Amendments of this charter are subject to the approval of the Senior Internal Auditor and the Audit Committee recommended and approved by the Board of County Commissioners. Recommendations regarding Amendments to the

Charter may be made by a majority of the members present at the regularly scheduled meetings of the Audit Committee on seven (7) days notice.



CABARRUS COUNTY
America Thrives Here

Annual Audit Plan

Internal Audit Division

Fiscal Year 2018

Senior Internal Auditor
Paul Ferguson

**Cabarrus County
Office of Internal Audit**

New Audit Projects for 2017-2018

DHS Audit	400
County Manager’s Office	40
Tax Collection	40
Tax Administration – County Assessor	40
Tax Administration – Land Records / Revaluation	40
Sheriff Department	120
Library	120
Total Hours for New Audit Projects for 2017-2018	800

Follow-up Projects for 2017-2018

Landfill Follow-up	16
Total Hours for Follow-up Projects for 2017-2018	16

New Audit Projects for 2017-2018

DHS Audit	This is a quarterly audit that will be conducted to ensure state and federal guidelines are being followed and enforced.
County Manager’s Office	This audit will be performed to ensure the budget and contracting aspects are up to code with state requirements and following county protocol.
Tax Collection	The audit objectives will observe cash handling procedures and quantify the measures in place are the best means. This audit will also observe how deposits are made in the general ledger to ensure all policies needed are in place.
Tax Administration – County Assessor	The purpose of this audit is to ensure that all procedures in assessing tax values are accurate.
Tax Administration – Revaluation	This audit will be to observe best practices and assess real estate tax values are being concluded efficiently.
Sheriff Department	This audit will observe all cash handling procedures as well as how the commissary fund functions. All grants will also be followed through each revenue and expenditure provided. This audit will also observe the Animal Shelter and Animal Control units.
Library	The objective of this audit will be to evaluate current cash handling procedures as well as the reconciliation process at close of business day. This audit will also observe how items used in the library made available to the public are attained and placed into circulation to ensure best practices.



CABARRUS COUNTY

BOARD OF COMMISSIONERS WORK SESSION

**JANUARY 3, 2018
4:00 P.M.**

AGENDA CATEGORY:

Discussion Items for Action at January 16, 2018 Meeting

SUBJECT:

County Manager and Human Resources - Modification to the Law Enforcement Fair Standard Labor Act (FSLA) 207(k) Exemption for Overtime

BRIEF SUMMARY:

A narrative is attached detailing how the County has paid law enforcement under the FSLA 207(k) exemption. In preparing for the upcoming Public Safety Salary Study, a survey was taken of surrounding agencies as to the method of paying their officers. That survey is attached. Based on the results of the study and the current practice of paying other public safety employees, staff is recommending changes to our payment policy. The recommendations are outlined in the narrative as follows: Move all exempt staff to 2,080 (8 hour) and 2,184 (12 hour) annual calendar and treat them as regular employees. Consider adopting the 2,080/2,184 calendar for all non-exempt and pay them hour for hour up to 86 hours, and then commence overtime pay thereafter. The estimated annual cost with all benefits is \$837,000. Funding will be provided for FY18 through lapse salaries.

REQUESTED ACTION:

Motion to adopt modifications to the Law Enforcement FSLA 207(k) exemption and make appropriate changes to the Personnel Ordinance to reflect these changes.

EXPECTED LENGTH OF PRESENTATION:

15 Minutes

SUBMITTED BY:

Pamela S. Dubois, Senior Deputy County Manager
Lundee Covington, Human Resources Director

BUDGET AMENDMENT REQUIRED:

No

COUNTY MANAGER'S RECOMMENDATIONS/COMMENTS:

ATTACHMENTS

- [Law Research](#)
 - [Memo](#)
 - [FSLA Blog](#)
 - [October Workforce Stats](#)
-

Must Offer the job at a salary not an hourly rate to avoid paying for each individual hour worked.									
					2017 Starting				
					Salary/Deputy-Police	8/12 hr rate			
Cabarrus County - 14 day cycle	8 hr nonexempt	12 hr non exempt	8hr exempt	12 hr exempt	34,812.18	15.66			
Annual Hours for Rate	2223	2223	2223	2223					
Actual Reg Hours Paid/worked	85.5/80	85.5/84	85.5/80	85.5/84					
Same Hourly rate (Annual/80)	No, 85.5	No, 85.5	No, 85.5	No, 85.5					
Overtime earned	after 85.5	after 85.5							
Comp Time earned			after 85.5 up to 80 hrs	after 85.5 up to 80 hrs					
Accrual based on	8 hr. table/85.5	12 hr. table/85.5	8 hr. table/85.5	12 hr. table/85.5	8/12 hr	8/12 hr		10/1/2017	
Mecklenburg County - 14 day cycle	8 hr nonexempt	12 hr non exempt	8hr exempt	12 hr exempt	36,343.84	17.473	Starting	38,498.00	18.509
					45,429.28	21.841	Market Rate	48,123.00	23.136
Annual Hours for Rate	2080	2080	2080	2080					
Actual Reg Hours Paid/worked	80/80	86.33/86.33	80/80	86.33/86.33	12 hr				
Same Hourly rate (Annual/80)	Yes	Yes	Yes	Yes	38,161.03				
Overtime earned	straight time up to 86/OT after 86	straight time up to 86/OT after 86	No OT	No OT					Note: The 86 hour Captain is paid a 7.5% increase in pay to cover his extra hours worked. He loses this money if he return to 8 hour shift.
Rowan County - 28 day cycle	8 hr nonexempt	12 hr non exempt	8hr exempt	12 hr exempt	32,891.00	15.06	12 hours		
Annual Hours for Rate	2080	2184	2080	2184					
Actual Reg Hours Paid/worked	80/80	84/84	80/80	84/84					
Same Hourly rate (Annual/80)	Yes	No based Annual 2184 hrs	Yes	No based Annual 2184 hrs					
Overtime earned	No pay from 160 to 171, After 171 hrs worked, comp time	No pay from 168 to 171, After 171 hrs worked, comp time	After 40 hrs, comp time up to 40 hours	No comp from 168 to 171, comp after 171 up to 40 hours					
Union County - 14 day cycle	8 hr nonexempt	12 hr non exempt	8hr exempt	12 hr exempt	40,170.00	19.31	8/12 hours		
Annual Hours for Rate	2080	2080	2080	2080					
Actual Reg Hours Paid/worked	80/80	80.5/80.5	80/80	80.5/80.5					
Same Hourly rate (Annual/80)	Yes	Yes	Yes	Yes					
Overtime earned	Straight time up to 86, OT after 86 hours	Straight time up to 86, OT after 86 hours	No OT	No OT					
City of Concord - 28 day cycle	8 hr nonexempt	12 hr non exempt	8hr exempt	12 hr exempt	36,755.00	16.48	12 hours		
Annual Hours for Rate		2229.84	2080						
Actual Reg Hours Paid/worked		84/84	80/80						
Same Hourly rate (Annual/80)		No	Yes						
Overtime earned		No additional pay from 168 to 171, After 171 hrs worked	None						
City Of Kannapolis - 28 day cycle	8 hr nonexempt	12 hr non exempt	8hr exempt	12 hr non exempt	35,234.00	16.13	12 hours		
Annual Hours for Rate		2184	2080						
Actual Reg Hours Paid/worked		84/84	salariied						
Same Hourly rate (Annual/80)		No	Yes						
Overtime earned		Straight time up to 171, OT after 171	None						

Attachment number 1 in

Cabarrus County follows the Fair Labor Standards Act (FLSA) which has an exception from its overtime rules for non-exempt employees who work in law enforcement and fire. The section 207(k) exemption for law enforcement and firefighters allows public employers to figure overtime compensation for these groups based on work periods longer than the one week periods that apply to all other employees.

Currently, the County utilizes a 14-day pay cycle and overtime starts after 85.5 hours are worked. The FLSA states that an employer can pay straight time up to 86 hours but the county implemented 85.5 hour pay when we converted from the 28-day cycle to the 14-day cycle; therefore, the hours of 171 were cut in half to 85.5

All non-exempt sworn law enforcement and detention officers are paid each pay period for 85.5 hours and overtime for hours worked over 85.5 regardless of how many hours they work. We have some scheduled to work 8 hour shifts/80 hours per pay period and others are on 12 hour shifts and work 7 days for approximately 86 hours.

All exempt sworn law enforcement and detention officers are also paid each pay period for 85.5 hours and earn compensatory time for hours that exceed 85.5.

Recently, a survey was completed that included the following law enforcement agencies: Mecklenburg County, Union County, Rowan County, City of Concord, and City of Kannapolis.

Several issues were discovered:

1. All agencies pay their exempt staff on a 2,080 hour pay schedule except Cabarrus County.
2. There are many options in determining the hourly rate of non-exempt staff. Most agencies post an annual salary but use different hours to calculate the hourly rate. This will affect the overtime rate of pay. One exception is Mecklenburg:
 - a. Cabarrus uses 2,223 hours per year (annual)
 - b. Mecklenburg uses 2,080 hours per year (hourly rate)
 - c. Rowan uses 2,184 hours per year (annual)
 - d. Union uses 2,080 hours per year (annual)
 - e. Concord uses 2,229.84 hours per year (annual)
 - f. Kannapolis uses 2,184 hours per year (annual)
3. Cabarrus County is the lowest paid agency in the region aside from Rowan County.
4. Mecklenburg, Union County, and City of Kannapolis pay their staff hour for hour up to 86(171-City of Kannapolis) hours per pay period and then overtime is paid on the 86.01(171.01 – City of Kannapolis) hour. All other agencies pay the same salary up to either 86 or 171 hours and then overtime is paid (except Cabarrus which is at 85.5 hours).

Another fact to point out is that the County recently converted all Emergency Medical Service staff to a 12-hour schedule from 24 hours. In doing this, overtime pay was increased for the staff. They are now paid overtime for every hour worked over 80 per pay period versus the previous fluctuating workweek method. There were concerns with fairness of pay with this group and we have the similar concerns about fairness with law enforcement.

Recommendation to the Law and Detention Agencies Pay Plan:

1. All exempt staff move to the regular pay schedule like all other county employees and their work week is defined as 80 hours per pay period or 2,080 hours annually.
2. Consider adopting the 2,080 (8 hour) and 2,184 (12 hour) for all non-exempt staff and pay them hour for hour up to 86 hours. Overtime will start after 86 hours as the FLSA suggests. There is a cost associated with this move. With salary and benefits, it is estimated at approximately \$837,000 annually.
3. This move would put law enforcement and detention staff in better alignment with other Cabarrus County employees as well as competing neighboring agencies.
4. If approved, implementation will be in February 2018.



Coates' Canons Blog: The FLSA's Overtime Pay Provisions for Law Enforcement and Firefighting Employees

By Diane Juffras

Article: <https://canons.sog.unc.edu/the-flsas-overtime-pay-provisions-for-law-enforcement-and-firefighting-employees/>

This entry was posted on March 18, 2015 and is filed under Compensation & Benefits, Fair Labor Standards Act, General Local Government (Miscellaneous)

The Fair Labor Standards Act has two exceptions from its overtime pay rules for nonexempt employees who work different numbers of hours from week to week: the fluctuating workweek method and the section 207(k) exemption for law enforcement officers and firefighters. Look [here](#) for a post I wrote about the fluctuating workweek method, which can be used for any employee whose hours fluctuate. This post discusses the 207(k) exemption, which is limited to law enforcement officers and firefighters. It is called the 207(k) exemption because it is found at [29 U.S.C. § 207\(k\)](#) (it is sometimes called the 7(k) exemption after its location in the original bill). The 207(k) exemption is well-liked by law enforcement agencies and fire departments because it makes calculating the overtime of their employees more efficient and because it reduces overtime costs in a small, but real, way.

Background

The FLSA requires employers to pay employees at a rate of one-and-one-half times their regular rate of pay for each hour worked over 40 in a week (unless they are exempt). Law enforcement officers and firefighters present a bookkeeping and payroll challenge because they frequently work shifts of 12- or 24-hours and may be scheduled to work these shifts several days in a row, piling up a lot of hours quickly. In that sense, law enforcement officers and firefighters work the ultimate fluctuating workweek.

How the 207(k) Exemption Works

The 207(k) exemption allows public employers to figure overtime compensation for law enforcement and fire employees on the basis of work periods longer than the one-week work periods that apply to all other employees. The work period can be as long as 28 days. The employer still maintains whatever payroll schedule that it prefers – weekly, bi-weekly or monthly – and law enforcement officers and firefighters still get paid on that schedule. But overtime premium pay for law enforcement officers and firefighters is determined and paid out at the end of the 207(k) work period.

When a law enforcement agency adopts the longest possible work period – 28 consecutive days – officers earn time-and-one-half overtime pay only after they have worked 171 hours within that 28-day work period. For firefighters on a 28-day work schedule, overtime is earned only after 212 hours.

The FLSA regulations allow law enforcement and fire departments to use the 207(k) exemption for work periods of **any** length between seven and 28 days, and to prorate accordingly the number of hours that must be worked before overtime kicks in. Most departments use work periods that are multiples of seven. Those multiples work out this way:

	Law Enforcement	Fire Protection
28 days	171 hrs.	212 hrs.
14 days	86 hrs.	106 hrs.
7 days	43 hrs.	53 hrs.



As noted earlier, an employer does not have to alter its pay schedule to align with a 207(k) work period. For example:

- Suppose the employing department has chosen a 28-day work schedule and the employer pays its employees on a weekly basis. In that case, employees working under the 207(k) exemption receive their regular straight-time rate for all of the hours they have worked on each of the first three weekly pay periods on the 28-day cycle. They receive their regular straight-time compensation and any overtime due for that 28-day pay period on the final weekly pay period of that cycle.
- Suppose the employing department has chosen a 28-day work schedule and the employer pays its employees on a bi-weekly basis. In that case, employees working under the 207(k) exemption receive their regular straight-time rate for all of the hours they have worked during the first two weeks on the first bi-weekly pay period of the 28-day cycle. They receive their regular straight-time compensation for the second two weeks and any overtime due for that 28-day pay period on the second bi-weekly pay period of that cycle.

The 207(k) Exemption and Comp Time

Employees scheduled in accordance with section 207(k) may be compensated for overtime hours worked with compensatory time off rather than with cash overtime pay, just like employees on a regular one-week work period. For the regulation, see [here](#).

Establishing the 207(k) Exemption

Law enforcement agencies and fire departments do not have to obtain permission from either the U.S. Department of Labor or their employees to adopt a 28-day work schedule and use the 207(k) exemption. They do, however, have to satisfy two requirements. First, the adoption of the schedule must be documented in the employer's payroll records, along with the length of the work period (that is, 28-days, 14-days, or whatever it is) and the starting date and time of each work period. Second, the payroll notation must state that the schedule has been adopted "pursuant to section 207(k) of the FLSA and 29 CFR Part 553" (see [here](#) for this requirement).

Who Qualifies as a Law Enforcement Officer or Firefighter for 207(k) Purposes?

Not every employee of a law enforcement agency or fire department may be compensated using the 207(k) exemption. The exemption is limited to sworn law enforcement officers and to those with the legal authority to fight fires.

For the purposes of the 207(k) exemption, the FLSA regulations define law enforcement officers as:

- uniformed or plainclothes members of a body of officers,
- who have the statutory power to enforce the law, and
- who have the power to arrest, and
- who have participated in a special course of law enforcement training.

The regulations provide that an unsworn jailer counts as a law enforcement officer for 207(k) purposes, **but other civilian employees of the police or sheriff's department do not.**

A firefighter is defined for 207(k) purposes as "an employee, including a firefighter, paramedic, emergency medical technician, rescue worker, ambulance personnel, or hazardous materials worker," who—

- is trained in fire suppression, and
- has the legal authority and responsibility to engage in fire suppression, and
- is employed by a fire department of a municipality, county, fire district, or State; and
- is engaged in the prevention, control, and extinguishment of fires or response to emergency situations where life, property, or the environment is at risk.

No other employees of a fire department may be compensated using the 207(k) exemption.



Other Public Safety Employees

Some jurisdictions place emergency medical personnel under the supervision of a law enforcement agency or a fire department. This arrangement is lawful and makes organizational sense for some cities and counties. But employees whose primary job duties are the provision of emergency medical services do not qualify for the 207(k) exemption unless they meet the statutory and regulatory definitions of either a law enforcement officer or a firefighter. Several North Carolina local governments cross-train and cross-utilize their public safety personnel in this way, but they are the exception and not the rule.

Citations

The regulations covering the issues discussed in this blog post and not otherwise linked in the text may be found [here](#), [here](#), [here](#), [here](#), and [here](#).

Links

- www.law.cornell.edu/uscode/text/29/207
- www.law.cornell.edu/cfr/text/29/553.231
- www.law.cornell.edu/cfr/text/29/553.51
- www.law.cornell.edu/cfr/text/29/553.211
- www.law.cornell.edu/cfr/text/29/553.210
- www.law.cornell.edu/cfr/text/29/553.201
- www.law.cornell.edu/cfr/text/29/553.220
- www.law.cornell.edu/cfr/text/29/553.221
- www.law.cornell.edu/cfr/text/29/553.224
- www.law.cornell.edu/cfr/text/29/553.230

Current Process in Payroll		Law Table	Annual						
Law Tables 10/24/2017	Job	Annual	Hours		Active	Current #	Vacant	Current #	
	Class	Salary	Currently		Positions	Employees	Positions	12 Hr shift	
Grade 11 (63)	Jail Detention Officer (Non-DOC) (12 hrs Shift)	S733	32,211.27	2223	14.49	24	24	-	24
	Master Control Officer (12 hrs shift)	S736	32,211.27	2223	14.49	3	3	-	3
Grade 12 (64)	Jail Detention Officer (12 Hrs Shift)	S719	33,811.83	2223	15.21	69	66	3	66
Grade 13 (65)	Deputy Sheriff (8Hrs Shift)	0713	35,501.31	2223	15.97	42	31	11	
	Deputy Sheriff (12hr Shift)	S713	35,501.31	2223	15.97	79	69	10	69
	Deputy Sheriff/Bailiff (8hrs shift) (2210 dept)	L714	35,501.31	2223	15.97	2	2	-	
Grade 14 (66)	Senior Deputy Sheriff (8 Hrs. Shift)	0735	37,301.94	2223	16.78	18	16	2	
	Senior Deputy Sheriff (12Hrs Shift)	S735	37,301.94	2223	16.78	9	7	2	7
Grade 15 (67)	Community Officer/Detective Resource	0726	39,169.26	2223	17.62	1	-	1	
Grade 16 (68)	Crime Analyst	0714	41,125.50			1	-	1	
Grade 17 (69)	Crime Scene Officer (8Hrs Shift)	0710	43,170.66	2223	19.42	3	2	1	
	Detective (8 Hrs Shift)	0709	43,170.66	2223	19.42	9	7	2	
	Sergeant (Non Sworn, 8HRs Shift) - Telecom	0705	43,170.66	2223	19.42	3	1	2	
	Sergeant (Non Sworn,12HRs Shift) - Detention	S704	43,170.66	2223	19.42	3	3	-	3
	Sergeant(Non Sworn, 8Hrs Shift) - Detention	0704	43,170.66	2223	19.42	1	1	-	
Grade 18 (70)	Digital Evidence Technician (8 Hrs Shift)	0727	45,326.97	2223	20.39	1	1	-	
	Sergeant (Sworn, 8Hrs Shift)	0708	45,326.97	2223	20.39	18	18	-	
	Sergeant (Sworn, 12Hrs Shift)	S708	45,326.97	2223	20.39	14	13	1	13
Grade 20 (72)	Lieutenant (8Hrs Shift)	0711	49,973.04	2223	22.48	11	11	-	
	Lieutenant (12Hrs Shift)	S711	49,973.04	2223	22.48	4	4	-	4
Grade 22 (74)	Captain (8 hrs shift)	0706	55,108.17	2223	24.79	3	3	-	
Grade 28 (80)	Chief Deputy (8 hrs shift)	0702	73,825.83	2223	33.21	1	1	-	
Grade (83)	Sheriff (8 hrs shift)	0701	85,452.12	2223	38.44	1	1	-	
	Totals					320	284	36	189

Attachment number 4 \n



CABARRUS COUNTY

BOARD OF COMMISSIONERS WORK SESSION

**JANUARY 3, 2018
4:00 P.M.**

AGENDA CATEGORY:

Discusison Items for Action at January 16, 2018 Meeting

SUBJECT:

County Manager - Request Contingency Funds for two Projects to be Escalated to FY18 due to Funds Availability and Safety of Facilities

BRIEF SUMMARY:

The Commissioners' Contingency has recently released approximately \$1.1 million dollars to do the lower projection of students in both school districts. These are reoccurring funds which are being proposed to cover one time projects in FY18. The first project was presented in December due to immediate needs in the Jail kitchen. The other two projects are as follows: **Government Center Elevator Modernization \$180,000** (Twenty-five years plus of operation of the original operating system is above average for elevators. The units have come to the end of their life and the units are becoming increasing unreliable) and **Fall Protection Measures Installation at Multiple Buildings \$350,000** (Cabarrus County have several building that do not meet OSHA fall protection and elevated working surfaces requirements in relation to the OSHA 1910.28 and 1910.29 guidelines. This scope of this project is to install physical improvements to these areas which primarily are roofs, hatches and ladders.

REQUESTED ACTION:

Motion to adopt budget amendment and related project ordinances.

EXPECTED LENGTH OF PRESENTATION:

5 Minutes

SUBMITTED BY:

Kyle Bilafer, Area Manager of Operations
Pamela S. Dubois, Senior Deputy County Manager

BUDGET AMENDMENT REQUIRED:

Yes

COUNTY MANAGER'S RECOMMENDATIONS/COMMENTS:

BUDGET AMENDMENT:

ATTACHMENTS

- [Budget Amendment](#)
 - [Project Ordinance](#)
-

Budget Revision/Amendment Request

Date: 1/16/2018

Amount: 530,000.00

Dept. Head: Mike Downs

Department: County Manager/Construction & Renovation Fund

Internal Transfer Within Department
 Transfer Between Departments/Funds
 Supplemental Request

Purpose: To allocate contingency funds to two projects: Government Center Elevator Modertnization \$180,000 and Fall Protection Measures Installation at Multiple Buildings \$350,000 from released funds set aside for anticipated school growth that did not occur.

Fund	Indicator	Department/ Object/ Project	Account Name	Approved Budget	Increase Amount	Decrease Amount	Revised Budget
001	9	1910-9660	Contingency	1,707,270.00		530,000.00	1,177,270.00
001	9	1960-9708	Cont to Capital Projects Fund	816,000.00	530,000.00		1,346,000.00
							0.00
343	6	1952-6902	Cont'b from General Fund -Elevator's	-	180,000.00		180,000.00
343	9	1952-9830	Other Improvements - Elevator's	-	180,000.00		180,000.00
							0.00
343	6	1952-6902-FALPR	Cont'b from General Fund - Bldgs OSHA	-	350,000.00		350,000.00
343	9	1952-9830-FALPR	Other Improvements - Bldgs OSHA	-	350,000.00		350,000.00
Total							0.00

Budget Officer

County Manager

Board of Commissioners

Approved
 Denied

Approved
 Denied

Approved
 Denied

Signature

Signature

Signature

Date

Date

Date

Attachment number 1 \n

CABARRUS COUNTY CONSTRUCTION AND RENOVATION PROJECT BUDGET ORDINANCE

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

Section I.

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

Capital Reserve Fund Contribution	\$7,067,399
Rental – Tower Lease	726,098
Lease Proceeds (Robert Wallace Park)	3,666,394
General Fund Contribution	4,739,779
Sale of Fixed Assets	423,417
Contributions and Donations	117,036
Park & Recreation Trust Fund(PARTF) Grant	350,000
Capital Projects Fund Contribution	5,775
TOTAL REVENUES	\$17,095,898

- D. The following appropriations are made as listed.

Tax Collector Renovation	\$163,500
Elevator Modernization Government Center	180,000
Multiple building Fall Protection Measures	350,000
BOE Election Equipment	323,000
County Website Design	283,750
Jail Camera Upgrade	117,000
LEC Law Enforcement Technology	786,932
Training & Firing Range Renovation	50,000
Courthouse Expansion	1,100,000
Public Safety Training Center	90,000
Emergency Communications Equipment	2,099,491
JM Robinson High School Wetlands Mitigation	100,000
Robert Wallace Park	8,147,964
Frank Liske Park – Western Playground Restrooms	375,000
Frank Liske Park – Barn Restrooms	102,000
Frank Liske Park Overflow Parking	236,960
Carolina Thread Trail	59,329
Arena- Restroom Renovation	78,170
Arena –Aisle Safety Lighting	185,000
Arena – Marque Replacement & Sign	112,500
Landfill Retaining Wall	325,000
Veterans Services Improvements	85,000

Cooperative Ext. ADA Bathrooms	150,000
Furniture Replacements	178,723
Senior Center Parking Lot	64,476
EMS Heart Monitors	550,111
EMS Co-location – Concord Fire #11	375,000
Governmental Center ADA Bathrooms	205,000
ITS Fiber Technology Improvements	120,000
Unassigned	101,992
TOTAL EXPENDITURES	\$17,095,898
GRAND TOTAL – REVENUES	\$17,095,898
GRAND TOTAL – EXPENDITURES	\$17,095,898

Section II.

- A. Special appropriations to non-profit organizations shall be distributed after the execution of an agreement which ensures that all County funds are used for statutorily permissible public purposes.
- B. The County Manager or designee is hereby authorized to transfer appropriations within or between funds, or modify revenue and expenditure projections as contained herein under the following conditions:
 1. The Manager may transfer amounts between objects of expenditure and revenues within a function without limitation.
 2. The County Manager may transfer amounts up to \$500,000 between functions of the same fund.
 3. The County Manager may transfer amounts between contingency funds which are set aside for a specific project for budgetary shortfalls or upon the appropriate approval of a change order.
 4. The County Manager is authorized to transfer funds from the General Fund or Capital Reserve Fund to the appropriate fund for projects approved within the Capital Improvement Plan for the current fiscal year.
 5. Upon notification of funding increases or decreases to existing grants or revenues, or the award of grants or revenues, the Manager or designee may adjust budgets to match, including grants that require a County match for which funds are available.
 6. The Manager or designee may adjust debt financing from estimated projections to actual funds received.
 7. The County Manager may enter into and execute change orders or amendments to construction contracts in amounts less than \$90,000 when the appropriate annual budget or capital project ordinance contains sufficient appropriated but unencumbered funds.
 8. The County Manager may award and execute contracts which are not required to be bid or which G.S. 143-131 allows to be let on informal bids so long as the annual budget or appropriate capital project ordinance contains sufficient appropriated but unencumbered funds for such purposes.
 9. The County Manager may execute contracts with outside agencies to properly

document budgeted appropriations to such agencies where G.S. 153 A-248(b), 259, 449 and any similar statutes require such contracts.

10. The County Manager may reject formal bids when deemed appropriate and in the best interest of Cabarrus County pursuant to G.S. 143-129(a).
11. The County Manager may reduce revenue projections consistent with prevailing economic conditions, and also reduce expenditures correspondingly.

Section III.

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

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

Adopted this the 16th Day of January, 2017.

CABARRUS COUNTY BOARD OF COMMISSIONERS

BY: _____
Stephen M. Morris, Chairman

ATTEST:

Clerk to the Board

REVISED

CABARRUS COUNTY



BOARD OF COMMISSIONERS WORK SESSION

**JANUARY 3, 2018
4:00 P.M.**

AGENDA CATEGORY:

Discussion Items for Action at January 16, 2018 Meeting

SUBJECT:

Finance - Adjustment of Line Item Budget for Rowan Cabarrus Community College (RCCC) Advanced Technology Center

BRIEF SUMMARY:

The line item breakdown of the Rowan Cabarrus Community College (RCCC) Advanced Technology Center costs have been updated by RCCC. At the County level, we need to update our budget based on the updated estimates. A spreadsheet is enclosed detailing the funding of the Advanced Technology Center. The budget amendments and an updated Capital Reserve Project Ordinance are also included for this project.

REQUESTED ACTION:

Motion to approve the line item changes for the RCCC Advanced Technology Center.

Motion to approve the related budget amendments and project ordinance.

EXPECTED LENGTH OF PRESENTATION:

3 Minutes

SUBMITTED BY:

Susan Fearington, Finance Director

BUDGET AMENDMENT REQUIRED:

Yes

COUNTY MANAGER'S RECOMMENDATIONS/COMMENTS:

BUDGET AMENDMENT:

ATTACHMENTS

- [ATC Updated Project Costs](#)
 - [ATC Budget](#)
 - [Fd 370 LOBS 2018 Budget Amendment](#)
 - [Fd 450 Capital Reserve Budget Amendment](#)
 - [Fd 450 Capital Reserve Proj Ord](#)
-

**ROWAN-CABARRUS COMMUNITY COLLEGE
DIVISION OF FACILITIES SERVICES
PROPOSED REPAIR RENOVATION OR CAPITAL IMPROVEMENT PROJECT**

PROJECT BUDGET SUMMARY

COMMUNITY COLLEGE: Rowan-Cabarrus Community College **DATE:** 10/25/2017
PROJECT IDENTIFICATION: Cabarrus Advanced Technology Education Center
PROJECT LOCATION/COUNTY: Kannapolis, NC

Est. Square Footage	SF	55,294	Est. Design Period	MO	12
Est. Acreage	AC	4	Est. Construction Period	MO	14

I. CURRENT ESTIMATED CONSTRUCTION COST

	QTY	UNIT	COST PER UNIT	TOTAL
A. Land Requirement	4	AC	0.00	Gift
B. Site Preparation	4	AC	\$ -	In Construction
C. Construction	55,294	SF	\$ 259	\$ 14,293,499
D. , Fixtures & Equipment				

ESTIMATED CONSTRUCTION COSTS **\$ 14,293,499**

II. SOFT COSTS

A. Design Fees	8.9%	(% of Estimated Construction Costs)	\$ 1,275,000.00
B. Preconstruction Costs	0.8%	(% of Estimated Construction Costs [1% for CM@Risk])	\$ 111,000.00
C. Commissioning	0.8%	(0.5% Simple; 1.0% Moderate; 1.5% Complex)	\$ 115,000.00
D. Special Inspection/Materials	0.7%	(0.5% Simple; 1.0% Moderate; 1.5% Complex)	\$ 95,000.00
E. Sustainability	0.0%	(3% LEED Gold; 2% LEED Silver)	\$ -
F. Advance Planning	0.4%	(% of Estimated Construction Costs)	\$ 55,000.00
G. Contingencies	3.0%	(% of Estimated Construction Costs [3% New; 5% R&R])	\$ 430,543.00
H. Owner's Direct Costs	0.4%	(% of Estimated Construction Costs)	\$ 60,000.00
I. Furniture, Fixtures & Equipmen	4.1%	(% of Estimated Construction Costs)	\$ 582,941.00

ESTIMATED SOFT COSTS **\$ 2,724,484**

ESTIMATED PROJECT COSTS **\$ 17,017,983**
Sum of Estimated Construction Costs + Soft Costs

III. PROJECTED ESCALATION

On items H. and I.(From Est. Date to mid-point of construction) = 13 months 0.00%
PROJECTED ESCALATION COST INCREASE (Construction cost escalation carried in Construction Line Item) **\$ -**
Cost/SF

TOTAL BUDGET REQUEST (Estimated Costs + Escalation Cost Increase) **\$ 307.77** **\$ 17,017,983**

Budget Revision/Amendment Request

Date: 1/16/2018

Amount: \$ 111,000.00

Dept. Head: Susan Fearrington - (prepared by staff)

Department: Finance

Internal Transfer Within Department

Transfer Between Departments/Funds

Supplemental Request

Purpose: This budget amendment is to adjust budgets between funds within the same project in the 370 LOBS fund to the most recent update on funding needed in the Architect, Engineering and Construction Owner line items. This is for the RCCC Advanced Technology Center project.

Fund	Indicator	Department/ Object/ Project	Account Name	Approved Budget	Increase Amount	Decrease Amount	Revised Budget
370	9	7505-9607	Architect	1,244,356.00	85,644.00		1,330,000.00
370	9	7505-9606	Engineering	114,040.00	25,356.00		139,396.00
370	9	7505-9820-0599	Construction Owner	222,000.00		111,000.00	111,000.00
Total				1,580,396.00	111,000.00	111,000.00	1,580,396.00
Total							0.00

Budget Officer

- Approved
- Denied

Signature

Date

County Manager

- Approved
- Denied

Signature

Date

Board of Commissioners

- Approved
- Denied

Signature

Date

CABARRUS COUNTY CAPITAL RESERVE CAPITAL PROJECT BUDGET ORDINANCE

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

Section I.

- A. The project authorized is for the purpose of accumulating and appropriating funds specifically for future County and School capital projects.
- B. The officers of this unit are hereby directed to proceed with this capital project within the terms of the Generally Accepted Accounting Principles (GAAP) and the budget contained herein.
- C. It is estimated that the following revenues will be available to complete capital projects as listed.

Contributions from General Fund	\$79,684,286
Contributions from CVB	573,771
Contribution from Capital Projects Fund	338,309
Interest on Investments	415,142
TOTAL REVENUES	\$81,011,508

- D. The following appropriations are made as listed:

Mt. Pleasant Middle School	3,627,164
Royal Oaks Elementary	4,476,490
Kannapolis Middle School	5,018,148
Odell 3-5 Elementary School	19,755,175
Kannapolis Intermediate Renovation(Carver)	1,520,978
CBTC Campus Renovations, Safety, Security	184,075
CBTC A/C Unit Replacement Phase II	105,000
Concord Middle School Roof	884,359
Harrisburg Elementary School Roof	630,306
R. Brown McAllister School	30,000
RCCC – A/C Replacement	100,000
New High School-Weddington Road	8,341,495
Performance Learning Center	590,709
RCCC – Advanced Technology Center	1,580,396
New CCS Elementary School	2,437,001
Community College Renovations	280,043
Cabarrus County Schools – Buses FY16	875,000
Cabarrus County Schools – Mobile Units FY16	1,110,000
Cabarrus County Schools yellow buses (10) FY17	880,000
Cabarrus County Schools mobile units (20) FY17	2,400,000
Kannapolis City Schools yellow buses (5)	441,739
School Contingency	2,181,389
IAM Facility and Warehouse	2,141,264
Downtown Parking Deck	1,070,000
Tax Collector’s Office Renovation	9,116
Frank Liske Park Overflow Parking Lot	24,908
Training & Firing Range Renovations	50,000
Public Safety Training Center	75,000

Carolina Thread Trail	50,000
FLP – Western Playground Restroom Facility	375,000
Arena Aisle Safety Lighting	185,000
Arena Marquee Replacement & Sign Enhancement	112,500
County Website Development	250,000
Renovations to 2325 Lake Concord Road	195,000
Courthouse Expansion	1,100,000
Arena Restroom Renovations	100,000
FLP Barn Restrooms	102,000
EMS Heart Monitors	550,111
EMS Relocation to Concord Fire #10	375,000
Government Center Bathroom ADA	205,000
Door Access & Security Cameras - Sheriff	70,000
ITS – Fiber Infrastructure Improvements	120,000
County Facility Projects	27,717
Robert Wallace Park	3,091,047
Park Projects/CVB	573,771
Other County Capital Projects	12,709,607

TOTAL EXPENDITURES **\$81,011,508**

GRAND TOTAL – REVENUES **\$81,011,508**

GRAND TOTAL – EXPENDITURES **\$81,011,508**

Section II.

- A. Special appropriations to non-profit organizations shall be distributed after the execution of an agreement which ensures that all County funds are used for statutorily permissible public purposes.
- B. The County Manager or designee is hereby authorized to transfer appropriations within or between funds, or modify revenue and expenditure projections as contained herein under the following conditions:
 1. The Manager may transfer amounts between objects of expenditure and revenues within a function without limitation.
 2. The County Manager may transfer amounts up to \$100,000 between functions of the same fund.
 3. The County Manager may transfer amounts between contingency funds which are set aside for a specific project for budgetary shortfalls or upon the appropriate approval of a change order.
 4. The County Manager is authorized to transfer funds from the General Fund or Capital Reserve Fund to the appropriate fund for projects approved within the Capital Improvement Plan for the current fiscal year.
 5. Upon notification of funding increases or decreases to existing grants or revenues, or the award of grants or revenues, the Manager or designee may adjust budgets to match, including grants that require a County match for which funds are available.
 6. The Manager or designee may adjust debt financing from estimated projections to actual funds received.

7. The County Manager may enter into and execute change orders or amendments to construction contracts in amounts less than \$90,000 when the appropriate annual budget or capital project ordinance contains sufficient appropriated but unencumbered funds.
8. The County Manager may award and execute contracts which are not required to be bid or which G.S. 143-131 allows to be let on informal bids so long as the annual budget or appropriate capital project ordinance contains sufficient appropriated but unencumbered funds for such purposes.
9. The County Manager may execute contracts with outside agencies to properly document budgeted appropriations to such agencies where G.S. 153 A-248(b), 259, 449 and any similar statutes require such contracts.
10. The County Manager may reject formal bids when deemed appropriate and in the best interest of Cabarrus County pursuant to G.S. 143-129(a).
11. The County Manager may reduce revenue projections consistent with prevailing economic conditions, and also reduce expenditures correspondingly.

Section III.

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

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

Adopted this 16th day of January 2018.

CABARRUS COUNTY BOARD OF COMMISSIONERS

BY: _____
Stephen M. Morris, Chairman

ATTEST:

Clerk to the Board



CABARRUS COUNTY
BOARD OF COMMISSIONERS
WORK SESSION

JANUARY 3, 2018
4:00 P.M.

AGENDA CATEGORY:

Discussion Items for Action at January 16, 2018 Meeting

SUBJECT:

Human Resources - Drug Free Workplace Policy Update

BRIEF SUMMARY:

Due to the U.S. Department of Transportation's (DOT) updates to 49 CFR Part 40 that becomes effective on January 1, 2018, the County's Drug Free Workplace Policy requires updates to the drug and alcohol testing regulations to be compliant. As a 5311 sub-recipient of FTA funds through the NCDOT, the County is required to update the Drug Free Workplace Policy and retrain covered DOT employees.

REQUESTED ACTION:

Motion to approve revised policy.

EXPECTED LENGTH OF PRESENTATION:

5 Minutes

SUBMITTED BY:

Lundee Covington, Human Resources Director
Ashley Allen, Human Resources Analyst

BUDGET AMENDMENT REQUIRED:

No

COUNTY MANAGER'S RECOMMENDATIONS/COMMENTS:

ATTACHMENTS

- [DOT Memo](#)
 - [Drug Free Workplace Policy](#)
-

MEMORANDUM

To: Cabarrus County Board of Commissioners

From: Ashley Allen, HR Analyst

CC: Lundee Covington, HR Director
Bob Bushey, Transportation Manager

Date: **December 22, 2017**

Subject: Cabarrus County Drug Free Workplace Policy Updates

The Department of Transportation notified Cabarrus County in December 2017 of changes that needed to be made immediately to our Drug Free Workplace policy effective January 1, 2018. I have made the required edits and summarized them for you here.

Changes include:

- Definition added for the Department of Transportation (DOT)
- Definition added for Evidentiary Breath Testing Device (EBT)
- All references to the term “opiates” have been changed to “opioids”
- Definition updated for Substance Abuse Professional (SAP)
- Update to Alcohol Testing Procedure on pg. 16

Additionally, all DOT covered employees were asked to sign an Addendum to the policy by January 1, 2018 as requested by the Department of Transportation.

CABARRUS COUNTY DRUG FREE WORKPLACE POLICY

April 20, 2009

Revisions September 21, 2009; April 18, 2011; August 15, 2011; October 17, 2011; July 16, 2012,
October 2016, December 2017

- I. [General Statement of Policy](#)
- II. [Definitions](#)
- III. [Prohibited Acts](#)
- IV. [Duties of Employees](#)
- V. [Authority To Test Employees](#)
- VI. [When to Test](#)
- VII. [Testing Procedures for Applicants and County Employees](#)
- VIII. [Test Results](#)
- IX. [Penalties for Non-Compliance](#)
- X. [Confidentiality](#)
- XI. [Drug Free Awareness Program](#)

Appendix. [Employees Covered by DOT Regulations](#)

[FORMS](#)

[REFERENCES](#)

I. General Statement of Policy

- A. It is the policy of Cabarrus County that the workplace shall be free of the presence of alcoholic beverages or unlawful controlled substances and that employees shall perform their job assignments safely, efficiently, and without the adverse influence of alcohol or controlled substances. This policy shall govern all County employees. Specific requirements for DOT covered employees are set out in the Appendix.
- B. Employees should be aware of the harmful effects, dangers, and impacts of the use and abuse of alcohol and controlled substances in the workplace. Employees working under the influence of alcohol or controlled substances:
 - 1. May create unsafe conditions for themselves and others;
 - 2. May perform unsatisfactorily and adversely affect the performance of others;
 - 3. May discredit Cabarrus County and cause disrespect for the employee, the County, and the citizens we serve.

II. Definitions

- A. Alcohol Test – Any accepted scientific means to determine the presence of alcohol, including but not limited to laboratory analysis of urine, blood, or hair. A DOT regulated alcohol test may only use saliva and breath.
- B. Authorized Provider – A company or organization that has been authorized to conduct alcohol and controlled substance testing of County employees in compliance with this policy.
- C. Auxiliary Employee (Common Law Employee): Person who performs services for Cabarrus County on a temporary basis and is paid for these services through County employee payroll in accordance with IRS regulations.
- D. BAT (Breath Alcohol Technician) – A trained and certified individual who determines a breath alcohol test result.
- E. Cabarrus County Permitted Operators – Authorized persons who drive a County vehicle for any purpose and/or whose job responsibilities require driving a privately owned vehicle on County business; required to have an Operator’s Permit to comply with Fleet Policy.
- F. CFR - Code of Federal Regulations.
- G. Commercial Motor Vehicle (CMV) –A motor vehicle or combination of motor vehicles used in commerce to transport passengers or property if the motor vehicle:
1. Has a gross combination weight rating of 26,001 pounds or more, inclusive of a towed unit(s) with a gross vehicle weight rating of more than 10,000 pounds;
 2. Has a gross vehicle weight rating of 26,001 pounds or more;
 3. Is designed to transport 16 or more passengers, including the driver;
 4. Is of any size and is used in the transportation of hazardous materials as defined in the Hazardous Transportation Material Act and which requires the motor vehicle to be placarded under the Hazardous Materials Regulations.
- H. Controlled Substance – A drug, substance, immediate precursor, or metabolite of a drug or substance included in Schedule I through V of the Comprehensive Drug Abuse Prevention and Control Act (21 USC 801 *et seq.*) and its amendments.
- I. DOT, The Department, DOT Agency – These terms encompass all DOT agencies, including, but not limited to, the Federal Aviation Administration (FAA), the Federal Railroad Administration (FRA), the Federal Motor Carrier Safety Administration (FMCSA), the Federal Transit Administration (FTA), the National Highway Traffic Safety Administration (NHTSA), the Pipeline and Hazardous Materials Safety Administration (PHMSA), and the Office of the Secretary (OST). For purposes of 49 CFR Part 40, the United States Coast Guard (USCG), in the Department of Homeland Security, is considered to be a DOT agency for drug testing purposes. These terms include any designee of a DOT agency.
- J. DOT Regulated Employee (DOT Employee) – Employees with duties regulated by the Department of Transportation (DOT), Federal Motor Carrier Safety Administration (FMCSA), and Federal Transit Administration (FTA).

- K. Drug Test or Screening – Any accepted scientific means to determine the presence of controlled substances, including but not limited to laboratory analysis of urine, blood, or hair. A DOT regulated drug test may only use urine.
- L. Employee - Any person employed (whether full time, part time, or on a temporary basis) by Cabarrus County or considered an employee in accordance with IRS regulations.
- M. Evidentiary Breath Testing Device (EBT) – A device approved by the NHTSA for the evidential testing of breath at the 0.02 and the 0.04 alcohol concentrations and appears on ODAPC’s web page for “Approved Evidential Breath Measurement Devices” because it conforms with the model specifications available from NHTSA (National Highway Traffic Safety Administration).
- N. Illegal Drugs – Substances that are (1) not legally obtainable; (2) legally obtainable but have been obtained or used in an unlawful manner or in a manner other than as prescribed and directed by an employee’s treating physician or the manufacturer; (3) so called “designer drugs,” “look-a-likes,” “synthetic drugs,” and similar substances, even if not specifically prohibited by state or federal law; (4) substances which are inhaled, injected, ingested or absorbed, but which are not intended for human consumption (such as glue, solvents, or patches), even if not specifically prohibited by state or federal law. Examples of illegal drugs include (but are not limited to) amphetamines, barbiturates, cocaine, marijuana, methaqualone, opioids and phencyclidine (PCP).
- O. Lawful Drugs – Those prescribed or over the counter medications that are lawfully obtained and used as prescribed and directed by an employee’s treating physician or the manufacturer’s recommendations or for the purpose and in the manner for which prescribed or manufactured.
- P. MRO (Medical Review Officer) – A licensed physician trained to make the final determination of whether a test for the presence of a controlled substance is positive or negative.
- Q. Metabolite – The chemical or compound produced when a particular substance is passed through the human body and excreted in the urine.
- R. NCGS – North Carolina General Statutes.
- S. Non-DOT Safety Sensitive Position – Position with duties that involve such a significant risk of injury to others that even a momentary lapse of attention can have disastrous consequences. These positions are identified by human resources, safety and risk management based on duties and responsibilities of the employee. Included are law enforcement officers, emergency medical technicians, employees operating a vehicle owned by the County or a personal vehicle which is used as a major part of their work, employees working with hazardous chemicals. Employees are advised if they occupy a safety-sensitive position.
- T. Policy Administrator – The human resources director or designee responsible for the administration of the Cabarrus County Drug Free Workplace Policy.
- U. Positive Alcohol Test – Identification of an alcohol content level at or above 0.04% by use of an alcohol test. (See Section III, B, 3 and 4 for a possible exception.)

- V. Positive Drug Test - Identification of a controlled substance at or above the threshold values designated by SAMHSA (or 49CFR Part 40, as amended, for a DOT test) in a drug test and confirmed by gas chromatography with mass spectrometry (GCMS).
- W. Reasonable Suspicion - A decision for alcohol or drug testing based upon specific, contemporaneous, articulable observations concerning the appearance, behavior, speech, body odors, or performance of the employee.
- X. Retaliatory Actions - The discharge, suspension, demotion, relocation, or other adverse employment action taken against an employee in the terms, conditions, privileges, and benefits of employment.
- Y. Safety-Sensitive Position – Defined by Federal Transit Administration or FTA, DOT regulated employees. Cabarrus County also defines safety-sensitive as a position with duties that involve such a significant risk of injury to others that even a momentary lapse of attention can have disastrous consequences. These positions are identified by the human resources director based on duties and responsibilities of the employee. Included are law enforcement officers, emergency medical technicians, employees operating a vehicle owned by the County or a personal vehicle which is used as a major part of their work, and DOT regulated employees. Employees are advised if they occupy a safety-sensitive position.
- Z. SAMHSA - Substances Abuse and Mental Health Services Administration.
- AA. Substance Abuse – For the purpose of this policy any use of alcohol, an illegal drug, or a lawful drug which directly and adversely affects job performance or safety.
- BB. Substance Abuse Professional – A person who evaluates employees who have violated a DOT drug and alcohol program regulation and makes recommendations concerning education, treatment, follow-up testing, and after care. This person is a licensed physician (medical doctor or doctor of osteopathy) or licensed or certified psychologist, social worker, employee assistance professional, state-licensed or certified marriage and family therapist, or drug and alcohol counselor (certified by an organization listed at <https://www.transportation.gov/odapc/sap>) with knowledge of and clinical experience in the diagnosis and treatment of drug and alcohol related disorders.
- CC. Supervisor/Department Head – A County employee to whom another employee or group of employees report.
- DD. USC – United States Code.

III. Prohibited Acts

- A. The County prohibits the unlawful manufacture, distribution, dispensation, possession, or use of any alcoholic beverage or any narcotic drug, hallucinogenic drug, amphetamine, barbiturate, marijuana, or any other controlled substance as defined in 21 USC § 812, and as further defined in federal regulations at 21 CFR §1308.11 through 1308.15, and in NCGS 90-86 et seq.
- B. The County prohibits the use of alcoholic beverages by any employee:

1. During work hours including lunch time and breaks;
 2. While operating County equipment (including vehicles);
 3. While on any property owned, leased, or rented by Cabarrus County except the Historic Cabarrus Courthouse or the Cabarrus County Arena and Events Center during an event or function in which alcohol use is allowed as provided in B.4. below;
 4. At any time the employee is acting in the course and scope of his or her employment with the County, except while attending business, social and other functions. The business or social situations would normally occur after work hours and the employee would not be returning to his or her normal work site. This would not preclude an employee's return to work on an emergency need basis as long as current state driving standards are met;
 5. When on-call as defined by the On-Call Policy;
 6. At any other time that the employee's use of alcoholic beverages has or may have a direct and adverse effect upon the performance of his or her job.
- C. The County prohibits the use of prescription or lawful non-prescription medications by an employee while operating County equipment (including vehicles) or when acting in the course and scope of his or her employment with the County when the use has a direct and adverse effect upon the safe operation of equipment or a vehicle or on the performance of his or her duties. Employees are required to report use of any substance which carries a warning label that indicates that mental functioning, motor skills, or judgment may be adversely affected to a supervisor prior to work.
- D. Employees in safety-sensitive positions may not take prescription medications while at work or expected to be available to work, unless the prescription medications are prescribed by a physician who considered the safety sensitive nature of the employee's job when prescribing the medication. The employee is required to provide a written release from his/her doctor or pharmacist indicating that the employee can perform his/her safety- sensitive functions.

IV. Duties of Employees

- A. As a condition of initial and continuing employment, each employee shall:
1. Comply with the terms of this policy and any rules or procedures promulgated thereunder;
 2. Notify his or her supervisor in writing of any conviction pursuant to any criminal drug or alcohol statute no later than five days after such conviction. For purposes of this policy a plea of guilty, no contest, or nolo contendere is a conviction;
 3. Notify his or her supervisor immediately of an arrest or other action relating to criminal drug or alcohol statutes when at work or when his or her work or ability to work may be impacted.
 4. A violation that occurs in the workplace may result in termination of employment.
- B. Within ten days of receiving actual notice of an employee's conviction of any criminal drug statute for a violation occurring in the workplace or within the course and scope of employment, the County shall notify any federal granting agency from which the County receives a grant regarding such conviction in accordance with the Drug Free Workplace Act of 1988.
- C. Any employee who has cause to suspect that the policy has been or is being violated by another employee shall report such information to his or her supervisor, department head, or the policy administrator. In the event the person suspected of violating the policy is the county manager, the employee shall report such information to the Chair of the Board of County Commissioners.

- D. Any employee who voluntarily seeks assistance for a problem regarding alcohol or drug abuse shall be encouraged to participate in an alcohol or drug abuse assistance or rehabilitation program. Voluntary admission is not considered a positive test result. Once a person has been selected for testing, it is too late to step forward and seek assistance. County Permitted Drivers will not be allowed to drive until cleared to do so. DOT drivers and others with primarily driving responsibilities will be placed on administrative leave until cleared to return. This will include follow up testing as specified under 49 CFR Part 40.
- E. A supervisor or department head who has reason to believe that an employee has violated a criminal drug or alcohol law shall contact the human resources director to determine possible appropriate actions. Any County reports made to law enforcement officials or County cooperation in investigations or prosecutions of County employees conducted by state, federal, or local law enforcement officials pursuant to criminal drug or alcohol laws must be in accordance with NCGS 153A-98, Privacy of Employee Records.
- F. No person shall discriminate or take any retaliatory action against an employee because the employee, in good faith: makes a report pursuant to this policy, cooperates in an ensuing inquiry or investigation, testifies in a proceeding resulting from a report, or otherwise participates in the enforcement of this policy.
- G. Cabarrus County is dedicated to assuring fair and equitable application of this substance abuse policy. Therefore, supervisors/managers are required to use and apply all aspects of this policy in an unbiased and impartial manner. Any supervisor/manager who knowingly disregards the requirements of this policy, or who is found to deliberately misuse the policy in regard to subordinates, shall be subject to disciplinary action up to and including termination of employment.

V. Authority to Test Employees

Pursuant to this policy the following persons are required to submit to testing for the presence of alcohol and controlled substances.

- 1. The final applicant selected for a County position as a pre-employment condition. Testing is for controlled substances only.
- 2. Employees holding safety-sensitive positions are subject to random testing.
- 3. All current employees who apply for or are given an assignment, promotion, or transfer to a safety-sensitive position.
- 4. An employee in a safety-sensitive position who is involved in a traffic accident or violation while operating a County owned vehicle or a personal vehicle while performing his or her duties as a County employee.
- 5. Any employee involved in an on-the-job accident where:
 - a. Death results;
 - b. Any person is injured and is transported from the accident scene for medical attention;
 - c. A vehicle must be towed from the scene; or
 - d. The employee is cited for a moving violation.
- 6. Any employee when there is reasonable suspicion to believe that he or she is in violation of this policy by observed actions or physical evidence while performing his or her duties as a County employee. See Form D, Observation of Suspect Behavior Form, for observation examples.

VI. When to Test

A. Pre-employment.

1. The County, as a public employer, is entrusted with the health and safety of its citizens. In keeping with this obligation, all final applicants selected for employment with Cabarrus County are required to undergo a pre-employment drug screening.
2. The County includes notice of pre-employment drug screening in job announcements and on the Cabarrus County Government Employment Application.
3. The applicant shall report to the designated test site as directed.
4. Applicants to be tested are required to sign the drug screening consent form.
5. Failure of a pre-employment screen will disqualify the application for a period of one year from the date of testing.

B. Random Testing.

1. Employees occupying safety-sensitive positions or DOT regulated employees are subject to random drug testing. Such testing is unannounced and coordinated by the policy administrator. The policy administrator or designee shall notify the affected employee's supervisor of the time and place the employee should report for testing. Separate pools are maintained for DOT and non-DOT county drivers.
2. A supervisor shall NOT give an employee advance notice of unannounced testing, but shall notify the affected employee on the day of the testing and just prior to the employee being tested. The employee should proceed immediately to the collection site.

C. Promotion or Assignment to a Safety-Sensitive Position.

1. The department head or designee shall explain the drug testing requirements to all current employees who apply for assignment, transfer, or promotion to a safety-sensitive position.
2. Promotion to a position shall be denied to any applicant who refuses to submit to the test, receives a positive test result, or otherwise violates this policy.
3. A negative test result does not guarantee that a current employee will be promoted to the position for which he or she applied.
4. Supervisors for employees being promoted are responsible for ensuring that such employees have completed the required drug testing prior to promotion or assignment.

D. Post-Accident as defined in VI, 4 and 5.

1. Employees involved in on-the-job accidents may be required to submit to drug and alcohol testing based on the potential cause of the accident. This decision will be made at the discretion of the supervisor **and** Safety Officer/Risk Management. The supervisor shall provide or arrange appropriate transportation for testing.
2. An employee required to submit to drug and alcohol testing following an accident or moving traffic violation must make himself or herself available for testing within three hours of the accident or violation. Failure to be available within such time will be considered a refusal to submit to testing, unless there is a clear hindrance. For example, an employee with life-threatening injuries or injuries that result in death. It is important to emphasize that **nothing** is to prevent the individual from receiving of required medical attention.
3. If a vehicle operator who is required to submit to drug and alcohol testing following a vehicle accident is unable to report to the regular testing site due to injuries, and drug and/or alcohol testing is conducted pursuant to NCGS 20-16.2 or pursuant to medical treatment, the vehicle operator shall provide the policy administrator with an authenticated record of the results of that testing.

4. Any mechanic for a County vehicle involved in an accident may be required to submit to drug and alcohol testing if the reason for the accident was a result or suspected result of mechanical or materials failure.
5. The supervisor of a mechanic shall within twenty-four hours of an accident, review the maintenance records for the affected vehicle(s) within one year of the accident and the nature of the work done. As soon as practicable, the supervisor shall obtain the Traffic Accident Report and determine the likelihood that a mechanical or materials failure contributed to the accident. If the supervisor has cause to suspect that a mechanical or materials failure contributed to the accident, he or she shall report the reasons for such suspicion and provide the affected vehicle's maintenance records to the policy administrator. The policy administrator shall determine whether to require the affected mechanic to undergo drug and/or alcohol testing. The mechanic must make himself or herself available for testing the same day he or she receives notice from the policy administrator or designee that drug and/or alcohol testing is required. Failure to make himself or herself available will be considered a refusal to submit to testing.

E. Reasonable Suspicion.

1. Any employee is subject to drug or alcohol testing when there is reason to believe that the employee has violated this policy. In making such a determination, the County may consider, but is not limited to considering, any of the following factors:
 - a. Excessive absenteeism or tardiness, frequent or increased illness, frequent absences from workstation or lapses in responsibility;
 - b. A pattern of abnormal conduct or unusual, irrational, or erratic behavior;
 - c. Repeated failure to follow instructions or procedures;
 - d. Violation of safety policies or failure to follow safe work practices;
 - e. Deterioration of job performance;
 - f. Abusive behavior, insolence, insubordination, or other significant change in behavior;
 - g. Mood swings, depression, unusual detachment, euphoria, significantly increased energy, unusual talkativeness or sleepiness;
 - h. Changes in appearance, grooming, demeanor, work habits, or interaction with others;
 - i. Reports of substance abuse from other employees;
 - j. Poor motor coordination or muscle controls, unsteady walking, tremors, nervousness, trouble sitting still, slurred speech;
 - k. Evidence of substance abuse (drug paraphernalia, odor) in the employee's vicinity;
 - l. Bloodshot or dull eyes dilated or constricted pupils, runny nose, bruises;
 - m. Impaired short-term memory or illogical thinking;
 - n. Involvement as an operator or mechanic of a County owned vehicle that is involved in an accident;
 - o. Arrest for violation of any criminal drug or alcohol statute.
2. The department head or supervisor will complete Form D, Observation of Suspect Behavior Form, with detailed information on facts, symptoms, and observations of reasonable suspicion and contact the human resources director. The human resources director will determine whether to order testing and notify the employee's supervisor. The supervisor shall arrange transportation of the employee to and from the testing site. The documentation supporting reasonable suspicion will be retained confidentially by the Human Resources Department.
3. Non-law enforcement personnel shall not use physical force to detain an employee. At any time a supervisor has cause to suspect that an employee is using or is under the influence of alcohol or a

controlled substance in the course and scope of his or her duties for the County and the affected employee indicates an intention to leave the premises by his or her own means, the supervisor must notify law enforcement officials regarding the employee's identity, the employee's possible impairment, and the employee's anticipated route and means of travel.

F. Other Circumstances Requiring Immediate Testing.

A supervisor or department head may observe an employee's behavior that is of such extreme, erratic, or unsafe nature that it gives reason to believe that immediate alcohol or drug testing is advisable. In the event that such a situation arises and the supervisor or department head is unable to obtain the authorization of the policy administrator or safety & risk manager, the supervisor shall:

1. Ensure that any injuries or other unsafe condition are attended by competent medical or other personnel;
2. Advise the employee of the testing requirement;
3. Direct the employee to report to the designated testing site and arrange transportation of the employee; and
4. Notify the policy administrator or safety & risk manager as soon as practicable.

G. Follow-up Testing

As Cabarrus County has established a zero tolerance policy, follow-up testing if not generally relevant. In the instance of a self-referral the employee will be subject to non-USDOT follow-up tests as specified in 49 CFR Part 40.

H. Testing Pursuant to State or Federal Laws, Rules, or Regulations.

Some employees may be required to submit to alcohol and drug testing as required by state or federal laws, rules, or regulations. The procedures for such testing will be in accordance with the particular law, rule, or regulation being followed.

VII. Testing Procedures for Applicants and County Employees

- A. The authorized provider shall determine the procedures for the collection of blood, split sample of urine, saliva, breath, or other scientific samples in accordance with applicable County policies and state and federal laws, rules, and regulations. All blood or urine samples shall be submitted to an SAMHSA approved laboratory for analysis, and the authorized provider shall communicate final test results to the Cabarrus County policy administrator.
- B. Any of the following is considered a refusal to test:
 1. Refusing to sign the consent form, complete the medication form, or submit to a drug test;
 2. Engaging in conduct that clearly obstructs the testing process;
 3. Adulterating, contaminating, or tampering with a blood, urine, saliva, breath, or other sample;
 4. Failing to report to the designated test site as directed; or
 5. Failing to remain available for required testing.
- C. An applicant who refuses to submit to a drug test pursuant to this policy will not be considered for employment with the County.
- D. An employee who refuses to submit an alcohol or drug test required pursuant to this policy shall be subject to disciplinary action up to and including dismissal.

- E. The test results from the HHS certified laboratory will be reported to a Medical Review Officer. A Medical Review Officer (MRO) is a licensed physician with detailed knowledge of substance abuse disorders and drug testing. The MRO will review the test results to ensure the scientific validity of the test and to determine whether there is a legitimate medical explanation for a confirmed positive, substitute, or adulterated test result. The MRO will attempt to contact the employee to notify the employee of the non-negative laboratory result, and provide the employee with an opportunity to explain the confirmed laboratory test result. The MRO will subsequently review the employee's medical history/medical records as appropriate to determine whether there is a legitimate medical explanation for a non-negative laboratory result. If no legitimate medical explanation is found, the test will be verified positive or refusal to test and reported to Cabarrus County. If a legitimate explanation is found, the MRO will report the test result as negative

- F. A blood, urine, saliva, breath, or other sample that, after initial testing, does not reveal the presence of a controlled substance at or above the threshold values designated by SAMHSA or an alcohol content level below 0.04% shall be considered to have tested negative, and no further testing may be done on that sample. For a DOT drug test the verified presence of the identified drug or its metabolite below the minimum levels specified in 49CFR Part 40, as amended, and the specimen is a valid specimen shall be considered to have tested negative. A DOT regulated alcohol or drug test may only use urine, saliva, and breath sample.

- G. A blood, urine, saliva, breath, or other sample that, after confirmatory testing, does reveal the presence of a controlled substance at or above the threshold values designated by SAMHSA or an alcohol level at or above 0.04% shall be considered to have tested positive. An employee with a confirmed alcohol test result of between 0.02% and 0.039% will be deemed unfit to perform his or her duties and sent home. For a DOT drug test the verified presence of the identified drug or its metabolite at or above the minimum levels specified in 49CFR Part 40, as amended, shall be considered to have tested positive. A DOT regulated alcohol or drug test may only use urine, saliva, and breath sample.

VIII. Test Results:

A. Employees.

1. If the test is negative, the policy administrator or designee informs the department head or supervisor.
2. If the drug test is confirmed as positive, the department head or supervisor schedules a private meeting with the employee to inform the employee in writing of the test results and the employee's rights and responsibilities regarding retesting under NCGS 95-232(f). Split sample testing is at the employee's expense.
3. If the alcohol test is confirmed as positive, the department head or supervisor schedules a private meeting with the employee to inform the employee of the test results.

B. Applicants.

1. If the test is negative, the department head or supervisor is notified and the selection process continues.
2. If the test is confirmed as positive, the applicant must be notified in writing of the test results and the applicant's rights regarding retesting under NCGS 95-232(f).
3. An applicant who receives a confirmed positive test shall not be considered for employment for any position he or she is currently seeking and is ineligible for County employment for a period of one year from the testing date.
4. Employment decisions based on drug screening test results are irrevocable and appeals will not be considered.

IX. Penalties for Non-Compliance

- A. Any employee who violates this policy shall be subject to disciplinary action up to and including dismissal as described in the Cabarrus County Personnel Ordinance Article VII, Separation, Disciplinary Actions, Suspensions and Reinstatement. Employees awaiting disciplinary process will be placed on non-disciplinary administrative leave and relieved of all duties.
- B. Employees who receive a positive drug or alcohol test result will be dismissed.
- C. For DOT regulated employees, the County shall not take an action based solely on test results showing an alcohol concentration of less than 0.02%.
- D. Auxiliary employees who are suspected of violating this policy will be released from employment.

X. Confidentiality

- A. Any tests for the presence of alcohol or controlled substances authorized by this policy shall be designed to protect the privacy of the applicant or employee being required to undergo testing. All tests for the presence of alcohol or controlled substances shall be conducted pursuant to and in compliance with the Controlled Substance Examination Regulations found in NCGS Chapter 95, Article 20.
- B. No sample obtained for the purpose of conducting tests for the presence of alcohol or controlled substances pursuant to this policy shall be used to perform any diagnostic examination that would detect any hidden or latent physical or mental infirmity, disease, or condition. Rather, the analysis of such

sample shall be confined to such procedures as are devised to detect the presence of alcohol or controlled substances.

- C. All information obtained in the course of testing, examining, counseling, rehabilitating, and treating applicants or employees pursuant to this policy shall be protected as confidential medical information. Documents or data concerning this information shall not be open to inspection pursuant to NCGS 153A-98 by persons other than the affected applicant or employee and shall be disseminated only on a need-to-know basis and at the express direction of the human resources director or to comply with applicable laws.
- D. Drug test results from the County's drug testing program may not be used as evidence in a criminal action against an applicant tested except by order of a court of competent jurisdiction.

XI. Drug Free Awareness Program

- A. The human resources director shall provide information regarding this policy and a drug free workplace to employees, to include the following:
 - 1. The dangers of drug abuse in the workplace;
 - 2. The County's policy of maintaining a drug free workplace;
 - 3. Available alcohol or drug counseling, rehabilitation, and employee assistance programs;
 - 4. The penalties that may result for violations of this policy.
 - 5. Employee Assistance Program:
McLaughlin Young Group
5925 Carnegie Blvd., Suite 350
Charlotte NC 28209
(800) 633-3353 or
(704) 529-1428
(704) 529-5917 Fax

Cabarrus County Human Resources Department: 704-920-2200

- B. Supervisors shall receive information on this policy and how to detect the use or abuse of alcohol and controlled substances.
- C. The human resources director will make this policy available to each employee.

Appendix

Employees Covered by Department of Transportation (DOT) Regulations

Together with the other Drug Free Workplace Policy requirements employees covered by DOT Regulations must comply with this appendix.

- A. DOT Federal Transit Administration covered employees and functions. Employees who perform safety-sensitive function(s) as defined by the Federal Transit Administration (FTA) are subject to regulation by the United States Government (DOT regulated employees). A FTA safety-sensitive function is any of the following duties when performed by employees for departments that receive federal funding under 49 USC 5307, 5309, 5311, or 23 USC 103(e)(4):
1. Operating a revenue service vehicle, including when not in revenue service;
 2. Operating a nonrevenue service vehicle, when required to be operated by a holder of a Commercial Driver's License;
 3. Controlling dispatch or movement of a revenue service vehicle;
 4. Maintaining (including repairs, overhaul and rebuilding) a revenue service vehicle or equipment used in revenue service. This section does not apply to the following: an employer who receives funding under 49 U.S.C. 5307 or 5309, is in an area less than 200,000 in population, and contracts out such services; or an employer who receives funding under 49 U.S.C. 5311 and contracts out such services;
 5. Carrying a firearm for security purposes.
- B. DOT Federal Motor Carrier Safety Administration covered employees and functions. Employees who drive or operate a commercial motor vehicle (CMV). The Federal Motor Carrier Safety Administration (FMCSA) has interpreted driving a CMV on a road, street or way which is open to public travel, even though privately-owned or subject to military control, as prima facie evidence of operation in commerce. Employees who drive or operate a CMV must hold a valid appropriate commercial driver's license. FMCSA safety-sensitive function(s) are defined as and include all time from the time an employee begins to work, or is required to be in readiness to work, until the time the employee is relieved from work and all responsibility performing work. Safety-sensitive functions shall include:
1. All time at a carrier or shipper plant, terminal, facility, or other property, or on any public property, waiting to be dispatched, unless the driver has been relieved from duty by the employer. This includes employees who are "eligible" at work to drive a CMV at anytime, e.g., salespersons, clerks, secretaries, supervisors;
 2. All time inspecting equipment as required by 49 C.F.R 392.7, "Equipment, Inspection, and Use," and 49 C.F.R 392.8, "Emergency Equipment and Use," or otherwise inspecting, servicing, or conditioning any CMV at any time;
 3. All driving time, which is any time spent at the driving controls of a CMV in operation;
 4. All time, other than driving time, in or upon any CMV except time spent resting in a sleeper berth;
 5. All time loading or unloading a vehicle, supervising or assisting in loading or unloading, attending a vehicle being loaded or unloaded, remaining ready to operate the vehicle, or giving or receiving receipts for shipments loaded or unloaded;
 6. All time repairing, obtaining assistance for, or remaining with a disabled vehicle.
- C. Applicants and all current employees who apply for assignment, transfer, or promotion to a DOT regulated position must sign an Authorization for Release of Personal Information Form for the release of alcohol and drug testing data compiled by previous employers covered by 49 CFR Part 40 and

provide the County information about drug and alcohol violations. Departments that have DOT regulated positions will contact Human Resources for guidance in obtaining this information (see Form F).

- D. All drug and alcohol testing will be conducted in accordance with 49 CFR Part 40, as amended. Additionally all FTA employees will be drug and alcohol tested in accordance with Part 655 and FMCSA employees will be tested in accordance with Part 382. A drug test can be performed any time a DOT regulated employee is on duty. A DOT alcohol test can be performed just before, during, or after the performance of a DOT safety-sensitive function. Amphetamines, marijuana, cocaine, opioids, phencyclidine (PCP) can be tested for at any time while on duty.
- E. DOT regulated employees are prohibited from the use or possession of alcohol while on duty or in uniform, while on-call to perform safety sensitive duties, and four hours prior to duty. Alcohol use is also prohibited by any covered employee required to submit to post-accident alcohol testing for four hours following the accident or until the alcohol test is performed.
- F. DOT regulated employees must complete a DOT pre-employment drug test when hired for, or transferred to, a DOT covered position. The candidate must produce a negative drug test result prior to first performing a safety-sensitive duty. If the test is canceled, the employee must retake and pass the test before being hired. Failure of a County pre-employment screen will disqualify the application from employment for one year. Any covered employee or applicant who has previously failed or refused a pre-employment drug test administered under this part, must provide proof of having successfully completing a referral, evaluation, and treatment plan by a substance abuse professional as described in 49 CFR Part 655.62. A covered employee who has not performed a safety sensitive duty for 90 consecutive days or more and has not been in the employer's random selection pool shall take a pre-employment drug test with a verified negative result before returning to safety-sensitive duties.
- G. Together with other accident testing which may be required by the County, DOT regulated employees must complete DOT drug and alcohol tests as soon as possible after they are involved in an accident while operating a County owned or leased vehicle, if the accident involves:
 - 1. FMCSA accident requiring testing: An accident in which a fatality is involved; one or more motor vehicles are towed from the scene or someone is treated medically away from the scene, *and* a citation is issued to the CMV driver within 8 hours of the occurrence under state or local law for a moving violation arising from the accident and either of the aforementioned situations occur.
 - 2. FTA accident requiring testing: An accident in which a fatality is involved, one or more motor vehicle receives disabling damage or someone requires immediate medical attention away from the scene, unless the driver can be completely discounted as a contributing factor. All surviving employees operating the mass transit vehicle at the time of the accident and all other covered employees whose performance could have contributed to the accident must also be tested after an accident involving a fatality.

Alcohol testing must be done as soon as possible following an accident, but not more than eight hours after the accident. Drug testing must be done as soon as possible after the accident, but not more than 32 hours after the accident. If a post-accident alcohol test is not administered within two hours following the accident, the employer shall prepare and maintain on file a record stating the reasons for the delay. All DOT covered employees must remain readily available for testing after an accident including notifying the employer representative of the employee's whereabouts. Failure to do so will be considered a test refusal. Testing is stayed while the employee assists in the resolution of the accident or receives medical attention.

- H. DOT regulated employees must complete random DOT drug and alcohol tests from a selection pool that includes only DOT regulated employees. Alcohol testing must occur just before, during, or just after the performance of their covered duties. Random selections will be made at a minimum of a quarterly basis by a scientifically valid computer program. The random tests will be spread reasonably throughout the year during all hours and days in which safety-sensitive functions are performed. All covered employees will have an equal chance of being selected each time selections are made. Testing will be unannounced and the employee must proceed immediately after being notified of the testing requirement.
- I. The number of employees randomly selected for drug/alcohol testing during the calendar year shall be not less than the percentage rates set each year by the FTA administrator. The current year testing rates can be viewed online at <https://www.transportation.gov/odapc/random-testing-rates>.
- J. DOT regulated employees may also be subject to drug and alcohol testing upon reasonable suspicion of probable drug or alcohol use using non-DOT testing forms. Reasonable suspicion determinations will be made by one or more trained supervisors that can articulate and substantiate physical, behavioral, and performance indicators of probably drug use or alcohol misuse by observing the appearance, behavior, speech, and/or body odors of the covered employee. Reasonable suspicion testing can be conducted just before a DOT regulated employee performs safety-sensitive duties, during that performance, and just after an employee has performed covered duties.
- K. Tests for breath alcohol concentration will be conducted utilizing a National Highway Traffic Safety Administration (NHTSA)-approved Evidential Breath Testing device (EBT) operated by a trained Breath Alcohol Technician (BAT). A list of approved EBTs can be found on ODAPC's Web page for "Approved Evidential Breath Measurement Devices". Alcohol screening tests may be performed using a non-evidential testing device (alcohol screening device (ASD)) which is also approved by NHTSA. A list of approved ASDs can be found on ODAPC's Web page for "Approved Screening Devices to Measure Alcohol in Bodily Fluids". If the initial test indicates an alcohol concentration of 0.02 or greater, a second test will be performed to confirm the results of the initial test. The confirmatory test must occur on an EBT. The confirmatory test will be conducted no sooner than fifteen minutes after the completion of the initial test. The confirmatory test will be performed using a NHTSA-approved EBT operated by a trained BAT. The EBT will identify each test by a unique sequential identification number. This number, time, and unit identifier will be provided on each EBT printout. The EBT printout, along with an approved alcohol testing form, will be used to document the test, the subsequent results, and to attribute the test to the correct employee. The test will be performed in a private, confidential manner as required by 49 CFR Part 40, as amended. The procedure will be followed as prescribed to protect the employee and to maintain the integrity of the alcohol testing procedures and validity of the test result.
- L. A result of 0.04% or higher on the DOT alcohol test is a positive test result. DOT regulated employees with a DOT alcohol test result between 0.02% and 0.039% are prohibited from performing their safety-sensitive related duties for a period of 24 hours or one shift, whichever is longer. Employee must submit to and be cleared prior to resuming work.
- M. DOT regulated employees who receive a positive DOT drug or alcohol test result will be terminated, informed of educational and rehabilitation programs available, and referred to a list of USDOT qualified

Substance Abuse Professionals (SAP) for assessment. The DOT regulated employee is responsible for any incurred costs associated with educational and rehabilitation programs or SAP assessments.

- N. Specimen validity testing will be conducted on all urine specimens for testing under DOT authority. Specimen validity testing is the evaluation of the specimen to determine if it is consistent with normal human urine. The purpose of validity testing is to determine whether certain adulterants of foreign substances were added to the urine, if the urine was diluted or if the specimen was substituted.
- O. If a covered employee provides a negative dilute test result they will be required to undergo a second test. If the second test is negative dilute it will be considered negative and no further testing is required.
- P. Any covered employee who questions the results for a required drug test may request that the split sample be tested. The split sample test must be conducted at a second HHS-certified laboratory. The test must be conducted on the split sample that was provided by the employee at the same time as the primary sample. The method of collecting, storing and testing the split sample will be consistent with the procedures set forth in 49 CFR Part 40, as amended. The employee's request for a split sample test must be made to the Medical Review Officer (MRO) within 72 hours of notice of the original sample verified test result. Requests after 72 hours will only accepted at the discretion of the MRO if the delay was due to documentable facts that were beyond the control of the employee. The employee will pay for the cost of split sample testing but the County may pay the vendor and seek reimbursement to avoid a delay in sample processing.
- Q. Refusal to submit to a drug/alcohol test shall be considered a positive test result and a direct act of insubordination and shall be subject to disciplinary action up to and including dismissal and referral to SAP. A test refusal includes the following circumstances:
 - 1. A covered employee who leaves the scene of an accident without a legitimate explanation prior to submission to drug/alcohol tests.
 - 2. A covered employee who provides an insufficient volume of urine specimen or breath sample without a valid medical explanation. The medical evaluation shall take place within 5 days of the initial test attempt.
 - 3. A covered employee whose urine sample has been verified by the MRO as substitute or adulterated.
 - 4. A covered employee fails to appear for any test within a reasonable time, as determined by the employer, after being directed to do so by the employer.
 - 5. A covered employee fails to remain at the testing site until the testing process is complete.
 - 6. A covered employee fails to provide a urine specimen for any drug test required by Part 40 or DOT agency regulations.
 - 7. A covered employee fails to permit the observation or monitoring of a specimen collection.
 - 8. A covered employee fails or declines to take a second test the employer or collector has directed you to take.
 - 9. A covered employee fails to undergo a medical examination or evaluation, as directed by the MRO as part of the verification process, or as directed by the employer as part of the "shy bladder" or "shy lung" procedures.
 - 10. A covered employee fails to cooperate with any part of the testing process (e.g., refuse to empty pockets when so directed by the collector; behave in a confrontational way that disrupts the collection process).
 - 11. Failure to sign Step 2 of the Alcohol Testing form.
 - 12. Failure to follow the observer's interactions during an observed collection including interactions to raise your clothing above the waist, lower clothing and underpants, and to turn around to permit the

observer to determine if you have any type of prosthetic or other device that could be used to interfere with the collection process.

13. Possess or wear a prosthetic or other device that could be used to interfere with the collection process.
14. Admit to the collector or MRO that you adulterated or substituted the specimen.

R. If a DOT regulated employee is directed to submit to a collection under direct observation in accordance with 49 CFR Part 40.67, the policy administrator or supervisor must explain to the employee the reason for a directly observed collection. Circumstances requiring direct observation include:

1. All return to duty tests.
2. A follow-up tests.
3. Anytime the employee is directed to provide another specimen because the temperature on the original specimen was out of the acceptable temperature range.
4. Anytime the employee is directed to provide another specimen because the original specimen appeared to have an attempt to tamper with.
5. Anytime a collector observes materials brought to the collection site or the employee's conduct clearly indicates an attempt to tamper with a specimen.
6. Anytime the employee is directed to provide another specimen because the laboratory reported to the MRO that the original specimen was invalid and the MRO determined that there was not an adequate medical explanation for the results.
7. Anytime the employee is directed to provide another specimen because the MRO determined that the original specimen was positive, adulterated, or substituted, but had to be cancelled because the test of the split specimen could not be performed.

S. Cabarrus County will notify North Carolina Division of Motor Vehicles within five business days of the date that a DOT regulated employee tests positive or refuses to participate in a drug or alcohol test required under 49 CFR Part 382 and 655, in accordance with NCGS 20-37.19.

FORMS:

- Form A. [Acknowledgment of Receipt of Drug Free Workplace Policy](#)
- Form B. [Drug Testing Authorization Form](#)
- Form C. [Observation of Suspect Behavior Form](#)
- Form D. [Post Drug Test Notice](#)

Forms are located on the Cabarrus County Intranet. Navigate to the Human Resources page and select forms to find the document you are looking for. You may also follow the links for forms B – D.

REFERENCES:

- A. Food and Drug, 21 CFR 1308.11-15: http://ecfr.gpoaccess.gov/cgi/t/text/text-idx?c=ecfr&sid=7a6623b59fe8ad6517a42dcdf698bdd&tpl=/ecfrbrowse/Title21/21cfr1308_main_02.tpl
- B. United States Code Controlled Substance Act Subchapter 1, Part B, Section 812: <http://www.deadiversion.usdoj.gov/21cfr/21usc/812.htm>
- C. Procedures for Transportation Workplace Drug and Alcohol Testing Programs, 49 CFR Part 40: http://ecfr.gpoaccess.gov/cgi/t/text/text-idx?sid=2f829914d5e4f1fbc6d503782c407c58&c=ecfr&tpl=/ecfrbrowse/Title49/49cfrv1_02.tpl
- D. Federal Transit Administration, 49 CFR Part 655: http://ecfr.gpoaccess.gov/cgi/t/text/text-idx?sid=f621f2c16897d1735c08864c1eff5ed4&c=ecfr&tpl=/ecfrbrowse/Title49/49cfrv7_02.tpl#600
- E. Federal Motor Carrier Safety Administration, 49 CFR Parts 382: http://ecfr.gpoaccess.gov/cgi/t/text/text-idx?sid=7a6623b59fe8ad6517a42dcdf698bdd&c=ecfr&tpl=/ecfrbrowse/Title49/49cfrv5_02.tpl#300
- F. US Dept of Transportation, Office of Drug & Alcohol Policy and Compliance : <http://www.dot.gov/ost/dapc/index.html>
- G. US DOL Drug Free Workplace <http://www.dol.gov/workingpartners/welcome.html>
- H. DHHS Substance Abuse and Mental Health Services Administration (SAMHSA), Division of Workplace Programs <http://www.drugfreeworkplace.gov/>
- I. North Carolina General Statutes, Chapter 95, Article 20-Controlled Substance Examination Regulation: http://www.ncleg.net/enactedlegislation/statutes/html/byarticle/chapter_95/article_20.html

- J. North Carolina Administrative Code, Title 13, Chapter 20-Controlled Substance Examination Regulation: <http://reports.oah.state.nc.us/ncac.asp?folderName=\Title%2013%20-%20Labor>
- K. North Carolina General Statutes, Chapter 90:
http://www.ncleg.net/EnactedLegislation/Statutes/HTML/ByChapter/Chapter_90.html
- L. North Carolina General Statutes 153A-98. Privacy of Employee Personnel Records:
http://www.ncleg.net/enactedlegislation/statutes/html/bysection/chapter_153a/g_s_153a-98.html
- M. North Carolina General Statutes, Chapter 20, Article 2C, 37.18 and 37.19-Commercial Driver License:
http://www.ncleg.net/enactedlegislation/statutes/html/byarticle/chapter_20/article_2c.html

**CABARRUS COUNTY GOVERNMENT
ACKNOWLEDGMENT OF RECEIPT OF DRUG FREE WORK PLACE POLICY**

I have been given a copy of and have read the Drug Free Workplace Policy (the "Policy") adopted by CABARRUS COUNTY GOVERNMENT as well as post-accident information, procedures, and instructions to enable me to comply with my obligations under the Policy and information concerning the effects of controlled substances use and alcohol abuse on an individual's health, work, and personal life; signs and symptoms of a controlled substances or alcohol problem (mine or a coworker's); and available methods of intervening when a controlled substances or alcohol problem is suspected. I hereby acknowledge that I understand, accept, and agree to be bound by the conditions specified in the Policy and these materials.

I further understand and agree that:

To be retained as an employee, the following will apply:

As a condition of employment and continued employment with CABARRUS COUNTY GOVERNMENT, I may be required to provide blood, urine, saliva, breath, or other accepted scientific samples for drug and alcohol testing under the circumstances described in the Policy, and I hereby consent to such testing.

Failure of a drug or alcohol test, my refusal to submit to drug or alcohol tests under the circumstances set forth in the Policy, violation of the items listed in the "PROHIBITED ACTS" section of the Policy and other provisions of the Policy, and certain other occurrences described in the Policy may result in disciplinary action, up to and including dismissal, as described in the Policy.

The Policy may be modified at any time and in any way at the discretion of CABARRUS COUNTY GOVERNMENT and will become effective immediately upon posting of a notice indicating to me the changes made therein.

The Policy is not a contract of employment with CABARRUS COUNTY GOVERNMENT but compliance with its terms and conditions is a condition to my employment and continued employment with CABARRUS COUNTY GOVERNMENT.

Date

Printed Name

Signature

HR reviewed 4/20/2009

DRUG AND ALCOHOL POLICY ADDENDUM

EFFECTIVE: JANUARY 1, 2018

The United States Department of Transportation (USDOT) – Office of Drug and Alcohol Policy and Compliance (ODAPC) has issued an update to USDOT’s drug and alcohol testing regulation (49 CFR Part 40). The new regulation has been revised and the changes (summarized below) will become effective on January 1, 2018. Therefore, the Cabarrus County drug and alcohol testing policy is amended as follows:

1. CHANGES TO THE DRUG TESTING PANEL

- a. Four new opioids added to the drug testing panel –
 - i. The USDOT drug test remains a “5-panel” drug test; however, the list of opioids for which are tested will expand from three to seven opioids.
 - ii. The “opioid” category will continue to test for codeine, morphine, and heroin; however, the “opioid” testing panel will now be expanded to include four (4) new semi-synthetic opioids:
 1. (1) Hydrocodone, (2) Hydromorphone, (3) Oxycodone, and (4) Oxymorphone.
 2. Common brand names for these semi-synthetic opioids include, but may not be limited to: OxyContin®, Percodan®, Percocet®, Vicodin®, Lortab®, Norco®, Dilaudid®, Exalgo®.
- b. ‘MDA’ will be tested as an initial test analyte
- c. ‘MDEA’ will no longer be tested for under the “amphetamines” category.

2. BLIND SPECIMEN TESTING

- a. The USDOT no longer requires blind specimens to be submitted to laboratories.

3. ADDITIONS TO THE LIST OF “FATAL FLAWS”

- a. The following three circumstances have been added to the list of “fatal flaws”:
 - i. No CCF received by the laboratory with the urine specimen.
 - ii. In cases where a specimen has been collected, there was no specimen submitted with the CCF to the laboratory.
 - iii. Two separate collections are performed using one CCF.

4. MRO VERIFICATION OF PRESCRIPTIONS

- a. When a tested employee is taking a prescribed medication, after verifying the prescription and immediately notifying the employer of a verified negative result, the MRO must then (after notifying the employee) wait five (5) business days to be contacted by the

employee's prescribing physician before notifying the employer of a medical qualification issue or significant safety risk.

- i. Specifically, in cases where an MRO verifies a prescription is consistent with the Controlled Substances Act, but that the MRO has still made a determination that the prescription may disqualify the employee under other USDOT medical qualification requirements, or that the prescription poses a significant safety-risk, the MRO must advise the employee that they will have five (5) business days from the date the MRO reports the verified negative result to the employer for the employee to have their prescribing physician contact the MRO. The prescribing physician will need to contact the MRO to assist the MRO in determining if the medication can be changed to one that does not make the employee medically unqualified or does not pose a significant safety risk. If in the MRO's reasonable medical judgment, a medical qualification issue or a significant safety risk still remains after the MRO communicates with the employee's prescribing physician, or after five (5) business days, whichever is shorter, the MRO must communicate this issue to the employer consistent with 49 CFR Part 40.327.

5. DEFINITIONS

- a. The term "***DOT, the Department, DOT Agency***"
 - i. Modified to encompass all DOT agencies, including, but not limited to, FAA, FRA, FMCSA, FTA, PHMSA, NHTSA, Office of the Secretary (OST), and any designee of a DOT agency.
 - ii. For the purposes of testing under 49 CFR Part 40, the USCG (in the Department of Homeland Security) is considered to be a DOT agency for drug testing purposes.
- b. The term "***Opiate***" is replaced with the term "***Opioid***" in all points of reference.
- c. The definition of "***Alcohol Screening Device (ASD)***" is modified to include reference to the list of approved devices as listed on ODAPC's website.
- d. The definition of "***Evidential Breath Testing Device (EBT)***" is modified to include reference to the list of approved devices as listed on ODAPC's website.
- e. The definition of "***Substance Abuse Professional (SAP)***" will be modified to include reference to ODAPC's website. The fully revised definition includes:
 - i. A licensed physician (medical doctor or doctor of osteopathy) or licensed or certified psychologist, social worker, employee assistance professional, state-licensed or certified marriage and family therapist, or drug and alcohol counselor (certified by an organization listed at <https://www.transportation.gov/odapc/sap>) with knowledge of and clinical experience in the diagnosis and treatment of drug and alcohol related disorders.

NOTE: The revisions listed in this addendum include only those revisions to 49 CFR Part 40 which may be referenced in our drug & alcohol testing policy. A list of all the revisions made to 49 CFR Part 40 can be found at <https://www.transportation.gov/odapc>.

Addendum Authorization Date:

Authorized Official (Printed Name):

Printed Name: _____

Signature: _____



CABARRUS COUNTY
BOARD OF COMMISSIONERS
REGULAR MEETING

JANUARY 16, 2018
6:30 P.M.

MISSION STATEMENT

THROUGH VISIONARY LEADERSHIP AND GOOD STEWARDSHIP, WE WILL ADMINISTER STATE REQUIREMENTS, ENSURE PUBLIC SAFETY, DETERMINE COUNTY NEEDS, AND PROVIDE SERVICES THAT CONTINUALLY ENHANCE QUALITY OF LIFE

CALL TO ORDER BY THE CHAIRMAN

PRESENTATION OF COLORS

GIRL SCOUT TROOP 3561
WESTFORD UNITED METHODIST CHURCH

INVOCATION

A. APPROVAL OR CORRECTION OF MINUTES

1. Approval or Correction of Meeting Minutes

B. APPROVAL OF THE AGENDA

C. RECOGNITIONS AND PRESENTATIONS

1. Proclamation – Black History Month

D. INFORMAL PUBLIC COMMENTS (Each speaker is limited to 3 minutes)

E. OLD BUSINESS

F. CONSENT AGENDA

(Items listed under Consent are generally of a routine nature. The Board may take action to approve/disapprove all items in a single vote. Any item may be withheld)

from a general action, to be discussed and voted upon separately at the discretion of the Board.)

1. County Manager - Establishment of Audit Charter
2. County Manager and Human Resources - Modification to the Law Enforcement Fair Standard Labor Act (FSLA) 207(k) Exemption for Overtime
3. County Manager - Request Contingency Funds for two Projects to be Escalated to FY18 due to Funds Availability and Safety of Facilities
4. Human Resources - Drug Free Workplace Policy Update
5. Finance - Adjustment of Line Item Budget for Rowan Cabarrus Community College (RCCC) Advanced Technology Center
6. Salisbury-Rowan Community Action Agency, Inc. - Presentation of FY18-19 Application for Funding
7. Tax Administration - Refund and Release Reports - December 2017

G. NEW BUSINESS

1. City of Kannapolis - Downtown Kannapolis Request Summary and Update

H. APPOINTMENTS TO BOARDS AND COMMITTEES

1. Appointments - Firemen's Relief Fund Trustees
2. Appointments - Transportation Advisory Board
3. Appointments - Mental Health Advisory Board

I. REPORTS

1. Board of Commissioners - Receive Updates from Commission Members who Serve as Liaisons to Municipalities or on Various Boards/Committees
2. Cabarrus County Tourism Authority FY17 Year End Financials
3. County Manager - Monthly Building Activity Reports
4. County Manager - Monthly New Development Report
5. Economic Development Corporation - December 2017 Monthly Summary Report
6. Finance - Monthly Financial Update
7. Request for Applications for County Boards/Committees Report

J. GENERAL COMMENTS BY BOARD MEMBERS

K. WATER & SEWER DISTRICT OF CABARRUS COUNTY

L. CLOSED SESSION

M. ADJOURN

IN ACCORDANCE WITH ADA REGULATIONS, ANYONE WHO NEEDS ANY ACCOMMODATION TO PARTICIPATE IN THE MEETING SHOULD NOTIFY THE ADA COORDINATOR AT 704-920-2100 AT LEAST 48 HOURS PRIOR TO THE MEETING.

Scheduled Meetings:

January 19	Board Retreat	4:00 p.m.	Kannapolis City Hall
January 20	Board Retreat	8:00 a.m.	Kannapolis City Hall
February 5	Work Session	4:00 p.m.	Multipurpose Room
February 19	Regular Meeting	6:30 p.m.	BOC Meeting Room
March 12	Work Session	4:00 p.m.	Multipurpose Room
March 19	Regular Meeting	6:30 p.m.	BOC Meeting Room

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

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

Cabarrus County Television Broadcast Schedule

Cabarrus County Board of Commissioners' Meetings

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

Sunday - Saturday	1:00 P.M.
Sunday - Tuesday	6:30 P.M.
Thursday & Friday	6:30 P.M.

REVISED

CABARRUS COUNTY



BOARD OF COMMISSIONERS WORK SESSION

**JANUARY 3, 2018
4:00 P.M.**

AGENDA CATEGORY:

Closed Session

SUBJECT:

Closed Session - Pending Litigation and Economic Development

BRIEF SUMMARY:

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

REQUESTED ACTION:

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

EXPECTED LENGTH OF PRESENTATION:

30 Minutes

SUBMITTED BY:

Mike Downs, County Manager

BUDGET AMENDMENT REQUIRED:

No

COUNTY MANAGER'S RECOMMENDATIONS/COMMENTS:



**CABARRUS COUNTY BOARD OF COMMISSIONERS
CHANGES TO THE AGENDA
JANUARY 3, 2018**

REVISED:

Discussion Items for Action at January 16, 2018 Meeting

4-6 Finance – Adjustment of Line Item Budget for Rowan Cabarrus Community College (RCCC) Advanced Technology Center

- **Project Ordinance Revised**
(Already included in the Agenda.)

Closed Session

6.1 Closed Session – Pending Litigation and Economic Development
(Already included in the Agenda.)