



Cabarrus County

North Carolina

Fiscal Year 2011-2012
Annual Budget



Cabarrus County

North Carolina

Annual Budget

Fiscal Year 2011-2012

Prepared by
Cabarrus County Finance

John D. Day
County Manager



CABARRUS COUNTY

Board of County Commissioners



Back Row: Measmer, Burrage, Carruth. Front Row: Poole, White.

H. Jay White Sr., (Chairman)
Elizabeth (Liz) Poole (Vice Chairman)

Robert W. (Bob) Carruth
Larry M. Burrage
Chris Measmer

Budget Award



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

Cabarrus County

North Carolina

For the Fiscal Year Beginning

July 1, 2010

A stylized, handwritten signature in black ink, likely belonging to the President of the GFOA.

President

A handwritten signature in black ink, identified as Jeffrey R. Egan, the Executive Director.

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Presentation to Cabarrus County for its annual budget for the fiscal year beginning July 1, 2010.

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

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

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Budget Message

May 16, 2011



Honorable Chairman and Members of the Board of Commissioners:

Since 2009, the county organization has successfully restructured and adapted to the new reality brought about by the Great Recession.

Strong, conservative financial management policies, in place well before the economic collapse, positioned the county to continue providing levels of service that meet the needs of the community while maintaining the same, manageable tax burden.

FY 2012

In February 2011, the Board of Commissioners voted to provide county staff direction for preparing the annual budget for FY 2012 and for the associated five-year financial plan. By a 3 to 2 vote, the staff was asked to prepare the FY 2012 annual budget consistent with the projection made for that year in the FY 2011 five-year financial plan, and to freeze spending at that level for the remaining four years of the new five year plan.

Accordingly, spending in FY 2012 is budgeted at nearly \$204 million, which is within about \$400,000 of last year's projection, and the property tax rate remains unchanged at 63 cents.

New spending in FY 2012 is driven primarily by increased funding for the public school systems, new school construction debt, cost-of-living raises for employees, personnel and operating costs for the new detention center (which opens in July), general increases in operational costs, and previously planned capital projects.

Additional summary and statistical information concerning revenues and expenditures for FY 2012 are found in the Budget Summary, beginning on page 31.

FY 2013 – FY 2016

Overall spending for the remaining four years of the planning period remains flat, as suggested by the Board of Commissioners.

A complete narrative summary and year-by-year revenue and expense figures for the Five-Year Financial Plan begin on page 69.

Budget Message

Conclusion

The spending levels proposed for FY 2012, as well as those in the remaining years in the Five Year Financial Plan, are prudent and generally meet the needs of the County and the school systems while still maintaining adequate general fund reserves.

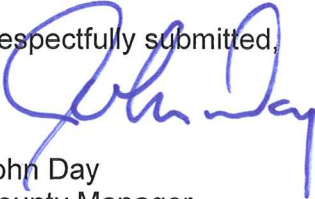
Additionally, if a new ¼ percent sales tax is approved in the May 17th referendum, then by FY 2016 the county will be in a position to replenish the capital reserve fund with revenues in excess of expenditures.

I appreciate the efforts of those who contributed to the preparation of the budget, and those of the many county employees who proudly and effectively serve our citizens everyday – I offer them my sincere gratitude.

I especially want to thank deputy county managers Pam Dubois and Mike Downs, budget and performance manager Kalesha Kennedy, assistant finance director Susan Fearington, accountant Becky Crabtree, and the county's department directors for their considerable efforts.

The county staff and I look forward to assisting the Board in its deliberations and helping it prepare the county for a better future.

Respectfully submitted,



John Day
County Manager

Note: This Budget Message is as presented prior to final approval by the Board. The final adopted budget totaled \$214 million with the General Fund at \$203 million.

Introduction



Cabarrus County

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 in which our children learn, our citizens participate, our dreams matter, our families and neighbors thrive, and our community prospers.

Introduction



Core Values



Integrity

We understand and accept our duty to do the public's business in an open, honest and transparent manner.



Collaboration

As individuals, we will engage each other during the decision making process. Collectively, we will cooperatively engage other governing bodies, the community and stakeholders in the decisions that affect the county's citizens through opportunities to participate with input, education and feedback.



Accountable & Responsible

Our decisions will be based on facts and a full understanding of the matters before us, including the implications for individuals, businesses and the community as a whole.

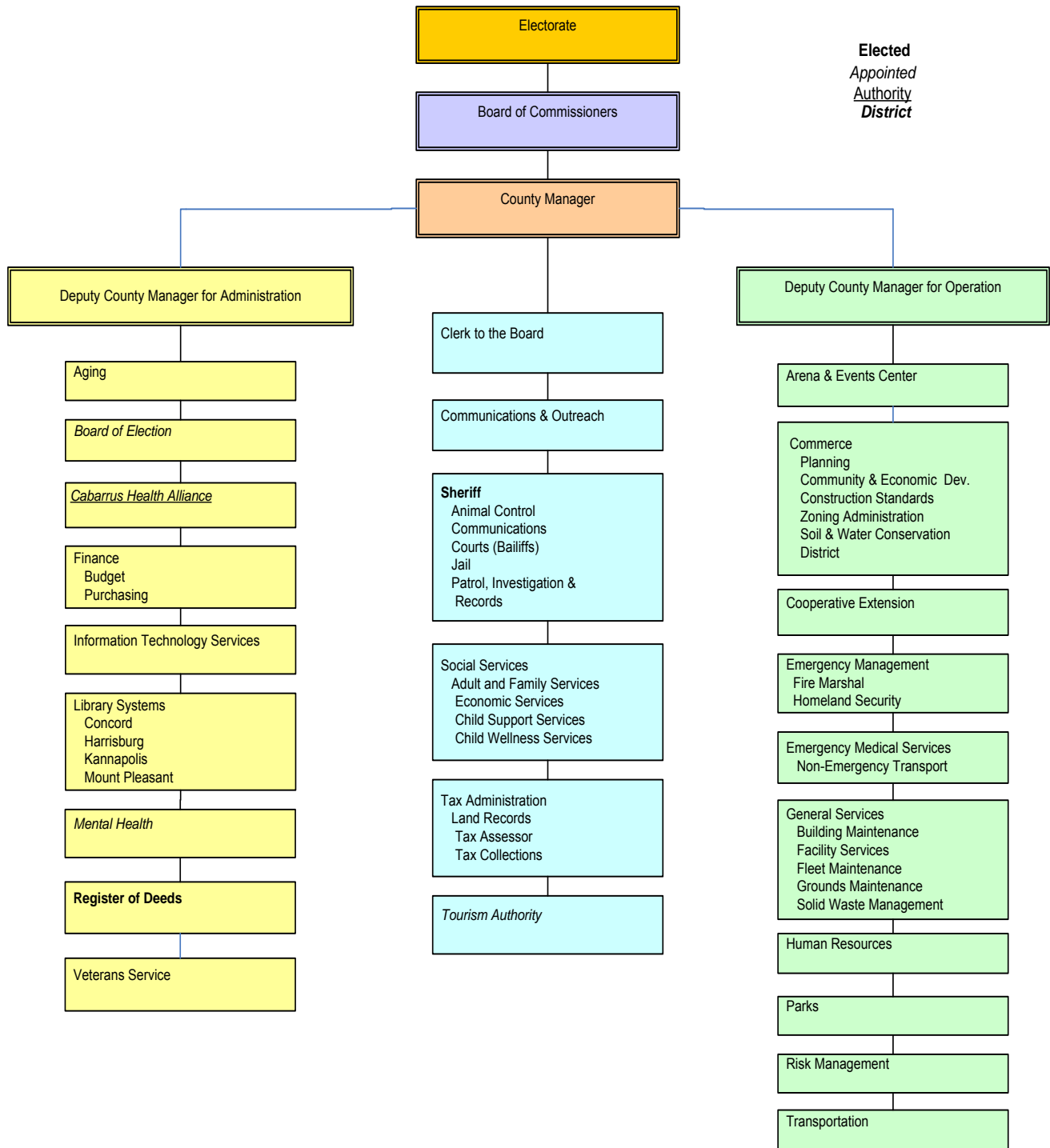


Respect

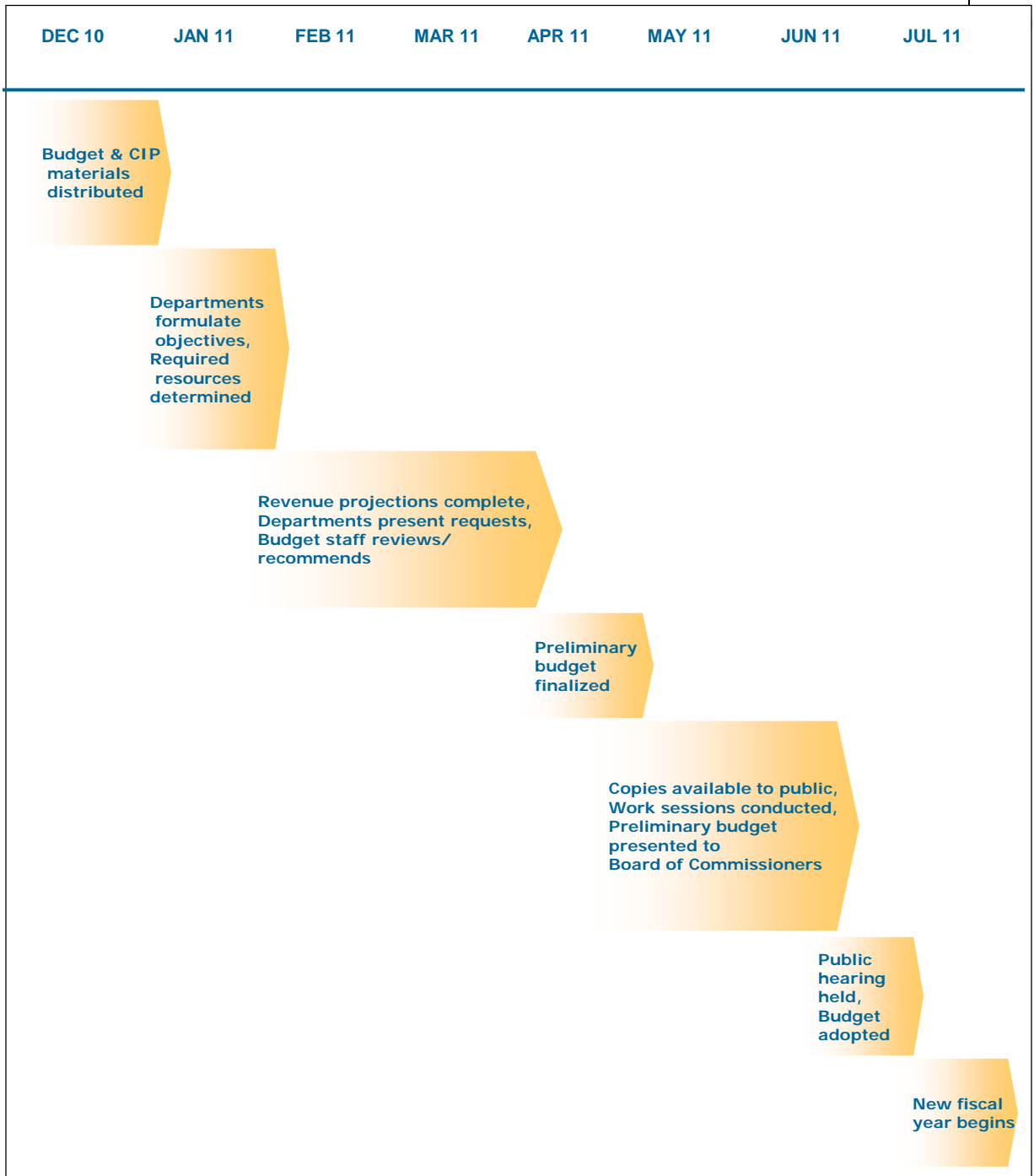
Healthy debate and diversity of opinion is expected and encouraged, requiring a high level of civil decorum in all our discussions.

Introduction

Cabarrus County Organizational Chart



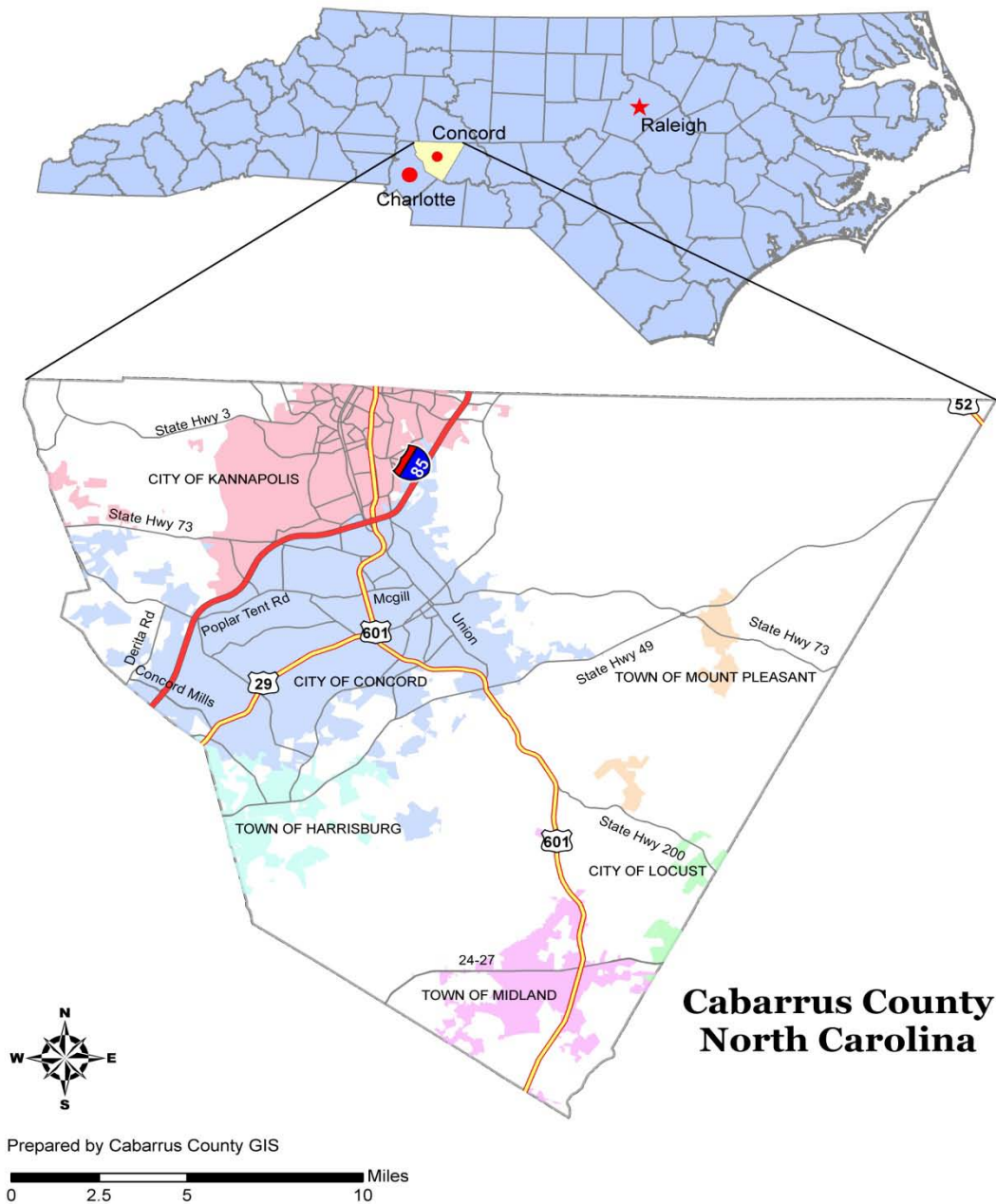
FY 2012 Budget Calendar



Introduction

Cabarrus County is located in the piedmont section of the state and is bounded on the north by Rowan and Iredell Counties, on the east by Stanly County, on the south by Union County, and on the west by Mecklenburg County. The county comprises approximately 230,400 acres. Concord is situated approximately 124 miles from the state capitol, Raleigh, North Carolina, and 18

miles northeast of the state's largest city, Charlotte, North Carolina. There are five municipalities in the county including the City of Concord which serves as the county seat. The second largest municipality is the City of Kannapolis, while the Towns of Mount Pleasant, Harrisburg and Midland are the remaining smaller municipalities located in the County.



Introduction

FY 2012 BUDGET DOCUMENT – READER’S GUIDE

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

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

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

- Program name/department
- Legal basis of service – i.e., is it mandated, and if so, at what level
- Mission statement
- Program Description of services and activities provided
- Highlights and changes that are a part of the budget presented
- Major Accomplishments for the current fiscal year
- Performance goals, objectives and related measures for a four-year period
- Expenditures for Personnel Services, Operations, and Capital Outlay (prior two years “ACTUAL”, current year as “ADOPTED”, and “AMENDED”, department “REQUEST” and “ADOPTED” for the upcoming fiscal year).
- Revenues – both intergovernmental (grants, etc.) and fees for service (prior two years “ACTUAL”, current year as “ADOPTED” and “AMENDED”, department “REQUEST” and “ADOPTED” for the upcoming fiscal year). Note that local tax revenues, including sales tax, are not included in summaries.
- FTEs (Full Time Equivalent employees) for prior two year “ACTUAL”, current year as “ADOPTED” and “AMENDED”, department “REQUEST” and “ADOPTED” for the upcoming fiscal year.

“AMENDED” reflects FY 2011 Budget as of April, 15, 2011.

The Adopted Annual Budget Document for FY 2012 contains the following sections:

Budget Message

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

Introduction

This section contains brief introductory information, the Reader’s Guide, a County profile, and County organizational chart. It also explains the budget process, financial policies and strategic planning processes.

Budget Summary

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

Personnel

This section presents comparative summary level information for full-time equivalents (FTE) data by service area and department for Fiscal Years 2010 through 2012. New positions and personnel changes are also illustrated in this section.

Fund Summaries

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

Five Year Financial Plan

The Five Year Financial Plan section contains a forecast of revenues and expenditures for the five-

Introduction

year period beginning with the adopted budget for the upcoming fiscal year.

Capital Improvement Plan

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

Service Area Sections

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

Debt Service

The Debt Service section consists of debt service and long-term debt requirements, computations of

legal debt margin, and other information relating to bonds and leases.

Supplemental Information

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

PROFILE OF CABARRUS COUNTY

Geography/Community

Cabarrus County, incorporated in 1792, is located in the Piedmont section of North Carolina and is bordered on the north by Rowan and Iredell counties, on the east by Stanly County, on the south by Union County and on the west by Mecklenburg County. It comprises approximately 230,400 acres. There are seven municipalities in the County, the largest of which is the City of Concord, also the County seat. The second largest municipality is the City of Kannapolis. The Towns of Mount Pleasant, Harrisburg, Midland, Locust, and Stanfield are smaller municipalities in the County. Concord is situated approximately 124 miles from the state capitol, Raleigh, North Carolina, and 18 miles northeast of the state's largest city, Charlotte, North Carolina. The County serves a population of 178,011. The County is empowered to levy a property tax on both real and personal properties located within its boundaries.

Form of Government

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

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

Introduction

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

Local Economy

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

Consistent with its vision and goals, the Board of Commissioners seeks to engage the community to identify and understand a sustainable resilient and robust local economy, and develop strategies that lead to success. The Board of Commissioners established the Cabarrus County Council for a Sustainable Local Economy (CSLE) September 2010. The CSLE is charged with performing research and analysis, educating the community, developing strategies and making policy recommendations that encourage the development of a resilient, robust, and sustainable local economy in which entrepreneurs and creativity thrive and the community prospers. The CLSE will engage existing institutions, small businesses and the community as whole in its efforts to raise awareness of the importance of supporting local businesses.

Once dependent on agriculture and the textile industry, Cabarrus County is now home to a diverse range of businesses. The Carolinas Medical Center-NorthEast is the County’s largest employer, with over 4,000 employees. Companies specializing in building, technology, communications, education, and entertainment call Cabarrus home. The central location is ideal for manufacturers, distributors, retailers, and service providers as well.

A summary of significant recent developments in these industries follows:

Biotechnology In 2005, David Murdock, owner of Dole Food Company, and the University of North Carolina announced plans for the North Carolina Research Campus, a massive scientific and economic revitalization project to be located in Kannapolis. The Campus is located on the former Pillowtex industrial site. The 350 acre campus for biotechnology and nutrition research includes facilities for seven major North Carolina universities. In addition to the research campus components, the project will include new retail and commercial space, a movie theater, and approximately 700 new residential units. The total estimated cost of the Research Campus project exceeds \$1 billion and is expected to create thousands of jobs for Kannapolis and the surrounding area. The first component, the David H. Murdock Research Institute opened in mid-2008. The Center for Agricultural Genetics, which is the future home of NC State University and the Dole Research Institute, and the Nutrition Research Institute also opened mid-2008. Other facilities, including greenhouses, growing fields, the Duke University building, and Medical Office Building are under construction.

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

Philip Morris, Inc.’s cigarette manufacturing plant, which was the largest industrial plant in the County and the largest of its type in the world, was built for an initial cost of over \$400 million, and opened in 1983. A \$400 million expansion was made in 1997 and an additional expansion in the amount of \$200 million was completed in 2004. The company moved its cigarette manufacturing operations July 2009 to Richmond, VA. It is unknown at present what will be done with the facility and property. Currently the facility and property is seeking investors to reposition the Philip Morris campus in Concord.

Corning, Inc.’s fiber optics facility in Midland, which is currently “mothballed,” is poised to reopen if the optical fibers market improves.

Introduction

Corning still continues to pay taxes on the property.

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

Examples of distribution centers include: Saddle Creek, a large Florida based logistics company, which opened a 350,000 square foot rail-served distribution center in Harrisburg (from which it serves Wal-Mart, America's largest retailer); Caffey Distributing, a Greensboro based beer distributor, which in 2002 began operating a 130,000 square foot distribution center near I-85 and the Concord Regional Airport; and Rug & Home, headquartered in Asheville, opened a 96,000 square foot retail and distribution warehouse in Kannapolis April 2010, creating between 40 and 75 jobs.

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

The Dragway, a \$60 million NHRA drag strip facility, is situated across 125 acres of Charlotte Motor Speedway property adjacent to The Dirt Track. The zMAX Dragway @ Concord features a

34,000 square-foot starting-line tower with luxury suites and an additional 4,000 square feet of roof access for guests, two pedestrian tunnels under the strip, and a grandstand seating capacity of 30,000. zMAX Dragway @ Concord opened in September 2008, hosting the NHRA Nationals races September 11-14.

Hotel and conference centers help attract conference bookings to the area and increases conference-related tourism. Within close proximity to Charlotte Motor Speedway and Concord Mills Mall are world class accommodations and conference centers. Cabarrus County currently has 2,791 area hotel rooms with a 53% average annual occupancy rate of area hotels. Approximately 1,000 new hotel rooms opened in 2010 due the increased demand from area businesses and entertainment.

Examples of new accommodations include: Embassy Suites Hotel and Conference Center opened in 2006 offering more than 42,000 square feet of event space and 28,800 square foot ballroom and 26 breakout rooms; Great Wolf Lodge, the largest indoor waterpark in North Carolina, opened March 2009 and hosts a 475,000 square foot resort and conference center; Residence Inn a 130 room hotel opened May 2009; Courtyard Marriott, a 123 room hotel, opened Fall 2009; Hilton Garden Inn, a 149 room hotel, opened Spring 2010; and the Hyatt Place, a 306 room hotel, opened Spring 2010.

Retail In 1997, The Mills Corporation and Simon-DeBartolo Company acquired approximately 165 acres located in the southwest quadrant of the King's Grant interchange at I-85, and developed Concord Mills Mall, which opened its doors in September 1999. The 1.4 million square foot facility, which has over 200 stores, cost approximately \$240 million to complete and is estimated to generate about \$250 million annually in retail sales. Concord Mills Mall is the state's largest tourism draw, with 17.5 million visitors each year. Surrounding development has occurred on Bruton Smith Boulevard, making the area a popular retail and restaurant destination for the entire MSA.

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

Introduction

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

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

Afton Ridge Center retail area opened in the fall of 2006 and includes a Super Target, Marshall's, Best Buy, Dick's Sporting Goods and other retail stores and restaurants. This center is located at the intersection of I-85 and the Kannapolis Parkway (Exit 54).

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

Z-Max Industrial Park Z-Max Industrial Park in Harrisburg (developed by an arm of Charlotte Motor Speedway), has been expanded with a second road for further industrial development. It is served by rail and all utilities.

Copperfield Business Park Copperfield Business Park began development along I-85 in 1987. Firms that have built facilities in the Copperfield Business Park include a nationwide periodical publisher, a commercial printer, several medical offices, a pharmacy and a shopping center. A recent addition is the opening of the Northeast Outpatient Surgery Center. Copperfield Business Park opened a new interchange on I-85 and in 1994 completed a five-lane connector road to link the business park with the interchange. A 102-unit Hampton Inn and a Cracker Barrel Restaurant, along with other convenience-type developments, have also opened in the park. ACN Communications moved its world headquarters to Concord December 2008. The telecommunications direct-sales company occupies a 140,000 square foot office building that

combines all of their existing facilities into one at a cost estimated to be approximately \$18 million.

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

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

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

Walker Marketing, Inc. a Charlotte-area full service marketing communications firm moved its new headquarters to Concord in September 2006 to expand office space and offer new services to clients including mediation and hosting focus groups. The new facility was designed by BJW Architecture another firm of the International Business Park. The agency serves clients regionally and nationally in industries such as

Introduction

healthcare, real estate/economic development, food services, construction and government.

Headquartered in Concord's International Business Park, BJW Architecture, Inc. is a full service architectural firm providing complete professional design services for the Charlotte region. BJW Architecture specializes in servicing clients of all sizes in areas including: commercial, financial, industrial, institutional, medical, multi-family housing, office space management, recreational, religious, restaurants and retail facilities. BJW Architecture occupies 1,500 square feet of the 10,000-square-foot building.

PreGel AMERICA is the U.S. division of PreGel, a global specialty dessert ingredient company headquartered in Italy. PreGel is the largest global manufacturer and distributor of ingredients for gelato, sorbetto, frozen yogurt, semifreddo, pastries and more, and has a presence on every continent. May 2008, PreGel AMERICA opened its U.S. headquarters in Concord, housing Administrative Offices, Professional Training Center, Warehouse and Research & Development departments under one roof to accommodate customer's ongoing business needs.

CBLPath a leading provider of anatomic pathology and molecular diagnostic laboratory services that delivers advanced diagnostic, prognostic, and therapeutic testing to over 4,500 physician-clients across the nation opened a new commercial office at the International Business Park in Concord September 2009.

Celgard, LLC, a global leader and the largest supplier to the lithium battery industry, launched plans in 2009 to build a two-phase battery separator research and manufacturing facility on 20 acres in the International Business Park, creating 200 jobs. In the first phase, Celgard will add capacity at its existing Charlotte facility and in the second phase, build a new 150,000 square-foot facility in Concord. Expansion of the Charlotte facility started immediately, while the construction of the new Concord facility began the second half of 2010.

Celgard announced in March 2011, an estimated \$65 million additional expansion. This capacity, which is scheduled to ramp up in late 2012, will be added to the Company's facility currently under construction in Concord.

Concord Regional Airport/Airport Business Park The City of Concord continues to develop a general aviation reliever airport on approximately 850 acres adjacent to I-85. This facility, known as Concord Regional Airport, has a 7,500 foot paved, fully instrumented runway with control tower, which can accommodate all corporate and commuter aircraft. Flight operations began at the airport in September 1994. The total cost for the airport was approximately \$27 million, which was paid for using City funds (4%) and State and Federal grant funds (16% and 80% respectively). Concord has completed the construction of 67 T-hangars and 4 large conventional storage hangars at the airport since the summer of 1995. A 29,000 square foot hangar was recently completed in the spring of 2010 for corporate aircraft. The airport currently has 156 aircraft based at the airport with an estimated 2010 total value of \$200 million.

The City contracted for a full-time air traffic control tower in September of 1998 to enhance aviation traffic safety. The airport has a full aircraft maintenance facility, three flight schools, four aircraft charter services, a full-time medical officer, aircraft detailing, four airfreight providers, and a helicopter radio platform service. The City proposes to construct additional conventional hangar space to accommodate the tremendous demand for aircraft basing at Concord Regional Airport. Additional basing will increase revenues from storage and fuel sales.

An Airport Business Park has been built, along with access roads, to service other revenue generating acreage adjacent to the airport on the west side. Construction of a 120,000 square foot mixed-use office and light industrial building has been completed. This complex houses the Roush Racing World Headquarters.

West Winds Industrial Park The first phase of the West Winds Industrial Park, located directly across from the airport entrance, is complete, and an 18,000 square foot mixed office/industrial space has been completed. Also completed in the Industrial Park is a 45,000 square foot NASCAR research and development center to research new safety methods. A 40,000 square foot speculative building is available, as well as additional land development.

Introduction

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

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

Kannapolis Gateway Park The City of Kannapolis and Mark Pierce Poole Properties, Inc., a Charlotte real estate development firm specializing in industrial, retail and office properties, constructed a speculative industrial building in the Kannapolis Gateway Business Park which is now occupied by a distribution firm. The

85-acre park is located one mile from an interchange on I-85 and features approximately 753,000 square feet of industrial space and 12 acre retail center.

The county's growth is attributable to the county's position in the Charlotte metropolitan region. Additional growth is also found in the small business community, with the help of Business Expansion and Retention, a program of the Cabarrus County Economic Development Corporation.

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

STRATEGIC PLANNING AND VISIONING

Cabarrus County began an intensive, multi-year strategic planning process in 2006 that led to the Board of Commissioners establishing a clear destination for the County and its departments. The plan ensures measurable outcomes to guide progress in the years to come. Through this initiative, County departments will implement strategies and performance measures to achieve these Board-directed goals in addition to identifying budget, policy, resource and timeframe implications of reaching each goal. This will ensure County resources are prioritized based on the extent each County program or service is related to the Board's chosen outcomes.

In January 2007, the Board developed the County's mission, core values, vision and goals. The mission defines the County's purpose and explains its roles in terms of its services, customers or clients, and intended outcomes. Cabarrus County's mission states:

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

The core values are the essential beliefs and principles that determine how the County lives out its mission and provides guidance and inspiration for the people who work for the County. Board members identified four core values to guide how county government should carry out its mission:

Accountable and Responsible – Our decisions will be based on facts and a full understanding of the matters before us, including the implications for individuals, businesses and the community as a whole.

Collaborative – As individuals, we will engage each other during the decision making process. Collectively, we will cooperatively engage other governing bodies, the community and

Introduction

stakeholders in the decisions that affect the county's citizens through opportunities to participate with input, education and feedback.

Integrity – We understand and accept our duty to do the public's business in an open, honest and transparent manner.

Respect – Healthy debate and diversity of opinion is expected and encouraged, requiring a high level of civil decorum in all our discussions.

The vision for the County shows its path into the future and describes the special character of the County so that the Board of Commissioners and County staff may all pull in the same direction and toward the same goals. This is Cabarrus County's 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.

This past year, the Board of Commissioners placed extra emphasis on developing and refining the County's long-range and short-term goals. In March 2008, the Board of Commissioners continued its strategic planning process by providing descriptions of its established core values and by refining its five over-arching goals. The Board also discussed 1-year, 2-year, and 3- to 5-year outcomes for each goal statement. These outcomes include initiatives that will support and achieve each goal.

The Board of Commissioners finalized these five goals and identified these specific outcomes as part of the annual retreat for FY 2011:

GOAL 1: *Preserve and enhance the quality of life by addressing growth with sound public policies that sustain resources, provide high quality services, and fund infrastructure needs.*

YEAR 1 Specific Outcomes:

- Approve a financing plan to fund the school systems' five-year critical needs.
- Develop a long-term financial model for providing for the capital needs of schools with a minimum of 10% to be "pay as you go" (meaning 10% of the cost will not be

financed). This will work toward a long-term goal of paying for new schools with 20% of construction funds designated as "pay as you go".

- Set the tax rate at a level that raises sufficient revenue to meet County needs and goals.
- Begin a comprehensive, sustainable community initiative, with the N.C. Agricultural Development and Farmland Preservation Trust Fund grant proposal as the centerpiece. This initiative will include a plan to "green" County government operations and regulations by employing environmentally friendly practices.

YEAR 2 Specific Outcomes:

- Work with the school boards to determine any advantages in offering more distance learning classes.

YEAR 3-5 Specific Outcomes:

- Develop a single comprehensive plan which focuses on sustainability efforts and defines areas for future utility extensions, land uses and densities, consistent, high quality development standards; water use and conservation, (including an agreement with all jurisdictions to reserve an agreed-upon percentage for emergencies or unplanned needs); annexations, road and other transportation improvements, school construction and other public improvements in a collaborative effort involving the public, the County, all municipalities, the school systems and WSACC.

GOAL 2: *Achieve community-wide preparedness to protect public safety, respond to routine and catastrophic events, and maintain and restore the well-being of all residents.*

YEAR 1 Specific Outcomes:

- Complete the National Incident Management report, assess the fire suppression response in the unincorporated areas, identify short comings and provide recommendations for improvement.
- Ask all public safety agencies in the County to assess training facility needs and develop a plan to meet those needs.
- Hold an extensive work session for information gathering and strategy

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development in the area of emergency management.

YEAR 2 Specific Outcomes:

- Develop a systematic way to replace the three current 911 communications center with one countywide, consolidated 911 communications center.

GOAL 3: *Use resources wisely and responsibly by protecting assets, minimizing risk, creating partnerships, and using technology to maximize the value of county investments, expenditures, and services.*

YEAR 1 Specific Outcomes:

- Participate in continuing education opportunities for members of the Board of Commissioners to achieve competencies as needed.

YEAR 2 Specific Outcomes:

- Institutionalize a joint school facilities planning and construction committee and collaborate with the school boards to develop cost-effective and comprehensive construction standards. Also consider alternative uses of school buildings after hours.

YEAR 3-5 Specific Outcomes:

- Study any benefits of combining all waste and

recyclables collection throughout the county under one consolidated contract.

GOAL 4: *A fully engaged community with a shared understanding of its issues and challenges and working together to achieve its goals.*

YEAR 1 Specific Outcomes:

- Hold an extensive work session for information gathering and strategy.

GOAL 5: *Ensure that all citizens have equal opportunity and access to education, health care, and economic prosperity and encourage citizens to fulfill their potential and contribute to their community.*

YEAR 1 Specific Outcomes:

- Hold an extensive work session for information gathering and strategy development in the area of communications and outreach.

YEAR 3-5 Specific Outcomes:

- Use the new Community Needs Assessment to guide a collaborative community effort to consider the needs and issues raised by the Assessment.

Progress and results will be monitored and refined over time, and the Board of Commissioners will review and update its desired outcomes at least annually.

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LONG-TERM FINANCIAL PLANNING

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

The County also develops a Five Year Financial Plan – a forecast of revenues and expenditures for a five year period beginning with the adopted budget for the upcoming fiscal year. The purpose of the Five Year Financial Plan is to ensure that the County's commitments, obligations and anticipated needs are met in a fiscally sound manner. The base forecast is developed using the present level of services provided by the County. The economic and growth/trend assumptions of

both expenditures and revenues are included in the forecast. Inflation or historical growths are used to predict expenditure patterns; and revenues are projected by trend or by specific circumstances that are certain to occur during the forecast period. Forecasts for subsequent years rely on previous year expenditures and revenues as a starting point. Increases and decreases are itemized.

The County acknowledges pay-as-you-go financing as a significant capital financing source, but recognizes that debt issuance is sometimes the most appropriate financing structure for a capital project. Current debt obligations as well as planned debt issuance are also factored into the County's long term financial planning. There are separate sections for the Capital Improvement Plan, Five Year Financial Plan and Debt Service contained within this document.

CABARRUS COUNTY FINANCIAL AND BUDGETARY POLICIES

Objectives

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

Operating Budget

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

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

Revenue Policy

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

Ad Valorem Tax

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

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

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

User Fees

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

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

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

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

Grant Funding

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

Other Revenue

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

Expenditure Policy

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

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

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

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

Reserve Policy

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

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

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in maintaining an investment-grade bond rating, and sustain operations during unanticipated emergencies and disasters.

On June 14, 2005 (revised March 15, 2010), the Board of Commissioners adopted a resolution formalizing the following fiscal management policies to be incorporated into the County's budget document beginning with the 2006 fiscal year:

1. Recurring, operational expenses of the County government will only be funded through recurring revenue sources;
2. The County will maintain an undesignated fund balance equal to 15% of general fund expenditures; and
3. Upon the completion of the annual audit of the County finances, any undesignated fund balance above 15% will be transferred to the Capital Reserve Fund, to reduce reliance on debt financing; or to the Self-Funded Hospitalization Fund, the Self-Funded Liability Fund or the Self-Funded Workers' Compensation Fund as required to maintain the integrity of those funds.
4. Notwithstanding the requirements of items 1, 2, and 3 above, fund balance may be appropriated for any use in the general fund to overcome revenue shortfalls related to significant downturns in the economy.

Capital Improvement Policy

Capital Improvement Plan

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

The first year of the five-year CIP will be the basis of formal fiscal year appropriations during the annual budget process. If new project needs arise during the year, a budget amendment identifying both the funding sources and project appropriations will be utilized to provide formal budgetary authority for the subject projects. The CIP will generally address those capital assets

with a value of more than \$100,000 and a useful life of over five (5) years.

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

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

Debt Management

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

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

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

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

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

Accounting/Financial Reporting Policy

The County will establish and maintain its accounting systems according to the North Carolina Local Budget and Fiscal Control Act.

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Financial systems will be maintained to monitor expenditures and revenues.

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

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

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

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

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

Cash Management Policy

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

Receipts

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

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

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

Cash Disbursements

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

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

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

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

Investment Policy

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

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

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

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

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

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

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

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

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

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

A review of the financial condition and registrations of qualified bidders will be conducted by staff. Any financial institution and/or broker/dealer not supplying requested information may be removed from the list by the Finance Director.

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

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

Obligations of the Federal Financing Bank, the Federal Farm Credit Bank, the Bank for

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

Obligations of the State of North Carolina

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

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

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

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

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

Repurchase agreements with respect to either obligations of the United States or obligations the principal of and the interest on which are guaranteed by the United States if entered into

with a broker or dealer, as defined by the Securities Exchange Act of 1934, which is a dealer recognized as a primary dealer by a Federal Reserve Bank, or any commercial bank, trust company or national banking association, the deposits of which are insured by the Federal Deposit Insurance Corporation or any successor thereof.

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

The County will diversify its investments by institution. With the exception of U.S. Treasury securities and agencies and authorized pools, no more than 35% of the County's total investment portfolio will be invested with a single security type or with a single financial institution. It is desirable to diversify by security type; however, if the yield is higher, more than 35% of the County's total investment portfolio may be invested in the same security type.

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

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

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

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

Contract Administration Policy

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

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

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

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

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

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

Although not all contracts obligate the County to make a payment of money, it is nevertheless

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

Personnel Management Policy

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

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

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

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

Longevity: The County grandfathered existing dollar amounts for employees who were receiving longevity to keep the County's commitment to what was earned under the system the employee was hired under. Longevity programs were eliminated from the point of 3/21/94 forward.

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

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

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BUDGET ADOPTION PROCESS

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

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

AMENDMENTS TO THE BUDGET ORDINANCE

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

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

As allowed by statute, the Board has authorized the County Manager and/or Finance Director, or designee to transfer moneys from one appropriation to another or within the same fund, or modify revenue and expenditure projections, subject to such limitations and procedures as it may prescribe. These limitations and procedures

are incorporated into the Budget Ordinance, and summarized in the following paragraphs:

- 1) Department heads may make transfers of appropriations within a department with the approval of the Budget Director.
- 2) The Budget Director may transfer amounts between objects of expenditures within a function.
- 3) The County Manager may transfer amounts between function of the same fund up to \$100,000.
- 4) The County Manager may not transfer any amounts between funds or from any contingency appropriation within any fund without action of the Board of Commissioners, except as specified below for budget shortfalls and change orders.
- 5) 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.
- 6) 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

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Improvement Plan adopted for the current fiscal year.

- 7) The Finance Officer or designee may transfer amounts within and between funds for the sole purpose of funding salary and benefits adjustments consistent with the Cabarrus County Personnel Management Policy and the Cabarrus County Personnel Ordinance.
- 8) Upon notification of funding increases or decreases to existing grants or revenues, or the award of grants or revenues, the Manager or Finance Officer may adjust budgets to

match, including grants that require a County match for which funds are available.

- 9) The Manager, Finance Director, or designee may adjust debt financing from estimated projections to actual funds received.
- 10) The County Manager may reduce revenue projections consistent with prevailing economic conditions, and also reduce expenditures correspondingly.

All other changes require the special approval of the Board.

BUDGET PROCESS

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

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

April 30	Department Requests Due
May 15	Community College and School System Requests Due
June 1	Balanced Budget and Budget Message Submitted to Board of Commissioners
July 1	Board of Commissioners Must Have Adopted Annual Budget

A public hearing must be advertised and held before adoption of the annual budget by the Board of Commissioners.

FY 2011 Budget Process Calendar:

December- Budget and Capital Improvement Program (CIP) materials are distributed to all departments.

January- Departmental staffs formulate service level and performance objectives and determine financial resources required to achieve them.

Capital Improvement requests are submitted to the Budget Manager for review.

Feb/March- Department directors present their budget and CIP requests to the budget staff and County Manager. Revenue and expenditure projections are prepared.

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

April- County Manager and budget staff finalize preparation of preliminary budget.

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

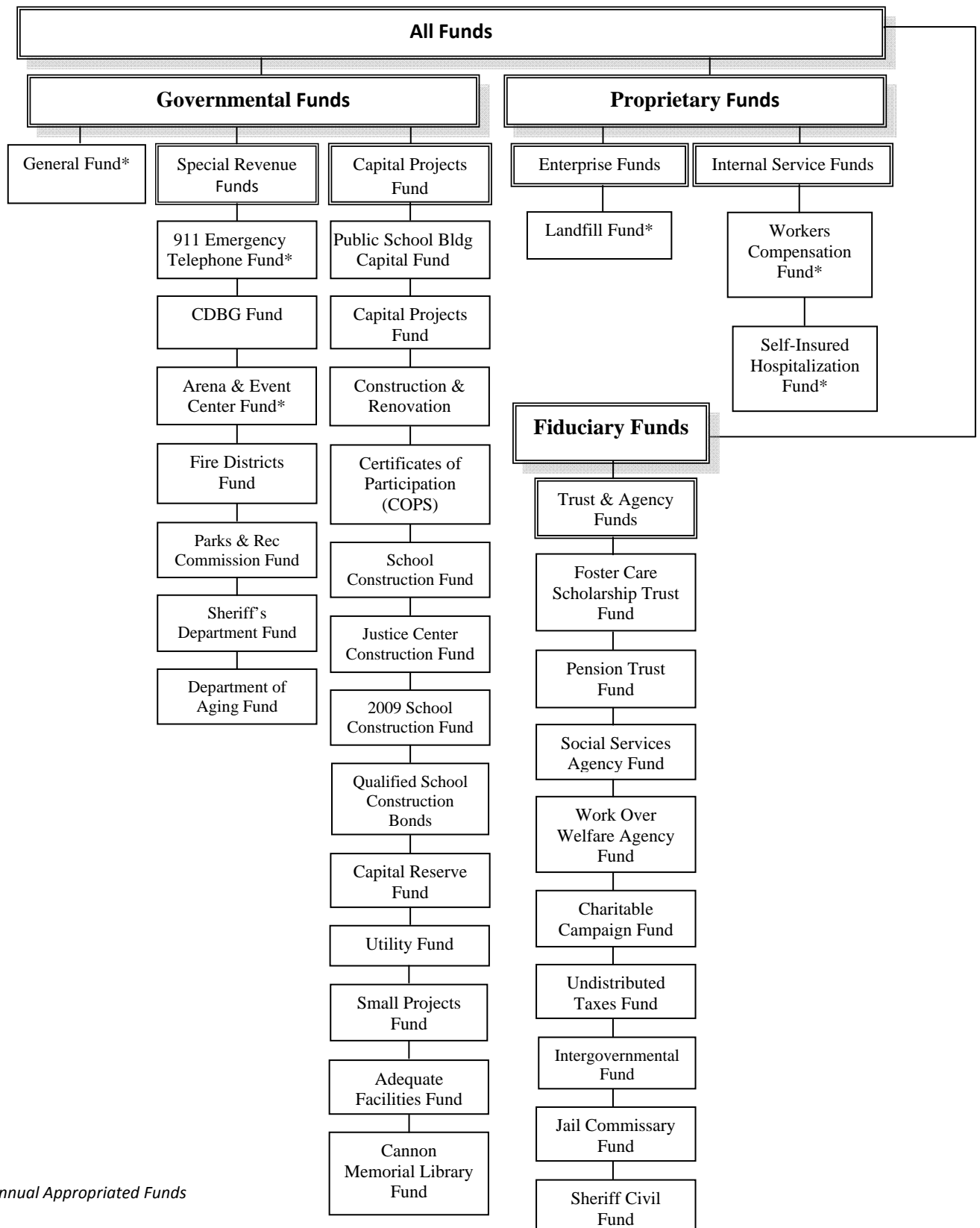
Budget is presented to the Board of Commissioners at a scheduled meeting in May.

Budget work sessions are held in late May and early June to review the preliminary budget.

The Board of Commissioners hold a public hearing at a date to be determined in June and adopt the annual budget at their June meeting, or no later than June 30.

Introduction

Cabarrus County Fund Structure



*Annual Appropriated Funds

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FUND STRUCTURE

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

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

GOVERNMENTAL FUNDS

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

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

Individual Fund Descriptions:

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

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

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

Fire Districts Fund – This fund accounts for property taxes collected and disbursed on

behalf of the Fire Departments that protect the unincorporated areas of the County.

Sheriff's Department Fund – This fund accounts for the collection and appropriation of federal and state funds received specifically for the Cabarrus County Sheriff's Department.

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

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

Capital Project Funds – These funds are used to account for the financial resources to be used for the acquisition or construction of major capital facilities other than those financed by proprietary and trust funds.

Individual Fund Descriptions:

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

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

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

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

School Construction Fund – This fund accounts for the planning, design, construction, and/or renovations of schools financed through various debt instruments.

Introduction

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

2009 School Construction Fund- This fund accounts for the construction and renovation of schools for the Cabarrus County School system through the use of non-debt Capital Reserve funds.

Qualified School Construction Fund- This fund accounts for planning, design, renovations, and repairs of schools with Certificates of Participation. An interest subsidy payment will be received from the federal government for a majority of the interest paid.

Capital Reserve – This fund accounts for the accumulation of resources to be used specifically for capital projects designated by the Board of Commissioners.

Capital Reserve Utility – This fund accounts for the collection of utility assessment fees and the payment of water line improvement projects.

Small Projects Fund – This fund accounts for the collection and appropriation of general fund revenues and federal and state grant funds received specifically for use by the appropriate County departments who has received the funds.

Adequate Facilities Fund – This fund accounts for the collection and appropriation of Adequate Facility Fees for school facilities, land, architect, improvements or furniture and fixtures at the discretion of the Cabarrus County Board of Commissioners.

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

PROPRIETARY FUNDS

Enterprise Funds – These funds are used to account for operations that are financed and operated in a manner similar to private business

enterprises, where the intent of the governing body is to finance or recover primarily through user charges the costs of providing goods or services to the general public on a continuing basis; or where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes.

Individual Fund Descriptions:

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

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

Individual Fund Descriptions:

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

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

FIDUCIARY FUNDS

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

Individual Fund Descriptions:

Foster Care Scholarship Expendable Trust Fund – This fund accounts for donations

Introduction

received and disbursed for foster children activities.

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

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

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

Charitable Campaign Fund – This fund accounts for the collection of employee charitable giving's and the disbursement to various agencies selected annually.

Undistributed Taxes Fund – This fund accounts for the collection of property taxes and the disbursement of the taxes to the county and to the municipalities located in the county.

Intergovernmental Fund- This fund accounts for the accumulation of fines and forfeitures before they are distributed to the local School Boards; accounts for the accumulation of the three percent interest on the first month of delinquent motor vehicle taxes that the County is required to remit to the North Carolina Department of Motor Vehicles; and accounts for the accumulation of Register of Deeds fees that the County is required to remit to the State of North Carolina.

Sheriff Civil Fund- This fund accounts for collections of civil writs from citizens prior to distribution to plaintiffs.

Jail Commissary Fund – This fund accounts for the collection and disbursement of jail inmate's personal money.

BASIS OF BUDGETING AND ACCOUNTING / BUDGETARY CONTROL

Basis of Budgeting and Accounting

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

Budgetary Control

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

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

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

The following sections include information regarding the FY 2012 Annual Budget. After summaries in total and for each fund, the remaining sections of the document are grouped by service area, and are presented by program.



Budget Summary

Cabarrus County appropriates annual budgets for the following funds: General Fund, Solid Waste Management (Landfill) Fund, the 911 Emergency Telephone Fund, Arena and Events Center Fund, Workers Compensation Fund, and Health Insurance Fund. Information found in this section is presented on a summary level—details are provided on the Program Summary pages within the various service area sections of this document.

The FY 2012 adopted budget totals \$214,872,987. This total represents a decrease of \$20.6 million, or 8.74% below the FY 2011 budget as amended.

General Fund expenditures are budgeted at \$203,399,704, an 8.50% decrease below the FY 2011 amended budget.

The Solid Waste Management (Landfill) Fund budget totals \$1,305,000, a decrease of 61.59% below the FY 2011 amended budget.

The 911 Emergency Telephone Fund has a budget of \$634,086, which represents a 2.75% decrease from the FY 2011 amended budget.

Expenditures in the Arena and Events Center Fund are budgeted at \$1,563,984, an increase of 5.79% above the FY 2011 amended budget. This fund includes the County Fair as well as the Arena, which is managed under contract with a private management company, SMG.

Previously budgeted as multi-year funds, the Workers Compensation and Health Insurance funds are part of the annual budget as required by section 159-13.2, of the Local Government Budget and Fiscal Control Act. The Workers Compensation Fund is budgeted at \$603,213 an increase of \$28,213, or 4.91% above the FY 2011 amended budget level. Health Insurance expenditures are budgeted at \$7,367,000, a 4.34% increase above the FY 2011 budget as amended.

REVENUE SUMMARY

The chart below presents a side-by-side comparison of the revenues by source for the past four years.

Revenue by Source	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted
Ad Valorem Taxes	132,283,249	133,990,035	129,945,566	129,945,566	131,042,744
Other Taxes	32,373,333	29,185,932	27,582,341	27,582,341	28,977,215
Intergovernmental Revenues	21,903,169	22,207,254	19,991,367	22,521,268	19,149,718
Permits & Fees	3,679,808	3,215,692	2,424,505	2,424,505	2,544,500
Sales & Services	19,821,387	19,968,432	19,643,070	19,693,598	18,885,437
Miscellaneous	1,683,830	603,001	207,644	324,464	195,925
Investment Income	1,460,462	236,929	205,500	2,449,203	199,000
Other Financing Sources	2,205,158	8,253,123	5,814,687	25,796,982	13,280,235
Fund Balance Appropriated	-	-	1,756,539	4,711,359	598,213
	215,410,396	217,660,398	207,571,219	235,449,286	214,872,987

Budget Summary

The County receives revenue from many sources. These revenues can be affected by an array of external factors. In the past before the onset of the current economic downturn, being a part of the Charlotte MSA benefited Cabarrus County, in that during national and state declining economic conditions, the County continued to experience economic growth which enabled continued increases in revenue sources such as sales tax and property tax.

With a balanced diverse economy, the County is committed to a conservative strategic approach in evaluating both revenue and expenditures for fiscal solutions. To estimate revenue for the coming year, the County Manager and Finance Department consult with the Tax Administrator, other department heads, and State economists. County collection trends over the past several years, anticipated growth, and any known external factors that may come into play, are all considered in finalizing revenue projections.

The projection of revenues for FY 2012 are based on flat property tax growth; loss of Article 44 (1/2%) sales tax Medicaid reform and associated refunds; change in Article 42 sales tax distribution from per capita to point-of-sale based tax; zero growth of permits and fees based on Building Inspections and Register of Deeds activity; overall decreases in other revenues, and removal of all one time revenues from the FY 2011 budget. Further details can be found in the Five-Year Plan section of this document.

Revenue sources have been grouped into the following eight categories:

Ad Valorem (Property) Taxes

Ad valorem (property) tax revenue is based on a tax rate of \$0.63 per \$100 of assessed valuation, the same rate in effect for FY 2011. The total taxable property value is estimated at \$20,976,971,895. Ad valorem (property) tax value also includes \$1.38 billion in motor vehicles, with the remainder real, personal and public service property. North Carolina General Statutes require that estimated percentage of property tax collections cannot exceed the percentage of tax levy actually realized in cash for the preceding fiscal year. Based on that requirement, a collection

rate of 89.38% was applied to tax calculations on motor vehicles and 97.99% on all other property, for a combined collection rate of 97.45%.

Current year property tax revenues, excluding motor vehicles, are estimated at \$120,970,899 or .22% above the FY 2011 amended budget. Motor vehicle taxes have been budgeted at \$7,622,845 or a 5.46% increase from FY 2011.

Property tax revenues are generally estimated in the budget process by analyzing current values of property February and April each year. The values are reviewed for reasonableness, known external factors, and historical patterns of taxpayer appeals of these values. Then the values are used to calculate the revenue generated by applying the tax rate and collection percentage. This process is repeated several times up to the adopted budget process to ensure the latest values are used for the budget process. Property tax valuations have shown steady growth over the past several years, however the current local and state economy have caused values to grow insignificantly.

Other revenue items included in the Ad Valorem Taxes category include delinquent taxes and tax interest. All ad valorem budget estimates are based on actual value, along with current and prior year actual collections, and are only budgeted in the General Fund. Total revenues in this category are projected at \$131,042,744, which represents a .84% increase above the FY 2011 budget. These revenues account for 60.99% of total revenue in the FY 2012 budget.

Other Taxes

Overall, revenues from other taxes are projected at \$28,977,215 an increase of 5.06% above FY 2011. This category consists primarily of sales taxes, but also includes cable franchise fees, gross receipts tax, disposal tax on white goods, and in previous years, occupancy tax. Sales taxes are collected by the State and then returned to the County, less a collection fee, which is deducted before allocations are made. There are four separate sales taxes. The proceeds of the 1% sales tax (Article 39) and ½% sales tax (Article 42) collected in Cabarrus County are all returned to the County (i.e., based on point-of-sale). The proceeds of the ½% sales

Budget Summary

tax (Article 40) on the other hand, are allocated among all the state's counties based on the portion of the state's total population that resides there. Effective October 2011, there will be an additional ¼ cent sales tax assessed (Article 46). Collections will be used to pay school debt service.

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

Total sales tax is budgeted at \$25,241,215, a 6.08% decrease from FY 2011. The overall decrease is attributable to the impact of non-profit tax refunds previously held by the State and current tax refunds. Two factors influence normal growth in sales tax. The first is growth in retail sales and the second is the method of distribution. Sales tax revenues are distributed among the local governments and fire districts based on their respective property tax levies as a proportion of the whole, so a change by one will impact all the others.

Sales taxes, franchise fees and gross receipts taxes are budgeted in the General Fund. White good disposal taxes are found in the Landfill Fund, and occupancy taxes were in the Tourism Fund in previous years when it was a budgeted fund of the County. All budget estimates are based on current and prior years' actual collections, and known external factors. This category comprises 13.49% of total revenues.

Intergovernmental Revenues

Intergovernmental Revenues represents 8.91% of total revenues and consists primarily of state and federal grants for human services activities, but also includes other state and federal grants, and governmental revenues not related to grants.

On February 17, 2009 President Obama signed into law the America Recovery and Reinvestment Act (ARRA) "to promote economic recovery, increase economic efficiency while preserving and creating jobs, investment in infrastructures, and assisting those impacted by the recession". In response, County departments actively pursued funding opportunities to expand upon those efforts. Recovery awards to date totals \$1,450,419. The following information reflects our efforts in the recovery process.

The ARRA released \$5 billion in funding for weatherization to improve energy efficiency. Community Development has been awarded \$749,281, of the Weatherization ARRA funding program, for weatherizing homes of low-income families. The funding will support insulation, sealing leaks, modernizing heat and air conditioning equipment, and other energy efficient related projects.

Through the Department of Aging Title V Stimulus ARRA Funds Program for "green" services, energy efficiency, etc., Household Hazardous Waste (HHW)/Recycling was approved \$6,786, to supplement a Title V position to work approximately 20 hours per week. The position is responsible for maintaining HHW collection site areas, sort used batteries to ship for recycling, drain oil and antifreeze bottles into larger tanks destined for recycling, assist with customer phone calls, assist with handling discarded paint and overseeing the paint swap building.

Within the Department of Aging Title V Employee Training Program, \$74,676, in funding provided by the American Recovery and Reinvestment Act (ARRA) grant funds supported eight (8) new temporary part-time positions. This funding provided subsidized employment training opportunities, enhance placement in unsubsidized employment, as well as other support services for low-income individuals who are 55 years of age or older.

The U.S. Administration of Aging awarded the Department of Aging \$39,667, to address critical nutrition services to local area residents within the Elderly Nutrition Program.

Budget Summary

Department of Social Services has received \$263,986, for the Food & Nutrition Services (FNS) program. The first allotment covered the cost of two (2) permanent Income Maintenance Caseworker II positions and provided temporary clerical staff for the remainder of fiscal year 2009, ending June 30, 2009, to process applications and manage ongoing cases in the FNS program. Beginning October 1, 2009 Cabarrus County received a second allotment to fully support the two (2) caseworker positions until approximately June 5, 2010 at which point State FNS contingency funds authorized will maintain the two current ARRA positions.

General Services participated in the ARRA Energy Efficiency Community Block Grant program, and was awarded \$21,300 for adding energy efficient lighting and occupancy sensors at various County sites.

Transportation was approved \$385,098, in ARRA funding for preventative maintenance and equipment. The funding covers the cost of an automatic vehicle location (GPS), mobile data devices, automatic chains, and preventative maintenance for twenty-four (24) vehicles. Additionally, one (1) year salary, excluding benefits, of the current Transportation Supervisor will be funded through this allocation of stimulus dollars.

The FY 2012 budget of \$19,145,758 reflects a 14.99% decrease below the FY 2011 amended budget, relating to non-recurring grant awards, and the reduction of state and federal assistance. The largest revenue source in this category of state and federal assistance is the Department of Social Services.

Permits and Fees

Permit and fee revenues are anticipated to increase 4.95% over the FY 2011 amended budget to \$2,544,500. Revenues generated within this category are primarily attributable to two sources: Register of Deeds and inspection fees. Register of Deeds fees for the recording and dissemination of records have been less than expected in the previous three years and are projected for \$1.27 million for next year, remaining flat due to the slowing economy. Likewise, Construction Standards building inspection fees are projected to

grow insignificantly to \$1.19 million for the same economic reasons. Solid Waste Franchise fees are budgeted in the Landfill Fund at \$30,000. The remainder is found within the General Fund. All budget estimates are based on prior and current year actuals, trends, and economic conditions. This category accounts for 1.18% of total revenues.

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

Sales and Service

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

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

Revenues in this category are projected at \$18,885,437, a 4.10% decrease from the amended FY 2011 budget. This category makes up 8.79% of the total budget. These revenues are found in all funds.

Budget Summary

Investment Earnings

Investment earnings are revenues earned on idle money held by the County for investment. Total investment income is expected to experience a decrease of 91.87% below FY 2011 budget levels. This significant decrease in investment earnings is related to the one-time refunding of COPS 2001 issue in November 2011. The \$199,000 adopted budget amounts to 0.09% of the total budget.

This revenue estimate is based on idle funds of the County and the market rate of interest earned. Declining market conditions have caused interest rates to decrease at unanticipated lower levels than in the past years. The amount of idle funds fluctuates, with all fund balance above 15% of operating expenses transferred to a Capital Reserve Fund after year end (see *Introduction Section*). Although these funds are also invested, the earnings are credited to that multi-year fund. As the market rebounds, the County can expect to earn more on these idle funds. In estimating this revenue, the County evaluates the current market interest rate, projected cash flow, and available idle funds.

Miscellaneous

Miscellaneous revenues are those collected for activities of the County that are not specific in nature or do not easily fit into another category. Included in this category are donations, grants from non-governmental entities, and proceeds from the sale of fixed assets. The FY 2012 budget for miscellaneous revenues totals \$195,925 or 0.09% of the total budget. This budget is amended during the fiscal year to appropriate donations and grants as they are received.

Other Financing Sources

Other Financing Sources total \$13,878,448 or 6.46% of the budget. This category includes inter-fund transfers and fund balance appropriations. In the General Fund, \$77,513 is projected as a contribution from the E911 Fund to finance the GIS Addressing Coordinator position; \$846,800 contribution from the Capital Reserve Fund for funding of several capital improvement projects; a \$3,967,669 capitalized interest contribution from the COPS 2009 issue for the construction and renovations of public schools; \$5.7 million

contribution from the Capital Projects Fund; \$65k contribution from the Cannon Memorial Library Trust Fund to support a literacy program at the Concord Library and \$1,713,555 in Lottery Proceeds for the payment of school debt service. The Arena Fund is projected to receive a contribution of \$175,000, from the Tourism Authority and \$734,698, from the General Fund, which includes several maintenance projects.

Fund Balance

Fund balance is generally defined as the difference between a fund's assets and liabilities. Adequate fund balance is necessary for numerous reasons, such as the availability of funds in an emergency or unexpected event, to maintain or enhance the County's financial position and bond rating, to provide cash for operations prior to receipt of property tax revenues, and to maximize investment earnings. Not all fund balance is available for appropriation. State statutes define the available amount as "cash and investments minus the sum of liabilities, encumbrances, and deferred revenues arising from cash receipts" in Chapter 159-8. Fund balance may be reserved for specific uses, such as special revenue funds, where fund balance may only be used for a designated purpose. On June 14, 2005 (revised March 15, 2010), the Board of Commissioners formally adopted a policy defining acceptable uses and establishing levels of undesignated fund balance within the General Fund (see *Introduction Section*).

Estimated unreserved fund balance on June 30, 2011 is expected to be 28.7% of General Fund expenditures. The County operates under an annual balanced budget where the sum of estimated net revenues and appropriated fund balances is equal to appropriations for the fiscal year. With the exception of the Worker's Compensation Fund, appropriating fund balance is not anticipated in fiscal year 2012. \$598,213 will be appropriated from fund balance in the Worker's Compensation Fund. The Worker's Compensation Fund is slated to close as of June 30, 2011. The following chart shows estimated FY 2012 fund balance information for all appropriated funds (see *Fund Summaries Section*).

Budget Summary

CHANGES IN UNRESERVED FUND BALANCE

Fund	Estimated Fund Balance 06/30/11	Revenue	Transfers In	Transfers Out	Expenditures	Projected Fund Balance 06/30/12	Changes in Fund Balance
General	57,964,460	187,874,368	15,380,091	1,316,234	201,938,225	57,964,460	-
Landfill	1,584,529	1,305,000	-	-	1,305,000	1,584,529	-
Arena	533,435	654,286	834,698	-	1,488,984	533,435	-
911	776,913	634,086	-	77,513	556,573	776,913	-
Health Ins.	2,656,026	7,367,000	-	-	7,367,000	2,656,026	-

Budget Summary

EXPENDITURE SUMMARY

FY 2012 expenditures total \$214,652,742, an 8.83% or \$20.8 million decrease from amended FY 2011 budgeted levels. Expenditures are budgeted over nine (9) major service areas or functions: General Government, Culture and Recreation, Public Safety, Economic and Physical Development, Environmental Protection, Human Services, Education/School Debt, Other Debt Service, and Other Programs.

Consistent across these functional areas and within each department are significant reductions in operations and capital expenditures detailed in the following expenditure summary and further explained throughout the adopted budget document.

Employee Compensation

The Cabarrus County Personnel Management Policy calls for annual cost-of-living salary adjustments based on the Consumer Price Index (CPI), rounded down to the nearest one-half percent. Based on the CPI of 1.5%, published for calendar year 2010, a 1.5% cost-of-living salary adjustment effective the first full pay period in the new fiscal year is included. The Personnel Management Policy also provides for merit pay raises for employees based on performance. Due to the current economic conditions, however, the adopted budget departs from the policy and suspends merit adjustments for FY 2012. Consistent with the personnel management policy, the adopted budget continues to make 401(k) contributions (equal to 5% of salary) for employees vested in the Local Government Employees' Retirement System.

The Local Government Employees' Retirement System approved an increase to the annual local government employer rate, effective July 1, 2011. The employer contribution rate increased by .53% from 6.43% of payroll for general employees to 6.96%. For law enforcement officers the contribution rate increased from 6.41% to 7.04%. Undistributed losses from the affects of the economy contributed to the increase. To maintain fiscal soundness in the future, rate increases are needed and likely to occur over the next five years to offset the losses.

Spending on the county's self-funded employee health care program remains flat without reducing benefits - a very different position than most governments and businesses find themselves in. In fact, since the introduction of the self-funded program in 2004, the level of contribution has only risen twice and benefits have never been reduced.

A major contributing factor to successfully managing health care costs is the Cabarrus County Employee Health Center (EHC), which opened in August 2006. The EHC offers basic health care services (including a focus on prevention and healthy lifestyles) to all full-time Cabarrus County employees, retirees, spouses, and dependents that are enrolled in the County's health care plan, without the requirement of employee co-payments. The EHC is funded through the health care trust fund, which pays for all employee health care costs.

Employees view the EHC as a great benefit, since it's more convenient than visiting a primary care clinic and requires no co-pay. Since opening the EHC in 2006, Cabarrus County and its employees have saved \$624,847 as of June 2010. The savings are determined by calculating the estimated Physician Care Provider costs compared to the fixed costs of the EHC. Operational costs and waived primary care copayments are also factored in the EHC savings. Required physicals for newly hired employees in certain departments, drug testing, vaccines, and worker compensation physician visits are performed by the EHC.

In addition to the direct cost savings, new findings of high cholesterol, high blood pressure, and diabetes are diagnosed and patients receive treatment and ongoing counseling services. Diagnosing and treating chronic diseases early prevents future costs to the health plan.

Another factor in reducing county health care costs is the Wellness for Life program, established to enhance the health and wellness of County employees. Programs such as lunch and learn sessions, fitness and nutrition classes, and health fairs increase awareness and result in healthier

Budget Summary

employees. Wellness for Life participation increased 33% in 2010.

In FY 2011, a new full-time physician came on board for the EHC, who may, for those who choose, serve as the primary care doctor for those enrolled in the county's health care program. Existing staff at the EHC includes a licensed nurse practitioner, a medical office assistant, and an office assistant, provided through a contract with Carolinas Medical Center NorthEast. The addition of a primary care physician is expected to result in even greater savings in employee health care costs.

General Government

The General Government Service area accounts for services provided by the County for the benefit of the public and the governmental body as a whole. This service area encompasses the Board of Commissioners, Legal Department, County Manager, Communications and Outreach, Risk Management/Wellness, Human Resources, Tax Collection and Administration, Board of Elections, Register of Deeds, Finance, Information Services, General Services, Workers Compensation, Health Insurance, and the Capital Improvement Program. Spending in this service area is expected to remain relatively flat at \$30,833,104. General Government spending comprises 14.35% of the total budget.

Capital improvement items budgeted include: Governmental Center area handlers, demolition of the old Jail and Elections department locations, Arena roof replacements, Kannapolis Library program room, emergency communications' improvements, Human Services building renovations, and capital outlay funding for both public school systems.

Programs experiencing significant increases include: the Board of Elections coordination of the municipal general election, November 2011 and presidential primaries in 2012; Board of Commissioners hosting of the 2011 North Carolina Association of County Commissioners' fall conference; the addition of twelve hybrid vehicles for Construction Standards and Zoning Inspectors; fuel contingency in anticipation of

peak gasoline prices; and increased utility cost for the operation of the new jail detention facility slated to open July 2011

General Government Service area significant decreases in FY 2012 relate to overall operational reductions, one-time capital outlay projects, and the delay of capital projects into future years as a result of available revenue resources and declining market conditions.

Culture & Recreation

Culture and Recreation expenditures are those that provide County residents with opportunities and facilities for cultural, recreational and educational programs. These programs include County libraries, the Parks Department, the County Fair and the Arena & Events Center. A FY 2012 budget of \$4,964,769 represents a 4.63% decrease from the amended FY 2011 budget which can be attributed to one-time capital outlay projects, non-recurring matching grants, and delay of non-essential operational costs and low return on investment purchases.

The budget for Culture and Recreation equals 2.31% of total spending.

Public Safety

Public Safety spending funds services responsible for the safety and security of the public. Included in the Public Safety service area are the County Sheriff, Jail, Animal Control, Courts, Construction Standards, Emergency Management, Emergency Medical Services, and 911 Emergency Telephone System Fund. Seventy-seven new detention officers were approved in FY 2011, and hired beginning March 2011. The annualized cost inclusive of benefits and the additional of jail operational costs in FY 2012 total \$3.2 million. Decreases are associated with one-time grant and capital expenditures, as well as other personnel and non-essential operational changes.

Budgeted expenditures for FY 2012 total \$30,635,150 or a 5.03% increase to FY 2011 levels. Public Safety spending equates to approximately 14.26% of the budget for the upcoming fiscal year.

Budget Summary

Economic and Physical Development

Expenditures in the Economic and Physical Development service area provide for the orderly planning of growth and development within the County, along with incentives to drive economic growth. Programs within the Economic and Physical Development service area budget include: Commerce, Community Development, Zoning Administration, and Economic Development Incentives. Spending within this service area is projected to decrease approximately 27.29% to \$2,498,165. This decrease can be attributed to allocations tied to federal stimulus legislation for Community Development and changes in economic development incentive grants. This service accounts for approximately 1.16% of Environmental Protection service area total funding for FY 2012.

Human Services

Human Services expenditures are those with a purpose of promoting the general health and well being of the individuals within a community. Budgeted at \$38,525,655, Human Services accounts for 17.93% of the adopted General Fund spending for FY 2012. This spending level represents a decrease of 6.02% below FY 2011 amended totals. Significant decreases in expenditures are tied to federal and state allocations, grants, and overall operational adjustments. The Human Services service area incorporates Veterans Services, Transportation, Other Human Services, Cooperative Extension Service, Social Services, and Aging.

Environmental Protection

Environmental Protection services provide for environmental safety and quality and include the departments of Soil & Water and Solid Waste Management. This service area accounts for approximately .86% of the total budget. There is a 49.07% decrease over last year which can be primarily attributed to one-time capital outlay expenses and capital improvements projects relating to the expansion of the landfill construction and demolition site by an additional six acres of the existing property.

Education / School Debt

By far the largest service area within the budget is Education/School Debt. This service area funds two public school systems and one community college. It also funds debt associated with the acquisition and construction of capital assets for the school systems and the community college. Total spending within this function is budgeted at \$90,824,457, an increase of 6.53% above the FY 2011 amended funding and 42.27% of all budgeted FY 2012 General Fund spending. Overall increases above the FY 2011 amended funding is associated with an additional \$877,044 in current expense funding for salaries, benefits, utilities, and other operating expenses and new school debt service (principal of \$4.7 million) associated with the 2009 COPS issue.

Other Programs

Other program spending includes expenditures that are not attributable to one particular department or service, contributions to other agencies, and contributions to other funds. The FY 2012 budget for Other Programs decreases by approximately 19.51% to \$2,700,562. This service area accounts for 1.26% of FY 2012 funding.

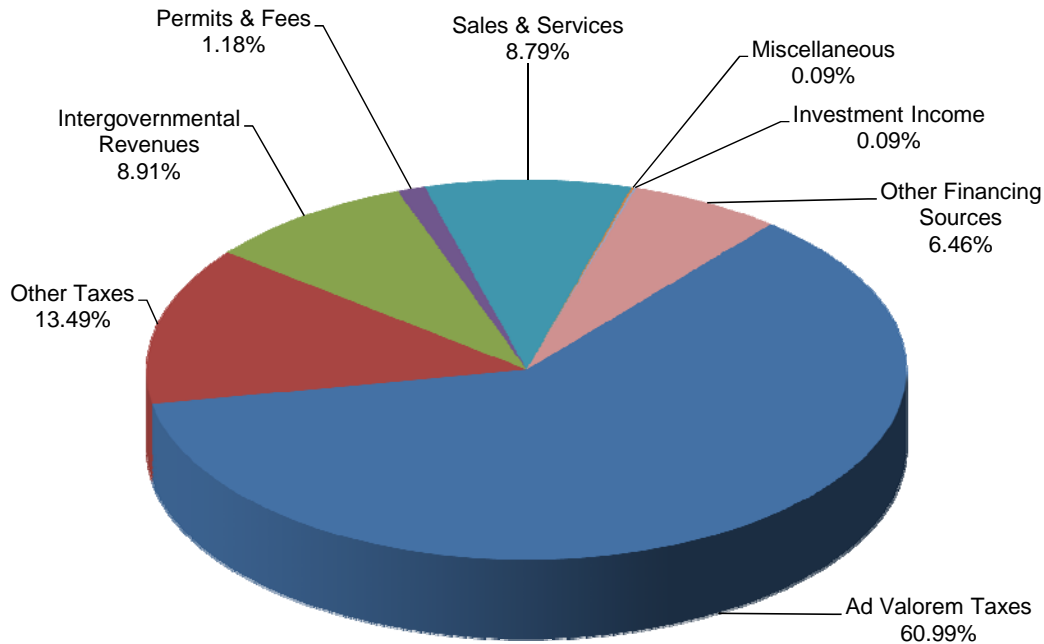
Other Debt Service

Other Debt Service functional area, accounts for principal and interest payments on debt, other than school debt, for the acquisition and construction of capital assets. Funding of \$12,042,243 represents 5.61% of the total budget.

Budget Summary

FY 2012 REVENUES BY SOURCE

ALL FUNDS

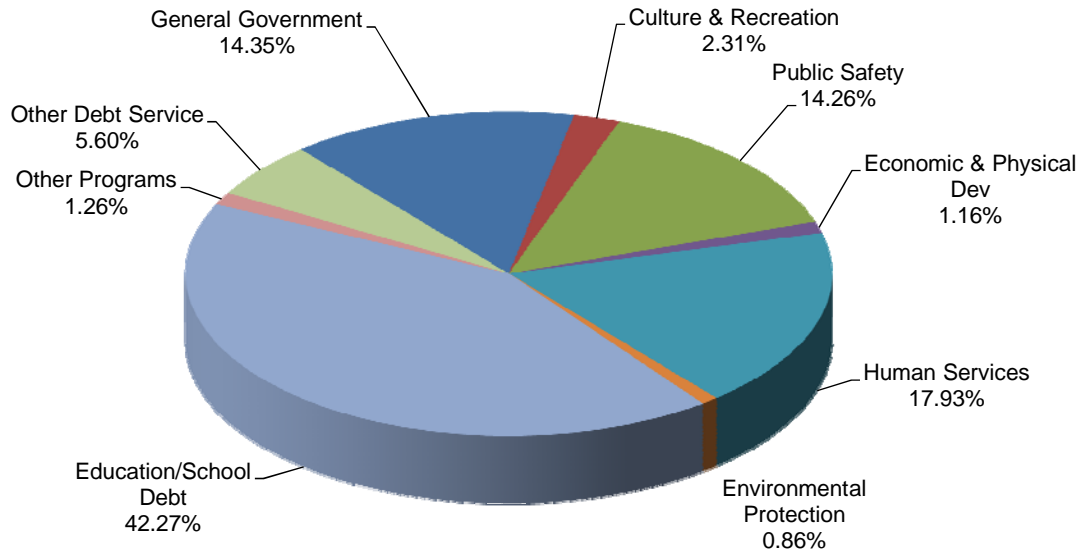


AD VALOREM TAXES: Revenues derived from property tax	\$ 131,042,744
OTHER TAXES: Tax revenues distributed to the County that are collected for sales taxes, cable franchise fees, etc.	28,977,215
INTERGOVERNMENTAL REVENUES: State and federal grant moneys received in support of County programs, and revenues collected from other governmental units that are not grant related	19,149,718
PERMITS & FEES: Fees collected for various services or privileges performed or approved by the governmental unit	2,544,500
SALES & SERVICES: Fees collected by various departments for goods or services rendered to the public, other departments, or other governments	18,885,437
INVESTMENT INCOME: Revenues earned on idle monies held by the County for investment	199,000
MISCELLANEOUS: Revenue collected for various activities of the County that are not specific in nature	195,925
OTHER FUNDING SOURCES: Includes interfund transfers and fund balance appropriations	<u>13,878,448</u>
TOTAL REVENUE	\$ 214,872,987

Budget Summary

FY 2012 EXPENDITURES BY SERVICE AREA

ALL FUNDS



GENERAL GOVERNMENT: Services provided by the County for the benefit of the public and governmental body as a whole	\$ 30,833,104
CULTURE & RECREATION: Expenditures to provide County residents opportunities and facilities for cultural, recreational and educational programs	4,964,769
PUBLIC SAFETY: Services provided by the County for the safety and security of the public	30,635,150
ECONOMIC & PHYSICAL DEVELOPMENT: Services that provide for the orderly planning of growth and development within the County, along with efforts to drive economic growth	2,498,165
HUMAN SERVICES: Expenditures for the purpose of promoting the general health and well being of individuals within the community	38,525,074
ENVIRONMENTAL PROTECTION: Services that provide for environmental quality and safety	1,849,463
EDUCATION/SCHOOL DEBT: Funds two public school systems and one community college; also funds debt associated with the acquisition and construction of capital assets for the school systems and community college	90,824,457
OTHER PROGRAMS: Expenditures that are not attributable to one particular department or service, contributions to other agencies, contributions to other funds and capital improvement funding	2,700,562
OTHER DEBT SERVICE: Funds principal and interest payments on debt (other than school debt) for the acquisition and construction of capital assets	12,042,243
TOTAL EXPENDITURES	\$ 214,872,987

Budget Summary

REVENUE BY FUND

GENERAL FUND	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted	Percent Change*
Ad Valorem Taxes	132,283,249	133,990,035	129,945,566	129,945,566	131,042,744	0.84%
Other Taxes	32,338,928	29,130,858	27,537,341	27,537,341	28,977,215	5.23%
Intergovernmental Revenue	21,121,428	21,513,379	19,309,367	21,831,900	18,482,632	-15.34%
Permits & Fees	3,662,076	3,166,656	2,399,505	2,399,505	2,514,500	4.79%
Sales & Services	10,481,679	10,600,602	10,004,652	10,055,180	9,646,651	-4.06%
Interest on Investments	1,317,346	211,318	180,000	2,423,703	180,000	-92.57%
Miscellaneous	1,596,345	451,766	184,644	316,464	185,425	-41.41%
Fund Balance Appropriated	-	-	-	2,699,843	-	-100.00%
Other Financing Sources	967,503	5,495,389	5,052,524	25,076,434	12,370,537	-50.67%
Total Revenue - General Fund	203,768,554	204,560,003	194,613,599	222,285,936	203,399,704	-8.50%

LANDFILL FUND	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted	Percent Change*
Intergovernmental Revenue	44,074	44,655	32,000	39,368	35,000	-11.10%
Other Taxes	34,405	55,074	45,000	45,000	-	-100.00%
Permits & Fees	17,733	49,036	25,000	25,000	30,000	20.00%
Sales & Services	1,503,003	1,138,487	1,382,118	1,382,118	1,240,000	-10.28%
Interest on Investments	74,925	10,630	15,000	15,000	-	-100.00%
Miscellaneous	631	4	-	-	-	0.00%
Fund Balance Appropriated	-	19,142	1,756,539	1,890,912	-	-100.00%
Total Revenue - Landfill Fund	1,674,771	1,317,029	3,255,657	3,397,398	1,305,000	-61.59%

911 EMERGENCY TELEPHONE FUND	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted	Percent Change*
Intergovernmental Revenue	737,666	649,220	650,000	650,000	632,086	-2.76%
Sales & Services	-	-	-	-	-	0.00%
Interest on Investments	3,497	1,254	2,000	2,000	2,000	0.00%
Other Financing Sources	537,655	-	-	-	-	0.00%
Total Revenue - 911 Emergency Fund	1,278,818	650,474	652,000	652,000	634,086	-2.75%

Budget Summary

REVENUE BY FUND

ARENA FUND	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted	Percent Change*
Sales & Services	668,980	607,520	628,700	628,700	642,286	2.16%
Interest on Investments	10,672	1,268	500	500	1,500	200.00%
Miscellaneous	8,744	10,348	8,000	8,000	10,500	31.25%
Fund Balance Appropriated	-	-	-	-	-	0.00%
Other Financing Sources	700,000	738,592	762,163	841,152	909,698	8.15%
Total Revenue - Arena Fund	1,388,396	1,357,729	1,399,363	1,478,352	1,563,984	5.79%

WORKERS COMPENSATION FUND	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted	Percent Change*
Sales & Services	26	-	572,000	572,000	-	-100.00%
Interest on Investments	20,867	3,726	3,000	3,000	5,000	66.67%
Other Financing Sources	-	1,000,000	-	-	598,213	0.00%
Total Revenue - Workers Compensation Fund	20,893	1,003,726	575,000	575,000	603,213	4.91%

HEALTH INSURANCE FUND	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted	Percent Change*
Sales & Services	7,167,699	7,621,823	7,055,600	7,055,600	7,356,500	4.26%
Interest on Investments	33,155	8,732	5,000	5,000	10,500	110.00%
Miscellaneous	78,110	140,882	-	-	-	0.00%
Other Financing Sources	-	1,000,000	-	-	-	0.00%
Total Revenue - Health Insurance Fund	7,278,964	8,771,437	7,060,600	7,060,600	7,367,000	4.34%

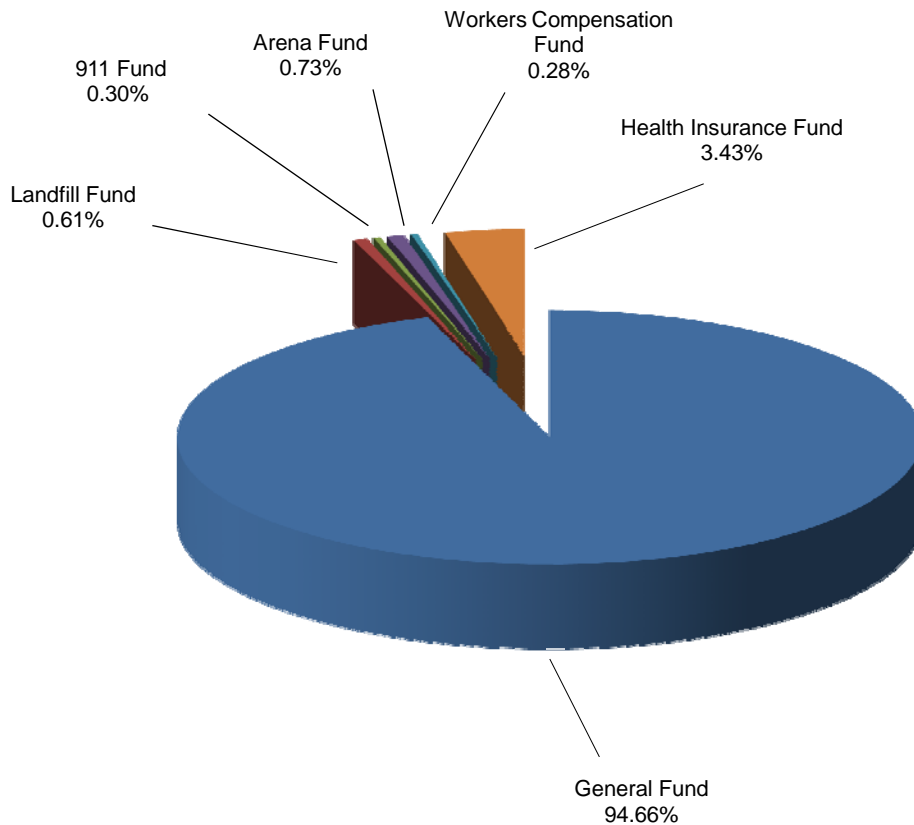
TOTAL REVENUE - ALL FUNDS	208,110,539	217,660,397	207,556,219	235,449,286	214,872,987	-8.74%
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*Percent change as calculated above compares the Adopted funding to the FY 2011 Amended Budget.

Budget Summary

REVENUE BY SOURCE

Revenue Classification	General Fund	Landfill Fund	911 Fund	Arena Fund	Workers Compensation Fund	Health Insurance Fund	Total
Ad Valorem Taxes	131,042,744		-		-	-	131,042,744
Other Taxes	28,977,215		-		-	-	28,977,215
Intergovernmental Revenues	18,482,632	35,000	632,086		-	-	19,149,718
Permits & Fees	2,514,500	30,000	-		-	-	2,544,500
Sales & Services	9,646,651	1,240,000	-	642,286	-	7,356,500	18,885,437
Miscellaneous	185,425		-	10,500	-	-	195,925
Investment Income	180,000		2,000	1,500	5,000	10,500	199,000
Other Financing Sources	12,370,537		-	909,698	598,213	-	13,878,448
TOTAL REVENUE	203,399,704	1,305,000	634,086	1,563,984	603,213	7,367,000	214,872,987



Budget Summary

SUMMARY OF EXPENDITURES BY SERVICE AREA ALL FUNDS

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted	Percent Change*	Percent of Total
<u>General Government</u>							
Board of Commissioners	322,150	328,323	292,729	292,729	362,880	23.96%	0.17%
Legal	895,973	821,821	811,767	811,215	784,300	-3.32%	0.37%
County Manager	422,133	572,532	623,246	676,142	667,456	-1.28%	0.31%
Communications & Outreach	385,465	418,794	355,290	331,708	316,353	-4.63%	0.15%
Risk Management / Wellness	225,072	208,141	209,618	209,066	210,116	0.50%	0.10%
Human Resources	478,035	484,777	472,575	472,023	489,269	3.65%	0.23%
Tax Collector	909,665	846,257	912,924	912,924	870,348	-4.66%	0.41%
Tax Administration	2,118,365	2,062,181	2,261,576	2,311,024	2,242,383	-2.97%	1.04%
Board of Elections	604,976	646,541	728,454	808,579	960,300	18.76%	0.45%
Register of Deeds	705,679	626,517	505,769	505,769	508,346	0.51%	0.24%
Finance	1,125,205	915,100	857,878	857,326	897,209	4.65%	0.42%
Information Technology Services	3,074,154	3,291,289	3,191,386	3,431,263	3,559,731	3.74%	1.66%
Grounds Maintenance	954,620	1,015,022	1,244,605	1,244,605	1,229,885	-1.18%	0.57%
General Services Administration	1,167,458	1,340,152	1,517,571	1,510,000	1,940,427	28.51%	0.90%
Sign Maintenance	154,417	167,586	165,735	165,735	163,555	-1.32%	0.08%
Building Maintenance	2,059,020	2,383,994	2,921,269	3,139,666	3,027,178	-3.58%	1.41%
Facility Services	1,214,624	1,202,457	1,139,870	1,154,914	1,297,041	12.31%	0.60%
Fleet Maintenance	1,041,654	686,198	614,772	614,772	793,610	29.09%	0.37%
Capital Improvement Projects	1,076,613	1,752,308	890,000	2,042,674	911,800	-55.36%	0.42%
Non-Departmental	628,558	725,018	2,045,146	1,451,163	1,630,704	12.37%	0.76%
Workers Compensation	369,509	890,117	575,000	575,000	603,213	4.91%	0.28%
Health Insurance	6,354,610	7,819,876	7,060,600	7,060,600	7,367,000	4.34%	3.43%
TOTAL	26,287,955	29,205,001	29,397,780	30,578,897	30,833,104	0.83%	14.35%
<u>Cultural & Recreational</u>							
Parks	1,561,442	1,335,608	1,187,953	1,289,819	1,189,251	-7.80%	0.55%
Libraries	2,784,039	2,794,800	2,191,063	2,437,370	2,211,534	-9.27%	1.03%
Arena & Events Center	861,273	1,096,423	797,548	876,537	949,698	8.35%	0.44%
County Fair	574,991	541,969	601,815	601,815	614,286	2.07%	0.29%
TOTAL	5,781,745	5,768,800	4,778,379	5,205,541	4,964,769	-4.63%	2.31%
<u>Public Safety</u>							
Sheriff	9,665,554	10,211,454	10,474,859	10,684,242	10,576,410	-1.01%	4.92%
Jail	5,654,753	6,145,106	6,951,794	7,926,794	10,198,719	28.66%	4.75%
Animal Control	772,814	695,639	743,618	744,418	730,603	-1.86%	0.34%
Courts	457,540	395,216	550,607	655,941	544,639	-16.97%	0.25%
Construction Standards	1,776,048	1,493,650	1,334,203	1,318,203	1,209,332	-8.26%	0.56%
Emergency Management	978,537	941,293	847,514	1,112,539	841,342	-24.38%	0.39%
Emergency Medical Services	5,898,413	5,951,717	5,840,276	6,073,236	5,900,019	-2.85%	2.75%
911 Emergency Telephone System I	788,029	534,151	652,000	652,000	634,086	-2.75%	0.30%
TOTAL	25,991,688	26,368,225	27,394,871	29,167,373	30,635,150	5.03%	14.26%
<u>Economic & Physical Development</u>							
Commerce	573,071	662,114	479,093	536,357	459,253	-14.38%	0.21%
Community Development	330,510	554,605	430,046	1,032,422	512,566	-50.35%	0.24%
Environmental Protection	262,959	207,900	0	0	0	0.00%	0.00%
Zoning Administration	206,800	204,588	212,737	212,997	217,346	2.04%	0.10%
Economic Development Incentive	452,581	740,306	1,289,000	1,654,223	1,309,000	-20.87%	0.61%
TOTAL	1,825,921	2,369,513	2,410,876	3,435,999	2,498,165	-27.29%	1.16%

Budget Summary

SUMMARY OF EXPENDITURES BY SERVICE AREA ALL FUNDS

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted	Percent Change*	Percent of Total
<u>Human Services</u>							
Veterans Service	211,121	233,294	226,138	227,448	228,091	0.28%	0.11%
Transportation	2,418,792	2,153,478	2,252,176	2,647,992	2,374,518	-10.33%	1.11%
Other Human Services	4,716,270	4,723,576	4,836,530	4,810,990	4,909,680	2.05%	2.28%
Cooperative Extension Service	383,259	359,377	400,202	403,605	369,204	-8.52%	0.17%
Social Services	32,330,469	30,121,871	29,811,291	30,611,159	28,338,362	-7.42%	13.19%
Aging	2,031,347	2,112,760	2,088,506	2,292,072	2,305,219	0.57%	1.07%
TOTAL	42,091,258	39,704,356	39,614,843	40,993,266	38,525,074	-6.02%	17.93%
<u>Environmental Protection</u>							
Soil & Water	216,827	230,374	234,962	233,858	239,242	2.30%	0.11%
Waste Reduction/Recycling	0	0	0	0	305,221	0.00%	0.14%
Solid Waste Management	1,733,185	2,333,382	3,255,657	3,397,398	1,305,000	-61.59%	0.61%
TOTAL	1,950,012	2,563,756	3,490,619	3,631,256	1,849,463	-49.07%	0.86%
<u>Education/School Debt</u>							
Schools, Current Expense	49,671,502	49,652,269	52,447,330	52,447,330	53,287,330	1.60%	24.80%
Schools, Capital Outlay	4,165,742	1,916,807	1,070,000	1,070,000	1,070,000	0.00%	0.50%
School Debt/Principal and Interest	25,549,315	27,241,476	28,801,458	28,801,458	33,620,401	16.73%	15.65%
RCCC, Current Expense	1,798,496	3,092,216	1,852,210	1,852,210	1,889,254	2.00%	0.88%
RCCC, Capital Outlay	0	125,765	150,000	189,305	100,000	-47.18%	0.05%
RCCC/Principal and Interest	1,037,623	985,999	898,541	898,541	857,472	-4.57%	0.40%
TOTAL	82,222,678	83,014,532	85,219,539	85,258,844	90,824,457	6.53%	42.27%
<u>Other Programs</u>							
Contributions to Other Funds	14,098,927	3,032,403	1,422,613	1,771,020	1,316,234	-25.68%	0.61%
Contributions to Other Agencies	1,648,001	1,534,836	1,257,045	1,584,183	1,384,328	-12.62%	0.64%
TOTAL	15,746,928	4,567,239	2,679,658	3,355,203	2,700,562	-19.51%	1.26%
<u>Other Debt Service</u>							
Principal and Interest	8,852,652	9,897,354	12,569,654	33,822,907	12,042,243	-64.40%	5.60%
TOTAL	8,852,652	9,897,354	12,569,654	33,822,907	12,042,243	-64.40%	5.60%
GRAND TOTAL	210,750,837	203,458,777	207,556,219	235,449,286	214,872,987	-8.74%	100.00%

*Percent change as calculated above compares the Adopted funding to the FY 2011 Amended Budget.

Budget Summary

PROGRAM FUNDING MATRIX

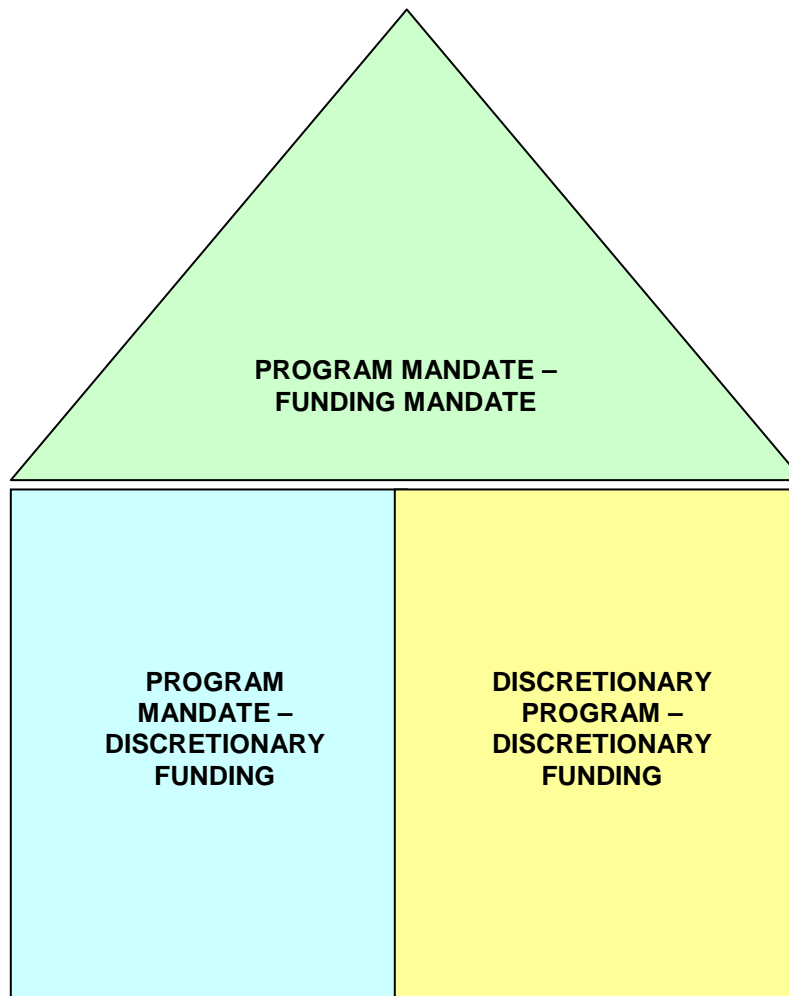
The matrix found on the following pages categorizes each County program (General Fund only) according to service and funding requirements.

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

Mandated programs with discretionary funding levels are shown in blue.

Discretionary programs with discretionary funding are shown in yellow.

Information is presented in two formats: 1) by funding requirement category (mandatory/discretionary), and 2) by service area function. The matrix broken out by service area also includes sources of funding and calculation of net tax rate equivalent for each program.



Budget Summary

PROGRAM FUNDING MATRIX - GENERAL FUND

<div> <div></div> Mandated service & dollars </div> <div> <div></div> Mandated service - discretionary dollars </div> <div> <div></div> No mandate - discretionary service & dollars </div>					
Mandated / Discretionary	Program	FY 2012 Total Cost	County Cost	Intergovernmental Revenue	% of Total Budget
Mandated	Social Services-Aid to the Blind	25,000	25,000	-	
Mandated	Social Services-Child Day Care	5,766,593	100,000	5,666,593	
Mandated	Social Services-Child Foster Care & Adoption Assistance	1,718,180	1,102,518	615,662	
Mandated	Social Services-Medicaid Assistance	-	-	-	
Mandated	Social Services-Special Assistance for Adults	1,295,000	1,295,000	-	
Mandated	Separation Allowance for Law Enforcement	551,536	551,536	-	
Mandated	Unemployment Compensation	386,000	386,000	-	
Mandated	Education-Debt Service	34,477,873	33,734,791	743,082	
Mandated	Other Debt Service	12,042,243	12,042,243	-	
	Total Mandatory Service/Mandatory Funding	56,262,425	49,237,088	7,025,337	27.66%
Mandated	Board of Commissioners	356,880	356,880	-	
Mandated	Board of Elections	960,300	960,300	-	
Mandated	Commerce-Construction Standards	1,209,332	1,209,332	-	
Mandated	Commerce-Environmental Protection	-	-	-	
Mandated	Contribution to Cabarrus Health Alliance	4,242,711	4,242,711	-	
Mandated	Courts-General Services Administration	544,639	109,639	435,000	
Mandated	Education-Capital Outlay	1,260,000	1,260,000	-	
Mandated	Education-Current Expense	55,176,584	55,176,584	-	
Mandated	Emergency Management	841,342	841,342	-	
Mandated	EMS*	5,900,019	5,900,019	-	
Mandated	Finance	897,209	897,209	-	
Mandated	General Services - Street Sign Maintenance	163,555	163,555	-	
Mandated	Jail	10,198,719	10,198,719	-	
Mandated	Legal	784,300	784,300	-	
Mandated	Medical Examiner	76,000	76,000	-	
Mandated	Piedmont Behavioral Health Care-Mental Health/Substance Abuse/Developmental Disabilities	666,969	666,969	-	
Mandated	Register of Deeds	508,346	508,346	-	
Mandated	Sheriff	10,576,410	10,346,410	230,000	
Mandated	Social Services-Administration	1,849,703	1,849,703	-	
Mandated	Social Services-Adult & Family Services	2,637,528	1,796,360	841,168	
Mandated	Social Services-Child Support Services	1,271,538	77,138	1,194,400	
Mandated	Social Services-Child Welfare Services	5,323,922	2,434,016	2,889,906	
Mandated	Social Services-Economic Services	5,297,200	2,441,700	2,855,500	
Mandated	Social Services-Emergency Assistance	763,954	476,000	287,954	
Mandated	Soil & Water Conservation District	239,242	209,282	29,960	
Mandated	Tax Assessor, land records, appraisal	2,242,383	2,242,383	-	
Mandated	Tax Collector Administration	870,348	870,348	-	
Mandated	Transportation Services - Medicaid Transport*	2,374,518	1,595,972	778,546	
	Total Mandatory Service/Discretionary Funding	117,233,651	107,691,217	9,542,434	57.64%

Budget Summary

PROGRAM FUNDING MATRIX - GENERAL FUND

<div> <div></div> Mandated service & dollars <div></div> Mandated service - discretionary dollars <div></div> No mandate - discretionary service & dollars </div>					
Mandated / Discretionary	Program	FY 2012 Total Cost	County Cost	Intergovernmental Revenue	% of Total Budget
Discretionary	Aging-In-Home Services	195,469	27,455	168,014	
Discretionary	Aging-Nutrition	486,888	345,488	141,400	
Discretionary	Aging-Senior Services	1,622,862	1,012,837	610,025	
Discretionary	Animal Control	730,603	730,603	-	
Discretionary	Cabarrus Juvenile Crime Prevention-Project Challenge	56,014	-	56,014	
Discretionary	Cabarrus Juvenile Crime Prevention-Teen Court	54,765	-	54,765	
Discretionary	Cabarrus Juvenile Crime Prevention-Monarch	84,160	-	84,160	
Discretionary	Cabarrus Juvenile Crime Prevention-Board	-	(15,500)	15,500	
Discretionary	Capital Improvement Program	911,800	911,800	-	
Discretionary	Commerce-Community Development	512,566	267,805	244,761	
Discretionary	Commerce-Economic Development Incentive Grants	1,309,000	1,309,000	-	
Discretionary	Commerce-Planning-Subdivision & Zoning Control	676,599	676,599	-	
Discretionary	Communications & Outreach	316,353	316,353	-	
Discretionary	Contributions to Other Funds-Arena Fund	734,698	734,698	-	
Discretionary	Contributions to Other Funds-Capital Projects	-	-	-	
Discretionary	Contributions to Other Funds-Capital Reserve	-	-	-	
Discretionary	Contributions to Other Funds-Internal Service Fund	-	-	-	
Discretionary	Contributions to Other Funds-CDBG	30,000	30,000	-	
Discretionary	Cooperative Extension	369,204	369,204	-	
Discretionary	County Manager	667,456	667,456	-	
Discretionary	Forestry Service	68,630	68,630	-	
Discretionary	General Services-Grounds Maintenance, Admin, Building Maintenance, Facility Svcs, Fleet Maintenance	8,288,141	8,288,141	-	
Discretionary	Human Resources	489,269	489,269	-	
Discretionary	Information Services	3,559,731	3,559,731	-	
Discretionary	Libraries	2,211,534	2,055,644	155,890	
Discretionary	Non-Departmental-Revenue	-	(67,000)	67,000	
Discretionary	Non-Departmental-Contingency	262,686	262,686	-	
Discretionary	Non-Departmental-Other Benefits (Retiree Health Ins)	696,000	696,000	-	
Discretionary	Non-Departmental-Salary Adjustments	150,000	150,000	-	
Discretionary	Non-Departmental-Retirement Incentives	-	-	-	
Discretionary	Non-Departmental-Insurance Settlements	50,000	50,000	-	
Discretionary	Non-Departmental-Adequate Public Facilities Reimb.	2,018	2,018	-	
Discretionary	Other Contributions-Arts Council	26,000	26,000	-	
Discretionary	Other Contributions-Community Care Clinic	50,000	50,000	-	
Discretionary	Other Contributions-Criminal Justice Partnership	131,347	-	131,347	
Discretionary	Other Contributions-Economic Development Corp	262,000	262,000	-	
Discretionary	Other Contributions-Sales Tax Fire Districts	510,412	510,412	-	
Discretionary	Other Contributions-Special Olympics	55,000	55,000	-	
Discretionary	Other Contributions-All Star Challenge	10,000	10,000	-	
Discretionary	Parks	1,189,251	1,189,251	-	
Discretionary	Public Assistance-Veterinarian Services	35,000	35,000	-	
Discretionary	Recycling	305,221	305,221	-	
Discretionary	Risk Management/Wellness	210,116	210,116	-	
Discretionary	Social Services-Adult Day Care	72,572	9,071	63,501	
Discretionary	Social Services-Community Alternatives Program (CAP)	2,282,172	2,159,688	122,484	
Discretionary	Veterans Services	228,091	228,091	-	
	Total Discretionary Service/Discretionary Funding	29,903,628	27,988,767	1,914,861	14.70%
	GRAND TOTAL GENERAL FUND	203,399,704	184,917,072	18,482,632	100.00%
* Total includes mandated as well as discretionary services					

Budget Summary

PROGRAM FUNDING MATRIX - GENERAL FUND

<div> <div></div> Mandated service & dollars <div></div> Mandated service - discretionary dollars <div></div> No mandate - discretionary service & dollars </div>								
Mandated / Discretionary	Program	FY 2012 Total Cost	County Cost	Fees & Other Revenue	Sales & Other Tax & Delinquent Property Tax	Property Taxes	Intergovt Revenue	Tax Rate Equivalent
GENERAL GOVERNMENT								
Mandated	Board of Commissioners	356,880	356,880			356,880	-	0.0017
Mandated	Board of Elections	960,300	960,300	95,000		865,300	-	0.0042
Mandated	Finance	897,209	897,209	16,140		881,069	-	0.0043
Mandated	General Services - Street Sign Maintenance	163,555	163,555	5,000		158,555	-	0.0008
Mandated	Legal	784,300	784,300			784,300	-	0.0038
Mandated	Register of Deeds	508,346	508,346	1,271,950		(763,604)	-	(0.0037)
Mandated	Tax Assessor, Land Records, Appraisal	2,242,383	2,242,383	1,600		2,240,783	-	0.0110
Mandated	Tax Collector Administration	870,348	870,348	566,839	105,000	198,509	-	0.0010
Discretionary	Capital Improvement Program	911,800	911,800	911,800		0	-	0.0000
Discretionary	Communications & Outreach	316,353	316,353		550,000	(233,647)	-	(0.0011)
Discretionary	County Manager	667,456	667,456	-		667,456	-	0.0033
Discretionary	General Services-Ground Maintenance, Admin, Building Maintenance, Facility Svcs, Fleet Maintenance	8,288,141	8,288,141	72,600		8,215,541	-	0.0402
Discretionary	Human Resources	489,269	489,269			489,269	-	0.0024
Discretionary	Information Services	3,559,731	3,559,731	225,186		3,334,545	-	0.0163
Discretionary	Risk Management/Wellness	210,116	210,116			210,116	-	0.0010
Total		21,226,187	21,226,187	3,166,115	655,000	17,405,072	0	0.0853
CULTURE & RECREATION								
Discretionary	Libraries	2,211,534	2,055,644	148,685		1,906,959	155,890	0.0093
Discretionary	Parks	1,189,251	1,189,251	247,950		941,301	-	0.0046
Total		3,400,785	3,244,895	396,635		2,848,260	155,890	0.0140
PUBLIC SAFETY								
Mandated	Commerce-Construction Standards	1,209,332	1,209,332	1,185,400		23,932	-	0.0001
Mandated	Courts-General Services Administration	544,639	109,639	-		109,639	435,000	0.0005
Mandated	Emergency Management	841,342	841,342	52,625		788,717	-	0.0039
Mandated	EMS	5,900,019	5,900,019	3,756,500		2,143,519	-	0.0105
Mandated	Jail	10,198,719	10,198,719	299,000		9,899,719	-	0.0485
Mandated	Sheriff	10,576,410	10,346,410	1,386,000		8,960,410	230,000	0.0439
Discretionary	Animal Control	730,603	730,603	10,000		720,603	-	0.0035
Total		30,001,064	29,336,064	6,689,525		22,646,539	665,000	0.1109
ECONOMIC & PHYSICAL DEVELOPMENT								
Mandated	Commerce-Environmental Protection	-	-	-		-	-	0.0000
Discretionary	Commerce-Community Development	512,566	267,805	600		267,205	244,761	0.0013
Discretionary	Commerce-Economic Development Incentive Grants	1,309,000	1,309,000			1,309,000	-	0.0064
Discretionary	Commerce-Planning-Subdivision & Zoning Control	676,599	676,599	14,175		662,424	-	0.0032
Total		2,498,165	2,253,404	14,775		2,238,629	244,761	0.0110
HUMAN SERVICES								
Mandated	Social Services-Aid to the Blind	25,000	25,000			25,000	-	0.0001
Mandated	Social Services-Child Day Care	5,766,593	100,000			100,000	5,666,593	0.0005
Mandated	Social Services-Child Foster Care & Adoption Assistance	1,718,180	1,102,518			1,102,518	615,662	0.0054
Mandated	Social Services-Medicaid Assistance	-	-			-	-	0.0000
Mandated	Social Services-Special Assistance for Adults	1,295,000	1,295,000	-		1,295,000	-	0.0063
Mandated	Piedmont Behavioral Health Care-Mental Health/Substance Abuse/Developmental Disabilities	666,969	666,969			666,969	-	0.0033
Mandated	Social Services-Administration	1,849,703	1,849,703			1,849,703	-	0.0091
Mandated	Social Services-Adult & Family Services	2,637,528	1,796,360			1,796,360	841,168	0.0088
Mandated	Social Services-Child Support Services	1,271,538	77,138			77,138	1,194,400	0.0004
Mandated	Social Services-Child Welfare Services	5,323,922	2,434,016			2,434,016	2,889,906	0.0119
Mandated	Social Services-Economic Services	5,297,200	2,441,700	202,377		2,239,323	2,855,500	0.0110
Mandated	Social Services-Emergency Assistance	763,954	476,000			476,000	287,954	0.0023
Mandated	Transportation Services - Medicaid Transport*	2,374,518	1,595,972	419,500		1,176,472	778,546	0.0058
Discretionary	Aging-In-Home Services	195,469	27,455			27,455	168,014	0.0001
Discretionary	Aging-Nutrition	486,888	345,488	82,000		263,488	141,400	0.0013
Discretionary	Aging-Senior Services	1,622,862	1,012,837	203,600		809,237	610,025	0.0040
Discretionary	Cooperative Extension	369,204	369,204	51,400		317,804	-	0.0016
Discretionary	Social Services-Adult Day Care	72,572	9,071			9,071	63,501	0.0000
Discretionary	Social Services-Community Alternatives Program (CAP)	2,282,172	2,159,688	2,241,462		(81,774)	122,484	(0.0004)
Discretionary	Social Services-Veterinarian Services	35,000	35,000	2,000		33,000	-	0.0002
Discretionary	Veterans Services	228,091	228,091			228,091	-	0.0011
Total		34,282,363	18,047,210	3,202,339		14,844,871	16,235,153	0.0727

Budget Summary

PROGRAM FUNDING MATRIX - GENERAL FUND

Mandated / Discretionary	Program	FY 2012 Total Cost	County Cost	Fees & Other Revenue	Sales & Other Tax & Delinquent Property Tax	Property Taxes	Intergovt Revenue	Tax Rate Equivalent
ENVIRONMENTAL PROTECTION								
Mandated	Soil & Water Conservation District & Watershed Protect.	239,242	209,282			209,282	29,960	0.0010
Discretionary	Recycling	305,221	305,221	50,000	45,000	210,221		0.0010
	Total	544,463	514,503	50,000	45,000	419,503	29,960	0.0021
EDUCATION								
Mandated	Education-Debt Service	34,477,873	33,734,791		11,381,224	22,353,567	743,082	0.1095
Mandated	Education-Capital Outlay	1,260,000	1,260,000			1,260,000	-	0.0062
Mandated	Education-Current Expense	55,176,584	55,176,584			55,176,584	-	0.2703
	Total	90,914,457	90,171,375		11,381,224	78,790,151	743,082	0.3860
OTHER PROGRAMS								
Mandated	Separation Allowance for Law Enforcement	551,536	551,536			551,536	-	0.0027
Mandated	Unemployment Compensation	386,000	386,000			386,000	-	0.0019
Mandated	Contribution to Cabarrus Health Alliance	4,242,711	4,242,711			4,242,711	-	0.0208
Mandated	Medical Examiner	76,000	76,000			76,000	-	0.0004
Discretionary	Cabarrus Juvenile Crime Prevention-Genesis	84,160	-			-	84,160	0.0000
Discretionary	Cabarrus Juvenile Crime Prevention-Teen Court	54,765	-			-	54,765	0.0000
Discretionary	Cabarrus Juvenile Crime Prevention-Project Challenge	56,014	-			-	56,014	0.0000
Discretionary	Cabarrus Juvenile Crime Prevention-Board	-	(15,500)			(15,500)	15,500	(0.0001)
Discretionary	Contributions to Other Funds-CDBG	30,000	30,000			30,000	-	0.0001
Discretionary	Contributions to Other Funds-Capital Projects	-	-			-	-	0.0000
Discretionary	Contributions to Other Funds-Capital Reserve (CMLTF)	-	-			0	-	0.0000
Discretionary	Contributions to Other Funds-Internal Service Fund	-	-			0	-	0.0000
Discretionary	Contributions to Other Funds-Arena Fund	734,698	734,698			734,698	-	0.0036
Discretionary	Forestry Service	68,630	68,630			68,630	-	0.0003
Discretionary	Non-Departmental-Salary Adjustments	150,000	150,000			150,000	-	0.0007
Discretionary	Non-Departmental-Retirement Incentives	-	-			0	-	0.0000
Discretionary	Non-Departmental-Other Benefits (Retiree Health Ins)	696,000	696,000			696,000	-	0.0034
Discretionary	Non-Departmental-Insurance Settlements	50,000	50,000			50,000	-	0.0002
Discretionary	Non-Departmental-Adequate Public Facilities Reimb	2,018	2,018			2,018	-	0.0000
Discretionary	Non-Departmental-Contingency	262,686	262,686			262,686	-	0.0013
Discretionary	Other Contributions-Special Olympics	55,000	55,000			55,000	-	0.0003
Discretionary	Other Contributions-Arts Council	26,000	26,000			26,000	-	0.0001
Discretionary	Other Contributions-Community Care Clinic	50,000	50,000			50,000	-	0.0002
Discretionary	Other Contributions-Criminal Justice Partnership	131,347	-			-	131,347	0.0000
Discretionary	Other Contributions-Economic Development Corp	262,000	262,000			262,000	-	0.0013
Discretionary	Other Contributions-Sales Tax Fire Districts	510,412	510,412		510,412	-	-	0.0000
Discretionary	Other Contributions-All Star Challenge	10,000	10,000			10,000	-	0.0000
	Non Departmental Revenues	-	(67,000)	230,000		(297,000)	67,000	(0.0015)
	Unrestricted Sales Tax Revenues	-	-		27,766,803	(27,766,803)	-	(0.1360)
	Delinquent Property Tax	-	-		2,449,000	(2,449,000)	-	(0.0120)
	Deferred Property Taxes	-	-		-	0	-	0.0000
	Total	8,489,977	8,081,191	230,000	30,726,215	-22,875,024	408,786	(0.1121)
DEBT SERVICE - OTHER								
Mandated	Other Debt Service	12,042,243	12,042,243			12,042,243		0.0590
	Total	12,042,243	12,042,243			12,042,243		0.0590
TOTALS		203,399,704	184,917,072	13,749,389	42,807,439	128,360,244	18,482,632	0.6300
* Total includes mandated as well as discretionary services								



Personnel

Total Authorized Positions FY 2012

Following is a comparative summary of employee positions and their full-time equivalents (FTE) by service area and department for the Fiscal Years 2010 through 2012. Full-time equivalents include all full-time, part-time, and temporary positions.

	Budget FY 2010		Adopted FY 2011		Amended FY 2011		Requested FY 2012		Adopted FY 2012		Change	
	Positions	FTE's	Positions	FTE's	Positions	FTE's	Positions	FTE's	Positions	FTE's	Positions	FTE's
GENERAL GOVERNMENT												
Board of Commissioners	6.5	2.500	7	3.000	7	3.000	7	3.000	7	3.000	0	0.00
County Manager	3.5	3.500	4	4.000	5	5.000	5	5.000	4	4.000	-1	-1.00
Legal	4	4.000	4	4.000	4	4.000	4	4.000	4	4.000	0	0.00
Communications and Outreach	3	3.000	3	3.000	3	3.000	3	3.000	3	3.000	0	0.00
Risk Management/Wellness	2	2.000	2	2.000	2	2.000	2	2.000	2	2.000	0	0.00
Human Resources	4	4.000	4	4.000	4	4.000	4	4.000	4	4.000	0	0.00
Tax Collector	10	10.000	10	10.000	10	10.000	10	10.000	10	10.000	0	0.00
Tax Assessor	27	27.000	31	29.920	31	29.920	31	29.920	31	29.920	0	0.00
Board of Elections	13	8.130	13	8.130	13	8.130	13	8.130	13	8.130	0	0.00
Register of Deeds	7	7.000	7	7.000	7	7.000	7	7.000	7	7.000	0	0.00
Finance	11	10.400	11	10.400	11	10.600	11	10.600	11	10.600	0	0.00
Information Technology Services	23	23.000	23	23.000	21	21.000	21	21.000	21	21.000	0	0.00
Grounds Maintenance	9	9.000	9	9.000	9	9.000	9	9.000	9	9.000	0	0.00
General Services Administration	4	4.000	4	4.000	4	4.000	4	4.000	5	5.000	1	1.00
Building Maintenance	11	11.000	11	11.000	11	11.000	11	11.000	10	10.000	-1	-1.00
Facility Services	28	25.625	28	25.625	29	26.625	29	26.625	29	26.625	0	0.00
Street Sign Maintenance	2	2.000	2	2.000	2	2.000	2	2.000	2	2.000	0	0.00
Fleet Maintenance	5	5.000	5	5.000	5	5.000	5	5.000	5	5.000	0	0.00
TOTAL	173	161.155	178	165.075	178	165.275	178	165.275	177	164.275	-1	-1.000
CULTURAL & RECREATIONAL												
Parks	41	15.716	41	15.716	41	16.660	41	16.660	41	16.660	0	0.00
Concord Library	17	17.000	17	17.000	20	18.950	18	17.475	19	18.475	-1	-0.47
Kannapolis Library	7	7.000	7	7.000	7	7.000	7	7.000	7	7.000	0	0.00
Mt. Pleasant Library	2	2.000	2	2.000	2	2.000	2	2.000	2	2.000	0	0.00
Harrisburg Library	4	4.000	4	4.000	4	4.000	4	4.000	4	4.000	0	0.00
County Fair	2	2.000	2	2.000	2	2.000	2	2.000	2	2.000	0	0.00
TOTAL	73	47.716	73	47.716	76	50.610	74	49.135	75	50.135	-1	-0.47
PUBLIC SAFETY												
Sheriff	143	143.000	143	143.000	143	143.000	154	154.000	143	143.000	0	0.00
Jail	87	84.177	164	124.121	164	161.178	190	187.178	164	161.178	0	0.00
Courts	2	0.961	2	0.961	2	0.961	2	0.961	2	0.961	0	0.00
Animal Control	10	10.000	10	10.000	10	10.000	10	10.000	10	10.000	0	0.00
Construction Standards	16	16.000	16	16.000	16	16.000	16	16.000	16	16.000	0	0.00
Emergency Management	5	5.000	5	5.000	5	5.000	5	5.000	5	5.000	0	0.00
Emergency Medical Services	113	84.568	113	84.568	113	84.818	113	84.818	113	84.818	0	0.00
TOTAL	376	343.706	453	383.650	453	420.957	490	457.957	453	420.957	0	0.00
ECONOMIC & PHYSICAL DEVELOPMENT												
Commerce	5	5.000	5	5.000	5	5.000	5	5.000	5	5.000	0	0.00
Community Development	4	4.000	4	4.000	4	4.000	4	4.000	4	4.000	0	0.00
Zoning Administration	3	3.000	3	3.000	3	3.000	3	3.000	3	3.000	0	0.00
TOTAL	12	12.000	12	12.000	12	12.000	12	12.000	12	12.000	0	0.00
HUMAN SERVICES												
Veterans Service	4	4.000	4	4.000	4	4.000	4	4.000	4	4.000	0	0.00
Transportation	29	28.750	29	26.380	29	28.750	29	28.750	29	28.750	0	0.00
Extension Services - 4H Summer	2	0.346	2	0.346	2	0.346	2	0.346	2	0.346	0	0.00

Personnel

Total Authorized Positions FY 2012

	Budget FY 2009		Adopted FY 2010		Amended FY 2011		Requested FY 2012		Adopted FY 2012		Change	
	Positions	FTE's	Positions	FTE's	Positions	FTE's	Positions	FTE's	Positions	FTE's	Positions	FTE's
HUMAN SERVICES (cont.)												
Department of Social Services:												
Administration	17	17.000	17	17.000	8	8.000	8	8.000	8	8.000	0	0.00
Child Welfare Services	72	72.000	72	72.000	71	71.000	71	71.000	71	71.000	0	0.00
Child Support Services	19	19.000	19	19.000	19	19.000	19	19.000	19	19.000	0	0.00
Economic Services	86	86.000	86	86.000	100	100.000	100	100.000	100	98.584	0	-1.42
CAP Program (Chore)	14	12.980	9	9.000	8	8.000	8	8.000	8	8.000	0	0.00
Adult and Family Services	35	35.000	40	38.980	40	38.980	40	38.980	40	38.980	0	0.00
Dept. of Aging:												
Senior Services	49	25.950	41	21.750	54	28.250	54	28.250	14	11.950	-40	-16.30
Nutrition Title IIIIC	8	4.350	8	4.350	8	4.350	8	4.350	8	4.350	0	0.00
In-Home Services	6	2.250	6	2.250	6	2.250	6	2.250	6	2.250	0	0.00
TOTAL	341	307.626	333	301.056	349	312.926	349	312.926	309	295.210	-40	-17.72
ENVIRONMENTAL PROTECTION												
Soil and Water	2	2.000	3	3.000	3	3.000	3	3.000	3	3.000	0	0.00
Landfill	7	7.000	7	7.000	6	6.000	5	5.000	5	5.000	-1	-1.00
Waste Reduction/Recycling	2	2.000	2	2.000	2	2.000	3	3.000	3	3.000	1	1.00
TOTAL	11	11.000	12	12.000	11	11.000	11	11.000	11	11.000	0	0.00
GRAND TOT.	986	883	1,061	921.50	1,079	972.77	1,114	1008.29	1,037	953.58	-42	-19.19

Personnel

New Personnel Changes Proposed FY 2012								
Dept.	Department / Position	Grade	Quantity Requested	Annual Salary	Total Annual Salary	Total with Benefits Other Costs	Quantity Approved	Addition to Adopted Budget
2110 Sheriff								
	Sheriff Deputy - Patrol	65	8	\$33,448	\$267,584	\$700,256	0	\$ -
	Sheriff Deputy - Civil	65	1	\$33,448	\$33,448	\$87,532	0	\$ -
	Public Info Officer	71	1	\$44,847	\$44,847	\$83,375	0	\$ -
	Crime Scene Officer	69	1	\$40,680	\$40,680	\$100,665	0	\$ -
	<i>Department Total</i>		11	\$ 152,423	\$ 386,559	\$ 971,828	0	\$ -
2130 Sheriff - Jail Division								
	Detention Officer (Floor)	64	16	\$31,861	\$509,776	\$ 746,464	0	\$ -
	Detention Officer Sergeant	69	4	\$40,680	\$162,720	\$ 229,236	0	\$ -
	Classification Sergeant	69	1	\$40,680	\$40,680	\$ 66,759	0	\$ -
	Detention Officer (Kitchen)	64	4	\$31,861	\$127,444	\$ 186,616	0	\$ -
	Deputy - Courthouse Transport	65	1	\$33,448	\$33,448	\$ 54,932	0	\$ -
	<i>Department Total</i>		26	\$ 178,530	\$ 874,068	\$ 1,284,007	0	\$ -
GRAND TOTAL REQUESTED			37		\$ 1,260,627	\$ 2,255,835	0	\$ -

Personnel

Position Reclassifications / Change In Hours Adopted FY 2012		
Department	Change Requested	Addition to Adopted Budget
<u>Reclassifications</u>		
Jail - Housing Area	(3) DO to Detention Sergeant Positions Grade 64 to Grade 69. Estimated additional cost including benefits is \$31,908.	Yes
Jail - Booking Area	(4) DO to Detention Sergeant Positions Grade 64 to Grade 69. Estimated additional cost including benefits is \$42,540	Yes
Jail	(1) Lieutenant to Jail Captain Grade 71 to Grade 73. Estimated additional cost is \$3,184.	Yes
Total Reclassifications:		8
<u>Lateral Transfers</u>		
Recycling	The department is being transferred from the Solid Waste Fund to the General Fund. Transfer two positions	Yes
Landfill	Recycling Technician position is being transferred to the Recycling Budget	Yes
Total Transfers:		3
<u>Frozen Positions No Funds Budgeted</u>		
Tax Administration	Full-time Assement Associate	Yes
Board of Elections	Full-time Senior Elections Clerk and Part-time Elections Clerk	Yes
Construction Standards	Full-time Codes Enforcement Officer	Yes
Landfill	Full-time Heavy Equipment Operator	Yes
Total Frozen Positions		4.3
<u>Position Classification Changes</u>		
Aging	Title V employees became contract employees versus temporary employees Transfer 40 positions at 16.8 FTE's	Yes
Total Classification Transfers		40

Fund Summaries

FUND TYPE AND ASSIGNMENT NUMBERS

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

GENERAL OPERATING FUND

001 General Fund

450 Capital Reserve Fund
451 Capital Reserve Fund - Utility
460 Special Projects Fund
462 Adequate Facilities Fund
534 Cannon Memorial Library Trust Fund

SPECIAL REVENUE FUNDS

401 911 Emergency Telephone Fund
410 Community Development Block Grant Fund
420 Cabarrus Arena & Events Center Fund
430 Fire Districts & Municipalities Fund
461 Sheriff's Department Fund
532 Dept of Aging Expendable Fund
533 Parks & Rec. Comm. Expendable Fund

ENTERPRISE FUND

270 Landfill Fund

INTERNAL SERVICE FUNDS

600 Workers' Compensation Fund
610 Self-Insured Hospitalization

CAPITAL PROJECTS FUNDS

320 Public School Capital Fund
330 School Construction Fund
331 School Bond Fund
340 Capital Projects Fund
342 Justice Center Construction Fund
343 Construction & Renovation Fund
362 Certificates of Participation
364 School Construction Fund
366 2009 Construction Fund
Small Projects Fund

TRUST AND AGENCY FUNDS

511 Foster Care Scholarship Fund
520 Charitable Campaign Fund
540 Jail Commissary Agency Fund
550 Pension Trust Fund
560 Social Services Agency Fund
561 Work Over Welfare Fund
570 Undistributed Taxes
571 Intergovernmental Fund
515 Sheriff Civil Fund

Fund Summaries

GENERAL FUND

The General Fund budget totals \$203,399,704 a decrease of \$18,886,232 or 8.50% less than the FY 2011 amended budget.

Revenues

Ad valorem (property) tax revenue has been based on a tax rate of \$0.63 per \$100 of assessed valuation, the same rate in effect for FY 2011. The total taxable property value is estimated at \$20,976,971,895. Ad valorem tax value includes \$1.38 billion in motor vehicles, with the remainder real, personal and public service property. North Carolina General Statutes require that the estimated percentage of property tax collections cannot exceed the percentage of tax levy actually realized in cash for the preceding fiscal year. Based on that requirement, a collection rate of 89.38% was applied to tax calculations on motor vehicles and 97.99% on all other property. Current year property tax revenues, excluding motor vehicles, are estimated at \$120,970,899 or .2% above FY 2011, due to real property market values, appeals, and the closure of Philip Morris, the County's largest taxpayer. Motor vehicle taxes have been budgeted at \$7,622,845 or a 5.45% increase from FY 2011.

Other revenue items included in this category include delinquent taxes and penalties and interest. Total revenues in this category have been budgeted at \$131,042,744 which represents a .84% increase above the current budget. All ad valorem budget estimates are based on actual value, along with current and prior year actual collection rates. Ad valorem taxes are budgeted only in the General Fund, and account for 64.47% of total revenue in the FY 2012 General Fund budget.

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

category are estimated using state estimates and historical trends.

Total sales tax is budgeted at \$28,277,215, a 5.2% increase from FY 2011. Two factors influence normal growth in sales tax. The first is growth in retail sales and the second is the method of distribution. Sales tax revenues are distributed among the local governments and fire districts based on their respective property tax levies as a proportion of the whole, so a change by one will impact all the others. Though projected to increase, negative impacts on sales tax revenue includes the impact of non-profit tax refunds previously held by the State and current tax refunds.

Overall, the Other Taxes category, which includes sales tax, equals \$28,977,215, an increase of 5.23% from the FY 2011. It accounts for 14.25% of the total budget.

Intergovernmental Revenue represents 9.09% of total revenues and consists primarily of state and federal grants for human services activities, but also includes other state and federal grants, and other governmental revenues not related to grants. The FY 2012 budget of \$18,482,532 reflects a 15.34% decrease from the FY 2011 budget.

Permit and fee revenues are anticipated to increase 4.79% to \$2,514,500. Revenues generated within this category are primarily attributable to two sources: Register of Deeds and inspection fees. Register of Deeds fees for the recording and dissemination of records have been less than expected in the previous three years and are projected for \$1.27 million for next year, remaining flat due to the slowing economy. Likewise, Construction Standards building inspection fees are projected to grow insignificantly to \$1.19 million for the same economic reasons. This category accounts for 1.24% of General Fund revenues.

Sales and Services revenues are derived from a wide variety of sources. They represent fees collected by various departments for goods and services rendered by them to the public, other departments of the government, or to other

Fund Summaries

governments. Illustrative items within this category include various recreation program participation fees, deputy reimbursements, tax collection fees, emergency transport fees, and Medicaid case management reimbursement. Revenue in this category is projected to decrease by 4.06% from the amended FY 2011 budget. Total FY 2012 revenues are budgeted at \$9,646,651, or 4.74% of the total General Fund budget. The primary revenue projection method used for sales and services is past history collections and evaluation of any new programs that the County adds. Fee schedules are tied to these revenues and these schedules are evaluated each year to ensure that the County is competitive and covering the cost of operating these programs.

Investment earnings are revenues earned on idle money held by the County for investment. Total General Fund investment income is expected to remain flat from the FY 2011 budgeted levels of \$180,000 or 0.09% of the budget. The amount of funds invested fluctuates during the year. The fluctuations for FY 2012 are primarily due to market interest rates and one-time refunding of COPS 2011 issue in November 2011.

Miscellaneous revenues are those that are collected for various activities of the County that are not specific in nature or do not easily fit into another category. Included in this category are donations, grants from non-governmental entities, and the sale of fixed assets. The FY 2012 budget for miscellaneous revenues totals \$185,425 or 0.09% of General Fund budget. This budget is typically amended during the fiscal year to appropriate donations and grants as they are received.

Other Financing Sources include inter-fund transfers and fund balance appropriations. A transfer from the E911 Fund for the GIS Addressing Coordinator within the IT Department, a transfer from the COPS 2009 issue, Capital Projects Fund, and School Capital Projects Funds for the payment of debt service, and a transfer from the Capital Reserve Fund for funding several capital improvement projects are included. This category totals \$12,370,537 and equals 6.08% of all General Fund revenue for FY 2012.

Expenditures

The General Government Service area accounts for services provided by the County for the benefit of the public and the governmental body as a whole. This service area encompasses the Board of Commissioners, Legal Department, County Manager, Communications and Outreach, Human Resources, Risk Management/Wellness, Tax Collection and Administration, Board of Elections, Register of Deeds, Finance, Information Technology, General Services, Non-Departmental, and Capital Improvement Projects. Spending in this service area is expected to decrease 0.35% below FY 2011 amended levels to \$22,862,891. General Government spending comprises 11.24% of the total General Fund budget.

Capital improvement items budgeted include: Governmental Center main area handlers, Old Board of Elections demolition, Old Jail demolition/resurface, Arena roof replacements, Kannapolis Library program room, Emergency Communications' improvements, Human Services building renovations, and capital outlay funding for both public school systems and community college.

Programs experiencing significant increases include: the Board of Elections coordination of the municipal general election, November 2011 and presidential primaries in 2012; Board of Commissioners hosting of the 2011 North Carolina Association of County Commissioners' fall conference; the addition of twelve hybrid vehicles for Construction Standards and Zoning Inspectors; fuel contingency in anticipation of peak gasoline prices; and increased utility cost for the operation of the new jail detention facility slated to open July 2011.

General Government Service area significant decreases in FY 2012 relate to overall operational reductions, one-time capital outlay projects, and the delay of capital projects into future years as a result of available revenue resources and declining market conditions.

Culture and Recreation expenditures are those that provide County residents with opportunities and facilities for cultural, recreational and

Fund Summaries

educational programs. Within the General Fund, these programs include County libraries and the Parks Department. A FY 2012 budget of \$3,400,785 represents an 8.76% decrease from the amended FY 2011 budget which can be attributed to one-time capital outlay projects, personnel changes, non-recurring matching grants, and delay of non-essential operational costs.

Public Safety spending funds services responsible for the safety and security of the public. Included in the Public Safety service area are the County Sheriff, Jail, Animal Control, Courts, Construction Standards, Emergency Management and Emergency Medical Services. Budgeted expenditures for FY 2012 total \$30,001,064 or a 5.21% increase above funded FY 2011 levels. Seventy-seven new detention officers were approved in FY 2011, and hired beginning March 2011. The annualized cost inclusive of benefits and the additional of jail operational costs in FY 2012 total \$3.2 million. Decreases are associated with one-time grant and capital expenditures, as well as other personnel and non-essential operational changes. Public Safety spending equates to approximately 14.75% of the budget the upcoming fiscal year.

Expenditures in the Economic and Physical Development service area provide for the orderly planning of growth and development within the County, along with incentives to drive economic growth. General Fund programs within the Economic and Physical Development service area budget include: Commerce, Community and Economic Development, Environmental Protection, Zoning Administration, and Economic Development Incentives. Spending within this service area is projected to decrease approximately 27.29% to \$2,498,165. This decrease is primarily due to allocations tied to federal stimulus legislation for Community Development and changes in economic development incentive grants.

Human Services expenditures are those with a purpose of promoting the general health and well being of the individuals within a community. At \$38,525,074, this budget accounts for 18.94% of the General Fund spending for FY 2012. This spending level represents a decrease of 6.02% below current year amended totals. Significant

decreases in expenditures are tied to federal and state allocations, grants, and overall operational adjustments. The Human Services service area incorporates Veterans Services, Transportation, Other Human Services, Cooperative Extension Service, Social Services, and Aging.

The Environmental Protection service area includes the Soil & Water Department and Waste Reduction/Recycling whose total budgets are projected at \$544,463. This budget is increasing 132.82% due to the Waste Reduction/Recycling program transferred from the Landfill Fund to the General Fund. This area accounts for 0.27% of the total General Fund budget.

By far the largest service area within the budget is Education / School Debt. This service area funds two public school systems and one community college. It also funds debt associated with the acquisition and construction of capital assets for the school systems and the community college. Total spending within this function is budgeted at \$90,824,457, an increase of 6.53% over the FY 2011 funding level and 44.65% of all budgeted FY 2012 General Fund spending. Increases above current year funding are associated with payment of existing school debt service, an additional \$840,000 in current expense funding and paying salaries, benefits, utilities, other operating expenses, as well as \$100,000 additional capital outlay, and new school debt service associated with the 2009 COPS issue.

Other Program spending includes expenditures that are not attributable to one particular department or service, contributions to other agencies, and contributions to other funds. The FY 2012 budget for Other Programs is decreasing by approximately 19.51% to \$2,700,562. This service area accounts for 1.33% of FY 2012 General Fund expenditures. All fund balance in excess of 15% of General Fund expenditures are transferred to the Capital Reserve Fund after the completion of the annual audit (see *Introduction* section).

Other Debt Service funds principal and interest payments on debt, other than school debt, for the acquisition and construction of capital assets. Funding of \$12,042,243 represents 5.92% of the total General Fund 2012 budget.

Fund Summaries

SOLID WASTE MANAGEMENT (LANDFILL) FUND

Expenditures by Category

<u>Expenditures</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Amended</u>	<u>FY 2012 Adopted</u>	<u>Percent Change</u>	<u>Percent of Total</u>
Personnel Services	518,787	517,665	218,913	-57.71%	16.77%
Operations	1,814,595	668,860	1,086,087	62.38%	83.23%
Capital Outlay	-	2,210,873	-	0.00%	0.00%
Total Expenditures	2,333,382	3,397,398	1,305,000	-61.59%	100.00%

Revenues by Category

<u>Description</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Amended</u>	<u>FY 2012 Adopted</u>	<u>Percent Change</u>	<u>Percent of Total</u>
Intergovernmental Revenue	44,655	39,368	35,000	-11.10%	2.68%
Other Taxes	55,074	45,000	-	0.00%	0.00%
Permits & Fees	49,036	25,000	30,000	-20.00%	2.30%
Sales & Service	1,138,487	1,382,118	1,240,000	-10.29%	95.02%
Interest on Investments	10,630	15,000	-	0.00%	0.00%
Miscellaneous	4	-	-	0.00%	0.00%
Other Funding Sources	19,142	1,890,912	-	0.00%	0.00%
Total Revenues	1,317,028	3,397,398	1,305,000	-61.59%	100.00%

The Solid Waste Management (Landfill) Fund budget totals \$1,305,000 which represents a decrease of 61.59% below FY 2011. Prior to FY 2012, the Landfill and Waste Reduction programs constituted the Solid Waste Fund. Effective July 1, 2011, the Waste Reduction and Recycling

programs are consolidated into the General Fund. For FY 2012, the disposal tax on white goods declined by 14.2%; tire disposal fees represent an increase of 1.63%; and tipping fees budgeted decreased by 7.8%, all related primary to the current economic conditions.

Fund Summaries

CABARRUS ARENA AND EVENTS CENTER FUND

Expenditures by Category

<u>Expenditures</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Amended</u>	<u>FY 2012 Adopted</u>	<u>Percent Change</u>	<u>Percent of Total</u>
Personal Services	105,906	115,827	131,878	13.86%	8.43%
Operations	1,380,868	1,356,191	1,432,106	5.60%	91.57%
Capital Outlay	151,619	6,334	-	-	-
Total Expenditures	1,638,393	1,478,352	1,563,984	5.79%	100.00%

Revenues by Category

<u>Description</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Amended</u>	<u>FY 2012 Adopted</u>	<u>Percent Change</u>	<u>Percent of Total</u>
Sales & Service	607,520	628,700	642,286	2.16%	41.07%
Interest on Investments	1,268	500	1,500	200.00%	0.10%
Miscellaneous	10,348	8,000	10,500	31.25%	0.67%
Fund Balance Appropriated	-	-	-	-	-
Other Funding Sources	738,592	841,152	909,698	8.15%	58.17%
Total Revenues	1,357,728	1,478,352	1,563,984	5.79%	100.00%

In FY 2012, the Arena and Events Center Fund budget is expected to increase by .579%. This fund accounts for revenues and expenditures related to the Arena and Events Center and the County Fair.

In May 2005, the County signed a contract with SMG, a management company, to oversee and manage the Arena and Events Center (not including the County Fair). An on-site general manager was hired and in FY 2009, all cost related to the Arena and Events Center was consolidated into one cost center. In FY 2011, the County Finance Department financial operations of the Fair transitioned to SMG.

The Arena and Events Center receives a contribution of \$100,000 from the Cabarrus County Tourism Authority, and a contribution of \$734,698, which includes an annual management fee of \$95,000, from the General Fund. Non-event expenses and revenue growth are anticipated to remain flat in the upcoming fiscal year.

In the County Fair cost center, spending is projected to increase by 2.07% to \$614,286. Revenue from gate passes, carnival rides, and sponsor sales are the primary support for this fund. The 2010 Cabarrus Fair goes on record as the best year in fair history setting records for attendance, fair entries, and revenue.

Fund Summaries

911 EMERGENCY TELEPHONE FUND

Expenditures by Category

<u>Expenditures</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Amended</u>	<u>FY 2012 Adopted</u>	<u>Percent Change</u>	<u>Percent of Total</u>
Personal Services	-	-	-	0.00%	0.00%
Operations	543,151	652,000	634,086	-2.70%	100.00%
Capital Outlay	-	-	-	0.00%	0.00%
Total Expenditures	543,151	652,000	634,086	-02.7%	100.00%

Revenues by Category

<u>Description</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Amended</u>	<u>FY 2012 Adopted</u>	<u>Percent Change</u>	<u>Percent of Total</u>
Intergovernmental Revenue	649,220	650,000	632,086	-2.80%	99.69%
Interest on Investments	1,254	2,000	2,000	0.00%	0.31%
Fund Balance Appropriated	-	-	-	0.00%	0.00%
Other Funding Sources	-	-	-	0.00%	0.00%
Total Revenues	650,474	652,000	634,086	-17.72%	100.00%

The 911 Emergency Telephone Fund, previously a multi-year fund, is included as an annual budget. The primary source of revenue is the 911 surcharge on telephones—both wireless and land lines. Funds are collected by and remitted to the County from the State 911 Board.

Expenses in this fund are for authorized 911 uses and include 911 related equipment, computer hardware, software, database provisioning, etc.

Fund Summaries

WORKERS COMPENSATION FUND

Expenditures by Category

<u>Expenditures</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Amended</u>	<u>FY 2012 Adopted</u>	<u>Percent Change</u>	<u>Percent of Total</u>
Personal Services	-	-	-	0.00%	0.00%
Operations	890,117	575,000	603,213	4.91%	100.00%
Capital Outlay	-	-	-	0.00%	0.00%
Total Expenditures	890,117	575,000	603,213	4.91%	100.00%

Revenues by Category

<u>Description</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Amended</u>	<u>FY 2012 Adopted</u>	<u>Percent Change</u>	<u>Percent of Total</u>
Sales & Service	-	572,000	-	0.00%	0.00%
Interest on Investments	3,726	3,000	5,000	66.67%	0.83%
Fund Balance Appropriated	-	-	598,213	0.00%	0.00%
Other Funding Sources	1,000,000	-	-	0.00%	99.17%
Total Revenues	1,003,726	575,000	603,213	4.91%	100.00%

This is the third year that the Workers Compensation Fund is included as an annual budget. Previously, these funds were in an internal service not appropriated annually. The primary source of revenue is insurance premiums.

Expenses in this fund are authorized for workers' compensation claims, insurance settlements and annual administrative consultant fees to manage the plan.

Fund Summaries

HEALTH INSURANCE FUND

Expenditures by Category

<u>Expenditures</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Amended</u>	<u>FY 2012 Adopted</u>	<u>Percent Change</u>	<u>Percent of Total</u>
Personal Services	-	-	-	0.00%	0.00%
Operations	7,811,587	7,060,600	7,367,000	4.34%	100.00%
Capital Outlay	8,289	-	-	0.00%	0.00%
Total Expenditures	7,819,876	7,060,600	7,367,000	4.34%	100.00%

Revenues by Category

<u>Description</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Amended</u>	<u>FY 2012 Adopted</u>	<u>Percent Change</u>	<u>Percent of Total</u>
Sales & Service	7,621,823	7,055,600	7,356,500	4.26%	99.85%
Interest on Investments	8,732	5,000	10,500	110.00%	0.15%
Miscellaneous	140,882	-	-	0.00%	0.00%
Other Funding Sources	1,000,000	-	-	0.00%	0.00%
Total Revenues	7,278,964	7,060,00	7,367,000	4.34%	100.00%

This is the third year that the Health Insurance Fund is included as an annual budget. Previously, these funds were in an internal service not appropriated annually.

Spending on the county's self-funded employee health care program remains flat without reducing benefits - a very different position than most governments and businesses find themselves in. In fact, since the introduction of the self-funded program in 2004, the level of contribution has only risen twice and benefits have never been reduced.

Employees view the Employee Health Center (EHC) as a great benefit, since it's more convenient than visiting a primary care clinic and requires no co-pay. Since opening the EHC in 2006, Cabarrus County and its employees have saved \$624,847 as of June 2010. The savings are determined by calculating the estimated Physician

Care Provider costs compared to the fixed costs of the EHC. Operational costs and waived primary care copayments are also factored in the EHC savings. Required physicals for newly hired employees in certain departments, drug testing, vaccines, and worker compensation physician visits are performed by the EHC.

The primary source of revenue is insurance premiums payroll deducted from employees who participate in the self-funded plan.

Expenses in this fund are associated with the operation of the Employee Health Center, payment of claims, and insurance settlements.

Fund Summaries

SUMMARY OF EXPENDITURES BY SERVICE AREA GENERAL FUND

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted	Percent Change*	Percent of Total
<u>General Government</u>							
Board of Commissioners	322,150	328,323	292,729	292,729	362,880	23.96%	0.18%
Legal	895,973	821,821	811,767	811,215	784,300	-3.32%	0.39%
County Manager	422,133	572,532	623,246	676,142	667,456	-1.28%	0.33%
Communications & Outreach	385,465	418,794	355,290	331,708	316,353	-4.63%	0.16%
Risk Management / Wellness	210,218	208,141	209,618	209,066	210,116	0.50%	0.10%
Human Resources	478,035	484,777	472,575	472,023	489,269	3.65%	0.24%
Tax Collector	909,665	846,257	912,924	912,924	870,348	-4.66%	0.43%
Tax Administration	2,118,365	2,062,181	2,261,576	2,311,024	2,242,383	-2.97%	1.10%
Board of Elections	604,976	646,541	728,454	808,579	960,300	18.76%	0.47%
Register of Deeds	705,679	626,517	505,769	505,769	508,346	0.51%	0.25%
Finance	1,125,205	915,100	857,878	857,326	897,209	4.65%	0.44%
Information Technology Services	3,074,154	3,291,289	3,191,386	3,431,263	3,559,731	3.74%	1.75%
Grounds Maintenance	954,620	1,015,022	1,244,605	1,244,605	1,229,885	-1.18%	0.60%
General Services Administration	1,167,458	1,340,152	1,517,571	1,510,000	1,940,427	28.51%	0.95%
Sign Maintenance	154,417	167,586	165,735	165,735	163,555	-1.32%	0.08%
Building Maintenance	2,059,020	2,383,994	2,921,269	3,139,666	3,027,178	-3.58%	1.49%
Facility Services	1,214,624	1,202,457	1,139,870	1,154,914	1,297,041	12.31%	0.64%
Fleet Maintenance	1,041,654	686,198	614,772	614,772	793,610	29.09%	0.39%
Capital Improvement Projects	1,076,613	1,752,308	890,000	2,042,674	911,800	-55.36%	0.45%
Non-Departmental	628,558	725,018	2,045,146	1,451,163	1,630,704	12.37%	0.80%
TOTAL	19,548,982	20,495,008	21,762,180	22,943,297	22,862,891	-0.35%	11.24%
<u>Cultural & Recreational</u>							
Parks	1,561,442	1,335,608	1,187,953	1,289,819	1,189,251	-7.80%	0.58%
Libraries	2,784,039	2,794,800	2,191,063	2,437,370	2,211,534	-9.27%	1.09%
TOTAL	4,345,481	4,130,408	3,379,016	3,727,189	3,400,785	-8.76%	1.67%
<u>Public Safety</u>							
Sheriff	9,665,554	10,211,454	10,474,859	10,684,242	10,576,410	-1.01%	5.20%
Jail	5,654,753	6,145,106	6,951,794	7,926,794	10,198,719	28.66%	5.01%
Animal Control	772,814	695,639	743,618	744,418	730,603	-1.86%	0.36%
Courts	457,540	395,216	550,607	655,941	544,639	-16.97%	0.27%
Construction Standards	1,776,048	1,493,650	1,334,203	1,318,203	1,209,332	-8.26%	0.59%
Emergency Management	978,537	941,293	847,514	1,112,539	841,342	-24.38%	0.41%
Emergency Medical Services	5,898,413	5,951,717	5,840,276	6,073,236	5,900,019	-2.85%	2.90%
TOTAL	25,203,659	25,834,074	26,742,871	28,515,373	30,001,064	5.21%	14.75%
<u>Economic & Physical Development</u>							
Commerce	573,071	662,114	479,093	536,357	459,253	-14.38%	0.23%
Community Development	330,510	554,605	430,046	1,032,422	512,566	-50.35%	0.25%
Environmental Protection	262,959	207,900	0	0	0	0.00%	0.00%
Zoning Administration	206,800	204,588	212,737	212,997	217,346	2.04%	0.11%
Economic Development Incentive	452,581	740,306	1,289,000	1,654,223	1,309,000	-20.87%	0.64%
TOTAL	1,825,921	2,369,513	2,410,876	3,435,999	2,498,165	-27.29%	1.23%
<u>Human Services</u>							
Veterans Service	211,121	233,294	226,138	227,448	228,091	0.28%	0.11%
Transportation	2,418,792	2,153,478	2,252,176	2,647,992	2,374,518	-10.33%	1.17%
Other Human Services	4,716,270	4,723,576	4,836,530	4,810,990	4,909,680	2.05%	2.41%
Cooperative Extension Service	383,259	359,377	400,202	403,605	369,204	-8.52%	0.18%
Social Services	32,330,469	30,121,871	29,811,291	30,611,159	28,338,362	-7.42%	13.93%
Aging	2,031,347	2,112,760	2,088,506	2,292,072	2,305,219	0.57%	1.13%
TOTAL	42,091,258	39,704,356	39,614,843	40,993,266	38,525,074	-6.02%	18.94%
<u>Environmental Protection</u>							
Soil & Water	216,827	230,374	234,962	233,858	239,242	2.30%	0.12%
Waste Reduction/Recycling	0	0	0	0	305,221	0.00%	0.15%
TOTAL	216,827	230,374	234,962	233,858	544,463	132.82%	0.27%

Fund Summaries

SUMMARY OF EXPENDITURES BY SERVICE AREA GENERAL FUND

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted	FY 2011 Amended	FY 2012 Adopted	Percent Change*	Percent of Total
<u>Education/School Debt</u>							
Schools, Current Expense	49,671,502	49,652,269	52,447,330	52,447,330	53,287,330	1.60%	26.20%
Schools, Capital Outlay	4,165,742	1,916,807	1,070,000	1,070,000	1,070,000	0.00%	0.53%
School Debt/Principal and Interest	25,549,315	27,241,476	28,801,458	28,801,458	33,620,401	16.73%	16.53%
RCCC, Current Expense	1,798,496	3,092,216	1,852,210	1,852,210	1,889,254	2.00%	0.93%
RCCC, Capital Outlay	0	125,765	150,000	189,305	100,000	-47.18%	0.05%
RCCC/Principal and Interest	1,037,620	985,999	898,541	898,541	857,472	-4.57%	0.42%
TOTAL	82,222,675	83,014,533	85,219,539	85,258,844	90,824,457	6.53%	44.65%
<u>Other Programs</u>							
Contributions to Other Funds	14,098,927	3,032,403	1,422,613	1,771,020	1,316,234	-25.68%	0.65%
Contributions to Other Agencies	1,648,001	1,534,836	1,257,045	1,584,183	1,384,328	-12.62%	0.68%
TOTAL	15,746,928	4,567,239	2,679,658	3,355,203	2,700,562	-19.51%	1.33%
<u>Other Debt Service</u>							
Principal and Interest	8,852,652	9,897,354	12,569,654	33,822,907	12,042,243	-64.40%	5.92%
TOTAL	8,852,652	9,897,354	12,569,654	33,822,907	12,042,243	-64.40%	5.92%
GRAND TOTAL	200,054,383	190,242,858	194,613,599	222,285,936	203,399,704	-8.50%	100.00%

*Percent change as calculated above compares the Adopted funding to the FY 2011 Amended Budget.



Five Year Financial Plan

The Five Year Financial Plan is a forecast of revenues and expenditures beginning with the proposed annual budget for the upcoming fiscal year. Using a five-year planning window helps ensure that commitments, obligations and anticipated needs are met in a fiscally sound manner. The Plan encompasses both operating and capital budgets for the General Fund.

The forecast assumes maintaining current levels of service unless the Board took action to indicate otherwise. Economic trends and conditions are also factored into assumptions used in developing expenditure and revenue projections. Forecasts for subsequent years rely on previous year expenditures and revenues as a starting point. Increases and decreases are itemized.

Fund Balance Policy

The Board of Commissioners approved a fund balance policy on June 14, 2005 that requires a minimum unreserved fund balance equal to 15% of general fund expenses. This financial plan adheres to that policy. The policy also calls for excess fund balance above 15% to be transferred to the capital reserve fund for pay-as-you-go projects to reduce the reliance on debt financing.

Beginning in FY2009, the Board waived the transfer of excess fund balance to the capital reserve fund to better position the county to weather the fiscal storm brought about by the Great Recession. On March 15, 2010 the Board amended its fund balance policy so that "fund balance may be appropriated for any use in the general fund to overcome revenue shortfalls related to significant downturns in the economy."

Fund Balance Calculation

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

Beginning on June 30, 2011, Governmental Accounting Standards Board (GASB) Statement 54, which requires a more detailed presentation of the components of fund balance, will be implemented. Funds that have been restricted by Board action will

be presented as "committed," and funds restricted by management policy actions will be presented as "assigned."

The following illustration depicts the change in fund balance presentation for FY 2012:

Previous fund balance reporting model:

Unreserved, undesignated FB \$54,436,158

New fund balance reporting model:

Committed \$31,510,780 (15% FB Board Policy)

Assigned 8,124,848 (Budget amendments and amount reserved for future anticipated expenditures)

Unassigned 14,800,530

Total \$54,436,158

Beginning this year, the Five Year Financial Plan will indicate the "Estimated *Unassigned* Fund Balance" for each of the five years, rather than the "Estimated *Unreserved* Fund Balance" and associated percentage of general fund expenditures represented.

The Estimated Unassigned Fund Balance represents the amount of fund balance available for appropriation, over and above the amount *committed* by the Board's 15% fund balance policy and *assigned* for future expenditures by the county management.

While the entire Estimated Unassigned Fund Balance is available for appropriation, caution must be exercised in spending it. If **all** the unassigned fund balance were used, then no funds would be available for emergencies other than those "committed" or "assigned". Using committed fund balance for a purpose other than that originally intended could jeopardize the County's AA+ general obligation bond rating and cause cash flow interruptions.

The General Fund

The five year plan has been revised this year to reflect a new ¼ cent sales tax. A referendum on whether to establish a ¼ percent sales tax to

Five Year Financial Plan

support public school capital projects was passed on May 17, 2011. This new sales tax, effective October 2011, is projected to generate \$3 million in FY 2012 and an additional \$1.6 million in FY 2013, its first full fiscal year of enactment. Collections will be used to pay school debt service.

Property Taxes

Ad valorem (property) taxes provide over half the revenue in the General Fund. Projections are based on a tax rate of \$0.63 per \$100 of assessed value for 2012. The total taxable property value is estimated at \$20,976,971,895. Total revenues in this category are projected at \$131,042,744, which represents a .84% increase above the FY 2011 budget.

A revaluation of the property values in 2012 is anticipated to decrease the tax base in FY 2013 by 12%, the equivalent of \$13.6 million in tax proceeds. This reduction in value results primarily from the impact of the Great Recession. To offset the reduction in value of the tax base, a revenue neutral tax rate of \$0.705 is proposed for FY 2013. "Revenue neutral" means the adjusted tax rate produces the same amount of revenue as the previous rate; further adjustments are made to account for growth that has occurred since the last appraisal year.

Fees for Service

Register of Deeds fees include payments related to the recording of documents, primarily from the transfer of property. Building Inspection fees are collected on improvements made to real property.

Since they are associated with new construction and real estate sales, revenue from these fees declined considerably as a result of the Great Recession. However, moderate increases in revenues are anticipated in FY 2013 and beyond in these areas.

Sales Taxes

Fiscal Year 2012 sales tax revenue is conservatively budgeted at \$25,241,215, a 6.08% decrease from FY 2011 estimates. While the Great Recession is over, its effects are not. Lingering unemployment rates above 9% continue to dampen local spending.

Additionally, considerable sales tax refunds to nonprofits and governments have begun affecting the county's sales tax proceeds. County staff members are working with the NC Department of Revenue to research this matter more thoroughly.

Despite these current issues, sales tax revenues are projected to return to pre-recessionary levels by FY 2016. This seems to be a reasonable expectation, as many economists anticipate the labor market will recover from the Great Recession within the next 4 to 5 years.

Lottery Proceeds

Statutory changes last year governing the method in which the state distributes lottery proceeds to counties (for use in public school capital projects) reduced receipts in Cabarrus County by about 50 percent. The General Assembly might change the distribution formula again this year, however, receipts of at least \$2.2 million annually are expected.

Lottery proceeds are used toward the repayment of school construction debt over the entire five-year planning period. The accumulation of \$8.2 million in lottery proceeds from previous years allows appropriations to exceed receipts in years 2013 and 2014.

Other Revenues

Non-recurring revenues were itemized for the first time in FY 2011. Money from the Capital Reserve Fund is used to pay for \$750,000 of capital improvement projects in the General Fund. Capitalized interest proceeds from certificates of participation (COPS) issued in 2009 are realized in FY 2012 to offset interest payments of new school debt service. In fiscal years 2012 through 2015, lottery proceeds are used for debt service on allowable school construction projects incurred on or after January 1, 2003.

Expenditures

In February 2011, the Board of Commissioners voted to provide county staff direction for preparing the annual budget for FY 2012 and the associated five-year financial plan. By a 3 to 2 vote, the staff was asked to prepare the FY 2012 annual budget consistent with the projection for that year from the FY 2011 five-year financial plan, and to freeze

Five Year Financial Plan

spending at that level for the remaining four years of the new five year plan.

Accordingly, spending in FY 2012 is budgeted within about \$400,000 of last year's projection. New spending is driven primarily by increased funding for the public school systems, new school construction debt, cost-of-living raises for employees, personnel and operating costs for the new detention center (which opens in July), general increases in operational costs, and previously planned capital projects.

Overall spending for the remaining four years of the planning period remains flat.

Debt Service

Servicing the county's debt continues to command a significant portion of annual spending – nearly 23 percent in FY2012.

While no new debt issues are anticipated during the five-year planning period, additional debt service is added in fiscal years 2012, 2013 and FY2016.

In FY2012, the first full year of interest payments on Qualified School Construction Bonds (issued in 2011) appear, with a small increase in the interest cost in the following year. However, a Federal subsidy reimburses nearly the entire interest cost on the debt, as indicated in the revenue projections.

The principal payments on this debt issue are deferred for 5 years. In FY 2016, the first principal payment enters the plan and will remain constant at \$1.33 million for a period of 10 years.

Kannapolis Obligation

The Board of Commissioners entered into an obligation in 2011 requiring it to give the City of Kannapolis county property tax receipts from improvements made within a special tax district around Castle and Cooke's research park. This contribution will be used by the city to service 50 percent of the debt requirements of a \$35 million certificates of participation (COPs) issue from 2010 (note: the county's actual obligation is the amount of property taxes collected from the improvements in the district, or 50 percent of the debt service, whichever is less, for the 17 year term of the debt).

Proceeds from the COPs are being used to fund public improvements in and around Castle and Cooke's research park in downtown Kannapolis, as well as to construct a 60,000 square foot building for the Cabarrus Health Alliance near the Rowan County line, also in downtown Kannapolis.

Undesignated Expenditures

Beginning in FY2014, \$1.5 million is added each year to pay for increases in the costs of materials and supplies, fuel, utilities, or other operating expenses.

Capital Projects

The Five Year Financial Plan also includes funding for a number of capital improvement projects. A detailed schedule and description of these projects is found in the Capital Improvement Plan (CIP) located on page 85.

Conclusion

The spending levels specified in the Five Year Financial Plan are prudent and meet the needs of the County and the school systems while still maintaining adequate general fund reserves.

Additionally, with the new ¼ percent sales tax the county will be in a position to replenish the capital reserve fund with revenues in excess of expenditures by FY2016.

It is important to note, however, that revenue projections in these plans assume continuing improvement in the economy. In the absence of such improvement, considerable adjustments will be required.

Five Year Financial Plan

1/4 Sales Tax in FY2012 and Freeze Expenditures at FY2012 Levels

GENERAL FUND

	Revaluation Year				
<u>Budgeted Revenues for:</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
Estimated operating revenues from previous fiscal year	191,425,780	191,171,680	194,763,190	198,301,377	203,207,790
Change resulting from Revaluation	-	360,884	-	-	-
Growth/Decline in tax base	(2,476,934)	1,014,479	2,464,187	3,214,133	3,960,492
Increase in Property Tax	-	-	-	-	-
Register of Deeds Fees	(56,050)	177,000	217,000	220,000	-
Building Inspection Fees	(80,600)	200,000	250,000	250,000	-
QSCB Subsidy Payments	743,081	27,839	-	-	-
Increase (Decrease) in other Revenues	(1,220,096)	-	-	-	-
Growth in Sales taxes	45,969	247,308	469,000	938,000	1,425,384
New 1/4 cent sales tax/education capital projects	3,036,000	1,564,000	138,000	284,280	401,782
Reduction in Taxes - Article 39 and Article 44 (Medicaid)	(245,470)	-	-	-	-
Total Re-occurring Revenues	191,171,680	194,763,190	198,301,377	203,207,790	208,995,448
<u>One Time Revenue Sources</u>					
Capital Reserve Funds	846,800	-	-	-	-
Capitalized Interest Proceeds - School Debt	3,967,669	-	-	-	-
Contribution from Capital Projects Funds	5,700,000	-	-	-	-
Lottery Proceeds	1,713,555	7,307,518	4,848,673	2,000,000	2,000,000
Fund Balance Appropriated	-	-	-	-	-
Total Revenues	203,399,704	202,070,708	203,150,050	205,207,790	210,995,448
<u>Budgeted Expenditures for:</u>					
Estimated operating expenditures from previous fiscal year	192,214,857	201,382,904	200,900,708	201,980,050	202,131,607
RCCC Current Expense Funding	37,044	-	-	-	-
School Current Expense Funding	840,000	-	-	-	-
New Debt Service					
Housing Unit for Detention Center	(154,250)	(124,000)	(124,000)	(145,000)	(146,500)
School Debt	4,735,000	(142,050)	(197,950)	(224,400)	(189,400)
Qualified School Construction Bonds	748,098	28,027	-	-	1,330,000
Retirement of Debt Service	(817,445)	(1,490,977)	(188,708)	(897,743)	(2,286,744)
Fulfilled/Added Econ Dev Incentive Grants	(345,223)	(175,000)	46,000	(125,000)	(727,000)
Obligation to Kannapolis	-	1,421,804	44,000	43,700	3,300
Salaries and Benefits:					
COLA	730,154	-	-	-	-
New Positions inclusive of all benefits - Detention Unit	2,678,621	-	-	-	-
Increase in operational cost for the Housing Unit	535,800	-	-	-	-
Increase (Decrease) in Contingency	(219,428)	-	-	-	-
Undesignated Expenditures	-	-	1,500,000	1,500,000	1,500,000
Misc. Increases (Decreases) in Operational Expenditures	316,696	-	-	-	-
Cabarrus Health Alliance Funding	82,980	-	-	-	-
Total Operating Expenditures	201,382,904	200,900,708	201,980,050	202,131,607	201,615,263
<u>Funding for Capital Projects:</u>					
Capital Improvement Plan - Capital Reserve Funds	846,800	-	-	-	-
Capital Improvement Plan - General Fund Monies	1,170,000	1,170,000	1,170,000	1,170,000	1,170,000
Contribution to Capital Reserve Fund	-	-	-	-	-
Total Expenditures	203,399,704	202,070,708	203,150,050	203,301,607	202,785,263
Revenues over (under) Expenditures	0	0	0	1,906,183	8,210,185
Estimated Unassigned Fund Balance	18,328,832	18,328,832	18,328,833	20,235,016	28,445,202
Property Tax Rate	.63 / 100	.7050 / 100	.7050 / 100	.7050 / 100	.7050 / 100
Total Debt Service Payments as a % of Current Budget	46,520,115 22.87%	44,791,115 22.17%	44,280,457 21.80%	43,013,314 21.16%	41,720,670 20.57%

Capital Improvement Plan

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

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

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

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

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

The County is subject to the North Carolina General Statute 159-55, which limits the amount of net debt the County may have outstanding to eight percent of the appraised value of property subject to taxation. As a matter of internal policy, the County has maintained a debt position far below its legal limit. Over the last five years, the County’s ratio of net bonded debt to assessed value has not exceeded

1.96%. At June 30, 2011, the County’s legal debt limit is \$1,263,957,558. The actual applicable outstanding debt is expected to be \$414,200,194, or 24.68% of the legal debt limit, which equates to \$2,374.57, per capita, comprises of \$105,660,000, in General Obligation (G.O) debt, \$294,315,000, in Certificates of Participation, \$11,122,572, in outstanding installment financing, and \$3,102,622, in capital leases.

A review of FY 2012 planned capital projects and available revenue sources reveals that \$1,260,000 in spending from the General Fund, excluding other financing sources such as capital reserve funds to fund projects, will be required to implement public schools capital outlay projects. General Fund spending is projected to remain flat at \$1.17 million in each of the subsequent years covered by the CIP and the Five Year Plan.

Costs associated with debt service to fund school construction/renovations will be offset by the retirement of existing debt, lottery proceeds, and the ¼ cent sales tax for education cost. The addition of the Jail Housing facility will have a continued operational and personnel impact in fiscal year 2012. In FY 2011, seventy-seven new jail detention officers were hired, inclusive of benefits. These positions are annualized and impacts the 2012 General Fund budget approximately \$2.7 million. Furthermore, the opening of the Housing Unit will require additional maintenance, utilities, and other operational costs in excess of \$535,000 realized in FY 2012.

The projects for the Five Year CIP for 2012-2016 total \$31,139,956. Of this amount, debt totals \$18,637,156 and cash resources equal \$12,502,800. The cash resources are derived as follows: General Fund, \$5,940,000; Capital Reserve Fund – General Fund, \$846,800; Capital Reserve Fund - Other, \$5,651,000; and Cannon Trust, \$65,000.

CABARRUS COUNTY
CAPITAL IMPROVEMENT PLAN
2011/12

PROJECTS	ADOPTED FY 2011	ADOPTED FY 2012	PLANNING FY 2013	PLANNING FY 2014	PLANNING FY 2015	PLANNING FY 2016	PLANNING Beyond
<u>General Government:</u>							
Courthouse Chiller			130,000 ¹				
Elections Voting Equipment							2,000,000
General Services Building Addition							325,000
General Services Grounds Division Relocation							260,000
Governmental Center Main Area Handlers Return Fans		100,000 ¹³					
Governmental Center, Concord Library, and Courthouse Exterior Caulking & Waterproofing			240,000 ¹				
Old Board of Elections Demolition		650,000 ¹³					
Old Jail Demolition/Resurface		2,000,000 ¹					
Parking Deck - Downtown Area							5,500,000
Sheriff Administration Building Upfit & Elections Demolition	2,500,000 ¹²						
<u>Culture and Recreation:</u>							
Arena - HVAC Upgrade			1,000,000 ¹				
+ Arena - Roof Replacements		96,800 ¹³	46,000 ¹				
Arena - Storage	650,000 ¹³						
Camp T.N. Spencer Park			50,000 ¹	850,000 ¹			2,470,818
Elma C. Lomax Incubator Farm							1,260,929
Frank Liske Park Artificial Turf (by GSA)							1,600,000
Frank Liske Park Multi-Projects							1,997,592
+ Frank Liske Park Tennis Courts' Lights Replacement			135,000 ¹				
Harrisburg School Park							500,000
Miscellaneous School Park Projects							5,000,000
North Cabarrus Park							3,000,000
Northeast Cabarrus Community Park							7,375,000
Park Land Acquisition							30,000,000
Robert Wallace Park							8,450,000
Rocky River Greenway							76,000,000
+ Shandon Property (Mt. Pleasant)							322,500
Kannapolis Library Program Room		65,000 ³					
Library System Software	100,000 ³ 40,000 ¹³						
Midland/South Cabarrus Library Branch							2,876,000
Mt. Pleasant Library Expansion							456,000
West Cabarrus Library Branch							4,514,000

CABARRUS COUNTY
CAPITAL IMPROVEMENT PLAN
2011/12

PROJECTS	ADOPTED FY 2011	ADOPTED FY 2012	PLANNING FY 2013	PLANNING FY 2014	PLANNING FY 2015	PLANNING FY 2016	PLANNING Beyond
<u>Public Safety:</u>							
800 MHz Radios for Public Safety Depts.	336,000 ¹						
Courthouse Expansion / Relocation							52,500,000
Emergency Communications Improvements					4,000,000 ⁹		
Public Safety Training Facility							17,000,000
<u>Environmental Protection:</u>							
+ Back Creek Gabbro Hill Natural Heritage Area							100,000
+ Butcher Branch Forest Natural Heritage Area							700,000
+ Charity Church Hardwood Forest Natural Heritage Area							4,000,000
+ Clarke Creek Natural Heritage Area							615,000
+ Coddle Creek Reservoir Natural Heritage Area							4,900,055
+ Hartsell Road Mesic Forest Natural Heritage Area							190,000
+ Primeland Farmland Soil							5,500,055
+ Reed Gold Mine Natural Heritage Area							2,500,055
+ Riparian Buffers Floodplain Conservation							500,055
+ Schweinitz Sunflower Sites Natural Heritage Area							250,000
+ Significant Natural Heritage Areas - Miscellaneous							200,000
Landfill Bulldozer Replacement	145,000 ⁴						
Landfill Site Expansion	1,931,500 ⁴						
<u>Human Services:</u>							
Human Services Building							30,000,000
Human Services Building HVAC	100,000 ¹³		100,000 ¹	100,000 ¹			
+ Human Services Building Renovations		1,000,000 ¹					
Cabarrus County Senior Center Expansion							1,715,000
Kannapolis Area Senior Center							3,390,000
Southern Cabarrus Senior Center							3,390,000

CABARRUS COUNTY
CAPITAL IMPROVEMENT PLAN
2011/12

PROJECTS	ADOPTED FY 2011	ADOPTED FY 2012	PLANNING FY 2013	PLANNING FY 2014	PLANNING FY 2015	PLANNING FY 2016	PLANNING Beyond
Education:							
Cabarrus County Schools							
Capital Outlay Expense Funding	1,020,000	1,110,000	1,020,000	1,020,000	1,020,000	1,020,000	
Land Purchases/Architecture Fees							
School Construction/Renovations		11,102,856 ¹⁴					
Subtotal Cabarrus County Schools	1,020,000	12,212,856	1,020,000	1,020,000	1,020,000	1,020,000	-
Kannapolis City Schools							
Capital Outlay Expense Funding	50,000	50,000	50,000	50,000	50,000	50,000	
Land Purchases/Architecture Fees							
School Construction/Renovations		3,534,300 ¹⁴					
Subtotal Kannapolis City Schools	50,000	3,584,300	50,000	50,000	50,000	50,000	-
Rowan Cabarrus Community College							
Additional Campus Bldg - Design/Build							10,000,000
Capital Outlay Expense Funding	150,000 ¹³	100,000	100,000	100,000	100,000	100,000	
Subtotal RCCC	150,000	100,000	100,000	100,000	100,000	100,000	10,000,000
Land/Architect/Engineering/Other Funds							
SUBTOTAL EDUCATION	1,220,000	15,897,156	1,170,000	1,170,000	1,170,000	1,170,000	10,000,000
GRAND TOTAL - CABARRUS COUNTY	7,022,500	19,808,956	2,871,000	2,120,000	5,170,000	1,170,000	291,358,059
Adequate Public Facility Fund							
Capital Reserve Fund - Other	(336,000)	(3,000,000)	(1,701,000)	(950,000)			
COPS Funding							
GO Bonds							
Grants/Other	(100,000)	(65,000)					
Landfill Enterprise Fund	(2,076,500)						
Lottery Proceeds - Cabarrus							
Lottery Proceeds - Kannapolis							
Other							
Capital Projects Funds	(2,500,000)						
Undetermined Debt Instrument/QSCB's		(14,637,156)			(4,000,000)		TBD
GENERAL FUND TOTALS	2,010,000	2,106,800	1,170,000	1,170,000	1,170,000	1,170,000	
FUNDING PROVIDED BY CAPITAL RESERVE FUNDS	940,000	846,800	-	-	-	-	
FUNDING PROVIDED BY GENERAL FUND MONIES	1,070,000	1,260,000	1,170,000	1,170,000	1,170,000	1,170,000	TBD

+ Indicates New Project Added Since Last Year's CIP

* Indicates New Project Added Mid Fiscal Year

¹. Capital Reserve Funding - other

². Certificate of Participation (COPS) Funding

³. Funding Provided by Grants

⁴. Funding Provided in Solid Waste Enterprise Fund

⁵. General Obligation Bond (GO) Funding

⁶. Adequate Public Facility Fees

⁷. General Fund and Capital Reserve Funding

⁸. Lottery Proceeds

⁹. Undetermined Debt Proceeds

¹⁰. Other

¹¹. Grants and Other

¹². Capital Projects Funds

¹³. Capital Reserve Funding - General Fund

¹⁴. Qualified School Construction Bonds

5 YR CIP TOTAL

Paid by Debt

Paid by Cash Resources

% Paid by Cash

31,139,956

18,637,156

12,502,800

40.15%

Capital Improvement Plan

Department: General Services

Project Title: Courthouse Chiller Replacement

Project Description:

The courthouse has two (2) rooftop chillers. One was replaced two years ago as it had reached its mechanical life expectancy and also had two non-repairable stages. The second chiller is now at the years of life where it needs to be replaced.



Type: ☐ New ☐ Expansion ☒ Replacement

Status: ☐ In Progress

Project Costs	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Planning	FY 2014 Planning	FY 2015 Planning	FY 2016 Planning	Future Years
Planning/Design							
Land/Acquisition							
Construction			130,000				
Equipment							
Other							
Total			130,000				
Funding Sources							
General Fund							
Debt							
Grants							
Permits/Fees							
Capital Reserve - GF			130,000				
Total			130,000				
Operating Impact							
Total							

Operating Budget Impact:

There are no operating budget impacts anticipated presently.

Capital Improvement Plan

Department: Board of Elections

Project Title: New Voting Equipment

Project Description:

The Board of Elections feels new voting equipment must be planned for due to our fiscal responsibility should the federal and/or state statute change in future years. If future laws do not change the way we do business, we can continue use of the Federal funded optical scanners and AutoMark ADA accessible units at the precinct level for a number of years. However, it is difficult to anticipate mandated changes in the law, so it is hard to anticipate an exact date new equipment would be needed. If mandated, there could potentially be grant funding to offset the cost of part of the equipment.

Type: ☐ New ☐ Expansion ☒ Replacement

Status: ☐ In Progress

Project Costs	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Planning	FY 2014 Planning	FY 2015 Planning	FY 2016 Planning	Future Years
Planning/Design							
Land/Acquisition							
Construction							
Equipment							2,000,000
Other							
Total							2,000,000
Funding Sources							
General Fund							
Debt							
Grants							
Permits/Fees							
Other - TBD							2,000,000
Total							2,000,000
Operating Impact							
Total							

Operating Budget Impact:

There are no anticipated additional operation impacts at this time. Maintenance and support of current equipment would transition to new voting equipment.

Capital Improvement Plan

Department: General Service Administration

Project Title: General Service Building Addition

Project Description:

Space is not adequate for staffing recommendations or number of vehicles the county now has. Extra bays and lifts would allow more efficiency in labor hours as well as faster vehicle inspections. Recent space needs study recommends additional space for storing parts.

Type: ☐ New ☒ Expansion ☐ Replacement

Status: ☐ In Progress

Project Costs	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Planning	FY 2014 Planning	FY 2015 Planning	FY 2016 Planning	Future Years
Planning/Design							15,000
Land/Acquisition							
Construction							298,000
Equipment							7,000
Other							5,000
Total							325,000
Funding Sources							
General Fund							
Debt							
Grants							
Permits/Fees							
Other - TBD							325,000
Total							325,000
Operating Impact							
Total							3,500

Operating Budget Impact:

Minimal impact expected with electrical lighting and natural gas for heating.

Capital Improvement Plan

Department: General Services

Project Title: Relocate Grounds Division Headquarters

Project Description:

Construct headquarters space inside recently built Grounds Division Equipment Shelter and enclose the exterior walls of the new building, and build new fueling structure away from stream. The current Headquarters building was built in 1982 and more storage space is needed. We plan to use existing office/headquarter space/old building for storing equipment parts, materials and supplies. Also, the storage of pesticides/herbicides must be in a controlled HVAC environment.

Type: ☐ New ☒ Expansion ☐ Replacement **Status:** ☐ In Progress

Project Costs	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Planning	FY 2014 Planning	FY 2015 Planning	FY 2016 Planning	Future Years
Planning/Design							20,000
Land/Acquisition							
Construction							217,000
Equipment							3,000
Other							20,000
Total							260,000
Funding Sources							
General Fund							
Debt							
Grants							
Permits/Fees							
Other TBD							260,000
Total							260,000
Operating Impact							
Total							5,000

Operating Budget Impact:

Utilities will have a minimal impact to the general fund operating budget.

Capital Improvement Plan

Department: General Services - Building Maintenance

Project Title: Governmental Center Main Air Handler Return Fans

Project Description:

The buildings current return fans that bring air back to the main air handlers in the basement are the ones originally installed when the building was constructed in the late 1980's.

Type: ☐ New ☐ Expansion ☒ Replacement **Status:** ☐ In Progress

Project Costs	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Planning	FY 2014 Planning	FY 2015 Planning	FY 2016 Planning	Future Years
Planning/Design							
Land/Acquisition							
Construction							
Equipment		100,000					
Other							
Total		100,000					
Funding Sources							
General Fund							
Debt							
Grants							
Permits/Fees							
Capital Reserve - GF		100,000					
Other							
Total		100,000					
Operating Impact							
Total							

Operating Budget Impact:

This project has generated no anticipated operating budget impacts.

Capital Improvement Plan

Department: General Services - Building Maintenance

Project Title: Governmental Center, Concord Library, and Courthouse Exterior Caulking and Precast Sealing

Project Description:

Based on inspection the exterior windows need to be recaulked and the precast will need to be sealed again. This type of activity is needed on a building every 10-15 years depending on size, exterior material, and weather. Based on inspection it will be needed in 2013. Several areas have already been repaired as temporary patches against water intrusion.

Type: ☒ New ☐ Expansion ☐ Replacement **Status:** ☐ In Progress

Project Costs	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Planning	FY 2014 Planning	FY 2015 Planning	FY 2016 Planning	Future Years
Planning/Design							
Land/Acquisition							
Construction							
Equipment							
Other			240,000				
Total			240,000				
Funding Sources							
General Fund							
Debt							
Grants							
Permits/Fees							
Capital Reserve - GF			240,000				
Other							
Total			240,000				
Operating Impact							
Total							

Operating Budget Impact:

No operational impact anticipated at this time.

Capital Improvement Plan

Department: County Manager

Project Title: Demolition of the Old Board of Elections Facility

Project Description:

The Board of Elections will be moving to their new facility in mid 2011 and the current plans are to demolish the old facility. The old facility will need to be surveyed for asbestos and lead based paint due to the age of the facility and North Carolina state laws. Once the survey is completed, an architect will be hired for demolition and erosion control plans and a demolition bid will occur. The site will be prepared for grass planting or possible limited parking depending on conditions of soil and space available.

Type: ☒ New ☐ Expansion ☐ Replacement **Status:** ☐ In Progress

Project Costs	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Planning	FY 2014 Planning	FY 2015 Planning	FY 2016 Planning	Future Years
Planning/Design		50,000					
Land/Acquisition							
Construction		600,000					
Equipment							
Other							
Total		650,000					
Funding Sources							
General Fund							
Debt							
Grants							
Permits/Fees							
Capital Reserve - GF		650,000					
Other - TBD							
Total		650,000					
Operating Impact							
Total							

Operating Budget Impact:

No increase in utilities will be incurred since the old facility will be demolished. May effect the mowing contract as additional mowing may need to be added to the current contract.

Capital Improvement Plan

Department: General Government

Project Title: Old Jail Demolition / Resurfacing

Project Description:

Demolish the current jail to provide surface parking for employees and public.

Type: ☒ New ☐ Expansion ☐ Replacement

Status: ☐ In Progress

Project Costs	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Planning	FY 2014 Planning	FY 2015 Planning	FY 2016 Planning	Future Years
Planning/Design							
Land/Acquisition							
Construction		2,000,000					
Equipment							
Other							
Total		2,000,000					
Funding Sources							
General Fund							
Debt							
Grants							
Permits/Fees							
Other - Capital Reserve		2,000,000					
Total		2,000,000					
Operating Impact							
Total							

Operating Budget Impact:

No anticipated annual operational impact.

Capital Improvement Plan

Department: General Government

Project Title: Parking Deck Downtown Area

Project Description:

A parking deck located in the downtown area is needed to provide parking space for the public while using the governmental buildings, i.e., Governmental Center, Courthouse, Law Enforcement Buildings, Elections Office, Historic Courthouse, etc.

Type: ☒ New ☐ Expansion ☐ Replacement

Status: ☐ In Progress

Project Costs	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Planning	FY 2014 Planning	FY 2015 Planning	FY 2016 Planning	Future Years
Planning/Design							
Land/Acquisition							
Construction							5,500,000
Equipment							
Other							
Total							5,500,000
Funding Sources							
General Fund							
Debt							
Grants							
Permits/Fees							
Capital Reserve							
Other - TBD							5,500,000
Total							5,500,000
Operating Impact							
Total							TBD

Operating Budget Impact:

Cost of operational impact would include cleaning and maintenance, undetermined at this time.

Capital Improvement Plan

Department: Multi-Department

Project Title: Classroom addition for Rowan Cabarrus Community College

Project Description:

7th floor of the Sheriff Administrative Building will address needed classroom space for criminal justice and paramedic courses. The classrooms will be used by both the Community College and the Sheriff's Department.

Type: ☒ New ☐ Expansion ☐ Replacement **Status:** ☐ In Progress

Project Costs	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Planning	FY 2014 Planning	FY 2015 Planning	FY 2016 Planning	Future Years
Planning/Design							
Land/Acquisition							
Construction	2,000,000						
Equipment	500,000						
Total	2,500,000						
Funding Sources							
General Fund							
Debt							
Grants							
Permits/Fees							
Capital Projects Fund	2,500,000						
Total	2,500,000						
Operating Impact							
Total							

Operating Budget Impact:

Energy efficiencies are also anticipated with newer LEED designed facilities.

Capital Improvement Plan

Department: Arena & Events Center (General Service Administration)

Project Title: HVAC System Upgrade and Replacements - Arena Complex

Project Description:

The current equipment was installed in 2000 and is being maintained by in-house staff. We will continue to maintain this equipment until the useful life expectancy has expired. At that time, it will be necessary to upgrade the systems to new technology because of age. If we are successful in our maintenance program during the life expectancy period, we may be looking to upgrade around 2013-2020.



Type: ☐ New ☐ Expansion ☒ Replacement

Status: ☐ In Progress

Project Costs	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Planning	FY 2014 Planning	FY 2015 Planning	FY 2016 Planning	Future Years
Planning/Design			40,000				
Land/Acquisition							
Construction			960,000				
Equipment							
Other							
Total			1,000,000				
Funding Sources							
General Fund							
Debt							
Grants							
Permits/Fees							
Other - Capital Reserve			1,000,000				
Total			1,000,000				
Operating Impact							
Total							

Operating Budget Impact:

A new system could result in utility savings due to energy efficiencies.

Capital Improvement Plan

Department: Arena & Events Center

Project Title: Roof Replacements

Project Description:

Due to current age conditions and water intrusion, roof replacements and cap repairs are necessary at the Arena and Events Center. Phase 1 will consist of replacing the Gold Hall roof and removing sheetrock ceiling, installing soffit and trim at the Gold Hall entrance. Phase 2 will replace the roof on the Arena.



Type: ☐ New ☐ Expansion ☒ Replacement **Status:** ☐ In Progress

Project Costs	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Planning	FY 2014 Planning	FY 2015 Planning	FY 2016 Planning	Future Years
Planning/Design							
Land/Acquisition							
Construction		96,800	46,000				
Equipment							
Other							
Total		96,800	46,000				
Funding Sources							
General Fund							
Debt							
Grants							
Permits/Fees							
Capital Reserve - GF		96,800	46,000				
Total		96,800	46,000				
Operating Impact							
Total		-10,000	-12,000				

Operating Budget Impact:

With the replacement of the Arena and Gold Hall roofs, savings will be realized approximately \$10,000 to \$12,000 per year in water damage repair.

Capital Improvement Plan

Department: Arena & Events Center

Project Title: Storage Facility

Project Description:

Construction of a 10,000 square foot storage facility to house display equipment for the Cabarrus County Fair and basketball court, stage panels, chairs, flooring system, grounds maintenance equipment, and other items necessary for Cabarrus Arena operations.



Type: ☒ New ☐ Expansion ☐ Replacement

Status: ☐ In Progress

Project Costs	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Planning	FY 2014 Planning	FY 2015 Planning	FY 2016 Planning	Future Years
Planning/Design							
Land/Acquisition							
Construction	650,000						
Equipment							
Other							
Total	650,000						
Funding Sources							
General Fund							
Debt							
Grants							
Permits/Fees							
Capital Reserve - GF	650,000						
Total	650,000						
Operating Impact							
Total	-12,500	-12,500					

Operating Budget Impact:

Elimination of \$7,500 annual rental fees for temporary storage units and as much as \$5,000 annually in labor savings.

Capital Improvement Plan

Department: Parks

Project Title: Camp T.N. Spencer Park

Project Description:

In 2002, the Cabarrus County Boys and Girls Club and Cabarrus County entered into a long-term agreement for approximately 50 acres, commonly called Camp T.N. Spencer to jointly construct a public park to include a perimeter loop walking/jogging trail, cabins, playground, building improvements and signage. Construction of the public bathhouse for the pool at Camp T.N. Spencer was completed in 2009. 2013 is slated for the replacement of Helms Hall (dining/retreat building) and the office both of which have structural issues. Future years will see the addition of a large Arts/Crafts Shelter building with a small amphitheatre. Sustainable practices will be used where feasible and practical in all construction. The quality of life will be enhanced by providing more services for the citizens of the community where interpretative and nature education classes and workshops can be administered. This building is part of the Boys and Girls Club requests during the design of the Park.



Type: ☐ New ☒ Expansion ☒ Replacement

Status: ☒ In Progress

Project Costs	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Planning	FY 2014 Planning	FY 2015 Planning	FY 2016 Planning	Future Years
Planning/Design			50,000				133,461
Land/Acquisition							
Construction				776,110			2,198,616
Equipment							
Other				73,890			138,741
Total			50,000	850,000			2,470,818
Funding Sources							
General Fund							
Debt							
Grants							
Permits/Fees							
Other - TBD							2,470,818
Other - Capital Reserve			50,000	850,000			
Total			50,000	850,000			2,470,818
Operating Impact							
Total						10,000	10,000

Operating Budget Impact:

The budget will be impacted through utilities and instruction. The instruction will be a minimal amount due to the fact that all Park Rangers have started a Training Program to teach them to be nature instructors. General Services Administration budget would be impacted through utilities and maintenance.

Capital Improvement Plan

Department: Parks

Project Title: Atando Road Park/Elma C. Lomax Incubator Farm

Project Description:

On September 17, 2001, the Cabarrus County Board of Commissioners approved a resolution of acceptance of gift of real and personal property from the Elma C. Lomax Trust (approx. 30 acres of unimproved real estate located at 3332 Atando Road). The grantor's intent is that the parkland be shared with wildlife; therefore, only passive activities may be constructed on the site. In FY 2006-2007, a comprehensive master site plan and a preliminary budget was completed. Cooperative Extension will have an incubator farm in the center of the park. The following facilities are proposed; nature/science museum, wildlife viewing facilities such as butterfly garden, bird habitat, wildflower meadows, and other passive park support facilities. The Incubator Farm project began operation in 2009.



Type: ☒ New ☐ Expansion ☐ Replacement

Status: ☐ In Progress

Project Costs	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Planning	FY 2014 Planning	FY 2015 Planning	FY 2016 Planning	Future Years
Planning/Design							88,323
Land/Acquisition							
Construction							1,096,459
Equipment							
Other							76,147
Total							1,260,929
Funding Sources							
General Fund							
Debt							
Grants							
Permits/Fees							
Capital Reserve							
Other - TBD							1,260,929
Total							1,260,929
Operating Impact							
Total							

Operating Budget Impact:

Operating budget impact can not be determined at this time.

Capital Improvement Plan

Department: General Services

Project Title: Artificial Turf for Fields at Frank Liske Park Soccer Complex

Project Description:

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



Type: ☒ New ☐ Expansion ☐ Replacement

Status: ☐ In Progress

Project Costs	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Planning	FY 2014 Planning	FY 2015 Planning	FY 2016 Planning	Future Years
Planning/Design							
Land/Acquisition							
Construction							1,600,000
Equipment							
Other							
Total							1,600,000
Funding Sources							
General Fund							
Debt							
Grants							
Permits/Fees							
Other - TBD							1,600,000
Total							1,600,000
Operating Impact							
Total							-20,000

Operating Budget Impact:

Reduction in the cost of mowing, field maintenance, and irrigation.

Capital Improvement Plan

Department: Parks

Project Title: Frank Liske - Multi Projects

Project Description:

Located near the center of the County, this District Park has been open to the public since June of 1982. There are a variety of amenities that include: baseball/softball complex, soccer complex, volleyball, horseshoes, fishing, paddleboats, mini-golf, walking/hiking trails, tennis complex, and picnic shelters/sites. A refurbished barn is the focal point and serves as a host to many family reunions, picnics, weddings, receptions, and business gatherings. Future development is a water spray ground in Phase I and Phase II (completion). Additional parking and lighting as well as water reclamation will be Phase II. This spray ground will provide a much needed face lift for the Park and enhance the quality of life of the citizens by providing a needed service.



Type: ☐ New ☒ Expansion ☐ Replacement

Status: ☐ In Progress

Project Costs	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Planning	FY 2014 Planning	FY 2015 Planning	FY 2016 Planning	Future Years
Planning/Design							39,754
Land/Acquisition							
Construction							1,878,329
Equipment							
Other							79,509
Total							1,997,592
Funding Sources							
General Fund							
Debt							
Grants							
Permits/Fees							
Capital Reserve							
Other - TBD							1,997,592
Total							1,997,592
Operating Impact							
Total							38,000

Operating Budget Impact:

The budget impact will be offset by fees charge for expenses related to the addition of part-time staff, supplies and utilities, and maintenance for General Services Administration. Part-time staff - \$16,000 and \$10,000 for start up supplies. The impact for utilities will be approximately \$10,000 annually for water and sewer and \$2,000 for electrical.

Capital Improvement Plan

Department: General Services

Project Title: FLP - Tennis Courts Lights Replacement

Project Description:

Lights at Franke Liske Park are past their life expectancy and we have already had to make several repairs. Both lights and poles have achieved their life expectancy.



Type: ☐ New ☐ Expansion ☒ Replacement

Status: ☐ In Progress

Project Costs	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Planning	FY 2014 Planning	FY 2015 Planning	FY 2016 Planning	Future Years
Planning/Design							
Land/Acquisition							
Construction							
Equipment			135,000				
Other							
Total			135,000				
Funding Sources							
General Fund							
Debt							
Grants							
Permits/Fees							
Capital Reserve - Other			135,000				
Total			135,000				
Operating Impact							
Total			TBD				

Operating Budget Impact:

There will be an energy savings due to more efficient ballasts and lights at approximately 30%.

Capital Improvement Plan

Department: Parks

Project Title: Harrisburg School Park

Project Description:

Improvements to the Park at Harrisburg School. The Harrisburg Youth League (HYL), the largest athletic organization in Cabarrus County, is an active partner in this replacement project. The HYL have purchased an additional two acres of adjoining land that allowed for a four-field athletic complex to be constructed on the site. In 1999-2001, the BOC approved funds to construct a four field baseball/softball complex which includes lights, fencing, bleachers, irrigation, turf improvement, and gymnasium scoreboard/bleachers. In 2003-2004, the BOC approved funds to construct a concession/restroom building for the complex. HYL provided additional funds (\$37,618) to construct a second story on this multipurpose building. Items requested to complete the project includes: lights/fence/irrigation/turf two ball field-soccer combo fields, paved/perimeter trail and signage.



Type: ☐ New ☒ Expansion ☐ Replacement

Status: ☐ In Progress

Project Costs	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Planning	FY 2014 Planning	FY 2015 Planning	FY 2016 Planning	Future Years
Planning/Design							21,740
Land/Acquisition							
Construction							478,260
Equipment							
Other							
Total							500,000
Funding Sources							
General Fund							
Debt							
Grants							
Permits/Fees							
Other - TBD							500,000
Total							500,000
Operating Impact							
Total							

Operating Budget Impact:

The operating financial impact can not be determined at this time.

Capital Improvement Plan

Department: Parks

Project Title: School Park Projects Miscellaneous

Project Description:

As schools are built across the county, school parks will be built at select schools. These sites will be dictated by amount of land purchased and location. School Parks are developed to supplement parks across the county to fill voids for athletic needs. Bethel & Pitts Elementary and Kannapolis Middle were the last school parks built. These school/parks add quality of life to the citizens by providing playgrounds, athletic fields, and walking areas in a close proximity to their homes.



Type: ☐ New ☒ Expansion ☐ Replacement

Status: ☐ In Progress

Project Costs	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Planning	FY 2014 Planning	FY 2015 Planning	FY 2016 Planning	Future Years
Planning/Design							
Land/Acquisition							
Construction							5,000,000
Equipment							
Other							
Total							5,000,000
Funding Sources							
General Fund							
Debt							
Grants							
Permits/Fees							
Capital Reserve							
Other- TBD							5,000,000
Total							5,000,000
Operating Impact							
Total							

Operating Budget Impact:

Complete final phases of the school parks if funds are available to coincide with the 15-year Cabarrus County Schools Facility plan.

Capital Improvement Plan

Department: Parks

Project Title: North Cabarrus Park

Project Description:

In 1998-99, the City of Kannapolis, Church of God Children's Home and Cabarrus County entered into two formal 20 year agreements for approx. 90 acres to jointly construct a public park on Orphanage Road. Opened Phase I and II to public on October 11, 2001. Phase III included the following park elements: pedestrian trails, boardwalks, disc golf course, bocce courts, etc. and dedicated in 2008. Collaborating with City of Kannapolis, in 2005 Cabarrus County was awarded a matching grant from the State of NC for Phase III. The original park concept consists of six phases which include nature trails, mountain bike trails and tennis courts. These last phases will be built in the future. A bridge connecting the panels will be vital during development. The Carolina Thread Trail connects the Kannapolis 8 Mile branch Greenway with Concord along the creek in the park.



Type: ☐ New ☐ Expansion ☐ Replacement

Status: ☒ In Progress

Project Costs	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Planning	FY 2014 Planning	FY 2015 Planning	FY 2016 Planning	Future Years
Planning/Design							
Land/Acquisition							
Construction							3,000,000
Equipment							
Other							
Total							3,000,000
Funding Sources							
General Fund							
Debt							
Grants							
Permits/Fees							
Capital Reserve							
Other - TBD							3,000,000
Total							3,000,000
Operating Impact							
Total							

Operating Budget Impact:

No operational budget impact anticipated at this time.

Capital Improvement Plan

Department: Parks

Project Title: Northeast Community Park

Project Description:

The Livable Community Blueprint adopted in 2002 identifies the northeast part of the county as being deficit in active park land. 100+ acres is identified as a community park. This proposal is for land purchase only. There will be no additional budget impacts for this phase. This does however enhance the quality of life for the citizens of the county.



Type: ☐ New ☐ Expansion ☐ Replacement

Project Costs	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Planning	FY 2014 Planning	FY 2015 Planning	FY 2016 Planning	Future Years
Planning/Design							
Land/Acquisition							5,875,000
Construction							1,500,000
Equipment							
Other							
Total							7,375,000
Funding Sources							
General Fund							
Debt							
Grants							
Permits/Fees							
Capital Reserve							
Other - TBD							7,375,000
Total							7,375,000
Operating Impact							
Total							

Operating Budget Impact:

General Services Administration will have minimum budget impact through regular mowing and maintenance. Additional operating budget impact will not occur before 2017 until land has been identified and priced.

Capital Improvement Plan

Department: Parks

Project Title: Park Land Acquisition

Project Description:

The Park Commission has set a goal of October 2010 to have a priority list of areas throughout the County identified as Park Sites. The purchase and later development of Park Land enhances the quality of life for all citizens by providing quality facilities, green spaces, conservation issues and a place for facilities and friends to gather and enjoy. The Carolina Thread Trail and Greenways will be part of this plan.



Type: ☒ New ☐ Expansion ☐ Replacement

Status: ☐ In Progress

Project Costs	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Planning	FY 2014 Planning	FY 2015 Planning	FY 2016 Planning	Future Years
Planning/Design							
Land/Acquisition							30,000,000
Construction							
Equipment							
Other							
Total							30,000,000
Funding Sources							
General Fund							
Debt							
Grants							
Permits/Fees							
Capital Reserve							
Other - TBD							30,000,000
Total							30,000,000
Operating Impact							
Total							

Operating Budget Impact:

Funds to purchase land for the development of future parks is a high priority.

Capital Improvement Plan

Department: Parks

Project Title: Rob Wallace Park (Southeast Cabarrus Community Park)

Project Description:

Cabarrus County purchased 190 acres in 2008 for a park in the southeast part of the County. Livable Community Blueprint recommends a community park for the district. Phase I cost of \$2,472,159 includes: the main infrastructure, walking/biking/hiking trails, unlighted football/soccer fields (2), boardwalk, fishing pier, boat storage, picnic pavilions, maintenance building, bridges, picnic sites, camping sites, and support facilities and amenities. Phase 2 is projected to cost \$2,889,608: picnic sites, multipurpose building, restrooms, cabins, splash pad, lake dam construction, and support facilities and amenities. Phase 3 is estimated to cost \$2,088,233 and will include: amphitheatre, picnic sites, dog park, primitive camp sites, athletic field irrigation/ sprigging/ lighting, lighted tennis courts, bike track, support amenities and facilities. As many "Green" measures as possible will be implemented during development.



Type: ☐ New ☐ Expansion ☐ Replacement

Status: ☒ In Progress

Project Costs	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Planning	FY 2014 Planning	FY 2015 Planning	FY 2016 Planning	Future Years
Planning/Design							8,450,000
Land/Acquisition							
Construction							
Equipment							
Other							
Total							8,450,000
Funding Sources							
General Fund							
Debt							
Grants							
Permits/Fees							
Capital Reserve							
Other- TBD							8,450,000
Total							8,450,000
Operating Impact							
Total			72,500	145,000	125,000	125,000	

Operating Budget Impact:

Operating impact will include a Park Manager and P/T Rangers, ATVs, Park Vehicles, regular maintenance issues (mowing, pruning, fertilization, cleaning, etc.) garbage/recycling pick-up, park equipment (paddleboats, basic maintenance equipment, etc.). Other operating expenses such as utility bills for buildings and parking lot lights, phones, computers, security cameras and basic maintenance equipment will be necessary. Estimates for FY2013 - Staff - Park Mgr., P/T Rangers (1/2 yr.) \$37,500, Equip/Supplies - \$5,000; Vehicle \$30,000; FY2014 - Staff - Park Mgr., Sr. Park Ranger \$115,000, ATV/Storage \$20,000, Equip./Supplies \$10,000; FY2015 - Staff - \$115,000 and Equip./Supplies \$10,000.

Capital Improvement Plan

Department: Parks

Project Title: Greenway Plan

Project Description:

This project is the beginning of a multiyear plan to construct Greenways throughout Cabarrus County. In addition to the Carolina Thread Trail, a 15 County Regional Greenway with 107 miles in Cabarrus County, there are approximately 50 miles identified as County Connector routes. This brings the total to approximately 75 County Miles of Greenway. Land acquisitions, design and development will take many years to complete. The adopted project included for 2015 is for land acquisition only. There will be no budget impact however this does enhance the quality of life by acquiring land for future development. When completed, this will also allow for alternate transportation to 15 counties in NC and SC.



Type: ☒ New ☐ Expansion ☐ Replacement

Status: ☐ In Progress

Project Costs	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Planning	FY 2014 Planning	FY 2015 Planning	FY 2016 Planning	Future Years
Planning/Design							
Land/Acquisition							
Construction							
Equipment							
Other							76,000,000
Total							76,000,000
Funding Sources							
General Fund							
Debt							
Grants							
Permits/Fees							
Capital Reserve							
Other - TBD							76,000,000
Total							76,000,000
Operating Impact							
Total							

Operating Budget Impact:

No operational budget impact anticipated at this time.

Capital Improvement Plan

Department: Parks

Project Title: Shandon Property (Mt. Pleasant)

Project Description:

Cabarrus County was the recipient of a Clean Water Management Trust Fund Grant to purchase 47.9 acre floodplane next to Odenburg Subdivision. This property is along the south loop of the Carolina Thread Trail. In adjacent the 47.9 acre parcel is in negotiation to purchase through a PARTF Grant. This park will be passive in nature/with greenway, shelters, benches, and restroom/storage building. "Green" practices will be implemented where feasible and practical. Phase I of the project will include natural surface greenway, bridge to cross creek, parking and entrance and restroom/storage building.



Type: ☒ New ☐ Expansion ☐ Replacement

Status: ☐ In Progress

Project Costs	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Planning	FY 2014 Planning	FY 2015 Planning	FY 2016 Planning	Future Years
Planning/Design							20,000
Land/Acquisition							
Construction							295,000
Equipment							7,500
Other							
Total							322,500
Funding Sources							
General Fund							322,500
Debt							
Grants							
Permits/Fees							
Capital Reserve							
Other - TBD							
Total							322,500
Operating Impact							
Total							

Operating Budget Impact:

Minimal operations of mowing and a gate installed for security.

Capital Improvement Plan

Department: Cabarrus County Public Library

Project Title: Kannapolis Library Meeting Room

Project Description:

In the Spring of 2011 the History Room at the Kannapolis Library will be closed and the space will be used for meetings and library programs. This space needs some alterations to make it more conducive to programming -- full-size walls, separate HVAC controls and separate lighting controls. 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. The budget below reflects that model.



Type: ☐ New ☐ Expansion ☒ Replacement

Status: ☐ In Progress

Project Costs	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Planning	FY 2014 Planning	FY 2015 Planning	FY 2016 Planning	Future Years
Planning/Design							
Land/Acquisition							
Construction		65,000					
Equipment							
Other							
Total		65,000					
Funding Sources							
General Fund							
Debt							
Grants							
Permits/Fees							
Other - Donations		65,000					
Total		65,000					
Operating Impact							
Total		5,000					

Operating Budget Impact:

Operating budget impact will result in an increase in utility costs due to the addition and expanded space of the library.

Capital Improvement Plan

Department: Library

Project Title: Libray System Software

Project Description:

The project is to replace the Cabarrus County Public Library's current automation system with an integrated library system from The Library Corporation that will better meet the needs of the patrons and staff. The project will entail purchasing and installing the software and any necessary hardware required for the operation of a new system. A grant to cover \$100,000 of the costs has been submitted to the State Library of North Carolina.

Type: ☐ New ☐ Expansion ☒ Replacement

Status: ☐ In Progress

Project Costs	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Planning	FY 2014 Planning	FY 2015 Planning	FY 2016 Planning	Future Years
Planning/Design							
Land/Acquisition							
Construction							
Equipment							
Other	140,000						
Total	140,000						
Funding Sources							
General Fund							
Debt							
Grants	100,000						
Permits/Fees							
Capital Reserve - GF	40,000						
Other							
Total	140,000						
Operating Impact							
Total		-4,595					

Operating Budget Impact:

Annual savings of \$4,595 for prior Dynix Classic support.

Capital Improvement Plan

Department: Cabarrus County Public Library

Project Title: Midland/South Cabarrus Library

Project Description:

The citizens of Midland and southern Cabarrus County are currently unserved by a public library. A library should be built in that area in the next 5 to 10 years. It is currently estimated that the library should be approximately 10,000 sq. ft. 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. The budget below reflects that model. Land would also have to be donated.

Type: ☒ New ☐ Expansion ☐ Replacement **Status:** ☐ In Progress

Project Costs	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Planning	FY 2014 Planning	FY 2015 Planning	FY 2016 Planning	Future Years
Planning/Design							176,000
Land/Acquisition							
Construction							2,200,000
Equipment							200,000
Other							300,000
Total							2,876,000
Funding Sources							
General Fund							176,000
Debt							
Grants							
Permits/Fees							
Other - Donations							2,700,000
Total							2,876,000
Operating Impact							
Total							400,000

Operating Budget Impact:

Operating budget impact is based on the FY 2009-2010 operating budget for the Harrisburg Library.

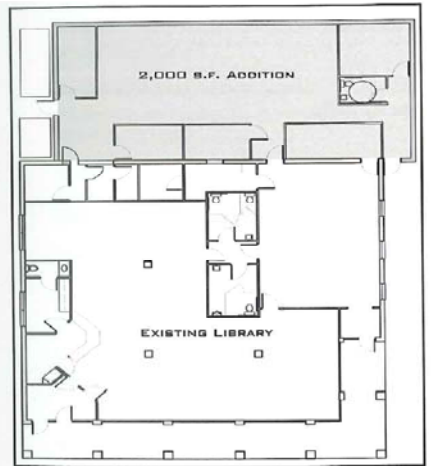
Capital Improvement Plan

Department: Cabarrus County Public Library

Project Title: Mt. Pleasant Library Expansion

Project Description:

Architectural plans to increase the size of the Mt. Pleasant Library by approximately 1900 sq. ft are currently being completed. 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. The budget below reflects that model.



Type: ☐ New ☒ Expansion ☐ Replacement

Project Costs	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Planning	FY 2014 Planning	FY 2015 Planning	FY 2016 Planning	Future Years
Planning/Design							
Land/Acquisition							
Construction							418,000
Equipment							38,000
Other							
Total							456,000
Funding Sources							
General Fund							
Debt							
Grants							
Permits/Fees							
Other - Donations							456,000
Total							456,000
Operating Impact							
Total							9,500

Operating Budget Impact:

Operating budget would include an increase in maintenance and utilities.

Capital Improvement Plan

Department: Cabarrus County Public Library

Project Title: West Cabarrus Branch Library

Project Description:

The citizens of western Cabarrus County do not have easy access to a public library. A library should be built in that area in the next 4 to 8 years. It is currently estimated that the library should be approximately 15,000 SF. 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. The budget below reflects that model. Land would also have to be donated.

Type: ☒ New ☐ Expansion ☐ Replacement **Status:** ☐ In Progress

Project Costs	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Planning	FY 2014 Planning	FY 2015 Planning	FY 2016 Planning	Future Years
Planning/Design							264,000
Land/Acquisition							
Construction							3,300,000
Equipment							450,000
Other							500,000
Total							4,514,000
Funding Sources							
General Fund							264,000
Debt							
Grants							
Permits/Fees							
Other - Donations							4,250,000
Total							4,514,000
Operating Impact							
Total							700,000

Operating Budget Impact:

Operating budget impact is based on the FY 2009-2010 operating budget for the Kannapolis Library.

Capital Improvement Plan

Department: Public Safety Departments

Project Title: 800 MHz Radios

Project Description:

With the construction of 800 MHz towers in Midland and another constructed by the City of Concord, 800 Mhz radios are needed to complete the switch from analog to digital capability. The Sheriff, EMS, Emergency Management, General Services, Parks, and Transportation Departments will receive the new radios in phases over five years. Grant funds were used to partially fund radios in FY 2007.

Type: ☒ New ☐ Expansion ☐ Replacement **Status:** ☒ In Progress

Project Costs	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Planning	FY 2014 Planning	FY 2015 Planning	FY 2016 Planning	Future Years
Planning/Design							
Land/Acquisition							
Construction							
Equipment	336,000						
Other							
Total	336,000						
Funding Sources							
General Fund							
Debt							
Grant							
Permits/Fees							
Other - Capital Reser	336,000						
Total	336,000						
Operating Impact							
Total							

Operating Budget Impact:

Initially, maintenance and repair costs should diminish as older equipment is replaced with new units.

Capital Improvement Plan

Department: Courts

Project Title: Courthouse Expansion / Relocation

Project Description:

With the growing population of the County, the Courthouse facilities will require expansion to meet the needs of the judicial system and the community. In 2004, Ware Bonsall prepared a Judicial Master Plan which included space needs for the courts. As we approach the time for expansion, more details will be available for the required space needs. This expansion is estimated to be needed by FY 2012 or shortly thereafter. Depending upon the economic climate funding for this project should begin in future years beyond FY 2015.

Type: ☐ New ☒ Expansion ☐ Replacement

Status: ☐ In Progress

Project Costs	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Planning	FY 2014 Planning	FY 2015 Planning	FY 2016 Planning	Future Years
Planning/Design							2,500,000
Land/Acquisition							
Construction							50,000,000
Equipment							
Other							
Total							52,500,000
Funding Sources							
General Fund							
Debt							
Grants							
Permits/Fees							
Other - TBD							52,500,000
Total							52,500,000
Operating Impact							
Total							

Operating Budget Impact:

Annual operating impact will depend upon whether this is a new facility or addition to the current. In either event, there will be additional utilities and maintenance, however, newer systems could create savings that could help offset increases.

Capital Improvement Plan

Department: Sheriff

Project Title: Emergency Communications Improvements

Project Description:

To purchase equipment and computer software needed to make the transition from our current analog radio (emergency communication) system to an enhanced P25 digital emergency communication system. The funds identified are the county's portion needed to purchase the new enhanced system. The current system with the budgeted 2012 improvements will need to be completely replaced by 2015. Concord and Kannapolis will participate in funding this project as well. The estimated cost of the new system will be \$9 million.

Type: ☒ New ☐ Expansion ☒ Replacement

Status: ☐ In Progress

Project Costs	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Planning	FY 2014 Planning	FY 2015 Planning	FY 2016 Planning	Future Years
Planning/Design							
Land/Acquisition							
Construction							
Equipment							
Other							
Total							
Funding Sources							
General Fund							
Debt					4,000,000		
Grants							
Permits/Fees							
Other - Capital Reserve							
Capital Projects Fund							
Total					4,000,000		
Operating Impact							
Total							

Operating Budget Impact:

There are no operational costs anticipated for this project presently. The debt service for this project has not been included in the five year plan for FY 16.

Capital Improvement Plan

Department: Emergency Management

Project Title: Public Safety Training Center Feasibility Study, Design & Master-Plan

Project Description:

This project will include a feasibility study, design and master-plan for a county public safety training center that will be utilized by law enforcement, fire, emergency medical, rescue, and emergency management personnel to enhance knowledge, skills and abilities as related to emergency response. This facility will provide our public safety agencies a location to accomplish agency requirements for training, helping meet the county strategic goal for preparation and response to emergency situations. A committee comprised of members of public safety agencies, county officials and community college personnel are meeting to develop the program needs desired for this facility. Funding was originally placed in the 2009 budget.



Type: ☐ New ☒ Expansion ☐ Replacement

Status: ☒ In Progress

Project Costs	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Planning	FY 2014 Planning	FY 2015 Planning	FY 2016 Planning	Future Years
Planning/Design							
Land/Acquisition							
Construction							17,000,000
Equipment							
Other							
Total							17,000,000
Funding Sources							
General Fund							
Debt							
Grants							
Permits/Fees							
Capital Reserve							
Other - TBD							17,000,000
Total							17,000,000
Operating Impact							
Total							

Operating Budget Impact:

There will be no impact on the operating budget this year. Programming document is complete, once County identifies possible locations, site assessments can be performed and operating costs for staffing, utilities and maintenance can be projected.

Capital Improvement Plan

Department: Commerce - Conservation

Project Title: Back Creek Gabbro Hill Significant Natural Heritage Area

Project Description:

Back Creek Gabbro Hill (ca. 50 ac.) is a state-designated regional Significant Natural Area. The proposed plan is to purchase development rights on part or all portions of parcels within this site and place conservation easements on the same. Protection of the natural resources will in turn ensure continued availability of environmental services from these properties, including clean air and water.



Type: ☒ New ☐ Expansion ☐ Replacement **Status:** ☐ In Progress

Project Costs	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Planning	FY 2014 Planning	FY 2015 Planning	FY 2016 Planning	Future Years
Planning/Design							
Land/Acquisition							100,000
Construction							
Equipment							
Other							
Total							100,000
Funding Sources							
General Fund							
Debt							
Grants							50,000
Permits/Fees							
Capital Reserve							
Other - TBD							50,000
Total							100,000
Operating Impact							
Total							

Operating Budget Impact:

Cost of community services studies show that farmland generates a fiscal surplus to offset the shortfall created by residential demand for public services. This is true even when the land is assessed at its current agricultural use. Cabarrus SWCD will assume responsibility for monitoring the easement. County maintenance or insurance is not needed as this project involves private working lands. Additional staff will be necessary for expanding responsibilities in the form of cross training several Department of Commerce staff members when needed. Several cost-share and grant funds will be sought if needed.

Capital Improvement Plan

Department: Commerce - Conservation

Project Title: Butcher Branch Forest Significant Natural Heritage Area

Project Description:

Butcher Branch Forest (ca. 70 ac.) is a state-designated regional Significant Natural Area. The proposed plan is to purchase development rights on part or all portions of parcels within this site and place conservation easements on the same. Protection of the natural resources will in turn ensure continued availability of environmental services from these properties, including clean air and water.



Type: ☒ New ☐ Expansion ☐ Replacement **Status:** ☐ In Progress

Project Costs	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Planning	FY 2014 Planning	FY 2015 Planning	FY 2016 Planning	Future Years
Planning/Design							
Land/Acquisition							700,000
Construction							
Equipment							
Other							
Total							700,000
Funding Sources							
General Fund							
Debt							
Grants							350,000
Permits/Fees							
Capital Reserve							
Other - TBD							350,000
Total							700,000
Operating Impact							
Total							

Operating Budget Impact:

Cost of community services studies show that farmland generates a fiscal surplus to offset the shortfall created by residential demand for public services. This is true even when the land is assessed at its current agricultural use. Cabarrus SWCD will assume responsibility for monitoring the easement. County maintenance or insurance is not needed as this project involves private working lands. Additional staff will be necessary for expanding responsibilities in the form of cross training several Department of Commerce staff members when needed. Several cost-share and grant funds will be sought if needed.

Capital Improvement Plan

Department: Commerce - Conservation

Project Title: Charity Church Hardwood Forest Significant Natural Heritage Site

Project Description:

Charity Church Hardwood Forest (ca. 400 ac.) is a state-designated regional Significant Natural Area. The proposed plan is to purchase development rights on part or all portions of parcels within this site and place conservation easements on the same. Protection of the natural resources will in turn ensure continued availability of environmental services from these properties, including clean air and water.



Type: ☒ New ☐ Expansion ☐ Replacement

Status: ☐ In Progress

Project Costs	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Planning	FY 2014 Planning	FY 2015 Planning	FY 2016 Planning	Future Years
Planning/Design							
Land/Acquisition							4,000,000
Construction							
Equipment							
Other							
Total							4,000,000
Funding Sources							
General Fund							
Debt							
Grants							2,000,000
Permits/Fees							
Capital Reserve							
Other - TBD							2,000,000
Total							4,000,000
Operating Impact							
Total							

Operating Budget Impact:

Cost of community services studies show that farmland generates a fiscal surplus to offset the shortfall created by residential demand for public services. This is true even when the land is assessed at its current agricultural use. Cabarrus SWCD will assume responsibility for monitoring the easement. County maintenance or insurance is not needed as this project involves private working lands. Additional staff will be necessary for expanding responsibilities in the form of cross training several Department of Commerce staff members when needed. Several cost-share and grant funds will be sought if needed.

Capital Improvement Plan

Department: Commerce - Conservation

Project Title: Clarke Creek Heron Rookery Significant Natural Heritage Area

Project Description:

Clarke Creek Heron Rookery is a state-designated, regional Significant Natural Area. The proposed plan is to either solicit donated conservation easements, or purchase development rights on and/or fee simple titles on part or all of parcels within this SNHA and place a conservation easement on the same. Protection of the natural resources will in turn ensure continued availability of environmental services from these properties, including clean air and water. Cabarrus SWCD plans a conservation field school to be based on 33 acres they own in this natural area. In 2010, Cabarrus SWCD received a \$521,833 NC Clean Water Management Trust Fund grant for storm water system retrofits on the Cox Mill Elementary School campus. The county is donating a conservation easement on 36+ acres in the buffer on this natural area to Cabarrus SWCD.



Type: ☒ New ☐ Expansion ☐ Replacement

Status: ☐ In Progress

Project Costs	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Planning	FY 2014 Planning	FY 2015 Planning	FY 2016 Planning	Future Years
Planning/Design							
Land/Acquisition							600,000
Construction							
Equipment							15,000
Other							
Total							615,000
Funding Sources							
General Fund							
Debt							
Grants							300,000
Permits/Fees							
Capital Reserve							
Other - TBD							315,000
Total	-						615,000
Operating Impact							
Total							

Operating Budget Impact:

Cost of community services studies show that farmland generates a fiscal surplus to offset the shortfall created by residential demand for public services. This is true even when the land is assessed at its current agricultural use. Cabarrus SWCD will assume responsibility for monitoring the easement. County maintenance or insurance is not needed as this project involves private working lands. Additional staff will be necessary for expanding responsibilities in the form of cross training several Department of Commerce staff members when needed. Several cost-share and grants will be sought when applicable.

Capital Improvement Plan

Department: Commerce - Conservation

Project Title: Coddle Creek Reservoir SNHA

Project Description:

Coddle Creek Reservoir SNHA is a state-designated local Significant Natural Area. The proposed plan is to purchase development rights on part or all portions of parcels within this SNHA and place conservation easements on the same. Protection of the natural resources will in turn ensure continued availability of environmental services from these properties, including clean air and water.



Type: ☒ New ☐ Expansion ☐ Replacement

Status: ☐ In Progress

Project Costs	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Planning	FY 2014 Planning	FY 2015 Planning	FY 2016 Planning	Future Years
Planning/Design							
Land/Acquisition							4,900,055
Construction							
Equipment							
Other							
Total							4,900,055
Funding Sources							
General Fund							
Debt							
Grants							2,450,000
Permits/Fees							
Capital Reserve							
Other - TBD							2,450,055
Total	-						4,900,055
Operating Impact							
Total							

Operating Budget Impact:

Cost of community services studies show that farmland generates a fiscal surplus to offset the shortfall created by residential demand for public services. This is true even when the land is assessed at its current agricultural use. Cabarrus SWCD will assume responsibility for monitoring easements. County maintenance or insurance is not needed as this project involves private working lands. Additional staff will be necessary for expanding responsibilities in the form of cross training several Department of Commerce staff members when needed. Several cost-share and grant funds will be sought if needed.

Capital Improvement Plan

Department: Commerce - Conservation

Project Title: Hartsell Road Mesic Forest Significant Natural Heritage Area

Project Description:

Hartsell Road Mesic Forest (ca. 19 ac.) is a state-designated regional Significant Natural Area. The proposed plan is to purchase development rights on part or all portions of parcels within this site and place conservation easements on the same. Protection of the natural resources will in turn ensure continued availability of environmental services from these properties, including clean air and water.



Type: ☒ New ☐ Expansion ☐ Replacement

Status: ☐ In Progress

Project Costs	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Planning	FY 2014 Planning	FY 2015 Planning	FY 2016 Planning	Future Years
Planning/Design							
Land/Acquisition							190,000
Construction							
Equipment							
Other							
Total							190,000
Funding Sources							
General Fund							
Debt							
Grants							95,000
Permits/Fees							
Capital Reserve							
Other - TBD							95,000
Total							190,000
Operating Impact							
Total							

Operating Budget Impact:

Cost of community services studies show that farmland generates a fiscal surplus to offset the shortfall created by residential demand for public services. This is true even when the land is assessed at its current agricultural use. Cabarrus SWCD will assume responsibility for monitoring the easement. County maintenance or insurance is not needed as this project involves private working lands. Additional staff will be necessary for expanding responsibilities in the form of cross training several Department of Commerce staff members when needed. Several cost-share and grant funds will be sought if needed.

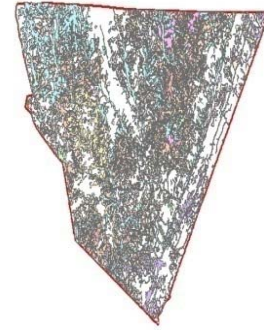
Capital Improvement Plan

Department: Commerce - Conservation

Project Title: Farmers with Prime Farmland Soil

Project Description:

Farmland preservation and voluntary land use planning using conservation easements are two of the four priorities in the SWCD Strategic Plan. Preservation of working lands is also a federal and state emphasis. The proposed plan is to purchase development rights on part or all portions of farms and place conservation easements on the same. Protection of the natural resources will in turn ensure continued availability of environmental services from these properties, including clean air and water. Continued local production of food and fiber is an added benefit. Prime farmland soils will receive priority for protection.



Type: ☒ New ☐ Expansion ☐ Replacement **Status:** ☐ In Progress

Project Costs	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Planning	FY 2014 Planning	FY 2015 Planning	FY 2016 Planning	Future Years
Planning/Design							
Land/Acquisition							5,500,055
Construction							
Equipment							
Other							
Total							5,500,055
Funding Sources							
General Fund							
Debt							
Grants							2,750,000
Permits/Fees							
Capital Reserve							
Other - TBD							2,750,055
Total							5,500,055
Operating Impact							
Total							8,250,000

Operating Budget Impact:

Cost of community services studies show that farmland generates a fiscal surplus to offset the shortfall created by residential demand for public services. This is true even when the land is assessed at its current agricultural use. Cabarrus SWCD will assume responsibility for monitoring the easement. County maintenance or insurance is not needed as this project involves private working lands. Additional staff will be necessary for expanding responsibilities in the form of cross training several Department of Commerce staff members when needed. Several cost-share and grant funds will be sought if needed.

Capital Improvement Plan

Department: Commerce - Conservation

Project Title: Reed Gold Mine Significant Natural Heritage Area

Project Description:

Reed Gold Mine SNHA (ca. 822 ac.) is a state-designated local Significant Natural Area. The proposed plan is to purchase development rights on part or all portions of parcels adjacent to this SNHA and place conservation easements on the same. Protection of the natural resources will in turn ensure continued availability of environmental services from these properties, including clean air and water.



Type: ☒ New ☐ Expansion ☐ Replacement

Status: ☐ In Progress

Project Costs	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Planning	FY 2014 Planning	FY 2015 Planning	FY 2016 Planning	Future Years
Planning/Design							
Land/Acquisition							2,500,000
Construction							
Equipment							
Other							
Total	-	-	-	-	-	-	2,500,000
Funding Sources							
General Fund							
Debt							
Grants							1,250,000
Permits/Fees							
Capital Reserve							
Other - TBD							1,250,000
Total	-	-	-	-	-	-	2,500,000
Operating Impact							
Total							

Operating Budget Impact:

Cost of community services studies show that farmland generates a fiscal surplus to offset the shortfall created by residential demand for public services. This is true even when the land is assessed at its current agricultural use. Cabarrus SWCD will assume responsibility for monitoring the easement. County maintenance or insurance is not needed as this project involves private working lands. Additional staff will be necessary for expanding responsibilities in the form of cross training several Department of Commerce staff members when needed. Several cost-share and grant funds will be sought if needed.

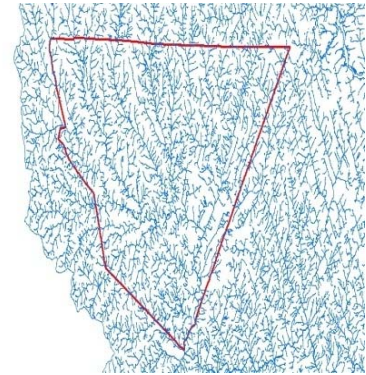
Capital Improvement Plan

Department: Commerce - Conservation

Project Title: Riparian Buffers/Floodplains Conservation

Project Description:

The proposed plan is to purchase development rights on buffers and floodplains along priority stream and place conservation easements on the same. Requests for donated easements are rarely granted during development plan reviews. Donated easements will be sought on riparian buffers and floodplains on school campuses and other public properties. Protection of the natural resources will in turn ensure continued availability of environmental services from these properties, including clean air and water. Enhancement and restoration of streams and bottomland hardwood forests are SWCD priorities, in keeping with local, state and federal water quality and wildlife goals.



Type: ☒ New ☐ Expansion ☐ Replacement **Status:** ☐ In Progress

Project Costs	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Planning	FY 2014 Planning	FY 2015 Planning	FY 2016 Planning	Future Years
Planning/Design							
Land/Acquisition							500,000
Construction							
Equipment							
Other							
Total							500,000
Funding Sources							
General Fund							
Debt							
Grants							250,000
Permits/Fees							
Capital Reserve							
Other - TBD							250,000
Total	-						500,000
Operating Impact							
Total							

Operating Budget Impact:

Cost of community services studies show that farmland generates a fiscal surplus to offset the shortfall created by residential demand for public services. This is true even when the land is assessed at its current agricultural use. Cabarrus SWCD will assume responsibility for monitoring the easement. County maintenance or insurance is not needed as this project involves private working lands. Additional staff will be necessary for expanding responsibilities in the form of cross training several Department of Commerce staff members when needed. Several cost-share and grant funds will be sought if needed.

Capital Improvement Plan

Department: Commerce - Conservation

Project Title: Schweinitz Sunflower Sites SNHA

Project Description:

Georgeville (ca. 50 ac.), Miami Church Hill (ca.1 ac.) and Miami Church Road (ca. 1 ac.) Schweinitz Sunflower Sites are state-designated regional Significant Natural Areas. The proposed plan is to purchase development rights on part of all portions of parcels within these sites and place conservation easements on the same. An official recovery site will need to be purchased if conservation of existing sites is unsuccessful. Protection of the natural resources will in turn ensure continued availability of environmental services from these properties, including clean air and water.



Type: ☒ New ☐ Expansion ☐ Replacement **Status:** ☐ In Progress

Project Costs	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Planning	FY 2014 Planning	FY 2015 Planning	FY 2016 Planning	Future Years
Planning/Design							
Land/Acquisition							250,000
Construction							
Equipment							
Other							
Total							250,000
Funding Sources							
General Fund							
Debt							
Grants							125,000
Permits/Fees							
Capital Reserve							
Other - TBD							125,000
Total							250,000
Operating Impact							
Total							

Operating Budget Impact:

Cost of community services studies show that farmland generates a fiscal surplus to offset the shortfall created by residential demand for public services. This is true even when the land is assessed at its current agricultural use. Cabarrus SWCD will assume responsibility for monitoring the easement. County maintenance or insurance is not needed as this project involves private working lands. Additional staff will be necessary for expanding responsibilities in the form of cross training several Department of Commerce staff members when needed. Several cost-share and grant funds will be sought if needed.

Capital Improvement Plan

Department: Commerce - Conservation

Project Title: Significant Natural Heritage Areas - Miscellaneous Conservation

Project Description:

The "2002 Inventory of the Significant Natural Heritage Areas of Cabarrus County, North Carolina", adopted by the BOC in January 2007, listed Concord Ring Dike/Jackson School as a state-designated regionally-significant site. Also Suther's Wet Prairie (ca. 10 ac.) and Rocky River Corridor (ca. 80 ac.) were listed as regionally-significant sites. The proposed plan is to acquire development rights on these sites through donation/purchase and place conservation easements on the sites. Protection of the natural resources will in turn ensure continued availability of environmental services from these properties, including clean air and water.

Type: ☒ New ☐ Expansion ☐ Replacement **Status:** ☐ In Progress

Project Costs	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Planning	FY 2014 Planning	FY 2015 Planning	FY 2016 Planning	Future Years
Planning/Design							
Land/Acquisition							200,000
Construction							
Equipment							
Other							
Total							200,000
Funding Sources							
General Fund							
Debt							
Grants							100,000
Permits/Fees							
Capital Reserve							
Other - TBD							100,000
Total							200,000
Operating Impact							
Total							

Operating Budget Impact:

Cost of community services studies show that farmland generates a fiscal surplus to offset the shortfall created by residential demand for public services. This is true even when the land is assessed at its current agricultural use. Cabarrus SWCD will assume responsibility for monitoring the easement. County maintenance or insurance is not needed as this project involves private working lands. Additional staff will be necessary for expanding responsibilities in the form of cross training several Department of Commerce staff members when needed. Several cost-share and grant funds will be sought if needed.

Capital Improvement Plan

Department: Landfill

Project Title: Bulldozer

Project Description:

Replacement of a 2004 Komatsu D-41P dozer.



Type: ☐ New ☐ Expansion ☒ Replacement

Status: ☐ In Progress

Project Costs	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Planning	FY 2014 Planning	FY 2015 Planning	FY 2016 Planning	Future Years
Planning/Design							
Land/Acquisition							
Construction							
Equipment	145,000						
Other							
Total	145,000						
Funding Sources							
General Fund							
Debt							
Grants							
Solid Waste							
Enterprise Fund	145,000						
Total	145,000						
Operating Impact							
Total							

Operating Budget Impact:

The current dozer is a 2004 model and has 13,000 service hours which will require major repairs to perform under the conditions needed at the landfill and for any grading projects. Not replacing the dozer would also result in the need to contract services or rent additional equipment.

Capital Improvement Plan

Department: Landfill

Project Title: Construction & Demolition Site Expansion

Project Description:

Expansion of the current C&D site by an additional 6 (+) acres of existing property. The current site is filling at a rate of twice the amount used in the original calculations. Current calculations show the site full in 12-14 months



Type: ☐ New ☒ Expansion ☐ Replacement

Status: ☐ In Progress

Project Costs	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Planning	FY 2014 Planning	FY 2015 Planning	FY 2016 Planning	Future Years
Planning/Design	231,500						
Land/Acquisition							
Construction	1,700,000						
Equipment							
Other							
Total	1,931,500						
Funding Sources							
General Fund							
Debt							
Grants							
Solid Waste							
Enterprise Fund	1,931,500						
Total	1,931,500						
Operating Impact							
Total							

Operating Budget Impact:

Not expanding would result in having to out-source land filling services and finding alternative ways to fund recycling, waste reduction, and household hazardous waste programs.

Capital Improvement Plan

Department: Human Services

Project Title: Human Services Building

Project Description:

A new building to house the Human Service departments of Cabarrus County: Social Services, Cabarrus Health Alliance and Piedmont Behavioral Health is needed. The current lease contract expires in 2012. DSS and the Health Alliance are currently at capacity and will need additional space for future growth. If the decision is made to keep these agencies in one location, then a new, larger location will need to be planned.

Type: ☐ New ☐ Expansion ☒ Replacement **Status:** ☐ In Progress

Project Costs	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Planning	FY 2014 Planning	FY 2015 Planning	FY 2016 Planning	Future Years
Planning/Design							
Land/Acquisition							
Construction							30,000,000
Equipment							
Other							
Total							30,000,000
Funding Sources							
General Fund							
Debt							
Grants							
Permits/Fees							
Other - TBD							30,000,000
Total							30,000,000
Operating Impact							
Total							

Operating Budget Impact:

Since this building would replace a current facility, heating, cooling, and maintenance budgets already exist. Size and efficiencies will impact whether costs will stay the same, be reduced, or increased.

Capital Improvement Plan

Department: General Services

Project Title: Replacement of HVAC Roof Units at Human Services

Project Description:

There are currently 40 HVAC units on the roof of the Human Services Building in Kannapolis. Thirty seven of these units are over 10 years old. We will need to start marking replacements in phases in order to stay within the manufacturer's and industry standard lifespan.

Type: ☐ New ☐ Expansion ☒ Replacement **Status:** ☐ In Progress

Project Costs	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Planning	FY 2014 Planning	FY 2015 Planning	FY 2016 Planning	Future Years
Planning/Design							
Land/Acquisition							
Construction							
Equipment	100,000		100,000	100,000			
Other							
Total	100,000		100,000	100,000			
Funding Sources							
General Fund							
Debt							
Grants							
Permits/Fees							
Capital Reserve - GF	100,000		100,000	100,000			
Total	100,000		100,000	100,000			
Operating Impact							
Total							

Operating Budget Impact:

Operating savings will be a result of less maintenance emergency calls but PM costs will remain the same.

Capital Improvement Plan

Department: County Manager

Project Title: Renovation to old Cabarrus Health Alliance space at Human Svc Center

Project Description:

In November 2010, the Board of County Commissioners approved participation in an interlocal agreement with the City of Kannapolis which funds the construction of a new Cabarrus Health Alliance Facility. This will free up approximately 30,000 sq ft of space. In December, several department toured this space for use as a future home for thier department. At this time, it has been determined that the Department of Social Services and Transportation will be using part of the space. The balance of the space will be determined once the first needs are met. The space will need to be upfitted along with the addition of a secured parking lot for the transportation vans.

Type: ☐ New ☒ Expansion ☐ Replacement

Status: ☐ In Progress

Project Costs	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Planning	FY 2014 Planning	FY 2015 Planning	FY 2016 Planning	Future Years
Planning/Design							
Land/Acquisition							
Construction		1,000,000					
Equipment							
Other							
Total	-	1,000,000	-	-	-	-	-
Funding Sources							
General Fund							
Debt							
Grants							
Permits/Fees							
Capital Reserve - GF		1,000,000					
Other - TBD							
Total	-	1,000,000	-	-	-	-	-
Operating Impact							
Total							

Operating Budget Impact:

The effects on the operating budget would be the elimination of renting space for transportation at a non-county facility and any changes to the utilities cost from the rented facility to the Human Services Facility (which the County currently rents).

Capital Improvement Plan

Department: Aging

Project Title: Cabarrus County Senior Center Expansion

Project Description:

The Dept of Aging will conduct a feasibility study in FY 2012 to determine the best/most efficient way to expand the current Senior Center facility to provide additional programming space, meeting rooms, and to add a fitness/wellness center that will include a room that is designed for fitness and/or dance classes, an area for cardiovascular/fitness equipment (treadmills, stationary/incumbent bikes, light weights and strength training stations), as well as a water exercise pool. This space will also include additional restrooms and dressing areas. Also included in this renovation, will be the expansion of the kitchen area, and the addition of a stage area in the multipurpose room. Additional office space will be evaluated and the possibility of adding access to outdoor restrooms for use with the walking trail, shelter and park area will be part of this plan.

Type: ☐ New ☒ Expansion ☐ Replacement

Status: ☐ In Progress

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Future
Project Costs	Adopted	Adopted	Planning	Planning	Planning	Planning	Years
Planning/Design							
Land/Acquisition							
Construction							
Equipment							
Other							1,715,000
Total							1,715,000
Funding Sources							
General Fund							
Debt							
Grants							
Permits/Fees							
Other - TBD							1,715,000
Total							1,715,000
Operating Impact							
Total							65,000

Operating Budget Impact:

The impact on the annual operating budget will be approximately \$20,000 utility increase and the addition of a Certified Pool Operator/Water Safety Instructor at approximately \$45,000 (salary/benefits). Additional expenses for part-time instructors and/or programming costs will be offset by increased revenues from participation fees that will be paid by the individuals that register for the classes/programs/events that are offered through the Dept. of Aging.

Capital Improvement Plan

Department: Aging

Project Title: Kannapolis Area Senior Center

Project Description:

Due to the termination of our facility use agreement with the Cannon Memorial YMCA and the closing of the Murdock Senior Center, there is a huge void in services for older adults without a Senior Center in Kannapolis. Lane Street Church of God is currently hosting the LunchPlus Club program and has expressed interest in offering land adjacent to their new church for the development of a Senior Center and community park. This Adopted Senior Center will accommodate the needs of the LunchPlus Club under the umbrella of the new Senior Center. This facility will allow a central location in the Kannapolis community for the Department of Aging and Parks Department. to provide access to all available services and/or resources that provide support to older adults, as well as leisure/recreational activities to an underserved community. This facility has become an immediate need due to the unforeseen closing of the Murdock Senior Center and the lack of services that were previously provided by the YMCA.

Type: ☒ New ☐ Expansion ☐ Replacement

Status: ☐ In Progress

Project Costs	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Planning	FY 2014 Planning	FY 2015 Planning	FY 2016 Planning	Future Years
Planning/Design							
Land/Acquisition							
Construction							3,390,000
Equipment							
Other							
Total							3,390,000
Funding Sources							
General Fund							
Debt							
Grants							
Permits/Fees							
Other- TBD							3,390,000
Total							3,390,000
Operating Impact							
Total							174,620

Operating Budget Impact:

The impact on the annual operating budget will be approximately \$30,000 utility increase and the addition of 2.5 FTEs (1 full-time Program Coordinator, 1 full-time Secretary, and 1 part-time Senior Center Supervisor) at approximately \$144,620 (salary/benefits). Additional expenses for part-time instructors and/or programming costs will be offset by increased revenues from participation fees that will be paid by the individuals that register for the classes/programs/events that are offered through the Department of Aging.

Capital Improvement Plan

Department: Aging

Project Title: Southern Cabarrus Senior Center

Project Description:

This Adopted facility will accommodate the needs of the LunchPlus Club under the umbrella of the new Senior Center for the Midland community and southern area of Cabarrus County. This facility will allow a central location in this community for the Dept of Aging to provide access to all available services and/or resources that provide support to older adults. The need for additional and more local service delivery for older adults in this community was documented well during the study and planning process associated with the renovation project for the old Bethel School facility that was completed recently. Services for older adults was ranked at the top of needs identified. With the continuing growth in this area and the demand of services by baby boomers, indicates the need for this facility.

Type: ☒ New ☐ Expansion ☐ Replacement **Status:** ☐ In Progress

Project Costs	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Planning	FY 2014 Planning	FY 2015 Planning	FY 2016 Planning	Future Years
Planning/Design							
Land/Acquisition							
Construction							3,390,000
Equipment							
Other							
Total							3,390,000
Funding Sources							
General Fund							
Debt							
Grants							
Permits/Fees							
Other - TBD							3,390,000
Total							3,390,000
Operating Impact							
Total							174,620

Operating Budget Impact:

The impact on the annual operating budget will be approximately \$30,000 utility increase and the addition of 2.5 FTEs (1 full-time Program Coordinator, 1 full-time Secretary, and 1 part-time Senior Center Supervisor) at approximately \$144,620 (salary/benefits). Additional expenses for part-time instructors and/or programming costs will be offset by increased revenues from participation fees that will be paid by the individuals that register for the classes/programs/events that are offered through the Dept. of Aging.

Capital Improvement Plan

Department: Cabarrus County Schools

Project Title: Qualified School Construction Bonds

Project Description:

Qualified School Construction Bond - Proposal

Beverly Hills Elementary

Update control system and replace chillers: \$332,556
Hurricane windows for 4 classrooms - safety: \$50,000

Central Cabarrus High

Update control system and replace chillers: \$676,163
Add and upgrade electrical service : \$225,000
Window replacement: \$525,000
Renovations to office area: \$150,000
Switches, Wireless, Wiring: \$295,000

Coltrane Webb Elementary

Renovations for Magnet School: \$150,000

Concord High

Update control system and replace chillers: \$895,451
Enclose courtyard, additional dining area - Fire Marshal approved
Auditorium seating, acoustical panels: \$175,000
Renovation to Weight Room: \$100,000
Renovations to Vocational Building: \$150,000
Wireless and Wiring: \$90,000
Servers, Switches and Wireless: \$205,000

J M Robinson High

Switches and Wireless : \$300,000

J N Fries Middle

Replace roof : \$420,000
Servers, Switches, Wireless, Wiring: \$195,000

Mt. Pleasant Elementary

Replace 2 main air handlers, add control system, new a/c: \$785,957

Mt. Pleasant High

Replace boilers; \$63,000

Mt. Pleasant Middle

New chiller - 6th grade, and replace unit vents on old voc bldgs and update controls: \$476,018
Servers, Switches, Wireless, Wiring: \$200,000

Northwest Cabarrus High

Field, irrigation, track, lights, fencing, restrooms beside Boger: \$600,000
Update control system and replace chillers: \$696,171
New main entrance renovation: \$175,000
Wireless: \$50,000
Gym improvements: \$1,500,000
Replace C Wing WSHP, HVAC replace controls: \$226,695

Capital Improvement Plan

Department: Cabarrus County Schools

Project Title: Qualified School Construction Bonds

Project Description Continued:

System Wide

Electrical breaker panel cleaning and infrared testing: \$375,846

Kitchen hood replacement: \$200,000

Winecoff

Switches and Wireless: \$125,000

Type: ☒ New ☐ Expansion ☐ Replacement **Status:** ☐ In Progress

Project Costs	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Planning	FY 2014 Planning	FY 2015 Planning	FY 2016 Planning	Future Years
Planning/Design							
Land/Acquisition							
Construction		11,102,856					
Equipment							
Other							
Total		11,102,856					
Funding Sources							
General Fund							
Debt - QSCB		11,102,856					
Grants							
Capital Reserve							
Total		11,102,856					
Operating Impact							
Total		5,017	5,205	5,205	5,205	1,335,205	1,335,205

Operating Budget Impact:

Net of interest and principal payments for 2011A COPS issue for both school districts through FY 2026.

Capital Improvement Plan

Department: Education

Project Title: Capital Outlay Expense Funding

Project Description:

Funds are to be used by the schools at their discretion for capital outlay needs, for example, building improvements, furniture, buses, technology. Included in Capital Outlay Expense funding are funds for school start-up.

Funds were also appropriated for the purchase of a fuel truck.

Type: ☐ New ☐ Expansion ☐ Replacement **Status:** ☒ In Progress

Project Costs	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Planning	FY 2014 Planning	FY 2015 Planning	FY 2016 Planning	Future Years
Planning/Design							
Land/Acquisition							
Construction							
Equipment	1,020,000	1,110,000	1,020,000	1,020,000	1,020,000	1,020,000	
Other							
Total	1,020,000	1,110,000	1,020,000	1,020,000	1,020,000	1,020,000	
Funding Sources							
General Fund	1,020,000	1,110,000	1,020,000	1,020,000	1,020,000	1,020,000	
Debt							
Grants							
Permits/Fees							
Capital Reserve							
Other							
Total	1,020,000	1,110,000	1,020,000	1,020,000	1,020,000	1,020,000	
Operating Impact							
Total							

Operating Budget Impact:

No operational impact to the County's General Fund

Capital Improvement Plan

Department: Kannapolis City Schools

Project Title: Qualified School Construction Bonds

Project Description:

Listed below are the proposed projects for the Qualified School Construction Bond (QSCB):

\$1.2 million – Roof – Kannapolis Intermediate

\$1.5 million – HVAC – Kannapolis Intermediate

\$50,000 – HVAC Unit – Central Office

\$75,000 - HVAC Controls – Jackson Park

\$90,000 – HVAC Unit and Controls – Woodrow Wilson

\$50,000 – HVAC Units – Fred L. Wilson

\$65,000 – Add Classrooms – Fred L. Wilson

\$75,000 – HVAC Controls – Forest Park

\$50,000 – Parking Lot – Forest Park

\$25,000 – Parking Lot – A.L. Brown

\$120,000 – Cameras – Forest Park, Fred L. Wilson, Woodrow Wilson, Kannapolis Intermediate, A.L. Brown

\$234,300 – Lighting – A.L. Brown

TOTAL: \$3,534,300

Type: ☒ New ☐ Expansion ☐ Replacement **Status:** ☐ In Progress

Project Costs	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Planning	FY 2014 Planning	FY 2015 Planning	FY 2016 Planning	Future Years
Planning/Design							
Land/Acquisition							
Construction		3,534,300					
Equipment							
Other							
Total		3,534,300					
Funding Sources							
General Fund							
Debt - QSCB		3,534,300					
Grants							
Capital Reserve							
Total		3,534,300					
Operating Impact							
Total		5,017	5,205	5,205	5,205	1,335,205	1,335,205

Operating Budget Impact:

Net of interest and principal payments for 2011A COPS issue for both school districts through FY 2026.

Capital Improvement Plan

Department: Education

Project Title: Capital Outlay Expense Funding

Project Description:

Funds are to be used by the schools at their discretion for capital outlay needs (for example, building improvements, furniture, buses, technology). Included in Capital Outlay Expense funding are funds for school start-up.

Type: ☐ New ☐ Expansion ☐ Replacement **Status:** ☒ In Progress

Project Costs	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Planning	FY 2014 Planning	FY 2015 Planning	FY 2016 Planning	Future Years
Planning/Design							
Land/Acquisition							
Construction							
Equipment	50,000	50,000	50,000	50,000	50,000	50,000	
Other							
Total	50,000	50,000	50,000	50,000	50,000	50,000	
Funding Sources							
General Fund	50,000	50,000	50,000	50,000	50,000	50,000	
Debt							
Grants							
Permits/Fees							
Capital Reserve							
Other							
Total	50,000	50,000	50,000	50,000	50,000	50,000	
Operating Impact							
Total							

Operating Budget Impact:

No operational impact to the County's budget.

Capital Improvement Plan

Department: Rowan Cabarrus Community College

Project Title: Capital Outlay Expense Funding

Project Description:

Replacement roof for the original building (building 1000) on the college's south campus. The current roof is at the end of its expected life.

Type: ☒ New ☐ Expansion ☒ Replacement **Status:** ☐ In Progress

Project Costs	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Planning	FY 2014 Planning	FY 2015 Planning	FY 2016 Planning	Future Years
Planning/Design							
Land/Acquisition							
Construction	150,000						
Equipment		100,000					
Other							
Total	150,000	100,000					
Funding Sources							
General Fund		100,000					
Debt							
Grants							
Permits/Fees							
Capital Reserve - GF	150,000						
Other							
Total	150,000	100,000					
Operating Impact							
Total							

Operating Budget Impact:

No operational impact to the County's budget.

Capital Improvement Plan

Department: Rowan Cabarrus Community College

Project Title: Additional South Campus Building

Project Description:

Continued growth and expansion of the Rowan Cabarrus Community College in programs and student population will necessitate future construction. Funding for Building 4000 has been planned for future years. Building 3000 was constructed with school bond proceeds in FY 2006 with opening in 2007.



Type: ☒ New ☐ Expansion ☐ Replacement

Status: ☐ In Progress

Project Costs	FY 2011 Adopted	FY 2012 Adopted	FY 2013 Planning	FY 2014 Planning	FY 2015 Planning	FY 2016 Planning	Future Years
Planning/Design							
Land/Acquisition							
Construction							10,000,000
Equipment							
Other							
Total							10,000,000
Funding Sources							
General Fund							
Debt							TBD
Grants							
Permits/Fees							
Capital Reserve - GF							
Other							
Total							TBD
Operating Impact							
Total							250,000

Operating Budget Impact:

Annual operational funding for the new building is estimated at approximately \$250,000+ for expenses related to instruction, support and other operating needs.



Board of Commissioners

Mandated Service

NCGS 153A

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.

Program Description

The Board of County Commissioners serves as the governing body for Cabarrus County and as elected leadership should be reflective of its constituency. With the input of business, industry and county residents, the Board assumes the role of consensus decision-makers directing county government through policy development, funding decisions, appointment of advisory groups and selection of professional staff. The Board approves the annual budget; sets policies, goals and objectives to direct the County's growth and development; adopts and provides for ordinances, rules and regulations as necessary for the general welfare of County citizens; and enters into written contractual or legal obligations on behalf of the County. The Clerk to the Board is responsible for recording, processing and maintaining accurate records of Board actions.

FY 2011 Major Accomplishments & Challenges

Several Economic Development Grants were awarded to business and industry. Approved the sale of the old Bethel School property. Approved the renovation and upfit of the old Creamery Building as the new site for the Board of Elections. Established a Council for a Sustainable Local Economy. Approved request to upfit the 7th floor of the Sheriff's Administration building for classroom space. Adopted a code of ethics. Approved Certificates of Participation financing for N.C. Research Campus. Adopted a local food policy and participation in the 10 Percent Campaign. Approved financing for Qualified School Construction Bonds for Kannapolis City and Cabarrus County Schools. Cabarrus County was awarded the "Institution of the Year" award from the Carolina Farm Stewardship Association.

Clerk to the Board Program Description

The Clerk to the Board, pursuant to GS 153A-111, performs any duties required by law or by the Board of Commissioners. The Clerk performs any duties required by law or by the Board of Commissioners. The Clerk maintains full and accurate minutes of the proceedings of the Board and is custodian of all official records of Board action.

Goals & Objectives

Goal: Preserve and enhance quality of life by addressing growth with sound public policies that sustain resources, provide high quality services, and fund infrastructure needs.

Objectives:

Approve a financing plan to fund school systems' 5-year critical needs.

Develop a long-term financial model for providing for the capital needs for schools where a minimum of 10% is pay as you go (establish a goal of 20% pay as you go).

Set the tax rate at a level that raises sufficient revenue to meet county needs and goals.

Begin a comprehensive, sustainable community initiative, with the NC Agricultural Development and Farmland Preservation Trust Fund grant proposal as the centerpiece. This initiative will also include a plan to "green" county government operations and regulations.

Goal: Achieve community-wide preparedness to protect public safety, respond to routine and catastrophic events, and maintain and restore the well-being of all.

Objectives:

Complete National Incident Management report, then receive assessment of fire suppression response in unincorporated areas (identify short comings and provide recommendations for improvement).

Ask all public safety agencies in the County to assess training facilities needs and develop a master plan to meet those needs.

Goal: Use resources wisely and responsibly by protecting assets, minimizing risk, creating partnerships and using technology to maximize the value of county investments, expenditures and services.

Objectives:

Board members agree to participate in continuing education opportunities to achieve competencies as needed (staff will recommend particular courses).

Goal: A fully engaged community with a shared understanding of its issues and challenges and working together to achieve its goals.

Objectives:

Work in collaboration with all local elected officials and the general public to create an overall vision for ways to handle growth in the County by addressing areas identified in the first Growth Summit.

Board of Commissioners

Goals & Objectives

Goal: Ensure that all citizens have equal opportunity and access to education, health care, and economic prosperity and encourage citizens to fulfill their potential and contribute to their community.

Objectives:

Encourage the School Boards to collaborate in the development of cost effective and comprehensive construction standards. Also consider alternative uses of school buildings after hours.

Clerk to the Board Goals & Objectives

To perform the duties required by law or by the Board of Commissioners in an efficient, accurate and customer friendly manner.

Objectives:

Prepare regular meeting agendas with supporting information for distribution and posting on the County's website no later than five days prior to meeting date.

Prepare work session agendas with supporting documentation for distribution and posting on County's website no later than three days prior to the meeting date.

Complete drafts of meeting minutes (work session, recessed and regular meeting) within five days following the meeting.

Present full and accurate minutes for Board approval.

Process budget amendments, resolutions, ordinances, etc. adopted by the Board and return to and/or notify appropriate department/agency within two days following a meeting.

Prepare and distribute the agenda action report within one day following the regular meeting.

Maintain accurate membership listing of 30+ commission-appointed boards and committees and coordinate appointment requests for submission to the Board within one month of the term expiration date

Ensure elected officials receive ethics training by December 31 of each year as required by NCGS 160A-84.

Respond to public records requests with 24 hours.

Performance Summary

Outcomes and Performance Measures	Current Goal	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Objective	Trend	Comments or Analysis
Completion of the Jail Housing Unit's Site Work							
Completion of the Jail Housing Unit's Building	28%	32%	28%	100%			
Measures taken to increase efficiency and effectiveness by the Clerk to the Board							
Regular meeting agendas prepared within 5 days of meeting	100%	100%	95%	97%	100%		Mgmt. caused delays
Work session agenda prepared within 3 days of meeting	100%	90%	100%	100%	100%		
Draft meeting minutes prepared within 5 days after a meeting	100%	100%	100%	100%	100%		
Full & accurate minutes presented to Board for approval	100%	99%	100%	100%	100%		

Board of Commissioners

Outcomes and Performance Measures	Current Goal	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Objective	Trend	Comments or Analysis
Measures taken to increase efficiency and effectiveness by the Clerk to the Board							
Documents adopted and returned to originating department/agency within two days following a meeting	100%	100%	99%	100%	100%		
Agenda action report distributed within one day following a meeting	100%	95%	98%	98%	100%		
Membership listing of commission-appointed boards and committees submitted within one month of term expiration	100%	95%	98%	98%	100%		Department Head Failures
Elected official received ethics training	100%		100%	100%	100%		2010 new measure
Public records requests responded to within 24 hours	100%	95%	100%	100%	100%		

Budget Summary

Expenditures

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted Budget	FY 2011 Amended Budget	FY 2012 Dept's Request	FY 2012 Adopted Budget	% Change*
Personnel Services	\$ 215,418	\$ 213,662	\$ 214,963	\$ 214,963	\$ 216,875	\$ 216,622	0.77%
Operations	\$ 106,732	\$ 114,662	\$ 77,766	\$ 77,766	\$ 141,645	\$ 140,258	80.36%
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Total Expenses	\$ 322,150	\$ 328,324	\$ 292,729	\$ 292,729	\$ 358,520	\$ 356,880	21.91%

Revenues

Intergovernmental	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Fees & Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Total Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%

Staffing

FTE Positions	3.50	3.50	3.00	3.00	3.00	3.00
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*Percent change as calculated above compares the Adopted funding to the FY 2011 Amended Budget.

FY 2012 Budget Highlights / Changes

Department Contact

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Legal

Mandated Service

NCGS 153A-114

Mission

To provide legal services and representation to and on behalf of Cabarrus County.

Program Description

The County Attorney serves as legal adviser to the Board of Commissioners, the County Manager, and County staff. This Legal representation and other specialize services are contracted. An in-house Legal Department, consisting of two attorneys and two support staff, provide legal services and representation to and on behalf of the Department of Social Services.

FY 2011 Major Accomplishments & Challenges

Hired a new attorney and decreased legal fees paid to contract attorney.

Provided training to social services in an effort to improve the court process.

Maintained membership and actively participated in the Court Improvement Program.

Took over full legal representation for child support and adult protective services.

Legal representation in court on Motions to Quash increased due to the number of subpoenas issued by private attorneys and other DSS Agencies in the State.

Collaborated with various community agencies in an effort to improve the court process.

Goals & Objectives

Decrease the amount of legal fees paid for representation in child support and adult protective service matters in order to reduce county expenditures. **Supports countywide strategic goal number 3.**

Move children to permanence within 18 months of coming into DSS custody in an effort to reunify and stabilize families in Cabarrus County and schedule and have matter heard timely within 1 year. **Supports countywide strategic goal number 1,4, and 5.**

95% of lawsuits (Child Welfare Services, Child Support Enforcement and Adult Protective Services) brought by DSS to be concluded in a timely manner in accordance with NC Laws.

File juvenile petitions when necessary to provide safety for the children of Cabarrus County in accordance with NC Law. If a petition alleging abuse, neglect, or dependency is filed, Legal has 60 days to hold a hearing. For termination of parental rights hearing, hearings must be held within 90 days from the petition or motion.

Timely file Motions to Quash when social services records are subpoenaed.

Timely file briefs according to NC Rules of Appellate Procedure when a matter is appealed.

Prepare for and present all matters according to state law, rules and procedure in an effort to prevent cases from being overturned. **Supports countywide strategic goal number 3.**

Performance Summary

Outcomes and Performance Measures	Current Goal	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Objective	Trend	Comments or Analysis
Legal support to the County is a good value							
Cost of Legal Services (Social Services)	Decrease FPY	\$ 106,090	\$ 109,378	\$ 55,600	\$ 2,000		New Attorney hired December 2010 (FY 2011)
Change in child support & adult protective legal fees from previous year	<75%	-42%	3%	-49%	-96%		

Legal

Outcomes and Performance Measures	Current Goal	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Objective	Trend	Comments or Analysis
Legal support is timely and effective - Child Welfare Services							
Abuse/neglect and dependency petitions filed	Workload	17	12	7	10		
Abuse/neglect and dependency petitions resolved	<60 days	17	12	4	10		
Motions to Quash filed with court appearance	Workload			52	52		New Measure FY 2011
Orders completed for Motions to Quash	Workload			52	52		New Measure FY 2011
Termination petitions/motions in the cause filed	Workload	14	5	5	5		
Termination hearings resolved in a timely fashion	<90 days	9	5	5	5		
Lawsuits concluded in a timely manner	95%	84%	100%	100%	100%		
Reunify and stabilize families - Child Welfare Services							
Matters scheduled	Workload	517	350	304	300		
Matters heard timely	Workload	517	350	304	300		
Children obtaining permanence	Increase FPY	48	30	10	10		
Legal support is timely and effective - Child Support Enforcement Services							
Number of Establishment and Enforcement cases filed in court	Workload			6,420	6,840		New Measure FY 2011
Establishment cases completed	Workload			756	800		New Measure FY 2011
Enforcement actions completed	Workload			5,664	5,664		New Measure FY 2011
Modifications filed with court	Workload			504	504		New Measure FY 2011
Modification orders completed	Workload			504	504		New Measure FY 2011
Legal support is timely and effective - Adult Protective Services							
Guardianship orders completed	Workload			10	10		New Measure FY 2011
Protective Services orders completed	Workload			4	4		New Measure FY 2011

Budget Summary

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted Budget	FY 2011 Amended Budget	FY 2012 Dept's Request	FY 2012 Adopted Budget	% Change*
Expenditures							
Personnel Services	\$ 301,077	\$ 262,006	\$ 341,842	\$ 305,016	\$ 315,220	\$ 339,024	11.15%
Operations	\$ 594,895	\$ 559,815	\$ 469,925	\$ 506,199	\$ 446,232	\$ 445,276	-12.04%
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Total Expenses	\$ 895,973	\$ 821,821	\$ 811,767	\$ 811,215	\$ 761,452	\$ 784,300	-3.32%
Revenues							
Intergovernmental	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Fees & Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Total Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%

Staffing

FTE Positions	4.00	4.00	4.00	4.00	4.00	4.00
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*Percent change as calculated above compares the Adopted funding to the FY 2011 Amended Budget.

Legal

FY 2012 Budget Highlights / Changes

New attorney hired on December 17, 2010 to handle child support and adult protective services cases which will decrease legal fees paid to contract attorney.

Goals and objectives for legal services to be provided for child support and adult protective services were added due to those legal services being handled in-house effective January 2011.

Due to an increase in subpoenas being issued in civil cases from Cabarrus and other counties for social services records, legal representation has been required in court and to file Motions and Orders to Quash. Performance measures were added to the FY 2012 budget to address.

Department Contact

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County Manager

Mandated Service

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

Mission

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

Program Description

The County Manager is appointed by and responsible to the Board of Commissioners and serves as the Chief Executive Officer of county government. The County Manager is charged with administering all county departments under the general control of the Board of County Commissioners, preparing the annual budget, the five-year financial and capital plans, and overseeing all county expenditures. The manager also serves as a liaison to the public, the county departments that are not under the general control of the Board of Commissioners (i.e. Social Services and the Sheriff's Office), and between the County, State, and Federal agencies. The manager is also responsible for providing policy advice to the Board of Commissioners and implementing the policies it establishes. Two Deputy County Managers assist the County Manager in performing these duties.

Goals & Objectives

Develop and implement strategies and identify necessary resources to achieve the outcomes established by the Board over the next five years.

Develop system to monitor progress to ensure success.

Financial soundness and stability by maintaining an AA (or better) bond rating and a viable five-year financial plan.

Performance Summary

Outcomes and Performance Measures	Current Goal	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Objective	Trend	Comments or Analysis
We implement Board approved strategies to improve County performance							
Achieve all year-one outcomes	100%	-	100%	100%			
Complete strategies for 75% of year-two outcomes	Yes	-	Yes	Yes			
Complete strategies for 25% of year-three through year-five outcomes	Yes	-	Yes	Yes			
The County is recognized for high standards of fiscal reliability, accuracy, and professionalism							
AA rating received for debt issues	Yes	Yes	Yes	Yes			
Proposed budget is consistent with 5-year plan	Yes	Yes	Yes	Yes			

County Manager

Budget Summary

Expenditures

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted Budget	FY 2011 Amended Budget	FY 2012 Dept's Request	FY 2012 Adopted Budget	% Change*
Personnel Services	\$ 391,768	\$ 544,962	\$ 593,223	\$ 616,638	\$ 671,380	\$ 601,307	-2.49%
Operations	\$ 30,365	\$ 27,569	\$ 30,023	\$ 59,504	\$ 56,944	\$ 66,149	11.17%
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Total Expenses	\$ 422,133	\$ 572,531	\$ 623,246	\$ 676,142	\$ 728,324	\$ 667,456	-1.28%

Revenues

Intergovernmental	\$ -	\$ -	\$ -	\$ 50,000	\$ -	\$ -	0.00%
Fees & Other	\$ -	\$ -	\$ -	\$ 70,354	\$ 70,354	\$ -	0.00%
Total Revenue	\$ -	\$ -	\$ -	\$ 120,354	\$ 70,354	\$ -	0.00%

Staffing

FTE Positions	2.50	2.50	4.00	5.00	5.00	4.00
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*Percent change as calculated above compares the Adopted funding to the FY 2011 Amended Budget.

FY 2012 Budget Highlights / Changes

County Policies are being reviewed to insure that they are current and in line with the Goals and Objectives of the County. Upon completion, each policy will be posted to the water cooler of easy access by all County staff members. It is part of the County's goal to be transparent and to share all relevant information with all County staff.

A current evaluation is taking place at the departmental level to further expand the Choice Matrix which is posted within the Annual Adopted Budget document. Currently, each department is listed with a description of the departmental programs. With further analysis, departments are being broken down to the program level with associated funding sources to determine the final cost at the County level. the project has begun in the Human Services area. Upon completion of the project, all County departments will have been evaluated and the Board will be able to review the amount of County funding that is supporting the programs.

Transfer the Local Food Coordinator position (1 FTE) and related expenditures to the Elma C. Lomax Incubator Farm Fund.

Department Contact

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Communications & Outreach

Mandated Service

No

Mission

To educate and inform residents about County services and programs and to engage community members in valuable dialogue to collaboratively reach decisions and work together to achieve agreed-upon goals.

Program Description

The Communications and Outreach Office reaches out into the community to provide relevant and timely information about County projects, services and events. This office is responsible for the County's media relations endeavors and coordinates communication exchange with the County's audiences and engages the community in dialogue. The department strives to improve communication between citizens, community groups, elected officials and County employees through education, public relations, marketing and neighborhood outreach endeavors. Responsibilities include production of weekly government programming on Channel 22, coordinating television programming and video production for other County agencies, distributing news releases and other informational materials for the public and news media, and coordinating the County's website content. Serving as Public Information Officers, this office also serves as liaisons with Emergency Management to coordinate communication services in the event of a community-wide emergency or disaster.

FY 2011 Major Accomplishments & Challenges

- Received NC3C Excellence In Communications Awards: First Place Award for One- Time Special TV Programming; First Place Award for Television Public Service Announcements; Second Place Award for Television Public Service Announcements; Second Place Award for Television Regular Programming.
- Received NC3C Excellence In Communications First Place Award for Television Public Service Announcements.
- Improved emergency information to the public through integration with Facebook and Twitter and utilization of up-to-the minute emergency information with a new scrolling text feature on Channel 22.
- Developed comprehensive communications plan to encourage relationship cultivation among the county and its citizens to increase transparency and enhance trust, and developed crisis communications plan to address effective use of communication strategy in crisis and issues management.
- 2010 Citizen Survey results show Cabarrus County outpaced the national average and increased 2008 measures regarding county's overall communications and efforts to keep citizens informed and involved in decision-making, as well as community perceptions of the image of the county.
- Live It Up Cabarrus festival to promote local food and sustainable living drew 1,000 people to Frank Liske Park.
- Implemented closed captioning for hearing-impaired on Channel 22 for broadcast of the Board of Commissioners Regular Monthly Meeting.
- Modified the BOC Chambers to be more conducive and efficient for television production, i.e.: taping of the meetings in an unobtrusive manner. Reduced setup and tear-down man hours by 70%.
- Launched redesign of county website (www.cabarruscounty.us) to provide an improved user experience by enhancing the findability and search of desired information, by increasing transparency of county operations, and by showcasing Cabarrus County as a great place to live and work.
- CHALLENGE: Continuing to face challenges related to lose of Community Outreach Coordinator position. As a result, neighborhood outreach has been scaled back significantly. In addition, the department has suffered a lose of communication support offered by this position. To help somewhat, a contract worker is assisting with communication tasks at 15-hours per week.

Goals & Objectives

To provide valuable and timely information to residents about new programs or updates to existing programs and services.

To engage residents in the decision-making process and develop citizen advocates of major county initiatives through effective outreach approaches.

Communications & Outreach

Performance Summary

Outcomes and Performance Measures	Current Goal	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Objective	Trend	Comments or Analysis
Provide effective communication through utilization of various outlets							
Viewership of video streaming on website/YouTube (per month)	Increase FPY	2,000	2,500	3,000	3,500		
Visits on website (per day)	Increase FPY	5,350	5,500	5,500	6,000		
Email newsletter subscribers	Increase FPY	1,700	2,000	2,500	2,700		
Fans of Cabarrus County Facebook page	Increase FPY		800	1,100	1,400		
Cabarrus County Twitter feed subscribers	Increase FPY		250	460	550		
Engage and educate residents through community outreach efforts.							
Helpfulness of County Government 101, % of participants that find it 'helpful'	Stable	0%	97%	98%	98%		
Number of neighborhood associations registered in outreach program	Increase FPY	25	53	55	60		

Budget Summary

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted Budget	FY 2011 Amended Budget	FY 2012 Dept's Request	FY 2012 Adopted Budget	% Change*
Expenditures							
Personnel Services	\$ 286,011	\$ 307,170	\$ 245,446	\$ 248,560	\$ 256,543	\$ 256,265	3.10%
Operations	\$ 90,954	\$ 82,785	\$ 109,844	\$ 83,148	\$ 65,476	\$ 60,088	-27.73%
Capital Outlay	\$ 8,500	\$ 28,839	\$ -	\$ -	\$ -	\$ -	0.00%
Total Expenses	\$ 385,465	\$ 418,794	\$ 355,290	\$ 331,708	\$ 322,019	\$ 316,353	-4.63%
Revenues							
Intergovernmental	\$ 671,059	\$ 559,845	\$ 550,000	\$ 550,000	\$ 550,000	\$ 550,000	0.00%
Fees & Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Total Revenue	\$ 671,059	\$ 559,845	\$ 550,000	\$ 550,000	\$ 550,000	\$ 550,000	0.00%
Staffing							
FTE Positions	4.00	4.00	4.00	3.00	3.00	3.00	

*Percent change as calculated above compares the Adopted funding to the FY 2011 Amended Budget.

Communications & Outreach

FY 2012 Budget Highlights / Changes

Due to conservative budgeting and scaled-back services, Communications and Outreach Office has decreased their FY12 operations budget by 76%.

Dues and Subscriptions line item increased due to the addition of closed captioning service for Board of Commissioners regular meetings, ASCAP fees for all county events utilizing licensed music, and news and updates programming feature on Channel 22.

Department Contact

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Risk Management

Mandated Service

Safety & Health programs are mandated by General Statute §95-251

ADA Coordinator designee is mandated by 28 CFR 35.107 American Disabilities Act

Mission

To provide overall safety of County employees, ADA compliance and preservation of assets by maintaining and implementing loss control, prevention, risk financing and safety programs.

To develop an environment that supports positive lifestyle choices which lowers health risk factors, improves physical and mental well being, and helps maintain a productive active work force for Cabarrus County employees and retirees.

Program Description

The Risk Management Department is responsible for overseeing the County's property and casualty exposures, ADA compliance and health insurance programs. The department coordinates with outside resources such as third party administrators, insurance agents and brokers for the best possible management of insurance benefits for county employees and property and casualty exposures. The Risk Management Department works closely with personnel from other departments to identify areas of concern and find solutions to enhance safety in County-owned and operated facilities. In addition, it seeks to develop safety programs designed to meet the criteria established by the North Carolina Department of Labor Occupational Safety and Health Administration. The department develops implements and evaluates programs designed to enhance the health and wellness of County employees.

FY 2011 Major Accomplishments & Challenges

Created and presented to all County employees the CIGNA Ways to Save to help reduce the cost of health insurance. For example, generic RX utilization increased 7.1% from 2009 to 2010. A 1% increase in generic dispensing over brand yields a saving of \$20,479.50. This is also coordinated efforts with the Employee Health Center.

Risk Management Department added to the contract control process for review of insurance, indemnification, and other contractual language.

The Early Retiree Reimbursement Program application was submitted and accepted. Therefore, Cabarrus County will receive a percentage of reimbursement for medical and pharmacy claims on retirees who qualify under the program.

Coordinated the first annual combined Safety & Wellness Day for all Cabarrus County employees which included a total of 21 vendors, of which 5 were new vendors, 6 new educational sessions, and over 300 estimated attendance by employees.

Developed and facilitated the risk and wellness section for the County's Supervisor Training program.

Goals & Objectives

To identify and positively affect the major health and wellness concerns of Cabarrus County employees by offering wellness events and reducing the percent of high risk employees based on the data collected from health risk assessments.

To maintain competitive health insurance benefits for Cabarrus County employees and retirees by offering programs to address the top three health risk factors for Cabarrus County employees, retirees and dependents on the self funded plan.

By June 2012, develop, coordinate and implement a health coaching program with the physician and nurse practitioner.

Continue to monitor, develop and implement risk management strategies for overseeing the safety of County employees and physical assets.

Identify hazards and risk through loss control methods through scheduled and random safety inspections.

Risk Management

Performance Summary

Outcomes and Performance Measures	Current Goal	CY 2009 Actual	CY 2010 Actual	CY 2011 Estimate	CY 2012 Objective	Trend	Comments or Analysis
Maintain Health Risk Assessment for enrollment in health insurance and utilization of Wellness for Life programs							
Wellness for Life Participation	Increase FPY	36%	33%	35%	35%		Number of people who participated in 1 or more wellness program(s) divided by 1150 (retirees and dependents)
Wellness events	60	74	79	60	75		All wellness programs in 2009
Wellness for Life Committee meetings	12	9	10	8	8		# of meetings in 2010
Health Risk Assessments completed by deadline	100%	100%	100%	100%	100%		CIGNA/June '09 HRA (plus printed copies)
Reduction in the high risk level according to the summary from the Health Risk Assessments	14%	16%	14%	14%	13%		Percent of population with 5 or more risk factors.
Coaching Program					Implement 2012		
Outcomes and Performance Measures	Current Goal	CY 2009 Actual	CY 2010 Actual	CY 2011 Estimate	CY 2012 Objective	Trend	Comments or Analysis
Develop more efficient track method for injuries and accidents while maintaining risk/safety management functions							
Number of work related injuries (recordable)	Decrease FPY	30	28	30	29		
Lost work days due to on the job injuries	Decrease FPY	175	137	150	149		
Number of work related injury incidents reported	Decrease FPY	84	85	84	84		
Percentage of injuries reported to injuries considered OSHA recordable	30%	35%	33%	35%	34%		
Inspections and drills (includes random and scheduled)	Stable			30	36		New Measure for 2011

Risk Management

Budget Summary

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted Budget	FY 2011 Amended Budget	FY 2012 Dept's Request	FY 2012 Adopted Budget	% Change*
Expenditures							
Personnel Services	\$ 145,506	\$ 152,746	\$ 157,559	\$ 157,559	\$ 164,798	\$ 160,600	1.93%
Operations	\$ 59,534	\$ 55,395	\$ 52,059	\$ 51,507	\$ 51,344	\$ 49,516	-3.87%
Capital Outlay	\$ 5,179	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Total Expenses	\$ 210,218	\$ 208,141	\$ 209,618	\$ 209,066	\$ 216,142	\$ 210,116	0.50%
Revenues							
Intergovernmental	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Fees & Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Total Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Staffing							
FTE Positions	2.00	2.00	2.00	2.00	2.00	2.00	

*Percent change as calculated above compares the Adopted funding to the FY 2011 Amended Budget.

FY 2012 Budget Highlights / Changes

CPR/AED certification and recertification offered to all County employees.

Develop and implement a new wellness coaching program with the Employee Health Center.

Department Contact

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Human Resources

Mandated Service

Maintaining and monitoring records of applicants, employees, positions, compensation and benefits is required by N.C. General Statutes, various Federal Laws, Departments, Commissions, and others.

Mission

To provide a quality workforce to ensure a high level of customer service and satisfaction.

Program Description

Human Resources provides a program to Cabarrus County that maximizes productivity by attracting and retaining quality employees. Principle services include: (1) recruitment and referral of job applicants, (2) pay administration, (3) benefits administration, (4) position management, (5) policy development and interpretation, (6) employee relations, (7) performance evaluation, (8) employee development, (9) employee health and safety, and (10) related record keeping, documentation, and report preparation.

FY 2011 Major Accomplishments & Challenges

Employees contributions to county goals and services to Cabarrus County citizens were recognized with Employee Appreciation Days.

Recognized 132 employees for their continued service to Cabarrus County for a total of 1380 years of service.

12 employees retired in FY 2010, a 33% increase from FY 2009. Calendar year retirements were 25 representing a 108% increase.

Articles I, VII, and X of the Cabarrus County Ordinance were updated.

Supervising in Cabarrus County, an education (16 contact hours) program was developed and offered to all levels of departmental leadership in Cabarrus County day-to-day administration, management and operations. 115 managers attended; 90% rated the course a 4+ (5 being max. scale) regarding overall value, usefulness and relevance of information. Conducted as a "green" course with minimal paper.

Maintained health plan contribution level; fully funded employee plan with tobacco non-use.

Collaborated with IT for creation of PDF fillable Performance Planning & Evaluation forms with electronic signature.

Class descriptions updated and uploaded to Watercooler for employee access.

Hire procedures enhanced and published on Watercooler.

Quality Customer Service in the Public Sector workshop offered by HR. 265 employees attended. Handouts provided electronically.

Goals & Objectives

Announce open position timely and filled promptly within 90 days. Review recruitment processes and implement applicant tracking system to improve process flow for applicants, HR and hiring managers. **Supports county-wide strategic goal number 3.**

Orient and on-board new employees to ensure understanding of policies and goals. Review current program, seeking input from stakeholders to determine content needs, resources, and materials. Recommend and implement enhancements. **Supports county-wide strategic goal number 1.**

Educate employees on County Ordinances related to employee. Develop employee handbook and distribute/post. **Supports county-wide strategic goal number 1.**

Provide competitive benefit plans to employees seeking to maintain program costs. In conjunction with Wellness, implement employee coaching model to address health risks and assist with containment of health plan expenses. **Supports county-wide strategic goal number 3.**

Provide high service level to internal customers. Assess current levels and implement action plan for improvements. **Supports county-wide strategic goal number 1.**

Ensure employees and manager receive education to enhance knowledge and job performance. Develop annual plan and utilize multi-media for resource materials. **Supports county-wide strategic goal number 1.**

Retain engaged employees to ensure quality service and minimal impacts to customers. Review employee recognition program. **Supports county-wide strategic goal number 1.**

Human Resources

Outcomes and Performance Measures	Current Goal	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Objective	Trend	Comments or Analysis
We recruit and identify a quality workforce							
Job Vacancies Advertised	Workload	86	81	85	85	Stable	Application program
Number of Applications Processed	Workload	5,421	3,581	3,750	3,750	Stable	Application program
Number of New Hires	Stable	406	211	225	150	Decline	Munis
Vacant Positions not filled in 90 days	Decrease FPY	2	6	6	5	Stable	Application program
We train and retain a quality county workforce							
Number of Full Time Equivalent Positions (FTEs)	Stable	928	856	907	910	Stable	Munis
Employee Turnover Rate (All positions)	≥ 15%	12.61%	15.45%	9.75%	9.00%	Decrease	Munis, based on FTEs
Full Time Employees Turnover Rate	Decrease FPY	8.04%	8.76%	6.79%	6.00%	Decrease	Munis, based on FTEs
Number of Separations (terminations)	Decrease FPY	117	199	140	140	Stable	Munis
Benefit Program Enrollments	Increase FPY	918	931	980	1,000	Increase	Munis
Total Personnel Actions Processed	Workload	3,895	2,930	3,500	3,000	Decrease	Munis

Budget Summary

Expenditures

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted Budget	FY 2010 Amended Budget	FY 2012 Dept's Request	FY 2012 Adopted Budget	% Change*
Personnel Services	\$ 356,572	\$ 384,030	\$ 346,074	\$ 346,074	\$ 372,410	\$ 372,008	7.49%
Operations	\$ 121,463	\$ 100,747	\$ 126,501	\$ 125,949	\$ 119,195	\$ 117,261	-6.90%
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Total Expenses	\$ 478,035	\$ 484,777	\$ 472,575	\$ 472,023	\$ 491,605	\$ 489,269	3.65%

Revenues

Intergovernmental	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Fees & Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Total Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%

Staffing

FTE Positions	4.25	4.25	4.00	4.00	4.00	4.00
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*Percent change as calculated above compares the Adopted funding to the FY 2011 Amended Budget.

FY 2012 Budget Highlights / Changes

Biennial Compensation Study not held to reduce expenses.

Implementation of revised performance evaluation program.

Become substantially equivalent in the areas of *Recruitment, Selection, and Advancement* and *Classification and Compensation*.

Department Contact

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Tax Administration - County Assessor & Land Records

Mandated Service

Administer the listing, appraisal, and assessment of all real, personal property and motor vehicles within the County; reappraise all real property every four years. Mandated by the North Carolina Machinery Act.

Mission

Through innovation, dedication, professionalism, and good stewardship, we will administer the listing and assessment of all taxable property according to State law and our adopted Schedule of Values while maintaining equity and fairness.

Program Description

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

FY 2011 Major Accomplishments & Challenges

Conducted an effective business personal property audit program: Our in-house program conducted 99 audits and discovered \$26,701,397 in un-listed assets while our contract auditors conducted 52 audits and discovered \$22,106,830 in un-listed assets.

We have developed and implemented our plan for the 2012 Revaluation Project. We have aggressively planned to review much of the County using our Oblique Imagery to insure that all property is listed correctly, helping us to more accurate and equitable appraisals.

To date we have performed 50,000 property reviews with Pictometry (Oblique Imagery) as part of the Revaluation Project, the additional assessed value is yet to be determined.

Dealing with increased appeals due to the economy: Our appraisers spent significantly more time working with the public to help them understand the laws that govern the assessment process. Informal real, personal and motor vehicle appeals, appeals to the Board of E & R and the PTC were up substantially from what we would normally expect year 3 of the Revaluation cycle. We effectively completed the Informal and Formal appeal process and are working the PTC appeals as they are scheduled.

Working with BI-Tek on the development and installation of the new assessment software: We have been the test site for this development and we successfully completed the years work on the new software; including, listing, assessments, billing and creation of the 2011 records.

Began using Tablet PCs to collect data in the field to increase efficiency and accuracy.

Re-mapping of subdivisions with parcel line errors: Due to this county never being properly re-mapped to the correct GIS location points, when new ortho photography is flown many newer plats do not match the actual points on the ground requiring these areas to be re-mapped. We are working these projects as time allows. This will be an on-going project.

Goals & Objectives

The Goals & Objectives of this Department support and align with all 5 Goals established by the BOC.

Real Property

Maintain the quality of real property appraisals by achieving an overall coefficient of dispersion of less than 15%

Complete all appraisal of real property splits, new construction, and informal reviews by April 1, 2012.

Complete the Revaluation Project and mail notices to the taxpayers by February 15, 2012.

Resolve an increasing number of appeals in a way that is fair to all the taxpayer's of Cabarrus County.

Land Records

Continue to process all applicable documents from the Register of Deeds office in a timely manner so as to complete all documents by February 9, 2012.

Continue to re-map subdivisions that have parcel line errors.

Tax Administration - County Assessor & Land Records

Personal Property

To list and assess assets in a timely, accurate and equitable manner; to perform sufficient audits and discoveries to facilitate taxpayer compliance; and effectively administer the Incentive Grant Program.

Process growing volumes of Business Abstracts, Personal Property Abstracts and Motor Vehicle records within a reasonable cut off time for billing, while minimizing sites, assessment, transposition and other errors.

Perform audits at a rate on par with the prior year while administering Incentive Grants which have grown in number and complexity.

Performance Summary

Outcomes and Performance Measures	Current Goal	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Objective	Trend	Comments or Analysis
Real Property listings, appraisals, and assessments are equitable, fair, and timely							
Mail Assessment Notices – New Construction/Splits	4/1/2011	4/1/2009	3/15/2010	4/1/2011	4/1/2012		
Assessment Ratio – All Property Types	105%	100.05%	105.55%	105.33%	100.00%		We have no control of this in a non-reval year
Coefficient of Dispersion	<15%	9.29%	11.14%	13.33%	<15%		Continue to maintain equity
Number of parcels split appraisals/ year	2,500	3,771	2,206	2,401	2,500		
Number of new construction appraisals/ year	1,500	2,045	1,432	1,629	1,700		
Number of field review of existing parcels / year	5,000	n/a	2,037	55,000	5,000		Stepped this up as part of the Revaluation Project
Complete the 2012 Revaluation Project and mail notices to taxpayers.					2/15/2012		
Number of appeals processed/ year	500	781	600	694	600		Time spent on appeals is up considerably due to the economy
Personal Property listings, appraisals, and assessments are equitable, fair, and timely							
Average number of vehicles assessed per month	12,730	13,871	13,259	13,597	13,600		Vehicle purchases remain steady
Average number of Business Personal Audits / month	11	11.5	11	11	8.25		
Volume of Individual Listings Processed / year	13,886	17,354	17,875	14,852	15,000		# of listings down due to the drop in real property transactions
Volume of Business Listings Processed / year	6,440	6,190	6,315	5,897	5,900		# of listings down due to the economy
Volume of Incentive Grants Processed / year	26	23	24	23	23		3 Incentives dropped off

Tax Administration - County Assessor & Land Records

Performance Summary

Outcomes and Performance Measures	Current Goal	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Objective	Trend	Comments or Analysis
Land Records							
Complete Deed Transfers	1/20/2010	1/16/2009	1/20/2010	1/15/2011	1/20/2012		
Complete Deeded Splits, Merges, and Adjustments	2/9/2011	1/16/2009	1/31/2010	2/8/2011	2/9/2012		
Complete Plats and Plat Subdivisions	2/9/2011	1/16/2009	1/31/2010	2/8/2010	2/9/2012		
Average number of plats worked per month	12	22.58	11.42	12.75	13.00		
Average number of transfers worked per month	400	464.75	351	376.5	380		
Average number splits worked per month	90	99.33	78.25	77	80		
Number of existing subdivisions re-mapped per year	10	15	29	39	20		Due to lower work load we increased this process

Budget Summary

Expenditures

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted Budget	FY 2011 Amended Budget	FY 2012 Dept's Request	FY 2012 Adopted Budget	% Change*
Personnel Services	\$ 1,854,951	\$ 1,851,023	\$ 1,932,528	\$ 1,932,528	\$ 1,961,087	\$ 1,919,928	-0.65%
Operations	\$ 263,415	\$ 211,158	\$ 329,048	\$ 378,496	\$ 350,573	\$ 322,455	-14.81%
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Total Expenses	\$ 2,118,365	\$ 2,062,181	\$ 2,261,576	\$ 2,311,024	\$ 2,311,660	\$ 2,242,383	-2.97%

Revenues

Intergovernmental	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Fees & Other	\$ 1,327	\$ 1,454	\$ 1,500	\$ 1,600	\$ 1,600	\$ 1,600	0.00%
Total Revenue	\$ 1,327	\$ 1,454	\$ 1,500	\$ 1,600	\$ 1,600	\$ 1,600	0.00%

Staffing

FTE Positions	33.00	29.00	29.92	29.92	29.92	29.92
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*Percent change as calculated above compares the Adopted funding to the FY 2011 Amended Budget.

FY 2012 Budget Highlights / Changes

Maintain current level of service to the taxpayers of Cabarrus County.

Maintain the tax base by; listing and assessing all additions to the tax base, reviewing parcels that have not been recently reviewed, conducting exemption and exclusion audits, and conducting business personal property audits.

Department Contact

Name: J. Brent Weisner

Email: jbweisner@cabarruscounty.us

Phone: 704-920-2171

Tax Administration - Tax Collections

Mandated Service

Administer and coordinate the collection of property taxes, delinquent taxes and other revenue as mandated by the North Carolina machinery Act.

Mission

Through innovation, dedication, professionalism, and good stewardship, use all means to collect property taxes and other revenue according to state law while maintaining courtesy, equity and fairness in dealing with our taxpayers

Program Description

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

FY 2011 Major Accomplishments & Challenges

We have continued to give Cabarrus County citizens the best service possible. Every effort is extended to work with taxpayers to resolve their tax issues. We have established many time payment plans and worked with mortgage companies to assist Cabarrus County Taxpayers in these continued difficult economic times. Educating the public on how taxes are determined, collected, etc. has been extremely beneficial.

Foreclosure collections are being handled very efficiently. Staff has established a work flow that is being very productive as we continue to look at ways to streamline our procedures for greater revenue for Cabarrus County government.

Goals & Objectives

The Goals & Objectives of this Department support and align with all 5 Goals established by the BOC.

To work to not fall below previous year's collections percentages on Real, Personal, and Motor Vehicle collections in a difficult economic environment. Strive to exceed, even if only small increment.

Performance Summary

Outcomes and Performance Measures	Current Goal	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Objective	Trend	Comments or Analysis
Maintain DMV , Real and Personal current year collections							
Collection percentage DMV	89.00%	90.79%	89.38%	89.00%	90.00%		
Collection percentage Real/Personal	98.00%	98.59%	97.99%	98.25%	98.50%		
Combined	97.47%	98.06%	97.45%	97.67%	97.97%		Collection remains difficult due to the economy
Increase total delinquent collections and garnishments/ bank attachments, outside collections, foreclosures.							
Collection percentage delinquent DMV	100.00%	95.61%	108.00%	100%	100%		
Collection percentage Real/Personal delinquent	100.00%	133.76%	130.00%	150%	100%		
Attachments processed (volume)	3,800	5,500	4,341	3,800	3,800		
Delinquent Taxes Collected (amount)	\$ 1,700,000	\$ 1,747,037	\$ 1,716,170	\$1,700,000	\$1,800,000		

Tax Administration - Tax Collections

Budget Summary

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted Budget	FY 2011 Amended Budget	FY 2012 Dept's Request	FY 2012 Adopted Budget	% Change*
Expenditures							
Personnel Services	\$ 497,888	\$ 511,221	\$ 525,356	\$ 525,356	\$ 506,072	\$ 505,588	-3.76%
Operations	\$ 411,778	\$ 335,036	\$ 387,568	\$ 387,568	\$ 395,539	\$ 364,760	-5.88%
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Total Expenses	\$ 909,665	\$ 846,257	\$ 912,924	\$ 912,924	\$ 901,611	\$ 870,348	-4.66%

Revenues

Intergovernmental	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Fees & Other	\$ 524,862	\$ 471,424	\$ 450,000	\$ 450,000	\$ 490,000	\$ 331,839	0.00%
Total Revenue	\$ 524,862	\$ 471,424	\$ 450,000	\$ 450,000	\$ 490,000	\$ 331,839	-26.26%

Staffing

FTE Positions	10.00	10.00	10.00	10.00	10.00	10.00
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*Percent change as calculated above compares the Adopted funding to the FY 2011 Amended Budget.

FY 2012 Budget Highlights / Changes

Due to continued budget restrictions caused by the economic conditions, we are not proposing any significant changes in our operations for the coming year. We do plan to continue to give our current level of service to the taxpayers of Cabarrus County.

We will be migrating to new software in the collection's department. This should enable our department to work "Smarter not Harder" with more efficient equipment.

Department Contact

Name: Brent Weisner Email: jbweisner@cabarruscounty.us Phone: 704-920-2166

Board of Elections

Mandated Service

NCGS 163 and other statutes as applicable to elections, Federal NVRA 1993, Federal Help American Vote Act of 2002, Federal Statutes and NC Administrative Code Title 8

Mission

To promote consistent administration and equal application of all elections and campaign finance laws; to conduct honest, impartial, free, accurate, and efficient elections.

Program Description

The Board of Elections is responsible for conducting elections for Federal, State, and County offices; County Board of Education and Kannapolis City Board of Education; the County Soil and Water Conservation District Board of Supervisors; offices for five (5) municipalities; constitutional amendments, bonds and other special referenda. The Board administers the State election laws, including the Campaign Finance Reporting Act. This Board is mandated by North Carolina laws to conduct the elections as if 100% of the voters turned out to vote. Elections are administered and budgeted on a four (4) year cycle. The Board of Elections' principal functions are conducting elections, establishing election precincts and voting sites; maintaining voter registrations; administering candidate office filings; Ballot preparation; and conducting One-Stop absentee voting.

FY 2011 Major Accomplishments & Challenges

1. The Board opened 2 satellite voting locations in the November General Elections 2010 for early voting. We voted approximately 24,514 people during early voting in the General Election.
2. Registration drives were conducted in the month of September at all area high school football games by the staff.
3. On election day we voted 44% of the registered voters and released results before 10:00 pm. Election day went extremely smooth with no glitches.
4. Implemented Instant Runoff Voting (IRV) in Cabarrus County. IRV was used statewide in 2010. This is a very tedious process but we were able to process accurately and meet all statewide deadlines during the second round runoff process.
5. Conducted a recount for Cabarrus County Board of Education on November 17, 2010 and also conducted a recount on the Court of Appeals race on December 15, 2010. All audits were conducted and only a very slight change was reported in both races.
6. Processed and mailed over 14,000 "No Contact" mailings for list maintenance in January 2011.
7. Tested electronic poll books in 10% of our precincts successfully. This eliminated the staff's requirement to input voting history by hand. Electronic poll books input history as the voter votes, thereby saving staff precious time after an election by not having to manually put in the voting history. Hopefully, in time, it will eliminate paper. Currently we are using the ATV labels as a backup. Once we move into our new facility we can adequately train the poll worker in the application of electronic poll books.

Goals & Objectives

Goal: To reduce paper within our office thereby freeing up storage space.

Objective: Enables staff to research eligibility of a voter much easier and faster because all documentation for that voter can be automatically and easily retrieved through SEIMS.

Objective: Staff to begin our active voter records, prior to 2003 into the SEIMS application. By doing this in house by staff it will save the county the cost of outsourcing.

Goal: Increase use of registration and voter services to improve registration and voter involvement during all elections.

Objective: Increase speaking engagements and voter awareness programs concerning election laws and regulations. Increase awareness of our website and e-mail newsletters whenever possible.

Objective: Expand circulation of our "Election Connection" newsletter, public official's directory, and our many brochures for distribution to the public, schools and organizations.

Board of Elections

Performance Summary

		Municipal	General	Municipal	General		
Outcomes and Performance Measures	Current Goal	CY 2009 Actual	CY 2010 Actual	CY 2011 Estimate	FY 2012 Objective	Trend	Comments or Analysis
We manage an efficient and environmentally friendly election process							
Percent of Total Records Scanned	100%	50%	10%	30%	10%		
Increase citizen awareness and participation in the electoral process							
Percent of Voter Turn Out at a General election	60%	9%	44%	20%	62%		
Approximate Number of people qualified to register to vote by Jurisdiction in Cabarrus County	134,679	91,105	127,056	94,749	134,679		
Registered Number of voters in jurisdiction at date of specific election	118,000	76,113	110,071	78,000	118,000		
Percentage of eligible voters registered	88%	84%	87%	82%	88%		

Budget Summary

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted Budget	FY 2011 Amended Budget	FY 2012 Dept's Request	FY 2012 Adopted Budget	% Change*
Expenditures							
Personnel Services	\$ 462,624	\$ 449,550	\$ 509,905	\$ 509,905	\$ 575,013	\$ 563,523	10.52%
Operations	\$ 142,352	\$ 196,991	\$ 218,549	\$ 218,549	\$ 426,677	\$ 396,777	81.55%
Capital Outlay	\$ -	\$ -	\$ -	\$ 80,125	\$ -	\$ -	0.00%
Total Expenses	\$ 604,976	\$ 646,541	\$ 728,454	\$ 808,579	\$ 1,001,690	\$ 960,300	18.76%
Revenues							
Intergovernmental	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Fees & Other	\$ 105	\$ 104,203	\$ 1,000	\$ 1,000	\$ 95,000	\$ 95,000	0.00%
Total Revenue	\$ 105	\$ 104,203	\$ 1,000	\$ 1,000	\$ 95,000	\$ 95,000	9400.00%
Staffing							
FTE Positions	8.13	8.13	8.13	8.13	8.13	8.13	

*Percent change as calculated above compares the Adopted funding to the FY 2011 Amended Budget.

FY 2012 Budget Highlights / Changes

1. Our budget has increased due to three elections in fiscal year 2012. We have a municipal General Election in November 2011 and a Presidential Primary Election in May 2012 with the possibility of a 2nd Primary in June.
2. The county will be reimbursed approximately \$95,000 from the five municipalities for the conduct of their Election.
3. We have increased office supplies and printing line items due to the move to our new location in June or July 2012.
4. Postage has been increased due to the increase in postage fees and our NCOA requirements for mailing notifications quarterly.

Department Contact

Name: Linda Grist Email: lcgrist@cabarruscounty.us Phone: 704-920-2860

Register of Deeds

Mandated Service

North Carolina Constitutional Office operating under NC General Statutes

Mission

To provide knowledgeable, efficient and professional assistance to the users of this office in a manner that reflects good government by accurately and responsibly maintaining and preserving current and historic records to which the office is entrusted.

Program Description

The Register of Deeds is the legal custodian of and is responsible for accurately recording, indexing, storing and preserving Cabarrus County births, deaths, marriage records, veteran discharges, notary public records, subdivision maps, condo plans and all other land related documents which includes deeds, deeds of trust, agreements etc. This office also prepares paperwork for amendments on birth and death certificates, legitimations and delayed birth certificates.

FY 2011 Major Accomplishments & Challenges

NC General Statute 132-1.10 (F1) gives the Register of Deeds the authority to redact social security and driver license numbers from their internet site only. Working in conjunction with Logan Systems, Inc. of Greensboro all social security and driver license numbers will be redacted from the land record images displayed on our internet site starting in the current year going back to 1935 when social security was implemented. This project will be completed in May, 2011.

Implemented the use of debit/credit cards for all revenues excluding recording fees and excise stamps.

Implemented NC Vital Records Automated System that allows the issuance of birth certificates, from 1971 thru current, to citizens that were born in other NC counties. Amendments, legitimations and delayed births are done electronically.

Goals & Objectives

In the first six months of FY/12, this office will implement electronic recording of land record documents through the internet. E-recording gives law firms, banks, and businesses the option to use modern technology when recording documents instead of sending the package by mail or courier. **(E-recording supports the countywide strategic goal number 3-use of technology)**

On July 1, 2011 we will implement the use of on-line marriage license applications. The couple will fill out the application and email to this office to be held until they appear in person. This will save time for the staff and the couple when issuing the actual license. **(On-line applications supports the countywide strategic goal number 3-use of technology)**

Performance Summary

*Information is reported by calendar year versus fiscal year.

Outcomes and Performance Measures	Current Goal	CY 2008 Actual	CY 2009 Actual	CY 2010 Actual	CY 2011 Estimate	Trend	Comments or Analysis
Maintain and preserve current and historic records.							
Births Recorded in Cabarrus County	Workload	3,117	2,848	2,668	2,675		
Deaths Recorded in Cabarrus County	Workload	1,451	1,520	1,570	1,600		
Marriage licenses issued	Workload	1,380	1,338	1,407	1,425		
On-line marriage license applications implemented	7/1/2011				7/1/2011		
Subdivision Plats/Condo Plans filed	Workload	280	136	153	173		
Trustee Deeds (step in foreclosures)	Workload	494	518	780	780		Increase due to foreclosures
Military Discharges (DD214)	Workload	254	434	1,525	350		Completed filing Veterans Off 214's
Land record documents recorded	Workload	37,320	32,256	28,410	31,000		Decrease due to recession
E-Recording of land documents implemented	12/31/2011				12/31/2011		
Vital records marked (amendments, legitimations, adoptions, expedite services)	Workload	1,258	870	1,076	1,100		
Certified Copies of Births, Deaths, & Marriages Issued	Workload	18,311	17,595	18,018	18,050		
Number of Land record document pages scanned	Workload	189,000	169,400	145,000	155,000		Decrease due to recession

Register of Deeds

Budget Summary

Expenditures

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted Budget	FY 2011 Amended Budget	FY 2012 Dept's Request	FY 2012 Adopted Budget	% Change*
Personnel Services	\$ 519,600	\$ 509,801	\$ 383,401	\$ 383,401	\$ 390,186	\$ 389,806	1.67%
Operations	\$ 186,079	\$ 116,716	\$ 122,368	\$ 122,368	\$ 121,040	\$ 118,540	-3.13%
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Total Expenses	\$ 705,679	\$ 626,517	\$ 505,769	\$ 505,769	\$ 511,226	\$ 508,346	0.51%

Revenues

Intergovernmental	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Fees & Other	\$ 1,592,808	\$ 1,378,037	\$ 1,271,880	\$ 1,271,880	\$ 1,271,950	\$ 1,271,950	0.01%
Total Revenue	\$ 1,592,808	\$ 1,378,037	\$ 1,271,880	\$ 1,271,880	\$ 1,271,950	\$ 1,271,950	0.01%

Staffing

FTE Positions	10.43	10.43	7.00	7.00	7.00	7.00
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*Percent change as calculated above compares the Adopted funding to the FY 2011 Amended Budget.

FY 2012 Budget Highlights / Changes

This office is requesting lower operations expenditures due to the down economy.

Department Contact

Name: Linda McAbee

Email: lfmcabee@cabarruscounty.us

Phone: 704-920-2112

Finance

Mandated Service

NCGS 159-24

Mission

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

Program Description

The Finance Department is responsible for managing all fiscal affairs of the County and providing financial and administrative support to the operating departments. Activities include accounting, payroll, debt administration, investments, internal auditing, purchasing, capital asset control, contract administration, financial planning, budgeting, and performance programs.

FY 2011 Major Accomplishments & Challenges

Through recalibration by rating agencies, the County's General Obligation Bond Ratings are Aa1 (Moody's), AA+ (Standard & Poors) and AA+ (Fitch).

Issued \$18,920,000 in Certificates of Participation (COPS) for the refunding of 2001 COPS which will save the County \$2,094,341 in debt services payments over eleven years.

Increased the number of departments who now accept credit cards.

Received the GFOA's Certificate of Achievement for Excellence in Financial Reporting for the 25th year and submitted the June 30, 2010 CAFR for review.

Received the GFOA's Distinguished Budget Presentation Award for the annual budget document for the fiscal year ended 6-30-11. This was the 14th year.

Completed the 2nd year of a 3 year contract with the auditing firm Martin Starnes & Associates, CPA, PA and implemented the management letter comments received from the firm.

Electronically scanned W-9's, budget amendments, contracts and accounts payable checks with backup to reduce storage space and give easier access to departments.

Revamped the internal control procedures performed by Finance. Issued quarterly reports to management, worked with various departments on issues and made suggestions for improvements.

Increased the number of vendors who receive payments through electronic funds transfer (EFT). We currently have approximately 30% of vendors who receive EFT payments instead of receiving a paper check.

Bid out Banking services for the fiscal year beginning July 1, 2011 through June 30, 2016.

Finance

Goals & Objectives

Improve delivery of services and achieve efficiencies in productivity and costs.

Reduce the number of paper copy Accounts Payable checks by 10%.

Implement electronic payroll stubs by June 30, 2012.

Continue to reduce the number of printed CAFR's and Annual Budgets.

Reduce costs associated with storage and disposal of surplus items and increase revenue from sales by continuing on-line auctions.

Ensure the continued financial stability for Cabarrus County Government.

Maximize investment of County funds and maintain (or improve) General Obligation Bond rating (lowering the cost of debt).

To protect the financial integrity of County operations by ensuring that policies and procedures are in place and enforced.

Complete a fiscal audit for a minimum of 75% of the County's capital asset inventory.

Bid out Auditing Services for the fiscal year beginning July 1, 2012 through June 30, 2015.

Performance Summary

Outcomes and Performance Measures	Current Goal	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Objective	Trend	Comments or Analysis
Our services are fiscally well managed, efficient, and cost effective							
Accounts Payable (AP) Checks Issued	Decrease FPY	18,350	18,063	16,613	14,952		
AP Electronic Payments Processed	Increase FPY	8,121	4,797	4,337	4,770		
Wires Issued	Decrease FPY	Estimate 130	61	46	42		
Inmate Debit Cards Issued	New for 2010		149	782	850		
Requisitions processed within one business day	100%	98%	98%	95%	100%		
Annual Net Revenue from Surplus Property	Conduct as needed	\$ 40,000	\$ 66,960	\$ 40,000	\$ 40,000		
Number of Surplus Auctions Conducted	Conduct as needed	40	47	30	30		
The County is recognized for high standards of fiscal reliability, accuracy, and professionalism							
Formal, external recognition for financial & analytical excellence	2	2	2	2	2		Budget (GFOA) & CAFR (GFOA)
Moody's GO Bond Rating	Aa2	Aa2	Aa1	Aa1	Aa1		
Standard & Poor's GO Rating	AA	AA+	AA+	AA+	AA+		
Fitch's GO Rating	AA	AA	AA+	AA+	AA+		
Interest Rate for Bond/COP Sale	4.34	4.86	4.52	2.28	<5%		FY 2011 COPS Refunding
Percent of Cash Actively Invested	100%	100%	100%	100%	100%		
Average yield on investments	5.00%	4.00%	0.24%	0.24%	0.40%		
All external audits "unqualified" results with no findings	Unqualified No findings	Unqualified No findings	Unqualified No findings	Unqualified No findings	Unqualified No findings		

Finance

Performance Summary

Outcomes and Performance Measures	Current Goal	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Objective	Trend	Comments or Analysis
We safeguard public assets through performance, accountability, and financial audits							
Internal Control evaluations completed	Increase FPY	3	6	15	15		
Internal Control items with savings or mitigated risks	New for 2010			New for 2010			
Percent of Total Assets Audited	Increase FPY	25%	25%	25%	75%		

Budget Summary

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted Budget	FY 2011 Amended Budget	FY 2012 Dept's Request	FY 2012 Adopted Budget	% Change*
Expenditures							
Personnel Services	\$ 913,389	\$ 786,051	\$ 738,836	\$ 738,836	\$ 776,112	\$ 785,813	6.36%
Operations	\$ 172,555	\$ 129,049	\$ 119,042	\$ 118,490	\$ 119,652	\$ 111,396	-5.99%
Capital Outlay	\$ 39,261	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Total Expenses	\$ 1,125,205	\$ 915,100	\$ 857,878	\$ 857,326	\$ 895,764	\$ 897,209	4.65%
Revenues							
Intergovernmental	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Fees & Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Total Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Staffing							
FTE Positions	12.40	11.40	10.40	10.60	10.60	10.60	

*Percent change as calculated above compares the Adopted funding to the FY 2011 Amended Budget.

FY 2012 Budget Highlights / Changes

Information Technology Services

Mandated Service No

Mission

Deliver quality technology services that promote enterprise information processes, provide access to information resources and protect information integrity.

Program Description

Cabarrus County government relies on technology to support its sustainability initiative, public safety, improve business processes, provide services, and to interact with its citizens. Electronic communications and web based delivery of governmental services are now a business requirement and citizen expectation. Two of the county's most valuable assets are its reputation and data. The Information Technology Services (ITS) department's primary responsibility focuses on the protection of digital information, access to information and providing enterprise technology services to assist departments in achieving the mission of county government.

Technical Architecture Services: This division is responsible for the technical architecture of the county's information technology systems: hardware configuration, the infrastructure applications that run on them, the infrastructure services they offer to applications, systems performance, resilience, storage systems and backup.

Business Systems and Data Services: This division is responsible for the business design, analysis, implementation, programming, configuration, maintenance and repair of the county's databases and end user applications. BSADS research requirements plan and implement solutions by configuring third party software or writing custom applications. This division also includes GIS and E911 address coordination for all Cabarrus County 911 communication centers.

Network and Communication Services: This division is responsible for the enterprise design, security, implementation and maintenance of the county's digital network, phone system, security video systems, and security access controls.

Customer Support Services: This division provides a centralized point for computer support and is responsible for assisting users with technical questions and problems, logging service requests, taking ownership until problems are resolved, and escalating service requests to appropriate team to facilitate problem resolution.

FY 2011 Major Accomplishments & Challenges

Implementation of SharePoint 2010 as a cutting edge platform on which to build an interactive government website that promotes transparency, public participation and efficient collaboration between government agencies. Content targeted to customers within the new website provides easy navigation for residents and businesses to retrieve information, utilize services, and transact business with the County via the Internet. In addition the new technology improves the content management process by offering a familiar intuitive tool set without certain restrictions such as limited licensing. The result is a more robust website with updated content managed by County staff thus promoting ownership and pride.

Upgraded to BlackBerry Enterprise Server Express thus eliminating licensing cost for synchronizing employee Blackberry smart phones with enterprise email. The BES Express migration project allows for the addition of blackberry smart phones for synchronization at no additional cost to the County. Employees qualifying for phone reimbursement were switched from blackberry enterprise data plans to a basic data plan resulting in a \$16,800 annual savings.

Continued build out of Voice over IP (VOIP) infrastructure and Automatic Call Distribution (ACD) for a resilient voice network that directs callers to appropriate resources and minimizes caller wait times.

Continued build out of MUNIS Enterprise Resource Planning (ERP) with the addition of Dashboards, Employee Self Service, Vendor Self Service, Applicant Tracking and General Services Work Order modules. The fully integrated ERP system provides management of core functions integrating enterprise data for streamline processes and increased productivity.

FY 2011 Major Accomplishments & Challenges

Replacement of legacy Unix-based library system with Microsoft Windows server supported application. This change to the Cabarrus County technology server standard improves allows for virtualization and improved disaster recovery at the co-location data center. The new software offers improved library patron access through a user-friendly Web 2.0 interface while increasing efficiency and collaboration for library staff.

Phase I deployment of a virtual desktop environment completed: DSS out posted workers, library public access, and jail housing. The virtual desktop Pano device uses only 6.5 watts of energy, 3 percent of the energy used by EnergyStar certified desktop PCs which they replaced. This environment also provides increased productivity for county employees by reducing time required for desktop deployment and time to recovery from end-user desktop corruptions and failures.

Information Technology Services

FY 2011 Major Accomplishments & Challenges

Implementation of Enterprise ID Badge, Card Door Access, and IP video systems for county buildings and courthouse. The enterprise system enhances security by allowing remote administration of door access for county buildings, avoids expensive re-keying when employees leave or lose access cards, and provides monitoring of county buildings and facility access. ID Cards are produced on-site and clearly identify contractors, temporary and permanent staff with an updated design and color scheme.

Implementation of Web based inmate visitation scheduling and inmate video visitation. Web-based Registration and Scheduling allows the public to register for and schedule inmate visits. It also allows professional visitors to schedule visits with an inmate in advance from a secure website portal. Corrections officers have the ability to monitor and record video visitations in real-time (except for encrypted professional visits). The video visitation system increases security by eliminating the need to move inmates from secure areas for visitation.

Continued build out of comprehensive highly available and disaster resilient strategy at co-location datacenter. Operating key governmental and public safety systems in parallel at two different sites significantly reduces the risk of a localized disaster rendering key systems and technology services inoperable. Phase I includes establishing highly available email services, implementing production virtualized hosts at both the data centers, parallel SQL Server database servers running at both data centers, redundant external DNS service established, and an upgrade of the SAN at the co-location site. Finally, because the secondary data center is located at the Department of Social Services we used this opportunity to host DSS-specific applications primarily in that data center with the redundancy provided by the main data center. This maintains the intent of the highly available and resilient infrastructure while reducing unnecessary network traffic.

Deployment of automatic vehicle locator and mobile data terminals in Cabarrus County Transportation vehicles which interface with Transportation's main software RouteMatch. This implementation improves timely service and reduces fuel costs with more efficient routing.

Upgrade of Bitek ITS Tax CAMA, Billing, Collection and DMV from HP UNIX to Windows SQL Server infrastructure. This change to the Cabarrus County technology server standard improves allows for virtualization and improved disaster recovery at the co-location data center. In addition the new system includes a publicly accessible inquiry system deployed on the CabarrusCounty.us website.

Goals & Objectives

Promote enterprise information processes by partnering with our customers to deliver quality technology services that effectively and efficiently align with the goals of Cabarrus County.

- Prioritize technology requests to reflect relative enterprise business case priorities.
- Share data and technology across departments and common work processes.
- Implement Green Computing initiatives: virtualization, energy efficient equipment, electronic documents, reduction in printing.
- Speed the implementation of new business applications and minimize application development resource requirements by using existing commercial off-the-shelf software.

Provide access to information resources by providing reliable secure applications and technology infrastructure.

- Proactively train staff and maintain infrastructure to be positioned to implement new technology. Helpdesk staff to complete one training course per quarter.
- All application development follows established coding and security techniques. 95% of application changes are tested and approved by client before introduction into the production environment.
- Follow change management policies so that no changes cause interruption in critical processes.
- Inform customers of planned computer outages at least one working day prior to outage
- Monitor network activity 100% of time to identify and block potential threats

Protect enterprise information integrity through planning, standards and process management.

- Create and implement Strategic Technology Plan
- Implement High Availability for all Tier 1 Applications by 2013
- High Availability and Disaster recovery tested twice a year
- 100% of ITS infrastructure documented in DR tool
- Ensure technology initiatives adhere to county-wide technology standards.
- Technology purchases are compatible with existing infrastructure 100% of the time

Information Technology Services

Performance Summary

Outcomes and Performance Measures	Current Goal	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Objective	Trend	Comments or Analysis
Our network is stable and reliable							
Computer Systems and Network Availability	98.50%	98%	98%	99%	99%		
Notification of planned outage prior to outage	≤1 day				≤1 day		New measure in FY 2012
We provide responsive and effective desktop and application system support							
Number of desk tops supported	Workload	1,000	950	1,050	1,050		
Number of mobile units supported	Workload			188	238		
8 hours of less response time to work order requests	98%	98%	98%	98%	98%		
Mean time to resolve incidents in less than 2 hours	97%	95%	95%	97%	97%		
Incidents resolved by target resolution time	98%	95%	95%	98%	98%		
Percentage of problems open longer than 30 days	45%	57%	57%	45%	45%		
Percentage of service disruptions caused by a change	5%	8%	40%	5%	5%		
Percentage of technology project reviewed during annual budget process	100%				100%		
Helpdesk staff trainings completed	1 per quarter per staff						
Percent of application changes tested and approved prior to production	95%				95%		
High Availability & Disaster Recovery tested	Twice per year				2		
Percent of High Availability for all Tier 1 applications implemented by 6/30/2013	100%				50%		
ITS Infrastructure documents in DR tool	100%				100%		
Our customers are satisfied							
Customer satisfaction rating of satisfied or above	91%	90%	90%	95%	91%		
Client follow-up on customer service perception	10 per week				10%		

Information Technology Services

Budget Summary

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted Budget	FY 2011 Amended Budget	FY 2012 Dept's Request	FY 2012 Adopted Budget	% Change*
Expenditures							
Personnel Services	\$ 1,885,694	\$ 2,046,888	\$ 1,706,632	\$ 1,681,901	\$ 1,680,106	\$ 1,678,321	-0.21%
Operations	\$ 1,136,761	\$ 1,225,836	\$ 1,440,854	\$ 1,705,462	\$ 1,844,462	\$ 1,857,918	8.94%
Capital Outlay	\$ 51,699	\$ 18,565	\$ 43,900	\$ 43,900	\$ 23,492	\$ 23,492	-46.49%
Total Expenses	\$ 3,074,154	\$ 3,291,289	\$ 3,191,386	\$ 3,431,263	\$ 3,548,060	\$ 3,559,731	3.74%
Revenues							
Intergovernmental	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Fees & Other	\$ 194,729	\$ 176,228	\$ 132,717	\$ 138,717	\$ 145,280	\$ 147,673	6.46%
Other Financing Sources	\$ 72,223	\$ 72,816	\$ 74,502	\$ 74,502	\$ 77,513	\$ 77,513	4.04%
Total Revenue	\$ 266,952	\$ 249,044	\$ 207,219	\$ 213,219	\$ 222,793	\$ 225,186	5.61%
Staffing							
FTE Positions	27.00	23.00	23.00	21.00	21.00	21.00	

*Percent change as calculated above compares the Adopted funding to the FY 2011 Amended Budget.

FY 2012 Budget Highlights / Changes

County-wide voice, data, mobile broadband (except DSS), and technology software maintenance (except DSS) expenses moved to ITS budget.

Mailroom/Courier Staff and responsibilities relocated to General Services department.

Department Contact

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General Services - Grounds

Mandated Service No

Mission

Provide clean and safe outdoor facilities and grounds, maximizing their life and providing a productive environment for use by the general public.

Program Description

Provides general grounds maintenance and landscaping improvements to Cabarrus County Parks, properties and leased sites. This program is responsible for all grounds maintenance to properties, including mowing; trimming; aeration; fertilizing; over-seeding; chemical applications; watering plants; plant bed maintenance (including weeding, pruning, mulching, and replanting); parking lot and sidewalk repair; tree maintenance; snow and ice removal; collection of leaves; general outdoor facilities maintenance; athletic field preparation and litter pickup. Private contractors perform mowing to public sites (including North Cabarrus Park, Camp Spencer, and Stonewall Jackson Soccer Complex).

FY 2011 Major Accomplishments & Challenges

Purchased several pieces of inclement weather equipment to replaced damaged and disabled equipment.

Removal of all chemically processed timbers from 5 Franke Liske Park (FLP) parking lots.

Installed 4 split rail fence systems around FLP for safety.

Installation of playground at FLP.

Installation of sidewalks and curbing at FLP barn.

Sealing and striping of county lots at parks, Arena, and libraries.

Xeriscaping of more beds at parks at FLP barn entrance.

Goals & Objectives

Insure adequate planning to address grounds maintenance needs for county properties by citizens.

Monitor property maintenance to effectively utilize available labor for scheduled maintenance and repairs.

Maintain proper responses to work orders for special projects.

To understand the needs of Parks and Recreation in order to provide adequate services.

To improve the communication between Parks and Grounds Maintenance to provide sufficient level of services to the public.

To improve the maintenance program thus presenting a favorable perception of County attractions to the public.

Performance Summary

Outcomes and Performance Measures	Current Goal	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Objective	Trend	Comments or Analysis
Grounds Maintenance facility services maintains a high standard to meet community needs.							
Total number of acres of maintained properties other than parks.	Stable	361	361	361	361		
Completed work orders for County Properties other than Parks	Workload	1,590	1,700	1,378	1,400		
Total number of Parks acreage maintained	Stable	413	407	560	560		
Completed work orders for all Park Maintenance	Workload	2,194	1,900	1,382	1,400		

General Services - Grounds

Budget Summary

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted Budget	FY 2011 Amended Budget	FY 2012 Dept's Request	FY 2012 Adopted Budget	% Change*
Expenditures							
Personnel Services	\$ 399,847	\$ 392,918	\$ 402,326	\$ 402,326	\$ 416,168	\$ 409,635	1.82%
Operations	\$ 534,322	\$ 584,134	\$ 842,279	\$ 826,279	\$ 817,450	\$ 820,250	-0.73%
Capital Outlay	\$ 20,452	\$ 37,970	\$ -	\$ 16,000	\$ -	\$ -	-100.00%
Total Expenses	\$ 954,620	\$ 1,015,022	\$ 1,244,605	\$ 1,244,605	\$ 1,233,618	\$ 1,229,885	-1.18%
Revenues							
Intergovernmental	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Fees & Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Total Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Staffing							
FTE Positions	9.00	9.00	9.00	9.00	9.00	9.00	

*Percent change as calculated above compares the Adopted funding to the FY 2011 Amended Budget.

FY 2012 Budget Highlights / Changes

Addition of jail housing complex landscaping to duties

Department Contact

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General Services - Administration

Mandated Service No

Mission

To provide quality maintenance to ensure safe and healthy environments for employees and citizens of Cabarrus County.

Program Description

The Administrative Division is responsible for planning, organizing and directing activities of the General Services Department. It is also responsible for human resources, payroll, budgeting and training, as well as developing and implementing programs for all divisions of the department: GSA Administration, Building Maintenance, Grounds Maintenance, Facility Services, Fleet Maintenance, and Street Sign Maintenance. Other responsibilities include assisting with proper asset management of all county property.

FY 2011 Major Accomplishments & Challenges

Reduced administration staff by one

Based on utility usage the county has decreased Carbon Dioxide emissions by 126 tons

Goals & Objectives

Ensure financial accountability and responsible asset management by implementing best management practices to lead department into the 21st century; and investigate all avenues to improve customer service per services provided.

Performance Summary

Outcomes and Performance Measures	Current Goal	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Objective	Trend	Comments or Analysis
Daily number of calls received by GSA Admin.	Decrease FPY	15	12	11	9		Desired decrease with implementation of new work order process
Daily work order related calls received from customers and departments	Workload	9	7	5	4		
Yearly, approximate number of invoices processed for payment for five divisions annually	Workload	9,418	2,964	2,640	2,525		
Yearly, approximate number of evaluations and status sheets processed and filed	Workload	424	424	104	104		
Number of timesheets data entered bi-weekly	Decrease FPY	59	59	38	38		Decrease due to online timesheet program
Number of drop-in visitors, employees, and deliveries yearly received by GSA Admin.	Workload	1,080	1,200	1,110	1,105		
Monthly, data entry of energy bills	Workload	404	128	121	123		
Monthly, approximate number of faxed materials	Workload	120	118	120	125		

General Services - Administration

Budget Summary

Expenditures

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted Budget	FY 2011 Amended Budget	FY 2012 Dept's Request	FY 2012 Adopted Budget	% Change*
Personnel Services	\$ 276,279	\$ 356,831	\$ 312,165	\$ 313,465	\$ 326,344	\$ 383,140	22.23%
Operations	\$ 891,178	\$ 983,321	\$ 1,205,406	\$ 1,196,535	\$ 1,259,766	\$ 1,557,287	30.15%
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Total Expenses	\$ 1,167,458	\$ 1,340,152	\$ 1,517,571	\$ 1,510,000	\$ 1,586,110	\$ 1,940,427	28.51%

Revenues

Intergovernmental	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Fees & Other	\$ 52,867	\$ 33,562	\$ 34,000	\$ 34,000	\$ 34,000	\$ 34,000	0.00%
Total Revenue	\$ 52,867	\$ 33,562	\$ 34,000	\$ 34,000	\$ 34,000	\$ 34,000	0.00%

Staffing

FTE Positions	5.00	4.00	4.00	4.00	4.00	5.00
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*Percent change as calculated above compares the Adopted funding to the FY 2011 Amended Budget.

FY 2012 Budget Highlights / Changes

Complete correct naming of all utility accounts to correctly reflect meter address and operation location.

Department Contact

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General Services - Sign Maintenance

Mandated Service

NC Department of Transportation

Mission

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

Program Description

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

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

FY 2011 Major Accomplishments & Challenges

Completed Jail Housing Signage Package
Completed First Floor Courthouse Signage Update

Goals & Objectives

To provide the citizens of Cabarrus County, with the highest quality street sign system, to ensure Emergency response personnel (Fire, Police, and EMS) can locate their homes in an efficient and timely manner in the event of an emergency.

To provide prompt attention to missing or down signs.

To provide regular inspection of street signs to ensure they are legible.

To provide quality building signage, in a timely and cost effective manner.

To meet the growing diverse signage needs of customer departments with their ever changing needs to include; bilingual signage, custom signage, and directional signage.

To provide cost effective and prompt response for special event signage

General Services - Sign Maintenance

Performance Summary

Outcomes and Performance Measures	Current Goal	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Objective	Trend	Comments or Analysis
We provide high quality and timely signage services							
Completed street sign repair/replacement work orders	400	408	361	458	400		
Percent of man hours used for street sign repair/ Replacement (2-Sign Techs)	25%	22%	38%	52%	53%		
Completed Zoning sign work orders	45	47	17	40	40		
Percent of man hours used to Zoning Sign Work Orders	2%	5%	2%	3%	2%		Based on Zoning request
Sign Maintenance meets the diverse community needs							
Completed building signs work orders	200	125	143	120	100		
% of man hours used for building signage	30%	34%	24%	13%	20%		
Completed Parks Signage, Banners, Equipment Tagging, and Parking Lot Signage	400	254	199	200	200		
% of man hours used for special events signage	10%	24%	36%	32%	25%		

Budget Summary

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted Budget	FY 2011 Amended Budget	FY 2012 Dept's Request	FY 2012 Adopted Budget	% Change*
Expenditures							
Personnel Services	\$ 105,428	\$ 107,755	\$ 109,552	\$ 109,552	\$ 111,878	\$ 109,938	0.35%
Operations	\$ 48,988	\$ 59,831	\$ 56,183	\$ 56,183	\$ 53,617	\$ 53,617	-4.57%
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Total Expenses	\$ 154,417	\$ 167,586	\$ 165,735	\$ 165,735	\$ 165,495	\$ 163,555	-1.32%
Revenues							
Intergovernmental	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Fees & Other	\$ -	\$ 2,007	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	0.00%
Total Revenue	\$ -	\$ 2,007	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	0.00%
Staffing							
FTE Positions	\$ 2	2.00	2.00	2.00	2.00	2.00	

*Percent change as calculated above compares the Adopted funding to the FY 2011 Amended Budget.

FY 2012 Budget Highlights / Changes

Concord Library and Board of Elections Signage Packages.

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General Services - Building Maintenance

Mandated Service

No

Mission

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

Program Description

This program is responsible for planning, directing and providing cost-effective maintenance and repair for 63 county owned facilities/structures and 5 leased structures. This totals 1,162,034 square feet and houses approximately 770 county employees, 144 Health Alliance employees and 115 NC State and Federal employees. General Services ensures building safety and optimum performance by providing preventative maintenance and repair of mechanical, electrical, plumbing heating, air-conditioning, and ventilation systems. Other services include interior and exterior structural repairs, preparing cost estimates and supervising minor renovations, repair projects, and specialized maintenance services such as the computerized HVAC control system, pest control, emergency generators and elevators.

FY 2011 Major Accomplishments & Challenges

Completed Lighting Retrofits/Upgrades at Arena, Courthouse, all parks, all owned EMS locations, Concord Library, Mt. Pleasant Library, Senior Center, and SD Training Range.

Continued conversion of existing buildings over to Medeco keying system.

Roof replacements at Mt. Pleasant Library, Courthouse, SD Training Range buildings, and EMS #3.

Continued installation of new VAV boxes and building automation codes for existing building HVAC systems to increase energy efficiency.

Goals & Objectives

To provide a highly efficient and effective preventative maintenance and repair program for all HVAC, electrical, plumbing and structurally related equipment in all County owned and leased buildings.

To efficiently schedule and carry out preventative maintenance on all HVAC equipment to increase its longevity and reduce down time.

To effectively maintain standard comfort levels in all occupied space.

To provide high quality repairs in a timely manner, to help reduce down time and ensure Facility longevity and safety by ensuring emergency generators and fire safety equipment functions properly when needed.

General Services - Building Maintenance

Performance Summary

Outcomes and Performance Measures	Current Goal	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Objective	Trend	Comments or Analysis
We provide efficient and effective HVAC preventative maintenance and repair services							
Completed HVAC PM work orders	Workload	190	291	344	380		
Percentage of man hours utilized for HVAC PM	15%	17%	17%	23%	25%		
Completed HVAC repair work orders	Workload	359	458	414	400		
Percentage of man hours used for HVAC Repairs Work Orders	18%	33%	36%	36%	45%		
Completed HVAC controls and systems work orders	Workload	165	191	172	175		
Percentage of man hours used for HVAC controls and systems work orders	10%	20%	15%	11%	15%		
Completed Total HVAC related work orders	Workload	930	1254	1,340	1,300		
We provide efficient and effective Electrical & Plumbing preventative maintenance and repair services							
Electrical, plumbing, structural work orders	Workload	1,401	2,021	2,234	2,500		
Percentage of man hours used for electrical, plumbing, structural work orders	Stable	49%	65%	64%	62%		
Completed generator and equipment work orders	Workload	335	299	382	320		
Percentage of man hours used for generator and equipment work orders	Stable	5%	3%	3%	3%		
Emergency call back responses	Workload	108	148	138	110		
Percentage of man hours used for emergency call responses	Stable	3%	3%	2%	2%		
Completed miscellaneous work orders	Workload	232	185	126	125		
Percentage of man hours used for misc. work orders	Stable	5%	3%	2%	2%		
Completed Environmental, safety, fire/security, and storm water work orders	Workload	564	948	1,088	1,100		

General Services - Building Maintenance

Outcomes and Performance Measures	Current Goal	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Objective	Trend	Comments or Analysis
We provide efficient and effective Electrical & Plumbing preventative maintenance and repair services							
Percentage of man hours used for environmental, safety, fire/security, and storm water work orders	Stable	7%	9%	9%	9%		
Completed construction/demolition, masonry, painting, and water leaks work orders	Workload	173	215	198	200		
Percentage of man hours used for construction/demolition, masonry, painting, and water leaks work orders	Stable	6%	3%	5%	5%		
Completed hardware, door, gates, and furniture work orders	Workload	897	918	1,064	1,200		
Percentage of man hours used for hardware, door, gates, and furniture work orders	Stable	20%	14%	15%	17%		

Budget Summary

Expenditures

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted Budget	FY 2011 Amended Budget	FY 2012 Dept's Request	FY 2012 Adopted Budget	% Change*
Personnel Services	\$ 586,026	\$ 726,167	\$ 697,127	\$ 697,127	\$ 724,672	\$ 652,764	-6.36%
Operations	\$ 1,452,664	\$ 1,647,036	\$ 2,224,142	\$ 2,442,539	\$ 2,696,162	\$ 2,362,414	-3.28%
Capital Outlay	\$ 20,330	\$ 10,791	\$ -	\$ -	\$ 12,000	\$ 12,000	100.00%
Total Expenses	\$ 2,059,020	\$ 2,383,994	\$ 2,921,269	\$ 3,139,666	\$ 3,432,834	\$ 3,027,178	-3.58%

Revenues

Intergovernmental	\$ 20,378	\$ 3,205	\$ 21,300	\$ 21,300	\$ -	\$ -	0.00%
Fees & Other	\$ 22,348	\$ 39,115	\$ 24,800	\$ 24,800	\$ 24,800	\$ 24,800	0.00%
Total Revenue	\$ 42,726	\$ 42,320	\$ 46,100	\$ 46,100	\$ 24,800	\$ 24,800	-46.20%

Staffing

FTE Positions	9.00	10.00	11.00	11.00	11.00	10.00
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*Percent change as calculated above compares the Adopted funding to the FY 2011 Amended Budget.

FY 2012 Budget Highlights / Changes

Continued carpet replacement at several locations

Continued integration of Medeco rekeying of buildings

Department Contact

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General Services - Facility Services

Mandated Service No

Mission

Responsibility to ensure that all employees and citizens of Cabarrus County have a clean and healthy environment for work, business and recreation.

Program Description

The Facility Services program provides efficient, cost effective facility maintenance services for all Cabarrus County facilities and parks. Responsibilities include: day to day cleaning, assisting with the county recycling program, moving and rearranging furniture, office equipment and files relocation/delivery, refuse removal, transfer of county surplus items, assistance in security of county facilities, disposal of all departments files and records, unloading of delivery trucks, and meeting set-ups. Floor care and carpet cleaning, supply delivery, limited snow and ice removal services are also provided to all county locations by the Facility Services program.

FY 2011 Major Accomplishments & Challenges

Continued job rotation to improve entire staff knowledge of different locations

New supervisor has implemented increased training and daily/weekly inspections of all facilities.

Goals & Objectives

To provide highest quality of cleaning service for County Government by maintaining high efficiency standards.

Improve services provided to county departments by coordinating and scheduling requests in a effective manner; encouraging innovate ideas and concepts for facility services; and retaining highly motivated and qualified employees.

Performance Summary

Outcomes and Performance Measures	Current Goal	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Objective	Trend	Comments or Analysis
We maintain the County's facilities to a high standard and provide prompt service in a professional, environmentally conscious, and sustainable manner							
Inspection work orders	Workload	105	75	70	70		Decrease as inspection becomes more of daily task
Completed Work Orders	Workload	3,225	3,300	3,100	3,100		Decrease as work is caught in daily tasks versus work order
Misc Work Orders	Workload	200	211	150	150		
Square feet carpet cleaned	Workload	400,022	400,000	400,000	400,000		
Square feet tile floor, stripped, waxed and buffed.	Workload	398,979	400,000	450,000	450,000		
Percent of work orders completed within 3 days.	100%	98%	85%	95%	95%		
Percent of work orders completed by due date.	100%	100%	100%	100%	100%		
Percent of Misc/Unexpected work orders requested by other dept's	95%	95%	95%	95%	95%		
Percentage of labor hours utilized assisting recycling programs	15%	20%	20%	18%	15%		
Percentage of labor hours utilized for after hour responses	10%	12%	12%	10%	5%		

General Services - Facility Services

Budget Summary

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted Budget	FY 2011 Amended Budget	FY 2012 Dept's Request	FY 2012 Adopted Budget	% Change*
Expenditures							
Personnel Services	\$ 1,065,604	\$ 1,046,566	\$ 939,254	\$ 958,369	\$ 993,623	\$ 977,379	1.98%
Operations	\$ 208,343	\$ 155,890	\$ 200,616	\$ 196,545	\$ 255,719	\$ 319,662	62.64%
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Total Expenses	\$ 1,273,947	\$ 1,202,456	\$ 1,139,870	\$ 1,154,914	\$ 1,249,342	\$ 1,297,041	12.31%
Revenues							
Intergovernmental	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Fees & Other	\$ 450	\$ 601	\$ -	\$ -	\$ -	\$ -	0.00%
Total Revenue	\$ 450	\$ 601	\$ -	\$ -	\$ -	\$ -	0.00%

Staffing

FTE Positions	30.15	25.63	25.63	26.63	26.63	26.63
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*Percent change as calculated above compares the Adopted funding to the FY 2011 Amended Budget.

FY 2012 Budget Highlights / Changes

Absorption of mail room into budget as well as management of that operation.

Department Contact

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General Services - Fleet Maintenance

Mandated Service

No

Mission

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

Program Description

The Fleet Maintenance program is responsible for the maintenance and repairs of rolling stock of vehicles and various types of motorized equipment for all Cabarrus County departments. Preventive and routine maintenance and repairs are performed on over 381 units of equipment, (49% being emergency vehicles) including cars, hybrid vehicles, trucks, SUV's, generators, tractors, mowers, trailers, boats, grounds maintenance equipment, EMS and Sheriff Department emergency vehicles. This program also provides mobile service to each EMS location: Midland, Kannapolis, Mt. Pleasant, Harrisburg, and four Concord locations allowing vehicles to remain in their service districts. An on-call mechanic is provided for road service and inclement weather, 24 hours a day, 7 days a week.

FY 2011 Major Accomplishments & Challenges

Continued to provide an excellent preventive maintenance program allowing emergency vehicles to keep response times to a minimum.

Continued to complete work orders in a timely manner keeping costs and down time to a minimum.

Continued to keep accurate service records and process invoices in a timely manner.

Continued to share calendars with key personnel to better communicate within our department.

Continued to assist the Finance department with the sale of surplus vehicles and/or equipment.

Continued to assist the Finance department with invoicing to chargeback to various County departments.

Ordered and processed the purchasing of 1 new hybrid vehicle and 6 service trucks.

Installed emergency equipment on 14 new Sheriff department vehicles which led to changing equipment on 36 vehicles.

Fleet Supervisor and fleet mechanics performed state inspections assuring all County vehicles are inspected annually keeping inspection costs to a minimum.

Annual inspections completed during scheduled preventive maintenance keeping miles driven to a minimum.

Due to the reduction in force the Fleet secretary has absorbed more responsibility within the entire department.

Email reminders are sent to various departments to assure preventive maintenance is performed in a timely manner.

Goals & Objectives

To provide a thorough, high quality vehicle preventive maintenance program for all County departments through the reduction in down time and repair costs.

To improve the grounds equipment preventative maintenance program by coordinating scheduled maintenance and increasing the turnaround time for repairs.

To coordinate with Emergency departments developing a plan to replace high mileage vehicles in a timely manner.

To reduce energy/fuel consumption costs by replacing high mileage vehicles with energy efficient and environmentally safe hybrid and/or alternative fuel vehicles.

General Services - Fleet Maintenance

Performance Summary

Outcomes and Performance Measures	Current Goal	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Objective	Trend	Comments or Analysis
We are a cost effective and high quality source of vehicle repair and services							
Completed work orders for PM, repairs, and modifications	Workload	7,053	7,400	7,900	7,500		
Employee/Vehicle/Equipment ratio	5:371	4:263	4:270	3:371	4:381		1 supervisor, 2 mechanics
Labor hours utilized for preventive maintenance and repairs found during preventive maintenance	85%	85%	83%	85%	85%		
Labor hours utilized for unscheduled maintenance ordering parts, maintaining shop and equipment, and paper work	5%	7%	5%	5%	5%		
Labor hours utilized for installing equipment for emergency vehicles (Sheriff and EMS)	10%	8%	12%	10%	10%		
Our equipment is managed effectively							
Number of grounds maintenance equipment	Workload	153	161	165	165		
Average turnaround time for repairs on grounds equipment (hours)	8	8	8	8	8		
Preventive maintenance appointments (per week)	2	1	2	3	3		
County fleet is energy efficient and environmentally friendly							
Hybrid or Alternative Vehicles/Conventional run vehicles Ratio	34:270	29:263	34:270	39:293	40:302		

Budget Summary

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted Budget	FY 2011 Amended Budget	FY 2012 Dept's Request	FY 2012 Adopted Budget	% Change*
Expenditures							
Personnel Services	\$ 311,323	\$ 312,915	\$ 323,388	\$ 324,388	\$ 301,950	\$ 298,176	-8.08%
Operations	\$ 35,990	\$ 22,964	\$ 39,434	\$ 38,434	\$ 31,329	\$ 31,755	-17.38%
Capital Outlay	\$ 694,341	\$ 350,319	\$ 251,950	\$ 251,950	\$ 338,820	\$ 463,679	84.04%
Total Expenses	\$ 1,041,654	\$ 686,198	\$ 614,772	\$ 614,772	\$ 672,099	\$ 793,610	29.09%
Revenues							
Intergovernmental	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Fees & Other	\$ 15,287	\$ 14,551	\$ 8,500	\$ 8,500	\$ 13,800	\$ 13,800	0.00%
Total Revenue	\$ 15,287	\$ 14,551	\$ 8,500	\$ 8,500	\$ 13,800	\$ 13,800	0.00%
Staffing							
FTE Positions	5.00	5.00	5.00	5.00	5.00	5.00	

*Percent change as calculated above compares the Adopted funding to the FY 2011 Amended Budget.

General Services - Fleet Maintenance

FY 2012 Budget Highlights / Changes

The Fleet Maintenance division is equipped to maintain, modify, or repair all County owned vehicles in-house keeping costs and down time to a minimum.

With limited space and personnel, additional vehicles added to the fleet each year including various makes of vehicles such as Fords, Chevrolets, Toyotas, and Dodges, we continue to strive to provide an excellent level of service.

By purchasing 6 new service trucks replacing older, high mileage trucks, repair and operating costs will be kept to a minimum. The fleet mechanics are now servicing transmissions in order to keep down time and costs to a minimum.

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Parks

Mandated Service

Enabled by N.C. General Statutes Articles 18. Parks and Recreation 160A. 350-356

Mission

To enrich the quality of life of the citizens by providing high quality recreation and education opportunities in harmony with natural resource preservation.

Program Description

The focus is development and operation of County Parks and school parks; 4 parks totaling 600 acres and 45 school parks; 742 acres total with municipalities operating 2 parks. Typical amenities include: playgrounds, trails, picnic sites, shelters, cabins, mini-golf, athletic fields, disc golf and the like. Classes, workshops and camps geared toward environmental stewardship, nature education, conservancy, and sustainability are offered throughout the year in conjunction with NC Wildlife Commission, individual vendors, municipalities, NC Air Quality Division, Cooperative Extension, Soil and Water Conservation and various other agencies. Discovery Day Camp is the largest of the offering and serves approximately 600 youth ages 6-12 during the summer. The parks experience a large volume of patrons for family reunions, picnics, office gatherings and tournaments. Youth athletics is facilitated and coordinated through the department and spring, summer, and fall adult softball leagues are operated at Frank Liske Park. Various youth athletic camps are offered during the summer.

The department administers a Matching Incentive Grant Program where civic, community and school groups apply for matching monies. The grants are used to construct or improve facilities on public land or to acquire land for community use.

The Department continually seeks out available land for the development of future parks through analysis, needs assessments, and cooperation with the municipalities. Additionally, grants for development and purchase are pursued.

FY 2011 Major Accomplishments & Challenges

Park visitation increased by over 125,000 since FY 08-09.

93% of 2010 County Survey respondents are satisfied with Parks services and 75% believe Parks enhance the quality of life.

Laptop computers were installed in each district for on-line reservations.

Pharr Mill Park operations were turned over to Harrisburg Parks and Recreation.

North Cabarrus Park

- new Fit Trail added
- Sun Shade over large playground
- 12,622 increase in park visitors

Frank Liske Park

- Office renovation to better assist patrons and make office for Senior Ranger
- Steward Engineering picked an overflow parking lot at Frank Liske park as a project to commemorate their 15th year of service

Design and staking were at no cost to the County.

- Softball Field #4 was completed with lights and fence completing the wagonwheel complex

Camp T.N. Spencer Park

- Sun Shades installed on pool deck and over the playground
- Developed a Natural play area
- Developed a Program Area for outdoor education

Parks

Challenges

- Adequate facilities for new organizations like Lacrosse
- Continue increase in park patrons while adhering to the 50% reduction in force of part-time staff
- Cabarrus County per capita spending is \$20.28 while the average in North Carolina is \$58.02
- Rob Wallace Park development and staff
- Increasing program fees while economy is still suffering
- More citizens using park services and facilities on a first-come first-serve basis
- Some grant sources have been frozen

Goals & Objectives

Increase revenues, park reservations, nature program participation, and park visitation from fiscal year 2011 through publicity, marketing, and use of social media outlets.

Provide safe and clean facilities at all Park locations without the occurrence of accidents or injuries.

Through the implementation and utilization of GovPartner, increase on-line facility reservation by 15%

By utilizing more social media outlets for marketing and surveying, increase awareness of new programs by 15% and satisfaction of services and programs by 25%

Evaluate existing facilities versus growth patterns to determine areas of need for future development by inventorying all Cabarrus County Park and Recreation facilities by June 30, 2011.

Performance Summary

Outcomes and Performance Measures	Current Goal	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Objective	Trend	Comments or Analysis
We provide high quality, educational, and cost effective Park resources							
Park Revenue	Increase FPY	\$ 316,948	\$ 252,650	\$ 325,000	\$ 275,000		
Park Reservations	Increase FPY	2,859	*N/A	3,100	3,500		GovPartner note
On-line Facility Reservations	Increase FPY			2,000	2,500		On-line reservation system implemented FY 2010.
Park Visitation	Increase FPY	462,886	481,159	420,000	485,000		
Programs Participants	Increase FPY	3,956	7,982	8,000	9,000		2011 projection was completed prior to actuals for 2010.
Facebook Followers	Increase FPY		128	290	250		New Measure
We maintain safe and accessible facilities							
Accidents/Injuries reported	0			1	0		
Employee loss time due to injury (weeks)	Decrease FPY	12	12	6 hrs.	0		
Our customers are satisfied							
Perception of Safety in Parks	100%	99%	86%	90%	100%		Citizen Survey
Overall impressions of programs & services (very satisfied)	81%	56%	93%	100%	100%		Citizen Survey
Evaluate existing facilities versus growth patterns to determine areas of need for future development plans							
Municipalities Involved	100%		75%	90%	100%		
Data Compiled	100%		75%	90%	100%		
Growth Patterns Collected	100%		75%	90%	100%		
Park & Rec Facilities Inventory Completed	100%		75%	90%	100%		

* The scope of GovPartner does not cover reservation numbers either on-line or in person.

Parks

Budget Summary

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted Budget	FY 2011 Amended Budget	FY 2012 Dept's Request	FY 2012 Adopted Budget	% Change*
Expenditures							
Personnel Services	\$ 820,154	\$ 816,434	\$ 810,716	\$ 810,716	\$ 822,720	\$ 809,701	-0.13%
Operations	\$ 400,935	\$ 345,881	\$ 327,237	\$ 327,237	\$ 333,021	\$ 329,550	0.71%
Capital Outlay	\$ 340,353	\$ 173,293	\$ 50,000	\$ 151,866	\$ 50,000	\$ 50,000	-67.08%
Total Expenses	\$ 1,561,442	\$ 1,335,608	\$ 1,187,953	\$ 1,289,819	\$ 1,205,741	\$ 1,189,251	-7.80%
Revenues							
Intergovernmental	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Fees & Other	\$ 408,223	\$ 363,673	\$ 271,750	\$ 329,370	\$ 247,950	\$ 247,950	-24.72%
Total Revenue	\$ 408,223	\$ 363,673	\$ 271,750	\$ 329,370	\$ 247,950	\$ 247,950	-24.72%
Staffing							
FTE Positions	18.80	15.72	16.66	16.66	16.66	16.66	

FY 2012 Budget Highlights / Changes

- Increase in Recreation Facility Operator hours to have an additional person in the concession/entrance area of pool (596 hours @ \$9.76 per hour) as a recommendation of internal audit.
- Office cash register at Camp Spencer Park as a recommendation of internal audit.
- First phase of backstop netting at Frank Liske park as a recommendation of Safety and Risk Management (Two Phases).
- Frank Liske Park revenues reflect no paddleboats and lake concessions (\$12,000)
- Cabin furniture covers replacement budgeted.
- Adult softball reflects decrease in team numbers, expenditures and revenues. Implemented scorekeepers back into budget and eliminated field supervisor per request of teams.
- Uniform account increase reflects new staff and addition of safety shoes for Senior Rangers chainsaw certification.
- Supply accounts reflect an increase based on buying food local t-shirts and food. Revenues are adjusted likewise.

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Concord Library

Mandated Service

No. All public library systems in North Carolina receive State Aid to Public Library Grant funds annually. These grants are appropriated by the North Carolina Legislature and are disbursed through the State Library of North Carolina, a division of the Department of Cultural Resources. In order to receive these grant funds, several requirements must be met. In regard to the local budget process is the requirement that the library "secure operational funds from local government sources at least equal to the average amount budgeted and available for expenditure for the previous three years."

Mission

The Cabarrus County Public Library will strive to provide for the cultural, educational and recreational needs of all citizens of Cabarrus County by providing equal access to a variety of books, materials, programs and other resources and information that meet and exemplify the diverse needs of those we serve. We will provide a customer service oriented, knowledgeable and well trained staff that will promote the enjoyment of reading and support the pursuit of lifelong learning.

Program Description

The Concord Library serves as the main library for the Cabarrus County Public Library system. Although the library is situated in Concord and serves the City of Concord, it serves the entire county due to the size and central location. This library offers a full range of services including circulation, reference, children's services, public computers, a local history room and outreach to the homebound. As the main library, collection development, acquisitions, cataloging and processing of library materials are carried out there. The library director's office is also in this library. The Concord Library building and grounds are owned by Cabarrus County.

FY 2011 Major Accomplishments & Challenges

Accomplishments:

1) New computer system installed;

- A better catalog for the public that is more convenient, employs state of the art search technologies, has more visual appeal, is easier to use and engages users in a meaningful way; increased functionality enables staff to assist patrons move efficiently and accurately.

2) Renovation of the Concord Library;

- Changes were made to accommodate new technologies and to maximize use of space; the circulation desk area was expanded with a larger service desk and increased staff workspace; the local history room moved from the second floor to the first floor to occupy the larger

3) One Book One Community Program;

- Two month community program that included over 25 events and programs centered around "The Things They Carried" by Tim O'Brien; involved over a dozen community partners.
- This project was funded primarily with grants and donations.

4) Successful Summer Reading Program;

- Encouraged and motivated children and families to read for pleasure; helped school age children maintain their reading skills during the summer; introduced children and their families to the resources of the library.
- Over 4,000 children participated; over 600 teens participated; over 1,200 adults participated.

5) Implementation of Family Literacy Program.

- This program was designed to increase the amount of time the families read with their pre-school age children. Taught the 6 pre-literacy skills that every child should know before entering Kindergarten; in six months over 100 families participated in the program and over 150 children were impacted; the project was funded by Smart Start funds.

Challenges:

1) Small staff and limited hours continue to be a challenge. It is often difficult to meet the needs of the public.

2) More updated materials are needed to meet the needs of the public.

Concord Library

Goals & Objectives

Goal: Continue to improve library experiences through improved processes.

Objectives: Develop policies and procedures that are clear, easy to understand and enforceable. Policies and procedures will be consistent across the library system.

Outcome: Citizen satisfaction with library services and programs will increase.

Goal: Put the library needs of library users first by training staff how to provide the best service.

Objective: Provide customer service training for staff; outline competencies for each position and provide appropriate training.

Outcome: Citizen satisfaction with library services and programs will increase.

Goal: Provide learning opportunities for staff to facilitate their ability to serve library users.

Objective: Provide opportunities for training in house; when feasible, provide external training opportunities.

Outcome: Citizen satisfaction with library services and programs will increase.

Goal: Promote library programs and services throughout Cabarrus County and expand and diversify methods for distributing library information in order to effectively reach all populations.

Objectives: Utilize the library newsletter, website and Facebook to promote library programs and services. Explore other options for promoting the library.

Outcomes: Use of library services and attendance at programs should increase; number of people on the email distribution of the newsletter (Checking In) should increase; and number of library Facebook "fans" should increase.

Performance Summary

Outcomes and Performance Measures	Current Goal	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Objective	Trend	Comments or Analysis
Circulation of library materials	Increase FPY	290,567	221,803	180,000	185,400		Library hours were reduced by nearly 30% beginning in February 2010 which resulted in lower circulation.
Program attendance	Increase FPY	6,226	7,317	8,000	8,240		
New library cards issued	Increase FPY	4,219	5,097	4,247	5,000		
Facebook "fans" (all libraries)	Increase FPY	0	550	800	1,250		
Newsletter subscribers (all libraries)	Increase FPY	N/A	N/A	135	500		
Patron Satisfaction - % very satisfied (all libraries - Citizen Survey)	Increase FPY	N/A	64%	-	75%		
Annual door count	Increase FPY	109,657	95,979	85,000	87,550		

Concord Library

Budget Summary

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted Budget	FY 2011 Amended Budget	FY 2012 Dept's Request	FY 2012 Adopted Budget	% Change*
Expenditures							
Personnel Services	\$ 1,190,237	\$ 1,197,748	\$ 1,043,266	\$ 1,089,385	\$ 1,124,970	\$ 1,108,636	1.77%
Operations	\$ 325,384	\$ 339,243	\$ 228,125	\$ 345,056	\$ 207,419	\$ 204,129	-40.84%
Capital Outlay	\$ 5,743		\$ -	\$ -	\$ -	\$ -	0.00%
Total Expenses	\$ 1,521,364	\$ 1,536,991	\$ 1,271,391	\$ 1,434,441	\$ 1,332,389	\$ 1,312,765	-8.48%

Revenues

Intergovernmental	\$ 189,793	\$ 195,002	\$ 176,000	\$ 155,890	\$ 155,890	\$ 155,890	0.00%
Fees & Other	\$ 134,248	\$ 118,982	\$ 51,700	\$ 37,700	\$ 37,700	\$ 102,700	172.41%
Other Financing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Total Revenue	\$ 324,041	\$ 313,984	\$ 227,700	\$ 193,590	\$ 193,590	\$ 258,590	33.58%

Staffing

FTE Positions	23.72	17.00	18.95	17.48	17.48	18.48
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*Percent change as calculated above compares the Adopted funding to the FY 2011 Amended Budget.

FY 2012 Budget Highlights / Changes

FY2011 Amended budget includes annual funds from the Cannon Charitable Trusts. These funds are not included in the FY 2012 Department Request.

FY 2011 Amended budget includes a grant from the Cabarrus Partnership for Children (\$65,000). A renewal of the grant has been applied for, but is not included in the FY 2012 budget.

Position established for the adult literacy program to be reimbursed by the Cabarrus Literacy County (\$65,000)

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Kannapolis Library

Mandated Service

No. All public library systems in North Carolina receive State Aid to Public Library Grant funds annually. These grants are appropriated by the North Carolina Legislature and are disbursed through the State Library of North Carolina, a division of the Department of Cultural Resources. In order to receive these grant funds, several requirements must be met. In regard to the local budget process is the requirement that the library “secure operational funds from local government sources at least equal to the average amount budgeted and available for expenditure for the previous three years.”

Mission

The Cabarrus County Public Library will strive to provide for the cultural, educational and recreational needs of all citizens of Cabarrus County by providing equal access to a variety of books, materials, programs and other resources and information that meet and exemplify the diverse needs of those we serve. We will provide a customer service oriented, knowledgeable and well trained staff that will promote the enjoyment of reading and support the pursuit of lifelong learning.

Program Description

The Kannapolis Library primarily serves the City of Kannapolis and northwestern Cabarrus County. The Kannapolis Library is a full service library with circulation, reference, children’s services, public computers and a local history room. Many programs are held monthly for the public while children’s programs continue to be a strong offering at the Kannapolis Library. The Kannapolis Library building and grounds are owned by Cabarrus County.

FY 2011 Major Accomplishments & Challenges

Accomplishments:

1) New computer system installed;

- A better catalog for the public that is more convenient, employs state of the art search technologies, has more visual appeal, is easier to use and engages users in a meaningful way; increased functionality enables staff to assist patrons move efficiently and accurately.

2) One Book One Community Program;

- Two month community program that included over 25 events and programs centered around “The Things They Carried” by Tim O’Brien; involved over a dozen community partners.
- This project was funded primarily with grants and donations.

3) Successful Summer Reading Program;

- Encouraged and motivated children and families to read for pleasure; helped school age children maintain their reading skills during the summer; introduced children and their families to the resources of the library.
- Over 4,000 children participated; over 600 teens participated; over 1,200 adults participated.

Challenges:

- 1) Small staff and limited hours continue to be a challenge. It is often difficult to meet the needs of the public.
- 2) More updated materials are needed to meet the needs of the public.

Kannapolis Library

Goals & Objectives

Goal: Continue to improve library experiences through improved processes.

Objectives: Develop policies and procedures that are clear, easy to understand and enforceable. Policies and procedures will be consistent across the library system.

Outcome: Citizen satisfaction with library services and programs will increase.

Goal: Put the library needs of library users first by training staff how to provide the best service.

Objectives: Provide customer service training for staff; outline competencies for each position and provide appropriate training.

Outcome: Citizen satisfaction with library services and programs will increase.

Goal: Provide learning opportunities for staff to facilitate their ability to serve library users.

Objectives: Provide opportunities for training in house; when feasible, provide external training opportunities.

Outcome: Citizen satisfaction with library services and programs will increase.

Goal: Promote library programs and services throughout Cabarrus County and expand and diversify methods for distributing library information in order to effectively reach all populations.

Objectives: Utilize the library newsletter, website and Facebook to promote library programs and services. Explore other options for promoting the library.

Outcomes: Use of library services and attendance at programs should increase; number of people on the email distribution of the newsletter (Checking In) should increase; and number of library Facebook "fans" should increase.

Performance Summary

Outcomes and Performance Measures	Current Goal	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Objective	Trend	Comments or Analysis
Circulation of library materials	Increase FPY	290,567	221,803	180,000	185,400		Library hours were reduced by nearly 30% beginning in February 2010 which resulted in lower circulation.
Program attendance	Increase FPY	6,226	7,317	8,000	8,240		
New library cards issued	Increase FPY	2,348	2,708	2,507	2,800		
Facebook "fans" (all libraries)	Increase FPY	0	550	800	1,250		
Newsletter subscribers (all libraries)	Increase FPY	N/A	N/A	135	500		
Patron Satisfaction - % very satisfied (all libraries - Citizen Survey)	Increase FPY	N/A	64%	-	75%		
Annual door count	Increase FPY	109,657	95,979	85,000	87,550		

Kannapolis Library

Budget Summary

Expenditures

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted Budget	FY 2011 Amended Budget	FY 2012 Dept's Request	FY 2012 Adopted Budget	% Change*
Personnel Services	\$ 521,824	\$ 527,552	\$ 406,513	\$ 406,513	\$ 396,031	\$ 395,629	-2.68%
Operations	\$ 139,908	\$ 158,000	\$ 97,002	\$ 117,702	\$ 97,523	\$ 95,138	-19.17%
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Total Expenses	\$ 661,732	\$ 685,552	\$ 503,515	\$ 524,215	\$ 493,554	\$ 490,767	-6.38%

Revenues

Intergovernmental	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Fees & Other	\$ 71,206	\$ 77,172	\$ 28,000	\$ 28,000	\$ 20,500	\$ 20,500	-26.79%
Total Revenue	\$ 71,206	\$ 77,172	\$ 28,000	\$ 28,000	\$ 20,500	\$ 20,500	-26.79%

Staffing

FTE Positions	10.27	7.00	7.00	7.00	7.00	7.00
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*Percent change as calculated above compares the Adopted funding to the FY 2011 Amended Budget.

FY 2012 Budget Highlights / Changes

FY2011 Amended budget includes annual funds from the Cannon Charitable Trusts. These funds are not included in the FY 2012 Department Request.

Department Contact

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Mt. Pleasant Library

Mandated Service

No. All public library systems in North Carolina receive State Aid to Public Library Grant funds annually. These grants are appropriated by the North Carolina Legislature and are disbursed through the State Library of North Carolina, a division of the Department of Cultural Resources. In order to receive these grant funds, several requirements must be met. In regard to the local budget process is the requirement that the library "secure operational funds from local government sources at least equal to the average amount budgeted and available for expenditure for the previous three years."

Mission

The Cabarrus County Public Library will strive to provide for the cultural, educational and recreational needs of all citizens of Cabarrus County by providing equal access to a variety of books, materials, programs and other resources and information that meet and exemplify the diverse needs of those we serve. We will provide a customer service oriented, knowledgeable and well trained staff that will promote the enjoyment of reading and support the pursuit of lifelong learning.

Program Description

The Mt Pleasant Library primarily serves the town of Mt Pleasant and eastern Cabarrus County. Although the Mt Pleasant Library is the smallest library in the county system, it is able to offer a full range of services to the public including circulation, reference, children's services, and public computers. The Mt Pleasant Library also offers many programs to the public including story time, children and teen programs and a variety of programs for adults including book clubs. The Mt Pleasant Library building and grounds are owned by Cabarrus County.

FY 2011 Major Accomplishments & Challenges

Accomplishments:

1) New computer system installed;

- A better catalog for the public that is more convenient, employs state of the art search technologies, has more visual appeal, is easier to use and engages users in a meaningful way; increased functionality enables staff to assist patrons move efficiently and accurately.

2) One Book One Community Program;

- Two month community program that included over 25 events and programs centered around "The Things They Carried" by Tim O'Brien; involved over a dozen community partners.
- This project was funded primarily with grants and donations.

3) Successful Summer Reading Program;

- Encouraged and motivated children and families to read for pleasure; helped school age children maintain their reading skills during the summer; introduced children and their families to the resources of the library.
- Over 4,000 children participated; over 600 teens participated; over 1,200 adults participated.

Challenges:

- 1) Small staff and limited hours continue to be a challenge. It is often difficult to meet the needs of the public.
- 2) More updated materials are needed to meet the needs of the public.

Mt. Pleasant Library

Goals & Objectives

Goal: Continue to improve library experiences through improved processes.

Objectives: Develop policies and procedures that are clear, easy to understand and enforceable. Policies and procedures will be consistent across the library system.

Outcome: Citizen satisfaction with library services and programs will increase.

Goal: Put the library needs of library users first by training staff how to provide the best service.

Objectives: Provide customer service training for staff; outline competencies for each position and provide appropriate training.

Outcome: Citizen satisfaction with library services and programs will increase.

Goal: Provide learning opportunities for staff to facilitate their ability to serve library users.

Objectives: Provide opportunities for training in house; when feasible, provide external training opportunities.

Outcome: Citizen satisfaction with library services and programs will increase.

Goal: Promote library programs and services throughout Cabarrus County and expand and diversify methods for distributing library information in order to effectively reach all populations.

Objectives: Utilize the library newsletter, website and Facebook to promote library programs and services. Explore other options for promoting the library.

Outcomes: Use of library services and attendance at programs should increase; number of people on the email distribution of the newsletter (Checking In) should increase; and number of library Facebook "fans" should increase.

Performance Summary

Outcomes and Performance Measures	Current Goal	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Objective	Trend	Comments or Analysis
Circulation of library materials	Increase FPY	290,567	221,803	180,000	185,400		Library hours were reduced by nearly 30% beginning in February 2010 which resulted in lower circulation.
Program attendance	Increase FPY	6,226	7,317	8,000	8,240		
New library cards issued	Increase FPY	374	414	447	550		
Facebook "fans" (all libraries)	Increase FPY	0	550	800	1,250		
Newsletter subscribers (all libraries)	Increase FPY	N/A	N/A	135	500		
Patron Satisfaction - % very satisfied (all libraries - Citizen Survey)	Increase FPY	N/A	64%	-	75%		
Annual door count	Increase FPY	109,657	95,979	85,000	87,550		

Mt. Pleasant Library

Budget Summary

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted Budget	FY 2011 Amended Budget	FY 2012 Dept's Request	FY 2012 Adopted Budget	% Change*
Expenditures							
Personnel Services	\$ 160,665	\$ 169,546	\$ 124,671	\$ 124,671	\$ 115,881	\$ 115,763	-7.15%
Operations	\$ 47,367	\$ 42,134	\$ 24,596	\$ 47,156	\$ 27,960	\$ 24,900	-47.20%
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Total Expenses	\$ 208,031	\$ 211,680	\$ 149,267	\$ 171,827	\$ 143,841	\$ 140,663	-18.14%

Revenues

Intergovernmental	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Fees & Other	\$ 18,218	\$ 18,240	\$ 7,300	\$ 7,300	\$ 6,685	\$ 6,685	-8.42%
Total Revenue	\$ 18,218	\$ 18,240	\$ 7,300	\$ 7,300	\$ 6,685	\$ 6,685	-8.42%

Staffing

FTE Positions	3.11	2.00	2.00	2.00	2.00	2.00
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*Percent change as calculated above compares the Adopted funding to the FY 2011 Amended Budget.

FY 2012 Budget Highlights / Changes

FY2011 Amended budget includes annual funds from the Cannon Charitable Trusts. These funds are not included in the FY 2012 Department Request.

Department Contact

Name: Dana Eure

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Phone: 704-920-2063

Harrisburg Library

Mandated Service

No. All public library systems in North Carolina receive State Aid to Public Library Grant funds annually. These grants are appropriated by the North Carolina Legislature and are disbursed through the State Library of North Carolina, a division of the Department of Cultural Resources. In order to receive these grant funds, several requirements must be met. In regard to the local budget process is the requirement that the library "secure operational funds from local government sources at least equal to the average amount budgeted and available for expenditure for the previous three years."

Mission

The Cabarrus County Public Library will strive to provide for the cultural, educational and recreational needs of all citizens of Cabarrus County by providing equal access to a variety of books, materials, programs and other resources and information that meet and exemplify the diverse needs of those we serve. We will provide a customer service oriented, knowledgeable and well trained staff that will promote the enjoyment of reading and support the pursuit of lifelong learning.

Program Description

The Harrisburg Library serves primarily the rapidly growing area around the Town of Harrisburg. A full range of services are offered to the public including circulation, reference, children's services, and public computers. Services and programs for teens are a highlight of the Harrisburg Library. The Town of Harrisburg owns the building and grounds and leases the Library to Cabarrus County.

FY 2011 Major Accomplishments & Challenges

Accomplishments:

1) New computer system installed;

- A better catalog for the public that is more convenient, employs state of the art search technologies, has more visual appeal, is easier to use and engages users in a meaningful way; increased functionality enables staff to assist patrons move efficiently and accurately.

2) One Book One Community Program;

- Two month community program that included over 25 events and programs centered around "The Things They Carried" by Tim O'Brien; involved over a dozen community partners.
- This project was funded primarily with grants and donations.

3) Successful Summer Reading Program;

- Encouraged and motivated children and families to read for pleasure; helped school age children maintain their reading skills during the summer; introduced children and their families to the resources of the library.
- Over 4,000 children participated; over 600 teens participated; over 1,200 adults participated.

Challenges:

- 1) Small staff and limited hours continue to be a challenge. It is often difficult to meet the needs of the public.
- 2) More updated materials are needed to meet the needs of the public.

Harrisburg Library

Goals & Objectives

Goal: Continue to improve library experiences through improved processes.

Objectives: Develop policies and procedures that are clear, easy to understand and enforceable. Policies and procedures will be consistent across the library system.

Outcome: Citizen satisfaction with library services and programs will increase.

Goal: Put the library needs of library users first by training staff how to provide the best service.

Objectives: Provide customer service training for staff; outline competencies for each position and provide appropriate training.

Outcome: Citizen satisfaction with library services and programs will increase.

Goal: Provide learning opportunities for staff to facilitate their ability to serve library users.

Objectives: Provide opportunities for training in house; when feasible, provide external training opportunities.

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Goal: Promote library programs and services throughout Cabarrus County and expand and diversify methods for distributing library information in order to effectively reach all populations.

Objectives: Utilize the library newsletter, website and Facebook to promote library programs and services. Explore other options for promoting the library.

Outcomes: Use of library services and attendance at programs should increase; number of people on the email distribution of the newsletter (Checking In) should increase; and number of library Facebook "fans" should increase.

Performance Summary

Outcomes and Performance Measures	Current Goal	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Objective	Trend	Comments or Analysis
Circulation of library materials	Increase FPY	290,567	221,803	180,000	185,400		Library hours were reduced by nearly 30% beginning in February 2010 which resulted in lower circulation.
Program attendance	Increase FPY	6,226	7,317	8,000	8,240		
New library cards issued	Increase FPY	2,116	1,568	1,647	1,800		
Facebook "fans" (all libraries)	Increase FPY	0	550	800	1,250		
Newsletter subscribers (all libraries)	Increase FPY	N/A	N/A	135	500		
Patron Satisfaction - % very satisfied (all libraries - Citizen Survey)	Increase FPY	N/A	64%	-	75%		
Annual door count	Increase FPY	109,657	95,979	85,000	87,550		

Budget Summary

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted Budget	FY 2011 Amended Budget	FY 2012 Dept's Request	FY 2012 Adopted Budget	% Change*
Expenditures							
Personnel Services	\$ 293,934	\$ 286,347	\$ 220,144	\$ 220,144	\$ 219,562	\$ 219,339	-0.37%
Operations	\$ 75,847	\$ 74,230	\$ 43,900	\$ 86,743	\$ 78,230	\$ 48,000	-44.66%
Capital Outlay	\$ 23,132	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Total Expenses	\$ 392,913	\$ 360,577	\$ 264,044	\$ 306,887	\$ 297,792	\$ 267,339	-12.89%
Revenues							
Intergovernmental	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Fees & Other	\$ 43,810	\$ 49,102	\$ 31,500	\$ 31,500	\$ 18,800	\$ 18,800	-40.32%
Total Revenue	\$ 43,810	\$ 49,102	\$ 31,500	\$ 31,500	\$ 18,800	\$ 18,800	-40.32%
Staffing							
FTE Positions	7.30	4.00	4.00	4.00	4.00	4.00	

*Percent change as calculated above compares the Adopted funding to the FY 2011 Amended Budget.

Harrisburg Library

FY 2012 Budget Highlights / Changes

FY2011 Amended budget includes annual funds from the Cannon Charitable Trusts. These funds are not included in the FY 2012 Department Request.

Department Contact

Name: Dana Eure

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Phone: 704-920-2063

Cabarrus Arena & Events Center

Mandated Service No

Mission

To provide facilities and to support a broad range of entertainment, cultural, informative, and educational events in a safe, clean, and user-friendly environment.

Program Description

As a unique venue in the region, the Cabarrus Arena and Events Center complex offers a combined 140,000 square feet of meeting and exhibit space, a seating capacity of 5,500 people in the Arena, and ten acres of outdoor festival and exhibit space. The venue has the infrastructure necessary to host musical and theatrical performances, trade shows, sporting events, formal banquets, outdoor festivals, and agricultural events.

The Cabarrus Arena and Events Center facility is managed by SMG, a private facility management company operating over 200 similar facilities worldwide. SMG's responsibilities cover all operational aspects of the facility including managing daily operations, marketing the facility, providing food and beverage service for all events, and routine building and grounds maintenance.

FY 2011 Major Accomplishments & Challenges

Added two multi-year family shows and two multi-year athletic competitions to the event calendar.

Continued food and beverage revenue growth in a period when catering demand is considerably lower than previous years.

Increased service (labor reimbursement) revenue by approximately 30% over the previous year.

Goals & Objectives

To enhance the quality of life in Cabarrus County by providing a user-friendly, efficiently operated venue to host educational, cultural, and recreational events.

Steady reduction in Cabarrus County's subsidy of Arena operations.

Maximize exposure and patronage at the Arena.

Performance Summary

Outcomes and Performance Measures	Current Goal	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Objective	Trend	Comments or Analysis
Event/Performance days	Increase FPY	263	196	197	192		
Total Attendance	Increase FPY	251,291	232,799	245,423	258,132		
Gross Income	Increase FPY	\$943,739	\$985,621	\$1,004,471	\$1,076,076		
% Revenue from non-rental sources		48%	57	56%	58%		
County Subsidy	Decrease FPY	\$575,540	\$638,649	\$616,393	\$704,998		
Operating Expenses	Decrease FPY	\$1,519,279	\$1,513,634	\$1,568,101	\$1,715,599		
Operating expenses as a % of fund revenue		100%	93%	97%	96%		
Net Income/(Loss)	Decrease FPY	\$0	\$110,636	\$52,763	\$65,475		

Cabarrus Arena & Events Center

Budget Summary

Expenditures

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted Budget	FY 2011 Amended Budget	FY 2012 Dept's Request	FY 2012 Adopted Budget	% Change*
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Operations	\$ 825,954	\$ 944,804	\$ 797,548	\$ 876,537	\$ 959,500	\$ 874,698	-0.21%
Capital Outlay	\$ 35,319	\$ 151,619	\$ -	\$ -	\$ -	\$ -	0.00%
Total Expenses	\$ 861,273	\$ 1,096,423	\$ 797,548	\$ 876,537	\$ 959,500	\$ 874,698	-0.21%

Revenues

Other Financing	\$ 700,000	\$ 738,592	\$ 762,163	\$ 841,152	\$ 800,000	\$ 834,698	-0.77%
Total Revenue	\$ 700,000	\$ 738,592	\$ 762,163	\$ 841,152	\$ 800,000	\$ 834,698	-0.77%

*Percent change as calculated above compares the Adopted funding to the FY 2011 Amended Budget.

FY 2012 Budget Highlights / Changes

Repair and maintenance expenses continue to rise as the facility has been open for nearly ten years.

Economic conditions continue to depress revenue from catered business meeting and social events.

Department Contact

Name: Frank Lapsley

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Phone: 704-920-3983

County Fair

Mandated Service No

Mission

To provide a safe, family, fun-filled experience through educational and agricultural exhibits, amusement rides, and entertainment for all citizens in Cabarrus County.

Program Description

This program is responsible for managing and operating all aspects of the Cabarrus County Agricultural Fair. The Cabarrus County Agricultural Fair was organized in 1953 and forty-nine fairs were held at the intersection of Cabarrus Avenue and Union Cemetery Road. In December 2000, the Cabarrus County Board of Commissioners agreed to assume responsibility for managing the annual fair in exchange for ownership of the original fairgrounds. The County purchased a 70-acre parcel located at Highway 49 and Old Airport Road in Concord; and in June 2001, ground was broken on the Cabarrus Arena and Events Center. The 50th Annual Cabarrus County Fair was held at the new facility in 2003 and was an overwhelming success. Fair participation and attendance has continued steady growth.

FY 2011 Major Accomplishments & Challenges

Major Accomplishments: Attendance numbers , gate revenues, carnival receipts and entries were all record breaking numbers for the fair.

Challenge: Staff turnover left the new fair staff a few short weeks to plan and implement this years fair.

Challenge: Economic Climate

Goals & Objectives

Increase advance gate and carnival ticket sales by reaching out to local businesses, committees and organizations; along with providing additional advertising at local events to increase awareness of advance ticket sale opportunities.

Create individually tailored in-kind partnership and sponsorship opportunities to allow more small local businesses a chance to benefit from the fair. By offering in-kind sponsorship opportunities this will also help lower fair expenses.

Raise attendance and carnival receipts by securing popular and budget conscience local entertainment that will draw larger crowds and minimize expenses for the fair.

Increase entries by extending the deadline for accepting entries to one week prior to the fair, developing new departments and creating new e-newsletters for past exhibitors to receive updates. In past years, the deadline for receiving entries has been 30 days prior to the fair.

Construct a new offer for School Night to increase gate revenues by increasing participation.

Performance Summary

Outcomes and Performance Measures	Current Goal	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Objective	Trend	Comments or Analysis
Our Fair is safe and meets the community needs for a safe, entertaining, and cost effective experience							
Advance gate ticket sales	Increase FPY	\$ 6,071	\$ 6,153	\$ 8,909	\$ 10,000		Up from FY 2010.
Advance carnival sales	Increase FPY	\$ 17,745	\$ 22,339	\$ 18,735	\$ 20,000		Limited number of advance tickets printed contributed to the FY 11 decrease.
Sponsorship sales (monetary)	Stable	\$ 12,500	\$ 12,000	\$ 5,000	\$ 5,000		This stable projection makes a shift towards more in-kind partnerships.
Sponsorship sales (in-kind)	Increase FPY	No accurate historical data.	No accurate historical data.	\$ 1,700	\$ 12,000		This reflects the donation value of small and large in-kind agreements with businesses.

County Fair

Outcomes and Performance Measures	Current Goal	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Objective	Trend	Comments or Analysis
Our Fair is safe and meets the community needs for a safe, entertaining, and cost effective experience							
Fair attendance	Stable	75,000	75,000	88,588	85,000		Record breaking FY 11 attendance numbers. Great weather played a large role in FY 11. Conservative for FY 12.
Fair Entries	Increase FPY	No accurate historical data.	3,265	3,542	3,800		This projection includes additional entries in existing departments and entries from new contests.
School Night, Tuesday	Increase FPY	\$ 21,309	\$ 19,918	\$ 22,469	\$ 26,500		Instead of offering \$2.00 off to public schools, offer \$1.00 off to everyone wearing school paraphernalia showing their "School Pride".

Budget Summary

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted Budget	FY 2011 Amended Budget	FY 2012 Dept's Request	FY 2012 Adopted Budget	% Change*
Expenditures							
Personnel Services	\$ 123,016	\$ 105,906	\$ 115,403	\$ 115,827	\$ 132,016	\$ 131,878	13.86%
Operations	\$ 451,975	\$ 436,063	\$ 486,412	\$ 479,654	\$ 482,047	\$ 482,408	0.57%
Capital Outlay	\$ -	\$ -	\$ -	\$ 6,334	\$ -	\$ -	0.00%
Total Expenses	\$ 574,991	\$ 541,969	\$ 601,815	\$ 601,815	\$ 614,063	\$ 614,286	2.07%
Revenues							
Intergovernmental	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Fees & Other	\$ 688,396	\$ 619,137	\$ 637,200	\$ 637,200	\$ 627,000	\$ 654,286	2.68%
Total Revenue	\$ 688,396	\$ 619,137	\$ 637,200	\$ 637,200	\$ 627,000	\$ 654,286	2.68%
Staffing							
FTE Positions	2.00	2.00	2.00	2.00	2.00	2.00	

*Percent change as calculated above compares the Adopted funding to the FY 2011 Amended Budget.

FY 2012 Budget Highlights / Changes

The revenue projections are conservative due to the current economy.

Sponsorship revenues were not increased as the industry trend is moving more towards in-kind partnerships. As a result, some expense line items were reduced in hopes of making up the difference in securing in-kind agreements.

Department Contact

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Phone: 704-920-3982



County Sheriff

Mandated Service

Mandated by North Carolina Constitution and North Carolina General Statute 62. Level of Service not mandated.

Mission

Providing Professional Law Enforcement Services to keep and maintain Cabarrus County as a safe and decent place to work, live and raise a family

Program Description

The Cabarrus County Sheriff's Office is a full service law enforcement organization. In addition to direct law enforcement services rendered to citizens outside the corporate limits of Concord and Kannapolis, the Sheriff's Office provides support law enforcement and public safety efforts throughout all of Cabarrus County. Cabarrus County has a geographical area of approximately 367 square miles and a population of approximately 173,000 people. The Concord and Kannapolis Police Departments combined provide primary law enforcement responses to approximately 113,000 (71,000/CPD, 42,000/KPD) people who reside in a total geographical area of 92 square miles in Cabarrus County. This leaves over 60,000 people scattered out over 275+ square miles for the Sheriff's Office to provide all law enforcement services to. In addition to duties normally recognized as law enforcement duties, the Sheriff is responsible for the courts (Bailiffs) and courthouse security, the transportation of juveniles to regional detention facilities, transportation of prisoners to state prison units, transportation of involuntarily committed mental patients to regional mental hospitals (and return to their place of residence upon release). The Sheriff is also responsible for the service of all civil processes countywide which includes: Domestic Violence Orders and Juvenile Petitions and Summons. The Sheriff is also responsible for operation of the County Animal Shelter and delivery of animal control services countywide. The Sheriff has many other statutorily assigned duties.

FY 2011 Major Accomplishments & Challenges

Patrol Division response times for citizen calls for service were decreased in 2010 (for emergency calls and nonemergency calls).

According to NC SBI State Crime Reporting, Cabarrus crime index decreased for 2010 for Part I and Part II crimes (nonviolent and violent crimes).

The Sheriff's Office is in its 2nd year of a 3 year grant through Governor's Highway Safety Program (GHSP) for 2 Traffic Officers in the Town of Harrisburg. The entire program is funded from either the GHSP or the Town of Harrisburg.

Hickory Ridge Middle School opened this year and a middle school Resource Officer was placed in the school for 2010.

Community Involvement – Community Policing Division greatly enhanced their involvement with local neighborhoods and communities by assisting with formalizing meetings and providing better communication options at Neighborhood Watch meetings and Home Owner Association meetings.

Goals & Objectives

Provide professional law enforcement services to all citizens of Cabarrus County.

Perform all duties in the most efficient and cost effective manner possible.

To minimize response times to emergency and non-emergency calls.

Maintain clearance rate of reported property crimes at above state standards.

Maintain clearance rate of reported violent offenses (murders, robberies, rapes, aggravated assaults, etc.) at above state standards.

Increase the presence of officers in the communities by creating innovative ways of performing more functions in the field.

Provide youth education programs to community, churches, schools, festivals, etc.

Ability and foresight to identify issues and make necessary changes (if necessary) with trends to remain ahead of the curve of issues (examples: gangs, drug / illegal narcotics problems, etc)

Reduce street level drug sells and use.

County Sheriff

Performance Summary

Outcomes and Performance Measures	Current Goal	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Objective	Trend	Comments or Analysis
We assist the community and respond quickly							
Response time in minutes (Emergency Calls)	Decrease FPY	9:25	8:00	8:00	8:00		
Response time in minutes (Non-Emergency Calls)	Decrease FPY	12:37	12:00	12:00	12:00		
Total Emergency Calls	Workload	3,033	3,000	3,000	3,000		
270 Zone (Northwestern Portion of County)	Workload	3,761	9,600	9,600	9,500		Calls by patrol zone
245 Zone (Central Western Portion of County)	Workload	8,063	11,000	11,000	11,000		Calls by patrol zone
261 Zone (Southwestern and South Portion of County)	Workload	4,921	13,500	13,000	13,000		Calls by patrol zone
236 Zone (Northeastern Portion of County)	Workload	5,063	9,000	9,000	9,000		Calls by patrol zone
MP (253 Zone - MP City Limits)	Workload	1,820	5,500	5,000	5,000		Calls by patrol zone
HB (287 Zone - Harrisburg City Town Center)	Workload	9,660	9,000	9,000	9,000		Calls by patrol zone
HB (288 Zone - Harrisburg City Brookdale Center)	Workload	5,664	5,500	5,500	5,500		Calls by patrol zone
ML (265 Zone - Midland City Limits)	Workload	2,007	2,500	2,500	2,500		Calls by patrol zone
269 Zone (Don T. Howell Reservoir)	Workload	139	150	150	140		Calls by patrol zone
Concord and/or Kannapolis City Limits	Workload	4,278 / 1,225	3,500	3,500	3,500		Calls by patrol zone
Total Calls - all types	Workload	58,817	60,000	68,250	68,140		
Total Calls less Residence Checks	Workload	48,628	50,000	50,000	45,000		

Budget Summary

Expenditures

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted Budget	FY 2011 Amended Budget	FY 2012 Dept's Request	FY 2012 Adopted Budget	% Change*
Personnel Services	\$ 7,843,612	\$ 8,268,197	\$ 8,668,016	\$ 8,691,434	\$ 9,552,245	\$ 8,835,290	1.66%
Operations	\$ 1,477,960	\$ 1,599,089	\$ 1,546,843	\$ 1,640,916	\$ 1,586,518	\$ 1,491,120	-9.13%
Capital Outlay	\$ 343,982	\$ 344,168	\$ 260,000	\$ 351,892	\$ 250,000	\$ 250,000	-28.96%
Total Expenses	\$ 9,665,554	\$ 10,211,454	\$ 10,474,859	\$ 10,684,242	\$ 11,388,763	\$ 10,576,410	-1.01%

Revenues

Intergovernmental	\$ 272,856	\$ 687,539	\$ 240,000	\$ 336,362	\$ 230,000	\$ 230,000	-31.62%
Fees & Other	\$ 1,329,198	\$ 1,388,822	\$ 1,500,000	\$ 1,520,000	\$ 1,386,000	\$ 1,386,000	-8.82%
Total Revenue	\$ 1,602,054	\$ 2,076,361	\$ 1,740,000	\$ 1,856,362	\$ 1,616,000	\$ 1,616,000	-12.95%

Staffing

FTE Positions	136.80	143.00	143.00	143.00	154.00	143.00
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*Percent change as calculated above compares the Adopted funding to the FY 2011 Amended Budget.

County Sheriff

FY 2012 Budget Highlights / Changes

Continue to see grants for resources to aid the Sheriff's Office, especially during such difficult economic times. Listed below are grants requested or funded for 2012: **The Duke Foundation** (pending review) \$650,860.00 for: TCV, Lenco BearCat, and a Pickup truck capable of moving the TCV/Bomb Pot; **ACN** (funded) \$1,000.00; **Colonial Pipeline** (funded) \$500.00; **MRHCT** (funded) \$500.00 remaining for: New shade canopy for Bomb Truck, digital camera, a monitor, and all recording equipment for robot operations, ATF locks, 2 folding tables, antenna for the RTR-4, and explosives; and **Firehouse Subs Public Safety Foundation** (planned application) \$20,000.00 for: Bomb Squad EOD radio system and adapters to function with departmental radios.

Department Contact

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County Jail

Mandated Service

North Carolina General Statute 153A-218, 162-22, State and Federal Regulations: North Carolina Minimum Standards for Jails and Local Confinement Facilities.

Mission

To keep Cabarrus County a safe and decent place to live, work and raise a family. The jail tackles this by safely and securely housing the pre-trial and sentenced inmates in conformity with state and federal laws and guidelines.

Program Description

The Cabarrus County Jail is comprised of 2 housing units currently, with a 3rd housing unit under construction. The Cabarrus County Main Jail is a 142 bed maximum security facility located on the entire second floor of the old Sheriff's Office (courthouse) and a portion of the first floor. Cabarrus County opened its 96 bed Jail Annex beside of the new Sheriff's Office Jail Processing Center in 2007. These two detention centers serve all of Cabarrus County and are the only local confinement facilities in the county.

The upkeep of the inmates housed in each of these jails are almost entirely self contained within the custodial environment. Mandated programs such as food, laundry, minor health care, mental health assessments, recreation, visitation, mail, telephone, access to legal representation, etc. are provided for without the inmate ever leaving the confines of the jail.

Inmate labor, under the supervision of jail staff, provides cleaning, laundry and other appropriate services within the jail. No county custodians enter the jail area to clean or do custodial work. No inmates leave the jail areas without being accompanied by a jail officer. Inmate Health care is provided by Southern Health Partners, Inc., under a contract with Cabarrus County.

Food for the inmates is prepared in the Jail Kitchen, located in the old Sheriff's Office on the ground floor. The food is prepared, portioned and served according to jail and health standards. The jail food service is provided by Aramark, Inc. under contract with Cabarrus County.

Under the supervision of the Sheriff of Cabarrus County, the jail is managed in conformity with North Carolina Jail Minimum Standards and current judicial trends that dictate certain aspects of how a jail must be operated. To operate outside of these standards would absolutely invite a federal lawsuit in which Cabarrus County could not possibly be a winner. Jail related lawsuits are a serious problem in this state and throughout the United States. The Sheriff does everything possible to protect against possible lawsuits.

The two Cabarrus County Jails hold inmates meeting the following classifications:

State Pre-trial Detainee's

County Prisoners – 1 day to 30 day sentence

Sentenced State Prisoners – Over 30 day sentences

Civil Contempt/Compliance Detainee's

Custody Orders

Federal ICE Inmates – held up to 72 hours, with federal reimbursement

The Cabarrus County Jails are well-managed and cost effective operations. As with all jails in North Carolina, predicting the future within jail environments is impossible. Outside demands may require changes in current operating conditions. When or if this occurs, jail overcrowding is managed by the Sheriff and Jail Staff as wisely as possible. The County Commission and County Managers Office remain informed of any unique developments, as they may arise.

FY 2011 Major Accomplishments & Challenges

Processed, Hired and Trained 77 new Detention Officers in the first quarter of 2011 to open the new Jail and Detention Housing in July.

Completed new Jail and Detention Housing Facility and prepared to move in by July 1.

Inmate Vendor Contract – contracted with Jay Pay to provide a kiosk in the lobby of the Sheriff's Office for the public to begin using to place money on inmate accounts for purchasing medical and canteen items in cashless manner, thus greatly reducing staff time and citizen time, as well as providing convenience for the public.

Inmate Commissary Vendor change – switched inmate Commissary vendors from Keefe Corp. to Kimbell's Inc. Kimbell's offers services directly to inmates-eliminating staff involvement; will provide kiosk units in each housing unit; and offers better profit opportunities.

Inmate Video Visitation – Video visitation begun in 2010, where citizens can now use a web based program from any computer to set an appointment to visit with an inmate. Again, reducing staff involvement/time and greatly enhancing the public's ability to best utilize their time.

County Jail

Goals & Objectives

Provide professional management of the Cabarrus County Jail.

Perform all duties in the most efficient and cost effective manner possible.

Minimize the Average Daily Population by keeping staff involved with monitoring inmate booking records, inmate medical conditions and dispositions.

Meet minimum standards for supervisory inmate checks (inmate scans) and suicide checks.

Minimize number of injuries in jail environment with inmates and officers

Provide food distribution to inmates in timely fashion; to better allow for meal temperatures to remain within mandated standard levels.

Provide professional and adequate medical services to inmates.

Performance Summary

Outcomes and Performance Measures	Current Goal	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Objective	Trend	Comments or Analysis
State pre-trial detainees		7,387	7,500	8,000	8,000		
Federal pre-trial detainees		0	0	0	0		
Sentenced County prisoners		941	950	1,500	1,500		
Sentenced State prisoners		1,169	1,200	700	700		
Civil contempt/Compliance prisoners		164	165	160	160		
Custody orders		71	75	70	70		
Average daily population total		253	275	350	325		
Peak Population		341	375	425	400		Largest number of inmates during any given day

Budget Summary

Expenditures

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted Budget	FY 2011 Amended Budget	FY 2012 Dept's Request	FY 2012 Adopted Budget	% Change*
Personnel Services	\$ 4,117,555	\$ 4,232,060	\$ 5,252,227	\$ 5,252,227	\$ 9,424,913	\$ 8,070,727	53.66%
Operations	\$ 1,537,198	\$ 1,913,046	\$ 1,699,567	\$ 2,674,567	\$ 2,062,661	\$ 2,101,992	-21.41%
Capital Outlay	\$ -		\$ -	\$ -	\$ 26,000	\$ 26,000	0.00%
Total Expenses	\$ 5,654,753	\$ 6,145,106	\$ 6,951,794	\$ 7,926,794	\$ 11,513,574	\$ 10,198,719	28.66%

Revenues

Intergovernmental	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Fees & Other	\$ 351,929	\$ 368,794	\$ 208,000	\$ 208,000	\$ 299,000	\$ 299,000	43.75%
Total Revenue	\$ 351,929	\$ 368,794	\$ 208,000	\$ 208,000	\$ 299,000	\$ 299,000	43.75%

Staffing

FTE Positions	85.18	124.12	124.12	161.18	187.18	161.18
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*Percent change as calculated above compares the Adopted funding to the FY 2011 Amended Budget.

County Jail

FY 2012 Budget Highlights / Changes

Plan to open new jail July 1, 2011 with the addition of 77 new Detention Officers. Inmate population will grow some due to lifting the Superior Court Judges "Full Capacity" letter. Under the "Full Capacity" letter, the jail could choose to ship all inmates sentenced between 30-90 days to state prison, to free up local bed space-----without the letter, local jails are required to house sentenced inmates less than 90 days.

New legislation (Justice Reinvestment Act) proposed: currently local jails required to house inmates sentenced to 90 days or less on a charge. New legislation will begin Jan. 1, 2012 requiring all inmates sentenced to 180 days or less to remain in local confinement. The 180 days will include all misdemeanants. There are currently approx. 60-75 inmates sentenced from Cabarrus that are serving between 90-180 days in state prison----therefore, these inmates would remain in Cabarrus under the new legislation; thus creating the use of 60-75 beds. New legislation will allow counties to volunteer to be paid a certain fee to house the inmates sentenced between 90-180 days, or they can have them shipped to another county.

Under the Justice Reinvestment Act legislative changes, the state will free up between 1600-1700 prison beds; therefore, they have opted to close four (4) state prisons, including Cabarrus DOC in Mt. Pleasant. Under the new legislation, the state is encouraging the counties of these four prisons to take advantage of leasing the facilities very cheap for local jail use

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Animal Control

Mandated Service No.

Mission

Animal Control's main objectives are to respond to animal related telephone calls, humane operation of the county animal shelter, effective investigations of cases of animal abuse/cruelty, as well as reports of dangerous/vicious animals.

Program Description

The Cabarrus County Sheriff's Office Animal Control Division provides animal control services for all of Cabarrus County. The office operates the animal shelter and provides law enforcement services as related to animal control to all the citizens of the county which is approximately 170,000 citizens. Cabarrus County has a geographical area of approximately 367 square miles. In addition to animal control duties, the officers assigned to this division also perform duties normally recognized as law enforcement duties by responding to emergency calls when they are the closest unit to the call and by backing up other department law enforcement officers on trouble calls. The county regular patrol officers also perform some animal control duties and have been trained and equipped to deal with emergency animal control calls for service. Concord and Kannapolis Police Departments also respond to some animal calls covered under the unified ordinance such as barking dogs or other violations not requiring the seizure of an animal.

FY 2011 Major Accomplishments & Challenges

During 2010, the local Animal Control Task Force (APAC) began meeting on a monthly basis to discuss best practices/solutions to help reduce euthanasia of dogs and cats in the local shelter. The group was instrumental in creating a "No Kill" resolution as a document to help lead to "only necessary" euthanasia within Cabarrus County.

During the last quarter of 2010, the shelter posted a reduction in euthanasia from 80% to 50%.

Goals & Objectives

To provide professional law enforcement and animal control services to all the citizens of Cabarrus County.

Perform all duties, including animal control, in the most efficient and cost effective manner possible.

Reduce response times to service calls

Reduce the number of animals euthanized each year.

Reduce the number of cages (dog and cat) placed each year.

Performance Summary

Outcomes and Performance Measures	Current Goal	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Objective	Trend	Comments or Analysis
Response Time In Minutes (Emergency Calls)	Decrease FPY	6:29	9:30	7:00	7:00		
Response Times In Minutes (Non-Emergency Calls)	Decrease FPY	26:31	23:36	22:00	20:00		
Animals picked up (Dogs & Cats)	Workload	4,280	3,982	3,900	3,600		
Animals returned to owner (Dogs & Cats)	Increase FPY	457	386	400	400		
Animals adopted or fostered by Humane Society	Increase FPY	401	319	350	400		
Animals euthanized (Includes Dogs, Cats & other Animals)	Decrease FPY	3,383	3,116	3,000	1,500		
Positive Rabies Cases reported from State Lab / Total Rabies Cases Investigated	0	3	0	2	0		
Zone 2 (Z2) - (Concord City, Harrisburg City and Sheriff Patrol Zone 245)	Workload	3,246	3,623	3,400	3,400		
Zone 1 (Z1) - (Kannapolis City, Sheriff's Patrol Zones 270 and 269)	Workload	2,250	1,541	2,000	2,000		
Zone 3 (Z3) - (Mt. Pleasant City, Midland City and Sheriff's Patrol Zones 236)	Workload	1,235	1,400	1,300	1,300		
Shelter Walk-Ins (Cases generated by walk-ins at shelter)	Workload	1,003	*0*	0	750		

Animal Control

Outcomes and Performance Measures	Current Goal	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Objective	Trend	Comments or Analysis
All Other Calls (Non-emergency Law Enforcement calls answered by Animal Control Division)	Workload		*1,618*	1,600	1,500		
Total Number of Animal Control Calls	Workload	7,734	6,564	6,700	6,700		

Budget Summary

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted Budget	FY 2011 Amended Budget	FY 2012 Dept's Request	FY 2012 Adopted Budget	% Change*
Expenditures							
Personnel Services	\$ 596,563	\$ 587,715	\$ 609,965	\$ 609,965	\$ 627,194	\$ 620,329	1.70%
Operations	\$ 88,084	\$ 107,924	\$ 111,653	\$ 112,453	\$ 112,774	\$ 110,274	-1.94%
Capital Outlay	\$ 88,167		\$ 22,000	\$ 22,000	\$ -	\$ -	-100.00%
Total Expenses	\$ 772,814	\$ 695,639	\$ 743,618	\$ 744,418	\$ 739,968	\$ 730,603	-1.86%
Revenues							
Intergovernmental	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Fees & Other	\$ 9,288	\$ 7,175	\$ 10,000	\$ 10,800	\$ 10,000	\$ 10,000	-7.41%
Total Revenue	\$ 9,288	\$ 7,175	\$ 10,000	\$ 10,800	\$ 10,000	\$ 10,000	-7.41%
Staffing							
FTE Positions	10.00	10.00	10.00	10.00	10.00	10.00	

*Percent change as calculated above compares the Adopted funding to the FY 2011 Amended Budget.

FY 2012 Budget Highlights / Changes

The local Animal Control Task Force, formed by the County Commission, has been working with the Sheriff's Office Animal Control to address current and future housing of such a large number of captured/seized dogs and cats; and to address such a large number of these animals being euthanized----there has been several considered to address this problem. The APAC is supposed to agree on one proposal to deliver to the Commission for consideration. Not sure what would be considered; however, any change in current shelter operations could affect the budget of Animal Control.

It is a priority to enhance the computer/web system for Animal Control, as implementation of some form of software for the public to be able to link to services. Providing web links of photos and animal demographics of lost/strayed/seized dogs and cats is being considered for implementation.

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Courts

Mandated Service

General Statutes 7A-VI.

Mission

To provide an efficient, clean and safe court facility, maximizing the useful life and providing a productive environment for employees and the general public that work and visit the Cabarrus County Courthouse.

Program Description

General Statutes mandate that counties provide physical facilities for the courts such as courtrooms and office space for Judges, the Clerk of Court and his staff, District Attorney, Magistrates and other employees of the administration of the courts. Additionally, counties must provide maintenance services for the courthouse. The maintenance program provides preventative and corrective maintenance to the courthouse building. The Bailiff's salaries are also a part of this budget. Building maintenance and custodial staff for the courts is paid from the General Services Department budget.

Budget Summary

Expenditures

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted Budget	FY 2011 Amended Budget	FY 2012 Dept's Request	FY 2012 Adopted Budget	% Change*
Personnel Services	\$ 26,885	\$ 24,667	\$ 39,011	\$ 39,011	\$ 40,220	\$ 39,596	1.50%
Operations	\$ 319,300	\$ 370,548	\$ 511,596	\$ 616,930	\$ 514,373	\$ 505,043	-18.14%
Capital Outlay	\$ 111,355	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Total Expenses	\$ 457,540	\$ 395,215	\$ 550,607	\$ 655,941	\$ 554,593	\$ 544,639	-16.97%

Revenues

Intergovernmental	\$ 452,525	\$ 416,536	\$ 455,000	\$ 455,000	\$ 435,000	\$ 435,000	-4.40%
Fees & Other	\$ -	\$ -	\$ 600	\$ 600	\$ -	\$ -	-100.00%
Total Revenue	\$ 452,525	\$ 416,536	\$ 455,600	\$ 455,600	\$ 435,000	\$ 435,000	-4.52%

Staffing

FTE Positions	0.96	0.96	0.96	0.96	0.96	0.96
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*Percent change as calculated above compares the Adopted funding to the FY 2011 Amended Budget.

FY 2012 Budget Highlights / Changes

Continue painting and carpeting of 2nd and 3rd floors.

Renovations for ADA compliance to one public bathroom.

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Commerce - Construction Standards

Mandated Service

North Carolina General Statute 153A-352 mandates that building inspection services be provided by the County with the stipulation that failure to perform them will cause the NC Commissioner of Insurance to arrange for said services at the County's expense.

Mission

Cabarrus County Construction Standards contributes to the safety and welfare of Cabarrus County by conducting inspections of new and existing construction and verifying compliance with the North Carolina Building Codes. Additionally, Cabarrus County Construction Standards seeks to be aware of trends in green building products, methods and materials and seeks to promote them during the plan review, building permit and inspections process.

Program Description

Construction Standards' (Building Inspections) role is specified in General Statute 153A-352. This division is to enforce the state and local ordinances, regulations, and codes related to the construction, repair and /or installation of the following: new buildings, remodel of existing buildings, electrical systems, refrigeration units, heating and air conditioning systems, and plumbing systems. Construction Standards also regulates the maintenance of all buildings to at least a minimum level of life-safety and health, as conferred by NC statutes and the Cabarrus County Board of Commissioners. This division also administers a portion of the septic tank permitting process, prepares Census reports, reviews all construction plans for commercial, industrial, educational, institutional and multi-family residential projects. The division investigates alleged building code violations, enforces the Cabarrus County Minimum Housing Ordinance, and performs life-safety inspections on all new and existing commercial, multi-family, institutional, educational and industrial buildings. This is a countywide service and also includes the inspections performed within the Rowan County portion of the City of Kannapolis. The specific types of inspections conducted by this division include: building, plumbing, electrical and mechanical (heating and air).

The Construction Standards Division will continue to be flexible and assess the most efficient ways to maintain customer service while operating in a challenging economic climate.

FY 2011 Major Accomplishments & Challenges

All inspectors earned continuing education hours in their licensed trades.

Inspections territories were implemented in dual trades to process inspections more efficiently.

Accela software reports were improved and focused to the specific data and public information needs of the Construction Standards Division.

Document scanning was implemented in-house, avoiding the expense of payment to a vendor for those services.

Goals and Objectives

Track multi-trade inspections processed to determine effectiveness of territory assignments. **Supports county-wide strategic goal #1.**

Increase the number of inspectors who possess multiple trade certification beyond the Standard Level I certificate. **Supports county-wide strategic goal #1.**

Meet with construction trade representatives quarterly to discuss the permit and inspections process and any concerns or issues. **Supports BOC goals #1 and #4.**

Maintain a 4-week or less turn around time for commercial plans review. **Supports county-wide strategic goal #1.**

Monitor inspection failure ratio as a quality control measure. **Supports county-wide strategic goal #1.**

Track total number of residential and commercial units to monitor healthy economic balance. **Supports county-wide strategic goal #1.**

Performance Summary

Outcomes and Performance Measures	Current Goal	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Objective	Trend	Comments or Analysis
Inspections process is responsive and coordinated							
Total number of inspections processed	Workload	42,610	46,871	29,500	32,155		
Number of inspections processed within 48 hours	Workload	39,201	44,058	27,435	29,904		
Average number of inspections per inspector	Workload	2,130	2,235	2,494	2,718		
Average failure ratio	Stable	16.08%	16.50%	14.02%	15.28%		
Site Inspections - Building	Workload	16,600	17,430	10,292	11,218		
Site Inspections - Electrical	Workload	9,821	10,312	6,089	6,637		
Site Inspections - Mechanical	Workload	8,474	8,897	5,253	5,725		
Site Inspections - Plumbing	Workload	8,775	9,213	5,440	5,929		

Commerce - Construction Standards

Total number of units (residential and commercial)	Workload	2,929	3,075	1,815	1,978		
Multi-trade inspections conducted on the same site visit	Increase FPY			4,425	4,823		2011 new measure
Number of permits with no inspections within 6 months of issue (expired permits)	Decrease FPY	148	155	n/a due to state permit extension	n/a due to state permit extension		
Commercial plan review process is responsive and coordinated							
Total number of commercial building plans reviewed	Decrease FPY	350	400	256	279		
Average time to complete review of plans for building permit (in weeks)	>4	3.5	3.4	3.4	3.4		
Percent of plans that failed on first review	Decrease FPY	23%	23%	20%	22%		

Budget Summary

	FY 2009 Actual	FY 2010 Actual	FY2011 Adopted Budget	FY 2011 Amended Budget	FY 2012 Dept's Request	FY 2012 Adoption Budget	% Change*
Expenditures							
Personnel Services	\$ 1,539,329	\$ 1,309,870	\$ 1,141,122	\$ 1,141,122	\$ 1,050,362	\$ 1,033,531	-9.43%
Operations	\$ 236,719	\$ 183,780	\$ 193,081	\$ 177,081	\$ 194,927	\$ 175,801	-0.72%
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Total Expenses	\$ 1,776,048	\$ 1,493,650	\$ 1,334,203	\$ 1,318,203	\$ 1,245,289	\$ 1,209,332	-8.26%
Revenues							
Intergovernmental	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Fees & Other	\$ 1,897,419	\$ 1,682,489	\$ 1,090,000	\$ 1,090,000	\$ 1,185,400	\$ 1,185,400	8.75%
Total Revenue	\$ 1,897,419	\$ 1,682,489	\$ 1,090,000	\$ 1,090,000	\$ 1,185,400	\$ 1,185,400	8.75%
Staffing							
FTE Positions	24.00	16.00	16.00	16.00	16.00	16.00	

*Percent change as calculated above compares the Adopted funding to the FY 2011 Amended Budget.

FY 2012 Budget Highlights / Changes

Added funds for building demolition and removal. This will be a last resort done to ensure public safety and be recouped through property

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Emergency Management

Mandated Service

Emergency Management is mandated by General Statute 166, Article 7, which states each county is responsible for emergencies within its boundaries. The Fire Marshal function is authorized by General Statute 153-A-234 and supported by the Cabarrus County Fire Protection Ordinance.

Mission

Emergency Management will lead a multi-agency effort to provide a comprehensive Emergency Management program that focuses on the safety and welfare of Cabarrus County citizens by reducing the threat of severe damage, injury, or loss of life or property that can result from man-made or natural causes.

Program Description

Emergency Management is responsible for the coordination of public protection in times of natural and man-made disasters, including fire and hazardous materials. This includes planning, response to incidents, recovery from the effects of incidents with coordination activities, conducting fire scene investigations; assisting volunteer fire departments with training of personnel and compliance of state, federal and local regulations; conducting fire education programs, and ensuring a professional level of fire protection for Cabarrus County. Emergency Management acts as the local representative to the North Carolina Department of Emergency Management during emergency situations and is responsible for requesting and managing state and federal resources when necessary.

FY 2011 Major Accomplishments & Challenges

Accomplishments:

Emergency Management completed all requirements to be eligible for FEMA's Emergency Management Performance Grant.

Charlotte Motor Speedway, airport, and monthly EOC drills completed.

Hazard Mitigation Plan approved by FEMA

Challenges:

Alarm program continues to place workload demands on department. Postage budget affected due to inability to predict false alarm activations. Ninety-eight percent of false alarm activations are law enforcement related.

Reduction in force to members of team working on the Hazard Mitigation Plan increased workload on Fire Marshal staff.

Goals & Objectives

Goal #1 To provide a pro-active emergency management program that effectively plans for and coordinates a unified response to emergencies.

Obj. 1 To improve readiness and response by providing reviews of county response plans, testing those plans by coordinating exercises and by responding to all emergency calls within one hour of notification.

Obj. 2 Provide emergency preparedness training to business and community groups.

Goal #2 To provide a comprehensive fire prevention program to reduce the threat of fire to property and life.

Obj. 1 To reduce the threat of fire in commercial property by completing 100% of all fire inspections by due date and reviewing 100% of all fire plans within 10 days of receipt.

Obj. 2 To reduce the impact of arson and intentional fires by determining cause in 80% of fire cases investigated and to clear 15% of arson cases by arrest.

Performance Summary

Outcomes and Performance Measures	Current Goal	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Objective	Trend	Comments or Analysis
We improve readiness and respond quickly to emergencies							
Drills and exercises planned	Workload	4	4	2	2		
% drills and exercised completed	100%	100%	100%	100%			
Emergency responses	Workload	60	70	65	70		
% emergencies responded to within 1 hour	100%	100%	100%	100%			

Emergency Management

Outcomes and Performance Measures	Current Goal	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Objective	Trend	Comments or Analysis
We improve readiness and respond quickly to emergencies							
Preparedness training sessions planned	Workload	65	65	51	40		
% preparedness training sessions facilitated	100%	108%	100%	77%			
Plans received for review	Workload	38	40	50	50		
Plans reviewed within 10 days of receipt	100%	98%	100%	100%			
Annual inspections due	Workload	296	248	274	260		
% annual inspection completed by due date	100	98%	100%	100%			
We prevent and minimize the effects of fires							
Fire investigations	Workload	40	50	49	50		
% fire cause determinations made	80%	89%	80%	80%			
Arson cases investigated	Workload	7	15	9	10		
% arson cases cleared by arrest	15%	36%	25%	22%			

Budget Summary

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted Budget	FY 2011 Amended Budget	FY 2012 Dept's Request	FY 2011 Adopted Budget	% Change*
Expenditures							
	\$ 410,553	\$ 428,920	\$ 349,677	\$ 349,677	\$ 370,759	\$ 356,030	1.82%
Personnel Services	\$ 534,642	\$ 512,373	\$ 497,837	\$ 572,862	\$ 488,697	\$ 485,312	-15.28%
Capital Outlay	\$ 33,343	\$ -	\$ -	\$ 190,000	\$ -	\$ -	0.00%
Total Expenses	\$ 978,537	\$ 941,293	\$ 847,514	\$ 1,112,539	\$ 859,456	\$ 841,342	-24.38%
Revenues							
Intergovernmental	\$ 35,933	\$ 39,699	\$ -	\$ 190,000	\$ -	\$ -	-100.00%
Fees & Other	\$ 55,279	\$ 59,416	\$ 41,500	\$ 41,500	\$ 52,625	\$ 52,625	26.81%
Total Revenue	\$ 91,212	\$ 99,115	\$ 41,500	\$ 231,500	\$ 52,625	\$ 52,625	-77.27%
Staffing							
FTE Positions	6.00	5.00	5.00	5.00	5.00	5.00	

*Percent change as calculated above compares the Adopted funding to the FY 2011 Amended Budget.

FY 2012 Budget Highlights / Changes

Increase needed in postage due to false alarm program.

Staffing Grant for volunteer fire departments to be offered.

"Consultants" line item added to contract for plan development of Debris & Recovery Plans required by State & Federal Emergency manager

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Emergency Medical Services

Mandated Service

This service is mandated by G.S. 143-517, adopted 1/1/2003. Paramedic level care was approved by the Board of Commissioners in 1987. The service follows guidelines established by the NC Medical Care Commission and administered by the NC Office of Emergency Medical Services.

Mission

To provide progressive, quality paramedic care as part of a comprehensive health care system, to remain synonymous with excellence and provide a nurturing and challenging work environment. Cabarrus County EMS will address the emergency and non-emergency needs of its patients, provide public education, and promote wellness through awareness.

Program Description

EMS is responsible for providing advanced medical care and transport to victims of illness, accidents or injuries. Paramedic care, which is the highest level of pre-hospital care available, is provided 24 hours a day, 365 days a year. Advanced skills provided include fluid administration, cardiac monitoring (12 lead), continuous positive airway pressure (CPAP), rapid sequence intubation (RSI), capnography, adult intraosseous, advanced stroke and heart attack protocols, and a continually updated formulary of medications to treat an extensive range of medical conditions. All full-time employees are required to maintain the North Carolina Medical Care Commission's requirements for continued credentialing as a paramedic. Each paramedic's skills are tested annually to insure that a high quality of care continues. Public education is ongoing and is available on request. Low response times reduce patients' pain and suffering and increases their chances of surviving a critical accident or injury. EMS is a part of the public safety services system working with multiple allied agencies. EMS is also responsible for providing all non-emergency scheduled and stretcher transportation.

FY 2011 Major Accomplishments & Challenges

Continued service on multiple hospital committees to improve continuum of care.

GPS and Mobile Computer Terminals with Automatic Vehicle Locators (AVLs) were added to all front line EMS vehicles. This addition allows for more efficient dispatch of Ambulances based on Geographic location. This helped reduce response time to 7.01 from 7.29 minutes.

New Protocols were implemented to further improve care. Full implementation of Therapeutic Hypothermia Protocol has resulted in increased survival rates of Cardiac Arrest patients. Cardiac Arrest with return of pulse has increased to 31%.

Staff averaged 90 hours over the state required minimum hours of continuing education.

Initiated program to provide free community CPR training to the citizens of Cabarrus County. Also provided 73 Community Education events during the past year.

Cardiac Monitors were replaced providing improved technology. This was accomplished through a joint venture with CMC-Northeast. This further improves in-the-field Cardiac Care in Cabarrus County.

Challenge: Maintaining response time below recommended average response time of 8 minutes. This is increasingly difficult due to increased highway congestion.

Goals & Objectives

Continue to provide the most progressive patient care to citizens of Cabarrus County.

Transmit 12 Lead EKG of STEMI Candidate 90% of the time

Increase Cardiac Survival rate to 35%

Continued participation in "Code Stroke" and "Code STEMI" programs for victims of Stroke and Heart Attack.

Continue to reduce "Door to Treatment Time" of Critical Cardiac Patients.

Emergency Medical Services

Performance Summary

Outcomes and Performance Measures	Current Goal	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Objective	Trend	Comments or Analysis
We respond quickly to emergencies							
Total number of calls	Workload	19,938	20,395	21,500	22,100		
Non-emergency calls	Workload	708	842	900	975		
Emergency calls	Workload	15,206	16,306	16,500	17,000		
Standby calls	Workload	4,024	4,093	4,100	4,125		area of higher call load when that area
Average response time (in minutes)	< 8	7.29	7.02	7.05	7.05		
Average cost per response		\$301	\$286	\$282	\$0		Expenditures/total
Our medical response is effective							
Pre-hospital identification of stroke and heart attack	Increase FPY	70%	67%	70%	70%		
Cardiac arrest survival rate	35%	20%	31%	30%	30%		where revival attempted

Budget Summary

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted Budget	FY 2011 Amended Budget	FY 2012 Dept's Request	FY 2012 Adopted Budget	% Change*
Expenditures							
Personnel Services	\$ 4,632,461	\$ 4,737,765	\$ 4,918,775	\$ 4,906,775	\$ 5,109,872	\$ 4,966,515	1.22%
Operations	\$ 848,183	\$ 915,234	\$ 905,501	\$ 900,461	\$ 949,473	\$ 933,504	3.67%
Capital Outlay	\$ 417,769	\$ 298,718	\$ 16,000	\$ 266,000	\$ -	\$ -	-100.00%
Total Expenses	\$ 5,898,413	\$ 5,951,717	\$ 5,840,276	\$ 6,073,236	\$ 6,059,345	\$ 5,900,019	-2.85%
Revenues							
Intergovernmental	\$ -	\$ -	\$ -	\$ 6,000	\$ -	\$ -	0.00%
Fees & Other	\$ 3,885,418	\$ 4,075,305	\$ 3,647,158	\$ 3,647,158	\$ 3,756,500	\$ 3,756,500	3.00%
Total Revenue	\$ 3,885,418	\$ 4,075,305	\$ 3,647,158	\$ 3,653,158	\$ 3,756,500	\$ 3,756,500	2.83%
Staffing							
FTE Positions	84.57	84.57	84.57	84.82	84.82	84.82	

*Percent change as calculated above compares the Adopted funding to the FY 2011 Amended Budget.

FY 2012 Budget Highlights / Changes

Replace training manikins.

EZ-IO intraosseous needle insertion kits.

20% utility cost at station 5 (Pitts School Road) as stated in original contract; however, never billed before this year.

Supply cost increase due to increase in medication cost. All medications must now be purchased and handled internally.

Department Contact

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911 Emergency Telephone

Mandated Service

N.C. General Statute Chapter 62A

Program Description

The Emergency Telephone System Fund was established in order to modernize and improve the administration of the State 911 system. By instituting a statewide 911 Board, public officials are able to ensure that all voice services contribute to the 911 system. This provides uniformity in the quality of service and the level of 911 charges across voice communications service providers. The State has imposed a monthly service charge in the amount of seventy cents on each active voice communications service connection that is capable of accessing the 911 system. The State is responsible for remitting the funds collected from service providers to the County on a monthly basis. The County is required to deposit and to maintain a separate special revenue accounting fund designated as the Emergency Telephone System Fund. Expenses associated with the County's 911 system are to be paid from this fund including equipment, software, database provisioning, and addressing.

Budget Summary

	FY 2009 Actual**	FY 2010 Actual	FY 2011 Adopted Budget	FY 2011 Amended Budget	FY 2012 Dept's Request	FY 2012 Adopted Budget	% Change*
Expenditures							
Personnel Services	\$ -		\$ -	\$ -	\$ -	\$ -	0.00%
Operations	\$ 745,726	\$ 534,151	\$ 652,000	\$ 652,000	\$ 634,086	\$ 634,086	-2.75%
Capital Outlay	\$ 42,303	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Total Expenses	\$ 788,029	\$ 534,151	\$ 652,000	\$ 652,000	\$ 634,086	\$ 634,086	-2.75%
Revenues							
Intergovernmental	\$ 545,654	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Fees & Other	\$ 733,164	\$ 650,474	\$ 652,000	\$ 652,000	\$ 634,086	\$ 634,086	-2.75%
Total Revenue	\$ 1,278,818	\$ 650,474	\$ 652,000	\$ 652,000	\$ 634,086	\$ 634,086	-2.75%

*Percent change as calculated above compares the Adopted funding to the FY 2011 Amended Budget.

** The 911 Fund was a multi-year fund prior to FY 2009 and was not budgeted annually.

FY 2012 Budget Highlights / Changes

Relationship between Mecklenburg County/Cabarrus County/City of Concord and City of Kannapolis.

Department Contact

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Phone: 704-920-3001

Commerce - Planning

Mandated Service

Enabling Legislation GS 153A for subdivision and zoning control, GS §143-214.5 for mandated watershed protection and GS §153-341 requires zoning to be in accordance with a comprehensive plan.

Mission

To protect citizens, businesses and industries through enhancement of quality of life, control of external effects, and the proper provision of public services by monitoring and managing the use of land in Cabarrus County.

Program Description

The Planning Division is responsible for providing all planning services in unincorporated Cabarrus County. Current planning services include administering the subdivision and zoning ordinances, processing subdivision preliminary plat applications, processing rezoning requests, coordinating subdivision and rezoning reviews, processing final subdivision plat applications and initiating and preparing ordinance amendments. Long range planning services include creating and updating long range planning documents, performing population estimates for Cabarrus County and analyzing growth patterns and trends in Cabarrus County. The planning division also serves as the administrative agency for the Adequate Public Facilities Ordinance, and provides staff assistance to the Cabarrus County Schools for site selection and implementation of the School's 15-Year Capital Improvement Plan. Transportation planning services are provided through staff representation and participation on Metropolitan Planning Organization committees. Planning staff also serves as support staff to the Planning and Zoning Board and to the Board of Commissioners and works on special projects for the County Manger. Additionally, the Planning and Community Development Divisions have taken on numerous special projects such as the development and construction of the Cabarrus County Sheriff's Office and Detention Center and the Cabarrus County Courthouse Master Plan, the Satellite Government Campus development process as well as other internal development projects.

FY 2011 Major Accomplishments & Challenges

Completed joint land use planning project with the Town of Harrisburg to update the Harrisburg Area Land Use Plan.

Co-adopted Interlocal Agreement with the Town of Harrisburg for delayed utility extensions as part of the land use planning process.

Participated in successful Community Rating System Monitoring Visit.

Participated in successful Community Assistance Visit.

There have been a reduced number of subdivisions being platted in unincorporated areas.

Goals & Objectives

To provide accurate and efficient administration of the Adequate Public Facilities Ordinance Voluntary Mitigation Payment process for schools. **Supports county-wide strategic goal #1.**

To collect 100% of the payments agreed to as part of the Consent Agreements for preliminary plats. **Supports county-wide strategic goals #1 and #3.**

Provide effective long range planning services for Cabarrus County by including towns, cities and citizens in the long range planning process and updating land use plans and maps. **Supports BOC goals #1 and #4.**

Encourage the establishment of utility service boundaries as part of the planning area update process. **Supports county-wide strategic goals #1 and #4.**

To require projects that impact transportation facilities to perform necessary upgrades as determined by Traffic Impact Analysis Studies. **Supports county-wide strategic goal #1.**

Commerce - Planning

Performance Summary

Outcomes and Performance Measures	Current Goal	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Objective	Trend	Comments or Analysis
Adequate Public Facilities processes are responsive and coordinated							
New residential housing units issued on building permits (includes mobile homes)		1,270	1,115	628	685		Single-family, townhome, multi-family or other units
Housing units issued on building permits requiring mitigation payment (includes mobile homes)		347	505	215	248		Units subject to Consent Agreements (All Jurisdictions)
Voluntary Mitigation payments collected for schools at building permitting	100%	\$183,156	\$237,509	\$106,743	\$111,826		VMPs paid at building permitting (All Jurisdictions)
Lots processed requiring APF payment prior to final platting or zoning permitting		393	45	80	88		Lots processed subject to VMP (Consent Agreements or APFMA)
Total APF Collected prior to platting	100%	\$201,645	\$69,861	\$228,203	\$239,070		VMPs collected prior to platting
Total APF VMPs Collected for FY		\$1,099,928	\$754,644	\$352,939	\$369,745		Total Money Collected (or estimated to be collected) for the Fiscal Year
Our plans are responsive to community change							
Number of Planning areas		7	7	7	7		Seven Planning Areas Established in Cabarrus County
Land Use Plan updates completed	1	1	0	1	0		Central Area Plan Complete in Fall of 2008
Public meetings held with opportunity for citizen input on Land Use Plan Updates and/or Rezoning Implementation	5	4	3	9	0		Public meetings to receive citizen input. Elected/Appointed official meetings with opportunity for citizen comment provide input on plan
Land Use Plan updates started	1	1	1	0	0		Harrisburg Area Plan Update Started July 2009
Land Use Plan updates adopted	1	1	0	1	0		Central Area Plan Adopted
Utility Service Boundary Agreements Adopted	1	1	0	1	0		Future Agreement with Harrisburg as part of HALUP Update Process

Commerce - Planning

Performance Summary

Outcomes and Performance Measures	Current Goal	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Objective	Trend	Comments or Analysis
Transportation facilities meet the requirements of federal and state laws							
Planning projects requiring traffic impact analysis		1	0	0	0		No new large scale projects submitted requiring review or transportation improvements
Planning projects requiring upgrades to existing facilities		1	0	0	0		No new large scale projects submitted requiring review or transportation improvements
Planning projects required to perform upgrades to existing facilities		100%	0%	0%	0%		No new large scale projects submitted requiring review or transportation improvements

Budget Summary

Expenditures

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted Budget	FY 2011 Amended Budget	FY 2012 Dept's Request	FY 2012 Adopted Budget	% Change*
Personnel Services	\$ 500,713	\$ 492,913	\$ 411,479	\$ 411,479	\$ 419,363	\$ 418,914	1.81%
Operations	\$ 72,359	\$ 169,201	\$ 67,614	\$ 124,878	\$ 68,697	\$ 40,339	-67.70%
Capital Outlay	\$ -		\$ -	\$ -	\$ -	\$ -	0.00%
Total Expenses	\$ 573,071	\$ 662,114	\$ 479,093	\$ 536,357	\$ 488,060	\$ 459,253	-14.38%

Revenues

Intergovernmental	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Fees & Other	\$ 23,640	\$ 30,370	\$ 6,025	\$ 6,025	\$ 5,125	\$ 5,125	-14.94%
Total Revenue	\$ 23,640	\$ 30,370	\$ 6,025	\$ 6,025	\$ 5,125	\$ 5,125	-14.94%

Staffing

FTE Positions	7.50	5.00	5.00	5.00	5.00	5.00
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*Percent change as calculated above compares the Adopted funding to the FY 2011 Amended Budget.

FY 2012 Budget Highlights / Changes

This budget does not include a long range planning study conducted in concert with outside consultants as in previous year budgets.

Planning staff will be assisting other departments in maintaining and updating long range plans and policies.

Division Contact

Name: Susie Morris Email: samorris@cabarruscounty.us Phone: 704-920-2858

Department Contact

Name: Jonathan Marshall Email: jbmarsall@cabarruscounty.us Phone: 704-920-2145

Commerce - Community Development

Mandated Service

No

Mission

Working with human services and community development agencies in Cabarrus County to provide safe and affordable housing to low and moderate income residents of Cabarrus County.

Program Description

The Housing and Community Development programs apply for and administer grants to rehabilitate housing, construct new infrastructure, and provide economic development opportunities in Cabarrus County. Cabarrus County participates in a consortium with eight other jurisdictions to obtain HOME funds from the US Department of HUD. The HOME program allows for general housing rehabilitation. Cabarrus County pursues CDBG Scattered Site Housing Rehabilitation funds every three years as well. Other programs include Weatherization, Heating Appliance Repair and Replacement Program, and Housing and Home Improvement Service Program. These programs allow for a variety of home improvements and rehabilitation activities for the low income elderly, disabled persons and families with children. The Weatherization program allows Cabarrus County to increase the energy efficiency of qualified homeowners and renters. Heating, Appliance Repair and Replacement Program provides for the repair or replacement of unsafe or inoperable heating appliances for qualified applicants. The Housing and Home Improvement Service Program allows for improvements such as wheel chair ramp installation, step rails, floor replacements and appliance replacement. All of these programs will be used together to provide Cabarrus County residents with safe, affordable housing and infrastructure. Additional benefits include reducing Medicare and Medicaid costs by allowing many low-income elderly persons to remain in their homes.

FY 2011 Major Accomplishments & Challenges

Cabarrus County Community Development Division has been administering American Reinvestment and Recovery Act funds for the purpose of Weatherization. In order to meet the demands of the funding increase, staff and other resources were realigned.

Cabarrus County Community Development Staff has attended over 200 hours of Weatherization training funded by the ARRA program in FY 2011 and will attend more by the years end.

Goals & Objectives

To provide housing rehabilitation and repair services to the elderly, disabled persons and low income persons and families throughout Cabarrus County. **Supports county-wide strategic goal #1.**

To increase number of homes weatherized through traditional and ARRA Weatherization programs. **Supports county-wide strategic goals #1 and #3.**

To improve access to homes through installation of accessibility features. **Supports county-wide strategic goals #1 and #3.**

To make miscellaneous housing repairs to provide safe, sanitary housing conditions. **Supports county-wide strategic goals #1 and #3.**

To complete construction on a sewer line in the Poplar Trails Community that is being funded with the proceeds from the Northwest Water and Sewer fee fund. **Supports county-wide strategic goal #1.**

Commerce - Community Development

Performance Summary

Outcomes and Performance Measures	Current Goal	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Objective	Trend	Comments or Analysis
We rehabilitate and improve housing to elderly, disabled, and low income persons and families							
Homes brought to standard housing	7	10	8	4	4		CDBG and HOME programs will meet projected goal
Weatherized homes (Standard Program)	22	43	70	5	5		On Schedule
Weatherized homes (ARRA Program)	120		55	120	25		Program ends 3/31/2012
Accessibility features installed in homes	54	38	35	40	40		HHI has exceeded projected goals
HVAC systems repaired or replaced	30	18	16	15	10		Funding will likely be reduced for FY 12
Other home repairs performed	47	46	40	35	35		Other home repairs exceeded projections
Sewerline installation and connection of private homes	19	0	0	19	0		Under construction
Public hearings held	2	0	4	4	2		Public Hearings for Grants

Budget Summary

Expenditures

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted Budget	FY 2011 Amended Budget	FY 2012 Dept's Request	FY 2012 Adopted Budget	% Change*
Personnel Services	\$ 196,185	\$ 269,427	\$ 251,997	\$ 251,997	\$ 262,986	\$ 260,953	3.55%
Operations	\$ 134,324	\$ 250,134	\$ 178,049	\$ 779,774	\$ 124,624	\$ 251,613	-67.73%
Capital Outlay	\$ -	\$ 35,044	\$ -	\$ 651	\$ -	\$ -	-100.00%
Total Expenses	\$ 330,510	\$ 554,605	\$ 430,046	\$ 1,032,422	\$ 387,610	\$ 512,566	-50.35%

Revenues

Intergovernmental	\$ 176,926	\$ 394,714	\$ 186,956	\$ 739,256	\$ 125,098	\$ 244,761	-66.89%
Fees & Other	\$ 2,538	\$ 925	\$ 1,000	\$ 5,325	\$ 600	\$ 600	-88.73%
Total Revenue	\$ 179,464	\$ 395,639	\$ 187,956	\$ 744,581	\$ 125,698	\$ 245,361	-67.05%

Staffing

FTE Positions	2.50	4.00	4.00	4.00	4.00	4.00
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*Percent change as calculated above compares the Adopted funding to the FY 2011 Amended Budget.

Commerce - Community Development

FY 2012 Budget Highlights / Changes

The American Reinvestment and Recovery Act will expire on March 31, 2012. This is currently funding much of the Weatherization program.

Division Contact

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Department Contact

Name:	Jonathan Marshall	Email:	jbmarsall@cabarruscounty.us	Phone:	704-920-2145
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Commerce - Zoning

Mandated Service

Enabling legislation GS §153A for zoning control, GS §143-214.5 for mandated watershed protections and §153-341 requires zoning to be in accordance with a comprehensive plan.

Mission

To protect citizens, businesses and industries through enhancement of quality of life, control of external effects and the proper provision of public services by monitoring and managing the use of land in Cabarrus County.

Program Description

The Zoning Division is responsible for providing zoning services in Cabarrus County. These services include administrating and enforcing the zoning ordinances, initiating text amendments, completing zoning certificate of compliance inspections, conducting commercial site plan reviews, responding to citizen complaints, issuing zoning permits, issuing septic tank permits, issuing zoning verification letters, processing Certificate of Non-Conformity applications, developing and maintaining case files and reports, attending court to present enforcement cases and providing staff support to the Planning and Zoning Commission and to the Cabarrus County Board of Commissioners.

FY 2011 Major Accomplishments & Challenges

Recovered \$4,285.00 in attorney's fees from zoning violation cases escalated to Cabarrus County Superior Court. **Supports county-wide strategic goal #3.**

Increased number of inspections being performed by Zoning Enforcement Staff.

Participated in successful Community Rating System Monitoring Visit.

Participated in successful Community Assistance Visit.

Goals & Objectives

To provide timely response to citizen zoning complaints regarding non-compliance by investigating 90% of zoning complaints within 1-3 days. **Supports county-wide strategic goal #1.**

To reduce the number of repeat investigations related to compliance with zoning enforcement cases, violations or complaints to 30% or less of complaint investigations performed. **Supports county-wide strategic goal #1.**

Decrease the amount of review time for commercial site plans to complete the plan review process. **Supports county-wide strategic goal #1.**

Review and approve 90% of plans so that sites are released for permitting within 60 days. **Supports county-wide strategic goal #1.**

Performance Summary

Outcomes and Performance Measures	Current Goal	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Objective	Trend	Comments or Analysis
We quickly and efficiently resolve issues with zoning standards							
Number of complaints received	Workload	195	149	98	84		
Number of complaints validated and investigated	Workload	164	125	78	64		Decrease related to no longer providing zoning services to Towns
Number of complaints investigated in 1-3 days		164	99	71	64		
% of complaints investigated in 1-3 days	90%	100%	79%	91%	100%		
Complaints requiring multiple investigations or site visits for compliance or enforcement action	Decrease FPY	59	51	45	34		
% complaints requiring multiple inspections related to compliance or ongoing enforcement	≤30%	36%	41%	58%	53%		

Commerce - Zoning

Outcomes and Performance Measures	Current Goal	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Objective	Trend	Comments or Analysis
The plan review processes are responsive and coordinated							
Site plans reviewed	Workload	9	5	10	10		
Site plans reviewed and approved within 60 days		7	3	8	9		
% plans receiving approval in less than 60 days	≥90%	78%	60%	80%	90%		
Site plans requiring review of technical review committee	Workload	2	0	0	0		Number of large sites reviewed requiring TRC to convene
% site plans requiring review of technical review committee		22%	0%	0%	0%		

Budget Summary

Expenditures

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted Budget	FY 2011 Amended Budget	FY 2012 Dept's Request	FY 2012 Adopted Budget	% Change*
Personnel Services	\$ 186,902	\$ 189,503	\$ 194,775	\$ 194,775	\$ 200,878	\$ 198,206	1.76%
Operations	\$ 19,898	\$ 15,085	\$ 17,962	\$ 18,222	\$ 18,610	\$ 19,140	5.04%
Capital Outlay	\$ -		\$ -	\$ -	\$ -	\$ -	0.00%
Total Expenses	\$ 206,800	\$ 204,588	\$ 212,737	\$ 212,997	\$ 219,488	\$ 217,346	2.04%

Revenues

Intergovernmental	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Fees & Other	\$ 36,407	\$ 35,398	\$ 4,700	\$ 4,700	\$ 9,050	\$ 9,050	92.55%
Total Revenue	\$ 36,407	\$ 35,398	\$ 4,700	\$ 4,700	\$ 9,050	\$ 9,050	92.55%

Staffing

FTE Positions	3.00	3.00	3.00	3.00	3.00	3.00
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*Percent change as calculated above compares the Adopted funding to the FY 2011 Amended Budget.

FY 2012 Budget Highlights / Changes

There is an increased emphasis on coordination of all divisions in growth management issues such as complaint investigation and flood plain management.

There will be a continuing emphasis on direct communication with property owners to reduce repeat and multiple complaints.

Division Contact

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Department Contact

Name: Jonathan Marshall Email: jbmarsall@cabarruscounty.us Phone: 704-920-2145

Economic Development - Incentive Grants

Mandated Service

No

Program Description

In order to expand economic development options for Cabarrus County that will diversify the tax base, offer improved employment opportunities for its citizens and promote the economic growth and welfare of the business and industrial community, the Board of County Commissioners has implemented guidelines to encourage new industry location decisions within the county and to assist existing industrial expansions. The Industrial Development Incentive program has assisted in bringing major corporations to Cabarrus County, along with encouraging expansions of several existing corporations.

390 Business Boulevard, LLC (TY2012 FY2013- TY2014 FY2015)

Based on an Estimated Eligible Fixed Asset Valuation of approximately \$6,272,964 we will appropriate \$35,000 to FY 2013. 85% of qualifying amount will be granted to industry for three consecutive years, with each year's value being adjusted by a factor for depreciation.

ACN (TY 2009 FY 2010 - TY2013 FY2014)

Based on investment in assets of approximately \$5 million. County will match the NC One Grant (\$1,000 credit per employee up to \$300K over 5 years) with a dollar for dollar match of marginal revenues. Potential of \$300,000 in combination with the Concord match, over 5 years. Based on an Estimated Eligible Fixed Asset Valuation of approximately \$4,950,000 we have budgeted \$47,000 for FY 2012. FY 2012 will be the third year for ACN.

Cabarrus Plastics, Inc. (TY2008 FY2009- TY2011 FY2012)

Based on an Estimated Eligible Fixed Asset Valuation of approximately \$13,500,000 we have budgeted \$21,000 to FY 2012. 65% of qualifying amount will be granted to industry for four consecutive years (Level I Grant), with each year's value being adjusted by a factor for depreciation. FY 2012 will be the fourth and final year for Cabarrus Plastics.

Carolina Tractor and Equipment (TY2012 FY2013 - TY2014 FY2015)

Based on an Estimated Eligible Fixed Asset Valuation of approximately \$6,350,000 we will appropriate \$36,000 to FY 2013. 85% of qualifying amount will be granted to industry for three consecutive years. This Grant is the first phase of relocating the Company to Cabarrus County. FY 2013 should be the first year for Carolina Tractor.

Celgard (TY2012 FY2013 - TY2017 FY2018)

Based on an initial Estimated Eligible Fixed Asset Valuation of approximately \$15,300,000 we will appropriate \$82,000 to FY 2013. 85% of qualifying amount will be granted to industry for four consecutive years per phase. There are potentially three phases attached to the Grant. This Grant is the first phase of locating a branch of the Company in Cabarrus County.

The Creamery Concord LLC (TY2012 FY2013- TY2016 FY2017)

Based on an Estimated Eligible Fixed Asset Valuation of approximately \$3,600,000 we will appropriate \$20,000 to FY 2013. 85% of qualifying amount will be granted to industry for five consecutive years.

Distribution Technologies (TY2012 FY2013- TY2014 FY2015)

Based on an Estimated Eligible Fixed Asset Valuation of approximately \$1,500,000 we will appropriate \$10,000 to FY 2013. 85% of qualifying amount will be granted to industry for three consecutive years, with each year's value being adjusted by a factor for depreciation.

DNP (TY2012 FY2013- TY2014 FY2015)

Based on an Estimated Eligible Fixed Asset Valuation of approximately \$20,250,000 we will appropriate \$134,000 to FY 2013. 85% of qualifying amount will be granted to industry for three consecutive years, with each year's value being adjusted by a factor for depreciation.

FlyRight (TY2009 FY2010 - TY2011 FY2012)

Based on an Estimated Eligible Fixed Asset Valuation of \$4,000,000 we have budgeted \$14,000 to FY 2012. 85% of qualifying amount will be granted to industry for three consecutive years, with each year's value being adjusted by a factor for depreciation. FY 2012 will be the third year for FlyRight. Phase 2 should begin with FY 2013.

Economic Development - Incentive Grants

Golden Gait Trailers (TY2008 FY2009 - TY2011 FY2012)

Based on an Estimated Eligible Fixed Asset Valuation of approximately \$4,300,000 we have budgeted \$13,000 to FY 2012. 50% of qualifying amount will be granted to industry for four consecutive years (Small Headquarters Grant), with each year's value being adjusted by a factor for depreciation. FY 2012 will be the fourth and final year for Golden Gait.

Great Wolf (TY2010 FY2011 - TY2014 FY2015)

Based on an Estimated Eligible Fixed Asset Valuation of approximately \$85,000,000 we have budgeted \$568,000 to FY 2012. We have a carryforward of \$488,000 from FY 2011. 85% of qualifying amount will be granted to industry for five consecutive years. FY 2012 will be the second year for Great Wolf.

JRH Vehicle (TY2011 FY2012 - TY2013 FY2014)

Based on an Estimated Eligible Fixed Asset Valuation of \$4,800,000, we have budgeted \$30,000 for FY 2012. 85% of qualifying amount will be granted to industry for three consecutive years (Level I Grant), with each year's value being adjusted by a factor for depreciation. FY 2012 will be the first year for JRH.

NOLIM Group (Fortune Drive Road – FY 2008)

A memorandum of understanding between the City of Concord, Cabarrus County and NOLIM Group to share the cost associated with the installation of storm water drainage, water lines, sanitary sewer lines and other infrastructure necessary to service commercial real estate development along the Fortune Avenue Extension in the International Business Park.

North Carolina Research Campus

(Interlocal agreement with the City of Kannapolis to fund a portion of the Development Financing Plan not to exceed \$168,400,000) - Cabarrus County has authorized the execution and delivery of an inter-local agreement pursuant to which the County will pledge a portion of its ad valorem taxes actually received by it on the incremental valuation of property in the Development Financing District in support of the Bonds issued by the City of Kannapolis for the public improvements. The incremental ad valorem tax revenues to be used for the payment of no more than one-half of the annual payments of principal and interest due on the Bonds issued and outstanding per the inter-local agreement. The term of the agreement coincides with the term of the bonds issued for the public improvements covered in the inter-local agreement.

PreGel, Inc. (TY2009 FY2010 - TY2011 FY2012)

Based on an Estimated Eligible Fixed Asset Valuation of \$26,000,000 we have budgeted \$161,000 to FY 2012. 85% of qualifying amount will be granted to industry for three consecutive tax years with each year's value being adjusted by a factor for depreciation. FY 2012 will be the third and final year for PreGel.

Sabco Racing (TY2007 FY2008 - TY2011 FY2012)

Based on an Estimated Eligible Fixed Asset Valuation of \$18,000,000 we have budgeted \$83,000 to FY 2012 with a carryforward of \$83,000 for FY 2010. 75% of qualifying amount will be granted to industry for five consecutive years. This is a Level I Grant of June 1999, with each year's value being adjusted by a factor for depreciation. FY 2012 will be the fifth and final grant year for Sabco Racing.

Saddle Creek (TY2010 FY2011 - TY2012 FY2013)

Based on an Estimated Eligible Fixed Asset Valuation of \$12,155,000 we have budgeted \$77,000 to FY 2012. We have a carryforward of \$77,000 from FY 2011. 85% of qualifying amount will be granted to industry for three consecutive years, with each year's value being adjusted by a factor for depreciation. FY 2012 will be the second grant year for Saddle Creek.

Economic Development - Incentive Grants

Shoe Show (TY2011 FY2012 - TY2013 FY2014)

Based on an Estimated Eligible Fixed Asset Valuation of \$16,150,000 we have budgeted \$102,000 to FY 2012. 85% of qualifying amount will be granted to industry for three consecutive tax years with each year's value being adjusted by a factor for depreciation. FY 2012 will be the first year for Shoe Show.

S T Motorsports (TY2008 FY2009 - TY2010 FY2011)

Based on an Estimated Fixed Asset Valuation of \$3,500,000, we have carry forwards for FY 2008 of \$12,500, FY 2009 of \$12,500 and FY 2010 of 10,000. 50% of qualifying amount was granted to industry for three consecutive years (Level I Grant), with each year's value being adjusted by a factor for depreciation.

Wind Shear, Inc. (TY2009 FY2010 - TY2011 FY2012)

Based on an Estimated Eligible Fixed Asset Valuation of \$42,200,000 we have budgeted \$193,000 to FY 2012. 85% of qualifying amount will be granted to industry for three consecutive years, with each year's value being adjusted by a factor for depreciation. FY 2012 will be the third and final year for Wind Shear.

Budget Summary

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted Budget	FY 2011 Amended Budget	FY 2012 Dept's Request	FY 2012 Adopted Budget	% Change*
Incentive Grant							
ACN	\$ -	\$ -	\$ 29,000	\$ 68,468	\$ 47,000	\$ 47,000	-31.35%
Cabarrus Plastics, Inc.	\$ 42,072	\$ 44,842	\$ 50,000	\$ 42,431	\$ 21,000	\$ 21,000	-50.51%
Connexion, Inc.	\$ 33,282	\$ 12,492	\$ 13,000	\$ 7,376	\$ -	\$ -	-100.00%
Double O	\$ 12,714	\$ 12,492	\$ 13,000	\$ 12,272	\$ -	\$ -	-100.00%
FlyRight	\$ -	\$ 16,484	\$ 20,000	\$ 14,489	\$ 14,000	\$ 14,000	-3.37%
Golden Gait Trailers	\$ 13,371	\$ 13,272	\$ 14,000	\$ 13,137	\$ 13,000	\$ 13,000	-1.04%
Great Wolf Lodge	\$ -	\$ -	\$ 536,000	\$ 526,000	\$ 449,000	\$ 568,000	7.98%
HAAS-CNC Racing	\$ 62,814	\$ 60,039	\$ 46,000	\$ 44,506	\$ -	\$ -	-100.00%
HSREI LLC (Hendrick Motorsports)	\$ 51,666	\$ 50,653	\$ -	\$ -	\$ -	\$ -	0.00%
JHE	\$ 29,475	\$ 16,368	\$ 12,000	\$ 11,738	\$ -	\$ -	-100.00%
JRH Vechile	\$ -	\$ -	\$ -	\$ 30,000	\$ 30,000	\$ 30,000	0.00%
Motor Racing Network	\$ 13,333	\$ 10,667	\$ 13,000	\$ 10,243	\$ -	\$ -	-100.00%
NC Research Campus	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Oiles America Corp	\$ 47,984	\$ 30,557	\$ 18,000	\$ 16,557	\$ -	\$ -	-100.00%
Perdue Farms	\$ 7,893	\$ 7,893	\$ -	\$ -	\$ -	\$ -	0.00%
PreGel, Inc.	\$ -	\$ 134,188	\$ 134,000	\$ 162,307	\$ 161,000	\$ 161,000	-0.81%
Sabco Racing	\$ 137,977	\$ 122,992	\$ 83,000	\$ 83,000	\$ 83,000	\$ 83,000	0.00%
Saddle Creek	\$ -	\$ -	\$ 60,000	\$ 60,000	\$ 77,000	\$ 77,000	28.33%
Shoe Show	\$ -	\$ -	\$ -	\$ -	\$ 102,000	\$ 102,000	0.00%
ST Motorsports	\$ -	\$ -	\$ 4,000	\$ 35,000	\$ -	\$ -	-100.00%
Wind Shear, Inc.	\$ -	\$ 207,367	\$ 244,000	\$ 196,699	\$ 193,000	\$ 193,000	-1.88%
Total Expenses	\$ 452,581	\$ 740,306	\$ 1,289,000	\$ 1,334,223	\$ 1,190,000	\$ 1,309,000	-1.89%

*Percent change as calculated above compares the Adopted funding to the FY 2011 Amended Budget.

Department Contact

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Veterans Services

Mandated Service No

Mission

The mission of the Cabarrus County Veterans Service office is to assist veterans, their dependents and survivors in obtaining entitlements from federal, state and local agencies administering veterans programs.

Program Description

The Cabarrus County Veterans Service Office focus on being advocates for veteran benefits. Veterans Services assist veterans and their families in the presentation, processing, proof and establishment of claims, privileges, rights and benefits as they may be entitled to under Federal, State or local laws. The broad spectrum of benefits includes: compensation, pension, health insurance, life insurance, education, vocational rehabilitation, medical, and burial benefits.

FY 2011 Major Accomplishments & Challenges

- Coordinated Veteran's Day Program attended by 400+ persons.
- Continued accreditation training for the Veterans Service Officers.
- Conducted 37 outreach events throughout Cabarrus County at various schools and other local organizations.
- Assisted 7 students who were awarded \$247,000 in scholarships through the North Carolina Division of Veterans Affairs.

Goals & Objectives

To provide a well trained staff to assist veterans with obtaining benefits and services while providing outstanding customer service.
To submit timely and completed claims to the North Carolina Division of Veterans Affairs.

Outcomes and Performance Measures	Current Goal	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Objective	Trend	Comments or Analysis
New VA money brought into the County	4,000,000	\$2,948,266	\$3,034,893	\$4,300,000	\$4,300,000	👍	
Overall impression of Veteran's services (Satisfied)	80%	66%	Survey in FY 2010	70%	70%		Citizen Survey

Budget Summary

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted Budget	FY 2011 Amended Budget	FY 2012 Dept's Request	FY 2012 Adopted Budget	% Change*
Expenditures							
Personnel Services	\$ 194,763	\$ 219,512	\$ 212,579	\$ 212,579	\$ 216,497	\$ 216,278	1.74%
Operations	\$ 16,358	\$ 13,782	\$ 13,559	\$ 14,869	\$ 13,574	\$ 11,813	-20.55%
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Total Expenses	\$ 211,121	\$ 233,294	\$ 226,138	\$ 227,448	\$ 230,071	\$ 228,091	0.28%
Revenues							
Intergovernmental	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ -	-100.00%
Fees & Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Total Revenue	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ -	-100.00%
Staffing							
FTE Positions	4.00	4.00	4.00	4.00	4.00	4.00	

*Percent change as calculated above compares the Adopted funding to the FY 2011 Amended Budget.

FY 2012 Budget Highlights / Changes

Projected \$2,000 decrease in revenue due to the proposed loss in the annual county appropriations for veterans programs from the state. Decreased the total department budget by 7% for FY 2012.

Department Contact

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Transportation Services

Mandated Service

Medical Transportation is mandated by Title XIX of the Social Security Act, which directs county departments of Social Services to provide transportation for medical care for Medicaid eligible recipients who have no other means of transportation to access this care. Social Services Block Grant (SSBG) and elderly and handicapped transportation services (EHTP) are not mandated. SSBG and Medicaid are Federal funds and Elderly and Handicapped is State funded, enabled through the Older Americans Act and the Community Care Block Grant.

Mission

To provide transportation services that enables all individuals the opportunity to access necessary medical care, and other resources, that can improve and enhance their independence. By providing safe transportation, we promote an independent lifestyle that allows individuals to live a full quality of life.

Program Description

Transportation is a critical high priority human service and medical need. Transportation services covers the cost of needed transportation to medical providers and facilities and any other service agencies of those clients who are eligible for Social Services Block Grant (SSBG) funds. Medicaid (Title XIX) provides reimbursement for transportation expenses to local medical providers, and in some cases, to providers outside Cabarrus County, when the needed medical care is not otherwise available. Transportation is also provided to the general public using funding under the Rural General Public grant process which allows citizens access to any location within Cabarrus County. Additional grants such as the JARC is used to create line run services to Midland, Mount Pleasant and Harrisburg connecting those communities to the CK Rider Service and the employment center at Concord Mills.

Social Services certify eligible applicants for transportation services and refer the applicant to Cabarrus County Transportation Services for their trip needs. Transportation to medical facilities outside the county can be arranged, when the service cannot be accessed locally. Generally, arrangements are made to provide this transportation to facilities in Charlotte, Durham, and Winston-Salem. Funding is approximately 65% Federal and 35% County funds.

Social Services Block Grant (SSBG), Elderly, and Handicapped transportation allows eligible clients to access medical care and other human services agencies. Elderly and handicapped funds can only be used when a client is not eligible for transportation through other programs. Funding for these programs is SSBG: 75% Federal and 25% County. Elderly and handicapped funding is 100% State.

This program also provides transportation services to older adults age 60 and older for such purposes to travel to and from service providers, community resources, and/or other necessary general locations for the purpose of services and/or accomplishing these activities necessary for daily living. This program allows the older adults that participate in this transportation service to remain independent and continue to live in their homes as long as possible. By utilizing this transportation program, they will have access to all necessary life supporting services.

FY 2011 Major Accomplishments & Challenges

Challenges

CCTS had to make several adjustments to our overall operations this past year to help deal with the budget shortage. The reduction in force of seven operators meant that CCTS had to revise the manner in which we provide transportation services for Cabarrus County Citizens.

We had to institute a freeze on any new clients in our Rural General Public program and not add any additional customers from the Department of Aging to meal sites and out of county doctor trips. The increasing price of gasoline has seen more interest in demand for public transportation for travel to work and medical visit.

CCTS continues to receive comments from the public on adding new service in our community. Projects such as Fisher Town connector and the Research Campus have been put on hold until funding becomes available for those and other services.

We continue to have concerns as to possible challenges to Medicaid and Medicare programs that might have a tremendous impact on the service demand. Growth in request for services from our senior population continues to increase. Beginning this year, we will see a rise in the number of citizens reaching retirement age, that increase has a direct impact on requested services. These demands for service will only continue to grow each year.

Accomplishments

This past year we did see the creation of Cabarrus Links service providing a connection from the communities of Midland, Mount Pleasant and Harrisburg to the employment center in the Concord Mills area. The service also provides a connection to the CK Rider transfer center in Concord which allows passengers to transfer from the Links to the CK Rider and continue on their trip using the CK Rider service. The total ridership for the Links this past year was 4,894 passengers. CCTS services from January 1, 2010 through December 31, 2010 includes: Total trips 80,121, Total passengers 109,187, No-shows 2,240, Cancellations 11,669, Revenue miles 445,839, and Service miles 493,718.

Transportation Services

Goals & Objectives

To provide transportation services that enables all eligible individuals in need to access necessary medical care and other resources that can improve and enhance their quality of life. By providing transportation for essential services, we promote an independent lifestyle that allows individuals to remain in their homes as long as possible.

To preserve and enhance the quality of life by addressing growth with sound public policies that sustain resources, provide high quality services, and fund infrastructure needs.

To ensure that all citizens have equal opportunity and access to education, health care, and economic prosperity and encourage citizens to fulfill their potential and contribute to their community.

To increase the overall awareness and safety of CCTS services from the prior year.

Performance Summary

Outcomes and Performance Measures	Current Goal	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Objective	Trend	Comments or Analysis
We provide safe transportation and promote independent lifestyles							
Customer calls		85,000	62,514	43,463	85,000		
Accidents/Incidents	≤ 1	1	10	11	0		
Number of driver safety trainings required		22	22	6	6		
Number of operators in attendance of safety trainings			22	18	20		
Total number of trips provided				46,824	95,000		
Out-of-county trips provided		1,800	2,000	2,141	6,000		
Our customers are satisfied							
CCTS service satisfaction survey-(ccts surveys 200 citizens of satisfaction of services)	Increase FPY		Survey in FY 2011	70%/20%	80%		CCTS surveys
Demand Response Programs (awareness of all CCTS programs)	Increase FPY	50%	Survey in FY 2011	42%	80%		CCTS surveys

Budget Summary

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted Budget	FY 2011 Amended Budget	FY 2012 Dept's Request	FY 2012 Adopted Budget	% Change*
Expenditures							
Personnel Services	\$ 1,094,771	\$ 1,199,412	\$ 1,099,821	\$ 1,099,821	\$ 1,234,232	\$ 1,215,324	10.50%
Operations	\$ 811,659	\$ 954,066	\$ 1,152,355	\$ 1,176,585	\$ 1,283,154	\$ 1,159,194	-1.48%
Capital Outlay	\$ 512,362		\$ -	\$ 371,586	\$ -	\$ -	-100.00%
Total Expenses	\$ 2,418,792	\$ 2,153,478	\$ 2,252,176	\$ 2,647,992	\$ 2,517,386	\$ 2,374,518	-10.33%
Revenues							
Intergovernmental	\$ 993,149	\$ 681,869	\$ 604,520	\$ 1,048,405	\$ 670,988	\$ 778,546	-25.74%
Fees & Other	\$ 528,925	\$ 676,188	\$ 373,600	\$ 373,600	\$ 419,500	\$ 419,500	12.29%
Total Revenue	\$ 1,522,075	\$ 1,358,057	\$ 978,120	\$ 1,422,005	\$ 1,090,488	\$ 1,198,046	-15.75%
Staffing							
FTE Positions	30.16	30.16	26.38	28.75	28.75	28.75	

*Percent change as calculated above compares the Adopted funding to the FY 2011 Amended Budget.

FY 2012 Budget Highlights / Changes

CCTS continues to search for additional funding that may be offered by both Federal and State agencies to help reduce the impact to our local budget in providing transportation service to Cabarrus County. We are in the process of researching additional Job Access & Reverse Commute (JARC) grants that we can apply for. We also have begun reaching out to other systems in our region to explore expanding our sharing of trips into and out of Cabarrus County.

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Other Human Services

Mandated Service

G.S. 122C – Mental Health, Development Disabilities, and Substance Abuse Act of 1985. and G.S. 130A Public Health.

Program Description

This program consists of funding for mandated health services that are provided through other agencies.

Piedmont Mental Health

Piedmont Behavioral Healthcare is the mental health Local Management Entity (LME) serving Cabarrus, Stanly, Rowan, Union and Davidson Counties. Piedmont is in an area of very rapid population growth making Piedmont the third largest LME in the state, and the largest multi-county program.

Piedmont is a public agency that receives state, federal, Medicaid and county funds. These funds are used to provide services in each of the five counties for people with mental health, developmental disabilities and substance abuse needs. County funds are extremely important because they provide flexible funding that can be used for indigent care and services when other funds are not available, as well as for preventative services that will reduce reliance on public systems of care. Services include crisis emergency services (responding to the local hospitals, jails, and law enforcement calls), outpatient clinic services including psychiatric care and therapy, residential services and day services for children and adults across disabilities. These services are being provided by private provider agencies contracting with Piedmont. Case management is being provided by Piedmont in order to maintain objectivity in the development of service plans for consumers, educational information for consumers about available providers, and monitoring of consumer care provided by contracted agencies.

Cabarrus Health Alliance

The 1997 Session of the General Assembly authorized Cabarrus County to transfer the powers, duties, and responsibilities to provide public health services from the Board of Health to the Public Health Authority of Cabarrus County, and the Board of Commissioners authorized the transfer on April 20, 1998. These powers, duties, and responsibilities are in the areas of communicable disease control, environmental protection, and maintenance of vital records. Beginning in FY 1998, the Cabarrus Health Alliance assumed the duties with a mission "to achieve the highest level of individual and community health through collaboration." The Cabarrus Health Alliance has collaborated with and developed partnerships with the local hospital, physicians, and the regional mental health program. FY 2012 funding increased \$62,235. Additional funding of \$10,762 for the West Nile Virus is also included.

Court Psychological Assessment Services – (JCPC)

This program, funded by the Juvenile Crime Prevention Council (JCPC) is designed to assess and diagnose the presence of mental illness and/or substance related issues or disorders as they correlate to the juvenile's interaction with the legal system. Once assessed, the program staff provides referral to an appropriate provider of mental health and/or substance abuse treatment services to initiate ongoing inpatient or outpatient treatment.

Budget Summary

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted Budget	FY 2011 Amended Budget	FY 2012 Dept's Request	FY 2012 Adopted Budget	% Change*
Expenditures							
Piedmont Mental Health	\$ 614,021	\$ 614,021	\$ 614,021	\$ 614,021	\$ 614,021	\$ 614,021	0.00%
Cabarrus Health Alliance	\$ 4,028,961	\$ 4,048,806	\$ 4,148,969	\$ 4,148,969	\$ 4,211,204	\$ 4,242,711	2.26%
Court Psychological Services (JCPC)	\$ 25,342	\$ 12,768	\$ 25,540	\$ -	\$ -	\$ -	0.00%
Building and Equipment Rental	\$ 47,946	\$ 47,981	\$ 48,000	\$ 48,000	\$ 52,948	\$ 52,948	10.31%
Total Expenses	\$ 4,716,270	\$ 4,723,576	\$ 4,836,530	\$ 4,810,990	\$ 4,878,173	\$ 4,909,680	2.05%
Revenues							
Intergovernmental	\$ 25,342	\$ 25,540	\$ 25,540	\$ -	\$ -	\$ -	0.00%
Total Revenue	\$ 25,342	\$ 25,540	\$ 25,540	\$ -	\$ -	\$ -	0.00%

*Percent change as calculated above compares the Adopted funding to the FY 2011 Amended Budget.

Cooperative Extension

Mandated Service

No

Mission

North Carolina Cooperative Extension provides educational opportunities for individuals, helping them reach their highest potential and become a positive force in their homes and communities.

Program Description

The Cabarrus Center of the North Carolina Cooperative Extension delivers research-based educational programs in agriculture, horticulture, community and rural development, family and consumer sciences, and 4-H Youth Development. This nationwide, educational network links the expertise and resources of Federal, State and Local partners. Our programs help people identify and solve problems, embrace diversity, help people develop the skills necessary to become leaders, empower well-trained volunteers to assist others, and assist communities to develop and maintain economic prosperity.

FY 2011 Major Accomplishments & Challenges

Challenge: Loss of secretarial position and managing work load.

County Cooperative Extension Staff responded to citizens through telephone, email, newsletters and news articles to provide educational information and resources to over 125,000 residents.

Cabarrus County Extension staff held 419 workshops, seminars, and hands on demonstrations serving county residents. 612 volunteers gave over 44,000 hours of service to their communities. This equates to a dollar value for services of over \$891,000.

Seventeen 4-H afterschool sites (1,100 children) in Cabarrus County completed a 4-H project book last year. By completing this book, 4-H'ers and adults learned many new life skills, teamwork strategies and how to live a healthy life.

More than 4,000 hours of community service activities have been logged from the nineteen 4-H afterschool programs, which is a value of \$68,000.

The state-mandated Basic School Age Care five hour training has been offered by Cooperative Extension in Cabarrus County for ten years. During this time, 1,552 afterschool professionals, caring for 23,280 children, have successfully completed the course. Of the past participants, 96% said they are still working in the child care field and 100% of those surveyed felt better prepared to teach afterschool children since completing the course. The educational materials for this class are valued at \$140 per person, which results in a savings of \$217,280 to the afterschool centers in Cabarrus County over the past 10 years. The class has been so successful that 97% of those surveyed would like to see an advanced course offered.

Goals & Objectives

Cabarrus County's natural resources and environmental quality will be protected, conserved and enhanced, and ecosystem benefits will be optimized. Farmers and commercial pesticide applicators use pesticides safely for themselves and the environment. Best management practices will be used to protect soil, water, air, and energy at the Atando Road Farm Park.

Cabarrus County will have profitable, environmentally sustainable plant, animal and food systems that support thriving communities and provide access to safe and nutritious food for all.

Create the infrastructure to support the production and marketing of local food. Piedmont Farmer's Market will complete a strategic plan that will allow for expansion to accommodate growing markets within the region. Producers will increase sales of food locally to more agriculturally aware consumers through market development, producer and consumer education, and new farmer and infrastructure support.

Youth and adults will achieve educational success through intentional non-formal and formal educational opportunities that expand and enhance skills and knowledge.

Individuals and groups will acquire leadership and decision making capacities needed to guide and actively participate in local and state organizations.

Youth will adopt behaviors that will contribute to their total health and well-being and gain life skills.

Cooperative Extension

Goals & Objectives

Adults and children of all ages and abilities will make healthy food choices and be physically active to achieve or maintain a healthy weight and prevent chronic disease.

75% of EFNEP (Expanded Food and Nutrition Education Program) families will show improvement in their nutrition and resources management practices.

50 family members will show improvement in their purchasing, planning, and preparation skills as a result of attending Cook Smart, Eat Smart classes.

50 preschool teachers will utilize Color Me Healthy training and resources to promote trying new foods and promoting a more nutritious diet with 1,500 preschoolers and their families.

Cabarrus County residents will excel in the global marketplace as a result of growing a competitive workforce and a diversified economy.

In partnership with other organizations, local residents will attend economic literacy classes that will enable them to create a personal budget and make appropriate consumer choices within this budget.

Cabarrus County residents will be civically engaged within their communities. 100 new volunteers will become involved in their community through Cooperative Extension programs. In partnership with other community organizations, local residents will become more aware of local government programs and use these programs to enhance their lives.

Performance Summary

Outcomes and Performance Measures	Current Goal	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Objective	Trend	Comments or Analysis
Cabarrus County natural resources and environmental quality are protected, conserved, and enhanced							
Private pesticide applicators recertified	100%	100%	100%	100%	100%		
Pesticide recertification credit hours	>350	350	360	400	400		
Total value of horticulture citizen education	>\$1 million	\$990,000	\$1,000,000	\$1,000,000	\$1,000,000		
We support and provide access to safe and nutritious local food through our environmentally sustainable practices							
Farmer's Market vendors		30	30	50	65		
Animals processed through Cruse Meats					2,500		New Measure in FY 2012
We expand and enhance skills and knowledge through educational opportunities							
Value of training programs		\$637,500	\$780,000	\$800,000	\$800,00		
Value of resources available		\$89,389	\$92,471	\$100,000	\$100,000		
Training programs conducted	Workload	51	60	100	100		
Participants trained	Workload	1,250	1,300	2,500	2,500		
Participants enrolled in EFNEP		200	250	250	250		
Participants enrolled in Cook Smart, Eat Smart	50	225	250	100	50		
Teachers enrolled in Color Me Healthy	50	50	50	100	100		
Youth & families using Color Me Healthy	1,500	1,150	1,500	1,500	1,500		
Families increasing their planning, purchasing, and food prep skills	50	350	500	500	500		

Cooperative Extension

Outcomes and Performance Measures	Current Goal	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Objective	Trend	Comments or Analysis
We expand and enhance skills and knowledge through educational opportunities							
Individuals maintain or lose weight as a result of Extension programs		45	150	200	200		
Residents excel in the global marketplace							
Local agencies utilizing Extension programs		5	8	10	10		
Residents that become Savers			10	10	5		
Non-profits obtain 501 (C) 3 status			2	1	1		
Economic literacy class participants		5	35	35	50		
We civically engage our communities							
Volunteers		1,200	1,300	1,200	1,000		
Volunteer hours donated		38,317	40,000	45,000	47,000		
Value of volunteer hours		\$651,389	\$680,000	\$750,000	\$900,000		
Neighborhood community associations		2	4	2	2		
Leaders trained in leadership skills	Workload	89	100	100	100		
Leaders exhibiting leadership skills learned	Effectiveness	51	75	75	100		
Our citizens are satisfied							
Awareness of Cooperative Extension programs	Increase FPY	47%	Survey in FY 2010	50%	50%		Citizen survey
Awareness of Extension Today on Government Channel 22	Increase FPY	11%	Survey in FY 2010	35%	50%		Citizen survey
Overall impression of Cooperative Extension programs and services (very positive)	Increase FPY	44%	Survey in FY 2010	50%	50%		Citizen survey

Budget Summary

Expenditures

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted Budget	FY 2011 Amended Budget	FY 2012 Dept's Request	FY 2012 Adopted Budget	% Change*
Personnel Services	\$ 306,300	\$ 306,986	\$ 327,878	\$ 327,878	\$ 297,442	\$ 300,927	-8.22%
Operations	\$ 72,990	\$ 49,142	\$ 62,824	\$ 66,227	\$ 64,051	\$ 58,777	-11.25%
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Total Expenses	\$ 379,289	\$ 356,128	\$ 390,702	\$ 394,105	\$ 361,493	\$ 359,704	-8.73%

Revenues

Intergovernmental	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Fees & Other	\$ 26,542	\$ 31,269	\$ 32,900	\$ 36,303	\$ 36,400	\$ 36,400	0.27%
Total Revenue	\$ 26,542	\$ 31,269	\$ 32,900	\$ 36,303	\$ 36,400	\$ 36,400	0.27%

*Percent change as calculated above compares the Adopted funding to the FY 2011 Amended Budget.

Department Contact

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Cooperative Extension - 4H Summer Fling

Mandated Service

No. Program is user fee funded

Mission

The North Carolina Cooperative Extension program helps people improve the quality of their lives by providing research-based information and informal educational opportunities focused on issues and needs.

Program Description

4-H Summer Fling is a summer program open to any interested youth 5-18 years of age in Cabarrus County. Children receive enrollment information through their teachers, newspapers, volunteers and individual mailings. This program offers youth the opportunity to learn through a variety of educational, hands-on classes. Youth learn new life skills and enhance their academic achievement with science and technology programs. They will demonstrate increased personal responsibility at the completion of the summer after having participated in more than 6 hours of instruction. This program continues to be one of the more popular aspects of the Cabarrus 4-H program.

Goals & Objectives

To provide fun, educational programs for youth ages 5-18 during summer vacation.

Families will participate in the customer satisfaction survey.

To offer educational, hands-on, week-long and short-term classes during the summer vacation period enrolling 125 youth.

To provide summer care for youth, maintaining a ratio of one adult leader to 15 youth.

85% of the youth participating in the Fantastic Fair Fun Camp will enter at least two items in the Cabarrus County Fair.

Performance Summary

Outcomes and Performance Measures	Current Goal	FY 2009 Actual	FY 2010 Actual	FY 2011 Objective	FY 2012 Objective	Trend	Comments or Analysis
We provide fun, educational youth programs							
Youth learning new skills	Increase FPY	400	300		200		2011 data not submitted
New skills learned	Increase FPY	3	10		5		2011 data not submitted
Volunteers teaching classes/hours contributed	1:15	20/100	20/100		0		2011 data not submitted
Average cost per class/value		\$8.50/\$17	\$10/\$20		\$10/\$20		2011 data not submitted
Average customer satisfaction rating		4	4		4		2011 data not submitted
Families completing survey	Increase FPY	30	100		50		2011 data not submitted
% of youth participating in the Fair (entering min. of 2 items)	85%	77%	85%		85%		2011 data not submitted

Cooperative Extension - 4H Summer Fling

Budget Summary

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted Budget	FY 2011 Amended Budget	FY 2012 Dept's Request	FY 2012 Adopted Budget	% Change*
Expenditures							
Personnel Services	\$ 1,012	\$ -	\$ 1,000	\$ 1,000	\$ 8,170	\$ -	-100.00%
Operations	\$ 2,957	\$ 3,249	\$ 8,500	\$ 8,500	\$ 8,634	\$ 8,500	0.00%
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Total Expenses	\$ 3,969	\$ 3,249	\$ 9,500	\$ 9,500	\$ 16,804	\$ 8,500	-10.53%

Revenues

Intergovernmental	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Fees & Other	\$ 3,748	\$ 3,412	\$ 20,000	\$ 20,000	\$ 15,000	\$ 15,000	-25.00%
Total Revenue	\$ 3,748	\$ 3,412	\$ 20,000	\$ 20,000	\$ 15,000	\$ 15,000	-25.00%

Staffing

FTE Positions	0.35	0.35	0.35	0.35	0.35	0.35
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*Percent change as calculated above compares the Adopted funding to the FY 2011 Amended Budget.

FY 2011 Budget Highlights / Changes

4-H Summer Fling tempory staff positions will not be hired for FY 2012.

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Social Services- Finance Unit

Mandated Service

G.S. 108- A14; Chapter 7A; Chapter 108A; Title XIX of the Social Security Act; P.L. 104-193, Personal Responsibility and Work Opportunities Reconciliation Act of 1996 and SB 352; 7 U.S. Code 20(1); P.L. 97-45; Title IV-B and IV-E of the Social Security Act; CFR 47378 mandate the services provided by the Department of Social Services.

Mission

Provides budgetary oversight and management for all funds allocated for operations of all programs and services under the Department of Social Services. This unit, in conjunction with the Director and Division Administrators, develops the budget, implements and monitors expenditures and revenues, makes adjustments to the budget as required, and performs the functions to obtain reimbursement for services provided. In addition, this unit is responsible for the administration and support of all personnel functions for an agency of over 250 staff.

Program Description

The Finance Unit includes the Director, Administrative Assistance, and support staff that serve the entire agency. Activities include: budget development, implementation, and monitoring; budget amendments; reimbursement processes; personnel recruitment/advertising; support for hiring new staff; evaluation oversight and monitoring of all staff; personnel ordinance support, including benefits, leave, and employee relations; overall support to agency to ensure operations and compliance with policy and law.

FY 2011 Major Accomplishments & Challenges

Development and implementation of new employee orientation; Implementation of automated daysheet; securing all allocated/capped federal revenue available to the agency for operations; Implementation of Employee of the Month program; Twenty One community

Goals & Objectives

Goal 1: To employ and retain qualified staff.

DSS has experienced a higher than desired amount of turnover for the past year. In 2010, the total turnover rate for the Department was 17%, of which 11% was voluntary. This exceeded the 8% goal established by management. The Department began to study turnover issues in November of 2010 in an effort to determine some root causes. The Economic Services Division was the first area to undertake this study due to the increased voluntary turnover rate. Factors that were selected for review include: selection of candidates to be considered; interviewing tools; decision making process for selection; orientation/training; communication with applicants regarding job expectations and duties; and exit interviews. Many variables have been found and the following represent some conclusions and strategies:

- Provide a more in-depth explanation of work conditions for Economic Services, including caseload size, demands, technology utilization, and work conditions.
- Develop a more comprehensive training module for employees hired, regardless of their experience.
- Develop an effective interview tool that will maximize assessment of an applicant's knowledge, skills, and abilities.
- Utilize extension of probation as a tool for new employees experiencing performance issues with a specific corrective action plan to try to enhance performance.

Promote programs and services to the community through outreach and partner with the community to develop services that address critical social needs and issues.

Social Services to be involved in at least 3 community fairs/events.

Social Services to have at least five ongoing identified collaborations that are enhancing our services and or providing new services to assist the population we serve.

Social Services to conduct at least 5 media outreach campaigns that provide information regarding programs and services and or share critical program changes.

Social Services- Finance Unit

Goals & Objectives

Social Services shall maximize all federal and state allocations and revenues to minimize the cost to the county of providing mandated services.

All capped allocations provided to Social Services will be maximized and 100% utilized by the end of the fiscal year by reviewing monthly XS 411 reports.

Social Services will collect at least 96% of projected revenues.

Social Services will ensure uncapped revenues are maximized through the accurate coding of time by workers that claim those revenue streams.

Social Services will finalize day sheet automation project by January 30, 2011.

Social Services will provide excellent customer service in an efficient and professional manner.

Answer all phone calls with 10% or less drop call rate.

Improve client wait time by reviewing samples of average wait times through Compass Pilot.

Performance Summary

Outcomes and Performance Measures	Current Goal	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Objective	Trend	Comments or Analysis
We employ and retain a quality workforce							
Voluntary staff terminations	Decrease FPY	21	18	20	20		Variances in reason for turnover.
Turnover	≤8%	9%	8%	8%	8%		All Divisions will have Recruitment and Training Plans by June 2012
Staff employed at least 5 years	Increase FPY	123	120	120	120		
% of staff employed 5 years or more	Increase FPY	50%	49%	49%	50%		
Average days to fill vacant positions	≤60 days	62	63	60	45		
% of vacant positions filled within 60 days	75%	42%	47%	50%	75%		Looking to improve timeframes within Economic Services and decrease need for backfills
Employee empowerment teams by 6/30/2011	5			4	5	4 currently exist with 2 more to come online in 2012	Each Division and Supervisory will Exist, along with Customer Service
We promote programs and services to the community through outreach							
Involvement in community fairs & events	3 per year			3	10	Over 40 outreach projects	Moved to Adult and Family Services
Have ongoing collaborations to enhance services	5 per year			5	5		Moved to Adult and Family Services
Conduct media outreach campaigns	5 per year			5	3		Moved to Adult and Family Services
We maximize all federal and state allocations							
Capped revenue as % of total capped revenue available	100%						New Measure in 2011
Uncapped revenue as % of prior year uncapped revenue received	100%						New Measure in 2011
% of total State and Federal funding allocations utilized	100%	100%	100%	100%			
Revenue collection rate (all divisions)	96%			96%			
Day sheet automation project implemented by 6/30/2011	100%			100%			New Measure in 2011

Social Services- Finance Unit

Outcomes and Performance Measures	Current Goal	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Objective	Trend	Comments or Analysis
We provide excellent and professional customer service							
Clients processed by front desk	Workload	71,545	86,652	80,000	95,000		Increase in volume due to Economic Services
Average front desk wait time	Decrease FPY						Implementing numbering system to reduce wait in line. Due to volume, average wait times have increased dramatically
Call volume	Workload	205,462	216,244	215,000	220,000		
% of calls dropped	10%	10%	16%	10%	10%		Implemented CPS hotline for reporting abuse/neglect. Developed in-house policies to address phone wait times

Budget Summary

Expenditures

	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted Budget	FY 2010 Amended Budget	FY 2011 Dept's Request	FY 2012 Adopted Budget	% Change*
Personnel Services	\$ 1,270,575	\$ 1,409,959	\$ 1,219,406	\$ 990,621	\$ 716,670	\$ 718,784	-27.44%
Operations	\$ 1,210,081	\$ 1,187,494	\$ 1,171,792	\$ 1,198,297	\$ 1,132,832	\$ 1,130,919	-5.62%
Capital Outlay	\$ 722,828	\$ 506,524	\$ -	\$ -	\$ -	\$ -	0.00%
Total Expenses	\$ 3,203,484	\$ 3,103,977	\$ 2,391,198	\$ 2,188,918	\$ 1,849,502	\$ 1,849,703	-15.50%

Revenues

Intergovernmental	\$ 71,709	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Fees & Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Total Revenue	\$ 71,709	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%

Staffing

FTE Positions	19.00	17.00	17.00	8.00	8.00	8.00
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*Percent change as calculated above compares the Adopted funding to the FY 2011 Amended Budget.

FY 2012 Budget Highlights / Changes

DSS is experiencing cutbacks in state revenues that are having impact on the Department. Over \$151,000 in state revenues that help offset the cost of services have been reduced for fiscal year 2012. In addition, the state has reduced in service dollars (program funds available for direct services) over \$433,000. At this point, there seem to be little reductions in the federal dollars available to the Department; however, all stimulus funds received are set to expire by October 1, 2011.

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Social Services - Public Assistance, Special Assistance

Public Assistance

Budget Summary

Expenditures

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted Budget	FY 2011 Amended Budget	FY 2012 Dept's Request	FY 2012 Adopted Budget	% Change*
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Operations	\$ 3,754,769	\$ 1,294,530	\$ 1,310,147	\$ 1,310,147	\$ 1,350,000	\$ 1,355,000	3.42%
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Total Expenses	\$ 3,754,769	\$ 1,294,530	\$ 1,310,147	\$ 1,310,147	\$ 1,350,000	\$ 1,355,000	3.42%

Revenues

Intergovernmental	\$ 357	\$ 247	\$ -	\$ -	\$ -	\$ -	0.00%
Fees & Other	\$ 2,630	\$ 29,859	\$ 6,000	\$ 6,000	\$ 2,000	\$ 2,000	-66.67%
Total Revenue	\$ 2,986	\$ 30,106	\$ 6,000	\$ 6,000	\$ 2,000	\$ 2,000	-66.67%

*Percent change as calculated above compares the Adopted funding to the FY 2011 Amended Budget.

Please Note: Several subdivisions make up the Public Assistance Division

Special Assistance

Mandated Service

Special Assistance -Mandated by G.S. 108A-25,111-13; 111-14; 111-17, 143B-157 (The County must pay the 50% local share for this categorical public assistance program.)

Mission

To provide financial assistance to eligible adults to help in paying the costs of care in a rest home, when this type of care is needed to improve or maintain their quality of life.

Program Description

Special Assistance (SA) is available to help with the cost of care in Adult Care Homes (formerly known as rest homes). Adult Care Homes provide an alternative for persons no longer able to maintain themselves in their own homes. In most cases, Social Security, Supplemental Security Income, Veteran's benefits, and other sources of income are not sufficient to meet the total cost of care. The amount of assistance an individual can receive is based upon the difference between his personal income and the cost of care. Special Assistance is a state and county funded program and receives no federal funding since it is a supplement for Social Security and other income sources already composed of federal funds. Individuals receiving Special Assistance also receive Medicaid.

Programs include:

Special Assistance to the Aged (SAA) - assistance payment for adults 65 and over who meet eligibility requirements

Special Assistance to the Disabled (SAD) - assistance payment to individuals from age 18 to 64 who meet eligibility requirements

SA In-Home - allows eligible individuals the opportunity to live in a private living arrangement and receive assistance as an alternative to facility care.

Goals & Objectives

Increased family support and well being

Provide assistance to 527 individuals for rest home care

Utilize 100% of the slots allotted to the county for individuals to remain in their homes through SA In-home Demo

Social Services - Public Assistance, Special Assistance

Performance Summary

Outcomes and Performance Measures	Current Goal	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Objective	Trend	Comments or Analysis
Provide the financial resources to enable individuals to have quality care in adult home facilities through the State-County Special							
Special Assistance application received	Workload	290	243	258	265		
Average SA Cases (per month)	Increase FPY	538	518	522	527		
In-Home SA participation	100%	98.73%	100%	100%	100%		

FY 2012 Budget Highlights / Changes

Potential changes to program due to budget at both county and state.

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Social Services - Public Assistance, Medicaid

Mandated Service

Medicaid is mandated by Title XIX of the Social Security Act and NCGS 108A § 25,54 which requires the acceptance and processing of applications, and the conducting of eligibility reviews within required time frames for anyone wishing to apply. (Effective July 2009, the county does not pay program cost for this categorical public assistance program.)

Mission

To provide financial assistance to eligible adults and families to help in paying the costs of health care to improve or maintain their quality of life.

Program Description

Medical Assistance is a program that pays medical bills for eligible low-income individuals and families who cannot afford the cost of health care. It is funded by federal and state funds.

Medicaid for the Aged (MAA) - for people 65 or older who meet eligibility requirements.

Medicaid for the Blind or Visually Impaired (MAB) - for blind or visually impaired people of any age who are blind according to the definition given by the Social Security Administration who meet eligibility requirements

Medicaid for Disabled Citizens (MAD) - for people of any age who are unable to work due to a disability that is expected to last at least 12 months or result in death and meet eligibility requirements.

Medicaid for Families with Dependent Children (MAF) - for single parents or couples with children under age 19 in their household or for children ages 19 through 20 who meet eligibility requirements

Medicaid for Infants and Children (MIC) - for children under the age of 19 whose parents' income meets eligibility requirements

Medicaid for Pregnant Women (MPW) - for pregnant women who meet eligibility requirements limits

Family Planning Medicaid (FPW) - for men and women, ages 19 and over, who meet eligibility requirements

Health Coverage for the Working Disabled (HCWD) – for blind or disabled workers age 16 through 64 who meet eligibility requirements

Carolina ACCESS (CA)/Community Care of North Carolina (CCNC) - Managed Care for Medicaid and since February 2007 for NC Health Choice recipients. Recipients are linked with a primary care provider who is responsible for providing or arranging for medical services.

Eligibility for Medicaid: There are extensive, distinct regulations for the different programs that must be followed in determining and re-determining eligibility in each program area. These include such elements as age, health, income, and reserve, and citizenship. These items must almost always be verified by a third party, and a verbal statement from the client is rarely acceptable as verification. All aspects of financial circumstances must be verified. Resources assessments for couples that need (or anticipate needing) assistance in paying for long-term care are also done. This means looking at any and all assets belonging to the couple to determine what could be protected for the spouse remaining at home. Applications must be completed within 45 or 90 days when disability must be established. In disability cases, the state obtains medical reports from providers and determines the disability based on Social Security Disability guidelines. Cases for applicants who are not able to provide certain information must remain open for 60 days – i.e. meeting a deductible and establishing citizenship. Once eligibility has been established and a case is approved, if it is learned that the applicant has not reported income, resources, or other necessary items of eligibility, a fraud referral is made.

FY 2011 Major Accomplishments & Challenges

Caseload increases, policy changes, and economy created major challenges for staff

Social Services - Public Assistance, Medicaid

Goals & Objectives

Improve and enhance the health and well being of Cabarrus County Citizens by achieving an 89% enrollment in Medicaid Manage Care by June 30, 2011.

Continue to outpost workers at both the Health Alliance and the Hospital

Improve access of Hispanic Population by providing timely and appropriate interpreter services

Process 90% of Medicaid applications within defined state time standards

Obtain 90% accuracy rate in eligibility determination

Enroll 868 individuals in the Medicare premiums program

Performance Summary

Outcomes and Performance Measures	Current Goal	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimate	FY 2011 Objective	Trend	Comments or Analysis
Increase number enrolled in Medicaid allowing individuals to lead healthier lives							
Family Medicaid Cases (yearly average)		13,727	14,396	15,066	15,518	↑	
Adult Medicaid Cases (yearly average)		5,380	5,622	5,893	6,001	↑	
Adult Medicaid Applications		2,186	2,405	2,570	2,621	↑	
Family Medicaid Applications		13,374	13,376	13,721	14,023	↑	
Special Assistance Applications		290	243	258	265	↑	
SA cases (yearly avg)		538	518	522	527	↑	
TANF Cases		290	286	270	276	↑	
Children receiving NC Health Choice		2,291	2,426	2,509	2,584	↑	
Medicaid Transportation Cases		1,249	1,277	1,304	1,311	↑	
Total Caseload (All programs)		26,886	31,071	32,834	33,819	↑	
Percent enrolled in Carolina Access - Medicaid Managed Care	90%	96%	88%	91%	92%		
Individuals receiving assistance (Monthly Avg)	Increase FPY	807	880	975	1004	↑	
We review and report accurate and timely information							
Records reviewed	Workload	6,254	6,100	5,400	5600		
Actions processed timely (All programs)	90%	89%	88%	90%	90%		
Accuracy rate	93%	87%	89%	93%	93%		

FY 2012 Budget Highlights / Changes

Caseloads continue to rise, accuracy, timeliness remain stable but not at optimal levels due to high workloads.

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Social Services - Public Assistance, Aid to the Blind

Mandated Service

Mandated by G.S. 111-16 111-13; 111-14; 111-17, 143B-157 and 10 NCAC 43L.0203 that requires services provided to the blind within 45 days of request.

Mission

To provide services and financial assistance to qualifying individuals in order to assist them in maintaining self-sufficiency and improving their quality of life

Program Description

The program provides social services and financial assistance to legally blind individuals. The State Division of Services for the Blind places a social worker for the blind at the department three days per week. This budget includes the county share of cost for the worker, for in-home aide services and other services, and for special assistance for the blind (a rest home supplement program for visually impaired persons.)

FY 2011 Major Accomplishments & Challenges

Clients needing these services for the blind have been able to receive them during the current fiscal year.

Goals & Objectives

Increased family support and well-being through the coordination of services for individuals who are visually impaired.

Performance Summary

Outcomes and Performance Measures	Current Goal	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Objective	Trend	Comments or Analysis
Our services improve the quality of life and self-sufficiency for visually impaired clients							
Clients served	Increase FPY	99	102	111	100		Possible budget cuts could reduce numbers served.

FY 2012 Budget Highlights / Changes

Due to potential budget cuts at the state level, it is not anticipated that this program will grow during FY12.

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Social Services - Public Assistance, Spay & Neuter

Mandated Service

The program is voluntary. Counties who participate must follow G.S. 19A- Protection of Animals. (The County may pay some share of cost for this program.)

Mission

To provide a voluntary means of assisting low-income persons with access to spay/neuter services for their dogs and cats in an effort to prevent over-population, abuse, and neglect of these animals.

Program Description

The Veterinary Public Health Program within the Department of Health and Human Services administers the Spay/Neuter Program. It is a statewide program to foster the spaying and neutering of dogs and cats for the purpose of reducing the population of unwanted animals in NC. The program consists of the following components: (1) Education Program (2) Local Spay/Neuter Assistance Program. DHHS administers the Spay/Neuter Account established in G.S. 19A-62. Monies deposited in the account are available to reimburse eligible counties and cities for the direct costs of spay/neuter surgeries for cats and dogs made available to low-income persons.

Funding comes from two sources—"I Care" Rabies tags and "I Care" vehicle license plates.

The General Assembly found that the uncontrolled breeding of cats and dogs in NC has led to unacceptable numbers of unwanted dogs, puppies, cats, and kittens. These unwanted animals become strays and constitute a public nuisance and a public health hazard. The animals themselves suffer privation and death, are impounded, and most are destroyed at great expense to local governments. It is the intention of the General Assembly to provide a voluntary means of funding a spay/neuter program to provide financial assistance to local governments offering low-income persons reduced-cost spay/neuter services for their dogs and cats and to provide a statewide education program on the benefits of spaying and neutering pets.

FY 2011 Major Accomplishments & Challenges

Increased number of citizens served in program which helps reduce the population of dogs and cats.

Goals & Objectives

Provide an example of humane treatment of animals, especially as this helps children as they care for pets to develop responsibility, and foster the value that pets can have to older adults living alone, by increasing access and funds provided primarily by the State to operate a Spay/Neuter program for dogs and cats in Cabarrus County for low-income, qualifying households.

Performance Summary

Outcomes and Performance Measures	Current Goal	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Objective	Trend	Comments or Analysis
Our program assist in the prevention of over-populated, neglected, and abused animals							
Vouchers Issued	Increase FPY	432	548	625	600		
Vouchers Funded	Increase FPY	234	278	383	500		

FY 2012 Budget Highlights / Changes

Anticipated state budget cuts could reduce numbers served.

Increased funding for spay and neuter due to the success of program.

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Social Services - Child Welfare

Mandated Service

The following Child Welfare Services are mandated services by Federal and/or North Carolina laws, policies and standards: **Adoption Services and Adoption Assistance** are mandated by G.S. 108 A-49 & 50, Title IV-B and IV-E of the Social Security Act, P.L. 96-272, P.L. 99-514, P.L. 103-382, P.L. 106-385, P.L. 105-89, P.L. 106-169 and P.L. 109-171; **Foster Care Services for Children and Foster Care Assistance** payments are mandated by titles IV-E and IV-B of the Social Security Act, CAPTA (P.L. 93-247), and GS 108A-48 and 49; 45, G.S. 143B-153 (2)(d); 10A NCAC 21; 10A NCAC 22F; **Home studies** are ordered by the District Court Judges; P.L. 103-432; G.S. 7B-28, 7B-38, 143B-153; 10A NCAC 70C; **CSST Services** are mandated through 10 NCAC 436.0203; **Individual and Family Adjustment Services** are mandated under GS 143B-153 and 0NCAC43L.0203; **Protective Services for Children** are mandated by the Federal Child Abuse Protection and Treatment Act (CAPTA), Titles IV-B, IV-E, P.L. 108-36, P.L. 105-89, GS 108A-14, and GS 7B Article 3; **Home-Based Services** through the Department of Juvenile Justice (DJJ) program are authorized under GS147-33; **Intensive Family Preservation Services** are established under GS 143B-150.5; **At-Risk Case Management Services** are authorized under Title XIX of the Social Security Act; Contracts with the Child Advocacy Center and Piedmont Behavioral Health Care are authorized under provisions of G.S. 143B-10 and G.S. 143B-153.

NOTE: Some grant programs the county has the option of operating are used to meet legal requirements, or to prevent more serious agency involvement, which would otherwise be required. For example, Home-Based Services are utilized where foster care would otherwise be ordered.

Mission

To provide quality services to meet the needs for safety, protection, care, and permanent homes for Cabarrus County children who are alleged or found to be abused, neglected, dependent, undisciplined and/or delinquent.

Program Description

The Child Welfare Division is responsible for the delivery of Preventive, Assessment, Treatment, Placement, and Adoption of children who are at risk or have been abused, neglected or dependent. These tasks are accomplished through Family Preservation Services, Home Based Services, On-Call staff, and Child Protective Services (CPS) Intake, Investigations/Assessments, Case Planning & Management, Foster Care Placement, Foster Home Licensing, Adoption, and Adoption Assistance programs. Staff assesses the underlying problems/causes of child abuse, neglect, and dependency. They identify the causes of the maltreatment and provide intensive work and planning with families in efforts of reducing the risk of child abuse/neglect. The major objective is to provide protection and safety for children while attempting to achieve permanence for children.

FY 2011 Major Accomplishments & Challenges

99% of children involved with Child Protective Services remained in their own homes, avoiding DSS custody and out of home placement.

Provided experienced Cabarrus County foster parents specialized training to serve children with physical and behavioral problems.

4 social workers trained to provide Strengthening Families Parenting to Cabarrus County residents as a preventive effort.

Collaborated with Cabarrus Health Alliance to obtain a grant to assist Cabarrus County citizens/parents to effectively transition their children through important milestones, i.e. toddler to school age to adolescent to adulthood. Preventive effort.

Significant increases in Spanish speaking families that require interpreters. Current services are being "taxed" by this increase.

Goals & Objectives

Increased safety of children alleged to be abused, neglected and dependent.

95% of the children involved with child welfare will be free from repeat maltreatment within 6 months of substantiation

No children in DSS custody will experience a substantiated case of abuse, neglect, or dependency by their foster care provider.

Maintain 100% diligent efforts to locate children at initiation

Staff will engage all parents/caretakers in a safety assessment and planning for their children, at initiation of an assessment/investigation

Locate absent parents, involving them in the protection and care of their children, as is appropriate and safe.

Parents will be invited to Child & Family Teams to brainstorm safe options for their children, in accordance with policy and as needed.

Social Services - Child Welfare

Increased family support and well-being to prevent further child maltreatment and long-term removal from the home.

98% of children involved with Child Protective Services will safely remain with their parents.

Provide each family with the needed resources to ensure the overall physical, mental health and educational needs are met (well-being as defined by the state)

Family members are utilized as short term safety resources to safely prevent foster care placement.

Provide in-home parenting education as a means of family support, education and well-being

All households will be assessed throughout the life of a case for family and community support systems

All identified family and community support systems will be documented in the case file for future reference.

Performance Summary

Outcomes and Performance Measures	Current Goal	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Objective	Trend	Comments or Analysis
Child Welfare provide family safety, support, and preservation							
Children reported abused/neglected	Decrease FPY	3,449	3,200	3,600	3,775		increase
% children remaining with their parents	96%	99%	99%	99%	99%		same
% of initiation time frames met	95%	95%	97%	98%	98%		same
% of cases that diligent efforts were utilized	100%	100%	100%	100%	100%		same
Children reported as abused and/or neglected in foster/group homes	Decrease FPY	15	15	12	9		decrease
Substantiation % of children in foster/group homes	0.05%	<1%	<1%	<1%	<.05%		decrease
% of children experiencing recurring maltreatment, i.e., 2nd substantiation/finding of neglect within 6 months of prior finding	95%		12%	11%	5%		decrease

Budget Summary

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted Budget	FY 2011 Amended Budget	FY 2012 Dept's Request	FY 2012 Adopted Budget	% Change*
Expenditures							
Personnel Services	\$ 4,632,629	\$ 4,718,024	\$ 4,847,582	\$ 4,819,564	\$ 4,867,237	\$ 4,777,102	-0.88%
Operations	\$ 400,248	\$ 460,370	\$ 533,868	\$ 533,503	\$ 547,047	\$ 546,820	2.50%
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Total Expenses	\$ 5,032,878	\$ 5,178,394	\$ 5,381,450	\$ 5,353,067	\$ 5,414,284	\$ 5,323,922	-0.54%
Revenues							
Intergovernmental	\$ 3,519,309	\$ 3,350,707	\$ 3,275,623	\$ 3,275,623	\$ 2,889,906	\$ 2,889,906	-11.78%
Fees & Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Total Revenue	\$ 3,519,309	\$ 3,350,707	\$ 3,275,623	\$ 3,275,623	\$ 2,889,906	\$ 2,889,906	-11.78%
Staffing							
FTE Positions	75.00	72.00	72.00	71.00	71.00	71.00	

*Percent change as calculated above compares the Adopted funding to the FY 2011 Amended Budget.

Social Services - Child Welfare

FY 2012 Budget Highlights / Changes

Due to the slow economic recovery and increased stress in families, experiencing an increase in domestic violence, physical abuse, sexual abuse, poly-substance, thus requiring increased CAC exams, therapy, transportation and treatment. Increase CAC exams by 38.

Will train and certify CPR for Cabarrus County foster parents. Will provide yearly updates and re-certifications.

Continued increase of county cars resulting in decrease travel cost paid to employees.

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Social Services - Child Support

Mandated Service

The service is mandated by Federal law; the 1975 Public Law 93-647, enacting Title IV-D of the Social Security Act; Family Support Act of 1988; and N.C.G.S. 110.128. The Mandate requires a record to be established within 20 days of an application for services, establishment of paternity within 90 days of a location, a support obligation within 90 days, and action to enforce the compliance of the order or schedule a court hearing be initiated within 30 days of any failure to comply with a court order and effected within 75 days.

Mission

To bring the financial responsibility of parents to reality while collecting child support for the improved health and welfare of their children.

Program Description

The Child Support Enforcement Division is responsible for ensuring that non-custodial parents (NCPs) support their children through financial means, with medical insurance coverage or medical support whether owed to the client/custodial parent or caretaker, which could include foster care; or the State for recovery of Work First Family Assistance (WFFA). Actions include the location of non-custodial parents, establishment of paternity including DNA testing, establishment of a support obligation based upon the NC Child Support Guidelines, and enforcement of compliance of court orders for child support and medical insurance and medical support and modifying such orders as deemed appropriate.

FY 2011 Major Accomplishments & Challenges

Increased total child support collections distributed to families by 1.52%, and increase of \$138,532, 101.52% of state goal, providing more revenue available to be spent in the community by our families, and reducing welfare roles.

Exceeded the state current support collection goal by .21% to 70.64% with increased negotiations with absent parents and referrals to applicable resources, including a written instruction for use of the modification process when applicable.

Exceeded the state goal for the establishment of paternity for children born out of wedlock by 1.56%

Exceeded the state goal in 7 out of 9 self assessment case management categories, and increased scores in the other 2 categories. Turnover within one unit and the long training process necessary has created a challenge for meeting these other 2 categories in the FY.

Reduced the wait and processing time for the establishment of paternity through the use of in-house paternity testing for child support and child welfare cases, while in the office or in Court and saving the participant from another appointment, or missing additional work time.

Goals & Objectives

Increase the family's ability to be self-sufficient by providing regular child support, reducing the reliance on assistance programs by:

Maintaining collections at FY10 goal using administrative and judicial methods of enforcement to maximize federal incentive returns

Increase Paternities by .4% and cases under order by 2% .

Maintain or Improve medical insurance/support compliance to reduce the costs to Medicaid

Provide prompt customer service through case management and client feedback.

Maintain or improve Quality and Timeliness Scores.

Meet and/or exceed Federal standards in case self assessment and maintain workable caseloads.

Social Services - Child Support

Performance Summary

Outcomes and Performance Measures	Current Goal	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Objective	Trend	Comments or Analysis
Provide services for the economic well-being of the children and families served in Cabarrus County							
Collections (Federal Incentive)	Stable	\$ 9,137,923	\$ 9,276,455	\$ 9,369,220	\$ 9,462,912		State goal is to maintain due to economic conditions
Current support collection incentive rate (Federal Incentive)	Stable	70.43%	70.64%	70.89%	71.10%		State goal is to maintain due to economic conditions
Arrears collections incentive rate (Federal Incentive)	Stable	71.00%	71.09%	71.00%	73.00%		State goal is to maintain due to economic conditions
Outcomes and Performance Measures	Current Goal	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Objective	Trend	Comments or Analysis
Provide services for the economic well-being of the children and families served in Cabarrus County							
Paternity established incentive rate	Stable	99.62%	100.56%	102.00%	104.00%		State goal is to maintain 100% or prior yr (whichever is greater)
Cases under order incentive rate (Federal Incentive)	72.14%	71.16%	70.14%	70.14%	73.00%		This goal has been plagued by untrained staff/turnover
Enforcement actions completed	Workload	9,988	10,322	10,025	11,000		
Income withholding completed	Workload	2,355	1,846	1,792	1,925		
Modifications completed	Workload	425	447	455	470		
Paternities completed	Workload	529	417	1200	550		
In-house paternity draws	Workload	269	297	325	325		
Orders completed	Workload	502	501	750	960		
Enforce compliance of medical insurance/support for children to reduce the Medicaid costs							
Medicaid costs avoidance due to insurance coverage	n/a	\$378,930	\$197,073	\$400,000	\$400,000		Estimated We are not in control of this figure. It is based on Medc use & recovery
Provide quality customer service and meet or exceed Federal case management standards							
Quality based on case reviews	99.00%	99.50%	99.50%	99.50%	99.50%		
Timeliness based on case reviews	97.50%	100.00%	97.27%	97.50%	97.50%		
Case closure self assessment	90.00%	100.00%	98.56%	99.29%	100.00%		
Enforcement self assessment	75.00%	89.43%	90.36%	90.00%	90.00%		
Establishment self assessment	75.00%	35.88%	36.63%	36.63%	50.00%		
Establishment 6 month expedited process self assessment	75.00%	87.73%	76.95%	75.00%	80.00%		Still exceeding state goal
Establishment 12 month expedited process self assessment	75.00%	96.60%	91.27%	90.00%	90.00%		Still exceeding state goal
Interstate self assessment	75.00%	63.53%	63.84%	72.69%	75.00%		
Medical self assessment	75.00%	90.41%	90.14%	90.00%	90.00%		
Review & adjustment inclusive self assessment	75.00%	98.07%	95.69%	97.59%	98.00%		Still exceeding state goal
Review & adjustment needed self assessment	75.00%	93.06%	85.71%	92.31%	92.31%		

Social Services - Child Support

Budget Summary

Expenditures

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted Budget	FY 2011 Amended Budget	FY 2012 Dept's Request	FY 2012 Adopted Budget	% Change*
Personnel Services	\$ 1,205,828	\$ 1,221,825	\$ 1,198,986	\$ 1,198,986	\$ 1,221,518	\$ 1,201,312	0.19%
Operations	\$ 62,406	\$ 54,221	\$ 62,698	\$ 62,698	\$ 71,689	\$ 70,226	12.01%
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Total Expenses	\$ 1,268,234	\$ 1,276,046	\$ 1,261,684	\$ 1,261,684	\$ 1,293,207	\$ 1,271,538	0.78%

Revenues

Intergovernmental	\$ 1,454,451	\$ 1,463,779	\$ 1,567,180	\$ 1,567,180	\$ 1,567,180	\$ 1,194,400	-23.79%
Fees & Other	\$ 26,602	\$ 16,821	\$ -	\$ -	\$ -	\$ -	0.00%
Total Revenue	\$ 1,481,053	\$ 1,480,600	\$ 1,567,180	\$ 1,567,180	\$ 1,567,180	\$ 1,194,400	-23.79%

Staffing

FTE Positions	20.00	19.00	19.00	19.00	19.00	19.00
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*Percent change as calculated above compares the Adopted funding to the FY 2011 Amended Budget.

FY 2012 Budget Highlights / Changes

With a new unit supervisor in place since July 30,2011, significant improvements in performance in the Establishment area are being seen and therefore a reduction in turnover is expected and goals in that area to be met which will improve possible federal incentives.

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Social Services - Economic Services

Mandated Service

Medicaid is mandated by Title XIX of the Social Security Act and NCGS 108A-25, which requires the acceptance and processing of applications, and the conducting of eligibility reviews within required time frames for anyone wishing to apply

Special Assistance is mandated by GS 108A-25, which mandates that applications must be taken and processed, and reviews completed, as required by regulations.

North Carolina Health Choice for Children (NCHC) is mandated by Title XXI of the Social Security Act in order to provide health insurance coverage for eligible uninsured children from birth through age 18. It is administered by the Division of Medical Assistance, but is not an entitlement.

Temporary Assistance to Needy Families (TANF) is mandated by Public Law 104-193, the Personal Responsibility and Work Opportunities and Reconciliation Act of 1996, SB 352. This combines the AFDC, JOBS, AFDC-EA, and requires that adults must work in return for time-limited benefits. Reviews are conducted within required time frames for anyone wishing to apply.

Work First Program is a mandated service under the Personal Responsibility and Work Opportunity Reconciliation Act of 1996 (P. L. 104-193). GS 108A-30 provides for the continued administration of Work First through federal waivers.

Work Over Welfare (WOW) program is a Cabarrus County welfare reform initiative. It was revised and ratified without a sunset provision on June 12, 2003 by the NC General Assembly.

Food Stamp program is mandated by Federal US Code 2011, NCGS 1098-25, and GS 108A, Article 2, Part 5, and requires that applications must be taken upon request, with evaluation as to the severity of the applicants problem, and in some cases, must be available for the client to access through the Electronic Benefits Transfer (EBT) system within five (5) days. Under regular non-emergency circumstances, the application must be completed within thirty (30) days. Reviews are required by regulation.

Food Stamp Employment and Training Program is mandated by CFR 47378 and GS 10Ba-25 and 51. The match rate for this program is 50% federal and 50% county.

Limited English Proficiency Services - Title VI, Sec. 601 of the Civil Rights Act of 1964 states that "no person in the United States shall on the ground of race, color or national origin, be excluded from participation in, denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance.

Cabarrus Community Care Plan (CCP), not mandated, is a local program which provides medical care using services donated by NorthEast Medical Center, the Community Free Clinic, and area physicians to low-income individuals who lack health insurance (including Medicaid) coverage. This Department's staff perform eligibility determinations for this program in the course of screening individuals for Medicaid coverage.

Mission

To provide time-limited and ongoing medical, financial, and nutrition oriented assistance to eligible families with children and adults, with the goal being to improve and enhance their quality of life.

Social Services - Economic Services

Program Description

Income Maintenance services are categorical public assistance programs. There are extensive, distinct regulations for the different programs that must be followed in determining and re-determining eligibility in each program area. These include such elements as age, health, income, reserve, and citizenship. These items must almost always be verified by a third party, and a verbal statement from the client is rarely acceptable as verification.

Programs provided by the Economic Services Division include:

Medicaid - a health insurance program for those whose income is below amounts set by the federal and state government. Medicaid is governed by federal and state laws and regulations. Programs include:

Medicaid for the Aged (MAA) - for people 65 or older who meet eligibility requirements.

Medicaid for the Blind or Visually Impaired (MAB) - for blind or visually impaired people of any age who are blind according to the definition given by the Social Security Administration who meet eligibility requirements

Medicaid for Disabled Citizens (MAD) - for people of any age who are unable to work due to a disability that is expected to last at least 12 months and meet eligibility requirements.

Medicaid for Families with Dependent Children (MAF) - for single parents or couples with children under age 19 in their household or for children ages 19 through age 20 and meet eligibility requirements

Medicaid for Infants and Children (MIC) - for children under the age of 19 whose parents' income meets eligibility requirements

Medicaid for Pregnant Women (MPW) - for pregnant women who meet eligibility requirements limits

Family Planning Medicaid (FPW) - A program for men and women, ages 19 and over, with income at or below the 185% of the poverty level, to receive family planning services.

Medicare Qualified Beneficiaries Program (M-QB) - available to persons living in their own homes, covers only the Medicare premiums that are normally deducted from a recipient's social security check, the Medicare deductible, which is the portion a recipient owes the hospital after Medicare pays, and the Medicare co-insurance which is the portion owed to the doctor after Medicare pays. Expansion of the MQ programs now includes individuals who have between 120-135% of the poverty level and those whose income is between 135-175% of poverty. The former will have Part B premiums paid for one year. The latter have only a portion paid.

Health Coverage for the Working Disabled (HCWD) - for blind or disabled workers age 16 through 64 who meet eligibility requirements

Carolina ACCESS(CA)/Community Care of North Carolina (CCNC) - Managed Care for Medicaid and beginning February 2007 NCHC recipients. Recipients are linked with a primary care provider who is responsible for providing or arranging for medical services.

NC Health Choice for Children (NCHC) - Health insurance program for children age 6 through age 18 with family income below or at 200% of the federal poverty level. Children cannot be eligible for Medicaid or be covered by private health insurance

Special Assistance - State/County Special Assistance for Adults is an assistance payment to individuals who meet eligibility requirements

Special Assistance to the Aged (SAA) - assistance payment for adults 65 and over who meet eligibility requirements

Special Assistance to the Disabled (SAD) - assistance payment to individuals from age 18 to 64 who meet eligibility requirements

Food Stamp Program - a federal food assistance program that helps provide food assistance to low-income families. Monthly allotments of Food Stamp benefits are issued via Electronic Benefit Cards (EBT cards). The purpose of the Food Stamp Program is to end hunger and improve nutrition and health. It helps eligible low-income households buy the food they need for a nutritionally adequate diet.

Work First Family Assistance (WFFA) - North Carolina's Temporary Assistance for Needy Families (TANF) program, called Work First is a cash payment and Medicaid program for families with children and is based on the premise that parents have a responsibility to support themselves and their children. Work First cash assistance is provided primarily for children. Biological or adoptive parents and stepparents may apply for assistance for a child and must be included in the payment for the family, unless they are disqualified from the program. Other relatives and individuals, regardless of their relationship, who have legal custody or guardianship of children may apply for assistance on their behalf, but will not be included in the payment to the family. Work First cash assistance is not provided to pregnant women without other dependent children.

Social Services - Economic Services

Goals & Objectives

Improve and enhance the health and well being of Cabarrus County Citizens.

Achieve an 89% enrollment in Medicaid Manage Care by June 30, 2011.

Continue to outpost workers at both the Health Alliance and the Hospital

Improve access of Hispanic Population by providing timely and appropriate interpreter services

Process 90% of Medicaid applications within defined state time standards of 45, 60, and 90 days contingent on program area.

Obtain 90% accuracy rate in eligibility determination.

Enroll 868 individuals in the Medicare premiums program

Goals & Objectives

Improve and enhance the nutrition and health of Cabarrus County Citizens through the Food & Nutrition Services Program.

Process 90% of all Food & Nutrition Service applications timely within the state guidelines of within 5 days for Emergency situations (defined by policy) or Norma processing of 30 days.

Increase family and intergenerational prosperity by increased food assistance participation to 135%

Achieve 93% accuracy rate on the processing of Food & Nutrition applications

Provide excellent customer service in an efficeint and professional manner.

Answer all phone calls with 10% or less drop call rate.

Improve client wait time by reviewing samples of average wait times through Compass Pilot.

Performance Summary

Outcomes and Performance Measures	Current Goal	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Objective	Trend	Comments or Analysis
Our programs improve and enhance the quality of life in citizens							
Caseload(all programs)	Workload	26,886	30,399	34,599			
Average family Medicaid cases	Workload	13,727	14,396	15,066	15,518	↑	
Family Medicaid applications	Workload	13,374	13,376	13,721	14,023	↑	
Average adult Medicaid cases	Workload	5,380	5,622	5,893	6,001	↑	
Adult Medicaid applications	Workload	2,186	2,405	2,570	2,621	↑	
Special Assistance applications	Workload	290	243	258	265		
SA cases (avg. per month)	Workload	538	518	522	527		
TANF cases	Workload	290	286	270	276		
Children receiving NC Health Choice	Workload	2,291	2,426	2,509	2,584	↑	
Medicaid transportation cases	Workload	1,249	1,277	1,304	1,311	↑	
% enrolled in Carolina Access	90%	96%	88%	91%	92%		
Clients seen in office by interpreters		3,240	4,876	5,327	5,500		Bi-lingual staff assist interpreters

Social Services - Economic Services

Outcomes and Performance Measures	Current Goal	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Objective	Trend	Comments or Analysis
Our programs improve and enhance the quality of life in citizens							
Spanish phone calls	Increase FPY	4,852	5,423	5,211	5,000		Many lost calls due to inavailability of interpreters who are on the floor with clients
Our programs improve and enhance the quality of life in citizens							
Food assistance participation (% eligible population receiving)	135%	110%	114%	143%	165%	↑	Remain top in state in participation
Food & Nutrition applications	Workload	11,222	11,837	12,090	12,427	↑	
Citizens receiving Food & Nutrition benefits		13,985	17,876	20,954	22,112	↑	
Food & Nutrition program benefits issued		\$22,151,765	\$31,950,403	\$35,808,693	\$36,882,953	↑	
Food & Nutrition cases (yearly avg)	Workload	6,880	8,570	9,556	10,197		
Assistance per household/per month	Stable	\$267	\$311	\$293	\$301		
Individuals receiving assistance with Medicare premiums (MQB)	Increase FPY	807	880	975	1004	↑	
We review and report accurate and timely information							
Medicaid records reviewed	Workload	6,254	6,100	5,400	5600		
Food assistance records reviewed	Workload	5,327	2,377	2,218	2,300		1 leadwkr
% actions processed timely (all programs)	90%	89%	88%	90%	90%		
Medicaid eligibility determination accuracy rate	90%	86.5%	88%	90%	90%		
Food & Nutrition accuracy rate	93%	87%	89%	93%	93%		
We provide excellent and professional customer service							
Clients processed by front desk	Workload	71,545	89,321	98,473	111,619		
Average front desk wait time	Decrease FPY		29	39	43		New Measure in 2011
Call volume	Workload	205,462	216,244	234,000	227,000		Anticipated changes at state w/ enpass
% of calls dropped	20%	10%	36%	33%	20%		Changes made to ES Call Ctr

Social Services - Economic Services

Budget Summary

Expenditures

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted Budget	FY 2011 Amended Budget	FY 2012 Dept's Request	FY 2012 Adopted Budget	% Change*
Personnel Services	\$ 4,076,969	\$ 4,305,454	\$ 4,461,213	\$ 4,990,708	\$ 5,251,611	\$ 5,163,303	3.46%
Operations	\$ 103,582	\$ 97,491	\$ 123,552	\$ 129,253	\$ 138,006	\$ 133,897	3.59%
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Total Expenses	\$ 4,180,551	\$ 4,402,945	\$ 4,584,765	\$ 5,119,961	\$ 5,389,617	\$ 5,297,200	3.46%

Revenues

Intergovernmental	\$ 3,067,569	\$ 3,498,538	\$ 3,306,039	\$ 3,515,254	\$ 2,855,500	\$ 2,855,500	-18.77%
Fees & Other	\$ 175,543	\$ 181,688	\$ 187,999	\$ 187,999	\$ 202,377	\$ 202,377	7.65%
Total Revenue	\$ 3,243,112	\$ 3,680,226	\$ 3,494,038	\$ 3,703,253	\$ 3,057,877	\$ 3,057,877	-17.43%

Staffing

FTE Positions	83.00	86.00	86.00	100.00	100.00	98.58
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*Percent change as calculated above compares the Proposed funding to the FY 2011 Amended Budget.

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Social Services - Community Alternative Program

Mandated Service

In-Home Aide Services are mandated as a part of the Home and Community Care Block Grant through GS 143-B-181.1 to help prevent placement in adult care homes. Personal Care Services is a mandated service under the NC Medicaid program, effective 1/1/86. The Community Alternatives Program (CAP) is not mandated but was enacted by the NC General Assembly through HB 405 in 1981. In 1987 Cabarrus County Commissioners designated DSS as the lead agency in Cabarrus County to provide case management of this program.

Mission

To deliver services to disabled clients for the purpose of improving the quality of their lives and to allow them to remain in an independent living arrangement for as long as possible.

Program Description

Community Alternatives Program (CAP): The CAP program provides a wide range of services to meet the needs of the elderly, disabled adults, and disabled children. The CAP program presently has served 282 adults and children this year, and impacts an even greater number of caregivers and family members. Presently staffing includes 2 supervisors, 12 social workers, 3 part-time community social service assistants, and 100 part-time in-home aides (IHA) contracted through Good Health Services. Medicaid allows the lead agency to provide and bill for CAP services for the following: case management, IHA services, home mobility aids, waiver and regular medical supplies (incontinent undergarments, under pads, nutritional supplements, pill boxes, insulin syringes, testing strips, lancets, dressing supplies, ostomy supplies, catheter supplies, tracheotomy supplies, etc.). The program requires RN supervision of IHA's providing level III personal care and social worker II supervision of all IHA's. Other expenses of the program include training, lift belts, gloves, and travel for the IHA's.

CAP Choice: CAP Choice is a program which allows clients, who would ordinarily be CAP/DA recipients to have more control of their care. It is a consumer directed program. The CAP social worker serves as a consultant and advises the client when necessary. Rather than In-Home Aide service through an agency, the client as the employer hires personal assistants to provide in-home personal care. One of the primary advantages of this program is that the personal assistant can provide some services that an IHA can't provide, and can improve the chances of the client being able to remain at home, rather than be placed.

In-Home Aide Services (IHA): IHA services are funded through both the Home and Community Care Block Grant (HCCBG) and through Medicaid in the CAP program. IHA services through HCCBG assists elderly adults to remain at home with home management and personal care. IHA services through Medicaid (CAP) assists frail and disabled adults remain at home as long as possible to prevent nursing home placement. CAP allows the provision of specialized home management and personal care in the home to meet their social and medical needs safely in their own homes. Revenues cover program expenses.

Personal Care Services (PCS): PCS is funded by Medicaid and provides IHA services to elderly and disabled adults who are in need of personal care tasks such as bathing, grooming, and dressing. This program allows for 60 hours of IHA services monthly for clients, with at least 50% of these hours devoted to personal care tasks. Each personal care task has a pre-determined allowable time to provide that particular service. These services must be approved by a physician and monitored by an RN.

Social Work Case Management Services: This is funded by Medicaid through CAP and is directed toward empowering disabled adults and children and aged individuals to remain at home and avoid or delay nursing home placement by arranging for a wide array of services. Social work staff develop service plans to show how needed services based on assessments will be provided. Social work staff has the responsibility for monitoring all services provided to CAP clients.

FY 2011 Major Accomplishments & Challenges

DSS received approval by Social Services Board to end its role as a provider of CAP/C services this year. This was due to new rules imposed by Federal CAP/C waivers, which included more intensive case management services provided by both social workers and RN's, as well as limits on case management time and reimbursement levels. The program was becoming too expensive in county funds to be cost effective. It has been taken over by RHA.

Social Services - Community Alternative Program

Goals & Objectives

To assure the health, safety, and well being of CAP clients and prevent placement in nursing homes.

Aids the individual, with family support, to remain at home as long as possible.

All clients will receive maximum available hours of IHA services to enhance their ability to function at home.

Promote and strengthen family stability by relieving overwork by providing adequate IHA service hours.

Support the achievement and maintenance of economic security and basic material well being.

Performance Summary

Outcomes and Performance Measures	Current Goal	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Objective	Trend	Comments or Analysis
CAP services promotes family stability and increases home placement							
IHA hours provided by DSS contracted staff	105,000	84,133	69,664	107,150	69,925		Decrease due to loss of CAP/C and wider range of IHA providers in county.
Clients placed in long term care after all efforts to maintain them at home with their families are exhausted	Decrease FPY	17	20	35	25		Even with CAP services, fragility of the population results in placements.
% CAP/DA adults able to remain at home through financial support to enhance their economic security.	75%	95%	95%	91%	88%		CAP increases ability to remain at home and delay placement.
% CAP/C children, through financial supports, are able to avoid placement and live a happier life at home with their parents.	90%	95%	95%	95%	Not applicable		Due to changes caused by CAP/C waivers, DSS is no longer a provider for CAP/C. Transferred to RHA.
% clients able to remain at home in a more fulfilling lifestyle with their families	99%	99%	99%	99%	99%		CAP increases ability to remain at home and delay placement.
Days to access IHA services and quickly enhance the families ability to keep them at home.	< 3 days	1.67	1.5	1.5	1		The faster that supports are in the home, the less likely the situation will deteriorate.

Budget Summary

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted Budget	FY 2011 Amended Budget	FY 2012 Dept's Request	FY 2012 Adopted Budget	% Change*
Expenditures							
Personnel Services	\$ 2,571,021	\$ 2,522,110	\$ 2,370,471	\$ 2,370,471	\$ 2,082,407	\$ 2,073,392	-12.53%
Operations	\$ 205,940	\$ 244,470	\$ 210,595	\$ 210,595	\$ 208,780	\$ 208,780	-0.86%
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Total Expenses	\$ 2,776,961	\$ 2,766,580	\$ 2,581,066	\$ 2,581,066	\$ 2,291,187	\$ 2,282,172	-11.58%
Revenues							
Intergovernmental	\$ 186,252	\$ 207,519	\$ 172,484	\$ 172,484	\$ 122,484	\$ 122,484	-28.99%
Fees & Other	\$ 2,451,202	\$ 2,104,134	\$ 2,628,880	\$ 2,628,880	\$ 2,241,462	\$ 2,241,462	-14.74%
Total Revenue	\$ 2,637,455	\$ 2,311,653	\$ 2,801,364	\$ 2,801,364	\$ 2,363,946	\$ 2,363,946	-15.61%
Staffing							
FTE Positions	15.98	12.98	9.00	8.00	8.00	8.00	

*Percent change as calculated above compares the Adopted funding to the FY 2011 Amended Budget.

Social Services - Community Alternative Program

FY 2012 Budget Highlights / Changes

The decision in December 2010 to divest the department of the CAP/C program should result in a positive budget impact. New federal waivers had negatively affected revenues and allowable amounts of case management time, while at the same time increased the requirement for RN management in the cases.

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Department Contact

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Social Services - Adult and Family Services

Mandated Service

Protective Services for Adults are mandated by GS 108A, Article 6

Guardianship Services are mandated by GS 108A-15 and 35A

In-Home Services are required by GS 108A-14(3) and 10 NCAC 06 A, D, U, and X.

Individual and Family Adjustment Services are required by GS 108A-14(3) and NCAC 06F

Adult Placement Services are mandated by GS 108A-14(8) and GS 131-D

Protective Payee Services are mandated under GS 108A-37 and 38

Adult Day Care Services oversight is mandated by 10 NCAC 06R

Adult Care Home Case Management Services are mandated by 10 NCAC 06D

The Work First Program is mandated under the Personal Responsibility and Work Opportunity Reconciliation Act of 1996 (PL 104-193) and GS 108A-25

The Work Over Welfare (WOW) program is a Cabarrus County welfare reform initiative revised and ratified by the General Assembly without a sunset provision on 6-12-03. (Not otherwise mandated by state policy or federal regulation).

DSS is required to administer funds (**County General Assistance**) provided by the Board of Commissioners under GS 108A-14(4).

DSS is required to administer **Child Day Care Subsidy** services under the provisions of 10 NCAC 71W.

DSS administers the **Crisis Intervention Program** under GS 108A-14(3) and GS 108A-25.

DSS must execute specified responsibilities in relation to **Unclaimed Bodies** under GS 130A-415.

Mission

To provide protection of disabled adults, provide services to elderly and disabled adults at adequate levels to meet their needs and avoid premature placement in long-term care; avoid, whenever possible, dependence on cash public assistance, and to assure that everyone who is able to work, has that opportunity, and can provide for their families with limited or no public assistance.

Program Description

Protective Services for Adults are services provided to disabled individuals 18 years of age or older who may be experiencing a situation where they are abused, neglected, or exploited. Social workers evaluate reports to determine the degree of risk to the disabled or elderly adult and then provide protection to the individual that can range from working with the adult or family in helping them overcome the situation to securing a protective order through the courts.

Guardianship Services are provided to disabled adults who are mentally incompetent and cannot make responsible decisions concerning their person and/or property. This service consists of petitioning the court, following through the process of appointment, as well as assuring that these wards are provided with essential, life sustaining services.

In-home Services are case managed by a social worker and provided by in-home aide staff to provide assistance to dependent physically or emotionally ill, handicapped adults in their own homes. These services offer supportive help in the areas of good health practices, maintaining adequate housing, and consumer education.

Individual and Family Adjustment Services are provided by social workers and include counseling to help a family or individual in identifying problems, exploring options, and choosing solutions for themselves. Problem areas include household management, family life, substance abuse, mental illness, and retardation.

Adult Placement and Licensure Monitoring services are provided by social workers and prepare individuals and their families for adult care home or nursing home placement. They provide supportive services to aid the client in adjusting to group living. These services also provide for routine monitoring of adult care homes by designated social workers to ensure that they are operating under state licensing requirements. Violations are handled through corrective actions and reported to the NC Division of Facility Services.

Protective Payee Services are provided for adults who cannot manage their own funds. This may occur in conjunction with adult protective services, adult foster care, or in-home services. DSS manages social security, SSI, and VA benefits for these individuals, and uses these funds to pay expenses related to nursing homes, adult care homes and independent living arrangements.

Social Services - Adult and Family Services

Program Description

Adult Day Care Services include determining client eligibility as well as monthly monitoring of adult day care centers to ensure that care is being provided in accordance with state certification standards. This service can help some disabled and older adults remain at home and delay or prevent placement in long-term care.

Adult Care Home Case Management services are provided to selected Special Assistance/Medicaid residents of adult care homes in the county. The General Assembly authorized the use of Medicaid funding with a 50% Federal Medicaid, 25% State, and 25% local match. The social worker is responsible for assessing the residents' abilities and then obtaining and coordinating the services needed to prevent the residents from needing a higher, more expensive, level of care.

Work First Employment Services and services to families under 200% of the Federal Poverty Level are designed to assist families in obtaining employment and becoming self-sufficient. This has been in effect in NC since 8-1-96, when it was implemented under federal waivers to AFDC program recipients, and subsequently became a central component of the state's federal TANF Block Grant program. This program requires Work First recipients to take personal responsibility for their lives and seek and accept employment. It provides supportive services to assist them in doing this. Social workers provide case management services to these clients and assist them in obtaining jobs and removing barriers to employment. There is presently a 60 month life time limit to Work First. Also served are families who are under 200% of the Federal Poverty Level, but exceed Work First income guidelines. These are preventive services to families who are seeking work or are underemployed and are at risk or either losing their jobs due to circumstances and going on public assistance. Assistance provided is short-term and is service and financial based. Three hundred two (302) clients were assessed for services, 185 were diverted from work first cash assistance by offering short term services, and 25 received diversion assistance. An average of 55 clients received Work First services each month. Fifty-eight (58) adults entered employment after receiving services, and 62.5% remained employed 6 months after leaving work first services.

Work Over Welfare (WOW) is Cabarrus County's welfare reform program and was revised and extended by the NC General Assembly on 6-12-03 with no sunset provision. It provides for additional incentives for cooperation and penalties for non-cooperation with Work First.

County General Assistance Administration provides for social workers to assess indigent individuals and families who need financial assistance not covered by other programs. A total of 457 clients were assisted with General Assistance.

Child Day Care Subsidy Administration provides for DSS staff to assess and determine eligibility for children to receive subsidized child care through state and Smart Start subsidies to support employment, training, child protective services, foster care, or families experiencing a crisis. A total of 2803 children received child care services during the FY09 while maintaining spending at 100% of subsidized funds. A 3 month review process was implemented which held families accountable to reporting changes in income and employment, reduced possible fraud and improved the availability of subsidized funds which eliminated the implementation of a waiting list and required no county funds to be spent.

Crisis Intervention Program Administration provides for DSS to assess and determine eligibility for families who are in a heating/cooling related crisis, and need assistance in keeping the heating/cooling source from being terminated. A total of 3210 families were assessed for CIP and 2532 applications for CIP were processed with an average CIP benefit of \$248.52 each, most which occurred over a 6 month period.

Disposal of unclaimed bodies is a responsibility delegated to DSS by NC. When a body has been unclaimed for 10 days and no relatives can either be found or willing to accept responsibility for the body, it becomes a DSS responsibility. The cost of this is 100% county funding.

At-Risk Case Management Services for Children and Adults are non-mandated services which use Medicaid funds to pay for case management services and counseling for children and adults at risk of abuse, neglect, dependency, or exploitation. These services are preventive in that they help families already experiencing problems overcome difficulties before the situation deteriorates to a protective services level. This also works with families to improve problem solving and empower them to manage crisis situations in the future without DSS assistance. It is funded at a 62% federal and 38% county level. Average of 20 children cases per month were managed by At-Risk which kept children out of the protective services and foster care.

SA-In-Home Services are non-mandated services that assist individuals who are in need of placement in adult care facilities but who desire to remain at home. Eligibility is determined by a need for adult care home level of care determined by a physician, as well as Medicaid eligibility. The person is assessed and case managed by a social worker who identifies and coordinates services that enhance their ability to remain at home. Individuals eligible for this program receive a Special Assistance check to bring their income up to the established Federal Poverty Level. This check assists in helping them meet expenses at home. This program is funded 50% state and 50% county.

Social Services - Adult and Family Services

FY 2011 Major Accomplishments & Challenges

The increase in adult protective services in both private living situations as well as long term care facilities has been a major challenge this year. To assist in providing this service, the adult home specialist staff, previously dedicated to monitoring and handling complaints in assisted living facilities, have been doing adult protective services evaluations in these facilities in addition to their regular duties. The SA/IH program, which provides in-home services at a lower cost than placing adult in assisted living, has been unable to expand its role here due to less staff and staff who were serving clients through CAP/C. The loss of the CAP/C program may be able to alleviate some of these issues later in the fiscal year.

Goals & Objectives

Increased safety of disabled adults.

All reports screened for Adult Protective Services meet the standard for investigation and screen-out.

Have no incidents of repeat reports within 6 months for all Adult Protective Services cases.

No incidents of preventable deaths to active cases of Adult Protective Services.

Conduct at least 3 community outreach and education events to increase awareness of adult abuse/neglect.

Provide for the safety and well-being of elderly and disabled adults in local Adult Care Homes.

100% of all complaints received on Adult Care Homes will be investigated and resolved within 30 days.

Adult Care Homes will be monitored as required by the state to ensure compliance with licensing regulations.

Social Services will provide or coordinate training as requested or determined needed to Adult Care Homes to ensure a safe environment for consumers.

Social Services will publish information regarding the Rating System on the department's website.

Increase family support and intergenerational prosperity by increasing the clients' abilities to move toward personal and family economic self-sufficiency, decreasing reliance on assistance programs where appropriate, and breaking the cycle of dependence and poverty.

Ensure that all families who are eligible and requesting assistance to obtain employment are able to do so through the provision of employment and supportive services.

Divert 50% of families from an application for Work First Cash Assistance through the provision of short-term assistance and social work services.

Ensure that 90% of families who receive Work First Financial Assistance obtain employment and maintain for at least two years. Increase the number of child only cases who obtain permanence via guardianship.

Increase the involvement of absent parent to yield better outcomes for families.

Promote programs and services to the community through outreach and partner with the community to develop services that address critical social needs and issues.

Social Services to be involved in at least 3 community fairs/events.

Social Services to have at least five ongoing identified collaborations that are enhancing our services and or providing new services to assist the population we serve.

Social Services to conduct at least 5 media outreach campaigns that provide information regarding programs and services and or share critical program changes.

Social Services - Adult and Family Services

Performance Summary

Outcomes and Performance Measures	Current Goal	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Objective	Trend	Comments or Analysis
Increase family safety by reducing incidence of abuse and neglect of disabled adults							
Adults protected from abuse, neglect, or exploitation	Workload	210	225	250	300		Increase due to economic situation in homes
% of reoccurrences of APS cases within 6 months.	0%	10.5%	13.3%	15.0%	14.0%		Economic situations in homes with unemployed caretakers can increase reoccurrences.
Incidents of preventable deaths in active APS cases or in ACH facilities	0%	0%	0%	0%	0%		
Training provided to staff and public about APS and ACHs	3	2	4	6	10		Getting the word to community can protect disabled adults from APS situations
Adults in remaining in their own home through provision of SA/IH services	110	105	116	150	160		Loss of CAP/C program frees staff to provide more SA/IH services
Increase family safety by reducing incidence of abuse and neglect of disabled adults							
Complaints investigated in adult care homes	155	140	155	170	100		Possible changes in state policy may reduce this figure
Facility complaints resolved and corrected within 30 days	100%	100%	100%	100%	100%		Substantiated complaints
Families avoiding CPS through at-risk case management for children services	35	25	40	35	10		Service has been reduced due to transfer of SW to Work First Employment
Increase family support and intergenerational prosperity							
Clients securing employment	Increase FPY	18	8	10	30		Additional staff due to transfer and more job development should increase employment
Clients receiving employment services	Increase FPY	115	112	115	200		Additional staff due to transfer and more job development should increase employment services
% diverted from applying to Work First and saving the cost of cash assistance payments.	50%	79.43%	60%	60%	45%		Change in State policy that prevents diverting 2-parent families may reduce this goal
% families off Work First and not returning to welfare	90%	100%	100%	100%	90%		Increased staff should keep this goal at FY11 level

Social Services - Adult and Family Services

Outcomes and Performance Measures	Current Goal	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Objective	Trend	Comments or Analysis
Promote programs through the community through outreach that will increase public knowledge about DSS services and aid them in accessing these services							
Community outreach events sponsored by DSS	30	48	38	36	45		Higher than expected requests for outreach events
Individuals who expressed interest in accessing services through these outreach events.	200			213	300		Overwhelming response from those wanting to access services

Budget Summary

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted Budget	FY 2011 Amended Budget	FY 2012 Dept's Request	FY 2012 Adopted Budget	% Change*
Expenditures							
Personnel Services	\$ 2,088,417	\$ 2,213,512	\$ 2,653,256	\$ 2,653,256	\$ 2,603,540	\$ 2,551,274	-3.84%
Operations	\$ 171,503	\$ 84,716	\$ 92,779	\$ 168,679	\$ 89,473	\$ 86,254	-48.87%
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Total Expenses	\$ 2,259,920	\$ 2,298,228	\$ 2,746,035	\$ 2,821,935	\$ 2,693,013	\$ 2,637,528	-6.53%
Revenues							
Intergovernmental	\$ 1,046,137	\$ 1,021,746	\$ 1,031,387	\$ 1,107,287	\$ 841,168	\$ 841,168	-24.03%
Fees & Other	\$ 148,281	\$ 203,413	\$ 123,830	\$ 123,830	\$ -	\$ -	-100.00%
Total Revenue	\$ 1,194,418	\$ 1,225,159	\$ 1,155,217	\$ 1,231,117	\$ 841,168	\$ 841,168	-31.67%
Staffing							
FTE Positions	35.00	38.98	38.98	38.98	38.98	38.98	

*Percent change as calculated above compares the Adopted funding to the FY 2011 Amended Budget.

FY 2012 Budget Highlights / Changes

Proposed federal and state cuts could have an impact on this budget during FY12. Possible reductions in the State Adult Day Care fund, State APS fund, and transfer of adult home specialist to NC Division of Aging and Adult Services could impact services and staff in this budget. Loss of adult home specialists monitoring could have a negative impact on adult protective services reports in facilities, depending on how often the State monitors and reacts to complaints.

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Social Services - Emergency Assistance

Mandated Service

Aid to Families with Dependent Children-Emergency Assistance (AFDC-EA) was mandated under Title IV-A of the Social Security Act and GS 108-25, and replaced by PL 104-193, the Personal Responsibility and Work Opportunity Reconciliation Act of 1996, and Senate Bill 352. **Crisis Intervention Program (CIP)** is mandated under PL 97-45 and GS 108A-25. **TANF Domestic Violence** funding is mandated by NC due to an option given the State by the Personal Responsibility and Work Opportunity Reconciliation Act of 1996. **General Assistance** is partially mandated, by PL 96-272 to meet the requirements of GS 108A-1-9.

Mission

To provide necessary assistance to families in need, whether it is for financial emergencies, utilities, or domestic violence situations.

Program Description

The Emergency Assistance program for Cabarrus County DSS was developed by a community wide Work First Block Grant Planning Committee which determined that EA needed to include a wide variety of benefits that would promote self-sufficiency and reduce welfare dependency. This program provides for an annual benefit amount of \$300 per a family at or below 150% of the Federal Poverty Level. In August 2003, the EA program in Cabarrus County was expanded to give DSS the ability to assist a family with up to \$1,200 annually in the event of an economic disaster, such as a major plant closing, or a natural disaster. This would only be implemented by the DSS Director with the consent of the DSS Board. Expenses in this program are paid for from the Work First Block Grant, and are maintenance of effort and 100% county funded.

The Crisis Intervention Program provides funds for heating and cooling related emergencies for low-income qualifying families who find themselves in an unavoidable heating/cooling crisis situation. Funds are paid directly to the heating and cooling provider, and are 100% federal and state funds. DSS has the ability, through a CIP Business Plan, to set restrictions on the usage of CIP funding related to weather conditions. This has resulted in funding having the ability to last through the colder months of the winter, rather than be depleted early.

TANF Domestic Violence funds are used to provide financial assistance and support to families who are victims of domestic violence, which often interferes with victim's efforts to pursue education or employment. Funding can be used to relocate family to a safe environment, as well as assist them in paying emergency bills when this resource has been lost due to the abuser leaving the home. TANF-DV funding is 100% federal.

General Assistance funds are used to alleviate a short-term crisis situation for persons living in Cabarrus County when there is no other program assistance available. Needs covered include: purchase of medications, utility payments, and necessary medical supplies. A portion of this funding is appropriated to Cooperative Christian Ministry to assist them in their effort to help people in need. A portion of this fund is designated to the Adult Assistance Program which provides up to \$300 annually to elderly, disabled, displaced homemaker, or displaced worker with no dependent children who might have an emergency need and fall under 150% of the federal poverty level. In addition, the GA fund also pays the cost of disposal of unclaimed bodies when DSS is required by statute to dispose of them. General Assistance is 100% county funded.

FY 2011 Major Accomplishments & Challenges

A major accomplishment during FY11 has been the reorganization of the Crisis financial assistance programs that has resulted in all crisis staff assisting both elderly and disabled adults and families and children through the entire range of programs. This has been in contrast to the previous years, when the programs were separated. It has allowed for more specialization overall, and has created a child day care unit that manages this program specifically rather than dividing the time up in multiple programs of crisis, day care, and employment services. A major improvement has been reduced waiting time for clients.

Social Services - Emergency Assistance

Goals & Objectives

Increase family well-being through Assistance and Preventive Services.

All eligible applicants will receive the maximum benefit available through the respective program.

All ineligible applicants will be properly referred to other agencies for assistance and referrals will be documented.

Social Services will develop, in partnership with the Cooperative Extension Office, a financial counseling program for customers who are considered at high risk for repeat applications.

Social Services will reduce repeat applications by 25% through provision of mandatory financial counseling for anyone requesting a financial assistance program..

Performance Summary

Outcomes and Performance Measures	Current Goal	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Objective	Trend	Comments or Analysis
Increase family support and well being in emergency situations							
Families seen in a crisis situation	10,700	9,670	10,587	11,222	11,000		Improvement in economic situation may reduce number
EA applications		1,855	1,980	2,025	1,428		Improvement in economic situation may reduce number
CIP applications	2,375	2,298	2,445	2,525	2,072		Fluctuates based on allocation & benefit limit
General Assistance applications	520	516	545	545	412		Tighter benefit restrictions reduced approvals
Adult Assistance applications	200	157	245	245	127		Improvement in economic situation may reduce number
Unclaimed bodies cremations	15	10	17	20	20		Economic situation expected to cause addl increases
Average benefit paid per EA application	<\$300.00	\$209.59	\$208.47	\$210.00	\$210.00		
Average benefit paid per CIP application (energy crisis)	<\$400.00	\$248.52	\$250.00	\$275.00	\$450.00		Possible State takeover of policy may remove local decision to reduce maximum benefits
Repeat applications reduction	25%			25%	30%		

Budget Summary

Expenditures

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted Budget	FY 2011 Amended Budget	FY 2012 Dept's Request	FY 2012 Adopted Budget	% Change*
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Operations	\$ 1,154,796	\$ 1,039,952	\$ 854,638	\$ 1,246,592	\$ 763,954	\$ 763,954	-38.72%
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Total Expenses	\$ 1,154,796	\$ 1,039,952	\$ 854,638	\$ 1,246,592	\$ 763,954	\$ 763,954	-38.72%

Revenues

Intergovernmental	\$ 652,810	\$ 550,419	\$ 319,638	\$ 721,561	\$ 287,954	\$ 287,954	-60.09%
Fees & Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Total Revenue	\$ 652,810	\$ 550,419	\$ 319,638	\$ 721,561	\$ 287,954	\$ 287,954	-60.09%

*Percent change as calculated above compares the Adopted funding to the FY 2011 Amended Budget.

Social Services - Emergency Assistance

FY 2012 Budget Highlights / Changes

Monitoring of volume and expenditures during the first half of FY11 has been below anticipated levels. Because of that, most emergency assistance programs in FY12 will be budgeted below FY11 amounts. One change that could negatively affect expenditures could be the possibility that the State goes to a single LIEAP/CIP Business Plan, which could lead to one overall policy and one maximum amount, which could increase the volume of clients coming to the agency to apply and get approved for CIP. Presently each county develops their own business plan, and Cabarrus has tightened restrictions on our plan that has resulted in less approvals and lower maximum amounts.

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Social Services - Foster Care

Mandated Service

Foster Care and Adoption Assistance payments are mandated by G.S. 108-A-48, 49, 50, 45, G.S. 143B-153 (2)(d) 10A NCAC 70D, Titles IV-B and IV-E of the Social Security Act and Federal Public Law 96-272, P.L. 93-247.

Mission

To assure protection and safety of children by providing financial resources to their placement providers.

Program Description

Foster Care Services must be provided to any child the department has placement responsibility for and is placed in a licensed foster care facility. Placement responsibility is established when the court puts the child in legal custody of the department. DSS is responsible for the board payments for all foster children in legal custody of the Department of Social Services and placed in licensed facilities such as foster homes and group care facilities. TANF, Title IV-E or Title IV-B, and State Foster Home funds assist with the cost of board payments based on guidelines for eligibility set in state policy. The department has to pay the rate set by group homes and the state. Assistance is provided through Adoption Assistance payments for eligible children with Special Needs to ensure adoptions are not impeded due to potential financial restraints of prospective adoptive parents.

FY 2011 Major Accomplishments & Challenges

5 adoptions were finalized for FY 2011 (through January 31, 2011). The number is decreasing due to the small number of children in foster care.

Agency experienced a positive Home Based monitoring thorough the Department of Juvenile Justice & Delinquency Prevention. Overall the program remains successful, though there has been a slight increase in teenage placements within the last month. (3 Placements)

Links program is beginning to increase community collaboration to assist youth exiting foster care, transition into adulthood

Goals & Objectives

Increase family permanence so children achieve a permanent home within one year of custody

75% of new foster children coming into care will achieve permanence within 12 months of their initial entry into foster care.

65% of children in foster care will experience 2 or fewer moves throughout their foster care experience.

Re-train foster care staff how to appropriately complete the Placement Request Form to ensure the best initial placement match
Supervisors to enforce the procedure for an in-house meeting when problematic foster parent/child relationships begin to occur as a means of resolving the issues in a timely manner.

Foster home moves occur only with supervisory and program manager approval of both placement and licensing.

Increase family and intergenerational prosperity, resulting in independence for youth transitioning out of foster care.

75% of youth 18-21 and who leave foster care have a stable living arrangement

85% of youth in foster care and are 15+ years old will participate in life skills education to assist with adulthood transitions.

Agency to partner with community leaders to identify mentors and volunteer opportunities to prepare youth for adulthood.

Agency to partner with community leaders to identify safe, affordable housing for youth exiting the foster care system

Agency to assist youth by offering at least 1 group educational session per month to assist with transition into adulthood.

Agency to offer each youth and foster/cottage parent with monthly one-one education regarding skills needed for adulthood transitions.

Social Services - Foster Care

Performance Summary

Outcomes and Performance Measures	Current Goal	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Objective	Trend	Comments or Analysis
Increase family permanence							
Children entering foster care for the first time	Increase FPY	20	27	20	25		
Children in permanent homes within 12 months	Increase FPY	10	10	10	18		
% new foster children achieving permanence within 12 months	75%	8%	18%	18%	75%		
# of children w/less than 1 move in 12 months	65%				65%		state standard
% of children w/less than 1 move following 12+ months in care	65%				65%		state standard
Increase family and intergenerational prosperity							
Children 15 and over in foster care		41	29	27	20		Based on population
Youth (18-21) leaving foster care have a stable living arrangement	75%			50%	75%		
Monthly Independent Living activities offered	2	4	4	4	2		
% youth participating in ILP activities (15+ years old)	90%	89%	93%	95%	90%		
Life skills activities and training offered (in home and group..monthly)	4			4	5		
Children 18+ years leaving foster care	6				6		

Budget Summary

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted Budget	FY 2011 Amended Budget	FY 2012 Dept's Request	FY 2012 Adopted Budget	% Change*
Expenditures							
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Operations	\$ 1,958,377	\$ 1,601,763	\$ 2,394,560	\$ 2,412,072	\$ 1,718,180	\$ 1,718,180	-28.77%
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Total Expenses	\$ 1,958,377	\$ 1,601,763	\$ 2,394,560	\$ 2,412,072	\$ 1,718,180	\$ 1,718,180	-28.77%
Revenues							
Intergovernmental	\$ 702,975	\$ 673,297	\$ 528,276	\$ 528,276	\$ 615,662	\$ 615,662	16.54%
Fees & Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Total Revenue	\$ 702,975	\$ 673,297	\$ 528,276	\$ 528,276	\$ 615,662	\$ 615,662	16.54%

*Percent change as calculated above compares the Adopted funding to the FY 2011 Amended Budget.

Social Services - Foster Care

FY 2012 Budget Highlights / Changes

While the number of children in foster care remains relatively stable at approximately 50 children in custody, there is concern that mental health reform may increase the month board rate for children with mental health needs.

Due to the state economic situation, the amount of funds from the JCPC grant are unknown for the 2011-2012 FY.

Due to potential N.C. laws/rules changes, there may be a decrease in the availability and amount of Adoption Assistance vendor payments and other resources.

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Social Services - Child Day Care

Mandated Service

Child day care is mandated under the Personal Responsibility and Work Opportunities Reconciliation Act of 1996, which combined all federal child care funding under the Child Care and Developmental Fund (CCDF). NC law governs the Smart Start program and mandates that a minimum of 30% of Smart Start funding in each county be designated for child day care subsidy.

Mission

To ensure that all eligible children receive the benefit of quality child day care to enable their families to maintain employment or ensure their safety in a protective service or child welfare situation.

Program Description

The child day care program provides protection, care, and developmental experiences for children through the assistance of subsidy payments to providers of care. Targeted populations for this service include: 1) families who need this assistance to support employment, 2) children who need this assistance to remain in their own home while receiving protective services, 3) support families' employment who are foster parents and are caring for children in DSS custody, 4) support Work First recipients who need this service to support education, training, and employment, and 5) to support the emotional, social, educational, and cognitive development of children.

In most cases, except child protective services and foster care, parents are assessed a portion of the cost of care, as a parent fee, based on their income. At the present time, State and Smart Start funding are adequate to meet the current demand for services and DSS has not been on a waiting list for child day care since 2007. State day care subsidy is 77.4% federal and 22.6% state funded. Smart Start subsidy is 100% state funded.

FY 2011 Major Accomplishments & Challenges

A major challenge this year has been to manage the subsidy budget and waiting list in order to not drastically underspend, but not to exceed the allocation. There have been anticipated reductions anywhere from 5% to 15% this year and next fiscal year. Overspending and then realizing a funding reduction from the State could result in terminating children from care.

Goals & Objectives

To increase family and intergenerational prosperity by increasing the clients' abilities to move toward personal and family economic self-sufficiency, decreasing the reliance on assistance programs, and breaking the cycle of dependence and poverty.

Ensure that 100% of eligible families requesting child day care are able to access quality care for their children and allowing parents to work.

Ensure that all children having the need for child day care, who are receiving child protective services and/or foster care services, have child day care available to provide support to the families and protect the children.

Social Services - Child Day Care

Performance Summary

Outcomes and Performance Measures	Current Goal	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Objective	Trend	Comments or Analysis
Increase family and intergeneration prosperity through economic self-sufficiency							
Children receiving day care		1,507	1,527	1,361	1,300		Up to 15% reduction in subsidy will reduce numbers served
Children receiving CPS/foster care child care		51	30	30	20		These are Priority and not put on waiting list
Average monthly cost per child receiving day care		\$364	\$382	\$382	\$422		Total monthly costs div'd by # of children served
Average total monthly cost of child care		\$548,587	\$582,513	\$520,167	\$503,929		2011 estimate div'd by 12 mths
% allocated funds spent by DSS	100%	100%	101%	100%	98%		Underspending projected to avoid terminations in FY13
% eligible families have access to quality care	100%	100%	89%	89%	75%		Expected allocations to be reduced & waiting list remaining in place

Budget Summary

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted Budget	FY 2011 Amended Budget	FY 2012 Dept's Request	FY 2012 Adopted Budget	% Change*
Expenditures							
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Operations	\$ 6,649,964	\$ 7,086,290	\$ 6,242,003	\$ 6,242,003	\$ 5,766,593	\$ 5,766,593	-7.62%
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Total Expenses	\$ 6,649,964	\$ 7,086,290	\$ 6,242,003	\$ 6,242,003	\$ 5,766,593	\$ 5,766,593	-7.62%
Revenues							
Intergovernmental	\$ 6,649,190	\$ 7,065,688	\$ 6,142,003	\$ 6,142,003	\$ 5,666,593	\$ 5,666,593	-7.74%
Fees & Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Total Revenue	\$ 6,649,190	\$ 7,065,688	\$ 6,142,003	\$ 6,142,003	\$ 5,666,593	\$ 5,666,593	-7.74%

*Percent change as calculated above compares the Adopted funding to the FY 2011 Amended Budget.

FY 2012 Budget Highlights / Changes

Uncertainty concerning subsidy allocations from both the Federal/State allocation and Smart Start make next fiscal year's budget difficult to determine. There are projected reductions from 5% to 15% next fiscal year, and could result in not only an increase in the waiting list, but also a reduction in services to children already participating in the subsidy program. Operating this year's budget conservatively can result in next year's budget having less negative impact on working families.

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Social Services - Adult Day Care

Mandated Service

Adult day care is an optional service. Funds are allocated by the State and can only be used to purchase or provide adult day care or adult day health services. DSS is responsible for the certification of adult day care/day health programs as passed by the NC General Assembly (GS 131D-6 and 108A).

Mission

To enhance the lives of adults through a day program in a community group setting for the purpose of supporting personal independence and promoting social, physical, and emotional well being.

Program Description

Day Care/Day Health Services for Adults is the provision of an organized program of services during the day in a community group setting. One certified combination adult day care/day health center (Coltrane LIFE Center, Inc.) currently operates in the county to help older and disabled adults to remain independent and self-sufficient as long as possible. DSS social work staff complete the initial certification, annual re-certification, and monitor the center monthly to ensure compliance with state regulations. Coltrane LIFE Center provides both adult day care and adult day health. Adult day health services are directed toward the provision of day care to more medically frail individuals, and require the presence of a registered nurse on staff to supervise the medical care provided. Adult day services assists participants to remain in a private living arrangement and delay placement in adult care homes or nursing homes. It provides a means for caregivers to continue to work outside of the home and still provide for their loved one. Without these services many participants would be forced to leave the home setting for placement at a much higher cost. The daily cost for adult day care services is \$33.07 and \$40.00 for adult day health. The daily transportation cost is \$3.00.

FY 2011 Major Accomplishments & Challenges

Adults have avoided placement in nursing and assisted living facilities through the continued provision of adult day care and adult day health services.

Goals & Objectives

Increased safety of disabled adults.

90% of adults receiving adult day care/day health services will increase their health, independence, and social connectness in order to prevent or delay placement in long-term care facilities.

90% of adults receiving adult day care/day health services will continue to remain in their own homes or with families and avoid placement.

Performance Summary

Outcomes and Performance Measures	Current Goal	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Objective	Trend	Comments or Analysis
Increase family support and well-being							
Adult day care/health clients who have received this and either delayed placement or have allowed family member to work.	20	18	20	20	15		Loss of funding can reduce or totally eliminate numbers served.
Long-term care and adult day care clients	Workload	3	3	3	1		Loss of funding can reduce or totally eliminate numbers served.
Clients served in a private living arrangement	Workload	15	17	17	14		Loss of funding can reduce or totally eliminate numbers served.
% client served in a private living arrangement	85%	83%	85%	85%	93%		
Cost of adult day care as a % of adult home placement cost	70%	72%	70%	70%	70%		Based on \$40/day at 21 days

Social Services - Adult Day Care

Budget Summary

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted Budget	FY 2011 Amended Budget	FY 2012 Dept's Request	FY 2012 Adopted Budget	% Change*
Expenditures							
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Operations	\$ 90,535	\$ 73,166	\$ 63,745	\$ 73,714	\$ 72,572	\$ 72,572	-1.55%
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Total Expenses	\$ 90,535	\$ 73,166	\$ 63,745	\$ 73,714	\$ 72,572	\$ 72,572	-1.55%
Revenues							
Intergovernmental	\$ 73,200	\$ 69,983	\$ 88,000	\$ 88,000	\$ 63,501	\$ 63,501	-27.84%
Fees & Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Total Revenue	\$ 73,200	\$ 69,983	\$ 88,000	\$ 88,000	\$ 63,501	\$ 63,501	-27.84%

*Percent change as calculated above compares the Adopted funding to the FY 2011 Amended Budget.

FY 2012 Budget Highlights / Changes

The potential loss of State Adult Day Care funding in FY12 could impact families needing a place to provide adult day services to parents and avoid more costly placement in long term care.

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Aging - Nutrition

Mandated Service

No – This program is enabled through the Older American's Act, the Home and Community Care Block Grant and various grants.

Mission

To promote independence by providing an overall wellness program including a balanced meal (1/3 RDA), a variety of educational classes/programs (fitness, nutrition education, health promotion, arts, various educational programs, health screenings, opportunities for socialization, etc.) to local residents age 60 and older.

Program Description

The Department of Aging coordinates three nutrition programs for the older adults of Cabarrus County:

LunchPlus Club is a congregate nutrition program that meets Monday through Friday at 5 different locations throughout Cabarrus County (Concord, Kannapolis, Harrisburg, Mt. Pleasant & Midland).

Linking Information and Nutrition with Cabarrus Seniors (LINC'S) program provides balanced shelf stable meals (10 per week) to older adults that are unable to attend one of the LunchPlus Club programs and lives in an area of Cabarrus County that is un-served by Cabarrus Meals on Wheels. (This program is supported in part by the Second Harvest Food Bank)

Supplemental Nutrition Program provides liquid supplemental nutrients to local older adults that are unable to chew/swallow solid foods. This program requires a referral from a physician.

FY 2011 Major Accomplishments & Challenges

Partnered with NC Cooperative Extension - Cabarrus to offer the "Steps to Health" wellness program through the Kannapolis LunchPlus Club. This program provides nutrition education and promotes increasing physical activity to support an active lifestyle for older adults. The Cabarrus County project is the largest and most successful program in North Carolina.

Successfully relocated the Kannapolis LunchPlus Club from Lane Street Church of God to Living Water Church of God when the church sold their property and built a new church. This relocation to the new facility has enhanced our ability to expand the scope of services, classes, programs and events that we can offer through this program.

Implemented quarterly countywide special events that provide opportunities for participants from all 5 LunchPlus Club programs and the Concord Senior Center to interact/participate together.

Successfully expanded the LunchPlus Club partnership with Mecklenburg County to allow Mecklenburg County residents that live in or around Midland to participate in the Midland LunchPlus Club. Mecklenburg County reimburses the Dept. of Aging for meals served through this agreement and allows us to better serve the community.

Goals & Objectives

Successfully negotiate and implement a collaborative agreement with Stanly County to reimburse Cabarrus County for participants from Stanly County in the LunchPlus Club no later than January 1, 2012.

Maintain the number of participants and the number of wellness classes provided through the LunchPlus Club in an effort to improve overall participant wellness through increased physical activity throughout the year. (Continue to monitor/evaluate to make sure the classes offered meet the needs/desires of the specific community.) Maintaining this level of participation as we implement a needs based scholarship program will be a challenge due to the fact that some participants are taking advantage of the scholarship program.

Increase funding through contributions and/or fundraising to enhance the level of scholarships for Cabarrus County Department of Aging fitness classes and revise the Scholarship Program to include more needs based requirements no later than January 1, 2012.

Negotiate, implement and monitor a new contract with the LunchPlus Club caterer that complies with the Cabarrus County Local Food Purchasing Policy by August 1, 2011.

Continue to operate the Cabarrus County Department of Aging Nutrition Programs at or above the required level based on policies provided by the funding sources. (Ongoing as measured by annual Area Agency on Aging Performance Assessment)

Aging - Nutrition

Performance Summary

Outcomes and Performance Measures	Current Goal	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Objective	Trend	Comments or Analysis
Increase access to nutritious meals through collaborative agreements							
Meals served at Kannapolis LPC	Workload	20,164	22,287	16,500	22,000		The FY2011 Estimate reflects closing the Kannapolis LunchPlus Club for approximately 4 months due to relocation and the construction of the new Living Water Church host facility.
Meals served at Midland LPC	Workload	4,345	7,225	9,920	10,000		Collaborative agreement with Mecklenburg County was modified to include the Midland LunchPlus Club as well as Harrisburg - Fall 2010.
Meals served to Mecklenburg County residents	Workload	1,583	1,886	2,400	2,500		See Above
Meals served to Stanly County residents	Workload	0	0	0	TBD		Based on approval of collaborative agreement with Stanly Senior Services. Negotiations still in progress 2/11
Collaborative agreement secured with Stanly County for LunchPlus Club	30-Jun-11	N/A	N/A	N/A	1-Jan-12		Negotiations continue with Stanly Senior Services Dept and Centralina AAA

Aging - Nutrition

Performance Summary

Our fitness classes promotes the overall wellness levels of Cabarrus County residents							
LunchPlus Club fitness classes offered	Maintain number of classes	127	110	125	125		Classes were previously offered free at all LunchPlus Clubs. Instructors were grant funded.
LunchPlus Club fitness participants	Maintain number of participants	1,524	1,179	1,250	1,250		Registration fees are now required for participation in most classes due to expiration of grant funds.
Fitness class participants that experience improved overall level of wellness	Maintain high level of success		60%	60%	60%		Quarterly pre and post fitness assessments
Funding of scholarships supplements costs for fitness participants							
Scholarships available for fitness participants	Increase FPY	N/A	\$650	\$1,000	\$1,000		Scholarship applications are available to participants who cannot afford registration fees. Plans are to revise eligibility requirements based on household income
Aging Nutrition Programs operate at or above required level based on policies							
Centralina Area Agency on Aging annual evaluation	Excellent	Excellent	Excellent	Excellent	Excellent		

Budget Summary

Expenditures

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted Budget	FY 2011 Amended Budget	FY 2012 Dept's Request	FY 2012 Adopted Budget	% Change*
Personnel Services	\$ 185,686	\$ 157,728	\$ 153,317	\$ 153,317	\$ 157,199	\$ 155,268	1.27%
Operations	\$ 309,372	\$ 304,006	\$ 354,108	\$ 354,108	\$ 351,499	\$ 331,620	-6.35%
Capital Outlay	\$ -		\$ -	\$ -	\$ -	\$ -	0.00%
Total Expenses	\$ 495,057	\$ 461,734	\$ 507,425	\$ 507,425	\$ 508,698	\$ 486,888	-4.05%

Revenues

Intergovernmental	\$ 138,446	\$ 172,890	\$ 141,400	\$ 141,400	\$ 141,400	\$ 141,400	0.00%
Fees & Other	\$ 73,713	\$ 74,892	\$ 90,000	\$ 90,000	\$ 82,000	\$ 82,000	-8.89%
Total Revenue	\$ 212,160	\$ 247,782	\$ 231,400	\$ 231,400	\$ 223,400	\$ 223,400	-3.46%

Staffing

FTE Positions	4.35	4.35	4.35	4.35	4.35	4.35
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*Percent change as calculated above compares the Adopted funding to the FY 2011 Amended Budget.

FY 2012 Budget Highlights / Changes

\$1,612 increase in TeleComm (942001) represents the difference in replacing Nextel service with cell phone reimbursement for the Nutrition Coordinator and Aging Services Program Manager.

\$27,750 reduction in Food Expense (9335) adjusts for estimated FY2012 cost of food associated with the 3 Nutrition programs.

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Aging - Senior Services

Mandated Service

No – These programs are enabled through the Older American's Act, the Home and Community Care Block Grant, Family Caregiver Support Program Grant, Senior Center General Purpose Grants, Title V Grant, CRC Grants, Fundraising Events, Program Sponsorships, fees for services and various foundation/corporate grants.

Mission

To promote independence by providing a diverse selection of preventive, wellness, educational, social/leisure, support and/or human service programs to the local older adults and/or adults with disabilities. The Cabarrus County Senior Centers serve as local access points for all services for older adults and provides assistance to caregivers and family members.

Program Description

Provides needs assessments, referral services, Information and Assistance, Title V Employment & Training, Family Friends, Cabarrus Senior Games, a coordinated volunteer program, Wellness program, Caregiver Support Program, Consumer-Directed Services program, intake for Transportation, administrates Community Resource Connections (CRC), Leisure/Recreational programs, educational classes and special events for older adults and/or adults with disabilities throughout Cabarrus County.

FY 2011 Major Accomplishments & Challenges

Received a grant to develop a Hospital Discharge (Transitions) plan for Cabarrus County utilizing the CRC to access community resources in order to reduce hospital readmissions for the same diagnosis, reduce the number of skilled nursing facility placements &/or reduce the length of stay in institutions while increasing independence.

- * Successfully developed the local collaboration with partnerships with CMC NorthEast, Centralina Area Agency on Aging, Southern Piedmont Community Care Plan, Piedmont Behavioral Healthcare, Cabarrus DSS, and Disability Rights and Resources.
- * Hosted a Persons Centered Hospital Discharge Planning Retreat in partnership with the NC Department of Health and Human Services Office of Long Term Services & Support and the UNC CARES.

Received a Medicare Improvements for Patients and Providers Act (MIPPA) grant to expand the Seniors Health Insurance Information Program (SHIIP) to include support for individuals with disabilities.

Secured supplemental grants to continue the development/implementation of the Cabarrus CRC and expand the number of agencies and/or organizations that are participating in this local initiative.

Expanded the Cabarrus Co. Department of Aging partnership with UNC-Charlotte to utilize interns and graduate assistants to support service delivery (5 interns and 1 Graduate Assistant assigned to the Department this fiscal year).

Established a local collaboration to develop a Cabarrus County Older Americans Act Reauthorization Advocacy Team to support the reauthorization of federal funding and other Aging related issues through the legislative process.

Aging - Senior Services

Goals & Objectives

To develop, train and coordinate a Cabarrus County Advocacy Team (volunteers) to support the Reauthorization of the Older Americans Act no later than October, 2011.

To continue to expand Department of Aging resource development by applying for 3 new grants, developing/planning 1 major fundraising event and implementing a planned giving program during FY'2012.

To Increase the number of classes, programs & events offered at the Mt. Pleasant Senior Center.

To continue the implementation of the Cabarrus Community Resource Connections (CRC) with local, regional and state partners and secure a computerized database to process client referrals. (Ongoing)

* To expand this initiative to include the development of a local Transitions Plan to support patients being discharged from local hospitals, as well as local residents that are in Skilled Nursing Facilities that can return to home with assistance from home and community based services and supports during FY'2012.

Comply with NC Division of Aging and Adult Services Senior Center of Excellence Standards for the Cabarrus County Senior Centers

Apply for Senior Center Certification for the Mt Pleasant Senior Center and become a Center of Excellence through the NC Division of Aging and Adult Services by January 1, 2012.

Performance Summary

Outcomes and Performance Measures	Current Goal	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Objective	Trend	Comments or Analysis
Develop and implement Cabarrus County Aging Advocacy team and utilize them during the 2011 Reauthorization of the Older Americans Act.	Yes	N/A	N/A	Yes	Yes		Volunteer group trained to serve as advocates to support the Reauthorization of the Older Americans Act and other Aging related legislative issues.
Develop and implement Cabarrus CRC with collaborative partners	Yes	Yes	Yes	Yes	Yes		Launched using Paper Intake process pending implementation of the NCcareLINK database by NCDHHS. Secured grant funding to sustain the development and implementation to continue this Pilot Project.
Recruit at least 20 agencies into the Cabarrus CRC collaborative by the end of FY11 (26 agencies by the end of FY12)	20	N/A	10	20	26		Recruitment process for new agencies began in January 2010 & continues. As implementation has begun, local agency partnerships have increased.
Implement the MySeniorCenter.com scanner/card system in both Senior Centers and all LPC programs	Yes	Yes	Yes	Purchased	Implemented		Purchased and staff training has taken place. Departmental data has been entered into the database. Implementation will take place as soon as ITS completes software upgrade that is available from software company.
Center of Excellence maintained at Concord Senior Center	Yes	Yes	Yes	Yes	Yes		Certification expanded from 3 to 5 years.

Aging - Senior Services

Performance Summary

Outcomes and Performance Measures	Current Goal	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Objective	Trend	Comments or Analysis
Center of Merit or Excellence received at Mt. Pleasant Senior Center	Yes	N/A	N/A	N/A	Apply		Will complete the NC Division of Aging Senior Center Certification Application by January 1, 2012.
Centralina Area Agency on Aging annual evaluation - Concord Senior Center	Excellent	Excellent	Excellent	Excellent	Excellent		
Centralina Area Agency on Aging annual evaluation - Mt. Pleasant Senior Center	Excellent	Excellent	Excellent	Excellent	Excellent		

Budget Summary

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted Budget	FY 2011 Amended Budget	FY 2012 Dept's Request	FY 2012 Adopted Budget	% Change*
Expenditures							
Personnel Services	\$ 1,004,342	\$ 1,166,046	\$ 1,035,759	\$ 1,154,669	\$ 1,113,321	\$ 1,183,009	2.45%
Operations	\$ 347,711	\$ 303,037	\$ 350,468	\$ 435,124	\$ 480,042	\$ 439,853	1.09%
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Total Expenses	\$ 1,352,053	\$ 1,469,083	\$ 1,386,227	\$ 1,589,793	\$ 1,593,363	\$ 1,622,862	2.08%
Revenues							
Intergovernmental	\$ 431,917	\$ 465,170	\$ 412,966	\$ 533,774	\$ 610,025	\$ 610,025	14.29%
Fees & Other	\$ 165,492	\$ 177,357	\$ 206,092	\$ 218,092	\$ 203,600	\$ 203,600	-6.64%
Total Revenue	\$ 597,409	\$ 642,527	\$ 619,058	\$ 751,866	\$ 813,625	\$ 813,625	8.21%
Staffing							
FTE Positions	24.95	25.20	21.75	28.25	28.25	11.95	

*Percent change as calculated above compares the Adopted funding to the FY 2011 Amended Budget.

FY 2012 Budget Highlights / Changes

16.3 Title V FTE's were reclassified to Auxillary contract workers instead of county temporary workers.

The increase in the ADRC Grant (6364 ADRC) is due to an anticipated increase in grants received from the NC Dept. of Health and Human Services (\$20,000 CRC Sustainability - \$33,500 Person Centered Hospital Discharge Grant - \$7,500 Options Counseling Grant - \$11,000 MIPPA Grant - \$4,250 Local Contact Agency funds from Money Follow the Person Grant)

*This \$76,250 increase in revenue is offset in the 9417 ADRC Expense Budget

Special Events Revenue (6624) and Special Events Expense (9336) are reduced by \$3,000 and offset each other.

Senior Games Revenue (6681) and Senior Games Expense (9487) are reduced by \$5,000 and offset each other.

MPSC Revenue (6689) and MPSC Expense (9471) are reduced by \$4,000 and offset each other.

The \$4,000 increase in Food Expense (9335) reflects the anticipated increase in cost associated with the 10% Local Food policy.

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Aging - In-Home Services

Mandated Service

No – This program is enabled through the Older American's Act, the Home and Community Care Block Grant and other various grants.

Mission

To promote independence by providing temporary respite relief to a caregiver that is providing 24-hour care for a family member or loved one that cannot be left alone. The caregiver and/or care-receiver must be at least 60 years old.

Program Description

Provides temporary services and/or supports in the home of the care-receiver or the caregiver. Department of Aging staff (In-Home Aides) provide this service throughout Cabarrus County between the hours of 8:00 am & 5:00 pm, Monday through Friday.

FY 2010 Major Accomplishments & Challenges

This year we have transitioned most of the In-Home Respite clients to services that are funded through other revenue streams in an effort to transfer the Home and Community Care Block Grant funds from this program to the Information and Assistance/Community Resource Connections program to better utilize these funds by hiring staff to coordinate and support the CRC. (This shift in funding and reorganization will not take place until all clients are served through other programs and all part-time staff are offered other employment through various means.

* This transition is almost complete (February 2011) and should be finalized prior to FY 2012

Goals & Objectives

Successfully transition the funding for this program to support the Cabarrus Community Resource Connections and better utilize these resources to serve many more local citizens.

Performance Summary

Outcomes and Performance Measures	Current Goal	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Objective	Trend	Comments or Analysis
We promote independence for all in-home clients without placement in institutional care							
In-Home Respite service hours	Workload	3,157	3,100	2,000	0		Clients are being transitioned to other services to allow restructuring of funding to the Community Resource Connections program
In-home Respite clients served	Workload	13	13	12	0		
Clients placed in Institutional Care	Decrease FPY	6	4	3	0		
In-Home Respite clients served at home without institutional placement	75%	54%	69%	75%	N/A		
Centralina Area Agency on Aging annual evaluation	Excellent	Excellent	Excellent	Excellent	N/A		

Aging - In-Home Services

Budget Summary

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted Budget	FY 2011 Amended Budget	FY 2012 Dept's Request	FY 2012 Adopted Budget	% Change*
Expenditures							
Personnel Services	\$ 36,507	\$ 40,886	\$ 60,144	\$ 60,144	\$ 61,946	\$ 61,044	1.50%
Operations	\$ 147,729	\$ 141,058	\$ 134,710	\$ 134,710	\$ 134,425	\$ 134,425	-0.21%
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Total Expenses	\$ 184,237	\$ 181,944	\$ 194,854	\$ 194,854	\$ 196,371	\$ 195,469	0.32%
Revenues							
Intergovernmental	\$ 168,009	\$ 152,975	\$ 168,014	\$ 168,014	\$ 168,014	\$ 168,014	0.00%
Fees & Other	\$ 3,220	\$ 3,730	\$ 2,500	\$ 2,500	\$ 1,500	\$ 1,500	-40.00%
Total Revenue	\$ 171,229	\$ 156,705	\$ 170,514	\$ 170,514	\$ 169,514	\$ 169,514	-0.59%
Staffing							
FTE Positions	2.25	2.25	2.25	2.25	2.25	2.25	

*Percent change as calculated above compares the Adopted funding to the FY 2011 Amended Budget.

FY 2012 Budget Highlights / Changes

The 5770 Revenue and Expense budgets will be transferred to 5760 to utilize these funds more efficiently to operate the Cabarrus Community Resource Connections program.

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Commerce - Soil & Water Conservation

Mandated Service

NCGS § 139, Soil & Water Conservation District Law of North Carolina, as amended; NC Agricultural Cost Share Program for Non-point Source Pollution Control (NCGS § 143-215.74); Community Conservation Assistance Program (GS § 143-215.74, Part 11, as added by Session Law 2006-78); Environmental Management Commission Regulations for Animal Waste Management (15A NCAC 2H.0217; and Sedimentation Pollution Control Act (NCGS § 113A-61).

Mission

The Cabarrus Soil & Water Conservation District (SWCD) mission is to initiate and carry out a local program to assist and educate landowners, land users, responsible institutions and various groups in the community with planning, application and maintenance of sound conservation and land use practices.

Program Description

Under the local direction of the Cabarrus Soil and Water Conservation District (SWCD) board, natural resource stewardship opportunities in both incorporated and unincorporated areas of the county are identified and prioritized. SWCD conservation plans and environmental education/informational programs address stewardship of soil, water, animals, plants and air resources. Successful conservation of these natural resources not only provides for food and fiber, but also maintains the green infrastructure that provides environmental services including clean air and water for the benefit of all residents in, and visitors to, Cabarrus County. The SWCD works under an operational agreement in partnership with federal (Natural Resources Conservation Service (NRCS), state (Division of Soil & Water Conservation in the Department of Environment and Natural Resources) and local (Cabarrus County) government. The resulting comprehensive natural resources conservation program reflects a unique blend of voluntary conservation, financial initiatives and federal, state, and local mandates. County funds leverage federal and state funds and in-kind contributions. The SWCD is the lead agency for the countywide open space conservation program and is authorized by NCGS § 139 to hold conservation easements. Current board strategic plan priorities fall into the following four areas: land use planning/conservation easements, community conservation, farmland preservation and education.

FY 2011 Major Accomplishments & Challenges

Outstanding Conservation Farm Family of the Year Award received by Barbee Farms from Cabarrus SWCD. This farm was also winner of the regional award.

NC Conservation Supervisor of the Year received by former Cabarrus SWCD chairman and now associate supervisor Bob Ritchie. A

Governor Perdue appointed recently-elected Cabarrus SWCD board member Vicky Porter to serve on the Soil & Water Conservation Commission.

SWCD chairman Jeff Goforth successfully completed the District Supervisor Leadership Training Initiative provided by the state association.

NC Clean Water Management Trust Fund grant received for a \$953,043 stormwater management upgrade project on the Cox Mill Elementary School campus.

A memorandum of agreement signed by Cabarrus SWCD and the Land Trust for Central North Carolina—believed to be the first such MOA in the nation between a conservation district and a land trust.

Cabarrus SWCD continued efforts to accelerate conservation planning on pastureland in anticipation of increases in cattle herd sizes when the local slaughter facility opens.

The Cabarrus SWCD and its conservation partners held a strategic planning retreat.

Commerce - Soil & Water Conservation

Goals & Objectives

To provide financial and technical assistance on working private lands for landowners and managers in order to reduce water quality problems, with particular focus on drinking water assessment areas and draining to impaired streams. **Supports county-wide strategic goal #1.**

To continue implementation of state Community Conservation Assistance Program including contracts and conservation plans for all eligible projects. **Supports county-wide strategic goals #1 and #4.**

To sustainably manage and protect natural resources (soil, water, animals, plants, and air) for the environmental services they provide as green infrastructure. A prime example is the protection of state-designated significant natural areas through conservation easements. **Supports county-wide strategic goals #1 and #4.**

To continue longstanding conservation education programs for youth and adults in support of "green collar" careers. **Supports county-wide strategic goal #4.**

Performance Summary

Outcomes and Performance Measures	Current Goal	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Objective	Trend	Comments or Analysis
Improve water quality on private working lands (NC Agriculture Cost Share Prog.)							
Cost-share contracts approved	12	15	9	6	5		Contracting is dependent on interested property owners, limited engineering assistance and funds from state
Total contract dollars		\$124,348	\$68,440	\$46,531	\$40,000		
% of cost-share contracts implemented	100%	95%	80% (but 2 yr remain on contract)	100%	100%		
Soil saved	Workload		100.04	100	100		
Nitrogen saved & managed	Workload		12,370.60	6,714	4,000		
Phosphorus saved & managed	Workload		8,822	4,113	3,000		
Waste Utilization Plans Written	Workload		3	5	3		
NC Community Conservation Assistance Program							
Complete Project Design	1	0	0	1	0		Contracting is dependent on interested property owners, limited engineering assistance and funds from state
Complete Construction Phases	0	0	0	1	1		
Total contract dollars	Stable	\$0	\$33,009	\$3,414	\$3,000		
% of contracts implemented	100	0%	100%	100%	100%		
Protect state-designated natural heritage areas							
Contacts with owners of natural heritage areas	0	0	0	2	6		Contracting is dependent on interested property owners and CIP funds to purchase development rights
Provide financial and technical planning assistance with sound management on agricultural, horticultural and forestland lands enrolled in the state-mandated Present Use Valuation program							
Percentage of participants assisted	25%				25%		New measure for FY2011
Improve Water Quality of Streams & Wetland with Multi-year N. C. Clean Water Management Trust Fund Grant							
Complete Project Design	1	0	0	1	0		
Complete Construction Phases	0	0	0	1	1		
Provide stewardship educational opportunities for a sustainable economy							
Participants in conservation education programs	3,500	3,000	3,500	2,000	3,000		Educational contacts is dependent on cooperative partnerships with agencies and schools

Commerce - Soil & Water Conservation

Budget Summary

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted Budget	FY 2011 Amended Budget	FY 2012 Dept's Request	FY 2012 Adopted Budget	% Change*
Expenditures							
Personnel Services	\$ 178,501	\$ 191,065	\$ 187,117	\$ 187,117	\$ 193,127	\$ 190,547	1.83%
Operations	\$ 38,326	\$ 39,309	\$ 47,845	\$ 46,741	\$ 49,353	\$ 48,695	4.18%
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Total Expenses	\$ 216,827	\$ 230,374	\$ 234,962	\$ 233,858	\$ 242,480	\$ 239,242	2.30%
Revenues							
Intergovernmental	\$ 37,113	\$ 30,390	\$ 30,000	\$ 30,000	\$ 30,000	\$ 29,960	-0.13%
Fees & Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Total Revenue	\$ 37,113	\$ 30,390	\$ 30,000	\$ 30,000	\$ 30,000	\$ 29,960	-0.13%
Staffing							
FTE Positions	3.00	3.00	3.00	3.00	3.00	3.00	

*Percent change as calculated above compares the Adopted funding to the FY 2011 Amended Budget.

FY 2012 Budget Highlights / Changes

N. C. Clean Water Management Trust Fund contract was awarded

A MOA between the state Ecosystem Enhancement Program and the Div. of Soil & Water Conservation was extended, giving Cabarrus SWCD additional opportunities to receive compensation for identifying stream restoration sites and administering conservation contracts with landowners.

Goals reflect anticipated decline in state funding for conservation cost-share programs

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Solid Waste - Landfill

Mandated Service

Authority to regulate solid waste – G.S. 153A-136; authority to operate solid waste disposal facilities – G.S. 153A-292.

Mission

The Cabarrus County Construction & Demolition Landfill provides the citizens of Cabarrus County with a means of disposing construction and demolition debris locally and in an environmentally approved manner. The Recycling Convenience Center also provides its citizens with a convenient source in which to drop off recyclable items and helps increase the amount of material recycled in Cabarrus County.

Program Description

The Solid Waste Department provides Construction and Demolition (C & D) debris disposal. Construction and Demolition debris is accepted for disposal at the county landfill on Irish Potato Road for a fee of \$31.00 per ton. Additionally, this department provides land clearing and grading services for other county construction projects.

FY 2011 Major Accomplishments & Challenges

Submission of Construction Quality Assurance Report to NC DENR concerning the completion of the closure of MSW/C&D landfill area.

Initial analysis of ground water corrective measures has been positive.

Recycling options for C&D waste continue to be researched.

Analyze expansion options to determine if future landfill operations are financially viable.

Goals & Objectives

To establish positive customer relationships and provide good customer services to the citizens of the county by accomplishing an 90% overall customer satisfaction rate.

To continue a good safety rating by maintaining a 100% compliance with all NC DENR permit limits regarding methane gas sampling and ground water sampling.

Ensure that qualitative analysis is conducted at each stormwater outfall per NC DENR general permit regulations.

Ensure that at least 1 waste screening inspection is completed per week.

To operate a cost effective and environmentally safe Construction & Demolition landfill for county residents with no injuries or equipment accidents.

Performance Summary

Outcomes and Performance Measures	Current Goal	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Objective	Trend	Comments or Analysis
Construction & Demolition Landfill is cost effective and environmentally safe							
Total customers served	Increase FPY	25,439	22,986	25,285	27,800		
Average cost to manage a ton of C&D/MSW*	Decrease FPY	\$51.74	\$36.41	\$35.00	\$30.00		2010 includes piggyback C&D closure/2011 includes C&D expansion & dozer purchase.
Employee lost time injuries	0	0	0	0	0		
Equipment accidents/damage	0	0	0	0	0		
Equipment full service	Workload	24	24	24	24		
Methane gas sampling	Workload	80	80	80	80		
Water well sampling	Workload	62	62	62	62		
Haul-road and diversion ditch repair	Workload	14	14	15	15		

Solid Waste - Landfill

Outcomes and Performance Measures	Current Goal	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Objective	Trend	Comments or Analysis
Construction & Demolition Landfill is cost effective and environmentally safe							
Waste screening inspections	Workload	72	75	80	88		Based on tonnage of waste
Sediment pond cleaning	Workload	4	4	4	4		
Violations from state/federal regulations	0	0	0	0	0		
Our customers are satisfied							
Quality of Landfill services	90%			New Measure	90%		
Satisfaction with fees charged compared to other landfills	90%			New Measure	90%		
Customers treated respectfully by Landfill employees	90%			New Measure	90%		

Budget Summary

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted Budget	FY 2011 Amended Budget	FY 2012 Dept's Request	FY 2012 Adopted Budget	% Change*
Expenditures							
Personnel Services	\$ 405,490	\$ 410,242	\$ 405,081	\$ 405,081	\$ 268,903	\$ 218,913	-45.96%
Operations	\$ 1,088,619	\$ 1,695,556	\$ 501,207	\$ 501,207	\$ 450,911	\$ 1,086,087	116.69%
Capital Outlay	\$ -		\$ 2,076,500	\$ 2,210,873	\$ -	\$ -	-100.00%
Total Expenses	\$ 1,494,109	\$ 2,105,798	\$ 2,982,788	\$ 3,117,161	\$ 719,814	\$ 1,305,000	-58.13%
Revenues							
Intergovernmental	\$ -	\$ 37,655	\$ 32,000	\$ 32,000	\$ 35,000	\$ 35,000	9.38%
Fees & Other	\$ 1,455,018	\$ 1,164,750	\$ 1,372,118	\$ 1,372,118	\$ 1,270,000	\$ 1,270,000	-7.44%
Other Revenue	\$ -	\$ 19,142	\$ -	\$ -	\$ -	\$ -	0.00%
Fund Balance Appropriated	\$ -	\$ -	\$ 1,756,539	\$ 1,890,912	\$ -	\$ -	-100.00%
Total Revenue	\$ 1,455,018	\$ 1,221,547	\$ 3,160,657	\$ 3,295,030	\$ 1,305,000	\$ 1,305,000	-60.39%
Staffing							
FTE Positions	7.00	7.00	6.00	5.00	5.00	5.00	

*Percent change as calculated above compares the Adopted funding to the FY 2011 Amended Budget.

FY 2012 Budget Highlights / Changes

Evaluation of Public/Partnership for the operation of the Construction and Demolition section of the landfill. The County would continue the post closure operations of the Municipal Solid Waste (MSW) and recycling programs.

Department Contact

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Solid Waste - Waste Reduction

Mandated Service

NCGS 130A-309.09, local government waste reduction programs; NCGS 153A-136, authority to regulate solid waste.

Mission

To encourage recycling and waste minimization through education and example in an effort to reduce the volume and toxicity of the waste stream; and to demonstrate professionalism and provide excellent customer service in the operation of recycling services and a quality Household Hazardous Waste (HHW) facility.

Program Description

Recycling Drop-off Centers: Glass, aluminum & steel cans, plastic, and commingled paper are accepted in containers at four locations. Department employees collect and haul these items to recycling centers, with the exception of the HHW facility which is serviced by the City of Concord.

Curbside Recycling: Administering the contracted service to collect glass, aluminum & steel cans, plastic, and commingled paper from households in unincorporated areas of county.

Household Hazardous Waste: Household hazardous waste is collected at the county's permanent facility located on General Services Drive adjacent to the Fleet Maintenance Facility. County residents drop off material on scheduled days. County employees package and store material for collection by the waste disposal contractor.

Waste Reduction Education: This is provided through formal (K-12, RCCC) and non-formal venues to encourage individuals, institutions and businesses to reduce the volume and toxicity of their solid waste.

Internal County Waste Reduction: Oversee the County Recycling Policy, including environmentally preferred purchasing, recycling collections, and equipment reuse.

Schools Recycling Program: Coordinate the County commitments to recycling at Cabarrus County School District Schools, done in partnership with the City of Concord.

FY 2011 Major Accomplishments & Challenges

Obtained grant funding to purchase recycling containers to begin bottle and can collection program at County Parks.

Implemented bottle and can recycling programs in the Cabarrus County and Kannapolis City School districts, in cooperation with the Cabarrus Chamber of Commerce, Cities of Concord and Kannapolis. However, lack of support by both districts for internal education efforts has thus far limited the number of projected school programs and the potential recovery of recyclable items.

Curbside recycling recovery weights have inexplicably fallen; working with vendor to determine the validity of the data and/or cause[s] and to strategize on a remedy.

New State Law prohibiting disposal of certain electronics will require more resources and facilities put into place dedicated to their recovery in advance of the 7/1/11 effective date .

Partnering with Concord and Kannapolis to help promote their new recycling programs and to generate more interest for the other curbside recycling programs in the county.

Goals & Objectives

To operate a cost effective and environmentally safe and convenient household hazardous waste and electronics collection program for county residents with 0 injuries and 0 hazardous chemical releases.

To increase number of participants in recycling by 10%.

Reduce cost/unit of disposal for hazardous materials by 10%.

Increase the number of school presentations by 20% and the number of county businesses in which technical assistance is provided by 10%.

To increase the tonnage of materials recycled in the county by 10%.

Solid Waste - Waste Reduction

Performance Summary

Outcomes and Performance Measures	Current Goal	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Objective	Trend	Comments or Analysis
Waste Reduction and Recycling is cost effective and environmentally safe							
Customers served at HHW/Electronics Facility	Increase FPY	1,114	1,467	1,600	1,720		
Total tons HHW/Electronics collected	Workload	70	92	101	200		
Average cost to manage a ton of HHW/Electronics	Efficiency	\$714.29	\$666.67	\$585.00	\$526.50		
Cost reduction of disposal for hazardous materials	10%	8.5%	6.7%	10.0%	10.0%		
Employee lost-time injuries	0	1	0	0	0		
Hazardous spills	0	0	0	0	0		
Total tons of recyclables collected	Workload	2,079	3,227	3,550	3,905		
Average cost to manage a ton of recyclables	Efficiency	\$126.98	\$103.50	\$90.00	\$90.00		
We provide educational programs to encourage recycling and waste minimization							
Presentations for school classrooms	Increase FPY	22	19	30	36		
Percentage increase of school presentations	20%	55%	80%	20%	20%		
Business consultations	Increase FPY	35	40	45	50		
Percentage increase of business consultations	10%	84%	14%	14%	12%		

Budget Summary

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted Budget	FY 2011 Amended Budget	FY 2012 Dept's Request	FY 2012 Adopted Budget	% Change*
Expenditures							
Personnel Services	\$ 106,955	\$ 108,546	\$ 112,584	\$ 112,584	\$ 117,828	\$ 158,179	40.50%
Operations	\$ 132,122	\$ 119,038	\$ 160,285	\$ 167,653	\$ 146,737	\$ 147,042	-12.29%
Capital Outlay	\$ -		\$ -	\$ -	\$ -	\$ -	0.00%
Total Expenses	\$ 239,076	\$ 227,584	\$ 272,869	\$ 280,237	\$ 264,565	\$ 305,221	8.92%
Revenues							
Other Taxes	\$ 34,405	\$ 55,074	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	0.00%
Intergovernmental	\$ 17,000	\$ 7,000	\$ -	\$ 7,368	\$ -	\$ -	0.00%
Fees & Other	\$ 54,280	\$ 33,407	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	0.00%
Total Revenue	\$ 105,684	\$ 95,481	\$ 95,000	\$ 102,368	\$ 95,000	\$ 95,000	-7.20%
Staffing							
FTE Positions	2.00	2.00	2.00	2.00	3.00	3.00	

*Percent change as calculated above compares the Adopted funding to the FY 2011 Amended Budget.

** The Recycling Department was transferred from the Landfill Fund to the General Fund effective 7/1/2011.

FY 2012 Budget Highlights / Changes

Recycling Technician position is moved from Solid Waste to Waste Reduction.

Fuel budget for Roll Off Truck is moved from Solid Waste to Waste Reduction.

Department Contact

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Education

PUBLIC SCHOOLS - CURRENT EXPENSE

MANDATED SERVICE: Public Schools - NCGS 115C-426(e) – Current expense funding required, level not mandated. NCGS 115C-430 – Equal apportionment required between school administrative units. Community College – NCGC 115D-32(d) – Maintenance and utility cost funding required for satellite campuses.

PROGRAM DESCRIPTION: Students in Cabarrus County are served by two school systems—Cabarrus County Schools and the Kannapolis City Schools—along with one community college. Current expense funding assists Cabarrus County and Kannapolis City school systems and the Rowan-Cabarrus Community College (South Campus) in paying salaries, benefits, utilities and other operating expenses.

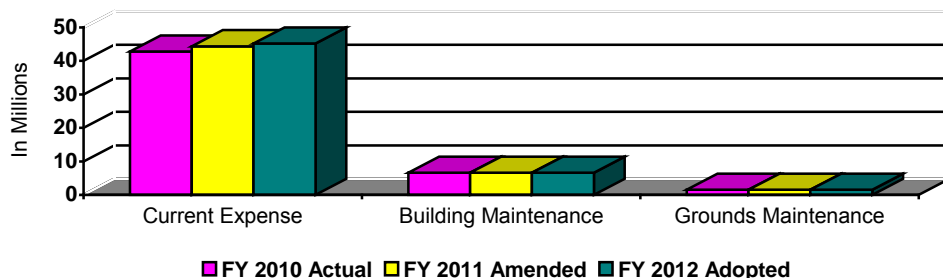
SCHOOL	ACTUAL FY 2010	AMENDED FY 2011	REQUEST FY 2012	Adopted FY 2012	ADM
ADM Funding					
Cabarrus County Schools	37,674,948	39,170,139	39,970,139	39,950,793	29,268
Kannapolis City Schools	5,173,499	5,179,649	5,238,995	5,238,995	4,067
Building Maintenance Funding					
Cabarrus County Schools	5,541,763	5,541,763	5,574,263	5,541,763	29,268
Kannapolis City Schools	1,023,195	1,023,195	1,023,195	1,023,195	4,067
Grounds Maintenance Funding					
Cabarrus County Schools	1,293,720	1,293,720	1,301,220	1,293,720	29,268
Kannapolis City Schools	238,864	238,864	238,864	238,864	4,067
TOTAL CURRENT EXPENSE FUNDING FOR PUBLIC SCHOOLS	50,945,989	52,447,330	53,346,676	53,287,330	33,335

FY 2012 HIGHLIGHTS, AND/OR SIGNIFICANT MODIFICATIONS:

Current expense spending, inclusive of Building and Grounds Maintenance, for the public schools is funded at \$53,287,330. This represents an increase of 1.60% over FY 2011 budget levels.

Current expense funding for schools is based on Average Daily Membership (ADM). ADM is certified by the state, and is calculated as follows: Number of days a student's name appears on the roll is calculated for each student. The sum of these calculations is divided by the number of school days to arrive at the ADM. ADM for FY 2012 has increased overall by 508; Cabarrus County Schools increased by 473 and Kannapolis City Schools decreased by 35. In August 2011 the new Winkler Middle School will open. The County has provided additional funding for both school districts in the amount of \$840,000 for salaries and benefits, utilities, insurance, and custodial supplies.

In FY 2000, a formal agreement was executed by the Board of County Commissioners, Cabarrus County Board of Education and the Kannapolis City Board of Education to provide current expense funding for building maintenance, grounds maintenance and fiber optic cabling. This agreement provided unification of a comprehensive building and grounds maintenance program encompassing all facilities for both school systems, to be administered by the Cabarrus County School System. Consolidated Building Maintenance for FY 2012 remains constant at \$6,564,958. Overall Grounds Maintenance funding has continued at the same level of funding as FY 2010 at \$1,532,584.



Education

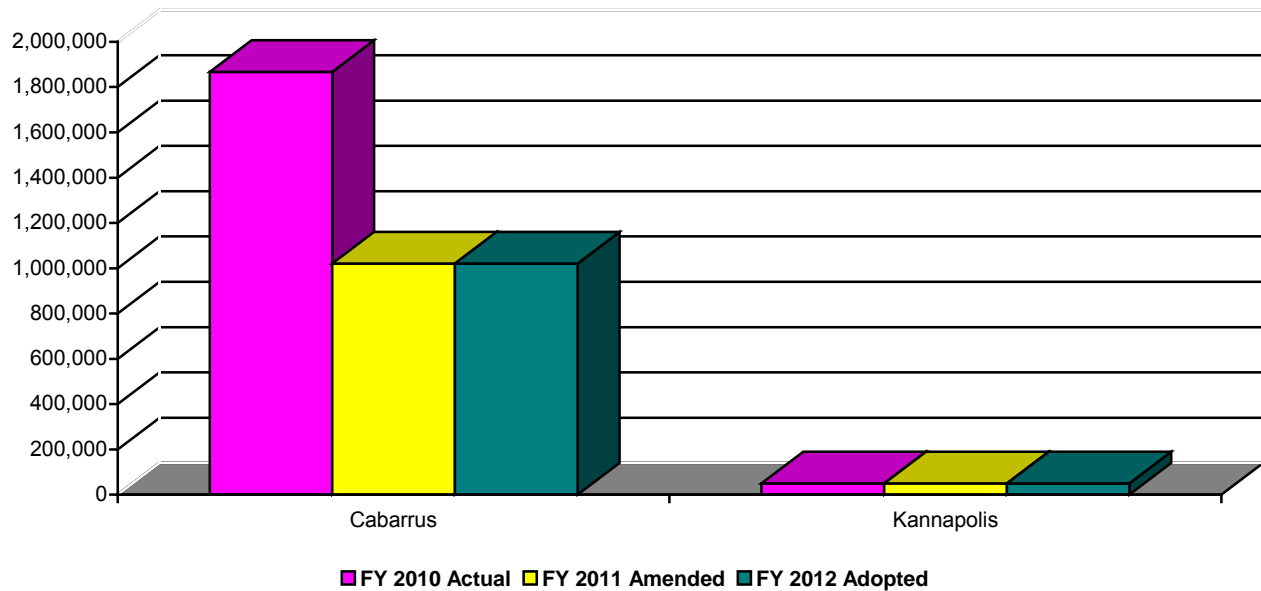
PUBLIC SCHOOLS - CAPITAL OUTLAY

MANDATED SERVICE: NCGS 115C-426(f) – Capital outlay funding is required, level not mandated.

PROGRAM SUMMARY: Capital outlay funding is provided for the purchase of buses or other vehicles for the Cabarrus County and Kannapolis City School Systems; building improvements; and acquisition or replacement of furnishings and equipment.

SCHOOL	ACTUAL FY 2010	AMENDED FY 2011	REQUEST FY 2012	Adopted FY 2012
Cabarrus County Schools	1,866,807	1,020,000	1,020,000	1,110,000
Kannapolis City Schools	50,000	50,000	462,000	50,000
TOTAL CAPITAL OUTLAY	1,916,807	1,070,000	1,482,000	1,260,000

Based on available revenue resources and declining economic conditions, the schools capital outlay budgeted for FY 2012 increased slightly to a level of \$1,260,000. This amount includes \$1,110,000, for Cabarrus County Schools which includes up to \$90,000 in additional funds for the purchase of a fuel truck and \$50,000, for Kannapolis City Schools capital outlay allocations for various capital requests. Included in these funds are costs for associated technology.



Education

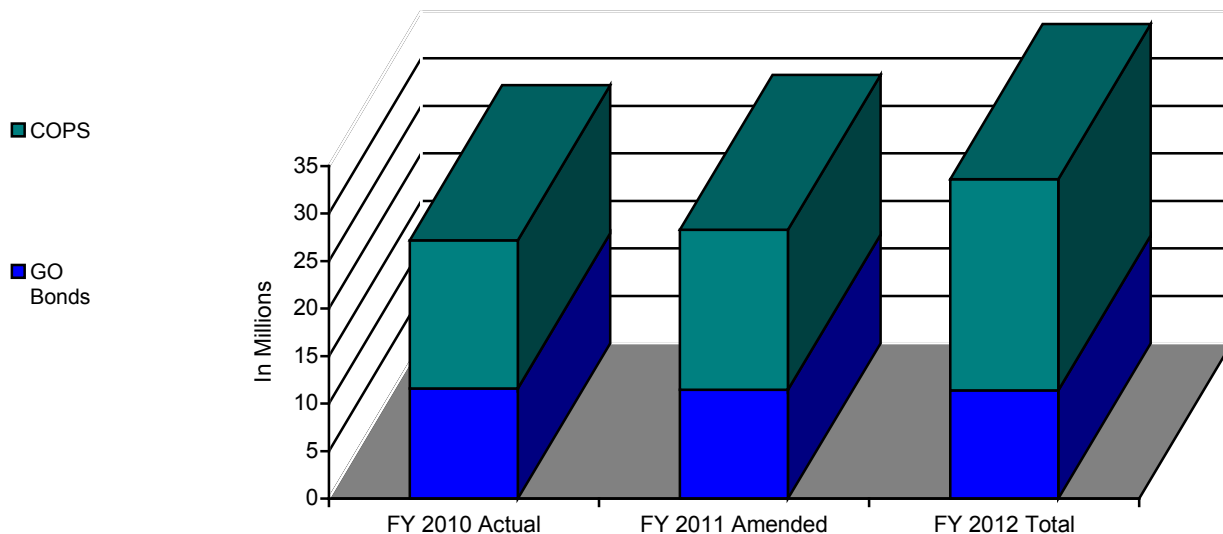
PUBLIC SCHOOLS - DEBT SERVICE

PUBLIC SCHOOL DEBT SERVICE	ACTUAL FY 2010	AMENDED FY 2011	PRINCIPAL FY 2012	INTEREST FY 2012	TOTAL FY 2012
General Obligation Bonds	11,586,405	11,452,017	6,784,856	4,590,109	11,374,965
COPS	15,589,659	16,822,591	13,065,850	9,179,585	22,245,436
TOTAL	27,176,064	28,274,608	19,850,706	13,769,694	33,620,401

The County issues various types of debt in support of school construction. General Obligation Bonds (GO bonds), Capital Leases, Installment Payment Revenue Bonds (IPRB), and Certificates of Participation (COPS) have all been used to finance the acquisition and construction of school capital facilities. In January 2008, the County issued COPS in the amount of \$46,920,000 for the construction of Cox Mill High School and various architect/engineering/land purchases for various school sites. This loan also refinanced the \$7,305,000 installment financing agreement that was issued in August 2007. In addition to the January 2008 issue, the County refunded the 1999 Installment Payment Revenue Bonds which constructed the Jay M. Robinson High School facility which results in savings over the term of the debt. In July 2009, the County issued \$85,170,000 in COPS to acquire real property of future school sites and the construction, expansion, and renovation of new and existing facilities. On September 22, 2010 the Cabarrus County Development Corporation issued \$18,920,000 (2010A) Certificates of Participation (COPS) contracts to refund the 2001 COPS issued for the construction and equipping of two middle schools and one elementary school. Complete details of these long-term obligations can be found in the *Debt Service* section of this document.

On April 14, 2011, Cabarrus County sold Qualified School Construction Bonds (QSCB) in the amount of \$14,637,157 for Cabarrus County and Kannapolis City Schools. The Qualified School Construction Bond Program is a new tax credit program created by the 2009 American Recovery and Reinvestment Act (ARRA) that provides for the interest payment, thus the County is responsible for the repayment of the bond principal. Financing was approved for \$11.1 million to Cabarrus County Schools and \$3.5 million to Kannapolis City Schools for various public school construction projects. The County secured a 5.1 percent and 5.5 percent interest rate, respectively for the two bullets sold, \$7,200,000 and \$7,435,000 totaling \$14,635,000. The County contributed the balance of the \$2,157 in proceeds for the projects. The annual interest cost to Cabarrus County will total \$77,880 over the 15-year term loan. Beginning in April 2016, the County will pay \$1.3 million in annual principal payments, maturing in April 2023 for the first bullet and 2026 for the second bullet. Complete details of proposed projects for Cabarrus County and Kannapolis City Schools can be found in the *Capital Improvement Plan* and *Debt Service* section of this document.

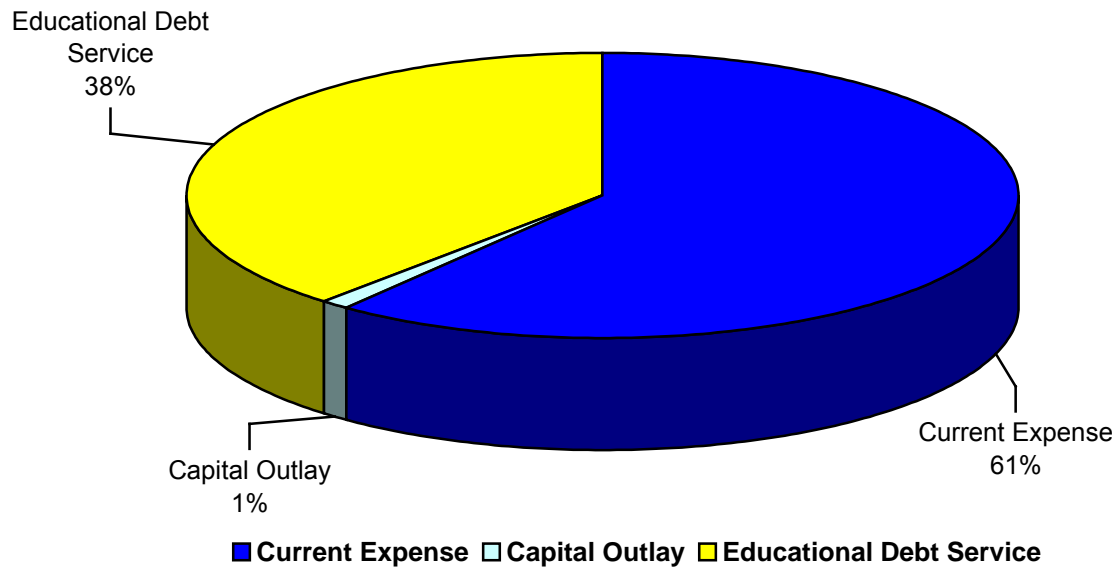
GO/COPSSchools



Education

FY 2012 PUBLIC SCHOOL SPENDING BASED ON ADM ENROLLMENT OF 33,335

FY 2012 PUBLIC SCHOOL APPROPRIATION	PER PUPIL
Current Expense Funding	1,598.54
Capital Outlay	37.80
Educational Debt Service	1,008.56
TOTAL PER PUPIL FUNDING	2,644.90



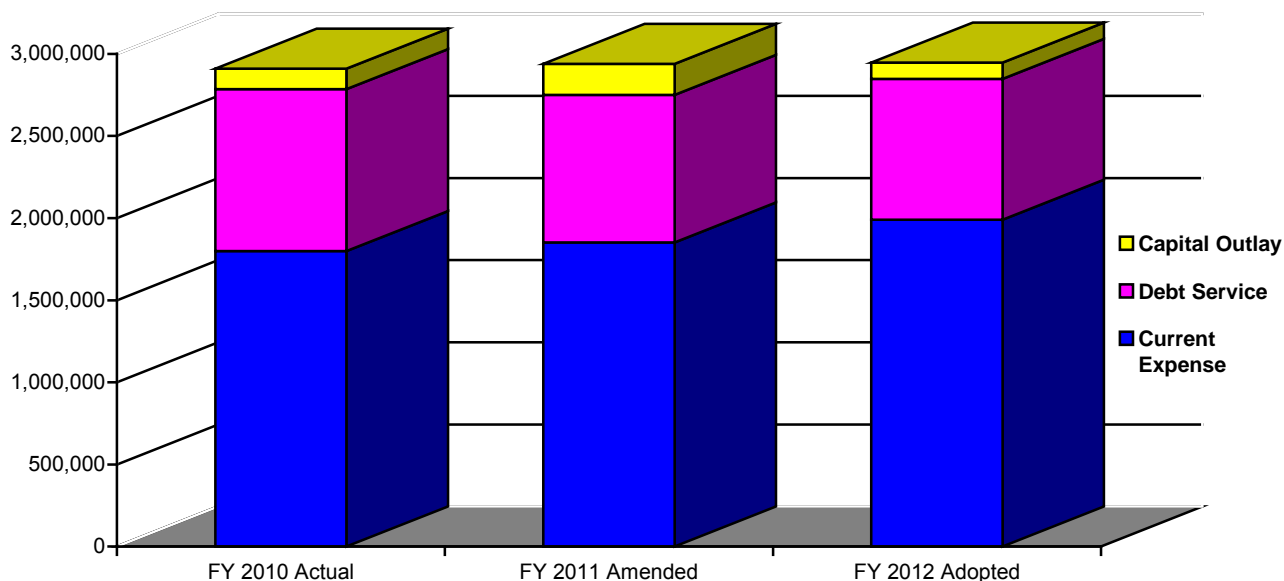
Education

ROWAN-CABARRUS COMMUNITY COLLEGE – CURRENT EXPENSE

ROWAN-CABARRUS COMMUNITY COLLEGE	ACTUAL FY 2010	AMENDED FY 2011	REQUEST FY 2012	Adopted FY 2012
RCCC Current Expense	1,798,496	1,852,210	1,961,242	1,889,254
RCCC Debt Service	985,999	898,541	857,472	857,472
RCCC Capital Outlay	125,765	189,305	100,000	100,000
TOTAL RCCC	2,910,260	2,940,056	2,918,714	2,846,726

Current expense funding for Rowan-Cabarrus Community College (RCCC) totals \$1,889,254. Capital outlay allocations include \$100,000 for the roof replacement at Building 1000 on the College's south campus. The total allocation of \$2,846,726 represents a 3.17% decrease from the FY 2011 amended budget and represents 97.53% of the college's funding request.

The County has issued GO bonds and installment financing in support of acquisition and construction of capital facilities. Further details may be found in the *Debt Service* section of this document.





Non-Departmental

Mandated Service

Unemployment Compensation is the only mandated service in this department.

Program Description

Items in this program are those which relate to General Fund programs as a whole, but not to any particular program or department.

Salary Adjustments

This appropriation is used to fund promotions, reclasses, performance and service awards, salary adjustments, miscellaneous additional pay, vacation payouts, cell phone adjustments, and to fund merit/compensation study salary adjustments as authorized by the Board of Commissioners' Personnel Management Policy. Due to the current economic conditions, the FY 2011 adopted budget departed from policy by suspending merit adjustments. Merits remain frozen in FY 2012.

Other Benefits

An appropriation of \$665,304 for payment of eligible retirees' hospitalization and life insurance is proposed for FY 2011 at a rate of \$7,003 annually per retiree. As of April 1, 2010, Cabarrus County maintains health and life insurance for 80 retirees. An additional 15 employees have been estimated for FY 2011.

Retirement Incentive

In FY 2011 \$250,000 was appropriated to fund a one-time retirement incentive program that was offered to eligible employees. The incentive was equal to three months of an eligible employees base salary.

Consultants

This account is for retainers, fees and expenses paid to professionals for their special expertise.

Insurance Service and Settlement

This account is for settlements made to various insurance carriers and reserve for replacement of damaged vehicles or equipment.

Unemployment Compensation

These funds are to pay unemployment claims against the County and are required by the state. An increase in unemployment claims are anticipated as a result of 76 positions eliminated in February 2010.

Contingency

Contingency funds are used to cover unanticipated/unbudgeted costs that might occur during the year. Transfers from contingency must be approved by the Board of Commissioners. Contingency funding is not required.

Adequate Public Facilities (APFO) Reimbursement

In February 2005, the Board adopted a revision to the Adequate Public Facilities Ordinance (APFO) to include a provision for vouchers or reimbursement of the contribution for low income housing construction. The Commerce Department estimates 2 units (\$1,008 per unit at the Board approved APF rate at time of project approval) planned by nonprofits will be eligible during FY 2011. This account has \$2,018 currently budgeted for FY 2012.

Non-Departmental

Budget Summary

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted Budget	FY 2011 Amended Budget	FY 2012 Dept's Request	FY 2012 Adopted Budget	% Change*
Non-Departmental							
Salary Adjustments	\$ -	\$ -	\$ -	\$ -	\$ 150,000	\$ 150,000	0.00%
Other Benefits	\$ 585,283	\$ 676,712	\$ 665,304	\$ 665,304	\$ 696,000	\$ 696,000	4.61%
Retirement Incentive	\$ -	\$ -	\$ 250,000	\$ 250,000	\$ -	\$ -	0.00%
Consultants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Insurance Settlements	\$ -	\$ -	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	0.00%
Unemployment Compensation	\$ 43,275	\$ 44,274	\$ 150,000	\$ 35,302	\$ 150,000	\$ 386,000	993.42%
Contingency	\$ -	\$ -	\$ 853,532	\$ 419,428	\$ 350,000	\$ 262,686	-37.37%
Adequate Public Facilities Reimbursement	\$ -	\$ 4,032	\$ 76,310	\$ 31,229	\$ 2,018	\$ 2,018	-93.54%
Total Expenses	\$ 628,558	\$ 725,018	\$ 2,045,146	\$ 1,451,263	\$ 1,398,018	\$ 1,546,704	6.58%

*Percent change as calculated above compares the Adopted funding to the FY 2011 Amended Budget.

Contributions to Other Funds

Mandated Service

The Pension Trust Fund for law enforcement is a mandated function at a specific level. All other programs within this department are not mandated.

Program Description

This program consists of funding transfers from the General Fund to other funds.

Community Development Block Grant

Cabarrus County participates in the HOME Consortium grant. The County uses the funds to rehabilitate and renovate scattered site low-income housing. There will be an emphasis on elderly low-income residents. This program has \$40,000 budgeted for FY 2012.

Capital Reserve Fund

This fund is to reserve monies for future capital projects, including school construction. On June 14, 2005, the Board of Commissioners adopted a policy to transfer any undesignated fund balance above 15% to the Capital Reserve Fund at the completion of the annual audit. Due to fiscal pressures of the recession, the Board amended their policy at their March 2010 meeting, allowing the use of fund balance for revenue shortfalls related to significant downturns in the economy.

Capital Project Fund

This fund is for County appropriations for various capital projects. Due to the current economic climate we are not anticipating any additional Capital Projects for FY 2011.

Pension Trust Fund

This transfer provides funding for the Separation Allowance Pension Trust, which is required. For FY 2012 \$ 551,536 is budgeted.

Special Revenue Fund

In FY 2007, the balance of funds reserved for Americans with Disabilities Act (ADA) Maintenance for the Board of Elections was transferred to a Special Revenue Fund. No transfers are budgeted for FY 2010.

Internal Service Fund

In FY 2010, Resolution No.2005-17 amended the fund balance policy that upon the completion of the Comprehensive Annual Financial Report, any undesignated fund balance above 15% will be transferred to the Capital Reserve Fund to reduce reliance on debt financing; or the Self-Fund Hospitalization Fund, the Self-Funded Liability Fund or the Self-Funded Workers' Compensation Fund as required to maintain the integrity of those funds. Notwithstanding the requirements above, the fund balance may be appropriated for any use in the general fund to overcome revenue shortfalls related to significant downturns in the economy. \$2,000,000 was transferred to the Internal Service Funds (\$1 million - Hospitalization Fund; \$1 million - Workers' Compensation Fund). No transfers are budgeted for FY 2011

Cabarrus Arena and Events Center Special Revenue Fund (SMG)

Transfers to this fund are for the operation of the Cabarrus Arena and Events Center. This program is not mandated. The day-to-day operations at the Cabarrus Arena and Events Center are currently being managed by SMG, a private facility management company. Presently this account has **\$620,548 budgeted for FY 2011**.

Contributions to Other Funds

Budget Summary

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted Budget	FY 2011 Amended Budget	FY 2012 Dept's Request	FY 2012 Adopted Budget	% Change*
Contributions to Other Funds							
Community Development Block Grant	\$ 45,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 30,000	\$ 30,000	-25.00%
Capital Reserve Fund	\$ 12,203,646	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Capital Project Fund	\$ 888,328	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Landfill Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Pension Trust Fund	\$ 350,675	\$ 353,811	\$ 412,065	\$ 412,065	\$ 551,536	\$ 551,536	33.85%
Special Revenue Fund	\$ 11,278	\$ -	\$ -	\$ 348,407	\$ -	\$ -	0.00%
Internal Service Fund	\$ -	\$ 2,000,000	\$ 350,000	\$ 350,000	\$ -	\$ -	-100.00%
Cabarrus Arena and Events Center Fund	\$ 600,000	\$ 638,592	\$ 620,548	\$ 620,548	\$ 700,000	\$ 734,698	18.40%
Total Expenses	\$ 14,098,927	\$ 3,032,403	\$ 1,422,613	\$ 1,771,020	\$ 1,281,536	\$ 1,316,234	-25.68%

*Percent change as calculated above compares the Adopted funding to the FY 2011 Amended Budget.

Contributions to Other Agencies

Mandated Service

The Medical Examiner is the only mandated program within this section.

Program Description

Agencies funded through this program are non-profit and other government agencies that provide public services which complement or are not found in the array of services provided by the County.

Cabarrus County Teen Court and Cabarrus Mediation, Inc. - (JCPC)

This program funded by the Juvenile Crime Prevention Council (JCPC) provides an opportunity for the diversion from the traditional court system for certain first-time misdemeanor or status offenders, ages 11 through 16. This program provides an education in how the judicial system works to youth referred and youth volunteers. This program will also help youth and their families acquire and practice skills designed to foster the development of supportive and positive relationships. The program was implemented in FY 1999 with the goal to increase the capacity of the community's youth to become responsible and productive citizens.

Criminal Justice Partnership Program (CJPP)

This grant enables Cabarrus County to target all intermediate offenders with signs of drug/alcohol-related problems who have been sentenced to supervised probation by a judge. The purpose of the program is to be able to provide an additional sentencing option for offenders with substance abuse and/or dependency problems; assisting offenders in overcoming substance abuse.

Medical Examiner

The Medical Examiner is responsible for investigating deaths within Cabarrus County which are unattended or occur under questionable circumstances. This function is part of a statewide system supervised and financed primarily at the state level. County funding is mandated

North Carolina Forest Service—Cabarrus County Ranger

The Forest Service is responsible for the complete forestry program in Cabarrus County under a cooperative agreement between the N.C. Department of Environment, Health and Natural Resources and the Board of Commissioners, as authorized by G.S. 113-54 and 113-59. The State pays 60% of the cost of this program; the County pays the remaining 40%. The Ranger works with several county, state and federal agencies in promoting sound use of natural resources. There are four major program areas:

Forest Fire Control - Works with local fire departments to suppress wildfires in woodlands, investigate causes and pursue legal action if warranted.

Forest Management - Management plans are prepared for private landowners describing methods to achieve maximum production of natural resources, primarily in the areas of timber, wildlife, watersheds and soils, as well as recreation and aesthetics.

Information and Education - Fire prevention programs are presented to schools and other groups, training programs are provided to volunteer fire departments, and forest/natural resource management programs are presented to various organizations. Information is also provided to the news media.

Forest Pest Control - Investigations are performed to identify forest pests, and methods of control are prepared. Periodic surveys are made for Gypsy Moth and Southern Pine Beetle damage.

DJJDP Gang Assessment

The Department of Juvenile Justice & Delinquency Program (DJJDP) awarded Cabarrus County \$31,590 to conduct a community gang assessment in order to determine the extent of gang activity in the community, the nature of the activity, identify target groups for prevention, intervention, and suppressions efforts, assess current community efforts to address gang behaviors in light of empirical findings. Funding is not proposed in the FY 2012 budget

Contributions to Other Agencies

JCPC Administrative Funds

This program provides an allocation to cover administrative related costs of the JCPC council. In FY 2008 a refund was made to the state for FY 2007 unspent funds. JCPC administrative funding is budgeted in the Sheriff's Department to offset a clerical position that assists the Council.

JHE Production Group

These funds are used to promote and retain the Nextel All Star Challenge Race at Charlotte Motor Speedway.

Economic Development Corporation

The Economic Development Corporation promotes economic development within Cabarrus County by recruiting new businesses and encouraging retention and expansion of existing businesses.

Cabarrus Community Care Plan

The Community Care Plan is a program that assists residents who are at or below 125% of the federal poverty level to receive free medical care and medications. The Community Care Plan was made possible due to a four-year federal Healthy Community Access Program grant which was awarded in 2001. The success of this program has led to Cabarrus County being able to secure approval for a federally funded Community Health Center with locations at McGill Avenue and the Logan Center. Cabarrus Community Care Plan, Inc. also provides case management and disease management for Cabarrus County Medicaid recipients. The program is characterized by broad community collaboration and provision of managed care through the use of cost containment measures such as disease management and case management that have led to documented savings and improved health outcomes. Cabarrus County began providing funding of \$100,000 in FY 2006 and has continued to fund this program at the current level each year.

ALPHA/Genesis – (JCPC)

This program, funded by the Juvenile Crime Prevention Council (JCPC) and a grant match contribution from the County, provides sex offender treatment, individual assessments/psychological evaluations, substance abuse counseling, and a life skills group for juvenile offenders.

Sales Tax – Fire Districts

This budget is for distribution of sales taxes to the appropriate local Fire Tax Districts. The proper accounting for these funds is to record them as a revenue upon receipt and an expenditure upon disbursement to the local fire district.

Special Olympics – Cabarrus County Schools

In accordance with a Special Olympics Service Agreement with Cabarrus County Schools, this item provides funding for one full time equivalent position to carry out duties related to the Special Olympics program within the County.

Cabarrus Arts Council, Inc.

The Board of Commissioners selected the Cabarrus Arts Council (CAC) in the early 1980s as Cabarrus County's Local Distributing Agency (now called Designated County Partner). As such, it operates the N. C. Grassroots Arts program that is the major source of state arts funding for local organizations. CAC provides programming for all local schools and has been a pioneer in expanding programming to minority and underprivileged audiences in our community. The Arts Council serves as an information and referral service, and provides leadership to art organizations and artists.

Project Challenge – (JCPC)

Project Challenge, funded by the Juvenile Crime Prevention Council (JCPC), has identified juvenile offenders between the ages of 10 and 17 years as its target population. Juveniles can only discern the impact of the damages or injury caused by their offenses if they have had the opportunity to provide restoration to the victim through their own effort. Project Challenge provides that opportunity. The essence of Project Challenge is community involvement and improvement. This involvement helps eliminate family conflict and disruption, occupies free time, increases self-esteem, increases school involvement, and improves poor and impoverished areas.

Monarch

Monarch, funded by the Juvenile Crime Prevention Council (JCPC) beginning in FY 2011, is a nonprofit organization supporting and counseling juveniles with intellectual and developmental disabilities, mental illness, and substance abuse issues.

Contributions to Other Agencies

Budget Summary

	FY 2009 Actual	FY 2010 Actual	FY 2011 Adopted Budget	FY 2011 Amended Budget	FY 2012 Dept's Request	FY 2012 Adopted Budget	% Change*
Contributions to Other Agencies							
Teen Court	\$ 69,292	\$ 57,515	\$ 57,515	\$ 54,765	\$ 54,765	\$ 54,765	0.00%
Criminal Justice Partnership	\$ 129,171	\$ 49,862	\$ 129,689	\$ 129,689	\$ 131,347	\$ 131,347	1.28%
Medical Examiner	\$ 82,499	\$ 66,900	\$ 76,000	\$ 76,000	\$ 76,000	\$ 76,000	0.00%
NC Forest Service	\$ 47,511	\$ 67,272	\$ 68,373	\$ 68,373	\$ 68,630	\$ 68,630	0.38%
DJJDP Gang Assessment	\$ -	\$ 13,541	\$ -	\$ 18,050	\$ -		-100.00%
DJJDP Gang Prevention	\$ -	\$ 15,612	\$ -	\$ 183,720	\$ -		-100.00%
JCPC Administrative Funds	\$ -	\$ -	\$ -	\$ -	\$ -		0.00%
JHE Production Group	\$ 20,000	\$ 15,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	0.00%
Economic Development Corporation	\$ 425,298	\$ 425,298	\$ 212,000	\$ 262,000	\$ 262,000	\$ 262,000	0.00%
Cabarrus Community Care Plan	\$ 100,000	\$ 100,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	0.00%
Genesis New Beginning	\$ 38,602	\$ 29,250	\$ -	\$ -	\$ -	\$ -	0.00%
Sales Tax Fire Districts	\$ 608,797	\$ 552,284	\$ 510,412	\$ 510,412	\$ 510,412	\$ 510,412	0.00%
Special Olympics	\$ 55,000	\$ 55,000	\$ 55,000	\$ 55,000	\$ 55,000	\$ 55,000	0.00%
Cabarrus Arts Council, Inc.	\$ 25,246	\$ 25,246	\$ 26,000	\$ 26,000	\$ 26,000	\$ 26,000	0.00%
Project Challenge	\$ 46,584	\$ 62,056	\$ 62,056	\$ 56,014	\$ 56,014	\$ 56,014	0.00%
Monarch	\$ -	\$ -	\$ -	\$ 84,160	\$ 84,160	\$ 84,160	0.00%
Total Expenses	\$ 1,648,000	\$ 1,534,835	\$ 1,257,045	\$ 1,584,183	\$ 1,384,328	\$ 1,384,328	-12.62%

*Percent change as calculated above compares the Adopted funding to the FY 2011 Amended Budget.



Debt Service

MANDATED SERVICE: G.S. 159-36, 159-25(a)(5)

PROGRAM DESCRIPTION:

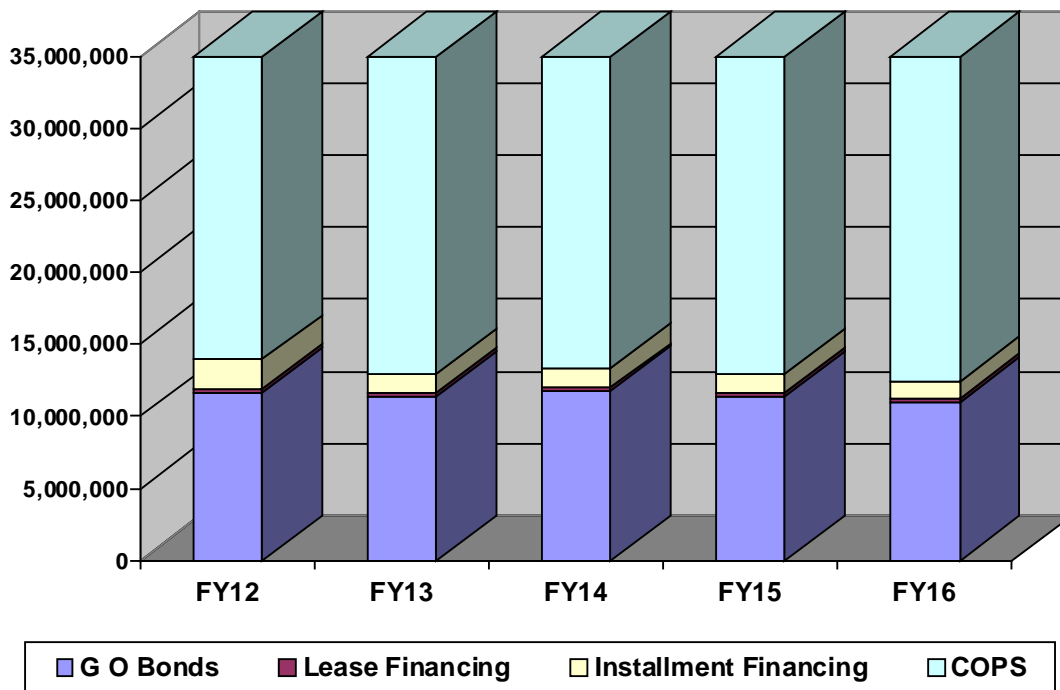
The debt service program is maintained to track the annual principal and interest requirements of bonds and lease financing agreements.

The County has the following principal and interest debt outstanding at June 30, 2011:

Jail Annex – Installment Financing	\$12,920,211
RCCC – Installment Financing	639,101
School Bonds – GO Bonds	138,166,053
Rowan Cabarrus Community College GO Bonds	3,948,332
Coddle Creek Reservoir GO Bonds	87,057
Schools - COPS	282,980,940
Arena and Events Center – COPS	14,409,553
Sheriff Admin Building – COPS	37,332,613
Housing Unit Project – COPS	82,161,770
Wallace Property Park – Lease Financing	<u>5,130,001</u>

TOTAL **\$577,775,631**

ANNUAL PRINCIPAL AND INTEREST DUE



Debt Service

GENERAL OBLIGATION BONDS - PRINCIPAL AND INTEREST

BOND DEBT	ISSUE DATE	RATE	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Schools 2005	3-1-05	3.0-5.0	1,600,000 1,794,300	2,000,000 1,746,300	2,300,000 1,666,300	2,300,000 1,574,300	2,300,000 1,482,300	2,300,000 1,367,300
Refunding - Schools 2004	3-15-04	3.0-5.0	3,450,000 1,214,150	3,410,000 1,076,150	3,365,000 939,750	3,355,000 771,500	3,340,000 603,750	3,330,000 436,750
Refunding - Schools 2003	8-1-03	2.0-4.0	345,654 18,565	158,814 6,035	0 0	0 0	0 0	0 0
Public Impv - Schools 2006	9-1-06	4.0-5.0	1,216,042 1,813,306	1,216,042 1,761,624	1,216,042 1,709,942	1,870,833 1,658,260	1,870,833 1,578,749	1,870,833 1,485,208
Total Schools			6,611,696 4,840,321	6,784,856 4,590,109	6,881,042 4,315,992	7,525,833 4,004,060	7,510,833 3,664,799	7,500,833 3,289,258
			11,452,017	11,374,965	11,197,034	11,529,893	11,175,632	10,790,091
Refunding - RCCC	8-1-03	2.0-4.0	26,807 1,440	12,317 468	0 0	0 0	0 0	0 0
Public Impv - RCCC 2006	9-1-06	4.0-5.0	83,958 125,195	83,958 121,627	83,958 118,058	129,167 114,490	129,167 109,001	129,167 102,542
Total RCCC			110,765 126,635	96,275 122,095	83,958 118,058	129,167 114,490	129,167 109,001	129,167 102,542
			237,400	218,370	202,016	243,657	238,168	231,709
Refunding - Water 2003	8-1-03	2.0-4.0	182,540 9,805	83,869 3,188	0 0	0 0	0 0	0 0
Total Water Series			182,540 9,805	83,869 3,188	0 0	0 0	0 0	0 0
			192,345	87,057	0	0	0	0
Total Bond Debt			11,881,762	11,680,392	11,399,050	11,773,550	11,413,800	11,021,800

Debt Service

CAPITAL LEASES, INSTALLMENT PAYMENT REVENUE BONDS AND COPS FINANCING PRINCIPAL AND INTEREST

	ISSUE DATE	RATE	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
CAPITAL LEASES								
Accela	05-15-07		116,363 6,110	0 0	0 0	0 0	0 0	0 0
Wallace Property	12-18-08	4.0	63,361 126,640	65,896 124,105	68,531 121,469	71,272 118,728	74,123 115,877	77,088 112,912
Total Capital Leases			312,474	190,001	190,000	190,000	190,000	190,000
COPS								
COPS 2001-3 New Schools	3-1-01	4.80	2,000,000 115,000	0 0	0 0	0 0	0 0	0 0
COPS - Schools 2002 issue	9-1-02	3.00 - 5.25	325,850 188,831	325,850 176,774	325,850 164,554	325,850 151,520	325,850 134,413	325,850 117,306
COPS - Schools 2003 issue	7-1-03	2.0 - 5.25	2,035,000 1,385,312	2,040,000 1,312,052	2,040,000 1,207,952	2,040,000 1,100,853	2,040,000 1,019,252	2,040,000 935,613
COPS - Schools 2008A issue	1-31-08	4.15- 5.00	2,350,000 1,824,204	2,345,000 1,747,517	2,350,000 1,635,517	2,350,000 1,551,466	2,345,000 1,471,604	2,345,000 1,371,941
COPS - Schools 2008B issue	1-31-08	3.00- 5.00	1,640,000 472,575	1,615,000 423,375	1,585,000 374,925	1,555,000 327,375	1,520,000 280,725	1,490,000 231,325
COPS - Schools 2009 issue	7-16-09	3.00- 5.00	0 3,967,669	4,735,000 3,967,669	4,735,000 3,825,619	4,735,000 3,627,669	4,735,000 3,403,269	4,735,000 3,213,869
COPS - Schools 2010A issue	9-22-10	2.00- 5.00	95,000 423,150	2,005,000 804,100	1,950,000 743,950	1,915,000 665,950	1,905,000 570,200	1,890,000 474,950
COPS - Schools 2011A issue	04-14-11	0.00- 0.07	0 0	0 748,098	0 776,125	0 776,125	0 776,125	1,330,000 776,125
Total Schools			8,445,850 8,376,741 16,822,591	13,065,850 9,179,585 22,245,435	12,985,850 8,728,642 21,714,492	12,920,850 8,200,958 21,121,808	12,870,850 7,655,588 20,526,438	14,155,850 7,121,129 21,276,979
COPS - Expo 2002 Issue	9-1-02	3.00 - 5.25	1,004,150 581,905	1,004,150 544,752	1,004,150 507,096	1,004,150 466,930	1,004,150 414,212	1,004,150 361,494
COPS - Sheriff Adm Building	2-22-07	4.25	1,680,000 1,285,882	1,680,000 1,218,682	1,680,000 1,151,481	1,680,000 1,069,481	1,680,000 1,002,281	1,680,000 926,906
COPS - Housing Unit 2008C	12-3-08	4.00- 5.50	3,100,000 2,841,494	3,100,000 2,687,244	3,100,000 2,563,244	3,100,000 2,439,244	3,100,000 2,294,244	3,095,000 2,152,744
Total Other			10,493,431	10,234,828	10,005,971	9,759,805	9,494,887	9,220,294
Total COPS			27,316,022	32,480,263	31,720,463	30,881,613	30,021,325	30,497,273
FINANCING								
Jail Annex	10-4-06	4.19	1,000,000 471,404	1,000,000 430,357	1,000,000 386,807	1,000,000 345,704	1,000,000 303,804	1,000,000 262,416
Rowan Cabarrus Comm. College	4-12-05	3.54	622,572 38,569	622,572 16,530	0 0	0 0	0 0	0 0
Total Installment Financing			2,132,545	2,069,459	1,386,807	1,345,704	1,303,804	1,262,416
Bank Service Charges			360,892	100,000	100,000	100,000	100,000	100,000
TOTAL ANNUAL			42,003,695	46,520,115	44,796,320	44,290,867	43,028,929	43,071,489

Debt Service

LONG-TERM OBLIGATIONS

1. General Obligation Indebtedness

General obligation bonds are issued to provide funding for the construction of capital facilities used for general government activities. All general obligation bonds are collateralized by the full faith, credit, and taxing power of the County. Principal and interest requirements are

provided by appropriation in the year in which they become due.

The County's general obligation bonds payable at June 30, 2011 are comprised of the following individual issues:

Serviced by the County's General Fund:

\$17,490,000 (2003) Refunded Bonds due on March 1 and September 1 in installments through March 1, 2012; interest of 2.0 to 4.0 percent	255,000
\$32,855,000 (2004) Refunded Bonds due on August 1 and February 1 in installments through February 1, 2018; interest at 3.0 to 5.0 percent	22,205,000
\$50,000,000 (2005) School Series Bonds due on March 1 and September 1 in installments through March 1, 2025; interest at 3.0 to 5.0 percent	40,400,000
\$48,000,000 (2006) Public Improvement Series Bonds due on March 1 and September 1 in installments through March 1, 2027; interest at 4.0 to 5.0 percent	<u>42,800,000</u>
	<u>\$ 105,660,000</u>

Debt Service

For Cabarrus County, the annual debt service payments to maturity as of June 30, 2011, for

the County's general obligation bonds are as follows:

<u>Year Ending, June 30</u>	<u>Principal</u>	<u>Interest</u>
2012	6,965,000	4,715,392
2013	6,965,000	4,434,050
2014	7,655,000	4,118,550
2015	7,640,000	3,773,800
2016	7,630,000	3,391,800
2017	7,610,000	3,010,300
2018	7,495,000	2,629,800
2019	6,800,000	2,289,050
2020	6,800,000	2,017,050
2021	6,800,000	1,728,050
Next 5 years	30,300,000	4,306,100
To maturity	3,000,000	127,500
Total	<u>\$105,660,000</u>	<u>\$36,541,442</u>

2. Certificates of Participation

On September 22, 2010, the Cabarrus County Development Corporation issued \$18,920,000 of refunding Certificates of Participation to provide resources to purchase U.S. government securities that were placed into an irrevocable trust for the purpose of generating resources for all future debt service payments of refunded debt. The refunded debt consists of the County's series 2001 Certificates of Participation (COPS) dated March 1, 2001 and stated to mature on April 1st in the years 2001 through 2021. The refunding debt was issued at a net interest cost of 2.449267%. As a result, the refunded bonds are considered to be defeased and the liability has been removed from the Governmental activities column of the statement of net assets. The amount of defeased debt that remains outstanding as of June 30, 2011 is \$ 0. This refunding was undertaken to reduce total debt service payments over the following 11 years by approximately \$215,123 annually and resulted in total cash flow savings of \$2,366,350 which on a net present value basis is \$261,608 (.1794089% of the bonds refunded). As required by GASB Statement 23, the difference between the reacquisition price and the net carrying amount of the old (refunded) bonds was deferred by (\$19,689) and amortized as a

component of interest income over the remaining life of the refunding bonds. The unamortized deferred amount as of June 30, 2011 was (\$17,899).

On August 28, 2002, the Cabarrus County Development Corporation issued \$26,390,000 in Certificates of Participation (COPS) to finance the construction and equipping of the Cabarrus County Schools Administration Building, five school gymnasiums, and the Cabarrus Arena & Events Center. The 20-year COPS have interest rates ranging from 3.0% to 5.25%. Cabarrus County debt service is financed by property tax revenues. Annual payments of principal and interest range from approximately \$2,409,155 to \$1,396,500. Total principal and interest over the 20-year period will be \$38,718,153.

On August 1, 2003, the Cabarrus County Development Corporation issued \$40,770,000 in Certificates of Participation (COPS) Installment Contracts to finance the cost of acquiring real property, construction and equipping of two elementary schools, one middle school, expansion of two existing elementary school facilities and various real and personal property

Debt Service

improvements. These 20-year COPS have interest rates ranging from 2.0% to 5.25%. Debt Service is financed by Cabarrus County property tax revenues. Annual payments of principal and interest range from approximately \$3,813,000 to \$2,129,000. Total principal and interest over a 20-year period will be \$61,223,879.

On February 1, 2007 the Cabarrus County Development Corporation issued \$33,595,000 in Certificates of Participation (COPS) Installment contracts to finance the construction of a sheriff administration facility. These 20-year COPS have interest rates ranging from 4.0% to 5.625%. Debt Service is financed by Cabarrus County property tax revenues. Annual payments of principal and interest range from approximately \$3,092,576 to \$1,744,093. Total principal and interest over a 20-year period will be \$49,537,033.

On January 25, 2008, the Cabarrus County Development Corporation issued \$46,920,000 (2008A) Certificates of Participation (COPS) Installment contracts to finance the construction of a new high school. These 20 year COPS have interest rates ranging from 3.25% to 5.0%. Debt Service is financed by Cabarrus County property tax revenues. Annual payments of principal and interest range from approximately \$4,400,704 to \$2,447,594. Total principal and interest over a 20-year period will be \$68,856,864.

On January 25, 2008, the Cabarrus County Development Corporation issued \$18,745,000 (2008B) Certificates of Participation (COPS) Installment contracts to refund the 1999 Installment Payment Revenue Bonds issued for the construction of JM Robinson High School. These 11 year COPS have interest rates ranging from 3.00% to 5.0%. Debt Service is financed by Cabarrus County property tax revenues. Annual payments of principal and interest range from approximately \$2,263,225 to \$1,485,750. Total principal and interest over an 11-year period will be \$20,655,550.

On December 1, 2008, The Cabarrus County Development Corporation issued \$58,810,000 (2008C) Certificates of Participation (COPS) Installment contracts to provide funds to (a) pay the costs of construction of a residential tower to

house County inmates and related improvements and (b) pay certain expenses incurred in connection with the execution and delivery of the 2008C Certificates. These 20 year COPS have interest rates ranging from 4.00% to 5.25%. Debt service is financed by Cabarrus County property tax revenues. Annual payments of principal and interest range from approximately \$5,941,494 to \$1,404,961. Total principal and interest over a 20 year period will be \$90,944,756.

On July 16, 2009, The Cabarrus County Development Corporation issued \$85,170,000 (2009) Certificates of Participation (COPS) Installment contracts to provide funds (a) to pay a portion of the costs of (i) acquiring real property, (ii) constructing new public school facilities and expanding and renovating existing public school facilities, equipping the Facilities, and (iv) a portion of the interest to accrue under the Contract during the construction periods for the foregoing and thereafter, through January 1, 2012 and (b) pay certain expenses incurred in the connection and delivery of the 2009 Certificates. Total principal and interest over a 20 year period will be \$129,871,859.

On September 22, 2010 the Cabarrus County Development Corporation issued \$18,920,000 (2010A) Certificates of Participation (COPS) contracts to refund the 2001 COPS issued for the construction and equipping of two middle schools and one elementary school. These 11 year COPS have interest rates ranging from 2.0% to 5.0%. Debt Service is financed by Cabarrus County property tax revenues. Annual payments of principal and interest range from approximately \$2,809,100 to \$518,150. Total principal and interest over a 11-year period will be \$23,761,150.

On April 14, 2011 the Cabarrus County Development Corporation issued \$14,635,000 (2011A) certificates of Participation (COPS) contracts to fund the rehabilitating, repairing and equipping of approximately eighteen Cabarrus County and six Kannapolis City school facilities. These 15 year COPS are financed under 2 bullets using Qualified School Construction Bonds. The first bullet in the amount of, \$7,200,000, will mature in 2023, with an interest rate of 5.10 and the second bullet for \$7,435,000

Debt Service

will mature in 2026 with an interest rate of 5.50%. The Federal subsidy rate on the deal was a 5.43%. The second bullet will have a net interest cost to the County of .07% while the County will have no interest cost in the first bullet. The principal on this debt is deferred for five years with the first principal payment due on 4/1/2016. The principal payments will be held in an interest bearing sinking fund until the bullet payments are due. Debt Service is financed by Cabarrus County property tax revenues. Annual

payments of principal and interest range from approximately \$748,098 to \$2,106,225. Total principal and interest over a 15-year period will be \$25,147,248 less the federal subsidy of \$10,434,369, with the net cost to the County of \$14,712,880.

For Cabarrus County, the annual debt service payments to maturity as of June 30, 2011, for the County's Certificates of Participation are as follows:

<u>Year Ending, June 30</u>	<u>Principal</u>	<u>Interest</u>
2012	18,850,000	13,630,263
2013	18,770,000	12,950,463
2014	18,705,000	12,176,613
2015	18,655,000	11,366,325
2016	19,935,000	10,562,273
2017	19,910,000	9,707,785
2018	19,850,000	8,861,148
2019	19,795,000	7,989,710
2020	18,355,000	7,084,398
2021	18,330,000	6,271,010
Next 5 Years	73,335,000	19,259,313
To maturity	29,825,000	2,710,575
Total	\$294,315,000	122,569,876

3. Capital Leases

The County has entered into various agreements which qualify as capital leases under the provisions of Financial Accounting Standards Board Statement No. 13 "Accounting for Leases" and subsequent amendments.

On May 15, 2007 the County entered into a lease agreement as lessee for financing the acquisition of Accela Permitting, Licensing and Inspection Software with a down payment of \$250,000 inclusive of \$4,022 interest which has an effective rate of 2.99%. This lease agreement qualifies as a capital lease for accounting purposes and, therefore, has been recorded at

the present value of their future minimum lease payments as of the date of inception. Lease payments were paid in full as of June 30, 2011.

On December 3, 2008, the County entered into a lease agreement as lessee for financing the acquisition of land for a park with a down payment of \$190,000 with an effective interest rate of 4.00%. This lease agreement qualifies as a capital lease for accounting purposes and, therefore, has been recorded at the present value of their future minimum lease payments as of the date of inception.

Debt Service

<u>Year Ending, June 30</u>	<u>Principal</u>	<u>Interest</u>
2012	65,896	124,105
2013	68,531	121,469
2014	71,272	118,728
2015	74,123	115,877
2016	77,088	112,912
2017	80,172	109,828
2018	83,378	106,622
2019	86,714	103,286
2020	90,182	99,818
2021	93,789	96,211
Next 5 Years	528,313	421,687
To maturity	1,783,164	496,836
Total	\$3,102,622	\$2,027,379

4. Installment Financing

On April 12, 2005, Cabarrus County executed an installment financing contract with RBC Centura Bank. The contract is for \$4,358,000 for the construction and renovations to the old school administration building (site of the new RCCC Business Center), expansion of a parking lot and design cost for Building 3000 at the RCCC South campus. The terms of the contract stipulate semi-annual payments of \$311,286 for 7 years with the first payment due October 12, 2005 and the final payment due on April 12, 2012. The annual interest rate is 3.54% fixed.

On October 4, 2006 Cabarrus County executed an installment financing contract with Fifth Third Bank (formerly First Charter Bank). The

contract is for \$15,000,000 for the construction of a Jail Annex and site development work in the Justice Complex.

The terms of the contract stipulate semi-annual payments of \$500,000 for the first year starting in April 2007 and commencing October 2021. The fixed interest rate was 4.31% the first year and 4.44% the next 14 years. The rate was renegotiated in March 2007 to 4.19% over the term of the entire loan.

Annual debt service requirements to maturity for the County's installment financing are as follows:

<u>Year Ending, June 30</u>	<u>Principal</u>	<u>Interest</u>
2012	1,622,572	446,887
2013	1,000,000	386,807
2014	1,000,000	345,704
2015	1,000,000	303,804
2016	1,000,000	262,416
2017	1,000,000	219,548
2018	1,000,000	178,104
2019	1,000,000	136,204
2020	1,000,000	94,474
2021	1,000,000	52,289
To maturity	500,000	10,503
Total	\$11,122,572	\$2,436,740

Debt Service

Long-Term Obligation Activity

The following is a summary of changes in the County's long-term obligations for the fiscal year ended June 30, 2011:

	<u>Balance</u> <u>July 1, 2010</u>	<u>Increases</u>	<u>Decreases</u>	<u>Balance</u> <u>June 30, 2011</u>
Governmental Activities:				
General Obligation Bonds	\$112,565,000	- 0 -	\$ 6,905,000	\$105,660,000
Capital Leases	3,282,345	- 0 -	179,723	3,102,622
Certificates of Participation	294,990,000	33,555,000	34,230,000	294,315,000
Installment Financing	12,745,143	-0-	1,622,571	11,122,572
	<hr/>			
Total Governmental Activities	\$423,582,488	\$33,555,000	\$42,937,294	\$414,200,194

Debt Service

Cabarrus County, North Carolina
Computation of Legal Debt Margin
June 30, 2011

Note: North Carolina General Statute 159-55 limits the County's outstanding debt to 8% of the appraised value of property subject to taxation. The following deductions are made from gross debt to arrive at net debt applicable to the limit: money held for payment of principal; debt incurred for water, sewer, gas, or electric power purposes; uncollected special assessments, funding and refunding bonds not yet issued; and revenue bonds. The legal debt margin is the difference between the debt limit and the County's net debt outstanding applicable to the limit, and represents the County's legal borrowing authority.

Total assessed valuation at June 30, 2011		<u>\$20,976,971,895</u>
Legal debt margin:		
Debt limit 8% of total assessed value		1,678,157,752
Debt applicable to debt limitation:		
Total bonded debt	105,660,000	
Total capital leases (governmental fund types)	3,102,622	
Total installment financing	11,122,572	
Total Certificates of Participation	<u>294,315,000</u>	
Total debt applicable to limitations		<u>414,200,194</u>
Legal debt margin		<u>\$1,263,957,558</u>

Source: Cabarrus County Finance and Tax Assessor Departments

Budget Ordinance

CABARRUS COUNTY BUDGET ORDINANCE FISCAL YEAR 2011-2012

BE IT ORDAINED by the Board of Commissioners of Cabarrus County, North Carolina:

Section I.

The following amounts, listed by fund, are hereby appropriated as the estimated revenues and expenditure appropriations for the operation and maintenance of the County's various governmental activities, debt obligations and capital outlay purchases during the Fiscal Year beginning July 1, 2011 and ending June 30, 2012:

General Fund

- A. It is estimated that the following revenues will be available in the General Fund for the fiscal year beginning July 1, 2011, and ending June 30, 2012:

Ad Valorem Tax Levy	131,042,744
Other Taxes and Penalties	28,977,215
Intergovernmental Revenue	18,547,632
Permits and Fees	2,564,339
Sales and Services	9,531,812
Investment Earnings	180,000
Other Revenue	185,425
Other Financing Sources	12,370,537
TOTAL REVENUES	203,399,704

- B. The following appropriations are made in the General Fund for the operation of the county government and its activities for the fiscal year beginning July 1, 2011, and ending June 30, 2012:

General Government	22,772,891
Cultural and Recreational	3,400,785
Public Safety	30,001,064
Economic and Physical Development	2,498,165
Human Services	38,525,074
Environmental Protection	544,463
Education/School Debt	
Current Expense	
ADM Funding	
Cabarrus County	39,950,793
Kannapolis City	5,238,995
Building and Grounds	
Cabarrus County	5,541,763
Kannapolis City	1,023,195
Grounds Maintenance	
Cabarrus County	1,293,720
Kannapolis City	238,864
Rowan-Cabarrus Community	1,889,254
Capital Outlay	
Cabarrus County	1,110,000

Budget Ordinance

Kannapolis City	50,000
Rowan-Cabarrus Community	100,000
Debt Services	
Public Schools	
Principal	19,850,706
Interest	13,769,695
Rowan-Cabarrus Community	
Principal	718,847
Interest	138,625
Other Programs	2,700,562
Other Debt Service	12,042,243
TOTAL EXPENDITURES	203,399,704

Cabarrus Arena and Events Center Fund

- A. It is estimated the following revenues will be available in the Cabarrus Arena and Events Center Fund for the Fiscal Year beginning July 1, 2011 and ending June 30, 2012:

Sales and Service	642,286
Investment Earnings	1,500
Miscellaneous	10,500
Other Financing Sources	909,698
TOTAL REVENUES	1,563,984

- B. The following appropriations are made in the Cabarrus Arena and Events Center Fund for the Fiscal Year beginning July 1, 2011 and ending June 30, 2012:

Administration and Operations	1,563,984
TOTAL EXPENDITURES	1,563,984

Landfill Fund

- A. It is estimated the following revenues will be available in the Landfill Fund for the Fiscal Year beginning July 1, 2011 and ending June 30, 2012:

Sales and Service	1,240,000
Intergovernmental Revenue	35,000
Permits & Fees	30,000
TOTAL REVENUES	1,305,000

- B. The following appropriations are made in the Landfill Fund for the Fiscal Year beginning July 1, 2011 and ending June 30, 2012:

Administration and Operations	1,305,000
TOTAL EXPENDITURES	1,305,000

911 Emergency Telephone Fund

- A. It is estimated the following revenues will be available in the 911 Emergency Telephone Fund for the Fiscal Year beginning July 1, 2011 and ending June 30, 2012:

Budget Ordinance

Intergovernmental Revenue	632,086
Investment Earnings	2,000
TOTAL REVENUES	634,086

- B. The following appropriations are made in the 911 Emergency Telephone Fund for the Fiscal Year beginning July 1, 2011 and ending June 30, 2012:

Administration and Operations	634,086
TOTAL EXPENDITURES	634,086

Workers Compensation Fund

- A. It is estimated the following revenues will be available in the Workers Compensation Fund for the Fiscal Year beginning July 1, 2011 and ending June 30, 2012:

Other Financing Sources	598,213
Investment Earnings	5,000
TOTAL REVENUES	603,213

- B. The following appropriations are made in the Workers Compensation Fund for the Fiscal Year beginning July 1, 2011 and ending June 30, 2012:

Administration and Operations	603,213
TOTAL EXPENDITURES	603,213

Health Insurance Fund

- A. It is estimated the following revenues will be available in the Health Insurance Fund for the Fiscal Year beginning July 1, 2011 and ending June 30, 2012:

Sales and Service	7,356,500
Investments Earnings	10,500
TOTAL REVENUES	7,367,000

- B. The following appropriations are made in the Health Insurance Fund for the Fiscal Year beginning July 1, 2011 and ending June 30, 2012:

Administration and Operations	7,367,000
TOTAL EXPENDITURES	7,367,000

GRAND TOTAL – ALL FUNDS – REVENUES	\$ 214,872,987
GRAND TOTAL – ALL FUNDS – EXPENDITURES	\$ 214,872,987

Section II.

There is hereby levied a tax at the rate of 63 cents per one hundred dollars valuation of property listed for taxes as of January 1, 2011, for the purpose of raising the revenue listed as "CURRENT AD VALOREM TAX LEVY" in the General Fund.

Budget Ordinance

This rate of tax is based on an estimated total valuation of property for the purposes of taxation of \$20,976,971,895, at an estimated combined collection rate of 97.45 percent (97.99% for real and personal and 89.38% for vehicles). The estimated rate of collections is based on the fiscal year ending 2011. An estimated total valuation of Real, Personal and Public Service property is \$19,595,601,571 and vehicle of \$1,381,370,324.

Section III.

- A. Special appropriations to non-profit organizations shall be distributed after the execution of an agreement which ensures that all County funds are used for statutorily permissible public purposes.
- B. The County Manager and/or Finance Director, or designee is hereby authorized to transfer appropriations within or between funds, or modify revenue and expenditure projections, as contained herein under the following conditions:
 - 1. The Budget Director may transfer amounts between objects of expenditure within a function.
 - 2. The County Manager may transfer amounts up to \$100,000 between functions of the same fund.
 - 3. The County Manager may not transfer any amounts between funds or from any contingency appropriation within any fund without action of the Board of Commissioners, except as specified below for budget shortfalls and change orders.
 - 4. The County Manager may transfer amounts between contingency funds which are set aside for a specific project for budgetary shortfalls or upon the appropriate approval of a change order.
 - 5. The County Manager is authorized to transfer funds from the General Fund or Capital Reserve Fund to the appropriate fund for projects approved within the Capital Improvement Plan for the current fiscal year.
 - 6. Additional authority is granted to the Finance Director or designee to transfer amounts within and between funds for the sole purpose of funding salary and benefits adjustments consistent with the Cabarrus County Personnel Management Policy and the Cabarrus County Personnel Ordinance.
 - 7. Upon notification of funding increases or decreases to existing grants or revenues, or the award of grants or revenues, the Manager or Finance Officer may adjust budgets to match, including grants that require a County match for which funds are available.
 - 8. The Manager, Finance Director, or designee may adjust debt financing from estimated projections to actual funds received.
 - 9. The County Manager may enter into and execute change orders or amendments to construction contracts in amounts less than \$90,000 when the appropriate annual budget or capital project ordinance contains sufficient appropriated but unencumbered funds.
 - 10. The County Manager may 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

Budget Ordinance

funds for such purposes.

11. The County Manager may execute contracts with outside agencies to properly document budgeted appropriations to such agencies where G.S. 153 A-248(b), 259, 449 and any similar statutes require such contracts.
 12. The County Manager may reject formal bids when deemed appropriate and in the best interest of Cabarrus County pursuant to G.S. 143-129(a).
 13. The County Manager may reduce revenue projections consistent with prevailing economic conditions, and also reduce expenditures correspondingly.
- C. Changes to Cabarrus County fees and charges as presented in budget workshops will be effective July 1, 2011 and incorporated into the appropriate fee schedules.

Section IV.

This ordinance and the budget documents shall be the basis for the financial plan for the County of Cabarrus for the 2011-2012 fiscal year. The County Manager and the Budget Officer shall administer the budget. The Finance Director shall establish and maintain all records, which are in concurrence with this budget and budget ordinance and the appropriate statutes of the State of North Carolina.

Adopted this the 20th day of June, 2011.



H. Jay White, Sr., Chairman



Kay Honeycutt, Clerk to the Board

Budget Ordinance – Fire Tax & Insurance Districts

CABARRUS COUNTY BUDGET ORDINANCE - SPECIAL FIRE TAX AND INSURANCE DISTRICTSFUND FISCAL YEAR 2011-2012

BE IT ORDAINED by the Board of Commissioners of Cabarrus County, North Carolina:

Section I.

It is the intent of the Special Fire Tax and Insurance Districts Fund to provide necessary funds to local fire departments with district in Cabarrus County for the purpose of providing fire protection in the unincorporated areas of Cabarrus County. The Board of County Commissioners does hereby levy the tax on Real, Personal and Public Service property located in each specific designated fire or service district. Such funds collected by the County Tax Collector are then remitted to each fire department for the purpose of providing fire protection to the specific taxed area.

Section II.

The following amounts are hereby appropriated in the Special Fire Tax and Insurance Districts Fund to provide for the operation of rural fire services for the fiscal year beginning July 1, 2011 and ending June 30, 2012:

<u>Fire Department</u>	<u>Appropriation</u>
Allen	\$ 213,313
Cold Water	172,585
Concord Rural	9,194
Flowe's Store	199,253
Georgeville	161,249
Gold Hill	28,428
Harrisburg Rural	509,420
Jackson Park (City of Concord)	80,033
Kannapolis Rural	66,894
Midland	206,929
Mt. Mitchell	55,783
Mt. Pleasant Rural	233,191
Northeast	78,776
Odell	518,126
Richfield-Misenheimer	9,554
Rimer	117,964
Total Estimated Expenditures From Tax Levy	\$ 2,660,692

Budget Ordinance – Fire Tax & Insurance Districts

Section III.

It is estimated that the following revenues will be available for the various fire districts for the fiscal year beginning July 1, 2011 and ending June 30, 2012:

<u>Fire Department</u>	<u>Revenues from Tax Levy</u>
Allen	\$ 213,313
Cold Water	172,585
Concord Rural	9,194
Flowe's Store	199,253
Georgeville	161,249
Gold Hill	28,428
Harrisburg Rural	509,420
Jackson Park (City of Concord)	80,033
Kannapolis Rural	66,894
Midland	206,929
Mt. Mitchell	55,783
Mt. Pleasant Rural	233,191
Northeast	78,776
Odell	518,126
Richfield-Misenheimer	9,554
Rimer	117,964
Total Revenues From Tax Levy	\$ 2,660,692

Section IV.

The following tax rates are hereby established for the fiscal year beginning July 1, 2011 and ending June 30, 2012 for the purpose of providing fire services within the various fire and service districts in Cabarrus County. The tax rates are based on estimated total valuation of properties as of January 1, 2011. The estimated combined collection rate is 97.45 percent (97.99% for real and personal and 89.38% for vehicles) and is based on the fiscal year ending 2011. In accordance with previous action by the Board of County Commissioners, the County collection fee is set at 1.5%. The taxes will be collected by the Cabarrus County Tax Collector, as provided in G.S. 69-25.4:

<u>Fire Districts</u>	<u>Total Valuation</u>	<u>Rate</u>	<u>Amount Produced</u> (97.45% collection rate)
Allen	547,237,000	.04	213,313
Cold Water	354,203,000	.05	172,585
Concord Rural	26,957,000	.035	9,194
Flowe's Store	511,167,000	.04	199,253
Georgeville	275,780,000	.06	161,249
Gold Hill	48,620,000	.06	28,428
Harrisburg Rural	697,000,000	.075	509,420
Jackson Park	164,255,000	.05	80,033
Kannapolis Rural	196,126,000	.035	66,894
Midland	386,080,000	.055	206,929
Mt. Mitchell	114,485,000	.05	55,783
Mt. Pleasant Rural	435,079,000	.055	233,191
Northeast	134,729,000	.06	78,776
Odell	1,063,367,000	.05	518,126
Richfield-Misenheimer	14,006,000	.07	9,554
Rimer	201,752,000	.06	117,964

Budget Ordinance – Fire Tax & Insurance Districts

Section V.

The County Manager and/or Finance Director, or designee is hereby authorized to transfer appropriations within or between funds, or modify revenue and expenditure projections as contained herein under the following conditions:

1. The Budget Director may transfer amounts between objects of expenditure within a function.
2. The County Manager may transfer amounts up to \$100,000 between functions of the same fund.
3. The County Manager may not transfer any amounts between funds or from any contingency appropriation within any fund without action of the Board of Commissioners, except as specified below for budgetary shortfalls and change orders.
4. The County Manager may transfer amounts between contingency funds which are set aside for a specific project for budgetary shortfalls or upon the appropriate approval of a change order.
5. The County Manager is authorized to transfer funds from the General Fund or Capital Reserve Fund to the appropriate fund for projects approved within the Capital Improvement Plan for the current fiscal year.
6. Additional authority is granted to the Finance Director or designee to transfer amounts within and between funds for the sole purpose of funding salary and benefits adjustments consistent with the Cabarrus County Personnel Management Policy and the Cabarrus County Personnel Ordinance.
7. Upon notification of funding increases or decreases to existing grants or revenues or the award of grants or revenues, the Manager or Finance Officer may adjust budgets to match, including grants that require a County match for which funds are available.
8. The Manager, Finance Director, or designee may adjust debt financing from estimated projections for actual funds received.
9. The County Manager may enter into and execute change orders or amendments to construction contracts in amounts less than \$90,000 when the appropriate annual budget or capital project ordinance contains sufficient appropriated but unencumbered funds.
10. The County Manager may 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.
11. The County Manager may execute contracts with outside agencies to properly document budgeted appropriations to such agencies where G.S. 153 A-248(b), 259, 449 and any similar statutes require such contracts.
12. The County Manager may reject formal bids when deemed appropriate and in the best interest of Cabarrus County pursuant to G.S. 143-129(a).
13. The County Manager may reduce revenue projections consistent with prevailing economic conditions, and also reduce expenditures correspondingly.

Budget Ordinance – Fire Tax & Insurance Districts

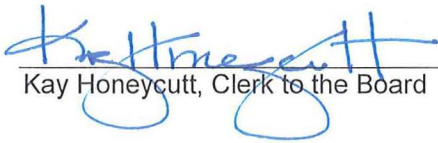
Section VI.

Copies of this Budget Ordinance shall be furnished to the Tax Administrator and to each fire department for direction in the carry out of their duties and are available for public inspection.

Adopted this the 20th day of June, 2011.



H. Jay White, Sr., Chairman



Kay Honeycutt, Clerk to the Board

Budget Ordinance – Capital Improvements Project

CABARRUS COUNTY CAPITAL IMPROVEMENTS PROJECT BUDGET ORDINANCE FISCAL YEAR 2011-2012

BE IT ORDAINED by the Board of Commissioners of Cabarrus County, North Carolina:

Section I.

The following amounts are hereby appropriated as the estimated revenues and project appropriations for the capital projects listed below during the Fiscal Year beginning July 1, 2011 and ending June 30, 2012:

Capital Projects Fund

- A. It is estimated that the following revenues will be available to complete capital projects as proposed in the 2012 Capital Improvement Plan for the fiscal year beginning July 1, 2011, and ending June 30, 2012:

Contribution - Capital Reserve Fund	3,846,800
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TOTAL REVENUES	3,846,800
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- B. The following appropriations are made as proposed in the 2012 Capital Improvement Plan for the fiscal year beginning July 1, 2011, and ending June 30, 2012:

Governmental Center Main Area Handlers	100,000
Old Board of Elections Demolition	650,000
Old Jail Demolition/Resurface	2,000,000
Arena Roof Replacements	96,800
Human Services Building Renovations	1,000,000

TOTAL EXPENDITURES	3,846,800
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GRAND TOTAL – REVENUES	\$ 3,846,800
GRAND TOTAL – EXPENDITURES	\$ 3,846,800

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 and/or Finance Director, or designee is hereby authorized to transfer appropriations within or between funds, or modify revenue and expenditure projections as contained herein under the following conditions:
1. The Budget Director may transfer amounts between objects of expenditure within a function.

Budget Ordinance – Capital Improvements Project

2. The County Manager may transfer amounts up to \$100,000 between functions of the same fund.
 3. The County Manager may not transfer any amounts between funds nor from any contingency appropriation within any fund without action of the Board of Commissioners, except as specified below for budget shortfalls and change orders
 4. The County Manager may transfer amounts between contingency funds which are set aside for a specific project for budgetary shortfalls or upon the appropriate approval of a change order.
 5. The County Manager is authorized to transfer funds from the General Fund or Capital Reserve Fund to the appropriate fund for projects approved within the Capital Improvement Plan for the current fiscal year.
 6. Additional authority is granted to the Finance Director or designee to transfer amounts within and between funds for the sole purpose of funding salary and benefits adjustments consistent with the Cabarrus County Personnel Management Policy and the Cabarrus County Personnel Ordinance.
 7. Upon notification of funding increases or decreases to existing grants or revenues, or the award of grants or revenues, the Manager or Finance Officer may adjust budgets to match, including grants that require a County match for which funds are available.
 8. The Manager, Finance Director, or designee may adjust debt financing from estimated projections to actual funds received.
 9. The County Manager may enter into and execute change orders or amendments to construction contracts in amounts less than \$90,000 when the appropriate annual budget or capital project ordinance contains sufficient appropriated but unencumbered funds.
 10. The County Manager may 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.
 11. The County Manager may execute contracts with outside agencies to properly document budgeted appropriations to such agencies where G.S. 153 A-248(b), 259, 449 and any similar statutes require such contracts.
 12. The County Manager may reject formal bids when deemed appropriate and in the best interest of Cabarrus County pursuant to G.S. 143-129(a).
 13. The County Manager may reduce revenue projections consistent with prevailing economic conditions, and also reduce expenditures correspondingly.
- C. Changes to Cabarrus County fees and charges as presented in budget workshops will be effective July 1, 2011 and incorporated into the appropriate fee schedules.

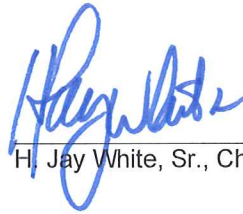
Section III.

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

Budget Ordinance – Capital Improvements Project

of Cabarrus for the 2011-2012 fiscal year. The County Manager and the Budget Officer shall administer the budget. The Finance Director shall establish and maintain all records, which are in concurrence with this budget and budget ordinance and the appropriate statutes of the State of North Carolina.

Adopted this the 20th day of June, 2011.



H. Jay White, Sr., Chairman



Kay Honeycutt, Clerk to the Board

Community Information

Cabarrus County, North Carolina Community Information



Government

Date of Incorporation	1792
Form of Government	Commission-Manager
Number of Employees <i>(Full Time Equivalents)</i>	969.88
County Seat	Concord

Area Statistics

Population <i>(2010)</i>	178,011
Area in square miles	364

Taxes

NC Retail Sales Tax	4.75%
Cabarrus County Local Sales Tax	2.00%*
Cabarrus County Property Tax Rate Per \$100 Value	0.63

* Effective 10/1/11 the Local Sales Tax will be 2.25%

Modes of Transportation

Airports	1 Regional; 1 International in Close Proximity
Interstate Highways	
State and Federal Highways	
Mainline Rail	

Culture & Recreation

<i>County Facilities Only</i>	
Parks	3
School Parks	37
Tennis courts	6
Picnic shelters	20
Softball fields	4
Playgrounds	8
Soccer Fields	11
Camping cabins	6
Tent sites	7

Public Safety

Education

* Kannapolis School children in Cabarrus County limits

Medical

Economy

Sources of Information

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Statistical Information

Principal Employers

Employer	Employees	Rank	Percentage of Total County Employment
Carolinas Medical Center-NorthEast	4,500	1	5.33%
Concord Mills Mall	4,000	2	4.73%
Cabarrus County Schools	3,800	3	4.50%
Cabarrus County Government	975	4	1.15%
City of Concord	925	5	1.09%
Connexions	900	6	1.26%
State of North Carolina	771	7	0.91%
Kannapolis City Schools	750	8	0.89%
Shoe Show	700	9	0.83%
Hendricks Motorsports	<u>500</u>	10	<u>0.59%</u>
Total	<u>17,821</u>		<u>21.09%</u>

Source: Economic Development Corporation, Concord NC, and the 2010 Cabarrus County Audit.

Statistical Information

Ten Largest Taxpayers

Name of Taxpayer	Type of Business	2010 Assessed Valuation	Percentage of Total Assessed Valuation
Philip Morris, Inc.	Cigarette Manufacture	\$658,584,244	3.09%
Charlotte Motor Speedway	Auto Racing	\$341,838,152	1.61%
Caste & Cooke NC LLC	Land Developer	\$323,496,522	1.52%
Concord Mills LTD Partnership	Shopping Center	\$240,875,353	1.13%
Corning Inc.	Fiber Optics Mfg	\$126,774,986	0.60%
Hendricks Motorsports Inc.	Auto Racing	\$110,338,122	0.52%
Duke Energy Corp	Public Services Company	\$94,123,454	0.44%
Great Wolf Lodge of the Carolinas	Recreational Facility	\$85,200,643	0.40%
Wal-Mart/Sams	Retail Sales	\$69,757,852	0.33%
JQH-Concord Development LLC	Hotel	\$67,618,717	0.32%
Total		\$2,118,608,045	9.95%
Total Assessed Valuation, Including Public Service		\$21,288,445,851	

SOURCE: Department of Cabarrus County Assessor

Statistical Information

Data Comparisons With Comparable Counties

County	Certified July 2009 Population	County Employees	2010-11 Budgeted Expenditures - General Fund	Tax Rate Per \$100	2008 BEA Per Capita Income
Alamance	148,361	997	\$130,752,420	\$0.5200	\$31,501
Cabarrus	174,294	921	\$194,613,599	\$0.6300	\$35,280
Catawba	157,034	1,118	\$161,100,845	\$0.5350	\$31,823
Davidson	159,987	971	\$119,981,684	\$0.5400	\$31,742
Gaston	207,270	1,461	\$217,480,334	\$0.8350	\$32,727
Iredell	157,039	917	\$150,307,275	\$0.4450	\$32,888
Johnston	168,253	1,100	\$164,111,704	\$0.7800	\$32,316
Onslow	179,447	1,077	\$163,799,539	\$0.5850	\$39,932
Pitt	158,575	977	\$138,140,676	\$0.6650	\$32,874
Randolph	142,495	737	\$110,193,510	\$0.5550	\$28,510
Rowan	140,518	890	\$128,157,094	\$0.5950	\$30,620
Union	196,359	973	\$220,723,532	\$0.6650	\$33,673

SOURCE: North Carolina Association of County Commissioners FY 2010-11 Budget & Tax Survey

Statistical Information

Fund Balances, Governmental Funds

Last Ten Years*

Fiscal Year					
	2001	2002	2003	2004	2005
General Fund					
<i>Reserved for:</i>					
Inventories	\$ 6,143	\$ 2,672	\$ 4,540	\$ 8,306	\$ 10,522
Prepaid expenditures	-	-	-	-	-
State statute	8,280,235	9,465,973	13,224,818	8,023,700	8,164,663
Cooperative Ext 4H	-	-	-	-	159,742
Wireless 911	-	-	-	-	-
Insurance Coverage	300,000	300,000	300,000	300,000	300,000
Total Reserved	8,586,378	9,768,645	13,529,358	8,332,006	8,634,927
<i>Unreserved</i>					
Designated (1)					
Designated (2)	21,967,197	12,575,315	6,630,438	2,687,040	-
Undesignated	24,813,683	29,657,266	22,085,546	25,701,890	30,458,561
Total General Fund	\$ 55,367,258	\$ 52,001,226	\$ 42,245,342	\$ 36,720,936	\$ 39,093,488
Other Funds					
<i>Reserved</i>					
Special revenue:					
Public safety					
Human services					
Education					
Culture and recreation					
Other purposes					
Capital projects					
<i>Unreserved</i>					
Designated (2)					
Special revenues	\$ 7,200,446	\$ 1,377,499	\$ 9,711,950	\$ 10,257,675	\$ 8,846,005
Capital Projects	36,395,151	310,671	4,028,057	18,378,252	52,946,050
Total (Other Funds)	\$ 43,595,597	\$ 1,688,170	\$ 13,740,007	\$ 28,635,927	\$ 61,792,055

(1) Designated for sustainability efforts.

(2) Designated for subsequent year's expenditures.

* Modified accrual basis of accounting

Source: Cabarrus County Comprehensive Annual Financial Report, 2009

2006	2007	2008	2009	2010
\$ 4,865	\$ 2,847	\$ 4,875	\$ 4,935	\$ 4,935
-	-	-	53,735	53,735
8,878,980	10,378,871	10,983,571	9,803,750	9,803,750
133,910	124,019	-	-	-
-	-	-	-	-
-	-	-	-	-
9,017,755	10,505,737	10,988,446	9,862,420	9,862,420
			288,692	288,692
483,508	-	-	-	-
38,404,371	40,205,758	36,636,176	41,187,681	41,187,681
\$ 47,905,634	\$ 50,711,495	\$ 47,624,622	\$ 51,338,793	\$ 51,338,793
			869,944	913,422
			292,460	161,992
			4,210,747	534,438
			763,922	716,860
			331,693	349,396
			52,632,956	54,821,739
\$ 8,568,351	\$ 13,003,094	\$ 21,275,260	\$ 13,983,470	\$ 11,127,623
16,737,437	52,443,535	52,570,455		
\$ 25,305,788	\$ 65,446,629	\$ 73,845,715	\$ 73,085,192	\$ 68,625,470

Statistical Information

Debt Information Ratios of Outstanding Debt by Type

Fiscal Year	General Obligation Bonds	GOVERNMENTAL ACTIVITIES						Percentage of Personal Income
		Certificates of Participation	Installment Payment Revenue Bonds	Installment Financing	Capital Leases	Total Primary Government	Per Capita	
2001	64,700,000	40,000,000	27,000,000	-	11,938,050	143,638,050	1,087	3.71%
2002	60,400,000	38,000,000	25,500,000	-	9,136,744	133,036,744	976	3.30%
2003	56,145,000	61,340,000	24,000,000	-	6,344,560	147,829,560	1,057	3.59%
2004	52,495,000	98,765,000	22,500,000	-	4,123,595	177,883,595	1,242	4.24%
2005	97,805,000	93,380,000	21,000,000	4,358,000	1,801,493	218,344,483	1,495	4.92%
2006	91,845,000	88,005,000	19,500,000	3,735,427	-	203,085,427	1,354	4.27%
2007	133,980,000	116,220,000	18,000,000	17,612,855	443,568	286,256,423	1,825	5.55%
2008	126,895,000	173,165,000	-	15,990,284	331,964	316,382,248	1,925	5.70%
2009	119,835,000	220,885,000	-	14,367,714	3,458,315	358,546,029	2,104	6.03%
2010	112,565,000	294,990,000	-	12,745,143	3,282,345	423,582,488	2,430	*

*Information not yet available.

Source: 2010 Comprehensive Annual Financial Report, Cabarrus County, NC.

FY 2012 Fee Schedule

DEPARTMENT	FEE DESCRIPTION	MIN	MAX	UNIT	OTHER	COMMENTS AND NOTES
<i>Construction Standards</i>						
	Building Permit - Callback Fee for Re-Inspection	\$50.00				
	Building Permit - Value \$0 - \$1,000	\$25.75				
	Building Permit - Value \$1,001 - \$5,000	\$36.05				
	Building Permit - Value \$5,001 - \$15,000	\$77.25				
	Building Permit - Value over \$15,000	\$3.00		per additional \$1,000 value	Plus 3% Technology Fee	
	Certificate of Occupancy for Existing Buildings	\$20.00				
	New Construction Permit Fee - Value \$0 - \$15,000	\$77.25				Residential construction based on total cost of construction or \$55.00 per sq. ft of heated space and \$25.00 per sq. ft of unheated space whichever is greater. A \$10.00 surcharge will be added as required by the Homeowners Recovery Fund.
	New Construction Permit Fee - Value \$15,001 - \$25,000	\$116.39				Residential construction based on total cost of construction or \$55.00 per sq. ft of heated space and \$25.00 per sq. ft of unheated space whichever is greater. A \$10.00 surcharge will be added as required by the Homeowners Recovery Fund.

FY 2012 Fee Schedule

DEPARTMENT	FEE DESCRIPTION	MIN	MAX	UNIT	OTHER	COMMENTS AND NOTES
<i>Construction Standards</i>						
	New Construction Permit Fee - Value \$25,001 - \$40,000	\$181.28				Residential construction based on total cost of construction or \$55.00 per sq. ft of heated space and \$25.00 per sq. ft of unheated space whichever is greater. A \$10.00 surcharge will be added as required by the Homeowners Recovery Fund.
	New Construction Permit Fee - Value \$40,001 - \$50,000	\$224.54				Residential construction based on total cost of construction or \$55.00 per sq. ft of heated space and \$25.00 per sq. ft of unheated space whichever is greater. A \$10.00 surcharge will be added as required by the Homeowners Recovery Fund.
	New Construction Permit Fee - Value over \$50,000	\$3.00		per additional \$1,000 value	Plus 3% Technology Fee	Residential construction based on total cost of construction or \$55.00 per sq. ft of heated space and \$25.00 per sq. ft of unheated space whichever is greater. A \$10.00 surcharge will be added as required by the Homeowners Recovery Fund.
	Other New Construction Permit Fee - Daycare/Group Care/Foster Care Home Inspection	\$103.00				
	Other New Construction Permit Fee - Mobile Home	\$103.00				
	Other New Construction Permit Fee - Replacement Building Permit Cards	\$3.00				
	Other New Construction Permit Fee - Retaining Wall Permit	\$25.75				
	Other New Construction Permit Fee - Temporary Construction Trailer Permit	\$103.00				

FY 2012 Fee Schedule

DEPARTMENT	FEE DESCRIPTION	MIN	MAX	UNIT	OTHER	COMMENTS AND NOTES
<i>Construction Standards</i>						
	Plan Review	\$51.50			Plus .0309/square foot	
	Plan Review - Callback Fee for Re-Inspection	\$50.00				
	Special Event Tents - Building Permit	\$25.75				For religious, exhibition, political, amusement, commercial, or secular, purposes.
<i>Construction Standards - Electrical & Mobile Home Permits</i>						
	100 Ampere Service	\$41.20				
	125 Ampere Service	\$41.20				
	150 Ampere Service	\$46.35				
	200 Ampere Service	\$56.65				
	225 Ampere Service	\$66.95				
	250 Ampere Service	\$77.25				
	275 Ampere Service	\$82.40				
	300 Ampere Service	\$87.55				

FY 2012 Fee Schedule

DEPARTMENT	FEE DESCRIPTION	MIN	MAX	UNIT	OTHER	COMMENTS AND NOTES
<i>Construction Standards - Electrical & Mobile Home Permits</i>	325 Ampere Service	\$92.70				
	350 Ampere Service	\$92.70				
	400 Ampere Service	\$123.60				
	60 Ampere Service	\$41.20				
	Callback Fee of Re-inspection	\$50.00				
	Change of Service - up to 200 amps service	\$41.20				Above 200 amps is based on size of service.
	HVAC Wiring	\$41.20				
	LCD's Per Residence	\$41.20				
	Miscellaneous Electrical Repair/ADD	\$41.20				
	Pools, Grounding and Wiring	\$41.20				
	Saw Service	\$41.20				
	Temporary Power	\$128.75				
	Well Services and Signs	\$41.20				

FY 2012 Fee Schedule

DEPARTMENT	FEE DESCRIPTION	MIN	MAX	UNIT	OTHER	COMMENTS AND NOTES
<i>Construction Standards - Mechanical Permits</i>	A/C Units 1hp to 5hp	\$36.05				Greater than 5hp constitutes an additional unit
	Boilers (150,000)	\$25.75				
	Callback Fee of Re-inspection	\$50.00				
	Commercial Dryers	\$51.50				
	Commercial Exhaust Hoods	\$51.50				
	Conversion Burner (150,000)	\$25.75				
	Cooling	\$25.75				
	Duct Work	\$25.75				
	Fan Coil (Heating and/or Cooling)	\$25.75				
	Gas Piping	\$25.75				
	Heating Units - 0 to 150,000 BTU	\$36.05				Greater than 150,000 BTU constitutes an additional unit
	Refrigeration	\$51.50				

FY 2012 Fee Schedule

DEPARTMENT	FEE DESCRIPTION	MIN	MAX	UNIT	OTHER	COMMENTS AND NOTES
<i>Construction Standards - Mechanical Permits</i>	Replace air	\$25.75				
	Replace heat	\$25.75				
	Replace Heating 0 (150,000-5t) (no duct work)	\$25.75				
	Thru-wall heating and cooling units	\$25.75				
	Wall furnace, Floor furnace, & Unit heaters	\$25.75				
<i>Construction Standards - Plumbing & Fire Sprinkler Permits</i>	Back Flow	\$15.45				
	Callback Fee of Re-inspection	\$50.00				
	Fire Sprinkler	\$12.36			Plus 0103 per sq. ft.	
	First Fixture	\$7.21			Each additional \$5.15	
	Irrigation	\$15.45				
	Modular Home or Office	\$22.66			Plus \$20.60 W&S	

FY 2012 Fee Schedule

DEPARTMENT	FEE DESCRIPTION	MIN	MAX	UNIT	OTHER	COMMENTS AND NOTES
<i>Construction Standards - Plumbing & Fire Sprinkler Permits</i>	Moved House	\$22.66			Plus \$20.60 W&S	
	Pressure reducing valve	\$15.45				
	Sewer Service	\$15.45				
	Specialty drains, Traps, Valves or Pumps, Can Washes, Grease Traps, Lift Pumps, First Aid Eye-Wash Sinks	\$5.15		each		
	Water & Sewer Service	\$20.60				
	Water Heater replacement	\$15.45				
	Water Service	\$15.45				
<i>EMS</i>	Water Softener	\$15.45				
	ALS 1: Advanced Life Saving Procedures	\$400.00				
	ALS 2: Advanced Life Saving Procedures	\$450.00				

FY 2012 Fee Schedule

DEPARTMENT	FEE DESCRIPTION	MIN	MAX	UNIT	OTHER	COMMENTS AND NOTES
EMS						
	BLS Emergency & Non-Emergency Stretcher Transport	\$350.00				
	Mileage	\$6.50		per loaded mile	From patient pick up to drop off	
	Scene Treatment prior to Airlift & Treatment without transport	\$150.00				
Environmental Protection						
	General Permit Fee	\$15.00				
	Plan Review Processing Fee	\$125.00		per acre	Plus 3% Technology Fee of total plan processing fee.	
Fire Marshal						
	All Open Burning Violations	\$100.00		each		
	All Other Violations of the NC State Fire Code shall result in a fine as described in section 34-55 of the Fire Protection Ordinance	\$50.00				
	Any System Installed without a Permit	\$250.00				

FY 2012 Fee Schedule

DEPARTMENT	FEE DESCRIPTION	MIN	MAX	UNIT	OTHER	COMMENTS AND NOTES
<i>Fire Marshal</i>						
	Commercial Alarm Permits	\$20.00				
	Environmental Survey Fee	\$25.00				
	Foster Care Inspection	\$25.00				
	Fumigation & Thermal Insecticidal Fogging	\$150.00				
	Group Home Inspection	\$25.00				
	Life Safety Equipment Installed Without Permit	\$250.00				
	Life Safety Equipment Installed Without Plans	\$250.00				
	Life Safety Violations of Ch 10 Involving Exit Obstructions	\$250.00		each		
	Liquid or Gas Fueled Vehicles of Equipment in Assembly Buildings	\$100.00				
	Occupying A Structure without a Certificate of Occupancy	\$250.00		each day		
	Permit - Blasting-90 day	\$150.00		per site		
	Permit - Carnivals & Fairs	\$150.00				

FY 2012 Fee Schedule

DEPARTMENT	FEE DESCRIPTION	MIN	MAX	UNIT	OTHER	COMMENTS AND NOTES
<i>Fire Marshal</i>						
	Permit - Covered Mall Buildings	\$150.00				
	Permit - Exhibits & Trade Shows	\$100.00		each		
	Permit - Explosive Storage	\$150.00				
	Permit - Fire Alarm Installation	\$150.00				
	Permit - Fire Pumps & Related Equipment	\$150.00				
	Permit - Fireworks Display - Outdoor/Indoor	\$150.00		per day		
	Permit - Fireworks Display - Pyrotechnic Special Effects Materials	\$150.00				
	Permit - Fixed Extinguishing System Installation	\$150.00				
	Permit - Hydrant Flow Test	\$50.00		per hydrant		
	Permit - Spraying & Dipping Operations	\$100.00				
	Permit - Sprinkler System Installation	\$150.00				
	Permit - Standpipe Systems	\$150.00				

FY 2012 Fee Schedule

DEPARTMENT	FEE DESCRIPTION	MIN	MAX	UNIT	OTHER	COMMENTS AND NOTES
<i>Fire Marshal</i>						
	Permit - Temporary Membrane Structure, Tents & Canopies	\$25.00		each		
	Permit - Under/Above Ground Storage Tank Installation, Upgrade Or Removal	\$150.00		per tank		
	Residential Alarm Permits	\$15.00				
	Residential Apartments, Town Homes, Condos' Alarm Permits	\$10.00				
	Residential Subdivision Plat Review	\$50.00		for third review		
<i>General Services - Sign Maintenance</i>						
	Street Signs	\$130.00		per sign		
<i>Land Records</i>						
	Maps - 10 x 16	\$10.00				
	Maps - 22 x 34	\$20.00				
	Maps - 36 x 44	\$25.00				

FY 2012 Fee Schedule

DEPARTMENT	FEE DESCRIPTION	MIN	MAX	UNIT	OTHER	COMMENTS AND NOTES
<i>Land Records</i>						
	Maps - 8.5 x 11	\$4.00				
<i>Libraries</i>						
	Book Sale items				Varies	
	Computer Discs	\$1.00		per disc		
	Damaged Items	\$5.00			List Price + \$5 processing fee	Effective July 1, 2010
	interlibrary Loan (postage)				Library Rate according to size and weight of book	
	Lost Items	\$5.00			List Price + \$5 processing fee	Effective July 1, 2010
	Notary Services	\$5.00		per document		
	Out of County Library Cards for Residents of Contiguous Counties	\$15.00		per year		Effective July 1, 2009
	Overdue Fines	\$0.10	\$4.00	per day/per item		
	Photocopies (computer or microfilm)	\$0.15		per copy		

FY 2012 Fee Schedule

DEPARTMENT	FEE DESCRIPTION	MIN	MAX	UNIT	OTHER	COMMENTS AND NOTES
<i>Libraries</i>						
	Replacement for Lost Library Card	\$2.00			1st replacement Free; 2nd replacement and additional \$2	Effective July 1, 2009.
	Temporary Resident Card (six months)	\$15.00				Effective July 1, 2010. Increase from \$10 to \$15. Temporary card valid for six months.
<i>Parks - Camp Spencer</i>						
	Facility Reservation - Cabins (6 Cabins)	\$50.00		per night		Capacity: 6
	Facility Reservation - Helms Hall	\$60.00	\$120.00	1/2 day/all day	Nov-Feb months only have 1/2 day charge due to reduced park winter hours	Capacity: April - October 75; November - March 35
	Facility Reservation - Propost A Building	\$50.00	\$100.00	1/2 day/all day	Nov-Feb months only have 1/2 day charge due to reduced park winter hours	Capacity: 75
	Facility Reservation - Propost B Building	\$50.00	\$100.00	1/2 day/all day	Nov-Feb months only have 1/2 day charge due to reduced park winter hours	Capacity: 75
	Facility Reservation - Shelter 1	\$30.00	\$60.00	1/2 day/all day	Nov-Feb months only have 1/2 day charge due to reduced park winter hours	Capacity: 50

FY 2012 Fee Schedule

DEPARTMENT	FEE DESCRIPTION	MIN	MAX	UNIT	OTHER	COMMENTS AND NOTES
<i>Parks - Camp Spencer</i>						
	Facility Reservation - Shelter 2	\$30.00	\$60.00	1/2 day/all day	Nov-Feb months only have 1/2 day charge due to reduced park winter hours	Capacity: 50
	Facility Reservation - Tent Sites (7 Sites)	\$15.00		per night		Capacity: 6 people and 2 tents
	Fishing Permit	\$1.00		per day		All North Carolina Wildlife Regulations apply.
	Fishing Permit (Annual)	\$20.00		per year		All North Carolina Wildlife Regulations apply.
	Pool Daily Admission - Adults	\$4.00				
	Pool Daily Admission - Age 5 & Under					
	Pool Daily Admission - Age 65 & Over	\$2.00				
	Pool Daily Admission - Age under 13	\$2.00				
	Pool Season Pass - 1 Adult	\$75.00				
	Pool Season Pass - Age 12 & Under	\$50.00				
	Pool Season Pass - Couple	\$125.00				1 adult, 1 child, or legally married couple.
	Pool Season Pass - Each Additional Family Member	\$50.00				Family member defined as sibling, parent, or legal guardian living in the same household.

FY 2012 Fee Schedule

DEPARTMENT	FEE DESCRIPTION	MIN	MAX	UNIT	OTHER	COMMENTS AND NOTES
Parks - Camp Spencer						
	Setup Fee for Tables & Chairs (Helms Hall & Propst)	\$25.00				Fee to setup tables and chairs if different than options provided.
	Use of Heat/AC in any building a County Agency or County Funded Organization is using at no cost	\$40.00		per time		Monday - Friday 8:00 am - 4:00 pm
Parks - Franke Liske						
	Ball Field Cancellation - 1st Cancellation	\$100.00				
	Ball Field Cancellation - 2nd Cancellation	\$150.00				
	Ball Field Cancellation - 3rd Cancellation					Removal of remaining tournament dates from schedule; forfeiture of security deposit.
	Ball Field Preparation Supplies	\$75.00				
	Ball Field Rental	\$500.00				
	Ball Field Rental - Gate Fee	\$150.00				
	Ball Field Security Deposit	\$250.00			Plus \$50 per tournament booked	Security deposit must be paid within 5 days of tournament confirmation.
	Ball Field Weather Cancellation Refund					First day of tournament prior to 3:00 pm - 100% of field rental fees

FY 2012 Fee Schedule

DEPARTMENT	FEE DESCRIPTION	MIN	MAX	UNIT	OTHER	COMMENTS AND NOTES
<i>Parks - Franke Liske</i>						
	Ball Field Weather Cancellation Refund					Second day of tournament - 25% of field rental fees
	Ball Field Weather Cancellation Refund					First day of tournament after 3:00 pm - 50% of field rental fees
	Facility Reservation - Amphitheatre (AMP)					Capacity: 300. Limited parking available at lake, to book amphitheater surrounding shelters must also be booked.
	Facility Reservation - Arbor	\$20.00	\$40.00	1/2 day/all day	Nov-Feb months only have 1/2 day charge due to reduced park winter hours	Capacity: 35
	Facility Reservation - Barnhardt (WOB)	\$50.00	\$100.00	1/2 day/all day	Nov-Feb months only have 1/2 day charge due to reduced park winter hours	Capacity: 150
	Facility Reservation - Corning (CRN)	\$20.00	\$40.00	1/2 day/all day	Nov-Feb months only have 1/2 day charge due to reduced park winter hours	Capacity: 35
	Facility Reservation - Hartsell (ANDY)	\$50.00	\$100.00	1/2 day/all day	Nov-Feb months only have 1/2 day charge due to reduced park winter hours	Capacity: 150
	Facility Reservation - Homebuilder (HMB)	\$40.00	\$80.00	1/2 day/all day	Nov-Feb months only have 1/2 day charge due to reduced park winter hours	Capacity: 75

FY 2012 Fee Schedule

DEPARTMENT	FEE DESCRIPTION	MIN	MAX	UNIT	OTHER	COMMENTS AND NOTES
<i>Parks - Franke Liske</i>						
	Facility Reservation - Lower Level (LL)	\$40.00	\$80.00	1/2 day/all day	Nov-Feb months only have 1/2 day charge due to reduced park winter hours	Capacity: 100
	Facility Reservation - Lower Level Heat (LLH)	\$75.00	\$150.00	1/2 day/all day	Nov-Feb months only have 1/2 day charge due to reduced park winter hours	Capacity: 100
	Facility Reservation - Philip Morris (PMOR)	\$50.00	\$100.00	1/2 day/all day	Nov-Feb months only have 1/2 day charge due to reduced park winter hours	Capacity: 150
	Facility Reservation - Shed I	\$40.00	\$80.00	1/2 day/all day	Nov-Feb months only have 1/2 day charge due to reduced park winter hours	Capacity: 75
	Facility Reservation - Shed II	\$40.00	\$80.00	1/2 day/all day	Nov-Feb months only have 1/2 day charge due to reduced park winter hours	Capacity: 100
	Facility Reservation - Upper Level (ULVL)	\$125.00	\$250.00	1/2 day/all day	Nov-Feb months only have 1/2 day charge due to reduced park winter hours	Capacity: 125
	Facility Reservation - Vulcan (VUL)	\$20.00	\$40.00	1/2 day/all day	Nov-Feb months only have 1/2 day charge due to reduced park winter hours	Capacity: 35

FY 2012 Fee Schedule

DEPARTMENT	FEE DESCRIPTION	MIN	MAX	UNIT	OTHER	COMMENTS AND NOTES
<i>Parks - Franke Liske</i>						
	Facility Reservation - Wildlife (WLF)	\$20.00	\$40.00	1/2 day/all day	Nov-Feb months only have 1/2 day charge due to reduced park winter hours	Capacity: 35
	Fishing Permit	\$1.00		per day		All North Carolina Wildlife Regulations apply.
	Fishing Permit (Annual)	\$20.00		per year		All North Carolina Wildlife Regulations apply.
	Meeting Room	\$15.00				
	Meeting Room All Day	\$100.00		all day		
	Miniature Golf	\$50.00		per hour		Available only during hours these facilities not open to the public.
	Miniature Golf (April - October)	\$2.00		per game		Ages 5 & under free with 1 paid Adult
	Paddleboats (April - October)	\$2.00		per 1/2 hour		Ages 5 & under free with 1 paid Adult
	Paddleboats (Exclusive Use by Reservation)	\$50.00		per hour		2 hour minimum required. Available only during hours these facilities not open to the public.
	Soccer Complex					Soccer Complex is youth only 18 years and younger.
	Soccer Field	\$25.00		per hour		2 hour minimum use. If the soccer complex is closed for any reason prior to the commencement of the event, the lessee's fee will be refunded.

FY 2012 Fee Schedule

DEPARTMENT	FEE DESCRIPTION	MIN	MAX	UNIT	OTHER	COMMENTS AND NOTES
<i>Parks - Franke Liske</i>						
	Soccer Field Light Charge	\$10.00		per hour		2 hour minimum use. If the soccer complex is closed for any reason prior to the commencement of the event, the lessee's fee will be refunded.
	Soccer Field Lining Preparation	\$50.00		per field		2 hour minimum use. If the soccer complex is closed for any reason prior to the commencement of the event, the lessee's fee will be refunded.
	Soccer Field Per Day Charge	\$175.00		per field		2 hour minimum use. If the soccer complex is closed for any reason prior to the commencement of the event, the lessee's fee will be refunded.
	Softball Field Lining	\$25.00		per field		
	Softball Fields	\$10.00		per hour		
	Softball Fields with lights	\$15.00		per hour per field		
	Tables and Chairs Setup Fee - Upper Level	\$25.00				Fee if different set-up is needed.
<i>Parks - North Cabarrus</i>						
	Facility Reservation - Dogwood Shelter	\$40.00	\$80.00	1/2 day/all day		Nov-Feb months only have 1/2 day charge due to reduced park winter hours Capacity: 100

FY 2012 Fee Schedule

DEPARTMENT	FEE DESCRIPTION	MIN	MAX	UNIT	OTHER	COMMENTS AND NOTES
Parks - North Cabarrus						
	Facility Reservation - Hickory Shelter	\$30.00	\$60.00	1/2 day/all day	Nov-Feb months only have 1/2 day charge due to reduced park winter hours	Capacity: 50
	Facility Reservation - Magnolia Shelter	\$30.00	\$60.00	1/2 day/all day	Nov-Feb months only have 1/2 day charge due to reduced park winter hours	Capacity: 50
	Facility Reservation - Oak Shelter	\$30.00	\$60.00	1/2 day/all day	Nov-Feb months only have 1/2 day charge due to reduced park winter hours	Capacity: 50
Parks - Recreation						
	All Road Races - Family Registration (5K & Fun Run)	\$45.00	\$55.00	per family		
	All Road Races - Individual 5K/8K Registration	\$18.00	\$21.00	per participant		
	All Road Races - Individual Fun Run Registration	\$8.00	\$10.00	per participant		
	All Road Races - Team 5K Registration	\$12.00	\$15.00	per runner		Minimum of 4.
	Athletic Classes	\$40.00		per participant		
	Camp Series (15-18 hrs)	\$35.00	\$70.00	per participant		

FY 2012 Fee Schedule

DEPARTMENT	FEE DESCRIPTION	MIN	MAX	UNIT	OTHER	COMMENTS AND NOTES
Parks - Recreation						
	Day Camp	\$85.00	\$110.00	per participant		
	Fall Adult Softball - 1 game per week	\$400.00		per team	Late registration additional \$50	Refunds not permitted after league schedule is completed.
	Fall Adult Softball - 2 games per week	\$550.00		per team	Late registration additional \$50	Refunds not permitted after league schedule is completed.
	Nature & Wildlife Programs		\$50.00	per participant		
	Specialty Camp (18 hrs)	\$75.00	\$95.00	per participant		
	Spring Adult Softball - 1 game per week	\$400.00		per team	Late registration additional \$50	Refunds not permitted after league schedule is completed.
	Spring Adult Softball - 2 games per week	\$650.00		per team	Late registration additional \$50	Refunds not permitted after league schedule is completed.
	Tennis Tournaments	\$50.00		per participant		
Planning & Zoning						
	Residential Variance Application	\$450.00				
	Adequate Public Facilities Voluntary Mitigation Payment - Multi-Family/Other	\$3,678.00				Based on the Construction Index. Calendar Year 2009: \$4,153

FY 2012 Fee Schedule

DEPARTMENT	FEE DESCRIPTION	MIN	MAX	UNIT	OTHER	COMMENTS AND NOTES
<i>Planning & Zoning</i>						
	Adequate Public Facilities Voluntary Mitigation Payment - Single Family Detached	\$7,631.00				Based on the Construction Index. Calendar Year 2009: \$8,617
	Adequate Public Facilities Voluntary Mitigation Payment - Town home	\$4,048.00				Based on the Construction Index. Calendar Year 2009: \$4,571
	Appeal of Administrator Decision or Interpretation Request	\$250.00				
	Commercial Septic Application	\$80.00				Additional fees are required by the Health Alliance.
	Conditional Use Application	\$500.00			Plus \$5.00/acre	
	Double Fees					Where construction begins without the appropriate permits in place, cost shall be doubled.
	Final Plat Review	\$50.00				
	Non-Residential Variance Application	\$550.00				
	Permit Fee - Additions/Accessory Structures	\$50.00				
	Permit Fee - Certificates of Occupancy - Non-Residential	\$75.00				
	Permit Fee - Certificates of Occupancy - Residential	\$50.00				

FY 2012 Fee Schedule

DEPARTMENT	FEE DESCRIPTION	MIN	MAX	UNIT	OTHER	COMMENTS AND NOTES
<i>Planning & Zoning</i>						
	Permit Fee - Commercial, Institutional and Industrial Structures/Uses	\$100.00				
	Permit Fee - Home Occupation	\$75.00				
	Permit Fee - Outdoor Advertising Signs	\$200.00				
	Permit Fee - Permanent Signs	\$100.00				
	Permit Fee - Temporary Construction Trailer/Temporary Use Permits	\$75.00				
	Permit Fee - Temporary Signs	\$25.00				Increase of \$5.
	Permit Fee - Zoning Verification Letters - Letters of Consistency	\$35.00				
	Permit Fee- Single Family Attached/Multi family Structures	\$50.00			Plus \$5.00/per unit	
	Permit Fee- Single or Two-Family Resident Structures/Mobile Homes	\$50.00				
	Residential Septic Tank Application	\$40.00				Additional fees are required by the Health Alliance.
	Site Pan Review	\$225.00			Plus \$5.00/acre	If a third submittal is required an additional review fee will be collected.

FY 2012 Fee Schedule

DEPARTMENT	FEE DESCRIPTION	MIN	MAX	UNIT	OTHER	COMMENTS AND NOTES
Planning & Zoning - Atlas Amendment						
	Appeal of Planning & Zoning Board Decision Regarding Architectural Review	\$250.00				
	Appeal of Planning & Zoning Board Decision to Elected Body					
	Appeal to Elected Board by Applicant					
	Architectural Review	\$50.00				
	Conditional Use Rezoning, Special Use Rezoning or Conditional District Rezoning	\$600.00			Plus \$5.00/acre	
	Non-Residential/Mixed Use Rezoning Request	\$550.00			Plus \$5.00/acre	
	Protest Petition	\$250.00				
	Re-advertising Fee (due to applicant action)	\$200.00			or Cost of advertising (if greater)	
	Residential Rezoning Request greater than 5 acres	\$400.00			Plus \$5.00/acre over 5 acres	
	Residential Rezoning Request less than 5 acres	\$400.00				
	Street Name Change Petition (privately initiated)				Cost of advertising + cost of new street sign(s)	

FY 2012 Fee Schedule

DEPARTMENT	FEE DESCRIPTION	MIN	MAX	UNIT	OTHER	COMMENTS AND NOTES
Planning & Zoning - Case Fees						
	Vested Rights Application Review	\$400.00				
	Vested Rights Extension	\$150.00				
Planning & Zoning - Subdivision Fees						
	Conveyance Plats	\$10.00		per lot		
	Final Plat Review	\$50.00	\$175.00	per map sheet		\$50 minor subdivision per map sheet ;\$175 major subdivision per map sheet. If a third submittal is required an additional review fee will be collected.
	Letter of Credit Review (includes partial release requests)	\$100.00			Plus engineering cost	
	Preliminary Plat - Applicant Appeal to Elected Board	\$100.00				
	Preliminary Plat - Major Revision (board hearing required)	\$450.00				
	Preliminary Plat - Minor Revision (no board hearing required)	\$250.00				
	Preliminary Plat Review - 50 or more lots	\$500.00		per lot	Plus \$5 per lot over 50	
	Preliminary Plat Review - less than 50 lots	\$450.00				

FY 2012 Fee Schedule

DEPARTMENT	FEE DESCRIPTION	MIN	MAX	UNIT	OTHER	COMMENTS AND NOTES
<i>Planning & Zoning - Subdivision Fees</i>						
	Sketch Plat Review	\$100.00				
	Time Extension for Plat Approval	\$150.00				
Register of Deeds						
	Acknowledgment	\$3.00				Not charged if the acknowledgement is performed with another chargeable service, unless the other service involves recording instruments in general or maps and plats.
	Birth Certificate - Certified Copy	\$10.00				
	Birth Certificate Registration - 1 year or more after birth	\$10.00	\$20.00			Birth registered outside of county \$10; Papers prepared and registered in same county with 1 certified copy \$20; Papers prepared in another county with 1 certified copy \$10
	Birth Record Amendment	\$10.00				
	Certification (Probate)	\$2.00				
	Comparison of Copy for Certification	\$5.00				
	Copies - Certified with no other provision made	\$5.00		per page		\$5 first page; \$2 each additional page

FY 2012 Fee Schedule

DEPARTMENT	FEE DESCRIPTION	MIN	MAX	UNIT	OTHER	COMMENTS AND NOTES
<i>Register of Deeds</i>						
	Copies - Uncertified	\$0.25		per page		
	Death Certificate - Certified	\$10.00				
	Death Record Amendment	\$10.00				
	Deeds & Documents that convey interest in Real Property	\$17.00			\$17 first page; \$3 each additional page; \$2 V/fee	If a single document contains two or more instruments, there is a \$10 fee for each additional instrument (eff. 10/1/08). 1st page \$5 increase, effective 10/1/09
	Deeds of Trust & Mortgages	\$28.00		per page	\$28 first page; \$3 each additional page; \$2 V/fee	If a single document contains two or more instruments, there is a \$10 fee for each additional instrument (eff. 10/1/08). 1st page \$6 increase, effective 10/1/09
	Excise Tax on Real Estate Conveyances	\$2.00		per 1,000	\$1 per 500	
	Fax Charges	\$0.25		per page	\$.50 per page if Register of Deeds make copies	ROD decrease from \$1 to .50 cents; otherwise charge per page decreased from .50 to .25
	Filing Veteran Discharge - 1 Certified Copy	\$0.00				No fees charged for records furnished pursuant to a request by the Department of Military and Veteran Affairs in assisting persons to obtain any veteran benefits.
	Instruments in General	\$12.00		per page	\$12 first page; \$3 each additional page; \$2 V/fee	If a single document contains two or more instruments, there is a \$10 fee for each additional instrument.
	Legitimation	\$10.00				

FY 2012 Fee Schedule

DEPARTMENT	FEE DESCRIPTION	MIN	MAX	UNIT	OTHER	COMMENTS AND NOTES
<i>Register of Deeds</i>						
	Maps and Plats - Certified Copy	\$5.00				
	Maps and Plats - Recording Each Original or Revised Sheet	\$21.00				
	Marriage License - Issuing Certified Copy	\$10.00				
	Marriage License - Issuing Delayed Certificate and 1 Certified Copy	\$20.00				
	Marriage License - Issuing License	\$60.00				Increase from \$50 to \$60.
	Marriage License - Name Correction and 1 Certified Copy	\$10.00				
	Non-Standard Document Fee	\$25.00			In addition to all other fees	
	Notary Public Qualification	\$10.00				
	Notary Verification (Probate)	\$2.00				
	Right-of-Way Plans	\$21.00			\$21 first page; \$5 each additional page	
	Satisfaction Documents	\$0.00				No fees charged for recording a record of satisfaction in connection with the cancellation of a deed of trust.

FY 2012 Fee Schedule

DEPARTMENT	FEE DESCRIPTION	MIN	MAX	UNIT	OTHER	COMMENTS AND NOTES
<i>Register of Deeds</i>						
	Uniform Commercial Code - 1 or 2 pages	\$38.00				Original financing statements and amendments. Local filing fees for initial financing statements, correction statements, and all amendments including terminations.
	Uniform Commercial Code - 3 to 10 pages	\$45.00				Original financing statements and amendments. Local filing fees for initial financing statements, correction statements, and all amendments including terminations.
	Uniform Commercial Code - Over 10 pages	\$45.00			Plus \$2 per additional page over ten	Original financing statements and amendments. Local filing fees for initial financing statements, correction statements, and all amendments including terminations.
<i>Sheriff</i>						
	Animal Control Violation - First Offense	\$50.00				
	Animal Control Violation - Second Offense	\$150.00				
	Animal Control Violation - Third Offense	\$250.00				
	Boarding	\$8.00		per day		
	Civil Process Fee - In State	\$15.00		each defendant		
	Civil Process Fee - Out of State	\$50.00		each defendant		

FY 2012 Fee Schedule

DEPARTMENT	FEE DESCRIPTION	MIN	MAX	UNIT	OTHER	COMMENTS AND NOTES
<i>Sheriff</i>						
	Concealed Carry Permit	\$80.00			\$80 permit and \$10 fingerprint fee	
	Concealed Carry Permit - Duplicate	\$15.00			Duplicate for lost or stolen permit	
	Concealed Carry Permit - Renewal	\$75.00				
	Concealed Carry Permit - Retired LEO	\$45.00				
	Concealed Carry Permit - Retired LEO Renewal	\$40.00				
	Fingerprint Fee (all others)	\$10.00				
	Fingerprint Fee (New Concealed Handgun Permit)	\$10.00				
	Miscellaneous Fees	\$1.00		per report	\$1 for reports requested from insurance companies	
	Permit to Purchase Handgun	\$5.00				Valid for a period of five (5) years from date of issue, unless your address changes.
	Sales of property or judgment funds collected				5% (1st \$500); 2 1/2% (over \$500) + expenses of sale	
	Subpoena	\$15.00				

FY 2012 Fee Schedule

DEPARTMENT	FEE DESCRIPTION	MIN	MAX	UNIT	OTHER	COMMENTS AND NOTES
Soil & Water						
	Hitch Pin	\$5.00				Fee assessed if Hitch Pin not returned with No-Till Drill.
	Hoppers Cleaning Fee	\$25.00				Fee assessed if hoppers not cleaned before return.
	No-Till Drill Rental - Late Fee	\$25.00		per day		Late fee assessed if drill is not returned by 10:00 a.m. of scheduled due date.
	No-Till Drill Rental - Cabarrus County Use	\$7.00		per acre		50% if estimated acres to be planted due at drill rental; remainder due upon return.
	No-Till Drill Rental - Out of County Use	\$10.00		per acre		50% if estimated acres to be planted due at drill rental; remainder due upon return.
Solid Waste						
	All Other Electronics	\$0.00	\$0.10	per pound	Residents no charge; Businesses \$0.10/pound	Effective January 1, 2009. Includes computers and peripherals, printers/copiers, radios, fax machines, landline and cell phones, answering machines, VCR, DVD players, stereos, mp3, PDAs, speakers, etc.
	C & D Special Handling	\$30.00		per load		Effective January 1, 2009
	Computer Monitors	\$5.00				Effective January 1, 2009
	Construction & Demolition	\$25.00		per load	Per load weighing between 501 to 1,999 lbs.	Effective January 1, 2009

FY 2012 Fee Schedule

DEPARTMENT	FEE DESCRIPTION	MIN	MAX	UNIT	OTHER	COMMENTS AND NOTES
Solid Waste						
	Construction & Demolition	\$13.00		per load	Per load weighing up to 500 lbs.	Effective January 1, 2009
	Construction & Demolition	\$31.00		per ton		Increase from \$30 to \$31 per ton, Effective July 1, 2010.
	Mixed Debris	\$45.00		per ton		Effective January 1, 2009
	Mulch	\$8.00		per pickup/trailer load	8 feet or less	Effective January 1, 2009
	Recyclable Materials	\$0.00				Effective January 1, 2009. No charge for recyclable materials
	Recycling Credit	(\$4.00)		per 2 recyclable bags		
	Resident Household Solid/Yard Waste	\$6.00		per 32 gallon	6 to 10 (32) gallon bags	Effective January 1, 2009
	Resident Household Solid/Yard Waste	\$10.00			Pickup or Trailer to 8'	Effective January 1, 2009
	Resident Household Solid/Yard Waste	\$4.00		per 32 gallon	Up to 5 (32) gallon bags	Effective January 1, 2009
	Resident Household Solid/Yard Waste	\$16.00			Pickup or Trailer w/sideboards loaded over 20" H	Effective January 1, 2009
	State Disposal Tax	\$2.00		per ton		All loads subject to State disposal tax.

FY 2012 Fee Schedule

DEPARTMENT	FEE DESCRIPTION	MIN	MAX	UNIT	OTHER	COMMENTS AND NOTES
<i>Solid Waste</i>						
	Televisions larger than 20"	\$10.00				Effective January 1, 2009
	Televisions up to 20"	\$5.00				Effective January 1, 2009
	Uncontaminated Yard Waste	\$30.00		per ton		Effective January 1, 2009
<i>Transportation</i>						
	ADA Transportation	\$2.00				
	Cabarrus Links	\$1.00				Fee set by the Federal Government
	Rural General Public (RGP)	\$3.00	\$6.00			

Glossary

Account Number - the accounting designation for revenue and expenditure line items. The account number consists of a three digit fund number, a four digit division and a four or five digit object code number.

Accrual Basis - a basis of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.

Ad Valorem Taxes - taxes levied on real and personal property based on assessed value.

Allocate - to set apart budgeted funds for specific purposes (i.e., capital outlay).

Annual Budget - a budget covering a single fiscal year (e.g., July 1-June 30).

Appropriation - a specified dollar amount earmarked for a projected expense legally authorized by the Board of Commissioners.

Assessed Valuation - the value of real estate and personal property as determined by tax assessors. This value is used as the basis for levying taxes.

Assessment - the process of determining the value of real and personal property for taxation purposes.

Assessment Roll - an official list of real and personal property containing legal descriptions, ownership and assessed values.

Asset - a resource owned or held by a government which has monetary value.

Authority - a municipal or other public agency that performs a specific function. An authority is usually financed from fees or service charges imposed and collected by a governing body but may otherwise function independently.

Authorized Bonds - bonds that have been legally authorized, but that may or may not have been sold. Authorized bonds may be issued or sold at any time.

Authorized Positions - employee positions which are authorized in the adopted budget, to be filled during the year.

Balanced Budget - current operating revenues will be sufficient to support current operating expenditures.

Bond - a written promise to pay a specific amount of money, called principal or face value at a specified future date, called the maturity date, along with periodic interest paid at a specified percentage of the principal (interest rate). Bonds are typically used for long-term debt to pay for specific capital expenditures.

Bond Refinancing - the payoff and re-issuance of bonds, to obtain better interest rates and/or bond conditions.

Budget - a proposed plan for raising and spending money for specified programs, functions, activities or objectives during a fiscal year.

Budget Document - a formal document presented to the Board of Commissioners containing the County's financial plan for a fiscal year. The budget document is presented in two phases -- preliminary and final. The final budget document reflects the budget as adopted by the Board of Commissioners.

Budget Message - the County Manager's written overview of the proposed budget addressed to the Board of Commissioners. The budget message addresses the major budget issues against the background of financial experience in recent years, and presents recommendations made by the County Manager.

Budget Ordinance - an ordinance that levies taxes and appropriates revenues for specified purposes, functions, activities or objectives during a fiscal year.

Budgetary Basis - refers to the basis of accounting used to estimate financing sources and uses in the budget. This generally takes one of three forms - GAAP, cash, or modified accrual.

Capital Asset - tangible property of significant value that has a useful life of more than one year. Includes such items as land, buildings, improvements other than buildings, and equipment.

Glossary

Capital Budget - a financial plan for projected capital projects containing expenditures and resources covering a fiscal year.

Capital Improvement Program - a long-range plan of proposed capital improvement projects, which includes estimated project costs and funding over a specified period of years. The capital improvement program is updated annually to reassess capital needs during the preparation of the capital budget.

Capital Outlay - expenditures budgeted to purchase or add to fixed assets costing \$5,000 or more.

Capital Project - major construction, acquisition, or renovation activities which add value to a government's physical assets or significantly increase their useful life. (Also called capital improvements.)

Capital Reserve Fund - a fund established for the purpose of receiving transfers of monies from other funds in order to build fund balance for a future capital outlay or to set aside funds for future debt service payments.

Certificates of Participation - debt that is secured by the capital project itself and is issued without voter authorization.

Consumer Price Index (CPI) - a statistical description of price levels provided by the U.S. Department of Labor. The index is used as a measure of the increase in the cost of living (i.e., economic inflation).

Contingency - an appropriation to cover unanticipated events that may occur during the fiscal year. The Board of Commissioners must approve all contingency transfers.

Continuation - budget requests that indicate the spending level required to maintain service provision at its current level.

Cost-of-living Adjustment (COLA) - an increase in salaries to offset the adverse effect of inflation on employees' compensation.

County Appropriation - reflects discretionary general fund revenues used to meet an operating department's cost. Most revenues in the general

fund are not program linked and can be used to fund all operations. Several examples are: Ad Valorem Taxes, Sales Taxes, Unrestricted Intergovernmental and Interest Earnings.

Debt Service - the sum of money required to pay installments of principal and interest on bonds, notes, and other evidences of debt accruing within a fiscal year.

Deficit - an excess of expenditures over revenue receipts.

Department - an organizational unit responsible for carrying out a major government function.

Depreciation - the expiration of service life of capital assets due to wear and tear, deterioration, inadequacy or obsolescence.

Disbursement - expenditure of monies from an account.

Distinguished Budget Presentation Awards Program - a voluntary, annual awards program administered by the Government Finance Officers Association to encourage governments to prepare effective budget documents.

Encumbrance - a financial commitment for services, contracts, or goods, which have not, as yet, been delivered or performed. Normally found in the form of a purchase order, contract, or formal agreement that is chargeable to an appropriation and for which a part of the appropriation is reserved.

Enterprise Fund - a fund established to account for operations that are financed and operated in a manner similar to private business. The intent is that the full cost of providing goods or services be financed through charges and fees, thus removing the expense from the tax rate. The Landfill fund is an example.

Expenditures - amount of money actually paid or obligated for payment from County funds.

Expense - charges incurred (whether paid immediately or unpaid) for operations, maintenance, interest, or other charges.

Glossary

Fiscal Year (FY) - an annual accounting period for the compilation of fiscal operations. As defined by North Carolina General Statutes G.S. 159-8, the fiscal year begins on July 1 and ends on June 30.

Fixed Assets - assets of a long-term character that are intended to continue to be held or used, such as land, buildings, improvements other than buildings, machinery and equipment.

Forecast - an estimation of revenues and expenses for the current fiscal year to be used to determine the expected balances at the end of the year.

Full-time Equivalent Position (FTE) - the unit of accounting for employee positions where part-time positions are converted to the decimal equivalent of a full-time position based on 2,080 hours per year.

Fund - a fiscal and accounting entity with a self-balancing set of accounts recording cash and other resources, together with all related liabilities and residual equities or balances, and changes therein, for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions or limitations.

Fund Balance - represents the excess of fund current assets over current liabilities. For accounting purposes, fund balance is calculated as of year-end and is based on the difference between actual revenues and expenditures for the fiscal year. If revenues exceed expenditures, fund balance is positive. Fund balance may be carried forward and appropriated to finance expenditures in the next fiscal year.

Generally Accepted Accounting Principles (GAAP) - uniform minimum standard of and guidelines for financial accounting and reporting. These standards govern the form and content of an entity's basic financial statements. GAAP encompasses the conventions, rules and procedures necessary to define acceptable accounting practices at a particular time.

General Fund - a fund which provides for the accounting of all financial resources except those designated for other funds. Most basic government services, such as public safety, tax

administration, personnel and finance are accounted for in this fund.

General Obligation Bonds (GO) - bonds issued by a government that are backed by the full faith and credit of its taxing authority.

Goal - a statement of broad direction, purpose or intent based on the needs of the community.

Grants - a contribution or gift of cash or other assets, in most cases from another government, to be used for a specific purpose. For example, a grant from the State of North Carolina may be made to finance a public health program.

Interest and Penalties Receivable on Taxes - uncollected interest and penalties on property taxes.

Interfund Accounts - accounts that reflect transfers between funds.

Intergovernmental Revenues - revenues from other governments (state, federal, other local) that can be in the form of grants, shared revenues or entitlements.

Internal Service Fund - a fund established from the financing of goods or services provided by one department or agency to other departments or agencies on a cost reimbursement basis.

Lease-Purchase Agreement - a contractual agreement by which capital assets are acquired over a period of time through lease payments.

Levy - the amount of tax, service charges and assessments imposed by a government.

Liability - debt or other obligations arising out of transactions in the past which must be liquidated, renewed or refunded at some future date. The term does not include encumbrances.

Long-term Debt - debt with a maturity of more than one year after the date of issuance.

Mandate - any responsibility, action or procedure that is imposed by one government on another through constitutional, legislative, administrative, executive or judicial action as a direct order, or that is required as a condition of aid.

Glossary

Modified Accrual Accounting Basis - basis of accounting whereby revenues are recorded when measurable and available, and expenditures, with few exceptions, are recorded when goods and services are received and the liabilities for them are created.

Municipal Bond - a bond issued by a state or local government.

Nonoperating Revenues - income received by a government not directly attributable to providing a service. An example would be interest on investments.

Objective - a specific statement about what is to be accomplished or achieved for a particular program during a given time period.

Operating Budget - a plan of financial operation which encompasses an estimate of proposed expenditures for the fiscal year and the proposed means of financing them (revenues).

Ordinance - a legislative enactment by the governing body of the County. It has the full force of law within the County if it is not in conflict with any higher form of law.

Performance Indicators - specific quantitative and qualitative measures of work performed as an objective of specific departments or programs.

Performance Measure - data collected to determine how effective or efficient a program is in achieving its objectives.

Personnel Services - items of expenditures in the budget for salaries and wages paid for services by County employees, including fringe benefit costs associated with County employment.

Productivity - maximizing the use of resources (personnel and dollars) to achieve an effective result at the least possible cost.

Program - a service or services for which expenditures are made from several general ledger accounts which are combined into a single budgetary unit.

Program Changes - budget requests that reflect funding requirements for a change in programs or service levels.

Proprietary Funds - funds operated like a business and charging user fees. Enterprise and Internal Service Funds fall within this classification.

Revenue Neutral Tax Rate - the rate estimated to produce revenue for the next fiscal year equal to the revenue that would have been produced for the next fiscal year by the current tax rate if no reappraisal had occurred.

Referendum - presenting an issue to the voters of the County where a majority of voters decide on the issue.

Reserve - an account designated for a portion of the fund balance to be used for a specific purpose.

Resources - total dollars available for appropriations including estimated revenues, fund transfers and beginning fund balances.

Revenue - income received by the County from various sources used to finance its operations.

Revenue Bonds - when a government issues bonds which do not pledge the full faith and credit of the jurisdiction, it issues limited liability revenue bonds. Typically, pledges are made to dedicate one specific revenue source to repay these bonds. Revenue bonds do not require voter approval under state law.

Revenue Estimates - formal estimate of how much revenue will be earned from a specific revenue source from some future period.

Shared Revenues - revenues levied and collected by one government and shared with another on a pre-determined basis.

Service Area - a title for the grouping of departments according to common areas of service.

Special Assessment - a levy on certain properties to defray all or part of the costs associated with improvements or services that will benefit those properties.

Glossary

Special Revenue Fund - a fund used to account for proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes.

Statute - a written law enacted by a duly organized and constituted legislative body.

Tax Base - the total assessed valuation of real property within the County.

Tax Levy - the total amount of revenue to be raised from the property tax levied in the budget ordinance.

Tax Rate - the amount of tax levied per \$100 assessed valuation.

Taxes - compulsory charges levied by a government to finance services performed for the common benefit. This term does not include specific charges made against particular persons or property for current or permanent benefits such as special assessments. It does not include charges for services such as water and sewer service charges.

Trust and Agency Fund - a fund used to account for assets held by the County in a trustee capacity or as an agent for individuals, private organizations, other governments, and/or other funds.

Two-Thirds Bond - general obligation bonds that can be issued by local government without voter authorization under a formula set by the state allowing issuance of bonds equal to two-thirds of the previous year's net debt reduction.

Unencumbered Balance - the amount of an appropriation that is neither expended nor encumbered. It is basically the amount of money still available for future purposes.

Unreserved Fund Balance - the portion of a fund's balance that is not restricted for a specific purpose and is available for general appropriation.

User Charges - the payment of a fee for direct receipt of a public service by the person benefiting from the service, such as utility charges and emergency medical fees. Also known as user fees.

Glossary

Acronyms

4-H	Head, Heart, Health and Hands (Cooperative Extension)
ALS	Advanced Life Support
ARRA	American Recovery and Reinvestment Act
BDN	Benefit Delivery Network
BMP	Best Management Practices
BOC	Board of Commissioners
CAC	Cabarrus Arts Council
CAFR	Comprehensive Annual Financial Report
CAN	Cabarrus Aging Network
CARES	Capital Asset Realignment for Enhanced Services
CDBG	Community Development Block Grant
CHAMPVA	Civilian Health and Medical Program of the Department of Veterans Affairs
CIP	Capital Improvement Program
COPS	Certificates of Participation
COPS grant	Community Oriented Policing Services grant
CPI	Consumer Price Index
CRP	Conservation Reserve Program
DARE	Drug Abuse Resistance Education
DENR	Department of Environment and Natural Resources
DHHS	Department of Health and Human Services
DMV	Division of Motor Vehicles
DOT	Department of Transportation
ECA	Extension and Community Association
EFNEP	Expanded Food and Nutrition Program
EMS	Emergency Medical Services
EOG	End of Grade testing
EPA	Environmental Protection Agency
EQIP	Environmental Quality Incentive Program
ERG	Emergency Response Group
FCC	Federal Communications Commission
FTE	Full-time Equivalent
FPY	From Prior Year
FY	Fiscal Year
GIS	Geographic Information Systems
GO	General Obligation Bonds
GRP	Grassland Reserve Program
GSA	General Services Administration
HAARP	Heat And Air Repair Program
HAZMAT	Hazardous Materials
HUD	Housing and Urban Development
HVAC	Heating, Ventilation, Air Conditioning
IPRB	Installment Payment Revenue Bonds
NASA	National Aeronautic and Space Agency
NCACSP	North Carolina Agriculture Cost Share Program
NCSU	North Carolina State University
NRCS	Natural Resources Conservation Services
RCCC	Rowan Cabarrus Community College
SHRT	Special Hazard Response Team
SOP	Standard Operating Procedure
SRO	School Resource Officer
SWCD	Soil & Water Conservation District
TIF	Tax Increment Financing
USDA	United States Department of Agriculture
VA	Veterans Affairs
WHIP	Wildlife Habitat Incentives Program

Telephone Directory

CABARRUS COUNTY GOVERNMENT

AGENCY/DEPARTMENT	NUMBER	AGENCY/DEPARTMENT	NUMBER
Aging-----	704-920-3484	Information Services -----	704-920-2154
Mike Murphy, Director		Debbie Brannan, Director	
Arena & Events Center-----	704-920-9376	Landfill-----	704-920-2950
Frank Lapsley, General Manager		<i>Recycling Division</i> -----	704-920-3279
Animal Control-----	704-920-3288	Library	
Clerk to the Board -----	704-920-2110	Dana Eure, Director	
Kay Honeycutt, Clerk		<i>Concord Branch</i> -----	704-920-2050
Commissioners' & Manager's Office---	704-920-2100	<i>Kannapolis Branch</i> -----	704-920-1180
John D. Day, County Manager		<i>Mt. Pleasant Branch</i> -----	704-436-2202
Mike Downs, Deputy County Manager - Operations		<i>Harrisburg Branch</i> -----	704-920-2080
Pam Dubois, Deputy County Mgr - Administration			
Commerce-----	704-920-2141	Parks-----	704-920-3350
Jonathan Marshall, Director		Londa Strong, Director	
<i>Building Inspection Division</i> -----	704-920-2128	Register of Deeds -----	704-920-2112
<i>Community Development</i> -----	704-920-2142	Linda McAbee, Register of Deeds	
<i>Zoning</i> -----	704-920-2141	Sheriff-----	704-920-3000
Cooperative Extension -----	704-920-3310	D. Brad Riley, Sheriff	
Debbie Bost, Director		Social Services-----	704-920-1400
Elections -----	704-920-2860	Ben Rose, Director	
Linda Grist, Director		Soil & Water Conservation District -----	704-920-3300
Emergency Management -----	704-920-2143	Dennis Testerman, Resource Conservationist	
Bobby Smith, Director		Tax Administration-----	704-920-2166
Emergency Medical Services-----	704-920-2600	J. Brent Weisner, Tax Administrator	
David Hampton, Director		<i>Tax Collector</i> -----	704-920-2119
Finance-----	704-920-2104	<i>Land Records</i> -----	704-920-2127
Pam Dubois, Director		<i>Revaluation</i> -----	704-920-2178
General Services Administration-----	704-920-3200	Transportation -----	704-920-2921
Kyle Bilafer, Director		Randy Bass, Director	
Human Resources-----	704-920-2200	Veterans Services -----	704-920-2869
Lundee Covington, Director		Timothy Tereska, Director	

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