

# CABARRUS COUNTY



## BOARD OF COMMISSIONERS WORK SESSION

**May 1, 2023  
4:00 PM**

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**1. CALL TO ORDER - CHAIRMAN**

**2. APPROVAL OF WORK SESSION AGENDA - CHAIRMAN**

2.1. BOC - Changes to the Agenda Pg. 3

**3. DISCUSSION ITEMS - NO ACTION**

3.1. Active Living and Parks - Marketing Presentation Pg. 5

3.2. County Manager - Discussion of Courthouse Plaza Identification Pg. 75

3.3. Midland Fire Department - Proposed Fire Service Districts and Implementation of a Service Board Pg. 76

**4. DISCUSSION ITEMS FOR ACTION**

4.1. Cabarrus County Tourism Authority - FY2024 Budget Approval Pg. 83

4.2. BOC - Appointments to Boards and Committees Pg. 92

4.3. BOC - Proclamation for Clerks to Board of County Commissioners Week Pg. 94

4.4. Cabarrus Partnership for Children - Provider Appreciation Day Proclamation Pg. 98

4.5. Centralina Workforce Development Consortium - Resolution for Renewal of Articles of Association and Agreement for the Centralina Workforce Development Consortium Pg. 98

4.6. County Manager - Authorization for One-Time Purchases for Education Partners Pg. 109

4.7. Finance - Capital Project Fund Completions Pg. 112

4.8. Finance - CARES Act Relief Fund 440 Pg. 124

4.9. Finance - Department of Aging - Fund 532 Pg. 130

4.10. Finance - JCPC Budget Revisions Pg. 135

4.11. Finance - Lottery Funding - Cabarrus County Pg. 140

4.12. Finance - Lottery Proceeds Allocated for Rowan County Schools Within the Kannapolis City School District Pg. 148

4.13. Finance - Sheriffs Department Fund 461 Pg. 155

4.14. Finance - Small Project Fund 460 Pg. 160

4.15. Finance / Library - Afton Ridge Library and ALC Pg.174

- 4.16. Human Resources - Compensation Projects Pg.174
- 4.17. Infrastructure and Asset Management - Recommended Approval of Preferred Alternates Pg. 176  
for Cabarrus County Library and Active Living Center at Mt. Pleasant and Virginia Foil Park
- 4.18. Infrastructure and Asset Management - Selection of Construction Manager at Risk for the Cabarrus County Behavioral Health Center Pg. 183
- 4.19. Planning and Development - 2020-2021 HOME Program Amendment to Project Activities Pg. 185
- 4.20. Planning and Development - Proposed Budget Amendment for Blue Cross and Blue Shield of North Carolina's Healthy Home Initiative Program Pg. 187
- 4.21. Sheriff's Office - New RMS, JMS and CAD Software Contract Request Pg.191
- 4.22. DHS - Low Income Household Water Assistance Program Additional Funding Pg. 298

**5. APPROVAL OF REGULAR MEETING AGENDA**

- 5.1. BOC - Approval of Regular Meeting Agenda Pg. 300

**6. ADJOURN**

*In accordance with ADA regulations, anyone in need of an accommodation to participate in the meeting should notify the ADA coordinator at 704-920-2100 at least 48 hours prior to the meeting.*

# CABARRUS COUNTY



## BOARD OF COMMISSIONERS WORK SESSION

**May 1, 2023  
4:00 PM**

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**AGENDA CATEGORY:**

Approval of Work Session Agenda - Chairman

**SUBJECT:**

BOC - Changes to the Agenda

**BRIEF SUMMARY:**

A list of changes to the agenda is attached.

**REQUESTED ACTION:**

Motion to approve the agenda as amended.

**EXPECTED LENGTH OF PRESENTATION:**

1 Minute

**SUBMITTED BY:**

Lauren Linker, Clerk to the Board

**BUDGET AMENDMENT REQUIRED:**

No

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

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**ATTACHMENTS:**

- Changes to the Agenda



**CABARRUS COUNTY BOARD OF COMMISSIONERS  
CHANGES TO THE AGENDA  
MAY 1, 2023**

**ADDITIONS:**

**Discussion Items for Action**

**4.1 Cabarrus County Tourism Authority – FY2024 Budget Approval**

**4.22 DHS – Low Income Household Water Assistance Program Additional Funding**

**UPDATED:**

**Approval of Regular Meeting Agenda**

**5.1 BOC – Approval of Regular Meeting Agenda**

**MOVED FROM REGULAR MEETING TO WORK SESSION:**

**Discussion Items – No Action**

**3.1 Active Living and Parks – Marketing Presentation**

# CABARRUS COUNTY



## BOARD OF COMMISSIONERS WORK SESSION

**May 1, 2023  
4:00 PM**

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**AGENDA CATEGORY:**

Discussion Items - No Action

**SUBJECT:**

Active Living and Parks - Marketing Presentation

**BRIEF SUMMARY:**

Jacob Wentink, Camp Spencer Park Manager is currently enrolled in a Master's Degree in Parks Recreations Sports and Tourism Management Curriculum at NC State. He was assigned a project of developing a Marketing Plan. He and his class partner, Colton Blake chose the Active Living Centers to survey and develop a plan.

This presentation is the summary of their results.

**REQUESTED ACTION:**

No action required.

**EXPECTED LENGTH OF PRESENTATION:**

15 Minutes

**SUBMITTED BY:**

Londa Strong, Active Living and Parks Director  
Jacob Wentink, Park Manager - Camp Spencer Park  
Colton Blake, Park Ranger - Lake Norman State Park

**BUDGET AMENDMENT REQUIRED:**

No

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

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**ATTACHMENTS:**

- ▣ Presentation
- ▣ Marketing Plan
- ▣ Market Plan ALC

# MARKETING PLAN

## Cabarrus County Active Living and Parks

### ACTIVE LIVING CENTERS



*"Growing older doesn't mean slowing down!"*

Colton Blake and Jacob Wentink  
PRT 507-601



# MARKETING PLAN

## Our Services



Each Center is equipped with state-of-the-art fitness equipment to keep you healthy and active.



Our facilities offer a wide range of program offerings from dance classes, to health screenings, to technology training.



Active Living Centers provide a great opportunity to socialize and make new friends.



We want to see seniors live independent lives, and stay out of institutional health for as long as possible.

## ACTIVE LIVING CENTERS



### About Us:

Cabarrus County's Active Living Centers are the premier place for older adults to recreate and find their place.



# OUR TEAM



**Colton Blake**

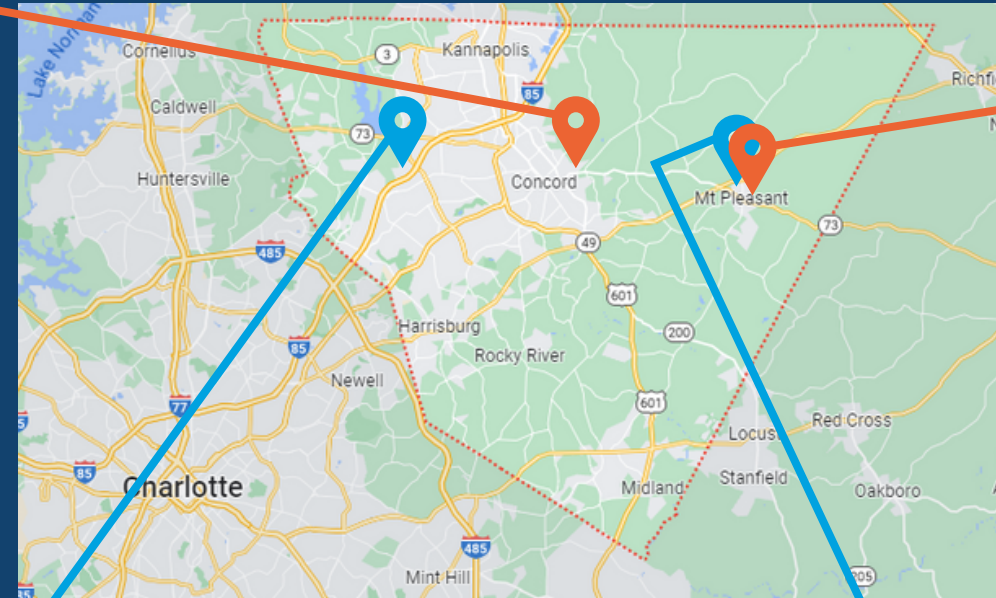


**Jacob Wentink**

# FACILITIES

Concord A.L.C.  
331 Corban Avenue SE  
Concord, NC  
28025

Mt. Pleasant A.L.C.  
8615 Park Drive  
Mt. Pleasant, NC  
28124



Afton Ridge  
A.L.C./Library  
Combo

**New Facilities  
Coming Soon!**

Mt. Pleasant  
A.L.C./Library  
Combo

# CONTACT US



[www.cabarruscounty.us](http://www.cabarruscounty.us)

# Introduction

This report is a marketing plan specifically tailored to the Active Living Centers within the Cabarrus County Active Living and Parks department, or ALPs. Active Living Centers are the premier space for adults over 50 to recreate, socialize, and age healthily. Cabarrus uses a "person-centered" approach to provide services and support to residents. This philosophy preserves the dignity of each individual while minimizing institutional care (*Active Living Facilities*). Patrons travel from near and far to visit the Active Living Centers. Whether visitors hail from the various communities within Cabarrus County to use these centers, or they commute from surrounding counties, the demand for healthy living among the senior demographic has increased. **By 2030, every baby boomer will be age 65 or older**, which means that 1 out of every 5 U.S. citizens will be of retirement age (Meola, 2023). Cabarrus County ALPs is committed to meeting this demand.

## Cabarrus County Active Living Mission Statement

"To enrich the quality of life for persons of all ages and abilities. We do this by providing high-quality recreation, education, and social opportunities. These opportunities are in harmony with natural resource preservation."



"I enjoy the kind and caring people."

# Situational Analysis

## Internal Analysis

Cabarrus County's Active Living Centers have a variety of strengths thanks to their "person-centered" approach (*Active Living Facilities*). This means that the Centers and their caring personnel use the avenues of fitness, wellness, and education to meet clients where they are in their health journey and help them improve from there. Two main goals that the Active Living Centers strive to meet are 1) Promoting total wellness: physical, mental, social, and intellectual, and 2) Allowing clients to remain independent and minimizing institutional care. Below is a compilation of the Active Living Centers' strengths and weaknesses.

## Strengths

**Facilities:** The various amenities found at the Active Living Centers are top-tier. The Concord Active Living Center is the flagship center within the Active Living and Parks Department, and it is here where the bulk of the amenities can be found. This facility boasts a newly renovated fitness center with cardio machines, resistance machines, and free weights. There are several multi-use conference rooms and classrooms for classes and crafts of all kinds. Patrons can enjoy a billiards room, shuffleboard courts, bocce courts, outdoor fitness equipment, a putting green, and a well-maintained walking trail. This facility has an activity for every hobby and need. The size and layout of the facility make it possible to socialize with others between activities and classes. The Concord Active Living Center was certified as a Center of Excellence by NC Aging and Adult Services (*Active Living Facilities*).

**Staff:** The Active Living staff are credentialed, passionate, and professional, and they care about their clientele. They strive to make adults and seniors feel at home and find their place. The team is led by Director Londa Strong, Assistant Director Byron Haigler, and Manager Teresa Kiser. There is also a variety of vital full-time and part-time professionals who turn the wheels of the operation. Additionally, all staff are AED and CPR certified and are prepared to handle any related instances. From the time patrons enter the Active Living Centers until they leave, the staff team goes the extra mile to make their experience memorable and impactful.



"It has been a fantastic time with the instructors and the employees."

# Situational Analysis

## Strengths Continued

**Cleanliness:** With a full-time custodial crew and a team that has a keen eye for any necessary repairs, the Active Living Centers are kept spotless for maximum comfort and enjoyment of their clients.

**Senior Games and SilverArts:** Cabarrus County Active Living and Parks hosts and coordinates the annual Cabarrus Senior Games. Held each year in the spring, Cabarrus Senior Games offers competition in a wide variety of sports, events, and the arts (*Active Living Facilities*). These games are an Olympic-style event where seniors can try new things, engage in healthy competition with their peers, and qualify for the NC Senior Games.

**Class Variety:** The Active Living Centers offer classes and clubs for all interests and abilities. A brief listing of the class offerings includes archery, free crafts, Zumba Fit, strength and flexibility classes, computer classes, knitting, painting, and health screenings. True to the mission of the department, the Active Living Centers offer high-quality opportunities for people of all abilities and interests.

**Accessible Price Point:** The Active Living Centers utilize an economy pricing strategy, as most of the classes and events offered are either free or \$3.50. Though their product is exceptional, they charge low registration fees to minimize any monetary constraints on patrons. This also stems from the departmental mission to improve the quality of life for all people.

**Location:** With the Concord Active Living Center located just outside of Downtown Concord, and the Mt. Pleasant Active Living Center located in downtown Mt. Pleasant, they are both easily accessible for patrons that live in those areas. With the future construction of two new Centers, one in the Afton Ridge Community, and one to replace the existing Center in Mt. Pleasant, the location and accessibility of the Centers will greatly improve.



# Situational Analysis

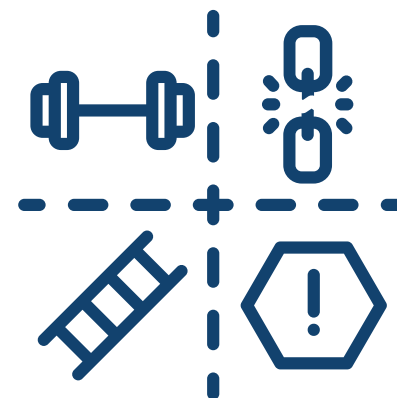
## Weaknesses

**Facilities:** While there are many strengths regarding the facilities at the Concord Active Living Centers, there are also several downsides. Many of the Center's classes are at capacity due to the size of the rooms. The site is limited in its ability to host larger gatherings and meetings because of the small-medium-sized rooms. Also, while the fitness center at the Concord location has top-notch equipment, it is still constraining size-wise and can only accommodate six patrons at one time. The Mt. Pleasant Active Living Center is also limited in space and does not have a true fitness center or any outdoor amenities. These are items the department has taken into consideration in the plans for the two new Active Living Centers in Mt. Pleasant and Afton.

**Staffing Limitations:** Cabarrus County Active Living and Parks has not been immune to the nationwide challenges of recruiting and retaining talent. Despite having a team-focused mentality and being a strong promotion from within organization, it has been a struggle to keep positions filled in recent years. This problem has an impact on the amount and variety of classes the Centers can provide. As a smaller department, Active Living and Parks relies heavily on volunteers and contracted instructors to lead classes. This can lead to having waiting lists for various classes and events.

**Lack of Marketing Prowess:** The department does not currently have an Outreach Specialist position, so this leaves facility managers to do the best they can at marketing for programs and events. Several staff members share the weight of running the social media accounts for the department, so there is not always a consistent look or theme across the platforms. Between all of the normal responsibilities of a facility manager, marketing tends to be an afterthought at times. Having an Outreach Specialist would remove the burden of marketing and media efforts from facility managers, allowing them to focus on creating and maintaining professional facilities, and would ensure marketing efforts are given the appropriate attention.

**Technology:** The Centers are set up on an online registration software that assists with signing patrons up for classes. However, this software is not currently implemented across all offerings due to the limited nature of the software. There is also no electronic check-in or card swipe option at this time, so checking in for classes is all manual, taking extra staff time and data tracking. The department is currently canvassing potential software improvements in these realms.



# Situational Analysis

## External Analysis

### Opportunities

**Increased Social Media Use:** Social media is the new word of mouth when it comes to marketing. Many people follow the Active Living and Parks Facebook and Instagram pages to stay informed and interact with posts. Over time, more people in the age demographic that the Centers serve (50+) will be active on social media, and it will likely become the most common way the Centers spread their message.

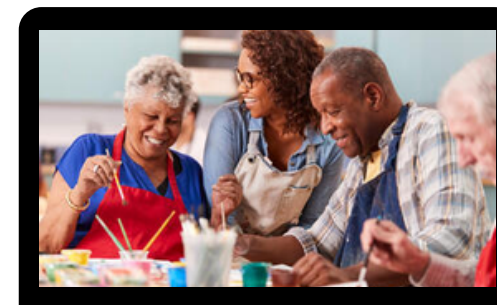
**New Facilities:** With two new Active Living Centers coming on board over the next five years, the department will have an opportunity to harness the momentum that comes with new construction. These new facilities will receive attention throughout Cabarrus County on the local news, in newspapers, and on social media. There will be plenty of free advertising for the department during this time. With that will come increased awareness of the mission and purpose behind the Centers, which will lead to new participants.

**Grant Funding:** Active Living and Parks is always looking to supplement its funding efforts with the use of grant money. Grant funding helps to expand services, incorporate new amenities, and offsets department costs so that costs to participants remain low. Several grants the department has been rewarded are the Parks and Recreation Trust Fund and funding from the Older Americans Act. There are also opportunities to apply for grants through entities like AARP.

**Collaboration:** The two new Active Living Centers that will be built in the next few years are also combination facilities with the County libraries. This cross-department partnership will foster opportunities to collaborate on projects and events through the use of the shared space within the facilities. Not only will foot traffic and visibility to each entity improve, but the Active Living Center's goal of helping patrons achieve total wellness will be more achievable with educational and physical opportunities just across the lobby from each other.

**Growth:** Cabarrus County is expected to see a 20% growth over the next year due to new businesses in the area and the expansion of the Charlotte metropolis. This influx of people is sure to bring in more seniors who need the services provided by the Active Living Centers.

"I love it! Best thing I could have joined."



# Situational Analysis

## (Continued)

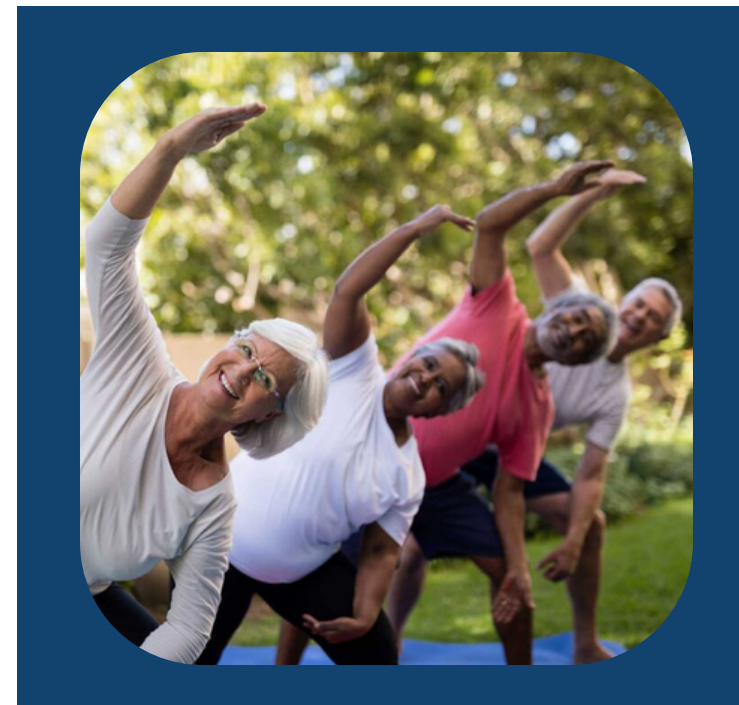
### Threats

**Residual Pandemic Effects:** Since the Covid-19 Pandemic, many people, especially the more vulnerable, have stayed away from public places and limited face-to-face interactions to minimize the spread of infections. This trend, and the threat of future widespread illness, could limit the effectiveness of Active Living Centers.

**Limited Communication:** The current software situation limits the sharing of important data between staff members and supervisors. Between the outdated data collection methods, hard copy filing, and a lack of consistent class reservation methods across the software, important details are likely to be overlooked. In an ideal scenario, the department employs software with a dashboard where clients' progress can be tracked including key fitness metrics, classes can be registered for, and data can flow between staff electronically.

**Missing Out On Current Trends:** Recreation can be a trendy thing sometimes, and if professionals do not adapt to the times, they are likely to miss the wave of momentum. For instance, a current phenomenon among seniors is pickleball. The Active Living Centers do not have pickleball at this time, so seniors are forced to find somewhere else to play. These Centers will need to stay as current as possible to maximize involvement from the senior community.

**Competition:** Surrounding counties having their own comparable programs could draw away some of the participants from Cabarrus County. Senior programs at entities like the YMCA are also competitors for the health and wellness of senior citizens.



“Helps keep me young at 65 years old!”

# Situational Analysis

## (Continued)

### Product Portfolio and Positioning

#### Core Elements of the Active Living Centers:

- **Two separate venues with varied amenities, serving different communities.** Over the next several years, with the addition of two new venues, products and services will expand into new communities. These new facilities will be designed to be a one-stop shop for senior recreation and socialization, taking care of every sphere of the health ensemble.
- **Caring, compassionate, and team-oriented staff.** The passionate professionals within the Active Living staff go the extra mile to ensure seniors live their healthiest life.
- **Knowledgeable and helpful instructors.** The Active Living facilities utilize passionate volunteers and expert instructors to provide professional-level offerings.
- **Administrative and support staff.** The Active Living Centers have welcoming faces at every turn to help patrons feel welcome and informed. They also have a team of support staff to manage funding and budgetary needs so all systems operate smoothly.
- **Class and event variety.** These Centers provide patrons with a variety of educational, fitness, and social opportunities as well as larger events such as dances and field trips.
- **Perception.** Patrons and participants view the Active Living Centers as clean, inviting places where they can go to participate in recreation and socialization at little or no cost, but with significant health benefits.
- **Branding.** The Active Living Centers recently underwent a re-branding from the common nomenclature of "senior centers". Active Living has a much more inviting feel to it and invokes a sense of momentum forward. The term "senior center" has a saturated market and is not as inviting to the 50-65-year-olds that do not consider themselves seniors yet.

“  
A lifesaver for  
me after my  
husband died.”





# Situational Analysis

## (Continued)

### Product Portfolio and Positioning

#### **Positioning Statement:**

Cabarrus County Active Living Centers are the primary locations where older adults come together. They are a place to receive client services/outreach and participate in a wide range of programs. These programs aim to meet the diverse needs and interests of Cabarrus County's older adults, adults with disabilities, and their caregivers. These services encourage an active and healthy lifestyle for older adults by promoting total wellness and allowing clients to remain independent.

#### **Unique Selling Proposition:**

***"Growing older doesn't mean slowing down!"***



# Competitive Analysis

## Mecklenburg County Senior Centers Strengths

- Mecklenburg County provides three senior centers located around the city of Charlotte.
- Mecklenburg County centers have a variety of facilities for use including gyms, computer labs, nature centers, etc.
- Mecklenburg County also participates in the Senior Games and Silver Arts.
- Their website is easy to navigate, however, they seem to lack information on the services and programs they offer.

## Mecklenburg County Senior Centers Weaknesses

- The largest county in the state only has three recreation centers for seniors.
- All three are centered around Charlotte. This may benefit those who live close to the city, but those that live on the outskirts may be less likely to travel to such a populated area.
- The website is easy to navigate, however, it is difficult to read (font size) and lacking in information.
- The age requirement is 55+ Which is better than Stanly County yet still higher than Cabarrus County.

## Rowan County Senior Centers Strengths

- Rowan County contracts its senior services through the Rufty Holmes Senior Center, RHSC.
- Their county website links to the RHSC website which is very aesthetically appealing and easy to navigate.
- Not being operated by the county, RHSC is able to offer different services than the surrounding counties. Such as tax prep services, the "R U OK" home care, and SHIIP Medicare guidance.
- They are a nonprofit organization that gives more freedom than a government-regulated organization.

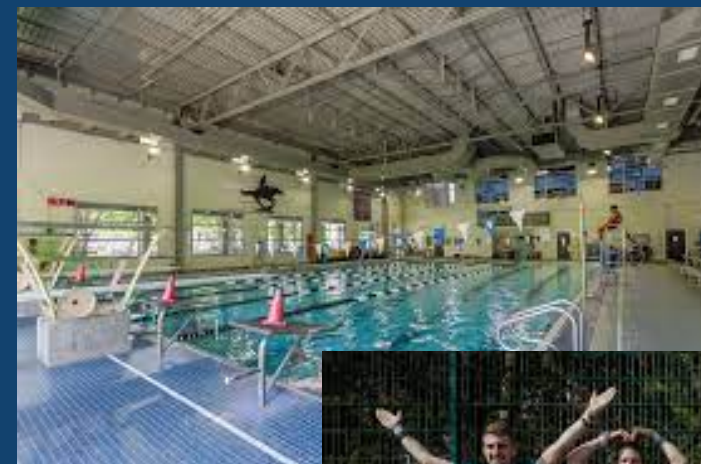
## Rowan County Senior Centers Weaknesses

- There is only one county-recognized senior center in Rowan County.
- They do not participate in the Senior Games or Silver Arts.
- The age requirement for Rowan County is 55+ which is the same as Mecklenburg County.
- The RHSC is located in Salisbury which is where many major highways converge. However, Salisbury is more northern to the county leaving the southern residents farther from the center.

# Competitive Analysis (continued)

## Indirect Competition the "Y" or YMCA

The "Y", formerly known as the YMCA, which stands for "Young Men's Christian Association", is a non-profit organization founded in London in 1844 (Expert, 2021). Since then, the organization has become the largest and oldest charity in the world helping young people (Lech, 2022). With 2,700 locations in the United States, they are also very accessible in most areas even where most fitness organizations cannot survive. The YMCA franchise accomplishes this by boasting over 500,000 volunteers and 20,000 staff members. The YMCA brand is one of the most widely recognized brands in the world. On July 12, 2010, the YMCA changed its name to the "Y" as a brand strategy to modernize its image and draw attention to its core areas of purpose (Staff, 2010). Despite the founding mission of helping young Christian men, the "Y" has expanded its services and outreach to many demographics including older adults. The "Y" has many creative fitness programs designed specifically for older adults to improve their overall mobility and quality of life. They also have a variety of health-related services such as a "Diabetes prevention program" and blood pressure monitoring, as well as fitness classes designed for arthritis pain management. All of these elements combined make the "Y" a fierce competitor in the field of active living for older adults.



# Customer Analysis and Target Market

## Customer Analysis

According to the 2021 Census data, there were 231,278 residents of Cabarrus County. When looking at the breakdown of the different demographics of the area, we find that there is a very viable customer base for our Active Living Facilities. According to the demographic breakdown of the 2021 Census, thirty-three percent of the total population is 50+ years old. This thirty-three percent equals approximately 76,322 Cabarrus County residents. The percentage breakdown is as followed: Ages ( 50-59) 13% approximately 30,066 individuals; ages (60-69) 11% approximately 25,440 individuals; ages (70-79) 6% approximately 13,876 individuals. Lastly, the smallest age group, 80+, is only 3% totaling 6,938 individuals. Considering our Active Living Centers are designed for ages 50+, the above-mentioned age demographics are our potential customer base.

Age

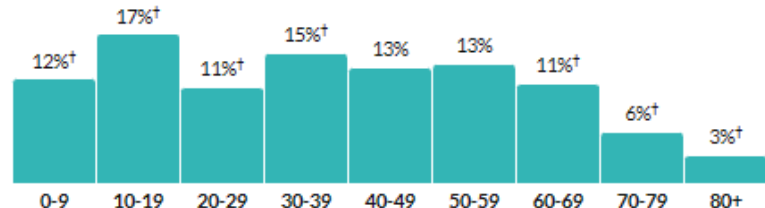
**37.4**

Median age

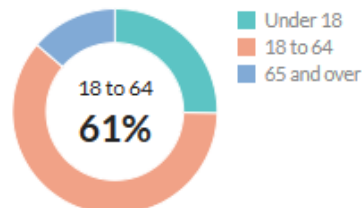
a little less than the figure in North Carolina: 39.4

a little less than the figure in United States: 38.8

Population by age range



Population by age category



Unfortunately, there is very little user data from our facilities regarding specific demographics and psychographics. Though there are records of attendance, a consolidated dataset of this information has not yet been compiled. Gathering this information may be part of a marketing tactic to reach our marketing goals in the future. For the purpose of this customer analysis, we will be using research to outline our market segments focusing on common reasons seniors seek out these activities and facilities.

Our organization's mission is "To enrich the quality of life for persons of all ages and abilities. We do this by providing high-quality recreation, education, and social opportunities. These opportunities are in harmony with natural resource preservation" clearly states the main market segments we are trying to reach. The first is social opportunities. According to the National Institute on Aging, the main cause of depression in older adults is social isolation (NIH, 2023). This is unfortunately an inevitable part of aging that we wish to mitigate by providing opportunities to establish new connections and reduce the overall time that seniors spend in isolation.

# Customer Analysis and Target Market

(continued)

## Target Market #1

- Individuals ages 50+ that live within 15 miles of the two existing Active Living Centers (ALCs), or within 15 miles of the two new ALCs who are interested in regaining their social life and creating new connections while engaging in age-appropriate recreational activities.

## Target Market #2

- Individuals ages 50+ that live within 15 miles of the two existing Active Living Centers, or within 15 miles of the two new ALCs with an interest in increasing their overall health, flexibility, and mobility, in a controlled group setting.



# Marketing Goals and Strategies

## Organizational Goals

The goal of Cabarrus County Active Living and Parks is to improve the quality of life for all people through fitness, wellness, and educational programs. The organization strives to create a safe, inclusive, and welcoming atmosphere for all age groups and abilities. The current venues, including four parks and two Active Living Centers, are designed to provide enriching, fun, and beneficial opportunities to all County and surrounding residents. The Active Living Centers are a critical addition to the Department to expand accessibility to a less physically capable market segment.

## Active Living Center Marketing Goals

- Increase program participation and establish long-term connections that keep visitors engaged.
- Minimize cost per exposure across all marketing channels.
- Increase participation in the Senior Games.
- Expand current reach on social media.
- Establish awareness and interest in the new facilities before their grand openings.

## Value Proposition

Cabarrus County Active Living Centers are the premier senior recreation facilities in the Greater Charlotte area. These Centers are well-maintained and strategically located throughout the county to provide total wellness for older adults. The Active Living Centers are safe, clean, inviting, friendly, and affordable, and have the widest variety of activities in the area. Class topics include dance, trivia, strength, balance, music, art, and much more. There are even Friday night dances and Saturday classes. This is a phenomenal place for older adults to make friends and learn new skills to live a healthy and robust life.



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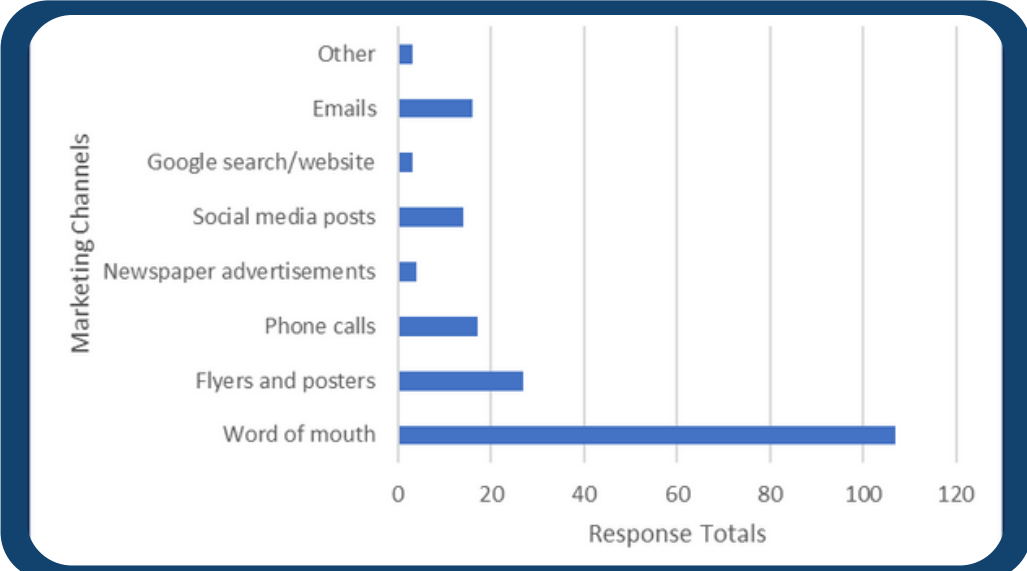
“  
It saved my life!  
”

# Marketing Goals and Strategies

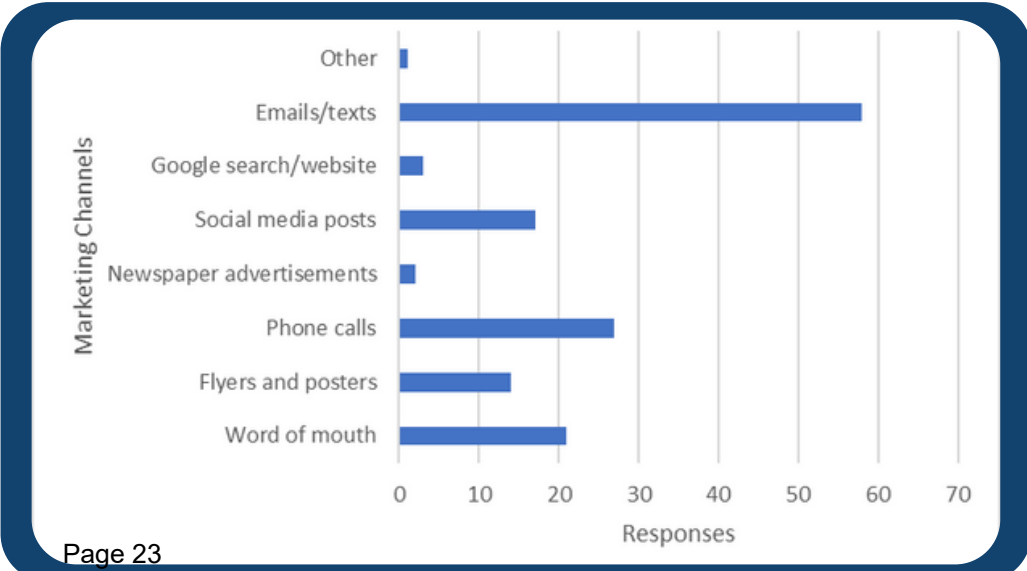
## Marketing Survey Results

To assist with the construction of this report, we conducted a 5-question marketing survey to better understand how the Active Living Centers are reaching their patrons. The Centers currently market their programs and services through a wide variety of channels, but they previously did not know how well each marketing channel performed at reaching patrons. Over the course of two and a half weeks, the surveys generated 120 responses between the two venues. The responses are listed below.

### Question 1. How did you hear about this class and the Active Living Centers (Check all that apply).



### Question 2. Which of the above options works best to keep you updated on news and events at the Active Living Centers?



\*For additional survey results, see Appendix\*

# Marketing Tactics

## **Strategy 1: Increase awareness of programs and services to the target markets by strategic marketing within effective channels.**

**Tactic 1:** Because the marketing survey found that most users heard about the Active Living Centers via word-of-mouth advertising, we will be offering a “Refer-a-Friend” promotion to our users. Current patrons at the Active Living Centers will be asked to refer our products and services to their friends and family within the target markets. Anyone who successfully refers three people to our Centers will receive **three free class signups** of their choice. A successful referral is constituted as the referred individual setting foot inside our facilities and using our amenities, whether it be a class, a tour, or participating in any games or activities. A referred individual must be a first-time guest, as the goal of the promotion is to reach new clients and increase awareness of our services. Active Living staff will keep a running total of each patron’s number of referrals, and each patron is only allowed to win the reward one time. This promotion will run from October 1st to December 31st, and there is no limit on the number of winners inside this window. Evaluation of this promotion will be based on the number of new referrals brought in by the new year. This could coincide with patrons wanting to start the new year off with new health goals.

**Tactic 2:** We will improve our social media outreach by initiating at least two social media (Facebook and Instagram) posts per week. This will be a year-round campaign. These posts will be creative and informative of upcoming programs and events and will be posted at prime social media usage times around 7:00 PM. According to the survey, a growing number of patrons stay up to date with our events via social media, so improving our marketing here will attract interest in our classes and events. This tactic will also serve Marketing Strategy 4 to expand our reach on social media. An example of one of these media posts is included in the Appendix section. This tactic will be evaluated monthly by the number of "likes", shares, and comments.

**Tactic 3:** Another tactic to increase awareness and attract interest is to create a quarterly Active Living Center brochure. A new brochure will be printed in the first month of each quarter (January, April, July, and October) to showcase all upcoming classes, new amenities, a staff bio, and patron testimonials. An example brochure is included in the Appendix section. We will post this Active Living Center brochure in the Centers and in the 4 County park offices. Other areas to distribute these brochures, along with our event posters include local medical and senior care facilities, bus stops, and local diners. Evaluation will be quarterly based on the total number of brochures given away.

**Tactic 4:** Initiate monthly marketing and customer surveys to stay in touch with marketing trends and to ensure customer satisfaction. These surveys will be administered in the last week of every month and evaluated by staff in the first week of each month. Upon review of the surveys, staff will know how to alter their methods to best meet the needs of their clients.



# Marketing Tactics

## **Strategy 2: Determine which marketing channels are the most successful, and cut back on channels that are not as successful.**

**Tactic 1:** Many respondents in our marketing survey listed that the best way they stay in touch with upcoming programs and events is by email, texts, and phone calls. The Active Living Centers currently utilize **Everbridge**, which is a mass communication tool that seems to work very effectively, according to our respondents. Due to this effectiveness, the department will continue to utilize this technology 3 times per week on Monday, Wednesday, and Friday. This will be a year-round tactic to constantly showcase the programs and events hosted at the Centers. On the contrary, newspaper advertisements and Google searches have not done as well at keeping patrons in the loop, so less time and resources should be spent on these channels. Everbridge notifications will be evaluated weekly to ensure all new participants are subscribed. Similar feedback surveys will continue to be utilized year-round to stay in touch with consumers.

## **Strategy 3: Increase yearly Senior Games participation by 10%.**

**Tactic 1:** **Begin advertising early.** As Senior Games is a spring event, it is important to start advertising for it several months in advance so the information can spread to all target markets in time. By beginning advertisements on January 1st and continuing through the end of March, participants will have several months of advance notice of the event. Mediums for this advertising will be phone calls to participants from prior years, **using ambassadors** to inform the target markets, urging past participants to tell their friends about the event, brochures, posters, and flyers. Senior Games staff can also disseminate event information through the Cabarrus Senior Games Facebook page as well as on other counties' Senior Games pages. There are other senior Facebook activity groups such as pickleball and bowling that can aid in recruitment. This tactic will be evaluated each year after the Games to see if the 10% growth goal was achieved.

**Tactic 2:** Incorporate fun themes into different events within the Senior Games. Adding themed events to the competition would liven up the event and potentially help boost participation and enjoyment. Examples of this could be Superhero Track and Field Day or Hawaiian Luau Shuffleboard. Participants would not be required to participate, but the added element of themed events and the fun that comes with it would be an area of difference from surrounding counties and something to set Cabarrus apart. Seniors look forward to the opportunity to dress up and have fun with each other, and this would arouse the desire of patrons to participate with their friends and further enjoy the spirit of the Senior Games.



# Marketing Tactics

## **Strategy 4: Increase the following and activity on the Active Living and Parks Facebook and Instagram pages by 15% each year through the use of enticing content and engaging promotions.**

**Tactic 1:** Offer a free technology class at the Active Living Center teaching patrons the basics of operating social media. This class would be held once each week for 1 month, with compounding skills in each session. By attending this free class, seniors would have an increased incentive to learn social media and get past any stigma that they are not able to use it. Also, if more seniors were trained on how to use social media, the department's social media pages would become a more effective place to broadcast news and events. This class will be held in May before the social media giveaway tactic (mentioned next). This tactic also supports Marketing Strategy 1 to increase awareness of the Center's programs and services.

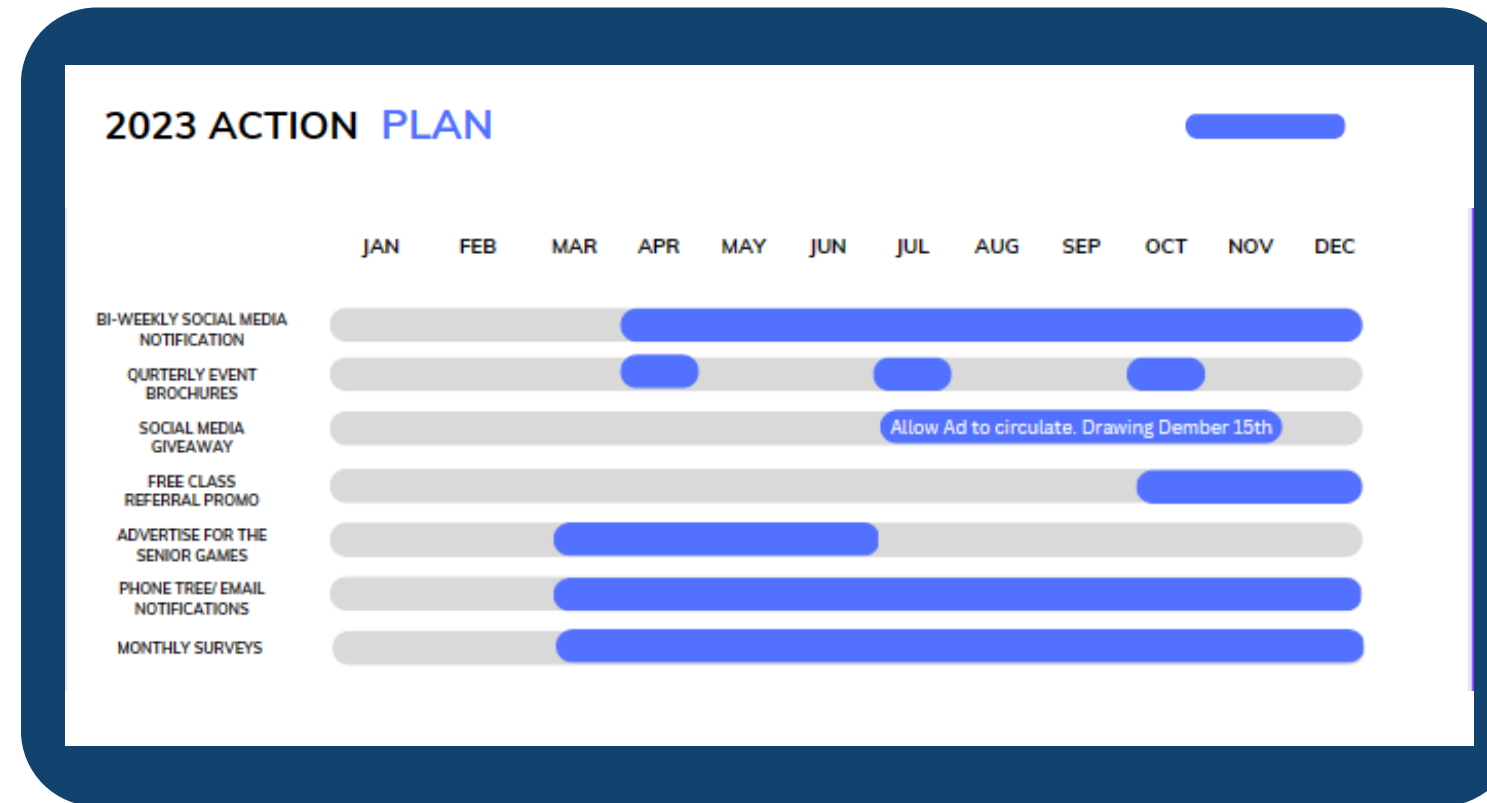
**Tactic 2:** Now that many seniors have become more acquainted with how to use social media, we will conduct a large social media giveaway campaign from July to November. In order to enter the giveaway, followers must 1) like the post, 2) follow the pages and 3) tag three friends in the comments. Once these steps are complete, a user is entered into the drawing. A user may have only one entry per social media post for the duration of the campaign, so each user may have many entries in the drawing by the time the winner is picked at random on December 15th. The winner will receive a "Tech-Savvy Senior" t-shirt as well as a full facility tour of nearby Reed Gold Mine, over a \$40 value. This tactic will increase activity on the Department's social media pages due to the number of likes, "follows", comments, and exposures. Thus, it will also expand awareness for Strategy 1.

## **Strategy 5: Find ways to make more people in the target markets aware of the facilities and interested in their services leading up to the time the new Active Living Centers come on board.**

**Tactic 1:** Create "mailers", which are essentially postcards, to send to everyone within a 3-mile radius of the new Active Living Centers in Mt. Pleasant and Afton six months before the grand opening. This may result in some wasted circulation, but it also may result in a great opportunity for word-of-mouth advertising. This mailer will include a description of the events and services provided at the Centers, as well as a QR code to a video rendering of the facility and a glimpse into some of the future classes (with footage from the existing Centers). The mailers will raise awareness and arouse the desire to use the brand-new facilities that are so close to home.

**Tactic 2:** Begin marketing for the new Centers six months prior to the grand opening on social media. These posts will be exciting content of seniors having fun at our facilities and events, video flythroughs of the rendering and construction, and advertising the great socialization opportunities that will be possible at the new Centers. These posts will run from six months prior to the grand opening until four months after the grand opening and will be evaluated based on social media exposure. This tactic will also serve Strategies 1 and 4.

# Implementation and Evaluation



Above is the anticipated timeline for implementing our marketing tactics in the existing Active Living Centers. In regard to the new facilities in Mt. Pleasant and Afton, their expected grand openings are in 2025 for Mt. Pleasant, and 2027 for Afton. Due to the extended period of time between now and then, a permanent strategy for reaching the goal of awareness is difficult and premature at this point. However, the tentative plan for reaching this goal is to start advertising on social media approximately six months before their anticipated openings. This method of advertisement is cost-efficient and circulates constantly. The next phase in our plan would be to promote the new facilities in the existing classes and centers. Word of mouth was the number one way participants learned about us. Lastly, approximately one month before the opening we would distribute brochures to locations likely to be seen by our target markets. These locations could include medical facilities, diners, and buses.

# Implementation and Evaluation

## Budget

Our budget for this marketing plan will be relatively low based on the results of our survey. The three preferred means of notification and advertisement were word of mouth, flyers, and electronic sources such as social media, email and phone.

Item	Unit cost	Total Cost	Units Purchased	Notes
Social Media Posts	\$0.36 USD per "Click"	Budgeted \$1000	~2,700	Most Social media posts are free for businesses. However, to turn a post into an advertisement you can pay per "Click" this is where the social media platform bills the company every time someone clicks on your link. By doing it this way you are guaranteeing your website is viewed at least 2,700 times before budget runs out.
Flyers/Brochures	\$0.52 USD	\$500.00	~950	Most of these flyers and brochures can be printed in-house using the free software from Canva. Cost is associated with toner and paper.
Social Media Giveaway prize	\$40.00 USD	\$40.00	1	A free tour at one of our partner facilities such as Reed's Gold Mine. As well as a custom tee-shirt
	<b>Total Spent</b>	~\$1,540		

# ***Implementation and Evaluation***

## **Evaluation**

Evaluating the effectiveness of our marketing plan will be measured by increases in class, and senior game participation, as well as social media statistics. This is the true test to determine if our efforts are effectively reaching our target markets. We will also use the data gathered from our monthly surveys to adjust and direct marketing efforts where they will have the greatest impact.

The ultimate goal of this marketing plan is to increase participation and awareness for Cabarrus County Active Living Centers. Another goal is to increase awareness of our organization and to provide an avenue for older adults in our community to lead long and healthy lives while having fun in a safe, inclusive, and social environment. Seniors today face a range of issues from decreased mobility and physical health to social isolation and depression. Cabarrus County Active Living Centers are doing their part to mitigate these issues for current seniors and future generations to come!

# Appendix

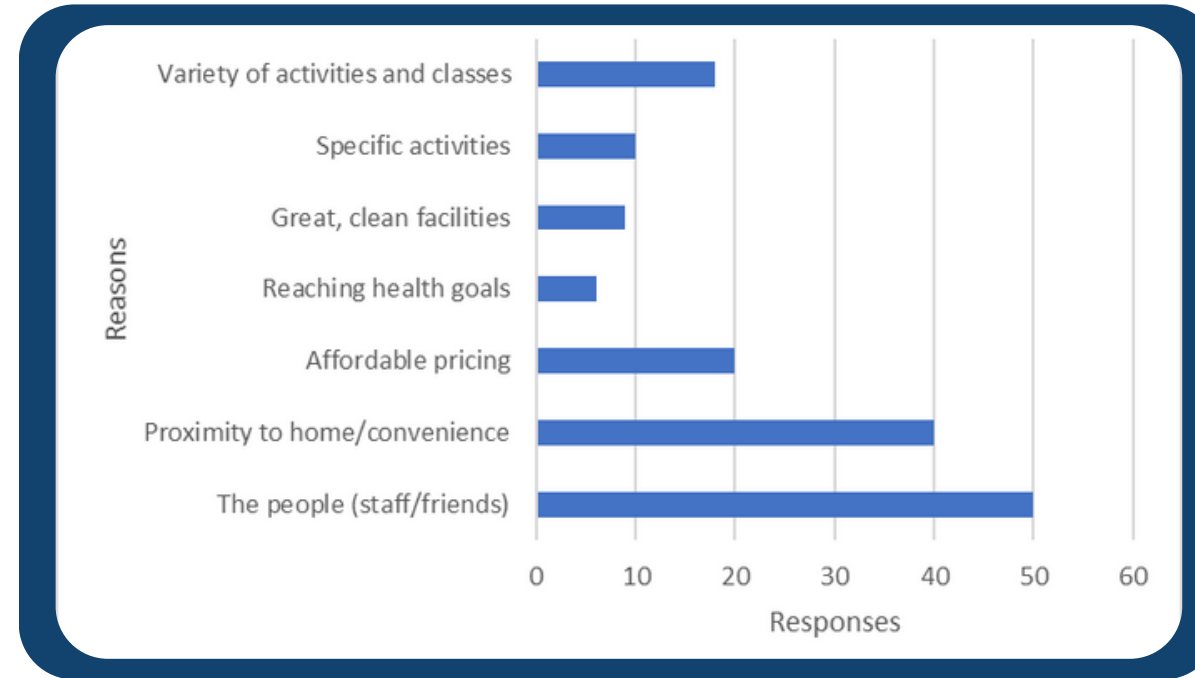
## USEFUL LINKS

- ACTIVE LIVING FACILITIES (N.D.). CABARRUS COUNTY.  
[HTTPS://WWW.CABARRUSCOUNTY.US/GOVERNMENT/DEPARTMENTS/ACTIVE-LIVING-AND-PARKS/ACTIVE-LIVING-FACILITIES](https://www.cabarruscounty.us/government/departments/active-living-and-parks/active-living-facilities)
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- STAFF, C. I. (2010, 07 12). YMCA REBRANDS, CHANGES NAME TO 'THE Y'. RETRIEVED FROM CLUB INDUSTRY: [HTTPS://WWW.CLUBINDUSTRY.COM/NONPROFITS/YMCA-REBRANDS-CHANGES-NAME-TO-Y#:~:TEXT=WASHINGTON%2C%20DC%20%2D%2D%20IT'S%20OFFICIAL,TODAY%20IN%20A%20PRESS%20CONFERENCE](https://www.clubindustry.com/nonprofits/ymca-rebrands-changes-name-to-y#:~:text=WASHINGTON%2C%20DC%20%2D%2D%20IT'S%20OFFICIAL,TODAY%20IN%20A%20PRESS%20CONFERENCE)

# Appendix

## Additional Survey Results

### Question 3. What made you choose the Active Living Centers over similar facilities?

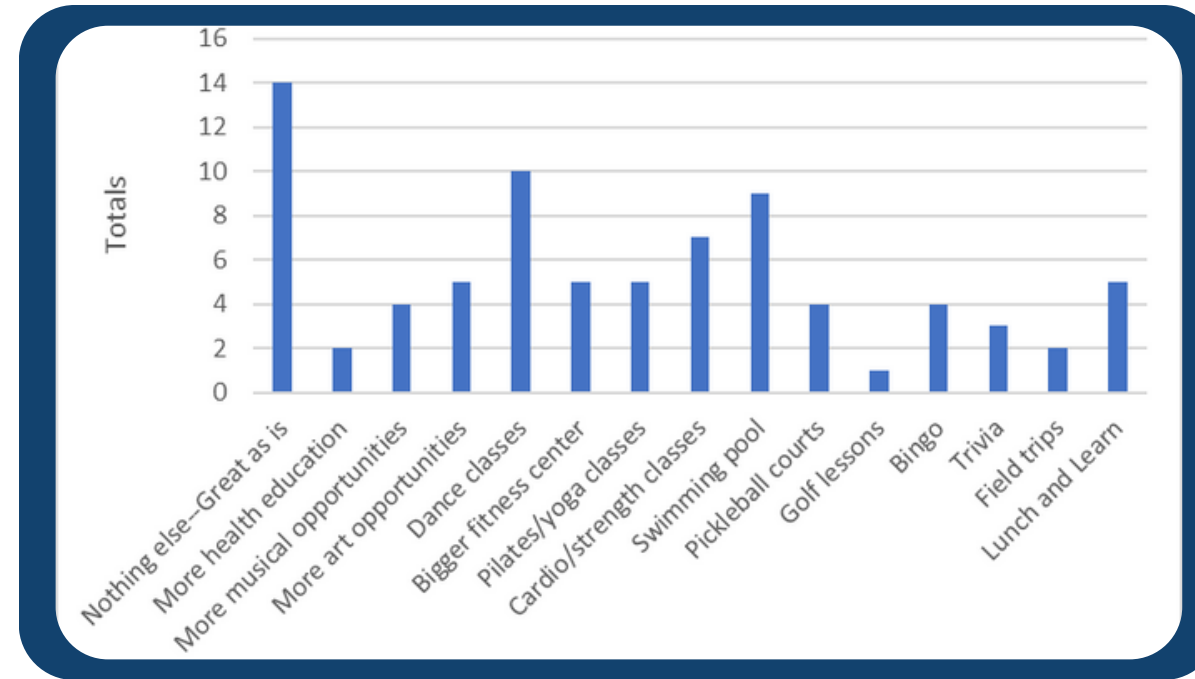


### Question 4. Describe your experience using the Active Living Centers in one sentence:



# Appendix

## Question 5. What one class or amenity do you wish the Active Living Centers had?



### Cabarrus County Active Living Centers Class Participant Survey

1. How did you hear about this class and the Active Living Centers? (Check all that apply)

- Word of mouth
- Flyers and posters
- Phone calls
- Newspaper advertisements
- Social media posts
- Google search
- Emails
- Other, please specify:

\_\_\_\_\_

2. Which of the above options work best to keep you updated on news and events at the Active Living Centers?

\_\_\_\_\_

3. What made you choose the Active Living Centers over similar facilities?

\_\_\_\_\_

4. Describe your experience using the Active Living Centers in one sentence:

\_\_\_\_\_

5. What one class or amenity do you wish the Active Living Centers had?

\_\_\_\_\_



# Appendix

Sample Brochure/Flyer

**CABARRUS COUNTY**  
*America Thrives Here*

## ACTIVE LIVING CENTERS

# YOGA IN PARKS!

Every  
Wednesday!

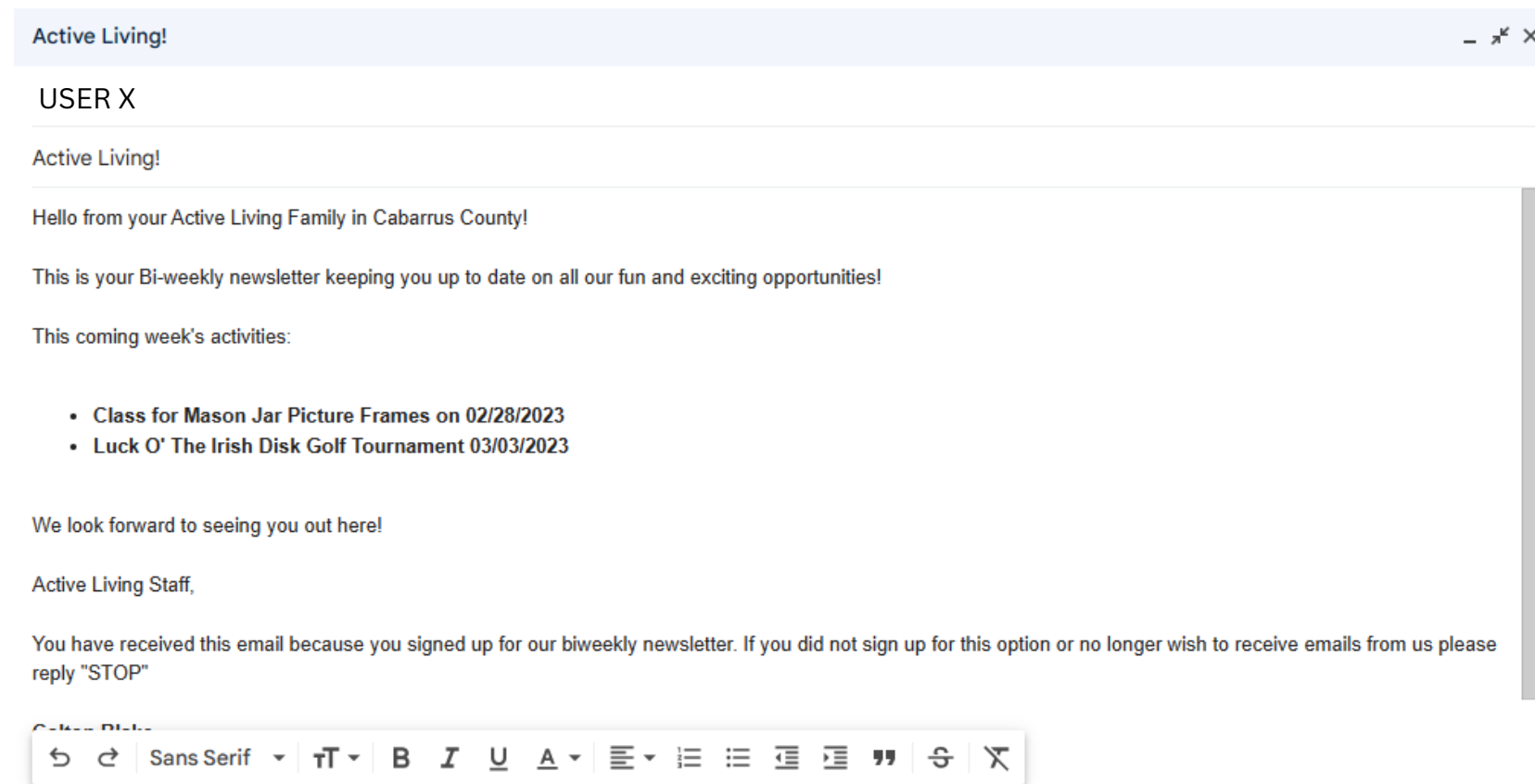
For Info :  
(704) 920-3484  
ALP@cabarruscouty.us

**REGISTER  
ONLINE TODAY!!**

For information on  
upcoming classes visit  
our website at  
[www.cabarruscounty.us](http://www.cabarruscounty.us)

# Appendix

## Sample Email Newsletter



# Appendix

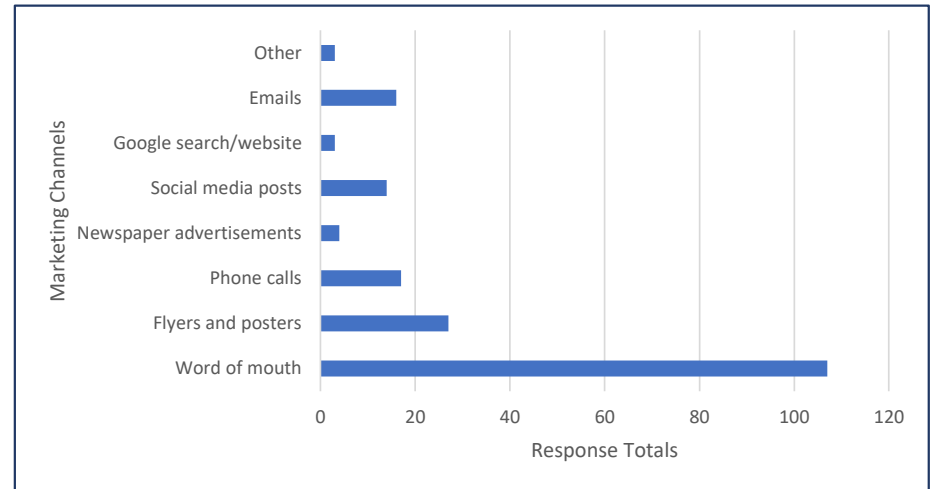
## Sample Instagram Post



Caption: It's never too late to start your next adventure. Come visit us at your local Active Living Center. We are Located in Mt Pleasant, and Concord! To be eligible for the drawing please visit our Instagram and like this original post and Share!!

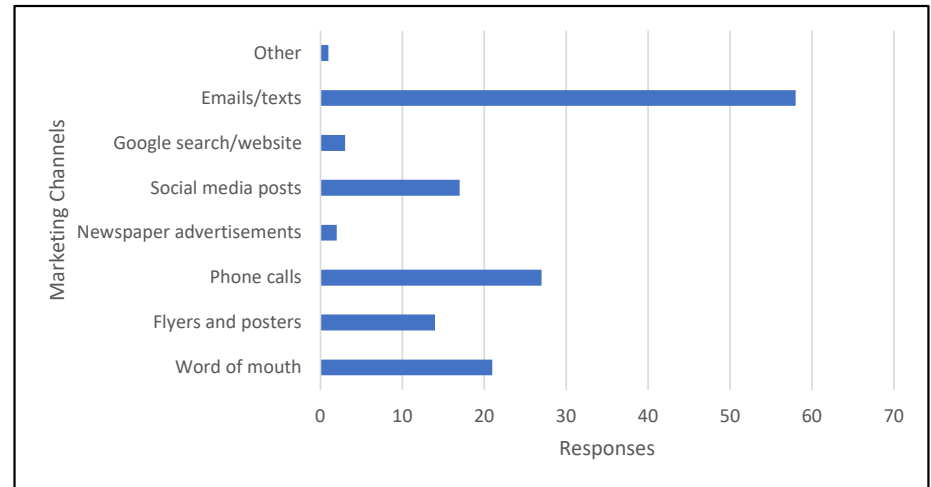
**Question 1. How did you hear about this class and the Active Living Centers? (select all that apply)**

Channels	Responses
Word of mouth	107
Flyers and posters	27
Phone calls	17
Newspaper advertisements	4
Social media posts	14
Google search/website	3
Emails	16
Other	3



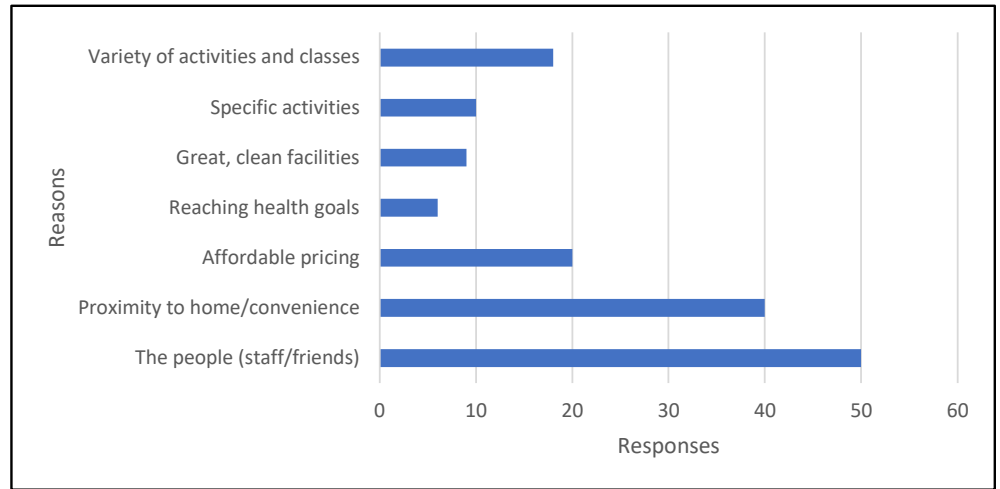
**Question 2. Which of the above options work best to keep you updated on news and events at the Active Living Centers?**

Channels	Responses
Word of mouth	21
Flyers and posters	14
Phone calls	27
Newspaper advertisements	2
Social media posts	17
Google search/website	3
Emails/texts	58
Other	1



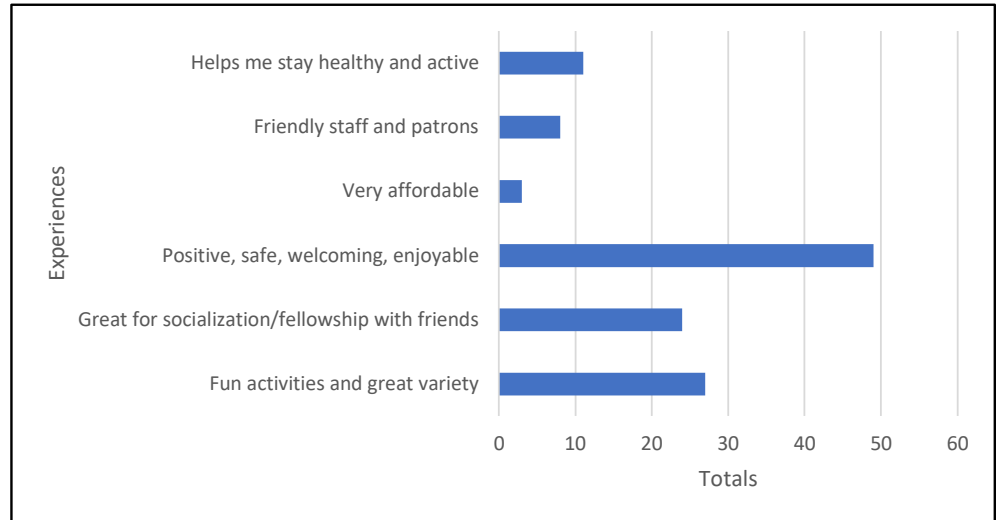
**Question 3. What made you choose the Active Living Centers over similar facilities?**

The people (staff/friends)	50
Proximity to home/convenience	40
Affordable pricing	20
Reaching health goals	6
Great, clean facilities	9
Specific activities	10
Variety of activities and classes	18



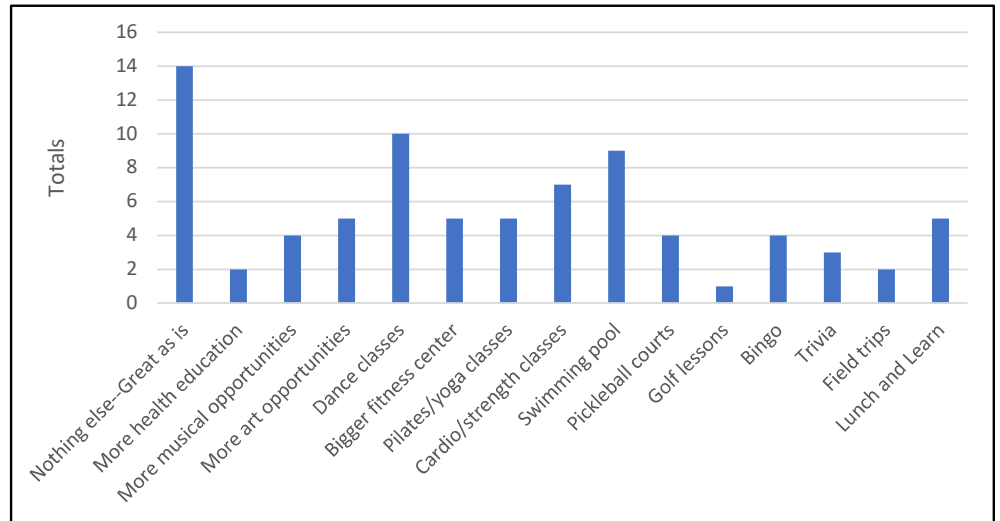
**Question 4. Describe your experience using the Active Living Centers in one sentence:**

Fun activities and great variety	27
Great for socialization/fellowship with friends	24
Positive, safe, welcoming, enjoyable	49
Very affordable	3
Friendly staff and patrons	8
Helps me stay healthy and active	11



**Question 5. What one class or amenity do you wish the Active Living Centers had?**

Nothing else--Great as is	14
More health education	2
More musical opportunities	4
More art opportunities	5
Dance classes	10
Bigger fitness center	5
Pilates/yoga classes	5
Cardio/strength classes	7
Swimming pool	9
Pickleball courts	4
Golf lessons	1
Bingo	4
Trivia	3
Field trips	2
Lunch and Learn	5



# **MARKETING PLAN**

## ***Cabarrus County Active Living and Parks***

### **ACTIVE LIVING CENTERS**



***"Growing older doesn't mean slowing down!"***

Colton Blake and Jacob Wentink  
PRT 507-601



**CABARRUS COUNTY**  
*Active Living & Parks*

# MARKETING PLAN

## Our Services



Each Center is equipped with state-of-the-art fitness equipment to keep you healthy and active.



Our facilities offer a wide range of program offerings from dance classes, to health screenings, to technology training.



Active Living Centers provide a great opportunity to socialize and make new friends.



We want to see seniors live independent lives, and stay out of institutional health for as long as possible.

## ACTIVE LIVING CENTERS



### About Us:

Cabarrus County's Active Living Centers are the premier place for older adults to recreate and find their place.



# OUR TEAM



**Colton Blake**

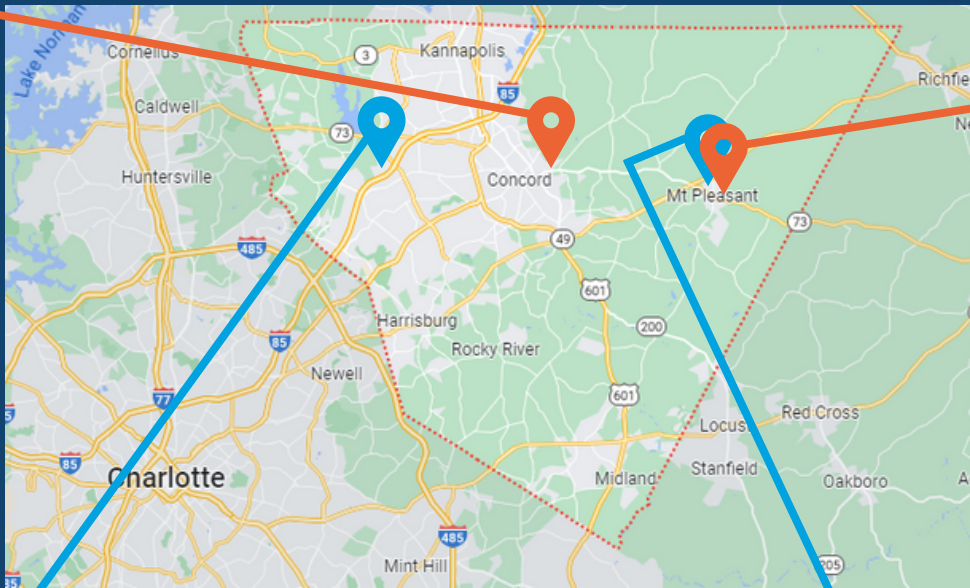


**Jacob Wentink**

# FACILITIES

Concord A.L.C.  
331 Corban Avenue SE  
Concord, NC  
28025

Mt. Pleasant A.L.C.  
8615 Park Drive  
Mt. Pleasant, NC  
28124



Afton Ridge  
A.L.C./Library  
Combo

**New Facilities  
Coming Soon!**

Mt. Pleasant  
A.L.C./Library  
Combo

# CONTACT US



[www.cabarruscounty.us](http://www.cabarruscounty.us)

# Executive Summary

**Cabarrus County Active Living Centers** are a branch of the County's Active Living and Parks department. Since 2015, The Active Living Centers' (ALC) main goal has been to provide facilities for adults age 50+ to engage in educational, recreational, and wellness-based activities. These activities include arts & crafts, table games, dances, bingo, fitness classes, and more. There are currently two ALCs in Cabarrus County located in Mt. Pleasant and Concord. The County is anticipating opening two new ALCs in 2025 and 2027. These new locations will be at Afton and Mt. Pleasant.

A SWOT analysis indicates Cabarrus County ALCs have a strong position within our field. The Centers boast great locations and clean facilities that are operated by highly trained, professional, and friendly staff. The Centers offer a variety of opportunities for all senior age groups and abilities. Although surrounding counties offer similar amenities, they are typically exclusive for residents of that county. Our biggest challenges and threats are effectively reaching our target markets and navigating the residual effects of the pandemic.

Although competition in our industry is relatively low. Our ability to reach our target market is challenging for a number of reasons. The major hindrance is the differences in preferred communication within our target market. Marketing to a 50-year-old who is familiar with technology and uses social media and email on a daily basis requires a very different approach than marketing to an 80-year-old who has less experience with technology. Understanding the most effective methods for reaching our target market has been a shortfall in our department that we intend to correct.

These facilities are intended for adults aged 50 and up, individuals with disabilities, and their caregivers. Our marketing goals are to reach individuals within 15 miles of our facilities that fall within these categories and who have the desire to improve their social well-being and be a part of age-appropriate recreational activities. We intend to accomplish this while increasing program participation and extending our reach on social media. We also hope to raise awareness and interest in the new facilities before their grand opening. To accomplish these goals, we will employ a series of tactics including quarterly brochures and bi-weekly emails, among others. We will also be engaging with social media, posting on a regular basis and offering giveaways for social media interactions.

The most critical part of this marketing plan was the realization of how important it is to collect data on demographics, usage frequencies, and the best channels of advertising to our customers. Without such data, efforts of reaching our target market are sporadic and ineffective. A marketing survey was completed to accompany this marketing plan and to assist in the direction of future marketing tactics. The data acquired from this survey will be vital for steering marketing efforts for the department moving forward. An implementation and evaluation schedule for the marketing tactics is also provided near the end of this marketing plan.

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# Introduction

This report is a marketing plan specifically tailored to the Active Living Centers within the Cabarrus County Active Living and Parks department, or ALPs. Active Living Centers are the premier space for adults over 50 to recreate, socialize, and age healthily. Cabarrus uses a "person-centered" approach to provide services and support to residents. This philosophy preserves the dignity of each individual while minimizing institutional care (*Active Living Facilities*). Patrons travel from near and far to visit the Active Living Centers. Whether visitors hail from the various communities within Cabarrus County to use these centers, or they commute from surrounding counties, the demand for healthy living among the senior demographic has increased. **By 2030, every baby boomer will be age 65 or older**, which means that 1 out of every 5 U.S. citizens will be of retirement age (Meola, 2023). Cabarrus County ALPs is committed to meeting this demand.

## Cabarrus County Active Living Mission Statement

"To enrich the quality of life for persons of all ages and abilities. We do this by providing high-quality recreation, education, and social opportunities. These opportunities are in harmony with natural resource preservation."



"I enjoy the kind and caring people."

## Background Information

Beginning in 2013, the Cabarrus County Board of Commissioners charged County staff to develop a program to assist older adults and their families over the next five years. The County began identifying six priority areas which were defined as: education and information, housing and home improvement, health and wellness, recreation and entertainment, transportation and accessibility, and employment and income (*Active Living Facilities*). They gathered information through informal surveys to highlight goals within the six focus areas. With these focus areas and goals in mind, they developed the "Aging Strategic Plan" for fiscal years 2015-2020 (County C., Cabarrus County Aging Strategic Plan, 2014).

Cabarrus County currently has two Active Living Centers and four parks with the intention of opening more of each. The current Active Living Centers are in Concord, NC, and Mount Pleasant, NC. The Cabarrus County Active Living Centers were designed as a place where older adults of the County and surrounding areas can come together and engage in recreational, educational, and wellness-centered programs. The centers have specifically designed programs to accommodate older individuals, individuals with disabilities, and their caregivers. Currently, these facilities and parks offer a variety of features for all age groups such as mountain biking courses, fishing ponds, tennis courts, mini golf, outdoor exercise equipment, and more. They also offer programs to individuals aged 50 and up. These programs include dancing, holiday celebrations, talent shows, and educational classes.

As one might imagine, the senior population can be a challenging demographic to market to. Today's senior citizens hear new information from a variety of channels including word of mouth, phone calls, flyers, newspaper advertisements and columns, and from commercials on television. While some seniors are active on social media, and it can be effective (about 22% of Facebook users are 55 and up according to Mertes, 2023), marketing to the senior demographic takes a mix of online and offline strategies (Mertes, 2023). In addition to the above marketing tactics, Cabarrus County ALPs have utilized phone trees, mass emails, and event banners to advertise their upcoming classes and events. The Active Living Centers do a great job of utilizing various marketing channels, but they do not currently have a way of knowing which channels have been the most successful.



# Situational Analysis

## Internal Analysis

Cabarrus County's Active Living Centers have a variety of strengths thanks to their "person-centered" approach (*Active Living Facilities*). This means that the Centers and their caring personnel use the avenues of fitness, wellness, and education to meet clients where they are in their health journey and help them improve from there. Two main goals that the Active Living Centers strive to meet are 1) Promoting total wellness: physical, mental, social, and intellectual, and 2) Allowing clients to remain independent and minimizing institutional care. Below is a compilation of the Active Living Centers' strengths and weaknesses.

## Strengths

**Facilities:** The various amenities found at the Active Living Centers are top-tier. The Concord Active Living Center is the flagship center within the Active Living and Parks Department, and it is here where the bulk of the amenities can be found. This facility boasts a newly renovated fitness center with cardio machines, resistance machines, and free weights. There are several multi-use conference rooms and classrooms for classes and crafts of all kinds. Patrons can enjoy a billiards room, shuffleboard courts, bocce courts, outdoor fitness equipment, a putting green, and a well-maintained walking trail. This facility has an activity for every hobby and need. The size and layout of the facility make it possible to socialize with others between activities and classes. The Concord Active Living Center was certified as a Center of Excellence by NC Aging and Adult Services (*Active Living Facilities*).

**Staff:** The Active Living staff are credentialed, passionate, and professional, and they care about their clientele. They strive to make adults and seniors feel at home and find their place. The team is led by Director Londa Strong, Assistant Director Byron Haigler, and Manager Teresa Kiser. There is also a variety of vital full-time and part-time professionals who turn the wheels of the operation. Additionally, all staff are AED and CPR certified and are prepared to handle any related instances. From the time patrons enter the Active Living Centers until they leave, the staff team goes the extra mile to make their experience memorable and impactful.



"It has been a fantastic time with the instructors and the employees."

# Situational Analysis

## Strengths Continued

**Cleanliness:** With a full-time custodial crew and a team that has a keen eye for any necessary repairs, the Active Living Centers are kept spotless for maximum comfort and enjoyment of their clients.

**Senior Games and SilverArts:** Cabarrus County Active Living and Parks hosts and coordinates the annual Cabarrus Senior Games. Held each year in the spring, Cabarrus Senior Games offers competition in a wide variety of sports, events, and the arts (*Active Living Facilities*). These games are an Olympic-style event where seniors can try new things, engage in healthy competition with their peers, and qualify for the NC Senior Games.

**Class Variety:** The Active Living Centers offer classes and clubs for all interests and abilities. A brief listing of the class offerings includes archery, free crafts, Zumba Fit, strength and flexibility classes, computer classes, knitting, painting, and health screenings. True to the mission of the department, the Active Living Centers offer high-quality opportunities for people of all abilities and interests.

**Accessible Price Point:** The Active Living Centers utilize an economy pricing strategy, as most of the classes and events offered are either free or \$3.50. Though their product is exceptional, they charge low registration fees to minimize any monetary constraints on patrons. This also stems from the departmental mission to improve the quality of life for all people.

**Location:** With the Concord Active Living Center located just outside of Downtown Concord, and the Mt. Pleasant Active Living Center located in downtown Mt. Pleasant, they are both easily accessible for patrons that live in those areas. With the future construction of two new Centers, one in the Afton Ridge Community, and one to replace the existing Center in Mt. Pleasant, the location and accessibility of the Centers will greatly improve.



# Situational Analysis

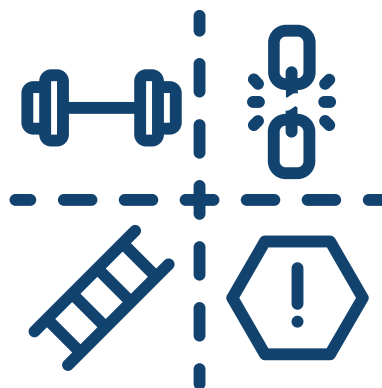
## Weaknesses

**Facilities:** While there are many strengths regarding the facilities at the Concord Active Living Centers, there are also several downsides. Many of the Center's classes are at capacity due to the size of the rooms. The site is limited in its ability to host larger gatherings and meetings because of the small-medium-sized rooms. Also, while the fitness center at the Concord location has top-notch equipment, it is still constraining size-wise and can only accommodate six patrons at one time. The Mt. Pleasant Active Living Center is also limited in space and does not have a true fitness center or any outdoor amenities. These are items the department has taken into consideration in the plans for the two new Active Living Centers in Mt. Pleasant and Afton.

**Staffing Limitations:** Cabarrus County Active Living and Parks has not been immune to the nationwide challenges of recruiting and retaining talent. Despite having a team-focused mentality and being a strong promotion from within organization, it has been a struggle to keep positions filled in recent years. This problem has an impact on the amount and variety of classes the Centers can provide. As a smaller department, Active Living and Parks relies heavily on volunteers and contracted instructors to lead classes. This can lead to having waiting lists for various classes and events.

**Lack of Marketing Prowess:** The department does not currently have an Outreach Specialist position, so this leaves facility managers to do the best they can at marketing for programs and events. Several staff members share the weight of running the social media accounts for the department, so there is not always a consistent look or theme across the platforms. Between all of the normal responsibilities of a facility manager, marketing tends to be an afterthought at times. Having an Outreach Specialist would remove the burden of marketing and media efforts from facility managers, allowing them to focus on creating and maintaining professional facilities, and would ensure marketing efforts are given the appropriate attention.

**Technology:** The Centers are set up on an online registration software that assists with signing patrons up for classes. However, this software is not currently implemented across all offerings due to the limited nature of the software. There is also no electronic check-in or card swipe option at this time, so checking in for classes is all manual, taking extra staff time and data tracking. The department is currently canvassing potential software improvements in these realms.





# Situational Analysis

## External Analysis

### Opportunities

**Increased Social Media Use:** Social media is the new word of mouth when it comes to marketing. Many people follow the Active Living and Parks Facebook and Instagram pages to stay informed and interact with posts. Over time, more people in the age demographic that the Centers serve (50+) will be active on social media, and it will likely become the most common way the Centers spread their message.

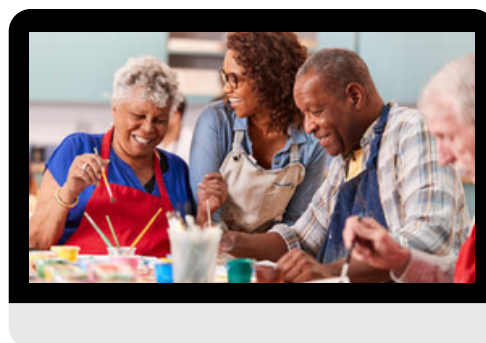
**New Facilities:** With two new Active Living Centers coming on board over the next five years, the department will have an opportunity to harness the momentum that comes with new construction. These new facilities will receive attention throughout Cabarrus County on the local news, in newspapers, and on social media. There will be plenty of free advertising for the department during this time. With that will come increased awareness of the mission and purpose behind the Centers, which will lead to new participants.

**Grant Funding:** Active Living and Parks is always looking to supplement its funding efforts with the use of grant money. Grant funding helps to expand services, incorporate new amenities, and offsets department costs so that costs to participants remain low. Several grants the department has been rewarded are the Parks and Recreation Trust Fund and funding from the Older Americans Act. There are also opportunities to apply for grants through entities like AARP.

**Collaboration:** The two new Active Living Centers that will be built in the next few years are also combination facilities with the County libraries. This cross-department partnership will foster opportunities to collaborate on projects and events through the use of the shared space within the facilities. Not only will foot traffic and visibility to each entity improve, but the Active Living Center's goal of helping patrons achieve total wellness will be more achievable with educational and physical opportunities just across the lobby from each other.

**Growth:** Cabarrus County is expected to see a 20% growth over the next year due to new businesses in the area and the expansion of the Charlotte metropolis. This influx of people is sure to bring in more seniors who need the services provided by the Active Living Centers.

"I love it! Best thing I could have joined."



# Situational Analysis

## (Continued)

### Threats

**Residual Pandemic Effects:** Since the Covid-19 Pandemic, many people, especially the more vulnerable, have stayed away from public places and limited face-to-face interactions to minimize the spread of infections. This trend, and the threat of future widespread illness, could limit the effectiveness of Active Living Centers.

**Limited Communication:** The current software situation limits the sharing of important data between staff members and supervisors. Between the outdated data collection methods, hard copy filing, and a lack of consistent class reservation methods across the software, important details are likely to be overlooked. In an ideal scenario, the department employs software with a dashboard where clients' progress can be tracked including key fitness metrics, classes can be registered for, and data can flow between staff electronically.

**Missing Out On Current Trends:** Recreation can be a trendy thing sometimes, and if professionals do not adapt to the times, they are likely to miss the wave of momentum. For instance, a current phenomenon among seniors is pickleball. The Active Living Centers do not have pickleball at this time, so seniors are forced to find somewhere else to play. These Centers will need to stay as current as possible to maximize involvement from the senior community.

**Competition:** Surrounding counties having their own comparable programs could draw away some of the participants from Cabarrus County. Senior programs at entities like the YMCA are also competitors for the health and wellness of senior citizens.



“

"Helps keep me young at 65 years old!"

”

# Situational Analysis

## (Continued)

### Product Portfolio and Positioning

#### Core Elements of the Active Living Centers:

- **Two separate venues with varied amenities, serving different communities.** Over the next several years, with the addition of two new venues, products and services will expand into new communities. These new facilities will be designed to be a one-stop shop for senior recreation and socialization, taking care of every sphere of the health ensemble.
- **Caring, compassionate, and team-oriented staff.** The passionate professionals within the Active Living staff go the extra mile to ensure seniors live their healthiest life.
- **Knowledgeable and helpful instructors.** The Active Living facilities utilize passionate volunteers and expert instructors to provide professional-level offerings.
- **Administrative and support staff.** The Active Living Centers have welcoming faces at every turn to help patrons feel welcome and informed. They also have a team of support staff to manage funding and budgetary needs so all systems operate smoothly.
- **Class and event variety.** These Centers provide patrons with a variety of educational, fitness, and social opportunities as well as larger events such as dances and field trips.
- **Perception.** Patrons and participants view the Active Living Centers as clean, inviting places where they can go to participate in recreation and socialization at little or no cost, but with significant health benefits.
- **Branding.** The Active Living Centers recently underwent a re-branding from the common nomenclature of "senior centers". Active Living has a much more inviting feel to it and invokes a sense of momentum forward. The term "senior center" has a saturated market and is not as inviting to the 50-65-year-olds that do not consider themselves seniors yet.

“  
A lifesaver for  
me after my  
husband died.  
”



# ***Situational Analysis***

## **(Continued)**

### **Product Portfolio and Positioning**

#### **Positioning Statement:**

Cabarrus County Active Living Centers are the primary locations where older adults come together. They are a place to receive client services/outreach and participate in a wide range of programs. These programs aim to meet the diverse needs and interests of Cabarrus County's older adults, adults with disabilities, and their caregivers. These services encourage an active and healthy lifestyle for older adults by promoting total wellness and allowing clients to remain independent.

#### **Unique Selling Proposition:**

***"Growing older doesn't mean slowing down!"***



**CABARRUS COUNTY**  
*Active Living & Parks*

# Competitive Analysis

Cabarrus County Active Living Centers offer a variety of services and opportunities to individuals with disabilities, adults ages 50+ as well as their caregivers. There are opportunities to gather over games, festivities, dancing, and more. Cabarrus County also participates in the Senior Games and Silver Arts. The Senior Games are a program started in 1985 that was intended as a statewide wellness promotion and education program for older adults (County C., Senior Games and Silver Arts, 2023). Since that time, Cabarrus County has continued to develop its senior programs, increasing accessibility and participation. For this analysis, we will be comparing Cabarrus County Active Living Centers with Mecklenburg, Stanly, and Rowan County senior centers as direct competitors, and the YMCA as an indirect competitor. These three counties border Cabarrus County and will give the most accurate representation of comparable county resources.

## • Stanly County Senior Center Strengths

- Located 10 miles from Mecklenburg County which is the largest county in North Carolina.
- Stanly County is a medium-sized county. The senior center is located in Albemarle which is central to the county with four major highways intersecting.
- Stanly county also participates in the Senior Games and Silver Arts.
- Their website, although simple, is very organized and easy to navigate. This is imperative when considering the target market.
- They offer online programs so they can reach people that may not be able to attend in person.

## • Stanly County Senior Center Weaknesses

- According to our research, although the location is central to the county, there is only one county senior center available.
- The age for participation is higher in Stanly County requiring participants to be 60+ years old.
- A weakness that is also a strength is the proximity to Mecklenburg County. With the southernmost portion of Stanly County being so close to Mecklenburg, and there only being one center, some clientele may be lost to surrounding counties.



# Competitive Analysis

## Mecklenburg County Senior Centers Strengths

- Mecklenburg County provides three senior centers located around the city of Charlotte.
- Mecklenburg County centers have a variety of facilities for use including gyms, computer labs, nature centers, etc.
- Mecklenburg County also participates in the Senior Games and Silver Arts.
- Their website is easy to navigate, however, they seem to lack information on the services and programs they offer.

## Mecklenburg County Senior Centers Weaknesses

- The largest county in the state only has three recreation centers for seniors.
- All three are centered around Charlotte. This may benefit those who live close to the city, but those that live on the outskirts may be less likely to travel to such a populated area.
- The website is easy to navigate, however, it is difficult to read (font size) and lacking in information.
- The age requirement is 55+ Which is better than Stanly County yet still higher than Cabarrus County.

## Rowan County Senior Centers Strengths

- Rowan County contracts its senior services through the Rufty Holmes Senior Center, RHSC.
- Their county website links to the RHSC website which is very aesthetically appealing and easy to navigate.
- Not being operated by the county, RHSC is able to offer different services than the surrounding counties. Such as tax prep services, the "R U OK" home care, and SHIP Medicare guidance.
- They are a nonprofit organization that gives more freedom than a government-regulated organization.

## Rowan County Senior Centers Weaknesses

- There is only one county-recognized senior center in Rowan County.
- They do not participate in the Senior Games or Silver Arts.
- The age requirement for Rowan County is 55+ which is the same as Mecklenburg County.
- The RHSC is located in Salisbury which is where many major highways converge. However, Salisbury is more northern to the county leaving the southern residents farther from the center.

# Competitive Analysis (continued)

## Indirect Competition the "Y" or YMCA

The "Y", formerly known as the YMCA, which stands for "Young Men's Christian Association", is a non-profit organization founded in London in 1844 (Expert, 2021). Since then, the organization has become the largest and oldest charity in the world helping young people (Lech, 2022). With 2,700 locations in the United States, they are also very accessible in most areas even where most fitness organizations cannot survive. The YMCA franchise accomplishes this by boasting over 500,000 volunteers and 20,000 staff members. The YMCA brand is one of the most widely recognized brands in the world. On July 12, 2010, the YMCA changed its name to the "Y" as a brand strategy to modernize its image and draw attention to its core areas of purpose (Staff, 2010). Despite the founding mission of helping young Christian men, the "Y" has expanded its services and outreach to many demographics including older adults. The "Y" has many creative fitness programs designed specifically for older adults to improve their overall mobility and quality of life. They also have a variety of health-related services such as a "Diabetes prevention program" and blood pressure monitoring, as well as fitness classes designed for arthritis pain management. All of these elements combined make the "Y" a fierce competitor in the field of active living for older adults.



# Customer Analysis and Target Market

## Customer Analysis

According to the 2021 Census data, there were 231,278 residents of Cabarrus County. When looking at the breakdown of the different demographics of the area, we find that there is a very viable customer base for our Active Living Facilities. According to the demographic breakdown of the 2021 Census, thirty-three percent of the total population is 50+ years old. This thirty-three percent equals approximately 76,322 Cabarrus County residents. The percentage breakdown is as followed: Ages ( 50-59) 13% approximately 30,066 individuals; ages (60-69) 11% approximately 25,440 individuals; ages (70-79) 6% approximately 13,876 individuals. Lastly, the smallest age group, 80+, is only 3% totaling 6,938 individuals. Considering our Active Living Centers are designed for ages 50+, the above-mentioned age demographics are our potential customer base.

Age

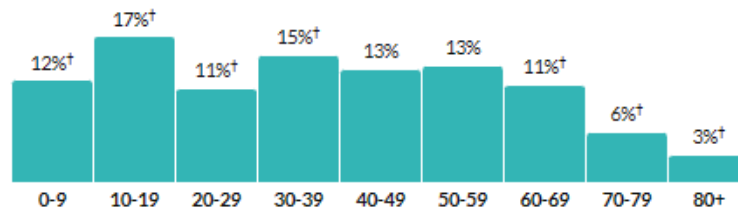
### 37.4

Median age

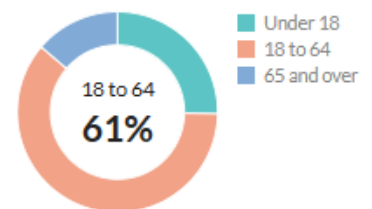
a little less than the figure in North Carolina: 39.4

a little less than the figure in United States: 38.8

Population by age range



Population by age category



Unfortunately, there is very little user data from our facilities regarding specific demographics and psychographics. Though there are records of attendance, a consolidated dataset of this information has not yet been compiled. Gathering this information may be part of a marketing tactic to reach our marketing goals in the future. For the purpose of this customer analysis, we will be using research to outline our market segments focusing on common reasons seniors seek out these activities and facilities.

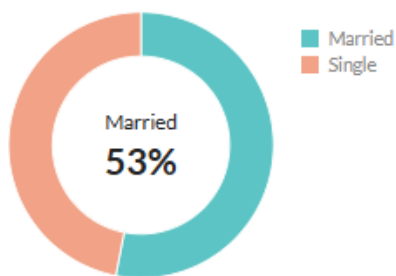
Our organization's mission is "To enrich the quality of life for persons of all ages and abilities. We do this by providing high-quality recreation, education, and social opportunities. These opportunities are in harmony with natural resource preservation" clearly states the main market segments we are trying to reach. The first is social opportunities. According to the National Institute on Aging, the main cause of depression in older adults is social isolation (NIH, 2023). This is unfortunately an inevitable part of aging that we wish to mitigate by providing opportunities to establish new connections and reduce the overall time that seniors spend in isolation.



# Customer Analysis and Target Market (continued)

According to the census data gathered from Cabarrus County, 24% of the population is widowed or divorced totaling approximately 55,500 individuals that are potentially living in isolation. Although there is no data specifying what age groups are contained in this figure, it is safe to assume there are individuals that align with our target age range included. However, our programs are not exclusive to seniors living in isolation, and they are equally suited for senior couples looking to make new friends.

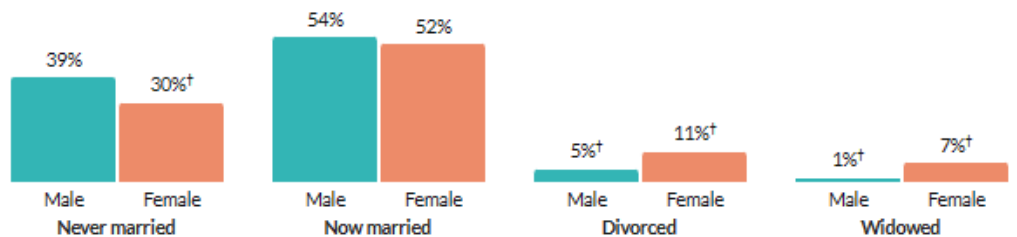
Marital status



\* Universe: Population 15 years and over

[Show data / Embed](#)

Marital status, by sex



[Show data / Embed](#)

Another market segment is those seniors simply looking for something they can participate in. As we get older, finding age-appropriate recreational opportunities can be a challenge. There are certainly exceptions to this statement. However, one can imagine the appeal of certain recreational activities losing their luster as we get older. Rollercoasters and playing football may not be the best choices for seniors. At Cabarrus County Active Living and Parks, we aim to provide a variety of recreational opportunities suitable for all age groups and stages of life.

There are those seniors who are seeking to increase their overall health as well. The Society of Behavioral Medicine states that regular exercise improves balance and flexibility in older adults. Being physically active can also lead to greater longevity and decreased mortality (Balbim, 2018). Cabarrus County Active Living Centers can also tap into this market segment appealing to those older adults seeking improved health and longevity.

# Customer Analysis and Target Market (continued)

## Target Market #1

- Individuals ages 50+ that live within 15 miles of the two existing Active Living Centers (ALCs), or within 15 miles of the two new ALCs who are interested in regaining their social life and creating new connections while engaging in age-appropriate recreational activities.

## Target Market #2

- Individuals ages 50+ that live within 15 miles of the two existing Active Living Centers, or within 15 miles of the two new ALCs with an interest in increasing their overall health, flexibility, and mobility, in a controlled group setting.



# Marketing Goals and Strategies

## Organizational Goals

The goal of Cabarrus County Active Living and Parks is to improve the quality of life for all people through fitness, wellness, and educational programs. The organization strives to create a safe, inclusive, and welcoming atmosphere for all age groups and abilities. The current venues, including four parks and two Active Living Centers, are designed to provide enriching, fun, and beneficial opportunities to all County and surrounding residents. The Active Living Centers are a critical addition to the Department to expand accessibility to a less physically capable market segment.

## Active Living Center Goals

- Increase program participation and establish long-term connections that keep visitors engaged.
- Minimize cost per exposure across all marketing channels.
- Increase participation in the Senior Games.
- Expand current reach on social media.
- Establish awareness and interest in the new facilities before their grand openings.

## Value Proposition

Cabarrus County Active Living Centers are the premier senior recreation facilities in the Greater Charlotte area. These Centers are well-maintained and strategically located throughout the county to provide total wellness for older adults. The Active Living Centers are safe, clean, inviting, friendly, and affordable, and have the widest variety of activities in the area. Class topics include dance, trivia, strength, balance, music, art, and much more. There are even Friday night dances and Saturday classes. This is a phenomenal place for older adults to make friends and learn new skills to live a healthy and robust life.



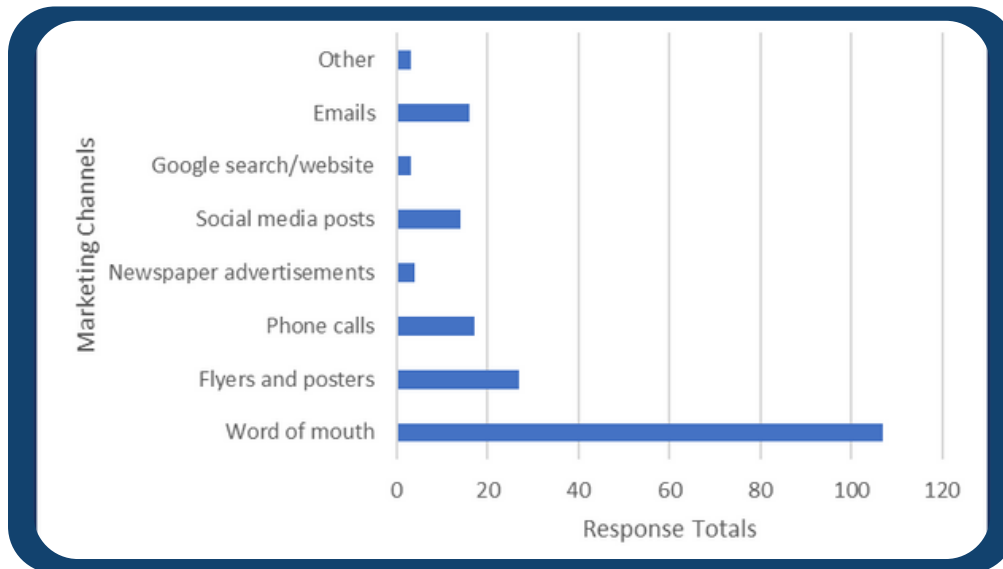
“ It saved my life! ”

# Marketing Goals and Strategies

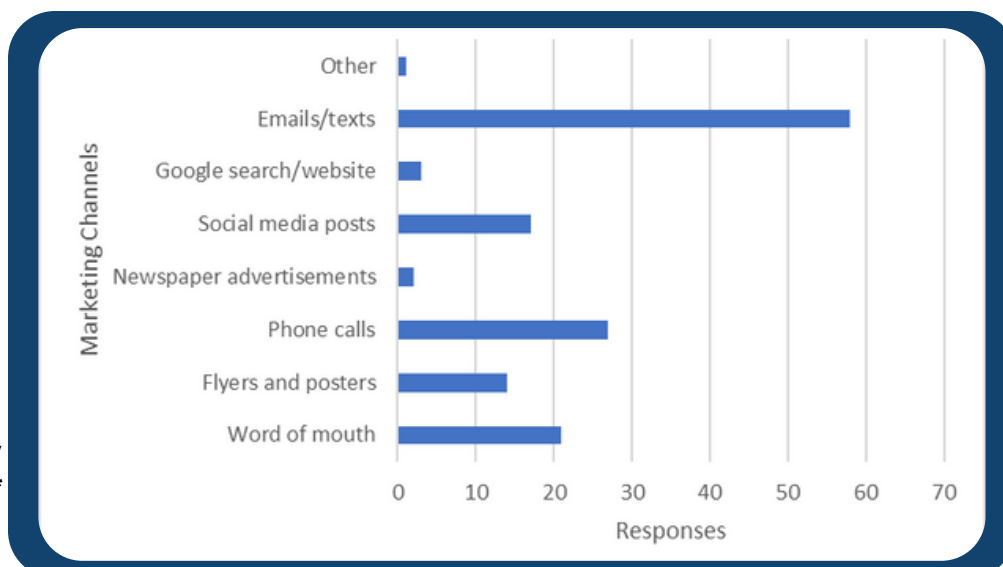
## Marketing Survey Results

To assist with the construction of this report, we conducted a 5-question marketing survey to better understand how the Active Living Centers are reaching their patrons. The Centers currently market their programs and services through a wide variety of channels, but they previously did not know how well each marketing channel performed at reaching patrons. Over the course of two and a half weeks, the surveys generated 120 responses between the two venues. The responses are listed below.

### Question 1. How did you hear about this class and the Active Living Centers (Check all that apply).



### Question 2. Which of the above options works best to keep you updated on news and events at the Active Living Centers?



\*For additional survey results, see Appendix\*

# Marketing Goals and Strategies

## Strategies

### Goal 1: Increase program participation and establish long-term connections that keep visitors engaged.

**Strategy 1:** Increase awareness of programs and services to the target markets by strategic marketing within effective channels. If more seniors are familiar with the services provided, and aware of their need for them, they will be more likely to participate at the facilities. After they experience the clean and welcoming facilities, the professional staff, and the friendly patrons, they will be more likely to become frequent visitors.

### Goal 2: Minimize cost per-exposure across all marketing channels.

**Strategy 2:** Determine which marketing channels are the most successful, and cut back on channels that are not as successful. The results of the recent marketing survey can provide insight into how the users of the Active Living Centers heard about the facilities and classes offered there. According to the survey results, an overwhelming amount of responses mentioned hearing about the Centers through word-of-mouth advertising (107 responses). Other significant marketing channels to reach users were flyers and posters (27), phone calls (17), emails (16), and social media (14). Avenues that have not reached many patrons include newspaper advertisements (4) and Google searches (3). Based on this data, the Active Living Centers should direct their marketing efforts away from newspapers and Google Ads, and discover more ways to spread their messaging with these more significantly-used channels.

When asked in the survey how patrons stay up to date on news and events for the Active Living Centers, emails/texts from the staff were the most effective (57). Other significant ways patrons stay in the know on news and events were phone calls (27), word of mouth (21), social media (17), and flyers (14). Ways that patrons are not using as often to stay in touch are newspaper advertisements (2), Google searches (1), and the Department's website (2), although several respondents listed the Department website as being very helpful as it lists the class schedule. The Centers are very effective in keeping patrons in touch with their email, call, and text reminder system, called Everbridge.



# Marketing Goals and Strategies

## Strategies Continued

### Goal 3: Increase participation at the senior games.

**Strategy 3:** Increase yearly Senior Games participation by 10%. A strength of Cabarrus County Active Living is that they are the chief host and organizer of the Cabarrus Senior Games and a yearly participant in the North Carolina Senior Games. The organization can use this strength to retain past participants, attract previously unreached participants within the County, and even attract participants from neighboring counties due to the quality and legitimacy of the Senior Games in Cabarrus.

### Goal 4: Expand current reach on social media.

**Strategy 4:** Increase the current following and activity on the Active Living and Parks Facebook and Instagram pages by 15% each year through the use of enticing content and engaging promotions.

### Goal 5: Establish awareness and interest in the new Active Living facilities before the grand openings.

**Strategy 5:** Find ways to make more people in the target markets aware of the facilities and interested in their services leading up to the time the new Active Living Centers come on board.



# Marketing Tactics

## Strategy 1: Increase awareness of programs and services to the target markets by strategic marketing within effective channels.

**Tactic 1:** Because the marketing survey found that most users heard about the Active Living Centers via word-of-mouth advertising, we will be offering a “Refer-a-Friend” promotion to our users. Current patrons at the Active Living Centers will be asked to refer our products and services to their friends and family within the target markets. Anyone who successfully refers three people to our Centers will receive three free class signups of their choice. A successful referral is constituted as the referred individual setting foot inside our facilities and using our amenities, whether it be a class, a tour, or participating in any games or activities. A referred individual must be a first-time guest, as the goal of the promotion is to reach new clients and increase awareness of our services. Active Living staff will keep a running total of each patron’s number of referrals, and each patron is only allowed to win the reward one time. This promotion will run from October 1st to December 31st, and there is no limit on the number of winners inside this window. Evaluation of this promotion will be based on the number of new referrals brought in by the new year. This could coincide with patrons wanting to start the new year off with new health goals.

**Tactic 2:** We will improve our social media outreach by initiating at least two social media (Facebook and Instagram) posts per week. This will be a year-round campaign. These posts will be creative and informative of upcoming programs and events and will be posted at prime social media usage times around 7:00 PM. According to the survey, a growing number of patrons stay up to date with our events via social media, so improving our marketing here will attract interest in our classes and events. This tactic will also serve Marketing Strategy 4 to expand our reach on social media. An example of one of these media posts is included in the Appendix section. This tactic will be evaluated monthly by the number of "likes", shares, and comments.

**Tactic 3:** Another tactic to increase awareness and attract interest is to create a quarterly Active Living Center brochure. A new brochure will be printed in the first month of each quarter (January, April, July, and October) to showcase all upcoming classes, new amenities, a staff bio, and patron testimonials. An example brochure is included in the Appendix section. We will post this Active Living Center brochure in the Centers and in the 4 County park offices. Other areas to distribute these brochures, along with our event posters include local medical and senior care facilities, bus stops, and local diners. Evaluation will be quarterly based on the total number of brochures given away.

**Tactic 4:** Initiate monthly marketing and customer surveys to stay in touch with marketing trends and to ensure customer satisfaction. These surveys will be administered in the last week of every month and evaluated by staff in the first week of each month. Upon review of the surveys, staff will know how to alter their methods to best meet the needs of their clients.

# Marketing Tactics

## **Strategy 2: Determine which marketing channels are the most successful, and cut back on channels that are not as successful.**

**Tactic 1:** Many respondents in our marketing survey listed that the best way they stay in touch with upcoming programs and events is by email, texts, and phone calls. The Active Living Centers currently utilize Everbridge, which is a mass communication tool that seems to work very effectively, according to our respondents. Due to this effectiveness, the department will continue to utilize this technology 3 times per week on Monday, Wednesday, and Friday. This will be a year-round tactic to constantly showcase the programs and events hosted at the Centers. On the contrary, newspaper advertisements and Google searches have not done as well at keeping patrons in the loop, so less time and resources should be spent on these channels. Everbridge notifications will be evaluated weekly to ensure all new participants are subscribed. Similar feedback surveys will continue to be utilized year-round to stay in touch with consumers.

## **Strategy 3: Increase yearly Senior Games participation by 10%.**

**Tactic 1:** Begin advertising early. As Senior Games is a spring event, it is important to start advertising for it several months in advance so the information can spread to all target markets in time. By beginning advertisements on January 1st and continuing through the end of March, participants will have several months of advance notice of the event. Mediums for this advertising will be phone calls to participants from prior years, using ambassadors to inform the target markets, urging past participants to tell their friends about the event, brochures, posters, and flyers. Senior Games staff can also disseminate event information through the Cabarrus Senior Games Facebook page as well as on other counties' Senior Games pages. There are other senior Facebook activity groups such as pickleball and bowling that can aid in recruitment. This tactic will be evaluated each year after the Games to see if the 10% growth goal was achieved.

**Tactic 2:** Incorporate fun themes into different events within the Senior Games. Adding themed events to the competition would liven up the event and potentially help boost participation and enjoyment. Examples of this could be Superhero Track and Field Day or Hawaiian Luau Shuffleboard. Participants would not be required to participate, but the added element of themed events and the fun that comes with it would be an area of difference from surrounding counties and something to set Cabarrus apart. Seniors look forward to the opportunity to dress up and have fun with each other, and this would arouse the desire of patrons to participate with their friends and further enjoy the spirit of the Senior Games.





# Marketing Tactics

**Strategy 4: Increase the following and activity on the Active Living and Parks Facebook and Instagram pages by 15% each year through the use of enticing content and engaging promotions.**

**Tactic 1:** Offer a free technology class at the Active Living Center teaching patrons the basics of operating social media. This class would be held once each week for 1 month, with compounding skills in each session. By attending this free class, seniors would have an increased incentive to learn social media and get past any stigma that they are not able to use it. Also, if more seniors were trained on how to use social media, the department's social media pages would become a more effective place to broadcast news and events. This class will be held in May before the social media giveaway tactic (mentioned next). This tactic also supports Marketing Strategy 1 to increase awareness of the Center's programs and services.

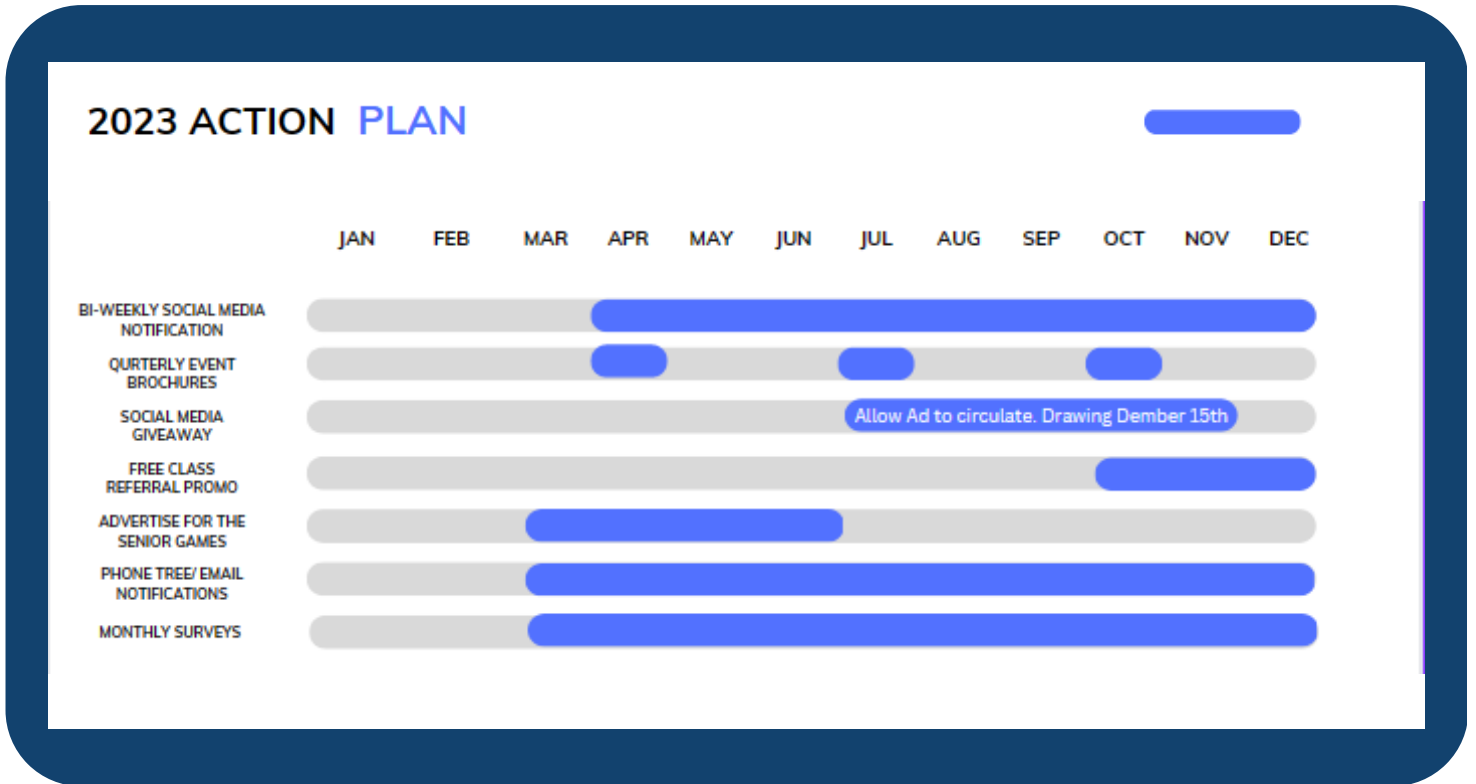
**Tactic 2:** Now that many seniors have become more acquainted with how to use social media, we will conduct a large social media giveaway campaign from July to November. In order to enter the giveaway, followers must 1) like the post, 2) follow the pages and 3) tag three friends in the comments. Once these steps are complete, a user is entered into the drawing. A user may have only one entry per social media post for the duration of the campaign, so each user may have many entries in the drawing by the time the winner is picked at random on December 15th. The winner will receive a "Tech-Savvy Senior" t-shirt as well as a full facility tour of nearby Reed Gold Mine, over a \$40 value. This tactic will increase activity on the Department's social media pages due to the number of likes, "follows", comments, and exposures. Thus, it will also expand awareness for Strategy 1.

**Strategy 5: Find ways to make more people in the target markets aware of the facilities and interested in their services leading up to the time the new Active Living Centers come on board.**

**Tactic 1:** Create "mailers", which are essentially postcards, to send to everyone within a 3-mile radius of the new Active Living Centers in Mt. Pleasant and Afton six months before the grand opening. This may result in some wasted circulation, but it also may result in a great opportunity for word-of-mouth advertising. This mailer will include a description of the events and services provided at the Centers, as well as a QR code to a video rendering of the facility and a glimpse into some of the future classes (with footage from the existing Centers). The mailers will raise awareness and arouse the desire to use the brand-new facilities that are so close to home.

**Tactic 2:** Begin marketing for the new Centers six months prior to the grand opening on social media. These posts will be exciting content of seniors having fun at our facilities and events, video flythroughs of the rendering and construction, and advertising the great socialization opportunities that will be possible at the new Centers. These posts will run from six months prior to the grand opening until four months after the grand opening and will be evaluated based on social media exposure. This tactic will also serve Strategies 1 and 4.

# Implementation and Evaluation



Above is the anticipated timeline for implementing our marketing tactics in the existing Active Living Centers. In regard to the new facilities in Mt. Pleasant and Afton, their expected grand openings are in 2025 for Mt. Pleasant, and 2027 for Afton. Due to the extended period of time between now and then, a permanent strategy for reaching the goal of awareness is difficult and premature at this point. However, the tentative plan for reaching this goal is to start advertising on social media approximately six months before their anticipated openings. This method of advertisement is cost-efficient and circulates constantly. The next phase in our plan would be to promote the new facilities in the existing classes and centers. Word of mouth was the number one way participants learned about us. Lastly, approximately one month before the opening we would distribute brochures to locations likely to be seen by our target markets. These locations could include medical facilities, diners, and buses.

# Implementation and Evaluation

## Budget

Our budget for this marketing plan will be relatively low based on the results of our survey. The three preferred means of notification and advertisement were word of mouth, flyers, and electronic sources such as social media, email and phone.

Item	Unit cost	Total Cost	Units Purchased	Notes
Social Media Posts	\$0.36 USD per "Click"	Budgeted \$1000	~2,700	Most Social media posts are free for businesses. However, to turn a post into an advertisement you can pay per "Click" this is where the social media platform bills the company every time someone clicks on your link. By doing it this way you are guaranteeing your website is viewed at least 2,700 times before budget runs out.
Flyers/Brochures	\$0.52 USD	\$500.00	~950	Most of these flyers and brochures can be printed in-house using the free software from Canva. Cost is associated with toner and paper.
Social Media Giveaway prize	\$40.00 USD	\$40.00	1	A free tour at one of our partner facilities such as Reed's Gold Mine. As well as a custom tee-shirt
	<b>Total Spent</b>	~\$1,540		

# ***Implementation and Evaluation***

## **Evaluation**

Evaluating the effectiveness of our marketing plan will be measured by increases in class, and senior game participation, as well as social media statistics. This is the true test to determine if our efforts are effectively reaching our target markets. We will also use the data gathered from our monthly surveys to adjust and direct marketing efforts where they will have the greatest impact.

The ultimate goal of this marketing plan is to increase participation and awareness for Cabarrus County Active Living Centers. Another goal is to increase awareness of our organization and to provide an avenue for older adults in our community to lead long and healthy lives while having fun in a safe, inclusive, and social environment. Seniors today face a range of issues from decreased mobility and physical health to social isolation and depression. Cabarrus County Active Living Centers are doing their part to mitigate these issues for current seniors and future generations to come!

# Appendix

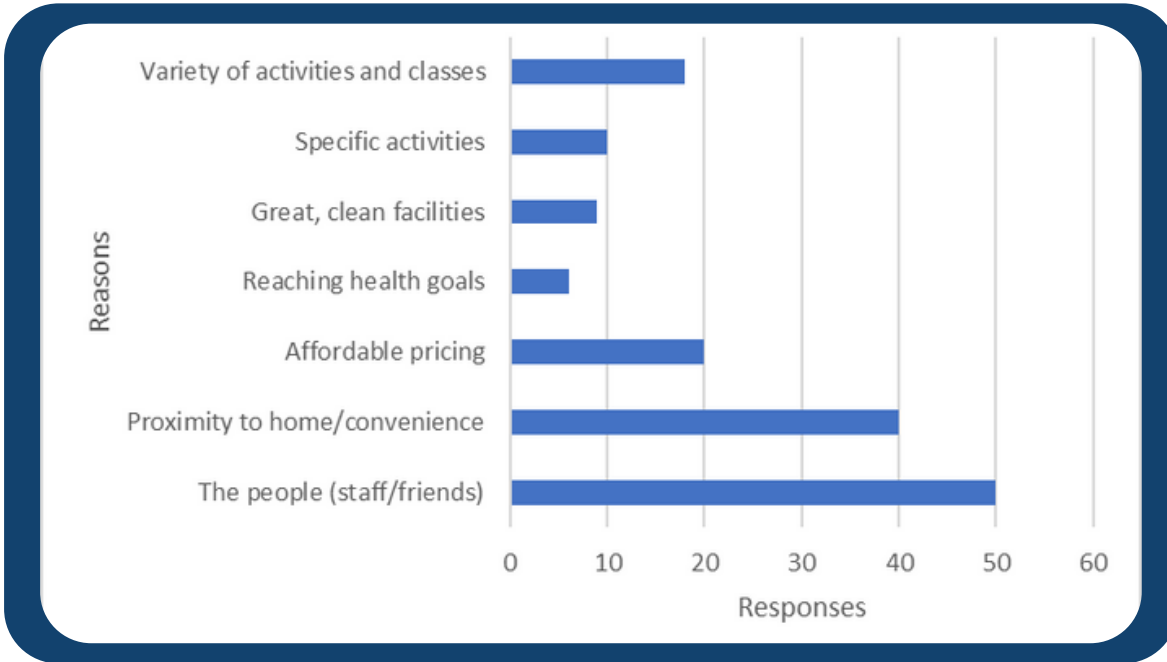
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# Appendix

## Additional Survey Results

### Question 3. What made you choose the Active Living Centers over similar facilities?

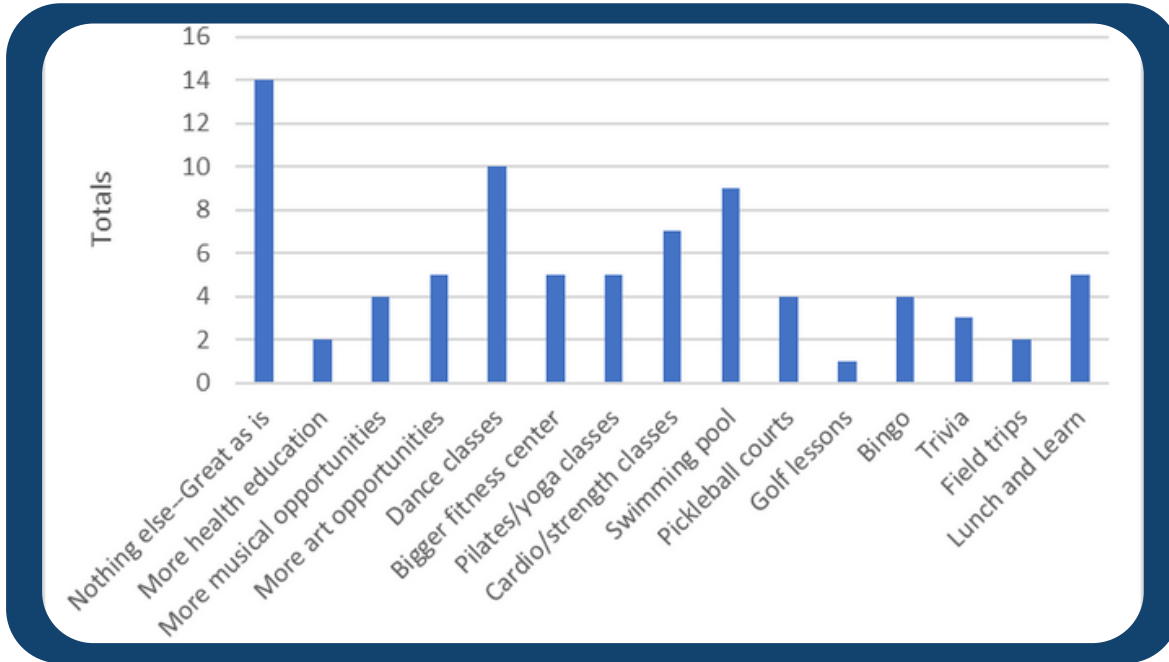


### Question 4. Describe your experience using the Active Living Centers in one sentence:



# Appendix

## Question 5. What one class or amenity do you wish the Active Living Centers had?



### Cabarrus County Active Living Centers Class Participant Survey

1. How did you hear about this class and the Active Living Centers? (Check all that apply)

- Word of mouth
- Flyers and posters
- Phone calls
- Newspaper advertisements
- Social media posts
- Google search
- Emails
- Other, please specify:  
\_\_\_\_\_

2. Which of the above options work best to keep you updated on news and events at the Active Living Centers?

\_\_\_\_\_

3. What made you choose the Active Living Centers over similar facilities?

\_\_\_\_\_

4. Describe your experience using the Active Living Centers in one sentence:

\_\_\_\_\_

5. What one class or amenity do you wish the Active Living Centers had?

\_\_\_\_\_

# Appendix

## Sample Brochure/Flyer

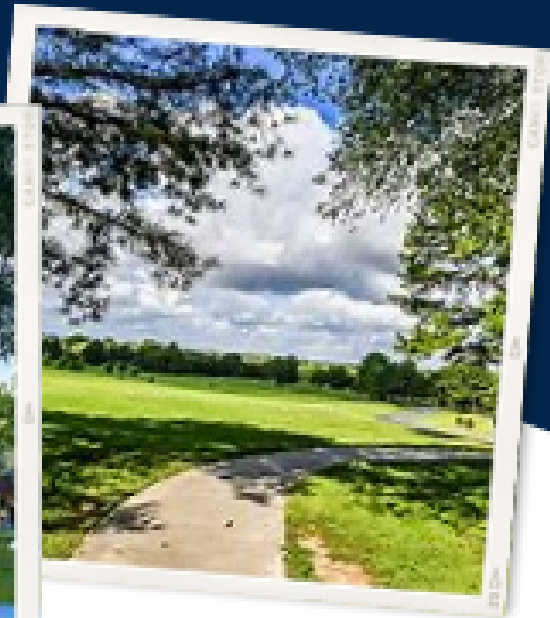


CABARRUS COUNTY  
*America Thrives Here*

ACTIVE LIVING CENTERS

# YOGA IN PARKS!

Every  
Wednesday!



For Info :  
(704) 920-3484  
ALP@cabarruscouty.us

**REGISTER  
ONLINE TODAY!!**

For information on  
upcoming classes visit  
our website at

[www.cabarruscounty.us](http://www.cabarruscounty.us)



# Appendix

## Sample Email Newsletter

Active Living!



USER X

Active Living!

Hello from your Active Living Family in Cabarrus County!

This is your Bi-weekly newsletter keeping you up to date on all our fun and exciting opportunities!

This coming week's activities:

- Class for Mason Jar Picture Frames on 02/28/2023
- Luck O' The Irish Disk Golf Tournament 03/03/2023

We look forward to seeing you out here!

Active Living Staff,

You have received this email because you signed up for our biweekly newsletter. If you did not sign up for this option or no longer wish to receive emails from us please reply "STOP"



# Appendix

## Sample Instagram Post



Caption: It's never too late to start your next adventure. Come visit us at your local Active Living Center. We are Located in Mt Pleasant, and Concord! To be eligible for the drawing please visit our Instagram and like this original post and Share!!

# CABARRUS COUNTY



## BOARD OF COMMISSIONERS WORK SESSION

**May 1, 2023  
4:00 PM**

---

**AGENDA CATEGORY:**

Discussion Items - No Action

**SUBJECT:**

County Manager - Discussion of Courthouse Plaza Identification

**BRIEF SUMMARY:**

County staff will discuss the potential of naming the new plaza that surrounds the public entrance of the new Cabarrus County Courthouse. Staff will provide some options.

**REQUESTED ACTION:**

Receive input.

**EXPECTED LENGTH OF PRESENTATION:**

5 Minutes

**SUBMITTED BY:**

Mike Downs, County Manager  
Kyle Bilafer, Assistant County Manager

**BUDGET AMENDMENT REQUIRED:**

No

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

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# CABARRUS COUNTY



## BOARD OF COMMISSIONERS WORK SESSION

**May 1, 2023  
4:00 PM**

---

**AGENDA CATEGORY:**

Discussion Items - No Action

**SUBJECT:**

Midland Fire Department - Proposed Fire Service Districts and Implementation of a Service Board

**BRIEF SUMMARY:**

Midland Fire Chief Larry Coley, II will present information about proposed fire service districts and the implementation of a service board.

**REQUESTED ACTION:**

Receive input.

**EXPECTED LENGTH OF PRESENTATION:**

5 Minutes

**SUBMITTED BY:**

Larry Coley, II, Midland Fire Department Chief

**BUDGET AMENDMENT REQUIRED:**

No

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

---

**ATTACHMENTS:**

- ▣ PowerPoint Presentation

Example of 1 cent and 1.5 cent on the Hundred and leaving the 30% increase for 2024-25 budget year

Georgeville Fire for the example

*(Please keep in mind the following numbers are a close approximation and have been figured lower than expected)*

Georgeville's Fire budget for the upcoming year 2023-24  
(We will use a 30% projection on the 2023-2024 numbers to  
get close to the 2024-2025 numbers)

Projection sheet provided in booklet

- Budget for 2023 with 98% collection rate and 1.5% collection fees, \$4,438.65 from the county leaves a total of **\$285,553.15**
- I was advised there was a possibility of a 40% increase in the budgets of each department for the year 2024-25 budget.  
These figures are done on a 30% increase so they will not be inflated and are more reliable.
- A 30% increase on \$285,553.15 will yield \$85,665.95
- This will give a new total of **\$371,219.10**
- 1 cent on the total rural district for the county for year 2023 (\$505,425.61) is multiplied at 30% yields **\$65,705.33 for each of the ten departments for the 2024 – 25 year.**

•Take the new total of \$371,219.10 and add in the \$65,705.33 and you will get a new total of **\$436,924.43**

This will give Georgeville fire a gain of \$151,371.28 at 1 cent on the hundred

They would have a gain of \$184,223.95 if 1.5 cent on the hundred were put in place

**40% increase**

$(\$436,924.43 \times 10\%) = \$43,692.44$

$\$43,692.44 + \$480,616.87 = \mathbf{\$524,309.31}$



*This will be a dynamic adjustment.* The 1 cent or 1.5 cent on the hundred will grow as the county grows each year. If 2000 homes are built across the county then the 1 cent will increase. This will be divided by the amount of departments in the county equally and everyone will *share* in the increase as time and the density of growth increases. It will not matter if it is in their district or not. The departments with large growing areas moving to higher call volume departments *will be able to continue to grow as their district grows* by having the revenue in place to move forward without delay to plan out several years in advance. When their area grows the 1 cent will grow and be dispersed across the county. The departments area that provided the money will also get the same amount. This will be true equality. This will also allow for the larger departments to assist the county departments around them with personnel and specialized equipment without *redundant spending* and allow the smaller departments to purchase better equipment and provide drivers in their stations by freeing up capital from the 1 or 1.5 cent tax.

If the true goal is to assist departments with revenue then this is the easiest and least complicated way to do this without another governing body being added for no reason.

If this extra governing body is added then they will overrule the local boards in each fire district by controlling the revenue if they do not agree. There will be conflicts between the boards so one of them must be dissolved. The departments will have to change their charters at the state level to be compliant.

All money collected for fire protection must be spent on fire protection according to GS 69-25.9 states “ the tax collected **shall** be paid into a special fund and used for the purpose of providing fire protection for the district”

There will also be a potential for bias on this board. It can not be avoided.

There will be complaints and they will be back in front of the commissioners to settle the disputes.

If there is a concern over perceived miss spending then that can be handled through the expectations in the annual contracts.

# CABARRUS COUNTY



## BOARD OF COMMISSIONERS WORK SESSION

**May 1, 2023  
4:00 PM**

---

**AGENDA CATEGORY:**

Discussion Items for Action

**SUBJECT:**

Cabarrus County Tourism Authority - FY2024 Budget Approval

**BRIEF SUMMARY:**

The Cabarrus County Tourism Authority's FY2024 proposed annual operating budget is \$6,475,060. The Tourism Authority is funded by Occupancy Tax and is not supported by the County's General Fund. The Tourism Authority's Board of Directors approved the FY2024 proposed budget on April 26, 2023.

**REQUESTED ACTION:**

Motion to approve the Cabarrus County Tourism Authority's FY2024 Budget of \$6,475,060.

**EXPECTED LENGTH OF PRESENTATION:**

10 Minutes

**SUBMITTED BY:**

John Mills, CVB Executive Vice President

**BUDGET AMENDMENT REQUIRED:**

No

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

---

**ATTACHMENTS:**

- ▣ PowerPoint Presentation
- ▣ CCTA FY2024 Budget Statement
- ▣ CCTA FY2024 Budget

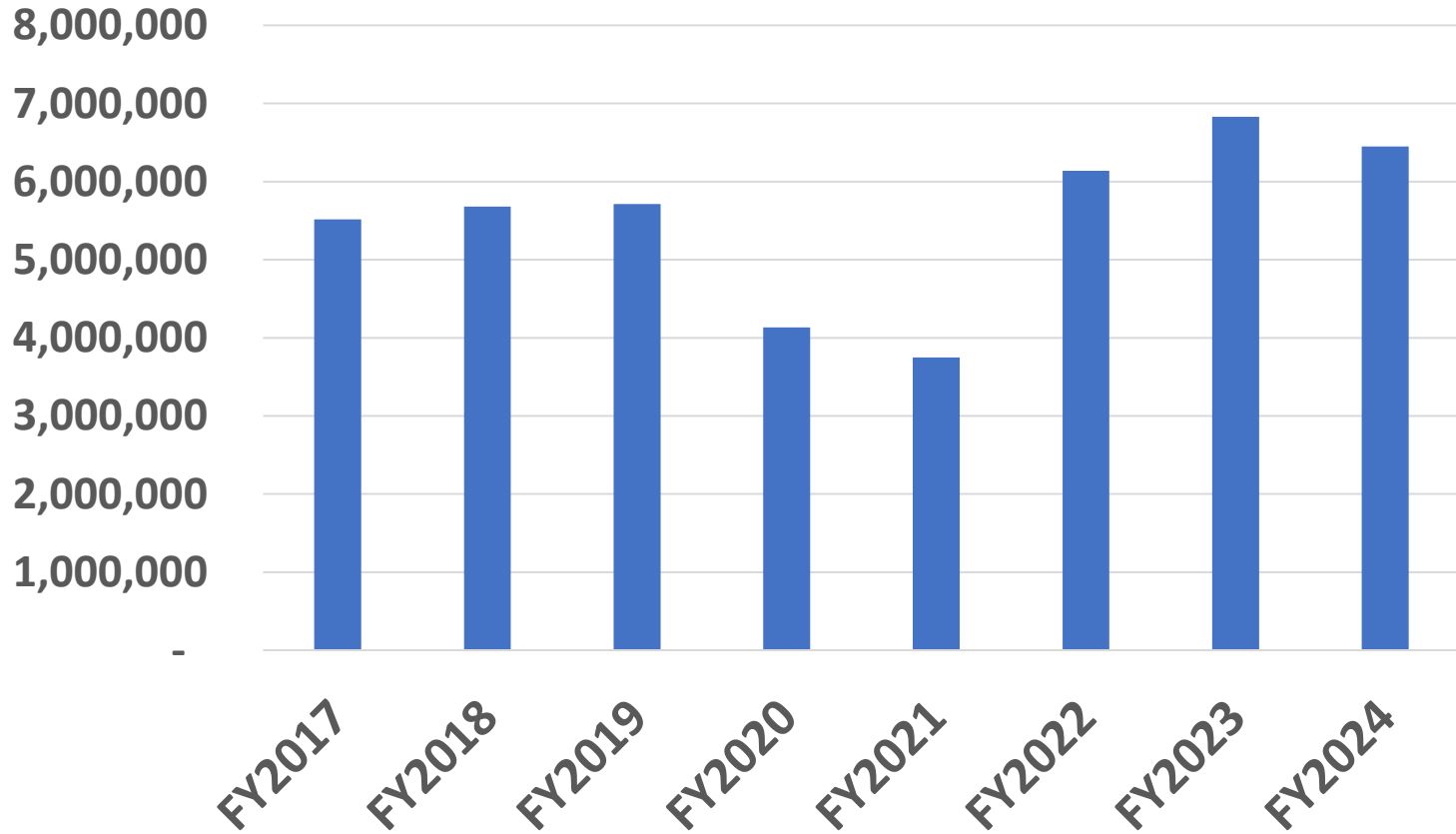


# FY2024 Budget

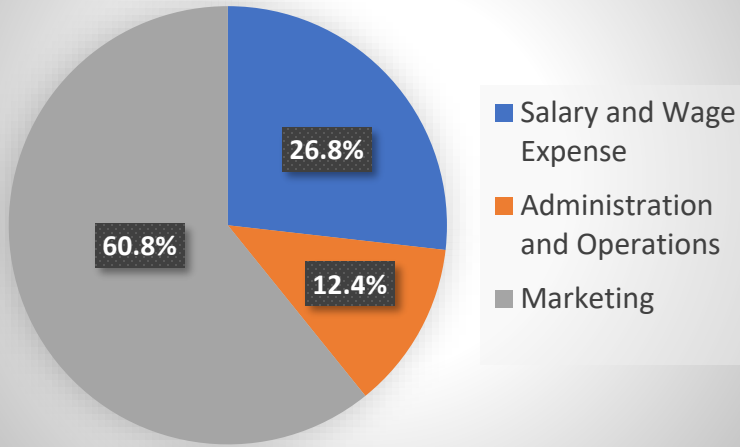




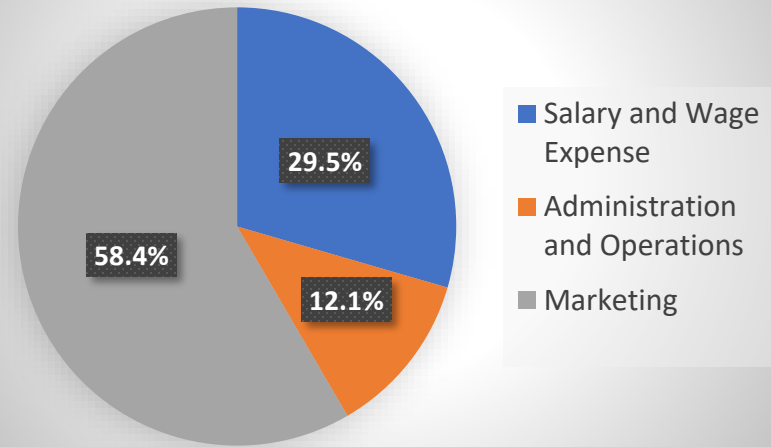
## Occupancy Tax Revenue



## FY2023 CVB Allocations



## FY2024 CVB Allocations



## FY2024 County Retains

- 5% Admin Fee - \$322,500
- 5% Sports Development - \$322,500







## **FY2024 Budget Message**

April 26, 2023

Cabarrus County CVB Board of Directors and Cabarrus County Board of Commissioners:

Cabarrus County lodging revenues in FY2022 set a record by beating the previous high set in FY2019 by 7.5%. This travel momentum has continued in FY2023 as lodging revenues have surpassed FY2022 revenues by 19%. These increases are a result of higher demand as well as higher average daily rates. All market segments are experiencing growth including leisure, business, and group. The growth is higher than what is being experienced on a statewide level. Travel research continues to show that visitation to Cabarrus County is being generated by the drive market. Greensboro and Raleigh are the top two origin markets for Cabarrus County. These markets also represent two of the largest spending markets. These visitors spend money on food, accommodations, retail, gas, and attractions. All of these dollars spent help drive the tourism economy for Cabarrus County and reduce the tax burden on local residents. It is estimated that in 2021 each Cabarrus County resident had a tax savings of \$155.62 due to visitor spending. Also, hospitality workforce development continues to be a strategic initiative for the Bureau. During the budget process decisions were made utilizing the Bureau's Mission and Vision Statements.

### **MISSION**

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

### **VISION**

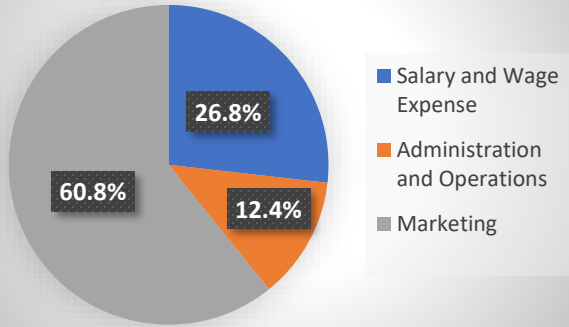
To continually grow and sustain  
a dynamic travel industry to become the  
number one economic force for Cabarrus County

The budget for FY2024 of \$6,475,060 represents an increase of 12% over FY2023. Lodging revenues are expected to increase by \$720,000 compared to the FY2023 budget. Fears of a recession are not expected to hinder the tourism industry that is exceeding pre-pandemic volume. Additional staff in FY2024 will include sales and visitor service staff to handle group and visitor demand. Also, the organization will increase advertising spending and continue to capitalize on the Explore Cabarrus branding with new creative programming. The new Mondo track installation at Jay M. Robinson High School will allow the Bureau to pursue more sports tourism opportunities as well.

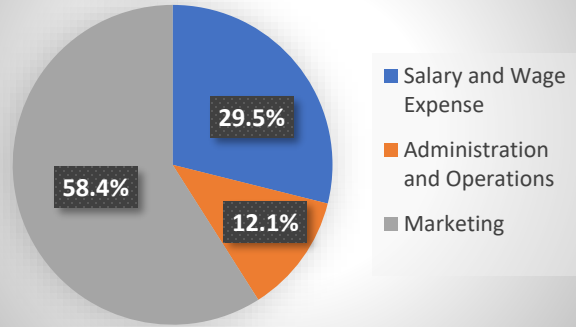
I would like to thank the individuals who contributed to the preparation of the FY2024 budget and offer them my sincere gratitude.

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

### FY2023 CVB Allocations



### FY2024 CVB Allocations





# CABARRUS COUNTY



## BOARD OF COMMISSIONERS WORK SESSION

**May 1, 2023  
4:00 PM**

### **AGENDA CATEGORY:**

Discussion Items for Action

### **SUBJECT:**

BOC - Appointments to Boards and Committees

### **BRIEF SUMMARY:**

The following appointment to Boards and Committees are recommended for May:

#### Appointments - Public Health Authority of Cabarrus County

The terms for Dr. Dan Hagler, Expertise in Infection Diseases representative and Dr. Lara Pons, Family Medicine Physician representative, on the Public Health Authority end June 30, 2023. The nominating committee is recommending that both Dr. Pons and Dr. Hagler continue serving on the Public Health Authority Board of Cabarrus County for an additional term. Dr. Pons has served on this Board since 2017. An exception to the length of service provision of the Appointment Policy will be needed for her.

Representative recommendations are Dr. Dan Hagler and Dr. Lara Pons.

#### Appointments and Removals - Active Living and Parks Commission

Both Active Living and Parks Commission members Chris Furr (Midland) and Mike Specht (At-Large) terms have ended. Both served 2 3-year terms. At the April 20, 2023 meeting, the Active Living and Park Commission voted unanimously to recommend and appoint Tim Cook (Midland) and John Poole (At-Large). The Northwest Planning Area still needs applicants.

Representative recommendations are Tim Cook and John Poole.

### **REQUESTED ACTION:**

Provide information.

**EXPECTED LENGTH OF PRESENTATION:**

1 Minute

**SUBMITTED BY:**

Lauren Linker, Clerk to the Board

**BUDGET AMENDMENT REQUIRED:**

No

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

---

# CABARRUS COUNTY



## BOARD OF COMMISSIONERS WORK SESSION

**May 1, 2023  
4:00 PM**

---

**AGENDA CATEGORY:**

Discussion Items for Action

**SUBJECT:**

BOC - Proclamation for Clerks to Board of County Commissioners Week

**BRIEF SUMMARY:**

The following proclamation recognizes county clerks for the vital services they perform and their exemplary dedication to the county they represent.

**REQUESTED ACTION:**

Motion to Suspend the Rules of Procedure due to time constraints.

Motion to adopt the proclamation.

**EXPECTED LENGTH OF PRESENTATION:**

5 Minutes

**SUBMITTED BY:**

Lauren Linker, Clerk to the Board

**BUDGET AMENDMENT REQUIRED:**

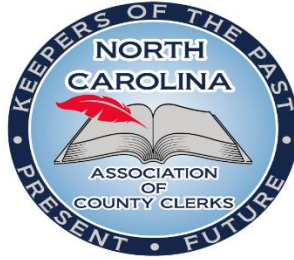
No

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

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**ATTACHMENTS:**

▣ Proclamation



P R O C L A M A T I O N  
CLERKS TO THE BOARDS OF COUNTY COMMISSIONERS' WEEK  
April 30 through May 6, 2023

WHEREAS: It is imperative to the democratic process that a well-informed citizenry participates in the operation of their local government; and

WHEREAS: The office of the Clerk to the Board provides the communication link between the citizens, the local governing body and administrative departments, and local government partners; and

WHEREAS: The position of clerk is one of the oldest in local government, dating at least to biblical times, and whose term has long been associated with the written word; so, it is that modern-day clerks are official recordkeepers for their counties; and

WHEREAS: North Carolina law requires every board of county commissioners to appoint a clerk and the clerk continues in that position “at the pleasure of the board”; and

WHEREAS: The clerk’s most significant statutory duties concern the preparation, filing and safeguarding of local government records, but the statutory duties constitute only a portion of what the clerk actually does; and

WHEREAS: The clerk plays a vital role in county government and provides the written record needed to ensure that the board is accountable to the county’s citizens and to other public and private officials; and

WHEREAS: The clerk is sometimes described as “the hub of the wheel” in local government because of the central work that the clerk plays in the government’s communication network; and

WHEREAS: As local government becomes larger and more complicated, the clerk’s role as a professional, dispassionate provider of information to citizens, government officials, and the media becomes more and more important; and

WHEREAS: Clerks have the opportunity to participate in the North Carolina Association of County Clerks, a very active professional association of public officials dedicated to improving the professional competency of clerks through regular regional and statewide educational opportunities; and



WHEREAS: In cooperation with the University of North Carolina at Chapel Hill School of Government and International Institute of Municipal Clerks (IIMC), the North Carolina Association of County Clerks helps to sponsor a nationally recognized, examination-based certification program that culminates in receipt of the designation of Certified Municipal Clerk; and

WHEREAS: In addition, the North Carolina Association of County Clerks and the School of Government sponsor state certification programs leading to the designation of North Carolina Certified County Clerk, as well as opportunities for experienced clerks to obtain the continuing professional education needed to remain state-certified or to earn an advanced Master Clerk designation; and

WHEREAS: In addition to conducting education programs, the North Carolina Association of County Clerks also directly assists clerks on the job with mentoring programs to provide guidance to assist clerks in their day-to-day work; and

WHEREAS: Clerks, upon their own initiative, participate in these certification and education programs, including annual meetings of the North Carolina Association of County Clerks and the International Institute of Municipal Clerks, which not only improve the operation of their office, but through their achievements and awards bring favorable publicity to the counties in which they serve; and

WHEREAS: Clerks are involved at the state level, as well as in potential legislative and other matters of interest; and

WHEREAS: Although clerks work for the boards of county commissioners, they truly provide public service;

NOW, THEREFORE, the Cabarrus County Board of Commissioners does hereby recognize the week of April 30 through May 6, 2023, as Clerks to the Boards of County Commissioners' Week, and extends our appreciation to our Clerk to the Board Lauren Linker and to our Deputy Clerk to the Board Angela Poplin and to all County Clerks for the vital services they perform and their exemplary dedication to the county they represent.

Adopted this 1<sup>st</sup> day of May, 2023.

---

Stephen M. Morris, Chairman  
Cabarrus County Board of Commissioners

ATTEST:

---

Lauren Linker, Clerk to the Board

# CABARRUS COUNTY



## BOARD OF COMMISSIONERS WORK SESSION

**May 1, 2023  
4:00 PM**

---

**AGENDA CATEGORY:**

Discussion Items for Action

**SUBJECT:**

Cabarrus Partnership for Children - Provider Appreciation Day Proclamation

**BRIEF SUMMARY:**

The following proclamation recognized May 12, 2023 as Provider Appreciation Day in Cabarrus County.

**REQUESTED ACTION:**

Motion to adopt the proclamation.

**EXPECTED LENGTH OF PRESENTATION:**

5 Minutes

**SUBMITTED BY:**

Ann Benfield, Cabarrus Partnership for Children Executive Director

**BUDGET AMENDMENT REQUIRED:**

No

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

---

**ATTACHMENTS:**

- Proclamation



## **Provider Appreciation Day May 12, 2023**

**WHEREAS**, Cabarrus County Partnership for Children and other Local, State & National organizations are recognizing Child Care Providers on this day; and

**WHEREAS**, child care provides a safe, nurturing place for the enrichment and development of millions of children nationwide, and is a vital force in our economy; and

**WHEREAS**, the pandemic illuminated how indispensable child care providers are for the well-being and economic security of NC's young children, families, and communities.

**WHEREAS**, child care programs, which are mostly small businesses, run and staffed predominantly by women, are still recovering from health and financial hardships stemming from the pandemic while they have continued to meet the needs our families; and

**WHEREAS**, NC recognizes that child care has been a lifeline for families, communities, and the economy and as such, has provided much-needed support to providers to help sustain the viability of child care by providing Stabilization Grants and additional support for Smart Start.

**WHEREAS**, our future depends on the quality of the early childhood experiences provided to young children today; support for high-quality child care represents a worthy commitment to our children's future.

**NOW, THEREFORE**, be it resolved that we, the Cabarrus County Board of Commissioners hereby proclaim May 12, 2023, as Provider Appreciation Day in Cabarrus County, NC and urge all citizens to recognize Child Care Providers for their important work in our community.

**ADOPTED** this 1<sup>st</sup> day of May, 2023.

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Stephen M. Morris, Chairman  
Cabarrus County Board of Commissioners

# CABARRUS COUNTY



## BOARD OF COMMISSIONERS WORK SESSION

**May 1, 2023  
4:00 PM**

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### **AGENDA CATEGORY:**

Discussion Items for Action

### **SUBJECT:**

Centralina Workforce Development Consortium - Resolution for Renewal of Articles of Association and Agreement for the Centralina Workforce Development Consortium

### **BRIEF SUMMARY:**

As part of the requirement for funding under the Workforce Innovation and Opportunity Act (WIOA), the Articles of Association and Agreement for the Centralina Workforce Development Consortium are to be ratified and adopted by the Board of County Commissioners in each of the seven counties in the Consortium.

The Articles outline the Consortium's authority and its establishment of the Centralina Workforce Development Board (WDB).

The Executive Director of the Centralina WDB, is requesting that the Articles of Association and Agreement for the Centralina Workforce Development Consortium be presented to the County Commissioners for their review and approval. The attached "Resolution Approving the Articles of Association and Agreement for the Centralina Workforce Development Consortium" signifying that the Articles were approved also needs to be approved.

### **REQUESTED ACTION:**

Motion to ratify and adopt the Articles of Association and Agreement for the Centralina Workforce Development Consortium and adopt the resolution.

### **EXPECTED LENGTH OF PRESENTATION:**

5 Minutes

### **SUBMITTED BY:**

Mike Downs, County Manager

**BUDGET AMENDMENT REQUIRED:**

No

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

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**ATTACHMENTS:**

- ▣ Articles of Association and Agreement
- ▣ Resolution

# ARTICLES OF ASSOCIATION AND AGREEMENT FOR THE CENTRALINA WORKFORCE DEVELOPMENT CONSORTIUM

## ARTICLE I. TITLE AND PURPOSE

The contiguous units of local government listed below, being desirous of agreeing to an undertaking pursuant to the provisions of N.C.G.S. Section 160A-464(1), do hereby agree to establish a workforce development consortium to act jointly as a Local Workforce Investment Area for workforce development under the Workforce Innovation and Opportunity Act of 2014 (WIOA), Public Law 113-128 (“the Act”) including National Dislocated Worker Grant (NDWG) funding through the US Department of Labor, as amended. This consortium shall be known as the **Centralina Workforce Development Consortium**.

## ARTICLE II. MEMBERSHIP

The consortium shall be composed of the following independent and contiguous units of general-purpose local government: **Anson, Cabarrus, Iredell, Lincoln, Rowan, Stanly, and Union Counties**.

## ARTICLE III. CERTIFICATION OF AUTHORITY

### 1. AUTHORITY UNDER STATE AND LOCAL LAW

In accordance with N.C.G.S. Sections 160A-460 *et. seq.*, the member counties of the Centralina Workforce Development Consortium certify that they possess full legal authority, as provided by state and local law, to enter into this agreement and to fulfill the legal and financial requirements of operating as a Local Workforce Investment Area under the Workforce Innovation and Opportunity Act of 2014 (WIOA), Public Law 113-128, and any National Dislocated Worker Grant for the entire geographic area covered by this agreement.

### 2. SPECIFIC RESOLUTIONS TO ENTER INTO AGREEMENT

In accordance with N.C.G.S. Section 160A-461, a copy of the duly executed resolution and appropriate board meeting minutes giving the respective counties specific authority to enter into this consortium agreement will be attached to this document and are incorporated herein by reference.

### 3. DESIGNATION OF CHIEF ELECTED OFFICIALS FROM EACH MEMBER UNIT OF GOVERNMENT

Each member unit of government designates as chief elected official for the Workforce Innovation and Opportunity Act of 2014 (WIOA), Public Law 113-128 and NDWG upon whose representations the State, the Workforce Development Board, the administrative entity, and the other member units may rely, the duly elected Chairman of each respective County Board of Commissioners. If any county member of the consortium desires, it may designate any member of its Board as its "Chief Elected Official" for WIOA and NDWG purposes, in lieu of having its Chairman serve in such capacity. Unless otherwise notified of such designation of another member of its Board, each county shall be deemed to have designated its Chairman as its "Chief Elected Official" for WIOA and NDWG purposes. Such person shall be the signatory of this agreement and shall be authorized to execute such other agreements as are necessary for Workforce Innovation and Opportunity Act of 2014 (WIOA) purposes and National Dislocated Worker Grant purposes.

### 4. DESIGNATION OF CHIEF ELECTED OFFICIAL FOR WORKFORCE INVESTMENT AREA

In accordance with N.C.G.S. Section 160A-463(b), the Chairmen (or their designee) of the Boards of Commissioners of the undersigned units of local government shall annually elect one of their number by a vote to serve as Chairman of the Centralina Workforce Development Consortium for a one-year term. The Chairman of the Centralina Workforce Development Consortium shall be authorized to represent the Consortium and to act on behalf of the undersigned units of local government with respect to any matters adopted or passed by the Consortium and shall be authorized to exercise the functions of the Centralina Workforce Investment Area chief elected official which are required under the Workforce Innovation and Opportunity Act of 2014 (WIOA), Public Law 113-128 and National Dislocated Worker Grants.

## **ARTICLE IV. DURATION**

In accordance with N.C.G.S. Section 160A-464(2), this agreement shall become effective on the date of the last chief elected official's signature and shall continue in effect until the Local Workforce Investment Area is re-designated by the Governor of North Carolina or by termination of this Agreement by a member unit of government as provided for in Article XI.

## **ARTICLE V. ASSURANCES AND CERTIFICATIONS**

The member units will comply with the requirements of the Workforce Innovation and Opportunity Act of 2014 (WIOA), Public Law 113-128 and regulations promulgated thereunder, all other applicable federal regulations, the statutes of the State of North Carolina, and written directives and instructions relevant to Workforce Investment Area operation from the Governor of North Carolina or his/her designee.

## **ARTICLE VI. FINANCING/LIABILITY**

In accordance with N.C.G.S. Section 160A-464(5), it is anticipated that funding necessary to implement this agreement shall be derived from a federal grant and/or state funds received through the Governor. In the event it is necessary to appropriate non-federal funds for the purpose of implementing this agreement, the parties agree, as between themselves, that the state fair share allocation formula shall be used.

The undersigned units of local government hereby acknowledge that they are jointly and severally accountable for liabilities arising out of activities under the Workforce Innovation and Opportunity Act of 2014 (WIOA), Public Law 113-128 and for all funds received by the Workforce Investment Area grant recipient pursuant to WIA. Liability includes, but is not limited to, responsibility for prompt repayment from nonprogram funds of any misexpenditures by the administrative entity of the Local Workforce Investment Area, or any of its subrecipients or contractors, or the Workforce Development Board. As between the consortium members themselves, liability shall be apportioned in the following manner: (a) to the extent that a particular county benefits from costs disallowed (e.g. an ineligible participant from a particular county received training, the cost of which is subsequently disallowed) that county may be liable for those disallowed costs; (b) any disallowed cost for which the benefiting county cannot be determined shall be divided equally among the undersigned units of local government.

Any entity or joint agency created or designated by this Local Workforce Investment Area, including the Workforce Development Board (WDB), and Administrative Entity shall be considered a public agency for the purposes of the Local Government Budget and Fiscal Control Act.

## **ARTICLE VII. ESTABLISHMENT OF CENTRALINA WORKFORCE DEVELOPMENT BOARD (WDB)**

A. Upon designation by the Governor of North Carolina of the Centralina area as a local workforce investment area, the Chairmen of the Boards of County Commissioners of each of the undersigned units of local government shall certify that the current Centralina Workforce Development Board (hereinafter Centralina WDB) as such entity is defined in the Workforce Innovation and Opportunity Act of 2014 (WIOA), Public Law 113-128 and accompanying regulations and in accordance with the State of North Carolina Executive Order 90 (December, 1995) will serve as the region's workforce investment board. The members of the Centralina WDB are to be selected in accordance with the nominating process and representative scheme set forth in the Workforce Innovation and Opportunity Act of 2014 (WIOA), Public Law 113-128 and accompanying regulations.

B. The Centralina WDB shall consist of at least twenty-four (24) members. A minimum of thirteen (13) of these members shall represent the private sector as that term is defined in the Workforce Innovation and Opportunity Act of 2014 (WIOA), Public Law 113-128 and accompanying regulations. Of these thirteen private sector members, at least one shall represent each of the seven undersigned units of local government, when feasible. Of the eleven (11)



remaining members, one shall represent adult education and literacy, one shall represent higher education, one shall represent economic development agencies, one shall represent state employment service agencies, one shall represent vocational rehabilitation agencies, one shall represent social service agencies, and five shall represent a combination of labor, apprenticeship, and community based organizations.

C. The initial terms of twelve members of the initial Centralina WDB shall expire after one year and the initial terms of the remaining members shall expire after two years. Thereafter, the terms of service for all members of the Centralina WDB shall be two years.

D. Successors to the initial members of the Centralina WDB who die, resign, or otherwise cease to serve, shall be selected by Chairmen of the Boards of Commissioners of the undersigned units of local government. If the Chairmen desire to reappoint a current member of the Centralina WDB to another two (2) year term, the nominating process described in the Workforce Innovation and Opportunity Act of 2014 (WIOA), Public Law 113-128 and accompany regulations need not be followed. If the Chairmen do not desire to reappoint a current member of the Centralina WDB to another two-year term, then nominations to fill the vacancy shall be sought in accordance with the process described in the Workforce Innovation and Opportunity Act of 2014 (WIOA), Public Law 113-128 and accompany regulations.

E. Private sector representatives on the Centralina WDB shall be selected by Chairmen of the Boards of Commissioners of the undersigned units of local government from a slate of individuals nominated by general-purpose business organizations after consulting with, and receiving recommendations from, other business organizations in the Local Workforce Investment Area. The number of nominations shall be at least 150 percent of the number of private sector individuals to be appointed in the county. Such nominations, and the individuals selected from such nominations, shall reasonably represent the industrial and demographic composition of the business community. All private sector representatives must be active with their company or business (non-retiree). Private sector representatives, who shall constitute a majority of the membership of the WDB, shall be owners of business concerns, chief executive officers, chief operating officers, or other private sector executives who have substantial management, recruitment, hiring authority, or policymaking responsibility. Whenever possible, at least one-half of such business and industry representatives shall be representatives of small business (500 or fewer employees), including minority and women-owned businesses.

Education representatives on the Centralina WDB shall be selected from among individuals nominated by the local educational agencies, vocational education institutions, institutions of higher education, or general organizations of such agencies or institutions, and by private and proprietary schools or general organizations of such schools, within the Local Workforce Investment Area.

Recognized State and local labor organizations or appropriate building trade councils shall recommend labor representatives. The remaining members of the Centralina WDB shall be selected from individuals recommended by interested organizations.

F. The composition of the Centralina WDB shall at all times conform with the requirements of the Workforce Innovation and Opportunity Act of 2014 (WIOA), Public Law 113-128 and accompany regulations, including N.C.G.S. Section 160A-464(3).

## **ARTICLE VIII. APPOINTMENT OF PERSONNEL**

The Chairmen of the Boards of Commissioners of the undersigned units of local government are hereby authorized to enter into agreements with the Centralina Workforce Development Board specifying procedures for development of the workforce development plans; agreements relating to the selection of a grant recipient and entity to administer the workforce development plans; and any other agreements necessary to advance the administration of the Workforce Innovation and Opportunity Act of 2014 (WIOA), Public Law 113-128, within the Centralina Local Workforce Investment Area, in accordance with N.C.G.S. Section 160A-464(4).

## **ARTICLE IX. OWNERSHIP OF REAL PROPERTY**

In accordance with N.C.G.S. Section 160A-464(6) and applicable WIOA, NDWG, and Federal property guidelines, the Centralina Workforce Development Consortium shall adhere to the procedures outlined in NC Department of Commerce policy for all property transactions under WIOA and NDWG including the buying or selling of real property. The Centralina Workforce Development Consortium will neither acquire nor dispose of real property.

## **ARTICLE X. AMENDMENTS**

In accordance with N.C.G.S. Section 160A-464(7), this agreement may be amended at any time upon the consent of all parties as evidenced by resolution of the Chairmen of the Boards of Commissioners of the undersigned units of local government and as approved by the State. Whenever the position of designated Chief Elected Official for the Centralina Local Workforce Investment Area becomes vacant, the individual selected as a replacement shall be approved through an amendment to this agreement by resolution of the Chairmen of the Boards of Commissioners of the undersigned units of local government.

## **ARTICLE XI. TERMINATION**

In accordance with N.C.G.S. 160A-464(8), the undersigned units of local government may request termination of this agreement at any time upon six months prior written notice, such termination to be effective when the Governor considers Local Workforce Investment Area redesignation at the end of the then current subgrant agreement year.

**ARTICLE XII. RATIFICATION**

This agreement shall be effective upon ratification by the Boards of Commissioners of each of the undersigned units of local government. The agreement covers the four-year period of July 1, 2023 to June 30, 2027.

**ANSON COUNTY**

By: \_\_\_\_\_ Date \_\_\_\_\_  
JD Bricken, Chairman, Board of Commissioners  
Anson County

**CABARRUS COUNTY**

By: \_\_\_\_\_ Date \_\_\_\_\_  
Steve Morris, Chairman, Board of Commissioners  
Cabarrus County

**IREDELL COUNTY**

By: \_\_\_\_\_ Date \_\_\_\_\_  
Melissa Neader, Chairman, Board of Commissioners  
Iredell County

**LINCOLN COUNTY**

By: \_\_\_\_\_ Date \_\_\_\_\_  
Carrol Mitchem Chairman, Board of Commissioners  
Lincoln County

**ROWAN COUNTY**

By: \_\_\_\_\_ Date \_\_\_\_\_  
Greg Edds, Chairman, Board of Commissioners  
Stanly County

**STANLY COUNTY**

By: \_\_\_\_\_ Date \_\_\_\_\_  
Scott Efird, Chairman Board of Commissioners  
Stanly County

**UNION COUNTY**

By: \_\_\_\_\_ Date \_\_\_\_\_  
Stony Rushing, Chairman, Board of Commissioners  
Union County



**RESOLUTION APPROVING THE ARTICLES OF ASSOCIATION  
AND AGREEMENT FOR THE CENTRALINA WORKFORCE DEVELOPMENT CONSORTIUM**

**WHEREAS**, the counties of Anson, Cabarrus, Iredell, Lincoln, Rowan, Stanly, and Union as independent and contiguous units of general purpose local government do hereby agree to continue as the Centralina Workforce Development Consortium to act jointly as a Workforce Investment Area under the Workforce Innovation and Opportunity Act of 2014 (WIOA).

**WHEREAS**, certain technical revisions to the original "Articles of Association" and subsequent amendments, have been made for WIOA for the period of Program Year 2023 through Program Year 2026 (July 1, 2023 to June 30, 2027) and have been executed by the Chairman of this Board on behalf of this county, subject to ratification of such action by this Board.

**WHEREAS**, the "Articles of Association" designates the signatory official for the Consortium and the administrative/fiscal agent to administer the program on behalf of the Consortium, and requests certification of the current Centralina Workforce Development Board as the local "Workforce Investment Board" as required by the Act; now, therefore it is

**NOW, THEREFORE, BE IT RESOLVED** that the execution of the aforesaid "Articles of Association and Agreement for the Centralina Workforce Development Consortium" by our Chairman is ratified and adopted by the Cabarrus County Board of Commissioners.

Adopted this the 15<sup>th</sup> day of May, 2023.

\_\_\_\_\_  
Stephen M. Morris, Chairman  
Board of Commissioners

ATTEST:

\_\_\_\_\_  
Lauren Linker, Clerk to the Board

# CABARRUS COUNTY



## BOARD OF COMMISSIONERS WORK SESSION

**May 1, 2023  
4:00 PM**

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### **AGENDA CATEGORY:**

Discussion Items for Action

### **SUBJECT:**

County Manager - Authorization for One-Time Purchases for Education Partners

### **BRIEF SUMMARY:**

Every March, the County receives a hold-harmless payment from the State if Medicaid claims are less than the revenue generated from the local sales and use tax previously exchanged for the State to assume responsibility for the non-administrative costs of Medicaid. The March 2023 payment exceeded the budget by \$6.1 million.

In April, the Board approved spending just under \$2.8 million to address needs for Emergency Medical Services, Information Technology Services, and the Sheriff's Office, among others.

This action will appropriate a total of **\$1,704,519** for Cabarrus County Schools (\$1,520,757) and Kannapolis City Schools (\$183,762) to address one-time curriculum and professional development needs.

Due to state requirements, an additional **\$132,399** will need to be transferred from the Board's charter school contingency to CCS and KCS for equal per pupil funding for charter school students.

### **REQUESTED ACTION:**

Motion to authorize the recommended purchases and adopt the associated budget amendment.

### **EXPECTED LENGTH OF PRESENTATION:**

10 Minutes

**SUBMITTED BY:**

Rodney Harris, Deputy County Manager

**BUDGET AMENDMENT REQUIRED:**

Yes

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

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**ATTACHMENTS:**

- ▣ Budget Amendment

**Budget Revision/Amendment Request**

Date: **5/15/2023**

Amount: **1,836,918.00**

Dept. Head: **Rodney Harris**

Department: **CMO**

- Internal Transfer Within Department     
  Transfer Between Departments/Funds     
  Supplemental Request

**To budget one time expenditures for Cabarrus County Schools and Kannapolis City Schools with funds received over budget for Medicaid hold harmless. Allocate equal per pupil funding for charter schools.**

Fund	Indicator	Department/ Object/ Project	Account Name	Approved Budget	Increase Amount	Decrease Amount	Revised Budget
001	6	1910-6445	MEDICAID HOLD HARMLESS	6,278,000	1,704,519	-	7,982,519
001	9	7110-970111	Regular Instructional Services	54,627,635	1,337,292	-	55,964,927
001	9	7110-970124	Technology Support Services	7,104,667	183,465	-	7,288,132
001	9	7130-970111	Regular Instructional Services	7,047,629	183,762	-	7,231,391
							-
001	9	1910-9660	Contingency	1,207,391		132,399	1,074,992
001	9	7110-970117	Charter Schools	5,711,860	118,089		5,829,949
001	9	7130-970117	Charter Schools	586,050	14,310		600,360
							-
							-

**Budget Officer**

- Approved  
 Denied

**County Manager**

- Approved  
 Denied

**Board of Commissioners**

- Approved  
 Denied

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# CABARRUS COUNTY



## BOARD OF COMMISSIONERS WORK SESSION

**May 1, 2023  
4:00 PM**

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**AGENDA CATEGORY:**

Discussion Items for Action

**SUBJECT:**

Finance - Capital Project Fund Completions

**BRIEF SUMMARY:**

Each year the County Capital Projects Fund (Fund 380) and the School Capital Projects Fund (Fund 390) are reviewed for completed projects. The funds budgets and project ordinances are evaluated and updated, any completed projects are removed, and any excess funds are transferred back to the Community Investment Fund.

Budget amendments and project ordinances updates are included with this agenda with the removal of the completed projects.

**REQUESTED ACTION:**

Motion to approve the budget amendments for Funds 380 and 390 and the corresponding Project Ordinances.

**EXPECTED LENGTH OF PRESENTATION:**

5 Minutes

**SUBMITTED BY:**

James Howden, Finance Director

**BUDGET AMENDMENT REQUIRED:**

Yes

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



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**ATTACHMENTS:**

- ▢ Budget Amendment - Fund 390 Schools Cap Proj
- ▢ Project Ordinance - Schools Cap Proj Fund
- ▢ Budget Amendment - Fund 380 County Cap Proj
- ▢ Budget Ordinance - County Cap Proj Fund

**Budget Revision/Amendment Request**

Date:

Amount:

Dept. Head:

Department:

Internal Transfer Within Department       Transfer Between Departments/Funds       Supplemental Request

**This Budget Amendment closes out the completed projects in 390 Fund and transfers the remaining available budgets to the Community Investment Fund.**

Fund	Indicator	Department/ Object/ Project	Account Name	Approved Budget	Increase Amount	Decrease Amount	Revised Budget
390	9	7314-9830-MOBIL	Other Improvements	81,195.00	-	220.00	80,975.00
390	9	7407-9830-ADA	Other Improvements	228,000.00	-	2,691.00	225,309.00
390	9	7407-9830-ROOF	Other Improvements	190,000.00	-	22,263.00	167,737.00
390	6	7314-6902-MOBIL	Contribution From General Fund	81,195.00	-	220.00	80,975.00
390	6	7407-6821-ADA	Cont From Capital Reserve Fund	228,000.00	-	2,691.00	225,309.00
390	6	7407-6921-ROOF	Cont From Capital Reserve Fund	190,000.00	-	22,263.00	167,737.00
390	9	7306-9830-0467	Other Improvements	89,314.00	-	89,314.00	0.00
390	6	7306-6902-0467	Contribution From General Fund	89,314.00	-	89,314.00	0.00
			<i>Concord HS Fire System project completed</i>				
390	9	7308-9830-0467	Other Improvements	89,314.00	-	89,314.00	0.00
390	6	7308-6921-0467	Cont From Capital Reserve Fund	89,314.00	-	89,314.00	0.00
			<i>Northwest HS Fire System project completed</i>				
390	9	7314-9830-MOBIL	Other Improvements	80,975.00	-	80,975.00	0.00
390	6	7314-6902-MOBIL	Contribution From General Fund	80,975.00	-	80,975.00	0.00
			<i>JM Robinson Renovation project completed</i>				
390	9	7404-9820-KMS	Construction	138,897.00	-	138,897.00	0.00
390	6	7404-6910-KMS	Cont From Capital Project FD	138,897.00	-	138,897.00	0.00
			<i>New Kannapolis Middle School Construction project completed</i>				

390	9	7407-9830-ADA	Other Improvements	225,309.00	-	225,309.00	0.00
390	6	7407-6921-ADA	Cont From Capital Reserve Fund	225,309.00	-	225,309.00	0.00
			<b>AL Brown ADA project completed</b>				
390	9	7407-9830-ROOF	Other Improvements	167,737.00	-	167,737.00	0.00
390	6	7407-6921-ROOF	Cont From Capital Reserve Fund	167,737.00	-	167,737.00	0.00
			<b>AL Brown Roof Replacement project completed</b>				
390	9	7502-9821-MEP	Building and Renovations	62,780.00	-	62,780.00	0.00
390	6	7502-6921-MEP	Cont From Capital Reserve Fund	62,780.00	-	62,780.00	0.00
			<b>RCCC Boiler project completed</b>				
390	9	7502-9830-ROOF	Other Improvements	154,500.00	-	154,500.00	0.00
390	6	7502-6921-Roof	Cont From Capital Reserve Fund	154,500.00	-	154,500.00	0.00
			<b>RCCC Roof Replacement project completed</b>				
390	9	7503-9821-HVAC	Building and Renovations	244,291.00	-	244,291.00	0.00
390	6	7503-6921-HVAC	Contribution From Capital Reserve	244,291.00	-	244,291.00	0.00
			<b>RCCC CBTC HVAC project completed</b>				
100	9	0000-9830-AVAIL	Other Improvements	17,520,532.00	25,174.00	-	17,545,706.00
100	6	9120-6910	Contributions From Capital Project Fund	-	25,174.00	-	25,174.00

**Budget Officer**

- Approved  
 Denied

\_\_\_\_\_  
*Signature*

\_\_\_\_\_  
*Date*

**County Manager**

- Approved  
 Denied

\_\_\_\_\_  
*Signature*

\_\_\_\_\_  
*Date*

**Board of Commissioners**

- Approved  
 Denied

\_\_\_\_\_  
*Signature*

\_\_\_\_\_  
*Date*

# CABARRUS COUNTY SCHOOL CAPITAL PROJECTS BUDGET ORDINANCE

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

Section I.

- A. The project authorized is for the construction and renovations of School Facilities. Details of the project are listed in section C. of this Project Ordinance.
- B. The officers of this unit are hereby directed to proceed with this capital project within the terms of the Generally Accepted Accounting Principles (GAAP) and the budget contained herein.

It is estimated that the following revenues will be available to complete capital projects as listed.

Contribution from General Fund/CIF	\$ 33,754,810
Contribution from Capital Projects Fund	9,383,614
Debt Proceeds 2020 Draw Note	46,620,222
Debt Proceeds 2022 Draw Note	55,711,930
Debt Proceeds 2024 Draw Note	6,081,750
Contribution from Capital Reserve Fund	693,429
Contribution from Convention & Visitors Bureau	1,550,000
NC Department of Transportation	1,950,000

<b>TOTAL REVENUES</b>	<b>\$155,745,755</b>
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- C. The following appropriations are made as listed.

CCS Mobile Unit Renovation	\$ 3,300,000
R. Brown McAllister Replacement	48,356,750
Roberta Road Middle School	56,604,300
CCS New High School	9,508,821
CCS Southeast High School – Land purchase	1,816,320
Contribution to Capital Reserve	5,001,114
Early College Mobile Units	2,337,000
Mondo Track – JM Robinson High School	1,550,000
Deferred Maintenance Cabarrus County Schools	19,663,416
Deferred Maintenance Kannapolis City School	4,140,034
Deferred Maintenance Rowan Cabarrus Community College	3,468,000

<b>TOTAL EXPENDITURES</b>	<b>\$155,745,755</b>
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<b>GRAND TOTAL – REVENUES</b>	<b>\$155,745,755</b>
<b>GRAND TOTAL – EXPENDITURES</b>	<b>\$155,745,755</b>

## Section II.

- A. Special appropriations to non-profit organizations shall be distributed after the execution of an agreement which ensures that all County funds are used for statutorily permissible public purposes.
- B. The County Manager or designee is hereby authorized to transfer appropriations within or between funds, or modify revenue and expenditure projections as contained herein under the following conditions:
  - 1. The Manager may transfer amounts between objects of expenditure and revenues within a function without limitation.
  - 2. The County Manager may transfer amounts up to \$500,000 between functions of the same fund.
  - 3. The County Manager may transfer amounts between contingency funds which are set aside for a specific project for budgetary shortfalls or upon the appropriate approval of a change order.
  - 4. The County Manager is authorized to transfer funds from the General Fund or Capital Reserve Fund to the appropriate fund for projects approved within the Capital Improvement Plan for the current fiscal year.
  - 5. Upon notification of funding increases or decreases to existing grants or revenues, or the award of grants or revenues, the Manager or designee may adjust budgets to match, including grants that require a County match for which funds are available.
  - 6. The Manager or designee may adjust debt financing from estimated projections to actual funds received.
  - 7. The County Manager may enter into and execute change orders or amendments to construction contracts in amounts less than \$90,000 when the appropriate annual budget or capital project ordinance contains sufficient appropriated but unencumbered funds.
  - 8. The County Manager may award and execute contracts which are not required to be bid or which G.S. 143-131 allows to be let on informal bids so long as the annual budget or appropriate capital project ordinance contains sufficient appropriated but unencumbered funds for such purposes.
  - 9. The County Manager may execute contracts with outside agencies to properly document budgeted appropriations to such agencies where G.S. 153 A-248(b), 259, 449 and any similar statutes require such contracts.
  - 10. The County Manager may reject formal bids when deemed appropriate and in the best interest of Cabarrus County pursuant to G.S. 143-129(a).
  - 11. The County Manager may reduce revenue projections consistent with prevailing economic conditions, and also reduce expenditures correspondingly.

## Section III.

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

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

Adopted this 15<sup>th</sup> Day of May 2023.

CABARRUS COUNTY BOARD OF COMMISSIONERS

BY: \_\_\_\_\_  
Stephen M. Morris, Chairman

ATTEST:

\_\_\_\_\_  
Clerk to the Board

**Budget Revision/Amendment Request**

Date:

Amount:

Dept. Head:

Department:

Internal Transfer Within Department       Transfer Between Departments/Funds       Supplemental Request

**This Budget Amendment closes out the completed projects in 380 Fund.**

Fund	Indicator	Department/ Object/ Project	Account Name	Approved Budget	Increase Amount	Decrease Amount	Revised Budget
380	9	1110-9501-0650	Building & Grounds Maintenance	235,983.00	-	235,983.00	0.00
380	6	1110-6921-0650	Cont From Capital Reserve Fund	235,983.00	-	235,983.00	0.00
			<i>Gouvernement Center Parking Deck Sealing project completed</i>				
380	9	8140-9830-0631	Other Improvements	907,469.00	-	907,469.00	0.00
380	6	8140-6910-0631	Cont From Capital Projects FD	907,469.00	-	907,469.00	0.00
			<i>Cox Mill HS Turf project completed</i>				
380	9	8140-9830-0628	Other Improvements	927,469.00	-	927,469.00	0.00
380	6	8140-6902-0628	Contribution From General Fund	263,966.00	-	263,966.00	0.00
380	6	8140-6910-0628	Cont From Capital Projects Fund	163,503.00	-	163,503.00	0.00
380	6	8140-6921-0628	Cont Fromn Capital Reserve Fund	500,000.00	-	500,000.00	0.00
			<i>JM Robinson HS Turf project Complete</i>				
380	9	2110-9501-HVAC	Buildings & Ground Maintenance	193,000.00	-	193,000.00	0.00
380	6	2110-6921-HVAC	Cont From Capital Reserve Fund	193,000.00	-	193,000.00	0.00
			<i>Jail Annex HVAC project Complete</i>				
380	9	1110-9830-RPAIR	Other Improvements	2,179,537.00	-	1,853,362.00	326,175.00
380	9	1110-9607-RPAIR	Architects	148,958.00	-	148,958.00	0.00
380	6	1110-6910	Cont From Capital Projects Fund	2,028,493.00	-	2,002,320.00	26,173.00
			<i>Gouvernement Center Skylight &amp; Roof Replacement project completed</i>				

Budget Officer

County Manager

Board of Commissioners

- Approved
- Denied

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*Signature*

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*Date*

- Approved
- Denied

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*Signature*

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*Date*

- Approved
- Denied

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*Signature*

---

*Date*



# CABARRUS COUNTY COUNTY CAPITAL PROJECTS BUDGET ORDINANCE

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

Section I.

- A. The project authorized is for the construction and renovations of County Facilities. Details of the project are listed in section C. of this Project Ordinance.
- B. The officers of this unit are hereby directed to proceed with this capital project within the terms of the Generally Accepted Accounting Principles (GAAP) and the budget contained herein.

It is estimated that the following revenues will be available to complete capital projects as listed.

Debt Proceeds 2020 Draw Note	\$ 60,904,154
Debt Proceeds 2022 Draw Note	103,458,267
Debt Proceeds 2024 Debt Program	16,654,664
Contributions from Capital Projects Fund	24,503,943
Contribution from General Fund	40,091,315
Contribution from Capital Reserve Fund	2,921,681
Contribution from Internal Service Fund	1,065,426
Contribution from Community Investment Fund	16,393,328
State Allocation	40,700,000
PARTF Grant	500,000
<b>TOTAL REVENUES</b>	<b>\$307,192,778</b>

- C. The following appropriations are made as listed.

Courthouse Site Enabling Construction & Renovation	\$ 146,545,280
Exterior Repairs to Multiple Buildings	326,174
Contribution to Capital Reserve (Reimb for Skylight Project)	2,085,000
West Cabarrus High School Artificial Turf Fields	2,566,810
Frank Liske Barn Replacement	7,033,845
Legal / Closing Expenses	952,508
Emergency Equipment Warehouse/ ITS Location	15,867,999
Fiber Infrastructure Improvement	799,000
Sheriff Training & Firing Range Renovations	2,185,000
Human Services HVAC	180,000
Frank Liske Park ADA Renovations	1,300,000
Frank Liske Park Playground Replacement	203,600
Camp Spencer Vending & Archery Building	536,998
West Cabarrus Library & Senior Center	2,400,000
Deferred Maintenance Projects	9,371,450
EMS Headquarters	21,007,999
Mt. Pleasant Library / ALC / Foil Park Project	26,500,000
Northeast Area Land	4,729,117
Mental Health Facility	35,597,554
Other Improvements Unallocated	1,632,642
Enterprise Physical Security Project (ITS)	807,000
Concord Senior Center Overflow Parking Lot	700,000

Contribution to the General Fund	47,500
Frank Liske Park Softball Complex Utilities	410,000
Rob Wallace Park	1,533,504
Animal Shelter Expansion	290,000
Frank Liske Park Stormwater Project	570,803
Northeast Cabarrus Radio Tower Project	2,439,171
Milestone Building	8,150,000
Fire Services Building	370,000
Frank Liske Park Tennis Court	280,000
Frank Liske Park Multiple Projects	5,000,000
Government Center Building Repair	450,000
Public Safety Training Center	2,073,823
Human Services Facility	2,250,000
<b>TOTAL EXPENDITURES</b>	<b>\$307,192,778</b>
<b>GRAND TOTAL – REVENUES</b>	<b>\$307,192,778</b>
<b>GRAND TOTAL – EXPENDITURES</b>	<b>\$307,192,778</b>

Section II.

- A. Special appropriations to non-profit organizations shall be distributed after the execution of an agreement which ensures that all County funds are used for statutorily permissible public purposes.
- B. The County Manager or designee is hereby authorized to transfer appropriations within or between funds, or modify revenue and expenditure projections as contained herein under the following conditions:
  1. Transfers amounts between objects of expenditure and revenues within a function without limitation.
  2. Transfer amounts up to \$500,000 between functions of the same fund.
  3. Transfer amounts between contingency funds which are set aside for a specific project for budgetary shortfalls or upon the appropriate approval of a change order.
  4. Enter 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.
  5. Award and execute contracts which are not required to be bid or which G.S. 143-131 allows to be let on informal bids so long as the annual budget or appropriate capital project ordinance contains sufficient appropriated but unencumbered funds for such purposes.
  6. Execute contracts with outside agencies to properly document budgeted appropriations to such agencies where G.S. 153 A-248(b), 259, 449 and any similar statutes require such contracts.
  7. Reject formal bids when deemed appropriate and in the best interest of Cabarrus County pursuant to G.S. 143-129(a).

Section III.

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

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

Adopted this 15<sup>th</sup> day of May 2023.

CABARRUS COUNTY BOARD OF COMMISSIONERS

BY: \_\_\_\_\_  
Stephen M. Morris, Chairman

ATTEST:

\_\_\_\_\_  
Clerk to the Board

# CABARRUS COUNTY



## BOARD OF COMMISSIONERS WORK SESSION

**May 1, 2023  
4:00 PM**

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**AGENDA CATEGORY:**

Discussion Items for Action

**SUBJECT:**

Finance - CARES Act Relief Fund 440

**BRIEF SUMMARY:**

Fund 440 Coronavirus Aid, Relief and Economic Security (CARES) Relief Fund accounts for funding received by the federal government to cover COVID-19 expenditures for public health emergencies.

Finance evaluated Fund 440 and this budget amendment is to close any completed projects associated with the CARES funding and the corresponding general ledger accounts. An updated project ordinance is also included with the agenda item.

**REQUESTED ACTION:**

Motion to approve the corresponding budget amendment and project ordinance related to the CARES Relief Fund 440.

**EXPECTED LENGTH OF PRESENTATION:**

1 Minute

**SUBMITTED BY:**

James Howden, Finance Director

**BUDGET AMENDMENT REQUIRED:**

Yes

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

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**ATTACHMENTS:**

- ▣ Budget Amendment
- ▣ Project Ordinance

**Budget Revision/Amendment Request**

Date:

Amount:

Dept. Head:

Department:

Internal Transfer Within Department     
  Transfer Between Departments/Funds     
  Supplemental Request

**This budget amendment is to close the GL accounts associated with the Coronavirus Aid, Relief and Economic Security (CARES) funding in Fund 440 - Special Revenue Fund. The County received funding to cover COVID-19 expenses for the public health emergency that were not budgeted as of March 27, 2020 and incurred between March 1, 2020 and December 31, 2020. All funds were spent as of December 31, 2020.**

Fund	Indicator	Department/ Object/ Project	Account Name	Approved Budget	Increase Amount	Decrease Amount	Revised Budget
440	6	1925-6384-CARES	CARES ACT RELIEF	7,972,670.00	-	7,972,670.00	-
440	6	1925-6701	INTEREST ON INVESTMENTS	3,498.70	-	3,498.70	-
440	9	1925-9101	SALARIES AND WAGES	3,505,856.98	-	3,505,856.98	-
440	9	1925-9201	SOCIAL SECURITY	11,701.97	-	11,701.97	-
440	9	1925-9202	MEDICARE	2,736.76	-	2,736.76	-
440	9	1925-9205	HOSPITAL INSURANCE	24,935.22	-	24,935.22	-
440	9	1925-9206	VISION CARE	56.76	-	56.76	-
440	9	1925-9207	LIFE INSURANCE	89.10	-	89.10	-
440	9	1925-9210	RETIREMENT	18,307.94	-	18,307.94	-
440	9	1925-9230	WORKERS COMP	4,001.31	-	4,001.31	-
440	9	1925-9235	DEFERRED COMP 401K	9,437.07	-	9,437.07	-
440	9	1925-931501	HEALTH & SAFETY MATERIALS	248,794.81	-	248,794.81	-
440	9	1925-9342	MINOR TECHNOLOGY EQUIPMENT	519,725.00	-	519,725.00	-
440	9	1925-942001	TELECOMMUNICATIONS	17,666.57	-	17,666.57	-
440	9	1925-9445	PURCHASED SERVICES	28,334.10	-	28,334.10	-
440	9	1925-946101-CARES	EMERGENCY ASSISTANCE	24,982.95	-	24,982.95	-
440	9	1925-9640	INSURANCE AND BONDS	4,152.33	-	4,152.33	-
440	9	1925-964102	COVID HEALTH CLAIMS	106,791.41	-	106,791.41	-
440	9	1925-970142	KANNAPOLIS	524,531.94	-	524,531.94	-
440	9	1925-970143	TOWN OF HARRISBURG	175,244.87	-	175,244.87	-
440	9	1925-970144	TOWN OF MT PLEASANT	17,209.32	-	17,209.32	-
440	9	1925-970145	TOWN OF LOCUST	4,869.99	-	4,869.99	-
440	9	1925-970146	TOWN OF MIDLAND	5,915.38	-	5,915.38	-
440	9	1925-9703	CITY OF CONCORD	1,252,112.42	-	1,252,112.42	-
440	9	1925-9860	EQUIPMENT AND FURNITURE	268,714.50	-	268,714.50	-
440	9	1925-9705-NURSE	PUBLIC HEALTH AUTHORITY	1,200,000.00	-	1,200,000.00	-

**Budget Officer**

Approved  
 Denied

**County Manager**

Approved  
 Denied

**Board of Commissioners**

Approved  
 Denied

Signature \_\_\_\_\_

Signature \_\_\_\_\_

Signature \_\_\_\_\_

Date \_\_\_\_\_

Date \_\_\_\_\_

Date \_\_\_\_\_

**CABARRUS COUNTY  
CARES RELIEF FUNDS - SPECIAL REVENUE  
PROJECT ORDINANCE**

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

Section I.

- A. The project authorized is for the purpose of receiving and disbursing funds as directed by CARES Act funding and the US Department of State Treasury and Emergency Rental Assistance Program (ERAP) funding and the US Department of State Treasury.
- B. The officers of this unit are hereby directed to proceed with this capital project within the terms of the Generally Accepted Accounting Principles (GMP), the grant terms, the rules and regulations of the US Department of State Treasury and the budget contained herein.
- C. It is estimated that the following revenues will be available to fund COVID 19 and Emergency Rental Assistance expenditures:

American Rescue Plan	42,043,458
Emergency Rental Assistance (ERA21)	11,494,069
Emergency Rental Assistance Second Allocation (ERA22)	3,073,598
<b>TOTAL REVENUES</b>	<b>\$56,611,125</b>

- D. The following appropriations are made for expenditures related to ERAP and ARPA:

Administration (ERA21)	524,746
Emergency Rental Assistance (ERA21)	10,969,323
Administration (ERA22)	461,040
Emergency Rental Assistance Second Allocation (ERA22)	2,612,558
Salaries and Benefits Administration (ARP)	507,350
Salaries and Benefits Retention (ARP Loss Revenue)	10,000,000
Other Public Health Expenditures (ARP)	3,281,000
Aid to Nonprofits	28,255,108
<b>TOTAL EXPENDITURES</b>	<b>\$56,611,125</b>

<b>GRAND TOTAL – REVENUES</b>	<b>\$56,611,125</b>
<b>GRAND TOTAL - EXPENDITURES</b>	<b>\$56,611,125</b>

## Section II.

- A. Special appropriations to non-profit organizations shall be distributed after the execution of an agreement which ensures that all County funds are used for statutorily permissible public purposes.
- B. The County Manager or designee is hereby authorized to transfer appropriations within or between funds, or modify revenue and expenditure projections as contained herein under the following conditions:
  - 1. The Manager may transfer amounts between objects of expenditure and revenues within a function without limitation.
  - 2. The County Manager may transfer amounts up to \$500,000 between functions of the same fund.
  - 3. The County Manager may transfer amounts between contingency funds which are set aside for a specific project for budgetary shortfalls or upon the appropriate approval of a change order.
  - 4. The County Manager 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.
  - 5. 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.
  - 6. 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.
  - 7. 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).
  - 8. The County Manager may reduce revenue projections consistent with prevailing economic conditions, and also reduce expenditures correspondingly.

## Section III.

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

- a. The Finance Director is hereby directed to maintain within the Grant Project Fund sufficient detailed accounting records to satisfy the requirements of the law.
- b. The Finance Director is directed to report, at the request of the Board, on the financial status of each project element in Section I and on the total revenues received or claimed.



- c. Copies of this grant project ordinance shall be furnished to the Clerk to the governing Board, and to the Finance Director for direction in carrying out this project.
- d. At the completion of a grant project, all unrestricted excess funds are transferred to the General Fund and the portion of the Grant Project associated with the project is closed.

Adopted this 15th day of May 2023.

CABARRUS COUNTY BOARD OF COMMISSIONERS

BY: \_\_\_\_\_  
Stephen M. Morris, Chairman

ATTEST:

\_\_\_\_\_  
Clerk to the Board

# CABARRUS COUNTY



## BOARD OF COMMISSIONERS WORK SESSION

**May 1, 2023  
4:00 PM**

---

**AGENDA CATEGORY:**

Discussion Items for Action

**SUBJECT:**

Finance - Department of Aging - Fund 532

**BRIEF SUMMARY:**

Each year the multi-year funds are evaluated and updated based on current revenue trends.

Fund 532, Department of Aging collects and appropriates contributions and private donations received specifically for the Department of Aging's Senior Citizens programs and projects.

Based on Finance Department evaluation a budget amendment was prepared to reflect additional contributions/donations received. As updated project ordinance is also included with the agenda item.

**REQUESTED ACTION:**

Motion to approve the multi-year budget amendment and project ordinance for the Department of Aging Fund 532.

**EXPECTED LENGTH OF PRESENTATION:**

1 Minute

**SUBMITTED BY:**

James Howden, Finance Director

**BUDGET AMENDMENT REQUIRED:**

Yes

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

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**ATTACHMENTS:**

- ▣ Budget Amendment
- ▣ Project Ordinance

### Budget Revision/Amendment Request

Date: May 15, 2023

Amount: \$ 4,947.00

Dept. Head: JAMES HOWDEN (PREPARED BY SUZANNE BURGESS)

Department: FUND 532 - DEPT OF AGING - SPECIAL REVENUE FUND

Internal Transfer Within Department     
  Transfer Between Departments/Funds     
  Supplemental Request

The purpose of this budget amendment is to make adjustments in FUND 532 - Dept of Aging - Special Revenue Fund.

Fund	Indicator	Department/ Object/ Project	Account Name	Approved Budget	Increase Amount	Decrease Amount	Revised Budget
532	6	0000-6805	Contribution and Donation	196,102.00	1,426.00	-	197,528.00
532	6	0000-6701	Interest on Investments	22,081.00	3,521.00		25,602.00
532	9	0000-9358	Special Projects	218,183.00	4,947.00		223,130.00
			<i>Increase for new revenue and interest</i>				

**Budget Officer**

Approved  
 Denied

\_\_\_\_\_  
*Signature*

\_\_\_\_\_  
*Date*

**County Manager**

Approved  
 Denied

\_\_\_\_\_  
*Signature*

\_\_\_\_\_  
*Date*

**Board of Commissioners**

Approved  
 Denied

\_\_\_\_\_  
*Signature*

\_\_\_\_\_  
*Date*

## **CABARRUS COUNTY DEPARTMENT OF AGING SPECIAL REVENUE PROJECT ORDINANCE**

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

Section 1. The special revenue project authorized is for the purpose of collecting and appropriating contributions and private donations received specifically for the Cabarrus County Department of Aging System.

Section 2. The officers of this unit are hereby directed to proceed with this project within the terms of the Generally Accepted Accounting Principles (GAAP) and the budget contained herein.

Section 3. The following budgeted amounts are appropriated for the projects:

Special Projects	\$ 223,130
------------------	------------

Section 4. The following revenues are anticipated to be available to complete this project:

Contributions and Private Donations	\$ 197,528
Interest on Investments	25,062

Section 5. The Finance Officer is hereby directed to maintain within the Special Revenue Fund sufficient detailed accounting records.

Section 6. Funds may be advanced from the General Fund for the purpose of making payments as due. Reimbursement to the General Fund should be made in an orderly and timely manner.

Section 7. The Finance Officer is directed to report, at the request of the Board, on the financial status of each project element in Section 3 and on the total revenues received or claimed.

Section 8. Copies of this special revenue project ordinance shall be furnished to the Clerk to the Governing Board, and to the Budget Officer and the Finance Officer for direction in carrying out this project.

Section 9. At the completion of the project, all unrestricted excess funds are transferred to the General Fund and the Special Revenue Project Ordinance is closed.

Section 10. The County Manager is hereby authorized to transfer revenues and appropriation within an ordinance as contained herein under the following conditions:

- a. The Manager may transfer amounts between objects of expenditures and revenues within a function without limitation.
- b. The Manager may transfer amounts up to \$100,000 between functions of the same ordinance.
- c. The 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.

- d. The Manager may enter into and execute change orders or amendments to County construction contracts in amounts up to \$90,000 when the project ordinance contains sufficient appropriated but unencumbered funds.

Adopted this 15<sup>th</sup> day of May 2023.

CABARRUS COUNTY BOARD OF COMMISSIONERS

BY: \_\_\_\_\_  
Stephen M. Morris, Chairman

ATTEST:

\_\_\_\_\_  
Clerk to the Board

# CABARRUS COUNTY



## BOARD OF COMMISSIONERS WORK SESSION

**May 1, 2023  
4:00 PM**

### **AGENDA CATEGORY:**

Discussion Items for Action

### **SUBJECT:**

Finance - JCPC Budget Revisions

### **BRIEF SUMMARY:**

JCPC program, Transforming Youth Movement - Fostering Solutions has re-evaluated their contract with their provider and chose to terminate the contract because the provider was not able to provide the service that was agreed upon. Those remaining funds can be re-allocated within the County's current JCPC programs via a process called In-County Transfer. However, the NCDPS deadline for these actions to take place is May 1<sup>st</sup>, 2023 at midnight.

On 4/19/2023 the Cabarrus JCPC council voted and approved the following requests for those funds to be distributed to programs in the following manner and is represented on the revised FY22-23 funding plan:

- o Fostering Solutions – reduced its total DPS/JCPC funds to \$8,220 and its reported in-kind to \$2,520
- o Get Hired Program- \$2,900 of DPS/JCPC funds added
  - § With them bringing an additional \$2,376 of In-kind to the table
    - These funds will allow for youth to receive additional Stipends for engagement in the program and completing time at worksites.
    - (Bringing total DPS-JCPC funding to \$48,315 & Local in-kind \$14,376)
- o SHIFT Mentoring - \$3,200 of DPS/JCPC funds added
  - § With them bringing an additional \$1,170 of In-kind to the table
    - These funds will allow the program to expand its summer programming.
    - (Bringing total DPS-JCPC funding to \$57,700 & Local in-kind

\$17,970)

o YDI Vocational and Career Development Academy - \$6,750 of DPS/JCPC funds added

§ With them bringing an additional \$900 of In-kind to the table

· These funds will allow for additional youth to be served and be engaged/trained in Vocational Trades.

· (Brining total DPS/JCPC funding to \$57,750 & Local in-kind \$18,000)

Additionally a budget revision submitted and approved by the JCPC on 4/19/2023 to allow YDI Family Life Skills Academy to modify its reported Local In-Kind from the use of its in-kind space to allow for volunteer hours to be counted as the program did not fully utilize the In-kind space as it was indicated on the prior budget.

**REQUESTED ACTION:**

Motion for the Board to suspend the Rules of Procedure due to time constraints.

Motion to approve budget revisions with in-house transfer of funds between programs.

Motion to approve Youth Development Initiatives to modify their Local In-Kind Funding from in-kind space to volunteer hours.

**EXPECTED LENGTH OF PRESENTATION:**

5 Minutes

**SUBMITTED BY:**

James Howden, Finance Director

**BUDGET AMENDMENT REQUIRED:**

No

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

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**ATTACHMENTS:**

- ▣ Budget Revisions
- ▣ JCPC - Letter of Explanation



# Cabarrus County

## NC DPS - Community Programs - County Funding Plan

Available Funds: \$ 459,927 Local Match: \$ 151,709 Rate: 30%

DPS JCPC funds must be committed with a Program Agreement submitted in NC Allies and electronically signed by authorized officials.

#	Program Provider	DPS-JCPC Funding	LOCAL FUNDING			OTHER	OTHER	Total	% Non DPS-JCPC Program Revenues
			County Cash Match	Local Cash Match	Local In-Kind	State/Federal	Funds		
1	JCPC Administration	\$15,500						\$15,500	
2	Conflict Resolution Center, Inc. (Teen Court)	\$63,000			\$26,697			\$89,697	30%
3	Transforming Youth Movement, Inc. (Mentoring)	\$57,700			\$17,970			\$75,670	24%
4	Transforming Youth Movement, Inc. (Fostering Solutions)	\$8,220			\$2,520			\$10,740	23%
5	Transforming Youth Movement, Inc. (Get Hired)	\$48,315		\$2,000	\$14,376			\$64,691	25%
6	Transforming Youth Movement, Inc. (Restitution and Community Service)	\$68,490			\$24,000			\$92,490	26%
7	Rowan Youth Services Bureau, Inc. (Sex Offender Evaluations/Treatment)	\$15,042		\$244	\$5,598			\$20,884	28%
8	Youth Development Initiatives (YDI Family Life Skills)	\$52,693			\$15,990			\$68,683	23%
9	Youth Development Initiatives (YDI Vocational and Career Development)	\$57,750			\$18,000			\$75,750	24%
10	Aspire Youth and Family, Inc. (Kids at Work)	\$62,367			\$24,314			\$86,681	28%
11									
12									
13									
14									
15									
16									
17									
18									
<b>TOTALS:</b>		<b>\$449,077</b>		<b>\$2,244</b>	<b>\$149,465</b>			<b>\$600,786</b>	<b>25%</b>

The above plan was derived through a planning process by the Cabarrus County  
**Juvenile Crime Prevention Council** and represents the County's Plan for use of these funds in FY 2022-2023.

Amount of Unallocated Funds \$10,850

Amount of funds reverted back to DPS \_\_\_\_\_

Discretionary Funds added \_\_\_\_\_

check type  initial plan  update  final

-----DPS Use Only-----	
Reviewed by _____ Area Consultant	_____ Date
Reviewed by _____ Program Assistant	_____ Date
Verified by _____ Designated State Office Staff	_____ Date

\_\_\_\_\_  
Chairperson, Juvenile Crime Prevention Council (Date)

\_\_\_\_\_  
Chairperson, Board of County Commissioners (Date)  
or County Finance Officer



# North Carolina Department of Public Safety

## Juvenile Justice and Delinquency Prevention

Roy Cooper, Governor  
Eddie M. Buffalo, Jr., Secretary

William L. Lassiter, Deputy Secretary

Mr. Howden,

In preparation for your BOCC meeting, which is to take place on May 1<sup>st</sup>, 2023 below you will find a summary of the events that has lead to the JCPC requesting emergency BOCC approval in order for an In-county transfer of the funds made available due to the contract being terminated between Transforming Youth Movement and Pinnacle Family Services for services in the remaining months of our FY22-23.

In September of 2022, the JCPC council was alerted to a notification from Pinnacle Family Services made by Transforming Youth Movement of a shortage in available Foster Bed placements. In the months that followed, requests were made by the JCPC for a representative from Pinnacle to be in attendance and update given to the council on this issue.

In February a representative from Pinnacle was present and advised the council that due to a multitude of reasons(Higher Level/Risk & Needs Youth referred, Shortage of available placements (being the two key issues)) they were not able to provide the service that was agreed upon in their program application/contract. As a result of this information Transforming Youth Movement re-evaluated their contract with the provider and chose to terminate their contract & services. A 30-day contract termination letter was submitted to the JCPC on March 27<sup>th</sup>, 2023.

This allowed time for those funds to be returned to the County/JCPC and re-allocated in an process called In-county Transfer rather than those funds being returned directly to the NCDPS/State and an opportunity for our currently funded programs to petition the JCPC/BOCC for those additional funds to utilize in this FY(22-23). However, the NCDPS deadline for these actions to take place is May 1<sup>st</sup>, 2023 at midnight.

Those funds and transfer requests are as follows:

- TYM/Pinnacle – Fostering solutions Crisis Bed – Originally funded at \$31,920
  - TYM/Pinnacle – Spent \$8,220 of those funds in operation for FY22-23.
  - TYM/Pinnacle – Returned \$23,700 of DPS/JCPC Funds for re-allocation.
  - Upon completion of the 30day notice timeframe (4/26/2023) I will request NCDPS to halt all further disbursements(May&June) on the remaining funds to be distributed to the County for Fostering Solutions programming.

**Mailing Address:**  
4212 Mail Service Center  
Raleigh, NC 27699-4212

[www.ncdps.gov](http://www.ncdps.gov)



*An Equal Opportunity Employer*

**Office Location:**  
3010 Hammond Business Place  
Raleigh, NC 27603  
Phone: 919-733-3388

- This will leave around \$13000 of funds remaining at the county that were designated for Fostering Solutions which we are requesting BOCC approval to be redistributed to our currently funded programs.

Regarding the available funds & the need for an updated funding plan to be presented/approved by BOCC:

- On 4/19/2023 the Cabarrus JCPC council voted and approved the following requests for those funds to be distributed to programs in the following manner and is represented on the revised FY22-23 funding plan:
  - Fostering Solutions – reduced its total DPS/JCPC funds to \$8,220 and its reported in-kind to \$2520
  - Get Hired Program- \$2,900 of DPS/JCPC funds added
    - With them bringing an additional \$2,376 of In-kind to the table
      - These funds will allow for youth to receive additional Stipends for engagement in the program and completing time at worksites.
      - (Bringing total DPS-JCPC funding to \$48,315 & Local in-kind \$14,376)
  - SHIFT Mentoring - \$3,200 of DPS/JCPC funds added
    - With them bringing an additional \$1,170 of In-kind to the table
      - These funds will allow the program to expand its summer programming.
      - (Bringing total DPS-JCPC funding to \$57,700 & Local in-kind \$17,970)
  - YDI Vocational and Career Development Academy - \$6,750 of DPS/JCPC funds added
    - With them bringing an additional \$900 of In-kind to the table
      - These funds will allow for additional youth to be served and be engaged/trained in Vocational Trades.
      - (Brining total DPS/JCPC funding to \$57,750 & Local in-kind \$18,000)

Additionally & separate from the In-county Transfer matter- this Funding plan also indicates a budget revision submitted and approved by the JCPC on 4/19/2023 to allow YDI Family Life Skills Academy to modify its reported Local In-Kind from the use of its in-kind space to allow for volunteer hours to be counted as the program did not fully utilize the In-kind space as it was indicated on the prior budget.

Please if you have any questions or concerns I am available to discuss them further,

Daniel Sevigny  
Area Consultant NCDPS

# CABARRUS COUNTY



## BOARD OF COMMISSIONERS WORK SESSION

**May 1, 2023  
4:00 PM**

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**AGENDA CATEGORY:**

Discussion Items for Action

**SUBJECT:**

Finance - Lottery Funding - Cabarrus County

**BRIEF SUMMARY:**

Lottery proceeds in the amount of \$2,300,000 were included in the FY 2023 Community Investment Fund budget to pay a portion of debt service related to public school debt.

The Cabarrus County School application is for \$2,017,100 and the Kannapolis City School application is for \$282,900, for a total of \$2,300,000. A budget amendment and Capital Project Ordinance is included for your review.

**REQUESTED ACTION:**

Motion to authorize the Chairman to execute a "Public School Building Capital Fund" application(s) to release funds from the North Carolina Education Lottery Fund and approve the associated budget amendment and project ordinance.

**EXPECTED LENGTH OF PRESENTATION:**

1 Minute

**SUBMITTED BY:**

James Howden, Finance Director

**BUDGET AMENDMENT REQUIRED:**

Yes

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

---

**ATTACHMENTS:**

- ▣ Budget Amendment
- ▣ Project Ordinance
- ▣ CCS Lottery Application
- ▣ KCS Lottery Application

**Budget Revision/Amendment Request**

Date:

Amount:

Dept. Head:

Department:

Internal Transfer Within Department       Transfer Between Departments/Funds       Supplemental Request

This amendment records the Public School Building Capital Lottery funds requested from the Department of Public Instruction. The funds will be used towards the FY23 school debt service payments. Cabarrus County Schools' portion is \$2,017,100 and Kannapolis City Schools' portion is \$282,900.

Fund	Indicator	Department/ Object/ Project	Account Name	Approved Budget	Increase Amount	Decrease Amount	Revised Budget
320	6	7210-6444	Lottery Proceeds	15,230,000.00	2,300,000.00		17,530,000.00
320	9	7210-9704	Contb to General Fund/CIF	13,080,000.00	2,300,000.00		15,380,000.00

**Budget Officer**

Approved  
 Denied

**County Manager**

Approved  
 Denied

**Board of Commissioners**

Approved  
 Denied

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Date

\_\_\_\_\_  
Date

## PUBLIC SCHOOL BUILDING CAPITAL PROJECTS FUND BUDGET ORDINANCE

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

Section I.

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

Lottery Proceeds	\$18,582,149
<b>TOTAL REVENUES</b>	<b>\$18,582,149</b>

- D. The following appropriations are made as listed.

Capital Outlay	\$1,052,149
Transfer out	\$17,530,000
<b>TOTAL EXPENDITURES</b>	<b>\$18,582,149</b>

<b>GRAND TOTAL – REVENUES</b>	<b>\$18,542,149</b>
<b>GRAND TOTAL – EXPENDITURES</b>	<b>\$18,582,149</b>

Section II.

- A. Special appropriations to non-profit organizations shall be distributed after the execution of an agreement which ensures that all County funds are used for statutorily permissible public purposes.
- B. The County Manager or designee is hereby authorized to transfer appropriations within or between funds, or modify revenue and expenditure projections as contained herein under the following conditions:
  - 1. The Manager may transfer amounts between objects of expenditure and revenues within a function without limitation.

2. The County Manager may transfer amounts up to \$500,000 between functions of the same fund.
3. The County Manager may transfer amounts between contingency funds which are set aside for a specific project for budgetary shortfalls or upon the appropriate approval of a change order.
4. The County Manager is authorized to transfer funds from the General Fund or Capital Reserve Fund to the appropriate fund for projects approved within the Capital Improvement Plan for the current fiscal year.
5. Upon notification of funding increases or decreases to existing grants or revenues, or the award of grants or revenues, the Manager or designee may adjust budgets to match, including grants that require a County match for which funds are available.
6. The Manager or designee may adjust debt financing from estimated projections to actual funds received.
7. The County Manager may enter into and execute change orders or amendments to construction contracts in amounts less than \$90,000 when the appropriate annual budget or capital project ordinance contains sufficient appropriated but unencumbered funds.
8. The County Manager may award and execute contracts which are not required to be bid or which G.S. 143-131 allows to be let on informal bids so long as the annual budget or appropriate capital project ordinance contains sufficient appropriated but unencumbered funds for such purposes.
9. The County Manager may execute contracts with outside agencies to properly document budgeted appropriations to such agencies where G.S. 153 A-248(b), 259, 449 and any similar statutes require such contracts.
10. The County Manager may reject formal bids when deemed appropriate and in the best interest of Cabarrus County pursuant to G.S. 143-129(a).
11. The County Manager may reduce revenue projections consistent with prevailing economic conditions, and also reduce expenditures correspondingly.

### Section III.

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

- a. The Finance Director is hereby directed to maintain within the Capital Project Fund sufficient detailed accounting records to satisfy the requirements of the law.
- b. The Finance Director is directed to report, at the request of the Board, on the financial status of each project element in Section I and on the total revenues received or claimed.
- c. Copies of this capital project ordinance shall be furnished to the Clerk to the governing Board, and to the Finance Director for direction in carrying out this project.



- d. At the completion of a construction project, all unrestricted excess funds are transferred to the General Fund and the portion of the Capital Project associated with the project is closed.

Adopted this the 15th day of May 2023.

CABARRUS COUNTY BOARD OF COMMISSIONERS

BY: \_\_\_\_\_  
Stephen M. Morris, Chairman

ATTEST:

\_\_\_\_\_  
Clerk to the Board

**APPLICATION  
PUBLIC SCHOOL BUILDING CAPITAL FUND  
NORTH CAROLINA EDUCATION LOTTERY**

Approved: \_\_\_\_\_

Date: \_\_\_\_\_

County: Cabarrus

Contact Person: Carol Herndon

LEA: Cabarrus County #130

Title: Chief Financial Officer

Address: PO Box 388 Concord, NC 28026

Phone: 704-260-5705

Project Title: 2022/2023 Debt Service for School Construction

Location: Concord, NC

Type of Facility: Debt Service for School Construction (LOBS 2015D)

North Carolina General Statutes, Chapter 18C, provides that a portion of the proceeds of the North Carolina State Lottery Fund be transferred to the Public School Building Capital Fund in accordance with G.S. 115C-546.2. Further, G.S. 115C-546.2 (d) has been amended to include the following:

- (3) No county shall have to provide matching funds...
- (4) A county may use monies in this Fund to pay for school construction projects in local school administrative units and to retire indebtedness incurred for school construction projects.
- (5) A county may not use monies in this Fund to pay for school technology needs.

As used in this section, "Public School Buildings" shall include only facilities for individual schools that are used for instructional and related purposes, and does not include central administration, maintenance, or other facilities. **Applications must be submitted within one year following the date of final payment to the Contractor or Vendor.**

Short description of Construction Project: Debt Service for LOBS issued to build and renovate School buildings for the Cabarrus County Schools #130

Estimated Costs:

Purchase of Land _____	\$ _____
Planning and Design Services _____	_____
New Construction _____	_____
Additions / Renovations _____	_____
Repair _____	_____
Debt Payment / Bond Payment _____	2,017,100.00
<b>TOTAL _____</b>	<b>\$ 2,017,100.00</b>

Estimated Project Beginning Date: 7/1/2022 Est. Project Completion Date: 6/30/2023

We, the undersigned, agree to submit a statement of state monies expended for this project within 60 days following completion of the project.

The County Commissioners and the Board of Education do hereby jointly request approval of the above project, and request release of \$ 2,017,100.00 from the Public School Building Capital Fund (Lottery Distribution). We certify that the project herein described is within the parameters of G.S. 115C-546.

\_\_\_\_\_  
(Signature — Chair, County Commissioners) (Date)

\_\_\_\_\_  
(Signature — Chair, Board of Education) (Date)

**APPLICATION  
PUBLIC SCHOOL BUILDING CAPITAL FUND  
NORTH CAROLINA EDUCATION LOTTERY**

Approved: \_\_\_\_\_

Date: \_\_\_\_\_

County: Cabarrus

Contact Person: Chip Buckwell

LEA: Kannapolis City Schools #132

Title: Director of Business Operation

Address: 100 Denver St. Kannapolis, NC

Phone: 704-938-1131

Project Title: 2022/2023 Debt Service for School Construction

Location: Kannapolis, NC

Type of Facility: Debt Service for School Construction (LOBS 2015D)

North Carolina General Statutes, Chapter 18C, provides that a portion of the proceeds of the North Carolina State Lottery Fund be transferred to the Public School Building Capital Fund in accordance with G.S. 115C-546.2. Further, G.S. 115C-546.2 (d) has been amended to include the following:

- (3) No county shall have to provide matching funds...
- (4) A county may use monies in this Fund to pay for school construction projects in local school administrative units and to retire indebtedness incurred for school construction projects.
- (5) A county may not use monies in this Fund to pay for school technology needs.

As used in this section, "Public School Buildings" shall include only facilities for individual schools that are used for instructional and related purposes, and does not include central administration, maintenance, or other facilities. **Applications must be submitted within one year following the date of final payment to the Contractor or Vendor.**

Short description of Construction Project: Debt Service for LOBS issued to build and renovate School buildings for the Kannapolis City Schools #132

Estimated Costs:

Purchase of Land _____	\$ _____
Planning and Design Services _____	_____
New Construction _____	_____
Additions / Renovations _____	_____
Repair _____	_____
Debt Payment / Bond Payment _____	282,900.00
<b>TOTAL _____</b>	<b>\$ 282,900.00</b>

Estimated Project Beginning Date: 7/1/22 Est. Project Completion Date: 6/30/23

We, the undersigned, agree to submit a statement of state monies expended for this project within 60 days following completion of the project.

The County Commissioners and the Board of Education do hereby jointly request approval of the above project, and request release of \$ 282,900.00 from the Public School Building Capital Fund (Lottery Distribution). We certify that the project herein described is within the parameters of G.S. 115C-546.

\_\_\_\_\_  
(Signature — Chair, County Commissioners) (Date)

\_\_\_\_\_  
(Signature — Chair, Board of Education) (Date)

# CABARRUS COUNTY



## BOARD OF COMMISSIONERS WORK SESSION

**May 1, 2023  
4:00 PM**

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**AGENDA CATEGORY:**

Discussion Items for Action

**SUBJECT:**

Finance - Lottery Proceeds Allocated for Rowan County Schools Within the Kannapolis City School District

**BRIEF SUMMARY:**

Lottery revenue projects approved and allocated for Kannapolis City Schools that are located within Rowan County are being transferred by the State to the Cabarrus County Disbursing Account. We are the caretakers of these funds, therefore Cabarrus County is responsible for recording the revenue and expenditures for the Rowan County projects in the Cabarrus Public School Building Capital Fund.

Rowan County will be submitting a \$272,148.50 request to the State of North Carolina to be used for Debt Service. Because the funds are passed through Cabarrus County's general ledger, we are required to prepare an updated Project Ordinance and related budget amendment.

**REQUESTED ACTION:**

Motion to approve the updated Public School Building Capital Fund, Project Ordinance and related budget amendment.

**EXPECTED LENGTH OF PRESENTATION:**

1 Minute

**SUBMITTED BY:**

James Howden, Finance Director

**BUDGET AMENDMENT REQUIRED:**

Yes

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

---

**ATTACHMENTS:**

- ▣ Budget Amendment
- ▣ Project Ordinance
- ▣ Rowan County Funding Application

### Budget Revision/Amendment Request

Date: 5/15/2023

Amount: 272,148.50

Dept. Head: James Howden

Department: Finance, Fund 320

Internal Transfer Within Department
  Transfer Between Departments/Funds
  Supplemental Request

**This amendment records the Public School Building Capital Lottery funds requested from the Department of Public Instruction. Rowan County will be submitting a \$272.148.50 request to the State of North Carolina to be used for Debt Service.**

Fund	Indicator	Department/ Object/ Project	Account Name	Approved Budget	Increase Amount	Decrease Amount	Revised Budget
320	6	7210-6444 0617	Lottery Proceeds	780,000.00	272,149.00		1,052,149.00
320	9	7210-9702 0617	Kannapolis City Schools	780,000.00	272,149.00		1,052,149.00

**Budget Officer**

Approved  
 Denied

**County Manager**

Approved  
 Denied

**Board of Commissioners**

Approved  
 Denied

\_\_\_\_\_  
*Signature*

\_\_\_\_\_  
*Signature*

\_\_\_\_\_  
*Signature*

\_\_\_\_\_  
*Date*

\_\_\_\_\_  
*Date*

\_\_\_\_\_  
*Date*

## PUBLIC SCHOOL BUILDING CAPITAL PROJECTS FUND BUDGET ORDINANCE

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

Section I.

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

Lottery Proceeds	\$18,582,149
<b>TOTAL REVENUES</b>	<b>\$18,582,149</b>

- D. The following appropriations are made as listed.

Capital Outlay	\$1,052,149
Transfer out	\$17,530,000
<b>TOTAL EXPENDITURES</b>	<b>\$18,582,149</b>
<b>GRAND TOTAL – REVENUES</b>	<b>\$18,542,149</b>
<b>GRAND TOTAL – EXPENDITURES</b>	<b>\$18,582,149</b>

Section II.

- A. Special appropriations to non-profit organizations shall be distributed after the execution of an agreement which ensures that all County funds are used for statutorily permissible public purposes.
- B. The County Manager or designee is hereby authorized to transfer appropriations within or between funds, or modify revenue and expenditure projections as contained herein under the following conditions:
  - 1. The Manager may transfer amounts between objects of expenditure and revenues within a function without limitation.

2. The County Manager may transfer amounts up to \$500,000 between functions of the same fund.
3. The County Manager may transfer amounts between contingency funds which are set aside for a specific project for budgetary shortfalls or upon the appropriate approval of a change order.
4. The County Manager is authorized to transfer funds from the General Fund or Capital Reserve Fund to the appropriate fund for projects approved within the Capital Improvement Plan for the current fiscal year.
5. Upon notification of funding increases or decreases to existing grants or revenues, or the award of grants or revenues, the Manager or designee may adjust budgets to match, including grants that require a County match for which funds are available.
6. The Manager or designee may adjust debt financing from estimated projections to actual funds received.
7. The County Manager may enter into and execute change orders or amendments to construction contracts in amounts less than \$90,000 when the appropriate annual budget or capital project ordinance contains sufficient appropriated but unencumbered funds.
8. The County Manager may award and execute contracts which are not required to be bid or which G.S. 143-131 allows to be let on informal bids so long as the annual budget or appropriate capital project ordinance contains sufficient appropriated but unencumbered funds for such purposes.
9. The County Manager may execute contracts with outside agencies to properly document budgeted appropriations to such agencies where G.S. 153 A-248(b), 259, 449 and any similar statutes require such contracts.
10. The County Manager may reject formal bids when deemed appropriate and in the best interest of Cabarrus County pursuant to G.S. 143-129(a).
11. The County Manager may reduce revenue projections consistent with prevailing economic conditions, and also reduce expenditures correspondingly.

### Section III.

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

- a. The Finance Director is hereby directed to maintain within the Capital Project Fund sufficient detailed accounting records to satisfy the requirements of the law.
- b. The Finance Director is directed to report, at the request of the Board, on the financial status of each project element in Section I and on the total revenues received or claimed.
- c. Copies of this capital project ordinance shall be furnished to the Clerk to the governing Board, and to the Finance Director for direction in carrying out this project.



- d. At the completion of a construction project, all unrestricted excess funds are transferred to the General Fund and the portion of the Capital Project associated with the project is closed.

Adopted this the 15th day of May 2023.

CABARRUS COUNTY BOARD OF COMMISSIONERS

BY: \_\_\_\_\_  
Stephen M. Morris, Chairman

ATTEST:

\_\_\_\_\_  
Clerk to the Board

**APPLICATION  
PUBLIC SCHOOL BUILDING CAPITAL FUND  
NORTH CAROLINA EDUCATION LOTTERY**

Approved: \_\_\_\_\_

Date: \_\_\_\_\_

County: Cabarrus/Rowan County

Contact Person: Anna Bumgarner

LEA: Kannapolis City (#132)

Title: Finance Director

Address: 130 W. Innes St., Salisbury, NC

Phone: 704-216-8174

Project Title: 2022-23 Debt Service for construction and repairs and maintenance

Location: A L Brown High School, 415 E. 1st St., Kannapolis, NC

Type of Facility: High School

North Carolina General Statutes, Chapter 18C, provides that a portion of the proceeds of the North Carolina State Lottery Fund be transferred to the Public School Building Capital Fund in accordance with G.S. 115C-546.2. Further, G.S. 115C-546.2 (d) has been amended to include the following:

- (3) No county shall have to provide matching funds...
- (4) A county may use monies in this Fund to pay for school construction projects in local school administrative units and to retire indebtedness incurred for school construction projects.
- (5) A county may not use monies in this Fund to pay for school technology needs.

As used in this section, "Public School Buildings" shall include only facilities for individual schools that are used for instructional and related purposes, and does not include central administration, maintenance, or other facilities. **Applications must be submitted within one year following the date of final payment to the Contractor or Vendor.**

Short description of Construction Project: Construction of track and field facilities; and indoor renovations

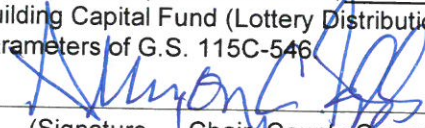
Estimated Costs:

Purchase of Land	_____	\$	_____
Planning and Design Services	_____		_____
New Construction	_____		_____
Additions / Renovations	_____		_____
Repair	_____		_____
Debt Payment / Bond Payment	_____		272,148.50
<b>TOTAL</b>	_____	<b>\$</b>	<b>272,148.50</b>

Estimated Project Beginning Date: 07/01/22 Est. Project Completion Date: 06/30/23

We, the undersigned, agree to submit a statement of state monies expended for this project within 60 days following completion of the project.

The County Commissioners and the Board of Education do hereby jointly request approval of the above project, and request release of \$ 272,148.50 from the Public School Building Capital Fund (Lottery Distribution). We certify that the project herein described is within the parameters of G.S. 115C-546.

 (Signature — Chair, County Commissioners) 4/3/23 (Date)

 (Signature — Chair, Board of Education) 3/22/2023 (Date)

# CABARRUS COUNTY



## BOARD OF COMMISSIONERS WORK SESSION

**May 1, 2023  
4:00 PM**

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**AGENDA CATEGORY:**

Discussion Items for Action

**SUBJECT:**

Finance - Sheriffs Department Fund 461

**BRIEF SUMMARY:**

Each year the multi-year funds are evaluated and updated based on current revenue trends.

Fund 461, Sheriff's Department Fund collects and appropriates Federal and State funds received specifically for the Cabarrus County Sheriff's Department.

Based on the Finance Department's evaluation a budget amendment was prepared to reflect additional revenues for the rest of the year. An updated project ordinance is also included with this agenda for the Sheriff's Department Fund (Fund 461).

**REQUESTED ACTION:**

Motion to approve the multi-year budget amendment and project ordinance for the Sheriff's Department Fund 461.

**EXPECTED LENGTH OF PRESENTATION:**

1 Minute

**SUBMITTED BY:**

James Howden, Finance Director

**BUDGET AMENDMENT REQUIRED:**

Yes

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

---

**ATTACHMENTS:**

- ▣ Budget Amendment
- ▣ Project Ordinance

**Budget Revision/Amendment Request**

Date: May 15, 2023

Amount: 67,084.00

Dept. Head: JAMES HOWDEN ( PREPARED BY SUZANNE BURGESS)

Department: FUND 461 - SHERIFF SPECIAL REVENUE FUND

Internal Transfer Within Department       Transfer Between Departments/Funds       Supplemental Request

**This budget amendment is to adjust revenues and expenditures for the Sheriff Project Fund based on Finance analysis.**

Fund	Indicator	Department/ Object/ Project	Account Name	Approved Budget	Increase Amount	Decrease Amount	Revised Budget
461	6	2111-6305	FEDERAL ASSET FORFEITURE FUND	114,390.00	9,288.00	-	123,678.00
461	6	2111-6701	INTEREST ON INVESTMENTS	8,007.00	394.00	-	8,401.00
461	9	2111-9836	FORFEITURE SHARING EXPENSES	199,952.00	9,755.00	-	209,707.00
461	6	2111-6305-TREAS	FEDERAL ASSET FORFEITURE - TREAS	280,102.00	-	2,804.00	277,298.00
461	6	2111-9701-TREAS	INTEREST ON INVESTMENTS	13,337.00	931.00	-	14,268.00
461	9	2111-9836-TREAS	FORFEITURE SHARING EXPENSES - TREAS	223,131.00	-	1,946.00	221,185.00
461	6	2112-6306	NC SUBSTANCE CONTROL	502,497.00	56,260.00	-	558,757.00
461	6	2112-6701	INTEREST ON INVESTMENTS	59,284.00	1,788.00	-	61,072.00
461	9	2112-9838	NC CONTROL EXPENDITURES	731,984.00	58,048.00	-	790,032.00
461	6	2114-6694	FIRING RANGE	34,832.00	1,109.00	-	35,941.00
461	6	2114-6701	INTEREST ON INVESTMENTS	761.00	118.00	-	879.00
461	9	2114-9572	MAINTENANCE AND REPAIRS	35,593.00	1,227.00	-	36,820.00

**Budget Officer**

Approved  
 Denied

**County Manager**

Approved  
 Denied

**Board of Commissioners**

Approved  
 Denied

Signature \_\_\_\_\_

Signature \_\_\_\_\_

Signature \_\_\_\_\_

Date \_\_\_\_\_

Date \_\_\_\_\_

Date \_\_\_\_\_

## CABARRUS COUNTY SHERIFF'S DEPARTMENT SPECIAL REVENUE PROJECT ORDINANCE

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

Section 1. The special revenue project authorized is for the purpose of collecting and appropriating federal and state funds received specifically for the Cabarrus County Sheriff's Department.

Section 2. The officers of this unit are hereby directed to proceed with this project within the terms of the guidelines as set forth by the federal and state government, Generally Accepted Accounting Principles (GAAP) and the budget contained herein.

Section 3. The following budgeted amounts are appropriated for the projects:

Federal Forfeiture Funds:	
Federal Forfeiture Sharing Justice Funds	\$209,707
Federal Forfeiture Sharing Treasury Funds	221,185
Contribution to General Fund-Fed Forf	107,687
NC Substance Control:	
NC Substance Control Expenses	790,032
Firing Range:	
Firing Range Maintenance/Repair	36,820
<b>TOTAL EXPENDITURES</b>	<b>\$1,365,431</b>

Section 4. The following revenues are anticipated to be available to complete the projects:

Federal Forfeiture Funds:	
Federal Forfeiture Sharing Justice Funds	\$123,678
Federal Forfeiture Sharing Treasury Funds	277,297
Contribution from General Fund-Fed Forf	114,935
Interest on Investments–Federal Forfeiture	22,669
NC Substance Control:	
NC Substance Control Funds	558,757
Interest on Investments-NC Substance Control	61,072
Contribution from General Fund	170,203
Firing Range:	
Firing Range Funds	35,941
Interest on Investments	879
<b>TOTAL REVENUES</b>	<b>\$1,365,431</b>

Section 5. The Finance Officer is hereby directed to maintain within the Special Revenue Fund sufficient detailed accounting records.

Section 6. Funds may be advanced from the General Fund for the purpose of making payments as due. Reimbursement to the General Fund should be made in an orderly and timely manner.

Section 7. The Finance Officer is directed to report, at the request of the Board, on the financial status of each project element in Section 3 and on the total revenues received or claimed.

Section 8. Copies of this special revenue project ordinance shall be furnished to the Clerk to the Governing Board, and to the Budget Officer and the Finance Officer for direction in carrying out this project.

Section 9. At the completion of the project, all unrestricted excess funds are transferred to the General Fund and the Special Revenue Project Ordinance is closed.

Section 10. The County Manager is hereby authorized to transfer revenues and appropriation within an ordinance as contained herein under the following conditions:

- a. The Manager may transfer amounts between objects of expenditures and revenues within a function without limitation.
- b. The Manager may transfer amounts up to \$100,000 between functions of the same ordinance.
- c. The 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.
- d. 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.
- e. The Manager may enter into and execute change orders or amendments to County construction contracts in amounts up to \$90,000 when the project ordinance contains sufficient appropriated but unencumbered funds.

Adopted this 15<sup>th</sup> day of May 2023.

CABARRUS COUNTY BOARD OF COMMISSIONERS

BY: \_\_\_\_\_  
Stephen M. Morris, Chairman

ATTEST:

\_\_\_\_\_  
Clerk to the Board

# CABARRUS COUNTY



## BOARD OF COMMISSIONERS WORK SESSION

**May 1, 2023  
4:00 PM**

---

**AGENDA CATEGORY:**

Discussion Items for Action

**SUBJECT:**

Finance - Small Project Fund 460

**BRIEF SUMMARY:**

Each year the multi-year funds are evaluated and updated based on current revenue trends.

Fund 460, Small Project Fund, accumulates appropriated general fund revenues and federal and state grants received specifically for use by a Cabarrus County Department.

Based on the Finance Department's evaluation a budget amendment was prepared to reflect additional revenues for the rest of the year. An updated project ordinance is also included with this agenda for the Small Projects Fund (Fund 460).

**REQUESTED ACTION:**

Motion to approve the multi-year budget amendment and revised project ordinance for Fund 460.

**EXPECTED LENGTH OF PRESENTATION:**

1 Minute

**SUBMITTED BY:**

James Howden, Finance Director

**BUDGET AMENDMENT REQUIRED:**

Yes

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



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**ATTACHMENTS:**

- ▣ Budget Amendment
- ▣ Project Ordinance

**Budget Revision/Amendment Request**

Date: May 15, 2023

Amount: 470,637

Dept. Head: James Howden (Prepared by Suzanne Burgess)

Department: FUND 460- SMALL PROJECTS MULTI YEAR FUND

Internal Transfer Within Department

Transfer Between Departments/Funds

Supplemental Request

**This budget amendment is to make adjustments to the SMALL PROJECTS FUND -Multi Year Fund based on Finance analysis and additional revenue to date.**

Fund	Indicator	Department/ Object/ Project	Account Name	Approved Budget	Increase Amount	Decrease Amount	Revised Budget
460	6	0000-6023	DEFERRED TAX COLLECTIONS	3,769,653	257,620	-	4,027,273
460	6	0000-602301	DEFERRED TAX PRIOR YEARS	67,114	14,354	-	81,468
460	6	0000-6024	DEFERRED TAX INTEREST	635,994	37,720	-	673,714
460	6	0000-661401	LEASE	7,500	7,500	-	15,000
460	6	0000-6701	INTEREST ON INVESTMENTS	128,342	32,367	-	160,709
460	9	0000-9830	OTHER IMPROVEMENTS	1,812,404	349,561	-	2,161,965
			<i>INCREASE REVENUE AND EXPENDITURES FOR DEFERRED TAX, INTEREST AND OTHER IMPROVEMENTS</i>				
460	6	1610-6501-0258	REGISTER OF DEEDS FEES	2,179,413	111,942	-	2,291,355
460	6	1610-6701	INTEREST ON INVESTMENTS	68,805	7,666	-	76,471
460	9	1610-9407	AUTOMATION	2,325,723	119,608	-	2,445,331
			<i>INCREASE REVENUE AND EXPENDITURES FOR REGISTER OF DEEDS</i>				
460	6	3270-6606-DRILL	PROGRAM FEES	17,872	1,468	-	19,340
460	9	3270-9419-DRILL	DRILL REPAIRS AND MAINTENANCE	17,872	1,468	-	19,340
			<i>INCREASE REV AND EXPENDITURES FOR DRILL PROGRAM</i>				

**Budget Officer**

**County Manager**

**Board of Commissioners**

- Approved
- Denied

- Approved
- Denied

- Approved
- Denied

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Date

\_\_\_\_\_  
Date

## CABARRUS COUNTY SMALL PROJECTS CAPITAL PROJECT ORDINANCE

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

Section I.

- A. The project authorized is for the purpose of accumulating and appropriating general fund revenues and federal and state grants funds received specifically for use by the appropriate Cabarrus County Department who has received the funds.
- B. The officers of this unit are hereby directed to proceed with this capital project within the terms of the guidelines as set forth by the federal and state government, Generally Accepted Accounting Principles (GAAP) and the budget contained herein.
- C. It is estimated that the following revenues will be available to complete capital projects as listed:

Board of Elections Department	
Interest on Investments	\$ 34,130
Contribution from General Fund	61,484
Contribution from Capital Reserve	150,000
	\$ 245,614
Register of Deeds Department:	
Register of Deeds Fees	\$2,291,355
Interest on Investments	76,471
Contribution from General Fund	77,505
	\$2,445,331
Community Development	
Contribution from General Fund	\$54,901
Duke Power Rebate	57,657
	\$112,558
Soil and Water Department:	
Deferred Tax Collections	\$190,102
Interest on Investments	1,693
Contributions and Private Donations	2,898
Contribution from General fund	86,146
EEP Contract	3,225
ADFP Grant	54,000
Drill Program Fees	19,340
Easement	275,396
Suther Farm Project	780,000
StRAP	258,798
Hill Farm Project	99,000
Stewardship Fund	56,971
	\$1,827,569
Educational Farming	
Educational Farming (Lomax)	\$ 347,000
Local Agricultural Preservation Projects:	
Contribution from General Fund	\$13,801
Deferred Farm Tax Collections	4,108,741
Deferred Farm Tax Interest	673,714
Lease	15,000
Interest on Investments	160,709
	\$4,971,965
<b>TOTAL REVENUES</b>	<b>\$9,950,037</b>

D. The following appropriations are made as listed:

Board of Elections Department:	
Board of Elections Equipment and Furniture	\$ 245,614
Register of Deeds Department:	
Register of Deeds Automation & Preservation	\$ 2,445,331
Community Development	
Duke Rebate Projects	\$112,558
Soil and Water Department:	
Other Improvement Projects	\$280,839
EEP Contract	3,225
ADFP Conservation Easement	54,000
Drill Repair & Maintenance	19,340
Suther Farm Project	780,000
StRAP	258,798
Hill Farm Project	99,000
Easement	275,396
Stewardship	56,971
	\$1,827,569
Educational Farming	
Educational Farming (Lomax)	\$ 347,000
Local Agricultural Preservation Projects:	
Other Improvement Projects	\$4,971,965
<b>TOTAL EXPENDITURES</b>	<b>\$9,950,037</b>
<b>GRAND TOTAL – REVENUES</b>	<b>\$9,950,037</b>
<b>GRAND TOTAL – EXPENDITURES</b>	<b>\$9,950,037</b>

Section II.

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

5. The County Manager may enter into and execute change orders or amendments to County construction contracts in amounts less than \$90,000 when the appropriate annual budget or capital project ordinance contains sufficient appropriated but unencumbered funds.
6. 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.
7. The County Manager may execute contracts with outside agencies to properly document budgeted appropriation to such agencies where G.S. 153 A-248(b), 259. 449 and any similar statutes require such contracts.
8. 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).

Section III.

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

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

Adopted this 15<sup>th</sup> day of May 2023.

CABARRUS COUNTY BOARD OF COMMISSIONERS

BY: \_\_\_\_\_  
Stephen M. Morris, Chairman

ATTEST:

\_\_\_\_\_  
Clerk to the Board

# CABARRUS COUNTY



## BOARD OF COMMISSIONERS WORK SESSION

**May 1, 2023  
4:00 PM**

---

### **AGENDA CATEGORY:**

Discussion Items for Action

### **SUBJECT:**

Finance / Library - Afton Ridge Library and ALC

### **BRIEF SUMMARY:**

The projected cost to construct the new Cabarrus County Library and Active Living Center at Afton Ridge is \$30,400,000.

The funds will be provided by \$2,400,000 contribution from the General Fund already budgeted and the additional \$28,000,000 from future debt proceeds.

The attached budget amendment shows a breakdown of the estimated total cost of \$30,400,000 which is comprised of engineering, construction, architecture, furniture & equipment and land improvement expenditures.

### **REQUESTED ACTION:**

Motion to approve allocating \$28,000,000 from future debt proceeds for the construction of the Library and Active Living Center at Afton Ridge, the corresponding budget amendment, project ordinance and reimbursement resolution.

### **EXPECTED LENGTH OF PRESENTATION:**

5 Minutes

### **SUBMITTED BY:**

James Howden, Finance Director  
Rodney Harris, Deputy County Manager  
Kyle Bilafer, Assistant County Manager

**BUDGET AMENDMENT REQUIRED:**

Yes

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

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**ATTACHMENTS:**

- ▣ Budget Amendment
- ▣ Reimbursement Resolution
- ▣ Project Ordinance - Fund 380

**Budget Revision/Amendment Request**

Date:

Amount:

Dept. Head:

Department:

Internal Transfer Within Department       Transfer Between Departments/Funds       Supplemental Request

**This budget amendment is to budget for the construction of a Library and Active Living Center in the Afton Ridge area. The estimated total cost of \$30,400,000 is comprised of engineering, construction, architecture and furniture & equipment expenditures. The funds will be provided by a \$2,400,000 contribution from the**

Fund	Indicator	Department/ Object/ Project	Account Name	Approved Budget	Increase Amount	Decrease Amount	Revised Budget
380	6	8240-6198-2024B	Proceeds from COPS/LOBS	-	17,500,000		17,500,000
380	6	8240-6198-2026B	Proceeds from COPS/LOBS	-	10,500,000		10,500,000
380	9	8240-9820-LIBSC	Library Construction	2,400,000	22,009,667		24,409,667
380	9	8240-9660-LIBSC	Project Contingency		933,079		933,079
380	9	8240-9607-LIBSC	Architect and Engineers	-	2,164,144		2,164,144
380	9	8240-9860-LIBSC	Furniture and Equipment	-	893,110		893,110
380	9	8240-9862-LIBSC	Technology	-	500,000		500,000
380	9	9240-9830-LIBSC	Other Improvements	-	1,500,000		1,500,000

**Budget Officer**

Approved  
 Denied

**County Manager**

Approved  
 Denied

**Board of Commissioners**

Approved  
 Denied

\_\_\_\_\_  
*Signature*

\_\_\_\_\_  
*Signature*

\_\_\_\_\_  
*Signature*

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*Date*

\_\_\_\_\_  
*Date*

\_\_\_\_\_  
*Date*



RESOLUTION DECLARING OFFICIAL INTENT TO REIMBURSE  
EXPENDITURES WITH PROCEEDS OF DEBT PURSUANT TO UNITED STATES  
DEPARTMENT OF TREASURY REGULATIONS

BE IT RESOLVED by the Board of Commissioners of Cabarrus County:

1. The Board hereby finds, determines and declares as follows:

(a) Treasury Regulations Section 1.150-2 (the "Regulations"), promulgated by the United States Department of Treasury on June 18, 1993, prescribes certain specific procedures applicable to certain obligations issued by the County after June 30, 1993, including, without limitation, a requirement that the County timely declare its official intent to reimburse certain expenditures with the proceeds of debt to be issued thereafter by the County.

(b) The County has advanced and/or will advance its own funds to pay certain capital costs (the "Original Expenditures") associated with financing, in whole or in part, (i) the design, acquisition, construction, installation and equipping of a new public park facility, including the acquisition of necessary land, easements and rights-of-way, (ii) site development, (iii) any and all related utilities relocation and (iv) various real and/or personal property improvements related to any of the foregoing (collectively, the "Afton Ridge Library and Active Living Center").

(c) The funds heretofore advanced or to be advanced by the County to pay the Original Expenditures are or will be available only on a temporary basis, and do not consist of funds that were otherwise earmarked or intended to be used by the County to permanently finance the Original Expenditures.

(d) As of the date hereof, the County reasonably expects that it will reimburse itself for such Original Expenditures with the proceeds of debt to be incurred by the County, and the maximum principal amount of debt to be incurred with respect to the Afton Ridge Library and Active Living Center is expected to be \$30,400,000.

(e) All Original Expenditures to be reimbursed by the County were paid no more than 60 days prior to or will be paid on or after the date of, this declaration of official intent. The County understands that such reimbursement must occur not later than 18 months after the later of (i) the date the Original Expenditure was paid; or (ii) the date the Afton Ridge Library and Active Living Center was placed in service or abandoned, but in no event more than 3 years after the Original Expenditure was paid.

2. This resolution shall take effect immediately.

I, Lauren Linker, Clerk to the Board of Commissioners for the County of Cabarrus, North Carolina, DO HEREBY CERTIFY that the foregoing is a true copy of so much of the proceedings of said Board of Commissioners at a regular meeting held on May 15, 2023, as relates in any way to the passage of the resolutions hereinabove referenced, and that said proceedings are recorded in Minute Book No. [ ] of the minutes of said Board of Commissioners, beginning at page \_\_\_ and ending at page \_\_\_.

I DO HEREBY FURTHER CERTIFY that the schedule of regular meetings of said Board of Commissioners has been on file in my office pursuant to North Carolina General Statutes §143-318.12 as of a date not less than seven (7) days before said meeting.

WITNESS my hand and the corporate seal of said County, this 15th day of May 2023.

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Clerk to the Board of Commissioners  
for the County of Cabarrus, North Carolina

[SEAL]

# CABARRUS COUNTY COUNTY CAPITAL PROJECTS BUDGET ORDINANCE

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

Section I.

- A. The project authorized is for the construction and renovations of County Facilities. Details of the project are listed in section C. of this Project Ordinance.
- B. The officers of this unit are hereby directed to proceed with this capital project within the terms of the Generally Accepted Accounting Principles (GAAP) and the budget contained herein.

It is estimated that the following revenues will be available to complete capital projects as listed.

Debt Proceeds 2020 Draw Note	\$ 60,904,154
Debt Proceeds 2022 Draw Note	103,458,267
Debt Proceeds 2024 Debt Program	34,154,664
Debt Proceeds 2026 Debt Program	10,500,000
Contributions from Capital Projects Fund	24,503,943
Contribution from General Fund	40,091,315
Contribution from Capital Reserve Fund	2,921,681
Contribution from Internal Service Fund	1,065,426
Contribution from Community Investment Fund	16,393,328
State Allocation	40,700,000
PARTF Grant	500,000
<b>TOTAL REVENUES</b>	<b>\$335,192,778</b>

- C. The following appropriations are made as listed.

Courthouse Site Enabling Construction & Renovation	\$ 146,545,280
Exterior Repairs to Multiple Buildings	326,174
Contribution to Capital Reserve (Reimb for Skylight Project)	2,085,000
West Cabarrus High School Artificial Turf Fields	2,566,810
Frank Liske Barn Replacement	7,033,845
Legal / Closing Expenses	952,508
Emergency Equipment Warehouse/ ITS Location	15,867,999
Fiber Infrastructure Improvement	799,000
Sheriff Training & Firing Range Renovations	2,185,000
Human Services HVAC	180,000
Frank Liske Park ADA Renovations	1,300,000
Frank Liske Park Playground Replacement	203,600
Camp Spencer Vending & Archery Building	536,998
West Cabarrus Library & Senior Center	30,400,000
Deferred Maintenance Projects	9,371,450
EMS Headquarters	21,007,999
Mt. Pleasant Library / ALC / Foil Park Project	26,500,000
Northeast Area Land	4,729,117
Mental Health Facility	35,597,554
Other Improvements Unallocated	1,632,642
Enterprise Physical Security Project (ITS)	807,000

Concord Senior Center Overflow Parking Lot	700,000
Contribution to the General Fund	47,500
Frank Liske Park Softball Complex Utilities	410,000
Rob Wallace Park	1,533,504
Animal Shelter Expansion	290,000
Frank Liske Park Stormwater Project	570,803
Northeast Cabarrus Radio Tower Project	2,439,171
Milestone Building	8,150,000
Fire Services Building	370,000
Frank Liske Park Tennis Court	280,000
Frank Liske Park Multiple Projects	5,000,000
Government Center Building Repair	450,000
Public Safety Training Center	2,073,823
Human Services Facility	2,250,000
<b>TOTAL EXPENDITURES</b>	<b>\$335,192,778</b>
<b>GRAND TOTAL – REVENUES</b>	<b>\$335,192,778</b>
<b>GRAND TOTAL – EXPENDITURES</b>	<b>\$335,192,778</b>

Section II.

- A. Special appropriations to non-profit organizations shall be distributed after the execution of an agreement which ensures that all County funds are used for statutorily permissible public purposes.
- B. The County Manager or designee is hereby authorized to transfer appropriations within or between funds, or modify revenue and expenditure projections as contained herein under the following conditions:
  1. Transfers amounts between objects of expenditure and revenues within a function without limitation.
  2. Transfer amounts up to \$500,000 between functions of the same fund.
  3. Transfer amounts between contingency funds which are set aside for a specific project for budgetary shortfalls or upon the appropriate approval of a change order.
  4. Enter 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.
  5. Award and execute contracts which are not required to be bid or which G.S. 143-131 allows to be let on informal bids so long as the annual budget or appropriate capital project ordinance contains sufficient appropriated but unencumbered funds for such purposes.
  6. Execute contracts with outside agencies to properly document budgeted appropriations to such agencies where G.S. 153 A-248(b), 259, 449 and any similar statutes require such contracts.
  7. Reject formal bids when deemed appropriate and in the best interest of Cabarrus County pursuant to G.S. 143-129(a).

Section III.

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

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

Adopted this 15<sup>th</sup> day of May 2023.

CABARRUS COUNTY BOARD OF COMMISSIONERS

BY: \_\_\_\_\_  
Stephen M. Morris, Chairman

ATTEST:

\_\_\_\_\_  
Clerk to the Board

# CABARRUS COUNTY



## BOARD OF COMMISSIONERS WORK SESSION

**May 1, 2023  
4:00 PM**

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### **AGENDA CATEGORY:**

Discussion Items for Action

### **SUBJECT:**

Human Resources - Compensation Projects

### **BRIEF SUMMARY:**

We have two (or three) projects for consideration at this time.

Based on continuing recruitment and retention challenges we are seeking to make a “hot jobs” reclassification adjustment of 5% to all current SW Investigative/Assessment and Treatment (SWIAT) positions. This would impact 27 current employees as well as offer the ability to post/recruit at a higher grade until such time as the full DHS market study can be performed.

As discussed at the April work session, we would like to move forward with a proposal for Sign on and referral bonuses to help with identified and approved difficult to fill positions. This comes with a request for a one-time budget of \$200,000 to utilize until funds are exhausted for this program.

### **REQUESTED ACTION:**

Approve recommended projects for implementation as funding and project time allows in FY23 or FY24 with budget approval.

### **EXPECTED LENGTH OF PRESENTATION:**

10 Minutes

### **SUBMITTED BY:**

Lundee Covington, HR Director

### **BUDGET AMENDMENT REQUIRED:**

No

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

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# CABARRUS COUNTY



## BOARD OF COMMISSIONERS WORK SESSION

**May 1, 2023  
4:00 PM**

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### **AGENDA CATEGORY:**

Discussion Items for Action

### **SUBJECT:**

Infrastructure and Asset Management - Recommended Approval of Preferred Alternates for Cabarrus County Library and Active Living Center at Mt. Pleasant and Virginia Foil Park

### **BRIEF SUMMARY:**

NCGS 133-3 requires performance standards to be used when specifying products. The statute also allows preferred brands of equipment to be bid as an alternate on the Cabarrus County Library and Active Living Center at Mt. Pleasant and Virginia Foil Park provided that the performance standards were approved by the Cabarrus County Board of Commissioners. To be approved the alternate must either provide a cost savings or maintain/improve the functioning of a process or system affected by the brand alternate. Approval is requested for the preferred brand alternates for the equipment as indicated on the attachment.

### **REQUESTED ACTION:**

Motion to approve the preferred brand alternate list for equipment for the Cabarrus County Library and Active Living Center at Mt. Pleasant and Virginia Foil Park.

### **EXPECTED LENGTH OF PRESENTATION:**

10 Minutes

### **SUBMITTED BY:**

Kyle Bilafer, Assistant County Manager  
Michael Miller, Director of Design and Construction

### **BUDGET AMENDMENT REQUIRED:**

No



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

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**ATTACHMENTS:**

- Recommended Alternates

## **CABARRUS COUNTY LIBRARY & ACTIVE LIVING CENTER AT MOUNT PLEASANT AND VIRGINIA FOIL PARK**

*§ 133-3. Specifications to carry competitive items; substitution of materials. All architects, engineers, designers, or draftsmen, when providing design services, or writing specifications, directly or indirectly, for materials to be used in any city, county or State work, shall specify in their plans the required performance and design characteristics of such materials. However, when it is impossible or impractical to specify the required performance and design characteristics for such materials, then the architect, engineer, designer or draftsman may use a brand name specification so long as they cite three or more examples of items of equal design or equivalent design, which would establish an acceptable range for items of equal or equivalent design. The specifications shall state clearly that the cited examples are used only to denote the quality standard of product desired and that they do not restrict bidders to a specific brand, make, manufacturer or specific name; that they are used only to set forth and convey to bidders the general style, type, character and quality of product desired; and that equivalent products will be acceptable.*

***Where it is impossible to specify performance and design characteristics for such materials and impossible to cite three or more items due to the fact that there are not that many items of similar or equivalent design in competition, then as many items as are available shall be cited.***

*On all city, county or State works, the maximum interchangeability and compatibility of cited items shall be required. The brand of product used on a city, county or State work shall not limit competitive bidding on future works. Specifications may list one or more preferred brands as an alternate to the base bid in limited circumstances.*

***Specifications containing a preferred brand alternate under this section must identify the performance standards that support the preference. Performance standards for the preference must be approved in advance by the owner in an open meeting. Any alternate approved by the owner shall be approved only where (i) the preferred alternate will provide cost savings, maintain or improve the functioning of any process or system affected by the preferred item or items, or both, and (ii) a justification identifying these criteria is made available in writing to the public.*** Substitution of materials, items, or equipment of equal or equivalent design shall be submitted to the architect or engineer for approval or disapproval; such approval or disapproval shall be made by the architect or engineer prior to the opening of bids. The purpose of this statute is to mandate and encourage free and open competition on public contracts. (1933, c. 66, s. 3; 1951, c. 1104, s. 5; 1993, c. 334, s. 7.1; 2002-107, s. 5; 2002-159, s. 64(c).)

## 07 42 43 Wood Veneer Laminate Wall Panels

Description: 48" x 96" High Pressure Compact Laminate composed of wood veneer and paper fibers treated with thermosetting resins. System installed on metal furring.

An intentional and critical design decision in the development of the exterior material palette of the Library and Active Living Center is the introduction of natural wood to define key public elements such as bands of recessed windows and wood along the facades of the building. Experientially, natural wood is desired for the project as a uniquely warm and familiar building material historically used throughout the Southeast, and of particular contextual appropriateness in the Mount Pleasant building fabric. Other non-wood, faux-finish materials produced in metals and/or composites lack the inherent physical properties and appearances of natural wood and would not be capable of achieving a comparable architectural character and durability.

It is our understanding that the following two manufacturers are presently the only fabricators of natural wood panels of the desired size, and with the proven performance criteria appropriate for exterior use in a civic building of this importance. The Parklex Timber Panels are judged to be a superior product in terms of available wood grain and color selections. However, both Parklex and Prodema are in fact owned by the same parent company. Therefore, we believe a preferred alternate specification is required.

I. Parklex Timber Panels - Parklex USA, Inc.; 212 River Park North Drive, Woodstock, GA 30188; telephone: 678-401-7403; website: <http://www.parklex.com>

II. Prodema

## 07 42 47 Wood Veneer Laminate Wall Siding

Description: 3.39" x 96" High Pressure Compact Laminate composed of wood veneer and paper fibers treated with thermosetting resins. System installed on metal furring.

An intentional and critical design decision in the development of the exterior material palette of the Library and Active Living Center is the introduction of natural wood to define key public elements such as corner elements of the building and window boxes. Experientially, natural wood is desired for the project as a uniquely warm and familiar building material historically used throughout the Southeast, and of particular contextual appropriateness in the Mount Pleasant building fabric. Other non-wood, faux-finish materials produced in metals and/or composites lack the inherent physical properties and appearances of natural wood and would not be capable of achieving a comparable architectural character and durability.

It is our understanding that the following two manufacturers are presently the only fabricators of natural wood siding of the desired size, and with the proven performance criteria appropriate for exterior use in a civic building of this importance. The Parklex Timber Siding are judged to be a superior product in terms of available wood grain and color selections. However, both Parklex and Prodema are in fact owned by the same parent company. Therefore, we believe a preferred alternate specification is required.

I. Parklex Timber Siding - Parklex USA, Inc.; 212 River Park North Drive, Woodstock, GA 30188; telephone: 678-401-7403; website: <http://www.parklex.com>

II. Prodema

## 23 09 23 Direct Digital Control (DDC) Systems for HVAC

Description: Johnson Controls Facility Explorer (Fx) System with Niagra based Tridium Platform and Controls Integration Contractor: Platinum Building Automation

The Johnson Controls Fx system HVAC controls must match the controls used by the majority of the large square footage buildings owned and maintained by the county for ultimate cost and efficiency. Using a different manufacturer will ultimately increase long-term operational costs and different systems will not necessarily provide the same level of remote accessibility for maintenance personnel.

The use of Platinum Building Automation as the Integration Contractor for the project is critical for the interface of the new library with the existing county global controls. The new building controls will be required to be integrated to the existing control server located in the county government building. This server holds global control information and allows county maintenance personnel to access all of their buildings at a single site. Using a different integration contractor will likely result in a different level of control capability for the new library and will ultimately cost more as a second control maintenance contractor could be necessary for the new library and active living center

I. Controls Manufacturer: Johnson Controls Facility Explorer (Fx) System with Niagra based Tridium Platform

II. Preferred Alternate no. 2 Controls Integration Contractor: Platinum Building Automation

## 28 31 11 Addressable Fire Alarm Systems

Description: Notifier Co Fire Alarm system including control panels, alarm initiating, and peripheral devices.

The Notifier Co Fire Alarm system must match the controls used by most of the large square footage buildings owned and maintained by the county for ultimate cost and efficiency. Using a different manufacturer will ultimately increase long-term operational costs and different systems will not necessarily provide the same level of remote accessibility for maintenance personnel.

The use of Notifier Co Fire Alarm system as the Fire Alarm controls for the project is critical for the interface of the new library with the existing county global controls. The new building controls will be required to be integrated to the existing control server located in the county government building. This server holds global control information and allows county maintenance personnel to access all of their buildings at a single site. Using different controls will likely result in a different level of control capability for the new library.

I. Addressable Fire Alarm System: Notifier Co.

## 09 68 13 Tile Carpeting

Description: Shaw Carpet Tile of various colorways

The carpet tile used in the building must match what is used in the majority of the large square footage buildings owned and maintained by the county for ultimate cost and efficiency. Using a different manufacturer will ultimately increase long-term operational costs and affect ease of replacement in the future.

I. Tile Carpeting: Shaw, CPT-1, CPT-2, CPT-3, CPT-4, CPT-5

## 26 56 68 Exterior Athletic Lighting

The preferred sports lighting manufacturer is Musco. The primary reasons for the preference are the standardization across the county, the county wide Musco control and scheduling system, training for operation of this Musco equipment, attic stock of tradable Musco parts, the county wide existing Musco warranty, the energy savings that Musco offers, and 25 year parts, labor and maintained light level warranty on new Musco projects that only they can offer.

I. Musco Sports Lighting, website: <https://www.musco.com/>

## 32 84 00 Irrigation System

The preferred irrigation manufacturer is Toro. The primary reasons for the preference are the standardization across the county, the county wide Toro controller system, 640 turf heads, valves, training for operation of this Toro irrigation system, and attic stock of replacement Toro parts.

I. The Toro Company, website: <https://www.toro.com/en/irrigation>

## 09 72 00 Wall Coverings

Description: Level Digital Wallcovering L13-0904 and L08202 by National Wallcovering

The interior spaces of the library are intentionally designed to evoke certain feelings within different zones of the library. In an effort to accomplish that, wallcoverings are positioned in the childrens area and in the teen area to bring interest, provide a durable wall covering and help identify zones of the library designated for different books and visitors.

The wallcoverings selected during the design process were specifically intended to meet this criteria and are a digital format that allows for color selection and scale to be custom developed for the space. The designs selected are custom to this manufacturer and not able to be provided by a different manufacturer.

I. Wallcoverings – National Wallcovering – Level Digital Wallcovering designs L13-0904 and L08202. telephone: 800-222-1028; website: <https://www.nationalsolutions.com/national-solutions/digital>

## 10 28 00 Toilet, Bath, and Laundry Accessories

Description: Diaper Changing Station by Koala Kare KB300

The diaper changing stations used in the building must match what is used in the majority of the buildings owned and maintained by the county for ultimate cost and efficiency. Using a different manufacturer will ultimately increase long-term operational costs and affect ease of replacement in the future.

I. Diaper Changing Station – Koala Kare KB300. telephone: 888-733-3456; website: <https://www.koalabear.com/>

# CABARRUS COUNTY



## BOARD OF COMMISSIONERS WORK SESSION

**May 1, 2023  
4:00 PM**

---

### **AGENDA CATEGORY:**

Discussion Items for Action

### **SUBJECT:**

Infrastructure and Asset Management - Selection of Construction Manager at Risk for the Cabarrus County Behavioral Health Center

### **BRIEF SUMMARY:**

On February 24th, 2023 Cabarrus County advertised for Construction Manager at Risk firms for the proposed Cabarrus County Behavioral Health Center. The County received ten (10) Request for Qualifications (RFQ) submittals on March 17th, 2023. An internal selection committee reviewed all ten (10) submissions and moved two (2) of the firms to the shortlist for interviews. The interviews took place on April 17th, 2023 and the selection committee recommends Messer Construction Company to be the Construction Manager at Risk for the Cabarrus County Behavioral Health Center.

### **REQUESTED ACTION:**

Motion to approve the bid award and authorize the County Manager to execute the contract between Cabarrus County and Messer Construction Company, subject to revision by the County Attorney.

### **EXPECTED LENGTH OF PRESENTATION:**

5 Minutes

### **SUBMITTED BY:**

Kyle Bilafer, Assistant County Manager  
Michael Miller, Director of Design and Construction

### **BUDGET AMENDMENT REQUIRED:**

No

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

---



# CABARRUS COUNTY



## BOARD OF COMMISSIONERS WORK SESSION

**May 1, 2023  
4:00 PM**

---

### **AGENDA CATEGORY:**

Discussion Items for Action

### **SUBJECT:**

Planning and Development - 2020-2021 HOME Program Amendment to Project Activities

### **BRIEF SUMMARY:**

Cabarrus County Community Development Staff is requesting a change to the 2020-2021 HOME program project plan. Staff had initially planned to collaborate with the City of Concord to construct a new home to be sold to a qualified homeowner. In the summer of 2020, the cost to construct a new home was more than the amount Cabarrus County had in HOME funds available that year. After waiting to see if the construction costs would come down, staff has determined that the price point is higher than we can afford with the available funding. Staff is recommending a partnership with Habitat for Humanity to construct a new home at 285 Academy Street in the City of Concord for a Habitat client with the 2020-2021 HOME funds. Staff is recommending any remaining funds be applied toward the downpayment assistance program. A public hearing would need to be held and a letter with the associated documentation would need to be sent to Concord to document the plan amendment.

### **REQUESTED ACTION:**

Motion to hold a public hearing.

### **EXPECTED LENGTH OF PRESENTATION:**

5 Minutes

### **SUBMITTED BY:**

Kelly Sifford, AICP

Assistant County Manager

Robert Anderson, Community Development Planner

**BUDGET AMENDMENT REQUIRED:**

No

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

---

# CABARRUS COUNTY



## BOARD OF COMMISSIONERS WORK SESSION

**May 1, 2023  
4:00 PM**

---

**AGENDA CATEGORY:**

Discussion Items for Action

**SUBJECT:**

Planning and Development - Proposed Budget Amendment for Blue Cross and Blue Shield of North Carolina's Healthy Home Initiative Program

**BRIEF SUMMARY:**

The funds for the Blue Cross and Blue Shield of North Carolina's Healthy Home Initiative have been released for 2023. Community Development will receive a total of \$12,500.00 for the program. The funding for this program runs on a calendar year. As a result, timing does not align with allocating the funds at the beginning of the fiscal year with the new budget. Therefore, a budget amendment is required. The Memorandum of Understanding (MOU) for the program must also be renewed.

**REQUESTED ACTION:**

Motion to accept grant award, adopt the associated budget amendment and allow staff to execute the updated Memorandum of Understanding for the program.

**EXPECTED LENGTH OF PRESENTATION:**

1 Minute

**SUBMITTED BY:**

Susie Morris, Planning and Development Director

**BUDGET AMENDMENT REQUIRED:**

Yes

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

---

**ATTACHMENTS:**

- ▣ Proposed Budget Amendment
- ▣ MOU Document

Date: 5/15/2023

Amount: 5,952.60

Dept. Head: Susie Morris

Department: Community Development

Internal Transfer Within Department

Transfer Between Departments/Funds

Supplemental Request

Purpose: To allocate additional Blue Cross Blue Shield Healthy Home Initiative Program funds. This Program runs on a calendar year, not the County's fiscal year.

Fund	Indicator	Department/ Object/ Project	Account Name	Approved Budget	Increase Amount	Decrease Amount	Revised Budget
001	6	3250-6226-BCBS	BCBS Grant - Healthy Home Initiative	12,987.95	12,500.00	(6,547.40)	18,940.55
001	9	3250-9493-BCBS	Operations - Healthy Home BCBS	12,987.95	12,500.00	(6,547.40)	18,940.55

**Total** 37,881.10

**Budget Officer**

- Approved
- Denied

**County Manager**

- Approved
- Denied

**Board of Commissioners**

- Approved
- Denied

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Date

\_\_\_\_\_  
Date

## Schedule A: Blue Cross and Blue Shield of North Carolina’s Healthy Home Initiative – Project Funding

Service Provider funding as outlined in the MOU is as follows for **Cabarrus County Planning and Development Services**

**Funding Period: January 1, 2023 – December 31, 2023**

Service Provider Name	Amount Disbursed	4.12.2023 Allocation
Cabarrus County Planning and Development Services	\$42,078.55	\$12,500

**Please check the HHI Database for allocation totals and balances.**

The funds available must benefit the following counties: Cabarrus. Seven percent (7%) of the funding is for administration. Service providers will receive the funds spent on each project upon completion of work and submission of required documentation.

\*Please note all agencies are required to upload a signed and completed Customer Satisfaction Survey for each project. If the Customer Satisfaction survey is not included the project will be considered incomplete until the survey is provided.

\_\_\_\_\_  
*Signature of Service Provider Official*

\_\_\_\_\_  
Date

North Carolina Community Action  
Association 4428 Louisburg Road, Suite 101  
Raleigh, NC 27616

Signature of NCCAA Official:



\_\_\_\_\_  
Sharon Goodson, Executive Director of NCCAA

\_\_\_\_\_  
4/12/2023

# CABARRUS COUNTY



## BOARD OF COMMISSIONERS WORK SESSION

**May 1, 2023  
4:00 PM**

---

### **AGENDA CATEGORY:**

Discussion Items for Action

### **SUBJECT:**

Sheriff's Office - New RMS, JMS and CAD Software Contract Request

### **BRIEF SUMMARY:**

Cabarrus County implemented the current Public Safety software suite 15 years ago. The County and the technology has changed in those 15 years. The current software has limitations that make the Sheriff's office less efficient. For this reason we are recommending a software upgrade to all 3 platforms.

The Sheriff's Office and IT staff have spent months reviewing solutions from various providers. The solution from Motorola Systems was selected by creating a feature matrix and comparing each providers solution. The Motorola platform was selected by each division as the solution will be meet their needs.

### **REQUESTED ACTION:**

Motion to approve the contract between Cabarrus County and Motorola Systems; and authorize the County Manager to execute the contract on behalf of Cabarrus County, subject to review or revisions by the County Attorney.

### **EXPECTED LENGTH OF PRESENTATION:**

15 Minutes

### **SUBMITTED BY:**

Chief Deputy Tessa Burchett  
Todd Shanley, Chief Information Officer

### **BUDGET AMENDMENT REQUIRED:**

Yes

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

---

**ATTACHMENTS:**

- ▣ Contract





**MOTOROLA SOLUTIONS**

**Proposal**

**Cabarrus County, NC**

# PremierOne Public Safety CAD Software

22-150925 / USNC22P107SW

March 30, 2023



**MOTOROLA SOLUTIONS**

The design, technical, and price information furnished with this proposal is proprietary information of Motorola Solutions, Inc. (Motorola). Such information is submitted with the restriction that it is to be used only for the evaluation of the proposal, and is not to be disclosed publicly or in any manner to anyone other than those required to evaluate the proposal, without the express written permission of Motorola Solutions, Inc.

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Motorola Solutions, Inc.  
500 W Monroe Street, Chicago, IL 60661  
Tel. + 1 847 576 5000

March 31, 2023

**Cabarrus County Sheriff's Office**

ATTN: Travis McGhee, Radio/Network Engineer  
30 Corban Avenue SE  
Concord, NC 28025

Re: Proposal 22-146548/USNC22P107SW for PremierOne Software (CAD Only) Solution ("Proposal")

Dear Mr. McGhee:

Motorola Solutions, Inc. ("Motorola") is pleased to provide the attached Proposal to Cabarrus County, NC. This Proposal pricing is valid until May 15, 2023 with optional items valid until July 31, 2023 as indicated.

The proposal is governed by the terms and conditions of the North Carolina Sheriff's Association Contract pursuant to Bid23-02-0222, including but not limited to the Additional CAD Terms and Conditions and the Subscription Software Exhibit. Alternatively, Motorola would be pleased to address any concerns you might have regarding this Proposal. Please send your order to your Motorola Area Sales Manager, Software Sales listed below.

Motorola appreciates your consideration of this Proposal and hopes you will find it acceptable. Motorola would be pleased to address any concerns you might have and we look forward to receiving your response. Please feel free to contact your Motorola Software Sales Senior Account Manager, Derrick Duggins, at (336) 807-3813 or [derrick.duggins@MotorolaSolutions.com](mailto:derrick.duggins@MotorolaSolutions.com) with any questions.

Sincerely,  
Motorola Solutions, Inc.



Micah Applewhite  
Vice President MSSSI & Director Software Sales

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## Section 1

# System Description

## 1.1 System Overview

Motorola Solutions is pleased to present the following system for the Cabarrus County, NC (hereinafter referred to as the “Customer”). Our system is based on our interpretation of the requirements derived from our discussions with you.

Motorola Solutions’ offering consists of PremierOne application and client software, interfaces and services (as stated in the Statement of Work).

### 1.1.1 Participating Agencies

The designated agencies participating in the system and the products they will use are as follows.

- Cabarrus County Sheriff’s Office - CAD, Mobile
- Cabarrus County Emergency Management - CAD, Mobile
- Cabarrus County EMS - CAD, Mobile
- Allen Volunteer Fire Department - CAD, Mobile
- Cold Water Fire Department - CAD, Mobile
- Flowes Store Fire Department - CAD, Mobile
- Georgeville Fire Department - CAD, Mobile
- Midland Fire Department - CAD, Mobile
- Mt. Mitchell Fire Department - CAD, Mobile
- Mt. Pleasant Fire Department - CAD, Mobile
- NE Cabarrus Fire Department - CAD, Mobile
- Odell Fire Department - CAD, Mobile
- Rimer Fire Department - CAD, Mobile

### 1.1.2 Basis for System Sizing

Motorola Solutions uses Call for Service (CFS) and client quantities as the parameters to establish the tiers of infrastructure sizing. Based on the counts provided by Cabarrus County, the system has been sized as follows:

- Up to 250,000 CAD Calls for Service per year
- Up to 25 PremierOne CAD clients
- Up to 100 PremierOne Mobile clients
- Up to 200 PremierOne Records clients

For optimal system performance, the following counts and recommendations for data retention should not be exceeded. Five (5) years of PremierOne CAD data retention (2 years of live online data and 3 years of archived data).

### 1.1.3 Application Software and System Components

This System is comprised of the following component and Subsystem elements:

#### CAD Subsystem

- PremierOne CAD
- PremierOne Mobile with Automatic Vehicle Location (AVL)

#### System Components

- Specifications for Customer supplied system components.
- System Interfaces as described in **Attachment A**

#### PremierOne Service Solutions

- CAD IDD
- CAD Incident Import (Up to 5 years)

#### Purchase Options

- Additional CAD Interfaces
- Records Subsystem
  - PremierOne Records with IBR Submission
  - PremierOne Mobile Records
  - PremierOne Convert On Demand Tool
  - Records Interfaces
  - Records IDD
- Third Party Subsystem
  - EvidenceOnQ as described in **Attachment B**
- Jail Management System
- CommandCentral Community
- Disaster Recovery Site (using customer supplied Hardware and Software)
- ActiveEye Managed Detection and Response (MDR) for PremierOne



The following represents a logical illustration of the system components.

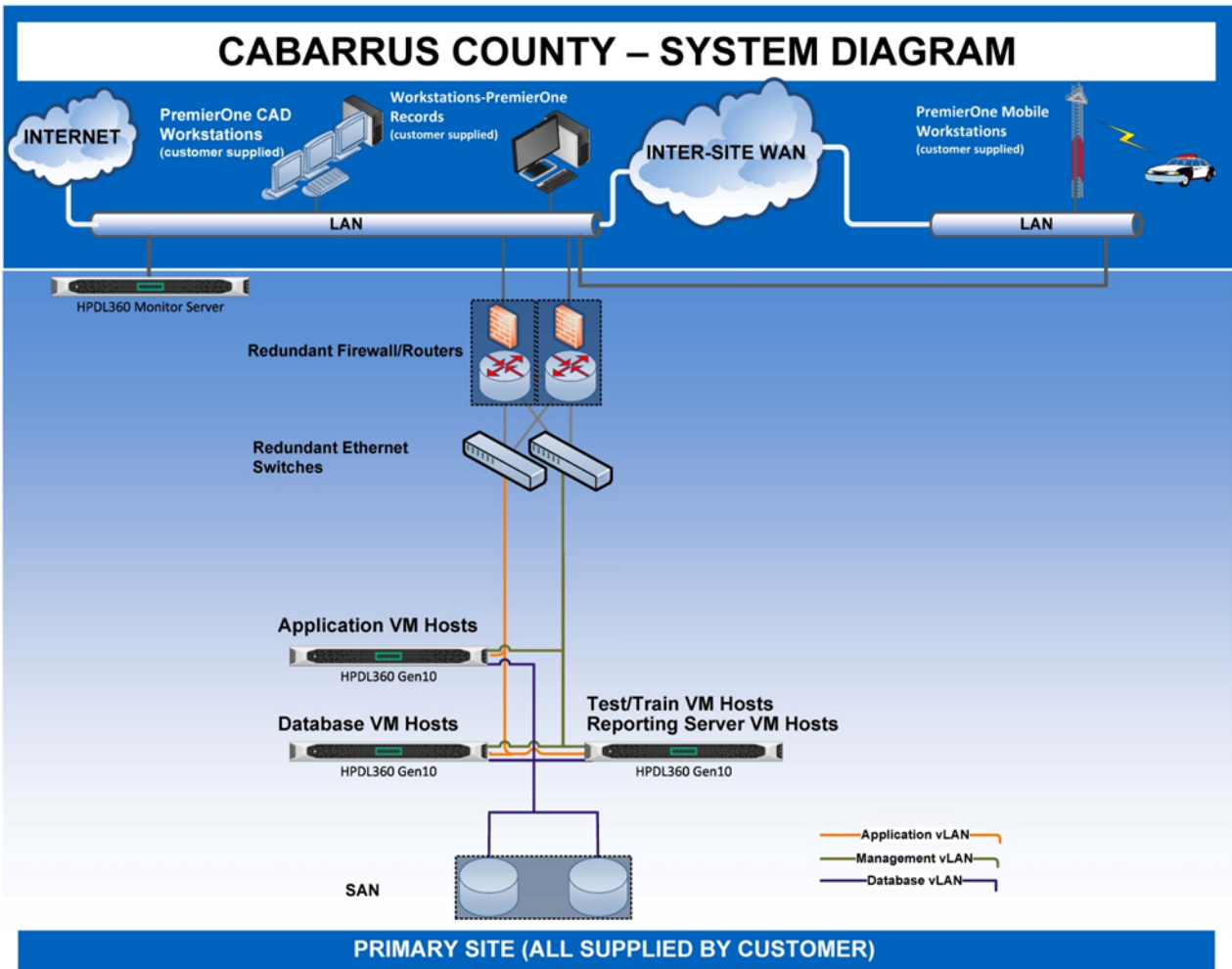


Figure 1-1: Representative System Diagram

### 1.1.4 System Application Client Software Licensing

The following table summarizes the number of PremierOne client application software licenses for all agencies listed in Participating Agencies.

Table 1-1: System Licensing

System Client Licenses	Quantity	Type
PremierOne CAD Dispatch Client with Mapping	18	Per Seat
PremierOne Mobile (Windows)	30	Per Seat
PremierOne Mobile (iOS or Android)	20	Per Seat

## 1.1.5 System Integrations

The table below lists the integrations included in our system. The ASTRO integrations are contingent on components included in the ASTRO system proposal.

**Table 1-2: System Integrations**

Integration Name	DR Y/N?
RapidSOS	DR Optional

## 1.1.6 System Interfaces

The table below lists the interfaces included in our system. A description of each interface listed in the table below has been provided in **Attachment A**. Any requests for change to the Interface Description following contract is subject to review and consideration through the change control mechanism of the contract.

**Table 1-3: System Interfaces**

Interface Name	System	DR Y/N?
e911 ANI ALI and TDD Incident Creation Inbound Interface	CAD	DR Optional
ProQA (Paramount) – Incident Creation Inbound Interface	CAD	DR Optional

## 1.2 Application Descriptions

The following sections provide brief descriptions of the PremierOne CAD, Mobile applications. PremierOne uses Commercially Off the Shelf (COTS) products therefore software development to the application framework is not provided.

### 1.2.1 PremierOne CAD

Motorola Solutions has designed PremierOne CAD to be the central convergence point for communications from multiple sources and systems, mission-critical information and resource management.

The user interface offers quick access to information via a location-based, Esri standard GIS map. Users perform commands and functions using a mouse, command lines, function keys, shortcuts, or user definable right click menus. The GPS-aided resource management tool displays the location and identity of GPS equipped vehicles or devices enabling a coordinated response while further supporting officer safety.

In PremierOne CAD, Automatic Vehicle Location (AVL) could be used in recommendations to track the location of emergency vehicles to determine their present location when requiring units to respond to an incident. By adding AVL recommendations to PremierOne CAD, PremierOne CAD can make recommendations based on the actual location of units rather than recommending units solely based on jurisdictional assignment.

PremierOne supports Direct GPS Connection where location information is sent directly to PremierOne without the use of the PremierOne Mobile client application. Direct GPS Connection requires that device location be reported to PremierOne using Trimble ASCII Interface Protocol (TAIP) with a unique identifier over User Datagram Protocol (UDP).

Users can create incidents from public telephone calls, from information received from an officer or from another public safety agency, or through an alarm interface. Once the user enters basic details of the incident into the system, users may dispatch field personnel to handle the incident. Users may update incidents with additional details such as information about the handling of the incident. Once the user has completed the incident in an appropriate fashion, the user then can close the incident.

Field personnel may use PremierOne CAD to retrieve details about incidents or to make incident updates. Additionally, supervisory personnel may use the PremierOne CAD to monitor the operations of the communications center, the handling of incidents and field unit statistics.

PremierOne CAD functions as a standalone product but also seamlessly integrates with Motorola Solutions' PremierOne Mobile and Records application. PremierOne CAD may also be integrated with other Motorola Solutions and third-party systems.

Users that can benefit from accessing PremierOne CAD and Mobile include but are not limited to Dispatchers, PSAP Supervisors, Patrol Officers and Call Takers.

### 1.2.1.1 PremierOne CAD Concepts

#### User Input

Users may operate PremierOne CAD either with or without a mouse. While all commands and actions within the application can be accessed with the mouse, users also may drive PremierOne CAD almost exclusively from the keyboard. A few PremierOne CAD functions, such as selecting units from a map, must be performed with a mouse.

#### Work and Status Monitors

Users perform the majority of actions within PremierOne CAD's work monitor. Status monitors present summary information about incidents or units. A user may have one or more status monitor windows available at the workstation.

#### Security and Roles

PremierOne CAD recognizes authorized users and provide access to individually authorized functions at the time of sign-on. To facilitate these responsibilities, access rights and permissions are associated with the various functions available within PremierOne CAD. A role is a set of specified privileges, which provide access to data, commands, forms, devices, and functions. Each user and device is assigned to one or more of the default of Customer created roles.

#### Units, Incidents and Dispatching

A unit within PremierOne CAD represents the resources, which are dispatched or monitored by the communications center personnel. All units in the system are identified with a unit id, which is typically the radio call sign for the unit. Users can initiate incidents from the command line or from the incident initiation form. The system provides a user with four methods to begin the incident dispatching process. These four methods include:

- Dispatch incident function key

- Incident dispatch command
- Dispatch form
- Drag and drop feature within status monitors and map.

## Incident Management

In addition to initiating and dispatching incidents, users can manage existing incidents through the various incident management features of PremierOne CAD:

- Updating existing incident information
- Associating incidents
- Disassociating incidents
- Cloning incidents
- Closing incidents
- Reopening incidents
- Displaying a summary list of incidents
- Searching for incidents

## Unit Management

Users have the ability to monitor and maintain the current activities for each unit through the various unit management features:

- View and update unit assignment data
- Make unit status changes
- Manipulate a unit's call stack
- Transfer units
- View a unit's history
- Move units from one station or area to another station or area
- View the current activities for a unit
- Assign crews
- Clear units from an incident
- Manipulate units that are assigned to incidents
- Move resources to cover depleted stations or areas
- PremierOne CAD can alter a unit's capabilities based on the personnel assigned to that unit.

## Federal, State and Local Queries

PremierOne allows users to submit requests for information to external databases. These external queries can involve local agencies, as well as state and federal agencies. External databases all have their own data formats and respond to submitted queries with one or more responses.

## Maps

PremierOne mapping utilizes products from Environmental Systems Research Institute (Esri) for geo-processing. The display of maps is an integrated component within PremierOne. The map may be configured to automatically display when the user signs on to the workstation. A number of commands

and functions allow the user to manipulate the map and make updates in response to user actions. The map may be configured to display an icon at this location to assist the call taker in determining the location at which an emergency response is required. The system also attempts to find the nearest address/common place to the caller coordinates.

### Mail & Messaging Services

The mail and messaging functionalities of PremierOne CAD allow users to exchange and distribute electronic mail and messages within the dispatch center and to units equipped with MDTs.

## 1.2.2 PremierOne Mobile with Mobile Mapping

PremierOne Mobile provides public safety personnel the ability to assess and prepare for a situation while en route to the scene. Users access information via screen configurations that provides navigation throughout the PremierOne Mobile application.

**Table 1-4: PremierOne Mobile Mapping Capabilities**

PremierOne Mobile - Available Clients:	Windows (Included)	Android (Included)	iOS (Included)
Operating System	Windows 10+	Android 10-12	iOS 13 - 15
Cloud Enabled	•	•	•
Silent Dispatch	•	•	•
Incident & Unit Management	•	•	•
Real-Time Status Monitors	7	5	5
Field Initiation for Traffic Stops & Other Incidents	•	•	•
Database Querying	•	•	•
BOLOs	•	•	• Query Only
Responder and Unit Location Tracking	•	•	•
Premise & Hazard Details with Images	•	•	•
Geofencing with Entry & Exit Alerts	•	•	•
4G & LTE Network Capability	•	•	•
CJIS Security Support with FIPS 140-2 Encryption & Auditing	•	•	•
Barcode Scan	•	•	•
Voice Entry for Comments		•	•
Actionable URL in Comments		•	•
Messaging	•	•	
Advanced Mapping, BOLOs, Premise & Hazards	•		
Advanced Configurations	•		

The integrated map provides the user the ability to display call location, drive directions, premise hazards and the location of other units. PremierOne Mobile leverages the same common map platform used in PremierOne CAD, which is managed and provisioned from a centralized location and deployed to all systems remotely.

PremierOne Mobile obtains location information from a collocated GPS receiver. The PremierOne Mobile Windows Client supports either the Trimble ASCII Interface Protocol (TAIP) or National Marine Electronics Association (NMEA) standard. The PremierOne Mobile client application can send its location to PremierOne CAD via a cellular data modem. The vehicle location information is used by PremierOne CAD to support location dependent features including: Mapping, Track-It, Follow-It, and Recommendations.

## 1.3 Service Solutions

The following sections provide brief descriptions of service solutions delivered as part of the PremierOne offering.

### 1.3.1 Intelligent Data Discovery Services (IDD) for CAD

IDD Services include instruction in the use of advanced SQL Server Reporting Services (SSRS) features, which will allow for the connection, extraction, and display of data from CAD in the tailored standard IDD and customized dashboards.

IDD's use of Microsoft's SSRS employs the data to generate and securely share online dashboards and reports, initiate searches and mine data. The IDD services include the following dashboards:

- Three (3) Tailored Standard Dashboards
  - Roll Call Briefing Dashboard
  - Intelligent Resource Deployment Dashboard
  - COMPSTAT Dashboard
- View Only CAD IDD bundle
  - Unit Status
  - Unit History
  - Map
  - Incident Search
  - Drill-through to Incident Details and Officer Activity Reports
- Two (2) Customer Defined Dashboards (built during IDD Training and limited to data existing in the system CAD dataset)
- Two (2) days of consultative services pertaining to reports and dashboards for the CAD
- Two (2) days of PremierOne Intelligent Data Discovery (IDD) Training, after completion of training requirements.

A single copy of each of the Standard IDD dashboards will be tailored per the provisioning of the CAD system, and delivered to the site. IDD is limited to data existing in the system CAD dataset. Microsoft's SSRS is a reporting and report distribution application. A map view of the data, such as location of Incidents, may be produced as part of the report output without interactive mapping ability. Total system

capacity for IDD is dependent upon the total number of concurrent reports being requested from the RDW server. Final system capacity is dependent upon final design and report types being generated on a concurrent basis.

## 1.3.2 Legacy Data Access or Data Migration

It is a very common desire for agencies when migrating to new systems to preserve and utilize the data contained in the legacy systems. There are two types of data that will be accessed or migrated and each type will be treated differently.

The first type of data is configuration data. This consists of code tables and other lists from the existing CAD or RMS system. This would include data such as unit identifiers, incident types, personnel information. These data types may either be imported into the PremierOne system or manually entered during the provisioning process. For those tables to which data can be imported, the common process is for the Motorola Solutions team to provide spreadsheets to the Customer personnel. Customer personnel will export the data from the existing system, transform it as needed to match the provided spreadsheets and import it into the PremierOne system using the built-in import functionality. Data that will be manually entered during the provisioning process is gathered by the Customer and recorded on provisioning worksheets.

The second type of data is historical data. This consists of the transactional data that is a record of events / incidences that were recorded in the existing CAD or RMS system. This would include data such as incident information, unit history information, messaging information.

Below are the strategies being offered to accommodate access to this historical data.

### 1.3.2.1 Legacy CAD Data to PremierOne CAD Incident Import

Motorola Solutions will convert and extract specific data that exists in the Cabarrus County legacy CAD system and then import to the CAD system. While Motorola Solutions is responsible for converting the specified data, it is critical that Cabarrus County assigns a knowledgeable resource to this activity that will remain engaged throughout the migration process.

The legacy databases must be in a Customer supplied Microsoft SQL Server databases (hardware and software) external to the system and Motorola Solutions must be able to link directly to the legacy databases from Microsoft SQL Server. The Customer must also understand the database schema so the table relations can be understood.

Motorola Solutions does not provide any data clean up or manipulation of the provided data and conducts a single, one time, bulk load of legacy data. The Customer should conduct a comprehensive analysis of the data in the legacy systems to identify duplicate data/records, lost data, orphaned records, or records that have not been linked properly and resolve those issues prior to extracting the data to be converted.

Motorola Solutions will migrate up to 5 years of CAD Incident Data.

The following are types of data being imported:

- Location
- Call Type
- Disposition
- Comments

- Units Involved
- Agencies Involved
- People Involved
- Vehicles Involved

Imported incidents will have the following characteristics:

- Imported incidents will be created and then “closed”.
- Imported incidents cannot be re-opened or cloned.
- Imported incidents older than the aging threshold set in PremierOne will be moved to PremierOne CAD’s RDW and then purged from production.

## 1.4 Third Party Integrations

### 1.4.1 RapidSOS Integration for PremierOne

PremierOne Integrates RapidSOS features into PremierOne CAD allowing for faster and more reliable caller location and to calltakers, improving response to emergency situations.

#### RapidSOS Location Data Integration

When a calltaker answers a call from within PremierOne, RapidSOS will retrieve the caller’s device-based hybrid (DBH) location and provide it within three seconds on the calltaker’s CAD interface. The calltaker can then use RapidSOS to track the location of the caller throughout the call, with location data accurate to within three seconds each time the calltaker re-bids the location.

#### RapidSOS Supplemental Data Integration

In addition to location data, RapidSOS aggregates available medical or emergency information about the caller from multiple data resources, then displays it to the calltaker through the PremierOne user interface. This helps get crucial information to calltakers faster than questioning the caller —information that the calltaker can then pass on to first responders to help them maintain their own and the caller’s safety.

## 1.5 System Architecture

The system is designed on the principles of Service Oriented Architecture (SOA) allowing separation of servers and services to modular components. The system can be expanded through the allocation of additional physical or logical resources as needs grow. In addition, site-to-site replication creating a multi-site architecture has been proposed as an option, see **Section 1.11.1**.

The system is deployed with a single production environment incorporating the high availability components and interfaces presented in this system. The production environment incorporates the high availability components and reconfigured interfaces presented in this system.



The system is architected around a virtualized server configuration and supports VMware vSphere 6.5 (or later) for the hypervisor. Server virtualization provides application isolation providing the ability to isolate specific services for ease of diagnostics and hardware resource management.

### 1.5.1 PremierOne High Availability Architecture

PremierOne is also architected to have no single point of failure. Its software design is redundant, as database replication occurs across multiple servers. The system is built on industry standard components from Microsoft .NET architecture using Microsoft Windows and Microsoft SQL Server and other vendors.

The combined software, hardware and IT network architecture is designed to provide an integrated high-availability system at each site. Redundant software and hardware components are the basis of the high-availability system design. Redundant network paths are used throughout the system configuration.

Multiple application servers support the application service layer and utilize load balancing to manage the load across the servers. RAID storage configurations provide redundancy and recovery within the storage components, and dual power supplies and circuits are used to ensure power redundancy.

Application, database and Application Delivery Controllers (ADC) failovers operate independent of one another within PremierOne. This means the failure of one component does not require the other components to failover.

PremierOne’s active monitoring identifies problems and failures before they occur. For example, low disk space or high processor utilization will trigger an alert to be sent, to notify the recipient of any possible problems or future failure before it affects the system. In the event of a service or component failure, PremierOne will stop using the failed service or component instance and automatically shift over to the secondary service or component instance without impacting operations.

The following depicts the fault tolerant components of the system.

**Table 1-5: Fault Tolerant Software Components**

Component
<ul style="list-style-type: none"> <li>- Multiple F5 ADCs to provide load balanced network traffic to the application services</li> <li>- PremierOne monitors active services and restarts them as necessary.</li> <li>- In the case of a server failure, the node is disabled transferring the load to the remaining nodes in the cluster.</li> </ul>
<p>Replicated databases on different servers. Servers are replicated in a cluster set.</p> <ul style="list-style-type: none"> <li>• SQL Server AlwaysOn provides redundancy and automatic failover.</li> <li>• In case of a database server failure, there is no user intervention required. Secondary database becomes the active database without administrator intervention and continues processing transactions within the data center.</li> </ul>

Component
Fault tolerant networking components throughout the entire stack, the use of Link Aggregation Groups between network nodes and multipath configuration such that no single cable, port or device can interrupt system operation.
PremierOne System Manager monitoring: <ul style="list-style-type: none"><li>• CAD application</li><li>• Records application</li><li>• Application Delivery Controller cluster</li><li>• Database status</li><li>• Disk space</li><li>• Windows Performance Counters</li></ul>

The backup service (backup library and backup software), the Report Data Warehouse (ad hoc reporting services), and the Test/Training environments are not designed to meet the same high availability requirements as the production application and database servers. Reporting services and test/training environment(s) are not considered critical and therefore are not redundant in the configuration.

High availability is independent of a geographically redundant secondary disaster recovery system.

The system design also provides a single limited use environment that can be used as a test or training environment. The single limited environment does not include the interfaces configured for use in the production environment.

**Environment Summary:**

- 1 Production Environment
- 1 Limited Use for Test or Training

## 1.5.2 Microsoft Active Directory Service (On-Premise)

The system provides directory services to support the secure management and operations of the system through an isolated Microsoft Active Directory (AD) environment. The servers provided with the system contain computer accounts in this AD tree. Service and Administrator user accounts and groups will be set up in the isolated Active Directory with the appropriate group memberships set.

In order to facilitate ease of user account management, the system can use the Customer's AD environment for authentication. Once the user account is built in the system provisioning, it can then use LDAP to query the Customer's environment for the account authentication. By using this configuration, the Customer can enforce password policy, retention, and complexity requirements across the enterprise with a user having a singular identity.

Motorola Solutions will provide a one-way forest trust from the system local domain to the Customer's Active Directory environment. The trust provides users with Domain Administrator privileges on the Customer's AD instance to access and administer the system environment while preserving authentication and logon information. Motorola Solutions recommends that this trust be non-transitive in nature. Motorola Solutions does not recommend a two-way trust, as none of the system service accounts need authentication or resources on the Customer's network.

The system's Active Directory schema is for servers and services. Active Directory user authentication (if desired) will be against the Customer's Active Directory schema.

### 1.5.2.1 Name Resolution

The system provides host name resolution through an Active Directory Integrated Domain Name Service (DNS). In order for computers residing outside of the system's network to communicate with the system, the Customer must configure their DNS servers to forward their computer's name resolution requests to the system's DNS servers. This will allow devices on the Customer network to find systems within the system's environment.

For increased integration, the Customer, working with Motorola Solutions, must configure their DNS servers to allow name resolution requests from within their networks to be processed.

## 1.5.3 Common Services

Common Services provides system administrators the flexibility to manage internal services throughout the platform from a single point. The system's Common Services include GIS, System Security, Reporting, and the system tools for provisioning.

### 1.5.3.1 Geographic Information System (GIS)

Geo-spatial data is uploaded to the system through tools implemented within Esri ArcGIS. Address validation data is maintained in redundant Microsoft SQL Server geodatabases that store locations and boundaries both spatially and in optimized search tables. Esri ArcGIS Servers provide routing and ETA calculations using the Network Analyst extension. Client maps are displayed using Esri ArcGIS Engine.

- The system uses GIS for display, location validation, and unit recommendation. The system's tools made available for ArcTool box, provides the ability to load local data manually or through an automated model.
- The system's Response Boundary Data Import Tool imports and aggregates boundaries in multiple layers into a single spatial table within the geodatabase for support of multi-agency / multi-jurisdictional scenarios. GIS data is a required key component of a system deployment. GIS provides the mechanism for location validation and recommendation for response.
- A system conformant and geographically accurate GIS data is required for the proper operation of the system. It is the Customer's responsibility to provide complete and accurate GIS data that conforms to the PremierOne GIS Data Requirements. Each agency being added to the system must have their geographic coverage included in the geodatabase imported into the system.
- The use of remote and/or Esri Online services is not supported. Motorola Solutions is not responsible for map availability or any degradation of client performance caused by the use of third party hosted internet map services as these services are outside the domain of the system infrastructure and are not managed by Motorola Solutions. The system is a mission critical application that must control the import/access of the GIS data.

### 1.5.3.2 System Security

The system is deployed within its own Microsoft Active Directory (AD) domain in its own local area network. Active Directory Domain Controllers authenticate and authorize users to perform actions within the domain making sure authorized users have appropriate access to data and services. The system

user provisioning environment can be set up to query your AD environment (using LDAP) allowing for a single point of user and password management across all applications.

The system network contains multiple virtual local area networks that are used to secure and segment traffic for purposes of user access as well as data storage and replication. System architecture resides behind dual redundant firewalls to protect the system network from unauthorized intrusion and security threats. These firewalls are provisioned in a high availability configuration so if either of the two fails, traffic and security will remain intact across the other.

### 1.5.3.3 Query Services

PremierOne allows users to submit requests for information to external databases. These external queries can involve local agencies, as well as state and federal agencies. External databases all have their own data formats and respond to submitted queries with one or more responses. These queries can be made available to all PremierOne applications.

PremierOne also allows the customer to build queries against a local database during query provisioning. If a query is configured for submission to both a state interface and a local database, state queries will continue to be passed to the existing CommSys interface, while the local database query will run through the custom XML (in a Motorola Solutions template) provided by the customer.

### 1.5.3.4 Microsoft Reporting Services

PremierOne uses Microsoft SQL Server 2017 Reporting Services (SSRS) for reporting purposes. SQL Server 2017 Reporting Services is a server-based reporting platform that is used to create and manage tabular, matrix, graphical, dashboards, and free form reports that contain data from relational and multidimensional data sources. The reports can be viewed and managed via a browser.

The PremierOne Report Data Warehouse (RDW) contains Criminal Justice Information System (CJIS) compliant data for the purposes of report generation. The PremierOne CAD RDW is designed with views that are available for access by Crystal Reports.

## 1.6 System Platform and Components

This section discusses the hardware which will be provided by Motorola. Quantities of hardware are provided in the **Equipment List Section 2.1, Table 2-2**.

Note: It is the responsibility of the Cabarrus County to provide any specialized hardware and installation to ensure compliance with any Local, State or Federal natural disaster safety regulations.

### 1.6.1 F5 BigIP Application Delivery Controllers

The system consists of a virtual Application Delivery Controllers (ADC) for the system. These are purpose built appliances that reside outside of the application servers that present a “virtual server” address to the outside world. Upon user connection, these appliances will forward the connection to the most appropriate real server using bi-directional network address translation (NAT).

## 1.7 Customer Provided Microsoft, VMware Licensing and Hardware

Motorola Solutions has included the current hardware and software specifications required to meet the needs of this PremierOne solution. Cabarrus County will need to provide the required hardware and software to provide the expected performance. Motorola will review the hardware and software specifications at Implementation Kick Off and advise on any necessary updates required to support the system prior to Cabarrus County’s procurement of hardware and software.

The procurement, set up, configuration, support and troubleshooting will be a Cabarrus County responsibility. Any open issues resulting from deployment on the Customer hardware or virtualization environment will be the sole responsibility of Cabarrus County to troubleshoot and resolve. The system will be deployed in Motorola Solutions’ standard software configuration, including firewalls, isolated Active Directory, standard host naming, and standard IP schema. This standard configuration will be used to achieve Project Closure.

### 1.7.1 Customer-Provided Microsoft, VMware and other Licensing Requirements

Please refer to the tables below for a list of Microsoft and VMware licenses Motorola Solutions would have provided. Since there are differences in how Microsoft allows Motorola Solutions to license and the terms and conditions for how Microsoft requires Customer license; Cabarrus County is encouraged to consult Microsoft to determine the licenses needed for this project.

A post kickoff review of the following information in this section must be conducted before Cabarrus County purchases or configures any software and virtual machines.

Please refer to the following table for the Operating System and SCOM license distribution:

**Table 1-6: Operating System and SCOM**

Quantity	Description	Destination
4	Microsoft Windows Server DataCenter 2016 16 Core OS License	Application Hosts
16	Microsoft Windows Server DataCenter 2016 2 Core Additional OS License	Application Hosts
1	Microsoft Server 2016 OS	Monitor Server
48	Microsoft System Center Operations Manager (SCOM) 2016 2 Core License	Application Hosts

Please refer to the following table for the VMware license distribution:

**Table 1-7: VMware Licensing**

Quantity	Description	Destination
1	vCenter Standard	Application Hosts
9	vSphere EntPlus CPU	Application Hosts

## 1.7.2 Customer Provided Server and Networking Hardware Requirements

The tables below list the VMs with their vCPU, RAM and storage needs. A post kickoff review of the following information in this section must be conducted before Customer purchases or configures any equipment and virtual machines. These devices need to meet or exceed the specifications and are to be dedicated to the system.

Please refer to the following tables for the vCPU, RAM totals and Storage distribution:

**Table 1-8: Application Host and Monitor Servers for 3 Application Host Server Configuration**

Host Count	Description	vCPU (cores per host)	RAM (GB per host)
4	Application Hosts PLEASE NOTE Processor Base Frequency of 3.0 GHz and Max Turbo of 3.5 GHz	48	384
<b>Totals:</b>		<b>192</b>	<b>1,536</b>

**Table 1-9: VM and RAM Allotments in 3 Application Host Server Configuration**

VM Name	Description	vCPU (sockets / cores)	RAM (GB)
PINFAD01	Active Directory Server 01 at Primary Site	2/1	4
PINFAD02	Active Directory Server 02 at Primary Site	2/1	4
PCADDB01	CAD SQL Server 01 at Primary Site	4/1	64
PCADDB02	CAD SQL Server 02 at Primary Site	4/1	64
PCARDRW01	CAD RDW Server at Primary Site	2/2	48
PRSP1R01	SQL Report Services P1 Server 01 at Primary Site	2/1	8
PRSOPR01	SQL Report Services OPS Server 01 at Primary Site	2/1	8
PINFSCM01	SCOM Server 01 at Primary Site	2/2	8
PINFSCM02	SCOM Server 02 at Primary Site	2/2	8
PINFGIS01	GIS Server 01 at Primary Site	2/1	8
PINFGIS02	GIS Server 02 at Primary Site	2/1	8
PCADAPP01	CAD App Server 01 at Primary Site	4/1	32
PCADAPP02	CAD App Server 02 at Primary Site	4/1	32
PCADAPP03	CAD App Server 03 at Primary Site	4/2	32

VM Name	Description	vCPU (sockets / cores)	RAM (GB)
PRMSDB01	RMS SQL Server 01	4/1	64
PRMSDB02	RMS SQL Server 02	4/1	64
PRMSRDW01	RMS RDW Server 01	2/2	48
PRMSAPP01	RMS App Server 01	4/1	32
PRMSAPP02	RMS App Server 02	4/1	32
PRMSAPP03	RMS App Server 03	4/2	64
PCADDB01-T	Training - CAD SQL Server	4/1	48
PRMSAPP01-T	Training - RMS App Server	4/1	16
PRMSDB01-T	Training - RMS SQL Server	4/1	48
PINFF501	F5 Appliance 01 at Primary Site	4/1	16
PINFF502	F5 Appliance 02 at Primary Site	4/1	16
PINFDC01	DSC Server (Jump box) at Primary Site	2/1	4
PINFHPR01	Hopper Server at Primary Site	2/1	8
CCJAIL	Jail Management System	2/12	24
PINFHC01	Health Check Tool	2/1	4

**Table 1-10: Storage for 3 Application Host Server Configuration**

Storage Type	Description	Amount
SAN	Storage Area Network PLEASE NOTE: Storage performance needs to meet or exceed 30,000 IOPS at less than 1ms read latency for a 16k block size.	21 TB with 3.6TB SSD
Local	SSD Boot Drive for Application Hosts (per host)	16 GB
Local	HDD for Monitor Server	1.2 TB

**Table 1-11: Default Storage Allotment for 3 Application Host Servers Configuration**

Disk Letter	Purpose	Size
C	System Drive	80 GB
D	Programs	100 GB
E	Page File	~ 3 X ram GB
K	DB Backups	customer dependent (default = 150 GB)
L	DB Logs	customer dependent (default = 150 GB)
M	DB Data	customer dependent (default = 300 GB)
R	Staging	150 GB
T	DB Temp	customer dependent (default = 60 GB)

## 1.8 Customer Provided Workstation Specifications

Workstation specifications are representative of workstations used in the testing of the latest release of system software and do not take into account any other applications.

Future releases of the system may dictate changes to the workstation specifications. Each agency should consider their own technology replacement lifecycles and policies for specific purchase decisions.

### 1.8.1 PremierOne CAD Minimum Recommended Specifications

**Table 1-12: PremierOne CAD Workstation Minimum Recommended Specifications**

Component	Description
Processor	3.5 GHz Processor Intel® Xeon® (E5-1620 v4 or similar)
RAM Memory	16 GB or more of memory (Although not needed for the PremierOne client, inclusion of additional memory (example, 16GB) in new workstation purchases is common for future capacity.)
Available Disk Space	20 GB available disk space; solid state drive (SSD) required for optimal performance
Operating System	Windows 10 Professional higher (64-bit recommended)
Network Interface Card	100 Mb or faster (Gigabit recommended) Ethernet network adapter - Note that network latency will impact system performance.
Display	Three (3) – 1024 x 768+ pixel, 16+ bit color displays
Keyboard/Mouse	QWERTY Keyboard with 12 Function Keys and Touchpad / Point Stick (or equivalent mouse device)
Graphics Adaptor	Graphics adapter with at least 512 MB RAM per monitor, 24-bit capable graphics accelerator, OpenGL v2.0 runtime or higher. Latest available drivers. Shader Model 3.0 or higher is recommended



Component	Description
Network Bandwidth	2 Mbps network bandwidth (to server) with 20 ms or less round-trip latency
Additional Required Software Applications for PremierOne CAD	Adobe PDF reader (for help files) SQL Server Express 2017 CU level supporting TLS 1.2 is required. ArcGIS Engine 10.6.1 (included with PremierOne CAD client software) Microsoft .NET Framework v4.8 and above
CAD Visual Map Files Required	MXD and GDB formats

## 1.9 TCP/IP Network and Data Center Requirements

### 1.9.1 Customer Network Requirements

Motorola Solutions’ system requires TCP/IP protocol for connectivity. All servers and workstations will connect to the Customer’s existing network. The Customer will provide access to facilities and a dedicated resource knowledgeable on the Customer’s WAN/LAN. The Customer will supply IP addresses and a mechanism for maintaining IP persistence. Desktop, Mobile, and Handheld clients require a persistent IP address from the time the application is opened to the time the application is closed.

Motorola Solutions’ delivery model is reliant upon our ability to perform some tasks remotely, which requires secure, remote broadband access for remote deployment, monitoring and support of the system. Customer-provided high-speed internet access with a minimum bandwidth of 10 Mbps is required at the time of project kickoff and must remain available to Motorola Solutions throughout warranty and support periods to accommodate remote support of the system. In the event that dedicated links are required, a minimum of 7.5 Mbps upload and download access is required. It is the Customer’s responsibility to ensure that the aforementioned capacity is available. In the event remote broadband access is not available to Motorola Solutions, preventing us from delivering the contracted service remotely, Motorola Solutions will provide service on-site at additional cost. The additional cost will be presented to the Customer via the change provision of the contract prior to the delivery of the on-site service.

#### PremierOne System CAD Client Network Requirements

The system is dependent on the Customer’s LAN for client workstation performance. The estimated network requirement per CAD client with typical usage is 0.8 Mbps – 1.2 Mbps. The recommended built-to bandwidth is 2 Mbps per workstation. Peak load events (e.g. login) require higher bandwidth and higher bandwidth will generally be required for sites with higher quantities of users and greater data intensive operations such as complex map annotation sets and map manipulation if the data resides on the server. The bandwidth recommendations account for the operation of the LAN client to “not exceed the values” with the map data being stored locally on the client workstation. Additional bandwidth will be required for the transfer of large multimedia files, premise hazard data files and other large attachments.

Network latency plays a key role in the responsiveness of CAD client operations. The system is designed for optimal use on a local network environment where latency is very low. It is important that efforts be made to provide the lowest latency possible between the system CAD servers and each CAD

client. PremierOne requires latency of no greater than 20ms round-trip from the client to the servers and back.

### PremierOne CAD Mobile and Records Mobile Client Network Requirements

Both CAD Mobile and Records Mobile's functionality is designed for 3G and 4G networks. 3G network connectivity is required but 4G connectivity is highly recommended.

The Customer will need to provide 3G/4G wireless network infrastructure and connectivity with routing between the Mobile clients at both the primary and, as applicable, at the optional secondary disaster recovery site. Mobile workstations require a persistent IP address from the time the application is opened to the time the application is closed. A persistent IP address can be accommodated in many ways including static IP, DHCP reservation, permanent DHCP lease, or with middleware such as RadiolIP and NetMotion. The Customer will need to supply IP addresses for Mobile clients.

### PremierOne Records Client Network Requirements

Records is dependent on the Customer's LAN for client workstation performance. The estimated bandwidth requirements between server and a records client can vary based on the activity of the user. It is when documents are being requested or submitted and searches are being performed, is when network bandwidth is required. During data entry, network requirements are minimal. Peak load events (e.g. login) require higher bandwidth and higher bandwidth will generally be required for sites with higher quantities of users and higher frequency data intensive operations including image display.

## 1.10 CJIS and Compliance

At Motorola Solutions we believe compliance is a team effort. As our customers' partner in compliance, we are committed to employing privacy and security protocols that enable our customers to comply with the most stringent legal and regulatory requirements. In addition, we build on a strong foundation with an architecture (both Azure and on premise) designed and managed to meet a broad set of international compliance standards, as well as region-specific and industry-specific standards.

System services are designed to use FIPS certified technologies to protect data at rest and in transit. PremierOne services utilize FIPS compliant Transport Layer Security (TLS) 1.2 protocol with AES 256-bit message encryption to establish secure communication with PremierOne CAD/Records and CAD/Records Mobile Clients.

Motorola Solutions employs rigorous third-party audits to verify its adherence to security controls and standards. To demonstrate Motorola Solutions safeguarding of customer data, comprehensive third party audits of primary Software Enterprise development and support operations have been completed and those operations have achieved ISO/IEC 27001:2013 (information security management systems) certification and AICPA SOC2 Type 2 reports are available. ISO/IEC 27017:2015 (information security controls for cloud services), ISO/IEC 27018:2019 (protection of personal information in public clouds) and ISO/IEC 27701:2019 (privacy information management) have been completed. Supplemental SOC2 Type 2 reports and ISO/IEC 27001:2013 certifications for the development and support operations at satellite locations have been completed.

Motorola Solutions understands our customers' critical need to safeguard the lifecycle of Criminal Justice Information. To support that need, Motorola Solutions designs its products and services to support compliance with the FBI's Criminal Justice Information Services (CJIS) Security Policy and we commit to the terms of the CJIS Security Addendum. With a dedicated team of CJIS compliance

professionals, we assist our customers' through administering and coordinating CJIS compliant personnel credentialing, providing documentation assistance in connection with CJIS audits and advising on how to configure and implement our solutions in a manner consistent with the CJIS Security Policy.

## 1.11 Purchase Options

The following system components are presented for the Customer's consideration. While not required to support the system, each of the following separately priced options enhance the system by adding additional capabilities.

- Additional CAD Interfaces and Integrations
- Records and Mobile Subsystem with IBR Submission
  - Records Licenses
  - Records Interfaces
  - Service Solutions
    - Records IDD
    - PremierOne Convert On Demand Tool
- Third Party Subsystem
  - EvidenceOnQ as described in **Attachment B**
- Jail Management System
- CommandCentral Community
- Disaster Recovery Site (using customer supplied Hardware and Software)
- ActiveEye Managed Detection and Response (MDR) for PremierOne

### 1.11.1 Additional CAD Interfaces and Integrations

The table below lists the interfaces included in this option. A description of each interface listed in the table below has been provided in **Attachment A**. Any requests for change to the Interface Description following contract is subject to review and consideration through the change control mechanism of the contract.

**Table 1-13: CAD Interfaces**

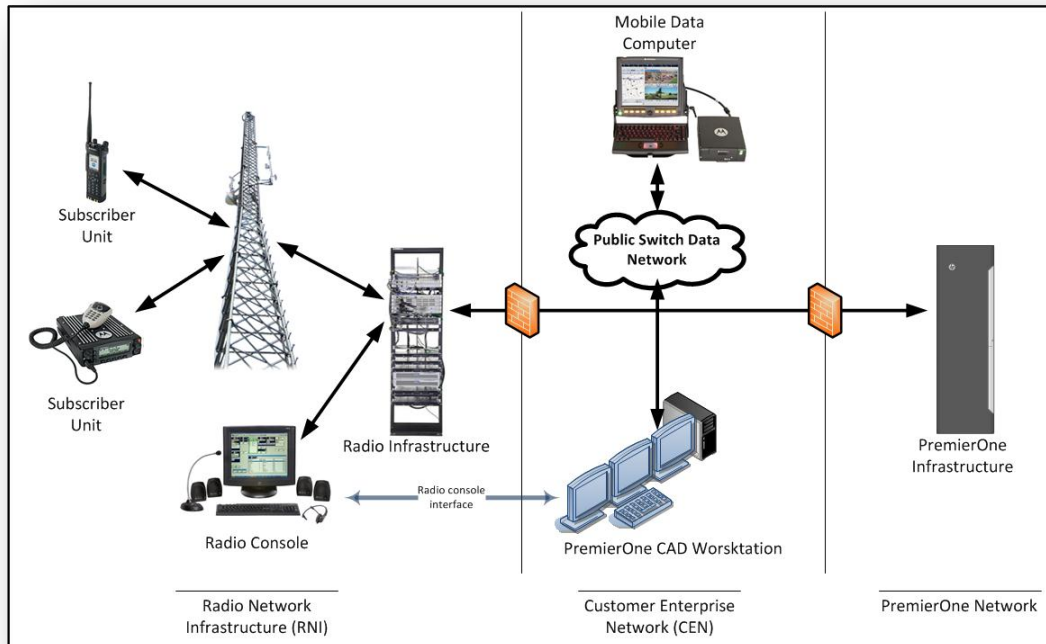
Interface Name	System	DR Y/N?
AXON (Evidence.com) - CFS Law Records Data Feed	CAD	DR Optional
ESO ePCR Interface	CAD	DR Optional
Firehouse (ESO) - Fire Call For Service Data View	CAD	DR Optional
Imagetrend - Fire and EMS Data View	CAD	DR Optional
Tellus.hub (Central Square) – CAD-to-CAD Bidirectional Hub Interface	CAD	DR Optional
State Query Interface (CommSys - Includes NCIC)	CAD/Suite	DR Optional

The table below lists the ASTRO integrations included in this option. The ASTRO Integrations are contingent on components included in the ASTRO system proposal.

**Table 1-14: CAD Integrations**

Integration Name	DR Y/N?
ASTRO Radio Services 4.6 and later - CAD Integration	DR Optional
ASTRO Radio APX PTT/Emergency (Motorola) - CAD Integration	DR Optional
ASTRO Radio APX Location (Motorola) - CAD Integration	DR Optional
ASTRO Radio MCC7500 Console (Motorola) - CAD Integration	DR Optional

### 1.11.1.1 ASTRO 25 Radio Integrations



**Figure 1-2: Radio Integration Diagram**

#### 1.11.1.1.1 MCC7500 Console Integration

The MCC7500 console integration enables the Channel Grouping feature from CAD.

The Channel Grouping feature is available when system CAD is integrated to the MCC7500 Radio Console. From a window within the CAD client, the user can use predefined groups or create and maintain their own groups. Groups can be activated as multi-selects on the radio console at the discretion of the user. When the group is utilized, the CAD client will show the status and will allow the user to transmit on all the selected talkgroups. The user can make a priority transmission or may request the use of the talkgroups by alerting the other users with an audible notification. CAD can also

be provisioned to automatically load a particular channel group based on the geographical location of an incident.

#### 1.11.1.1.2 ASTRO 25 APX Subscriber Push-to-Talk (PTT) and Emergency Button Activation Monitor

An emergency situation can be triggered either by the Radio Emergency button or the Emergency icon on the PremierOne Mobile client.

A radio PTT status monitor window displays an identification of the source of a configurable number of the most recent radio transmission. The information shown to identify the radio varies depending on how the radio has been identified within the system. If the radio has been associated with a unit, a vehicle, or a person, the system identifies that unit, vehicle, or person as the source of the transmission. If an association has not been made, the system displays the ID of the radio.

Any radio that is in emergency status will be displayed in a distinctly different manner in the CAD's work monitor window. Every time a unit keys up a radio that is in emergency status, the display in the PTT window will show the unit is in emergency status.

Radio Channels that are to be monitored by CAD and have their status displayed on the PTT Status monitor must be selected by the CAD User using the CT command. This allows for a dispatcher to select only those channels that need to be monitored and may be associated with a dispatcher's coverage area.

Once the channels are selected, enabling the PTT Status Monitor will ensure that all radio traffic on that channel is monitored and displayed.

### RadioServices: Radio Proxy server

The system's element providing the main radio infrastructure interface is the RadioServices server. This stand-alone Server provides proxy functions from the Radio Infrastructure to the CAD system. RadioServices can support ASTRO 25 Integrated Voice and Data (IV&D) Conventional as well as Trunking systems. There are three supported interface protocols from the ASTRO systems: CADI, ATIA, and eCADI.

The RadioServices Server provides four types of data from the Radio system to the CAD system. These include specific radio initiated events as follows:

- Non-PTT Events (such as affiliation and disaffiliation)
- PTT Events
- Emergency status
- Unit Status Change

#### 1.11.1.1.3 ASTRO 25 Responder Location Integration (contingent on ASTRO System proposal)

ASTRO 25 Subscriber Responder Location integration with PremierOne CAD is included in this system but is contingent of the ASTRO Radio System providing sufficient data capacity, system features, and any other hardware or software required.

The Responder Location Feature allows the CAD system to obtain the location of APX subscriber radios via the ASTRO 25 infrastructure. This capability allows dispatchers and supervisors to monitor the location of personnel who are using ASTRO subscribers. The location update rate is configured on a per Unit Status basis allowing specific location cadences for statuses such as Emergency or In-Route. Radios with Location on PTT can be configured to send their location after each PTT during

group calls and during emergency calls. Location data is embedded directly in the voice stream and sent without impacting voice quality. Location services are enabled on a per subscriber basis allowing agencies to limit its use to portable radios or other specific groups.

#### 1.11.1.1.3.1 ASTRO 25 Location Accuracy

There are a number of factors that impact the accuracy of ASTRO location updates. Some are a fundamental aspect of the Global Positioning System design such as the need to “see” satellites. Others are a result of the ASTRO system implementation and configuration settings. These settings can be adjusted for a specific implementation, but always involve a trade-off between competing system characteristics.

### GPS Signal Availability

The ASTRO subscriber’s GPS antenna must be able to receive GPS signals from five or more satellites to accurately derive a location. Operation in buildings, tunnels, urban canyons, or densely forested areas can reduce GPS location accuracy or prevent the subscriber from determining its location altogether.

### Temporary Signal Loss

ASTRO subscribers cache their last known location. In the event that an ASTRO subscriber loses GPS fix, it will send its last known location in response to a location query or scheduled location update. The subscriber will send its last known location for up to 100 seconds after losing GPS fix. The accuracy of the location updates sent during temporary signal loss is a function of the subscriber speed.

### GPS Acquisition Time

When ASTRO subscribers are powered on they require a finite amount of time to accurately establish their location. This is referred to as Time to First Fix (TTFF). In the Cold Start scenario, a subscriber is turned on after a prolonged period of time and does not have an accurate estimate of its position or time. TTFF in this case is <60 seconds 95% of the time. In a Warm Start scenario, the subscriber is turned on and has an accurate location and time estimate. TTFF in this case is <10 seconds 95% of the time. This can result in a delay between subscriber power up and the first accurate location update. For example, if an officer turns on a portable radio when exiting the vehicle, the Responder Location CAD feature may not receive an accurate location update for over a minute.

### GPS Sleep Cycle

APX subscribers use a sleep cycle to conserve battery life when GPS signal lock cannot be achieved. When the GPS receiver enters sleep cycle it powers down for 90 seconds then wakes and searches for GPS signal lock for 180 seconds. If it is able to achieve GPS signal lock it will remain awake, otherwise it will return to sleep for another 90 seconds. This behavior can result in a delay between the time when a subscriber moves into a location with GPS signal (e.g. goes outside) and its first location update.

### Voice Priority

ASTRO IV&D subscribers give priority to voice transmissions. If a user is talking on their radio or receiving a transmission from another user, their radio cannot originate or receive data traffic. This voice preference results in data packets being queued within the radio for transmission when the radio is not participating in a voice service. Packets are discarded if they are older than the 12 second queue dwell timer. This can cause a variable arrival rate of location update reports at PremierOne.

## Open Mic on Emergency

ASTRO subscribers can be configured to transmit audio after the Emergency Button is pressed. This will prevent the subscriber from transmitting location updates until the radio de-keys.

### 1.11.1.1.3.2 ASTRO 25 APX Subscriber Requirements

The Responder Location feature requires APX or APX Next subscribers equipped with a GPS receiver, the current subscriber firmware version, and the Enhanced Data option. XTL/XTS subscribers do not support Enhanced Data and are not compatible for use with Responder Location.

### 1.11.1.1.3.3 PremierOne System Infrastructure Requirements

The Location Integration for APX Next subscribers requires a Foreign Service Relay (FSR) architecture for PremierOne. Since the Customer is providing all hardware, the necessary components have been included in **Section 2.1**. The FSR is a key element in allowing the PremierOne system to safely ingest location data arriving from a “foreign” source, such as CommandCentral Aware.

### 1.11.1.1.3.4 ASTRO 25 Infrastructure Requirements

When deploying an ASTRO 25 infrastructure with IMW, the location functionality described with CAD can be enabled as part of that effort. Services, hardware, and subscriber licensing associated with the implementation and maintenance of ASTRO 25 Responder Location licenses are not included in this proposal and may be provided as part of an ASTRO 25 voice/data communications proposal. As previously stated, the functionality of ARL (Responder Location) is contingent on the ASTRO system proposal.

In general, ASTRO systems must be properly equipped and licensed to support data operation. The minimum requirements are ASTRO 7.14 infrastructure with Enhanced Data, IMW 5.x, a GGSN and a Packet Data Gateway for each zone.

The proposed system will utilize ASTRO 25 infrastructure as reconfigured in the ASTRO system proposal. Our proposal assumes the reconfigured system has an IMW and Enhanced Data. A capacity study must be performed to determine the system’s ability to accommodate Responder Location features. The capacity study is not included in the PremierOne scope.

### 1.11.1.1.3.5 ASTRO 25 System Capacity

ASTRO 25 communication systems utilize narrowband channels to support voice and data communications. The capacity of ASTRO 25 systems, that is, the volume of voice and data traffic they can support, varies with the number of channels in the system and the system architecture (multi-site, simulcast). The ASTRO infrastructure provides two types of packet data bearer service between data enabled subscribers and host applications:

- Integrated Voice & Data (IV&D) is a P25 compliant data service that is integrated with trunked voice services. Trunked data allows data transmission inbound from a data enabled trunked subscriber through the ASTRO Infrastructure to a host application in a connected Customer Enterprise Network.
- Enhanced Data is a data system based on Phase 2 voice signaling. It allows data transmission inbound only, and is primarily used for periodic location update messages. Enhanced Data offers a 12-fold improvement in inbound location reporting capacity over Trunked IV&D. Its use is limited to Motorola Solutions APX subscribers.

The Automatic Responder Location (ARL) features can utilize an ASTRO system for data transport. The location reporting parameters configured in PremierOne have a dramatic impact on feature performance and on ASTRO data utilization. It is critical to take the ASTRO system’s configuration and capacity into account when configuring these application features.

The table below provides general guidelines for the channel utilization of Enhanced Data channels supporting ASTRO location data only. PremierOne CAD control signaling and other data applications such as, Messaging, OTAP, OTAR, and Radio Management also require data capacity and will increase data channel utilization.

**Table 1-15: Channel Utilization Guidelines**

ASTRO Data Systems	Capacity Guidelines (Location updates only)
IV&D Enhanced Data (w/ Header Compression)	150 Users per channel at 30 second location cadence 300 Users per channel at 60 second location cadence 1 channel for IMW Registration per 500 Users

During system deployment, Motorola Solutions recommends a detailed capacity analysis be completed prior to finalizing the CAD Messaging and Responder Location feature configurations. Motorola Solutions’ Hydra coverage analysis tool allows the system engineer to assess both the system’s RF coverage and its voice and data utilization. All potential data sources will be analyzed including Radio Management, OTAP, OTAR, text messaging, and PremierOne. The analysis process will accurately determine the volume of Messaging and Responder Location data that the ASTRO system can support.

The capacity study is not currently included in the PremierOne scope.

## 1.11.2 Records Subsystem

### 1.11.2.1 System Application Client Software Licensing

The following table summarizes the number of PremierOne Records client application software licenses for all agencies listed in Participating Agencies.

**Table 1-16: System Licensing**

System Client Licenses	Quantity	Type
PremierOne Records	15	Per Seat
PremierOne Records Mobile	90	Per Seat

### 1.11.2.2 System Interfaces

The table below lists the interfaces included in our Records option. A description of each interface listed in the table below has been provided in **Attachment A**. Any requests for change to the Interface Description following contract is subject to review and consideration through the change control mechanism of the contract.

**Table 1-17: System Interfaces**

Interface Name	System	DR Y/N?
Brazos (Tyler Technologies) - Citation Inbound Interface	Records	DR Optional



Interface Name	System	DR Y/N?
EvidenceOnQ Interface	Records	DR Optional
LInX On-Premises Records Outbound Data Interface	Records	DR Optional
Munis (Tyler Technologies) - Personnel Inbound Interface	Records	DR Optional
North Carolina eWarrant (Tyler Technologies) - Warrant Inbound Interface	Records	DR Optional
Odyssey (Tyler Technologies) - Warrant Inbound Interface	Records	DR Optional
Permitium Weapons Permit Inbound Interface	Records	DR Optional
On-Premises TPE Livescan Bidirectional Interface	Records	DR Optional
TraCS (TEG) - Accident Inbound Interface	Records	DR Optional

### 1.11.2.3 Application Descriptions

The following sections provide brief descriptions of the PremierOne CAD, Mobile, Records, and Jail Management System applications. PremierOne uses Commercially Off the Shelf (COTS) products therefore software development to the application framework is not provided.

#### 1.11.2.3.1 PremierOne Records

PremierOne Records is Motorola Solutions' next generation law enforcement records management system, based on over 30 years of industry RMS experience, PremierOne Records was designed from the ground up with the current and future needs of public safety agencies in mind. A fundamental goal of PremierOne Records is to provide the greatest level of flexibility. Working with the Advanced Configuration Tool of PremierOne Records allows agencies to add and hide fields, change field labels, make fields required, alter output format, and determine the information that is made available to users and roles.

Users that can benefit from accessing PremierOne Records include but are not limited to Patrol Officers, Records Specialists, Records Supervisors, Retention Specialists, Detectives and Investigators.

#### 1.11.2.3.2 PremierOne Records Concepts

##### Records Clients

PremierOne Records provides the same functionality, fields, data, and security to both the officer in the field using a Records Mobile Client and the records user accessing the system through a LAN-connected desktop computer.

- **Standard Client** – Used for workstations which are connected to the network, such as those on a LAN or WLAN. This self-updating client can be launched from a web browser and can be run without a local installation, thus reducing installation and maintenance costs.
- **Records Mobile Client** – Used in situations where network connectivity is not assured or nonexistent, such as with mobile units on a wireless network for field based reporting (FBR). Over the wire update and caching services assure that all clients are kept up to date with application updates, changes to forms, code tables, etc., reducing maintenance costs.

## Navigation

PremierOne Records was designed with a physical law records department in mind. Users can find information in PremierOne Records in the same areas where you would expect to find them physically in your department. PremierOne Records provides easy and quick access throughout the application. Users can navigate using familiar point-and-click access to modules, similar to a browser. As with a browser, forward and back keys are provided as well as the ability to open additional tabs, allowing multiple modules to be open at a time.

## Records Command Line

A command line window can be opened using a hotkey that allows authorized users to perform typical actions such as add, edit and navigation functions without using the mouse. The command line auto-fills both commands and parameters requiring just a few keystrokes to create a new record or access any record in the system. The Records command line window can be displayed even with the other PremierOne Records windows minimized giving the user a cleaner more efficient client. This is especially important for Records Bureau or other data entry users as they can create or edit records much faster, with fewer keystrokes and mouse clicks. This feature is also available in the Records Mobile client allowing patrol officers and other Mobile users to quickly create records without using a mouse. For paper-based agencies that print and use paper copies of records, the command line can be combined with a low cost bar code scanner to greatly improve efficiencies. A bar code can be printed at the bottom of each document that when scanned immediately retrieves the record with no other user intervention. This feature is especially beneficial for document approval or other manual or automated workflow processing.

## Motorola Solutions Documents

Users perform the majority of data entry within Motorola Solutions Documents, a forms tool based on patented technology. This technology leverages decades of experience with law enforcement records management systems and is designed to improve data entry efficiency, accuracy and reduce the learning curve for new user. Specially designed functionality such as tabs, search while you type, and 'To do' items are all designed to reduce the effort required to fully document each event.

- **Tabs:** To facilitate data entry, tabs combine like data types such as victim, offense, or property. Within each data type, a user may enter as many of that data type as necessary.
- **Required Fields:** Within any document in PremierOne Records, some fields will be required to be filled in before the document can be saved to the database. Required information helps to preserve the integrity of the document as a whole to make it a valid document. Fields may be required based on business rules established by an agency or because the agency requires data to be collected for reporting purposes. The system may also require certain data fields be completed to assure accurate and complete IBR submissions.
- **Single select code Fields:** Single select code tables allow users to enter only those codes that have been created for a given field.
- **Search while you type:** This functionality displays only the entries in a list that match the text that you type. Search-as-you-type considers all the words in a phrase, not just the first word at the beginning of the phrase.
- **Multi-select Code Tables:** As with single select code tables, multi-select code tables only allow for the acceptable range of data values to be entered.
- **Pull Forward:** You can use Pull Forward to search for and find existing data, and then pull that data into Motorola Solutions Document.

- **To Do List:** Motorola Solutions Documents also check to ensure all required fields have been filled out and are valid. If you omit a required field or have incorrect information, an error message will appear in the Help window of the document. These error messages, or the to-do list, are hyperlinks. They bring the cursor directly to the field that requires attention when the form you are currently working in. Documents that are not complete may be saved as a draft, but the data is not present in the database directly.
- **Only display necessary fields:** This feature of Motorola Solutions Documents only displays those fields necessary to complete the document. When a user enters data that then requires further information, fields for entering the additional data become available. Until those fields are needed, they remain hidden.
- **Photos:** Drag and drop Motorola Solutions Document windows also support drag-and-drop functionality for images.
- **Auto save:** PremierOne Records can be configured to automatically backup or save a document prior to document submission. The document is saved in draft form until it has been submitted.
- **Document Locking:** A locking message displays if another user tries to access a document that is open and locked. Document locks expire when the opened document is closed, or after a configured time (default is 12 hours), whichever comes first. Other users attempting to open a locked document will get a read-only version of the document that displays the document lock message in the lower right corner. Users cannot make edits to the read-only document.
- **Searching:** Free text searching in PremierOne Records provides default basic search and field display functionality as well as advanced search functionality for custom search. Agencies can specify and configure which module data fields are available for searching. Additionally, PremierOne Records has a free text and advanced free text search capability, which functions similarly to web text searches; Users can enter a word or phrase in the free text search field and search across the entire data store for records that match the text or phrase.

#### 1.11.2.4 Service Solutions

The following sections provide brief descriptions of service solutions delivered as part of the this option.

##### 1.11.2.4.1 Intelligent Data Discovery Services (IDD) for Records

Records IDD Services include instruction in the use of advanced SQL Server Reporting Services (SSRS) features, which will allow for the connection, extraction, and display of data from Records in tailored and customized dashboards.

IDD's use of Microsoft's SSRS employs the data to generate and securely share online dashboards and reports, initiate searches and mine data. The IDD services for Records include the following dashboards:

- Three (3) Tailored Standard Dashboards
  - Master Index Search Dashboard
  - Records CompStat Dashboard
  - Records Major Crimes Dashboard
- Two (2) Customer Defined Dashboards (built during IDD Training and limited to data existing in the system Records dataset)
- Two (2) days of consultative services pertaining to reports and dashboards for Records

- Three (3) days of Records Intelligent Data Discovery (IDD) Training (\*Additional dashboards are built during the training class)

A single copy of each of the Standard IDD dashboards will be tailored per the provisioning of the P Records system and delivered to the site. Records IDD is limited to data existing in the system records dataset. Microsoft’s SSRS is a reporting and report distribution application. A map view of the data, such as location of Incidents, may be produced as part of the report output, but, with no interactive mapping ability. Total system capacity for IDD is dependent upon the total number of concurrent reports being requested from the Records reporting data warehouse server. Final system capacity is dependent upon final design and report types being generated on a concurrent basis.

#### 1.11.2.4.2 Legacy RMS Data Convert on Demand to PremierOne Records

When the need arises to import legacy RMS data into PremierOne Records Motorola Solutions can offer the alternative approach of Convert on Demand (CoD). CoD is a PremierOne Records tool that can connect to a Microsoft SQL Server database and would be configured to read the legacy database records.

The Customer could inspect the records to determine if they need to be imported into PremierOne Records. If needed, that record or multiple records could be imported into PremierOne Records on an as-needed basis.

The legacy databases must be stored in Customer-supplied Microsoft SQL Server databases (hardware and software) external to the PremierOne system and Motorola Solutions must be able to link directly to the legacy databases from Microsoft SQL Server. Motorola Solutions does not provide any data clean up or manipulation of the provided data and conducts a single, one time, bulk load of legacy data. The Customer should conduct a comprehensive analysis of the data in the legacy systems to identify duplicate data/records, lost data, orphaned records, or records that have not been linked properly and resolve those issues prior to extracting the data to be converted.

#### 1.11.2.5 Customer Provided Workstation Specifications

Workstation specifications are representative of workstations used in the testing of the latest release of system software and do not take into account any other applications.

Future releases of the system may dictate changes to the workstation specifications. Each agency should consider their own technology replacement lifecycles and policies for specific purchase decisions.

##### 1.11.2.5.1 PremierOne Records Mobile Workstation Minimum Recommended Specifications

**Table 1-18: PremierOne Records Mobile Workstation Minimum Recommended Specifications**

Component	Description
Device	Modern “business grade” or “ruggedized” Windows notebook
Processor	Multi-core processor (i5 or higher, 4-thread, 2.6 Ghz +), Intel® Core™ or newer Intel® Series
RAM Memory	16 GB or more RAM (4 GB must be available for PremierOne Mobile)
Available Disk Space	20 GB or more available disk space; SSD (Solid State Drive) recommended

Component	Description
Operating System	Windows 10 Professional or higher (64-bit recommended)
Network Interface Card	Wireless communications minimum 3G network, 4G/5G network recommended
Network Middleware	Mobile Virtual Private Network (mVPN) with routing and IP persistence to PremierOne system network
Display	1024 x 768+ pixel resolution display minimum, 16+ bit color display, 11.6" or larger display. Usage on devices with alternative resolutions and smaller screens should be tested and screen settings optimized. Example: On a 10.1" WUXGA screen, use a resolution of 1280 x 800 and a font size of 125%.
Keyboard/Mouse	Standard QWERTY Keyboard with 12 Function Keys and Touchpad / Point Stick (or equivalent mouse device)
Touchscreen	Optional
Graphics Adaptor	Discrete graphics card with at least 256 MB of RAMs
Additional Required Software Applications for PremierOne Mobile	Adobe PDF reader (for help files) SQL Server Express 2017 CU level supporting TLS 1.2 is required. Microsoft .NET Framework v4.8
Additional Required Software Applications for PremierOne Mobile Mapping	ArcGIS Engine 10.6.1 for Classic Map Microsoft Visual C++ Redistributable for Visual Studio 2017
Mobile Symbology Map Format Required	MMPK format with locator and routing features with a separate MMPK with night mode symbology, if required

### 1.11.2.5.2 PremierOne Records Workstation Recommended Specifications

**Table 1-19: PremierOne Records Workstation Recommended Specifications**

Component	Description
Processor	2.0 GHz or better processor
RAM Memory	16 GB or more of memory
Available Disk Space	20 GB or more of available disk space for PremierOne Solid State Disk Recommended
Operating System	Windows 10 Professional or higher (64-bit recommended)
Display	1024 X 768 or higher pixel, 16+ bit color display
Keyboard/Mouse	Standard QWERTY Keyboard and Touchpad / Point Stick (or equivalent mouse device)
Touchscreen	Optional

Component	Description
Additional Required Software Applications for PremierOne Records	Adobe PDF reader (for help files) SQL Server Express 2017 CU level supporting TLS 1.2 is required. Microsoft .NET Framework v4.8+ Microsoft Visual Studio for the creation of In-Module Reports.

### 1.11.3 Third Party System Descriptions

#### 1.11.3.1 EvidenceOnQ Evidence Management Solution

The details and requirements of the EvidenceOnQ system can be found in **Attachment B**.

#### 1.11.4 Jail Management System (JMS)

The following table summarizes the client application software licenses for all agencies listed in Participating Agencies.

**Table 1-20: System Licensing**

System Client Licenses	Quantity	Type
Jail Management System for PremierOne Records		Site License

The Jail Management System provide powerful tools to gather a broad range of vital inmate data. The ability to flag records enhance safety for all users. The intuitive system includes simplified booking processes and jail log information, enabling users to include multiple offences and inmates on a single entry. Additionally, the system captures and integrates corrections data system-wide, creating seamless data flow, and allowing users to process inmates from start to finish more efficiently.

#### Intake Workflow

The Intake Workflow enables a booking officer to capture the inmate’s information from the arresting officer during the intake process. The system captures relevant name and demographic information, arrest information, charges, victim information, and probable cause statement along with notes for any immediate needs the inmate might have. Booking officers can record the bond amount for each charge. The system also captures one or more physical searches performed during intake. Users can refuse custody as needed, recording the reason for refusal. When custody is accepted a booking record is created to complete the booking process.

#### Booking Process

JMS streamlines inmate booking with simple, step-by-step processes and seamless integration with the Records Management system. As users enter inmate information into the system, menu-driven options facilitate the collection of important details regarding property taken, property issued, inmate medical conditions, and risk assessments. The checklist screen also allows users to see what has been completed in the booking process.

## Biometric Positive ID

During the booking process biometric positive ID captures one or more fingerprints from an inmate. Upon release, users can compare the fingerprint captured during the booking process to verify the correct inmate is being released

## Assessments

The Assessment feature enables users to place inmates in accordance with their risk factors, enhancing safety for inmates and jail staff alike. Users can create custom inmate assessment questionnaires that determine security restrictions and appropriate medical care. This Assessment feature is decision-tree based, meaning that each question is dynamically determined by the inmate's previous answer. After an assessment is complete, an inmate record is automatically tagged with name alerts, flags, medical conditions, security classifications, and risk factors, as appropriate.

## Inmate Flags

Users can relay vital inmate information to jail personnel using the Inmate Flags feature. If, for example, an inmate record is marked with a flag denoting that he or she is prone to violent behavior, users can click the flag to display the code, description, and detailed instructions regarding that inmate. Users can also assign optional expiration dates to these flags.

## Inmate Activity

Inmate Activity combines scheduled inmate activities and past activity logs into a single location. Users can create a single activity record and add as many inmates and officers to the activity as needed. Capture notes for the activity or for an individual inmate. Apply filters to limit the activities to only those you are interested in.

## Keep Separate

Users can keep specific inmates isolated from each other using the Keep Separate feature. The software provides notification when a Keep Separate violation has occurred. This feature also allows agencies to include an expiration date and narrative for each Keep Separate record.

## Scheduled Events

The system enables officials to maintain situational awareness of all scheduled events. Users can set events like court appearances, work releases, and any other activity to recur daily, weekly, monthly, or annually. They can also partition events by agency as appropriate. Agencies have the ability to combine levels and locations in a jail and assign personnel to specific areas. The module's event viewer provides the time, event, inmate name, and other details that may be important for security purposes. Additionally, users can create reminders that show approaching or past due events. The software allows users to snooze, dismiss, or open event details at any time.

## Jail Log

Administrators can add multiple officers and inmates to the same log entry with the Jail Log feature; this eliminates the need to create a separate incident for every person involved in an event. Users can also automatically create a jail incident from an inmate log entry. Narratives are stored in a separate detail table for security purposes.

## Jail Incident Report

A Jail Incident Report provides a summary of jail incident records, capturing information about events leading to disciplinary action, criminal charges, or exposure to liability. Information reported includes inmates, officers involved, and a description of the event. An incident report can be refined by:

- Jail Incident Number
- Time reported
- Incident narrative
- Incident supplemental narrative

JMS controls who has access to incident report information by agency-defined partitions and detailed permissions

## Inmate Movement

Using a scanner and barcoded wristband system, users can efficiently track inmates as the inmates move from place to place. Agencies can create custom wristbands for each inmate and quickly log the movement of groups or individuals as they enter or leave different locations. The system also restricts users from moving inmates into an area where maximum capacity has been met, and provides a warning when gender, juvenile, or security restrictions are violated.

## Inmate Work Assignments

The Inmate Work Assignments module enables users to create profiles within the system that ties inmates to their respective jobs, facilitating accurate record keeping. Among the systems' many advanced features, administrators can associate a work credit for each job profile according to hours worked, and/or deduct work time from an inmate's sentence based on the ratio set up in the job profile.

This facilitates a culture of accountability and accomplishment by helping jail staff keep track of an inmate's work, and helping incentivize inmates to be productive and reach work goals. Additionally, the system will store past and current work assignments, giving staff a full picture of an inmate's work history. This can facilitate placement in new job openings, which users can view the second they become available.

## Disciplinary Actions

The Disciplinary Actions module facilitates accountability in numerous ways from a single screen. Users can accomplish many tasks in the module, including:

- Track rule violations and subsequent discipline
- Add narrative or supplementary data
- Present all disciplinary hearing information in one place
- Attach disciplinary sanctions
- Note the timeframe for a sanction

Additionally, the system will present all disciplinary hearing information including the date and time of the hearing, the incident number, names of disciplinary board members, and history of disciplinary action. Lastly, the system's single-source, unified database will flag inmates with active sanctions throughout the system until a sanction either expires or is manually removed from an inmate record.



### 1.11.4.1 Jail Management System Architecture

The Jail Management System utilizes an on-premises server configuration comprised of an application server and a GIS server, both of which are virtualized using VMware. The application server contains the Jail application, interfaces, and Jail database. The database used is a FairCom SQL database which does not support blobs or unstructured data. The GIS server utilizes Esri® mapping technology to ensure agencies always have up-to-date mapping and location information.

### 1.11.4.2 Jail Management System Data Exchange for API Data Share

The Jail Management System Data Exchange (DEX) API is a tool which allows agencies to write custom XML queries to extract data from the Jail Database. Agency administrators can configure a connection for a third party application to send XML queries and statements that will both retrieve and insert data, files and attachments into the Jail Management System. These connections are secure and protected, both incoming and outgoing.

The Customer is responsible for their third party establishing a partnership with Motorola and utilizing the Data Exchange Tool to access and transfer needed data from the Jail tables into the third party application. This is a one way pull from the third party. No implementation services are included in the proposal. If any services are required, the Customer will be responsible for those charges.

### 1.11.4.3 PremierOne Records and Jail Management System Integrations

The PremierOne Records and Jail Management System (JMS) integrations allows an officer in the field to create a booking record in PremierOne Records and automatically sends the information to JMS for processing. Once at the Jail, the Booking Officer will have an Intake Record containing the information that was completed by the officer in the Booking Records to prevent manual data replication.

The Intake Record can be used to create a full Booking Record to process the inmate into Jail. If the Person Record is modified in JMS, the information is pushed into PremierOne Records into the Master Persons Folder as a Person Record. This includes the Primary mugshot captured of the offender which is automatically updated in the Master Person Record in PremierOne Records.

If a victim is associated with the offenses charged to the Offender in the Case Folder, the Victim information is transferred to JMS along with the Booking Information where it is available as an Involved Record of the Booking Record. The Victim's information is available to the Jail Officer for notification when the Offender is released.

### 1.11.4.4 Jail Management System Workstation Recommended Specifications

**Table 1-21: Jail Management System Recommended Specifications**

Component	Description
Processor	Intel i3, i5, or i7 2.0 GHz dual core processor
RAM Memory	16 GB or more memory
Available Disk Space	20 GB or more available disk space for Jail
Operating System	Windows 10 Professional 64-bit
Network Interface Card	100 Mbps with 10 ms or less round-trip latency

Component	Description
Display	1920x1080 resolution
Monitor	21" monitor

## 1.11.5 CommandCentral Community

### 1.11.5.1 Overview

Motorola Solutions’ CommandCentral Community enhances the partnership between your agency and the community. As the foundation for transparent community engagement, this solution streamlines the flow of information between your agency and the people you serve. CommandCentral Community’s toolkit helps build public trust and push your investment further. CommandCentral Community functionality can be integrated with the solutions your agency already uses to reduce the need for headcount and increase the value of community intelligence.

The CommandCentral Community experience centers around CityProtect.com. This mobile-friendly webpage offers citizens a centralized set of tools to contribute to public safety. The tools and forms within CityProtect create a dialogue with your community and promote the value of citizen intelligence. Sharing and receiving important information is streamlined to make engagement easier. Users that can benefit from accessing CommandCentral Evidence include but are not limited to Patrol Officers, Detectives, Investigators, Evidence Technicians, Records Specialists, Judicial Partners and Public Information Officers.

#### 1.11.5.1.1 Agency Page

This community solution provides a dedicated, public-facing webpage for your agency. The customizable page offers a unique URL to serve as the hub for community interaction with access to the tools for the public to connect with your agency.

The agency page shows quick, rotating messages—bulletins (up to five 244-character messages)—to keep the public informed. Your agency will control the order, schedule, and expiration date of these bulletins. The page also integrates an agency’s social media feeds to further unify communications.

#### 1.11.5.1.2 CommandCentral Community Digital Evidence Collection

CommandCentral Community’s Digital Evidence Collection allows your agency to collect case specific digital material without needing a personal device or physical storage, such as CDs, USBs, other devices generally checked into physical evidence stores. This can be managed using the CommandCentral digital evidence management tools.

The proposed solution includes a 1TB Storage Block to store your agency’s multimedia content. Additional storage blocks are available for expansion, if necessary.

Additional storage is purchasable to provide storage for multimedia content your agency produces to optimize and secure the data your personnel can retain. Please see the pricing section for the specific amount of additional storage included with your solution.

### 1.11.5.1.3 Public Submissions

The public can submit information online with an easy-to-use interface. There are multiple self-service form options for online submissions, including anonymous tipping, non-emergency online submissions, and digital evidence collection. Your agency can decide which of these forms to deploy and how to personalize these forms with built-in form management tools. The public can use these forms on CityProtect to submit tips, or they can use anonymous SMS communication. Together, these submissions help agencies build a more accurate operating picture using information from the community.

These public submissions are managed in one location and can be linked to your records to create a more efficient workflow. Submissions from the community are collected in the Community Inbox, where your agency can review submissions before they are entered into the master tables to avoid duplication. This leads to cleaner incident record data, while preserving the original record for future reference. The consolidated record view shows all linked submissions in one, complete location.

### 1.11.5.1.4 Crime Map

CommandCentral Community's Crime Map is built into the CityProtect home page. Crime Map automatically publishes crime data and incident information from your RMS or CAD system to an interactive, online map. This map keeps the public informed of local crime activity and offers visibility into your operations. CommandCentral Community's Crime Map provides the following:

- Incident data display with up to hourly update.
- Primary Agency shapefile.
- Sex offender options.
- Crime data download option and action link.

Users can customize and manage data published on Crime Map so that only appropriate public information is shared.

### 1.11.5.1.5 Camera Registration

Camera Registration allows citizens to register their residential or commercial security cameras in CityProtect. Each community member can create a free CityProtect user account to manage their camera information. Your agency can then access the location of these cameras and contact the owner for potential video evidence. The data from these accounts is visualized in a variety of CommandCentral applications, such as CommandCentral Aware and CommandCentral Investigate.

## 1.11.6 PremierOne Disaster Recovery (DR)

### DR / Failover System - Suite

Motorola Solutions' offering includes a Secondary Disaster Recovery (DR) system for CAD and Records. The Disaster Recovery systems include scripted processes to transfer operation between the data centers. This system provides continued availability of the system in the event the primary data center becomes unavailable.

The system CAD DR replication and failover processes utilizes SQL Always On replication groups. Records and uses VMware site replication. The failover processes for these products utilize separate, application specific, scripts that are specifically suited to each application's server and database design.

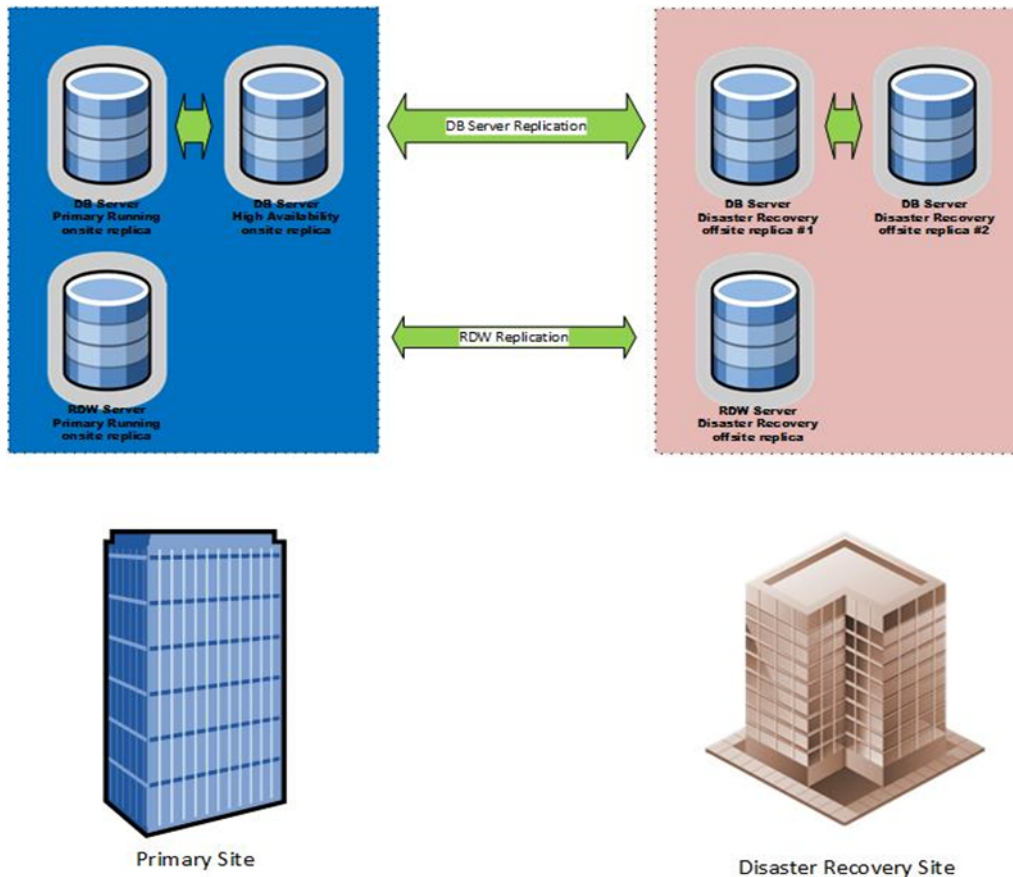
The DR / Failover System will be installed and configured on the Customer-provided hardware that conforms to the Motorola Solutions specification unless the Customer elects to purchase the hardware from Motorola Solutions.

### 1.11.6.1 PremierOne CAD Disaster Recovery

#### CAD DR Implementation

During normal operation PremierOne clients connect to the system servers in the primary data center. CAD data, such as active incidents, are stored in a storage area network (SAN) collocated in the primary data center.

Data updated in the primary SAN array is asynchronously updated in the recovery data center's SAN. PremierOne Disaster Recovery utilizes Microsoft SQL Always On to facilitate data replication between the primary and recovery data centers. This technology allows the system's servers in the recovery data center to remain on thus reducing failover time. All changes replicate in real time using asynchronous replication. Data in PremierOne databases are replicated from primary to secondary databases at the SQL database level using Always On Availability Groups (AAG). SQL Server instance disaster recovery is implemented with SQL Always On Failover Clusters.



**Figure 1-3: PremierOne CAD DR Replication**

SQL Always On replication can be configured as Synchronous or Asynchronous. Synchronous replication is used between the two database servers on the primary side. This ensures no data loss in

the event of a local failover from the primary CAD Server to the collocated High Availability CAD Server. (Please note that only one replication partner is supported for automatic failover.) Asynchronous replication is used between the primary and both secondary DR side database servers for performance and latency reasons.

Differences in Synchronous and Asynchronous replication are described in the following table:

**Table 1-22: Synchronous and Asynchronous Differences**

Issue	Asynchronous	Synchronous
Data Loss	Asynchronous mode may or may not lose some committed transactions in the event of an unplanned failover to the secondary site. However, a rapidly restartable data image is ensured because the remote database is always in an I/O consistent state. Applying the most recent transaction logs allows recovery from the point of the outage.	Each I/O update operation waits until completion is confirmed at both the primary and mirrored sites. Any incomplete operation is rolled back at both locations. As a result, the remote copy is always an exact mirror image of the primary.
Distance	Asynchronous mode can span virtually any distance because there is a higher tolerance in latency delay involved in confirming transactions at the remote site. Latencies of over 200 ms cannot be supported. Remote sites can be up to thousands of miles from the primary site, ensuring that the replicated copy of data is safely outside any likely disaster zone.	Synchronous replication is impacted by propagation latency. That is, the time spent waiting for updates to travel to the remote site and confirmations to come back. Synchronous replication is only used for collocated PremierOne CAD servers.
Performance	The performance impact on the host is minimal.	Synchronous mode has significantly more performance impact than asynchronous mode because a write from the host must wait for an acknowledgment from the secondary storage system.
Recovery Point Objective (RPO)	High flexibility: unique capabilities afforded by journaling provide the ability to ride out network outages or temporary excessive bandwidth requirements.	RPO=0. Data is always current.

Failover changes the direction of the Always On replication, making the DR data center the source of the replication and the Primary data center the destination of the replication. The DR data center effectively becomes the Primary and the Primary effectively becomes the DR data center. Replication between sites is suspended if the original primary data center is not available.

The DR data center’s ability to support interfaces will vary with the specific interfaces deployed. In general, if an interface API is available via a network connection from the DR site, and the required licenses are in place, then the DR CAD may be manually connected to the interface. The DR scripts do not include interface specific changes.

## Failover from Primary to DR Site

Transition from the primary data center to the recovery data center is a manual process executed by a System Administrator. The process involves three steps:

**Step 1 - Troubleshooting:** The CAD System Administrator determines that there is a problem with the primary data center servers. The system's Systems Management software monitors the health of the primary data center. The system management console will raise appropriate alerts when an error condition occurs. The system administrator assesses the alerts and determines if transitioning to the recovery site is warranted. This determination may be based on SCOM alerts, CAD Client user reports, or monitoring the SQL Always On dashboard. The System Administrator then investigates the issue and determines if a failover to the DR site is warranted.

**Step 2 - Site Failover:** The failover from the primary data center to the DR site is a manual process performed by the System Administrator. Using a step-by-step disaster recovery process, the system administrator initiates the transition between the primary data center and the recovery data center using the PremierOne System Management console. DR scripts automate the transition process. The DR scripts may be initiated from either the primary or recovery data center.

**Step 3 - Client Redirect:** CAD clients access the PremierOne CAD application server by Host Name. The DNS configuration specifies whether the clients are directed to the primary application servers or the DR servers. During the manual failover process the System Administrator must redirect the PremierOne CAD clients to the recovery data center by updating the DNS service pointer records to reflect the IP address of the recovery data center.

## Failover from DR to Primary Site

The failover process from the DR site to the primary site follows the same process described above. There are specific failover scripts for Primary to DR failover and DR to Primary failover.

Additional action may be required in the event the primary site has been down for an extended period of time. After a period of non-replication there may be a significant difference between the DR database and the primary site database. This can tax the network connection between the sites. The alternative is taking the system off line, backing up the DR databases, and using the backups to reseed the primary site databases. The System Administrator can then restart replication between the sites and proceed with the failover to the primary site. The need for database reseeding is determined by the duration of the primary site outage and available disk space to queue data for replication.

The specific time is unique to each implementation and is a function of CAD activity, disk space, and network capacity. As a general rule, the database need not be reseeded during scheduled failovers and should be reseeded after a primary site outage that lasts longer than a few hours.

## CAD DR User Experience

The system's CAD is not available during the DR failover process. Dispatch and Mobile clients will not have access to the CAD servers during the transition process and the client will be unresponsive. If a user attempts to log into the CAD system from a client, they will receive an error message indicating that the application server is not available.

## CAD DR Performance

The DR system is distinct from the High Availability design. It provides geographic site redundancy that allows an agency to resume normal CAD operations after transitioning operation to a recovery data center. After the initial diagnostic and troubleshooting process, the transition process is manually initiated

and requires approximately 30 (thirty) minutes to complete. After the failover is complete the DNS must be updated to redirect CAD clients to the recovery data center.

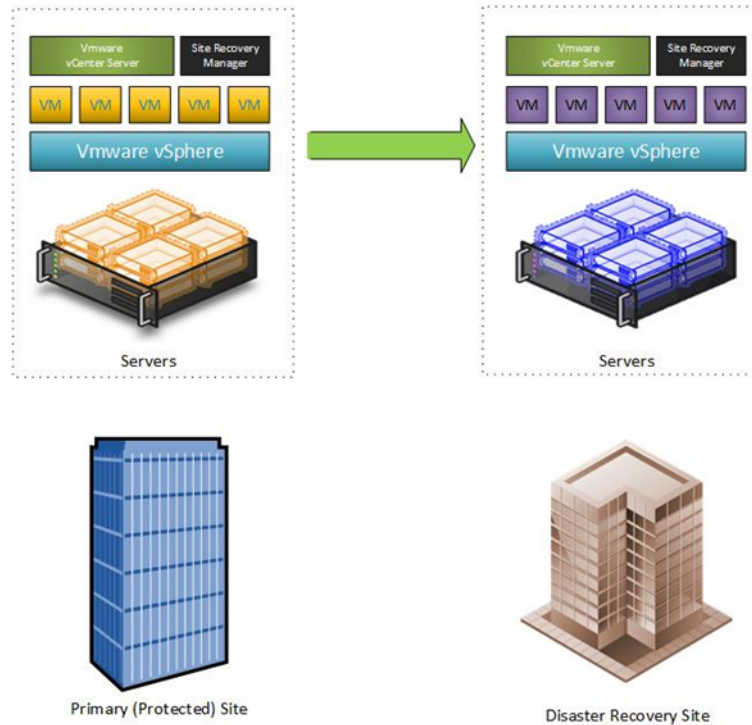
Asynchronous replication is used to prevent performance impacts resulting from network latency between the primary and recovery data centers. As a result, the data at the recovery data center may lag behind the primary center's data by several seconds. The actual time depends on network latency and the activity on the CAD system. During a scheduled failover, the CAD system's services in the primary data center are stopped and the replication to the recovery data center is allowed complete. An unscheduled or instantaneous failure of the primary data center may result in a small amount of data loss. The actual data loss is a function of CAD activity and network connection speed.

### 1.11.6.2 PremierOne Records Disaster Recovery

#### Records DR Implementation

The Records DR system enables automated synchronization of the Records environment from a primary data center to a geographically separate recovery data center. Records supports the use of VMware's Site Recovery Manager (SRM) that comprises a comprehensive disaster recovery model.

SRM is a disaster recovery and business continuity system from VMware, which automates the transfer of virtual machines to a local or remote recovery site. SRM works with the existing vSphere software and operates as an extension of vCenter server. SRM automates the recovery or migration of virtual machines between the protected site and a recovery site. The Protected site is the primary site where active production workloads are running. The recovery site is the datacenter location where production workloads will transfer in the event the primary datacenter is unavailable. Virtual machines are moved to recover from a disaster or as a planned failover. vCenter Site Recovery Manager facilitates the clean shutdown of virtual machines at the protected site for a planned migration. Non-planned recoveries are best effort and possibly requiring T-log replay.



**Figure 1-4: PremierOne Records DR Replication**

VMware SRM is used with VMware vSphere Replication. vSphere Replication copies virtual machines from one host to another, using the power of the hosts involved rather than the storage system.

During normal operation, the Records clients connect to the Records application servers in the primary data center. Records data is stored in SQL databases collocated in the primary data center.

The Records data updated at the primary data center is replicated in the on-site backup high availability Server using Microsoft SQL Always On Availability Groups.

The off-site Records DR server, DR backup server RDW, and Application servers are replicated using SRM.

### Failover from Primary to DR Site

Transition from the primary data center to the recovery data center is a manual process executed by a System Administrator. The process involves three steps:

**Step 1 - Troubleshooting:** The Records System Administrator(s) determines that there is a problem with the primary data center servers. This determination may be based on SCOM alerts, Records Client user reports, monitoring the SQL Always On dashboard. The System Administrator then investigates the issue and determines if a failover to the DR site is warranted.

**Step 2 - Site Failover:** The failover from the primary data center to the DR site is a manual process performed by the System Administrator using the VMware vCenter client.

**Step 3 - Client Redirect:** Records clients access the Records application server by Host Name. The DNS configuration specifies whether the clients are directed to the primary application servers or the DR servers. During the manual failover process the System Administrator must redirect the Records



clients to the recovery data center by updating the DNS service pointer records to reflect the IP address of the recovery data center.

The system resumes normal operation after failover. After system administrator marked the DR site as the “protected” site, SRM automatically resumes replication from the now active DR site to the original primary data center when it becomes available.

If the primary data center, or network connectivity between the sites, is not available then SRM will operate only on the DR site with no replication to the primary site. Once the primary site is available, and the system administrator marks the DR as “protected” SRM will automatically start replicating data from the DR site to the primary.

### Failover from DR to Primary Site

The failover process from the DR site to the primary site follows the process described above.

Unless, the primary site has been down for an extended period of time, after a period of non-replication, there may be a significant difference between the DR database and the primary site database. This can tax the network connection between the sites. The system administrator can throttle replication traffic if required.

### Records DR User Experience

If the primary application servers or data center are unavailable, the Records Clients will not have access to the application server and users will not be able to access Records documents. Client users will not be able to navigate the application, access data, or log into the system.

After the System Administrator has initiated a failover to the DR site and completed the DNS configuration, Client users may log back into PremierOne Records and resume operation. If a user was in the process of updating a Document, they may resume at the point of the last Save or Auto Save.

Users (mobile and LAN based) need to logoff and exit the client and then restart and login after the failover to the DR site is complete.

The Records Client logon screen will notify the user if the Records application server is not available.

In the event that the Records application server version and or Build Set is different on the DR application server, the client will prompt the User to download a new client. This process is initiated with a single button press and requires approximately two (2) minutes to complete.

### Records DR Performance

The Records DR system provides geographic site redundancy that allows an agency to resume normal Records operations after transitioning operation to a recovery data center. After an initial diagnostic and evaluation process the failover is manually initiated and requires approximately 20 (twenty) minutes to complete. The DNS “time to live” parameter affects the time Records clients may need to wait before accessing the DR servers.

System Records DR performance is defined in terms of RPO and RTO:

- **RPO** - A recovery point objective (RPO) is the maximum period for which data might be lost from an IT service due to a major incident.
- **RTO** - The recovery time objective (RTO) is the duration of time within which a business process must be restored after a disaster to avoid unacceptable consequences associated with a break in business continuity.

The Records RPO is 15 (fifteen) minutes due to the use of SRM. Data entered into a Records Document but not saved will be lost (unless it is still contained in a client cache). SRM will replicate committed SQL transactions. Non-committed transactions will be lost.

The Records RTO is variable due to the manual process. The contributing tasks include problem diagnostics, manual failover initiation, and DNS configuration updates.

### 1.11.6.3 Customer Provided Microsoft, VMware Licensing and Hardware (DR Site)

Motorola Solutions has included the current hardware and software specifications required to meet the needs of this PremierOne solution. The Customer will need to provide the required hardware and software to provide the expected performance. Motorola will review the hardware and software specifications at Implementation Kick Off and advise on any necessary updates required to support the system prior to the Customer’s procurement of hardware and software.

The procurement, set up, configuration, support and troubleshooting will be a Customer responsibility. Any open issues resulting from deployment on the Customer hardware or virtualization environment will be the sole responsibility of the Customer to troubleshoot and resolve. The system will be deployed in Motorola Solutions’ standard software configuration, including firewalls, isolated Active Directory, standard host naming, and standard IP schema. This standard configuration will be used to achieve Project Closure.

#### 1.11.6.3.1 Customer-Provided Microsoft, VMware and other Licensing Requirements

Please refer to the tables below for a list of Microsoft and VMware licenses Motorola Solutions would have provided. Since there are differences in how Microsoft allows Motorola Solutions to license and the terms and conditions for how Microsoft requires Customer license; Customer is encouraged to consult Microsoft to determine the licenses needed for this project.

A post kickoff review of the following information in this section must be conducted before Customer purchases or configures any software and virtual machines.

Please refer to the following table for the Operating System and SCOM license distribution:

**Table 1-23: Operating System and SCOM**

Quantity	Description	Destination
3	Microsoft Windows Server DataCenter 2016 16 Core OS License	Application Hosts
16	Microsoft Windows Server DataCenter 2016 2 Core Additional OS License	Application Hosts
36	Microsoft System Center Operations Manager (SCOM) 2016 2 Core License	Application Hosts

Please refer to the following table for the VMware license distribution:

**Table 1-24: VMware Licensing**

Quantity	Description	Destination
1	vCenter Standard	Application Hosts

Quantity	Description	Destination
6	vSphere EntPlus CPU	Application Hosts

### 1.11.6.3.2 Customer Provided Server and Networking Hardware Requirements

The tables below list the VMs with their vCPU, RAM and storage needs. A post kickoff review of the following information in this section must be conducted before Customer purchases or configures any equipment and virtual machines. These devices need to meet or exceed the specifications and are to be dedicated to the system.

Please refer to the following tables for the vCPU, RAM totals and Storage distribution:

**Table 1-25: Application Host and Monitor Servers for 3 Application Host Server Configuration**

Host Count	Description	vCPU (cores per host)	RAM (GB per host)
3	Application Hosts PLEASE NOTE Processor Base Frequency of 3.0 GHz and Max Turbo of 3.5 GHz	48	384
	Totals:	144	1152

**Table 1-26: VM and RAM Allotments in 3 Application Host Server Configuration**

VM Name	Description	vCPU (sockets / cores)	RAM (GB)
SINFAD01	Active Directory Server 01 at Secondary Site	2/1	4
SINFAD02	Active Directory Server 02 at Secondary Site	2/1	4
SCADDB01	CAD SQL Server 01 at Secondary Site	4/1	64
SCADDB02	CAD SQL Server 02 at Secondary Site	4/1	64
SCADRDW01	CAD RDW Server at Secondary Site	2/2	48
SRSP1R01	SQL Report Services P1 Server 01 at Secondary Site	2/1	8
SRSOPR01	SQL Report Services OPS Server 01 at Secondary Site	2/1	8
SINFGIS01	GIS Server 01 at Secondary Site	2/1	8
SINFGIS02	GIS Server 02 at Secondary Site	2/1	8
SINFSCM01	SCOM Server 01 at Secondary Site	2/2	8
SINFSCM02	SCOM Server 02 at Secondary Site	2/2	8
SCADAPP01	CAD App Server 01 at Secondary Site	4/1	32
SCADAPP02	CAD App Server 02 at Secondary Site	4/1	32
SCADAPP03	CAD App Server 03 at Secondary Site	4/2	32
SRMSDB01	RMS SQL Server 01	4/1	64
SRMSDB02	RMS SQL Server 02	4/1	64
SRMSRDW01	RMS RDW Server 01	2/2	48
SRMSAPP01	RMS App Server 01	4/1	32

VM Name	Description	vCPU (sockets / cores)	RAM (GB)
SRMSAPP02	RMS App Server 02	4/1	32
SRMSAPP03	RMS App Server 03	4/2	64
SINFF501	F5 Appliance 01 at Secondary Site	4/1	16
SINFF502	F5 Appliance 02 at Secondary Site	4/1	16
SINFDC01	DSC Server (Jump box) at Secondary Site	2/1	4

**Table 1-27: Storage for 3 Application Host Server Configuration**

Storage Type	Description	Amount
SAN	Storage Area Network PLEASE NOTE: Storage performance needs to meet or exceed 30,000 IOPS at less than 1ms read latency for a 16k block size.	21 TB with 3.6TB SSD
Local	SSD Boot Drive for Application Hosts (per host)	16 GB
Local	HDD for Monitor Server	1.2 TB

**Table 1-28: Default Storage Allotment for 3 Application Host Servers Configuration**

Disk Letter	Purpose	Size
C	System Drive	80 GB
D	Programs	100 GB
E	Page File	~ 3 X ram GB
K	DB Backups	customer dependent (default = 150 GB)
L	DB Logs	customer dependent (default = 150 GB)
M	DB Data	customer dependent (default = 300 GB)
R	Staging	150 GB
T	DB Temp	customer dependent (default = 60 GB)

### 1.11.7 ActiveEye Managed Detection and Response for PremierOne

Motorola Solutions (“Motorola”) is pleased to present the proposed cybersecurity services for Cabarrus County (hereinafter referred to as “Customer”).

The following cybersecurity services are included in our proposal for the Customer’s PremierOne CAD system:

- **ActiveEye<sup>SM</sup> Managed Detection & Response for PremierOne**
  - Endpoint Detection and Response
- **Motorola Security Operations Center (SOC) Services**

### 1.11.7.1 Services Included

The ActiveEye service modules included in our proposal are presented below

**Table 1-29 Service Modules**

Service Module	Features Included	Site/Environment
Endpoint Detection and Response (EDR)	<ul style="list-style-type: none"> <li>• Carbon Black Defense + Threat Hunter</li> <li>• (80) EDR Total Endpoints</li> <li>• Online Storage Period: 30 Day Storage</li> </ul>	PremierOne Production and Disaster Recovery Sites
Security Operations Center (SOC)	<ul style="list-style-type: none"> <li>• Monitoring and Response</li> </ul>	EDR service module

### 1.11.7.2 Service Description

The ActiveEye Security Platform collects, manages, and analyzes security events. Built-in analytics examine multiple real-time threat intelligence feeds, reference past events, and follow playbooks to automate most actions. Analytics also prioritize events to quickly identify those that require remediation.

As a Security Orchestration, Automation and Response (SOAR) platform, ActiveEye speeds up remediation, using predefined or custom playbooks to automatically investigate and respond to threats. ActiveEye’s automatic investigation capabilities include looking up threat intelligence, querying past data, adding recommended action notes to cases, and bringing event details to the main investigation screen. Its automated response capabilities include changing alert priorities, closing alerts, blocklisting files, removing files from systems or isolating hosts from the network.

This automated approach to threat identification and remediation eliminates more than 95 percent of false positives, allowing your team or our SOC analysts to shift their focus to more complex investigation and response tasks.

#### 1.11.7.2.1 ActiveEye Managed Security Portal

The ActiveEye Security Portal, a cloud-based web application, enables improved coordination of cybersecurity efforts between your agency and Motorola Solutions. From this central platform, your agency’s personnel will be able to view threat insights, event investigations, security reports, threat advisories, and the status of cases.

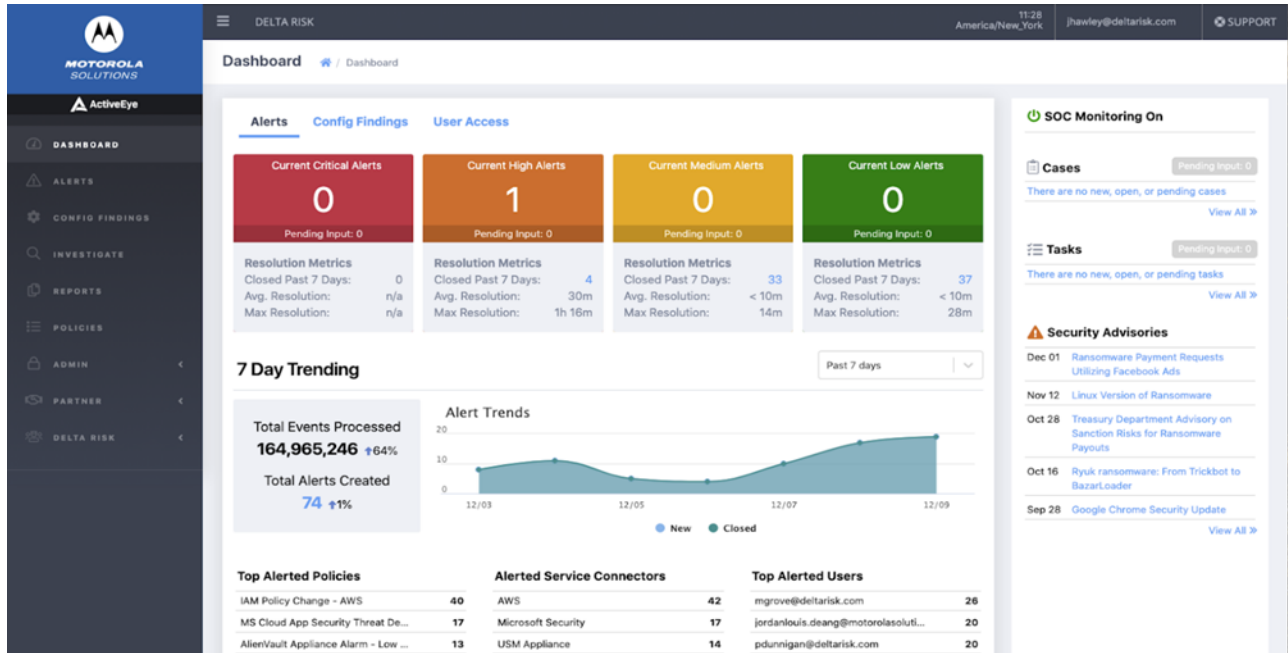


Figure 1-5: ActiveEye Interface

## Dashboard

The ActiveEye dashboard provides a summary of key information. It includes a snapshot of open alerts, alert categories, key performance indicators (KPI), open cases, and recent threat advisories. Users can also see more in-depth information, such as the number of security cases, alert details, alert trends, reports, and group communications.

## Security Cases

When a threat is identified, the SOC will create a security case. Through the ActiveEye Portal, your agency's personnel will be able to view details of current or past cases, create new cases, or respond to ongoing cases.

## Alert Details and Trends

Alerts can be evidence of a past, active, or developing threat. ActiveEye records relevant data for each alert, enabling users to quickly view its trigger, the systems it impacts, and any actions taken to address the alert.

ActiveEye also provides tools for reviewing groups of alerts based on key attributes or time periods. Attribute filters enable users to toggle which alert groups are shown in ActiveEye, helping users spot trends or threat activity. Users can also compare alert logs for specific time periods to determine if specific trends are associated with a threat or are false positives.

## Investigations and Reporting

ActiveEye includes robust *ad hoc* reporting capabilities that provide important information about active and historical threats. Users can share information outside of ActiveEye by downloading reports in .csv or .json format.

In addition to *ad hoc* reporting, ActiveEye can provide a daily email summary and monthly report. Daily email summaries can include alert counts, security cases opened or closed, saved queries that have new data, and detailed endpoint security statistics. If needed, ActiveEye can send one or more summary emails with different content for different groups. Monthly reports are available as a PDF download.

## Security Advisories

ActiveEye also enables the SOC to share Security Advisories on active threats. These advisories guide security teams on how to take actions against threats and where to get more information.

## Information Sharing

ActiveEye includes several other functions for sharing information. Automatic security alerts notify pre-defined contacts of incidents, based on incident priority. Other information-sharing functions include:

- **SOC Bulletins** - Instructions from your agency's personnel or the SOC that analysts reference when creating security cases. These can communicate short-term situations where a security case may not be required, such as during testing or maintenance windows.
- **Customer Notebook** - The SOC will use the Customer Notebook to document your agency's environment and any specific network implementation details assisting the SOC investigation of security cases.
- **Contact Procedures** - Escalation procedures and instructions on who to contact if an incident occurs. Contact procedures include instructions and procedures for specific security incident levels. The SOC and your agency's personnel will jointly manage contact procedures.

## User Access

User access settings make it simple to add, update, and remove access to ActiveEye. Users may be given administrative access, allowing them to perform administrative tasks such as setting up new service connectors, resetting passwords, and setting up multi-factor authentication for other users.

### 1.11.7.2.2 Service Modules

One or more service modules can be integrated through the ActiveEye platform. These modules provide more information for ActiveEye to correlate, offering a clearer vision of events on your agency's network. In addition, modules enable security teams and analysts to more easily access and compare data from disparate systems.

#### *Endpoint Detection and Response*

If an attacker attempts to breach your existing security controls, it is critical to respond quickly. Integrating Endpoint Detection and Response (EDR) tools with the ActiveEye platform enables security analysts to respond to attacks and view threat intelligence in a single interface. Through the ActiveEye platform, analysts can isolate hosts, block files, allow files, and remove files.

See **Table 1-29** Service Modules for subscription details.

### 1.11.7.2.3 Security Operations Center Monitoring and Support

ActiveEye MDR includes ongoing monitoring by Motorola Solutions SOC cybersecurity analysts to look for potential cybersecurity threats to connected networks, applications, and devices on a 24/7 basis. The SOC team operates from secure, redundant locations in the United States, and can securely operate at remote locations if necessary. Team members complete regular training on customer data

management and privacy to protect sensitive customer data. Based on their broad security experience, the SOC's analysts will recommend security device configurations and implement playbooks to increase focus on the most critical threats.

If a threat investigation requires input from your agency's security team, the SOC will create a security case and follow defined escalation procedures for each priority level. ActiveEye will enable your agency's personnel to view security cases and event investigation history.

In the event of a potential incident, the SOC will use data available in ActiveEye and access your agency's system to determine the extent of malicious activity. If needed, the SOC will add more detection policies to your agency's service modules.



**Section 2**

# PremierOne CAD, Mobile, Records Equipment List and Rack Layout

## 2.1 Microsoft, VMware, other Software Licensing, Network Management components

The following table lists the type and number of Microsoft, VMware, Hewlett Packard Enterprise (HPE) and other licenses and the party responsible for providing them.

**Table 2-1: Microsoft and VMware Licensing**

Microsoft & VMware Licenses	Primary Site	DR Site (Optional)	Total	Customer Provided	Motorola Solutions Provided
Microsoft SQL 2017 Enterprise 4 core license	3	3	6	X	
Microsoft SQL 2017 Standard 4 core license	7	5	12	X	
Microsoft System Center Operation Manager 2016 (SCOM)	48	36	84	X	
VMware vCenter Standard	1	1	2	X	
VMware vSphere Ent+	9	6	15	X	
VMware Site Recovery Manager (Standard License)	0	1	1	X	
VMware Site Recovery Manager (Enterprise License)	0	1	1	X	

We recommend consulting with your software provider to insure the correct licenses and count that is available to the Customer based on the instances and core counts below. Also, the purchase of software assurance or maintenance as available from the vendor for all the software listed above.

The following table lists the type, number and who is providing these ancillary items:

**Table 2-2: Network and Management Components**

Description	Details	Customer Provided	Motorola Solutions Provided	Quantity (Primary)	Quantity (DR)
F5 Application Delivery Controllers (Load Balancers)	Virtual/Physical Network Load Balancing software integrated with system		X	2	2
Network Management Tool	Network performance monitoring and Netflow Traffic Analyzer	X		1	
GIS Editing Software	10.6 of Esri ArcGIS Desktop and Network Analyst extension software	X			
Client Access Licenses 1 Per Client Refer to Microsoft Website for Guidance	Microsoft Windows Server 2016	X			
CommSys ConnectCIC	Enables State Queries		X		
FortiGate Network Devices	Provides server component isolation from other systems within the Customer's data center by means of a firewall router.	X		2	2
Arista Networks Data Center Switches 7050TX-48	32 Port Switch	X		2	2
Arista Networks Data Center Switches 7010T-48	48 Port Switch	X		1	1
HPe DL360c Gen10 w/dual Xeon Gold 6146, 384 GB RAM, 2 NIC, 2 x 8GB microSD	Host Server	X		4	3
HPe DL360 Gen10 w/ single XeonS 4114, 128 GB RAM, 5x1.2TB HDD	Monitor Server	X			
Alletra 6000 Series SAN Storage, 23TB		X		1	1
Server Rack HPe Rack Model P9K42A 42 U	Rack mount keyboard and monitor	X		1	1

**Section 3**

# Attachment A: PremierOne System Interfaces

The following table lists the PremierOne System Interface included in this offering. Interface Functional/Specifications Descriptions are included on the following pages to describe the purpose of the Interface, supported use cases, technical requirements and applicable data elements or dependencies. Any changes or deviations from the Interface Functional/Specifications Description will result in a Change Order for additional scope and may require additional development effort and costs.

Interface Name	System	Document
AXON (Evidence.com) - CFS Law Records Data Feed	CAD	IFD
Brazos (Tyler Technologies) - Citation Inbound Interface	Records	ISD
e911 ANI ALI and TDD Incident Creation Inbound Interface	CAD	IFD
ESO ePCR Interface	CAD	ISD
EvidenceOnQ Interface	Records	ISD
Firehouse (ESO) - Fire Call For Service Data View	CAD	IFD
Imagetrend - Fire and EMS Data View	CAD	IFD
LInX On-Premises Records Outbound Data Interface	Records	IFD
Munis (Tyler Technologies) - Personnel Inbound Interface	Records	IFD
North Carolina eWarrant (Tyler Technologies) - Warrant Inbound Interface	Records	IFD
Odyssey (Tyler Technologies) - Warrant Inbound Interface	Records	IFD
Permitium Weapons Permit Inbound Interface	Records	IFD
ProQA (Paramount) – Incident Creation Inbound Interface	CAD	IFD
State Query Interface (CommSys - Includes NCIC)	Suite	IFD
On-Premises TPE Livescan Bidirectional Interface	Records	IFD
Tellus.hub (Central Square) - CAD-to-CAD Bidirectional Hub Interface	CAD	IFD
TraCS (TEG) - Accident Inbound Interface	Records	IFD

**Section 4**

# Attachment B: EvidenceOn Q

The EvidenceOn Q (Attachment B) follows this page.

## Section 5

# PremierOne Statement of Work

## 5.1 Introduction

In accordance with the terms and conditions of the Agreement, this Statement of Work (SOW) defines the principal activities and responsibilities of all parties for the delivery of the Motorola Solutions, Inc. (Motorola) system as presented in this offer to Cabarrus County Sheriff Department, NC (PremierOne Suite without Hardware (hereinafter referred to as “Customer”). When assigning responsibilities, the phrase “Motorola” includes our subcontractors and third-party partners.

Deviations and changes to this SOW are subject to mutual agreement between Motorola and the Customer and will be addressed in accordance with the change provisions of the Agreement.

Unless specifically stated, Motorola work will be performed remotely. Customer will provide Motorola resources with unrestricted direct network access to enable Motorola to fulfill its delivery obligations.

Motorola and the Customer will work to complete their respective responsibilities in accordance with the mutually agreed upon Project Schedule. Any changes to the Project Schedule will be mutually agreed upon via the change provision of the Agreement.

The number and type of software or subscription licenses, products, or services provided by Motorola or its subcontractors are specifically listed in the Agreement and any reference within this document, as well as subcontractors’ SOWs (if applicable), does not imply or convey a software or subscription license or service that is not explicitly listed in the Agreement.

## 5.2 Award, Administration and Project Initiation

Project Initiation and Planning will begin following execution of the Agreement between Motorola and the Customer.

Following the conclusion of the Project Planning Session, Motorola’s Project Manager (PM) will conduct twice monthly, one-hour remote status meetings with the Customer’s PM for the purpose of baselining progress of current activities and the planning of future activities. Following the conclusion of the Contract Design Review, the Motorola PM will prepare and submit monthly status reports to the Customer PM. Monthly Status Reports provide a summary of the activities completed in the month, those activities planned for the following month, project progress against the project schedule, items of concern requiring attention as well as potential project risks and agreed upon mitigation actions.

Motorola utilizes Google Meet as its teleconference tool. If Customer desires a different teleconference tool, Customer may provide a mutually agreeable alternate tool at Customer expense.

## 3.3 CJIS Information

For all employees having unescorted physical or logical access to unencrypted NCIC/III or CHRI data or, who manage, operate, develop, access and maintain criminal justice information systems containing unencrypted NCIC/III or CHRI data or, Motorola Solutions, Inc, upon request, will provide state of residency verification, and will obtain Applicant Fingerprint Cards and submit them to Cabarrus County for conducting a criminal background investigation, unless the Agency requires a different procedure, prior to such employee accessing the information system or arriving on customer premises if unescorted access is required. If Cabarrus County requires current Fingerprint Cards, Motorola Solutions, Inc. employees will provide them.

## 5.4 Project Terms

The following project management terms are used in this document. Since these terms may be used differently in other settings, these definitions are provided for clarity.

**Project Schedule** means the schedule providing dates and timeframes for completion of tasks and deliverables during the course of the project. The Project Schedule is subject to change at the mutual agreement of Motorola and Cabarrus County.

**Project Management Plan** is composed of the Communications Management Plan, Risk Management Plan, and Change Management Plan and provides the criteria for managing those tasks within the project.

## 5.5 Completion Criteria

Motorola Integration Services are considered complete upon Motorola performing the last task listed in a series of responsibilities or as specifically stated in Completion Criteria. Cabarrus County task completion will occur per the project schedule enabling Motorola to complete its tasks without delay; Motorola is not responsible for any project delays due to incomplete Customer tasks.

Cabarrus County will provide Motorola written notification that it does not accept the completion of Motorola responsibilities or rejects a Motorola service deliverable within five business days of completion or receipt of a deliverable.

The Service Completion will be acknowledged in accordance with the terms and conditions of the Agreement and the Service Completion Date will be memorialized by Motorola and Cabarrus County. Software System Completion will be in accordance with the terms and conditions of the Agreement unless otherwise stated in this Statement of Work.

### 5.5.1 Subscription Service Period

If the contracted system includes a subscription-based solution, the subscription service period will begin upon Cabarrus County's receipt of credentials required for access, unless mutually agreed otherwise by project change order. Cabarrus County will not unreasonably delay beneficial use. In any

event, absent a written notice of non-acceptance, beneficial use will be deemed to have occurred thirty (30) days after functional demonstration of the product.

## 5.6 Project Roles and Responsibilities Overview

### 5.6.1 Motorola Project Roles and Responsibilities

A Motorola team, made up of specialized personnel, will be assigned to the project under the direction of the Motorola PM. Team members will be multi-disciplinary and may fill more than one role. Team members will be engaged in different phases of the project as necessary.

In order to maximize efficiencies, Motorola's project team will provide services remotely via teleconference, web-conference, or other remote methods in fulfilling its commitments as outlined in this Statement of Work.

The personnel role descriptions noted below provide an overview of typical project team members. One or more resources of the same type may be engaged as needed throughout the project. There may be other personnel engaged in the project under the direction of the PM.

Motorola's project management approach has been developed and refined based on lessons learned in the execution of hundreds of system implementations and is reliant upon collaboration and a working partnership with our customers to enable success. Motorola will provide the expert knowledge around our solutions and industry best practices enabling our resources to guide Customer actions throughout the delivery process. Our guidance coupled with your knowledge of your business, processes, resources and operating environment make a successful partnership.

Our experience has shown that Customers who assume ownership of the system early on and take an active role in delivery and education activities realize quicker user adoption and higher levels of success with system operation.

#### Motorola's Project Manager

A Motorola PM will be assigned as the principal business representative and point of contact for the organization. The PM's responsibilities include the following:

1. Manage the Motorola responsibilities related to the delivery of the project.
2. Maintain the project schedule and manage the assigned Motorola personnel and applicable subcontractors/supplier resources.
3. Manage the Change Order process per the Agreement.
4. Maintain project communications with Cabarrus County.
5. Identify and manage project risks.
6. Collaborative coordination of Cabarrus County resources to minimize and avoid project delays.
7. Measure, evaluate, and report the project status against the Project Schedule.
8. Conduct remote status meetings on mutually agreed dates to discuss project status.
9. Prepare and submit a monthly status report that identifies the activities of the previous month, as well as activities planned for the current month, including an updated Project Schedule and action item log.
10. Provide timely responses to issues related to project progress.

## Application Specialist

The Motorola Application Specialist will work with Cabarrus County project team on system provisioning. The Application Specialist's responsibilities include the following:

1. Provide provisioning education and guidance to the Customer to set up, operate, and maintain the system.
2. Provide product education as defined by this SOW and described in the Education Plan.

## Reporting Specialist

The Motorola Reporting Specialist specializes in data analysis, report generation, and reporting outcomes. The Reporting Specialist's responsibilities include the following:

1. Provide guidance on reporting requirements and decisions for Cabarrus County specific reports and/or dashboards.
2. Provide reporting education and guidance to Cabarrus County to set up, operate, and maintain the reporting system.
3. Provide product education as defined by this SOW and described in the Education Plan.

## GIS Specialist

The Motorola GIS Specialist specializes in geographical information technology. Responsibilities of the Motorola GIS Specialist include the following:

1. Perform the GIS analysis on Cabarrus County-supplied GIS source data.
2. Provide the results of the GIS analysis based on the requirements of the Motorola GIS Data Requirements document to include:
  - A. Geocoding Data.
  - B. Centerlines to support Routing.
  - C. Response Area Polygons.
3. Offer consultation services for the conversion of Cabarrus County GIS source data for Motorola use.
4. Provide instruction on the use of GIS as it pertains to the Motorola system.

## Solution Architect

The Solution Architect is responsible for the delivery of the technical and equipment elements of the solution. Specific responsibilities include the following:

1. Confirmation that the delivered technical elements meet contracted requirements.
2. Delivery of interfaces and integrations between Motorola products.
3. Engagement throughout the duration of the delivery.

## Customer Success Onboarding Advocate

A Customer Success Advocate will be assigned to Cabarrus County. As Cabarrus County's trusted advisor, the Customer Success Advocate's responsibilities include:

1. Collaborate with agency personnel and key stakeholders to document desired Cabarrus County outcomes for the system.
2. Collaborate with Motorola Project Team to schedule deployments and transitions in alignment with Cabarrus County's desired outcomes.



3. Establish Cabarrus County Success Advocate as Cabarrus County's ongoing trusted advisor for Command Center Software
4. Familiarize key Cabarrus County stakeholders with Motorola processes (support, feature enhancements, etc.)
5. Engage with Cabarrus County on industry trends and Motorola evolutions.

### Customer Support Services Team

The Customer Support Services team will provide ongoing support following commencement of beneficial use of the Customer's System(s) as defined in Customer Support Plan.

### HyperCare Team

The HyperCare team is made up of individuals from Customer Support Services and Customer Success. This team will be strategically inserted into activities during implementation at the direction of the Motorola Project Manager

## 5.6.2 Customer Core Team, Project Roles and Responsibilities

The success of the project is dependent on early assignment of a Customer Core Team. Motorola has defined the following key resources that are critical to this project and must participate in all the activities further defined in this SOW. During the Project Planning phase the Customer will be required to deliver names and contact information for the below listed roles that will make up the Customer Core Team. In many cases, the Customer will provide project roles that correspond with Motorola's project roles. It is critical that these resources are empowered to make decisions based on the Customer's operational and administration needs. The Customer Core Team will be engaged from project initiation through beneficial use of the system. Their continued involvement in the project and use of the system will convey the required knowledge to maintain the system post-completion of the project and drive change and user adoption. In some cases, one person may fill multiple project roles. The Customer Core Team must be committed to participate in activities for a successful implementation. In the event that the Customer is unable to provide the roles identified in this section, Motorola may be able to supplement Customer resources at an additional price.

### Customer Project Manager

The PM will act as the primary Customer point of contact for the duration of the project. The PM is responsible for management of any third-party vendors that are the Customer's subcontractors. In the event the project involves multiple agencies, Motorola will work exclusively with a single Customer-assigned PM (the primary PM). The PM's responsibilities include the following:

1. Communicate and coordinate with other project participants.
2. Manage the Customer project team, including timely facilitation of efforts, tasks, and activities.
3. Maintain project communications with the Motorola PM.
4. Identify the efforts required of Customer staff to meet the task requirements and milestones in this SOW and Project Schedule.
5. Consolidate all project-related questions and queries from Customer staff to present to the Motorola PM.
6. Review the Project Schedule with the Motorola PM and finalize the detailed tasks, task dates, and responsibilities.
7. Measure and evaluate progress against the Project Schedule.

8. Monitor the project to ensure resources are available as scheduled.
9. Attend status meetings.
10. Provide timely responses to issues related to project progress.
11. Liaise and coordinate with other agencies, Customer vendors, contractors, and common carriers.
12. Review and administer change control procedures, hardware and software certification, and all related project tasks required to maintain the Project Schedule.
13. Ensure Customer vendors' adherence to overall Project Schedule and Project Plan.
14. Assign one or more personnel who will work with Motorola staff as needed for the duration of the project, including at least one Application Administrator for PremierOne and one or more representative(s) from the IT department.
15. Identify the resource with authority to formally acknowledge and approve Change Orders, approval letter(s), and milestone recognition certificates, as well as approve and release payments in a timely manner.
16. Provide building access to Motorola personnel to all Customer facilities where system equipment is to be installed during the project. Temporary identification cards are to be issued to Motorola personnel, if required for access to facilities.
17. Ensure remote network connectivity and access to Motorola resources.
18. As applicable to this project, assume responsibility for all fees for licenses and inspections and any delays associated with inspections due to required permits.
19. Provide reasonable care to prevent equipment exposure to contaminants that cause damage to the equipment or interruption of service.
20. Ensure a safe work environment for Motorola personnel.
21. Provide signatures of Motorola-provided milestone certifications and Change Orders within five business days of receipt.

## System Administrator

The System Administrator manages the technical efforts and ongoing tasks and activities of their system, as defined in the Customer Support Plan (CSP). Motorola recommends this role be familiar with the following elements:

1. Windows Administration.
2. SQL Server.
3. SQL Server Reporting Services (SSRS).
4. System Center Operations Manager (SCOM).

## Application Administrator(s)

The Application Administrator(s) manage the Customer-owned provisioning maintenance and Customer code tables required to enable and maintain system operation. The Application Administrator's involvement will start prior to the Project Kickoff stage of the project. They will review and provide documentation requested in the Team Project Sync (TPS) packet, attend education as outlined in the Education Plan (e.g. provisioning, train-the-trainer), and remain engaged throughout the project. For solutions that consist of multiple Motorola products (e.g. CAD and Records), the Customer

may elect to have multiple Application Administrators. The Application Administrator's responsibilities include the following:

1. Participate in overall delivery and training activities to understand the software, interfaces, and functionality of the system.
2. Work closely with the SMEs during the Business Process Review (BPR), provisioning process, validation, and training.
3. Authorize global provisioning choices and decisions, and be the point(s) of contact for reporting and verifying problems and maintaining provisioning.
4. Obtain inputs from other user agency stakeholders related to business processes and provisioning.
5. Facilitate escalation to and communication with Motorola Application Specialists during Go Live activities.

## GIS Administrator

The GIS Administrator is responsible for the development and maintenance of all the GIS data used in the Motorola system. The GIS Administrator must have a working knowledge of Esri software including ArcDesktop and ArcPro. Proficiency with model builder, toolbox tools, Network Analyst, and general database structures is key to the GIS Administrator's ability to manage the GIS needs of the Motorola system. Duties for this resource include the following: provide data in the correct schema; develop, maintain and update GIS data; support the GIS elements used in Motorola software; and keep in regular communication with the other administrative resources.

## Subject Matter Experts

The Subject Matter Experts (SME or Super Users) are the core group of users involved with the BPR and analysis, training, and the provisioning process, including making global provisioning choices and decisions. These members will be experienced users in the working area(s) they represent (dispatch, patrol, etc.), possess a working knowledge of the day-to-day operation, understand agency protocols as well as agency field use procedures, have the ability to gather the data needed from the legacy system, and will be empowered to make decisions related to provisioning elements, workflows, and screen layouts.

## IT Personnel

IT personnel provide required information related to LAN, WAN, wireless networks, server, and client infrastructure. They must also be familiar with connectivity to internal, external, and third-party systems to which the Motorola system will interface.

## Training Representative

Training representatives will be the point of contact for the Motorola Application Specialist when policy and procedural questions arise. They will act as course facilitators and are Cabarrus County's educational monitors. They will be responsible for the development of agency specific training material aside from the Motorola provided documentation. This role will serve as the first line of support during Go Live for Cabarrus County's end users.

## User Agency Stakeholders

User Agency Stakeholders, if the system is deployed in a multi-agency environment, are those resources representing agencies outside of the Customer's agency. These resources will provide provisioning inputs to the Customer Core Team if operations for these agencies differ from that of the

Customer. The Customer will manage User Agency Stakeholder involvement, as needed, to fulfill Customer responsibilities.

### 5.6.3 General Customer Responsibilities

In addition to Cabarrus County Responsibilities stated elsewhere in this SOW, Cabarrus County is responsible for:

1. All Cabarrus County provided equipment, including hardware and third party software and necessary for delivery of the System not specifically listed as a Motorola deliverable. This will include end user workstations, network equipment, telephone, or TDD equipment and the like.
2. Configuration, maintenance, testing, and supporting the third party systems Cabarrus County operates that will be interfaced to as part of this project. For those third-party systems, Cabarrus County is responsible for establishing Application Programming Interface(s) (API) and providing documentation that details the integration process for the level of interface integration defined by Motorola.
3. Initiate, coordinate, and facilitate communication between Motorola and Cabarrus County's third-party vendors as required to enable Motorola to perform its duties.
4. All necessary third-party upgrades of their existing system(s) as may be required to support the solution. Motorola does not include any services, support, or pricing to support Cabarrus County third-party upgrades in this proposal.
5. Mitigate the impact to third-party systems, to include interfaces that result from Cabarrus County upgrading a third-party system. Motorola strongly recommends working with Motorola to understand the impact of such upgrades prior to taking any upgrade action.
6. Motorola will have no responsibility for the performance and/or delays caused by other contractors or vendors engaged by Cabarrus County for this project, even if Motorola has recommended such contractors.
7. Active participation of Customer Core Team in project delivery meetings and working sessions during the course of the project. Customer Core Team will possess requisite knowledge of Cabarrus County operations and legacy system(s) and possess skills and abilities to operate and manage the system.
8. The provisioning of Cabarrus County code tables and GIS data. This information must be provided in a timely manner in accordance with the Project Schedule.
9. Electronic versions of any documentation associated with the business processes identified.
10. Providing a facility with the required computer and audio-visual equipment for training and work sessions, as defined in the Education Plan.
11. Ability to participate in remote project meeting sessions using Google Meet or a mutually agreeable, Cabarrus County provided alternate remote conferencing solution.

## 5.7 Project Planning

A clear understanding of the needs and expectations of both Motorola and Cabarrus County are critical to fostering a collaborative environment of trust and mutual respect. Project Planning requires the gathering of project-specific information in order to set clear project expectations and guidelines, create the Project Management Plan and project schedule, and set the foundation for a successful

implementation. Examples of information gathered include the Business Process Review Agency Pre-Kickoff Survey (a Google survey that is sent to the Customer to collect agency-specific information, such as dispatch logistics, communication center information, operational process, and workflow). These documents are collated into a single Team Project Sync (TPS) packet that will be delivered by the Motorola PM prior to the start of the Project Planning Session.

## 5.7.1 Project Planning Session - Teleconference/Web Meeting

A Project Planning Session teleconference will be scheduled after the Agreement has been executed. The Project Planning Session is an opportunity for both the Motorola and Customer PM's to meet prior to the formal Project Kickoff meeting and review key elements of the project as well as expectations of each other. The agenda typically includes:

1. A high level review of the following project elements:
  - A. The Agreement documents.
  - B. A summary of the contracted applications, query(ies) and interface(s), and bill of materials.
  - C. Project delivery requirements as described in this SOW.
  - D. Which tasks will be conducted by on-site Motorola resources as well as the activities when the Motorola PM will be on-site.
  - E. Customer involvement in provisioning to confirm understanding of the scope and required time commitments.
  - F. The high level Project Schedule milestones and dates
  - G. The Project Management Plan structure.
2. Confirm CJIS background investigations and fingerprint requirements for Motorola employees and/or contractors. Required fingerprints will be submitted on Motorola provided FBI FD-258 Fingerprint cards.
3. Review CommandCentral Admin and Learning eXperience Portal (LXP) roles in the Project Plan and provide Customer User Name and Access Information.
4. Discuss Motorola remote access requirements (24-hour access to a secured two-way Internet connection to the Motorola system firewalls for the purposes of deployment, maintenance, and monitoring).
5. Discuss Customer obligation to manage change among the stakeholder and user communities.
6. Review the Team Project Sync (TPS) packet. The information in this packet is used to prepare for the Project Kickoff Meeting and BPR.
7. Review Software System completion criteria and the process for transitioning to support.

Note - Completing the TPS is a critical Project Task. Delayed, incomplete, or inaccurate information or lack of participation will have a significant impact on the Project Schedule.

### Motorola Responsibilities

1. Schedule the remote Project Planning Session.
2. Request the assignment and attendance of Customer Core Team and any additional Customer resources that are instrumental in the project's success, as needed.
3. Provide the initial Project Schedule and Project Management Plan.
4. Confirm Customer receipt of the TPS packet and GIS Build Requirements Document.

5. Conduct a review of the Project Management Plan.
6. Baseline the Project Schedule.
7. Review Motorola's delivery approach and its reliance on Customer-provided remote access.
8. Document the mutually agreed upon Project Kickoff Meeting Agenda.
9. Request user information required to establish Customer in the Motorola LXP.
10. Establish the Customer within the CommandCentral cloud platform, enabling CommandCentral as outlined in the System Description.
11. Provide the Customer with a web link (URL) to the CommandCentral Admin portal.
12. Provide link or path to downloadable apps (as defined in System Description) on Google Play Store or Apple App Store.

## Cabarrus County Responsibilities

1. Confirm with Motorola, Cabarrus County GIS Administrator reviews the GIS Build Requirements Document.
2. Provide existing GIS source data to Motorola by the start of Project Kickoff and Discovery.
3. Identify Cabarrus County Core Team and any additional Cabarrus County resources that are instrumental in the project's success, as needed.
4. Provide Core Team with TPS; return the completed TPS to Motorola no later than ten business days before start of Project Kickoff Meeting.
5. Provide acknowledgement of the mutually agreed upon Project Kickoff Meeting agenda.
6. Provide approval to proceed with the Project Kickoff meeting.
7. Provide LXP and CommandCentral user information: first name, last name, unique email address, and role.
8. Verify Cabarrus County Administrator(s) have access to the LXP and CommandCentral Admin portal
9. Review and complete the Business Process Review Agency Pre-Kickoff Survey within ten business days of the Project Planning Session to avoid impact on the Project Schedule.

## Motorola Deliverables

1. Project Kickoff Meeting Agenda.
2. Project Management Plan.
3. TPS packet.

# 5.8 Kickoff and Discovery

## 5.8.1 Project Kickoff Meeting

The purpose of the Project Kickoff Meeting is to introduce project participants and review the scope of the project. The Project Kickoff event consists of various branched activities' such as the BPR, the Site Survey, and Interface Planning session; which commence following the general kickoff meeting (while Motorola resources are still on-site), Reporting Overview teleconference, and the GIS Discovery Session and Reporting Overview teleconferences. Availability of Cabarrus County Core Team and relevant resources to participate in each activity is critical to the project success.

## Motorola Responsibilities

1. Schedule and facilitate the Project Kickoff Meeting to clarify roles and responsibilities, establish team working relationships, and initiate project tasks.
2. The Motorola PM, lead Application Specialist, and lead Solutions Architect travel to Cabarrus County site. Other Motorola project team resources may attend remotely.
3. Present a high-level overview of project scope.
4. Review the delivery schedule and associated requirements.
5. Confirm Cabarrus County access to the LXP.
6. Confirm Cabarrus County is established in CommandCentral Admin portal.

## Cabarrus County Responsibilities

1. Provide a meeting space equipped with remote conferencing capability, enabling remote Motorola project team members to participate.
2. Identify and ensure participation of Cabarrus County Core Team and other key team members in kickoff and project initiation activities.
3. Provide input to the delivery schedule.
4. Confirm access to the LXP.
5. Confirm access to CommandCentral Admin portal.

## Motorola Deliverables

1. Project Kickoff Meeting Minutes.

Note - The Project Schedule will be maintained by Motorola and updated through mutual collaboration. Schedule updates that impact milestones will be addressed via the change provision of the Agreement.

## 5.8.2 GIS Discovery Session – Teleconference/Web Meeting

A GIS Discovery Session will be scheduled to review the GIS Data Requirements document and complete an overview of the GIS components of the project. The agenda will include:

1. Review the Motorola GIS Data Requirements document.
2. Discuss Cabarrus County GIS skill-set and responsibilities.
3. Review the requirements of Cabarrus County's GIS sample data for the Motorola system.
4. Discuss any GIS related project questions.

## Motorola Responsibilities

1. Schedule and conduct the remote GIS Discovery Session.
2. Request initial GIS dataset for data review.

## Cabarrus County Responsibilities

1. Review the GIS Data Requirements document prior to the meeting.
2. Discuss any areas of concern relative to GIS and schedule requirements.
3. Provide initial GIS dataset for review by Motorola.

Note - Providing the GIS Cabarrus County Data is a critical Project Task. Delayed, incomplete, or inaccurate information may have a significant impact on the Project Schedule.

### 5.8.3 Reporting Services Overview Teleconference

The Reporting Services Overview and GIS Discovery Session will be scheduled to review the reporting functionality within the Application(s). The agenda will include:

1. A review of the Education Plan specific to reporting services.
2. Discuss Cabarrus County Report Writer skill-set and responsibilities.
3. Expectations and pre-work required for SSRS and IDD workshops.

#### Motorola Responsibilities

1. Lead the discussion on the report writer skill-set and responsibilities.
2. Discuss expectations and pre-work that must be completed prior to the start of SSRS Report Builder training.
3. Discuss and schedule SSRS and IDD Workshops.
4. Request completely populated samples of all legacy reports, dashboard views, and printouts for contracted reporting and dashboards from Cabarrus County.
5. Identify any areas of concern and limitations relative to reporting services.

#### Cabarrus County Responsibilities

1. Identify Cabarrus County SMEs and stakeholders who will provide input of contracted printouts and IDD dashboards.
2. Discuss any areas of concern relative to Reporting and schedule requirements.
3. Provide the Reporting Specialist with completely populated samples of all legacy reports, dashboard views, and printouts for contracted reporting and dashboards.

### 5.8.4 Interface Planning Session

The objective of the interface planning session is to discuss the interface experience presented by each contracted interface. Topics of discussion will include the following:

1. The functionality delivered with each interface as presented in the System Description and associated interface specific documentation included in this Agreement.
2. Deployment requirements and dependencies of each interface (NDA, network information, API, and access credentials required to connect to third-party systems).
3. Interface delivery and validation process.

Note - The interface deployment requirements are a prerequisite to roll out the interfaces. Delayed, incomplete, or inaccurate information may have a significant impact on the Project Schedule.

Motorola is not responsible for third-party vendor management, scheduling, or additional cost for software, customization, development, or testing unless the work is defined in this SOW or amended to the Agreement via a change order.



## Motorola Responsibilities

1. Discuss the need for additional information such as third-party API, SDKs, data schema, and any internal and third-party documents necessary to establish interfaces.
2. Facilitate an overview of the interface to explain how each functions as well as any dependency on third-party API, SDKs, data schema, and any internal and third-party documents necessary to establish interfaces with local and remote systems.
3. Communicate the functional interface demonstration process.

## Cabarrus County Responsibilities

1. Provide all required third-party API and SDK licensing and documentation for Cabarrus County's existing systems.
2. Collect information on third-party API, SDKs, data schema, and any internal and third-party documents necessary to establish interfaces with all local and remote systems and facilities within ten days of the Project Kickoff Meeting to avoid impact on the Project Schedule.
3. Establish network connectivity between the Motorola server(s) and all third-party interface demarcations.

## 5.8.5 Interface Design Review

Motorola and Cabarrus County will review Motorola's understanding of the interface design, at the time of contract, as documented in an Interface documents in order to verify consensus of functionality of the interface prior to Motorola commencing with development efforts. The review will include the structure of the interface, involved data elements and data mapping, event trigger, update cadence, communication path, connectivity requirements and the expected user experience. Changes in design and or functionality identified during the review that impact Motorola's level of effort to develop the interface will be evaluated for cost and price impact. In such cases, Motorola reserves the right to provide Cabarrus County with a change order for the increased price or to descope the interface from the contract.

## Motorola Responsibilities

1. Conduct a review of the interface to explain the design of the interface and how the interface functions in the Motorola system.
2. Work with Cabarrus County's third-party vendors, as required, to clarify any connectivity issues/data transfer issues.
3. Consensus of the design will be memorialized by Cabarrus County signature on the design document before Motorola commences with any development activities.

## Cabarrus County Responsibilities

1. Make knowledgeable individuals available for the reviews.
2. Provide clarity on the use case of the interface and verify the functional specification in the ISD meets the use case or identify desired changes to the specifications.
3. Facilitate communications and assist with resolution of issues that arise between Motorola and Cabarrus County's third-party vendor(s).
4. Assume costs associated with efforts required of the third-party vendors, which may include professional services, API/SDK fees, Non-Disclosure Agreements, licenses, and configuration or development, if necessary, to support desired interface functionality.

5. Memorialize the interface specification by signature expeditiously, enabling Motorola to initiate development activities.
6. Initiate a Change Order for any modifications.

Note - Unknown circumstances, requirements, and anomalies at the time of initial design can present difficulties in interfacing to some third-party applications. These difficulties could result in a poorly performing or even a non-functional interface. When information and access to systems is provided, Motorola will be able to mitigate these difficulties. If Motorola mitigation requires additional third-party integration, application upgrades, API upgrades, and/or additional software licenses, those costs will need to be addressed through the change order provision of the Agreement.

## 5.8.6 Contract Design Review

The objective of the Contract Design Review (CDR) is to review the contracted Products, bill of materials, Education Plan, System Validation Plan, and contractual obligations of each party. The CDR will occur following the conclusion of the Project Kickoff meeting while Motorola resources are still on-site. In the event the CDR cannot commence following the Project Kickoff meeting while Motorola resources are on-site, Motorola will schedule a web conference session at a mutually agreeable date and time.

### Motorola Responsibilities

1. Review third-party partner solutions and involvement in the project, as applicable.
2. Summarize and review the contracted Products, query(ies), and interface(s) described in the System Description.
3. A summary review of the contracted applications, query(ies) and interface(s), and bill of materials.
4. Check the system bill of materials and note any necessary modifications.
5. Review handheld device hardware specifications, IOS or Android version requirements, and reference to applicable CJIS security requirements.
6. Lead the discussion of the Education Plan, prerequisites, and associated requirements.
7. Plan installation activities with Cabarrus County.
8. Discuss the Product Validation process for the contracted products.
9. Author CDR meeting minutes.

### Cabarrus County Responsibilities

1. Review all contract materials, inclusive of exhibits: e.g., bill of materials, Education Plan, SOW.
2. Prepare a list of questions pertaining to contracted materials and exhibits.

### Motorola Deliverables

1. CDR meeting minutes.

## 3.9 Environment Review and Site Preparations

### 3.9.1 Site Survey and IP Network Analysis

Following the Project Kickoff meeting, while Motorola resources are on-site, Motorola will review the existing infrastructure(s) and installation location(s) to validate that the installation environment(s) and local and wide area networks will provide optimal support of the Motorola solution. A single site survey/IP Network Analysis will be conducted at the primary installation location, and a single site survey will be conducted at the disaster recovery location, if an on-premise disaster recovery system has been included in the Agreement.

The purpose of the site survey is to confirm Cabarrus County's installation environment conforms to the site requirements presented in the System Description and hardware manufacturer specification. Motorola will also verify that the physical installation environment is accessible, without special accommodation, to support the movement of equipment in Cabarrus County's facility from the receiving dock to the equipment room. Examples of areas of concern include door/hallway widths and heights, stairs, elevator weight limitations, ventilation including cooling, power receptacle locations, and power types.

Motorola makes no provision and has no responsibility for cabling, special accommodations, power consumption, or capital improvements to the installation environment that may be required to support the Motorola system.

#### Motorola Responsibilities

1. Review the site requirements section of the System Description with Cabarrus County.
2. Facilitate a meeting to review the physical installation environment and equipment travel path from receiving dock through to equipment room.
3. Analyze IP network data.
4. Prepare a report with recommendations for any site and/or network preparation required to provide an optimal environment for installation of the system equipment and identify any deficiencies related to power, power supplies, cabling, IP network connectivity, and communications equipment.

#### Cabarrus County Responsibilities

1. Provide escorted access to the installation location where Motorola system equipment will be installed.
2. Provide documentation on the current infrastructure (i.e. existing hardware and operating system software components and terminal networks), as well as projected utilization statistics and other information as is reasonably required to validate final hardware requirements.
3. Provide information on current network architecture and configuration, as well as physical site information, such as building plans and schematics, as available.
4. Provide IP addresses on Cabarrus County's network for the system servers and third-party application servers. All server names and IP addresses behind Motorola's Firewalls cannot be changed.
5. Make knowledgeable staff available to explain the current architecture, infrastructure, and physical environment conditions (e.g. building engineers/electrician) as needed.

6. Provide a site for the installation, operation, and maintenance of all computer server(s), workstation(s), and related peripherals in accordance with Motorola requirements and all network infrastructures described in the System Description.
7. Ensure the computer processor(s), operating system software, third-party software, all associated workstations, printers, communications, and related components conform to the specifications in the System Description.
8. Provide a work area for Motorola on-site staff in the primary facility, located near, but outside of, the computer machine room. The room must be equipped with a workstation, AC power to support workspace for a minimum of two people, and Internet access. Wireless access is recommended. This work area must be available during the course of the project.
9. Provide 24-hour access to a secured two-way Internet connection to the Motorola system firewalls for the purposes of deployment, maintenance, and monitoring throughout the course of the project and during maintenance and warranty phases.
10. Provide three (3) NTP timing sources available to the PremierOne Servers.
11. Review and approve the final hardware and operating system software configuration with the Motorola project team.
12. Provide any cabling or capital improvements required for the installation environment and/or power consumption considerations.

## Motorola Deliverables

1. Site Survey and Network Analysis Results.

## 5.10 GIS Services

### 5.10.1 GIS Scope Review

For this review, the Motorola GIS Specialist meets remotely with Cabarrus County's GIS Administrator to discuss the approach to developing the GIS data for use with the Motorola system.

GIS Scope Review topics to be discussed include the following:

1. **For CAD** - Agency Response boundaries needs, routing requirements, premise hazard areas and specifics for address validation using street centerlines, common place points, address points, and alias tables.
2. **For Records** - Data types necessary for address validation support in the system, including street centerlines, common place points, address points, street alias tables, and common place alias tables.

The GIS Data Report describes Cabarrus County's source feature classes and data values that have been made available to Motorola. The data is reviewed, and any items that may impact the applicable functionality of the data within the Motorola System are noted in the GIS Data Report. The GIS Data Report is delivered post-contract after review of Cabarrus County GIS data. As GIS data is critical to the provisioning and operation of the system, it is imperative that Cabarrus County GIS Data be made available to Motorola prior to the GIS Scope Review.

## Motorola Responsibilities

1. Review GIS Draft Data Report.

2. Discuss current GIS business practices.
3. Review GIS data types to be used within the Motorola system.
4. Request that Agency Code and Beat Names be provided to Motorola prior to the GIS Boundaries Workshop.

### **Cabarrus County Responsibilities**

1. Ensure availability of GIS Administrator for this meeting.
2. Confirm availability of the Esri ArcGIS Desktop and Network Analyst extension software required for editing of GIS data.
3. Finalize the Agency Code and Beat Names for the geodatabase and provide to Motorola. All of the data will be required, but the streets, address points, and common places can be works in progress to be updated as the project progresses.

Note - Providing the Agency Code and Beat Names for the geodatabase is a critical Project Task. Delayed, incomplete, or inaccurate information may have a significant impact on the Project Schedule.

### **Motorola Deliverables**

1. GIS Data Report.

## **5.10.2 GIS Service Delivery**

GIS Service delivery provides for the creation of a draft geodatabase that will be uploaded to the CAD server to support provisioning efforts as well as draft maps that are created for use by the CAD workstations. If CAD is not a system component, a GIS draft geodatabase is still required as it serves as the supporting data for address validation in PremierOne Records.

Error reports are produced as a result of developing the draft geodatabase and will be delivered to Cabarrus County in updates to the GIS Data Report. Cabarrus County will correct any data errors allowing Motorola to incorporate the data into a revised draft geodatabase.

Geodatabase development provides for up to two iterations of draft databases developed by Motorola. The final geodatabase is created as a product of the GIS Administrator Workshop.

Note – The following are supplementary (not included in the scope of this Agreement) to the tasks required to maintain the data using the Esri Arc software:

1. Education that is specific to the use of the Esri Arc software, which can be obtained from Esri.
2. Creation or maintenance of GIS data.
3. Motorola is not responsible for data errors stemming from Cabarrus County's source data.

If Cabarrus County is unable to perform these duties, Motorola may be able to provide the services at an additional cost.

### **Motorola Responsibilities**

1. Schedule and initiate a data delivery design teleconference to address critical data errors or to confirm the data being incorporated into the draft geodatabase.
2. Create the draft visual maps and Routing Network.
3. Create the draft geodatabase.

4. Provide updates to the GIS Data Report reflecting any issues found during the geodatabase build.
5. Provide up to two iterations of draft geodatabases.
6. Initiate GIS Administrator Readiness Check which enables Motorola to schedule and conduct the GIS Administrator Workshop.

### **Cabarrus County Responsibilities**

1. Attend data delivery design teleconference.
2. Correct any GIS errors identified in the GIS Data Report from geodatabase build.
3. Participate in the GIS Administrator Readiness Check and confirm the dates for the GIS Administrator Workshop.

### **Motorola Deliverables**

1. GIS Data Report Updates.

## **5.10.3 GIS Administrator Workshop and Review**

The GIS Administrator Workshop enables Cabarrus County to work with the Motorola GIS Specialist to understand the required GIS data structure and maintenance needs of the data in order to support address validation, response determination, routing and visual map displays. The workshop is conducted via remote teleconference over a period of three consecutive eight-hour days during normal business hours. The product of the workshop is the final geofile build, and Cabarrus County assumes responsibility for further GIS updates and maintenance.

### **Motorola Responsibilities**

1. Provide Cabarrus County with the workshop agenda.
2. Conduct the workshop.
3. Provide an overview of the City Code, Agency Code, and Beat Names roles in the CAD system.
4. Discuss additional boundary capabilities and data development needs.
5. Document any Cabarrus County and/or Motorola GIS action items that require follow up and resolution.
6. Resolve any Motorola follow-up action items.
7. Schedule the post-workshop follow-up review and GIS action item close out.
8. Within 30 days of the conclusion of the GIS Administrator Workshop, conduct a remote, two-hour post-workshop follow-up review to address any remaining GIS process questions and close out any follow-up actions noted during the GIS Administrator Workshop.

### **Cabarrus County Responsibilities**

1. Ensure availability of GIS Administrator for the workshop.
2. Resolve any Cabarrus County follow-up action items.
3. Assume responsibility for the update and maintenance of the geofile.
4. Participate in the follow-up review.

## 5.11 Business Process Review (BPR)

### 3.11.1 Business Process Review

A Motorola-led BPR provides the opportunity for Motorola and Cabarrus County to gather and measure information variables and data of interest, and it provides Motorola and Cabarrus County the opportunity to review current operational processes and workflows and determine the provisioning parameters that will provide the most optimal use of the PremierOne system.

The multifaceted review provides the Motorola Application Specialists the opportunity to gather information on the day-to-day operations of the Communications Center, Field Personnel, and Records Divisions, as well as the agencies served and personnel information. Information is used in the process of creating the BPR Workbook and evaluating the agency's current processes for alignment with PremierOne's processes. Another key facet of the BPR is that it is strictly designed to focus on operational aspects of the PremierOne system and Cabarrus County's current operational environment.

Note - Training engagements and provisioning reviews, as described in this SOW, are provided further on in the project in accordance with the project schedule.

A BPR session is conducted separately for each of the contracted Product categories, such as CAD/Mobile, Records, and/or Jail Management System. The information collected in the BPR will be used in the determination of the provisioning parameters and enables Motorola to provide Cabarrus County guidance on Product provisioning and configuration options that best meet Cabarrus County's needs. The BPR will be conducted following the Project Kickoff. The BPR observation and information gathering process occurs on-site for no more than three consecutive days in accordance with the project schedule. A single instance of the activities described as "the BPR" will be conducted for a combined law enforcement and Fire/EMS dispatch audience, unless specifically stated otherwise in this SOW.

The Motorola GIS Specialist will meet remotely with Cabarrus County's GIS Administrator and CAD SMEs to discuss and confirm Response Boundaries data that is loaded into CAD. Motorola will provide an overview of the available boundary types and their function in CAD. Topics will include confirmation of Cabarrus County's City Code, Agency Code, Beat Names, and their role in CAD to determine if any modifications need to be made prior to import into the System.

The BPR will be attended by Cabarrus County Core Team and additional agency SMEs as necessary. The practical input based on experience in Cabarrus County's operational environment is indispensable in the configuration of the system. Attendees will have the authority and responsibility of making declarative statements and decisions about business practices and implementation of Motorola systems.

Cabarrus County is responsible for engaging Cabarrus County Core Team and user agencies that will be provisioned in PremierOne to obtain required inputs. It is preferable to have personnel that are required for one section to attend all sections of the BPR information gathering process to ensure all parties are represented. If an additional BPR or provisioning for additional agencies is required, it will be addressed via the change order provision of the Agreement.

### Motorola Responsibilities

1. Provide the BPR Agenda/Workbook prior to the meeting.

2. Conduct separate BPR sessions for each of the contracted Product categories, such as CAD/Mobile, Records, and/or Jail Management System.
3. Complete BPR Workbook(s) for contracted Product categories.
4. Request copies of completely populated sample forms, reports, dashboard views, and printouts currently utilized.
5. Provide CAD Provisioning Data Gathering Guide.

### **Cabarrus County Responsibilities**

1. Review the BPR Agenda(s)/Workbook(s) prior to the meeting.
2. Complete prerequisites listed in the TPS prior to this meeting.
3. Ensure availability of the Core Team.
4. Provide Motorola with copies of completely populated sample forms, reports, dashboard views, and printouts currently utilized.
5. Confirm readiness of City Code, Agency Code, and Beat Names for loading into CAD.
6. Review completed BPR Workbook(s) for contracted Product categories.
7. Review CAD Provisioning Data Gathering Guide.

Note - Import of the City Code, Agency Code, and Beat Names for the geodatabase is a critical Project Task. Delayed, incomplete, or inaccurate information and BPR Workbooks may have a significant impact on the Project Schedule and start of Provisioning Workshops.

### **Motorola Deliverables**

1. BPR Agenda(s).
2. BPR Workbook(s).
3. CAD Provisioning Data Gathering Guide.

## **5.12 Hardware and Software**

### **5.12.1 Hardware Procurement**

Cabarrus County will procure all system hardware and operating system and database software in accordance with the Motorola approved bill of materials unless the option for Motorola to provide it is elected. Cabarrus County will ship the hardware to Motorola's staging facility where application software is installed and preliminary system configuration will be completed.

Cabarrus County will procure all system hardware and operating system and database software in accordance with the Bill of Materials.

### **5.12.2 System Staging**

System staging provides for the installation of the premise based software components on the hardware at our staging facility. The system will be tested and verified to be operational in a staged environment. Once validated, the system will be packaged and shipped to Cabarrus County's location for installation.



## Motorola Responsibilities

1. Receive the contracted hardware, software, and related components at the Motorola staging facility.
2. Rack and install hardware components.
3. Install and configure system software.
4. Ship staged system to Cabarrus County's installation site.

## Cabarrus County Responsibilities

1. Receive the staged system and securely store it until Motorola installation.
2. Provide acknowledgement of receipt of delivered equipment.

## Motorola Deliverables

1. Staged System Delivery.

### 5.12.3 System Hardware On-Site Installation

The objective of this activity is to install the system at Cabarrus County's site. The output of the activity will be an installed Motorola system. This activity addresses physical installation activities and system connectivity verification.

## Motorola Deliverable

1. Installed system software.

**On-Site Installation** Cabarrus County will provide the virtual environment needed to install the contracted Motorola system. Installation and configuration of the hardware up to and including Hyper Vision and provisioning the Virtual Machine (VM) cluster.

Cabarrus County assumes responsibility for troubleshooting and resolving any issues with Cabarrus County provided hardware or virtualization environment that prevents Motorola from fulfilling its delivery obligations or impedes system operation.

## Motorola Responsibilities

1. Install the contracted software in Cabarrus County's environment.
2. Load preliminary provisioning data.
3. Verify software components are installed and available on Cabarrus County's provided environment.
4. Synchronize the primary and disaster recovery systems if DR option is exercised
5. Verify failover functionality (this is not Cabarrus County-facing). if DR option is exercised

## Cabarrus County Responsibilities

1. Provide PremierOne server hardware, networking hardware, and system software per Motorola architecture hosting requirements in accordance with bill of materials.
2. Install all server hardware, operating system, and database software in accordance with the equipment list and site readiness documentation.
3. Provide the virtual environment needed to install the Motorola system components of this solution.

4. Troubleshoot and resolve any issues resulting from deployment on Cabarrus County's hardware or virtualization environment.
5. Install and configure Cabarrus County-provided hardware up to and including Hyper Vision and provision the VM cluster.
6. Conduct a Power On test to confirm the installed hardware and OS software is ready for software installation.

### Motorola Deliverable

1. Installed system software.

## 5.12.4 Windows Client Software Installation

Client software will be installed on workstations/mobile devices to facilitate provisioning activities and provide instruction to Cabarrus County personnel who will complete software installation on the remaining workstations/mobile devices.

### Motorola Responsibilities

1. Discuss client software distribution methodology.
2. Provide instruction on client software installation and install client software on up to five total Client workstations or Mobile Windows clients.
3. Create Records client installation executable(s).
4. Verify Records Mobile client software functionality in offline mode.

### Cabarrus County Responsibilities

1. Provide and install workstation/mobile device hardware in accordance with manufacturers specifications.
2. Supply Windows Server Client Access Licenses (CALs) for all system client devices accessing CAD, CAD Mobile, Records and Jail Management System.
3. Assign personnel to observe the software installation process.
4. Provide power and network connectivity at designated workstation installation locations.
5. Provide wireless connectivity and middleware to deliver mobile Virtual Private Network (mVPN) with routing and IP persistence to the system network.
6. Complete installation of client software on remaining workstations and mobile devices.
7. Unless contracted to be provided by Motorola; procure, install, authorize and configure ArcGIS Desktop/ArcGIS Pro and extensions.

### Motorola Deliverables

1. Installation Guide.

## 5.12.5 Mobile Android and iOS Device Setup

Handheld device setup is primarily a Cabarrus County series of tasks. Specifications for Handheld Devices can be found in the System Description document. Motorola will act as a guide, make recommendations, and provide necessary manuals to facilitate Cabarrus County's Android and iOS Device Setup.

## Cabarrus County Responsibilities

1. Provide handheld devices.
2. Provide, install, and configure mobile printers.
3. Provide and configure MDM software.
4. Verify all handheld devices are configured with applicable OS version, MDM software, and printer configurations.
5. Verify devices meet CJIS requirements.
6. Permit Motorola Applications to be deployed from Apple App Store or Google Playstore.
7. Verify devices and applications can connect to CommandCentral cloud services.
8. Verify the device can access Google/Apple push notification.
9. Download and install application(s) on all handheld devices.
10. Provide sample handheld devices for all demonstrations.

### 5.12.6 Cumulative Updates

A Cumulative Update (CU) may be required to deliver specific features and functions and will need to be installed following the initial system software installation. If CU's are installed by Motorola, a remote demonstration of the newly introduced or modified features/functions will be provided to Cabarrus County. CU delivery is determined at Motorola's discretion. If a CU that introduces new functionality is delivered following the conclusion of Motorola training, Cabarrus County may purchase additional training as desired in accordance with the Change Order provisions in the Agreement.

#### Motorola Responsibilities

1. Provide release notes.
2. Remotely install CU on the application servers.
3. Remotely demonstrate any new delivered features as needed and update the Functional Validation Plan accordingly.

#### Cabarrus County Responsibilities

1. Install CU on workstations.
2. Witness the demonstration of newly installed features, as required.
3. Provision the additional functionality as desired, based on the release notes.
4. Educate users on new features.

Note – If a third-party system update is applied, functionality issues with Motorola applications could occur. It is Cabarrus County responsibility to engage the third-party and coordinate the resolution in order for Motorola to meet functionality requirements.

## 5.13 System Provisioning

### 5.13.1 PremierOne Provisioning

The Motorola solution can be provisioned to support various workflows, responses, and recommendations. The effects of which are determined by the selections Cabarrus County makes as part of provisioning activities. PremierOne provisioning enables Cabarrus County to select configurable parameters that affect system outcomes (e.g. unit names, personnel, status codes, permissions). Using the information captured in the BPR workbook and TPS Cabarrus County will provision the system to support Cabarrus County's operational needs and expected operational outcomes.

#### 5.13.1.1 Provisioning Workshops

Provisioning for PremierOne products occurs through a series of workshops and checkpoints, finishing with a Cabarrus County led validation of the provisioned system.

The focus of each workshop is defined in a Workshop Agenda that will be provided prior to the start of each workshop. The objective of each workshop is the transfer of knowledge, from Motorola to Cabarrus County, of the provisioning parameters and options that affect system outcomes. PremierOne provisioning activities will be completed for each contracted Product included in the system, such as CAD and Mobile.

Provisioning workshops are designed to be incremental and progressively advance provisioning activities until provisioning is complete. Cabarrus County will complete tasks during and after the conclusion of each workshop and Motorola will schedule and conduct checkpoints providing Cabarrus County a time to confer with Motorola.

Note - Delayed, incomplete, or inaccurate information may have a significant impact on the Project Schedule.

If Cabarrus County requires additional Motorola provisioning support, it can be provided via the Change Order provision of the Agreement.

#### Motorola Responsibilities

1. Schedule Workshops and Checkpoints.
2. Provide Agenda for each scheduled Workshop and Checkpoint.
3. Educate Cabarrus County on mechanics and methodologies required to complete and maintain system provisioning.
4. Conduct Provisioning Workshops and Checkpoints in accordance with the Education Plan.
5. Consult with Cabarrus County on provisioning options that better support Cabarrus County's business operations.
6. Provide Cabarrus County with Provisioning Import Templates.
7. Conduct a review of the Provisioning Import Templates for Cabarrus County completion.
8. Provide guidance on making provisioning selections.

#### Cabarrus County Responsibilities

1. Completed Provisioning Import Worksheets prior to the start of the second Provisioning Workshop.

2. Participate in the Provisioning Import Worksheet review.
3. Attend all Provisioning Workshops and Checkpoints.
4. Complete tasks and assignments during and after each Workshop and Checkpoint.
5. Update provisioning selections, as needed.

## 5.13.2 Functional Validation

### 5.13.2.1 Functional Validation Workshop

After the final Provisioning Workshop and prior to the start of Train-the-Trainer, Motorola will travel to Cabarrus County site to guide Cabarrus County in use of the Functional Validation Plan (FVP). The mechanism to track this review is the FVP. This multi-day workshop will enable Cabarrus County to execute the FVP. Cabarrus County is expected to understand the purpose of the FVP and understand how to navigate and fill out the FVP.

#### Motorola Responsibilities

1. Provide and review use of Functional Validation Plan with Cabarrus County.
2. Walk Cabarrus County through the initial use of the FVP.
3. Provide question/answer sessions, preparing Cabarrus County for Functional Validation Execution.

#### Cabarrus County Responsibilities

1. Participate in Functional Validation Workshop.

#### Motorola Deliverable

1. Functional Validation Plan.

### 3.13.2.2 Functional Validation Execution

The Functional Validation exercises the system against Cabarrus County's provisioning environment, ensuring readiness for Train-the-Trainer. Cabarrus County will have two weeks to complete the Functional Validation Execution. Upon Cabarrus County completion of the FVP, Motorola will conduct a remote review of the completed FVP, verifying the commencement of Train-the-Trainer. If there are exceptions or incomplete items in the FVP, Motorola will advise Cabarrus County on the steps to take to remedy these exceptions; i.e., provisioning modification. Specific dates of the remote review of the completed FVP will be mutually agreed upon.

#### Motorola Responsibilities

1. Schedule and facilitate a remote review.
2. Advise Cabarrus County on exceptions Cabarrus County has documented during the execution of the plan.
3. Work with Cabarrus County to assign responsibility for actions/remediation of exceptions identified during the execution of the FVP.

#### Cabarrus County Responsibilities

1. Execute the Functional Validation Plan.

2. Log all exceptions and coordinate discussions with Motorola regarding remediation.
3. Participate in remote review.
4. Update provisioning parameters as necessary to achieve desired workflows and progress through the execution of the Functional Validation Plan.

Note - Provisioning activities are considered complete at the conclusion of the remote FVP review or three (3) weeks after the Functional Validation Workshop, whichever occurs first.

## 5.14 CAD User Interface Modification

PremierOne CAD supports the ability to modify the tab order and supports renaming field label changes on screens. The tab order is defined as the travel of the cursor as the user presses the *Tab* key. These modifications are limited to the following screens:

1. Login Screen.
2. Incident Initiate (summary, vehicle, person).
3. Incident Management (general, vehicle, person).
4. Incident Dispatch.

Motorola will work with Cabarrus County to define the tab order, field labels to be renamed, and provide instructions for installation of the UI Modification Package.

Motorola will facilitate a single remote discovery session to document CAD UI modifications, enabling Motorola to create the UI Modification Package. The UI Modification will be completed prior to the commencement of Train-the-Trainer.

### Motorola Responsibilities

1. Schedule and deliver remote UI Discovery Session.
2. Document desired UI Modifications.
3. Deliver a single draft of UI Modification Package to Cabarrus County for install and review on Cabarrus County system.
4. Provide Cabarrus County instructions in electronic format on installation of UI Modification Package.
5. Receive feedback from Cabarrus County and incorporate into final UI Modification Package.
6. Deliver final UI Modification Package to Cabarrus County.

### Cabarrus County Responsibilities

1. Participate in the remote UI Discovery Session and provide Motorola with input on UI Modifications.
2. Install UI Modification Package.
3. Review and provide feedback on the draft UI Modification Package within 10 days of receipt or Motorola considers this as the final UI Modification Package.
4. Install final UI Modification Package.

## Motorola Deliverable

1. Instructions for installing UI Modification Package.
2. UI Modification Package.

# 5.15 Interfaces and Integration

The installation, configuration, and demonstration of interfaces will be an iterative series of activities depending upon access to third-party systems. Interfaces will be installed and configured in accordance with the System Description and Project Schedule. Integrated functionality between Motorola-developed products will be completed through the software installation and provisioning activities described herein. Integration activities that have specific requirements will be completed as outlined in this SOW.

## 5.15.1 Interface Development

Development will be completed in accordance with an interface design document. Cabarrus County is responsible for engaging third-party vendors, as required, to facilitate connectivity and validation of the interfaces.

### Motorola Responsibilities

1. Develop interfaces in accordance with the interface design document.
2. Establish connectivity to external and third-party systems.
3. Configure interfaces to support the functionality described in the interface design document.
4. Demonstrate the interface usability.

### Cabarrus County Responsibilities

1. Act as liaison between Motorola and third-party vendors or systems as required to establish interface connectivity with the Motorola system.
2. Provide personnel proficient with and authorized to make changes to the network and third-party systems to support Motorola's interface installation efforts.
3. Provide network connectivity between PremierOne and third-party systems.

NOTE: Unknown circumstances, requirements, and anomalies at the time of initial design can present difficulties in interfacing to some third-party applications. These difficulties could result in a poorly performing or even a non-functional interface. When information and access to systems is provided, Motorola will be able to mitigate these difficulties. If Motorola mitigation requires additional third-party integration, application upgrades, API upgrades, and/or additional software licenses, those costs will need to be addressed through the change order provision of the Agreement.

### Motorola Deliverables

1. Contracted Interfaces.

## 5.15.2 Interface Deployment

Connectivity will be established between the Motorola system and the external and/or third-party systems to which the contracted software will interface. Motorola will configure the system to support

each contracted interface as described in the interface-specific documentation. Cabarrus County is responsible for engaging third-party vendors, as required, to facilitate connectivity and testing of the interfaces.

### Motorola Responsibilities

1. Establish connectivity to external and third-party systems.
2. Configure interfaces to support the functionality described in the System Description and interface-specific documentation discussed during the Interface Planning Session.
3. Validate that each interface can transmit and/or receive data in accordance with the System Description and interface-specific documentation.

### Cabarrus County Responsibilities

1. Act as liaison between Motorola and third-party vendors or systems as required to establish interface connectivity with the Motorola system.
2. Provide personnel proficient with and authorized to make changes to the network and third-party systems to support Motorola's interface installation efforts.
3. Provide network connectivity between PremierOne and the third-party systems.
4. Provide external interface connection demarcation points at locations agreed to by Motorola. These locations shall normally be adjacent to the PremierOne equipment rack.

### Motorola Deliverables

1. Contracted Interfaces and Integration.

## 5.15.3 Integration Activities

Proprietary processes enable the transfer and receipt of data between Motorola systems, as described in the System Description.

### Motorola Responsibilities

1. Establish and validate connectivity between the Motorola systems.
2. Validate that each system can transmit and/or receive data.

### Cabarrus County Responsibilities

1. Provide personnel proficient with and authorized to make changes to the network and third-party systems to support Motorola's integration efforts.
2. Provide network connectivity between the Motorola systems.

## 5.15.4 Interface Validation

The objective of Interface Validation is to verify that the installed interfaces perform in accordance with the System Description and interface-specific documentation as reviewed during the Interface Planning Session.

Motorola is not responsible for issues arising from lack of engagement of third-party and/or Cabarrus County resources to perform work required to enable, provision, or configure an interface to a third-party system, or troubleshooting any issues on Cabarrus County's third-party systems.



Interfaces that cannot be validated due to connectivity issues to external systems or the unavailability of Cabarrus County's third-party system will be demonstrated to show that Motorola's portion of an interface is enabled to send and/or receive data that supports the user experience and functionality outlined in the interface-specific documentation. In such cases, Motorola demonstrating the elements within Motorola's control will constitute a successful demonstration and completion of the demonstration task.

### **Motorola Responsibilities**

1. Conduct Interface Validation demonstration.
2. Develop a Remediation Plan for anomalies that do not align with Motorola's stated user experience or functionality described in interface-specific documentation.
3. Manage the Remediation Plan and take Motorola remediation actions.

### **Cabarrus County Responsibilities**

1. Ensure required resources are present for their specific area of responsibility.
2. Provide a resource with access to the interfacing system to validate functionality.
3. Witness the execution of the demonstration and acknowledge successful completion.
4. Participate in the documentation of anomalies and work with Motorola to develop remediation action(s).
5. Coordinate and manage Cabarrus County remediation actions.

### **Motorola Deliverable**

1. Completed Interface Validation Results.
2. Remediation Plan (as applicable).

## **5.16 Reports and Dashboards**

### **5.16.1 Reports**

Motorola will deliver the standard reports library and has not included the effort to develop any Cabarrus County specific or Cabarrus County defined reports. A list of the standard reports delivered with the installed version will be provided upon request. Upon receipt of the standard reports library, any further changes will be addressed per the change order provision of the Agreement.

Motorola will review the standard reports library and introduce the functionality available within SQL Server Reporting Service (SSRS) through the SSRS Workshop. The Workshop will be conducted in accordance with the Education Plan.

### **Motorola Responsibilities**

1. Deliver standard reports library and review with Cabarrus County.
2. Provide access to the Motorola provided web-based learning environment 5 business days prior to the Workshop start.
3. Facilitate the SSRS Workshop.

## Cabarrus County Responsibilities

1. Confirm access to the Motorola provided web based learning environment.
2. Attend the SSRS Workshop.

## Motorola Deliverables

1. Standard reports library.
2. SSRS Workshop.

## 5.16.2 Dashboards

The objective of this task is to introduce the functionality available via Intelligent Data Discovery (IDD). IDD Workshops will be conducted in accordance with the Education Plan.

This effort will utilize Cabarrus County's existing Microsoft SQL Server licenses and Business Intelligence tools to configure dashboards and data views using data available from the PremierOne environment.

Motorola will develop up to two (2) Cabarrus County-defined dashboards, as described in the System Description, following the conclusion of the Workshop(s).

## Motorola Responsibilities

1. Provide the IDD Workbook 10 business days prior to the start of overview/consultation for Cabarrus County to complete.
2. Conduct the Workshop over two-days, to review standard dashboards and define and document requirements for Cabarrus County-defined dashboards.
3. Install standard dashboards.
4. Create the two Cabarrus County-defined dashboards based on a list of 50 graphical elements (maps, charts, gauges, etc).
5. Install Cabarrus County-defined dashboards.

## Cabarrus County Responsibilities

1. Complete the IDD Workbook 5 business days prior to the start of the overview/consultation.
2. Perform data entry (incident creation, dispatch, and disposition) to confirm sufficient data exists for reporting.
3. Define requirements for Cabarrus County-defined dashboards utilizing the IDD Workbook.
4. Assign resource(s) that have received the CAD SSRS Reporting training to participate in the review of the dashboards.
5. Assign resource(s) that have received the Records SSRS Reporting training to participate in the initial dashboard consultation and review delivery of the dashboards.

## Motorola Deliverable

1. Dashboards (Standard and Cabarrus County-defined as defined in the System Description).

## 5.17 System Training

The objective of this task is to prepare for and deliver the contracted training. Motorola training consists of both computer-based (online) and instructor-led (on-site or remote). Training delivery methods vary depending on course content. Training is delivered in accordance with the Education Plan.

### 5.17.1 Learning eXperience Portal (LXP Online Training)

Training is made available to Cabarrus County, in part, via Motorola's LXP. This subscription service provides your users with continual access to Motorola's library of online learning content and allows your users the benefit of learning at times convenient to them. Content is added and updated on a regular basis to keep information current. Courses delivered or supplemented by LXP content are described in the Education Plan.

#### Motorola Responsibilities

1. Configure a Cabarrus County-specific portal view.
2. Create learner access account to the portal for each user name provided by Cabarrus County.
3. Provide instruction to Cabarrus County LXP Administrator on building groups.

#### Cabarrus County Responsibilities

1. Provide Motorola with names (first and last) and email addresses for each learner.
2. Complete LXP Administrator training.
3. Advise users of the availability of the LXP.
4. Build groups as desired.

### 5.17.2 Instructor-Led Training (On-site and/or Remote)

#### Motorola Responsibilities

1. Deliver User Guides and training materials in electronic format.
2. Perform training in accordance with the Education Plan.
3. Provide Cabarrus County with training Attendance Rosters and summarize any pertinent observations that may impact end user training.

#### Cabarrus County Responsibilities

1. Supply classroom(s) based on the requirements listed in the Education Plan.
2. Designate training representatives who will work with the Motorola trainers in the development and delivery of training.
3. Facilitate training of all Cabarrus County end users in accordance with Cabarrus County's training delivery plan.

#### Motorola Deliverables

1. Electronic versions of User Guides and Training Materials.
2. Attendance Rosters.

## 5.18 System Go Live

### 5.18.1 Go Live Planning

Motorola will provide support of Cabarrus County's efforts with commencing live operation use of the system. Motorola resources are supplemental to Cabarrus County resources and provide support to Cabarrus County trainers and subject matter experts. Cabarrus County Core Team is the first line of support to end users in the transition of live operations from Cabarrus County's legacy system to the Motorola system. Motorola will work with Cabarrus County to provide a Go Live Plan. Examples of what is in this plan can include:

1. Motorola and Cabarrus County resources and staffing.
2. Pre Go Live tasks/activities to be performed leading up to Go Live.
3. Readiness review meetings.
4. Issue reporting and escalation processes.
5. Contingency/roll-back plans.
6. Go Live tasks and responsibilities during Go Live

#### Motorola Responsibilities

1. Facilitate meetings with Cabarrus County staff to review the Go Live Plan.

#### Cabarrus County Responsibilities

1. Coordinate the participation of Cabarrus County technical and operational staff in go live planning and review of the Go Live Plan.

#### Motorola Deliverable

1. Go Live Plan.

### 5.18.2 Motorola Support Engagement

As part of Go Live planning, the Motorola PM will complete a System Configuration workbook consisting of Cabarrus County contact information and information required for remote access to the system. Motorola will schedule a remote Support Engagement meeting between the PM, Cabarrus County Support Manager (CSM), Focal Support Technician and Cabarrus County's project team representatives no later than 30 days before the identified Go Live date. The CSM will review Cabarrus County Support Plan with Cabarrus County, including the process for obtaining support and contact information.

#### Motorola Responsibilities

1. Facilitate the Support Engagement Meeting between Cabarrus County and the Motorola Support organization.

#### Cabarrus County Responsibilities

1. Identify authorized Cabarrus County representatives to contact Motorola Support

### 5.18.3 Go Live

In accordance with the Go Live Plan, Motorola and Cabarrus County will begin transitioning Cabarrus County from their legacy system to live operation use of the Motorola system. Motorola will provide on-site support as back up to Cabarrus County at a single site per product in accordance with the Go Live Plan. If additional resources are desired at multiple communications centers or locations, it will be addressed via the change order provision of the Agreement. The Go Live transitions Cabarrus County from the implementation phase of the Agreement to the support phase under the governance of the Motorola Support organization.

#### Motorola Responsibilities

1. Work with Cabarrus County to schedule the date and time for the Go Live.
2. Execute the Go Live Plan.
3. Provide on-site resources as specified in the Go Live Plan to support Cabarrus County's Core Team. Unless otherwise documented in the Go Live Plan, support will be provided in accordance with the following:
  - A. CAD and Mobile - 24/7 coverage over a 48 hour period, followed by contiguous 8am - 5pm hour coverage for a single day.
  - B. Records - 16 hour coverage over a 48 hour period, followed by contiguous 8am - 5pm hour coverage for a single day.
  - C. Jail Management - 16 hour coverage over a 48 hour period, followed by contiguous 8am - 5pm hour coverage for a single day.

#### Cabarrus County Responsibilities

1. Cabarrus County Core Team scheduling for Go Live activities.
2. Manage Go Live activities.
3. Cabarrus County to educate Core Team on methods and when to engage Motorola during Go Live.

### 5.18.4 (30 Day Remote) Operational Burn-In Period

The Operational Burn-in Period provides Cabarrus County remote access to a Motorola Application Specialist while using the products in a live operation mode. The Application Specialist can provide guidance on working through business process changes, provisioning changes and addressing training questions. Throughout the Operational Burn-in Period, Cabarrus County will contact the designated Motorola resource, during normal business hours, to address items of concern that do not impair the use of a module or modules. Cabarrus County is encouraged to contact Motorola by telephone anytime during the Operational Burn-in Period should the On-Premise Software System become unavailable. Upon conclusion of the period, Motorola and Cabarrus County shall acknowledge Software System Completion and close out the project.

## 5.19 Transition to Support – Project Closure

Following the Go Live and Operational 30 Day Remote Burn-in Period, the service delivery is complete. Motorola and Cabarrus County certify the Software System Completion milestone and the implementation phase is formally closed.

The system is transitioned to the support phase of the Agreement per the terms and conditions of the Maintenance and Support Agreement.

## 5.19.1 Documentation

As part of project completion, Motorola will validate Cabarrus County receipt of electronic copies of the following documentation:

1. User Guides (for the primary products), in electronic format.
2. CAD BPR Workbook, in electronic format.
3. RMS BPR Workbook, in electronic format.
4. System Administration Guide, in electronic format.
5. System Configuration Workbook, in electronic format.
6. As-Built System Design Documentation, in electronic format.
7. As-Built System documentation is also archived with the System Support Center along with Cabarrus County information and access procedures to facilitate efficient response and resolution of any reported system issues.

Section 6

# Proposal Pricing

Motorola pricing is based on a complete system solution. The addition or deletion of any component(s) may subject the total system price to modifications.

## 6.1 PremierOne Project Summary

### 6.1.1 PremierOne CAD Only Pricing Summary

Proposal Item Description	Price Total Year 1
PremierOne CAD ONLY – BASE 911 Board Pricing	\$1,928,633
OPTIONAL CAD DR Interfaces – 911 Board Pricing	\$138,350
PremierOne Additional CAD Interfaces	\$246,087
PremierOne Optional DR Interfaces	\$260,956
<b>PremierOne CAD ONLY Sub-Total (Year 1)</b>	<b>\$2,574,026</b>
<b>CAD ONLY Discount (Year 1)</b>	<b>(\$304,259)</b>
<b>Additional Discount if Contracted by May 15, 2023 AND years 2-5 contracted at time of purchase with approved proof of funding. (maintenance can be invoiced annually)</b>	<b>(\$412,803)</b>
<b>CAD ONLY Total (Year 1)</b>	<b>\$1,856,964</b>
PremierOne CAD ONLY – BASE 911 Board Pricing – Standard Maintenance Years 2-5	\$828,763
OPTIONAL CAD DR Interfaces – 911 Board Pricing – Standard Maintenance Years 2-5	\$119,346
PremierOne Additional CAD Interfaces – Standard Maintenance Years 2-5	\$62,836
PremierOne Optional DR Interfaces – Standard Maintenance Years 2-5	\$121,834
<b>PremierOne CAD ONLY -Standard Maintenance Sub-Total (Years 2-5)</b>	<b>\$1,132,779</b>
<b>CAD ONLY Project TOTAL CONTRACT VALUE (5 Years)</b>	<b>\$2,989,743</b>

## 6.1.2 PremierOne OPTIONAL RMS/JMS Project Pricing Summary (pricing will be held until 7/31/2023)

Proposal Item Description	Price Total Year 1
PremierOne RMS	\$1,400,291
JMS	\$435,790
CommandCentral Community (CC Community)	INCLUDED
ACTIVE EYE CYBER Monitoring	\$39,390
<b>PremierOne RMS/JMS/ CC Community Sub-Total (Year 1)</b>	<b>\$1,875,471</b>
<b>RMS/JMS/CC Community NCSA Discount (Year 1)</b>	<b>(\$297,360)</b>
<b>Additional Combined Suite Discount (if contracted at same time as CAD ONLY)</b>	<b>(63,744)</b>
<b>Additional Discount if Contracted by July 31, 2023 AND years 2-5 contracted at time of purchase with approved proof of funding. (Maintenance can be invoiced annually)</b>	<b>(\$338,283)</b>
<b>Optional RMS/JMS/CC Community Total (Year 1)</b>	<b>\$1,136,694</b>
<b>PremierOne RMS/JMS/ CC Community/ ActiveEye - Standard Maintenance Sub-Total (Years 2-5)</b>	<b>\$1,376,476</b>
<b>Optional RMS/JMS/CC Community TOTAL CONTRACT VALUE (5 Years)</b>	<b>\$2,513,170</b>



## 6.2 PremierOne CAD Only - Base 911 Board Pricing Summary Breakout

Proposal Item Description	Price Total Year 1
PremierOne Applications Software Licenses CAD Server, Desktop, Warranty/ Support Services	\$527,543
PremierOne Applications Software Licenses Mobile CAD, Warranty/ Support Services	\$111,200
PremierOne AVL Vehicle Tracking Module License	\$84,000
<b>PremierOne CAD Client License Sub-Total</b>	<b>\$722,743</b>
e911 ANI ALI - CAD Incident Create Inbound Interface	\$20,685
ProQA Paramount (Priority Dispatch Corp) - CAD Incident Create Inbound Interface	\$19,864
RapidSOS Interface	\$18,496
PremierOne Licenses Warranty, Support Services, & Interfaces Fees	\$59,045
<b>System Server Software License – CAD</b>	<b>\$45,010</b>
<b>CAD ONLY Implementation / Installation Services</b>	<b>\$1,101,835</b>
<b>CAD ONLY Sub-Total (Year 1)</b>	<b>\$1,928,633</b>

### 6.2.1 PremierOne CAD Only Base 911 Board Standard Maintenance Annual Pricing Summary Breakout

Standard Maintenance Summary	Annual Sale Price
Year 1	Included above
Year 2	\$192,283
Year 3	\$201,897
Year 4	\$211,992
Year 5	\$222,591
<b>CAD ONLY Standard Maintenance Total Out-Years 2 – 5</b>	<b>\$828,763</b>

## 6.3 Optional 911 Board CAD DR Interface Pricing Summary Breakout

Proposal Item Description	Price Total Year 1
<b>PremierOne CAD DR Interfaces</b>	
PremierOne Licenses Warranty, Support Services, & Interfaces Fees ** includes e911 ANI ALI, ProQA and Rapid SOS	\$18,079
System Hardware	\$45,010
Implementation/Installation Services	\$75,261
<b>Optional CAD DR Interfaces Total (Year 1)</b>	<b>\$138,350</b>

### 6.3.1 Optional 911 Board CAD DR Interfaces Standard Maintenance Pricing Summary Breakout

Standard Maintenance Summary	Annual Sale Price
Year 1	Included above
Year 2	\$27,690
Year 3	\$29,074
Year 4	\$30,528
Year 5	\$32,054
<b>Optional 911 Board CAD Only Interface Standard Maintenance Total Out-Years 2 – 5</b>	<b>\$119,346</b>

### 6.3.2 Disaster Recovery – Equipment List without Hardware

Category	Name	QTY
<b>Interfaces Fees</b>		10
<b>PremierOne Network Hardware</b>		
	<i>F5 BIG-IP LTM 1G Load Balancer</i>	2
	<i>F5 BIG-IP LTM 1G Load Balancer 1 Yr 24x7 Maintenance</i>	2
<b>Implementation and Installation</b>		
	<i>Implementation Services Includes: Project Management, Engineering for the Installation, Configuration &amp; Integration of the PremierOne Mobile Software Licenses</i>	1

## 6.4 PremierOne Additional CAD Interfaces – Pricing Summary Breakout

Proposal Item Description	Price Total Year 1
<b>PremierOne Licenses Warranty, Implementation, Support Services, &amp; Interfaces Fees</b>	
AXON (Evidence.com) - CFS Law Records Data Feed	
ePCR (ESO Solutions) - Electronic Health Record-ePCR - CAD Data View	
Firehouse (ESO Solutions) - FRMS NFIRS - CAD Data View	
ImageTrend FRMS (ImageTrend) - CAD Data View	
Tellus.hub (Central Square) - CAD-to-CAD Bidirectional Hub Interface	
ASTRO Radio Console (Motorola) - CAD Integration	
ASTRO Radio Location (Motorola) - CAD Integration	
ASTRO Radio PTT (Motorola) - CAD Integration	
ASTRO Radio Services 4.6 and later - CAD Integration	
State Query Interface (CommSys - Includes NCIC)	
Other Third Party Products	
<b>Additional CAD Interfaces Total (Year 1)</b>	<b>\$246,087</b>

### 6.4.1 PremierOne Additional CAD Interfaces Standard Maintenance Annual Pricing Summary Breakout

Standard Maintenance Summary	Annual Sale Price
Year 1	Included above
Year 2	\$14,579
Year 3	\$15,308
Year 4	\$16,073
Year 5	\$16,877
<b>Additional CAD Interfaces Standard Maintenance Total Out-Years 2 – 5</b>	<b>\$62,837</b>

## 6.5 PremierOne Optional DR Interfaces – Pricing Summary Breakout

Proposal Item Description	Price Total Year 1
<b>PremierOne Licenses Warranty, Support Services, &amp; Interfaces Fees</b>	
AXON (Evidence.com) - CFS Law Records Data Feed	
ePCR (ESO Solutions) - Electronic Health Record-ePCR - CAD Data View	
Firehouse (ESO Solutions) - FRMS NFIRS - CAD Data View	
ImageTrend FRMS (ImageTrend) - CAD Data View	
Tellus.hub (Central Square) - CAD-to-CAD Bidirectional Hub Interface	
ASTRO Radio Console (Motorola) - CAD Integration	
ASTRO Radio Location (Motorola) - CAD Integration	
ASTRO Radio PTT (Motorola) - CAD Integration	
ASTRO Radio Services 4.6 and later - CAD Integration	
State Query Interface (CommSys - Includes NCIC)	
<b>Interfaces DR ONLY Implementation / Installation Services</b>	
<b>Additional DR Interfaces Total (Year 1)</b>	<b>\$260,956</b>

## 6.6 Optional RMS / JMS Pricing Summary Breakout (Pricing will be held until 7/31/23)

Proposal Item Description	Price Total Year 1
PremierOne Applications Software Licenses RMS Licenses Warranty/ Support Services, Interface Fees	\$498,450
RMS Implementation / Installation Services	\$901,841
JMS Applications Software Licenses	
JMS – Server License	
JMS Implementation / Installation Services	
<b>JMS Sub-Total</b>	<b>\$435,790</b>
<b>CommandCentral Community</b>	<b>INCLUDED</b>
<b>RMS/JMS Sub-Total (Year 1)</b>	<b>\$1,836,081</b>

### 6.6.1 PremierOne RMS / JMS Standard Maintenance and Annual Pricing Summary Breakout (Pricing will be held until 7/31/23)

Standard Maintenance Summary	Annual Sale Price
Year 1	Included above
Year 2	\$288,981
Year 3	\$302,580
Year 4	\$316,815
Year 5	\$332,724
<b>RMS/JMS Standard Maintenance Total Out-Years 2 – 5</b>	<b>\$1,241,110</b>

### 6.6.2 Equipment List Without Hardware

Category	Name	Qty
Interface fee		13
<b>PremierOne CAD Interfaces</b>		
	<i>e911 ANI ALI - CAD Incident Create Inbound Interface</i>	1
	<i>Priority Dispatch ProQA</i>	1
	<i>RapidSOS</i>	1
	<i>AXON (Evidence.com) - CFS Law Records Data Feed</i>	1

	<i>ePCR (ESO Solutions) - Electronic Health Record-ePCR - CAD Data View</i>	1
	<i>Firehouse (ESO Solutions) - FRMS NFIRS - CAD Data View</i>	1
	<i>ImageTrend FRMS (ImageTrend) - CAD Data View</i>	1
	<i>TellusHub CAD-to-CAD</i>	1
	<i>ASTRO Radio Console (Motorola) - CAD Integration</i>	1
	<i>ASTRO Radio Location (Motorola) - CAD Integration</i>	1
	<i>ASTRO Radio PTT (Motorola) - CAD Integration</i>	1
	<i>ASTRO Radio Services 4.6 and later - CAD Integration</i>	1
<b>PremierOne Suite Interfaces</b>		
	<i>State Query Interface (CommSys - Includes NCIC)</i>	1
<b>PremierOne Network Hardware</b>		
	<i>F5 BIG-IP LTM 1G Load Balancer</i>	2
	<i>F5 BIG-IP LTM 1G Load Balancer 1 Yr 24x7 Maintenance</i>	2
<b>PremierOne CAD Software Licenses (Perpetual)</b>		
	<i>PremierOne CAD Server License</i>	1
	<i>PremierOne CAD Dispatch (1-25 Clients)</i>	18
<b>Category</b>	<b>Name</b>	<b>Qty</b>
<b>PremierOne Mobile Software</b>		
	<i>PremierOne Mobile Server License</i>	1
	<i>PremierOne Mobile Windows Client Per Device License (1-50 units)</i>	30
	<i>PremierOne Mobile iOS / Android Client Per Device License (1-50 units)</i>	20
<b>THIRD PARTY PARTNERS LICENSES AND SERVICES</b>		
<b>PremierOne 3rd Party Products &amp; Services</b>		
	<i>CommSys Query Services Software Licenses Implementation Services with Software Licenses Maintenance</i>	1
<b>FLEX Jail</b>		
<b>IMPLEMENTATION / INSTALLATION SERVICES</b>		
	<i>Implementation Services Includes: Project Management, Engineering for the Installation, Configuration &amp; Integration of the PremierOne Mobile Software Licenses</i>	1
<b>ASTRO</b>	Integration Services	1
<b>TRAINING</b>	Training Services	1

## 6.7 Option 2: ActiveEye Pricing Summary

Proposal Item Description	Sale Price Year 1
ActiveEye Software SAS	\$28,296
ActiveEye Activation and Installation One Time	\$11,094
<b>System Sub-Total Year 1:</b>	<b>\$39,390</b>
Annual Subscription Pricing Summary	
Year 1	Included Above
Year 2	\$31,880
Year 3	\$33,155
Year 4	\$34,481
Year 5	\$35,860
<b>System Sub-Total Years 1-5:</b>	<b>\$135,376</b>
<b>ActiveEye Total (Years 1-5)</b>	<b>\$174,766</b>

## 6.8 Payment Terms

### PAYMENT

Except for a payment that is due on the Effective Date, Cabarrus County will make payments to Motorola within thirty (30) days after the date of each invoice. Cabarrus County will make payments when due in the form of a check, cashier's check, or wire transfer drawn on a U.S. financial institution. If Cabarrus County has purchased additional Professional or Subscription services, payment will be in accordance with the applicable addenda. Payment for the System purchase will be in accordance with the following milestones.

#### **System Purchase (excluding Subscribers, if applicable)**

- 1. 20% of the Contract Price due upon contract execution (due upon effective date);**
- 2. 20% of the Contract Price due upon completion of contract design review;**
- 3. 35% of the Contract Price due upon delivery of system hardware and application of software;**
- 4. 10% of the Contract Price due upon installation;**
- 5. 10% of the Contract Price due upon Go-live event; and**
- 6. 5% of the Contract Price due upon Final Acceptance.**

**If Subscribers are purchased, 100% of the Subscriber Contract Price will be invoiced upon shipment (as shipped).**

Motorola shall make partial shipments of equipment and will request payment upon shipment of such equipment. In addition, Motorola shall invoice for installations completed on a site-by-site basis or when professional services are completed, when applicable. The value of the equipment shipped/services performed will be determined by the value shipped/services performed as a percentage of the total milestone value. Unless otherwise specified, contract discounts are based upon all items proposed and overall system package. For invoicing purposes only, discounts will be applied proportionately to the FNE and Subscriber equipment values to total contract price. Overdue invoices will bear simple interest at the maximum allowable rate by state law.

#### **For Lifecycle Support Plan and Subscription Based Services:**

Motorola will invoice Cabarrus County annually in advance of each year of the plan. For multi-year service agreements, at the end of the first year of the Agreement and each year thereafter, a CPI percentage change calculation shall be performed using the U.S. Department of Labor, Consumer Price Index, all Items, Unadjusted Urban Areas (CPI-U). Should the annual inflation rate increase greater than 3% during the previous year, Motorola shall have the right to increase all future maintenance prices by the CPI increase amount exceeding 3%. All items, not seasonally adjusted shall be used as the measure of CPI for this price adjustment. Measurement will take place once the annual average for the new year has been posted by the Bureau of Labor Statistics. For purposes of illustration, if in year 5 the CPI reported an increase of 8%, Motorola may increase the Year 6 price by 5% (8%-3% base).



**Section 7**

# Contractual Documents

The proposal is governed by the terms and conditions of the North Carolina Sheriff's Association Contract pursuant to Bid23-02-0222, including but not limited to the Additional CAD Terms and Conditions and the Subscription Software Exhibit.

# CABARRUS COUNTY



## BOARD OF COMMISSIONERS WORK SESSION

**May 1, 2023  
4:00 PM**

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### **AGENDA CATEGORY:**

Discussion Items for Action

### **SUBJECT:**

DHS - Low Income Household Water Assistance Program Additional Funding

### **BRIEF SUMMARY:**

The Cabarrus County Department of Human Services received a revised funding authorization for the Low Income Household Water Assistance Program, which will increase the budget and require a budget amendment.

### **REQUESTED ACTION:**

Motion to approve budget amendment.

### **EXPECTED LENGTH OF PRESENTATION:**

5 Minutes

### **SUBMITTED BY:**

Lora Lipe

### **BUDGET AMENDMENT REQUIRED:**

Yes

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

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### **ATTACHMENTS:**

- Budget Amendment

### Budget Revision/Amendment Request

Date: 5/1/2023

Amount: 30,000.00

Dept. Head: Karen Calhoun

Department: DHS

Internal Transfer Within Department     
  Transfer Between Departments/Funds     
  Supplemental Request

BA request due to approved funding authorization from the state for the LIHWAP program. Funds are 100% federally funded. County match is not required.

Fund	Indicator	Department/ Object/ Project	Account Name	Approved Budget	Increase Amount	Decrease Amount	Revised Budget
001	9	5615-946001-LIWAP	Low Income Energy Assistance Program	226,472.00	30,000.00		256,472.00
001	6	5615-6204-LIWAP	Social Services Admin Reimbursement	226,472.00	30,000.00		256,472.00
001	9						0.00
001	9						0.00
001	9						0.00
001	9						0.00
001	9						0.00
001	9						0.00
001	9						0.00

**Total**      0.00

**Budget Officer**

Approved  
 Denied

**County Manager**

Approved  
 Denied

**Board of Commissioners**

Approved  
 Denied

\_\_\_\_\_  
*Signature*

\_\_\_\_\_  
*Signature*

\_\_\_\_\_  
*Signature*

\_\_\_\_\_  
*Date*

\_\_\_\_\_  
*Date*

\_\_\_\_\_  
*Date*

# CABARRUS COUNTY



## BOARD OF COMMISSIONERS WORK SESSION

**May 1, 2023  
4:00 PM**

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### **AGENDA CATEGORY:**

Approval of Regular Meeting Agenda

### **SUBJECT:**

BOC - Approval of Regular Meeting Agenda

### **BRIEF SUMMARY:**

The proposed agenda for the May 15, 2023 regular meeting is attached.

### **REQUESTED ACTION:**

Motion to approve the agenda for the May 15, 2023 regular meeting as presented and schedule the public hearing for 6:30 or as soon thereafter as persons may be heard..

### **EXPECTED LENGTH OF PRESENTATION:**

1 Minute

### **SUBMITTED BY:**

Lauren Linker, Clerk to the Board

### **BUDGET AMENDMENT REQUIRED:**

No

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

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### **ATTACHMENTS:**

- Proposed May 15, 2023 Regular Meeting Agenda

# CABARRUS COUNTY



## BOARD OF COMMISSIONERS REGULAR MEETING

**May 15, 2023  
6:30 PM**

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### MISSION STATEMENT

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

### CALL TO ORDER BY THE CHAIRMAN

### PRESENTATION OF COLORS

### INVOCATION

#### A. APPROVAL OR CORRECTIONS OF MINUTES

1. Approval or Correction of Meeting Minutes

#### B. APPROVAL OF THE AGENDA

#### C. RECOGNITIONS AND PRESENTATIONS

1. DHS - Transportation 2023 State Rodeo Competition
2. Veterans Services - Memorial Day 2023 Proclamation

#### D. INFORMAL PUBLIC COMMENTS

#### E. OLD BUSINESS

#### F. CONSENT AGENDA

*(Items listed under consent are generally of a routine nature. The Board may take action to approve/disapprove all items in a single vote. Any item may be withheld from a general action, to be discussed and voted upon separately at the discretion of the Board.)*

1. Appointments - Public Health Authority of Cabarrus County
2. Appointments and Removals - Active Living and Parks Commission
3. Cabarrus County Tourism Authority - FY2024 Budget Approval

4. Centralina Workforce Development Consortium - Resolution for Renewal of Articles of Association and Agreement for the Centralina Workforce Development Consortium
5. County Manager - Authorization for One-Time Purchases for Education Partners
6. DHS - Low Income Household Water Assistance Program Additional Funding
7. Finance - Capital Project Fund Completions
8. Finance - CARES Act Relief Fund 440
9. Finance - Department of Aging - Fund 532
10. Finance - Lottery Funding - Cabarrus County
11. Finance - Lottery Proceeds Allocated for Rowan County Schools Within the Kannapolis City School District
12. Finance - Sheriffs Department Fund 461
13. Finance - Small Project Fund 460
14. Finance / Library - Afton Ridge Library and ALC
15. Human Resources - Compensation Projects
16. Infrastructure and Asset Management - Recommended Approval of Preferred Alternates for Cabarrus County Library and Active Living Center at Mt. Pleasant and Virginia Foil Park
17. Infrastructure and Asset Management - Selection of Construction Manager at Risk for the Cabarrus County Behavioral Health Center
18. Planning and Development-Proposed Budget Amendment for Blue Cross and Blue Shield of North Carolina's Healthy Home Initiative Program
19. Sheriff's Office - New RMS, JMS and CAD Software Contract Request
20. Tax Administration - Refund and Release Reports - April 2023

**G. NEW BUSINESS**

1. Planning and Development - 2020-2021 HOME Program Amendment to Project Activities - Public Hearing 6:30 p.m.
2. County Manager - Presentation of the FY24 Recommended Budget

**H. REPORTS**

1. BOC - Receive Updates from Commission Members who Serve as Liaisons to Municipalities or on Various Boards/Committees
2. BOC - Request for Applications for County Boards/Committees
3. Budget - Monthly Budget Amendment Report
4. Budget - Monthly Financial Update
5. County Manager - Monthly Building Activity Reports
6. County Manager - Monthly New Development Report
7. EDC - April 2023 Monthly Summary Report

**I. GENERAL COMMENTS BY BOARD MEMBERS**

**J. WATER AND SEWER DISTRICT OF CABARRUS COUNTY**

**K. CLOSED SESSION**

**L. ADJOURN**

**Scheduled Meetings**

<b>June 5</b>	<b>Work Session</b>	<b>5:30 p.m.</b>	<b>BOC Meeting Room</b>
<b>June 8</b>	<b>Budget Meeting</b>	<b>4:00 p.m.</b>	<b>Multipurpose Room</b>
<b>June 19</b>	<b>Regular Meeting</b>	<b>6:30 p.m.</b>	<b>BOC Meeting Room</b>
<b>July 3</b>	<b>Work Session</b>	<b>4:00 p.m.</b>	<b>Multipurpose Room</b>
<b>July 17</b>	<b>Regular Meeting</b>	<b>6:30 p.m.</b>	<b>BOC Meeting Room</b>
<b>July 19</b>	<b>Cabarrus Summit</b>	<b>6:00 p.m.</b>	<b>Cabarrus Arena</b>

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

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

**Cabarrus County Television Broadcast Schedule  
Cabarrus County Board of Commissioners' Meetings**

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

<b>Sunday - Saturday</b>	<b>1:00 P.M.</b>
<b>Sunday - Tuesday</b>	<b>6:30 P.M.</b>
<b>Thursday &amp; Friday</b>	<b>6:30 P.M.</b>

**In accordance with ADA regulations, anyone who needs an accommodation to participate in the meeting should notify the ADA Coordinator at 704-920-2100 at least forty-eight (48) hours prior to the meeting.**