

Board of Commissioners

MISSION

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

MANDATE

NCGS 153A

OVERVIEW

The Board of Commissioners consists of a membership of five elected officials who serve as the governing body for Cabarrus County. The board fulfills their role by directing county government through policy development, funding appropriation, appointment of advisory groups and selection of professional staff. The board establishes the annual property tax rate; approves the budget; sets policies, goals and objectives directing growth and development; adopts and provides for ordinances, rules and regulations as necessary for the general welfare of citizens; and enters into written contractual or legal obligations on behalf of the county.

MAJOR ACCOMPLISHMENTS

- Adopted a difficult budget during a period of 12% decline in property values to meet the needs of Cabarrus County citizens.
- Approved economic development agreement between Cabarrus County and S&D Coffee to promote economic development and retention of one of the County's oldest legacy companies and to ensure the company remains and prospers in our county.
- Approved Cabarrus County ITS Memorandum of Agreement to provide managed network services to Kannapolis City Schools.
- Approved economic development agreement between Cabarrus County and Simon Properties to promote economic development and support the County's tourism efforts.
- Initiated the process with the Human Services Department to provide a consolidated location for all areas of Human Services.
- Committed to identify and address the needs of a growing senior population with the creation of the Active Living and Parks Department and consolidation of Aging Services.

CHALLENGES & TRENDS

- High unemployment rate.
- Declining property values.
- Increased demands on Human Services.
- Maintaining public services at an appropriate level despite reduction in funds and staff.
- Addressing capital, technology and facility maintenance needs of our public schools and community college.

BUDGET HIGHLIGHTS & CHANGES

- The primary budget increase is in the area of legal fees. This was increased \$ 150,000 based on the FY 2013 experience. Legal fees have increased due to tax appeals, Speedway litigation and additional DSS work the county attorney is responsible for managing.

Board of Commissioners

BUDGET SUMMARY

	Actual FY12	Amended FY13	Department Request FY14	Adopted Budget FY14	% Change FY13 to FY14
Expenses					
Personnel Services	216,606	248,728	267,257	267,257	7.45%
Operations	113,320	571,212	471,208	718,765	25.83%
Capital Outlay	-	-	-	-	-
Total Expense	\$ 329,926	\$ 819,940	\$ 738,465	\$ 986,022	20.26%
Revenues					
Intergovernmental	-	-	-	-	-
Fees & Other	-	-	-	-	-
Total Revenue	-	-	-	-	0.00%
Staffing					
FTE Positions	3.00	3.00	3.00	3.00	0.00%

PERFORMANCE SUMMARY

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.	
STRATEGIC GOALS	
Goal 1	Preserve and enhance the quality of life by addressing growth with sound public policies that sustain resources, provide high quality services, and fund infrastructure needs.
Goal 2	Achieve community-wide preparedness to protect public safety, respond to routine and catastrophic events, and maintain and restore the well-being of all residents.
Goal 3	Use resources wisely and responsibly by protecting assets, minimizing risk, creating partnerships and using technology to maximize the value of county investments expenditures and services.
Goal 4	Promote a fully engaged community with a shared understanding of its issues and challenges and working together to achieve its goals.
Goal 5	Ensure that all citizens have equal opportunity and access to education, health care, and economic prosperity and encourage citizens to fulfill their potential and contribute to their community.

Clerk to the Board

MISSION

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

Board of Commissioners

PERFORMANCE SUMMARY

County-wide Goal(s) Supported:

- Promote a fully engaged community with a shared understanding of its issues and challenges and working together to achieve its goals.
- Ensure that all citizens have equal opportunity and access to education, health care, and economic prosperity and encourage citizens to fulfill their potential and contribute to their community.

Goal:

- Supply the board with agenda packets and minutes in an accurate and timely manner.

Strategy:

- Adhere to all deadlines by communicating effectively with agenda creators.

Measures	FY 2012 ACTUAL	FY 2013 TARGET	FY 2013 ESTIMATE	FY 2014 TARGET
Regular agenda packets will be distributed (5) days in advance of a regular meeting.	95%	100%	100%	100%
Work session packets will be distributed (3) days in advance of a work session.	100%	100%	100%	100%
Draft minutes will be supplied to the board a minimum of (10) days in advance of their scheduled meeting approval.	NEW	NEW	NEW	100%
Minutes will be reviewed for accuracy by the clerk a minimum of (3) times prior to board approval.	NEW	NEW	NEW	100%

Goal:

- Communicate to the public those items coming before the board and the subsequent actions of the board on said items.

Strategy:

- Distribute packets and minutes in a timely manner.

MEASURES	FY 2012 ACTUAL	FY 2013 TARGET	FY 2013 ESTIMATE	FY 2014 TARGET
Regular agenda packets will be uploaded to the county website (5) days in advance of a regular meeting.	NEW	NEW	NEW	100%
Work session packets will be uploaded to the county website (3) days in advance of a work session.	NEW	NEW	NEW	100%
Public records will be available for viewing by the public at the clerk's office upon appointment. These records include: minutes, ordinance books, records of boards and committees, resolutions, contracts, agreements and leases.	NEW	NEW	NEW	100%
Public records requests will receive initial response within (1) day of the request, subsequently the timely fulfillment of the request will be dependent upon the nature and size of the request.	NEW	NEW	NEW	100%

DEPARTMENT CONTACT

Name: Megan Smit

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County Manager

MISSION

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

MANDATE

Authorized by NCGS 153A-81 and adopted by the Board of Commissioners, June 1975.
Safety and Health programs are mandated by NCGS 95-251.
ADA Coordinator designee is mandated by 28 CFR 35.107 American Disabilities Act.

OVERVIEW

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

MAJOR ACCOMPLISHMENTS

- Successful hiring of two key positions: Clerk to the Board and the Communications and Outreach Manager.
- Continued success in relationships with community and business leaders including municipal partners.
- Through the webpage and Communication and Outreach staff efforts, the County continues to be transparent and to share all relevant information with county staff and the public.

CHALLENGES & TRENDS

- Balancing the annual budget with high demands for educational facility needs (new and repairs) and operational funding for the classrooms.
- Continued evaluation of programs offered and the impact they have on County operations and needs for the citizens.
- Continued consolidation of Human Services under one roof in the areas of Social Services, Transportation, DSS Legal, and Aging.
- Continue to meet the needs of our citizens with limited resources.

BUDGET HIGHLIGHTS & CHANGES

- The Manager's office continues to incorporate the Five Goals of the Board of Commissioners into the daily operation and long term plans of the County.
- Continue to review all County policies to insure that they are current and in line with goals and objectives of the County.

County Manager

- Continue to maintain effective relationships with outside agencies in order to provide effective services to all the citizens in the County.

BUDGET SUMMARY

	Actual FY12	Amended FY13	Department Request FY14	Adopted Budget FY14	% Change FY13 to FY14
Expenditures					
Personnel Services	786,480	636,900	668,955	668,955	5.03%
Operations	79,773	46,883	53,736	53,736	14.62%
Capital Outlay	-	-	-	-	-
Total Expense	\$ 866,253	\$ 683,783	\$ 722,691	\$ 722,691	5.69%
Revenues					
Intergovernmental	-	-	-	-	-
Fees & Other	-	-	-	-	-
Total Revenue	-	-	-	-	0.00%
Staffing					
FTE Positions	5.90	5.00	5.00	5.00	0.00%

PERFORMANCE SUMMARY

County-wide Goal(s) Supported:

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

Goal:

- To improve delivery of service and achieve efficiencies in productivity and costs.

Strategies:

- Evaluate services for effectiveness to citizens. If effective, evaluate cost to deliver service and the best entity to provide the service. Could result in collaborating with outside agencies to provide the service the most cost effective way.

MEASURES	FY 2012 ACTUAL	FY 2013 TARGET	FY 2013 ESTIMATE	FY 2014 TARGET
Evaluate and update administrative policies/procedures to realize cost savings/efficiencies in county operations	5%	10%	10%	25%
Achieve Commissioners stated goals for budget cap at 2012 level	n/a	Yes	Yes	Yes
Complete strategies for 100% of year-two outcomes	n/a	Yes	Yes	n/a
Complete strategies for 50% of year-three through year-five outcomes	n/a	Yes	Yes	Yes

County Manager

Goal:

- To ensure the continued financial stability for Cabarrus County Government.

Strategies:

- Review departmental services, programs, and costs associated with them to ensure that the program is affordable. Eliminate unused programs. Budget revenues conservatively and expenditures at estimated cost. Budget expenditures within revenue anticipated from collections. Review budget and make necessary adjustments throughout the year.

MEASURES	FY 2012 ACTUAL	FY 2013 TARGET	FY 2013 ESTIMATE	FY 2014 TARGET
Maintain Bond Rating of AA+	Yes	Yes	Yes	Yes
Proposed Budget is consistent with 5-year plan	Yes	Yes	Yes	Yes

DEPARTMENT CONTACT

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Communications and Outreach

MISSION

The mission of the Cabarrus County Communications and Outreach office is to create and implement strategic communication initiatives that educate, inform, engage and build mutually beneficial relationships and dialogue between the County and its citizens, employees, partner agencies and the greater community.

OVERVIEW

The Communications and Outreach office coordinates with County departments to deliver strategic direction and communication support for all County functions, including programs, projects, meetings, services, initiatives, events, deadlines and crises. The department follows best practices to produce relevant and timely information that engages the public in dialogue through education, public relations, marketing, advertising and community outreach strategies. This office develops content, provides editorial support and maintains standards for the County's website, media releases, intranet, internal documents and notifications, and other informational materials for the public, news media and employees. Communications staff utilize multiple communication channels to deliver messages, including grass roots engagement, mailings, public meetings, web and social media tools, media relations and television. The team creates award-winning original television programming and video production for Channel 22 and our YouTube channel, including more than fifty original current-event shows each year, historical documentaries, event coverage, public service announcements and vignettes on County-specific information. The Communications and Outreach staff collaborates with outside agencies, represents Cabarrus County at external functions and produces events. Communications staff also serve as the County's Public Information Officers and as liaisons with Emergency Management to coordinate communication services in the event of a community-wide emergency or disaster.

MAJOR ACCOMPLISHMENTS

- Successful staffing transition with minimal impact on programs and communications support.
- Consistent dialogue with and improved relationships between the communications office and other departments, agencies and municipalities.
- Created engaging, dynamic content on our web and social media channels by delivering an increased number of shorter, more topical feature stories with graphics. This has increased active user engagement on social media, increased visits to news release areas of our website and distributed more information on County programs, meetings, services, initiatives, events and deadlines.
- Distribute accurate and informative print-ready media releases that outlets place "as is."
- Administered a comprehensive plan to communicate the resurvey of the Cabarrus/Stanly county line.
- Began tweeting live from Board of Commissioner meetings and major County events to engage and involve citizens in County business as it happens.
- Won four state awards for television production for promotion, special programming and regular programming aired on TWC Channel 22. The Communications and Outreach department has won more than a dozen national and state awards in the past few years for video production, website, publications and writing.
- Maintained services while facing a 13 percent decrease in the department's operational budget.

Communications and Outreach

CHALLENGES & TRENDS

- Budget cuts in FY13 eliminated funding for the bi-annual countywide Citizen Survey. The survey provides a statistical measure of citizen awareness of and satisfaction with County services and programs. Not having this information hinders effective program and budget planning and restricts the County's understanding of the community's needs.
- Because the department has delayed capital expenditures over the past few years due to requested budget cuts, some of the equipment is becoming obsolete and is nearing the end of its life cycle.
- Consumers are relying more and more on digital media for information consumption, resulting in the need to provide information in more and varied mediums.
- There is a decline in cable television subscriptions. The department is offsetting this trend by using more online video delivery methods and subsequent marketing to ensure viewers know where to find us online.

BUDGET HIGHLIGHTS & CHANGES

- Communications and Outreach Department contributes its annual revenue of \$541,750 from the cable television state franchise fee to the General Fund and operates the department on a percentage of that designated revenue – currently \$340,201.
- The Citizen Survey is included in this year's budget at a cost of \$22,000. This survey is conducted every two years and is designed to identify emerging issues and to gauge citizens' awareness of and expectations for county services.

BUDGET SUMMARY

	Actual FY12	Amended FY13	Department Request FY14	Adopted Budget FY14	% Change FY13 to FY14
Expenditures					
Personnel Services	260,703	260,369	261,285	261,285	0.35%
Operations	41,091	48,903	79,216	78,916	61.37%
Capital Outlay	-	-	-	-	-
Total Expense	\$ 301,794	\$ 309,272	\$ 340,501	\$ 340,201	10.00%
Revenues					
Intergovernmental	-	-	-	-	-
Fees & Other	557,870	550,000	550,000	541,750	-1.50%
Total Revenue	\$ 557,870	\$ 550,000	\$ 550,000	\$ 541,750	-1.50%
Staffing					
FTE Positions	3.00	3.00	3.00	3.00	0.00%

PERFORMANCE SUMMARY

County-wide Goal(s) Supported:

- Promote a fully engaged community with a shared understanding of its issues and challenges and working together to achieve its goals.
- Ensure that all citizens have equal opportunity and access to education, health care, and economic prosperity and encourage citizens to fulfill their potential and contribute to their community.

Communications and Outreach

Goal:

- Increase participation in County programs and services.

Strategy:

- Promote information through grass roots advocacy channels and through paid and earned media placed in social and mass (television and print) media outlets.
- Assist departments in the design and implementation of measurement tools, including surveys, registration tools, etc.
- Develop and administer the County-wide survey.

	FY 2012 ACTUAL	FY 2013 TARGET	FY 2013 ESTIMATE	FY 2014 TARGET
MEASURES				
Viewership of video streaming on website/YouTube (per month)	3500	5000	5400	6000
Email newsletter subscribers	2286	2500	2400	2600
Fans of Cabarrus County Facebook page	1400	1500	1524	1700
Cabarrus County Twitter feed subscribers	550	1100	1150	1400
Percent of news releases picked up by media	NEW	NEW	95	95
Provide communication support for 100% of County departments.	NEW	100	100	100

Goal:

- Reach a more wide-ranging and diverse audience.

Strategy:

- Audit and modify communications to directly target program and service messages to Latino, aging, and socioeconomically disadvantaged populations.
- Utilize advertising and marketing mediums that specialize in engaging our target populations
- Make materials accessible across the County and through community partner agencies, organizations, and businesses.

	FY 2012 ACTUAL	FY 2013 TARGET	FY 2013 ESTIMATE	FY 2014 TARGET
MEASURES				
Five percent participation increase by Latino and aging populations in County programs.	NEW	NEW	NEW	5%
Five percent participation increase in programs and services offered to socioeconomically disadvantaged populations.	NEW	NEW	NEW	5%

DEPARTMENT CONTACT

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Human Resources

MISSION

To provide benefits and services for the County workforce to develop an environment that supports high levels of employee satisfaction and engagement and encourages positive lifestyle choices.

MANDATE

Maintaining and monitoring records of applicants, employees, positions, compensation and benefits is required by NCGS, various Federal Laws, Departments, Commissions, and others.

OVERVIEW

Human Resources services include: 1) recruitment and referral of job applicants, 2) compensation administration, 3) benefits administration, 4) position control, 5) policy development and interpretation, 6) employee relations, 7) performance management, 8) employee and leadership development, 9) record retention and 10) wellness programs including oversight of the Employee Health Center.

MAJOR ACCOMPLISHMENTS

- Redesigned and expanded New Employee Orientation including new video sections by stakeholder departments to improve the onboarding process for new employees.
- Munis Applicant Tracking System for all positions outside Sheriff's Department. Worked with ITS to create department specific applications to improve screening time.
- Implemented major plan design changes and essentially two new health insurance plans (Preferred Provider Organization and Consumer Driver Plan with Health Savings Account) for FY2013.
- Added PPO for dental plan and new guaranteed issue disability and accident plans.
- Initiated Cabarrus County Toastmasters program with introductory sessions. Club to begin regular weekly meetings in spring 2013.
- Changing the staffing model of the EHC from one physician and one nurse practitioner to two lower cost nurse practitioners.
- Opened EHC to Water and Sewer Authority of Cabarrus County (WSACC) providing additional fixed cost financial support to the clinic and assisting another local government employer to resolve a business need at a low cost.

CHALLENGES & TRENDS

- Turnover increases in some departments and divisions related to job satisfaction and compensation.
- Flat earnings coupled with SS tax increase has impacted employee satisfaction with pay plan.
- Full implementation of new technology has not been completed – employee actions and workflow, benefits administration, FMLA tracking.
- Replacement of EAP provider before end of FY2013.
- Succession planning for key positions within next 5 years.
- Rising health plan costs.

BUDGET HIGHLIGHTS & CHANGES

- Hiring costs will increase over FY2013 based on approval of new positions for FY2014.
- Background check costs will increase as volunteers and auxiliary employees are added to our list of required checks.

Human Resources

- Costs for EAP (purchased services) will increase based on employee headcount and review of outdated contract, choice of new vendor.
- PELA Public Executive Leadership Academy (UNC School of Governments) costs added to HR budget.
- Consultants line item increased due to Springsted salary study.

BUDGET SUMMARY

	Actual FY12	Amended FY13	Department Request FY14	Adopted Budget FY14	% Change FY13 to FY14
Expenses					
Personnel Services	451,388	452,619	463,040	463,040	2.30%
Operations	110,158	154,233	166,497	164,497	6.65%
Capital Outlay	-	-	-	-	-
Total Expense	\$ 561,546	\$ 606,852	\$ 629,537	\$ 627,537	3.41%
Revenues					
Intergovernmental	-	-	-	-	-
Fees & Other	-	-	-	-	-
Total Revenue	\$ -	\$ -	\$ -	\$ -	-
Staffing					
FTE Positions	5.00	5.00	5.00	5.00	0.00%

PERFORMANCE SUMMARY

County-wide Goal(s) Supported:

- Use resources wisely and responsibly by protecting assets, minimizing risk, creating partnerships and using technology to maximize the value of County investments expenditures and services.
- Promote a fully engaged community with a shared understanding of its issues and challenges and working together to achieve its goals.

Goal:

- Reduce expenses associated with delays in refilling vacant positions.
- Improve return on investment from the Employee Health Center to the County and to employees.

Strategy:

- Monitor the the termination process to improve timeliness of notification and posting.
- Educate hiring managers on process changes and provide feedback on delays to explore and resolve issues.

MEASURES	FY 2012 ACTUAL	FY 2013 TARGET	FY 2014 TARGET
Days to Fill Vacant Positions	73	66	60
Employees Copay Savings from EHC	\$73,780	\$93,600	\$ 120,000
County Savings – projected savings from pharm	74%	85%	87%
County Savings – projected savings from clinic vs. private	\$154.70 /visit	\$114 / visit	\$125 / visit

Human Resources

Goal:

- Improve selection and retention of qualified employees.

Strategy:

- Provide training opportunities that are beneficial for County departments/operations but also meet development needs of employees.
- Work with managers to ensure employees are receiving timely feedback on their performance through annual evaluation process.

	FY 2012 ACTUAL	FY 2013 ACTUAL YTD	FY 2014 TARGET
MEASURES			
Training Hours:			
Employees	357	522	500
Supervisors	879	308	1,000
On time evaluations	43.8%	30%	85%
New Hires	120.56	130	180
Quits (Resignations)	90	96	85
Total Terminations (All other except end of temp)	139	118	118
Turnover Rate (Full time positions)	11%	10%	9%
Successful completion of probationary period (non-seasonal)	72%	77%	80%
Promotions	52	29	60

DEPARTMENT CONTACT

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Tax Administration - County Assessor & Land Records

MISSION

Through innovation, dedication, professionalism, and good stewardship, we will administer the listing and assessment of all taxable property according to State law, County Policy and our adopted Schedule of Values while maintaining equity and fairness to the citizens of Cabarrus County.

MANDATE

Administer the listing, appraisal, and assessment of all real, personal property and motor vehicles within the County; reappraise all real property every four years. Mandated by the North Carolina Machinery Act.

OVERVIEW

Administer the listing, appraisal, and assessment of all real, personal property and motor vehicles within the County; reappraise all real property every four years. All work is mandated by the North Carolina Machinery Act and performed in accordance to the County's adopted Schedule of Values.

MAJOR ACCOMPLISHMENTS

- Conducted an effective business personal property audit program. Our in house program conducted 93 audits and discovered \$22,748,524 in unlisted assets while our contract auditors conducted 22 audits and discovered \$1,510,048 in unlisted assets.
- We have completed the appeal phase of the 2012 Revaluation Project at the local level with only 12 property owners appealing to the Property Tax Commission.
- The BI-Tek development and installation of the new assessment software is complete and fully functional.
- Continuing to develop the use of tablet PCs to collect data in the field to increase efficiency and accuracy. We are having some technical issues while trying to access the County's network live in the field. We plan to work with our software vendor to develop a download system for field work.
- We have successfully provided data to the NCDMV for testing of the new motor vehicle Tag and Tax System.
- Processed all documents from the Register of Deeds in a timely fashion.

CHALLENGES & TRENDS

- Transition to the new NCDMV Tag and Tax System for billing of motor vehicle tax. This will require double work for the MV billing staff from July 2013 thru October 2013.
- Defend the appraisal of several large properties at the NC Property Tax Commission.
- Re-mapping of subdivisions with parcel line errors. The County was never properly re-mapped to the correct GIS location points, so when new ortho-photography is flown many newer plats do not match the actual points on the ground requiring these areas to be remapped. We are working on these projects as time allows. This will be an on-going project.
- The new Tax and Tag Together system has been moved out two months. This will require us to do work in both systems for two additional months.

BUDGET HIGHLIGHTS & CHANGES

- Enhance our new software to allow more online interaction with the taxpayers.
- Work with our software vendor to improve the collection of field data using the tablet PCs.

Tax Administration - County Assessor & Land Records

- Implement HB1779; collection of Motor Vehicle tax at the time of registration. Requiring staff training and double work July through October 2013.
- Largest decrease is in interest expense by \$63,000.

BUDGET SUMMARY

	Actual FY12	Amended FY13	Department Request FY14	Adopted Budget FY14	% Change FY13 to FY14
Expenditures					
Personnel Services	1,859,255	1,747,731	1,773,222	1,776,173	1.63%
Operations	256,746	369,920	309,368	299,909	-18.93%
Capital Outlay	-	-	-	-	-
Total Expense	\$ 2,116,001	\$ 2,117,651	\$ 2,082,590	\$ 2,076,082	-1.96%
Revenues					
Intergovernmental	-	-	-	-	-
Fees & Other	479	1400	-	-	-
Total Revenue	\$ 479	\$ 1,400	\$ -	\$ -	-
Staffing					
FTE Positions	30.00	26.00	26.00	26.00	0.00%

PERFORMANCE SUMMARY

County-wide Goal(s) Supported:

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

Goal:

- Maintain the quality of real property appraisals by achieving an overall coefficient of dispersion of less than 15% for all 2013 sales.

Strategy:

- Review a portion of our parcels using our oblique imagery each year.
- Maintain an accurate sales database by attempting to verify all sales each year using MLS, LoopNet, sales questionnaires, and public contact.
- Review all building permits yearly.
- Review all real property changes listed on the annual listing form.

Goal:

- Complete the appraisal of real property splits, new construction, and informal reviews by March 1, 2014 while maintaining our assessment ratio in line with market conditions.

Strategy:

- Accurately list and assess all new construction and land changes insuring consistency with other property in the neighborhood.
- Properly address all appeals each year to insure the accuracy of the appraisals of these properties.

Tax Administration - County Assessor & Land Records

Goal:

- Continue to process all applicable documents from the Register of Deeds office in a timely manner so as to complete all documents by February 9.

Strategy:

- Pull documents daily from the Register of Deeds.
- Review all documents daily to determine if they are transfers or splits.
- Enter transfers into the software and send splits to the mapping staff.
- Map all splits and plats.
- Workflow final product to the Real Property Division.

MEASURES	FY 2012 ACTUAL	FY 2013 TARGET	FY 2014 TARGET
Coefficient of Dispersion	9.62%	10.98%	<15%
Assessment Ratio – All Property Types	99.29%	99.35%	98-102%
Mail Assessment Notices – New Construction/Splits	2/23/12	2/25/13	3/01/14
Complete Deeded Splits, Merges, Plats and Adjustments	1/27/12	1/18/13	2/09/14
Complete Deed Transfers	1/05/12	1/09/13	1/20/14

Goal:

- To list and assess assets in a timely, accurate and equitable manner; to perform sufficient audits and discoveries to facilitate taxpayer compliance; and effectively administer the Incentive Grant Program.

Strategy:

- Send listing information to the taxpayers on December 31 each year.
- Review and enter listing form as they are received from the taxpayers.
- Perform desk audits on selected accounts.
- Shift more complex audits to our staff auditor and contract auditors.

Goal:

- Perform audits at a rate on par with the prior year while administering Incentive Grants which have grown in number and complexity.

Strategy:

- Maintain and budget for all Incentive Grants.
- Perform approximately 100 staff audits each year.
- Request and review 30 to 40 contract audits each year.

MEASURES	FY 2012 ACTUAL	FY 2013 TARGET	FY 2014 TARGET
Mail Regular Tax Bills	8/10/12	8/01/12	8/01/13
Average number of Business Personal Audits / month	9.67	9.50	9.00
Average number of motor vehicles assessed per month	12,983	13,246	13,500

DEPARTMENT CONTACT

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Tax Administration – Tax Collections

MISSION

Through innovation, dedication, professionalism, and good stewardship, use all means to collect property taxes and other revenue as mandated by the North Carolina Machinery Act and the Cabarrus County Board of Commissioners.

MANDATE

Administer and coordinate the collection of property taxes, delinquent taxes and other revenue as mandated by the North Carolina Machinery Act.

OVERVIEW

We ensure the collection of all current, delinquent, gross receipts taxes for the county, contracted municipalities, and special districts. We are responsible for accepting payments, assisting taxpayers, attorneys and other customers; enforcing collection through bank attachments, garnishments, foreclosures, debt set-off program and Sheriff warrants; balancing cash drawers and depositing all moneys received daily; filing bankruptcy and receivership claims upon notification from Federal and State courts, issuing mobile home permits, maintaining and updating accounts receivables files; releases, proration and refunds; maintaining daily and monthly reports for Finance; maintaining and reporting lockbox postings and credit card postings to Finance. Prepare agenda item requests to the Board of Commissioners and prepare information for budget purposes.

MAJOR ACCOMPLISHMENTS

- Our foreclosure program continues to improve with more accounts being resolved and/or the property being sold. The bulk of our revenue is generated prior to the account having to go to the foreclosure attorney. We are scheduling sales every two months and keeping the work flow smooth.
- We have fully implemented the BI-Tek collection system and look forward to adapting it to enhance the efficiency of the Department.

CHALLENGES & TRENDS

- Transition to the new NCDMV “Tag and Tag Together” (HB1779) for billing and collection of motor vehicle tax. The Collection staff will continue to collect current motor vehicle bills under the old system from July 2013 thru October 2013 while helping the taxpayers to understand the new system.
- Collection staff will then focus heavily on clearing up the delinquent motor vehicle file while enhancing the BI-Tek system for future efficiencies.
- Our Tax Collection Manager plans to retire September 1, 2013.

BUDGET HIGHLIGHTS & CHANGES

- Our budget request has increased this year due to the transition to HB1779; this increase will moderate next year when the transition is complete. This \$146,800 increase is reflected in purchased services.
- We will look at implementing ways to utilize software to create smooth work flow with other departments. In the upcoming year we will additionally be transitioning with new staff due to retirements, inclusive of the collection manager. Education and training will be an imperative part of this process.

Tax Administration – Tax Collections

BUDGET SUMMARY

	Actual FY12	Amended FY13	Department Request FY14	Adopted Budget FY14	% Change FY13 to FY14
Expenses					
Personnel Services	499,307	501,367	520,899	522,491	4.21%
Operations	377,977	390,300	525,221	525,244	34.57%
Capital Outlay	-	-	-	-	-
Total Expense	\$ 877,284	\$ 891,667	\$ 1,046,120	\$ 1,047,735	17.50%
Revenues					
Intergovernmental	-	-	-	-	-
Fees & Other	396,341	340,000	-	285,227	-16.11%
Total Revenue	\$ 396,341	\$ 340,000	\$ -	\$ 285,227	-16.11%
Staffing					
FTE Positions	10.00	10.00	10.00	10.00	0.00%

PERFORMANCE SUMMARY

County-wide Goal(s) Supported:

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

Goal:

- To maintain real, personal, and motor vehicle collections utilizing all remedies available.

Strategy:

- Optimize payment plans, garnishment of wages, attachment of property, rents and accounts, Sheriff's warrants, debt setoff against state income tax refunds, and foreclosures.

MEASURES	FY 2012 ACTUAL	FY 2013 TARGET	FY 2014 TARGET
Collection Percentage Motor Vehicle	89.99%	89.90%	99.00%
Collection Percentage Real/Personal	97.05%	98.00%	98.00%
Collection Percentage Combined	96.58%	97.08%	98.20%

Goal:

- To increase delinquent collections.

Strategy:

- Optimize garnishments/bank attachments, outside collections and foreclosures.

MEASURES	FY 2012 ACTUAL	FY 2013 TARGET	FY 2014 TARGET
Collection percentage delinquent Motor Vehicle	103.6%	100%	100%
Collection percentage delinquent Real/Personal	182.5%	100%	100%
Garnishments/Bank Attachments Processed (volume)	3,980	4,000	4,000
Delinquent taxes collected (amount)	\$2,918,395	\$3,979,066	\$2,920,000

DEPARTMENT CONTACT

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Phone: 704-920-2166

Board of Elections

MISSION

To promote consistent administration and equal application of all elections and campaign finance laws; to conduct honest, impartial, free, accurate and efficient elections.

MANDATE

NCGS163 and other statutes as applicable to elections, Federal NVRA 1993, Federal Help American Vote Act of 2002, Federal Statutes and NC Administrative Code Title 8.

OVERVIEW

The Board of Elections is responsible for conducting elections for Federal, State, and County offices; County Board of Education and Kannapolis City Board of Education's; The County Soil and Water Conservation District Board of Supervisors; offices for five (5) municipalities; constitutional amendments, bonds and other special referenda. The Board administers the State election laws, including the Campaign Finance Reporting Act. This Board is mandated by North Carolina laws under NC General Statute 163, NC Administrative Code, Federal NVRA 1993, Federal Help American Vote Act of 2002 and UMOVA Act of 2011 effective January 1, 2012. The Board is mandated by North Carolina laws to conduct the elections as if 100% of the voters turned out to vote. Elections are administered and budgeted on a four (4) year cycle. The Board of Elections' principal functions are conducting elections, establishing election precincts and voting sites; maintaining voter registrations and following NCOA procedures to insure mailings are accurate; administering candidate office filings; Ballot preparation; and conducting one-stop absentee voting.

MAJOR ACCOMPLISHMENTS

- Increased our automated precinct voting on Election Day from twelve (12) precincts to sixteen (16) precincts.
- Conducted 1st Primary, Runoff and the General Elections without any problems.
- Satellite voting for the 2012 General Election was implemented once again for the November General Election and the Board added an additional location due to the large influx in voter numbers for the Presidential election. This helped reduce lines and confusion on Election Day.

CHALLENGES & TRENDS

- Challenges still remain in our reduction of paper. We have tried, since all of our registration records are computerized, to reduce the time we are required to keep the paper records. At this time, under the Record Retention and Disposition Schedule we are still required to keep the original voter records indefinitely.
- One of our goals is to increase voter participation in all elections. This is a challenge due to how each election varies in voter interest and how well the candidates and/or groups publicize the election or the issues. In the November Presidential Election we had 70.5% (84,116) voters participate due to the high profile of this election. 33% (37,487) voters participated in the 1st Primary Election and 5.4% (5,892) participated in the Runoff Election.

BUDGET HIGHLIGHTS & CHANGES

- There will be three elections this year. The municipal elections will be held in November 2013. The cost of holding the 5 municipal elections will be reimbursed to the county by the municipalities. In this fiscal budget we will also hold a Primary election in May and a runoff election if necessary.

Board of Elections

- At the time of this budget, we are unaware what bills may pass legislation. There is a good possibility that the Voter ID law may pass. If passed, we do not know how that will impact our office.

BUDGET SUMMARY

	Actual FY12	Amended FY13	Department Request FY14	Adopted Budget FY14	% Change FY13 to FY14
Expenditures					
Personnel Services	435,883	527,353	577,617	549,099	4.12%
Operations	176,492	280,971	312,810	312,393	11.18%
Capital Outlay	-	-	-	-	-
Total Expense	\$ 612,375	\$ 808,324	\$ 890,427	\$ 861,492	6.58%
Revenues					
Intergovernmental	5,693	-	-	-	-
Fees & Other	88,237	100	95,000	95,000	949.00%
Total Revenue	\$ 88,237	\$ 100	\$ 95,000	\$ 95,000	94900.00%
Staffing					
FTE Positions	10.00	10.00	10.00	10.00	0.00%

PERFORMANCE SUMMARY

County-wide Goal(s) Supported:

- Ensure that all citizens have equal opportunity and access to education, health care, and economic prosperity and encourage citizens to fulfill their potential and contribute to their community.
- Use resources wisely and responsibly by protecting assets, minimizing risk, creating partnerships and using technology to maximize the value of County investments expenditures and services.

Goal:

- Ensure that all citizens have equal opportunity and access to the polls and to ensure all rules and regulations are consistent.

Strategy:

- Use County resources to include more human interest stories in paper, increase September Registration Drives and increase public appearances at civic organizations.

MEASURES	2012-2013 ACTUAL General Election	2013-2014 TARGET Municipal Election	2013-2014 TARGET 1 st Prim. Election
• # of Complaints and Protests to the Board	0	0	0
• # of Registered Voters	119,315	84,549	122,000
• % of Eligible Voters registered using 2011 census data minus 25% under the age of 18	87%	80%	89%
• % of Eligible Voters voting	70.5%	10%	30%
• # of new registered voters from annual and civic registration drives	6,000	1,000	3,000

Board of Elections

Goal:

- Use resources wisely and responsibility by using technology to maximize the value of county investments, expenditures and service.

Strategy:

- Increase the frequency of hands on training and work with I.T. to investigate new technology to offset the costs associated with the below.

MEASURES	2012-2013 ACTUAL General Election	2013-2014 TARGET Municipal Election	2013-2014 TARGET 1st Prim. Election
• % of precincts using computers on election day	34.78%	43.00%	47.82%
• # of precinct officials trained to use computers on election day without difficulty	64	80	88

DEPARTMENT CONTACT

Name: Carol Soles, Director
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Phone: 704-920-2860

Register of Deeds

MISSION

To provide knowledgeable, efficient and professional assistance to the users of this office in a manner that reflects good government by accurately and responsibly maintaining and preserving current and historic records to which the office is entrusted.

MANDATE

North Carolina Constitutional Office operating pursuant to Chapter 161 of the North Carolina General Statutes.

OVERVIEW

The Register of Deeds Office operates under the North Carolina General Statutes and several county resolutions. The Register is the legal custodian of and is responsible for accurately recording, indexing, storing and preserving Cabarrus births, deaths, marriage records, veteran discharges, notary public records, subdivision maps, condo plans and all other land related documents which includes deeds, deeds of trust, agreements etc. This office also prepares paperwork for amendments on birth and death certificates, legitimations and delayed birth certificates.

MAJOR ACCOMPLISHMENTS

- Existing staff maintained certification by the North Carolina Association of Register of Deeds by attending state-sponsored workshops and schools.

CHALLENGES & TRENDS

- We replaced one experienced staff member who transitioned to another department and added an FTE pursuant to the FY2014 budget. These new members of our staff will need to fully master the indexing standards and become proficient in all areas of our record filing and indexing system.

BUDGET HIGHLIGHTS & CHANGES

- Budget expenses will show a slight increase due to increase in recorded documents
- An additional FTE is added to assist with increased workload due to growth. Fortunately increased revenues more than offset these costs.

Register of Deeds

BUDGET SUMMARY

	Actual FY12	Amended FY13	Department Request FY14	Adopted Budget FY14	% Change FY13 to FY14
Expenditures					
Personnel Services	393,086	380,011	423,742	445,583	17.26%
Operations	115,082	94,087	119,392	101,645	8.03%
Capital Outlay	-	-	-	-	-
Total Expense	\$ 508,168	\$ 474,098	\$ 543,134	\$ 547,228	15.43%
Revenues					
Intergovernmental	-	-	-	-	-
Fees & Other	1,617,752	1,351,200	1,511,500	1,757,000	30.03%
Total Revenue	\$ 1,617,752	\$ 1,351,200	\$ 1,511,500	\$ 1,757,000	30.03%
Staffing					
FTE Positions	7.00	7.00	7.63	8.00	14.29%

PERFORMANCE SUMMARY

County-wide Goal(s) Supported:

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

Goal:

- Accurately and expeditiously record and maintain all records as required by our statutory mandate.

Strategy:

- Maintain the level of competence, courtesy, and efficiency that the office has historically displayed.

MEASURES	CY 2011 ACTUAL	CY 2012 ACTUAL	CY 2013 ESTIMATE	CY 2014 TARGET
Births in Cabarrus County	2,638	2,641	2,645	-----
Deaths in Cabarrus County	1,501	1,638	1,700	-----
Marriage Licenses issued	1,372	1,463	1,500	-----
Certified copies issued of births, deaths, marriages	18,281	18,910	19,500	-----
Vital records marked (amendments, legitimations, adoptions, Cabarrus birth cert with date of death)	1,103	1,695	1,800	-----
Subdivision maps/condo plans	135	174	200	-----
Military discharges filed	156	127	150	-----
Land record documents recorded	28,238	34,046	37,000	-----

Register of Deeds

Goal:

- To implement technology upgrades that will improve service and help achieve efficiencies in productivity.

Strategy:

- Full utilization of our new marriage kiosk; implementation of remote site marriage applications in conjunction therewith.

MEASURES	FY 2012 ACTUAL	FY 2013 TARGET	FY 2013 ESTIMATE	FY 2014 TARGET
E-recording of land record documents in FY14 (delayed from FY13)	NEW	NEW	NEW	100
On-line marriage applications in FY14	NEW	NEW	NEW	50

DEPARTMENT CONTACT

Name: Wayne Nixon

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Phone: 704-920-2112

Finance

MISSION

To provide sound fiscal policies and financial reporting information necessary to manage the County's fiscal affairs and support the various County agency operations.

MANDATE

NCGS 159-24.

OVERVIEW

The Finance Department is responsible for managing all fiscal affairs of the County and providing financial and administrative support to the operating departments. Activities include accounting, payroll, debt administration, investment, internal auditing, purchasing, capital asset control, contract administration, financial planning and reporting, budgeting, and performance programs.

MAJOR ACCOMPLISHMENTS

- Despite the challenges created by the Great Recession, the County's General Obligation Bond Ratings remain unchanged at Aa1 (Moody's), AA+ (Standard & Poors) and AA+ (Fitch).
- The Comprehensive Annual Financial Report (CAFR) for year ending June 30, 2012 was issued and Martin Starnes & Associates, CPA, PA, a firm of licensed certified public accountants, concluded that the County's financial statements were presented fairly in all material respects with GAAP.
- Received the GFOA's Certificate of Achievement for Excellence in Financial Reporting for the 27th year and submitted the 2012 CAFR for review.
- Received the GFOA's Distinguished Budget Presentation Award for the annual budget document for the 15th year, and submitted the FY13 document for review.
- Continued to leverage technology to provide effective and efficient services to our vendors, departments, and management staff.
- Implemented contract management module in MUNIS.
- Developed liaisons between department staff and the Finance department.
- Refunded two issues of debt, achieving estimated savings of \$6.2 million (NPV of savings is \$ 5.5 million).

CHALLENGES & TRENDS

- Through scanning and increased efforts to make vendor payments electronically, the office will see a decrease in printing and paper usage. The number of checks issued has decreased by 25% and the numbers of EFT payments have increased by 25%.

BUDGET HIGHLIGHTS & CHANGES

- Two new employees result in additional travel and training costs.
- The one-time expense in FY 2013 of \$100,000 for buy-out of lease to Cardinal Innovations is the major factor in the decline in FY 2014 from FY 2013 levels.

Finance

BUDGET SUMMARY

	Actual FY12	Amended FY13	Department Request FY14	Adopted Budget FY14	% Change FY13 to FY14
Expenditures					
Personnel Services	789,453	801,466	832,903	848,867	-
Operations	126,081	228,730	153,256	140,200	-38.71%
Capital Outlay	-	-	-	-	-
Total Expense	\$ 915,534	\$ 1,030,196	\$ 986,159	\$ 989,067	-3.99%
Revenues					
Intergovernmental	-	-	-	-	-
Fees & Other	-	-	-	-	-
Total Revenue	\$ -	\$ -	\$ -	\$ -	-
Staffing					
FTE Positions	10.70	10.80	10.80	10.80	0.00%

PERFORMANCE SUMMARY

County-wide Goal(s) Supported:

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

Goal:

- Provide effective financial services for County departments and vendors.

Strategy:

- Respond to inquiries and requests in a timely and quality manner.

MEASURES	FY 2013 TARGET	FY 2013 ESTIMATE	FY 2014 TARGET
Contract Turnaround Time within 10 business days	NEW	NEW	89%
Requisitions processed within one business day	100%	96%	98%
Percentage of survey respondents satisfied or very satisfied with overall Finance services	NEW	NEW	95%
Percentage of survey respondents satisfied or very satisfied with Finance staff resolution of issues	NEW	NEW	95%
Percentage of survey respondents satisfied or very satisfied with Finance project management	NEW	NEW	95%

Finance

Goal:

- Maximize the value of county investments and expenditures.

Strategy:

- Achieve recognition for best financial practices.

MEASURES	FY 2013 TARGET	FY 2013 ESTIMATE	FY 2014 TARGET
Moody's GO Bond Rating	Aa1	Aa1	Aa1
Standard & Poor's GO Rating	AA+	AA+	AA+
Fitch's GO Rating	AA+	AA+	AA+
Budget rating of "outstanding" by at least 1 of 3 GFOA reviewers in the 31 categories	NEW	NEW	17

Goal:

- Use financial resources wisely by protecting County assets.

Strategy:

- Work to ensure proper internal controls are maintained throughout the County.

MEASURES	FY 2013 TARGET	FY 2013 ESTIMATE	FY 2014 TARGET
Internal control evaluations completed	15	7	6
Percent of capital assets audited	25%	20%	40%

DEPARTMENT CONTACT

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Information Technology Services

MISSION

Deliver quality technology services that promote enterprise information processes, provide access to information resources and protect information integrity.

OVERVIEW

Cabarrus County government relies on technology to; support its sustainability initiative, enhance public safety, improve business processes, provide public services, interact with its citizens and collaborate with other government entities. Electronic communications and web based delivery of governmental services are now a business requirement and citizen expectation. Two of the County's most valuable assets are its reputation and data. The Information Technology Services (ITS) department's primary responsibility focuses on the protection of digital information, access to information and providing enterprise technology services to assist departments in achieving the mission of County government.

- **Technical Architecture Services**
This division is responsible for the technical architecture of the County's information technology systems: hardware configuration, the infrastructure applications that run on them, the infrastructure services they offer to applications, systems performance, resilience, storage systems and backup.
- **Business Systems and Data Services (BSADS)**
This division is responsible for the business design, analysis, implementation, programming, configuration, maintenance and repair of the County's databases and end user applications. BSADS research requirements and plan and implement solutions by configuring third party software or writing custom applications.
- **Network and Communication Services**
This division is responsible for the enterprise design, security, implementation and maintenance of the County's digital network, phone system, security video systems, and security access controls.
- **Customer Support Services**
This division provides a centralized point for computer support and is responsible for assisting users with technical questions and problems, logging service requests, taking ownership until problems are resolved, and escalating service requests to the appropriate team to facilitate problem resolution.

MAJOR ACCOMPLISHMENTS

In FY2013 the Information Technology Services Department progressively pursued innovative programs and partnerships with other County departments, school districts, and local jurisdictions. The increased use of technology has allowed the County to be more transparent, do more with less and improve service delivery. Information Technology Services works to provide effective strategic solutions that meet the Board of Commissioner's goals and efficiently deliver services to our citizens.

- Cabarrus County Information Technology Services Department is a leader in local government and was recognized as such winning 8th place in the National 2012 Digital Counties Survey.
- ITS Director represented County on video at national ESRI conference detailing the county's application of ArcGIS for Local Government.
- ITS Manager presented County's enterprise approach to document imaging at the national Laserfiche conference.
- County document management solutions published on Laserfiche's solutions website.
- Two ITS Supervisors completed 10 month School of Government CIO Certification program.
- ITS Help Desk Technician certified as Microsoft Office Specialist Master Certification.
- ITS GIS Administrator certified as an ESRI Enterprise Geodatabase Management Professional.
- ITS Administrator certified as Microsoft Certified IT Professional Certification for Sharepoint 2010.
- ITS Administrator achieved Gold Certification in Laserfiche Certified Professional Program.

Information Technology Services

- Sheriff Gun Permits online application implemented to improve workflow process and citizen service. The solution was selected to be highlighted on Laserfiche's Solutions Exchange.
- GIS Maps and Apps Gallery portal provides public access to a collection of GIS maps and apps that increase transparency and help citizens interact with the County.
- Polling Place Locator provides quick access to voting information and direction to polling places from the web or mobile devices. Implementation featured in national ESRI publications.
- ArcGIS upgrade provided a number of improvements to performance, data access, editing, search, and map cache management.
- Partnering with the City of Concord to host and integrate land management software that provides increased efficiency in coordination of planning.
- Employee onboarding process was improved with the implementation of a technology orientation class.
- ITS training to county employees on how to use the features of Microsoft Office Outlook 2010 to help employees become more effective in managing their daily tasks.
- The Cabarrus County network is now connected to the new MCNC NCREN fiber-optic build out as a Community Anchor Institute.
- Implementation of Microsoft System Center 2012 Configuration Manager and System Center 2012 Endpoint Protection to provide a unified infrastructure to manage and protect physical, virtual, and mobile clients environments.
- Ensured all technology specific needs were met for the Sheriff Administration 7th floor upfit and Human Services Building remodeling.
- Upgraded the Cabarrus Health Alliance (CHA) MUNIS Enterprise Resource Planning (ERP) software to Windows environment. The CHA Timesheet application was rewritten as a web enabled application, providing mobile access capabilities, and cost accounting allocation to projects.
- Contracted to provide KCS with Technical network services for support and maintenance of the KCS wide area network, local network management, wireless network, and network security.
- The Kannapolis City Schools (KCS) server environment was virtualized and placed in a redundant cluster in the county's datacenter on upgraded server hardware to provide improved datacenter reliability, server redundancy, and disaster recovery using SAN data replication.
- Worked with KCS to implement antivirus and imaging software utilizing licenses included in the Microsoft client access licensing purchased by the school system. Using desk top virtualization, reimaged over 1200 Netbooks for improved security and to provide the latest version of windows to students.
- Reconfigured KCS network to provide wireless connectivity in every classroom with the installation and configuration of exiting KCS, RCCC surplus and Cabarrus County Schools (CCS) surplus wireless access points and switches.
- Event Management solution developed to leverage existing SharePoint technology to provide a consistent, intuitive and robust solution for managing public and internal events. The first phase of this project was implemented to meet requirements for the Sheriff In-Service training program.
- Developed a Community Resource Connection application that provides multiple access points for easy "no wrong door" access to clients for aging and disability services.
- Transitioned to Time Warner data services, increasing network bandwidth at remote county office locations.

CHALLENGES & TRENDS

- Consumerization of technology has blurred the boundaries between work and life. Staff and citizens expect consistent access to government services from wherever they are, on any device they're using; desktops, laptops, smartphones, and tablets. Managing this influx of devices while still maintaining the security and data protection of the enterprise will continue to be an IT challenge.

Information Technology Services

- Technology projects initiated over the last several years have significantly increased the number and types of end user devices supported by ITS. These devices must be supported, maintained and refreshed to continue to provide the technical services departments rely on to meet the challenges of today's business environment.
- The exponential growth in the volume of digital data creates an increase in data storage requirements.
- Citizen demand for government transparency and expectations of having reliable data access across multiple jurisdictions creates challenges in data governance and records management.
- Increasing digital attacks for financial gain and espionage. Thwarting these attacks is critical to government technology infrastructure and protecting the information stored in our systems.

BUDGET HIGHLIGHTS & CHANGES

- Expenditure budgeted to replace Uninterruptable Power Supply (UPS) that services Cabarrus County's primary datacenter.
- Increased revenue from Managed Network Services contract with Kannapolis City Schools, MUNIS ERP hosting for Cabarrus Health Alliance, and Accela Land Management hosting for the City of Concord.
- Addition of one Network Services Technician. A recent retirement of the Kannapolis City Schools (KCS) network engineer has created a challenge for KCS in supporting their voice and data network. As an alternative to filling the vacant position, ITS has executed a contract with KCS to provide Managed Network Services. We will provide KCS with a team of professionals as opposed to one person to proactively monitor, maintain, diagnose and repair the KCS voice and data network. The revenue from the managed services contract will be used fund the network technician position.
- Addition of two Business System Analysts. The Business Analyst will be a Project Manager and lead a number of key projects for the County. Projects identified in immediate need for a Business Analyst are MUNIS Enterprise Resource Planning and Accela Development Services Municipal Integration projects. The Business Analyst will be the functional expert on the specified application(s) and the point of contact between the stakeholders and Application Programmers and Vendors. The Business Analyst will design and document workflow, make appropriate process change recommendations, facilitate improvements through reporting and application configuration while positively impacting operational effectiveness. These positions are partially funded by ERP and Accela hosting revenue.
- Relocate e911 coordinator position from IT to Planning and Development Services to provide greater efficiency with addressing workflow and provide additional staffing to cover Development Services front counter.
- Network Infrastructure expenditure to upgrade Governmental Center backbone speeds to 10 gigabit and upgrade wireless access speeds.

Information Technology Services

BUDGET SUMMARY

	Actual FY12	Amended FY13	Department Request FY14	Adopted Budget FY14	% Change FY13 to FY14
Expenses					
Personnel Services	1,679,109	1,652,593	1,863,656	1,863,656	12.77%
Operations	1,781,047	2,264,235	2,153,610	2,153,610	-4.89%
Capital Outlay	15,628	19,265	72,000	72,000	-
Total Expense	\$ 3,475,784	\$3,936,093	\$ 4,089,266	\$ 4,089,266	3.89%
Revenues					
Intergovernmental	-	-	-	-	-
Fees & Other	149,654	93,167	167,850	167,850	80.16%
Other Financing Sources	77,513	51,675	-	-	-
Total Revenue	\$ 149,654	\$ 93,167	\$ 167,850	\$ 167,850	80.16%
Staffing					
FTE Positions	21.00	20.00	23.00	23.00	15.00%

PERFORMANCE SUMMARY

County-wide Goal(s) Supported:

- Use resources wisely and responsibly by protecting assets, minimizing risk, creating partnerships and using technology to maximize the value of County investments expenditures and services.
- Preserve and enhance the quality of life by addressing growth with sound public policies that sustain resources, provide high quality services, and fund infrastructure needs.
- Achieve community-wide preparedness to protect public safety, respond to routine and catastrophic events, and maintain and restore the well-being of all.

Goal:

- Promote enterprise information processes by partnering with our customers to deliver quality technology services that effectively and efficiently align with the goals of Cabarrus County.

Strategy:

- Improve inter-governmental processes and reduce duplicate expenditures by providing technology services to schools, municipalities, and volunteer fire districts.
- Review county departments' processes and operational requirements, make technology recommendations based on requirements, and approve all technology related expenditures.
- Engage with customers to improve communication.

MEASURES	FY 2012 ACTUAL	FY 2013 TARGET	FY 2013 ESTIMATE	FY 2014 TARGET
Customers rate services as satisfied or above	96%	90%	95%	90%
Number of technology partnerships with outside Agencies	3	5	7	7

Information Technology Services

Goal:

- Provide access to information resources by providing reliable secure applications and technology infrastructure.

Strategy:

- Design, implement and maintain technology infrastructure.
- Monitor network, server, and data accessibility.
- Application Development.

	FY 2012 ACTUAL	FY 2013 TARGET	FY 2013 ESTIMATE	FY 2014 TARGET
MEASURES				
ITS Employees as % of Total County Employees	2.40%	2.16%	2.16%	2.24%
% of Incidents Resolved within 24 hours	72%	75%	65%	75%

Goal:

- Protect enterprise information integrity through planning, standards and process management.

Strategy:

- High Availability and Disaster Recovery.
- IT Service Management (ITSM) Best Practices.

	FY 2012 ACTUAL	FY 2013 TARGET	FY 2013 ESTIMATE	FY 2014 TARGET
MEASURES				
Number of desk tops supported	1,051	1,055	966	990
Number of mobile devices supported	342	375	419	445

DEPARTMENT CONTACT

Name: Deborah A. Brannan
 Email: dabrannan@CabarrusCounty.us
 Phone: 704-920-2154

General Services – Administration

MISSION

To provide cost effective maintenance to ensure safe and healthy environments for employees and citizens of Cabarrus County while minimizing operating costs. Customer service is emphasized with constant coordination of activities while requesting input on proposed upgrades or changes.

OVERVIEW

The Administrative Division is responsible for planning, organizing and directing activities of the General Services Department. It is also responsible for human resources, payroll, budgeting and training, as well as developing and implementing programs for all divisions of the department: GSA Administration, Building Maintenance, Grounds Maintenance, Facility Services, Fleet Maintenance, Solid Waste, Waste Reduction & Recycling, and Street Sign Maintenance. Other responsibilities include assisting with proper asset management of all county property.

MAJOR ACCOMPLISHMENTS

- Continued decrease of energy consumption at 8%.

CHALLENGES & TRENDS

- Increase in workload and decrease in labor and materials resources.
- Overall as a department the increase in code, safety, and construction work orders has increased significantly over the past years.

BUDGET HIGHLIGHTS & CHANGES

- Increase in the utility budget due to complete year of operation at jail housing, and the new Board of Elections coupled with a proposed Duke Energy rate increase of 5 to 7%. Decrease in natural gas budget due to increased efficiencies resulting from heating ventilation and air conditioning building automation systems and unit replacement.
- Budget includes the addition of an Assistant Director of General Services.

General Services – Administration

BUDGET SUMMARY

	Actual FY12	Amended FY13	Department Request FY14	Adopted Budget FY14	% Change FY13 to FY14
Expenditures					
Personnel Services	383,317	384,486	468,571	478,652	24.49%
Operations	1,109,883	1,636,922	1,641,270	1,640,385	0.21%
Capital Outlay	-	-	-	-	-
Total Expense	\$ 1,493,200	\$ 2,021,408	\$ 2,109,841	\$ 2,119,037	4.83%
Revenues					
Intergovernmental	18	-	-	-	-
Fees & Other	34,949	34,340	33,000	33,000	-
Total Revenue	\$ 34,967	\$ 34,340	\$ 33,000	\$ 33,000	-3.90%
Staffing					
FTE Positions	5.00	5.00	6.00	6.00	20.00%

PERFORMANCE SUMMARY

County-wide Goal(s) Supported:

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

Goal:

- Ensure financial accountability and responsible asset management.

Strategy:

- Implement best management practices to lead department into the 21st century; and investigate all avenues to improve customer service per services provided.

MEASURES	FY 2012 ACTUAL	FY 2013 TARGET	FY 2013 ESTIMATE	FY 2014 TARGET
Percentage change in energy consumption by all county operated buildings (excluding Arena and Courthouse)	-8%	-3%	-3%	3%
Daily number of calls received by GSA Admin	7	4	5	4
Daily work order related calls received from internal and external customers	2	1	2	1
Annual drop-ins, visitors, deliveries to GSA	720	720	800	600
Monthly number of faxes and work orders processed	69	55	60	55
Annual amount of invoices processed for entire department	2,105	1,500	1,500	1,400
Annual number of evaluations, developmental plans, and status sheets processed	63	63	63	63
Monthly data entry of utility invoices in utility tracking database	151	145	145	143

DEPARTMENT CONTACT

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General Services – Grounds Maintenance

MISSION

Provide clean and safe outdoor facilities, landscaping, parking facilities, and ground while maximizing their life and providing a productive environment for use by the general public.

OVERVIEW

Provides general grounds maintenance and landscaping improvements to Cabarrus County properties, owned or leased. This program is responsible for all grounds maintenance to properties, including mowing; trimming; aeration; fertilizing; over-seeding; chemical applications; watering plants; plant bed maintenance (including weeding, pruning, mulching, and replanting); parking lot and sidewalk repair; tree maintenance; snow and ice removal; collection of leaves; general outdoor facilities maintenance; athletic field preparation and litter pickup. Private contractors perform mowing to public sites (including North Cabarrus Park, Camp Spencer, and Frank Liske Park Soccer Complex). This department also handles initial set-up of various school ball fields.

MAJOR ACCOMPLISHMENTS

- Completion of Cooperative Extension parking lot re-milling.
- Completion of Cox Mill Field #3 renovations to infield and backstop area.
- Completion of Jail Detention pond retaining wall Installation.
- Start of Kannapolis Library landscaping upgrade including tree relocations and installation of required ADA egress sidewalks.

CHALLENGES & TRENDS

- Increased use of athletic components of the parks.
- Increase in number of properties to maintain resulting from additional new County operational locations and foreclosed properties.

BUDGET HIGHLIGHTS & CHANGES

- Sheriff's Firing & Training Range concrete additions.
- Bermuda installation at Frank Liske Park softball Field #3.
- Stamped concrete installation at entrance to Sheriff's Department Administration Building.

General Services – Grounds Maintenance

BUDGET SUMMARY

	Actual FY12	Amended FY13	Department Request FY14	Adopted Budget FY14	% Change FY13 to FY14
Expenditures					
Personnel Services	404,765	408,950	460,547	423,000	3.44%
Operations	692,282	799,416	754,568	751,167	-6.04%
Capital Outlay	-	23,500	57,000	57,000	142.55%
Total Expense	\$ 1,097,047	\$ 1,231,866	\$ 1,272,115	\$ 1,231,167	-0.06%
Revenues					
Intergovernmental	-	-	-	-	-
Fees & Other	-	-	-	-	-
Total Revenue	-	-	-	-	0.00%
Staffing					
FTE Positions	9.00	9.00	9.00	9.00	0.00%

PERFORMANCE SUMMARY

County-wide Goal(s) Supported:

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

Goal:

- Proper Management of all county grounds to provide a safe environment while meeting the large workload and condensed schedules.

Strategy:

- Inspections and prompt response to requests from customers and safety department about potential issues. Provide ongoing improvements to existing areas.

MEASURES	FY 2012 ACTUAL	FY 2013 TARGET	FY 2013 ESTIMATE	FY 2014 TARGET
Number of public and employee slips/falls due to controllable inclement weather conditions	0	0	0	0
Total number of acres of maintained properties other than parks	363	370	370	370
Number of acres of maintained properties other than parks per FTE	40.3	41.1	41.1	41.1
Completed work orders for County properties other than parks	1,307	1,400	1,400	1,400
Total number of parks acreage maintained	560	560	560	560
Number of parks acreage maintained per FTE	62.2	62.2	62.2	62.2
Completed work orders for all park maintenance	1,383	1,400	1,400	1,400

DEPARTMENT CONTACT

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General Services – Sign Maintenance

MISSION

To provide cost effective, high quality street sign maintenance and repair that will ensure adequate 911 responses by local authorities in emergencies, as well as general directional information to the general public, and to provide high quality American Disabilities Act (ADA) and directional signage to support customer departments' operability.

MANDATE

NC Department of Transportation.

OVERVIEW

This division is responsible for the repair, maintenance, replacement and installation of street signs throughout Cabarrus County. The Towns of Mt. Pleasant, Midland, and Harrisburg also contract with this division for the fabrication of street signs for their respective jurisdictions. This division also installs zoning and public notice signs. In addition to street and zoning signs, this division has become the sign department for internal and external building signs, which in the past had been contracted to sign companies. Signs are produced by means of a computerized sign system, and then the signs are transferred to aluminum blanks, installed on poles and then taken out into the county for field installation. The street signs that are produced by this division are essential to the 911 services provided by the local authorities, i.e. Sheriff's Dept., Ambulance, City Police and Highway Patrol.

NC DOT Regulations

All traffic signs should be kept in proper position, clean and legible at all times. Damaged signs should be replaced without undue delay. To assure adequate maintenance, a suitable schedule for inspection, cleaning, and replacement of signs should be established. Employees of street and highway organizations, police and other government employees whose duties require that they travel on the highways should be encouraged to report any damaged or obscured signs at the first opportunity. Special attention and necessary action should be taken to assure that weeds, trees, shrubbery and construction materials do not obscure the face of any sign. A regular schedule of replacement of lighting for illuminated signs should be maintained.

MAJOR ACCOMPLISHMENTS

- Signage packages County Parking Lot #5, Human Services Center renovations, Sheriff's Department Administration building 6th & 7th floor renovations, and Cooperative Extension.
- Started break-away street sign installations for roads that are over a 50 mph speed limit due to Department of Transportation (DOT) regulations.
- Purchase of a banner printer that can produce detailed graphics allowing us to stop outsourcing a large number of our banners and signage.

CHALLENGES & TRENDS

- Increase in inter-department requests for event signage, educational signage, and banners that this division bears the cost for in terms of materials and labor. Increase in labor hours and cost of break-way street signs.

BUDGET HIGHLIGHTS & CHANGES

- No significant changes.

General Services – Sign Maintenance

BUDGET SUMMARY

	Actual FY12	Amended FY13	Department Request FY14	Adopted Budget FY14	% Change FY13 to FY14
Expenditures					
Personnel Services	112,878	112,407	115,927	115,927	3.13%
Operations	44,828	33,743	53,363	53,363	58.15%
Capital Outlay	-	20,000	5,000	5,000	-
Total Expense	\$ 157,706	\$ 166,150	\$ 174,290	\$ 174,290	4.90%
Revenues					
Intergovernmental	-	-	-	-	-
Fees & Other	2,053	3,000	5,000	5,000	-
Total Revenue	\$ 2,053	\$ 3,000	\$ 5,000	\$ 5,000	66.67%
Staffing					
FTE Positions	2.00	2.00	2.00	2.00	0.00%

PERFORMANCE SUMMARY

County-wide Goal(s) Supported:

- Preserve and enhance the quality of life by addressing growth with sound public policies that sustain resources, provide high quality services, and fund infrastructure needs.
- Achieve community-wide preparedness to protect public safety, respond to routine and catastrophic events, and maintain and restore the well-being of all residents.

Goal:

- To provide quality street, building, and event signage for Cabarrus County.

Strategy:

- Continued retrofit of existing building signage to meet new ADA codes and prompt response to street sign requests.

MEASURES	FY 2012 ACTUAL	FY 2013 TARGET	FY 2013 ESTIMATE	FY 2014 TARGET
Completed street sign repair/replacement work orders	659	700	680	700
Percent of man hours used for street sign repair/replacement	39%	38%	39%	44%
Completed Zoning sign work orders	16	30	8	10
Percent of man hours used to Zoning sign work orders	1%	2%	1%	1%
Completed building signs work orders	209	305	205	150
% of man hours used for building signage	15%	30%	20%	15%
Completed parks signage, banners, equipment tagging, parking lot signage, and misc. signage work orders	635	600	570	600
% of man hours used for special events signage	45%	30%	40%	40%

DEPARTMENT CONTACT

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General Services – Building Maintenance

MISSION

To provide a cost effective and highly efficient preventative maintenance and repair program that supports customer departments' in their daily operations thus ensuring asset preservation and optimum use of energy and natural resources within all buildings.

OVERVIEW

This program is responsible for planning, directing and providing cost-effective maintenance and repair for 65 county owned facilities/structures and 2 leased structures. This totals 1,188,226 square feet and houses approximately 770 county employees, 115 NC State and Federal employees. General Services ensures building safety and optimum performance by providing preventative maintenance and repair of mechanical, electrical, plumbing, heating, air-conditioning, and ventilation systems. Other services include interior and exterior structural repairs, preparing cost estimates and supervising major minor renovations, repair projects, and specialized maintenance services such as the computerized heating ventilation and air conditioning control system, pest control, safety and regulatory inspections, emergency generators and elevators.

MAJOR ACCOMPLISHMENTS

- Project management of construction/renovation/demolition projects: Human Services Center Renovations, Rocky River Elementary School bathroom facility, Human Services Center ITS server room, and County parking lot #5, Camp Spencer Helms Hall.
- Installation of animal shelter cremation chamber.
- Plastering of Camp Spencer pool.
- Rekeying of Cooperative Extension and the Governmental Center.
- Replace roof at Rowan Cabarrus Community College Cabarrus Business and Technology Center Industrial Building and EMS #4.
- Phase I replacement of Kannapolis Library windows and doors.
- Replacement of Frank Liske Park Arbor Shelter.
- Installation of EMS #4 generator and Human Services Center generator.
- Household Hazardous Waste retaining wall construction.
- HSC carpet replacement phase VI.

CHALLENGES & TRENDS

- Increase in square footage maintained.
- Increase in safety, environmental, and regulatory requirements.
- The increasing age of some of the larger buildings is reflected in increased costs of system replacements and more expensive contracted work.

BUDGET HIGHLIGHTS & CHANGES

- EMS station interior upgrades.
- Animal shelter resilient flooring Installation.
- Sheriff's Office & Detention Center maintenance service agreement will not be renewed. In-house staff will maintain those facilities.

General Services – Building Maintenance

BUDGET SUMMARY

	Actual FY12	Amended FY13	Department Request FY14	Adopted Budget FY14	% Change FY13 to FY14
Expenditures					
Personnel Services	616,697	648,349	656,715	657,490	1.41%
Operations	1,746,777	2,391,078	2,474,004	1,969,121	-17.65%
Capital Outlay	9,500	-	-	-	-
Total Expense	\$ 2,372,974	\$ 3,039,427	\$ 3,130,719	\$ 2,626,611	-13.58%
Revenues					
Intergovernmental	-	-	-	-	-
Fees & Other	45,854	49,000	42,000	42,000	-
Total Revenue	\$ 45,854	\$ 49,000	\$ 42,000	\$ 42,000	-14.29%
Staffing					
FTE Positions	10.00	10.00	10.00	10.00	0.00%

PERFORMANCE SUMMARY

County-wide Goal(s) Supported:

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

General Services – Building Maintenance

Goal:

- To provide a high quality level of asset management and project planning with cost efficient strategies.

Strategy:

- Proper construction and equipment specification with new buildings and renovations.
- Have target annual projects that increase the life cycle of either the structure or equipment.

MEASURES	FY 2012 ACTUAL	FY 2013 TARGET	FY 2013 ESTIMATE	FY 2014 TARGET
Percentage of man hours utilized for HVAC PM	20%	35%	34%	50%
Percentage of man hours used for HVAC repairs work orders	34%	38%	41%	35%
Percentage of man hours used for HVAC controls and systems work orders	17%	15%	14%	15%
Percentage of man hours used carpet, flooring, and keys work orders	5%	3%	3%	3%
Percentage of man hours used for electrical, plumbing, structural work orders	49%	34%	34%	40%
Percentage of man hours used for generator and equipment work orders	3%	4%	4%	5%
Percentage of man hours used for emergency call responses	2%	1%	1%	1%
Percentage of man hours used for misc. work orders	6%	27%	27%	25%
Percentage of man hours used for environmental, safety, fire/security, and storm water work orders	7%	8%	8%	7%
Percentage of man hours used for construction/demolition, masonry, painting, and water leaks work orders	19%	11%	11%	2%
Percentage of man hours used for hardware, door, gates, and furniture work orders	11%	12%	12%	17%

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General Services – Facility Services

MISSION

Responsibility to ensure that all employees, leased spaced tenants, and citizens of Cabarrus County have a clean, orderly, and healthy environment for work, business and recreation.

OVERVIEW

The Facility Services program provides efficient, cost effective facility maintenance services for all Cabarrus County facilities and parks. Responsibilities include: day to day cleaning, assisting with the county recycling program, moving and rearranging furniture, office equipment and files relocation/delivery, refuse removal, transfer of county surplus items, assistance in security of county facilities, disposal of all department's files and records, unloading of delivery trucks, mail courier services, and meeting set-ups. Floor care and furniture cleaning, supply delivery, limited snow and ice removal services are also provided to all county locations by the Facility Services mobile crew.

MAJOR ACCOMPLISHMENTS

- Relocated all furniture from former Health Alliance to warehouse and then provided that to other departments who were in need of furniture including courthouse, Cooperative Extension, Guardian Ad Litem, and ITS.
- Added Cabarrus County Transportation Services, legal department, and expanded Department of Social Services space in Human Services Center building.
- Relocated Active Living and Parks Departments.

CHALLENGES & TRENDS

- Increase in square footage due to new buildings.

BUDGET HIGHLIGHTS & CHANGES

- Addition of custodian to add custodial services to Sheriff's Department & Detention Center in lieu of contracted custodial services. Including building maintenance, this will save \$150,000.
- Three new positions funded by reduction in force of 7 part-time positions.

General Services – Facility Services

BUDGET SUMMARY

	Actual FY12	Amended FY13	Department Request FY14	Adopted Budget FY14	% Change FY13 to FY14
Expenditures					
Personnel Services	963,978	968,591	1,051,175	1,013,952	4.68%
Operations	254,306	334,067	364,940	352,150	5.41%
Capital Outlay	-	-	-	-	-
Total Expense	\$ 1,218,284	\$ 1,302,658	\$ 1,416,115	\$ 1,366,102	4.87%
Revenues					
Intergovernmental	-	-	-	-	-
Fees & Other	650	-	600	600	-
Total Revenue	\$ 650	\$ -	\$ 600	\$ 600	0.00%
Staffing					
FTE Positions	26.63	26.63	28.13	26.00	-2.37%

PERFORMANCE SUMMARY

County-wide Goal(s) Supported:

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

Goal:

- Improve delivery of services, especially cleanliness and appearance of buildings.

Strategy:

- Encourage advance scheduling practices such as work orders, inspections, shared reservations pages, and weekly visits by supervisors.
- Utilize new cleaning equipment, improved approaches, and cleaning techniques while increasing the labor hours utilized in the larger and more populated buildings.

MEASURES	FY 2012 ACTUAL	FY 2013 TARGET	FY 2013 ESTIMATE	FY 2014 TARGET
Inspection work orders	80	70	70	70
Completed work orders	3,200	3,300	3,700	3,000
Miscellaneous work orders	142	300	300	100
Square feet carpet cleaned	210,500	210,500	210,500	283,166
Square feet tile floor, stripped, waxed and buffed	96,988	96,988	96,988	109,477
Percent of work orders completed within 3 days	98%	85%	85%	95%
Percent of work orders completed by due date	100%	100%	100%	100%
Percent of miscellaneous/unexpected work orders requested by other departments	22%	15%	20%	18%
Percentage of labor hours utilized assisting recycling programs	15%	15%	15%	15%
Emergency call back or after hours work orders	8	6	7	5

DEPARTMENT CONTACT

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General Services – Fleet Maintenance

MISSION

To provide a maintenance program responsive to the needs of all County Departments that assures each vehicle and/or piece of equipment is safe, dependable, and operates at the lowest cost per mile and/or hour.

OVERVIEW

The Fleet Maintenance program is responsible for the maintenance and repairs of rolling stock of vehicles and various types of motorized equipment for all Cabarrus County departments. Preventive and routine maintenance and repairs are performed on over 420 units of equipment, (57% are emergency vehicles) including cars, hybrid vehicles, trucks, SUV's, generators, tractors, mowers, trailers, boats, grounds maintenance equipment, and EMS and Sheriff Department emergency vehicles. This program also provides mobile service to each EMS location: Midland, Kannapolis, Mt. Pleasant, Harrisburg, and four Concord locations allowing vehicles to remain in their service districts. An on-call mechanic is provided for road service and inclement weather, 24 hours a day, 7 days a week.

MAJOR ACCOMPLISHMENTS

- Fleet Maintenance implemented a new work order and inventory control system within Munis allowing us to better track total vehicle and maintenance costs.
- Ordered and processed the purchasing of 5 service trucks for various County departments.
- Fleet personnel are now servicing transmissions and County owned motorcycles in order to keep down time and costs to a minimum.
- Fleet personnel processed paperwork and replacement of all permanent license plates to comply with new state requirements.

CHALLENGES & TRENDS

- With limited space and personnel, additional vehicles added to the fleet each year including various makes of vehicles such as Fords, Chevrolets, Toyotas, and Dodges, we continue to strive to provide an excellent level of service.
- The Fleet division is continually looking for cost savings ideas while maintaining the safety of the entire fleet.

BUDGET HIGHLIGHTS & CHANGES

- The Fleet Maintenance division is equipped to maintain, modify, or repair all County owned vehicles in-house keeping costs and down time to a minimum.
- By purchasing 5 new service trucks that replace older, high mileage trucks, repair and operating costs will be kept to a minimum.
- Budget reflects an additional mechanic to assist with the increasing number of vehicles serviced.

General Services – Fleet Maintenance

BUDGET SUMMARY

	Actual FY12	Amended FY13	Department Request FY14	Adopted Budget FY14	% Change FY13 to FY14
Expenditures					
Personnel Services	297,184	297,722	333,848	359,886	20.88%
Operations	-72,275	45,184	44,233	44,498	-1.52%
Capital Outlay	445,143	176,737	323,000	282,000	-
Total Expense	\$ 670,052	\$ 519,643	\$ 701,081	\$ 686,384	32.09%
Revenues					
Intergovernmental	-	-	-	-	-
Fees & Other	62,728	41,400	68,000	68,000	64.25%
Total Revenue	\$ 62,728	\$ 41,400	\$ 68,000	\$ 68,000	0.00%
Staffing					
FTE Positions	5.00	5.00	5.63	6.00	20.00%

*Negative amount is due to a change in accounting to record fleet inventory on the Balance Sheet of the County's Financial Statements.

PERFORMANCE SUMMARY

County-wide Goal(s) Supported:

- Preserve and enhance the quality of life by addressing growth with sound public policies that sustain resources, provide high quality services, and fund infrastructure needs.
- Use resources wisely and responsibly by protecting assets, minimizing risk, creating partnerships and using technology to maximize the value of County investments, expenditures, and services.

Goal:

- Reduce down-time and repair costs for all County department vehicles.

Strategy:

- Provide thorough, high quality vehicle preventive maintenance program.

MEASURES	FY 2012 ACTUAL	FY 2013 TARGET	FY 2013 ESTIMATE	FY 2014 TARGET
Completed work orders for Preventative Maintenance (PM), repairs, and modifications	3,254	3,000	3,250	3,000
Employee/Vehicle/Equipment ratio	1:101	1:102	1:105	1:94
Labor hours utilized for preventive maintenance and repairs found during preventive maintenance.	85%	80%	75%	80%
Labor hours utilized for unscheduled maintenance, ordering parts, inventory, maintaining shop and equipment, entering work orders into system	5%	10%	12%	10%
Labor hours utilized for installing equipment for emergency vehicles. (Sheriff and EMS)	10%	10%	13%	10%

General Services – Fleet Maintenance

Goal:

- Reduce energy/fuel consumption costs.

Strategy:

- Replace high mileage vehicles with energy efficient and environmentally safe hybrid and/or alternative fuel vehicles.

MEASURES	FY 2012 ACTUAL	FY 2013 TARGET	FY 2013 ESTIMATE	FY 2014 TARGET
Hybrid or Alternative Vehicles/Conventional Vehicles Ratio	45:275	45:282	45:286	45:292

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