

# Program Matrix

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## PROGRAM FUNDING MATRIX

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

- *Mandated programs by the state or an agreement, with required funding levels, are shown in green.*
- *Mandated programs with discretionary funding levels are shown in blue.*
- *Discretionary programs with mandated funding due to contractual reasons or otherwise, are shown in pink*
- *Discretionary programs that serve as essential business support functions are shown in brown.*
- *Discretionary programs with discretionary funding are shown in yellow.*

Information is presented in two formats:

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

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

Program Funding Matrix	Green	Blue	Pink	Brown	Yellow
Service Provision	Mandatory	Mandatory	Discretionary	Discretionary	Discretionary
Funding	Mandatory	Discretionary	Mandatory	Discretionary	Discretionary

# Program Matrix

## PROGRAM FUNDING MATRIX BY CATEGORY GENERAL FUND

Mandated service & mandated dollars						
Mandated service & discretionary dollars						
Discretionary service & mandated dollars						
Basic administrative services						
Discretionary service & discretionary dollars						
1 cent = \$1,838,442						
Program	FY14 Adopted Total Cost	FY14 Adopted Total Non-Property Tax Revenue	Property Taxes	FY13 Amended Tax Rate	FY14 Adopted Tax Rate	Tax Rate Change
<b>Mandated service &amp; Mandated Dollars</b>						
Non-Departmental - Unemployment Compensation	180,000	-	180,000	0.0010	0.0010	0.0000
Human Services-Child Day Care	5,523,472	5,523,472	-	0.0000	0.0000	0.0000
Human Services-Child Foster Care & Adoption Assistance	1,993,178	651,000	1,342,178	0.0060	0.0073	0.0013
Human Services-Special Assistance for Adults	1,320,000	-	1,320,000	0.0073	0.0072	(0.0001)
Education-Debt Service	32,288,780	3,385,684	28,903,096	0.1699	0.1572	(0.0127)
Contributions to Other Funds - Separation Allowance for Law Enforcement	457,220	-	457,220	0.0025	0.0025	0.0000
Other Debt Service	10,070,555	-	10,070,555	0.0579	0.0548	(0.0031)
<b>Total</b>	<b>51,833,205</b>	<b>9,560,156</b>	<b>42,273,049</b>	<b>0.2446</b>	<b>0.2299</b>	<b>(0.0146)</b>
<b>Mandated Service &amp; Discretionary Dollars</b>						
Board of Commissioners	986,022	-	986,022	0.0046	0.0054	0.0008
Board of Elections	861,492	95,000	766,492	0.0045	0.0042	(0.0003)
Finance	989,067	-	989,067	0.0058	0.0054	(0.0004)
General Services - Street Sign Maintenance	174,290	5,000	169,290	0.0009	0.0009	0.0000
Register of Deeds	547,228	1,757,000	(1,209,772)	(0.0049)	(0.0066)	(0.0017)
Tax Assessor, Land Records, Appraisal	2,076,082	-	2,076,082	0.0118	0.0113	(0.0005)
Tax Collector Administration	1,033,785	285,227	748,558	0.0031	0.0041	0.0010
Construction Standards	1,279,501	2,173,000	(893,499)	(0.0027)	(0.0049)	(0.0022)
Courts-General Services Administration	593,847	316,000	277,847	0.0010	0.0015	0.0005
Emergency Management	885,223	100,000	785,223	0.0046	0.0043	(0.0003)
EMS	6,549,772	4,610,305	1,939,467	0.0121	0.0105	(0.0016)
Jail	10,861,127	1,074,865	9,786,262	0.0490	0.0532	0.0042
Sheriff	11,941,522	1,914,925	10,026,597	0.0521	0.0545	0.0024
Soil & Water Conservation District & Watershed Protect.	229,156	30,450	198,706	0.0012	0.0011	(0.0001)
Cardinal Innovations Healthcare Solutions-Mental Health/Substance Abuse/Developmental Disabilities	665,116	-	665,116	0.0037	0.0036	(0.0001)
Human Services-Administration	2,553,974	-	2,553,974	0.0125	0.0139	0.0014
Human Services-Adult & Family Services	1,969,365	625,166	1,344,199	0.0088	0.0073	(0.0015)
Human Services-Aid to the Blind	12,000	-	12,000	0.0001	0.0001	(0.0000)
Human Services-Child Support Services	1,469,257	1,251,000	218,257	0.0019	0.0012	(0.0007)
Human Services-Child Welfare Services	5,552,511	2,575,717	2,976,794	0.0143	0.0162	0.0019
Human Services-Economic Services	7,675,654	5,265,396	2,410,258	0.0108	0.0131	0.0023
Human Services-Emergency Assistance	171,000	-	171,000	0.0009	0.0009	0.0000
Human Services-Transportation Services	2,782,704	2,035,960	746,744	0.0054	0.0041	(0.0013)
Contribution to Cabarrus Health Alliance	5,907,933	-	5,907,933	0.0293	0.0321	0.0028
Education-Capital Outlay	2,833,000	-	2,833,000	0.0270	0.0154	(0.0116)
Education-Current Expense	56,835,862	-	56,835,862	0.3048	0.3092	0.0044
Education-ITS Services	84,000	-	84,000	0.0003	0.0005	0.0002
Education-Sales Tax and Lottery	-	18,072,880	(18,072,880)	(0.1137)	(0.0983)	0.0154
Contributions to Other Agencies - Medical Examiner	55,000	-	55,000	0.0004	0.0003	(0.0001)
Unrestricted Sales Tax Revenues	-	22,375,835	(22,375,835)	(0.0965)	(0.1217)	(0.0252)
Delinquent Property and Vehicle Tax	-	2,920,000	(2,920,000)	(0.0112)	(0.0159)	(0.0047)
Interest on Property and Vehicle Tax	-	660,947	(660,947)	(0.0031)	(0.0036)	(0.0005)
<b>Total</b>	<b>127,575,490</b>	<b>68,144,673</b>	<b>59,430,817</b>	<b>0.3389</b>	<b>0.3233</b>	<b>(0.0156)</b>
<b>Discretionary Service &amp; Mandated Dollars</b>						
Economic Development Incentive Grants	2,497,217	-	2,497,217	0.0075	0.0136	0.0061
Contribution to Other Agencies - Juvenile Crime Prevention-Teen Court	121,498	121,498	-	0.0000	0.0000	0.0000
Contributions to Other Agencies - Juvenile Crime Prevention-Unallocated	39,000	39,000	-	-	-	-
Contribution to Other Agencies - Juvenile Crime Prevention-Board	-	15,500	(15,500)	0.0000	(0.0001)	(0.0001)
Contributions to Other Agencies - Forestry Service	86,179	-	86,179	0.0004	0.0005	0.0001
Contributions to Other Agencies - Boys & Girls Club	97,613	97,613	-	0.0000	0.0000	0.0000
Contributions to Other Agencies - Shift Mentoring	12,000	12,000	-	0.0000	0.0000	0.0000
Contributions to Other Agencies - Rowan County Youth Service Bureau	25,000	25,000	-	0.0000	0.0000	0.0000
Contribution to Other Agencies - Sales Tax Fire Districts	586,785	586,785	-	0.0000	0.0000	0.0000
Contributions to Other Agencies - Obligation to City of Kannapolis	1,465,804	-	1,465,804	0.0079	0.0080	0.0000
<b>Total</b>	<b>4,931,096</b>	<b>897,396</b>	<b>4,033,700</b>	<b>0.0158</b>	<b>0.0219</b>	<b>0.0061</b>
<b>Basic Administrative Services</b>						
County Manager	722,691	-	722,691	0.0038	0.0039	0.0001
General Services-Ground Maintenance, Admin, Building Maintenance, Facility Svcs, Fleet Maintenance	8,029,301	143,600	7,885,701	0.0447	0.0429	(0.0018)
Human Resources	627,537	-	627,537	0.0034	0.0034	0.0000
Information Technology	4,089,266	167,850	3,921,416	0.0212	0.0213	0.0001
<b>Total</b>	<b>13,468,795</b>	<b>311,450</b>	<b>13,157,345</b>	<b>0.0731</b>	<b>0.0716</b>	<b>(0.0016)</b>

# Program Matrix

## PROGRAM FUNDING MATRIX BY CATEGORY GENERAL FUND

Program	FY14 Adopted Total Cost	FY14 Adopted Total Non-Property Tax Revenue	Property Taxes	FY13 Amended Tax Rate	FY14 Adopted Tax Rate	Tax Rate Change
Mandated service & mandated dollars						
Mandated service & discretionary dollars						
Discretionary service & mandated dollars						
Basic administrative services						
Discretionary service & discretionary dollars						
1 cent = \$1,838,442						
<b>Discretionary Service &amp; Discretionary Dollars</b>						
Communications & Outreach	340,201	541,750	(201,549)	(0.0013)	(0.0011)	0.0002
Non-Departmental-Salary Adjustments	550,000	-	550,000	0.0008	0.0030	0.0022
Non-Departmental-B&E Rental and Utilities	91,658	-	91,658	0.0010	0.0005	(0.0005)
Non-Departmental-Other Benefits (Retiree Health Ins)	716,490	-	716,490	0.0039	0.0039	0.0000
Non-Departmental-Insurance Settlements	50,000	-	50,000	0.0001	0.0003	0.0002
Non-Departmental-Adequate Public Facilities Reimb	-	-	-	0.0000	0.0000	(0.0000)
Non-Departmental-Contingency	1,304,428	-	1,304,428	0.0012	0.0071	0.0059
Non-Departmental-Fuel	100,000	-	100,000	0.0004	0.0005	0.0001
Non-Departmental-Consultants and Legal	125,000	-	125,000	0.0003	0.0007	0.0004
Libraries	2,333,082	316,527	2,016,555	0.0120	0.0110	(0.0010)
Active Living & Parks-Parks	1,399,140	289,600	1,109,540	0.0064	0.0060	(0.0004)
Active Living & Parks-Senior Centers	587,718	251,303	336,415	0.0024	0.0018	(0.0006)
Animal Control	893,836	7,100	886,736	0.0044	0.0048	0.0004
Community Development	350,277	168,790	181,487	0.0010	0.0010	0.0000
Planning-Subdivision & Zoning Control	729,222	109,871	619,351	0.0034	0.0034	(0.0001)
Elma C. Lomax Incubator Farm	114,089	5,000	109,089	-	0.0006	0.0006
Human Services-Nutrition	478,867	190,815	288,052	0.0016	0.0016	0.0000
Human Services-Senior Services	726,718	414,144	312,574	0.0017	0.0017	0.0000
Cooperative Extension	400,696	56,030	344,666	0.0018	0.0019	0.0000
Human Services-Adult Day Care	71,543	62,600	8,943	0.0001	0.0000	(0.0001)
Human Services-Community Alternatives Program (CAP)	1,352,197	1,384,748	(32,551)	0.0000	(0.0002)	(0.0002)
Human Services-Veterinarian Services	-	-	-	0.0002	0.0000	(0.0002)
Veterans Services	235,769	1,000	234,769	0.0013	0.0013	0.0000
Waste Reduction-Recycling	251,735	107,000	144,735	0.0012	0.0008	(0.0004)
Contributions to Other Funds-CDBG	25,000	-	25,000	0.0001	0.0001	(0.0000)
Contributions to Other Funds-Capital Projects	1,370,000	-	1,370,000	0.0024	0.0075	0.0050
Contributions to Other Funds-Internal Service Fund	-	-	-	0.0020	0.0000	(0.0020)
Contributions to Other Funds-Arena Fund	692,830	-	692,830	0.0044	0.0038	(0.0006)
Contributions to Other Agencies - Special Olympics	55,930	-	55,930	0.0003	0.0003	(0.0000)
Contributions to Other Agencies - Arts Council	-	-	-	0.0001	0.0000	(0.0001)
Contributions to Other Agencies -						
Economic Development Corp	332,000	-	332,000	0.0015	0.0018	0.0003
ABC Profits, Parking Fees, Interest on Investments, Sale of Fixed Assets, Contribution from Special Revenue	-	390,843	(390,843)	(0.0029)	(0.0021)	0.0008
Fund Balance	-	-	-	(0.0314)	0.0000	0.0314
<b>Total</b>	<b>15,678,426</b>	<b>4,297,121</b>	<b>11,381,305</b>	<b>0.0204</b>	<b>0.0619</b>	<b>0.0415</b>
<b>TOTALS</b>	<b>213,487,012</b>	<b>83,210,796</b>	<b>130,276,216</b>	<b>0.7000</b>	<b>0.7000</b>	<b>0.0000</b>

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1 cent = \$1,838,442						
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<b>General Government</b>						
Board of Commissioners	986,022	-	986,022	0.0046	0.0054	0.0008
Board of Elections	861,492	95,000	766,492	0.0045	0.0042	(0.0003)
Finance	989,067	-	989,067	0.0058	0.0054	(0.0004)
General Services - Street Sign Maintenance	174,290	5,000	169,290	0.0009	0.0009	0.0000
Register of Deeds	547,228	1,757,000	(1,209,772)	(0.0049)	(0.0066)	(0.0017)
Tax Assessor, Land Records, Appraisal	2,076,082	-	2,076,082	0.0118	0.0113	(0.0005)
Tax Collector Administration	1,033,785	285,227	748,558	0.0031	0.0041	0.0010
Communications & Outreach	340,201	541,750	(201,549)	(0.0013)	(0.0011)	0.0002
County Manager	722,691	-	722,691	0.0038	0.0039	0.0001
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Human Resources	627,537	-	627,537	0.0034	0.0034	0.0000
Information Technology	4,089,266	167,850	3,921,416	0.0212	0.0213	0.0001
Non-Departmental-Salary Adjustments	550,000	-	550,000	0.0008	0.0030	0.0022
Non-Departmental-B&E Rental and Utilities	91,658	-	91,658	0.0010	0.0005	(0.0005)
Non-Departmental-Other Benefits (Retiree Health Ins)	716,490	-	716,490	0.0039	0.0039	0.0000
Non-Departmental-Insurance Settlements	50,000	-	50,000	0.0001	0.0003	0.0002
Non-Departmental-Adequate Public Facilities Reimb	-	-	-	0.0000	0.0000	(0.0000)
Non-Departmental-Contingency	1,304,428	-	1,304,428	0.0012	0.0071	0.0059
Non-Departmental-Fuel	100,000	-	100,000	0.0004	0.0005	0.0001
Non-Departmental-Consultants and Legal	125,000	-	125,000	0.0003	0.0007	0.0004
Non-Departmental - Unemployment Compensation	180,000	-	180,000	0.0010	0.0010	0.0000
<b>Total</b>	<b>23,594,538</b>	<b>2,995,427</b>	<b>20,599,111</b>	<b>0.1063</b>	<b>0.1120</b>	<b>0.0058</b>
<b>Culture &amp; Recreation</b>						
Libraries	2,333,082	316,527	2,016,555	0.0120	0.0110	(0.0010)
Active Living & Parks-Parks	1,399,140	289,600	1,109,540	0.0064	0.0060	(0.0004)
Active Living & Parks-Senior Centers	587,718	251,303	336,415	0.0024	0.0018	(0.0006)
<b>Total</b>	<b>4,319,940</b>	<b>857,430</b>	<b>3,462,510</b>	<b>0.0208</b>	<b>0.0188</b>	<b>(0.0020)</b>
<b>Public Safety</b>						
Construction Standards	1,279,501	2,173,000	(893,499)	(0.0027)	(0.0049)	(0.0022)
Courts-General Services Administration	593,847	316,000	277,847	0.0010	0.0015	0.0005
Emergency Management	885,223	100,000	785,223	0.0046	0.0043	(0.0003)
EMS	6,549,772	4,610,305	1,939,467	0.0121	0.0105	(0.0016)
Jail	10,861,127	1,074,865	9,786,262	0.0490	0.0532	0.0042
Sheriff	11,941,522	1,914,925	10,026,597	0.0521	0.0545	0.0024
Animal Control	893,836	7,100	886,736	0.0044	0.0048	0.0004
<b>Total</b>	<b>33,004,828</b>	<b>10,196,195</b>	<b>22,808,633</b>	<b>0.1206</b>	<b>0.1239</b>	<b>0.0035</b>
<b>Economic &amp; Physical Development</b>						
Soil & Water Conservation District & Watershed Protect.	229,156	30,450	198,706	0.0012	0.0011	(0.0001)
Community Development	350,277	168,790	181,487	0.0010	0.0010	0.0000
Economic Development Incentive Grants	2,497,217	-	2,497,217	0.0075	0.0136	0.0061
Planning-Subdivision & Zoning Control	729,222	109,871	619,351	0.0034	0.0034	(0.0001)
Elma C. Lomax Incubator Farm	114,089	5,000	109,089	-	0.0006	0.0006
<b>Total</b>	<b>3,919,961</b>	<b>314,111</b>	<b>3,605,850</b>	<b>0.0131</b>	<b>0.0196</b>	<b>0.0065</b>
<b>Human Services</b>						
Human Services-Child Day Care	5,523,472	5,523,472	-	0.0000	0.0000	0.0000
Human Services-Child Foster Care & Adoption Assistance	1,993,178	651,000	1,342,178	0.0060	0.0073	0.0013
Human Services-Special Assistance for Adults	1,320,000	-	1,320,000	0.0073	0.0072	(0.0001)
Cardinal Innovations Healthcare Solutions-Mental Health/Substance Abuse/Developmental Disabilities	665,116	-	665,116	0.0037	0.0036	(0.0001)
Human Services-Administration	2,553,974	-	2,553,974	0.0125	0.0139	0.0014
Human Services-Adult & Family Services	1,969,365	625,166	1,344,199	0.0088	0.0073	(0.0015)
Human Services-Aid to the Blind	12,000	-	12,000	0.0001	0.0001	(0.0000)
Human Services-Child Support Services	1,469,257	1,251,000	218,257	0.0019	0.0012	(0.0007)
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Human Services-Economic Services	7,675,654	5,265,396	2,410,258	0.0108	0.0131	0.0023
Human Services-Emergency Assistance	171,000	-	171,000	0.0009	0.0009	0.0000
Human Services-Transportation Services	2,782,704	2,035,960	746,744	0.0054	0.0041	(0.0013)
Human Services-Nutrition	478,867	190,815	288,052	0.0016	0.0016	0.0000
Human Services-Senior Services	726,718	414,144	312,574	0.0017	0.0017	0.0000
Cooperative Extension	400,696	56,030	344,666	0.0018	0.0019	0.0000
Human Services-Adult Day Care	71,543	62,600	8,943	0.0001	0.0000	(0.0001)
Human Services-Community Alternatives Program (CAP)	1,352,197	1,384,748	(32,551)	0.0000	(0.0002)	(0.0002)
Human Services-Veterinarian Services	-	-	-	0.0002	0.0000	(0.0002)
Veterans Services	235,769	1,000	234,769	0.0013	0.0013	0.0000
Contribution to Cabarrus Health Alliance	5,907,933	-	5,907,933	0.0293	0.0321	0.0028
<b>Total</b>	<b>40,861,954</b>	<b>20,037,048</b>	<b>20,824,906</b>	<b>0.1076</b>	<b>0.1133</b>	<b>0.0057</b>

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<b>Mandated service &amp; mandated dollars</b>						
Mandated service & discretionary dollars						
Discretionary service & mandated dollars						
Basic administrative services						
Discretionary service & discretionary dollars						
1 cent = \$1,838,442						
<b>Environmental Protection</b>						
Waste Reduction-Recycling	251,735	107,000	144,735	0.0012	0.0008	(0.0004)
<b>Total</b>	<b>251,735</b>	<b>107,000</b>	<b>144,735</b>	<b>0.0012</b>	<b>0.0008</b>	<b>(0.0004)</b>
<b>Education</b>						
Education-Debt Service	32,288,780	3,385,684	28,903,096	0.1699	0.1572	(0.0127)
Education-Capital Outlay	2,833,000	-	2,833,000	0.0270	0.0154	(0.0116)
Education-Current Expense	56,835,862	-	56,835,862	0.3048	0.3092	0.0044
Education-ITS Services	84,000	-	84,000	0.0003	0.0005	0.0002
Education-Sales Tax and Lottery	-	18,072,880	(18,072,880)	(0.1137)	(0.0983)	0.0154
<b>Total</b>	<b>92,041,642</b>	<b>21,458,564</b>	<b>70,583,078</b>	<b>0.3883</b>	<b>0.3839</b>	<b>(0.0044)</b>
<b>Other Programs</b>						
Contributions to Other Funds - Separation Allowance for Law Enforcement	457,220	-	457,220	0.0025	0.0025	0.0000
Contributions to Other Agencies - Medical Examiner	55,000	-	55,000	0.0004	0.0003	(0.0001)
Contribution to Other Agencies - Juvenile Crime Prevention-Teen Court	121,498	121,498	-	0.0000	0.0000	0.0000
Contributions to Other Agencies - Juvenile Crime Prevention-Unallocated	39,000	39,000	-	-	-	-
Contribution to Other Agencies - Juvenile Crime Prevention-Board	-	15,500	(15,500)	0.0000	(0.0001)	(0.0001)
Contributions to Other Funds-CDBG	25,000	-	25,000	0.0001	0.0001	(0.0000)
Contributions to Other Funds-Capital Projects	1,370,000	-	1,370,000	0.0024	0.0075	0.0050
Contributions to Other Funds-Internal Service Fund	-	-	-	0.0020	0.0000	(0.0020)
Contributions to Other Funds-Arena Fund	692,830	-	692,830	0.0044	0.0038	(0.0006)
Contributions to Other Agencies - Forestry Service	86,179	-	86,179	0.0004	0.0005	0.0001
Contributions to Other Agencies - Special Olympics	55,930	-	55,930	0.0003	0.0003	(0.0000)
Contributions to Other Agencies - Arts Council	-	-	-	0.0001	0.0000	(0.0001)
Contributions to Other Agencies - Economic Development Corp	332,000	-	332,000	0.0015	0.0018	0.0003
Contributions to Other Agencies - Boys & Girls Club	97,613	97,613	-	0.0000	0.0000	0.0000
Contributions to Other Agencies - Shift Mentoring	12,000	12,000	-	0.0000	0.0000	0.0000
Contributions to Other Agencies - Rowan County Youth Services	25,000	25,000	-	0.0000	0.0000	0.0000
Contribution to Other Agencies - Sales Tax Fire Districts	586,785	586,785	-	0.0000	0.0000	0.0000
Contributions to Other Agencies - Obligation to City of Kannapolis	1,465,804	-	1,465,804	0.0079	0.0080	0.0000
<b>Total</b>	<b>5,421,859</b>	<b>897,396</b>	<b>4,524,463</b>	<b>0.0221</b>	<b>0.0246</b>	<b>0.0025</b>
<b>Non-Education Debt Service</b>						
Other Debt Service	10,070,555	-	10,070,555	0.0579	0.0548	(0.0031)
<b>Total</b>	<b>10,070,555</b>	<b>-</b>	<b>10,070,555</b>	<b>0.0579</b>	<b>0.0548</b>	<b>(0.0031)</b>
<b>Undesignated Revenues</b>						
Unrestricted Sales Tax Revenues	-	22,375,835	(22,375,835)	(0.0965)	(0.1217)	(0.0252)
Delinquent Property and Vehicle Tax	-	2,920,000	(2,920,000)	(0.0112)	(0.0159)	(0.0047)
Interest on Property and Vehicle Tax	-	660,947	(660,947)	(0.0031)	(0.0036)	(0.0005)
ABC Profits, Parking Fees, Interest on Investments, Sale of Fixed Assets, Contribution from Special Revenue	-	390,843	(390,843)	(0.0029)	(0.0021)	0.0008
Fund Balance	-	-	-	(0.0314)	0.0000	0.0314
<b>Total</b>	<b>-</b>	<b>26,347,625</b>	<b>(26,347,625)</b>	<b>(0.1451)</b>	<b>(0.1433)</b>	<b>0.0017</b>
<b>TOTALS</b>	<b>213,487,012</b>	<b>83,210,796</b>	<b>130,276,216</b>	<b>0.7000</b>	<b>0.7000</b>	<b>0.0000</b>
Total includes mandated as well as discretionary services						

