

Cabarrus County Board of Commissioners

Goals and Desired Outcomes
Approved January 31, 2009

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

YEAR 1 OUTCOMES

1. Approve a financing plan to fund the school systems' five-year critical needs.

PROGRESS

Completed. See FY 2009 Budget, Five-Year Financial Plan.

NEXT STEPS

Review and update for FY2010 budget. BOC to consider accelerating construction of Northwest area elementary school currently scheduled for 2013 funding.

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

YEAR 1 OUTCOMES

2. Develop a long-term financial model for providing for the capital needs of schools with a minimum of 10% to be “pay as you go” (meaning 10% of the cost will not be financed). This will work toward a long-term goal of paying for new schools with 20% of construction funds designated as “pay as you go”.

PROGRESS

Minimum exceeded. FY2009 Five-Year Financial Plan uses 16% pay as you go funding.

NEXT STEPS

Maintain or exceed minimum in updated FY2010 budget

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

YEAR 1 OUTCOMES

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

YEAR 1 PROGRESS

Tax rate of 63 cents maintained in FY2009 to meet needs and goals identified by BOC.

NEXT STEPS

Review in FY 2010 budget process.

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

YEAR 1 OUTCOMES

4. Begin a comprehensive, sustainable community initiative, with the N.C. Agricultural Development and Farmland Preservation Trust Fund grant proposal as the centerpiece. This initiative will include a plan to “green” County government operations and regulations by employing environmentally friendly practices.

PROGRESS

County was awarded NCADFPTF grant of \$675,000 in late 2008 and a Cannon Foundation grant of \$150,000 (progress report attached). Staff is also participating in a related statewide effort led by the Center for Environmental Farming Systems. Sustainability manager hired in Dec. Several efforts have already been implemented (progress report attached).

NEXT STEPS

Sustainability action plan is being developed by sustainability manager and other staff. Draft to be completed 1st Q 2009. Initiated discussions to form a sustainability council at the chamber. This initiative received a favorable response from the EDC board and will be presented to the chamber board in February. Perform community food assessment and form food policy council by end of 2nd Q 2009. Begin construction of Cruse harvest facility by 3rd Q 2009.

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

YEAR 2 OUTCOMES

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

PROGRESS

Issue has been raised in Chair/Vice Chair meeting. No additional progress.

NEXT STEPS

Ask BOEs to study technology improvements , to include costs, space impacts, benefits, etc. Could then be funded separately like other current expense items.

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

YEAR 3-5 OUTCOMES

1. Develop and implement a single comprehensive plan which defines areas for future utility extensions; land uses and densities; consistent, high quality development standards; water use and conservation; annexations; road and other transportation and transit improvements; school construction and other public improvements in a collaborative effort involving the public, the county, all municipalities, the school systems and WSACC.

PROGRESS

Interlocal agreement with Concord and adoption and implementation of Central Area Land Use Plan and zoning results in lower densities, controls utility extensions and pushes development into municipal controlled areas with existing infrastructure for 15 years. This successful effort could serve as a model for replication with other municipalities. The success of this strategy depends on willingness of the other local governments to participate.

NEXT STEPS

Approach other municipalities in 1st Q 2009 about replicating planning process used with Concord.

Consider a community town hall/summit on sustainable development. Seek dynamic speakers. Use multiple approaches: book readings, etc

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

YEAR 1 OUTCOMES

1. Complete the National Incident Management report, assess the fire suppression response in the unincorporated areas, identify short comings and provide recommendations for improvement.

PROGRESS

The National Incident Management Annual Assessment was submitted to the Department of Homeland Security in September 2008. Cabarrus County completed 100% of the requirements for FY2008. The Fire Marshal's Office continues to monitor rural fire response, all departments are experiencing a decline in recruitment of volunteers, the staffing grant program has greatly assisted the departments in achieving response goals.

NEXT STEPS

Ensure all new employees/Board Members complete required National Incident Management training. Continue monitoring response levels of volunteer fire departments.

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

YEAR 1 OUTCOMES

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

PROGRESS

All public safety agencies (Law Enforcement, Fire, EMS & Rescue) were polled and provided input into what they would like to see included in a county public safety training facility.

NEXT STEPS

Perform feasibility study in 2009 (funds are budgeted) and have master plan developed for county public safety training facility.

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

YEAR 1 OUTCOMES

3. Hold an extensive work session for information gathering and strategy development in the area of emergency management.

PROGRESS

Work session held October 8, 2008. Thorough presentation of emergency management responsibilities, capacity, efforts to date and future plans provided. Discussed gaps as related to staffing emergency shelters, emergency power for shelters and registering our special needs population.

NEXT STEPS

Continue to work with school officials in identifying and placing emergency power on specific school sites during design of new schools, prepare public safety preparedness messages for Channel 22. Work with local physicians to help identify special needs individuals.

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

YEAR 2 OUTCOMES

1. Develop a systematic way to provide a centralized 911 call center.

PROGRESS

Representatives from Concord, Kannapolis and Cabarrus County have met monthly since September to discuss feasibility of consolidated 911 services. The group has studied existing combined centers as well as analysis of our existing systems. While a combined system could be feasible if planned correctly, questions still exist on how the combined system would be governed.

NEXT STEPS

Determine cost of hiring consultant to perform consolidation study, assess interest of cities, bring findings to BOC for action in FY2009.

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

YEAR 1 OUTCOMES

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

PROGRESS

Information on continuing education and conferences are provided to the Board as these opportunities become available. Reference materials that may be helpful to the Board are posted on the BOC Watercooler site. Educational materials were obtained for new Board member(s) that could not attend training for newly elected officials that was sponsored by the School of Government.

NEXT STEP

Staff will continue to inform BOC members of continuing education opportunities , including an assessment their efficacy.

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

YEAR 2 OUTCOMES

1. Identify the maximum water capacity available in the County and forge an agreement with all jurisdictions to reserve an agreed-upon percentage for emergencies or unplanned needs.

PROGRESS

At request of BOC, WSACC commissioned capacity study. Draft study presented in May, 2008. Some municipalities challenged findings and no progress has been made since.

NEXT STEPS

Build into comprehensive planning effort in Goal 1, Year 3-5 Outcomes, #1. Also focus on sustainability efforts.

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

YEAR 2 OUTCOMES

2. Institutionalize a joint school facilities planning and construction committee.

PROGRESS

CCS and county staff are working to develop a comprehensive web-based tracking program for school construction projects. Individual responsibilities would be specified.

NEXT STEPS

- Complete web-based program in 2nd Q 2009.
- Jointly develop siting, construction criteria
- Propose joint retreat with BOC and BOEs in Feb or March 2009

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

YEAR 2 OUTCOMES

3. Replace the three current 911 communications center with one countywide, consolidated 911 communications center.

PROGRESS

See Goal 2, Year 2, #1.

NEXT STEPS

See Goal 2, Year 2, #1.

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.

YEARS 3-5 OUTCOMES

1. Study any benefits of combining all waste and recyclables collection throughout the county under one consolidated contract.

PROGRESS

This was mentioned to the city managers of Concord and Kannapolis – there was some interest expressed.

NEXT STEPS

This could be discussed as part of the county solid waste plan update, required by the state this year.

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

YEAR 1 OUTCOMES

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

PROGRESS

Issue raised by chairman at fall 2008 Chairman/Mayors meeting. No commitments made by those in attendance. See also Goal 1, 3-5 Year Outcomes, #1.

NEXT STEPS

Incorporate into Goal 1, 3-5 Year Outcomes, #1

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

YEAR 1 OUTCOMES

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

PROGRESS

Work Session held July 22, 2008

Presented detailed communications plan highlighting efforts in these core areas: foster public awareness of and confidence in Cabarrus County government; communicate the role and accomplishments of Cabarrus County; recognize the positive accomplishments of county employees; enhance and maintain an effective media relationship; enhance communication between county staff, County Manager and Board of Commissioners.

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

NEXT STEPS

Create detailed emergency plan for communicating with residents in times of disaster including black site, robo-call phone system, social media, and enhanced features on Channel 22. Promote public participation in meetings, workshops, etc. through all current mediums. Develop communication plan for courthouse project. Develop communication plan for reevaluation three years out.

Develop a comprehensive plan to utilize the Speakers Bureau to make presentations to schools, service clubs, civic organizations and other community groups on a consistent basis. Present “Good Neighbor” awards on behalf of county at regular service club meetings. Send an annual recognition letter to civic organizations – suitable for printing in their newsletters.

Collaborate with book clubs and libraries, welcome wagon for newcomer info, recognition for those serving on boards/committees, garden clubs for 4H, regular recognition of civic groups and individuals for accomplishments.

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

YEAR 3 - 5 OUTCOMES

1. See Goal 5, 3 – 5 years, # 1.

PROGRESS

No Progress.

NEXT STEPS

BOC discussion.

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

YEAR 1 OUTCOMES

1. Collaborate with the school boards to develop cost-effective and comprehensive construction standards. Also consider alternative uses of school buildings after hours.

PROGRESS

Topic of cost-effective school construction has been raised by BOC in joint meeting with CCBOE.

NEXT STEPS

Consolidate with Goal 3, Year 2 Outcomes, #2.

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

YEAR 1 OUTCOMES

2. Hold an extensive work session for information gathering and strategy development in the area of economic development.

PROGRESS

Meetings held June 26 and August 15, 2008. BOC approved contract with EDC and adopted new, more flexible incentive program.

NEXT STEPS

Continue to collaborate with the EDC.

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

YEAR 3-5 OUTCOMES

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

PROGRESS

No progress.

NEXT STEPS

Discuss the appointment of a citizens' committee by 2nd Quarter 2009 with Healthy Cabarrus and other appropriate agencies to lead a strategy-making effort.