

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	PROGRESS	NEXT STEPS
1. Approve a financing plan to fund the school systems' five-year critical needs.	Completed. See FY 2009 Budget, Five-Year Financial Plan.	Review and update for FY2010 budget. BOC to consider accelerating construction of Northwest area elementary school currently scheduled for 2013 funding.

2010 UPDATE

Northwest area elementary school delayed due to decline in enrollment increases and available revenues.

Economic conditions have led to a dramatic decline in the rate of increase of school enrollment. Commerce staff is assisting school staff to develop new projections that reflect current economic conditions. School systems' five-year critical needs will be updated after new enrollment projections are completed.

School Enrollment Projections (DPI) versus Actual

Cabarrus				Kannapolis			
	DPI ADM Estimate	Highest 20 th Day			DPI ADM Estimate	Highest 20 th Day	
2010	28,101	27,853	(248)	2010	4,063	3,888	(175)
2009	28,528	27,264	(1,264)	2009	3,959	4,000	41
2008	27,152	27,132	(20)	2008	3,856	3,866	10
2007	24,992	25,656	664	2007	3,727	3,735	8

Note: County current expense appropriations are based on DPI estimates

Post Retreat Update:

The decline in enrollment growth and funding constraints resulted in a 5-year CIP with no new schools planned. However, critical capital needs of the school systems will be met through issuance of qualified school construction bonds (QSCBs) in late 2010.

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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”.	Minimum exceeded. FY2009 Five-Year Financial Plan uses 16% pay as you go funding.	Maintain or exceed minimum in updated FY2010 budget

2010 UPDATE

No major school construction projects are anticipated in the FY 2010 CIP due to incomplete planning process (see above).

Post Retreat Update:

Economic uncertainty makes long-term planning very difficult and, due to the degree of speculation, of questionable value.

The CIP adopted in June, 2010 is all pay-as-you-go with the exception of the 5-year critical school projects, which are paid with proceeds from QSCBs). However, since QSCBs are interest free, they could arguably be considered pay-as-you-go.

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YEAR 1 OUTCOMES	PROGRESS	NEXT STEPS
3. Set the tax rate at a level that raises sufficient revenue to meet County needs and goals.	Tax rate of 63 cents maintained in FY2009 to meet needs and goals identified by BOC.	Review in FY 2010 budget process.

2010 UPDATE

Proposed FY 2011 budget will not include a tax increase, but a \$6.2 million short fall is anticipated. Layoffs, limited use of fund balance and other measures will be used to fill the gap.

Post Retreat Update:

Reduced revenues for FY 2011 resulting from the recession and the closing of Philip Morris led to significant reductions in spending in order to avoid a property tax rate increase. While some service levels were reduced (e.g., reduced hours of operation at libraries), critical services remain unaffected.

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YEAR 1 OUTCOMES	PROGRESS	NEXT STEPS
<p>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.</p>	<p>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).</p>	<p>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.</p>

2010 UPDATE

Chamber of Commerce Sustainability Council is meeting and active.

Sustainability action plan summary of achievements are available in a separate documents.

Cruse Meats Processing Center

The Cruse Meats Processing Center project is progressing. The Aquifer study showed good quality water in sufficient supply to meet the needs of a new “kill floor” at that location on Rimer Road. A new well was drilled and met all the state requirements for use from the Department of Environment and Natural Resources. Agri-Waste Technologies was hired to prepare the wastewater management plan and work on the permit with the Division of Water Quality with the Department of Environment and Natural Resources. The plan was completed in May and the permit was granted in August by DWQ with a minimum of fuss through the Fast Track program.

The county paid an additional amount of money for the Fast Track program so the permit was granted in 6 weeks instead of 6 months. Agri-Waste Technologies has completed the pricing work on the system and are working on gathering the data on installation personnel. The RFQ for design work was completed in October and the EG Smithson Company was chosen for the design contract and it was executed January 14, 2010. The design has been chosen, the drawings are in progress and the needed conditional use permit was approved February 18 by the Planning and Zoning Board.

We will then be able to work on the RFQ for construction. We are in the final stages of a Golden Leaf grant proposal to be funded through their Local Foods Initiative. They have asked for additional information to supplement our proposal which includes \$300,000 for new equipment for the kill floor.

Next steps: construction for the facility; apply for additional grants since we’re going to be creating more jobs at this facility.

Elma C. Lomax Incubator Farm

The Elma C. Lomax Incubator Farm on Atando Road is functional with 9 beginning farmers, 3 resource gardeners and 1 mentor farmer. The grading work was completed for the parking lot area and the greenhouse pad in January. The greenhouse was constructed after it took 3 weeks of “conversation” with the Commerce Department to get a building permit for the greenhouse. The greenhouse was complete in March.

The well was drilled in April, the irrigation was installed in May. We worked out all the water “bugs” with the irrigation system in June. We have had a very wet many months and haven't needed the irrigation (thankfully). The participants installed the electric deer fence and worked to maintain the area weed free throughout the summer and fall. We had a slight problem with raccoons but Animal Control has helped us with that.

Cold Water Creek Farm sold shares in a CSA (Community Supported Agriculture) with 40 families participating for 20 weeks from the end of June through October. In July and August we installed the Post Harvest Handling Facility that is comprised of a 10 X 20 walk-in cooler, three 3-bay stainless steel sinks, a 2400 pound flaker ice machine, and stainless steel prep tables. A concrete pad had to be poured for the cooler and the areas under the ice machine, sinks and tables.

In September, the participants designed and built a high tunnel (or hoop house) to allow for season extension through the winter months. A high tunnel is different from the greenhouse because it uses the sun's power to heat and there are no external heat sources saving money and being more cost effective and efficient for farmers. The high tunnel team is called All Seasons Farm and they've been selling 85 shares weekly to a CSA since December and actually have had more requests than they can fill currently. They are producing butter lettuce, spinach, collards, pak choi, bak choi, herbs and several other vegetables. The county obtained a lease on the adjoining 1 acre property from Franklin Lomax and the tenant was removed in December. Cooperative Extension has partnered with several other county departments including Parks and Recreation, General Services, Finance, Commerce, Public Information, and many local businesses.

Next steps: continue educational program, get the farmers business plans firmed up, cover crop additional land to be able to enroll additional beginning farmers; work on “office” space for the farmers to facilitate better communication.

Community Food Assessment/Food Policy Council

NCSU/Center for Environmental Farming Systems will soon begin performing a community food assessment. This will be overseen by a food policy council, which will be appointed by the BOC soon.

Post Retreat Update:

In its first year of existence, efforts of the Sustainability Council led to cooperative efforts among the local governments to provide recycling pick-up (paper, glass, aluminum, steel) for the county's schools, beginning in August, 2010.

Construction drawings for the meat slaughter/processing facility are complete. Notice of a grant award from Golden LEAF is anticipated in August. Construction is expected to begin in late Fall.

The incubator farm supports 16 new farmers and has a waiting list of about 80.

The Food Policy Council (FPC) was appointed in May and it will have its second meeting July 8, 2010. The community food assessment (performed by the Center for Environmental Farming Systems) is underway and an update will be given to the FPC at its July meeting.

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YEAR 2 OUTCOMES	PROGRESS	NEXT STEPS
1. Work with the school boards to determine any advantages in offering more distance learning classes.	Issue has been raised in Chair/Vice Chair meeting. No additional progress.	Ask BOEs to study technology improvements , to include costs, space impacts, benefits, etc. Could then be funded separately like other current expense items.

2010 UPDATE

Very preliminary discussions with school systems have begun on developing a technology plan and funding it separately from other current expense items. Such a plan would provide a good opportunity for further exploration of distance learning, especially considering the serious constraints on funding and the desire to offer an extensive list of courses at all schools.

Post Retreat Update:

The issue of developing a comprehensive technology plan and consideration of consolidation of some IT services aimed at saving money and improving services was raised by county representatives on at least two occasions at Chair/Vice Chair meetings with CCS. Limited cooperative efforts are sporadic.

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	PROGRESS	NEXT STEPS
<p>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 (including an agreement with all jurisdictions to reserve an agreed-upon percentage for emergencies or unplanned needs); 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.</p>	<p>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.</p>	<p>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</p>

2010 UPDATE

A joint planning process is currently underway with the town of Harrisburg for the county’s Harrisburg Area planning district. A joint planning process with the town of Mt. Pleasant is anticipated for FY 2011.

An update to the WSACC master plan is overdue. Now that we know the maximum amount of public water that will be available in the county (current reservoirs plus IBT), it is important to determine the amount of development that can be supported and implement measures to ensure capacities are not exceeded.

Post Retreat Update:

The Harrisburg area plan draft is complete and a community review session is scheduled for July 27th.

WSACC representatives Liz Poole and Bob Carruth made the request for a master plan update at a WSACC board meeting. After some deliberation, the WSACC board agreed to a review of water carrying capacity by staff members of WSACC and local government staff. A meeting was held. It is not clear whether any further meetings will occur or if a review will be performed, despite the county’s request

Minutes from the meeting indicate an apparent lack of understanding of the importance of planning for future water demand when the supply is limited by the provisions of the interbasin transfer permit. A follow-up meeting should be held with policy-makers, rather than staff.

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	PROGRESS	NEXT STEPS
1. Complete the National Incident Management report, assess the fire suppression response in the unincorporated areas, identify short comings and provide recommendations for improvement.	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.	Ensure all new employees/Board Members complete required National Incident Management training. Continue monitoring response levels of volunteer fire departments.

2010 UPDATE

Department Heads have ensured new employees required to complete NIMS training have forwarded their certificates to the EM Office. The Department of Homeland Security has changed the “required” training for elected officials to “recommended”. We do not have completion certificates on file for all BOC members. We will be hosting a Department of Homeland Security Senior Officials Workshop in June of this year for our region. This workshop is geared toward elected officials and county/city management.

The Fire Marshal’s Office continues to monitor and evaluate response levels with the Volunteer Fire Departments. Day-time staffing has reduced overall response times during the periods the stations are staffed. A recommendation from the Fire Marshal’s Office will be coming to the BOC for re-districting parts of the northwest area of the county due to the opening of Kannapolis Station 5 and the planned opening of Odell Station 2 in March of 2010. This re-districting proposal, if approved, will bring properties previously classified as “unprotected” into a 5-mile protected district, decrease response times, lower the fire tax rate in certain areas, and lower the insurance class rating in certain areas, which would lower fire insurance rates.

Post Retreat Update:

At the retreat, BOC members noted technical difficulties in the on-line NIMS certification program. The Emergency Management Director offered Commissioners an opportunity for personal assistance with the on-line program.

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	PROGRESS	NEXT STEPS
2. Ask all public safety agencies in the County to assess training facility needs and develop a plan to meet those needs.	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.	Perform feasibility study in 2009 (funds are budgeted) and have master plan developed for county public safety training facility.

2010 UPDATE

A committee comprised of county staff, representatives from our local response agencies (Fire, Law Enforcement, EMS, Rescue) , and representatives from Rowan-Cabarrus Community College have met with the architects to develop the draft program for the Cabarrus County Public Safety Training Center. The first draft came back for review, showing a need for 27 acres and 17.1 million dollars to develop the center as initially programmed. This draft was sent back to 2 sub-committees tasked with (1) recommending potential cuts to the initial plan and (2) prioritization of projects included in the draft plan. We are currently waiting on the law Enforcement sub-committee for their recommendations.

Post Retreat Update:

Current fiscal constraints prohibit inclusion of this project in the CIP.

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

2010 UPDATE

Emergency Management and Fire Marshal Staff have requested to be included with school staff in the early phases of school planning to ensure that all school sites are properly assessed for emergency access and proper water supply. We have also requested to look at potential new construction sites for potential use as shelters and to review existing sites for possible upgrades to emergency power (transfer switches/quick connects).

We are currently working with Channel 22 staff on our public safety announcements. Our goal is to have seasonal as well as special emphasis messages produced and aired on Channel 22. Channel 22 is currently airing our first message and working with staff on production for future messages.

Emergency Management is working with State Emergency Management on a state-wide special needs registry that will be part of our incident management software application (WEB-EOC). Once launched, we will be able to voluntarily register any citizen that may need more assistance during crisis situations. When the State launches this program, we will be providing local medical offices, senior centers, DSS, ARC, Meals on Wheels and other agencies registration forms for our community to voluntarily register for this tracking and monitoring database. We are also currently working with citizen groups that serve citizens with special needs to enhance our response and sheltering plans.

Post Retreat Update:

A table-top, multi-agency emergency exercise was held last month at CMC NorthEast.

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	PROGRESS	NEXT STEPS
<p>1. Develop a systematic way to replace the three current 911 communications center with one countywide, consolidated 911 communications center.</p>	<p>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.</p>	<p>Determine cost of hiring consultant to perform consolidation study, assess interest of cities, bring findings to BOC for action in FY2009.</p>

2010 UPDATE

1. The Concord and Kannapolis city councils rejected the county’s offer of hiring an outside consultant to perform a feasibility study concerning a consolidated 911 system for Cabarrus County.
2. During FY 2010, the BOC approved the purchase of a Positron Viper 911 Phone System for the county’s dispatch center. This system has given our center a greater ability to respond to emergency calls.

During the 2nd quarter this year Concord and Kannapolis began to look at a new 911 phone system as well. Their new system of choice was not compatible with the county’s new system and would therefore breakdown the possibility of unified system even further for the future. County staff approached the cities concerning the Positron Viper 911 System that the county already had in operation.

The cities agreed that a new system allowing all three centers to communicate more efficiently was desirable and on January 19, 2010, the BOC voted to allow the use of 911 phone revenues for the purchase and future operations of an expanded Positron Viper 911 System to include the cities of Concord and Kannapolis and directed staff to contact the State 911 Board to request an exception to the permitted uses of such funds to include enhancing cities’ secondary PSAP’s. Prior to the state’s review we must submit a signed inter-local agreement stating that all parties understand and agree upon the proposed project and future operations.

At this time, county staff and the county attorney are crafting this agreement for Cabarrus County, and the cities of Concord and Kannapolis to review and ultimately approve. Hopefully this agreement will go before the respective boards in March and advance to the State 911 Board in April.

3. In addition to the E911 phone system, the current radio system has become outdated and most of its working parts will be obsolete in the next year or two. Therefore county, Concord and Kannapolis staffs have been searching for an enhanced replacement system that will carry our emergency services into the future with the ability to connect to a regional system that is based in Charlotte. Currently two P25 radio systems are being evaluated with a recommendation for the board to consider soon. The cost of this new system and the additional towers needed to assure coverage throughout the county is estimated to be approximately \$9 million with a recurring annual maintenance fee of approximately \$600,000.00. These costs will be proportionately shared by the county, Concord, and Kannapolis.

Post Retreat Update:

The interlocal agreement on the Positron Viper 911 system was approved by all parties in June.

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	PROGRESS	NEXT STEPS
<p>1. Participate in continuing education opportunities for members of the Board of Commissioners to achieve competencies as needed.</p>	<p>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.</p>	<p>Staff will continue to inform BOC members of continuing education opportunities, including an assessment their efficacy.</p>

2010 UPDATE

None.

Post Retreat Update:

Efforts continue.

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	PROGRESS	NEXT STEPS
2. Institutionalize a joint school facilities planning and construction committee and collaborate with the school boards to develop cost-effective and comprehensive construction standards. Also consider alternative uses of school buildings after hours.	CCS and county staff are working to develop a comprehensive web-based tracking program for school construction projects. Individual responsibilities would be specified.	Complete web-based program in 2 nd Q 2009. Jointly develop siting, construction criteria. Propose joint retreat with BOC and BOEs in February or March 2009.

2010 UPDATE

Joint BOC – BOE retreat was not held.

CCS is developing construction criteria internally.

Web-Based Program

This project began in the first quarter of 2009 with both School Districts having a presentation of the system at their respective sites. Preliminary data was gathered and an outline of the system began.

The Cabarrus County School system made a change in the Construction Managers position which stalled the progress. Several requests were made to obtain data but due to new personnel changes, the information was not obtained until February 16th. Great progress was made in the outline of the construction page of the site and several enhancements to the other pages occurred at this meeting.

In the next several weeks the construction page will be completed and ready for an overall review by staff at both School Districts and the County. Once the pages are approved, each school construction project will have its own project page and the individuals responsible for the workflow can start updating the progress. Anticipate presenting the updated site to the Chair/Vice chairs of each schools District at the next meeting scheduled in the summer of 2010.

A great deal of information has been obtained to help with future construction projects to help both the Schools and the County in determining how to fund future projects, debt financing versus cash funding. Another learning point is to distinguish between construction cost and operational cost for school facilities.

Post Retreat Update:

School siting criteria is included in the Harrisburg Area Plan draft. The web-based construction application will be used to track the school construction projects funded by QSCBs.

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	PROGRESS	NEXT STEPS
1. Study any benefits of combining all waste and recyclables collection throughout the county under one consolidated contract.	This was mentioned to the city managers of Concord and Kannapolis – there was some interest expressed.	This could be discussed as part of the county solid waste plan update, required by the state this year.

2010 UPDATE

No progress on this issue. Kannapolis city council has decided to begin curbside collection of recyclables with its own forces in December, 2010. Removal of this outcome is suggested.

Post Retreat Update:

The BOC voted to remove this goal. Concord and Kannapolis announced the possibility of a consolidated curbside recycling collection contract that would become effective July, 2011.

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	PROGRESS	NEXT STEPS
<p>1. Hold an extensive work session for information gathering and strategy development in the area of communications and outreach.</p>	<p>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.</p>	<p>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 revaluation 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</p>

2010 UPDATE

Created an emergency communications plan to include direct communication to residents in times of disaster including implementation of Connect CTY robo-call phone system, instantaneous announcements on Cabarrus County’s Facebook and Twitter sites as well as Cabarrus County website; and emergency information scroll on Channel 22. We also have produced several public service announcements regarding emergency preparedness that air on Channel 22 and online. In addition, we are exploring ideas for installing an Emergency Alert icon on the Cabarrus County website in times of threatened or real emergency situations.

Promoting public participation in meetings and workshops through programming on Channel 22, weekly e-mail newsletter, Facebook and Twitter sites, and direct mailings when appropriate. In addition, a synopsis of each Board of Commissioners regular monthly meeting is provided through the e-mail newsletter. All meetings of the Board of Commissioners are now videotaped and posted on the Cabarrus

County website and YouTube site. The kickoff meeting for the Harrisburg Area Land Use Plan saw record crowds with approximately 250 people in attendance.

A Speakers Bureau was developed with expert presenters identified among the county's departments. Speakers are available to make presentations to schools, service clubs, civic organizations and other community groups on a consistent basis. To date, 23 presentations have occurred through this program.

Reaching out to newcomers through the Cabarrus Newcomers and Friends association and via a direct link under the Newcomers tab on the Chamber of Commerce website.

Currently exploring the best and most time-conscious way to recognize those serving on boards/committees as well as recognize civic groups for their accomplishments.

Developed extensive citizen education program to promote the tenets of sustainability through year-long workshops and events and produced special television program "Farm to Fork" local food initiative which was syndicated in 15 television markets in NC as well as broadcast on UNC-TV.

Communications plans for the courthouse project and revaluation will be developed when details regarding implementation are available.

Post Retreat Update:

At the retreat, BOC members discussed the possibility of holding town hall meetings in various locations across the county. None have been scheduled yet.

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	PROGRESS	NEXT STEPS
1. Hold an extensive work session for information gathering and strategy development in the area of economic development.	Meetings held June 26 and August 15, 2008. BOC approved contract with EDC and adopted new, more flexible incentive program.	Continue to collaborate with the EDC.

2010 UPDATE

More work is needed.

Post Retreat Update:

At the annual retreat BOC members discussed a number of concerns and issues regarding the EDC and economic development in general. In particular, the BOC expressed interest in developing programs and efforts to promote and assist small businesses.

The county manager recently suggested to the board the creation of a “council for a sustainable local economy” to engage a group of citizens (furthering Goal 4) on this issue (primarily related to small business) and make recommendations to the BOC. Michael Shuman, author of “The Small-Mart Revolution” and Director of Research and Economic Development for BALLE, has agreed to assist in this effort.

The EDC board reviewed a revised EDC budget (reflecting the reduction in funding from the county) for FY 2011 at its June 21st meeting. The EDC staff proposed using two-thirds of the EDC’s fund balance in FY 2011 to avoid cutting the budget. The EDC board agreed that it would be imprudent and unsustainable to use that much fund balance in one year and directed the EDC staff to prepare another budget that uses no more than \$50K to \$75K in fund balance and limits the EDC’s efforts to recruitment only.

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	PROGRESS	NEXT STEPS
1. Use the new Community Needs Assessment to guide a collaborative community effort to consider the needs and issues raised by the Assessment.	No progress.	Discuss the appointment of a citizens' committee by 2 nd Quarter 2009 with Healthy Cabarrus and other appropriate agencies to lead a strategy-making effort.

2010 UPDATE

No progress. There is a relation, however, to the community food assessment.

Post Retreat Update:

None.