

Cleveland County Board of Commissioners
May 21, 2019

The Cleveland County Board of Commissioners met in a regular session on this date, at the hour of 6:00 p.m. in the Commission Chamber of the Cleveland County Administrative Offices.

PRESENT: Susan Allen, Chairman
Ronnie Whetstine, Vice-Chair
Johnny Hutchins, Commissioner
Doug Bridges, Commissioner
Deb Hardin, Commissioner
Brian Epley, County Manager
Tim Moore, County Attorney
Phyllis Nowlen, Clerk to the Board
Shane Fox, Chief Financial Officer
Kerri Melton, Assistant County Manager
Chris Green, Tax Administrator
Elliot Engstrom, Senior Staff Attorney
Allison Mauney, Human Resources Director
Perry Davis, Emergency Management Director/Fire Marshal
Lori Poston, E-911 Communications Director
Ryan Wilmoth, Emergency Medical Services Director
Daryl Sando, Electronic Maintenance Director
Jane Shooter, Interim Social Services Director
Scott Bowman, Maintenance Director
Jason Falls, LeGrand Center Director
Carol Wilson, Library Director
Clifton Philbeck, Elections Director
Betsy Harnage, Register of Deeds

CALL TO ORDER

Chairman Allen called the meeting to order and Commissioner Hutchins provided the invocation and led the audience in the Pledge of Allegiance.

AGENDA ADOPTION

ACTION: Commissioner Hardin made the motion, seconded by Commissioner Hutchins and unanimously approved by the Board to, *approve the agenda as presented.*

SPECIAL RECOGNITION

NORTH CAROLINA'S GOVERNOR VOLUNTEER SERVICE AWARDS

Chairman Allen recognized Janet Hart, Public Information Officer, to present the North Carolina Governor's Volunteer Service Awards. The Governor's Volunteer Service Awards program was created by the Office of the Governor in 1979 to recognize North Carolina's most dedicated volunteers. Through the years, the award has been bestowed on thousands of North Carolinians who have shown concern and compassion for their neighbors by volunteering in their local communities. Two individuals and one organization from Cleveland County have been awarded certificates for their volunteer service. The Commissioners took turns commenting and giving congratulations to the award recipients.



*Governor's Award
for
Volunteer Service*

This is to certify that

Lillie Hinton

is hereby awarded the highest designation of appreciation for distinguished volunteer service to the People and the State of North Carolina, and is to be granted and extended all honors and courtesies provided by this Office, entitled thereunto by this certificate of recognition and appreciation.



Roy Cooper
Governor

March 25, 2019

Date



*Governor's Award
for
Volunteer Service*

This is to certify that

Susan Ashworth

is hereby awarded the highest designation of appreciation for distinguished volunteer service to the People and the State of North Carolina, and is to be granted and extended all honors and courtesies provided by this Office, entitled thereunto by this certificate of recognition and appreciation.



Roy Cooper
Governor

March 25, 2019

Date



*Governor's Award
for
Volunteer Service
Lifetime Achievement*

This is to certify that

Windjammers Motorcycle Club

is hereby awarded the highest designation of appreciation for distinguished volunteer service to the People and the State of North Carolina, and is to be granted and extended all honors and courtesies provided by this Office, entitled thereunto by this certificate of recognition and appreciation.



Roy Cooper
Governor

March 25, 2019

Date

SPECIAL PRESENTATION

LIBERTY MOUNTAIN

Chairman Allen recognized Jim Champion from the Joy Performance Center in Kings Mountain. Mr. Champion introduced several members of their committee and Caleb Sigmon, team leader in production. Mr. Sigmon spoke about the upcoming play Liberty Mountain, the Revolutionary Drama. The performance conveys the

story of the pioneers in the Carolina backcountry who battled for freedom. The production features 360-degree action, live music and special effects. Mr. Champion thanked the Board for their continued support of the Joy Theater and the Liberty Mountain play.

CITIZEN RECOGNITION

No one registered to speak.

CONSENT AGENDA

TAX COLLECTOR’S MONTHLY REPORT

The Tax Collector provided Commissioners with the following detailed written report regarding taxes collected during *April 2019*.

TOTAL TAXES COLLECTED APRIL 2019			
YEAR	AMOUNT-REAL	AMOUNT-VEH	
DEF REV	\$0.00	\$0.00	
2018	\$570,884.54	\$0.00	\$570,884.54
2017	\$37,354.74	\$0.00	\$37,354.74
2016	\$11,006.63	\$0.00	\$11,006.63
2015	\$3,315.43	\$0.00	\$3,315.43
2014	\$2,779.10	\$0.00	\$2,779.10
2013	\$2,116.58	\$0.00	\$2,116.58
2012	\$643.45	\$782.68	\$1,426.13
2011	\$193.33	\$491.46	\$684.79
2010	\$178.87	\$174.36	\$353.23
2009	\$319.80	\$122.57	\$442.37
2008	\$0.00	\$316.15	\$316.15
TOTALS	\$628,792.47	\$1,887.22	\$630,679.69
DISCOUNT	\$0.00		
INTEREST	\$35,848.62	\$1,268.48	\$0.00
TOLERANCE	(\$12.82)	(\$4.47)	
ADVERTISING	\$2,281.45	\$750.15	
GARNISHMEN	\$23,928.62		
NSF/ATTY	\$124.06		
LEGAL FEES	\$2,079.26		
TOTALS	\$693,041.66	\$3,901.38	\$696,943.04
MISC FEE	\$0.00	\$0.00	
TAXES COLL	\$693,041.66	\$3,901.38	\$696,943.04
DEF	\$16,113.51	\$17,575.20	\$0.00
DISC	(\$34.52)	\$710,616.86	\$3,901.38
TOL	\$0.00		\$714,518.24
INT	\$1,496.21		
TOTAL TAXES UNCOLLECTED APRIL 2019			
	AMOUNT-REAL	AMOUNT-VEH	COMBINED AMT
2018	\$1,985,067.17	\$0.00	\$1,985,067.17
2017	\$647,684.16	\$0.00	\$647,684.16
2016	\$358,208.52	\$0.00	\$358,208.52
2015	\$271,261.69	\$0.00	\$271,261.69
2014	\$222,387.98	\$0.00	\$222,387.98
2013	\$137,337.72	\$64,498.09	\$201,835.81
2012	\$103,770.54	\$73,622.05	\$177,392.59
2011	\$77,436.03	\$55,897.55	\$133,333.58
2010	\$70,083.70	\$53,163.56	\$123,247.26
2009	\$70,123.92	\$50,077.82	\$120,201.74
2008	(\$0.00)	\$0.00	(\$0.00)
	\$3,943,361.43	\$297,259.07	\$4,240,620.50
DEF REV	\$56,866.47	\$0.00	\$56,866.47
TOTAL UNCOLLECTED	\$4,000,227.90	\$297,259.07	\$4,297,486.97

TAX ABATEMENTS AND SUPPLEMENTS

The Tax Assessor provided Commissioners with a detailed written report regarding tax abatements and supplements during *April 2019*. The monthly grand total of tax abatements was listed as (\$1,195.57) and monthly grand total for tax supplements was listed as \$32,208.42.

PLANNING DEPARTMENT: TEXT AMENDMENT CASE 19-02; ALLOW ACCESSORY BUILDINGS

AS PRIMARY STRUCTURES ON RESIDENTIAL PARCELS (Schedule Public Hearing for June 18, 2019)

Jay and Deborah Carpenter have filed a petition to amend Section 12-138 of the Cleveland County Unified Development Ordinance. Section 12-138 of the Cleveland County Unified Development Ordinance is concerned with placement of accessory structures and the proximity of said structures to principal structures, other accessory structures, and property lines. Mr. and Mrs. Carpenter have made an application requesting to amend this section of the code to allow accessory buildings to be placed on a vacant residential lot if the lot is within 1/8 mile (660 feet) of the applicant's principal dwelling.

ACTION: Commissioner Hutchins made the motion, seconded by Commissioner Bridges and unanimously approved by the Board to, *approve scheduling the public hearing as requested.*

JUVENILE CRIME PREVENTION COUNCIL 2019 – 2020 CERTIFICATION

The Juvenile Crime Prevention Council (JCPC) comes to the Board of Commissioners to seek their approval on their list of priorities for their funding allocation. This does not have any direct cost to the county but does require action on the Board's part to approve their funding priorities for the fiscal year. Recommendations for 2019-20 funding are:

- Restitution & Community Service - \$20,881
- Teen Court - \$19,000
- Mentor Program - \$35,000
- Roots & Wings – Parent/Youth Skill Development - \$88,635
- Juvenile Mediation - \$16,000
- Turning Point Academy - \$40,000
- Family Centered Treatment (FCT) - \$19,068
- Kids at Work! - \$38,000
- Administration - \$1,400

ACTION: Commissioner Hutchins made the motion, seconded by Commissioner Bridges and unanimously approved by the Board to, *approve the Cleveland County Juvenile Crime Prevention Council Annual Plan and Funding Allocation for 2019 – 2020.*

CLEVELAND COUNTY SCHOOLS SHARP BUSINESS SERVICES

Cleveland County Schools (CCS) current contract for Copy Management Services expires June 30, 2019. In February 2019, CCS prepared and issued a Request for Proposals for Multi-Functional Devices (MFDs) to update the equipment and related services. CCS recommends the Cleveland Board of Education enter into a contract with Sharp Business Systems. They also request the County Commissioners approve the program contract by resolution which shall allow the Commissioners to appropriate sufficient funds in ensuing fiscal years to meet the amounts to be paid under the contract in those years. Cleveland County Schools is not requesting an increase in funding from Cleveland County for 2019-2020 or any future years to meet this program's obligation.

ACTION: Commissioner Hutchins made the motion, seconded by Commissioner Bridges and unanimously adopted by the Board to, ***approve Cleveland County Schools program contract with Sharp Business Systems resolution.***



Resolution

Number 10-2019

Resolution Approving Cleveland County Board of Education To Enter Into An Equity Lease Agreement With Sharp Business Systems

WHEREAS, the Cleveland County Schools have requested to enter into a five (5) year Equity Lease Agreement with Sharp Business Systems for business copier agreement; and

WHEREAS, local school administrative units in North Carolina may enter into such a contract for capital outlay expenditure of this nature; and

WHEREAS, Cleveland County Schools is not requesting an increase in funding from Cleveland County for FY 2019-2020 or in any in ensuing years to meet the amounts to be paid under this contract in those years; and

WHEREAS, some portion is to be performed or paid in ensuing fiscal years, without the 2019 - 2020 Cleveland County Schools' budget resolution including an appropriation for the entire obligation; and

WHEREAS, the 2019-2020 Cleveland County Schools' budget resolution includes an appropriation authorizing the current fiscal year's portion of the obligation; and

WHEREAS, the 2019-2020 Cleveland County Schools' budget has an unencumbered balance that remains in the appropriation sufficient to pay in the current fiscal year the sums obligated by the Lease Agreement for the current fiscal year; and

WHEREAS, contracts for capital expenditures of this nature need to be approved by a resolution adopted by the Board of County Commissioners, which resolution when adopted shall bind the Board of County Commissions to appropriate sufficient funds in ensuing years to meet the amounts to be paid under the contract in those years;

NOW THEREFORE, BE IT HEREBY PROCLAIMED, the Board of Commissioners of Cleveland County, North Carolina, resolves to appropriate sufficient capital funds in ensuing years to meet the amounts to be paid under this contract in those years.

Adopted this the 21st day of May, 2019.

By: Susan Allen
Susan Allen, Chairman
Board of Commissioners of Cleveland
County

ATTEST:

Phyllis Nowlen
Phyllis Nowlen, Clerk
Cleveland County Board of Commissioners



REGULAR AGENDA

MINIMUM HOUSING: 907-1 MARGRACE ROAD AND 909 MARGRACE ROAD

Chairman Allen recognized Chris Martin, Senior Planner, to present minimum housing code violations for 907-1 Margrace Road and 909 Margrace Road. These are adjoining structures located on the same property which are owned by Mark and Gary Lyons. The Planning Department is requesting authorization from the Board to demolish the structures, remove all debris from the property and place a lien on the properties to help the County recover some of the costs that will be incurred to demolish. In September 2018, Planning staff received a complaint about both of these locations. An inspection was performed and it was found the buildings were dilapidated and did not meet the minimum housing code. A hearing was held November 1, 2018. No evidence was presented by the land owner that showed the property was brought into compliance. An Order was issued to repair or demolish the structure within ninety days. This Order expired February 27, 2019. Mr. Lyons has demolished the homes. A considerable amount of trash and debris remain on the property. He has asked for several extensions to clean it up but the work still has not been completed.



Chairman Allen opened the floor to the Board for questions and discussion. Commissioner Bridges has been through the area several times and it is in dire need of clean up. Commissioner Hutchins stated this area has been an issue when it was in the ETJ of Kings Mountain and continues to be one. Commissioner Whetstine reiterated the land owners have been given plenty of time and multiple extensions to get the property cleaned up but to no avail.

ACTION: Commissioner Whetstine made the motion, seconded by Commissioner Bridges and unanimously adopted by the Board to, ***adopt the ordinances ordering the demolition and removal of debris at 907-1 Margrace Road and 909 Margrace Road in Kings Mountain.***

CLEVELAND COUNTY
NORTH CAROLINA

AN ORDINANCE AUTHORIZING THE CODE ENFORCEMENT OFFICER
TO DEMOLISH THE DWELLING AND REMOVE ALL DEBRIS AT
909 MARGRACE ROAD

WHEREAS, pursuant to the provisions of Chapter 160A, Article 19, Part 6 of the North Carolina General Statutes, the dwelling located at 909 MARGRACE ROAD, Cleveland County, North Carolina has been inspected and found to be unfit for human habitation and to otherwise constitute a danger to persons and a threat to the health and welfare of the citizens within Cleveland County; and

WHEREAS, according to the procedures provided by law, the owner(s) of said property have been given notice of the aforesaid inspection, defective conditions, determination and order to bring said property into compliance with the minimum housing code of Cleveland County and the State of North Carolina by appropriate repair and/or demolition of said dilapidated dwelling; and

WHEREAS, the owner(s) have not complied with the Findings and Order by the Code Enforcement Officer within the period allowed by law; and

WHEREAS, the said dwelling remains, at this time, unfit for human habitation, dilapidated, and a danger to the health and safety of the citizens of Cleveland County and should be demolished in order to prevent and alleviate such danger and dilapidated conditions;

NOW, THEREFORE, BE IT ORDAINED BY THE CLEVELAND COUNTY BOARD OF COMMISSIONERS that the dilapidated dwelling located at 909 MARGRACE ROAD, (Parcel 11338) now or formerly owned by MARK LYON and GARY LYON; shall be demolished and all the debris removed, and a lien placed against the property for the costs incurred by the county as provided by GS160A-443(6).

Adopted and approved this the 21st day of MAY, 2019 by the Cleveland County Board of Commissioners in open session.

ATTEST

Phyllis Nowlen
Phyllis Nowlen
County Clerk

Susan Allen
Susan Allen, Chairman
Cleveland County Board of Commissioners

CLEVELAND COUNTY
NORTH CAROLINA

AN ORDINANCE AUTHORIZING THE CODE ENFORCEMENT OFFICER
TO DEMOLISH THE DWELLING AND REMOVE ALL DEBRIS AT
907-1 MARGRACE ROAD

WHEREAS, pursuant to the provisions of Chapter 160A, Article 19, Part 6 of the North Carolina General Statutes, the dwelling located at 907-1 MARGRACE ROAD, Cleveland County, North Carolina has been inspected and found to be unfit for human habitation and to otherwise constitute a danger to persons and a threat to the health and welfare of the citizens within Cleveland County; and

WHEREAS, according to the procedures provided by law, the owner(s) of said property have been given notice of the aforesaid inspection, defective conditions, determination and order to bring said property into compliance with the minimum housing code of Cleveland County and the State of North Carolina by appropriate repair and/or demolition of said dilapidated dwelling; and

WHEREAS, the owner(s) have not complied with the Findings and Order by the Code Enforcement Officer within the period allowed by law; and

WHEREAS, the said dwelling remains, at this time, unfit for human habitation, dilapidated, and a danger to the health and safety of the citizens of Cleveland County and should be demolished in order to prevent and alleviate such danger and dilapidated conditions;

NOW, THEREFORE, BE IT ORDAINED BY THE CLEVELAND COUNTY BOARD OF COMMISSIONERS that the dilapidated dwelling located at 907-1 MARGRACE ROAD, (Parcel 11338) now or formerly owned by MARK LYON and GARY LYON; shall be demolished and all the debris removed, and a lien placed against the property for the costs incurred by the county as provided by GS160A-443(6).

Adopted and approved this the 21st day of MAY, 2019 by the Cleveland County Board of Commissioners in open session.

ATTEST

Phyllis Nowlen
Phyllis Nowlen
County Clerk

Susan Allen
Susan Allen, Chairman
Cleveland County Board of Commissioners

FY 2019 – 2020 COUNTY MANAGER’S RECOMMENDED BUDGET

Chairman Allen called County Manager Brian Epley to the podium to present the FY 2019 – 2020 County Manager’s Recommended Budget. After this evening’s meeting, the budget will be available for public review over the next two weeks. A public hearing is scheduled for the June 4, 2019 Regular Commissioners Meeting. At that time, the Board can either make changes and approve or deny the recommended budget. Staff has built on the momentum created at the Board’s Strategic Planning Workshop in January which included creating a structurally balanced and priority-based budget. The Board works hard to achieve an outcome-based budget and align resources with initiatives that will generate returns on investments. Staff continues to incorporate current year strategies by linking to the Board’s strategic plan while looking beyond the current fiscal year towards the future, trying to anticipate projects and developments that may be headed in Cleveland County’s direction. Mr. Epley reviewed the following PowerPoint with the Board.

Board Budget Workshop
FY 19-20

Cleveland County
NORTH CAROLINA

GOALS AND OBJECTIVES

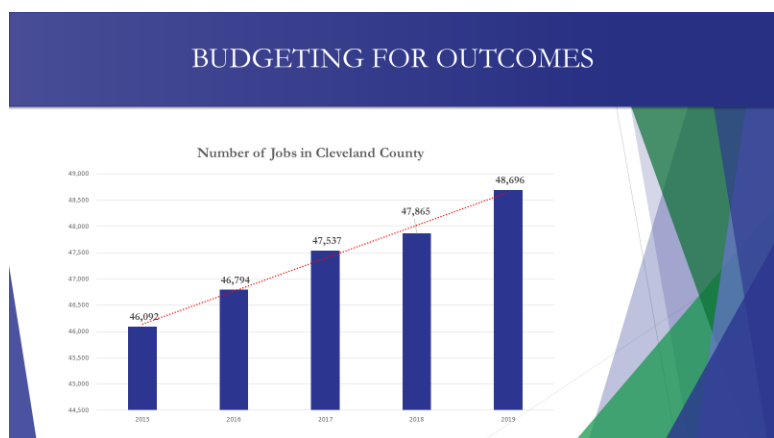
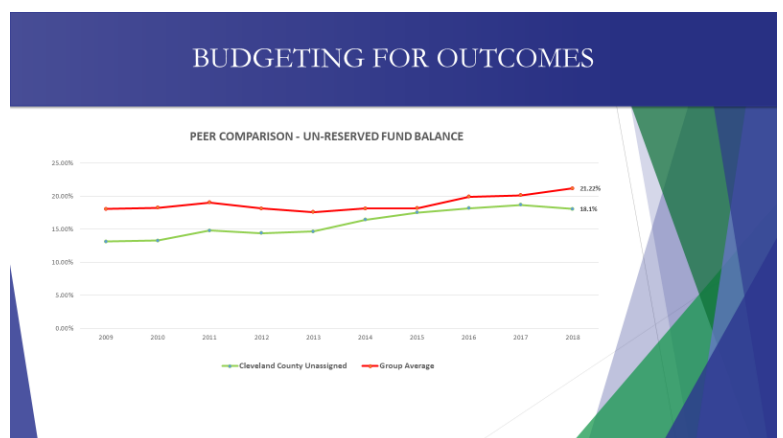
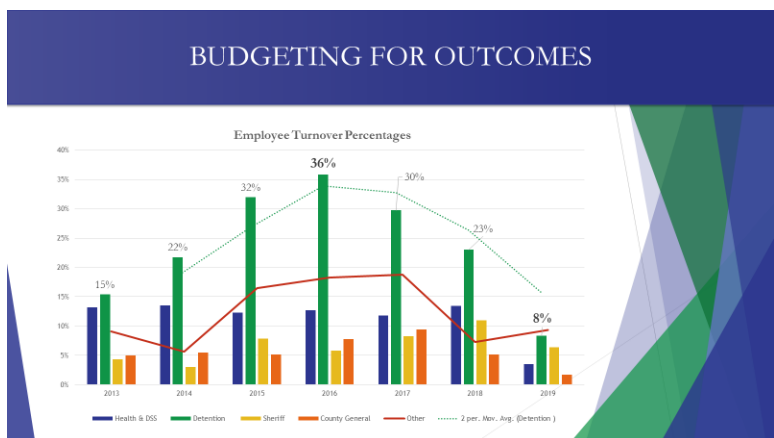
- Review Multi-Year Strategic Momentum and Outcomes
- Current Year Strategies
 - Priority Based Balanced Budget Linked to Commissioners Strategic Plan
 - Future Focused – Plan for 2020 and Beyond
 - Continued Focus on Operational Efficiency Improvements
- Items on the Horizon

Multi-Year Strategic Momentum and Outcomes

PRIOR YEAR COMMISSIONERS PRIORITIES

Employee Pay & Wellness

Employee Pay Increase (2014-2017)	\$ 4,415,000
Employer Health Wellness Investment	\$ 1,155,000
Holiday / Sanctioned Overtime Pay	\$ 150,000
Prior Years Allocation	\$ 5,720,000
2018 Pay and Classification Adjustment & COLA	\$ 2,500,000
5-Year Employee Investment	\$ 8,220,000



FY 14-19
BUDGET RE-ENGINEERING

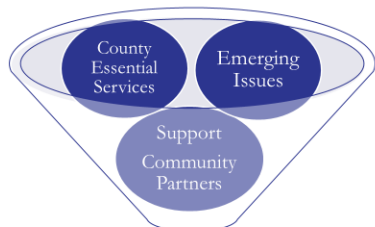
Federal / State Funding Utilization	\$ 2,099,630
Process Re-Design	455,000
Cross Departmental Collaboration	340,000
Total Annual	\$ 2,894,630

- 5 Year Operational Savings \$ 14,473,150

OTHER BOARD DELIVERABLES

- ▶ Fund Balance Growth
- ▶ Revaluation Tax Cut
- ▶ 5 Year CIP Plan
- ▶ Washburn Switch Development
- ▶ Marketing / Rebranding
- ▶ Pay & Classification Implementation / Personnel Ordinance / Sheriff Pay Plan
- ▶ Partnering for Community Prosperity (West Shelby)
- ▶ Organizational I.T. Upgrade
- ▶ Facilities Master Planning

COMPETING PRIORITIES



Balanced Priority Based Budget

MUNICIPAL OPERATING ALLOTMENTS

	FY1718	FY1819	FY1920
	Budget	Budget	Recommended
Kings Mtn	\$ 47,291	\$ 47,291	\$ 47,291
Boiling Springs	17,637	17,637	17,637
Polkville	11,941	11,941	11,941
Kingstown	9,537	9,537	9,537
Patterson Springs	8,069	8,069	8,069
Belwood	7,695	7,695	7,695
Lawdale	7,328	7,328	7,328
Grover	6,966	6,966	6,966
Fallston	6,849	6,849	6,849
Casar	5,412	5,412	5,412
Waco	5,345	5,345	5,345
Mooresboro	5,125	5,125	5,125
Earl	4,373	4,373	4,373
Lattimore	3,480	3,480	3,480
	\$ 147,048	\$ 147,048	\$ 147,048

Current Year Strategies

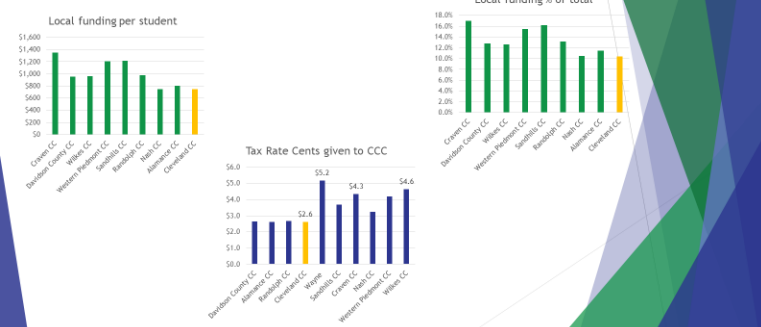


Community Partners FY 19-20

COMMUNITY PARTNERS

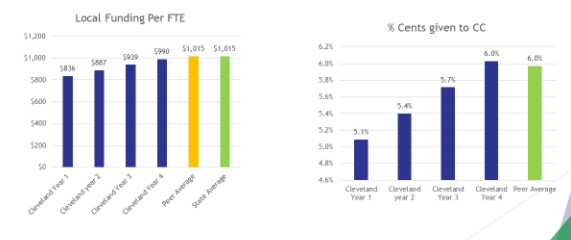


CLEVELAND COMMUNITY COLLEGE LOCAL FUNDING



CLEVELAND COMMUNITY COLLEGE FIVE-YEAR PLAN

FY 19	FY 20	FY 21	FY 22	FY 23
\$2,283,872	\$2,433,872	\$2,583,872	\$2,733,872	\$2,883,872



PUBLIC SCHOOL FUNDING

Property Tax Revenue	\$ 13,467,648
Sales Tax Revenue	\$ 3,700,000
Local Operational Appropriation	\$ 10,250,000
Local Capital Appropriation	\$ 1,400,000
Sales Tax Capital Appropriation	\$ 1,450,000
Total	\$ 30,267,648

Public School System	2016	2017	2018	2019	2020
Per Pupil Funding	\$1,822	\$1,904	\$1,923	\$1,975	\$2,017

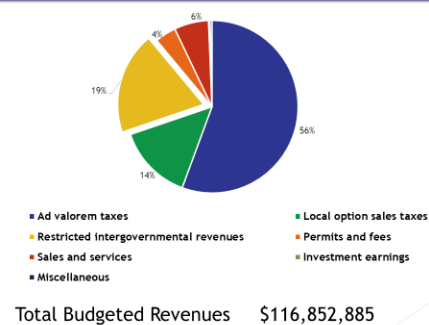
CLEVELAND COUNTY SCHOOLS BUDGET SUMMARY

Priority	Action	
Work Force Development	Dual Tract Program	✓
	Edge Factor	✓
	Trade Skills Training	✓
Community Resiliency / Wellness	P4CP Telemedicine	✓ ✓
Collaborative Fiscal Planning	Capital Reserve Planning Cost Mgt Strategies Technology Improvements	✓ ✓ ✓
Other Commissioners Strategic Goal Deliverables	Board Direction	TBD

Essential County Functions General Fund



FY 19-20 BUDGETED REVENUES



TAX BASE CHANGE BY FISCAL YEAR

Tax Year	Change in Assessed Value
2012	4.58%
2013	6.68%
2014	6.16%
2015	2.10%
2016	-3.60%
2017	1.54%
2018	3.20% (NTE)
Projected 2019	
Clearwater Effect	↑ 3.42 %
Natural Base Growth	1.69 %
Total 2019	5.12 %

5-YEAR TOTAL ASSESSED VALUATION

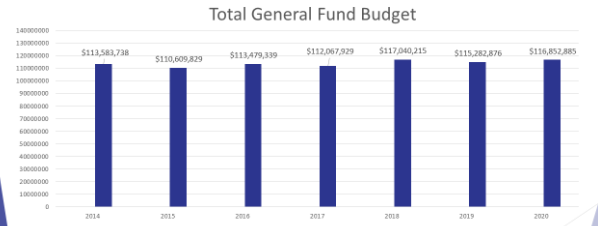
	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Total County Tax Base	\$8.105 Billion	\$7.948 Billion	\$8.284 Billion	\$8.759 Billion	\$9.208 Billion
Tax Rate	57 cents	57 cents	57 cents	57 cents	57 cents*
Value of Penny	\$810 k	\$795 k	\$828 k	\$860 k	\$905 k

* Recommended Rate

BUDGETED REVENUE SUMMARY

Tax Base Growth –	A) Clearwater Effect	(3.42%)	\$ 1,402,000
	B) Natural Growth	(1.69%)	848,000
Incentive Roll Offs			50,000
Budget Re-Engineering (year 5)			150,000
Total Available Budget for Prioritization			\$ 2,450,000

BUDGET MANAGEMENT

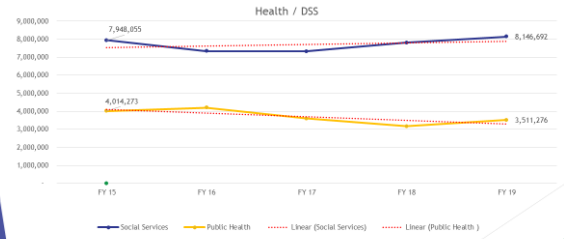


FY 19-20 EXPENSE ALLOCATION



HEALTH AND DSS FUNDING

- No Operational Costs Shifts
- 2.5% Decrease since 2014



PUBLIC SAFETY FUNDING

Department	FY 14-15	FY 19-20	% Change
Detention Center	\$4,333,156	\$6,081,606	40%
Sheriff's Department	\$7,011,636	\$9,318,546	33%
Emergency Medical Services	\$6,462,508	\$7,385,043	10%
Emergency Management	\$400,341	\$395,538	-1%
E-911/Communications	\$1,400,409	\$1,267,075	-9.5%
Total Public Safety Budget	\$19,608,050	\$24,447,808	

Strategic Goals Focus Areas



FY 19-20 FISCAL SUSTAINABILITY

Fiscal Sustainability

- Finalize implementation of software system upgrade and identify improved business intelligence, efficiencies and customer service ✓
- Continued redevelopment of Personnel Ordinance to align with OSP ✓
- Position Cleveland County as employer of choice w/ sustainable competitive pay and employee wellness fund ✓
- Fund Balance of at least 18% ✓
- Re-engineering Innovation & Implementation ✓
- Facility Master Plan Process & Long Term Capital Planning ✓

FY 19-20 FISCAL SUSTAINABILITY METRICS

- Re-Engineering
- Personnel Requests
- Employee Compensation
- Employee Wellness

FY 19-20 RE-ENGINEERING

- Employee Wellness Dependent Audit

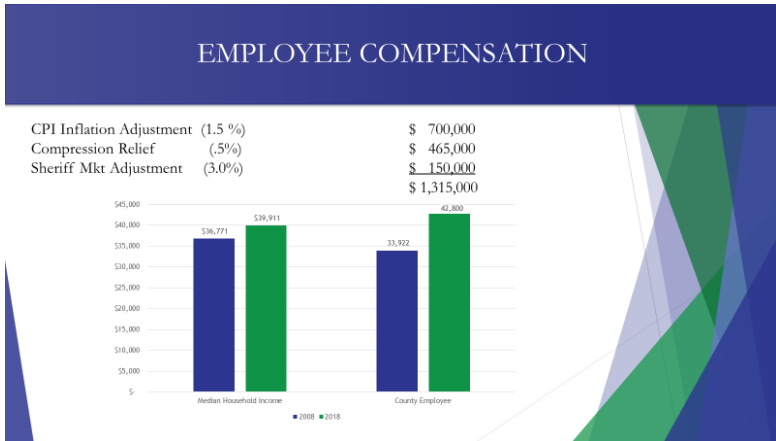
	2014	2015	2016	2017	2018
Employee Percentage	83.29%	72.11%	79.14%	70.47%	64.02%
Spouse Percentage	10.13%	16.76%	14.49%	17.96%	20.49%
Child Percentage	6.58%	11.13%	6.37%	11.56%	15.48%
Total Dependent Percentage	16.71%	27.89%	20.86%	29.53%	35.88%
Current Dependent Contributions					8,048

- LeGrand Center Culinary Program
- Automation & Redesign (FTE Management)

PERSONNEL REQUESTS

FTE Requests:		Projected Cost
• Sheriff	5	\$ 250,000
• Detention	7	\$ 322,000
Total Request	12	\$ 572,000

Recommended:		Projected Cost
Detention	3	\$ 138,000



EMPLOYEE COMPENSATION PACKAGE

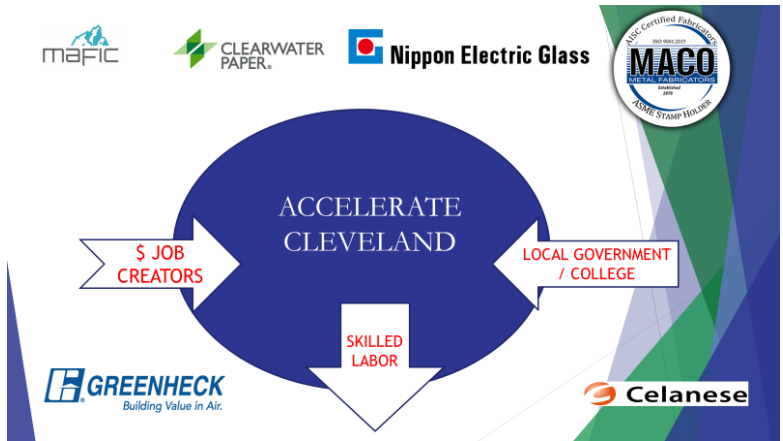
2019-20 Compensation and Benefits Summary

Direct Compensation	County Pays
Base Salary	\$42,565.00
Longevity (10 plus years of service)	\$638.48
Payroll Taxes	
Social Security and Medicare	\$3,256.22
Worker's Compensation	\$1,000.00
Unemployment	\$2,553.90
Health and Wellness Benefits	
Medical	\$10,800.00
Dental	\$180.00
Health Savings Contributions (HSA)	\$1,100.00
YMCA	\$120.00
Retirement and Savings Benefits	
Local Retirement Plan	\$3,324.33
401K	\$2,128.25
Other Benefits	
Vacation Days Earned	\$2,946.24
Sick Days Earned	\$1,964.00
Petty Leave Earned	\$286.00
Holidays Earned	\$1,964.00
Total Compensation and Benefits	\$74,826.42



ECONOMIC DEVELOPMENT

- Maintain momentum and success in growing the County's tax base by:
 - Expanding Workforce Development / Resilience
 - Analyze current property, prepare site due diligence and product development
 - Support CCEDP & existing industry
- Determine ways to assist the Agriculture community in their efforts to promote Agriculture as an economic development opportunity.
- Dover Mill - Highest & Best Use
- Develop a strategic plan for Travel and Tourism to market and promote Cleveland County as destination location.
- Analyze current retail environment and develop retail recruitment strategies.



PUBLIC SAFETY

- Development of options for a jail expansion which would improve efficiencies by co-location, manage increased capacity and consider other long-term capital needs in the County.
- Continued focus on Animal Services to increase the number of unwanted births of animals. Review existing ordinance and current enforcement practices.
- Continuation of goals from VFD Strategic Plan.
- Evaluate Options for expanding broadband services to areas of the County which are not served.



VFD STRATEGIC PLAN

- Re-prioritization of Strategic Plan Goals
- Creation of 3-year funding plan
- Revaluation effect

Fire Service Strategic Planning Prioritization by Categories: Severe, Moderate, Light

SEVERE

- Distribution of funds: Must require increasing funds to all 12 Fire Departments for same reasons.
- Current staffing: Could be correct under item 1, the increase of funding per department to allow for hiring of daytime firefighters to cover their most vulnerable times.
- Building Code: Also needs to be reviewed for funding, building code has been increased by many departments while a few others desire to build.
- General fund support: Support is needed to continue recruitment and retention programs.
- Volunteer staffing: Again is tied closely to item #1 depends on a way to compensate volunteers for their time and fuel.

MODERATE

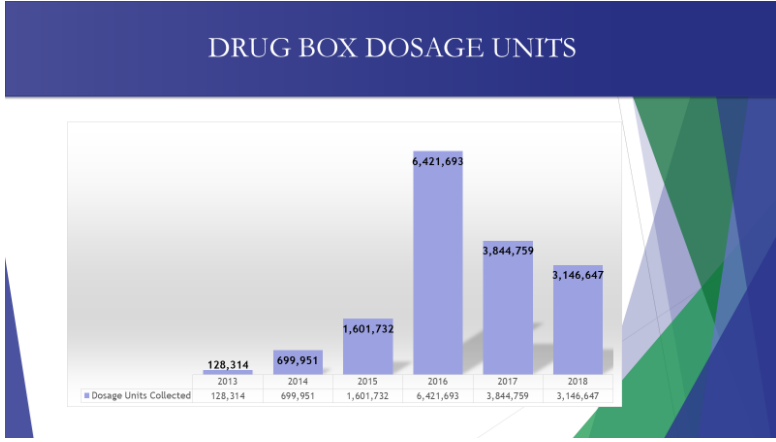
- Replacement fleet: Closely tied to item #1. The replacement need for apparatus is prevalent in all departments, funding is needed to replace aging apparatus.
- Savings through group purchases: Could work if departments are willing to buy into group purchasing by bulk discounted rates.
- Fire Hydrant Infrastructure: Fire Hydrant purchases will strengthen the ability for departments to provide adequate water for the same operations without the need for tanker shuttle operations.
- Contracts/Leases: Can be easily handled with updates of next year contract adjustment to include performance requirements as part of the contracts. Leases can be added to the remaining three departments by the finance department to next year's audit routine.
- Performance Measures: Tasks to be added to next physical year contract update.
- County Rural Fire Commission: Oversight of major purchases such as apparatus and buildings could prove beneficial to the County.
- Capital Assets: Will be included in item #1 during the contract update.

LIGHT

- Aid and Hazard Risk Analysis: This will be addressed upon completion of the THRA (Threat Hazard Identification and Risk Analysis) that will be completed by Emergency Management.
- Response Districts: Districts continue to be adjusted when necessary to provide for closest response.
- Areas in need of fire stations: As identified in item #1. Funding is needed to support the addition of additional fire stations in class 10 areas that have been identified. Funding to support the addition of future fire stations is currently not available to support these efforts at the current tax rate.
- Data and Records Management Systems: Will be provided by CSFM (Office of State Fire Marshal) free of charge.
- Medical First Responder: 4 departments currently provide this service. None have asked for additional funding for this program.
- Board of Director Training: An annual meeting could be held to discuss upcoming changes or issues facing the fire service with board members and Chiefs of departments.

COMMUNITY WELLNESS

- Focus on community health by engaging community partners aimed at lowering health rankings
- Identify innovative placemaking strategies that enhance residents quality of life and position Cleveland County as a great place to live, work & play
- Intentional focus on actively engaging in the fight against the opioid epidemic
- Continued support of Partnering for Community Prosperity Project



COMMUNITY HEALTH RANKINGS

- Telemedicine Program
- 4 Schools currently
- Expansion to North and East Elementary and Kings Mountain Intermediate

CITIZEN ENGAGEMENT



- ✓ Continue support of youth programs which provide life coaching, career assistance and education that insures our youth become productive adults.
- ✓ Increase citizen engagement & communication through sharing of information about programs and services offered by Cleveland County.
- ✓ Identify ways to increase Veterans support services by collaborating with Veterans support agencies in the County.
- ✓ Support municipal collaboration and dialogue through Mayor's Roundtable.
- ✓ Expansion and continuation of programs and educational materials to encourage a cleaner community.

INCREASE CITIZEN COMMUNICATION

Social Media - MAIN COUNTY PAGES (does not include department pages)	Prior Year 2017-2018	Current Year 2018-2019
Facebook: (Since 7/16/2018)		
Total Followers	1,170	3,246
Total Page Engaged Users (Unique)	3,391	73,074
Total Number of People Reached (Unduplicated)	45,241	898,859
Total Number of Impressions (Duplicated)	76,120	1,619,369
Twitter: (Since 7/16/2018)		
Total Visits	702	4,218
Total Number of Followers (Unique)	488	1,205
Total Number of Impressions (Duplicated)	1,907	131,047
Media Relations: (Since 7/16/2018)		
News releases		14
Print interviews, replies to interview questions, requests for 911 tapes		28
Articles in Shelby Star (all front page)		21
Television interviews		24
News conferences		2

ROADSIDE COLLECTION/VETERAN'S SERVICES

Continued Partnership with CVI

9.5

9.5 tons collected

- Outreach to Assisted Living, Nursing Homes and Senior Centers
- VA Information Fair scheduled for Fall, 2019
- Continued Partnership with local Veteran's Groups

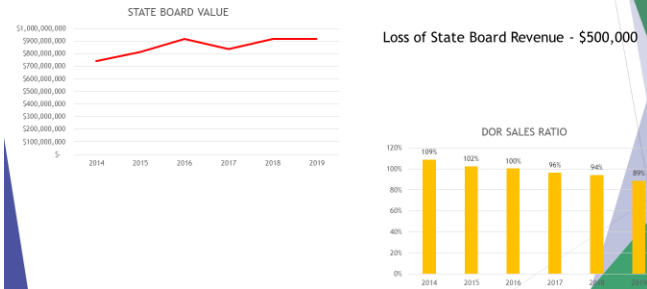


Emerging Issues

EMERGING ISSUES

- Major Capital Improvement Planning
 - Jail Expansion
 - ERP Completion
 - Court Building
 - Social Services Building
- Medicaid Transformation
 - Reduction of Force
 - Further Service Consolidation
 - Un-Funded Mandates
- Risk Management
 - Operational/Legal Liability
- 2021 Revaluation
- Potential of Cooling Economy
 - State Board Valuations

STATE BOARD VALUE



Budget Summary

BUDGETED REVENUE SUMMARY

Tax Base Growth –	A) Clearwater Effect (3.42%)	\$ 1,402,000
	B) Natural Growth (1.69%)	848,000
Incentive Roll Offs		50,000
Budget Re-Engineering (year 5)		150,000
Total Available Budget for Prioritization		\$ 2,450,000

BUDGETED EXPENSE SUMMARY

Additional Available Dollars	\$ 2,450,000
Employee Compensation	\$ 1,315,000
Employee Wellness	\$ 700,000
Road Paving Reserve	\$ 200,000
3 New FTE – Detention	\$ 138,000
Feasibility Analysis	\$ 67,000
Telemedicine Expansion	\$ 30,000
Total Strategic Plan Considerations	\$ 2,450,000

Solid Waste Fund



SOLID WASTE BUDGET SUMMARY

Fee Schedule - Phase III Implementation

Total Revenue - \$ 8,931,755

Total Expense - \$8,931,755

Convenience Center Site Improvements

- ▶ Lighting
- ▶ Safety Features
- ▶ Parking Lots

SOLID WASTE PROJECT SUMMARY

2019 – Vertical Expansion C & D

2019 - Daily Cover Stockpile

2020 - Horizontal Expansion C & D

- Additional 20/30 year life

2020 - Beginning Design of Single Entrance (closing Airport Rd entrance)

- Preliminary Engineering Estimates \$2 MM
- Process Improvements & Re-engineering Savings
- Separate Commercial vs. Residential C & D



One of the top priorities of the Commissioners for the past five years has been people. Following six years of complete stagnation due to the economic situation, compensation for employees of Cleveland County did not change. This caused an increase in employee turn-over, low morale and productivity was down. The Board was very intentional in 2014 in repositioning Cleveland County as an employer of choice. That investment over the last five years has generated positive outcomes when looking at the county employee workforce. Through the first quarter of 2019, the County is at a historical low for employee turn-over and morale is high which leads to a better delivery of customer service.

Other goals accomplished over the last five years include:

- Fund Balance Growth
- Revaluation Tax Cut
- Washburn Switch Development
- Pay & Class Implementation/Personnel Ordinance
- Partnering for Community Prosperity
- Facilities Master Planning

Moving forward with the FY 2019 – 2020 budget, it is important to recognize there are competing priorities.

It is vital to have a priority setting methodology that allows the Board and staff to recognize where we are and where we need to be. In developing a priority-based budget, we must look at essential services, emerging issues and supporting community partners.

Mr. Epley reviewed the local funding for Cleveland Community College and a proposed five-year funding plan which takes into consideration operation of the proposed Advanced Manufacturing Center and new curriculums that will be onboarded over the next few years. Public school funding maintains a .15 cent tax rate which generates \$13.4 million dollars in revenue with roughly 14,500 students in the county's public-school system. Currently, there are 118 local education authorities in North Carolina; Cleveland County is ranked in the top fifty in local funding when compared to other counties across the state. There is growing momentum with the Commissioner's public-school priorities which include work force development, community resilience/wellness and collaborative fiscal planning. The dual tract program is doing exceptionally well. The early college-high school program is expanding and will now include certificate training programs college prep opportunities and trade skills training in advanced manufacturing.

Cleveland County's General Fund is budgeted at \$116.8 million dollars. 56% of the county's total revenue in the FY 2019-2020 budget comes from ad valorem property taxes; that percentage compares favorably to peer counties. Other revenue sources include 19% from restricted intergovernmental revenues and 14% from local

option sales tax. The budget is balanced on a .57 cent property tax rate with no recommended tax increase. The Health Department and Social Services continues to be the largest expense allocation in the budget which accounts for .31cents out of every dollar spent. Total funding for these agencies has decreased 2.5% since 2014. These numbers are very favorable in comparison to peer counties. Health and Human Services, Education and Public Safety continue to be the top three expense allocations in Cleveland County as they are in every other county in the state.

The Commissioner's Strategic Goal focus areas fiscal sustainability, economic development, and public safety over-lap and inter-connect with one other. Several key indicators of the county's **Fiscal Sustainability** include:

- Finalize implementation of software system upgrade and identify improved business intelligence, efficiencies and customer service
- Continued redevelopment of Personnel Ordinance
- Position Cleveland County as an employer of choice w/ sustainable competitive pay and employee wellness fund
- Fund Balance of at least 18%
- Re-engineering Innovation & Implementation
- Facility Master Plan Process & Long-Term Capital Planning

Fiscal Sustainability is measured by four metrics; re-engineering, personnel requests, employee compensation and employee wellness. This year's re-engineering strategies include an employee wellness dependent audit, LeGrand Center Culinary Program and automation and redesign (FTE Management). The first recommendation is an employee wellness dependent audit. Cleveland County is self-insured. A lot of time, money and effort is invested into building a culture of wellness in the organization to include case management and wellness strategies to assist people in making better health choices. A dependent audit is recommended to ensure the people on the county's health plan are eligible to be on the plan thus protecting the integrity of the health plan and ultimately saving the county money.

The second strategy involves creation of the LeGrand Center Culinary Program. This strategy is focused on facility utilization. There is a state-of-the-art commercial kitchen in the LeGrand Center. The county is looking into partnering with Cleveland Community College to offer a new and different curriculum in culinary arts. The program would generate revenue for the LeGrand Center in room rentals and space leasing. It would give the county revenue to build an additional training program in culinary arts. The third recommendation is automation and re-design. This is continuing to build on the technology that was implemented last year making the county more efficient and delivering better customer service.

Twelve full-time employee (FTE) requests were received from the Sheriff's Office for the FY 2019 – 2020 budget. In the budget, three FTE Detention Officers are recommended with a projected cost of \$138,000. Mr. Epley reminded the Board this is year two of a proposed three-year staffing analysis in the Sheriff's Office. If the three new positions are approved, this will make a total of eleven new positions in that department over the last

twelve months. The Board's commitment to multi-year strategic planning of Public Safety has increased their funding to 25% of the county's budget.

A 2% increase across the organization is recommended; this increase includes a 1.5% COLA, a .5% compression relief for employees who have been here one-year. The budget also includes a 3% market adjustment for the Sheriff's Office. These increases will help keep Cleveland County competitive in the employment market.

The health fund is approaching \$10 million dollars. Medical inflation in this region continues to be in the double digits. Moving into the FY 2019 – 2020 budget year, an 8% increase is recommended which will take the monthly premiums from \$835 to \$900 per employee. The County will continue provide a 100% employer contribution, no increase in dependent rates, continued HSA contribution rates and a 80/20 health care plan.

The strategic goal of **Economic Development** continues to be important to the Board. A key focus is to maintain the momentum built in this area over the last several years with a specific focus on workforce development and readiness. Other avenues to keep the drive going include:

- Analyze current property, prepare site due diligence and product development
- Support CCEDP & existing industry
- Determine ways to assist the Agriculture community in their efforts to promote Agriculture as an economic development opportunity
- Dover Mill - Highest & Best Use
- Develop a strategic plan for Travel and Tourism to market and promote Cleveland County as destination location
- Analyze current retail environment and develop retail recruitment strategies

In Cleveland County, there are roughly 7,500 people who work a full-time job but makes less than a living wage (\$25,000) which is defined by the federal poverty line. The Board challenged staff to think through how to help these people prepare for jobs that pay a livable wage. The strategy created a non-profit model called Accelerate Cleveland which targets the under-employed population. The program has six corporate partners as well as Cleveland Community College who offers certified technician training. Accelerate Cleveland is funded primarily through various grants and corporate partnerships. The participants are paid to attend the program (\$10 per hour) and upon graduation they have the opportunity to be hired by one of the six corporate sponsors who are investing into the people and the program.

Another strategic goal of the Board is **Public Safety**. Avenues to achieve this target include:

- Development of options for a jail expansion which would improve efficiencies by co-location, manage increased capacity and consider other long-term capital needs in the County.
- Continued focus on Animal Services to decrease the number of unwanted births of animals. Review existing ordinance and current enforcement practices.
- Continuation of goals from VFD Strategic Plan.
- Evaluate options for expanding broadband services to areas of the County which are not served

Community Wellness is a new focus area for the Commissioners. Staff and Board members have worked hard to develop opportunities focusing on community health to lower Cleveland County's health ranking and identify innovative placemaking strategies that enhance our resident's quality of life. The Board has intentional focus on actively engaging in the fight against the opioid epidemic and continues strong support of Partnering of the Community Prosperity Project.

The last focus area is **Citizen Engagement**. Last year a position justification was done creating the opportunity to hire a Public Information Officer (PIO) which has transformed the county's ability to engage the public. Recent data shows Cleveland County's social media encounters have gone from 60,000 to 1.6 million. More effort is being made to engage and educate the people in the community. Other techniques for citizen engagement include:

- Continue support of youth programs which provide life coaching, career assistance and education that ensures our youth become productive adults.
- Increase citizen engagement & communication through sharing of information about programs and services offered by Cleveland County.
- Identify ways to increase Veterans support services by collaborating with Veterans support agencies in the County.
- Support municipal collaboration and dialogue through Mayor's Roundtable.
- Expansion and continuation of programs and educational materials to encourage a cleaner community

The county is entering into Phase III of the solid waste fee schedule which was approved in the 2013 budget year. Phase III increases the tipping fees 15%.

	CURRENT PRICE		15% Increase in FY 19-20	
Solid Waste	\$41.00/Ton +\$2.00 Tax	\$43.00	\$47.15/Ton +\$2.00 Tax	\$49.15
C & D	\$22.48/Ton +\$2.00 Tax	\$24.48	\$25.85/Ton +\$2.00 Tax	\$27.85
Wooden Pallets		\$25.13		\$28.90
Fiberglass	\$17.00/Ton + \$2.00 Tax	\$19.00	\$17.00/Ton + \$2.00 Tax	\$19.00
Sludge/Alum Sludge	\$41.00/Ton +\$2.00 Sludge Fee	\$43.00	\$47.15/Ton +\$2.00 Sludge Fee	\$49.15
SLUDGE FEE	\$2.00 per ton	\$2.00	\$2.00 per ton	\$2.00
Mobile Homes		\$264.50		\$304.18
Yard Waste/Leaves		\$19.84		\$22.82
Mulch		\$10.00		\$10.00
Stumps		\$25.13		\$28.90
Friable Asbestos	\$41.00/Ton +\$2.00 Tax	\$43.00	\$47.15/Ton +\$2.00 Tax	\$49.15
Surcharge/Asbestos		\$150.00		\$150.00
Non-Friable Asbestos (Solid)	\$22.48/Ton +\$2.00 Tax	\$24.48	\$25.85/Ton +\$2.00 Tax	\$27.85
Dead Animals		\$1.32		\$1.52
Fowl		\$41.00		\$47.15
Livestock		\$6.61		\$7.60
Tires (Normal Course of Business)		\$0.00		\$0.00
Non-Documented Tires		\$132.25		\$152.09
PPG AFTER HOURS	\$117.00/hour	\$117.00	\$117.00/hour	\$117.00
Above and Beyond hours	\$30.00 per 15 minute increment	\$30.00	\$30.00 per 15 minute increment	\$30.00
Unsecured Load	\$200.00 per unsecured load	\$ 200.00	\$200.00 per unsecured load	\$ 200.00
Handle Fee (special waste)	\$150.00 per load	\$150.00	\$150.00 per load	\$150.00
S/W CVII (E-Waste Discount)	\$27.33/Ton + \$2.00 Tax	\$29.33	\$31.43/ton + \$2.00 Tax	\$33.43

The household fees increased by 6%, raising the cost from \$10.42 to \$10.94. The solid waste department operates on a \$8.9 million-dollar revenue/expense budget, this budget includes several convenience center site improvements such as lighting, safety features and parking lots. The landfill is undergoing an expansion on Airport Road which will add an additional twenty to thirty years of life to the facility in turn saving the county money long term as new sites will not need to be created.

Chairman Allen opened the floor to the Board for questions and comments. Commissioner Bridges thanked Mr. Epley and his staff for the many hours and hard work that went into creating the FY 2019 – 2020 budget. He commented on the great work being done to improve the county's workforce and asked Mr. Epley if there were any projected numbers on how many people will enroll in the training programs available. Mr. Epley stated they are anticipating 50 – 75 people to complete Accelerate Cleveland and the dual tract program; these numbers do not include the Lineman Academy which is always full. Commissioner Hutchins inquired if the salary increase for the

Sheriff's Office will keep Cleveland County competitive amongst its peer counties. Mr. Epley remarked about the Pay and Study Classification as a whole and stated the additional 3% for the department will keep the county competitive in the market.

Commissioner Whetstine inquired about the increase in solid waste fees. Mr. Epley stated the County must complete a financial insurability that is submitted to the State Department and the Environmental Protection Agency (EPA). Fee structures are becoming the norm across the area to help county landfills pay for funding liability and insurability to the state. Chairman Allen commended the Board for making strategic goals that positively affect all areas and people in the community. She thanked staff for their dedication and hard work in pulling the Board's goals together and finding ways to be the most effective and beneficial to the citizens and staying within the budget. Commissioner Hutchins thanked staff for their continued forward thinking to keep Cleveland County moving ahead and continuing to be a high performing organization.

Chairman Allen reminded those in attendance, the Board will come back in two weeks to hold a public hearing and will vote on the budget at their June 4, 2019 Regular Meeting.

ADJOURN

There being no further business to come before the Board at this time, Commissioner Hutchins made a motion, seconded by Commissioner Hardin, and unanimously adopted by the Board, *to adjourn the meeting*. The next meeting of the Commission is scheduled for *Tuesday, June 4, 2019 at 6:00 p.m. in the Commissioners Chambers located at 311 E. Marion St., Shelby.*

*Susan Allen, Chairman
Cleveland County Board of Commissioners*

*Phyllis Nowlen, Clerk to the Board
Cleveland County Board of Commissioners*