CABARRUS COUNTY

BOARD OF COMMISSIONERS WORK SESSION

April 07, 2026
5:00 PM

CALL TO ORDER

1. APPROVAL OF THE AGENDA

1.1 BOC - Changes to the Agenda Pg. 3

2. DISCUSSION ITEMS - NO ACTION

2.1. 2025 Child Protection and Fatality Team Report Pg. 5

3. DISCUSSION ITEMS - FOR ACTION

3.1. Boards and Committees - Active Living and Parks Commission - Appointment Pg. 29

3.2. Board and Committees - Early Childhood Taskforce Advisory Board - Removal Pg. 31

3.3. Boards and Committees - Early Childhood Task Force Advisory Board - Appointment Pg. 33

3.4. Boards and Committees - Nursing Home Community Advisory Committee - Appointment Pg. 35

3.5. Consolidated Human Services Agency - Opioid Settlements - Opt In Notice – Six Remnant Defendant Pg. 37

3.6. County Manager - Camp T.N. Spencer Park Property Lease Discussion Pg. 50

3.7. County Manager - EV Car Charging Stations Removal Request Pg. 67

3.8. County Manager - Vietnam Veterans Park Update Pg. 68

3.9. Emergency Management - Adoption of 2026 Cabarrus County Emergency Operations Plan (EOP) Revisions Pg. 82

3.10. Emergency Management - Duke Energy McGuire Nuclear Station Grant Funding Increase & Budget Amendment Pg. 255

3.11. Emergency Medical Services (EMS) - Proposed EMS Rate Increases Pg. 257

3.12. Facilities Design and Construction - Bid Award for Construction Standards and Planning and Zoning Renovation Pg. 269

3.13. Finance - FY 2026 Audit Contract Approval Pg. 272

3.14. Finance - LGC Debt Application in May for High School and Elementary School - Board Resolutions Pg. 284

3.15. Planning & Development Department – HOME Renewal 2026-2029 Pg. 291

3.16. BOC - 2026 Commissioner Board Appointments Update Pg. 312

4. APPROVAL OF REGULAR MEETING AGENDA

4.1. BOC - Approval of Regular Meeting Agenda Pg. 317

5. CLOSED SESSION

5.1. Closed Session - Economic Development Pg. 321

6. ADJOURN

CABARRUS COUNTY

BOARD OF COMMISSIONERS
WORK SESSION

APRIL 07, 2026
5:00 PM

AGENDA CATEGORY:

APPROVAL OF THE AGENDA

SUBJECT:

BOC - Changes to the Agenda

BRIEF SUMMARY:

A list of changes to the agenda is attached.

REQUESTED ACTION:

Recommended Motion:

Motion to approve the agenda as amended.

SUBMITTED BY:

Ariadne Olvera, Clerk to Board of Commissioners

BUDGET AMENDMENT REQUIRED:

No

ATTACHMENTS:

1. Changes to the Agenda

CABARRUS COUNTY BOARD OF COMMISSIONERS
CHANGES TO THE AGENDA
April 7, 2026

UPDATED:

Discussion Items - No Action
2.1 2025 Child Protection and Fatality Team Report

3.12 Facilities Design and Construction - Bid Award for Construction Standards and Planning and Zoning Renovation

CABARRUS COUNTY

BOARD OF COMMISSIONERS
WORK SESSION

APRIL 07, 2026
5:00 PM

AGENDA CATEGORY:

DISCUSSION ITEMS - NO ACTION

SUBJECT:

2025 Child Protection and Fatality Team Report

BRIEF SUMMARY:

A representative from the Cabarrus County Child Protection and Fatality Team will present the annual review of our child fatalities and current issues impacting our children's welfare.

REQUESTED ACTION:

Receive input.

SUBMITTED BY:

Paula Yost, JD, LPCA Chair, Cabarrus County Child Protection and Fatality Team

BUDGET AMENDMENT REQUIRED:

No

ATTACHMENTS:

1. Presentation



The State of Our Children: A 2025 Report

Paula J. Yost, JD, LCMHC, Chair

Cabarrus County, Child Protection & Fatality Team

What is Child Protection & Fatality Team (CPFT)?

- CPFT = Child Protection & Fatality Team
- In Cabarrus County, it has made sense to combine both teams. Thus, we combined with the goal of becoming one of the top CPFTs in the state.
- A focus is on examining the deaths of children in the county during the previous calendar year.
- We discuss each case and ponder ways that the deaths could have been prevented and look at issues county wide that lead to better protection of our children.
- We are mandated by G.S. 7B 1407.
- An interdisciplinary group of community representatives who meet regularly to promote a community-wide approach to the problem of child abuse and neglect.

Community Partners

CABARRUS COUNTY EMS

CABARRUS COUNTY
America Thrives Here
Department of Social Services

Creating the Future
KCS
Kannapolis City Schools

CABARRUS COUNTY DISTRICT ATTORNEY

CABARRUS COUNTY
America Thrives Here
County Commissioners

Cabarrus County Schools
The clear choice.

Atrium Health

JJ Juvenile Justice
Working Together to Strengthen North Carolina's Youth and Families

N.C. DPS Department of Public Safety

CABARRUS COUNTY
America Thrives Here
Behavioral Health

PARTNERS
Improving Lives. Strengthening Communities.

cha CABARRUS HEALTH ALLIANCE

North Carolina
GUARDIAN AD LITEM
A CHILD'S ADVOCATE IN COURT

DAYMARK
Recovery Services

Department of Human Services

Case Type	2024	2025
Child Protective Services Investigators worked encounters involving children	3,516	3,063
Accepted reports for abuse, neglect, and dependency	1,462	1,504
Accepted cases with alleged substance abuse	134	99
Accepted cases with alleged opiate use	14	9
Cabarrus County assist requests completed from other counties	526	471
Substance abuse-impacted infants	13	7
Domestic violence cases	163	135

Department of Human Services
Foster Care

	2024	2025
Youth in Cabarrus County eligible for adoption (average)	22	40
Licensed foster homes	39	43
Achieved permanency through adoption	16	12
Cabarrus youth in foster care	177	175

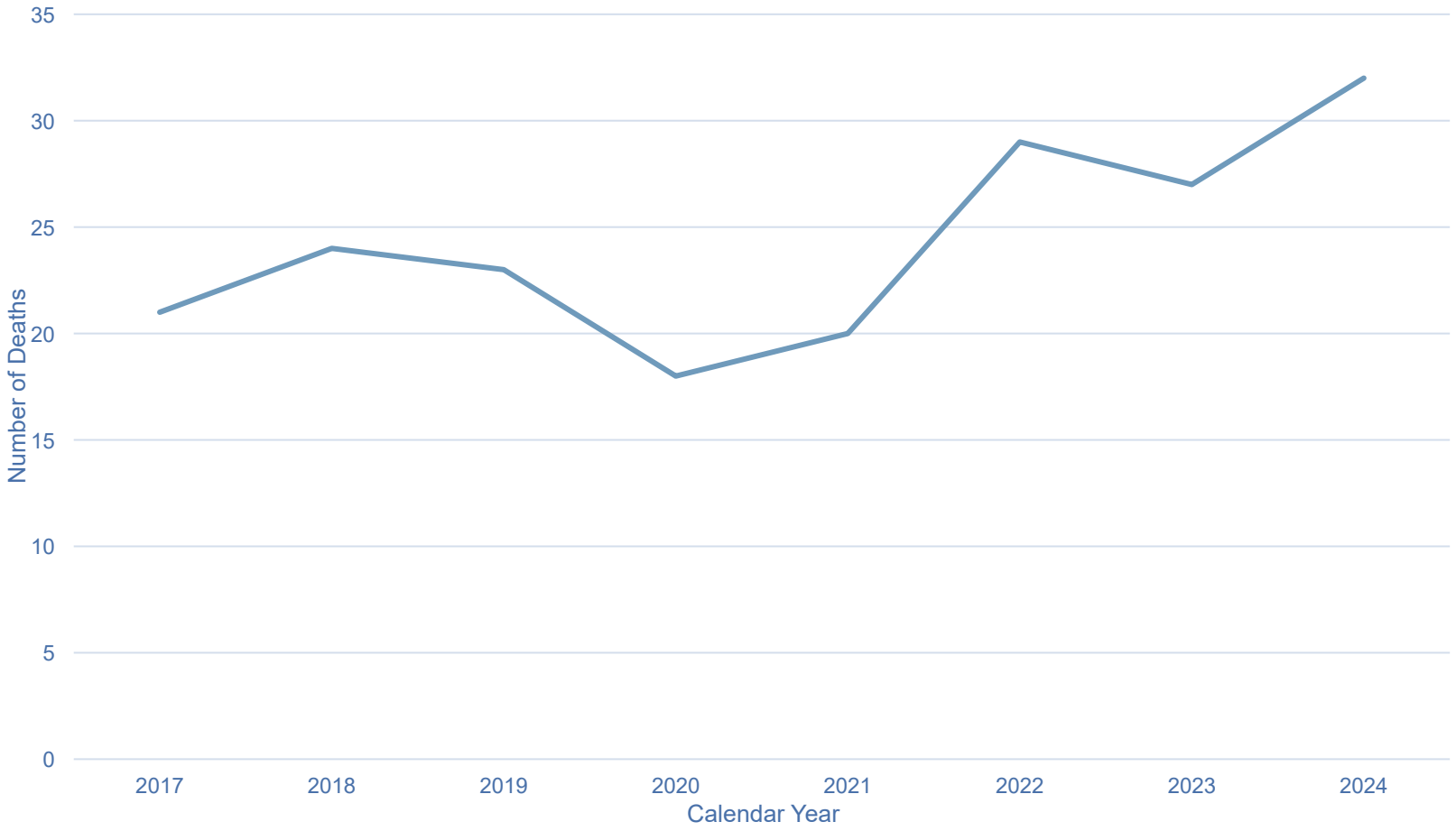
Present Age Ministries Youth Served (47)
July 1, 2024 – June 30, 2025



2024 Cabarrus County Child Fatalities

Cause of Death	Number	Detail
Illness	17	Malignant Neoplasm of Brain, Congenital Malformation, Malignant Neoplasm of Connective and Soft Tissue, Congenital Myopathies, Cerebrovascular Disease, Viral Meningitis, Atresia of Esophagus without Fistula, Congenital Malformation of Heart, Respiratory Distress of Newborn, Hypoxic Ischemic Encephalopathy, Cardiomyopathy, Hypertrophic Cardiomyopathy, Disorder of Electrolyte and Fluid Balance, Chorioamnionitis (2), Obesity, Malignant Neoplasm of Adrenal Gland
Prematurity	4	19 weeks (2), 21 weeks, 17 weeks
Accidental	5	Unsafe sleep (2), gunshot wound, car accident (2)
Accidental & Substance affected	2	Accidental poisoning/accidental exposure/accidental overdose (fentanyl, fentanyl + cocaine). (2)
Abuse	0	
Suicide	3	Gunshot (2), hanging
Unknown	1	Medical Examiner report pending
Total	32	

Cabarrus County Child Fatalities, 2017-2024



Year	Deaths
2017	21
2018	24
2019	23
2020	18
2021	20
2022	29
2023	27
2024	32

2023 – 2024 Changes

Causes of Death	2023	2024	
Illness	8	17	↑
Prematurity	9	4	↓
Accidental	8	7	↓
Accidental & Substance affected	1	0	↓
Abuse	0	0	=
Suicide	0	3	↑
Unknown	0	1	↑
District Attorney Pending	1	0	=
Totals	27	32	

Juvenile Violence

Law Enforcement & District Attorney

- Increase in violent acts committed by Juveniles 17 and Under
- Shooting into Occupied Vehicle/Property
- Felony Assault with Firearm

Coordinated Response

- Juvenile Summit with legislators
  - Requested Law Changes:
    - Create a Charge for Escaping a Detention Center/Youth Development Center
      - Cabarrus County has a high-capacity juvenile center

Coordinated Response

- Juvenile Summit with legislators
  - Changing which county conducts sentencing/disposition
    - Currently home county and not county of crime conducts sentencing
  - Acquisition of Equipment to Test Vapes/Marijuana at State Lab
  - Domestic Violence Provision for Juvenile Offenders

Call to Action:
‘Solly’s Law’ – Tobacco & Vaping Age and Retail Permit Bill

- **House Bill 430 (Protect Youth From Harms of Vaping & Nicotine) / Senate Bill 318 (Same as H430)**
- **Summary:** Would raise the legal sales age for tobacco — including vape products — to **21**, require a **tobacco retail permit system**, strengthen age verification, and expand enforcement tools.
- **Status:** Referred to the Rules Committee in both chambers in March 2025 and **has not moved since** — no committee vote, no floor action, and effectively *stalled for months*.
- **Why it’s stalled:** Even with bipartisan sponsorship and public advocacy (e.g., youth advocates urging action), neither chamber has advanced the bill past initial referral, and it missed key procedural deadlines in the legislative session.

Youth Suicide

NC Suicide Prevention Action Plan (2026–2030)

- The North Carolina Department of Health and Human Services (NCDHHS) released a comprehensive Suicide Prevention Action Plan for 2026–2030.
- Strategies include building coordinated prevention systems, expanding access to care, increasing awareness and training, reducing access to lethal means, strengthening crisis response, and improving support for at-risk groups such as youth.

Black Youth Suicide Prevention Plan

School Resources

Specialized Instructional Support Personnel (SISP) Category	Recommended Ratio (per best practice guidelines)	North Carolina Ratio (per DPI)	CCS Ratio (35,233 students)	KCS Ratio (5,482 students)
School Counselor	1:250	1:332	1:337	1:685
School Social Worker	1:250 (1:50 in high-need schools)	1:995	1:1,036	1:1,096
School Psychologist	1:500	1:1,771	1:1,616	1:1,000

Cabarrus County Schools
Suicide Risk Assessments

School Year	Number of Assessments Completed
2023-2024	335
2024-2025	488
2025-2026 August - January	320

School Strategies for Suicide Prevention

- Implements district-wide social-emotional learning (Positivity Project, Second Step)
- Social Emotional Learning universal screener (KCS)
- Administer student wellness screeners (Panorama) twice/ year with mid-year check-ins (CCS)
- Mandated suicide prevention training for all SISP during onboarding
- QPR & MHFA training
- Offered with parental consent
  - Provides a variety of evidence-based & evidence-informed interventions (individual and group)
  - Partnerships with mental health providers to offer school-based therapy
  - Elementary & middle school day treatment
  - Recovery High School

Call to Action:
Speaking Opportunities

Invite members of the Child Protection and Fatality Task Force to speak to your groups

- Council meetings, churches, rotaries, social circles, etc.



Call to Action:
Gun Lock Distribution

- Help spread the word that gun locks are readily available in Cabarrus County for free!

- Gun locks available at:
  - Every law enforcement agency
  - Cabarrus Partnership for Children
  - Department of Human Services
  - Cabarrus Health Alliance
  - Ask your pediatrician

Child Protection & Fatality Taskforce Highlights

- Gun lock distribution
- Safe sleep education
- Streamlined process with Medical Examiner
- Inter-departmental communication and collaboration
- Honored 32 Cabarrus County child deaths by reviewing and providing recommendations for prevention strategies to curb future fatalities.

Community Prevention & Education Efforts

- Safe Kids Cabarrus
- Safety Town
- Mental Health Simulation & Discussion
- Safe Sleep Education
  - Newborn Classes
- New Parent Classes
  - Fire Safety
  - Car Seat Safety
- Bike Rodeo
- DA Office Presentations to Parents re: Online Solicitation of Minors











Questions

CABARRUS COUNTY

BOARD OF COMMISSIONERS
WORK SESSION

APRIL 07, 2026
5:00 PM

AGENDA CATEGORY:

DISCUSSION ITEMS - FOR ACTION

SUBJECT:

Boards and Committees - Active Living and Parks Commission - Appointment

BRIEF SUMMARY:

Megan Baumgardner currently serves in the Northwest Cabarrus Planning Area seat on the Active Living and Parks Commission. The term has expired and will need filled. Ms. Baumgardner has applied. The position has been advertised, and no other applications were submitted. The Active Living and Parks Commission unanimously voted at the March 19, 2026 meeting to reappoint Megan Baumgardner for a three-year term expiring January 31, 2029. An exception to the Appointment Policy will be needed.

REQUESTED ACTION:
Recommended Motion for the Regular Meeting:

Motion to reappoint Megan Baumgardner to the Northwest Cabarrus Planning Area seat on the Active Living and Parks Commission for a three-year term expiring January 31, 2029; and to include any necessary exceptions to the Appointment Policy.

SUBMITTED BY:

Byron A Haigler, Active Living and Parks Director

BUDGET AMENDMENT REQUIRED:

No

ATTACHMENTS:

1. Membership List

Membership List – Active Living and Parks Commission

Name	*Seat*	*Appointment*	*Term Expiration*	*Number of Terms*	*Number of Boards Serving*
Active Living and Parks					
Emily Baldwin	Concord Planning Area	8/18/2025	1/31/2028	1	1
Patsy Brown	Eastern Planning Area	12/18/2023	1/31/2027	2	1
Ronnie Tucker	Senior Centers Adv. Committee	Perpetual			2
	Cabarrus School Board	Perpetual			
Kenny Robinson	Central	8/18/2025	1/31/2028	2	1
Millicent Malit	Kannapolis	4/17/2023	4/30/2026	1	1
John Poole	At-Large	5/15/2023	5/31/2026	1	1
Kevin Clark	Kannpolis School Board	Perpetual			1
Rebecca Chasteen	Midland	3/16/2026	5/31/2026		1
Megan Baumgardner	Northwest Cabarrus	8/18/2025	1/31/2026	3	2
Chad Roberts	Harrisburg	8/18/2025	1/31/2028	1	1

CABARRUS COUNTY

BOARD OF COMMISSIONERS
WORK SESSION

APRIL 07, 2026
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AGENDA CATEGORY:

DISCUSSION ITEMS - FOR ACTION

SUBJECT:

Board and Committees - Early Childhood Task Force Advisory Board - Removal

BRIEF SUMMARY:

Ann Benfield has retired. It is requested to remove her from the Early Childhood Task Force Advisory Board and thank her for her service.

REQUESTED ACTION:

Recommended Motion for the Regular Meeting:

Motion to remove Ann Benfield from the Early Childhood Task Force Advisory Board and thank her for her service.

SUBMITTED BY:

Aalece Pugh, Assistant County Manager / Consolidated Human Services Agency Director

BUDGET AMENDMENT REQUIRED:

No

ATTACHMENTS:

1. Membership List

Early Childhood Task Force Advisory Board

Name	*Seat*	*Appointment*	*Term Expiration*	*Number of Terms*	*Number of Boards Serving*
Early Childhood Task Force Advisory Board					
Steven Ayers	1	6/17/2024	6/30/2028	1	3
Lora Lipe	2	7/18/2022	7/31/2026	1	1
Amanda Wilkerson	3	7/18/2022	7/31/2026	1	1
Waynett Taylor	4	10/17/2022	10/31/2026	1	1
Anna Lee Taylor	5	5/19/2025	2/28/2029	1	1
Jennifer Threadgill	6	5/19/2025	2/28/2029	2	1
Jennifer Baucom	7	7/17/2022	7/31/2026	1	1
Page Castrodale	8	7/17/2022	7/31/2026	1	1
Jenelle Felton	9	7/17/2022	7/31/2026	1	1
Elaine Jenkins	10	7/17/2022	7/31/2026	1	1
Barbi Jones	11	7/17/2022	7/31/2026	1	1
Amanda Smith	12	7/17/2022	7/31/2026	1	1
	13		7/31/2026		
Ann Benfield	14	10/16/2023	10/31/2027	1	2
Spencer Swain	15	10/16/2023	10/31/2027	1	1
Willmarie Austin	16	5/19/2025	2/28/2029	1	1

CABARRUS COUNTY

BOARD OF COMMISSIONERS
WORK SESSION

APRIL 07, 2026
5:00 PM

AGENDA CATEGORY:

DISCUSSION ITEMS - FOR ACTION

SUBJECT:

Boards and Committees - Early Childhood Task Force Advisory Board - Appointment

BRIEF SUMMARY:

Ann Benfield held seat #14 on the Early Childhood Task Force Advisory Board. Ms. Benfield has retired. Lauren Westin has been named as the Executive Director of Partnership for Children. It is recommended to appoint Lauren Westin to fill the unexpired term of seat #14 on the Early Childhood Task Force Advisory Board. The term will end October 31, 2027.

REQUESTED ACTION:

Recommended Motion for the Regular Meeting:

Motion to appoint Lauren Westin to fill the unexpired term ending October 31, 2027 of seat #14 on the Early Childhood Task Force Advisory Board; and to include any necessary exceptions to the Appointment Policy.

SUBMITTED BY:

Aalece Pugh, Assistant County Manager, Consolidated Human Services Agency Director

BUDGET AMENDMENT REQUIRED:

No

ATTACHMENTS:

1. Membership List

Early Childhood Task Force Advisory Board

Name	*Seat*	*Appointment*	*Term Expiration*	*Number of Terms*	*Number of Boards Serving*
Early Childhood Task Force Advisory Board					
Steven Ayers	1	6/17/2024	6/30/2028	1	3
Lora Lipe	2	7/18/2022	7/31/2026	1	1
Amanda Wilkerson	3	7/18/2022	7/31/2026	1	1
Waynett Taylor	4	10/17/2022	10/31/2026	1	1
Anna Lee Taylor	5	5/19/2025	2/28/2029	1	1
Jennifer Threadgill	6	5/19/2025	2/28/2029	2	1
Jennifer Baucom	7	7/17/2022	7/31/2026	1	1
Page Castrodale	8	7/17/2022	7/31/2026	1	1
Jenelle Felton	9	7/17/2022	7/31/2026	1	1
Elaine Jenkins	10	7/17/2022	7/31/2026	1	1
Barbi Jones	11	7/17/2022	7/31/2026	1	1
Amanda Smith	12	7/17/2022	7/31/2026	1	1
	13		7/31/2026		
Ann Benfield	14	10/16/2023	10/31/2027	1	2
Spencer Swain	15	10/16/2023	10/31/2027	1	1
Willmarie Austin	16	5/19/2025	2/28/2029	1	1

CABARRUS COUNTY

BOARD OF COMMISSIONERS
WORK SESSION

APRIL 07, 2026
5:00 PM

AGENDA CATEGORY:

DISCUSSION ITEMS - FOR ACTION

SUBJECT:

Boards and Committees - Nursing Home Community Advisory Committee - Appointment

BRIEF SUMMARY:

Traci Schriever has completed all state program requirements and training and will be a great addition to the team. It is requested by the advisory committee to appoint Tracy Schriever to fill vacant seat #3 for a one-year term to expire April 30, 2027.

REQUESTED ACTION:

Recommended Motion for the Regular Meeting:

Motion to appoint Tracy Schriever to the Nursing Home Community Advisory Committee for a one-year term expiring April 30, 2027; and to include any necessary exceptions to the Appointment Policy.

SUBMITTED BY:

Rachel Kiel, Centralina Area Agency on Aging

BUDGET AMENDMENT REQUIRED:

No

ATTACHMENTS:

1. Membership List

Nursing Home Community Advisory Committee

Name	*Seat*	*Appointment*	*Term Expiration*	*Number of Terms*	*Number of Boards Serving*
Nursing Home Community Advisory Committee					
Sandi Lane	1	9/18/2023	9/30/2026	3	1
Wendy Betts	2	7/21/2025	7/31/2026	1	1
Coretta Grant	3	12/15/2025	12/31/2026	1	1
Vacant #3	4				
Vacant #4	5				
Vacant #5	6				
Vacant #6	7				
Vacant #7	8				
Vacant #8	9				
Vacant #9	10				
Vacant #10	11				
Vacant #11	12				

CABARRUS COUNTY

BOARD OF COMMISSIONERS
WORK SESSION

APRIL 07, 2026
5:00 PM

AGENDA CATEGORY:

DISCUSSION ITEMS - FOR ACTION

SUBJECT:

Consolidated Human Services Agency - Opioid Settlements - Opt In Notice – Six Remnant Defendant

BRIEF SUMMARY:

Opioid Settlements – A new national opioid settlement has been reached with six regional distributors/dispenser defendants (Remnant Defendants Settlement): Associated Pharmacies, Inc (and American Associated Pharmacies); J M Smith Corporation; Louisiana Wholesale Drug Company, Inc.; Morris and Dickson Co.; North Carolina Mutual Wholesale Drug Company, Inc.; and United Natural Foods, Inc. (including its subsidiaries SuperValu and Advantage Logistics) (Six Remnant Defendants). There is one settlement agreement covering the combined settlement with the Six Remnant Defendants. The Settlement requires that each Eligible Entity take affirmative steps to "opt in" to the Settlement. The participation rate will be used to determine whether participation for each Remnant Defendant is sufficient to move forward. If the Settlement moves forward, Cabarrus County's release will become effective as to that Remnant Defendant.

REQUESTED ACTION:

Recommended Motion for the Regular Meeting:

Motion to approve the necessary steps to opt in to the new settlement.

SUBMITTED BY:

Aalece Pugh, Assistant County Manager

Kelly Sifford, Interim County Manager

BUDGET AMENDMENT REQUIRED:

No

ATTACHMENTS:

1. Settlement Overview

2. Notice
3. Opt-In Package

National Opioids Settlements: Six Remnant Defendants
Notice and Claims Administrator
opioidsparticipation@rubris.com

To: Cabarrus County, NC
Reference Number: CL-2019154

THIS SETTLEMENT OVERVIEW CONTAINS IMPORTANT INFORMATION ABOUT THE SIX REMNANT DEFENDANTS NATIONAL OPIOID SETTLEMENT

SIX REMNANT DEFENDANTS SETTLEMENT OVERVIEW

A new national opioid settlement has been reached with six regional distributors/dispenser defendants (Remnant Defendants Settlement): Associated Pharmacies, Inc (and American Associated Pharmacies); J M Smith Corporation; Louisiana Wholesale Drug Company, Inc.; Morris and Dickson Co.; North Carolina Mutual Wholesale Drug Company, Inc.; and United Natural Foods, Inc. (including its subsidiaries SuperValu and Advantage Logistics) (Six Remnant Defendants). There is one settlement agreement covering the combined settlement with the Six Remnant Defendants.

If effectuated, the proposed Remnant Defendants Settlement will result in the the Six Remnant Defendants paying a combined $97,625,000.00 in cash for purposes of abating the opioid epidemic. An Eligible Entity's participation in the Remnant Defendants Settlement, the Settlement will result in a one-time settlement payment to each Eligible Entity. The Settlement funds must be used for the *Core Strategies and Approved Uses* set forth in Exhibit D of the Remnant Defendant Settlement Agreement.

The Remnant Defendants Settlement does not include State Attorneys General or any amount allocated to a State. Rather, this Settlement will be distributed only and directly to any Eligible Entity that participates by signing and returning the *Combined Subdivision Participation and Release Form* by the deadline.

The allocation to participating entities will be calculated using the national Denver model but removing from the equation any amount that the Denver model would allocate to a State Attorney General or a State allocation. Specifically, the interstate allocation formula will be used to calculate what amount should go to all the subdivisions in each state and then apply the intrastate allocation as between all subdivisions who are either a litigating subdivision or a non-litigating subdivision with a population of 30,000 or more. Using that methodology, a national pro-rata percentage was created. That allocation percentage of participation is reflected in Exhibit E of the Remnant Defendant Settlement Agreement.

Eligible Entities must decide whether to participate by **Monday, May 4, 2026.**

WHO IS RUBRIS INC. AND WHAT IS THE NOTICE AND CLAIMS ADMINISTRATOR?

The Settlement provides that a Notice and Claims Administrator will provide notice and manage the collection of participation forms. Rubris, Inc. is the Notice and Claims Administrator for this new Settlement and was also retained for the prior national opioid settlements.

WHY IS YOUR ENTITY RECEIVING THIS NOTICE?

Your entity is eligible to participate in this Settlement. This Notice is also sent directly to counsel for each Eligible Entity if the Notice and Claims Administrator has their information. *If you are represented by an attorney with respect to opioid claims, please contact them.*

WHERE CAN YOU FIND MORE INFORMATION?

Detailed information about the Settlement may be found at:
https://nationalopioidsettlement.com

You are encouraged to review the Settlement Agreement terms and discuss the terms and benefits with your counsel. Each Eligible Entity will need to decide whether to participate in the proposed Settlement, and entities are encouraged to work through this process before the Monday, May 4, 2026, deadline.

HOW DO YOU PARTICIPATE IN THE SETTLEMENT?

The Settlement requires that each Eligible Entity take affirmative steps to "opt in" to the Settlement. You will receive the *Combined Subdivision Participation and Release Form* via DocuSign along with instructions from the Implementation Administrator. In order to participate in this Settlement, a person with authority must sign and return the required *Combined Subdivision Participation and Release Form*. DocuSign remains the preferred method of submission of the needed form.

The participation rate will be used to determine whether participation for each *Remnant Defendant* is sufficient to move forward. If the Settlement moves forward, your release will become effective as to that *Remnant Defendant*. If the settlement as to any *Remnant Defendant* does not move forward, the release as to that *Remnant Defendant* will not become effective.

Please add the following email addresses to your "safe" list so emails do not go to spam / junk folders: *dse_na3@docusign.net* and *opioidsparticipation@rubris.com*. Please monitor your email for the Participation Form and instructions.

All required documentation must be signed and returned on or before Monday, May 4, 2026. Upon effectuation of the Remnant Defendants Settlement, each Eligible Entity will be provided with a link to a portal where you will enter contact and payment information to receive settlement funds.

To: Cabarrus County, NC
Reference Number: CL-2019154

NOTICE OF NEW NATIONAL OPIOID SETTLEMENT AND UPCOMING ACTION NEEDED TO PARTICIPATE: MONDAY, May 4, 2026, DEADLINE

A new national opioid settlement has been reached with six regional distributors/dispenser defendants (Remnant Defendants Settlement): Associated Pharmacies, Inc. (and American Associated Pharmacies); J M Smith Corporation; Louisiana Wholesale Drug Company, Inc.; Morris and Dickson Co.; North Carolina Mutual Wholesale Drug Company, Inc.; and United Natural Foods, Inc. (including is subsidiaries SuperValu and Advantage Logistics) (Six Remnant Defendants).

This is the formal Notice required by the Remnant Defendants Settlement. You are receiving this Notice because your entity is entitled to participate (Eligible Entity). Please read this Notice and the attached *Settlement Overview* carefully. The *Settlement Overview* provides additional information concerning this new national opioid settlement.

Your entity may have participated in prior national opioid settlements. This Notice concerns the opportunity to participate in this **new** settlement with the Six Remnant Defendants. Your entity may participate in this new settlement even if it did not participate in a prior national settlement.

All Eligible Entities must "opt in" to participate in this new settlement. To do so, a person with authority must sign and return the *Combined Subdivision Participation and Release Form* that will be sent via DocuSign shortly. If an Eligible Entity is unable to return an executed *Combined Subdivision Participation and Release Form* using DocuSign, the signed *Combined Subdivision Participation and Release Form* may be submitted via the Rubris Platform Portal. Please utilize the link included in this Notice to upload your entity's *Combined Subdivision Participation and Release Form* directly to the Rubris Platform Portal. DocuSign remains the preferred method of submission of the needed form.

The deadline to return the *Combined Subdivision Participation and Release Form* is Monday, May 4, 2026.

Questions about this Notice or the process for receiving and submitting the required *Combined Subdivision Participation and Release Form* may be directed to your attorney or the Notice and Claims Administrator at *opioidsparticipation@rubris.com.*

Please review the list of individuals on this email and contact the Notice and Claims Administrator at *opioidsparticipation@rubris.com* if someone else at your entity should receive communications about this Settlement.

If your entity is represented by an attorney with respect to opioid claims and they are not copied on this message, please immediately contact them concerning this Notice.

Thank you,
National Opioids Notice and Claims Administrator for the Remnant Defendants Settlement

The Notice and Claims Administrator is retained to provide the Settlement Notice required by the Settlement Agreement referenced above and to manage the collection of Subdivision Settlement Participation Forms.

Docusign Envelope ID: D429DB2C-7467-421C-9BFA-8B8D6798594E

7900 Westpark Drive
Suite A100
McLean, VA 22102
(571) 397-2050
www.rubris.com

New National Opioids Settlement: Six Remnant Defendants
Notice and Claims Administrator
opioidsparticipation@rubris.com

To: Cabarrus County, NC
Reference Number: CL-2019154

THIS PACKAGE CONTAINS DOCUMENTATION TO PARTICIPATE IN THE NEW NATIONAL OPIOIDS SIX REMNANT DEFENDANTS SETTLEMENT. YOU MUST TAKE ACTION IN ORDER TO PARTICIPATE.

Deadline: Monday, May 4, 2026

A new proposed national opioids settlement ("*Six Remnant Defendants Settlement*") has been reached with six regional distributors/dispenser defendants: Associated Pharmacies, Inc. (and American Associated Pharmacies); J M Smith Corporation; Louisiana Wholesale Drug Company, Inc.; Morris and Dickson Co.; North Carolina Mutual Wholesale Drug Company, Inc.; and United Natural Foods, Inc. (including its subsidiaries SuperValu and Advantage Logistics) (each individually, a "*Remnant Defendant*," and, collectively, the "*Six Remnant Defendants*"). This package is a follow-up communication to the *Notice of National Opioids Settlement* recently sent electronically.

You are receiving this package, which includes a *Combined Subdivision Participation and Release Form*, because your entity is eligible to participate.

This electronic envelope contains:

- A *Combined Subdivision Participation and Release Form* for the *Six Remnant Defendants Settlement* that your entity is eligible to join, including a release of any claims.

The *Combined Subdivision Participation and Release Form* must be executed, without alteration, and submitted on or before Monday, May 4, 2026, for your entity to be included in the initial participation calculations and payment eligibility under the *Six Remnant Defendants Settlement*.

The MDL Plaintiffs' Executive Committee recommends that subdivisions agree to the settlement. If a subdivision elects to participate in the *Six Remnant Defendants Settlement* by executing the *Combined Subdivision Participation and Release Form*, the subdivision elects to participate in the settlement as to all *Six Remnant Defendants*. A subdivision cannot elect to participate in the settlement as to fewer than all *Six Remnant Defendants*. Based upon *Combined Subdivision Participation and Release Forms* received on or before Monday, May 4, 2026, the participation rate will be used by each *Remnant Defendant* to

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Rubris

7900 Westpark Drive
Suite A100
McLean, VA 22102
(571) 397-2050
www.rubris.com

individually determine whether participation is sufficient to move forward. If the settlement moves forward, your release will become effective as to all *Remnant Defendants* that determine to move forward. If a *Remnant Defendant* determines not to move forward, your release as to that *Remnant Defendant* will not become effective.

You are encouraged to discuss the terms and benefits of the *Six Remnant Defendants Settlement* with your counsel. Information and documents regarding the *Six Remnant Defendants Settlement*, can be found on the national settlement website at *https://nationalopioidsettlement.com/.* This website will be supplemented if additional documents are created.

How to return signed forms:

There are three methods for returning the executed *Combined Subdivision Participation and Release Form* to the Notice and Claims Administrator:

(1) *Electronic Signature via DocuSign*: Executing the *Combined Subdivision Participation and Release Form* electronically through DocuSign will return the signed form to the Notice and Claims Administrator and associate your form with your entity's records. Electronic signature is the most efficient method for returning the *Combined Subdivision Participation and Release Form*, allowing for more timely participation and the potential to meet higher settlement payment thresholds, and is therefore strongly encouraged.

(2) *Manual Signature returned via Rubris Platform Portal*: If your entity is unable to return an executed *Combined Subdivision Participation and Release Form* using DocuSign, the signed *Combined Subdivision Participation and Release Form* may be submitted via the Rubris Platform Portal. Please utilize the link within the New National Opioid Settlement Notice email in order to upload your entity's *Combined Subdivision Participation and Release Form* directly to the Rubris Platform Portal.

(3) *Manual Signature returned via electronic mail*: If your entity is unable to return an executed *Combined Subdivision Participation and Release Form* using DocuSign, the signed *Combined Subdivision Participation and Release Form* may be returned via electronic mail to *opioidsparticipation@rubris.com*. Please include the name, state, and reference ID of your entity in the body of the email and use the subject line *Combined Subdivision Participation and Release Form* – [Entity Name, Entity State] – [Reference ID].

Detailed instructions on how to sign and return the *Combined Subdivision Participation and Release Form*, including changing the authorized signer, can be found at National Opioid Settlement Website. You may also contact *opioidsparticipation@rubris.com*.

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7900 Westpark Drive
Suite A100
McLean, VA 22102
(571) 397-2050
www.rubris.com

The sign-on period ends on Monday, May 4, 2026.

If you have any questions about executing the *Combined Subdivision Participation and Release Form,* please contact your counsel or the Notice and Claims Administrator at *opioidsparticipation@rubris.com***.**

Thank you,
Notice and Claims Administrator

The Notice and Claims Administrator is retained to provide the settlement notice required by the settlement agreement referenced above and to manage the collection of settlement participation forms from the settlement.

Docusign Envelope ID: D429DB2C-7467-421C-9BFA-8B8D6798594E

EXHIBIT G

Six (6) Remnant Defendants' Combined Subdivision Participation and Release Form ("Combined Participation Form")

Governmental Entity: Cabarrus County	State: NC
Authorized Official:	
Address 1:	
Address 2:	
City, State, Zip:	
Phone:	
Email:	

The governmental entity identified above ("Governmental Entity"), in order to obtain and in consideration for the benefits provided to the Governmental Entity pursuant to the six (6) Remnant Defendants' Settlement Agreement ("RDSA"), dated February 3, 2026, and described further in Paragraph 1, and acting through the undersigned authorized official, hereby elects to participate in the RDSA, release all Released Claims against all Released Entities, and agrees as follows:

1. The Governmental Entity hereby elects to participate in the RDSA as a Participating Subdivision with each of the following six (6) Remnant Defendants that are parties to the RDSA: (1) Associated Pharmacies, Inc. (and American Associated Pharmacies), (2) J M Smith Corporation, (3) Morris and Dickson Co., L.L.C., (4) Louisiana Wholesale Drug Company, Inc., (5) North Carolina Mutual Wholesale Drug Company, Inc., and (6) United Natural Foods, Inc. (and SuperValu).

2. The Governmental Entity is aware of and has reviewed the RDSA, understands that all capitalized terms not defined in this Combined Participation Form have the meanings defined in the RDSA, and agrees that by executing this Combined Participation Form, the Governmental Entity elects to participate in the RDSA and become a Participating Subdivision as provided in the RDSAs.

3. The Governmental Entity shall promptly, and in any event no later than 14 days after the Reference Date and prior to the filing of the Consent Judgment, dismiss with prejudice any Released Claims that it has filed against any Released Entity in the RDSA. With respect to any Released Claims pending in *In Re National Prescription Opiate Litigation*, MDL No. 2804, the Governmental Entity authorizes the Plaintiffs' Executive Committee to execute and file on behalf of the Governmental Entity a Stipulation of Dismissal with Prejudice for each of six (6) Remnant Defendants listed in Paragraph 1 above substantially in the form found at *https://nationalopioidsettlement.com/additional-settlements/.*

4. The Governmental Entity agrees to the terms of each of the RDSA pertaining to Participating



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Subdivisions as defined therein.

5. By agreeing to the terms of the RDSA settlements and becoming a Releasor, the Governmental Entity is entitled to the benefits provided therein, including, if applicable, monetary payments beginning after the Effective Date.

6. The Governmental Entity agrees to use any monies it receives through the RDSA solely for the purposes provided therein.

7. The Governmental Entity submits to the jurisdiction of the MDL Court and agrees to follow the process for resolving any disputes described in the RDSA.

8. The Governmental Entity has the right to enforce the RDSA as provided therein.

9. The Governmental Entity, as a Participating Subdivision, hereby becomes a Releasor for all purposes of the RDSA, including without limitation all provisions related to release of any claims, and along with all departments, agencies, divisions, boards, commissions, districts, instrumentalities of any kind and attorneys, and any person in his or her official capacity whether elected or appointed to serve any of the foregoing and any agency, person, or other entity claiming by or through any of the foregoing, and any other entity identified in the definition of Releasor, provides for a release to the fullest extent of its authority. As a Releasor, the Governmental Entity hereby absolutely, unconditionally, and irrevocably covenants not to bring, file, or claim, or to cause, assist or permit to be brought, filed, or claimed, or to otherwise seek to establish liability for any Released Claims against any Released Entity in the RDSA in any forum whatsoever. The release provided for in the RDSA is intended by the Parties to be broad and shall be interpreted so as to give the Released Entities in the RDSA the broadest possible bar against any liability relating in any way to Released Claims and extend to the full extent of the power of the Governmental Entity to release claims. The RDSA shall be a complete bar to any Released Claim against the Released Entities.

10. The Governmental Entity hereby takes on all rights and obligations of a Participating Subdivision as set forth in the RDSA.

11. In connection with the releases provided in the RDSA, each Governmental Entity expressly waives, releases, and forever discharges any and all provisions, rights, and benefits conferred by any law of any state or territory of the United States or other jurisdiction, or principle of common law, which is similar, comparable, or equivalent to § 1542 of the California Civil Code, which reads:

> **General Release; extent.** A general release does not extend to claims that the creditor or releasing party does not know or suspect to exist in his or her favor at the time of executing the release that, if known by him or her would have materially affected his or her settlement with the debtor or released party.



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A Releasor may hereafter discover facts other than or different from those which it knows, believes, or assumes to be true with respect to the Released Claims in the RDSA, but each Governmental Entity hereby expressly waives and fully, finally, and forever settles, releases and discharges, upon the Effective Date, any and all Released Claims that may exist as of such date but which Releasors do not know or suspect to exist, whether through ignorance, oversight, error, negligence or through no fault whatsoever, and which, if known, would materially affect the Governmental Entities' decision to participate in the RDSA.

12. The Governmental Entity understands and acknowledges that nothing herein is intended to modify in any way the terms of any of the RDSA, to which Governmental Entity hereby agrees. To the extent this Combined Participation Form is interpreted differently from the RDSA in any respect, the RDSA controls.

I have all necessary power and authorization to execute this Combined Participation Form on behalf of the Governmental Entity.

Signature: _____

Name: _____

Title: _____

Date: _____

CABARRUS COUNTY

BOARD OF COMMISSIONERS
WORK SESSION

April 07, 2026
5:00 PM

AGENDA CATEGORY:

DISCUSSION ITEMS - FOR ACTION

SUBJECT:

County Manager - Camp T.N. Spencer Park Property Lease Discussion

BRIEF SUMMARY:

During the Annual Retreat which took place in February 2026 there was some significant discussion about various properties the County maintains. One of the properties discussed was Camp T.N. Spencer Park. Staff was tasked with having some more conversation with the lessor.

REQUESTED ACTION:

Provide guidance.

SUBMITTED BY:

Kyle Bilafer, Assistant County Manager

BUDGET AMENDMENT REQUIRED:

No

ATTACHMENTS:

1. Agreement

Bk:5774 Pg: 269 04304D

CABARRUS COUNTY NC
FILED
04/19/2002 3:16 PM
LINDA F. MCABEE
Register Of Deeds
By. _____ Deputy/Asst.
EXCISE TAX $0.00

STATE OF NORTH CAROLINA

COUNTY OF CABARRUS

AGREEMENT

THIS AGREEMENT is made and entered into this the 15th day of April, 2002, ~~2001~~, by and between the COUNTY OF CABARRUS (hereinafter referred to as "County") and the CABARRUS COUNTY BOYS & GIRLS CLUB, INC. (hereinafter referred to as the "Club").

WITNESSETH:

WHEREAS, the County desires to provide recreational services, programs and facilities for the welfare of its citizens; and

WHEREAS, the Club agrees to lease to the County a 50.14 acre tract for a public camp and recreational area, commonly known as Camp Spencer,. to provide greater leisure opportunities for the citizens of Cabarrus County, North Carolina; and

WHEREAS, this agreement is intended to set forth certain responsibilities and obligations between the County and the Club relating to the lease and development of the Property.

NOW, THEREFORE, upon valuable consideration, the receipt of which is hereby acknowledged by each party and upon the premises contained herein, the parties agree as follows:

Article I. The Lease of the Property

1.0 The Property. The Club is the owner of property totaling approximately 50.14 acres on Rimer Road, Cabarrus County, North Carolina, commonly known as Camp Spencer, a survey and/or boundary map of which property is attached hereto as Exhibit "A", and hereafter referred to as the "Property".

1.1 Lease of the Property. Beginning July 1, 2002, ~~2001~~ the parties hereby agree that the County shall lease the Property from the Club for a period of twenty-five (25) years at an annual rent of $1.00 per year payable January 1 of each year (hereinafter the "Lease"). The Property shall be used for camp development and recreational purposes. The County shall not be permitted to enter into any subleases of the Property without written consent of the Club. However, use of the Property as a public facility, as set forth herein, which may from time to time result in third party use of the Property for a fee, shall not be construed as subletting for purposes of this agreement. The Club shall deliver possession of the Property to the County on July 1, ~~2001~~. 2002

1.2 Extensions. The County will have the option of negotiating an extension of a minimum of up to two, twenty-five (25) year extensions to the original term of this Lease.

1.3 Termination. Upon the expiration or other termination of this Lease, the County shall surrender the Property to the Club in good condition, ordinary wear and tear

excepted, and the County shall be entitled to remove its personal property and fixtures, provided such is accomplished in a manner not to adversely affect the condition of the Property. If removal requires damage to the Property, the County shall promptly repair the damage covered by the removal. Personal property and fixtures belonging to the County shall include but not be limited to, Guy County owned assets. Upon expiration or other termination of this Lease, the Club may keep any permanent building structures on the Property but must accept these structures in "as is" condition.

Article II. Property Development

2.0 Design. The County and the Club shall jointly prepare a Master Plan for the design and development of the recreational facilities on the Property, which shall be attached hereto as Exhibit A and incorporated as if fully set forth herein. Implementation of the Master Plan is subject to the availability of County funds for such purposes. The Master Plan may be revised from time to time upon mutual agreement of the parties hereto and as permitted by the County budget allocated for such purposes.

2.1 Property Development. The County will be authorized to make certain improvements to the Property as necessary for enhancement of the current public camp and recreational facility on the Property, which may include active and passive facilities commonly found in such facilities locally, and may include some or all of the following facilities and activity areas: baseball/basketball areas, softball/soccer fields, restroom facilities, concession facilities, picnic shelters, volleyball courts, horseshoe pits, playground, walking/jogging trail systems and parking facilities and other property improvements incidental to the use of a public recreational facility and camp. The County shall maintain the existing pool facility, but shall not be obligated to replace the pool facility in the event the useful, reasonable life of the pool facility expires. The County agrees to maintain the existing pool facility and make reasonable and necessary repairs to the existing pool facility, up to an aggregate cost of $75,000.00 over the term of the Lease and any extensions thereof and no more than $25,000.00 in any one lease year. If repairs are needed that would exceed these amounts, the County may, at its discretion, cease to operate the pool. Any costs exceeding an aggregate of $75,000.00 for repairs and maintenance to the existing pool facility, or replacement of the existing pool facility, shall be the sole and exclusive responsibility of the Club. If such an event occurred, the Club may raise the money necessary to complete the needed repairs or construct a new pool, in which case the County would continue to operate and maintain the pool. Efforts to establish a redesign plan and development schedule for the Property will be commenced within 2 months following execution of this agreement. Allowing for community input and interaction among governmental agencies inclusive of permitting requirements, it is expected that the initial proposed redesign plan and development schedule for the Property can be completed within 12 months.

2.2 Review of Development. During the Property redesign and development process, County and the Club representatives shall meet to review and evaluate redesign and development proposals prior to incorporating such proposals into the final plans, it being the intention of the parties that the County and the Club, through their respective elected boards, shall jointly approve the Property concept plan and development schedule and significant modifications thereof.

2.3 Future Development. It is the intention of the parties that the quality of the Property amenities and its development shall continue as an ongoing County improvement project throughout the term of the Lease and any extensions thereof, provided the County budget permits such improvements.

2.4 Reversion of Property. If the Property shall cease to be used by the County as a recreational facility for the benefit of its citizens, the Property shall, upon the elapse of twelve months from date the Property shall cease to be so used, automatically revert to the possession of the Club or its designated successor or assign. However, any non-use of the Property related to the out-of-season months of the year or due to construction shall not be deemed abandonment of the Property by the County.

Article III. Property Operations

3.0 Property Management. The County shall manage, operate and supervise use of the Property and facilities contained therein for the benefit of the public subject to such joint use agreement as may be executed between the parties or third parties.

3.1 Property Operations. The County shall provide, promote, administer and operate recreational facilities, camp and other programs and services on the Property consistent with operational months and hours. The Club shall have the continuing and uninterrupted right to conduct summer day camps on the Property for the entire term of this Agreement. The County shall not schedule any events or construction that would unreasonably interfere with such day camp programs. The County will not operate a summer day camp on the Property unless the Club ceases to operate its summer day camp there. Until the existing buildings on the site are replaced or improved, they may be used by the Club free of charge, subject to availability. For the seven week period of the Club's summer day camp, it is entitled to exclusive use of the pool from 8:00 AM to 3:30 PM, Monday through Friday and of the existing buildings from 7:30 AM to 4:00 PM, Monday through Friday. The Club shall be soley responsponsible for the supervision of those facilities and activities therein during its summer day camp. The Club shall be responsible for cleaning the buildings after use. In addition to use of the facilities for summer day camps, after the existing buildings are replaced or improved, the Dining Hall, Covered Activities Building, pool and picnic shelters north of the entrance road will be available to the Club three times per year free of charge, subject to availability. Other facilities on the Property will be available to the Club on the same basis as to the general public.

3.2 Third Party Agreements. The County may execute such agreements it deems necessary or advisable for the provision of approved programs and services on the Property and its facilities.

3.3 Fees and Charges. The County shall adopt a uniform schedule of fees and charges for use of Property facilities or participation in Property programs and services. All fees and charges collected shall be the sole property of the County.

3.4 Zoning. The County shall initiate such zoning petition or petitions, if any, necessary to effect a zoning of the Property consistent with the uses contemplated by this Lease.

Article IV. Property Maintenance and Security

4.0 Property Security. The County shall maintain and provide reasonable security for the Property consistent with other County recreational facilities.

4.1 Maintenance Schedule. A maintenance schedule shall be adopted by the County for the buildings and grounds located on or within the Property which provides reasonable

Article V. Miscellaneous

5.0 Effective Date. This agreement shall be effective when duly approved and

5.1 Name of the Property. The name of the 50.14 acre tract commonly known as Camp T. N. Spencer shall maintain the name of Camp T.N. Spencer for the duration of the lease.

5.2 Amendments. This agreement can be amended or otherwise modified only by mutual agreement and express written consent of the parties.

5.3 Liability. The County agrees to hold harmless the Club, its agents and employees from all liability, claims and actions arising out of the use of the Property by the County, its employees and invitees. The Club agrees to hold harmless the County, its agents and employees from all liability, claims and actions arising out of the use of the Property by the Club, its employees, residents and invitees.

5.4 Notices. Notices to the parties with regard to this Lease shall be directed as follows:

Cabarrus County Boys & Girls Club, Inc.: Executive Director
247 Spring St. NW
Concord NC 28025

County: County Manager
Cabarrus County
Post Office Box 707
Concord, NC 28026-0707

5.4 Miscellaneous. Each party to this agreement further agrees as follows:

(a) Without further consideration, each party shall at any time, and from time to time, execute and deliver to any other party such further documents, and take

such other action, as any other party may reasonably request in order to effectuate the purposes of this Lease Agreement.

(b) The headings in this agreement are for purposes of reference only and shall not limit or otherwise affect any of the terms hereof.

(c) This agreement shall be binding upon and shall inure to the benefit of the parties hereto and their respective heirs, legal representatives, permitted successors and assigns.

(d) If any provision of this agreement is determined by a court of competent jurisdiction to be illegal or unenforceable, such provision shall be automatically reformed and construed as to be valid, operative and enforceable to the maximum extent permitted by law or equity while preserving its original intent. The invalidity of any part of this agreement shall not render invalid the remainder of this agreement.

(e) The execution and delivery of this agreement and the performance of the obligations hereunder have been duly authorized by all requisite action required by law governing each party.

IN WITNESS WHEREOF, the Cabarrus County Board of County Commissioners and the Cabarrus County Boys & Girls Club, Inc.. have approved this agreement and caused it to be executed and attested by their duly authorized officials.

CABARRUS COUNTY BOARD OF COMMISSIONERS

By: Robert M. Freeman
Chairman

CABARRUS COUNTY SEAL
ATTEST: Frankie D. Bonds
Clerk
[SEAL]

CABARRUS COUNTY BOYS & GIRLS CLUB, INC.

By: Taylor Pruette
Taylor Pruette, President

ATTEST:
James M. Monroe, Jr.
James Monroe, Secretary
[SEAL]

BOYS AND GIRLS CLUB OF CABARRUS COUNTY INC. CORPORATE SEAL

STATE OF NORTH CAROLINA
COUNTY OF CABARRUS

I, a Notary Public of the County and State aforesaid, certify that Frankie F. Bonds, Clerk to the Cabarrus County Board of Commissioners, personally appeared before me this day and

acknowledged that she is the Clerk to the Cabarrus County Board of Commissioners and that by authority duly given and as the act of the Board, the foregoing instrument was signed in its name by Robert M. Freeman, Chair of the Cabarrus County Board of Commissioners, sealed with the County Seal, and attested by herself as its Clerk.

Witness my hand and official stamp or seal, this 18th day of ~~August, 2001~~ April 2002.

Christine Sellers Marlowe
Notary Public

My commission expires: 10/21/03

STATE OF NORTH CAROLINA
COUNTY OF CABARRUS

I, a Notary Public of the County and State aforesaid, certify that James Monroe, Secretary of Cabarrus County Boys & Girls Club, Inc., personally appeared before me this day and acknowledged that he is the Secretary of Cabarrus County Boys & Girls Club, Inc., a North Carolina corporation, and that by authority duly given and as the act of the corporation, the foregoing instrument was signed in its name by its President, sealed with its corporate seal, and attested by him as its Secretary.

Witness my hand and official stamp or seal, this 11th day of ~~August, 2001.~~ January, 2002

Traci K. Halton
Notary Public

My commission expires: 5-27-03

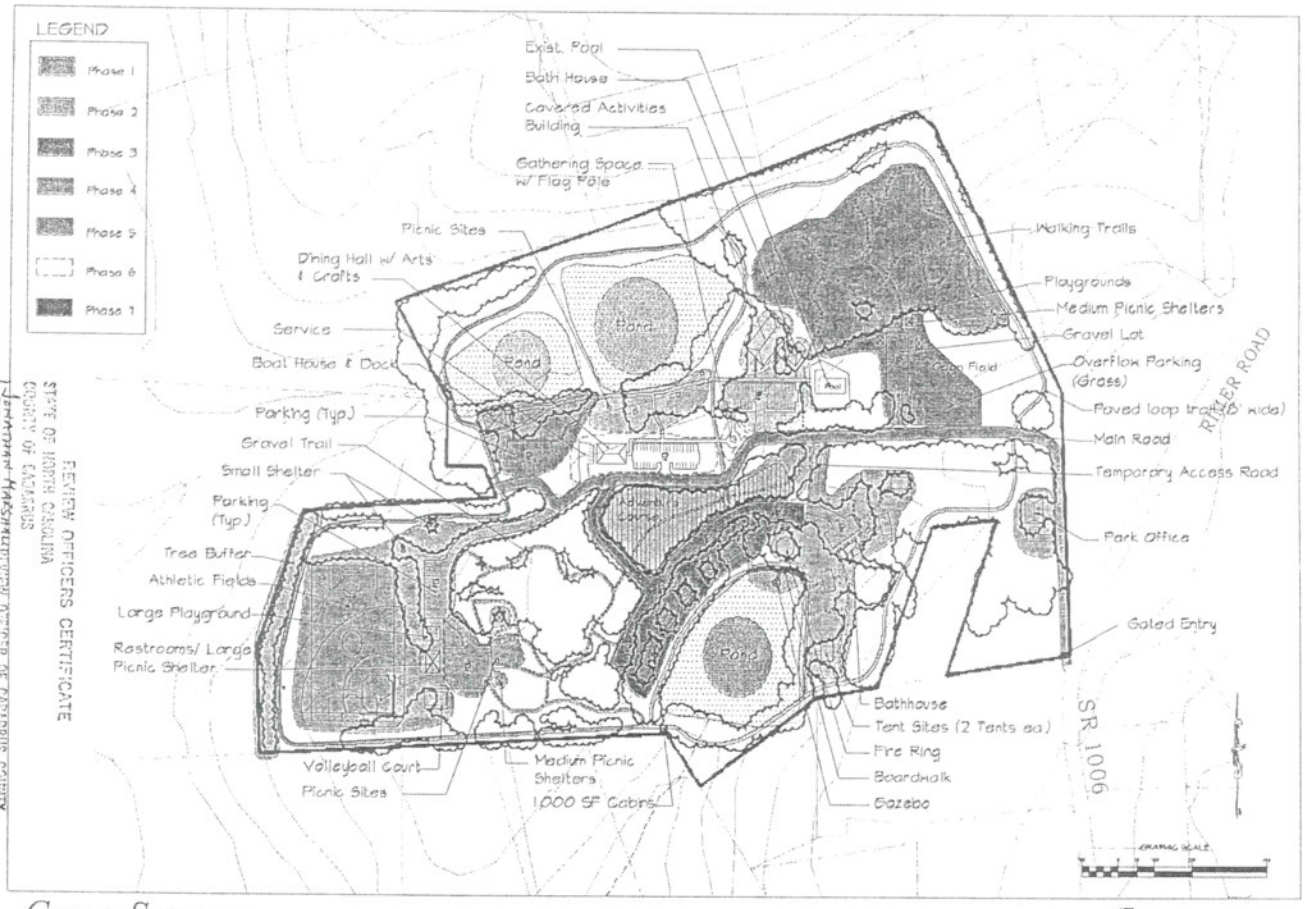
STATE OF NORTH CAROLINA
COUNTY OF CABARRUS

The foregoing Certificate(s) of Christine Sellers Marlowe
And
Traci K. Halton, each a notary public
is/are certified to be correct. This instrument and this certificate are duly registered at the date and time and in the Book and Page shown on the first page hereof. 4-19-02

LINDA F. MCABEE
REGISTER OF DEEDS

Register of Deeds for Cabarrus County

By: Kay L. Hahn
Asst./~~Deputy~~ Register of Deeds



REVIEW OFFICERS CERTIFICATE
STATE OF NORTH CAROLINA
COUNTY OF CABARRUS

I, [illegible], REVIEW OFFICER OF CABARRUS COUNTY, CERTIFY THAT THE MAP OR PLAT TO WHICH THIS CERTIFICATE IS AFFIXED MEETS ALL STATUTORY REQUIREMENTS FOR RECORDING.

DATE 4-18-02

REVIEW OFFICER

BOOK 3774 PAGE 256

Exhibit A

Camp Spencer
Cabarrus County, NC

Phasing Plan

August 2, 2001

RA
RICHARDSON ASSOCIATES
Land Planning · Landscape Architecture · Urban Design

01/17/2003 9:18 AM
LINDA F. MCABEE
Register Of Deeds
By. _____ Deputy/Asst.
EXCISE TAX $0.00

FIRST AGREEMENT TO MODIFY
AND AMEND LEASE AGREEMENT

4261 PAGE 1

THIS AGREEMENT TO MODIFY AND AMEND LEASE AGREEMENT is made and entered into this the 11 day of December, 2002, by and between the COUNTY OF CABARRUS (hereafter, "County") and the CABARRUS COUNTY BOYS & GIRLS CLUB, INC. (hereafter, the "Club").

WITNESSETH:

WHEREAS, on or about April 15, 2002, the County and the Club entered into a Lease Agreement, a copy of which is attached hereto as Schedule 1 and incorporated as if more fully set forth herein (hereafter, the "Lease") providing for the lease of certain property from the Club to the County beginning July 1, 2002, for purposes of providing recreational services to County citizens (the "Property"); and

WHEREAS, in order to receive certain grants available to the County through the North Carolina Parks and Recreation Trust Fund ("PARTF"), the parties must amend the term provisions of the Lease and the County and the Club desire to so amend the Lease;

NOW, THEREFORE, in consideration of the premises and other good and valuable consideration, acknowledged by the parties hereto to be sufficient, the parties agree as follows:

1. Section 1.1 Amended. The parties hereto agree that Section 1.1 of the Lease is hereby modified and amended in its entirety to read as follows:

1.1 Lease of the Property. Beginning July 1, 2002, the parties hereby agree that the County shall lease the Property from the Club through June 30, 2003 at a rent of $1.00 for such term, payable in advance. Thereafter, the County shall lease the Property from the Club for a period of 25 years beginning July 1, 2003 through June 30, 2028, at an annual rent of $1.00 per year, payable in advance. The Property shall be used for camp development and recreational purposes. The County shall not be permitted to enter into any subleases of the Property without written consent of the Club. However, use of the Property as a public facility, as set forth herein, which may from time to time result in third party use of the Property for a fee, shall not be construed as subletting for purposes of this agreement.

2. Miscellaneous. The parties agree: 1) to execute all necessary documentation needed from time to time in order to properly apply for certain grants available to the County with regard to the Property, including without limitation, state funds available through PARTF; and 2) to enter into and record a Memorandum of Lease which sets forth the modified term of the Lease, which Memorandum of Lease is attached hereto as Schedule 2 and incorporated as if more fully set forth herein.

3. Except as specifically amended herein, the remaining terms and conditions of the Lease shall remain in full force and effect.

(one document per Steve)

acknowledged that she is the Clerk to the Cabarrus County Board of Commissioners and that by authority duly given and as the act of the Board, the foregoing instrument was signed in its name by Robert M. Freeman, Chair of the Cabarrus County Board of Commissioners, sealed with the County Seal, and attested by herself as its Clerk.

Witness my hand and official stamp or seal, this 18th day of ~~August, 2001~~ April 2002.

Christina Sellers
Notary Public

My commission expires: 10/21/03

STATE OF NORTH CAROLINA
COUNTY OF CABARRUS

I, a Notary Public of the County and State aforesaid, certify that James Monroe, Secretary of Cabarrus County Boys & Girls Club, Inc., personally appeared before me this day and acknowledged that he is the Secretary of Cabarrus County Boys & Girls Club, Inc., a North Carolina corporation, and that by authority duly given and as the act of the corporation, the foregoing instrument was signed in its name by its President, sealed with its corporate seal, and attested by him as its Secretary.

Witness my hand and official stamp or seal, this 11th day of ~~August, 2001.~~ January, 2002

Traci K. Halton
Notary Public

My commission expires: 5-27-03

STATE OF NORTH CAROLINA
COUNTY OF CABARRUS

The foregoing Certificate(s) of Christina Sellers Marrow and Traci K. Halton, each a notary public is/are certified to be correct. This instrument and this certificate are duly registered at the date and time and in the Book and Page shown on the first page hereof. 4-19-02

LINDA F. MCABEE
REGISTER OF DEEDS

Register of Deeds for Cabarrus County

By: Kay L. Hanes
Asst./~~Deputy~~ Register of Deeds

Witness our hands and seals the day and year first above written.

COUNTY OF CABARRUS

By: Robert M. Freeman
Robert M. Freeman, Chairman

ATTEST:

Frankie T. Bonds
Clerk

(SEAL)

CABARRUS COUNTY BOYS & GIRLS CLUB, INC.

By: _____, President

Valeri Melton
Executive Director

ATTEST:

(SEAL)

STATE OF NORTH CAROLINA
COUNTY OF CABARRUS

I, a Notary Public of the County and State aforesaid, certify that Robert M. Freeman, personally appeared before me this day and acknowledged that he is the Chairman of the Cabarrus County Board of Commissioners and that by authority duly given and as the act of the Board, the foregoing instrument was signed in its name by Robert M. Freeman, Chair of the Cabarrus County Board of Commissioners, sealed with the County Seal, and attested by Frankie F. Bonds as its Clerk.

Witness my hand and official stamp or seal, this 14 day of January, 2003.

Sylvia Hucks Deadmon
Notary Public

My commission expires:
12-13-06

STATE OF NORTH CAROLINA
COUNTY OF CABARRUS

I, a Notary Public of the County and State aforesaid, certify that Valenc Melton of Cabarrus County Boys & Girls Club, Inc., personally appeared before me this day and acknowledged that he is the Executive Director of Cabarrus County Boys & Girls Club, Inc., a North Carolina corporation, and that by authority duly given and as the act of the corporation, the foregoing instrument was signed in its name by its Executive Director sealed with its corporate seal, and attested by Brian Kras its Secretary.

STATE OF NORTH CAROLINA

COUNTY OF CABARRUS

SECOND AMENDMENT TO LEASE AGREEMENT

THIS SECOND AMENDMENT TO LEASE AGREEMENT is made and entered into on the date of the last party to execute this "Second Amendment", by and between CABARRUS COUNTY ("County") and CABARRUS COUNTY BOYS & GIRLS CLUB, INC. ("Club").

PREMISES

1. The County and the Club entered into a lease agreement ("Agreement") dated April 15, 2002 for the lease to the County by the Club of Camp Spencer.

2. On December 11, 2002, the parties entered into an amendment to the Agreement denominated First Agreement to Modify and Amend lease Agreement ("First Amendment").

3. The parties wish to modify and amend the Agreement and the First Amendment, as specified below.

In consideration of the foregoing Premises and the Terms below, which the parties agree constitute sufficient consideration for this Second Amendment, the parties agree to amend the Agreement and First Amendment as follows:

TERMS

1. Article II, Section 2.1 Property Development is amended by deleting the existing Section in its entirety and substituting the following provision:

The County shall maintain the existing pool facility, but shall not be obligated to replace the pool facility in the event the useful, reasonable life of the pool facility expires. The County agrees to maintain the existing pool facility and make reasonable and necessary repairs to the existing pool facility, up to an aggregate cost of $75,000.00 over the term of the Agreement as amended and any extensions thereof and no more than $25,000.00 in any one lease year. If repairs are needed that would exceed these amounts, the County may, in its discretion, cease to operate the pool. Any costs exceeding an aggregate of $75,000.00 for repairs and maintenance to the existing pool facility shall be the sole and exclusive responsibility of the Club. If that circumstance occurs, the Club may raise money necessary to complete the needed repairs or construct a new pool, in which case the County would continue to operate and maintain the pool.

2. Article III, Section 3.1 Property Operations is amended by deleting the existing Section in its entirety and substituting the following provision:

For the seven-week period of the Club's summer day camp, the Club is entitled to first priority use of the swimming pool from 8:00 AM to 3:30 PM, Monday through Friday and of the existing buildings from 7:30 AM to 4:00 PM, Monday through Friday. General public park users may utilize the swimming pool facilities during this

seven-week period concurrently with the Club campers; however, the Club will have first priority free of charge use of the swimming pool facilities during their summer day camp program. To allow for general public use during the Club's summer day camp program, the Club shall divide their campers into swimming groups; thus allowing available room in the pool for public use. The County shall be solely responsible for the supervision, maintenance, lifeguards, and repairs/renovation to the swimming pool facilities as provided in the Agreement, as amended. The Club shall be solely responsible for the supervision of its activities (outside of the swimming pool facilities) within the park during its summer day camp program.

3. Except as specifically amended in this Second Amendment, the remaining terms and conditions of the Agreement and First Amendment remain in full force and effect.

IN WITNESS, the parties have executed this Second Amendment as indicated below.

LESSEE:

CABARRUS COUNTY BOYS & GIRLS CLUBS, INC.

By: _____(SEAL)
President

LESSOR:

CABARRUS COUNTY

By: _____(SEAL)
County Manager

This instrument has been pre-audited in the manner required by the "Local Government Budget and Fiscal Control Act."

Pamela S. Dubois
Finance Director 1/12/07

STATE OF NORTH CAROLINA

COUNTY OF CABARRUS

THIRD AMENDMENT TO LEASE AGREEMENT

THIS THIRD AMENDMENT TO LEASE AGREEMENT is made and entered into on the date of the last party to execute this "Third Amendment", by and between CABARRUS COUNTY ("County") and CABARRUS COUNTY BOYS & GIRLS CLUB, INC. ("Club").

PREMISES

1. The County and the Club entered into a lease agreement ("Agreement") dated April 15, 2002 for the lease to the County by the Club of Camp Spencer.

2. On December 11, 2002, the parties executed an amendment to the Agreement denominated First Agreement to Modify and Amend Lease Agreement ("First Amendment").

3. On January 16, 2007, the parties executed another amendment to the Agreement denominated Second Amendment to Lease Agreement ("Second Amendment"). The Agreement, the First Amendment and the Second Amendment are collectively referred to as the "Amended Agreement".

3. The parties wish to again modify and amend the Amended Agreement.

In consideration of the foregoing Premises and the Terms below, which the parties agree constitute sufficient consideration to make this Amendment binding and enforceable, the parties agree to amend the Amended Agreement as follows:

TERMS

1. Article I, Section 1.1 Lease of the Property Development is amended by adding the following paragraph:

Notwithstanding the preceding paragraph concerning subleasing, the Club agrees to permit the County to grant a limited right of way along Foxford Road (the "Main Road" as shown in Exhibit A attached to the Agreement) to James B. Jordan for the sole purpose of residential vehicular access to Mr. Jordan's property adjacent to Camp Spencer from Rimer Road. The Club also agrees to permit the County to petition the North Carolina Department of Transportation to close Foxford Road. The Club shall execute any documents reasonably requested of it to acknowledge or consent to the grant of the right of way and the closure of Foxford Road.

2. Except as specifically amended in this Third Amendment, the remaining terms and conditions of the Amended Agreement remain in full force and effect.

STATE OF NORTH CAROLINA

COUNTY OF CABARRUS

FOURTH AMENDMENT TO LEASE AGREEMENT

THIS FOURTH AMENDMENT TO LEASE AGREEMENT is made and entered into on the date of the last party to execute this "Fourth Amendment", by and between CABARRUS COUNTY ("County") and CABARRUS COUNTY BOYS & GIRLS CLUB, INC. ("Club").

PREMISES

1. The County and the Club entered into a lease agreement ("Agreement") dated April 15, 2002 for the lease to the County by the Club of Camp Spencer.

2. On December 11, 2002, the parties executed an amendment to the Agreement denominated First Agreement to Modify and Amend Lease Agreement ("First Amendment").

3. On January 16, 2007, the parties executed another amendment to the Agreement denominated Second Amendment to Lease Agreement ("Second Amendment"). [The Agreement, the First Amendment, the Second Amendment and the Third Amendment are collectively referred to as the "Amended Agreement".]

4. On or about August, 2008, the parties executed another amendment to the Agreement denominated Third Amendment to Lease Agreement ("Third Amendment").

5. The parties wish to again modify and amend the Amended Agreement, for the purpose of re-inserting language into the Amended Agreement that was mistakenly deleted from the Amended Agreement by the Second Amendment.

In consideration of the foregoing Premises and the Terms below, which the parties agree constitute sufficient consideration to make this Amendment binding and enforceable, the parties agree to amend the Amended Agreement as follows:

TERMS

1. Article II, Section 2.1 (Property Development) is amended by adding the following provisions:

The County will be authorized to make certain improvements to the Property as necessary for enhancement of the current public camp and recreational facility on the Property, which may include active and passive facilities commonly found in such facilities locally, and may include some or all of the following facilities and activity areas: baseball/basketball areas, softball/soccer fields, restroom facilities, concession facilities, picnic shelters, volleyball courts, horseshoe pits, playground, walking jogging trail systems and parking facilities and other property improvements incidental to the use of a public recreational facility and camp.

2. Article III, Section 3.1 (Property Operations) is amended by adding the following provisions:

The County shall provide, promote, administer and operate recreational facilities, camp and other programs and services on the Property consistent with operational months and hours. The Club shall have the continuing and uninterrupted right to conduct summer day camps on the Property for the entire term of this Agreement. The County shall not schedule any events or construction that would unreasonably interfere with such day camp programs. The County will not operate a summer day camp on the Property unless the Club ceases to operate its summer day camp there. Until the existing buildings on the site are replaced or improved, they may be used by the Club free of charge, subject to availability. The Club shall be responsible for cleaning the buildings after use. In addition to use of the facilities for summer day camps, after the existing buildings are replaced or improved, the Dining Hall, Covered Activities Building, pool and picnic shelters north of the entrance road will be available to the Club three times per year free of charge, subject to availability. Other facilities on the Property will be available to the Club on the same bases as to the general public.

3. Except as specifically amended in this Fourth Amendment, the remaining terms and conditions of the Amended Agreement remain in full force and effect.

IN WITNESS, the parties have executed this Third Amendment as indicated below.

LESSEE:

CABARRUS COUNTY BOYS & GIRLS CLUBS, INC.

By: Debbie Little (SEAL)
President

LESSOR:

CABARRUS COUNTY

By: _____ (SEAL)
County Manager 12-19-11

This instrument has been pre-audited in the manner required by the "Local Government Budget and Fiscal Control Act."

Pamela S. Dubois
Pamela S. Dubois 12/16/11
Finance Director

CABARRUS COUNTY

BOARD OF COMMISSIONERS
WORK SESSION

April 07, 2026
5:00 PM

AGENDA CATEGORY:

DISCUSSION ITEMS - FOR ACTION

SUBJECT:

County Manager - EV Car Charging Stations Removal Request

BRIEF SUMMARY:

I presented information on our three (3) EV car charging locations in February 2026 and requested some time to gather more information from surrounding municipalities and counties prior to coming back to the board. During the meeting in February I felt the consensus was we needed to either charge for use or remove the stations.

REQUESTED ACTION:

Receive input.

SUBMITTED BY:

Kyle Bilafer, Assistant County Manager

BUDGET AMENDMENT REQUIRED:

No

ATTACHMENTS:

CABARRUS COUNTY

BOARD OF COMMISSIONERS
WORK SESSION

APRIL 07, 2026
5:00 PM

AGENDA CATEGORY:

DISCUSSION ITEMS - FOR ACTION

SUBJECT:

County Manager - Vietnam Veterans Park Update

BRIEF SUMMARY:

During the Annual Retreat, which took place in February 2026, there was some significant discussion about various properties the County maintains. One of the properties discussed was Vietnam Veterans Park. Staff was tasked with having more conversations with the lessor. Staff will report on those conversations with the lessor.

REQUESTED ACTION:

Recommended Motion for the Regular Meeting:

Motion to authorize staff to proceed with a one (1) year lease amendment execution and authorize appropriate County Officials to execute all required documents subject to final document approval by the Assistant County Manager and County Attorney.

SUBMITTED BY:

Kyle D Bilafer, Assistant County Manager

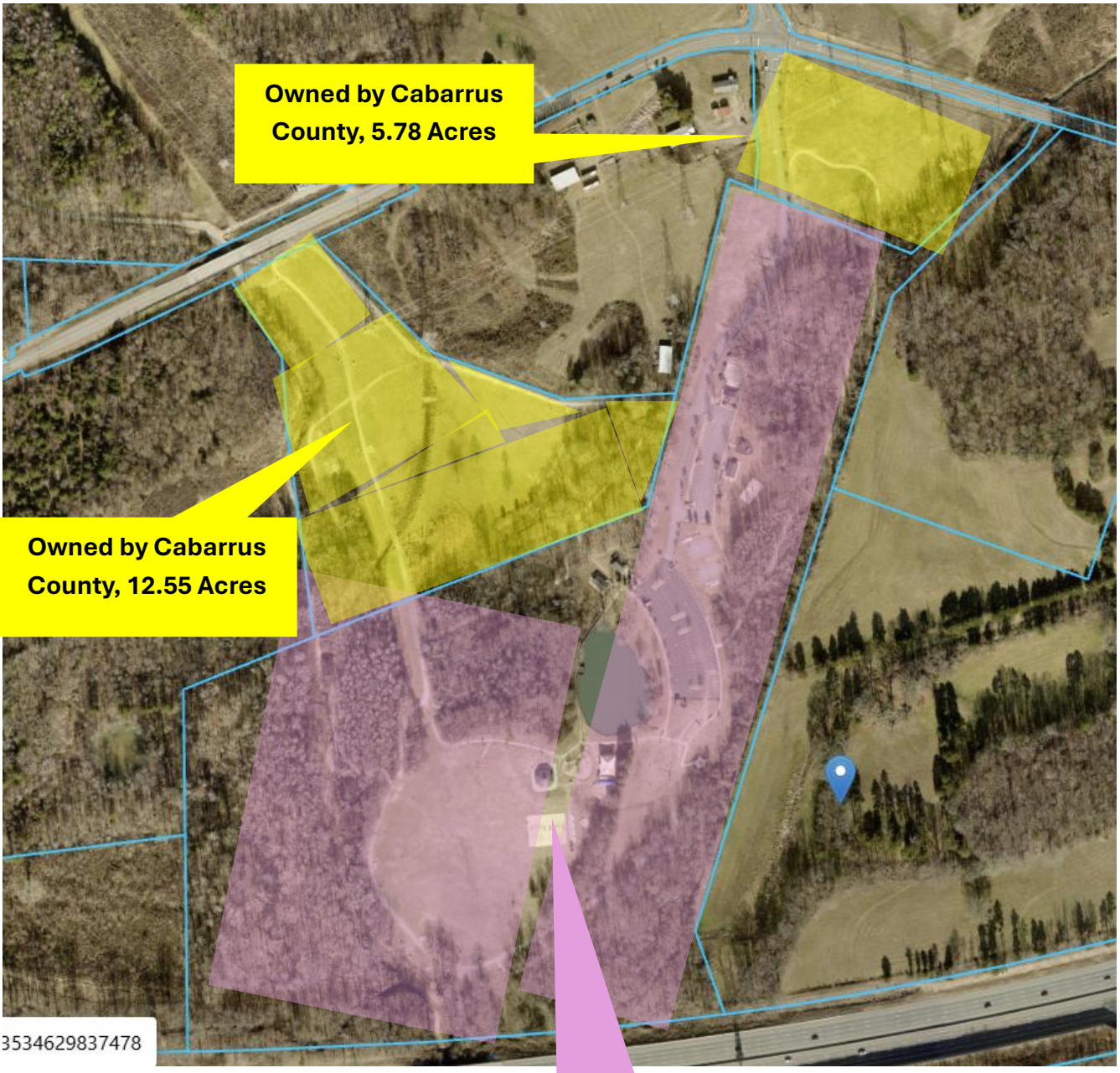
BUDGET AMENDMENT REQUIRED:

No

ATTACHMENTS:

1. Map
2. Property Lease and Amendments

26-01-16 Vietnam Veterans Park Acreage Breakdown



NORTH CAROLINA
CABARRUS COUNTY

SECOND AMENDMENT
TO LEASE AGREEMENT

THIS SECOND AMENDMENT TO LEASE AGREEMENT (hereinafter "Amendment") is made and entered into this the 14th day of Aug 2023 by and between the County of Cabarrus (hereinafter "County") and the City of Kannapolis, (hereinafter "City"). The County and City are hereinafter sometimes referred to as the "Party" or the "Parties".

WITNESSETH:

WHEREAS, Parties entered into a Lease Agreement (hereinafter "Lease") on or about August 23, 1999, pursuant to North Carolina General Statutes 160A-274 and 153A-165 providing for the lease and joint use of governmental property, which was amended by a First Amendment on or about July 10, 2020; and,

WHEREAS, the Parties now desire to again amend the Lease in accordance with the terms agreements and provisions hereinafter provided.

NOW THEREFORE, upon valuable consideration, the receipt and sufficiency is hereby acknowledged by each Party, and in performance of the premises contained herein, the Parties agree as follows:

1. **Recitals**. The recitals contained above are incorporated herein as a part of this Amendment.

2. **Term**. The Parties agrees that the Lease Term shall be extended for an additional three (3) years beginning September 1, 2023 and ending at midnight August 31, 2026.

3. **Ratification.** Except as specifically herein amended, all terms, provisions, conditions, and exhibits contained in the Lease, as amended, are hereby confirmed, ratified and restated and shall remain unmodified and in full force and effect. In the event that any provisions of this Second Amendment shall conflict with the terms, provisions and conditions of the Lease, the terms, provisions and conditions of this Second Amendment shall govern and control.

IN WITNESS WHEREOF, the Cabarrus County Board of County Commissioners and the Kannapolis City Council have approved this agreement and caused it to be executed and attested by their duly authorized officials.

COUNTY OF CABARRUS

By: _____
Chairman

ATTEST:

_____
Clerk

(SEAL)

CITY OF KANNAPOLIS

By: _____
Milton D. Hinnant, Mayor

ATTEST:

_____
Bridgette Bell, MMC, NCCMC
City Clerk

(SEAL)

STATE OF NORTH CAROLINA

COUNTY OF Cabarrus

I, Julie E. Long, a Notary Public of Stanly County and aforesaid State certify that Bridgette Bell, City Clerk to the City of Kannapolis, personally came before me this day and acknowledged that she is City Clerk to the City of Kannapolis and that by authority duly given and as the act of the City, the foregoing instrument was signed by its name by Milton D. Hinnant, Mayor of the City of Kannapolis, sealed with the City Seal and attested by herself as its City Clerk.

Witness my hand and official stamp or seal this 16 day of August, 2023.

JULIE E. LONG NOTARY PUBLIC STANLY COUNTY, NC (SEAL)

Julie E. Long
Notary Public

My Commission Expires June 13, 2027

My Commission expires: _____

STATE OF NORTH CAROLINA

COUNTY OF Cabarrus

I, Sheila K. Bruce, a Notary Public of Cabarrus County and aforesaid State certify that Clerk to the Cabarrus County Board of Commissioners, personally came before me this day and acknowledged that he/she is Clerk to the Cabarrus County Board of Commissioners and that by authority duly given and as the act of the Board, the foregoing instrument was signed by its name by Stephen M. Morris, Chairman of the Cabarrus County Board of Commissioners, sealed with the County Seal and attested by its Clerk.

Witness my hand and official stamp or seal this 19th day of July, 2023.

SHEILA K. BRUCE NOTARY PUBLIC CABARRUS COUNTY, NC (SEAL)

Sheila K. Bruce
Sheila K. Bruce Notary Public

My Commission expires: 08-17-2026.

NORTH CAROLINA

CABARRUS COUNTY

FIRST AMENDMENT TO LEASE AGREEMENT

THIS FIRST AMENDMENT TO LEASE AGREEMENT (hereinafter "Amendment") is made and entered into this the ___ day of June, 2020 by and between the County of Cabarrus (hereinafter "County") and the City of Kannapolis, (hereinafter "City"). The County and City are hereinafter sometimes referred to as the "Party" or the "Parties".

WITNESSETH:

WHEREAS, Parties entered into a Lease Agreement (hereinafter "Lease") on or about August 23, 1999, pursuant to North Carolina General Statutes 160A-274 and 153A-165 providing for the lease and joint use of governmental property; and

WHEREAS, the Parties now desire to amend the Lease in accordance with the terms, agreements and provisions hereinafter provided.

NOW THEREFORE, upon valuable consideration, the receipt and sufficiency is hereby acknowledged by each Party, and in performance of the premises contained herein, the Parties agree as follows:

1. Recitals. The recitals contained hereinabove are incorporated as a part of this Amendment.

2. Term. The Parties agree that the Lease Term shall be extended for an additional three (3) years beginning September 1, 2020 and ending at midnight August 31, 2023.

3. Use. Section 5.0 is hereby amended to read as follows:

   "5.0 Use. The Property is accepted for use as a public park and will be used and developed in accordance with the park development, operations and maintenance provisions contained in the Park Agreement. Provided, however, any material changes to the Property or facilities located therein shall be made following consultation with and approval by City."

4. Ratification. Except as specifically herein amended, all terms, provisions, conditions and exhibits contained in the Lease are hereby confirmed, ratified and restated and shall remain unmodified and in full force and effect. In the event that any provision of this First Amendment shall conflict with the terms, provisions, and conditions of the Lease, the terms, provisions and conditions of this First Amendment shall govern and control.

STATE OF NORTH CAROLINA

COUNTY OF _____

I, _____, a Notary Public of the County and State aforesaid, certify that _____, Clerk to the Cabarrus County Board of commissioners, personally appeared before me this day and acknowledged that she is the Clerk to the Cabarrus County Board of Commissioners and that by authority duly given and as the act of the Board, the foregoing instrument was signed in its name by _____, chairman of the Cabarrus County Board of Commissioners, sealed with the County Seal, and attested by herself as its Clerk.

Witness my hand and official stamp or seal this _____ day of _____, 2020.

_____
Notary Public

My commission expires: _____

STATE OF NORTH CAROLINA

COUNTY OF Cabarrus

I, Brenda B Lewis, a Notary Public of the County and State aforesaid, certify that Bridgette Bell, City Clerk to the City of Kannapolis, personally appeared before me this day and acknowledged that she is the City Clerk to the City of Kannapolis and that by authority duly given and as the act of the City, the foregoing instrument was signed in its name by Milton D. Hinnant, Mayor of the City of Kannapolis, sealed with the City Seal, and attested by herself as its City Clerk.

Witness my hand and official stamp or seal this 29 day of June, 2020.

Brenda B Lewis
Notary Public

My commission expires: 04/03/2021

Brenda B Lewis
Notary Public
Rowan County
North Carolina
My Commission Expires 4/3/2021

IN WITNESS WHEREOF, the Cabarrus County Board of County Commissioners and the Kannapolis City Council have approved this Agreement and caused it to be executed and attested by their duly authorized officials.

COUNTY OF CABARRUS

By: _____
Chairman

ATTEST:

_____
Clerk

This instrument has been pre-audited in the manner Required by the Local Government Budget and Fiscal Control Act.

By: _____
Finance Director, Cabarrus County, NC

Date: 7-10-2020

(SEAL)

CABARRUS COUNTY SEAL 1792 NORTH CAROLINA

CITY OF KANNAPOLIS

By: _____
Milton D. Hinnant, Mayor

ATTEST:

_____
Bridgette Bell, MMC, NCCMC
City Clerk

(SEAL)

CITY OF KANNAPOLIS INCORPORATED SEAL 1984 NORTH CAROLINA

CABARRUS COUNTY - CONTRACT CONTROL SHEET

Routing Order: (1) Originating Department, (2) Information Systems, (3) Required Approvals, (4) Contract Administrator

ORIGINATING DEPARTMENT

(THIS IS THE ONLY SECTION TO BE COMPLETED BY ORIGINATING DEPARTMENT)

Contractor/Vendor: City of Kannapolis Vendor Number: 667

Purpose: Lease Agreement for North Cabarrus Park

Amount: _____ Account # budgeted: _____

Department Number: _____ Dept. Rep.: _____

TYPE OF CONTRACT (Please check one) ☒ New ☐ Renewal

Effective Date: 09/01/1999 Expiration Date: 08/31/2020

This document has been reviewed and approved by the Department Head as to technical content.

Checklist

☐ County Policy Review ☐ Vendor W-9

Distributed Copies

☐ Original/copies to Vendor ☐ Other Routing Instructions

☐ Copies to originating Department

Department Head's Signature Susie Bonds Date: 08/06/2002

NOTES:
Approved by Board of Commissioners on July 22, 2002. Recorded in the Register of Deeds Office.

INFORMATION TECHNOLOGY DIRECTOR

(Applicable only for hardware/software purchase or related services)

This document has been reviewed and approved by the Information Systems Director as to technical content.

IT Director's Signature: _____ Date: _____

CONTRACT ADMINISTRATOR

Date Received: 8-6-02

Sufficient funds are available in the proper account to pay for this expenditure. Yes ☑ No ☐

A budget amendment is necessary before this agreement is approved. Yes ☐ No ☑

A budget amendment is attached as required for approval of this agreement. Yes ☐ No ☑

☑ Pre-audit certification completed. Purchase Order/Encumbrance No:: 20030066

Notes:: _____

Contract Administrator's Signature: Sheri Barnhardt Date: 8/6/02

STATE OF NORTH CAROLINA

COUNTY OF CABARRUS

CABARRUS COUNTY NC
FILED
07/24/2002 1:47 PM
LINDA F. MCABEE
Register Of Deeds
By. _____ Deputy/Asst.
EXCISE TAX $0.00

LEASE AGREEMENT

THIS AGREEMENT is made and entered into this the 23 day of August, 1999, by and between the County of Cabarrus (hereinafter referred to as "County") and the City of Kannapolis (hereinafter referred to as "City").

WITNESSETH:

WHEREAS, this agreement is executed pursuant to G.S. 160A-274 and G.S. 153A-165 providing for the lease and joint use of governmental property; and

WHEREAS, on or about the 19th day of October, 1998, County and City entered into an agreement (the "Park Agreement") to provide for recreational and park services, programs and facilities for their citizens; and

WHEREAS, the Park Agreement provided, *inter alia*, provided that the parties would enter into an agreement whereby the City would lease the property described hereinafter to the County upon terms and conditions set forth therein;

NOW THEREFORE, upon valuable consideration, the receipt of which is hereby acknowledge by each party, and in performance of the premises contained in the Park Agreement and upon the premises contained herein, the parties agree as follows:

1.0 **Recitals and Prior Agreement**. The recitals contained above and the Park Agreement are incorporated herein as a part of this agreement.

2.0 **Leased Property.** Upon terms and conditions set forth herein City does hereby demise and lease unto County a 45.037 acre tract of land on the south side of Orphanage Road, Kannapolis, North Carolina (the Property), a survey of which property is attached hereto as Exhibit "A" and incorporated as a part of this agreement.

2.1 Provided, however, specifically excluded from the Property and the operation of this lease agreement is a commercial billboard located on the Property near the Interstate 85 boundary. All revenues derived therefore shall be and remain the sole and exclusive property of City. City, its agents and designees, at all times, shall have access upon and across the Property to the billboard for replacement, repair, and maintenance.

3.0 **Term**. The term of this lease shall be for a period of twenty (20) years beginning September 1, 1999, and ending at 12:01 a.m. August 31, 2020.

4.0 **Annual Rent**. The rent for this lease shall be one dollar ($1.00) payable annually in advance on September 1st of each lease year.

5.0 **Use**. The Property is accepted for use as a public park and will be used and developed in accordance with the park development, operations and maintenance provisions contained in the Park Agreement.

6.0 **Utilities**. County will pay for all water, sewer and other utility charges for services to the Property.

7.0 **Indemnity and Insurance**. County does hereby indemnify and hold harmless the City for all liability, loss, expenses, including attorney fees, and costs of any kind or nature whatsoever resulting from any injuries or damage claims. County shall maintain in force during the term of this lease, public liability insurance, naming City as an additional insured, with coverage in an amount of no less than $1,000,000.00 per occurrence. A copy of said policy or endorsement and each renewal thereof during the term of this lease shall be delivered to City.

8.0 **Entry Upon Abandonment**. In the event County, at any time during the term of this lease abandons the Property or any part thereof, City may, at City's option, retake possession of the Property.

9.0 **Miscellaneous**. Each party to this agreement further agrees as follows:

9.1 Without further consideration, each party shall at any time, and from time to time, execute and deliver to any other party such further documents, and take such other action, as any other party may reasonably request in order to effectuate the purposes of this agreement.

9.2 All understandings and agreements heretofore had between the parties are merged in this agreement and the related agreements executed in conjunction with this agreement, all of which together fully and completely express their agreement, and no representations or warranties have been made by any party to another party except as are herein expressly set forth or required pursuant to this Agreement and the related agreements executed in conjunction with the agreement.

9.3 The headings in this agreement are for purposes of reference only and shall not limit or otherwise affect any of the terms hereof.

9.4 This agreement shall be binding upon and shall inure to the benefit of the parties hereto and their respective heirs, legal representatives, successors and assigns.

9.5 If any provision of this agreement is determined by a court of competent jurisdiction to be illegal or unenforceable, such provision shall be automatically reformed and construed as to be valid, operative and enforceable to the maximum

extent permitted by law or equity while preserving its original intent. The invalidity of any part of this agreement shall not render invalid the remainder of this agreement.

9.6 The execution and delivery of this agreement and the performance of the obligations hereunder have been duly authorized by all requisite action required by law of each party.

IN WITNESS WHEREOF, the Cabarrus County Board of County Commissioners and the Kannapolis City Council have approved this agreement and caused it to be executed and attested by their duly authorized officials.

COUNTY OF CABARRUS

By: Robert M. Freeman
Chairman

ATTEST:

Frankie F. Bonds
Clerk

(SEAL)

CITY OF KANNAPOLIS

By: O. Ray Moss
Mayor

ATTEST:

Bridgette Bell
Clerk

(SEAL)

...ed to this ...
...nt Budget and

...
...or
7/24/01

STATE OF NORTH CAROLINA
COUNTY OF CABARRUS

I, Christine Sellers Marlowe, a Notary Public of the County and State aforesaid, certify that Frankie F. Bonds, Clerk to the Cabarrus County Board of Commissioners, personally appeared before me this day and acknowledged that she is the Clerk to the Cabarrus County Board of Commissioners and that by authority duly given and as the act of the Board, the foregoing instrument was signed in its name by Robert M. Freeman, Chairman of the Cabarrus County Board of Commissioners, sealed with the County Seal, and attested by herself as its Clerk.

Witness my hand and official ~~stamp or seal,~~ this 24th day of July, 2002.

Christine Sellers Marlowe
Notary Public

My Commission Expires: 10/21/03

NORTH CAROLINA – CABARRUS COUNTY

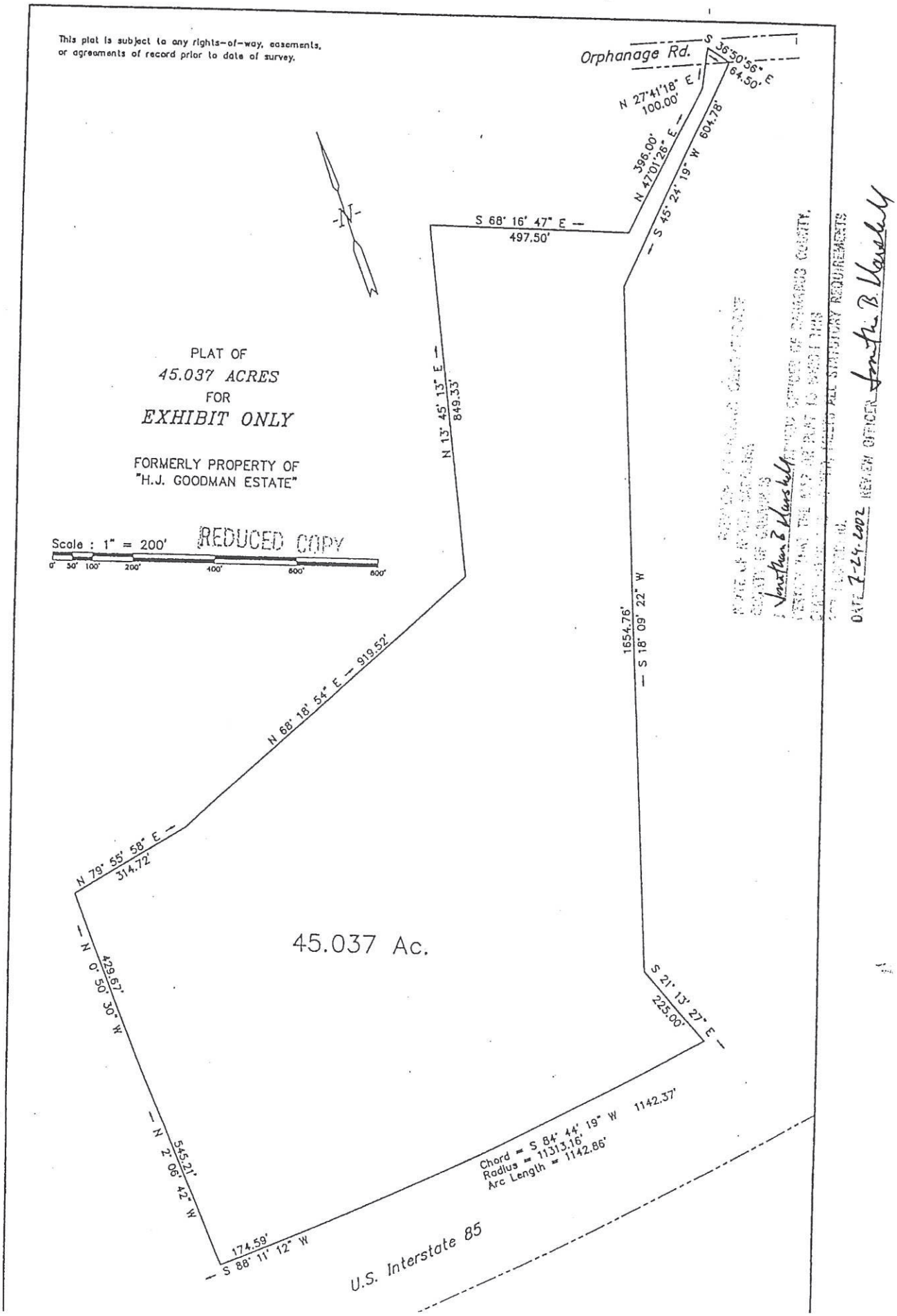
The foregoing (or annexed) certificate(s) of Christine Sellers Marlowe, a notary public, is (~~are~~) certified to be correct. This the 24th day of July, 2002.

LINDA F. McABEE, REGISTER OF DEEDS

by: Cynthia E. Zopfi ~~Asst.~~/Deputy

Exhibit "A"

BOOK 3918 PAGE 265



CABARRUS COUNTY

BOARD OF COMMISSIONERS
WORK SESSION

APRIL 07, 2026
5:00 PM

AGENDA CATEGORY:

CONSENT AGENDA

SUBJECT:

Emergency Management - Adoption of 2026 Cabarrus County Emergency Operations Plan (EOP) Revisions

BRIEF SUMMARY:

The Cabarrus County Emergency Operations Plan (EOP) is being presented to the Board of Commissioners for approval following a comprehensive review and update. Periodic revision and formal adoption of the EOP are considered best practices in emergency management and help ensure the plan remains current, relevant, and aligned with evolving hazards, policies, and operational procedures. The adoption of the EOP does not require a public hearing.

REQUESTED ACTION:

Recommended Motion for the Regular Meeting:

Motion to approve and adopt the revised 2026 Cabarrus County Emergency Operations Plan (EOP).

SUBMITTED BY:

Jason Burnett, Emergency Management Director

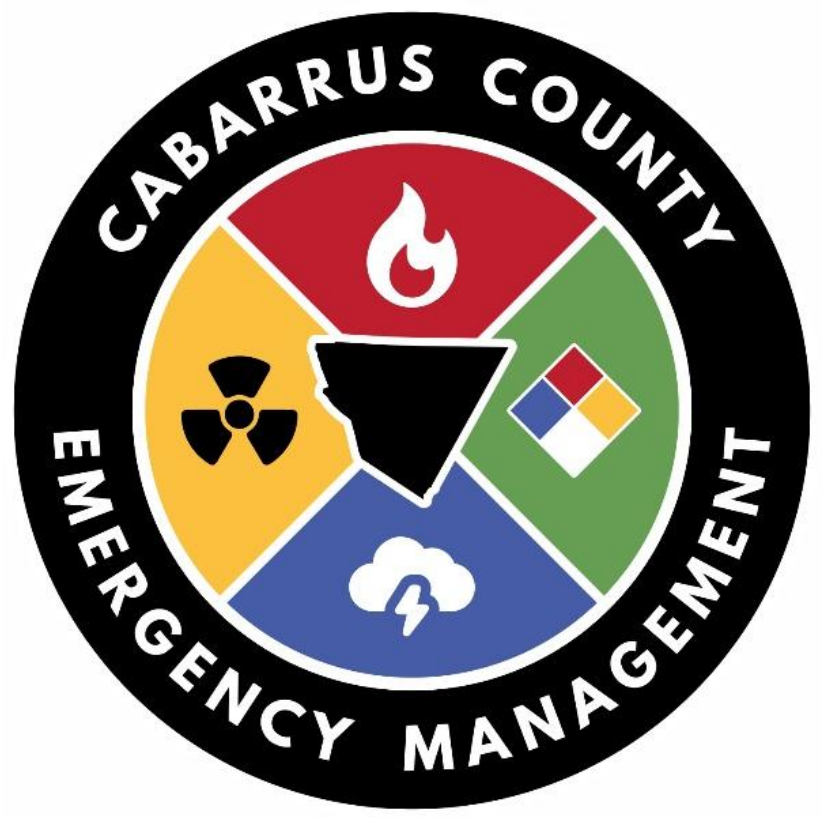
BUDGET AMENDMENT REQUIRED:

No

ATTACHMENTS:

1. Emergency Operations Plan

CABARRUS COUNTY EMERGENCY OPERATIONS PLAN (EOP)



EMERGENCY MANAGEMENT

EFFECTIVE DATE: January 22, 2001

REVISION DATE(S): May 19, 2003, November 17, 2008,

April 21, 2014, May 20, 2019, April 20, 2026

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Fire Protection F-1A

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NON-DISCLOSE STATEMENT

Chapter 166A of the North Carolina General Statutes requires Cabarrus County government to organize and plan for the protection of life and property from the effects of an emergency.

When needed, the Cabarrus County Board of Commissioners may declare a “State of Emergency” as defined by Article III of Chapter 22, Civil Emergencies of the Code of Ordinances in Cabarrus County, North Carolina and Article IA of Chapter 166A of the North Carolina General Statutes. The Cabarrus County Board of Commissioners will issue this declaration to protect the citizens and property within the disaster area and to assist the emergency response agencies in carrying out their duties. A town or city can independently declare a “State of Emergency” within its municipal limits in the event of a disaster, or by resolution or municipal concurrence, can sign off on a County “State of Emergency” declaration.

Prior to any disclosure, publication, public release, or sharing of information contained in this plan, the resources, contacts, databases, or any of the plan annexes and appendices, written permission must be obtained from Cabarrus County Emergency Management hereinafter referred to as “Emergency Management”. Failure to obtain this required written permission and resultant unauthorized release may result in civil fines and/or penalties.

Public Access

Anyone may review this plan by contacting Emergency Management and requesting access. Those parts of the plan that deal with the preparations for and response to terrorism are “Classified” and will not be made available to the public. Copies of the plan may be obtained from Emergency Management at the fee charged by Cabarrus County for copies of public documents.

STATEMENT OF APPROVAL

The undersigned agree to the responsibilities assigned in this plan. This document is formally recognized as the Cabarrus Emergency Operations Plan (EOP).

_____	_____
Chairperson, Board of County Commissioners	Date
_____	_____
County Manager	Date
_____	_____
Emergency Management Director	Date

National Incident Management System/Incident System Adoption: January 24th, 2005

FOREWORD

The April 20, 2026 revision of this EOP addresses multiple hazards that could threaten our County and its citizens and supersedes all previous versions of this document. The EOP uses a functional format and employs the National Incident Management System (NIMS), a nationwide standardized approach to incident management and response. NIMS establishes a uniform set of processes and procedures that emergency responders will use to conduct response operations.

This EOP establishes a framework of policy and guidance for County disaster preparedness, response, recovery, and mitigation operations. The EOP consists of the basic plan and 18 functional annexes. These annexes define responsibilities and actions of County government personnel during emergency situations. The definition of the missions of each response agency reduces confusion and conflict during emergency operations and significantly decreases vulnerability of the public and their property to hazards that develop in emergency situations. This EOP (and annexes) consider planning and response activities related to children, those with functional needs, household pets, and service animals.

This EOP meets the requirements of the Department of Homeland Security (DHS) state and local planning guidance, and the legal responsibilities identified in Chapter 166A of the North Carolina General Statutes. This EOP provides all the necessary elements to ensure that the County can fulfill its legal responsibilities for emergency preparedness.

INSTRUCTIONS FOR USE

It is intended that this plan, when implemented, be used by the County response organizations to maximize use of existing resources, organizations, and systems in their response to emergencies and disasters that could and/or have occurred in the County.

Basic Plan: Used by Chief Executives and Policy Officials. Provides the intent of the County government leaders in responding to emergency situations.

Functional Annexes (Annexes): Address the specific functions for use by the Operational Managers. Appendices provide additional information on selected topics covered in the annex.

All individuals with assigned responsibilities should be familiar with the entire plan; however, added emphasis will be given to those sections for which they are responsible. While all circumstances cannot be addressed, County personnel will use this plan to guide their actions for those things that do occur but are not specifically addressed in the plan.

RECORD OF CHANGES

Change Number	Section	Date of Change	Individual Making Change	Description of Change
001	Various	December 2013	Bobby Smith	Various
002	Various	December 2018 – April 2019	Jason Burnett	Various
003	Various	October 2025- April 2026	Dawn Gustafson	Various

RECORD OF DISTRIBUTION

Department or Agency
Active Living and Parks
Arena and Events Center
Board of Elections
Board of County Commissioners
Cabarrus Health Alliance (CHA)
Communications and Outreach / Public Information Officer (PIO)
Consolidated Human Services Agency (CHSA)
Construction Standards
Cooperative Extension
County Attorney
County Manager
Assistant County Manager(s)
Emergency Management
Emergency Medical Services (EMS)
Finance
Human Resources
Infrastructure & Asset Management (IAM)
Information Technology Services (ITS)
Library System
Planning and Development
Register of Deeds
Sheriff's Office
Sheriff's Office – Animal Services Division
Sheriff's Office – Communications Division
Solid Waste Management
Tax Administration

RECORD OF DISTRIBUTION

Department or Agency
Volunteer (Combination) Fire Departments
Allen Fire Department
Cold Water Fire Department
East Gold Hill Fire Department
Flowes Store Fire Department
Georgeville Fire Department
Midland Fire Department
Mt. Mitchell Fire Department
Mt. Pleasant Fire Department
Northeast-Cabarrus Fire Department
Odell Fire Department
Richfield-Misenheimer Fire Department
Rimer Fire Department
American Red Cross – Southern Piedmont Chapter
Atrium Health Cabarrus
Cabarrus County Schools
City of Concord
City of Kannapolis
Kannapolis City Schools
NC Emergency Management (NCEM) - Area 11 Coordinator
NCEM - Western Branch Office
NC Forest Service
NC State Highway Patrol
Partners Health Management
The Salvation Army

RECORD OF DISTRIBUTION

Department or Agency
Town of Harrisburg
City of Locust
Town of Midland
Town of Mt. Pleasant
Water and Sewer Authority of Cabarrus County (WSACC)

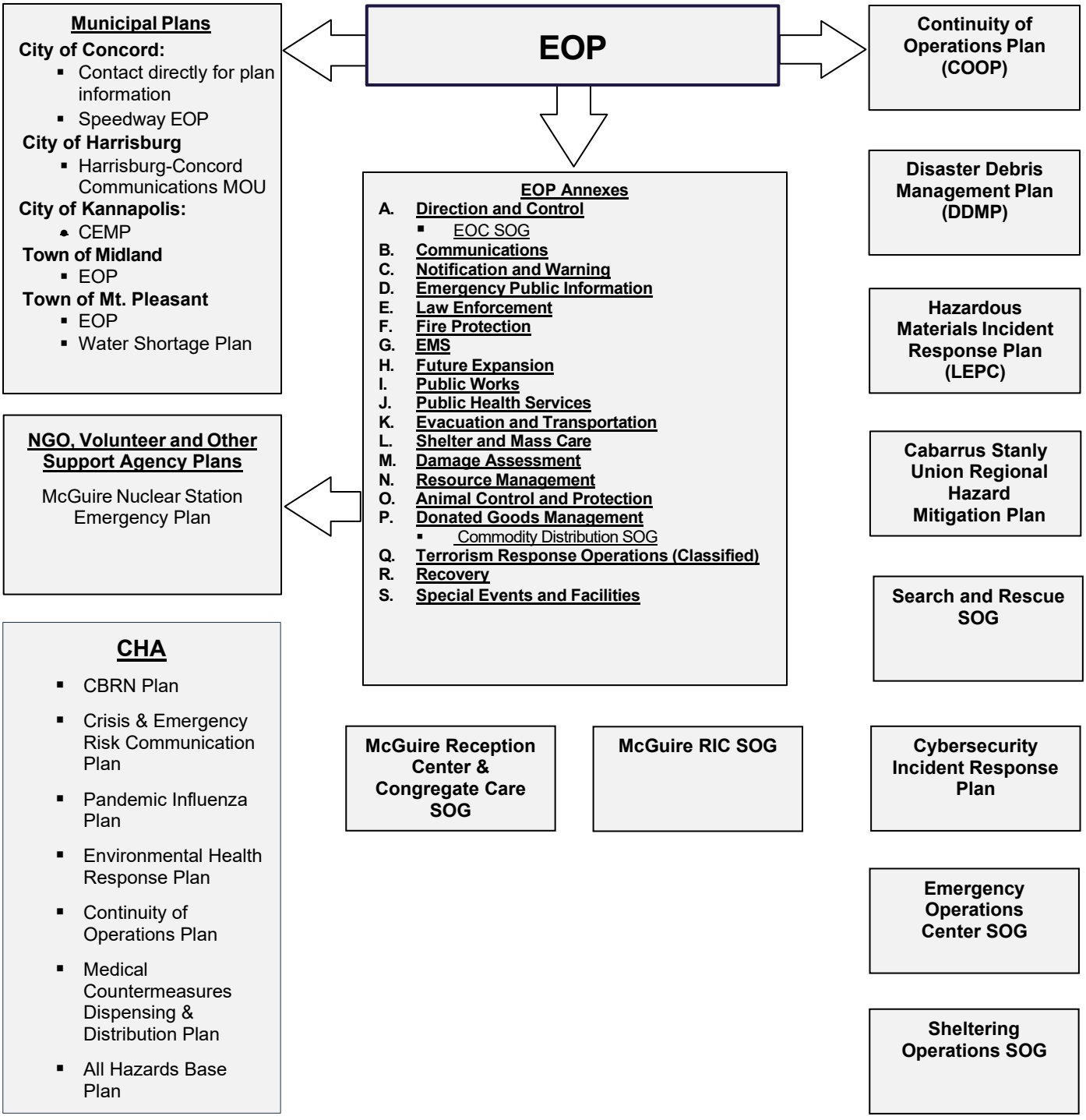
SECTION 1
INTRODUCTION

This EOP establishes a framework for emergency planning and response in the County. The plan adheres to National Incident Management System (NIMS), which integrates the capabilities and resources of various municipal jurisdictions, emergency response disciplines, nongovernmental organizations (NGO's), and the private sector. Incorporating an all-hazards approach, the EOP can be partially or fully implemented in anticipation of or in response to any event requiring multi-jurisdictional or multi-discipline coordination. Selective implementation through the activation of one or more of the plan components allows maximum flexibility in meeting the unique operational and information-sharing requirements of the situation at hand. The EOP, as the core operational plan for incident management, establishes county-level coordinating structures, processes, and protocols that will be incorporated into existing hazard-specific plans, policies, and procedures.

1.1 Purpose

This plan defines the actions that the County government departments/agencies and selected NGOs in the County will take to reduce the vulnerability of people and property to a disaster and establish the ability to respond effectively to any emergency. The plan takes a comprehensive, countywide, all-hazards approach to incident management across all phases of emergency management, including prevention, preparedness, response, and recovery. The plan describes capabilities and resources and establishes responsibilities, operational processes, and protocols to help plan for and respond to both natural and human-caused hazards. The EOP serves as the foundation for the development of detailed supplemental plans and procedures to effectively and efficiently implement incident management activities and assistance in the context of specific types of incidents and events. A number of plans are linked to the EOP but remain as stand-alone documents in that they also provide detailed protocols for responding to routine emergencies. Stand-alone documents and plans are referenced throughout the EOP. Refer to exhibit 1-1 for a graphic identifying the County Emergency Management Program.

Exhibit 1-1
Cabarrus County Emergency Management Program



1.2 Scope

In this document, incidents include actual or potential emergencies or all-hazards events that range from accidents and natural disasters to actual or potential terrorist attacks. They include events wholly contained within a single jurisdiction and others that are catastrophic in nature. It is not always obvious at the outset whether a seemingly minor event might be the initial phase of a larger, rapidly growing threat. The EOP incorporates standardized organizational structures that promote on-scene initiative, innovation, and sharing of essential resources drawn from all levels of government, NGO's, and the private sector. Response must be quickly scalable, flexible, and adaptable. The EOP is also intended to accelerate the assessment and response to incidents that may require state or federal assistance.

The County provides the following services:

- Active Living and Parks
- Construction Standards (Building Inspections)
- Cooperative Extension Services
- Economic Development
- Education / Public Instruction; School Buildings / Grounds
- Elections Administration
- Emergency Communications (E-911)
- Emergency Management/Fire Services
- EMS
- Finance Department / Procurement Services
- Consolidated Human Services Agency (CHSA)
    - Adult and Family Services
    - Behavioral Health
    - Child Support Services
    - Child Welfare
    - Economic Services
    - Family Support Services
    - Medicaid Services
    - Transportation
    - Veterans Services
- Landfill/Recycling
- Law Enforcement (Sheriff's Office)
    - Animal Services
    - Communication Division
- Library
- Planning (911 Addressing/ Flood Damage Prevention)
- Register of Deeds
- Tax Administration

The County provides additional services by contract or agreement with these outside agencies or organizations:

- American Red Cross – Southern Piedmont Chapter
- Cabarrus Health Alliance (CHA)
- Partners Health Management
- Volunteer (Combination) Fire Departments
- Water and Sewer Authority of Cabarrus County (WSACC)
- Private contractors provide sanitation services for unincorporated areas in Cabarrus County.

The plan is applicable to all departments, agencies, and organizations with identified roles and responsibilities. Local jurisdictions participating in the development, implementation, and maintenance of this plan as well as the services they provide are listed below:

- City of Concord: Law Enforcement, Fire Department, Electric Utilities (ElectraCities Member), Public Works, Sanitation and Recycling, Communications, Airport Operations, Parks and Recreation, Public Housing, Community Development.
- Town of Harrisburg: Fire Department, Water and Sewer, Sanitation and Recycling (Contracted), Street Maintenance; Law Enforcement is provided through the Sheriff's Office.
- City of Kannapolis: Law Enforcement, Fire Department, Public Works, Sanitation and Recycling (Contracted), Communications, Parks and Recreation.
- City of Locust: Law Enforcement. Contracts for services with the County or other contractors; Fire Services are provided by Midland and Georgeville Fire Departments.
- Town of Midland: Contracts for services with the County or other contractors; Fire Services are provided by Midland Fire Department and Law Enforcement is provided through the Sheriff's Office. The Town of Midland also has some private/contracted service providers.
- Town of Mt. Pleasant: Fire Department, Water & Sewer, Sanitation and Recycling (Contracted), Street Maintenance; Law Enforcement is provided through the Sheriff's Office.

1.3 Situation and Assumptions

This section of the EOP describes the geographic and demographic characteristics and hazard considerations unique to the County. It also describes specific planning assumptions regarding preparedness, response, recovery, and mitigation that were taken into consideration during the development of this plan.

1.3.1 Demographic and Geographic Characteristics

Demographic Characteristics

The County is located in the southern Piedmont region of North Carolina. It is bordered to the west by Mecklenburg County, to the southeast by Union County, to the north by Rowan County, to the northwest by Iredell County, and to the east by Stanly County. The County is just north of the state line with South Carolina and the City of Charlotte. There are (6) municipal areas in the County: City of Concord, Town of

Harrisburg, City of Kannapolis, City of Locust, Town of Midland and the Town of Mt. Pleasant. The County is located in Area 11 of the Western Branch, North Carolina Emergency Management and in Federal Emergency Management Association (FEMA) Region IV. The County encompasses approximately 365 square miles, most of which is land and a small portion of which is water. The County is also home to the Concord-Padgett Regional Airport, Charlotte Motor Speedway, and Concord Mills, which is the largest tourist attraction in the State of NC.

In 2022, the U.S. Census Bureau estimated the County's population was approximately 235,797. The County seat is the City of Concord. Some susceptible populations within Cabarrus County can be identified using census data. Over 6 percent of the population is under 5 years old and another 13.8 percent is over 65 years old. Over 13.8 percent of the population speaks a language other than English at home. 8 percent of the population are identified as people in poverty. This plan works to incorporate and consider vulnerable populations and residents into the planning process.

Geographic Characteristics

Major traffic arteries:

- US Interstate 85 Highway: Runs northeast-southwest through northwest section of the County.
- US Highway 29: Runs north-southwest through the central section of the County.
- US Highway 601: Runs north-south through the central section of the County.
- NC Highway 3: Begins in Concord, runs north to Kannapolis, then west-northwest out of the County towards Mooresville.
- NC Highway 24/27: Runs east-west through the southern side of the County.
- NC Highway 49: Runs northeast-southwest through the eastern half of the County.
- NC Highway 52: Runs northwest-southeast through the northeastern corner of the County.
- NC Highway 73: Runs east-west through the central part of the County.
- NC Highway 200: Branches off US Highway 601 through the southeastern corner of the County.
- Kannapolis Parkway: Extends from NC Highway 3 in Kannapolis across US Interstate 85 Highway then converting to George W. Lyles Parkway across US Highway 29 then converting to Stough Road at Roberta Road and continuing to NC Highway 49.

Railroads:

- The North Carolina Railroad: Runs north to south through the middle of the County. This dual track railroad passes through the municipalities of Kannapolis, Concord, and Harrisburg. Norfolk Southern Railway has contracted with the North Carolina Railroad (NCRR) for rights to haul freight on this line. The NCRR operates daily passenger service, which stops in Kannapolis.
- The Aberdeen Carolina and Western Railroad operate the east-west rail line through the southern corner of the County, passing through the community of Midland. This line carries short-haul freight traffic.
- CSX Corporation operates the rail line that runs through the northeast corner of the County. This line carries freight traffic along the NC Highway 52 corridor.

Gas Pipelines:

- The Colonial Pipeline Company operates two parallel hydrocarbon transmission lines that enter the County near Shiloh Church Road from Mecklenburg County and extends into Rowan County near Alexander Road and Plum Road in the northwest section of the County.
- Kinder Morgan operating as Products (SE) Pipeline operates a hydrocarbon transmission line that enters the County from Poplar Tent Road in Mecklenburg County and extends into Rowan County near Tuckaseegee Road and Mill Creek in the northwest section of the County.
- Enbridge Gas operates two natural gas transmission lines. One starts near Eva Drive and Poplar Tent Road starting from Eva Drive and Poplar Tent Road (Concord) and extending into Iredell County near Mooresville Road and Stirewalt Road in the northwest section of the County. The second begins near Branchview Drive NE and runs parallel to Old Salisbury-Concord Road until it extends into Rowan County near the roundabout with Irish Potato Road.
- City of Monroe Natural Gas Department operates a natural gas transmission line entering into the County from Union County near Bethel Avenue Extension (Midland) and extending into Iredell County near Archer Road and Coddle Creek in the northwest section of the County.
- Piedmont Natural Gas Company, Inc. has two transmission lines that run southeast from the northwestern section of the County along the Mecklenburg/Cabarrus boundary line to Harrisburg. This line then traverses the southwestern side of the County, passing north of Midland and exiting into Stanly County. Multiple different connection points from Mecklenburg County into Cabarrus County are noted along this line.

Water Distribution:

- Local municipalities obtain their water supplies locally, which is then treated and distributed to residents.
- The City of Concord receives raw water from Lake Don T. Howell and Lake Fisher. Water may also be received from Lake Concord or purchased from the City of Albemarle.
- The Town of Harrisburg purchases water from the Cities of Concord and Charlotte.
- The City of Kannapolis operates its own water treatment plant using water from Kannapolis Lake, supplemented by water from Lake Don T. Howell.
- The residents of the Town of Midland either purchase water from the City of Concord or utilize wells. Areas east of the Rocky River bridge purchase water from Stanly County Utilities.
- The Town of Mt. Pleasant receives raw water from the Black Creek Run Reservoir and several wells. Additional water supply is available through a service connection with the City of Concord.
- The residents of the Cabarrus portion of the City of Locust purchase their water from Stanly County Utilities.

Aviation:

- The Concord-Padgett Regional Airport, a general aviation facility, is located on Aviation Boulevard in the western section of the County. It is immediately west and parallel to US Interstate 85 Highway. The facility has two runways, one 7400 feet and the other 6350 feet long.

- There are also several small private airfields in the County.

Potential/Regional Cascading Threats:

- Charlotte Motor Speedway and zMax Dragway
  - The population can increase significantly during these events held at different intervals throughout the year. Refer to the Emergency Operations Plan for the venue and the Incident Action Plan for the associated event managed by the City of Concord for more information.

- City of Charlotte
  - Any large-scale incident or event in the City of Charlotte will also likely impact the County. Refer inquiries for additional information to Charlotte-Mecklenburg Emergency Management.

Potential/Regional Cascading Threats (Continued):

- Concord Mills Mall
  - Concord Mills Mall is the largest tourist attraction in the State of NC. During certain times of the year, the mall can have tens of thousands of visitors per day. Refer to Annex S: Special Events and Facilities for more detailed information.

- McGuire Nuclear Station (MNS)
  - The County is a host County for the reception and sheltering of evacuees from two evacuation zones within the MNS 10 mile Emergency Planning Zone (EPZ). Refer to the MNS Emergency Plan for more detailed information.

1.3.2 Hazard Analysis Summary

The County is exposed to many potential hazards, all of which could cause damage, create casualties, and disrupt the community. These potential hazards are characterized as natural or human caused. The County hazards and possible impacts are fully described in the Cabarrus Stanly Union County Regional Hazard Mitigation Plan, 2025 revision.

Exhibit 1-2
Hazard Identification and Likelihood of Occurrence

Hazard	Likelihood	Potential Impacts
Drought	Likely	– Damage to crops and pastures – Water shortages and minimal water distribution – Water-use restrictions – Mass care and feeding operations
Excessive Heat	Likely	– Multiple injuries or fatalities possible with prolonged exposure and/or physical activity
Hurricane and Coastal Hazards	Possible	– Damage to communication networks – Damage to structures and property – Disruption of road/highway system – Evacuations – Mass care and feeding operations – Debris management operation – Multiple injuries and fatalities
Tornadoes/Thunderstorms	Highly Likely	– Damage to communication networks – Loss of electricity – Fire – Damage to structures and property – Disruption of road/highway system – Evacuations – Mass care and feeding operations – Debris management operations – Multiple injuries and fatalities

Hazard	Likelihood	Potential Impacts
Severe Winter Weather	Likely	– Extended loss of electricity – Damage to structures and property – Disruption of road/highway system – Damage to communication networks – Temporary loss of facility access – Mass care and feeding operations – Debris management operations – Multiple injuries and fatalities
Earthquakes	Possible	– Damage to communication networks – Damage to structures and property – Disruption of road/highway system – Evacuations – Mass care and feeding operations – Debris management operations – Multiple injuries and fatalities
Geological	Possible	– Damage to structures and property – Disruption of road/highway system – Multiple injuries and fatalities – Evacuations
Dam Failure	Unlikely	– Flooding – Evacuation – Damage to communication networks – Damage to structures and property – Disruption of road/highway system – Mass care and feeding operations – Debris management operations – Multiple injuries and fatalities

Hazard	Likelihood	Potential Impacts
Flooding	Likely	– Mass care and feeding operations – Disruption of road/highway system – Isolation of Cabarrus County population – Increased vermin/vectors – Damage to structures and property – Evacuation – Multiple injuries and fatalities
Wildfires	Likely	– Damage to structures and property – Mass care and feeding operations – Evacuation – Multiple injuries and fatalities – Disruption of road/highway system
Infectious Disease	Likely	– Disruption of normal operations – Temporary business and facility closures – Travel Restrictions and Recommendations – Significant illnesses and fatalities – Isolation of Cabarrus County population
Hazardous Substances	Likely	– Multiple injuries and fatalities – Isolation of Cabarrus County population – Evacuation – Disruption of road/highway system
Radiological Emergency – Fixed Nuclear Facilities	Unlikely	– Damage to communication networks – Mass care and feeding operations – Multiple injuries and fatalities – Disruption of road/highway system – Evacuation
Terrorism	Possible	– Multiple injuries and fatalities – Mass care operations – Damage to communication networks – Disruption of road/highway system

Hazard	Likelihood	Potential Impacts
Cyber	Likely	– Damage to communication networks – Data/Information theft – Disruption of normal operations – Economic damage
Electromagnetic Pulse	Unlikely	– Damage of property – Generation of disease – Disruption of normal operations
Civil Disturbance	Possible	– Significant injuries and fatalities – Damage to structures and property
Food Emergency	Possible	– Public Health – Compounding effects with infectious disease hazards – Mass care and feeding operations

1.3.3 Planning Assumptions

This EOP has been developed based on the following assumptions and considerations:

- Disasters may occur at any time, with little or no warning, resulting in casualties, fatalities, property loss, disruption of essential services, and damage to basic infrastructure and the environment.
- The County must continually plan for disasters and be prepared to conduct response and recovery operations utilizing local resources.
- Incidents and events are managed at the lowest possible organizational and jurisdictional level.
- Incidents and events may have significant regional impacts and/or require regional information sharing, resource coordination, and/or assistance.
- Incident management activities will be initiated and conducted using NIMS principles.
- Implementation of this EOP will reduce or prevent the loss of lives and/or damage to property.
- Individual departments and agencies have developed internal response plans and procedures in accordance with their capabilities.
- County government officials are aware of the possibility that an emergency situation or disaster may occur and are familiar with their identified roles and responsibilities.
- Emergency Management is responsible for the coordination of emergency planning and operations.

SECTION 2
CONCEPT OF OPERATIONS

The County utilizes the four phases of comprehensive emergency management to design and implement the Emergency Management Program.



2.1 General

The County provides many emergency services to the citizens on a daily basis. Some of the services overlap into city/town governments' jurisdictions. While the cities/towns within the County provide many services to their citizens, they also depend on the County for services such as building inspections, fire inspections, emergency medical services, social services, public health services, mental healthcare, shelters for those people evacuated from their homes, and emergency management.

Chapter 166A of the North Carolina General Statutes requires the County to organize and plan for the protection of life and property from the effects of an emergency.

When needed, the County Board of Commissioners may declare a "State of Emergency" as defined by Article III of Chapter 22, Civil Emergencies of the Code of Ordinances in Cabarrus County, North Carolina and Article IA of Chapter 166A of the North Carolina General Statutes. The County Board of Commissioners will issue this declaration to protect the citizens and property within the disaster area and to assist the emergency response agencies in carrying out their duties. A town or city can independently declare a "State of Emergency" within its municipal limits in the event of a disaster, or by resolution or municipal concurrence, can sign off on a County "State of Emergency" declaration.

Each city/town government in the County will continue to provide services during emergencies. However, if city/town government's resources prove to be inadequate during emergency response operations, that municipality may request County resources to help maintain public services and other critical operations. There are city/town governments in the County that will be able to remain completely functional without outside resources, but there are others that will be totally dependent on County resources.

To manage emergency response and recovery operations, Emergency Management may activate the EOC.

Exhibit 2-1
DECLARATION OF A STATE OF EMERGENCY
CABARRUS COUNTY, NORTH CAROLINA

WHEREAS, the Governor has issued a State of Emergency for the entire State of North Carolina due to the potential impacts from (*describe disaster event*)**;** and

WHEREAS, as a result of the above-described disaster, I have determined that there is an imminent threat of, or existing conditions have caused or will cause, widespread or severe damage, injury, or loss of life or property, and public safety authorities will be unable to maintain public order or afford adequate protection for lives or property; and

WHEREAS, declaring a State of Emergency and imposing the restrictions and prohibitions ordered herein is necessary to maintain order and protect public health, safety, and welfare, and to secure property.

NOW, THEREFORE, pursuant to the authority vested in me as the Chairman of the Board of County Commissioners of Cabarrus County under Article 1A of Chapter 166A of the North Carolina General Statutes and Article III of Chapter 22 of Civil Emergencies of the Cabarrus County Code of Ordinances:

Section 1. A State of Emergency is hereby declared within the jurisdiction of Cabarrus County.

Section 2. The emergency area covered by this state of emergency shall be the entire area of Cabarrus County, to include the City of Concord, City of Kannapolis, Town of Harrisburg, Town of Locust, Town of Midland and the Town of Mt. Pleasant.

Section 3. The following restrictions and prohibitions are imposed: *(choose the restrictions and prohibitions deemed necessary; do not include those that are not deemed necessary. If no restrictions or prohibitions are deemed necessary, delete this section and renumber the remaining sections accordingly)*

A. **Evacuation**: *(indicate whether evacuation is voluntary or mandatory, describe areas of jurisdiction to be evacuated and state times and dates for evacuation; include categories of essential personnel not subject to evacuation order)*

B. **Curfew**: *(describe areas of jurisdiction under curfew and specify times during which curfew is in effect; include categories of essential personnel, if any, not subject to curfew)*

C. **Restricted Access**: *(describe areas of jurisdiction under restricted access or limited entry; include categories of essential personnel, if any, not subject to restriction)*

D. **Business Operations**: *(describe limitations on operations of businesses and commercial establishments, such as restricted hours of operation)*

E. **Alcohol**: *(describe restrictions on the possession, transportation, sale, purchase, and consumption of alcoholic beverages)*

F. **Dangerous Weapons & Gasoline**: Except for lawfully possessed firearms (handgun, rifle, or shotgun) and ammunition, *(describe restrictions on the possession, transportation, sale, purchase, storage, and use of dangerous weapons and substances, and gasoline)*

G. **Other**: *(describe any other restrictions or prohibitions on other activities or conditions the control of which may be reasonably necessary to maintain order and protect lives or property during the state of emergency)*

Section 4. I hereby order all Cabarrus County law enforcement officers and employees and all other emergency management personnel subject to our control to cooperate in the enforcement and implementation of the provisions of this Declaration, all applicable local ordinances, state and federal laws, and the Cabarrus County Emergency Operations Plan.

Section 5. I hereby order this declaration: (a) to be distributed to the news media and other organizations calculated to bring its contents to the attention of the general public; (b) to be filed with Clerk to the Board of County Commissioners and (c) to be distributed to others as necessary to ensure proper implementation of this declaration.

Section 6. This declaration shall take effect on the _____day of _____, _____at _____AM/PM and shall remain in effect until modified or rescinded.

DECLARED this the _____day of _____, _____at _____AM/PM

_____
Chairperson of the Cabarrus County Board of Commissioners

ATTEST:

_____
Cabarrus County Emergency Management Director

Exhibit 2-2
TERMINATION OF STATE OF EMERGENCY
CABARRUS COUNTY, NORTH CAROLINA

WHEREAS, on the _____ day of _____, _____ at _____ AM/PM, as Chairman of the Board of County Commissioners of Cabarrus County, I determined and declared that a State of Emergency existed within Cabarrus County.

WHEREAS, I have determined that the conditions constituting the State of Emergency no longer exist in Cabarrus County.

NOW, THEREFORE, I hereby terminate the above referenced Declaration of a State of Emergency and all the restrictions and orders contained therein.

This declaration is effective immediately.

DECLARED this the _____day of _____, _____at _____AM/PM

_____
Chairperson of the Cabarrus County Board of Commissioners

ATTEST:

_____
Cabarrus County Emergency Management Director

Exhibit 2-3
MUNICIPAL CONCURRENCE TO CABARRUS COUNTY DECLARATION OF A STATE OF EMERGENCY

WHEREAS, in concurrence with the Declaration of a State of Emergency issued by the Chairman of the Cabarrus County Board of Commissioners effective as of the _____ day of _____, _____at _____AM/PM.; the (City/Town) of _____ formally requests this Declaration of a State of Emergency also apply within the corporate limits of the (City/Town) of _____.

WHEREAS, this Declaration of a State of Emergency is a result of the potential impacts from _____ as outlined in the declaration, and, as Mayor of the (City/Town) of _____, I hereby authorize Cabarrus County to enact any and all provisions of this declaration as needed for the immediate safety and welfare of the citizens of the (City/Town) of _____.

DECLARED this the _____day of _____, _____at _____AM/PM.

_____

Mayor, City/Town of _____

ATTEST:

_____
(Title)

2.2 Alert and Notification

The Sheriff's Office operates the primary dispatch center for County emergency services. The Communications Center operates on a continuous basis. The Communications Center dispatches Sheriff's Office personnel, EMS, and volunteer (combination) fire departments for the entire County area. The City of Concord provides continuous dispatch services for both the City of Concord and the Town of Harrisburg. The City of Kannapolis provides continuous dispatch services for its emergency services. Upon activation of the EOC, key personnel are notified to report to the EOC to support County response and recovery operations. For detailed information on alert and notification procedures, refer to Annex C: Notification and Warning.

2.3 EOC

The County maintains a primary and alternate(s) EOC locations. The EOC is designed to provide a facility in which government can continue to function and provide interagency coordination and executive decision making for managing disaster response and recovery operations. For detailed information on the EOC, refer to Annex A: Direction and Control.

The EOC provides the following primary functions:

- Management and coordination of emergency response and recovery operations
- Communications and early warning
- Damage assessment and reporting
- Radiological monitoring and analysis
- Containment and/or control of hazardous material incidents or emergencies
- Dissemination of severe weather watches and warnings
- Coordination and planning with the State EOC in Raleigh, NC
- Actions to protect the health and safety of the general public, to include:
    - Public information, instruction, and directions
    - Evacuation of people from hazardous or damaged areas
    - Control of shelter operations

2.3.1 EOC Locations

Primary Location:

Cabarrus County Sheriff's Office Administration Building
30 Corban Avenue, SE Suite EOC 611
Concord, NC 28025

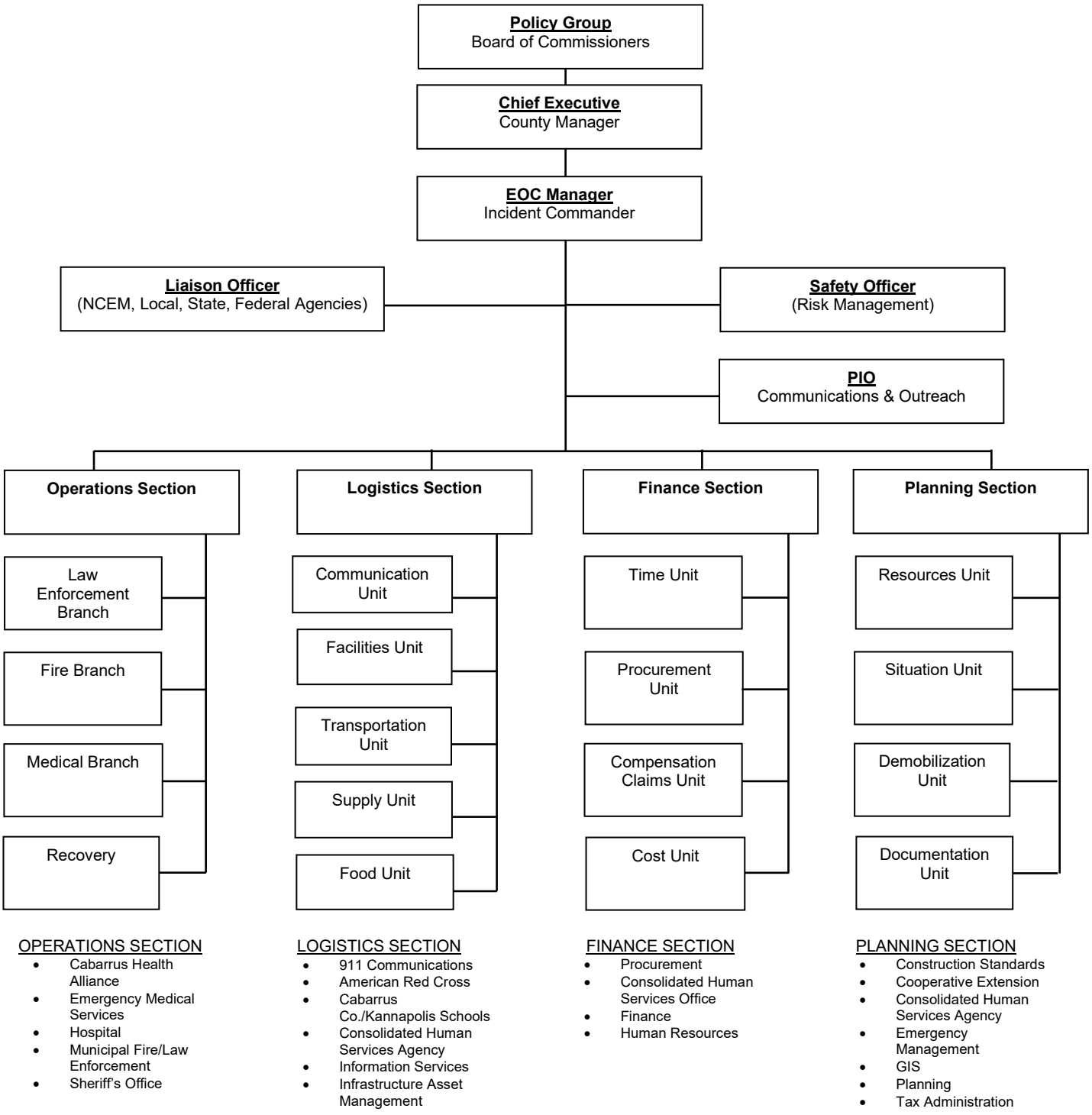
Alternate/Continuity Location(s):

Cabarrus EMS Headquarters
793 Cabarrus Avenue W
Concord, NC 28027

2.3.2 EOC Organization

The EOC is organized using the structure below.

Exhibit 2.4
EOC Organization



OPERATIONS SECTION
- Cabarrus Health Alliance
- Emergency Medical Services
- Hospital
- Municipal Fire/Law Enforcement
- Sheriff's Office

LOGISTICS SECTION
- 911 Communications
- American Red Cross
- Cabarrus Co./Kannapolis Schools
- Consolidated Human Services Agency
- Information Services
- Infrastructure Asset Management

FINANCE SECTION
- Procurement
- Consolidated Human Services Office
- Finance
- Human Resources

PLANNING SECTION
- Construction Standards
- Cooperative Extension
- Consolidated Human Services Agency
- Emergency Management
- GIS
- Planning
- Tax Administration

2.4 Requesting State and Federal Assistance

Once local resources are exhausted, the County coordinates with adjoining counties for additional available assistance and resources using existing mutual aid agreements through the EOC. Additionally, the County may obtain assistance from NCEM when local capabilities are exhausted.

The County requests assistance through the NCEM Western Branch Office from the State EOC. If state resources have been exhausted, NCEM coordinates with DHS and FEMA by requesting external assistance through the Emergency Management Assistance Compact (EMAC) to provide the needed resources and assistance using the Emergency Support Functions (ESFs) as described in the National Response Framework (NRF). The County has linked critical missions to corresponding ESFs.

When the demands of an emergency situation exceed the capacity of the local and state governments to respond, the federal government commits resources from various federal departments and agencies to assist.

During emergency situations, the Governor appoints a state coordinating officer (SCO) to oversee state response and recovery efforts. Under the provisions of the Robert T. Stafford Disaster Relief and Emergency Assistance Act, a federal coordinating officer is appointed as the President's representative to coordinate overall delivery of federal assistance. The federal coordinating officer represents the FEMA administrator and coordinates federal activities in support of the state.

SECTION 3
ROLES AND RESPONSIBILITIES

This section provides an overview of the roles and responsibilities identified for County departments and agencies as well as other key state, federal, and private partners. This section identifies who is involved with the EOP and what must be done to effectively respond to and recover from disaster.

3.1 Organization

The departments and agencies within County government have emergency functions and responsibilities in addition to their normal duties. County government does not close during emergencies, and all employees should report to work unless they are unable to travel to their workplace and/or instructed to stay home by a supervisor. Additionally, in some cases, County employees may be instructed to report to an alternate work location or to utilize remote work procedures.

Each department and agency is responsible for developing and maintaining internal emergency management and continuity procedures to support the EOP. Internal department and agency emergency plans and documents are identified in Attachment 1: Authorities and References. The County Manager and Department Directors may assign various tasks to County employees to support County response and recovery operations. These tasks may be very different from normal job requirements. Listed below are the specific duties and responsibilities for selected County government departments and agencies.

3.2 Assignment of Responsibilities

3.2.1 Primary Agencies

Primary agencies are those agencies identified with lead roles and responsibilities in one (or multiple) EOP Annexes.

Chairperson, Board of County Commissioners

a. Assume executive direction of emergency operations and monitor the overall situation.

b. As required, declare a State of Emergency at the county level.

c. If needed, request assistance from state government agencies through the Emergency Management Director.

d. Ensure that damage assessments and other necessary reports are forwarded to NCEM

   - Municipalities submit reports to the Emergency Management Director

e. In consultation with the members of the Board of County Commissioners, carry out appropriate provisions of state general statutes, in addition to local ordinances relating to emergencies, as the situation requires

Primary and Support Roles of Chairperson, Board of County Commissioners

County Mission	Direction and Control	Public Information	Public Health	Evacuation	Shelter and Mass Care	Damage Assessment	Resource Management
National Response Framework	ESF 5 - Emergency Management	ESF 15 - External Affairs	ESF 8 - Public Health and Medical Services	ESF 5 - Emergency Management	ESF 6 - Mass Care, Emergency Assistance, Housing and Human Services	ESF 3 - Public Works and Engineering	ESF 7 - Logistics Management and Resource Support
Chairperson, Board of County Commissioners	Primary Agency	Support Agency	Support Agency	Primary Agency	Support Agency	Support Agency	Support Agency

County Manager

a. Ensure that government agencies develop and maintain internal SOG's to respond to emergencies. This includes review and revision of the procedures listed in the annexes to the EOP.

b. Ensure that exercises and tests of the emergency systems are conducted on a regular scheduled basis.

c. Ensure that representatives from the various departments are designated to report to the EOC upon activation to assist with direction and control.

d. Develop a roster of key personnel who must remain on duty during an emergency or return subsequent to an evacuation to relieve other key workers.

e. When directed, the County Manager acts on behalf of the Board of County Commissioners in the control of emergency operations and the implementation of emergency policies/ordinances, as required.

f. Monitor and approve the expenditure of funds to support emergency operations.

g. Ensure all agencies (including the EOC) maintain administrative and financial records during emergency operations.

h. Monitor the activities of the Cabarrus County Local Emergency Planning Committee (LEPC). Ensure that the LEPC is monitoring the registration of Tier II facilities into E-Plan.

i. Report to the EOC upon activation.

Primary and Support Roles of County Manager

County Mission	Direction and Control	Public Information	Evacuation	Resource Management
National Response Framework	ESF 5 - Emergency Management	ESF 15 - External Affairs	ESF 5 - Emergency Management	ESF 7 -Logistics Management and Resource Support
County Manager	Support Agency	Support Agency	Support Agency	Support Agency

Emergency Management

a. Cabarrus County Emergency Management (EM) is responsible for the planning, preparation, and execution of County emergency response operations. The Emergency Management Director reports to the Chairperson of the Board of County Commissioners and the County Manager. The Director, or their appointed representative with the authority to make decisions for EM, performs assigned duties according to state statutes and local ordinances.

b. Emergency Management has incorporated NIMS and the Incident Command System (ICS) into all emergency planning and operations.

c. Prior to emergency situations, the department develops plans and procedures to prepare the county for possible hazards. This includes:

(1) Develop and update the EOP in accordance with State and Federal guidelines.

(2) The Emergency Management Director serves as the Community Emergency Coordinator for Hazardous Materials as defined by SARA Title III. The Coordinator maintains liaison with the Facility Emergency Coordinators through the LEPC.

(3) Coordinate planning and response efforts with other county municipalities for incidents that could affect multiple jurisdictions.

(4) Establish and equip the EOC

- Organize the EOC to provide the command, control, communications for response operations on a continuous basis.
- Acquire maps, status boards and other display devices to assist command and control efforts.
- Obtain stocks of food, water, and other equipment necessary for the effective operations of the EOC and staff.

(5) Develop communications and information technology systems to provide primary and secondary communications systems to the EOC staff (both fixed and mobile, if necessary).

(6) Develop and implement a system to manage information during emergencies (including internal messages) and to disseminate it to other levels of government and non-government organizations.

(7) Train emergency management personnel in all aspects of their duties and provide training opportunities to all personnel for professional development within their assigned areas of responsibility.

(8) Develop a reserve of trained radiological monitors to support radiological tracking operations within the county.

(9) Identify those personnel and agencies required to support emergency response operations.

- Develop and maintain alert roster(s) of key county personnel that are notified and called to duty during emergencies. Develop contact list for city/town public safety agencies.

(10) Develop and maintain mutual aid agreements with local municipalities and neighboring jurisdictions to support county emergency operations.

(11) Analyze personnel and equipment requirements to meet potential hazards. Create and maintain a current inventory of available resources and facilities in the County that could be used to support emergency operations. This includes government and non-government assets that may be called in to assist county efforts.

(12) Identify and arrange the survey of potential shelter locations within Cabarrus County.

(13) Identify potential evacuation areas using the County's hazard analysis. Develop warning and evacuation procedures and exit routes. Include plans for the relocation of county residents into other jurisdictions.

(14) Identify those with functional needs or groups that will require assistance during an evacuation. Verify that any institutions housing those with functional needs have written evacuation and relocation procedures on hand.

(15) Develop a schedule to test and maintain the EOC facility and other emergency equipment.

(16) Coordinate exercises to test the emergency plans within the county.

d. During emergency situations, the Emergency Management Director acts as the EOC Manager coordinating county response operations. To accomplish these tasks the Emergency Management Director/EOC Manager performs the following duties:

(1) Alert staff and activate the EOC when notified of impending or existing emergency situations. Plan for continuous operations.

(2) Contact IAM to maintain the Sheriff's Office generator for back-up power to the EOC.

(3) Maintain an operational journal/event log during the emergency. Monitor and authenticate reports to and from the EOC.

(4) Conduct scheduled briefings and periodic updates as required.

(5) Receive requests for assistance from municipalities and agencies within the County and direct aid to areas where needed. Set priorities for available resources and implement controls on those resources while restoring essential services.

(6) As necessary, request additional assistance from the North Carolina Division of Emergency Management. Disseminate information through Public Information Officer (PIO) during emergency situations. Assist the PIO in developing and maintaining a public information/education program.

(7) Coordinate with the American Red Cross – Southern Piedmont Chapter representative to support reception and shelter areas within the county. Also, coordinate with adjoining counties for additional shelter support as needed.

e. After the emergency situation has subsided or passed, recovery operations begin. The Emergency Management Director directs local recovery operations and coordinates the activities of private, State, and Federal agencies/organizations.

(1) Train, equip, and deploy trained damage assessment teams during recovery operations.

(2)Oversee recovery operations at hazardous materials incidents to ensure the safety of the public and protection of the environment.

(3) At the direction of the Chairperson of the Board of County Commissioners, initiate the return of evacuees to homes when safe to do so. Monitor the progress and modify evacuation procedures when needed.Work with the Western Branch Office of NCEM to organize and equip DHS/FEMA Disaster Assistance Centers within the county.

(4) Assist with identification and notification of applicants eligible for Public Assistance programs (Federal, State, and local government entities, private non-profit organizations, etc.).

f. In the event of an emergency involving the McGuire Nuclear Site (MNS), the existing response procedures remain in effect. The Emergency Management Director serves as the principal

contact for emergency notification of incidents involving the MNS and informs the appropriate local officials. The Emergency Management Director maintains contact with the Western Branch Office during a Fixed Nuclear Facility Incident. The Emergency Management Director activates the EOC should the incident escalate to a Site Area Emergency or General Emergency.

g. County Radiological Officer coordinates the response during any emergency situation involving radioactive materials.

h. Develop and maintain a response plan to radiological emergencies in accordance with Federal/State laws and guidelines. Establish a distribution system for radiological protection equipment.

i. The County Radiological Officer conducts annual training of key personnel involved with radiological monitoring or response.

j. During an emergency situation involving the MNS, the County Radiological Officer performs the following duties:

- Establish and operate the County Reception Center.
- Provide radiological monitoring support to hazardous materials response teams as needed.
- Coordinate with the PIO to prepare information briefings during radiological emergencies.

Primary and Support Roles of Emergency Management

County Mission	Emergency Management is either a support or primary agency for each of the identified County Missions and ESF's
National Response Framework	
Emergency Management	

County Fire Services

a. Analyze fire potential and plan for coordination of structural firefighting operations throughout the County.

b. Serve as a technical advisor to county agencies and county leadership on potential hazards created by fires and hazardous materials accidents.

c. Develop mutual aid agreements between all county and municipal fire departments.

d. Prepare inventories of fire equipment and personnel.

e. Report to the county EOC upon activation. The County Fire Marshal, or their appointed representative with the authority to make decisions for Fire Services, is assigned to the Operations Section in the EOC.

f. Coordinate fire department operations and activate mutual aid agreements with surrounding counties or municipalities as needed.

g. Coordinate additional support personnel to assist in traffic control and damage assessment operations.

h. During recovery operations, conduct fire inspections of vital facilities and shelter sites.

Primary and Support Roles of County Fire Services

County Mission	Direction and Control	Communications	Notification and Warning	Fire Protection	Emergency Medical Services	Search and Rescue	Evacuation	Damage Assessment	Resource Management
National Response Framework	ESF 5 – Emergency Management	ESF 2 - Communications	ESF 5 – Emergency Management ESF 13 – Public Safety and Security	ESF 4 - Firefighting	ESF 8 – Public Health and Medical Services	ESF 9 – Search and Rescue	ESF 5 – Emergency Management	ESF 3 – Public Works and Engineering	ESF 7 – Logistics Management and Resource Support
County Fire Marshal	Support Agency	Support Agency	Support Agency	Primary Agency	Support Agency	Support Agency	Support Agency	Support Agency	Support Agency

Cabarrus Health Alliance (CHA) (Public and Environmental Health)

a. Report to the EOC upon activation. The CHA Director, or their appointed representative with the authority to make decisions for CHA, is assigned to the Operations Section.

b. Develop and maintain procedures for emergency public health operations during emergency operations.

c. Coordinate activities to evaluate, detect, prevent and control communicable disease, monitor waste disposal, and conduct vector/vermin control. If practicable, continue inspection of public restaurants/food handling sites during emergency situations.

d. Maintain mutual aid agreements with surrounding counties to supplement local public health services support in emergency situations.

e. Coordinate with laboratory facilities to assist with evaluation of potential contamination.

f. Support shelter operations throughout the County. Inspect food, water, and sanitation facilities in shelters.

g. Provide nursing staff to assist with medical care and medication needs in County shelters, as available.

h. Eliminate public health nuisances and imminent hazards pursuant to G.S. 130A-19 and 130A-20.

i. As required, exercise isolation and quarantine authority pursuant to G.S. 130A-145.

j. Coordinate with the PIO on emergency health awareness and public information programs. This function is carried out by the CHA PIO.

k. During a hazardous materials or radiological release incident, be prepared to provide personnel to assist state agencies in monitoring and gathering of samples from food handling/processing facilities.

l. Maintain the County supply of thyroid blocking agent Potassium Iodide (KI) for use by emergency responders, County residents, evacuees, and institutionalized persons. Issue this medication when advised by the State Health Director to those personnel designated by the Emergency Management Director.

m. Maintain the Cabarrus County Infectious Disease Response Plan for the response to a pandemic disease event. As needed, execute the plan within the County and control the medical-technical aspects of the response operations.

n. The CHA Director is responsible for the Strategic National Stockpile (SNS) supplies when this asset is provided to Cabarrus County. The CHA Director will provide for the reception, storage, and employment of the medications and equipment during the response. The distribution of SNS supplies occurs through the use of points of dispensing (POD's).

o. The agency is equipped with points of dispensing trailers and resources that can be deployed across the County. This includes a stockpile of N95 masks and fit testing capabilities.

Primary and Support Roles of CHA

County Mission	Emergency Medical Services	Public Health	Shelters and Mass Care	Animal Control	Mortuary Services
National Response Framework	ESF 8 – Public Health/Medical Services	ESF 8 – Public Health/Medical Services	ESF 6 – Mass Care, Emergency Assistance, Housing/Human Services	ESF 11 – Agriculture and Natural Resources	ESF 8 – Public Health/Medical Services
CHA	Support Agency	Primary Agency	Support Agency	Support Agency	Support Agency

EMS

a. EMS holds the primary responsibility for Advanced Life Support (ALS) and emergency medical care for the County. EMS performs the following duties:

b. The EMS Director or their appointed representative with the authority to make decisions for EMS, reports to the EOC upon activation. The EMS Director is assigned to the Operations Section in the EOC.

c. Maintain procedures for the dispatch and operations of EMS units during emergency situations.

d. Provide paramedic level response and accompany patients requiring ALS intervention to the hospital.

e. Coordinate on-scene patient care, triage, and transportation with other County and municipal emergency response organizations.

f. Maintain mutual aid agreements with surrounding counties to supplement local EMS support during emergency situations.

- For initial incidents, surrounding counties can provide ambulance support within two (2) hours.
- For larger incidents, there are cross-county agreements in place for EMS personnel to assist in response (with an Emergency Declaration in place).

g. In the event of a mass casualty incident, coordinate triage, treatment, hospital destination determinations, specialty paramedic deployment, and supervision of all medical personnel on-scene.

h. Coordinate with Atrium Health Cabarrus on the use of medical facilities during mass casualty incidents.

i. Assist the regional medical examiner during a mass fatality incident, as needed.

j. Maintain policy and procedures for the triage, treatment, transportation, and secondary role of decontamination of casualties resulting from accidents involving radiological or hazardous materials.

k. During emergency situations, establish a liaison with Atrium Health Cabarrus and maintain communications with other emergency response units in the field.

l. Coordinate with CHA and CHSA to establish a system to check on residents with functional needs during emergency situations. Be prepared to assist with the transport of medical supplies, oxygen, etc. to those with functional needs.

- The ability to perform this function is based on the scope of the incident/event.

m. Maintain liaison with American Red Cross – Southern Piedmont Chapter and other NGO's during emergencies. As needed, be prepared to treat minor casualties arriving at shelters and provide additional medical resources to these shelters.

n. Assist with the distribution of mass vaccinations and prophylaxis throughout the County.

o. Provide medical support and surveillance for emergency workers at incidents involving tactical, collapse, radiological or hazardous materials.

p. Specialized care and patient movement equipment is available from the EMS Disaster Medical Unit and Cabarrus EMS SMAT 3.

- Additional resources are available through Concord Fire Department.

Primary and Support Roles of EMS

County Mission	Fire Protection	Emergency Medical Services	Search and Rescue	Public Health	Evacuation	Transportation	Shelter/Mass Care	Mortuary Services
National Response Framework	ESF 4 – Firefighting	ESF 8 – Public Health/ Medical Services	ESF 9 – Search/Rescue	ESF 8 – Public Health/ Medical Services	ESF 5 – Emergency Management	ESF 1 – Transportation	ESF 6 – Mass Care, Emergency Assistance, Housing/ Human Services	ESF 8 – Public Health/ Medical Services
EMS	Support Agency	Primary Agency	Support Agency	Support Agency	Support Agency	Support Agency	Support Agency	Support Agency

Cabarrus County Transportation Service (CCTS)

a. Report to the EOC upon activation. The Director of CCTS or their appointed representative with the authority to make decisions for CCTS, is assigned to the Logistics Section.

b. Provide vehicles from the CCTS to support emergency transportation requirements.

- During emergency response and recovery operations, all transportation resources are managed through the EOC.
- Vehicles include handicapped-accessible vehicles for those with functional needs.

c. Maintain notification/activation procedures for CCTS personnel and facilities during emergency operations.

d. Provide shuttle service for key personnel during emergency operations, as needed.

e. Coordinate with law enforcement and other emergency services to identify transportation routes for drivers.

f. Transport supplies and equipment from the County Receiving and Distribution Point (CRDP) to locations designated by the EOC.

g. Transport damage assessment teams throughout the County, as requested.

h. CCTS maintains a fenced (secure) parking lot for transportation resources that could be used during emergency response and recovery operations.

Primary and Support Roles of CCTS

County Mission	Evacuation	Transportation	Damage Assessment	Donations Management	Animal Control
National Response Framework	ESF 5 – Emergency Management	ESF 1 - Transportation	ESF 3 – Public Works	ESF 7 – Logistics Management/Resource Support	ESF 11 – Agriculture/Natural Resources
CCTS	Support Agency	Primary Agency	Support Agency	Support Agency	Support Agency

Finance Department/Procurement Services

a. The Finance Director, or their appointed representative with the authority to make decisions for the Finance Department, reports to the EOC upon activation to serve "in the finance section". The Finance Director or the Chief Procurement Officer may also serve as the Finance Section Chief in the EOC.

b. The Finance Department and/or Procurement is responsible for accounts payable and payroll, budgeting, purchasing, general accounting, and grants for the County.

c. Provide finance and accounting support to County agencies during emergency operations.

d. Facilitate the acquisition of resources for emergency response and recovery.

e. Develop procedures for the timely procurement and delivery of essential resources and supplies through Emergency Purchase Orders.

f. The Finance Department and/or Procurement manages the County P-cards system. Approximately 250 County employees have County issued P-cards with differing spending limits. The Finance Department can increase spending limits on specific P-cards remotely.

g. As an incident or event unfolds, develop financial accounting record procedures for all County agencies and relevant partners to report emergency expenses.

h. Following an incident or event, create a separate account for emergency-related expenditures and expenses. All emergency response and recovery agencies document all costs incurred during emergency operations.

i. Assist Emergency Management in incident/event documentation and FEMA reimbursement issues.

Primary and Support Roles of Finance Department/Procurement Services

County Mission	Recovery	Resource Management
National Response Framework	ESF 14 – Long Term Community Recovery	ESF 7 – Logistics Management/Resource Support
Finance Department/Procurement Services	Primary Agency	Primary Agency

IAM

IAM consists of the following divisions: Building Maintenance, Sign Maintenance, Facility Services, Fleet Maintenance, and Grounds Maintenance. IAM also includes Solid Waste services and the County Landfill. IAM is responsible for planning, directing, and providing maintenance and repair to County-leased and owned facilities, grounds, and vehicles. IAM performs the following duties:

a. Upon activation, the IAM Director or their appointed representative with the authority to make decisions for the IAM Department, reports to the EOC. The IAM Director is assigned to the Logistics Section.

b. Conduct damage assessment at County government facilities.

c. During a debris-generating event, IAM assists the County in a variety of areas.

- Direct debris clearance and removal at County facilities.
- During the recovery operations following an emergency, prepare to accept debris at local landfill sites.
- Dispose of debris collected during recovery at the landfill.
- Refer to the DDMP for additional roles and responsibilities during debris-generating events.

d. Prepare for emergency repair of vital County facilities during emergency operations.

- Check generator operations and fuel.
- Check HVAC systems.
- Fuel vehicles.

e. Organize and equip IAM teams to provide continuous maintenance and repair support for all emergency vehicles and equipment.

f. Provide emergency power sources to key facilities and response operations.

- Operate and maintain all fixed-site and mobile generators.
- Coordinate with the EOC for the priority of issue for all portable generators.

g. Assist CHSA and the EM with establishment and maintenance of shelters.

h. Coordinate with EOC on the need to activate mutual aid agreements with the municipalities in the County to provide auxiliary equipment for response and recovery operations.

i. Support warehouse and logistics operations by providing personnel and equipment for the physical handling, loading, and unloading of goods. IAM assists with setup, maintenance, and operational support of County warehouses and other storage facilities during emergency operations. In coordination with Tax Administration, IAM supports the management and movement of goods and materials at County Receiving and Distribution Points (CRDPs) and other warehouse locations.

Primary and Support Roles of IAM

County Mission	Public Works	Shelters/Mass Care	Damage Assessment	Recovery
National Response Framework	ESF 3 – Public Works/Engineering ESF 7- – Logistics Management/Resource Support	ESF 6 – Mass Care, Emergency Assistance, Housing/Human Services	ESF 3 – Public Works/Engineering	ESF 14 – Long Term Community Recovery
IAM	Primary Agency	Support Agency	Support Agency	Primary Agency

Consolidated Human Services Agency (CHSA)

a. The CHSA Director, or their appointed representative with the authority to make decisions for the CHSA, reports to the EOC upon activation. Because CHSA serves in multiple capacities, they may be tasked to support various roles within the Logistics, Planning, or Finance Sections of the EOC.

b. Coordinate the continuation of CHSA services to County residents during emergency situations (emergency food stamps, crisis intervention money, etc.). Be prepared to provide emergency benefits within the resources of CHSA.

c. Coordinate with the CHA, Partners Health Management and other government and NGOs to provide support personnel during emergency situations.

d. Develop and maintain mutual aid agreements with surrounding counties to support local human services in emergency situations.

e. Coordinate with Adult Care homes to ensure development of emergency procedures and policies. All plans will be coordinated with Emergency Management.

f. Prepare to assist in shelter operations. Coordinate resources and personnel to support shelters throughout the County.

g. Provide personnel trained to support shelter operations. Be prepared to assist with sheltering, feeding, and distributing supplies as needed.

Primary and Support Roles of CHSA

County Mission	Notification and Warning	Public Information	Evacuation	Shelter and Mass Care	Recovery
National Response Framework	ESF 5 – Emergency Management ESF 13 – Public Safety and Security	ESF 15 – External Affairs	ESF 5 – Emergency Management	ESF 6 – Mass Care, Emergency Assistance, Housing and Human Services	ESF 14 – Long Term Community Recovery
CHSA	Support Agency	Support Agency	Support Agency	Primary Agency	Primary Agency

Planning

a. Planning is responsible for a number of Cabarrus County service areas, including 911 addressing, planning and zoning, floodplain administration, and community development.

b. Planning also assists with community development and recovery activities (coordinating volunteers, etc.) and provides planning and technical support in the EOC.

c. Planning remains engaged during the recovery phase through permitting and technical assistance.

Primary and Support Roles of Planning

County Mission	Direction and Control
National Response Framework	ESF 5 – Emergency Management
Planning and Development	Support Agency

Construction Standards

a. Report to the EOC upon activation to coordinate use of damage assessment teams. The Chief Codes Enforcement Officer is designated as the County Damage Assessment Officer (DAO) when the EOC is activated.

b. Deploy damage assessment teams when directed by the Emergency Management Director.

c. Maintain organization and procedures for damage assessment, reporting, and accounting.

    - Review and update these procedures annually.

d. Compile incoming damage reports from all sources in the field.

e. The EOC staff will transmit these reports to the NCEM Western Branch Office.

f. Advise the Emergency Management Director and other officials on prioritizing repairs and restoration of vital government facilities during recovery operations.

g. Train personnel to serve on damage assessment teams within appropriate jurisdictions.

Primary and Support Roles of Construction Standards

County Mission	Damage Assessment	Recovery
National Response Framework	ESF 3 – Public Works/Engineering	ESF 14 – Long Term Community Recovery
Construction Standards	Primary Agency	Primary Agency

Public Information Officer (Communications and Outreach)

a. Report to the EOC upon activation.

b. Coordinate gathering, verifying, preparing, approving, and disseminating information to the public during emergency response and recovery operations.

c. Coordinate messages and information with other PIOs (agency, jurisdiction, states, etc.).

d. Manage the Joint Information System (JIS) when the County maintains control of the incident/event.

e. Maintain a current inventory of public information resources.

f. Establish and maintain a working relationship with the local media.

g. Provide emergency information materials for the public including the hearing- impaired and non-English speaking groups.

h. Develop media advisories for the public as required by the situation.

i. In the event of a Fixed Nuclear Facility incident, participate in the Joint Information System (JIS) to obtain information for news releases. All other PIO procedures will remain in effect.

j. Provide information on FEMA Disaster Recovery Centers when these locations are opened.

k. The Communications and Outreach Department provides staffing and technical support to the PIO during emergency operations. While department members may be assigned to serve as the PIO, the authority and responsibilities of the PIO rest solely with the individual designated for that role and are not shared across the department.

Primary and Support Roles of PIO (Communications and Outreach)

County Mission	Communications	Notification and Warning	Public Information	Fire Protection	Evacuation	Shelter and Mass Care
National Response Framework	ESF 2 – Communications	ESF 5 – Emergency Management ESF 13 – Public Safety and Security	ESF 15 – Public Affairs	ESF 4 – Firefighting	ESF 5- Emergency Management	ESF 6 – Mass Care, Emergency Assistance, Housing and Human Services
Public Information Officer	Primary Agency	Primary Agency	Primary Agency	Support Agency	Primary Agency	Support Agency

American Red Cross – Southern Piedmont Chapter

a. Report to the EOC or other designated operations areas, upon activation. The Red Cross representative is assigned to the Logistics Section.

b. Assist with shelter and mass care operations during emergency situations.

c. Provide trained Shelter Managers and supplies for shelter operations.

d. Identify citizens with functional needs arriving at shelter locations.

e. Provide basic equipment for functional needs, as available.

f. The Southern Piedmont Chapter has access to a feeding trailer stocked with commercial pots and pans, gas burners, and other capabilities.

   - The trailer is housed in Union County.

g. The Southern Piedmont Chapter consists of six counties and has access to seven trailers stocked with approximately 650 cots for shelter locations.

   - Additional cots can be requested from the surrounding chapters.

h. Assist in recovery operations, as requested.

Primary and Support Roles of American Red Cross – Southern Piedmont Chapter

County Mission	Evacuation	Shelter and Mass Care	Donations Management	Animal Control
National Response Framework	ESF 5 – Emergency Management	ESF 6 – Mass Care, Emergency Assistance, Housing/Human Services	ESF 7 – Logistics Management/Resource Support	ESF 11 – Agriculture and Natural Resources
American Red Cross – Southern Piedmont Chapter	Support Agency	Support Agency	Support Agency	Support Agency

Sheriff's Office

a. Maintain current internal notification/recall rosters and communications systems.

b. Assist in notification and warning to the local population of an impending or existing emergency situation.

c. Develop and maintain mutual aid agreements with law enforcement agencies within the county and adjacent counties.

d. Conduct law enforcement operations in the County during the emergency period (see Annex E).

e. Coordinate additional law enforcement support with municipalities within the county, other counties, and the North Carolina State Highway Patrol during response operations. If the situation requires National Guard support, request this support through the county Emergency Management Director.

f. Provide emergency communications systems (primary and backup) to the county EOC.

g. The Sheriff's Office, or their appointed representative with the authority to make decisions for the Sheriff's Office, is part of the Operations Section in the EOC and coordinates law enforcement operations from the EOC during emergency situations.

h. Provide transportation resources for critical emergency personnel and equipment, as necessary.

i. Conduct traffic control to facilitate the movement of evacuees to shelters.

j. Relocate and house jail prisoners during an evacuation of the Detention Center

k. Provide security and protection of the damaged/evacuated area(s) and critical facilities. Also, control access and movement into these areas.

l. Provide security for the EOC, County Receiving and Distribution Point, reception centers, shelters, other lodging and feeding facilities during emergency operations.

m. In accordance with the Cabarrus County Search and Rescue Standard Operating Guideline, the Sheriff's Office is the lead agency for the activation and coordination of search operations within the unincorporated areas of the county.

Primary and Support Roles of Sheriff's Office

County Mission	Direction and Control	Communi cations	Notification and Warning	Public Information	Law Enforcement	Fire Protection	Evacuation	Shelter and Mass Care	Damage Assessment	Recovery	Resource Management
National Response Framework	ESF 5 – Emergency Management	ESF 2 - Communi cations	ESF 5 – Emergency Management ESF 13 – Public Safety and Security	ESF 15 – External Affairs	ESF 13 – Public Safety and Security	ESF 4 - Firefighting	ESF 5 – Emergency Management	ESF 6 – Mass Care, Emergency Assistance, Housing and Human Services	ESF 3 – Public Works and Engineering	ESF 14 – Long Term Communi ty ty Recovery	ESF 7 – Logistics Management and Resource Support
Sheriff's Office	Support Agency	Support Agency	Support Agency	Support Agency	Primary Agency	Support Agency	Primary Agency	Support Agency	Support Agency	Support Agency	Support Agency

Sheriff's Office – Animal Services

a. Provide animal control facilities and equipment to care for domestic animals belonging to people evacuated to public shelters.

b. Advise the Emergency Management Director on all issues dealing with animal control during emergency situations.

c. Request assistance from the local humane society.

- Coordinate this support with the overall animal control plan.

d. Continue animal and rabies control during emergency operations.

e. Provide shelter for pets and livestock at the animal control facility or other facilities provided by private agencies and/or citizens.

f. Control and assist personnel reentering damaged/hazardous areas to feed livestock and other animals left behind during evacuations.

g. Refer to Annex O – Animal Control and Protection for additional roles and responsibilities.

Primary and Support Roles – Sheriff's Office – Animal Services

County Mission	Shelter and Mass Care	Animal Control
National Response Framework	ESF 6 – Mass Care, Emergency Assistance, Housing and Human Services	ESF 11 – Agriculture and Natural Resources
Animal Control Officer	Support Agency	Primary Agency

Sheriff's Office – Communications Division

a. Develop procedures for direction of communications and warning systems throughout the County.

- These procedures must maintain communications between the EOC, field units, shelter facilities, adjacent jurisdictions, and State EOC.

b. Maintain current internal notification/recall rosters.

c. Coordinate warning procedures for special locations such as schools, hospitals, nursing homes, major industries, and institutions.

d. Develop emergency notification and warning procedures to alert the general public to impending or existing hazards.

e. Receive and disseminate warning information and ensure information related to emergency situations is provided to emergency workers, key officials, special locations and the EOC.

f. Coordinate communications network with surrounding counties and State of North Carolina agencies.

g. Develop procedures for maintaining and restoring telephone and 911 services during emergencies.

h. Develop agreements to provide radio repair and maintenance under emergency conditions.

i. Provide an alternate communications capability in the event the main system fails.

j. Report to the EOC upon activation and provide direction and control for communications operations. Notify all emergency services in the County when the EOC is opened.

k. Provide for testing and exercising of the communications, warning, and alerting systems on a monthly basis.

Primary and Support Roles of Sheriff's Office – Communications Division

County Mission	Direction and Control	Communications	Notification and Warning	Public Information	Law Enforcement	Emergency Medical Services	Search and Rescue	Evacuation	Shelter and Mass Care
National Response Framework	ESF 5 – Emergency Management	ESF 2 – Communications	ESF 5 – Emergency Management ESF 13 – Public Safety and Security	ESF 15 – External Affairs	ESF 13 – Public Safety and Security	ESF 8 – Public Health and Medical Services	ESF 9 – Search and Rescue	ESF 5 – Emergency Management	ESF 6 – Mass Care, Emergency Assistance, Housing and Human Services
Sheriff's Office Communications Division	Support Agency	Primary Agency	Primary Agency	Support Agency	Support Agency	Support Agency	Support Agency	Support Agency	Support Agency

Tax Administration

Tax Administration's responsibility is the listing, assessment, and collection of County property taxes and the administration of incentive grants. Tax Administration is composed of four divisions: Personal Property, Real Property, Land Records, and Tax Collections.

a. Departmental representative(s) with the authority to make decisions for Tax Administration reports to the EOC and/or a CRDP, upon activation. The Tax Administration representative is assigned to the Planning Section in the EOC.

b. Assist with damage assessment activities.

   - Tax Administration has generated property record cards that can be used to estimate the level of damage for certain properties.

c. Coordinate the receiving, management, and distribution of donated goods throughout the County at CRDPs.

d. Assist with receiving, management, and distribution of cash donations following an incident or event.

e. Register volunteers from the general public ready to assist the County in recovery activities.

f. Provide updates to the EOC on registered volunteers.

Primary and Support Roles of Tax Administration

County Mission	Donations Management	Damage Assessment	Recovery
National Response Framework	ESF 7 – Logistics Management/Resource Support	ESF 3 – Public Works/Engineering	ESF 14 – Long Term Community Recovery
Tax Administration	Primary Agency	Support Agency	Support Agency

3.2.2 Support Agencies

Support agencies are those agencies identified with support roles and responsibilities in one (or multiple) Cabarrus County EOP Annexes.

Active Living and Parks

a. Be prepared to open park facilities for response and recovery operations (storage, equipment staging areas, etc.), as needed.

b. Provide damage assessment for County parks to the EOC or the Emergency Management Director.

c. During debris-generating events, the Active Living and Parks Department provides support to the County in a number of areas. Refer to the DDMP for additional information on roles and responsibilities.

d. The Active Living and Parks Department operates three (3) active living centers that offer daily classes and education programs.

Primary and Support Roles of Active Living and Parks

County Mission	Public Works	Damage Assessment
National Response Framework	ESF 3 – Public Works	ESF 3 – Public Works
Active Living and Parks	Support Agency	Support Agency

Cabarrus Amateur Radio Emergency Service (ARES)

a. Report to the EOC, as requested.
   - A radio room is located next to the EOC and available for ARES operations.
   - ARES has additional space available at Atrium Health Cabarrus.

b. Coordinate with the Sheriff's Office Communications Division to provide supplemental radio communications during emergency response and recovery.

c. Provide back-up communications in case of failure of County Communications system.

d. Provide support across a number of different modes of communications (voice, digital video, satellite).

e. Provide amateur radio support for the following:
   - Outlying areas of the County
   - ARC shelters
   - Points of distribution
   - Points of dispensing
   - CRDP

f. ARES has a club trailer with HF (digital), UHF, and VHF capabilities and a tower trailer. The Charlotte ARES group has an ATV repeater that could be requested.

g. For larger scale events, ARES assists the EOC in requesting and coordinating support through Shared Resources (SHARES) in the State EOC.

Primary and Support Roles of ARES

County Mission	Communications	Notification and Warning	Shelter & Mass Care
National Response Framework	ESF 2 - Communications	ESF 5 – Emergency Management ESF 13 – Public Safety and Security	ESF 6 – Mass Care, Emergency Assistance, Housing and Human Services
ARES	Support Agency	Support Agency	Support Agency

Cabarrus Arena and Events Center

a. Prepare the facility(ies) to support emergency response and recovery. Be prepared to remove personnel and equipment from the facility(ies) in order to clear the site for emergency support operations.

Note – In some cases the arena may not be immediately available following certain planned events (fair, monster trucks (dirt floors), etc.).

- On-site facilities include:
- 6,000 seat arena
- 70,000 sq. ft. event center
- 30,000 sq. ft. hall
- 5,000 sq. ft. banquet room
- 10,000 sq. ft. storage facility
- 11 acre midway

b. Other on-site capabilities, resources, and equipment:

- Full water, sewer hook ups for 140 campers
- 2,500 parking spots
- Full kitchens and kitchen equipment
- 2 locker rooms with 6 showers each (4 Americans With Disabilities Act [ADA] accessible, family friendly)
- Forklifts, pallet jacks, scissor lift, flatbed golf carts, bobcats, riding lawnmowers

c. Operate and maintain fixed generators to provide emergency power to the facility.

d. Assist in establishing the CRDP and the donated goods management area at the Events Center.

e. Once established, support CRDP operations:

- Provide forklift and operators.
- Provide communications support to CRDP staff.
- Provide a liaison to the CRDP Manager to address any issues on the facility.

f. Clear the Fair Midway area of all equipment, vehicles, and personnel in order to establish a helicopter landing zone.

Primary and Support Roles of Cabarrus Arena and Events Center

County Mission	Shelter & Mass Care	Resource Management	Donations Management
National Response Framework	ESF 6 – Mass Care, Emergency Assistance, Housing and Human Services	ESF 7 – Logistics Management and Resource Support	ESF 7 – Logistics Management and Resource Support
Cabarrus Arena and Events Center	Support Agency	Support Agency	Support Agency

Cabarrus County and Kannapolis City Schools

a. Provide Liaison Officer(s) to the EOC for the duration of the emergency, as requested.

b. Maintain notification, warning, and school evacuation procedures for emergency situations.

c. Identify protected areas in each school to be used as safety rooms if time does not permit evacuation of school population.

d. Be prepared to provide school facilities to be used as shelters or other emergency operations facilities (staging areas, points of distribution, points of dispensing, Disaster Assistance Center, etc.).

e. Provide resources from the County/City school system to support emergency response and recovery operations. The school system will:

- Provide support personnel (school custodians, cafeteria staff, counselors, bus drivers, administrators) to assist, as available.
- Provide buses and drivers to support transportation operations.
- Provide fuel support for vehicles used in emergency operations, as necessary and requested.

Primary and Support Roles of Cabarrus County and Kannapolis City Schools

County Mission	Evacuation	Transportation	Shelters/Mass Care
National Response Framework	ESF 5 – Emergency Management	ESF 1 – Transportation	ESF 6 – Mass Care, Emergency Assistance, Housing/Human Services
Cabarrus County Schools	Support Agency	Support Agency	Support Agency

Water and Sewer Authority of Cabarrus County (WSACC)

a. WSACC is an independent, incorporated public body supporting five jurisdictions (Cabarrus County, City of Concord, Town of Harrisburg, City of Kannapolis and Town of Mt. Pleasant).

b. WSACC is the primary planning agent for water and sewer facilities, provides wholesale wastewater transportation and treatment for its organizing jurisdictions, and provides reservoir management for some, or all, of its jurisdictions.

c. Additionally, WSACC plans for the provision of wholesale water and may, when tasked by its organizing jurisdictions, provide retail water and sewer service. There are two wastewater treatment plants in the County: Rocky River, and Muddy Creek.

d. WSACC controls the system accumulating and treating wastewater. This includes wastewater treatment for municipalities within the County, and management of the Coddle Creek Reservoir.

e. Maintain and make available equipment to support emergency response and recovery, as available. Authority equipment includes:
   - Dump trucks, excavator, backhoe and standard trucks.

f. Advise the Emergency Management Director on the status of the water supply, water storage areas, and treatment facilities.

g. If needed, provide a Liaison Officer to the County EOC for the duration of the emergency.

Primary and Support Roles of WSACC

County Mission	Public Works
National Response Framework	ESF 3 – Public Works and Engineering
WSACC	Support Agency

Partners Health Management

Partners Health Management is the regional mental health care management authority that coordinates mental health care for Burke, Cabarrus, Catawba, Cleveland, Davidson, Davie, Forsyth, Gaston, Iredell, Lincoln, Rutherford, Stanly, Surry, Union, Yadkin.

a. Provide assistance in the form of linking County residents with the appropriate service provider.

b. During shelter operations, the County makes the determination on whether mental health services are needed and Partners Health Management links the individual to a service provider.

c. Provide crisis counseling assistance to emergency response personnel and volunteers during emergency response and recovery operations.

Primary and Support Roles of Partners Health Management

County Mission	Public Health	Shelter and Mass Care
National Response Framework	ESF 8 – Public Health and Medical Services	ESF 6 – Mass Care, Emergency Assistance, Housing and Human Services
Partners Health Management	Support Agency	Support Agency

Cooperative Extension

a. Act as liaison to the agricultural community during emergency response and recovery.

b. Maintain contact with the N.C. State University Cooperative Extension Service representative at the State EOC.

c. In the event of a nuclear material release, report to the EOC to advise on possible impacts on agriculture.

d. The agency can assist in identifying agricultural and farmland areas throughout the County.

e. Assist sampling teams operating in the County during radiological or hazardous materials incidents that would affect livestock or crops.

f. Provide trained personnel to assist agricultural damage assessment teams in the County.

g. Assist the Emergency Management Director in identifying and coordinating assistance needed by farmers/agricultural workers during recovery operations.

h. The agency provides information to the PIO for dissemination to the public, as necessary.

i. The NC Department of Environmental Quality ensures that swine lagoons are designed and built appropriately.

j. Assist with food safety issues.

- Answer food safety questions
- Provide information on food storage

k. Assist with disposal of dead animal carcasses, as necessary.

l. Can provide assistance in lining County residents up with other agencies and organizations for specific service needs. For example, lining a farm up with animal care/veterinary services following an emergency.

m. Provide personnel to assist in the EOC, as requested.

Primary and Support Roles of Cooperative Extension

County Mission	Damage Assessment	Animal Control
National Response Framework	ESF 3 – Public Works/Engineering	ESF 11 – Agriculture/Natural Resources
Cooperative Extension	Support Agency	Support Agency

Human Resources

a. Human Resources personnel can assist with administrative and computer related tasks. During longer duration incidents or events, Human Resources may provide personnel to assist in the EOC.

b. Human Resources assists in hiring of necessary auxiliary employees to support with emergency response and recovery.

Primary and Support Roles of Human Resources

County Mission	Direction and Control
National Response Framework	ESF 5 – Emergency Management
Human Resources	Support Agency

Information Technology Services (ITS)

ITS supports internal and external users by promoting enterprise information processes, providing access to information resources, and protecting information integrity.

a. Report to the EOC upon activation. The Director of ITS, or their appointed representative with the authority to make decisions for ITS, is assigned to the Logistics Section.

b. Maintain the County 911 system.

c. Maintain the CAD system.

d. Maintain telephones and computers

e. ITS is responsible for two (2) data centers that support County government operations.

f. Work with the Emergency Management Director to determine available computers and other ITS-related equipment for emergency response and recovery operations.

g. ITS provides assistance with mapping for land search and rescue operations as well as other Geographic Information Systems (GIS) related tasks such as graphics and data.

h. Manage the County website homepage.

i. ITS also has a “dark site” in place for emergency situations.

Primary and Support Roles of ITS

County Mission	Direction and Control
National Response Framework	ESF 5 – Emergency Management
ITS	Support Agency

Library System

a. Libraries have a number of personnel who can assist the EOC following an incident or event.
   - This includes help with administrative and computer tasks.

b. Library personnel can also assist with research and documentation.

c. Following an incident or event, library locations could be used in a number of capacities:
   - Disaster recovery center
   - Personal comfort sites (warm up/cool down, charge phones, internet access, etc.)

d. There are (6) libraries in the County:
   - Afton Branch/Active Living Center (ALC)
   - Concord Branch
   - Harrisburg Branch
   - Kannapolis Branch
   - Mt. Pleasant Branch/Active Living Center (ALC)
   - Midland Branch

e. Each library has a conference room and other space available.

Primary and Support Roles of Library System

County Mission	Direction and Control
National Response Framework	ESF 5 – Emergency Management
Library System	Support Agency

Medical Examiner (ME)

a. Cabarrus County does not have a designated ME. A mass fatality event would require medical examiner support. The North Carolina Office of the Chief Medical Examiner (OCME) a division of the North Carolina Department of Health and Human Services (NCDHHS), maintains the North Carolina Medical Examiner System, a network of over 300 medical personnel throughout North Carolina who investigate deaths of a suspicious, unusual or unnatural nature.
b. The Emergency Management Director requests this support through OCME. OCME assigns personnel to support the county.
c. When activated, the Medical Examiner (ME) develops procedures to recover, identify, and register fatalities during emergency situations.
d. The ME determines the cause of death and releases the remains and personal effects to proper representatives. The medical examiner issues death certificates and supervises the location and transportation of remains.
e. The ME identifies the resources needed to establish an adequate morgue system in the event of mass fatalities.
f. The ME, in conjunction with the State Office of Emergency Management, directs the expansion of any fixed and temporary morgue capability.
g. The ME, in conjunction with the State Office of Emergency Management, coordinates with EMS, funeral directors, ambulance services, pathologists, American Red Cross, dentists, X-ray technicians and law enforcement agencies to provide support to mortuary operations as needed.
h. If needed, the ME, in conjunction with the State Office of Emergency Management, requests assistance from a Disaster Mortuary Team (DMORT). The Emergency Management Director requests this support through NCEM.

Primary and Support Roles of Medical Examiner

County Mission	Public Health	Mortuary Affairs
National Response Framework	ESF 8 – Public Health and Medical Services	ESF 8 – Public Health and Medical Services
Medical Examiner	Support Agency	Primary Agency

Register of Deeds

a. Following an incident or event, the Register of Deeds will continue to assist County residents with a variety of records and documentation:
    - Birth certificates
    - Death certificates
    - Land and records
    - Marriage licenses

b. During longer duration incidents or events, the Register of Deeds can provide personnel to assist in the EOC.

Primary and Support Roles of Register of Deeds

County Mission	Direction and Control
National Response Framework	ESF 5 – Emergency Management
Register of Deeds	Support Agency

Risk Management

a. A member of Risk Management will serve as the Safety Officer in the EOC.

b. Following an emergency, Risk Management will continue to provide a variety of assistance and support to the County through the following:
    - Oversee insurance for the County (property and liability).
    - Ensure continued Occupational Safety and Health Administration (OSHA) compliance.
    - Oversee the indemnification of contracts (proper insurance, etc.).
    - Continue to ensure ADA compliance in County facilities (may include shelter locations).
    - Conduct safety inspections.
    - Conduct accident review (County employees in work, citizens on County properties).

c. Risk Management maintains a master list of trainings for all County employees.

d. Risk Management maintains a master list of all County-owned equipment and vehicles.

e. Risk Management is prepared to assist the EOC in a variety of tasks, as requested.

Primary and Support Roles of Risk Management

County Mission	Direction and Control
National Response Framework	ESF 5 – Emergency Management
Risk Management	Support Agency

Veterans Service

a. The Veterans Service Director is prepared to assist the EOC following an incident or event. The Veterans Service Director or their appointed representative with the authority to make decisions for the Veterans Services Department will be rolled into the Emergency Management functions/tasks.

b. During catastrophic/countywide events, other Veterans Service employees are available to assist, as necessary.

Primary and Support Roles of Veterans Service

County Mission	Direction and Control
National Response Framework	ESF 5 – Emergency Management
Veterans Service	Support Agency

3.3 State and Federal Departments and Agencies

State Agencies

- North Carolina Department of Agriculture and Consumer Services (NCDA&CS)
- North Carolina Department of Environmental Quality (NCDEQ)
- North Carolina Department of Health and Human Services (NCDHHS)
- North Carolina Department of Labor (NCDOL)
- North Carolina Department of Public Safety (NCDPS)
- North Carolina Department of Transportation (NCDOT)
- North Carolina Department of Water Quality (DWQ)
- North Carolina Division of Public Health
- North Carolina Emergency Management (NCEM)
- North Carolina National Guard (NCNG)
- North Carolina Office of Emergency Medical Services (OEMS)
- North Carolina Office of State Fire Marshal (OSFM)
- North Carolina State Bureau of Investigation (SBI)
- North Carolina State Highway Patrol (SHP)

Federal Agencies

- Federal Emergency Management Agency (FEMA)
- Department of Homeland Security (DHS)
- Centers for Disease Control and Prevention (CDC)

SECTION 4
DIRECTION AND CONTROL

This section describes the systems used in Cabarrus County to facilitate direction and control operations. Cabarrus County adheres to NIMS and ICS. Additionally, County emergency operations missions (functions and tasks) are linked to a corresponding ESF identified in the NRF. Annex A – Direction and Control provides a detailed description of emergency direction and control for Cabarrus County.

4.1 National Incident Management System (NIMS)

NIMS provides a systematic, proactive approach to guide departments and agencies at all government levels, in NGO's, and in the private sector to work seamlessly to prevent, protect against, respond to, recover from, and mitigate the effects of incidents—regardless of cause, size, location, or complexity—in order to reduce the loss of life and property and harm to the environment. NIMS represents a core set of doctrine, concepts, principles, terminology, and organizational processes that enables effective, efficient, and collaborative incident management. FEMA requires emergency management personnel to possess a baseline understanding of NIMS concepts and principles.

Six Components of NIMS:

- Preparedness
- Communications and Information Management
- Resource Management
- Command and Management
- Supporting Technologies
- Ongoing Management and Maintenance

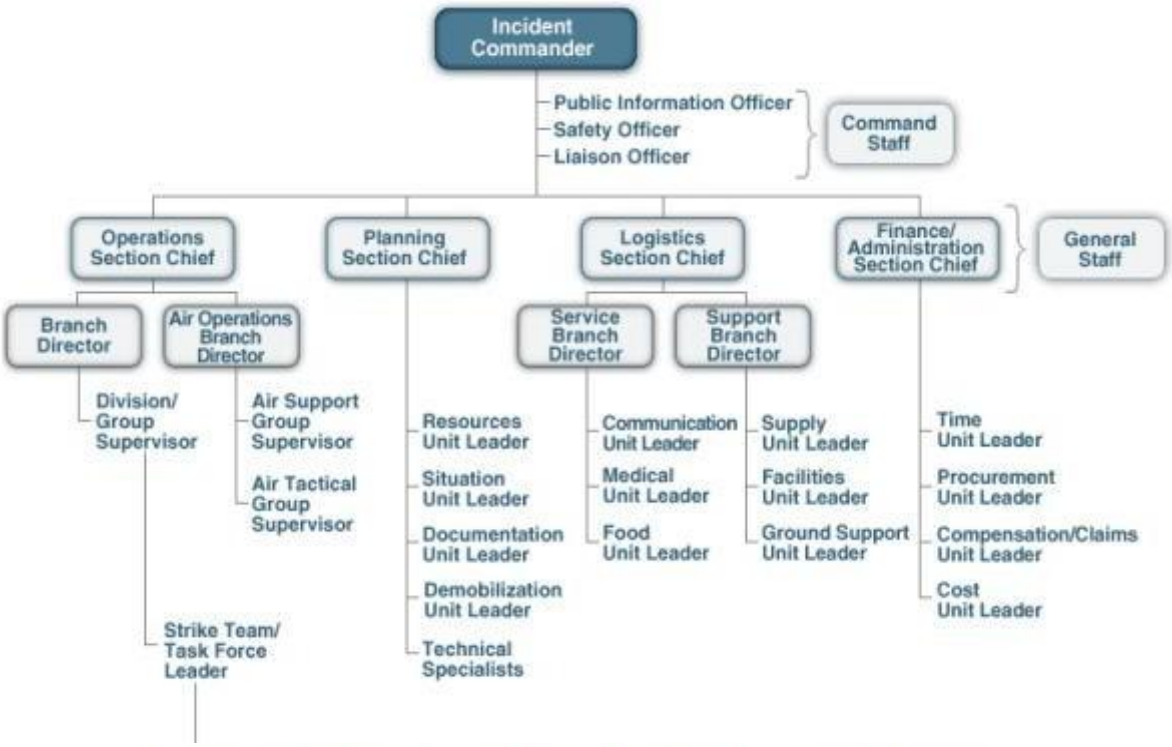
4.1.1 Incident Command System (ICS)

ICS is applicable across a wide spectrum of incidents that may differ in terms of size, scope, and complexity. ICS is a standardized, on-scene, all-hazards incident management approach that:

- Allows for the integration of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure
- Enables a coordinated response among various jurisdictions and functional agencies, both public and private
- Establishes common processes for planning and managing resources

ICS is organized around five major functional areas: Command, Operations, Planning, Logistics, and Finance/Administration.

Exhibit 4-1
ICS Organizational Chart



- **Command Staff:** The Command Staff consists of the Public Information Officer, Safety Officer, and Liaison Officer. They report directly to the Incident Commander.
- **Section:** The organization level having functional responsibility for primary segments of incident management (Operations, Planning, Logistics, Finance/Administration). The Section level is organizationally between Branch and Incident Commander.
- **Branch:** That organizational level having functional, geographical, or jurisdictional responsibility for major parts of the incident operations. The Branch level is organizationally between Section and Division/Group in the Operations Section, and between Section and Units in the Logistics Section. Branches are identified by the use of Roman Numerals, by function, or by jurisdictional name.
- **Division:** That organizational level having responsibility for operations within a defined geographic area. The Division level is organizationally between the Strike Team and the Branch.
- **Group:** Groups are established to divide the incident into functional areas of operation. Groups are located between Branches (when activated) and Resources in the Operations Section.
- **Unit:** That organization element having functional responsibility for a specific incident planning, logistics, or finance/administration activity.
- **Task Force:** A group of resources with common communications and a leader that may be pre-established and sent to an incident, or formed at an incident.
- **Strike Team:** Specified combinations of the same kind and type of resources, with common communications and a leader.
- **Single Resource:** An individual piece of equipment and its personnel complement, or an established crew or team of individuals with an identified work supervisor that can be used on an incident.

4.2 National Response Framework (NRF)

The NRF presents the guiding principles that enable all response partners to prepare for and provide a unified national response to disasters and emergencies, from the smallest incident to the largest catastrophe. The NRF also defines the federal government's role in providing response and recovery assistance to the states and local governments during and after emergencies. The NRF is always in effect, and elements can be implemented at any level at any time.

Under the NRF, County departments and agencies have been assigned primary and support agency responsibilities for various County missions linked to the 15 ESF's. Refer to exhibit 4-2 for a County Mission to ESF Matrix.

Exhibit 4-2
County Mission to ESF Matrix

NRF & ESF	County Missions
ESF #1 – Transportation	Transportation
ESF #2 – Communications	Communications
ESF #3 – Public Works and Engineering	Public Works
	Damage Assessment
	Recovery
ESF #4 – Firefighting	Fire Protection
ESF #5 –Emergency Management	Management and Control
	Notification
	Evacuation
ESF #6 – Mass Care, Emergency Assistance, Housing and Human Services	Shelter and Mass Care
ESF #7 – Logistics Management and Resource Support	Resource Management
	Donations Management
ESF #8 – Public Health and Medical Services	Emergency Medical Services
	Public Health
	Mortuary Affairs
ESF #9 – Search and Rescue	Search and Rescue
ESF #10 – Oil and Hazardous Materials Response	LEPC
	Fire Departments
ESF #11 – Agriculture and Natural Resources	Animal Control

NRF & ESF	County Missions
ESF #11 – Agriculture and Natural Resources (Continued)	Cooperative Extension
	Lomax Farm Manager
ESF #12 – Energy	Public Works
ESF #13 – Public Safety and Security	Warning
	Law Enforcement
ESF #14 – Long Term Community Recovery	Community Recovery
ESF #15 – External Affairs	Public Information

4.3 Continuity of Operations

4.3.1 General

Emergency situations could result in disruption of government functions. This possibility requires that all levels of local government and their departments develop and maintain procedures to ensure continuity of operations. These procedures include the order of succession should an elected official or department head not be available to perform his/her duties.

- Refer to Continuity of Operations Plan (COOP) for additional information on continuity planning and procedures.

4.3.2 Preservation of Vital Records

Each department and agency is responsible for the preservation of essential records to ensure continuity of normal operations during an emergency incident or event.

4.3.3 Order of Succession

Individual departments and agencies have established internal lines of succession, complete with delegations of authority which are documented in their continuity of operations plans.

Order of succession for the Board of County Commissioners proceeds from the Chairperson to the members of the Board in accordance with the Rules of Procedure for the Cabarrus County Board of Commissioners.

4.3.4 Relocation of Government

Key County government personnel (utilize remote work or other designated locations) if the situation does not permit the normal use of County government facilities.

If the primary EOC is uninhabitable, emergency operations are relocated to the secondary EOC.

For detailed information on the relocation of County departments and continuity of operations, refer to the departmental continuity of operations plans.

Municipal governments relocate to facilities within their jurisdiction capable of providing required support during emergency operations. The County may be able to provide limited space to other municipal governments during emergencies, as available.

SECTION 5
ADMINISTRATION AND LOGISTICS

5.1 General

Non-discrimination. There will be no discrimination on the grounds of age, color, disability, genetic information, national origin, political affiliation, race, religion or sex, or any other protected class under applicable state or federal law in the execution of disaster preparedness or disaster relief and assistance functions. This policy applies equally to all levels of government, contractors, and labor unions.

Consumer protection. The EOC refers consumer complaints pertaining to alleged unfair or illegal business practices during emergencies to the State Attorney General's Consumer Protection Division.

5.2 Incident/Event Financing

Large-scale emergency expenditures are unplanned costs necessary to protect life, property, or essential public services during a declared or imminent emergency. These may include immediate purchases of goods, services, or equipment when delays would endanger life, safety, or critical operations.

The County Manager, or their designee, may authorize emergency spending up to $1,000,000. Expenditures expected to exceed that amount are considered large-scale. Large-scale spending may be authorized by the County Manager, or their designee, or by the Emergency Management Director with the approval of the Board of Commissioners.

The County Manager, or their designee, may designate funds for immediate emergency use. Once designated, the County Finance Director, or their designee, releases those funds in coordination with the Emergency Management Director to support response and recovery operations. The Finance Director determines fund availability and maintains all transfers to accounts designated for incident or event use.

All emergency expenditures must be documented and tracked in accordance with County financial procedures to ensure accountability and eligibility for state or federal reimbursement.

5.3 Records and Reports

Memorandums of Agreement (MOA) and Memorandums of Understanding (MOU), response and recovery missions are assigned and tracked by Emergency Management from the EOC.

Once a mission is assigned by the EOC, the Finance Department tracks and maintains all expenditures and obligations during emergency operations. This includes any contract labor, contract equipment, employee overtime hours, County equipment usage, and supplies used during operations.

The Finance Department tracks and records all data relevant for FEMA reimbursement.

5.4 Agreements and Understandings

MOA's and MOU's are entered into only by duly authorized County officials and are to be formalized in writing whenever possible prior to emergency situations.

The Emergency Management Director will request assistance from other jurisdictions should local government resources prove to be inadequate during emergency operations.

These requests will be made to other jurisdictions, higher levels of government, and other agencies in accordance with existing or temporary mutual aid agreements and understandings.

Local municipalities will request state and federal resources only through the Emergency Management Director or EOC. The EOC staff will then forward these requests to NCEM.

Organizations tasked with responsibilities in the implementation of this plan provide their own administrative and logistical support.

In addition, these organizations maintain a resource list needed to carry out their emergency missions.

If state resources have been exhausted, NCEM coordinates with DHS and FEMA by requesting external assistance through the EMAC to provide the needed resources and assistance using the ESF(s) as described in the NRF.

SECTION 6
PLAN MAINTENANCE

This EOP is developed under the authority of the County, Emergency Management, and the departments and agencies identified in the plan. Maintaining a viable plan includes constant revisions, trainings, and exercises as well as after action reporting. The information presented below identifies plan updates, testing and exercises, as well as after action reporting.

6.1 Plan Updates

The EOP should be reviewed and revised on an annual basis as well as after an exercise, training, or an actual incident requiring plan activation. Emergency Management is the lead department in plan review and revision. It is recommended that the plan be reviewed and revised in coordination with other plans and documents included in the emergency management program (refer to exhibit 1-1). During the periods between the formal review and approval process there will likely be a number of minor changes to items such as personnel information, contact numbers, etc., that should proceed without approval by the Board of County Commissioners. Additionally, changes in authorities, references and best practices should also be considered. The Emergency Management Director is responsible for coordinating and making such revisions.

6.2 Plan Testing, Training, and Exercises

The plan should be exercised on an annual basis according to policies and principles identified by the Homeland Security Exercise and Evaluation Program (HSEEP). It is recommended that the exercise planning team utilize the building block approach identified by HSEEP to train, test, and exercise the plan.

6.3 After Action Review and Reporting

Following a training, test, exercise, or plan activation, an after-action report identifying strengths as well as area for improvements should be completed. During the next plan review, findings identified in the after-action report should be considered for incorporation into the updated plan.

Attachment A
AUTHORITIES AND REFERENCES

The following authorities and references are listed for reference purposes only and are not included in this planning document. Request for specific authorities and references listed should be directed to the publishing entity.

Local:

- Cabarrus County Fire Protection Study, 2020
- Code of Ordinances, Cabarrus County, Chapter 22, Article II, Emergency Management
- Code of Ordinances, Cabarrus County, Chapter 22, Article III, State of Emergency
- Code of Ordinances, Cabarrus County, Chapter 26, Emergency Services
- Code of Ordinances, Cabarrus County, Chapter 38, Article I, Flooding
- Local Mutual Aid Agreements and Understandings
- Rules of Procedure for the Cabarrus County Board of Commissioners, December 2023

State:

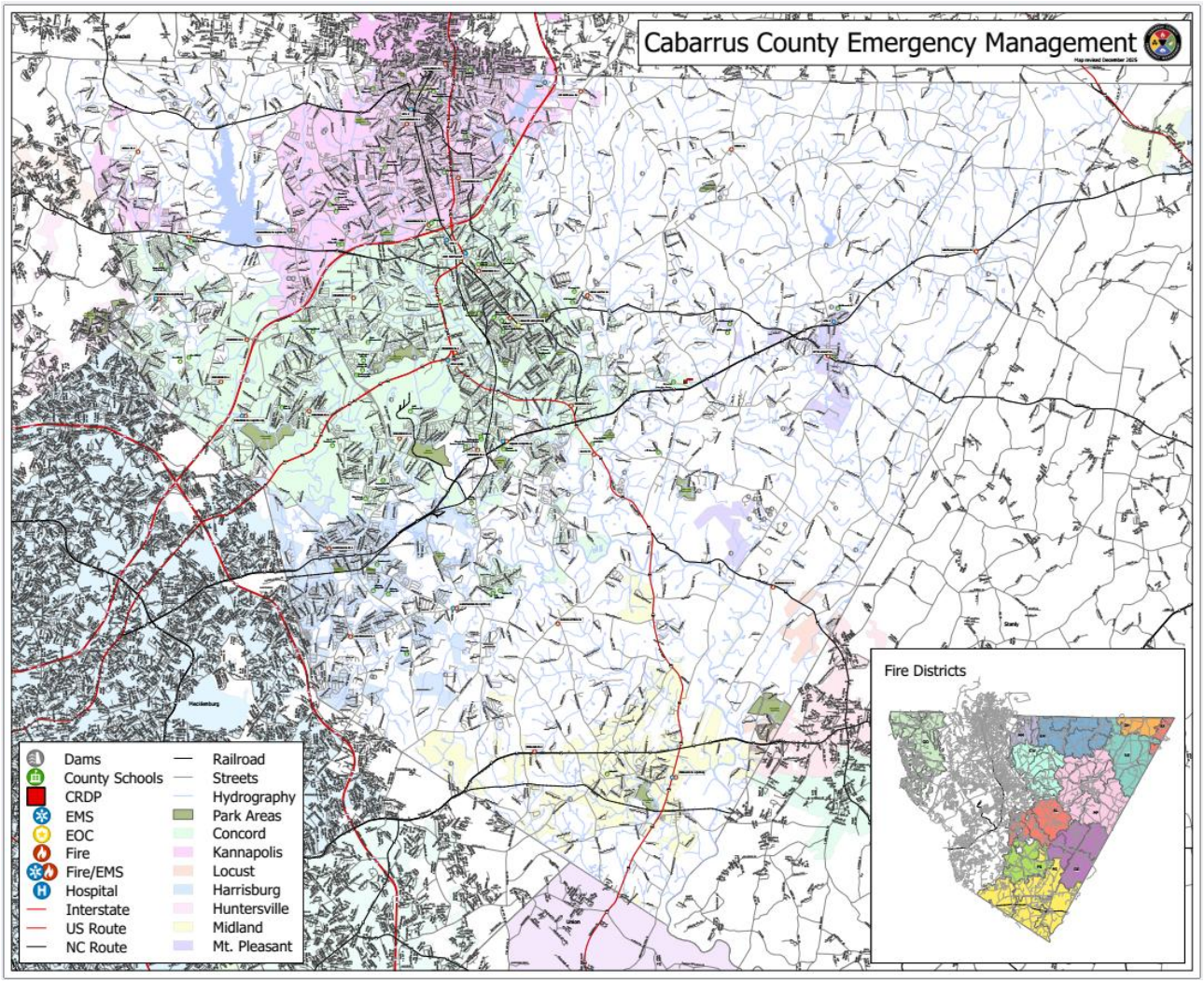
- North Carolina General Statutes Chapter 166-A, North Carolina Emergency Management Act of 1977; Amended July 10, 2023.
- North Carolina Emergency Operations Plan, North Carolina Emergency Management, December 2023.
- North Carolina Executive Order 241, Promulgation and Implementation of the North Carolina Emergency Operations Plan, December 2021.
- North Carolina General Statutes Chapter 104E, North Carolina Radiation Protection Act.
- North Carolina General Statutes Chapter 14, Article 36A, Riots and Civil Disorders and Emergencies.
- North Carolina General Statutes Chapter 143B-1331, Article 15, Department of Information Technology, Business Continuity Planning.
- North Carolina General Statutes Chapter 95, Article 18; Identification of Toxic of Hazardous Substances, Hazardous Chemicals Right to Know Act.
- North Carolina General Statutes, Chapter 115C-242, Article 17, Supporting Services; Use and Operation of School Buses.
- State of North Carolina Radiological Emergency Response Plan for Nuclear Power Facilities, North Carolina Emergency Management, February 2021.
- Statement of Understanding between the State of North Carolina and the American Red Cross.

Attachment A
AUTHORITIES AND REFERENCES

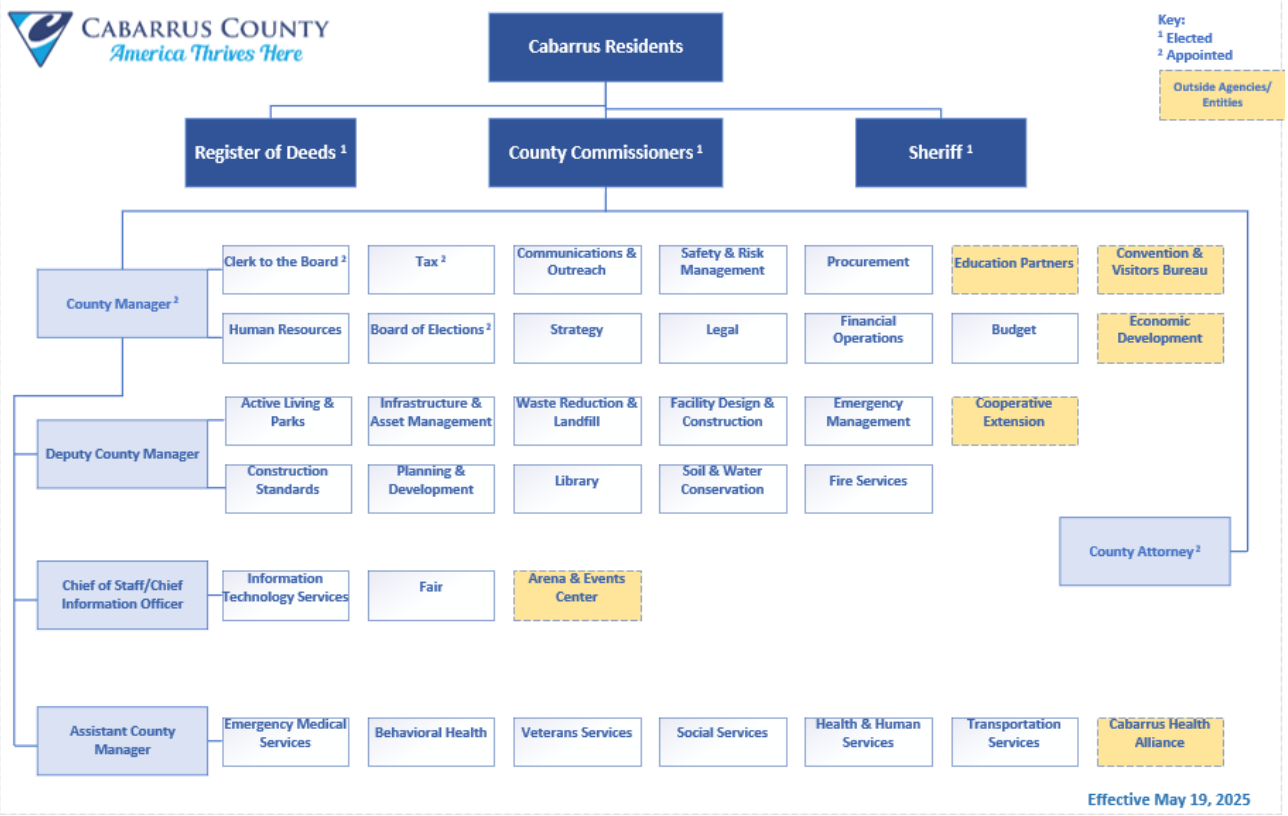
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Attachment B
COUNTY MAP



Attachment C
COUNTY ORGANIZATIONAL CHART



Attachment D
FUNCTIONAL RESPONSIBILITIES MATRIX

County Missions	Direction and Control	Communications	Notification and Warning	Emergency Public Information	Law Enforcement	Fire Protection	EMS	Public Works	Public Health Services	Evacuation & Transportation	Shelter & Mass Care	Damage Assessment	Recovery	Resource Management	Donated Goods Management	Animal Control & Protection
National Response Framework Emergency Support Function	ESF 5 Emergency Management	ESF 2 Communications	ESF 5 Emergency Management ESF 13 Public Safety and Security	ESF 15 External Affairs	ESF 13 Public Safety and Security	ESF 4 Firefighting	ESF 8 Public Health and Medical Services	ESF 3 Public Works and Engineering	ESF 8 Public Health and Medical Services	ESF 5 Emergency Management ESF 1 Transportation	ESF 6 Mass Care, Emergency Assistance, Housing & Human Services	ESF 3 Public Works and Engineering	ESF 14 Long Term Community Recovery	ESF 7 Logistics Management and Resource Support	ESF 7 Logistics Management and Resource Support	ESF 11 Agriculture and Natural Resources
Active Living and Parks								S				S				
American Red Cross – Southern Piedmont Chapter										S	P		S		S	S
ARES		S	S								S					
Atrium Health Cabarrus							S		P							
Board of County Commissioners	P			S					S	P	S	S		S		
Cabarrus Arena and Events Center											S			S	S	
CHA				S			S		P		S					S

Attachment D
FUNCTIONAL RESPONSIBILITIES MATRIX

County Missions	Direction and Control	Communications	Notification and Warning	Emergency Public Information	Law Enforcement	Fire Protection	EMS	Public Works	Public Health Services	Evacuation & Transportation	Shelter & Mass Care	Damage Assessment	Recovery	Resource Management	Donated Goods Management	Animal Control & Protection
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CCTS										P		S			S	
C HS-A			S	S						S	P		P		S	
Construction Standards												P	P			
Cooperative Extension												S				P
County Manager	P			S						S			S	S		
Emergency Management	P	S	S	S	S	S	S	S	S	P	S	S	S	S	S	P
EMS						S	P		S	S	S					

Attachment D
FUNCTIONAL RESPONSIBILITIES MATRIX

County Missions	Direction and Control	Communications	Notification and Warning	Emergency Public Information	Law Enforcement	Fire Protection	EMS	Public Works	Public Health Services	Evacuation & Transportation	Shelter & Mass Care	Damage Assessment	Recovery	Resource Management	Donated Goods Management	Animal Control & Protection
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Finance Department/Procurement Services													P	P		
Fire Services	S	S	S			P	S			S		S		S		
IAM								P			S	S	P			
IAM – Sustainability – Solid Waste								S								
Human Resources	S															
ITS	S															
Library System	S															

Attachment D
FUNCTIONAL RESPONSIBILITIES MATRIX

County Missions	Direction and Control	Communications	Notification and Warning	Emergency Public Information	Law Enforcement	Fire Protection	EMS	Public Works	Public Health Services	Evacuation & Transportation	Shelter & Mass Care	Damage Assessment	Recovery	Resource Management	Donated Goods Management	Animal Control & Protection
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ME (Local ME, OCME)							S		S							
Municipal Fire Departments			S	S		S	S					S	S			
Municipal Law Enforcement			S		S									S		
Municipal Public Works								S								
NGO	S			S											S	S
Partners Health Management									S		S					
Planning and Development	S															

Attachment D
FUNCTIONAL RESPONSIBILITIES MATRIX

County Missions	Direction and Control	Communications	Notification and Warning	Emergency Public Information	Law Enforcement	Fire Protection	EMS	Public Works	Public Health Services	Evacuation & Transportation	Shelter & Mass Care	Damage Assessment	Recovery	Resource Management	Donated Goods Management	Animal Control & Protection
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PIO		P	P	P		S				P					S	
Register of Deeds	S															
Risk Management	S															
School System (Cabarrus County & Kannapolis City)										S	S					
Sheriffs Office	S	S	S	S	P	S			S	P	S	S	S	S		
Sheriffs Office – Animal Services Division																P
Sheriffs Office – Communications Division	S	P	P	S			S			S						

Attachment D
FUNCTIONAL RESPONSIBILITIES MATRIX

County Missions	Direction and Control	Communications	Notification and Warning	Emergency Public Information	Law Enforcement	Fire Protection	EMS	Public Works	Public Health Services	Evacuation & Transportation	Shelter & Mass Care	Damage Assessment	Recovery	Resource Management	Donated Goods Management	Animal Control & Protection
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Tax Administration												S	S		P	
Veterans Services	S															
Volunteer (Combination) Fire Departments						P	S						S			
WSACC								S								

P = Primary Agency
S = Support Agency

Attachment E
LOCAL RESOLUTIONS

Emergency Management is responsible for emergency preparedness in the County. The City of Concord City of Kannapolis, Town of Midland and the Town of Mt. Pleasant have developed municipal emergency response plans and documents. The Town of Harrisburg and the City of Locust are all covered under the EOP and the County Emergency Management program.

Attachment F
EXERCISE AFTER ACTION REPORTS

Exercise after action report information is available through Emergency Management.

ANNEX A
DIRECTION AND CONTROL

Primary Agencies

- Board of County Commissioners
- County Manager
- Emergency Management

Support Agencies

- Active Living and Parks
- Cabarrus Health Alliance
- Cabarrus County Schools
- Communications and Outreach
- Consolidated Human Services Agency
- Construction Standards
- Cooperative Extension
- Emergency Medical Services
- Finance
- Fire Services
- Human Resources
- IAM
- ITS
- Kannapolis City Schools
- Library System
- Municipal Fire Departments
- Municipal Law Enforcement
- Municipal Public Works
- NGO's
- Planning and Development
- Register of Deeds
- Risk Management
- Sheriff's Office
- Sheriff's Office – Communications Division
- Transportation
- Tax Administration
- Veterans Services
- Volunteer (Combination) Fire Departments

ANNEX A
DIRECTION AND CONTROL

I. PURPOSE

This annex outlines the direction and control procedures for emergency operations and identifies the personnel, facilities, and resources that will be utilized during emergency response activities.

II. SITUATION AND ASSUMPTIONS

A. Situation

1. The senior emergency responder on the scene (i.e., law enforcement, fire, EMS) conducts direction and control during low-level emergencies. Personnel employ ICS, in addition to local ordinances, policies, and procedures to guide the control of the response.

2. The recurring threat of severe weather and the potential hazards that exist within or near the County have the potential to cause emergencies of such magnitude as to warrant centralization of the direction and control of the response.

3. The EOC may be activated to manage and coordinate emergency response operations throughout the County.

4. Municipalities within the County may exercise independent direction and control of their own emergency resources, outside resources assigned to the municipality by the EOC, and resources secured through existing mutual aid agreements with other municipalities. Requests for state/federal government assistance are directed to the Emergency Management Director.

5. Centralized countywide direction and control is desirable when one or more of the following situations occur:

   a. There exists an imminent threat to the public safety/health.

   b. An extensive multi-agency/multi-jurisdiction response and coordination is necessary to respond to or recover from the emergency situation.

   c. Local resources are inadequate/depleted and significant mutual aid, state, and/or federal resources must be used to resolve the emergency situation.

   d. The emergency affects multiple political jurisdictions within the County, which rely on the same resources to respond to the situation.

   e. Local governments implement emergency ordinances to control the situation.

6. The EOC serves as the central direction and control point for countywide emergency response activities.

7. If established, the Incident Command Post (ICP) will conduct on-scene tactical operations. The EOC will coordinate and support ICP operations and any other adjacent incident operations.

8. Communications to the public related to the emergency situation will be coordinated by the County PIO and approved by the EOC Manager. The County PIO may coordinate with municipal PIO's to create consistent messaging for distribution.

B. Assumptions

1. The EOC will be activated upon the threat or occurrence of a major emergency situation and designated personnel will report to the EOC within one hour of notification.

2. The EOC facility and equipment is adequate for coordinating countywide emergency operations.

3. Sufficient procedures have been developed to effectively manage and coordinate emergency response and recovery operations.

4. Emergency operations and coordination at all levels of government will be carried out according to existing plans and procedures.

III. CONCEPT OF OPERATIONS

A. General

1. Emergency operations include all activities that are directed toward reducing the immediate hazard, establishing control of the situation, and restoring normal conditions within the County.

2. The responsibility for the management and coordination of emergency situations is vested in the Board of County Commissioners and is routinely exercised through the County Manager and the Emergency Management Director.
3. The EOC is organized and operated according to NIMS and the standard operating guidelines for the facility.

   a. The EOC is a multiagency coordination center that provides direction, coordination, and support for response and recovery operations. The Emergency Management Director and the EOC staff implement the decisions of the Board of County Commissioners and the County Manager, manage County response operations, gather and provide information to support the response, obtain resources, and identify resource shortages and other issues.

   b. The situation may require modification of this organization according to the type of incident, agencies, and/or jurisdictions involved. If necessary, the EOC will transition into an Area Command organization. Municipalities provide Liaison Officers to the EOC for inter-jurisdictional coordination when the event affects the jurisdiction or if the jurisdiction requests to send this representative.

   c. The operations of all County emergency response personnel are conducted utilizing ICS and NIMS.

4. The Emergency Management Director activates, organizes, and operates the EOC based on the magnitude of the situation. The EOC has two levels of activation:

   a. Partial activation occurs in any emergency that is likely to require the assistance of several County agencies. The EOC is opened and staffed with Emergency Management personnel and other County personnel as needed.

b. Full activation occurs in any emergency/disaster that will require a large-scale County response and will require continued involvement of all designated County departments, supporting local and state government agencies, and NGO's during both the response and the recovery period following the event (e.g., hurricane, winter storm). The EOC is fully activated with 24-hour staffing until no longer needed.

5. The Emergency Management Director notifies the County Manager and Chairman of the Board of County Commissioners when the EOC is activated and deactivated. The Chairman notifies the other members of the Board of County Commissioners.

B. Organization and Staffing

1. Personnel assigned to the EOC are assigned into operations, planning, logistics and finance sections by the Emergency Management Director. These groups are further defined in the EOC SOG.

IV. DIRECTION AND CONTROL

A. During large-scale events, management and coordination of the situation is managed through the County EOC. For detailed information on EOC operations, refer to the EOC SOG.

B. County department heads submit reports to the EOC relating to their department's expenditures and obligations related to the emergency situation.

C. The EOC will submit situation updates, sheltering information and resource shortfall and requests to the State EOC.

D. EM staff are responsible for the revision of this annex and ensuring that SOG's and other necessary documents are developed and updated.

V. CONTINUITY OF GOVERNMENT

A. Staffing assignments for positions in the EOC allow for continuous operations.

B. Selection and assignment of personnel is the responsibility of the agencies represented.

C. Once assigned to the EOC, the (EOC Manager~~)~~ supervises these personnel.

D. In the event that the primary EOC is not functional, the Emergency Management Director activates an alternate EOC and notifies the Board of County Commissioners of this change. Transportation is provided to any County Commissioner(s) that cannot reach the EOC location.

E. Order of Succession:

1. Board of County Commissioners

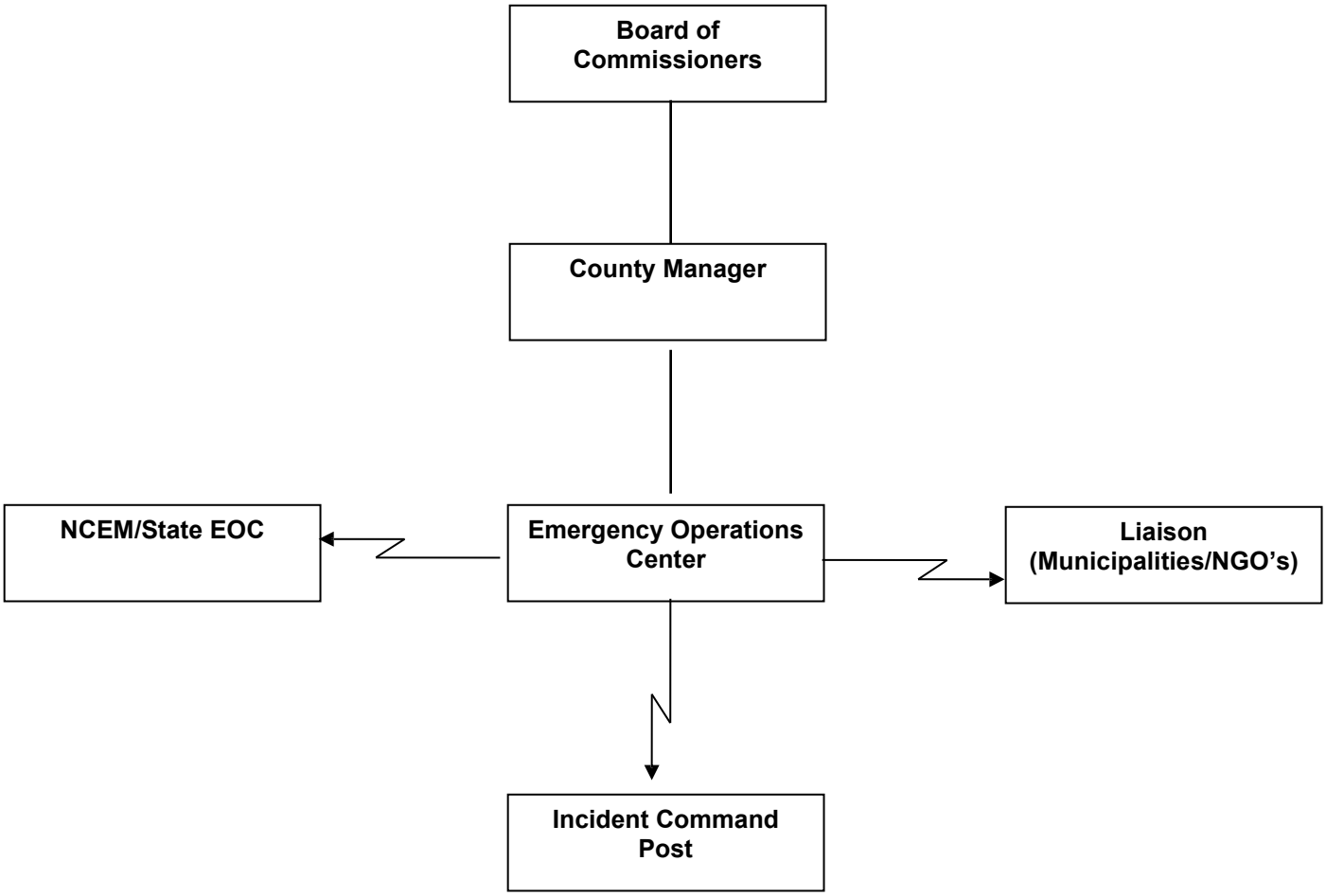
2. County Manager

3. Emergency Management Director

4. County Fire Marshal

F. Order of succession for departments and agencies that support direction and control are in accordance with their internal standard operating procedures.

EXHIBIT A-1A
COUNTY GOVERNMENT ORGANIZATION FOR DIRECTION AND CONTROL



ANNEX B
COMMUNICATIONS

Primary Agencies

- Sheriff's Office – Communications Division
- PIO (Communications and Outreach)
- ITS

Support Agencies

- ARES
- Emergency Management
- Fire Services
- Sheriff's Office
- Communications and Outreach

I. PURPOSE

This annex describes the County communications systems and presents available communications sources, policies, and procedures to be used by county government agencies during emergency situations. This annex coordinates employment of all communications systems during an emergency situation.

II. SITUATION AND ASSUMPTIONS

A. Situation

1. Communications play a critical role in emergency operations.
2. Several communications networks and facilities exist and operate throughout the county.
3. Properly coordinated, these facilities provide effective communications for the direction and control of emergency response activities.

B. Assumptions

1. The communications system will withstand and survive the effects of an emergency/disaster.
2. NCEM maintains resources and personnel that can be requested for use to supplement the County communications system if needed.

III. CONCEPT OF OPERATION

A. General

1. The Sheriff's Office controls emergency communications systems and services used by the County.
2. The Sheriff's Office Communications Center is the Emergency Communications Center. The facility serves as the County Warning Point and operates on a continuous basis.
3. Emergency calls are generally received through the E-911 telephone service and dispatched according to standard operating procedures.
4. Should the emergency situation become more complex, the Sheriff assigns additional personnel and equipment, as required to meet demands.
5. The Communications Lieutenant implements emergency communications procedures and activates backup capabilities, as necessary.

6. The Communications Lieutenant notifies backup communications personnel when needed for the expansion of communications capability.

7. As necessary, the Communications Lieutenant coordinates transportation for these personnel to and from the facility.

B. Specific

1. Telephone Service

a. Telephone service in the County is provided by a variety of private carriers.

b. ITS coordinates telephone support from service providers and will be the point of contact for system repairs and modification.

c. The Emergency Management Director provides ITS and service providers with a prioritized list of County leaders and departments that must have telephone service during emergencies. These users receive priority for telephone service and restoration if service is disrupted.

2. Radio Systems

a. The County 800-Megahertz (MHz) radio system is designated the principal system to be used for direction and control of emergency response activities. It provides voice communications between all mobile units, chiefs of emergency services and the County Emergency Communications Center. The principal users are:

- Emergency Management
- EMS
- Fire Services
- Sheriff's Office
- Volunteer (Combination) Fire Departments

b. The following County/Municipal departments, agencies and NGOs operate additional radio systems/networks:

- Active Living & Parks
- CCTS
- Atrium Health Cabarrus
- Municipal Fire Departments
- Municipal Police Departments
- Municipal Public Works Departments

c. The following County volunteer organization operates a two-way radio system:

- ARES

d. Other communications systems that may be used to communicate with the State EOC or Federal authorities during emergencies include:

- ARES
- Commercial Telephone (both landline and cellular systems)
- NC Sparta/Web EOC
- Microsoft Teams or other online meeting platforms
- Email
- Division of Criminal Information (DCI)
- National Criminal Information Center (NCIC)

- National Warning System (NAWAS)
- Satellite Phone (Communication Center)
- Voice Interoperability Plan for Emergency Responders (VIPER)

e. For detailed information on interoperable communications policies, directions, and equipment refer to the NCESF-2 Communications Plan in Annex A of the NCEM Emergency Operations Plan.

3. Other Communications Systems.

a. The EOC operates on NC Sparta/Web EOC. This web-based program provides secure real-time information sharing between the County and NCEM. This link to the State EOC provides a rapid and accurate means to pass situation reports and request/track resource requests.

b. Amateur radio operators may provide assistance if the primary county radios network fail or is over tasked. These civilian operators provide information and relay messages from their homes, vehicles or other facilities. Amateur radio links are generally not operated from the Communications Center. However, there is a set of amateur radio equipment located in the Emergency Operations Center that these volunteers may be asked to operate in an emergency situation.

IV. DIRECTION AND CONTROL

A. The Sheriff's Office – Communications Division notifies the Emergency Management Director when a major emergency situation has occurred or is imminent. The Emergency Management Director then notifies county government officials. If this occurs after normal business hours, the Emergency Management Director uses the Alert Roster and the mass notification system to make contact with key leaders.

B. The Sheriff, in consultation with the Emergency Management Director, provides assistance in providing the communications system configuration that will permit a specific emergency response capability. The Communications Lieutenant coordinates and supervises the actual use of the systems.

C. County organizations directly involved or supporting emergency response operations should maintain their existing equipment and follow established procedures with their personnel performing field operations. All organizations should keep the EOC informed of their operations and maintain communications with the EOC.

V. ADMINISTRATION AND LOGISTICS

A. The Communications Division operates under the direction of the Communications Lieutenant.

B. Communications will move to its back-up location in the event that the primary communications center is not operable.

C. Maintenance of the County emergency communications systems will be performed by the Sheriff's Office and ITS under the direction of the Communication Lieutenant.

D. ITS will provide a representative to provide technical support of communications systems to the EOC.

E. The Sheriff's Office will record and provide reports of all event-related activities to the EOC, including expenditure records.

F. Order of succession for departments and agencies that support communications are in accordance with their internal standard operating procedures.

ANNEX C
NOTIFICATION AND WARNING

Primary Agencies

- Sheriff's Office - Communications Division
- PIO (Communications and Outreach)

Support Agencies

- ARES
- Cabarrus Health Alliance
- Consolidated Human Services Agency
- Emergency Management
- Fire Services
- ITS
- Municipal Fire Departments
- Municipal Law Enforcement
- Sheriff's Office

I. PURPOSE

This annex describes the process for staffing, operating, and maintaining the emergency warning system. It also provides instructions for dissemination of warning information to emergency response agencies and the general public throughout the County.

II. SITUATION AND ASSUMPTIONS

A. Situation

1. The County Warning Point normally initiates notification and warning for emergency situations.

2. Broadcast and social media are relied upon to assist in the dissemination of warning to the general public.

3. The PIO contacts broadcast media to provide information for broadcast.

4. Operational telephone and/or radio communications are utilized to notify public officials, EOC staff, emergency response personnel, and others as required.

5. Emergency service vehicles are available for warning the general public.

6. Those with functional needs and/or people in group homes may require special warning and notification.

B. Assumptions

1. County Government may require additional forms of warning to augment the current systems in order to provide sufficient warning to the general public and those with functional needs.

2. Use of mobile public address systems and/or house-to-house warnings may be necessary when the urgency of the particular hazard requires immediate evacuation actions or when there is a failure of other fixed warning systems.

III. CONCEPT OF OPERATIONS

A. Emergency warning may originate at the national, state, or local levels of government.

B. The County may receive warnings from the following sources:

1. National Warning System (NAWAS)
2. National Oceanic & Atmospheric Administration (NOAA) / National Weather Service (NWS) Weather Radio Service
3. Emergency Alerting System (EAS)
4. Wireless Emergency Alerts (WEA)
5. State Operated Radio Systems
6. Local government radios
7. Sirens, horns, or mobile public address systems
8. Telephone
9. Personal contact

C. The following methods are used for receipt and dissemination of warning:

1. The State Warning Point is managed from the State EOC located within the North Carolina Joint Force Headquarters (JFHQ) in Raleigh.
2. NCEM Watch operates on a 24-hour basis.
3. NAWAS and NWS alerts are received from federal agencies and, on occasion, from the public.
4. A warning message received from the site of an emergency is normally reported to the County Warning Point.
5. Notification of government officials and emergency response personnel from the County Warning Point follows established alerting procedures.
6. If an incident occurs within the County that may cause adverse effects across jurisdictional lines, those jurisdictions adjoining the County are notified through the communications center or by other expedited methods, if necessary.

D. Timely warning requires dissemination to the public by all available means.

E. Notification of the public will be conducted by the following methods:

1. EAS

2. Integrated Public Alert and Warning System (IPAWS)

3. Wireless Emergency Alerts (WEA)

4. NOAA through weather alert radios

5. Mass notification system

6. Broadcast and social media

7. Mobile public address systems as appropriate

8. House-to-house alert by emergency services personnel

F. Individuals with functional needs may require additional methods of warning. These may include:

1. Door-to-door notifications conducted by EMS Community Paramedics and other response personnel.

2. The PIO creates warning messaging in alternate languages appropriate to County residents (e.g. Spanish, Hindi).

3. Cabarrus Health Alliance will request de-identified data from emPower to identify individuals that may require additional warning.

4. Public schools, Atrium Health Cabarrus, medical facilities, and other special warning locations are notified by the mass notification system, emergency personnel at the County Warning Point and/or by local emergency management personnel.

IV. DIRECTION AND CONTROL

A. The Chairman of the Board of County Commissioners or his/her designee has the authority to direct and control the County warning system.

B. The Sheriff is designated as the County Warning Coordinator and will follow established County warning procedures.

V. ADMINISTRATION AND LOGISTICS

A. In the event that the primary EOC is not functional, the Emergency Management Coordinator activates an alternate EOC and notifies the Board of County Commissioners of this change. Transportation is provided to any County Commissioner(s) that cannot reach the EOC location.

B. Order of Succession for Notification and Warning:

1. Emergency Management Director

2. County Manager

3. Deputy County Manager

4. Assistant County Manager(s)

C. Order of succession for departments and agencies that support notification and warning are in accordance with their internal standard operating procedures.

APPENDIX 1 TO ANNEX C
EAS

I. PURPOSE

This appendix provides instructions and procedures for designated County government officials to follow in the dissemination of emergency alert and warning information and protective action instructions to the citizens of the County utilizing the Emergency Alert System (EAS).

II. SITUATION AND ASSUMPTIONS

A. An integrated national network for emergency warning exists. This network consists of the following components:

1. EAS: The EAS is a national public warning system composed of AM/FM radio stations, regional television broadcast stations, cable television, local industries, and other non-governmental agencies organized into a network during emergency situations.

2. The Integrated Public Alert & Warning System (IPAWS) is FEMA's national system for local alerting that provides authenticated emergency and life-saving information to the public.

B. Assumption

1. The County has the ability to utilize the EAS to disseminate emergency alerts, warnings, and protective actions to the public through coordination with the state as laid out in the North Carolina Emergency Alert System State Plan.

III. CONCEPT OF OPERATIONS

A. General

1. Federal, state, business, industry, and utility officials should promptly report emergency information and recommended protective actions to the County Warning Point. Other typical notifications include severe weather watches or warnings and any other emergency situations.

2. Emergency service personnel or others at the scene of the emergency may also report emergency warnings and recommended protective actions to the County Warning Point.

3. County government leaders determine when to disseminate emergency alerting, warning and protective action instructions using the EAS.

4. The Emergency Management Director determines whether an emergency situation requires activation of the EAS procedure and when it should be terminated.

B. EAS Activation Procedure

1. The Emergency Management Director is notified of an emergency by the County Warning Point.

2. The Emergency Management Director determines if an alert is needed.

3. The Emergency Management Director selects the appropriate event code and composes an EAS compliant message in accordance with the Alert Standardizations Checklist.

4. The Emergency Management Director delivers the message to the state using the NC Sparta/Web EOC or directly to IPAWS-OPEN in Common Alerting Protocol (CAP) format, which is required for IPAWS dissemination.

5. The State distributes the message to EAS participants within the affected area. IPAWS-OPEN will also deliver authenticated messages to industry alert disseminators.

6. The EAS participants interrupt normal programming to present the message to the public.

C. EAS Alert Standardization Checklist

1. Determine the appropriate event code.

2. Compose an English message that:
   - Includes the source of the message.
   - Describes the threat or event.
   - States the location affected.
   - Advises the protective action for the public to take, when they should act, how to accomplish this action, and how the action will reduce impacts.
   - Includes when to expect the threat to end and/or further information.
   - Does not exceed the 1,800-character limit.

3. If desired, create the same message in Spanish.

4. If appropriate and compatible with software, include an audio attachment (2 minutes maximum) and/or URL.

IV. DIRECTION AND CONTROL

A. The Emergency Management Director, or his/her designee, has the authority to direct and control the notifications and warnings.

B. The Sheriff is designated as the County Warning Point Coordinator and follows established County warning procedures.

APPENDIX 2
TO ANNEX C
WEAs

I. PURPOSE

This appendix provides instructions and procedures for designated County government officials to follow in the dissemination of emergency alert and warning information and protective action instructions to the citizens of the County utilizing Wireless Emergency Alerts (WEAs).

II. SITUATION & ASSUMPTIONS

A. Situation

1. Wireless Emergency Alerts (WEAs) are short emergency messages from authorized public alerting authorities that can be broadcast from cell towers to any WEA-enabled mobile device in a locally targeted area.

2. The Integrated Public Alert & Warning System (IPAWS) is FEMA's national system for local alerting that provides authenticated emergency and life-saving information to the public.

B. Assumption

1. The County has the ability to utilize WEAs to disseminate emergency alerts, warnings, and protective actions to the public through designated software vendors.

III. CONCEPT OF OPERATIONS

A. General

1. Federal, state, business, industry, and utility officials should promptly report emergency information and recommended protective actions to the County Warning Point. Other typical notifications include severe weather watches or warnings and any other emergency situations.

2. Emergency service personnel or others at the scene of the emergency may also report emergency warnings and recommended protective actions to the County Warning Point.

3. County government leaders determine when to disseminate emergency alerting, warnings, and protective actions instructions using WEAs.

4. The Emergency Management Director determines whether an emergency situation requires activation of the WEA procedure and when it should be terminated.

B. WEA Activation Procedure

1. The Emergency Management Director is notified of an emergency by the County Warning Point.

2. The Emergency Management Director determines an alert is needed.

3. The Emergency Management Director accesses vendor software.

4. The Emergency Management Director composes a 90- and 360-character CAP compliant message in accordance with the Alert Standardizations Checklist.

5. The Emergency Management Director selects the geo-targeted area to receive the message.

6. The Emergency Management Director sends the alert to IPAWS-OPEN where the source and message are authenticated.

7. IPAWS-OPEN transmits the message to wireless providers.

8. Wireless providers broadcast the alert to mobile devices within the targeted area.

C. WEA Alert Standardization Checklist

1. Determine the appropriate event code.

2. If supported, select the geo-targeted boundaries.

3. Compose a 90- and 360-character English message that:
   - Includes the source of the message.
   - Describes the threat or event.
   - States the location affected.
   - Advises the protective action for the public to take, when they should act, how to accomplish this action, and how the action will reduce impacts.
   - Includes when to expect the threat to end and/or further information.

4. If desired, create the same message in Spanish.

5. If appropriate, include a phone number and/or URL.

IV. DIRECTION AND CONTROL

A. The Emergency Management Director or his/her designee has the authority to direct and control the notifications and warnings.

B. The Sheriff is designated as the County Warning Point Coordinator and follows established County warning procedures.

ANNEX D
EMERGENCY PUBLIC INFORMATION

Primary Agencies

- PIO (Communications and Outreach)

Support Agencies

- Board of County Commissioners
- CHA
- Consolidated Human Services Agency
- County Manager
- Emergency Management
- Municipal Fire Departments
- NGOs
- Sheriff's Office
- Sheriff's Office – Communications Division

I. PURPOSE

This annex provides guidance on preparation and distribution of emergency information to the public during emergency situations.

II. SITUATION AND ASSUMPTIONS

A. Situation

1. During emergency situations, the public needs detailed information regarding protective actions they should take to minimize loss of life and property. The rapid onset of an emergency, such as a tornado or hazardous material release, limits the warning time available.

2. Emergency Management personnel use official County communication channels, including the County website, mass notification system, local government channel and social media, in addition to the various media outlets that serve the County; to inform the general population of an emergency situation and the actions they should take to best respond to the event. It should be noted that County social media platforms are not considered a primary means of dissemination for notifications and information.

3. In some cases, the public information system cannot react rapidly enough to properly warn the public about the hazard. For this reason, it is important that prior to the occurrence of an emergency, the public is made aware of potential hazards and the protective measures they need to know.

B. Assumptions

1. Local media outlets cooperate in broadcasting and publishing detailed emergency-related instructions to the public.

2. A severe emergency situation may disrupt digital communications, telephone service and public utilities.

3. Local and regional radio/television stations without emergency power may be off the air. If this occurs, County emergency services, such as the Sheriff's Office and volunteer (combination) fire departments, use public address systems on emergency vehicles and door-to-door sweeps to warn citizens of hazards related to the emergency.

4. The public may accept rumors, hearsay and half-truths as valid information, which may cause unnecessary fear and confusion.

5. Non-official communication channels including personal social media accounts should not be accepted as official notifications from the County.

III. CONCEPT OF OPERATIONS

A. General

1. Emergency public information efforts focus on specific, event-related information. This information generally focuses on critical topics such as warning, evacuation and shelter.

2. It is also important to keep the public informed of the general progress of events in a timely manner.

3. The PIO and Emergency Management report the facts of the hazard as accurately as possible and provide recommendations concerning necessary protective actions.

4. Rumor control is a major aspect of the information program.

5. The PIO acts quickly to correct erroneous information wherever discovered, but especially any incorrect reports that originate from the media.

B. Execution

1. The PIO and the Emergency Management Director develop and conduct public education and information programs to increase public awareness of potential hazards and the steps citizens should take to protect themselves.

2. The PIO prepares emergency public information documents addressing major emergencies and maintains these base documents on file for use.

3. When an evacuation is imminent, the PIO responds to public inquiries and prepares new or modified public announcements.

4. The PIO prepares all news releases and public information disseminated at the County level.

5. The PIO coordinates locations and times for press briefings and releases.

6. A media/press briefing room will be established at the Sheriff's Office or Governmental Center. Media representatives (i.e., reporters, photojournalists, etc.) are not permitted in the EOC without the expressed permission of the Emergency Management Director. If allowed to visit the EOC, media representatives are escorted at all times by the PIO or the assistant PIO.

7. Additional personnel to support the PIO come from different County government departments and agencies, as needed. The heads of those departments and agencies detail and reassign individuals to temporary duties.

8. The PIO coordinates a telephone bank to assist County residents in reporting and responding to problems associated with an emergency situation, as necessary. Personnel to operate these telephones come from County government departments.

9. The PIO will work to establish a JIC/JIS, monitor the NCEM crisis information management system and provide a PIO to the incident scene as requested.

IV. DIRECTION AND CONTROL

A. The County Manager or Emergency Management Director approves all press releases prior to dissemination.

B. The PIO operates from the EOC and a media/press area located outside of the EOC.

C. The PIO provides the public and the media with information on new developments affecting emergency management in the County. The PIO also utilizes other types of programs to increase awareness of emergency management and response, such as web- and social media-based campaigns, lectures or presentations on emergency preparedness, distributing educational brochures and developing programs for the local government channel.

APPENDIX 1 TO ANNEX D MESSAGE CONTENT

I. PURPOSE

This appendix provides instructions and procedures for designated County government officials to follow in the design of emergency public information (EPI) messages to prevent milling when distributed to the citizens of the County.

II. SITUATION & ASSUMPTIONS

A. Situation

1. Effective EPI messages provide the public with accurate, timely, and useful information and instructions throughout the emergency period.

2. Warnings and protective action instructions minimize the potential loss of lives, livelihoods, and property during emergency situations.

3. Milling describes what occurs when people are confused and unsure of emergency public information validity. This lack of confidence leads citizens to pursue information regarding an incident through additional outlets.

4. There are key elements of message content and style that will decrease the potential for milling and protective action delays.

B. Assumptions

1. Milling will delay the acceptance of warnings and participation in protective actions.

2. Milling can result in the acceptance of rumors, hearsay, and half-truths as valid information, which may cause unnecessary fear and confusion.

II. CONCEPT OF OPERATIONS

A. General

1. EPI messaging efforts focus on specific, event-related information. These messages generally focus on critical topics such as warning, evacuation, and sheltering.

2. It is important to keep the public informed of situational changes and event updates throughout the duration of an emergency.

3. Proper message content and style is essential to crafting effective EPI messages.

B. Message Content Guidelines

1. Source - Use local, familiar, and trusted sources. Do not use acronyms.

2. Hazard – Provide the name of the hazard for which the message is being sent. Be as specific as possible about the threat affecting the citizens.

3. Hazard Impact – Describe the impacts that may occur because of the threat and the reasons a person should follow protective action guidance.

4. Location – Use familiar landmarks and known boundaries in addition to city/county names. Locations can also include where people should evacuate to if needed.

5. Protective Action Guidance – Tell people what they can do to protect themselves and/or minimize damage. Be specific and instructive on how and when actions need to be taken.

6. Expiration Time – Include an expiration time for the emergency event if known. If not known, include directions as to where the citizens can get more information and how they will be notified that conditions are safe.

C. Message Style Guidelines

1. Use Clear Language – Do not include technical terms, acronyms, or unfamiliar concepts. Deliver information using instructive plain language.

2. Add Certainty – Use authoritative language regarding the threat. Relay information about the threat, impact, and protective actions with as much certainty as possible.

3. Be Specific – Content should include specific details to offer information in a way that enables decision-making.

4. Be Consistent – Ensure messaging is consistent both internally and externally. Do not contradict your message's content across differing dissemination methods.

III. DIRECTION AND CONTROL

A. The Emergency Management Director or the County Manager approves all EPI prior to dissemination.

B. The PIO prepares all emergency public information messages.

ANNEX E
LAW ENFORCEMENT

Primary Agencies

- Sheriff's Office

Support Agencies

- Emergency Management
- Municipal Law Enforcement
- State Highway Patrol

I. PURPOSE

This annex provides guidance for crime prevention, maintenance of law and order, and traffic control during emergency situations.

II. SITUATION AND ASSUMPTIONS

A. Situation

1. Law enforcement agencies must expand their operations to provide the increased protection and support required during emergency conditions.

2. Numerous federal, state, and county law enforcement agencies are available through mutual aid agreements to support local law enforcement agencies within the County.

B. Assumptions

1. Activities of local law enforcement agencies increase significantly during emergency operations.

2. Adequate law enforcement resources and services are available through existing mutual aid agreements.

3. Local law enforcement agencies obtain additional support from state and federal agencies when all the local capabilities committed are not sufficient to control the situation.

III. CONCEPT OF OPERATIONS

A. Emergency law enforcement operations are an expansion of normal functions and responsibilities.

B. These responsibilities include maintenance of law and order, traffic control, crowd control, and area security.

C. Law enforcement activities remain under the control of the senior law enforcement officer for the jurisdiction in which the emergency operation is taking place. The Sheriff's Office is this authority within the County.

D. Records vital to law enforcement functions are protected during emergency situations.

E. Law enforcement agencies within the County are responsible for directing emergency response operations within their jurisdictions. They develop and maintain mutual aid agreements with surrounding law enforcement agencies. During emergency response operations, these agencies ensure that the following actions are taken:

1. Maintain current internal notification/recall rosters and communications systems.

2. Assist in warning and notifying the local population of an impending or existing emergency situation. Provide specific information on emergency situations to emergency services, key officials, and special locations such as schools, hospitals, nursing homes, etc.

3. Conduct law enforcement operations within jurisdiction during the emergency period.

4. Coordinate additional law enforcement support with other municipalities within the County, other counties, and the SHP during response operations. If the situation requires National Guard support, request this support through the Emergency Management Director.

5. If needed, provide a representative to the EOC to assist with law enforcement coordination.

6. Provide transportation resources for critical emergency personnel and equipment, as necessary.

7. Conduct traffic control to facilitate the movement of evacuees to shelters.

8. Provide security for the damaged/evacuated area(s) and critical facilities. Control access to and movement within these areas.

9. Provide security for reception centers, shelters, feeding facilities, and the CRDP during emergency operations. If SNS medications are deployed to the County, be prepared to escort movement of these supplies and provide security and crowd control at the dispensing sites.

10. Municipal law enforcement agencies serve as the lead agency for the activation and coordination of land search operations within their jurisdictions.

IV. DIRECTION AND CONTROL

A. The Sheriff is responsible for the direction and control of law enforcement activities during emergencies.

B. The Sheriff or his designee are part of the Operations Group in the EOC and coordinate law enforcement operations from the EOC during emergency situations.

C. The municipal Chief(s) of Police direct law enforcement operations in their respective municipalities and coordinate these operations with the other law enforcement agencies in the County.

V. CONTINUITY OF GOVERNMENT

A. Order of Succession:

1. Sheriff

2. Chief Deputy

3. Operations Captain

B. Order of succession for departments and agencies that support law enforcement are in accordance with their internal standard operating procedures.

ANNEX F
FIRE PROTECTION

Primary Agencies

- Fire Services
- Volunteer (Combination) Fire Departments

Support Agencies

- Emergency Management
- EMS
- Municipal Fire Departments
- PIO (Communications and Outreach)
- Sheriff's Office

I. PURPOSE

This annex describes the coordination of fire protection activities during emergency situations.

II. SITUATION AND ASSUMPTIONS

A. Situation

1. Fire prevention and fire-fighting present hazards to both fire service personnel and citizens.

2. These hazards become more significant during emergency situations, especially during civil disturbances and hazardous materials accidents.

B. Assumptions

1. Fire service personnel and equipment are able to cope with most emergency situations through the use of existing mutual aid agreements.

2. When additional support is required, the County Fire Marshal requests assistance from state and federal agencies.

III. CONCEPT OF OPERATIONS

A. During emergency situations, fire departments use normal equipment, manpower, and procedures to respond to incidents. Should these units need additional support or special equipment, they request these items through their chain of command.

B. In a response to an emergency situation that involves different emergency services (e.g., fire, rescue, law enforcement, etc.), the Incident Commander or Unified Command coordinates all units, regardless of service.

C. If a fire or threat of fire exists during an emergency, the Fire Chief or a designee of the district affected becomes the Incident Commander. The Incident Commander coordinates all activities on-site and remains in contact with the EOC. The initial Incident Commander is the ranking fire officer from the affected area.

D. The local fire services and the NC Forest Service establish a unified command when a wildland fire threatens structures.

E. If no fire or threat of fire exists, the Chiefs of emergency services on the scene determine incident command or to utilize unified command. Normally, the agency with the most involvement in the emergency response operation assumes command at the site.

F. Under the provisions of the North Carolina Hazardous Material Right-to-Know Law, local Fire Chiefs survey facilities within their jurisdictions to identify types and volumes of hazardous materials located there. Emergency Management maintains this data for all the facilities through E-Plan within unincorporated parts of the County. Fire service leaders use this information to develop response plans for hazardous materials accidents within the district.

G. Emergency Management acts as the administrator to E-Plan and approves fire departments access to E-Plan and their local facility emergency response plans.

H. The LEPC has the responsibility for the development of the County response plan for a hazardous material release.

I. When responding to a situation involving hazardous materials, the fire departments take all necessary precautions to protect fire service personnel and the other emergency workers involved at the site. The units responding observe department standard operating procedures and react based on their level of training for that type of event.

J. The facility using the hazardous material or the company transporting such material provides the initial alert that a release of hazardous material has occurred. The facility or company involved notifies the 911 communications center and gives the type and quantity of the material released, if known. As the emergency response develops, emergency services personnel on the scene determine the amount and extent of the release and confirm identification of the material released.

IV. DIRECTION AND CONTROL

A. Direction and control of local volunteer (combination) fire departments is supervised by the County Fire Marshal, based on guidance provided from the executive branch of the local government.

B. Each volunteer (combination) fire department in the County exercises control over its personnel through internal policy.

C. The County Fire Marshal coordinates fire services in an emergency situation. The County Fire Marshal utilizes mutual aid agreements with local units and then requests assistance from NCEM through the State Emergency Response Team (SERT).

D. The County Fire Marshal is part of the Operations section in the EOC. The County Fire Marshal normally coordinates fire-fighting operations from the incident command post during small-scale emergencies. During larger scale and/or countywide emergencies the County Fire Marshal coordinates operations from the EOC.

E. During emergency response operations within the County, municipal and volunteer fire departments are responsible for the following tasks:

1. Assist in warning and notifying the affected population of an existing or impending emergency.

2. Deploy fire-fighting personnel and equipment to conduct fire-fighting and other life-saving operations during emergency situations.

3. In conjunction with the County Fire Marshal, designate staging areas for mutual aid and volunteer forces responding from other areas.

4. Provide rescue and medical support operations to the community during emergency operations.

5. Provide personnel and equipment to support public warning and traffic control missions.

6. Support the evacuation of extended care facilities and those with functional needs, as the situation permits.

7. Prevent fires or further damage from fires within evacuated areas.

8. Assist in debris clearance for emergency access to damaged areas.

9. Assist search and rescue operations. Along with other emergency services, be prepared to conduct or assist in rescue operations of lost individuals and injured/entrapped victims during emergency operations, to include water, low/high angle, trench, and confined space rescues.

10. Be prepared to conduct victim recovery.

V. CONTINUITY OF GOVERNMENT

A. Order of Succession:

1. County Fire Marshal

2. Emergency Management Director

3. Assistant County Fire Marshal(s)

B. Order of succession for departments and agencies that support fire protection are in accordance with their internal standard operating procedures.

ANNEX G
EMS

Primary Agencies

- EMS

Support Agencies

- Atrium Health Cabarrus
- Cabarrus Health Alliance
- Emergency Management
- Fire Services
- Medical Examiner's Office
- Municipal Fire Departments
- Sheriff's Office – Communications Division
- Volunteer (Combination) Fire Departments

I. PURPOSE

This annex provides information on employment of EMS during emergency situations.

II. SITUATION AND ASSUMPTIONS

A. Situation

1. Emergency situations can endanger the health and safety of citizens and emergency responders.

2. A well-planned medical services support network is essential during emergency situations.

B. Assumptions

1. A large-scale event increases demands on hospitals, medical facilities, and emergency medical transport services.

2. EMS personnel are trained to respond to a variety of injuries and other medical problems.

3. Many injuries, both minor and relatively severe, will be self-treated by the public.

4. People other than medical personnel will transport many casualties to medical facilities.

5. The EMS Director coordinates for additional resources through mutual aid agreements with area and regional medical services.

6. When local resources can no longer meet the demand of the situation, the Emergency Management Director contacts state agencies to provide additional resources.

7. A widespread disaster may affect large areas of the County and disrupt EMS support.

8. Medical facilities and other resources may be damaged, destroyed, or unavailable.

III. CONCEPT OF OPERATIONS

A. EMS emergency response operations are an extension of normal EMS duties.

B. EMS provides field medical care as needed during emergency situations.

C. EMS also coordinates medical evacuation of casualties.

D. EMS units are prepared to respond to all situations. This includes mass casualty situations at multiple locations.

E. Volunteer (combination) fire departments assist EMS units with casualty treatment and evacuation.

F. During mass casualty incidents, EMS operates areas to conduct patient triage and treatment, holding areas for casualties awaiting treatment, and transportation loading areas.

G. An EMS leader will be located at the incident command post to coordinate responding medical units and establish communication links with hospitals and the EOC. This leader controls all EMS assets responding to the emergency. Transfer of authority on-scene is in accordance with established ICS procedures.

H. The EMS Director, in cooperation with the Emergency Management Director, maintains and enhances SOG's to guide EMS personnel involved with radiological and hazardous materials incidents. This SOG addresses personnel safety procedures and the treatment and handling of casualties contaminated during the incident.

IV. DIRECTION AND CONTROL

A. The EMS Director, or their designee, initially directs and controls EMS operations from the EOC.

B. The EMS Director, or their designee, is assigned to the Operations Section in the EOC.

C. The senior EMS leader on the scene assumes direction and control of units responding to the emergency situation.

D. Should the EMS Director, or their designee, move forward to control operations at the emergency response site, a replacement at the EOC is assigned.

E. The EMS Director, or their designee, maintains communications with all EMS units in the field and keeps the Emergency Management Director informed of all activities.

F. The EMS Director or their designee coordinates for additional personnel and equipment needed with the Emergency Management Director.

V. CONTINUITY OF GOVERNMENT

A. Order of Succession:

1. EMS Director
2. Assistant EMS Director
3. EMS Shift Supervisor

B. Order of succession for departments and agencies that support EMS are in accordance with their internal SOG.

ANNEX H
FUTURE EXPANSION

Future Expansion.

ANNEX I
PUBLIC WORKS

Primary Agencies

- IAM

Support Agencies

- Active Living and Parks
- Emergency Management
- IAM – Sustainability – Solid Waste
- Municipal Public Works
- WSACC

I. PURPOSE

This annex describes the actions necessary to provide essential public works services during an emergency situation.

II. SITUATION AND ASSUMPTIONS

A. Situation

1. In non-emergency periods, the role of IAM is the maintenance of County-owned/leased buildings and grounds, County vehicle fleets, generators, and other equipment.

2. IAM maintains the grounds for all County recreation facilities.

3. Essential County government facilities should remain open during emergency situations. Any damage to these facilities or the entry and exit routes to them must be repaired or contained to permit the staff to conduct recovery operations and resume normal operations.

4. There is frequently an immediate need for manpower and equipment to remove obstructions or debris from roads and government facilities.

5. The municipalities within the County that have public works capabilities conduct similar tasks to restore services. The County may call upon these agencies to assist in response and recovery operations during an emergency.

B. Assumptions

1. IAM has a limited capability to repair damage, restore utilities, and remove debris at County government facilities.

2. Emergency Management has identified potential sites to hold disaster debris that exceed the landfill's capacity to hold and dispose of the collected debris (see DDMP for details).

III. CONCEPT OF OPERATIONS

A. During emergency situations, IAM continues its normal duties and expands its support to provide the necessary services to the County agencies responding to the emergency.

B. IAM is prepared to operate and repair all power generation equipment, provide recovery and repair of County vehicles damaged during emergency response operations, and repair and modify facilities to meet emergency requirements. This includes shelter sites as needed.

C. IAM provides support for emergency response agencies and coordinates with the Finance Department and local businesses to provide the materials, equipment, and labor necessary to accomplish the required tasks. As needed, the IAM Director requests additional support from local municipalities through the Emergency Management Director.

D. The Environmental Manager organizes the landfill to receive the incoming debris and ensures that no hazardous waste is included in the debris brought to the site. The landfill staff identifies a separate area for hazardous materials and clearly marks it for incoming traffic. The County has identified additional debris sites which are listed in the DDMP. The Emergency Management Director provides for additional personnel and equipment support to dispose of the debris quickly and safely.

E. The IAM Director notifies the Emergency Management Director when County resources are inadequate for the mission(s) at hand.

F. The Emergency Management Director requests assistance from other response organizations and from NCEM.

G. Each municipality serves its own community during the initial response to the emergency. When municipal capabilities are exhausted, additional support is requested under existing mutual aid agreements. If needed, the Emergency Management Director can assist these operations by requesting state or federal assistance.

H. The State of North Carolina maintains state roads within the County and keeps these routes clear during emergency situations. NCDOT clears and removes debris on the rights-of-way on state roads.

I. Within the municipalities in the County, there is a mixture of state-maintained roads and city/town-maintained streets and roads. The County and municipalities coordinate agreements with the NCDOT to specify responsibility for debris removal and repair of these roads.

J. The EOC provides information and coordinates with the NCDOT to clear critical roadways and other areas to provide access for emergency vehicles if needed to respond to specific situations.

IV. DIRECTION AND CONTROL

A. When notified of an emergency situation, the IAM Director determines the IAM resources required for the response and alerts appropriate personnel.

B. The IAM Director, or their designee, operates initially from the EOC and is assigned to the Logistics Section.

C. The Environmental Manager controls disposal operations at the County landfill.

D. The IAM Director controls maintenance activities during emergencies. The IAM Director maintains direct communication with maintenance and other repair teams at all times.

E. The Assistant IAM Director or the individual designated by the IAM Director coordinates control of on-site maintenance and debris removal.

F. Within the limits of the City of Concord, control of on-site maintenance and debris removal should be in accordance with the city's debris management plan

G. Within the limits of the City of Kannapolis, control of on-site maintenance and debris removal will be coordinated by the city's Director of Transportation and Environmental Services.

H. The NCDOT County Road Supervisor controls debris removal on state roadways.

V. CONTINUITY OF GOVERNMENT

A. Order of Succession (IAM):

1. IAM Director
2. Assistant IAM Director
3. Building Maintenance Supervisor
4. Grounds Maintenance Supervisor

B. Order of Succession (Landfill):

1. Landfill Supervisor
2. Automotive Mechanic
3. Lead Heavy Equipment Operator

C. Order of succession for departments and agencies that support public works are in accordance with their internal standard operating procedures.

ANNEX J
PUBLIC HEALTH SERVICES

Primary Agencies

- Atrium Health Cabarrus
- CHA

Support Agencies

- Board of County Commissioners
- Emergency Management
- EMS
- Medical Examiner
- Partners Health Management
- Sheriff's Office

I. PURPOSE

This annex provides guidance for the protection of public health during emergency situations.

II. SITUATION AND ASSUMPTIONS

A. Situation

1. CHA is the public health authority for the County.

2. Emergency situations can create a variety of public health problems. Depending on the nature of the incident, problems may include the spread of communicable diseases, contamination of food and water supplies, and widespread injuries.

3. The lack of medical assistance and the stress of the situation may cause an increase in general health and behavioral health problems.

4. A well-coordinated health support network is essential during emergency situations.

5. Emergency response operations may require an expansion of services provided by CHA and supporting agencies.

6. Health services agencies must be prepared to meet an array of threats to public health. Of particular concern are the hazards caused by the release of toxic or hazardous materials and the resulting contamination of the air, water, or soil over a large area.

B. Assumptions

1. A large-scale emergency increases the demands on health services personnel and resources.

2. Citizens will administer first aid and self-treat many types of injuries regardless of severity.

3. Resources are available through area and regional medical, behavioral, healthcare, and mortuary services mutual aid agreements.

4. The Emergency Management Director requests assistance from state and federal agencies when local resources can no longer meet the demands of the situation. If necessary, state or federal agencies may assume control of the response.

5. A widespread disaster could affect large areas of the County and disrupt, damage, or destroy public health services and resources.

III. CONCEPT OF OPERATIONS

A. General

1. Emergency operations for public health services are an expansion of normal agency and facility duties.

2. Coordination between public health officials and medical providers is required for emergency operations readiness.

B. Public Health

1. The primary concern of public health services is disease control.

2. CHA implements effective environmental health, nursing, and related services to minimize the occurrence and spread of disease. This service is unique to County government, which provides this service to the municipalities within the County.

3. As necessary, CHA personnel conduct inspections of emergency shelters to determine the need for emergency repairs, pest control, sanitation, or other protective procedures.

4. As necessary, CHA inspectors examine and test private water supplies in close proximity to flooded areas or a hazardous materials release. CHA staff identifies areas that may need mandatory inspection during pre-emergency planning and respond to requests for water testing from residents as needed.

5. The Public Health Director of the CHA makes recommendations for immunizations or other preventive measures during emergency response operations.

C. Pandemic Planning

1. CHA employs its Pandemic Influenza Plan when the Public Health Director determines it is needed or is advised to do so by the NCDHHS or the United States Department of Health and Human Services.

2. The CHA Pandemic Influenza Plan guides the preparation for and response to a pandemic influenza outbreak in the County.

3. The Pandemic Influenza provides guidance to the County, CHA, and County/regional partners regarding detection, response, and recovery from an influenza pandemic. This plan can be modified to react to pandemic disease events of varying magnitude.

4. During a pandemic disease event within the County, CHA focuses its efforts on the health and safety of the citizens of the County. The objectives of this effort are to reduce mortality, reduce morbidity, and minimize social disruption.

5. The Pandemic Influenza Plan supplements the EOP and the CHA All-Hazards Plan. The Pandemic Influenza Plan identifies the coordinating and cooperating agencies involved in preparedness for a pandemic ~~flu~~ event and their respective response roles in the event of a pandemic.

D. Strategic National Stockpile (SNS)

1. CHA is responsible for the use of the SNS.

2. The SNS consists of medications, vaccines, and medical equipment to be used in response to an incident involving an attack using biological or chemical agents.

3. The SNS is pre-positioned in the region and is used only when local/regional resources have been expended. If necessary, additional SNS supplies may be sent to the County to supplement current stocks.

4. CHA manages the reception, storage, and employment of the SNS.

5. Upon activation, CHA personnel organize one or more dispensing sites in the County.

6. At the point(s) of dispensing, County residents are given the vaccinations or medications and necessary supplemental information.

E. Mental Health

1. The County is required to provide mental health care for County residents.

2. The County has a contract with Partners Health Management to obtain mental health care for residents who need assistance. This support continues during emergencies.

3. Partners Health Management links disaster victims to mental health service providers at shelter sites and other locations throughout the County, as necessary. Partners Health Management locates space in mental health facilities for victims needing critical behavioral health care.

4. The on-call administrator at Daymark Recovery Services (phone: 866-275-9552) coordinates the deployment of in-person or virtual providers to emergency shelters.

F. Mortuary Services

1. During an emergency, the County establishes a central morgue site to collect and process human remains.

2. The County mortuary efforts are supported by the morticians in the area, who also provide the initial supply of the items needed to handle these tasks.

3. Emergency Management maintains a roster of the funeral directors available for this mission.

4. A mass fatality event would require additional Medical Examiner support. OCME maintains the North Carolina Medical Examiner System, a network of over 300 medical personnel throughout North Carolina who investigate deaths of a suspicious, unusual, or unnatural nature.

5. The Emergency Management Director requests North Carolina Medical Examiner System support through Office of the Chief Medical Examiner.

6. OCME assigns personnel to support the County.

7. When activated, the Medical Examiner (ME) develops procedures to recover, identify, and register fatalities during emergency situations.

8. The ME determines the cause of death and releases the remains and personal effects to proper representatives.

9. The ME issues death certificates and supervises the location and transportation of remains.

10. The ME identifies the resources needed to establish an adequate morgue system in the event of mass fatalities.

11. The ME, in conjunction with the State Office of Emergency Management, directs the expansion of any fixed and temporary morgue capability.

12. The ME, in conjunction with the State Office of Emergency Management, coordinates with EMS, funeral directors, ambulance services, pathologists, American Red Cross – Southern Piedmont Chapter, dentists, X-ray technicians, and law enforcement agencies to provide support to mortuary operations, as needed.

13. If needed, the ME, in conjunction with the State Office of Emergency Management, requests assistance from a DMORT through the EOC. The Emergency Management Director requests this support through NCEM.

IV. DIRECTION AND CONTROL

A. The Public Health Director of CHA is part of the Operations Section in the EOC.

B. The Public Health Director, or their designee, coordinates all medical-technical aspects of the County emergency response under the supervision of the Emergency Management Director.

C. The Public Health Director normally directs operations from the EOC. If the Public Health Director is not available, a representative from CHA represents the agency in the EOC.

D. The Medical Examiner controls all activities connected with identification of the deceased and mortuary services. The OCME may assume control of this activity if necessary.

E. The Public Health Director maintains communications with all CHA teams or sites around the County keeping the EOC informed of all activities, personnel, and equipment.

F. Additional resources are requested through the Emergency Management Director.

G. CHA directs the administration and use of the SNS, when needed. The Public Health Director controls and directs the medical-technical use of the SNS, in accordance with federal guidance. SNS Operations are coordinated with the Emergency Management Coordinator.

V. CONTINUITY OF GOVERNMENT

A. Order of Succession (Public Health Services):

1. CHA Public Health Director
2. CHA Deputy Health Director
3. CHA Chief Technology Office

B. Orders of Succession (Mortuary):

1. Local Medical Examiner
2. OCME Medical Examiner
3. Assistant OCME Medical Examiner

C. Order of succession for departments and agencies that support public health services are in accordance with their internal standard operating procedures.

ANNEX K
EVACUATION AND TRANSPORTATION

Primary Agencies

- Board of County Commissioners
- PIO (Communications and Outreach)
- CCTS
- EMS
- Emergency Management
- Sheriff's Office

Support Agencies

- American Red Cross – Southern Piedmont Chapter
- Cabarrus County Schools
- CHSA
- County Manager
- Fire Services
- Kannapolis City Schools
- Sheriff's Office – Communications Division

I. PURPOSE

This annex provides guidance for the orderly, coordinated evacuation of the population during an emergency situation.

II. SITUATION AND ASSUMPTIONS

A. Situation

1. Emergency situations may require evacuation of all or part of the population of the County. A hazardous materials release, major fire, or other localized incident may require a small-scale evacuation. A widespread emergency situation could require an evacuation on a larger scale, requiring the cooperation and combined resources of the County and the municipalities.

2. Emergency Management has completed a hazard analysis that identifies the types of threats and the areas in the County that are most vulnerable to these threats.

3. Large-scale emergencies may necessitate the rapid evacuation of hospitals, nursing homes, and non-ambulatory populations. These facilities and populations within the County may require extra evacuation assistance.

4. An evacuation may require substantial public and private resources for transportation, communications, and traffic control.

B. Assumptions

1. Sufficient warning time will normally be available to evacuate the threatened population.

2. The principal mode of transportation for evacuations will likely be privately owned vehicles (POV).

3. Particular areas of the County or special populations within the County will need additional time and resources to accomplish an evacuation.

4. The public will receive and understand official information related to evacuation.

5. The public will act in its own interest and will evacuate dangerous areas promptly when advised to do so.

6. If there is sufficient advanced warning, some residents may evacuate prior to being advised to do so by public officials.

7. Most evacuees will seek shelter with relatives or friends rather than accept public shelter.

8. Some residents may refuse to evacuate regardless of warnings.

9. Some people will lack transportation. Others who are ill or disabled may require vehicles with special transportation capabilities to move them to a shelter.

III. CONCEPT OF OPERATIONS

A. General

1. Local government has the responsibility and authority to order an evacuation.

   a. If only one municipality in the County is to be evacuated, the Mayor issues the order.

   b. If the evacuation involves more than one jurisdiction or an area outside of a municipality, the Chairperson of the Board of County Commissioners or his/her designated elected representative issues the order.

2. The Emergency Management Director monitors the progress of the evacuation and modifies the planned evacuation as the situation develops.

3. The County maintains continuous operations during emergency situations.

B. Specific

1. Movement Control and Guidance

   a. The conditions at the time of the emergency determine the size and scope of the evacuation.

   b. Traffic movement during evacuation follows designated routes directed by law enforcement personnel at traffic control points. The evacuation area will include at least two designated exit routes. One lane of each route is kept open to permit passage of emergency vehicles.

   c. Evacuation traffic follows the exit routes to the designated reception areas and shelters within the County and adjacent counties if necessary.

   d. Emergency response personnel ensure that the route remains clear for traffic and will move any vehicles experiencing mechanical problems during the evacuation off the roads.

Emergency response personnel and vehicles will pick up stranded evacuees or direct other evacuees to transport stranded evacuees to the nearest shelter, if resources are available.

e. State Highway Patrol (SHP) will coordinate with other agencies to move damaged or inoperative vehicles off the evacuation routes.

2. Staging Areas, Pick-up Points, and Routes

a. The Emergency Management Director determines staging areas for the emergency response personnel and equipment entering from areas outside the County. The EOC Operations Section Chief controls the arrival and release of these personnel and their equipment to the Incident Commander that needs the assistance. These mutual aid personnel and equipment will not leave the staging area without the permission of the Operations Section Chief, the Emergency Management Director, or their representative. The Emergency Management Director may delegate control of certain assets directly to the County agency that needs them and has the direction and control system in place to adequately supervise the employment of this mutual aid support.

3. Functional Needs Evacuation

a. Institutions within the County are responsible for developing procedures for evacuation of their facilities. These plans include procedures for the rapid evacuation of a facility or in-place sheltering. The evacuation plans must include the numbers and types of vehicles, the vehicles available at the facility, the total number of patients/residents at full capacity, any special needs for transportation (such as wheelchair lifts), and the medical supplies and equipment needed to assist the patients. The staff of the facility evacuate with the patients/residents and remains with them at the shelter.

b. The County and local jurisdictions make every effort to provide vehicles and personnel to assist with the evacuation. Ambulatory patients and the staff of the medical facilities in the County will be evacuated in buses or vans. Ambulances and vans will be provided for evacuation of non-ambulatory individuals, if available, but these patients may be carried in other vehicles if the situation requires it.

c. A widespread emergency will force emergency responders to prioritize evacuation efforts based on the threat to life and public safety. This may delay the evacuation of those with functional needs. The Incident Commander or his representative informs the facility staff of this and they prepare to continue care during this period.

d. The County and municipal school systems have developed evacuation procedures and routes for each school. Designated buses will be utilized for students at all facilities and for those students without their own vehicles at high schools. Schools within the danger zone for a hazardous material release have developed procedures for in-place sheltering and "walk-away" evacuations. The PIO for the respective school system and the County coordinate their

efforts and advise parents of the designated reception centers for the students. Private schools and state-licensed childcare/preschool facilities develop similar plans for their facilities.

e. During incidents involving hazardous material release or criminal activity at or near the school, parents will not be allowed to enter the area and pick up their children. Law enforcement personnel on the scene will prevent personnel not involved in the incident response from entering the area or disrupting the evacuation.

f. The PIO will provide a telephone number(s) to the public for physically handicapped or disabled persons without transportation. The CCTS Transportation Manager will arrange pick-up of these individuals and move them to a shelter or reception area. CHSA and Emergency Management will advise the CCTS Transportation Manager of individuals known to need transportation assistance.

g. The CCTS Transportation Manager will ensure that all vehicles are ready for operations and have sufficient drivers for continuous operations. As necessary, the CCTS Transportation Manager will coordinate with the EOC for additional drivers, vehicles, maintenance and recovery support, fuel, and maps.

h. The detention center (jail) within the County has developed procedures for the relocation of prisoners to jails outside of the threatened area. These plans include procedures for secure transport of prisoners when prison system vehicles are not available for the task.

i. The Sheriff's Office or municipal police department(s) coordinate evacuation from County parks and recreation areas. County representatives routinely advise the Emergency Management Director of any scheduled special events that may draw crowds to the parks or recreation areas.

j. Businesses within the County that have large numbers of employees are responsible for developing plans for the evacuation of their employees during emergencies.

4. Emergency Public Information

For other emergencies, warnings to the public and information concerning evacuation will be broadcast over the emergency alert system (EAS) network, WEA, mass notification system, social media and by emergency vehicles equipped with sirens, warning lights, and loudspeakers moving through the threatened areas. For localized evacuations, emergency responders will provide warning and evacuation instructions door-to- door in the affected area.

5. Re-entry

a. The trigger for re-entry of evacuated areas will be different for each type of incident.

b. The decision to re-enter will be based off information provided by subject matter experts, public health authority, utility providers, and environmental authorities among others.

c. Re-entry will not commence until:

- An assessment of the evacuated area has been completed.
- Restoration of services to an evacuated area are deemed adequate to enable safe, sustainable living.

d. The PIO will share timely, accurate and consistent communication as to re-entry information such as:
   - How and when re-entry will begin
   - Transportation restrictions
   - Re-entry routes
   - Safety considerations

e. The Sherriff's Office and other law enforcement entities will provide support on re-entry traffic flow, checkpoints, and security, if required.

f. The Emergency Management Director, County Manager, Board of Commissioners and any applicable municipal authorities will determine when an evacuated area is safe for re-entry.

IV. DIRECTION AND CONTROL

A. The Emergency Management Director supervises the evacuation based on the guidance from the Board of County Commissioners and the County Manager.

B. During large-scale evacuations involving the relocation of the population from an entire municipality, the County, or several counties, the Governor may declare a State of Emergency. At that point, the Governor assumes direction and control of the situation and the SERT coordinates evacuation operations upon activation of the State EOC.

C. When an emergency situation requires timely evacuation before the EOC can be activated, the Incident Commander on the scene can call for a limited evacuation to protect public safety. Only those persons in immediate danger are moved away from the area. If the situation continues, the Emergency Management Director, in consultation with the County Manager and the Board of County Commissioners, issues the order for an evacuation.

D. An emergency situation may force evacuees to a reception area outside of the County. The County Manager appoints a representative from County government to act as a liaison between the County and the reception area government. The evacuees are subject to all the laws and ordinances of the jurisdiction operating the reception area.

ANNEX L
SHELTER AND MASS CARE

Primary Agencies

- American Red Cross - Southern Piedmont Chapter
- CHA
- CHSA
- Emergency Management

Support Agencies

- ARES
- Board of County Commissioners
- Cabarrus Arena and Events Center
- Cabarrus County Schools
- Partners Health Management
- Cooperative Christian Ministry
- EMS
- Kannapolis City Schools
- IAM
- PIO (Communications and Outreach)
- Sheriff's Office

I. PURPOSE

The purpose of this annex is to provide a basic description of shelter and mass care activities in the County following a disaster. The Cabarrus County Sheltering SOG provides a detailed description and job aids to facilitate sheltering operations in the County.

II. SITUATION AND ASSUMPTIONS

A. Situation

1. The County is subject to a variety of natural, technological, and human-caused incidents that may result in the need for the public to evacuate their place of residence and seek shelter.

2. There are emergency situations that may require the County to provide public shelters. The County also provides shelter for evacuees from Mecklenburg County in the event of problems at MNS.

3. The County has recognized the need for a plan to facilitate a single and effective shelter concept of operations (CONOPS) to facilitate the coordinated implementation of mass care and shelter for the public.

4. A uniform and baseline CONOPS allow the County to establish a standardized approach within shelter planning and operations efforts that enable the usage of the most capable shelter facilities, reduce duplication of efforts or the over-use of limited resources, and increase operational efficiency.

5. Emergency Management and the American Red Cross – Southern Piedmont Chapter have identified and surveyed potential shelters in the County and have determined which would be appropriate to use during emergency situations.

6. The population of the County contains individuals and groups with functional needs that will require individual or special assistance during emergency situations. Shelter and mass care services to those with functional needs requires additional planning, coordination, and resources.

7. Those persons with functional needs requiring constant care and/or life support systems will require care at a medical facility.

B. Assumptions

1. County, municipal departments and agencies assume the responsibility for emergency management operations and will commit available resources to save lives and to minimize personal injury and property damage.

2. Sufficient shelter capacity exists in adjacent counties for out-of-county evacuation and these locations are available for use after coordination.

3. A high percentage of evacuees will seek shelter with friends or relatives rather than go to public shelter.

4. Any person(s) with functional needs who is self-sufficient or who has a caregiver that can provide assistance will be accepted into the shelter serving the individual, his/her family, and his/her community.

III. CONCEPT OF OPERATIONS

A. DHHS is responsible for shelter and mass care during emergencies in the state. CHSA manages mass care operations in the County. The American Red Cross – Southern Piedmont Chapter supports the shelter locations. This service is provided through written agreements between the American Red Cross – Southern Piedmont Chapter, the State of North Carolina, and Emergency Management.

B. DHHS supports County efforts with the following: arrange for shelter at DHHS institutions and transfer social services personnel to the affected area as needed. DHHS works in conjunction with the American Red Cross – Southern Piedmont Chapter, Salvation Army, and other volunteer organizations to provide care for those affected by emergency situations.

C. Public and private providers of institutional care (medical and residential) are responsible for having plans for continued care and sheltering of their patients/residents. CHSA ensures plans have been developed and Emergency Management reviews them.

D. Private and government-operated facilities caring for groups for less than 24 hours, such as daycare facilities, pre-schools, and day health facilities, are responsible for the continual care of their clients during the entire period of the evacuation. This requirement ends when the client is released to a parent or a responsible adult.

E. Private facilities with functional needs residents are responsible for the evacuation and transportation of their clients to shelters and/or medical facilities. Public and private providers of institutional care (medical and residential) remain responsible for the continued care of their patients/residents when evacuated.

F. Private facilities must plan to move patients, staff, and equipment during an emergency and use their vehicles to conduct this movement. As directed by the Emergency Management Director, CCTS provides assistance with the movement of patients, staff, and equipment from other facilities to the designated shelter locations. This support is based on the availability of vehicles and drivers.

G. Local sheltering entails a systematic approach that seeks the best and most effective shelter solution to meet the shelters need.

H. A shelter solution is implemented that requires the least amount of personnel and equipment resources to provide the most appropriate aid and comfort to the greatest number of shelter residents.

I. The County uses the following sequence of activities associated with this CONOPS:

- Triggering conditions occur.
- Determine local shelter need:
  - Determine type of facility to activate to meet shelter need.
  - Determine specific facility to activate based on impact of incident.
- Notify shelter agencies to activate local shelter(s).
- Staff and open local shelter(s).
- Notify public of local shelter(s) activation.
- Operate local shelter(s).
- Conduct shelter(s) demobilization and restoration.

1. Determine Local Sheltering Need

   a. Emergency Management along with community partners assesses the emergency in anticipation of or in response to an emergency. Upon recognition of the type of event, and the expected or actual impact, Emergency Management along with community partners determine the type of shelter needed, shelter facility/location, staffing, services, and resources required to adequately respond to the incident/event.

   b. Once the need has been established and the Emergency Management has made the determination to activate a specific shelter or shelters, the facility must be evaluated by CHA for the final approval on the site before the shelter(s) doors can be opened.

   c. Shelters will be compliant with the Americans with Disabilities Act (ADA) and follow guidelines based on best practices developed and exercised by FEMA, the American Red Cross, and other mass care service providers. Not all recommended services or resources will be available or feasible in all emergency shelters.

2. Notify Shelter Agencies to Activate Local Shelter(s)

    a. County departments and agencies tasked with shelter operations and providing support staff are notified by Emergency Management immediately after a decision has been made to activate a shelter(s).

    b. Once notification from Emergency Management is received, the County departments and agencies tasked with support initiate notification of the need to mobilize to their own staff.

    c. The mobilization of shelter operations support staff will vary depending upon the type of shelter(s) facility that is to be activated.

3. Staff/Open Local Shelter

    a. After staff is in place, the Shelter Manager conducts a briefing that includes information pertaining to the emergency, expected or actual impact on the community, and anticipated evacuee shelter needs/services.

    b. All County shelters will incorporate NIMS and ICS guidance for implementation.

    c. Once the appropriate shelter operations support staff and equipment assets have been fully activated and mobilized, the shelter formally opens to the public.

    d. All shelter staff are trained and knowledgeable of the specific functions they are responsible for as well as the organizational and command structure that is used to manage the overall shelter operation.

    e. The following shelter staff, shelter support personnel, and public safety partners may be used in support of the following functions:

        - Shelter registration and intake processing
        - Assessment and provision of functional needs support services
        - Facilitation of shelter resident reunification
        - Provision of dormitory and housing services
        - Provision of food and beverage services
        - Social and community program services
        - Health/medical support services
        - Animal/pet shelter support services
        - Law enforcement support services
        - Transportation support services
        - Management, request, and acquisition of shelter resources

4. Notify Public of Local Shelter Activation

a. As operations begin, Communications and Outreach issues notification concerning the activation of the shelter(s).

b. Notification to the public includes the status of the emergency, the community's actions, and the location and time in which the shelter facility will be available to the public for the provision of shelter services and the services provided at the selected shelter(s).

c. Notification also includes reminders to bring key items individuals with specific needs normally depend upon.

d. To reach the general population, the PIO uses various media outlets for notification through a diverse set of existing public communication capabilities and tools.

5. Operate Local Shelter(s)

a. Actual shelter activation occurs at the established time set forth by the Emergency Management.

b. Upon the completion of staff and equipment mobilization at the shelter facility, a designated Shelter Manager manages all facets of the shelter operation.

c. Shelter residents seeking shelter either self-present or arrive via transportation assistance to the shelter facility.

d. As shelter residents arrive, they are processed via a shelter registration and intake area, where their additional and/or specific needs are further noted. Information concerning the emergency status, services located at the shelter, and/or other relevant information is passed along to shelter residents as they are processed.

e. During shelter operations, activity continues to be monitored by all shelter staff on an ongoing basis. Any gaps in services or equipment are monitored, noted, and addressed through appropriate mutual aid channels.

f. Shelter staff update shelter residents of the status of the emergency and when shelter residents will be able to transition back to their homes.

g. During shelter operations, the following activities and tasks take place:

1) Shelter Registration and Intake Processing

- Set-up and implement the shelter registration and intake area equipment and support using predetermined staffing models.
- Receive and process shelter residents as they self-present at the shelter location.
- Triage any medical, functional needs, non-English speaking needs, animal/pet, and assess for any communicable diseases.
- Provide media and public information to shelter residents so they remain informed of the current emergency and the types of services that are available at the shelter location.

- Conduct a resource gap analysis and request additional mass care/emergency resources or support as needed and identified via the registration and intake processing.

2) Assessment and Provision of Functional Needs Support Services

- Provide replacement or loaned durable medical equipment if needed.
- Provide additional assistance due to limited English proficiency or functional needs.
- Provide care to individuals unable to care for themselves until reunification or other options become available.
- Support service animal areas and feeding.
- Arrange and provide resource/supplies for special dietary needs, if possible.
- Provide transportation resources, as needed.
- Provide information in alternative formats on functional needs support available and on impact area conditions and status to those in shelters and medical facilities and in the community.

3) Facilitation of Shelter Resident Reunification

- Upon registration, assist shelter residents with missing family members or friends. Record information pertaining to missing persons.
- Coordinate within shelter to determine if missing parties are already present within the existing shelter.
- Coordinate with other shelters to determine if missing parties self-presented at other shelters.
- Coordinate with law enforcement personnel to broadcast information regarding missing parties.

4) Provision of Dormitory and Housing Services

- Deploy dormitory/housing equipment to dormitory/housing space within shelter.
- Identify and support shelter residents with dormitory/housing needs and assist as needed.
- Provide public information, including situational updates to affected populations. Include a timeline for returning to their homes, if available.
- Coordinate and integrate outside mass care/emergency assistance resources in local operations as determined by need or identified resource gaps.

5) Provision of Food and Beverage Services

- Provide food and beverage services for shelter residents.
- Public Health guidelines must be adhered to at all times during shelter operations for food and beverage services.
- Deploy kitchen or catering services, including staff required to support this operation during the emergency.
- Coordinate with feeding providers for kitchen sites and support resources if any gaps are identified.
- Provide information to shelter residents on the location, hours, and process followed for the feeding schedule.

6) Social and Community Program Services

- Provide crisis counseling and referral services to long-term behavioral health resources during and after an emergency.
- Provide community information such as laundry facilities, pharmacies, employment, schools, transportation, social services, faith-based organizations, banking, financial assistance, and support groups. This will be important for shelter residents who are unfamiliar with the area in which they are currently seeking shelter and/or if their previous homes have become uninhabitable due to damage caused by the emergency.
- Direct shelter residents to social/human service agencies for replacement of identification and transfer of pre-existing benefits and services (Social Security, food stamps, driver's licenses, etc.).
- Contact local law firms and legal services organizations to seek support in donated time and services to legal clinics prior to an emergency and offer these services to shelter residents upon initiating case management at the shelter.

7) Health/Medical Support Services

- Activate health and medical services as needed to support shelter residents upon shelter activation.
- Ensure regular health department inspections of shelter and feeding sites are conducted.
- Provide information on local healthcare resources to shelter residents upon completing registration.
- Activate and use transportation resources for moving shelter residents to hospitals or other healthcare facilities.
- Request and coordinate the need for additional health/medical support services as needed.
- Coordinate and transfer medical records.

- Review medical and mortuary support system for surge capacity/needs.
- Provide expanded behavioral health support.
- Communicate regarding health issues at shelter facilities.
- Coordinate medical transport resources (for example, quantity, type, location, capacity).
- Coordinate care of service animals in shelters and/or facilities.
- Activate pharmacy support and requests.

8) Animal/Pet Shelter Support Services

- Provide technical assistance, resource coordination, and management of a variety of response activities targeted to handle animal issues prior to and during emergencies.
- Provide sheltering as available.
- Provide pet care, which may include support of owner-based pet care as available.
- Dispose of deceased animals/pets as available.
- Process abandoned and/or unclaimed animals.
- Quarantine animals identified as having infectious diseases or that have bitten people.
- Request animal/pet support as needed.
- Provide basic household pet supplies and tracking equipment.
- Initiate set-up of household pet shelters and deploy necessary resources as available.
- Support the care of service animals in shelters and/or facilities.

9) Law Enforcement Support Services

- Coordinate law enforcement operations at sites sheltering or processing shelter residents.
- Secure the perimeter, control access, and evaluate the need for a roving patrol and monitor community influence in and around shelter.
- Request and coordinate with Emergency Management regarding the need for additional security support.

10) Transportation Support Services

- Notify and activate transportation resources required for support upon activation of the shelter.
- Arrange transportation as needed for shelter residents. This may be from an emergency impact or non-emergency impact area of operations.
- Coordinate with law enforcement function concerning any road closures and traffic patterns.
- Provide return/reentry upon emergency stabilization and/or shelter demobilization.

11) Management, Request, and Acquisition of Shelter Resources

- Deploy resources based on need, type of shelter facility being activated, and functional resources present at the shelter.
- Monitor equipment usage; restock as needed.
- Identify resource shortfalls and gaps.
- Notify Emergency Management.
- Request mutual aid support through established mutual aid partners and/or NCEM.

6. Demobilization and Restoration of Local Shelter

a. Once an emergency has stabilized and shelter operations are no longer necessary, the shelter facility is deactivated and staff is demobilized.

b. Emergency Management, in conjunction with other local officials and the Shelter Manager, meet prior to the de-escalation of the emergency to determine the appropriate point at which to initiate formal demobilization of the shelter.

c. Once the need to demobilize the shelter has been established, the Shelter Manager announces the plan to demobilize to all staff.

d. Staff then informs shelter residents still present at the shelter of the plan to deactivate, which includes the time when deactivation will begin/conclude and continuation of certain services.

e. When demobilization commences, staff begin to restore the shelter facility to normal operations by breaking down functional service areas and cleaning the facility.

7. County Shelter Functional Needs Support Services Considerations

a. The County has incorporated recent functional needs support services guidance into their mass care and shelter planning efforts. To comply with this guidance, the County will shelter those with functional needs together with the general population, with no separation.

b. Shelters will be supported by the American Red Cross – Southern Piedmont Chapter and staffed by CHSA and the American Red Cross – Southern Piedmont Chapter. CHA assists as necessary to coordinate external medical resources to meet client needs and assist in the coordination of functional needs services.

c. It is possible that staffing resources may be quickly overwhelmed in a large-scale disaster event. Supplemental staffing resources may be available through home health care, independent living centers, acute medical care centers, and similar medical service providers. Staffing resources will be requested via established processes through Emergency Management to NCEM.

d. No individuals seeking shelter will be denied access. Individuals arriving at the shelter without a caregiver will be accepted and supporting agencies will work to locate a caregiver through available staff and resources. Service animals will also be permitted to enter the shelter with their owner.

e. Minor modifications may be made to the dormitory area of the shelter as needed to meet the needs of shelter residents and limit the potential for separation from the general population (for example, low lighting at night to allow easy access to restrooms, allocating an area for service animals to limit the impacts on those with allergies).

8. County Pet Shelter Considerations

a. The Sheriff's Office - Animal Services Division is responsible for County pet shelter operations.

b. The Sheriff's Office - Animal Services Division plans to accept all cats and dogs that can be accommodated. Arrangements will be made as needed for larger animals (for example, cattle, horses) to be accommodated at sites identified in our MNS Plan as available.

c. Service animals will be permitted to remain with their owner in the shelter.

IV. DIRECTION AND CONTROL

A. NCDHHS provides overall management for mass care and shelter operations.

B. CHSA directs and controls operations within shelters.

C. Additional support is provided by Emergency Management and American Red Cross.

D. Refer to the Cabarrus County Sheltering SOG for the mass care and shelter organization within the County.

E. The Cabarrus County Sheltering Operations SOG provides job aids and descriptions for all shelter staff positions.

ANNEX M
DAMAGE ASSESSMENT

Primary Agencies

- Construction Standards
- Emergency Management

Support Agencies

- Active Living and Parks
- Board of County Commissioners
- CCTS
- Cooperative Extension
- Emergency Management
- Fire Services
- IAM
- Municipal Fire Departments
- Planning and Development
- Sheriff's Office
- Tax Administration

I. PURPOSE

This annex provides guidance for the organization and coordination of damage assessment and debris removal reporting following an emergency incident or event.

II. SITUATION AND ASSUMPTIONS

A. Situation

1. Any emergency situation has the potential to cause damage.

2. A damage assessment program is essential to effective response and recovery operations following an emergency.

3. The County has created a Disaster Debris Management Plan (DDMP) to guide the damage assessment and debris removal process.

4. The Emergency Management Director oversees a Preliminary Damage Assessment (PDA) to determine the severity and magnitude of the damages and identifies the actions necessary to respond and recover from the impacts

5. If an emergency situation results in a Presidential Declaration of an "emergency" or "major disaster", the Emergency Management Director oversees a countywide PDA of public and private property. This process includes the following steps:

   a. Determine the procedures and resources the County needs for response and recovery operations.

   b. Establish the priorities for types of resources.

c. Guide the allocation of local government resources.

d. Provide an estimate of what outside assistance is necessary to restore the impacted area to pre-disaster condition.

B. Assumptions

1. The effects of the emergency situation may continue to pose a threat of damage to public and private property.

2. Prompt implementation of damage assessment procedures expedite relief and assistance for those people adversely affected by the emergency.

3. Information and data gathered from the PDA and other damage assessment activities are used in determining the extent of state and federal government assistance, including the likelihood of a Presidential Declaration.

III. CONCEPT OF OPERATIONS

A. General

1. The County and local municipal governments conduct damage assessment operations.

B. Damage Assessment

1. The Emergency Management Director, acting in the role of Debris Manager coordinates initial response from the EOC.

2. Local municipalities operate from their city/town EOC(s).

3. The EOC manages damage assessment within the County.

4. The municipalities coordinate their damage assessment with the EOC and submit all damage reports to the EOC. All requests for assistance with damage assessment go to the EOC for action.

5. Construction Standards, Emergency Management, Fire Services and Tax Administration form damage assessment teams to examine and report on the extent of damage throughout the County.

6. County Departments will support the damage assessment and debris removal process as listed in the DDMP.

7. The Safety Officer advises the Debris Manager on personnel safety issues during damage assessment operations. Based on information received from the Debris Manager, the Safety Officer makes recommendations to the County Manager and Board of County Commissioners on the use of any damaged County facilities.

8. The County Cooperative Extension Office provides a damage assessment team to determine the extent of damage to farms, crops, and livestock.

IV. DIRECTION AND CONTROL

A. Any County department may be called on to provide personnel and resources to support the damage assessment effort as needed.

B. Personnel from departments assigned damage assessment missions remain under the control of their own departments, but function under the technical supervision of the Debris Manager.

V. ADMINISTRATION AND LOGISTICS

A. All County departments and agencies will maintain records of personnel, equipment and material resources used in damage assessment and debris removal.

B. All County departments and agencies supporting debris operations should ensure 12-hour staffing capability during implementation of the DDMP.

C. When the DDMP is implemented the Debris Manager, with the assistance of EOC staff, will perform the following actions:

1. Coordinate with County departments prior to and after the event.

2. Coordinate damage assessments and debris volume forecasting.

3. Lead the development of FEMA Project Worksheets (PW).

4. Activate monitoring firm and debris removal contractors.

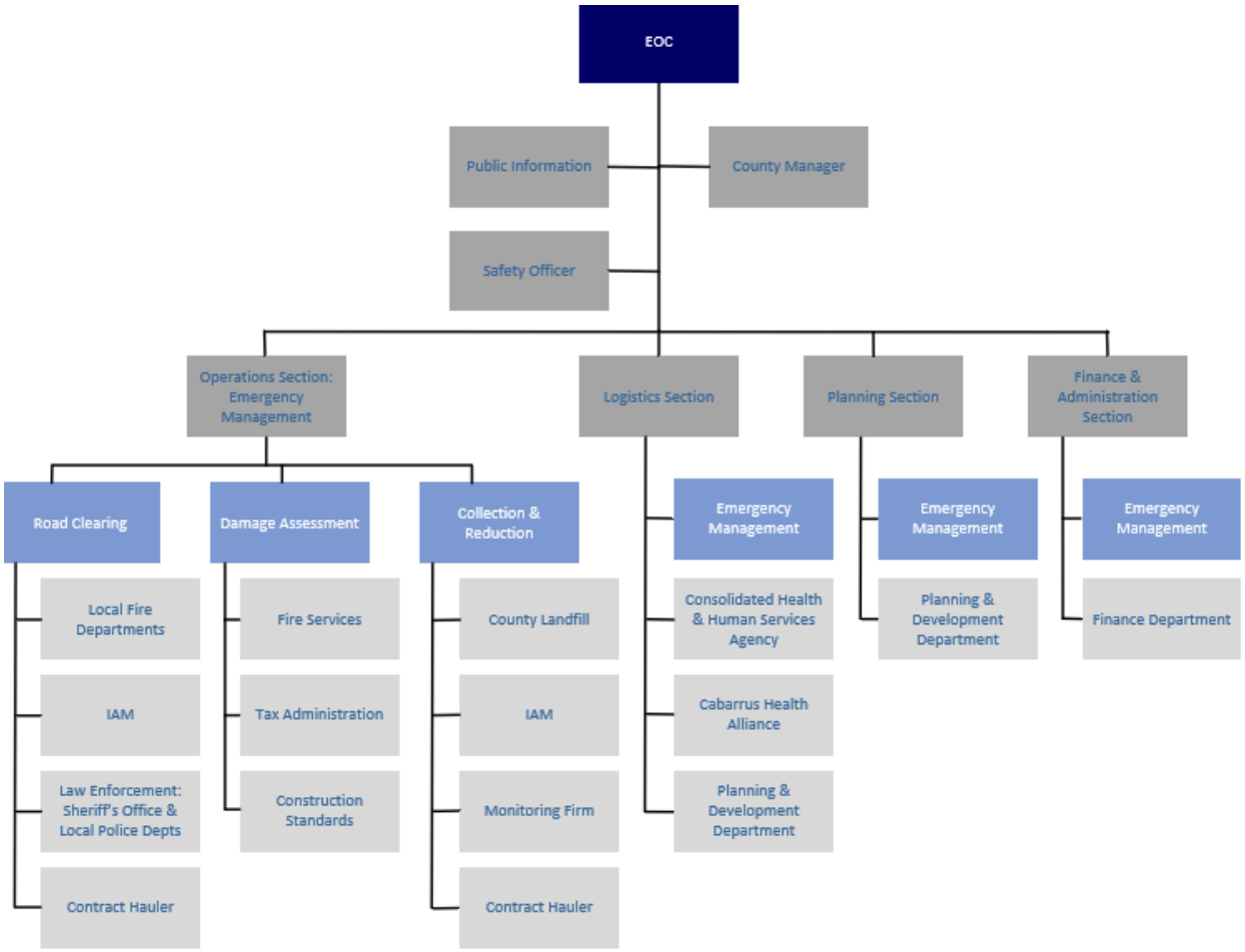
5. Oversee all private contractors, including hauling and monitoring firms, throughout the duration of the clean-up process.

6. Coordinate with the hauling and monitoring firm with regard to contractor invoice reconciliation.

7. Manage data for debris related activities.

8. Provide the County Manager and elected officials with information regarding the progress of the debris removal effort.

APPENDIX 1 TO ANNEX M
ORGANIZATIONAL STRUCTURE FOR DAMAGE ASSESSMENT



ANNEX N
RESOURCE MANAGEMENT

Primary Agencies

- Finance Department/Procurement Services

Support Agencies

- Board of County Commissioners
- Cabarrus Arena and Events Center
- County Manager
- Emergency Management
- Fire Services
- IAM
- Municipal Law Enforcement
- Sheriff's Office

I. PURPOSE

This annex describes the system to identify, locate, and acquire resources for emergency response operations within the County.

II. SITUATION AND ASSUMPTIONS

A. Situation

1. The County has many public and private resources available for emergency response operations.

2. Each municipality within the County has resources available for emergency response operations. When not directly impacted, these jurisdictions may respond to requests for assistance.

B. Assumptions

1. The resources required for response and recovery operations will be available and in good working condition.

2. County and local municipalities have the resources to handle the capacity and duration of an event.

III. CONCEPT OF OPERATIONS

A. County departments and agencies use and control their own resources and equipment during response and recovery operations.

B. Municipal departments and agencies use and control their resources and equipment during emergencies. Use of these resources outside of the incorporated limits occurs by request from other municipalities and/or the Emergency Management Director.

C. The EOC is the central control element for resource management in the county.

D. The Emergency Management Director and the EOC staff coordinate all additional resources requested for county departments during emergencies.

E. The Finance Director or Chief Procurement Officer has developed procedures to expedite the purchase of expendable supplies during emergency situations.

F. The Finance Section Chief trains Finance Department/Procurement personnel assigned to the EOC to perform emergency tasks.

G. The Finance Section Chief in the EOC tracks all costs related to the resource requests. These costs include equipment and supplies, equipment operating costs, personnel overtime costs, and all contracted goods, labor, and services.

H. The Finance Section Chief accounts for all funds spent and prepares daily summaries of the resources provided for emergency operations. The summaries are used to prepare any Public Assistance (PA) requests to FEMA following the conclusion of the emergency.

I. The Emergency Management Director identifies those resources and capabilities that are available at local businesses, industrial facilities, and other organizations for use in emergency situations.

J. The Emergency Management Director develops mutual aid agreements or memorandums of agreement with these organizations to quickly acquire those resources during emergencies. The Emergency Management Director reviews these agreements annually.

K. Once local resources are exhausted, the County coordinates with adjoining counties for additional available assistance and resources using existing mutual aid agreements through the EOC. Additionally, the County may obtain assistance from NCEM when local capabilities are exhausted.

    1. The County requests assistance through the NCEM Western Branch Office from the State EOC. If state resources have been exhausted, NCEM coordinates with DHS and FEMA by requesting external assistance through the EMAC to provide the needed resources and assistance using the ESFs as described in the NRF.

IV. DIRECTION AND CONTROL

A. The County Manager directs the overall employment of emergency response assets and requests for additional assistance.

B. The Emergency Management Director controls the utilization of all resources and support during emergency situations.

C. The on-site Incident Commander has operational control of all resources assigned to the scene.

D. The Emergency Management Director has the authority to reassign and divert any resources based on his/her estimate of the overall situation.

E. Established mutual aid agreements determine who will move, operate, maintain, and fund the operation of any additional equipment provided to the county during emergency response operations.

ANNEX O
ANIMAL CONTROL AND PROTECTION

Primary Agencies

- Sheriff's Office - Animal Services
- Emergency Management
- Cooperative Extension Office

Support Agencies

- American Red Cross – Southern Piedmont Chapter
- CHA
- Humane Society of Concord
- Local Animal Shelter(s)
- PIO (Communications and Outreach)
- Veterinarian Association

I. PURPOSE

This annex describes the system to protect, control, and care for animals during emergency situations.

II. SITUATION AND ASSUMPTIONS

A. Situation

1. Any emergency situation that threatens humans also threatens both domestic and wild animals.

2. It is necessary to provide water, shelter, food, and medical treatment for pets, livestock, and wildlife affected during an emergency situation.

3. Relocation, sheltering, and relief efforts for pets and livestock may be required to protect them.

4. Domestic cats and dogs will be permitted at County shelter locations. Pet owners are responsible for the care of these animals while they remain at the shelter site.

5. Farm families must continue to care for livestock left behind in evacuated areas.

6. The Emergency Management Director prepares procedures to allow the reentry of those with farm animals to care for livestock. This effort requires animal feed, water, transportation, and veterinary treatment for injured animals.

B. Assumptions

1. The owners of pets or livestock, when notified of an upcoming emergency, will take reasonable steps to shelter and provide care for their animals.

2. The County can expect to receive outside assistance from the state agencies and the private sector.

3. Personnel with proper training and protective equipment will be available to re-enter evacuated areas to rescue and care for livestock or domestic animals.

III. CONCEPT OF OPERATIONS

A. The sheltering and protection of pets and livestock during an emergency is the responsibility of their owners. Animal owners must include plans for animal care as they prepare their emergency preparedness plans.

B. The County provides food and medical treatment to stranded animals when the situation prevents evacuation to a shelter and resources are available.

C. The Sheriff's Office is the lead agency for animal control during emergencies.

D. Animal control and protection operations include rescue, shelter, control, feeding, and preventive immunization of animals left homeless, lost, or strayed as a result of the emergency. The Animal Control Officer (ACO) supervises this effort and determines resource requirements.

E. The ACO maintains a record of all animals placed into shelters to assist in returning these animals to their owners during recovery. If the animals cannot be returned to their owners, local animal protection groups may be allowed to relocate any animals that are unclaimed to other shelters. These actions are coordinated with the ACO prior to the animal leaving the temporary shelter.

F. If necessary, the ACO supervises the disposal of animal remains in accordance with established control procedures.

G. The Emergency Management Director requests volunteers from the Humane Society of Concord and Greater Cabarrus County and similar organizations to assist with the care of animals during emergencies.

H. Personnel from the Cooperative Extension Office trains and assists these volunteers prior to deployment to local farms to care for livestock. No untrained volunteers are permitted to care for livestock.

I. The Emergency Management Director coordinates all requests for animal protection assistance and resources such as food, medicine, shelter, specialized personnel, and additional veterinary medical support.

J. There are additional shelter and support resources available from private farms, feed stores, boarding kennels, stables, and dog and horse clubs. These businesses and/or groups may provide personnel, equipment, and facilities to shelter and care for pets belonging to evacuated citizens and those animals evacuated from established animal shelters when those facilities are full or destroyed by the incident.

K. The Sheriff's Office and personnel from the North Carolina Wildlife Resources Commission capture and confine any wild animals out of their natural habitats. This includes any wildlife endangered by the emergency situation or those that pose a threat to human life. These agencies return displaced wildlife to its natural habitat as soon as safely possible.

L. American Red Cross – Southern Piedmont Chapter-operated shelters permit pets to be housed in separate areas of the shelters. This function will be housed in the Companion Animal Shelter Trailer (CAST) located at the shelter site. The CAST and pet care areas of the personnel shelters are not suitable for uncommon, exotic, or dangerous animals, and these animals are not allowed to remain at the shelter site. If the shelter site is not suited to animal care or is unable to accommodate additional animals, the ACO supervises the movement of animals to an animal shelter. Livestock animals are not permitted at personnel shelters.

M. The PIO provides information on the care of pets and livestock during emergencies. This includes animal shelter locations for pets, livestock, and wildlife during emergency situations.

N. The PIO coordinates all media activities and press releases associated with the protection of animals. Additionally, the PIO performs the following tasks:

1. Provides instructions on the preparation of pets and livestock for an impending emergency

2. Provides information on the location of temporary animal shelters to drop off lost or stray animals, animals that that people cannot care for, or animals that need immediate medical assistance

3. During response operations, develops a system to direct inquiries on lost pets and livestock to the appropriate animal shelters

O. The Emergency Management Director requests veterinary support when needed. The first contact is local Veterinarians and, if additional support is necessary, through the State EOC.

P. The ACO supervises the disposal of animal carcasses using normal procedures. Should the number of carcasses exceed local disposal capabilities, the Emergency Management Director requests assistance from the State EOC. All disposal operations are coordinated with CHA to avoid any dangers to public health.

IV. DIRECTION AND CONTROL

A. The Sheriff's Office manages all activities related to animal protection and control during a disaster.

B. The ACO directs operations using ICS.

C. The Sheriff's Office coordinates all animal control efforts with the Emergency Management Director. If necessary, the Emergency Management Director authorizes the ACO to conduct direct liaison with appropriate state agencies.

V. CONTINUITY OF GOVERNMENT

A. Order of Succession:

1. Sheriff

2. Chief Deputy

3. Operations Captain

4. ACO

B. Order of succession for departments and agencies supporting animal control and protection are in accordance with the established procedure for those departments and agencies.

ANNEX P
DONATED GOODS MANAGEMENT

Primary Agencies

- Tax Administration

Support Agencies

- Active Living and Parks
- American Red Cross – Southern Piedmont Chapter
- Cabarrus Arena and Events Center
- Cabarrus County Schools
- CCTS
- CHSA
- Cooperative Christian Ministries
- Emergency Management
- Library System
- IAM
- Kannapolis City Schools
- Municipal Fire Departments
- NGO's
- PIO (Communications and Outreach)
- Private Contractors
- Register of Deeds
- Salvation Army
- Sheriff's Office
- Volunteer (Combination) Fire Departments

I. PURPOSE

This annex describes the management of goods and services that are donated for relief of County residents in the aftermath of an emergency situation. This includes the collection of donated goods from the residents of the County for relief in other affected areas outside of the County.

II. SITUATION AND ASSUMPTIONS

A. Situation

1. Historically, persons not directly affected by emergencies are eager to render aid to victims through donations of money, goods, and services.

2. Lack of an organized system of management for the receipt, identification, organization, and distribution of donated goods and services results in confusion and loss of resources.

3. It is essential the public receive timely information on the location(s) of donations sites as well as the type(s) and amount(s) of items needed.

4. At the national level, several organizations have established telephone numbers to provide information on disaster relief. These organizations include FEMA, the American Red Cross and the Salvation Army.

5. The management and administration of the donated goods program require suitable facilities, materials handling equipment, and trained personnel. The Emergency Management Director and emergency management staff coordinate the distribution of donated goods to respond to identified needs.

B. Assumptions

1. Existing supplies and service capabilities may be insufficient to meet local needs during an emergency situation.

2. Suitable covered storage space and materials handling equipment is available for the reception, sorting, and storage of incoming donated goods.

3. Personnel to handle, store, and issue donated resources is available.

4. Local transportation resources are available to ship the donated goods to other locations.

5. There will be a surplus of some donated goods that will require disposal.

6. Charitable and religious organizations will offer their assistance in managing and operating distribution centers.

7. Citizens and businesses in the County will elect to donate money and goods to disaster victims elsewhere and will seek guidance on methods of participation.

8. Some donors will seek to bypass the distribution system established by the County.

III. CONCEPT OF OPERATIONS

A. General

1. The goal in donations management is to control donated goods and services to ensure items reach the people most in need in a timely manner and in sufficient quantities.

2. The Emergency Management Director, County government key leaders, and non-governmental organizations (NGOs) must assess requirements promptly and request donations to meet those requirements as needed.

3. The EOC notifies the State EOC that the County is accepting donated goods and services along with the location of the CRDP.

4. Appropriate messages will be provided to the media to provide the public with guidance about donating products, services, and/or cash.

5. The CRDP is the main reception and distribution point for supplies provided to the County during emergency response and recovery operations.

6. The desire to assist those in need can result in a surplus of goods or a supply of unnecessary items. If the public information effort cannot discourage the continued donation of unneeded items, they are directed to a holding area away from the area of the emergency for sorting and storage.

B. Receipt of Donated Goods

1. Tax Administration is the lead agency for the reception and distribution of donated goods and services.

2. Upon activation of the CRDP, Tax Administration sends a representative to the EOC and is assigned to the Logistics Section. These representatives must be prepared for continuous operations and will not be available for duty at the CRDP.

3. The County Manager details additional County government personnel not assigned emergency response tasks with their department to assist in this mission.

4. The magnitude and severity of the emergency dictate the amount of space and personnel required for the reception and distribution process.

5. Emergency Management coordinates with other relief agencies to avoid duplication of efforts.

6. The Emergency Management Director establishes a central reception and sorting center for donated goods at the CRDP. Ideally, this facility is not in the area affected by the emergency. The Emergency Management Director selects separate locations convenient to the affected area(s) as forward distribution centers.

7. The PIO coordinates the release of information regarding the locations of distribution and reception sites, the goods and services requested, assembly points for volunteers, and other pertinent matters. An aggressive public information effort expedites the distribution of goods to victims and limits the influx of unneeded goods.

8. The CRDP is a covered facility of sufficient size to store the donated items.

9. The Emergency Management Director provides materials handling equipment, such as pallet jacks and forklifts, to the CRDP. The Emergency Management Director prepares for expansion of the site with additional equipment suitable for outdoor storage use, such as pallets, tarpaulins, and tie-downs. If necessary, the Emergency Management Coordinator requests a CRDP management team from NCEM to assist operations at the CRDP.

10. The staff of the CRDP will sort, package, and store all donated goods to facilitate efficient distribution.

11. The Emergency Management Director approves the final disposal of donated goods when the CRDP closes. Those items not retained for County use may be made available to the NCEM.

12. NCEM maintains warehouses stocked with some emergency supplies available for immediate shipment and uses this facility for organization and storage for donated supplies.

C. Designated donations

1. A designated donation is a donation made to a specific organization or a donation requested by an organization.

2. The PIO directs public inquiries concerning designated donations to that specific organization.

3. The organization accepting/receiving the donation follows its own policies and procedures for handling the details of the donation. The donation then belongs to that organization which is responsible for the distribution of those items.

D. Unsolicited/undesignated goods

1. Unsolicited/undesignated goods are those donations not requested by an agency that has arrived at the CRDP or other collection points.
2. The EOC and the CRDP staff make every effort to designate every shipment to a specific agency or organization to reduce the waste of time and storage space.

3. As a last resort, the Emergency Management Director directs unsolicited or undesignated shipments to the CRDP.

4. The CRDP staff unloads, sorts, and stores unsolicited donations that cannot immediately be sent to a receiving organization.

E. Transportation

1. The donor transports goods to the receiving organization or the CRDP. The Emergency Management Director may arrange transportation for any donation items critical to recovery efforts.

2. The Emergency Management Director arranges transportation of donated goods from the CRDP to the forward distribution points. This effort employs all available County and municipal government vehicles. State and federal assets are used as available.

F. Voluntary Services

1. Persons may wish to volunteer their personal time and services to assist in the response to the emergency.

2. Volunteers are managed by the American Red Cross – Southern Piedmont Chapter in coordination with emergency management. All volunteers are vetted and credentialed before being assigned.

3. The PIO establishes a telephone bank to receive inquiries from the public. The operators encourage individuals interested in volunteering services to affiliate with a recognized private voluntary NGO (American Red Cross, Salvation Army, etc.) or other organized group of their choice, such as church groups.

4. The Emergency Management Director and County government department leaders identify potential volunteers who have specific technical skills needed during response operations.

5. Tax Administration registers volunteers from the general public. The Tax Administrator provides daily registration updates to the EOC and coordinates to provide volunteers to the agencies seeking particular skills.

6. The American Red Cross – Southern Piedmont Chapter coordinates the housing and feeding of public volunteers. Those government department and agencies employing volunteers provide a headcount to the American Red Cross – Southern Piedmont Chapter representative at the EOC each day to assist support planning.

IV. DIRECTION AND CONTROL

A. Tax Administration directs and controls Donations Management.

B. The Emergency Management Director approves all shipments and deployments of volunteer labor or services.

APPENDIX 1 TO ANNEX P
CRDP

I. PURPOSE

This appendix describes the basic organization of the CRDP.

II. SITUATION AND ASSUMPTIONS

A. Situation

1. During emergency response and recovery operations, the County may expend supplies and other assets available.

2. To sustain the recovery and response efforts, the County may seek assistance from other counties and municipalities, the State of North Carolina, and the federal government.

3. Additionally, private citizens and NGOs may offer assistance in the form of donations of needed supplies.

4. Emergency Management establishes a facility to receive, store, and account for the resources obtained from sources outside of the County government. All incoming supplies are sent to this location. This facility is the central point for receiving and then distributing supplies throughout the County as directed by the Emergency Management Director.

B. Assumptions

1. The County expends all available resources during response operations then requests assistance from the state and other sources.

2. There are suitable locations within the County to establish a CRDP.

3. The County is able to obtain the use of these facilities.

4. The County has sufficient personnel available to operate the CRDP during continuous operations and can provide material handling equipment and operators to assist CRDP operations.

5. NCEM can supply trained staff to assist with and train County personnel on CRDP organization and operations.

III. CONCEPT OF OPERATIONS

A. The County has access to several County properties that can be used as a CRDP.

1. The Cabarrus Arena and Events Center is the primary site for the CRDP.

2. The IAM Warehouse is the secondary site for the CRDP.

B. Organization

1. The Cabarrus Arena and Events Center building functions as both the CRDP and the Donated Goods Management Area. The building can be divided into two sections.

2. The forward section is used to receive and sort donated goods.

3. The rear section is used for receiving and distribution operations.

4. There is sufficient covered space and parking to conduct multiple CRDP missions simultaneously. The rear section of the Events Center has a loading dock that permits (3) standard tractor-trailers to be offloaded simultaneously.

5. The facility has the capability to support the necessary lighting, communications and data connections needed and is supported by an 80kW generator.

6. The facility has ample space for a landing zone (LZ) for UH60 aircraft in the midway and at another satellite parking area.

7. The existing lighting system should provide ample light for night operations at the LZ, if power is available.



Exhibit P-1
Cabarrus Arena and Events Center Site Plan Layout

C. Equipment

1. The County maintains (2) 5,000lb capacity IAM forklifts at the Cabarrus Arena and Events Center and (2) IAM forklifts at the IAM operations facility. One of the forklifts can be moved to the CRDP, if needed. The IAM operations facility and the Cabarrus Arena and Event Center have several pallet jacks.

2. At least (1) additional forklift (with operator), (6) pallet jacks, and other material handling equipment is necessary for rapid offloading of supply vehicles at the loading dock and movement of the supplies through the facility. The CRDP will need additional containers for bulk supplies and donated goods in order to prepare smaller loads for movement to issue points within the County.

3. Tax Administration uses its existing department laptop computers for management of goods at the site.

4. If available, Emergency Management provides the CRDP staff with a portable 800MHz radio.

5. The Cabarrus Arena and Events Center provides communications equipment, up to fifty (50) two-way radios, if no other department equipment is available.

D. Staffing

1. The County Manager diverts County employees from Tax Administration to operate the CRDP and donated goods area. However, none of these personnel are trained to operate the available forklifts. The County has several operators at the Cabarrus Arena and Event Center and at IAM, but not in the numbers to conduct continuous operations.

2. A CRDP overhead team from NCEM may be requested upon activation to organize the site and transition the County personnel to operate the facility. A trained manager and additional forklift operators are critical to operations. Sufficient personnel are required in order to conduct continuous operations at the facility.

3. Upon activation of the CRDP, designated personnel from Tax Administration and the Cabarrus Arena and Events Center staff report to the CRDP site and establish communications with the EOC. These workers then organize the site and prepare to receive incoming supplies and donated goods. The department personnel are organized into at least two shifts and prepare for continuous operations until the site is closed. The staff for the CRDP are organized as follows:

   a. Management Section (3 Personnel): CRDP Manager, Assistant Manager and Communications/Administrative Assistant.

   b. Incoming Supply Team (10 Personnel): Team Leader, Forklift Operator, (2) Accountability Technicians and (6) Laborers.

   c. Donated Goods Team (11 Personnel): Team Leader, (2) Accountability Clerks and (8) Laborers (4 receiving goods and 4 sorting goods).

   d. Distribution Team (11 Personnel): Team Leader, Forklift Operator, Dispatcher, (2) Accountability Clerks and (6) Laborers.

4. The Sheriff's Office provides continuous security for the CRDP and is prepared to increase the level of security as needed.

E. Alternate CRDP Site

1. Should the Cabarrus Arena and Events Center be damaged or inaccessible, an alternate CRDP is activated at the IAM Warehouse.

2. Additional locations are considered for the alternate CRDP site if those locations are more suitable for operations. The Emergency Management Director determines the final locations for the alternate CRDP, the donated goods collection point, and any other distribution points.

3. All staffing, communications and security missions remain the same for the alternate CRDP.

IV. DIRECTION AND CONTROL

A. The Emergency Management Director activates the CRDP and notifies NCEM of the location and time of opening.

B. The Tax Administrator, or their designee, manages the CRDP.

C. The EOC notifies the Tax Administrator to move his personnel to the CRDP site, establish communications, and prepare the site for operations. The Tax Administrator provides status reports twice daily to the EOC and requests all assistance from the EOC.

D. The Team Leaders are responsible for their personnel and their assigned missions. They keep the Tax Administrator informed of their operational status and requests for assistance.

E. If NCEM provides a CRDP operations team to assist the County, the Tax Administrator is still responsible for the operations of the facility. The Tax Administrator incorporates the state personnel into the management section and coordinates their operations at the site.

APPENDIX 2 TO ANNEX P
COMMODITY DISTRIBUTION SOG
SUMMARY

The Commodity Distribution SOG establishes a comprehensive framework of policy and guidance for the County, municipal, and other public and private nonprofit organizations for disaster relief commodity distribution operations. The Commodity Distribution SOG details capabilities, authorities, and responsibilities and is designed for worst-case scenarios, including catastrophic events.

The Commodity Distribution SOG describes a system for effective use of state and local government resources as well as private sector resources necessary to effectively distribute relief supplies. It is intended in all instances to be consistent with NIMS and NRF.

North Carolina General Statute § 166A establishes the authority and responsibilities of the Governor, state agencies, and local government for emergency management in North Carolina. Article II of Chapter 22, Emergency Management of the Code of Ordinances in Cabarrus County, North Carolina establishes the authority and responsibilities for emergency management within Cabarrus County. The Cabarrus County Emergency Management Director is responsible to the County Manager for all emergency management activities.

The Commodity Distribution SOG establishes the duties and responsibilities for County departments and agencies, municipal governments, and non-government and volunteer organizations that assist with emergency response operations in the County.

- Attachment A to Annex P covers Point of Distribution (POD) site organization and operations.
- Attachment B to Annex P lists the basic resources needed for each POD site.
- Attachment C to Annex P lists the POD sites in the County.

This SOG supports the tasks assigned in Annex P: Donated Goods Management to the EOP.

APPENDIX 3 TO ANNEX P
COMMODITY DISTRIBUTION SOG

I. INTRODUCTION

A. Purpose. The purpose of the Commodity Distribution SOG is to establish guidelines for systematic, coordinated, and effective distribution of disaster relief commodities in time of need.

B. Scope. The SOG applies to all County government departments and agencies as well as municipal governments that are tasked to provide assistance in a disaster or emergency situation. The SOG describes the fundamental policies, strategies, and general concept of operations to be used in commodity distribution.

C. Organization. This SOG consists of the following:

1. The SOG describes the purpose, scope, situation, policies, and concept of operations for commodity distribution in an emergency or disaster.

2. Attachment A to Annex P contains information on the organization and operation of PODs in the County.

3. Attachment B to Annex P contains a list of personnel and resources necessary to establish and operate a POD.

4. Attachment C to Annex P contains a list of POD locations in the County.

II. SITUATION AND ASSUMPTIONS

A. Situation

Major traffic arteries:

A. US Interstate 85 Highway: Runs northeast-southwest through northwest section of the County.

B. US Highway 29: Runs north-southwest through the central section of the County.

C. US Highway 601: Runs north-south through the central section of the County.

D. NC Highway 3: Begins in Concord, runs north to Kannapolis, then west-northwest out of the County towards Mooresville.

E. NC Highway 24/27: Runs east-west through the southern side of the County.

F. NC Highway 49: Runs northeast-southwest through the eastern half of the County.

G. NC Highway 52: Runs northwest-southeast through the northeastern corner of the County.

H. NC Highway 73: Runs east-west through the central part of the County.

I. NC Highway 200: Branches off US Highway 601 through the southeastern corner of the County.

J. Kannapolis Parkway: Extends from NC Highway 3 in Kannapolis across US Interstate 85 Highway then converting to George W. Lyles Parkway across US Highway 29 then converting to Stough Road at Roberta Road and continuing to NC Highway 49.

Railroads:

K. The North Carolina Railroad: Runs north to south through the middle of the County. This dual track railroad passes through the municipalities of Kannapolis, Concord, and Harrisburg. Norfolk Southern Railway has contracted with the North Carolina Railroad (NCRR) for rights to haul freight on this line. The NCRR operates daily passenger service, which stops in Kannapolis.

L. The Aberdeen Carolina and Western Railroad operates the east-west rail line through the southern corner of the County, passing through the community of Midland. This line carries short-haul freight traffic.

M. CSX Corporation operates the rail line that runs through the northeast corner of the County. This line carries freight traffic along the NC Highway 52 corridor.

B. Assumptions

1. For planning purposes, the County is responsible for delivering relief supplies to its citizens. This task is not the responsibility of the State of North Carolina or FEMA. During small incidents, the State will only send those commodities that the County requests. During large incidents or incidents that continue over a long period of time, Emergency Management and NCEM coordinate the distribution of supplies as needed. If requested by the County, the State of North Carolina provides a logistics liaison team to assist the County in monitoring commodity usage so that minimal resources remain at the end of the emergency period.

2. To effectively distribute commodities, PODs are established near the affected areas of the County based on the situation and the number of personnel that need assistance. In a countywide emergency response, the County initially activates one POD to support each municipality and may add additional sites if the personnel and equipment needed are available.

3. Emergency Management uses a planning figure of twenty percent (20%) of the population to determine the numbers of residents that will need assistance.

III. CONCEPT OF OPERATIONS

A. General. Distribution of disaster relief supplies is the responsibility of Cabarrus County Government. All County departments and agencies provide resources to assist with commodity distribution.

1. When a small incident or event occurs within the County, the Emergency Management Director will decide to open the CRDP for supply distribution. If opened, commodities are distributed from this central point to locations around the County using County or municipal transportation and personnel. Details on the location and operation of this site are found in Annex P, Donated Goods Management.

2. When a large-scale emergency occurs, the Emergency Management Director opens the CRDP for single point distribution or to forward supplies to the POD sites. The Emergency Management Director identifies those areas within the County that will require a POD to be established. The Emergency Management Director notifies the State via WebEOC that the CRDP and POD sites are activated. Relief supplies coming into the County are delivered to the CRDP and then moved to the appropriate distribution point. Direct deliveries of supplies to a distribution point occur only at the request of the Emergency Management Director or their representative.

3. There are three types of PODs: Type I, Type II, Type III. Types I and II are designed for larger populations and require a large number of personnel to operate and a large amount of equipment to support these operations. These are not normally employed in Cabarrus County unless the

state or federal government can provide the personnel and equipment to conduct the larger POD operations. The County utilizes the Type III POD organization as the standard type. There is an untyped POD, which is a small, temporary distribution site. The County employs this organization only as an exception to policy.

4. POD Locations

   a. The County has selected locations for POD sites within the County. The sites selected are easy to access and convenient for County residents (see Attachment C to Annex P).

   b. CHA does not collocate or establish a medical point of dispensing at or near a commodity POD unless the selected site can facilitate both commodity distribution and mass prophylaxis dispensing. At the present time, the designated POD sites do not support this combination.

   c. There could be a need for an agricultural POD with specific supplies to support the farming operations in the County. This is in addition to the PODs provided for the County residents. Any agricultural POD will not be established or collocated near a commodity POD. The County Extension Office coordinates the location and conducts the operations of this POD with the EOC. The County does not normally provide personnel or equipment support for the operation of this site.

5. Personnel Resources

   a. Due to the temporary nature of the POD requirement, personnel to operate the sites are determined when the need is identified. Those County departments and agencies not directly involved in response and recovery operations provide personnel and equipment to operate the PODs. These personnel will assist in collecting the necessary equipment for the site, moving that equipment to the site, and establishing the POD in accordance with the guidance in Attachment A.

   b. NGOs or volunteer agencies may be called on to operate a POD or provide personnel to support County-operated PODs. Additionally, spontaneous public volunteers may be permitted to participate in POD operations with the approval of the Emergency Management Director All of these individuals must follow the rules and procedures established for the PODs and obey the instructions of the POD Site Manager.

6. POD Operations

   Based on the personnel and equipment available for Type III POD operations, the County activates and operates the PODs in the following manner:

   a. Notification. At the request of the Emergency Management Director, the Cabarrus County Warning Point shall notify designated POD staff that the distribution point will be activated. The Emergency Management Director notifies the State via WebEOC which CRDP and POD sites are activated and operational. The Emergency Management Director provides the POD Managers the following information:

   - Location of the POD
   - Time and date POD will open
   - Type and quantities of commodities that will be delivered
   - Estimated date and time of the first supply shipment

- Amount and location of site support equipment

b. Activation. Within four hours of notification, POD staff report to their distribution point with all necessary equipment. The Distribution Site Manager notifies the EOC when the POD site is operational.

c. Operations

1) The CRDP and POD sites operate 24 hours a day until demobilized. POD sites are open to County residents between the hours of 0800 and 1700 hours, but these times may be increased if the demand requires it. Resupply is requested to arrive after 1700 hours daily, but this may occur around the clock to maintain adequate stocks at the POD. Separate travel lanes are created solely for resupply vehicles. Security is maintained at all times at all sites.

2) The POD normally provides the following items to the POD "customers", which are those County residents needing assistance:

- (2) meals ready-to-eat (MRE) per person per day
- (1) gallon of water per person per day
- (1) tarp per household if the house has been damaged
- (1) bag of ice per household per day if a member in the household has medications requiring refrigeration

3) The POD Manager conducts daily inventory reports of existing supplies and the projected requirements for the following day. This information is provided to the EOC staff no later than 1700 hours each day of operation. The POD Manager also reports on the status of the personnel and equipment at the site with this inventory report.

4) PODs are not established in those areas where commercial businesses are open and can supply needed items to the public. The Emergency Management Director adjusts supply requirements based on estimated population densities of the impacted area at the time of activation.

d. Demobilization. Upon notification of demobilization, distribution to the County residents will cease. Those citizens currently in line will receive supplies. Inventory counts are taken and reported back to the EOC. Emergency Management staff then make arrangements for the handling of remaining supplies. Once these commodities are picked up at the site, staff clean up and clear the site. The Emergency Management Director demobilizes the POD staff once the site is cleared. The staff remains on site until they are released.

IV. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

A. Organization. The departments within County government have emergency functions in addition to their normal duties. The County Manager and department directors may assign various tasks to County employees to support County response and recovery operations. This could include the establishment and operation of PODs. Listed below are the specific duties and responsibilities for selected County government personnel and for other government activities and non-governmental organizations that participate in POD operations

B. Legal Immunities and Liabilities. Several provisions in North Carolina General Statute § 166A and Article II of Chapter 22, Emergency Management of the Code of Ordinances in Cabarrus County, North Carolina provide for the protection of individuals involved in training for and conducting emergency operations. Questions pertaining to these matters should be referred to the County Attorney.

C. Responsibilities

1. **Emergency Management Director**

   a. The Emergency Management Director determines if there is a requirement to open PODs. While there are eight designated POD locations in the County, not every location may be opened.

   b. The Emergency Management Director alerts all departments and agencies in the County that are part of the POD activation and provides them with the information needed to activate the site.

   c. The Emergency Management Director directs the EOC staff in determining the initial quantities of commodities required; notifies NCEM of this information and provides daily updates and requests to NCEM based on reports from the POD Managers.

   d. The Emergency Management Director determines when the PODs are no longer needed and deactivates them as required.

2. **Emergency Operations Center Staff**

   a. Alert all County departments and agencies that POD sites will be opened and how these organizations will support POD operations.

   b. Determine the quantities of commodities that are required and request these supplies from the NCEM. The EOC staff routinely use WebEOC to pass on these requests. While the PODs are in operations, The EOC staff notifies NCEM of requirements each day.

   c. Locate the necessary supplies and equipment needed to operate the PODs and move these items to the POD sites.

   d. The EOC staff track POD operations and supply shipments into and within the County. The staff track commodity burn rates and compile daily reports on POD site expenditures and resupply requirements.

3. **Directors of County Departments and Agencies**

   a. Provide personnel and equipment to operate the POD sites.

   b. Provide transportation assets to distribute commodities within the County.

4. **Sheriff's Office**

   a. Provide 24-hour security for all distribution points within the County.

   b. Assist with traffic control at POD sites during daily operations. Coordinate support of traffic control with municipal police departments.

5. **PIO**

   a. Disseminate information on the location and operations of the POD sites. This information must include the dates and times of POD operations and exactly what commodities are available at the PODs.

V. SUPPORTING AGENCY RESPONSIBILITIES

A. Organization. The County relies upon other government agencies and nongovernment organizations for support during emergency response operations. Listed below are the specific duties and responsibilities for those nongovernmental organizations that participate in POD operations.

B. Legal Immunities and Liabilities. Several provisions in North Carolina General Statute § 166A and Article II of Chapter 22, Emergency Management of the Code of Ordinances in Cabarrus County, North Carolina provide for the protection of individuals involved in training for and conducting emergency operations. Questions pertaining to these matters should be referred to the County Attorney.

C. Responsibilities

1. Cabarrus County Schools and Kannapolis City Schools

   a. Be prepared to provide high school facilities to be used as POD sites.

   b. Provide resources from the school systems to support POD operations. This may include:

      1) Provide support personnel (school custodians, cafeteria staff, and counselors) as available to assist response and recovery operations.

      2) Provide vehicles and drivers to support transportation of commodities within the County.

2. NGO's

   a. Use their personnel to operate POD sites.

   b. Distribute commodities to the County residents with special medical needs that cannot reach the POD sites.

   c. If needed, use their facilities as temporary un-typed POD sites

   d. Provide ARES for POD sites.

VI. SOG DEVELOPMENT AND MAINTENANCE

A. Planning. County, municipal, public, and private organizations share responsibility for safeguarding the public's health and safety. It is essential that commodity distribution activities of all parties be fully integrated to ensure the timely and efficient distribution of the necessary supplies. This SOG allows each organization to have a clear understanding of its role during emergencies and disasters.

B. Review. This SOG will be reviewed as necessary, but at least annually. Each County agency is responsible for keeping applicable portions of the SOG, together with related annexes accurate and up to date.

C. Changes and Revisions. All users are invited to submit recommended changes to this SOG. Changes should be justified and keyed to page and paragraph numbers. Recommended changes should be made in the form of substitute language and forwarded to

Cabarrus County Emergency Management (Physical Address – Parcel Delivery)
Attn: Emergency Management Planner
30 Corban Avenue SE Suite FM601
Concord, NC 28025

Cabarrus County Emergency Management (Mailing Address – Standard Mail Delivery)
Attn: Emergency Management Planner
PO Box 707
Concord, NC 28026

Changes to the SOG will be published and distributed as necessary.

D. Cancellation. This SOG may be cancelled or superseded by direction of the Board of County Commissioners or the County Manager.

ATTACHMENT A OF APPENDIX 3 TO ANNEX P
COMMODITY DISTRIBUTION SOG
POD SITE ORGANIZATION AND OPERATIONS

I. PURPOSE

This appendix describes the basic organization and operations for the County POD.

II. SITUATION AND ASSUMPTIONS

A. Situation

1. During emergency response and recovery operations, the County may be required to establish PODs within the County to provide basic supplies to residents. These PODs will be located near the areas most in need and will make available food and water and, if needed, ice and tarpaulins.

2. Those supplies available in County will be expended first before requesting assistance. To sustain the recovery and response efforts, the County will seek assistance from other counties and municipalities, the State of North Carolina, and the federal government. Additionally, private citizens and non-governmental organizations may offer assistance in the form of donations of needed supplies.

3. Emergency Management will need to establish a CRDP to receive, store, and account for the resources obtained from sources out of the County. All incoming supplies will be sent to this location. This facility will be the central point for receiving and then distributing supplies to the County PODs.

B. Assumptions

1. The County will expend all available resources during response operations and will request assistance from the State and other sources.

2. There will be suitable locations within the County to establish PODs, and County government will be able to obtain the use of these facilities.

3. County government will have sufficient personnel available to operate the PODs during continuous operations and can provide material handling equipment and operators to assist POD operations.

4. NCEM can provide and transport the commodities required to the County.

III. CONCEPT OF OPERATIONS

A. Organization of Type III Point of Distribution

1. The County will operate a Type III POD. The basic layout of the Type III POD is shown in the drawing below. The actual POD sites will follow this basic SOG, but each operation will be adapted to the sites selected and the personnel available to staff the site.

2. Type III POD Organization

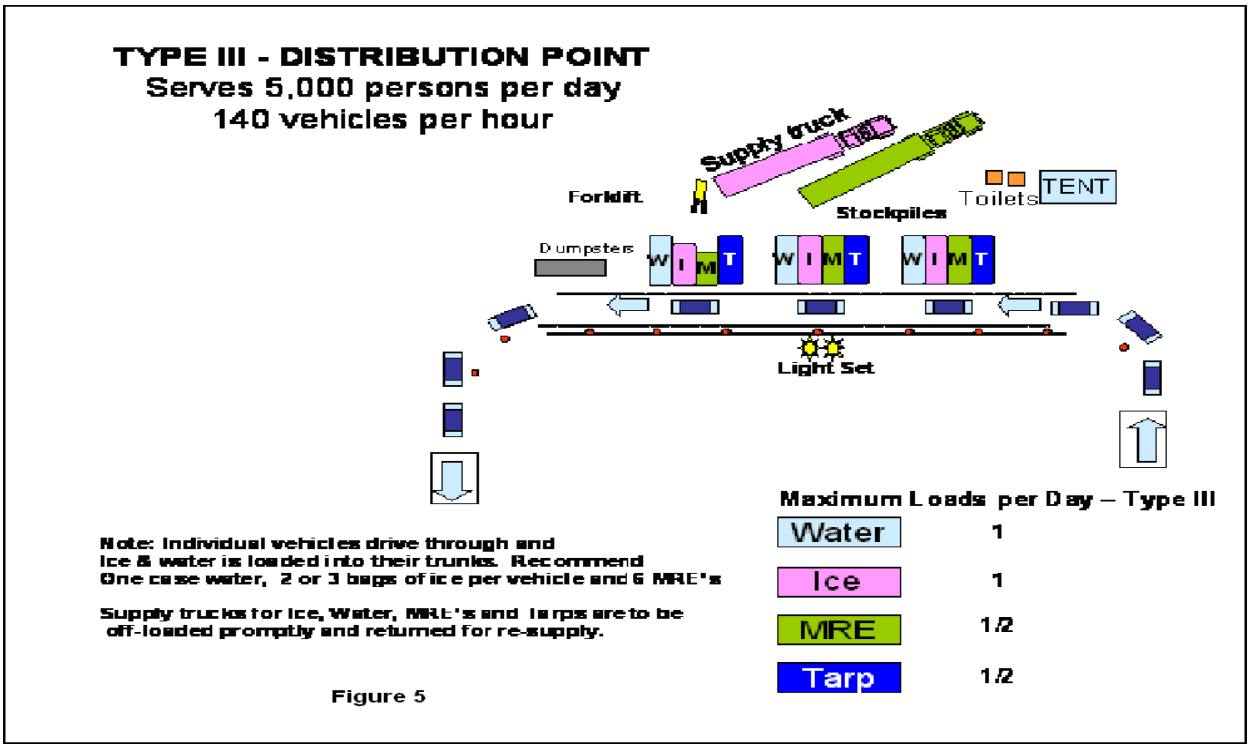
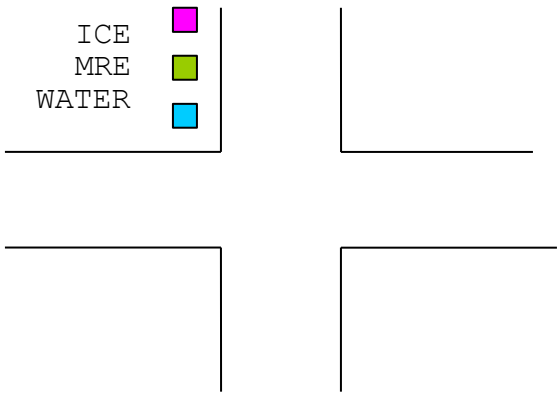


Figure 5

3. Example of an untyped POD Organization. This will be used only for temporary, short-term sites.



B. POD Operations

1. **Determine Commodity Needs.** The Emergency Management Director will determine what commodities are needed and the initial amount required for the County. This calculation will be on the overall situation, existing census data and estimated population densities.

2. **Determine POD Locations.** The Emergency Management Director will determine which POD sites will be used. This decision is based on the Emergency Management Director's estimate of the situation, which will consider the population affected, the location needed to effectively provide assistance, the access to that site, the ability to support operations efficiently and security issues.

3. **Notification**

   a. The Emergency Management Director will determine which County personnel, volunteer agencies, or NGOs are needed to activate and operate a POD.

   b. The Emergency Management Director will direct the EOC staff will notify those personnel and organizations to prepare to activate a POD site. The EOC staff will provide the following information to the individual designated as the Site Manager.

      - Location of the POD
      - Time and date POD will open
      - Type and quantities of commodities that will be delivered
      - Estimated date and time of the first supply shipment
      - Amount and location of site support equipment.

   c. If personnel needed for the POD operations do not belong to the Site Manager's organization, the EOC staff will notify those personnel where and when to report and the name of the Site Manager.

   d. At the request of the Emergency Management Director, the County Warning Point will notify designated POD staff that the distribution point will be activated.

   e. The Emergency Management Director will notify NCEM using WebEOC and report which POD sites are activated and operational.

4. **POD Site Activation**

   a. Within four hours of notification, POD staff will report to their distribution point with all necessary equipment. The Site Manager will notify the EOC when the POD site is operational.

5. **Site Operations**

   a. The POD sites will operate 24 hours per day until demobilized. POD sites will be open to County residents between the hours of 0800 and 1700 hours, but these times may be increased if the demand requires it. Resupply for the site will commence after 1700.

   b. The POD sites will normally provide the following items to those County residents needing assistance:

      - (2) meals ready-to-eat (MRE) per person per day
      - (1) gallon of water per person per day
      - (1) tarp per household if the house has been damaged
      - (1) bag of ice per household per day if a member in the household has medications requiring refrigeration

c. Team members will determine the quantity to be issued based on the customer's statement of the number of people he is supporting. Team members place the water, MREs, and ice in the customer's vehicle. The Site Manager must have the site prepared to service to both drive-up and walk-up customers. For safety reasons, a separate area is needed to deliver supplies to walk-up clients.

d. The Site Manager will ensure that the customers continue to move directly through the distribution line and traffic flow is not impeded. Adequate space should be reserved to receive an inoperative vehicle or a customer needing medical attention.

e. While issuing supplies, the POD staff will ensure that no incorrect information on POD operations or recovery activities is passed on to the customers.

6. **Supply Accountability**

a. There will be a separate and secure lane established for the vehicles delivering supplies to the site.

b. On the arrival of the first shipment and for all subsequent shipments, the Site Manager will validate all Bills of Lading for the commodities delivered to the site.

c. All resupply shipments will be requested to arrive after 1700 hours daily, but this may occur around the clock to maintain adequate stocks at the POD.

d. The Site Manager will inventory the supplies on hand each day prior to opening the POD. The Site Manager will report on the amount of each commodity issued daily and request the items and quantity needed for the following day. This information will be provided to the EOC staff no later than 1700 hours each day of operation. The POD Manager will also report on the status of the personnel and equipment at the site with this inventory report.

e. Security will be maintained at all times at the POD. If additional law enforcement support is needed, the Site Manager will contact the EOC for assistance. If there is an emergency at the site, anyone may call 911 for immediate response. The POD staff will not argue with customers but will refer any problems to the Site Manager for action.

f. Customers may feel the need to assist at the POD. These personnel can be utilized for tasks at the site should they volunteer and be approved by the Emergency Management Director. All of these individuals must follow the rules and procedures established for the PODs and obey the instructions of the POD Site Manager. No people under the age of 18 will be allowed to work at the POD unless a parent or the legal guardian is present and working at that location.

7. **Demobilization**

a. Upon notification of demobilization, distribution to County residents will cease. The POD staff will finish servicing those customers currently in line.

b. The staff will make a final inventory of all commodities and report this information to the EOC. Team members will collect all remaining commodities for transport back to the CRDP or another POD.

c. The Site Manager will coordinate with the EOC for the pick-up of the remaining supplies and all site equipment. The Site Manager will collect all documents (inventory sheets, bills of lading, ICS 214, etc.) and return them to the EOC.

d. The POD staff will ensure that the site is cleared of all debris, trash, pallets, etc. The site will be swept clean or washed down if water is available.

e. The Site Manager will not release any personnel until final cleaning is complete and the site is cleared.

ATTACHMENT B OF APPENDIX 3 TO ANNEX P
COMMODITY DISTRIBUTION SOG
POD RESOURCE LIST

RESOURCE TYPE FOR TYPE 3 PODs	QTY	SOURCES
Team Leader	1	Library System Tax Administration Volunteer (Combination) Fire Departments
Forklift Operator	2	Cabarrus Arena and Events Center Cabarrus County Schools IAM Kannapolis City Schools
Labor – Loading Point	20	Active Living and Parks Library System Register of Deeds Tax Administration Volunteer (Combination) Fire Departments
Labor – Loading Point Back-up	9	Active Living and Parks Library System Register of Deeds Tax Administration Department Volunteer (Combination) Fire Departments
Labor – Pallet Jacks	1	Active Living and Parks Library System Register of Deeds Tax Administration Volunteer (Combination) Fire Departments
Law Enforcement/Security	3	Municipal Law Enforcement Sheriff's Office
Community Relations	1	CHSA PIO
Forklifts	1	IAM R.S. Braswell Co. Sunbelt Rentals
Pallet Jacks	1	IAM
Mobile Light Towers	1	Sunbelt Rentals Volunteer (Combination) Fire Departments Municipal Fire Departments
Portable Toilets	2	Al Lowder, Inc Rowan Septic Tanks
Tents	1	NGO's
Dumpsters	1	BFI –CMS Reliable Hauling
Traffic Cones	10	Sheriff's Office Volunteer (Combination) Fire Departments
County 800MHz Radio	1	Emergency Management Department. (1) from each POD, as needed

ANNEX R
RECOVERY

Primary Agencies

- CHSA
- Emergency Management
- Finance Department/Procurement Services
- IAM
- Planning and Development – Chief Codes Enforcement Officer

Support Agencies

- American Red Cross – Southern Piedmont Chapter
- County Manager
- Municipal Fire Departments
- Sheriff's Office
- Tax Administration
- Volunteer (Combination) Fire Departments

I. PURPOSE

This annex provides a framework and guidance for the organization and coordination of community recovery following a disaster. This includes both short-term recovery in the hours following the incident or event, and long-term recovery in the days, weeks, months, and years following an incident or event. Primary goals include the restoration of vital lifelines, critical infrastructure, the business of government, the environment, the local economy, and in some cases private property.

II. SITUATION AND ASSUMPTIONS

A. Situation

1. Any emergency situation has the potential to cause damage to the County that may require both short-term and long-term recovery operations.
2. In most cases, recovery operations involve departments, agencies, and private sector entities that are not typically involved in the other phases of emergency management (preparedness, response, mitigation).

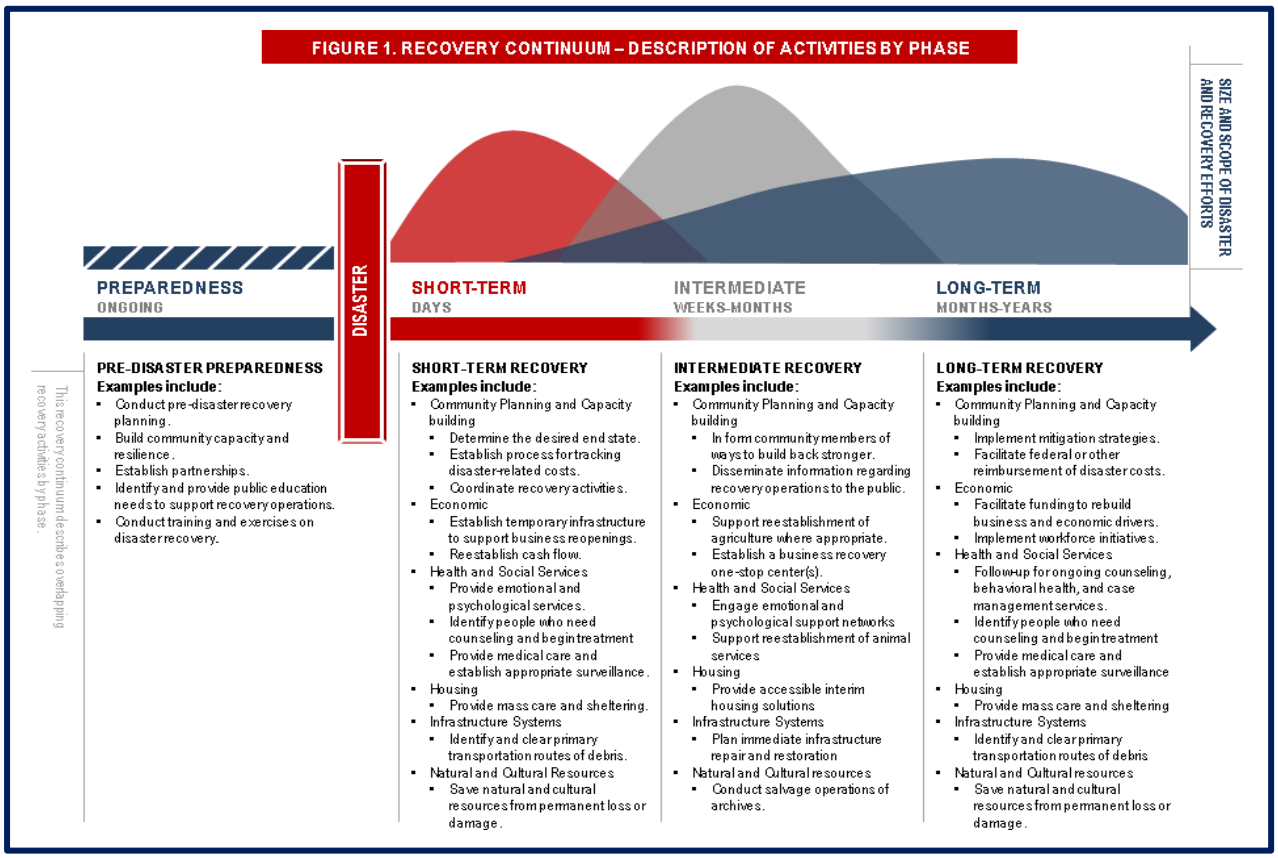
B. Assumptions

1. The effects of the emergency situation may continue to pose a threat of damage to public and private property after response operations have concluded.
2. Prompt implementation of recovery operations helps expedite relief and assistance for those adversely affected by the emergency.
3. The County may not have the resources and capabilities to engage in recovery operations, thus relying heavily on the state and local government for assistance.
4. Dependent on the scope and nature of the disaster, federal resources/funds may be available for public and/or private assistance.
5. Dependent on the scope and nature of the disaster, the County may request both a state and Presidential Disaster Declaration in order to qualify for federal assistance.

III. CONCEPT OF OPERATIONS

A. General

1. Immediately following a disaster, initial response activities are focused on life safety and protecting property and infrastructure. During the hours following an incident or event, it is also critical to consider the both the short-term and long-term impacts. In many cases the County begins the recovery process concurrently with response operations. It's important to consider recovery as early in the disaster as possible because state and federal funding/assistance is dependent on proper emergency declaration(s), Preliminary Damage Assessment (PDA) findings, and incident/event documentation.
2. The County is responsible for leading the recovery process, but in many cases requires assistance from surrounding jurisdictions, the state, federal government, and private sector partners.
3. The recovery process is split into two categories, short-term and long-term. However, some activities can occur in both and concurrently. In many cases there is no clear distinction between when short- term recovery ends and long-term recovery begins.
    a. Short-term recovery focuses on restoring critical lifelines and infrastructure such as utilities, roads, the economy and services that the public relies on for their immediate needs. Short-term recovery typically occurs in the hours and days following an incident or event.
    b. Long-term recovery builds on the activities taking place during short-term recovery, and focuses on the resumption of full services, larger-scale repairs and restoration, economic recovery, and maintaining all functions of the business of government. Long-term recovery usually takes into consideration mitigation activities in order to try to reduce or eliminate the impacts of a similar incident/event occurring in the future. Long-term recovery takes place in the days, weeks, months, and even years following the incident/event. Long-term recovery can often occur after the EOC has been closed.



c.

Figure 1.1
Disaster Recovery Continuum

B. Cabarrus County Recovery Operations

1. The Emergency Management Director coordinates initial recovery operations from the EOC. Local municipalities operate from their city/town EOC. The EOC staff maintains accurate records of both response and recovery operations, to include records of all expenditures for labor, equipment use and supplies expended during these operations.
2. The Planning Section of the EOC manages recovery operations within the county. The municipalities coordinate their recovery activities with the EOC and submit all reports and documentation to the EOC. All requests for assistance go the EOC for action.
3. Often, the first step in the recovery process is completing a PDA. Planning and Development Department, Construction Standards and the Tax Assessor's Office form damage assessment teams to examine and report on the extent of damage throughout the county. Refer to Annex M – Damage Assessment and Debris Removal for additional information on damage assessment activities.
4. Following the completion of the damage assessment, the Emergency Management

Director forwards damage assessment reports and any requests for assistance from the NCEM Western Branch Office by the quickest means available. The Secretary, North Carolina Department of Public Safety is authorized to commit state resources to assist with the recovery efforts.

5. Under the provisions of North Carolina General Statue 166A, the existence of a state of disaster may be proclaimed by the Governor or by a resolution of the General Assembly if either of these finds that a disaster threatens or exists. Upon receipt of the PDA, the Governor shall issue a proclamation defining the area subject to the state of disaster and proclaiming the disaster as a Type I, Type II, or Type III disaster. (See NC GS 166A-6 for details of each type).
6. The Governor may request a Presidential declaration of a "major disaster", "major emergency", or a specific federal agency disaster declaration (Small Business Administration, Department of Agriculture, Corps of Engineers, etc.) to augment state, local, and private recovery and relief efforts.
7. The President, under a "major emergency" declaration may authorize the use of any federal equipment, personnel and other resources to support local response and recovery operations.
8. The President, under a "major disaster" declaration may authorize two basic types of disaster relief assistance:
    a. Individual Assistance (IA). This focuses on the individual and includes:
        (1) Financial Assistance: Provides grants for temporary housing, home repairs, and other disaster-related expenses not covered by insurance.
        (2) Housing Assistance: Offers temporary housing options such as rental assistance, lodging expense reimbursement, and direct housing programs.
        (3) Crisis Counseling: Provides counseling services to individuals and families affected by disasters to help cope with emotional distress.
        (4) Disaster Unemployment Assistance: Offers financial assistance to eligible individuals who lost their jobs as a direct result of a disaster.
        (5) Legal Assistance: Provides legal services to individuals for issues related to disaster recovery, such as landlord-tenant disputes or consumer protection.
        (6) Other Needs Assistance: Offers assistance for necessary expenses and serious needs caused by the disaster, such as medical and dental expenses, transportation, and personal property replacement.
        (7) Individuals and Households Program (IHP): Combines several of these assistance types to help eligible individuals and households recover from disasters.
    b. Public Assistance (PA). This is employed to restore local government functions and certain types of private, nonprofit organizations. It includes:
        (1) Emergency work. Category A: Debris removal
        (2) Emergency work. Category B: Emergency protective measures
        (3) Permanent work. Category C: Roads and bridges
        (4) Permanent work. Category D: Water control facilities
        (5) Permanent work. Category E: Public buildings and contents

(6) Permanent work: Category F: Public utilities

(7) Permanent work: Category G: Park, recreation, and other facilities

(8) Category Z: Administrative cost

b. Emergency work must be completed within six months.

c. Permanent work must be completed within 18 months.

9. After a Presidential declaration:

   a. The President appoints a Federal Coordinating Officer (FCO) that controls the Federal assistance efforts.

   b. The Governor appoints a State Coordinating Officer (SCO) and Governor's Authorized Representative (GAR) to coordinate the state assistance.

   c. FEMA establishes a Disaster Field Office (DFO) central to the damaged area to administer public assistance programs. FEMA opens Disaster Application Centers (DAC) for Individual Assistance, where individuals may apply for Federal assistance.

   d. If FEMA determines the area eligible for Public Assistance programs, FEMA personnel conduct an Applicant's Briefing for officials of counties, cities, and private nonprofit (PNP) organizations to explain eligibility criteria. The Emergency Management Director identifies and notifies eligible applicants. During this briefing, each agency or local government eligible for assistance submits a Notice of Interest.

   e. Each public or private agency applying for public assistance appoints an Applicant's Agent to act as the point of contact with the FEMA PA staff. This agent collects documentation to support the claims and forward this information with the completed applications to the DFO.

10. Hazard Mitigation Grant Programs (HMGP)

    a. Emergency Management can utilize HMGP funds to proactively address vulnerabilities, enhance resilience, and minimize the loss of life and property during disasters.

    b. HMGP provides funding for projects that mitigate the risks posed by natural hazards such as floods, hurricanes, earthquakes, and wildfires. These projects can include infrastructure improvements, retrofitting buildings, implementing early warning systems, and community education initiatives.

11. Other recovery activities and operations that take place include the following:

    a. Animal control and sheltering

    b. Business resumption

    c. Communications restoration

    d. Continuity of operations/government

    e. Debris management

    f. Demolition

    g. Donations management

    h. Engineering/construction

i. Environmental services

j. Fatality management

k. Financial management

l. Public information

m. Rezoning and land use

n. Temporary and long-term housing

o. Transportation

p. Utility restoration

q. Volunteer management

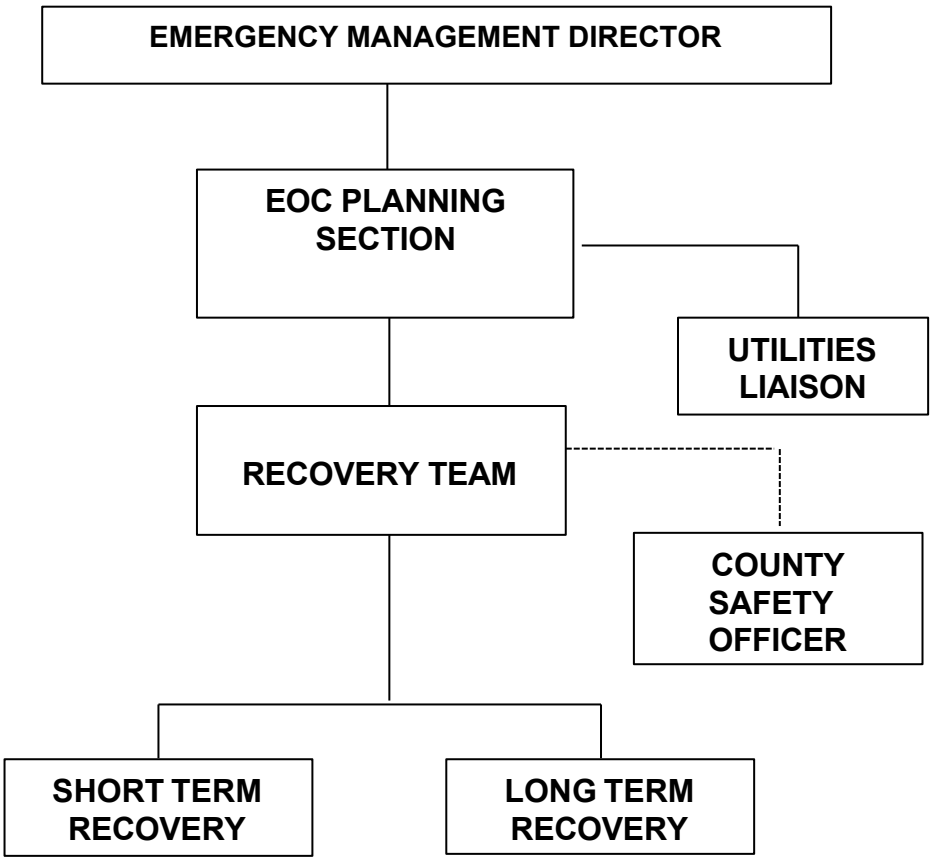
IV. DIRECTION AND CONTROL

A. The Board of County Commissioners directs the overall recovery effort. The Emergency Management Director coordinates daily recovery activities from the EOC.

B. Coordination of recovery operations follows the same model as response operations.

C. All County departments provide personnel and resources to support the recovery effort as requested. Personnel from departments assigned with recovery missions remain under the control of their own departments, but function under the technical supervision of the EOC and/or Emergency Management.

APPENDIX 1 TO ANNEX R
ORGANIZATIONAL STRUCTURE FOR RECOVERY



ANNEX S
SPECIAL EVENTS AND FACILITIES

Primary Agencies

- Emergency Management
- Fire Services

Support Agencies

- Dependent on the special event, facility and/or incident.

I. PURPOSE

This annex identifies special events and facilities that are located within (or in close proximity) to Cabarrus County. More specific information on response operations for incidents/events is located in the corresponding functional annexes. For example, a fire impacting one of the special events or facilities identified in this annex should be managed utilizing Annex F – Fire Protection. This annex is intended to provide information on special events and facilities and should not be used to coordinate or manage response operations.

II. SITUATION AND ASSUMPTIONS

A. Situation

Cabarrus Arena and Events Center
The Cabarrus Arena and Events Center is one of the largest and most adaptable facilities in the County. The complex consists of a main Arena, Event Center A and B, Gold Halls 1 and 2 and the Cabarrus Rooms. The complex hosts concerts, trade and consumer shows, local, regional and national sporting events, meetings and special events every year including the Cabarrus County Fair. Additional information on the Cabarrus Arena and Events Center is listed in Annex P – Donated Goods Management.

Charlotte Motor Speedway and zMax Dragway
The population can increase significantly during these events held at different intervals throughout the year. Refer to the Incident Action Plan for the associated event managed by the City of Concord for more information.

City of Charlotte
Any large-scale incident or event in the City of Charlotte will also likely impact the County. Refer inquiries for additional information to Charlotte-Mecklenburg Emergency Management.

Concord-Padgett Regional Airport
The Concord-Padgett Regional Airport, a general aviation facility, is located on Aviation Boulevard in the western section of the County. It is immediately west and parallel to US Interstate 85 Highway. The facility has two runways, one 7400 feet and the other 7000 feet long.

Concord Mills Mall
Concord Mills Mall is the largest tourist attraction in the State of NC. During certain times of the year, the mall can have upwards of 110,000 visitors per day.

MNS
The County is a host County for the reception and sheltering of evacuees from two evacuation zones within the MNS 10-mile Emergency Planning Zone (EPZ). Refer to the MNS Emergency Plan for more detailed information.

A. Assumptions

1. Special events and facilities pose a unique threat within the County and in some cases may be more susceptible to an emergency.
2. Operational response information for special events and facilities is located in the corresponding annexes dependent on the event, facility, and/or incident.
3. Tactical response information for special events and facilities is located in departmental plans, policies, and procedures dependent on the event, facility, and/or incident.

III. CONCEPT OF OPERATIONS

A. General

1. The concept of operations for special events and facilities is dependent on the type of incident or event. In some cases a supplemental plan identifies the concept of operations (e.g. the Speedway Emergency Action Plan for events/incidents at the speedway), while others are determined by the type of emergency that has occurred and the concept of operations is identified in a functional annex (e.g. a terrorist attack at Concord Mills would require activation of Annex Q – Terrorism Response Operations (Classified)).

B. Organization and Staffing.

1. Organization and staffing for special events and facilities is dependent on the type of incident or event.

IV. DIRECTION AND CONTROL

A. During the preparedness phase, Fire Services identifies and coordinates planning efforts in consideration of special events and facilities within the unincorporated areas of the County and applicable municipal events.

B. In some cases, Emergency Management plays a support role in planning efforts of special events or facilities that are located outside of the County's jurisdiction.

C. During the response phase, the department or agency with command and control responsibilities for the special event or facility determines direction and control. In many cases, the response will require EOC activation. For detailed information on direction and control when the EOC is activated refer to Annex A – Direction and Control.

V. CONTINUITY OF GOVERNMENT

A. Order of succession for departments and agencies that play a role in responding to an incident at one of the identified special events or facilities are in accordance with their internal SOG(s).

CABARRUS COUNTY

BOARD OF COMMISSIONERS
WORK SESSION

APRIL 07, 2026
5:00 PM

AGENDA CATEGORY:

DISCUSSION ITEMS - FOR ACTION

SUBJECT:

Emergency Management - Duke Energy McGuire Nuclear Station Grant Funding Increase & Budget Amendment

BRIEF SUMMARY:

Cabarrus County Emergency Management has received an increase to the annual grant funding allotment from $25,000.00 to $31,000.00 to continue and strengthen emergency preparedness support as a host county associated with the Duke Energy McGuire Nuclear Station. The increased funds reflect rising costs and critical needs identified through ongoing planning, training, and equipment assessments. The additional $6,000.00 in funding will be used to address increased equipment and supply costs necessary to support the operation of the Reception and Congregate Care Center, ensuring Cabarrus County can effectively register, decontaminate, shelter, and care for displaced residents from Mecklenburg County should a radiological emergency arise.

REQUESTED ACTION:

Recommended Motion for the Regular Meeting:

Motion to accept the grant award and approve the associated budget amendment.

SUBMITTED BY:

Jason Burnett, Emergency Management Director

BUDGET AMENDMENT REQUIRED:

No

ATTACHMENTS:

1. Budget Amendment

Budget Revision/Amendment Request

Date: 4/20/2026 **Amount:** $ 6,000.00

Dept. Head: Jason Burnett, EM Director **Department:** Emergency Management

☐ **Internal Transfer Within Department** ☐ **Transfer Between Departments/Funds** ☑ **Supplemental Request**

Budget Amendment for Duke Energy McGuire Nuclear Station Grant Funding Increase

Fund	Indicator	Department/ Object/ Project	Account Name	Approved Budget	Increase Amount	Decrease Amount	Revised Budget
001	6	2710-6807	Duke Energy Grant	$ 25,000.00	$ 6,000.00		$ 31,000.00
001	9	2710-9431	McGuire Grant Expense	$ 18,000.00	$ 6,000.00		$ 24,000.00
							0.00
							0.00
							0.00
							0.00
							0.00
							0.00
						Total	0.00

Budget Officer

☐ Approved

☐ Denied

_____

Signature

_____

Date

County Manager

☐ Approved

☐ Denied

_____

Signature

_____

Date

Board of Commissioners

☐ Approved

☐ Denied

_____

Signature

_____

Date

CABARRUS COUNTY

BOARD OF COMMISSIONERS
WORK SESSION

APRIL 07, 2026
5:00 PM

AGENDA CATEGORY:

NEW BUSINESS

SUBJECT:

Emergency Medical Services (EMS) - Proposed EMS Rate Increases

BRIEF SUMMARY:

EMS is requesting a fee increase for rates of service. This was discussed at the FY27 Budget Retreat. This recommendation aligns with 300% of the Medicare Fee Schedule (MFS) and is supported by our billing company, EMS Management and Consultants.

REQUESTED ACTION:

Motion to approve the requested ambulance fee increase to be adopted for FY27.

SUBMITTED BY:

James Lentz, Emergency Medical Services Chief

BUDGET AMENDMENT REQUIRED:

No

ATTACHMENTS:

1.2026 Rate Analysis Letter

2. Cabarrus Presentation EMSMC

EMS|MC

Rate Survey

Cabarrus County EMS

2540 Empire Drive, Suite 100
Winston-Salem, NC 27103

info@emsmc.com

emsmc.com

EMS|MC

Dear Cabarrus County EMS,

I trust you are well. In our ongoing partnership, we are dedicated to ensuring that Cabarrus County EMS remains both sustainable and capable of delivering the high standard of care your community expects.

With the current economic landscape, we are aware that many service providers are grappling with the question of whether to adjust their ambulance rates. These adjustments include the 2026 Ambulance Inflation Factor that are based on the Medicare Allowable rates and well as reviewing neighboring agencies. While we understand this decision is not taken lightly, we recommend an annual review of rates and have provided this information below.

Understanding the Ambulance Inflation Factor:
The ambulance inflation factor is an annual measure reflecting the increased costs associated with providing ambulance services, influenced by variables such as fuel prices, medical equipment costs, personnel expenses, and regulatory changes. Adjusting rates to align with this factor can ensure that your service does not suffer from diminished resources as operational costs climb. The 2026 Ambulance Inflation Factor is 2.0%.

Understanding the Medicare Fee Schedule:
The Medicare Part B Ambulance Fee Schedule (AFS) is a national fee schedule for ambulance services. Each year, an update is applied to the payment limits for ambulance transports that is equal to the percentage increase in the Consumer Price Index for All Urban Consumers (CPI-U) for the 12-month period ending with June of the previous year.

The fee schedule applies to all ambulance services provided by:

- Volunteer, municipal, private, and independent ambulance suppliers.
- Institutional providers, including hospitals and skilled nursing facilities.
- Critical access hospitals, except when they're the only ambulance service within 35 miles.

Our Analysis Approach
To support your decision-making, we've conducted a comprehensive analysis of your rates against these factors. This strategic approach factors in state and regional benchmarks and aligns with the Medicare Allowable Fee Schedule, offering insights into sustainable pricing that nurtures community trust.

A Partnership Driven by Data and Discretion
EMS|MC remains dedicated to a data-informed approach that respects your goals and patient care priorities. We understand the sensitivity of pricing changes and have approached this analysis with the necessary diligence and discretion. We are here to navigate these complex considerations alongside you and look forward to that opportunity.

Thank you for your continued trust in our partnership,

Sarah Ball, Client Success Executive
EMS|MC
Sarah.Ball@emsmc.com
336-701-0643

EMS|MC

Cabarrus County EMS NC

2026 Medicare Rate Analysis and Recommendations

Level Of Service	2026 Medicare Allowable (Urban)	Current Charge	Recommended (300% MFS)	Recommended (350% MFS)	2026 Approved Charge
ALS NE A0426	$331.97	$636.29	$995.91	$1,161.90	$0.00
ALS E A0427	$525.61	$890.78	$1,576.83	$1,839.64	$0.00
BLS NE A0428	$276.64	$563.57	$829.92	$968.24	$0.00
BLS E A0429	$442.62	$781.71	$1,327.86	$1,549.17	$0.00
ALS 2 A0433	$760.75	$1,199.82	$2,282.25	$2,662.63	$0.00
Specialty Care Transports A0434	$899.07	$1,381.60	$2,697.21	$3,146.75	$0.00
Mileage A0425	$9.33	$15.00	$27.99	$32.66	$0.00

Prepared by: EMS|MC

Authorization of Recommended Rates/Date

Printed Name/Title

Charge Description	HCPCS Code	Charge Type	Current Price
A2 Comprehensive Transport	A0433	ALS Base Rates	$1,199.82
ALS Disposable Supplies	A0398	Misc. Supplies	$100.00
ALS Emerg Transport	A0427	ALS Base Rates	$890.78
ALS Mileage	A0425	Mileage	$6.50
ALS NonEmerg Transport	A0426	ALS Base Rates	$636.29
BLS Disposable Supplies	A0382	Misc. Supplies	$60.00
BLS Emerg Transport	A0429	BLS Base Rates	$781.71
BLS Mileage	A0425	Mileage	$6.50
BLS NonEmerg Transport	A0428	BLS Base Rates	$563.57

EMS|MC

DOA Transport	A0429	Other Charges	$411.22
IV Disposable Supplies	A0394	Misc. Supplies	$50.00
MedCtr Air A2 Comprehen	A0433	ALS Base Rates	$706.78
MedCtr Air ALS Emerg	A0427	ALS Base Rates	$488.31
MedCtr Air ALS NonEmer	A0426	ALS Base Rates	$308.42
MedCtr Air BLS Emerg	A0429	BLS Base Rates	$411.21
MedCtr Air BLS NonEmerg	A0428	BLS Base Rates	$257.01
MedCtr Air Mileage	A0425	Mileage	$8.71
MedCtr Air Patient Miles	A0888	Mileage	$8.71
MedCtr Air SCT	A0434	ALS Base Rates	$835.29
Medicaid Roundtrip	T2003	Other Charges	$700.00
Medical Exam Miles(40+)	A0999	Mileage	$1.00
Medical Examiner Trans	A0999	Other Charges	$170.00
Mileage - Ground	A0425	Mileage	$15.00
Oxygen	A0422	Misc. Supplies	$50.00
Patient Mileage Charge	A0888	Mileage	$15.00
Specialty Care Transport	A0434	ALS Base Rates	$1,381.60
Treatment, No Transport	A0998	Other Charges	$200.00

EMS|MC

Cabarrus County EMS NC

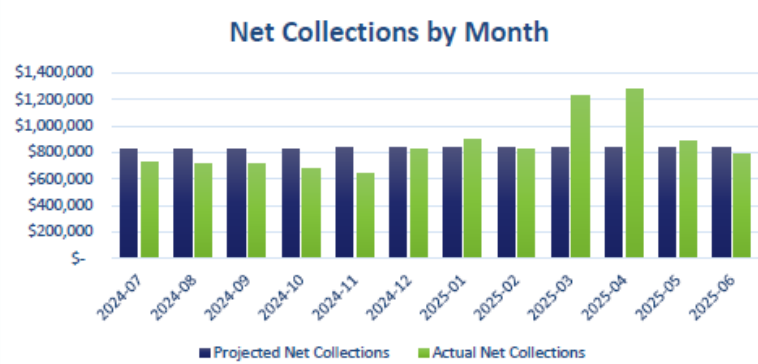
EMS|MC Budget Review

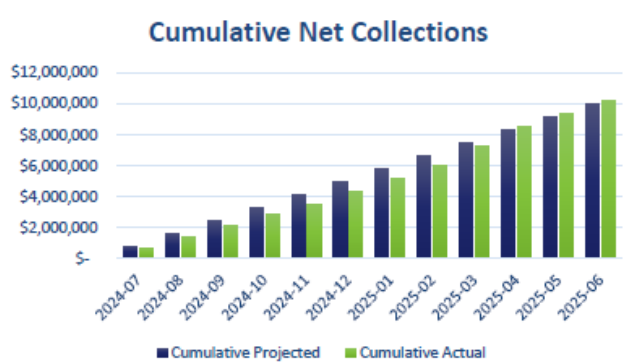
Cabarrus County EMS

FY2025 Performance – Net Collection Percentages

Cabarrus County EMS **FY 2025**

PTD Projected Net Collections	PTD Actual Net Collections	PTD Collection %
$ 9,987,055	$ 10,199,767	102.1%





Month	Projected Net Collections	Actual Net Collections	Variance $	% of Projected	Cumulative Projected	Cumulative Actual	Cumulative Variance $	% of Cumulative Projected
2024-07	$ 826,713	$ 723,573	$ (103,140)	87.5%	$ 826,713	$ 723,573	$ (103,140)	87.5%
2024-08	$ 827,721	$ 710,956	$ (116,765)	85.9%	$ 1,654,434	$ 1,434,529	$ (219,905)	86.7%
2024-09	$ 828,728	$ 711,556	$ (117,173)	85.9%	$ 2,483,162	$ 2,146,084	$ (337,078)	86.4%
2024-10	$ 829,736	$ 678,351	$ (151,384)	81.8%	$ 3,312,898	$ 2,824,435	$ (488,463)	85.3%
2024-11	$ 830,743	$ 647,065	$ (183,678)	77.9%	$ 4,143,641	$ 3,471,500	$ (672,141)	83.8%
2024-12	$ 831,751	$ 820,170	$ (11,581)	98.6%	$ 4,975,392	$ 4,291,670	$ (683,722)	86.3%
2025-01	$ 832,758	$ 898,538	$ 65,779	107.9%	$ 5,808,151	$ 5,190,208	$ (617,943)	89.4%
2025-02	$ 833,766	$ 822,372	$ (11,394)	98.6%	$ 6,641,916	$ 6,012,579	$ (629,337)	90.5%
2025-03	$ 834,773	$ 1,228,726	$ 393,953	147.2%	$ 7,476,690	$ 7,241,305	$ (235,385)	96.9%
2025-04	$ 835,781	$ 1,281,992	$ 446,211	153.4%	$ 8,312,471	$ 8,523,297	$ 210,826	102.5%
2025-05	$ 836,788	$ 886,922	$ 50,134	106.0%	$ 9,149,259	$ 9,410,219	$ 260,960	102.9%
2025-06	$ 837,796	$ 789,548	$ (48,248)	94.2%	$ 9,987,055	$ 10,199,767	$ 212,712	102.1%

Cabarrus County EMS

FY2025 Performance – Net Collection Percentages

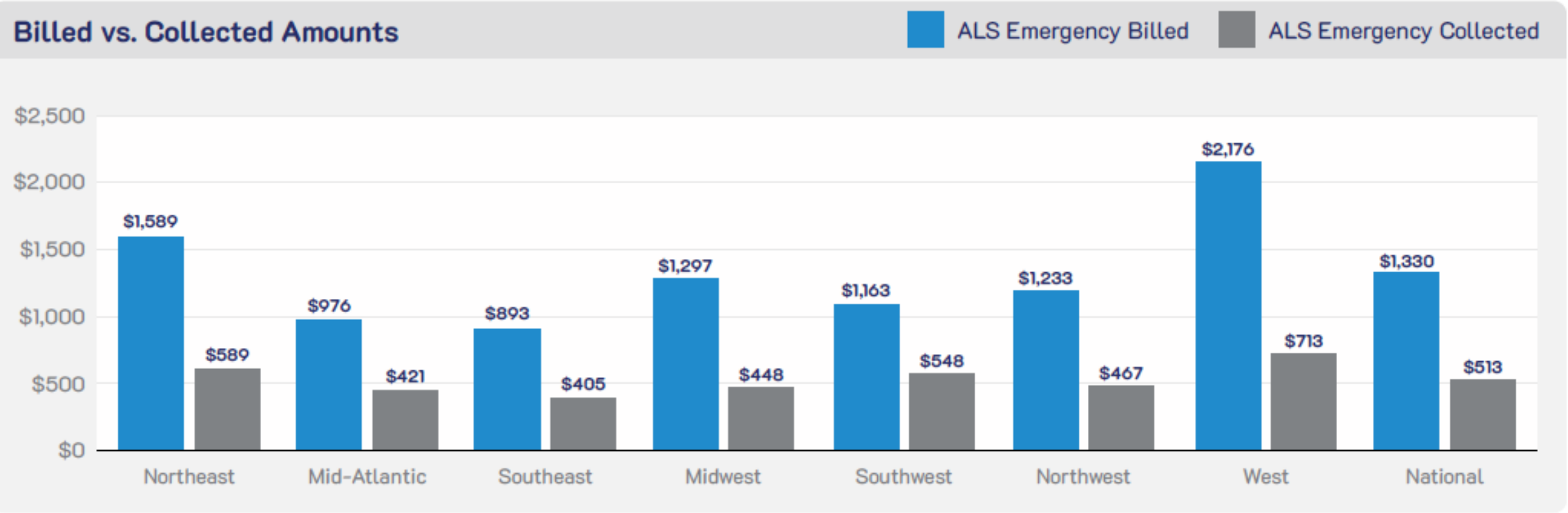
Payor Category	Trips	Net Collection %	CPT
Medicare	3,565	96.6%	$505.88
Medicare Advantage	7,058	84.9%	$432.37
Medicaid	547	65.5%	$105.55
Medicaid MCO	3,491	92.8%	$560.35
Insurance	3,515	80.7%	$588.25
Other Gov Payors	340	81.7%	$746.50
TPL	129	72.5%	$735.48
Facility	401	93.8%	$372.09
Uninsured	1,934	16.0%	$156.84
Overall	20,980	76.6%	$464.15

Cabarrus County EMS

Rate Comparison

Level of Service	Cabarrus (Current)	Cabarrus (Proposed)	Wake	Guilford	Rowan	Gaston	Mecklenburg	Average
BLS NE	563.57	829.92	1,449.22	553.28	408.71	850.00	892.00	786.13
BLS E	781.71	1,327.86	1,449.22	885.24	653.93	1,000.00	1,194.00	994.02
ALS NE	636.29	995.91	1,449.22	663.94	490.43	1,200.00	892.00	888.65
ALS E	890.78	1,576.83	1,449.22	1,051.22	776.52	1,500.00	1,194.00	1,143.62
ALS2	1,199.82	2,282.25	1,449.22	1,521.50	1,123.91	1,800.00	1,194.00	1,381.41
SCT	1,381.60	2,697.21	1,449.22	1,798.14	1,165.00	2,400.00	1,440.00	1,605.66
Mileage	15.00	27.99	17.88	18.66	13.86	23.50	29.00	19.65
TNT	200.00	200	150 (BLS) 200 (ALS)	350.00	250.00	375.00	200.00	275.00

Average Billed vs. Collected Amounts



Cabarrus County EMS

Projected Rate Increase

Projected Rate Increase	Revenue
Current Rates	$11.3M
Recommended Rates	$12.8M

Cabarrus County EMS

Ground Ambulance Data Collection System - GADCS

	Median			
Provider Type	Revenue	Cost	Shortfall $	Shortfall %
All NPIs	$625	$1,340	($715)	(53%)
Medium Volume Systems	$641	$1,379	($738)	(54%)
Government Systems	$693	$1,879	($1,166)	(63%)
Public Safety	$641	$2,050	($1,409)	(69%)
Urban	$545	$1,227	($682)	(56%)

CABARRUS COUNTY

BOARD OF COMMISSIONERS
WORK SESSION

APRIL 07, 2026
5:00 PM

AGENDA CATEGORY:

DISCUSSION ITEMS - FOR ACTION

SUBJECT:

Facilities Design and Construction - Bid Award for Construction Standards, Planning and Zoning and First Floor Restroom Renovations

BRIEF SUMMARY:

Sealed bids were received on April 2, 2026 at 2:00 in the Board of Commissioners Chambers for the renovation of the Construction Standards and Planning and Zoning suites and first floor restroom at the Governmental Center. Staff will present the bid tabulations and request that a contract to be awarded to the lowest bidder.

REQUESTED ACTION:

Recommended Motion for the Regular Meeting:

Motion to enter into a contract with Lyles Construction for the Construction Standards, Planning and Zoning and first floor restroom renovations and to approve the Interim County Manager to execute the contract and any necessary documents upon review and approval by County Attorney.

SUBMITTED BY:

Michael A Miller, Design and Construction Manager

BUDGET AMENDMENT REQUIRED:

No

ATTACHMENTS:

1. Work Scope No. 1 Bid Tabulation
2. Work Scope No. 2 Bid Tabulation

BID TABULATION

Name of Project: **Work Scope No.1- Construction Standards, Planning, and Zoning Alterations, Cabarrus County Governmental Center**

Location: **65 Church Street SE**
Concord, N.C. 28025

Bid submission deadline: 2:00 pm, April 2, 2026
County Commissioners Meeting Room, Cabarrus Co. Governmental Center

Name of Contractor	Base Bid	Alt. No. 1 Owner preferred acoustical celings	Alt. No. 2 Owner preferred Clarus Glass VDS	Alt. No. 3 Owner preferred Florence window				Bid Bond	HUB	Est. Days
IKE'S CONSTRUCTION, INC.	$810,000.00	$0.00	$2,420.00	$2,255.00				Yes	Yes	150
GW LILES CONSTRUCTION, CO., INC.	$884,057.00	$0.00	$1,750.00	$2,050.00				Yes	Yes	150
MILES-McCLELLAN CONSTRUCTION	No Bid									
EVISICON CONSTRUCTION, CO., INC.	$879,468.00	$0.00	$5,566.00	$2,310.00				Yes	Yes	150

BID TABULATION

Name of Project: **Work Scope No. 2- First Floor Restroom Alterations, Cabarrus County Governmental Center**

Location: **65 Church Street SE**
Concord, N.C. 28025

Bid submission deadline: 2:00 pm, April 2, 2026
County Commissioners Meeting Room, Cabarrus Co. Governmental Center

Name of Contractor	Base Bid	Alt. No. 1 Owner preferred sconce lights	Alt. No. 2 Owner preferred toilet partitions	Alt. No. 3 Owner preferred quartz countertops	Alt. No. 4 Owner preferred acoustical ceilings	Alt. No. 5 Owner preferred ceramic tile	Alt. No. 6 Setting Bed Replacement	Bid Bond	HUB	Est. Days
IKE'S CONSTRUCTION, INC.	$160,000.00	$0.00	$0.00	$0.00	$0.00	$0.00	$13,315.00	Yes	Yes	150
GW LILES CONSTRUCTION, CO., INC.	$55,440.00	$750.00	$6,774.00	$0.00	$0.00	$0.00	$0.00	Yes	Yes	150
MILES-McCLELLAN CONSTRUCTION	No Bid									
EVISICON CONSTRUCTION, CO., INC.	$199,825.00	$3,336.00	$0.00	$2,651.00	$0.00	$0.00	$4,781.00	Yes	Yes	150

CABARRUS COUNTY

BOARD OF COMMISSIONERS
WORK SESSION

APRIL 07, 2026
5:00 PM

AGENDA CATEGORY:

CONSENT AGENDA

SUBJECT:

Finance - FY 2026 Audit Contract Approval

BRIEF SUMMARY:

The Local Government Commission ("LGC") requires the Board of Commissioners approve the audit contract each year. The current audit contract for Fiscal Year 2026 is with Martin Starnes & Associates, CPA's and is attached for your review.

REQUESTED ACTION:

Recommended Motion for the Regular Meeting:

Motion to approve audit contract with Martin Starnes & Associates, CPA’s for Fiscal Year 2026 audit and to authorize the Chair to execute the contract on the Board’s behalf.

SUBMITTED BY:

Jim Howden, Finance Director

BUDGET AMENDMENT REQUIRED:

No

ATTACHMENTS:

1. Audit Contract - Fiscal Year 2026

CONTRACT TO AUDIT ACCOUNTS

The Governing Board: Board of Commissioners

of Primary Government Unit: Cabarrus County, NC

and Discretely Presented Component Unit (DPCU) (if applicable): N/A

Primary Government Unit, together with DPCU (if applicable), hereinafter referred to as Governmental Unit(s)

and Auditor Name: Martin Starnes & Associates, CPAs. P.A.

Auditor Address: 730 13th Avenue Drive SE, Hickory NC 28602

Hereinafter referred to as Auditor

for

Fiscal Year Ending	Date Audit Will Be Submitted to LGC
06/30/26	12/31/26

Must be within six months of FYE

hereby agree as follows:

1. The Auditor shall audit all statements and disclosures required by "U.S. Auditing Standards – AICPA (Clarified)," referred to as generally accepted auditing standards (GAAS) and additional required legal statements and disclosures of all funds and/or divisions of the Governmental Unit(s). The non-major combining, and individual fund statements and schedules shall be subjected to the auditing procedures applied in the audit of the basic financial statements and an opinion shall be rendered in relation to (as applicable) the governmental activities, the business-type activities, the aggregate DPCUs, each major governmental and enterprise fund, and the aggregate remaining fund information (non-major government and enterprise funds, the internal service fund type, and the fiduciary fund types). Budgetary comparison information shall be prepared in accordance with applicable GASB standards. Budget-to-actual comparisons at the level of the legally adopted budget ordinance shall be presented as required supplementary information and shall not be included in the basic financial statements. Any other budgetary comparison information shall be presented only as supplementary information for funds required to be budgeted under NCGS Chapter 159, Article 3.

2. At a minimum, the Auditor shall conduct the audit and render the report in accordance with GAAS. If the Governmental Unit expended $100,000 or more in combined Federal and State financial assistance during the reporting period, the Auditor shall perform the audit in accordance with *Generally Accepted Government Auditing Standards* (GAGAS). The Governmental Unit is subject to federal single audit requirements in accordance with Title 2 US Code of Federal Regulations Part 200 *Uniform Administration Requirements, Cost Principles, and Audit Requirements for Federal Awards*, Subpart F (*Uniform Guidance*) and the State Single Audit Implementation Act. Currently the threshold is $1,000,000 for federal and state single audits, or such other threshold as applicable for the fiscal year under audit. This audit and all associated audit documentation may be subject to review by federal and State agencies in accordance with federal and State laws, including the staff of the Office of State Auditor (OSA) and the Local Government Commission (LGC). If the audit requires a federal single audit in accordance with the Uniform Guidance (§200.501) the Auditor and Governmental Unit(s) should discuss, in advance of the execution of this contract, the responsibility for submission of the audit and the accompanying data collection form (form SF-FAC) to the Federal Audit Clearinghouse as required under the Uniform Guidance (§200.512) to ensure proper submission.

If the audit and Auditor communication are found in this review to be substandard, the results of the review may be forwarded to the North Carolina State Board of CPA Examiners (NC State Board).

3. If an entity is determined to be a component of another government as defined by the group audit standards, the entity's auditor shall make a good faith effort to comply in a timely manner with the requests of the group auditor in accordance with AU-6 §600.41 - §600.42.

4. This contract contemplates an unmodified opinion being rendered. If during the process of conducting the audit, the Auditor determines that it will not be possible to render an unmodified opinion on the financial statements of the unit, the Auditor shall contact the LGC Staff to discuss the circumstances leading to that conclusion as soon as is practical and before the final report is issued. The audit shall include such tests of the accounting records and such other auditing procedures as are considered by the Auditor to be necessary in the circumstances. Any limitations or restrictions in scope which would lead to a qualification should be fully explained in an attachment to this contract.

5. If this audit engagement is subject to the standards for audit as defined in *Government Auditing Standards* (2018 revision or subsequent revisions, as applicable) issued by the Comptroller General of the United States, then by accepting this engagement, the Auditor warrants that he or she has met the requirements for a peer review and continuing education as specified in *Government Auditing Standards*. The Auditor agrees to provide a copy of the most recent peer review report to the Governmental Unit(s) and to the Secretary of the LGC prior to the execution of an audit contract. Subsequent submissions of the report are required only upon report expiration or upon the Auditor's receipt of an updated peer review report. If the audit firm receives a peer review rating other than pass, the Auditor shall not contract with the Governmental Unit(s) without first contacting the Secretary of the LGC for a peer review analysis that may result in additional contractual requirements.

If the audit engagement is not subject to *Government Auditing Standards* or if financial statements are not prepared in accordance with U.S. generally accepted accounting principles (GAAP) and fail to include all disclosures required by GAAP, the Auditor shall provide an explanation as to why in an attachment to this contract or in an amendment.

6. It is agreed that time is of the essence in this contract. All audits are to be performed, and the report of audit submitted to LGC Staff, within six months of fiscal year end. At the time of the execution of this contract, if the parties know that the anticipated submission date of the audit exceeds six months after fiscal year end, a written explanation shall be provided to the Secretary of the LGC on this contract form (see the space provided on Page 7). If it becomes necessary to amend the audit fee or the date that the audit report will be submitted to the LGC, an amended contract along with a written explanation of the change shall be submitted to the Secretary of the LGC for approval.

7. It is agreed that GAAS include a review of the Governmental Unit's (Units') systems of internal control and accounting as they relate to accountability of funds and adherence to budget and law requirements applicable thereto; that the Auditor shall make a written report, which may or may not be a part of the written report of audit, to the Governing Board setting forth the Auditor's findings, together with his or her recommendations for improvement. That written report shall include all matters determined to be "significant deficiencies and material weaknesses" in accordance with AU-C §265 "Communicating Internal Control Related Matters Identified in an Audit" of GAAS. The Auditor shall file a copy of that report with the Secretary of the LGC.

For GAAS or *Government Auditing Standards* audits, if an Auditor issues an AU-C §260 report, "Auditor's Communication With Those Charged With Governance," commonly referred to as a "Governance Letter," LGC staff does not require the report to be submitted unless the Auditor cites significant findings or issues from the audit, as defined in AU-C §260 paragraphs 12 - 14. This would include issues such as difficulties encountered during the audit, significant or unusual transactions, uncorrected misstatements, matters that are difficult or contentious for which the Auditor consulted outside the engagement team and, in the Auditor's judgment, are significant and relevant to those charged with governance, and other findings or issues that the Auditor believes are significant and relevant. If matters identified during the audit were required to be reported as described in AU-C §260 paragraphs 12 - 14 and were communicated in a method other than an AU-C §260 letter, the written documentation must be submitted.

8. All local government and public authority contracts for audit or audit-related work require the approval of the Secretary of the LGC. This includes annual or special audits, agreed upon procedures related to internal controls, bookkeeping or other assistance necessary to prepare the Governmental Unit's records for audit, financial statement preparation, any finance-related investigations, or any other audit- related work in the State of North Carolina. Approval is also required for the Alternative Compliance Examination Engagement for auditing the Coronavirus State and Local Fiscal Recovery Funds expenditures as allowed by US Treasury. Approval is not required on audit contracts and invoices for system improvements and similar services of a non-auditing nature.

9. Invoices for services rendered under these contracts shall not be paid by the Governmental Unit(s) until the invoice has been approved by the Secretary of the LGC. This also includes any progress billings [G.S. 159-34 and 115C-447]. All invoices for audit work shall be submitted in PDF format to the Secretary of the LGC for approval. The invoice marked 'approved' with approval date shall be returned to the Auditor to present to the Governmental Unit(s) for payment. This paragraph is not applicable to contracts for audits of hospitals.

10. In consideration of the satisfactory performance of the provisions of this contract, the Governmental Unit(s) shall pay to the Auditor, upon approval by the Secretary of the LGC if required, the fee, which includes any costs the Auditor may incur from work paper or peer reviews or any other quality assurance program required by third parties (federal and state grantor and oversight agencies or other organizations) as required under the Federal Single Audit Act and the State Single Audit Act. This does not include fees for any pre-issuance reviews that may be required by the North Carolina Association of Certified Public Accountants (NCACPA) Peer Review Committee or North Carolina State Board of CPA Examiners (see Paragraph 13).

11. If the Governmental Unit(s) has/have outstanding revenue bonds, the Auditor shall submit to LGC Staff, either in the notes to the audited financial statements or as a separate report, a calculation demonstrating compliance with the revenue bond rate covenant. Additionally, the Auditor shall submit to LGC Staff simultaneously with the Governmental Unit’s (Units’) audited financial statements any other bond compliance statements or additional reports required by the authorizing bond documents, unless otherwise specified in the bond documents.

12. After completing the audit, the Auditor shall submit to the Governing Board a written report of audit. This report shall include, but not be limited to, the following information: (a) Management’s Discussion and Analysis, (b) the financial statements and notes of the Governmental Unit(s) and all of its component units prepared in accordance with GAAP, (c) supplementary information requested by the Governmental Unit(s) or required for full disclosure under the law, and (d) the Auditor’s opinion on the material presented. The Auditor shall furnish the required number of copies of the report of audit to the Governing Board upon completion.

13. If the audit firm is required by the Secretary of the Local Government Commission to obtain a pre-issuance review or take corrective action as a result of peer review findings or quality control deficiencies, such corrective action shall be consistent with the authority and requirements of the North Carolina State Board of Certified Public Accountant Examiners, the AICPA Peer Review Program, and established Local Government Commission practice, including the use of report addenda or other remedial measures, as appropriate.

14. In accordance with G.S. 159-34, the Finance Officer of the Unit is responsible for filing the audited financial statements with the Secretary of the Local Government Commission.

The Auditor may upload the audit report and related documents through the LGC's electronic submission system; however, submission shall not be deemed complete until the Finance Officer has reviewed and certified the submission.

The Auditor, Finance Officer, other Unit staff member designated by the Finance Officer, or a third party approved by the Unit may enter all Data Input Report information except the information on the "transmittal doc info" tab. The "transmittal doc info" tab must be completed by the Auditor.

The Finance Officer shall review, approve, and certify the accuracy and completeness of the Data Input Report (DIR) in the LGC's LOGOS system prior to LGC review, regardless of whether the DIR is prepared by the Auditor or the Unit.

Finance Officer certification is required for any corrected or revised submissions.

Finance Officer certification of the DIR shall be completed in a timely manner following notification that the DIR is ready for review and within time frames prescribed by the LGC. Failure to complete certification in a timely manner may result in the audit being considered late due to unit action rather than auditor performance

The Auditor shall conduct the audit in accordance with generally accepted auditing standards and shall ensure that the financial statements are prepared in accordance with generally accepted accounting principles as of the fiscal year end. Budget-to-actual comparisons at the level of the legally adopted budget ordinance shall be presented in required supplementary information, separate from the basic financial statements, and shall not be included in the audit opinion. The Auditor shall confirm that such information reconciles to the financial statements and is consistent with applicable accounting guidance and any LGC reporting requirements.

The Finance Officer shall certify in a timely manner that all data inputted in LOGOS used for preparation of the financial statements and required supplementary information is complete and accurate.

For audits of units other than hospitals, the audit report should be submitted when (or prior to) submitting the final invoice for services rendered. The report of audit, as filed with the Secretary of the LGC, becomes a matter of public record for inspection, review and copy in the offices of the LGC by any interested parties. Any subsequent revisions to these reports shall be sent to the Secretary of the LGC. These audited financial statements, excluding the Auditors' opinion, may be used in the preparation of official statements for debt offerings by municipal bond rating services to fulfill secondary market disclosure requirements of the Securities and Exchange Commission and for other lawful purposes of the Governmental Unit(s) without requiring consent of the Auditor. If the LGC Staff determines that corrections need to be made to the Governmental Unit's (Units') financial statements and/or the compliance section, those corrections shall be provided within three business days of notification unless another deadline is agreed to by LGC Staff.

15. Should circumstances disclosed by the audit call for a more detailed investigation by the Auditor than necessary under ordinary circumstances, the Auditor shall inform the Governing Board in writing of the need for such additional investigation and the additional compensation required therefore. Upon approval by the Secretary of the LGC, this contract may be modified or amended to include the increased time, compensation, or both as may be agreed upon by the Governing Board and the Auditor.

16. If an approved contract needs to be modified or amended for any reason, the change shall be made in writing and preaudited if the change includes a change in audit fee (preaudit requirement does not apply to hospitals). This amended contract shall be completed in full, including a written explanation of the change, signed and dated by all original parties to the contract. It shall then be submitted to the Secretary of the LGC for approval. No change to the audit contract shall be effective unless approved by the Secretary of the LGC.

17. A copy of the engagement letter, issued by the Auditor and signed by both the Auditor and the Governmental Unit(s), shall be attached to this contract, and except for fees, work, and terms not related to audit services, shall be incorporated by reference as if fully set forth herein as part of this contract. In case of conflict between the terms of the engagement letter and the terms of this contract, the terms of this contract shall take precedence. Engagement letter terms that conflict with the contract are deemed to be void unless the conflicting terms of this contract are specifically deleted in Paragraph 30 of this contract. Engagement letters containing indemnification clauses shall not be accepted by LGC Staff.

18. Special provisions should be limited. Please list any special provisions in an attachment.

19. A separate contract should not be made for each division to be audited or report to be submitted. If a DPCU is subject to the audit requirements detailed in The Local Government Budget and Fiscal Control Act and a separate audit report is issued, a separate audit contract is required. If a separate report is not to be issued and the DPCU is included in the primary government audit, the DPCU shall be named along with the primary government on this audit contract. DPCU Board approval date, signatures from the DPCU Board chairman and Finance Officer also shall be included on this contract.

20. The contract shall be executed, preaudited (preaudit requirement does not apply to hospitals) and physically signed by all parties including Governmental Unit(s) and the Auditor, then submitted in PDF format to the Secretary of the LGC.

21. The contract is not valid until it is approved by the Secretary of the LGC. The staff of the LGC shall notify the Governmental Unit and Auditor of contract approval by email. The audit should not be started before the contract is approved.

22. Retention of Client Records: Auditors are subject to the NC State Board of CPA Examiners' Retention of Client Records Rule 21 NCAC 08N .0305 as it relates to the provision of audit and other attest services, as well as non-attest services. Clients and former clients should be familiar with the requirements of this rule prior to requesting the return of records.

23. This contract may be terminated at any time by mutual consent and agreement of the Governmental Unit(s) and the Auditor, provided that (a) the consent to terminate is in writing and signed by both parties, (b) the parties have agreed on the fee amount which shall be paid to the Auditor (if applicable), and (c) no termination shall be effective until approved in writing by the Secretary of the LGC.

24. The Governmental Unit's (Units') failure or forbearance to enforce, or waiver of, any right or an event of breach or default on one occasion or instance shall not constitute the waiver of such right, breach or default on any subsequent occasion or instance.

25. There are no other agreements between the parties hereto and no other agreements relative hereto that shall be enforceable unless entered into in accordance with the procedure set out herein and approved by the Secretary of the LGC.

26. E-Verify. The Auditor shall comply with the requirements of NCGS Chapter 64 Article 2. Further, if the Auditor utilizes any subcontractor(s), Auditor shall require such subcontractor(s) to comply with the requirements of NCGS Chapter 64, Article 2.

27. For all non-attest services, the Auditor shall adhere to the independence rules of the AICPA Professional Code of Conduct and *Government Auditing Standards, 2018 or 2024 Revision* (as applicable). Preparing financial statements in their entirety shall be deemed a "significant threat" requiring the Auditor to apply safeguards sufficient to reduce the threat to an acceptable level. If the Auditor cannot reduce the threats to an acceptable level, the Auditor cannot complete the audit. If the Auditor is able to reduce the threats to an acceptable level, the documentation of this determination, including the safeguards applied, must be included in the audit workpapers.

All non-attest service(s) being performed by the Auditor that are necessary to perform the audit must be identified and included in this contract. The Governmental Unit shall designate an individual with the suitable skills, knowledge, and/or experience (SKE) necessary to oversee the services and accept responsibility for the results of the services performed. If the Auditor is able to identify an individual with the appropriate SKE, the Auditor must document and include in the audit workpapers how the Auditor reached that conclusion. If the Auditor determines that an individual with the appropriate SKE cannot be identified, the Auditor cannot perform both the non-attest service(s) and the audit. See "Fees for Audit Services" page of this contract to disclose the person identified as having the appropriate SKE for the Governmental Unit.

28. **Applicable to audits with fiscal year ends of June 30, 2021 and later.** The Auditor shall present the audited financial statements including any compliance reports to the Government Unit's Governing Board or audit committee in an official meeting in open session as soon as the audited financial statements are available but not later than 45 days after the submission of the audit report to the Secretary of the LGC. The Auditor's presentation to the Governing Board or audit committee shall include:

a) the description of each finding, including all material weaknesses and significant deficiencies, as found by the Auditor, and any other issues related to the internal controls or fiscal health of the Government Unit as disclosed in the management letter, the Single Audit or Yellow Book reports, or any other communications from the Auditor regarding internal controls as required by current auditing standards;

b) the status of the prior year audit findings;

c) the values of Financial Performance Indicators based on information presented in the audited financial statements; and

d) notification to the Governing Board that the Governing Board shall develop a "Response to the Auditor's Findings, Recommendations, and Fiscal Matters," if required under Rule 20 NCAC 03 .0508.

29. Information based on the audited financial statements shall be submitted to the Secretary of the LGC through the LGC's LOGOS system, including completion of the Data Input Report (DIR). Submission is not complete and shall not be accepted by the LGC until the Finance Officer has reviewed and certified the DIR in accordance with Paragraph 14 of this contract.

30. All of the above paragraphs are understood and shall apply to this contract, except the following numbered paragraphs shall be deleted (See Paragraph 17 for clarification).

31. The process for submitting contracts, audit reports and invoices is subject to change. Auditors and Units should use the submission process and instructions in effect at the time of submission. Refer to the N.C. Department of State Treasurer website at https://www.nctreasurer.com/state-and-local-government-finance-division/local-government-commission/submitting-your-audit.

32. All communications regarding audit contract requests for modification or official approvals will be sent to the email addresses provided on the signature pages that follow.

33. **Applicable to audits with fiscal year ends of June 30, 2025, and later.** The Unit authorizes the LGC to grant access to the LGC's LOGOS system, including the Data Input Report (DIR), to employees of the contracted audit firm who are associated with and acting on behalf of the firm for purposes of performing audit and reporting services under this contract. Such access shall be limited to the scope necessary to perform contracted services and shall not relieve the Auditor or the Unit of their respective responsibilities under this contract.

34. Changes or edits to the text of this contract form are not permitted, except for the Secretary's authority to revise or update this contract form pursuant to LGC Rule 20 NCAC 03. 0502.

For contracts with an anticipated audit submission date exceeding six months after fiscal year end, please use this space to explain the reason for the late submission, as required by Paragraph 6 of this contract form:

FEES FOR AUDIT SERVICES

1. For all non-attest services, the Auditor shall adhere to the independence rules of the AICPA Professional Code of Conduct (as applicable) and *Government Auditing Standards,2018 Revision*. Refer to Paragraph 27 of this contract for specific requirements. The following information must be provided by the Auditor; contracts presented to the LGC without this information will be not be approved.

Financial statements were prepared by: ☐ Auditor ☑ Governmental Unit ☐ Third Party

If applicable: The individual at the Governmental Unit designated to have the suitable skills, knowledge, and/or experience (SKE) necessary to oversee the non-attest services and accept responsibility for the results of these services:

Name:	***Title and Unit / Company:***	***Email Address:***
James Howden	Finance Director, Cabarrus County	jmhowden@cabarruscounty.us

OR Not Applicable ☐ *(Identification of SKE Individual on the LGC-205 Contract is not applicable for GAAS-only audits or audits with FYEs prior to June 30, 2020.)*

2. Fees may not be included in this contract for work performed on Annual Financial Information Reports (AFIRs), Form 990s, or other services not associated with audit fees and costs. Such fees may be included in the engagement letter but may not be included in this contract or in any invoices requiring approval of the LGC. See Paragraphs 8 and 13 for details on other allowable and excluded fees.

3. The audit fee information included in the table below for both the Primary Government Fees and the DPCU Fees (if applicable) should be reported as a specific dollar amount of audit fees for the year under this contract. If any language other than an amount is included here, the contract will be returned to the audit firm for correction.

4. Prior to the submission of the completed audited financial report and applicable compliance reports subject to this contract, or to an amendment to this contract (if required) the Auditor may submit interim invoices for approval for services rendered under this contract to the Secretary of the LGC, not to exceed 75% of the billings for the Unit's last annual audit that was submitted to the Secretary of the LGC. All invoices for services rendered in an audit engagement as defined in Rule 20 NCAC .0503 shall be submitted to the Secretary of the LGC for approval before any payment is made. Payment before approval is a violation of law. (This paragraph not applicable to contracts and invoices associated with audits of hospitals).

Primary Government Unit	Cabarrus County, NC
Audit Fee (financial and compliance if applicable)	**$** 102,770 (includes single audit for up to 2 programs)
Fee per Major Program (if not included above)	**$** 4,500 per major program in excess of 2
Additional Fees Not Included Above (if applicable):	
Financial Statement Preparation (incl. notes and RSI)	**$**
All Other Non-Attest Services	**$**
TOTAL AMOUNT NOT TO EXCEED	**$** 120,770 (includes 6 major programs)

Discretely Presented Component Unit	N/A
Audit Fee (financial and compliance if applicable)	**$**
Fee per Major Program (if not included above)	**$**
Additional Fees Not Included Above (if applicable):	
Financial Statement Preparation (incl. notes and RSI)	**$**
All Other Non-Attest Services	**$**
TOTAL AMOUNT NOT TO EXCEED	**$**

SIGNATURE PAGE

AUDIT FIRM

Audit Firm* Martin Starnes & Associates, CPAs. P.A.	
Authorized Firm Representative (typed or printed)* Amber Y. McGhinnis	Signature* Amber Y. McGhinnis
Date* 03/11/26	Email Address* amcghinnis@msa.cpa

GOVERNMENTAL UNIT

Governmental Unit* Cabarrus County, NC	
Date Governing Board Approved Audit Contract* **(Enter date in box to right)**	
Mayor/Chairperson (typed or printed)* Laura Lindsey, Chair	Signature*
Date	Email Address* lblindsey@cabarruscounty.us

Chair of Audit Committee (typed or printed, or "NA") N/A	Signature
Date	Email Address

GOVERNMENTAL UNIT – PREAUDIT CERTIFICATE

Required by G.S. 159-28(a1) or G.S. 115C-441(a1). Not applicable to hospital contracts.

This instrument has been preaudited in the manner required by The Local Government Budget and Fiscal Control Act or by The School Budget and Fiscal Control Act.

Sum Obligated by This Transaction:	$ 120,770 (includes 6 major programs)
Primary Governmental Unit Finance Officer* (typed or printed) James M. Howden, Finance Director	Signature*
Date of Preaudit Certificate*	Email Address* jmhowden@cabarruscounty.us

SIGNATURE PAGE – DPCU
(complete only if applicable)

DISCRETELY PRESENTED COMPONENT UNIT

DPCU* N/A	
Date DPCU Governing Board Approved Audit Contract* **(Enter date in box to right)**	
DPCU Chairperson (typed or printed)*	Signature*
Date*	Email Address*

Chair of Audit Committee (typed or printed, or "NA") N/A	Signature
Date	Email Address

DPCU – PREAUDIT CERTIFICATE

Required by G.S. 159-28(a1) or G.S. 115C-441(a1). Not applicable to hospital contracts.

This instrument has been preaudited in the manner required by The Local Government Budget and Fiscal Control Act or by The School Budget and Fiscal Control Act.

Sum Obligated by this Transaction:	$
DPCU Finance Officer (typed or printed)* N/A	Signature*
Date of Preaudit Certificate*	Email Address*

Remember to print this form, and obtain all
required signatures prior to submission.

PRINT

DEANDORTON

Report on the Firm's System of Quality Control

To the Shareholders of Martin Starnes & Associates, CPAs, P.A. and the
Peer Review Committee, Coastal Peer Review, Inc.

We have reviewed the system of quality control for the accounting and auditing practice of Martin Starnes & Associates, CPAs, P.A. (the firm) in effect for the year ended December 31, 2023. Our peer review was conducted in accordance with the Standards for Performing and Reporting on Peer Reviews established by the Peer Review Board of the American Institute of Certified Public Accountants (Standards).

A summary of the nature, objectives, scope, limitations of, and the procedures performed in a System Review as described in the Standards may be found at www.aicpa.org/prsummary. The summary also includes an explanation of how engagements identified as not performed or reported in conformity with applicable professional standards, if any, are evaluated by a peer reviewer to determine a peer review rating.

Firm's Responsibility

The firm is responsible for designing a system of quality control and complying with it to provide the firm with reasonable assurance of performing and reporting in conformity with applicable professional standards in all material respects. The firm is also responsible for evaluating actions to promptly remediate engagements deemed as not performed or reported in conformity with professional standards, when appropriate, and for remediating weaknesses in its system of quality control, if any.

Peer Reviewer's Responsibility

Our responsibility is to express an opinion on the design of the system of quality control and the firm's compliance therewith based on our review.

Required Selections and Considerations

Engagements selected for review included engagements performed under Government Auditing Standards, including compliance audits under the Single Audit Act and an audit of an employee benefit plan.

As part of our peer review, we considered reviews by regulatory entities as communicated by the firm, if applicable, in determining the nature and extent of our procedures.

Opinion

In our opinion, the system of quality control for the accounting and auditing practice of Martin Starnes & Associates, CPAs, P.A. in effect for the year ended December 31, 2023, has been suitably designed and complied with to provide the firm with reasonable assurance of performing and reporting in conformity with applicable professional standards in all material respects. Firms can receive a rating of *pass*, *pass with deficiency(ies)* or *fail*. Martin Starnes & Associates, CPAs, P.A. has received a peer review rating of pass.

Dean Dorton Allen Ford, PLLC

Dean Dorton Allen Ford, PLLC

May 10, 2024

CABARRUS COUNTY

BOARD OF COMMISSIONERS
WORK SESSION

APRIL 07, 2026
5:00 PM

AGENDA CATEGORY:

DISCUSSION ITEMS - FOR ACTION

SUBJECT:

Finance - LGC Debt Application in May for High School and Elementary School - Board Resolutions

BRIEF SUMMARY:

Resolution making certain findings and determinations regarding the issuance of limited obligation bonds of the County of Cabarrus, North Carolina for school improvements, requesting the local government commission to approve the financing arrangement and calling a public hearing.

REQUESTED ACTION:

Recommended Motions:

Motion to suspend the rules of procedure.

Motion to approve the preliminary resolution making certain findings and determinations regarding the issuance of limited obligation bonds of the county of Cabarrus, North Carolina for school improvements, requesting the Local Government Commission to approve the financing arrangement and call for a public hearing in connection with the financing to be held on April 20th, 2026.

SUBMITTED BY:

Jim Howden, Finance Director

BUDGET AMENDMENT REQUIRED:

No

ATTACHMENTS:

The Board of Commissioners for the County of Cabarrus, North Carolina, held a work session in the Multipurpose Room at the Cabarrus County Governmental Center located at 65 Church Street S in Concord, North Carolina, the regular place of meeting, at 5:00 p.m. on April 7, 2026.

Present: Chair Laura Blackwell Lindsey, presiding, and Commissioners _____

_____

Absent: Commissioners _____

_____

Also present: _____

_____

* * * * *

_____ introduced the following resolution the title of which was read and a copy of which had been previously distributed to each Commissioner:

RESOLUTION MAKING CERTAIN FINDINGS AND DETERMINATIONS REGARDING THE ISSUANCE OF LIMITED OBLIGATION BONDS OF THE COUNTY OF CABARRUS, NORTH CAROLINA FOR SCHOOL IMPROVEMENTS, REQUESTING THE LOCAL GOVERNMENT COMMISSION TO APPROVE THE FINANCING ARRANGEMENT AND CALLING A PUBLIC HEARING IN CONNECTION THEREWITH

BE IT RESOLVED by the Board of Commissioners (the "Board") for the County of Cabarrus, North Carolina (the "County") as follows:

Section 1. The Board does hereby find and determine as follows:

(a) There exists in the County a need to construct and equip school facilities in the County, including, without limitation, a new high school to replace the existing Northwest Cabarrus High School and a new elementary school to serve the northwestern portion of the

County, all or a portion of which will be leased to the Cabarrus County Board of Education for operation (the "Project").

(b) Pursuant to Section 160A-20 of the General Statutes of North Carolina (as amended, the "Act"), the County may finance the purchase of real or personal property by contracts that create a security interest in the property so acquired to secure repayment of the moneys advanced or made available for such purchase.

(c) The County has developed a plan of finance under which the County will enter into a Trust Agreement, to be dated as of June 1, 2026 (the "Trust Agreement"), between the County and the trustee to be named therein (the "Trustee"), providing for the issuance by the County of Limited Obligation Bonds, Series 2026A (the "Bonds") to provide funds to the County for the purpose of financing the costs of the Project.

(d) The County has determined to enter into the Trust Agreement to provide for the issuance of the Bonds in a principal amount not to exceed $200,000,000 to provide funds, together with any other available funds, to (i) pay the costs of the Project and (ii) pay certain fees and expenses incurred with the sale and issuance of the Bonds.

(e) In order to secure its obligations under the Trust Agreement, the County will execute and deliver a deed of trust (the "Deed of Trust"), granting a lien on all or a portion of the site of the Project, together with all improvements and fixtures located or to be located thereon.

(f) It is in the best interest of the County to enter into the Trust Agreement and the Deed of Trust in that such plan of finance will result in providing financing for the Project in an efficient and cost effective manner.

(g) Entering into the Trust Agreement is preferable to a general obligation bond and revenue bond issue in that (i) the County does not have sufficient constitutional authority to issue

non-voted general obligation bonds pursuant to Article V, Section 4 of the North Carolina Constitution because the County has not retired a sufficient amount of debt in the preceding fiscal year to issue a sufficient amount of general obligation bonds for the Project without an election; (ii) the non-revenue producing nature of the Project and the nature of the financing does not allow for the issuance of revenue bonds to finance the Project; (iii) the cost of the Project exceeds the amount to be prudently provided from currently available appropriations and unappropriated fund balances; (iv) the financing of the Project in the manner proposed will allow for commencement of construction of the Project in a more timely and expedient manner than the issuing of voted general obligation bonds due to the time required for holding a referendum for the issuance of voted general obligation bonds pursuant to Article V, Section 4 of the North Carolina Constitution; and (v) the necessity of the Project dictates that the Project be financed by a method that assures that the Project will be constructed in an expedient manner.

(h) Based upon information provided to the Board, the cost of the financing described above is reasonably comparable to the cost associated with other alternative means of financing and is acceptable to the Board.

(i) Bond counsel to the County will render an opinion to the effect that the proposed undertaking as described above is authorized by law and is a purpose for which public funds may be expended pursuant to the Constitution and laws of the State of North Carolina.

(j) The debt management policies of the County have been carried out in strict compliance with law, and the County is not in default under any obligation for repayment of borrowed money.

(k) No increase in taxes is expected to be necessary to pay debt service on the proposed Bonds.

(l) In accordance with Section 160A-20(g) of the General Statutes of North Carolina, the County is required to hold a public hearing on the proposed Trust Agreement described above. In addition, in accordance with Section 153A-158.1 of the General Statutes of North Carolina, the County is required to hold a public hearing relating to the proposed acquisition of all or a portion of the site of the Project by the County to be used for school purposes.

Section 2. The Board hereby authorizes and approves the filing of an application with the Local Government Commission for approval of the Bonds and the Trust Agreement and requests the Local Government Commission to approve the Bonds and the Trust Agreement and the proposed financing in connection therewith.

Section 3. The Board hereby fixes 6:00 p.m. on April 20, 2026 in the Commissioners' Meeting Room at the Cabarrus County Governmental Center located at 65 Church Street S in Concord, North Carolina as the hour, day and place for the public hearing on the proposed Trust Agreement and the proposed acquisition of all or a portion of the site of the Project by the County to be used for school purposes.

Section 4. This resolution shall take effect immediately upon its passage.

Upon motion of Commissioner _____, the foregoing resolution entitled "RESOLUTION MAKING CERTAIN FINDINGS AND DETERMINATIONS REGARDING THE ISSUANCE OF LIMITED OBLIGATION BONDS OF THE COUNTY OF CABARRUS, NORTH CAROLINA FOR SCHOOL IMPROVEMENTS, REQUESTING THE LOCAL GOVERNMENT COMMISSION TO APPROVE THE FINANCING ARRANGEMENT AND CALLING A PUBLIC HEARING IN CONNECTION THEREWITH" was adopted by the following vote:

Ayes:_____

Noes:

* * * * * *

I, Ariadne Olvera, Clerk to the Board of Commissioners for the County of Cabarrus, North Carolina, DO HEREBY CERTIFY that the foregoing is a true copy of so much of the proceedings of said Board at a work session held on April 7, 2026, as it relates in any way to the adoption of the foregoing resolution and that said proceedings are recorded in the minutes of said Board.

I DO HEREBY FURTHER CERTIFY that proper notice of such regular meeting was given as required by North Carolina law.

WITNESS my hand and the official seal of said County this 7th day of April, 2026.

Clerk to the Board of Commissioners

[SEAL]

To be published in the <u>Independent Tribune</u> on Thursday April 9, 2026:

NOTICE OF PUBLIC HEARING

The Board of Commissioners for the County of Cabarrus, North Carolina (the "County") has determined to consider whether to enter into a trust agreement or similar financing agreement (the "Agreement") under Section 160A-20 of the General Statutes of North Carolina for the purpose of providing funds, together with any other available funds, to pay the costs of constructing and equipping school facilities in the County, including, without limitation, a new high school to replace the existing Northwest Cabarrus High School and a new elementary school to serve the northwestern portion of the County, all or a portion of which will be leased to the Cabarrus County Board of Education for operation (the "Project"). The County would be obligated to pay debt service or make installment payments under the Agreement in an aggregate principal amount not to exceed $200,000,000, together with interest thereon. If the County enters into the Agreement, it will secure its obligations thereunder by executing and delivering a deed of trust granting a lien on all or a portion of the site of the Project, together with any improvements or fixtures located or to be located thereon. In addition, in connection with the proposed plan of finance, all or a portion of the site of the Project would be acquired by the County and leased to the Cabarrus County Board of Education to be used for school purposes, which lease would be subordinate to the lien created by the deed of trust.

Section 160A-20(g) of the General Statutes of North Carolina requires that the County hold a public hearing prior to entering into the Agreement. Section 153A-158.1 of the General Statutes of North Carolina requires that the County hold a public hearing relating to the proposed acquisition of all or a portion of the site of the Project by the County to be used for school purposes.

Please take notice that the Board of Commissioners for the County will conduct a public hearing in the Commissioners' Meeting Room at the Cabarrus County Governmental Center located at 65 Church Street S in Concord, North Carolina, at 6:00 p.m. on April 20, 2026, at which time any person may be heard regarding the proposed Agreement or the proposed acquisition of all or a portion of the site of the Project by the County to be used for school purposes.

Any person wishing to comment in writing regarding the proposed Agreement should do so prior to April 20, 2026 to the County of Cabarrus, North Carolina, 65 Church Street S, Concord, North Carolina 28025, Attention: Ariadne Olvera, Clerk to the Board of Commissioners.

Ariadne Olvera
Clerk to the Board of Commissioners for the
County of Cabarrus, North Carolina

CABARRUS COUNTY

BOARD OF COMMISSIONERS
WORK SESSION

APRIL 07, 2026
5:00 PM

AGENDA CATEGORY:

DISCUSSION ITEMS - FOR ACTION

SUBJECT:

Planning & Development Department – HOME Renewal 2026-2029

BRIEF SUMMARY:

Cabarrus County participates in a HOME Partnership program under the Cabarrus/Iredell/Rowan HOME Consortium and at times participates in CDBG programs that support various housing and economic development activities in Cabarrus County. These programs require a series of plans and programming to address various items such as Fair Housing, Section 3, Anti-Displacement, Section 504, Citizen Participation, Procurement, Equal Opportunities and more. Attached are the documents required for the next adoption period, which is July 1, 2026 though June 30, 2029.

REQUESTED ACTION:

Recommended Motion for the Regular Meeting:

Motion to approve the resolution.

SUBMITTED BY:

Susie Morris, Planning and Development Director

BUDGET AMENDMENT REQUIRED:

No

ATTACHMENTS:

1. Policy and Fair Housing
2. Resolution

CABARRUS COUNTY POLICIES AND PROCEDURES FOR HOME INVESTMENT PARTNERSHIP PROGRAM (HOME) IMPLEMENTATION

Cabarrus County Planning & Development Department
Program Participation Renewal Cycle: July 1, 2026- June 30, 2029

SECTION 1: INTRODUCTION

The HOME Investment Partnerships Program

The HOME Investment Partnerships Program (HOME) is the largest federal block grant to state and local governments that is designed exclusively to create affordable housing for low-income households

Purpose of Policies and Procedures

This manual provides a general overview of the policies and procedures that pertain to the federal HOME Investment Partnerships Program regarding public participation, procurement, employee conduct and a Section 3 Plan. This document is not all inclusive of all the rules and regulations that govern the HOME Program. For additional information, see 24 CFR Part 92.

SECTION 2: CITIZEN PARTICIPATION PLAN (SEE APPENDIX A)

The purpose of the Citizen Participation Plan (CPP) is to encourage public involvement in the planning, development, and implementation of housing and community development programs funded by the HOME Investment Partnerships Program administered by the U.S. Department of Housing and Urban Development (HUD).

This plan ensures that citizens, especially low- and moderate-income residents, can participate in the decision-making process and provide input on community housing needs and priorities.

Public Participation

Cabarrus County encourages participation from all residents, with special emphasis on participation by low- and moderate-income individuals, residents of assisted housing, minority populations, and people with disabilities.

Through the CPP, reasonable efforts will be made to ensure that citizens have access to information and opportunities to participate in planning and program implementation.

Public Notice

Public notices will be provided to inform residents of public meetings, hearings, and opportunities to comment on proposed plans and reports. Notices may be provided through:

- Local newspapers
- The jurisdiction's official website
- Social media platforms
- County Email distribution lists, including DirectConnect

Public Hearings

Public hearings will be conducted to obtain citizen input on community needs and proposed activities on an as needed basis as part of the Board of Commissioner's regular meeting. In accordance with North Carolina noticing standards, a minimum 10-day notice shall be provided for these hearings.

General information will be provided at the first public hearing related to any proposed projects that will be funded through HOME funds. The Program Administrator will make a presentation at the Board of Commissioner's meeting, which is televised, covering the total HOME funds available; the range of eligible activities; the planning process and the schedule of meetings and hearings; the role of the citizens in the program; and will provide a summary of other program requirements.

Public Comment Period

Residents will have the opportunity to review and comment on draft documents before they are finalized. All comments received during the comment period will be reviewed and considered by the Board of Commissioners and the Program Administrator.

Access to Program Information & Documents

Program documents will be made available to the public for review. Documents will be available at the Cabarrus County Planning and Development Department located at 65 Church Street South, Suite 280, Concord, NC 28025, during normal business hours, and, when possible, on the official Cabarrus County website.

NOTE: All citizen review requests must be consistent with applicable state and local laws regarding personal privacy and obligations of confidentiality.

Assistance for Special Populations

Reasonable accommodations will be made to ensure participation by persons with disabilities, individuals with hearing loss or limited English proficiency. Translation or interpretation services may be provided as necessary depending on availability.

Citizen Complaints

Residents may submit written complaints regarding HOME Program activities. Cabarrus County will provide a written response to complaints within fifteen (15) working days, when practicable.

If the complainant is still dissatisfied after the County response has been received, a complaint may be made to the Lead Agency:

City of Concord Planning and Development Department
HOME Compliance Officer
P.O. Box 308
Concord, NC 28026

HOME Program staff at the City and County are typically available during normal business hours.

Annual Review & Amendments to the Citizen Participation Plan

The Citizen Participation Plan (CPP) will be subject to annual review. The Citizen Participation Plan may be amended as needed to improve public participation or comply with federal requirements. Any significant changes will be made available for public review and comment.

The Citizen Participation Plan will be subject to annual review. Revisions by the Program Administrator or Board of Commissioners may occur.

SECTION 3: CODE OF CONDUCT FOR EMPLOYEES

Hatch Act Compliance

Employees must comply with all requirements of the Hatch ACT of 1939. No employee or agent of the County may engage in political activity during work hours. Prohibited activities include, but are not limited to:

- Soliciting votes for any candidate or political cause
- Transporting voters to polling locations
- Distributing campaign materials
- Creating or working on campaign materials
- Any other activity considered political in nature

Non-Discrimination

No person shall, on the basis of race, color, national origin, disability, or sex, be excluded from participation, denied the benefits of, or subjected to discrimination under any program or activity funded in whole, or in part, with HOME funds.

Engagement in Procurement

No employee, officer, or agent of the County shall participate in the selection, award, or administration of a contract supported by federal funds if a real or apparent conflict of interest exists.

A conflict of interest may arise when any of the following has a financial or other interest in the firm selected for award:

- The employee or agent
- A member of the employee's immediate family
- An organization that employs or is about to employ any of the above

County employees and agents shall not solicit or accept gratuities, favors, or anything of monetary value from contractors, potential contractors, or parties to sub-agreements.

Conflict of Interest

No employee or agent shall influence, or attempt to influence, the outcome of any case or matter in which they have a direct personal interest or an interest involving a relative by blood or marriage.

Employees involved in such matters must:

- Disclose the potential conflict
- Abstain from participating in the matter
- Provide information only if requested by the County
- Refrain from attempting to influence the County's decision

SECTION 4: PROCUREMENT POLICY

In the procurement of supplies, equipment, or services under the Cabarrus County HOME Programs, the following procurement procedures, in addition to any adopted County procedures or policies, shall apply.

1. Small Purchases

Small purchase procedures are relatively simple and informal procurement methods that are appropriate for the procurement of services, supplies, or other property costing less than $3,000.

To the extent practicable, quotes shall be obtained from an adequate number of qualified sources to ensure reasonable pricing

2. Competitive Sealed Bids (Formal Advertising)

Competitive sealed bidding shall be used when conditions are appropriate for a fixed-price contract, and the selection can be made principally based on price.

Under this method:

- Invitations for Bids shall be publicly advertised.
- Bids shall be solicited from an adequate number of known suppliers or vendors.
- Bids shall be publicly opened at the time and place as described in the invitation.
- A firm fixed-price contract shall be awarded to the responsible bidder whose bid conforms to the material terms and conditions of the invitation and is lowest in price.

3. Competitive Proposals (Request for Proposals)

Competitive proposals shall be used when conditions are not appropriate for sealed bids.

Under this method:

- Requests for Proposals (RFPs) shall be publicized and solicited from an adequate number of qualified sources.
- Proposals shall be evaluated by a selection committee or designated group of staff using the established evaluation criteria.
- The contract shall be awarded to the responsible firm whose proposal is

most advantageous to the HOME program, with price and other factors considered.

This method is typically used for the procurement of professional services, including program administration or consulting services.

4. Minority and Small Business Outreach

In all procurements, Cabarrus County shall take reasonable steps to ensure the solicitation of minority-owned businesses, women-owned businesses, and small businesses, including:

- Placing qualified firms on solicitation lists
- Assuring such firms are solicited whenever they are potential sources
- Dividing total requirements into smaller tasks when feasible
- Establishing delivery schedules that encourage participation

5. Compliance with Federal Regulations

All procurement activities conducted under the HOME programs shall comply with the requirements of 2 CFR Part 200 and applicable 24 CFR Part 92 and 24 CFR Part 570.

Document Retention

Cabarrus County shall maintain sufficient procurement records to document compliance with all federal and local requirements and in accordance with any adopted Cabarrus County policies.

SECTION 5- LOCAL ECONOMIC BENEFIT FOR LOW- AND VERY LOW-INCOME PERSONS PLAN (ALSO KNOWN AS A SECTION 3 PLAN)

To ensure that, to the greatest extent feasible, economic opportunities generated by HUD-funded projects are directed to low- and very low-income persons and to businesses that provide economic opportunities to such persons, Cabarrus County has developed the following Section 3 Plan.

Applicability

The Section 3 Plan shall apply to all services and activities associated with projects funded through the HOME program administered by Cabarrus County when applicable Section 3 thresholds are met.

These services may include, but are not limited to:

- Planning and consulting services
- Architectural and engineering services
- Construction and building renovation
- Maintenance and repair services
- Professional services related to project development
- Supplies and equipment associated with construction or rehabilitation activities

Identification of Section 3 Businesses

When the County procures services, supplies, or does construction, efforts will be made to identify and solicit businesses that qualify as Section 3 Businesses and that are located within the Section 3 service area.

Resources used to identify these businesses may include:

- Minority and Women Business Enterprise directories maintained by the State of North Carolina
- Local business directories
- Listings maintained by the U.S. Small Business Administration
- Local workforce development organizations
- Community organizations and housing agencies
- Referrals and professional recommendations

Section 3 Contract Requirements

Cabarrus County shall include the required Section 3 Clause in all contracts and subcontracts funded through the HOME Program when applicable.

Where appropriate, contractors will be provided with information regarding available Section 3 businesses, subcontractors, and suppliers.

Contractors will be required to make best efforts to meet HUD Section 3 benchmarks related to the employment of Section 3 workers and the use of Section 3 businesses.

Public Notification

Early in the implementation of each project, prior to contracting, major purchases, or hiring, Cabarrus County will develop a listing of anticipated:

- Job opportunities
- Procurement opportunities
- Contracting opportunities

The County may publish notices using appropriate communication channels to inform the public of opportunities associated with the project and to encourage participation by Section 3 workers and businesses.

Contractor Section 3 Plan

Prime contractors selected for public construction or major rehabilitation projects using HOME funds will be required to submit a Section 3 Compliance Plan that outlines:

- Anticipated employment opportunities
- Opportunities for subcontracting
- Outreach strategies to Section 3 workers and businesses
- Methods for tracking labor hours performed by Section 3 workers

Contractors shall make reasonable efforts to hire qualified Section 3 workers when new employment opportunities are created.

Workforce Outreach

When additional personnel are required, Cabarrus County and its contractors may coordinate with local workforce development resources to identify potential Section 3 workers.

Outreach may include:

- Coordination with workforce development agencies
- Posting employment opportunities through local employment services
- Outreach to housing authorities and community organizations
- Public advertisement of job opportunities related to the project

Recordkeeping and Monitoring

Cabarrus County shall maintain documentation demonstrating compliance with Section 3 requirements. These records will be maintained in the program files and will be available for monitoring as needed.

SECTION 5: RESIDENTIAL ANTI-DISPLACEMENT AND RELOCATION ASSISTANCE PLAN

Under Section 104(d) of the Housing and Community Development Act of 1974, as amended, Cabarrus County will replace all occupied and vacant occupiable low- and moderate-income dwelling units that are demolished or converted to a use other than low- and moderate-income housing as a direct result of activities assisted with funds provided under the HOME Program.

All replacement housing will be provided in accordance with the requirements of Section 104(d) of the Housing and Community Development Act of 1974 and the implementing regulations at 24 CFR Part 42.

Minimizing Displacement

Consistent with program goals and objectives, Cabarrus County will take the following steps to minimize the displacement of persons from their homes:

- Rehabilitation of housing units whenever feasible rather than demolition
- Phasing construction activities to allow residents to remain in their homes when possible
- Providing advance notice to residents of planned activities that may affect occupancy
- Evaluating alternative project designs to reduce displacement
- Providing temporary relocation assistance if necessary during rehabilitation activities

Relocation Assistance to Displaced Persons

If displacement occurs as a direct result of a HOME-assisted activity, Cabarrus County will provide relocation assistance in accordance with Section 104(d) and other applicable federal relocation requirements.

Eligible displaced persons may receive assistance including:

- Advisory services to assist in locating comparable replacement housing
- Payment of moving expenses
- Rental assistance for eligible tenants
- Replacement housing payments as required by federal regulations

Relocation assistance will be provided in a timely manner and in accordance with federal requirements.

Replacement of Low- and Moderate-Income Housing

All occupied and vacant occupiable low- and moderate-income dwelling units that are demolished or converted to another use as part of a HOME-assisted activity will be replaced with comparable housing.

Replacement housing will:

- Be provided within three years of the commencement of demolition or conversion
- Be located within Cabarrus County, or within the same general area when feasible
- Be sufficient in number to replace all affected low- and moderate-income units
- Be comparable in terms of size, location, and affordability

Cabarrus County will ensure that replacement units remain affordable to low-and moderate-income households.

Replacement Housing Plan

Before entering a contract committing the County to provide funds for demolition or conversion of low- and moderate-income housing, Cabarrus County will prepare and make public a Replacement Housing Plan that includes:

- The number of dwelling units expected to be demolished or converted
- The location of the units
- The number and type of replacement units to be provided
- The anticipated timeframe for replacement housing

Public Notice

Cabarrus County will provide public notice and an opportunity for comment regarding plans that may result in the demolition or conversion of low- and moderate-income housing units. Public notices will be published in accordance with applicable HUD citizen participation requirements.

Recordkeeping

Cabarrus County will maintain records documenting compliance with anti-displacement and relocation requirements in accordance with HUD record retention requirements and will be available for monitoring.

Recipient Plan to Further Fair Housing
For July 1, 2026 - June 30, 2029

Grantee: Cabarrus County

**Recipient's Address: P. O. Box 707,
Concord, NC 28026**

Contact Person: Susie Morris **Contact Phone:704-920-2858**

**Contact Email:
samorris@cabarruscounty.us** **TDD:704-920-3000**

I. Indicate if the Recipient will be affirmatively furthering fair housing for the first time or has implemented specific activities in the past.

First Time_____ Past Activities__X_____

II. Identify and analyze obstacles to affirmatively furthering fair housing in recipient's community. (Use additional pages as necessary)

Currently, barriers to fair housing choice in Cabarrus County are generally described as availability of affordable housing units, fair housing awareness, financial literacy and transportation.

Availability of Affordable Units

Cabarrus County is experiencing significant population growth; however, the production of housing units has not kept pace with this increase. The shortage of available housing has resulted in lower vacancy rates and a limited supply of affordable units, reducing housing options for residents. Local client service–based nonprofit organizations report an insufficient number of accessible units, as well as a lack of housing that offers supportive or transitional services for individuals and families in need.

Fair Housing Awareness

Fair housing complaints are typically reported directly to the Human Relations Commission; however, some violations may go unreported due to a lack of awareness or understanding of fair housing rights among protected classes. Increasing awareness among both the private sector and the public is a critical step in addressing this barrier. Cabarrus County works in partnership with local municipalities and nonprofit organizations to provide fair housing education and outreach to residents, housing providers, and businesses.

Knowledge of the Homebuying Process and Associated Costs

Many individuals and families interested in homeownership lack familiarity with the homebuying process. This lack of knowledge can make prospective buyers vulnerable to predatory lending practices, unscrupulous real estate practices, or unfavorable loan terms that may ultimately limit housing choice due to increased costs. Additionally, first-time homebuyers may not fully understand the financial responsibilities associated with homeownership, including ongoing maintenance, insurance, property taxes, homeowner association dues, and other related expenses.

Transportation
Changes in housing development patterns are resulting in an increase in suburban and urban housing options throughout Cabarrus County. However, access to employment and services from suburban areas continues to present challenges for some households. Many families may lack reliable transportation or the financial resources necessary to maintain a personal vehicle. While public transportation options are available within Cabarrus County, service coverage is limited and connectivity between routes remains inefficient.

III. Will the above activities apply to the total municipality or county?

Yes__X___ No_____ **If no, provide an explanation.**
(Use additional pages as necessary)

IV. Briefly describe the quarterly activities that the recipient will undertake over the active period of the grant to affirmatively further fair housing in their community. A time schedule and estimated cost for implementation of these activities must be included. *Activities must be scheduled for implementation at least on a quarterly basis*.
(Use attached table)

Grantee: Cabarrus County

Quarterly Fair Housing Activity	Months	Year	Estimated Cost	Actual Cost
Adoption of Renewal Documents for HOME Program Participation for July 2026- June 2029	April/May	Every 3rd Year	$0	
Cabarrus County Website Advertisement for Fair Housing (English and Spanish) Events. Social Media campaign.	Oct- Dec 2026	2026	$350	
Cabarrus County Website Advertisement for Fair Housing (English and Spanish) and placement of pamphlets in government offices, libraries, and Department of Human Services.	Jan-March 2027	2027	$40	
Cabarrus County Website Advertisement for Fair Housing (English and Spanish) and provide information to the local realtors' association regarding Fair Housing. Joint Fair Housing event with other local jurisdictions. Social Media Campaign.	April-June 2027	2027	$300	
Cabarrus County Website Advertisement for Fair Housing (English and Spanish). Provide Fair Housing information to nonprofit agencies and the Department of Human Services in Cabarrus County who serve potentially protected groups such as programs that provide homebuyer assistance and rental assistance.	July-Sept 2027	2027	$50	
Cabarrus County Website Advertisement for Fair Housing (English and Spanish) Events. Social Media campaign.	Oct-Dec 2027	2027	$0	
Cabarrus County Website Advertisement for Fair Housing (English and Spanish) and placement of pamphlets in government offices, libraries, and Department of Human Services.	Jan-March 2028	2028	$250	

Cabarrus County Website Advertisement for Fair Housing (English and Spanish) and provide information to the local realtors' association regarding Fair Housing. Joint Fair Housing event with other local jurisdictions. Social Media Campaign.	April-June 2028	2028	$340	
Cabarrus County Website Advertisement for Fair Housing (English and Spanish). Provide Fair Housing information to nonprofit agencies and the Department of Human Services in Cabarrus County who serve potentially protected groups such as programs that provide homebuyer assistance and rental assistance	July-Sept 2028	2028	$0	
Cabarrus County Website Advertisement for Fair Housing (English and Spanish) Events. Social Media campaign.	Oct-Dec 2028	2028	$50	
Cabarrus County Website Advertisement for Fair Housing (English and Spanish) and placement of pamphlets in government offices, libraries, and Department of Human Services. .	Jan-March 2029	2029	$40	
Cabarrus County Website Advertisement for Fair Housing (English and Spanish) and provide information to the local realtors' association regarding Fair Housing. Joint Fair Housing event with other local jurisdictions. Social Media Campaign.	April-June 2029	2029	$350	

V. Describe recipient's method of receiving and resolving housing discrimination complaints. This may be either a procedure currently being implemented or one to be implemented under Cabarrus County grants. Include a description of how the recipient informs the public about the complaint procedures. (Use additional pages as necessary)

1) Any person or persons wishing to file a complaint of housing discrimination in the county may do so by informing the Cabarrus County Planning and Development Director of the facts and circumstance of the alleged discriminatory acts or practice.

2) Upon receiving a housing discrimination complaint, the Cabarrus County Planning and Development Director shall acknowledge the complaint within 15 days in writing and inform the North Carolina Human Relations Commission about the complaint.

3) The Cabarrus County Planning and Development Director shall aid the Commission in the investigation and reconciliation of all housing discrimination complaints as needed.

4) The Cabarrus County Planning and Development Director shall publicize on the County Web Site the local agency to contact with housing discrimination complaints and include a TDD number if applicable.

The Cabarrus County Board of Commissioners has considered and hereby adopts the proceeding Policies and Procedures for the HOME Programs.

Effective this _____ day of _____

_____
Laura Lindsey, Chair
Cabarrus County Board of Commissioners

RESOLUTION ADOPTING A FAIR HOUSING POLICY

WHEREAS, Cabarrus County seeks to protect the health, safety, and welfare of its residents; and

WHEREAS, citizens seek safe, sanitary, and habitable dwellings throughout the County; and

WHEREAS, the County finds that the denial of equal housing opportunities based on religion, race, creed, color, sex, national origin, handicap, or age is both legally wrong and socially unjust; and

WHEREAS, the denial of equal housing opportunities in housing accommodations is detrimental to the public welfare and public order; and

WHEREAS, the County finds that discrimination against any citizen in housing denies individual equal rights and equal opportunity to seek better living conditions and to develop community pride.

NOW, THEREFORE, BE IT RESOLVED that:

1. The Cabarrus County Board of Commissioners hereby declares it to be the official policy of Cabarrus County that discrimination in the terms and conditions of buying, selling, or renting housing within Cabarrus County shall not be permitted.
2. All business groups and individual citizens of Cabarrus County are encouraged to respect and support the implementation of this policy.
3. The Planning and Development Director, or their designee, is authorized to receive and document complaints regarding housing discrimination in Cabarrus County and to refer such complaints to the North Carolina Human Relations Commission for investigation, conciliation, and resolution.

BE IT FURTHER RESOLVED that Cabarrus County affirms its commitment to promote fair housing opportunities for all persons and to work toward the elimination of housing discrimination within the County.

Adopted this __ day of _____, 2026.

Signed: _____
Laura Lindsey, Chair
Board of Commissioners

Attest: _____
Clerk to the Board

CABARRUS COUNTY

BOARD OF COMMISSIONERS
WORK SESSION

APRIL 07, 2026
5:00 PM

AGENDA CATEGORY:

DISCUSSION ITEMS - FOR ACTION

SUBJECT:

BOC - 2026 Commissioner Board Appointments Update

BRIEF SUMMARY:

Update assignment of the Board of Commissioner board liaison appointments for calendar year 2026.

REQUESTED ACTION:

Recommended Motion for the Regular Meeting:

Motion to approve the updated 2026 Commissioner Board Appointments.

SUBMITTED BY:

Ariadne Olvera, Clerk to Board of Commissioners

BUDGET AMENDMENT REQUIRED:

No

ATTACHMENTS:

1. 2026 Commissioner Board Appointments
2. Proposed 2026 Commissioner Board Appointments Update

2026 COMMISSIONER BOARD APPOINTMENTS

NAME OF BOARD	MEETING DATE	MEETING TIME	MEETING LOCATION	MEMBER	LIAISON	ALTERNATE	VOTE	NOTES
Active Living Centers Advisory Council	3rd Monday	11:00 a.m.	Concord Active Living Center		Patrick		N	
Active Living and Parks Commission	3rd Thursday	6:00 p.m.	Concord Active Living Center		Wortman		N	
Behavioral Health Center Advisory Board	TBD						N	
Blended Community Child Protection Team (CCPT)/Child Fatality Prevention Team (CFPT)	4th Wednesday	12:00 p.m.	EMS Headquarters	Wortman		Lindsey	Y	
Cabarrus County Board of Education - Business Mtg.	2nd Monday	6:00 p.m. (Business)	Old Airport Road		Lindsey		N	
Cabarrus County Board of Education - Work Session	1st Monday	6:00 p.m. (Wk. Session)	Old Airport Road		Lindsey		N	
Cabarrus County Fire Service Board	Jan. 8, April 9, July 9 and October 8	6:30 p.m.	Varies		Pittman		N	
Cabarrus County Partnership for Children (Smart Start)	4th Tuesday (Recommendation to meet bi-monthly)	1:00 p.m.	Varies	Jones			Y	
Cabarrus Planning and Zoning Commission	2nd Tuesday	6:30 p.m.	Governmental Center		Patrick		N	
Cabarrus-Rowan Urban Area MPO Transportation Adv. Comm.	4th Wednesday (except July/Dec.)	5:30 p.m.	Kannapolis City Hall	Pittman			Y	Requires additional paperwork
Centralina Regional Council of Government Executive Board	Monthly – 2nd Wednesday		Charlotte Office	Wortman				
Centralina Regional Council of Government Board of Directors	Monthly – 2nd Wednesday		Charlotte Office	Wortman				
Centralina Economic Development Commission	3rd Thursday	4:00 p.m.	COG Office	Wortman				
Centralina Workforce Development Consortium	3rd Tuesday	12:00 p.m.	RCCC Research Campus – Kannapolis	Wortman			Y	
City of Concord	2nd Thursday	6:00 p.m.	Council Chambers		Lindsey		N	
City of Kannapolis	2nd & 4th Mondays	4:30/6:00 p.m.	City Council Chambers		Lindsey		N	
City of Locust	2nd Thursday	7:00 p.m.	City Hall		Lindsey		N	
Cooperative Extension Service	Quarterly (February, May, August and November)	6:00 p.m.	Extension Office		Wortman		N	
Council of Planning – NC 73 Corridor	As needed			Wortman			Y	
Early Childhood Task Force	March 23, 2026; June 22, 2026; September 29, 2026 and December 14, 2026	10:30 a.m.	Varies	Pittman				
Exit 49 Taskforce	As Needed		CVB Office		Sifford		Y	
Fair Advisory Commission	Likely Quarterly		Cabarrus Arena				N	
Home and Community Care Block Grant Advisory Committee	Quarterly - 3rd Monday of 2nd month in the quarter	2:30 p.m.	Active Living Center	Pittman			N	
Human Services Advisory Board	Last Wednesday	2:00 p.m.	Varies	Jones			Y	
Juvenile Crime Prevention Council	3rd Wednesday	7:30 a.m.	Governmental Center	Jones			Y	
Kannapolis Board of Education	2nd Monday	6:30 p.m.	Central Office		Wortman		N	
Library Board of Trustees	Every Other Month - 3rd Thursdays	4:30 p.m.	Libraries - Rotate		Lindsey		N	
Local Emergency Planning Committee	Quarterly - 1st Wednesday of 2nd month in the quarter	12:00 p.m.	Varies		Pittman		Y	
Logan Community	4th Monday	6:00 p.m.	Logan Community Center		Wortman			
Mental Health Advisory Board	1st Tuesday of the last month of the quarter	Varies	Governmental Center		Lindsey			
Region F Aging Advisory Committee	Quarterly – 2nd Thursday of the last month of quarter (3-12-26, 6-11-26, 9-10-26 & 12-10-26)	1 p.m.	COG Office		Patrick		N	
Soil & Water Conservation District	1st Tuesday	5:30 p.m.	Cooperative Extension		Lindsey		N	
Town of Harrisburg	2nd Monday	6:00 p.m.	Town Hall		Patrick		N	
Town of Midland	2nd Tuesday	6:00 p.m.	Town Hall		Pittman		N	
Town of Mt. Pleasant	2nd Tuesday	6:00 p.m.	Town Hall Auditorium		Lindsey		N	
Transportation Advisory Board	Quarterly – 1st Wednesday of the 2nd month in the quarter	10:00 a.m.	DHS Cannon Auditorium		Pittman		N	
Youth Commission	3rd Monday	6:00 p.m.	Varies		Lindsey		N	

SEATS HELD BY TERMS								
Public Health Authority of Cabarrus County	3rd Tuesday	5:30 p.m.	CHA	Lindsey			Y	Term Ends 6/30/28
Tourism Authority (CVB)	4th Wednesday	8:00 a.m.	CVB Office	Sifford			Y	Term ends 6/30/27
Water and Sewer Authority (WSACC)	3rd Thursday	5:00 p.m.	WSACC - 232 Davidson Hwy.		Patrick	Lindsey	Y	Term ends 6/30/27

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CABARRUS COUNTY

BOARD OF COMMISSIONERS
WORK SESSION

APRIL 07, 2026
5:00 PM

AGENDA CATEGORY:

APPROVAL OF REGULAR MEETING AGENDA

SUBJECT:

BOC - Approval of Regular Meeting Agenda

BRIEF SUMMARY:

The proposed agenda for the April 20, 2026 regular meeting is attached.

REQUESTED ACTION:

Recommended Motion:

Motion to approve the agenda for the April 20, 2026 regular meeting as presented.

SUBMITTED BY:

Ariadne Olvera, Clerk to Board of Commissioners

BUDGET AMENDMENT REQUIRED:

No

ATTACHMENTS:

1. Proposed April 20, 2026 Regular Meeting Agenda

CABARRUS COUNTY

BOARD OF COMMISSIONERS REGULAR MEETING

April 20, 2026 6:00 PM

CALL TO ORDER

PLEDGE OF ALLEGIANCE

INVOCATION

A. APPROVAL OR CORRECTION OF MINUTES

B. APPROVAL OF THE AGENDA

C. RECOGNITIONS AND PRESENTATIONS

1. Proclamation - Amyotrophic Lateral Sclerosis Awareness Month
2. Proclamation - Cooperative Extension - National Volunteer Week
3. Proclamation – Emergency Medical Services (EMS) - Cabarrus County Emergency Services Week
4. Proclamation – National Library Week
5. Proclamation - Mental Health Awareness Month
6. Proclamation - BOC - Clerks to Board of County Commissioners Week
7. Planning and Development - Recognition of Senior Zoning Enforcement Officer James "Jay" Lowe on his retirement from Cabarrus County Government

D. INFORMAL PUBLIC COMMENTS

E. CONSENT AGENDA

1. Boards and Committees - Active Living and Parks Commission - Appointment

2. Board and Committees - Early Childhood Taskforce Advisory Board - Removal

3. Boards and Committees - Early Childhood Task Force Advisory Board - Appointment

4. Boards and Committees - Nursing Home Community Advisory Committee - Appointment

5. BOC - 2026 Commissioner Board Appointments Update

6. Consolidated Human Services Agency - Opioid Settlements - Opt In Notice – Six Remnant Defendant

7. County Manager - Camp T.N. Spencer Park Property Lease Discussion

8. County Manager - EV Car Charging Stations Removal Request

9. County Manager - Vietnam Veterans Park Update

10. Emergency Management - Adoption of 2026 Cabarrus County Emergency Operations Plan (EOP) Revisions

11. Emergency Management - Duke Energy McGuire Nuclear Station Grant Funding Increase & Budget Amendment

12. Emergency Medical Services (EMS) - Proposed EMS Rate Increases

13. Facilities Design and Construction - Bid Award for Construction Standards and Planning and Zoning Renovation

14. Finance - FY 2026 Audit Contract Approval

15. Planning & Development Department – HOME Renewal 2026-2029

16. Sheriff's Office - Awarding of Service Weapon to Senior Deputy Ashley Verble upon his Retirement

17. Tax Administration - Refund and Release Reports – March 2026

F. NEW BUSINESS

1. Finance - LGC Debt Application in May for High School and Elementary School - Board Resolutions - Public Hearing 6:00 P.M.

G. REPORTS

H. GENERAL COMMENTS BY THE BOARD MEMBERS

I. CLOSED SESSION

J. RETURN TO OPEN SESSION

K. ADJOURN

In accordance with ADA regulations, anyone who needs an accommodation to participate in the meeting should notify the ADA Coordinator at 704-920-2100 at least forty-eight (48) hours prior to the meeting.

CABARRUS COUNTY

BOARD OF COMMISSIONERS
WORK SESSION

APRIL 07, 2026
5:00 PM

AGENDA CATEGORY:

CLOSED SESSION

SUBJECT:

Closed Session - Economic Development

BRIEF SUMMARY:

A closed session is needed for economic development as authorized by NCGS 143-318.11(a)(4).

REQUESTED ACTION:

Motion to go into closed session for economic development as authorized by NCGS 143-318.11(a)(4).

SUBMITTED BY:

Ariadne Olvera, Clerk to Board of Commissioners

BUDGET AMENDMENT REQUIRED:

No

ATTACHMENTS: