

FISCAL YEAR 2016/17

APPROVED BUDGET



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CATAWBA
COUNTY

North Carolina



**CATAWBA COUNTY
BOARD OF COMMISSIONERS**

Randy Isenhower, Chair

Barbara G. Beatty, Vice Chair

Kitty W. Barnes

Sherry Butler

Dan A. Hunsucker

COUNTY MANAGER

J. Thomas Lundy



Catawba County Board of Commissioners

Background: Sherry Butler, Katherine W. "Kitty" Barnes, Barbara G. Beatty – Vice Chair

Foreground: Dan A. Hunsucker, Randy Isenhower - Chair



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Catawba County
North Carolina**

For the Fiscal Year Beginning

July 1, 2015

Executive Director

The award represents a significant achievement by Catawba County. It reflects the commitment of the governing body and staff to meeting the highest principles of governmental budgeting. In order to receive the budget award, the County had to satisfy nationally recognized guidelines for effective budget presentation. These guidelines are designed to assess how well an entity's budget serves as a(an):

Policy document
Financial plan
Operations guide
Communications device



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June 6, 2016

Citizens of Catawba County:

I am pleased to present to you the Catawba County Fiscal Year 2016/17 budget. Consistent with the Board of Commissioners' goals, the budget strategically invests in education, public safety, economic development, and parks to enhance quality of life and harness the positive momentum of the local economy, while maintaining the current tax rate of \$0.575 cent per \$100 of valuation. Strategic investments include:

- Education –Public school current expense funding is increased by 3.8 percent per pupil, and CVCC current expense is increased by 3 percent. Additionally, capital funding for public schools is increased.
- Public Safety
 - Emergency Medical Services (EMS) – Two EMS crews established in Fiscal Year 2015/16 are annualized to help maintain the Board of Commissioners' 8-minute response time goal. An EMS Operations Supervisor is added to relieve shift supervisors of administrative, freeing their time to handle situations that occur on shift in a timely manner and to assist crews with complicated calls.
 - Sheriff – Two narcotics investigators are included to increase capacity for proactive narcotics investigations.
 - Justice Public Safety Center (JPSC) – Increased operating costs and positions to support the expanded JPSC scheduled to open in spring 2017 are included, funded by the ¼ cent sales tax approved by voters in 2007.
 - Animal Control – A Chief Animal Control Officer is added to deal with a growing caseload and complex cases such as animal bites and animal cruelty.
- Economic Development – The budget continues support for economic development efforts spearheaded by the Economic Development Corporation (EDC) and conducted in partnership with municipalities including business incentives, NC Data Campus development, and water and sewer infrastructure needs and planning. Investments in Building Inspections and Environmental Health staff will contribute to the County's business-friendly environment by ensuring responsive permit turn-around times.
- Parks – Planning and design of Mountain Creek Park in southeastern Catawba County will be completed in the coming year, and a grant application will be submitted to the Parks and Recreation Trust Fund to begin Phase 1 development, matched by funds donated by the developer of Villages at Sherrills Ford. Funds are included to pursue the lease-purchase of land adjacent to Riverbend Park for future development. The budget also increases funding to the Catawba County Historical Association (CCHA) to initially assist in purchasing property adjacent to Bunker Hill



Covered Bridge and in future years to be used as CCHA sees fit, to preserve the County's history and promote it to the public.

I encourage you to explore the budget, particularly the County Manager's budget message, to learn more.

I thank my fellow County Commissioners and the citizens of Catawba County for their trust in and support of our continued efforts to meet our community's needs.

Sincerely,

CATAWBA COUNTY BOARD OF COMMISSIONERS

A handwritten signature in black ink that reads "Randy Isenhower". The signature is written in a cursive style with a large initial "R".

Randy Isenhower, Chair



CATAWBA COUNTY, NORTH CAROLINA
June 6, 2016
Adopted Budget

CATAWBA COUNTY BOARD OF COMMISSIONERS

Ladies and Gentlemen:

I am pleased to present the Adopted Fiscal Year 2016/17 annual budget for Catawba County, as approved by the Board of Commissioners on June 6, 2016.

On May 23, 2016, I presented my recommended budget. Budget hearings were held on May 31, 2016, with a public hearing wrap up session on June 2, 2016. During deliberations, the Board made changes to the budget as follows:

- The NC E-911 Board certified a higher payment to the secondary public safety answering point (PSAP) at Newton (\$10,429) and a lower payment to the secondary PSAP at Hickory (-\$1,015) resulting in a net increase to the E-911 Fund budget of \$9,414.
- \$56,602 was added to Emergency Services (EMS) to purchase a vehicle for the new EMS Operations Supervisor position.

The final budget is \$252,801,734. The budget document reflects the budget appropriations and outcomes as adopted by the Board on June 6, 2016, and maintains a property tax rate of 57.5 cents.

Sincerely,



J. Thomas Lundy
County Manager

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Department Descriptions



Board of Commissioners

The Board of Commissioners is the governing body of Catawba County. The 5-member board is elected at large for 4-year staggered terms and may serve unlimited terms. Their duties include deciding what services should be provided to the citizens and how to pay for the services; appointing the County Manager and County Attorney; designating the County Clerk; adopting an annual budget; setting the property tax rate; establishing service levels for solid waste, emergency services, public safety, library, public health, mental health and social services; adopting zoning and subdivision regulations; approving new positions, and appointing over 300 people to 50 citizen boards. The Board meets twice each month, normally on the first Monday at 9:30 a.m. and third Monday at 7 p.m. at the 1924 Courthouse at 30 North College St. in Newton.

Board of Elections

The Board of Elections is responsible for supervising voter registration and conducting all elections held within the county, including federal, state, county, municipal, school boards, bond issues, ABC issues, and other items that would be voted on by the public. Its functions include establishing election precincts, appointing election officials, hearing appeals, and investigating voter irregularities. The office maintains public records on all voters, past elections, campaign-reporting files, and other election related materials. This office also maintains all voting equipment and supplies used during elections.

Communications Center

Part of the Emergency Services Department, the E911 Communications Center serves the public by responding to 911 calls and dispatching the proper resources to address emergency needs.

Cooperative Extension Services

North Carolina Cooperative Extension is an educational partnership between NC State University, NC A&T State University, the US Department of Agriculture and Catawba County. Cooperative Extension provides community-based programs in five program areas: enhancing agriculture, forest and food systems; developing responsible youth; strengthening and sustaining families; conserving and improving the environment and natural resources; and building quality communities.

County Library

The Library System consists of a Main Library in Newton and six branch facilities located in the St. Stephens, Maiden, Sherrills Ford, Conover, Claremont and Mountain View areas. The library offers books, periodicals, videos, as well as books and music in cassette tape and CD format. All materials are available for checkout at no cost. The library system also has 65 public access computers. Computers check out for an hour at a time and staff is available to assist citizens unfamiliar with the technology.

County Manager Office

The Catawba County Manager is the chief administrator of county government. The manager is responsible to the Board of Commissioners for the administration of all departments of county government. The County Manager's Office also includes the Budget staff, Legal staff, and Public Information Office. The County Manager is responsible for implementing the directives of the Board of Commissioners, strategically managing various County departments, developing an annual budget and capital improvement program, providing public information on County services and programs, providing legal support, and ensuring accurate records of Commissioners' action and policies. Legal provides legal counseling and representation to the Board of Commissioners, managers, and employees of Catawba County on all issues related to county government. The Budget Office is responsible for preparation, administration, and compilation of the annual budget for all County services. Part of the County Manager's Department.

Emergency Services

The Emergency Services department is responsible for the coordination and supervision of the activities of emergency management, Emergency Medical Services, Rescue Coordinator, Fire Marshal's office, Communications Center, Animal Services, the Local Emergency Planning Committee, Emergency Operations Center, Hazardous Material Team, and Veterans' Services. This office also works with the fire and rescue squads in the county.

Finance/Facilities

The County's Finance Department is responsible for overseeing the financial affairs of the County in accordance with all applicable local, State, and Federal regulations. It maintains the accounts of the County in accordance with generally accepted principles of governmental accounting. In addition, the Finance Department oversees all purchasing functions as well as all building and vehicle maintenance needs of the County.

Human Resources

The Human Resources Department provides assistance to employees and applicants; reviews programs and benefits and makes recommendations in order to have the best workplace possible. It is responsible for personnel records, benefits, employee relations, recruitment and selection, some payroll and training programs, compliance with federal and state personnel/employment regulations, compensation, and risk management.

Department Descriptions



Planning, Parks, and Development

This department facilitates and provides support for development of long-range planning initiatives, and implementation of a plan's policy and recommendations. It provides demographic information to the public, and provides information on land use, environmental programs, and reports and special studies to the Board of Commissioners, Planning Board, Board of Adjustment and Subdivision Review Board. The Parks department is part of this department.

Public Health

Public Health is responsible for addressing the health issues and promoting the health status of individuals, family, community & industry. They provide clinical services, educational services, and a home health agency. The Environmental Health Division's mission is to provide education and enforcement of State and Local regulations regarding food sanitation, sub-surface sewage disposal, and other environmental concerns to individuals and businesses.

Register of Deeds

The Catawba County Register of Deeds serves as custodian of all records of real estate, vital records, military discharges and the certification of notary publics. You can apply for a marriage license in the Register of Deed's Office and it is where you get a certified copy of the license. You can also obtain a certified copy of your birth certificate or that of a loved one's death certificate, if the birth and or death did in fact occur in Catawba County.

Sheriff

The Catawba County Sheriff's Office provides primary law enforcement services to the citizens of Catawba County, in order to make the county a safe place in which to live, to be employed, to worship and to enjoy recreation. They serve the public by patrolling the county, civil process service, school resource officers, court security, drug enforcement, operation of the jail, crime prevention and education programs.

Social Services

The mission of Catawba County Social Services is to improve the quality of life for citizens by: preventing social problems; protecting adults, children and families from abuse and neglect; bringing children to permanent families; enabling adults and older foster children to become self-sufficient; assuring that parents financially support their children; giving the elderly and disabled a choice to remain in their homes rather than enter a rest home or nursing care facility; and connecting citizens with food, shelter, utilities and medical attention.

Soil and Water Conservation

The Catawba Soil and Water Conservation District is a local organization charged with the responsibility of promoting soil and water conservation and establishing conservation programs in the District. The District partners with the Natural Resources Conservation Service (NRCS) to carry out these responsibilities, working with state, federal, and local agencies on natural resource concerns.

Tax Department

The Catawba County Tax Administrator's office bills and collects ad Valorem taxes for the County and for the County's eight municipalities. The Tax Office has the responsibility of assuring all values are equal for all property, regardless of who the owner may be. The Tax Collector has the responsibility to see that taxes are paid for each respective property. Personal Property (boats, mobile homes, untagged utility trailers, and business equipment, furniture, fixtures, etc) is listed annually. Property owners of record, as of each January 1st, receive tax bills for their land and building(s) for that year. Motor vehicles are billed to the registered owner at the same time of license plate renewal. As of Fiscal Year 2013/14 motor vehicles taxes are handled by the State of North Carolina.

Technology

The Technology Department provides technology and guidance to enhance the delivery of County government services and increase public and employee access to and quality of vital government data. The Department is made up of two divisions; Information Technology and Geospatial Information Services. The Information Technology Division is responsible for the day to day operation of network services, security, Internet and Intranet services, application development and support, and training.

Utilities and Engineering

The Utilities and Engineering Department coordinates the functions of Building Services, (Inspections, Plan Review and Permit Center activities) for the County and municipalities; Soil Erosion and Sedimentation Control for the County and municipalities except Brookford and Newton. Utilities and Engineering also manages Water and Sewer Projects, Stormwater, Solid Waste, including Recycling, Waste Disposal, Waste Reduction and Education, Convenience Centers and Co-Generation Facility, as well as the EcoComplex and Resource Recovery Facility.

May 23, 2016

Board of Commissioners’ Fiscal Year 2016/17 Goals

Lobby private providers and State and Federal government to expand broadband internet availability throughout County, connect key community assets, and work to address geographic areas with deficient service.

In partnership with the private sector and assistance from State government, support the creation of jobs and property tax base and the development of the County’s workforce. Specific strategies include:

- a. Support the enhancement of workforce development programs and efforts, working with educators and the private sector to train the workforce for jobs from existing and new employers that will be available through the efforts of the Economic Development Corporation (EDC).
- b. Aggressively promote and market economic development.
- c. Review incentive guidelines to ensure they are competitive but reasonable in terms of return on investment.
- d. In partnership with the EDC and Hickory, develop and aggressively market Park 1764.
- e. Continuously monitor County regulations to ensure they support orderly growth and business development.

Collaborate with the Economic Development Corporation, Convention & Visitors Bureau, Chamber of Commerce, and others as appropriate to brand and market key community strengths:

- a. Overall quality of life: cost of living, availability of health care, low crime rate, quality of education, etc.
- b. Community arts, culture, and recreational amenities
- c. Location: proximity to major airport, ease of highway access, short distance from other attractive communities with strong amenities

I present to you my recommended Catawba County Fiscal Year 2016/17 budget in the amount of \$252,735,718, which maintains a property tax rate of \$0.575 per \$100 of valuation and reflects a 2.5 percent increase in County operations. The budget is balanced and prepared in accordance with the Local Government Budget and Fiscal Control Act.

As Catawba County’s economy grows, as shown by decreasing unemployment (5.1 percent as of March 2016), strong sales tax revenue growth, and increasing building permit activity, the County is taking deliberate steps to accelerate and reinforce this economic growth. The Board of Commissioners’ goals, which serve as a compass to guide the organization in making decisions, focus on economic diversification, workforce development, and the importance of key community infrastructure like broadband internet access in creating and promoting business, learning, and a quality sense of place. The budget strategically invests to enhance quality of life and harness the positive momentum of the local economy. Highlights of these investments include:

- **Education** – The County’s three public school systems receive a 3.8 percent increase in per pupil funding and Catawba Valley Community College (CVCC) receives a 3 percent increase in total funding to support operations, teacher recruitment, and retention. In addition to the current expense funding increase, the budget funds increased capital for schools.
- **Economic Development** – The County’s contribution towards local economic development, spearheaded by the Economic Development Corporation (EDC) and supported by a funding partnership with the municipalities, has contributed to the generation of \$517 million in private sector investments and 434 additional jobs. In the current year, the County awarded bids for site preparation work at the NC Data Campus. The budget includes funds to continue this work and for business incentives to promote community investment. Resources are included to support well-planned development in southeastern Catawba County, including a

BUDGET OVERVIEW

sewer study and modeling of the southeastern County service area, and installation of sewer sleeves along Highway 16 to accommodate future growth. Investments in Building Inspections and Environmental Health staff will contribute to the County's business-friendly environment by ensuring responsive permit turn-around times.

- **Public Safety** - To achieve the Board of Commissioners' goal of maintaining an average 8-minute Emergency Medical Services (EMS) response time, the budget funds a full year of costs for paramedic crew expansions at Bandys and Mountain View bases that occurred during the current fiscal year.

Previous investments in Sheriff road patrol deputies as well as narcotics and criminal investigators appear to be paying off as the County has seen increased proactive policing and decreased road patrol response times and crime rates. The budget assists the Sheriff's Office in its aggressive pursuit of drug-related crimes by funding two additional narcotics investigators and increased investigative funds.

The budget increases revenue set aside for a long-planned expansion of the Catawba County Detention Center. Total costs for the project are estimated at \$17 million, and \$8.8 million will have been set aside by the end of the fiscal year. The expansion is driven by a growing jail population and Burke County's decision to close a shared district confinement facility, and will add 256 inmate beds. Construction is expected to begin in Fiscal Year 2017/18.

The opening of the expanded Justice Public Safety Center (JPSC), anticipated in April 2017, drives planned personnel and operating increases, as follows:

- Two court bailiffs (primarily focused on covering security stations and monitoring cameras).
- Three E-911 telecommunicators driven by increasing call volume and to more closely pair staffing with peak and off-peak times—something that isn't possible in the existing center due to space limitations.

- One maintenance mechanic dedicated to providing maintenance and repair assistance to the new facility.
- One network engineer to support the large technology investment in the new building.
- General operating costs such as utilities, janitorial and security services, maintenance and repair, and supplies.

- **Parks** - Funds are included in the budget to begin planning and design for Mountain Creek Park in southeastern Catawba County and to potentially expand the footprint of Riverbend Park through acquisition of adjacent property. Both of these projects align with the objectives in the recently adopted Parks Master Plan, a community-based plan developed with input from citizens throughout the County.

*For Fiscal Year 2016/17, the Board of Commissioners established a goal of branding and marketing key community strengths, each of which contributes to Catawba County's strong **quality of life**. The budget strategically invests in education, economic development, public safety, and parks to enhance quality of life and harness the positive momentum of the local economy.*



BUDGET OVERVIEW



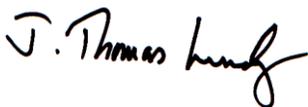
The County is able to make these investments within available revenues and without increasing property taxes, continuing its track record of strong fiscal stewardship and conservative budgeting. There are, however, significant potential pressures on the horizon beyond the County's control that need to be taken into account due to their likely impacts on future spending.

- Continued erosion of State and Federal funding, unfunded mandates, and legislative decisions with direct impacts on County revenues, such as sales tax, remain a concern.
- Economic growth is a positive for the community but comes with an associated cost that must be planned for, in order to maintain financial sustainability. Business expansion and private sector investment may drive population growth, bringing with it increased County service demands and higher public schools student enrollment (which in turn, drives school operating and construction needs).

While the County can't control these pressures, it can approach them thoughtfully, anticipating and developing mitigation plans, which is being done through the County's conservative budgeting philosophy and focus on long-term financial sustainability. Comprehensive long-range plans have been developed for critical service areas such as school construction, jail expansion, EMS, water and sewer infrastructure, parks, libraries, and solid waste. In the coming years, the County will continue to focus on anticipating future service pressures and delivering responsive services to the community.

I encourage you to explore the budget message to learn more about these investments and how the County will achieve the Board of Commissioners' goals. The complete budget document may be accessed online at www.catawbacountync.gov.

This marks the 38th budget I have produced during my tenure with Catawba County. It also marks my last. Over the 44 years of my employment, a lot has changed in both the community and the County organization. Some things, however, have remained constant: the County's focus on long-term planning and building a better future through collaboration and continuous improvement. The work of local government is never done, but Catawba County continues to move in the right direction, and I have always striven to contribute in a positive and long lasting way. It has been an honor and a privilege to serve the citizens of this community, Boards of Commissioners, and employees. Thank you.



J. Thomas Lundy
County Manager

Catawba County has consistently delivered quality services across a wide range of functions, supported by one of the lowest tax rates, strong program performance, and fiscal stewardship. The quality of these services has earned Catawba County a reputation for innovation and creativity both State-wide and nationally. Examples of the quality and value of County services include:

- EMS crews maintaining an average County-wide response time of 8 minutes or less, in the face of steadily increasing call volume;
- Emergency 911 calls dispatched in just over 46 seconds, much faster than the national average of between 75 and 110 seconds;
- Sheriff emergency response times improving, resulting from recent investments in additional road patrol deputies to keep citizens safe;
- Catawba County's index crime rate decreasing 37 percent since 2011, with a 38 percent decrease in violent crime and a 63 percent drop in property crime over the same period;
- 45 percent of each local property and sales tax dollar committed to education, with total current expense funding for the three public school systems ranking 15th State-wide, and total local support for CVCC ranking expected to improve to 16th State-wide;
- Catawba County is the State-wide leader in recycling, ranking #1 in North Carolina for public recycling per capita for the second year in a row in 2014;
- The percentage of foster children adopted in less than two years in Catawba County is 55 percent, two-thirds higher than the State-wide average;
- Public Health's Women, Infant, and Children (WIC) Farmers' Market Voucher Redemption rate of 64.37 percent, ranking #1 in the State last year. This unique approach of targeting WIC recipients to benefit from farmers' markets has been recognized as innovative by both the Alliance for Innovation through the J. Robert Havlick Award for Innovation in Local Government and the National Association of Counties (NACo) through a County Achievement Award;
- Catawba Family Dentistry, Public Health's dental clinic, increasing the number of patients treated by 18 percent since 2011, with 1,408 patients treated during Fiscal Year 2014/15. During the current year, Public Health outsourced Catawba Family Dentistry operations and anticipates total patients treated to increase even more, thanks to having two dentists on staff rather than one and operating five days per week instead of four;
- The percent of children receiving age-appropriate immunizations by 24 months of age (92 percent) exceeding the State-wide average (86 percent);
- General Government Administration (Board of Commissioners, County Manager, Finance, Human Resources) comprising only 1.2 percent of the local budget, well below generally accepted benchmarks for administrative overhead in any sector;
- In the last five years, County staff proactively refinancing debt, saving over \$3.3 million in future interest;
- 44 straight years of recognition from NACo through the County Achievement Awards, establishing a long tradition of program excellence that has served the community and the organization well; and in a similar vein winning the Government Finance Officers' Association Award for Excellence in Financial Reporting for 33 years, and Budgeting for 27 years.

The County routinely examines its operations to identify more effective approaches to delivering programs and services. One major strategy involves using technology to streamline operations. In addition to equipping field-based staff with mobile technology to cut down on productivity losses associated with traveling between job sites. Technology is used to automate work that was previously handled manually, such as updating tax databases with the latest information on deed conveyances,



providing 24/7 citizen access to real-time building permit status, and reserving library books for pick-up at County libraries.

Another tool in Catawba County's toolbox to increase productivity and service quality is partnering with the non-profit and private sectors, either to contract programs and services, or get out of the business of providing a service if it can be done more effectively by the private sector. Public Health contracts with Catawba Valley Medical Group to provide obstetrics and prenatal services for pregnant women, and with Gaston Family Health Services for dental clinic operations. Emergency Services contracts with the Humane Society of Catawba County for animal shelter operations and adoption management, and Utilities and Engineering has contracted the production of biodiesel at the County's EcoComplex to the private firm Blue Ridge Biofuels. This past March, Catawba County sold its Home Health business to Kindred Healthcare, for a sum of \$3.5 million.

Catawba County maintains appropriate service levels by continually evaluating service demands and making adjustments as necessary. During the building and development downturn, staff positions filled by building inspectors and professional planners were eliminated because of decreased workload. Citizen response times are continually monitored, and staff adjustments are made as appropriate when response times trend in the wrong direction. Both Public Health and Social Services have eliminated positions across multiple programs as a result of reductions in federal and state funding, declining revenue, developing new partnerships, and contracting services. Public Safety response times, workload, and other pressures are continually tracked resulting in investments as needed to stay within Board of Commissioners' goals and keep citizens safe. With this budget, rightsizing has resulted in a 4.9 percent reduction in the County's workforce since Fiscal Year 2009/10.

The County relies upon a conservative budgeting philosophy to balance service demands with available revenues. This philosophy consistently results in revenue over-collections and departmental under-spending, which in turn contributes to a healthy County fund balance over time. The Local Government Commission (LGC) requires local governments to establish a General Fund fund balance reserve of 8 percent, or the equivalent of one month's worth of operating expenses. Consistent with its mindset of financial sustainability, the Board of Commissioners has adopted a fund balance policy that requires 16 percent reserves for the General Fund, double the LGC requirement. At its current spending rate, Catawba County will be able to maintain compliance with this goal for the foreseeable future.

LOCAL ECONOMY



Economic Development

Catawba County is committed to working with the private sector, municipalities, and the EDC to attract new businesses, development, and jobs. The budget supports existing business and industry through the delivery of high quality government services supported by a low and stable property tax rate. Consistent with the Board of Commissioners' goal, the budget includes funding for Catawba County's share of on-going carrying costs for the speculative building built in cooperation with the City of Claremont; the NC Data Campus developed in partnership with Catawba, Claremont, Conover, Hickory, and Maiden; support of EDC operations; economic development marketing; and business incentive agreements that diversify the economy, produce good jobs, and have a solid return on investment.

2016/17 Board of Commissioners' Economic Development Strategies

Support Workforce Development	Lobby to Expand Broadband	Review Incentives Guidelines
Develop & Market Park 1764	Monitor Growth & Development Policies	Market Key Community Strengths

Investment Highlights - \$517 million / 434 jobs added or announced



Apple, Inc. invested \$432 million in its data center in Maiden and added a new solar farm in Claremont, contributing an additional \$10 million to the tax base this year. At just over \$1 billion in value, Apple is the County's largest taxpayer.

Carolina Nonwovens, developer and producer of thermo-bonded nonwovens, consolidated two facilities from outside Catawba County into a new facility in Maiden, investing \$13 million and creating 62 jobs.



GKN Sinter Metals, the world's largest maker of powdered metal parts used for automotive technology and engineering, announced a \$19.8 million investment at its Conover facility, creating 55 new jobs and retaining 83 existing jobs.

Axjo America, manufacturer of fiber-optic reels for spooling equipment, consolidated two facilities into a new Conover location, investing \$11 million and creating 14 jobs.



Snyder Paper opened an additional 84,000 square foot industrial facility in the County to manufacture cushioning for furniture. The facility will support 30 new jobs.

Prysmian Cables and Systems reopened 10,000 square feet of idle manufacturing space at its facility in Claremont, investing \$2.5 million and creating 24 jobs.



Blue Bloodhound, developer of internet-based web and mobile software for independent truck drivers, located in the renovated Moretz Mills building in Hickory, announced 191 jobs and \$400,000 in investment.

LOCAL ECONOMY

Substance Incorporated, manufacturer of print media, overlaminates, and adhesives used by sign and decal manufacturers, announced plans to construct a manufacturing facility in the Claremont International Business Park, investing \$3.4 million and creating 9 jobs.



Taiji Group USA, maker of precision paper spiral-wound chemical fiber tubes, opened an additional location in Hickory, investing \$2.5 million in equipment and adding 15 jobs.

Park 1764 is a 170-acre Class A Business Park being developed jointly by Catawba County and the City of Hickory. The Park is being developed incrementally over time in an effort to create job opportunities in advanced light manufacturing facilities, technical operations, and corporate headquarters. In alignment with the Board of Commissioners' goal to develop and aggressively market Park 1764, the City of Hickory and Catawba County recently took the first steps in preparing the property for development, each contributing \$547,385 towards installation of a sewer line, the development of a signature entrance along Startown Road, relocation of the entrance southward onto the property, and installation of landscape berms and fencing. The vision is to have amenities such as community walking/cycling trails, community gardens, silos, and open green space to accentuate the site's character, and to appeal to business prospects in a corporate, up-scale environment where light manufacturing, engineering, and innovation co-exist and augment the greater community.

Park
1764

ncDataCampus
www.datacentersites.com

The NC Data Campus is a 70-acre multi-jurisdictional business park partnership between Catawba County, the Cities of Conover and Hickory, and the Towns of Maiden and Catawba. The park will bolster Catawba County's economic development efforts, providing three shovel-ready sites marketed primarily for data center recruitment. These efforts will also further buttress the region's efforts to create a cluster of data centers known as the NC Data Center Corridor, leveraging the presence of existing data centers

like Apple, Facebook, and Google to transform the region's reputation into one that embraces innovation and high-tech industry.

The Lenoir-Rhyne University Health Sciences Center is a collaborative effort between the University, Catawba County, City of Hickory, Catawba County EDC, Catawba Valley Medical Center (CVMC), and Frye Regional Medical Center. The Center, which is open to 48 new students a year and employs 5 to 6 full-time faculty and staff, houses a new Physician Assistant program that began classes in January 2016. The Center is working to establish clinical training centers for program participants and provide high quality internship and student practitioner opportunities. Feasibility studies will be conducted on future expansions for Doctorate-degree programs for nurse practitioners, pharmacy, optometry, physical therapy and, ultimately, osteopathic medicine.



**LENOIR-RHYNE
UNIVERSITY**

LOCAL ECONOMY

Partnering to Support Workforce Development

The County also provides annual operating and capital support to CVCC, which takes a strong leadership role in preparing the workforce with the skills to meet current and future labor needs of local employers through several initiatives, detailed below:

The ACT Career Readiness Certificate allows job seekers to show prospective employers that they possess basic skills required for today's workplace. This certification is recognized by 34 employers in the County (82 in the MSA), and the number is growing. Every public high school within Catawba County offers the certification. The Western Piedmont Workforce Development Board has worked to certify Catawba County as a Work Ready Community, which positions the County to quantify the skill levels of its workforce, identify gaps, and develop plans to address those gaps. Based on this information, educators, local businesses, and governments build career pathways aligned to the needs of business and industry. The County has achieved 94 percent of ACT's National Career Readiness Certificate goals and anticipates full certification as a county in September 2016.

The Catawba Valley Furniture Academy, housed within CVCC, is an industry-driven training program. Designed in partnership with 5 major local furniture manufacturers, it prepares students for high-demand skilled positions, in a proactive strategy to anticipate and meet private businesses' workforce needs. The program varies from 9 to 18 months in length, depending on the area of specialization (Pattern Making, Manual Cutting, Inside Upholstery, Sewing, etc.). Since January 2014, 66 people have earned furniture manufacturing certificates and secured jobs at participating companies—Century Furniture, LEE Industries, Lexington Home Brands, Sherrill Furniture, and Vanguard Furniture—upon completing the program. In acknowledgement of this program's success, the Furniture Academy earned a 2015 Governor's Award for Excellence.

The Furniture Academy has been such a success that CVCC is moving the program to a larger location with the help of a \$200,000 commitment from local furniture companies and \$675,000 from the County. The expanded location will serve up to 66 students per session, more than doubling its capacity. On average, there have been 100 people on the waiting list at any given time, demonstrating the strong employment demand for these skilled industry positions. As employment opportunities continue to grow and long-tenured skilled workers approach retirement, job training programs like the Furniture Academy prepare future employees to meet businesses' competency needs, enabling them to maintain continuity, high productivity and product quality.



Catawba Valley Furniture Academy

The Catawba Valley Manufacturing Academy, modeled after the Furniture Academy, is an industry-driven training course designed with input and expertise from 29 local manufacturers. It prepares students for high-demand manufacturing positions with the region's largest employers. Graduates are fast-tracked for open positions with sponsoring companies, earning Career Readiness Certificates to signify competence in required skill areas and ensuring manufacturers have ready access to the critical labor force they require. The inaugural session began in October 2015, with 39 graduates to date securing highly skilled jobs such as machinists and maintenance technicians.

LOCAL ECONOMY



The Manufacturing Solutions Center (MSC) is a branch of CVCC which focuses on helping manufacturers in all 50 states and around the world increase sales, improve product quality and production, and create and retain jobs. To help manufacturers increase sales, MSC develops marketing materials and works to identify new or expanded export and marketing opportunities. To improve product quality, the MSC has an

accredited ISO/IEC 17025 testing laboratory at its 10,000 square foot manufacturing incubator where microbiological, thermal, and mechanical testing for textiles is performed. The Center aids entrepreneurs in transforming concepts into finished marketable products, connecting the dots for entrepreneurs by bringing together under one umbrella all of the resources needed to successfully launch a product.

MSC has facilitated development of such innovative projects as wearable technology that regulates blood circulation, delivers active ingredients to the skin through fabric, and integrates QR codes into the material so it can be scanned and tracked through the production process. Future product possibilities are staggering, with the potential for everything from caffeine-infused driving gloves to sleeves that deliver heart medicine in the prescribed dose. MSC has established itself as a regional expert in prototype development using 3D printing.

At America's Competitiveness Forum in 2014, the MSC was recognized by the US Department of Commerce as one of the top economic job creation programs. MSC has worked with such nationally known companies as Keen, Merrell, 3M, Nike, Hanes Brand, LL Bean, Lands End, Target, Polartec, Boeing, and Ralph Lauren. **Since 2012, MSC's direct economic impact has totaled \$43.7 million, assisting in the creation of 346 jobs and the retention of 268 jobs.** Over the last 2 years, the MSC has helped over 1,000 entrepreneurs and worked with companies in all 50 states and 32 countries to conduct product testing or prototyping, or to find domestically-made production inputs.



Apprenticeship Catawba is a training pipeline for high school students. Based on the German apprenticeship model and accredited by the North Carolina Department of Commerce, this highly competitive 4-year program ensures students are career-ready at graduation by providing 8,000 hours of paid on-the-job training that counts towards an Associates' Degree in Mechatronics Engineering Technology or Computer Integrated Machining Technology from CVCC. Additionally, students earn Journeyman Certificates upon graduation, qualifying them for skilled trades such as Mechanical Maintenance

Technician, Electrical Maintenance Technician, Mechatronics Technician, Tool & Die Maker, and Computer Numerically Controlled Machinist, among others. Not only do these high-performing students leave the program with degrees, but they do so without incurring any college debt and employed full-time by the sponsoring company, earning at least \$34,000 per year and opening up pathways to jobs with earning potential of \$65,000 to \$86,000. Last year 21 students from the County's three public school systems were selected through a competitive process to participate in this program, along with seven area companies: Aptar, Continental, GKN, Sarstedt, Technibilt, Tenowo, and ZF.

LOCAL ECONOMY



Other Support

Catawba County contributes funding for the Chamber of Commerce’s Edison Project, designed to identify, support, and reward new startup small businesses in the County. Entrepreneurs with viable business ideas and associated plans submit them for consideration and review by judges, competing with other entrepreneurs for economic incentives and startup assistance. Examples of winning projects include: The MESH, an online media source that delivers on-demand programs on a variety of topics; Tileware Products, a new fastening system for shower accessories installed in the tile mortar; and GoPriceDrive.com, a confidential website service for car buyers in which dealers compete and openly bid for business. Through its fourth year of operation in 2014, the Edison Project had contributed to 17 new business starts, creating 50 new jobs and \$1.14 million in capital raised or invested.



Catawba County sponsors the Chamber of Commerce’s “Leadership Catawba” program, which brings together upcoming local leaders from a variety of organizations for a 6-month leadership training program, providing participants with information about the social, economic, and political dynamics of the community, and encouraging them to get involved meaningfully as an element of community leadership succession planning.

Catawba County continues to support the Convention and Visitors Bureau (CVB) and the Chamber of Commerce Visitor Information Center. Both organizations bring attention and money to the local economy through the promotion of conventions, conferences, local heritage events, and tourism.

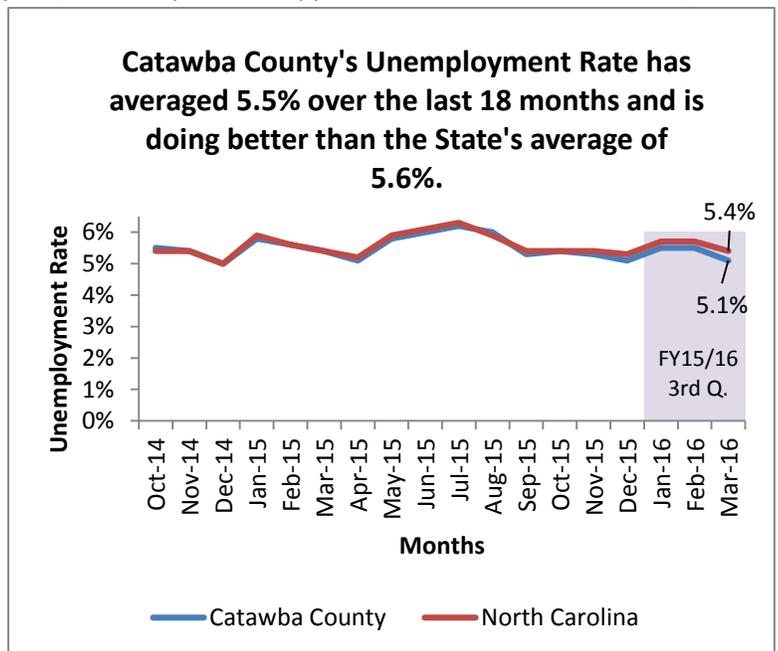
Direct Spending

The County’s direct spending on services to citizens also benefits the local economy. For Fiscal Year 2015/16, the County spent over \$17 million on contracts and direct spending with the private and non-profit sectors. Contracting work to other organizations helps stimulate private sector business and translates into jobs and sales tax.

Additionally, County construction of the \$44.6 million JPSC will be complete in spring of 2017. The spending associated with this construction project (funded by a voter-approved ¼ cent sales tax in 2007) supports creation and preservation of both direct and indirect jobs in the community, translating into another way the County supports the local economy.

Unemployment Down to 5.1 Percent in March

Catawba County’s current unemployment rate is 5.1 percent and has averaged 5.5 percent over the last 18 months. During this same time period, the State’s rate has averaged 5.6 percent and remains slightly higher than Catawba County. Both the County and State rates fall within the current range of what the Federal Open Market Committee—the open market policy committee of the Federal Reserve—currently considers to be normal long-term unemployment (4.7 to 5.8 percent).

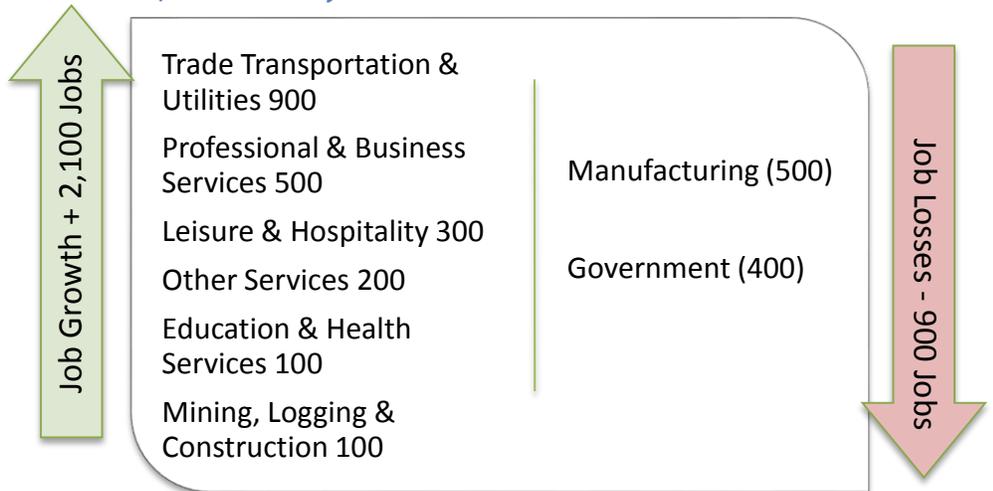


LOCAL ECONOMY

Employment and Job Growth

Employment in the MSA reached a 5-year high in March 2016. The number of employed people in the MSA increased by 1,927 compared to February 2016 and 3,121 compared to one year ago. Job growth is another bright spot for the economy, with 1,200 more jobs in the MSA than there were one year ago. Much of the job growth has occurred in *Trade Transportation and Utilities* and *Professional and Business Services*.

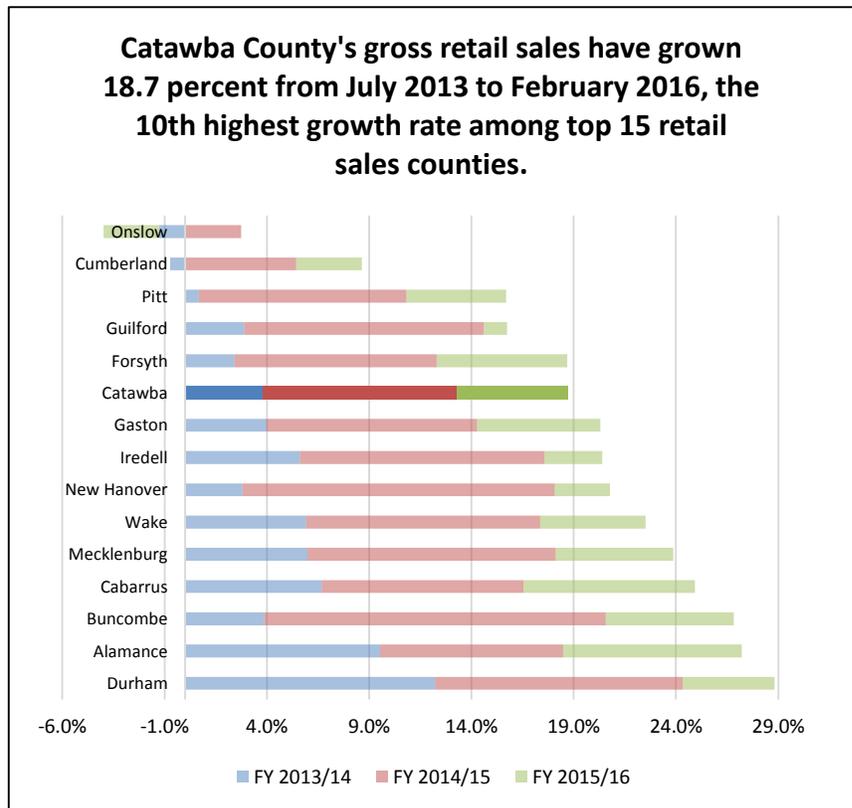
1,200 More Jobs March 2016 vs March 2015



Strong Retail Sales & Tourism Performance

Catawba County continues to be a regional hub for retail sales, capturing 60.1 percent of the \$2.3 billion (through February 2016) in retail sales from the four-county MSA, far in excess of its 42.7 percent of the population. Taxable sales in the County continue to increase, with solid 5.5 percent growth this year on top of 9.2 percent growth in 2014/15 and a healthy 4 percent increase the year before. This is the sixth year in a row that revenues have increased.

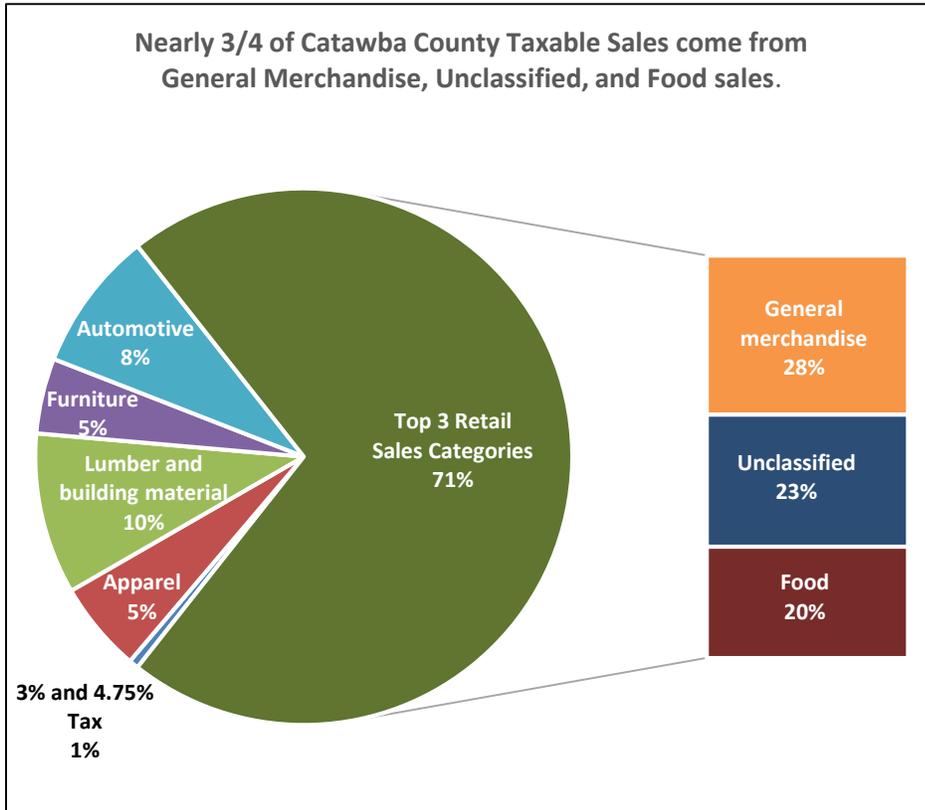
Catawba County's gross retail sales have grown 18.7 percent from July 2013 to February 2016, the 10th highest growth rate among top 15 retail sales counties.



Statewide, Catawba County ranks 17th in population but 12th in taxable sales, outranking counties like Iredell, Gaston, and Onslow.

Catawba County has decreased its reliance on manufacturing and increased its Service and Wholesale Trade sectors. Its primary categories of taxable sales reflects this shift. *General Merchandise* at 28 percent, is the County's largest category of taxable sales. The second largest category (*Unclassified*) constitutes 23 percent, consisting of a wide range of goods and services including hotels and motels; hospitals,

LOCAL ECONOMY



physicians, and veterinarians; fuel and gasoline sales; bookstores; office machine and supply dealers; photographers; and publishers. *Food* is the third largest category, at 20 percent, driven by restaurants and grocery stores. Furniture sales in Catawba County—only 5 percent of the total sales—deserve note, with over 100 retail furniture showrooms, outlets, and a 1-million square foot furniture mall to attract visitors whose spending contributes to taxable sales in other sectors.

The State’s extension of sales tax to certain services, including tickets for entertainment events, has positively impacted the County’s taxable sales activity. **Catawba County ranks 16th in the State for tourism revenue, with \$241 million** generated in 2014 (a 4.3 percent increase over the previous year). This tourism economy is buttressed by the presence of a wide range of cultural amenities that appeal to all audiences such as the Catawba Science Center, Green Room and Hickory Community Theatres, Hickory Crawdads Baseball, Hickory Metro Convention Center, and annual events like Oktoberfest, Unity Day, and the Foothills Folk Art Festival.

Commercial and Residential Building Rises

Commercial and residential building activity and revenue remained relatively stable between 2011/12 and 2013/14, but has increased substantially the last two years. Revenue to date this current year exceeds total revenue received in any year since 2011 and is 37 percent ahead of the same time period last year. **The number of building permits issued through March 2016 is up 32 percent compared to 2013 and 39 percent compared to 2014.** About 90 percent of the growth this year is due to commercial building, a very positive sign for the economy.



REVENUE

Property Tax

The budget maintains the property tax rate of \$0.5750 per \$100 of valuation established with countywide property revaluation in 2015, yielding \$90.9 million in revenue. Catawba County has the 7th lowest tax rate of the 27 urban counties—those with a population over 100,000—and the 2nd lowest among Catawba's neighboring counties.

Ad valorem property tax revenue increased \$1.4 million due to growth in the tax base from new construction and public utilities. The uptick in building permits suggests the County can anticipate

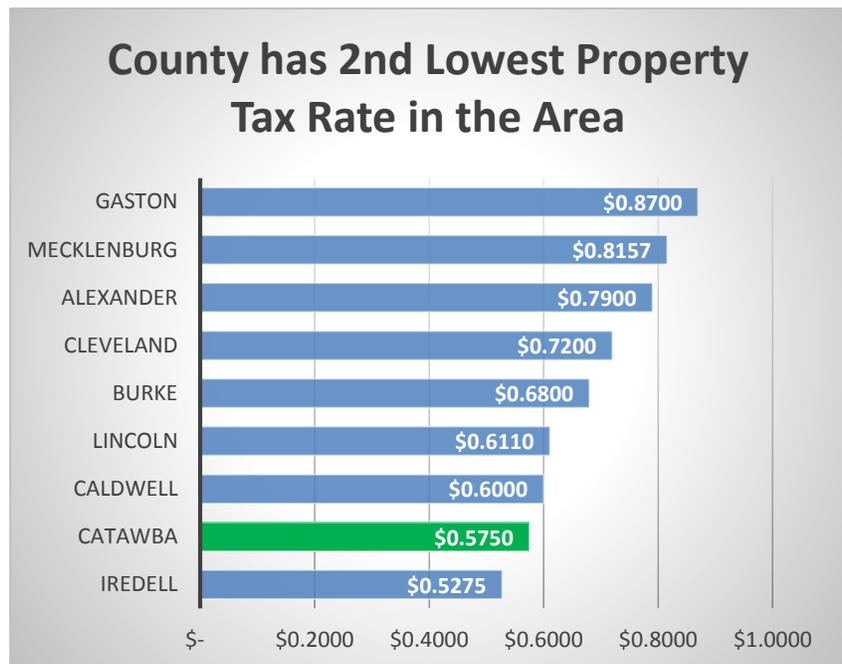
continued revenue growth in coming fiscal years, as current building activity is added to the tax base.

The State's Tag and Tax Together program, the result of legislation passed in 2005, shifted responsibility for motor vehicle tax billing and collections from the County to the State at the time of tag renewal, and has resulted in quicker collections and an overall increase in motor vehicle revenue—both dollars and percentage—in Catawba County, as the budget projects a \$400,000 increase.

Sales Tax

Catawba County receives 2¼ cents of the total sales tax rate of 7 cents. It shares proceeds from the first 2 cents with the municipalities on a per capita basis, and the remaining ¼ cent, approved by County voters in a November 2007 referendum, is primarily dedicated to supporting the Justice/Public Safety Center expansion, public school operations, economic development, and water and sewer infrastructure.

Sales tax has experienced robust growth in Fiscal Year 2015/16 (5.8 percent, through April distributions) following a healthy 6 percent growth rate in the previous fiscal year. The North Carolina Association of County Commissioners is advising counties to anticipate 3 to 4 percent additional sales tax growth in Fiscal Year 2016/17. The budget conservatively plans for 2 percent growth in the coming year.



State action and local sales tax

In Catawba County, 1-cent sales tax generates roughly \$15 million in revenue if shared with cities and \$20 million if received by the County only, while 1-cent on the property tax rate generates \$1.6 million. Not only does sales tax generate significantly higher revenues than property tax on a “cent for cent” basis, but it is also broadly applicable and captures revenue from visitors to Catawba County and from non-County residents’ spending (based on Catawba County’s position as a regional retail hub). Property tax, on the other hand, concentrates the burden for funding local services solely on property owners—some on fixed incomes—while the benefits are not limited to those same citizens. Further, citizens have much more of a choice about when to incur sales tax than they do property tax, making choices on what to buy, how much to spend, which impacts how much sales tax will be paid and when. In contrast, property values are set at market value in accordance with State statute and property owners do not have a choice on the payment. Additionally, the property tax comes due at one point during the year, which makes it harder for some property owners to pay because of the magnitude of making the payment all at once. Based on this rationale, **a system where local governments had the option to raise additional revenues through sales tax would be an improvement from the status quo, allowing Catawba County to reduce the property taxes paid by citizens and diversify local revenue sources.**

During the 2015 General Assembly, two bills were under consideration that would have dramatically reduced sales tax revenue to 21 counties with lower populations than retail sales, including Catawba. As a regional retail hub, Catawba County stood to lose up to \$3 million annually in revenue. In the end a compromise was reached that resulted in increased revenue for 79 counties by expanding the sales tax base to additional services but costs Catawba County roughly \$750,000 per year in unrealized sales tax revenue growth, equivalent to just under ½ cent on the property tax rate.

Through its legislative agenda, the Board of Commissioners continues to advocate to the General Assembly for increased authority to adopt local option sales taxes for counties. Senate Bill 605, *Various Changes to the Revenue Laws*, would expand existing local sales tax authorization. In Catawba County’s case, the bill could allow the County to increase sales tax by an additional ¼ cent and generate \$5 million, which could potentially offset 3.125 cents on the property tax rate.



1 CENT PROPERTY TAX INCREASE

YIELDS \$1.6 MILLION IN REVENUE



1 CENT SALES TAX INCREASE

YIELDS \$15 MILLION+ IN REVENUE

EXPENSE HIGHLIGHTS

County operations—the year-to-year cost to run the County—increase 2.5 percent, driven by investments in education, public safety, economic development, and parks. The total Fiscal Year 2016/17 budget increases 7.3 percent to \$252,735,718, due to expenses for schools operating, teacher recruitment and retention, and school construction projects; JPSC operations; and service expansions. (The additional increase beyond County operations is driven by non-recurring cyclical expenses like school construction projects and transfers between funds to adhere to accounting standards.) The dollar below shows where local property and sales tax revenue are spent.



- **Education** continues to represent the largest portion of the local budget, with 44.6 cents of every property and sales tax dollar allocated for instructional costs and capital needs of the three public school systems and CVCC.
- **Public Safety** is the second largest recipient of local funds with 26 cents of every local dollar allocated to Sheriff's Office, Emergency Services, E-911 Communication Center, Fire Protection Service Districts, Rescue Squads, Public Safety projects and activities (Lake Norman Marine Commission, Pretrial Services, Justice System Improvement, and Conflict Resolution Center).
- **Economic and Physical Development** (in support of Board of Commissioners' goal) funding represents proactive economic efforts and composes 12.3 cents of every local dollar. Outside agency funding goes to the EDC, Chamber of Commerce, Convention and Visitors Bureau, economic incentives, and funding for County services in Utilities and Engineering (including Water & Sewer local infrastructure funding), Planning and Parks, Technology, and Facilities.
- **Human Services** receives 10.5 cents local funding for Social Services, Public Health, and community mental health service support.
- **Libraries and Culture**, composed of County Library system, Hickory Public Libraries, Historical Museum, United Arts Council, SALT Block, and Newton-Conover Auditorium, receives 2.1 cents.
- **General Government - Public Services** includes Register of Deeds, Board of Elections, and Tax Administration and composes 1.5 cents.
- **General Government - Administration** includes Board of Commissioners, County Manager, Human Resources, and Finance, and composes 1.2 cent.
- **Self Insurance** represents 1.4 cents including costs for unemployment, workers compensation, property and liability coverage, wellness, and health and dental insurance.
- **Environmental Quality** composes 0.4 cents for Cooperative Extension Services, Forestry, and Soil & Water, all funded in partnership with the State of North Carolina.

Public Schools

Current Expense

Funding the cost of public school operations is clearly the responsibility of the State, while schools capital and construction is the responsibility of counties. Historically, the General Assembly has not adequately funded public school operations. Recognizing that public schools are a crucial partner in achieving the Board’s goal to develop the County’s workforce and maintain quality of life, the budget allocates over \$37 million for operating expenses—including local teaching positions, salary supplements (some of which is performance-based) to attract and retain quality teachers, utilities costs, technology, and support for programs that promote collaboration among the separate school systems.

Schools - Requested ADM	Catawba	Hickory	Newton	Total ADM
FY 2016/17	16,617	4288	3,115	24,020
FY 2015/16	16,800	4479	3,222	24,501
Increase/Decrease	(183)	(191)	(107)	(481)

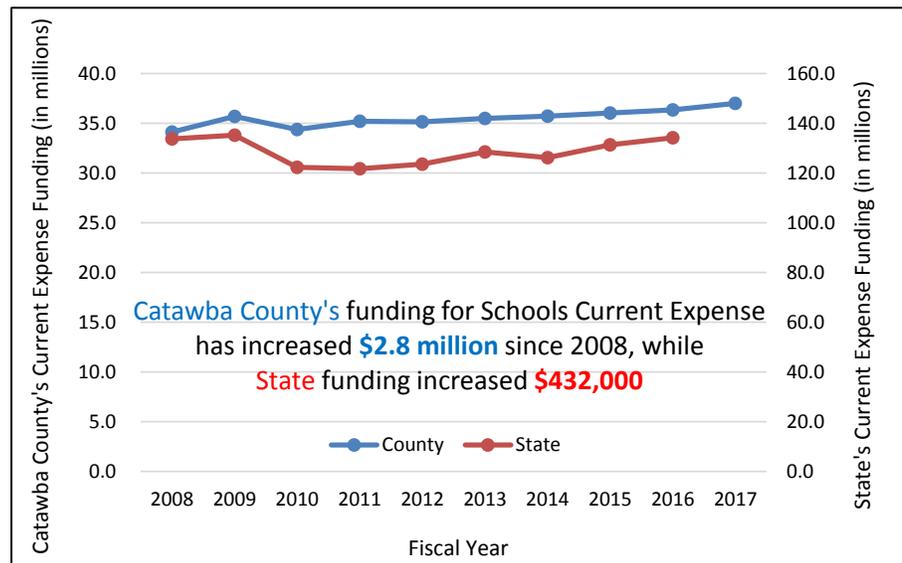
The State has certified enrollment numbers within the County’s public school systems of 24,020 students for

next year, a net decrease of 481 students across all three systems.

The State requires Catawba County to provide the same per pupil funding to each system, so changes in student enrollment have important funding implications by school system. For Fiscal Year 2016/17, Catawba County increases its funding by an additional \$57 per pupil, from \$1,483 to \$1,540, resulting in a total operating increase of \$655,817. Barring any major changes by other counties, the new funding should maintain the County’s ranking of 15th highest in the State in total current expense funding. The budget also plans for future student growth by setting aside an additional \$435,000 to be used towards annual capital.

Catawba County’s annual current expense contribution has grown \$2.8 million--or 8.5 percent—since Fiscal Year 2007/08. Comparatively, State funding has grown \$432,000 through Fiscal Year 2015/16--only 0.3 percent above its 2008 level.

Public Schools Construction and Debt



Providing adequate funding for school construction, equipment, and debt is a County responsibility. Catawba County has more than met that responsibility, with \$42.8 million financing building and equipment needs of the three school systems. As a matter of common practice, the County looks into the future to anticipate and plan for school construction needs, establishing four-year funding cycles that align with the County’s property tax revaluation schedule to ensure that expenses associated with future projects are manageable within revenues. Catawba County continues to pay debt of over \$12.5 million (including \$1.6 million in State lottery funds) for the three school systems on projects such as Catawba County Schools’ Maiden High and Snow Creek Elementary Schools, Hickory Public Schools’ Hickory High School renovations and Longview Elementary School, and Newton-Conover City Schools’ County Home Middle and South Newton Elementary Schools. As debt is retired, the funds committed to school debt

EDUCATION

are reserved each year (\$3.4 million in Fiscal Year 2016/17) for future school building projects to ensure long-term financial stability. During the current cycle (Fiscal Years 2015/16 through Fiscal Year 2018/19), these reserved funds help finance \$43.2 million in public school construction projects during this four-year cycle, including:

Catawba County Schools

Fred T. Foard High School field house construction; planning funds to serve Banoak Elementary School students (2015/16)

Construction funds to serve Banoak Elementary School students; Claremont Elementary School kitchen/cafeteria renovations (2016/17)

Clyde Campbell Elementary School kitchen/cafeteria renovations; Fred T. Foard gymnasium/classrooms (2017/18)

Hickory Public Schools

System-wide Technology Improvements & Oakwood Elementary School Renovations (2016/17)

Hickory High and Jenkins Elementary Schools Renovations (2017/18)

Newton-Conover City Schools

Newton-Conover High School Football Bleacher Replacement and Cafeteria Renovations (2015/16)

Conover School Renovations and North Newton Elementary School Roof Replacement (2016/17)

Newton-Conover High School Kitchen/Cafeteria (2017/18)

Additionally, the budget includes \$3.65 million in new capital projects for public schools as follows:

Catawba County Schools

HVAC Upgrades \$1,040,000: upgrade HVAC systems at Bandys, Bunker Hill, Fred T. Foard, and St. Stephens High Schools and Campbell, Claremont, and Maiden Elementary Schools.

Fire Alarm Replacement \$230,000: replace fire alarm systems at Maiden Middle School and Mountain View and Startown Elementary Schools.

System-Wide Re-roofing \$395,000: replace roofing at Claremont Elementary School and Fred T. Foard High School.

New School/Traffic Entrance \$300,000: redesign entrances to Mountain View and Startown Elementary Schools to keep traffic from backing up onto main roads in the morning and afternoon due to student drop-off and pickup.

St. Stephens High School \$132,000: upgrade security/camera system and pave tennis courts.

Maiden Middle School Restroom Renovation and Pipe Replacement \$300,000: replace pipes original to the building (roughly 60 years old) and renovate restrooms at the same time.

Elementary School Roof Gutters \$192,000: add roof gutters to Catawba, Lyle Creek, Mountain View, and St. Stephens Elementary Schools, fixing a design flaw that is causing concrete to pit and algae to grow on the sidewalk.



Hickory Public Schools

- Hickory High School Chiller \$112,000:** replace a failing chiller.
- System-Wide Paving/Sealing (Phase 2 of 3) \$215,000:** second phase of paving to seal and stripe parking lots at Grandview and Northview Middle Schools and Southwest and Jenkins Elementary Schools. The final phase will be for Hickory High School.
- Hickory High School Gym Bleachers (Phase 1 of 2) \$165,000:** replace wooden bleachers (original to the building) on level one of the gym with safer, ADA compliant bleachers. Phase 2 will replace upper level bleachers.
- Facilities Equipment \$80,000:** purchase mini-excavator and replace high mileage HVAC van.
- Activity Bus \$85,000:** replace one high mileage activity bus.

Newton Conover City Schools

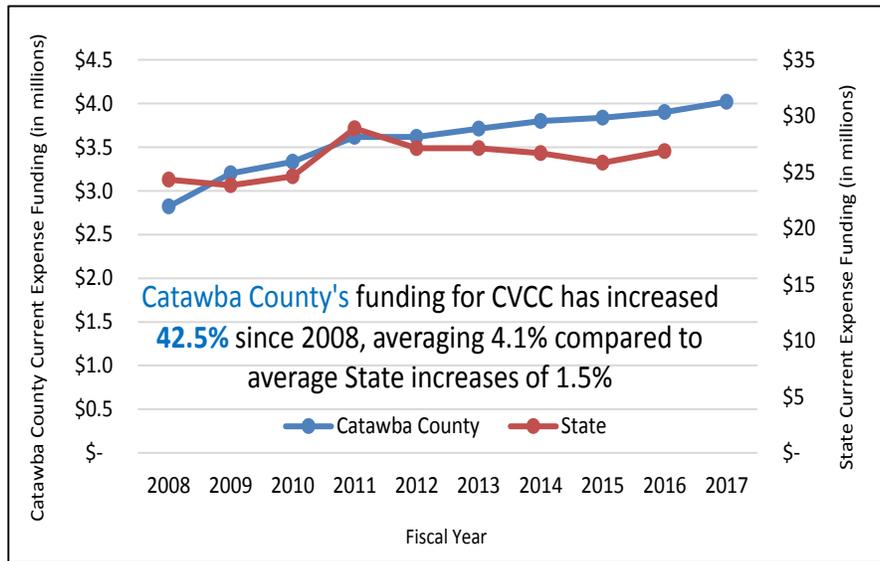
- HVAC Upgrades and Replacements \$250,000:** upgrade and replace HVAC units at Newton-Conover High School, the maintenance building, and former ACT building.
- High School Campus Upgrades \$75,000:** add gravel parking lot, covered shelter, and new fencing at the baseball field. Newton-Conover City Schools is leveraging community funding and student assistance to save approximately \$40,000 on this project.
- Maintenance Service Truck \$30,000:** replace a high mileage truck.
- Central Office Upgrades \$50,000:** repair plaster damage and replace wallpaper and linoleum. The last update was in 1982.

The capital outlay budget also includes \$52 per pupil for each system, a total allocation of \$1.25 million for small capital and repair needs with a per-item cost of less than \$12,500. The individual school systems decide how these funds will be spent throughout the year. Hickory Public Schools will continue to dedicate \$50,000 of per pupil funding to repay debt for work completed in Fiscal Year 2008/09 at the Hickory High School/American Legion Building for the athletics portion of the building. (The debt will be fully retired in Fiscal Year 2022/23).

In addition, the County funds half of the cost of a construction project manager for Catawba County Schools and a construction project manager shared by Newton-Conover City Schools and CVCC to keep capital projects on schedule and within budget, ensure compliance with building code requirements, process change orders, work with the schools to ensure projects are built to specifications, and develop annual capital and 4-year construction plan requests.

CVCC

Like public education, the State is responsible for funding community college operations, while counties are responsible for maintenance, capital, and general facility operations. **Catawba County's funding for CVCC has increased by over \$1.2 million or 42.5 percent since 2008, averaging 4.1 percent per year.** During this same timeframe, State funding averaged only 1.5 percent per year (which did not fully fund enrollment), and also required annual reversions totaling almost \$14 million.



Funding for CVCC increases 3 percent to \$4 million, in recognition of the role the College plays in the County's ability to meet the higher education and job training needs of the community. This funding could move the County's ranking from 17th to 16th in community college funding out of 58 North Carolina community colleges.

CVCC Construction and Debt

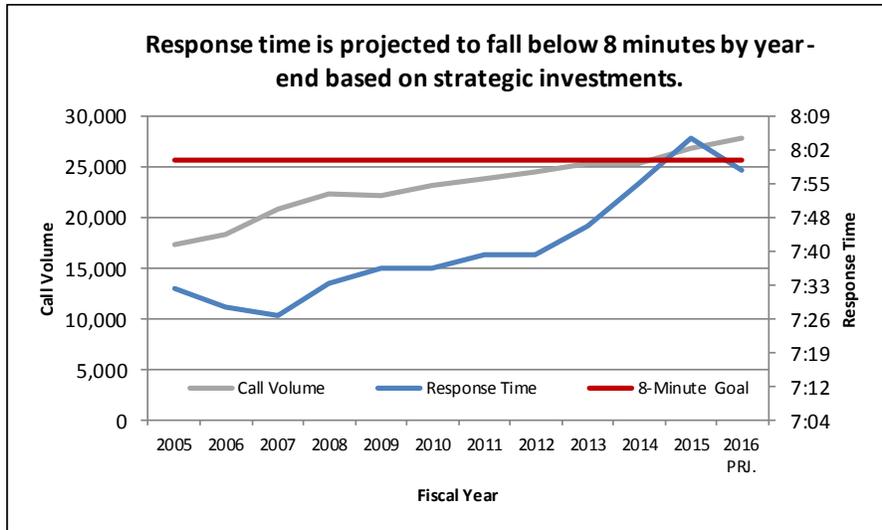
The County has planned \$12.8 million over the next four years for construction at CVCC. The current year's budget included \$8.4 million for the Workforce Solutions Center project, bringing the total project to \$25.1 million, and \$890,000 for underground piping replacements in conjunction with planned paving projects. Campus renovations totaling \$3.5 million are planned in Fiscal Year 2017/18. Additionally, debt payments of over \$1 million are budgeted for past projects including renovations to the Student Services Center; Advising, Testing, and Business & Industry Centers; Simulated Hospital; and CVCC's East Campus/Art Center. The budget includes \$600,000 for the following annual capital projects:

- Equipment \$300,000:** purchase technology and instructional equipment for Vocational/ Technical, Academic and Student Support programs.
- ADA Improvements \$230,000:** perform upgrades to sidewalks, restrooms, parking lots, and other areas to improve accessibility.
- Maintenance Van \$20,000:** replace a maintenance van that is experiencing serious mechanical problems and increasing repair costs.
- General Renovations \$50,000:** ongoing maintenance and repairs.

Emergency Services

Emergency Medical Service (EMS)

For the last several years, Emergency Services has been able to achieve the Board of Commissioners’ goal of providing average County-wide EMS response times of 8 minutes or less in spite of significant increases in call volume. (Over the previous five years, call volume has increased 12.8 percent.)



Despite adding a crew to Conover EMS in Fiscal Year 2014/15, the year-end response time of 8:05 did not achieve the Board’s goal.

To mitigate increasing response times, the current year budget funded the establishment of a Mountain View EMS crew at ½ time (12 hours a day, 7 days per week) and an expansion of the Bandys crew from 40 hours per week to ½ time, subject to response times at mid-year. At mid-year, average response time was 8:02, so the County expanded services delivered out of the Bandys base by adding operating hours. The expanded coverage hours appear to be contributing to decreases in average response times, which are falling back in line with the Board’s goal of 8 minutes or less. While no additional EMS crew expansions are recommended for Fiscal Year 2016/17, staff will continue to monitor response times to ensure they remain acceptable in the context of the Board’s 8-minute goal.

Staffing	2000/01	2015/16	% Increase
Positions	57	95	67%
Crews	9	15	67%
Bases	6	11	83%
Supervision	6	6	0%
Call Volume	13,880	27,957*	101%

*projected based on call volume 7/1/15-3/31/16

The budget includes funding for an EMS Operations Supervisor, based on significant growth in EMS staffing (number of positions, crews, and bases) since Fiscal Year 2000/01. The new position will focus on administrative duties such as project management, shift scheduling, managing uniform inventory, etc. rather than having these duties divided among the shift

supervisors (or in some cases crew chiefs) and the Training Officer. Shift supervisors’ time will be freed to focus on and handle situations that occur during each shift in a timely manner and assist crews with complicated calls. The Training Officer will be able to focus on training and quality improvement of EMS staff.

EMS Wellness Program

The budget also includes funding for an EMS wellness program to increase the overall fitness of Emergency Medical Technicians (EMTs) and avoid injuries. EMT is a physically demanding job where employees work in challenging and stressful environments with constantly changing conditions. The majority of calls last roughly one hour, with nearly 70 percent of all calls requiring lifting and moving patients. Lifting and moving patients contribute to one-third of all injuries to EMS staff. The wellness program will enhance staff’s health, mitigating the likelihood of injuries sustained while working. This program dove-tails with County-wide wellness efforts aimed at improving



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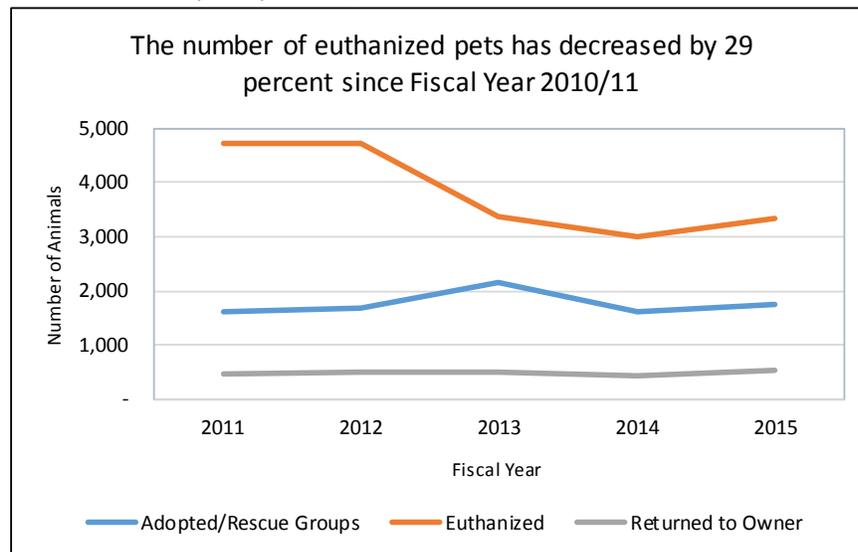
employee health and well-being, reducing insurance costs and thereby saving taxpayer dollars, and maintaining positive workplace morale.

Emergency Services will contract with CVMC to design a fitness and wellness program specific to EMS focused on five fitness categories (muscular endurance, muscular strength, flexibility, aerobic index, and body composition). Evaluations will occur twice a year, in October and April. Employees whose overall fitness score is “excellent,” “good,” or “average” will receive an incentive after the test. Those employees whose overall fitness is “fair” or “poor” will be eligible for an incentive at the next test upon improving in any fitness category by at least one level.

Animal Services

Animal Shelter

In Fiscal Year 2014/15, upon opening a new \$4 million Animal Shelter, Catawba County entered into a partnership with the Humane Society of Catawba County (HSCC) to operate the shelter and manage animal adoptions. Since the partnership began, the number of animals adopted or sent to rescue groups has increased by 9.8 percent, and the number of animals returned to their owners has increased by 10.2



percent. As the partnership matures, these numbers and the number of services offered are expected to grow. For example, beginning in Fiscal Year 2016/17 a veterinarian will be onsite at least two days a week to perform spay/neuter procedures. This partnership has been very beneficial to the County and animals that have been adopted.

When the County and HSCC began this partnership, there were many unknowns

associated with the operating costs for the new, larger shelter. During budget planning, HSCC notified the County that at the current rate in the contract, it was running a \$60,000 annual deficit. Therefore, the County and the municipalities that partner in funding Animal Shelter operations will share in the increased costs, based proportionally on population.

Animal Control

Animal Control is another aspect of Animal Services and is also a government responsibility. The budget includes funds to hire a Chief Animal Control Officer. Over the last two years, animal control calls have nearly doubled in volume (86 percent). Animal bites and reports of animal cruelty, two of the most time-consuming animal control incidents, have increased

Incidents	2013/14	2014/15	% Change
Reported Bites	108	292	170%
Reports of Cruelty	415	489	18%
Total Calls	2,335	4,334	86%
Staffing	4	4	0%
Calls per Staff	583.75	1,083.50	86%

over the last two years, making up 13 percent of the total call increase. Investigating these reports is both time- and labor-intensive. In fact, the vast majority of cruelty cases require at least two warrants, one for seizure of the animal and one for arrest of the animal owner. Obtaining these warrants requires collaboration with Catawba County’s Legal Department and Sheriff’s Office. At current staffing levels,



pursuing these types of warrants and appearing in court in animal cruelty cases can take up to 25 percent of an Animal Control Officer’s time, reducing field coverage.

The new Chief Animal Control Officer will take on those duties as well as coordinate staff field activities, conduct performance appraisals, establish on-call schedules, and develop training programs. This position will increase Animal Control’s efficiency and effectiveness, maintaining services in the face of this increasing workload.

Fire and Rescue

The County’s Fire/Rescue function helps coordinate fire department and rescue squad activities performed by independent fire and rescue districts, as well as performs fire inspections in unincorporated Catawba County and on behalf of Brookford, Catawba, Claremont, Maiden, and Longview, which contract for service. Fire/Rescue also works with both State and local law enforcement agencies to combat arson and unlawful burning. A constant goal is to make every citizen aware of the dangers of fire and to continue preventive fire safety programs in public schools.

Fire Protection Service Districts

Catawba County is fortunate to have a large number of highly-trained and dedicated volunteers providing fire and medical first response (MFR) services. These volunteers willingly devote their time and effort and risk their personal safety for the benefit of the community. In recent years, however, increasing time commitments from employers, training requirements, and family obligations have decreased the number of volunteers and the hours volunteers are available to respond to calls, resulting in more departments supplementing volunteers with paid part-time or full-time staff. The budget includes a tax rate increase requested by 5 of the 14 Fire Protection Service Districts, largely driven by the need for staff to ensure proper fire protection response within each district (4 fire fighters are required to enter a structure fire), and addressing capital, equipment, and operating needs. These investments should help the districts maintain insurance ratings, which impact citizens’ homeowners’ insurance premiums. Details by district are included below:

District	2015/16	2016/17	Tax Rate Increase Justification
Catawba	0.0850	0.10	<ul style="list-style-type: none"> • Increase part-time staff to 128 hours/week • Replace QRV & Brush truck • Set aside funds for future capital needs (\$6,000)
Maiden	0.0750	0.0800	<ul style="list-style-type: none"> • Transition 1 or 2 part-time employees to full-time status • Purchase land for construction of new fire station • Honor mutual aid agreements with Lincoln County
Mtn. View	0.0600	0.0750	<ul style="list-style-type: none"> • Add 2 part-time paid staff Monday through Friday from 8:00 to 5:00 • Increase in operational costs
St. Stephens	0.0900	0.12	<ul style="list-style-type: none"> • Add 3 full-time staff to have 2 fire fighters 24/7 and 2 fire fighters Monday through Friday from 7:00 a.m. to 5:00 p.m. • Repair aerial apparatus to meet certification • Set aside funds for future apparatus and equipment (\$51,000)
Sherrills Ford	0.0810	0.11	<ul style="list-style-type: none"> • Add 9 full-time staff • Pay down debt service (\$30,000) • Set aside funds for future capital (\$30,000) • Increase in operational costs • Department applying for SAFER grant. If received, staffing funds will be used to pay off all current debt and begin future station set-aside.



Rescue Squads

To supplement EMS, the County contracts with six rescue squads and some fire departments for medical first response (MFR) services—providing quick medical assistance before EMS arrives on scene. The County has established a 6-minute response time goal for MFR. On average, the county-wide response time is currently 5:44.

The Sherrills Ford/Terrell Fire Protection Service District provides MFR services and is one of three agencies providing heavy rescue services. Historically, the department has received a portion of the two-thirds of one cent dedicated to rescue squads—\$36,591 for the past two

Medical 1st Response		
Agency	Calls Responded	Avg. Response Time
Bandy's FD	262	6:36
Conover FD	508	4:51
Hickory FD	4,295	4:35
Long View FD	447	4:35
Mt. View FD	163	5:42
Propst FD	163	8:29
St. Stephens FD	785	5:37
Sherrills Ford/Terrell FD/Rescue	532	5:12
Catawba Rescue	637	5:48
Claremont Rescue	695	6:03
Hickory Rescue	1,581	6:22
Maiden Rescue	735	5:38
Newton-Conover Rescue	1785	5:11
Total	12,588	5:44

years to support this service. With the district’s \$0.029 tax rate increase for fire protection services, these funds are instead allocated to Rescue Squad Capital reserve for future capital needs.

Justice Public Safety Center (JPSC)

Opening in the spring of 2017, the new JPSC will culminate 10 years of planning and construction for the \$44.6 million project funded by voter approval of the ¼ cent local-option sale tax referendum in November 2007. The original Justice Center was opened in 1978. Over the last 38 years, the number of trials has increased and overall service demand has exceeded the building’s capacity. Additionally, the Emergency-911 Communications Center has outgrown its space and requires significant technology upgrades.



Architect rendering of the Justice Center Expansion

The expanded JPSC will add 125,640 square feet, approximately half of which is dedicated to new courtrooms and court related space. All courtrooms will be outfitted with audio-video equipment to enhance evidence presentation. Other court-related space such as jury deliberation rooms, attorney/client conference rooms (the current facility has no such space), and attorney/judge conference rooms will benefit the public and justice officials. The Clerk of Court and District Attorney’s Office will move into new space.

The other half of the JPSC expansion will house a new E-911 Communication Center, an Emergency Operations Center, Veterans’ Services, EMS Administration, and other Emergency Services personnel. With conference, training, and multipurpose rooms, the new location will be more usable and flexible when compared to current Emergency Services’ space, positively impacting service delivery.

Furthering the positive impact on services is the integration of technology within the facility. There will be approximately \$5 million in technology (roughly \$1 million in AV equipment alone funded via State E-911 funds) in the JPSC addition, making it the most technologically advanced building in the County.

The budget includes increased operating costs for the JPSC expansion including seven new positions, all planned:

- 3 Telecommunicators – to begin March 2017
- 2 Court Bailiffs – to begin March 2017 (Additionally, part-time Court Bailiffs are budgeted to supplement staffing levels beginning July 2016 to support increased court activities.)
- 1 Technology Network Engineer – to begin July 2016
- 1 Maintenance mechanic – to begin February 2017

E-911 Communications Center

The new JPSC will have 9,700 square feet of space dedicated to the new E-911 Communications Center, with 11 consoles and future growth capacity to house an additional 7. The current facility is at maximum capacity with 6 consoles and doesn't provide enough consoles to optimally staff the Center during peak call times. The new facility will alleviate existing space concerns, accommodate future Telecommunicator staffing increases driven by call volume, and house updated equipment for optimal service provision. Three new Telecommunicator positions are slated to begin March 2017, the first staffing expansion for the E-911 Center since Fiscal Year 2008/09. This increase will improve upon already outstanding Telecommunicator performance by allowing flexible staffing levels to accommodate peak call times, ensuring timely dispatch of calls (currently just over 46 seconds) and reducing the average number of emergency calls received from nearly 3,000 to 2,650 per Telecommunicator.

VHF Simulcast Radio System Upgrade

Funds are included to upgrade the VHF Simulcast Radio System used to communicate with fire and rescue volunteers via pagers. Pagers, rather than radios, are vital means of emergency communication with volunteer (and some paid) responders. The majority of the current VHF equipment was purchased in 2004, with some equipment dating back to 1996. The equipment has reached the end of its useful life and lacks technical support; if the equipment malfunctions it is not supported by warranty, and the amount of time and money needed to repair it could significantly impact the Center's performance. The upgrade will provide uniform pager coverage county-wide. Additional benefits from the upgrade will be improved dispatch capability, shorter repair time, and reduced radio transmission "dead spots." The County plans to apply for a State E-911 grant to cover the entire cost; however, if those dollars are unavailable (or only partially available), the County will have to fund the upgrade with local funds.

Backup E-911 Center

Working in partnership with the City of Hickory, Catawba County has developed a plan to establish a backup E-911 center at the Hickory Police Department, as mandated by North Carolina General Statutes (G.S. 62A-46(e)). The purpose of a backup E-911 center is to ensure counties are able to establish and maintain emergency communications in the event the primary center is rendered inoperable due to natural or manmade disaster. State law requires Telecommunicators to be able to walk out of the primary center and walk into an identical back-up center, a costly requirement driving the purchase of equipment that will, hopefully, sit unused most of the time. While it is common sense that some level of redundancy for such a critical piece of infrastructure is appropriate, the State requirement that counties and cities develop and establish back-up E-911 Centers might be better addressed by establishing regional backup centers.

The budget includes \$1 million for the development of the backup center. Nearly three-quarters of the cost to develop the backup center can be funded with State E-911 funds. The remaining amount has been requested as a grant from State E-911 funds.

Sheriff's Office

Previous Investments Appear to be Paying Off

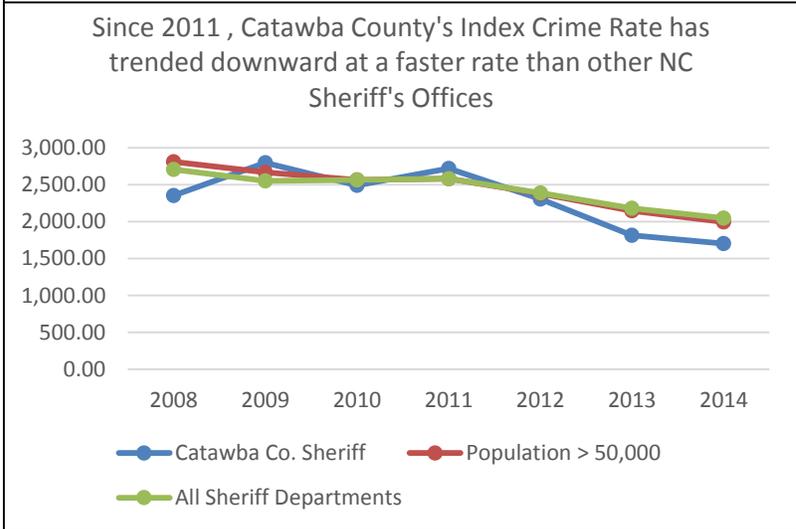
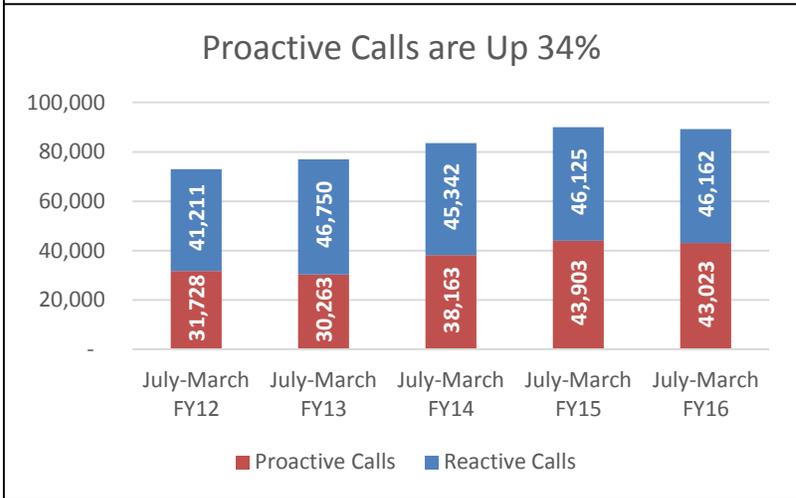
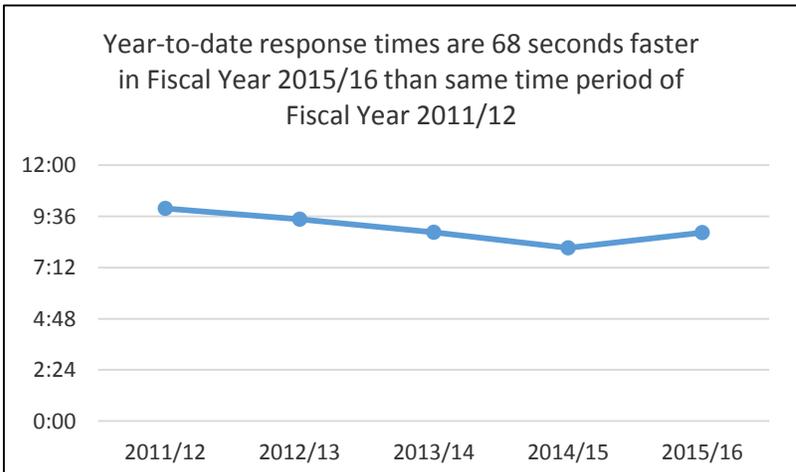
In Fiscal Year 2011/12, the Sheriff championed, and the County began adding road patrol deputies to address officer safety concerns and increased call volume, improve response capabilities, and allow the Sheriff to increase the amount of time spent on proactive policing. The goal of staffing two officers per County patrol zone, 24 hours per day, was reached in Fiscal Year 2014/15. Nearly two years later, this staffing increase has resulted in:

- Improved officer safety by ensuring back-up officers are closer and can arrive on-scene faster;
- Reduced response time by 11 percent (68 seconds) since Fiscal Year 2011/12; and
- Increased officer availability to focus on community outreach and proactive policing activities like church checks, senior checks, and premise checks, as measured by a 34 percent increase in the number of proactive calls and a 149 percent increase in the amount of time spent performing proactive policing activities.

In 2011/12, the County also added one narcotics investigator and the Sheriff reassigned one criminal

investigator to Narcotics to increase drug enforcement efforts. All of these investments appear to be having a positive impact on the crime rate as the Catawba County Sheriff's Office reported crimes have trended down at a faster rate than other North Carolina Sheriff's Offices.

- Through 2014 alone (most recent SBI data), the index crime rate decreased 37 percent, with a 38 percent decrease in violent crime and a 63 percent decrease in property crime. Additional investments since 2014 in not only Road Patrol but criminal and narcotics investigators are expected to further reduce crime rates over time.



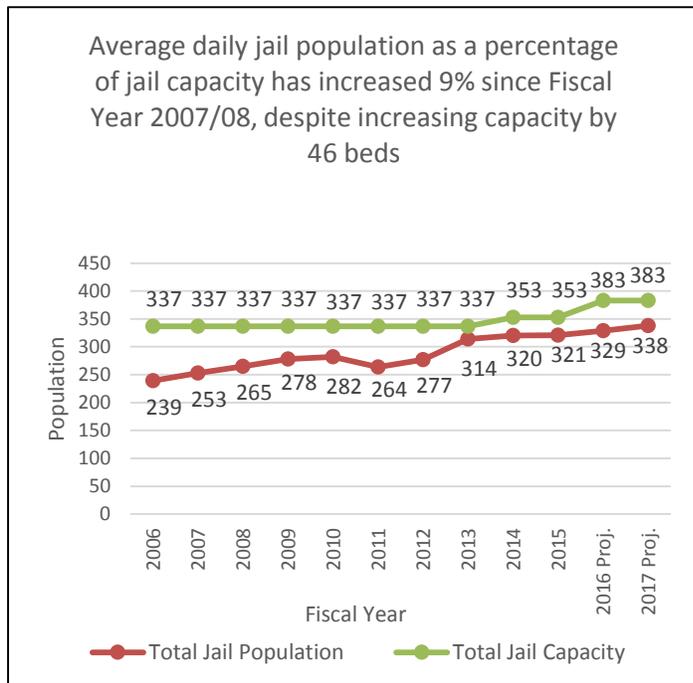


Narcotics Investigators

The Sheriff continues to place a high priority on drug enforcement, linking the vast majority of violent and property crimes in Catawba County directly to drugs. Drug violations have increased in each of the last four years, with a combined increase of 671 percent since Fiscal Year 2011/12. This year alone, there has been a 75 percent increase (284) compared to the previous year. The increase is at least in part due to an increased focus on proactive drug enforcement targeting local distributors with trafficking level possession and thereby disrupting supply. The budget funds two new narcotics investigators to further reinforce efforts to proactively target illegal drugs and drive down overall crime rates.

Jail Expansion

It is the County’s responsibility to house all inmates as required by State law and the justice system. However, many factors outside the County’s control contribute to inmate population growth, including crime rate, types of crimes committed, pace of prosecution, and State legislation regulating sentencing requirements.



The County’s ownership of half of the Burke-Catawba District Confinement Facility (BCDCF) has paid dividends for over 20 years by enabling Catawba County to relieve pressure on space needs at the Catawba County Detention Center (CCDC) in Newton. Both counties experienced a surge in inmate population that peaked from mid-2012 through 2013/14. Catawba County’s jail population went from an average growth rate of 3 to 4 percent per year to 13 percent during that 18-month period. While, the growth rate has since leveled off to an average of 1 to 2 percent, total inmate population has remained high, reaching 91 percent of capacity in 2015. Renovations to the old section of the CCDC to increase female bed capacity by 46 beds provided some relief but the facility is within 86 percent capacity on average.

In October 2014, Burke County notified Catawba County of its intent to build a new jail and to end the BCDCF partnership, resulting in an agreement between the two counties to close the facility no later than December 31, 2021. Without the BCDCF, Catawba County needs to expand the detention center in Newton to meet current and future bed space needs. Operational costs for the expanded detention center will be at least partially offset by Catawba County’s share of BCDCF operating costs.

Building a new jail or expanding an existing jail is a long process with roughly a three-year lead time to design, build, and become operational. The CCDC was designed with this in mind, with the capacity to add 256 beds in anticipation of future expansion needs. The design process has already begun, and will take about nine months to complete, with construction beginning in Fiscal Year 2017/18.

Since the last jail expansion, Catawba County has been renting a limited number of beds to the Federal government at the Newton jail and banking the proceeds to help fund the planned expansion. Additionally, the Board of Commissioners dedicated 1.5 cents (\$2.4 million) on the property tax rate annually for jail expansion. The County has set aside \$5.1 million to date and an additional \$3.625 million is in the budget, increasing the total set aside to \$8.8 million by June 30, 2017 towards the estimated \$17

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million project. The County's foresight in setting these funds aside is expected to save citizens \$3 million through interest cost avoidance, based upon the fact that the County will have to borrow less to fund the expansion.

Capital Investments

The budget includes the following capital expenses for the Sheriff's Office:

- **Motor Vehicles** – To ensure a reliable fleet, \$600,000 to replace 15 front-line vehicles consistent with planned replacement schedules and acquire one new vehicle for Narcotics.
- **Sheriff Jail Holding Area** - \$100,000 to convert an underused room into an expanded jail holding area for inmates scheduled to appear in court. Currently, bailiffs enter the jail interior and move shackled inmates long distances up a hill separating the old and new sections of the jail, all while court is in session. This process is slow and increases potential liability. The new space will allow up to 40 inmates at a time to be held closer to the courtrooms, increasing the efficiency of bailiffs moving inmates awaiting daily court appearance.

Jail Diversion Efforts

On average, it costs Catawba County \$75 per day to house one inmate. To save money and prolong the life of the existing detention facilities, **the County funds jail diversion efforts with an anticipated return on investment of \$12 savings for every \$1 spent.** Without the following services from Repay, which have helped prolong the capacity of the existing facility by avoiding 23,512 bed days valued at \$1.8 million annually, a jail expansion would have been necessary much sooner:

- Pretrial Services helps expedite the release of non-violent inmates after interviewing them, either through disposition of cases or bond modifications. These efforts decrease the average daily jail population by 28 inmates, avoiding \$765,450 in jail costs per year.
- Justice System Coordination focuses on moving cases through the judicial system as quickly as possible, assisting defendants with Affidavits of Indigence, working to assure priority courtroom use through pleas and other methods, and improving technology in courtrooms, reducing the average daily jail population by 49 inmates, avoiding \$1 million in jail costs per year.



Other Public Safety

The Conflict Resolution Center (CRC) provides services to divert criminal and civil cases that can potentially be settled through mediation and conflict resolution strategies. Effective January 1, 2013, the General Assembly mandated that all citizen-versus-citizen warrants be referred to mediation on a fee basis. Prior to the mandate, however, Catawba County was already providing mediation because it is proven to be effective in diverting cases from courts and achieves a strong return on investment. In Fiscal Year 2014/15, the CRC received 233 referrals resulting in 191 cases being successfully mediated (82 percent success rate). The fees for service don't fully cover the cost of providing the service in Catawba County court rooms (located in Hickory and Newton) four days per week. Accordingly, the budget provides \$13,000 toward the cost of this program.



The budget maintains \$27,000 in funding for the Lake Norman Marine Commission (LMNC), an agency dedicated to preserving safety and recreation on the lake. LMNC is funded equally by the four counties bordering Lake Norman (Catawba, Lincoln, Iredell, and Mecklenburg). Funds are used to maintain the navigational system, to control the

Hydrilla exotic weed growth through continued introduction of sterile grass carp, to promote safe boating, and to maintain water quality on the lake.



PUBLIC HEALTH

Catawba County Public Health works to build community capacity and partnerships to detect and prevent disease, prepare for and respond to emergencies, protect the public from health threats and environmental hazards, and educate the community about emerging and ongoing public health issues. In many cases, Public Health is mandated at some level to provide, contract for the provision of, or certify the availability of services. Public Health's role is not to compete with other providers that offer critical health services. Based on this philosophy, Public Health stopped directly providing two major services in Fiscal Year 2015/16, shifting to more of an assurance role and resulting in reductions of \$2.6 million in the department's budget and the elimination of 26 positions (25 FTEs).

Dental Health

A study published in the *American Journal of Public Health* in October 2011 found that “children with poorer oral health were more likely to experience dental pain, miss school, and perform poorly in school. These findings suggest that improving children's oral health may be a vehicle to enhancing their educational experience. The two most prevalent dental problems, tooth decay and gum disease, are almost entirely preventable.” These occurrences disproportionately affect minorities and low income populations. Recognizing the importance of dental health to the children in its community, Catawba County has operated a dental clinic called Catawba Family Dentistry at Public Health for many years.

CCPH Dental Patients		
Fiscal Year	# Served	Growth
2010-11	1186	NA
2011-12	1212	2.2%
2012-13	1274	5.1%
2013-14	1373	7.8%
2014-15	1408	2.5%
2015-16*	1621	15.1%

In September 2015, the County contracted with Gaston Family Health Services, the local Federally Qualified Health Center (FQHC), to operate Catawba Family Dentistry. This partnership allows Public Health to refocus its efforts on case management, ensuring access to dental services for children and pregnant Medicaid recipients rather than providing those services directly. The FQHC has two dentists on staff rather than one and operates the clinic five days a week rather than four. Through March of this fiscal year, the dental clinic had already served 15.1 percent more patients than the entire previous year and is on track to serve over 2,100 patients total this year, roughly a 50 percent increase.

Home Health

Catawba County Public Health was one of the last local health departments in the State to continue providing home health services. The Unifour region has become an increasingly competitive home health marketplace, and it has been a continual challenge for Catawba County Home Health to remain competitive and financially viable in this dynamic environment. As the home health marketplace has expanded, residents now have access to several home health service providers, and that access continues to grow.

Earlier this year, the Board of Commissioners made the difficult, but well thought-out, decision to sell the Home Health business to Kindred Healthcare. The sale of Home Health was the result of years of diminishing revenues, attributed to a changing payer mix (the type of clients served), an increasingly competitive home health market, and further adjustments to Medicare and Medicaid reimbursements. The County and Kindred coordinated patient care to ensure a smooth transition from one entity to the other. The County also worked to provide staff working in Home Health every opportunity to transition to positions with Kindred or other positions within Catawba County. The County received \$3.5 million in one-time proceeds from the sale.



Existing Partnerships Continue

Over the last several years, Public Health has partnered with CVMC to provide maternal health services and with Catawba Pediatrics for child health services. These partnerships have been effective in assuring high quality care for citizens in need, rather than directly providing the services at Public Health. As previously noted, Dental Health services will now also be managed in this way.



\$1 million annual investment helps support school nurse to student ratio of 1:1,044

CVMC continues to be a vital partner in the school nurse initiative, providing \$1 million annually toward the effort to place school nurses in schools throughout the County's three public school systems. Thanks in large part to the hospital's investment, the current school nurse to student ratio is 1:1,044.

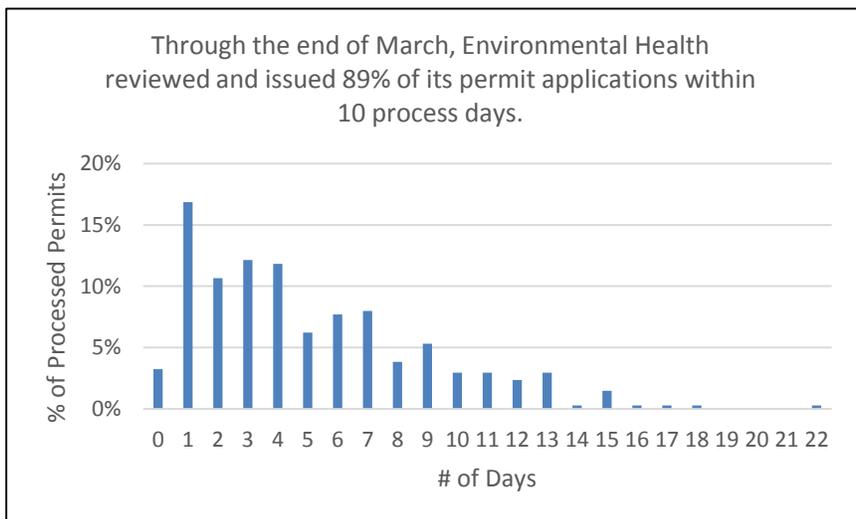


Duke Endowment Grant: Healthy People Healthy Carolinas

Catawba County Health Partners, the 501(c)3 nonprofit community coalition operated and managed by Catawba County Public Health, was selected to participate in the Healthy People Health Carolinas (HPHC) grant program. This program will help Catawba County Health Partners build capacity to focus on the County's top health priorities (Nutrition, Physical Activity, and Chronic Disease) as determined by the Community Health Assessment; implement transformative community change strategies such as providing nutrition education to residents when they apply for Supplemental Nutrition Assistance Program (SNAP) benefits; and improve population health outcomes in Catawba County such as reducing the mortality rate of preventable chronic diseases like Type 2 diabetes. The program awarded Health Partners \$150,000 annually for three years beginning in January 2016. To oversee the program (i.e. coordinate and implement grant deliverables), a grant funded Community Health Coordinator position was created in January 2016 by repurposing an existing vacant Dental Health position.

Environmental Health

Environmental Health's Onsite Well and Wastewater unit has an outcome to provide excellent customer service by reviewing 92 percent of onsite well/septic permits within 10 process days. Over the last two years, the unit's performance has fallen slightly, due to increases in demand and complexity of the sites being developed. Through March, 89 percent of permits were reviewed and issued within 10



process days. The median turnaround time was 4 days, meaning half the permits were issued in less than 4 days and half took longer than 4 days. To address the decline, an Environmental Health position was added in November 2015 by repurposing an existing vacant position from Home Health. The additional personnel is expected to increase performance and reduce permit review and issuance timeframes.

Public Health Farmers' Market

Winner of three national awards, this is the fourth year of operation for the Public Health Farmers' Market. The Market operates every Thursday from 10:00 a.m. to 1:00 p.m. from June to September. It has been recognized for its success in increasing access to and consumption of fresh produce for participants in Public Health's WIC supplemental nutrition program, in alignment with the Board of Commissioners' recent focus on local foods and implementation of the Farm & Food Sustainability Plan. The WIC program provides nutrition education and supplemental foods to eligible women, infants, and children of Catawba County. In the US, every WIC dollar spent on a pregnant woman saves \$4.21 in Medicaid cost during the first 60 days of an infant's life. Over its first 2 seasons, the Market, located in the parking lot of Catawba County's Public Health facility, increased the county redemption rate of WIC Farmers' Market vouchers to 64.37 percent in 2014, from 51.29 percent in 2012. This places the County in 1st place statewide for redemption of WIC vouchers. The Farmers' Market has been the recipient of the following recognition:

- 2014 J. Robert Havlick Award for Innovation in Local Government
- 2014 Outstanding Program Award from National Association of Counties (NACo)
- 2014 Community Leadership Award from President's Council on Fitness, Sports and Nutrition
- 2015 International City-County Management Association Local Food Systems Case Study

SOCIAL SERVICES

Integration of Trauma Services with Partners Behavioral Health Management (BHM)

Since 2004 Social Services, through Family NET, has operated a stand-alone mental health clinic providing school-based social work, clinical services and out-patient mental health therapy to the general population of children and adolescents in Catawba County. At its inception, Family NET filled a void in the community for these services, preventing children from being sent out of county to receive services. Now, however, Medicaid, Child Welfare, and Mental Health reforms at the State and Federal levels have led to a growing presence of community mental health/trauma service providers.

In the coming year, Social Services will work with Partners BHM to transition Family NET into a specialized provider of mental health and trauma services exclusively serving youths and families involved with Child Protective Services, In-Home Services, Foster Care, and Post-Care. Beginning July 1, 2016, Family NET will no longer provide Juvenile Crime Prevention Council-funded services; Intensive In-Home Service; Therapeutic Foster Care; or Mental Health Therapy to Lincoln County.

These changes will yield significant advantages for children and parents by:

- Improving parenting skills, developing and stabilizing family relationships, educational attainment.
- Increasing caregivers' knowledge and capacity of how their behaviors/trauma impacts their children's well-being, and equipping caregivers with tools to deal with these impacts through knowledge of what services are available and how they can be accessed.
- **Shortening the length of stay at County residential cottages from the current 19 month average (17 months shorter than the State's 36 month average).**
- Increasing a child's placement stability to improve his/her well-being. Federal outcome measures and funding are tied to children being maintained in placements rather than frequently moved. (Trauma is a large reason for placement instability, which is why trauma services for children and caregivers are so important.)
- Improving a child's social and emotional functioning (per each child's unique needs) to ensure better future outcomes. Optimally social and emotional interactions will return as close to normal levels of functioning observed in other people who have not have experienced trauma.
- Decreasing the use of intensive, restrictive mental health services by minimizing the use of lock-down

facilities while providing higher levels of care for children in more normal settings.

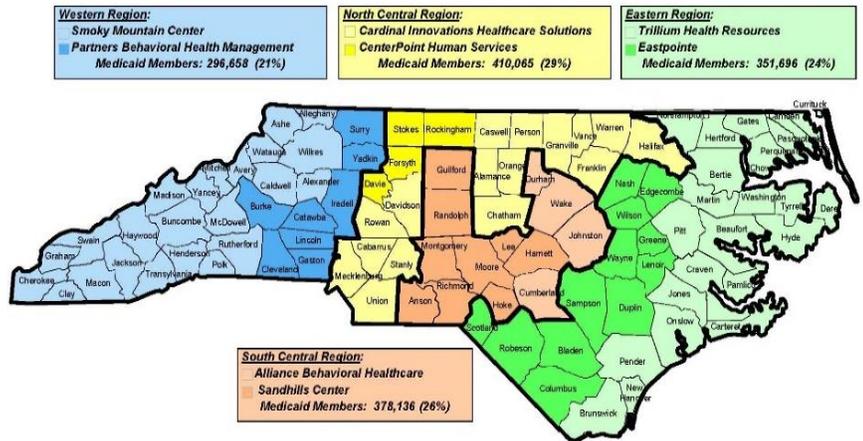
- Reducing the occurrence of child trauma and entry into foster care/Social Services' custody whenever possible by providing preventive services while working with parents before bringing children into care.
- Decreasing the number of Child Protective Services re-assessments on a child and/or family, which would indicate that the trauma services intervention is successful.

Partners BHM

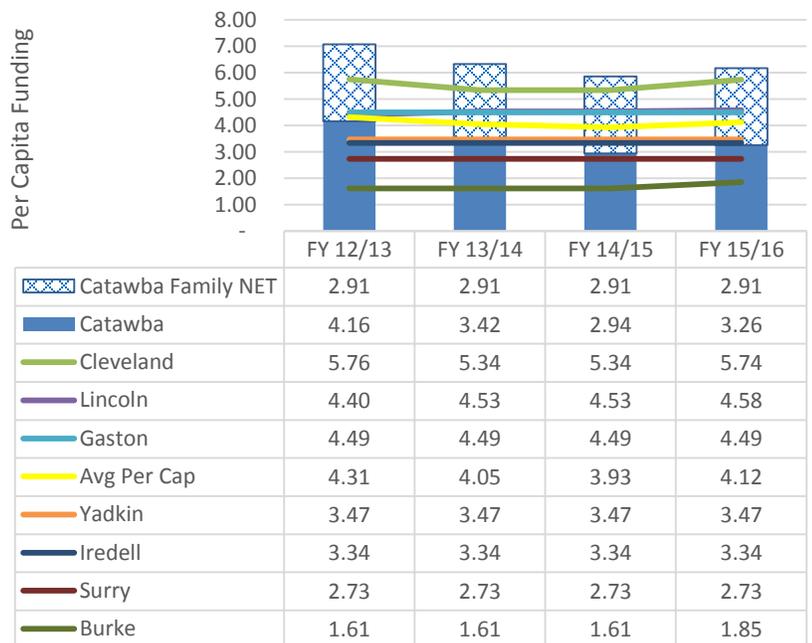
Since mental health reform began over nine years ago, the State has increased its responsibility for and control over mental health services through a series of mergers and the establishment of Managed Care Organizations (MCOs). Partners BHM is the MCO for Catawba, Burke, Cleveland, Gaston, Iredell, Lincoln, Surry, and Yadkin Counties. On March 17, 2016, NC Secretary of Health and Human Services Richard Brajer announced plans to merge the current 8 Statewide MCOs into 4 regional MCOs, each representing 21 to 29 percent of the State's Medicaid population. Partners BHM will merge with Smoky Mountain Center, the MCO managing the 23 most western counties.

Despite the State's relative takeover, each county continues to provide funding for services not otherwise supported by Federal or State dollars based on individual county needs. In Fiscal Year 2015/16, Catawba County provided \$509,000 directly to Partners BHM. An additional \$455,000 in County funds, previously allocated through Partners, is directly budgeted in Social Services to provide mental health services to children involved with the department due to abuse, neglect, or dependency and individuals classified as mental health wards of the State. When the State MCO system began, County funds were sent to Partners, which contracted with Social Services to provide services. The chart reflects Catawba County's per capita support for services compared to others served by Partners BHM.

Proposed Local Management Entity - Managed Care Organizations (LME-MCOs)
Reflects Proposed Regional Entities As Of 3/17/16



Partners BHM - Per Capita Funding Comparisons (Including Family NET)





In the past, the County has been directive in its funding for mental health services. To allow Partners BHM more flexibility in adapting service offerings to the needs of the community, the budget increases Catawba County’s funding for Partners BHM to \$525,000 in support of two new and five existing services that benefit Catawba County citizens, but allows the MCO increased latitude in how much to spend on each service.

New Initiatives:

- Partners BHM will use a portion of the County funds to assist it in establishing a Behavioral Urgent Care Center in Catawba County in partnership with local physical and behavioral health providers. The center will provide a one-stop location allowing for same-day access to medical and mental health services, for which the needs are frequently connected. Another major benefit of the center will be the availability of a supervised location for law enforcement officers to leave individuals in need of involuntary commitment during hours of operation, rather than the current practice where officers have to supervise patients for up to 24 hours at a hospital.
- Adult/Child Collaborative is a team of Juvenile Justice, Partners BHM staff and providers, law enforcement, schools, families of children with disabilities, Social Services, Public Health, and others who have a vested interest in children and adults with disabilities. Funds help support priorities identified by the group such as parent handbooks containing community resource information on mental health related issues, suicide prevention materials, and trauma training.

Continuing Efforts:

- Mental health and substance abuse (MH/SA) services to inmates in the Catawba County Detention Center including mental health assessments, assistance with involuntary commitments,

substance abuse treatment, anger management, and on-call assistance.

- Psychiatric support services through Catawba Valley Behavioral Health. Services include psychological testing, assessments, psychiatric evaluation, medication management, and individual, group, and family therapy.
- Support to LifeSkills, a day treatment program that provides independent living skills and vocational training opportunities for individuals with severe or profound developmental disabilities.
- Assistance to residents of Newton Apartments through a housing subsidy program to help individuals with disabilities afford housing and connect them with mental health services.
- Temporary housing funds to assist individuals with mental health issues obtain temporary or emergent housing until a more permanent solution can be found.

Service	Citizens Served As of 12/31/15
Psychiatric Support	1,394
LifeSkills Operations	37
MH/SA Services in Jail	186
Housing/Newton Apt Subsidy	21
Temporary Housing	50
Total	1,688

Additionally, \$115,000 is budgeted in restricted alcohol beverage control (ABC) funds for alcohol and substance abuse treatment in Catawba County.



PLANNING

The Village at Sherrills Ford

The Village Center at Sherrills Ford is designed to be a 200-acre mixed-use development with 775 residential units (325 single-family and 450 multi-family homes) and 665,000 square feet of retail, office, and medical space. The development will be pedestrian friendly and take advantage of its proximity to the lake. Overall aesthetics of the property will be consistent with the County’s Unified Development Ordinance standards, including:

- Consistent architectural and color scheme
- Screening of outside storage
- Buildings greater than 75,000 square feet must break up the front of buildings with recessed sections and projections.

In conjunction with this project, the developer has agreed to donate \$500,000 to develop nearby Mountain Creek Park (\$250,000 received to date), contribute 1.5 acres for the County’s future use as a government services center, provide CVMC with the option of purchasing 3 acres for future development of a medical facility, and provide the YMCA with the option of purchasing land for a potential facility.

Site preparation is underway in four of the six Village Center sections. DR Horton purchased sections A and B with plans to build up to 163 single family houses. Sections F and G are being prepared for future commercial and multi-family development. The first building permits are expected by late summer 2016.



Proposed Village at Sherrills Ford development plan

PARKS

Established in 1999 with the construction of Riverbend Park, the Catawba County Parks system has gradually expanded, adding Bakers Mountain Park in 2002 and St. Stephens Park in 2008. Today, the parks system serves approximately 110,000 patrons annually and is widely recognized as a valuable community asset that contributes significantly to the County’s and the region’s quality of life. Due to the parks’ popularity, the County reinstated a 6-day per week operating schedule in the current year. Feedback has been very positive and patrons are taking advantage of the increased hours as signified by a 23 percent increase in attendance through midyear. If that pace continues, the parks are projected to host an additional 10,000 patrons this year.

Mountain Creek Park

Starting this year, planning will begin for development of Mountain Creek Park. The 588-acre site was purchased in 2007 and is located in the Southeastern portion of the County, an area with significant growth potential. The proposed conceptual plan for Mountain Creek Park, found in the Comprehensive Parks Master Plan (adopted by the Board of Commissioners in 2015), shows amenities such as canoe portage, camping, picnic shelters, hiking trails, and a multi-use building, which will be developed in multiple phases.

Existing project funds will be used this year to design the park and provide security fencing around the area. The department will also submit a Parks and Recreation Trust Fund (PARTF) grant application next

spring to help fund Phase 1 of Mountain Creek. Park construction is anticipated to begin in Fiscal Year 2017/18. Total Phase 1 expense is estimated at \$500,000, with \$250,000 requested from PARTF funds and \$250,000 coming from the County, which includes the Village at Sherrills Ford donation.

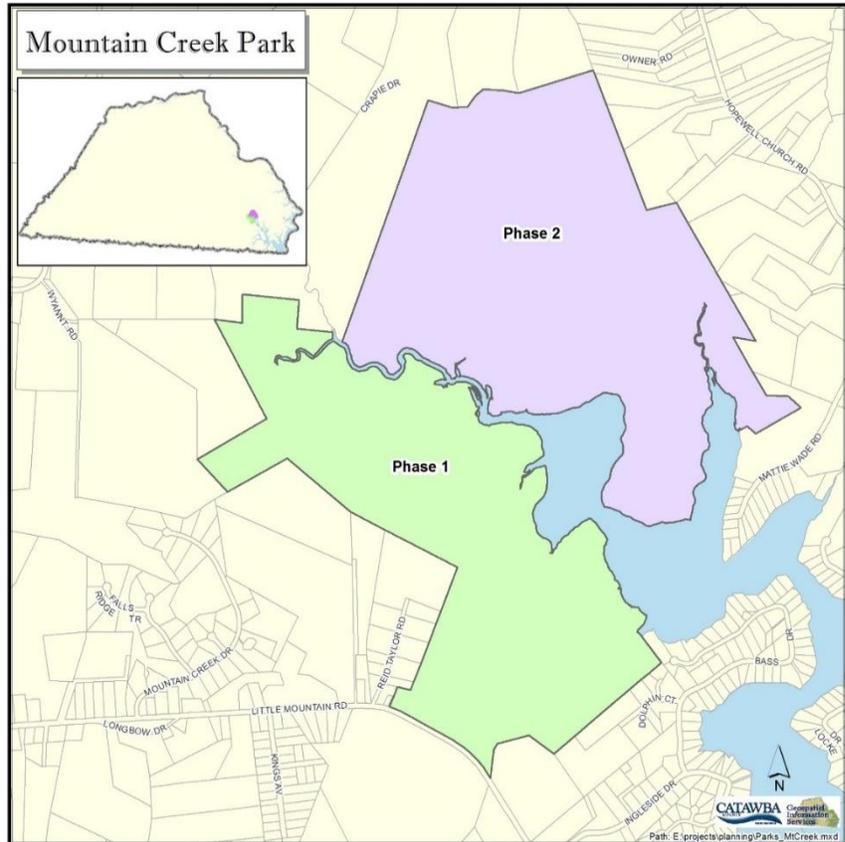
Riverbend Park

Another Parks' priority as identified in the Parks Master Plan is to improve existing parks by refurbishing and renovating park amenities. In the current year, Parks was successful in obtaining a \$100,000 grant from Duke Energy Foundation to replace the observation deck destroyed in the July 2013 flood. The budget includes \$61,500 to repair the picnic shelter, replace picnic tables, update traffic signage, and resurface asphalt. Additionally, the County is discussing the acquisition of 200 acres (a wooded/pastured farm with house and accessory structures) adjacent to the park through a lease-purchase arrangement over time, with the timeframe driven by the availability of PARTF grant funds. Proceeds from the sale of County owned property on Slanting Bridge Road will assist the County in purchasing property and potentially developing the Park over time.

Bunker Hill Covered Bridge

Located near Lyle Creek, in Claremont, the historic Bunker Hill Covered Bridge is the last remaining "Haupt Improved Lattice Truss" bridge and one of two remaining covered bridges in North Carolina. The bridge is owned by the Catawba County Historical Association (CCHA). The County, CCHA, the North Carolina Department of Natural and Cultural Resources, and the North Carolina Conservation Fund have worked together to revitalize the area surrounding the bridge. In the current year, a waterline was installed by the County to provide fire suppression for the bridge. Additionally, a road from US Highway 70 to the bridge and parking lot was paved, increasing accessibility for school children and general public.

Protecting the Bunker Hill Covered Bridge and sharing this valuable historic structure with the public is a top priority for CCHA. The Conservation Fund acquired two acres of land and a house adjacent to Bunker Hill Covered Bridge in 2014, with the intent of selling the property to CCHA or the County in the future. The house and land offer service expansion opportunities such as parking, trails, storage, and meeting space. The budget includes a \$50,000 increase to CCHA to initially assist with purchasing this property and in future years to be used as CCHA sees fit, to preserve the County's history and promote it to the public.





Library

With the mission of being “our community’s place to connect, explore, and grow,” the Library is a critical community asset, providing a place where anyone can access information and assistance. Over one-half of Catawba County residents (52 percent) have County library cards, resulting in more than 400,000 annual visits.

Strategic Plan

As libraries continue to play a key role in the economy, Catawba County values its library services and programs as a way to empower lives and build community. Last year, the Library developed and the Board of Commissioners adopted a strategic plan to guide the department’s priorities from 2016-2019. Based on a comprehensive community needs assessment, Library efforts focus on the following priorities:



Goal 1: Library Anytime, Anywhere: Expand Citizens’ Access to Information and Ideas



Goal 2: As a Community Center of Excellence, Fuel Citizens’ Passion for Reading, Personal Growth, and Learning



Goal 3: Innovate to Provide 21st Century Access that Empowers our Citizens

As part of the strategic plan, several key strategies were developed and prioritized for each goal. The Library’s top priority of driving increased digital literacy and providing apps for hands-on experiences was moved forward through funding a Digital Services Librarian in the current year. This position is responsible for implementing a strategy to expand access through 24-hour availability of digital learning resources and a more intuitive, user-friendly website, and overseeing the provision of state-of-the-art technology and technology programming to ensure access across the entire community.

Also in the current year, the Library:

- Partnered with NC Works to provide employment and job skills counseling
- Offered tablets for public use, wireless printing, and a new "TechConnect" space allowing access to high-tech devices and career enhancing tools
- Implemented Radio Frequency Identification and updated community meeting spaces to enhance access to library space

In the coming year, the Library will partner with Technology to bridge the digital divide, replacing public computers, updating switches and fiber connections, and adding new technology such as smart tables. Additionally, the Library will work with Facilities to create a more welcoming and vibrant library space through interior and exterior painting at the Newton, Maiden, and St. Stephens branches.

LIBRARIES & CULTURE



Partnerships with Municipalities

The Library operates with a perpetual focus on collaboration. The Cities of Claremont, Conover, and Newton make financial contributions to the library branches in their respective municipalities. The Claremont and Conover branches are located in buildings owned by the municipalities. The Town of Maiden provides space for the branch at no cost to the County.

In addition to funding Catawba County Libraries, the County provides funding to Hickory Public Libraries, allowing Catawba County citizens living outside the city limits to use Patrick Beaver and Ridgeview Libraries for free, since Hickory charges non-residents for library cards. The two library systems also partner on programming to ensure citizens receive quality library services. Examples of successful partnerships include the annual Big and Little Read programs designed to encourage community-wide reading and a recent initiative to collect canned foods for donation to local food pantries in place of fines. The budget increases support for Hickory Public Libraries by 3 percent to \$219,000.



Hickory Public Libraries

Other Cultural

Non-profit and for-profit arts and culture organizations in the community are drivers of economic activity. In addition to the direct spending associated with arts-related jobs, the level of indirect spending associated with arts and cultural events is significant. Many people will make an evening out of attending an arts or cultural event, taking in dinner and shopping in addition to the event itself. These expenditures benefit businesses and generate tax revenue for local government.

The United Arts Council, in partnership with the Arts and Science Council of Charlotte-Mecklenburg, is currently participating in the Americans for the Arts' latest national economic impact study.



According to the most recent national study, the typical arts attendee spends \$24.60 per event above the cost of admission. Additionally, arts and culture organizations enhance the quality of life in a community and attract citizens who value creativity and self-expression. Catawba County's specific arts-related economic impacts will be available in June 2017. For these reasons, Catawba County's investment in local arts and culture organizations makes good economic sense. The County provides annual funding to the United Arts Council, which is the designated County partner appointed by the North Carolina State Legislature to receive State funds.

The budget increases funding for the United Arts Council to \$155,830, equivalent to \$1 per citizen. Achieving the \$1 per capita mark is a significant milestone that has been an objective for several years. County and municipal funds are used to match North Carolina Grassroots Arts funds for Projects Pool grants, for Community Cultural Fund grants which help to underwrite arts events in communities throughout the County (particularly for underserved, rural, or ethnic groups), for Collaborative grants between local arts agencies, for marketing the arts, and for United Arts Council administration including grant writing and oversight. Many of the grant programs require matching dollars from applicants, leveraging the County's allocation for an estimated \$4 spent in the community for every \$1 invested. Both the Salt Block (which houses the Catawba Science Center, the Hickory Museum of Art, the United Arts Council, and funded affiliates) and the Newton-Conover Auditorium receive County funding toward the upkeep and maintenance of these community facilities. Additionally, the budget increases funding for the Historical Museum to \$125,000 to assist them in preserving the County's vibrant history and its historic sites.



Catawba County Museum of History

COOPERATIVE EXTENSION

The County continues to pay its share of Cooperative Extension, in partnership with the State and other counties. During the current year, two long-time vacant positions, the Family and Consumer Sciences Agent (FCS) and the Livestock Agent, were filled by the State. The FCS position—vacant since Fiscal Year 2014/15—specializes in food safety and processing and will be funded through a three-way partnership with North Carolina State University, Iredell County, and Catawba County. Having this position filled gives Cooperative Extension the capacity to offer Serv-Safe, a 16-hour course that certifies the



participant as a Food Protection Manager. Course participants learn about:

- Potentially hazardous foods and safe food handling practices
- Setting up standards and procedures for proper receiving, storage, cleaning and sanitizing

The Livestock Agent, vacant since Fiscal Year 2013/14, is another partnership between the State and two counties—Catawba and Lincoln. The agent educates livestock farmers about pasture management and nutritional needs of livestock. Additionally, the agent works with Catawba Valley Cattlemen’s Association and the local Farm Bureau.

The budget also continues to fund a Local Foods Agent position, primarily supported by Catawba County. The Local Foods Agent is responsible for organizing the annual *Eat Drink and Be Local* event and coordinating with local producers, restaurants, and other community



partners to implement the Farm Food and Sustainability Plan.

North Carolina Cooperative Extension Government Partnership Award

Catawba County was one of five State-wide recipients of the North Carolina Cooperative Extension Foundation Government Partnership Awards. The Catawba County Board of Commissioners was recognized as being supportive of Cooperative Extension Service, providing needed resources and maintaining departmental capacity in a time of State cutbacks and position losses across the organization. The County was also recognized for the close cooperation between County departments and actions taken to support Cooperative Extension goals, including:

- Planning and Parks’ integral role in the Voluntary Agriculture District program designed to protect farms and slow the loss of farmland in the county.
- Public Health’s and Social Services’ involvement in the Public Health Farmers’ Market and similar initiatives to connect low-income county residents to the local food system.
- Library assistance in launching an Advanced Gardener series and developing a library community garden on-site at some branches.
- The Board of Commissioners’ official proclamation declaring the fourth week of June as *Eat Drink and Be Local Week* and urging all county residents to participate and enjoy local agriculture.



CATAWBA COUNTY RANKED **#1**
AGAIN FOR TOTAL PUBLIC
RECYCLING IN 2014



CATAWBA COUNTY
507.55 POUNDS PER CAPITA

Solid Waste

Recycling

Catawba County continues to be a Statewide leader in recycling, ranking #1 in the State in 2014 for total public recycling per capita. In 2014, Catawba County citizens recycled an average of 507.55 pounds per person with an 88.3 percent participation rate in the residential curbside recycling program. This is a significant achievement, and represents the 8th year in a row the County has ranked either #1 or #2 in the State. Without these recycling efforts, projections indicate a new Landfill cell (estimated to cost just under \$7.5 million) would be needed at least 2 years earlier than the current projection of June 2021.

Household Hazardous Waste Collections

Two years ago, the County began accepting paint and electronics year-round at the Blackburn Landfill for free. This program gives citizens a convenient place to recycle these materials and helps the County to comply with State law, which bans certain materials from the Landfill. In addition to year-round collection, the County holds an annual one-day Household Hazardous Waste (HHW) event. This year's event, held on November 7, 2015 at LP Frans Stadium in Hickory, provided 687 vehicles convenient access to recycle 83,987 pounds of HHW, paint, pesticides, and electronics free of charge. This effort also significantly helps prolong the life of the existing landfill and delays opening of a new Landfill cell.

Energy Retrofits

Catawba County continues to pursue energy efficiency because it preserves the environment and saves money in the long-term. To continue this effort, a series of systematic energy audits at County facilities has been conducted, and implementation of major recommendations is underway. Next year, efforts will focus on additional investments at the Social Services building based on energy audit recommendations.

An ongoing project to save energy and money is the energy lighting retrofit project, which is the replacement of T-12 lighting with T-8 lighting or better. Over 93 percent of County-owned facilities (595,771 square feet) has been retrofit with T-8 bulbs or better. Facilities Maintenance plans on addressing an additional 10,561 square feet (roughly 1.6 percent) in the coming year. After that, however, the return-on-investment associated with the remaining square footage is not worth the up-front investment.

As a result of these retrofits and other sustainability efforts, through 2015 the County has reduced its per-square foot energy consumption by over 10 percent (since the baseline year of 2010). These reductions translate into real dollar savings for taxpayers, as Catawba County's reduced energy consumption of over 1 million kilowatts avoids almost \$90,000 in annual expense.

Energy Use & Avoided Expense





Water & Sewer

Water and sewer investments in the upcoming fiscal year address community priorities regarding environmentally-responsible sewage disposal. They also work in support of the Board's goal for increased economic development. The County dedicates 1 cent (\$1.6 million) of the property tax rate and \$728,472 in ¼ cent sales tax annually to partner with municipalities to fund water and sewer priorities. This year, work will continue on some previously approved projects while others that aren't ready to move forward at this time will be closed to fund more pressing needs.

New Projects

Highway 16 Sleeves (\$530,000)

This project includes the installation of approximately 5,000 linear feet of 12-inch gravity sewer line along the widened NC Highway 16 and the installation of approximately 350 ft. of steel encasement pipe underneath the widened NC Highway 16 to extend utilities in the future.



Highway 16 Sewer (\$910,000)

This loan project, in partnership with the City of Newton, will provide funds for future sewer along Highway 16 south of Newton. Initial funding could cover design and permitting.

SECC Service Area Sewer Study (\$75,000)

This project funds a sewer study and modeling of the SECC Service Area as requested by the Board of Commissioners.

Work Continues on Previously Approved Projects

Park 1764 Water and Sewer (\$700,000)

This project, in partnership with City of Hickory, will provide water and sewer service on the

property site located between Startown and Robinwood Roads. The \$700,000 represents the County's 50 percent obligation, with the City of Hickory paying the other 50 percent. Park 1764 will be the only Class A Business Park in the entire region and is designed to appeal to international and upper-end business opportunities. Every 100 jobs created in the park equates to 178 total jobs (37 indirect jobs created to provide goods and services for the Park and 41 induced jobs created by spending from the direct and indirect job recipients) throughout the community. It will also benefit existing businesses and could spur new housing construction. Work on the sewer line is underway with full project completion planned after commitment from a company is cemented.

McLin/Lyle Creek Sewer Outfall Phase 1 Loan Program (\$2,576,393)

Funding has been set aside to allow the County to partner with Claremont and Hickory to extend sewer within the Lyle and McLin Creek basins in eastern Catawba County. The County is currently awaiting agreement

on the size of the project between the City of Claremont and City of Hickory.

Sludge Composting Project (\$400,000)

This amount covers the County's portion of the Regional Compost Sludge Facility through an inter-local agreement with Hickory and Conover. Since Fiscal Year 2011/12, a total of \$2,946,151 has been funded to cover operations of the sludge composting facility, with this year's \$400,000 appropriation.

Davis Road Water Loan Program (\$825,862)

This project, in partnership with the Town of Maiden, will extend a water line from Water Plant Road down Davis Road to the intersection with Buffalo Shoals Road. Once complete, this

UTILITIES & ENGINEERING

project will supply water to approximately 45 homes and address water quality issues caused by stagnant water on the dead-end line. This project represents the first phase of a water loop that will tie two dead-end lines together, one located on Water Plant Road and the other on Buffalo Shoals Road. The project is currently under contract. Construction should start in May and take a few months to complete.

Balls Creek 1 (Buffalo Shoals Rd.) Loan Program (\$645,886)

This project, in partnership with the City of Newton, will not be initiated for several years. The State's Department of Transportation is widening Highway 16 and will construct the water line during the roadway widening. The County will then pay the State, and Newton will repay the County in loans.

Farmfield Acres Subdivision Water Loan Program (\$230,000)

This project, in partnership with the City of Conover, will serve approximately 55 properties located on Rock Barn Road Extension, Farmfield Drive, and Acreland Drive. (Farmfield Subdivision is north of Conover and located at the intersection of Rock Barn Road and Oxford School Road.) A contract has been sent to the City for review and the County is awaiting a response.

Previously Approved Projects Closed

Landsdowne Subdivision Water and Sewer Loan Program (\$950,000)

This project, in partnership with the City of Conover, was going to provide water and sewer service to approximately 80 homes in the Landsdowne subdivision off Herman Sipe Road. The City of Conover is not prepared to move forward with the project at this time.

Highway 16 North Water (\$370,000)

This project, in partnership with the City of Conover, was to extend approximately 3,100 linear feet of water lines along Highway 16 North and provide water service to 15 potential new customers. The City of Conover is not

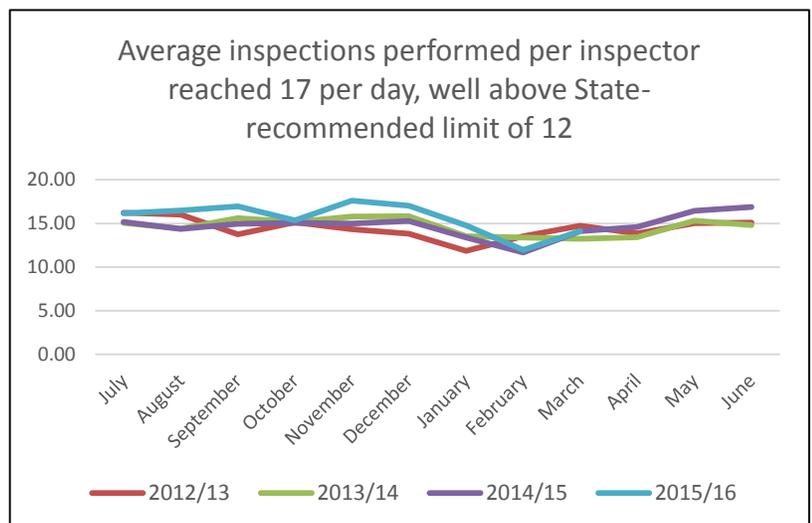
prepared to move forward with the project at this time.

Blackburn Elementary Sewer Extension (\$580,000)

This County project had one customer, Blackburn Elementary School. The school no longer reports any major issues, and says that continuing the current septic system will be less expensive.

Building Inspections

With the increase in building permit activity in the first part of this fiscal year, inspectors were conducting nearly 17 inspections per day compared to the State-recommended limit of 12. Thanks to technology that allows inspectors to access information in the field, they were able to handle this higher ratio for a time to ensure the increased activity was ongoing. By midyear it became necessary to hire inspectors to ensure the integrity of building inspections. Three building inspectors, one plan review official, and one permit center specialist were approved in January 2016. Increased staffing will allow more inspectors in the field and help reduce the number of daily inspections conducted to more closely align with the State-recommended limit. The budget continues this staffing addition, funded by increased building permit revenue.



TECHNOLOGY

The County continues to invest in technology to provide a high level of service, improve reliability, and increase information access to citizens. These investments support the County's efforts to make more information and services available to the public online, streamline (and improve) business processes, and mitigate costs. Technology has become more and more crucial to delivering just about every service Catawba County offers. Establishing reliable replacement cycles for critical hardware and software is key to ensuring important services like E-911 telecommunications, EMS, building services and environmental health, planning and zoning, public health clinic operations, etc., are delivered without interruption and as efficiently as possible. To that end, the budget funds \$100,000 in increased support towards technology capital infrastructure, including:

- Establishment of a cloud-based e-mail back-up system to improve redundancy in case of emergency;
- Enhanced investments in detection of network security threats and vulnerabilities related to mobile devices;
- Update of oblique aerial photography images used for GIS, property valuation, public safety, building inspections, and planning and zoning, among others.

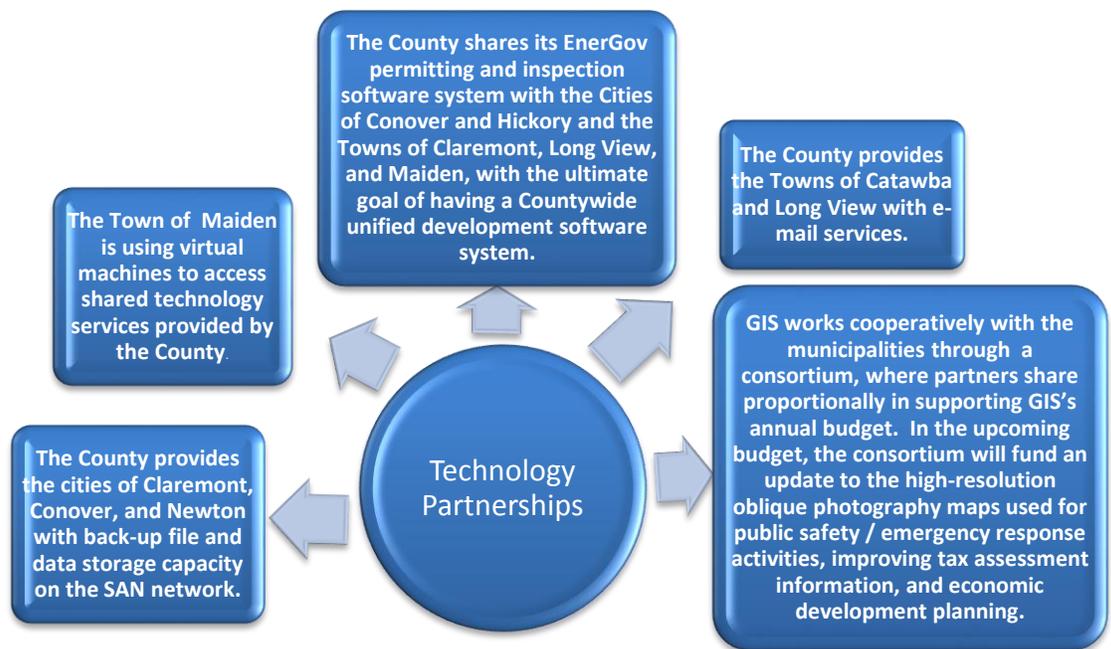
The budget also includes operating funds for an additional network engineer to support the JPSC expansion, based on the volume and complexity of technology planned for the new facility.

Technology Partnerships Save Money and Enhance Services

The County continues to invest in technology designed to increase the public's access to County services, eliminate office space, and improve overall efficiency.

Collaboration is a foundational element of Catawba County's approach to using technology, as demonstrated by the multiple

partnerships the County has forged with other local governments and government agencies within the County. These relationships not only benefit the partner organizations, but they also save taxpayer money, regardless of their home jurisdictions



Digital Counties Award

Catawba County has been recognized by the Center of Digital Government as the number one ranked county nationally in its Top 10 Digital Counties Survey Awards, among counties across the nation with a population between 150,000 and 249,999. This is the second time in three years that the County has been ranked #1.

DIGITAL
COUNTIES
SURVEY

Winner 2013 & 2015
#1 among Counties with
150,000 to 250,000 population



Positions

The Fiscal Year 2016/17 budget includes 11 new positions and increases hours for 3 positions. In addition, 7 positions approved during Fiscal Year 2015/16 are added, and 26 positions left vacant from the sale of Home Health and contracting of Dental Services are eliminated from the budget. These changes result in a net reduction of 6.45 FTEs compared to the adopted Fiscal Year 2015/16 budget as follows:

New Positions Fiscal Year 2016/17	Position(s) Impacted
Sheriff	
Narcotics Investigator - 2 FTE	2
Court Bailiffs - 2 FTE (March 2017)	2
Emergency Services	
EMS Operations Supervisor - 1 FTE	1
Chief Animal Control Officer - 1 FTE	1
Communications Center	
Telecommunicators - 3 FTE (March 2017)	3
Technology	
Network Engineer - 1 FTE	1
Facilities	
Maintenance Mechanic - 1 FTE (February 2017)	1
Total	11
Increased Hours for Existing Positions	Position(s) Impacted
Emergency Services	
Increase Administrative Assistant - increased from .75 FTE to 1.00 FTE (March 2017)	1
Finance	
Increase Purchasing Specialist - increased from .80 FTE to 1.00 FTE	1
Soil and Water	
Increase Administrative Assistant position - increased from .50 FTE to .60 FTE	1
Total	3
Positions Added During Fiscal Year 2015/16	Position(s) Impacted
Library	
Digital Services Librarian - 1 FTE	1
Utilities & Engineering	
Building Services Officials III - 4 FTE	4
Permit Specialist 1 FTE	1
Solid Waste	
Engineer 1 FTE	1
Total	7
Positions Eliminated	Position(s) Impacted
Public Health	
Home Health - 21.7 FTEs	22
Dental Health - 3.3 FTEs	4
Total	26

Salary and Benefits

It is becoming increasingly important for the County to be competitive in attracting and retaining employees with the needed skills, training, experience, and customer focus to deliver high quality services to citizens. In keeping with national workforce trends, many long-tenured County employees are approaching retirement eligibility, which heightens the need to be competitive. Annually, Catawba County compares itself to peers to maintain its position as an employer of choice. Consistent with US News and World Report's top employee benefit trends for 2016 (wellness programs, financial fitness, and health benefits enhancement), the budget includes performance pay, expands wellness offerings, and addresses two areas where the County finds itself less competitive: supplemental retirement options and drug co-pays.

The budget includes 2.25 percent for employees who satisfy the performance expectations for their positions, as evaluated on their anniversary date. High performers will be able to receive an additional \$500 added to base pay, putting more money in the hands of lower paid employees because a lump sum will be a higher percentage of a lower paid employee's annual salary than a higher paid employee's.

Increasingly, the County is finding itself competing with employers that provide some level of 401K match to employees. **Twelve of the 13 counties that Human Resources typically benchmarks against, and that the County is in competition with for hiring, provide a 401K match (an average of 3.41 percent).** The City of Hickory provides a 1 percent 401K match. The County has been statutorily required to provide a 5 percent 401K contribution to all sworn staff since 1988. Assisting employees in retirement planning helps to promote financial health for employees and assists the County in attracting and retaining good employees. The budget establishes a 1 percent 401K match available to non-sworn employees.

Catawba County places a value on offering employees choices about their benefits. County employees can choose from two health plans: the Core or the Health Savings Account (HSA). The HSA has the lowest individual (\$1,300) and family deductibles (\$2,600) allowed by the IRS, but benchmarking shows the County offers less seed money annually (\$494) than its peers to mitigate these out of pocket costs. By comparison, the City of Hickory has a higher deductible (\$1,500) but provides more seed money (\$840) to help offset this cost. Additionally, many counties offer generic drugs free of cost. In order to remain competitive, HSA seed money is increased to \$600 per year, and employees on either County health plan will be able to obtain generic drugs without copay.

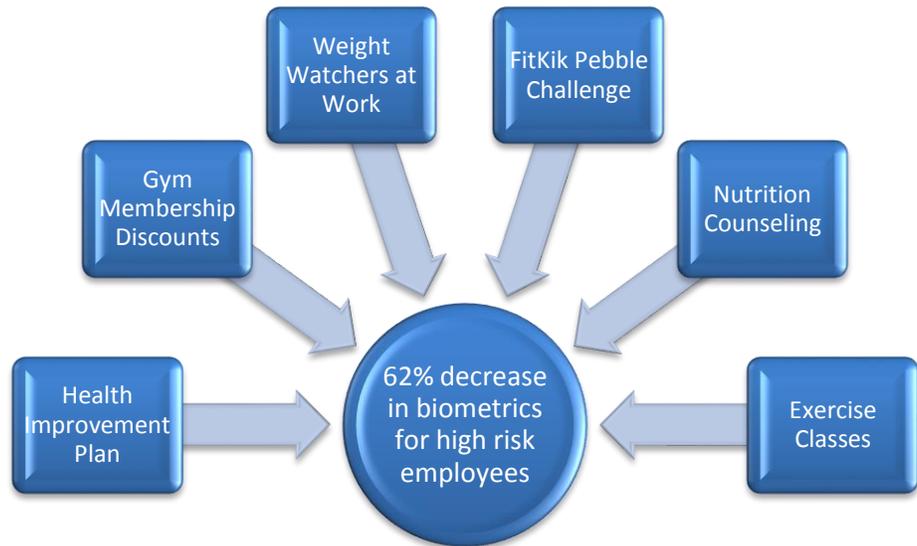
Additional salary and benefits are budgeted to cover a calendar anomaly that occurs once every 11 years. Catawba County pays employees on a bi-weekly basis, typically 26 times a year. Periodically, however, there are 27 pay periods based on the number of Fridays that fall between July 1 and June 30; such is the case in Fiscal Year 2016/17. County employees are not receiving additional compensation in total in the coming fiscal year.

Catawba County is self-insured for health care coverage. As such, financial sustainability and making decisions that incentivize the workforce to be as physically healthy as possible are important. When it comes to health insurance costs, physical wellness and fiscal wellness are inextricably linked.

- Healthy employees are more productive, based on fewer work days missed due to illness or injury;
- Preventive care is less costly than reactive care, and employees who enjoy the benefits of healthy lifestyles generally have lower insurance claims than those who face chronic illness or poor health.

HUMAN RESOURCES

Wellness efforts were expanded two years ago with the addition of eight programs to improve employees' fitness, nutrition, and weight management. At the time 154 employees were identified as high risk, meaning the employees had at least two biometrics in a high risk range. Fifty-one percent of the employees identified as high risk through the annual wellness screening participate in these programs and the number of employees considered high risk decreased by 6.5 percent. By 2015, 95 (62 percent) of the 154 high risk employees had made improvement. Wellness programming has heightened awareness of the organization's overall health as well as each individual employee's health, and employees participate in these programs on their own time. Through the FitKIK program, participating employees walked a total of 303,684,054 steps from July 2015 to March 2016 (1,229,490 steps per employee on average). Employees participating in the Weight Watchers at Work program have lost over 400 pounds in the last three years.



Employees have a monetary incentive to improve their health. The County implemented Healthy Choices Advantage (HCA) in January 2015, a model that increased rates by \$20 for employees with 2 or more biometrics in the high risk range. Employees with biometrics in the healthy or moderate ranges are not subject to the surcharge. Currently, only 36 employees pay the surcharge, either because they have biometrics falling outside healthy or moderate ranges or choose not to participate in required screenings.

Several years ago, the County created an on-site employee clinic called Employee Health Connection (EHC). This clinic, managed via contract by CVMC, saves the County and its employees both time and money—in the form of convenience, leave time/sick time avoided, and low- to no-cost basic preventive services—and reduces time away from work so citizens are better served. Some of the services provided by EHC include initial Workers Compensation reviews (24-hour recheck evaluations as well as drug screenings), physicals, annual blood screenings, health risk assessments, Hepatitis B injections, and Tuberculosis skin tests. The number of medical visits to the EHC grew by more than 80 percent in the first six months of the fiscal year compared to the same time-period last year driven by new services such as additional labs, removal of skin tags/lesions, and broader family care services being offered.

As previously stated, the County needs to remain proactive in preserving its position as an employer of choice. Offerings like the EHC are a convenience for employees, enhancing job satisfaction and morale, improving retention thereby leading to increased employee tenure, and ultimately making efficient use of taxpayer resources. So far this year, the EHC has already paid for itself and generated \$41,262 in savings (17 percent above the amount that Catawba County invested in the EHC) due to the higher cost of seeing a Primary Care Provider and estimated sick leave pay for employees to leave work for doctors' visits.

The County has done a great job engaging employees to improve individual health outcomes and using strategies like the on-site wellness clinic to save money. **Savings are apparent when comparing the County's health care cost growth of 4 percent to the industry cost increase of 6 percent.** Despite these savings, health care costs have increased above current contribution rates. The budget also includes a \$15.08 per biweekly increase in the County's share of health insurance premiums.



Conclusion

Throughout the community, there are signs that Catawba County's economy is growing in a positive direction. A Wells-Fargo Securities Economic report from March 2016 noted, "Catawba County has quietly enjoyed a run of economic growth over the past 3 years," citing gains in total jobs, falling unemployment, and a noticeable uptick in local development activity as key growth indicators. Recent focus on diversifying the local economy and aligning workforce development efforts are paying off, with \$517 million in private investment and 434 jobs added or announced in the past year. Development activity in Southeastern Catawba County is stirring, another signal that Catawba County's economy is turning a corner. While increasing development activity is undoubtedly a positive trend for the community, it also serves as a harbinger of heightened service demands, underscoring the importance of proactively planning for the future and thinking ahead.

Guided by a strong philosophy of fiscal stewardship and conservative budgeting, and in alignment with the Board of Commissioners' annual goals, the proposed Fiscal Year 2016/17 budget invests in preserving and enhancing Catawba County's quality of life and economic vibrancy, with significant resources committed to education, economic development, public safety (in enhanced EMS service, Sheriff and E-911 Center staffing expansions, and plans for a future jail), and expanded parks access and amenities. These strategic investments will reinforce and accelerate the County's economic growth, contributing to strengthening quality of life to appeal to people of all ages.

Catawba County has always striven to balance citizens' current needs with the long-term financial sustainability of the community, delivering quality programs and services at a reasonable cost. The investments funded in this budget are all possible within existing revenue and a stable tax rate, emphasizing the County's commitment to achieving that balance. Motivated by a commitment to the public good, County employees continue to deliver excellent customer service, looking for better ways of doing business and increasing productivity. These values represent the best of what Catawba County has to offer its citizens, resulting in high-quality services and programs that align with the needs of the community.

This budget message and the complete budget document are accessible online at www.catawbacountync.gov.



BUDGET ORDINANCE

BE IT ORDAINED by the Board of Commissioners of Catawba County:

SECTION I

Budget Adoption, 2016/17

The following budget with anticipated fund revenues of \$252,801,734 and departmental expenditures of \$252,801,734 ([see Revenues and Expenditures Summary in the Summary Information Section of the budget document for breakdown](#)) is hereby adopted in accordance with G.S. 159 by the County of Catawba for the fiscal year beginning July 1st, 2016, and ending June 30th, 2017, and the same is adopted by fund and department.

The following procedures, controls, and authorities shall apply to transfers and adjustments within the budget except for the budgets of the Reinvesting Departments as shown in Section II.

- A. **Transfers Between Departments and Funds:** Transfers of appropriations between departments in a fund, between funds, and from contingency shall be approved by the Board of Commissioners or may be approved by the County Manager in conformance with all of the following guidelines:
1. The County Manager finds that they are consistent with operational needs and any Board approved goals.
 2. Transfers between departments and funds do not exceed \$50,000 each.
 3. Transfers from Contingency appropriations do not exceed \$50,000 each unless the County Manager finds an emergency exists.
 4. All transfers between departments and funds are reported to the Board of Commissioners by its next regular meeting following the date of the transfer (with the exception of performance awards and reclassification/pay inequity funds, which the County Manager has the authority to transfer).
- B. **Transfers within Departments and Activities:** Department Heads may transfer line item appropriations between and within activities within the departments under their jurisdiction with the approval of the Budget Manager.
- C. **Transfers of Appropriations from Contingency or Departments for Real Estate Transactions:** Transfers of appropriations from Contingency or departments may be made by the County Manager in order to secure options, pay deposits, or pay other necessary expenses related to real estate transactions approved by the Board of Commissioners.
- D. **Transfers of Capital Projects Appropriations:** Transfers of appropriations up to \$50,000 between projects within a capital project fund may be approved by the County Manager. All transfers between projects are reported to the Board of Commissioners by its next regular meeting following the date of the transfer.
- E. **Transfers of Appropriations from Special Departmental Expense and Revenue Contingencies:** Transfers of appropriations may be made by the Budget Manager from special departmental

expense and revenue contingency accounts that have been set aside to accommodate mid-year adjustments for allocations from outside agencies. The budget for such special departmental contingency expenditures will not be used until revenues are received and the related funds are transferred out of the contingency accounts to an appropriate line item.

SECTION II

Amendment to Procedures, Controls, and Authorities for Reinventing Departments

The following procedures, controls, and authorities shall apply to transfers, personnel, and adjustments within the budget for the Reinventing Departments, as determined by the County Manager:

- A. As part of this process, the County's fund balance has been maintained by taking into account the average amount of unexpended funds turned back at the end of each year and making a onetime reduction in each Reinventing Department's allotment by that amount.
- B. The Board of Commissioners will appropriate funds for the Reinventing Departments based on approved outcomes to be achieved during the fiscal year.
- C. Department Heads are hereby authorized to transfer appropriations between activities or from special department contingencies under their jurisdiction with the approval of the Budget Manager. Requests for transfers from the General Fund contingency must be approved by the County Manager. The budget for such special departmental contingency expenditures will not be used until revenues are received and the related funds are transferred out of the contingency accounts to an appropriate line item. Department Heads within the Reinventing Departments are hereby authorized to reallocate existing positions between activities under their jurisdiction.
- E. Departments will be allowed to retain all unexpended allocations and/or revenues as defined by the County Manager.
- F. Reinventing Departments may create or abolish positions which impact the outcomes approved by the Board of Commissioners and within available revenues upon summary approval of the Board of Commissioners. Approval will come at the next regularly scheduled Board of Commissioners' meeting and will be attached and approved as part of the minutes.

SECTION III

Tax Levy Rate

A tax rate of \$0.575 per \$100 of assessed valuation is hereby levied for Fiscal Year 2016/17, all of which is levied in the General Fund. No discounts will be allowed for early payment of taxes.

The following rates are levied for fire protection service districts and revenue neutral rates are reported:

<u>Fire Protection Service District</u>	<u>Levied Tax Rate Per \$100 Valuation</u>
Bandys Fire	\$0.0820
Catawba Rural Fire	\$0.1000
Claremont Rural Fire	\$0.0800
Conover Rural Fire	\$0.0900

Cooksville Fire	\$0.0620
Hickory Rural Fire	\$0.0900
Longview Rural Fire	\$0.0730
Maiden Rural Fire	\$0.0800
Mt View Fire	\$0.0750
Newton Rural Fire	\$0.0900
Oxford Fire	\$0.0650
Propst Fire	\$0.0620
Sherrills Ford Fire	\$0.1100
St. Stephens Fire	\$0.1200

**SECTION IV
Hospital Fund**

The Catawba Valley Medical Center Board of Trustees is hereby required to submit a monthly copy of its financial statements to the County Finance Director that will include a budget to actual comparison of all expenses and revenues. The Hospital maintains a balance with the County, in the Hospital Reserve Fund. This Fund is intended to be used to finance and construct major Hospital capital projects, if needed, and the school nurse program at Public Health. Catawba Valley Medical Center is a public non-profit hospital and an entity or component unit of Catawba County Government. The County owns the assets but the Hospital is not a line department of the County and therefore is not included in the County budget. The Hospital is authorized to operate as an enterprise fund.

**SECTION V
Schools' Current Expense**

The allocation of general revenues for the schools' current expense per school system is \$1,540 per pupil based on the average daily membership of K-12, \$54 per pupil of which is budgeted separately in support of schools cooperating on the following inter-school system programs--Catawba County Bus Garage, HCAM Core Academy, Conover School for Exceptional Children, therapeutic day treatment, and Community Schools.

It is recommended that the three county school systems appropriate from their estimated fund balance an amount not to exceed 5 percent of the current expense fund for the purpose of establishing a contingency account.

In accordance with the School Budget and Fiscal Control Act, each Board of Education is required to submit to the Board of Commissioners, as soon as adopted, a copy of the School Board's budget resolution. The school finance officer will submit a quarterly statement of the financial condition of the Administrative unit to the Board of Commissioners.

**SECTION VI
Capital Projects and Grants**

Project Managers will be designated on a project-by-project basis for all County construction projects and the procedures set forth in "Architectural Procedures – Catawba County", adopted by the Board of Commissioners shall be used to coordinate the efforts of all parties involved in a project. Any changes in

the estimate, as a result of bids or otherwise, shall be reported by the Project Managers and carry his or her recommendation of approval to the Board of Commissioners prior to the advertising of bids. When compiled and approved by user agencies, all projects must conform to the Catawba County Design and Construction Specifications.

In accordance with the School Budget and Fiscal Control Act each school system will submit to the County Budget Manager detailed project sheets for each capital project included in this budget on sheets as specified in the "Uniform Budget" format, by January 1, 2017.

The General Capital Projects Fund, the Hospital Construction Fund, the Water and Sewer Fund, the School Capital Outlay Fund, the School Bond Capital Projects Fund, the Schools' Construction Fund, the Fire Districts Funds, and the Community Development Fund are hereby authorized. Appropriations made for the specific projects or grants in these funds are hereby appropriated until the project is completed.

Any grant or capital project budget previously adopted, the balance of any anticipated, but not received, revenues and any unexpended appropriations remaining on June 30th, 2016, shall be reauthorized in the Fiscal Year 2016/17 budget unless a specific new budget has been prepared.

**SECTION VII
Emergency Approvals, Schools**

Emergency transfers to and from the School Capital Outlay Fund shall be in accordance with the School Budget and Fiscal Control Act.

**SECTION VII
Annual Financial Reports**

All agencies receiving County funding are required to submit an audit report by December 31st, 2016. Approved payments may be delayed pending receipt of this financial information.

**SECTION IX
Fees and Licenses**

Charges for fees and licenses by Catawba County Departments or Agencies shall be in accordance with the fee policy. Fee changes to be adopted by the Board of Commissioners are set forth in the attached Schedule A.

**SECTION X
Per Diem Pay**

The Board of Commissioners and members of County boards are authorized to receive per diem pay as follows:

Per Diem Pay	
Board	Pay
Alcoholic Beverage Control Board	Chair, \$75 per meeting; Members, \$50 per meeting

Board of Adjustment	Chair, \$50 per meeting; Members, \$35 per meeting
Board of Commissioners	Chair, \$1,050 per month; Members, \$850 per month; In-County Travel Allowance, \$350 per month
Board of Elections	Chair, \$75 per meeting; Members, \$50 per meeting; \$100 for Election Day
Equalization & Review Board	Chair, \$50 per meeting; Members, \$35 per meeting
Hospital Board of Trustees	Chair, \$75 per meeting; Members, \$50 per meeting
Jury Commission	Chair, \$50 per meeting; Members, \$35 per meeting
Library Board	Chair, \$50 per meeting; Members, \$35 per meeting
Mental Health Board	Chair, \$60 per meeting; Members, \$40 per meeting
Planning Board	Chair, \$50 per meeting; Members, \$35 per meeting
Public Health Board	Chair, \$50 per meeting; Members, \$35 per meeting
Social Services Board	Chair, \$50 per meeting; Members, \$35 per meeting
Subdivision Review Board	Chair, \$50 per meeting; Members, \$35 per meeting
Value Review Committee	Chair, \$50 per meeting; Members, \$35 per meeting

SECTION XI

Personnel

- A. Salaries - Salaries for Fiscal Year 2016/17 are based on the Fiscal Year 2016/17 pay plan for Catawba County that is adopted as a part of this budget and is effective July 1st, 2016. Funds are included for a 2.25 percent performance pay increase for employees who satisfy performance expectations as reflected in employees' annual performance evaluations. Top performers could receive \$500 added to base (awarded at the discretion of department heads).
- B. Performance Awards - Funds are allocated in the budget to provide one-time lump sum performance awards to recognize exceptional performance at the discretion of the County Manager.
- C. Travel Allowance - The travel allowance rate will be according to the IRS reimbursement rate.
- D. Special Payment - Positions that require specialized skills may be compensated by a special payment. This payment will only occur while the employee is serving in that capacity. This special payment is not considered a part of the annual base pay for classification. The amount of special payment is to be approved by the County Manager upon a recommendation by the Human Resources Director.

SECTION XII

Budget Policy for State and Federal Fund Decreases

It will be the policy of this Board that it will not absorb any reduction in State and Federal funds; that any decrease shall be absorbed in the budget of the agency by reducing personnel or department expenditures to stay within the County appropriation as authorized.

This policy is extended to any agency that is funded by the County and receives State or Federal money. This shall remain in effect until otherwise changed or amended by the Board of Commissioners. The County Manager is hereby directed to indicate this to each of the agencies that may be involved.

SECTION XIII
Reappraisal Fund

In accordance with the provisions of G.S. 153A-150, an appropriation of \$397,072 will be made from the General Fund to the Reappraisal Fund for the purpose of providing funds for the next reappraisal.

SECTION XIV
Fiscal Control Act

The Budget Manager and the Finance Director are hereby directed to make any changes in the budget of fiscal practices that are required by the Local Government and Fiscal Control Act. This shall extend to permitted consolidations of funds and "Single Tax Levies" permitted in the Fiscal Control Act.

- A. As provided by G.S. 159-25 (b), the Board has authorized dual signatures for each check or draft that is made on County funds. The signatures of the County Manager, Finance Director, Assistant County Manager, and Assistant Finance Director shall be authorized signatures of the County.
- B. Operating funds encumbered on the financial records of the County as of June 30th, 2016, are hereby re-appropriated to this budget.
- C. The Board authorizes the appropriation of all Fund Balances earned by the Reinventing Departments as determined by the County Manager and as a result of the County's annual audit of June 30th, 2016.
- D. The Board also authorizes (as is the practice) one principal account as depository for all funds received by the Finance Director from any source. Current accounting techniques shall be used to assure that all funds will be properly accounted for in the financial records of the County.

SECTION XV
Authorization to Contract

The County Manager or his designee are hereby authorized to execute agreements, within funds included in the Budget Ordinance or other actions by the Board of Commissioners, for the following purposes: 1) Form grant agreements to public and non-profit organizations; 2) Leases of routine business equipment; 3) Consultant, professional, or maintenance service agreements; 4) Purchase of supplies, materials, or equipment where formal bids are not required by law; 5) Applications for and agreements for acceptance of grant funds from Federal, State, public, and non-profit organization sources, and other funds from other government units, for services to be rendered which have been previously approved by the Board; 6) Construction or repair projects; 7) Liability, health, life, disability, casualty, property, or other insurance or performance bonds other than similar items required by the Sheriff or Register of Deeds; and 8) Other administrative contracts which include agreements adopted in accordance with the directives of the Board of Commissioners.

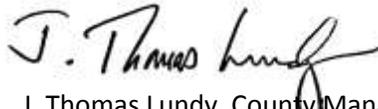
SECTION XVI

Authorization to Award and Reject Bids

Pursuant to General Statute 143-129, the County Manager is hereby authorized to award formal bids received in amounts less than \$250,000 within the following guidelines: 1) bid is awarded to the lowest responsible bidder; 2) sufficient funding is available within the departmental budget; and 3) purchase is consistent with the goals and/or outcomes of the department. The County Manager shall further be authorized to reject any and/or all bids received if it is in the best interest of Catawba County. A report shall be made to the Catawba County Board of Commissioners of all bids awarded or rejected under this section and entered in the minutes of its formal sessions.

This ordinance is adopted this 6th day of June 2016.


Randy Isenhower, Chair


J. Thomas Lundy, County Manager

SCHEDULE A

Below are the fee changes/clarifications that have been adopted as a part of this budget. All fees are effective July 1st, 2016, unless otherwise noted. *(See Appendices for complete fee schedule and fee philosophies)*

Planning, Parks, & Development

Modify existing fee:

Old – \$11,000 collected at end of process if permit is issued; \$0 collected if not. Fee covers:

- a. \$6,000 cost of consultant contract to conduct site assessment
- b. \$5,000 to County for application review and permit issuance

New

- a. Collect \$6,000 cost of consultant contract to conduct site assessment at beginning of application process.
- b. \$5,000 collected at conclusion of permitting process if permit is issued.

Cooperative Extension

Serv-Safe \$80 course cost and \$40 exam cost

Library

Improper return of technology fee\$25
(To encourage borrowers to return these materials inside building instead of through book-drop, which could lead to damage or loss of resource.)

Modify Existing Fee

3D Printing Fees:

- a. 3D printing software tracks amount of filament used on “per gram” basis while current fee language is written on “per cubic inch” basis. Recommended fee is \$2 per print, plus \$0.10–\$0.50 per gram filament instead of current \$1 - \$5 per cubic inch.
- b. \$0.50 per cut, plus material cost digital cutting fee



CATAWBA COUNTY PROFILE... "Keeping the Spirit Alive Since 1842"



This map product was prepared from the Catawba County, NC, Geographic Information System. Catawba County has made substantial efforts to ensure the accuracy of location and labeling information contained on this map. Catawba County promotes and recommends the independent verification of any data contained on this map product by the user. The County of Catawba, its employees and agents disclaim, and shall not be held liable for any and all damages, loss or liability, whether direct, indirect or consequential which arises or may arise from this map product or the use thereof by any person or entity.

Located in a peaceful valley just east of North Carolina's Blue Ridge Mountains, Catawba County is a land of scenic beauty, diverse cultures, and thriving industry. Three beautiful lakes are located within its 412 square miles, and the Catawba River winds along its western, northern, and eastern border. The County is named for the river and the Catawba Indians who foraged in the valley prior to European settlement in 1747.

History

Catawba County was officially established on December 12,

1842, when Lincoln County was divided by an act of the North Carolina General Assembly. Citizens living in what is now Catawba County found it too far to travel to Lincolnton, the Lincoln County seat, to conduct court business on a regular basis. Catawba County's seat was not selected until January 8, 1845. The North Carolina General Assembly passed legislation to the effect that "the present Town of Newton as selected and laid out shall be the site and location of the courthouse and jail of Catawba County." The final boundary line was moved to a point further north of Lincolnton than the line originally drawn, with the current boundary lying five and a half miles north of Lincolnton.

Governance

Catawba County is governed by five commissioners who are elected by a countywide vote and serve four-year staggered terms. A County Manager is appointed to serve as Chief Executive Officer. Partisan elections for the Board of County Commissioners are held in November in even-numbered years. The Board takes office the first Monday in December following the November election. At that time, the Board elects a Chair and Vice Chair from among its members. The Commissioners use the historic 1924 Courthouse located in downtown Newton (also home to the Catawba County Museum) for their bimonthly Board meetings. The major duties of the Board include: assessing the needs of the County and establishing programs and services to meet these needs, adopting an annual balanced budget, establishing the annual property tax rate, appointing members to County boards and commissions, regulating land use and zoning outside the jurisdiction of municipalities, enacting local ordinances, and adopting policies concerning County operations. The Board has the authority to call bond referendums, enter into contracts and establish new programs.



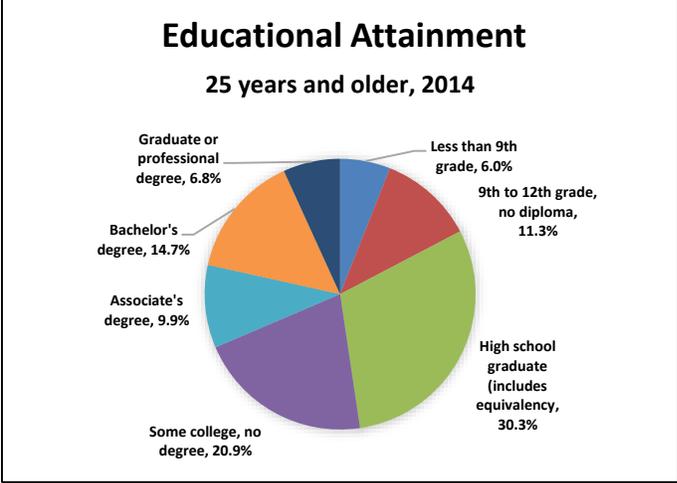
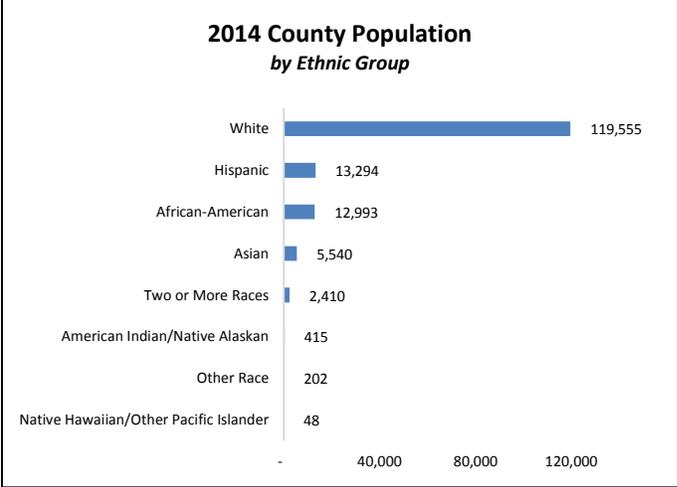
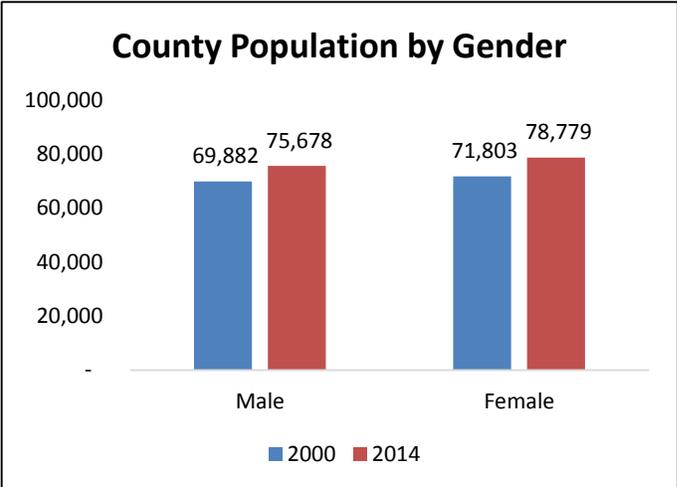
Population & Demographics

Catawba County’s population is 154,457 (American Community Survey). The County has had little to no population growth over the last several years. However, the population continues to age. The median age of a Catawba County resident is 40.5 years, which is about 3 years older than the State and national median age. As the County ages, the ratio of men to women has remained the same over the last 13 years. Women make up 51 percent of the population whereas in 2000 they were 50.5 percent of the population. The County’s population breakdown by ethnic background shows that the County is ¾ White, with Hispanic and Black as the second and third largest demographic groups respectively.

In 2014, the County’s median household income was \$45,397, which was \$1,296 and \$8,085 less than the State and national median household income. However, just over half of the County’s 25 years and older population (52 percent) has had at least some college, while approximately 83 percent of the population has a high school diploma or GED.

Economy

Catawba County, the central county of North Carolina’s Hickory-Lenoir-Morganton Metropolitan Statistical Area (MSA), has successfully diversified and balanced its traditional manufacturing base of furniture, textile, and telecommunications. Over the last 10 years the Trade, Transportation, & Utilities; Education & Health Services; and Professional and Business Services sectors have expanded, decreasing the County’s reliance on manufacturing. In this post-recession period, comprehensive efforts are being directed at identifying and recruiting new sectors in manufacturing such as biomedical, pharmaceutical, technology and building products, and identifying and recruiting non-manufacturing sectors such as retirement and retail development. As a result of the County’s economic development efforts (*see Budget Message*), local business investments, a recovering State and local economy, and overall general positive economic outlook by citizens, Catawba County’s unemployment rate has steadily decreased over the last 18 months. Additionally, these efforts have shaped the composition of the County’s largest principal employers and taxpayers.



CATAWBA COUNTY PROFILE

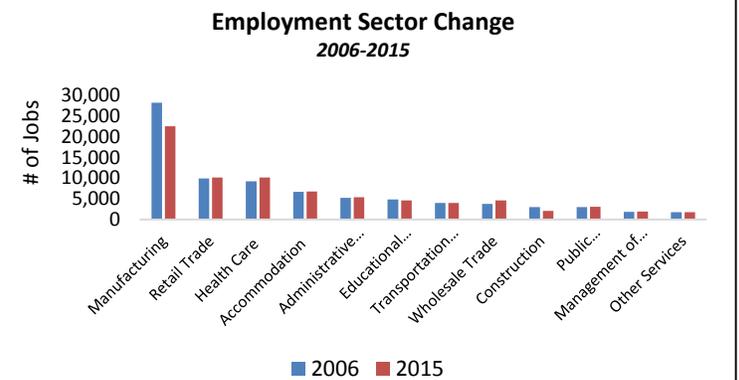
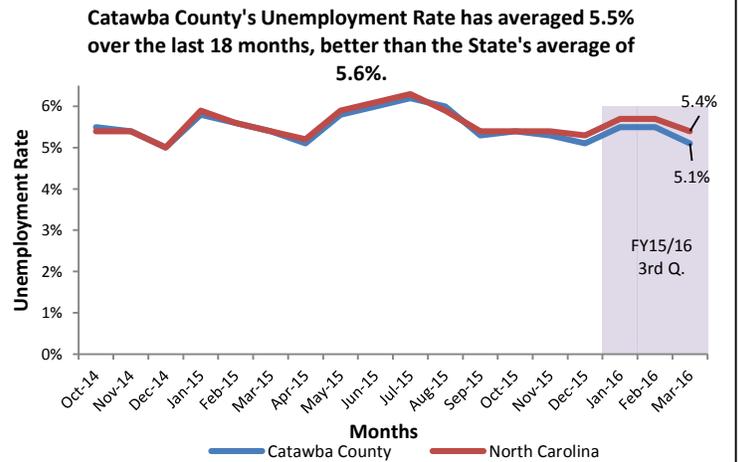


Catawba County Principal Employers

Employer	# of Employees	% of Total County Employment
Catawba County School Systems	1965	2.64%
Catawba Valley Medical Center	1759	2.37%
CommScope, Inc.	1468	1.98%
Frye Regional Medical Center	1400	1.88%
Catawba County Government	1120	1.65%
HSM Solutions (Hickory Springs)	1100	1.48%
Corning Cable Systems	1000	1.35%
Heritage Home Group LLC	861	1.16%
Pierre Foods	861	1.16%
Sherrill Furniture Company	775	1.04%

Catawba County Principal Taxpayers

Taxpayer	Type of Business	% of Total Taxable Assessed Value
Apple, Inc.	Computer Server	6.11%
Duke Energy Corporation	Electric Utility	3.61%
GKN Driveline Newton, LLC	Gears	0.71%
CommScope, Inc.	Cable Manufacturing	0.61%
Target Corporation	Warehouse/Retail	0.60%
Draka Comteq Americas, Inc.	Cable Manufacturing	0.49%
Frye Hospital/American Medical	Medical Care	0.43%
HSM Solutions (Hickory Springs)	Furniture Supplies	0.34%
Corning Cable Systems	Cable Manufacturing	0.32%
Valley Hills Mall, LLC	Retail	0.28%



The County's primary employers and taxpayers are a result of the changing economic environment. As an employer the County's three school systems along with the two medical centers showcase the strength of the local Education & Health Services employment sector. In regards to the County's effort to diversity the tax base, Apple Inc. and Target, two relative newcomers to the County, have added significant heft to the tax base while also aiding in the County's resiliency.



Quality of Life

The County has a total population of 154,457 and eight cities and towns: Hickory, Newton, Conover, Long View, Maiden, Claremont, Catawba, and Brookford. Due to the County's location in a valley of the Blue Ridge Mountains and nearby lakes, citizens enjoy a mild climate, with average highs of 48 degrees in January and 87 degrees in July. On average, the County receives about 47 inches of rainfall and seven inches of snowfall per year. The average elevation in Catawba County is 995 feet.

CATAWBA COUNTY PROFILE



Catawba County citizens enjoy a high quality of life, as Catawba County is the center of the region’s retail shopping, entertainment, and cultural activities. A leading retail mall, furniture mart, convention center, movie theaters, retail shopping centers, and over 100 restaurants are major attractions for visitors from throughout the region. Catawba County citizens take pride in the region’s unique history of local craftsmanship, including furniture manufacturing, pottery, and folk art. These arts have a strong presence in local cultural and entertainment centers, including two community theatres and a university theatre, a symphony, an art museum, an interactive science museum, a local history museum, and a variety of musical groups.

While benefitting from these major entertainment attractions, Catawba County citizens still enjoy a small-town feel with many community-oriented activities and events held throughout the year. Popular local events include the Hickory Hops and Oktoberfest festivals and the “Swinging Under the Stars” dance event in Hickory, Newton’s Old Soldier’s Reunion, Conover’s Christmas in the Park celebration, Long View’s May Days festival, the Claremont Daze Festival, and the Veterans Festival and Parade in Catawba, among others. The County also celebrates and supports a strong agriculture economy, with citizens enjoying various events supporting local producers during the “Eat, Drink, and Be Local” week as well as local restaurants and multiple farmers markets throughout the year.



Catawba County offers a wide range of sports and recreation for enthusiasts of every kind. The Hickory Motor Speedway hosts the NASCAR Dodge Weekly Series and is known as the “Birthplace of the NASCAR Stars.” 2004 South Atlantic League Champion Hickory Crawdads (Class A Affiliate – Texas Rangers) offer minor league baseball at its best. In addition, Catawba County hosts the Greater Hickory Classic at Rock Barn (an annual PGA Champions Tour Event). Catawba County also has numerous parks – such as Riverbend, Bakers Mountain, and St. Stephens – that provide opportunities ranging from family picnics to hiking and fishing, and nine library branches that offer fun, educational programs throughout the year for all.

Catawba County has 44 public schools across three school systems with approximately 24,000 students. The County is also home to Lenoir-Rhyne College, a 125 year old liberal arts institution, and Catawba Valley Community College, which offers one and two year degree programs, a two year college transfer program, and continuing education classes. Additionally, the County is a major medical center, with two large hospitals, a substantial medical community, and many nursing home facilities.

There are over 200 congregations in Catawba County representing a variety of Jewish, Protestant, Catholic, and other beliefs. All major protestant religions are represented with the most adherents belonging to the Southern Baptist Convention, the United Methodist Church, and the Evangelical Lutheran Church of America.



BUSINESS AND ECONOMIC DEVELOPMENT

Catawba County's industry has seen numerous changes over the last few years. With the loss of more than 7,000 jobs in the last six years, Catawba County has worked to find new ways to diversify the once primarily manufacturing base of the economy. With increased focus on non-manufacturing industries and enhanced services to existing industries, Catawba County has begun to see evidence of economic improvement.

Catawba County possesses a diverse economy with a strong manufacturing climate coupled with extensive retail and residential developments.

Outlook Americas has ranked three Catawba County municipalities in the top five Best Manufacturing Small Towns in the Country. *Southern Business & Development* ranked Catawba County the top mid-market in North Carolina and the 20th top mid-market in the South in their list of the "Top 250 Best Places in the South to Locate Your Company." *Forbe's Magazine* rated the Hickory Metro area 3rd in the nation for lowest business costs. Just some of the diversified manufacturing sectors that call Catawba County home include machining and metal working, plastics, cable and furniture.

Catawba County's manufacturing prowess is supported and accentuated by a rich geography and diverse lifestyle that has brought the area national recognition. The Hickory Metro area has been named the 10th Best Place to Live and Raise a Family in the United States by *Reader's Digest*. Business North Carolina magazine also reported that Catawba County's largest city, Hickory, was the 8th best city in the state for its quality of life.

Education and technical training continues to be a high priority for Catawba County. The Appalachian State University Greater Hickory Partnership is a joint education center developed to provide a unique collaborative learning experience to the Hickory Metro. Appalachian State University, Lenoir-Rhyne University and Catawba Valley Community College have become partners to serve the needs for graduate, undergraduate, non-credit certificate courses, research and specialized workforce training.

The Appalachian State University Greater Hickory Partnership provides the Hickory Metro with unparalleled economic development opportunities. Not only does the Center allow the County new promise to recruit and retain industry, it offers students and workers access to groundbreaking new educational experiences.



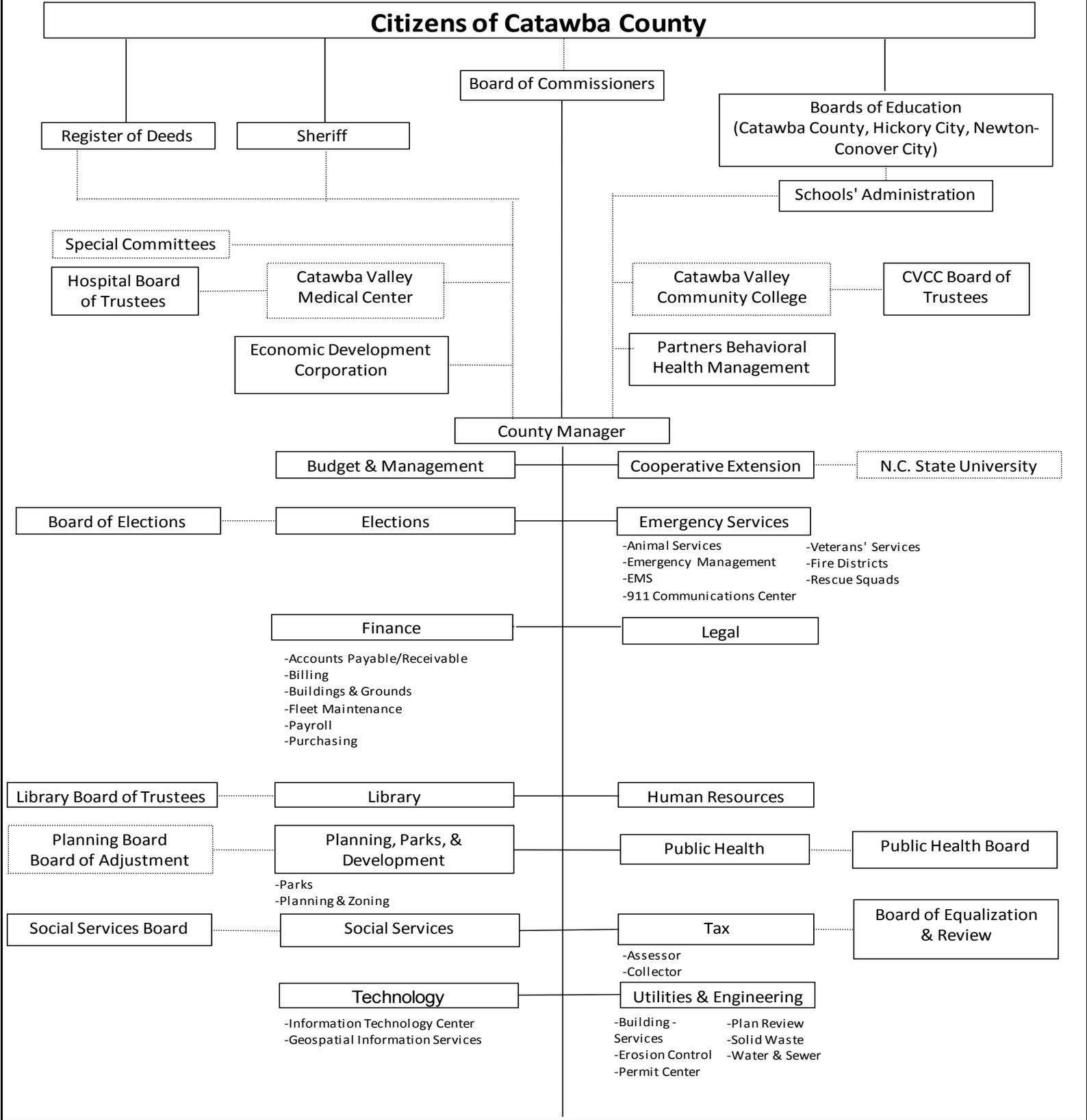
STATEMENT OF PHILOSOPHY

Catawba County government provides necessary services to its citizens with honesty and professionalism at reasonable costs. Although the range of services is diverse, the following principles guide the efforts of Catawba County government:

- Provide the least intrusive government that serves the best interest of all citizens.
- View elected and appointed officials as policymakers and staff as implementers of policy.
- Encourage citizen participation in government and promote public trust and accountability.
- Administer a government that is competent and responsive to citizens' needs while understanding its obligation to taxpayers.
- Adhere to the community's strong work ethic, promoting high productivity with reasonable workloads.
- Foster an economic, social, and physical environment that allows individual and corporate citizens to realize their potential.
- Encourage and recognize creativity, innovation, and teamwork among County employees.
- Encourage administrative decision-making at the point of service.
- Administer County government with compassion and fairness.



Catawba County Organizational Structure



Catawba County Functions Linked to BOC Goals

*Board of Commissioners' Fiscal
Year 2016/17 Goals*

Adopted October 5, 2015

1. Lobby private providers and State and Federal government to expand broadband internet availability throughout County, connect key community assets, and work to address geographic areas with deficient service.
2. In partnership with the private sector and assistance from state government, support the creation of jobs and property tax base and the development of the County's workforce. Specific strategies include:
 - a. Support the enhancement of workforce development programs and efforts, working with educators and the private sector to train the workforce for jobs from existing and new employers that will be available through the efforts of the EDC.
 - b. Aggressively promote and market economic development.
 - c. Review incentive guidelines to ensure they are competitive but reasonable in terms of return on investment.
 - d. Develop, with the EDC and Hickory, parameters of investment for Park 1764.
 - e. Continuously monitor County regulations to ensure they support orderly growth and business development.
3. Collaborate with the Economic Development Corporation, Convention & Visitors Bureau, Chamber of Commerce, and others as appropriate to brand and market key community strengths:
 - a. Overall quality of life: cost of living, availability of health care, low crime rate, quality of education, etc.
 - b. Community arts, culture, and recreational amenities
 - c. Location: proximity to major airport, ease of highway access, short distance from other attractive communities with strong amenities

General Government

Provides administrative support for County government. It includes direct public services such as the Board of Elections, Register of Deeds, and Tax as well as County Administration including the Board of Commissioners, County Manager, Human Resources, and Finance.

Public Safety

Composed of the Sheriff's Department, Emergency Services, E-911 Communications Center, and Other Public Safety activities (Lake Norman Marine Commission, Pre-Trial Services, Repay Sentencing Service Program, and Conflict Resolution Center). The Sheriff's Office includes the following activities: Administration, CVCC Officer, Resource Officers, Records, Mental Health Transport, Crime Prevention, Narcotics, Detectives, Lake Norman Water Patrol, Court Security, Newton Detention Facility, Prisoner Food Service, and the Burke-Catawba District Confinement Facility. Emergency Services consists of Emergency Services Administration, Veterans' Services, Emergency Medical Services, Fire/Rescue Division, Fire Fighting Alarms, Animal Control, and the Animal Shelter. The Emergency Services division is also responsible for Rescue Squads and Volunteer Fire Departments. The E-911 Communications Center provides emergency and administrative communications for the citizens of Catawba County by placing them in touch with public safety and related government services agencies.

Economic & Physical Development

Includes the Technology Department, Planning, Parks, and Development, Utilities and Engineering, Other Economic Development (Chamber of Commerce, Western Piedmont Council of Governments, Economic Development Commission), and Facilities. Technology consists of the Information Technology Center and GIS. Utilities and Engineering includes Administration, Building Services, Permit Center, Plan Review, and Local Code Compliance.

Environmental Quality

Consists of Cooperative Extension Services, Soil and Water Conservation, and Forestry.

Education

Includes the three school districts Catawba County Schools, Hickory Public Schools, and Newton-Conover City Schools and Catawba Valley Community College.

Culture

Composed of the County Library system, the Historical Museum, Catawba County Council for the Arts, Salt Block, Newton-Conover Auditorium, and the Hickory Public Library. The Main Library is located in Newton with branch facilities in the Maiden, Sherrills Ford, St. Stephens, Mountain View, Conover, and Claremont areas.

BOC Goals by Function	1	2a	2b	2c	2d	2e	3a	3b	3c
General Government	X	X	X	X	X	X	X	X	X
Public Safety									X
Economic & Physical Development	X	X	X	X	X	X	X	X	X
Environmental Quality						X			X
Human Services		X				X			X
Education		X							X
Culture	X	X						X	X

Local government, like most industry, has a vocabulary of its own. This section of the budget is designed to help the average reader use this document by explaining how the document is organized and by defining some of the more common terms used in local government finance.

FINANCIAL DOCUMENTS

The budget is the financial plan for County operations for the fiscal year beginning July 1, 2016, and ending June 30, 2017. The budget shows the source of revenue and how these sources will be spent. It also contains outcomes, goals, and objectives the County departments have set for the year. The budget and the audit are the key financial documents that the County uses to illustrate its financial plans and status. The budget looks ahead to the coming year and shows how funds plan to be spent, while the audit shows the County's year-end financial condition. The audit document is produced annually a few months after the end of each fiscal year (October or November) while the budget is produced annually at the beginning of each fiscal year (final copies are usually made available to the public in mid-July).

SUMMARY OF LEGAL BUDGET REQUIREMENTS

North Carolina counties budget and spend money under the Local Government Budget and Fiscal Control Act (LGBFCA), as adopted by the North Carolina General Assembly. The major effects of the LGBFCA on the budgetary process are as follows:

Budget Forms and Procedures

The budget officer must prescribe the forms and procedures for the departments to use in preparing their request. In the words of GS 159-10, requests shall be made in such form and detail, with such supporting information and justifications, as the budget officer may prescribe. GS 159-10 also requires that a budget request show actual expenditures for the prior year, estimated ones in the current year, and requested ones for the coming budget year.

Departmental Requests

GS 159-10 requires that the budget request for a department include revenues or fees that it will collect in the budget year.

Budget Preparation Calendar

The LGBFCA establishes the dates by which each stage in the annual budget process is to be completed (GS 159-10 through 13). These dates are as follows:

- Departmental requests, other than the public schools, must be submitted to the budget officer before April 30th.
- School administrative units and community colleges must submit their proposed budgets and their requests for County appropriations and supplemental tax levies no later than May 15th.
- The recommended budget must be given to the Board of Commissioners no later than June 1st.
The Commission must enact the budget ordinance by July 1st, when the budget year begins.

Recommended Budget

GS 159-11 requires that the budget officer's recommended budget be balanced unless the Board of Commissioners insists that an unbalanced budget be submitted. It is also required that the budget be submitted to the Commissioners with a budget message. GS 159-11(b) states that the message should include:

- A concise explanation of the governmental goals fixed by the budget for the budget year.
- Important features of the activities anticipated in the budget.
- The reasons for stated changes from the previous year in program goals, programs, and appropriation levels.
- Any major changes in fiscal policy.

Board Review

Once the budget is before the Board of Commissioners, several general legal provisions apply to Board review and adoption of the budget ordinance.

- At least ten days must pass between submission of the budget and adoption of the budget ordinance.
- On the same day the budget is submitted to the Board of Commissioners, the budget officer must file a copy of it in the office of the Clerk to the Board where it is available to the public and press.
- The Clerk to the Board must publish a notice that the budget has been delivered to the Board of Commissioners and is available for public inspection. This advertisement must also note the time and place of the required public hearing.
- During the interval between submission and adoption, the Board may conduct its review at both regular and special meetings. At least one of these dates must be a public hearing at which any person who wishes to comment may.
- The Open Meeting Law (GS 143-318.9 through 318.18) applied to the budget preparation and adoption process.

Adoption of the Budget Ordinance

The budget ordinance must contain the appropriations, the estimated revenues, and the property tax levy as well as rate.

BUDGET PROCESS

As required by the Local Government Budget and Fiscal Control Act (GS 159, Article 3), the governing board must adopt by July 1st an annual balanced budget ordinance for all funds except for those funds that operate under project ordinances.

Budgetary control is exercised in all funds except the agency funds. Appropriations are made at the departmental (function) level and amended as necessary. The current budget amounts represent the budget as of December 31st of the current budget year. The budget was prepared on the modified accrual basis of accounting as required by North Carolina General Statute 159-26(c). Appropriations lapse at year-end in the General and Special Revenue Funds for which annual budgets have been legally adopted, with the exception of those departments participating in the reinventing program. The Capital Projects Funds' budgets are adopted on a project basis, spanning more than one year. Appropriations are carried over in these funds until the project is completed.

The County follows these procedures in establishing a budget:

1. The Budget Officer is the County Manager and as such, the Budget and Management Office is part of the County Manager's Office. The Budget and Management Office consists of a Budget and Management Director and two Budget and Management Analyst positions. It is supervised by an Assistant County Manager and receives assistance from the County's ICMA Management Fellow.



2. In October the County Board of Commissioners holds a retreat to discuss issues, priorities and countywide goals for the upcoming fiscal year. These goals become the driving force behind initiatives to be considered and included during the budget cycle.
3. Each Fall, the Budget and Management Office works with departments and management to update the County's long range financial plans including Eight Year Capital Improvement and Operating Plans.
4. During the months of October and November the Budget and Management Office prepares Revenue and Expense projections for the upcoming fiscal year. Revenues are projected for our main funding sources, property and sales tax, based on trends and economic forecasts for our area.
5. A planning retreat is held in December that includes all County department heads and superintendents of the County's three school systems and community college. Revenue and expense projections are shared and, based on available revenues, a starting point for the budget is determined including allowable increases for salaries, benefits, and operating budgets.
6. The Budget and Management Office establishes a beginning base for each department that includes the allowable increases for salaries, benefits and operating budgets. In developing their budget requests the staff is instructed that any funding requests for program or service expansions or equipment beyond the base amount is to be thoroughly justified and will be weighed against other competing needs and available funding. The role of budget staff is to analyze the requests and justifications and make sound funding recommendations to the County Manager.
7. In December, departments are given pertinent budget information, funding parameters, and the goals established by the Board of Commissioners.
8. In January, the reinventing departments submit requested outcomes, and departments not in the reinventing program as well as outside agencies submit budget requests to the Budget and Management Office.
9. During February and March, the Budget and Management Office analyzes requests for the non-reinventing departments and outside agencies, negotiates outcomes with departments, and prepares a recommended budget for the County Manager.
10. During March and April, the County Manager conducts a series of budget hearings with the department managers and agency directors. He then submits a recommended budget to the Board of Commissioners. The budget includes proposed expenditures and the means of financing them.
11. The Board of Commissioners conducts budget hearings with the department managers and agency directors in May or June.
12. A Public Hearing is conducted to obtain taxpayer comments.
13. Prior to June 30th, the budget is legally enacted through passage of an ordinance.
14. Budgets for General, Special Revenue, and Capital Projects Funds are adopted on a basis consistent with generally accepted accounting principles (GAAP). The Board of Commissioners annually adopts a budget by ordinance appropriating funds, and may during the year authorize supplemental appropriations. Supplemental appropriations are reviewed by the Director of Finance and the Budget and Management Office, submitted to the Finance and Personnel Subcommittee, and then transmitted to the Board of Commissioners for their review and approval. If approved, they are implemented by budget revision.

FISCAL YEAR 2016/17 BUDGET CALENDAR**Thursday, October 29, 2015**

First Draft of Revenue & Expense Forecast review

Tuesday, November 10, 2015

Follow-up Revenue & Expenditure Forecast Discussion/DH Retreat Prep

Monday, November 16, 2015

Final Revenue & Expenditure Forecast Discussion/DH Retreat Prep

Thursday, November 19, 2015

Financial Portion of Department Head Retreat

Monday, December 7, 2015

Budget Kickoff

Friday, January 8, 2016

Fiscal Year 2016/17 outcomes due from all departments

Wednesday, January 20, 2016

Mid-year report on Fiscal Year 2015/16 outcomes due from all departments

Friday, January 29, 2016

Budgets are due from all departments, schools, and outside agencies. All requests keyed into system, including all detail and justification sheets.

Friday, March 11, 2016

Recommended budget sent to County Manager

Monday, Tuesday, and Wednesday, March 21, 22, 23, 2016

First round budget hearings with County Manager

Wednesday, April 6, 2016

Department 2nd Round Hearings with County Manager as needed

Tuesday, April 25, 2016

2nd Round School Hearings

Monday, May 23, 2016

County Manager's recommended budget sent to Board of Commissioners

Tuesday, May 24, 2016

County Manager's Press Conference

Tuesday, May 31, 2016 (8:00 a.m. – 5:30 p.m.)

Board of Commissioners' hearings with departments

Thursday, June 2, 2016 (7:00 p.m.)

Public Hearing and Wrap-up

Monday, June 6, 2016 (9:30 a.m.)

Budget Adoption



ACCOUNTING STRUCTURE AND SYSTEMS

As a means of tracking and accounting for money, the operations of the County are divided into Funds. The easiest way for most people to think about funds is to compare them to bank accounts. Money comes into a fund from a variety of sources and is then used to provide services to the public. As with a personal bank account, funds have to take in at least as much money as they spend, and by law, budgets for funds must be balanced. What this means is a governmental unit cannot plan to spend more than it will take in. Catawba County has 36 funds with the largest being the General Fund.

The General Fund is often referred to as the operating fund because almost all County services are accounted for in this fund. The General Fund is also where most of the revenues are received. Other funds are used to keep track of capital expenditures, build reserves, and account for enterprise functions. For example, the Schools' Capital and Construction Projects Funds are where new schools and improvements to existing schools are funded. Funds are also reserved in the Schools Construction Fund for future debt service needs related to school building projects. The Water and Sewer Capital Projects Fund is where water and sewer construction projects are budgeted. Again, using the example of the bank account, a transfer is when money is moved from one account (fund) to another to be saved or spent for a specific purpose.

Within Funds are Departments (i.e., Sheriff's Department, Public Health Department) and within Departments are Organizations (i.e., Narcotics Organization, Nursing Organization). Each of these accounting units facilitates the tracking of costs and effectiveness of services provided to the public.

Within Organizations are accounts or line items. These are the basic units of measure in the budget and make it possible to determine, for example, how much money is spent on books in the Main Branch of the Library.

This document does not show every line item, but groups the line items in easier-to-read, general categories. For example, all money received from the State is shown in that major category, despite the fact that there may be several different line items or types of State revenue. Expense categories shown in the budget are: Personal Services, Supplies and Operations, and Capital Outlay. *Personal Services* include salaries, benefits, and contracted services. *Supplies and Operations* include office supplies, books, travel, utilities, and other similar costs. *Capital Outlay* accounts for the purchase of equipment that costs more than \$5,000.

Another term is *function*. The budget document is divided into functions (each function has a divider page). A function is a group of departments that accomplish a similar general purpose. For example, the Public Safety Function is made up of the Sheriff's Department and the Emergency Services Department. The functions of the General Fund make up the first seven sections of this document, and all remaining funds are in the section title Other Funds. Each department has a summary sheet that shows the total funding for that department and how the dollars will be spent. The organizations within each department have pages listing the objectives/outcomes to be achieved and major categories of funding sources and expenses.

Catawba County Fiscal Year 2016/17 Financial Policies

Financial Policies are used to guide the County in the financial management of all funds. The North Carolina Local Government Budget and Fiscal Control Act regulates North Carolina governmental units in financial matters. These policies are used by the Catawba County Board of Commissioners to allow the County to function as a fiscally sound governmental unit.

1. Revenue Policy

- a. The property tax rate shall be set each year based on the cost of providing general government services.
- b. The fee structure established for the Solid Waste Management Fund will be sufficient to finance needed operating, capital, and debt costs of providing solid waste services.
- c. Revenue projections will be made in a conservative manner.
- d. Any County service that benefits specific recipients shall be supported either fully or in part by user fees, based on cost recovery percentages established by the Board of Commissioners.
- e. Fund Balance Appropriated shall not exceed an amount that management can reasonably expect to save during the year.

2. Operating Budget Policy

- a. The County will continue to develop benchmarks and monitor performance measurements to assist in the evaluation of expenditures.
- b. Operating budget projections will include annual costs plus allowances for operating costs associated with new capital.

3. Capital Improvement Policy *(See CIP section for 8-year plan)*

- a. The County will review and adopt annually an Eight-Year Capital Improvement Plan detailing each capital project, the estimated cost, and description. This plan will be used as a guide in the development of the annual budget.

4. Accounting Policy

- a. Annually, a firm of licensed, certified public accountants will issue an official opinion on the County's annual financial statements to the Board of Commissioners.
- b. Financial systems will be maintained to monitor revenues and expenditures on a monthly basis.
- c. Staff will give a Financial Report to the Board of Commissioners covering revenues and expenditures on a periodic basis.

5. Debt Policy *(See Appendices for full policy)*

- a. The County will manage its debt obligations to meet demands for capital facilities while striving to maintain or to improve the County's Aa2/AA bond rating.
- b. Outstanding debt should not exceed 8 percent of the Countywide tax base.
- c. The County's annual debt service payment should not exceed 15 percent of the General Fund budget.

6. Reserve Policy

- a. The County has a goal of maintaining an Undesignated General Fund Fund Balance of 16 percent, the equivalent of two months of operating expenses. These funds will be used to avoid cash flow interruptions, generate investment income, eliminate the need for short-term borrowing, and for use in the case of unanticipated emergencies.
- b. The County will maintain a Contingency Reserve to provide for unanticipated expenditures of a non-recurring nature to meet unexpected increases in the operating budget.
- c. The Water and Sewer Fund shall maintain a minimum fund balance of \$5,000,000.
- d. Catawba Valley Medical Center is public non-profit hospital and an entity or component unit of Catawba County Government. The County owns the assets but the Hospital is not included in the County budget. The Hospital is authorized to operate as an enterprise fund. The Hospital maintains a balance of not less than \$4 million with the County, in the Hospital Capital Reserve Fund, to finance and construct major Hospital capital projects. This Fund is intended to be used primarily to finance and construct major Hospital capital projects. However, in an emergency situation, with written request of the Hospital, the County may, in its discretion, permit amounts on deposit in the Fund to be extended for any lawful purpose including payment of operating expenses of the Hospital. As long as a \$4 million balance in the Fund is maintained, monthly depreciation payments from the Hospital are not required. Monthly payments of \$50,000 will be required any time such \$4 million balance is not maintained.

7. Investment Policy *(See Appendices for full policy)*

- a. The County's investments will be undertaken in a manner that (1) seeks to ensure the preservation of capital in the overall portfolio (safety), (2) provides for sufficient liquidity to meet the cash needs of the County's various operations (liquidity), and (3) attains a fair market rate of return (yield) its debt obligations to meet demands for capital facilities while striving to maintain or to improve the County's Aa2/AA bond rating.

8. Balanced Budget Policy

- a. The County will annually develop and adopt a balanced budget in which the sum of estimated net revenues and appropriated fund balances is equal to appropriations, pursuant to the North Carolina Local Government Budget and Fiscal Control Act.

FUNDS AND FUND STRUCTURE

The County uses four basic fund types: General, Special Revenue, Capital, and Enterprise. Each of these fund types has its own specific legal and accounting requirements. Appropriations lapse at year-end in the General, Special Revenue, and Enterprise Funds, for which annual budgets have been legally adopted. The Capital Projects Funds budgets are adopted on a project ordinance basis, spanning more than one year. Appropriations are carried over in these funds until the project is completed. Each fund also has its own fund balance. Fund balance represents monies that remain unspent after all budgeted expenditures have been made. These unspent monies serve as a working capital reserve to pay expenditures in the early part of the fiscal year before taxes are collected. The fund balances are also available for appropriation or may be saved for major capital expenditures. The Finance Director estimates fund balances for the current year and upcoming fiscal year based on expected revenue and expenditure occurrences throughout the year. Appropriations shown are amounts being deducted from the fund balance during the upcoming fiscal year.

General

General Fund

The General Fund is the primary operating fund of the County. It is used to account for all financial resources of the general government, except those required to be accounted for in another fund. The primary revenue sources are ad valorem taxes, sales taxes, Federal and State grants, and other various taxes and licenses. The primary expenditures are for education, human services, public safety, economic and physical development, environmental protection, cultural projects, and general government services.

Self Insurance Fund

The County is self-insurance for health and dental insurance. This fund is used to track the County's cost for wellness, employee health and dental insurance, property and general liability insurance, and workers compensation.

Reappraisal Fund

The County maintains this fund as required by North Carolina General Statutes for financing the cost of the next reappraisal.

Register of Deeds Automation and Preservation Fund

In 2002 new legislation created an Automation Enhancement and Preservation Fund and expanded the uniform fees for services charged by Register of Deeds. This increase in fees is to be used to enhance the standards for instruments to be registered in the Office of the Register of Deeds. Revenues in this Fund are to be spent on computer and imaging technology enhancements in the Register of Deeds Office. Revenues are based on 10% of the total for Marriage Licenses, Recording of Legal Instruments, UCC Filing Fees, and Miscellaneous Revenues. The remaining 90 percent of these revenues are recorded in the Register of Deeds cost center in the General Fund.

Capital Reserve Fund

To account for funds set aside for future capital and/or debt service.

Special Revenue Funds

Emergency Telephone System Fund

Established in accordance with North Carolina law to account for the revenues received from the 911 charges and the expenditure of those funds for the emergency telephone systems.

Narcotics Seized Funds and Property Fund

To account for the revenues received by the Sheriff's Department for drug reimbursements and the expenditure of those funds to further narcotics enforcement efforts.

State Unauthorized Substance Abuse Fund

To account for the revenues received by the Sheriff's Department for controlled substance tax and the expenditure of those funds to support the Sheriff's efforts to deter and investigate drug crimes.

Hospital Reserve Fund

To account for funds held in reserve for Catawba Valley Medical Center to finance and construct major Hospital capital projects, if needed, and the school nurse program at Public Health.

Rescue Squads Fund

To account for the accumulation of funds for the financing of future capital needs of the six rescue squads within the County.

Library Endowment Fund

To account for donations stipulated for the purchase of Library books.

FUND AND FUND STRUCTURE



Gretchen Peed Scholarship Fund

To account for donations stipulated for scholarships.

Parks/Historic Preservation Trust Fund

To account for donations and other funds stipulated for park expenditures.

Community Development Fund

To account for the accumulation of funds for the financing of critical housing needs for low-income families within the County.

Fire Protection Service Districts Funds

The County maintains sixteen separate fire protection service district funds under its budgetary control to account for tax receipts and disbursements to the fire districts.

Capital Projects

General Capital Projects Fund

To account for the financing and construction of all major general government capital projects.

Schools' Capital Projects Fund

To account for the financing and construction of annual capital projects for the three schools systems and community college in the County.

Schools' Construction Fund

To account for the financing and construction of major capital projects for the three schools systems and community college in the County.

School Bond Fund – 1997 Series

To account for the financing and construction of major capital projects for the three schools systems and community college in the County.

Water & Sewer Capital Fund

To account for the financing and construction of all major water and sewer capital projects in the unincorporated sections of the County.

Hospital Construction Fund

To account for the financing and construction of all major capital projects for Catawba Valley Medical Center.

Enterprise Funds

Solid Waste Management Fund

This fund accounts for the operations of the County's solid waste activities.

Water and Sewer Fund

This fund accounts for the operations of the County's water and sewer activities.

Department/Fund Relationships

Catawba County Funds Department/Function	General Funds				Special Revenue Funds										Capital Project Funds				Enterprise Funds			
	General	Self Insurance	Reappraisal	Register of Deeds	Capital Reserve	Emergency Telephone	Emergency Narcotics Siered	State Unauthorized Substance Abuse	Hospital Reserve	Hospital Reserve Squads	Library	Gretchen Peed	Parks-Historic	Community Development	Fire Districts	General Capital	Schools' Construction	School Bond Fund	Water & Sewer Capital	Solid Waste Management	Water & Sewer	
Board of Commissioners	X																					
County Manager	X																					
Board of Elections	X																					
Finance	X																					
Tax	X		X	X																		
Register of Deeds	X																					
Human Resources	X	X																				
Other Government	X																					
Debt	X				X																X	
E-911 Communications Center	X					X																
Emergency Services	X							X							X							
Sheriff & Jail	X						X	X														
Other Public Safety	X																					
Public Safety Debt & Capital	X															X						
Economic Development	X				X											X						
Facilities	X															X						
Planning, Parks, & Development	X												X	X								
Technology	X															X						
Utilities & Engineering	X																		X			
Cooperative Extension	X																			X		
Soil & Water Conservation	X																					
Forestry	X																					
Social Services	X										X											
Public Health	X																					
Partners Behavioral Health Mgmt.	X																					
Other Human Services	X																		X	X		
Education	X																					
County Library	X									X												
Other Cultural	X																					



REVENUES

Catawba County has nine revenues sources: Property Tax, Sales Tax, Other Taxes (Privilege Licenses, 911 Surcharge, Fire District Tax), Intergovernmental Revenues (funds received from the State and Federal government), Permits and Fees, Miscellaneous (ABC Profits, Cable TV Franchise, Donations), Fund Balance, Other Sources (Transfers, Special Contingency, Insurance Premiums), and Fines and Forfeitures (fees collected by the Courts and distributed entirely to schools). Property Tax is levied and collected by the County on all real estate and personal property (vehicles, machinery). The value of real property was set in 2015.

Two and one quarter cent sales tax is levied by the County, collected by the State, and then returned to the County. Sales tax revenue is directly related to the growth of the economy.

Revenues from the State and Federal government almost always carry restrictions on how they can be used. Most of these revenues are tied to programs which the State or Federal Agency has ordered the County to implement.

Where possible, the County charges fees for services it provides and uses the revenue from these fees to offset the cost of providing the service. A good example of this is the fee charged for ambulance service. Revenues from these ambulance fees are estimated to be \$5,082,066 in Fiscal Year 2015/16. These revenues will help offset the \$9.28 million it costs to operate the Emergency Medical Service.

All revenues are shown in the Department and Cost Center where they are collected. For example, property revenue is shown in the Tax Collector’s Cost Center.

EXPENSES

As mentioned, County governments are often ordered by the State to carry out certain programs. These programs are often referred to as State Mandates. When the State mandates a program, it often provides some funding for that program. Because large amounts of restricted funds are received from the State, the term “County Share” has been created to identify how much County tax revenue is spent on programs. Because of this unique relationship between the State and the County, it is often possible for a department to add personnel or a new program without significantly increasing the amount of County tax revenue needed.

Budgeted expenses in departments and cost centers may fluctuate from year to year because of capital expenditures. While most expenses are fairly stable, increasing slightly because of inflation, the purchase of capital can make the budget look especially large or small in a given year.

BASIS OF ACCOUNTING

Basis of Accounting refers to when revenues, expenditures, and the related assets and liabilities are recognized in the accounts and reported in the financial statements. Basis of accounting relates to the timing of the measurements made, regardless of the measurement focus applied.

The basis of budgeting is the same as the basis of accounting used in the audited financial statements, with the exception of the enterprise fund listed below. All funds of the County are budgeted for and accounted for during the year on the modified accrual basis of accounting in accordance with North Carolina General Statute 159-26(c). Under the modified accrual basis, revenues are recognized in the accounting period in which they become measurable and available to pay liabilities of the current period. Expenditures are recognized in the accounting period in which the costs for goods or services are incurred (except for un-matured principal and interest on general long-term debt, which are recognized when due). On a budget basis, the Solid Waste



REVENUES & EXPENDITURES SUMMARY

Management Fund is accounted for using modified accrual. As an enterprise fund, at the end of the year, transactions are reporting in the basic financial statements using full accrual.

The level of control, or level at which expenditures may not legally exceed the budget, is the department level for the General Fund and the fund level for all other funds. Any change in appropriation level of the fund must be approved by the Board of Commissioners. The County Manager or the Budget & Management Director may approve any changes within a fund that do not require an alteration of the appropriation level. Appropriations lapse at year-end, except appropriations for the Capital Improvement Plan Fund, which are carried forward until such time as the project is completed.

COMPENSATED ABSENCES

It is the policy of the County to permit employees to accumulate up to 30 days earned but unused vacation leave, with such leave being fully vested when earned. For the County, the current portion of the accumulated vacation pay and salary-related payments is not considered to be material; therefore, no expenditure or liability is reported in the County's governmental funds. The County's liability for accumulated earned vacation and the salary related payments as of the end of the year is recorded in the government-wide financial statements. For the County's proprietary fund, an expense and a liability for compensated absences and the salary related payments are recorded within those funds as the leave is earned, if the amount is considered to be material. The sick leave policy of the County provides for an unlimited accumulated of earned but unused sick leave. Sick leave does not vest, but any unused sick leave accumulated at the time of retirement may be used in the determination of length of service for retirement benefit purposes. Since neither entity has any obligation for accumulated sick leave until it is actually taken, no accrual for sick leave is made by the County.

ENCUMBRANCES

Encumbrances are financial commitments for services, contracts, or goods that have not as yet been delivered or performed. Purchase orders that remain unperformed at year-end are carried forward to the new fiscal year. A portion of fund balance is reserved to pay for any commitments related to purchase order and contracts that are unperformed at year-end.

REVENUES & EXPENDITURES SUMMARY



REVENUE SUMMARY

	Actual 2014/15	Current 2015/16	Requested 2016/17	Approved 2016/17	% Change
GENERAL FUND					
Property Tax	\$ 88,554,962	\$ 88,866,104	\$ 90,386,525	\$ 90,859,429	2.2%
Sales Tax	\$ 25,205,677	\$ 24,302,454	\$ 26,143,664	\$ 26,143,664	7.6%
Other Taxes	\$ 614,661	\$ 570,000	\$ 570,200	\$ 593,950	4.2%
Federal	\$ 13,008,994	\$ 13,992,470	\$ 14,945,144	\$ 14,997,119	7.2%
State	\$ 8,127,703	\$ 8,132,703	\$ 7,782,522	\$ 8,024,307	-1.3%
Federal & State	\$ 11,228,989	\$ 11,157,317	\$ 11,668,300	\$ 11,672,132	4.6%
Local	\$ 6,983,618	\$ 6,003,940	\$ 6,152,333	\$ 6,185,761	3.0%
Permits & Fees	\$ 12,660,805	\$ 12,723,194	\$ 10,190,762	\$ 10,312,082	-19.0%
Miscellaneous	\$ 2,404,537	\$ 2,223,384	\$ 1,940,679	\$ 1,963,079	-11.7%
Fund Balance	\$ -	\$ 5,994,343	\$ 19,946,927	\$ 8,535,222	42.4%
Transfers Between Funds	\$ 542,572	\$ 550,000	\$ 608,217	\$ 608,217	10.6%
Fines & Forfeitures	\$ 483,616	\$ 612,525	\$ 513,214	\$ 600,500	-2.0%
Other Sources	\$ 3,445,499	\$ 9,387,025	\$ 9,285,040	\$ 9,285,040	-1.1%
	\$ 173,261,633	\$ 184,515,459	\$ 200,133,527	\$ 189,780,502	2.9%
OTHER GENERAL FUND TYPES					
Local	\$ 170,000	\$ 196,000	\$ 235,000	\$ 235,000	19.9%
Permits & Fees	\$ 12,440	\$ 12,000	\$ 12,500	\$ 12,500	4.2%
Miscellaneous	\$ 119,273	\$ 75,650	\$ 74,992	\$ 77,126	2.0%
Fund Balance		\$ 150,000	\$ 150,000	\$ 281,774	87.8%
Transfers Between Funds	\$ 2,091,263	\$ 2,095,829	\$ 2,150,268	\$ 2,118,572	1.1%
Other Sources	\$ 1,626,111	\$ 1,765,000	\$ 1,779,000	\$ 1,829,000	3.6%
	\$ 4,019,087	\$ 4,294,479	\$ 4,401,760	\$ 4,553,972	6.0%
SPECIAL REVENUE FUNDS					
Prior Year Tax	\$ 1,067,200	\$ 1,050,525	\$ 1,067,200	\$ 1,067,200	1.6%
Fire Protection Service District	\$ 5,359,980	\$ 5,376,052	\$ 6,487,018	\$ 6,384,421	18.8%
Federal	\$ 155,742	\$ -	\$ -	\$ -	0.0%
State	\$ 507,362	\$ 416,073	\$ 1,350,591	\$ 1,358,595	226.5%
Miscellaneous	\$ 97,770	\$ 1,500	\$ 1,500	\$ 27,067	1704.5%
Fund Balance		\$ 2,789,405	\$ 812,156	\$ 717,258	-74.3%
Other Sources	\$ -	\$ -	\$ -	\$ 5,000	100.0%
Transfers Between Funds	\$ 1,350	\$ -	\$ 31,508	\$ 55,941	100.0%
	\$ 7,189,404	\$ 9,633,555	\$ 9,749,973	\$ 9,615,482	-0.2%



REVENUES & EXPENDITURES SUMMARY

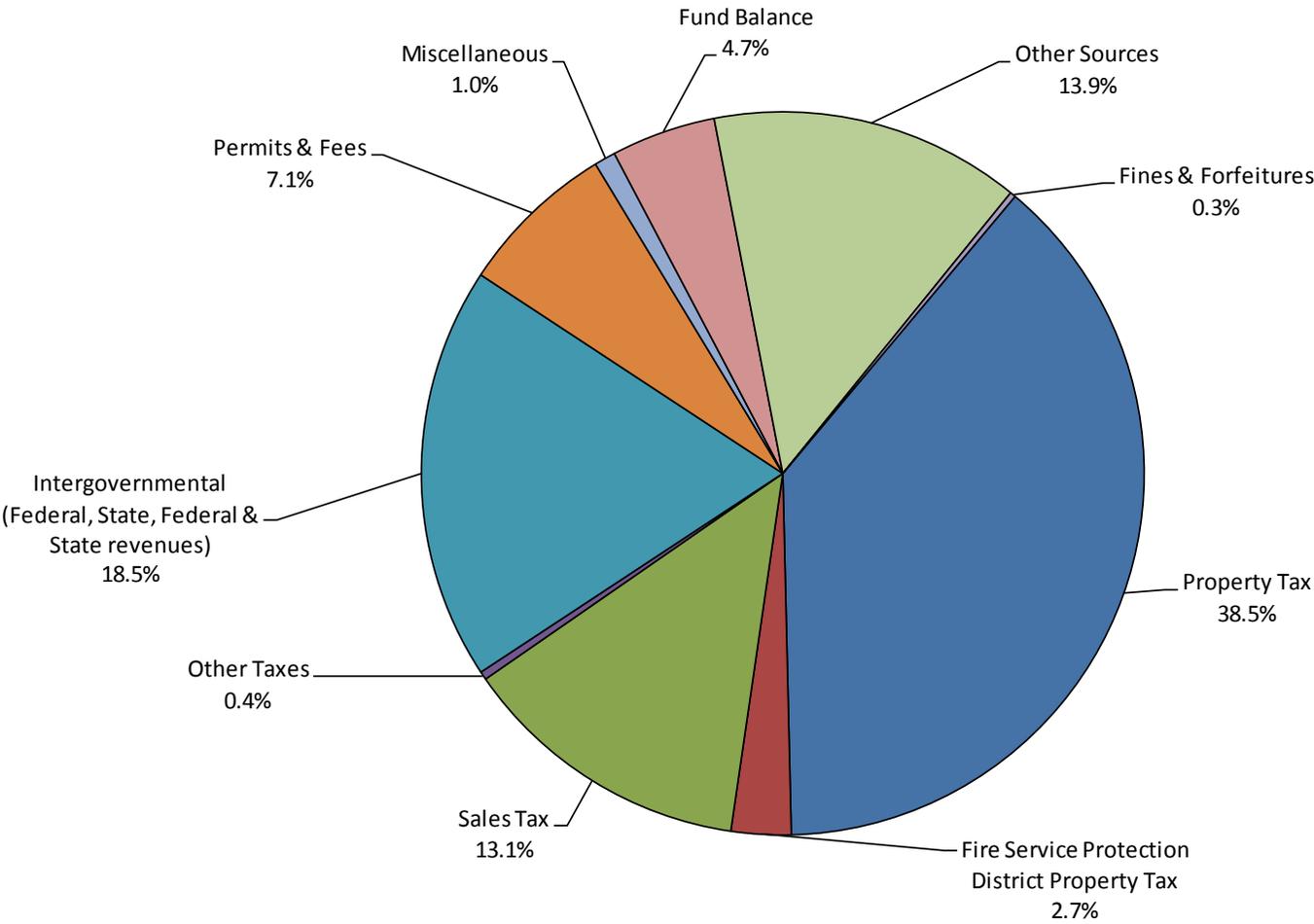
REVENUE SUMMARY

	Actual 2014/15	Current 2015/16	Requested 2016/17	Approved 2016/17	% Change
CAPITAL PROJECT FUNDS					
Sales Tax	\$ 6,197,696	\$ 5,054,536	\$ 5,048,764	\$ 4,335,292	-14.2%
Federal	\$ 746,131	\$ 325,000	\$ 325,000	\$ 450,000	38.5%
State	\$ 627,433	\$ -	\$ -	\$ 928,950	100.0%
Local	\$ 161,331	\$ 325,000	\$ 325,000	\$ 325,000	0.0%
Miscellaneous	\$ 765,168	\$ -	\$ 167,416	\$ 141,461	100.0%
Fund Balance	\$ -	\$ 499,646	\$ 3,235,559	\$ 53,369	-89.3%
Transfers Between Funds	\$ 6,193,262	\$ 8,614,418	\$ 15,260,607	\$ 9,732,425	13.0%
Other Sources	\$ -	\$ 12,490,000	\$ 22,070,600	\$ 22,070,600	76.7%
	\$ 14,691,021	\$ 27,308,600	\$ 46,432,946	\$ 38,037,097	39.3%
ENTERPRISE FUNDS					
Sales Tax	\$ 10,695	\$ -	\$ -	\$ 713,472	100.0%
Other Taxes	\$ 312,429	\$ 284,000	\$ 287,000	\$ 287,000	1.1%
State	\$ 17,854	\$ 43,000	\$ 14,000	\$ 14,000	-67.4%
Local	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	0.0%
Permits & Fees	\$ 6,454,452	\$ 6,232,198	\$ 6,567,798	\$ 6,567,798	5.4%
Miscellaneous	\$ 449,899	\$ 66,900	\$ 66,900	\$ 66,900	0.0%
Fund Balance	\$ -	\$ 1,243,922	\$ 1,796,857	\$ 1,562,511	25.6%
Transfers Between Funds	\$ -	\$ 1,575,000	\$ 1,600,000	\$ 1,600,000	1.6%
Other Sources	\$ 2,220	\$ 295,860	\$ -	\$ -	-100.0%
	\$ 7,250,549	\$ 9,743,880	\$ 10,335,555	\$ 10,814,681	11.0%
TOTAL	\$ 206,411,694	\$ 235,495,973	\$ 271,053,761	\$ 252,801,734	7.3%

REVENUES & EXPENDITURES SUMMARY



**2016/17 Revenues
Excluding Interfund Transfers
(Amounts are rounded to the nearest decimal point)**





REVENUES & EXPENDITURES SUMMARY

EXPENDITURE SUMMARY

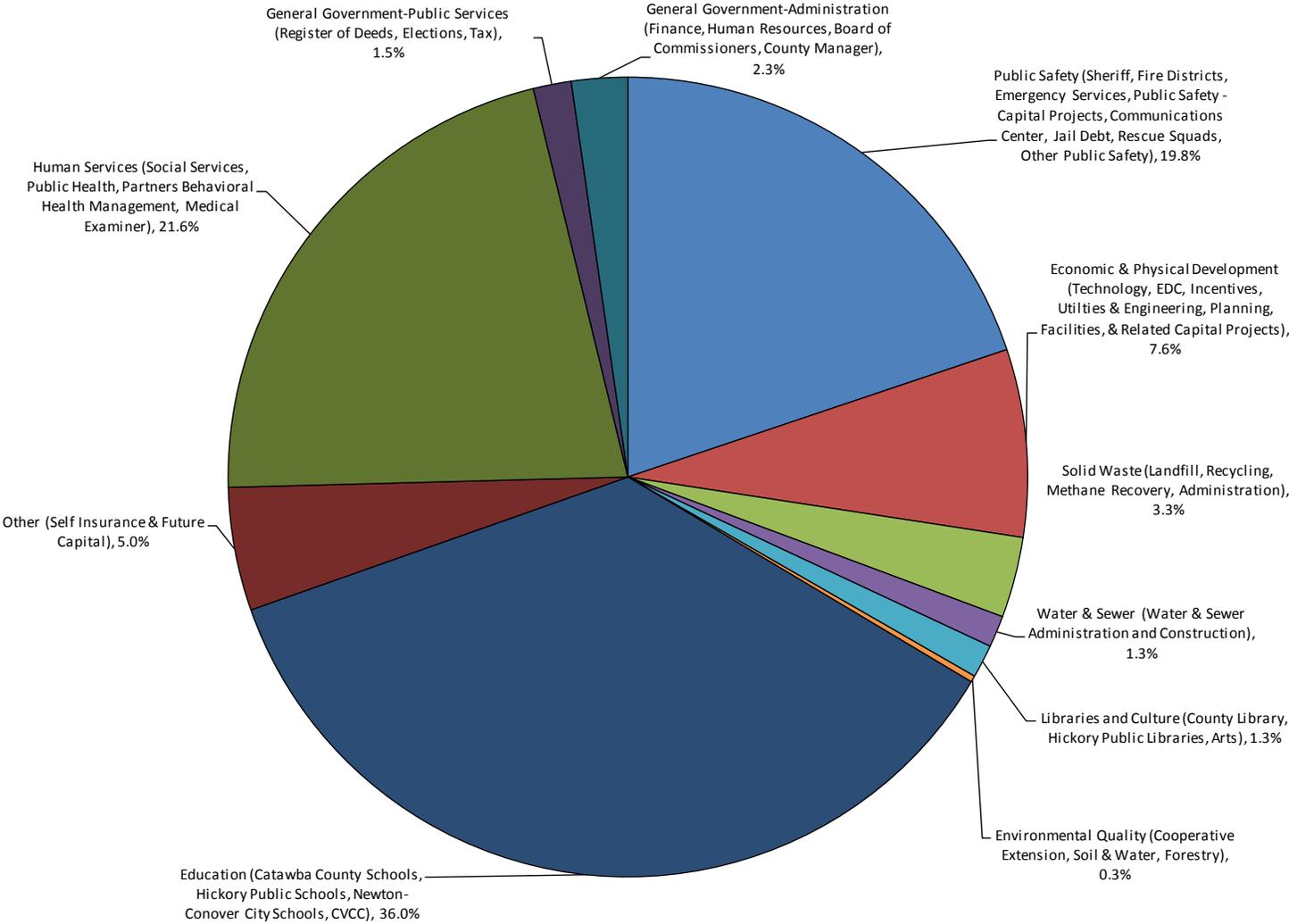
	Actual 2014/15	Current 2015/16	Requested 2016/17	Approved 2016/17	% Change
GENERAL FUND					
General Government	\$ 7,169,214	\$ 8,181,300	\$ 8,079,321	\$ 8,592,590	5.0%
Transfers to Other Funds	\$ 7,302,971	\$ 10,686,247	\$ 17,242,383	\$ 11,682,505	9.3%
Public Safety	\$ 26,726,118	\$ 28,416,758	\$ 33,079,347	\$ 30,654,273	7.9%
Environmental Quality	\$ 545,638	\$ 552,940	\$ 605,523	\$ 619,598	12.1%
Economic & Physical Development	\$ 13,970,615	\$ 15,276,817	\$ 16,929,920	\$ 17,012,099	11.4%
Human Services	\$ 47,773,155	\$ 52,406,818	\$ 51,586,787	\$ 51,570,882	-1.6%
Schools Current Expense	\$ 40,828,491	\$ 40,851,797	\$ 44,629,148	\$ 41,612,704	1.9%
Libraries & Culture	\$ 3,109,068	\$ 2,979,677	\$ 3,140,058	\$ 3,194,811	7.2%
Debt Service	\$ 15,825,563	\$ 25,163,105	\$ 24,841,040	\$ 24,841,040	-1.3%
	\$ 163,250,833	\$ 184,515,459	\$ 200,133,527	\$ 189,780,502	2.9%
OTHER GENERAL FUND TYPES					
Self Insurance Fund	\$ 3,253,665	\$ 3,844,500	\$ 3,914,217	\$ 4,003,000	4.1%
Reappraisal Fund	\$ 400,407	\$ 374,329	\$ 412,551	\$ 415,629	11.0%
Register of Deeds Automation & Preservation	\$ 66,425	\$ 75,650	\$ 74,992	\$ 77,126	2.0%
Capital Reserve Fund	\$ -	\$ -	\$ -	\$ 58,217	100.0%
	\$ 3,720,497	\$ 4,294,479	\$ 4,401,760	\$ 4,553,972	6.0%
SPECIAL REVENUE FUNDS					
Emergency Telephone System Fund	\$ 831,732	\$ 2,512,470	\$ 1,405,094	\$ 1,415,420	-43.7%
Citizens' Alert System	\$ 12,572	\$ -	\$ -	\$ -	0.0%
Narcotics Seized Fund	\$ 18,800	\$ 26,000	\$ 9,668	\$ 9,668	-62.8%
State Unauthorized Substance Fund	\$ -	\$ -	\$ 31,508	\$ 31,508	100.0%
Hospital Reserve Fund	\$ -	\$ 500,000	\$ 500,000	\$ 500,000	0.0%
Rescue Squads Fund	\$ 979,866	\$ 1,050,525	\$ 1,122,420	\$ 1,067,200	1.6%
Library Endowment Fund	\$ 50,000	\$ 15,000	\$ 2,000	\$ 10,000	-33.3%
Gretchen Peed Scholarship Fund	\$ -	\$ 1,500	\$ 1,500	\$ 1,500	0.0%
Parks/Historic Preservation Trust Fund	\$ -	\$ 49,000	\$ -	\$ 5,000	100.0%
Community Development Fund	\$ 162,738	\$ -	\$ -	\$ -	0.0%
Fire Protection Service District Funds	\$ 5,252,216	\$ 5,479,060	\$ 6,677,783	\$ 6,575,186	20.0%
	\$ 7,307,924	\$ 9,633,555	\$ 9,749,973	\$ 9,615,482	-0.2%
CAPITAL PROJECT FUNDS					
General Capital Projects	\$ 9,369,916	\$ 4,034,710	\$ 5,527,500	\$ 5,186,753	28.6%
Schools' Capital Fund	\$ 5,726,143	\$ 5,039,737	\$ 9,614,732	\$ 5,584,228	10.8%
Schools' Construction Fund	\$ 3,742,044	\$ 15,584,153	\$ 25,526,683	\$ 25,426,683	63.2%
Hospital Construction Fund	\$ -	\$ -	\$ -	\$ 24,433	100.0%
Water & Sewer Capital Fund	\$ 3,171,187	\$ 1,100,000	\$ 3,964,031	\$ 15,000	-98.6%
Solid Waste Capital	\$ 71,196	\$ 1,550,000	\$ 1,800,000	\$ 1,800,000	16.1%
	\$ 22,080,486	\$ 27,308,600	\$ 46,432,946	\$ 38,037,097	39.3%
ENTERPRISE FUND					
Water and Sewer	\$ (878,466)	\$ 2,516,860	\$ 2,481,792	\$ 3,034,472	20.6%
Solid Waste	\$ 5,636,172	\$ 7,227,020	\$ 7,853,763	\$ 7,780,209	7.7%
	\$ 4,757,706	\$ 9,743,880	\$ 10,335,555	\$ 10,814,681	11.0%
TOTAL	\$ 201,117,446	\$ 235,495,973	\$ 271,053,761	\$ 252,801,734	7.3%

Note: General Fund increase is only 2.5 percent when CVMC debt (pass-through only) and transfers are excluded.

REVENUES & EXPENDITURES SUMMARY

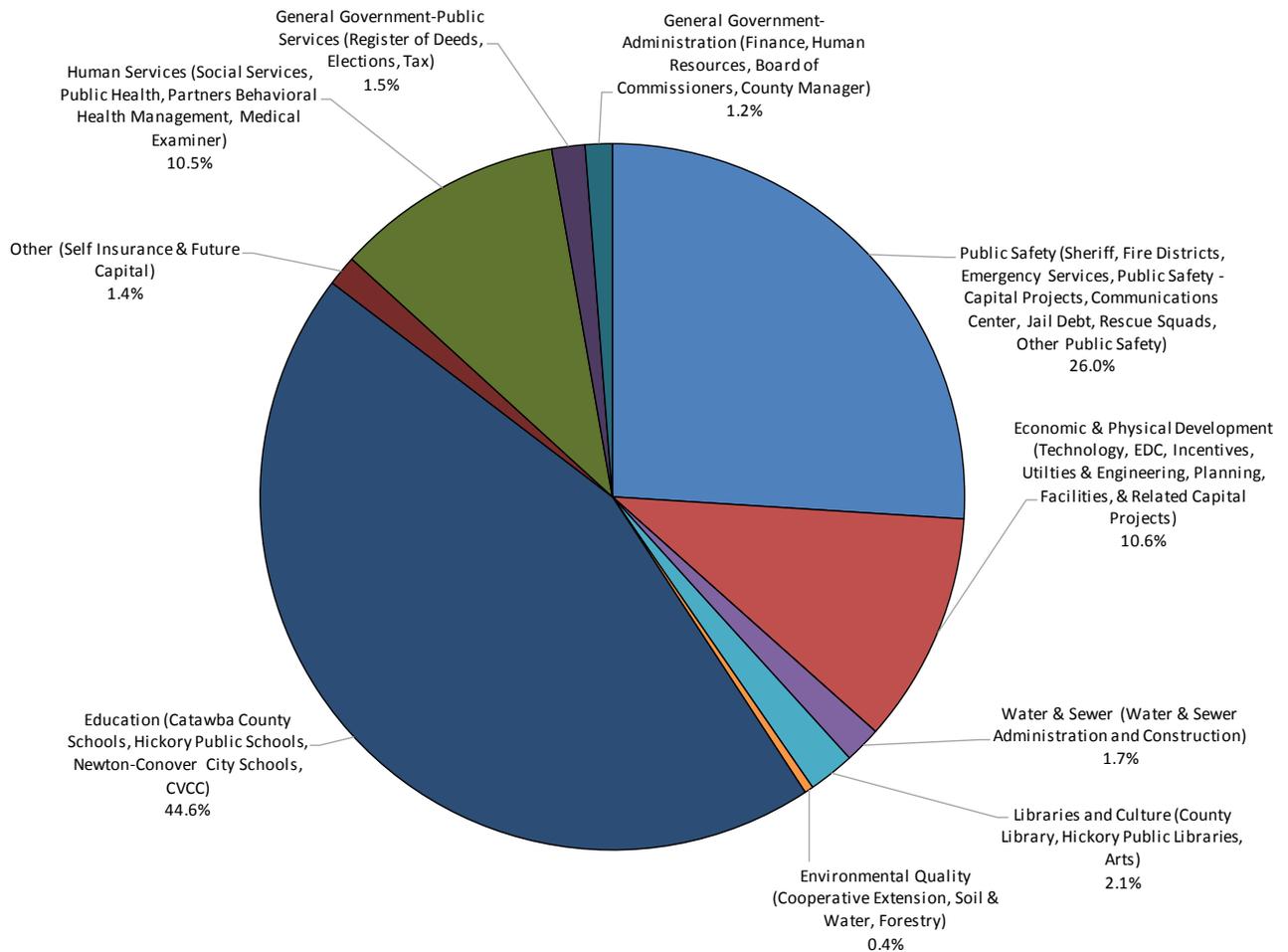


2016/17 Expenditures Excluding Interfund Transfers (Amounts are rounded to the nearest decimal point)



2016/17 Expenditures Local Funds (Property Tax, Sales Tax - Amounts are rounded to the nearest decimal point)

This graph represents how local funds are allocated. Human Services departments receive significant revenue from sources other than the County. As a result, the previous pie chart, which represents all sources of funding, shows Human Services funding almost equal to Education. However, when only County funds are taken into account, education funding is clearly the County's top priority

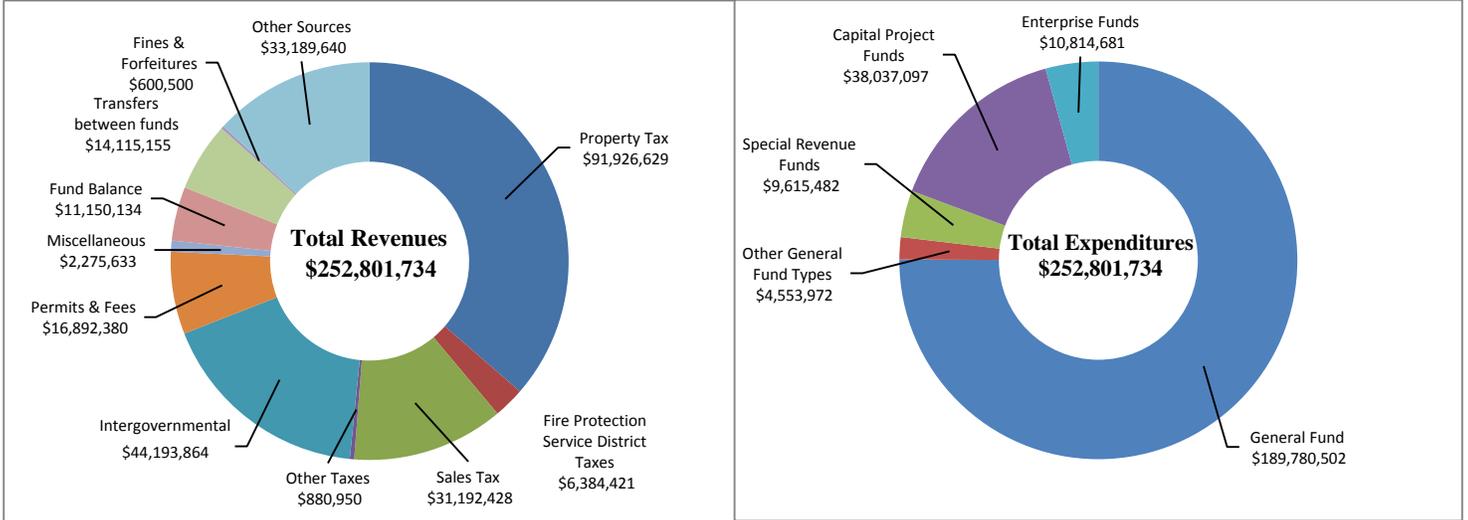


REVENUES & EXPENDITURES SUMMARY

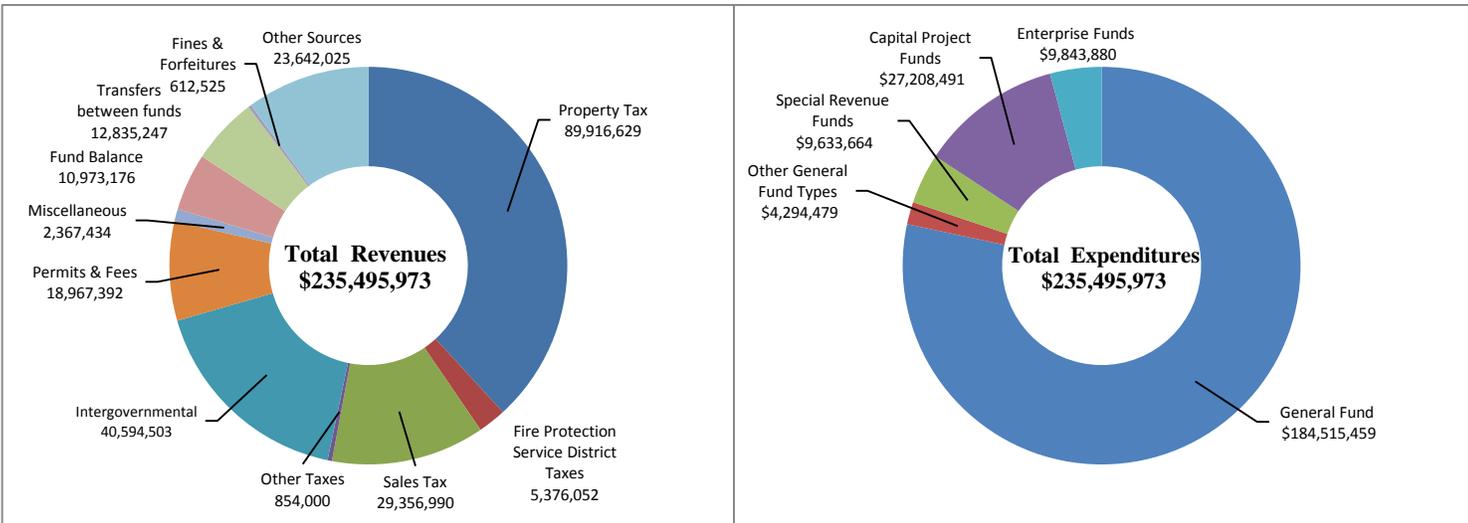


Total Budgeted Revenues and Expenditures

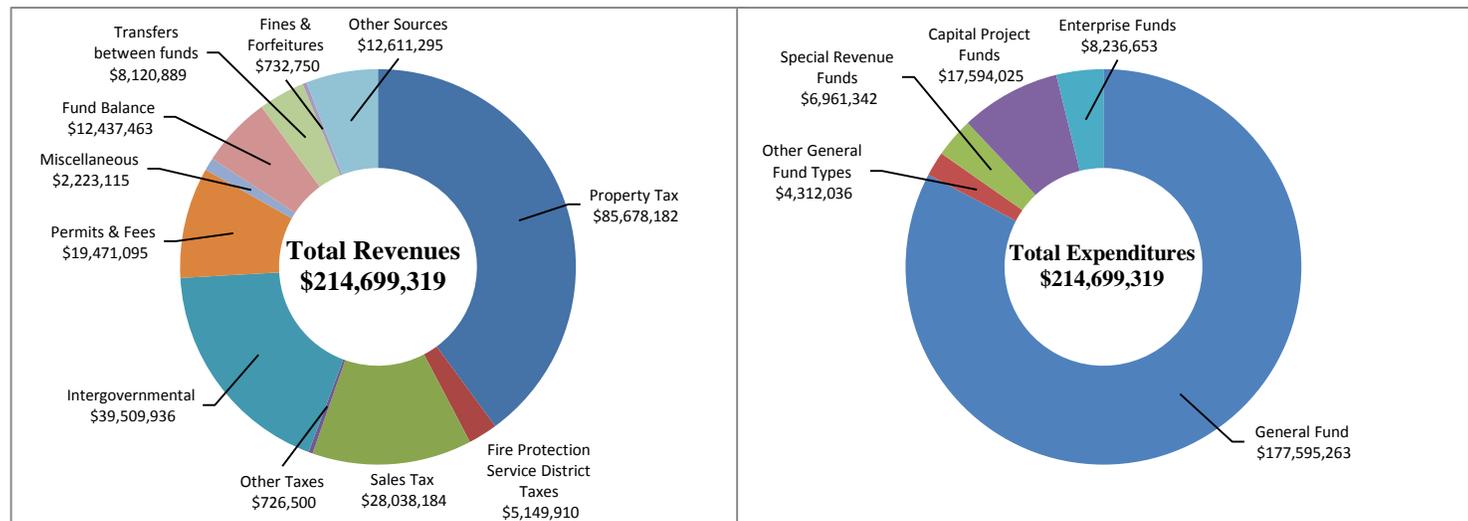
Fiscal Year 2016/17



Fiscal Year 2015/16



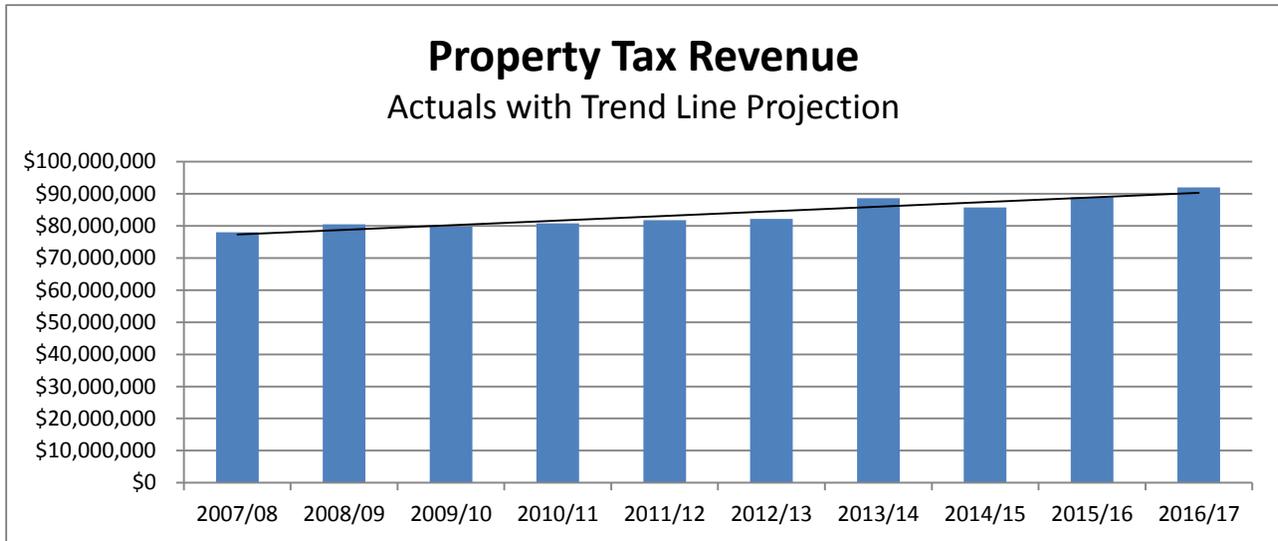
Fiscal Year 2014/15



MAJOR REVENUE SOURCES (Actuals and Trends)

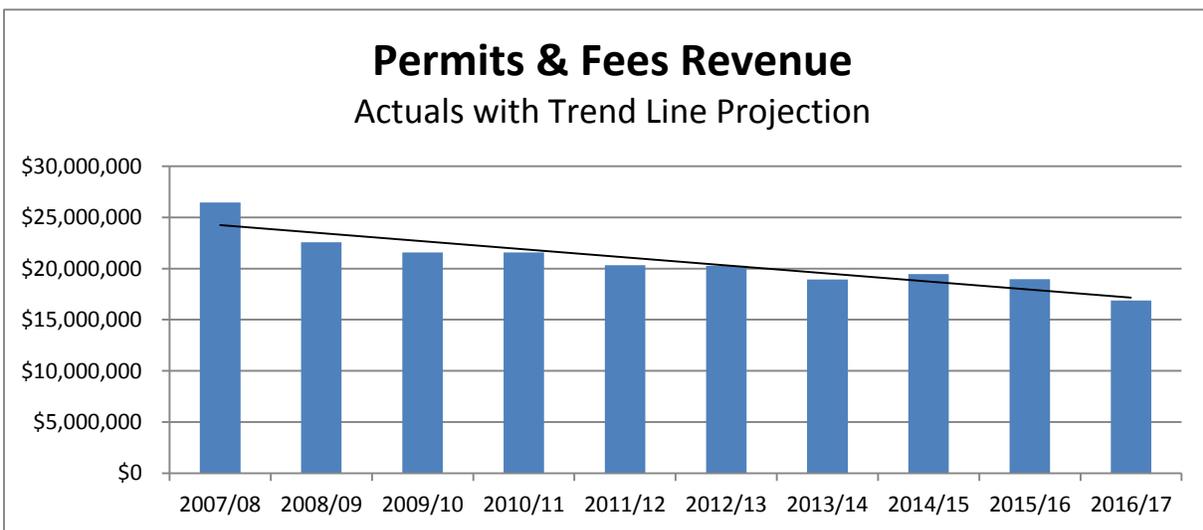
Property Tax

A tax levied by the Board of Commissioners against real and personal property. Once every four years, the County Tax Assessor must reevaluate the real property in the County. The County tax rate is \$0.575 per \$100 of valuation. Fiscal Year 2015/16 budgeted property tax is \$91,926,829.



Permits & Fees

Revenue from sales and service includes funds received from Medicaid reimbursement, user fees, and assessments to municipalities for items such as elections, GIS, or planning studies. The largest revenues in this category include Ambulance Charges (\$5,182,066), Landfill User Fees (\$4,158,000), Building Permits (\$1,758,765), Recording of Legal Instruments (\$440,000), and Environmental Health Fees (\$265,000).

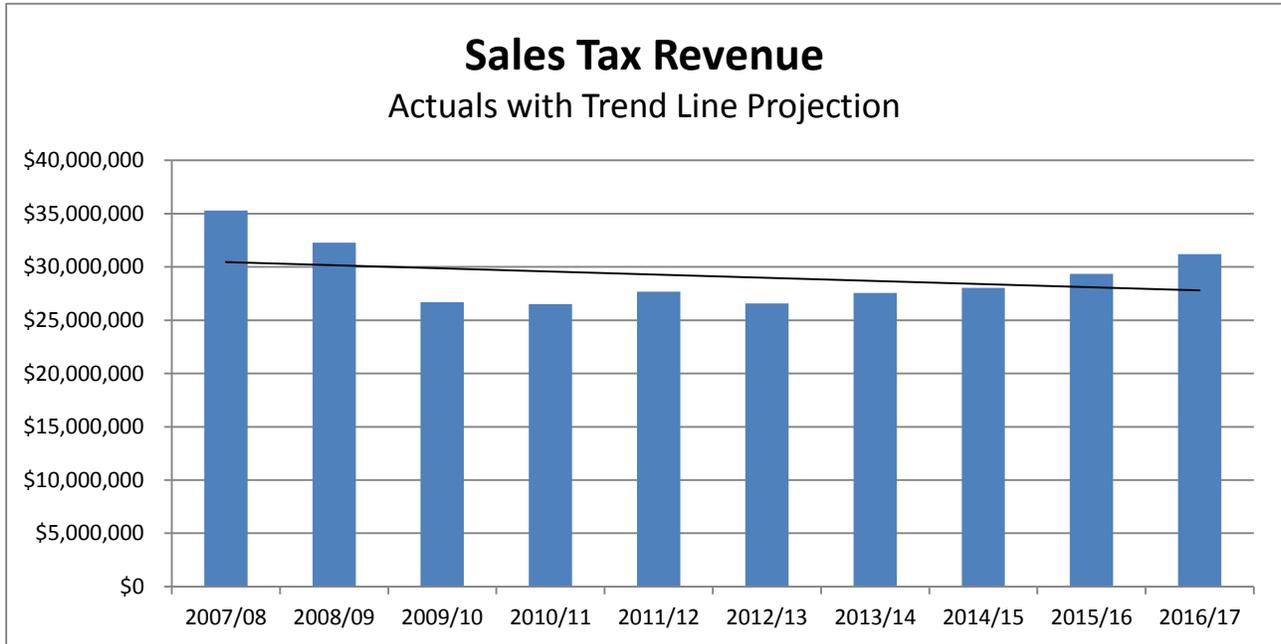


REVENUE TRENDS



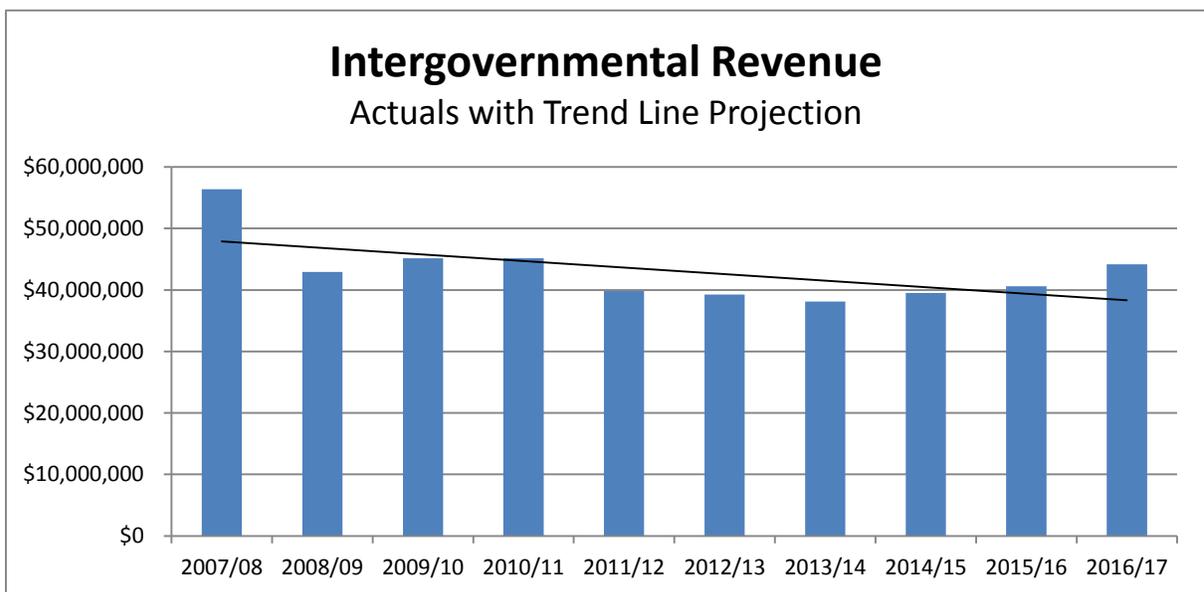
Sales Tax

The sales tax levied by the County, collected by the State, and then returned to the County. Sales Tax revenue is directly related to an economy’s growth or decline. Sales Tax estimates include a 2 percent increase for Fiscal Year 2016/17.



Inter-governmental

Revenues received from the State and Federal government. Most of these revenues are tied to programs that the State or Federal Agency has ordered the County to implement, such as human service programs. Some of the largest revenues in this category include 911 Reimbursement (\$493,940), Cable TV Reimbursement (\$600,000), WIC Grant (\$835,000), Smart Start Funding (\$979,099), Schools’ Lottery Funds (\$1,600,000), Work First Grant (\$1,790,195), and Medicaid Administration (\$2,092,744).



LONG-TERM FINANCIAL PLANNING

As Catawba County's economy grows, signaled by decreasing unemployment (5.1 percent as of March 2016), strong sales tax revenue growth, and increasing building permit activity, the County is taking deliberate steps to accelerate and reinforce this economic growth. The Board of Commissioners' goals, which serve as a compass to guide the organization in making decisions, focus on economic diversification, workforce development, and the importance of key community infrastructure like broadband internet access in creating and promoting business, learning, and a quality sense of place. Recent focus on diversifying the local economy and aligning workforce development efforts are paying off, with \$517 million in private investment and 434 jobs added or announced in the past year.

The budget strategically invests to enhance quality of life and harness the positive momentum of the local economy with significant resources committed to education, economic development, public safety (in enhanced EMS service, Sheriff and E-911 Center staffing expansions, and plans for a future jail), and expanded parks access and amenities. These strategic investments will reinforce and accelerate the County's economic growth, contributing to strengthening quality of life to appeal to people of all ages.

The County is able to make these investments within available revenues, maintaining the property tax rate of \$0.575 for every \$100 of valuation until the next revaluation cycle in 2019, thanks to its continuing its track record of strong fiscal stewardship and conservative budgeting. Comprehensive long-range plans have been developed for critical service areas such as school construction, jail expansion, EMS, water and sewer infrastructure, parks, libraries, and solid waste. In the coming years, the County will continue to focus on anticipating future service pressures and delivering responsive services to the community.

As of July 1, 2016, \$115 million in capital needs is forecast over the next eight years, which includes approximately \$55.99 million in school and community college construction needs and a \$17 million jail expansion. Additionally the County has planned for operating costs for the new Justice Public Safety Center (JPSC) and debt/operating costs for the jail expansion. All of these pressures are discussed in detail in the [budget message](#).

It is the County's responsibility to house all inmates as required by state law and the justice system. The County experienced a surge in inmate population that peaked from mid-2012 through 2013/14. Catawba County's jail population went from an average growth rate of 3 to 4 percent per year to 13 percent during that 18-month period. While the growth rate has since leveled off to an average of 1 to 2 percent, total inmate population has remained high, reaching 91 percent of capacity in 2015. Anticipating future capacity needs, the Catawba County Detention Center was designed to accommodate a 256-



bed expansion. Since the last jail expansion, Catawba County has been renting a limited number of beds to the Federal government at the Newton jail and banking the proceeds to help fund the planned expansion. Additionally, the Board of Commissioners has dedicated 1.5 cents (\$2.4 million) on the property tax rate annually for jail expansion. The County has set aside \$5.1 million to date and an additional \$3.625 million is in the budget, increasing the total set aside to \$8.8 million by June 30, 2017 towards the estimated \$17 million project. The County's foresight in setting these funds aside is expected to save citizens \$3 million through interest cost avoidance, based upon the fact that the County will have to borrow less to fund the expansion.

As the county continues to grow, planning for infrastructure is essential to encouraging orderly economic development, preventing urban sprawl, and accommodating that growth in adequate facilities. In 2007, the county adopted a new ¼ cent sales tax, approved by local referendum, which is currently providing approximately \$5 million a year in revenue to keep up with growth in the County without relying solely on the property tax. Most of these funds are being used to expand the County's Justice Center, a \$44.6 million construction project currently

LONG-TERM PLANNING



underway. The new center will house new courtrooms (a county responsibility), a new 911 Communications Center, the Emergency Operations Center (EOC), and the Emergency Services department. Construction is scheduled to be complete in spring 2017. Increased operating costs for the JPSC are included in the budget, funded by the ¼ cent sales tax revenue as planned, including seven new positions:

- 3 Telecommunicators – to begin March 2017
- 2 Court Bailiffs – to begin March 2017 (Additionally, part-time Court Bailiffs are budgeted to supplement staffing levels beginning July 2016 to support increased court activities.)
- 1 Technology Network Engineer – to begin July 2016
- 1 Maintenance mechanic – to begin February 2017

The remaining sales tax revenues are being used primarily for economic development, education, and water and sewer needs in the County. The Board of Commissioners also continued a policy of setting aside funds—one cent on the property tax rate or \$1.6 million, and just over \$725,000 in sales tax revenues in Fiscal Year 2016/17—to be used for strategic water and sewer projects throughout the county. These funds will fund approximately \$38 million in water and sewer needs identified over the next eight years.

Catawba County recognizes its public schools and community college are crucial partners in achieving the Board’s goal to develop the County’s workforce and maintain quality of life. Funding the cost of public school operations and community colleges is clearly the responsibility of the State, while schools capital and construction is the responsibility of counties. Historically, the General Assembly has not adequately funded education operations. The budget allocates over \$37 million for public school operating expenses (including a 3.8 percent per pupil increase) and \$4 million for Catawba Valley Community College (including a 3 percent total funding increase). Additionally, the budget plans for future student growth by setting aside an additional \$435,000 to be used towards annual capital.

Providing adequate funding for school construction, equipment, and debt is a County responsibility, which Catawba County more than meets. To pay for public school and community college projects, in Fiscal Year 2015/16 the Board of Commissioners continued its practice of adopting a four-year funding plan by dedicating the equivalent of 9.5 cents of the property tax rate, plus annual lottery distributions, towards current and future schools debt services. (This equals \$16.8 million in revenue.) As school/community college debt is retired each year, it is pledged towards new construction. This provides funding for \$55.99 million in new construction needs over the next four years for all three school systems and CVCC.

Funds are also included in the budget to begin planning and design for Mountain Creek Park in southeastern Catawba County and to potentially expand the footprint of Riverbend Park through acquisition of adjacent property. Both of these projects align with the objectives in the recently adopted Parks Master Plan, a community-based plan developed with input from citizens throughout the County.

Revenue and expenditure summaries for the last audited fiscal year as well as the current, requested, and recommended budgets are included. Following the summaries are 4-year revenue and expense projections.

4-Year Revenue Summary Projection

	Approved 2016/17	Projected 2017/18	Projected 2018/19	Projected 2019/20
GENERAL FUND				
Property Tax	\$ 90,859,429	\$ 92,676,618	\$ 94,530,150	\$ 96,420,753
Sales Tax	\$ 26,143,664	\$ 27,189,411	\$ 28,276,987	\$ 29,408,066
Other Taxes	\$ 593,950	\$ 605,829	\$ 617,946	\$ 630,305
Federal	\$ 14,997,119	\$ 15,297,061	\$ 15,603,002	\$ 15,915,062
State	\$ 8,024,307	\$ 8,184,793	\$ 8,348,489	\$ 8,515,459
Federal & State	\$ 11,672,132	\$ 11,905,575	\$ 12,143,687	\$ 12,386,561
Local	\$ 6,185,761	\$ 6,309,476	\$ 6,435,666	\$ 6,564,379
Permits & Fees	\$ 10,312,082	\$ 10,621,444	\$ 10,940,087	\$ 11,268,290
Miscellaneous	\$ 1,963,079	\$ 2,002,341	\$ 2,042,388	\$ 2,083,236
Fund Balance	\$ 8,535,222	\$ 6,662,060	\$ 6,609,945	\$ 6,593,204
Transfers Between Funds	\$ 608,217	\$ 3,669,604	\$ 3,025,458	\$ 1,725,845
Fines & Forfeitures	\$ 600,500	\$ 600,500	\$ 600,500	\$ 600,500
Other Sources	\$ 9,285,040	\$ 9,285,040	\$ 9,285,040	\$ 9,285,040
	\$ 189,780,502	\$ 195,009,752	\$ 198,459,345	\$ 201,396,700
OTHER GENERAL FUND TYPES				
Local	\$ 235,000	\$ 239,700	\$ 244,494	\$ 249,384
Permits & Fees	\$ 12,500	\$ 12,875	\$ 13,261	\$ 13,659
Miscellaneous	\$ 77,126	\$ 78,669	\$ 80,242	\$ 81,847
Fund Balance	\$ 281,774	\$ 320,361	\$ 359,669	\$ 399,705
Transfers Between Funds	\$ 2,118,572	\$ 2,115,017	\$ 2,125,319	\$ 2,135,878
Other Sources	\$ 1,829,000	\$ 1,883,870	\$ 1,940,386	\$ 1,998,598
	\$ 4,553,972	\$ 4,650,492	\$ 4,763,371	\$ 4,879,071
SPECIAL REVENUE FUNDS				
Prior Year-Property Tax	\$ 1,067,200	\$ 1,088,544	\$ 1,110,315	\$ 1,132,521
Fire Protection Service District	\$ 6,384,421	\$ 6,512,109	\$ 6,642,351	\$ 6,775,198
Federal	\$ -	\$ -	\$ -	\$ -
State	\$ 1,358,595	\$ 622,895	\$ 622,895	\$ 622,895
Miscellaneous	\$ 27,067	\$ 27,067	\$ 27,067	\$ 27,067
Fund Balance	\$ 717,258	\$ 762,966	\$ 783,875	\$ 784,510
Other Sources	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
Transfers Between Funds	\$ 55,941	\$ 20,000	\$ -	\$ -
	\$ 9,615,482	\$ 9,038,581	\$ 9,191,503	\$ 9,347,191



4-Year Revenue Summary Projection

	Approved 2016/17	Projected 2017/18	Projected 2018/19	Projected 2019/20
CAPITAL PROJECT FUNDS				
Sales Tax	\$ 4,335,292	\$ 4,493,704	\$ 4,701,991	\$ 4,890,071
Federal	\$ 450,000	\$ 400,000	\$ -	\$ -
State	\$ 928,950	\$ 268,579	\$ 273,951	\$ 279,430
Local	\$ 325,000	\$ 275,000	\$ -	\$ -
Miscellaneous	\$ 141,461	\$ 141,461	\$ 141,461	\$ 141,461
Fund Balance	\$ 53,369	\$ 3,506,122	\$ 3,741,238	\$ 3,004,180
Transfers Between Funds	\$ 9,732,425	\$ 4,926,811	\$ 4,573,624	\$ 4,402,983
Other Sources	\$ 22,070,600	\$ 28,428,166	\$ -	\$ -
	\$ 38,037,097	\$ 42,439,843	\$ 13,432,265	\$ 12,718,125
ENTERPRISE FUNDS				
Sales Tax	\$ 713,472	\$ 750,326	\$ 772,836	\$ 796,021
Other Taxes	\$ 287,000	\$ 287,620	\$ 288,246	\$ 288,878
State	\$ 14,000	\$ 14,000	\$ 14,000	\$ 14,000
Local	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
Permits & Fees	\$ 6,567,798	\$ 6,706,560	\$ 6,761,971	\$ 6,842,936
Miscellaneous	\$ 66,900	\$ 66,900	\$ 66,900	\$ 66,900
Fund Balance	\$ 1,562,511	\$ 2,043,213	\$ 1,874,206	\$ 1,538,528
Transfers Between Funds	\$ 1,600,000	\$ -	\$ -	\$ -
Other Sources	\$ -	\$ -	\$ -	\$ -
	\$ 10,814,681	\$ 9,871,619	\$ 9,781,159	\$ 9,550,263
TOTAL	\$ 252,801,734	\$ 261,010,287	\$ 235,627,643	\$ 237,891,350

4-Year Expense Summary Projection

	Approved 2016/17	Projected 2017/18	Projected 2018/19	Projected 2019/20
GENERAL FUND				
General Government	\$ 8,592,590	\$ 8,598,975	\$ 8,813,949	\$ 9,034,298
Transfers to Other Funds	\$ 11,682,505	\$ 5,897,769	\$ 5,554,884	\$ 5,594,802
Public Safety	\$ 30,654,273	\$ 31,003,219	\$ 32,078,299	\$ 32,880,256
Environmental Quality	\$ 619,598	\$ 628,359	\$ 644,068	\$ 660,170
Economic & Physical Development	\$ 17,012,099	\$ 17,749,001	\$ 18,292,726	\$ 18,850,044
Human Services	\$ 51,570,882	\$ 51,710,648	\$ 53,053,414	\$ 54,379,749
Schools Current Expense	\$ 41,612,704	\$ 42,653,022	\$ 43,719,348	\$ 44,812,332
Libraries & Culture	\$ 3,194,811	\$ 3,204,973	\$ 3,285,097	\$ 3,367,224
Debt Service	\$ 24,841,040	\$ 33,563,786	\$ 33,017,560	\$ 31,817,825
	\$ 189,780,502	\$ 195,009,752	\$ 198,459,345	\$ 201,396,700
OTHER GENERAL FUND TYPES				
Self Insurance Fund	\$ 4,003,000	\$ 4,103,075	\$ 4,205,652	\$ 4,310,793
Reappraisal Fund	\$ 415,629	\$ 412,074	\$ 422,376	\$ 432,935
Register of Deeds Automation & Preservation	\$ 77,126	\$ 77,126	\$ 77,126	\$ 77,126
Capital Reserve Fund	\$ 58,217	\$ 58,217	\$ 58,217	\$ 58,217
	\$ 4,553,972	\$ 4,650,492	\$ 4,763,371	\$ 4,879,071
SPECIAL REVENUE FUNDS				
Emergency Telephone System Fund	\$ 1,415,420	\$ 703,617	\$ 717,689	\$ 732,043
Citizens' Alert System	\$ -	\$ -	\$ -	\$ -
Narcotics Seized Fund	\$ 9,668	\$ 9,668	\$ 9,668	\$ 9,668
State Unauthorized Substance Fund	\$ 31,508	\$ 30,000	\$ 30,000	\$ 30,000
Hospital Reserve	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
Rescue Squads Fund	\$ 1,067,200	\$ 1,088,544	\$ 1,110,315	\$ 1,132,521
Library Endowment Fund	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Gretchen Peed Scholarship Fund	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
Parks/Historic Preservation Trust Fund	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
Community Development Fund	\$ -	\$ -	\$ -	\$ -
Fire Protection Service District Funds	\$ 6,575,186	\$ 6,690,252	\$ 6,807,331	\$ 6,926,459
	\$ 9,615,482	\$ 9,038,581	\$ 9,191,503	\$ 9,347,191
CAPITAL PROJECT FUNDS				
General Capital Projects	\$ 5,186,753	\$ 10,256,859	\$ 1,027,123	\$ 1,335,000
Schools' Capital Fund	\$ 5,584,228	\$ 5,807,597	\$ 6,039,901	\$ 6,281,497
Schools' Construction Fund	\$ 25,426,683	\$ 23,258,387	\$ 2,417,241	\$ 1,117,628
Hospital Construction Fund	\$ 24,433	\$ -	\$ -	\$ -
Water & Sewer Capital Fund	\$ 15,000	\$ 1,917,000	\$ 2,748,000	\$ 2,984,000
Solid Waste Capital	\$ 1,800,000	\$ 1,200,000	\$ 1,200,000	\$ 1,000,000
	\$ 38,037,097	\$ 42,439,843	\$ 13,432,265	\$ 12,718,125
ENTERPRISE FUND				
Water & Sewer	\$ 3,034,472	\$ 2,464,394	\$ 2,449,968	\$ 2,354,118
Solid Waste	\$ 7,780,209	\$ 7,407,225	\$ 7,331,191	\$ 7,196,145
	\$ 10,814,681	\$ 9,871,619	\$ 9,781,159	\$ 9,550,263
TOTAL	\$ 252,801,734	\$ 261,010,287	\$ 235,627,643	\$ 237,891,350

FUND BALANCE



General Fund

The General Fund is the principal fund used to account for the provision of governmental services. This fund summarizes the financial transactions of functional services, based on departmental operations, except for those transactions that must be accounted for separately in other funds. General Fund (and like Funds) Fund Balance at the end of Fiscal Year 2015 was \$39,513,705. The Fiscal Year 2016/17 budget appropriates \$8,816,996 in fund balance to help finance County operations and schools' annual capital projects. Additionally, \$281,774 in fund balance is appropriated in the General Fund Like Funds. This is sustainable while remaining above the minimum County goal of 16 percent and the Local Government Commission recommendation of 8 percent.

General Fund (and like Funds)	Act. 6/30/2015	Est. 06/30/16	Appropriated	
			FY 2016/17	Est. 06/30/17
General Fund (110)	39,513,705	44,013,705	8,535,222	39,313,705
Self Insurance Fund (115)	2,955,519	2,655,519	205,000	2,450,519
Reappraisal Fund (140)	165,832	170,000	18,557	151,443
Register of Deeds Automation and Preservation (160)	(1,073)	0	0	0
Capital Reserve	456,389	458,652	58,217	400,435
Total	43,090,372	47,297,876	8,816,996	42,316,102

Special Revenue Fund

Special Revenue Funds are used to account for the proceeds of specific revenue sources (other than special assessments, expendable trust, or major capital projects) that are legally restricted to expenditures for special purposes. The budget appropriates over \$190,765 in Fire Protection Service Districts to fund equipment and capital purchases.

Special Revenue Fund Types	Act. 6/30/2015	Est. 06/30/16	Appropriated	
			FY 2016/17	Est. 06/30/17
Emergency Telephone (202)	2,134,631	68,234	56,825	11,409
Narcotics (205)	80,299	28,299	9,668	18,631
Rescue Squads (240)	274,185	274,935	0	274,935
Library Endowment (250)	187,371	172,371	10,000	162,371
Gretchen Peed Scholarship (260)	52,294	52,294	0	52,294
Parks Preservation (270)	50,004	1,054	0	1,054
Community Development (280)	12,105	12,255	0	12,255
Fire Districts (352-369)	1,258,983	1,250,975	190,765	1,060,210
Total	4,049,872	1,860,417	267,258	1,593,159

Capital Projects Funds

The Capital Projects Funds are used to account for financial resources to be used for the acquisition or construction of major capital facilities. The County maintains a separate Schools' Capital Projects Fund, General Capital Projects Fund, Hospital Construction and Operations Fund, Water and Sewer Construction Fund, and Capital Projects Reserve Fund for accounting and budgeting purposes.

Capital Projects Fund Types	Act. 6/30/2015	Est. 06/30/16	Appropriated	
			FY 2016/17	Est. 06/30/17
General Capital Projects (410)	42,584,996	24,584,996	0	24,584,996
Schools' Capital Projects (420)	7,078,381	7,478,381	28,936	7,449,445
Schools' Construction (423)	6,957,188	10,051,341	0	13,407,424
Hospital Construction & Reserve (430 & 235)	5,533,263	5,058,263	474,433	4,583,830
Total	62,153,828	47,172,981	503,369	50,025,695

Enterprise Fund

Enterprise Funds are used to account for operations that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs (expenses, including depreciation) of providing service to the general public on continuing basis be financed or recovered primarily through user charges. The County has two enterprise funds, the Solid Waste Management Fund and the Water and Sewer Fund. The Water and Sewer Fund was established with the Fiscal Year 2008/09 Budget. The decrease in the Solid Waste fund balance expected by the end of Fiscal Year 2015/16 is related to scheduled set-aside funding for the Subtitle D Cell Construction in 2020/21.

Enterprise Fund Types	Act. 6/30/2015	Est. 06/30/16	FY 2016/17	Est. 06/30/17
Water & Sewer (515 & 475)	34,463,523	33,768,017	0	34,319,951
Solid Waste (525 & 485)	5,888,036	4,644,114	1,562,511	3,081,603
Total	40,351,559	38,412,131	1,562,511	37,401,554

FTE SUMMARY



Summary of New FTEs

An FTE simply converts the hours worked by a position into a percentage of a full year's number of hours. A full time employee works 2,080 hours per year. To determine the number of hours worked during the year, multiply the percent of FTE by 2,080. Some positions may be filled with more than one person and the work that is accomplished may equal more than 2,080 hours (reserve positions in the Sheriff's Department and EMS, respite position in Social Services). If so, the FTE may be 1.25 or 2,600 hours worked. The following table indicates the number of new FTEs and the source of funding for the positions.

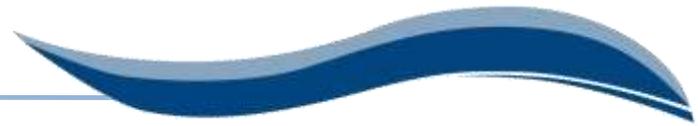
New FTEs approved with the Fiscal Year 2016/17 Budget are as follows:

	<u>Total FTEs</u>	<u>Source of Funding</u>
Communications Center		
Telecommunicators (March 2017)	3.00	County
Emergency Services		
EMS Operations Supervisor	1.00	County
Chief Animal Control Officer	1.00	County
Administrative Assistant (March 2017)	0.25	County
Facilities		
Maintenance Mechanic (February 2017)	1.00	County
Finance		
Purchasing Specialist	0.20	County
Sheriff's Department		
Narcotics Investigators	2.00	County
Court Bailiffs	2.00	County
Soil and Water		
Administrative Assistant	0.10	County
Technology		
Network Engineer	1.00	County

FTE SUMMARY

	FTE Totals			
	Actual 2014/15	Current 2015/16	Requested 2016/17	Approved 2016/17
GENERAL GOVERNMENT				
County Manager				
Permanent	7.00	7.00	7.00	7.00
Hourly	0.00	0.00	0.10	0.10
Legal Services				
Permanent	3.00	3.00	3.00	3.00
Hourly	0.00	0.00	0.08	0.08
Budget & Management				
Permanent	3.00	3.00	3.00	3.00
Hourly	0.00	0.00	0.00	0.00
Board of Elections				
Permanent	4.00	4.00	4.00	4.00
Hourly	0.01	0.01	0.50	0.50
Tax Administration				
Permanent	23.00	21.00	21.00	21.00
Hourly	0.00	0.00	0.00	0.00
Human Resources				
Permanent	11.00	11.00	11.00	11.00
Hourly	0.25	0.25	0.25	0.25
Register of Deeds				
Permanent	10.00	10.00	10.00	10.00
Hourly	0.00	0.00	0.00	0.43
Finance				
Permanent	15.30	14.80	15.00	15.00
Hourly	0.15	0.60	0.60	0.60
TOTAL GENERAL GOVERNMENT				
Permanent	76.30	73.80	74.00	74.00
Hourly	0.41	0.86	1.53	1.96
PUBLIC SAFETY				
Sheriff's Department				
Permanent	191.00	192.00	200.00	196.00
Hourly	7.91	7.34	10.93	10.93
Emergency Services				
Permanent	112.50	112.50	114.75	114.75
Hourly	10.15	9.88	0.00	0.00
Communications Center				
Permanent	29.00	29.00	35.00	32.00
Hourly	2.30	2.33	2.30	2.30
TOTAL PUBLIC SAFETY				
Permanent	332.50	333.50	349.75	342.75
Hourly	20.36	19.55	13.23	13.23

FTE SUMMARY



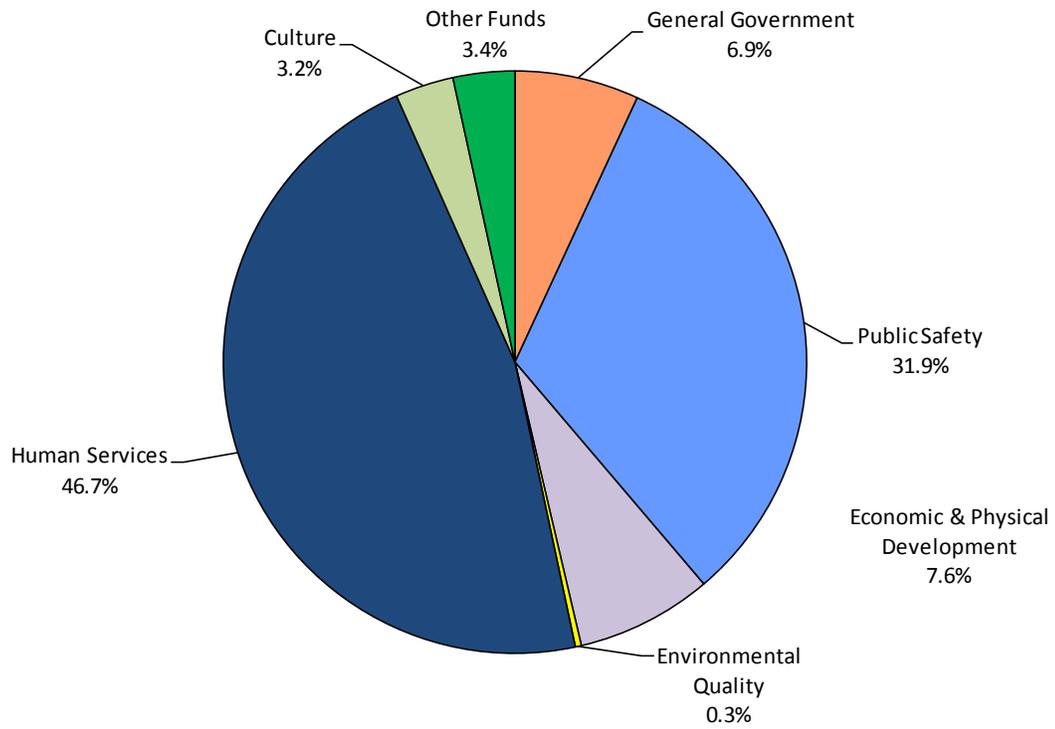
	FTE Totals			
	Actual 2014/15	Current 2015/16	Requested 2016/17	Approved 2016/17
<i>ENVIRONMENTAL QUALITY</i>				
Cooperative Extension				
Permanent	0.80	1.00	1.00	1.00
Hourly	0.00	0.00	0.00	0.00
Soil & Water Conservation				
Permanent	2.50	2.50	2.60	2.60
Hourly	0.00	0.00	0.00	0.00
<i>TOTAL ENVIRONMENTAL QUALITY</i>				
Permanent	3.30	3.50	3.60	3.60
Hourly	0.00	0.00	0.00	0.00
<i>ECONOMIC & PHYSICAL DEVELOPMENT</i>				
Technology				
Permanent	26.45	26.00	28.00	27.00
Hourly	0.50	0.50	0.50	0.50
Planning, Parks, & Development				
Permanent	9.00	10.00	10.00	10.00
Hourly	2.00	2.25	2.25	2.25
Utilities & Engineering				
Permanent	21.40	22.15	27.15	27.15
Hourly	0.00	0.50	0.00	0.00
Facilities				
Permanent	16.00	16.00	17.00	17.00
Hourly	0.40	0.40	0.00	0.00
<i>TOTAL ECONOMIC & PHYSICAL DEVELOPMENT</i>				
Permanent	72.85	74.15	82.15	81.15
Hourly	2.90	3.65	2.75	2.75
<i>HUMAN SERVICES</i>				
Social Services				
Permanent	403.78	400.90	400.90	400.90
Hourly	8.26	7.26	3.55	3.55
Public Health				
Permanent	133.80	125.50	100.50	100.50
Hourly	2.33	6.98	0.25	0.25
<i>TOTAL HUMAN SERVICES</i>				
Permanent	537.58	526.40	501.40	501.40
Hourly	10.59	14.24	3.80	3.80

FTE SUMMARY

FTE Totals				
	Actual 2014/15	Current 2015/16	Requested 2016/17	Approved 2016/17
CULTURE				
Library				
Permanent	33.80	33.80	34.80	34.80
Hourly	1.58	1.58	1.58	1.58
TOTAL CULTURE				
Permanent	33.80	33.80	34.80	34.80
Hourly	1.58	1.58	1.58	1.58
OTHER FUNDS				
Emergency Telephone System Fund				
Permanent	1.85	1.85	1.85	1.85
Hourly	0.00	0.00	0.00	0.00
Reappraisal Fund				
Permanent	6.00	6.00	6.00	6.00
Hourly	0.00	0.00	0.00	0.00
Solid Waste Management				
Permanent	25.60	25.85	27.85	26.85
Hourly	0.30	0.63	0.63	0.63
Water & Sewer				
Permanent	1.00	1.00	1.00	1.00
Hourly	0.00	0.00	0.00	0.00
TOTAL OTHER FUNDS				
Permanent	34.45	34.70	36.70	35.70
Hourly	0.30	0.63	0.63	0.63
GRAND TOTAL				
Permanent	1,090.78	1,079.85	1,082.40	1,073.40
Hourly	36.14	40.51	23.52	23.95



**Percentage of FTEs by County Function
Fiscal Year 2016/17
(Amounts are rounded to the nearest decimal point)**



Modeled after the book *Reinventing Government*, Catawba County utilizes two budget processes: Reinventing, a more flexible, department regulated form of budgeting, and Non-reinventing, a traditional, line item analysis form of budgeting. Four of our eighteen departments are reinventing departments and include County Manager, Personnel, Library, Cooperative Extension, and Social Services. Our outcomes for using the reinventing budget process are to:

- Become a more active organization by defining our mission and achieving goals that support the mission.
- Place greater focus on the customer – what’s the impact of services?
- Achieve and sustain higher service levels within limited resources.

In order to meet our outcomes basic changes were made in the budget process to change our focus from inputs to outcomes, to increase authority and flexibility for reinventing departments, encourage better use of resources, and simplify and streamline the budget process. Flexibility and changing the focus to outcomes is achieved by allotting these departments a lump sum increase each year without any analysis or controls at the detail budget level. The only financial control is the inability to spend more than their total allotment. Budget analysis and negotiation has shifted to discussions on outcomes, or what the departments hope to accomplish in the upcoming fiscal year, and improvements to service levels. To encourage better use of resources and ownership in decision-making, departments can retain all unexpended funds at the end of the fiscal year as long as they can demonstrate achievement of at least 90 percent of their outcomes.

Updates on the progress and achievement of outcomes are reported to the County Manager and the Board of Commissioners on a semi-annual and annual basis.

The following pages include a three-year history of outcome achievement in alphabetical order for both the reinventing and non-reinventing departments.





Performance Measurement for Reinventing Departments

County Manager

Fiscal Year 2014/15

Fiscal Year	Total Outcomes	Achieved	Not Achieved	Success Rate
2014/15	15	15	0	100%
2013/14	16	16	0	100%
2012/13	16	16	0	100%

County Manager's Office

County management

effectively directed and supervised the administration of all County offices, departments, and agencies by ensuring 90 percent of outcomes were achieved County-wide in Fiscal Year 2014/15. Central to these achievements was overseeing implementation of the Board of Commissioners' Fiscal Year 2014/15 goals. This includes approving a development agreement which will be the blueprint for the development of approximately 200 acres in the southeast part of the County, including the Village at Sherrills Ford. Another example includes preparing for approval an updated Parks Master Plan which will continue the mission of Catawba County Parks to preserve Catawba County's unique and diverse natural heritage through education and conservation while providing quality passive recreation and wellness opportunities. Finally, the Board of Commissioners was consistently notified of their goals' outcomes through timely delivery of agenda packets and meeting minutes.

The Public Information Officer kept citizens abreast on matters of concern through a myriad of media outlets and public information programming. This included executing a media/publicity campaign around both Public Service Recognition Week and County Government Month. The first campaign showed why employees "love public service."

Relationships with external agencies were strengthened in Fiscal Year 2014/15, through County Management's and the BOC's active participation in local, state, national, and international organizations. County Management and the BOC worked with the North Carolina Association of County Commissioners, to monitor and propose legislation beneficial to Catawba County. The local delegation was very responsive and receptive to inquiries and information shared on issues impacting the County.

Legal

Throughout Fiscal Year 2014/15, the Legal team ensured that all Boards' (Commissioners, Planning, Adjustment, and Subdivision) issues were addressed through attendance at each meeting and subsequent follow-up. In addition, they proactively trained County staff to handle situations in which legal impact was most likely. The Legal team provided 24/7 telephone access. The Legal team exceeded its delinquent tax collection goal (50 percent) by collecting just over 84 percent (or \$189,017) of delinquent accounts, back taxes, and other monies through active legal pursuit of collection.

Budget

During Fiscal Year 2014/15, the Budget and Management Office provided adequate and timely financial information (through the annual balanced budget) to the County Manager, Board of Commissioners, and department heads. The Budget and Management Office exceeded its goal of receiving a customer service rating of 90 percent or better from departments with 100 percent of survey respondents indicating they were either "Highly Satisfied" or "Satisfied" with the services received. It also exceeded its goal of receiving a 95 percent or better satisfaction rating from the County Manager by receiving an excellent in four areas, a satisfactory rating in one area, and no areas rated as needs improvement. The Budget and Management Office also received the Government Finance Officers Association Award for the 26th consecutive year. Furthermore, the budget remained balanced through regular monitoring and actions taken throughout the fiscal year. Finally, the most up-to-date

information on the County's performance was made available to citizens through the Performance Dashboard.

Fiscal Year 2013/14

County management effectively directed and supervised the administration of all County offices, departments, and agencies by ensuring 90 percent of outcomes were achieved County-wide in Fiscal Year 2013/14. These achievements were central to overseeing the implementation of the Board of Commissioners' Fiscal Year 2013/14 goals. This includes reviewing recommendations of the Food and Farm Sustainability Committee and identifying other actions to further support the development of a thriving local food economy in the County. Another example includes entering into a partnership with the City of Claremont and the EDC Committee of 100 for the development of a shell manufacturing building to facilitate the creation of new jobs and future tax base. The Board of Commissioners (BOC) was consistently notified of their goals' outcomes through timely delivery of agenda packets and meeting minutes.

The Public Information Officer kept citizens abreast on matters of concern through a myriad of media outlets and public information programming. This included the creation of a video for the national "Life, Well Run" campaign showing the importance of having professional management and staff providing services. Additionally, the Public Information Officer answered on average of five phone calls and responded to an average of three e-mails per day.

Relationships with external agencies were strengthened in Fiscal Year 2013/14, through County Management's and the BOC's active participation in local, state, national, and international organizations. County Management and the BOC worked with the North Carolina Association of County Commissioners (NCACC), to monitor and propose legislation beneficial to Catawba County. The most notable legislative success was to stop the State from contracting out non-emergency medical transportation services.

Throughout Fiscal Year 2013/14, the Legal team ensured that all Boards' (Commissioners, Planning, Adjustment, and Subdivision) issues were addressed through attendance at each meeting and subsequent follow-up. In addition, they proactively trained County staff to handle situations in which legal impact was most likely. When legal matters could not be resolved by County staff alone, the Legal team provided 24/7 telephone access.

Attorneys reviewed contracts within five working days 99 percent of the time. All customers were either very satisfied (87.9 percent) or satisfied (12.1 percent).

Throughout Fiscal Year 2013/14, the Legal team ensured that all Boards' (Commissioners, Planning, Adjustment, and Subdivision) issues were addressed through attendance at each meeting and subsequent follow-up. In addition, they proactively trained County staff to handle situations in which legal impact was most likely. When legal matters could not be resolved by County staff alone, the Legal team provided 24/7 telephone access.

Attorneys reviewed contracts within five working days 99 percent of the time. All customers were either very satisfied (87.9 percent) or satisfied (12.1 percent).

The Legal team exceeded its delinquent tax collection goal (50 percent) by collecting just over 70 percent of delinquent accounts, back taxes, and other monies through active legal pursuit of collection.

The Fiscal Year was kicked off by the Budget and Management Office adequately giving financial information through the annual balanced budget to the County Manager, Board of Commissioners, and department heads. The Budget and Management Office exceeded its goal of receiving a customer service rating of 90 percent or better from departments with 100 percent of survey respondents indicating they were either "Highly Satisfied"

PERFORMANCE MEASUREMENT



or “Satisfied” with the Budget and Management Office. It also exceeded its goal of receiving a 95 percent or better satisfaction rating from the County Manager by receiving an excellent in four areas, a satisfactory rating in one area, and no areas rated as needs improvement. The Budget and Management Office also received the Government Finance Officers Association Award for the 25th consecutive year with 14 outstanding ratings across 31 categories by at least 1 of 3 reviewers. Furthermore, the budget remained balanced through regular monitoring and actions taken throughout the fiscal year. Finally, the most up-to-date information on the County’s performance was made possible through the Performance Dashboard.

Fiscal Year 2012/13

The County Manager’s Office successfully oversaw the implementation and achievement of the Board of Commissioners’ Fiscal Year 2012/13 goals. The Fiscal Year 2013/14 budget was adopted with no countywide property tax increase for the sixth consecutive year. The \$0.53 per \$100 of valuation is the 8th lowest tax rate of North Carolina’s 27 urban counties (populations over 100,000) and the 28th lowest of all 100 counties in North Carolina.

In fire protection, the Board approved the appropriation of \$30,000 in existing fund balance to assist Bandys Volunteer Fire Department with construction costs for replacing one station and building one new fire station. The Board also enabled Propst Volunteer Fire Department to acquire a more favorable interest rate for financing the purchase of a new pumper-tanker and self-contained breathing apparatus. To bring businesses to the area, the Board continued effort to aggressively recruit most favored industries to the County. The Board, along with the City of Claremont, approved incentives for Bed, Bath and Beyond to locate a disaster recovery facility/backup data center (later to become their primary data Center) in Claremont’s CenterPoint Shell Building. In support of the capital needs of public education, the Board appropriated an additional \$824,670 to ensure the completion of the Longview Elementary School Project. Additionally, the Board approved installment purchase financing in the amount of \$31 million for the construction of two new elementary schools, renovations to existing school facilities, and improvements to Catawba Valley Community College.

The Catawba County Public Information Office continues to provide a program of public information to keep citizens informed of important county government initiatives, actions, and awards. The County Public Information Office sent out 297 releases to media and directly to the public between July 1, 2012 and June 30, 2013. Those releases reported on issues such as the creation of a plan for sustaining and promoting agriculture and the use of farm land in Catawba County, plans for a new Sherrills Ford-Terrell branch library, a new solid waste franchise agreement which will result in the collection of more items for recycling, Catawba County’s class on government for citizens, flooding in the county and two disaster declarations that positioned the County for State assistance, a new Voter Locator web site designed to help voters find their polling place, a refinancing of County debt that will save Catawba County more than \$850,000 over a period twelve years, and a National Association of Counties Achievement Award given to the Catawba County Performance Dashboard, a website where citizens can access hundreds of facts and figures in eight broad categories.

Catawba County remained an active participant in local, State, and national organizations. The County remains a member of the National Association of Counties (NACo), the North Carolina Association of County Commissioners (NCACC), the School of Government (SOG) and the Western Piedmont Council of Governments (WPCOG). Members of the Board of Commissioners, as well as the County Manager and the Assistant County Managers, are participants in activities of these organizations and their various boards and committees.

The County Manager’s Office continued to monitor proposed legislation in the North Carolina General Assembly and, where applicable, propose legislation. To assist with proposing legislation a new legislative agenda process was developed, vetted, and approved by the Board of Commissioners and used by department heads to have a

more targeted and strategic legislative agenda process. The Manager’s Office monitored the General Assembly’s 2013 Session and successfully avoided unfunded mandates and significant reductions in funding.

Legal Services achieved 100 percent of its outcomes for Fiscal Year 2012/13. Legal received and reviewed 99.6 percent (602) contracts within five working days. Legal received positive approval rating on the annual client satisfaction survey. 84.6 percent of survey responses were “very satisfied” with Legal, while 15.4 percent of responses were “satisfied.” Legal Services also improved County staff’s ability to handle situations that could potentially have legal impact by providing training to Emergency Medical Services, Sheriff's Office, supervisors, Social Services, Public Health and Animal Control. Legal Services’ collection rate exceeded the 50 percent threshold for the third consecutive year. During the fiscal year, Legal collected \$124,774 in delinquent monies for a collection rate of 70.28 percent.

The Budget and Management Office achieved all of its outcomes for Fiscal Year 2012/13. The Fiscal Year 2012/13 budget earned the Government Finance Officers Association’s (GFOA) Distinguished Budget Presentation Award with more outstanding ratings than the prior year and no deficiencies noted. 2012/13 marks the 24th consecutive year that Catawba County Budget and Management Office has earned the award. The Budget and Management Office also successfully prepared a balance budget for Fiscal Year 2013/14 for adoption by June 30th, 2013.

The Budget and Management Office exceeded its goal of receiving a customer service rating of 90 percent or better from departments, with 100 percent of survey respondents indicating they were either “Highly Satisfied” or “Satisfied” with their Budget experience. The Office also exceeded its goal of receiving a 95 percent or better satisfaction rating from the County Manager, receiving an excellent in four areas and a satisfactory in one area with no areas rated as needs improvement.

The Budget and Management Office met its goal of improving the availability of data necessary to make budgetary and outcome decisions by spending time with all departments prior to budget submission to develop the performance dashboard and improve outcomes. Additionally staff met goals for preparing forecast information that provided the County Manager, Board of Commissioners, and Department Heads the financial information needed to set priorities and goals in planning for the future needs of the County. In December 2012, the Budget and Management Office, in an effort to increase transparency to Catawba County citizens, launched the Performance Dashboard. The dashboard provides citizens and departments with the most up-to-date information on County-wide performance and service levels.

Human Resources

Fiscal Year 2014/15

Human Resources achieved 20 out of 20 outcomes in Fiscal Year 2014/15.

Fiscal Year	Total Outcomes	Achieved	Not Achieved	Success Rate
2014/15	20	20	0	100%
2013/14	19	18	1	95%
2012/13	18	18	0	100%

Recruitment

In FY2014/15, all outcomes related to recruitment, including launch of a new, fresher webpage that highlights internships and aspects of the organization that may appeal to young professionals, were achieved. Also, 95 percent of departments now use supplemental questions as part of the initial application process as a screening tool aimed at developing a more qualified applicant pool. Finally, a Young Professionals Group was developed based on new employee feedback as a way of fostering a sense of community and belonging among the County’s younger employees.

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Pay and Classification

All pay and classification outcomes were achieved, including the processing of all reclassification requests within 2.2 days and the completion and approval of the pay study involving 409 employees.

Benefits

The Benefits outcomes were all achieved, including achievement of an average 4.8/5.0 evaluation score for the Benefits orientation by 116 new hires. Furthermore, 81 percent of respondents to the County Manager's New Employee questionnaire felt adequate benefit information was provided in orientation, exceeding the department's 80 percent goal.

Organizational Development

Every Organizational Development outcome was achieved. Seven employees were prepared for future leadership roles through participation in the year-long Leadership Academy. The annual supervisory training provided 21 employees with the opportunity to enhance their supervisory skills. Two sessions of the "Brand Called You" were completed, aimed at improving employees' knowledge of themselves in order to improve performance. Knowledge was increased by 100% of survey respondents for the annual retirement benefits session. Finally, employees broadened their knowledge of the Hmong people through diversity awareness activities in March.

Wellness

Each of the Wellness outcomes was achieved. Nearly half (49 percent) of employees in the high risk group (as determined based on biometric data) participated in Weight Watchers, Gym Membership Discounts, FitKIK, Exercise Classes, or Nutrition Counseling. The Employee Health Clinic (EHC) received 728 more visits between Fiscal Year 2013/14 and 2014/15, or an 87 percent increase. Operation of the EHC generated 15 percent savings based on the cost to operate the EHC compared to the true cost of services if provided directly through a Primary Care Provider and estimated sick leave pay.

Self-Insurance

The Self-Insurance Fund was adequately funded through the year, and health and dental claims were tracked monthly, analyzed, and shared with the County Manager.

Risk Management

Every outcome in Risk Management was achieved. The number of OSHA recordable injuries per 100 FTE was 3.4 compared to the State goal of less than 5. There were sixteen at-fault accidents from which recommendations were made to the respective department heads about corrective actions and suggested training. Finally, the department completed its development of a tracking mechanism for musculoskeletal claims in EMS. 66 percent of the musculoskeletal injuries over the last four years within EMS were back injuries related to lifting, pushing, and pulling. An additional 24% were shoulder, arm, wrist, and knee injuries.

Fiscal Year 2013/14

Human Resources met with 100 percent of departments to review successes and challenges regarding new employee hiring, with an emphasis on recruiting diverse candidates. Supplemental questions, designed to assist departments with efficiently identifying the most qualified applicants for a position vacancy, were incorporated in job advertisements. While the goal of having 75 percent of hiring supervisors agree that the supplemental questions aided their recruitment efforts fell short, 71 percent of hiring supervisors did agree the addition of supplemental questions aided in the recruitment process. With 91 positions filled over the last fiscal year, Human Resources' facilitation of the hiring process for departments was rated as helpful 95 percent of the time.

Human Resources aided in the recruitment and retention efforts of departments by maintaining a competitive

pay plan. A pay and classification study of 90 classifications was conducted and resulted in 48 position classification changes and 29 individual employee reclassification changes that affected 202 employees. Additionally, individual reclassification requests received throughout the year were completed within 5 days 99 percent of the time.

All new employees completed an orientation process that provides an overview of available County benefits and their associated costs. New employees were satisfied with the information provided during the orientation program, as evidenced by their 4.8 out of 5.0 rating of the orientation. In addition, the County Manager's Office follows up with new employees after three months of service to determine if there is information that should have been provided during orientation that would have been beneficial to them. Of the 91 new employees, only four identified additional information that should be included in future orientation sessions. A retirement education seminar was provided for employees to learn more about their retirement benefits and how to plan for their future retirement.

Human Resources coordinated a yearlong supervisory education program for new supervisors to promote supervisory and organizational development among new leaders in departments. Team building was promoted through "The Brand Called You" skills development program; 90 percent of the key employees targeted for this training agreed that it increased their knowledge of team dynamics and how to be a positive team member. Finally, a diversity program called "A Taste of Native American Culture" resulted in 97 percent of the participants increasing their knowledge of Native American culture.

Wellness efforts were strengthened with the addition of eight programs to improve fitness, nutrition, and weight management of employees throughout the year. Boot Camp was so popular among employees that it was extended into the fall of the year. Employees identified as high risk through the annual wellness screening were targeted for specific departmental strategies to address health challenges and their progress is tracked to determine the effectiveness of specific strategies. Increased wellness programming heightens the awareness of our organization's overall health as well as each individual employee's health. Finally, operating the Employee Health Connection resulted in a 20 percent savings to the County in terms of sick hours saved by employees using the clinic, in-house worker's compensation evaluations, and pre-employment drug testing and physicals.

Trend analysis of monthly health insurance claims resulted in accurate budgeting of 100 percent of projected claims expenses for the year. Additionally, the monthly analysis of both health and dental claims aided in the review of plan design and the need for plan design modifications.

OSHA recordable injuries were limited to only 3.9 per 100 FTEs as a result of a multitude of safety initiatives. One such measure was the Fit Responder pilot program. This program was created to reduce lifting injuries and was most recently expanded to the all Emergency Medical Services staff. 84 percent of the participants found the program useful and pertinent. In addition, specific measures were identified and recommendations were made to Department Heads to help limit the number of at-fault accidents during the year.

Fiscal Year 2012/13

Human Resources successfully achieved 18 out of 18 outcomes in Fiscal Year 2012/13. All 104 new employees attended 1 of the 14 orientation sessions. Human Resources averaged a score of 4.7 out of 5 on the content and quality of its orientation sessions, exceeding the stated goal of achieving 4.0.

Human Resources offered a series of four "Business Writing" workshops in April and May. Thirteen employees successfully completed the program and all participants indicated that they "strongly agreed" or "agreed" that they had expanded their work-related knowledge, skills, and abilities. The department planned and coordinated two "African American Cultural Awareness" lunch-and-learn programs in March, which were well received by

PERFORMANCE MEASUREMENT

attendees (104). 93.33 percent of those surveyed indicated they either “strongly agreed” or “agreed” that their knowledge of African American culture increased.

In promoting supervisory and organizational development, Human Resources developed a year-long supervisory program and a Leadership Academy program. The supervisory program has 29 participants (23 County employees and 6 City of Newton). The Leadership Academy had eleven County employees participate, all of whom graduated.

HR conducted meetings with department heads and the County Manager’s Office to review department statistics and share current recruitment and retention goals and ideas. Human Resources helped implement several ideas that emerged from these meetings, three of which were: 1) “A Taste of African American Culture” program 2) the “We Work as One” diversity video and 3) funding the Information Technology Department’s two minority summer interns.

Risk Management oversaw an injury prevention program in EMS. Beginning as a pilot program for one EMS shift in September 2012, the program focused on the teaching employees the three keys to injury prevention and how to integrate health, wellness, and injury prevention. 100 percent of participants agreed that the program was useful. Because of the successful pilot, the program will be expanded to the entire EMS unit in Fiscal Year 2013/14.

Another top Risk Management goal for Fiscal Year 2012/13 was to limit OSHA recordable injuries to 5 per 100 FTEs, which is the North Carolina Department of Labor public sector industry standard. The County experienced 3 recordable injuries per 100 FTEs. Methods used to achieve this were: conducting four County safety meetings, practicing tornado, fire, and lockdown drills, and offering six defensive driver classes.

Wellness continues to remain a County priority. In Fiscal Year 2012/13 Human Resources used aggregate data from the Health Risk Assessment (HRA) to develop programs that would address County employees’ major health priorities: fitness promotion, weight management, blood pressure reduction, and nutrition. Some of the programs Wellness has offered are onsite individual nutrition counseling, a Weight Watchers at Work Program, onsite exercise classes, price reduced gym memberships, and diabetes control class. In other wellness efforts, Human Resources has offered eight mammogram screenings (141 participants), eight wellness screenings (830 participants), and six flu shot clinics (534 participants).

The Employee Health Connection (EHC) continues to generate savings in sick time not used. Last fiscal year the EHC had 759 visits from County employees and 183 were from dependents of County employees. Assuming that the employee would spend 1.5 hours of the work day at the doctor’s office for himself and/or for a dependent, the total number of sick time hours saved was 1,413. The average hourly rate for a County employee is \$20.45. The EHC saved the County approximately \$28,896 in sick time not used.

Library

Fiscal Year 2014/15

To encourage an early love of reading, the Library system presented 669 Ready to Learn Story programs and circulated

Fiscal Year	Total Outcomes	Achieved	Not Achieved	Success Rate
2014/15	66	66	0	100%
2013/14	59	59	0	100%
2012/13	65	64	1	98%

15,775 books to daycare centers. The Library system registered 2,019 children and teens for 162 summer reading programs in the summer of 2014 with the goal of maintaining and enhancing reading skills. The Library system hosted 141 STEAM (Science, Technology, Engineering, Arts, and Math) sessions with 97 percent of participants

reporting the topic was interesting.

In an effort to contribute to Catawba County's economic revitalization and digital literacy, the Library system provided 149 technology classes and outreach programs, along with numerous one-on-one help sessions. The Main Branch alone held 35 programs and 235 one-on-one help sessions. These sessions included training on conducting online job searches, creating and improving resumes, searching the Internet, video conferencing (Skype), and basic computer skills.

The Catawba County Library system continued to excel at providing excellent customer service through facilities, services, and collections that are convenient, accurate, and meet community needs. All branches maintained a 95 percent or better rating of staff service as "excellent" or "good" on the Library system's annual customer service survey.

Fiscal Year 2013/14

To encourage an early love of reading, the Library system presented 791 Ready to Learn Story programs and circulated over 20,000 books to daycare centers. The Library system registered 1,670 children and teens for 162 summer reading programs with the goal of promoting and reinforcing reading skills. Each Library branch also hosted at least 6 STEM sessions with at least 70 percent of participants reporting the topic was interesting.

In an effort to contribute to Catawba County's economic revitalization and digital literacy, the Library system provided 149 computer training sessions and outreach programs and numerous one-on-one help sessions. The Main Branch alone held 28 programs with 200 people attending and 184 one-on-one help sessions. These sessions included training on conducting online job searches, creating and improving resumes, searching the Internet, video conferencing (Skype), and basic computer skills.

The Catawba County Library system continued to excel at providing excellent customer service through facilities, services, and collections that are convenient, accurate, and meet community needs. All branches maintained a 95 percent or better rating of staff service as "excellent" or "good" on the Library system's annual customer service survey. The Library's courier service continued to enhance the accessibility of the Library's resources by delivering materials to all branches four to five days per week.

New outcomes this year related to assessing community members' library service needs and garnering support for library services. The Library conducted two off-site surveys to gather input on potential needs, and staff collected and shared 18 individual success stories from Library consumers demonstrating the direct impact of library services on citizens' lives. The Library also worked to build a network of volunteers to advocate for public libraries at the national, state, and local levels.

Fiscal Year 2012/13

The County Library system circulated nearly 20,000 books to daycare centers, providing high quality reading materials to preschool children. The main branch, in an effort to contribute to Catawba County's economic revitalization, provided 42 computer training sessions with 220 people attending. This was a 27 percent increase in sessions provided and a 26 percent increase in number of attendees. These sessions included training on conducting online job searches, creating and improving resumes, searching the Internet and basic computer skills, and video conferencing (Skype). The Library system registered 1,700 children and teens for summer reading programs with the goal of promoting and reinforcing reading skills. The Library's courier service continued to enhance the accessibility of the Library's resources by delivering materials to all branches five days a week. Due to the courier service's reliability the Library system floats all library collections, including the DVDs. Circulation of the DVDs increased 10.4 percent throughout this year due to the floating project.

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The single outcome not achieved pertained to helping customers find valid and reliable sources of information by promoting the use of NC Live and recording at least 20,000 sessions during the year. The Library's customers used NC Live 14,384 times. NC LIVE changed its methodology for statistical reporting to correct for a fairly substantial over-count of its most used resource. This change in count methodology resulted in lower usage counts for the library.

Social Services

Fiscal Year 2014/15

Social Services achieved 93 percent (42/45) of its Fiscal Year 2014/15 outcomes. The

Fiscal Year	Total Outcomes	Achieved	Not Achieved	Success Rate
2014/15	45	42	3	93%
2013/14	31	28	3	90%
2012/13	32	29	3	91%

Administration unit enhanced the agency's overall effectiveness by achieving a 30.7 percent financial savings for the year. Administration also ensured that the agency collected 100 percent of federal and state allocations, Medicaid billings, and available grants.

Child Protective Services (CPS) achieved 18 of its 19 goals. The first outcome, to provide more appropriate, trauma-informed services to families was accomplished when CPS ensured 97.3 percent of child welfare staff who completed Child Welfare Trauma Training demonstrated an increased understanding of trauma's impact. Secondly, in order to improve self-sufficiency and increase positive support systems, 69 percent (exceeding the 65 percent goal) of families who participated in Child and Family Team (CFT) meetings while receiving Family-in-Home services identified two social supports that were willing to take an active role as a participant in the family's safety plan. Additionally, 89 percent of those CFT participants were able to demonstrate and explain at least two behaviors that kept their children safe. CPS helped improve future opportunities for academically vulnerable students by having 96 percent (94/98) students receiving ACE social work services demonstrated improvement in at least one life domain. Likewise, 98 percent of vulnerable eighth graders (served by the TEEN-UP program) improved their knowledge of risks and consequences of adolescent sexuality. Enhancing the likelihood of preserving the family unit, 88 percent of the families involved in Family-In-Home services who participated in CFT meetings did not have a repeat finding of child maltreatment within 6 months of case closure. CPS increased and maintained connections with relatives for children who were removed from their own homes by placing 41 percent (54/132) of children with approved relatives or kin within 90 days of care. Similarly, Social Services increased the number of local licensed foster homes by 80 percent during the fiscal year. CPS improved placement stability for children in foster care thereby increasing their wellbeing by ensuring 95.65 percent (exceeding outcome goal of 89 percent) of children in care less than 12 months experienced 2 or fewer placements. Similarly, for children in care between 12 – 24 months, 89.29 percent (exceeding outcome goal of 68 percent) of children experienced 2 or fewer placements. To promote strong ties between foster children and their caregivers as well as ensuring that the children are safe, 99 percent of children in foster care were seen monthly. Social Services encouraged 92.8 percent (168/181) of school aged children in foster care to participate in at least one developmentally appropriate social/athletic/cultural/spiritual activity. Participation in these activities promoted academic success and helped normalized the children's childhood experience. The department assisted children in foster care by having 55 percent of adoptions finalized within 24 months of entry into foster care custody ensuring permanency occurred quickly.

To support the economic independence of Catawba County's parents/caretakers and employers, the County provided a children's day care subsidy for 1,949 children monthly, exceeding its goal of 1,650 monthly. The department ensured that 100 percent (105/105) of children involved in CPS whom were in need of child care received services throughout the fiscal year.

Family NET achieved all of its outcomes. It met 95 percent of accreditation self-audits standards, reflecting sustained and improved service quality in Family NET, Therapeutic Foster Care and Residential Services. Another outcome achieved focused on enhancing and maintaining family functioning by having 92 percent (approximately 318 of 347) of children and adolescents demonstrate improvement in at least 10 points on the Child and Adolescent Functional Assessment Scale (CAFAS) after six months of treatment. Finally, 100 percent (28 of 28) of preschool children demonstrated an increase in the total protective score on Devereux Early Childhood Assessment. This assessment measures a child's resiliency, ability to meet his/her needs, ability to express feelings with appropriate words and actions, and ability to develop stronger relationships.

Work First achieved all three of its Fiscal Year 2014/15 outcomes. The first outcome ensured that 100 percent (128 of 128) of the Able Bodied Work First adults with a means of transportation received intensive employment services. The second achieved outcome ensured impoverished citizens facing a health risk due to weather related exposure received assistance. 97 percent (3,501 of 3,621) of impoverished citizens received assistance with their heating through a partnership between Catawba County Social Services, Eastern Catawba Cooperative Christian Ministries, Greater Hickory Cooperative Christian Ministries, and Salvation Army. Finally, Work First strengthened the future well-being and independence of the children by having 100 percent of caretakers receiving Work First ensure all educational and health needs of the child/children were met.

Adult Services achieved all of its Fiscal Year 2014/15 outcomes. The first outcome empowered vulnerable and disabled adults to live independently in a safe environment by having 97 percent (34 of 35) of persons who have experienced a substantiated and confirmed incident of abuse, neglect, or exploitation not experience a repeat incident. Next the department increased the quality of care in Adult Day Care/Day Health Centers and Adult Care Homes (20 facilities) during Fiscal Year 2014/15 by providing training, education, consultation and follow-up monitoring. The third outcome pertained to Senior Nutrition Services. It ensured seniors experienced increased independence and reduced isolation by serving 99.68 percent (1,545 of 1,551) of eligible persons requesting services, which included: nutritious meals, health and wellness activities, education, and socialization. Adult Services continued to assist elderly and disabled citizens in gaining access to medical care. Nearly 94 percent of the potentially eligible elderly & disabled population (9,902 of 10,577) have received/are receiving Medicaid benefits and gained/gaining access to medical care. Adult Services ensured individualized, quality medical care and reduced unnecessary Emergency Room usage by linking 94 percent (approximately 19,576 of 20,757) of Catawba County Medicaid beneficiaries with a primary care physician. Finally, the in the Adult Services unit Medicaid Transportation provided 27,312 trips to 2,381 unduplicated individuals during Fiscal Year 2014/15.

Medicaid Administration achieved one of its two goals for Fiscal Year 2014/15. To enhance the quality of children's health by increasing access to medical care/insurance. The unit ensured that 100 percent (18,944) of uninsured children ages 0-18 had access to Medicaid or North Carolina Health Choice. This performance exceeded the department's 92 percent goal and exceeded the State's 90 percent rate. Unfortunately, the department was unable to process 97 percent of Medicaid applications with 25 days. Medicaid Administration processed 83 percent of applications within 21 days. This performance was on track to best the State's benchmark of processing 90 percent of Medicaid applications within 45 days.

Food Assistance achieved all of its outcomes. The first outcome assured tax dollars were used appropriately and that families receive the correct benefits by having the Food Assistance staff maintain an accuracy rating of 97.62 percent (41/42) as evaluated by state quality control monitors and local resource management review, exceeding the goal of 97 percent. The second outcome assured the needs of citizens were met promptly and the implementation of NCFAS continued to positively support the mission of the program, 98.9 percent (9,718 of 9,828) of all approved food assistance applicants were processed within an average of 7.25 days, exceeding the goal of 98 percent within 10 days.

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Child Support achieved one of its two outcomes. Child Support assured that 87.25 percent of children are financially supported by both parents by making sure children in need of a child support order had one. Unfortunately, Social Services achieved a child support payment collection rate of 69.46 percent, slightly below its goal of 70.25 percent.

Fiscal Year 2013/14

Social Services Administration enhanced the overall effectiveness of the agency through savings of 62 percent in toner expense and various supply costs. Additionally, the department realized savings of over 200 man hours in the following programs: Senior nutrition, Community Alternatives, In-home aide program management, Child Welfare data management and reporting, and Family NET clinical services case management.

Child Protective Services achieved one of its two goals. The first, to ensure the ongoing safety of children and to clearly identify specific safety concerns in children who are abused, neglected, or dependent, was achieved with 98 percent of families with findings or whose children have entered foster care indentifying behaviorally specific statements and developing goals within 30 days of case decision.

The second outcome, to promote keeping children safe, strengthen parental engagement and behavior, identify supports and provide a mutual understanding that expedites case closure by having 70 percent of all families with children found to have been abused, neglected and/or dependent during Fiscal Year 2013/14, participate in a Child and Family Team (CFT) meeting within 60 days of a finding of abuse/neglect/dependency, was not achieved. The department was only able to have 29 percent of CFT meetings within 60 days of case decision.

Prevention achieved both of its outcomes. The first sought to improve future opportunities for academically vulnerable students by having 85 percent (approximately 106 of 125) of students who receive ACE social work services for at least 90 days demonstrate improved life domain functions, behavioral/emotional needs, and risk behaviors. 97 percent (93 of 96) of students who received services for 90 days showed improvement as evidenced by pre and post assessment using the Child and Adolescent Needs and Strengths (CANS) Comprehensive Assessment tool. The second outcome sought to increase 8th graders knowledge and skills in problem-solving as well as understand the consequences of behaviors that lead to adolescent pregnancy by having students complete 75 percent of the Teen-Up program. At the end of the fiscal year, 97 percent (88 of 91) of students completed 75 percent of the program.

Permanency Planning achieved both of its outcomes. The department achieved its outcome to promote placement stability and reduce trauma of children entering foster care by having 92 percent of children (287 of 313) experience two or fewer placements in their first 11 months. The second outcome achieved prepared 89 percent of youth (16 of 19) active in North Carolina's Independent Living Program for Children in foster care (LINKS) for successful independent living.

Child Wellbeing/Post Care promoted long-term wellbeing for children and permanent placements, after leaving foster care, by having 98 percent of families (55 of 56 families) who were actively engaged in the Success Coach Service for at least 60 days not have a child re-enter foster care while active and for six months after case closure.

Family Builders assisted 55.17 percent (32 of 58) of children to be adopted out of foster care within two years of entering Social Services custody, exceeding the department's goal of 55 percent and the State rate of 36.54 percent.

70 percent (7 of 10) of youth receiving services in the Corner House Programs for at least six months demonstrated improved behaviors on the Child Behavior Checklist (CBCL) as measured at admission and discharge.

Children's Day Care sought to support the economic independence of Catawba County parents/caretakers by maximizing all available subsidy funds for day care services. The County provided a subsidy for 1,733 children monthly, exceeding its goal of 1,675 monthly.

Family NET achieved all of its outcomes. It met 95 percent of accreditation self audits standards, reflecting sustained and improved service quality in Family NET, Therapeutic Foster Care and Residential Services. Another outcome achieved focused on enhancing and maintaining family functioning by having 90 percent (approximately 156 of 173) of children and adolescents demonstrate improvement in at least one domain of the Child and Adolescent Functional Assessment Scale (CAFAS) upon completion of outpatient services. Also, to improve family functioning 96 percent of children and adolescents who completed Intensive In-Home services showed a decrease of at least 3 points in their (Child and Adolescent Level of Care Utilization System) CALOCUS scores. Finally, 100 percent (16 of 16) of preschool children who completed services with Clinical Specialists demonstrated increased ability to meet his/her needs, increased ability to express feeling with appropriate words and actions, and developed stronger relationships with significant adults as measured by the Devereux Early Childhood Assessment, exceeding the department's goal of 92 percent.

Work First achieved both of its Fiscal Year 2013/14 outcomes. The first outcome ensured that 100 percent (188 of 188) of the Able Bodied Work First adults received intensive employment services. The second achieved outcome ensured impoverished citizens facing a health risk due to weather related exposure received assistance. 97 percent (3,604 of 3,701) of impoverished citizens received assistance with their heating through a partnership between Catawba County Social Services, Eastern Catawba Cooperative Christian Ministries, Greater Hickory Cooperative Christian Ministries, and Salvation Army.

Adult Services achieved all of its Fiscal Year 2013/14 outcomes. The first outcome empowered vulnerable and disabled adults to live independently in a safe environment by having 100 percent (40 of 40) of substantiated and confirmed Adult Protective Service reports not experience a repeat incident of abuse, neglect or exploitation. Next the department ensured health, safety, and well being by providing services for senior and disabled citizens to remain in their own homes in lieu of nursing home placement. This intervention resulted in the avoidance of over \$5 million of Medicaid expenditures during the fiscal year. The third outcome pertained to Senior Nutrition Services. It ensured seniors experience increased independence and reduced isolation by serving 99.35 percent (1,539 of 1,549) of eligible persons requesting services, which included: nutritious meals, health and wellness activities, education, and socialization. The department also ensured individualized quality medical care, and reduced unnecessary emergency room utilization by enrolling 92 percent (21,496 of 23,205) of Catawba County Medicaid beneficiaries with a primary care physician. This exceeded the goal of obtaining 91 percent of enrollees.

Food Stamps' achieved both of its outcomes. The first outcome assured tax dollars were used appropriately and that families receive the correct benefits by having the Food Assistance staff maintain an accuracy rating of 98.9 percent (1,012 of 1,024) as evaluated by state quality control monitors and local resource management review, exceeding the goal of 98 percent. The second outcome assured the needs of citizens were met promptly and the implementation of NCFAS continued to positively support the mission of the program, 99.1 percent (2,857 of 2,883) of all approved food assistance applicants were processed within an average of eight days, exceeding the goal of 99 percent.

Child Support achieved both of its outcomes. Social Services assured children received the financial support of their parents by having a collection rate of 71 percent. This represents an average collection of \$755,371 of \$1,086,382 due in monthly child support obligations. Child Support exceeded its outcome goal of 87.25 percent to assure that children are financially supported by both parents by ensuring 87.69 percent of children in need of

PERFORMANCE MEASUREMENT



a child support order had one.

General Assistance was only able to achieve one of its two outcomes. The successful outcome ensured 94.5 percent (16,456 of 17,423) of the uninsured children had access to Medical/Dental services that will increase their quality of health, surpassing its goal of 92 percent.

General Assistance was unable process 97 percent of all Family Medicaid applications in an average of 25 days, largely due to reasons outside of the department's control such as: transition issues with the Affordable Care Act and implementing parts of NCFAS. As a result, the department was able to process 88 percent of applications within 27 days.

Fiscal Year 2012/13

Social Services Administration achieved its goal of enhancing overall effectiveness and efficiency through using technology, improved work procedures, and/or cost saving measures. Over 250 man hours were saved creating 42 percent operational savings in individual areas. Additionally, the department realized an approximate \$23,000 in reduced costs.

Child Protective Services (CPS) assured the ongoing safety of children by having 91.3 percent (376 of 412) of children with a substantiated report of abuse and/or neglect not have another substantiated report within the six months of the first report. CPS also strengthened parental engagement and kept children safely with biological parents. During the fiscal year, 73.5 percent (78 of 106) of families with children found to have been abused, neglected, and/or dependent and participated in a Child and Family Team meeting have demonstrated positive parental behaviors which assure safety of children in their homes.

Another large accomplishment CPS was reducing the impact of poverty and food insecurity on a child's ability to learn and enhancing the school/family/community connection by getting faith-based organizations and/or members of the business community to sponsor the Backpack Program in all of the 25 participating elementary schools. CPS was successful in preparing youth aged 16-18 for independent living as based on North Carolina's Independent Living Program for Foster Children. 100 percent of the youth (19 out of 19) who participated met 80 percent of the State-identified outcomes, which include: sufficient economic resources to meet daily needs, a safe and stable place to live, attainment of academic or vocational/educational goals, connections to a positive support system, avoidance of illegal or high risk behaviors, postponement of parenthood until financially and emotionally capable, and access to physical, dental and mental health services.

The Teen Up program sought to and achieved the goal of decreasing pregnancy among high risk youth. 99.7 percent (305 of 306) of students who participated in Teen Up did not cause a pregnancy or become pregnant.

Performance Measurement for Non-Reinventing Departments

Communications Center

Fiscal Year 2014/15

The 911 Communications Center achieved three of its five outcomes for Fiscal Year 2014/15. The 911 Communications Center

Fiscal Year	Total Outcomes	Achieved	Not Achieved	Success Rate
2014/15	5	4	1	80%
2013/14	6	4	2	67%
2012/13	4	4	0	100%

was able to provide courteous and accurate service, sustaining a complaint ratio of less than 1 per 1,000 calls,

answering 269,845 calls and receiving only 26 complaints for a ratio of less than 1:10,000. Another achievement for the Center was working to cultivate joint ventures between regional and local public safety agencies to generate savings through pooled resources. The Communications Center partnered with Hickory Police Department to establish a GEO Diverse 911 phone system and to develop a back-up 911 Center in the event of the need to evacuate the current 911 Center. The third outcome achieved involved the Center working with contractors, technology staff, and architects in the construction of the Justice and Public Safety Center. The Communication Center worked with Technology to get quotes to gain connectivity with the statewide VIPER Radio. The Center also met with various vendors to begin purchasing new equipment (e.g. CAD, dispatch console furniture, recording system, and audio video system).

The two outcomes not achieved were based on factors beyond the Communications Center's control. The first outcome missed was to ensure citizens receive prompt emergency and public safety assistance by answering 98 percent emergency calls within 10 seconds. The Center achieved a 90.26 percent answer rate due to migration to new technology infrastructure, the Patriot 911 Telephone system and the Cassidian Stats Reporting System. This outcome will need to be revisited in the future, as it was written to correspond with the former CAMA 911 Trunks system. On the bright-side, in the second portion of this outcome, the center achieved an average dispatch time of 47.78 seconds for all emergency calls throughout the County, exceeding its 65 second goal. The last outcome, which was graded as "not achieved" due to factors beyond the Center's control, was maintaining an active role in developing statewide 911 center standards by attending all meetings. Unfortunately, due to a retirement of the 911 Center Manager and the subsequent hiring of that position, the Center was able to attend all but two State 911 meetings

Fiscal Year 2013/14

The Communications Center achieved four of its six outcomes for Fiscal Year 2013/14. The Communications Center was able to provide courteous and accurate service. The Center was able to sustain a complaint ratio of less than 1 per 1,000 calls. Another achievement for the Center was receiving a grant from Homeland Security to upgrade three Catawba County towers. To achieve this outcome, staff attended and participated in all 10 NC 911 Board meetings, maintained an active role at the State level and provided input in the County's best interest. Staff worked collaboratively with the Justice Center Team to identify existing telecommunications infrastructure, aiding in the construction of the new Justice Public Safety Center.

The two outcomes not achieved were based on factors beyond the Communications Center's control. The first outcome missed was to ensure citizens receive prompt emergency and public safety assistance by answering 98 percent emergency calls within 10 seconds. The Center achieved a 93.34 percent answer rate due to migration to new technology infrastructure. The second outcome missed was to work with the Piedmont Area Communications Council to test the County's radio system's ability to communicate with 10 surrounding counties. This outcome was not achieved because the equipment to be tested was outdated and no longer supported.

Fiscal Year 2012/13

All four outcomes toward saving lives through emergency communications were achieved. Dispatch time was nearly fifteen seconds less than the goal of 65 seconds and maintained a nearly 20x better complaint ratio than the goal of 1:1,000. Achievement was also marked by cooperation with several public safety agencies including the State Highway Patrol with whom an expansion channel to Baker's Mountain Viper Site was added. Finally, there was cooperation with the Justice Center Team to complete design on the construction of a new 911 Center Complex.

PERFORMANCE MEASUREMENT



Cooperative Extension Services

Fiscal Year 2014/15

Cooperative Extension achieved 14 of its 17 outcomes (82 percent success rate) for Fiscal Year 2014/15. The department

Fiscal Year	Total Outcomes	Achieved	Not Achieved	Success Rate
2014/15	17	15	2	88%
2013/14	17	14	3	82%
2012/13	26	23	3	88%

provided training to 111 green industry professionals in the nursery, greenhouse and landscape business, of which 91 (82 percent) of those individuals increased their awareness. The economic impact from this training was \$83,250. Cooperative Extension hosted two field days to educate new, beginning, and transitional farmers on current and alternative enterprises. The first field day took place in October 2014 and focused on winter squash had 15 participants. At least 10 participants stated that they gained knowledge and 5 participants stated that they planned to grow on of the various types of winter squashed demoed at the field day. The second field day was a collaborative effort between Cooperative Extension, Catawba County Soil & Water, USDA Natural Resource Conservation District, and Russell Hedrick Farms. The field day had four stations with the topics of incorporating cover crops into grazing systems, different species of cover crops, and understanding and evaluating soil health. A total of 46 participants attended the field day, with 32 intending to grow a mixed species cover crop as a result of the training.

The department's 4-H programs were very successful in Fiscal Year 2014/15. In regards to Science, Technology, Engineering, and Math (STEM) and Health Living education, 1,350 elementary and middle school students participated in programs offered in all three school systems. Fifty-six educators received curriculum, training, assistance and support from Cooperative Programs to support implementation of programs with students. In the area of volunteer-led 4-H clubs, 255 youth ages 5-18 participated in programs to help youth develop skills, explore new interests, and introduce them to 4-H. The last 4-H outcome saw 32 high school students representing 11 schools comprise the Catawba County Youth Council. This experience proved valuable as 90 percent of the students improved skills in the following six areas: leading a business meeting, planning and leading a project; working as part of a team; taking with an elected official about a concern; honoring commitments; and interacting with adults.

In an effort to diversify local agricultural production and to educate the local minority population on various types of crops, 16 Southeast Asian farmers attended crop sessions (which include sessions on: winter squash, asparagus, mushroom, brassicas, blueberries, and peppers/tomatoes). Each session included information on growing and managing the crop, harvesting and storage of the crop, identifying some common disease and pest related to the specific crop, and some possible way of marketing the crop whether through direct market, retail, or to wholesalers. Of the 16 participants, 10 participants (62.5 percent) stated they gained knowledge in identifying potential pest in the crops they intended to grow; all sixteen participant (100 percent) stated they gained knowledge in harvesting and storing crops; and 14 producers (87.5 percent) stated they gained knowledge in growing and managing a specialty crop.

Cooperative Extension sought to increase the capacity of local farmers, restaurants, and individuals to participate in the local food economy by organizing four events to educate attendees on how to purchase, market, and find local foods. All the events culminated in the *Eat, Drink, and Be Local* week June 15-12, 2015, which had hundreds of citizens participating. The department also held an Agri-Tourism Day to promote agricultural literacy within the general public. Eleven farms and 2,303 visitors participated in the event. Cooperative Extension looked to promote and support the local agricultural economy by providing workshops and educational programming within 75 miles

of Catawba County. Nearly 200 farmers from the greater Catawba County area received training on networking, marketing, growing (blueberries and mushrooms), and breeding.

The two outcomes Cooperative Extension did not achieve focused on beautification and horse management. In regards to beautification, the department was unable to coordinate 2 litter collection events, implement a youth education project, and persuade local high schools or middle schools to participate in the Trex Plastic Bag Recycling Challenge. The horse management outcome was unsuccessful due to lack of attendance. Horse ownership is not production agriculture, and participation in these training/educational opportunities has diminished considerably over the last three years. Based on low community interest, these trainings will no longer be offered in Fiscal Year 2015/2016.

Fiscal Year 2013/14

To promote and support the local agriculture economy, NC Cooperative Extension supported and promoted Catawba County fruit/vegetable production as outlined in the Farm & Food Sustainability Plan. Extension provided intensive education on vegetable and fruit production through the Foothills Farm School, Retail Ready workshop, and Strawberry Production workshop, reaching 80 local agriculture producers. All this was done amid the impacts of a severe flooding event that took place in late July, 2013.

Cooperative Extension, in partnership with Keep Catawba County Beautiful (KCCB), promoted a cleaner and more beautiful community. The partnership coordinated two public litter collection events, garnering 109 participants, an increase of over 50 percent. The partnership also expanded participation in the Adopt-a-Road/Street/Highway program by increasing the number of adopted roads to 84, better than a 15 percent increase.

Cooperative Extension was not able to persuade five grocery stores to adopt the Best Bagging Practices Guide and develop a method of measuring the use of reusable bags. Also, the department was unable to attract 12 new volunteers to assist in the Adopt-A-Spot project in Newton, attracting only 10 new volunteers.

Similar to the Farm and Food Sustainability initiative, Cooperative Extension promoted and supported the local agriculture economy. The Foothills Farm School consisted of a six-month educational program to train beginning and transitioning farmers how to be a viable small-scale, economically sustainable farm enterprise--28 individuals enrolled, 26 graduated. The department also worked with NC Farm Link and Western NC Farm Link to more efficiently and effectively match landowners with surplus land and farmers interested in using the land for fruit/vegetable production. In support of fruit and vegetable production, a fruit and vegetable grower inventory was completed and will be maintained on an ongoing basis. The department has also increased the number of farmers using the EcoComplex by 33 percent. Finally, Cooperative Extension helped to expand the agriculture industry by providing farm tours in May in conjunction with Eat, Drink, and Be Local.

Cooperative Extension launched a campaign to increase awareness of availability and benefits of local food. Eat, Drink, and Be Local accomplished most of this outcome by engaging local restaurants and hosting local foods community events (e.g. gardening and cooking classes). Additionally, to increase awareness, articles about local food topics appeared in local publications such as Newton's Observer News Enterprise monthly.

PERFORMANCE MEASUREMENT



Cooperative Extension hosted meetings, workshops, and field days, as well as provided one-on-one assistance to 19 dairy farms, resulting in saving farmers \$20,000. The farmers adopted at least one of the following items: animal waste and fertilizer management (11 farmers); soil and plant tissue waste sampling by adopting, soil conservation practices (11 farmers); proper manure application equipment calibration (11 operators); record keeping and business management practices (18 farmers); and maintenance of animal waste operator certification (15 farmers).

The department increased the profitability of aspiring/existing forage and livestock producers by having an Area Agriculture Agent work with the Catawba Valley Cattlemen's Association to conduct a workshop on Forage Quality. 30 locals participated in the workshop where the following topics were discussed: 1) forage sampling and nutrient analysis of harvested hay, 2) weight of average size round bales and 3) using the nutrient analysis and weights of bales to calculate if the nutrient requirements of cattle were being met. This workshop had the potential to save beef producers several hundred dollars.

The department continued to support the local agricultural economy and provide education on the safe and sustainable use of pesticides. 56 individuals attended class with 40 taking the pesticide exam and 32 (80 percent) passing.

Cooperative Extension achieved all of its Youth Education outcomes. Youth were assisted in acquiring knowledge and developing skills by having 234 youth participate in 4-H affiliated clubs, camps, and programs, 88 percent of which demonstrated improvement in five or more life skill areas, exceeding the goal of 50 percent. The outcome to have 40 middle and high school youth increase their capacity to enter and complete higher education after participating in 4-H affiliated programs was exceeded with 63 students improving their capacity. Youth critical thinking skills improved and knowledge in the areas of science, technology, engineering, and math (STEM) was increased by having 791 youth participate in 4-H affiliated STEM programs with 82 percent reporting improved ability in STEM. This exceeded the goal of 600 youth participants and 50 percent of youth reporting improvement.

In the area of Environmental Protection, Cooperative Extension achieved its outcome by having 141 individuals participate in an educational program with 122 willing to implement what they had learned, particularly making good choices to avoid pesticide runoff and drift to protect the environment.

Cooperative Extension partnered with other Catawba County agencies to increase the ability of 225 adults and youth to make healthy food choices, increase physical activity, and reduce risk factors for chronic disease. This outcome was achieved with 314 adults and youth participating with 78 percent of adults and 61 percent of youth reporting that they were able to move toward their personal wellness goal.

Fiscal Year 2012/13

Cooperative Extension exceeded its goal of providing professional training to 175 green industry professionals by educating 402 landscapers and producers on new ideas related to insect, disease and weed management, perennial crop Integrated Pest Management (IPM), and new perennial crops to grow. Implementation of recommended practices resulted in a savings of \$190,650 in chemical and labor costs, less pesticides being applied in the County, and increased awareness on how to become better environmental stewards.

The Voluntary Agricultural District Program accepted 30 tracts containing 586.5 acres, a 2 percent increase. The Farm & Food Sustainability Plan was developed and includes strategies that will assist with farmland preservation.

Cooperative Extension exceeded its goal of increasing the knowledge of 100 current and aspiring livestock and forage producers by educating them on the use of alternative feeds and modern marketing techniques, resulting

in a savings of \$112,000 over traditional methods. Additionally, 100 youth livestock participants participated in Extension sponsored learning activities including monthly club meetings, livestock judging and “skillathons,” live animal shows and on farm demonstrations of management practices.

Cooperative Extension reached 482 people with information on the availability of local foods through promotion of Foothills Fresh, during safe food handling trainings, at community outreach events and through media outlets. Cooperative Extension planned two farm tours which included producers of blueberries, strawberries, raspberries, vegetables, baked products, free range eggs, and honey. 28 percent of local food producers surveyed indicated they had increased sales of their products. However, Cooperative Extension did not meet its goal of connecting 25 restaurant owners with local producers.

70 beef cattle producers attended an educational farm tour to learn about the use of warm season grasses in their enterprises, exceeding Cooperative Extension’s goal of reaching 20 forage and livestock producers. 10 producers also reduced their need for stored forages and have extended the grazing season on their farms.

Cooperative Extension exceeded its goal of teaching 30 producers about different soybean varieties. Cooperative Extension provided a demonstration test plot of “Liberty Link” soybeans for growers to compare these varieties with other conventional and herbicide tolerant varieties. Using these soybeans would increase the yield for Catawba County farmers by approximately \$445,000. Eight growers planted these varieties and an additional 200 producers were reached with information on pesticides, pest management and a variety of information to improve the profitability of their enterprises.

Cooperative Extension exceeded its goal of educating 60 field and forage crop producers, with 20 percent adopting one or more practices. 40 growers attended a corn variety field day to see the differences in yield, grain quality, disease resistance, and lodging resistance among 22 new and high yielding corn varieties. 18 producers adopted one or more of the practices they learned. An additional 20 growers were educated on managing Kudzu bugs – a new pest of soybeans. 25 Southeast Asian farmers attended the Growers School, which provides attendees an opportunity to improve and/or expand their farming operation. Cooperative Extension exceeded its goal of educating 20 farmers. In addition, one-on-one assistance was provided to six different farms.

Cooperative Extension was not able to meet its goal of providing training to 20 dairy and other farm producers on various farm management practices.

Cooperative Extension met its goal of encouraging 75 individuals to enter production and encouraging producers to expand production. 57 individuals attended the Putting Small Acreage to Work conference and learned how to earn supplemental income off their small acreage. Cooperative Extension also hosted a “Getting Started with Garden Chickens” workshop, where 18 individuals (50 percent of participants) indicated they intended to start a small flock in the next year.

342 horse owners received information about horse management, exceeding Cooperative Extension’s goal of educating 75 horse owners.

Cooperative Extension exceeded its goal of reaching 200 participants with information about making healthy food choices. 530 people participated in programs provided by Cooperative Extension in partnership with other health and wellness education agencies, including Cook Smart – Eat Smart, Eat Healthy – Be Active, diabetes education workshops and other nutrition education programs.

Cooperative Extension increased the safety of food production by improving the food preparation habits of 277 food handlers.

PERFORMANCE MEASUREMENT



Cooperative Extension exceeded its goal of educating 100 parents and child care educators by increasing the knowledge of 131 people in providing more experiential practices and including a greater variety of learning activities for young children. 134 individuals participated across four separate events and reported an increase in knowledge and/or indicated an intention to implement one or more strategies into their practice.

61 caregivers or older adults increased their self-care knowledge and awareness of care giving and self-care skills, exceeding the goal of educating 50 people. Nine percent of workshop participants changed their behavior and 56 percent of participants indicated intent to change behavior.

Cooperative Extension exceeded its goal of increasing the financial management knowledge of 100 adults, by engaging 129 adults in the "More in My Basket" sessions and 12 adults in a workshop addressing issues regarding the distribution of untitled property.

109 adults received information about best practices for energy conservation, exceeding the department's goal of reaching 100 adults. An average of 26 Best Management Practices was recorded per survey respondent.

232 youth, ages 5-18, participated in 4-H clubs along with short term and special interest programs designed to improve life skills in the areas of leadership, citizenship and communication, exceeding the goal of improving the skills of 200 youth. Additionally, three volunteer training workshops have been offered and reached 28 adult and youth volunteers who are providing leadership for 4 H clubs.

Cooperative Extension set out to improve the leadership and related life skills of thirty middle and high school students through the Catawba County Youth Council. This goal was surpassed as 59 high school students participated in the Catawba County Youth Council.

998 youth have improved their understanding of science and making healthy choices as a result of participating 4-H school enrichment, short term programs, and science based 4-H clubs, exceeding the goal of reaching 600 youth. 209 youth learned about the dangers of substance abuse through participation in the Health Rocks program. Additionally, 189 youth participated in "Reading Makes Cents", with 88 percent of parents indicating their children showed a greater interest in money, talked with them about earning an allowance, and showed an improvement in their ability to use math in working with money. However, Cooperative Extension did not meet its goal of training 25 new teachers to utilize hands-on 4-H curriculum as only 12 new teachers were trained.

Cooperative Extension exceeded its goal of increasing the awareness of 250 residents as 200 individuals participated in Litter Sweep events. Approximately 200 people received information about plastic shopping bag litter and received a reusable shopping bag litter at Earth Day celebration in Hickory in April. 857 second grade students from 10 schools learned about the problem of litter through a KCCB classroom reading project.

376 individuals, groups, churches, fire departments, and school groups received information about Adopt a Highway and Adopt A Street, exceeding the goal of targeting 100 individuals. Cooperative Extension met its goal of increasing the number of streets adopted by 25 percent by instead increasing adoption by 29 percent.

Cooperative Extension exceeded its goal of improving the waste management practices of 25 residents. 10 Master Gardeners participated in composting training and have adopted some form of backyard composting. Additionally, 25 students and teachers at The Sandbox received training on composting and have begun composting food scraps from their lunch to reduce waste.

Cooperative Extension exceeded its goal of increasing the awareness of 500 citizens, as approximately 640 individuals received information about plant selection, plant management and or pest management by telephone and 2,048 individuals received information by personally visiting the Extension center or attending classes and workshops on plant disease management, choosing plants for the landscape, and controlling insects.

82 individuals attended trainings/classes to learn about environmentally sensitive landscaping practices, exceeding the goal of reaching 75 individuals. Topics included organic gardening, gardening for water quality protection, composting, and soil sampling.

In partnership with the Catawba County Leadership Academy, 19 families totaling 50 adults and children are now gardening in raised bed gardens at the Family Care Center on Highland Avenue. Cooperative Extension exceeded its goal of having 25 individuals adopt vegetable gardening skills.

Elections

Fiscal Year 2014/15

Elections achieved all three of its outcomes. Staff prepared for and conducted the November 4, 2014 General Election as required by federal

Fiscal Year	Total Outcomes	Achieved	Not Achieved	Success Rate
2014/15	3	3	0	100%
2013/14	3	3	0	100%
2012/13	4	4	0	100%

and state law. The General Election had a 43.61 percent turnout rate with a total of 44,503 ballots cast on Election Day and at early voting sites. Elections also applied all new election laws that were effective in the General Election, including eliminating same day registration, eliminating out of precinct voting on Election Day, reducing the early voting time period to ten days, and implementing changes regarding absentee voting. Staff also informed all voters about the new "Photo ID" law that went into effect in 2016 and how to get a free Photo ID if needed. To have a signature on file for each voter, Elections scanned 5,966 voter registration documents, surpassing its goal of scanning 4,000 documents.

Fiscal Year 2013/14

Elections achieved all three of its outcomes. Staff prepared for and conducted the City of Hickory Primary Election, municipal elections, and the May Federal, State, and County Primary Election in accordance with State and Federal laws. The May Primary Election had a 15.53 percent turnout rate. Elections began preparing voters at the May Primary Election for the new "Photo ID" law that will go into effect in 2016. Every voter at one-stop sites and at precincts on Election Day was informed about the new law and how to get a free Photo ID if needed. Yearly preventive maintenance on all voting equipment was conducted and all machines were found to be in good working condition.

Fiscal Year 2012/13

Elections achieved all four of its outcomes. Staff prepared for and conducted the General Election as scheduled in accordance with State and Federal laws. The General Election had a 67.11 percent turnout rate. Yearly preventive maintenance on all voting equipment was conducted and all machines, with the exception of one AutoMark (a tool to electronically help handicapped voters mark their ballots), were found to be in good working order.



Emergency Services

Fiscal Year 2014/15

Emergency Services achieved 16 of its 20 outcomes. Administration achieved a 20.66 minute average

Fiscal Year	Total Outcomes	Achieved	Not Achieved	Success Rate
2014/15	20	16	4	80%
2013/14	19	16	3	84%
2012/13	17	16	1	94%

response time (from time of notification/request to the arrival of the On-Call Emergency Management Manager on scene) for all types of emergency management calls throughout the County. This is well below the 45 minute goal. Additionally, Administration increased the County's preparedness for flood and high water incidents and protected the life and safety of citizens by revising and updating the County Flood and High Water Annex by December 31, 2014 to incorporate lessons learned from the July 2013 flood event.

Veterans' Services achieved two of its three outcomes (66 percent) for Fiscal Year 2014/15. Staff sought to increase the community's knowledge of the U.S. Department of Veteran Affairs (VA) programs that assist with the cost and long term care of elderly veterans by holding 12 seminars in nursing homes, assisted living facilities, and local senior organizations. Veterans' Services held 13 seminars during the fiscal year. The second Veterans' Services Office outcome was related to providing quality and timely customer service. The office achieved this outcome by averaging a two-day or less wait time for veterans. The lone outcome not achieved was increasing the number of children of disabled veterans who receive college scholarships by submitting 10 scholarship applications. The Office submitted 8 applications, however 5 of those applications were awarded state scholarships.

Fire/Rescue achieved all four of its outcomes. Staff conducted 670 fire inspections for the five municipalities (Brookford, Catawba, Claremont, Maiden, and Long View) that contract with the County for fire inspection services. Fire/Rescue ensured that 100 percent of eligible structures both received a fire inspection before a certificate of occupancy was issued and scheduled follow-up inspections. 100 percent of fire inspections were conducted by inspectors with all appropriate certifications. Fire Investigators maintained an average fire investigation response time of 34.85 minutes, exceeding its outcome goal of a 45 minute response time from the time of the request to arrival on scene. The Fire Marshall increased awareness of the dangers of fire and maintained a viable fire safety program in the school systems by having 1,807 school aged children receive Fire Safety Education.

Emergency Medical Services (EMS) achieved 4 of its five outcomes. EMS also ensured customers received the highest quality pre-hospital care available by using a comprehensive Quality Management Program. EMS had a 100 percent protocol compliance rate in high risk areas such as drug assisted intubation and controlled substance administration; exceeding its goal of 95 percent.

EMS also ensured that limited air medical resources were used appropriately by reducing the over-triage rate (the rate of patient discharge from the trauma center prior to admission) in the case of air medical evacuations. During Fiscal Year 2014/15 EMS used air medical resources for 50 patients. Only 10 percent of those patients were discharged from the Emergency Department, which is better than their goal of 15 percent.

EMS is on target to reduce the percentage of viable cardiac arrest deaths by at least 10 percent by June 30, 2017. EMS has developed a CPR citizen training team. Comprised of 10 EMS employees, the team has provided CPR education to 758 adults and 862 children (4th grade and above). EMS is also partnering with Human Resources to achieve a 15 percent reduction in the number, cost, and severity of work related EMS musculoskeletal claims over

3 years. The partnership has offered Fit Responder refresher courses (to re-enforce the correct lifting and transferring procedures) and purchased equipment identified to alleviate musculoskeletal strain and injury.

The lone outcome not achieved was providing prompt emergency and medical care. EMS responded to 26,815 requests for service, 12,510 of which were emergencies. The average response time was 8:05 minutes, 5 seconds slower than their eight-minute response time goal. This performance level resulted in establishing a new EMS crew in the Mountain View area that will operate 12 hours a day, 7 days per week.

Animal Services achieved two of its four outcomes. Through its contact with the Human Society of Catawba County, Animal Services has ensured that 99.9 percent (1,395 of 1,396) of adoptable animals were adopted. Animal Services helped control the animal population and promoted responsible pet ownership by spaying or neutering 100 percent of eligible animals prior to being adopted by the public.

Animal Services missed its outcome to promote public safety by ensuring that no animals escaped from the Animal Shelter. Unfortunately, one dog escaped the kennel and was not recovered.

Fiscal Year 2013/14

Emergency Services Administration achieved all five of its outcomes. Administration achieved a 22.10 minute average response time (from time of notification/request to the arrival of the On-Call Emergency Management Manager on scene) for all types of emergency management calls throughout the County. This greatly surpasses its 45 minute response time goal. The department developed a Pet Decontamination Plan, providing citizens with peace of mind during a disaster by establishing protocols for decontamination of household pets from radiological, chemical, and biological agents. The Catawba County Incident Management Team (IMT) successfully participated in an exercise in June 2014 that tested the team's ability to 1.) Function as a team in an Emergency Operations Center, 2.) Establish an IMT structure assigning individual roles, and 3.) Prepare an Incident Action Plan based on the scenario and information given. The fourth outcome that Emergency Services Administration achieved was reducing the Uni-four's vulnerability to natural hazards by developing the Uni-four Area Hazard Mitigation Plan. Finally, Administration oversaw a 116 percent increase in Community Alert System self registration, increasing the system's ability to reach people who live, work, and go to school in Catawba County.

Veterans' Services achieved two of its three outcomes (66 percent) for Fiscal Year 2013/14. Staff sought to increase the community's knowledge of the U.S. Department of Veteran Affairs (VA) programs that assist with the cost and long term care of elderly veterans by holding 12 seminars in nursing homes, assisted living facilities, and local senior organizations. Veterans' Services held 13 seminars during the fiscal year. The second Veterans' Services Office outcome was related to providing quality and timely customer service. The office achieved this outcome by averaging a three-day or less wait time for veterans.

Fire/Rescue achieved all four of its outcomes. Staff conducted 243 (78 more than projected) fire inspections for the five municipalities (Brookford, Catawba, Claremont, Maiden, and Long View) that contract with the County for fire inspection services. Fire/Rescue ensured that 100 percent of eligible structures both received a fire inspection before a certificate of occupancy was issued and scheduled follow-up inspections. 100 percent of fire inspections were conducted by inspectors with all appropriate certifications. Fire Investigators maintained an average fire investigation response time of 28:41 minutes, exceeding its outcome goal of a 45 minute response time from the time of the request to arrival on scene.

Emergency Medical Services (EMS) responded to 25,266 requests for service, 11,793 of which were emergencies. The average response time was 7:55 minutes, 10 seconds better than their eight-minute response time goal. EMS also ensured customers received the highest quality pre-hospital care available by using a comprehensive Quality

PERFORMANCE MEASUREMENT



Management Program. EMS had a 100 percent protocol compliance rate in high risk areas such as drug assisted intubation and controlled substance administration; exceeding its goal of 95 percent.

EMS also ensured that limited air medical resources were used appropriately by reducing the over-triage rate (the rate of patient discharged from the trauma center prior to admission) in the case of air medical evacuations. During Fiscal Year 2013/14 EMS used air medical resources for 38 patients. Only 5 percent of those patients were discharged from the Emergency Department, which is better than their goal of 15 percent.

Animal Services achieved two of its four outcomes. The unit helped control the animal population and promoted responsible pet ownership by spaying or neutering 100 percent of eligible animals prior to being adopted by the public. The second outcome achieved ensured euthanizing animals was a last option for animals at the Shelter. Animal Services adopted, fostered, transferred, or returned to their owners 39.6 percent of all animals taken in during the fiscal year.

Animal Services missed its outcome to increase the number of animal foster homes in the County by 25 percent and to subsequently increase the number of Shelter animal adoptions due to the fact that the County no longer used animal foster homes as a method for adoption. The County contracted with the Humane Society to handle adoption functions. The second outcome not met was providing a healthy and safe environment for animals and staff by completely sanitizing the facility twice during Fiscal Year 2013/14. This was not met due to the County opening a new state-of-the-art animal shelter, eliminating the need to sanitize the old facility.

Fiscal Year 2012/13

Emergency Management achieved all three of its outcomes, ensuring the department was prepared to respond to all types of hazards that may affect the County. These hazards included natural, man-made, and hazardous materials. Staff participated in a Catawba Nuclear exercise, a Catawba Valley Community College active shooter drill, WebEOC Tabletop Exercise, and a Nuclear Regional Tabletop exercise. The department achieved its second outcome when it updated the Special Needs Registry. Updating the registry increased the department's ability to serve citizens with functional needs or who are medically fragile during and after emergencies. Emergency Management's third outcome was to develop disaster contingency contracts/agreements for heavy equipment, bottled water, hand-washing stations, generators, and bulk food preparation. These contracts will guarantee essential services will be readily available to citizens during times of emergency.

Veterans' Services achieved 100 percent of its goals for the fiscal year. The division sought to hold 15 seminars discussing VA benefits to local nursing homes, assisted living facilities and Veterans' Service Organizations (Marine Corp League, American Legion, Disabled American Veterans (DAV), and the Veterans of Foreign Wars (VFW)). Veterans' Services submitted a total of 13 scholarship applications for the fiscal year, besting their goal by five applications. Six of those applicants were awarded full scholarships to Catawba Valley Community College, UNC-Charlotte, and UNC-Asheville. The Veterans' Service Office also continued its high level of customer service by ensuring that wait times were less than three days.

Fire/Rescue achieved its outcome of conducting inspection services for the five municipalities that contract with Catawba County for fire inspection services. The five municipalities were Brookford, Catawba, Claremont, Maiden, and Long View. Fire/Rescue provided professional and thorough fire prevention services in compliance with the North Carolina State Building Code-Fire Prevention Code. Fire Investigators maintained an average fire investigation response time of 42.38 minutes from the time of the request to arrival on scene. This was better than their response time goal of 45 minutes. Additionally, all inspections were handled by inspectors with the appropriate certification level.

Emergency Medical Services (EMS) responded to 25,326 calls for service, 12,219 of which were emergencies. The average response time was 7:46 minutes, 14 seconds better than their eight minute response time goal. EMS also ensured customers received the highest quality pre-hospital care available by utilizing a comprehensive Quality Management Program. EMS had a 100 percent protocol compliance rate in high risk areas such as drug assisted intubation and controlled substance administration; exceeding its goal of 90 percent.

EMS also ensured that limited air medical resources were used appropriately by reducing the over-triage rate (the rate at which patients are discharged from the trauma center prior to admission) in the case of air medical evacuations. During Fiscal Year 2012/13, EMS used air medical resources for 34 patients. Only seven percent of those patients were discharged from the Emergency Department, which is better than their goal of 15 percent.

Animal Services helped control the animal population and promoted responsible pet ownership by spaying (or neutering) eligible animals prior to being adopted by the public. Animal Services revised the County’s Home Confinement Policy for animal involved in a bite incident. The new policy allows bite animals to be home quarantined provided the animal meets the criteria established by the Public Health Director. During the fiscal year, staff provided a healthy and safe environment for both animals and staff by sanitizing the Shelter twice.

The sole outcome not achieved by Animal Services was increasing the number of animal foster homes in Catawba County. Animal Services sought to increase the number of foster homes to 20, from its previous benchmark of 10. The division managed to increase the number of animal foster homes to 18, an 80 percent increase.

Facilities

Fiscal Year 2014/15

All Fleet outcomes achieved through the fiscal year. The development of a

Fiscal Year	Total Outcomes	Achieved	Not Achieved	Success Rate
2014/15	10	10	0	100%
2013/14	16	15	1	94%
2012/13	9	8	1	89%

productive “wrench time” baseline was 1225 hours. Fleet Maintenance also advised each department on vehicle neglect and abuse and thereby managing better the vehicles and respective drivers. Tire, parts, and fuel inventories were maintained and monitored at least 98 percent of the time. Nearly every vehicle (99.6 percent) was serviced for preventative maintenance or repair in three days. 100 percent of roadside emergency service during and after normal working hours was provided in two hours if inside the County and in twelve hours if outside the County.

Facility maintenance achieved all of its outcomes. A prioritized work plan to continue implementing energy efficiency was completed and data for emergency repairs was analyzed as well. Lighting and natural gas upgrades were made at Social Services and T-8 lights were installed at the ARC, expecting to result in at least 10 percent savings per square foot. Furthermore, 98 percent of all routine maintenance was completed within five days. At least 96 percent of all routine maintenance, telephone problems, electrical problems, and plumbing problems were repaired within 3 days. Lastly, every road sign, new or damaged was made, installed or repaired within at least 15 working days.

Fiscal Year 2013/14

The Garage achieved all of its outcomes for Fiscal Year 2013/14, providing proper care and maintenance to County vehicles by scheduling and completing 99.1 percent of all preventive maintenance services within 2 working days of the scheduled service. The Garage also provided roadside emergency service to County owned vehicles during normal working hours by responding to and repairing or recovering 100 percent of in-County roadside emergencies within two hours of notification. Additionally, the Garage advised and assisted with vehicle

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replacement schedules and specification documentation for new vehicle procurement by responding to 100 percent of all departments requests and completing written specifications of new vehicles within 10 working days.

Facilities achieved all but one of its General Maintenance outcomes. General Maintenance responded to 99 percent of emergency situations within one hour after notification, this includes emergency HVAC requests, electrical problems, and plumbing. Facilities ensured that 99 percent of all routine maintenance and repairs were completed within five working days. Ensuring a prompt response to facility issues, 99.5 percent of electrical problems and 98.9 percent of plumbing problems were all corrected within three days of notification. Facilities prioritized a work plan for the Public Health building to upgrade its lighting, per energy audit recommendations.

The one outcome not achieved was ensuring that 92 percent of telephone problems were corrected within three days of notification, with 82 percent of phone problems corrected within that time period.

Fiscal Year 2012/13

During Fiscal Year 2012/13, in addition to focusing on its responsiveness to the County's building, vehicles, and equipment needs, Facilities has placed a high priority on energy efficiencies. County staff contracted with Sud Associates to conduct a building energy audit for 25 county buildings over the next two years. At the end of Fiscal Year 2012/13, five building audits have been completed and funding has been allocated to begin energy efficient upgrades in those buildings. Another energy initiative that Facilities Maintenance has worked on is reducing the County's carbon footprint by installing T-8 lighting in County buildings where the payback period justifies the expense.

Fleet Maintenance was able to maintain strong customer service by completing 98.3 percent of preventative maintenance service requests within two working days, which exceeded its goal of 98 percent. It also exceeded its goal to affect 97 percent of vehicle repairs in two days with a 98.3 percent achievement rate. Fleet maintenance provided roadside emergency service by responding to and repairing or recovering 100 percent of in-County and out-of-County roadside emergencies within two hours and 12 hours respectively, exceeding its goal of 99 percent. Adequate supplies were provided in a timely manner 99 percent of the time. Fleet Maintenance was able to advise and assist departments on vehicle and driver management as well as vehicle replacement schedules 100 percent of the time within 10 working days.

Finance

Fiscal Year 2014/15

Finance Administration

Finance Administration monitored all financial

Fiscal Year	Total Outcomes	Achieved	Not Achieved	Success Rate
2014/15	19	19	0	100%
2013/14	18	18	0	100%
2012/13	27	26	1	96%

transactions per regulations and submitted the Comprehensive Annual Financial Report (CAFR) in a timely fashion. All outcomes were achieved, including achieving a 100 percent satisfaction rating from customers in Finance's annual end-of-year survey providing the Budget & Management Office with preliminary revenue projections and monitoring debt payments for existing debt.

Accounting

Accounting achieved all of its outcomes, including ensuring 100 percent timeliness in Accounts Payable, Accounts Receivable and Payroll, W2 and tax payment processing, and fixed asset information with less than 1 percent error rate across all functions.

Purchasing

Every outcome was achieved in Purchasing. Purchasing saved departments \$253,989 through the informal quote process. Further, 29 percent of expenditures went toward green and environmentally friendly products and services. Finally, a Small Business class developed with Catawba Valley Community College to diversify the County's vendor base occurred with success on April 15th. The department did all this with a 100 percent satisfaction based on the annual end-of-year survey.

Fiscal Year 2013/14

Finance Administration achieved all five of its outcomes. The first outcome provided preliminary revenue projections for revenue sources, assessments of the County's Fund Balances, and debt service requirements by mid-October. The second outcome ensured that all financial transactions and budget amendments were completed in the stated time frame, within five working days of receipt and by the annually adopted Budget Ordinance, respectively. Finance Administration submitted financial information to the County's various funding and oversight agencies in a timely and accurate fashion. The County's Comprehensive Annual Financial Report (CAFR) was submitted to the Board of Commissioners and to the Government Finance Officers Association by December 31, 2013. Financing of the Justice Center and refunding of various debt issues were completed in March 2014. Finally, Finance Administration exceeded its 95 percent satisfaction rating goal, with a 100 percent satisfaction rating from responding departments.

Accounting achieved all its outcomes for Fiscal Year 2013/14. Staff made accurate and timely payments (15,324) during the fiscal year. Also, Accounting ensured compliance with all the Federal, State, and local guidelines by distributing 100 percent of 1099s and W-2 forms by January 31, 2014, processing State reports, and making daily deposits through the use of remote deposit. Accounting maintained all fixed asset information for the fiscal year. Payroll made accurate and timely payment of wages to over 1,100 full-time and hourly employees on a bi-weekly basis, this was a total of 31,365 payments for the fiscal year. Additionally, Accounting obtained a 100 percent satisfaction rating, exceeding its goal of a 95 percent satisfaction rating.

Purchasing achieved all of its outcomes, expedited the procurement of County goods and services and responded to departmental needs as economically as possible and continued to participate in cooperative purchasing alliances such as the North Carolina State Contract, expending \$1.7 million through these programs. Purchasing also educated departments on purchase options and reviewed formal bid requests, making recommendations to the Board of Commissioners. Purchasing sought to diversify the vendor base to better reflect the diversity in Catawba County by placing all pre-bid conference dates and advertisements in minority media platforms and maintaining a log of all procured goods and services that came from minority vendors and contractors. Finally, County operations were more environmentally friendly through a variety of strategies, including a Vendor Fair and logging the dollars spent toward green products. Forty percent of all purchases were considered green products.

Fiscal Year 2012/13

Finance assisted in the Fiscal Year 2013/14 budget development process by providing available fund balances for the County's various funds as well as revenue and debt projections. The department accurately provided financial information to the Local Government Commission, Federal, State, and local granting agencies, and other agencies. In April 2013, Finance oversaw \$31 million in debt financing for construction and renovation of public schools, Catawba Valley Community College, and the animal shelter. In May 2013, the department completed \$8 million debt financing water and sewer line construction.

Accounting ensured that all vendors were paid timely and accurately. Staff processed 15,273 payments during the last fiscal year. Accounting staff successfully completed the fixed asset inventory (items costing \$5,000 or more

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with a useful life of two years or more) in time to be included in the annual audit report for the end of the fiscal year. In addition, Accounting processed 31,759 payments to County employees (with minimum corrections) and issued all W-2 forms to employees by January 31st, 2013.

Purchasing expedited the procurement of County goods and met the needs of departments in a timely manner. Purchasing staff held workshops to educate departments on cooperative purchasing alliances and North Carolina State Contract. The most recent purchasing workshop included a presentation by US Communities (a national cooperative purchasing program). Staff assisted departments in obtaining informal quotes (for purchases of supplies and equipment less than \$90,000), which helped departments make fiscally prudent monetary decisions. The informal quote process, where applied, resulted in a savings of \$181,181 for departments.

Purchasing sought to make County operations more environmentally friendly by encouraging County departments and contractors to purchase at least 20 percent recycled and other environmentally preferable products. Purchasing did not achieve this outcome. In Fiscal Year 2012/13 the total amount of green and environmental purchases equaled \$737,436, which is only 7.14 percent of eligible purchases. Purchasing made a concerted effort to broaden its vendor base to better reflect the County's diversity by discussing minority outreach at all formal construction pre-bid conferences. Last fiscal year the County expended \$313,101 on minority vendors.

Planning

Fiscal Year 2014/15

Planning met all of its outcomes for Fiscal Year 2014/15. Planning met its customer service outcome of expeditiously and

Fiscal Year	Total Outcomes	Achieved	Not Achieved	Success Rate
2014/15	13	12	1	92%
2013/14	15	14	1	93%
2012/13	13	11	2	85%

accurately reviewing development-related requests and projects by processing, reviewing and approving rezoning requests (4), non-residential site plans (28); minor (28), exempt (74) and family subdivision plans (27), and preliminary (1) and final major subdivision plats within 10 working days; residential zoning permits (531) within two working days; and special use, variance, and non-conforming applications (1) within 45 days of receipt of the completed application. To offer physical fitness and wellness opportunities for citizens and visitors, Planning constructed .20 mile of natural surface at the Government Center Complex in Newton, which ties into the City of Newton Heritage Trail and Newton/Conover sidewalk network.

The department collaborated with Building Services and Environmental Health to development information sheets identifying permit and construction requirements for development in floodplain areas. To promote economic development opportunities along the Highway 16 Corridor, the Planning department worked with NCDOT to determine the qualifications for East Maiden Road to be designated a NC Scenic Byway.

The department continued to improve the quality of life for Catawba County citizens by ensuring that homes are decent, safe, and sanitary, using Scattered Site Community Development Block Grant (CDBG) funds (\$225,000) to complete five major home rehabilitations. Urgent Repair CDBG grant funds (\$75,000) were used to repair 28 houses that posed an imminent threat to the life and safety of very low-income homeowners with special needs.

Parks achieved two of its three outcomes. To promote environmental stewardship education, reduce operating costs, and increase community involvement, Parks provided several volunteer opportunities for 321 volunteers to give 959 hours. Parks had 1,949 patrons participate in educational programs, 349 (22 percent) more than its outcome goal of 1,600. The lone outcome not achieved pertained to park attendance. Parks received 104,330

visitors during Fiscal Year 2014/15, slightly below (3.4 percent) its goal of 108,000.

Fiscal Year 2013/14

Planning met its customer service outcome of expeditiously and accurately reviewing development-related requests and projects by processing, reviewing and approving rezoning requests, non-residential site plans, minor and family subdivision plans, and preliminary and final major subdivision plats within 10 working days; residential zoning permits within two working days; and special use, variance, and non-conforming applications within 45 days of receipt of the completed application.

To offer physical fitness and wellness opportunities for citizens and visitors, Planning updated the County's Parks Master Plan and continued implementation of the Carolina Thread Trail (CTT) Master Greenway Plan. CTT Plan implementation involved completing a natural surface trail design for the Lyle Creek greenway and coordinating CTT signage efforts with various municipalities. Construction of .4 mile natural surface trail at the Bunker Hill Covered Bridge was also planned but not completed due to a property transfer issue beyond the department's control. The department promoted development and encouraged new opportunities for business creation by recommending text amendments to the Unified Development Ordinance to the Board of Commissioners, of which five amendments were approved.

Planning achieved its fourth outcome, ensuring development along the Highway 150 corridor, by completing and presenting the plan to the Planning board in May 2014. The department promoted agricultural sustainability by coordinating with Cooperative Extension in hosting demonstration classes/events and collaborating with surrounding counties' Cooperative Extension departments to conduct the Foothills Aggregation Center Feasibility Study. Promotion of economic development opportunities along the 321 Corridor by implementing short-term strategies was accomplished with the construction of the Rocky Ford Road Bridge. This was another collaborative effort with NC Department of Transportation (NCDOT). Planning worked with NCDOT and the Rural Planning Organization (RPO) to promote economic development opportunities along the Highway 16 Corridor by working with NCDOT and the Rural Planning Organization (RPO); however, progress has stalled due to lack of NCDOT funding. The Unifour's vulnerability to natural hazards was reduced by Planning's partnership with Emergency Management in working to develop the Unifour Hazard Mitigation Plan.

The department continued to improve the quality of life for Catawba County citizens by ensuring that homes are decent, safe, and sanitary, using Scattered Site Community Development Block Grant (CDBG) funds to complete two major home repairs and four minor home repairs. An Urgent Repair CDBG grant (\$37,500) was used to repair 8 houses that posed an imminent threat to the life and safety of very low-income homeowners with special needs. The Individual Development Account CDBG (and third outcome) that the department planned to implement during Fiscal Year 2013/14 was eliminated by the Federal Government.

Catawba County Parks had 109,550 patrons during the fiscal year, exceeding its goal of 108,000 patrons for the year. This was a 4.5 percent decrease from the previous fiscal year. Parks had 1,054 volunteer hours, far exceeding its goal of 750 volunteer hours. Compared to the previous fiscal year, the 1,054 volunteer hours is a 23 percent reduction. This type of community engagement promotes environmental stewardship education, reduces operating costs, and increases youth involvement. Parks had 1,828 patrons participate in educational programs, 228 (14 percent) more than its outcome goal.

Fiscal Year 2012/13

Planning achieved its customer service outcome of expeditiously and accurately reviewing development-related requests and projects by processing, reviewing and approving rezoning requests, non-residential site plans, minor and family subdivision plans, and preliminary and final major subdivision plats within 10 working days; residential

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zoning permits within two working days; and special use, variance, and non-conforming applications within 45 days of receipt of the completed application. The department continued to improve the quality of life for Catawba County citizens by increasing safe and affordable housing opportunities for low-to-moderate income persons. In Fiscal Year 2012/13, Planning closed out its \$400,000 Scattered Site Community Development Block Grant (CDBG) by rehabilitating six homes, cleared/built out one new home, and provided emergency housing repair to thirteen homes within the County. The department also oversaw the closeout of the Urgent Care CDBG, resulting in repairs to 10 homes, and the Individual Development Account CDBG, which help 12 clients purchase a new home.

In an effort to promote and preserve Catawba County’s historical heritage Planning partnered with the Catawba County Historical Association and the Eat Smart Move More Coalition to perform maintenance along .5 mile of existing trail known as the David Lee Stewart section of the Carolina Thread Trail at Murray’s Mill.

The two outcomes Planning failed to achieve were completing the Highway 150 corridor plan and applying for the National Flood Insurance Program’s Community Rating System (CRS). The delay in completing the corridor plan was directly attributed to the delayed sewer extension decision, which was beyond the department’s control. Applying for the CRS was delayed numerous times due to FEMA’s delay in approving the CRS program manual. Once the program manual was approved, Planning reviewed the number of properties which could benefit from the CRS and determined that applying for the program was not an economically viable option.

Catawba County Parks had 114,721 patrons during the fiscal year. That is a two percent increase from the previous fiscal year. Parks had 1,364 volunteer hours, far exceeding its goal of 750 volunteer hours. Compared to the previous fiscal year, the 1,364 volunteer hours is a 33 percent reduction. This type of community engagement promotes environmental stewardship education, reduces operating costs, and increases youth involvement.

Public Health

Fiscal Year 2014/15

Fiscal Year 2014/15 Public Health Administration achieved both of its outcomes. Administration successfully oversaw a

Fiscal Year	Total Outcomes	Achieved	Not Achieved	Success Rate
2014/15	37	34	3	92%
2013/14	39	36	3	92%
2012/13	39	31	8	79%

quality improvement process in the Dental Clinic that increased its sustainability. Full implementation of the strategies, however, was hampered due to the lack of a permanent dentist for most of the fiscal year. Another quality improvement project addressed immunizations for children 24 months old and younger. There are several barriers that prevent parents from ensuring their children are immunized. The test groups receiving intervention showed a two to three percentage point increase at 21 to 22 months of age as compared to the control group. Administration also ensured that the department delivered high quality customer service with 99 percent of surveyed customers reporting that they were either “satisfied” or “highly satisfied” with Public Health services.

Home Health achieved one of its three outcomes for the fiscal year. It ensured that 97.3 percent of Medicare/Medicaid patients received services within 48 hours of receiving the physicians’ orders. This greatly surpassed the national and state averages of 92.5 percent and 91.7 percent respectively.

The two outcomes not achieved pertained to providing quality healthcare as an effective alternative to costly extended inpatient care and to increasing Home Health referrals. In regards to quality healthcare, 85.2 percent (nearly five percentage points below the goal) of all patients discharged from the agency remained in their place of residence after discharge from Home Health. Increasing Home Health referrals has been a difficult performance

measure to improve upon over the last several years. In Fiscal Year 2014/15, Public Health was 338 referrals short (approximately 20 percent) of its 1,700 goal for the year. This was an overall decrease in referrals of 163 from Fiscal Year 2013/14.

Environmental Health achieved all four of its outcomes. The continued safety and health of Catawba County residents was assured by conducting inspections on 100 percent of permitted food service and lodging establishments (2,330 inspections conducted at 991 permitted establishments). Additionally, Environmental Health provided 14 food service education and training sessions, which had 59 participants. A high level of responsiveness was maintained by investigating 100 percent of the 186 complaints received in the fiscal year within 48 hours. This was an increase of nearly 3 percentage points from the prior year. Environmental Health exceeded its outcome of assuring that staff consistently applied rules and best management practices (by achieving a 90 percent on its internal quality improvement program) to its 99.2 percent of its 225 cases. Finally, 95 percent of onsite well and septic permits were issued (570) within 10 process days, exceeding its goal of 95 percent.

Maternal Health achieved all three of its outcomes. Maternal Health improved birth outcomes with 62 two percent of Catawba Valley Medical Center (CVMC) – Maternity Services prenatal patients began care in their first trimester and 94 percent (665/702) of those continued care throughout their pregnancy. Thirty-nine percent (57/147) of prenatal patients reported they stopped smoking by the end of their pregnancy, an 11 percentage point improvement from the previous year. Additionally, 98 percent of women eligible for Pregnancy Care Management (PCM) services enrolled and received PCM services through a Public Health Care Manager, further improving birth outcomes. Maternal Health's final outcome ensured 85 percent of pregnant women residing in Catawba County who receive health care management services through PCM completed a six-week postpartum visit.

Child Health achieved (or is on-target to achieve) all 13 of its outcomes. Child Health ensured specialized medical care and health risk monitoring continued for 100 percent (159/159) of Neonatal Intensive Care Unit graduates who received Medicaid. Child Health assured a medical home was established for 100 percent (94/94) of children in foster care or with special health needs who were referred to and received care from Care Coordination for Children (CC4C). Additionally, CC4C ensured 100 percent (14/14) of infants less than 1 year old and exhibiting signs of developmental delay were referred to CC4C case management. Upon evaluation, 50 percent (7/14) of infants were identified to receive early intervention services. Child Health also focused on having parents with children in CC4C use their child's medical home appropriately by ensuring 100 percent (92/92) of CC4C caseloads were contacted within 72 hours for follow-up and care management. Child Health ensured child care staff were trained and prepared to routinely manage children's medical conditions by having 100 percent (87/87) of child care staff demonstrate an understanding of and ability to respond to emergency medical situations for children with care plans for chronic conditions such as asthma and diabetes. Early Childhood Support Team (ECST) nurses managed a total of 23 care plans cumulatively for FY14/15. Of these 23 care plans, ECST nurses transitioned 11 children with medical needs to School Nurses in preparation for their 2015-16 kindergarten year. One hundred percent of child care centers (36/36) participating in the Healthy Child Care Center Recognition Program met all priority goals for the fiscal year. The recognition program impacted 2,242 children. Child Health ensured the most-at-risk children in childcare were healthy as they entered kindergarten by having an ECST Clinical Specialist provide a comprehensive health assessment for the child and subsequently having the child referred to the appropriate resources/services at Public Health. Better health for students was insured by having 95 percent of students (214/225) enrolled in the case management program meet their individual goals in areas such as attendance, grades, class participation, behavior, etc. Child Health increased the likelihood of healthy pregnancy outcomes by having 100 percent of identified pregnant students (9/9) referred to prenatal care within their first trimester.

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Child Health is on target to achieve both of its multi-year outcomes. The first outcome is aimed at promoting overall health and reducing childhood obesity using the National Association of School Nurses, “School Nurse Childhood Obesity Toolkit” (SCOT) for select students who have a Body Mass Index (BMI) in the = 95th percentile and who have met case management criteria (with parental permission). The first step in achieving this outcome was to train Public Health school nurses (23) in the SCOT, which was completed. The next multi-year outcome focuses on complying with North Carolina immunization laws to prevent pertussis (whooping cough) in the community by ensuring 90 percent of eligible sixth grade students will receive a Tdap booster by the 30th calendar day of school. To accomplish this Public Health implemented the following recommendations: Presentations and educational packets to all schools and partners of CPH including pediatric and family doctors’ offices; letters sent home to parents of rising 7th graders; call alert message from the school and from the district to parents of rising 7th graders; information added to each school’s website; posts to CPH’s Facebook page; and School Nurse presentation in each 6th grade classroom.

Catawba County Dental Health missed both of its Fiscal Year 2014/15 outcomes. Neither outcome - improving access to dental services for low income school age children and increasing the number of children served at the dental clinic - were achieved. This is attributed to the staff dentist resigning his position March 2015.

Bioterrorism achieved all three of its Fiscal Year 2014/15 outcomes. First, the department successfully increased the staff’s level of preparedness and ability to respond to Public Health threats, measured by having the entire staff score 90 percent on a post-test, a two percentage-point increase from the pre-test. Additionally, 94 percent of Public Health staff responded to call-down drills within four hours to ensure staff had a high level of readiness in case of a natural, technological or CBR disaster.

Clinical Services improved patient access to timely and convenient preventive and cancer screening by employing the “open access” appointment scheduling model. This resulted in an 85 percent patient show rate for Adult Preventive Health Clinic appointments. Clinical Services also assured that breast cancer was properly diagnosed and treated by ensuring 97 percent (38/39) of women screened for breast cancer at the Adult Health Clinic who were referred to an outside provider follow through with obtaining care. Public Health reduced the spread of sexually transmitted diseases in Catawba County by having 99.6 percent (257/258) of patients diagnosed with a sexually transmitted disease received treatment within two weeks, exceeding the goal of 90 percent. Clinical Services helped reduce the spread of Tuberculosis by having 93.55 percent (29/31) of patients identified with the Latent Tuberculosis Infection comply with treatment plan. Sixteen clients completed treatment during the fiscal year.

WIC achieved all four of its outcomes for Fiscal Year 2014/15. WIC maximized the growth and development of infants and children through improving their nutritional status. The unit served 4,222 children per month (99 percent) of its monthly participant caseload. WIC exceeded its outcome to encourage at least 75 percent of women in the Breastfeeding Peer Counseling Program to continue breastfeeding for at least six weeks by having 77 percent of women enrolled continue to breastfeed. Finally, 64.37 percent of WIC Farmers’ Market vouchers were redeemed (the third highest redemption rate in the State), surpassing the goal of 60 percent.

Fiscal Year 2013/14

Public Health Administration achieved all three of its outcomes. Administration successfully oversaw a quality improvement process in Adult Health that improved scheduling flexibility and increased the number patients seen by 5 percent. Administration also ensured that the department delivered high quality customer service with 99 percent of surveyed customers reporting that they were either “satisfied” or “highly satisfied” with Public Health services. Finally, Administration ensured the State Accreditation Advisory Board awarded Catawba County Public Health accredited status for another four years.

Home Health achieved two of its three outcomes, ensuring 90.36 percent of all patients discharged from the agency remained in their place of residence after an episode of care and ensuring 96 percent of Medicare/Medicaid patients received services within 48 hours of receiving the physicians' orders.

The lone outcome not achieved pertained to Home Health referrals, where Public Health was just 5 referrals short of its 1,530 goal for Fiscal Year 2013/14. However, the 1,525 referrals garnered throughout the year was an increase of 23 from the previous fiscal year.

Environmental Health achieved all four of its outcomes. The continued safety and health of Catawba County residents was assured by conducting inspections on 100 percent of permitted food service and lodging establishments (2,291 inspections conducted at 984 permitted establishments). A high level of responsiveness was maintained by investigating 97.11 percent of complaints within 48 hours. Environmental Health exceeded its outcome to assure staff consistently applies rules and best management practices to 90 percent cases by doing so in 99.56 percent of cases. Finally, 98.68 percent of onsite well and septic permits were issued within 10 process days, exceeding its goal of 95 percent.

Maternal Health achieved two of its three outcomes. Public Health ensured 57 percent of Catawba Valley Maternity Services patients initiated care within their first trimester of pregnancy, improving birth outcomes. Additionally, 99 percent of women eligible for Pregnancy Care Management (PCM) services were enrolled and received PCM services through a Public Health Care Manager, further improving birth outcomes.

The one outcome not achieved was ensuring 85 percent of pregnant women residing in Catawba County who receive health care management services through PCM complete a six-week postpartum visit. Maternal Health missed this outcome by achieving 84 percent, still exceeding the State average of 66 percent.

Child Health achieved 11 of its 12 outcomes. It assured that 92 percent of Medicaid recipients ages 0-18 have an identified medical home, which assures positive health outcomes through timely and preventable acute health services. In order to prevent childhood disease, 79 percent of all children residing in Catawba County were appropriately immunized by 24 months of age, higher than the department's 78 percent goal. Child Health ensured specialized medical care and health risk monitoring continued for 100 percent of Neonatal Intensive Care Unit graduates who received Medicaid. Child Health assured a medical home was established for 100 percent of children in foster care or with special health needs who were referred to and received care from Care Coordination for Children (CC4C). Additionally, CC4C ensured 100 percent of infants less than 1 year old and exhibiting signs of developmental delay were referred to CC4C case management. Child Health also focused on having parents with children in CC4C use their child's medical home appropriately by ensuring 98 percent of CC4C caseloads were contacted within 72 hours for follow-up and care management. Child Health ensured child care staff were trained and prepared to routinely manage children's medical conditions by having 100 percent of child care staff demonstrate an understanding of and ability to respond to emergency medical situations for children with care plans for chronic conditions such as asthma and diabetes. 100 percent of child care centers (29/29) participating in the Healthy Child Care Center Recognition Program met all priority goals for the fiscal year. Better health for students was insured by having 96 percent of students enrolled in the case management program meet their individual goals in areas such as attendance, grades, class participation, behavior, etc. To maintain the safety of all students who rely on school bus transport, 100 percent of school bus drivers received CPR and First Aid training or recertified at the beginning of the school year. Child Health's final outcome was achieved by having 100 percent of identified pregnant students (22/22) referred to prenatal care within their first trimester.

The lone Child Health outcome not achieved aimed at promoting overall health and reducing childhood obesity

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by lowering the average Body Mass Index (BMI) of fifth grade students to 19. At the end of Fiscal Year 2013/14 the average BMI for the 1,831 fifth graders in Catawba County was 20.28.

Catawba County Dental Health achieved both of its Fiscal Year 2013/14 outcomes. Access to dental services for low income school aged children was improved 9.3 percent, surpassing its goal of a 6.5 percent increase. The number of children ages one through five who received dental services at Public Health's dental clinic increased 27 percent, exceeding the goal of increasing service by 21 percent.

Adult Health achieved four of its six outcomes. Adult Health assured that breast cancer was properly diagnosed and treated by ensuring 100 percent of women screened for breast cancer at the Adult Health Clinic who were referred to an outside provider follow through with obtaining care. 99 percent (350) of patients diagnosed with a sexually transmitted disease received treatment within two weeks, exceeding the goal of 85 percent. 98 percent of clients seen in the Fat Track Clinic had a total visit time of 45 minutes or less with an average time per visit of 14 minutes. 100 percent of patients (7 out of 7) who began treatment for Latent Tuberculosis Infection during the first quarter completed taking their medication. Catawba County Health Partners, Inc. announced certification of 10 new Healthy Childcare Centers in the County, exceeding its goal of implementing at least 5 local policy, systems, and/or environmental changes.

The only outcome not achieved focused on improving patient access to timely and convenient preventive and cancer screening services by using "open access" appointment scheduling to have a patient show rate of 84 percent. Adult Health achieved an 82 percent show rate, 2 percentage points below the target and 1 percentage point below the prior year's goal.

Bioterrorism achieved two of its three outcomes. First, the department successfully demonstrated its capability to receive, store, and distribute the Strategic National Stockpile by achieving a 100 percent on its evaluation. Additionally, 94 percent of Public Health staff responded to call-down drills within four hours to ensure staff had a high level of readiness in case of a natural, technological or CBR disaster.

The only outcome not achieved involved increasing staff's level of preparedness and ability to respond to Public Health threats, measured by having the entire staff score 90 percent on a post-test. Unfortunately, only 90 percent of the staff scored 90 percent.

WIC achieved all three of its outcomes for Fiscal Year 2013/14, maximizing the growth and development of infants and children by maintaining a monthly participant caseload of 97 percent (4,417 participants per month). WIC exceeded its outcome to encourage at least 65 percent of women in the Breastfeeding Peer Counseling Program to continue breastfeeding for at least six weeks by having 97 percent of women enrolled continue to breastfeed. Finally, 62.88 percent of WIC Farmers' Market vouchers were redeemed (the third highest redemption rate in the State), surpassing the goal of 51 percent.

Fiscal Year 2012/13

Public Health successfully implemented a Quality Improvement (QI) program to maximize the department's impact and to improve efficiencies. The QI program was implemented in the WIC Clinic, resulting in decreased average time required for an initial appointment, an increase in patient satisfaction, and an improvement in staff satisfaction. Public Health has also successfully developed a plan to support its reaccreditation efforts for September 2013. Staff ensured that 99 percent of internal and external surveyed customers were "satisfied" or "very satisfied", better than the department's goal of 95 percent.

Catawba County Home Health (CCHH) achieved all three of its goals. The agency provided quality healthcare as an

alternative to costly extended in patient care, resulting in 88.80 percent of patients remaining in their place of residence after discharge from Home Health services. In an effort to achieve long-term sustainability, CCHH increased its number of referrals by 7.74 percent from the previous fiscal year (108 referrals) during Fiscal Year 2012/13. Home Health scanned all medical records of new admissions ensuring that 100 percent of new patients had electronic medical records.

Environmental Health (EH) achieved three of its four outcomes. EH provided 592 food safety education sessions. During Fiscal Year 2012/13 Environmental Health conducted inspections on 100 percent of permitted food establishments, which totaled 2,167 inspections at 1,005 permitted food service establishments.

The lone outcome not achieved was to respond to 100 percent of complaints related to possible violations of North Carolina Environmental Health statutes and rules within 48 hours. There were 216 complaints during the fiscal year. EH responded to 215 within 48 hours for a compliance rate of 99.54 percent.

Maternal Health (MH) achieved two of its three outcomes. A major success for Maternal Health was the enrolling and providing service to 100 percent of women identified as eligible for Pregnancy Care Management (PCM). A total of 1,586 women were served. The second outcome achieved was also linked to the PCM program. MH sought to ensure that 80 percent of pregnant women residing in Catawba County whom are receiving PCM services will complete their six-week postpartum visit. At the end-of-the-year, 86.7 percent of women completed their six-week postpartum visit.

The outcome not achieved by Maternal Health sought to ensure that 70 percent of women residing in Catawba County who received prenatal care from Catawba Valley Maternity Services will initiate care in their first trimester of pregnancy and 90 percent will continue care through their pregnancy. Only 67 percent of women initiated care however, 92 percent of those women continued care throughout their pregnancy.

Child Health (CH) achieved 9 of its 12 outcomes. Successes include: having 100 percent (81/81) of Neonatal Intensive Care Unit graduates (who receive Medicaid) visit their primary medical provider within 30 days of hospital discharge; achieving 99.6 percent (236/237) of children ages birth to five years who had special healthcare needs or were in foster care and assigned a Care Coordination for Children program manager had a medical home before case closure; and ensuring 100 percent (20/20) of children in Family Care Homes are appropriately immunized by 24 months of age.

Whereas CH was successful in ensuring children in Family Care Homes were properly immunized by 24 months, the division failed to have 80 percent of all children residing in Catawba County appropriately immunized by 24 months. CH had achieved a 77 percent immunization rate by mid-year. The State will release Fiscal Year 2012/13 data in January 2014.

Dental Health (DH) achieved 50 percent (1/2) of its Fiscal Year 2012/13 outcomes. DH increased the number of children ages one through five who received dental services at Catawba County Public Health Dental Practice by 155 percent. This represents an increase of 309 patients and greatly exceeds the goal of increasing children visits by 70 percent.

The outcome not achieved was to improve access to dental services for low income children by increasing the number of new children patients by 30 percent. Dental Health enrolled 514 new patients for care during Fiscal Year 2012/13, a 22 percent (93 new patients) increase.

Adult Health (AH) achieved five of its seven outcomes. Successes included: having 76 percent (13/17) of persons

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identified with latent tuberculosis completing the recommended treatment; establishing and maintaining 30 policy, system, and environmental changes such as developing comprehensive wellness policies in 10 local childcare centers; and the application of four evidence-based/best-practice programs such as using mass and small media to promote last year's flu campaign.

AH's two unsuccessful outcomes were missed by a few percentage points. The division wanted an 84 percent patient show rate. After using "open access" scheduling, a best practice, AH was able to achieve 82 percent. In regards of reducing the spread of STDs in Catawba County, AH sought to have 96 percent of patients diagnosed with a STD at the Adult Preventive Health Clinic receive treatment within two weeks. While Adult Health did not achieve this outcome, it made a good effort by achieving 95 percent.

Public Health's Bioterrorism unit achieved both of its outcomes. The first, to ensure that Public Health staff was well prepared and ready to respond to Public Health threats, was achieved by having 91 percent of staff score a 90 or better on a preparedness assessment. The second outcome, to demonstrate that Catawba County Public Health has the capacity and capability to receive, store, and distribute the Strategic National Stockpile (SNS), was achieved by earning a composite score of 100 from the State of North Carolina on March 26, 2013.

WIC achieved all three of its outcomes. The WIC unit had 4,195 active participants per month from July 1st, 2012-June 30th, 2013. This was 98 percent of the assigned caseload, which exceeded the outcome target by one percentage point. During Fiscal Year 2012/13, WIC sought to have 35 percent of women enrolled in the Breastfeeding Peer Counselor Program continue to breastfeed their infant(s) for six weeks or longer. WIC greatly surpassed this target by having 80.32 percent of women enrolled in the program breastfeed their infant for six weeks or longer. WIC's third outcome, to promote the use of locally grown fruits and vegetables and support local farmers' markets by having 50 percent of WIC participants who receive Farmers' Markets vouchers redeem them at the markets, was also achieved. 50.89 percent of voucher recipients redeemed their vouchers at farmers' markets. This outcome was partially having Catawba County Public Health host the Catawba County Public Health Farmers' Market every Thursday from May 2, 2013 through October 2013.

Register of Deeds

Fiscal Year 2014/15

Last year, the Register of Deeds achieved two of its three outcomes fully. Only

Fiscal Year	Total Outcomes	Achieved	Not Achieved	Success Rate
2014/15	3	2	1	67%
2013/14	3	2	1	67%
2012/13	3	3	0	100%

one component of the customer service outcome was not achieved. It pertained to improving customer service by providing access to updated birth certificates marked "deceased."

All other ROD efforts to improve customer service including indexing and scanning birth certificates, death records, and Military Discharge DD214 forms were achieved. ROD continued to provide timely, courteous, and accurate services to the public by recording 100 percent of real estate documents and 99 percent of vital records on the day received. Likewise, the department responded to 99 percent of vital records requests within the same day.

ROD also sought to minimize the likelihood of losing records and maximize the ability to retrieve records in the event of a disaster by backing up digitized records, updating the Disaster Recovery Plan, and conducting quarterly drills.

Fiscal Year 2012/13

Last fiscal year the Register of Deeds provided timely, courteous, and accurate services by recording 100 percent of real estate documents and 99 percent of vital records on the same day; returning real estate documents within three days after being indexed; and educating couples on North Carolina marriage license requirements. Customer service improved with the implementation of techniques that reduced the department’s in-office research time. The Register of Deeds ensured an indexing error rate of less than 1 percent by using a blind double-key indexing method for all recorded documents.

Fiscal Year 2011/12

The Register of Deeds achieved 100 percent (6 of 6) of its Fiscal Year 2011/12 outcomes. Last fiscal year the Register of Deeds provided timely, courteous, and accurate services by recording 100 percent of real estate documents and 99 percent of vital records on the same day; returning real estate documents within three days after being indexed; and educating couples on North Carolina marriage license requirements. Customer service improved with the implementation of techniques that reduced the department’s in-office research time. For example, taxpayers can access data such as scanned images of real estate plats online. Staff stayed abreast of the laws and regulations that govern the office by attending relevant conferences and workshops. The department ensured an indexing error rate of less than 1 percent by using a blind double-key indexing method for all recorded documents. Register of Deeds minimized the risk of loss and maximized the ability to retrieve all records, by backing up digitized public records (e.g. real estate records, vital records, military discharge, etc.) with either Catawba County’s Information Technology Department, Archives in Raleigh, or an outside vendor and by ensuring that a Disaster Recovery Plan was intact and operational.

Sheriff’s Office

Fiscal Year 2014/15

Fiscal Year	Total Outcomes	Achieved	Not Achieved	Success Rate
2014/15	36	35	1	97%
2013/14	33	29	4	88%
2012/13	35	30	5	86%

Administration
Law Enforcement and Administration achieved all

of its outcomes. The Division reduced the index crime rate by 21 percent to 1,529 for Catawba County Sheriff’s Office. This progress is due in large part to the provision of over 4,800 training hours to sworn and unsworn deputies and 172 hours of additional training for the Special Tactics and Response (STAR) team. Also, at-fault accidents were limited to 1 per 308,006 miles driven.

Proactive community policing activities increased by 27 percent. Through all this enforcement, the Sheriff’s Office had no complaints regarding excessive force. Civil matters were also conducted in a timely manner with 73 percent of civil papers served within 3 days, better than the 60 percent goal.

In order to prevent future crime, 126 events were conducted to enhance the existing relationship between the Sheriff’s Office and the community. In addition, the Sheriff’s Office hosted a Citizens Academy in which 9 citizens learned about Sheriff’s Office services and how to improve their safety. Finally, over 13,000 calls to seniors were made as part of the “R U OK Program.”

Resource/CVCC Officers

School Resource Officers (SROs) achieved all outcomes, providing 145 presentations to faculty, parents, and students in the areas of safety, drug and alcohol abuse, and North Carolina law. Additionally, SROs counseled 2,503 students through personal safety classes and conducted monthly school inspections to limit safety hazards. School social workers were accompanied by SROs on 98 home visits. They also provided security at 319 school

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extracurricular events. SROs limited fights, weapons, and illegal substances through K-9 searches and conducting anti-bullying classes.

Records

Case reports and all related outcomes were managed appropriately through the year, especially by maintaining a 99 percent uptime for the Sheriff's Office Records Management System. Records issued 1,293 concealed carry permits, with 1 denial without a single complaint. Finally, every employment background check (294) was completed within one business day.

Narcotics

One outcome associated with reducing drug use and trafficking was achieved, while the other outcome was not achieved. Despite a 25 percent decrease in tips, only 75 percent of tips were disseminated in one day. However, several relationships continue to exist between the County and municipalities to dismantle the drug trafficking network in a comprehensive way, which is the focus of the other outcome.

Detectives

Criminal Investigations achieved its three outcomes. The unit's investigations and follow-up on serious misdemeanor and felony crimes managed to outpace the State's violent crime clearance rate by nearly 20 percent (84 percent vs. 59 percent). Criminal Investigations also partnered with the Child Advocacy and Protection Center, Social Services, and the District Attorney's Office on child abuse cases. Finally, the detectives contributed criminal evidence to cases resulting in conviction of 14 sex offenders who were out of compliance with the stipulations of their sentences.

Lake Norman Area Patrol

The Sherrills Ford/Terrell area benefitted from having the Lake Norman Regional Patrol provide full law enforcement. All outcomes were achieved. Officers kept in consistent contact with community leaders and business owners and where an incident occurred, it was followed up within 10 days. Additionally, 11 boater safety classes were conducted increasing the public's awareness of State and local laws pertaining to the waters.

Court Security

The safety and protection of court officials, visitors, inmates, and the general public was maintained through Court Security's efforts. Nearly 300,000 people were processed through the Newton and Hickory Courts safely. All detainees were transported safely and efficiently with no escapes.

Newton Detention Facility

The safety and security of inmates was achieved as evident through all of their outcomes. Eighty employees received 4,360 hours of training. Furthermore, in order to control the cost of healthcare, most non-emergency health issues were taken care of in-house by contracted physicians. Additionally, nearly 6,500 inmate visits were handled through video visitation, increasing officer safety and reducing staff time necessary for jail visitation. Finally, some efforts with the former District Attorney were made in order to control the rapidly growing population of the Jail.

Prisoner Food Service

The single outcome in Prisoner Food Service was achieved after a new kitchen manager was hired. Prisoner Food Service has right-sized meal portions ensuring a well-balanced meal for the prisoners.

Fiscal Year 2013/14

Once again, the Sheriff's Department ensured Catawba County's crime rate remained in the bottom 1/3rd of NC counties and below the statewide crime rate of 3,767.2 per 100,000 people. This achievement was due in large part to the department's emphasis on officer and community safety through in-service training. For instance, in Fiscal Year 2013/14 the department completed 7,080 in-service hours and averaged 640,226 miles between at fault accidents (three times better than the year prior). The STAR team completed 172 hours of training, protecting the community in the most high-risk tactical situations.

In Fiscal Year 2013/14 proactive policing increased by 45 percent also ensuring crime rates stayed relatively low. This helped maintain the average response time for emergency calls to last year's time. Through all this enforcement, the Sheriff's Office had no complaints regarding excessive force in the last year. Civil matters were also conducted timely with 74 percent of civil papers served within 3 days.

In order to prevent future crime, the Sheriff's Office enhanced its existing relationship between the criminal justice system and the community through numerous education efforts. Hundreds of programs were presented to a variety of organizations across all ages. For example, youth were educated through the Criminal Justice Careers Summer Internship Program and Explorer Post 385. Adults went through the Sheriff's Office Citizens Academy. Finally, seniors were presented 6 Safe Senior presentations, encouraged to join an Adopt-A-Senior Program, and checked on 100 percent of the time if they were part of the Are You Okay program.

In Fiscal Year 2013/14, School Resource Officers kept schools safe through various strategies. They provided nearly 200 classes in areas of safety, drug/alcohol, and bullying to students, while parents were educated in those same areas through PTO meetings. Additionally, the SROs made suggestions to faculty and their Safety committees after monthly inspections. Social workers were escorted by SROs on 112 home visits to assess the living conditions of students in their schools. SROs also helped to ensure the safety of visitors to 443 extracurricular activities. All in all, SROs decreased fights, weapons, and illegal substances through these various efforts.

Records provided consistent and reliable access to records, statistical information, and reports by striving to keep in operation the Sheriff's Office Records Management System (RMS) 99 percent of the time. More records are expected to be added to RMS after a new digital imaging software system is implemented. Unfortunately, its

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completion was not achievable in Fiscal Year 2013/14 although links to the public were being tested in June 2014. Finally, Records was able to issue or deny 100 percent of concealed carry permits within 45 days.

There was a 63 percent increase in the number of anonymous leads on potential drug activity in the community in Fiscal Year 2013/14. However, Narcotics staff could only disseminate 70 percent of the messages within one day of receipt due to the increased volume. Nevertheless, Narcotics was able to decrease drug trafficking by staying on pace with last year's investigations.

CID achieved all three of its outcomes mostly through improvements in efficiency. Changing the criteria for assigning cases lead to a 79 percent clearance rate of violent crime cases, on par with the last year and once again topping the State's clearance rate (59 percent). CID also implemented electronic evidence inventory scanning system which alleviates repeated typing of information by multiple employees, aiding in current and future evidence management. Finally, CID acquired another employee from the Special Victims Unit at Social Services, further increasing quality in investigations of child sexual assault and physical abuse

The Lake Norman Regional Patrol was only able to achieve its primary function of providing community policing on land and water. Deputies attended homeowners meetings as requested and also met all time-frames in criminal cases. However, staff was not able to achieve the other outcome to increase awareness of State and local laws through 10 boater safety classes due to call volume.

Court Security successfully achieved its two outcomes by ensuring the safety and protection of all those at the Newton and Hickory Courtroom areas, part of which included the smooth and safe movement of inmates between all court facilities. There were zero inmate escapes. Finally, 132 sharp blade objects (including knives) and pepper spray containers were taken and destroyed during the fiscal year.

The Newton Detention Facility achieved all three of its outcomes. Detention staff received 2,314 man hours of training ensuring they exceeded all North Carolina Sheriff's Training Standards requirements. Furthermore, nearly 40 percent of jail visits were made electronically providing for more efficient and safe services. Finally, the cost of inmate medical care was kept lower by the review and approval of non-emergency medical help by the contracted medical staff, rather than going to outside medical providers right away.

The only outcome was achieved through the hiring of a new vendor. Through the constant monitoring of meals, the State standards were met for quantity and quality of meals.

Fiscal Year 2012/13

The Sheriff's Office continues to emphasize customer service and proactive engagement with the citizenry. The Community Relations Division sent out 19 scam alerts to community watches, church watches, and county employees; hosted two Sheriff's Office Citizens Academy (28 attendees); and met with the Tri-City Christian School faculty for a school safety program. These activities informed the public on the duties and benefits of the Sheriff's Office, while simultaneously educating the public on what they can do to make their community safer. The activities also resulted in an increase in Sheriff's Office proactive community policing hours. The hours increased from 2,279 in Fiscal Year 2011/12 to 3,085 in Fiscal Year 2012/13. The department kept the number of complaints well below the Bureau of Justice's benchmark of 3.4 per 100 fulltime sworn officers and 7.1 per 100 officers responding to calls for service. Last fiscal year, the Sheriff's Office received only one compliant in relation to use of force. It was investigated and found to be unsubstantiated.

School Resource Officers (SROs) presented 100 classes (a 10 percent increase from the previous year) in safety, drug/alcohol abuse, and bullying in middle and high schools to reduce victimization and improve students'

perception of personal safety. In an effort to improve safety in the school environment, the SROs updated the school safety plans in each school and each SRO spent four hours training on School Shooting Crisis. Outside of the normal school day, SROs also ensured the safety of students, teachers, parents, and citizens by providing security for 486 extracurricular activities at the schools. The School Resource Officers conducted monthly inspections and made suggestions to the school safety committee on how to correct any issues, if any were found. SROs accompanied school social workers on 73 home visits to ensure the safety of the social worker and of the student. These visits are conducted at the request of the social worker.

The Records division achieved one of its four outcomes. The lone success was working with other Sheriff's Office divisions to implement the new upgraded Records Management System (RMS). Two of the outcomes not achieved were collaborative efforts with Technology. The first outcome was to improve customer service by providing RMS/police reports online. Both departments were unable to meet this goal; however, significant strides were made toward accomplishing this outcome. The other collaborative outcome not achieved was digitizing present and past records. Again, this was not achieved but strides were made and will continue in the upcoming budget year. The third outcome not achieved was providing quality customer service by issuing or denying all firearm concealed carry permits within 45 day of receipt of all required materials. Increased volume in concealed carry permits (from 245 permit applications a month in 2010 to 542 per month since 2011) precluded the Records division and the Clerk of Court from achieving this outcome.

The Narcotics division achieved both of its outcomes in Fiscal Year 2012/13. The first outcome achieved was reviewing all "Turn in a Pusher" (TIP) information. Narcotics acted on 93.5 percent of information received, resulting in a documented outcome. The next outcome Narcotics achieved was decreasing drug trafficking in Catawba County. The division focuses on dismantling drug trafficking organizations, which includes methamphetamine (meth) labs. In Fiscal Year 2012/13, the division dismantled 30 meth labs in the County, a 275 percent increase from Fiscal Year 2011/12. Narcotics also held primary responsibility for two separate Federal Law Enforcement Drug Investigations resulting in multiple arrests, seized narcotics, guns, money, and vehicles.

The Detectives division achieved all three of its outcomes. Detectives continued to provide a high level of service by exceeding the State's average clearance rate for violent crimes (59.4 percent) and increasing its property crime's clearance rate by three percentage points from the previous year (13 percent). The division closed out the fiscal year with clearance rates of 79 percent and 16 percent respectively.

The Sheriff's Office and Social Services also continued to investigate all claims of child sexual assault. The intradepartmental partnership has allowed for more consistent investigation of those cases and increased communication between agencies. One of the many impacts of this partnership is that over twenty sex offenders have been sent back to prison for violations preventing them from committing additional acts.

Lake Norman Area Patrol increased the public's awareness of State and local laws by offering 4 Boater Safety classes during boating season, with 100 students in attendance. The Patrol continued to be proactive in its interactions with the Sherrills Ford/Terrell community. The unit worked to foster relationships with community leaders in the area by frequently visiting businesses and interacting with citizens.

Court Security processed 314,300 people through the Catawba County Justice Center, and 102,363 through the Hickory Courthouse. Part-time officers were effectively managed and were within budget parameters to meet needs when additional Courts were scheduled.

To continue Newton Detention Facility's safe and efficient operations, Jail staff reviewed operational procedures. This resulted in an "equalization" of duties between night and day shifts to accommodate the ever increasing daily

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population. Staff training has met or exceeded North Carolina Sheriff's Training Standards. Detention Facility personnel received 572 hours of training in the following areas: Stressors of shift work, Career Survival, Social Media, Blood-borne pathogens, Inmate Movement procedures, and Booking Procedures. Staff worked closely with contracted Jail medical staff to maintain essential medical health care standards for inmates. During the fiscal year, medical staff saw 6,135 inmates for sick call or intakes. Detention Facility personnel was also successful in improving its booking release procedures. These procedures are essential in ensuring accuracy of all entries and exits of inmates.

Jail staff has successfully worked with the kitchen manager to create a better menu, with the new contract term incurring no increase in cost to the County.

Soil & Water Conservation District

Fiscal Year 2014/15

The Soil and Water Conservation District promoted and assisted in the implementation of the County's Voluntary Agricultural District

Fiscal Year	Total Outcomes	Achieved	Not Achieved	Success Rate
2014/15	5	5	0	100%
2013/14	3	3	0	100%
2012/13	3	3	0	100%

program, creating conservation plans for qualifying properties within ten business days. The Conservation District effectively installed all identified best management practices on cost-share contracts before their expiration and conducted at least two quality spot-checks of previously installed best management practices. The District promoted stewardship and awareness of soil and water conservation through various educational initiatives, including contests, presentations, and the Environmental Field Days at South Side Park for fourteen 5th grade classes.

Fiscal Year 2013/14

The Soil and Water Conservation District promoted and assisted in the implementation of the County's Voluntary Agricultural District program, creating conservation plans for qualifying properties within ten business days. The Conservation District effectively installed all identified best management practices on cost-share contracts before their expiration and conducted at least two quality spot-checks of previously installed best management practices. The district promoted stewardship and awareness of soil and water conservation through various educational initiatives, including contests, presentations, and the Environmental Field Days at South Side Park for fourteen 5th grade classes.

Fiscal Year 2012/13

Soil & Water Conservation ensured a quality urban and rural environment by achieving all three of its outcomes. Conservation plans were created for every property that requested becoming a part of the County's Voluntary Agricultural District. Additionally, through the State's Agricultural Cost Share Program, the Soil & Water Conservation District contracted the majority of the money. Finally, to encourage the younger generation to conserve soil and water educational contests were increased to include 3rd, 4th, and 9th grades in addition to 5th-8th grades.

Tax Administration

Fiscal Year 2014/15

The Tax Assessor’s Office achieved all seven of its outcomes. The office ensured citizens received

Fiscal Year	Total Outcomes	Achieved	Not Achieved	Success Rate
2014/15	14	13	1	93%
2013/14	13	10	3	77%
2012/13	14	11	3	79%

prompt tax notification by mailing real and personal property tax bills on July 18, 2014, well ahead of the September 1st statutory deadline. The office responded to 100 percent of taxpayer inquires within 24 hours. The Assessor provided the most current ownership information of real property to citizens by processing deed transfers in 6.17 business days, nearly 4 days faster than its goal. Additionally, all new construction was listed, appraised, and keyed by June 20th, 2014, a full month prior to tax billing. For its fifth outcome, the office increased awareness of tax relief programs by distributing 950 tax relief pamphlets, working one-on-one with numerous taxpayers over the phone and in-person, and giving public presentations on tax relief programs. As a result of this effort, 95 percent (217 out of 228) of applicants were appropriately enrolled in various tax relief programs. In partnership with the Technology Department, the Assessor’s Office developed a specific email account for taxpayers to be able to email scanned real estate appeal forms and supporting appraisal documentation.

The Tax Collector’s Office achieved two of its three outcomes. The office continued to provide high quality customer service by, similar to the Assessor’s Office, responding to taxpayer inquiries within 24 hours and resolving outstanding issues within five business days. The office continued to make significant progress toward its multi-year outcome of implementing collection strategies that will increase the delinquent tax collection rate to 97.94 percent, from 96.94 percent. Staff in the Collector’s Office has made use of all delinquent collection strategies within its purview, such as payment arrangements, wage garnishments, debt setoff, and foreclosure. The County received \$173,434 in delinquent tax collections as a result of more aggressively pursuing foreclosure proceedings as a last resort. The lone outcome not achieved was increasing the 10 years’ delinquent taxes collected by five percentage points. The office did, however, increase the delinquent collection rate by 2.26 percentage points to 34.73 percent.

Fiscal Year 2013/14

The Tax Assessor’s Office achieved all seven of its outcomes. The office ensured that citizens received prompt tax notification by mailing real and personal property tax bills on July 31, 2013 and responded to 100 percent of tax inquiries within 24 hours of receipt. The Tax Assessor exceeded its third outcome of providing the most current real property ownership information to citizens by processing 85 percent of deed transfers within 6 business days of receipt from the Register of Deeds compared to its outcome of 10 business days. Additionally, the Assessor listed, appraised, and keyed all new construction by June 14, 2013, a month earlier than its July 15 outcome deadline. For its fifth outcome, the office increased awareness of tax relief programs by distributing 1,098 tax relief pamphlets, working one-on-one with numerous taxpayers over the phone and in-person, and giving public presentations on tax relief programs. As a result of this effort, 90 percent (194 out of 216) of applicants were appropriately enrolled in various tax relief programs. In partnership with the Technology Department, the Assessor Office achieved its sixth outcome of analyzing and improving business processes, an example of which is using Laser-fiche to scan deeds and mapping documentation. The final outcome, to increase support implementation of the Farm and Food Sustainability Plan by ensuring efficient administration of the present-use program, was achieved by disseminating brochures to the public and answering the public’s questions (via telephone, email, and face-to-face conversations). The Assessor also maintained an accurate database of present-use value program participants.

In Fiscal Year 2013/14, the Tax Collector Office did not achieve any of its three outcomes. First, the office sought to improve the County's tax collection rate ranking within the State by increasing the current year tax collection rate to 97.27 percent. The Office's tax collection rate was 96.94, 23rd among the 27 counties with populations over 100,000, the same ranking as the previous year. The second unachieved outcome was to increase the prior 10 years' delinquent tax percentage by five percentage points. The Tax Collector collected 32.47 percent of the prior 10 years delinquent taxes. Although the outcome was not met, delinquent collections improved .23 percentage points from the previous fiscal year. The third outcome not achieved was responding to taxpayer inquires within 24 hours. Not meeting this outcome is largely due to an anomaly that took place during December where a deluge of voicemails (2,000) were not completely responded to for 4 weeks. Outside of this situation, the Collector Office provided responses to taxpayer inquires within 24 hours.

The Reappraisal Office achieved all three of its outcomes. First, it ensured accurate property evaluation by maintaining an accurate sales history file. This was accomplished by mailing out 1,515 sales verification questionnaires, evaluating the returned questionnaires (775), and keying 539 valid sales into the database. Reappraisal prepared for the 2015 countywide revaluation by: pricing all residential, commercial, and industrial lands by October 19, 2013; working with vendors to develop market modeling co-efficient by November 1, 2013; and initiating the Final Review of the 2015 revaluation by November 6, 2013. Finally, Reappraisal provided quality customer service by responding to all taxpayer inquiries within 24 hours and resolving outstanding issues within 5 business days.

Fiscal Year 2012/13

The Tax Assessor Office continued to provide quality customer service by responding to all taxpayer inquires within 24 hours. Additional successes included providing the most current real property ownership information; ensuring that all new construction is listed, appraised and recorded by August 1st; educating, assisting, and enrolling qualified County citizens in tax relief programs; working with IT to analyze and improve business processes. Tax Assessor did not achieve one outcome. It sought to prepare and mail all real and personal property tax bills by August 1st, 2012. The office missed this outcome (bills were mailed on August 22nd) due to software issues that accompanied the new tax system upgrade. Although late by its stated goal, Tax Assessor did mail all real and personal property by the statutory deadline, September 1st.

The Tax Collection division did not achieve two of its three outcomes. The division's lone success was providing quality customer service by responding to all taxpayer inquires within 24 hours of receipt and resolving outstanding issues within five business days. The two outcomes not achieved were improving the County's tax collection rate ranking in the State and to increase the percentage of prior 10 years delinquent taxes. The NC State Treasurer's office memorandum #2013-14 showed Catawba County's 2011/2012 year-end tax collection rate to be 96.97 percent, which was 23rd best among the 27 counties with populations over 100,000. This 23rd ranking was below the department's 21st ranking from the year before. In regards to prior 10 years delinquent taxes collection, the department collected was 32.24 percent of total due. Last fiscal year the department collected 37.53 percent of the total due.

Reappraisal maintained an accurate sales history file of all valid market transactions within the County for the 2015 countywide revaluation. Staff also initiated land pricing activities such as collecting, verifying, and analyzing existing land sales to be used in developing the 2015 schedule of values. In addition to preparing for the 2015 revaluation, the Reappraisal staff continued to defend the County's position on property value resulting from the 2011 Revaluation. In combination with the County's Legal department, revaluation staff will seek to ensure that all property is fairly and equitably assessed in accordance with the 2011 adopted Schedule of Values.

Technology

Fiscal Year 2014/15

Information Technology Center (ITC) achieved six of its seven outcomes. First, ITC continued to improve network infrastructure, data transmission speeds, and resiliency throughout the County by maintaining a network uptime of 98 percent. The County’s digital assets have been protected from potential security breaches. Through monitoring of the network and infrastructure, at least 99 percent of potential security risks were mitigated. ITC provided reliable communications, data and web service availability for employees and citizens by ensuring a 99 percent uptime for both phone and voicemail services, maintaining a 99.9 percent uptime during business hours for all production enterprise series and achieving a 99.9 percent uptime for all online web services and customer-facing transactions systems. The department completed 92 percent (8,536) of service tickets within 2 days or less, providing high quality and timely services to all County technology users. ITC continued promoting transparency and data accessibility by increasing several new apps for the County’s iCatco wireless platform.

Fiscal Year	Total Outcomes	Achieved	Not Achieved	Success Rate
2014/15	11	10	1	91%
2013/14	17	14	3	82%
2012/13	12	11	1	92%

Technology’s lone unsuccessful outcome was to work with Utilities and Engineering (U&E) to enhance access to permitting, plan review, and inspection requests by completing the implementation of the Customer Access Portal (CAP) and Electronic Plan Review (E-Review). ITC and U&E determined CAP was not a more efficient scheduling method and decided not to pursue implementation. E-Review implementation was delayed until Fiscal Year 2015/16 as the upgrading of another system took priority during Fiscal Year 2014/15.

Geospatial Information Services (GIS) achieved all four of its outcomes for Fiscal Year 2014/15. GIS provided reliable geospatial information to stakeholders by maintaining a 99 percent uptime. More than 95 percent of public requests for maps and data were responded to within 24 hours. GIS simultaneously reduced licensing costs and increased customer service by creating applications in-house. The unit created an app for the Planning department to report violations and an app (for citizen and employee use) to locate the nearest fire hydrant and fire station.

Fiscal Year 2013/14

Information Technology Center (ITC) achieved five of its seven (71 percent) outcomes. First, ITC improved the County’s wireless data transmission and remote connectivity by increasing the data transfer speed by over 300 percent. The next outcome ITC achieved focused on increasing County staff knowledge and abilities as measured by 100 percent of attendees (goal of 90 percent) reporting that training sessions improved their job-related skill sets. In a collaborative effort with the Tax Department to analyze business processes and improve at least three, Technology improved the following processes: Direct Link to Permit Data from within iasWorld (the Tax Department’s software system), Placing pre-filled Personal Property Forms online for self-service by taxpayers, and Scanning Revaluation notices for faster retrieval and cheaper storage. In a collaborative effort with the Sheriff’s Office, ITC reduced file storage size, enhanced accessibility, and ensured on-going data integrity by implementing a new digital imaging software system. Also, ITC sought to promote transparency by providing frequently requested Sheriff’s Office information on-line. The following items were uploaded to the web for public consumption: Flood damage report forms, pre-filled Individual Personal Property forms, incident reports and active 911 calls.

There were two outcomes not achieved by ITC. The first outcome sought to ensure the County network’s security and reliability by blocking at least 99 percent of all security risks and to maintain at least a 99.9 percent uptime for all enterprise services. ITC did block 99 percent; in fact, it mitigated and blocked over 1.2 million cyber threats.

PERFORMANCE MEASUREMENT

ITC missed this outcome because it maintained an uptime of 99.6 percent. The second outcome not met pertained to customer service. Technology aimed to resolve at least 90 percent of all HelpDesk calls within two business days and maintain a customer satisfaction rating of 90 percent. The HelpDesk received 5,626 requests for service but only 4,971 (88.35 percent) of those requests were resolved within two business days. In regards to customer satisfaction, 1,271 of 1,299 customer service survey respondents indicated that they received either “excellent” or “good” customer service.

Geospatial Information Services (GIS) achieved all four of its outcomes for Fiscal Year 2013/14. GIS provided reliable geospatial information to stakeholders by maintaining a 99 percent uptime. 95 percent of map and data requests by the public were responded to within 24 hours. GIS continued to meet bi-monthly and work with municipalities on upgrades and projects to reduce duplication in staff efforts and leverage buying power. Finally, GIS updated Catawba County’s hi-resolution overhead imagery, prepared the data, gave users access, and conducted training on the web application.

Fiscal Year 2012/13

The Information Technology department achieved 11 of its 12 outcomes. Some successes from the past year were moving the County’s email system to Exchange 2010 and maintaining 99.72 percent email uptime; providing several classes for various software platforms including, Microsoft Office, PeopleSoft and Laserfiche; and securing Catawba County’s computer network by blocking 3.3 million (99 percent) security risks.

GIS achieved its goal of providing timely, reliable, valid, and useful geospatial information by ensuring its websites and application are available more than 99 percent of the time. Customer service continued to be a high priority for GIS. The division responded to more than 95 percent of mapping and data requests from the public within 24 of receiving the request. GIS continued its implementation of the new Real Estate website. The Real Estate website continues to be one of the County’s most relied upon websites, consistently receiving more than 2 million hits per month from over 15,000 unique visitors.

Utilities & Engineering

Fiscal Year 2014/15

Building Services

Building Services applies the State code to protect the public’s safety in terms of building code. By the end of the year three outcomes

Fiscal Year	Total Outcomes	Achieved	Not Achieved	Success Rate
2014/15	16	15	1	94%
2013/14	16	15	1	94%
2012/13	23	20	3	87%

were achieved and one was not. The achieved outcomes related to 100 percent of inspections being completed by the highest State certified inspectors in each classification, 78 percent required training done locally, and continued use of the Remote Access Permitting Terminal, with 819 permits issued. The outcome not achieved was related to only 82 percent of inspections were performed on the day requested, compared to the 90 percent goal.

Permit Center

In the Permit Center, one outcome was achieved and two were not. No substantiated complaints had been received. Outcomes not achieved related to the new Customer Access Portal (CAP) not increasing new accounts by 100 percent due to limited programming capacity on the side of the vendor. Partnerships with Technology and other municipalities to make the process more efficient are still underway; however, both E-review and Energov

require additional updates and CAP has been determined to not be as efficient in certain areas.

Plan Review

Plan Review achieved each of its outcomes as it ensured code compliance. These outcomes include completion of 179 safety requests within two days, review of 927 plans in an average of 4.1 days, well ahead of the 10-day goal, and no substantiated complaints came out of any plan review.

Local Code Compliance and Erosion Control

All outcomes related to implementation of local soil sedimentation and erosion control were achieved, including a completion of every plan review within 10 days (overall average 3.17). Additionally, 2,517 code compliance inspections and 29 erosion control plans had been completed, with no customer service complaints. Finally, staff began completing requirements to perform Level I footing in order to increase departmental efficiency.

Solid Waste

Solid Waste achieved all of its outcomes in Fiscal Year 2014/15, including a new zero waste initiative aimed at informing, educating, and assisting the top 30 waste producing companies to reduce their percentage of waste to gross product. Furthermore, over 250,000 pounds of electronic, paint, and household hazardous waste were collected either through the one-day Household Hazardous Waste Collection Event or at the Convenience Centers. This is in line with the latest 4-year average. Finally, a new rate structure with Duke Energy successfully resulted in a \$0.017 per kilowatt hour increase for the sale of electricity from the Landfill Gas-to-Energy Co-Generation Project, increasing the budget over \$400,000.

Water & Sewer Administration

All but one outcome for Water & Sewer Administration was achieved by the end of the year. All projects, both current and new, were prioritized using the Utility Prioritization Tool. To help determine future projects, a list of properties was developed to survey unincorporated residents. 8,280 linear feet of water line was installed during the Old Shelby Road CDBG project. Finally, staff applied for CDBG funding for water service to some underserved portions of the County, but the outcome was unachieved because Curlee Road, the underserved area in consideration, no longer qualified for water and sewer due to revised program eligibility criteria put in place by the State.

Fiscal Year 2013/14

The Utilities & Engineering department was coordinated and managed with 100 percent customer service satisfaction and zero complaints thereby achieving its outcome.

Building Services achieved all of its outcomes by applying the State Building Code in a consistent, timely, and courteous manner thereby protecting public safety. Consistent application of the law was ensured through 100 percent of commercial and industrial buildings inspected by the highest State certifications in all four of the main inspection classifications. Some of these certifications were achieved by providing 80 percent trainings locally. Speed of service decreased but remained high especially through the use of QR codes on buildings. All Building Services customer service survey respondents were satisfied and no complaints were received.

The Permit Center achieved one of its two outcomes. The center was able to satisfy 100 percent of surveyed customers. However, it is yet to increase its convenience through the Customer Access Portal. This web-based system that allows citizens to obtain permits, make payments, and check the status of inspection requests from any location should be ready by Fiscal Year 2014/15.

PERFORMANCE MEASUREMENT



All three Plan Review outcomes were achieved. All 134 safety requests were coordinated for review within two days. In fact, 99 percent of all plans were reviewed within 10 days. All Plan Review customer service survey respondents were satisfied and no complaints were received during the fiscal year.

Stormwater & Erosion Control achieved all of its outcomes, ensuring the timely implementation of the local soil sedimentation and erosion control and code compliance programs. Plans were reviewed in an average of 3 days and also efforts were made to complete Level 1 footing inspections, saving 2 hours of Building Inspections time. 1,040 code compliance inspections were performed thus far, from which 136 compliance complaints were investigated within 24 hours. This was all done without receiving any customer service complaints.

Water & Sewer Administration achieved all three of its outcomes by continuing to provide more unincorporated households and businesses with clean drinking water and environmentally-conscious sewage disposal. All projects were prioritized using the Utility Prioritization Tool and four grants to offset project costs were submitted. Additionally, 2/3rd of a mile of water lines and 13 miles of sewer lines were implemented with nearly another 2 miles of water and 1 mile of sewer lines under discussion.

Solid Waste achieved four of its five outcomes for Fiscal Year 2013/14. By working with 49 companies, 30 of which are the largest waste producers, the long-range Landfill capacity was secured. Additionally, the safe disposal of hazardous and solid waste resulted in the diversion of 196,927 pounds of electronics and 70,290 pounds of other household waste from the Landfill. Furthermore, a computer aided earthmoving system was implemented saving costly aerial flyovers annually. The new system through GPS helps keep up with the change in topography of a landfill face on a daily basis. This includes tracking compaction levels. Solid Waste fell short of its goal to reduce Landfill fuel costs by only producing 2,000 of its 10,000 gallon biodiesel production goal, making this the only outcome it did not achieve. (The production of biodiesel has since been contracted out to Blue Ridge Biofuels, with the County no longer providing this service.) Finally, 4 grants were received which offset costs by over \$800,000.

Fiscal Year 2012/13

Utilities & Engineering continued to manage and develop public-private partnerships. In promoting the EcoComplex, staff held numerous meetings, presentations and tours with other potential private partners, as well as, State and local officials. The department continued to provide quality customer service by responding to all customer complaints within 24 hours of receipt.

Building Services exceeded its objective of performing 88 percent of requested inspections by the next day or on the contractor's requested inspection date by inspecting 96.43 percent (17,496 inspections) by the next day or on the requested date. Another mark of superior customer service was that Building Services staff did not receive, record, or identify any customer complaints during the fiscal year. Training for the staff remained a priority as inspectors attended 36 training events throughout the year.

The Permit Center achieved one of its two outcomes. The center ensured that citizens received quality customer service. This is evidenced by having no customer complaints during the fiscal year. The Permit Center failed to maintain equity in workload between the Newton and Hickory centers. The reason this outcome was not achieved is due to the Hickory Permit Center transitioning to a remote access permitting terminal (RAPT) rather than a staffed office.

Plan Review achieved all three of its goals. Staff reviewed 99.64 percent (822 plans) within ten working days, surpassing its goal of 97 percent. There were no customer service related complaints during the fiscal year. The division promoted the use of the North Carolina Rehabilitation Code, Local Option Plan Review, and Express Plan



PERFORMANCE MEASUREMENT

Review as methods developers can use to save time and money.

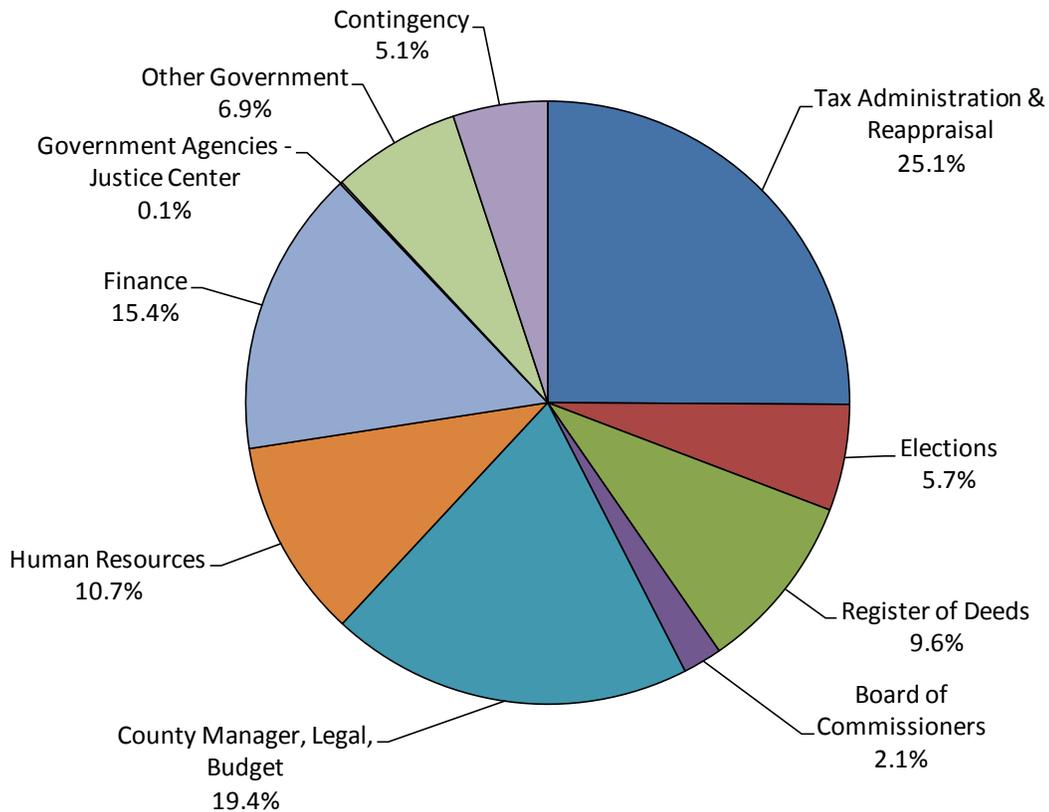
Stormwater & Erosion Control ensured that 100 percent of all plans were initially reviewed within 10 days of receipt. The division responded to and resolved 100 percent of all customer complaints within 24 hours through direct contact methods. Stormwater developed an interactive map to track various Erosion Control permits and violations. The map has been used as an educational tool, providing detailed information about Erosion Control projects/issues in specific neighborhoods. The map's functionality continues to evolve, as in the future it will allow the public to access through the internet.

GENERAL GOVERNMENT

The General Government function provides administrative support for County government. It is \$9,085,345 or 3.8 percent of total expenditures for the fiscal year, including Reappraisal and Register of Deeds Automation budgeted in Other Funds. The General Fund portion of General Government is \$8,592,590. General Government includes direct public services such as the Board of Elections, Register of Deeds, and Tax (\$3,669,083 or 1.5 percent of the budget) as well as County Administration including the Board of Commissioners, County Manager, Human Resources, and Finance (\$5,416,262 or 2.3 percent of the budget).

This function insures smooth administration of all areas of County service by maintaining compliance with accepted accounting principles and personnel statutes, by registering voters, by issuing marriage licenses, and recording property transactions.

The County bills and collects taxes for eight municipalities within the County as a means of providing this general government service at the lowest possible cost to the taxpayer. The service has worked well and has produced savings to other local government units in Catawba County.



BOARD OF COMMISSIONERS
Adopted October 5, 2015

1. Lobby private providers and State and Federal government to expand broadband internet availability throughout the County, connect key community assets, and work to address geographic areas with deficient service.
2. In partnership with the private sector and assistance from state government, support the creation of jobs and property tax base and the development of the County's workforce. Specific strategies include:
 - a. Support the enhancement of workforce development programs and efforts, working with educators and the private sector to train the workforce for jobs from existing and new employers that will be available through the efforts of the EDC.
 - b. Aggressively promote and market economic development.
 - c. Review incentive guidelines to ensure they are competitive but reasonable in terms of return on investment.
 - d. In partnership with the EDC and Hickory, develop and aggressively market Park 1764.
 - e. Continuously monitor County regulations to ensure they support orderly growth and business development.
3. Collaborate with the Economic Development Corporation, Convention & Visitors Bureau, Chamber of Commerce, and others as appropriate to brand and market key community strengths:
 - a. Overall quality of life: cost of living, availability of health care, low crime rate, quality of education, etc.
 - b. Community arts, culture, and recreational amenities
 - c. Location: proximity to major airport, ease of highway access, short distance from other attractive communities with strong amenities

Board of Commissioners

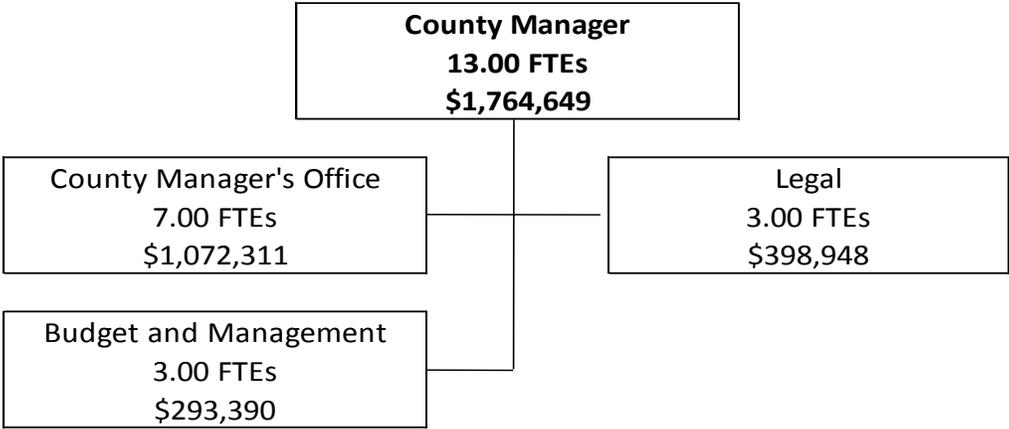
Organization: 110050

	2014/15 Actual	2015/16 Current	2016/17 Requested	2016/17 Approved	Percent Change
Revenues					
General Fund	\$156,859	\$170,504	\$173,364	\$190,403	11.7%
Total	\$156,859	\$170,504	\$173,364	\$190,403	11.7%
Expenses					
Personal Services	\$54,850	\$92,654	\$94,214	\$111,253	20.1%
Supplies & Operations	102,009	77,850	\$79,150	\$79,150	1.7%
Total	\$156,859	\$170,504	\$173,364	\$190,403	11.7%

Budget Highlights

The Board of Commissioners budget increased \$19,899 mostly due to compensation and travel increases, health, and the 27th payroll. A 2015 salary benchmarking study for North Carolina counties conducted by University of North Carolina at Chapel Hill's School of Government indicated that, even with this year's increases, Commissioners' compensation is still nearly \$4,000 less than the average for counties with a population over 100,000. Travel pay is in line with the average of other counties, at \$4,200 annually.

Catawba County Government



County Manager

Reinvesting Department

Organizations: 120050 - 120150

	2014/15 Actual	2015/16 Current	2016/17 Requested	2016/17 Approved	Percent Change
Revenues					
Cable TV Reimbursement	\$28,000	\$28,000	\$28,000	\$28,000	0.0%
Miscellaneous	420	0		0	0%
Indirect Cost	92,691	147,621	163,954	163,954	11.1%
Legal Services	2,427	0	0	0	0%
General Fund	1,430,377	1,453,026	1,560,004	1,572,695	8.2%
Total	\$1,553,915	\$1,628,647	\$1,751,958	\$1,764,649	8.4%
Expenses					
Personal Services	\$1,479,738	\$1,537,255	\$1,659,460	\$1,672,151	8.8%
Supplies & Operations	74,177	91,392	92,498	92,498	1.2%
Capital	0	0	0	0	0%
Total	\$1,553,915	\$1,628,647	\$1,751,958	\$1,764,649	8.4%
Expenses by Division					
County Manager	\$962,876	\$1,001,386	\$1,064,711	\$1,072,311	7.1%
Legal	342,702	363,854	396,082	398,948	9.6%
Budget & Management	248,337	263,407	291,165	293,390	11.4%
Total	\$1,553,915	\$1,628,647	\$1,751,958	\$1,764,649	8.4%
Employees					
Permanent	13.00	13.00	13.00	13.00	0.0%
Hourly	0.00	0.00	0.18	0.18	0%
Total	13.00	13.00	13.18	13.18	1.4%

Fiscal Year 2014/15 Outcome Achievements

Total Outcomes	Achieved	Not Achieved	Success Rate
15	15	0	100%

Budget Highlights

The County Manager's approved budget increased by \$136,002 (8.4 percent) from the current year's approved budget. The increase is attributed to performance pay, health, retirement, and the 27th payroll. Controlling for the costs of the 27th payroll (which amounts to \$57,854), normal operating increases equate to 4.8 percent.

Performance Measurement

Fiscal Year 2016/17

Outcomes for Fiscal Year 2016/17 focus on providing excellent customer service, fiscally sound public policy and administration, and programs to the citizens of Catawba County. The emphasis of the County

Manager's Office continues to be on providing customer service to internal and external customers, the Board of Commissioners, County departments, and the general public. Outcomes include overseeing the implementation and achievement of the Board of Commissioners' goals, providing information in a timely manner to the Board and citizens, and preparing and administering a balanced budget.

Legal will focus on offering in-service training, preparing and reviewing contracts, providing continuous access to legal counsel for all employees, and maximizing the collection of delinquent accounts, back taxes, and other monies owed to the County through active legal pursuit.

The Budget Office will continue to focus on accurate revenue and expenditure projections and preparation of a balanced budget for adoption. Budget will monitor the Fiscal Year 2016/17 budget on an ongoing basis to ensure it remains balanced and recommend appropriate action be taken quickly if revenue erosion occurs. The Office will also update and maintain the County's Performance Dashboard, which provides information on all County departments in one easy-to-use application.

Fiscal Year 2015/16

County Manager

At mid-year, the County Manager's Office was on track to achieve all of its outcomes. The department's achievements involve partnering with the private sector to support the creation of jobs, and improving public safety. Examples of successes include:

- Staff facilitating the development of a vision which culminated in a discussion at the Board of Commissioners' October 5th Retreat. The final vision product is being coordinated by the Chair.
- Staff updating on various emergency management activities that had been completed, were underway and were planned during the year for improved efficiency, effective pre-hospital services and public safety in the emergency management program. Staff continues to give the Board updates on these efforts.

Legal

Legal was on track with all of its outcomes. 100 percent of the contracts reviewed were within 5 working days. To ensure the Board of Commissioners, Planning Board, Board of Adjustment, and Subdivision Review Board are able to address and legal issue either during meetings or in advance, an attorney had been present at each meeting.

Budget

Budget was on track to achieve all of its outcomes. The division completed the revenue, expense, and fund balance forecast in November 2015. The County's Performance Dashboard was updated to include year-end Fiscal Year 2014/15 information.

Fiscal Year 2014/15

County Manager's Office

County management effectively directed and supervised the administration of all County offices, departments, and agencies by ensuring 90 percent of outcomes were achieved County-wide in Fiscal Year 2014/15. Central to these achievements was overseeing implementation of the Board of Commissioners' Fiscal Year 2014/15 goals. This includes approving a development agreement which will be the blueprint for the development of approximately 200 acres in the southeast part of the County, including the Village at Sherrills Ford. Another example includes preparing for approval an updated Parks Master Plan which will continue the mission of Catawba County Parks to preserve Catawba County's unique and diverse natural heritage through education and conservation while providing quality passive recreation and wellness opportunities. Finally, the Board of Commissioners was consistently notified of their goals' outcomes through timely delivery of agenda packets and meeting minutes.

The Public Information Officer kept citizens abreast on matters of concern through a myriad of media outlets and public information programming. This included executing a media/publicity campaign around both Public Service Recognition Week and County Government Month. The first campaign showed why employees "love public service."

Relationships with external agencies were strengthened in Fiscal Year 2014/15, through County Management's and the BOC's active participation in local, state, national, and international organizations. County Management and the BOC worked with the North Carolina Association of County Commissioners, to monitor and propose legislation beneficial to Catawba County. The local delegation was very responsive and receptive to inquiries and information shared on issues impacting the County.

Legal

Throughout Fiscal Year 2014/15, the Legal team ensured that all Boards' (Commissioners, Planning, Adjustment, and Subdivision) issues were addressed through attendance at each meeting and subsequent follow-up. In addition, they proactively trained County staff to handle situations in which legal impact was most likely. The Legal team provided 24/7 telephone access. The Legal team exceeded its delinquent tax collection goal (50 percent) by collecting just over 84 percent (or \$189,017) of delinquent accounts, back taxes, and other monies through active legal pursuit of collection.

Budget

During Fiscal Year 2014/15, the Budget and Management Office provided adequate and timely financial information (through the annual balanced budget) to the County Manager, Board of Commissioners, and department heads. The Budget and Management Office exceeded its goal of receiving a customer service rating of 90 percent or better from departments with 100 percent of survey respondents indicating they were either "Highly Satisfied" or "Satisfied" with the services received. It also exceeded its goal of receiving a 95 percent or better satisfaction rating from the County Manager by receiving an excellent in four areas, a satisfactory rating in one area, and no areas rated as needs improvement. The Budget and Management Office also received the Government Finance Officers Association Award for the 26th consecutive year. Furthermore, the budget remained balanced through regular monitoring and actions taken throughout the fiscal year. Finally, the most up-to-date information on the County's performance was made available to citizens through the Performance Dashboard.

COUNTY MANAGER'S OFFICE

Statement of Purpose

Catawba County operates under a County Manager form of government adopted by the Board of Commissioners on March 1, 1937. The County Manager is charged with the responsibility for translating the policies and programs of the Board of Commissioners into action. The Manager is also responsible for coordinating, supervising, and recommending alternative solutions to growing problems and issues. As Chief Administrator of County government, he is responsible to the Board of Commissioners for administering all departments of County government under the Board's general control and for serving as liaison officer to the public and groups within the County and between the County, State, and Federal agencies.

Outcomes

1. Oversee the implementation and achievement of the Board of Commissioners' Fiscal Year 2016/17 goals.
2. Respond professionally and effectively to requests from Catawba County citizens for assistance or information related to the functions of county government.
3. Provide timely information to the Board of Commissioners for planning and decision making by:
 - a. Delivering all agenda packets to the Board of Commissioners at least four days prior to meeting.
 - b. Preparing all Board of Commissioners meeting minutes prior to the next Board of Commissioners meeting.
4. Prepare a balanced budget for Fiscal Year 2017/18 and administer a balanced budget for Fiscal Year 2016/17.
5. Participate actively in local, State and national organizations such as the North Carolina Association of County Commissioners, International City/County Management Association, North Carolina City/County Management Association, National Association of Counties, and local managers' groups to strengthen intergovernmental relationships and share ideas.
6. Develop a local legislative agenda, monitor legislation proposed by the North Carolina General Assembly and, where applicable, propose legislation that would be beneficial to Catawba County.

Outcome Performance Measures:

1. The Board of Commissioners' annual evaluation of the County Manager, which addresses its satisfaction with the performance of the Manager and County staff. The evaluation refers to all of the outcomes listed and a satisfactory rating on that evaluation is evidence of achievement.
2. The Board of Commissioners' Annual Report to the public on the outcome of their Annual Goals.

LEGAL

Statement of Purpose

Provide quality legal counseling and representation to the Board of Commissioners, managers and employees of Catawba County on all issues related to county government. Having an in-house legal team provides county departments with quick access to legal services at a lower cost for taxpayers. The legal team is committed to excellence, ethics, professionalism, and fairness in all matters.

Outcomes

1. Provide needed legal services to all county departments as issues arise in a timely, professional and ethical manner by:
 - a. Completing preparation or review of contracts within 5 working days of receipt at least 95 percent of the time.
 - b. Achieving an approval rating of 95 percent on an annual client satisfaction survey.
2. Proactively improve county staff's ability to handle situations that could potentially have a legal impact on the county by:
 - a. Providing in-service training to any department.
 - b. Providing employees with 24 hours per day, 7 days per week telephone access to an attorney.
3. Ensure the Board of Commissioners, Planning Board, Board of Adjustment, and Subdivision Review Board are able to address any legal issue whether arising during a meeting or anticipated in advance by assigning an attorney to both work with each respective board and be in attendance at each board meeting.
4. To maximize the collection of delinquent accounts, back taxes, and other monies owed to the County, Legal will:
 - a. Collect or enter into payment arrangement for at least 50 percent of all eligible cases submitted
 - b. Collect at least 50 percent of payments due per contractual payment arrangements

BUDGET AND MANAGEMENT

Statement of Purpose

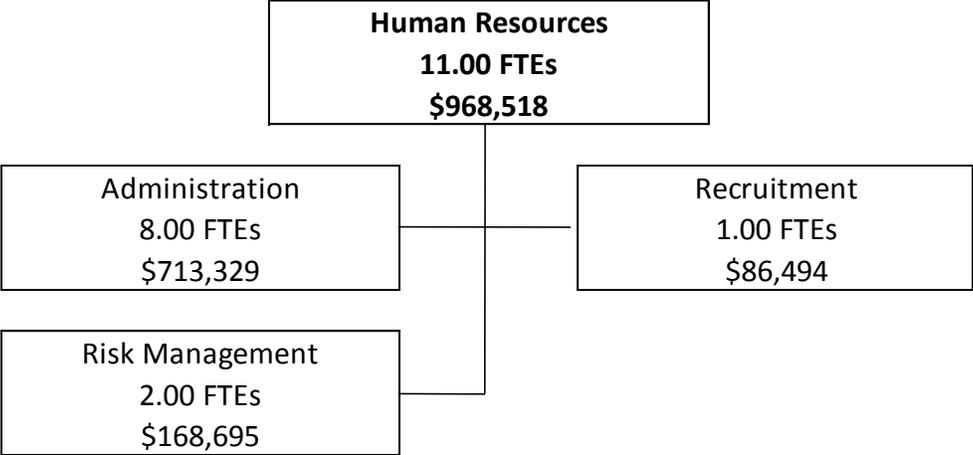
To plan, prepare, and monitor the County's annual operating and capital budget and conduct special research and management analysis for the County Manager and County departments.

Outcomes

1. Prepare a balanced budget for adoption by June 30, 2016, which:
 - a. Receives a satisfaction rating of at least 95 percent on the Manager's budget survey to be completed in July 2016 focusing on the responsiveness and the quality of analysis completed by the Budget staff on departmental outcomes. This will include the Budget staffs' ability to monitor and report departments' progress and commitment to outcomes and to recommend changes to improve efficiency or compliance.
 - b. Receives a satisfaction rating of at least 90 percent from department heads on a survey to be completed in July 2016, which measures the services the Budget staff provides to departments in the areas of revenue projections, research and analysis, staff support in resolving problems of mutual concern, and support in establishing and monitoring outcomes.
 - c. Communicates County policies, provides a financial and operating plan, and is an effective communication device to our citizens, as demonstrated by receiving the 2015 Government Finance Officers Association (GFOA) Distinguished Budget Award.
2. Prepare a Revenue, Expense, and Fund Balance Forecast in November 2016 that is based on the Fiscal Year 2016/17 annual budget and Capital Improvement Plan (CIP), which will give the County Manager, Board of Commissioners, and department heads the financial information they need to set priorities and goals in planning for the future needs of the County.
3. Monitor the Fiscal Year 2016/17 budget on an ongoing basis to ensure the budget remains balanced and recommend appropriate action be taken quickly if revenue erosion occurs.
4. Ensure the County's Performance Dashboard remains accurate and relevant by updating all appropriate areas with year-end Fiscal Year 2015/16 information. This will provide citizens and departments with the most up-to-date information on countywide performance and service levels.



Catawba County Government



Human Resources

Reinventing Department

Organizations: 150050 - 150200

	2014/15 Actual	2015/16 Current	2016/17 Requested	2016/17 Approved	Percent Change
Revenues					
Indirect Cost	\$117,170	\$118,689	\$127,480	\$127,480	7.4%
Local	7,020	0	0	0	0%
General Fund	828,390	780,070	834,448	841,038	7.8%
Total	\$952,580	\$898,759	\$961,928	\$968,518	7.8%
Expenses					
Personal Services	\$768,374	\$792,213	\$856,296	\$862,886	8.9%
Supplies & Operations	184,206	106,546	105,632	105,632	-0.9%
Total	\$952,580	\$898,759	\$961,928	\$968,518	7.8%
Expenses by Division					
Administration	\$723,454	\$656,509	\$708,481	\$713,329	8.7%
Recruitment	78,352	81,836	85,926	86,494	5.7%
Risk Management	150,774	160,414	167,521	168,695	5.2%
Total	\$952,580	\$898,759	\$961,928	\$968,518	7.8%
Employees					
Permanent	11.00	11.00	11.00	11.00	0.0%
Hourly	0.25	0.25	0.25	0.25	0.0%
Total	11.25	11.25	11.25	11.25	0.0%

Fiscal Year 2014/15 Outcome Achievements

Total Outcomes	Achieved	Not Achieved	Success Rate
20	20	0	100%

Budget Highlights

Human Resources' approved budget increased by \$69,759 (7.8 percent) from the current year's approved budget. The increase is attributed to performance pay, health, retirement, and the 27th payroll. Controlling for the costs of the 27th payroll (which amount to \$30,831), normal operating increases totaled 4.3 percent. Because Human Resources is a reinventing department, the focus is on outcomes for budgeting purposes.

Performance Measurement

Fiscal Year 2016/17

In Fiscal Year 2016/17, Human Resources (HR) will continue to focus on providing quality comprehensive benefits to County employees, recruiting a qualified and diverse workforce that reflects the community, and promoting County employee wellness. Human Resources will continue to educate new and existing employees on the County's benefits package, to include medical, dental, and retirement benefits. To

enhance organizational development, the department will coordinate a refreshed supervisory/leadership training. The department, to continuously improve the recruitment process, will continue to encourage employee engagement groups that align with the organizational philosophy. HR will continue to promote a culture of wellness by collaborating with Department Heads to create and assist in implementing department specific wellness programs. Human Resources and Emergency Medical Services will partner on a multi-year outcome aimed at reducing the number, cost, and severity of EMS work related musculoskeletal claims.

Fiscal Year 2015/16

At mid-year Human Resources was on target to achieve or had already achieved 100 percent (19 of 19) of its Fiscal Year 2015/16 outcomes. During the first half of the year HR educated 100 percent of the County's new employees (72) on County benefits and how to use those benefits in 9 orientation sessions. Human Resources' education efforts do not end at orientation. During the current year the department has delivered two presentations on the North Carolina Retirement System, Catawba County retiree health insurance options, and supplemental retirement programs (e.g. 401K Plan).

During the current year, Human Resources met with various department heads to review department statistics and share recruitment and retention strategies. HR continues to promote diversity by encouraging departments to participate in hiring summer interns of diverse backgrounds. Human Resources provided refresher training to the Library supervisors on recruitment and hiring processes. Additionally, HR organized a new outdoor sports/activities group that went on a hike at Riverbend Park and will continue meeting for similar activities as part of an effort to retain employees.

Human Resources continued to aggressively pursue the development and implementation of wellness programs, initiatives, and incentives. The programs offered during the current year were Work Weight Watchers, on-site exercise classes (Zumba, Yoga, and Aerobics), nutrition counseling, development of individualized health improvement plans, and the "Holiday Maintain Don't Gain" weight challenge. All of these programs address at least one of the County's top health priorities: fitness, nutrition, and weight management.

Fiscal Year 2014/15

Human Resources successfully achieved 20 out of 20 outcomes in Fiscal Year 2014/15.

Recruitment

In FY2014/15, all outcomes related to recruitment, including launch of a new, fresher webpage that highlights internships and aspects of the organization that may appeal to young professionals, were achieved. Also, 95 percent of departments now use supplemental questions as part of the initial application process as a screening tool aimed at developing a more qualified applicant pool. Finally, a Young Professionals Group was developed based on new employee feedback as a way of fostering a sense of community and belonging among the County's younger employees.

Pay and Classification

All pay and classification outcomes were achieved, including the processing of all reclassification requests within 2.2 days and the completion and approval of the pay study involving 409 employees.

Benefits

The Benefits outcomes were all achieved, including achievement of an average 4.8/5.0 evaluation score for the Benefits orientation by 116 new hires. Furthermore, 81 percent of respondents to the County Manager's New Employee questionnaire felt adequate benefit information was provided in orientation, exceeding the department's 80 percent goal.

Organizational Development

Every Organizational Development outcome was achieved. Seven employees were prepared for future leadership roles through participation in the year-long Leadership Academy. The annual supervisory training provided 21 employees with the opportunity to enhance their supervisory skills. Two sessions of the "Brand Called You" were completed, aimed at improving employees' knowledge of themselves in order to improve performance. Knowledge was increased by 100% of survey respondents for the annual retirement benefits session. Finally, employees broadened their knowledge of the Hmong people through diversity awareness activities in March.

Wellness

Each of the Wellness outcomes was achieved. Nearly half (49 percent) of employees in the high risk group (as determined based on biometric data) participated in Weight Watchers, Gym Membership Discounts, FitKIK, Exercise Classes, or Nutrition Counseling. The Employee Health Clinic (EHC) received 728 more visits between Fiscal Year 2013/14 and 2014/15, or an 87 percent increase. Operation of the EHC generated 15 percent savings based on the cost to operate the EHC compared to the true cost of services if provided directly through a Primary Care Provider and estimated sick leave pay.

Self-Insurance

The Self-Insurance Fund was adequately funded through the year, and health and dental claims were tracked monthly, analyzed, and shared with the County Manager.

Risk Management

Every outcome in Risk Management was achieved. The number of OSHA recordable injuries per 100 FTE was 3.4 compared to the State goal of less than 5. There were sixteen at-fault accidents from which recommendations were made to the respective department heads about corrective actions and suggested training. Finally, the department completed its development of a tracking mechanism for musculoskeletal claims in EMS. 66 percent of the musculoskeletal injuries over the last four years within EMS were back injuries related to lifting, pushing, and pulling. An additional 24% were shoulder, arm, wrist, and knee injuries.

HUMAN RESOURCES

Benefits

Statement of Purpose

Provide a quality and comprehensive benefits plan to County employees.

Outcomes

1. Educate 100 percent of new benefited employees on available County benefits and how to use the benefits, while providing a forum to discuss employee expectations by conducting orientations at least once a month. Success will be measured by achieving a score of 4.5 or higher for the content/quality of the program on evaluations given after each orientation session.
2. To ensure new employees have received adequate and thorough benefit information during the orientation process, a follow-up Employee Orientation question will be included in the County Manager's New Employee questionnaire. Success will be measured by at least 80 percent of participants agreeing that adequate benefit information was provided during orientation.
3. Educate employees about their retirement benefits through an annual Retirement Educational Program. The presentation will include information on the NC Retirement System, Catawba County retiree health insurance options, and the use of supplemental retirement programs to enhance retirement. Success of the program will be measured by at least 92 percent of participants indicating they "strongly agree" or "agree" they have an increased knowledge of retirement benefits and options.
4. To ensure the County's health plan offerings remain effective for the County and employees, monthly analysis will be conducted in the areas of health and dental claims versus revenues and plan performance. This analysis will be shared with the County Manager on a monthly basis. Human Resources will use the information to make recommendations in areas such as changes in plan design, insurance policy carriers, and/or claim reduction strategies.

Organizational Development

Statement of Purpose

Enable management and employees to expand their knowledge, skills, and abilities in order to enhance the work environment and prepare for work-related opportunities.

Outcomes

1. To enhance the County workforce's efficiency, Human Resources will offer at least one skills development program for targeted enrollment by County employees aimed at enhancing a work-related skill set. Success will be measured by at least 80 percent of participants indicating they "strongly agree" or "agree" that they have expanded their work-related knowledge, skills, and abilities.
2. To enhance diversity awareness in the workplace, Human Resources will offer at least three different diversity programs for general enrollment to County employees. Success will be measured by achieving a cumulative total of 80 percent of participants indicating they "strongly agree" or "agree" that they have an increased knowledge of the specific topic.
3. To promote professional development for team leaders, employees seeking opportunities for upward mobility and current supervisors, the Human Resources Department will coordinate and implement a year-long, front-line leadership program. At least two classes within the curriculum will be offered as a refresher program for current supervisors not enrolled in the year-long program. Success will be measured by at least 80 percent of participants indicating they "strongly agree" or "agree" that they have increased their overall knowledge of leadership principles.
4. To ensure the County has employees equipped for future leadership roles, the County will coordinate and implement a year-long advanced leadership academy for employees identified as emerging leaders in County government. Selection/Oversight committee will meet individually with each Leadership Academy participant halfway through the program and prior to the end of the program to determine student progress and provide guidance/feedback to facilitate the success of each student. Success will be measured by at least 80 percent of participants indicating they "strongly agree" or "agree" that they have increased their overall knowledge of leadership principles.
5. To foster ongoing leadership development, HR will work with past graduates of Leadership Academy to determine what activities the department is providing them or will provide them to continue to develop and apply their leadership skills. Success will be measured by showing that 40% of past graduates have been engaged in additional leadership development activities within the organization or in the community.

Recruitment, Pay and Classification

Statement of Purpose

Recruit and retain a qualified and diverse workforce by implementing strategies that promote Catawba County as a progressive and competitive employer.

Outcomes

1. To understand and promote diversity within Catawba County Government, Human Resources will conduct meetings with all Department Heads and the County Manager's Office to review department statistics and share recruitment and retention goals and ideas. The use of interns will be further explored, with the goal of at least 3 departments agreeing to hire summer interns through available funding streams.
2. To sustain and enhance employee retention, inclusion and morale, Human Resources will coordinate and/or support at least three events to encourage and facilitate common interests within employee engagement groups (ie., groups interested in common activities such as healthy cooking, outdoor sports/activities, volunteerism, etc.). Activities will be aligned with the County's organizational philosophy.
3. Provide County departments with flexibility to meet changes in available funding, demand for services, and State and Federal mandates by processing 95 percent of position reclassification requests and resulting pay inequities within four working days after receipt of all relevant information from the department.
4. To help with recruitment of qualified employees and to retain current employees, Human Resources will maintain a competitive pay plan by conducting an annual pay and classification study on at least one-third of the County's positions. Success will be determined by ensuring positions are classified correctly and pay ranges are approximately 100 percent of our competitive market.

Risk Management

Statement of Purpose

Promote safety, health, and security of County employees through education, training, and prevention of injuries and accidents.

Outcomes

1. To limit the number of automotive accidents involving County vehicles, Risk Management will identify all at-fault accidents and make the following recommendations to Department Heads:
 - a. After the first at-fault accident, require employee to repeat the County Defensive Driving class or have the Supervisor or Training Officer ride- along with the employee to observe employee's driving skills.
 - b. After a second at-fault accident by the same employee, a Corrective Action Plan or disciplinary action will be recommended for employee.
 - c. In addition, analysis will be conducted at least twice a year on vehicle accidents and reports will be shared with the Human Resources Director, County Manager, and each Department Head to discuss concerns, further actions, and options for improvement.
2. Limit OSHA recordable injuries to 5 per 100 FTEs, the North Carolina Department of Labor public sector industry standard. This will be accomplished by:
 - d. Concentrating on evaluating the types of accidents in the high-risk departments to determine ways to improve work procedures.
 - e. Meeting regularly with the Safety Committee to address training needs, fire, tornado and lock down drills, security issues, and building safety inspections.
 - f. Meeting regularly with the Accident Review Committee to review work safety policies, workers compensation and property and liability claims, and high risk drivers.
 - g. Holding an annual Safety Retreat which will educate departments on the County's current status regarding safety, security, and legal issues as well as market trends in these areas. Success of the Retreat will be measured by at least 80 percent of participants indicating they "strongly agree" or "agree" that they have expanded their safety-related knowledge, skills and abilities.
 - h. Providing at least four training programs to address safety, health, and security awareness of our County. Success will be measured by achieving a cumulative total of 80 percent of participants indicating they "strongly agree" or "agree" that they have an increased knowledge of the specific topic.
 - i. Providing an annual report to the Human Resources Director and Department Heads on the number and types of injuries occurring during the year and recommendations on how to improve safety and/or security.
3. Human Resources and Emergency Services will work together to achieve a 15 percent reduction in the number, cost, and severity of work related musculoskeletal claims over Fiscal Years 2014/15, 2015/16 and 2016/17. Risk Management will prepare a report analyzing the effect the training, education and equipment purchased had in reducing the number, cost and severity of musculoskeletal claims over the last 3 years and highlight the initiatives that should be continued and/or expanded.

Wellness

Statement of Purpose

Promote wellness among County workforce through offering wellness programs and providing education and events on various health topics during the year.

Outcomes

1. To improve the overall health of employees, Human Resources, in conjunction with the Employee Health Connection, will develop or promote specific wellness programs, services, initiatives, and incentives designed to improve or maintain employees' overall health. Specifically, HR will offer at least four programs to help employees address these health priorities identified through our aggregate biometric screening during FY 2016/17. Success will be measured by monitoring biometric improvements of employees participating in these programs.
2. To provide a cost effective and convenient healthcare option for employees, employee and County savings will exceed the cost to operate the Employee Health Clinic by at least 15 percent in the following areas:
 - a. Number of employee sick leave hours saved and an average associated cost.
 - b. Savings from conducting in-house Workers Compensation evaluations.
 - c. Savings from performing all recruitment and retention related medical testing through our Clinic.
 - d. Savings generated from employee usage of the Employee Health Clinic as opposed to their Primary Care Physician.
3. HR will work with the Employee Health Connection (EHC) and the County's health insurance provider to achieve a health insurance trend that is at least 25% lower than the County's comparable industry trend. This will be accomplished by:
 - a. Offering services through the EHC at lower costs than the allowable insurance claim cost.
 - b. Provide education to employees on the appropriate use and cost of medical services provided through various providers such as EHC, Primary Care Providers, Retail Clinics, Urgent Care, and Emergency Rooms.
 - c. Provide education to employees on the importance of proper prescription management and how to obtain the best prices for their prescriptions.
4. Increase financial wellness among employees by offering at least two informational sessions designed to educate employees on the benefit of saving for retirement. Success of the program will be measured by increasing the number of employees contributing to an optional retirement savings program by 20%.

Human Resources/Emergency Services
2014-2017 Cross Department/Multi-Year Outcome

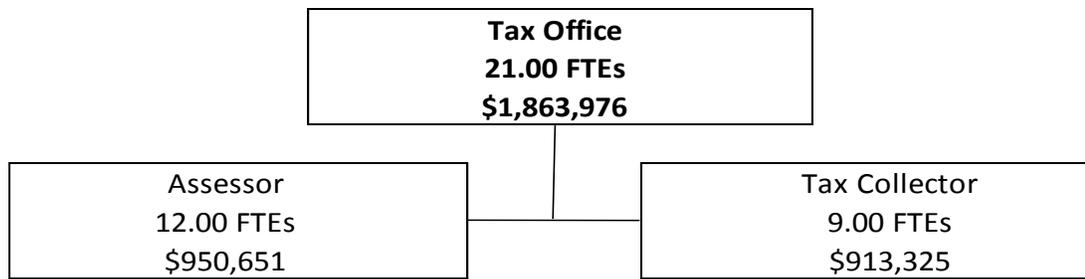
Human Resources and Emergency Services will work together to achieve a 15 percent reduction in the number, cost, and severity of work related musculoskeletal claims over the next 3 years.

- **Year 1 (FY 2014/15)**
 - Data related to reportable and non-reportable OSHA musculoskeletal injuries over a three year period was gathered and analyzed to determine an 8.5 per 100 FTE injury rate, \$69 cost per FTE without indemnity, and 21.9 days average out of work as a result of the injury. 2/3 of the musculoskeletal injuries related to the back from lifting, pushing, and pulling. The other 1/3 of injuries were shoulder, arm, wrist and knee injuries.
 - A Fit Responder refresher course was held to review correct procedures for lifting, transferring, etc. Additionally, stair chairs and flexible transport stretchers were purchases to alleviate musculoskeletal strain and injury.

- **Year 2 (FY 2015/16)**
 - The recordable accident rate is now 8.0 per 100 FTE injury rate with a cost of \$57 per FTE without indemnity. Additionally, the number of days out of work is down to 21.
 - EMS continues to review the correct procedures at monthly skills training. Furthermore, they continue exploring other training and equipment needs that may assist in safer procedures and reduced injuries. This includes implemented a Post Offer Pre-Employment fit-for-duty screening for all new applicants for EMT/Paramedic positions. This screening process will be evaluated along with injury data to determine its effect on the data collected going forward.

- **Year 3 (FY 2016/17)**
 - Prepare a report analyzing the effect the training, education and equipment purchased had in reducing the number, cost and severity of musculoskeletal claims, highlighting the initiatives that should be continued and/or expanded.

Catawba County Government



Tax Department

Organizations: 130050 - 130100

	2014/15 Actual	2015/16 Current	2016/17 Requested	2016/17 Approved	Percent Change
Revenues					
Property Tax	\$88,554,962	\$88,866,104	\$90,386,725	\$90,859,629	2.2%
Privilege License Tax	\$20,950	\$0	\$0	\$0	0%
Contribution to General Fund	(88,554,962)	(88,866,104)	(90,386,725)	(90,859,629)	2.2%
Charges & Fees	269,244	224,088	227,325	227,325	1.4%
Personnel Indirect Cost	3,402	0	0	0	0%
General Fund	1,459,786	1,560,885	1,662,569	1,636,651	4.9%
Total	\$1,753,382	\$1,784,973	\$1,889,894	\$1,863,976	4.4%
Expenses					
Personal Services	\$1,173,808	\$1,175,629	\$1,247,295	\$1,256,662	6.9%
Supplies & Operations	575,278	604,344	637,599	602,314	-0.3%
Tax Refunds	894	5,000	5,000	5,000	0.0%
Capital	0	0	0	0	0%
Total	\$1,749,980	\$1,784,973	\$1,889,894	\$1,863,976	4.4%
Expenses by Division					
Assessor	\$941,033	\$903,419	\$945,148	\$950,651	5.2%
Collections	808,947	881,554	944,746	913,325	3.6%
Total	\$1,749,980	\$1,784,973	\$1,889,894	\$1,863,976	4.4%
Employees					
Permanent	21.00	21.00	21.00	21.00	0.0%
Hourly	0.00	0.00	0.00	0.00	0%
Total	21.00	21.00	21.00	21.00	0.0%

Budget Highlights

The Tax Department's budget increased by 4.4 percent (\$79,000), which is nearly all attributed to planned changes in compensation and required retirement rate contributions. Approximately \$45,730 of the increase is attributed to the County's 27th payroll in Fiscal Year 2016/17. Without the 27th payroll, normal operational increases totaled \$33,275 (1.9 percent).

Performance Measurements

Fiscal Year 2016/17

The Tax Department's outcomes for Fiscal Year 2016/17 will focus on improving the County's tax collection rate and providing high quality customer service. The Tax Assessor will ensure citizens receive prompt notification of taxes owed, which will require that all new construction is listed, appraised and recorded in a timely manner. The Collector's Office will continue to increase the County's Tax collection rate by one percentage point (with the improvement target based on last year's success). Additionally, the office will respond to all taxpayer inquires within 24 hours.

Fiscal Year 2015/16

At mid-year, the Tax Department was on target or had already achieved all of its Fiscal Year 2015/16 outcomes. A mid-year success was ensuring that citizens received prompt notification of taxes owed. The department mailed real and personal property tax bills on July 10, 2015, three weeks ahead of its outcome goal and seven weeks ahead of the General Statute of September 1st. Early billing was a result of having all new construction listed, appraised, and keyed by June 19th, 2015, well ahead of its deadline of July 15th. In an effort to increase public access to online applications, the Tax and Technology Departments are developing a portal that will allow taxpayers access to data mailers and sales verification letters.

The Tax Collector Office continues to make strides in increasing the County's property collection rate. At mid-year, the collection rate was 93.99 percent, .24 percentage points greater than last year's mid-year. The office continues to provide quality customer service by timely response to all taxpayer inquiries within 24 hours of receipt.

Fiscal Year 2014/15

The Tax Assessor's Office achieved all seven of its outcomes. The office ensured citizens received prompt tax notification by mailing real and personal property tax bills on July 18, 2014, well ahead of the September 1st statutory deadline. The office responded to 100 percent of taxpayer inquiries within 24 hours. The Assessor provided the most current ownership information of real property to citizens by processing deed transfers in 6.17 business days, nearly 4 days faster than its goal. Additionally, all new construction was listed, appraised, and keyed by June 20th, 2014, a full month prior to tax billing. For its fifth outcome, the office increased awareness of tax relief programs by distributing 950 tax relief pamphlets, working one-on-one with numerous taxpayers over the phone and in-person, and giving public presentations on tax relief programs. As a result of this effort, 95 percent (217 out of 228) of applicants were appropriately enrolled in various tax relief programs. In partnership with the Technology Department, the Assessor's Office developed a specific email account for taxpayers to be able to email scanned real estate appeal forms and supporting appraisal documentation.

The Tax Collector's Office achieved two of its three outcomes. The office continued to provide high quality customer service by, similar to the Assessor's Office, responding to taxpayer inquiries within 24 hours and resolving outstanding issues within five business days. The office continued to make significant progress toward its multi-year outcome of implementing collection strategies that will increase the delinquent tax collection rate to 97.94 percent, from 96.94 percent. Staff in the Collector's Office has made use of all delinquent collection strategies within its purview, such as payment arrangements, wage garnishments, debt setoff, and foreclosure. The County received \$173,434 in delinquent tax collections as a result of more aggressively pursuing foreclosure proceedings as a last resort. The lone outcome not achieved was increasing the 10 years' delinquent taxes collected by five percentage points. The office did, however, increase the delinquent collection rate by 2.26 percentage points to 34.73 percent.

ASSESSOR

Statement of Purpose

Ensure all real and personal property is listed annually to the owner of record as of January 1st of each year as mandated by the General Statutes of North Carolina.

Outcomes

1. To ensure citizens receive prompt notification of taxes owed, prepare and mail 100 percent of real and personal property tax bills by August 1, 2016. Statutorily, this must be done no later than September 1st, the date in which the bills lawfully become due and payable.
2. Provide quality customer service by responding to 100 percent of taxpayer inquiries within 24 hours of receipt and resolving outstanding issues within five working days as evidenced by monitoring and verification by supervisors within department.
3. Provide most current ownership information of real property to citizens by processing 85 percent of deed transfers within 7 business days of receipt from the Register of Deeds.
4. Ensure that all new construction is listed, appraised, and recorded in time for billing no later than July 15, 2016, by constant monitoring of outstanding new construction through building permits and field reviews.
5. To increase awareness of tax relief programs, the Tax Office will educate, assist and enroll qualified County citizens in the following property tax relief programs by June 1, 2017: elderly or disabled exclusion, circuit breaker property tax deferral, and disabled veteran exclusion.
6. Work with the Technology Department to develop/increase public access to online applications/forms for data mailers, sales verification letters, address changes, elderly/disabled exemptions, present-use value, and beer/wine retail licenses.
7. To increase Catawba County citizens' knowledge of the Farm and Food Sustainability plan's tax benefits and to ensure efficient administration of the present-use program, the Tax Office will:
 - a. Prepare and disseminate all present-use program information, to include qualifying program criteria and application process, via handouts, presentations, and website to the public.
 - b. Maintain an accurate database of participants in the present-use value program.

TAX COLLECTOR

Statement of Purpose

To collect and account for all current, as well as delinquent, County, and City Ad Valorem taxes charged to the Tax Collector, all County beer/wine retail licenses, issue all mobile home moving permits, collect all fire protection service district tax revenue and collect all fees related to garnishment, attachment, levy, judgment, and returned checks as provided by North Carolina law.

Outcomes

1. The Collection division will work to increase the tax collection rate from the Fiscal Year 2012/13 collection rate of 96.94 percent to 98.00 percent over a 3 year period. To put this in context, this would be the highest collection rate since Fiscal Year 2005/06 (98.04) and the County should improve its ranking by at least 10 spots using Fiscal Year 2012/13 as a guide. To accomplish this goal staff will:
 - a. Use all lawful measures to collect delinquent taxes, including attachments, garnishments, payment arrangements, foreclosure, debt setoff, etc.
 - b. Prepare weekly and monthly status reports to track collections as compared to prior years.
 - c. Work with IT department to map billing and collection processes to identify efficiencies.
 - d. Pursue delinquent accounts under \$250 with a goal of collecting a minimum of 65 percent of these smaller accounts by June 30.
2. Increase the percentage of prior 10 years' delinquent taxes collected by 2 percentage points from the previous fiscal year (Fiscal Year 2014/15 34.73 percent). Statutorily, the County may only pursue enforced collection measures for accounts that are 10 years old or less delinquent, so it is important to continue all lawful measures to collect these accounts before that time expires.
3. Provide quality customer service by responding to all taxpayer inquiries within 24 hours of receipt and resolving outstanding issues within five business days as evidenced by monitoring and verification by supervisors within department.
4. To ensure that property owners fulfill their obligation to list and pay property taxes, the department will employ a tax audit contract for unlisted property.





Elections

Organization: 140050

	2014/15 Actual	2015/16 Current	2016/17 Requested	2016/17 Approved	Percent Change
Revenues					
Charges & Fees	120,361	110,000	100	100	100.0%
General Fund	356,252	614,475	516,499	518,145	-15.7%
Total	\$476,613	\$724,475	\$516,599	\$518,245	-28.5%
Expenses					
Personal Services	\$325,508	\$467,815	\$353,374	\$355,020	-24.1%
Supplies & Operations	151,105	256,660	163,225	163,225	-36.4%
Capital	0	0	0	0	0%
Total	\$476,613	\$724,475	\$516,599	\$518,245	-28.5%
Employees					
Permanent	4.00	4.00	4.00	4.00	0%
Hourly	0.00	0.00	0.50	0.50	0%
Total	4.00	4.00	4.50	4.50	12.5%

Budget Highlights

Elections' budget decreased by 28.5 percent (\$206,230) compared to last fiscal year. This reduction is attributed to the department having only the November 8th, 2016 General Election to coordinate, as opposed to the two elections (primary and general election) scheduled within the current fiscal year. The County's 27th payroll equaled \$7,976. Without this anomaly, Elections' budget decreases by \$214,206 (29.6 percent). When compared to the last Presidential Election year, Fiscal Year 2012/13, the total budget increased by 5.7 percent, \$27,894.

Performance Measurements

Fiscal Year 2016/17

In Fiscal Year 2016/17, the Board of Elections will focus on preparing for and successfully conducting the Presidential Election in November. To provide high quality customer service, Catawba County Board of Elections will make sure every person who is legally eligible to vote is afforded the opportunity.

Fiscal Year 2015/16

At mid-year, the Board of Elections is on target to achieve all of its goals. The office successfully conducted the General Election in November 2015 and started the necessary preparations for the Primary Election in March. The office also ensured that all election laws were followed by staff and volunteers.

Fiscal Year 2014/15

Elections achieved all three of its outcomes. Staff prepared for and conducted the November 4, 2014 General Election as required by federal and state law. The General Election had a 43.61 percent turnout rate with a total of 44,503 ballots cast on Election Day and at early voting sites. Elections also applied all new election laws that were effective in the General Election, including eliminating same day registration,

eliminating out of precinct voting on Election Day, reducing the early voting time period to ten days, and implementing changes regarding absentee voting. Staff also informed all voters about the new "Photo ID" law that was going into effect in 2016 and how to get a free Photo ID if needed. To have a signature on file for each voter, Elections scanned 5,966 voter registration documents, surpassing its goal of scanning 4,000 documents.

BOARD OF ELECTIONS
Fiscal Year 2016/2017

Statement of Purpose

The goal of the Board of Elections Office is to organize, conduct, and to provide well-planned and managed elections with immediate results. Board of Election will ensure the citizens of Catawba County the right to vote in fair, honest, and impartial elections in accordance with State and Federal Elections law and County regulations, and provide easy access for all registered voters.

Outcomes

1. Prepare for and conduct the November 8, 2016 General Election as required by Federal and state law by training one hundred percent of all One-Stop and Election Day workers by state law.
2. In order to provide high quality customer service, Catawba County Board of Elections will make sure every person who is legally eligible to vote is afforded the opportunity.
3. To ensure accurate voter registration information and to prevent voter disenfranchisement, County Board of Elections will finish scanning all voter registrations forms from years 2002 through 2005 into the State Election Information Management System (SEIMS). This will complete the department's state requirement of having 100 percent of all voter registration documents scanned into SEIMS.



Register of Deeds

Organization: 160050

	2014/15 Actual	2015/16 Current	2016/17 Requested	2016/17 Approved	Percent Change
Revenues					
Real Estate Excise	\$543,177	\$515,000	\$515,000	\$540,000	4.9%
Indirect Cost	1,102	0	0	0	0%
Charges & Fees	528,889	464,500	692,800	704,200	51.6%
Miscellaneous	157,945	210,000	10,500	11,500	-94.5%
General Fund	(522,874)	(496,025)	(403,755)	(461,593)	-6.9%
Total	\$708,239	\$693,475	\$814,545	\$794,107	14.5%
Expenses					
Personal Services	\$521,100	\$553,315	\$631,485	\$617,497	11.6%
Supplies & Operations	186,037	140,160	183,060	176,610	26.0%
Capital	0	0	0	0	0%
Total	\$707,137	\$693,475	\$814,545	\$794,107	14.5%
Employees					
Permanent	10.00	10.00	11.00	10.00	0%
Hourly	0.00	0.00	0.00	0.43	0%
Total	10.00	10.00	11.00	10.43	4.3%

Budget Highlights

The Register of Deeds' approved budget for Fiscal Year 2016/17 increased \$100,632 (14.5 percent) from the current year due to performance pay, health, retirement, the 27th payroll, and expenses associated with scanning of State highway maps and original Deeds of Trust/Mortgage books that contain easements. Controlling for the costs of the 27th payroll (which amounts to \$20,575), normal operating increases equate to 11.5 percent.

Performance Measurement

Fiscal Year 2016/17

In Fiscal Year 2016/17, Register of Deeds (ROD) will continue to focus on providing timely, courteous and accurate services to the public by recording 99 percent of the vital records received within one day. The office will also strive to improve customer service by engaging in a robust indexing/scanning effort that will increase the public's access to original Deeds of Trust/Mortgage books that contain easements via the internet. The third area that Register of Deeds' outcomes center on is minimizing the loss of all records in the event of a disaster. The department plans to conduct quarterly drills not only to minimize loss but also to maximize the department's ability to retrieve all records during a disaster.

Fiscal Year 2015/16

At mid-year the ROD was on target to achieve all of its Fiscal Year 2015/16 outcomes. ROD efforts to improve customer service such as indexing and scanning uncertified copies of delayed birth, death, and marriage records were on target.

The Register of Deeds continued to provide timely, courteous, and accurate services to the public by recording 100 percent of real estate documents and at least 96 percent of vital records on the day received. Likewise, the department responded to 100 percent of vital records requests within the same day. ROD also sought to minimize the likelihood of losing records and maximize the ability to retrieve records in the event of a disaster by backing up digitized real estate records, updating the Disaster Recovery Plan, and conducting quarterly drills.

Fiscal Year 2014/15

Last year, the Register of Deeds achieved two of its three outcomes fully. Only one component of the customer service outcome was not achieved. It pertained to improving customer service by providing access to updated birth certificates marked "deceased."

All other ROD efforts to improve customer service including indexing and scanning birth certificates, death records, and Military Discharge DD214 forms were achieved. ROD continued to provide timely, courteous, and accurate services to the public by recording 100 percent of real estate documents and 99 percent of vital records on the day received. Likewise, the department responded to 99 percent of vital records requests within the same day.

ROD also sought to minimize the likelihood of losing records and maximize the ability to retrieve records in the event of a disaster by backing up digitized records, updating the Disaster Recovery Plan, and conducting quarterly drills.

REGISTER OF DEEDS

Statement of Purpose

The Catawba County Register of Deeds serves as custodian of all records of real estate, vital records, military discharges, and the certification of notary publics. It is essential in preserving Catawba County's history.

The Register of Deeds is a customer-driven recording agency that provides numerous functions to the legal community and the general public, such as supplying accurate and expedient documentation as needed. The Register of Deeds is an elected official of four year terms legally charged with recording and maintaining the integrity, completeness, accuracy and safekeeping of Catawba County's public records.

The department's highest priority is to provide six services required by North Carolina General Statutes. The six required services are recording legal documents, issuing marriage licenses/certificates, recording/issuing birth and death certificates, issuing notary public oaths/authentications, imaging recorded documents and maps, along with indexing all the above recorded documents and maps.

The Office is bound by North Carolina General Statutes to make recorded documents available via a temporary or permanent index within 24 hours; documents must be fully indexed on the permanent index within 30 days of the initial recording. At the same time, the indexing unit strives for a margin of error of less than one percent. This is to ensure that each staff member, constituent or citizen will be able to retrieve such public records when needed.

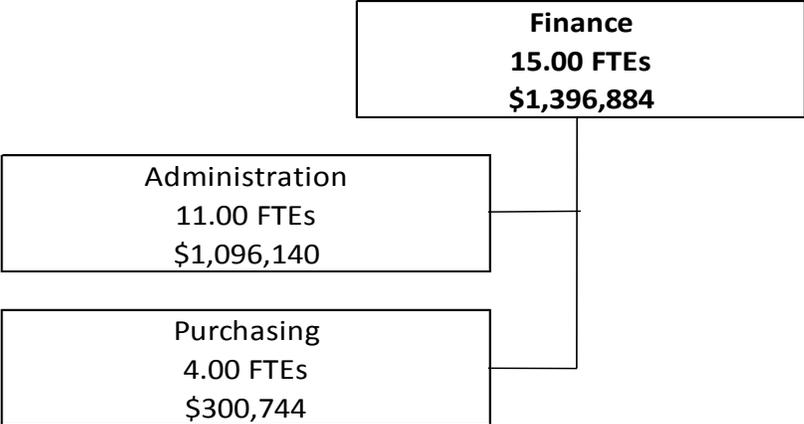
Outcomes

1. To provide timely, courteous, and accurate services to the public, the Register of Deeds will:
 - a. Record 100 percent of real estate documents the same day received.
 - b. Record 99 percent of vital records the same day received, given there are no problems with the records.
 - c. Respond to 99 percent of all vital records requests (marriage license, birth and death certificates) received by mail and in person the same day received, given there are no problems with the request.
 - d. Return 100 percent of real estate documents within four days after indexing is complete.
 - e. Educate 100 percent of couples on North Carolina's marriage license requirements.
 - f. Administer notary public oaths to 100 percent of approved applicants the same day as requested.
 - g. Ensure an indexing error rate of less than one percent for all recorded documents.

2. Increase the convenience to customers by creating electronic records through scanning and indexing, in turn reducing the in-office research time needed to obtain copies of records:
 - a. Successfully work with Catawba County Public Health and funeral homes to achieve same day indexing and recording of 100 percent of received birth and death certificates
 - b. Provide access to indexed data of Books 1-11 of the Military Discharge DD214 records on staff terminals. (Data for Books 12 - current are already available).
 - c. Provide access to scanned images of up to 125 real estate books that have yet to be scanned that are known to contain easements.
 - d. Provide scanned index and images of the State Highway Plan Maps Books from 1 through 2.
 - e. Keep Website updated, user friendly, and available 24 hours per day, seven days per week, in collaboration with Technology.
3. Minimize loss and maximize the ability to retrieve all records in the Register of Deed's Office in the event of a disaster by ensuring a Disaster Recovery Plan is intact and operational using the following methods:
 - a. Back up 100% of digitalized real estate records, vital records, military discharges, and notary public certifications either through the Catawba County Information Technology Department, Archives in Raleigh, or Logan Systems.
 - b. Have quarterly drills for the staff to ensure awareness of the Disaster Recovery Plan and how to address any alterations needed to the plan.
 - c. Include the public in at least two of the four drills held throughout the year.



Catawba County Government



Finance

Organizations: 170050 - 170101

	2014/15 Actual	2015/16 Current	2016/17 Requested	2016/17 Approved	Percent Change
Revenues					
Investment Earnings	\$448,434	\$400,000	\$400,824	\$400,824	0.2%
Personnel Indirect Cost	36,701	\$38,128	41,581	\$41,581	9.1%
Miscellaneous	0	0	0	0	0%
Charges & Fees	325	0	0	0	0%
General Fund	794,830	846,396	910,186	954,479	12.8%
Total	\$1,280,290	\$1,284,524	\$1,352,591	\$1,396,884	8.7%
Expenses					
Personal Services	\$1,068,493	\$1,065,094	\$1,128,946	\$1,171,864	10.0%
Supplies & Operations	211,797	219,430	223,645	225,020	2.5%
Capital	0	0	0	0	0%
Total	\$1,280,290	\$1,284,524	\$1,352,591	\$1,396,884	8.7%
Expenses by Division					
Administration	\$543,537	\$548,722	\$1,051,678	\$1,096,140	99.8%
Accounting	469,242	455,789	0	0	0%
Purchasing	267,511	280,013	300,913	300,744	7.4%
Total	\$1,280,290	\$1,284,524	\$1,352,591	\$1,396,884	8.7%
Employees					
Permanent	15.30	14.80	15.00	15.00	1.4%
Hourly	0.15	0.60	0.60	0.60	0.0%
Total	15.45	15.40	15.60	15.60	1.3%

Budget Highlights

The Finance department's budget increased \$112,360 from Fiscal Year 2015/16. The increase is mainly related to performance pay, health, retirement, and the 27th payroll. Controlling for the costs of the 27th payroll (which amounts to \$41,344), normal operating increases equate to 5.5 percent. Funding for a Purchasing Specialist position was also increased to full-time, and a part-time Accounting Specialist III position was combined with funds from Part-time Wages to create another full-time Accounting Specialist III position to support Finance's succession planning efforts.

Performance Measurement

Fiscal Year 2016/17

The Finance Department will continue to maximize the County's resources and will be responsible for accurately processing all financial transactions and for complying with Federal, State, and local guidelines. Finance will also continue to partner with the Budget Office to provide information for the development of the Fiscal Year 2017/18 budget.

Fiscal Year 2015/16

At mid-year the Finance Department was on target to achieve or had already achieved 100 percent (20 of 20) of its Fiscal Year 2015/16 outcomes. The Department successfully contributed to the Fiscal Year 2016/17 budget development process by providing the Budget Office preliminary revenue and Fund Balance projections in October. Finance, for producing the Fiscal Year 2014/15 Comprehensive Annual Financial Report (CAFR), received the Government Finance Officers Associations (GFOA) Certificate of Achievement for Excellence in Financial Reporting for the 33rd year in a row. Additionally, Finance has received, for the sixth year in a row, GFOA's award for Outstanding Achievement in Popular Annual Financial Reporting. The Accounting Division made deposits and processed all reports in a timely manner. Tax forms, 1099s for vendors and W-2s for County employees, were distributed by January 31st, in accordance with Federal law.

Purchasing sought to make County operations more environmentally friendly by encouraging County departments and contractors to purchase at least 15 percent recycled products. To date, 16.4 percent has been spent on recycled or environmentally friendly products and services. Purchasing also logged all green purchases for office supplies, janitorial services, and lawn care. Countywide, just under \$1 million has been expended on recycled products through the Cooperative Purchasing Programs.

Fiscal Year 2014/15

Finance Administration

Finance Administration monitored all financial transactions per regulations and submitted the Comprehensive Annual Financial Report (CAFR) in a timely fashion. All outcomes were achieved, including achieving a 100 percent satisfaction rating from customers in Finance's annual end-of-year survey providing the Budget office with preliminary revenue projections and monitoring debt payments for existing debt.

Accounting

Accounting achieved all of its outcomes, including ensuring 100 percent timeliness in Accounts Payable, Accounts Receivable and Payroll, W2 and tax payment processing, and fixed asset information with less than 1 percent error rate across all functions.

Purchasing

Every outcome was achieved in Purchasing. Purchasing saved departments \$253,989 through the informal quote process. Further, 29 percent of expenditures went toward green and environmentally friendly products and services. Finally, a Small Business class developed with Catawba Valley Community College to diversify the County's vendor base occurred with success on April 15th. The department did all this with a 100 percent satisfaction based on the annual end-of-year survey.

FINANCE

Statement of Purpose

The Finance Department is responsible for overseeing the financial affairs of Catawba County. Finance is accountable to the citizens to ensure that the County maximizes its resources and handles funds in accordance with all applicable local, State, and Federal regulations.

Outcomes

1. The County follows the requirements of the Local Government Budget and Fiscal Control Act. The Finance Department ensures that transactions comply with these requirements by:
 - a. Monitoring all financial transactions in accordance with the annually adopted Budget Ordinance.
 - b. Accurately recording all amendments to the County's Budget Ordinance within 5 working days from receipt.
2. The Finance Department assists with the development of the Fiscal Year 2017-18 budget by providing the Budget Office with information on a timely basis, normally by October 31, 2016, that includes the following:
 - a. Revenue projections for major revenue sources (property taxes, sales tax, ABC profits and investment earnings).
 - b. Preliminary estimates of the County's level of fund balances and recommendations on the amount of fund balances available for appropriation.
 - c. Debt service requirements
3. Timely and accurate financial information is important to the County's association with various funding and oversight agencies. These may include bond ratings agencies for future debt issuance; Federal, State, and local granting agencies; the Department of State Treasurer (Local Government Commission), and others. The Finance Department provides financial information in an accurate, efficient and timely manner by:
 - a. Review of internal controls and testing of transactions for selected departments before June 30, 2017, to ensure the financial integrity of the County.
 - b. Preparation of the Comprehensive Annual Financial Report (CAFR) that, in the opinion of independent auditors, presents fairly the financial position of the County.
 - c. Completing the CAFR and submitting to the Local Government Commission by December 1, 2016 and the Government Finance Officers Association (GFOA) for the Certificate of Achievement for Excellence in Financial Reporting by December 31, 2016.
4. The County is responsible for financing major capital projects including those for the local public schools and community college. The goal of the Finance Department is to maximize cash on hand and borrow money as cheaply as possible.
 - a. The department will plan, execute, and oversee all underwriting and debt issuance of Catawba County including any approved new debt financing issues needed for Public Schools, Community College, or renovations/additions to County facilities or equipment.

5. The Finance Department is responsible for accurately processing financial transactions in a timely manner.
 - a. The department will make accurate and timely payments (an average of 600+ checks and Electronic Funds Transfer (EFT) payments) to all vendors on a weekly basis accurately 98 percent of the time as evidenced by corrected checks.
 - b. Process and distribute 100 percent of required Form 1099 by January 31 for vendor tax records.
 - c. Deposit daily all revenue received 100 percent of the time, as evidenced by deposit ticket dates.
 - d. Make accurate and timely payment of wages to 1,100+ full-time and hourly employees on a bi-weekly basis accurately 99 percent of the time, as evidenced by corrected payments.
 - e. Process and distribute 100 percent of required Form W-2 by January 31 for employees' tax records.
 - f. Process the reporting and payment of Federal and State payroll taxes and employee benefits by due date 100 percent of the time, as evidenced by date of payment.
 - g. Process a monthly billing cycle by mailing bills within 5 working days of the cutoff date 98 percent of the time.
 - h. Post all accounts receivable payments within 5 working days after receipt 98 percent of the time.
6. The Finance Department will maintain an accurate and thorough inventory of all County fixed assets (items costing \$5,000 or more with a useful life of 2 years or more).
 - a. In order to produce documentation for the annual audit, all additions, deletions, and transfers will be processed by August 31.
7. The Finance Department is responsible for the stewardship of County cash assets.
 - a. The department will reconcile bank accounts within 15 days of receipt of bank statements.
 - b. Excess cash will be invested at the highest possible yield while following NC General Statutes to maintain safety and liquidity of those investments.
8. The Finance Department seeks to ensure courteous and collegial relations with other County departments.
 - a. The department will achieve at least a 95 percent satisfaction rate on its annual customer service survey.

PURCHASING/SERVICE CENTER

Statement of Purpose

To ensure the timely procurement of quality goods and services as economically as possible within the guidelines of General Statutes and County Code. To provide timely, accurate and courteous mail and courier service to county departments.

Outcomes

1. Expedite the procurement of County goods and services and respond to departmental needs as economically and timely as possible by:
 - a. Continuing participation in cooperative purchasing alliances (US Communities) and North Carolina State Contract.
 - b. Ensuring County formal projects and goods are obtained within the guidelines of General Statute and County Code.
 - c. Reviewing formal bid requests (equipment and supplies totaling \$90,000 and over) establishing specifications, conducting formal bid openings and making recommendations to the Board of County Commissioners to the satisfaction of County departments.
 - d. Assisting departments in obtaining informal quotes (for purchases of supplies and equipment less than \$90,000) are obtained effectively and at the best value.
 - e. Maintaining a log of all informal quotes received, indicating the savings incurred.
2. Make County operations more environmentally friendly by encouraging County departments and contractors to purchase at least 20 percent recycled and other environmentally preferable products.
3. Work with the Construction Manager, selected architect and Jail staff to complete the design for the Jail Expansion by December 30, 2016.
4. Work with the Construction Manager and Chief Information Officer to complete the Justice Center/Public Safety Expansion within budget.
5. In order for the County's vendor base to better reflect the diversity of the County, strive to reach the County's Minority Outreach goal of 5 percent for informal and formal building construction projects by:
 - a. Advertising in The Charlotte Post (\$600)
 - b. Sending notices to minority sub-contractor 10 days before the bidding
 - c. Instructing a class on "How to do business with Catawba County"
 - d. Develop an additional "How to do Business with Catawba County" video that goes into more detail; this will be a supplement to the first video that was an introduction.
 - e. Work with local branch libraries in giving seminars to small businesses and provide libraries with How to Do Business brochures.
6. Provide daily courier service between all departments, agencies, and the U.S. Postal Service in a timely manner, accurate and courteous manner by ensuring out-sourced company is familiar with

the postal needs and mail route for all county departments. Maintain a regular schedule for the mail route; comply with special requests when feasible.

7. To ensure courteous and collegial relations with County departments, Purchasing will achieve 95 percent satisfaction rate on its annual end-of-the-year survey.



Government Agencies - Justice Center

Organization: 180050

	2014/15 Actual	2015/16 Current	2016/17 Requested	2016/17 Approved	Percent Change
Revenues					
State	\$201,283	\$190,000	\$190,000	\$190,000	0%
General Fund	(193,830)	(179,500)	(179,500)	(179,500)	0%
Total	\$7,453	\$10,500	\$10,500	\$10,500	0%
Expenses					
Supplies & Operations	7,453	10,500	10,500	10,500	0%
Total	\$7,453	\$10,500	\$10,500	\$10,500	0%

Other Government Costs

Organization: 190050

	2014/15 Actual	2015/16 Current	2016/17 Requested	2016/17 Approved	Percent Change
Revenues					
Local Sales Tax	\$15,683,981	\$15,437,194	\$16,614,398	\$16,614,398	7.6%
Beer & Wine Tax	401,014	350,000	375,000	375,000	7.1%
Cable TV Reimbursements	608,539	600,000	600,000	600,000	0.0%
Charter Lease Payments	1,294	1,294	0	0	0%
Catawba Communities	6,000	6,000	6,000	6,000	0.0%
JCPC Planning	13,719	13,000	0	13,498	3.8%
JCPC Projects	162,636	166,528	0	318,868	91.5%
Indirect Cost	266,390	248,729	138,620	123,620	-50.3%
Miscellaneous	1,059,913	904,593	851,294	851,294	-5.9%
Fund Balance	0	5,933,159	19,880,813	8,469,330	42.7%
Proceeds Sale of Land	3,445,500	0	0	0	0%
DHR County Share	(12,304,400)	(12,032,894)	(13,153,011)	(13,199,952)	9.7%
General Fund	(9,060,199)	(11,002,160)	(24,965,172)	(13,546,748)	23.1%
Total	\$284,387	\$625,443	\$347,942	\$625,308	0.0%
Expenses					
Personal Services	\$34,749	375,000	\$275,000	215,000	-42.7%
Other					
Adult Probation Lease	35,400	36,000	36,000	36,000	0.0%
Alliance for Innovation	12,500	7,500	7,650	12,650	68.7%
Employee/Social Committee	10,522	13,250	13,250	13,250	0.0%
Hickory Airport Tower	3,365	3,365	3,365	3,365	0.0%
JCPC Projects	162,636	166,528	0	318,868	91.5%
Joint JCPC Planning	13,719	13,000	0	13,498	3.8%
Fire Association - Museum Maintenance	2,800	2,800	2,800	2,800	0.0%
Public Relations	7,436	8,000	8,000	8,000	0.0%
Social Services Conference Sponsor	1,260	0	1,877	1,877	0%
Total	\$284,387	\$625,443	\$347,942	\$625,308	0.0%

Budget Highlights

This cost center includes funding for Juvenile Crime Prevention Council (JCPC) projects. These are pass-through dollars funded by the State for local programs that work with juveniles involved with the court system. Offsetting revenue from the State is also budgeted, so no local County dollars are included.

The budget maintains funding for Adult Probation space as mandated by the State. The budget also includes funding toward the operational costs of the Hickory Airport control tower, lawn mowing services at the Fire Association Museum, County dues to the Alliance for Innovation, and public relations.

Funds are included in this cost center to conduct a pay and classification study for 1/3rd of the workforce annually to ensure that when vacancies occur, positions are advertised at rates that keep Catawba County salaries competitive and are substantially equivalent to the State in Public Health and Social Services. Additionally funds are included to recognize outstanding individual or team performance that goes above and beyond during the year.

Contingency

Organization: 190100

	2014/15 Actual	2015/16 Current	2016/17 Requested	2016/17 Approved	Percent Change
Revenues					
Special Contingency	\$0	\$50,000	\$50,000	\$50,000	0.0%
General Fund	0	310,000	210,000	410,000	32.3%
Total	\$0	\$360,000	\$260,000	\$460,000	27.8%
Expenses					
Contingency	\$0	\$310,000	\$210,000	\$410,000	32.3%
Special Contingency	0	50,000	50,000	50,000	0.0%
Total	\$0	\$360,000	\$260,000	\$460,000	27.8%

Budget Highlights

In addition to setting aside funds for unforeseen expenses, the Contingency budget includes \$200,000 set aside from the sale of Home Health to address potential needs to reinvest in Public Health.

Transfers From the General Fund

Organization: 190900

	2014/15 Actual	2015/16 Current	2016/17 Requested	2016/17 Approved	Percent Change
Revenues					
From General Capital Projects	\$0	\$0	\$58,217	\$58,217	100.0%
General Fund	4,117,613	7,592,094	13,728,083	8,268,205	8.9%
Total	\$4,117,613	\$7,592,094	\$13,786,300	\$8,326,422	9.7%
Expenses					
E-911 Fund	1,350	0	0	0	0%
General Capital Projects	1,225,000	3,121,277	4,710,084	3,341,342	7.1%
Reappraisal Fund	369,763	374,329	412,551	397,072	6.1%
Schools Capital	0	799,988	5,294,440	1,235,000	54.4%
Self Insurance Fund	1,721,500	1,721,500	1,737,717	1,721,500	0.0%
State USUB Substance Abuse	0	0	31,508	31,508	0%
Water & Sewer Capital	800,000	0	0	0	0%
Water & Sewer Fund	0	1,575,000	1,600,000	1,600,000	1.6%
Total	\$4,117,613	\$7,592,094	\$13,786,300	\$8,326,422	9.7%

Budget Highlights

The budget includes a transfer from General Capital Projects – Economic Development Reserve Project to fund the County’s portion of the NC Data Campus debt not supported by current year ¼ cent sales tax allocations for Economic Development. These funds were reserved from prior year sales tax collections for Economic Development purposes.

The General Capital Projects transfer increase is due to increases in the Technology Infrastructure and Server Desktop Applications Projects and the use of \$50,000 of the proceeds from the Sale of Slanting Bridge Road property toward the purchase of property adjacent to Riverbend Park. The transfer to Schools capital increased to address more school capital projects in the coming year, while reserving funds to address future student growth. The transfer to the Reappraisal Fund increased primarily for salary and benefit changes. The transfer to the Water & Sewer Fund increased based on the value of a penny.

Debt Service

Organization: 910050 - 930680

	2014/15 Actual	2015/16 Current	2016/17 Requested	2016/17 Approved	Percent Change
Revenues					
1st 1/2% Sales Tax	\$1,794,835	\$1,650,650	\$1,759,499	\$1,759,499	6.6%
1st 1/2% Sales Tax - Food	261,497	251,816	268,422	268,422	6.6%
1/4 Cent Sales Tax - Justice Center	2,139,670	1,993,945	1,975,345	1,975,345	-0.9%
Proceeds - Ltd Oblig Refunding Bonds	0	0	0	0	0%
Original Issue Debt Premium	0	0		0	
From General Capital Projects	0	0	0	0	100.0%
From Schools' Capital	50,000	50,000	50,000	50,000	0.0%
Interest on Investments	10	0	0	0	0%
Installment Purchase - Proceeds (CVMC)	0	7,862,025	7,885,040	7,885,040	0.3%
Lottery Proceeds	1,955,260	1,700,000	1,700,000	1,600,000	-5.9%
General Fund - Jail Debt	351,110	1,201,280	1,167,210	1,167,210	-2.8%
General Fund - Animal Shelter	358,971	353,455	347,935	347,935	100.0%
General Fund - 2 cents (schools - 03/04)	3,200,000	3,150,000	3,200,000	3,200,000	1.6%
General Fund - 1 cent (schools - 07/08 - eff. FY 11/12)	1,600,000	1,575,000	1,600,000	1,600,000	1.6%
General Fund	8,315,261	8,469,087	8,343,672	8,343,672	-1.5%
Total	\$20,026,615	\$28,257,258	\$28,297,123	\$28,197,123	-0.2%
Expenses					
School Bonds	\$757,275	\$0	\$0	\$0	0%
Community College Bonds	\$31,225	0	0	0	0%
Installment Purchase - Schools	\$7,276,878	8,568,080	8,337,685	8,337,685	-2.7%
Installment Purchase - CVCC	\$693,052	808,600	785,550	785,550	-2.9%
Installment Purchase - CVMC	\$0	7,862,025	7,885,040	7,885,040	0.3%
Installment Purchase - Animal Shelter	\$358,971	353,455	347,935	347,935	-1.6%
Build America Bonds - Schools	\$596,363	652,840	631,545	631,545	-3.3%
Build America Bonds - CVCC	\$198,788	217,615	210,520	210,520	-3.3%
School Construction Bonds	\$1,957,083	3,277,095	3,277,095	3,277,095	0.0%
QZABs Financing	\$50,000	50,000	50,000	50,000	0.0%
Limited Obligation Bonds - Justice Center	\$2,017,544	1,993,945	1,975,345	1,975,345	-0.9%
To Schools' Construction - Future Debt	\$3,185,358	3,094,153	3,456,083	3,356,083	8.5%
Certificates of Participation - Schools	\$1,531,322	178,170	173,115	173,115	-2.8%
Certificates of Participation - CVCC	\$366,952	0	0	0	0%
Certificates of Participation - Jail	\$351,110	1,201,280	1,167,210	1,167,210	-2.8%
Total	\$19,371,920	\$28,257,258	\$28,297,123	\$28,197,123	-0.2%

Budget Highlights

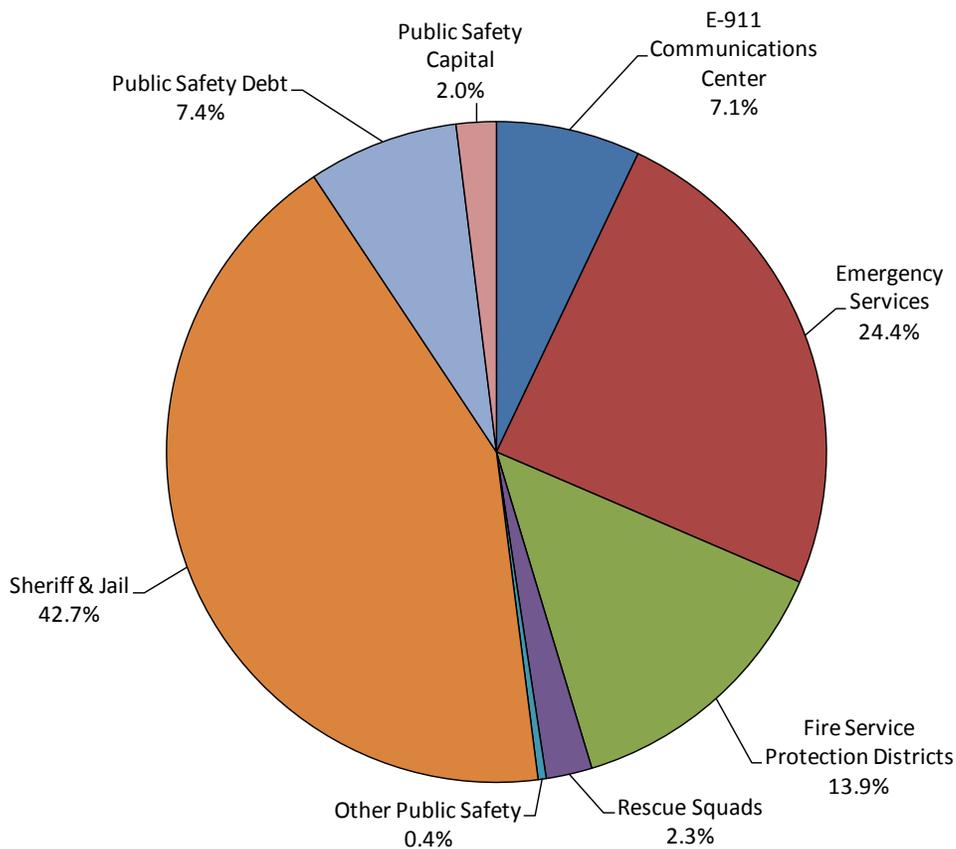
The budget includes \$16.8 million toward current and future debt for schools and Catawba Valley Community College. The third debt payment for the Justice/Public Safety Center (funded by the ¼ cent sales tax) will be due in Fiscal Year 2016/17. Debt payments are also continued for the jail and new animal shelter.

Debt service payments for Catawba Valley Medical Center are continued. Since the County owns the hospital, any debt issued is reflected in the County budget but is completely funded by the hospital and does not require any local funds.

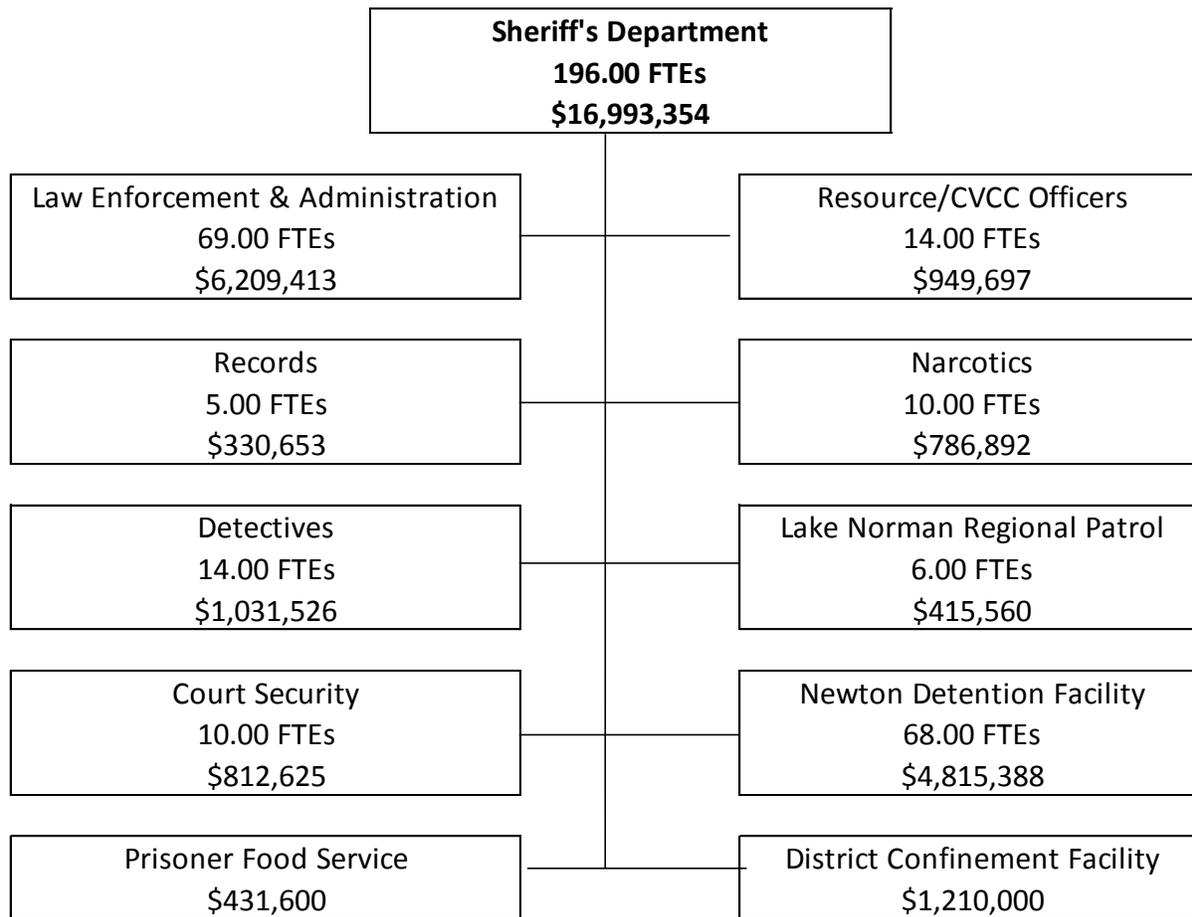
PUBLIC SAFETY

The Public Safety function is composed of the Sheriff’s Office, Emergency Services, E-911 Communications Center, and Other Public Safety activities (Lake Norman Marine Commission, Pre-Trial Services, Court Improvement Board, and Conflict Resolution Center). The Sheriff’s Office includes the following activities: Law Enforcement & Administration, CVCC Officers, School Resource Officers, Records, Narcotics, Criminal Investigations, Lake Norman Area Patrol, Court Security, Newton Detention Facility, Prisoner Food Service, and the Burke-Catawba District Confinement Facility. Emergency Services consists of Emergency Services Administration, Veterans’ Services, Emergency Medical Services, Fire/Rescue Division, Fire Fighting Alarms, Animal Control, and the Animal Shelter. The Emergency Services division is also responsible for Rescue Squads, Fire Service Protection Districts, and the E-911 Communications Center. The E-911 Communications Center provides emergency and administrative communications for the citizens of Catawba County by placing them in touch with public safety and related government services agencies.

The County has budgeted \$47,347,695 representing 19.8 percent of all expenditures for the fiscal year for Public Safety, including debt, capital expenses, and special revenue restricted for specific purposes such as the Emergency Telephone Surcharge and Federal Asset Forfeiture Funds. Total General Fund departmental expenses are \$34,144,763. The departments work to provide a safe, secure community and to provide emergency medical transportation to medical care facilities. The services provided are both salary and equipment intensive and increased costs generally reflect equipment replacements.



Catawba County Government



Sheriff's Department

Organizations: 210050 - 220250

	2014/15 Actual	2015/16 Current	2016/17 Requested	2016/17 Approved	Percent Change
Revenues					
Federal	\$72,019	\$99,900	\$26,000	\$26,000	-74.0%
State	18,405	32,000	10,000	10,000	-68.8%
Federal & State	97,257	93,869	93,869	93,869	0.0%
Local	789,106	753,821	829,832	829,832	10.1%
Charges & Fees	438,174	472,200	472,200	472,200	0.0%
Miscellaneous	112,348	114,700	123,700	123,950	8.1%
General Fund	13,514,892	14,084,688	16,415,086	15,437,503	9.6%
Total	\$15,042,201	\$15,651,178	\$17,970,687	\$16,993,354	8.6%
Expenses					
Personal Services	\$10,688,674	\$11,317,253	\$12,731,037	\$12,499,441	10.4%
Supplies & Operations	3,757,476	3,819,823	4,160,257	3,900,466	2.1%
Capital	596,051	514,102	1,079,393	593,447	15.4%
Total	\$15,042,201	\$15,651,178	\$17,970,687	\$16,993,354	8.6%
Expenses by Division					
Law Enforcement & Admin	\$5,594,292	\$5,888,988	\$6,926,437	\$6,209,413	5.4%
CVCC Officers	167,983	172,648	187,096	187,102	8.4%
Resource Officers	681,301	704,849	762,574	762,595	8.2%
Records	293,530	305,172	329,613	330,653	8.3%
Narcotics	542,176	574,715	942,103	786,892	36.9%
Detectives	934,579	974,791	1,031,179	1,031,526	5.8%
Lake Patrol	373,483	405,817	439,374	415,560	2.4%
Court Security	546,348	593,665	835,713	812,625	36.9%
Newton Detention Facility	4,292,435	4,400,523	4,859,998	4,815,388	9.4%
Prisoner Food Service	423,588	431,600	446,600	431,600	0.0%
District Confinement Facility	1,192,486	1,198,410	1,210,000	1,210,000	1.0%
Total	\$15,042,201	\$15,651,178	\$17,970,687	\$16,993,354	8.6%
Employees					
Permanent	191.00	192.00	200.00	196.00	2.1%
Hourly	7.91	7.91	10.93	10.93	38.2%
Total	198.91	199.91	210.93	206.93	3.5%

Budget Highlights

The Sheriff's Office budget increased 8.6 percent from the current year's budget, driven primarily by additional personnel necessary to staff the expanded Justice / Public Safety Center and to enhance Narcotics enforcement, scheduled vehicle replacements, planned compensation increases in performance pay, health, and retirement, and the 27th payroll. Controlling for the costs of the 27th payroll (which amount to \$430,505), normal operating increases equate to 5.3 percent.

The budget includes a partial year's salaries for 2 full-time Court Bailiffs and additional part-time wages as planned with the opening of the expanded Justice / Public Safety Center to cover the security station and cameras (since an additional security lane will be added) and increased volume in overall court operations.

Additionally, the Sheriff continues to place a high priority on drug enforcement, linking the vast majority of violent and property crimes in Catawba County directly to drugs. Accordingly, the budget funds two new Narcotics Investigators to further reinforce efforts to proactively target illegal drugs and drive down overall crime rates.

Performance Measurement

Fiscal Year 2016/17

The upcoming year will see the Sheriff's outcomes remain focused on serving and protecting citizens. Examples of outcomes include:

- Maintaining an index crime rate that is below the statewide rate and within the 1/3 lowest crime rates among the reporting law enforcement agencies.
- Maintaining an excessive force complaint rate less than 1 per 100 full-time officers.
- Serving at least 60 percent of all civil process within three business days of receipt.
- Disseminating at least 90 percent of all Turn in a Pusher (TIP) line messages within one day of receipt.
- Providing 100 educational presentations to middle and high school students in the areas of safety, drug and alcohol abuse, and North Carolina law.
- Hosting at least 10 boater safety classes to promote safe boating practices and knowledge of State and local laws.
- Ensuring all prohibited materials are either surrendered or seized prior to citizens entering the Courthouse.
- Having at least 20 percent of all visitors use the Jail video visitation system from outside the jail rather than visiting in person.

A new outcome is being added for Fiscal Year 2016/17 related to publicizing the availability of incident reports via the web within two days of the incident.

Fiscal Year 2015/16

As of mid-year, the Sheriff's Office was on target with 38 of 40 of its outcomes. Examples of outcomes that are on-track include:

- 4,975 civil papers were served, with 66 percent served within 3 days.
- SROs accompanied School Social Workers on 46 home visits to provide safety and assess the living conditions of students in their schools.
- No prohibited materials had been discovered past Court Security's checkpoints.
- 44 percent of all Jail visitations have occurred from outside the Jail using the new video visitation system, ahead of the goal of at least 20 percent.

Fiscal Year 2014/15

Administration

Law Enforcement and Administration achieved all of its outcomes. The Division reduced the index crime rate by 21 percent to 1,529 for Catawba County Sheriff's Office. This progress is due in large part to the provision of over 4,800 training hours to sworn and unsworn deputies and 172 hours of additional training for the Special Tactics and Response (STAR) team. Also, at-fault accidents were limited to 1 per 308,006 miles driven.

Proactive community policing activities increased by 27 percent. Through all this enforcement, the Sheriff's Office had no complaints regarding excessive force. Civil matters were also conducted in a timely manner with 73 percent of civil papers served within 3 days, better than the 60 percent goal.

In order to prevent future crime, 126 events were conducted to enhance the existing relationship between the Sheriff's Office and the community. In addition, the Sheriff's Office hosted a Citizens Academy in which 9 citizens learned about Sheriff's Office services and how to improve their safety. Finally, over 13,000 calls to seniors were made as part of the "R U OK Program."

Resource/CVCC Officers

School Resource Officers (SROs) achieved all outcomes, providing 145 presentations to faculty, parents, and students in the areas of safety, drug and alcohol abuse, and North Carolina law. Additionally, SROs counseled 2,503 students through personal safety classes and conducted monthly school inspections to limit safety hazards. School social workers were accompanied by SROs on 98 home visits. They also provided security at 319 school extracurricular events. SROs limited fights, weapons, and illegal substances through K-9 searches and conducting anti-bullying classes.

Records

Case reports and all related outcomes were managed appropriately through the year, especially by maintaining a 99 percent uptime for the Sheriff's Office Records Management System. Records issued 1,293 concealed carry permits, with 1 denial without a single complaint. Finally, every employment background check (294) was completed within one business day.

Narcotics

One outcome associated with reducing drug use and trafficking was achieved, while the other outcome was not achieved. Despite a 25 percent decrease in tips, only 75 percent of tips were disseminated in one day. However, several relationships continue to exist between the County and municipalities to dismantle the drug trafficking network in a comprehensive way, which is the focus of the other outcome.

Detectives

Criminal Investigations achieved its three outcomes. The unit's investigations and follow-up on serious misdemeanor and felony crimes managed to outpace the State's violent crime clearance rate by nearly 20 percent (84 percent vs. 59 percent). Criminal Investigations also partnered with the Child Advocacy and Protection Center, Social Services, and the District Attorney's Office on child abuse cases. Finally, the detectives contributed criminal evidence to cases resulting in conviction of 14 sex offenders who were out of compliance with the stipulations of their sentences.

Lake Norman Area Patrol

The Sherrills Ford/Terrell area benefitted from having the Lake Norman Regional Patrol provide full law enforcement. All outcomes were achieved. Officers kept in consistent contact with community leaders and business owners and where an incident occurred, it was followed up within 10 days. Additionally, 11 boater safety classes were conducted increasing the public's awareness of State and local laws pertaining to the waters.

Court Security

The safety and protection of court officials, visitors, inmates, and the general public was maintained through Court Security's efforts. Nearly 300,000 people were processed through the Newton and Hickory Courts safely. All detainees were transported safely and efficiently with no escapes.

Newton Detention Facility

The safety and security of inmates was achieved as evident through all of their outcomes. Eighty employees received 4,360 hours of training. Furthermore, in order to control the cost of healthcare, most non-emergency health issues were taken care of in-house by contracted physicians. Additionally, nearly 6,500 inmate visits were handled through video visitation, increasing officer safety and reducing staff time necessary for jail visitation. Finally, some efforts with the former District Attorney were made in order to control the rapidly growing population of the Jail.

Prisoner Food Service

The single outcome in Prisoner Food Service was achieved after a new kitchen manager was hired. Prisoner Food Service has right-sized meal portions ensuring a well-balanced meal for the prisoners.

LAW ENFORCEMENT AND ADMINISTRATION

Statement of Purpose

The Sheriff's Office is charged with protecting the public, investigating crimes, operating the Jail, providing court security, and serving civil process. Law Enforcement and Administration consists of Road Patrol, Civil, Warrant, and overall Administration for the Sheriff's Office. Patrol Officers provide protection and service to the County 24 hours a day, 7 days a week by responding to calls for service, enforcing laws, investigating crimes, and deterring crime by their presence. They also patrol problem areas in an attempt to curtail aggressive driving behaviors that contribute to accidents, or prevent crimes in areas of statistically proven trouble. Civil and Warrant Officers serve civil and criminal legal processes issued by the court.

Outcomes

1. Continue customer service emphasis in all departments. Focus on communications efforts with citizens so citizens know what Catawba County Sheriff's Office does for them and what they can do to be part of a safer community.
2. Continue to emphasize and improve officer and community safety on roadways by maintaining a ratio of at-fault accident to miles driven of less than 1 per 300,000 miles driven. (2015 actual was 1 per 308,006 miles driven).
3. Maintain an index crime rate that is below the statewide rate (2014 – 3287 per 100,000 population).
4. Maintain or improve the average response time for emergency calls.
5. Maintain or increase the amount of time spent on proactive community policing activities. Proactive duties can include church checks, senior checks, and public relations. (During Fiscal Year 2014/15 the Sheriff's Office had 119,758 calls for service, with 62,656 response-driven and 57,102 proactive. The hours on-scene were 6.06 reactive hours for every 1 hour of proactive)
6. To maintain the professionalism of the department, enhance officer knowledge and skills, and meet NC Sheriffs' Training Standards mandates, the Sheriff's Office will provide at least 2,400 hours of in-service training for sworn officers and at least 600 hours of in-service training for non-sworn officers. (January 2016 - 141 sworn officers and 41 non-sworn officers)
7. To serve and protect people in Catawba County without the use of excessive force, Catawba County Sheriff's Office will maintain an excessive force complaint rate of less than 1 per 100 full-time sworn officers. This remains significantly lower than the national average of 3.4 complaints per 100 full-time sworn officers.
8. To enhance the existing relationship between the criminal justice system and the community, the Catawba County Sheriff's Office will:

- a. Provide 100 educational programs to social, civic, school, business, and religious organizations including tours of the department on a request basis. All officers that patrol the area where the program is presented will be introduced as well.
 - b. Participate in the Criminal Justice Careers Summer Internship Program in conjunction with Catawba County Public Schools to provide those juniors and seniors selected for the internship with firsthand experience and knowledge of criminal justice careers.
9. Enhance the personal safety of senior citizens in Catawba County by:
 - a. Continuing to educate seniors by providing at least 20 Safe Senior presentations in areas of importance such as telemarketing fraud, flimflam schemes, and the Sheriff's Office Adopt-A-Senior Program. This program has several benefits for seniors with no family in the County, including assigning a patrol deputy to call or visit participating seniors each week, collecting personal information that may be needed by Emergency Responders, and providing seniors with an emergency beacon light in the event of distress in the residence.
 - b. Sending an officer to check on 100 percent of participants in the Are You Okay program if they need assistance or cannot be contacted. This automated program calls seniors or individuals with disabilities at their requested time to ensure they are okay.
10. To provide citizens with timely notification of all civil matters, the Catawba County Sheriff's Office will serve at least 60 percent of all civil process within three business days of receipt.
11. To remain trained and ready to handle high-risk call-outs, hostage rescue, and other tactical situations, each member of the Catawba County Special Tactics and Response (STAR) Team will receive at least 144 hours of additional specialized training each year. This multi-agency unit responds to events that may result in catastrophic effects on life and property.
12. To protect the community, Sheriff's Office will maintain at least a 95 percent conviction rate for sex offenders found to be not in compliance with the stipulations of their sentence.

SCHOOL RESOURCE OFFICERS (SROs)

Statement of Purpose

School Resource Officers (SROs) work in the Catawba County High Schools and Middle Schools as Law Enforcement Officers to maintain order by enforcing the laws and local ordinances. They also respond to law enforcement calls involving drugs, weapons or immediate threats at the Catawba County elementary schools within their school district during working hours. They investigate all criminal activity committed on all Catawba County school properties or involving students from the school to which the officer is assigned during working hours. They assist school officials with enforcement of applicable board of education policies and administrative regulations. They are a resource to teachers and parents in the areas of law enforcement. They act as counselors in some instances when listening to and assisting students, faculty and parents with various problems and concerns in the law enforcement field. They are aware of available resources in the County for referral to collaborating agencies.

Outcomes

1. Reduce victimization and improve students' perception of personal safety by providing at least 100 educational presentations to middle and high school students in the areas of safety, drug and alcohol abuse, and North Carolina Law.
2. Improve safety in the school environment by:
 - a. Providing at least 40 educational presentations in the areas of child safety and drug prevention to the faculty and parents in area middle and high schools.
 - b. Assisting the School Safety Committee and other committees in safety procedures for the school.
 - c. Assisting the school administration with updates to the schools' crisis plan and attending training at least once a year for school crisis situations.
 - d. Promoting a safe and responsible prom night by providing at least one program for each high school to raise awareness of the dangers of drinking and driving.
3. Decrease fights, weapons, and illegal substances by:
 - a. Using the department's K-9 Unit to conduct random searches of the campuses, as well as at the request of the school when feasible. These searches help identify and eliminate the possession and use of illegal weapons and drugs.
 - b. Working with all students who have been identified for bullying and behavior problems by the school's Guidance Office.
 - c. Taking reports on all crimes committed at the schools and counseling the person committing the crime, if possible, at the time of the incident.
4. To ensure student and visitor safety, SROs will provide or schedule off duty officers for security during all extracurricular activities or sporting events as requested by the school administration at their respective school. Officers will additionally assist and provide security for field trips as requested by the school administration.

5. To provide safety for school social workers and assess the living conditions of students in their schools, SROs will accompany all school social workers as requested when making home visits to students.
6. To ensure a safe learning environment for students and faculty, SROs will conduct monthly inspections of their school, and make suggestions to the school safety committee and/or the principal on any issues they may find.

RECORDS

Statement of Purpose

The Records Division manages case reports for Road Patrol, Investigations, and the Newton Detention Facility. Additional responsibilities include central warrant repository, orders for arrest, juvenile summons, background checks for handgun purchase permits, alcohol and drug abuse, private attorney criminal history checks, officer criminal history checks for court, public fingerprints, County employment backgrounds, concealed carry permits, precious metal permits, domestic violence orders, and DCI entry/monitoring.

Outcomes

1. To provide consistent and reliable access to records, statistical information, and reports, the Catawba County Sheriff's Office Records Management System (RMS) will maintain at least a 99 percent uptime.
2. To ensure quality customer service to citizens who apply for a firearm concealed carry permit, the Sheriff's Office will maintain a substantiated complaint rate of less than 1 complaint per 500 permits issued.
3. To ensure the Sheriff's Office remains fully certified to access and enter data into the North Carolina Division of Criminal Information (DCI) database, Records will ensure the Sheriff's Office passes all State and Federal DCI audits, and administer bi-annual recertification tests to all registered users. The NC DCI database is the crime database used by all law enforcement agencies in North Carolina, and contains information such as current criminal activity and citizen criminal histories.
4. To allow the County to maintain a timely and thorough hiring process, the Sheriff's Office will complete 90 percent of requests from Human Resources for pre-employment background checks within one business day, with all requests completed within two business days.
5. To provide quality service to citizens who apply for a firearm concealed carry permit, the Sheriff's Office will either issue or deny all permits submitted per NC Statute 14-415.12. Requirements include, but are not limited to, a permit application, a nonrefundable permit fee, a full set of fingerprints, an original certificate of completion from an approved firearm safety course, and a release form that authorizes the Sheriff to review any records concerning the criminal history, substance abuse, or mental health capacity of the applicant.
6. In order to increase citizens' access to incident reports and to streamline reporting of SBI data, the Records Division will ensure web-based availability of incident reports within 2 business days of the incident.

NARCOTICS

Statement of Purpose

The Narcotics Division is responsible for the many aspects of drug eradication in Catawba County. Narcotics Officers investigate, interview, collect evidence, arrest, and present information to State and/or Federal Prosecutors. They further provide testimony in the prosecution of defendants for violation of the North Carolina Controlled Substance Act and in violation of United States Controlled Substances Act. This is done in an attempt to reduce drug use and trafficking in Catawba County. Working together with other agencies provides needed investigators to insure officer safety.

Outcomes

1. To effectively combat illegal drug use and sales, Narcotics will disseminate 90 percent of all Turn in a Pusher (TIP) information line messages within one day of receipt. The TIP line is a phone line used to collect anonymous leads on potential drug activity in the community for follow-up and investigation.
2. Decrease drug trafficking in Catawba County by working to dismantle major drug trafficking organizations operating in the County or those drug organizations that do business in Catawba County.

CRIMINAL INVESTIGATIONS (CID)

Statement of Purpose

The Criminal Investigations Division (CID) is responsible for investigating and following up on serious misdemeanor and felony crimes. Some of these crimes include homicides, robberies, felony assaults, and major fraud including identity theft and embezzlement, and sex offenses.

Outcomes

1. To effectively investigate crime and enforce State and Federal laws, the Catawba County Sheriff's Office will exceed the North Carolina average case clearance rate for index violent crime. In 2014, the Catawba County Sheriff's Office index violent crime clearance rate was above 70 percent, while the State average was 58.6 percent.
2. To provide the best treatment and care to victims while gathering sufficient evidence to prosecute offenders, the Sheriff's Office will continue to work jointly with Social Services to investigate all claims of child sexual assault and physical abuse. Examples of this collaborative effort include stationing two Social Services employees within the Special Victims Unit offices, as well as working jointly when meeting with victims, families, and/or suspects during an investigation.

LAKE NORMAN REGIONAL PATROL

Statement of Purpose

The Lake Norman Regional Patrol serves the citizens of southeastern Catawba County. This is a full service law enforcement center that provides community policing, patrol of both land and water to protect lives and property by enforcing State and local ordinances, promotion of boater safety, and investigations of more serious property crimes, homicide, robberies, felony assaults, sex offenses, major fraud, identity theft, and embezzlement.

Outcomes

1. Increase the public's awareness of State and local laws pertaining to the waters of Catawba County and safe boating practices by hosting at least 10 boater safety classes sponsored by the North Carolina Wildlife Resource Commission.
2. To improve community policing in Sherrills Ford/Terrell area by remaining highly visible, Lake Norman Regional Patrol Officers will:
 - a. Attend homeowner's association meetings in assigned work areas when requested and continue to work with area businesses to deter property crimes.
 - b. Follow up with all citizens who report an incident within 10 days of the initial complaint.

COURT SECURITY

Statement of Purpose

The Court Security Unit is responsible for ensuring the safety and protection of court officials, employees, visitors, inmates, and the general public in both the Catawba County Justice Center and Hickory Courthouse. Court Security also ensures the smooth and safe movement and transport of inmates between the Newton Detention Center and Hickory Courthouse.

Outcomes

1. To ensure the safety of the court system and its participants, Court Security will ensure that all prohibited materials are either surrendered or seized prior to entering the Hickory Courthouse or the Catawba County Justice Center through the use of metal detectors at both facilities' main entrance. Examples of prohibited materials include weapons such as handguns, rifles, stun guns, knives, leaded canes, scissors, metallic knuckles, razor blades, or any sharp object that may be used as a weapon.
2. Continue to ensure the safety of court visitors through effective planning, evaluating, and proactive management of potential threats. Remain proactive in development for future security and minimal wait time at entrance as courthouse undergoes capital improvements and expansion.
3. Court Security will effectively and efficiently transport detainees from the Newton Detention Center to the applicable courtroom for which the inmate's case has been scheduled to be heard. Success will be measured by having no inmates escape during the transport or moving of the inmates.

NEWTON DETENTION FACILITY

Statement of Purpose

The purpose of the Newton Detention Facility is to provide for the safety and security of inmates by fairly and humanely ensuring their physical, mental, and medical welfare is provided for as required by State and Federal law.

Outcomes

1. To ensure all Detention Center employees are appropriately trained, the Catawba County Sheriff's Office will meet or exceed all North Carolina Sheriff's Training Standards. This includes four to six weeks of shadowing for new employees, as well as 40 hours per year of continuing training for sworn detention officers and 16 hours per year for non-sworn detention officers (January 2016 – 26 sworn detention officers and 42 non-sworn)
2. To follow jail best practices and control the cost of inmate medical care, Newton Detention Facility staff will receive the Jail physician's approval prior to all non-emergency inmate visits to outside physicians.
3. To increase officer safety, improve facility security, and reduce the staff-time necessary for jail visitation, Catawba County Sheriff's Office staff will continue to promote the County's video visitation system to inmates and visitors. This system, which was implemented at no cost to the County, uses webcams to provide for virtual visitation rather than traditional in-person visitation. Success in this area will be measured by at least 20 percent of all visitors utilizing the new system from outside the jail rather than visiting in-person.
4. To control the rapidly growing detention center population, of which approximately 90 percent is awaiting trial, the Sheriff's Office will work with relevant stakeholders such as the District Attorney's Office, Repay Inc., the Clerk of Court, Judges, and Catawba County Social Services to reduce the average length of incarceration before a court date or disposition by 10 percent by June 30, 2017. With most sentenced offenders serving time in the State prison system rather than county jails, meeting this outcome will help reduce overcrowding in the Catawba County Detention Facility and ensure that the county's existing detention space is fully maximized. To achieve this, the following steps will be taken in Fiscal Year 2016/17:
 - a. Meet with all relevant stakeholders to discuss ways to effectively and expediently process defendants through the criminal justice system. Potential topics may include increased coordination of writs (moving defendants from another facility to serve trial in Catawba County), examining how cases are entered into the Court's docket, and expediting judge's orders and paperwork.
 - b. Work with the County's Information Technology department to develop reports to examine current jail population drivers and create a benchmark from which to determine success.

PRISONER FOOD SERVICE

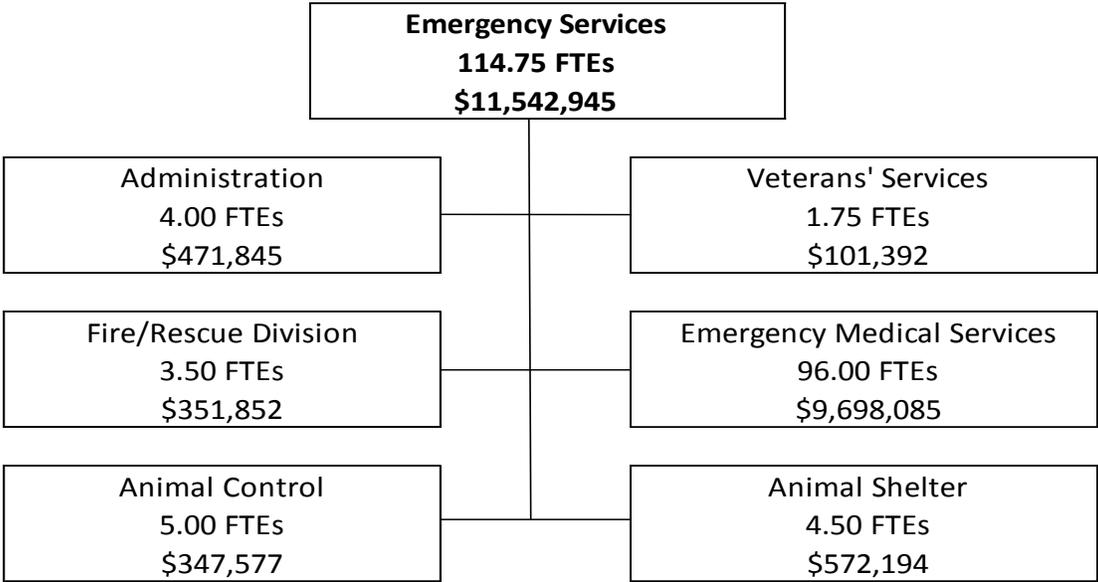
Statement of Purpose

Jail food service will provide inmates in Catawba County custody well-balanced meals as required by the State of North Carolina Department of Human Resources.

Outcomes

1. Ensure inmates are receiving well-balanced meals at the least possible cost to the County. Monitor the progress of the food service contract vendor to ensure that the quality and quantity of meals served to our inmates meet State standards.

Catawba County Government



Emergency Services

Organizations: 260050 - 260350

	2014/15 Actual	2015/16 Current	2016/17 Requested	2016/17 Approved	Percent Change
Revenues					
Federal	\$63,819	\$50,000	\$50,000	\$50,000	0.0%
State	0	0	2,500	2,500	0%
Federal & State	558,830	520,000	520,000	520,000	0.0%
Local	157,319	94,721	95,533	115,533	22.0%
Charges & Fees	5,865,074	5,670,692	5,641,947	5,769,473	1.7%
Miscellaneous	70,839	69,150	69,150	69,150	0.0%
From Community Alert System	12,572	0	0	0	0%
From Self Insurance	0	0	0	0	0%
General Fund	3,166,427	4,434,906	5,604,524	5,016,289	13.1%
Total	\$9,894,880	\$10,839,469	\$11,983,654	\$11,542,945	6.5%
Expenses					
Personal Services	\$7,379,097	\$8,010,131	\$8,663,615	\$8,708,541	8.7%
Supplies & Operations	1,817,406	2,019,138	2,069,066	2,049,291	1.5%
Capital	698,377	810,200	1,250,973	785,113	-3.1%
Total	\$9,894,880	\$10,839,469	\$11,983,654	\$11,542,945	6.5%
Expenses by Division					
Administration	\$406,124	\$462,781	\$474,802	\$471,845	2.0%
Veterans' Services	89,992	93,222	100,710	101,392	8.8%
Fire/Rescue Division	300,788	283,780	352,451	351,852	24.0%
Emergency Medical Services	8,462,744	9,288,314	10,194,232	9,698,085	4.4%
Animal Control	198,485	222,927	350,700	347,577	55.9%
Animal Shelter	436,747	488,445	510,759	572,194	17.1%
Total	\$9,894,880	\$10,839,469	\$11,983,654	\$11,542,945	6.5%
Employees					
Permanent	105.50	112.50	114.75	114.75	2.0%
Hourly	9.88	10.15	9.88	9.88	-2.7%
Total	115.38	122.65	124.63	124.63	1.6%

Budget Highlights

Emergency Services' budget increased by \$703,476 (6.5 percent) from the previous year. Approximately \$257,632 of the increase is attributed to the County's 27th payroll in Fiscal Year 2016/17. Controlling for the costs of the 27th payroll, normal operating increases equate to 4.1 percent. The remaining increase is driven by personnel costs associated with a full year of operation for expanded EMS crews at Bandys and Mountain View bases and the addition of an EMS Operations Supervisor and associated vehicle. The Fire/Rescue Division's 24 percent increase is attributed to the purchase of a new 2016 F-350, which will be used to conduct fire inspections and investigations. Animal Control increased by 55.9 percent due to the addition of a new Chief Animal Control Officer position and associated vehicle.

Local revenue increased by 22 percent due to a projected \$20,000 increase from Hospice for patient transport. Projected revenue from EMS Ambulance Charges increased \$100,000, or 2 percent.

Performance Measurements

Fiscal Year 2016/17

Emergency Services outcomes will continue to emphasize a high degree of readiness and providing quality and timely service to the citizenry. A major initiative will be completing a Threat Hazard Identification Risk Assessment, which will determine the County's level of readiness. EMS will strive to increase the survivability of cardiac arrest sufferers by educating citizens in "hands-only" CPR and ensuring an AED and CPR trained first responder is on scene within six minutes of dispatch 90 percent of the time. To increase awareness of the danger of the rabies virus and to reduce the likelihood that domestic pets will be exposed to the virus, Animal Services will conduct 200 rabies canvases throughout the year. Another Animal Services outcome focuses on ensuring that at least 96 percent of all adoptable animals will be adopted or sent to rescue groups.

Fiscal Year 2015/16

At mid-year, Emergency Services was on target to achieve (or has already achieved) 17 of its 21 outcomes. Emergency Management (EM), to increase the County's preparedness to respond to all types of incidents, has completed the outline of the updated County Damage Assessment Annex. EM average response times for emergency management calls was 16 minutes and 45 seconds, well below the goal of having a 30 minute response time.

Veterans' Services continued to increase the community's knowledge of the US Department of Veteran Affairs (VA) programs by conducting nine community events and seminars. The Veterans' Services Office is on target to show significant improvement in its customer service. It currently has an average wait time of three days, which is right at the goal of three or fewer days. The Veterans' Service Office is currently working with judges, members of the community and Veteran Service Organizations to explore bringing a Veterans Court to Catawba County.

Fire/Rescue continued to provide fire inspections for the five municipalities that contract for service (Brookford, Catawba, Claremont, Maiden, Long View) and was on target to complete all scheduled inspections. Additionally, 100 percent of eligible structures received a fire inspection before a certificate of occupancy was issued, and all inspections were conducted by an inspector with the appropriate certification level. Fire Investigators continued to provide prompt service at fire investigations, maintaining an average response time of 32.5 minutes (12.5 minutes less than 45 minute maximum). Fire/Rescue has also provided 662 school age children Fire Safety Education programs, accomplishing nearly ½ of its goal (1,500 school age children) by mid-year.

At mid-year, Emergency Medical Services (EMS) strove to ensure citizens received prompt emergency and medical care by maintaining an average 8:00 response time, but the response time crept up to 8:02 (which exceeds the BOC's goal of 8:00 or less). This prompted the expansion of services at the Bandys EMS base in January, which is anticipated to reduce the average response time to fall back in line with the 8:00 goal. Customers received the highest quality pre-hospital care available by using a comprehensive Quality Management Program. EMS performed protocol compliance (Drug Assisted Intubation, Assisted Ventilation or Invasive Airway, St-Elevation Myocardial Infarction, and/or Induced Hypothermia) evaluations on 100 percent of incidents and achieved a 100 percent compliance rate.

Animal Services is the one area of Emergency Services that may struggle to meet its outcomes in the current year. The Animal Shelter strives to have less than 1 percent animal mortality (excluding euthanized animals). At mid-year the mortality rate was 5 percent due to an outbreak of Panleukopenia in cats. This

disease has a very high mortality, rapid onset, and is extremely contagious. Three employees have been bitten during the first six months of the year. All employees were following all required safety procedures. The goal is to have less than four OSHA reportable bite incidents, which is a goal that is normally achieved.

Fiscal Year 2014/15

Emergency Services achieved 16 of its 20 outcomes. Administration achieved a 20.66 minute average response time (from time of notification/request to the arrival of the On-Call Emergency Management Manager on scene) for emergency management calls throughout the County. This is well below the 45 minute goal. Additionally, Administration increased the County's preparedness for flood and high water incidents and protected the life and safety of citizens by revising and updating the County Flood and High Water Annex by December 31, 2014 to incorporate lessons learned from the July 2013 flood event.

Veterans' Services achieved two of its three outcomes (66 percent) for Fiscal Year 2014/15. Staff sought to increase the community's knowledge of the U.S. Department of Veteran Affairs (VA) programs that assist with the cost and long term care of elderly veterans by holding 12 seminars in nursing homes, assisted living facilities, and local senior organizations. Veterans' Services held 13 seminars during the fiscal year. The second Veterans' Services Office outcome was related to providing quality and timely customer service. The office achieved this outcome by averaging a two-day or less wait time for veterans. The lone outcome not achieved was increasing the number of children of disabled veterans who receive college scholarships by submitting 10 scholarship applications. The Office submitted 8 applications, and 5 applications were awarded state scholarships.

Fire/Rescue achieved all four of its outcomes. Staff conducted 670 fire inspections for the five municipalities (Brookford, Catawba, Claremont, Maiden, and Long View) that contract with the County for fire inspection services. Fire/Rescue ensured that 100 percent of eligible structures both received a fire inspection before a certificate of occupancy was issued and scheduled follow-up inspections. 100 percent of fire inspections were conducted by inspectors with all appropriate certifications. Fire Investigators maintained an average fire investigation response time of 34.85 minutes, exceeding its outcome goal of a 45 minute response time from the time of the request to arrival on scene. The Fire Marshall increased awareness of the dangers of fire and maintained a viable fire safety program in the school systems by having 1,807 school aged children receive Fire Safety Education.

Emergency Medical Services (EMS) achieved 4 of its five outcomes. EMS ensured customers received the highest quality pre-hospital care available by using a comprehensive Quality Management Program. EMS had a 100 percent protocol compliance rate in high risk areas such as drug assisted intubation and controlled substance administration; exceeding its goal of 95 percent.

EMS ensured that limited air medical resources were used appropriately by reducing the over-triage rate (the rate of patient discharge from the trauma center prior to admission) in the case of air medical evacuations. During Fiscal Year 2014/15 EMS used air medical resources for 50 patients. Only 10 percent of those patients were discharged from the Emergency Department, which is better than their goal of 15 percent.

EMS is on target to reduce the percentage of viable cardiac arrest deaths by at least 10 percent by June 30, 2017. EMS developed a CPR citizen training team, comprised of 10 EMS employees. The team has provided CPR education to 758 adults and 862 children (4th grade and above). EMS is also partnering with Human Resources to achieve a 15 percent reduction in the number, cost, and severity of work related EMS musculoskeletal claims over 3 years. The partnership has offered Fit Responder refresher courses (to re-enforce the correct lifting and transferring procedures) and purchased equipment identified to alleviate musculoskeletal strain and injury.

The lone outcome not achieved was providing prompt emergency and medical care. EMS responded to 26,815 requests for service, 12,510 of which were emergencies. The average response time was 8:05 minutes, 5 seconds slower than their eight-minute response time goal. This performance level resulted in establishing a new EMS crew in the Mountain View area that operates 12 hours a day, 7 days per week at the beginning of the fiscal year, and the expansion of coverage hours for EMS crews in the Bandys area starting mid-year.

Animal Services achieved two of its four outcomes. Through its contact with the Human Society of Catawba County, Animal Services has ensured that 99.9 percent (1,395 of 1,396) of adoptable animals were adopted. Animal Services helped control the animal population and promoted responsible pet ownership by spaying or neutering 100 percent of eligible animals prior to being adopted by the public.

Animal Services missed its outcome to promote public safety by ensuring that no animals escaped from the Animal Shelter. Unfortunately, one dog escaped the kennel and was not recovered.

EMERGENCY MANAGEMENT

Statement of Purpose

Emergency Management is responsible for protecting the community by coordinating the activities necessary to build, sustain, and improve the capability to mitigate against, prepare for, respond to, and recover from threatened or actual natural disasters, acts of terrorism, or other man-made disasters. The division serves as a resource for private business, industry, schools, other local government and volunteer agencies in the development and implementation of their emergency plans. The Emergency Management Office provides public education in family and community preparedness and severe weather awareness, and insures the public receives accurate emergency information and instructions during incidents.

Emergency Management is responsible for maintaining a number of multi-jurisdictional plans including the County's Emergency Operations Plan and Hazard Mitigation Plan. The Emergency Management Coordinator is the liaison between the County and the State when State and Federal resources are needed for emergencies and disasters. In addition, the division manages disaster training and exercises for the County and serves as the reporting conduit to the State and Federal governments for preparedness activities to ensure the County remains eligible for Homeland Security grant funding. Emergency Management manages the Emergency Operations Center (EOC) and a number of mobile assets for use during large scale incidents as well as coordinates the County's Radiologic Event Plans and the emergency notification systems. It is also responsible for consequence management resulting from the release of chemical and biological agents, weapons of mass destruction, and the training required by Homeland Security to prepare for terrorism related events.

Outcomes

1. Emergency Management will complete a Threat Hazard Identification Risk Assessment (THIRA) which will increase the County's understanding of capabilities, strengths, weaknesses, and gaps in the County's overall ability to prevent, protect, mitigate, respond to, and recover from identified threats and hazards. Target completion: December 31, 2016. Results will also assist in developing justifications for obtaining specific Federal and State preparedness grants.
 - Fiscal Year 2017/18 (Year 2): Emergency Management will develop and implement methods to correct deficiencies in the County's ability to prevent, protect, mitigate, respond to, and recover from threats, as identified by the THIRA.
 - Fiscal Year 2018/19 (Year 3): Interventions used to correct deficiencies will be analyzed and if needed improved upon, to enhance the County's ability to respond properly in case of emergencies.
2. To ensure Emergency Management is prepared to respond to all types of hazards that may affect the County including natural, man-made, and hazardous materials; staff will test the Emergency Operations Plan, related Standard Operating Procedures, and response personnel without placing lives or property in jeopardy by conducting or participating in three exercises at the local, regional, or statewide level. Testing the Emergency Operating Plan and/or specific procedures will identify areas for additional training, procedural weakness or personnel or equipment shortages that would affect response during critical incidents. Target Completion: June 30, 2017.
3. To facilitate citizen recovery following a disaster, Emergency Management will develop a citizen/community recovery resource toolkit that can be distributed to citizens in the immediate aftermath of a disaster. The toolkit will answer frequently asked questions, define disaster terminology, discuss roles and responsibilities following a disaster, and list commonly available resources. Target completion: March 30, 2017.

VETERANS' SERVICES

Statement of Purpose

Assist Veterans and their dependents in accessing compensation, pension, and other benefits from the Department of Veterans Affairs as well as answer questions and refer them as needed to other local, State, and Federal agencies. Educate Veterans, dependents, and local agencies on available benefits and serve as a Veterans advocate for Catawba County.

Outcomes

1. To increase community's knowledge of the US Department of Veterans Affairs (VA) programs available to Veterans and their dependents, the Veterans Service Office will conduct at least 15 community events. These events will help to educate Veterans and their families as to what programs the VA offers and how the Veterans Service Office can assist them in obtaining these services. Events will include nursing homes, senior centers, assisted living facilities, local community events such as parades, Veterans Day events, and other outlets where there is an opportunity.
2. The Veterans' Service office will continue to strive to provide quality and timely service by maintaining an average of less than a three day wait time for Veterans to be seen for service. This wait time is from the original call for an appointment to the first available time slot to be seen.
3. The Veterans' Service will office will work with the District Attorney's office and the North Carolina Department of Military and Veterans Affairs as well as other local Veteran's agencies to form an Advisory Committee. This Advisory Committee will explore options to have a form of Veteran's Court in Catawba County. A Veterans Court would be an option for Veterans who are suffering from Military related Post Traumatic Stress Disorder and who commit crimes with an alternative other than jail time.

FIRE/RESCUE

Statement of Purpose

Fire/Rescue helps coordinate fire department and rescue squad functions, as well as performs fire inspections in rural Catawba County and municipalities that contract for service. Fire/Rescue also works with law enforcement agencies (both State and local) to combat arson and unlawful burning. A constant goal is to make every citizen aware of the dangers of fire and to continue a viable fire safety program in the school systems. Additionally, Fire/Rescue coordinates response and training activities for the County Hazardous Materials Response Team and the County Urban Search and Rescue Team.

1. To meet State requirements and provide for the safety of the citizens, fire inspections will be conducted for the five municipalities that contract for fire inspection services. The projected numbers of occupancies Fire/Rescue will inspect during the next three year cycle, and the number that will be inspected in Fiscal Year 2015/16, are below:

Municipality	# of Properties Subject to Fire Inspection	Total # to be Inspected in FY 2015/16	% of Total
Brookford	37	8	21%
Catawba	45	15	33%
Claremont	89	25	28%
Maiden	193	65	34%
Long View	226	72	32%

2. To provide professional and thorough fire prevention services that comply with the North Carolina State Building Code-Fire Prevention Code, Fire/Rescue will ensure that:
 - a. 100 percent of eligible structures receive both a fire inspection before a certificate of occupancy is issued and scheduled follow-up inspection(s) as mandated by State law.
 - b. 100 percent of fire inspections are performed by inspectors with all appropriate certifications for their assignment.
3. To provide timely service and assist fire department availability, Fire Investigators will maintain an average fire investigation response time of 42 minutes from the time of the request to arrival on scene. Fire departments do not leave the scene of a suspicious fire until Fire Investigators arrive to preserve evidence integrity and admissibility. Therefore, prompt fire investigation response is critical to departments' availability.
4. To increase awareness of the dangers of fire and maintain a viable fire safety program in the school systems, Fire/Rescue will provide educational programs on topics such as not playing with matches, stop, drop, and roll, and home evacuation to at least 1,500 schoolchildren. This service is provided to all school systems that request it, and is targeted at elementary school children to develop an awareness and respect for the dangers of fire early
5. To ensure timely service in an emergency situation, Fire/Rescue will monitor agencies that provide medical first response to ensure compliance with the County's six minute response time goal

EMERGENCY MEDICAL SERVICES (EMS)

Statement of Purpose

It is the mission of Catawba County Emergency Medical Services (EMS) to assure that each customer receives prompt emergency response and the highest quality of pre-hospital care available.

Outcomes

1. To ensure citizens receive prompt emergency and medical care, EMS ambulances will maintain an eight minute average emergency response time from dispatch in reaching a call location. (Note: 46.76 seconds was the Fiscal Year 2015 actual average emergency dispatch time from the Communications Center.)
2. Ensure customers receive the highest quality pre-hospital care available by using a comprehensive Quality Management Program. EMS will perform protocol compliance evaluations on 100 percent of incidents and achieve a 95 percent compliance rate in which the following high risk patients are encountered or high risk procedures are used:
 - a. Drug Assisted Intubation
 - b. Assisted Ventilation or Invasive Airway Use
 - c. ST-Elevation Myocardial Infarction (STEMI)
 - d. Induced Hypothermia
3. Because of the risks involved in air medical evacuation of trauma patients from emergency scenes, and to ensure the limited air medical resources are used appropriately, the Metrolina Region established an over-triage (patients being discharged from the trauma center prior to admission) benchmark of 20 percent. Through staff education and proper assessment of trauma patients, EMS will maintain an over-triage rate of less than 15 percent. This will ensure that a high percentage of patients are admitted to the appropriate medical treatment facility on their preliminary transport.
4. To increase survivability of cardiac arrest sufferers, Catawba County EMS, in partnership with countywide first response agencies, will reduce the percentage of viable cardiac arrest deaths in Catawba County by at least 10 percent by June 30, 2017. (For calendar year 2015, the survival rate for all cardiac arrests in which Advanced Level Care was initiated is 15.4 percent. The Utstein survival rate, which is cardiac arrest that is witnessed by a bystander and is in a shockable rhythm, for calendar year 2015 is 47.6 percent.) To achieve this, the following steps will be taken in Fiscal Year 2016/17:
 - a. Sponsor a Resuscitation Academy in the County for EMS and first responders (enhanced training focused on cardiac arrest care and post resuscitation care.)
 - b. Ensure an AED and CPR trained first responder arrives to all cardiac arrest calls within six minutes of the dispatch 90 percent of the time.
 - c. Ensure advanced life support arrives to all cardiac arrest calls within eight minutes of the dispatch 90 percent of the time.
 - d. Provide hands-only CPR education for at least 250 citizens.
 - i. In addition to the 250 citizens, teach hands-only CPR to 100 high school students.
 - e. Establish a Quality Assurance plan with all involved in cardiac arrest calls from the Communications Center through the hospital staff taking over care of the patient.

5. Human Resources and Emergency Services will work together to achieve a 15 percent reduction in the number, cost, and severity of work related musculoskeletal claims over Fiscal Years 2014/15, 2015/16 and 2016/17. These departments will continue targeted training programs, adding additional programs and equipment as indicated by data gathered in prior years. *(Current Status: The recordable accident rate is now 8.0 per 100 FTE injury rate with a cost of \$57 per FTE without indemnity.)*

ANIMAL SERVICES

Statement of Purpose

Catawba County Animal Services will provide excellent customer service by ensuring animals adopted are healthy and citizens are educated in the proper care of these animals. Furthermore, Animal Control conducts rabies canvasses of the county, responds to and investigates animal bites, dangerous and potentially dangerous dogs, allegations of animal cruelty, as well as complaints of abandoned, stray, and lost animals.

1. Through its contract with the Humane Society of Catawba County for animal care and adoptions, Animal Services will ensure at least 96 percent of all adoptable animals entering the Catawba County Animal Shelter will be adopted or sent to rescue groups (the standard for adoptable animals is based on medical and temperament evaluations).
2. To promote responsible and safe pet ownership, the Humane Society of Catawba County will ensure 100 percent of eligible animals entering the Catawba County Animal Shelter are spayed/neutered, micro-chipped, and up-to-date on their rabies shots prior to adoption.
3. To promote public safety, Animal Services will ensure no more than .1 percent of animals will escape from the Animal Shelter.
4. To help ensure the best chance for adoptable animals to find a new home, Animal Services, in partnership with the Catawba County Humane Society, will maintain humane and safe animal handling/living conditions as evidenced by a less than 1 percent animal mortality rate (excluding those that must be euthanized).
5. To provide a safe environment for staff and animals, the Animal Shelter will maintain a rate of no more than four (4) OSHA reportable bite incidents.
6. To increase awareness of the dangers of the rabies virus and to assist in reducing the number of domestic animals potentially exposed to the rabies virus, Animal Control Officers will conduct at least 200 rabies canvasses throughout the year.



Other Public Safety Activities

Organization: 270050

	2014/15 Actual	2015/16 Current	2016/17 Requested	2016/17 Approved	Percent Change
Revenues					
General Fund	173,262	182,842	197,934	188,686	3.2%
Total	\$173,262	\$182,842	\$197,934	\$188,686	3.2%
Expenses					
Civil Air Patrol	405	405	405	405	0.0%
Conflict Resolution Center	11,000	13,000	19,248	13,000	0.0%
Court Improvement Board	28,028	29,142	29,500	29,500	1.2%
Lake Norman Marine Commissior	23,500	27,000	27,000	27,000	0.0%
Pretrial Services	110,329	113,295	121,781	118,781	4.8%
Total	\$173,262	\$182,842	\$197,934	\$188,686	6.1%

Budget Highlights

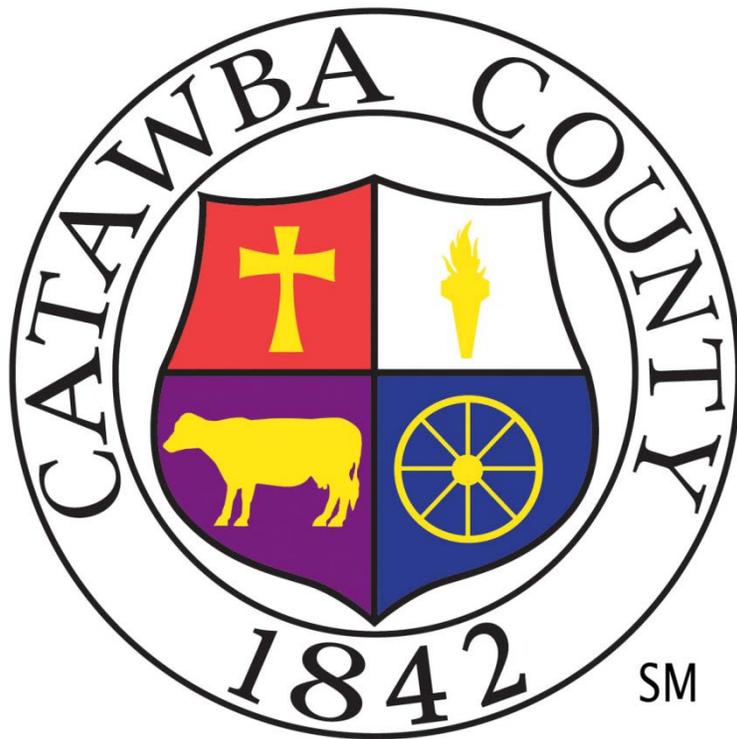
Funds in Other Public Safety provide support to local non-profits related to public safety efforts.

Repay provides Pretrial Services to inmates in the Catawba County Detention Center and the Burke Catawba District Confinement Facility designed to control jail population by expediting cases through district and superior courts. These efforts saved the County a total of 10,206 inmate bed days last year, resulting in the need to house an average of 28 fewer inmates per day, providing significant relief to the rising jail population. Funding to Pretrial Services is increased due to increased compensation costs.

Repay also provides Justice System Coordination services focused on getting people through the judicial system as quickly as possible, assisting defendants with Affidavits of Indigence, working to assure priority courtroom use through pleas and other methods, and improving technology in courtrooms. These efforts saved the County 13,306 inmate bed days, resulting in the need to house an average of 49 fewer inmates per day. These efforts have extended the life of the existing jail, prolonging the necessity of the upcoming jail expansion.

The Conflict Resolution Center was established in 1997 as a non-profit organization with a volunteer base whose mission is to promote and bring about the peaceful settlement of disputes and prevent the escalation of conflict through mediation, diverting these issues from district court.

Lake Norman Marine Commission (LMNC) is funded equally by the four counties bordering Lake Norman (Catawba, Lincoln, Iredell, and Mecklenburg). LMNC was established in 1960 by the General Assembly to make regulations applicable to Lake Norman and its shoreline area concerning all matters relating to or affecting public recreation and water safety. LNMC's primary objectives are centered on boater safety and environmental issues. The budget includes the same funding as the current year to LNMC to maintain the navigational system on the lake, to control the Hydrilla exotic weed growth through continued introduction of sterile grass carp, to promote safe boating, and to maintain water quality on the lake.



911 Communications Center

Organization: 280100

	2014/15 Actual	2015/16 Current	2016/17 Requested	2016/17 Approved	Percent Change
Revenue					
From Self Insurance	\$0	\$0	\$0	\$0	0%
Local	0	\$0	0	0	0%
Miscellaneous	22,193	\$23,486	24,000	24,000	2.2%
General Fund	1,593,582	1,719,783	2,902,850	1,905,288	10.8%
Total	\$1,615,775	\$1,743,269	\$2,926,850	\$1,929,288	10.7%
Expenses					
Personal Services	\$1,404,596	\$1,504,674	\$1,719,730	\$1,657,753	10.2%
Supplies & Operations	211,179	\$238,595	553,470	271,535	13.8%
Capital	0	\$0	653,650	0	0%
Total	\$1,615,775	\$1,743,269	\$2,926,850	\$1,929,288	10.7%
Employees					
Permanent	29.00	29.00	35.00	32.00	10.3%
Hourly	2.30	2.30	2.30	2.30	0.0%
Total	31.30	31.30	37.30	34.30	9.6%

Budget Highlights

The Emergency 911 Communications Center’s budget increased by \$186,019 (10.7 percent) from the previous year. Controlling for the costs of the 27th payroll (which amount to \$57,877), normal operating increases equate to \$128,142 (7.4 percent). The budget funds the addition of three full-time Telecommunicators (increasing the FTE count to 32), slated to begin work March 1, 2017 in association with the Justice Public Safety Center expansion. Supplies & Operations expenses increased largely due to the need to replace the Point-to-Point Radio Communications Microwave Path at Bakers Mountain, which is necessary to support continuity of emergency communications in southwestern Catawba County.

Performance Measurements

Fiscal Year 2016/17

In the next fiscal year the Emergency 911 Communications Center will ensure citizens receive prompt emergency and public safety assistance by answering 90 percent of emergency calls within 10 seconds. Staff will cultivate joint ventures between regional and local safety agencies, generating savings through economies of scale. The 911 Communications Center will also continue to work with the Justice Center design team, contractors, technology staff, and architects to ensure that constructing the new Justice and Public Safety Center will not interfere with current 911 Center Operations.

Fiscal Year 2015/16

At the mid-year, the 911 Communications Center was on target to meet all four of its Fiscal Year 2015/16 outcomes, answering 91 percent of its calls within 10 seconds, while the average dispatch time is 46.75 seconds. The Center has worked collaboratively with the Hickory Police Department to establish the back-up Public-Safety Answering Point (PSAP) in Hickory’s 911 Communications Center. The 911

Communications Center has also developed a strategic plan for the new Communications Center, which includes the purchase, installation, and testing of equipment prior to the new 911 Center going operational.

Fiscal Year 2014/15

The 911 Communications Center achieved three of its five outcomes for Fiscal Year 2014/15. The 911 Communications Center was able to provide courteous and accurate service, sustaining a complaint ratio of less than 1 per 1,000 calls, answering 269,845 calls and receiving only 26 complaints for a ratio of less than 1:10,000. Another achievement for the Center was working to cultivate joint ventures between regional and local public safety agencies to generate savings through pooled resources. The Communications Center partnered with Hickory Police Department to establish a GEO Diverse 911 phone system and to develop a back-up 911 Center in the event of the need to evacuate the current 911 Center. The third outcome achieved involved the Center working with contractors, technology staff, and architects in the construction of the Justice and Public Safety Center. The Communication Center worked with Technology to get quotes to gain connectivity with the statewide VIPER Radio. The Center also met with various vendors to begin purchasing new equipment (e.g. CAD, dispatch console furniture, recording system, and audio video system).

The two outcomes not achieved were based on factors beyond the Communications Center's control. The first outcome missed was to ensure citizens receive prompt emergency and public safety assistance by answering 98 percent emergency calls within 10 seconds. The Center achieved a 90.26 percent answer rate due to migration to new technology infrastructure, the Patriot 911 Telephone system and the Cassidian Stats Reporting System. This outcome will need to be revisited in the future, as it was written to correspond with the former CAMA 911 Trunks system. In the second portion of this outcome, the Center achieved an average dispatch time of 47.78 seconds for all emergency calls throughout the County, exceeding its 65 second goal. The last outcome, which was graded as "not achieved" due to factors beyond the Center's control, was maintaining an active role in developing statewide 911 center standards by attending all meetings. The Center was able to attend all but two State 911 meetings.

E-911 COMMUNICATIONS CENTER

Statement of Purpose

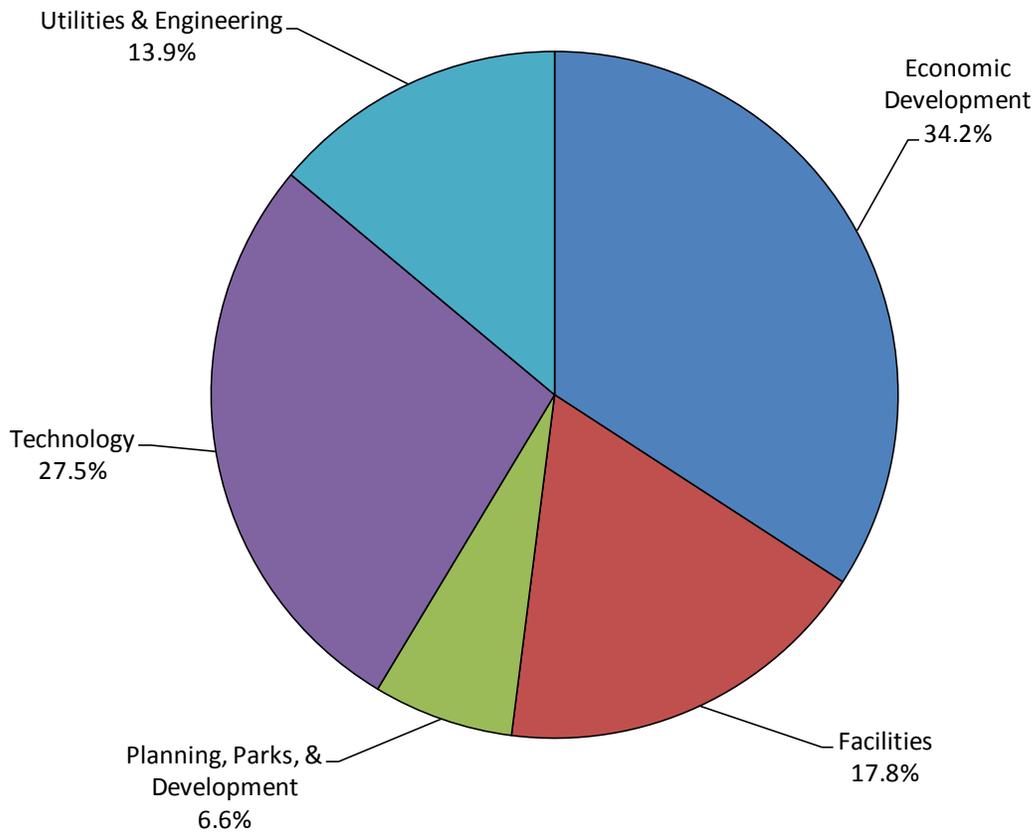
The Catawba County E-911 Communications Center provides emergency and administrative communications for the citizens of Catawba County by placing them in touch with public safety and related government service agencies. The Center is prepared for daily communications traffic and emergencies by maintaining adequate numbers of highly trained personnel. The opportunity to save lives and property is greatly increased by having advanced computerization along with radio and telephone technology.

Outcomes

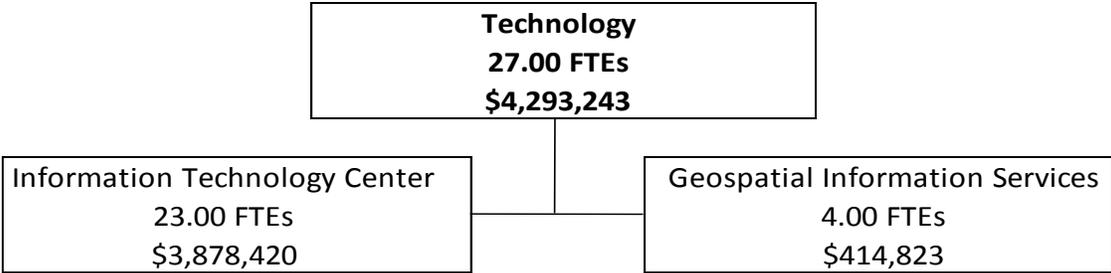
1. To ensure citizens receive prompt emergency and public safety assistance, the Communications Center will:
 - a. Answer at least 90 percent of all emergency calls within 10 seconds.
 - b. Maintain a 65 second or less average dispatch time on all emergency calls throughout the County. The National Emergency Number Association recommends a 90 second dispatch time, and the national average is 75 to 110 seconds, depending on the areas' protocol and procedures.
2. Work to cultivate joint ventures between regional and local public safety agencies to generate savings through pooled resources. Examples of past collaborations include implementing software upgrades with municipalities as well as sponsoring a grant for the State Highway Patrol to upgrade radio infrastructure and improve radio interoperability.
3. To maintain an active role at the State level in development of 911 center standards and funding, Communications Center staff will participate in all meetings of the State 911 Board and provide input that is in the best interest of Catawba County's citizens.
4. Continue to work with the Justice Center design and construction team to construct of a new Justice/Public Safety Center. Specifically, the Communications Center will work with contractors, technology staff, and architects to ensure construction does not negatively impact current 911 Center Operations.

ECONOMIC & PHYSICAL DEVELOPMENT

The Economic & Physical Development function includes the Technology Department, Planning, Parks, and Development, Utilities and Engineering, Other Economic Development (Chamber of Commerce, Western Piedmont Council of Governments, Economic Development Commission), and Facilities. Technology consists of the Information Technology Center and Computerized Mapping. Utilities and Engineering includes Administration, Building Services, Permit Center, Plan Review, and Local Code Compliance. This function's budget is \$18,099,922 or 7.6 percent of the total expenditures, including related capital projects budgeted in general capital projects. The General Fund portion of the budget is \$17,012,099.



Catawba County Government



Technology Department

Organizations: 410200 - 410250

	2014/15 Actual	2015/16 Current	2016/17 Requested	2016/17 Approved	Percent Change
Revenues					
Local	\$281,041	\$291,310	\$319,861	\$319,861	9.8%
Charges & Fees	12,209	18,220	10,500	10,500	-42.4%
Miscellaneous	500	0	0	0	0%
Indirect Cost	518,445	545,804	623,616	623,616	14.3%
General Fund	2,827,041	3,087,316	3,354,154	3,339,266	8.2%
Total	\$3,639,236	\$3,942,650	\$4,308,131	\$4,293,243	8.9%
Expenses					
Personal Services	\$1,910,189	\$2,077,032	\$2,433,259	\$2,424,151	16.7%
Supplies & Operations	1,729,047	1,865,618	1,874,872	1,869,092	0.2%
Capital	0	0	0	0	0%
Total	\$3,639,236	\$3,942,650	\$4,308,131	\$4,293,243	8.9%
Expenses by Division					
Information Technology Center (ITC)	\$3,267,369	\$3,555,670	\$3,895,949	\$3,878,420	9.1%
Geospatial Information Services (GIS)	371,867	386,980	412,182	414,823	7.2%
Total	\$3,639,236	\$3,942,650	\$4,308,131	\$4,293,243	8.9%
Employees					
Permanent	26.45	26.00	28.00	27.00	3.8%
Hourly	0.50	0.50	0.50	0.50	0.0%
Total	26.95	26.50	28.50	27.50	3.8%

Budget Highlights

Technology's budget increased by \$350,593 (8.9 percent). Controlling for the costs of the 27th payroll (which amounts to \$87,120), normal operating increases equate to 6.7 percent, attributable to the addition of a new Network Engineer position to provide technical support for expanded technology in the Justice Public Safety Center, succession planning efforts to ensure a smooth transition as a long-tenured employee retires, and scheduled compensation and retirement adjustments.

Performance Measurements

Fiscal Year 2016/17

Technology will focus on reliability and productivity of the County's network by blocking at least 99 percent of all security risks at the perimeter of the network, ensuring 90 percent of service requests are completed in one business day, and ensuring the County's network availability is 99 percent. Geospatial Information Services (GIS) will continue to support and enhance business operations, economic development, and other County functions by ensuring that GIS data is available to stakeholders at least 99 percent of the time.

Fiscal Year 2015/16

At mid-year, the Information Technology Center (ITC) and GIS were on target to meet or have met all but one of their outcomes.

Since July, ITC has replaced 67 percent of existing core network switches, achieving the goal of increasing network speed/capacity from 100MB to 1 GB in the first six months of the fiscal year. The department has blocked 98 percent of all security risks, ensuring the County's network remains secure and reliable. ITC has also ensured that the County's network has been available 99.92 percent of the time, exceeding the 99 percent goal. The lone outcome not on target is increasing the knowledge and empowering the County's workforce through relevant trainings. The department does not have a designated trainer, but will work to develop more online training sessions through the second half of the year.

GIS maintained greater than 99 percent uptime for the County's real estate website, which provides great service to the 14,000 stakeholders who visit the website monthly (making GIS one of the County's most visited sites). GIS responded to more than 95 percent of all mapping and data requests from the public and internal customers within 24 hours, maintaining high quality customer service. GIS worked collaboratively with the Sheriff's Office to develop an interactive webpage that allows officers to map crime statistics, focusing on specific date ranges or geographical areas of the County, providing deputies the resources to be more strategic in the execution of their duties.

Fiscal Year 2014/15

ITC achieved six of its seven outcomes. First, ITC continued to improve network infrastructure, data transmission speeds, and resiliency throughout the County by maintaining a network uptime of 98 percent. The County's digital assets have been protected from potential security breaches. Through monitoring of the network and infrastructure, at least 99 percent of potential security risks were mitigated. ITC provided reliable communications, data and web service availability for employees and citizens by ensuring a 99 percent uptime for both phone and voicemail services, maintaining a 99.9 percent uptime during business hours for all major systems, and achieving 99.9 percent uptime for all online web services. The department completed 92 percent (8,536) of service tickets within 2 days or less, providing high quality and timely services to all County technology users. ITC continued promoting transparency and data accessibility by integrating several new features into the County's iCatco wireless platform.

Technology's lone unachieved outcome was to work with Utilities and Engineering (U&E) to enhance access to permitting, plan review, and inspection requests by completing the implementation of the Customer Access Portal (CAP) and Electronic Plan Review. ITC and U&E determined CAP was not a more efficient scheduling method and decided not to pursue implementation. E-Review implementation was delayed until Fiscal Year 2015/16 based on other system upgrades taking priority.

GIS achieved all four of its outcomes for Fiscal Year 2014/15. GIS provided reliable geospatial information to stakeholders by maintaining a 99 percent uptime. More than 95 percent of public requests for maps and data were responded to within 24 hours. GIS simultaneously reduced licensing costs and increased customer service by creating applications in-house (including one for Code Enforcement to use in reporting violations and one to locate the nearest fire hydrant or fire station).

INFORMATION TECHNOLOGY CENTER (ITC)

Statement of Purpose

To provide reliable, responsive solutions to enhance the delivery of County government services and ensure the availability, integrity, and security of vital government data which facilitates commerce and enhances quality of life in the community. This will be accomplished through exceptional customer service, commitment to excellence, fostering partnerships, and providing consultation to stakeholders. Technology's guiding principles are to leverage partnerships and resources through collaborative efforts, empower internal and external customers, and to transform services and business processes through cost-effective, value-added solutions.

ITC-Outcomes

1. To ensure the County's network remains secure and reliable, Technology will block at least 99 percent of all security risks at the perimeter of the network during Fiscal Year 2016/17.
2. To ensure maximum productivity and citizen access, provide a minimum of 99 percent network availability as measured by performance monitoring tools during Fiscal Year 2016/17.
3. To increase County staff knowledge and enhance training opportunities, Technology will achieve a 93 percent satisfaction rating for online training of commonly used technology offered on the intranet training page during Fiscal Year 2016/17.
4. To ensure customers are treated professionally and courteously, ITC will realize an average rating of no less than 94 percent satisfaction, as measured by random customer satisfaction surveys during Fiscal Year 2016/17 (compared to NC urban county benchmark of 91.73 percent).
5. To ensure maximum staff efficiency, 90 percent (7,647 of 8,497) of service requests, excluding special projects, will be completed within one business day during Fiscal Year 2016/17 (compared to industry standard of 80 percent and NC urban county benchmark of 89.5 percent).
6. To optimize business operations and resources, 90 percent of projects assigned to the project management team will be completed within the agreed upon timeframes outlined in project plan agreements during Fiscal Year 2016/17.
7. To promote open government, fiscal transparency, and citizen engagement, Technology will ensure that data regarding county fiscal activities will be easily accessible by citizens and other stakeholders and will ensure 99.9 percent availability during Fiscal Year 2016/17.
8. To enhance departmental decision making and to communicate service performance to the community, Technology will work collaboratively with Social Services and Budget to develop and maintain performance dashboards easily accessible by citizens during Fiscal Year 2016/17.

GEOSPATIAL INFORMATION SERVICES (GIS)

Statement of Purpose

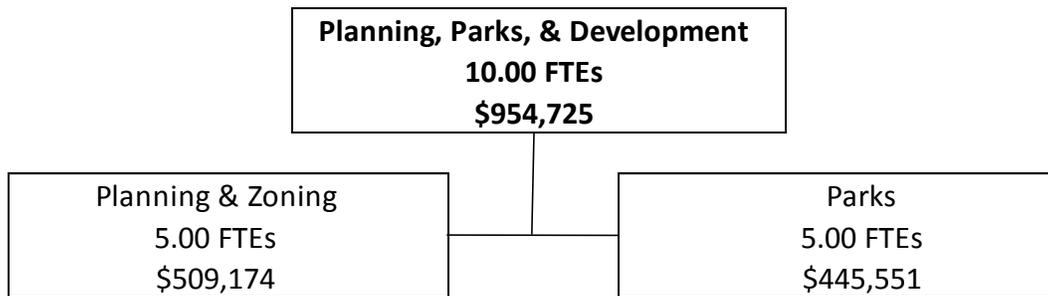
To provide reliable geographic data and tools to citizens and stakeholders to facilitate commerce and promote efficiencies. GIS fosters collaborative efforts and promotes good government as a multi-jurisdictional initiative involving the integration of resources from the County and the participating municipalities.

GIS-Outcomes

1. To support and enhance business operations and economic development, the geospatial information residing on the GIS Web sites will be available to stakeholders (15,370/month), at least 99 percent of the time during Fiscal Year 2016/17.
2. To support county-wide decision making for economic development, public safety, and other initiatives complete at least 97 percent of map and data requests from all sources within 24 hours of target deadline during Fiscal Year 2016/17.
3. To provide useful information for Catawba County citizens, GIS will partner with the Agricultural Resource Center to map the available farm goods throughout the County during Fiscal Year 2016/17.
4. To reduce costs and provide efficiency, GIS will coordinate with Emergency Services to develop a predictive resource allocation tool during Fiscal Year 2016/17.



Catawba County Government



Planning, Parks, & Development

Organizations: 420030 - 420040

	2014/15 Actual	2015/16 Current	2016/17 Requested	2016/17 Approved	Percent Change
Revenues					
Charges & Fees	\$62,418	\$36,416	\$37,041	\$48,041	31.9%
Local	0	0	0	0	0%
State	0	0	0	0	0%
Miscellaneous	20	400	400	400	0.0%
Indirect Cost	1,653	0	0	0	0%
From Community Development	0	0	0	0	0%
General Fund	671,505	858,924	907,210	906,284	5.5%
Total	\$735,596	\$895,740	\$944,651	\$954,725	6.6%
Expenses					
Personal Services	\$632,464	\$733,803	\$789,686	\$795,085	8.4%
Supplies & Operations	103,132	161,937	154,965	159,640	-1.4%
Capital	0	0	0	0	0%
Total	\$735,596	\$895,740	\$944,651	\$954,725	6.6%
Expenses by Division					
Planning & Zoning	\$439,697	\$475,383	\$500,692	\$509,174	7.1%
Parks	295,899	420,357	443,959	445,551	6.0%
Total	\$735,596	\$895,740	\$944,651	\$954,725	6.6%
Employees					
Permanent	9.00	10.00	10.00	10.00	0.0%
Hourly	2.00	2.25	2.25	2.25	0.0%
Total	11.00	12.25	12.25	12.25	0.0%

Budget Highlights

Planning, Parks, and Development's budget increased by \$58,985 (5.2 percent). Controlling for the costs of the 27th payroll (which amount to \$25,843), normal operating increases equate to 3.7 percent. This is the result of planned compensation changes and required retirement adjustments.

Performance Measurements

Fiscal Year 2016/17

The Planning, Parks, and Development Department's outcomes will emphasize ensuring timely and quality customer service, promoting economic development, and increasing wellness opportunities for County citizens. Some of Planning's objectives include maintaining approximately two miles of established natural surface trails and ensuring the Village at Sherrills Ford development complies with the County's Unified Development Ordinance and the development agreement. Parks outcomes continue to focus on maintaining attendance numbers, fostering a spirit of volunteerism at existing County parks, developing Mountain Creek Park, and providing educational opportunities for the County's residents.

Fiscal Year 2015/16

At mid-year Planning, Parks, and Development was on target to meet 13 or its 14 outcomes of its Fiscal Year 2014/15 outcomes. The department provided high quality customer service by processing all rezoning requests (3), non-residential site plans (10), special and nonconforming use applications (2) and final major and minor (20) subdivision plans within target timeframes. Planning promoted and encouraged new opportunities for business creation by amending the Unified Development Ordinance. Planning continued to promote economic development opportunities along the Highway 16 Corridor by working with NCDOT and WPCOG in preparing the Countywide Bicycle Mapping and Signage project. In regards to Development, Planning closed out the Scattered Site CDBG grant in November 2015 by completing four emergency repairs.

Parks is on target to achieve its attendance goal (100,000) with a total of 60,461 patrons at mid-year. This is directly attributed to Catawba Parks being open six days week in Fiscal Year 2015/16. The Parks system had 192 volunteers and 408 volunteer hours during the first half of the year, putting it well on its way to achieving its target of 825 volunteer hours. Additionally, Parks had 923 patrons participate in educational programs, demonstrating significant progress towards accomplishing its yearly goal of having 1,600 patrons.

Fiscal Year 2014/15

Planning met all of its outcomes for Fiscal Year 2014/15. Planning met its customer service outcome of expeditiously and accurately reviewing development-related requests and projects by processing, reviewing and approving rezoning requests (4), non-residential site plans (28); minor (28), exempt (74) and family subdivision plans (27), and preliminary (1) and final major subdivision plats within 10 working days; residential zoning permits (531) within two working days; and special use, variance, and non-conforming applications (1) within 45 days of receipt of the completed application. To offer physical fitness and wellness opportunities for citizens and visitors, Planning constructed .20 mile of natural surface at the Government Center Complex in Newton, which ties into the City of Newton Heritage Trail and Newton/Conover sidewalk network.

Planning collaborated with Building Services and Environmental Health to develop information sheets identifying permit and construction requirements for development in floodplain areas. To promote economic development opportunities along the Highway 16 Corridor, Planning worked with NCDOT to determine the qualifications for East Maiden Road to be designated as a NC Scenic Byway.

Planning continued to improve the quality of life for Catawba County citizens by ensuring that homes are decent, safe, and sanitary, using Scattered Site Community Development Block Grant (CDBG) funds (\$225,000) to complete five major home rehabilitations. Urgent Repair CDBG grant funds (\$75,000) were used to repair 28 houses that posed an imminent threat to the life and safety of very low-income homeowners with special needs.

Parks achieved two of its three outcomes. To promote environmental stewardship education, reduce operating costs, and increase community involvement, Parks provided several volunteer opportunities for 321 volunteers to give 959 hours. Parks had 1,949 patrons participate in educational programs, 349 (22 percent) more than its outcome goal of 1,600. The lone outcome not achieved pertained to park attendance. Parks received 104,330 visitors during Fiscal Year 2014/15, slightly below (3.4 percent) its stretch goal of 108,000.

PLANNING AND PARKS

Planning

Statement of Purpose

Conduct a comprehensive planning program, including the administration of the Unified Development Ordinance and the development and implementation of long-range planning studies. The planning program is designed to promote and maintain the orderly physical growth and development of Catawba County which serves to improve the quality of life for its citizens and provide economic development opportunities within the County.

Outcomes

1. Provide quality customer service by advising developers/property owners, and expeditiously and accurately reviewing development-related requests/projects through the completion of the following:
 - a. Processing 100 percent of rezoning requests and submitting staff reports with recommendations to the Planning Board and subsequently to the Board of Commissioners with a turnaround time of 65 calendar days or less.
 - b. Reviewing and approving the following completed applications:
 - i. non-residential site plans within business 10 days; resubmittals within 5 business days;
 - ii. residential zoning permits within two business days;
 - iii. special use, variance, and nonconforming applications with submittal of staff reports to the Board of Adjustment within 45 calendar days of receipt;
 - iv. preliminary subdivision plats, and reporting to the Subdivision Review Board within 30 calendar days of receipt;
 - v. final major subdivision plats (along with field verifying required improvements) and minor, family and exempt subdivision plats within 10 business days.
2. To offer physical fitness and wellness opportunities in concert with travel and tourism, continue implementation of the adopted Carolina Thread Trail (CTT) Master Greenway Plan by:
 - a. Continue constructing and expanding natural surface trails associated with the conceptual site plan of the future Bunker Hill Covered Bridge Park and continue outreach to property owners in close proximity to the bridge along the CTT corridor.
 - b. Monitoring and maintaining approximately 2 miles of established natural surface CTT designated trails in the County including:
 - i. Murray's Mill/David Lee Stewart Trail
 - ii. Government Center Trail
 - iii. Bunker Hill Covered Bridge Trail
3. To promote the County Parks' mission of providing passive recreation and education opportunities and to adhere to the Parks Master Plan, Planning will begin the development of Mountain Creek Park by having a site-specific plan completed in March 2017.
4. Evaluate the Unified Development Ordinance (UDO) annually and recommend amendments for consideration by the Board of Commissioners. The annual evaluation process will ensure staff addresses regulations viewed as impediments to development. This process keeps the UDO consistent with State legislative changes, court decisions, and Board of Commissioners' goals.

5. Establish an “informal” NC 150 Council of Planning (COP) with the jurisdictions along Hwy. 150 modeled after the NC 73 COP in order to promote a unified vision and harmonious land use regulations in conjunction with future transportation improvements. Ongoing throughout Fiscal Year 2016/17.
6. Work in concert with the Catawba County Historical Association to explore the feasibility of additional land acquisitions and identify potential grant resources throughout FY 16/17 to support development of the future Bunker Hill Covered Bridge Park.
7. Continue processing and evaluating plans for the development of the Village at Sherrills Ford throughout Fiscal Year 2016/17 to ensure compliance with the existing development agreement, adopted conceptual plan, and Traffic Impact Analysis.
8. Monitor the progress of Crosland’s Bridgewater development project in conjunction with the terms and conditions of the adopted development agreement.

COMMUNITY DEVELOPMENT

Statement of Purpose

To increase affordable housing opportunities and ensure safe housing for low-to-moderate income persons by administering a series of CDBG and Housing Finance Agency related grants assisted by the Western Piedmont Council of Governments.

Outcomes

1. To alleviate housing conditions which pose an imminent threat to the life or safety of very low-income homeowners with special needs, Planning will use 2015 Urgent Repair CDBG Funds (\$50,000) to repair 16 such homeowner's residences. Project will run through the 3rd Quarter of Fiscal Year 2016/17.

PARKS

Statement of Purpose

Provide recreational opportunities for the citizens of Catawba County through the operation and development of parks and the preservation of open space. Environmental education and the preservation of the County's unique natural heritage are Catawba County Parks' primary goals. These goals will be accomplished through the execution of the Comprehensive Parks Master Plan. Implementation steps will incorporate projects, programs, goals, objectives, strategies, and opportunities as called for in the Plan. Development and expansion of facilities will arise as staffing and resources are available.

Outcomes

1. Parks will ensure that Catawba County citizens have access to quality educational, recreational, and physical activities. This will be measured by Parks annual attendance estimated at a minimum of 110,000 patrons, as evidenced by traffic counter statistics/sign-in sheets and the quarterly Parks report.
2. To complete Parks' improvement projects, promote environmental stewardship education, reduce operating costs, and increase community involvement, Parks will solicit 850 volunteer labor hours. In an effort to involve youth, these projects will include school and scouting groups when possible.
3. To share environmental/interpretive information, promote physical activity, and broaden public awareness and participation in the preservation of Catawba County's unique natural heritage, Parks will host educational, interpretive, and school programs with no less than 1,750 patron participants.



Other Economic & Physical Development

Organization: 420050

	2014/15 Actual	2015/16 Current	2016/17 Requested	2016/17 Approved	Percent Change
Revenues					
1/4 Cent Sales Tax	\$80,297	\$85,640	\$312,202	\$312,202	264.6%
Local	1,866,990	137,360	352,193	352,193	156.4%
General Fund	3,152,563	5,369,200	5,143,023	5,519,882	2.8%
Total	\$5,099,850	\$5,592,200	\$5,807,418	\$6,184,277	10.6%
Expenses					
Chamber of Commerce - Edison Project	\$5,000	\$5,000	\$5,000	\$5,000	0.0%
Chamber of Commerce - Visitor Information Center	2,186	2,500	2,500	2,500	0.0%
Convention & Visitors Bureau	20,000	20,000	20,000	20,000	0.0%
Economic Development Commission	283,765	286,527	292,825	295,925	3.3%
EDC Marketing	50,000	0	0	0	0%
EDC Claremont Speculative Building	36,362	36,000	36,000	36,000	0.0%
EDC LRU Health Sciences Center	20,000	20,000	20,000	20,000	0.0%
EDC NC Data Campus	52,000	52,000	551,612	551,612	960.8%
EDC Apple	4,200,284	4,819,342	4,355,459	4,723,596	-2.0%
EDC - Axjo AB	0	0	8,338	8,338	0%
EDC Bed, Bath & Beyond	36,954	42,841	58,741	58,741	37.1%
EDC - Blue Bloodhound	0	0	73,600	73,600	0%
EDC - Carolina Non-Woven	0	0	35,938	35,938	0%
EDC Dalco Non-Wovens	14,865	19,260	0	0	0%
EDC Fiserv	0	19,966	19,966	19,966	0.0%
EDC - GKN Sinter Metals	0	0	27,551	27,551	0%
EDC-GKN Sinter Metal Grant Adm	\$0	\$0	5,000	5,000	0%
EDC HSM	0	22,500	46,151	46,151	105.1%
EDC Popplemann	19,350	0	0	0	0%
EDC Punker	0	5,956	14,259	14,259	139.4%
EDC Sarstedt	33,024	37,985	37,985	37,985	0.0%
EDC Turbocoating	52,163	52,163	52,163	52,163	0.0%
EDC Turbotec	14,044	14,044	0	0	0%
EDC Target	132,286	0	0	0	0%
Economic Development Marketing	0	0	0	35,000	100.0%
Innovate Catawba	10,000	20,000	20,000	0	0%
NC Wildlife Commission - Beaver Mgmt.	4,000	4,000	4,000	4,000	0.0%
TDA - City of Hickory	68,359	67,072	65,784	65,784	-1.9%
WPCOG - Dues	42,208	42,044	42,168	42,168	0.3%
WPCOG - Water Resource Committee	3,000	3,000	12,378	3,000	0.0%
Total	\$5,099,850	\$5,592,200	\$5,807,418	\$6,184,277	10.6%

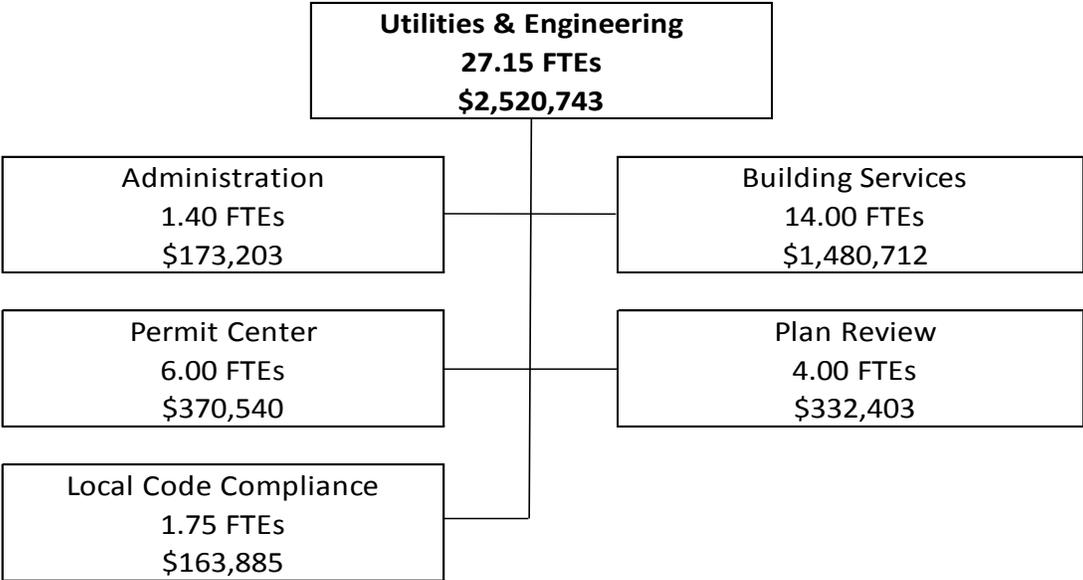
Budget Highlights

The County continues to fund 51.5 percent of the Economic Development Corporation (EDC). Funding is maintained for the Convention and Visitors Bureau and Chamber of Commerce Edison Project. The County's partnership in funding 28 percent of the debt for the 2005 expansion to the Hickory Metro Convention Center pays dividends, as revenue sharing from the proceeds of conferences and events exceeds the debt expense. The budget includes increased incentive payments per existing contracts resulting from investments by the recipients. Funds are also included for third year of a five year commitment to provide \$20,000 per year to facilitate the development of the Lenoir-Rhyne University (LRU) Health Sciences Center.

- The budget includes \$551,612 towards repayment of a \$2.6 million loan from the NC Department of Commerce for the NC Data Campus, a 70-acre multi-jurisdictional business park funded by a partnership between Catawba County, the Cities of Conover and Hickory, and Towns of Maiden and Catawba. The County is responsible for 57 percent of the payment and the balance is paid by the municipal partners. For the past two years, only an annual interest payment (\$52,000) has been due. The park bolsters Catawba County's economic development efforts by providing up to three shovel-ready sites marketed primarily for data center recruitment. These efforts also further bolster the region's efforts to create a cluster of data centers known as the NC Data Center Corridor, leveraging the presence of existing data centers like Apple and Google to transform the region's reputation into one that embraces innovation and high tech industry.

Additionally, the budget includes \$35,000 for economic development marketing.

Catawba County Government



Utilities & Engineering

Organizations: 430050 - 430300

	2014/15 Actual	2015/16 Current	2016/17 Requested	2016/17 Approved	Percent Change
Revenues					
Local	\$85,518	\$0	\$0	\$0	0%
Charges & Fees	1,418,198	1,230,034	1,891,969	1,849,213	50.3%
Indirect Cost	4,527	0	0	0	0%
Miscellaneous	0	0	0	0	0%
Proceeds from Sale of Equipment	3,561	0	6,000	4,000	0%
General Fund	459,722	804,399	662,975	667,530	-17.0%
Total	\$1,971,526	\$2,034,433	\$2,560,944	\$2,520,743	23.9%
Expenses					
Personal Services	\$1,563,800	\$1,646,768	\$2,050,877	\$2,066,564	25.5%
Supplies & Operations	382,377	360,335	420,067	394,179	9.4%
Capital	25,349	27,330	90,000	60,000	119.5%
Total	\$1,971,526	\$2,034,433	\$2,560,944	\$2,520,743	23.9%
Expenses by Division					
Administration	\$180,531	\$154,066	\$172,039	\$173,203	12.4%
Building Inspections	1,077,942	1,197,838	1,521,442	1,480,712	23.6%
Permit Center	270,647	297,902	368,169	370,540	24.4%
Plan Review	300,912	231,223	332,585	332,403	43.8%
Local Code Compliance	141,494	153,404	166,709	163,885	6.8%
Total	\$1,971,526	\$2,034,433	\$2,560,944	\$2,520,743	23.9%
Employees					
Permanent	21.40	22.15	27.15	27.15	22.6%
Hourly	0.00	0.00	0.00	0.00	0%
Total	21.40	22.15	27.15	27.15	22.6%

Budget Highlights

Normal operating increases in the Utilities and Engineering budget are 20.2 percent higher than Fiscal Year 2015/16, partly driven by the addition of five building inspector positions (authorized by the BOC in January 2016) to address increased building activity. The cost of these positions is entirely funded by increased building permit revenue, which is up significantly since last year. Performance pay, health, and retirement also is reason for the increase. The costs of the 27th payroll (which amount to \$74,398) equate to an additional 4 percent increase.

Performance Measurement

Fiscal Year 2016/17

Outcomes for Fiscal Year 2016/17 continue to focus on customer satisfaction, efficient service, and safety of the public through the enforcement of State and local development regulations. In Building Services, at least 90 percent of all requested inspections will be performed by the next day or on the contractor's

requested inspection date. The division will also ensure it has no more than 1 sustainable complaint per 3,000 inspections performed.

Fiscal Year 2015/16

At mid-year, Utilities and Engineering was on track to achieve all but two of its outcomes. Overall, the following was accomplished during the first half of the fiscal year.

- 100 percent of commercial and industrial building inspections were performed by inspectors with the highest State certifications in the four main inspection areas.
- 100 percent of sedimentation and erosion control plans submitted for code compliance were reviewed within 10 working days.
- 23 sets of Erosion Control Plans were reviewed with no customer service complaints.
- 87 safety inspection requests were received, with 100 percent of the owners/tenants contacted within two business days.

One outcome not on track was Code Compliance Technicians performing 100 percent of residential Building Level 1 footing inspections while already on the job site. At its October 2015 Retreat, the Board of Commissioners directed staff to place an increased emphasis on proactive Code Compliance activities throughout the County. Code Enforcement will continue to capture GPS data for Building Services. The second outcome not on target is related to performing 90 percent of requested inspections by the next day. During this period, inspectors were performing 76 percent of inspections by the next day (or on the contractor's requested inspection day). Demand has increased for inspections in the last fiscal year, which led to the addition of three new inspectors, one permit center specialist, and an additional inspector dedicated to Plan Review this year. These staffing additions should bring performance back in line with the outcome's target.

Fiscal Year 2014/15

Building Services

Building Services applies the State code to protect the public's safety in terms of building code. By the end of the year three outcomes were achieved and one was not. The achieved outcomes related to 100 percent of inspections being completed by the highest State certified inspectors in each classification, 78 percent required training done locally, and continued use of the Remote Access Permitting Terminal, with 819 permits issued. The outcome not achieved was related to only 82 percent of inspections were performed on the day requested, compared to the 90 percent goal.

Permit Center

In the Permit Center, one outcome was achieved and two were not. No substantiated complaints had been received. Outcomes not achieved related to the new Customer Access Portal (CAP) not increasing new accounts by 100 percent due to limited programming capacity on the side of the vendor. Partnerships with Technology and other municipalities to make the process more efficient are still underway; however, both E-review and Energov require additional updates and CAP has been determined to not be as efficient in certain areas.

Plan Review

Plan Review achieved each of its outcomes as it ensured code compliance. These outcomes include completion of 179 safety requests within two days, review of 927 plans in an average of 4.1 days, well ahead of the 10-day goal, and no substantiated complaints came out of any plan review.

Local Code Compliance and Erosion Control

All outcomes related to implementation of local soil sedimentation and erosion control were achieved, including a completion of every plan review within 10 days (overall average 3.17). Additionally, 2,517 code compliance inspections and 29 erosion control plans had been completed, with no customer service complaints. Finally, staff began completing requirements to perform Level I footing in order to increase departmental efficiency.

BUILDING SERVICES

Statement of Purpose

The mission of Building Services is to provide consistent, timely, and courteous advice and service to customers, contractors, businesses, homeowners, and the general public through the application of the State Building Code. The focus of the service is to protect public safety by ensuring all buildings are built to code specifications while promoting economic development through a partnership with the building industry. The operations of Building Services have, as its foundation, four guiding principles: protecting the public, providing the best possible customer service, promoting economic development, and ensuring consistency in the application of codes and treatment of customers.

Outcomes

1. Ensure customers receive quality customer service from Building Services Officials by:
 - a. Performing 90 percent of requested inspections by the next day or on the contractor's requested inspection date, with an ultimate goal of performing 100 percent of inspections within this timeframe.
 - b. Maintaining a substantiated complaint rate of less than 1 per 3,000 inspections performed.
 - c. Responding to 98 percent of all customer complaints within 24 hours.
2. To control the cost of training and education, Building Services will provide at least 60 percent of all required Building Inspector training and certification locally. Surrounding jurisdictions will be invited to participate in these locally held trainings as well, serving to further drive down the cost to the County.
3. To protect the public welfare and ensure quality building inspections, 100 percent of all commercial and industrial building inspections will be performed by inspectors with the highest State certification available in the four main inspection certifications (building, electrical, mechanical, and plumbing). This highest certification requires increased training in State Building Code standards, and allows Catawba County to efficiently and effectively inspect often complex and specialized commercial and industrial properties.

PERMIT CENTER

Statement of Purpose

Provide permitting information and service to the customers of Catawba County, including municipalities. The Permit Center currently operates two locations (Catawba County Government Center in Newton and a Remote Access Permitting Terminal (RAPT) in Hickory City Hall) to provide convenient locations for the public to acquire permits and information for Building Services, Planning, and Environmental Health.

Outcomes

1. Ensure customers receive quality customer service from the Permit Center by:
 - a. Maintaining a substantiated complaint rate of less than 1 per 1,000 permits issued.
 - b. Responding to 98 percent of all customer complaints within 24 hours.
2. Provide enhanced, real-time communication the Building Services Division and its customers, by developing, implementing, and promoting notification of permit issuance, inspections scheduled, and inspection results through the use of email and/or text message (Customer's choice). Outcome will be measured by the number of customers signed up for the program.
3. Provide additional opportunity for service provision through the use of email by allowing and promoting the use of email as a means of submitting permit applications and inspection requests in lieu of fax. The number of applications submitted and inspections scheduled can be tracked by the Information Technology Department and this will serve as the measure of the outcome.

PLAN REVIEW

Statement of Purpose

Provide plan review information and service to the customers of Catawba County, including municipalities, in a coordinated, efficient, and friendly manner. Plan Review provides plan review for commercial projects to ensure code compliance with the State Building Codes, conducts on-site safety inspections of existing buildings, provides plan review for existing buildings utilizing the North Carolina Rehabilitation Code (Rehab Code), conducts plan review services based on State local option plan review guidelines, and conducts plan review during express plan review appointments.

Outcomes

1. Provide timely plan review services by reviewing 97 percent of all commercial blueprints submitted for code compliance and contacting the applicant with the results within 10 working days. This will allow construction to begin quickly, thus, promoting Catawba County's economic development.
2. Ensure customers receive quality customer service from Plan Review officials by:
 - a. Maintaining a substantiated complaint rate of less than 1 per 500 plans reviewed.
 - b. Responding to 98 percent of all customer complaints within 24 hours.
3. To provide quality service to property owners and/or tenants who request a safety inspection, Plan Review will review 100 percent of complete requests and contact the owner/tenant within two business days. These safety inspections are required by the State for businesses to receive certain licenses (i.e. day care, alcohol law enforcement) as well as for changes of use to an existing building or space.

LOCAL CODE COMPLIANCE AND EROSION CONTROL

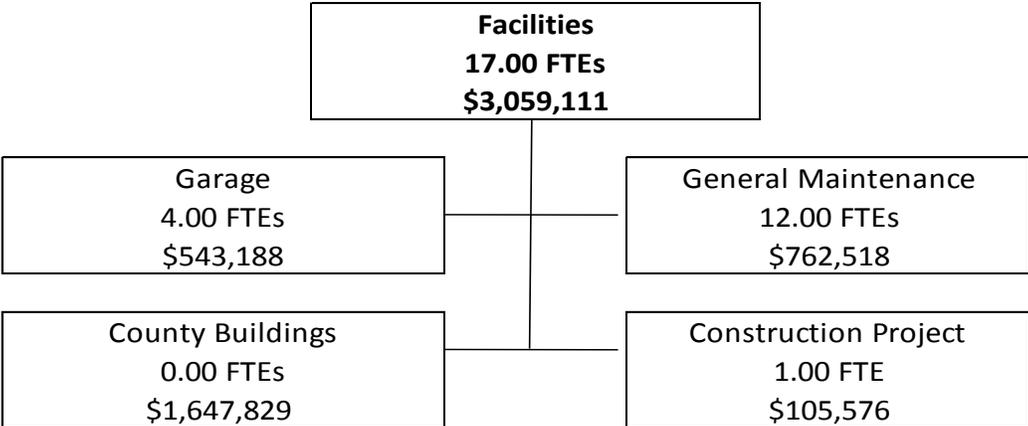
Statement of Purpose

Protect the regional water quality and health, safety, and general welfare of Catawba County citizens through implementation of the local soil sedimentation and erosion control program and code compliance program. Promote Catawba County's economic development through timely permitting service to local contractors and developers. The County provides the local soil sedimentation and erosion control program to seven of the eight municipalities in the county (Hickory, Conover, Claremont, Maiden, Long View, Catawba, and Brookford), with Newton providing its own local program.

Outcomes

1. Provide timely plan review services by reviewing 100 percent of all complete sedimentation and erosion control plans within 10 working days. Meeting this outcome will expedite the plan review and permitting process, thereby promoting Catawba County's economic development.
2. Ensure citizens receive quality customer service from Erosion Control staff by:
 - a. Maintaining a substantiated complaint rate of less than 1 per 50 erosion control plans reviewed.
 - b. Responding to 98 percent of all customer complaints within 24 hours.
3. Ensure citizens receive quality customer service from Local Code Compliance staff by:
 - a. Maintaining a substantiated complaint rate of less than 1 per 1,000 code compliance inspections performed.
 - b. Responding to 98 percent of all customer complaints within 24 hours.

Catawba County Government



Facilities

Organizations: 440010 - 440158

	2014/15 Actual	2015/16 Current	2015/16 Requested	2015/16 Approved	Percent Change
Revenues					
1/4 Cent Sales Tax	\$85,651	\$81,533	\$104,739	\$104,739	28.5%
Charges & Fees	1,545	7,000	3,500	3,500	-50.0%
Miscellaneous	125,669	26,000	32,000	32,000	23.1%
Local	81,198	77,970	69,240	69,240	-11.2%
From Self Insurance	0	0	0	0	0%
General Fund	2,230,344	2,619,291	3,099,297	2,849,632	8.8%
Total	\$2,524,407	\$2,811,794	\$3,308,776	\$3,059,111	8.8%
Expenses					
Personal Services	\$850,372	\$872,940	\$996,626	\$1,000,739	14.6%
Supplies & Operations	1,674,035	1,904,854	2,274,150	2,020,372	6.1%
Capital	0	34,000	38,000	38,000	11.8%
Total	\$2,524,407	\$2,811,794	\$3,308,776	\$3,059,111	8.8%
Expenses by Division					
Garage	\$498,701	\$527,641	\$544,405	\$543,188	2.9%
General Maintenance	692,084	737,666	825,407	762,518	3.4%
County Buildings	1,255,212	1,464,954	1,834,225	1,647,829	12.5%
Construction Project Management	78,410	81,533	104,739	105,576	29.5%
Total	\$2,524,407	\$2,811,794	\$3,308,776	\$3,059,111	8.8%
Employees					
Permanent	16.00	16.00	17.00	17.00	6.3%
Hourly	0.40	0.00	0.00	0.00	0%
Total	16.40	16.00	17.00	17.00	6.3%

Budget Highlights

Facilities' budget increased by 8.8 percent, or \$247,317 from Fiscal Year 2015/16. The increase is mostly due to the operational impact from the expansion of the Justice and Public Safety Center, including the addition of a Maintenance Mechanic to provide upkeep and repair to the facility and increases in utilities, maintenance services, and to operate the expanded facility. Finally, there were increases attributed to performance pay, health, retirement, and the 27th payroll across all the divisions. Controlling for the costs of the 27th payroll (which amounts to \$36,539), normal operating increases equate to 7.5 percent.

Performance Measurement

Fiscal Year 2016/17

Facilities will continue to focus on maintaining building environments that enable County employees to effectively perform their jobs, expanding the service by developing and conducting a departmental satisfaction survey. Facilities staff will continue to expand the use of energy efficient lighting in County buildings and implement energy audit recommendations.

In Fiscal Year 2016/17, Fleet Maintenance will focus on improving efficiency while maintaining high standards for quality and customer service. Fleet Maintenance will assure that it continues to provide high quality, efficient service by directing mechanic time to preventative maintenance when possible and by determining the maintenance expenditures per vehicle type, measures used throughout the industry to benchmark effectiveness. The AllData computer program helps determine these amounts.

Facilities' multi-year outcome will further Catawba County's "Green" work environment strategy by installing T-8 lighting in the most appropriate County-owned buildings. Only leased buildings will remain after the completion of Fiscal Year 2016/17 projects.

Fiscal Year 2015/16

At mid-year Facilities was on target to achieve or had already achieved 94 percent (15 of 16) of its Fiscal Year 2015/16 outcomes. A great deal of Facilities' success during the first half of the year centered on responsiveness to County building, vehicles, and equipment needs. 99.7 percent of all routine maintenance and repairs were completed within five working days. 100 percent of in-County roadside emergencies were responded to, repaired, or recovered within two hours of notification. 100 percent of all telephone problems were repaired within three working days of notification.

An additional Facilities' success pertains to enhancing the County's "green" posture. One green outcome is to increase the number of buildings equipped with T-8 lighting to 92 percent. Looking back at the outcome, there are some buildings that are not feasible or will provide limited value (parts of the 1924 Courthouse, Employment Security Commission, and Family Guidance). This means that at most 95 percent of County buildings can be completed by the end of the next fiscal year. Therefore, a plan has been constructed to finish whatever buildings that are most practical by the end of Fiscal Year 2016/17. The projects at the end of this fiscal year will net 14,487 square feet at 5 different buildings.

Fiscal Year 2014/15

All Fleet outcomes achieved through the fiscal year. The development of a productive "wrench time" baseline was 1225 hours. Fleet Maintenance also advised each department on vehicle neglect and abuse and thereby managing better the vehicles and respective drivers. Tire, parts, and fuel inventories were maintained and monitored at least 98 percent of the time. Nearly every vehicle (99.6 percent) was serviced for preventative maintenance or repair in three days. 100 percent of roadside emergency service during and after normal working hours was provided in two hours if inside the County and in twelve hours if outside the County.

Facility maintenance achieved all of its outcomes. A prioritized work plan to continue implementing energy efficiency was completed and data for emergency repairs was analyzed as well. Lighting and natural gas upgrades were made at Social Services and T-8 lights were installed at the ARC, expecting to result in at least 10 percent savings per square foot. While timeframes for return-on-investment vary by facility, all County buildings that have been retrofitted will achieve full return-on-investment within 5 years of implementation. Furthermore, 98 percent of all routine maintenance was completed within five days. At least 96 percent of all routine maintenance, telephone problems, electrical problems, and plumbing problems were repaired within 3 days. Lastly, every road sign, new or damaged was made, installed or repaired within at least 15 working days.

CONSTRUCTION MANAGEMENT

Outcomes

1. Work with Purchasing and the Chief Information Officer to complete the Justice Center/Public Safety Expansion within budget.

FLEET MAINTENANCE

Statement of Purpose

Maintain all Catawba County owned/contracted vehicles to the highest quality, efficiency, and cost effectiveness to maximize their useful life.

Outcomes

1. Provide the proper care and maintenance of vehicles by:
 - a. Scheduling and completing 98 percent of all preventive maintenance services within two working days of the scheduled service, as evidenced by work orders.
 - b. Scheduling, diagnosing, and affecting repairs on 97 percent of all County vehicles within three working days, as evidenced by work orders.
2. Provide roadside emergency service to County owned vehicles during normal working hours, (8:00 a.m. – 5:00 p.m., Monday – Friday), by:
 - a. Responding to and repairing or recovering 99 percent of in-County roadside emergencies within two hours of notification, if parts are available and contracted towing service is responsive, as evidenced by work orders.
 - b. Responding to and repairing or recovering 99 percent of out-of-County roadside emergencies within 12 hours of notification, if parts are available and contracted towing service is responsive, as evidenced by work orders.
3. Provide 24 hours, 365 days a year, on call roadside emergency service to County owned vehicles after normal working hours, by:
 - a. Responding to and repairing or recovering 98 percent of in-County roadside emergencies within two hours of notification, as evidenced by work orders.
 - b. Responding to and repairing or recovering 98 percent of out-of-County roadside emergencies within 12 hours of notification, as evidenced by work orders
4. Provide adequate tire, parts, and fuel inventories by:
 - a. Maintaining and monitoring, 99 percent of the time, tire inventory to provide tires for the repair or replacement as needed within two hours of the scheduled service, by spot checking inventory monthly.
 - b. Maintaining and monitoring, 100 percent of the time, fuel inventory to assure fuel is available for all County owned/contracted vehicles, seven days a week, 365 days a year, as evidenced by departmental surveys.
 - c. Maintaining and monitoring, 98 percent of the time, parts inventory to assure that necessary parts are available for the repair and maintenance of County owned/contracted vehicles, by spot checking inventory monthly.
5. Advise and assist, when requested, with vehicle replacement schedules and specification documentation for new vehicle procurement by:
 - a. Responding to 100 percent of all departments requests and completing written specifications of new vehicles within 10 working days, as evidenced by departmental surveys.

6. Advise and assist all departments with vehicle and driver management by advising, 100 percent of the time each department of vehicle neglect or abuse.
7. Meet baseline expectation of 1,225 hours per employee for productive “wrench time”.

FACILITY MAINTENANCE

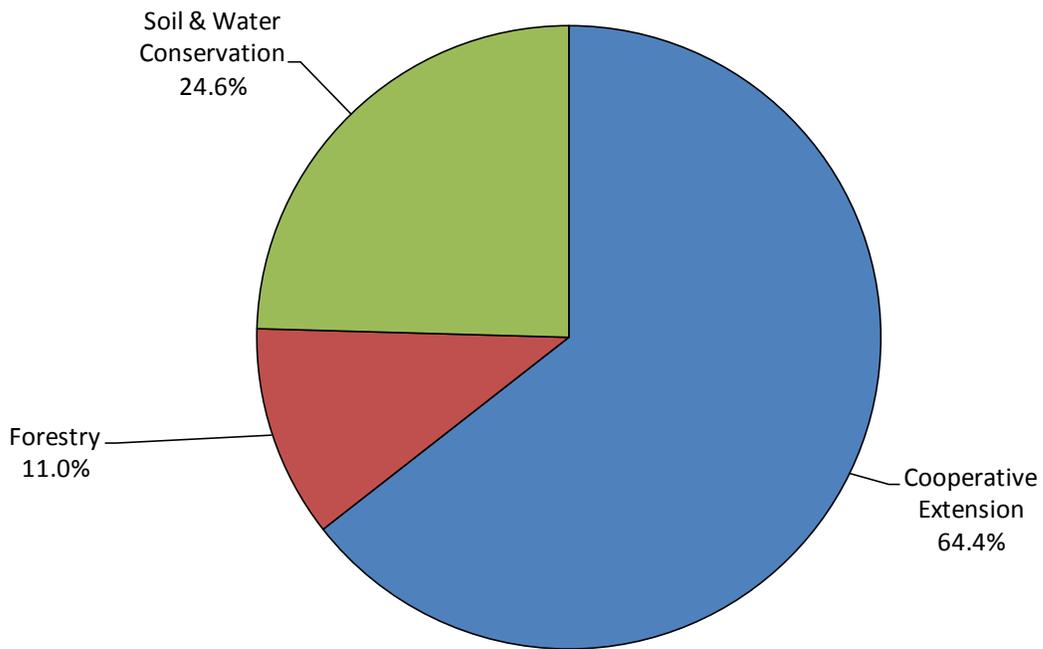
Statement of Purpose

To maintain all of Catawba County facilities and grounds in an efficient and prompt manner in order to maximize their useful life and to provide a productive environment for employees and the public.

1. Ninety-seven percent of emergency situations will be responded to within one hour after notification, as evidenced by work orders, emergency work orders, emergency HVAC requests, emergency electrical problems, and emergency plumbing problems.
2. Ninety-five percent of all telephone, electrical, and plumbing problems will be repaired within three working days after notification, as evidenced by work orders.
3. Ninety-eight percent of all routine maintenance and repairs will be completed within five working days, as evidenced by completed work orders.
4. Within 12 working days of notification, ninety-eight percent of all road sign damage will be repaired and new road signs will be installed.
5. Develop a prioritized work plan to continue implementing energy efficiency measures at DSS by December 31, 2016, and begin implementation based upon schedule in plan.
6. Facilities Maintenance will increase the energy efficiency of the most appropriate County-owned buildings by completing the remaining 10,561 square feet with T-8 lighting. Additionally, the division will work with Library leadership and the land-owner of Southwest Branch Library to install T-8 lighting there as well.

ENVIRONMENTAL QUALITY

The Environmental Quality function consists of Cooperative Extension Services, Soil and Water Conservation, and Forestry. This function's budget is \$619,598 or 0.3 percent of the total expenditures for the fiscal year. This function is funded by the County, as well as State and Federal governments, and provides technical and advisory services to the agricultural community.



Cooperative Extension Services

Organization: 310050

	2014/15 Actual	2015/16 Current	2016/17 Requested	2016/17 Approved	Percent Change
Revenues					
State	\$0	\$0	\$0	\$0	0%
Local	1,662	0	0	0	0%
Miscellaneous	19,551	33,775	22,050	28,950	-14.3%
General Fund	330,856	311,796	364,650	370,285	18.8%
Total	\$352,069	\$345,571	\$386,700	\$399,235	15.5%
Expenses					
Personal Services	\$28,990	\$42,965	\$44,847	\$45,151	5.1%
Supplies & Operations	303,528	302,606	341,853	354,084	17.0%
Capital	0	0	0	0	0%
Total	\$332,518	\$345,571	\$386,700	\$399,235	15.5%
Employees					
Permanent	0.80	1.00	1.00	1.00	0.0%
Hourly	0.00	0.00	0.00	0.00	0%
Total	0.80	1.00	1.00	1.00	0.0%

Budget Highlights

Cooperative Extension's budget increased by 14.9 percent, \$51,516 more than Fiscal Year 2015/16. The budget includes a full year of funding for previously vacant positions of a full-time Local Foods Agent, half-time Family and Consumer Sciences Agent, and part-time Livestock agent, and to cover scheduled compensation and retirement adjustments.

Performance Measurement

Fiscal Year 2016/17

In promoting Catawba County's Farm and Food Sustainability Plan, Cooperative Extension will continue to educate the community on agriculture (from local gardening to intensive livestock) and youth leadership. The department will educate new, beginning, and transitional farmers on current and alternative enterprises. 4-H will improve youth leadership, citizenship, and college readiness skills through offering Catawba County Youth Council and college –preparedness programs.

Fiscal Year 2015/16

At mid-year, Cooperative Extension Services (CES) was on target to achieve or had achieved its 17 outcomes for Fiscal Year 2015/16. CES is on target to educate new, beginning, and transitional farmers on current and alternative enterprises by hosting two field days throughout the fiscal year. In the autumn, a regional winter squash field day was held. The second field day, a high-tunnel strawberry demonstration, was scheduled for April 2016. Fall Vegetable Gardening, Composting, Landscaping to Encourage Wildlife, and Pest Management to Protect Water Quality classes were held in the autumn with the goal of

improving participants' landscaping skills to protect local natural resources. These classes reached 42 citizens with approximately 80 percent affirming intent to adopt at least one new skill.

For 4-H School Enrichment programs, CES also remained on target to accomplish its outcomes. The department, in partnership with Catawba County Schools, offered the County Science Fair. All 48 students who participated expanded their science knowledge and improved skills in conducting scientific research. Also, a total of 235 youth participated in the 4-H Club's special interest programs such as Mini-Society, which is a multi-county youth summer program that focuses on entrepreneurship, with 43 youth participating.

Fiscal Year 2014/15

Cooperative Extension achieved 14 of its 17 outcomes (82 percent success rate) for Fiscal Year 2014/15. The department provided training to 111 green industry professionals in the nursery, greenhouse and landscape business, of which 91 (82 percent) of those individuals increased their awareness. The economic impact from this training was \$83,250. Cooperative Extension hosted two field days to educate new, beginning, and transitional farmers on current and alternative enterprises. The first field day took place in October 2014 and focused on winter squash had 15 participants. At least 10 participants stated that they gained knowledge and 5 participants stated that they planned to grow on of the various types of winter squashed demoed at the field day. The second field day was a collaborative effort between Cooperative Extension, Catawba County Soil & Water, USDA Natural Resource Conservation District, and Russell Hedrick Farms. The field day had four stations with the topics of incorporating cover crops into grazing systems, different species of cover crops, and understanding and evaluating soil health. A total of 46 participants attended the field day, with 32 intending to grow a mixed species cover crop as a result of the training.

The department's 4-H programs were very successful in Fiscal Year 2014/15. In regards to Science, Technology, Engineering, and Math (STEM) and Health Living education, 1,350 elementary and middle school students participated in programs offered in all three school systems. Fifty-six educators received curriculum, training, assistance and support from Cooperative Programs to support implementation of programs with students. In the area of volunteer-led 4-H clubs, 255 youth ages 5-18 participated in programs to help youth develop skills, explore new interests, and introduce them to 4-H. The last 4-H outcome saw 32 high school students representing 11 schools comprise the Catawba County Youth Council. This experience proved valuable as 90 percent of the students improved skills in the following six areas: leading a business meeting, planning and leading a project; working as part of a team; taking with an elected official about a concern; honoring commitments; and interacting with adults.

In an effort to diversify local agricultural production and to educate the local minority population on various types of crops, 16 Southeast Asian farmers attended crop sessions (which include sessions on: winter squash, asparagus, mushroom, brassicas, blueberries, and peppers/tomatoes). Each session included information on growing and managing the crop, harvesting and storage of the crop, identifying some common disease and pest related to the specific crop, and some possible way of marketing the crop whether through direct market, retail, or to wholesalers. Of the 16 participants, 10 participants (62.5 percent) stated they gained knowledge in identifying potential pest in the crops they intended to grow; all sixteen participant (100 percent) stated they gained knowledge in harvesting and storing crops; and 14 producers (87.5 percent) stated they gained knowledge in growing and managing a specialty crop.

Cooperative Extension sought to increase the capacity of local farmers, restaurants, and individuals to participate in the local food economy by organizing four events to educate attendees on how to purchase, market, and find local foods. All the events culminated in the *Eat, Drink, and Be Local* week June 15-12, 2015, which had hundreds of citizens participating. The department also held an Agri-Tourism Day to promote agricultural literacy within the general public. Eleven farms and 2,303 visitors participated in the event. Cooperative Extension looked to promote and support the local agricultural economy by providing workshops and educational programming within 75 miles of Catawba County. Nearly 200 farmers from the greater Catawba County area received training on networking, marketing, growing (blueberries and mushrooms), and breeding.

The two outcomes Cooperative Extension did not achieve focused on beautification and horse management. In regards to beautification, the department was unable to coordinate 2 litter collection events, implement a youth education project, and persuade local high schools or middle schools to participate in the Trex Plastic Bag Recycling Challenge. The horse management outcome was unsuccessful due to lack of attendance. Horse ownership is not production agriculture, and participation in these training/educational opportunities has diminished considerably over the last three years. Based on low community interest, these trainings will no longer be offered in Fiscal Year 2015/2016.

COOPERATIVE EXTENSION SERVICES

Statement of Purpose

The Catawba County Cooperative Extension Service is an educational agency sponsored jointly by the United States Department of Agriculture, North Carolina State University, North Carolina A&T State University, and Catawba County. It provides Catawba County citizens with scientifically based information and informal educational opportunities focused on local needs and issues. The Catawba County Extension Service is committed to executing prescribed actions and achieving goals described in the Catawba County Farm and Food Sustainability Plan (adopted by the Board of Commissioners in 2013) in the areas of Agriculture, 4-H and Youth, and Local Food System Development.

Agriculture

1. To educate new, beginning, or transitioning farmers on how to be sustainable (economically profitable over the long term, good stewards of the land, and maintaining or enhancing the quality of life for area farmers), NC Cooperative Extension will host a series of workshops, field days, and/or trainings, entitled the Foothills Small Farms Sustainable Series. Fifty percent of all participants will report an increase in knowledge through pre-and-post surveys. Fifteen percent of those participants will plan to adopt new practices or expand their farm enterprise. Success and impact will be measured through pre and post surveys, one-on-one contact and farm visits. (Farm and Food Sustainability Plan Actions items: 7A, 1B, 1C, 10C, 3C, 12B)
2. To increase, support, and improve row crop production and Catawba County row crop producers' farm profitability while also slowing the loss of the County's farmland, two row crop presentations (e.g. best practices in soybean productions, herbicide resistance management, agrochemical use, pest management, variety selection, etc.) will be held. Fifty percent of evaluation respondents (15) will self-report a behavior change towards improving their row crop production technique within five months of presented information. (Farm and Food Sustainability Plan Actions items: 7A, 10E, 11B)
3. To educate Catawba County livestock farmers about pasture management and to meet the nutritional needs of livestock, NC Cooperative Extension will host three meetings or farm demonstrations. Fifty percent of farmers (25) at meetings or demos will increase their knowledge which will be measured by pre-and-post surveys. Data will be collected through a six-month follow-up call or farm visit to observe the adoption of at least one best management practice. (Farm and Food Sustainability Plan Actions items: 7A, 10E, 11B)
4. In order to ensure Catawba County cattle producers have access to critical information on financial aspects of agriculture, two training sessions regarding "hedging" and "market options" will be provided so that producers can make informed decisions about these financial instruments. Fifty percent (10) of farmers at the meetings will increase their knowledge of hedging and future options and how to use them as determined by pre-and-post surveys. Data will be collected through a nine-month follow up call or farm visit to record changes in participants' comprehension of "hedging" and "market options" techniques. (Farm and Food Sustainability Plan Actions items: 7A, 10E, 11B)

4-H and Youth

5. 150 youth ages 5-18 will develop targeted life skills and gain new subject matter knowledge as a result of participating in volunteer-led 4-H clubs, short-term, and skill-building competitive

programs. 50 percent of the participants will increase subject matter knowledge and life skill development by a minimum of 20 percent with impact measured using a written evaluation completed by participating families, successful completion of skill building competitive programs, club expansion and development. (Farm and Food Sustainability Plan Actions items: 7A, 6B)

6. 800 students will participate in programs focused on healthy lifestyles and/or STEM education, which are key program areas identified for programming through National 4-H council. Programs will be offered through school classrooms and out-of-school settings with the intent to reinforce and extend grade level objectives. Youth participating in the healthy living program will increase their knowledge about and adopt positive healthy living behaviors related to healthy eating, avoiding substance use, and social and emotional development. Youth participating in STEM programs will increase their knowledge of science, technology, engineering and math; show an increased interest in STEM, and improve their understanding of how STEM is used in everyday life. 75 percent of the participating students will show a 20 percent improvement in their knowledge based on evaluations completed by youth or adults working with youth. Changes in knowledge and interest will be measured with written evaluations and evidence of application. (Farm and Food Sustainability Plan Actions items: 7A, 6B)
7. Forty high school students, reflecting diverse backgrounds, will improve their leadership, citizenship, and college readiness skills participating in teen leadership programs such as Catawba County Youth Council, 4-H Ambassador, 4-H County Council, and college-preparedness programs. 100 percent of the teens will show an improvement in skills in at least one identified area. Skill development will be measured through pre and post training evaluations and completion of leadership portfolios. (Farm and Food Sustainability Plan Actions items: 7A)

Local Food System Development

8. To increase the capacity of local farmers, restaurants, and individuals to participate in the local food economy, NC Cooperative Extension will hold a local foods awareness week called Eat, Drink, and Be Local during the fourth week of June. Five restaurants will participate by serving one dish made mostly (at least 50 percent) from local (within 75 miles) products. Events will also be held at two farmer markets and one retail store. (Farm and Food Sustainability Plan Actions items: 4B, 6A, 6B, 7A, 7C, 8A, 10A, 15B)
9. To address gaps in consumer knowledge of purchasing, preparing, and preserving fresh foods, NC Cooperative Extension will host six events that educate the public on using fresh fruits and vegetables. Sixty consumers will report via written evaluation a greater understanding of how to cook with fresh fruits and vegetables and 20 percent will report plans for incorporating more fresh fruits and vegetables into their diets. (Farm and Food Sustainability Plan Actions items: 7A, 6B, 7C)
10. To encourage and increase the number of small farms in the County, the small farms demonstration site will incorporate at least five new farmers into the existing site. These farmers will gain training on topics from business planning, budgeting, good agricultural practices (GAPs), farm production, marketing, and best management practices (BMP) at the demonstration site and in-class through NC Cooperative Extension. To help these small farmers become successful in the changing agricultural industry, at least two farmers utilizing the site will have written a GAPs (Good Agricultural Practices) plan by June of 2017. At least 2 farmers from the small farms demonstration site will have completed a business plan by June of 2017 with a transition plan off

the small farms demonstration site (Farm and Food Sustainability Plan Actions items: 7A, 11A, 7B, 10E, 10G, 14B)

11. Cooperative Extension will provide educational workshops, consultation, curriculum and training for 25 educators to learn how to start and incorporate gardening into their classrooms and school-age child care programs. At least 30 percent of the total participants will plan to start a garden or incorporate one of the activities taught into their programs; at least two schools in Catawba County will have a garden by June 2017. (Farm and Food Sustainability Plan Actions items: 7A, 8B, 11A, 7B, 7C, 6B)

12. In collaboration with Catawba County Library and its community garden project, a monthly gardening program (initiated in January 2016) will continue through Fiscal Year 2016/17. A total of 50 participants will report knowledge gained in different aspects of fruit and vegetable gardening. 80 percent of the participants will report that they started or increased their production and/or consumption of produce as a result of the program. (Farm and Food Sustainability Plan Actions items: 7A, 11A, 7B, 7C, 8E, 14A, 6B)

Soil & Water Conservation

Organization: 320050

	2014/15 Actual	2015/16 Current	2016/17 Requested	2016/17 Approved	Percent Change
Revenues					
State	\$45,189	\$30,475	\$30,229	\$30,229	-0.8%
Local	0	0	0	0	0%
Indirect Cost	\$299	\$0	0	0	0%
General Fund	106,332	108,693	120,393	121,933	12.2%
Total	\$151,820	\$139,168	\$150,622	\$152,162	9.3%
Expenses					
Personal Services	\$127,028	\$131,873	\$143,127	\$144,667	9.7%
Supplies & Operations	24,493	7,295	7,495	7,495	2.7%
Capital	0	0	0	0	0%
Total	\$151,521	\$139,168	\$150,622	\$152,162	9.3%
Employees					
Permanent	2.50	2.50	2.60	2.60	4%
Hourly	0.00	0.00	0.00	0.00	0%
Total	2.50	2.50	2.60	2.60	4.0%

Budget Highlights

The Soil & Water Conservation budget increased \$11,895 (9.3 percent) from the Fiscal Year 2015/16 Approved Budget. The increase is due to increased hours for the part-time position, performance pay, health, retirement, and the 27th payroll. Controlling for the costs of the 27th payroll (which amounts to \$5,304), normal operating increases equate to 5.5 percent.

Performance Measurement

Fiscal Year 2016/17

The department will continue ensuring a quality urban and rural environment with clean water, protected soil resources, properly managed forest and wildlife, and an environmentally, economically, and culturally viable agricultural community. The will work toward addressing this purpose by assisting in the implementation of properties that are considered “Highly Erodible” through the Voluntary Agricultural District (VAD). They will also educate children to increase soil and water conservation literacy now and into the future.

Fiscal Year 2015/16

At mid-year, the Soil and Water Conservation District was on target to achieve or had already achieved 100 percent (5 of 5) of its Fiscal Year 2015/16 outcomes. The district promoted the County’s VAD program by ensuring 100 percent of all qualified applicants were assisted within ten days. The type of assistance varied dependent upon the applicants’ needs. Some individuals needed a conservation plan created while others needed a plan reviewed. Soil and Water is on schedule to allocate all cost-share funds in the North Carolina Agricultural Cost Share Program and Community Conservation Assistance Program.

Fiscal Year 2014/15

The Soil and Water Conservation District promoted and assisted in the implementation of the County’s Voluntary Agricultural District program, creating conservation plans for qualifying properties within ten business days. The Conservation District effectively installed all identified best management practices on cost-share contracts before their expiration and conducted at least two quality spot-checks of previously installed best management practices. The District promoted stewardship and awareness of soil and water conservation through various educational initiatives, including contests, presentations, and the Environmental Field Days at South Side Park for fourteen 5th grade classes.

SOIL & WATER CONSERVATION

Statement of Purpose

To ensure a quality urban and rural environment with clean water, protected soil resources, properly managed forest and wildlife, and an environmentally, economically and culturally viable agricultural community.

Outcomes

1. To promote and assist in the implementation of the County's Voluntary Agricultural District (VAD) program. 90 percent of qualifying properties that request to become a part of the VAD, and have land that is considered "Highly Erodible" will have a conservation plan created (or reviewed if one already exists) to meet the VAD and Natural Resources Conservation Service (NRCS) standards with a turnaround time of ten business days.
2. To increase environmental literacy of soil and water conservation in Catawba County by 40 percent through various educational initiatives, including, but not limited to educational contests, presentations, professional development and civic involvement. This increase will be measured based on evaluations submitted by participants.
3. To promote the importance of local agriculture for the County's environmental and community health, Soil and Water will provide community outreach at three community events and reach at least 150 people.
4. To provide timely customer service to Catawba County residents and landowners by providing them with technical assistance concerning erosion and storm water related issues. 90 percent of initial site visits will occur within five business days of request.
5. The Soil & Water Conservation District office will reduce soil loss, nutrient loads and dependence on public water supplies by administering cost share programs like the North Carolina Agricultural Cost Share Program (NCACSP) and funding provided by the State. The available funds will be distributed to the highest ranking applicants based on the ranking sheets for the 2016/2017 program year.



Forestry

Organization: 330050

	2014/15 Actual	2015/16 Current	2016/17 Requested	2016/17 Approved	Percent Change
Revenues					
Miscellaneous	\$5,100	\$5,100	\$5,100	\$5,100	0.0%
General Fund	56,499	63,101	63,101	63,101	0.0%
Total	\$61,599	\$68,201	\$68,201	\$68,201	0.0%
Expenses					
Supplies & Operations	\$61,599	\$68,201	\$68,201	\$68,201	0.0%
Total	\$61,599	\$68,201	\$68,201	\$68,201	0.0%

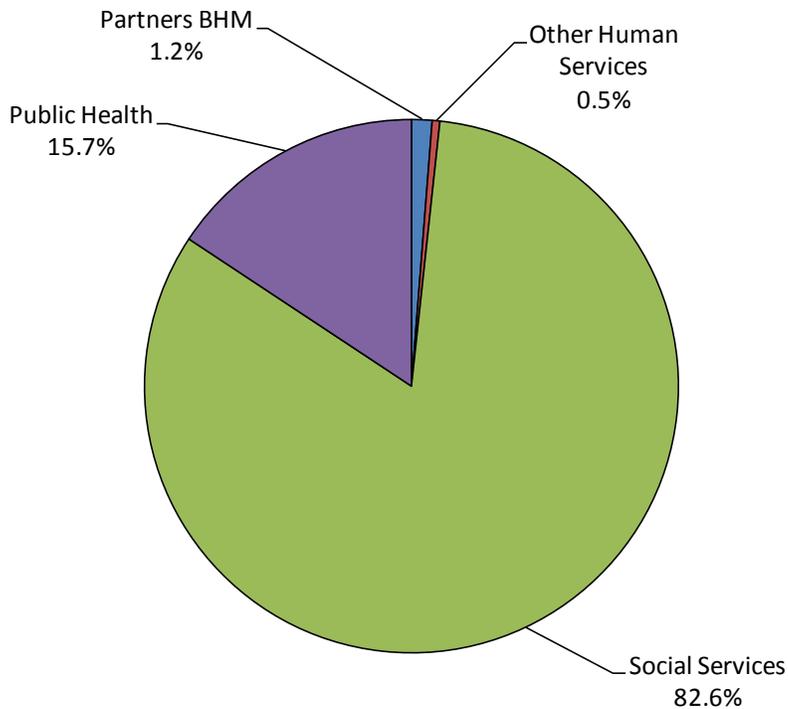
Budget Highlights

Contractually, Catawba County funds 40 percent of the total budget for Forestry, with the State of North Carolina funding the remaining 60 percent. The North Carolina Division of Forest Resources' mandate is to protect, manage, and sustain North Carolina Forest Resources. The Forest Service's primary purpose is to ensure adequate and quality forest resources for the County to meet present and future needs.

HUMAN SERVICES

The Human Services' budget of \$51,572,382 is 21.6 percent of total expenditures for this fiscal year. A significant portion of the Human Services' budget is funded by State and Federal sources. Social Services' expenditures of \$42,598,348 support human needs, and Public Health is projected to expend \$8,094,184 for delivery and assurance of public health services. Other Human Resources include the Medical Examiner and is funded at \$239,850 this fiscal year. \$640,000 is for Partners Behavioral Health Care contracted services and pass-through funding.

The dependence of these services on Federal and State grants makes the budget process very difficult. Therefore, the County has a conservative approach to anticipated revenues and a realistic approach to service levels which cushion the impact of Federal and State reductions in funding and service levels.



Partners Behavioral Health Management

Organization: 530900

	2014/15 Actual	2015/16 Current	2016/17 Requested	2016/17 Approved	Percent Change
Revenues					
ABC 5 Cents Per Bottle	\$50,534	\$55,000	\$55,000	\$53,750	-2.3%
ABC Profits	37,575	45,000	45,000	61,250	36.1%
CJPP Grant	0	0	0	0	0%
General Fund	482,675	509,000	812,000	525,000	3.1%
Total	\$570,784	\$609,000	\$912,000	\$640,000	5.1%
Expenses					
Mental Health Services	\$487,593	\$509,000	\$812,000	\$525,000	3.1%
Mental Health ABC Board Contract	83,191	100,000	100,000	115,000	15.0%
Drug Treatment Court	0	0	0	0	0%
CJPP	0	0	0	0	0%
Total	\$570,784	\$609,000	\$912,000	\$640,000	5.1%

Budget Highlights

Over the past nine years, the State has increasingly taken over responsibility for delivering mental health services through a series of mergers and the establishment of Managed Care Organizations (MCOs), but counties continue to be responsible for providing funds towards critical community mental health services not supported by State or Federal funds. Partners Behavioral Health Management (Partners BHM) is the MCO for the 8-county region that includes Catawba, Burke, Cleveland, Gaston, Iredell, Lincoln, Surry, and Yadkin Counties.

In the past, Catawba County has been directive in its funding for mental health services, specifying the particular services offered and the amount of funding for each category. To allow Partners BHM more flexibility in adapting services to community needs and to maximize all funding sources, the budget increases Catawba County's funding by \$16,000 to \$525,000 in support of two new and five existing services that benefit Catawba County citizens. The budget allows the MCO increased latitude in how much to spend on each service. Additionally, Partners BHM is authorized to allocate Catawba County fund balance that it held as of the end of the previous fiscal year in support of the following efforts, in priority order:

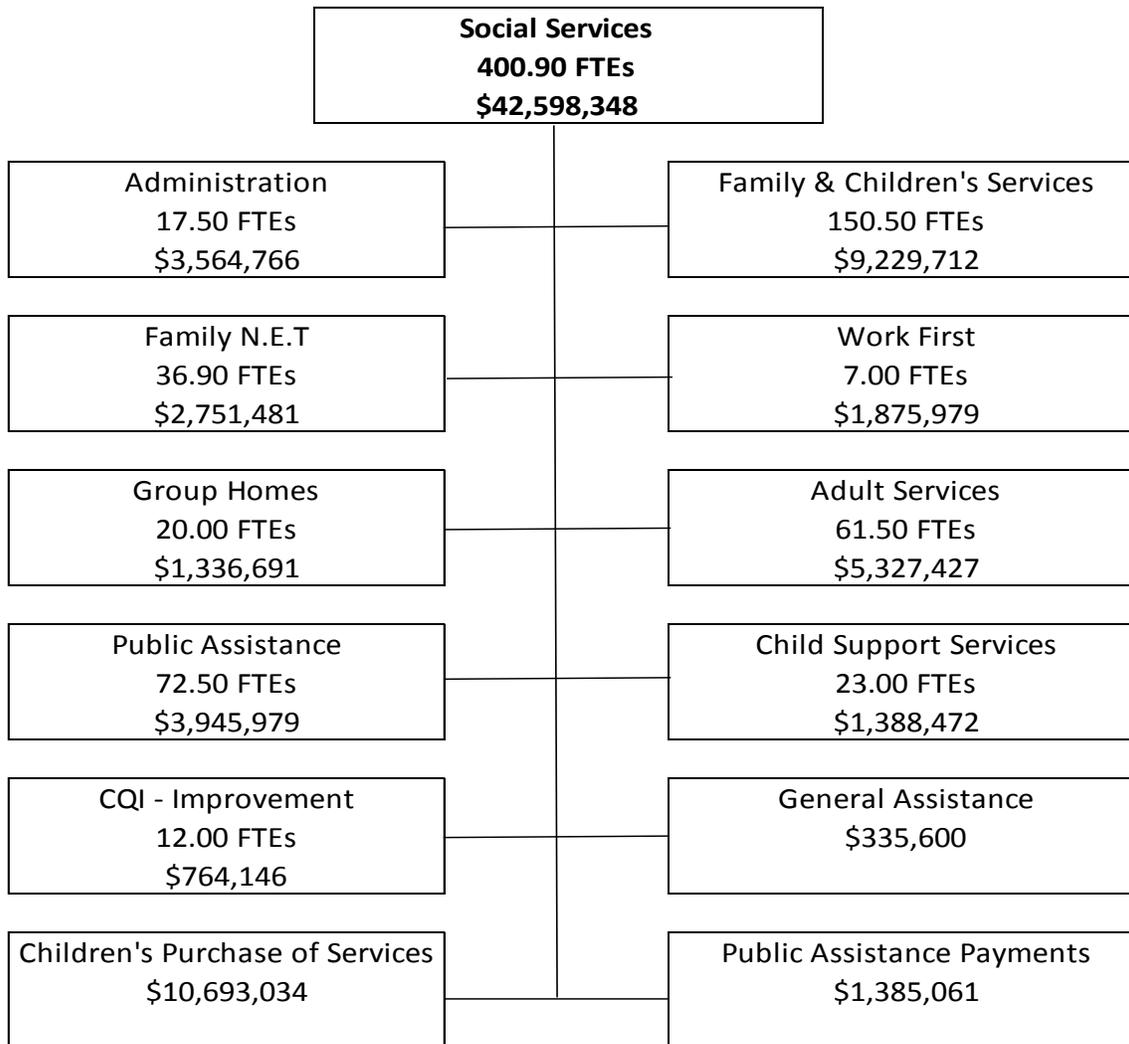
- Mental health and substance abuse services to Catawba County Detention Center inmates – including mental health assessments, assistance with involuntary commitments, substance abuse treatment, anger management, and on-call assistance.
- Behavioral Urgent Care Center – Establish a one-stop location in partnership with local physical and behavioral health providers to provide same-day access to medical and mental health services and a supervised location for law enforcement officers to leave individuals in need of involuntary commitment during hours of operation.
- Psychiatric support services – Services include psychological testing, assessments, psychiatric evaluation, medication management, and individual, group, and family therapy.
- LifeSkills – a day treatment program that provides independent living skills and vocational training opportunities for individuals with severe or profound developmental disabilities.

- Assistance to individuals with disabilities through a subsidy program that provides affordable housing in Newton Apartments and connects them with mental health services.
- Temporary housing funds to assist individuals with mental health issues to obtain temporary or emergent housing until more permanent solutions can be found.
- Adult/Child Collaborative – Support for priorities identified by a team of Juvenile Justice, Partners BHM staff and providers, law enforcement, schools, families of children with disabilities, Social Services, Public Health, and others who have a vested interest in children and adults with disabilities. (Examples include parent handbooks containing community resource information on mental health related issues, suicide prevention materials, and trauma training.)

ABC Funds

The budget includes \$115,000 consistent with the NC GS 18B-804 requirement that bottle taxes and a portion of ABC gross receipts be spent for the treatment of alcoholism or substance abuse, or for research or education on alcohol or substance abuse. This is a \$15,000 increase based on actual collections.

Catawba County Government



Social Services

Reinventing Department

Organizations: 560100 - 561000

	2014/15 Actual	2015/16 Current	2016/17 Requested	2016/17 Approved	Percent Change
Revenues					
Federal	\$12,832,191	\$13,791,570	\$14,828,144	\$14,880,119	7.9%
State	3,431,259	3,759,955	3,620,416	3,620,659	-3.7%
Federal & State	9,081,178	8,953,558	9,512,031	9,515,863	6.3%
Local	1,787,951	2,844,415	2,534,051	2,534,051	-10.9%
Charges & Fees	189,332	180,045	159,600	159,600	-11.4%
Miscellaneous	296,003	295,500	297,500	297,500	0.7%
Contingency	0	1,200,000	1,200,000	1,200,000	0.0%
General Fund	9,201,079	9,969,661	10,343,661	10,390,556	4.2%
Total	\$36,818,993	\$40,994,704	\$42,495,403	\$42,598,348	3.9%
Expenses					
Personal Services	\$20,398,715	\$22,063,349	\$23,308,189	\$23,411,134	6.1%
Supplies & Operations	16,345,895	17,618,355	17,874,214	17,874,214	1.5%
Capital	74,383	113,000	113,000	113,000	0.0%
Special Contingency	0	1,200,000	1,200,000	1,200,000	0.0%
Total	\$36,818,993	\$40,994,704	\$42,495,403	\$42,598,348	3.9%
Expenses by Division					
Administration	\$1,909,165	\$3,528,097	\$3,555,261	\$3,564,766	1.0%
CQI-Quality Team	\$0	\$0	\$758,394	\$764,146	0%
Family & Childrens Services	9,302,352	9,008,969	9,237,086	9,229,712	2.5%
Family Net	2,350,282	3,145,155	2,732,666	2,751,481	-12.5%
Work First	1,360,642	1,817,820	1,872,513	1,875,979	3.2%
Group Homes	868,831	1,379,178	1,328,545	1,336,691	-3.1%
Adult Services	4,759,235	4,990,006	5,301,034	5,327,427	6.8%
Public Assistance	3,542,275	3,650,114	3,917,895	3,945,979	8.1%
Child Support	1,199,866	1,309,113	1,378,314	1,388,472	6.1%
General Assistance	227,366	355,600	335,600	335,600	-5.6%
Public Assistance Payments	1,026,839	1,385,061	1,385,061	1,385,061	0.0%
Children's Purchase of Service	10,272,140	10,425,591	10,693,034	10,693,034	2.6%
Total	\$36,818,993	\$40,994,704	\$42,495,403	\$42,598,348	3.9%
Employees					
Permanent	403.78	400.90	400.90	400.90	0.0%
Hourly	8.26	7.26	3.55	3.55	-51.1%
Total	412.04	408.16	404.45	404.45	-0.9%

Fiscal Year 2014/15 Outcome Achievements

Total Outcomes	Achieved	Not Achieved	Success Rate
45	42	3	93.3%

Budget Highlights

Social Services overall budget increased by \$1,603,644 (3.9 percent). Controlling for the costs of the 27th payroll (which amounts to \$903,505), normal operating increases equate to 1.7 percent. The remainder of the increase is largely related to planned compensation and retirement adjustments.

Performance Measurements

Fiscal Year 2016/17

Social Services has redesigned its outcomes to align with the newly developed Balanced Scorecard. The Balanced Scorecard has four focus areas: Community Impact, Operations, Customer Experience, and Employee Experience. Each focus area has four goals. Every outcome that Social Services has proposed is related to the Scorecard. Below is the overarching framework for Social Services Fiscal Year 2016/17 performance measures.

FOCUS AREAS	GOALS			
Community Impact	Maximize individual and family functioning through education, support, treatment, and access to needed resources.	Provide services that allow for vulnerable children and adults to remain safely in their own homes, whenever possible.	Assist citizens to become or remain economically stable and/or independent.	Provide outreach and preventive services for vulnerable children and adults, working to build strengths and mitigate risks through skill building, service coordination and advocacy.
Operations	Ensure diligent stewardship of local, state, and federal resources and maintain fiscal strength.	Provide the highest standards of efficient and effective services.	Achieve positive results through an ongoing commitment to continuous quality improvement (CQI).	Ensure ongoing commitment and adherence to collaboration and partnerships with internal and external stakeholders.
Customer Experience	Administer services in accordance with Federal, State, and County laws and regulations.	Ensure ongoing attention and commitment to customer satisfaction with services.	Provide quality outcome focused programs and services for consumers, which are responsive to the changing Human Services environment.	Increase citizens' knowledge of internal and external services and resources.
Employee Experience	Provide staff with a safe, healthy and pleasant work environment.	Recruit, select, and retain caring, culturally competent, and diverse staff.	Support training, learning, and the ongoing growth and development of staff.	Encourage teamwork, innovation, advocacy, and shared decision-making.

Fiscal Year 2015/16

At the mid-year, Social Services is on target to achieve (or had achieved) 48/55 outcomes. In Child Protective Services (CPS), the unit continues to promote the safety of children and reduce recidivism by ensuring 95 percent (148/155) of children with a substantiated report of abuse and/or neglect did not have another substantiated report within six months of the first report. Another CPS mid-year success is that 77 percent (34/44) of all families served by CPS Family In-Home Services identified two social supports

(such as family members, friends, faith community, coaches, teachers, or others) that are willing to take an active role as a participant in the family's safety plan.

In regards to the foster care population, Social Services has made sure 100 percent (21/21) children ages 3-17 who have entered foster care are engaged in treatment through a mental health trauma informed assessment by Family Net and referred to appropriate resources within 30 days. Seeking to improve foster care placement stability, 94.23 percent of children in foster care less than 12 months experienced two or fewer placement changes.

Family Net has also experienced mid-year success. In the unit's effort to promote community safety and improve quality of life and ultimately to reduce recidivism in the court system, 100 percent (42/42) of court-involved youth who receive a minimum of 12 outpatient treatment sessions (individual, family, and/or group therapy) or who complete their recommended treatment prior to 12 sessions during FY 2015-16 had no new juvenile legal charges while in the Family NET treatment program.

In Work First, 100 percent (88/88) of Work First Able Bodied Adults (with a means of transportation) received intensive employment services. At mid-year in Adult Services, 96 percent (24/25) of persons who had experienced abuse, neglect, or exploitation did not experience a repeat incident. The Senior Nutrition program served 99.17 percent (1,292/1,295) of eligible (aged 60+) Catawba County citizens, supporting health and wellness, independence, education, socialization and reduced isolation

Fiscal Year 2014/15

Social Services achieved 93 percent (42/45) of its Fiscal Year 2014/15 outcomes. The Administration unit enhanced the agency's overall effectiveness by achieving a 30.7 percent financial savings for the year. Administration also ensured that the agency collected 100 percent of federal and state allocations, Medicaid billings, and available grants.

Child Protective Services (CPS) achieved 18 of its 19 goals. The first outcome, to provide more appropriate, trauma-informed services to families, was accomplished when CPS ensured 97.3 percent of child welfare staff who completed Child Welfare Trauma Training demonstrated an increased understanding of trauma's impact. Second, in order to improve self-sufficiency and increase positive support systems, 69 percent (which exceeds the 65 percent goal) of families who participated in Child and Family Team (CFT) meetings while receiving Family-in-Home services identified two social supports that were willing to take an active role as a participant in the family's safety plan. Additionally, 89 percent of those CFT participants were able to demonstrate and explain at least two behaviors that kept their children safe. CPS helped improve future opportunities for academically vulnerable students by having 96 percent (94/98) students receiving ACE social work services demonstrated improvement in at least one life domain. Likewise, 98 percent of vulnerable eighth graders served by the TEEN-UP program improved their knowledge of risks and consequences of adolescent sexuality. Enhancing the likelihood of preserving the family unit, 88 percent of the families involved in Family-In-Home services who participated in CFT meetings did not have a repeat finding of child maltreatment within 6 months of case closure. CPS increased and maintained connections with relatives for children who were removed from their own homes by placing 41 percent (54/132) of children with approved relatives or kin within 90 days of care.

Similarly, Social Services increased the number of local licensed foster homes by 80 percent during the fiscal year. CPS improved placement stability for children in foster care thereby increasing their wellbeing by ensuring 95.65 percent (exceeding outcome goal of 89 percent) of children in care less than 12 months experienced 2 or fewer placements. Similarly, for children in care between 12 – 24 months, 89.29 percent

(exceeding outcome goal of 68 percent) of children experienced 2 or fewer placements. To promote strong ties between foster children and their caregivers as well as ensuring that the children are safe, 99 percent of children in foster care were seen monthly. Social Services encouraged 92.8 percent (168/181) of school aged children in foster care to participate in at least one developmentally appropriate social/athletic/cultural/spiritual activity. Participation in these activities promoted academic success and helped normalized the children's childhood experience. The department assisted children in foster care by having 55 percent of adoptions finalized within 24 months of entry into foster care custody ensuring permanency occurred quickly.

To support the economic independence of Catawba County's parents/caretakers and employers, the County provided a children's day care subsidy for 1,949 children monthly, exceeding its goal of 1,650 monthly. The department ensured that 100 percent (105/105) of children involved in CPS whom were in need of child care received services throughout the fiscal year.

Family NET achieved all of its outcomes. It met 95 percent of accreditation self-audits standards, reflecting sustained and improved service quality in Family NET, Therapeutic Foster Care and Residential Services. Another outcome achieved focused on enhancing and maintaining family functioning by having 92 percent (approximately 318 of 347) of children and adolescents demonstrate improvement in at least 10 points on the Child and Adolescent Functional Assessment Scale (CAFAS) after six months of treatment. Finally, 100 percent (28 of 28) of preschool children demonstrated an increase in the total protective score on Devereux Early Childhood Assessment. This assessment measures a child's resiliency, ability to meet his/her needs, ability to express feelings with appropriate words and actions, and ability to develop stronger relationships.

Work First achieved all three of its Fiscal Year 2014/15 outcomes. The first outcome ensured that 100 percent (128 of 128) of the Able Bodied Work First adults with a means of transportation received intensive employment services. The second achieved outcome ensured impoverished citizens facing a health risk due to weather related exposure received assistance. 97 percent (3,501 of 3,621) of impoverished citizens received assistance with their heating through a partnership between Catawba County Social Services, Eastern Catawba Cooperative Christian Ministries, Greater Hickory Cooperative Christian Ministries, and Salvation Army. Finally, Work First strengthened the future well-being and independence of the children by having 100 percent of caretakers receiving Work First ensure all educational and health needs of the child/children were met.

Adult Services achieved all of its Fiscal Year 2014/15 outcomes. The first outcome empowered vulnerable and disabled adults to live independently in a safe environment by having 97 percent (34 of 35) of persons who have experienced a substantiated and confirmed incident of abuse, neglect, or exploitation not experience a repeat incident. Next the department increased the quality of care in Adult Day Care/Day Health Centers and Adult Care Homes (20 facilities) during Fiscal Year 2014/15 by providing training, education, consultation and follow-up monitoring. The third outcome pertained to Senior Nutrition Services. It ensured seniors experienced increased independence and reduced isolation by serving 99.68 percent (1,545 of 1,551) of eligible persons requesting services. Adult Services continued to assist elderly and disabled citizens in gaining access to medical care. Nearly 94 percent of the potentially eligible elderly & disabled population (9,902 of 10,577) have received/are receiving Medicaid benefits and gained/gaining access to medical care. Adult Services ensured individualized, quality medical care and reduced unnecessary Emergency Room usage by linking 94 percent (approximately 19,576 of 20,757) of Catawba County Medicaid beneficiaries with a primary care physician. Finally, in the Adult Services unit, Medicaid Transportation provided 27,312 trips to 2,381 unduplicated individuals during Fiscal Year 2014/15.

Medicaid Administration achieved one of its two goals for Fiscal Year 2014/15. To enhance the quality of children's health by increasing access to medical care/insurance. The unit ensured that 100 percent (18,944) of uninsured children ages 0-18 had access to Medicaid or North Carolina Health Choice. This performance exceeded the department's 92 percent goal and exceeded the State's 90 percent rate. Unfortunately, the department was unable to process 97 percent of Medicaid applications within 25 days. Medicaid Administration processed 83 percent of applications within 21 days. This performance was on track to best the State's benchmark of processing 90 percent of Medicaid applications within 45 days. Significant technology issues associated with NCFAST, the State's portal for accessing Health and Human Services, also impacted the department's ability to meet this outcome.

Food Assistance achieved all of its outcomes. The first outcome assured tax dollars were used appropriately and that families receive the correct benefits by having the Food Assistance staff maintain an accuracy rating of 97.62 percent (41/42) as evaluated by state quality control monitors and local resource management review, exceeding the goal of 97 percent. The second outcome assured the needs of citizens were met promptly and the implementation of NCFAST continued to positively support the mission of the program, 98.9 percent (9,718 of 9,828) of all approved food assistance applicants were processed within an average of 7.25 days, exceeding the goal of 98 percent within 10 days.

Child Support achieved one of its two outcomes. Child Support assured that 87.25 percent of children are financially supported by both parents by making sure children in need of a child support order had one. Unfortunately, Social Services achieved a child support payment collection rate of 69.46 percent, slightly below its goal of 70.25 percent, due to tax refund intercept (method to obtain child support payment) issues at the State and federal level.

ADMINISTRATION

Statement of Purpose

Enhance services provided by the Agency through a commitment of effective and efficient business practices that supports the best possible experience for the customer.

Outcomes

1. To provide outreach and preventive services for vulnerable children and adults, working to build strengths and mitigate risks through skill building, service coordination and advocacy, 88 percent (155 out of 176) of children for whom an abuse, neglect or dependency petition is filed, both parents will be made aware of the process (served) within six months of filing the petition.
2. To ensure prudent fiscal management and ongoing viability of the Agency, collect 99.95 percent (\$28,195,966 of \$28,210,071) of Federal and State allocations, Medicaid billings, and available grants for all areas of Social Services during Fiscal Year 2016-17. (Western NC counties' average 98.92 percent.)
3. To provide the highest standards of efficient and effective services, \$120,000 of financial or time savings will be identified through the utilization of technology advancements, work procedure enhancements and cost saving initiatives.

FAMILY AND CHILDREN'S SERVICES

Child Protective Services

Statement of Purpose

To ensure that vulnerable children in Catawba County experience safe, permanent, and nurturing families.

Outcomes

1. Provide the highest standards of efficient and effective services, 85 percent (1,624 of 1,911) of all accepted Child Protective Services intake reports will be screened and assigned to a Social Worker for assessment within 3 hours of the time the report originated (intake call or walk in process started).
2. To ensure ongoing attention and commitment to customer satisfaction with services, 93 percent (2,232 of 2,400) of all Child Protective Services intake calls received during normal business hours will be immediately answered by an Intake Social Worker.
3. To administer services in accordance with Federal, State, and County laws and regulations, 73 percent (1,395 of 1,911) of all Child Protective Services assessments will be completed within expected case decision time frames according to policy as compared to the state average of 49.5 percent and the regional average of 49 percent.
4. To provide quality outcome-focused programs and services for consumers that are responsive to the changing Human Services environment, 90 percent (54 of 60) of direct service Child Welfare staff and/or their supervisors who hold the same position for at least six months at the start of FY 2016-2017 and hold that position at least six months during the FY 2016-2017 will receive case review feedback from the CQI team.

Prevention

Statement of Purpose

To promote self-sufficiency and enhance family relationships through education, advocacy, and support.

Outcomes

5. To maximize individual and family function through education, support, treatment, and access to needed resources, 93 percent (116 of 125) of students who receive Advocates for Children in Education (ACE) school social work services for at least 90 days will demonstrate improvement in at least one domain (life domain functioning, behavioral/emotional needs, risk behaviors, caregiver strengths, child strengths, acculturation), using the standardized Child and Adolescent Needs and Strengths Education Identification (CANS) Comprehensive Assessment.
6. To maximize individual functioning through education, support, treatment, and access to needed resources, 90 percent (180 of 200) of students seen by ACE school social workers for specific needs will have needs satisfactorily met within 15 school days of referral date, as determined by referral date and progress note.
7. To provide outreach and preventive services for vulnerable children and adults, working to build strengths and mitigate risks through skill building, service coordination and advocacy, 80 percent

(120 of 150) of program participants who complete Teen Up programming will report an increase in protective factors (i.e. skills, strengths, resources, supports or coping strategies) based on pre and post survey.

8. To provide services that allow for vulnerable children and adults to remain safely in their homes, whenever possible, 93 percent (198 of 215) of children with a substantiated report of abuse and/or neglect will not have another substantiated report within six months of the first report.
9. To provide services that allow for vulnerable children and adults to remain safely in their homes, whenever possible, 87 percent (118 of 136) of families who are identified as chronically neglectful to children (3 or more reports) will not experience an additional finding of child maltreatment within at least 12 months of completing in-home social work services. (Catawba County case findings only).
10. To provide outreach and preventive services for vulnerable children and adults working to build strengths and mitigate risks through skill building, service coordination and advocacy, 85 percent (34 of 40) of families who are assessed and engaged in voluntary case management services will not have a subsequent substantiation, while open or within six months of case closure.

Permanency Planning

Statement of Purpose

Ensure that vulnerable children in Catawba County experience safe, permanent, and nurturing families.

Outcomes

11. To administer services in accordance with Federal, State, and County laws and regulations, 97 percent (213 of 220) children in foster care will be visited at least once per month, as compared to the federal benchmark of 95 percent, NC's of 85.8 percent, and Catawba County's rate of 94.7 percent for FY 2014-15.
12. To provide outreach and preventive services for vulnerable children and adults working to build strength and mitigate risk through skill building, service coordination and advocacy, 100 percent (39 of 39) of youth ages 16-18 will participate in developing their transition or emancipation plans toward independence, excluding those on the run, or unable to engage due to hospitalization for serious physical or mental needs.
13. To provide outreach and preventive services for vulnerable children and adults working to build strengths and mitigate risks through skill building, service coordination and advocacy, 87 percent (74 of 85) of school aged children in foster care will pass all academic subjects as indicated by their 4th quarter (end of grade) report cards, excluding those on the run or unable to perform academically due to hospitalization for serious physical or mental needs, compared to 87 percent in FY2014-15, 88 percent in FY2013-14, and 86 percent in FY2012-13.
14. To administer services in accordance with Federal, State, and County laws and regulations, 89 percent (196 of 220) of children in foster care will be visited monthly in the child's residence as compared to the federal benchmark of 50 percent, NC's 88 percent, and Catawba's rate of 88 percent for FY2014-15.

15. To administer services in accordance with Federal, State, and County laws and regulations, 93 percent (186 of 200) of children in foster care will have documented dental screenings, excluding children in Psychiatric Residential Treatment Facilities, jail, and on the run (compared to 93 percent in FY 2015-16).
16. To administer services in accordance with Federal, State, and County laws and regulations, 93 percent (186 of 200) of children in foster care will have documented medical screenings, excluding children in Psychiatric Residential Treatment Facilities, jail, and on the run (compared to 93 percent in FY 2015-16).
17. To provide quality outcome focused programs and services for consumers, which are responsive to the changing Human Services environment, 93 percent (136 of 147) of school age children in foster care will participate in at least one developmentally appropriate social/athletic/cultural/employment/spiritual activity.
18. To provide quality outcome focused programs and services for consumers, which are responsive to the changing Human Services environment, 70 percent (175 of 250) of Child and Family Team meetings will be performed with fidelity and will occur within the state required timeframes.

Child Wellbeing/Post Care

Statement of Purpose

Ensure that vulnerable children in Catawba County experience safe, permanent, and nurturing families.

Outcomes

19. To maximize individual and family functioning through education, support, treatment and success to needed resources, 85 percent of post adoptive families (27 of 30) will report an increase in knowledge of the implications of childhood trauma on children as measured by a Trauma Knowledge Questionnaire so that families are better equipped to parent their children and seek appropriate services when needed.
20. To provide outreach and preventive services for vulnerable children and adults, working to build strengths and mitigate risks through skill building, service coordination, and advocacy, 90 percent (34 of 41) of students who are active with Post Care Services will pass all academic subjects as indicated by their end of semester/grade report cards.
21. To maximize individual and family functioning through education, support, treatment, and access to needed resources, 90 percent (23 of 25) of post adoptive families who received the Success Coach Service will maintain placement for 12 months following case closure.

Family Builders

Statement of Purpose

To ensure safe and nurturing families for children where their well-being needs are met and permanency is achieved.

Outcomes

22. To provide outreach and preventive services for vulnerable children and adults, working to build strengths and mitigate risks through skill building, service coordination, and advocacy, 80 percent (80 of 100) of Catawba County adoptive, kinship, and foster parents will gain knowledge and skills by completing at least one additional trauma informed training series after completing initial Trauma Informed MAPP training better serve the children in their homes and empower and move the caregiver to obtain necessary/required treatment, type of intervention, and more self-awareness about how their behaviors/trauma impacts well-being.
23. To provide outreach and preventive services for vulnerable children and adults, working to build strengths and mitigate risks through skill building, service coordination, and advocacy, 85 percent (55 of 65) of children adopted from foster care in Catawba County will have a finalized adoption decree within 120 days of the adoptive family's attorney filing the adoption petition, which is 60 days fewer than the 180 days the State allows.

Residential Services

Statement of Purpose

To provide services that allow vulnerable children and adults to remain safely in their home whenever possible.

Outcomes

24. To provide services that allow for vulnerable children and adults to remain safely in their homes, whenever possible, Teaching Parents will meet with 90 percent (40 of 45) of teachers of children who reside at the cottages at least once every 9-week grading period to identify child strengths and needs.

WORK FIRST

Statement of Purpose

To enable Work First customers to become and remain self-sufficient by linking them with resources and skills, and to allow them to take responsibility for themselves and their families.

Outcomes

1. To assist citizens to become or remain economically stable and/or independent, 100 percent (125 of 125--duplicated) of able bodied adults who qualify for the Work First Program with a means of transportation will receive intensive employment services as opposed to the state benchmark of 80 percent.
2. To assist citizens to become or remain economically stable and/or independent, 95 percent (3429 of 3610) will receive financial assistance for heating and cooling needs through a collaborative effort provided by Social Services, Eastern Catawba Cooperative Christian Ministries, Greater Hickory Cooperative Christian Ministries, and Salvation Army.
3. To provide outreach and preventive services for vulnerable children and adults, working to build strengths and mitigate risks through skill building, service coordination, and advocacy, 98 percent (196 of 200) of all caretakers receiving Work First will participate in ensuring all educational and health needs of the child(ren) are being met.
4. To ensure diligent stewardship of local, state, and federal resources and maintain fiscal strength, 93 percent (27 of 30) of audited cases will have service collaboration efforts with other components of service in the agency when a case is known to be shared.

ADULT SERVICES

Adult Protective Services/Guardianship

Statement of Purpose

Empower vulnerable and disabled adults to live independently and free from abuse, neglect and exploitation.

Outcomes

1. To provide services that allow vulnerable child and adults to remain safely in their homes, whenever possible, 93 percent (37 of 40) of people who have a finding of abuse, neglect or exploitation will not experience a repeat finding of mistreatment within 6 months of a finding.

Long Term Care

Statement of Purpose

To assist senior and disabled citizens in living in their own homes as long as possible and/or with admission and adjustment to a nursing or assisted living facility providing the appropriate level and quality of services.

Outcomes

2. To provide services that allow for vulnerable children and adults to remain safely in their own homes, whenever possible, 95 percent (244 of 257) of those served by the Special Assistance In-Home and Community Alternatives Programs for Disabled Adults are able to maintain in their homes.
3. To administer services in accordance with Federal, State, and County laws and regulations, 94 percent (15 of 16) of all concerns identified by the Adult Home Specialist do not escalate to noncompliance.

Senior Nutrition/In Home Services

Statement of Purpose

Improve the quality of life for seniors by providing them the choice to remain at home through the provision of nutritious meals, education, socialization, wellness activities, and community volunteer support.

Outcomes

4. To provide services that allow for vulnerable children and adults to remain safely in their homes, whenever possible, 129,500 nutritious meals will be served by the Senior Nutrition Program to eligible Catawba County citizens age 60+ during FY 2016-2017, compared to 127,323 meals in FY 14/15.
5. To increase citizens' knowledge of internal and external services and resources, 95 percent (452 out of 476/mo.) volunteer coverage rate will be maintained for the Senior Nutrition Program.

Adult Medicaid

Statement of Purpose

To assist aged, disabled, and blind individuals with access to and cost of medical care by timely and accurately determining Medicaid/Special Assistance eligibility.

Outcomes

6. To achieve positive results through an ongoing commitment to continuous quality improvement, 97 percent accuracy rating will be maintained by Adult Medicaid in 557 of 575 cases evaluated by internal quality control review.

Medicaid Transportation

Statement of Purpose

Prevent transportation from being a barrier for Medicaid eligible Catawba County citizens accessing medical services.

Outcomes

7. To maximize individual and family functioning through education, support, treatment and access to needed resources, 26,750 round trips will be provided to assist Medicaid-eligible Catawba County citizens gaining access to medical services, as compared to 27,312 round trips provided during FY2014/15.
8. To maximize individual and family functioning through education, support, treatment and access to needed resources, 1,600 individuals will receive assistance and/or transportation to access medical services, as compared to 1,594 individuals during Fiscal Year 2014/15.

FAMILY SUPPORT

Child Support

Statement of Purpose

To ensure that Non-Custodial parents acknowledge and provide support for their children.

Outcomes

1. To assist citizens to become or remain economically stable and/or independent, 98 percent of all eligible non-custodial parents currently in non-compliance with their child support order for court-ordered participation will be referred to Project ReEntry (a partnership with Goodwill Industries, providing employment services to individuals with criminal convictions).
2. To assist citizens to become or remain economically stable and/or independent, 88 percent (5,984 of 6,800) of the children who need a child support order for support will have one during Fiscal Year 2014-15 as compared to the statewide average of 85.45 percent and similar county average of 87.14 percent.

Food Assistance

Statement of Purpose

To efficiently provide food assistance to eligible families and connect them to other available resources.

Outcomes

3. To administer services in accordance with Federal, State, and County laws and regulations, 95 percent (5,862 of 6,170) of all Family Medicaid Modified Adjusted Gross Income (MAGI) applications will be processed timely (within 45 days) compared to the state's requirement to process 90 percent of all applications timely.
4. To administer services in accordance with Federal, State, and County laws and regulations, 98 percent (11,142 of 11,369) of all approved Food Assistance applications will be processed timely within 25 days compared to the Federal goal of 97 percent within 25 days.
5. To administer services in accordance with Federal, State, and County laws and regulations, the Program Integrity Unit will investigate known and suspected overpayment situations, causing collections of state, county, and federal funds of \$230,000 for FY 2016-17.
6. To achieve positive results through an ongoing commitment to continuous quality improvement (CQI), the Food Assistance staff will maintain an accuracy rating of 97 percent of all Food Assistance cases as evaluated by state quality control monitors as compared to the current state accuracy rate of 93.46 percent (data as of May 2015).

Day Care

Statement of Purpose

Support the independence and basic needs of Catawba County families by ensuring access to safe, quality, affordable child care, allowing responsible adults to secure and maintain employment.

Outcomes

7. To provide services that allow for vulnerable children and to remain safely in their homes, whenever possible, 98 percent (98 of 100) of children needing child care while involved with Child Protective Services will be provided with care.

Back Pack

Statement of Purpose

To provide weekend nourishment to students in Catawba County who are hungry on the weekends. The Program provides each child with dinners, lunches, breakfasts, and snacks each weekend throughout the school year

8. To maximize individual and family functioning through education, support, treatment, and access to needed resources, 85 percent (1235 of 1454) of the public elementary school children considered food insecure who request Backpack Service will be served.
9. To maximize individual and family functioning through education, support, treatment, and access to needed resources, 340,000 meals will be provided to the public elementary school children considered food insecure who request the Backpack Service.

FAMILY N.E.T. (Nurturing, Education, and Treatment)

Statement of Purpose

To provide a comprehensive network of nurturing, educational and treatment services to enhance the emotional, behavioral and interpersonal functioning of children, youth and their families in Catawba County.

Administrative Office Support

Statement of Purpose

To provide medical and clinical oversight of the services provided by Family NET and ensure the highest quality of care as well as conformance to all applicable standards.

Outcomes

1. To ensure ongoing attention and commitment to customer satisfaction with services, 95 percent (43 of 45) of customer's satisfaction surveys will receive a satisfactory score for services received by Family NET, Therapeutic Foster Care, ACE Social Work and Residential Services in FY 2016-17.
2. To provide quality outcome focused programs and services for consumers, which are responsive to the changing Human Services environment, , Family NET Residential Services will pass 93 percent (27 of 30) of all quarterly clinical accreditation self-audits achieving satisfactory on all required program components.

Outpatient Services

Statement of Purpose

Children and families in Catawba County will achieve emotional, behavioral, and interpersonal well-being.

Outcomes

3. To maximize individual and family functioning through education, support, treatment, and access to needed resources, 80 percent (40 of 50) of children ages 3-17 who enter foster care will engage in treatment within 45 days of entering care through a comprehensive clinical assessment.
4. Ensure ongoing commitment and adherence to collaboration and partnerships with internal and external stakeholders, 100 percent of clinicians working in an integrated child welfare/behavioral health model, will be trained in child welfare practice and trauma informed clinical services and demonstrate an increase in knowledge as measured by a pre-and post-test measure.
5. To provide quality outcome focused programs and services to consumers, which are responsive to the changing Human Services environment, 92 percent (183 of 200) of children served by outpatient services will demonstrate improvement (at least a 10 point decrease) in at least one domain on the Child and Adolescent Functional Assessment Scale (CAFAS) after six months or upon completion of treatment.
6. To provide quality outcome focused programs and services for consumers, which are responsive to the changing Human Services environment, 90 percent (9 of 10) of children who participate in

Parent Child Interaction Therapy (PCIT) will demonstrate an increase in appropriate behaviors by the 10th treatment session as evidenced by score within the normal range on the Eyberg Child Behavior Inventory (ECBI).

Early Childhood Support Team

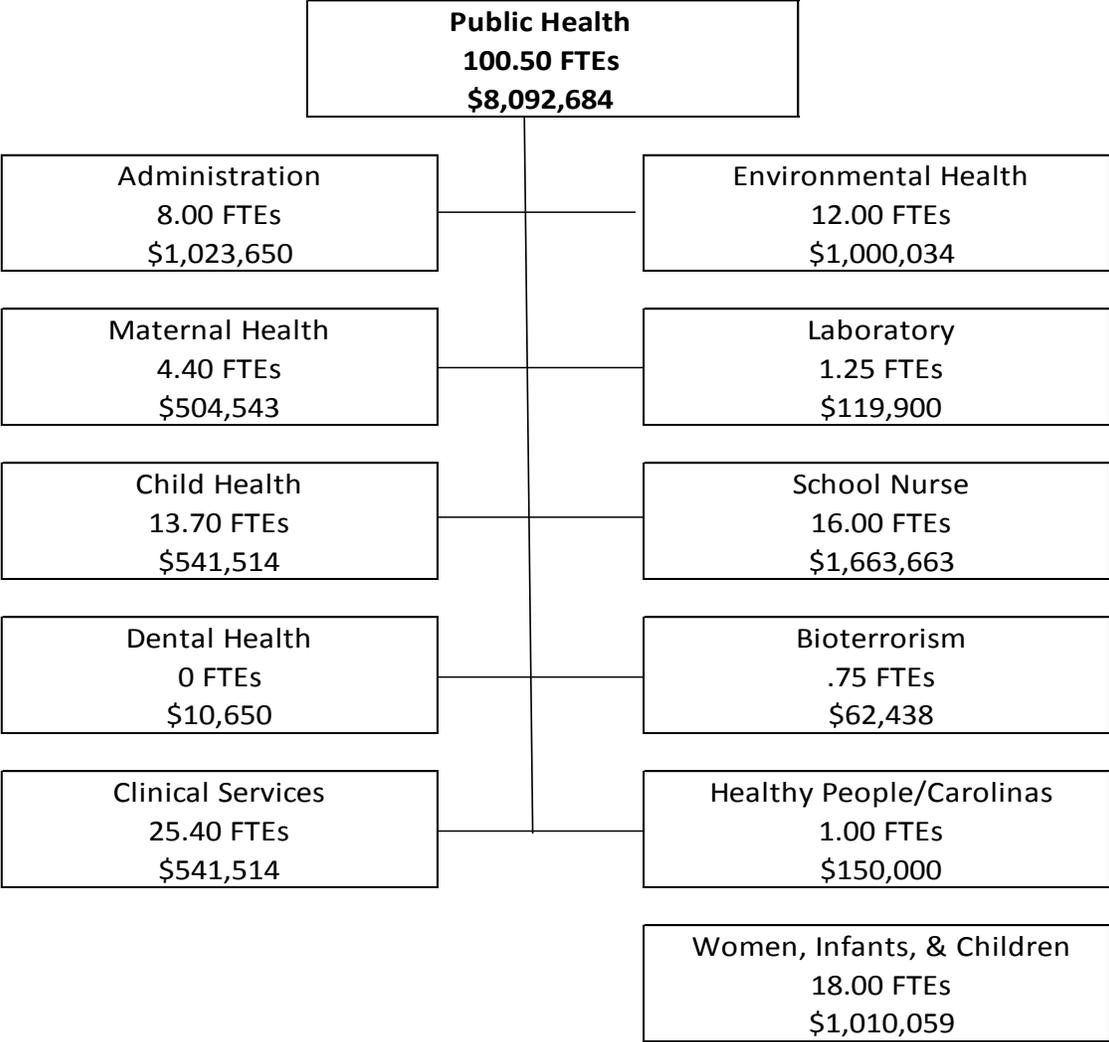
Statement of Purpose

Provides support services to children ages birth to five, their families, and childcare providers so that children can be ready to enter kindergarten.

Outcomes

7. To maximize individual and family functioning through education, support, treatment, and access to needed resources, 93 percent (25 of 27) of children ages 2-5 years, who complete services with the Clinical Specialists, will demonstrate greater resiliency, increased ability to meet his/her needs, increased ability to express feelings with appropriate words and actions, and will develop stronger relationships as indicated by an increase in the total protective factors score as measured by the Devereux Early Childhood Assessment, 2nd Edition.
8. To maximize individual and family functioning through education, support, treatment, and access to needed resources, 96 percent (24 of 25) of child care teachers who implement suggestions and activities provided during consultative services with the Childhood Education Specialists for at least 6 months, will demonstrate maintenance or improvement in providing supportive classroom environments for children as measured by the Inventory of Practices for Promoting Children's Social Emotional Competence.
9. To maximize individual and family functioning through education, support, treatment, and access to needed resources, 100 percent (30 of 30) children, ages 3-5 years, who enter foster care in FY2016-17 and who have not received any type of developmental screening to identify needs within the past 6 months, will receive an initial Ages and Stages developmental screening within 30 days of the child being placed and remaining in a resource home.

Catawba County Government



Public Health

Organizations: 580050 - 580550

	2014/15 Actual	2015/16 Current	2016/17 Requested	2016/17 Approved	Percent Change
Revenues					
Federal	\$40,965	\$51,000	\$41,000	\$41,000	-19.6%
State	980,245	1,120,245	1,075,744	1,084,920	-3.2%
Federal & State	1,489,297	1,589,890	1,542,400	1,542,400	-3.0%
Local	812,540	643,768	794,768	823,196	27.9%
Charges & Fees	3,817,148	4,265,544	1,009,180	1,023,330	-76.0%
Miscellaneous	39,983	94,750	52,550	52,550	-44.5%
Special Contingency	0	275,000	150,000	150,000	-45.5%
Fund Balance	0	0	0	0	0%
General Fund	3,097,050	2,624,417	3,375,242	3,375,288	28.6%
Total	\$10,277,228	\$10,664,614	\$8,040,884	\$8,092,684	-24.1%
Expenses					
Personal Services	\$7,961,665	\$8,186,321	\$6,781,395	\$6,837,054	-16.5%
Supplies & Operations	2,315,563	2,203,293	1,109,489	1,105,630	-49.8%
Capital	0	0	0	0	0%
Special Contingency	0	275,000	150,000	150,000	-45.5%
Total	\$10,277,228	\$10,664,614	\$8,040,884	\$8,092,684	-24.1%
Expenses by Division					
Administration	\$797,249	\$1,100,444	\$1,021,780	\$1,023,650	-7.0%
Home Health	2,746,232	2,716,543	0	0	0%
Environmental Health	830,042	847,790	986,486	1,000,034	18.0%
Maternal Health	482,110	486,110	502,980	504,543	3.8%
Laboratory	100,522	114,125	119,274	119,900	5.1%
Child Health	996,701	1,028,216	1,079,038	541,514	-47.3%
School Nurse	975,890	1,064,356	1,109,954	1,663,663	56.3%
Dental Health	478,373	433,460	10,650	10,650	-97.5%
Bioterrorism	64,011	58,251	61,968	62,438	7.2%
Healthy People/Carolinas	0	0	150,000	150,000	0%
Clinical Services (fmr. Nurses/FP)	1,962,773	1,957,903	1,995,543	2,006,233	2.5%
WIC	843,325	857,416	1,003,211	1,010,059	17.8%
Total	\$10,277,228	\$10,664,614	\$8,040,884	\$8,092,684	-24.1%
Employees					
Permanent	133.80	125.50	100.50	100.50	-19.9%
Hourly	2.33	2.00	0.25	0.25	-87.5%
Total	136.13	127.50	100.75	100.75	-21.0%

Budget Highlights

Public Health's budget decreased \$2,571,930, (24.1 percent) from the previous year. This is largely attributed to Home Health being sold in the spring of 2016 to Kindred Healthcare (also known as Gentiva) and contracting with Gaston Family Health Services, a Federally Qualified Health Center (FQHC), for dental services. Home Health was sold because the County's Home Health marketplace has grown increasingly competitive, and the payer mix had changed due to Medicaid reimbursement schedules, creating a situation where the private sector was better positioned to provide home health services than the County. The dental partnership will be beneficial to the citizens, with the FQHC projected to serve 2,900 clients in Fiscal Year 2016/17, a 105 percent increase from Fiscal Year 2014/15. The County's contribution to Public Health increased by 28.6 percent, also related to the change in structure. Local revenues increased by 29 percent, due to the award of a Duke Endowment grant and each of the three public school systems increasing their contribution to the school nursing program.

Controlling for Home Health and the Dental Clinic leaving, the total recommended budget is an increase of \$567,423 or 7.6 percent from Fiscal Year 2015/16. Further, controlling for the costs of the 27th payroll (which amount to \$246,001), normal operating increases equate to 4.3 percent.

Performance Measurements

Fiscal Year 2016/17

Catawba County Public Health will continue to focus on providing high quality health services for the County's citizens during Fiscal Year 2016/17. The department will identify and complete two Quality Improvement projects maximizing efficiency and/or reducing operational costs. In Environmental Health, the department will consistently apply all environmental health rules and best practices. The percentage of children appropriately immunized will increase, ensuring protection from childhood diseases. In Adult Health, the department will continue to reduce the spread of sexually transmitted diseases in the County. As part of a multi-year Bioterrorism Preparedness and Response project, the department will demonstrate medical readiness in preparation for public health emergencies.

Fiscal Year 2015/16

At mid-year, Public Health was on target to achieve 35 of its 39 outcomes. In Environmental Health the unit was on target to inspect 100 percent of permitted food service and lodging establishments. As of December 31, 2015, 1,125 inspections had been conducted at 1,028 permitted establishments, and 12 food service education and training sessions with a total of 67 participants had been held. In Children's Health, at mid-year the department ensured that 100 percent of uninsured or under-insured children served through the Healthcare Access Partnership with Catawba Pediatric Associates, PA (CPA) were referred to CCPH programs such as Dental, WIC, ECST, School Health, and CC4C. In Adult Health, 100 percent (12/12) of women screened for breast cancer in the Adult Health Clinic who were referred to an outside provider for evaluation and/or treatment of abnormal breast findings followed through with obtaining care. At mid-year in Prenatal Care, 61 percent (209/344) of Catawba County residents that received prenatal care from CVMC-MS initiated prenatal care in the first trimester of pregnancy. Ninety-four percent (324/344) who initiated care with CVMC-MS have continued care.

Fiscal Year 2014/15

During Fiscal Year 2014/15, Public Health Administration achieved both of its outcomes. Administration successfully oversaw a quality improvement process in the Dental Clinic that increased its sustainability. Full implementation of the strategies, however, was hampered due to the lack of a permanent dentist for most of the fiscal year. Another quality improvement project addressed immunizations for children 24 months old and younger. There are several barriers that prevent parents from ensuring their children are immunized. The test groups receiving intervention showed a two to three percentage point increase in immunization compliance at 21 to 22 months of age as compared to the control group. Administration also ensured the department delivered high quality customer service, with 99 percent of surveyed customers reporting they were either “satisfied” or “highly satisfied” with Public Health services.

Home Health achieved one of its three outcomes for the fiscal year, ensuring that 97.3 percent of Medicare/Medicaid patients received services within 48 hours of receiving the physicians’ orders. This greatly surpassed the national and state averages of 92.5 percent and 91.7 percent respectively. The two outcomes not achieved pertained to providing quality healthcare as an effective alternative to costly extended inpatient care and increasing Home Health referrals. In regards to quality healthcare, 85.2 percent (nearly five percentage points below the goal) of all patients discharged from the agency remained in their place of residence after discharge from Home Health. Increasing Home Health referrals has been difficult over the last several years. In Fiscal Year 2014/15, Public Health was 338 referrals (approximately 20 percent) short of its 1,700 goal for the year. This was an overall decrease in referrals of 163 from Fiscal Year 2013/14.

Environmental Health achieved all four of its outcomes. The continued safety and health of Catawba County residents was assured by conducting inspections on 100 percent of permitted food service and lodging establishments (2,330 inspections conducted at 991 permitted establishments). Additionally, Environmental Health provided 14 food service education and training sessions, which had 59 participants. A high level of responsiveness was maintained by investigating 100 percent of the 186 complaints received in the fiscal year within 48 hours. This was an increase of nearly 3 percentage points from the prior year. Environmental Health exceeded its outcome of assuring staff consistently applied rules and best management practices (by achieving a 90 percent on its internal quality improvement program) to its 99.2 percent of its 225 cases. Finally, 95 percent of onsite well and septic permits were issued (570) within 10 process days, exceeding its goal of 95 percent.

Maternal Health achieved all three of its outcomes. Maternal Health improved birth outcomes with 62 two percent of Catawba Valley Medical Center (CVMC) – Maternity Services prenatal patients beginning care in their first trimester, and 94 percent (665/702) of those women continuing care throughout their pregnancy. Thirty-nine percent (57/147) of prenatal patients reported they stopped smoking by the end of their pregnancy, an 11 percent improvement from the previous year. Additionally, 98 percent of women eligible for Pregnancy Care Management (PCM) services enrolled and received PCM services through a Public Health Care Manager, further improving birth outcomes. Maternal Health’s final outcome ensured 85 percent of pregnant women residing in Catawba County who receive health care management services through PCM completed a six-week postpartum visit.

Child Health achieved (or is on-target to achieve) all 13 of its outcomes. Child Health ensured specialized medical care and health risk monitoring continued for 100 percent (159/159) of Neonatal Intensive Care Unit graduates who received Medicaid. Child Health assured a medical home was established for 100 percent (94/94) of children in foster care or with special health needs were referred to and received care

from Care Coordination for Children (CC4C). Additionally, CC4C ensured 100 percent (14/14) of infants less than 1 year old and exhibiting signs of developmental delay were referred to CC4C case management. Upon evaluation, 50 percent (7/14) of infants were identified to receive early intervention services. Child Health also focused on having parents with children in CC4C use their child's medical home appropriately by ensuring 100 percent (92/92) of CC4C caseloads were contacted within 72 hours for follow-up and care management. Child Health ensured child care staff were trained and prepared to routinely manage children's medical conditions by having 100 percent (87/87) of child care staff demonstrate an understanding of and ability to respond to emergency medical situations for children with care plans for chronic conditions such as asthma and diabetes. Early Childhood Support Team (ECST) nurses managed a total of 23 care plans cumulatively for FY14/15. Of these 23 care plans, ECST nurses transitioned 11 children with medical needs to School Nurses in preparation for their 2015-16 kindergarten year. One hundred percent of child care centers participating in the Healthy Child Care Center Recognition Program (36/36) met all priority goals for the fiscal year. The recognition program impacted 2,242 children. Child Health ensured the most-at-risk children in childcare were healthy as they entered kindergarten by having an ECST Clinical Specialist provide a comprehensive health assessment for the child and subsequently having the child referred to the appropriate resources/services at Public Health. Better health for students was insured by having 95 percent of students (214/225) enrolled in the case management program meet their individual goals in areas such as attendance, grades, class participation, behavior, etc. Child Health increased the likelihood of healthy pregnancy outcomes by having 100 percent of identified pregnant students (9/9) referred to prenatal care within their first trimester.

Child Health is on target to achieve both of its multi-year outcomes. The first outcome is aimed at promoting overall health and reducing childhood obesity using the National Association of School Nurses, "School Nurse Childhood Obesity Toolkit" (SCOT) for select students who have a Body Mass Index (BMI) in the 95th percentile and who have met case management criteria (with parental permission). The first step in achieving this outcome was to train Public Health school nurses (23) in the SCOT, which was completed. The next multi-year outcome focuses on complying with North Carolina immunization laws to prevent pertussis (whooping cough) in the community by ensuring 90 percent of eligible sixth grade students will receive a Tdap booster by the 30th calendar day of school. To accomplish this Public Health implemented the following recommendations: Presentations and educational packets to all schools and partners of CCPH including pediatric and family doctors' offices; letters sent home to parents of rising 7th graders; call alert message from the school and from the district to parents of rising 7th graders; information added to each school's website; posts to CCPH's Facebook page; and School Nurse presentation in each 6th grade classroom.

Catawba County Dental Health missed both of its Fiscal Year 2014/15 outcomes. Neither outcome - improving access to dental services for low income school-aged children and increasing the number of children served at the dental clinic - were achieved. This is attributed to a vacancy in the staff dentist position for several months during the year.

Bioterrorism achieved all three of its Fiscal Year 2014/15 outcomes. First, the department successfully increased the staff's level of preparedness and ability to respond to Public Health threats, measured by having the entire staff score 90 percent on a post-test, a two percentage-point increase from the pre-test. Additionally, 94 percent of Public Health staff responded to call-down drills within four hours to ensure staff had a high level of readiness in case of a natural, technological or Chemical-Biological-Radiological disaster.

Clinical Services improved patient access to timely and convenient preventive and cancer screenings by employing the “open access” appointment scheduling model. This resulted in an 85 percent patient show rate for Adult Preventive Health Clinic appointments. Clinical Services also assured that breast cancer was properly diagnosed and treated by ensuring 97 percent (38/39) of women screened for breast cancer at the Adult Health Clinic who were referred to an outside provider follow through with obtaining care. Public Health reduced the spread of sexually transmitted diseases in Catawba County by ensuring 99.6 percent (257/258) of patients diagnosed with a sexually transmitted disease received treatment within two weeks, exceeding the goal of 90 percent. Clinical Services helped reduce the spread of Tuberculosis by having 93.55 percent (29/31) of patients identified with the Latent Tuberculosis Infection comply with treatment plan.

WIC achieved all four of its outcomes for Fiscal Year 2014/15. WIC maximized the growth and development of infants and children through improving their nutritional status. The unit served 4,222 children per month (99 percent) of its monthly participant caseload. WIC exceeded its outcome to encourage at least 75 percent of women in the Breastfeeding Peer Counseling Program to continue breastfeeding for at least six weeks by having 77 percent of women enrolled continue to breastfeed. Finally, 64.37 percent of WIC Farmers’ Market vouchers were redeemed (the third highest redemption rate in the State), surpassing the goal of 60 percent.

ADMINISTRATION

Statement of Purpose

To manage and administer quality, cost effective, and customer-driven public health programs and services to Catawba County residents.

Outcomes

1. Catawba County Public Health (CCPH) will identify and successfully complete two Quality Improvement (QI) projects to maximize the impact of available CCPH resources and improve efficiencies by utilizing skills learned in Public Health Quality Improvement 101 and QI Advisor program.
2. Catawba County Public Health will ensure programs, services, and staff meets the expectations of its internal and external customers by having 90 percent of surveyed customers report that they are “satisfied” or “highly satisfied” with Public Health services. (During Fiscal Year 2013/14, 99 percent of those surveyed report that they were “satisfied” or “highly satisfied” with Public Health services.)

ENVIRONMENTAL HEALTH

Statement of Purpose

To assure a safe and healthful environment for the citizens of Catawba County with respect to permitted establishments, subsurface waste disposal, private well construction and protection, and North Carolina smoke-free laws.

Outcomes

1. Provide for the continued safety and health of Catawba County residents by conducting inspections on 100 percent of permitted food service establishments and lodging establishments that are scheduled for an inspection. In Fiscal Year 2014/15, 2,330 inspections were conducted at 991 permitted establishments, and 14 food service education and training sessions with a total of 59 participants. [For Fiscal Year 2013/14, Catawba County Environmental Health achieved 100 percent inspection rate, the only county out of 45 to do so. Of the seven counties with similar number of establishments (from 550 to 649), Catawba County Environmental Health was fifth of the seven who achieved 100 percent.
2. To maintain a high level of responsiveness, Environmental Health will respond to 98 percent of complaints related to possible violations of North Carolina Environmental Health statutes and rules within two business days after receiving the complaint by providing technical assistance, consultation, remediation, or other enforcement methods to resolve violations. (Fiscal Year 2014/2015: 100 percent response rate. Fiscal Year 2013/14: 97.11 percent response rate. No State or regional data available for comparison.)
3. To assure consistent application of Environmental Health rules and established best practices. Environmental Health staff will achieve an average QIP evaluation of 95 percent for both field review and permit review components of the QIP. The QIP evaluation identifies critical rule interpretation, application, and decision making items that are evaluated for adherence with established best practices and program standards. (Fiscal Year 2014/15: the OSWP rating was 99.2 percent and the FLI rating was 97.9 percent. Fiscal Year 2013/14: the OSWP rating was 99.5 percent and the FLI rating was 97.5 percent.)
4. To provide excellent customer service, Environmental Health will complete 92 percent of all onsite well and septic permits within ten Environmental Health process days. (Fiscal Year 2014/15: 95 percent. Fiscal Year 2013/14: 98.68 percent. No State or regional data available for comparison.)

PRENATAL

Statement of Purpose

Catawba County Public Health (CCPH) aspires to ensure the highest quality and most efficient prenatal services to pregnant women by assuring early access to prenatal and postpartum medical care and support services through the Obstetric Care Management (OBCM) Program that aims to maximize healthy birth outcomes. CCPH, in partnership with Catawba Valley Medical Center (CVMC), assures comprehensive prenatal care is available to all pregnant women in Catawba County.

Outcomes

1. As reported in the 2014 State of the County's Health (SOTCH) and 2015 Community Health Assessment (CHA), only 80.7 percent of Catawba County births in 2013 were to mothers who received early and adequate prenatal care. To improve birth outcomes, 60 percent of Catawba County residents that receive prenatal care from Catawba Valley Medical Center - Maternity Services (CVMC-MS), a partnership with Catawba County Public Health, will initiate care in their first trimester of pregnancy and 90 percent will continue care throughout their pregnancy. Decrease the number of prenatal patients that report smoking at the end of the pregnancy by 35 percent. Early entry into prenatal care improves pregnancy outcomes by identifying and managing medical and social risk factors that cause poor birth outcomes such as preterm labor, gestational diabetes, tobacco use, substance abuse, family support issues, etc. (Fiscal Year 2014/15: 62 percent of CVMC-MS patients entered into care in their first trimester. 94 percent (665/702) continued care throughout their pregnancy. 39 percent of those patients smoking when pregnancy started, stopped smoking prior to delivery.)
2. All women identified as eligible will be offered Obstetric Care Management services and 95 percent will be enrolled and receive OBCM services through a CCPH Care Manager. The OBCM program is a partnership between NC Public Health, Community Care of North Carolina, and NC Medical Assistance that promotes healthy mothers and healthy babies. This program provides care management services for high risk women during pregnancy and for two months after delivery by a social worker or nurse. (Fiscal Year 2014/15: all eligible women were offered OBCM services, 98 percent (711/726) enrolled and received OBCM services. No State comparison data is available.)
3. CCPH will ensure that patients have continued access to safety net services (i.e. WIC, Family Planning, and care management) after delivery by having 84 percent of pregnant women residing in Catawba County that are receiving care management services through the Obstetric Care Management program complete their postpartum exam. (In Fiscal Year 2014/15, 85 percent (548/646) of CCPH prenatal patients completed their postpartum exam. No State comparison data is available.)
4. Catawba County Public Health OBCM will partner with CVMC-MS to ensure 10 percent of eligible pregnant women with oral health needs gain access to dental services at Catawba Family Dentistry. (In FY14/15, CVMC identified 424 pregnant women eligible for dental services.)

CHILDREN'S SERVICES

Child Health

Statement of Purpose

Catawba County Public Health (CCPH) seeks to ensure that children ages 0-18 have access to preventive and acute health care. Routine health care promotes physical, social, and emotional growth of children through the early detection, treatment and referral of health problems, illness prevention, and anticipatory guidance.

Outcomes

1. To ensure vulnerable children have access to valuable healthcare support services and programs, 90 percent of uninsured or under-insured children served through the Healthcare Access Partnership with Catawba Pediatric Associates, PA (CPA) will be referred to CCPH programs such as Dental, WIC, ECST, School Health, and CC4C.
2. To ensure the most effective protection against preventable childhood diseases, by June 30, 2017, 82 percent of all children residing in Catawba County will be age appropriately immunized by 24 months of age. To improve this rate over the next three years, Catawba County Public Health will integrate root cause and data analysis capacities into targeted outreach strategies. (The Fiscal Year 2012/13 NC Immunization Assessment rate for Catawba County was 79 percent; that same rate for Fiscal Year 2013/14 was 79 percent. The rate for Fiscal Year 2014/2015 should be available in February 2016.)
 - Fiscal Year 2016/17 (Year 3): Staff will use targeted strategies by analyzing the Fiscal Year 2015/16 rate and comparing to previous data analysis for trends and successful strategies. Strategies could include detailed tracking and follow-up of children not in compliance, working with physicians to ensure immunizations are entered into NCIR, coordinating with service providers of young children such as WIC, CC4C, dental, ECST, etc.

Care Coordination for Children (CC4C)

Statement of Purpose

Catawba County Public Health seeks to ensure care management services are provided for all Medicaid children birth to five years of age that are determined to be high-risk and qualify for services. The Care Coordination for Children (CC4C) program, in partnership with Community Care Networks, implements community based interventions for children to maximize health outcomes. Priority risk factors include children with special health care needs, having or at increased risk for chronic physical, behavioral or emotional conditions, exposed to toxic stress in early childhood including extreme poverty in conjunction with continuous family chaos, recurrent physical or emotional abuse, chronic neglect, severe enduring maternal depression, persistent parental substance abuse, repeated exposure to violence within the community or family, those in the foster care system, or those who are high cost/high users of service.

Outcomes

3. To ensure that specialized medical care and health risk monitoring by a physician continues after an infant is discharged from the Neonatal Intensive Care Unit (NICU), all Medicaid eligible NICU graduates will be offered CC4C and 97 percent will establish care with a medical home within 30 days of discharge from NICU. (During Fiscal Year 2014/15, 100 percent (159/159) were offered and received services.)
4. To assure healthy growth and development through the receipt of continuous primary health care, 95 percent of all children ages birth to five years who are referred for and receive CC4C care management services for special health care needs and foster care will establish care with a medical home. (During Fiscal Year 2014/15, 100 percent (94/94) of newly referred children established a medical home.)
5. To increase the likelihood that a child will experience positive developmental outcomes, 97 percent of infants up to three years of age exhibiting signs of developmental delay will be referred by the CC4C case manager to the Early Intervention program for evaluation. Of those children evaluated by the Early Intervention Program and identified for services, 50 percent will receive intervention services. The CC4C program encourages case managers, physicians, and parents to “refer” children for evaluation instead of a “wait and see” approach. Research shows early intervention is associated with improved developmental outcomes. (No baseline data. Measured by tracking name of infants and children and date referred to Children’s Developmental Services Agency (CDSA), date appointment kept with CDSA, and number of children identified to receive intervention services. During Fiscal Year 2014/2015, 100 percent (14/14) were referred and 50 percent (7/14) were evaluated by Early Invention services).
6. To ensure appropriate use of a medical home, 97 percent of children on the CC4C caseload (birth to age five Medicaid children) that have a hospital admission, emergency room visit, or hospital readmission will be contacted within 72 hours of discharge for follow-up and care management. This timely follow-up is a best practice and will allow Public Health to identify the reason(s) for the visits/admissions and create a plan that will transition the family from unnecessary and/or intermittent emergency room/urgent care use to appropriately using and receiving continuous care from a consistent medical provider. (Fiscal Year 2014/15: 100 percent (92/92) were referred and received early intervention services. Fiscal Year 2013/14: 100 percent (10/10) were referred and received early intervention services. No State or regional data is available for Fiscal Year 2014/15.)

Early Childhood Support Team

Statement of Purpose

The Early Childhood Support Team (ECST) nurse provides health promotion/health prevention to identified ECST Child Care Centers, the children enrolled, and their families as a member of a multi-agency, multi-disciplinary team, including health education for children, center staff and families, health consultation and staff development, assistance to families in locating and obtaining health resources, and identification and development of emergency action plans for children with chronic illnesses.

Outcomes

7. To insure that child care staff are trained and prepared to routinely manage children's medical conditions as well as respond quickly and accurately during emergencies, 95 percent of child care center staff will demonstrate an understanding of and ability to respond to emergency medical situations for children with care plans in place for chronic medical conditions such as asthma and diabetes, as evaluated by teachers' pre-and post-test survey. (Fiscal Year 2014/15: 100 percent (285/285) of child care staff passed emergency response after-training skills assessment and 100 percent (87/87) of child care staff who participated in medical needs training passed the post-training assessment. Fiscal Year 2013/14: 100 percent (325/325) of child care staff passed emergency response after-training skills assessment and 100 percent (43/43) of child care staff who participated in medical needs training passed the post-training assessment.)
8. To promote a healthy child care environment and to prevent the spread of childhood diseases (sheigellosis, norovirus, Hand, Foot, and Mouth Disease), 90 percent of child care centers participating in the Infant-Toddler Environmental Rating Scale (ITERS) and/or Early Childhood Environmental Rating Scale (ECERS) will maintain or improve their score in the areas of toileting/diapering and health practices after ECST Nurse assessment and consultation. ECST Nurses will use the NC Child Care Health and Safety Assessment Tool for assessing baseline data and measuring levels of improvement. This tool is supported by the Frank Porter Graham Child Development Institute.
9. To ensure the most at-risk children in childcare are healthy and health conditions are managed as they enter kindergarten, the ECST nurses will work with families to resolve individual health needs identified through comprehensive health assessments conducted on 90 percent of children referred to the ECST. Comprehensive health assessments will include access to medical and dental homes; routine physical exams; dental exams and treatment; immunizations; chronic medical conditions management and treatment, etc. (Fiscal Year 2014/2015: 100 percent (33/33) received assessment and referral).

School Health

Statement of Purpose

The School Health Program provides school site, direct health services, health education, consultation for faculty and staff, and health promotion/prevention for staff and students to promote maximum physical, social, emotional, and educational growth of children.

Outcomes

10. For students enrolled in the case management program, 95 percent or more will meet their individual goals in areas such as attendance, grades, class participation, behavior, etc. as evaluated by teacher(s) pre- and post-test survey. Examples of strategies includes, but are not limited to: following up with students that are absent for more than one consecutive day; assessment of sleeping and/or eating patterns; assessment of vision and hearing; ensuring the

child has an identified medical home and is receiving routine care; educating the student about their health condition for improved self-management; and making all appropriate referrals where needed. (In Fiscal Year 2014/15, 95 percent of students (225 of 241) achieved their goals.)

11. As reported in the 2014 State of the County's Health (SOTCH) and 2015 Community Health Assessment (CHA), only 80.7 percent of Catawba County births in 2013 were to mothers who received early and adequate prenatal care. To increase the likelihood of healthy pregnancy outcomes, 98 percent of newly identified pregnant students known by the school nurse will begin prenatal care within the first trimester. Evidence shows that early entry into prenatal care improves pregnancy outcomes. (Fiscal Year 2014/15: 100 percent of students began care in their first trimester. Fiscal Year 2013/14: 100 percent of students began care in their first trimester.)
12. To ensure compliance with the amended NC immunization requirements effective July 1, 2017 and to continue efforts to prevent pertussis and other vaccine preventable diseases in our community by June 20, 2018, 90 percent of eligible seventh grade students will receive a Tdap booster and Meningococcal vaccine by the 30th calendar day of school. North Carolina Administrative Code Title 10A, Chapter 41A .0401 requires one dose of Meningococcal conjugate vaccine for individuals entering the seventh grade or by 12 years of age, whichever comes first, on or after July 1, 2015. A booster dose is required by 17 years of age or by entering the 12th grade but not to individuals who enter the 12th grade before August 1, 2020.
 - Fiscal Year 2016/17 (Year 3): Staff will analyze the Fiscal Year 2015/16 rate and compare to previous data analysis for trends and successful strategies (such as initiating parent notification earlier in the school year, educational sessions with all rising 6th graders, and educational outreach with various medical providers in the community). Strategies such as awareness campaign, School Nurse contact with parent and student, school system support, and physician cooperation to encourage vaccines and reduce missed opportunities for vaccination. This will be used to improve the compliance rates.
13. Obesity was again identified as a health priority in the 2015 Community Health Assessment. Most recent State data indicated that 38.1 percent of Catawba County children were overweight or obese. To promote overall health and reduce childhood obesity, CCPH School Nurses will offer case management services, using the National Association of School Nurses, "School Nurse Childhood Obesity Toolkit" (SCOT) for select students who have a Body Mass Index (BMI) in the ≥ 95th percentile and who have met case management criteria (parental permission). For students who are case managed, 60 percent will meet one or more of their individualized healthy behavior goals by June 30, 2018 as evaluated by the school nurse. Example of healthy behavior goals include but are not limited to: increase weekly physical activity; increase in weekly consumption of fruits/vegetables; decrease in weekly sugary drink consumption; decrease in weekly screen time; and establishment of a medical home.
 - Fiscal Year 2016/17 (Year 3): CCPH School Nurses will evaluate effectiveness of the SCOT interventions with students identified in Fiscal Year 2015/16 and maximize the successes in Fiscal Year 2016/17. Improvement in achievement toward individual healthy behavior goals will be demonstrated.

BIOTERRORISM PREPAREDNESS AND RESPONSE

Statement of Purpose

Ensure Catawba County Public Health (CCPH) is prepared to prevent, mitigate, and/or respond to disease outbreaks and biological threats to our community.

Outcomes

1. To increase the Catawba County Public Health staff's level of preparedness and ability to respond to Public Health threats, all CCPH staff will participate in annual preparedness training and demonstrate a 90 percent competency score on the post test. A pre-test will be administered before training is initiated. (During Fiscal Year 2014/15, 90 percent of staff scored 90 percent or better on the 35-question post-training preparedness test. No State or regional is data available.)
2. Catawba County Public Health will demonstrate readiness to conduct Medical Countermeasures operations in the event of Strategic National Stockpile (SNS) deployment during a public health emergency. A new tool has been released by the Centers for Disease Control and Prevention (CDC) titled *Medical Countermeasure Operational Readiness Review Tool* (MCMORR) and replaces the Local Technical Assistance Review (LTAR). The MCMORR will now be utilized to assess and document local and State public health readiness for coordinating mass distribution of medications and supplies critical to prevent spread of disease and protect the health of the community in a natural or manmade public health emergency or disaster. MCMORR uses EARLY, INTERMEDIATE, ESTABLISHED and ADVANCED as readiness indicators as compared with the former numeric scores on the LTAR tool. ESTABLISHED is the desired readiness level. The baseline score was set at 34 percent of MCMORR elements evaluated meeting the ESTABLISHED or ADVANCED category.
 - Fiscal Year 2016/17 (Year 2): Catawba County Public Health will demonstrate a 15 percent increase in the number of elements that meet ESTABLISHED or ADVANCED category as compared to the MCMORR baseline.
 - Fiscal Year 2017/18 (Year 3): Catawba County Public Health will demonstrate a 20 percent increase in the number of elements that meet ESTABLISHED or ADVANCED category as compared to the MCMORR baseline.
3. To ensure a high level of readiness in the case of a natural or technological disaster or a CBR attack, 90 percent of Catawba County Public Health employees will respond to quarterly call-down drills within four hours to demonstrate and ensure a Public Health ready-to-respond workforce. (Fiscal Year 2014/15 call down drills averaged a 94 percent response from CCPH employees and partners within four hours.)

COMMUNITY AND ADULT HEALTH

Statement of Purpose

Catawba County Public Health (CCPH) Adult Health Programs provide patients with screening exams for early detection of breast, cervical, and communicable diseases, provide methods and strategies for the prevention of unplanned pregnancy and diseases, and focus on the promotion of health and wellness through education on healthier lifestyle choices.

Outcomes

1. To improve patient access to timely and convenient preventive and cancer screening services, Adult Preventive Health Clinic will use “open access” (a best practice model) appointment scheduling and employ quality improvement strategies to achieve a patient show rate of 84 percent. (Fiscal Year 2012/13: 82 percent. Fiscal Year 2013/14: 82 percent. Fiscal Year 2014/15: 85 percent. No State or regional data available for comparison.)
2. Cancer has been a Catawba County health priority since the 2007 Community Health Assessment. As reported in the 2015 Community Health Assessment (CHA), breast cancer has one of the highest incidence rates among all cancers in Catawba County (148.8 per 100,000) and is the second leading cause of cancer death locally. To assure that breast cancer is properly diagnosed and treated, 95 percent of women screened for breast cancer in the Adult Preventive Health Clinic who are referred to outside providers for evaluation of abnormal breast findings will follow through with obtaining care. (Fiscal Year 2012/13: 99 percent treatment rate. Fiscal Year 2013/14: 100 percent treatment rate. Fiscal Year 2014/15: 100 percent treatment. No State or regional data available for comparison.)
3. In an effort to reduce the spread of sexually transmitted diseases in Catawba County, 95 percent of Adult Preventive Health Clinic patients diagnosed with a sexually transmitted disease will receive treatment within two weeks of diagnosis. (Fiscal Year 2012/13: 95 percent treatment rate. Fiscal Year 2013/14: 99 percent treatment rate. Fiscal Year 2014/15: 99 percent treatment rate. No State or regional data available for comparison.)
4. To prevent new active cases and the spread of Tuberculosis (TB), 85 percent of all persons identified with latent TB will complete the recommended treatment (generally a six- to nine-month medication regimen). Treatment is strongly recommended but not required for patients with latent TB. Although the latent variation of the disease is not active or contagious, if not treated it may progress to active (contagious) TB. (Fiscal Year 2014/2015: 93.55 percent Latent TB treatment completion.)

WOMEN, INFANTS, AND CHILDREN (WIC)

Statement of Purpose

The WIC program is a federally funded initiative with both State and local management that provides nutrition education and supplemental foods to eligible women, infants, and children of Catawba County. State data proves that WIC lowers infant mortality by 25 to 66 percent among Medicaid beneficiaries who participated in WIC as compared to Medicaid beneficiaries who did not participate in WIC and saves public health dollars in North Carolina. In the US, every WIC dollar spent on a pregnant woman saves \$4.21 in Medicaid cost during the first 60 days of an infant's life.

Outcomes

1. To maximize the growth and development of infants and children through improved nutritional status, the WIC Program will maintain participant caseload at a minimum of 97 percent of the State WIC program assigned base caseload. In collaboration with Catawba County Department of Social Services (DSS), Catawba County Public Health (CCPH) will identify clients being dually served by WIC/Food Assistance programs, analyze potential missed opportunities for service, and explore and report the feasibility, challenges, and benefits of improved eligibility coordination of similar client assistance programs.
 - Fiscal Year 2016/17 (Year 3): To ensure eligible clients requesting food and financial assistance from DSS gain access to the WIC supplemental food and nutrition program at CCPH, 55 percent of clients referred to WIC from DSS will be enrolled in WIC services.
2. For women enrolled in the Breastfeeding Peer Counseling Program and left the hospital breastfeeding, 80 percent will continue for six weeks and of women breastfeeding at six weeks, 95 percent will continue for six months. Mother and newborn will experience the many health benefits linked by research to breastfeeding. (During Fiscal Year 2014/15, 77 percent of women breastfed for at least six weeks.)
3. To promote the use of locally grown fruits and vegetables, support local farmers markets, and to address obesity and chronic disease, 60 percent of WIC participants who receive Farmer's Market vouchers will redeem them in order to receive fresh fruits and vegetables. (The 2012 rate for Catawba County was 51.29 percent while the rate for NC was 47.43 percent; the 2013 rate for Catawba County was 62.88 percent while the NC rate was 47.48 percent; the 2014 rate for Catawba County was 64.37 percent while the NC rate was 44.66 percent.)

Other Human Services

Organization: 510050

	2014/15 Actual	2015/16 Current	2016/17 Requested	2016/17 Approved	Percent Change
Revenues					
General Fund	\$106,150	\$138,500	\$138,500	\$239,850	73%
Total	\$106,150	\$138,500	\$138,500	\$239,850	73%
Expenses					
Medical Examiner	\$106,150	\$138,500	\$138,500	\$239,850	73%
Total	\$106,150	\$138,500	\$138,500	\$239,850	73%

Budget Highlights

The budget includes a \$101,350 increase to cover the cost of state-mandated Medical Examiner and autopsy fees. The General Assembly increased the medical examiner fee from \$100 to \$200 and autopsy fees from \$1,250 to 1,750 in Fiscal Year 2015/16. Additionally, the number of autopsies Catawba County is required to fund has increased in each of the last two years.

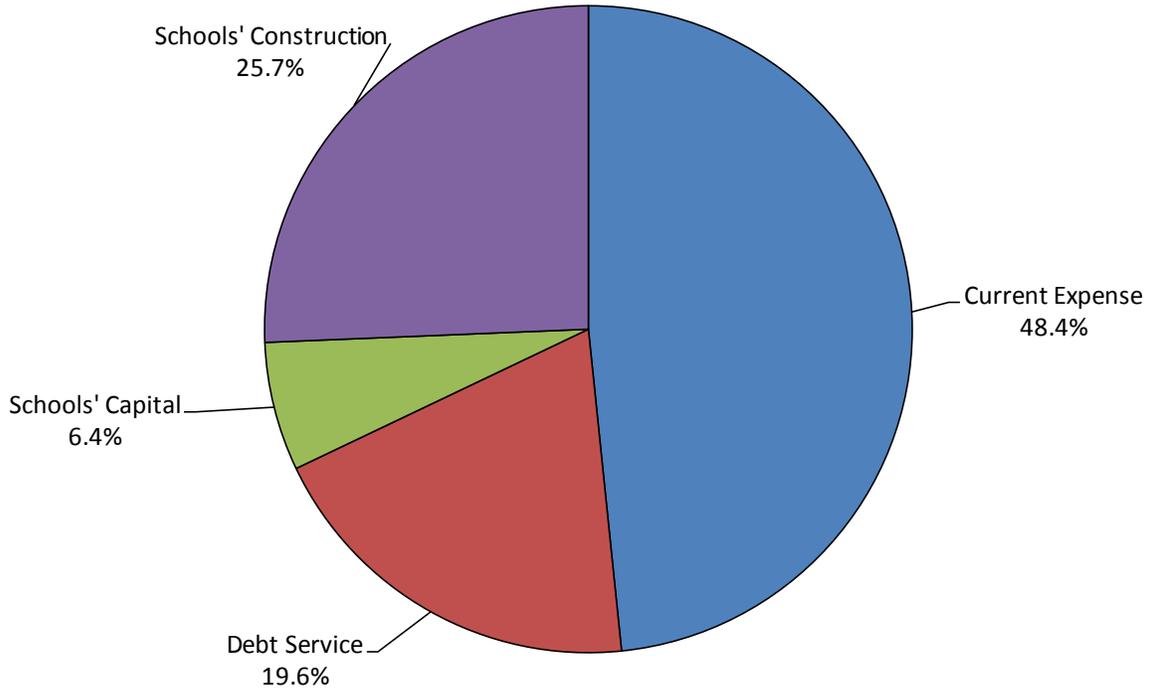
Per North Carolina General Statutes, fees for the Medical Examiner and autopsies currently are as follows:

- 130A-387 - For each investigation and prompt filing of the required report, the medical examiner shall receive a fee paid by the State. However, if the deceased is a resident of the county in which the death or fatal injury occurred, that county shall pay the fee. The fee shall be \$200.
- 130A-389 - A fee for the autopsy or other study shall be paid by the State. However, if the deceased is a resident of the county in which the death or fatal injury occurred, that county shall pay the fee. The fee shall be \$1,750.

EDUCATION

The County has budgeted \$86,039,125 or 30.9 percent of the total budget for education expense. This includes \$41,612,704 for current expenses for the three school districts and Catawba Valley Community College (CVCC) and capital and construction expenses total \$27,604,828. The Debt Service amount for education is \$16,821,593.

Public education is a major responsibility of County government. In recent years, Catawba County has undertaken major initiatives to both support effective education and to secure accountability for the use of educational funding.



Education

Organization: 710050

	2014/15 Actual	2015/16 Current	2016/17 Requested	2016/17 Approved	Percent Change
Revenues					
1st 1/2% Sales Tax	\$4,187,263	\$3,851,517	\$4,147,206	\$4,147,206	7.7%
1st 1/2% Sales Tax - Food	610,845	587,571	\$584,610	584,610	-0.5%
1/4 Cent Sales Tax	361,638	362,588	\$377,244	377,244	4.0%
Fines & Forfeitures	483,616	612,525	\$513,214	600,500	-2.0%
General Fund	35,434,263	35,437,596	39,006,874	35,903,144	1.3%
Total	\$41,077,625	\$40,851,797	\$44,629,148	\$41,612,704	1.9%
Expenses					
Catawba County					
County Funding	\$25,029,275	\$24,913,800	\$28,890,174	\$25,590,180	2.7%
Fines & Forfeitures	509,070	420,000	\$346,139	415,425	-1.1%
Subtotal	\$25,538,345	\$25,333,800	\$29,236,313	\$26,005,605	2.7%
Hickory City					
County Funding	\$6,321,850	\$6,642,357	\$6,415,934	\$6,603,520	-0.6%
Fines & Forfeitures	128,580	111,975	107,075	107,200	-4.3%
Subtotal	\$6,450,430	\$6,754,332	\$6,523,009	\$6,710,720	-0.6%
Newton-Conover					
County Funding	\$4,675,750	\$4,778,226	\$4,646,413	\$4,797,100	0.4%
Fines & Forfeitures	95,100	80,550	60,000	77,875	-3.3%
Subtotal	\$4,770,850	\$4,858,776	\$4,706,413	\$4,874,975	0.3%
Catawba Valley Community College					
	\$4,318,000	\$3,904,289	\$4,163,413	\$4,021,404	3.0%
Grand Total	\$41,077,625	\$40,851,797	\$44,629,148	\$41,612,704	1.9%

Pupil Allocation 2016/17

	Catawba	Hickory	Newton-Conover	Total
Per Pupil				
Average Daily Membership (ADM)	16,617	4,288	3,115	24,020
ADM Change from Fiscal Year 2015/16	(183)	(191)	(107)	(481)
Per Pupil Funding Increase	\$57	\$57	\$57	\$57
Funding Change	676,380	(38,837)	18,874	\$656,417
<i>% Change</i>	2.7%	-0.6%	0.4%	1.8%
2016/17 County Base	\$1,370	\$1,370	\$1,370	\$1,370
2% Teacher Supplement	48	48	48	48
Technology	68	68	68	68
Available for Joint School Programs	54	54	54	54
County Per Pupil Total	1,540	1,540	1,540	1,540
Fines & Forfeitures	25	25	25	25
School Fund Balance	7	7	7	7
Total Per Pupil	\$1,572	\$1,572	\$1,572	\$1,572
Total				
2016/17 County Base	\$22,765,290	\$5,874,560	\$4,267,550	\$32,907,400
2% Teacher Supplement	797,616	205,824	149,520	1,152,960
Technology	1,129,956	291,584	211,820	1,633,360
Available for Joint School Programs	897,318	231,552	168,210	1,297,080
County Total	25,590,180	6,603,520	4,797,100	36,990,800
Fines & Forfeitures	415,425	107,200	77,875	600,500
School Fund Balance	116,319	30,016	21,805	168,140
Total	\$26,121,924	\$6,740,736	\$4,896,780	\$37,759,440

Budget Highlights

Current expense funding assists the County's three public school systems with operating needs, including both instructional programs and support services. The budget increases County funding \$655,817 (an increase from \$1,483 to \$1,540 per pupil) resulting in total local funding of \$36,990,800 to the County's three public school systems. Barring any major changes in funding for public schools by other counties, the increased County funding is expected to maintain the County's ranking of 15th in total current expense funding.

North Carolina General Statutes allow the Board of Commissioners to allocate current expense funding in a variety of ways. Catawba County has always provided a lump sum amount per pupil and left the decision how to spend with the school boards. The School Budget and Fiscal Control Act requires the County to fund each school system the same amount per pupil based on average daily membership figures certified by the State and based on the highest attendance figures of the first two out of three months of the school year. Based on this requirement, changes in student enrollment have important funding implications. State-certified enrollment numbers for the three school systems project a decrease of 481 students for a total of 24,020 students: Catawba County Schools decreased by 183, Hickory Public Schools decreased by

191 and Newton-Conover City Schools decreased by 107 students. Recognizing that the trend in student enrollment may not continue decreasing, an additional \$435,000 has been set aside in annual capital, which in future years can be applied to fund student growth.

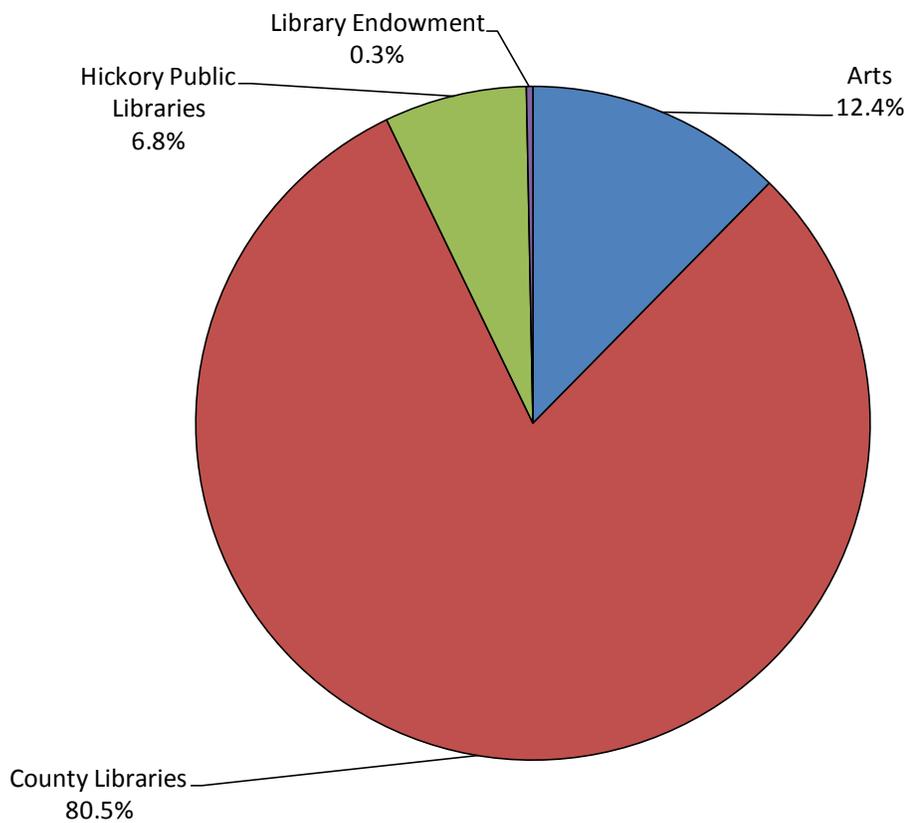
Funds are included for joint programs to support collaboration among two or more school systems. Examples of joint programs include Challenger High School, Conover School for Exceptional Children, Hickory Career & Art Magnet School core program, and the school bus garage. The three superintendents work out a method to reimburse each other for these inter-system program costs.

Court-related fines and forfeiture funds are passed through the County budget to the school systems. The County has no control over this revenue, which is declining.

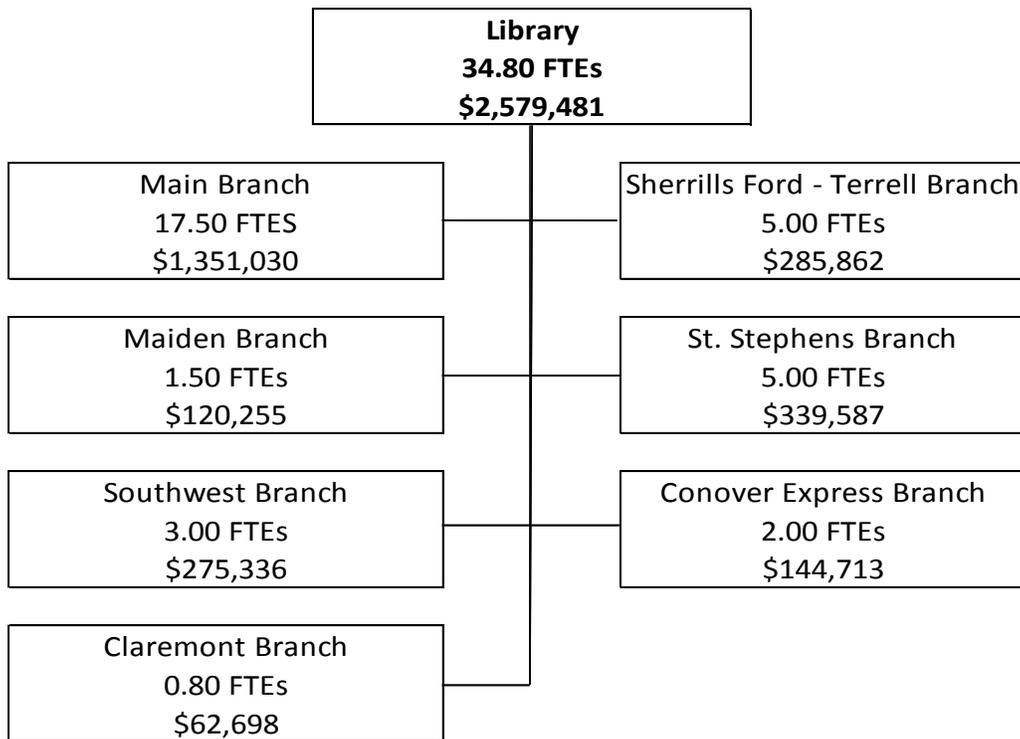
The budget also increases current expense funding to Catawba Valley Community College (CVCC) by 3 percent, with a total budget of \$4,021,404 in the coming year. Barring any major changes in funding for other community colleges, this funding could move the County's ranking from 17th to 16th in community college funding out of 58 North Carolina community colleges.

CULTURE

This function is composed of the County Library system, the Catawba County Historical Association, Catawba County Council for the Arts, Salt Block, Newton-Conover Auditorium, and Hickory Public Libraries. The Main Library is located in Newton with branch facilities in the Maiden, Sherrills Ford, St. Stephens, Mountain View, Conover, and Claremont areas. The County has budgeted \$3,204,811 or 1.3 percent of the total budget in support of the library system, culture, and the arts.



Catawba County Government



County Library

Reinventing Department

Organizations: 810050 - 810290

	2014/15 Actual	2015/16 Current	2016/17 Requested	2016/17 Approved	Percent Change
Revenues					
State	\$282,154	\$142,500	\$150,633	\$150,633	5.7%
Local	61,382	55,604	55,604	55,604	0.0%
Charges & Fees	58,120	44,455	44,600	44,600	0.3%
Miscellaneous	10,082	930	611	611	-34.3%
General Fund	2,110,580	2,121,188	2,313,764	2,328,033	9.8%
Total	\$2,522,318	\$2,364,677	\$2,565,212	\$2,579,481	9.1%
Expenses					
Personal Services	\$1,656,948	\$1,742,120	\$1,928,340	\$1,942,609	11.5%
Supplies & Operations	865,370	622,557	636,872	636,872	2.3%
Capital	0	0	0	0	0%
Total	\$2,522,318	\$2,364,677	\$2,565,212	\$2,579,481	9.1%
Expenses by Division					
Main	\$1,427,137	\$1,189,942	\$1,343,310	\$1,351,030	13.5%
Sherrills Ford - Terrell	237,492	264,924	284,237	285,862	7.9%
Maiden	105,234	115,047	119,606	120,255	4.5%
St. Stephens	302,462	331,254	337,762	339,587	2.5%
Southwest	262,570	265,935	274,122	275,336	3.5%
Conover	128,620	137,952	143,807	144,713	4.9%
Claremont	58,803	59,623	62,368	62,698	5.2%
Total	\$2,522,318	\$2,364,677	\$2,565,212	\$2,579,481	9.1%
Employees					
Permanent	33.80	33.80	34.80	34.80	3%
Hourly	1.58	1.58	1.58	1.58	0%
Total	35.38	35.38	36.38	36.38	3%

Fiscal Year 2014/15 Outcome Achievements

Total Outcomes	Achieved	Not Achieved	Success Rate
66	66	0	100.0%

Budget Highlights

The County Library's budget increased \$214,804 (9.1 percent) compared to the Fiscal Year 2015/16 Approved Budget. The bulk of the increase was related to performance pay, health, retirement, and the 27th payroll. Controlling for the costs of the 27th payroll (which amounts to \$69,708), normal operating increases equate to 6.1 percent. Because the Library is a reinventing department, the focus is on outcomes for budgeting purposes.

Performance Measurement

Fiscal Year 2016/17

In Fiscal Year 2016/17, the Library will continue to focus on early childhood literacy, and contribute to the local, state, and nationwide educational science, technology, engineering, arts, and math (STEAM) initiative. In addition to youth learning, the Library will also focus on adult education/enrichment. All branches will offer the opportunity for adults to improve their digital, information literacy, and job seeking skills through library technology classes and one-on-one assistance. The Library's multi-year outcome is to lead a community-wide early literacy effort in collaboration with the Partnership for Children and local hospitals to encourage reading from birth.

Fiscal Year 2015/16

At mid-year, the Library was on target to achieve or had already achieved 100 percent (68 of 68) of its Fiscal Year 2015/16 outcomes. Each branch that conducted a survey on the pre-school story time program (322 programs so far) had 99-100 percent of children having a better understanding of early literacy concepts. There were similar results in the 72 culturally and intellectually diverse programs each of the branches offered. Also, the Library made efforts to improve the job skills and digital literacy through 305 workshops and over 1,000 one-on-one trainings. All of these examples display the Library's effectiveness in delivering a breadth of services.

Fiscal Year 2014/15

To encourage an early love of reading, the Library system presented 669 Ready to Learn Story programs and circulated 15,775 books to daycare centers. The Library system registered 2,019 children and teens for 162 summer reading programs in the summer of 2014 with the goal of maintaining and enhancing reading skills. The Library system hosted 141 STEAM (Science, Technology, Engineering, Arts, and Math) sessions with 97 percent of participants reporting the topic was interesting.

In an effort to contribute to Catawba County's economic revitalization and digital literacy, the Library system provided 149 technology classes and outreach programs, along with numerous one-on-one help sessions. The Main Branch alone held 35 programs and 235 one-on-one help sessions. These sessions included training on conducting online job searches, creating and improving resumes, searching the Internet, video conferencing (Skype), and basic computer skills.

The Catawba County Library system continued to excel at providing excellent customer service through facilities, services, and collections that are convenient, accurate, and meet community needs. All branches maintained a 95 percent or better rating of staff service as "excellent" or "good" on the Library system's annual customer service survey.

CATAWBA COUNTY MAIN LIBRARY

Statement of Purpose

As our community's place to connect, explore, and grow, Catawba County Library empowers lives and builds our community by bringing people, information, and ideas together.

Our library works to inspire the joy of reading, life-long learning, cultural appreciation, creative thinking, and promote economic development and individual growth through comprehensive resources, a knowledgeable and responsive staff, innovative technologies, and welcoming facilities.

As a public gathering place organized around public service and the transfer of information and ideas, the library is a unique, neutral community space for social interaction and engagement, easily accessible, with distinct resources, and rich in content and experience. As such, it contributes to a healthy community where people come together in ways that level social inequities and promote community engagement and social connection.

Outcomes

1. To ensure children start school ready to learn and positioned to excel, and to promote caregiver engagement in early literacy learning, the library will provide highly interactive Every Child Ready to Read story programs and caregiver workshops; with 85 percent of surveyed caregivers reporting that they have a better understanding of early literacy concepts and how to practice them with their children, and that their children are exhibiting improved early literacy skills.
2. To promote continued engagement with reading and learning throughout the summer, the library will provide an incentive-based interactive summer reading program for Catawba County children, teens, and adults; with 85 percent of participants reporting that they read more and enjoyed library materials or programs.
3. To support early literacy and expand citizen's access to information and ideas, the library will provide quality reading materials to childcare centers through the Bookbagger program. Catawba County children in childcare programs will have access to literature that enhances their reading and early learning; with 85 percent of 8 childcare teachers who participate reporting that having library materials in their classroom improves their children's early learning experiences and increases the amount and quality of time spent reading books.
4. STEAM (science, technology, engineering, arts and math) programs contribute to the creation of a 21st century workforce of inquisitive problem solvers, learning and pushing innovation to the next level. To enhance Catawba County students' interest and knowledge in science, technology, engineering, arts and math (STEAM) concepts, the library will provide engaging hands-on learning opportunities; with 85 percent of respondents stating that they increased their knowledge and interest and are more engaged in learning.
5. To ensure citizens have a welcome, vibrant, comfortable, and safe library learning space where they can collaborate and find the information and materials they need, the library will maintain facilities,

services and collections that are convenient, accurate and meet community needs; with 95 percent of survey respondents rating library customer service as “excellent” or “good.”

6. To build community presence and raise awareness of the library’s essential role in early literacy, lifelong learning, and economic revitalization, the library will engage the community through consistently focused efforts including monthly newsletters, regular newspaper and other media coverage highlighting resources and programs, web site promotion, social networking, targeted email, and community outreach; with 85 percent of annual survey respondents indicating that the library is an important cultural resource that adds value to their lives and contributes to the attractiveness of Catawba County as a place to live and raise a family.
7. To support personal growth for diverse community populations; the library will provide access to free culturally and intellectually diverse life-long learning opportunities; with 85 percent of adults who participate in library programs or check out materials reporting that they have increased their knowledge or discovered culturally diverse or interesting reading or viewing materials.
8. To ensure technology access across the community and bridge the digital divide, and to support personal growth and further career readiness for citizens, the library will provide access to robust library resources, computer workshops, job skills training and one-on-one assistance; with 85 percent of participants reporting that they feel more confident in their technology and job skills.
9. To enrich learning opportunities for students and increase the education attainment level in Catawba County, the library will work collaboratively with Catawba County School systems to support student learning through implementation of collaborative access and learning project plans; with 85 percent of partners reporting that the partnership work plan and efforts enhance and improve learning opportunities for students.
10. **Multiyear:** To lead in community wide early literacy efforts and ensure children start school ready to learn, the library will collaborate with Partnership for Children and local hospitals to expand access to library resources and services and initiate the “1000 Books Before Kindergarten” initiative.

2016-2017: To increase critical early access to library resources and services, the library will initiate library card campaigns with the Partnership for Children and local hospitals; with the development of a project plan for the initiative and an expected year over year increase of growth in the percentage of library cards issued to children under age five.

2017-2018: To expose children to a greater variety of reading material and establish reading together as an important practice in the home, the library will implement a countywide early literacy initiative, “1000 Books Before Kindergarten”; with 85 percent of surveyed participants reporting that they read more often as a family or discovered new materials or resources.

11. In order to improve information access, enhance lifelong learning opportunities, and expand the reach of library services beyond the physical walls of the library, Catawba County adults in senior care facilities will have access to large print and audio books through a new Bookbagger program; with 85 percent of surveyed participants reporting that they read more or enjoyed library materials and programs more frequently.

12. To foster local efforts to revitalize Catawba County, further career readiness, and support the entrepreneurial and small business community, the library will collaborate with the CVCC Small Business Center, the Innovate Catawba “Entrepreneurs” workgroup, and/or other Innovate Catawba workgroups or entrepreneurial community agencies to host seminars that support entrepreneurial or innovative business ideas; with 85 percent of participants reporting that they learned new business start-up or operational skills, developed an interest in entrepreneurial activities, or discovered library resources that support their information needs.
13. To support personal growth and to contribute to building a healthy community, the library will partner with NC Cooperative Extension to provide opportunities for all ages to learn about gardening and how to produce healthy foods that are shared with local people in need of nutritious meals; with 85 percent of participants reporting that they increased their physical activity, learned how to start or improve their gardening skills, or gained a stronger sense of well-being by helping local people have access to healthier foods.
14. To increase teen engagement, support personal growth, and better prepare teens to successfully transition to and thrive in independent living situations, the library will offer robust learning opportunities for teens to explore and discover independent living skills; with 85 percent of program participants reporting that they are more confident in their independent living skills, and achieving 80percent or higher on a basic skills assessment.
15. To increase teen engagement and support their active learning and personal growth, the library will partner with local high schools to initiate a homework volunteer program to offer coaching and tutoring for students; with 85 percent of those students tutoring during their intern service reporting they gained work experience and transferable skills and/or gained confidence in their abilities.
16. To empower and create a well-trained, knowledgeable staff; able to assist library customers with a variety of technology needs the library will provide staff with access to tutorials, one-on-one training, and online training modules for current and emerging technologies; with 85 percent of participating staff reporting increased confidence in helping customers with technology needs.

SHERRILLS FORD-TERRELL BRANCH LIBRARY

Statement of Purpose

As our community's place to connect, explore, and grow, Catawba County Library empowers lives and builds our community by bringing people, information, and ideas together.

Our library works to inspire the joy of reading, life-long learning, cultural appreciation, creative thinking, and promote economic development and individual growth through comprehensive resources, a knowledgeable and responsive staff, innovative technologies, and welcoming facilities.

As a public gathering place organized around public service and the transfer of information and ideas, the library is a unique, neutral community space for social interaction and engagement, easily accessible, with distinct resources, and rich in content and experience. As such, it contributes to a healthy community where people come together in ways that level social inequities and promote community engagement and social connection.

Outcomes

1. To ensure children start school ready to learn and positioned to excel, and to promote caregiver engagement in early literacy learning, the library will provide highly interactive Every Child Ready to Read story programs and caregiver workshops; with 85 percent of surveyed caregivers reporting that that they have a better understanding of early literacy concepts and how to practice them with their children, and that their children are exhibiting improved early literacy skills.
2. To promote continued engagement with reading and learning throughout the summer, the library will provide an incentive-based interactive summer reading program for Catawba County children, teens, and adults; with 85 percent of participants reporting that they read more and enjoyed library materials or programs.
3. To support early literacy and expand citizen's access to information and ideas, the library will provide quality reading materials to childcare centers through the Bookbagger program. Catawba County children in childcare programs will have access to literature that enhances their reading and early learning; with 85 percent of 4 childcare teachers who participate reporting that having library materials in their classroom improves their children's early learning experiences and increases the amount and quality of time spent reading books.
4. STEAM (science, technology, engineering, arts and math) programs contribute to the creation of a 21st century workforce of inquisitive problem solvers, learning and pushing innovation to the next level. To enhance Catawba County students' interest and knowledge in science, technology, engineering, arts and math (STEAM) concepts, the library will provide engaging hands-on learning opportunities; with 85 percent of respondents stating that they increased their knowledge and interest and are more engaged in learning.
5. To ensure citizens have a welcome, vibrant, comfortable, and safe library learning space where they can collaborate and find the information and materials they need, the library will maintain facilities, services and collections that are convenient, accurate and meet community needs; with 95 percent of survey respondents rating library customer service as "excellent" or "good."

6. To build community presence and raise awareness of the library's essential role in early literacy, lifelong learning, and economic revitalization, the library will engage the community through consistently focused efforts including monthly newsletters, regular newspaper and other media coverage highlighting resources and programs, web site promotion, social networking, targeted email, and community outreach; with 85 percent of annual survey respondents indicating that the library is an important cultural resource that adds value to their lives and contributes to the attractiveness of Catawba County as a place to live and raise a family.
7. To support personal growth for diverse community populations; the library will provide access to free culturally and intellectually diverse life-long learning opportunities; with 85 percent of adults who participate in library programs or check out materials reporting that they have increased their knowledge or discovered culturally diverse or interesting reading or viewing materials.
8. To ensure technology access across the community and bridge the digital divide, and to support personal growth and further career readiness for citizens, the library will provide access to robust library resources, computer workshops, job skills training and one-on-one assistance; with 85 percent of participants reporting that they feel more confident in their technology and job skills.
9. To enrich learning opportunities for students and increase the education attainment level in Catawba County, the library will work collaboratively with Catawba County School systems to support student learning through implementation of project plans; with 85 percent of partners reporting that the partnership work plan and efforts enhance and improve learning opportunities for students.
10. **Multiyear:** To lead in community wide early literacy efforts and ensure children start school ready to learn, the library will collaborate with Partnership for Children and local hospitals to expand access to library resources and services and initiate the "1000 Books Before Kindergarten" initiative.

2016-2017: To increase critical early access to library resources and services, the library will initiate library card campaigns with the Partnership for Children and local hospitals; with the development of a project plan for the initiative and an expected year over year increase of growth in the percentage of library cards issued to children under age five.

2017-2018: To expose children to a greater variety of reading material and establish reading together as an important practice in the home, the library will Implement a countywide early literacy initiative, "1000 Books Before Kindergarten"; with 85 percent of surveyed participants reporting that they read more often as a family or discovered new materials or resources.

11. To increase teen engagement and support their active learning and personal growth, the library will partner with local high schools to initiate a homework volunteer program to offer coaching and tutoring for students; with 85 percent of those students tutoring during their intern service reporting they gained work experience and transferable skills and/or gained confidence in their abilities.
12. To support personal growth and increase teen engagement, the library will host highly interactive learning programs and provide robust resources for learning and entertainment; with 85 percent of teens attending programs reporting that they learned something new or were introduced to new or interesting resources.

MAIDEN BRANCH LIBRARY

Statement of Purpose

As our community's place to connect, explore, and grow, Catawba County Library empowers lives and builds our community by bringing people, information, and ideas together.

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As a public gathering place organized around public service and the transfer of information and ideas, the library is a unique, neutral community space for social interaction and engagement, easily accessible, with distinct resources, and rich in content and experience. As such, it contributes to a healthy community where people come together in ways that level social inequities and promote community engagement and social connection.

Outcomes

1. To ensure children start school ready to learn and positioned to excel, and to promote caregiver engagement in early literacy learning, the library will provide highly interactive Every Child Ready to Read story programs and caregiver workshops; with 85 percent of surveyed caregivers reporting that that they have a better understanding of early literacy concepts and how to practice them with their children, and that their children are exhibiting improved early literacy skills.
2. To promote continued engagement with reading and learning throughout the summer, the library will provide an incentive-based interactive summer reading program for Catawba County children, teens, and adults; with 85 percent of participants reporting that they read more and enjoyed library materials or programs.
3. To support early literacy and expand citizen's access to information and ideas, the library will provide quality reading materials to childcare centers through the Bookbagger program. Catawba County children in childcare programs will have access to literature that enhances their reading and early learning; with 85 percent of 2 childcare teachers who participate reporting that having library materials in their classroom improves their children's early learning experiences and increases the amount and quality of time spent reading books.
4. STEAM (science, technology, engineering, arts and math) programs contribute to the creation of a 21st century workforce of inquisitive problem solvers, learning and pushing innovation to the next level. To enhance Catawba County students' interest and knowledge in science, technology, engineering, arts and math (STEAM) concepts, the library will provide engaging hands-on learning opportunities; with 85 percent of respondents stating that they increased their knowledge and interest and are more engaged in learning.
5. To ensure citizens have a welcome, vibrant, comfortable, and safe library learning space where they can collaborate and find the information and materials they need, the library will maintain facilities, services and collections that are convenient, accurate and meet community needs; with 95 percent of survey respondents rating library customer service as "excellent" or "good."

6. To build community presence and raise awareness of the library's essential role in early literacy, lifelong learning, and economic revitalization, the library will engage the community through consistently focused efforts including monthly newsletters, regular newspaper and other media coverage highlighting resources and programs, web site promotion, social networking, targeted email, and community outreach; with 85 percent of annual survey respondents indicating that the library is an important cultural resource that adds value to their lives and contributes to the attractiveness of Catawba County as a place to live and raise a family.
7. To support personal growth for diverse community populations; the library will provide access to free culturally and intellectually diverse life-long learning opportunities; with 85 percent of adults who participate in library programs or check out materials reporting that they have increased their knowledge or discovered culturally diverse or interesting reading or viewing materials.
8. To ensure technology access across the community and bridge the digital divide, and to support personal growth and further career readiness for citizens, the library will provide access to robust library resources, computer workshops, job skills training and one-on-one assistance; with 85 percent of participants reporting that they feel more confident in their technology and job skills.
9. To enrich learning opportunities for students and increase the education attainment level in Catawba County, the library will work collaboratively with Catawba County School systems to support student learning through implementation of project plans; with 85 percent of partners reporting that the partnership work plan and efforts enhance and improve learning opportunities for students.
10. **Multiyear:** To lead in community wide early literacy efforts and ensure children start school ready to learn, the library will collaborate with Partnership for Children and local hospitals to expand access to library resources and services and initiate the "1000 Books Before Kindergarten" initiative.

2016-2017: To increase critical early access to library resources and services, the library will initiate library card campaigns with the Partnership for Children and local hospitals; with the development of a project plan for the initiative and an expected year over year increase of growth in the percentage of library cards issued to children under age five.

2017-2018: To expose children to a greater variety of reading material and establish reading together as an important practice in the home, the library will implement a countywide early literacy initiative, "1000 Books Before Kindergarten"; with 85 percent of surveyed participants reporting that they read more often as a family or discovered new materials or resources.

11. To increase the library's online and community presence and expand access with 24 hour delivery of digital learning resources; the library will create subject based online resource guides to support citizens' research and lifelong learning; with 85 percent of surveyed users reporting that the guides enhance their learning or research.

ST. STEPHENS BRANCH LIBRARY

Statement of Purpose

As our community's place to connect, explore, and grow, Catawba County Library empowers lives and builds our community by bringing people, information, and ideas together.

Our library works to inspire the joy of reading, life-long learning, cultural appreciation, creative thinking, and promote economic development and individual growth through comprehensive resources, a knowledgeable and responsive staff, innovative technologies, and welcoming facilities.

As a public gathering place organized around public service and the transfer of information and ideas, the library is a unique, neutral community space for social interaction and engagement, easily accessible, with distinct resources, and rich in content and experience. As such, it contributes to a healthy community where people come together in ways that level social inequities and promote community engagement and social connection.

Outcomes

1. To ensure children start school ready to learn and positioned to excel, and to promote caregiver engagement in early literacy learning, the library will provide highly interactive Every Child Ready to Read story programs and caregiver workshops; with 85 percent of surveyed caregivers reporting that they have a better understanding of early literacy concepts and how to practice them with their children, and that their children are exhibiting improved early literacy skills.
2. To promote continued engagement with reading and learning throughout the summer, the library will provide an incentive-based interactive summer reading program for Catawba County children, teens, and adults; with 85 percent of participants reporting that they read more and enjoyed library materials or programs.
3. To support early literacy and expand citizen's access to information and ideas, the library will provide quality reading materials to childcare centers through the Bookbagger program. Catawba County children in childcare programs will have access to literature that enhances their reading and early learning; with 85 percent of 9 childcare teachers who participate reporting that having library materials in their classroom improves their children's early learning experiences and increases the amount and quality of time spent reading books.
4. STEAM (science, technology, engineering, arts and math) programs contribute to the creation of a 21st century workforce of inquisitive problem solvers, learning and pushing innovation to the next level. To enhance Catawba County students' interest and knowledge in science, technology, engineering, arts and math (STEAM) concepts, the library will provide engaging hands-on learning opportunities; with 85 percent of respondents stating that they increased their knowledge and interest and are more engaged in learning.
5. To ensure citizens have a welcome, vibrant, comfortable, and safe library learning space where they can collaborate and find the information and materials they need, the library will maintain facilities, services and collections that are convenient, accurate and meet community needs; with 95 percent

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9. To enrich learning opportunities for students and increase the education attainment level in Catawba County, the library will work collaboratively with Catawba County School systems to support student learning through implementation of learning and access project plans; with 85 percent of partners reporting that the partnership work plan and efforts enhance and improve learning opportunities for students.
10. **Multiyear:** To lead in community wide early literacy efforts and ensure children start school ready to learn, the library will collaborate with Partnership for Children and local hospitals to expand access to library resources and services and initiate the “1000 Books Before Kindergarten” initiative.

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2017-2018: To expose children to a greater variety of reading material and establish reading together as an important practice in the home, the library will implement a countywide early literacy initiative, “1000 Books Before Kindergarten”; with 85 percent of surveyed participants reporting that they read more often as a family or discovered new materials or resources.

11. To help Catawba County seniors maintain cognitive health, establish social networks, remain active, and enhance lifelong learning, the library will offer senior-focused library programs at Trinity Village; with 85 percent of participants reporting that attending programs and/or using library materials enhanced their quality of life.
12. To support personal growth for diverse community populations, the library will provide English as Second Language programs for non-English speaking citizens to have the opportunity to improve their

English Language skills and employability; with 85 percent of participants reporting that attending programs made them feel more confident in their English language skills.

13. To increase teen engagement and support their active learning and personal growth, the library will partner with local high schools to initiate a homework volunteer program to offer coaching and tutoring for students; with 85 percent of those students tutoring during their intern service reporting they gained work experience and transferable skills and/or gained confidence in their abilities.
14. To support personal growth and increase teen engagement, the library will host highly interactive learning programs and provide robust resources for learning and entertainment; with 85 percent of teens attending programs reporting that they learned something new or were introduced to new or interesting resources.

SOUTHWEST BRANCH LIBRARY

Statement of Purpose

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As a public gathering place organized around public service and the transfer of information and ideas, the library is a unique, neutral community space for social interaction and engagement, easily accessible, with distinct resources, and rich in content and experience. As such, it contributes to a healthy community where people come together in ways that level social inequities and promote community engagement and social connection.

Outcomes

1. To ensure children start school ready to learn and positioned to excel, and to promote caregiver engagement in early literacy learning, the library will provide highly interactive Every Child Ready to Read story programs and caregiver workshops; with 85 percent of surveyed caregivers reporting that they have a better understanding of early literacy concepts and how to practice them with their children, and that their children are exhibiting improved early literacy skills.
2. To promote continued engagement with reading and learning throughout the summer, the library will provide an incentive-based interactive summer reading program for Catawba County children, teens, and adults; with 85 percent of participants reporting that they read more and enjoyed library materials or programs.
3. To support early literacy and expand citizen's access to information and ideas, the library will provide quality reading materials to childcare centers through the Bookbagger program. Catawba County children in childcare programs will have access to literature that enhances their reading and early learning; with 85 percent of 5 childcare teachers who participate reporting that having library materials in their classroom improves their children's early learning experiences and increases the amount and quality of time spent reading books.
4. STEAM (science, technology, engineering, arts and math) programs contribute to the creation of a 21st century workforce of inquisitive problem solvers, learning and pushing innovation to the next level. To enhance Catawba County students' interest and knowledge in science, technology, engineering, arts and math (STEAM) concepts, the library will provide engaging hands-on learning opportunities; with 85 percent of respondents stating that they increased their knowledge and interest and are more engaged in learning.
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services and collections that are convenient, accurate and meet community needs; with 95 percent of survey respondents rating library customer service as “excellent” or “good.”

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2017-2018: To expose children to a greater variety of reading material and establish reading together as an important practice in the home, the library will implement a countywide early literacy initiative, “1000 Books Before Kindergarten”; with 85 percent of surveyed participants reporting that they read more often as a family or discovered new materials or resources.

CONOVER BRANCH LIBRARY

Statement of Purpose

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CLAREMONT BRANCH LIBRARY

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Other Cultural Activities

Organizations: 820050 - 820100

	2014/15 Actual	2015/16 Current	2016/17 Requested	2016/17 Approved	Percent Change
Revenues					
Miscellaneous	\$0	\$0	\$0	\$0	0%
General Fund	586,750	615,000	574,846	615,330	0.1%
Total	\$586,750	\$615,000	\$574,846	\$615,330	0.1%
Expenses					
Historical Museum	\$76,500	\$75,000	\$75,000	\$125,000	66.7%
National Register	0	\$0	0	0	0%
Newton-Conover Auditorium	12,000	\$15,000	16,000	\$15,500	3.3%
Hickory Public Libraries	211,650	\$213,000	236,846	\$219,000	2.8%
Salt Block Foundation	100,000	\$100,000	100,000	\$100,000	0.0%
United Arts Council	147,000	\$147,000	147,000	\$155,830	6.0%
The Catawbans Volume III	39,600	\$65,000	0	0	0%
Total	\$586,750	\$615,000	\$574,846	\$615,330	0.1%

Budget Highlights

The County provides annual funding to the United Arts Council, the designated County partner appointed by the North Carolina State Legislature to receive State funds, match them with local government funds, and sub grant them for cultural projects in Catawba County. Catawba County Funds are \$1 per capita and are used to match North Carolina Grassroots Arts Funds for Projects Pool Grants, for marketing arts programs, and for general operations (Based on Department of Revenue population numbers for sales tax distribution).

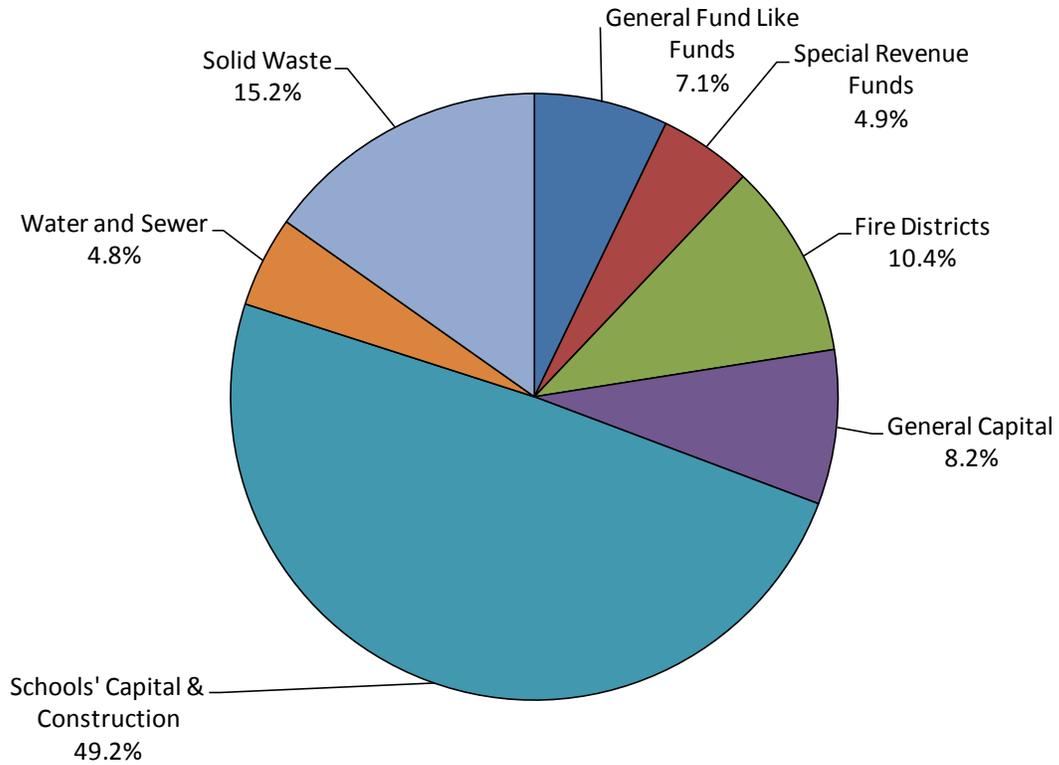
Both the Salt Block (which houses the Arts and Science Center, the Hickory Museum of Art, the United Arts Council and funded affiliates) and the Newton-Conover Auditorium receive County funding toward the upkeep and maintenance of these facilities.

Annual funding is also provided through the Catawba County Historical Association (CCHA) for the Historical Museum operating costs. The budget includes a \$50,000 increase for CCHA to initially assist in purchasing property adjacent to the Bunker Hill Covered Bridge and, in future years, to provide additional operating assistance.

The budget continues funding to Hickory Public Libraries which allows County residents who live outside the City of Hickory to use the library free of charge. County and City library staff also partner to provide library programming and services to citizens.

OTHER FUNDS

The Other Funds function is comprised of several other General Fund types, Special Revenue Funds, Construction or Project Funds, and Enterprise Funds. These expenditures include capital projects for County buildings, Schools capital and construction, Reappraisal activities, Solid Waste Management, and Self Insurance.



Self Insurance Fund

Fund 115

	2014/15 Actual	2015/16 Current	2016/17 Requested	2016/17 Approved	Percent Change
Revenues					
Charges & Fees	\$12,440	\$12,000	\$12,500	\$12,500	4.2%
Interest on Investments	33,457	0	0	0	0%
Insurance Settlements	1,600	0	0	0	0%
Employee Dental Contribution	275,611	270,000	270,000	270,000	0.0%
Emp/Retiree Health Contribution	1,246,835	1,240,000	1,250,000	1,300,000	4.8%
Indirect Cost	170,000	196,000	235,000	235,000	19.9%
Miscellaneous	0	0	0	0	0%
Fund Balance	0	150,000	150,000	205,000	36.7%
S/T Disability Premiums	74,125	75,000	75,000	75,000	0.0%
Special Contingency	0	150,000	150,000	150,000	0.0%
Health Co-Pay	29,540	30,000	34,000	34,000	13.3%
General Fund	1,721,500	1,721,500	1,737,717	1,721,500	0.0%
Total	\$3,565,108	\$3,844,500	\$3,914,217	\$4,003,000	4.1%
Expenses					
Contractual Services	255,717	260,000	299,000	299,000	15.0%
Professional Services	41,418	42,000	42,000	42,000	0.0%
County EAP	25,944	27,000	27,000	27,000	0.0%
Employee Dental Claims	229,169	280,000	290,000	280,000	0.0%
Employee/Retiree Health Claims	1,605,231	1,278,680	1,306,217	1,355,000	6.0%
IBNR	(109,215)	0	0	50,000	0%
Property & General Liability Claims	43,574	150,000	150,000	150,000	0.0%
Property & General Liability Premiums	479,483	500,000	500,000	500,000	0.0%
Retiree Group Health	173,403	211,120	225,000	225,000	6.6%
Self Ins. Collision	0	5,000	5,000	5,000	0.0%
Self Ins. Comprehensive	963	5,000	5,000	5,000	0.0%
Special Contingency	0	150,000	150,000	150,000	0.0%
S/T Disability Payments	35,782	70,000	70,000	70,000	0.0%
Taxes & Fees	0	3,500	3,500	3,500	0.0%
Supplies & Operations	60,912	52,200	26,500	36,500	-30.1%
To General Fund	0	0	0	0	0%
To Solid Waste Management Fund	0	0	0	0	0%
Unemployment Insurance	123,873	250,000	250,000	240,000	-4.0%
Workers Compensation Claims	140,362	400,000	400,000	400,000	0.0%
Workers Compensation Premiums	147,049	160,000	165,000	165,000	3.1%
Total	\$3,253,665	\$3,844,500	\$3,914,217	\$4,003,000	4.1%
Expenses by Division					
Wellness	\$260,803	\$248,200	\$261,500	\$261,500	5.4%
Employee Insurance	2,045,276	1,962,300	2,013,717	2,102,500	7.1%
Liability	656,534	1,070,000	1,070,000	1,070,000	0.0%
Workers Compensation	291,052	564,000	569,000	569,000	0.9%
Total	\$3,253,665	\$3,844,500	\$3,914,217	\$4,003,000	4.1%

Budget Highlights

The Self-Insurance Fund includes the County's cost for property and general liability insurance, workers' compensation, wellness, and employee health and dental insurance. In order to reflect the true cost of personnel, the County's portion of health and dental premiums is budgeted in individual department budgets. The Self Insurance Fund includes additional costs not covered by County premiums, such as retiree costs and costs paid by employees for spouses and dependents covered on County health and dental plans.

The County has effectively engaged employees to improve individual health outcomes and used strategies like the on-site wellness clinic to save money. Savings are apparent when comparing the County's health care cost growth of 4 percent to the industry increase of 6 percent. Despite these savings, health care costs have increased above current contribution rates. The budget includes an increase in the County's share of health insurance premiums for both of its health plans: \$15.08 per biweekly for the Core plan and \$11 per biweekly for the Health Savings Account (HSA) plan. Regardless of which plan an employee chooses, the County contributes the same total dollars on behalf of that employee. Employees on the HSA plan receive the difference in the cost of the premiums as contributions to their individual HSAs as seed money.

Annually the County reviews benefits to ensure it remains an employer of choice. The Health Savings Account (HSA) plan has the lowest individual (\$1,300) and family deductibles (\$2,600) allowed by the IRS, but benchmarking shows the County offers less seed money (\$494) annually than its peers to mitigate these out of pocket costs. By comparison, the City of Hickory has a higher deductible (\$1,500) but provides more seed money (\$840) to help offset this cost. In order to remain competitive, HSA seed money is increased to \$600 per year. Additionally, employees on either health plan will be able to obtain certain generic drugs with no co-pay consistent with many other counties' practice.

Reappraisal Fund

Fund 140

	2014/15 Actual	2015/16 Current	2016/17 Requested	2016/17 Approved	Percent Change
Revenues					
Investment Earnings	\$3,653	\$0	\$0	\$0	0%
Fund Balance	0	0	0	18,557	0%
General Fund	396,754	374,329	412,551	397,072	6.1%
Total	\$400,407	\$374,329	\$412,551	\$415,629	11.0%
Expenses					
Personal Services	\$340,112	\$344,279	\$380,861	\$383,739	11.5%
Supplies & Operations	60,295	30,050	31,690	31,890	6.1%
Capital	0	0	0	0	0%
Total	\$400,407	\$374,329	\$412,551	\$415,629	11.0%
Employees					
Permanent	6.00	6.00	6.00	6.00	0.0%
Hourly	0.00	0.00	0.00	0.00	0%
Total	6.00	6.00	6.00	6.00	0.0%

Budget Highlights

The total recommended budget for Reappraisal is \$415,629 or an 11 percent increase (\$41,300) from the current year. Approximately \$13,946 of the increase is attributed to the County's 27th payroll in Fiscal Year 2016/17. Without the 27th payroll, normal operational increases totaled \$27,354 (7.3 percent).

Performance Measurements

Fiscal Year 2016/17

In the year after the County's revaluation process, Reappraisal will continue to defend the County's position on property value appeals to the North Carolina Property Tax Commission (NCPTC) resulting from the 2015 Revaluation. Additionally, the department will continue its preparation for the 2019 revaluation by mailing Sales Verification Questionnaires to all grantees of property and evaluating returned questionnaires to determine valid arm's length market transactions.

Fiscal Year 2015/16

Reappraisal is on target to achieve all of its Fiscal Year 2015/16 goals. The department defended the County's position on property value appeals to the NCPTC. As a result of the 2015 Revaluation, there were two residential properties that appealed to NCPTC, and both appeals were settled through mediation. Reappraisal continues to maintain an accurate sales history of all valid market transactions in preparation for the 2019 Revaluation.

Fiscal Year 2014/15

The Reappraisal Office achieved all three of its outcomes. Reappraisal completed all of the final activities for the 2015 Countywide Revaluation such as finalizing the schedule of values, mailing new valuation notices to property owners, and holding informal hearings with staff appraisers. The office met every deadline on the approved schedule of values such as having formal presentation for the BOC, public hearing for the public, and finally having the BOC adopt the schedule of values

REAPPRAISAL

Statement of Purpose

As required by North Carolina General Statute 105-286, Catawba County must conduct a reappraisal of all real property in accordance with the provisions of General Statutes 105-283 and 105-317. This must be completed by January 1st of the prescribed year and at least every eighth year thereafter.

Outcomes

1. Defend the County's position on property value appeals to the North Carolina Property Tax Commission resulting from the 2015 Revaluation. In combination with the County's legal department, revaluation staff will seek to ensure that all property is fairly and equitably assessed in accordance with the 2015 adopted Schedule of Values.
2. In preparation for a 2019 countywide Revaluation, maintain an accurate sales history file of all valid market transactions within the County. This is to be accomplished on a monthly basis by:
 - a. Mailing Sales Verification Questionnaires to all grantees of property.
 - b. Evaluation of returned questionnaires to determine valid arm's length market transactions.
 - c. Validate sales to be used in Comparative Sales (Market) approach to determine 2019 values.
3. Initiate land pricing for 2019 countywide revaluation by September 2016, per the Revaluation Planning Calendar.
4. Mail and process Commercial/Industrial Income and Expense Statement Request Forms from February to April 2017. These will be used in the development of the income approach to value Commercial/Industrial properties for 2019 countywide Revaluation.
5. Provide quality customer service by responding to all taxpayer inquiries within 24 hours of receipt and resolving outstanding issues within 5 business days as evidenced by monitoring and verification by supervisors within department.

Register of Deeds Automation & Preservation

Fund 160

	2014/15 Actual	2015/16 Current	2016/17 Requested	2016/17 Approved	Percent Change
Revenues					
Charges & Fees	\$0	\$0	\$0	\$0	0%
Miscellaneous	80,563	75,650	74,992	77,126	2.0%
Fund Balance Applied	(14,138)	0	0	0	0%
Total	\$66,425	\$75,650	\$74,992	\$77,126	2.0%
Expenses					
Contractual Services	\$66,425	\$75,650	\$74,992	\$77,126	2.0%
Supplies & Operations	0	0	0	0	0%
Total	\$66,425	\$75,650	\$74,992	\$77,126	2.0%

Budget Highlights

In 2002, new legislation created an Automation Enhancement and Preservation Fund and expanded the uniform fees for services charged by the Register of Deeds. This increase in fees is to be used to enhance the standards for instruments to be registered in the Office of the Register of Deeds. Revenues in this fund are to be spent on computer and imaging technology enhancements in the Register of Deeds Office associated with preserving records and providing public access to those records.

Revenues are based on 10 percent of the total for Marriage Licenses, Recording of Legal Instruments, UCC Filing Fees, and Miscellaneous Revenues. The remaining 90 percent of these revenues are recorded in the Register of Deeds cost center in the General Fund. Since revenues in the General Fund increased based on anticipated increases in real estate activity in the coming year, the amount in the Automation & Preservation fund increased.

Emergency Telephone System Fund

Fund 202

	2014/15 Actual	2015/16 Current	2016/17 Requested	2016/17 Approved	Percent Change
Revenue					
911 Reimbursement	\$436,842	\$353,078	\$495,350	\$493,940	39.9%
Interest	18,473	\$0	0	0	0%
From General Fund	1,350	\$0	0	0	0%
Secondary PSAP 911-Hickory	58,711	52,451	108,026	107,011	104.0%
Secondary PSAP 911-Newton	11,809	10,544	11,515	21,944	108.1%
Backup 911 Center-Hky	0	0	735,700	735,700	
Fund Balance Appropriated	304,547	2,096,397	54,503	56,825	-97.3%
Total	\$831,732	\$2,512,470	\$1,405,094	\$1,415,420	-43.7%
Expenses					
Personal Services	\$102,991	\$111,885	\$121,073	\$131,399	17.4%
Supplies & Operations	367,385	420,585	1,254,021	1,254,021	198.2%
Capital	163,452	1,950,000	0	0	0%
Contingency	197,904	30,000	30,000	30,000	0.0%
Total	\$831,732	\$2,512,470	\$1,405,094	\$1,415,420	-43.7%
Expenses by Division					
Emergency Telephone System	\$728,741	\$2,400,585	\$1,284,021	\$1,293,435	-46.1%
Wireless 911 Charges	24,174	24,256	27,331	27,539	13.5%
911 Addressing	78,817	87,629	93,742	94,446	7.8%
Total	\$831,732	\$2,512,470	\$1,405,094	\$1,415,420	-43.7%
Employees					
Permanent	1.85	1.85	1.85	1.85	0%
Hourly	0.00	0.00	0.00	0.00	0%
Total	1.85	1.85	1.85	1.85	0.0%

Budget Highlights

A portion of the funding for the E-911 Communications Center comes from a statewide E-911 60-cent surcharge placed on all landlines and wireless phones. The Emergency Telephone Fund is used to account for the 911 revenue distributed to the County annually by the NC 911 Board. These funds can only be used for specific 911-related purposes.

The fund's overall 44 percent expense reduction for Fiscal Year 2016/17 is attributed to appropriating \$2.09 million in fund balance in the current fiscal year, approximately \$1.95 million of which was used to purchase technology for the new E-911 Communications Center. The nearly 40 percent (\$140,860) increase in 911 Reimbursement is a formula-based State allocation calculated using prior year spending, number of 911 calls dispatched from the primary public safety answering point (PSAP), number of 911 calls transferred to a secondary PSAP in the prior year, and available fund balance. The secondary PSAP 911- Hickory revenue, which increased by \$54,560 (104 percent), is also a formula-driven State allocation made up of pass-through dollars given directly to the Hickory PSAP.

Controlling for the costs of the 27th payroll (which amounts to \$4,411), the operating decrease is 44.2 percent.

Federally Seized Funds

Fund 205

	2014/15 Actual	2015/16 Current	2016/17 Requested	2016/17 Approved	Percent Change
Revenues					
Drug Reimbursement	\$4,526	\$0	\$0	\$0	0%
Sale of Properties	0	0	0	0	0%
Interest on Investments	661	0	0	0	0%
Miscellaneous	0	0	0	0	0%
Fund Balance	13,613	26,000	9,668	9,668	-62.8%
Total	\$18,800	\$26,000	\$9,668	\$9,668	-62.8%
Expenses					
Supplies & Operations	\$9,800	\$21,000	\$9,668	\$9,668	-54.0%
Capital	9,000	0	0	0	0%
Drug Prevention Contingency	0	5,000	0	0	0%
Total	\$18,800	\$26,000	\$9,668	\$9,668	-62.8%

Budget Highlights

Expenditures in this Fund are funded by revenues received through the Federal Asset Sharing and Forfeiture Program as a result of Federal level narcotics investigations. Use of the funds is restricted to law enforcement purposes to enhance the investigation and prevention of drug related crime.

State Unauthorized Substance Abuse Fund

Fund 206

	2014/15 Actual	2015/16 Current	2016/17 Requested	2016/17 Approved	Percent Change
Revenues					
From General Fund	0	0	31,508	31,508	0%
Total	\$0	\$0	\$31,508	\$31,508	0%
Expenses					
Miscellaneous	0	0	31,508	31,508	0%
Total	\$0	\$0	\$31,508	\$31,508	0%

Budget Highlights

Funds previously budgeted in the General Fund have been budgeted in a separate State Unauthorized Substance Abuse Fund (USUB), as recommended by the Department of State Treasurer, restricted for Sheriff's Office use only to deter and investigate drug crimes.

Rescue Squads Fund

Fund 240

	2014/15 Actual	2015/16 Current	2016/17 Requested	2016/17 Approved	Percent Change
Revenues					
Interest on Investments	\$3,083	\$0	\$0	\$0	0%
Prior Year Ad Valorem	1,067,200	1,050,525	1,067,200	1,067,200	1.6%
Fund Balance	(90,417)	0	55,220	0	0%
Total	\$979,866	\$1,050,525	\$1,122,420	\$1,067,200	1.6%
Expenses					
Property & General Liability	97,328	\$94,874	98,000	98,000	3.3%
Accounting Services	13,300	13,300	13,300	13,300	0.0%
Medical 1st Response	365,710	365,710	365,710	365,710	0.0%
Rescue Squads Equipment Reserve	7,981	0	0	39,540	0%
Catawba Operating	76,384	80,000	119,068	85,000	6.3%
Catawba Capital	0	0	70,000	70,000	0%
Claremont Operating	88,730	90,000	119,101	95,000	5.6%
Claremont Capital	0	70,000	36,000	36,000	-48.6%
Hickory Operating	111,757	112,650	112,650	112,650	0.0%
Hickory Capital	36,000	0	0	0	0%
Maiden Operating	71,104	75,000	75,000	75,000	0.0%
Maiden Capital	0	36,000	0	0	0%
Newton-Conover Operating	74,981	76,400	77,000	77,000	0.8%
Newton-Conover Capital	0	0	0	0	0%
Sherrills Ford Operating	36,591	36,591	36,591	0	-100.0%
Sherrills Ford Capital	0	0	0	0	0%
Total	\$979,866	\$1,050,525	\$1,122,420	\$1,067,200	1.6%

Budget Highlights

The Rescue Squads' budget for Fiscal Year 2016/17 is \$1,067,200, which represents a 1.6 percent increase (\$16,675) from the prior year. County funding for Rescue Squads is maintained at 2/3 of one cent on the property tax rate. The value of a penny is \$1.6 million.

Property & General Liability expense increased by 3.3 percent due to inflation. Claremont's Capital expense decreased by 48.6 percent (\$34,000) due to purchasing an ambulance in the current year. Sherrills Ford Operating decreased by 100 percent due to the department (which provides both fire and rescue services for the County) receiving a \$0.029 fire protection service district tax rate increase. Those dollars previously dedicated to Sherrills Ford are allocated to the Rescue Squads Equipment Reserve. In regards to capital, the budget includes:

- \$36,000 for Claremont Rescue to purchase a Quick Response Vehicle.
- \$70,000 for Catawba Rescue to remount an aging ambulance. Remounting ambulances in this way saves Rescue Squads money over purchasing a new ambulance.

Library Endowment Fund

Fund 250

	2014/15 Actual	2015/16 Current	2016/17 Requested	2016/17 Approved	Percent Change
Revenues					
Investment Earnings	\$1,593	\$0	\$0	\$0	0%
Fund Balance	0	15,000	2,000	10,000	-33.3%
Total	\$1,593	\$15,000	\$2,000	\$10,000	-33.3%
Expenses					
Supplies & Operations	\$50,000	\$15,000	\$2,000	\$10,000	-33.3%
Total	\$50,000	\$15,000	\$2,000	\$10,000	-33.3%

Budget Highlights

The Library Endowment Fund expenses decreased \$5,000 from Fiscal Year 2015/16. The Fund is strictly for books. The Library Director is budgeting \$10,000 in case additional money for books is needed in Fiscal Year 2016/17. This planned spending will reduce the fund balance to \$166,352.

Gretchen Peed Scholarship Fund

Fund 260

	2014/15 Actual	2015/16 Current	2016/17 Requested	2016/17 Approved	Percent Change
Revenues					
Donations	\$5,845	\$1,500	\$1,500	\$1,500	0%
Interest Earnings	430	0	0	0	0%
Fund Balance Applied	0	0	0	0	0%
Total	\$6,275	\$1,500	\$1,500	\$1,500	0%
Expenses					
Donations	\$0	\$1,500	\$1,500	\$1,500	0%
Total	\$0	\$1,500	\$1,500	\$1,500	0%

Budget Highlights

This scholarship was established in November 1996 by the Catawba County Board of Commissioners and Board of Social Services to honor former Commissioner Gretchen Peed. It is intended for any post-high school education program and will be available to any child who is or has been in the legal custody of Catawba County Social Services. This shall be a perpetual fund, and scholarships shall be generated from interest accrued from the donated principle. The principle shall not be accessed.

Social Services has made a concerted effort to encourage secondary education. To help insure better connectivity and opportunities for these children's education, Social Services will continue this emphasis.

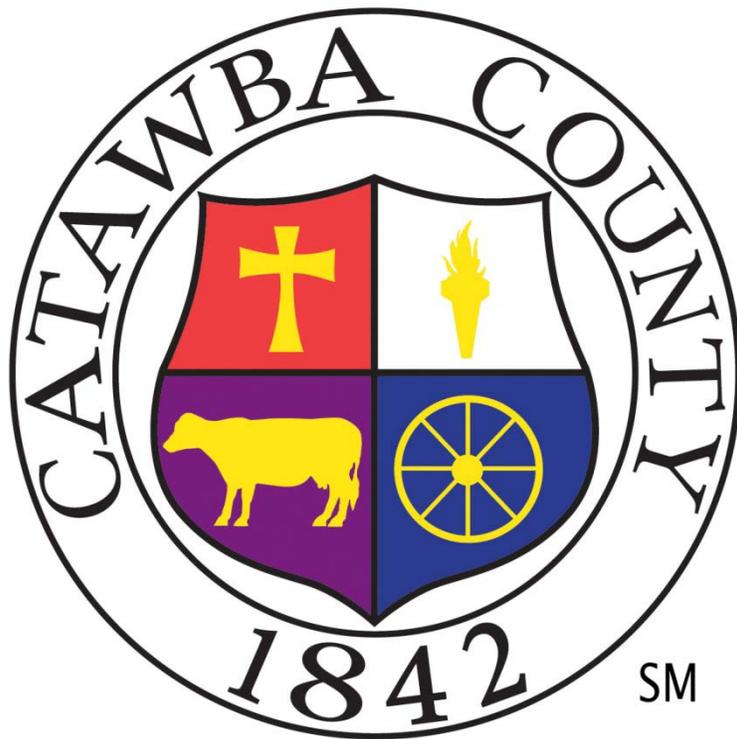
Parks/Historic Preservation Trust Fund

Fund 270

	2014/15 Actual	2015/16 Current	2016/17 Requested	2016/17 Approved	Percent Change
Revenues					
Miscellaneous	\$0	\$0	\$0	\$0	0%
Charges & Fees	0	0	0	0	0%
Special Contingency	0	0	0	5,000	0%
Fund Balance	0	49,000	0	0	0%
Total	\$0	\$49,000	\$0	\$5,000	-90%
Expenses					
Supplies & Operations	\$0	\$0	\$0	\$0	0%
Capital	0	0	0	0	0%
Special Contingency	0	0	0	5,000	0%
To General Capital	0	49,000	0	0	0%
Total	\$0	\$49,000	\$0	\$5,000	-90%

Budget Highlights

The budget decreased by \$44,000 (90 percent) because last's fund balance usage was a one-time appropriation used to fund the Parks Improvement project. The Fiscal Year 2016/17 budget includes \$5,000 in special contingency to support exploration of the Friends of Catawba County Parks (FCCP) start-up. The FCCP may be a vehicle through which the public can make donations to the Catawba County Parks system. The goal is to have this organization become a stand-alone non-profit organization (501c3) similar to the Friends of the Library organization. Until that time, the FCCP's funds will be located in the Park/Historic Preservation Trust Fund.



Mountain View Fire Protection Service District

Fund 352

	2014/15 Actual	2015/16 Current	2016/17 Requested	2016/17 Approved	Percent Change
Revenues					
Tax Rate	0.0600	0.0600	0.0750	0.0750	25.0%
Property Tax	\$448,045	\$428,295	\$538,990	\$538,990	25.8%
Interest on Investments	502	0	0	0	0%
Fund Balance	(7,993)	27,326	0	0	0%
Total	\$440,554	\$455,621	\$538,990	\$538,990	18.3%
Expenses					
Fire Protection	\$440,554	\$455,621	\$538,990	\$538,990	18.3%
Total	\$440,554	\$455,621	\$538,990	\$538,990	18.3%

Propst Fire Protection Service District

Fund 353

	2014/15 Actual	2015/16 Current	2016/17 Requested	2016/17 Approved	Percent Change
Revenues					
Tax Rate	0.0615	0.0620	0.0620	0.0620	0.0%
Property Tax	\$217,496	\$204,256	\$205,625	\$205,625	0.7%
Interest on Investments	353	0	0	0	0%
Fund Balance	(12,058)	0	0	0	0%
Total	\$205,791	\$204,256	\$205,625	\$205,625	0.7%
Expenses					
Fire Protection	\$205,791	\$204,256	\$205,625	\$205,625	0.7%
Total	\$205,791	\$204,256	\$205,625	\$205,625	0.7%

St. Stephens Fire Protection Service District

Fund 354

	2014/15 Actual	2015/16 Current	2016/17 Requested	2016/17 Approved	Percent Change
Revenues					
Tax Rate	0.0900	0.0900	0.1300	0.1200	33.3%
Property Tax	\$800,769	\$754,913	\$1,087,753	\$1,004,538	33.1%
Interest on Investments	765	0	0	0	0%
Fund Balance	16,698	39,663	22,065	22,065	-44.4%
Total	\$818,232	\$794,576	\$1,109,818	\$1,026,603	29.2%
Expenses					
Fire Protection	\$818,232	\$794,576	\$1,109,818	\$1,026,603	29.2%
Total	\$818,232	\$794,576	\$1,109,818	\$1,026,603	29.2%

Conover Rural Fire Protection Service District

Fund 355

	2014/15 Actual	2015/16 Current	2016/17 Requested	2016/17 Approved	Percent Change
Revenues					
Tax Rate	0.0700	0.0900	0.0900	0.0900	0.0%
Property Tax	76,970	\$91,265	91,416	\$91,416	0.2%
Interest on Investments	2,160	0	0	0	0%
Fund Balance	(79,130)	0	0	0	0%
Total	\$0	\$91,265	\$91,416	\$91,416	0.2%
Expenses					
Fire Protection	\$0	\$0	\$0	\$0	0%
Capital	0	\$91,265	91,416	\$91,416	0.2%
Total	\$0	\$91,265	\$91,416	\$91,416	0.2%

Oxford Fire Protection Service District

Fund 356

	2014/15 Actual	2015/16 Current	2016/17 Requested	2016/17 Approved	Percent Change
Revenues					
Tax Rate	0.0558	0.0650	0.0650	0.0650	0.0%
Property Tax	\$276,545	\$294,549	\$298,738	\$298,738	1.4%
Interest on Investments	489	0	0	0	0%
Fund Balance	23,216	0	0	0	0%
Total	\$300,250	\$294,549	\$298,738	\$298,738	1.4%
Expenses					
Fire Protection	\$300,250	\$294,549	\$298,738	\$298,738	1.4%
Total	\$300,250	\$294,549	\$298,738	\$298,738	1.4%

Sherrills Ford Fire Protection Service District

Fund 357

	2014/15 Actual	2015/16 Current	2016/17 Requested	2016/17 Approved	Percent Change
Revenues					
Tax Rate	0.0800	0.0810	0.1110	0.1100	35.8%
Property Tax	\$1,615,057	\$1,570,882	\$2,160,479	\$2,141,097	36.3%
Interest on Investments	1,345	0	0	0	0%
Fund Balance	(24,786)	0	0	0	0%
Total	\$1,591,616	\$1,570,882	\$2,160,479	\$2,141,097	36.3%
Expenses					
Fire Protection	\$1,591,616	\$1,570,882	\$2,160,479	\$2,141,097	36.3%
Total	\$1,591,616	\$1,570,882	\$2,160,479	\$2,141,097	36.3%

Bandys Fire Protection Service District

Fund 358

	2014/15 Actual	2015/16 Current	2016/17 Requested	2016/17 Approved	Percent Change
Revenues					
Tax Rate	0.0700	0.0820	0.0820	0.0820	0.0%
Property Tax	\$464,380	\$501,434	\$510,587	\$510,587	1.8%
Interest on Investments	736	0	0	0	0%
Fund Balance	3,361	0	0	0	0%
Total	\$468,477	\$501,434	\$510,587	\$510,587	1.8%
Expenses					
Fire Protection	\$468,477	\$501,434	\$510,587	\$510,587	1.8%
Total	\$468,477	\$501,434	\$510,587	\$510,587	1.8%

Maiden Fire Protection Service District

Fund 359

	2014/15 Actual	2015/16 Current	2016/17 Requested	2016/17 Approved	Percent Change
Revenues					
Tax Rate	0.0600	0.0750	0.0800	0.0800	6.7%
Property Tax	\$203,102	\$200,917	\$217,710	\$217,710	8.4%
Interest on Investments	1,051	0	0	0	0%
Fund Balance	(7,137)	0	0	0	0%
Total	\$197,016	\$200,917	\$217,710	\$217,710	8.4%
Expenses					
Fire Protection	\$197,016	\$200,917	\$217,710	\$217,710	8.4%
Total	\$197,016	\$200,917	\$217,710	\$217,710	8.4%

Claremont Fire Protection Service District

Fund 360

	2014/15 Actual	2015/16 Current	2016/17 Requested	2016/17 Approved	Percent Change
Revenues					
Tax Rate	0.0700	0.0800	0.0800	0.0800	0.0%
Property Tax	\$240,807	\$247,100	\$254,163	\$254,163	2.9%
Interest on Investments	479	0	0	0	0%
Fund Balance	(10,035)	0	0	0	0%
Total	\$231,251	\$247,100	\$254,163	\$254,163	2.9%
Expenses					
Fire Protection	\$231,251	\$247,100	\$254,163	\$254,163	2.9%
Total	\$231,251	\$247,100	\$254,163	\$254,163	2.9%

Catawba Fire Protection Service District

Fund 361

	2014/15 Actual	2015/16 Current	2016/17 Requested	2016/17 Approved	Percent Change
Revenues					
Tax Rate	0.0700	0.0850	0.1000	0.1000	17.6%
Property Tax	\$139,815	\$152,150	\$182,582	\$182,582	20.0%
Interest on Investments	2,773	0	0	0	0%
Fund Balance	(7,971)	0	160,000	160,000	0%
Total	\$134,617	\$152,150	\$342,582	\$342,582	125.2%
Expenses					
Fire Protection	\$134,617	\$152,150	\$342,582	\$342,582	125.2%
Total	\$134,617	\$152,150	\$342,582	\$342,582	125.2%

Long View Fire Protection Service District

Fund 362

	2014/15 Actual	2015/16 Current	2016/17 Requested	2016/17 Approved	Percent Change
Revenues					
Tax Rate	0.0546	0.0730	0.0730	0.0730	0.0%
Property Tax	\$26,625	\$26,001	\$26,428	\$26,428	1.6%
Interest on Investments	170	0	0	0	0%
Fund Balance	(584)	0	0	0	0%
Total	\$26,211	\$26,001	\$26,428	\$26,428	1.6%
Expenses					
Fire Protection	\$26,211	\$26,001	\$26,428	\$26,428	1.6%
Total	\$26,211	\$26,001	\$26,428	\$26,428	1.6%

Newton Fire Protection Service District

Fund 363

	2014/15 Actual	2015/16 Current	2016/17 Requested	2016/17 Approved	Percent Change
Revenues					
Tax Rate	0.0850	0.0900	0.0900	0.0900	0.0%
Property Tax	\$443,635	\$438,323	\$443,968	\$443,968	1.3%
Interest on Investments	429	0	0	0	0%
Fund Balance	(5,996)	22,197	0	0	0%
Total	\$438,068	\$460,520	\$443,968	\$443,968	-3.6%
Expenses					
Fire Protection	\$438,068	\$460,520	\$443,968	\$443,968	-3.6%
Total	\$438,068	\$460,520	\$443,968	\$443,968	-3.6%

Cooksville Fire Protection Service District

Fund 365

	2014/15 Actual	2015/16 Current	2016/17 Requested	2016/17 Approved	Percent Change
Revenues					
Tax Rate	0.0617	0.0620	0.0620	0.0620	0.0%
Property Tax	\$96,943	\$90,612	\$92,243	\$92,243	1.8%
Interest on Investments	465	0	0	0	0%
Fund Balance	(5,636)	0	0	0	0%
Total	\$91,772	\$90,612	\$92,243	\$92,243	1.8%
Expenses					
Fire Protection	\$91,772	\$90,612	\$92,243	\$92,243	1.8%
Total	\$91,772	\$90,612	\$92,243	\$92,243	1.8%

Hickory Rural Fire Protection Service District

Fund 369

	2014/15 Actual	2015/16 Current	2016/17 Requested	2016/17 Approved	Percent Change
Revenues					
Tax Rate	0.0700	0.0900	0.0900	0.0900	0.0%
Property Tax	\$309,791	\$375,355	\$376,336	\$376,336	0.3%
Interest on Investments	279	0	0	0	0%
Fund Balance	(1,019)	13,822	8,700	8,700	-37.1%
Total	\$309,051	\$389,177	\$385,036	\$385,036	-1.1%
Expenses					
Fire Protection	\$309,051	\$389,177	\$385,036	\$385,036	-1.1%
Total	\$309,051	\$389,177	\$385,036	\$385,036	-1.1%

All Districts

	2014/15 Actual	2015/16 Current	2016/17 Requested	2016/17 Approved	Percent Change
Revenues					
Average Tax Rate	0.0685	0.0775	0.0850	0.0842	8.7%
Property Tax	\$5,359,980	\$5,376,052	\$6,487,018	\$6,384,421	18.8%
Interest on Investments	11,996	0	0	0	0%
Fund Balance	(119,070)	103,008	190,765	190,765	85.2%
Total	\$5,252,906	\$5,479,060	\$6,677,783	\$6,575,186	20.0%
Expenses					
Fire Protection	\$5,252,906	\$5,387,795	\$6,586,367	\$6,483,770	20.3%
Capital	0	91,265	91,416	91,416	0.2%
Total	\$5,252,906	\$5,479,060	\$6,677,783	\$6,575,186	20.0%

Budget Highlights

Catawba County is fortunate to have a large number of highly-trained and dedicated volunteers providing fire and medical first response services. These volunteers willingly devote their efforts and time and risk their personal safety for the benefit of the community. Without these volunteers, the County would incur tremendous costs to maintain the level of fire and medical first response services citizens enjoy now. However, it has recently become more challenging to adequately staff the districts relying solely on volunteers, due to increased training requirements, less willingness on behalf of private employers to allow volunteers the flexibility to respond to fires during regular work shifts, and the tug and pull of family commitments. As a result, there is an increasing need to supplement the existing pool of volunteers with paid full-time and part-time staff.

Five fire protection service districts are recommended for a tax increase for Fiscal Year 2016/17 based on the justifications identified in the summary table below. With these recommended increases changes, the average tax rate for all fire districts increases from \$0.0775 to \$0.0842, totaling \$6.575 million.

Catawba – Increase from \$0.085 to \$0.10

This increase will allow the district to increase part-time staffing hours, replace a Quick Response Vehicle and Brush Truck, and set aside funds for future capital needs.

Maiden – Increase from \$0.075 to \$0.08

This increase will ensure the district honors a mutual aid agreement with Lincoln County, purchase land for construction for a new fire station, and help fund firefighter positions at full-time rather than part-time.

Mountain View —Increase from \$0.06 to \$0.075

This increase will fund 2 full-time firefighters Monday-Friday and cover increased operational costs.

St. Stephens – Increase from \$0.09 to \$0.12

This increase will fund 3 full-time firefighters, allowing the district to have 2 firefighters for 24/7 coverage and 2 additional paid staff from Monday-Friday. The increase will also help repair a fire truck and set aside money for the purchase of future apparatus and other equipment.

Sherrills Ford – Increase from \$0.081 to \$0.11

The tax rate increase will fund 9 additional firefighter positions, allowing for all four bases in the district to be staffed with 2 firefighters for every shift, guaranteeing 24/7 coverage. Funds will also be used to pay down on debt service obligations, cover increased operational costs, and to be set aside for future capital. The district has applied for a SAFER grant to cover the personnel expense. If the grant is received, the appropriated budget funds will be set aside for debt service payments and to fund future capital needs.

General Capital Projects

Fund 410

	2016/17 Requested	2016/17 Approved	Percent Change
Revenues			
Federal Bed Rental	\$325,000	\$450,000	38.5%
Local Bed Rental	325,000	325,000	0.0%
Sale of Slanting Bridg Property - from General Fund	0	50,000	0%
Donations	125,000	125,000	0.0%
Municipalities for Oblique Photography	42,416	16,461	-61.2%
E-911 Grant Backup 911 Center	0	275,300	0%
E-911 Grant VHF Simulcast Radio System Upgrade		653,650	0%
From General Fund	4,710,084	3,291,342	-30.1%
Total	\$5,527,500	\$5,186,753	-6.2%
Expenses			
Ongoing/Periodic Projects			
Facilities - General Renovations	0	60,000	100.0%
Technology - Oblique Photography	176,000	68,303	-61.2%
Technology - Server & Desktop Applications (formerly Microsoft Licensing)	308,000	308,000	0.0%
Technology - Infrastructure Upgrade	300,000	300,000	0.0%
Debt Financed/Future Projects			
Sheriff - Jail Expansion	3,050,000	3,625,000	18.9%
Sheriff - Close Federal Bed Expansion (consolidate into Jail Exp Proj)	0	(550,000)	0%
Pay as You Go Projects			
E-911 - Back-up Center	0	275,300	100.0%
E-911 - VHF Simulcast Radio System Upgrade	0	653,650	100.0%
EMS - CVMC Neonatal Ambulance Replacement	380,000	380,000	0.0%
EMS - Close Bandys Station II Expansion to fund Neonatal Ambulance	0	(321,520)	0%
EMS - Reduce Future Projects to fund Neonatal Ambulance	0	(58,480)	0%
Facilities - Family Services Center Roof	110,000	110,000	0.0%
Library - Technology & Facility Upgrades	230,000	124,245	-46.0%
Library - Close Sherrills Ford project to fund Technology & Facility Upgrades	0	(124,245)	0%
Parks - Mountain Creek Park	125,000	125,000	0.0%
Parks - Park Improvements	68,500	61,500	-10.2%
Parks - Riverbend Park	0	50,000	0%
Sheriff - Jail Holding Area	80,000	100,000	25.0%
Social Services Expansion	700,000	0	0%
Total	\$5,527,500	\$5,186,753	-6.2%

Budget Highlights

Ongoing/Periodic Projects

Facilities General Renovations and Energy Projects – Annually, the County funds general renovations and energy retrofits. The budget moves these dollars from the General Fund to the General Capital Projects Fund, so that unspent balances at year-end remain tied to these purposes, which will allow flexibility in addressing needs over multiple years.

Technology - Oblique Photography – Oblique photography maps are high resolution low-angle maps useful for geospatial mapping services, planning, code enforcement, real estate appraisal, economic development, and public safety/emergency services purposes. Funds are included for the first year of a three year agreement to update oblique photography. This project is partially funded by Conover, Hickory, Long View, Newton, Maiden, and Claremont.

Technology - Server and Desktop Applications – Funds are included to continue a licensing agreement with Microsoft for Microsoft Office software such as Word, Excel, PowerPoint, and Outlook. An additional \$33,000 per year is included for the next three years to allow Technology to upgrade and re-standardize the County’s computers to operate on Office 2013 as computers are replaced.

Technology - Infrastructure Upgrades (\$300,000) – Annually the County sets aside funds for ongoing infrastructure upgrades to hardware and software necessary to maintain its core network, such as switches, back-up storage, and servers.

Debt Financed/Future Projects

Jail Expansion (\$3,625,000) – The budget continues to set aside 1.5 cents of property tax, as well as revenue earned by renting beds, towards the \$17 million Jail Expansion project planned for Fiscal Year 2017/18. This funding will increase the dollars set aside to \$8.8 million by June 30, 2017, reducing the amount of debt that will need to be issued to finance the expansion, saving money in the long-run.

Pay as You Go Projects

E-911 Backup Center – Funds are included in the budget to meet the State’s mandate of establishing a back-up 911 Center. The total project is roughly \$1 million and is split between the E-911 Fund (equipment directly related to the call-taking process and fundable by traditional 911 funds) and General Capital Projects Fund (equipment directly related to dispatching emergency response units which is not eligible for traditional 911 funds). The County plans to request a State 911 grant to fund the project.

E-911 VHF Simulcast Radio System Upgrade – Funds are included to upgrade a critical radio system used to communicate with fire and rescue volunteers via pagers that has reached end of life. The County plans to apply for a State 911 grant to fund the project but will have to complete with local funds if the grant is unsuccessful.

EMS - CVMC Neonatal Ambulance/EMS Bandys Station II Expansion /EMS Future Projects (\$380,000) – Funds from existing EMS projects will be used to fund replacement of a neonatal ambulance. The County has a contract with Catawba Valley Medical Center (CVMC) to transport infants whose medical needs exceed CVMC’s capabilities to Forsyth and Mecklenburg Counties. CVMC will reimburse the County over eight years for the ambulance plus pay the County to provide a driver.

Facilities - Family Services Center (FSC) Roofs (\$110,000) – Funds are included to replace the 20 year old roofs on both buildings.

Library - Technology & Facility Upgrades (\$124,245) –Funds are included to replace public computers, update switches and fiber connections, add new technology such as smart tables, and paint interior and exterior areas at the Newton, Maiden, and St. Stephens branches.

Parks - Mountain Creek Park – The budget appropriates \$125,000 of the \$500,000 committed by Villages at Sherrills Ford developers towards development of the County’s 588-acre Mountain Creek property. The proposed park will consist of over 20 miles of trails, canoe/kayak access, picnic facilities, fishing piers, an office/educational building, and bathroom facilities. During Fiscal Year 2016/17, planning and design will be completed, security fencing will be added, and the property will be cleaned up in preparation for phase one development expected to begin in Fiscal Year 2017/18.

Parks - Park Improvements – The budget includes funds to improve existing parks by refurbishing structures and renovating park amenities.

Parks - Riverbend Park – The County is considering the acquisition of 200-acres adjacent to the Park through a lease-purchase arrangement over time, with the timeframe driven by the availability of PARTF grant funds.

Sheriff - Jail Holding Area – The budget includes \$100,000 of bed rental revenue to convert an underused room in the jail into an expanded holding area for inmates scheduled to appear in court.



Schools' Capital Projects

Fund 420

	2016/17 Requested	2016/17 Approved	Percent Change
Revenues			
2nd 1/2% Sales Tax	\$3,823,637	\$3,823,637	0.0%
2nd 1/2% Sales Tax - Food	496,655	496,655	0.0%
Fund Balance Applied	0	28,936	0%
From General Fund	5,199,440	1,235,000	-76.2%
Total	\$9,519,732	\$5,584,228	-41.3%
Expenses			
Catawba County (in priority order)			
<i>HVAC Equipment Upgrades</i>			
Bandys High School- 400/500 HVAC Replacement additional funds	\$200,000	200,000	0.0%
Bunker Hill High School-Classroom HVAC Replacement	180,000	180,000	0.0%
Fred T. Foard High School-Classrooms HVAC Replacement	150,000	150,000	0.0%
Campbell Elementary School- Classrooms HVAC Replacement	150,000	150,000	0.0%
Claremont Elementary School-Classroom HVAC Replacement	110,000	110,000	0.0%
Maiden Elementary School-Classroom HVAC Replacement	110,000	110,000	0.0%
St. Stephens High School-Classroom HVAC Replacement	140,000	140,000	0.0%
<i>Fire Alarm Replacement</i>			
Maiden Middle School	75,000	75,000	0.0%
Mt. View Elementary School	75,000	75,000	0.0%
Startown Elementary School	80,000	80,000	0.0%
<i>School Security Phase III</i>			
Sallyports	200,000	0	0%
Knox Boxes for Law Enforcement (including keys)	12,000	per capita	0%
<i>System-wide Reroofing Projects</i>			
Claremont Elementary School- K-1 classrooms	230,000	230,000	0.0%
Fred T. Foard High School- 500 Hallway/classrooms	80,000	80,000	0.0%
Fred T. Foard High School- Old main corridor, old office area	85,000	85,000	0.0%
<i>New School/Traffic Entrance</i>			
Startown Elementary School- Redesign school entrance	150,000	150,000	0.0%
Mt. View Elementary School- Redesign school entrance	150,000	150,000	0.0%
<i>St. Stephens High School</i>			
Security/camera System Upgrade	32,000	32,000	0.0%
Paving of Tennis Courts	100,000	100,000	0.0%
<i>Catawba Rosenwald Education Center</i>			
Renovation of Existing Kitchen/Cafeteria	85,000	0	0%
Classroom Renovation of Science Depot Building	60,000	0	0%
<i>Fencing</i>			
Startown Elementary	12,500	per capita	0%
Tuttle Elementary School	12,500	per capita	0%
Maiden Middle School - Renovate Restrooms & Replace Pipes	300,000	300,000	0.0%
System-wide Painting	250,000	per capita	0%
<i>System-wide Awnings/Coverings over Walkways</i>			
Bandys High School	30,000	0	0%
Catawba Rosenwald Education Center	10,000	per capita	0%
Clyde Campbell Elementary School	10,000	per capita	0%
Fred T. Foard High School	15,000	0	0%
Mt. View Elementary School	13,000	0	0%

Schools' Capital Projects

Fund 420

	2016/17 Requested	2016/17 Approved	Percent Change
Bandys High School - Window Replacement- Phase I	150,000	0	0%
Transportation: Activity Buses	180,000	0	0%
<i>Elementary School Roof Gutters</i>			
Catawba Elementary School	48,000	48,000	0.0%
Lyle Creek Elementary School	48,000	48,000	0.0%
Mt. View Elementary School	48,000	48,000	0.0%
St. Stephens Elementary School	48,000	48,000	0.0%
<i>System-Wide Paving</i>			
Arndt Middle School- Old tennis court area behind gym	10,000	per capita	0%
Banoak Elementary School-Play area behind school	10,000	per capita	0%
Blackburn Elementary School- Bus and lot near gym	75,000	0	0%
Campbell Elementary School- Bus/car parking and walking track	105,000	0	0%
Jacobs Fork Middle School-Repave bus lot & back of school	150,000	0	0%
Maiden Elementary School- Parking & play area near gym	65,000	0	0%
Jacobs Fork Middle School - Athletic Fields Improvements	260,000	0	0%
<i>Rubberizing of Track</i>			
Bandys High School	50,000	0	0%
Maiden High School	50,000	0	0%
Catawba Rosenwald Education Center - Replace Gym Floor	200,000	0	0%
Bunker Hill High School - Bleachers	100,000	0	0%
St. Stephens High School Athletic Field Improvements	40,000	0	0%
School's Construction Manager	33,092	33,092	0.0%
Per Capita 16,617 @ \$52.00	865,124	864,084	-0.1%
Total	\$5,642,216	\$3,486,176	-38.2%
 <i>Hickory City (in priority order)</i>			
Hickory High School Chiller	112,000	\$112,000	0.0%
Paving Phase 2 of 3	215,000	\$215,000	0.0%
Replace Hickory High School Gym Bleachers - Phase 1 of 2	165,000	\$165,000	0.0%
Jenkins Overhead Fire Doors	75,000	\$0	0%
Facilities Equipment	80,000	\$80,000	0.0%
Purchase (2) Activity Buses	170,000	\$85,000	-50.0%
To Debt Service for QZABs	50,000	50,000	0.0%
Per Capita 4,288 @ \$52.00 less \$50,000 QZAB payment	182,908	172,976	-5.4%
Total	\$1,049,908	\$879,976	-16.2%

Schools' Capital Projects

Fund 420

	2016/17 Requested	2016/17 Approved	Percent Change
Newton-Conover (in priority order)			
HVAC Upgrades and Replacements	\$250,000	\$250,000	0.0%
High School Campus Upgrades (BB Field/Fencing/Shelter)	75,000	\$75,000	0.0%
High School Furniture	65,000	per capita	0%
Maintenance Service Truck	30,000	\$30,000	0.0%
Central Office Upgrades and Repairs	55,000	\$50,000	-9.1%
Schools' Project Manager	51,096	\$51,096	0.0%
Per Capita 3,115 @ \$52.00	161,512	161,980	0.3%
Total	\$687,608	\$618,076	-10.1%
Catawba Valley Community College (in priority order)			
Equipment	\$300,000	\$300,000	0.0%
Phase I - ADA Improvements	230,000	\$230,000	0.0%
Van	20,000	\$20,000	0.0%
General Renovations	50,000	\$50,000	0.0%
Phase II - ADA Improvements	300,000	\$0	0%
<i>HVAC Units</i>			
Dental Building	35,000	0	0%
Administrative Building	175,000	0	0%
Student Services Building	80,000	0	0%
Roof - Welding Building	50,000	0	0%
Energy Management Upgrade - Tarlton Complex	150,000	0	0%
Courtyard Renovations	750,000	0	0%
Total	\$2,140,000	\$600,000	-72.0%
GRAND TOTAL	\$9,519,732	\$5,584,228	-41.3%

Budget Highlights

The following annual capital projects are included:

Catawba County Schools

- **HVAC Upgrades \$1,040,000:** upgrade HVAC systems at Bandys, Bunker Hill, Fred T. Foard, and St. Stephens High Schools and Campbell, Claremont, and Maiden Elementary Schools.
- **Fire Alarm Replacement \$230,000:** replace fire alarm systems at Maiden Middle School and Mountain View and Startown Elementary Schools.
- **System-Wide Re-roofing \$395,000:** replace roofing at Claremont Elementary School and Fred T. Foard High School.
- **New School/Traffic Entrance \$300,000:** redesign entrances to Mountain View and Startown Elementary Schools to keep traffic from backing up onto main roads in the morning and afternoon due to student drop-off and pickup.
- **St. Stephens High School \$132,000:** upgrade security/camera system and pave tennis courts.

- **Maiden Middle School Restroom Renovation and Pipe Replacement \$300,000:** replace pipes original to the building (roughly 60 years old) and renovate restrooms at the same time.
- **Elementary School Roof Gutters \$192,000:** add roof gutters to Catawba, Lyle Creek, Mountain View, and St. Stephens Elementary Schools, fixing a design flaw that is causing concrete to pit and algae to grow on the sidewalk.

Hickory Public Schools

- **Hickory High School Chiller \$112,000:** replace a failing chiller.
- **System-Wide Paving/Sealing (Phase 2 of 3) \$215,000:** second phase of paving to seal and stripe parking lots at Grandview and Northview Middle Schools and Southwest and Jenkins Elementary Schools. The final phase will be for Hickory High School.
- **Hickory High School Gym Bleachers (Phase 1 of 2) \$165,000:** replace wooden bleachers (original to the building) on level one of the gym with safer, ADA compliant bleachers. Phase 2 will replace upper level bleachers.
- **Facilities Equipment \$80,000:** purchase mini-excavator and replace high mileage HVAC van.
- **Activity Bus \$85,000:** replace one high mileage activity bus.

Newton Conover City Schools

- **HVAC Upgrades and Replacements \$250,000:** upgrade and replace HVAC units at Newton-Conover High School, the maintenance building, and former ACT building.
- **High School Campus Upgrades \$75,000:** add gravel parking lot, covered shelter, and new fencing at the baseball field. Newton-Conover City Schools is leveraging community funding and student assistance to save approximately \$40,000 on this project.
- **Maintenance Service Truck \$30,000:** replace a high mileage truck.
- **Central Office Upgrades \$50,000:** repair plaster damage and replace wallpaper and linoleum. The last update was in 1982.

Per Capita and Construction Managers

The capital outlay budget also includes \$52 per pupil for each system, a total allocation of \$1.25 million for small capital and repair needs with a per-item cost of less than \$12,500. The individual school systems decide how these funds will be spent throughout the year. Hickory Public Schools will continue to dedicate \$50,000 of per pupil funding to repay debt for work completed in Fiscal Year 2008/09 at the Hickory High School/American Legion Building for the athletics portion of the building. (The debt will be fully retired in Fiscal Year 2022/23).

In addition, the County funds half of the cost of a construction project manager for Catawba County Schools and a construction project manager shared by Newton-Conover City Schools and CVCC to keep capital projects on schedule and within budget, ensure compliance with building code requirements, process change orders, work with the schools to ensure projects are built to specifications, and develop annual capital and 4-year construction plan requests.

CVCC

- **Equipment \$300,000:** purchase technology and instructional equipment for Vocational/ Technical, Academic and Student Support programs.
- **ADA Improvements \$230,000:** perform upgrades to sidewalks, restrooms, parking lots, and other areas to improve accessibility.
- **Maintenance Van \$20,000:** replace a maintenance van that is experiencing serious mechanical problems and increasing repair costs.
- **General Renovations \$50,000:** ongoing maintenance and repairs.

Schools' Construction Fund

Fund 423

	2014/15 Actual	2015/16 Current	2016/17 Requested	2016/17 Approved	Percent Change
Revenues					
Interest on Investments	\$64,050	\$0	\$0	\$0	0%
Proceeds - Installment Purchase	0	12,490,000	0	0	0%
From General Fund	3,185,358	3,094,153	3,456,083	3,356,083	8.5%
Fund Balance	457,636	(1,861,753)	22,070,600	22,070,600	-1285.5%
Total	\$3,707,044	\$13,722,400	\$25,526,683	\$25,426,683	85.3%
Expenses					
CCS - New Contructions to Serve Banoak Students	\$0	\$500,000	\$14,000,000	\$14,000,000	2700.0%
CCS - Claremont Elementary Kitchen/Cafeteria	0	0	1,800,000	\$1,800,000	0%
CCS - Fred T. Foard High School Fieldhouse	0	1,538,000	0	0	0%
CCS - Webb Murray Renovations	285	0	0	0	0%
CVCC - East Campus Renovations	236,387	0	0	0	0%
CVCC - Pipe Replacement	0	890,000	0	0	0%
CVCC - Workforce Solutions Complex	776,404	8,400,000	0	0	0%
HPS - Longview Elementary	915,338	0	0	0	0%
HPS Oakwood Elementary School Renovations	0	0	1,465,000	1,465,000	0%
HPS - System-wide Technology Improvements	0	0	700,000	700,000	0%
NCCS - Conover School Renovations	0	0	3,105,600	3,105,600	0%
NCCS - County Home Middle	153,078	0	0	0	0%
NCCS - Newton-Conover High School Bleachers	0	2,394,400	0	0	0%
NCCS - Middle Upgrade to Elementary	2,790	0	0	0	0%
NCCS - North Newton Roof	0	0	1,000,000	1,000,000	0%
NCCS - South Newton Renovations	1,622,762	0	0	0	0%
Future Debt	35,000	3,094,153	3,456,083	3,356,083	8.5%
Total	\$3,707,044	\$13,722,400	\$25,526,683	\$25,426,683	85.3%

Hospital Construction Fund

Fund 430

	2014/15 Actual	2015/16 Current	2016/17 Requested	2016/17 Approved	Percent Change
Revenues					
Interest on Investments	\$136	\$0	\$0	\$0	0%
From Hospital Reserve	0	0	0	0	0%
Fund Balance Applied	(136)	0	24,433	24,433	0%
Total	\$0	\$0	\$24,433	\$24,433	0%
Expenses					
To Hospital Reserve	\$0	\$0	\$24,433	\$24,433	0%
Total	\$0	\$0	\$24,433	\$24,433	0%

Budget Highlights

There are two Hospital Funds, a Reserve Fund and a Construction Fund. There is only \$24,433 in the Hospital Construction Fund. The budget consolidates the balance in the Hospital Construction Fund into the Hospital Reserve Fund.

Hospital Reserve Fund

Fund 235

	2014/15 Actual	2015/16 Current	2016/17 Requested	2016/17 Approved	Percent Change
Revenues					
Interest on Investments	\$46,534	\$0	\$25,567	\$25,567	100%
From Hospital Constr.	0	0	24,433	24,433	0%
Fund Balance Applied	(46,534)	500,000	450,000	450,000	-10%
Total	\$0	\$500,000	\$500,000	\$500,000	100%
Expenses					
General Fund	\$0	\$500,000	\$500,000	\$500,000	100%
Total	\$0	\$500,000	\$500,000	\$500,000	100%

Budget Highlights

The Hospital maintains a balance with the County, in the Hospital Capital Reserve Fund. This Fund is intended to be used to finance and construct major Hospital capital projects, if needed, and the school nurse program at Public Health. Catawba Valley Medical Center is a public non-profit hospital and an entity or component unit of Catawba County Government. The County owns the assets but the Hospital is not a line department of the County and therefore is not included in the County budget. The Hospital is authorized to operate as an enterprise fund.

The budget continues to transfer \$500,000 of the reserve to the General Fund in support of the school nurse initiative. The Hospital has been a vital partner in the school nurse initiative, providing \$500,000 annually toward the effort to place school nurses in schools throughout the county's three public school systems. Recognizing the link between health and academic achievement, the hospital doubled its investment in the school nurse program in Fiscal Year 2015/16. In so doing, it freed \$250,000 in County funding to address a deficit in Public Health and \$250,000 (\$10 per pupil) in state money for schools to address other school pressures.

Water & Sewer Projects

Fund 475

	2014/15 Actual	2015/16 Current	2016/17 Requested	2016/17 Approved	Percent Change
Revenues					
State	\$0	\$0	\$0	\$0	0%
Federal	469,231	0	0	0	0%
Interest on Investments	187,565	0	0	0	0%
1/4 Cent Sales Tax	1,440,617	700,354	728,472	15,000	-97.9%
Proceeds from Installment Purchase	0	0	0	0	0%
From General Fund	800,000	0	0	0	0%
Fund Balance	273,774	399,646	3,235,559	0	-100.0%
Total	\$3,171,187	\$1,100,000	\$3,964,031	\$15,000	-98.6%
Expenses					
Balls Creek 2 Water	\$121,219	\$0	\$0	\$0	0%
Blackburn Elementary Sewer	0	0	0	(\$580,000)	0%
Bunker Hill Covered Bridge Water	345	0	0	0	0%
CDBG Old Shelby Road Water	469,918	0	0	0	0%
Davis Road Water (Loan Program)	43,665	0	0	0	0%
EcoComplex & Resource Recovery	17,501	0	0	0	0%
Highway 150 Sewer	599,394	0	865,000	0	0%
Highway 16 North Water	0	0	0	(370,000)	0%
Highway 16 Sleeves	0	0	530,000	530,000	0%
Highway 16 Sewer	0	0	910,000	910,000	0%
Lansdowne Sewer	0	0	0	(657,000)	0%
Lansdowne Water	0	0	0	(293,000)	0%
Park 1764 Water and Sewer	0	700,000	0	0	-100.0%
SECC Service Area Sewer Study	0	0	75,000	75,000	0%
SECC Wastewater Improvements	18,952	0	0	0	0%
SECC Water Supply Loop	1,590,392	0	0	0	0%
Sludge Composting Project	309,801	400,000	400,000	400,000	0%
Unidentified sewer project for Hickory	0	0	1,184,031	0	0%
Total	\$3,171,187	\$1,100,000	\$3,964,031	\$15,000	-98.6%

Budget Highlights

The Water & Sewer Projects Fund decreased by \$1,085,000 from the Fiscal Year 2015/16 Approved Budget. Several projects were closed because either the need for the project no longer existed or the partnering municipality was not prepared to move forward at the time. Closing these projects provided funding for new priority projects. The newly funded projects are:

- **Highway 16 Sleeves (\$530,000)** – This project includes the installation of approximately 5,000 linear feet of 12-inch gravity sewer line along the widened NC Highway 16 and the installation of approximately 350 of steel encasement pipe for future use of extending utilities underneath the widened NC Highway 16. It was authorized by the Board of Commissioners on March 7, 2016.
- **Highway 16 Sewer Loan (\$910,000)** – This project, in partnership with the City of Newton, will provide funds for future sewer along Highway 16 south of Newton. Initial funding could cover design and permitting.

- **SECC Service Area Sewer Study (\$75,000)** – This will provide a sewer study and modeling of the SECC Service Area, as requested by the BOC.
- **Sludge Composting Project (\$400,000)** – This amount covers the County's portion of the Regional Compost Sludge Facility through an inter-local agreement with Hickory and Conover. Since Fiscal Year 2011/12, a total of \$2,946,151 has been funded to cover the operations of the sludge composting facility.

Solid Waste Capital

Fund 485

	2014/15 Actual	2015/16 Current	2016/17 Requested	2016/17 Approved	Percent Change
Revenues					
Interest on Investments	\$25,789	\$0	\$0	\$0	0%
From Solid Waste Management Fund	750,000	1,550,000	1,800,000	1,800,000	16.1%
Fund Balance	(704,593)	0	0	0	0%
Total	\$71,196	\$1,550,000	\$1,800,000	\$1,800,000	16.1%
Expenses					
Crop Processing Facility	\$45,742	\$0	\$0	\$0	0%
LFG Collection Improvements	0	0	140,000	140,000	0%
Scale House Renovation	0	0	460,000	460,000	0%
Subtitle D Cell Construction	25,454	1,550,000	1,200,000	1,200,000	-22.6%
Total	\$71,196	\$1,550,000	\$1,800,000	\$1,800,000	16.1%

Budget Highlights

The Solid Waste Capital budget increased \$250,000 (or 16.1 percent) compared to the Fiscal Year 2015/16 Approved Budget, based on allocation of funds for multiple projects at the Blackburn Landfill.

Water and Sewer Fund

Fund 515

	2014/15 Actual	2015/16 Current	2016/17 Requested	2016/17 Approved	Percent Change
Revenues					
Charges & Fees	\$710,024	\$646,000	\$721,000	\$721,000	11.6%
Interest on Investments	110,967	0	0	0	0.0%
1/4 Cent Sales Tax	10,695	0	0	713,472	0%
From General Fund	0	1,575,000	1,600,000	1,600,000	1.6%
Fund Balance	(1,710,152)	295,860	160,792	0	-100.0%
Total	(\$878,466)	\$2,516,860	\$2,481,792	\$3,034,472	20.6%
Expenses					
Personal Services	\$101,510	\$106,847	\$95,269	\$96,015	-10.1%
Supplies & Operations	725,033	864,678	864,833	864,833	0.0%
Debt Service	1,316,874	1,545,335	1,521,690	1,521,690	-1.5%
Contingency	0	0	0	551,934	0%
Enterprise Contra Accounts	(3,021,883)	0	0	0	0%
Total	(\$878,466)	\$2,516,860	\$2,481,792	\$3,034,472	20.6%
Employees					
Permanent	1.00	1.00	1.00	1.00	0.0%
Hourly	0.00	0.00	0.00	0.00	0%
Total	1.00	1.00	1.00	1.00	0.0%

Budget Highlights

The Water and Sewer Management Fund increased 20.6 percent from Fiscal Year 2015/16 to \$3,034,472 because the dedicated 1 cent on property tax (\$1,600,000) and ¼ cent sales tax (\$713,472) not needed to cover operating and debt expenses is reserved in the operating fund for future needs. Several projects were closed because either the need for the project no longer existed or the partnering municipality was not prepared to move forward at the time. Closing these projects provided funding for newly requested projects and allows for excess sales tax to be budgeted as contingency (\$551,934). These funds can't be spent without being transferred. They will fall to fund balance if not spent.

Performance Measurement

Fiscal Year 2016/17

Outcomes for Fiscal Year 2016/17 focus on providing needed water and sewer infrastructure projects within the unincorporated areas of the County, as well as efficiently supporting and managing these projects. Staff will improve quality of life by developing and implementing water and sewer projects to strategically extend at least 8,000 linear feet of water lines and at least 1,000 linear feet of sewer lines. In addition to these projects, Water and Sewer will apply for at least three grants to maximize county dollars, as well as run all new and previously approved projects through a prioritization tool to ensure the County pursues the projects with the highest level of positive community impact possible.

Fiscal Year 2015/16

Two outcomes for Water & Sewer Administration were on target at mid-year. All projects, both current and new, were prioritized using the Utility Prioritization Tool. To help determine future projects, a list of properties was being developed to survey unincorporated residents. Projects currently underway, including Highway 150 Sewer and SECC Phase 3 Tank and Booster projects, were in completion phase. The two outcomes not on target are related to extending sewer lines and securing grant funding. Staff explored infrastructure grants through a State workshop and determined that Catawba County is not competitive for CDBG Infrastructure grants due to changes in the program's eligibility criteria related to median income and poverty.

Fiscal Year 2014/15

All but one outcome for Water & Sewer Administration was achieved by the end of the year. All projects, both current and new, were prioritized using the Utility Prioritization Tool. To help determine future projects, a list of properties was developed to survey unincorporated residents. 8,280 linear feet of water line was installed during the Old Shelby Road CDBG project. Finally, staff applied for CDBG funding for water service to some underserved portions of the County, but the outcome was unachieved because Curlee Road, the underserved area in consideration, no longer qualified for water and sewer due to revised program eligibility criteria put in place by the State.

WATER AND SEWER ADMINISTRATION

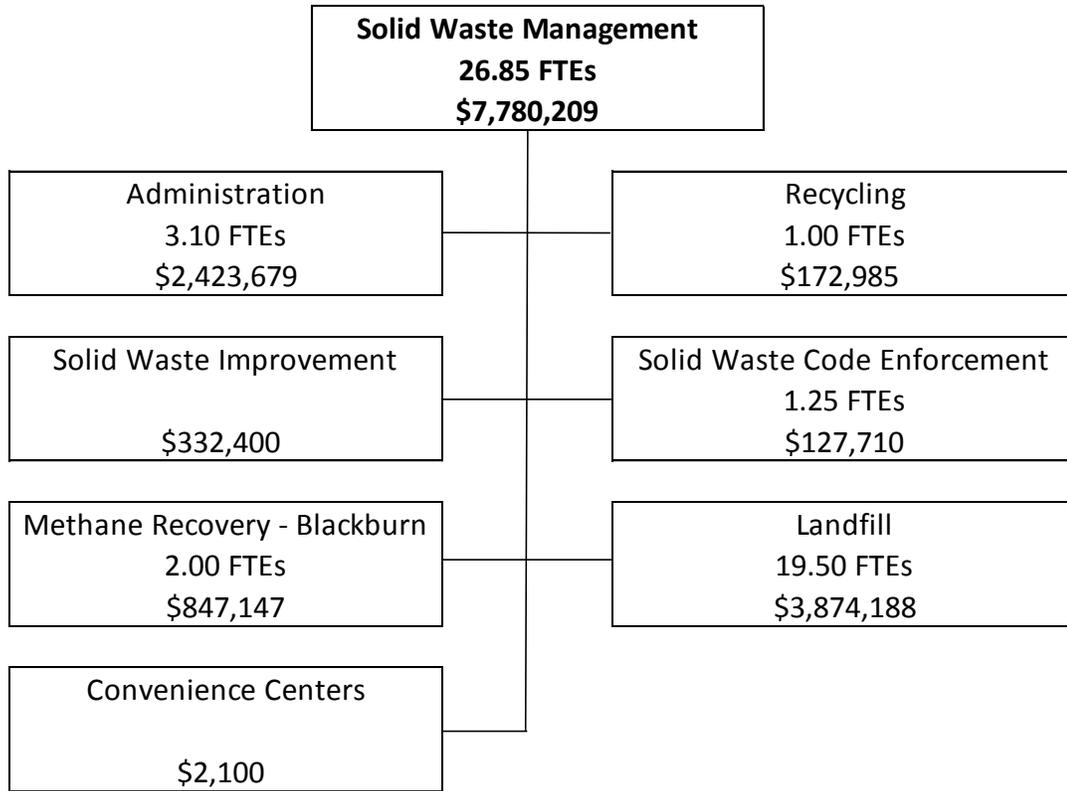
Statement of Purpose

Provide a source of clean drinking water and environmentally responsible sewage disposal in the unincorporated areas of the County.

Outcomes

1. To improve quality of life in Catawba County, Utilities and Engineering will continue to develop and implement water and sewer projects which will strategically extend at least 13,000 linear feet of water lines and at least 5,000 linear feet of sewer lines. This will enhance infrastructure availability to citizens in the unincorporated areas of the County.
2. Explore grant opportunities by utilizing staff to investigate and apply for a minimum of three grants annually to offset costs of projects, components, or operations associated with Water and Sewer Management, Solid Waste Management, or the EcoComplex as measured by tracking grant applications.
3. To ensure the water and sewer projects completed in Fiscal Year 2016/17 are those that demonstrate the most need, all previously and currently funded projects in the Water and Sewer Capital Improvement Plan that have changed since their approval will be re-run through the Utility Prioritization Tool and reprioritized accordingly.

Catawba County Government



Solid Waste Management

Fund 525

	2014/15 Actual	2015/16 Current	2016/17 Requested	2016/17 Approved	Percent Change
Revenues					
State	\$17,854	\$43,000	\$14,000	\$14,000	-67.4%
Taxes	312,429	284,000	287,000	287,000	1.1%
Interest on Investments	152,900	0	0	0	0%
Local	3,000	3,000	3,000	3,000	
Charges & Fees	5,744,428	5,586,198	5,846,798	5,846,798	4.7%
Miscellaneous	186,032	66,900	66,900	66,900	0.0%
Other Financing Sources	2,220	0	0	0	0%
Fund Balance	(782,691)	1,243,922	1,636,065	1,562,511	25.6%
Total	\$5,636,172	\$7,227,020	\$7,853,763	\$7,780,209	7.7%
Expenses					
Personal Services	\$1,532,478	\$1,621,605	\$1,845,954	\$1,824,200	12.5%
Supplies & Operations	2,518,542	3,280,415	3,254,009	3,279,009	0.0%
Enterprise Contra Accounts	680,470	100,000	100,000	100,000	0.0%
Capital	154,682	675,000	853,800	777,000	15.1%
To Solid Waste Capital Fund	750,000	1,550,000	1,800,000	1,800,000	16.1%
Total	\$5,636,172	\$7,227,020	\$7,853,763	\$7,780,209	7.7%
Expenses by Division					
Administration	\$1,271,972	\$2,057,781	\$2,421,251	\$2,423,679	17.8%
Recycling	73,617	167,249	172,444	172,985	3.4%
Solid Waste Improvement	326,497	316,732	332,400	332,400	4.9%
Code Enforcement	89,871	117,327	127,002	127,710	8.8%
Biodiesel & Freon Recovery	9,306	0	0	0	0%
Landfill	3,204,885	3,743,177	3,952,369	3,874,188	3.5%
Convenience Centers	4,401	2,200	2,100	2,100	-4.5%
Methane Recovery	655,623	822,554	846,197	847,147	3.0%
Total	\$5,636,172	\$7,227,020	\$7,853,763	\$7,780,209	7.7%
Employees					
Permanent	25.60	25.85	27.85	26.85	3.9%
Hourly	0.30	0.30	0.63	0.63	110.0%
Total	25.90	26.15	28.48	27.48	5.1%

Budget Highlights

The Solid Waste Management Fund increased \$553,189 (7.7 percent) compared to the Approved Fiscal Year 2015/16 Budget. This increase is due to planned replacement of capital equipment, contribution to the Solid Waste Capital Projects Fund, performance pay, health, retirement, and the 27th payroll. Controlling for the costs of the 27th payroll (which amount to \$64,622), normal operating increases equate to 6.8 percent.

Performance Measurement

Fiscal Year 2016/17

The Fiscal Year 2016/17 budget adds one new outcome and increases an existing outcome's target. New for this year, the Environmental Engineer will oversee the completion of the construction and startup of the new landfill gas collection system to include developing an appropriate methodology for monitoring, recording, and reporting landfill emissions.

One outcome target increased next year related to diverting State-banned electronics and household hazardous waste from the Landfill. Due to the success of year-round paint and electronics recycling at the Landfill as well as the Household Hazardous Waste Event in Hickory, Solid Waste has increased its diversion target from 150,000 pounds to 175,000 for Fiscal Year 2016/17.

Fiscal Year 2015/16

At mid-year, Solid Waste was on target to achieve all but one of its outcomes. The County's Household Hazardous Waste event and year-round paint and electronics collection was a success, with 253,208 pounds of material diverted from the landfill at mid-year versus the full year's outcome goal of 150,000 pounds. Staff continued to monitor the month-to-month rate offered by Duke Energy for the sale of electricity related to the Landfill Gas-to-Energy Co-Generation Project.

The only outcome not on target was related to applying for a minimum of three grants. Through a State workshop, it was determined that Catawba County is no longer competitive for Community Development Block Grant (CDBG) Infrastructure grants due to changes in CDBG infrastructure program criteria.

Fiscal Year 2014/15

Solid Waste achieved all of its outcomes in Fiscal Year 2014/15, including a new zero waste initiative aimed at informing, educating, and assisting the top 30 waste producing companies to reduce their percentage of waste to gross product. Furthermore, over 250,000 pounds of electronic, paint, and household hazardous waste were collected either through the one-day Household Hazardous Waste Collection Event or at the Convenience Centers. This is in line with the latest 4-year average. Finally, a new rate structure with Duke Energy successfully resulted in a \$0.017 per kilowatt hour increase for the sale of electricity from the Landfill Gas-to-Energy Co-Generation Project, increasing the budget over \$400,000.

SOLID WASTE MANAGEMENT

Statement of Purpose

The Solid Waste Management program will provide solid waste collection, disposal and processing, recycling and waste reduction services, secure long-range Landfill capacity, ensure environmentally friendly waste disposal solutions, maintain the financial integrity of the Solid Waste Enterprise Fund, and promote the continued development of the EcoComplex and Resource Recovery Facility.

Outcomes

1. To provide a safe, environmentally friendly means of disposing hazardous waste, Solid Waste will promote and offer a Household Hazardous Waste (HHW) event in Hickory, as well as electronics and paint recycling year-round at the EcoComplex and Resource Recovery Facility. Success will be measured by diverting at least 200,000 pounds of electronics and household hazardous waste from the Landfill.
2. Explore grant opportunities by utilizing staff to investigate and apply for a minimum of three grants annually to off-set costs of projects, components, or operations associated with Solid Waste Management, Water and Sewer Management, or EcoComplex as measured by tracking grant applications.
3. Promote a beautiful and litter-free environment and community, by employing Keep Catawba County Beautiful (KCCB) standards to maintain a Community Appearance Index below 2.0.
4. Environmental Engineer will oversee completion of the construction and startup of the new landfill gas collection system to include developing an appropriate vehicle for monitoring and recording and reporting landfill emissions.



CATAWBA COUNTY CAPITAL IMPROVEMENT PLAN

Overview

The County's Capital Improvement Plan is an eight-year plan for the scheduling and appropriation of funds for major projects representing significant contributions to the County's overall inventory of physical assets. The types of projects traditionally included in the CIP are major non-recurring expenditures for the:

- construction, purchase or major renovation of buildings, utility systems, schools, solid waste, parks, or other physical structures
- purchase of land for utilities, right of way, schools, solid waste, parks, and sites associated with proposed public buildings
- purchase and implementation of technology
- stimulation of economic development

To be considered as a project in the CIP, the project must meet the following criteria:

- project or equipment life of greater than five years
- estimated cost of at least \$100,000 or be set aside for future spending

The CIP is a planning tool as well as a financial plan and fulfills the County's policy of planning ahead for our future facilities and equipment needs. The first year of the CIP represents the actual capital project budget appropriated for that year. Approval of the CIP therefore commits the County to the first year of the capital projects with conditional approval for those projects listed in the four future planning years. Each year, the CIP is updated (with deletion of the "prior year" data and the addition of a planning year) to maintain an eight-year plan.

The CIP preparation is concurrent with the budget process. In the fall of each year, all County departments submit their budget requests along with any capital projects for consideration and inclusion in the CIP. The requests are reviewed by the Facilities Director and the Budget Staff and submitted to the County Manager as part of the year's recommended budget.

Capital Projects Fund accounts for financial resources to be used for the acquisition or construction of major capital facilities and include the following:

General Capital Projects Fund - to account for the financing and construction of all major general government capital projects.

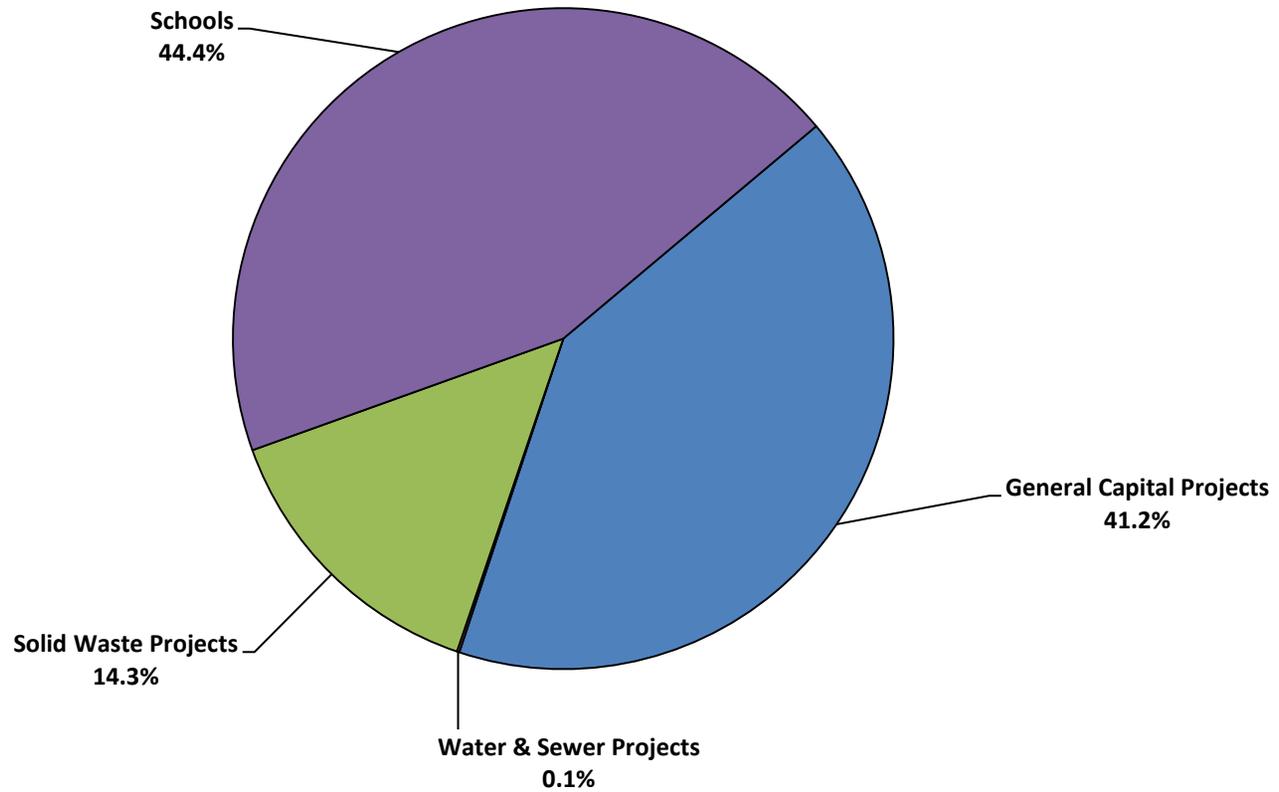
Schools Construction Fund - to account for the financing and construction of all

Water & Sewer Construction Fund - to account for the financing and construction of school projects across all the school systems.

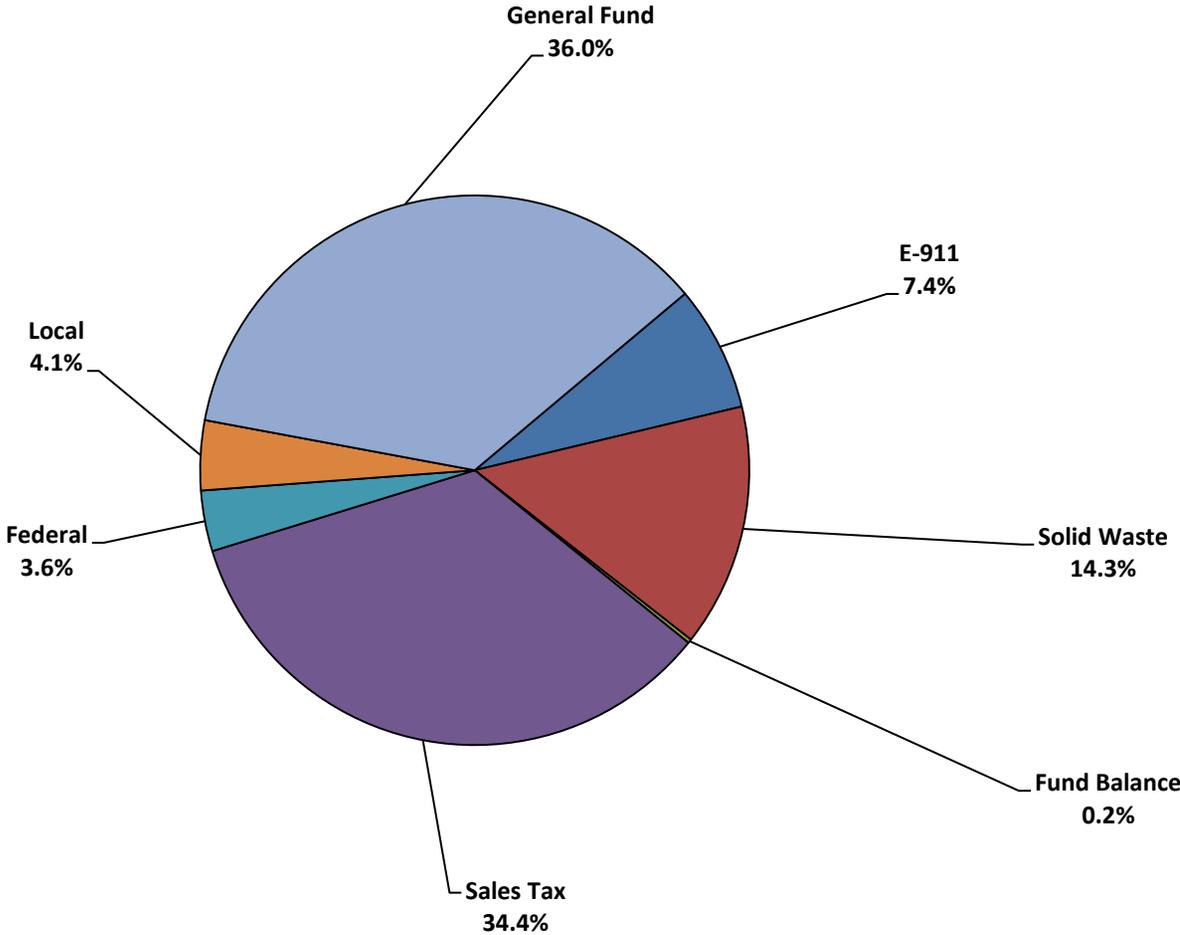
major water and sewer capital projects in the unincorporated sections of the County.

Solid Waste Fund - to account for the financing and construction of all major solid waste projects.

Capital Projects Expenditure Summary Fiscal Year 2016/17



Capital Projects Funding Summary Fiscal Year 2016/17



GENERAL CAPITAL PROJECTS 8-YEAR SUMMARY	Funding in FY 2016/17	Funding in FY 2017/18	Funding in FY 2018/19	Funding in FY 2019/20	Funding in FY 2020/21	Funding in FY 2021/22	Funding in FY 2022/23	Funding in FY 2023/24	Total In 8- Year Plan
Ongoing & Periodic Projects									
Facilities - General Renovations	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	480,000
Technology - Server & Desktop Applications	308,000	308,000	308,000	275,000	275,000	275,000	275,000	275,000	2,299,000
Technology - Permit and Inspections Software	0	100,000	100,000	100,000	100,000	100,000	100,000	100,000	700,000
Technology - Oblique Photography	68,303	53,643	53,643	0	68,303	53,643	53,643	0	351,178
Technology - Infrastructure Upgrades	300,000	300,000	300,000	200,000	200,000	200,000	200,000	200,000	1,900,000
Debt Financed Projects									
Sheriff - Jail Expansion	3,625,000	8,906,166	0	0	0	0	0	0	12,531,166
Sheriff - Jail Federal Bed Rental Set Aside	(550,000)	0	0	0	0	0	0	0	(550,000)
Pay as You Go Projects									
E-911 - Backup 911 Center	275,300	0	0	0	0	0	0	0	275,300
E-911 - VHF Simulcast Radio System Upgrade	653,650	0	0	0	0	0	0	0	653,650
EMS - CVMC Neonatal Ambulance Replacement	380,000	0	0	0	0	0	0	0	380,000
EMS - Bandys Station II Expansion <i>(close for Neonatal)</i>	(321,520)	0	0	0	0	0	0	0	(321,520)
EMS - Future Proj. <i>(close over 2 years for Neonatal & Conover)</i>	(58,480)	0	(177,520)	0	0	0	0	0	(236,000)
EMS-Conover Fire Station # 2 Addition	0	0	230,000	0	0	0	0	0	230,000
EMS-Hickory EMS Base Relocation	0	0	0	450,000	0	0	0	0	450,000
EMS-Hickory Fuel Depot	0	0	0	0	150,000	0	0	0	150,000
EMS-Hickory Rescue Base 2 Addition	0	0	0	0	0	0	0	230,000	230,000
EMS - Sherrills Ford Fire Dept Addition	0	0	0	0	0	318,800	0	0	318,800
Facilities - Family Services Center Roofs	110,000	0	0	0	0	0	0	0	110,000
Library - Library Technology & Facility Upgrades	124,245	0	0	0	0	0	0	0	124,245
Library - Sherrills Ford Library <i>(close for Library upgrades)</i>	(124,245)	0	0	0	0	0	0	0	(124,245)
Parks - Mountain Creek Park	125,000	375,000	0	0	250,000	0	0	0	750,000
Parks - Park Improvements	61,500	54,050	53,000	0	0	0	0	0	168,550
Parks - Riverbend Park	50,000	50,000	50,000	250,000					400,000
Sheriff - Jail Door Repair, Newton Jail	0	50,000	50,000	0	0	0	0	0	100,000
Sheriff - Jail Holding Area	100,000	0	0	0	0	0	0	0	100,000
Totals	5,186,753	10,256,859	1,027,123	1,335,000	1,103,303	1,007,443	688,643	865,000	21,470,124
Revenues									
Installment Purchase	0	8,231,166	0	0	0	0	0	0	8,231,166
Federal Bed Rental	450,000	400,000	0	0	0	0	0	0	850,000
Local Bed Rental	325,000	275,000	0	0	0	0	0	0	600,000
From General Fund	3,291,342	862,765	864,195	835,000	836,842	994,515	675,715	635,000	8,995,374
Sale of Slanting Bridge Property-from General Fund	50,000	100,000	150,000	0	0	0	0	0	300,000
Municipalities for Orthos & Pictometry	16,461	12,928	12,928	0	16,461	12,928	12,928	0	84,634
Donations for Mountain Creek Park	125,000	125,000	0	0	0	0	0	0	250,000
PARTF Grants	0	250,000	0	250,000	250,000	0	0	0	750,000
Sale of Hickory EMS Base	0	0	0	250,000	0	0	0	0	250,000
E-911 Grant Backup 911 Center	275,300	0	0	0	0	0	0	0	275,300
E-911 Grant VHF Simulcast Radio System Upgrade	653,650	0	0	0	0	0	0	0	653,650
General Capital Fund Balance	0	0	0	0	0	0	0	230,000	230,000
Total Revenue	5,186,753	10,256,859	1,027,123	1,335,000	1,103,303	1,007,443	688,643	865,000	21,470,124

GENERAL CAPITAL PROJECTS FIRST 4-YEARS SUMMARY	Fiscal Year 2016/17	Fiscal Year 2017/18	Fiscal Year 2018/19	Fiscal Year 2019/20	Total In 8-Year Plan	Funding Notes	Operating Impact
Ongoing & Periodic Projects							
Facilities - General Renovations - General renovations and energy audit implementation funds	60,000	60,000	60,000	60,000	240,000	General Fund Contribution	None
Technology - Server & Desktop Applications - Recurring cost to keep County in compliance with licensing requirements for operating systems, security systems, e-mail management, database management, desktop publishing, etc.	308,000	308,000	308,000	275,000	1,199,000	General Fund contribution	None
Technology - Permit and Inspections Software - Every 8-10 years a major upgrade is needed to the permit and inspections software used to track everything related to the building process from planning and permitting to final inspection.	-	100,000	100,000	100,000	300,000	General Fund contribution (increasing Building Services revenue) planned for future software upgrade. At year 9, according to Technology on 1/15 says push 1 more year.	None
Technology - Oblique Photography - 5-directional, high quality aerial views of areas in the County. These maps are used for public safety, tax, and economic development purposes.	68,303	53,643	53,643	-	175,589	Municipalities fund 24.1% of the project with remainder General Fund contribution.	None - updates existing maps
Technology - Infrastructure Upgrades - Recurring funds used to maintain the County's network.	300,000	300,000	300,000	200,000	1,100,000	General Fund contribution	None
Debt Financed Projects							
Sheriff: Jail Expansion - 256 Bed Addition	3,625,000	8,906,166	-	-	12,531,166	Property tax-set aside and bed rental in Fiscal Year 2016/17. Installment purchase in Fiscal Year 2017/18. Bed rental revenue annually is being set aside from jail housing revenue to offset total expansion cost. Beds could also be rented in the expanded facility to help with project cost.	\$1.2 million increase per year for additional staffing, utilities, & general operations (reflects savings from closing the DCF); \$1.4 million per year debt service. Combined cost would likely require a 2 cent tax increase projected by Fiscal Year 20/21.
Sheriff: Jail Federal Bed Rental - set aside for jail housing, close & combine into Jail Expansion project	(550,000)	-	-	-	(550,000)		
Pay as You Go Projects							

GENERAL CAPITAL PROJECTS FIRST 4-YEARS SUMMARY	Fiscal Year 2016/17	Fiscal Year 2017/18	Fiscal Year 2018/19	Fiscal Year 2019/20	Total In 8-Year Plan	Funding Notes	Operating Impact
E-911 - Backup 911 Center - Working with the City of Hickory, Catawba County has developed a plan to establish a 911 back-up center at the Hickory Police Department as required by (G.S. 62A-46(e) (4a)). These are the non-911 fundable expenses.	275,300	-	-	-	275,300	E-911 Grant; an additional \$737,500 in 911 fundable expenses are budgeted in the E-911 fund to complete the project	None
E-911 - VHF Simulcast Radio System Upgrade - The system is used to communicate with fire and rescue volunteers via pager. Pagers are a vital means of communication with volunteer emergency responders (and some paid responders) as they can be set to only alert the responders who need to respond to an emergency with the specific information they need.	653,650	-	-	-	653,650	E-911 Grant	None
EMS CVMC Neonatal Ambulance - Newer truck to be used in place of older one (will still be used as a spare) for neonatal-related transport	380,000	-	-	-	380,000	Closing existing projects (Bandys Station II and Future Projects). CVMC will repay over the course of 8 years.	None
EMS Bandys' Station II Expansion - funds from existing project to be closed, not needed due to locating in Station I	(321,520)	-	-	-	(321,520)		
EMS Future Projects- reduce portion of \$236,000 previously set aside for non-specific EMS capital needs, leaves \$177,520 in project	(58,480)	-	(177,520)	-	(236,000)		
EMS-Conover Fire Station # 2 Addition - 1,000 sq. ft. relocation of existing Conover crew from Conover Fire Station 1. This location will provide better access to I-40 than the current location.	-	-	230,000	-	230,000	General Fund contribution	\$7,000 utilities - moving existing crew.
EMS-Hickory EMS Base Relocation - Relocate 2 EMS Crews from Lenoir Rhyne Blvd to co-location at 2 Hickory Fire Stations. Relocation is necessary to more strategically locate crews and because response out of LR base is increasingly dangerous due to traffic.	-	-	-	450,000	450,000	\$250,000 sale of current base, balance General Fund contribution	None
Facilities: Family Services Center Roofs - Replacement of 20 year old roofs on both buildings	110,000	-	-	-	110,000	General Fund contribution	None
Library Technology & Facility Upgrades - capital projects to improve image, service, and technology per the Strategic Plan	124,245	-	-	-	124,245	Closing Sherrills Ford Library project	Technology maintenance project
Library - Sherrills Ford Library - remainder funds from existing project to be closed	(124,245)	0	0	-	(124,245)		

GENERAL CAPITAL PROJECTS FIRST 4-YEARS SUMMARY	Fiscal Year 2016/17	Fiscal Year 2017/18	Fiscal Year 2018/19	Fiscal Year 2019/20	Total In 8-Year Plan	Funding Notes	Operating Impact
Mountain Creek Park - Development of Mountain Creek Park in Sherrills Ford area	125,000	375,000	-	-	500,000	Donations of \$250,000 are set-aside adding to the existing \$250,000. \$550,000 funding planned from PARTF grants.	Operating costs of \$165,000 projected in FY 19/20
Parks: Park Improvements - Funds to address a variety of maintenance issues at Riverbend, Baker's Mountain, and St. Stephens Park	61,500	54,050	53,000	-	168,550	General Fund contribution	None
Parks: Riverbend Park - Purchase of land adjacent to Park in 16/17 and in later years development of purchased land for park usage	50,000	50,000	50,000	250,000	400,000	\$150,000 from sale of Slanting Bridge property over 3 years & \$250,000 PARTF grant	\$7,000/year utilities & upkeep of house in FY 16/17 increasing to \$25,825 per year operating in FY 17/18
Sheriff: Jail Door Repair, Newton Jail replacement of door gears and mechanisms.	-	50,000	50,000	-	100,000	General Fund contribution	None
Sheriff Jail Holding Areas - Expansion of holding area for inmates awaiting court appearance	100,000	-	-	-	100,000	Federal bed rental revenue	
Totals	\$5,186,753	\$10,256,859	\$1,027,123	\$1,335,000	\$17,805,735		

GENERAL CAPITAL PROJECTS SECOND 4-YEARS SUMMARY	Fiscal Year 2020/21	Fiscal Year 2021/22	Fiscal Year 2022/23	Fiscal Year 2023/24	Total In 8-Year Plan	Funding Notes	Operating Impact
Ongoing & Periodic Projects							
Facilities - General Renovations - General renovations and energy audit implementation funds	60,000	60,000	60,000	60,000	240,000	General Fund contribution	None
Technology - Server & Desktop Applications - Recurring cost to keep County in compliance with licensing requirements for operating systems, security systems, e-mail management, database management, desktop publishing, etc.	275,000	275,000	275,000	275,000	1,100,000	General Fund contribution	None
Technology - Permit and Inspections Software - Every 8-10 years a major upgrade is needed to the permit and inspections software used to track everything related to the building process from planning and permitting to final inspection.	100,000	100,000	100,000	100,000	400,000	Set aside from General Fund (increasing Building Services revenue) planned for future software upgrade.	None
Technology - Oblique Photography - 5-directional, high quality aerial views of areas in the County. These maps are used for public safety, tax, and economic development purposes.	68,303	53,643	53,643	-	175,589	Municipalities fund 24.1% of the project	None - updates existing maps
Technology - Infrastructure Upgrades - Recurring funds used to maintain the County's network.	200,000	200,000	200,000	200,000	800,000	General Fund contribution	None
Pay as You Go Projects							
EMS-Hickory Fuel Depot - Replace fuel station at Lenoir Rhyne Blvd. EMS Base when this base is closed and Hickory EMS Crews are relocated to two Hickory fire stations.	150,000	-	-	-	150,000	General Fund contribution	None, this is a relocation not a service expansion.
EMS-Hickory Rescue Base 2 Addition - 1,000 sq. ft. to provide space for relocation of an existing crew once the Mountain View area EMS crew is increased to 24/7 coverage	-	-	-	230,000	230,000	General Fund contribution	Relocation of existing crew.
EMS Sherrills Ford Fire Dept Addition - Due to anticipated population and call volume increase in the Sherrills Ford area an additional base and crew will be needed to service this area. The proposed renovations will include space for an EMS crew (apparatus bay, storage area, office area, and living area).	-	318,800	-	-	318,800	General Fund contribution	Establishment of a new crew, phased in over 3 years totaling 8 EMTs salary & benefits \$465,000, ambulance \$225,000 Building operating costs are anticipated to be roughly \$7,000 per year

GENERAL CAPITAL PROJECTS SECOND 4-YEARS SUMMARY	Fiscal Year 2020/21	Fiscal Year 2021/22	Fiscal Year 2022/23	Fiscal Year 2023/24	Total In 8-Year Plan	Funding Notes	Operating Impact
Mountain Creek Park - Development of Mountain Creek Park in Sherrills Ford area	250,000	-	-	-	250,000	\$250,000 in PARTF funding planned matched by funds previously reserved in the project from General Fund & Village Center agreement	Estimated to be \$165,000 on a 6-day schedule
Totals	\$1,103,303	\$1,007,443	\$688,643	\$865,000	\$3,664,389		

School Construction Projects 4-Year Plan (As Amended)	Funding in Fiscal Year 2015/16	Funding in Fiscal Year 2016/17	Funding in Fiscal Year 2017/18	Funding in Fiscal Year 2018/19	Total	Operating Impacts
CVCC - Workforce Solutions Complex	8,400,000	0	0	0	8,400,000	
CVCC - Campus Renovations/Equipment	890,000	0	3,500,000	0	4,390,000	
Catawba County Schools - Construction funds to serve Banoak Elementary Students	500,000	14,000,000	0	0	14,500,000	
Catawba County Schools - Fred T. Foard Fieldhouse	1,538,000	0		0	1,538,000	
Catawba County Schools - Claremont Elementary Kitchen/Cafeteria	0	1,800,000	0	0	1,800,000	
Catawba County Schools - Fred T. Foard gymtorium/classroom and Campbell Kitchen/Cafeteria	0	0	10,862,000	0	10,862,000	
Hickory Public Schools - Oakwood Elementary School Renovations	0	1,465,000	0	0	1,465,000	
Hickory Public Schools - System-wide Technology Improvements	0	700,000	0	0	700,000	
Hickory Public Schools - Hickory High School Renovations	0	0	2,135,000	0	2,135,000	
Hickory Public Schools - Jenkins Elementary School Renovations	0	0	700,000	0	700,000	
Newton-Conover Schools - Newton-Conover High School Bleachers	2,394,400	0	0	0	2,394,400	
Newton-Conover Schools - Conover School Renovations	0	3,105,600	0	0	3,105,600	
Newton-Conover Schools - North Newton Elementary School Roof	0	1,000,000	0	0	1,000,000	
Newton-Conover Schools - Newton-Conover High School Kitchen/Cafeteria	0	0	3,000,000	0	3,000,000	
Totals	13,722,400	22,070,600	20,197,000	0	55,990,000	
Revenue						
Installment Purchase	13,722,400	22,070,600	20,197,000	0	55,990,000	

SOLID WASTE CIP Summary	Funding in FY 2016/17	Funding in FY 2017/18	Funding in FY 2018/19	Funding in FY 2019/20	Funding in FY 2020/21	Funding in FY 2021/22	Funding in FY 2022/23	Funding in FY 2023/24	Total
PAY AS YOU GO									
ATV Kubota	-	20,000	-	-	-	-	-	-	20,000
Bulldozer	-	-	-	-	-	-	350,000	-	350,000
Bulldozer Rebuild Program	-	-	-	-	-	435,000	-	-	435,000
Cell Closure Cost (MSW & C&D)	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	800,000
C&D Landfill - 2 additional acres	-	100,000	-	-	-	-	-	-	100,000
Compactor	-	-	700,000	-	-	-	-	-	700,000
Diesel Storage Tank	-	-	-	-	-	-	50,000	-	50,000
Dump Truck-Off Road	-	450,000	-	-	475,000	-	-	-	925,000
Enviro Cover Machine	290,000	-	-	-	-	-	-	-	290,000
Excavator	375,000	-	-	400,000	-	-	-	-	775,000
Lawnmower and/or Bush Hog	-	-	28,000	-	-	25,000	-	-	53,000
LFG Collection Improvements	140,000	-	-	-	-	-	-	-	140,000
Mechanic Truck and/or Service Fuel Truck	-	150,000	-	-	-	-	-	120,000	270,000
Methane Gas Perimeter Infrastructure	-	-	-	100,000	-	-	-	-	100,000
Mini Excavator	75,000	-	-	-	-	-	-	-	75,000
Pickup Truck 3/4 Ton and/or 1/2 Ton	37,000	-	-	-	38,000	-	-	-	75,000
Rubber Tire Loader	-	185,000	-	190,000	-	-	-	-	375,000
Scales/Scale House Renovations	460,000	-	-	-	-	-	-	-	460,000
Subtitle D Cell Construction	1,200,000	1,200,000	1,200,000	1,000,000	250,000	250,000	250,000	250,000	5,600,000
TOTAL PAY AS YOU GO	2,677,000	2,205,000	2,028,000	1,790,000	863,000	810,000	750,000	470,000	11,593,000

OPERATING COSTS									
Personal Services	1,824,200	1,860,684	1,897,898	1,935,856	1,974,573	2,014,064	2,054,345	2,095,432	15,657,052
General Operating	2,974,209	3,033,693	3,094,367	3,156,254	3,219,379	3,283,767	3,349,442	3,416,431	25,527,542
State \$2 Tax (collected and paid)	304,800	307,848	310,926	314,035	317,175	320,347	323,550	326,786	2,525,467
TOTAL OPERATING	5,103,209	5,202,225	5,303,191	5,406,145	5,511,127	5,618,178	5,727,337	5,838,649	43,710,061

TOTAL EXPENSES	7,780,209	7,407,225	7,331,191	7,196,145	6,374,127	6,428,178	6,477,337	6,308,649	55,303,061
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REVENUE									
Landfill User Fees	4,158,000	4,199,580	4,241,576	4,283,992	4,326,832	4,370,100	4,413,801	4,457,939	34,451,820
Methane-Duke Power	1,018,298	1,018,298	1,018,298	1,018,298	1,018,298	1,018,298	1,018,298	1,018,298	8,146,384
Demo Landfill User Fees	607,200	613,272	619,405	625,599	631,855	638,174	644,556	651,002	5,031,063
Tire Disposal Tax	180,000	180,000	180,000	180,000	180,000	180,000	180,000	180,000	1,440,000
Solid Waste Disposal Tax (5 year average 22% of tax paid)	62,000	62,620	63,246	63,878	64,517	65,162	65,814	66,472	513,709
Solid Waste Franchise Fee	50,000	50,000	50,000	75,000	75,000	75,000	75,000	75,000	525,000
White Goods Disposal Tax	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	360,000
All Other Revenues	97,200	97,200	97,200	97,200	97,200	97,200	97,200	97,200	777,600
Fund Balance Appropriated	1,562,511	1,141,255	1,016,466	807,178	(64,575)	(60,756)	(62,332)	(282,262)	4,057,485
TOTAL REVENUES	7,780,209	7,407,225	7,331,191	7,196,145	6,374,127	6,428,178	6,477,337	6,308,649	55,303,061

Solid Waste CIP 1st 4 Years	Funding in FY 2016/17	Funding in FY 2017/18	Funding in FY 2018/19	Funding in FY 2019/20	Total
PAY AS YOU GO					
ATV Kobota- Kobota is used to transport staff around landfill property for checking gas and water wells and inspecting perimeter and fencing. Existing Kobota was purchased in 2007.	-	20,000	-	-	20,000
Cell Closure Cost (MSW & C&D)- Construction of additional 2 acres if County decides to proceed and if State approval granted.	100,000	100,000	100,000	100,000	400,000
C&D Cell 2 Additional Acres- Design and permitting for an additional 2 acres to expand the C&D landfill.	-	100,000	-	-	100,000
Compactor- Compactors are scheduled for replacement in Fiscal Years 2015/16 and 2018/19 based on hours of operation and according to Solid Waste financial analysis and planning.	-	-	700,000	-	700,000
Dump Truck Off Road- Dump Trucks are scheduled for replacement according to Solid Waste financial analysis and planning.	-	450,000	-	-	450,000
Enviro Cover Machine- Deployer used to cover MSW landfill with biodegradable film that will reduce soil usage and save airspace. State regulations require daily cover of working face.	290,000	-	-	-	290,000
Excavator- Excavators are used in obtaining soils needed for landfill operations. Replacements are scheduled according to Solid Waste financial analysis and planning.	375,000	-	-	400,000	775,000
Lawnmower & Bush Hog- Lawn mowers and bush hogs are used to maintain property associated with the Landfill and Solid Waste Management.	-	-	28,000	-	28,000
LFG Collection Improvements- This project consists of Landfill Dewatering System which is required for reducing leachate (liquid) levels in vertical gas extraction wells, which will relieve pressure on the landfill liner that causes leachate seeps and blowouts. The system will also benefit County by increasing the volume of gas delivered to the gas-to-energy facility, thus, creating more electricity.	140,000	-	-	-	140,000

Solid Waste CIP 1st 4 Years	Funding in FY 2016/17	Funding in FY 2017/18	Funding in FY 2018/19	Funding in FY 2019/20	Total
Mechanic Truck and/or Service Fuel Truck- Replacement mechanic trucks and service fuel trucks are scheduled according to Solid Waste financial analysis and planning.	-	150,000	-	-	150,000
Methane Gas Perimeter Infrastructure- New methane gas extraction wells and purchase associated piping, fittings, heads, etc. in completed waste areas of Unit 2 & Unit 3 Landfill cells. This will allow Landfill to start extracting needed methane from these areas to increase gas flow to the methane to electricity co-generation facility.	-	-	-	100,000	100,000
Mini Excavator- Equipment used to install methane gas collection lines, erosion control, piping, and headwalls. Attachments will allow staff to bush hog 20 acres of steep slopes around landfill, keep the 18 sediment ponds clean, and reduce recycled concrete to small size for use in road base around the landfill.	75,000	-	-	-	75,000
Pickup Truck 3/4 Ton and/or 1/2 Ton- 3/4 ton or 1/2 ton pickups are replaced as necessary according to the Solid Waste financial analysis and planning.	37,000	-	-	-	37,000
Rubber Tire Loader- Loaders are scheduled for replacement in Fiscal Years 15/16 and 20/21 based on hours of operation and according to the Solid Waste financial analysis and planning.	-	185,000	-	190,000	375,000
Scales/Scalehouse Renovations- Refurbish existing scales installed in 1997 to provide more exact weight for invoicing which includes new computer system and may require minor renovations to the scales office.	460,000	-	-	-	460,000
Subtitle D Cell Construction- This project funds the continuum of the Subtitle D Cell Construction. The next cell is Unit 3 Phase 2 projected to open Fiscal Year 2020/21. Funds will continue to be set aside for future Unit 3 Phase 3.	1,200,000	1,200,000	1,200,000	1,000,000	4,600,000
Total Pay as Go	2,677,000	2,205,000	2,028,000	1,790,000	8,700,000

Solid Waste CIP 2nd 4 Years	Funding in FY 2020/21	Funding in FY 2021/22	Funding in FY 2022/23	Funding in FY 2023/24	Total
PAY AS YOU GO					
Bulldozer- Bulldozers are scheduled for replacement in Fiscal Years 2016/17 and 2019/20. Replacements are scheduled according to Solid Waste financial analysis and planning.	-	-	350,000	-	350,000
Bulldozer Rebuild Program- Rebuild a D8 size bulldozer at 60% cost of a new one. It will be based on a 10,000-12,000 operational time period.	-	435,000	-	-	435,000
Cell Closure Cost (MSW & C&D)- Construction of additional 2 acres if County decides to proceed and if State approval granted.	100,000	100,000	100,000	100,000	400,000
Diesel Storage Tank- Used to store biodiesel produced by the Biodiesel Production Facility until it's used in Landfill equipment.	-	-	50,000	-	50,000
Dump Truck Off Road- Dump Trucks are scheduled for replacement according to Solid Waste financial analysis and planning.	475,000	-	-	-	475,000
Lawnmower & Bush Hog- Lawn mowers and bush hogs are used to maintain property associated with the Landfill and Solid Waste Management.	-	25,000	-	-	25,000
Mechanic Truck and/or Service Fuel Truck- Replacement mechanic trucks and service fuel trucks are scheduled according to Solid Waste financial analysis and planning.	-	-	-	120,000	120,000
Pickup Truck 3/4 Ton and/or 1/2 Ton- 3/4 ton or 1/2 ton pickups are replaced as necessary according to the Solid Waste financial analysis and planning.	38,000	-	-	-	38,000
Subtitle D Cell Construction- This project funds the continuum of the Subtitle D Cell Construction. The next cell is Unit 3 Phase 2 projected to open Fiscal Year 2020/21. Funds will continue to be set aside for future Unit 3 Phase 3.	250,000	250,000	250,000	250,000	1,000,000
Total Pay as Go	863,000	810,000	750,000	470,000	2,893,000

WATER AND SEWER CIP Summary	Funding in FY 2016/17	Funding in FY 2017/18	Funding in FY 2018/19	Funding in FY 2019/20	Funding in FY 2020/21	Funding in FY 2021/22	Funding in FY 2022/23	Funding in FY 2023/24	Total
<i>Bold and italicized entries signify new expenses or revenues</i>									
PAY AS YOU GO									
Catawba Street Sewer Loan Program (Claremont)	-	-	-	-	344,000	-	-	-	\$ 344,000
<i>Highway 16 Sleeves</i>	530,000	-	-	-	-	-	-	-	\$ 530,000
Houston Mill Road Water Loan Program (Conover)	-	-	-	556,000	-	-	-	-	\$ 556,000
JB Road Sewer Loan Program (Claremont)	-	477,000	-	-	-	-	-	-	\$ 477,000
Jim Beard Rd. Water Loan Program (Maiden)	-	-	-	-	-	685,000	-	-	\$ 685,000
Liberty Church Road Sewer Loan Program (Claremont)	-	-	201,000	-	-	-	-	-	\$ 201,000
Mays Chapel Rd. Water Loan Program (Maiden)	-	-	-	-	550,000	-	-	-	\$ 550,000
McLin/Lyle Creek Sewer Outfall Loan Project 2	-	-	-	-	-	-	2,792,499	-	\$ 2,792,499
<i>Highway 16 Sewer Loan Program (Newton)</i>	910,000	-	-	-	-	-	-	-	\$ 910,000
Molly's Backbone/Monbo Rd./Long Island Rd. Water (SECC)	-	-	1,790,000	-	-	-	-	-	\$ 1,790,000
<i>Mt. View Elem Sewer (Extended Area; Hickory)</i>	-	-	-	-	-	-	-	3,136,620	\$ 3,136,620
Oxford Park & Greenwood Park Water Loan Program (Conover)	-	490,000	-	-	-	-	-	-	\$ 490,000
Oxford Park Sewer Loan Program (Conover)	-	675,000	-	-	-	-	-	-	\$ 675,000
River Bend Road Water Phases I, II, & III Loan Program (Conover)	-	-	-	2,153,000	-	-	-	-	\$ 2,153,000
Rock Barn Road Water Loop Loan Program (Conover)	-	-	-	-	-	460,000	-	-	\$ 460,000
Rome Jones Road Water Loan Program (Newton)	-	-	482,000	-	-	-	-	-	\$ 482,000
Sigmon Dairy Road Water Loan Program (Newton)	-	-	-	-	-	-	-	1,290,000	\$ 1,290,000
<i>SECC Service Area Sewer Study</i>	75,000	-	-	-	-	-	-	-	\$ 75,000
Zion Church Road Water Loan Program (Hickory)	-	-	-	-	846,000	-	-	-	\$ 846,000
CLOSED PROJECTS									
Blackburn Elementary Sewer	(580,000)								\$ (580,000)
Highway 16 North Water	(370,000)								\$ (370,000)
Lansdowne Sewer	(657,000)								\$ (657,000)
Lansdowne Water	(293,000)								\$ (293,000)
Total Pay as Go Projects	\$ (385,000)	\$ 1,642,000	\$ 2,473,000	\$ 2,709,000	\$ 1,740,000	\$ 1,145,000	\$ 2,792,499	\$ 4,426,620	\$ 16,543,119
DEBT SERVICE & OPERATING COSTS									
Personal Services	96,015	98,895	101,862	104,918	108,066	111,308	114,647	118,086	\$ 853,798
General Operating	222,833	223,741	228,216	232,780	237,436	242,185	247,029	251,970	\$ 1,886,190
Biosolids Management Facility	-	275,000	275,000	275,000	275,000	275,000	275,000	275,000	\$ 1,925,000
Blackburn-Plateau Water Loop Debt Payment	75,000	75,000	75,000	75,000	75,000	75,000	75,000		\$ 525,000
Hickory-Catawba Wastewater Treatment Plant Expansion Debt Payment and Operations	642,000	642,000	642,000	642,000	642,000	642,000	642,000	642,000	\$ 5,136,000
Highway 150 Sewer Debt Payment	747,680	747,680	747,680	747,680	747,680	747,680	747,680	747,680	\$ 5,981,440
Sludge Compost Facility	400,000	-	-	-	-	-	-	-	\$ 400,000
Southeastern Catawba County (SECC) Wastewater Collection Debt Payment	699,010	677,085	655,210	551,740	532,675	513,415	494,535	453,130	\$ 4,576,800
Contingency	551,934	-	-	-	-	-	-	-	\$ 551,934
Total Debt Service & Operating	\$ 3,434,472	\$ 2,739,401	\$ 2,724,968	\$ 2,629,118	\$ 2,617,857	\$ 2,606,588	\$ 2,595,891	\$ 2,487,866	\$ 21,836,162
TOTAL PROJECT, DEBT SERVICE, AND OPERATING EXPENSES	\$ 3,049,472	\$ 4,381,401	\$ 5,197,968	\$ 5,338,118	\$ 4,357,857	\$ 3,751,588	\$ 5,388,390	\$ 6,914,486	\$ 38,379,281
REVENUE									
Property Tax	1,600,000	1,632,000	1,664,640	1,697,933	1,731,892	1,766,530	1,801,861	1,837,898	\$ 13,732,754
1/4 cent Sales Tax	728,472	750,326	772,836	796,021	819,902	844,499	869,834	895,929	\$ 6,477,819
Domestic Haulers	69,000	69,690	70,387	71,091	71,802	72,520	73,245	73,977	\$ 571,712
Capital Fees	44,000	44,440	44,884	45,333	45,786	46,244	46,706	47,173	\$ 364,566
Revenue Sharing Contracts	608,000	614,080	620,221	626,423	632,687	639,014	645,404	651,858	\$ 5,037,687
Loan Payments/Municipalities	613,829	588,527	764,289	815,514	1,018,689	1,183,689	1,235,064	1,444,501	\$ 7,664,103
Fund Balance Applied	(613,829)	682,338	1,260,711	1,285,803	37,099	(800,908)	716,276	1,963,150	\$ 4,530,640
TOTAL REVENUE	\$ 3,049,472	\$ 4,381,401	\$ 5,197,968	\$ 5,338,118	\$ 4,357,857	\$ 3,751,588	\$ 5,388,390	\$ 6,914,486	\$ 38,379,281

Water & Sewer Projects 1st 4 Years	Funding in FY 2016/17	Funding in FY 2017/18	Funding in FY 2018/19	Funding in FY 2019/20	Total	Funding Notes	Operating Impacts
PAY AS GO							
Highway 16 Sleeves - Installation of gravity sewer line and steel encasement underneath widened NC Highway 16.	530,000	-	-	-	530,000	Funding will be derived from property tax and portion of 1/4 cent sales tax devoted to water and sewer.	
Houston Mill Rd Water Loan Program - Project will provide water service along Houston Mill Road	-	-	-	556,000	556,000	Funding will be derived from loan program with Conover. Conover will pay 75 percent of cost over 10 years.	
JB Road Sewer Loan Program - Project will provide sanitary sewer service to 21 homes along JB Rd in Claremont. Due to geographical features in the area, this line could allow for sewer system expansion and development.	-	477,000	-	-	477,000	Funding will be derived from loan program with Claremont. Claremont will pay 75 percent of cost over 10 years.	
Liberty Church Road Sewer Loan Program - Project will allow for 16 connections along Liberty Church Rd.	-	-	201,000	-	201,000	Funding will be derived from loan program with Claremont. Claremont will pay 75 percent of cost over 10 years.	
Highway 16 Sewer Loan Program - Project will provide funds for future sewer along Highway 16 south of Newton. Initial funding will cover design and permitting.	910,000	-	-	-	910,000	Funding will be derived from loan program with Newton. Newton will pay 75 percent of cost over 10 years.	
Molly's Backbone/Monbo Road/Long Island Roads Water - This project was initiated by citizen requests in the area and has now become important in the overall plan of providing water and sewer services to the SECC area. As sewer service is provided in the area it is also important to provide municipal water service as well. This project extends along Long Island Rd., Monbo Rd. and Mollys Backbone Rd. from Sherrills Ford Rd. to Lynmore Dr.	-	-	1,790,000	-	1,790,000	Funding will be derived from property tax and portion of 1/4 cent sales tax devoted to water and sewer.	

Water & Sewer Projects 1st 4 Years	Funding in FY 2016/17	Funding in FY 2017/18	Funding in FY 2018/19	Funding in FY 2019/20	Total	Funding Notes	Operating Impacts
Oxford Park Water & Greenwood Park Water Loan Program - Project will provide water service to approximately 100 parcels in Oxford Park and Greenwood Subdivisions located adjacent to each other off of NC Hwy 16.	-	490,000	-	-	490,000	Funding will be derived from loan program with Conover. Conover will pay 75 percent of cost over 10 years.	
Oxford Park Sewer Loan Program - Project will provide sewer service to approximately 75 homes in Oxford Park subdivision off Hwy 16.	-	675,000	-	-	675,000	Funding will be derived from loan program with Conover. Conover will pay 75 percent of cost over 10 years.	
Riverbend Road Water Phases 1, 2, 3 Loan Program - Project will provide water along Riverben Road north of Conover created a looped system and opening large tracts of land to potential development.	-	-	-	2,153,000	2,153,000	Funding will be derived from loan program with Conover. Conover will pay 75 percent of cost over 10 years.	
Rome Jones Road Water Loan Program - Project will provide water service to approximately 40 connections on currently unserved portion of Rome Jones Rd between Walnut St. and Hwy 321 Bus.	-	-	482,000	-	482,000	Funding will be derived from loan program with Newton. Newton will pay 75 percent of cost over 10 years.	
SECC Service Area Sewer Study - sewer study and modeling of the SECC Service Area.	75,000	-	-	-	75,000	Funding will be derived from property tax and portion of 1/4 cent sales tax devoted to water and sewer.	
CLOSED PROJECTS							
Blackburn Elementary Sewer	(580,000)	-	-	-	(580,000)		
Highway 16 North Water	(370,000)	-	-	-	(370,000)		

Water & Sewer Projects 1st 4 Years	Funding in FY 2016/17	Funding in FY 2017/18	Funding in FY 2018/19	Funding in FY 2019/20	Total	Funding Notes	Operating Impacts
<i>Lansdowne Sewer</i>	(657,000)				(657,000)		
<i>Lansdowne Water</i>	(293,000)				(293,000)		
Total Pay as Go	(385,000)	1,642,000	2,473,000	2,709,000	6,439,000		

Water & Sewer Projects 1st 4 Years	Funding in FY 2016/17	Funding in FY 2017/18	Funding in FY 2018/19	Funding in FY 2019/20	Total	Funding Notes	Operating Impacts
DEBT SERVICE & OPERATING							
Personal Services - 1 FTE dedicated to water & sewer.	96,015	98,895	101,862	104,918	401,691		
General Operating - Includes professional services for engineering reports on planned projects.	222,833	223,741	228,216	232,780	907,570		
Biosolids Management Facility - Currently, the County owns 18.5 percent, the City of Hickory owns 70.5 percent, and the City of Conover owns 11 percent of the existing sludge composting facility which is nearing the end of its useful life. This project reflects the current estimate for the County's portion of the operations, maintenance and capital expenses for a new facility at the EcoComplex when the existing Sludge Composting Facility is closed and this facility is built to take over the management of wastewater sludge.	-	275,000	275,000	275,000	825,000	Funding will be derived from property tax and portion of 1/4 cent sales tax devoted to water and sewer.	
Blackburn-Plateau Water Loop - Debt repayment for project approved in prior years.	75,000	75,000	75,000	75,000	300,000	\$3 million from Economic Stimulus funds. \$1.5 million principal forgiveness loan for 20 years, payments are \$75,000 annually, \$1.5 million grant.	\$75,000 per year debt service
Hickory-Catawba Wastewater Treatment Plant Expansion - County's portion of debt service & operating expenses to the City of Hickory.	642,000	642,000	642,000	642,000	2,568,000	Funding will be derived from property tax and portion of 1/4 cent sales tax devoted to water and sewer.	\$392,000 per year debt service plus \$250,000 annual operating costs beginning in Fiscal Year 2014/15.

Water & Sewer Projects 1st 4 Years	Funding in FY 2016/17	Funding in FY 2017/18	Funding in FY 2018/19	Funding in FY 2019/20	Total	Funding Notes	Operating Impacts
Highway 150 Sewer - Debt repayment for project approved in prior years.	747,680	747,680	747,680	747,680	2,990,720	Project funding from Water and Sewer Fund and installment purchase obligations issued over 15yrs @ 2.5 percent interest.	\$747,678 per year debt service
Sludge Compost Facility - County owns 18.5 percent, the City of Hickory owns 70.5 percent, and the City of Conover owns 11 percent of the existing Sludge Composting Facility located off of Highway 70. This project will close as the Biosolids Management Facility becomes operational.	400,000	-	-	-	400,000	Funding will be derived from property tax and portion of 1/4 cent sales tax devoted to water and sewer.	\$400,000 per year debt service, maintenance, and operational costs of the facility and engineering assessment of the existing equipment to evaluate the feasibility of usage in the EcoComplex and Regional Biosolids Processing Facility
Southeastern Catawba County (SECC) Waste Water Collection - Debt repayment for project approved in prior years.	699,010	677,085	655,210	551,740	2,583,045	Funding from installment purchase obligations issued over 20 yrs @ 4.19 percent interest. Final debt payment is in 2028. Debt repaid from property tax and/or portion of the 1/4 cent sales tax devoted to water and sewer.	\$504,372 debt service per year
Contingency	551,934	-	-	-	551,934		
Total Debt Service & Operating	3,434,472	2,739,401	2,724,968	2,629,118	11,527,960		
TOTAL PROJECT, DEBT SERVICE, AND OPERATING EXPENSES	3,049,472	4,381,401	5,197,968	5,338,118	17,966,960		

Water & Sewer Projects 2nd 4 Years	Funding in FY 2020/21	Funding in FY 2021/22	Funding in FY 2022/23	Funding in FY 2023/24	Total	Funding Notes	Operating Impacts
PAY AS GO							
Catawba Street Sewer Loan Program - Project will provide sewer service to approximately 26 homes and will connect to JB Farm Rd sewer project.	344,000	-	-	-	344,000	Funding will be derived from loan program with Claremont. Claremont will pay 75 percent of cost over 10 years.	
Jim Beard Rd Water Loan Program - Project was initiated through municipal request. Will provide water to 78 residences and complete a water loop.	-	685,000	-	-	685,000	Funding will be derived from loan program with Maiden. Maiden will pay 75 percent of cost over 10 years.	
Mays Chapel Rd Water Loan Program - Project was initiated through municipal request. Will provide water along Mays Chapel Road to address current water quality issues, increased fire protection, and provide water to 95 residences.	550,000	-	-	-	550,000	Funding will be derived from loan program with Maiden. Maiden will pay 75 percent of cost over 10 years.	
McLin/Lyle Creek Sewer Outfall Loan Project 2 - Claremont is decommissioning its North WWTP (Wastewater Treatment Plant) replacing it with a pump station. Force main and gravity sewer will be installed from pump station along Mull Creek, then to Lyle Creek to its confluence with McLin Creek and tied into nearest gravity line installed in McLin-Lyle Creek Project 1.	-	-	2,792,499	-	2,792,499	Funding will be derived from loan program with Claremont. Claremont will pay 75 percent of cost over 10 years.	
Mt. View Elem Sewer (Extended Area; Hickory) - provide municipal sewer service to Mountain View Elementary School and provides the potential for wastewater sewer service to an extended area of primarily residential development in the area around Mountain View Elementary School.	-	-	-	3,136,620	3,136,620	Funding will be derived from revenue sharing with Hickory. 50 percent of the revenues for 40 years.	

Water & Sewer Projects 2nd 4 Years	Funding in FY 2020/21	Funding in FY 2021/22	Funding in FY 2022/23	Funding in FY 2023/24	Total	Funding Notes	Operating Impacts
Rock Barn Road Water Loop Loan Program - Project will construct a water line along Rock Barn Rd from Shook Rd to Oxford School Rd. Project will provide water service to 60 connections.	-	460,000	-	-	460,000	Funding will be derived from loan program with Conover. Conover will pay 75 percent of cost over 10 years.	
Sigmon Dairy Water Loan Program - Project will extend a waterline along Sigmon Dairy Road (between Pistol Range Rd and Rome Jones Rd) and serve approximately 75 homes.	-	-	-	1,290,000	1,290,000	Funding will be derived from loan program with Newton. Newton will pay 75 percent of cost over 10 years.	
Zion Church Road Water Loan Program - Project will extend along Zion Church Rd from Sandy Ford Rd to Hwy 10. This will provide water service to approximately 50 connections along Zion Church Rd and also make it possible to extend service to several subdivisions.	846,000	-	-	-	846,000	Funding will be derived from loan program with Conover. Conover will pay 75 percent of cost over 10 years.	
Total Pay as Go	1,740,000	1,145,000	2,792,499	4,426,620	10,104,119		

Water & Sewer Projects 2nd 4 Years	Funding in FY 2020/21	Funding in FY 2021/22	Funding in FY 2022/23	Funding in FY 2023/24	Total	Funding Notes	Operating Impacts
DEBT SERVICE AND OPERATING COST							
Personal Services - 1 FTE dedicated to water & sewer	108,066	111,308	114,647	118,086	452,107		
General Operating - Includes professional services for engineering reports on planned projects.	237,436	242,185	247,029	251,970	978,620		
Biosolids Management Facility - Currently, the County owns 18.5 percent, the City of Hickory owns 70.5 percent, and the City of Conover owns 11 percent of the existing sludge composting facility which is nearing the end of its useful life. This project reflects the current estimate for the County's portion of the operations, maintenance and capital expenses for a new facility at the EcoComplex when the existing Sludge Composting Facility is closed and this facility is built to take over the management of wastewater sludge.	275,000	275,000	275,000	275,000	1,100,000	Funding will be derived from property tax and portion of 1/4 cent sales tax devoted to water and sewer.	
Blackburn-Plateau Water Loop - Debt repayment for project approved in prior years.	75,000	75,000	75,000	-	225,000	\$3 million from economic stimulus funds. \$1.5 million principal forgiveness loan for 20 years, payments are \$75,000 annually. \$1.5 million grant.	\$75,000 per year debt service

Water & Sewer Projects 2nd 4 Years	Funding in FY 2020/21	Funding in FY 2021/22	Funding in FY 2022/23	Funding in FY 2023/24	Total	Funding Notes	Operating Impacts
Hickory-Catawba Wastewater Treatment Plant Expansion - County's portion of debt service & operating expenses to the City of Hickory.	642,000	642,000	642,000	642,000	2,568,000	Funding will be derived from property tax and portion of 1/4 cent sales tax devoted to water and sewer.	\$392,000 per year debt service plus \$250,000 annual operating costs beginning in Fiscal Year 2014/15
Highway 150 Sewer - Debt repayment for project approved in prior years.	747,680	747,680	747,680	747,680	2,990,720	Project funding from Water and Sewer Fund and installment purchase obligations issued over 15yrs @ 2.5 percent interest.	\$747,678 per year debt service
Southeastern Catawba County (SECC) Waste Water Collection - Debt repayment for project approved in prior years.	532,675	513,415	494,535	453,130	1,993,755	Project funding from installment purchase obligations issued over 20 yrs @ 4.19 percent interest. Final debt payment is in 2028. Debt repaid from property tax and/or portion of the 1/4 cent sales tax devoted to water and sewer.	\$504,372 debt service per year
Total Debt Service & Operating	2,617,857	2,606,588	2,595,891	2,487,866	10,308,202		
TOTAL PROJECT, DEBT SERVICE, AND OPERATING EXPENSES	4,357,857	3,751,588	5,388,390	6,914,486	20,412,321		

**FINANCIAL STATISTICS, STATEMENTS, AND
POLICIES FOR FISCAL YEAR ENDING JUNE 30, 2015**

CATAWBA COUNTY, NORTH CAROLINA
INVESTMENT POLICY

SCOPE

This investment policy applies to all financial assets of Catawba County. The County combines the cash resources of its various funds into a single pool in order to maximize investment earnings. Each fund's portion of total cash and investments is shown by fund type in the combined balance sheet of the County's Comprehensive Annual Financial Report. This policy applies to all transactions involving the financial assets and related activity of all the various funds accounted for in the County's Comprehensive Annual Financial Report.

OBJECTIVES

Funds of the County will be invested in accordance with North Carolina General Statute 159-30, the County's Investment Policy and written administrative procedures. The County's investments shall be undertaken in a manner that (1) seeks to ensure the preservation of capital in the overall portfolio (safety), (2) provides for sufficient liquidity to meet the cash needs of the County's various operations (liquidity), and (3) attains a fair market rate of return (yield). Cash management functions will be conducted in such a manner as to ensure that adequate funds will always be available to meet the County's financial obligations and to provide the maximum amount of funds available for investment at all times.

RESPONSIBILITY

In accordance with North Carolina General Statutes, the Finance Director is designated as the Investment Officer of the County and is responsible for the County's financial assets. The Finance Director is also responsible for investment decisions and activities and shall develop and maintain written administrative procedures for the operation of the cash management and investment program, consistent with North Carolina General Statutes. In order to promote the efficiency of investment duties and related activities, the Finance Director may, at his option, designate one or more members of his staff to perform the functions of cash management and investing. Such delegation shall not relieve the Finance Director of responsibility for all transactions and executions performed by the designated individuals.

The standard of prudence to be used by the Investment Officer shall be the "prudent person" standard and shall be applied in the context of managing an overall portfolio. It states that investment officers acting in accordance with North Carolina General Statutes, this policy, written administrative procedures, and exercising due diligence, shall be relieved of personal responsibility for an individual security's credit risk or market price change, provided deviations from expectations are reported in a timely fashion and appropriate action is taken to control adverse developments. Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived.

ETHICS AND CONFLICTS OF INTEREST

The Finance Director, designated Investment Officer and employees involved in the investment process shall refrain from personal business activity that could conflict with proper execution and management of the investment program, or which could impair their ability to make impartial investment decisions.

Investment officials and employees shall disclose to the County Manager any material interests in financial institutions that conduct business with Catawba County, and they shall further disclose any personal financial/investment positions that could be related to the performance of the County's portfolio. This disclosure need not include normal banking or brokerage relationships that are at normal market rates and conditions available to the general public.

STATUTORY AUTHORIZATION

The legal limitations of local government investments are defined in N.C.G.S. 159-30. Accordingly, the following classes of securities are indicative of the investments utilized by Catawba County:

- A. Obligations of the United States or obligations fully guaranteed both as to principal and interest by the United States.
- B. Obligations of the Federal Financing Bank, the Federal Farm Credit Bank, the Bank for Cooperatives, the Federal Intermediate Credit Bank, the Federal Land Banks, the Federal Home Loan Banks, the Federal Home Loan Mortgage Corporation, the Federal National Mortgage Association, the Government National Mortgage Association, the Federal Housing Administration, the Farmers Home Administration and the U.S. Postal Service.
- C. Obligations of the State of North Carolina.
- D. Deposits at interest or purchase of certificates of deposit with any bank, savings and loan association or trust company in North Carolina, provided such deposits or certificates of deposit are fully collateralized.
- E. Prime quality commercial paper bearing the highest rating of at least one nationally recognized rating service and not bearing a rating below the highest (A1, P1, F1) by any nationally recognized rating service which rates the particular obligation.
- F. Participating shares in a mutual fund for local government investment (such as the N.C. Capital Management Trust), which is certified by the N.C. Local Government Commission.

ADMINISTRATIVE RESTRICTIONS

In addition to the previously noted limitations on appropriate securities, Catawba County's investment activities are further restricted in the following manner:

- A. It is the policy of Catawba County to diversify its investment portfolio. Assets held shall be diversified to eliminate the risk of loss resulting from the over concentration of assets in a specific issuer or specific class of securities. Diversification strategies shall be determined and revised periodically by the Finance Director. Portfolio maturities shall be staggered to avoid undue concentration of assets in a specific maturity sector. Maturities selected shall provide for stability of income and reasonable liquidity.
 - Catawba County will invest its short-term investments (< one year) based on cash flow analysis
 - Catawba County will invest minimal levels in money market funds or local government

investment pools unless these instruments have higher yields

- Short-term investments will be aggressively managed to maximize yield
- Reserve funds and other funds with longer-term investment horizons (> one year) will be invested in higher yield, longer maturing investments to maximize the investment opportunity available.

B. Catawba County recognizes that investment risks can result from issuer defaults, market price changes or various technical complications leading to temporary illiquidity. Portfolio diversification is employed as a way to minimize default risk. No individual investment transaction shall be undertaken that jeopardizes the capital position of the overall portfolio. In the event of a default by a specific issuer, the Finance Director shall review and, if appropriate, proceed to liquidate securities having comparable credit risks.

SELECTION OF SECURITIES

The Finance Director, or his designee, will determine which instruments shall be purchased and sold, and the desired maturity date(s) that are in the best interest of the County. All brokers and dealers transacting business with the County must be licensed to do business within North Carolina. They must also have extensive knowledge of NC General Statutes and have references from other North Carolina local governments. The selection of an instrument will involve the evaluation of, but not be limited to, the following factors:

- A. Cash flow projections and requirements
- B. Current market conditions
- C. Overall portfolio balance and makeup
- D. Relative liquidity of the instrument

CUSTODY AND SAFEKEEPING OF SECURITIES

Catawba County will maintain a third party safekeeping account for all investments (generally provided by the County's primary bank), or take physical possession of them. Some securities, primarily certificates of deposit, will not be kept in the third party safekeeping account, but will be kept by the Investment Officer in the vault of the County Finance Department. Transactions will be processed on a delivery versus payment basis, which insures that securities are deposited in an eligible financial institution prior to the release of funds.

INTERNAL CONTROLS

The Finance Director is responsible for establishing and maintaining a system of internal controls. The internal control structure shall be designed to provide reasonable assurances that the assets of Catawba County are protected from loss, theft, or misuse by third parties or County employees. Accordingly, the Finance Director shall establish a process for an annual independent review by an external auditor to assure compliance with policies and procedures.

REPORTING

The Finance Director shall prepare an investment report on a semi-annual basis, including a management summary that provides an analysis of the status of the current investment portfolio. The report will include the following:

- Listing of individual securities held at the end of the reporting period.
- Average weighted yield to maturity of portfolio on investments.
- Listing of investments by maturity date.
- Percentage of each type of investment in the total portfolio.

CATAWBA COUNTY, NORTH CAROLINA
Schedule of General Governmental Expenditures by Function
Last Ten Fiscal Years

Fiscal Year Ended June 30	General Government	Public Safety	Environmental Protection	Economic and Physical Development	Human Services	Culture and Recreation	Education	Interest on Long-Term Debt	Total
2006	\$ 9,593,037	20,926,787	481,844	9,383,320	67,310,514	2,687,546	65,203,410	4,956,696	180,543,154
2007	\$ 9,001,933	22,897,052	504,416	12,054,976	66,083,707	2,771,008	52,216,062	4,909,742	170,438,896
2008	\$11,203,800	26,316,167	546,680	10,827,271	74,150,353	2,760,614	50,388,730	4,584,583	180,778,198
2009	\$10,172,611	28,263,640	539,138	10,743,831	56,066,282	2,830,192	78,130,574	5,163,100	191,909,368
2010	\$10,533,518	29,076,572	495,248	10,627,991	51,688,459	2,830,504	53,825,312	5,411,021	164,488,625
2011	\$ 9,795,648	30,599,650	508,248	9,713,902	51,350,294	2,733,249	65,072,007	4,998,419	174,771,417
2012	\$ 9,737,258	31,399,814	459,609	11,657,411	50,113,468	2,724,942	57,134,411	4,487,690	167,714,603
2013	\$ 9,760,225	31,236,944	508,073	12,780,487	48,863,130	2,776,547	57,519,210	3,602,099	167,046,715
2014	\$10,807,772	32,732,323	492,269	13,538,407	47,935,422	2,847,558	61,843,087	3,774,279	173,971,117
2015	\$ 9,933,029	32,921,751	546,444	13,950,985	47,218,856	3,127,165	49,298,062	3,815,195	160,811,487

Accrual Basis of Accounting

Audit, Table 2

CATAWBA COUNTY, NORTH CAROLINA
Schedule of General Governmental Revenues by Source
Last Ten Fiscal Years

Fiscal Year Ended June 30	Property taxes	Local option sales taxes	Other taxes	Investment earnings, unrestricted	Gain (loss) on sales of capital assets	Transfers	Total
2006	65,459,626	29,984,796	2,015,798	4,099,093	-	(1,271)	101,558,042
2007	68,378,012	33,760,033	2,135,782	6,069,443	-	-	110,343,270
2008	82,048,071	35,299,813	2,119,554	5,786,693	-	(2,750)	125,251,381
2009	84,738,225	32,272,780	1,605,323	4,023,446	-	(43,853,720)	78,786,054
2010	84,763,108	26,692,186	1,263,135	2,115,680	-	(3,700,000)	111,134,109
2011	85,440,972	26,504,695	1,491,355	1,136,085	-	(3,561,973)	111,011,134
2012	85,663,390	26,394,707	1,517,464	1,291,370	-	(775,000)	114,091,931
2013	89,347,893	26,644,767	1,548,870	(183,818)	9,169	(775,000)	116,591,881
2014	93,649,723	28,027,368	1,494,645	1,155,474	-	(1,601,565)	122,725,645
2015	94,200,605	29,962,757	1,652,213	975,564	-	(800,000)	125,991,139

Accrual Basis of Accounting

Audit, Table 2

CATAWBA COUNTY, NORTH CAROLINA

Table 5

**Assessed Valuation and Actual Value of Taxable Property
Last Ten Fiscal Years**

Fiscal Year	Real Property	Personal Property	Public Utility Property	Total Taxable Assessed Value	Total Direct Tax Rate ⁽¹⁾	Estimated Real Market Value
2006	9,919,033,408	2,558,398,877	545,842,516	13,023,274,801	0.490	13,499,818,390
2007	10,174,785,855	2,614,088,394	570,452,150	13,359,326,399	0.490	14,124,895,749
2008 ⁽²⁾	11,444,764,023	2,606,879,334	603,786,566	14,655,429,923	0.535	14,963,681,767
2009	11,778,146,940	2,560,844,568	794,924,639	15,133,916,147	0.535	15,452,232,129
2010	11,874,836,448	2,547,986,916	590,931,402	15,013,754,766	0.535	15,343,643,092
2011	12,057,640,336	2,454,965,234	610,253,122	15,122,858,692	0.535	15,122,858,692
2012 ⁽²⁾	12,154,011,798	2,754,476,587	606,953,739	15,515,442,124	0.530	15,436,714,878
2013	12,240,949,134	3,127,347,289	659,587,935	16,027,884,358	0.530	15,946,556,918
2014	12,224,185,313	3,790,836,072	685,580,853	16,700,602,238	0.530	16,192,168,158
2015	12,267,687,100	3,622,784,098	746,952,594	16,637,423,792	0.530	N/A

⁽¹⁾ Tax rate expressed in dollars of tax per \$100 of assessed valuation.

⁽²⁾ Increase as a result of the County 4-year real property revaluation cycle.

Source: Catawba County Property Appraiser

CATAWBA COUNTY, NORTH CAROLINA

Table 6

**Property Tax Rates - Direct and Overlapping Governments ⁽¹⁾
Last Ten Fiscal Years**

	Fiscal Year									
	2015	2014	2013	2012	2011	2010	2009	2008	2007	2006
Catawba County										
Property Tax	0.5300	0.5300	0.5300	0.5300	0.5350	0.5350	0.5350	0.5350	0.4900	0.4900
Fire Districts:										
Bandys	0.0700	0.0700	0.0700	0.0600	0.0600	0.0600	0.0600	0.0600	0.0600	0.0500
Catawba	0.0700	0.0700	0.0700	0.0700	0.0700	0.0700	0.0700	0.0700	0.0700	0.0700
Claremont	0.0700	0.0700	0.0700	0.0700	0.0700	0.0700	0.0700	0.0700	0.0700	0.0700
Conover Rural	0.0700	0.0700	0.0700	0.0700	0.0700	0.0700	0.0700	0.0700	0.0700	0.0500
Cooksville	0.0617	0.0617	0.0617	0.0517	0.0517	0.0517	0.0517	0.0517	0.0550	0.0550
Denver	-	-	-	-	-	-	-	0.0389	0.0500	0.0500
Fairbrook	-	-	-	-	-	-	-	-	0.0325	0.0325
Hickory Rural	0.0700	0.0700	0.0700	0.0700	0.0700	0.0700	0.0325	0.0325	-	-
Long View	0.0650	0.0546	0.0546	0.0546	0.0546	0.0546	0.0546	0.0546	0.0568	0.0568
Maiden	0.0700	0.0600	0.0600	0.0600	0.0600	0.0500	0.0500	0.0500	0.0500	0.0312
Mountain View	0.0600	0.0600	0.0600	0.0600	0.0600	0.0493	0.0493	0.0493	0.0525	0.0425
Newton	0.0850	0.0700	0.0700	0.0700	0.0700	0.0700	0.0700	0.0700	0.0700	0.0700
Oxford	0.0558	0.0558	0.0558	0.0558	0.0558	0.0558	0.0558	0.0558	0.0600	0.0600
Propst	0.0615	0.0615	0.0615	0.0615	0.0615	0.0615	0.0615	0.0615	0.0650	0.0650
Sherrills Ford	0.0800	0.0700	0.0700	0.0700	0.0700	0.0700	0.0500	0.0500	0.0500	0.0500
St. Stephens	0.0900	0.0700	0.0700	0.0700	0.0700	0.0700	0.0500	0.0500	0.0500	0.0500
Viewmont	-	-	-	-	-	-	-	-	0.0325	0.0325
Municipalities:										
Town of Brookford	0.5200	0.5200	0.5200	0.5200	0.5200	0.5200	0.5200	0.5200	0.5200	0.5200
Town of Catawba	0.4800	0.4800	0.4800	0.4800	0.4800	0.4800	0.4800	0.4800	0.4800	0.4800
City of Claremont	0.4600	0.4600	0.4600	0.4600	0.4600	0.4600	0.4600	0.4600	0.4600	0.4500
City of Conover	0.4300	0.4000	0.4000	0.4000	0.4000	0.4000	0.4000	0.4000	0.4000	0.3800
City of Hickory	0.5000	0.5000	0.5000	0.5000	0.5000	0.5000	0.5000	0.5000	0.5000	0.5000
Town of Long View	0.4200	0.4200	0.4000	0.4000	0.4000	0.4000	0.4000	0.4000	0.4000	0.4000
Town of Maiden	0.3800	0.3800	0.3800	0.3900	0.4000	0.4000	0.4000	0.4000	0.4000	0.4000
City of Newton	0.5100	0.4800	0.4800	0.4800	0.4800	0.4800	0.4800	0.4600	0.4600	0.4400
Total Maximum Rate - Fire District	0.6200	0.6000	0.6000	0.6000	0.6050	0.6050	0.6050	0.6050	0.5600	0.5600
Total Maximum Rate - Municipalities	1.0500	1.0500	1.0500	1.0500	1.0550	1.0550	1.0550	1.0550	1.0100	1.0100

⁽¹⁾ All tax rates are expressed in dollars of tax per \$100 of assessed valuation. For the above years, the tax levies were assessed at one hundred percent (100%) of the actual value.

Source: Catawba County Tax Collector

CATAWBA COUNTY, NORTH CAROLINA
DEBT MANAGEMENT POLICY

INTRODUCTION

Catawba County recognizes that a formal debt policy is essential to effective financial management. Adherence to a debt management policy signals to rating agencies and capital markets that the government is well managed and therefore likely to meet its debt obligations in a timely manner. In addition, it helps to insure that a government maintains a sound financial position and that credit quality is protected. Debt management policies are written guidelines, allowances and restrictions that guide the debt issuance process and it is a recommended practice of the Government Finance Officers Association (GFOA).

Many of the processes for approval, sale and repayment of debt are controlled by North Carolina General Statutes and may not all be repeated within this policy. This debt policy is to be used in conjunction with those laws and regulations along with the operating and capital budgets and other financial policies. Objectives of the debt policy have been established to assist the County in retaining its bond ratings and include:

- Funding a Capital Improvement Plan
- Maintaining an appropriate mix of pay-as-you-go and debt funding
- Maintaining an adequate fund balance, including an appropriate level of unassigned fund balance
- Structuring debt repayment schedules that observers expect of highly rated (AA or AAA) counties

DEBT INSTRUMENTS

The County will use appropriate debt instruments to provide funding for capital assets and improvements at the lowest cost with minimal risk:

General Obligation Bonds:

General Obligation Bonds are bonds secured by a promise to levy taxes in an amount necessary to pay debt service, principal and interest, coming due each fiscal year until repaid. General obligation bonds are backed by the full faith and credit of the County. These bonds are authorized by a referendum or by non-voted (2/3) authorization by the governing body. The non-voted authorization allows governments to issue up to two-thirds of the previous year's net debt reduction without a referendum.

Revenue and Special Obligation Bonds:

Revenue bonds are bonds that pledge revenues generated by the debt-financed asset or by the operating system of which that asset is a part. Special Obligation Bonds are bonds that are payable from the pledge of revenues other than locally levied taxes.

Other Financing Options:

Installment financings are alternative financing methods that do not require a referendum. Certificates of Participation or Limited Obligation Bonds represent an undivided interest in the payments made by a public agency pursuant to a financing lease or an installment purchase agreement. The security for this financing is represented by a lien on the property acquired or constructed.

An Installment Purchase Contract is an agreement with a financial institution in which the equipment or property is acquired and periodic payments are made to satisfy the debt service. The County will typically use this type of financing to finance a capital asset for ten to fifteen years with the capital asset being used as collateral for the loan. In other cases, this financing will be used for short-term equipment/vehicle purchases of three to five years.

The County will use pay-as-you-go funding for capital improvements or capital assets having a cost of less than \$250,000 or assets having a useful life of less than ten years unless budgetary constraints require the use of financing to acquire the necessary funding for those capital improvements or capital assets.

PURPOSES FOR DEBT ISSUANCE

The County may issue debt for the purpose of acquiring or constructing capital assets including land, buildings, machinery, equipment, fixtures and any other eligible expenses of a project and for making major renovations to existing capital improvements that are for the good of the public. Exceptions to this rule will be considered on a case-by-case basis to determine if the contemplated debt is in the best interest of the County. Long-term debt shall not be used for financing ongoing operational expenses. When applicable, debt issuance will be pooled together to minimize issuance expense.

Before issuing any new debt the County will consider the following factors:

- Global, national and local financial environment and economy
- Current interest rates and expected interest rate changes
- Cash position and current debt position
- Availability of funds to repay the debt
- Urgency of current capital needs and flexibility to meet future needs
- Appropriate debt issuance practices and debt structuring

DEBT STRUCTURE

The debt structure is made up of the type of debt, interest rate and principal maturity schedule. This could include General Obligation Bonds, Revenue or Special Obligation Bonds or other installment financings. The cost of taxable debt is typically higher than the cost of tax-exempt debt; however, the issuance of taxable debt is mandated in some circumstances and may allow flexibility in subsequent contracts with users or managers of the improvements constructed with bond proceeds. The County will usually issue obligations on a tax-exempt basis, but may occasionally issue taxable obligations when there is an expected benefit from doing so. The County shall establish an affordable debt level to preserve credit quality and insure sufficient revenue is available to pay annual debt service obligations.

General Obligation Bonds will generally be competitively bid with no more than a 20-year life unless there are compelling factors which make it necessary to extend beyond and applicable law allows a longer term. In a competitive sale, the County may sell its debt obligations by allowing an interested underwriter or syndicate to submit a proposal to purchase and issue bonds. The bonds are awarded to the underwriter presenting the best bid according to stipulated criteria set forth in the notice to sale.

Negotiated sales or private placements may be used where allowed when complex financing or sales structure is a concern with regard to marketability. In a negotiated sale, the bonds may be sold through an exclusive arrangement between the County and an underwriter or underwriting syndicate. At the end of successful negotiations, the issue is awarded to the underwriter. This method offers the most flexibility to the County. The criteria used to select an underwriter or syndicate in negotiated sales should include, but not be limited to the following: overall experience, marketing philosophy, capability, recent experience, underwriter's discount and overall expenses.

The County may elect to sell its debt obligations through a private placement with a financial institution when appropriate. Selection through private placement shall be determined through a Request for Proposal (RFP) process.

Debt service for each issue will be structured in an attempt to minimize the County's interest payments over the life of the issue while taking into account the existing debt obligations of the County. Any debt issued shall not have a maturity date beyond the useful life of the asset being acquired or constructed by the debt proceeds.

The County may also consider various financing methods including fixed or variable interest rate debt in order to minimize the interest costs over the life of the issue. The use of these methods will be evaluated based on market conditions and the maximum benefit to the County while minimizing the County's risk. When appropriate, the County may choose to issue securities that pay a rate of interest that varies according to a predetermined formula or results from a periodic remarketing of the securities or reset date determined by the bondholder. The County will limit the issuance of variable rate debt to help maintain the County's credit rating. The County's long term variable rate debt will not exceed 10% of the total outstanding general debt.

Investment of bond proceeds will be consistent with those authorized by existing state law, the County's investment policy and applicable bond covenants. Bond proceeds shall be invested and tracked separately from other investments.

DEBT RATIOS

The County will use an objective, analytical approach to determine the amount of debt to be considered for authorization and issuance. This process involves the comparison of generally accepted debt ratios from similar counties to the current County ratios. These ratios will be re-evaluated every five (5) years or sooner as market conditions dictate. The County shall adhere to the following ratios:

Net Direct Debt Per Capita

This ratio measures the burden of direct debt placed on the population supporting the debt. This is widely used by rating agencies as a measure of an issuer's ability to repay the debt. The County's General Obligation debt per capita will be in line with other North Carolina counties that maintain the same credit rating. The County will maintain per capita debt that does not exceed \$2,000.

Net Direct Debt as a Percentage of Assessed Valuation

This ratio measures debt levels against the property tax base that generates the tax revenues used as the main source of debt repayment. The County will maintain its debt at no more than 1.50% of the countywide assessed value.

Net Direct Debt Service as a Percentage of Operational Budget

This ratio reflects the County's budgetary flexibility to adjust spending levels as economic conditions change. The County will maintain its net debt service at no more than 20% of the operational budget.

Ten-Year Payout Ratio

This ratio measures how quickly the County retires its outstanding indebtedness. A higher payout ratio preserves the County's capacity to borrow for future capital needs. The County will maintain its ten-year payout at a 65% level or higher.

REFINANCING OF OUTSTANDING DEBT

The County will continually review its outstanding debt and recommend issue for refunding as market opportunities arise. Debt shall only be refinanced for the purpose of achieving debt service savings, unless required to achieve specific debt management goals of the County. The estimation of net present value savings should be, at a minimum, in the range of 3% of the refunded maturities before a refunding process would be considered unless the County otherwise determines the annual savings warrant the refunding. The County will not refinance debt for the purpose of deferring scheduled debt service, unless unique circumstances are present. The County is aware that refinancing for the purpose of deferring debt service may have an impact on its credit rating.

The County may issue advance refunding bonds when advantageous, legally permissible and prudent while net present value savings are achieved. Advance refunding transactions are those undertaken in advance of the first date the refunded debt can be called for optional redemption and will require an establishment of an escrow account for the defeasance of the refunded debt. All costs incurred in completing the refunding shall be taken into account when determining the net present value savings.

The County may issue current refunding bonds when advantageous, legally permissible and prudent while net present value savings are achieved. Current refunding transactions shall be considered whenever possible. These transactions are undertaken at or after the call date on outstanding debt and provide for redemption and replacement of refunded debt within ninety days of issuance of the refunding debt.

PAY-AS-YOU-GO FUNDING

The County shall use pay-as-you-go and other alternative sources of funding for capital projects to minimize debt levels. To have an effective pay-as-you-go program, at least one funding source must be identified that is consistent, reliable and large enough to provide for capital needs in an amount that reduces dependency on debt. In order to reduce the impact of capital programs on future years, the County will annually appropriate funds for its capital improvement plan. The County will also appropriate proceeds from the sale of capital assets and land, as deemed appropriate, for capital projects. This practice will allow additional funding of capital improvement projects and reduce the County's dependence on borrowing. Pay-as-you-go funding will save money by eliminating interest expense on funded projects and will improve financial flexibility in the event of sudden revenue shortfalls or emergency spending.

ISSUANCE OF DEBT

The scheduling and amount of bond sales and installment purchase transactions will be recommended by the Finance Director and County Manager. The Board of County Commissioners must approve the sale. These decisions will be based upon the identified cash flow requirements for each project to be financed as well as market conditions and other relevant factors including debt ratios. If the cash requirements for capital projects are minimal in any given year, the County may choose not to issue the debt and fund the project costs and reimburse these costs when financing is arranged. In these situations the County will adopt a reimbursement resolution prior to the expenditure of project funds.

Fixed rate General Obligation Bond sales are conducted on a competitive basis by the Local Government Commission (LGC), a division of the Office of State Treasurer. Variable rate bonds, revenue and special obligation bonds will be sold on a negotiated basis with a selected underwriter.

The County must receive an opinion acceptable to the market from a nationally recognized law firm that each financing transaction complies with applicable laws and all agreements in connection with any financing are legal, valid and binding obligations of the County.

CONTINUING DISCLOSURE

In accordance with the Securities and Exchange Commission (SEC), Rule 15c-2-12, the County will provide financial and operating information to the repository or repositories designated by the SEC. Where applicable, the county will also provide its Comprehensive Annual Financial Report (CAFR) and other relevant information to rating agencies, corporate trustees and financial institutions as required by continuing disclosure requirements within all debt financing documents.

ARBITRAGE LIABILITY MANAGEMENT

The County will maintain a system of record keeping and reporting to meet the arbitrage and rebate compliance requirements of the federal tax code. This effort includes tracking investment earnings on bond proceeds, calculating rebate payments in compliance with tax law and remitting applicable earnings to the federal government in a timely manner in order to preserve the tax-exempt status of the County's outstanding debt issues.

It is the County's policy to minimize the cost of arbitrage rebate and yield restriction while strictly complying with the applicable laws. Because of the complexity of arbitrage rebate regulations and the severity of non-compliance penalties, arbitrage calculation will be performed by qualified arbitrage professionals in strict adherence to applicable laws and regulations. These calculations will be done in accordance with required Internal Revenue Service reporting dates.

FINANCING TEAM

The County will provide for a solicitation and selection process for securing all professional services required in connection with any debt issues. The service professionals selected will be required to follow the County's debt management policy with the goal of continuity, quality service and competitive prices.

ADMINISTRATION AND IMPLEMENTATION

The County Manager and Finance Director are responsible for the administration and issuance of debt including the completion of specific tasks and responsibilities included in this policy.

CATAWBA COUNTY, NORTH CAROLINA

Table 10

Ratios of General Bonded Debt Outstanding
Last Ten Fiscal Years

<u>Fiscal Year</u>	<u>General Obligation Bonds</u>	<u>Total Taxable Assessed Value</u>	<u>Percentage of Actual Taxable Value of Property</u>	<u>Per Capita ⁽¹⁾</u>
2006	42,815,000	13,023,274,801	0.33	287
2007	36,540,000	13,359,326,399	0.27	238
2008	30,160,000	14,655,429,923	0.21	194
2009	23,765,000	15,133,916,147	0.16	151
2010	17,310,000	15,013,754,766	0.12	109
2011	12,110,000	15,122,858,692	0.08	76
2012	7,715,000	15,515,442,124	0.05	50
2013	3,325,000	16,027,884,358	0.02	21
2014	799,341	16,700,602,238	0.00	5
2015	-	16,637,423,792	0.00	-

Sources:

⁽¹⁾ Population based on estimates issued by the Bureau of the Census

CATAWBA COUNTY, NORTH CAROLINA

Table 11

**Legal Debt Margin Information
Last Ten Fiscal Years**

	<u>2015</u>	<u>2014</u>	<u>2013</u>	<u>2012</u>	<u>2011</u>	<u>2010</u>	<u>2009</u>	<u>2008</u>	<u>2007</u>	<u>2006</u>
Assessed value (after exemption)	16,637,423,792	16,700,602,238	16,027,884,358	15,515,442,124	15,122,858,692	15,013,754,766	15,068,712,596	14,655,429,923	13,359,326,399	13,023,274,801
Debt limit rate	8%	8%	8%	8%	8%	8%	8%	8%	8%	8%
Debt limit	1,330,993,903	1,336,048,179	1,282,230,749	1,241,235,370	1,209,828,695	1,201,100,381	1,205,497,008	1,172,434,394	1,068,746,112	1,041,861,984
Less: Total net debt applicable to limit	<u>152,133,618</u>	<u>158,887,591</u>	<u>154,634,710</u>	<u>125,775,150</u>	<u>142,142,197</u>	<u>117,002,355</u>	<u>130,663,312</u>	<u>121,303,793</u>	<u>102,721,667</u>	<u>111,610,000</u>
Legal debt margin	<u>1,178,860,285</u>	<u>1,177,160,588</u>	<u>1,127,596,039</u>	<u>1,115,460,220</u>	<u>1,067,686,498</u>	<u>1,084,098,026</u>	<u>1,074,833,696</u>	<u>1,051,130,601</u>	<u>966,024,445</u>	<u>930,251,984</u>
Total net debt applicable to the limit as a percentage of debt limit	11%	12%	12%	10%	12%	10%	11%	10%	10%	11%

Legal Debt Margin Calculation for Fiscal Year 2015

Assessed value (after exemptions)	\$ 16,637,423,792
Debt limit (8% of assessed value)	1,330,993,903
Debt applicable to limit:	
Outstanding general obligation debt	-
Authorized and unissued debt	-
Certificates of participation	11,885,455
Installment purchase	47,547,380
Qualified Zone Academy Bonds	350,000
Qualified School Construction Bonds	19,675,994
Build America Bonds	6,084,013
Limited Obligation Bonds	62,865,776
North Carolina Department of Commerce	2,600,000
Federal Revolving Loan	1,125,000
Less: Statutory deductions	
Unissued debt	-
Total net debt applicable to limit	<u>152,133,618</u>
Legal debt margin	<u>\$ 1,178,860,285</u>

CATAWBA COUNTY, NORTH CAROLINA

Table 9

**Ratios of Outstanding Debt by Type
Last Ten Fiscal Years**

Fiscal Year	Governmental Activities							Business Type					Total Primary Government	of Personal Income ⁽¹⁾	Per Capita ⁽²⁾
	General Obligation Bonds	Certificates of Participation	Installment Purchases	Qualified Zone Academy Bonds	Qualified School Construction Bonds	Build America Bonds	Limited Obligation Bonds	North Carolina Department of Commerce	Installment Purchases	Limited Obligation Bonds	Revolving Loan				
2006	42,815,000	51,015,000	17,780,000									111,610,000	2.61	747	
2007	36,540,000	48,225,000	17,956,667									102,721,667	2.22	668	
2008	30,160,000	45,435,000	45,008,793	700,000								121,303,793	2.51	780	
2009	23,765,000	42,645,000	56,831,959	650,000					6,771,353			130,663,312	2.61	832	
2010	17,310,000	39,855,000	52,705,167	600,000					6,532,188			117,002,355	2.37	736	
2011	12,110,000	37,075,000	48,564,013	550,000	27,091,602	8,401,732			6,282,897		1,350,000	141,425,244	2.73	889	
2012	7,715,000	18,090,000	19,475,148	500,000	25,237,700	7,822,302	39,787,135		-	5,797,865	1,350,000	125,775,150	2.44	811	
2013	3,325,000	16,465,000	48,618,040	450,000	23,383,798	7,242,872	37,770,939	2,600,000	8,000,000	5,504,061	1,275,000	154,634,710	2.86	994	
2014	799,341	12,208,902	47,940,429	400,000	21,529,896	6,663,443	59,871,434	2,600,000	7,397,122	5,401,752	1,200,000	166,012,319	3.03	1,068	
2015	-	11,885,455	40,764,047	350,000	19,675,994	6,084,013	57,768,142	2,600,000	6,783,333	5,097,634	1,125,000	152,133,618	N/A	976	

N/A = Not available

Sources:

¹ U.S. Department of Commerce Bureau of Economic Analysis

² Population based on estimates issued by the Bureau of the Census

CATAWBA COUNTY, NORTH CAROLINA

Table 12

**Demographic and Economic Statistics
Last Ten Fiscal Years**

Fiscal Year	Population Estimate ⁽¹⁾	Personal Income	Per Capita Income ⁽²⁾	Median Age ⁽³⁾	School Enrollment ⁽⁴⁾	Unemployment Rate ⁽⁵⁾
2006	149,416	4,272,998,768	28,598	36.7	24,455	5.40
2007	153,784	4,624,900,016	30,074	37.0	24,766	5.90
2008	155,452	4,826,940,052	31,051	36.9	25,305	7.20
2009	157,073	4,998,534,079	31,823	38.1	24,688	15.50
2010	159,013	4,941,148,000	31,052	38.2	24,338	12.90
2011	159,125	5,016,806,000	32,504	38.4	24,245	12.00
2012	154,992	5,137,333,000	33,320	39.9	24,250	11.30
2013	155,494	5,357,979,000	34,716	40.3	24,241	10.80
2014	155,411	5,478,237,750	35,250	40.5	24,204	7.10
2015	155,832	N/A	N/A	40.7	23,889	6.00

N/A = Not available

Sources:

- ¹ Based upon estimates issued by the U.S. Census Bureau
- ² Bureau of Economic Analysis
- ³ Office of State Planning
- ⁴ North Carolina Department of Public Instruction
- ⁵ Department of Commerce - Employment Security Commission

CATAWBA COUNTY, NORTH CAROLINA

Table 7

**Principal Property Taxpayers
December 31, 2014 and December 31, 2005**

<u>Taxpayer</u>	<u>Type of Business</u>	<u>December 31, 2014</u>			<u>December 31, 2005</u>		
		<u>Taxable Assessed Value</u>	<u>Rank</u>	<u>Percentage of Total Taxable Assessed Value</u>	<u>Taxable Assessed Value</u>	<u>Rank</u>	<u>Percentage of Total Taxable Assessed Value</u>
Apple, Inc.	Computer Server	\$ 1,017,098,444	1	6.11	\$ -	-	-
Duke Energy Corporation	Electric utility	600,483,790	2	3.61	389,801,314	1	2.99
GKN Driveline Newton, LLC	Gears	117,363,767	3	0.71	77,023,721	4	0.59
CommScope, Inc.	Cable mfg.	100,691,349	4	0.61	134,708,853	2	1.03
Target Corporation	Warehouse/Retail	100,265,493	5	0.60	-	-	-
Draka Comteq Americas, Inc.	Cable mfg.	81,052,735	6	0.49	60,372,459	6	0.46
Frye Regional/American Medical	Medical care	71,047,363	7	0.43	60,949,639	5	0.47
HSM Solutions - (formerly Hickory Springs Mfg. Co.)	Furniture supplies	57,035,228	8	0.34	58,469,014	7	0.45
Corning Cable Systems	Cable mfg.	53,670,136	9	0.32	89,099,468	3	0.68
Valley Hills Mall, LLC	Retail	45,853,985	10	0.28	48,208,516	10	0.37
Shuford Mills/Shurtape Technologies	Textiles & Tape	-	-	-	48,822,799	9	0.37
Central Telephone Company	Telephone	-	-	-	49,415,557	8	0.38
		<u>\$ 2,244,562,290</u>		<u>13.50</u>	<u>\$ 1,016,871,340</u>		<u>7.79</u>
Total Assessed Valuation		<u>\$ 16,637,423,792</u>			<u>\$ 13,023,274,801</u>		

Source: Catawba County Tax Collector

**Principal Employers
Current Year and Nine Years Ago**

Employer	2015			2006		
	Employees ⁽¹⁾	Rank	Percentage of Total County Employment ⁽²⁾	Employees ⁽¹⁾	Rank	Percentage of Total County Employment ⁽²⁾
Catawba County School Systems	1,965	1	2.64%	1,800	2	2.31%
Catawba Valley Medical Center	1,759	2	2.37%	1,261	4	1.62%
CommScope, Inc.	1,468	3	1.98%	740	10	0.95%
Frye Regional Medical Center	1,400	4	1.88%	1,900	1	2.44%
Catawba County Government	1,120	5	1.51%	1,089	6	1.40%
HSM Solutions (Hickory Springs)	1,100	6	1.48%	1,329	3	1.70%
Corning Cable Systems ⁽³⁾	1,000	7	1.35%	-	-	-
Heritage Home Group LLC	861	8	1.16%	-	-	-
Pierre Foods	861	9	1.16%	856	8	1.10%
Sherrill Furniture Company	775	10	1.04%	1,078	7	1.38%
McCreary Modern	-	-	0.00%	742	9	0.95%
CV Industries, Inc.	-	-	-	1,100	5	1.41%
	<u>12,309</u>		<u>16.47%</u>	<u>11,895</u>		<u>15.26%</u>

Sources:

¹ Survey of Employers

² Labor estimates provided by the Employment Security Commission of North Carolina

³ Catawba County Chamber of Commerce

CATAWBA COUNTY, NORTH CAROLINA
General Long-Term Debt Requirements and Maturity Schedule
For the Fiscal Year Ended June 30, 2015

Fiscal Year Ended June 30	Governmental Activities			Business Type Activities		
	Debt Principal	Interest	Total	Debt Principal	Interest	Total
2016	12,332,152	5,156,471	17,488,623	1,221,370	323,958	1,545,328
2017	12,691,346	4,850,119	17,541,465	1,228,229	293,455	1,521,684
2018	12,643,855	4,513,777	17,157,632	1,238,473	261,284	1,499,757
2019	12,615,319	4,172,038	16,787,357	1,248,924	228,956	1,477,880
2020	12,020,296	3,842,502	15,862,798	1,176,281	198,132	1,374,413
2021-2025	51,951,037	14,273,437	66,224,474	5,793,416	519,964	6,313,380
2026-2030	17,312,873	2,525,644	19,838,517	923,816	35,854	959,670
2031	1,180,000	59,000	1,239,000	-	-	-
	<u>\$ 132,746,878</u>	<u>\$ 39,392,988</u>	<u>\$ 172,139,866</u>	<u>\$ 12,830,509</u>	<u>\$ 1,861,603</u>	<u>\$ 14,692,112</u>

(1) 11 % of Legal Debt Limit



Ad Valorem Tax: A tax levied in proportion to the value of a property.

Accrual Basis of Accounting: Revenues are reported on the income statement when they are earned not when they are received. Expenses are matched with related revenues and/or are reported when the expense occurs, not when the cash is paid. The result of accrual accounting is an income statement that better measures profitability during a specific time period.

Activity: Departmental efforts which contribute to the achievement of a specific set of program outcomes; the smallest unit of the program budget.

Allocate: To set apart portions of budgeted expenditures which are specifically designated to organizations for special activities or purposes (i.e., various rescue squads).

Annual Budget: A budget covering a single fiscal year.

Appropriation: An authorization granted by the Board of Commissioners to make budgeted expenditures and to incur obligations for purposes specified in the budget ordinance.

Approved Budget: The budget as formally adopted by the Board of Commissioners for the upcoming fiscal year.

Assessed Value: The value of real estate or personal property as determined by tax assessors and used as a basis for levying taxes.

Assessment: The process for determining values of real and personal property for taxation purposes.

Authorized Bond: Bonds which have been legally approved but may or may not have been sold.

Balanced Budget: Occurs when planned expenditures equal anticipated revenues. In North Carolina it is required that the budget submitted to the Board of Commissioners be balanced.

Board of County Commissioners: Five-member Board elected at large by the voters of the County for four year terms.

Bond: A written promise to pay a specific amount of money with interest within a specific time period, usually long-term.

Bond Issued: Bonds that are sold.

Bond Rating: A grade indicating a governmental unit's investment qualities. Generally speaking, the higher bond rating, the more favorable the interest rate and the lower the cost of

GLOSSARY



financing capital projects funded by bonds. A high rating is indicative of the Government's strong financial position. Ratings range from AAA (highest) to D (lowest).

Budget Document: A formal document presented to the Board of Commissioners containing the County's financial plan for a fiscal year.

Budget Message: A written overview of the proposed budget from the County Manager to the Board of Commissioners which discusses the major budget items and the County's present and future financial condition.

Capital Improvement Plan: A long term plan of proposed capital improvement projects which includes estimated project costs and funding sources that the County expects to undertake within a five year period. The plan is updated annually to reassess capital needs.

Capital Outlay: An expenditure expected to have a useful life greater than three years or an estimated total cost of \$5,000 or more. Capital outlay expenditures include such purchases as a vehicle, ambulance equipment, or Landfill equipment.

Capital Project: A project expected to have a useful life greater than ten years or an estimated total cost of \$100,000 or more and requiring professional certification. Capital projects include the construction, purchase, or major renovation of a building or the purchase of land.

Capital Projects Fund: A fund used to account for the acquisition or construction of major governmental capital facilities and equipment which are not financed by other funds.

Contingency Account: Account in which funds are set aside for unforeseen expenditures which may become necessary during the year and which have not been provided for in the context of the annual operating budget. Transfers from this account must be approved by the County Manager or Board of Commissioners.

Current Expense: Local funds used to supplement the State's minimum level of support for operating the schools. These funds by State law are appropriated on a per pupil basis.

Debt Service: Used for payment of general long-term debt principal, interest, and related costs.

Delinquent Taxes: Taxes that remain unpaid after the due date on which a penalty for nonpayment is incurred.

Department: A major administrative division of the County that has overall management responsibility for an operation within a function area.

DHR: Represents Departments of Human Resources that includes Social Services, Public Health, and Partners Behavioral Health Management (Partners BHM).

Encumbrance: A financial commitment for services, contracts, or goods that have not as yet been delivered or performed.

Enterprise Fund: A grouping of activities whose expenditures are wholly or partially offset by revenues collected from consumers in the form of fees and charges.

Expenditures: The total costs of a program or capital project.

Fire Protection Service Districts: Districts established pursuant to NCGS 153A-301(a)(2) within the County for the purpose of establishing fire tax rates to provide fire protection services.

Fiscal Year: The time period beginning July 1 of a calendar year and ending on June 30 of the following calendar year. Budgeting is carried out on a fiscal year schedule.

Fixed Asset: An asset of long-term character. For budgetary purposes a fixed asset is defined as an item costing \$5,000 or more with an expected life of more than three years.

Fringe Benefits: For budgeting purposes fringe benefits include employer payments for social security, retirement, group health, life insurance, dental insurance, and workers compensation.

Full-Time Equivalent (FTE): An FTE converts the hours worked by a position into a percentage of a full year's number of hours. One FTE equals 40 hours per week or 2,080 hours per year per permanent position.

Fund: An accounting entity created to record the financial activity for a selected financial grouping. A fund is set up to carry out a special function or attain certain objectives in accordance with set laws and regulations.

Fund Balance: Amounts shown as fund balance represent monies which remain unspent after all budgeted expenditures have been made. North Carolina statutes dictate that a portion of fund balance should be retained and not made available for appropriation in the following fiscal year.

Function: A broad grouping of activities and departments whose outcomes and expenditures are inter-related. Examples of functions within Catawba County include Human Services, Public Safety, and General Government.

General Fund: The general operating fund of the County used to account for all financial resources except those required to be accounted for in another fund.

General Obligation Bonds: Bonds issued by a government that are backed by the full faith and credit of its taxing authority.

Governmental Funds: There are three groups of funds for which financial statements are prepared—governmental, proprietary, and fiduciary. Proprietary funds are employed to report on activities financed primarily by revenues generated by the activities themselves, such as a utility. Fiduciary funds contain resources held by a government but belonging to individuals or entities other than the government. Governmental funds account for everything else. Catawba County has three types of governmental funds:

- General Fund and like funds
- Special Revenue Funds
- Capital Project Funds

Grants: A broad statement of desired conditions to be maintained or achieved through the efforts of an organization.

Indirect Cost: The component of the total cost for a service that is provided by and budgeted within another department or division. Indirect costs are budgeted to more accurately reflect the true total cost for such services such as those provided by the Administrative Departments.

Intergovernmental Revenues: Revenues from other governments (State, Federal, or local), which can be in the form of grants, shared revenues, or entitlement.

Lease Purchase: A method of purchasing equipment in which payments are spread over a period of time.

Levy: The amount of tax, service charge, and assessments imposed by the government.

Line Item: A budgetary account representing a specific object of expenditure.

Modified Accrual: The County budgets all funds on the modified accrual basis of accounting according to North Carolina General Statute. This is an accounting method in which revenues are recorded when they are earned or billed and expenditures are recorded when they are obligated.

Ordinance: A formal legislative enactment by the Board of Commissioners that has the full force and effect of law within the boundaries of the County.

Personal Services: Salaries and wages paid to employees for full-time, part-time, and temporary work including overtime and similar compensation. Also included in this account group are fringe benefits paid for employees.

Program: A well-defined portion of the operating plan for which a distinct set of goals and outcomes may be developed.

Program Objective: A specific statement about what is to be accomplished or achieved for a particular program during the fiscal year.

Public Safety: A group of expenditures related to the provision and enforcement of law enforcement and fire and disaster protection.

GLOSSARY



Reappraisal: The process of revaluing a jurisdiction's real property in order to adjust the tax value to the market value. By North Carolina law, a revaluation must be conducted at a minimum of every eight years.

Reclassification: A change in the classification and corresponding job title of an existing position that results from a major change in assigned responsibilities.

Reinventing Department: One of five departments operating under alternative methods for budgeting which give more flexibility for accounts.

Reserve: An account designated for a portion of the fund balance that is to be used for a specific purpose.

Revenue: Income including transfers and excluding proceeds from the sale of bonds or notes for the fiscal year. The major categories of revenue include taxes, intergovernmental, Federal and State, permits and fees, sales and services, and interest on investments.

Special Revenue Fund: A fund used to account for the revenues from specific sources that are to be used for legally specified expenditures.

Tax Levy: Revenue produced by applying a given tax rate to a property's assessed or tax value.

FISCAL YEAR 2016/17 CATAWBA COUNTY FEE SCHEDULE

July 1, 2016

EMERGENCY SERVICES

EMS Fees

Ambulance Base Rates

Advanced Life Support (Non-Emergency)	\$334.00
Advanced Life Support (Emergency)	\$450.00
Advanced Life Support – ALS2.....	\$655.00
Basic Life Support (Non-Emergency).....	\$283.00
Basic Life Support (Emergency).....	\$380.00
EMS Standby Fee (ALS Unit and two personnel).....	\$50.00 per hour
Mileage.....	\$11.44 per mile
Specialty Care Transport	\$770.00
Treatment / No Transport.....	\$140.00

Animal Shelter

Civil Penalties

1 st Violation	\$50.00
2 nd Violation	\$75.00
3 rd Violation	\$150.00
4 th Violation and each subsequent offense (Habitual Offender)	\$250.00
Animal Cruely Violation.....	\$300.00
Dangerous Dog Violation	\$150.00

Home Quarantine

Impound Fee

Fire Permit Fees (O = Operational, C = Construction)

Amusement buildings (O)	\$50.00
Carnivals and Fairs (O)	\$50.00
Change of Business / Owner – ABC required permit for alcohol sale (O).....	\$50.00
Compressed Gases (excess) (C).....	\$50.00
Covered Mall Buildings (O)	\$50.00
Exhibits and Trade Shows (O)	\$50.00
Explosives Manufacturing, Storage, Handling, Sale or Use, and Blasting Operations (O).....	\$150.00
Fire Alarm, Detection Systems, Related Equipment (install, modify) (C)	\$50.00
Fire Extinguishing Systems, automatic (includes sprinklers, installation, and modification) (C)	\$75.00
Fire Hydrants, private (installation and modification) (C)	\$50.00
Fire Hydrants, private (removal from service, use, or operation) (O)	\$50.00
Fire Pumps and Related Equipment (installation and modification) (C)	\$50.00
Flammable or Combustible Liquids	
Change type of contents in tank to more hazardous material (O)	\$50.00
Construct, install, or alter vehicles and facilities (C)	\$50.00
Install, remove, abandon, and place out-of-service above and underground tanks (O).....	\$100.00 per tank
Manufacture, process, blend, or refine (O)	\$50.00
Operation of facilities, tank vehicles, & equipment (O).....	\$50.00
Fumigation and Thermal Insecticide Fogging, storage of materials (O)	\$50.00
Hazardous Materials Facilities (construction and alterations) (C).....	\$50.00
Industrial Ovens Construction (C).....	\$50.00
Liquid Fuels	
Dispensing into fuel tanks of motor vehicles at commercial, industrial, government, or manufacturing	

facilities (O)	\$50.00
Display, operate, or demonstrate liquid or gas-fueled vehicles or equipment in assembly buildings (O) \$50.00	
Membrane Structures, Tents, and Canopies (temporary, permit to erect based on minimal size (more than 200 square feet (C)	\$50.00
Pyrotechnic special effects material use and handling (fireworks exhibitions) (O).....	\$150.00
Safety Inspection due to Change of Use, Business, or Owner (over 30 days) or ABC required safety inspection permit for alcohol sales (O)	\$75.00
Spraying/Dipping Operation (flammable or combustible liquids or combustible powders (O)	\$50.00
Spraying/Dipping Operation (modification or installation of spray booths, rooms, or dip tanks (C)	\$50.00
Standpipe Systems (installation, modification, or removal) (C)	\$50.00
Temporary membrane structures, tents, and canopies (O)	\$50.00
Tents or air-supported structures (more than 200 square feet)	\$50.00

Hazardous Materials Emergencies (fees charged back to responsible entity)

Cost associated with extended operations.....	County cost
Emergency Response Vehicle (Haz Mat Truck, Mobile Command Post)	\$150.00 per hour
EMS Unit (medical stand-by for Haz Mat Team)	\$50.00 per hour
Haz Mat Response Staff	\$25.00 per person per hour
Local Fire Department Emergency Response (reimbursed to Fire Department)	
Ladder Truck.....	\$300.00 per hour
Marine Unit	\$50.00 per hour
Pumper or Tanker	\$200.00 per hour
Squad Truck.....	\$100.00 per hour
Materials (booms, suits, absorbent, etc.)	County cost + 15%
Support Vehicle.....	\$25.00 per hour
Support Trailer (Decon, Air Unit, Light Tower, etc.)	\$25.00 per hour

GENERAL GOVERNMENT

Copy/Print Charges	
Black and White	\$0.10 per page
Color	\$0.25 per page
Returned Check Fee	\$25.00

HUMAN RESOURCES

Risk Management Services

Blood Borne Pathogens (non-County employees).....	\$10.00 per person
Defensive Driving Training (non-County employees)	\$15.00 per person
Fire and Emergency Action Training (non-County employees)	\$15.00 per person

LIBRARY

Audio-Visual Materials	
Audio tapes	Extended use fee per day \$0.50
(Maximum of \$3.00 per audio)	
DVDs/Video tapes	Extended use fee per day \$1.00
(Maximum of \$5.00 per video)	
Adult/Young Adult Print Materials	
Extended use fee	\$0.20 per day
(Maximum of \$3.00 per book)	
Copy/Print Charges	
3D Printing.....	\$2.00 per print, \$0.10-\$0.50 per gram filament

Digital Cutting.....	\$0.50 per cut, plus material cost
Fax Service	
Local or Toll Free	\$1.00 first page, \$0.10 each additional page
Long Distance	\$2.00 first page, \$0.20 each additional page
Interlibrary Loan Materials	Extended use fee per day \$0.50
Lost or damaged materials resources.....	\$ Replacement cost
Replacement of Lost Library Card.....	\$1.00
Special Resources, Technology, Equipment	
Extended use fee.....	\$5.00 per day
Improper return to of technology book drop.....	\$25.00

PLANNING, PARKS, AND DEVELOPMENT

Planning & Zoning

Board of Adjustment

Cottage Business	\$425.00
Extension/Change of Non-Conforming Use	\$425.00
Non-Conforming Use.....	\$425.00
Special Exception Permit.....	\$425.00
Special Use Permit.....	\$425.00
Variance	\$425.00

Copies of Ordinances/Plans

Design Manual.....	\$10.00
Highway 321 Corridor Plan.....	\$20.00
UDO Procedures Manual.....	\$10.00
Small Area Plans	\$15.00
Strategic Growth Study	\$20.00
Unified Development Ordinance	\$35.00
VisionQuest 2010 Comprehensive Plan	\$30.00
VisionQuest 2010 Fold-out Map	\$4.00

Fee In-Lieu Of..... \$1,000 per lot
(In lieu of providing open space on-site, a developer may make a one-time payment in the amount of \$1,000 per lot. The fee in-lieu is payable to the Parks Trust Fund for development of capital projects associated with the County Parks Master Plan or other accepted plans.)

Rezoning Application

All Applications.....	\$720.00
(Planning Development (PD), Planning Development – Industrial Parks (PD-IP), 321 Economic Development District (321-ED), Village Center, Manufactured Home Parks (MHP))	

Road Assessment for POP..... \$640.00

Street Signs

Change of street name/sign.....	\$350.00 + \$100.00 each additional sign
Development Name Marker	\$50.00
Limited Access User.....	\$50.00
New development (per sign).....	\$100.00/pole
Off-Premise	\$50.00
Off-Premise – Directional.....	\$50.00
On-Premise – Canopy.....	\$50.00
On-Premise - Freestanding.....	\$50.00
On-Premise – Wall Sign.....	\$50.00

Subdivisions

Performance Guarantee Inspection.....	\$30.00
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Subdivision Review

Exempt Plat Review.....	\$25.00
Extension of Major Preliminary Plat.....	\$70.00

Major Final Plat	\$200.00 + \$3.00 each lot
Major Preliminary Plat	\$200.00 + \$5.00 each lot
Minor/Family/Estate Subdivision Review	\$65.00
Performance Guarantee Extension (non-residential and subdivision)	\$40.00
Performance Guarantee - Initial Review	\$110.00
Performance Guarantee Inspection	\$30.00
Revised Major Preliminary/Sketch Plat Approval	\$70.00
Telecommunication Towers	
Eligible Facilities Requests/Substantial Modifications	\$1,000.00
New Wireless Support Structure/Wireless Facility	\$11,000.00
Site Assessment	\$6,000.00
Permit	\$5,000.00
Text Amendment (Applicant Initiated)	\$560.00
Zoning Permits	
Backyard Business	\$25.00
Accessory Dwelling.....	\$25.00
Floodplain Development.....	\$50.00
Duplex	\$25.00
Home Occupation Permit.....	\$25.00
Non-residential Accessory Structure Site Plan Review/Permit.....	\$50.00
Non-residential Change of Occupancy	\$50.00
Non-residential Site Plan Review/Permit for new structures	\$200.00
Non-residential Temporary Structure Site Plan Review/Permit	\$50.00
Residential Single Family.....	\$25.00
Residential Additions/Accessory Structures (includes pools)	\$25.00
Sign Permits.....	\$50.00
Temporary Event.....	\$25.00

Catawba County Parks

Educational/Meeting Room.....	\$50.00 per day
Dog Park Usage Permit	\$20.00 per dog, per year
Picnic Shelter	\$5.00 per hour, per shelter; \$35.00 per day, per shelter
Sign Permit.....	\$10.00 per day
Vendor/Sales Permit.....	\$2% of gross sales or \$50 minimum
Additional Charge Applied to Parks Fees for Non-County Residents	\$10.00

Park fees may be waived for County Sponsored events and schooling-sponsored programs. School groups coming to the Park for educational programs or other curricula based activities should apply in advance for a waiver of Park fees. A letter on school stationery listing the date of the proposed visit, number of students, number of chaperones, and the educational purpose for the visit will serve as a waiver request. Letters should be mailed to the Park Ranger, Planning & Development, P O Box 389, Newton, NC 28658. Requests must be received at least two weeks in advance of the planned visit.

COOPERATIVE EXTENSION

4-H Camps.....	Varies depending on camp
4-H Project Books.....	\$2 to \$10, depending on book
T-Shirts (4-H, Local Foods, etc.)	\$10-17
School Enrichment Programs.....	\$10/classroom
Workshops (Cooking, Marketing, Master Gardener, Beekeeping, etc.).....	Varies, depending on workshop
Serv-Safe	\$80.00 course cost and \$40.00 exam cost

PUBLIC HEALTH

Clinic Services

Tests

Pregnancy Test	\$10.00
Nucleic Acid Amplification Test (NAAT).....	\$43.00
Rabies Titer Test.....	\$93.00
Tuberculosis Skin Test	Cost of vaccine + \$20.00

Vaccines

Dtap (Diptheria, Tetanus, and Pertusis)	Cost of vaccine + \$20.00
Gardasil	Cost of vaccine + \$20.00
Haemophilus Influenza B.....	Cost of vaccine + \$20.00
Hepatitis A - Adult	Cost of vaccine + \$20.00
Hepatitis A – Pediatric.....	Cost of vaccine + \$20.00
Hepatitis B - Adult	Cost of vaccine + \$20.00
Influenza.....	Cost of vaccine + \$11.00
Meningococcal (Menactra)	Cost of vaccine + \$20.00
Meningococcal (Menomune).....	Cost of vaccine + \$20.00
M.M.R.....	Cost of vaccine + \$20.00
Pediatric Hepatitis B.....	Cost of vaccine + \$20.00
Pentacel (DTAP (Tetanus, Diptheria, Pertussis), Polio, Hib (Haemophilus influenzae type b))	Cost of vaccine + \$20.00
Pneumococcal (Pneumovax)	Cost of vaccine + \$11.00
Polio (IPOL).....	Cost of vaccine + \$20.00
Rabies, pre/post-exposure (Imovax).....	Cost of vaccine + \$25.00
Rabies, pre/post-exposure (Rabivert)	Cost of vaccine + \$25.00
Td (Tetanus, Toxoid).....	Cost of vaccine + \$20.00
Tetanus, Diptheria, and Pertusis (Tdap).....	Cost of vaccine + \$20.00
Twinrix (Hep A/B)	Cost of vaccine + \$20.00
Typhoid.....	Cost of vaccine + \$20.00
Varicella (Varivax).....	Cost of vaccine + \$20.00
Yellow Fever	Cost of vaccine + \$25.00
Zostavax	Cost of vaccine + \$20.00

Other

Biopsy Charge.....	\$25.00
Car Seat Co-Pay	\$10.00
CPR Education Fee.....	\$15.00
First Aid Education Fee.....	\$7.00
Fluoride Kit	\$3.00
Foreign Travel Consultation Stamp	\$10.00
Vaccine Admin – 1 injection.....	\$20.00
Vaccine Admin – each additional injection	\$20.00
Oral Administration.....	\$15.00

Environmental Health Division

Authorization to Construct (New and Repair – includes Improvement Permit fee):

Any system, 360 gallons per day and less	\$300.00
Any system, 361-600 gallons per day.....	\$450.00
Any system, 601-1,000 gallons per day.....	\$650.00
Any system, 1,001 gallons per day and above	\$900.00

(An application for Improvement Permits or Authorization to Construct must be made. An Improvement Permit or Authorization to Construct will not be issued unless the property lines are clearly marked, the house or building staked, the driveway and parking location marked, and another information necessary to issue the permit.)

Beneficial Fill Landfill	
Application and inspections	\$75.00
Change of Improvement Permit/Authorization to Construct/Well Permit	
Re-trip and re-design fee	\$70.00
Food and Lodging Plan Review Fee.....	\$250.00
Serv-Safe	
19-hour class, book, test, and answer sheet.....	\$84.00
Test and answer sheet	\$40.00
Ownership Change/Walk-Through Fee.....	\$75.00
This fee will be paid upon completion of a Food and Lodging Walk-Through consultation. If the citizen decides to proceed with a full Food and Lodging Plan Review, then the \$75 fee will be applied towards the \$250 cost of the full plan review.	
Plan Review for Push Carts/Mobile Food Units	\$150.00
Improvement Permit (for Site/Soil Evaluation only)	
For New Systems.....	\$150.00
For Existing Systems.....	\$90.00
(An application for Improvement Permits or Authorization to Construct must be made. An Improvement Permit or Authorization to Construct will not be issued unless the property lines are clearly marked, the house or building staked, the driveway and parking location marked, and another information necessary to issue the permit.)	
Individual Demolition Debris Landfill Permit	
Permit and inspections.....	\$200.00
Land Clearing and Inert Debris Landfill Permit	
Permit and quarterly inspections.....	\$350.00
Public Management Entity (PME) <i>fees are a per trip charge</i>	
Type IIIB Pump Systems (inspections required every 5 years).....	\$94.00
Type IV Systems (inspections required every 3 years).....	\$150.00
Type V Systems (inspections required every year)	\$175.00
Type VI Systems (inspections required twice per year)	\$175.00
Additional trips to complete inspection or re-inspect	\$100.00
Septic Tank Pumpers.....	\$40.00
Swimming Pool Plan Review	\$300.00
Swimming Pool re-trip	\$25.00
Swimming Pool/Spa	
Operating < 8 months.....	\$150.00
Operating > 8 months.....	\$200.00
Tattoo establishment	
Permit for Tattoo Artist (12 months)	\$225.00 per artist
Tattoo Plan Review	\$265.00
Temporary Food Stand Permit Fee.....	\$75.00
Water sample	
Biological	\$58.00
Fluoride, Lead, Nitrate, Volatile Organic Analysis, Pesticide, Petroleum.....	\$85.00
Inorganic.....	\$114.00
Well Abandonment.....	\$100.00
Well Construction and Inspection Permit.....	\$300.00
Well Repair.....	\$300.00
Fees are non-refundable once a visit is made	
Coal Ash Test.....	\$170.00
Hexvalent Test	\$155.00

SHERIFF'S DEPARTMENT

Fee for impounded vehicles (per car, per day)	\$5.00
Inmate Housing Fee (per day, out of County).....	\$75.00 per day
Inmate Medical Service Fees:	
Lab Services Co-Payment	\$10.00
Over the Counter Medications.....	\$3.00
Medical transportation to private doctor	\$50.00
Prescription Drug Co-Payment.....	\$10.00
Sick Call Medical Visit	\$20.00
Sick Call (Follow-up visit).....	\$5.00
Fingerprinting	\$10.00
Postage and handling per ejection mail out.....	\$1.00
Project Lifesaver Bracelet Replacement Battery and Band	\$10.00 per month
Project Lifesaver Bracelet rental battery replacement/month	\$20.00
Service of Civil Process (out-of-state cases)	\$50.00
Surrendered weapon storage fee (per weapon, per month)	\$5.00
Transport Involuntary Commitment to another County's Facility	\$75.00 per hour (or portion)

SOCIAL SERVICES

Confidential Intermediary Program for Adult Adoptees	
Initial non-refundable fee, residents.....	\$350.00
Initial non-refundable fee, non-residents.....	\$425.00
Additional services beyond standard agreement	\$75.00/hour
Waiver of fees for those with incomes less than the National Poverty Level	

TAX

ABC Licenses	
Beer on premises	\$25.00
Beer off premises	\$5.00
Wine on premises	\$25.00
Wine off premises	\$25.00
Copies	
Aerial Map - Laser Printer - Color.....	\$0.75
Custom Map or Report - Laser Printer (picked-up).....	\$0.50
Tax Cards	\$0.10
Sale of Maps	
Plotter Reprints (bond paper, all sized)	\$15.00

TECHNOLOGY

GIS Fees

Custom Maps

Analyst time \$50.00 per hour (1 hour minimum/1 map)

Map Printing

Color Printer

11 x 17 \$3.00

Plotter Reprints

Bond Paper (all sizes)..... \$15.00

High Gloss (ortho)..... \$20.00

Digital Data Pricing

1-50 Tiles/Layers\$5.00 per Tile/Layer

51 – 100 Tiles/Layers.....\$2.00 per Tile/Layer

Countywide Layers

Parcels, Structures, Centerlines, etc.\$100.00/Layer

Digital Ortho Photos

Individual Tiles..... \$20.00 each

Seamless Countywide mosaic (Mr. Sid) \$100.00 (2002, 2005, 2009, or 2010)

Subscription Service..... \$500.00/Annually

(Parcels, Structures, Topology, Centerlines, Floodplain, Hydrology, City Limits, and Mr. Sid Ortho Updates received twice per year. Subscription Service runs for 12 months from date of purchase.)

Street Atlas

County Affiliated Organizations \$25.00

General Public \$35.00

ITC Fees

Reports..... \$1.00 per CD

UTILITIES & ENGINEERING

Building Permit Fees

Schedule A – New Buildings/Structures/Additions/Building Permit Fee

Blanket permit fees will be based on the Building Valuation Data per square foot, as published biannually by the International Code Council (ICC). Square foot construction costs shall be adjusted in accordance with the regional cost modifiers as published by the ICC and shall serve as the minimum acceptable cost per square foot for such work.

Building Permit	65% of Blanket Permit
Electrical Permit.....	14% of Blanket Permit
Mechanical Permit.....	12% of Blanket Permit
Plumbing Permit	9% of Blanket Permit

Permit Fee: Gross Area x Catawba County Building Cost Factor (Table A)

Gross Area: The area included within surrounding exterior walls, or exterior walls and firewalls exclusive of courts per floor.

Table A Catawba County Square Foot Multiplier

Group ^b	(2012 International Building Code)	Type of Construction								
		IA	IB	IIA	IIB	IIIA	IIIB	IV	VA	VB
A-1	Assembly, theaters, with stage	1.201	1.160	1.131	1.083	1.017	0.989	1.047	0.930	0.893
	Assembly, theaters, without stage	1.086	1.046	1.017	0.970	0.905	0.877	0.934	0.819	0.782
A-2	Assembly, nightclubs	0.917	0.891	0.866	0.831	0.780	0.760	0.800	0.708	0.681
A-2	Assembly, restaurants, bars, banquet halls	0.912	0.885	0.855	0.826	0.770	0.754	0.795	0.697	0.676
A-3	Assembly, churches	0.663	0.639	0.622	0.593	0.554	0.537	0.571	0.502	0.480
A-3	Assembly, community halls, libraries	0.842	0.805	0.774	0.735	0.671	0.650	0.703	0.592	0.564
A-4	Assembly, arenas	1.081	1.041	1.006	0.964	0.894	0.871	0.929	0.808	0.777
B	Business	0.819	0.789	0.762	0.725	0.657	0.633	0.695	0.578	0.550
E	Educational	0.451	0.435	0.422	0.403	0.375	0.355	0.389	0.327	0.316
F-1	Factory and industrial, moderate hazard	0.428	0.408	0.384	0.370	0.330	0.316	0.354	0.272	0.256
F-2	Factory and industrial, low hazard	0.424	0.404	0.384	0.365	0.330	0.312	0.349	0.272	0.252
H-1	High Hazard, explosives	0.475	0.451	0.427	0.405	0.365	0.343	0.386	0.296	N.P. ^c
H234	High Hazard	0.475	0.451	0.427	0.405	0.365	0.343	0.386	0.296	0.272
H-5	HPM	0.836	0.806	0.778	0.740	0.671	0.646	0.710	0.590	0.562
I-1	Institutional, supervised environment	0.412	0.398	0.387	0.370	0.340	0.331	0.361	0.305	0.294
I-2	Institutional, incapacitated	0.693	0.678	0.665	0.646	0.610	N.P. ^c	0.631	0.570	N.P. ^c
I-3	Institutional, restrained	0.474	0.458	0.445	0.426	0.395	0.380	0.411	0.355	0.336
I-4	Institutional, day care facilities	0.412	0.398	0.387	0.370	0.340	0.331	0.361	0.305	0.294
M	Mercantile	0.453	0.436	0.416	0.397	0.362	0.352	0.376	0.314	0.300
R-1	Residential, hotels	0.934	0.902	0.877	0.841	0.772	0.752	0.819	0.694	0.669
R-2	Residential, multiple family	0.802	0.768	0.743	0.704	0.640	0.619	0.687	0.559	0.534
R-3 ^d	Residential, one and two family	0.499	0.486	0.473	0.462	0.443	0.432	0.447	0.414	0.388
R-4	Residential, care/assisted living facilities	0.925	0.892	0.867	0.830	0.762	0.742	0.809	0.684	0.659
S-1	Storage, moderate hazard	0.402	0.382	0.357	0.343	0.304	0.290	0.327	0.245	0.228
S-2	Storage, low hazard	0.397	0.377	0.356	0.338	0.303	0.285	0.322	0.244	0.224
U	Utility, miscellaneous ^a	0.356	0.336	0.314	0.297	0.266	0.249	0.283	0.208	0.197

a. Private Garages are group U.

b. Unfinished basements use 0.072 as the Catawba County Square Foot Multiplier.

c. N.P. = Not Permitted - These use groups are not permitted in these Construction Types.

d. Building Permits will be affected by \$10.00 surcharge effective August 1, 2003 as mandated by Senate Bill 321 - "Homeowners Recovery Fund" (G.S. 87-15.b)

This table is based on the ICC fee schedule method and Catawba County square foot building costs. For more information on fee schedule contact the Catawba County Permit Center at (828) 465-8399.

Square Foot Construction Cost: Published by ICC based on occupancy and type of construction.

Catawba County Building Cost Factor (CCBCF): A mechanism for adjusting building construction costs specifically for Catawba County set for each building group and construction type annually with County budget adoption and are based on actual documented building costs during the fiscal year.

Note: The Board of Commissioners established the formula for fees on June 4, 2004.

Permit Fee Multiplier =

$$\frac{\text{Amount of Building Services Budget to be recovered through permit fees (1)}}{\text{Total Annual Construction Value (2)}}$$

1. Building Services Division budget as approved by the Catawba County Board of Commissioners including the percentage of the budget that is to be recovered through permit fees.
2. Based on historical records, total annual construction value in dollars that has occurred within Catawba County in the previous year. **The Fiscal Year 2016/17 Permit Fee Multiplier is 0.0058.**

Appeals: Building valuation data may be appealed by one of the following methods:

1. Upon issuance of a Certificate of Compliance the permit holder may submit final documentation of all building construction costs to include structural, electrical, plumbing, mechanical, interior finish, normal site preparation, architectural and design fees, overhead and profit. Documentation will be compared to ICC Square Foot Construction Costs to determine if the initial building valuation was accurate. All documentation that verifies a difference of more than 10% from the initial building valuation data to the actual completed cost of construction can be appealed for a refund of a portion of the permit fees initially paid.
2. Permit applicants may appeal valuation data by submitting a Cost of Construction claim form to the Catawba County Permit Center at time of permit issuance. This form shall be sealed and certified by a North Carolina registered design professional engaged in the project. The contractors and design professionals shall also agree to supply the County with all change orders that occur during project construction. Prior to issuance of a Certificate of Compliance the permit holder will be responsible to reimburse Catawba County for any additional permit fees that may be assessed due to change orders that increase the value of the building by more than 10% of the original cost of construction.

Structure values which are not identified by the International Code Council Building Valuation Data will be based on the contractor's estimate and using the permit fee multiplier with a minimum building permit of \$88.00. Examples of such structures are swimming pools, signs, cell towers, solar arrays, wind turbines, hydrogen cells, private piers, bleachers, etc.

Schedule B – Permit Fees Phased Construction

Category of Work	Building Permit	Mechanical (if needed)	Electrical (if needed)	Plumbing (if needed)
Footing/Foundation	50% of Building	50% of Mechanical	50% of Electrical	50% of Plumbing
Shell-In	50% of Building	50% of Mechanical	50% of Electrical	50% of Plumbing
Up-fit	100% of Blanket Permit			

Schedule C – Miscellaneous Fees

	Building Permit - Commercial	Building Permit – Residential	Mechanical Permit	Electrical Permit	Plumbing Permit
Modular	\$88.00	\$88.00	\$61.00	\$61.00	\$61.00
Manufactured Home	NA	\$71.00	\$44.00	\$44.00	\$44.00
Minimum Fees	\$88.00	\$88.00	\$61.00	\$61.00	\$61.00
Expired Permit Renewal Fee	\$88.00	\$88.00	\$61.00	\$61.00	\$61.00
Deck/Ramp Permit	Schedule F	\$40.00	NA	NA	NA
Demolition	\$150.00	\$75.00	NA	NA	NA
Covering Deck or Porch	Schedule F	\$40.00	NA	NA	NA
Re-roof	\$150.00	\$75.00	NA	NA	NA

Archive Research (per project) \$22.00
 Change of any contractor (owner must remain the same – if owner changes, minimum fee rates will apply to all permits) \$26.00
 Off Duty/After Hour Inspections..... \$105.00 per hour or any fraction thereof
 Permit Placard..... \$5.00
 Refunds on Active permits (only if no inspections have been made)
 Less Administration Cost..... \$26.00
 Re-trip Fee for any type of inspection \$121.00
 Work Started without Permit Double Permit Fee
^dBuilding permits for Single Family units and alterations/additions to single family dwelling units will be affected by \$10.00 surcharge effective August 1, 2003 as mandated by Senate Bill 321 – “Homeowners Recovery Fund” (G.S. 87-15.b)

Schedule D – Safety Inspections (based on square footage)

0 – 5,000 \$79.00
 5,001 – 10,000 \$121.00
 10,001 – 50,000 \$163.00
 Over 50,001 \$205.00

Schedule E – Plan Review (fee due at time of submittal)

Contracted Services \$75.00 per hour plus reimbursable expenses
 Express Plan Review/Permitting (Interior Work)..... \$800.00 per hour or any fraction thereof
 Express Plan Review/Permitting (Exterior Work) \$950.00 per hour or any fraction thereof
 Plan Review Fee (Submittal or Re-Submittal- each review)
 \$10.00 per trade (Building, Mechanical, Electrical, Plumbing, and Fire)

Schedule F – Building Permit Fee (Existing Structures)

Alterations, renovations, and repairs to ^dexisting structures based on contractor’s estimate and using the fee schedule below with a minimum building permit fee of \$88.00.
 \$0 - \$5,000 \$88.00
 \$5,001 - \$100,000 \$88.00 + \$3.00 for each additional thousand or part thereof
 \$100,001 - \$1,000,000 \$373.00 + \$2.50 for each additional thousand or part thereof
 Over \$1,000,000 \$2,623.00 + \$1.50 for each additional thousand or part thereof

Schedule G – Electrical Permit Fee (Existing Structures)

Electrical permits are required for the installation, extension, alteration, or general repair of any electrical wiring, devices, appliances, or equipment.

Power Service – Sub Panel	Single Family/Duplex	Commercial
0 – 100 Amps	\$50.00	\$75.00
101 – 200 Amps	\$75.00	\$125.00
201 – 600 Amps	\$150.00	\$175.00
601 – 1,200 Amps	\$175.00	\$250.00
1,201 – 2,000 Amps	\$200.00	\$300.00
2,001 – Above Amps	\$225.00	\$400.00

Camper/RV Service	\$50.00
Electrical wiring (including low voltage) per tenant space (wiring on or in the structure)	\$50.00
Electrical wiring for pools, generators, solar panels and signs without a service meter.....	\$61.00
Fire Alarm System for an existing building	\$71.00
Monthly Renewal Fee for Temporary Electrical Agreement	\$47.00
Pole Service – based on power service size (AMPS)	based on AMP chart above
Re-connect Fee for single mechanical/plumbing systems or equipment.....	\$25.00
Re-connect Fee for multiple mechanical/plumbing systems or equipment	\$50.00
Sign Service – based on power service size (AMPS)	based on AMP chart above
Temporary Electrical (by agreement per meter)	\$121.00
Temporary Power Pole	\$39.00
Any work category not listed above	Minimum Fee (See Schedule C)

Initial temporary electric fee will be assessed at time of permit issuance for all commercial projects to facilitate testing of systems and equipment prior to final inspection.

Schedule H – Existing Structures Mechanical Permit Fee

Mechanical permits are required for installation, extension, alteration, or general repair of Systems/Equipment, Appliances, and Gas Lines.

Scope of Work	Single Family/Duplex	Commercial
	System/Equipment/App pliance	System/Equipment/Ap pliance
Replacement/Extension of a Single System	\$30.00	\$75.00
Replacement /Extension of two systems	\$55.00	\$145.00
New Installation (less than 3 units). A \$10.00 fee per trip will be charged if units are not inspected at the same time.	\$55.00	\$100.00
Multiple Units (3 or more)	\$125.00	\$275.00

Monthly Renewal Fee for Temporary Mechanical Agreement	\$47.00
Temporary Mechanical (by agreement per meter)	\$121.00
Any work category not listed above	Minimum Fee (See Schedule C)

Initial temporary mechanical fee will be assessed at time of permit issuance for all commercial projects to facilitate testing of systems and equipment prior to final inspection.

Systems/Equipment consisting of heat pumps, apollo units, gas packs, furnaces, air conditioners, radiant heat systems, chillers, air handlers, refrigeration units, spray booths, boilers, hood systems, etc.

Appliances consisting of unit heaters, wall furnaces, fireplace inserts, gas lights, gas grills, gas logs, gas water heaters, etc.

Gas Lines* shall be permitted as a Mechanical Appliance regardless of whether it is issued to a Mechanical or Plumbing Contractor (See Schedule H).

*Separate gas line permit is required if gas line is not installed by system/appliance contractor.

Schedule I – Existing Structures Plumbing Permit Fee

Plumbing Permits are required for the installation, extension, or general repair of utilization equipment, drain, waste, vent, and water distribution systems. Examples of utilization equipment include water heaters, dishwashers, disposals, wells, etc.

Scope of Work	Single Family/Duplex	Commerical
Replacement of existing like fixture(s)	N/A ¹	\$25.00
Single new fixture per Tenant Space	\$25.00	\$50.00
Multiple new fixture per Tenant Space	\$50.00	\$125.00
Single New Bath Group per Tenant Space	\$75.00	\$150.00
Multiple New Bath Group per Tenant Space	\$125.00	\$275.00

¹No permit is required if a licensed contractor is conducting the work.

Fire Sprinkler System for an existing building..... \$47.00
 Water Heater reconnect/water service line replacement/building sewer replacement/backflow preventer for lawn irrigation systems and minor(less than 25%) replacement of interior water or DWV lines \$25.00
 Any work category not listed above Minimum Fee (See Schedule C)

Schedule J – Green Building Incentives** - a special allowance in its building inspection fee structure to provide an incentive for certain renewable/sustainable energy technologies and green building certifications for homes and commercial buildings.

New Structures				
Certification Agency		Incentive		
USGBC Leadership in Energy & Environmental Design (LEED) Certification		25% Rebate of Blanket Permit Fee (Not to exceed \$500.00)		
NC Healthy Built Home Certification		25% Rebate of Blanket Permit Fee (Not to exceed \$500.00)		
USEPA Energy Star Certification		25% Rebate of Blanket Permit Fee (Not to exceed \$500.00)		
NAHB Model Green Building Home Guideline Certification		25% Rebate of Blanket Permit Fee (Not to exceed \$500.00)		
ICC/NAHB National Green Building Standard Certification (Currently in development)		25% Rebate of Blanket Permit Fee (Not to exceed \$500.00)		
Existing Structures- One & Two Family Dwellings				
Single System	Mechanical Fee	Electrical Fee	Plumbing Fee	Building Fee
Geothermal Heat Pumps	50% Rebate (\$27.50 value)	50% Rebate (\$12.50 value)		
Photo Voltaic Energy Systems		50% Rebate (\$30.50 value)		
Solar Hot Water Heating		50% Rebate (\$12.50 value)	50% Rebate (\$12.50 value)	
Gray/Rain Water collection for flushing fixtures			50% Rebate (\$30.50 value)	
Existing Structures - Commercial Installations				
Single System	Mechanical Fee	Electrical Fee	Plumbing Fee	Building Fee
Geothermal Heat Pumps	50% Rebate (\$50.00 value)	50% Rebate (\$12.50 value)		
Photo Voltaic Energy Systems		50% Rebate (\$30.50 value)		
Solar Hot Water Heating		50% Rebate (\$12.50 value)	50% Rebate (\$25.00 value)	
Gray/Rain Water collection for flushing fixtures			50% Rebate (\$30.50 value)	

Plan Review Fee Rebate Program**

Catawba County will rebate 50% of the fees related to plan review or express plan review for commercial buildings seeking LEED certification, Energy Star, and/or NC HealthyBuilt Homes.

**Regular fees must be paid in full at time of plan review or permit issuance. Fee rebates will be refunded upon project completion and certification by third party inspection agency.

Erosion and Sedimentation Control

These fees are for sites that disturb more than one acre.

Sites that disturb more than one acre are required to submit a formal erosion control plan. Once the site has been permitted, it will be inspected on a regular basis.

Plan Review..... \$200.00
(includes the first acre disturbed, plus \$150.00 per disturbed acre or any part thereof above the first acre disturbed.

Express Plan Review..... When combined with Building Services Express Plan Review, Building Services hourly rate for plan review plus \$150.00 per disturbed acre or any part thereof, above the first acre disturbed.

Stand Alone Express Plan Review \$97.50 per hour or any fraction thereof minimum \$200.00, plus \$150.00 per disturbed acres or any part thereof, above the first acre disturbed.

Fines for Notice of Violation (NOV)Varies based on severity, adherence to approved plan, prior record, whether the violation was committed willfully, amount of money saved by noncompliance, cost of rectifying the damage, and staff investigative costs.

Reinspection Fee (required after Notice of Violation)..... \$125.00

If a site is out of compliance, it will receive a Notice of Violation. Any project that is under an NOV may not have any activity (I.E. Building Services inspections) until the site is brought into compliance and the required fine is paid to the Catawba County Finance Department, and the re-inspection fee has been paid. Fines and re-inspection fees may NOT be billed on an account.

These fees are for sites that disturb less than one acre.

Sites that disturb less than one acre will be issued a no charge erosion control permit, no formal plans are required. If the County receives a complaint on a site that is less than one acre and inspectors have investigated and found that the site is not in compliance with erosion control laws the Project Management Fee will be assessed.

Project Management Fee \$50.00
(Fee for sites that disturb less than one acre and the County receives a complaint, makes a site visit and finds the site is not in compliance with erosion control laws. Staff will inform responsible party of the adequate sediment control measures and inspect the site. Inspections will cease once the site is stabilized.

Note: Fees will be assessed and collected on all permits when issued

Septage Collection Transportation & Disposal Fees

Truck Capacity	Payment to City of Hickory	Payment to County	Total billed to Sludge Hauler
Gallons	Disposal Fee	Disposal Fee	Disposal Fee
250 gal	25.00	12.00	37.00
400 gal	25.00	12.00	37.00
1000 gal	25.00	12.00	37.00
1100 gal	25.00	15.00	40.00
1100 gal	25.00	15.00	40.00
1500 gal	32.50	22.50	55.00
1600 gal	35.00	24.00	59.00
1800 gal	39.00	27.00	66.00
2000 gal	43.00	30.00	73.00
2200 gal	48.00	33.00	81.00
2300 gal	49.50	34.50	84.00
2400 gal	52.00	36.00	88.00
2500 gal	54.50	37.50	92.00
2600 gal	56.00	39.00	95.00
3000 gal	65.00	45.00	110.00
3500 gal	75.50	52.50	128.00
3600 gal	78.00	54.00	132.00
4500 gal	97.50	67.50	165.00

The County's portion of the fee is calculated at \$0.015 per gallon with a minimum of \$12.00 rounded to the nearest dollar.

Hickory's portion of the fee is calculated at \$0.0217 per gallon with a minimum of \$25.00 rounded to the nearest dollar.

Total fee is based on \$0.0367 per gallon with a minimum of \$37.00 rounded to the nearest dollar.

Solid Waste Management Disposal

(Fees include \$2.00 Solid Waste State Disposal Tax where applicable)

Sanitary Landfill hours of operations are 8:00 am to 4:00 pm, Monday – Friday, 8:00 am – 11:30 am, Saturday, Closed Sunday

Municipal Solid Waste (\$16 minimum)..... \$31.00 per ton + \$2.00 per ton State tax
 Dead Animals \$31.00 per ton + \$2.00 per ton State tax

100% Industrial Wood Waste (\$16.00 minimum)

Furniture Wood, glued, stained, etc. \$31.00 per ton + \$2.00 per ton State tax
 Painted or treated..... \$31.00 per ton + \$2.00 per ton State tax
 Chipboard, pressboard, plywood..... \$31.00 per ton + \$2.00 per ton State tax

The County's State Permit does not allow wood waste from industries to be disposed of in the construction & demolition landfill.

Other Wood Waste (\$4.00 minimum)

Saw Dust \$8.00 per ton + \$2.00 per ton State tax
Chipped wood waste (no less than 2” and no more than 5” in diameter. Must be pre-approved as non-hazardous..... \$8.00 per ton + \$2.00 per ton State tax

Any Waste Contaminated with more than (\$45.00 minimum)

10% Cardboard (from industrial entities only) \$90.00 per ton + \$2.00 per ton State tax
20% Springs..... \$90.00 per ton + \$2.00 per ton State tax
50% Foam Rubber \$90.00 per ton + \$2.00 per ton State tax
Wire or cable over 4 ft. \$90.00 per ton + \$2.00 per ton State tax
Bulky items not easily compacted \$90.00 per ton + \$2.00 per ton State tax

Removal and Handling Fee

Applies to each load that contains any materials banned by North Carolina State Law or Solid Bulky Waste Management Rules, current and future\$100 per load

Friable Asbestos (\$15.00 minimum)

The State requires friable asbestos to be covered with soil requiring extra landfill space; therefore the fee will increase accordingly. \$120.00 per ton + \$2.00 per ton State tax

Construction & Demolition Landfill and Grinding Area hours of operations are 7:00 am to 4:30 pm, Monday – Friday, 8:00 am to 11:30 am, Saturday, Closed Sunday.

Definitions

Demolition debris - waste produced from the demolition of a structure (house, building, etc. containing no personal contents).

Construction debris - waste produced during the construction of a structure (house, building, deck, etc.).

Natural Wood – is wood that has not been processed in any form. Wood that is not chipboard, creosote, glued, painted, stained, treated, plywood, pressboard, etc. This is defined based on State regulation.

Construction & Demolition Landfill (\$10.00 minimum)

Lumber over 8 feet in length \$21.00 per ton + \$2.00 per ton State tax
Painted, treated or creosote wood..... \$21.00 per ton + \$2.00 per ton State tax
Chipboard, pressboard, plywood..... \$21.00 per ton + \$2.00 per ton State tax
Brick, block, or concrete that is painted or has reinforcement material and/or contaminated with other waste \$21.00 per ton + \$2.00 per ton State tax
Drywall \$21.00 per ton + \$2.00 per ton State tax
Roofing/Shingles (non-recyclable)..... \$21.00 per ton + \$2.00 per ton State tax
(Note: Clean residential asphalt shingles will not be charged the \$2.00 per ton State tax)
Non-Friable Asbestos containing transit siding, vinyl floor tiles, asphalt roofing shingles..... \$21.00 per ton + \$2.00 per ton State tax
Clean natural furniture wood waste for grinding (containing no glue, stain, chipboard, pressboard, plywood, etc)\$6.00 per ton; \$3.00 minimum
Mobile Homes (Arrangements must be made prior to acceptance at Landfill)\$0.27 square foot + \$2.00 per ton State tax

Extra Service Provided (\$8.00 minimum)

Labor to de-bag yard waste (use clear bags) \$17.00 per ton

State-Banned Landfill Materials

Asphalt	No Charge
Brick, block, concrete w/o reinforcement, less than 6 inch, grindable and separated from other waste	No Charge
Clean, natural, uncontaminated wood pallets	No Charge
Paint (liquid).....	No Charge
Electronics and televisions.....	No Charge
Loose grass and leaves (de-bagged)	No Charge
Natural lumber, less than 8 feet in length	No Charge

Ground and/or Non-ground Brush, Limbs, Trees, Etc.

Brush, Limbs, and Trees (Grindable)..... \$15.00 per ton
(Brush, limbs, and trees must be kept separated from roots, stumps, and grubbing for recycling purposes)

Grubbing, Roots, and Stumps (Non-grindable)..... \$21.00 per ton + \$2.00 per ton State tax
(Brush, limbs, and/or trees contaminated with abrasive material, dirt, roots, soil, or other material will not be considered grindable and will be charged the non-grindable price per ton)

If a load of waste is unloaded at the grinders and it has other materials mixed in that makes the load non-grindable, the per ton charge for the material, state fees, and the banned materials handling fee will be applied as outlined above under "Removal and Handling Fee".. This fee is for employee and equipment time to transport the material to the Landfill to be buried.

Mulch and Compost

Mulch (3 yard bucket).....\$10.00 or \$10.00 per ton
Compost (3 yard bucket)\$45.50 or \$35 per ton
(customers may choose to pay per 3 yard bucket or have their vehicle weighed)

Scrap Tires

Tires without proper documentation, Tires that have been buried, Tires stockpiled prior to January 1, 1994, and Out of State Tires \$80.00 per ton

Note: If the Sanitary Landfill is used when the Construction and Demolition Landfill is closed, users will be charged Sanitary Landfill fees.

Water and Sewer

Connections (Capital Fee)

Existing or New property improvements after utility line construction* is completed:

1 inch or less water meter/tap:	\$1,250 water; \$1,500 sewer
2 inch water meter/tap:.....	\$2,250 water; \$3,500 sewer
3 inch water meter/tap:.....	\$3,250 water; \$5,500 sewer

*Construction period includes 12 months warranty period after construction is completed

(For every ¼-inch increment increase in connection size above 1 inch, \$250 is added to water capital fee and \$500 is added to sewer capital fee)

To entice the connection of existing buildings that exist at the onset of construction of County funded water and sewer utilities to municipal services, Capital Fees for existing property improvements shall be reduced by 50 percent during the utility construction period.

(Existing property improvements include all types of occupancies that rely upon existing non-municipal water and sewer provisions and are adjacent to the utility under construction)

Other

Residential & Commercial Subdivision& Development Engineering Fee

0 - 100 lots or units	\$250.00
101 - 200 lots or units	\$500.00
201 - 300 lots or units	\$750.00

Engineering Fee will continue at a rate of \$250 per 100 lots or units or any part thereof.

FEE SCHEDULE POLICIES

EMERGENCY SERVICES

Ambulance Fees

Recover 50 percent of cost of ambulance service but maintain a reasonable rate compared to other counties.

Impound Fee

Charge a fee to recover costs of staff time and resources while encouraging and promoting responsible pet ownership when and animal is impounded due to a violation of County Code.

Fee to Municipalities Using Animal Shelter

Share the costs of operating the shelter with the municipalities who use it. Costs are allocated based on the ratio of the municipalities' populations and the County's population. Cities pay 100 percent of their share of costs.

Fire Permit Fees

Charge reasonable fees to ensure proper application of the state fire prevention code.

Hazardous Material Recovery

Recover costs of staff time, equipment and resources related to hazardous material incidents.

GENERAL GOVERNMENT

Copy Charges

Recover the cost of copies in accordance with state law.

Returned Check Fee

Discourage people from writing a worthless check to the County and to cover some costs related to recovering funds.

HUMAN RESOURCES

Employee Health Connection Fees

Recover costs related to providing services.

Risk Management Services

Recover costs of staff time, equipment and resources related to training provided to outside agencies.

LIBRARY

Audio-Visual and Adult Print Materials

Encourage the timely return of materials.

Interlibrary Loan Materials

Interlibrary loan policies are set by the lending library. Overdue fees reflect the standard rate charged statewide.

Lost Library Card

Initial card is free. The replacement card fee is to encourage patrons to keep track of their library card.

PLANNING, PARKS, & DEVELOPMENT

Planning & Zoning Fees

Recover 100 percent of staff time, materials and costs for recording plats, ordinances, maps, street signs, board of adjustment, rezoning and road assessments.

Parks Fees

Consistent with other counties and the State, charge fees for specialized amenities and the reservation of facilities.

COOPERATIVE EXTENSION

All Fees

Cooperative Extension's fees will cover 100 percent of program materials and supplies.

PUBLIC HEALTH

Clinical Services

Clinical fees are based on Public Health costs of service provision. Clinical fees are billed to third party payors as applicable. In the event the third party payor does not reimburse, the patient will be billed as permitted. Patient bills may include a discount based on pre-determined eligibility. Eligibility scale is based on the Federal Poverty level adjusted annually by the Department of Health and Human Services.

Environmental Health Fees

Fees will support 100 percent of the total cost.

Home Health Fees

Home Health fees are based on Medicare and Medicaid rates. Where service costs (as determined by an annual cost study) are higher than the Medicare or Medicaid rate, the charges will be based on the actual cost.

TAX ADMINISTRATION

Real and Personal Property Tax Billing & Collection for Municipalities

Have municipalities proportionately share the cost of billing and collecting real and personal property taxes. Periodically, the county will recalculate the cost per bill and charge municipalities an equitable amount based on the number of bills issued per municipality.

Sale of Maps

Recover costs of staff time, equipment and resources.

TECHNOLOGY

GIS Fees

Encourage efficiency and recover operational and maintenance costs. In June 1991, the North Carolina General Assembly approved HB 356 that exempts the Catawba County GIS database from the Public Records Act. Under the precepts of the legislation, the County can charge "reasonable costs" for the computerized database and data files. Fees will be reviewed annually.

GIS Charges to Municipalities

Have participating municipalities pay a proportionate percentage of costs for the base map project, selected personnel and operating costs, based on a ratio of the municipality's extraterritorial jurisdiction area compared to the total county area at the time the bids are awarded.

UTILITIES & ENGINEERING

Building Services Fees

Building Inspection fees are in place to recover 100 percent of the cost of the Building Services Office. Fees will be benchmarked against other counties each year and rates will be set to recover as much of the County's cost as possible given economic conditions and the results of the benchmarking.

Erosion Control Fees

Recover a portion of the costs of the local Erosion and Soil Sedimentation Control Program.

Solid Waste Fees

Consistent with County Code, landfill fees will generate sufficient revenues to operate the landfill and build reserve for future needs as well as encourage protection and preservation of the environment.

Water and Sewer Fees

Recover a portion of the costs of constructing water and sewer infrastructure.