

FISCAL YEAR 2014/15
APPROVED BUDGET



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CATAWBA
COUNTY
North Carolina



**CATAWBA COUNTY
BOARD OF COMMISSIONERS**

Kitty W. Barnes, Chair

C. Randall Isenhower, Vice Chair

Barbara G. Beatty

Dan A. Hunsucker

Lynn Mull Lail

COUNTY MANAGER

J. Thomas Lundy



Catawba County Board of Commissioners

Barbara G. Beatty, Katherine W. "Kitty" Barnes- Chair, Lynn M. Lail
Dan A. Hunsucker, C. Randall Isenhower- Vice Chair



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Catawba County
North Carolina**

For the Fiscal Year Beginning

July 1, 2013

Executive Director



PO Box 389
100A Southwest Boulevard
Newton, NC 28658
828.465.8201
Fax: 828.465.8392
www.catawbacountync.gov/

June 2, 2014

Dear Citizens of Catawba County:

I am pleased to present to you the Catawba County Fiscal Year 2014/15 budget. Consistent with the Board of Commissioners' goals, the budget invests in education, public safety, economic development, and infrastructure while maintaining the property tax rate of \$0.53 per \$100 of valuation for the 7th consecutive year.

Catawba County remains steadfast in its commitment to education by investing 47.6 cents of every property and sales tax dollar for the instructional costs and capital needs of the three public school systems and CVCC. The budget allocates a total of \$65 million to education:

- \$40.6 million in operational funds
- \$16.8 million in continuing debt service associated with construction projects
- \$7.6 million for school facility and capital equipment needs.

Total operational funding is increased 1 percent for the public schools and CVCC. Operational dollars for the public schools continue to fund a 2 percent teacher supplement based on performance and technology needs. The Board of Commissioners values cooperation. Included in the public schools operational funding is the equivalent of \$52 per pupil of \$1.27 million designated separately for joint programs -- Conover School for Exceptional Children, Community Schools, Hickory Career & Art Magnet School core program, therapeutic day treatment, and the school bus garage. These funds will be available for distribution to school systems that cooperate to deliver these services with at least one other school system. Barring any major changes in funding by other counties, this funding is expected to maintain the County's ranking of 16th in total current expense funding for public schools and community colleges.

The budget commits 23.3 cents of every property and sales tax dollar to public safety. Funds are included for increased public safety staffing and capital needs as follows:

- Two road patrol deputies for the Sheriff's Office to address an increase in call volume and to maintain officer safety.
- Two detention officers for the Sheriff's Office to address an increase in inmate population.
- Two paramedics for Emergency Medical Services to expand the Conover EMS crew from 40 hours a week to 84 hours a week in response to an increase in call volume and response times.
- Renovations to the old Sherrills Ford Library for use by the Sheriff's Office and Social Services.
- Renovations to the County jail to create 16 additional female beds.
- Replacement of jail door gears in the old section of the jail as needed.
- Future public safety capital needs.
- Expansion of the Justice and Public Safety Center (scheduled to begin construction this year) to provide much needed court-related space and technology enhancements to house the 911 Emergency Communications Center, Emergency Operations Center, and Emergency Services, as promised with the quarter cent sales tax referendum that the citizens of Catawba County passed in 2007.



The Commissioners' goal of promoting and enhancing economic development is supported by funding for the Economic Development Corporation. In 2013, economic development projects resulted in the announcement of over \$271 million of new investment and 840 new jobs. The budget adds funding for Innovate Catawba and the Claremont Spec Building aimed at addressing the current deficit in the community of move-in ready industrial space. Funding is also included for the Convention and Visitors Bureau, the Chamber of Commerce's Visitor Information Center, and Edison Project to promote entrepreneurship, and a partnership with Conover, Hickory, Maiden and Catawba for the NC Data Campus aimed at attracting new and expanded industry to the community.

The budget includes increased operating costs for the new Sherrills Ford Branch Library scheduled to open in late Summer 2014. Current service levels for other County Libraries and Parks are maintained. Libraries remain an important resource to the community during this period of economic recovery, providing computers, internet access, and critical technology training to those looking for work. Park use among citizens continues to increase from past years' levels with the existing 4-day schedule of operating hours. With assistance from grant funding, Planning, Parks, & Development will construct .48 miles of natural and paved surface trail that will connect the Catawba County Government Center to the City of Newton Heritage Trail and Newton/Conover sidewalk network creating a continuous 5-mile trail network.

The County continues to review contracts and services annually to determine what makes sense to provide in-house, what services make sense to contract with the private or non-profit sectors, and what makes sense for the private or non-profit sector to assume. During the coming year, the County will partner with the Humane Society to operate the Animal Shelter and the biodiesel facility will be privatized.

Despite growth in critical service areas, the County continues to review staffing needs annually, rightsizing in areas as appropriate. As a result, the budget eliminates or reduces funding for 16 positions in 7 departments.

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 and support of our continued efforts to meet our citizens' needs.

Sincerely,

CATAWBA COUNTY BOARD OF COMMISSIONERS



Katherine W. Barnes, Chair



CATAWBA COUNTY, NORTH CAROLINA
June 2, 2014
Adopted Budget

CATAWBA COUNTY BOARD OF COMMISSIONERS

Ladies and Gentlemen:

I am pleased to present the Adopted Fiscal Year 2014/15 annual budget for Catawba County, as approved by the Board of Commissioners on June 2, 2014.

On May 21, 2014, I presented my recommended budget. Budget hearings were held on May 27, 2014, with the wrap up session and public hearing on May 29, 2014. During deliberations, the Board made changes to the budget as follows:

- \$51,000 was added to Board of Elections to fund the cost of the required second primary on July 15, 2014.
- \$10,000 was allocated in Other Economic Development from Economic Development Reserves for Innovate Catawba.
- An outcome in Legal was amended as follows:
 - 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) – Added*
- Funding for school joint programs of \$52 per pupil was allocated separately from base budget per pupil current expense provided to each system. \$1,270,100 will remain available to the school systems with demonstrated program cooperation.

As a result of the above changes, the final budget is \$214,699,319. The budget document reflects the budget appropriations and outcomes as adopted by the Board on June 2, 2014, and maintains the property tax rate of 53 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.



*Board of Commissioners’
Fiscal Year 2014/15 Goals*

In partnership with the private sector, support a coordinated effort to create jobs and property tax base by investing in infrastructure, the development of the County’s quality of place and educational opportunities. Specific strategies include:

- Facilitate spec building space in order to enhance the Economic Development Corporation’s (EDC’s) recruitment efforts for jobs and increased tax base.
- Continuously monitor County regulations to ensure they support orderly growth and business development.
- Partner with the private sector and municipalities to focus on a framework to increase small and/or entrepreneurial businesses.
- Partner with the private and public sectors to implement Innovate Catawba.

Increase citizens’ awareness of County programs and services and promote healthy activities throughout the County by strengthening communications and outreach to citizens.

To ensure transportation connectivity of Catawba County to the rest of the region, continue to advocate for completion of the widening of Highway 16.

Support the three school systems and Catawba Valley Community College as they work to increase the educational attainment level in Catawba County.

May 21, 2014

Ladies and Gentlemen:

I hereby submit my recommended Catawba County Fiscal Year 2014/15 budget in the amount of \$214,648,319, which maintains the property tax rate of \$0.53 per \$100 of valuation and reflects a 2.1 percent increase in County operations. The budget is balanced and prepared in accordance with the Local Government Budget and Fiscal Control Act.

Catawba County continues to experience signs of economic improvement. Sales tax and building permit revenues are growing, the property tax collection rate is improving, and the unemployment rate is decreasing. However, the County continues on its journey to pre-recession levels in property sales and faces service expansion demands.

The County remains committed to meeting the needs of its citizens by making strategic investments in education, public safety, economic development, and quality of life. At the same time, the County makes targeted reductions, consistent with a philosophy of prudent fiscal management and budgeting conservatively.

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

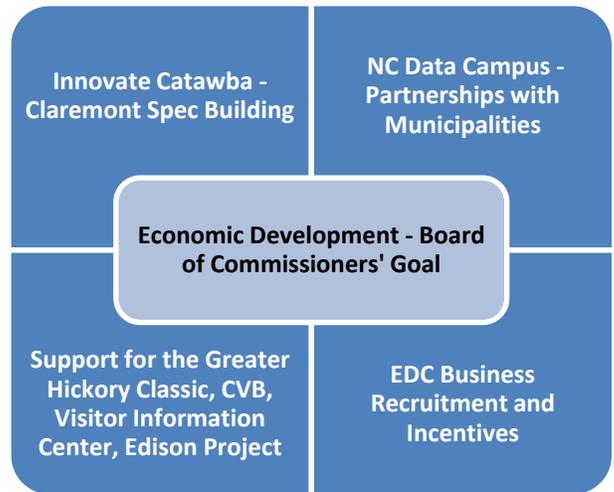
The complete budget document may be accessed on the Internet at www.catawbacountync.gov.

County Manager



Economic Development

Catawba County is committed to working with the private sector, municipalities, and the Economic Development Corporation (EDC) to attract new businesses, development and jobs. The budget supports existing business and industry through the delivery of high quality government services with a low and stable property tax rate. Consistent with the Board of Commissioners’ goal, the budget includes funding for Catawba County’s share of a speculative building in cooperation with the City of Claremont, the NC Data Campus, reserves for future economic development, as well as continued investment in the EDC and business incentive agreements that diversify the economy, produce good jobs, and have a solid return on investment.



Innovate Catawba and the Claremont Spec Building

Catawba County, the City of Claremont, the EDC’s Committee of 100 and Matthews Construction have combined efforts to construct the first shell building for Innovate Catawba’s Building for Jobs effort. The EDC led the development of the program that will encourage partnership between government and local contractors and developers to construct much-needed buildings, at a cost that will be attractive to clients. Aimed at attracting value-added industry to Catawba County, this program is designed to address the current deficit in the community of move-in ready industrial space.



Architect rendering of the Claremont Spec Building

Matthews Construction is building the Claremont Spec Building, a 51,200 square foot pre-cast concrete structure with 28 to 32 foot clear ceiling heights on 9.31 acres owned by members of the Matthews family. The building is scheduled to be completed by July 31, 2014. Final build-out of the facility can be completed to a client’s specifications within 120 days and the building will be

expandable to 128,000 square feet. Catawba County, the City of Claremont, and the EDC’s Committee of 100 will share in the carrying costs on the shell building until sold (up to three years) and market the building both nationally and internationally to prospective clients.

The NC Data Campus

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.



OUR LOCAL ECONOMY

Funded by a portion of the ¼ cent sales tax revenue, the park will bolster Catawba County's economic development efforts by providing up to three shovel-ready sites marketed primarily for data center recruitment. These efforts will 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.

Other Support

Catawba County will continue to support the Chamber of Commerce's Edison Project, which is designed to identify, recognize, help fund, consult with, educate, 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 and compete with other entrepreneurs for economic incentives and startup assistance.



Support -- both monetary and in-kind -- for the twelfth year of the Greater Hickory Kia Classic, which is available annually for viewing in 120 million homes worldwide and has a local economic impact of \$15 million annually, is included in the Fiscal Year 2014/15 budget.



Catawba County will continue to support the Convention and Visitors Bureau (CVB) and the Chamber of Commerce Visitor Information Center. Both organizations bring money to the local economy through the promotion of conventions, conferences and tourism. CVB marketing efforts this year will include a local BBQ Festival and the annual Lake Norman Folk Arts Festival, both events that contribute to the area's quality of life.

Direct Spending

County spending on services to citizens also benefits the local economy. For Fiscal Year 2013/14, the County spent \$16 million on contracts with the private and non-profit sectors. Contracts and services are reviewed annually to determine what makes sense to provide in-house, what services make sense to contract with the private or non-profit sectors, and what makes sense for the private or non-profit sector to assume. For example, Prenatal Services were contracted out to Catawba Valley Medical Center (CVMC) in Fiscal Year 2012/13, operation of solid waste convenience centers was contracted to Republic Waste and operation of the animal shelter was contracted to the Humane Society in Fiscal Year 2013/14, and the biodiesel facility will be privatized in Fiscal Year 2014/15.

Additionally, during the upcoming fiscal year, County construction of the \$42 million Justice/Public Safety Center and associated parking deck will be underway. The spending associated with this construction project (funded by the voter approved ¼ cent sales tax) will support the creation and preservation of both direct and indirect jobs in the Catawba County community, translating into another way the County is supporting the local economy.

Investment Highlights - \$271 million / 840 jobs added or announced



Apple increased its investment in Catawba County by \$90 million. To date Apple has added \$992 million in real and personal property to the County's tax base, making it the County's largest taxpayer.

GKN Driveline, a manufacturer of automotive driveline components, announced plans for \$122 million in new investment and 228 jobs.




Strata Solar has invested over \$30 million in two solar farms in Catawba County, each projected to produce enough electricity to power 750 homes using renewable green energy.

Convergys, a leader in customer management for over 30 years, announced the addition of 100 jobs to its existing employment base. When the company located in Hickory in 2008, they planned to create 448 jobs. They have exceeded that plan and now employ 750 in their Hickory location.




R&D Plastics, an extruded plastics manufacturer making foam materials for the furniture, hot water heater, packaging and fiber optic industries, announced plans to invest \$1.2 million, double their production space, and add 16 employees.

Hickory Springs Manufacturing rebranded itself as **HSM Solutions** and transitioned from being a foam, metal, wire, converting, and fiber manufacturer to a supplier of integrated solutions for items such as bus seats and mattresses. The company announced plans to invest \$3 million and create 162 jobs in Hickory and Conover.




CR Laine Furniture expanded its facility by 42,000 square feet investing \$2.7 million, which added manufacturing space, created a new shipping warehouse and allowed for the addition of 50 new jobs. This was the 7th expansion for CR Laine since it was founded in 1958.

United Franchise Group, headquartered in West Palm Beach, Florida opened an internal sales office and distribution center in Newton, investing \$750,000 and creating 47 jobs.




Interstate Foam and Supply announced plans to build a new 78,480 square foot facility in Conover, investing \$4.7 million and creating 50 new jobs.

Vanguard Furniture added \$500,000 in new equipment allowing the company to add 15 new employees.




Transportation Insight, a Hickory logistics company, plans to spend up to \$8 million to restore a downtown hosiery mill into a new home for its headquarters and to add 50 new jobs.



OUR LOCAL ECONOMY

Catawba County is seeing positive economic signs while continuing to face some challenges.



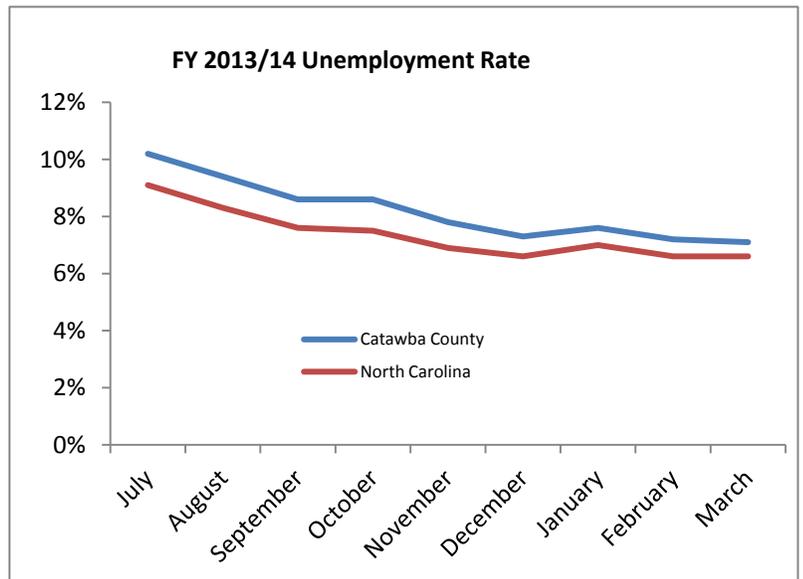
- Increasing taxable sales and sales tax collections
- Increasing building permits
- Increasing property tax collections
- Hickory MSA has the 5th highest total exports and 5th highest export growth in the State
- Decreasing unemployment rate
- Workforce diversification



- Deficit in move-in ready industrial space
- Relatively flat real property growth
- Lower property sales
- Aging population

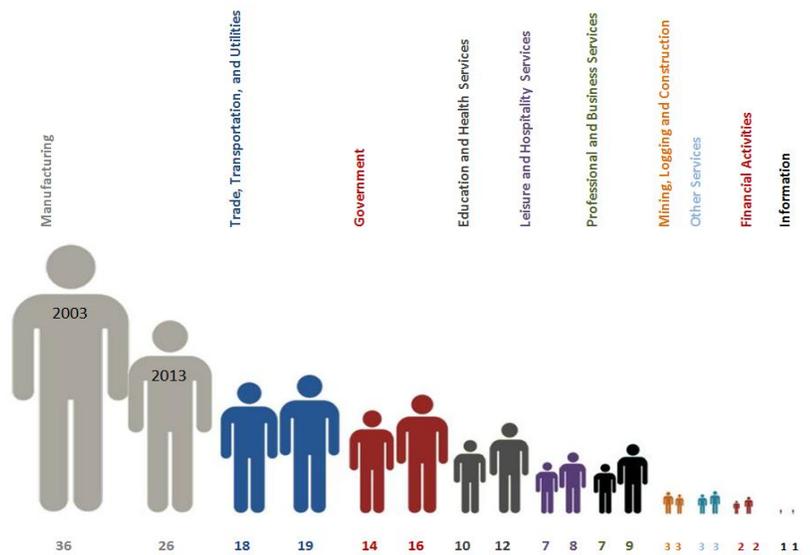
March 2014 Unemployment is the lowest since 2008

Catawba County's unemployment rate continues to drop, reaching its lowest level since 2008 (7.1 percent) in March 2014. While still higher than the State and above pre-recession levels, the County's unemployment rate has decreased 3.2 percent in the last year. It appears that part of the reason for the improvement is a decline in the labor force possibly associated with retirements. The number of Catawba County residents ages 65 and older grew by 16 percent between 2008 and now, while the work age population (ages 15 to 64) declined by 2.9 percent. Even with the labor force decline, the decreasing unemployment rate is a very good sign for the economy.



Employment Sectors are More Diverse

A ten-year comparison of the County's employment by sector reflects positive diversification of the employment base. The workforce is now spread across more sectors, which is important because it makes the economy less vulnerable to economic changes. The percentage of the workforce in professional and business services, education and health services, government, transportation, and leisure and hospitality have all increased in the past 10 years. Only manufacturing has a smaller percentage of the workforce in 2013 than in 2003.



Percentage of the workforce in each sector



Catawba County Ranks 10th in Statewide Taxable Sales

Catawba County continues to be a regional hub for retail sales. While it ranks 17th in population, the County ranks 10th in statewide taxable sales. December sales are typically the highest month of the year. Catawba County’s December 2013 taxable sales exceeded December 2012 by 9.5 percent.

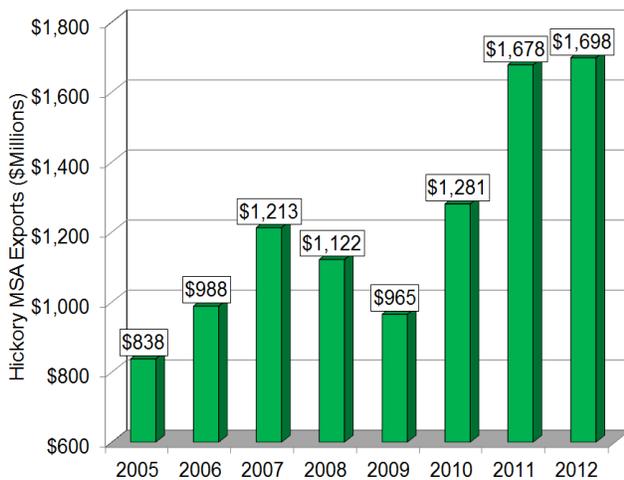
County	December 2012	December 2013	% Change
Mecklenburg	1,543,905,909	1,691,967,266	9.6%
Wake	1,164,951,906	1,241,173,875	6.5%
Guilford	541,844,864	587,829,552	8.5%
Durham	465,084,036	556,471,147	19.6%
Forsyth	417,619,104	435,985,600	4.4%
Buncombe	355,856,313	386,978,638	8.7%
Cumberland	350,329,769	363,955,603	3.9%
New Hanover	300,428,927	320,755,501	6.8%
Cabarrus	258,590,218	281,660,249	8.9%
Catawba	181,269,858	198,475,931	9.5%

NC Dept. of Revenue, Dec. 2012 compared to 2013 Sales

Hickory Metropolitan Statistical Area (MSA) Exports 5th Highest in the State & 5th Highest Gain

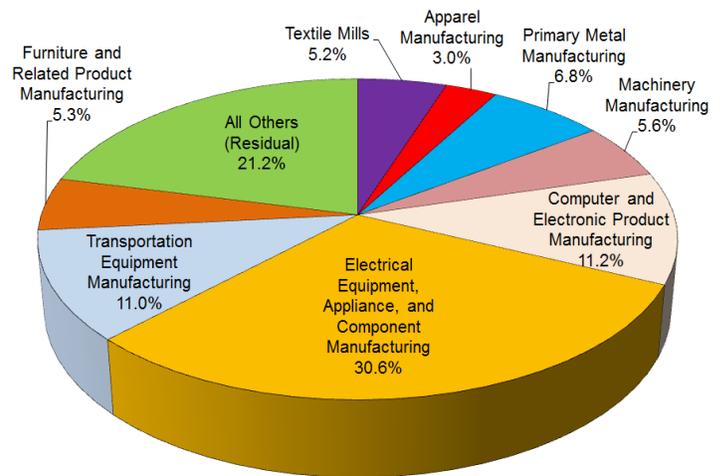
Despite the losses in manufacturing jobs since 2008, about 27 percent of employment in the Hickory MSA (made up of Catawba, Burke, Alexander, and Caldwell Counties) continues to be in manufacturing. In fact the region has the 5th highest number of exports in the State and, in a very positive sign for the local economy, the region experienced the 5th highest gain in exports between 2005 and 2012.

Hickory MSA Exports (\$Millions), 2005-2012



Source: International Trade Administration, 2014.

Percentage of Hickory Exports by Industry, 2012



Source: International Trade Administration, 2014.

REVENUE

Property Tax

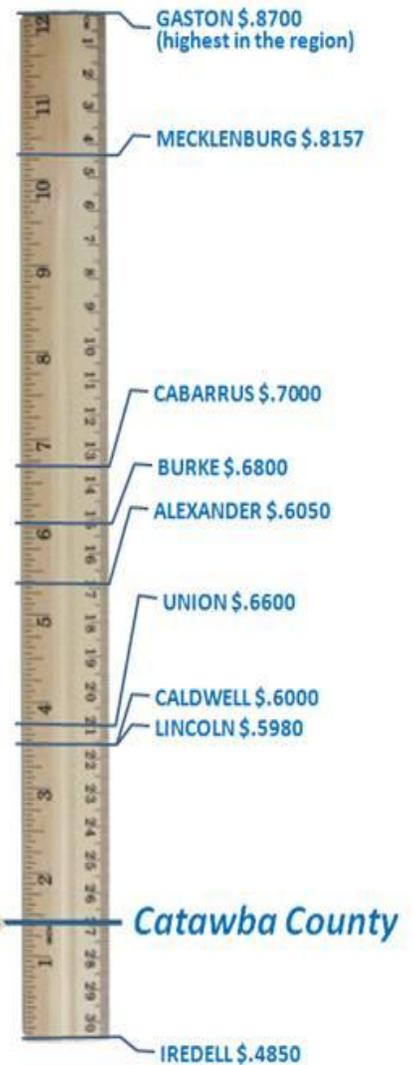
The projected tax base for Fiscal Year 2014/15, which includes real and personal property and motor vehicles, is \$16.3 billion, yielding over \$85.6 million in revenue. The budget maintains the property tax rate of \$0.53 per \$100 of valuation, **marking the seventh year in a row without a countywide property tax increase.** Catawba County has the 5th lowest tax rate of the 27 urban counties -- those with a population over 100,000 -- and the 2nd lowest among Catawba's neighboring counties. With this low tax rate, Catawba County citizens paid 16 percent less property tax per capita than citizens in other urban counties, and 13 percent less than the statewide average.

Ad valorem property tax revenue increased \$1.3 million due to an improved property tax collection rate and growth in the tax base. Concerted effort by the Tax Office to increase collections is having a positive impact as the ad valorem collection rate continues to trend ahead of this time last year. The budget plans conservatively for a .2 percent collection rate increase, yielding \$150,000.

Primary property tax growth is in business personal property and public utilities thanks to new investments by Apple and Duke Energy. While real property values increased, new construction growth continues to be below pre-recession levels. At the same time, the County has experienced deconstruction of existing properties and increased property tax exemptions, which have further eroded the base.

County-wide real property revaluation, which will set the County's commercial and residential property values for the next four years, is scheduled to be complete by January 2015. The State Treasurer's Office annually conducts random sampling of property sales within Catawba County, and over the course of 2013 the sampling shows that assessed values are slightly higher than market or sales values. Staff continues to keep a close eye on sales as the revaluation process progresses.

In 2013, Catawba County citizens paid 16 percent less property tax per capita than citizens in other urban counties and 13 percent less than the statewide average.



The budget projects a \$100,000 or 2 percent decrease in motor vehicle property tax revenue due to the State's new method of motor vehicle property tax collection which began in September 2013. The State's new 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. As a result, the first four months of Tag and Tax Together overlapped with the old

arrears system, creating a situation where the County received 16 months' worth of collections over a 12 month period. Therefore, the Fiscal Year 2013/14 budget included approximately \$1.7 million in one-time motor vehicle revenue, dedicated to capital and equipment needs that have been removed from the Fiscal Year 2014/15 budget.

Unfortunately, to date the state has collected less revenue than expected. Additionally, the State temporarily increased the cost of collection charged to counties by **34 percent** after local budgets were adopted last year, and the legislature may now make this change permanent.

Sales Tax

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

The North Carolina Association of County Commissioners (NCACC) is advising counties to anticipate 3 to 4 percent additional sales tax growth in Fiscal Year 2014/15. Catawba County is budgeting 3 percent growth next year.

Tax Reform

The North Carolina General Assembly made significant changes to the State tax code. One change that should benefit local governments is the extension of sales tax to service warranties, amusements, and movies. Sales tax holidays are eliminated and some private refund and exemption policies are restructured. The tax

code changes are being phased in over several years beginning in January 2014, with the full impact being realized in Fiscal Year 2017/18. At best, the County is projected to gain \$500,000 annually when the law is fully implemented, four years from now. Unfortunately, there are issues with service definitions that need to be addressed that make projecting revenue growth questionable at best until the General Assembly takes action. Accordingly, the NCACC has advised caution in planning for any new revenue resulting from these changes and the County is heeding this advice; therefore, little financial benefit is projected next year.

Catawba County encourages the General Assembly to give counties increased authority to adopt local option sales taxes. In Catawba County, 1-cent sales tax generates roughly \$13 million in revenue, while 1-cent on the property tax generates \$1.6 million.

In addition to generating significantly higher revenues, sales tax is broadly applicable and captures revenue from visitors to Catawba County and people who are passing through the community on their way to other places. Property tax, on the other hand, concentrates

the burden for funding local services solely on property owners, while the benefits are not limited to those same citizens. Based on this rationale, a system where local governments had the option to raise additional revenues through sales tax would be viewed as an improvement from the status quo, allowing Catawba County to reduce the property tax paid by citizens and diversify local revenue sources.



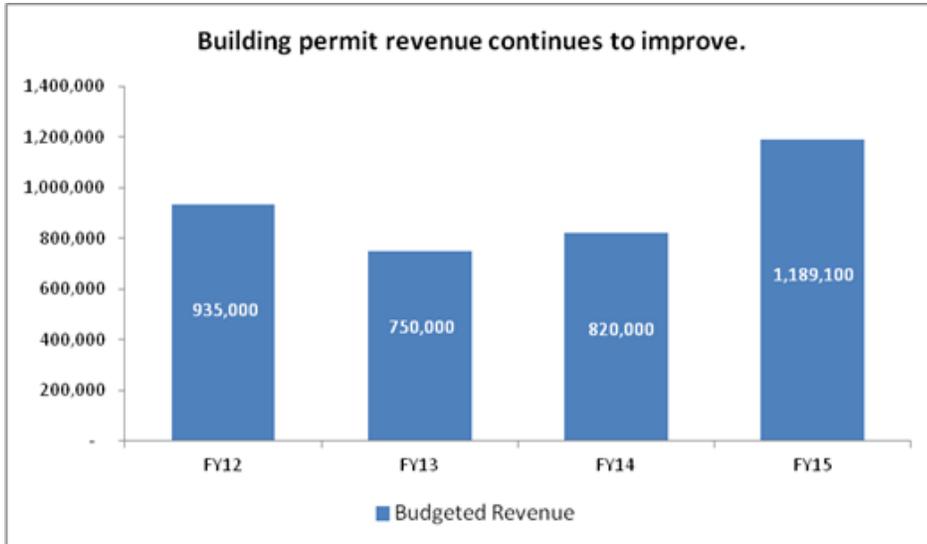
**1 CENT PROPERTY TAX INCREASE
YEILDS \$1.6 MILLION IN REVENUE**

**1 CENT SALES TAX INCREASE
YEILDS \$13 MILLION IN REVENUE**



Building Services Revenue Increase

Budgeted building permit revenue is increased, reflecting current year actual collections which are 6.4 percent higher than the same time period in the prior year. This is a good sign that building activity is increasing in the community and, therefore, the budget projects a \$370,000 increase in this revenue.



Fees

Some fees are set by the State or Federal government and other fees are set by the Board of Commissioners. Annually, the County reviews local fees to ensure consistency with the fee philosophy established by the Board of Commissioners, which is specific to each service provided. In some cases, fees are designed to recover 100 percent of the cost to provide the service, such as landfill user fees. Other fees seek to influence behavior, such as library overdue fees to encourage timely return of materials, or the lack of library membership fees to encourage reading and library use. Still other fees seek to offset a portion of the costs

of providing the service directly from citizens who use the service, such as EMS fees. Fee changes established with the Fiscal Year 2014/15 budget include:

- Sheriff – The budget increases an existing fee for inmate prescription drug co-payment from \$5 to \$10 as allowed by NC General Statutes. Additionally, a \$75 per hour (or portion of an hour) fee is implemented to transport involuntary commitments for other counties. NC General Statutes place responsibility on the county of residence of persons involuntarily committed. This fee, charged to the county of residence, is intended to discourage them from bringing involuntary commitments to facilities in Catawba County and then refusing to transport them back to their home counties.
- Solid Waste – The budget increases the fee for scrap tire disposal from \$78 per ton to \$80 per ton, based on the current contracted price for scrap tire hauling and recycling/disposal.
- Public Health – The budget completes a three year phased fee increase for Rabies Titer test to gradually bring the fee closer to the projected actual cost. The fee will increase from \$85 to \$93.

EXPENSE HIGHLIGHTS

The Fiscal Year 2014/15 budget decreases 5.1 percent to \$214,648,319. County operations—the year-to-year cost to run the County—increase 2.1 percent driven by investments in education, public safety, economic development, and infrastructure. The dollar below represents how each local property and sales tax dollar is spent.



- **Education** (in support of BOC goal) continues to represent the largest portion of the local budget, with 47.6 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 23.3 cents of every local dollar, composed of Sheriff's Office, Emergency Services, E-911 Communication Center, Fire Protection Service Districts, Rescue Squads, Public Safety related capital projects, and Other Public Safety activities (Lake Norman Marine Commission, Pretrial Services, Justice System Improvement, and Conflict Resolution Center).
- **Economic and Physical Development** (in support of BOC goal) funding represents proactive economic recovery efforts and composes 10 cents of every local dollar. Outside agency funding goes to EDC, Chamber of Commerce, Convention and Visitors Bureau, economic incentives, and funding for County services in Utilities and Engineering, Planning and Parks, Technology, and Facilities.
- **Human Services** receives 10.2 cents local funding for Social Services, Public Health, and community mental health service support.
- **Water & Sewer** local construction funding for construction represents 1.7 cents.
- **Libraries and Culture**, composed of County Library system, Patrick Beaver, 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 2.2 cents.
- **General Government - Administration** includes Board of Commissioners, County Manager, Human Resources and Finance and composes 1.0 cent.
- **Self Insurance** represents 1.5 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.

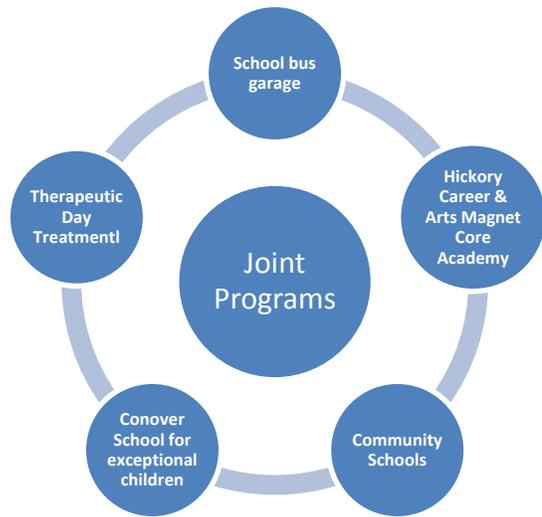
EDUCATION

Current Expense

Public Schools

Funding the cost of public school operations is clearly the responsibility of the State, while capital and construction is the responsibility of counties. Historically, the General Assembly has not adequately funded public school operations. One of the Board of Commissioners' Fiscal Year 2014/15 goals is to *"Support the three school systems and Catawba Valley Community College as they work to increase the educational attainment level in Catawba County."* Therefore, the budget allocates \$36 million for operating expenses including local teaching positions, teacher salary supplements (some of which is performance based) to attract and retain quality teachers, utilities, and technology needs. Local funds also provide support for programs that promote collaboration among the separate school systems.

\$52 Per Pupil or \$12.7 million is allocated for Joint Programs



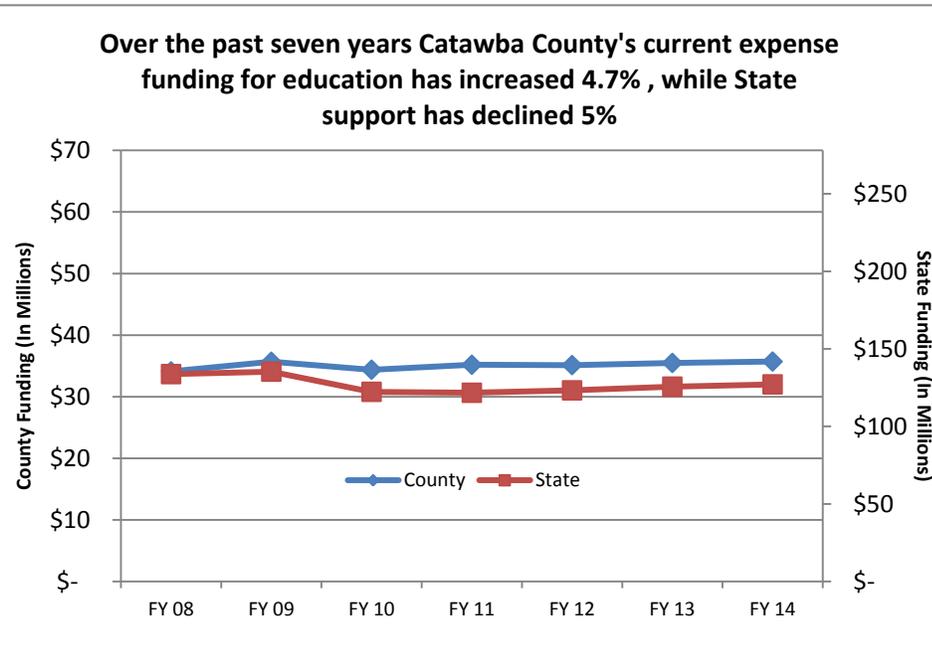
The State has certified enrollment numbers of 24,425 students for next year, a net decrease of 17 students across all 3

Schools State Certified Enrollment	Catawba	Hickory	Newton	Total ADM
FY 2014/15	16,969	4286	3,170	24,425
FY 2013/14	17,066	4379	2,997	24,442
Increase/Decrease	(97)	(93)	173	(17)

systems. State certified student enrollment numbers decrease by 97 for Catawba County Schools and 93 for Hickory Public Schools, and increase by 173 for Newton-Conover City Schools. For Fiscal Year 2014/15, per pupil funding is increased an additional 1 percent from \$1,461 to \$1,475, resulting in a total operating increase of \$317,113. Barring any major changes by other counties, the new funding

should maintain the County's ranking of 16th highest in total current expense funding in the state.

Despite the economic difficulties experienced during the recession, the coming year's funding increase means Catawba County's annual current expense contribution has grown \$1.9 million compared to its pre-recession (Fiscal Year 2007/08) funding level. Comparatively, the





state decreased funding \$6.6 million or 5 percent between 2008 and 2014.

Lottery

While roughly \$26 million in lottery tickets are sold annually in Catawba County, only \$1.68 million is projected to be returned to the County to help address school construction needs in the coming year. The State’s Fiscal Year 2013/14 budget eliminated the statutory allocation of 40 percent of net lottery proceeds dedicated to school construction and capped the statewide allocation to counties at \$100 million instead of the \$200 million due. This action effectively cuts the county’s lottery allocation in half, costing \$1.68 million annually. Seventy counties including Catawba have dedicated lottery proceeds to meeting debt service obligations. Without the statutory designation, counties fear the State will further reduce this vital revenue source, forcing counties to choose between reducing services or raising property taxes. In Catawba County’s case, it would take a 1 cent property tax increase to replace lottery funds.

**\$26 MILLION IN
LOTTERY TICKETS
SOLD IN CATAWBA
COUNTY ...**



**Only \$1.6 MILLION
RETURNED BY STATE**

Schools Construction and Debt

Local dollars finance building and equipment needs of the three school systems. Debt payments of over \$15.5 million (including \$1.6 million lottery funds) are budgeted for projects such as: Catawba County Schools’ Snow Creek Elementary School, Hickory Public Schools’ Hickory High School renovations and Longview Elementary School, and Newton-Conover City Schools’ County Home Middle School and South Newton Elementary School. As debt is retired, the dollars committed to school debt are reserved for future school building projects to ensure long-term financial stability.

The budget includes \$3,733,000 in new capital projects for the public schools as follows:

Catawba County Schools

Bunker Hill High School Renovations \$405,000 – Funds are included for four projects at Bunker Hill High School: adding ramps to allow wheel chair access to the exceptional children’s area; replacing aged water pipes that are degrading; beginning to replace windows that are original to the school and aren't energy efficient, and addition of a student career planning center.

Boiler/Burner Replacements \$135,000 – Funds will be used to install back-up heating systems and to convert an inefficient oil burner to a gas system at Mill Creek Middle.

EDUCATION

Maiden Elementary Fencing \$40,000 – Due to the school’s design, students must go outside to go between certain sections of the school which poses a security risk.

Re-paving \$456,000 – Funds are included for re-paving at Fred T. Foard High School, Claremont Elementary School, and Mountain View Elementary School. Parking lots and driveways at these schools have potholes, cracks and crumbling pavement and are in need of resurfacing.

System-Wide Re-roofing \$273,000 – The budget includes funds for roofing projects at Oxford, Banoak, and Blackburn Elementary Schools and Fred T. Foard High School. All have been patched previously and are in need of replacement.

Aerial Lift (50’ plus reach) \$35,000 - The school system needs a lift to perform maintenance such as replacing outdoor lighting.

Maintenance Vehicle \$32,000 – The school system had a maintenance vehicle stolen in July that was totaled. Funds will be used to purchase a high cube van.

Replace Gym Floors at Claremont and Oxford Elementary Schools (\$85,000 each) and Bandys High School (\$125,000) – Funds will be used to replace carpet that is in poor shape and can’t be cleaned further with wood flooring at the elementary schools. Bandys High School gym floor is down to its last finishing.

Activity Bus \$87,000 – Funds are included to replace one high mileage activity bus with a new bus with wheel chair accessible lifts.

Hickory Public Schools

Hickory Career & Arts Magnet (HCAM) Renovations \$235,000 – The budget includes funds for two projects at HCAM: relocation and setup of mobile classroom units currently being used at Longview Elementary School and the addition of a new parking lot.

Systemwide Rekeying \$135,000 – This is the second and final phase of a project began in Fiscal Year 2013/14 to rekey all doors with a standardized master key system. The final phase will cover Hickory High School which has 3 buildings with old knob style doors that must be replaced with ADA compliant lever door handles.

Renovations to Existing Longview Elementary School – \$100,000 – The school system plans to repurpose the former Longview Elementary School for a maintenance facility. Funds are requested to perform needed renovations for this purpose including some electrical work and construction of a secured lot for equipment storage.

Replace Southwest Elementary School HVAC Units \$270,000 – The budget sets aside half of the projected cost to replace the school's HVAC units which are original to the school (roughly 45 years old) and at end of life. This project is planned for summer 2015.

Activity Bus \$85,000 – Funds are included to replace one high mileage activity bus.

EDUCATION

Newton-Conover City Schools

Shuford Elementary School Roofing \$750,000 – The roof is 25 plus years old and made to last 20 years. The expense is driven by pulling off two roofs then putting on a new roof.

Thornton Campus Renovations \$300,000 – Funds are included to convert the old Thornton Elementary School to house Discovery High School. This cost includes changing bathrooms from elementary to adult size, adding a new science lab, handicapped accessible bathrooms, and other small changes to make it usable as a high school.

Gas Packs at North Newton Elementary School \$100,000 – Funds are allocated to replace 20 plus year old gas packs for heating at the school.

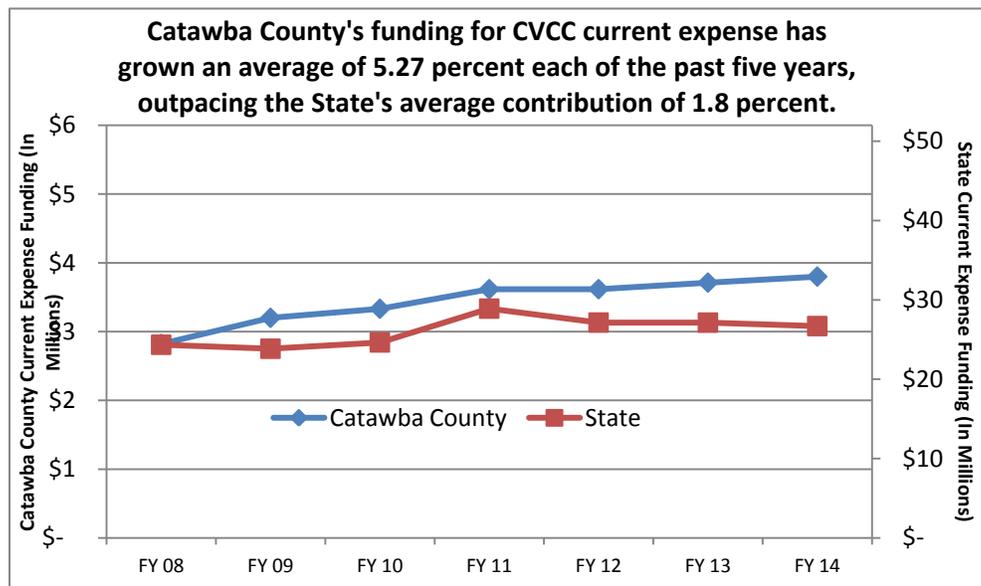
The capital outlay budget also includes \$52 per pupil for each system, a total allocation of \$1,270,100, for small capital and repair needs with a per item cost of less than \$12,500. The individual school systems decide how these funds will be spent throughout the year. Hickory Public Schools will 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. Several capital projects were requested in the coming year that fall under the per capita agreement and it is recommended that the school systems use these funds to address needs as follows:

- Catawba County Schools – System-wide panic alarm systems, St. Stephens High School phone system, and system-wide painting
- Hickory Public Schools – Outside speaker installation
- Newton Conover City Schools – Panic alarm and additional cameras

In addition, the County funds half of the cost of a construction project manager for Catawba County Schools and a shared construction project manager for 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 that the projects are built to specifications, and develop annual capital and 8-year construction plan requests. While these positions have been very beneficial, as construction winds down on existing projects and minimal new construction is planned in the coming years, future funding of these positions will need to be evaluated.

CVCC

Funding for CVCC will increase an additional 1 percent to \$3,838,000, 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 would likely maintain the County's 16th ranking in community college



funding out of 58 North Carolina community colleges, barring any major changes in funding for other community colleges.

CVCC's enrollment reached an annual peak of 5,350 in 2010 as displaced workers sought retraining, and youth transitioning from high school to higher education found the community college an appealing option. Enrollment has begun to stabilize returning closer to pre-recession numbers at 4,775 students. Like public education, the State is responsible for funding community college operations, while counties are responsible for maintenance, capital, buildings, and general facility operations. The state has not fully funded enrollment and has required annual reversions over the past seven years totaling \$11.3 million. During this same time period the County has increased or maintained funding annually for this important service.

CVCC Construction and Debt

The budget includes \$2 million for paving on CVCC's campuses. Debt payments of \$1.3 million are budgeted for projects including renovations to the Student Services Center; Advising, Testing, and Business & Industry Centers; Simulated Hospital; and CVCC's East Campus/Art Center. Discussion is underway about adding high school classroom space for vocational programming to CVCC's Workforce Solutions Complex. This project could support the alignment of education with local workforce needs to build a viable pipeline of trained employees for local business.

The budget includes \$600,000 for the following annual capital projects:

Chiller Unit \$255,000 – Funds are included to replace the chiller that services the Administrative Building. The unit is about 15 years old, and was originally purchased as a refurbished unit from Fayetteville State University.

Gas Packs Phase I \$225,000 – The budget funds the first of two phases to replace multiple heating units at East Campus. The majority of the units are 15 years old.

ADA Improvements \$50,000 –These funds continue the process started in Fiscal Year 2013/14 to make various upgrades to sidewalks, restrooms, parking lots, and other areas to improve accessibility.

Maintenance Van \$20,000 – Funds are recommended to replace a maintenance van that is experiencing serious mechanical problems and increasing repair costs.

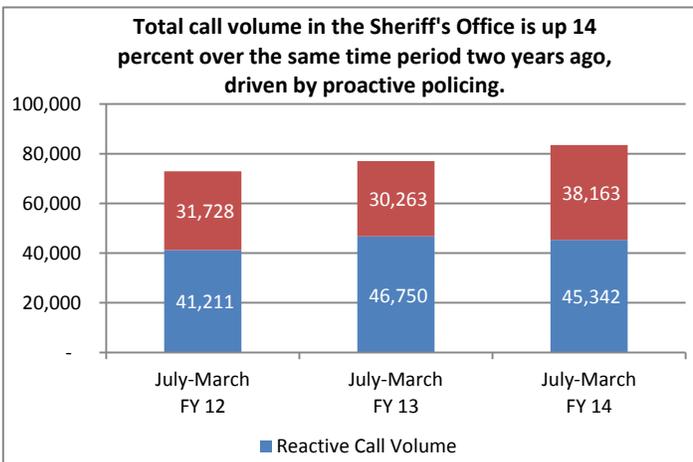
General Renovations \$50,000 – Repairs needed for ongoing maintenance.



Sheriff’s Office

In Fiscal Year 2011/12, the County began adding sworn road patrol staffing to the Sheriff’s Office to address officer safety concerns and increased call volume, improve response capabilities, and allow the department to increase the amount of time it spends on proactive policing like church checks and senior checks. The ultimate goal was to reach two officers per County zone 24/7, which would allow officers to have backup nearby if needed. At the time, the County was 12 officers short of this two per zone goal.

The Fiscal Year 2014/15 budget funds two new Road Patrol deputies and, in doing so, reaches the two officers per zone goal two years ahead of schedule. This level of staffing not only improves officer safety and response times, but will also allow the Sheriff’s Office to continue its focus on community outreach and proactive policing. In addition to reaching this multi-year goal, these new officers will help address increasing call volume. Total call volume in the Sheriff’s Office increased by 14 percent over the past three years, driven by an increase in the number of proactive policing calls like church checks, senior checks, and check premises.



To ensure the Sheriff’s Office maintains a reliable fleet, the budget additionally includes funding to replace 15 front-line vehicles.

Capital Requests

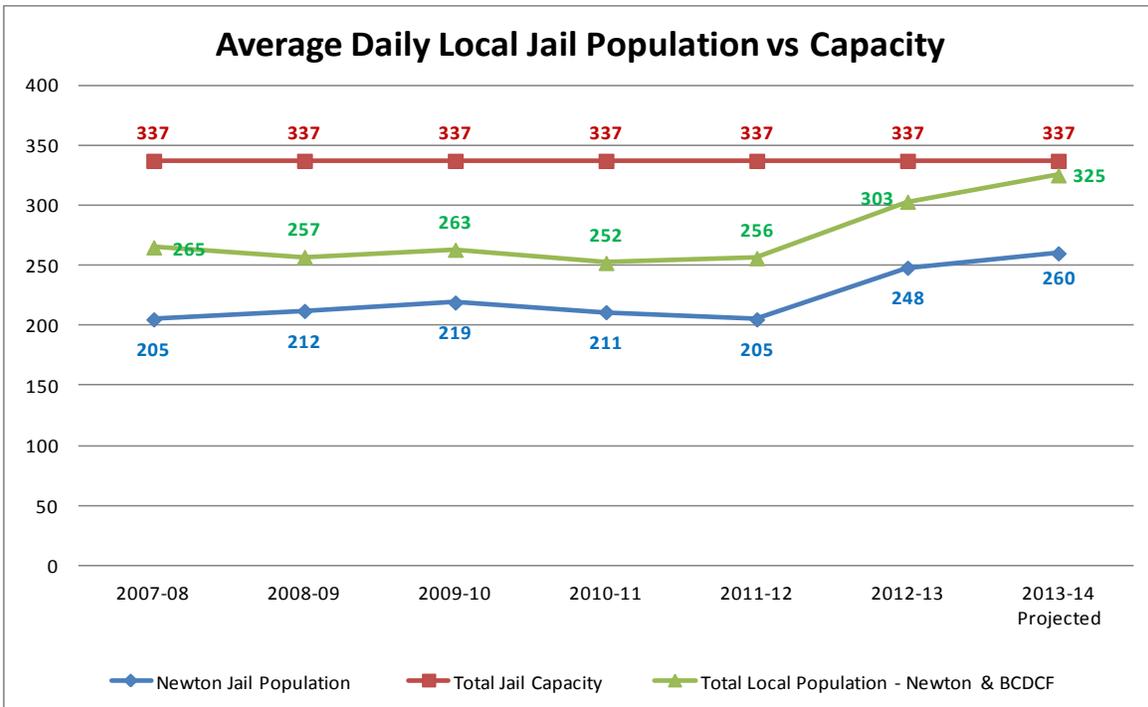
The budget includes several capital expenses related to the Sheriff’s Office, detailed below:

- *Female Bed Space Addition (\$50,000)* – The Newton Detention Facility currently has 32 beds for female inmates; however, the facility has approximately 40 to 45 females on average incarcerated. This project will add 16 female beds funded by federal bed rental revenue.
- *Renovations to the Old Sherrills Ford Library (\$65,000)* – To meet service demands in the area, the County will convert the former Sherrills Ford Library into a satellite station for Sheriff’s Deputies. This space will be shared with Social Services.
- *Jail Door/Gear Replacement (\$50,000)* – 30-year old door gear/slider mechanisms in the old section of the Jail will be repaired as they break, keeping the bed space in this section usable.

Jail

The County’s ownership of half of the Burke-Catawba District Confinement Facility (BCDCF) continues to pay dividends by enabling Catawba County to relieve pressure on bed needs at the Newton jail. A surge in inmate population beginning mid 2012 (18.4 percent increase in Fiscal Year 2012/13 with an additional 7.3 percent projected by the end of Fiscal Year 2013/14) led to the decision to no longer house federal prisoners at the BCDCF, effective December 2013, in order to maximize the bed space available to both counties. A federal transport deputy is eliminated from the budget as a result.

Catawba County will continue renting a limited number of beds to the federal government at the Newton jail, banking the proceeds to help fund future jail expansion and reduce future costs to taxpayers. To date, \$2.38 million has been set aside, with an additional \$299,322



planned in Fiscal Year 2014/15. Catawba County’s next jail expansion will provide 256 additional beds and was originally planned for Fiscal Year 2019/20. Given the recent population surge and Burke County’s indication it may build additional jail space and eventually vacate the BCDCF, this timetable may need to be accelerated.

To help address this increase in average daily population, the budget converts \$55,000 in part-time wages and adds \$30,000 in new funding to create two detention officer positions. These positions will focus on booking and releases during the busy M-F 11 a.m. – 8 p.m. time when 75 percent of inmate movement occurs.

Jail Diversion Efforts

On average, it costs Catawba County \$75/day to house one inmate. To save money and prolong the life of the existing facilities, the budget funds jail diversion efforts with an anticipated return on investment of \$14 savings for every \$1 spent. Without the following services from Repay, a jail expansion would have already been necessary:

Jail diversion efforts return \$14 for every \$1 spent.

- Pretrial Services interviews and helps release non-violent inmates, either through disposition of cases or bond modifications. These efforts decreased the average daily jail population by 19 inmates avoiding \$525,375 in jail costs per year.
- Justice System Coordination focuses 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, reducing the average daily jail population by 54 inmates, avoiding \$1.47 million in jail costs per year.

Additionally, the Sheriff’s Office has the capacity to place up to 10 defendants per day on electronic house arrest (EHA) instead of being confined to jail.

EHA would be particularly useful in diverting individuals charged with failure to pay child support. So far, judges have been reluctant to place inmates on house arrest.

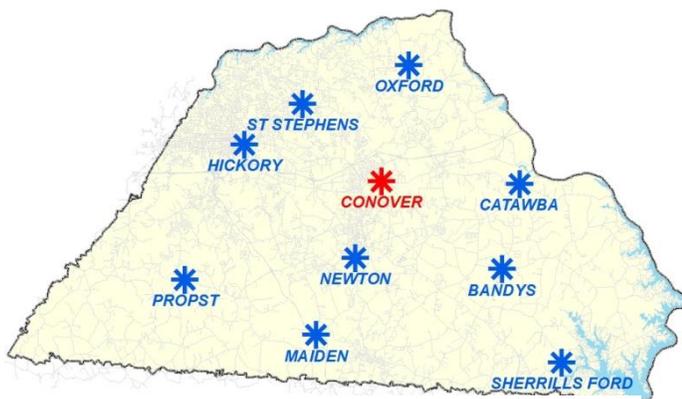


Emergency Medical Services

Funding for Emergency Medical Services is increased to expand the existing Conover EMS crew from 40 hours to 84 hours a week, allowing this EMS base to operate 12 hours per day, 7 days per week rather than the current 8 hours a day, 5 days per week. *The Board of Commissioners' goal is an 8-minute or less average response time to emergency calls.* Countywide, the average emergency response time is projected at 7:54 for the current fiscal year-end, the highest since Fiscal Year 2001. This is driven by increasing call volume, which has grown by 14 percent over the past 5 years.

Due to Conover base's central location, it responds to calls both in its district and surrounding areas such as Hickory, St. Stephens, and Newton when needed. Expanding this crew therefore enhances service to both citizens in the Conover EMS district and all surrounding districts. Since this service expansion adds hours to an existing EMS base, startup items like equipment and ambulances are not needed. This makes the investment a strategic and cost-effective way to enhance service delivery and address the growing average emergency response time. The crew expansion is funded by increased ambulance revenue.

In addition to the Conover expansion, the budget includes three replacement ambulances and the cardiac monitors necessary to equip these ambulances.



Catawba County EMS Bases

Fire and Rescue

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, time, and risk their personal safety for the benefit of their community. In recent years, however, increasing time commitments from employers, training, and family have put a strain on these volunteers, making it more difficult to achieve the level of commitment that was enjoyed by departments in the past. As such, a growing number of departments have begun to supplement their volunteers with paid staff to maintain the level of service citizens expect.

Five fire protection service districts are recommended to receive a tax increase next year to address increasing levels of service, declining volunteerism, and/or the need to save for future large purchases. Each of these recommended increases is detailed below:

- **Long View (Increase from \$0.0546 to \$0.065)** – Long View began running Medical First Response calls in conjunction with Hickory Rescue in June 2012. Since this time, total call volume for the district increased 91 percent. This increase is recommended to allow the department to address the additional operational costs (fuel, equipment, and supplies) coming from the increasing call volume.
- **Maiden (Increase from \$0.06 to \$0.07)** – This increase is recommended to help Maiden Fire Department with operating costs related to opening a second fire station on Startown Road. In addition to increasing the fire department's response capability, this station also represents a strategic partnership between Maiden and the County, with a Catawba County EMS unit stationed at this base at no cost to the County.



- **Newton (Increase from \$0.07 to \$0.085)** – This will allow Newton to address a 20 percent increase in call volume, as well as assist in constructing a new fire station and replacing a 27 year old tanker truck.
- **Sherrills Ford (Increase from \$0.07 to \$0.08)** – This increase will allow Sherrills Ford to relocate an existing fire station to best serve this growing community. The existing fire station on Sherrills Ford Road does not meet the department’s needs, and relocating will strategically position the department to serve areas of expected future growth. While the location of this second station is not yet finalized, this move will provide additional coverage for citizens and will serve to lower some homeowners’ insurance rates. Additionally, the increase will allow the department to continue providing heavy rescue services countywide. Heavy rescue requires an advanced level of equipment that allows the department to provide technical services such as extrication from large vehicles (i.e. tractor-trailers and large farm equipment).

As a part of this recommended tax increase, half (\$36,591) of the funding coming from the Rescue Squads Fund for Sherrills Ford Fire & Rescue is eliminated. Sherrills Ford is currently the only department that receives both fire tax and Rescue Squads Fund funds, and this reduction will move the department towards being fully funded from fire tax revenue.

- **St Stephens (Increase from \$0.07 to \$0.09)** – St. Stephens requested a tax increase to help address increased call volume, loss of volunteers, and the need to save for upcoming vehicles/equipment. St. Stephens assumed Medical First Response services in August 2008, and since that time its total call volume has increased over 150 percent. The department notes declining volunteerism as well, with a downward trend in the number of volunteers responding to incidents due to the large time commitment. The department also foresees the need for a quick response vehicle and tanker truck in upcoming years.



Firefighters at a training fire



Animal Services

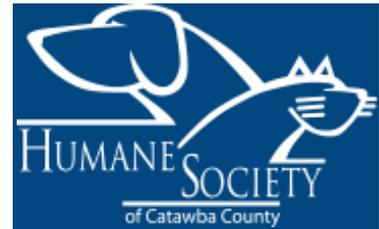
The new Catawba County Animal Shelter will begin operations in late Fiscal Year 2013/14. This new Shelter provides many benefits over the previous facility, including:

- Space for 233 animals versus 78 at the old shelter.
- A drive through “sally port” for animal intakes.
- Separate intake and adoption areas for citizens.
- An indoor adoption area to allow potential adopters to spend time with the animals.
- Indoor/outdoor runs that eliminate the need for staff to physically move each animal multiple times.
- A designated quarantine area to separate sick/injured animals and bite/potentially dangerous animals.

This new facility was also constructed to be energy efficient and meet LEED Silver standards, including design elements such as geo-thermal wells for heat, at least 20 percent recycled construction materials, and low-flow fixtures. This is projected to save the County at least 30

percent a year in on-going energy costs versus standard construction. As evidence, the budget includes no increase in electricity and water/sewer for the new facility despite it being double the square footage of the facility it replaces.

Along with the new Animal Shelter, the budget includes a contract with the Humane Society of



Catawba County for animal care and adoptions. Overall, this contract is expense neutral for the County and is anticipated to increase the percentage of eligible animals adopted each year. The Humane Society will operate in the new Animal Shelter, and citizens will continue to experience excellent customer service when adopting animals. This partnership reflects the County’s commitment to partner with other agencies, both public and private, when it is in the best interest of citizens. Two Kennel Technician positions are eliminated as a result.



New Animal Shelter nearing completion



Justice Center Expansion

The budget continues to dedicate a portion of the ¼ cent sales tax proceeds towards the needed expansion of the Justice Center. This project will add more space for courts and court related functions, the first expansion in over 35 years. Technology improvements to the courtrooms are also planned. The facility will include a new 911 Emergency Communications Center and Emergency Operations Center, EMS Administration and Emergency Services. Existing space for these critical public safety functions is too small and technologically outdated, and cannot be upgraded to meet the needs. The project will also include a parking deck and a new

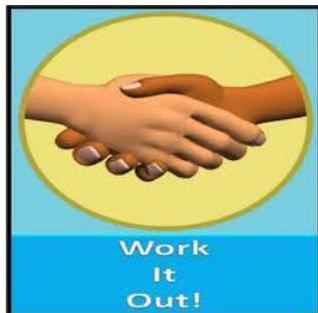
roof for the existing Justice Center and Jail. This project is expected to cost \$42 million and be completed in Summer 2016.



Architect rendering of the Justice Center Expansion

Other Public Safety

The Conflict Resolution Center (CRC) provides services to divert criminal and civil cases from court that can potentially be settled through mediation and conflict resolution strategies. Effective January 1, 2013, the General Assembly mandated that all citizen vs. citizen warrants be referred to mediation on a fee basis. In Fiscal Year 2012/13, the CRC received 550 referrals resulting in 225 cases not returning to court of 248 mediations conducted (91 percent success rate). The fees for service don't fully cover the cost to provide the service in both Catawba County court rooms a total of four days per week. Accordingly, the budget provides \$11,000 toward the cost of this program.



The budget maintains funding of \$23,500 annually toward the cost of the Lake Norman Marine Commission (LMNC), an agency dedicated to preserving safety and recreation on the lake. LNMC 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

Mandated Services

Approximately 80 percent of Public Health's local funding is mandated at some level. One example of a mandated service is Family Planning. Public Health must provide, contract for the provision of, or certify the availability of family planning services for all individuals within Catawba County. Low Medicaid reimbursements make providing Family Planning services an unattractive prospect for the private sector. In addition to the low reimbursements for services rendered, the State provides only \$100,000 (10 percent) in grant funds toward this \$1 million state-mandated service. To help support this effort in the coming year, Public Health will use just under \$300,000 in one-time revenue. The department will need to develop a plan for sustaining these efforts moving forward if the State does not provide adequate funding to comply with its mandate.

Another State mandated service is Environmental Health. Similarly, the State provides very little funding, \$31,500 (4 percent) for this \$800,000 service.

Public Health Rightsizing

Last year Public Health underwent personnel and service reductions as a result of revenue loss from changes in payer mix (the type of clients served) in Home Health, a more competitive home health market and overall Medicare and Medicaid reimbursements. In the past, Home Health's payer mix was balanced in a manner that benefitted both the program, and Public Health as a whole by providing funding for programs like Adult Health, Environmental Health and Child Health. These changes, along with reduced Medicaid Cost

Settlement revenue from the state, resulted in the elimination of 23 positions (9 of which were filled), which decreased Immunization and Flu vaccination availability and elongated wait times for environmental health permits. Rightsizing Public Health stabilized Home Health's revenues; however, the causes that necessitated the rightsizing remain in Fiscal Year 2014/15. Recognizing this, the County will need to stay abreast of developments in the Public Health arena and remain ready to take appropriate action in the future to address what appears to be a structural financial deficit.

Public Health will undergo another round of staff reductions as a response to the department's continuing revenue shortfalls. The reductions, 8 positions (3.3 FTE), will impact organizational structure and processes such as staff training and supervision, more than they will directly impact service provision to citizens.

Partnerships

As a response to declining revenues, Public Health has fostered several partnerships with various community organizations and the private sector to provide quality care for citizens. The department has partnered with CVMC to offer the school nurse program, one of the County's most successful programs, and prenatal care. Public Health's partnership with Catawba Pediatrics has not only improved care for those children, but supports a BOC goal to partner with the private sector where appropriate.

Accreditation

Catawba County successfully earned state mandated re-accreditation in December 2013, a significant milestone. The department nearly earned a perfect score by successfully accomplishing 147 of 148 activities. Accreditation focuses on a set of standards that must be met by local health departments to ensure the protection of the



public's health. The Accreditation Site Visit Team commended Public Health on:

- Covering core public health functions and partnering with other providers in the community to provide some clinical services
- Continuing to visit every newborn in the County through their newborn postpartum program.
- Ownership of a weekly Farmer's Market held in the parking lot of the Public Health building to encourage healthy eating and mitigate issues of access to fresh foods.

Social Services

Social Services' Federal and State revenue streams have been declining over the last several years. During Fiscal Year 2013/14, Title IV E funding (\$500,000) was eliminated by the State. Title IV E funded In-Home Prevention Case Management, a mandatory preventative treatment for Child Welfare services. In Fiscal Year 2014/15 the State will eliminate funding for another preventative service, At-Risk-Management (\$125,000). This reduction in preventative funding will increase the cost of Child Welfare programs like Foster Care.

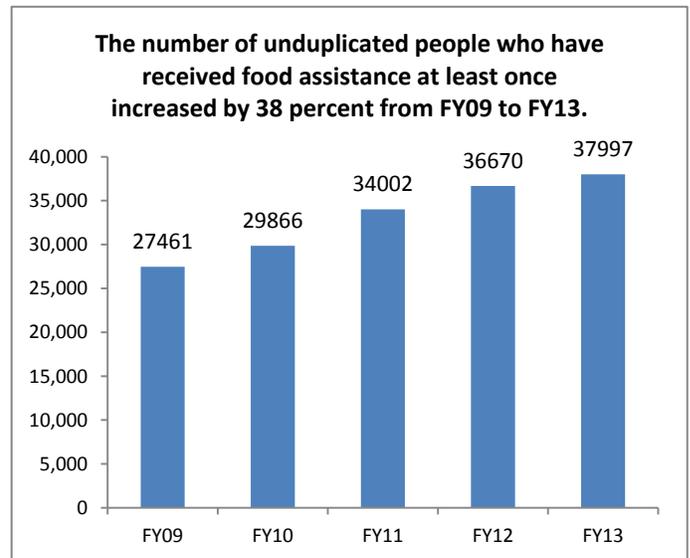
The State has not added money to the department's mandated budget, so Social Services' local mandated budget will increase by \$100,000 in Fiscal Year 2014/15, with a potential additional increase in Fiscal Year 2015/16.

North Carolina Families Accessing Services through Technology (NCFAST)

NCFAST, the State's new case management system, was implemented statewide over the course of the last year. NCFAST was designed to increase efficiency by reallocating staff's caseload and providing citizens a one-stop application for Social Services benefits. NCFAST's implementation has been problematic for the majority of North Carolina counties,

accompanied by delayed service provision for citizens and service interruptions. Social Services has also experienced issues with the systems; however, not to the degree of other North Carolina counties.

The issues with NCFAST come at a very inconvenient time for Catawba County citizens, as demand for services continue to increase. Over the last five years the number of people receiving food assistance at least once during the year has increased by 38 percent. Thankfully, Catawba County Social Services was a pilot location for testing the NC FAST software. Because of this experience the department has been able mitigate some of negative impacts associated with NCFAST. At mid-year of Fiscal Year 2013/14, 95.8 percent of applications for Food Assistance were processed within 9.9 days. Although this mark is below the department's goal of processing 99 percent of applications within 8 days, this level of performance greatly exceeds the Federal goal of processing 97 percent of Food Assistance applications within 30 days.



Partners Behavioral Health Management

On July 1, 2012, Mental Health Partners, which served Catawba and Burke Counties since July 2008, merged with Crossroads (serving Iredell, Surry, and Yadkin) and Pathways (serving Cleveland, Gaston, and Lincoln) local management entities (LMEs) to form Partners Behavioral Health Management (Partners BHM) a managed care organization (MCO). Since statewide mental health reform began seven years ago, Catawba County representation on the governing board has been progressively reduced and is now 1/5 what it was before reform. Now the State plans to consolidate existing MCOs into 4 regions statewide, even further removing mental health services from local control and shifting the responsibility more clearly to the State.

The budget maintains existing mental health services at current year levels and total

spending of \$534,000 by appropriating \$459,000 and asking Partners BHM to spend \$75,000 of County fund balance it is holding based on prior year under spending. County funds cover services not otherwise supported by Federal or State funding that benefit Catawba County citizens. In Fiscal Year 2014/15, the County will continue to contract for the following services:

- Psychiatric support
- Mental health and substance abuse services to inmates
- Support to LifeSkills program operations
- Assistance to residents of Newton Apartments
- Temporary housing

Additionally, \$100,000 is budgeted in restricted ABC funds for alcohol and substance abuse treatment in Catawba County.

**Proposed Local Management Entity - Managed Care Organizations (LME-MCOs)
As of 12/13/13**





Sherrills Ford Library

The new Sherrills Ford Library will open in September 2014. The new facility is 10,030 square feet, 3.5 times larger than the current building. It will offer two self-checkout stations, mobile bookshelves, and no centralized circulation desk, which will promote flexibility for the library patron. In addition to traditional library functions, a multipurpose/meeting room will be available for community meeting use, which can be configured to hold as many as 80 people. This space is ideal for community events as it includes its own storage room, kitchenette, and entrances/exits. The Library will also have a dedicated children’s area, located in the building’s northwest wing. The pictures to the right show construction progress from the same vantage point for March and April 2014, along with an artist’s rendering of the finished facility.

In addition to the building being multifunctional it will be LEED certified, lowering operating costs, conserving water and energy, reducing greenhouse gas emissions, increasing occupant safety, and enhancing the building’s value. The property will be landscaped to enhance the building’s aesthetics and mitigate large amounts of storm water runoff. The property will have a walking trail, a garden (made possible with the help of Friends of the Library) and a retention pond that will serve as an attractive water feature. The budget includes the annualized costs of 5 positions (3 FTEs) added in Fiscal Year 2013/14, books and other materials, and general operations for the new library.

Maiden Library Expansion

The Maiden Branch library has the opportunity to expand into the former chambers of Maiden’s Town Hall, which was located in the same building as the library. Based on a survey of library patrons the space will be converted to a Children’s Early Literacy space. This will provide the Maiden Library with unique spaces for Adult and Children reading material and programs.



March



April



September



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 catalyzed by 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 business and generate tax revenue for local government. According to a national study conducted by Americans for the Arts, the typical arts attendee spends \$24.60 per person 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, an Innovate Catawba goal.



Operational funding is increased for the Historical Museum, which resides in the 1924 Courthouse. Due to a build-up of unspent funds to assist with processing applications for the National Register of Historic Properties in the County over the past several years, no new funds are budgeted. The County will make available up to \$12,000 in previously budgeted funds for this effort as needed.



Catawba County Museum of History

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. County funds are matched with State dollars for cultural projects in Catawba County, including Projects Pool Grants.

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.



PROVIDING A HOME FOR SCIENCES, ARTS & LITERATURE TOGETHER.

Voting Law Changes

North Carolina's General Assembly passed House Bill 589, the Voter Identification and Verification Act (VIVA), in 2013. The law puts into place several changes that will impact voters. The major changes that took place prior to the May Primary and which will impact voters during the General Election on November 4th are:

- Elimination of same day registration
- Reduction of one-stop voting days to 10 days
- Prohibition of out of precinct voting
- Identification of provisional ballots
- New method to request and cast absentee ballots

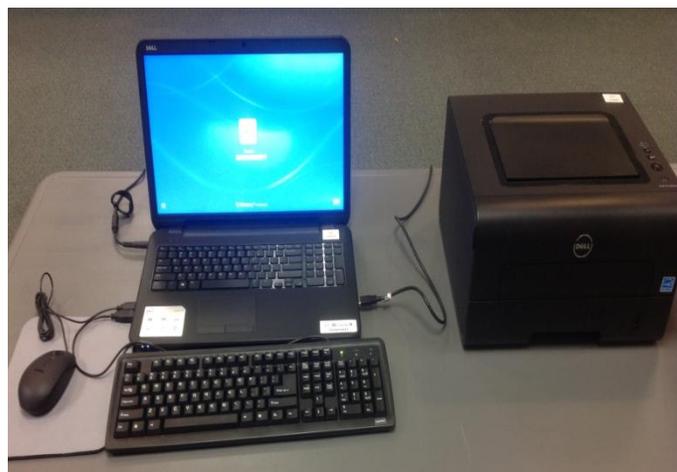
One-Stop Voting Reduction

VIVA limits one-stop voting to 10 days. However, for a non-presidential General Election year, the law requires that the County make available the same number of one-stop voting hours as in 2010. The total number of one-stop voting hours in 2010 was 460 hours. The Board of Elections proposes to fill these hours by adding three one-stop voting sites. The law requires that all one-stop sites approved by the County Board of Elections and State Board of Elections have the same days of operation and same number of hours daily, except for the County's office site. The proposal will be submitted to the State Board of Elections in August 2014. The proposed one-stop sites are:

- Catawba County Main Library Branch (Newton)
- Highland Recreation Center (Hickory)
- Southwest Branch Library (Mtn. View)
- Sherrills Ford Fire Department or Library
- Conover Station

Electronic Poll Books

In Fiscal Year 2013/14, the Board of Elections purchased 100 laptops (also known as electronic poll books) and 65 printers to enhance the citizens' voting experience. Poll books verify voter identity. In the past the poll book was a paper notebook full of labels with the name, address, party affiliation, and other personal identification information of every voter in a precinct. The electronic poll book replaces the notebook of labels, increasing accuracy and decreasing the voter's wait time. In 2016 electronic poll books will be necessary as VIVA's photo ID provision will come into effect.



Electronic Poll Book

New Election Equipment

Catawba County Board of Elections last purchased voting machines in Fiscal Year 2005/06 with a Help America Vote Act grant of approximately \$1 million. At the time the machines were expected to last 10 years, which is fast approaching. Some of the voting machines, such as the voting tabulators, needed repair last year, and maintenance support for these machines is limited as the manufacturer has discontinued the machine.

VIVA mandates that by January 1st, 2018 no electronic voting system will be used unless that system generates an individual paper ballot



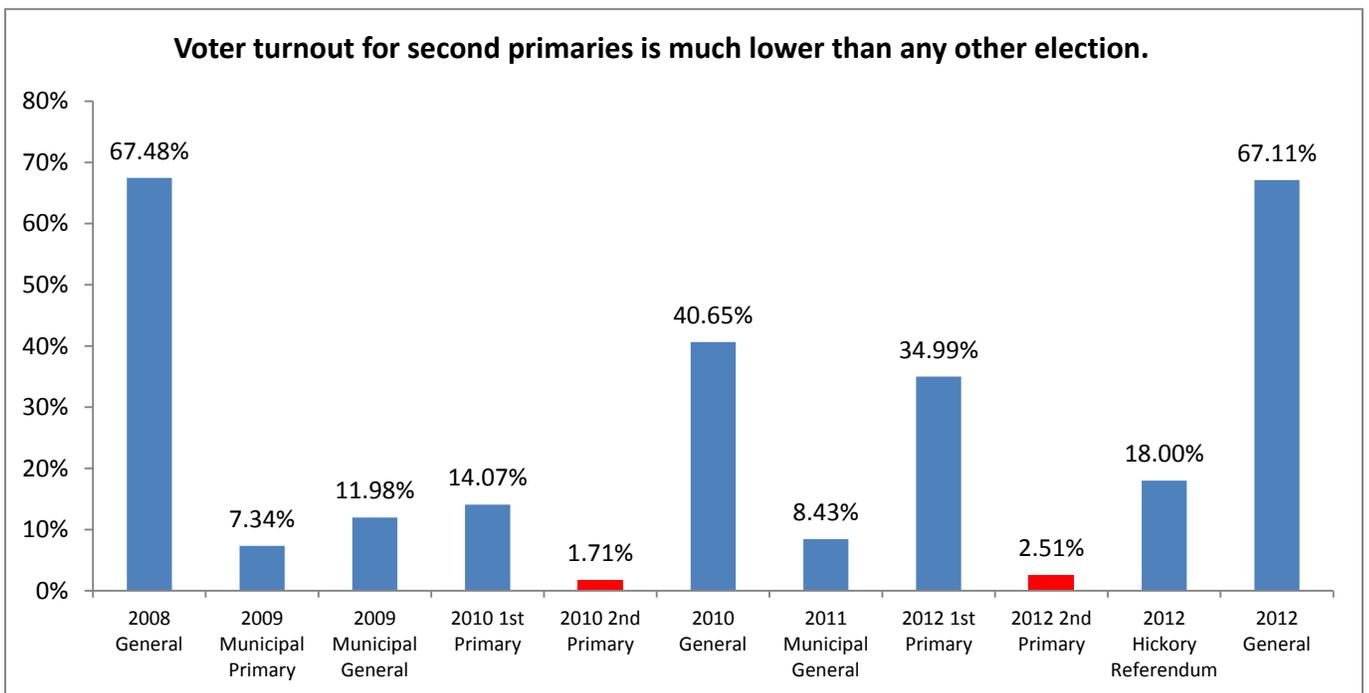
marked by the voter. This provision impacts Catawba County since the 70 Direct Record Electronic touch-screen machines used at one-stop voting sites do not generate an individual paper ballot.

Due to the age of the County's voting equipment and compliance with VIVA provisions, the Fiscal Year 2014/15 budget includes \$600,000 as a set aside toward the purchase of new voting equipment.

Second Primary

Second primaries are required if requested, and typically are when no challenger for any seat obtains 40 percent of the vote. The May Primary took place on May 6th, 2014. Challengers for the highly contested local Clerk of Court and District Attorney seats as well as the US House of Representatives District 5 were unable to obtain 40 percent of the vote, resulting in a Second Primary, which will be held on July 15th, 2014.

The cost of a Second Primary will be approximately \$70,000. Compared to the First Primary, the turnout for Second Primaries is very low. For example in 2012, 34.99 percent of registered voters turned out for the May Primary. In the Second Primary only 2.51 percent of registered voters turned out. As result of the large cost and very low turnout, the County is advocating for legislation authorizing alternatives to Second Primary elections that minimize excessive costs while protecting the integrity of the electoral process.



STRENGTHENING COMMUNICATIONS

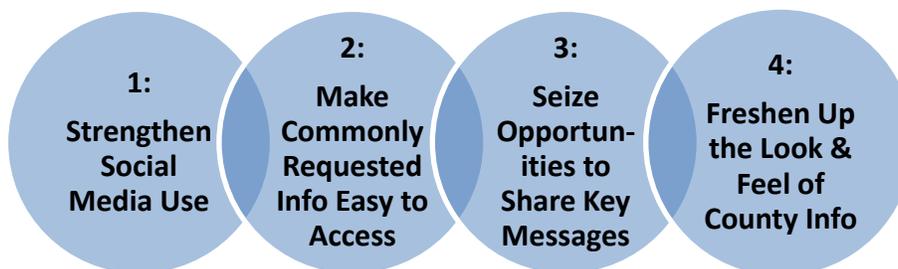
In acknowledgement of the Fiscal Year 2014/15 goal adopted by the Board of Commissioners to “Increase citizens’ awareness of County programs and services and promote healthy activities throughout the County by strengthening communications and outreach to citizens,” staff has mobilized to undertake a number of activities aimed at furthering this objective.

These activities, which strive to proactively push relevant information to citizens in an interesting and engaging way, span a continuum of communications tactics. Many of the activities focus on enhanced web presence and strengthened use of social media. Others focus on strengthening inter-departmental communications. Others attempt to heighten the availability of frequently requested or useful information to citizens while presenting it in a package that is more visually appealing. A sampling of these efforts includes:

- Strategically strengthening the County’s use of available social media outlets such as Facebook and Twitter;
- Making information on advisory board and committee membership more easily accessible to the general public via the website by posting the names and number of terms served of all board and commission members, accompanied by contact information for the assigned staff contact.
- Designing and implementing ideas for using the back side of business cards carried by staff to send key messages to the public (including QR codes for the County website, links to information on County awards, volunteer opportunities, and timely information such as availability of flu shot clinics, etc.)
- Integrating key messages and themes from the “Life, Well Run” campaign that promotes the value of professional local government management into the County website via creation of a video focusing on the role of the County and neighboring jurisdictions in fostering strong quality of life.
- Freshening up the look and feel of information about County services.

These efforts represent initial steps aimed at enhancing the County’s efforts to keep citizens informed and engaged. Future efforts will focus on increasing the visibility of available local government and community offerings about community health, active lifestyle, and healthy living, as well as enhancing the quality and visual appeal of the information being communicated.

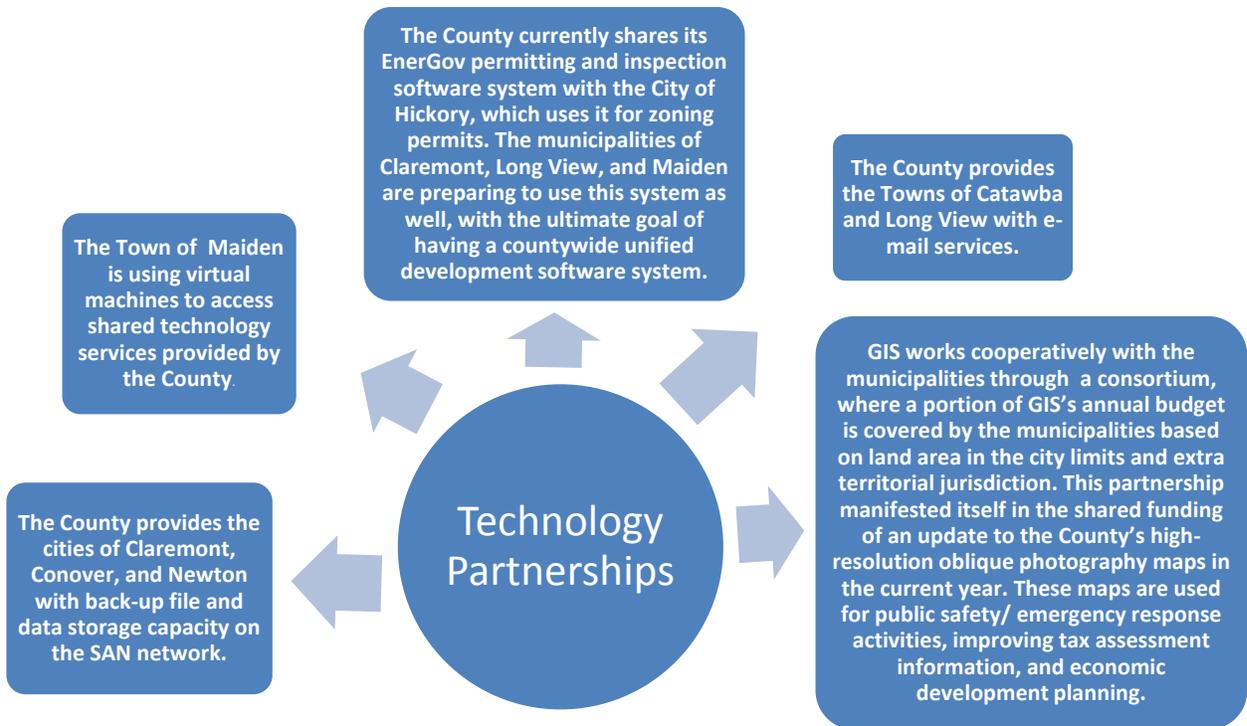
BOC Goal: Increase citizens' awareness of County programs and services and promote healthy activities throughout the County by strengthening communications and outreach to citizens.





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.



Technology Efforts Underway

Catawba County uses technology to increase the level of service provided to citizens. Below are some examples of technology efforts in the current year/next year:

- Continuing to provide citizens with a way to pay for tax bills and a variety of other services online. In Fiscal Year 2012/13, over \$4.25 million was collected electronically and this amount is expected to continue to grow.
- Working with Animal Services and the Humane Society of Catawba County to

implement a unified animal management software system. This will be implemented when the new Animal Shelter is opened and allow for ease of communication and reporting in the animal intake, care, and adoption process.

- Implementing a new software system to better manage the activities and membership of the County’s approximately 40 boards and commissions and improve the flow of information to the Board of Commissioners.

TECHNOLOGY/FACILITY IMPROVEMENTS

- Creating new incident assessment tools to help during an emergency (such as the flood in July 2013). Specifically, these tools will allow citizens to input damage assessments online, provide Emergency Management teams with real-time incident information, and improve the flow of information between the County and State/Federal disaster agencies.
- Continuing to integrate the most up-to-date mapping with applicable County software systems. For example, aerial, side angle, and street view imagery was added to the Tax Appraisal system in the current year, which will further enhance assessors' access to relevant information as they assess property values.
- Beginning an update to the County's productivity software (i.e. word processing, spreadsheets, etc.).
- Upgrading the County's approximately 7 year old wired network to improve data transmission between computers and applications as well as across remote buildings and sites.
- Replacing the County's data backup system which is at end of life and no longer under warranty.



The County has saved over \$150,000 since Fiscal Year 2010/11 due to energy efficient lighting improvements alone.

- Cost: \$28,500
- Payback: 4 years

Currently over 67 percent (403,069 square feet) of the County's buildings have been converted to more energy-efficient lighting. During Fiscal Year 2014/15 Facilities will continue to replace T-12 light bulbs with T-8 light bulbs throughout the County, reducing electricity costs. By the end of the year, 72 percent of the County's buildings will have upgraded lighting. Since 2011, the County has saved an estimated \$157,500 in electricity costs due to the lighting upgrades.

The budget includes funding for general capital renovations including carpeting, paving, and improving signage.

Facility Improvements

Catawba County continues to pursue energy efficiency because it preserves the environment and saves money in the long-term. Two additional energy efficiency measures identified through a series of systematic energy audits planned for Fiscal Year 2014/15 are:

- HVAC system (automated building controls) in Social Services buildings.
 - Cost: \$31,500.
 - Payback: 6.5 years
- Replacing boilers in Social Services buildings with a single natural gas boiler for both buildings.

Planning, Parks, & Development

Carolina Thread Trail

Planning, Parks, & Development will continue implementing the Carolina Thread Trail (CTT) Master Greenway Plan in an effort to bolster physical fitness and wellness opportunities in support of the Board of Commissioners goal. The Carolina Thread Trail is a network of greenways, trails, and blueways (water trails/paths) approximately 140 miles long that connects 15 counties in two states.

The department will construct .48 miles of natural and paved surface trail that will connect the Catawba County Government Center to the City of Newton Heritage Trail and Newton/Conover sidewalk network, creating a continuous 5 mile trail network. The natural trail will be approximately ¼ mile long and will be constructed by volunteers. The trail extension will connect to the Heritage Trail via the Animal Shelter parking lot. Having the trail connect near the Animal Shelter will provide an opportunity for volunteers to walk dogs on the Carolina Thread Trail. Contract labor will be used to construct the paved surface portion. The department received \$87,000 in grant funds to design and construct the paved portion of the trail and a footbridge to traverse a large ditch.

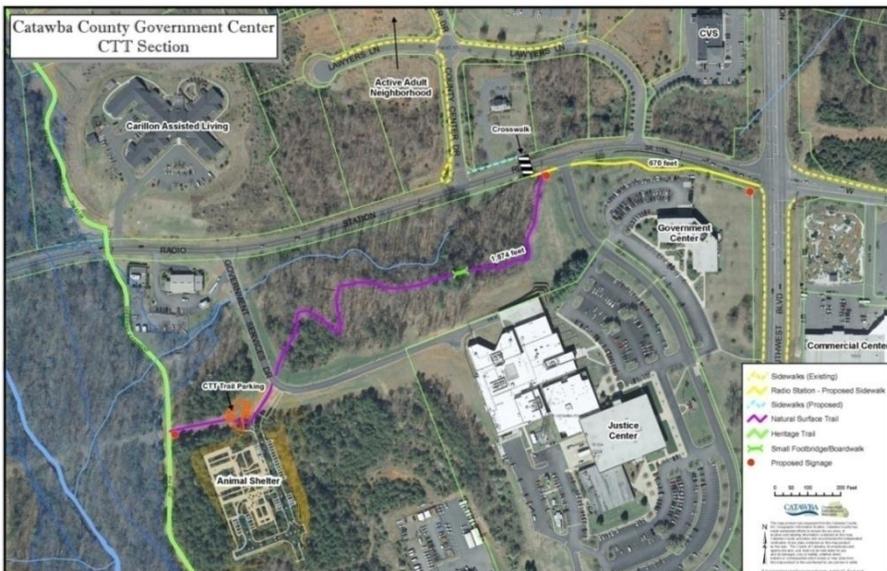
Cooperative Extension

With this budget, Cooperative Extension will continue its work related to bolstering the local food economy. This effort obtained a concentrated focus with the Board of Commissioners’ acceptance of the community-based Food & Farm Sustainability Plan in April of 2013 and gained momentum over the course of the current year, in support of one of the Board of Commissioners’ current year goals.



Strategies to build the local food system

In support of these efforts, the County will continue its funding of the recently created Local Foods Agent position, which was initiated by Catawba County despite initial resistance from the State to fund the function. Also this year, the County will assume 50 percent of the funding for the staff position dedicated to the Hmong Farming/Immigrant Agriculture Project, previously funded entirely by North Carolina Agricultural & Technical University. This funding will allow the position to broaden its focus beyond immigrant agriculture, with



Carolina Thread Trail surrounding the Government Center

targeted activities encompassing a more diverse client base.

Despite the intense focus on local foods, the Cooperative Extension budget will see a net decrease of \$2,001, largely resulting from the State’s continued unwillingness to fund other vacant positions within Extension. While the County has remained steadfast in its commitment to fund its share of all budgeted positions, the same has not been true for the State. Therefore, the responsibilities of the Family & Consumer Science (FCS) position, recently vacated through staff retirement, are being redistributed. Some of these responsibilities will shift to Public Health, which will assume administration of the ServSafe commercial food safety training program and community health promotion duties. Responsibility for food cooking, preparation, canning, and preservation instruction will be shifted to the Local Foods Agent.

The County is continuing to advocate to the State for full permanent program area coverage across the core functions of Cooperative Extension. The County will apply pressure on the State to address existing gaps in critical areas of program coverage, demanding a long-term plan for ensuring adequate resources dedicated to meeting the needs of the farming community. Livestock and agriculture play a significant role in both Catawba County’s culture and its economy, with \$56.2 million in farm income reported in 2012. (This represents an increase from the last reported statistics and a new high for Catawba County’s farm income.) The following key program areas have gone partially or fully uncovered for some time:

- Cooperative Extension Director position - vacant since August 2013;
- Family & Consumer Sciences - uncovered since December 2013;
- Livestock - uncovered since September 2010.

Given the importance of Cooperative Extension programming to the citizens of Catawba

County, the County continues to maintain that these areas need to be addressed in a sustainable way moving forward.

Soil & Water

Catawba County’s Soil and Water Conservation District is responsible for promoting and establishing soil and water conservation programs throughout the County. The district assists land owners with technical advice and administers three cost share programs.

- North Carolina Agriculture Cost Share
- Community Conservation Assistance Program
- Agriculture Water Resources Assistance Program

In Fiscal Year 2014/15, the District’s revenue increased by 100 percent, attributed to a North Carolina Department of Environment and Natural Resources grant (\$149,220) that will fund phase II of the Shuford Dam removal project. The Shuford Dam is located on the Henry River in Brookford. Removing the dam will reduce flooding for property owners upstream and improve navigation and safety for boaters.

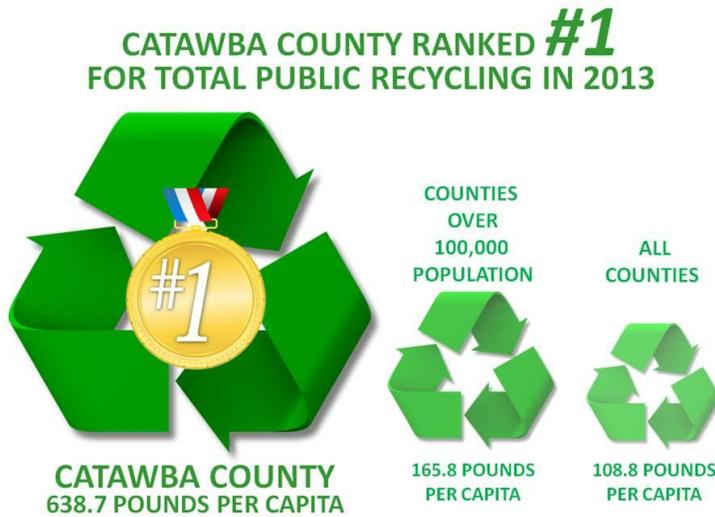
Another benefit Soil and Water provides is its ability to leverage funds from other agencies to provide services to citizens. In Fiscal Year 2013/14, Soil and Water’s total budget from the County was \$110,644. The District was able to maximize the County’s investment, returning \$5.81 in funds and services for every \$1 the County contributes.

Government/Agency	Funding/Services
Catawba County	\$110,644
North Carolina Department of Agriculture	\$111,000
United States Department of Agriculture	\$371,375
North Carolina Soil and Water Foundation	\$50,000
Total	\$643,019

Solid Waste

Recycling

Catawba County continues to be a statewide leader in recycling, ranking #1 in the State in 2013 for total public recycling per capita. In 2013, Catawba County citizens recycled an average of 638.73 pounds per person, which is almost 4 times the average of counties over 100,000 in population and almost 6 times the average of all counties in the State. This is a significant achievement, and represents the 7th 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 would be needed at least 2 years earlier than the current estimation of June 2021.

Household Hazardous Waste Collections

In the current fiscal year, the County began accepting paint and electronics year-round at the Blackburn Landfill for free. This gives citizens a convenient place to recycle these materials and helps the County to comply with State law, which bans certain materials in the Landfill. This year-round collection effort has been a success, with 346 customers recycling 63,249 pounds of electronics and paint in the first 6 months of the year. Because of this success, the County has increased its outcome target for Household Hazardous Waste recycling from 70,000 to 150,000 pounds next year.

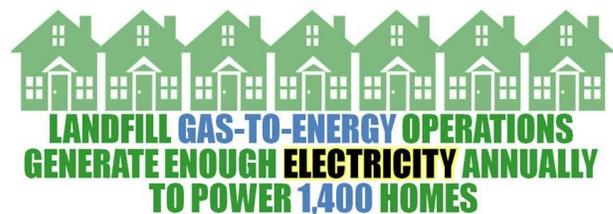
In addition to this year-round service, the budget maintains one Household Hazardous Collection event on November 1, 2014 at LP Frans Stadium in Hickory. This event provides citizens with convenient access to dispose of hazardous materials such as pesticides,

batteries, motor oil, microwaves, and pool chemicals free of charge. Electronics and paint are also accepted at this event.

Purchase Power Agreement

The County currently has three Landfill Gas-to-Energy engines at the Blackburn Landfill that convert the methane naturally produced from

the breakdown of waste into electricity that is sold to Duke Energy. This operation is a win-win for all stakeholders, with Catawba County generating revenue from an otherwise wasted landfill by-product, and Duke Energy able to purchase electricity from this new fuel source rather than create it by using fossil fuel or nuclear plants. The County's current Purchase Power Agreement (PPA) with Duke Energy for the sale of this electricity ends in August 2014. This existing PPA maintained a constant price per kilowatt hour for the past 15 years. However, with Duke Energy's current published avoided cost rate (the amount it costs to produce energy) higher than the County's current contract rate, an approximately \$400,000 increase in the revenue is included in the budget for next year.



Biodiesel Privatization

The County's Biodiesel Research, Development, and Production Facility will be privatized and operated by Blue Ridge Biofuels. As a part of this process, Blue Ridge Biofuels will invest approximately \$1 million at the facility and

create 5-10 jobs. The company's goal is to produce two million gallons of biodiesel each year in Catawba County. Additionally, the County will be able to purchase this fuel at a reduced rate, and will use the B-10 biodiesel blend produced at the facility in all Landfill equipment. All together, this privatization will save the County \$40,000 to \$50,000 a year versus continuing to operate the facility in-house. Even with this privatization Catawba County's partnership with Appalachian State University to use this facility to perform its biodiesel research will continue. As with other services, this partnership highlights the County's commitment to partner with other agencies, both public and private, when it is in the best interest of citizens.

Water and Sewer

As the County grows, so does the demand for clean drinking water and sewage disposal. To address these needs, and in support of the Board of Commissioners' goal to invest in infrastructure, ½ cent (\$800,000) of the property tax rate and \$1.36 million of the ¼ cent sales tax is dedicated to partner with municipalities to fund strategic water and sewer needs.

New Projects

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 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. Funding for this first phase includes engineering and design of both phases of the project.

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

This funding will be set aside to allow the County to partner with municipalities to extend

sewer within the Lyle and McLin Creek basins in eastern Catawba County.

Previously Approved Projects

Work on several previously approved projects will continue as follows:

Highway 150 Sewer Phase 1 (\$8,000,000)

This project, in partnership with the City of Hickory, will provide sewer service along the HWY 150 corridor from the HWY 16 interchange to Sherrills Ford Elementary School and connect to the existing Southeastern Catawba County Wastewater northern section. The project will provide a safe and economical means of wastewater disposal and treatment for Sherrills Ford Elementary School, area property owners, the new Sherrills Ford branch library, and future economic development. Construction on this sewer line began in January 2013 and completion is anticipated in mid-2014.

SECC Water Phase III Storage Tank and Booster Station (\$2,059,343)

This project, in partnership with the City of Hickory, constructs a four million gallon per day water pumping station on North Olivers Cross Road and a one million gallon storage tank on Anderson Mountain Road. This will complete the third and final phase of the Southeastern Catawba County Water Supply Loop, which is designed to provide for the 20-year water needs of the southeastern part of the County.

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

This project, in partnership with City of Conover, will provide water and sewer service to the Landsdowne subdivision off Herman Sipe Road. This project will serve approximately 80 homes.

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

This project, in partnership with 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 Schools Road.

HUMAN RESOURCES



Positions

Catawba County continues to review staffing needs annually, rightsizing in some areas while investing in others. The Fiscal Year 2014/15 budget eliminates or reduces hours for 16 positions and adds 6 new positions in public safety as follows:

Position Reductions
Public Health
Charge Nurse II (1 FTE)
Medical Office Assistant (.5 FTE)
Quality and Compliance Coordinator (reduced to .5 FTE from .08)
Physician Extender (vacant position .5 FTE)
Office Support Specialist II (vacant position, 1 FTE)
Administrative Assistant II (unfunded)
Home Health Marketing Specialist (unfunded)
Accounting Specialist III (unfunded)
Cooperative Extension
Family & Consumer Science Agent (eliminate send-in position)
Local Foods Advocate (converted from 100 percent County funded position to cost-shared send-in position)
Sheriff
Federal Transport Deputy (1 vacant position, 1 FTE)
Emergency Services
Kennel Technician (2 vacant positions, 2 FTEs)
Tax
Tax Collection Clerk (1 vacant position, 1 FTE)
Solid Waste
Certified Landfill Operations Specialist (1 vacant position, 1 FTE)
Finance
Accounting Clerk (1 vacant position, reduced to 0.5 FTE from 1 FTE)
New Positions
Sheriff
Road Patrol Deputies (2 positions, 2 FTEs)
Detention Officers (2 positions, 2 FTEs)
Emergency Services
Paramedics (2 positions, 2 FTEs)
Emergency Management Project Specialist (1 position, increased to 0.75 FTE from 0.5 FTE)

Salary and Benefits

The budget includes a 1 percent Cost of Living Adjustment (COLA) July 1, in order for the County to remain competitive in recruiting and retaining quality employees. All other salary changes are based on performance -- 1 percent for employees who satisfy the performance expectations for their positions and 1 percent for up to 50 percent of top performers.

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, in many ways 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.

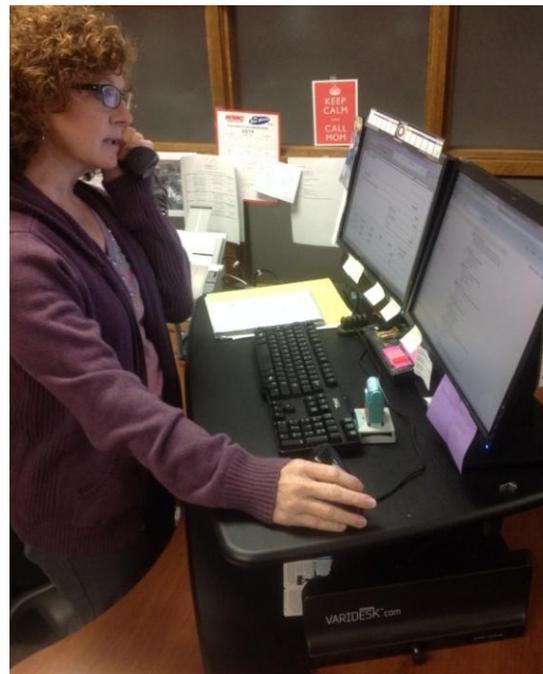
Several years ago, the County created an on-site employee clinic called Employee Health Connection (EHC). This clinic, managed via contract by Catawba Valley Medical Center, saves the County and its employees both time and money – in the form of convenience, leave time / sick time avoided, and low-to no-cost basic preventive services -- and reduces time away from work so citizens are better served. For Fiscal Year 2012/13, net savings in both time and money resulting from the EHC exceeded \$66,280.

For the past several years, the County has offered employees a choice from among three different health insurance plans. For several years the Buy-up plan has been the most expensive plan for the County to maintain and has not been financially solvent, so it will no longer be offered as of July 1, 2014. There are no additional design or rate changes for the two other health care plans, the Core and the Health Savings Account.

The County's goal is to engage employees in positive health outcomes. Currently, the County spends 55 percent of its health claim dollars on 22 percent of its health plan members. A new health care model, Healthy Choices Advantages (HCA) will go into effect on January 1, 2015. The HCA increases insurance rates by \$20 for all levels of health coverage for employees who do not meet certain baseline biometric data. If employees are in a healthy or moderate range, they will not be subject to this \$20 rate increase. For employees who do not meet the HCA criteria, the \$20 bi-weekly rate increase will remain in effect.

In recognition of the fact that improving employees' health status is a partnership that benefits not only the employees themselves but also the organization as a whole and - by extension - the taxpayers, the County is taking an aggressive approach to improving employees' health attainment through targeted programs and initiatives:

- Health Seminars
- Exercise Classes (including walking groups)
- Fitness Challenges
- FitKik activity monitors
- Varidesk™ (standup desks)



Employee working at a Varidesk™

Conclusion

Catawba County continues to take proactive steps to improve its desirability as a place to work and live. The budget increases the County's investment in education, public safety, economic development, and quality of life in order to meet citizen needs and keep the County moving forward.

For Catawba County and its citizens, the coming year is being shaped by a mix of positive economic factors and some uncertainty. Favorable trends include declining unemployment, multiple announcements for new business investments, growth in sales tax revenues, and an improved property tax collection rate. These promising factors are being tempered by uncertainty around Federal and State government budget decisions, sluggish improvement in the local real estate market, and slow growth in the property tax base. Whatever the ultimate trajectory of the County's local economy ends up being, two things can be said with certainty: Catawba County will continue to be proactive in its efforts to spur positive economic activity for the betterment of its citizens and the region, and the delivery of services by County government will continue to be done in a fiscally prudent manner that invests appropriately while focusing on long-term financial sustainability.

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



BUDGET ORDINANCE

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

SECTION I

Budget Adoption, 2014/15

The following budget with anticipated fund revenues of \$214,699,319 and departmental expenditures of \$214,699,319 (see Revenue and Expenditure Summary in the Summary 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, 2014, and ending June 30th, 2015, 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 Reinventing 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 \$0.53 per \$100 of assessed valuation is hereby levied for Fiscal Year 2014/15, 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:

<u>Fire Protection Service District</u>	<u>Tax Rate Per \$100 Valuation</u>
Bandys Fire	\$0.0700
Catawba Rural Fire	\$0.0700
Claremont Rural Fire	\$0.0700
Conover Rural Fire	\$0.0700

Cooksville Fire	\$0.0617
Hickory Rural Fire	\$0.0700
Longview Rural Fire	\$0.0650
Maiden Rural Fire	\$0.0700
Mt View Fire	\$0.0600
Newton Rural Fire	\$0.0850
Oxford Fire	\$0.0558
Propst Fire	\$0.0615
Sherrills Ford Fire	\$0.0800
St. Stephens Fire	\$0.0900

**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 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.

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 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 \$1,475 per pupil based on the average daily membership of K-12, \$52 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, 2015.

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, 2014, shall be reauthorized in the 2014/15 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, 2014. 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:

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, \$950 per month; Members, \$750 per month; In-County Travel Allowance, \$250 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 2014/15 are based on the Fiscal Year 2014/15 pay plan for Catawba County that is adopted as a part of this budget and is effective July 1st, 2014. Funds are included for a 1 percent cost of living adjustment effective July 1, 2014 and a 1 percent performance pay increase for employees who satisfy performance expectations as reflected in employees' annual performance evaluations. Up to 50 percent of top performers will receive an additional 1 percent increase, also based on performance evaluations.
- 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 \$369,763 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, 2014, 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, 2014.
- 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 2nd day of June 2014.



Katherine W. Barnes, Chair



J. Thomas Lundy, County Manager

SCHEDULE A

Below are the fee increases that have been adopted as a part of this budget. All fees are effective July 1st, 2014, unless otherwise noted. (See [Appendices](#) for complete *fee schedule and fee policies*)

Human Resources

Flu Test.....	\$14.00
Urine Pregnancy Test.....	\$3.00

Library

Fax Service (local or toll free).....	\$1.00 first page, \$.10 each additional page
Fax Service (long distance).....	\$2.00 first page, \$.20 each additional page

PUBLIC HEALTH

Tests

Rabies Titer (\$8 increase).....	\$93.00
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Environmental Health

ServSafe 19-hour class, book, test, and answer sheet	\$84.00
ServSafe test and answer sheet.....	\$40.00

SHERIFF

Inmate Prescription Drug Co-Payment (\$5 increase)	\$10.00
Transport Involuntary Commitment to Another County's Facility	\$75.00 per hour (or portion)

SOLID WASTE

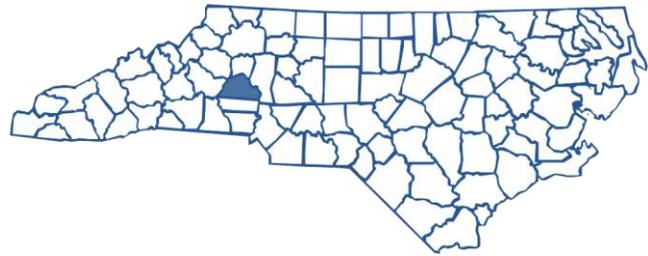
Scrap Tire Disposal (\$2 increase)	\$80.00 per ton
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CATAWBA

COUNTY

PROFILE...



"Keeping the Spirit Alive Since 1842"

Located in a peaceful valley just east of the 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 and were friendly and helpful to the first settlers who arrived in 1747.

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 was 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.

The County has eight cities and towns: Hickory, Newton, Conover, Maiden, Catawba, Claremont, Longview, and Brookford, and a total population of 154,339. The average temperature is 69 degrees Fahrenheit with an average high of 51 degrees in January and 85 degrees in June. On average, the County receives about fifty inches of rainfall and seven inches of snowfall per year. The average elevation in Catawba County is 1,165 feet.

Catawba County, the central county of North Carolina's fourth largest MSA, has successfully diversified and balanced its traditional manufacturing base of furniture, textile, and telecommunications. However, the layoffs of the last few years have been a challenge to traditional industries that have in the past benefited from Catawba County's economy being based on manufacturing. 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. The once tight labor force has transitioned into a pool of skilled workers loyal to the area and its industries.

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*. The Hickory-Lenoir-Morganton MSA has also been named the 3rd best MSA in the country for Business Costs by *Forbes Magazine*. *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. Catawba County was just listed by *Southern Development & Business* as the top mid-market in North Carolina in their "Top 250 Best Places in the South to Locate Your Company."

The County's proximity to interstate access makes it a prime location for business. Interstate 40 runs east to west through Catawba County. Accessible via US Highway 321, Interstate 85 is reachable in approximately 30



minutes. Interstate 77 is also reachable in 30 minutes via Interstate 40.

Catawba County is renowned as the center of the region's retail shopping, entertainment, and culture life. A leading retail mall, furniture mart, convention center, movie theaters, retail shopping centers, and hundreds of restaurants are also major attractions for visitors from throughout the region.

Catawba County has 45 public schools with approximately 24,425 students and is home to two colleges: Lenoir-Rhyne College, a 123 year old liberal arts institution and Catawba Valley Community College, a member of the North Carolina Community College system, which offers one and two year degree programs and a two year college transfer program as well as continuing education classes. The County is a major medical center, with two large hospitals, a substantial medical community, and many nursing home facilities.

Catawba County offers a wide range of sports and recreation for enthusiasts of every kind. Rock Barn Golf & Spa is home to the Greater Hickory Classic, a PGA TOUR Champions Tour Event. 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 – Pittsburg Pirates) offer minor league baseball at its best. Catawba County also has numerous parks that provide opportunities ranging from family picnics to hiking and fishing.

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 largest number of 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

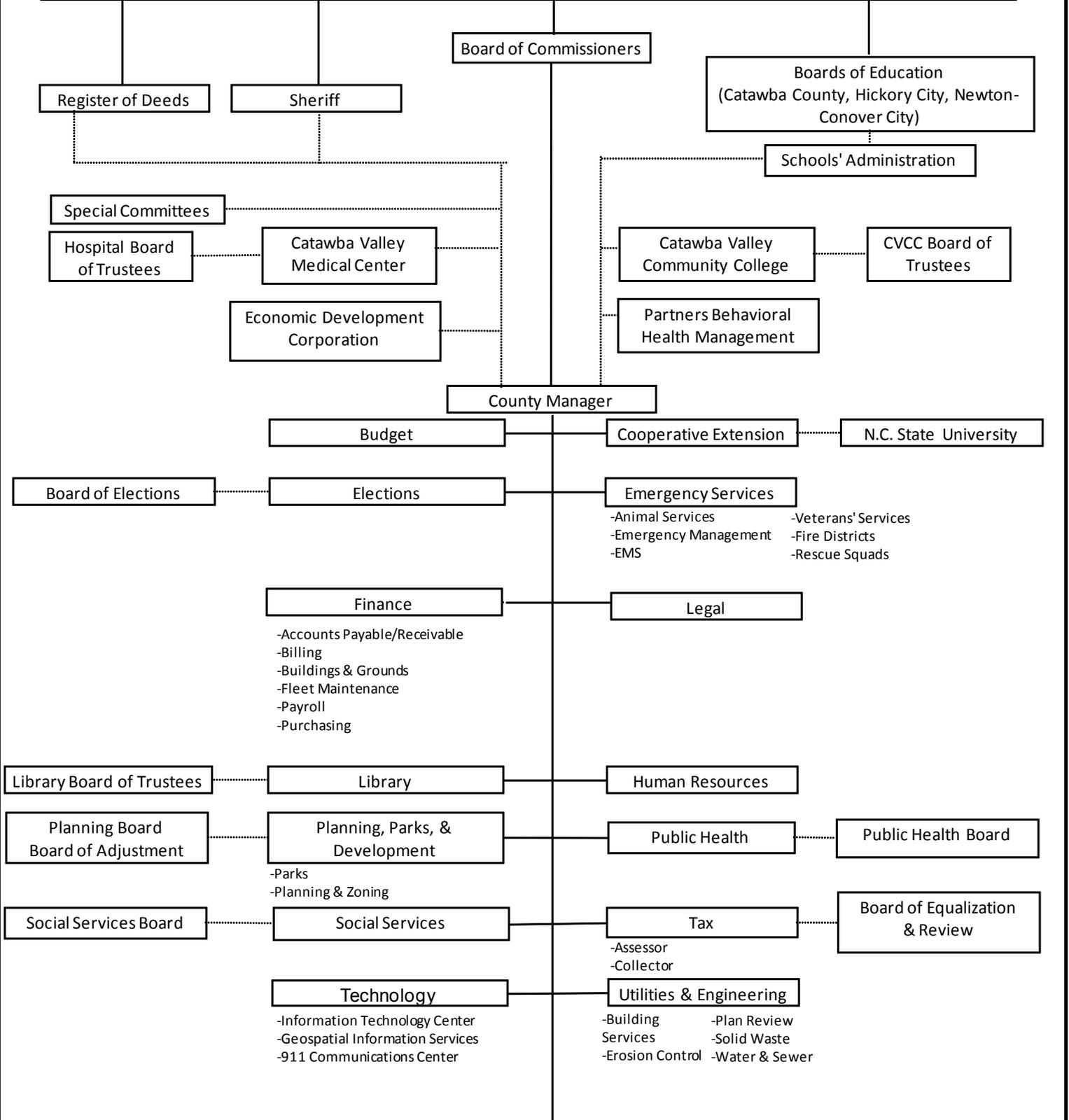
Catawba County government provides necessary services to its citizens with honesty and professionalism at reasonable costs. Although the range of services is diverse, the following principles guide the efforts of Catawba County government:

- 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

Citizens of Catawba County



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, 2014, and ending June 30, 2015. 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.



FISCAL YEAR 2014/15 BUDGET CALENDAR

Monday, November 4 – Friday, November 29, 2013

Revenue and Expenditure Forecast meetings and Department Head Retreat Preparation

Tuesday & Wednesday, December 10 and 11, 2013

Department Head Retreat

Wednesday, December 18, 2013

Budget Kickoff

Friday, January 3, 2014

Fiscal Year 2014/15 outcomes due from all departments

Monday, January 13, 2014

Mid-year report on Fiscal Year 2013/14 outcomes due from all departments

Friday, January 31, 2014

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

Friday, March 14, 2014

Recommended budget sent to County Manager

Monday, Tuesday, and Wednesday, March 24, 25, 26, 2014

First round budget hearings with County Manager

Monday, April 14, Monday, April 28, & Tuesday, April 29, 2014

2nd Round Hearings with County Manager as needed

Wednesday, May 21, 2014

County Manager's recommended budget sent to Board of Commissioners

Thursday, May 22, 2014

County Manager's Press Conference

Tuesday, May 27, 2014 (8:00 a.m. – 5:00 p.m.)

Board of Commissioners' hearings with departments

Thursday, May 29, 2014

Public Hearing and Wrap-up

Monday, June 2, 2014

Budget Adoption

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 Office is part of the County Manager's Office. The Budget Office consists of a Budget Manager and two Budget Analyst II 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 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 month of November the Budget 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 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 Office.
9. During February and March, the Budget 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 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.

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 43 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.

FUNDS AND FUND BALANCES

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.

READER'S GUIDE



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 2013 was \$37,313,077 or 23.6 percent of General Fund expenditures for that fiscal year. The Fiscal Year 2014/15 budget appropriates \$6,245,624 fund balance to meet normal operating expenses and increase funding to education, the Sheriff's Office, and Emergency Services. Additionally, \$269,273 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. 6/30/2013	Est. 06/30/14	Appropriated	
			FY 2014/15	Est. 06/30/15
General Fund (110)	34,795,928	34,850,000	6,245,624	32,650,000
Self Insurance Fund (115)	2,286,124	2,400,000	164,400	2,235,600
Reappraisal Fund (140)	166,679	180,000	43,791	136,209
Register of Deeds Automation and Preservation (160)	64,346	70,000	61,082	8,918
Total	37,313,077	37,500,000	6,514,897	35,030,727

Special Revenue Funds

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.

Special Revenue Fund Types	Act. 6/30/2013	Est. 06/30/14	Appropriated	
			FY 2014/15	Est. 06/30/15
Emergency Telephone (202)	2,238,348	2,300,000	119,626	2,180,374
Community Alert System (204)	29,268	35,000	19,268	15,732
Narcotics (205)	105,215	125,000	18,000	107,000
Rescue Squads (240)	285,192	300,000	0	300,000
Library Endowment (250)	236,757	240,000	50,000	190,000
Gretchen Peed Scholarship (260)	44,288	45,000	0	45,000
Parks Preservation (270)	75,197	77,000	0	77,000
Community Development (280)	0	0	0	0
Fire Districts (352-369)	893,577	900,000	82,995	817,005
Total	3,907,842	4,022,000	289,889	3,732,111

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. 6/30/2013	Est. 06/30/14	Appropriated	
			FY 2014/15	Est. 06/30/15
General Capital Projects (410)	32,219,263	28,000,000	514,322	27,485,678
Schools' Capital Projects (420)	6,103,116	5,000,000	1,809,422	3,190,578
Schools' Construction (423)	23,762,345	20,000,000	0	20,000,000
School Bond Capital - 1997 Series (427)	69,507	0	0	0
Hospital Construction (430)	5,393,919	5,400,000	0	5,400,000
Total	67,548,150	58,400,000	2,323,744	56,076,256

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 a 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.

Enterprise Fund Types	Act. 6/30/2013	Est. 06/30/14	Appropriated	
			FY 2014/15	Est. 06/30/15
Water & Sewer (515 & 475)	32,032,804	33,000,000	1,642,259	31,357,741
Solid Waste (525 & 485)	7,557,452	8,000,000	1,666,674	6,333,326
Total	39,590,256	41,000,000	3,308,933	37,691,067

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 1990 and the projected for 2014/15 is based on new construction and renovations over the last five years.

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.

READER'S GUIDE



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 \$4,882,055 in Fiscal Year 2014/15. These revenues will help offset the \$8.57 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.

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 unmatured principal and interest on general long-term debt, which are recognized when due). On a budget basis, the Solid Waste 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 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.

LONG-TERM FINANCIAL PLANNING

Beginning in 2007, the County began preparing an eight-year Capital Improvement Plan (CIP) to anticipate and plan for future capital expenditures, which is updated on an annual basis. As of July 1, 2014, \$120 million in capital needs are forecasted over the next eight years, which includes approximately \$40 million in school and community college construction needs.

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 overwhelmingly by local referendum, which is currently providing approximately \$4.2 million a year in revenues to keep up with growth in the County without relying solely on the property tax. Some of the additional funds are being used to expand the County's Justice Center to include the addition of new courtrooms (a county responsibility) and a new 911 Communication Center and Emergency Operations Center (EOC). The County accepted construction bids on the project in October 2013 with a base bid of \$23 million with construction expected to take approximately two years.

The remaining sales tax revenues are being set aside 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 half cent on the property tax rate or \$800,000 in fiscal year 2014/15, to be used for strategic water and sewer projects throughout the county. Those funds, along with an additional \$1.36 million in sales tax revenues will help fund approximately \$38 million in water and sewer needs identified over the next eight years.

Catawba County is committed to education and recognizes the linkage between this and a well trained workforce. To pay for the school and community college projects, the Catawba County Board of Commissioners continued their practice for a four-year funding cycle in fiscal year 2011-12 by dedicating one cent of the property tax rate, equal to approximately \$1.6 million in annual lottery funds in addition to pledging the amount of school/community college debt retired each year towards new construction. This provides funding for \$68.9 million in new construction needs over the next four years for all three school systems and CVCC. The County completes the final year of the funding plan in the 2014/15 fiscal year by using those funds for campus improvements at the community college. Fiscal Year 2015/16 will begin a new funding cycle with capacity to finance up to \$40 million in projects within existing dedicated funds.



Another long-term initiative by the County is to improve the educational attainment of the region, which is directly linked to workforce development efforts. Catawba County continues to commit almost 48 cents of every local dollar towards education, which has funded several efforts over the years such as increasing local teacher supplements, helping to attract and retain the best and brightest teachers in the County and funding much needed technology updates for all three school systems to help foster a positive learning environment for our children.

These efforts seem to be paying off as evidenced by the latest year-end results for the school systems. Catawba County Schools ended the 2012/13 school year with a 91.3 percent graduation rate for students who graduated in four years. Hickory Public Schools posted an 82.8 percent rate, its highest in the history of the school system and Newton-Conover Schools achieved an 87.4 percent rate, all three districts ending the year above the State of North Carolina average of 82.5 percent.

Finally, the County continues to support higher education initiatives in the region. The Hickory Metro Higher Education Center was created through a partnership with Catawba County, the City of Hickory, Catawba Valley Community College, Lenoir-Rhyne University and Appalachian State University (ASU). Since opening, HMHEC has provided a unique collaborative learning experience to the area that serves the needs for graduate, undergraduate, non-credit certificate courses, research and specialized workforce training. In 2009, the Appalachian State University Greater Hickory Partnership was established between Appalachian State University and the three community colleges in the Hickory-Lenoir-Morganton region. The partnership coordinates delivery of Appalachian's off-campus degree programs in four regional centers: the ASU Center at Hickory and the North Carolina Center of Engineering Technologies (NCCET) in Catawba County, the ASU Center at Burke and the ASU Center at Caldwell.

The ASU Partnership also includes the NC Center for Engineering Technologies, which resides in a 55,000 square foot facility in Hickory and focuses on applied research in engineering-related fields and serves as a conduit to baccalaureate education delivered by University of North Carolina system schools. The Center collaborates with other schools in bringing the best programs to the region to meet employment needs. This effort began as a regional economic development initiative and has become reality with public and private contributions of more than \$2.5 million. It is currently offering undergraduate degree programs enabling individuals employed in business, industry and State-related occupations to pursue a four-year degree through part-time evening study.

With the Hickory Metro region having the distinction as the largest metropolitan statistical area in the state without a public university presence, it is hoped that these efforts will help the County remain economically viable by giving its citizens additional higher education opportunities to remain competitive.

REVENUE SUMMARY

	Actual 2012/13	Current 2013/14	Approved 2014/15	% Change
Property Tax	\$ 84,513,707	\$ 86,185,117	\$ 85,678,182	-0.59%
Fire Protection Service District Taxes	\$ 4,732,341	\$ 4,648,176	\$ 5,149,910	10.79%
	\$ 89,246,048	\$ 90,833,293	\$ 90,828,092	-0.01%
Sales Tax	\$ 27,938,071	\$ 27,567,092	\$ 28,038,184	1.71%
Other Taxes	\$ 851,214	\$ 734,200	\$ 726,500	-1.05%
Intergovernmental				
Federal	\$ 12,131,154	\$ 12,396,117	\$ 13,568,336	9.46%
State	\$ 10,797,238	\$ 7,373,599	\$ 7,849,115	6.45%
Federal & State	\$ 11,113,745	\$ 11,147,153	\$ 11,364,444	1.95%
Local	\$ 6,591,021	\$ 7,195,815	\$ 6,728,041	-6.50%
	\$40,633,158	\$38,112,684	\$39,509,936	3.67%
Permits & Fees	\$ 20,209,944	\$ 18,942,084	\$ 19,471,095	2.79%
Miscellaneous	\$ 1,652,629	\$ 2,371,098	\$ 2,223,115	-6.24%
Fund Balance				
General Fund	\$ -	\$ 6,191,815	\$ 6,245,624	0.87%
Other Funds	\$ -	\$ 6,917,240	\$ 6,191,839	-10.49%
	\$0	\$13,109,055	\$12,437,463	-5.12%
Transfers Between Funds	\$ 5,156,402	\$ 8,167,753	\$ 8,120,889	-0.57%
Fines & Forfeitures	\$ 499,006	\$ 855,470	\$ 732,750	-14.35%
Other Sources	\$ 51,817,954	\$ 25,579,075	\$ 12,611,295	-50.70%
TOTAL:	\$ 238,004,426	\$ 226,271,804	\$ 214,699,319	-5.11%

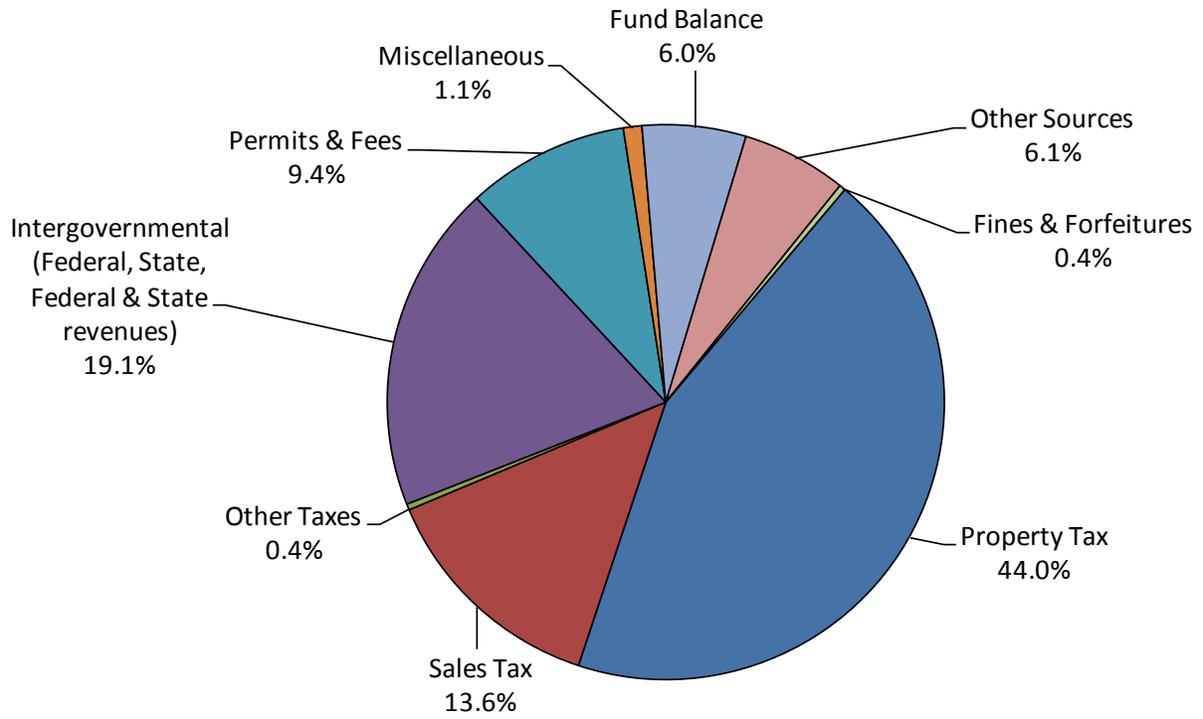
Permits and Fees include County services such as ambulance, Building Inspection, Landfill, patient, inmate, Animal Shelter, and Zoning fees, tax collection for municipalities, insurance, Medicaid, and Medicare.

Property tax for Fiscal Year 2013/14 included \$1,699,672 in one-time revenue projected from the transition to State motor vehicle tax collection.

REVENUE & EXPENDITURE SUMMARY



2014/15 Revenues Excluding Interfund Transfers (Amounts are rounded to the nearest decimal point)



REVENUE & EXPENDITURE SUMMARY

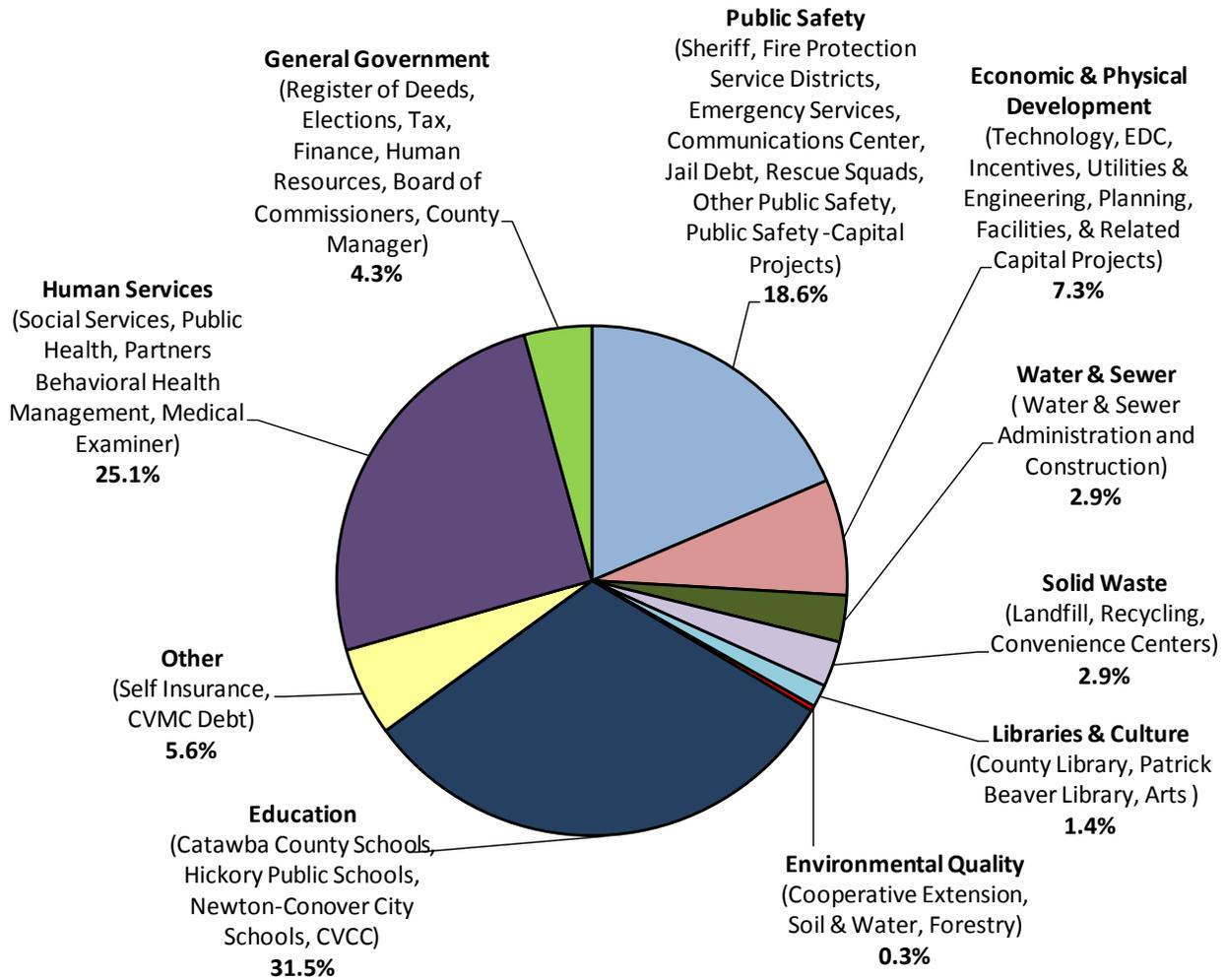
EXPENDITURE SUMMARY

	Actual 2012/13	Current 2013/14	Approved 2014/15	% Change
GENERAL FUND				
General Government	\$ 6,995,052	\$ 7,960,734	\$ 7,532,405	-5.38%
Transfers to Other Funds	\$ 4,774,893	\$ 6,472,116	\$ 7,301,621	12.82%
Public Safety	\$ 24,562,199	\$ 26,387,927	\$ 27,329,233	3.57%
Environmental Quality	\$ 477,161	\$ 603,309	\$ 674,587	11.81%
Economic & Physical Development	\$ 12,913,847	\$ 13,829,626	\$ 14,336,237	3.66%
Human Services	\$ 48,069,767	\$ 50,321,787	\$ 51,810,225	2.96%
Schools Current Expense	\$ 39,695,974	\$ 40,365,232	\$ 40,597,625	0.58%
Libraries & Culture	\$ 2,694,711	\$ 2,810,369	\$ 2,917,125	3.80%
Debt Service	\$ 28,065,576	\$ 24,112,803	\$ 25,096,205	4.08%
	\$ 168,249,180	\$ 172,863,903	\$ 177,595,263	2.74%
OTHER GENERAL FUND TYPES				
Self Insurance Fund	\$ 2,904,774	\$ 4,050,750	\$ 3,752,400	-7.37%
Reappraisal Fund	\$ 369,494	\$ 390,541	\$ 413,554	5.89%
Register of Deeds Automation & Preservation	\$ 76,000	\$ 82,100	\$ 146,082	77.93%
Capital Reserve Fund	\$ -	\$ -	\$ -	0.00%
	\$3,350,268	\$4,523,391	\$4,312,036	-4.67%
SPECIAL REVENUE FUNDS				
Emergency Telephone System Fund	\$ 447,148	\$ 822,043	\$ 556,469	-32.31%
Citizens' Alert System	\$ 56,893	\$ 57,706	\$ 19,268	-66.61%
Narcotics Seized Fund	\$ 156,976	\$ 65,988	\$ 34,000	-48.48%
Rescue Squads Fund	\$ 1,005,719	\$ 1,242,789	\$ 1,067,200	-14.13%
Library Endowment Fund	\$ -	\$ -	\$ 50,000	0.00%
Gretchen Peed Scholarship Fund	\$ -	\$ 1,500	\$ 1,500	0.00%
Parks/Historic Preservation Trust Fund	\$ 102,000	\$ 26,130	\$ -	-100.00%
Community Development Fund	\$ 71,492	\$ -	\$ -	0.00%
Fire Protection Service District Funds	\$ 4,699,651	\$ 4,685,303	\$ 5,232,905	11.69%
	\$6,539,879	\$6,901,459	\$6,961,342	0.87%
CAPITAL PROJECT FUNDS				
General Capital Projects	\$ 3,290,532	\$ 5,043,814	\$ 2,168,750	-57.00%
Schools' Capital Fund	\$ 7,927,204	\$ 5,638,021	\$ 5,687,662	0.88%
Schools' Construction Fund	\$ 10,171,135	\$ 16,743,303	\$ 5,185,358	-69.03%
School Bond Projects Fund	\$ -	\$ 69,507	\$ -	0.00%
Hospital Construction Fund	\$ -	\$ -	\$ -	0.00%
Water & Sewer Capital Fund	\$ 4,842,806	\$ 4,671,905	\$ 3,802,255	-18.61%
Solid Waste Capital	\$ 73,756	\$ 1,550,000	\$ 750,000	0.00%
	\$26,305,433	\$33,716,550	\$17,594,025	-47.82%
ENTERPRISE FUND				
Solid Waste	\$ 5,702,348	\$ 6,281,859	\$ 5,952,979	-5.24%
Water and Sewer	\$ (2,752,700)	\$ 1,984,642	\$ 2,283,674	15.07%
TOTAL	\$207,394,408	\$226,271,804	\$214,699,319	-5.11%

Note: General Fund increase is only 2.1 percent when CVMC debt (pass-through only) and transfers are excluded.

REVENUE & EXPENDITURE SUMMARY

2014/15 Expenditures Excluding Interfund Transfers (Amounts are rounded to the nearest decimal point)

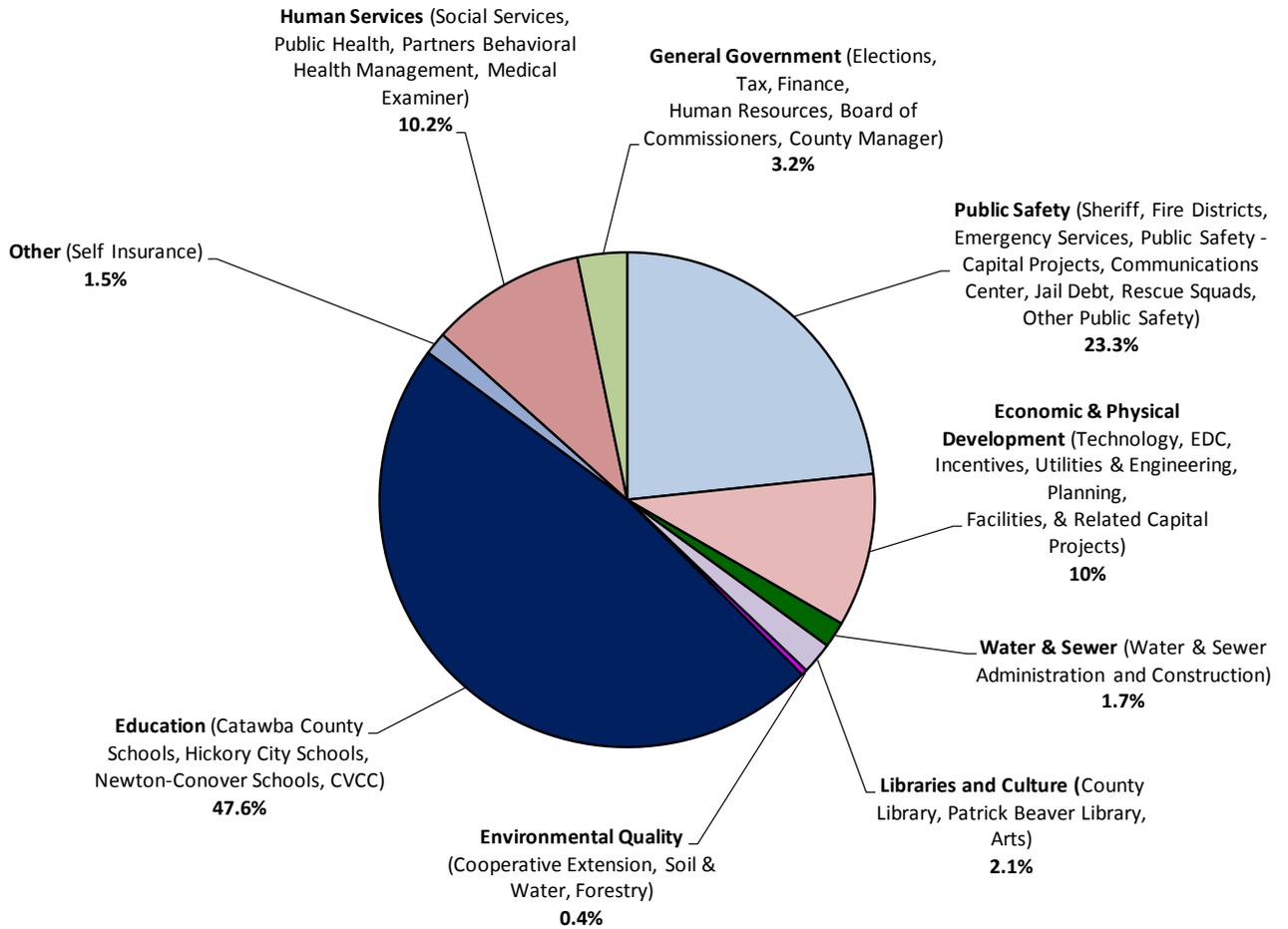


REVENUE & EXPENDITURE SUMMARY

2014/15 Expenditures Local Funds

(Property Tax, Sales Tax - Amounts are rounded to the nearest decimal point)

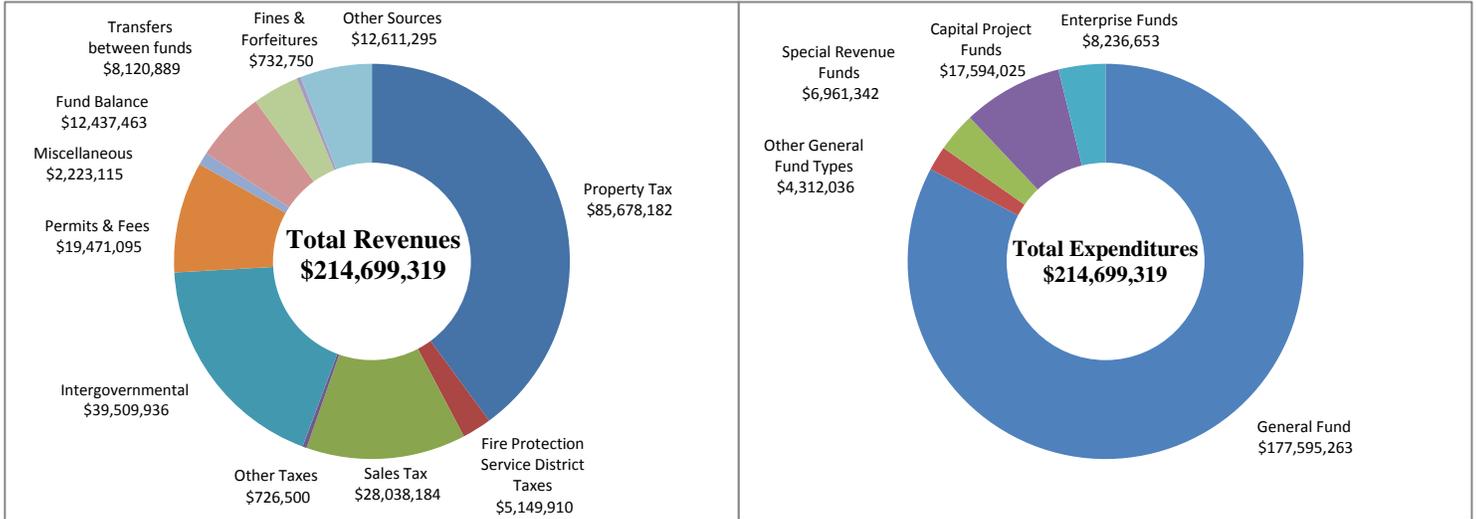
This graph represents how local funds are allocated. Human Services departments receive significant revenue from sources other than the County. As a result, the previous pie chart, which represents all sources of funding, shows Human Services funding almost equal to Education. However, when only County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



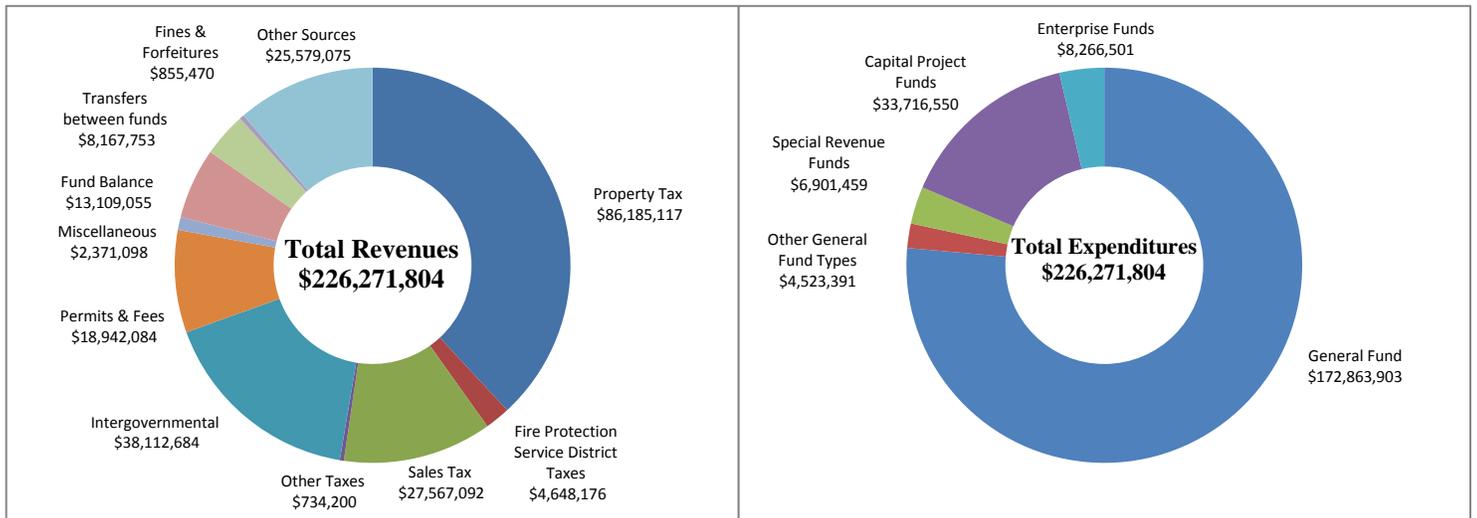
REVENUE & EXPENDITURE SUMMARY

Total Budgeted Revenues and Expenditures

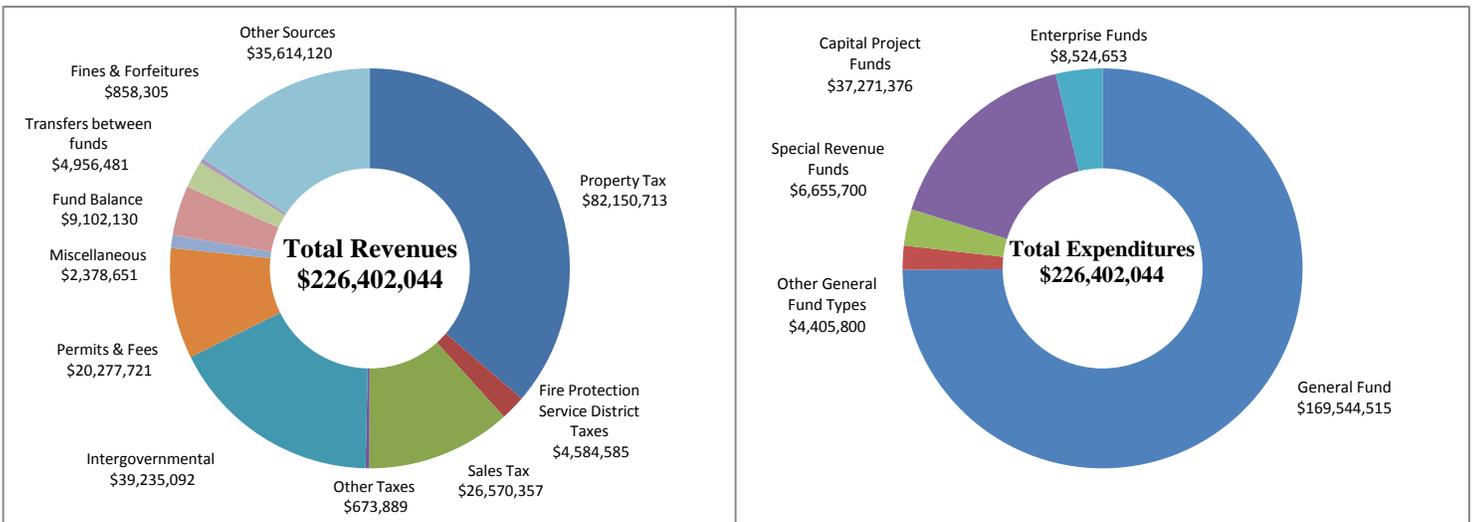
Fiscal Year 2014/15



Fiscal Year 2013/14



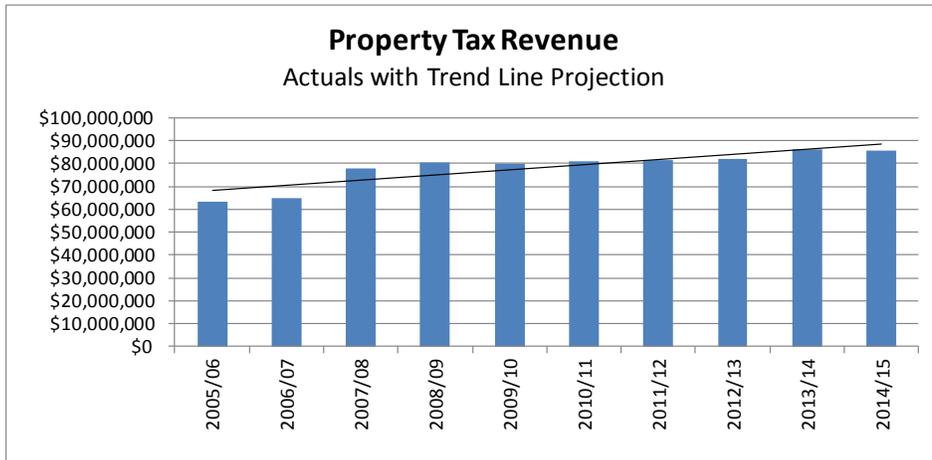
Fiscal Year 2012/13



MAJOR REVENUE SOURCES (Actuals and Trends)

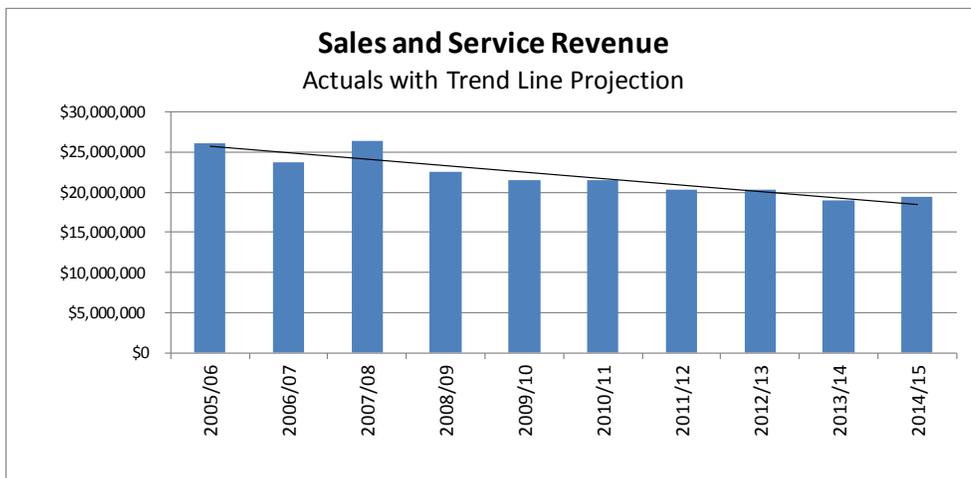
Property Tax

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 \$0.53 per \$100 of valuation. Property Tax estimates for Fiscal Year 2014/15 are based on an increase in values of 1 percent. Fiscal Year 2014/15 budgeted property tax is \$85,678,182. Total property tax decrease slightly despite this growth due to one-time revenue of \$1,699,672 budgeted in Fiscal Year 2013/14 from the transition to State motor vehicle tax collection and an elimination of four months of billing in arrears.



Sales and Service

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 Building Permits (\$1,189,100), Recording of Legal Instruments (\$525,000), Environmental Health Fees (\$276,000), Ambulance Charges (\$4,882,055), Landfill User Fees (\$3,886,740), and Home Health Fees (\$3,183,584).

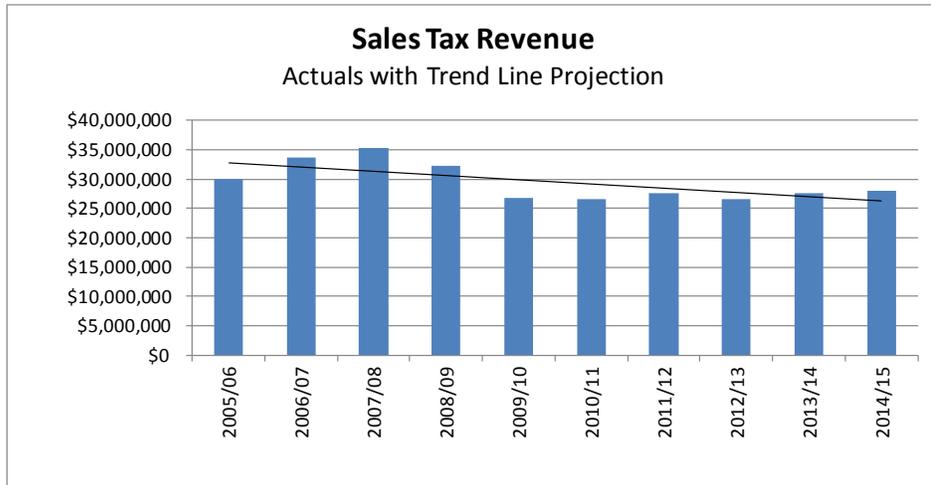


REVENUE TRENDS



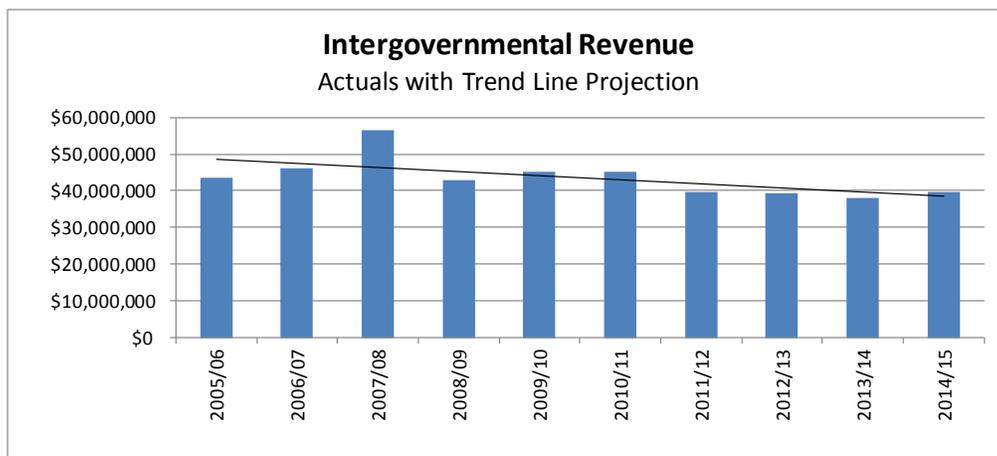
Sales Tax

The sales tax levied by the County, collected by the State, and then returned to the County. Sales Tax revenue is directly related to the growth or decline in the economy. Sales Tax estimates include a 3 percent increase for Fiscal Year 2014/15.



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. The largest revenues in this category include Schools' Lottery Funds (\$1,600,000), 911 Reimbursement (\$436,843), Cable TV Reimbursement (\$600,000), Beer & Wine Tax (\$325,000), Smart Start Funding (\$1,659,824), Work First Grant (\$2,186,524), IV-D Administration (\$1,198,411), Medicaid Administration (\$1,554,498).



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 2014/15 Budget are as follows:

	<u>Total FTEs</u>	<u>Source of Funding</u>
Sheriff's Office		
210050 - Deputy Sheriff	2.00	County
220050 - Detention Officer	2.00	County
Emergency Services		
Paramedics	2.00	County
Emergency Management Project Specialist	0.25	Grant

FTE SUMMARY



	FTE Totals			
	Actual 2012/13	Current 2013/14	Requested 2014/15	Approved 2014/15
GENERAL GOVERNMENT				
County Manager				
Permanent	7.00	7.00	7.00	7.00
Hourly	0.00	0.00	0.00	0.00
Legal Services				
Permanent	3.50	3.00	3.00	3.00
Hourly	0.00	0.00	0.00	0.00
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	0.01	0.01
Tax Administration				
Permanent	25.00	24.00	23.80	23.00
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	10.80	10.00
Hourly	0.00	0.00	0.00	0.00
Finance				
Permanent	14.80	15.80	15.80	15.30
Hourly	0.65	0.15	0.15	0.15
TOTAL GENERAL GOVERNMENT				
Permanent	78.30	77.80	78.40	76.30
Hourly	0.91	0.41	0.41	0.41
PUBLIC SAFETY				
Sheriff's Department				
Permanent	183.00	188.00	198.00	191.00
Hourly	9.39	8.24	8.24	8.24
Emergency Services				
Permanent	104.00	104.75	107.50	105.50
Hourly	10.15	9.88	9.88	9.88
Communications Center				
Permanent	29.00	29.00	29.00	29.00
Hourly	1.88	1.88	1.88	1.88
TOTAL PUBLIC SAFETY				
Permanent	316.00	321.75	334.50	325.50
Hourly	21.42	20.00	20.00	20.00

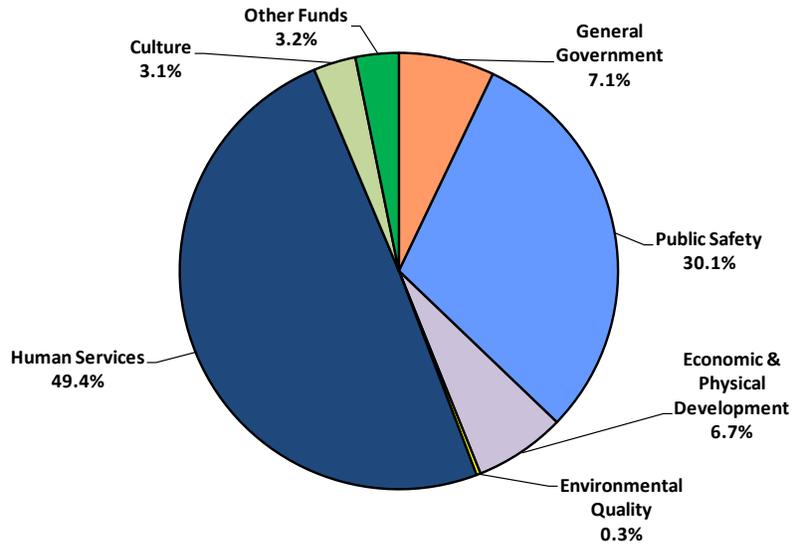
FTE Totals				
	Actual 2012/13	Current 2013/14	Requested 2014/15	Approved 2014/15
ENVIRONMENTAL QUALITY				
Cooperative Extension				
Permanent	0.80	1.80	0.80	0.80
Hourly	0.50	0.00	0.00	0.00
Soil & Water Conservation				
Permanent	2.50	2.50	2.50	2.50
Hourly	0.00	0.28	0.28	0.28
TOTAL ENVIRONMENTAL QUALITY				
Permanent	3.30	4.30	3.30	3.30
Hourly	0.50	0.28	0.28	0.28
ECONOMIC & PHYSICAL DEVELOPMENT				
Technology				
Permanent	26.45	26.45	27.45	26.45
Hourly	1.00	0.50	0.50	0.50
Planning, Parks, & Development				
Permanent	9.00	9.00	9.00	9.00
Hourly	2.00	2.00	2.00	2.00
Utilities & Engineering				
Permanent	21.40	21.40	21.40	21.40
Hourly	0.00	0.00	0.00	0.00
Facilities				
Permanent	15.00	16.00	16.00	16.00
Hourly	0.00	0.40	0.40	0.40
TOTAL ECONOMIC & PHYSICAL DEVELOPMENT				
Permanent	71.85	72.85	73.85	72.85
Hourly	3.00	2.90	2.90	2.90
HUMAN SERVICES				
Social Services				
Permanent	403.18	403.78	403.80	403.80
Hourly	8.26	8.26	8.26	8.26
Public Health				
Permanent	155.70	133.80	133.80	131.50
Hourly	9.64	4.69	4.69	4.69
TOTAL HUMAN SERVICES				
Permanent	558.88	537.58	537.60	535.30
Hourly	17.90	12.95	12.95	12.95

FTE SUMMARY



FTE Totals				
	Actual	Current	Requested	Approved
	2012/13	2013/14	2014/15	2014/15
CULTURE				
Library				
Permanent	30.60	33.80	33.80	33.80
Hourly	1.58	1.58	1.58	1.58
TOTAL CULTURE				
Permanent	30.60	33.80	33.80	33.80
Hourly	1.58	1.58	1.58	1.58
OTHER FUNDS				
Citizens' Alert System				
Permanent	0.50	0.50	0.00	0.00
Hourly	0.00	1.00	1.00	0.00
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	26.60	26.60	25.60	25.60
Hourly	0.63	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	35.95	35.95	34.45	34.45
Hourly	0.63	1.63	1.63	0.63
GRAND TOTAL				
Permanent	1,094.88	1,084.03	1,095.90	1,081.50
Hourly	45.94	39.75	39.75	38.75

Percentage of FTEs by County Function
Fiscal Year 2014/15
(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. Five of our sixteen 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 for both the reinventing and non-reinventing departments.



Performance Measurement for Reinventing Departments

County Manager

Fiscal Year 2010/11 (16 outcomes, 15 achieved, 94 percent success rate)

The County Manager's Office achieved 15 of its 16 outcomes for Fiscal Year 2010/11, which included outcomes for the Legal Services and Budget divisions. The department continued to oversee and implement the Board of County Commissioners' goals for Fiscal Year 2010/11. This included adopting a Fiscal Year 2010/11 budget with only a one percent operating increase and no property tax increase for the fourth year in a row. The County Manager's Office also aided in the use of Qualified School Construction Bonds and Build America Bonds to continue construction on the Newton-Conover Middle School and renovations to the Arndt Middle School, Hickory High School, and Catawba Valley Community College. These unique funding sources saved the County over \$4 million in interest costs compared with the traditional borrowing methods.

Unemployment has been a major challenge in Catawba County. To address this issue, the Board of County Commissioners, with support from the County Manager's Office, actively pursues economic development projects. For Fiscal Year 2010/11, development agreements were entered into for projects that will create at least 894 new jobs and have at least \$61.8 million in new investment. Specifically, these agreements were with Pierre Foods, Inc. (500 new jobs, \$16.8 million in new investment), Poppelmann Plastics (\$5 - \$8 million in new investment), Sarstedt, Inc. (20 new jobs and \$14.2 million in new investment), Dalco Nonwovens (19 new jobs, \$9 million in new investment), Lee Industries (75 new jobs, \$1 million new investment), Fairmont Designs (200 new jobs, \$2.8 million in new investment), and Turbocoating Corp. USA (80 new jobs, \$13 million in new investment).

The County Manager's Public Information Office continues to keep citizens informed of important government actions and news through a variety of communication mediums, which include newsletters, Facebook, Twitter, YouTube, Flickr, and RSS feeds. The office sent out 203 releases on important issues including the 2011 property revaluation, the naming of a new Cooperative Extension Director, the closing of the Animal Shelter after a fatal disease outbreak, and tornadoes which struck southwest Catawba County and Claremont.

The County Manager's Office has also played an active role in monitoring and proposing legislation that would be beneficial to Catawba County in the North Carolina General Assembly. The Long Session of the General Assembly began in January 2011, and the County made progress on many of its legislative goals, including supporting legislation to increase flexibility in the use of 911 Funds, supporting enrollment growth funding for the Community College System, opposing any attempts to increase the time that County jails are required to hold misdemeanants, and supporting legislation to allow Catawba County to offer triple credit toward renewable energy portfolios.

Legal Services achieved all four of its outcomes for the fiscal year. Staff continued to provide timely, professional, and ethical service to departments and received a 99 percent satisfaction rating on its annual client survey. The division reviewed 480 contracts, all within five working days. It also exceeded its target to collect 50 percent of back taxes, delinquent collections, and other monies owed to the County. During Fiscal Year 2010/11, \$279,854 was turned over to legal for collection, and \$197,014 was collected, resulting in a 70.4 percent collection rate.

The Budget Office achieved all but one of its outcomes. Specifically, it achieved a 93.87 percent satisfaction rating on the departmental survey, exceeding the goal of 90 percent. The one outcome not achieved relates to

receiving a 95 percent satisfaction rating from the County Manager, and efforts were refocused for Fiscal Year 2011/12 to achieve this goal. The department was successful in receiving the 2010 Government Finance Officers Association Distinguished Budget Award for the 23rd consecutive year. This award recognizes outstanding achievement in budget preparation and presentation. Budget worked extensively with departments to improve performance measurements, as well as worked with the UNC School of Government to lobby for the continuation of the County Benchmarking Project.

Fiscal Year 2011/12 (16 outcomes, 16 achieved, 100 percent success rate)

The County Manager's Office successfully oversaw the implementation and achievement of the Board of Commissioners' goals. The Fiscal Year 2011/12 budget was adopted with no countywide property tax increase. Additionally, Fiscal Year 2011/12 was the fifth year without a property tax increase. Furthermore, in the 2011 revaluation cycle, the County tax rate was reduced to a revenue neutral rate of \$0.53 per \$100 valuation. The Board adopted a resolution approving the consolidation of the Catawba County Alcoholic Beverage Control (ABC) Board and the ABC Board of the Town of Taylorsville resulting in profitability and improved efficiencies for both parties. At the urging of the County Manager's Office, the Technology Department has worked with Maiden and other municipalities to provide network storage, Wi-Fi, and phones. Human Resources has partnered with the City of Newton to provide Supervisor Training. These activities accomplish the Board's goal of performing services that generate revenue for the County and save money for smaller municipalities.

Financing opportunities allowed Catawba Valley Medical Center to re-fund the Hospital's 1999 bond issue and resulted in approximately \$534,000 in net present value savings over the next seven years. Additionally, refinancing opportunities identified by the County's Finance Department were used by the Board to refinance existing debt, which resulted in more than \$2 million in savings for the County over the next 17 years.

Recruiting industry to the County continues to be a major goal for the Board of Commissioners. Punker LLC, a German company producing fan wheels and blowers for the HVAC and exhaust industries, opened its first US manufacturing facility in Hickory. The company has invested \$4.5 million in machinery and equipment. The company will create at least 62 jobs, paying an average wage of \$35,000 per year. The Board accepted a Community Development Block Grant (CDBG), the NC Tomorrow Initiative grant, to fund the creation of a statewide economic development plan. Catawba County will serve as the regional lead, working with all communities across North Carolina to develop this statewide plan.

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 Office sent out 234 releases to media and directly to the public as well as posting to the County's website 81 departmental releases between July 1, 2011 and June 30, 2012. Those releases reported on stories such as, the opening of a new Biodiesel Research Facility at the Catawba County EcoComplex; the beginning of plans for a new branch library in the Sherrills Ford/Terrell community; an expansion of Public Health's Dental Clinic; new routes for the Greenway public transportation system; Catawba County ranking first in the State of North Carolina in recycling, per person; the start of new, twice yearly collections of electronics for recycling; awards won by the County for innovative use of QR Codes on building permits; the start of a new cable television program, "Catawba Communities," featuring programs and services provided by local governments, school systems and related agencies; a new routine cleaning of the animal shelter performed twice a year in an effort to prevent an outbreak of disease such as occurred in 2010; and the naming of a new Assistant County Manager.

The Manager's Office monitored the General Assembly's 2012 Short Session and successfully avoided unfunded mandates and significant reductions in funding. The passage of House Bill 438 allows flexibility to reorganize county health and human service programs. Human service flexibility was a NCACC priority in Fiscal Year

2011/12.

The Manager's Office effectively directed and supervised the administration of all County offices, departments, and agencies under the authority of the Board of Commissioners by ensuring that 92 percent of outcomes were achieved Countywide, better than its 90 percent goal.

Legal has achieved 100 percent of its outcomes for Fiscal Year 2011/12. Legal received and reviewed 490 contracts within five working days of receipt. For the fourth consecutive year, Legal achieved a 100 percent approval rating on the annual client satisfaction survey. The Legal Office also improved County staff's ability to handle situations that could potentially have legal impact by providing training to all departments that requested it. Two of the trainings offered during the year were "Power of Attorney/Guardianship Training for Social Services" and "Training for Animal Control." Legal's collection rate exceeded the 50 percent threshold for the second consecutive year. During Fiscal Year 2011/12, \$284,312.13 was turned over to Legal for collection and \$187,675.32 was collected resulting in a 66.01 percent collection rate.

The Budget Office achieved all of its outcomes for Fiscal Year 2011/12. The Fiscal Year 2011/12 budget earned the GFOA Award with more outstanding ratings than the prior year and no deficiencies noted. The Fiscal Year 2012/13 Budget also earned the GFOA Award in December. Budget staff developed a more user friendly electronic version of the budget with improved bookmarks, links, and page numbering with the printed document.

The Budget Office exceeded its goal of receiving a customer service rating of 90 percent or better from departments, with 96 percent of survey respondents indicating they were either "overall satisfied" or "very satisfied" with the services provided by the department. The Budget Office also exceeded its goal of receiving a 95 percent or better satisfaction rating from the County Manager, receiving an excellent in three areas and a satisfactory in two areas with no areas rated as "needs improvement."

The Budget 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 and monitoring the budget to ensure it remained balanced.

Fiscal Year 2012/13 (16 outcomes, 16 achieved, 100 percent success rate)

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 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 Office has earned the award. The Budget Office also successfully prepared a balance budget for Fiscal Year 2013/14 for adoption by June 30th, 2013.

The Budget 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 Office experience. The Budget 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 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 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 2010/11 (15 outcomes, 15 achieved, 100 percent success rate)

Human Resources was successful in achieving all 15 of its outcomes for Fiscal Year 2010/11. The department continues to receive high marks from new employees, receiving a satisfaction average of 4.5 out of 5 for its new employee orientation sessions. The department also offered two training programs targeted at best practices/legal compliance during the year. These two programs, “Employment Law for Supervisors—What you Should and Shouldn’t Do”, and “Workplace Harassment” had a combined total of 1,191 employee participants.

The department continued to closely examine the Self Insurance Fund in light of health insurance plan changes that were implemented for the fiscal year. These changes in plan offerings led to a 21 percent decrease in health claims from the prior year.

The County’s Wellness program continued its efforts to promote preventive care and healthy lifestyles. A total of 284 employees and spouses participated in an October 2010 blood screening where they were given feedback on their body mass index, blood pressure, cholesterol levels, blood sugar, and triglycerides. 24 participants followed up on their results by attending a Wellness Consultation, aimed at addressing any issues discovered in the screenings. The department additionally had 31 different wellness events such as screenings, online trainings, Lunch and Learns, and exercise classes which 909 employees (79 percent of all those benefitted) attended.

The Employee Health Clinic (EHC) continued to be used by employees, and has generated a significant cost savings when examining the cost of alternative options present for the County and employees. During the year, the EHC is estimated to have saved the County and employees \$31,997 when examining sick leave time avoided, workers compensation reviews, drug screens, and primary care physician visits. With more employees opting for either the new Core or Health Savings Account health insurance plans (which require a deductible prior to insurance payment), employees are beginning to better use the Employee Health Clinic option as well.

Catawba County places a high priority on a diverse workforce and, as such, Human Resources has worked closely with the County’s Diversity Committee and other local minority groups throughout the year. The department has enacted eight recommendations from these groups, including: posting new videos to the Job Openings webpage, advertising in different venues such as the Pride event and Exodus Homes, adding additional diversity training and diversity component to Performance Evaluation training programs, and enhanced community networking.

Fiscal Year 2011/12 (15 outcomes, 14 achieved, 93 percent success rate)

Human Resources successfully achieved 14 out of 15 outcomes in Fiscal Year 2011/12. All 108 of Catawba County’s new employees attended one of the 15 orientation sessions offered. Human Resources averaged a score of 4.6 out of five possible points on the effectiveness of its orientation sessions, as judged by orientation participants. This score exceeded the department’s stated goal of achieving 4.0 on a five-point scale.

Human Resources met its organizational development outcome of offering County employees at least one organizational development program by offering a “Public Speaking” workshop, which was facilitated by an Appalachian State University instructor. Eighteen employees attended the workshop and all either “agreed” or “strongly agreed” that the workshop increased their work-related skills. Two education awareness/diversity awareness events were offered during Fiscal Year 2011/12. 180 people attended the events, “A Little Taste of Asian Culture” and “A Little Taste of Latino Culture.” Both events were well received with participants. 98.5 percent and 97.4 percent of participants “agreed” or “strongly agreed” that they increased their knowledge of



different cultural groups and diversity awareness, respectively.

Three supervisory development courses (one on-line class and two workshops) were offered during Fiscal Year 2011/12. The on-line course had 160 enrollees, while the two workshops' had a combined enrollment of 32 enrollees. Additionally, Human Resources spearheaded the development of a new Leadership Academy program targeting the County's emerging leaders.

In order to mitigate workers compensation claims risk, Human Resources met with Emergency Services and Sheriff's Office management to implement a pilot program that would address high frequency and high cost claims areas such as lifting patients resulting in back, knee, and shoulder injuries. The program also established a fitness program aimed at injury prevention. Human Resources continues to reduce OSHA recordable injuries. The Fiscal Year 2011/12 goal was to limit OSHA recordable injuries to at or below the North Carolina Department of Labor public sector standard, 5 per 100 Full-time Equivalent (FTEs). As of June 30th 2012, the County achieved a 2.7 per 100 FTE recordable injury rate, well below the State standard. In achieving this outcome, Human Resources provided at least four training programs to address safety, health, and security awareness; held quarterly meetings with the Accident Review Committee and bi-monthly Safety Committee meetings to address and review work safety policies, workers compensation, training needs, security issues, and building safety inspections.

Wellness remained a County priority. In Fiscal Year 2011/12 Human Resources used aggregate data from the Health Risk Assessment (HRA) to develop programs to address obesity, fitness, and nutrition, which were three major health priorities for County employees. The department fell short of its goal to have 85 percent of health screening participants say that the information received from the lab work and the HRA had a positive impact on their overall health. Only 430 of 1,038 participants completed the survey with 75 percent responding positively. The Employee Health Clinic (EHC) continued to generate cost savings for Catawba County. Human Resources estimated that without the EHC the total cost of sick leave time, workers compensation reviews, drug screens, and primary care physician visits would have cost the County \$161,387, about \$27,176 more than total EHC operational costs.

Fiscal Year 2012/13 (18 outcomes, 18 achieved, 100 percent success rate)

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 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

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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.

Social Services

Fiscal Year 2010/11 (29 outcomes, 27 achieved, 93 percent success rate)

Fiscal Year 2010/11 proved challenging for Social Services, with increasing demand for service coupled with State and Federal funding cuts/additional mandates. Despite increasing caseloads and reductions in funding, the department has continued to become more efficient in order to protect and provide aid to Catawba County residents in need. The department continues to exceed not only County-set benchmarks but State and Federal benchmarks as well.

By implementing new technology, the department was able to realize greater than a 30 percent increase in efficiency in Family Medicaid and Work First. The Foster Care Teams/Family Preservation division was successful in reunifying 67.5 percent of foster care children with families, as compared to the large county average of 47.47 percent. Through education and relationship building, 100 percent of Teen Up/Upward Connection participants (474 high risk youths ages 10-17) did not become or cause someone to become pregnant during their participation in the Teen Up program. Additionally all students who received Department of Human Resources social work services for at least 90 days were promoted to their next grade level in school.

With the economic recession and unemployment high in Catawba County, Social Services continued to assist citizens through its Work First program. The department far exceeded each of its outcomes in this area, having 144 Work First participants obtain or maintain employment (target of 40) as well as providing 5,020 citizens (target of 3,500) with crisis assistance (rent, utilities, medication, etc.).

With the average age of the population increasing, Adult Services continues to be an important area within Social Services. In Fiscal Year 2010/11, the department served 81.5 percent eligible elderly and disabled Medicaid citizens as opposed to 69.4 percent in the previous year and the State average of 61.4 percent. The department also arranged or provided 28,717 trips to medical care for 19,905 eligible citizens, exceeding its goal of 27,000 trips for 17,500 citizens. While Adult Services did achieve all but one of its outcomes, it did not achieve its goal related to the non-recurrence of an instance of abuse, neglect, and exploitation of cases reviewed by Adult Protective Services. In Fiscal Year 2010/11, there was one recurrence of these cases out of its 13 active cases, leading to a success percentage of 92 percent (outcome target of 98 percent).

Social Services' Child Support division met one of its two outcomes by ensuring that 90 percent of children who need a child support order for support received one. It was not able to maintain a 72 percent collection rate for child support payments however, collecting only 70 percent. The department attributes this to the Federal Government suspending funding of the extension of unemployment benefits combined with the struggling economy and high unemployment rate.

Food Assistance staff ensured that taxpayer money was used appropriately by maintaining a 98 percent accuracy rating for benefits distributed. This is three percent higher than the Federal government's goal. Staff also provided prompt service to customers, processing 99 percent of applications within 6.6 days as compared to the Federal goal of 100 percent of applications within 30 days and the State goal of 98.7 percent in 12 days. While Food Assistance is an area that saw a large increase in eligibility during the fiscal year, Social Services continues to surpass target goals at all levels of government.

Fiscal Year 2011/12 (30 outcomes, 29 achieved, 97 percent success rate)

The department achieved its goal of enhancing the department's overall effectiveness and efficiency through using technology, improved work procedures, and/or cost saving measures. During this fiscal year, over 456 man hours were saved (38 per month), a minimum of 35 percent efficiency was gained in specific operations, the

department experienced a reduction of \$76,500 (12 percent) in various expense categories. Other successes include:

- Child Protective Services achieved its goal of ensuring 91 percent (533 of 588) of the children had not experienced two or more episodes of maltreatment within a six month period.
- Family NET, Therapeutic Foster Care, and Residential Services earned a 93.5 percent compliance rate on its accreditation self audit, which will sustain and improve services for children, youth, and families. Family NET exceeded its Child and Adolescent Functional Assessment Scale (CAFAS) benchmark of 88 percent by achieving a 93 percent (207 of 223) rating of children and adolescents served.
- Social Services promoted self sufficiency and prevented reliance on public assistance by assisting 157 citizens to either obtain or maintain employment.
- Social Services also collaborated with Eastern Catawba Cooperative Christian Ministries, Greater Hickory Cooperative Christian Ministries, and the Salvation Army to help 7,848 citizens in crisis receive financial assistance to meet their basic needs, rent, utilities, and medications.
- Adult Protective Services avoided \$4,751,493 of Medicaid expenditures by providing seniors and disabled citizens the opportunity to remain in their own home rather than being placed in a nursing home.
- Food Assistance staff ensured that tax dollars were used appropriately and that families received the correct benefits by maintaining an accuracy rating of 99 percent (1,886 of 1,912), exceeding the Federal and State goals by 5.4 and 2.45 percentage points, respectively.

Fiscal Year 2012/13 (32 outcomes, 29 achieved, 91 percent success rate)

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.

*Library***Fiscal Year 2010/11 (34 outcomes, 34 achieved, 100 percent success rate)**

The Library achieved all 34 of its outcomes for Fiscal Year 2010/11, which includes the Main Branch and seven branch libraries. These outcomes focus on promoting the love of reading and lifelong learning for youth and adults alike. At the Main Branch, the Library presented 58 preschool story programs for 1,146 children and caregivers, as well as circulated 4,920 books to eight County daycare centers. Additionally, to promote the Library to school aged children, the Main Library provided information and library card applications to all school systems, and was successful in issuing 454 new library cards to these school aged children.

To ensure that not only the Library's facilities, but the materials within, are used, the Library and all branches set goals for maintaining a per capita circulation rate higher than the State average of 2.53. This was successful, with the Main Branch maintaining a per capita circulation rate of 4.97 and all branches maintaining a rate higher than 2.6. Catawba County's Library system was also successful in providing enrichment opportunities for adults, with all branches achieving goals surrounding adult programming.

While print materials remain an important part of its mission, the Library also recognizes the growing importance of digital literacy in the community. As such, all Library branches were successful in meeting goals surrounding digital literacy. Specifically, the Library system maintained over 60 computers for public access, and the Main and several branches including Southwest and St. Stephens offered structured computer workshops.

Customer satisfaction is a top priority of the Library, and this is reflected in its goal for each branch to maintain at least a 95 percent customer satisfaction rating based on its annual customer service survey. Each branch was successful in this goal, with the Main, Maiden, St. Stephens, and Claremont branches achieving a perfect 100 percent customer satisfaction rating. Additionally, each branch met its goal of providing important branch specific information to the Library Public Information Officer to distribute in the form of the Library newsletter, newspaper column, and other special media releases.

Fiscal Year 2011/12 (55 outcomes, 54 achieved, 98 percent success rate)

The Library achieved 98 percent of its Fiscal Year 2011/12 outcomes. The County Library system circulated over 18,000 books to daycare centers as it continued to provide high quality reading materials for preschool children. Digital literacy and workforce development were also priorities for the entire Library system in Fiscal Year 2011/12. The main branch, in an effort to contribute to Catawba County's economic revitalization, provided over 33 computer training sessions for 175 people. These training sessions included online job searching, creating and improving resumes, basic computer skills, searching the Internet, and video conferencing (Skype) to help adults increase their technological and job searching skills. Similar workshops were offered at other branches: 20 at the Southwest branch, 28 at Conover, and 120 (individual sessions) at the Claremont branch. Main library purchased 549 new digital items for patrons, increasing its collection of eBooks, eAudiobooks, eVideorecordings, and eMusic by 13 percent. This exceeded the goal of increasing the digital collection by 5 percent or 213 items. Main branch also promoted the use of NC Live, a statewide online library service, by recording 20,394 sessions surpassing its goal of recording 20,000 sessions.

The lone outcome not achieved by the Library was to maintain a total print and non-print circulation per capita rate of 6.5. The Library achieved a 6.37 per capita rate, which exceeds the standards for North Carolina Public Libraries for a "B" grade Library.

The Catawba County Library system continued to excel at providing excellent customer service through facilities, services, and collections that are convenient, accurate, and met community needs. All branches maintained a 95

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percent or better rating of staff service as “excellent” or “good” on the Library system’s annual customer service survey.

Fiscal Year 2012/13 (65 outcomes, 64 achieved, 98 percent success rate)

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.

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.

Performance Measurement for Non-Reinventing Departments

Board of Elections

Fiscal Year 2010/11 (6 outcomes, 6 achieved, 100 percent success rate)

The Board of Elections achieved all six of its outcomes. The department conducted the General Election in November, which contained an additional Court of Appeals election due to the resignation of a judge. This addition to the ballot took the department six additional weeks to complete due to the second count and recount that was called for by one of the candidates.

The department also worked with the Town of Long View and the City of Hickory to update new ward lines coming from the 2010 Census redistricting, and mailed approximately 2,000 cards to voters notifying them of any changes.

Voting equipment and list maintenance was completed successfully, and the office received a 98 percent satisfaction rating from each candidate who filed for office.

Fiscal Year 2011/12 (5 outcomes, 5 achieved, 100 percent success rate)

Elections achieved all five of its outcomes for Fiscal Year 2011/12. Staff prepared for and conducted three scheduled elections in accordance with State and Federal laws. Also, in compliance with State and Federal law staff updated all files and records to reflect the new redistricting lines. Yearly preventive maintenance on all voting equipment was conducted and all machines were found to be in good working order. Elections received a 99 percent approval rating from persons filing for office, exceeding the department's goal of maintaining a 90 percent satisfaction rating.

Fiscal Year 2012/13 (4 outcomes, 4 achieved, 100 percent success rate)

The Board of 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.

Cooperative Extension Services

Fiscal Year 2010/11 (26 outcomes, 24 achieved, 92 percent success rate)

Annual outcomes for this department are developed around the agency's core purpose of providing citizens with scientifically-based information and informal educational opportunities focused on local needs and issues. The focus remains on the four core areas of the program: agriculture and natural resources, family and consumer education, 4-H and youth, and community and rural development.

The offsite movement of sediment, fertilizers and pesticides is a public concern with the landscape industry. To address this concern, a series of workshops on landscape Integrated Pest Management (IPM) and Best Management Practices (BMP) were held for 244 landscapers and their employees. Of the surveyed participants, 97 percent report having increased knowledge on the prevention and management of pest problems through non-chemical methods and 86 percent report implementing one or more practices that saved \$85,025 in chemical and labor costs.

Cooperative Extension continues to provide local youth with high quality learning experiences. During the fiscal year, the department exceeded its goal to have 1,000 youth participate in Science, Technology, Engineering, and Math programs (STEM) offered in school classrooms and through out-of-school settings. During the year, 2,870 youth participated in science and technology related programs offered through 4-H clubs, school enrichment (in-school), after school and summer programming. Staff continued to work with youth in the community to develop an improved sense of responsibility through a week long 4-H residential summer camp with 35 youth ages 8-14 participating this year. Additionally, 30 high school students representing each public high school and some private schools improved their skills and gained knowledge to address social problems, issues, and challenges through leadership and volunteerism as a result of their participation in the Catawba County Youth Council.

In collaboration with the Planning and Zoning Office, Cooperative Extension continued to oversee the implementation of the Voluntary Agricultural District (VAD) ordinance. The goal to enroll 20 farms and/or 2,000 acres of farmland in the VAD Ordinance was exceeded as 18 landowners applied to the Voluntary Agricultural District (VAD) Program in order to enroll 40 parcels and 5,734 acres in the program. Grant funding was also obtained for a two-day Estate Planning Workshop for 70 County residents that provided participants with basic knowledge of estate planning. Twenty of the participants made appointments with attorneys available through the workshop for individual consultations in order to gain specific answers to their estate planning questions. Another workshop was held with municipal leaders to explore the possibility of offering the VAD program within the extra territorial jurisdiction (ETJs) of the cities and towns of Catawba County.

As a result of Cooperative Extension's programming with the collaboration of Catawba Valley Medical Center's Center for Diabetes Control, Catawba County's three public school systems, and Catawba County Social Services and Public Health Departments, the department's goal of enhancing the ability of 225 adults and children to make healthy food choices, increase physical activity and implement other strategies that will lower their risk for chronic disease was exceeded. Healthy eating education was offered to 83 adults who collectively lost 372 pounds, reduced waist measurements by an average of 2.5 inches, and lowered BMI ratios by an average of 3 units and 6 participants reduced blood pressure to a healthy level. One hundred sixty-four adults participated in diabetes education classes resulting in 75 percent of participants adjusting calories to support a healthy weight, taking medications as prescribed and checking blood sugar at least once a day. One hundred eleven third grade students and 59 fourth grade students participated in a series of healthy eating and physical activity sessions which, according to student self-reports and parent observations, resulted in increased fruit and vegetable consumption, increased outdoor play, decreased soft drink consumption, and increased attention to nutrition

labels. While participating in a nutrition education class, 34 high school students demonstrated their ability to assemble foods to illustrate a healthy day's menu, and 26 students demonstrated their ability to read food labels and make healthy beverage choices.

Cooperative Extension worked with a total of 311 livestock and forage producers and 4-H youth to increase their knowledge of effective management practices. These producers implemented strategies that improved profitability by \$181,910 during the fiscal year. Staff also assisted the local cattlemen's association in securing a \$30,000 grant for a weighing and load-out facility for direct marketing local feeder calves.

Cooperative Extension Service worked with Keep Catawba County Beautiful (KCCB) to raise awareness of litter issued caused by improper disposal of solid waste with particular emphasis on promoting the proper disposal of plastic shopping bags and the use of alternative reusable bags. As a result, 500 individuals received reusable shopping bags, 100 individuals received a free tarp and information about laws concerning covering loads in truck beds to prevent littering, and 40 local stores were visited to encourage recycling of plastic bags and use of reusable shopping bags.

The department did not achieve two of its outcomes this year. Area agents fell short of a goal to educate 30 producers on rotational/intensive grazing systems and have 10 producers implement. Agents worked with 2 producers to install the proper fencing and watering to begin their rotational grazing systems. Twenty producers attended a seminar on ultra-high density stocking grazing, or "mob grazing" to learn the pros and cons and how they can incorporate it in to their grazing system. An additional program is planned for producers on July 19, 2011. Cooperative Extension also fell short of a goal to have 100 food service establishments earn national food safety credentials by completing the ServSafe course with 83 of 102 participants earning certification.

Fiscal Year 2011/12 (25 outcomes, 25 achieved, 100 percent success rate)

Cooperative Extension Services achieved all its outcomes for Fiscal Year 2011/12. These outcomes focused on educating youth in the sciences and the dangers of illegal substances, educating agricultural professionals in utilizing best practices and increasing profitability of their farms, and promoting local foods in the community. The following are some accomplishments:

- Livestock and forage producers increased knowledge and implemented management practices to improve profitability, saving producers over \$95,000. Cooperative Extension helped the local cattleman's association receive a \$30,000 grant funding the construction of the facility, which has marketed over 280 head of calves to date, resulting in producers realizing \$51,000 more than traditional marketing methods would have produced.
- Cooperative Extension exceeded its goal of providing professional training to 150 green industry professionals by educating 437 landscapers on landscape Integrated Pest Management (IPM) and Best Management Practices (BMP), resulting in a savings of \$308,330.
- To increase the amount of locally produced food sold, over 500 citizens received information on the availability and benefits of locally produced foods. Additionally, 35 local restaurants were contacted and offered assistance in connecting with local foods producers.
- On America Recycles Day, 120 individuals signed a pledge to recycle more, including plastic shopping bags.

Cooperative Extension exceeded its goal of increasing the awareness of 500 citizens with regard to plant selection and plant and pest management by providing 829 Individuals individual consultations. Also, Master Gardener Volunteers reported making 2,018 contacts to assist members of the community in these same areas.

Fiscal Year 2012/13 (26 outcomes, 23 achieved, 88 percent success rate)

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.

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 Cooperative Extension’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.

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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.

Emergency Services

Fiscal Year 2010/11 (20 outcomes, 18 achieved, 90 percent success rate)

The Emergency Management Division achieved all of its four outcomes. To ensure the Emergency Operations Center preparedness, Emergency Management revised its Standard Operating Guidelines to now include strengthened definitions and new guidelines and checklists. The division additionally participated in three all hazard exercises, including a full-scale hazardous material exercise, a table-top Bridgewater Dam exercise, and multiple WebEOC (Emergency Management software) exercises to provide opportunities for first responders to hone their skills and identify any gaps in capacity.

The Veterans' Office did not have any claims returned due to errors in paperwork or lack of documentation. The office also submitted completed claims to the North Carolina Division of Veterans Affairs on the same day they were filed 100 percent of the time. Furthermore, to provide quality customer service the office sent informal requests to the State to "save the date" for all veterans who had incomplete information during their visit, ensuring the claim would be back-dated to the original visit date once it is complete. The Veterans' Office fell short of its target of submitting eight scholarship applications to the North Carolina Division of Veterans Affairs by only submitting seven. Of these seven that were submitted, four were awarded. While the office had many more Veterans and their dependants request for an application to be done on their behalf, the State has strict criteria for eligibility which all did not meet.

The Fire and Rescue Division achieved 100 percent of its outcomes, including performing fire inspections for the five municipalities who contract for this service (Brookford, Catawba, Claremont, Maiden, and Long View). The division additionally eliminated any backlogged fire inspections, ensured that occupancies eligible for an inspection received one (as evidenced by no fires occurring in a structure that did not previously receive an inspection), and used Level III inspectors, the highest certification, for all County fire inspections. Implementation of the Emergency Services plan was also a priority, with the division evaluating partnerships with municipalities, monitoring Emergency Medical First Response times, and continuing to evaluate service delivery options.

Emergency Medical Service (EMS) responded to a total of 23,766 requests, of which 11,853 were emergencies. For these emergency calls, the division had an average response time of seven minutes and forty seconds, bettering its eight minute response goal by 20 seconds. This response time is only three seconds higher than the previous year (0.66 percent increase) despite a 2.4 percent increase in total call volume.

Emergency Services also 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. As a way to increase education and awareness in the community, Emergency Services performed 5 bicycle rodeos, 6 child safety seat inspections, 24 EMS presentations to the general public and 12 EMS presentations to school groups.

Animal Services achieved all of its outcomes, with the exception of one. While the number of animals spayed or neutered prior to adoption from the shelter has increased 2 percent (increase from 40 percent to 42 percent), this is short of its goal of 80 percent. Major strides were made in the area of animal health when leaving the Shelter however, with only 8 (0.6 percent) of the 1,335 animals adopted out being returned to the shelter due to illness (outcome goal of less than 8 percent). Animal Services staff safety was also increased, with the division reducing the number of bite instances by from 12 in Fiscal Year 2009/10 to only two in Fiscal Year 2010/11. The Animal Shelter increased the number of rabies vaccinations it provided by over 54 percent in Fiscal Year 2010/11 as compared to the previous fiscal year. This helped to increase the total revenue brought in by the shelter by

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over \$50,000 as compared to the prior year. This additional revenue was also helped by an increase in donations, with the shelter collecting \$11,261, significantly surpassing its goal of \$5,000.

Fiscal Year 2011/12 (23 outcomes, 22 achieved, 96 percent success rate)

Emergency Management updated local and statewide emergency protocol plans. The County's Emergency Operations Plan update addressed all necessary hazards and threats. Staff also updated its portion of the Statewide Mutual Aid Agreement for Emergency Management, increasing the chances that requests for assistance through this agreement will be expedited. Training staff and the public were additional priorities during Fiscal Year 2011/12. Emergency Management provided one software training class and two unannounced drills that demonstrated Emergency Services managers' expertise. Two severe weather awareness programs were offered to the public promoting citizen understanding of the risks of severe weather and enabling them to make informed decisions regarding personal and family safety.

Veterans' Services met its outcome of increasing awareness of the Veterans' Affairs' Special Assistance Program by speaking on a regular basis at civic organizations, assisted living facilities, and other venues as requested. Veterans' Services exceeded its goal of having eight eligible children of disabled veterans submit scholarship applications by having ten applicants submit scholarship applications. One Catawba County resident earned an automatic scholarship while four applicants were awarded competitive awards.

Fire and Rescue achieved its outcome of conducting inspection services for the five municipalities that contract with Catawba County for fire services (Brookford, Catawba, Claremont, Maiden, and Longview). Fire and Rescue provided professional and thorough fire prevention services in compliance with the North Carolina State Building Code-Fire Prevention Code. Additionally, no fires occurred in properties that were not up to date on their fire inspection (if they require one), and all inspections were handled by inspectors with the appropriate certification level.

Emergency Medical Services (EMS) responded to a total of 24,396 requests, 12,433 (51 percent) of which were emergencies. For the second consecutive year the average response time was 7:40 minutes, 20 seconds better than the eight minute response time goal. EMS also ensured customers received the highest quality pre-hospital care available by using a comprehensive Quality Management Program. EMS achieved 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 being discharged from the trauma center prior to admission) in the case of air medical evacuations. During Fiscal Year 2011/12 EMS used air medical resources for 35 patients. Only four of those patients were discharged from the Emergency Department, which is an 11 percent over-triage rate, which is better than its goal of 15 percent and the Metrolina region benchmark of 20 percent.

Animal Services facilitated either the adoption or placement into foster homes and rescue groups of 1,706 animals, exceeding its goal of 1,458 animals by 17 percent. In order to create a safe environment and to comply with State regulations on maximum capacity (78 animals per day), Animal Services reduced its animal population. The outcome was met with lower intake of animals, increased animal placements, and as a last resort euthanizing animals.

Animal Services did not meet its goal to increase the amount of revenue and donations generated by the Animal Shelter by \$8,000 as compared to Fiscal Year 2010/11. The Animal Shelter experienced an overall \$2,000 decrease in revenue and donations.

Animal Services returned a total of 501 animals to their owners. This was an increase of 6.3 percent (30 animals) over last fiscal year. Additionally, microchips were placed in 100 percent of animals adopted from the shelter. The Animal Shelter, to reduce the risk of virus and/or disease transmission among its animal population, was completely sanitized in October 2011 and May 2012. This contributed to greater than a 50 percent reduction in animal deaths at the shelter (182 in Fiscal Year 2010/11 and 66 in Fiscal Year 2011/12).

Fiscal Year 2012/13 (17 outcomes, 16 achieved, 94 percent success rate)

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.

Finance/Facilities

Fiscal Year 2010/11 (28 outcomes, 26 achieved, 93 percent success rate)

The Finance Department was successful in assisting in the preparation of the Fiscal Year 2011/12 budget, ensuring the County follows the Local Government Budget and Fiscal Control Act, and providing all needed financial information to oversight organizations such as bond rating agencies, Federal, State, and Local granting agencies, and the Local Government Commission. All divisions of the department maintain high customer service as well, with departments reporting a 100 percent satisfaction rate on an annual survey.

Accounting maintained timely and accurate payments, processing 16,000 payments with only four keying errors resulting in a void check. This is a 99.98 percent success rate, bettering their outcome goal of a 99 percent accuracy rate. The same is true for payroll checks as well, with the department processing 33,000 payroll checks with only eight errors reported.

Purchasing was able to further the County's goal of "going green" by working with the Waste Reduction Coordinator/Educator to encourage County departments and contractors to purchase at least 10 percent recycled materials. An inventory of materials purchased indicated that the County purchased 12 percent recycled goods in Fiscal Year 2010/11, surpassing this goal. The division also helped forward the County's Minority Outreach goals by educating contractors and conducting a "How to do Business with Catawba County" session through Catawba Valley Community College's Small Business Program in November 2010. These efforts continue to show success, with \$278,241 of County money going to minority or woman-owned businesses in 2010/11.

Fleet Maintenance was able to maintain strong customer service by completing 98.68 percent of preventative maintenance service requests within three working days, which exceeded its goal of 98 percent. It fell short of its goal to affect 97 percent of vehicle repairs in two days with a 95.06 percent achievement rate due primarily to contracted repairs exceeding targets. Only 2 percent of vehicles were returned for the same repair within three months, exceeding a goal of 10 percent.

Facility Maintenance exceeded all but one of its timeliness outcome targets during Fiscal Year 2010/11 as follows:

- 99.05 percent of routine facilities repairs were completed in 5 days, exceeding its goal of 93 percent
- 94.12 percent of telephone repairs were completed in 3 days, exceeding its goal of 93 percent
- 97.89 percent of plumbing repairs were completed in 3 days, exceeding its goal of 93 percent
- 93.79 percent of electrical repairs were completed in 3 days, falling just short of its goal of 94 percent

Fiscal Year 2011/12 (27 outcomes, 23 achieved, 85 percent success rate)

The Finance Department achieved 84 percent, or 16 of its 19 outcomes by:

- Assisting with the development of the Fiscal Year 2012/13 budget by providing the Budget Office with information on a timely basis.
- Ensuring that all financial transactions comply with the requirements of the Local Government Budget and Fiscal Control Act.
- Maximizing cash on hand and borrowing money as cheaply as possible. The Finance Director completed a \$48.1 million debt refunding in November 2011 that is expected to save the County \$2.4 million in interest over the life of the debt obligation.
- Assisting in the upgrade of the PeopleSoft Finance and Human Resources software.
- Saving departments \$117,150 by obtaining informal quotes and expending \$2,233,688 under Cooperative Purchasing programs.

- Making County operations more environmentally friendly, encouraging County departments and contractors to purchase at least 10 percent recycled and other environmentally preferable products.

Accounting collected 74 percent of ambulance bills, falling short of its goal of collecting 78 percent. Purchasing did not meet its outcome to encourage county departments and contractors to purchase at least 20 percent recycled and other environmentally preferable products, in part because an accurate tracking mechanism was not yet in place. In Fiscal Year 2011/12, staff developed a process for capturing green purchasing activity. For the fiscal year, \$1,247,855 was expended for green products, 15.6 percent of total expenditures. However, without a large, one-time server upgrade, the green product expenditures are 9.3 percent. Purchasing also failed to meet its customer satisfaction goal of 90 percent, instead receiving a 70 percent satisfaction rate on its departmental customer service survey.

During Fiscal Year 2011/12, Facilities focused on its responsiveness to the County's building, vehicles, and equipment needs with a strong emphasis on those that are of highest priority. Facility Maintenance achieved its goal of repairing 98 percent of roadside signs within 15 days. Facility Maintenance installed 95.05 percent of new roadside signs within 20 days, missing its goal of 98 percent.

Fleet Maintenance was able to maintain strong customer service by completing 99.97 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 99.97 percent achievement rate. Fleet maintenance provided roadside emergency service by responding to and repairing or recovering 99.96 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 99.96 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.

Fiscal Year 2012/13 (27 outcomes, 26 achieved, 96 percent success rate)

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 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.

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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.

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.

Planning

Fiscal Year 2010/11 (12 outcomes, 12 achieved, 100 percent success rate)

Planning continued its focus on customer service for Fiscal Year 2010/11 by expeditiously reviewing development-related requests/projects within target timeframes. For example, all rezoning requests and reports were submitted to the Planning Board 7-10 days prior to the scheduled public hearing, non-residential site plans were approved within 10 working days, and minor and family subdivision plans were reviewed within 10 working days.

The department continued to contract with the Western Piedmont Council of Governments to increase affordable housing opportunities and ensure safe housing for low-to-moderate income people by aiding in the administration of State Scattered Site, Urgent Repair, and Individual Development Account Community Development Block Grants. Specific accomplishments include clearing and relocating one house, rehabilitating two houses, completing 12 emergency house repairs, and assisting four first time homeowners to purchase a home.

A high priority for Planning is facilitating economic development, and the department completed an initial draft of a Highway 16 corridor development plan, as well as a green development corridor around the County's Eco-Complex which was approved by the Board of County Commissioners in July 2011. It additionally worked to implement the new Voluntary Agricultural District program, and was successful in having the Town of Catawba and City of Claremont adopt the plan, with others in the process of adopting. Planning's Agri-Tourism day was a marked success as well, with approximately 1,000 visits to nine participating farms.

Parks exceeded its target attendance of 81,000 patrons, by having 101,280 visitors throughout the year. Volunteer hours continue to be strong as well, with approximately 663 volunteers donating 2,195.75 hours of service. This far exceeds its target participation of 500 hours. Educational efforts remain a high priority for the County's Parks, and the division had 3,630 patrons participate in educational programs throughout Fiscal Year 2010/11, exceeding its target of 800 participants.

To provide the best service possible, Parks piloted a customer satisfaction survey to collect data on citizen satisfaction with the County's parks. Data from this survey revealed that while patrons are overall satisfied with the Parks system, a recurring complaint is the limited hours of operation due to a budgetary cutback in hours.

Fiscal Year 2011/12 (12 outcomes, 12 achieved, 100 percent success rate)

Planning achieved its customer service outcome of expeditiously and accurately reviewing development-related requests and projects by processing, reviewing and approving 100 percent of rezoning requests, non-residential site plans, and minor and family subdivision plans within 10 business days. The department continues 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 2011/12, Planning administered the third allocation of a federal \$400,000 Scattered Site Community Development Block Grant (CDBG), which resulted in one residence relocation, seven house rehabilitations, and 13 emergency repairs to housing units. Additionally, the department oversaw the implementation of an Urgent Care and Individual Development Account CDBG.

Parks, for the second year in a row, surpassed its 81,000 patron goal. There were a total of 112,257 visitors to Catawba County Parks, a 10.8 percent increase compared to Fiscal Year 2010/11 attendance (this caused Parks' to increase target). Parks had 1,052 volunteers provide 2,042 volunteer labor hours, far exceeding its goal of 750 hours. Catawba County Parks hosted educational and interpretive programs to broaden public awareness and participation in the preservation of Catawba County's natural heritage. 1,921 patrons participated in these

educational events, exceeding Parks 1,600 patron goal. Patrons continue to be “very satisfied” with their overall park experience.

Fiscal Year 2012/13 (13 outcomes, 11 achieved, 85 percent success rate)

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 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 2010/11 (25 outcomes, 21 achieved, 84 percent success rate)

Public Health achieved its outcomes relating to preparing for re-accreditation in 2013 by reviewing all prior standards, new requirements for accreditation, guidance documentation, and correcting any gaps that are identified. In light of the economic times, the department has also placed emphasis on evaluating programs and fiscal responsibility, as evidenced by its new “fast track” approach in Women’s Health. This new approach has been successful in significantly reducing the client wait time and total time in the clinic.

Home Health was successful in several of its goal areas. It remained below the State average in patients who need unplanned medical care, above the State average for patients who remain in their homes after a home health episode, and surpassed its goal of 1,272 referrals by 53. One area where it did fall short however is market share percentage, missing its 25 percent goal with only 23.33 percent.

Environmental Health achieved all four of its outcomes. It conducted 2,676 inspections in 1,002 permitted establishments, and far exceeded its goal of providing four food service and education training workshops during the year by providing 17. Additionally, it assisted in the implementation of the State’s indoor smoking ban by investigating 100 percent of complaints (24 complaints) within 48 hours.

Healthy pregnancies and babies continue to be a large focus of Public Health. The department remained ahead of State standards in several areas, including low birth weight babies (5.6 percent of Catawba County Public Health patient’s babies as opposed to 9.1 percent at the State), as well as infant mortality (7.5 deaths per 1,000 for Catawba County Public Health patients as opposed to 8.3 at the State level). Additionally, the department was successful in having 35 percent of woman identified as smokers enter a smoking cessation program and remain smoke-free two months postpartum, surpassing its goal of 25 percent.

Child Health exceeded its goals to promote school success by establishing Emergency Action Plans for 100 percent of students identified as having chronic health conditions (791 students), as well as by conducting vision, hearing, and overall health habit screenings for 99 percent of students enrolled in the Response to Intervention program or those who have a Personal Education Plan. It additionally aided in children’s school success by providing age-appropriate health screenings in areas such as Body Mass Index, vision, and immunization.

The Catawba County Dental Clinic met several of its targets, such as placing 1,850 sealants on patients’ permanent teeth to prevent cavities as well as enrolling 422 new patients. The Dental Health Clinic fell just short of its outcome to provide 11,000 preventive, diagnostic, and operative dental services to income eligible children ages 4-18, however, by providing 10,779. It attributes this lower than expected number to State changes in Medicare eligibility.

Customer service is a top priority of Public Health, and this is evidenced by Adult Health successfully scheduling appointments within two business days of the patient requesting service for all 7,615 patients in Fiscal Year 2010/11. Adult Health additionally was successful in providing much needed funding for dental services and prescriptions for low-income adults, funding 200 dental visits to the Greater Hickory Cooperative Christian Ministry as well as 135 prescriptions.

Fiscal Year 2011/12 (37 outcomes, 28 achieved, 76 percent success rate)

The department successfully implemented a Quality Improvement program to maximize impact and to improve efficiencies. The QI program was implemented in the Women’s Preventive Health Clinic, resulting in decreased average time required for an initial appointment, an increase in patient satisfaction, and an improvement in staff

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satisfaction. Customer Service quality was a department wide goal. 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. Other successes include:

- Home Health exceeded its goal of having 70 percent of patients remain in their home after an episode of home health care ends. After a mid-year adjustment the goal increased to 85 percent, which the office successfully met.
- During Fiscal Year 2011/12, Environmental Health conducted 2,466 inspections at 1,004 permitted establishments and presented 20 food service education and training sessions with 236 participants attending.
- Child Health ensured that 94 percent of children receiving health care services at Public Health were appropriately immunized by 24 months of age.
- The Bioterrorism unit ensured that Public Health staff was sufficiently trained to respond to public health threats by completing a FEMA designed and a locally designed training. The unit also demonstrated the capability to receive, store, and distribute the Strategic National Stockpile (SNS) by achieving a score of 99.4 percent on a SNS plan evaluation.
- WIC averaged 4,268 participants per month, maximizing the growth and development of infants and children through improved nutritional status. This number is a 297 increase from the current 3,971 assigned caseload.

Fiscal Year 2012/13 (39 outcomes, 31 achieved, 79 percent success rate)

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 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

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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 2010/11 (6 outcomes, 5 achieved, 83 percent success rate)**

The Register of Deeds continues to provide timely, courteous, and accurate services. Its targets surrounding recording real estate documents, vital records, and responding to vital records requests have all been met or exceeded by having all documents recorded and requests processed on the same day. The department has also maintained an indexing error percentage of less than 1 percent by using a blind double-key indexing method. To protect against data loss, the department began several long-term projects including indexing and scanning vital records, military records, corporate records, screen plats, and reviewing grantee books to determine a standard and complete set for scanning. The department met its goal surrounding disaster preparation, by backing up digital records through the County's Technology Department, the Archives in Raleigh, or Logan Systems, maintaining an up-to-date recovery plan, and including the public in two of the four drills conducted each year. The Register of Deeds also met its goal overall of reducing the amount of in-office research time required to obtain copies of needed records by providing access to planned records online. One set of books for real estate associated with a previous software vendor used for indexing remains unavailable due to the staff time needed to help convert these records. Vital records are also being indexed daily with targets for indexing and scanning uncertified copies being met.

Fiscal Year 2011/12 (6 outcomes, 6 achieved, 100 percent success rate)

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.

Fiscal Year 2012/13 (3 outcomes, 3 achieved, 100 percent success rate)

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.

Sheriff's Office

Fiscal year 2010/11 Sheriff (30 outcomes, 27 achieved, 90 percent success rate)

Training was enhanced in the department, with 84 detention officers receiving 1096 hours of training and 160 Uniformed Sworn Officers receiving 3,872 man hours of training. The Sheriff's Department was able to show their professionalism as well by not receiving any complaints in relation to use of force for Fiscal Year 2010/11, well below the national average of 3.4 per 100 sworn officers and 7.1 per 100 officers responding to calls for service.

School Resource Officers (SROs) presented 186 classes in areas of safety drug/alcohol abuse and bullying to middle and high school students. SROs sought to enhance safety in the schools by delivering 49 educational programs to faculty and parents in the middle and high schools, attending 14 PTO meetings, participating in 34 School Safety Committee meetings, hosting 7 programs prior to prom concerning driving while impaired and texting. Security was provided for 451 extracurricular activities at schools and SROs have accompanied School Social Workers on 35 home visits. The SROs helped decrease fights, weapons, and illegal substances by conducting 106 searches using a K-9 unit, made 42 drug arrests, and have made 392 other arrests for a number of charges including assault, arson, and larceny. Guidance Counselors were assisted with counseling 2,378 students with behavior problems including 92 bullying situations.

The Records division obtained grant funding to cover 50 percent (\$121,624) of the cost of new portable 800 MHZ radios, which began receiving all calls January 12, 2011. The Records Management System was also upgraded and reports have been built for the Civil area. A problem in the software prevented the development of additional reports but these are anticipated to be repaired with upgrades this autumn. Incident reports are now available within 24 hours.

The Crime Prevention division of the Sheriff's Department conducted 42 safe senior presentations and reached out to approximately 550 seniors in Catawba County. They also had 3 seniors on the Adopt A Senior program and visited or called them 72 times. The division also has 93 seniors on the RUOK program that are called each morning. Crime Prevention met with 105 existing Community Watch programs and established 5 new programs in order to make citizens more aware of potential crime in their neighborhoods. The division also distributed 35 electronic e-mail alerts to 350 citizens and 1200 county email recipients. Officers delivered over 210 educational programs to social, civic, school, business, and religious organizations reaching over 4,200 youth and adults. Crime Prevention remained active in the Catawba County Drug Court, attending 22 Drug Courts and overseeing security and criminal histories of the applicants. The division did not achieve their goal for adding 12 new participants in the Project Lifesaver program. They were able to add only 9 bringing the total participants to 17, despite presenting 11 programs to approximately 100 people.

The Catawba County Narcotics Division received 151 tips regarding drug usage/sale through their TIPS program (Turn in Pushers), and worked with other jurisdictions if the information received was relevant. Narcotics Investigators also seized over \$0.79 million in illegal substances and assisted other agencies in seizing \$3.6 million.

Detectives maintained an overall clearance rate of 54.5 percent. The Domestic Violence Unit was successful in meeting its goal of providing at least 60 victims per month with referrals to relevant information including Crisis Line numbers, Lead Court Advocate contact information etc. Detectives was also successful in increasing the number of cases that are referred to prosecutors, referring an average of 23 cases per month or 20 percent more than the prior year.

Lake Norman Area Patrol conducted 1,107 boater safety inspections, which fell short of its goal of 2054. Factors contributing to a lower number of inspections include turnover; an increased focus on water safety with classes taught to all 5th grade classes at Sherrills Ford, Balls Creek, and Catawba Elementary Schools; and less boater traffic on the lake. The division also conducted 6 boater safety classes. Officers improved community policing efforts in the area by attending homeowner association meetings and rotary meetings.

Court Security screened 334,339 visitors to the Justice Center and 112,176 visitors to the Hickory Courthouse with no incidents or accidents and with minimal wait times. Newton Detention Facility staff continued to provide training to new employees that meet or exceed the North Carolina Sheriff's Training Standards. Teams worked together to identify ways to prevent damage to jail property and improve safety in the facility. Actions taken as a result include: eliminating commissary items used to damage jail property and for gambling; limiting the number of inmates allowed in the dayroom; and confining inmates to their cells during mealtimes. Detention staff has also revamped the release process for inmates by instituting a new checklist shift supervisors must examine to see if inmates have any holds or warrants prior to their release.

The Prisoner Food Service division was successful in rebidding prison food services, saving an estimated \$0.21 per meal as compared to the previous year.

Fiscal Year 2011/12 (28 outcomes, 26 achieved, 93 percent success rate)

Training and maintaining professionalism were two of the Sheriff's top priorities. The Office's employees received a total of 7,818 hours of training (sworn officers received 6,300 hours while detention officers received 1,518 hours). The Sheriff's Office also did not receive any complaints in relation to excessive use of force, well below the national benchmark compliant rate of 3.4 complaints per 100 fulltime sworn officers and 7.1 complaints per 100 officers responding to calls.

The Sheriff's Office had a robust civic engagement effort that sought to enhance the existing relationship between the Office and the community. In Fiscal Year 2011/12 the Office conducted/facilitated 95 educational meetings with 980 attendees, 11 Lady Beware classes with 135 attendees, 35 Pill Stopper meetings with 524 attendees, and 44 Safe Senior presentations with 805 senior attendees. The department also had six summer interns, three from Appalachian State University and three high school interns from Catawba County Schools.

School Resource Officers (SROs) strove to reduce victimization and improve students' perception of personal safety by presenting 90 classes on safety, drug/alcohol abuse, and bullying last fiscal year. SROs worked toward improving school safety by providing 51 educational classes to faculty and parents, attending 3 Parent Teacher Organization meetings, assisting 811 parents or students with car issues, participating in 35 School Safety Committee meetings, updating school safety plans, and hosting 6 programs prior to prom concerning drinking and driving.

SROs decreased fights, weapons, and illegal substances on Catawba County Schools' campuses. SROs conducted 51 searches using a K-9 unit, made 41 drug arrests, and made 271 other arrests for charges including assault, arson, and larceny. Guidance counselors assisted with the counseling of 3,189 students with behavior problems, including 66 bullying situations.

SROs have dedicated significant time to enhancing security measures by providing security at 455 extracurricular school activities, accompanying School Social Workers on 76 home visits, and inspecting their schools at least once a month.

An outcome to achieve a satisfaction rating of 90 percent or better from faculty and staff was not achieved as

the School System did not approve the survey.

Records enhanced public safety and homeland security efforts with the purchase and installation of VIPER 800 MHz mobile devices in all of the department's primary response vehicles. An outcome to archive digital copies of incidents and send a copy to the web for public viewing (using Laserfiche technology) was not achieved. The County's Information Technology Department and Records staff have been working on the Laserfiche product but have experienced software issues.

Narcotics continued to decrease drug trafficking in Catawba County, partnering with local, state, and Federal law enforcement resulting in the seizure of \$9.2 million of illegal drugs.

Criminal Investigations improved its services with a 16.5 percent increase in the clearance rate during Fiscal Year 2011/12. The annual clearance rate increased from 54.5 percent last year to 71 percent overall. The highest clearance rate, 92 percent, came from domestic violence cases. This was a result of the Domestic Violence Unit working closely with victims and the District Attorney's Office, as well as focusing on evidence-based prosecution by collecting evidence and interviewing witnesses.

Lake Norman Area Patrol increased the public's awareness of State and local laws by offering 10 Boater Safety classes, with 75 students in attendance. Officers attended community meetings/homeowner association meetings, conducted property checks, and responded to an increased number of calls to improve community policing. The Lake Norman Area Patrol maintained a clearance rate of 57.8 percent, exceeding their goal of achieving the State's clearance rate of 54.5 percent.

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.

Newton Detention Facility staff provided training that ensured the safe and efficient operation of the Jail facility, which exceeded the North Carolina Sheriff's Training & Standards requirements. Additionally, the Detention Facility made officers aware of training offered through the County and online through the community college system. Staff worked closely with contracted Jail medical staff to identify ways to reduce costs. Some cost savings measures include partnering with a company that negotiates better rates on each medical or dental invoice to save 10 to 30 percent per invoice and working with local pharmacies to purchase generic prescriptions when available. The Detention Facility also succeeded in revamping the inmate release procedure by having the shift supervisor fill out a checklist when an inmate is released. This will avoid the need to re-arrest a recently released inmate on pre-existing charges.

After a successful re-bid process, the cost per meal decreased from \$1.58 to \$1.37. Additionally, staff and inmate satisfaction with the food service improved.

Fiscal Year 2011/12 (35 outcomes, 30 achieved, 86 percent success rate)

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 complaint 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 days 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

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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 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.

Tax Administration

Fiscal Year 2010/11 (14 outcomes, 11 achieved, 79 percent success rate)

To provide citizens with prompt notification of their taxes owed, the department mailed real and personal property tax bills on July 16, 2010, significantly earlier than its September 1st target date. The department also mailed motor vehicle bills an average of 25 days prior to the first day of the month the bill was due, surpassing its target of 15 days. The department consistently places a focus on customer service, and responded to all taxpayer inquiries within 24 hours, with most being responded to immediately.

The department did not achieve its outcome of processing 85 percent of all deed transfers within 10 business days, taking an average of 10.71 business days to process these transfers. While this goal was not achieved, the department included this as an outcome for Fiscal Year 2011/12 and believes that planned tax software upgrades will expedite this process significantly.

Tax Collection did not achieve its goal of improving the County's year-end collection rate by five positions as compared to all counties in North Carolina, slipping to 42nd in the State from 38th in Fiscal Year 2008/09. This decline to 97.27 percent represents a .07 percent drop in collection rate from the prior year, and remains higher than the statewide collection average of 97.17 percent. The division attributes the continued decline in tax collections to the County's sustained high unemployment and resulting inability of many citizens to pay their property taxes.

While the overall collection rate did decline, the department took several steps to prevent further erosion. Delinquent collection measures resulted in 1,011 payment arrangements, 1,702 wage garnishments/bank rent attachments initiated, and 28 tax foreclosures or arrangements yielding \$147,945. The department has also collected 67.76 percent of the 2010 outstanding tax bills under \$250 which translates to \$602,852 in revenue. This exceeded the goal of 25 percent collection of these accounts.

Tax Collection did not achieve its outcome of collecting 50 percent of the prior 10 years delinquent taxes during the fiscal year, only collecting 37.53 percent. The Tax Office notes that 12 percent of the current delinquent taxes are bankruptcies, and can therefore not be collected. This, combined with a continued high unemployment rate, makes this goal difficult to attain.

Reappraisal was successful in completing all final activities from the 2011 Countywide revaluation, which included completing a final residential, commercial, and industrial review, finalizing a schedule of values, mailing new valuation notices, and conducting Board of Equalization and Review hearings. Additionally, the division was active in publicizing the remaining portions of the 2011 revaluation of property.

Fiscal Year 2011/12 (13 outcomes, 10 achieved, 77 percent success rate)

Tax Department outcome successes include providing quality customer service by responding immediately or within 24 hours, if research was required, to taxpayer inquiries.

Tax Collection did not achieve its goal of improving its collection rate ranking by two positions among North Carolina counties with a population greater than 100,000. The Fiscal Year 2010/11 collection rate of 97.25 percent ranked 21st among the 27 counties with populations over 100,000, down from 19 the year before. However, the County's rate was higher than the statewide average collection rate of 97.19 percent. The County's collection rate declined by only .02 percent whereas the year before the collection rate declined by .07 percent. In Fiscal Year 2011/12 delinquent collectors collected 69.06 percent (\$733,129.28) of delinquent accounts under \$250, exceeding the goal of 25 percent collection. For Fiscal Year 2012/13, this outcome was

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increased to collect a minimum of 65 percent of delinquent accounts under \$250. Unfortunately, Tax was unable to meet its outcome of increasing the amount of prior 10 years delinquent taxes collected by five percent from the previous fiscal year. During Fiscal Year 2011/12, 34.30 percent of total delinquents due were collected compared to 37.53 percent in Fiscal Year 2010/11.

Tax Assessor did not achieve its outcome of providing the most current ownership information of real property by processing 85 percent of deed transfers within 10 business days of receipt from the Register of Deeds. At mid-year of Fiscal Year 2011/12 the Tax Office was on target to achieve this goal, processing deed transfers within an average of 9.1 business days. Since that time, a new software system was installed and staff was unable to key deeds for 4 months, which greatly increased the overall average processing time. This issue has been resolved and moving forward the department expects to be able to meet this goal. Tax continued to educate, assist, and enroll the public into property tax relief programs, by enrolling 284 County citizens.

Reappraisal maintained an accurate sales history file of all valid market transactions within the County for the 2015 countywide revaluation.

Fiscal Year 2012/13 (14 outcomes, 11 achieved, 79 percent success rate)

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 2010/11 (9 outcomes, 9 achieved, 100 percent success rate)

The Information Technology Center (ITC) was effective at maximizing the County's Sharepoint system, with 383 new sites added since July 2010. The department also implemented a new disk-to-disk backup system, which reduced backup time from 24 hours a day to 10 hours per day. Because of this new system, file restoration has been improved from 45 minutes to approximately one minute. The department additionally provided 85 training sessions for employees on various technologies such as Word, Excel, Outlook, and PeopleSoft. The County's firewall was also successful, blocking 5.6 million threats with only 119 computers being infected. This translates to less than 0.002 percent of potential threats getting through security well above the department's 99 percent target for blocking security risks at the perimeter of the County's network.

ITC was successful in providing information and opportunities to citizens, specifically in the area of online services. The department exceeded its goal of increasing online payments by 5 percent, having an increase of 16 percent or 2,069. Additionally, web services and online transactions maintained an uptime of 100 percent. The department has maintained a stellar internal service rating as well, with County department heads giving the division a 100 percent satisfaction rating on an annual customer satisfaction survey.

GIS achieved all three of its outcomes in Fiscal Year 2010/11. Specifically, it has maintained 100 percent uptime for the GIS website, with the exception of regularly scheduled re-boots each week which take approximately 10 minutes. All applications for GIS remain stable as well, with Energov being the only application which has experienced any downtime. Despite difficulties, this application has only experienced downtime of approximately 1 percent, exceeding the outcome of maintaining 2 percent or less downtime.

GIS maintains high customer service both internally and with citizens, responding to over 95 percent of all mapping and data requests from the public within 24 hours, as well as receiving a 100 percent satisfaction rate from County departments that are supported by GIS.

The E-911 Communication Center exceeded its goals both in answer time and dispatch time, answering 98.2 percent of calls within 10 seconds and dispatching all priority one calls in an average of 48 seconds. This beats the outcome goals of 98 percent and 90 seconds respectively. To ensure public safety agencies within the County are able to communicate via radio, the Communications Center assisted in the implementation of the new 800 MHZ Viper Radio system. Further, the division partnered with local public safety agencies to complete the Assistance to Firefighter grant to purchase additional 800 MHZ radios for volunteer fire departments, rescue squads, and EMS personnel, and an additional 71 radios were received for the Sheriff's Office partially funded by a Governor's Crime Commission grant.

Fiscal Year 2011/12 (9 outcomes, 9 achieved, 100 percent success rate)

Technology maximized the use of new core technologies by upgrading the Storage Area Network (SAN) to the latest infrastructure to increase capacity, recovery, and speed; upgrading the telephone system providing virtual technology capabilities for disaster recovery between Public Health and the Government Center; providing various classes and individual training sessions; and blocking 3.9 million potential viruses and cleaning 63 computers infected with viruses to achieve the goal of blocking 99 percent of security risks.

Technology worked with several departments to increase efficiency by providing and supporting applications specific to their needs. Technology and Tax implemented a new Structured Query Language (SQL) version of the Tax Billing and Collection software that offers many cost and time saving benefits. Technology's upgrade of the Human Resources software system ensures that the County will stay compliant with all Federal and State law

changes.

Technology achieved its outcome of providing timely, accurate information and services to citizens, employees, and stakeholders by updating web sites, Facebook, Twitter, YouTube several times a week. The department also ensured that web services and online transactions maintained an uptime of 99.9 percent. Last fiscal year, the County experienced only two hours downtime out of 4,380 total hours.

GIS achieved its goal of providing information to citizens, employees, and stakeholders via the GIS website with one percent or less of downtime. With the exception of two regularly scheduled re-boots each week, the GIS website is rarely unavailable. GIS responded to over 95 percent of all mapping and data requests from the public within 24 hours. The office also earned high marks on its intra-governmental customer service receiving either a “satisfied” or “very satisfied” rating on 100 percent of customer service surveys from other Catawba County departments. Additionally, GIS achieved its goal of partnering with other GIS agencies to ensure continuity of data and to decrease the duplication of work among jurisdictions. This is an ongoing project, which will result in high quality data and better consumer experience.

The E-911 Communications Center exceeded its outcomes. 99 percent of all calls were answered within 10 seconds, better than the goal of 98 percent. The Center had an average emergency dispatch time of 48 seconds, much better than its goal of 75 seconds. Additionally, the goal of maintaining a ratio of sustainable complaints to call volume of less than 1:1,000 was exceeded by having no written complaints during the year. The E-911 Communications Center also collaborated with the State Highway Patrol, the Piedmont Area Communications Council, and local public safety agencies to develop a comprehensive communications network.

Fiscal Year 2012/13 (12 outcomes, 11 achieved, 92 percent success rate)

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 2010/11 (29 outcomes, 28 achieved, 97 percent success rate)

Utilities and Engineering met all goals surrounding customer service, with 100 percent of customer complaints being resolved within 24 hours. Additionally, Utilities and Engineering staff received 100 percent positive feedback from its customer survey, sent to a computer generated list of customers each month.

A major goal of Building Services is quality control, and as such it performed 279 quality control inspections in Fiscal Year 2010/11. Of these inspections, 98.92 percent were approved, which exceeds the goal of a 95 percent approval rating. Building Services also provided timely service, with 96.37 percent of its 22,358 inspections being performed by either the next day or on the contractor's requested date. Building Services Officials averaged 12.87 inspections per day (higher than the NC Department of Insurance's recommended building inspector productivity), which is largely possible due to the County's investment in mobile technology.

Plan Review exceeded its outcome surrounding fast customer service, with 99.86 percent of the 700 plans reviewed within 10 days. (The average time for this review was 4.03 days.) This exceeded its goal by 2.86 percent.

Erosion Control and Local Code Compliance significantly exceeded its target of reviewing 100 percent of all sedimentation and erosion control plans within 10 working days, by reviewing all plans within seven working days (the average being three days). It was unsuccessful, however, at training Code Compliance Technicians to perform residential building level 1 footing inspections due to a self-imposed spending freeze during the fiscal year. Technicians did receive GPS training to assist in this outcome. However, footing inspection training and actual class time for certification were not planned until Fiscal Year 2011/12.

The Solid Waste division of Utilities and Engineering achieved all of its outcomes for Fiscal Year 2010/11. The methane to energy generator sets at the Blackburn Landfill experienced 95 percent uptime this year, significantly surpassing its goal of 87 percent uptime. This uptime allowed the electrical production to increase by 5.33 megawatts, thereby adding \$193,988 in additional revenue to the Solid Waste Fund. The division also offered two household waste events during the year to promote safe, environmentally friendly waste disposal. These events, held in November and May, had over 1,500 vehicles representing approximately 2,500 households combined. The division also provided 47 tours of the EcoComplex, 65 presentations about waste disposal and the EcoComplex, as well as conducted the "Queen of Green" play for 2,700 students and teachers.

To provide for the continued economic development assistance and environmental protection that water and sewer projects provide, the Water and Sewer division of Utilities and Engineering continued progress on several important projects. The Bunker Hill, Riverbend, and Oxford Schools wastewater project continued, with the property for a pump station and 38 of the 40 necessary easements being acquired. Progress also continues on the Southeastern Catawba County (SECC) Wastewater project, with the Northern portion of the project completed in Fiscal Year 2010/11 and the easement/acquisition process of the Highway 150 portion beginning.

Fiscal Year 2011/12 (19 outcomes, 16 achieved, 84 percent success rate)

In Fiscal Year 2011/12, Utilities & Engineering managed and developed 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. Utilities & Engineering received a 100 percent customer satisfaction rating, exceeding its 95 percent satisfaction goal and did not receive any complaints during the year. However, it should be noted that out of 180 surveys submitted to a randomly selected sample, only 23 surveys were returned, which is a 12.7 percent response rate. Efforts are being made in Fiscal Year 2012/13 to improve the response rate.

The department's education outcome, to increase citizen awareness of the department's functions and County Government as a whole, was met. In Fiscal Year 2011/12, Utilities & Engineering conducted 153 tours, gave 87 presentations, and presented 15 displays to the general public, elected officials, college/university groups, students and teachers, civic organizations, local businesses, potential EcoComplex partners, and other local governments surrounding Catawba County, reaching 15,581 people.

Building Services also continued to provide high quality customer service. Based on survey responses 100 percent of customers were "very satisfied" or "satisfied" with the Building Services officials' service. Building Services did not receive any customer service complaints. Building Services exceeded its objective of performing 80 percent of requested inspections by the next day, completing 91.08 percent (16,318 of 17,917 inspection requests) of inspections on the day of request. Staff received training and education while reducing training costs by attending 78.26 percent (36 of 46) of trainings locally, better than the department's goal of 60 percent.

The Permit Center sought to ensure that citizens received quality customer service by achieving an average of 95 percent or above on customer survey reports. 100 percent of survey respondents were "very satisfied" with the Permit Center's customer service.

Plan Review achieved all four of its goals. Staff reviewed 740 plans in Fiscal Year 2011/12, up from 700 in Fiscal Year 2010/11. 97.57 percent of the plans were reviewed within 10 working days of submission, besting the 95 percent goal. Plan Review sought to ensure that citizens received quality customer service by achieving an average of 95 percent or above on customer survey reports. 100 percent of survey respondents were "very satisfied" with Plan Review's customer service. Additionally, there were no customer service related complaints. Plan Review staff were also relocated from Hickory to the Catawba County Government Center in Newton, providing Catawba County citizens central access to this function.

Local Code Compliance exceeded its goal of reviewing 100 percent of all sedimentation and erosion control plans within 10 working days, by reviewing all plans within five working days. No customer complaints via customer surveys were received and only two complaints were received through other channels. Staff responded to these complaints within 24 hours. In order to provide public and employee education regarding Soil Sedimentation, staff presented information at a design workshop with 115 attendees.

Fiscal Year 2012/13 (23 outcomes, 20 achieved, 87 percent success rate)

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



PERFORMANCE MEASUREMENT REPORT

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 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.

Catawba County Fiscal Year 2014/15 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.

FUND STRUCTURE



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.

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.

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.

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 all 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.

FUND STRUCTURE



Department/Fund Relationships

Catawba County Funds		Funds																					
Department/Function	General	Self Insurance	Reappraisal	Register of Deeds	Emergency Telephone	Community Alert System	Narcotics Seized	Rescue Squads	Library Endowment	Gretchen Peed	Parks-Historic	Community Development	Fire Districts	General Capital	Schools' Capital	Schools' Construction	School Bond Fund	Water & Sewer Capital	Hospital Construction	Solid Waste Management	Water & Sewer		
Board of Commissioners	X																						
County Manager	X																						
Board of Electors	X																						
Finance	X																						
Tax	X		X																				
Register of Deeds	X			X																			
Human Resources	X	X																					
Other Government	X																						
Debt	X																					X	
E-911 Communications Center	X				X																		
Emergency Services	X							X					X										
Sheriff & Jail	X																						
Other Public Safety	X						X																
Public Safety Debt & Capital	X													X									
Economic Development	X																						
Facilities	X																						
Planning Parks & Development	X										X	X											
Technology	X																						
Utilities & Engineering	X																						
Cooperative Extension	X																						
Soil & Water Conservation	X																						
Forestry	X																						
Social Services	X																						
Public Health	X									X													
Partners Behavioral Health Mgmt	X																						
Other Human Services	X																						
Education	X																						
County Libraries	X																						
Other Cultural	X																						

Legend
 ● General Funds
 ● Special Revenue Funds
 ● Capital Projects
 ● Enterprise Funds

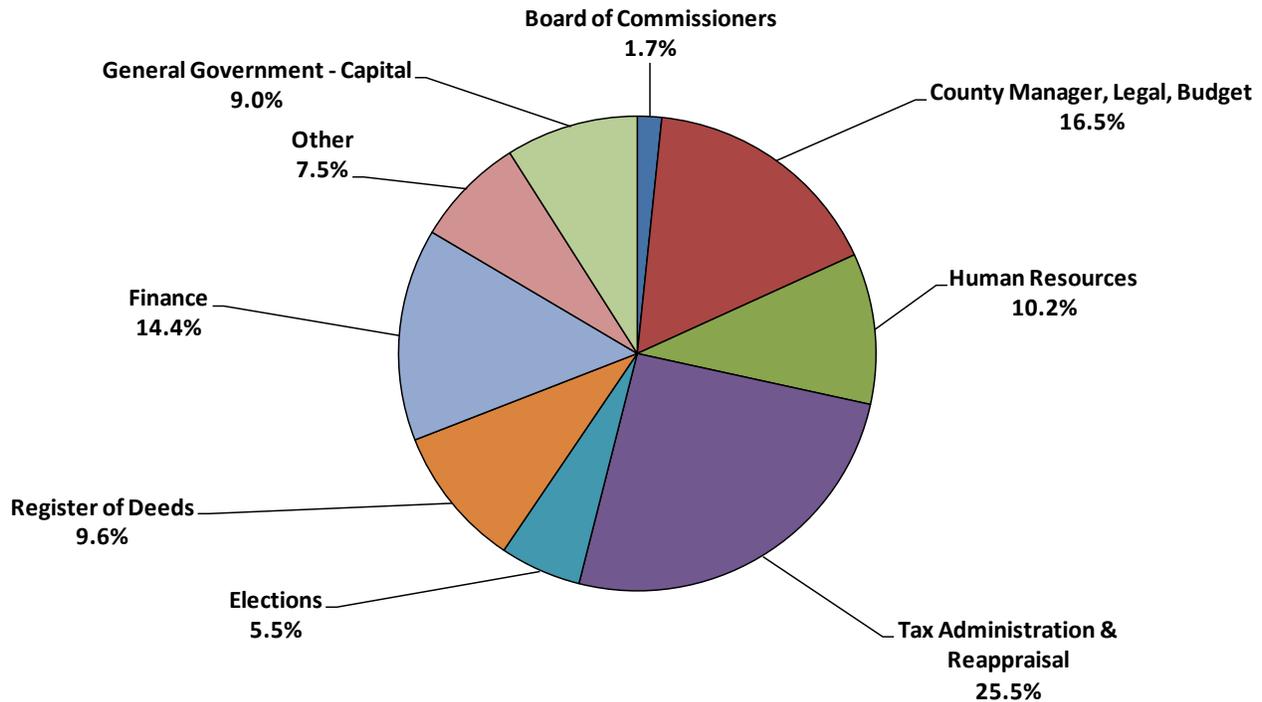


GENERAL GOVERNMENT

The General Government function 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. The General Government function of the budget is \$8,897,384 or 4.3 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 \$7,532,405.

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 December 02, 2013

1. In partnership with the private sector, support a coordinated effort to create jobs and property tax base by investing in infrastructure, the development of the County's quality of place and educational opportunities. Specific strategies include:
 - a. Facilitate spec building space in order to enhance the EDC's recruitment efforts for jobs and increased tax base.
 - b. Continuously monitor County regulations to ensure they support orderly growth and business development.
 - c. Partner with the private sector and municipalities to focus on a framework to increase small and/or entrepreneurial businesses.
 - d. Partner with the private and public sectors to implement Innovate Catawba.
2. Increase citizens' awareness of County programs and services and promote healthy activities throughout the County by strengthening communications and outreach to citizens.
3. To ensure transportation connectivity of Catawba County to the rest of the region, continue to advocate for completion of the widening of Highway 16.
4. Support the three school systems and Catawba Valley Community College as they work to increase the educational attainment level in Catawba County.

Board of Commissioners

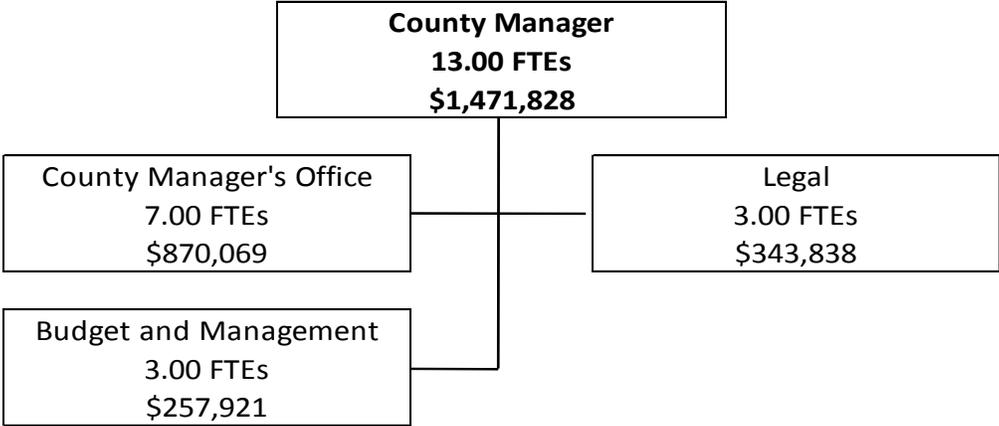
Organization: 110050

	2012/13 Actual	2013/14 Current	2014/15 Requested	2014/15 Approved	Percent Change
Revenues					
General Fund	\$122,236	\$158,230	\$146,930	\$146,930	-7%
Total	\$122,236	\$158,230	\$146,930	\$146,930	-7%
Expenses					
Personal Services	\$10,930	\$11,180	\$11,180	\$11,180	0%
Supplies & Operations	111,306	147,050	135,750	135,750	-8%
Total	\$122,236	\$158,230	\$146,930	\$146,930	-7%

Budget Highlights

The budget for the Board of Commissioners decreased by \$11,300 or 7 percent. This reduction comes from eliminating funding for a contract legislative lobbyist due to absorbing the function in-house, and small decreases in areas such as office supplies and postage.

Catawba County Government



County Manager

Reinventing Department

Organizations: 120050 - 120150

	2012/13 Actual	2013/14 Current	2014/15 Requested	2014/15 Approved	Percent Change
Revenues					
Cable TV Reimbursement	\$28,000	\$28,000	\$28,000	\$28,000	0%
Miscellaneous	9,563	500	0	0	0%
Indirect Cost	123,891	86,160	88,368	92,691	8%
General Fund	1,320,247	1,316,713	1,349,614	1,351,137	3%
Total	\$1,481,701	\$1,431,373	\$1,465,982	\$1,471,828	3%
Expenses					
Personal Services	\$1,365,861	\$1,340,110	\$1,364,051	\$1,369,897	2%
Supplies & Operations	115,840	91,263	101,931	101,931	12%
Capital	0	0	0	0	0%
Total	\$1,481,701	\$1,431,373	\$1,465,982	\$1,471,828	3%
Expenses by Division					
County Manager	\$930,213	\$865,641	\$866,058	\$870,069	1%
Legal	318,437	316,771	343,159	343,838	9%
Budget & Management	233,051	248,961	256,765	257,921	4%
Total	\$1,481,701	\$1,431,373	\$1,465,982	\$1,471,828	3%
Employees					
Permanent	13.50	13.00	13.00	13.00	0%
Hourly	0.00	0.00	0.00	0.00	0%
Total	13.50	13.00	13.00	13.00	0%

Fiscal Year 2012/13 Outcome Achievements

Total Outcomes	Achieved	Not Achieved	Success Rate
16	16	0	100%

Budget Highlights

The recommended County Manager budget is a \$40,455 (3 percent) increase from the prior year. The County Manager's Office is one of the County's four Reinventing Departments. Therefore, the focus when budgeting is on outcomes, discussed below.

Performance Measurement

Fiscal Year 2014/15

Outcomes for Fiscal Year 2014/15 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 to 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/or 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 2014/15 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 2013/14

At mid-year, the County Manager's Office was on track to achieve all but one of its outcomes. The department's achievements involve promoting economic development, providing prudent fiscal management during challenging economic times, and communicating effectively with the public. Examples of successes include:

- Assisting the Board of Commissioners in awarding a bid for the construction of the Justice/Public Safety Center Expansion Project. This expansion will provide much needed space for the County's 911 Communications Center and Emergency Operations Center as well as additional courtrooms, Clerk of Court space, and offices for Emergency Services, the District Attorney, and Community Corrections.
- Working with the Planning Department and Board of Commissioners to amend the Unified Development Ordinance to define solar farms, provide specific standards for their development, mitigate their impact to surrounding properties and viewsheds, and protect the community's aesthetics while appropriately preserving individual property owners' rights to use their properties in a manner they deem fit.
- Entering into an inter-local agreement with the City of Claremont for a water line extension to the Bunker Hill Covered Bridge. This will provide fire suppression for this community landmark.
- Keeping citizens informed of important County government initiatives and action by sending out 157 releases to the media and directly to the public on areas such as the severe flooding in July 2013, groundbreaking of the new Sherrills Ford Library, an update of the hazard mitigation plans for Catawba County and its municipalities to help local government be better prepared for future natural disasters, the impact of the shutdown of the federal government on Public Health and Social Services, and plans to begin a Foothills Farm School for new and transitioning farmers in the spring of 2014.

Legal

Legal was on track with all but one of its outcomes. Attorneys reviewed 202 contracts in the first half of the year, with 100 percent reviewed within 5 working days. Additionally, 100 percent of Legal's clients rated their experience as either satisfied or very satisfied in an annual client satisfaction survey. 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. The only outcome not on target related to achieving a 50 percent collection rate for accounts turned over for Legal pursuit of collection. At mid-year, a 33.74 percent collection rate had been achieved, driven by several accounts with large balances entering into payment arrangements rather than being fully collected.

Budget

Budget was on track to achieve all of its outcomes. The division received a 100 percent satisfaction rating on the County Manager's post-budget survey, which focuses on responsiveness and quality of analysis completed by the Budget staff. The revenue and expense forecast was completed in October, and the County's Performance Dashboard was updated with year-end Fiscal Year 2012/13 information.

Fiscal Year 2012/13

County Manager's Office

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

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.

Budget

The Budget 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 Office has earned the award. The Budget Office also successfully prepared a balance budget for Fiscal Year 2013/14 for adoption by June 30th, 2013.

The Budget 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 Office experience. The Budget 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 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 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.

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 to serve 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 2014/15 goals.
2. To increase citizens' awareness of County programs and services and promote healthy activities throughout the County, the County Manager's Office will work with targeted departments to create at least three specialized outreach campaigns.
3. Respond professionally and effectively to requests from Catawba County citizens for assistance or information related to the functions of county government.
4. Provide timely information to the Board of Commissioners for planning and decision making by doing the following:
 - 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.
5. Prepare and administer a balanced budget for Fiscal Year 2016.
6. 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.
7. 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 their satisfaction with the performance of him 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

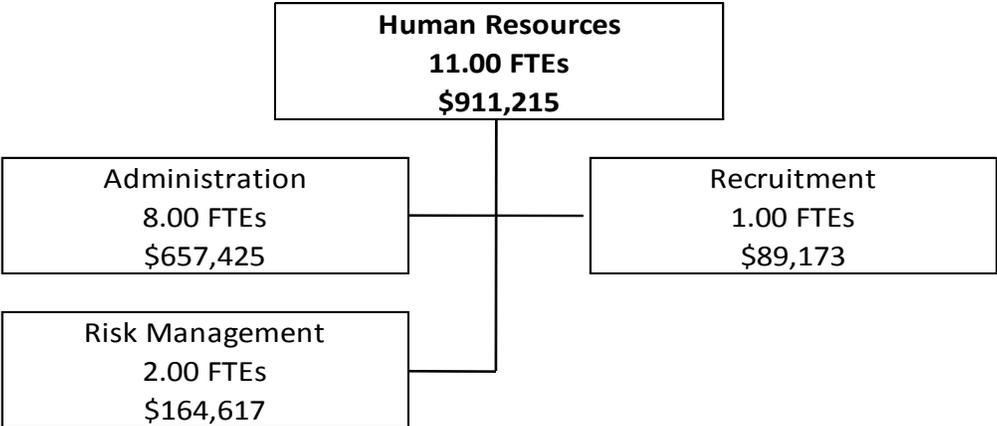
Statement of Purpose

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, 2015, which:
 - a. Receives a satisfaction rating of at least 95 percent on the Manager's budget survey to be completed in July 2015 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 2015, 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 2014 Government Finance Officers Association (GFOA) Distinguished Budget Award.
2. Prepare a Revenue, Expense, and Fund Balance Forecast in October 2014 that is based on the Fiscal Year 2014/15 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 2014/15 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 2013/14 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

	2012/13 Actual	2013/14 Current	2014/15 Requested	2014/15 Approved	Percent Change
Revenues					
Indirect Cost	\$108,180	\$112,387	\$114,996	\$117,170	4%
Local	7,250	0	0	0	0%
Mental Health Contracts	0	0	0	0	0%
General Fund	701,333	766,152	793,231	794,045	4%
Total	\$816,763	\$878,539	\$908,227	\$911,215	4%
Expenses					
Personal Services	\$717,668	\$741,625	\$769,898	\$772,886	4%
Supplies & Operations	99,095	136,914	138,329	138,329	1%
Capital	0	0	0	0	0%
Total	\$816,763	\$878,539	\$908,227	\$911,215	4%
Expenses by Division					
Administration	\$589,525	\$627,310	\$655,004	\$657,425	5%
Recruitment	77,279	91,924	88,858	89,173	-3%
Risk Management	149,959	159,305	164,365	164,617	3%
Total	\$816,763	\$878,539	\$908,227	\$911,215	4%
Employees					
Permanent	11.00	11.00	11.00	11.00	0%
Hourly	0.25	0.25	0.25	0.25	0%
Total	11.25	11.25	11.25	11.25	0%

Fiscal Year 2012/13 Outcome Achievements

Total Outcomes	Achieved	Not Achieved	Success Rate
18	18	0	100.0%

Budget Highlights

As a Reinventing Department, Human Resources' budget emphasizes strong outcomes. In Fiscal Year 2014/15 the department's outcomes will set aggressive targets in goal areas such as improving employee health, reducing work-related injuries, and developing leadership capacity among the workforce.

Performance Measurement

Fiscal Year 2014/15

In Fiscal Year 2014/15, Human Resources (HR) will continue to focus on providing quality and comprehensive benefits to County employees, recruiting a qualified and diverse workforce, and promoting County employee wellness. Human Resources will continue to educate employees (new and

existing) on the County's benefits package, to include medical, dental, and retirement benefits. To enhance organizational development, the department will coordinate supervisory training by either providing a year-long training course or offering quarterly supervisory refresher courses. The department, to continuously improve the recruitment process, will implement at least one new applicant screening tool to assist County departments in selecting qualified applicants. HR will continue to promote a culture of wellness by collaborating with Department heads to create and assist in implementing department specific wellness program(s). Human Resources and Emergency Medical Services (EMS) will partner together for a multi-year outcome that will reduce the number, cost, and severity of EMS work related musculoskeletal claims.

Fiscal Year 2013/14

At mid-year HR was on target to achieve or had already achieved 100 percent (19 of 19) of its Fiscal Year 2013/14 outcomes. During the first half of the year HR educated 100 percent of the County's new employees (48) on County benefits and how to use those benefits in 8 orientation sessions. Human Resources' education efforts do not end at orientation. During the current year the department held three presentations on the North Carolina Retirement System, Catawba County retiree health insurance options, and supplemental retirement programs (e.g. 401K Plan).

In the first six months of the year, Human Resources met with various department heads to review department statistics and share recruitment and retention strategies. HR will also assist with the implementation of department-specific strategies that promote diversity. Human Resources help Social Services implement a new tracking system that provides minority data to allow detailed discussions with supervisors on improving minority hiring.

Human Resources continued to aggressively pursue the development and implementation of wellness programs, initiatives, and incentives. The programs offered during the current year were: Weight Watchers at Work, on-site exercise classes (Zumba, Yoga, and Aerobics), nutrition counseling, walking groups, 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 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.

Personnel

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 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.

Recruitment

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

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.

Self Insurance and Wellness

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.

HUMAN RESOURCES
Fiscal Year 2014/15

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 4.2 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 90 percent of participants indicating they "strongly agree" or "agree" they have an increased knowledge of retirement benefits and options.

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

4. In order 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.
5. To broaden knowledge of different cultural groups and enhance diversity awareness in the workplace, Human Resources will offer one education awareness program for County employees during Fiscal Year 2014/15. Success will be measured by at least 80 percent of

participants indicating they “strongly agree” or “agree” they have an increased knowledge of different cultural groups and diversity awareness.

6. To promote supervisory and organizational development, Human Resources will coordinate a year-long supervisory training program for new supervisors or a series of quarterly supervisory refresher courses for experienced supervisors.
7. To ensure the County has equipped employees for future leadership roles, the County will implement a year-long Leadership Academy for a group of emerging County leaders by: a) identifying employees who have leadership potential and interest; and b) developing their skills by expanding their understanding of leadership challenges and management responsibilities. The program will include participation in professional development activities, team-building, book studies, a team project assignment, and successful completion of County-sponsored academic modules.

Pay and Classification

Statement of Purpose

Maintain accurate classifications of County workforce and a competitive pay plan in relation to other comparative public entities to promote recruitment and retention of County employees.

Outcomes

8. Provide County departments with flexibility to meet changes in available funding, demand for services, and State and Federal mandates by processing 90 percent of position reclassification requests and resulting pay inequities within five working days after receipt of all relevant information from the department.
9. 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.

Recruitment

Statement of Purpose

Recruit a qualified and more diverse workforce by implementing strategies that promote Catawba County as a progressive and competitive employer.

Outcomes

10. 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 current recruitment and retention goals and ideas. Specifically,

Human Resources will assist in implementing at least one specific departmental strategy to address these goals by January 1st, 2015.

11. To ensure a quality recruitment and on-boarding process that facilitates the efficient and effective hiring of County employees, Human Resources will send out a quarterly survey to new employees to gather feedback and develop at least one new recruitment or on-boarding idea by January 1st, 2015.
12. To enhance the recruitment process, Human Resources will develop and implement supplemental application questions to assist departments in selecting the most qualified and diverse applicants for interviews. Success will be measured by having supplemental questions included in 80 percent of all positions that are posted.

Risk Management

Statement of Purpose

Promote safety, health, and security of County employees through education, training, and prevention of injuries and accidents.

Outcomes

13. 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.

In addition, quarterly analysis will be conducted 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.

14. Limit OSHA recordable injuries to 5 per 100 FTEs, the North Carolina Department of Labor public sector industry standard. This will be accomplished by:
 - a. Concentrating on evaluating the types of accidents in the high-risk departments to determine ways to improve work procedures.
 - b. Meeting with the Safety Committee bi-monthly to address training needs, fire, tornado and lock down drills, security issues, and building safety inspections.
 - c. Meeting with the Accident Review Committee quarterly to review work safety policies, workers compensation and property and liability claims, and high risk drivers.
 - d. 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.

- e. Providing at least four training programs to address safety, health, and security awareness of our County.
 - f. 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.
15. 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.
- a. Data related to reportable and non-reportable OSHA musculoskeletal injuries over a three year period will be gathered and analyzed to determine the current rate of injury per FTE, the total cost of the injury per FTE, the time out of work as a result of the injury per FTE, and the root cause of each injury.
 - b. Training and education programs will be developed to address the type, cause and level of medical intervention required for such incidents. Additionally, equipment designed to reduce musculoskeletal injuries will be identified for purchase.
 - c. Implement targeted training and education programs and purchase identified equipment.

Self Insurance

16. To sustain the viability of the Self Insurance Fund as a whole, 100 percent of Health and Dental projected claims expenses will be budgeted through employee and departmental contributions.
17. 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.

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

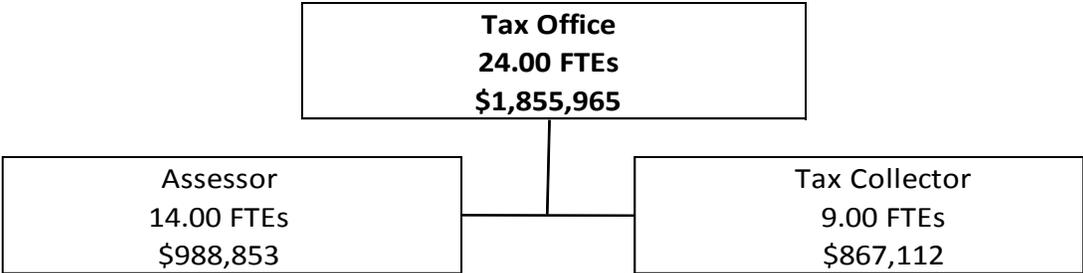
18. To improve the overall health of employees in high risk groups, Human Resources will develop specific wellness programs, initiatives, and incentives that address the biometric health risk indicators as identified in the annual biometric aggregate data. Specifically, HR will offer at least four programs to help employees in the high risk groups address these health priorities during the Fiscal Year 2014/15. Success will be measured by monitoring how many of these employees are participating in these specific programs.

19. 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.

20. To further advance a health conscious culture of the Catawba County workforce, the Employee Health Clinic (EHC) will offer additional services to increase its usage by at least 5 percent during Fiscal Year 2014/15.



Catawba County Government



Tax Department

Organizations: 130050 - 130100

	2012/13 Actual	2013/14 Current	2014/15 Requested	2014/15 Approved	Percent Change
Revenues					
Property Tax	\$83,500,534	\$85,117,917	\$84,658,828	\$84,610,982	-1%
Privilege License Tax	\$22,948	\$22,500	\$22,500	\$22,500	0%
Contribution to General Fund	(83,500,534)	(85,117,917)	(84,658,828)	(84,610,982)	-1%
Charges & Fees	275,802	298,690	226,290	226,290	-24%
General Fund	1,272,773	1,529,111	1,635,357	1,607,175	5%
Total	\$1,571,523	\$1,850,301	\$1,884,147	\$1,855,965	0%
Expenses					
Personal Services	\$1,229,934	\$1,241,249	\$1,275,918	\$1,228,636	-1%
Supplies & Operations	334,641	594,052	593,229	612,329	3%
Tax Refunds	376	15,000	15,000	15,000	0%
Capital	6,572	0	0	0	0%
Total	\$1,571,523	\$1,850,301	\$1,884,147	\$1,855,965	0%
Expenses by Division					
Assessor	\$1,014,977	\$1,015,473	\$1,002,398	\$988,853	-3%
Collections	556,546	834,828	881,749	867,112	4%
Total	\$1,571,523	\$1,850,301	\$1,884,147	\$1,855,965	0%
Employees					
Permanent	25.00	24.00	23.80	23.00	-4%
Hourly	0.00	0.00	0.00	0.00	0%
Total	25.00	24.00	23.80	23.00	-4%

Budget Highlights

The total recommended budget for Tax Assessor and Tax Collector is \$1,855,965 or a .31 percent increase (\$5,664) from the current year. This is attributed to the retirement of a long-time employee, the expiration of a sun-setting position, and the reduction in the Auditing Services account.

Performance Measurement

Fiscal Year 2014/15

The Tax Department's outcomes for Fiscal Year 2014/15 focus on improving the County's tax collection rate, providing quality customer service, preparing for the 2015 Countywide Revaluation, and educating the public. The Tax Assessor Office will provide citizens prompt notification of taxes owed and continue to administer the present-use value assessment. The office will continue to work with the IT Department to improve business processes.

The Collection Office will continue to pursue delinquent taxes by attempting to increase the collection percentage of delinquent taxes from the last ten fiscal years' by five percentage points. The Department's multi-year outcome also pertains to the Collection Office. The multi-year outcome is a by-

product of the LEAN Management workshop. The workshop was held to develop strategies that would increase the Tax Department's collection percentage.

Reappraisal's outcomes emphasize preparation for the 2015 Countywide Revaluation. In the upcoming year Reappraisal will complete final residential and commercial/industrial reviews, hold a public hearing on the Schedule of Values, and mail new valuation notices to property owners.

Fiscal Year 2013/14

At mid-year the Tax Department was on target to achieve or had already achieved 12 of 13 outcomes. The one outcome that the department is not on target to achieve focused on customer service. The Tax Collector division sought to provide quality customer service by responding to all taxpayer inquiries within 24 hours of receipt and resolving issues within five business days. Until December 4th, 2013, when staff mailed out 33,000 notices to delinquent accounts, the department was on target to achieve this goal. The mass mailing led to numerous phone calls from the public. Over 2,000 phone calls went to the department's voicemail. It took approximately four weeks to respond to the 2,000 voicemails.

The Tax Department ensured citizens that citizens received prompt notification of taxes owed by mailing the 2013 real and personal property tax bills on July 31st, 2013. This is an improvement from last year's late mailing on August 22nd. The early billing was a result of having all new construction listed, appraised, and keyed by June 14th, 2013, a full month earlier than the outcome target of July 15th. Another mid-year success has been Tax and Technology's collaborative efforts to improve business processes. Using Laserfiche (a document management and cataloguing system) Land Records has begun scanning deeds, maps, and property history files, significantly decreasing the time needed to search for various files.

In preparation for the 2015 Countywide Revaluation, the Reappraisal division remained on schedule. Reappraisal Staff completed all Commercial/Industrial land pricing by September 6th, 2013 (nearly two months early), worked with an outside vendor to develop market modeling co-efficients to determine the Residential Market Values by November 1st, and initiated the Final Review Phase by November 6th. These activities were completed in the midst of a replacing the department's 20 year old Land Records Computer Assisted Mass Appraisal (CAMA) system.

Fiscal Year 2012/13

Tax Assessor

The Tax Assessor Office continued to provide quality customer service by responding to all taxpayer inquiries 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.

Tax Collector

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

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.

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 by preparing and mailing 100 percent of real and personal property tax bills by August 1, 2014. 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 10 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, 2014, 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, 2015: elderly or disabled exclusion, circuit breaker property tax deferment, and disabled veteran exclusion.
6. Work with the Technology Department to make available increase public access to online applications/forms for data mailers, sales verification letters, address changes, elderly/disabled exemptions, present-use value, and privilege 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 privilege licenses, issue all mobile home moving permits, collect all County street assessments, and collect all fees related to garnishment, attachment, levy, judgment, and returned checks as provided by North Carolina law.

Outcomes

1. Increase the percentage of prior 10 years' delinquent taxes collected by five percentage points from the previous fiscal year (Fiscal Year 2012/13 32.24 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.
2. 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.
3. The Tax Department will implement collection strategies, developed in the LEAN management workshop, to increase the tax collection rate from the Fiscal Year 2012/13 collection rate of 96.94 percent to 97.94 over a three year period.

Fiscal Year 2014-2015:

- a. Offer payment arrangements to all taxpayers prior to taxes becoming due.
- b. Pursue foreclosure proceedings on owner-occupied residences.
- c. Use technology to automate wage garnishments.
- d. Develop a database of taxpayer payment information using scanned checks.
- e. Create a more competitive environment among delinquent collection staff.



Board of Elections

Organization: 140050

	2012/13 Actual	2013/14 Current	2014/15 Requested	2014/15 Approved	Percent Change
Revenues					
Federal	\$7,585	\$0	\$0	\$0	0%
Charges & Fees	40,495	122,500	2,600	2,600	-98%
General Fund	499,217	530,049	483,141	488,604	-8%
Total	\$547,297	\$652,549	\$485,741	\$491,204	-25%
Expenses					
Personal Services	\$372,389	\$390,149	\$342,441	\$331,904	-15%
Supplies & Operations	174,908	262,400	143,300	159,300	-39%
Capital	0	0	0	0	0%
Total	\$547,297	\$652,549	\$485,741	\$491,204	-25%
Employees					
Permanent	4.00	4.00	4.00	4.00	0%
Hourly	0.00	0.01	0.00	0.00	0%
Total	4.00	4.01	4.00	4.00	0%

Budget Highlights

The Board of Elections' budget decreased by 33 percent (or \$212,345) from the current year budget. This is attributed to personnel changes (the Board of Elections' Director retired February 28th and a long-time Election Specialist resigned February 7th), having only one election scheduled during the fiscal year, and not purchasing electronic poll books in Fiscal Year 2014/15. Board of Elections' budget includes \$51,000 for conducting the Second Primary election, scheduled July 15th, 2014.

Performance Measurement

Fiscal Year 2014/15

In Fiscal Year 2014/15, the Board of Elections (BOE) will focus on preparing for and successfully conducting the Federal, State, and County General Elections. Similar to previous years' outcomes, Elections will continue to ensure that all election laws passed by the General Assembly will be applied by their effective date and that preventative maintenance will be conducted on all election equipment. Board of Elections also has a multi-year outcome that will ensure that every registered voter will have his/her signature on file at the State Board of Elections.

Fiscal Year 2013/14

At mid-year the BOE was on target or had already achieved 100 percent of its Fiscal Year 2013/14 outcomes. The office completed the October Hickory Primary (12.53 percent turnout) and the November Municipal and School Elections (15.78 percent turnout) without incident. BOE was in compliance with all election laws. Recently, with the passage of House Bill 589 numerous changes to North Carolina election law occurred. Staff is in the process of implementing the changes for the May primary.

Fiscal Year 2012/13

The Board of 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.

BOARD OF ELECTIONS
Fiscal Year 2014/2015

Statement of Purpose

The goal of the Board of Elections Office is to serve the public in an efficient and courteous manner and to provide well-planned and managed elections with immediate results. The Board of Elections will conduct fair, honest, and impartial elections that encourage and provide easy access for all registered voters.

Outcomes

1. Prepare for and conduct the November 4, 2014 General Election as required by federal and state law.

2. Apply all election laws passed by the General Assembly by their effective date. House Bill 589- the Voter Identification and Verification Act (VIVA) was passed in the 2013 Session and will not be fully implemented until 2016. In fiscal year 2014/2015 the following changes will take place:
 - Elimination of Same Day Registration – Persons who are not registered to vote in a county can no longer register to vote in person during the one-stop early voting period. Qualified persons wanting to vote in an election must register to vote no later than 25 days before the date of the election.
 - Reduction of One-stop Voting days – One-stop voting is reduced to 10 days but maintains the same number of voting hours. One-stop now begins on the second Thursday prior to the date of an election instead of the third Thursday prior to the date of the election.
 - No Out of Precinct Voting – Voters who vote on Election Day must vote at the polling place for their correct precinct, based on their residential address as of 30 days prior to the date of the election. County boards of elections will not be able to count any provisional ballot for a voter that does not vote at their correctly assigned precinct on Election Day.
 - Absentee Voting – Requesting an absentee ballot must be done on the State Absentee Ballot Request Form. Hand-written requests will no longer be accepted. The voter or requestor must provide the voter’s date of birth and identification information that can be matched to the voter’s record in the list of registered voters. A voter must now vote his or her ballot in the presence of two witnesses. A voter may vote his or her ballot in the presence of one witness only, if the witness is a Notary Public.

3. In order to have a signature on file for each registered voter, the State Board of Elections has required all voter registration documents be scanned into the State Registration System (SEIMS). To date, Catawba County voter registration database has 102,000 registered voters. The office has 13,500 (approx. 13 percent) registered voters signatures left to capture.

2014/2015: Scan 4,000 signatures (approx. 30 percent of remaining signatures). When the project is completed, each voter’s signature will be clipped and available for comparison during each election if required.



Register of Deeds

Organization: 160050

	2012/13 Actual	2013/14 Current	2014/15 Requested	2014/15 Approved	Percent Change
Revenues					
Real Estate Excise	\$489,384	\$400,000	\$430,000	\$400,000	0%
Indirect Cost	0	0	0	1,102	0%
Charges & Fees	632,485	571,300	582,100	566,100	-1%
Miscellaneous	133,986	208,000	208,000	214,000	3%
General Fund	(632,569)	(490,853)	(501,459)	(476,655)	-3%
Total	\$623,286	\$688,447	\$718,641	\$704,547	2%
Expenses					
Personal Services	\$491,123	\$513,932	\$558,066	\$532,397	4%
Supplies & Operations	132,163	164,075	160,575	172,150	5%
Capital	0	10,440	0	0	0%
Total	\$623,286	\$688,447	\$718,641	\$704,547	2%
Employees					
Permanent	10.00	10.00	10.80	10.00	0%
Hourly	0.00	0.00	0.00	0.00	0%
Total	10.00	10.00	10.80	10.00	0%

Budget Highlights

The Register of Deeds' (ROD) recommended budget for Fiscal Year 2014/15 increased by \$704,547, (2 percent) from the current year. This is the result of increasing the funding for automation efforts. The largest revenues, Real Estate Excise Stamps and Recording of Legal Instruments, are projected to remain constant for Fiscal Year 2014/15, indicating real estate activity will remain constant.

Ten percent of the total revenues collected for marriage licenses, recording of legal instruments, Uniform Commercial Code filing fees, and miscellaneous revenues are recorded in the Register of Deeds Automation Enhancement and Preservation Fund. The remaining 90 percent stays in the General Fund. This was effective January 1st, 2002, when House Bill 1-73 was approved by the General Assembly.

Performance Measurement

Fiscal Year 2014/15

In Fiscal Year 2014/15, 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 birth, death, and marriage records 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 update its Disaster Recovery Plan and conduct quarterly drills not only to minimize loss but also to maximize the department's ability to retrieve all records during a disaster. The Register of Deeds multi-year outcome aims to complete the scanning and indexing of the County's earliest death and marriage records.

Fiscal Year 2013/14

At mid-year the Register of Deeds was on target to achieve two of its three Fiscal Year 2013/14 outcomes. The lone outcome not on target pertained to improving customer service, specifically, providing offline access for staff only to scanned imaged of the Military Discharge DD214 forms of Volumes 21 to current images. Due to lack of staffing this is not on target. All other ROD efforts made to improve customer service such as indexing and scanning uncertified copies of delayed birth records, death records, 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 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 real estate 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.

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 who is 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, issuing birth and death certificates, issuing notary public oaths/authentications, imaging recorded documents and maps, and indexing 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.

Outcomes

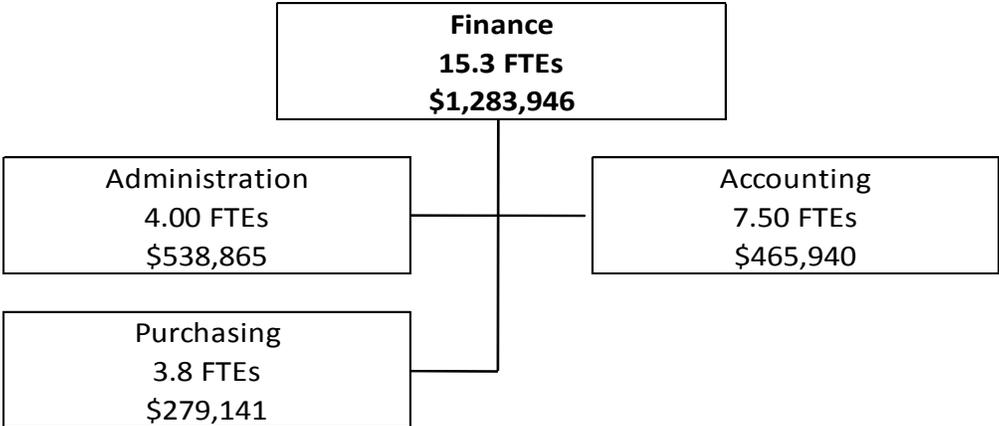
1. To provide timely, courteous, and accurate services to the public, the Register of Deeds will:
 - a. Record 100 percent of real estate documents the same day received.
 - b. Record 99 percent of completed vital records the same day received.
 - c. Respond to 99 percent of all vital records requests (marriage license, birth, and death certificates) received by mail and in person within the same day, given there are not problems with the request.
 - d. Return 100 percent of real estate documents within three days after indexing is complete.
 - e. Educate 100 percent of couples on North Carolina's marriage license requirements.
 - f. Ensure an indexing error rate of less than one percent for all recorded documents.

2. Improve customer service to the public by reducing the in office research time needed to obtain copies of records by implementing the following technologies by June 30, 2015:
 - a. Same day indexing and recording of 100 percent of received birth and death certificates, which consist of working with Catawba County Public Health and funeral homes.
 - b. Providing offline access for staff only to scanned images of the Military Discharge DD214 forms of Volumes 23 to current images. (Volumes 20 – 11 are already available.)
 - c. Fiscal Year 2014-15: Providing offline access for staff only to indexing of the Military Discharge DD214 forms. Books 23 & 24. (Data for Books 18 - 22 are already available.)
 - d. For individuals born in Catawba County whose notification of death is received, 85 percent of Birth certificates will be marked DECEASED. These records will also be scanned for the self-service in-house terminals.
 - e. Marriage licenses marked EXPIRED/NEVER RETURNED 85 percent of Marriage licenses issued and not returned after 60 days of issuance will be stamped EXPIRED/NEVER RETURNED. These records will also be scanned for the self-service in-house terminals.
 - f. Work with Information Technology to keep Website updated, user friendly, and available 24 hours per day, seven days per week.

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. Backing up 100 percent 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. Updating the Disaster Notebook's recovery plan and guaranteeing staff knows how to implement the plan.
 - c. Having quarterly drills for the staff to ensure awareness of the Disaster Recovery Plan and how to address any alterations needed to the plan.
 - d. Including the public in at least two of the four drills held throughout the year.



Catawba County Government



Finance

Organizations: 170050 - 170101

	2012/13 Actual	2013/14 Current	2014/15 Requested	2014/15 Approved	Percent Change
Revenues					
Investment Earnings	(\$100,283)	\$500,000	\$500,000	\$400,000	-20%
Personnel Indirect Cost	33,273	33,433	34,485	36,701	10%
Mental Health Contracts	1,000	0	0	0	0%
Miscellaneous	1,058	0	0	0	0%
Charges & Fees	0	0	0	0	0%
General Fund	1,632,776	1,142,714	771,909	847,245	-26%
Total	\$1,567,824	\$1,676,147	\$1,306,394	\$1,283,946	-23%
Expenses					
Personal Services	\$980,500	\$1,043,007	\$1,079,364	\$1,059,516	2%
Supplies & Operations	587,324	633,140	227,030	224,430	-65%
Capital	0	0	0	0	0%
Total	\$1,567,824	\$1,676,147	\$1,306,394	\$1,283,946	-23%
Expenses by Division					
Administration	\$496,183	\$515,215	\$539,579	\$538,865	5%
Accounting	833,336	887,188	488,665	465,940	-47%
Purchasing	238,305	273,744	278,150	279,141	2%
Total	\$1,567,824	\$1,676,147	\$1,306,394	\$1,283,946	-23%
Employees					
Permanent	14.80	15.80	15.80	15.30	-3%
Hourly	0.65	0.15	0.15	0.15	0%
Total	15.45	15.95	15.95	15.45	-3%

Budget Highlights

The Finance Department's overall budget decreased by \$392,200 (23 percent). The majority of this decrease is due to an accounting shift (moving a contract billing expense to EMS) and the reduction of an Accounting Specialist III position to .5 FTE. The Finance Department includes Administration, Accounting, and Purchasing / Service Center. Accounting encompasses Receivables, Payables, Billing and Payroll. The Purchasing/Service Center assists all County departments with purchasing goods and services and provides mail courier and copying services.

Performance Measurement

Fiscal Year 2014/15

The Finance Department will continue to maximize the County's resources. The department will be responsible for accurately processing all financial transactions and for complying with Federal, State, and local guidelines. Finance will continue to partner with the Budget Office to provide tentative information for the development of the Fiscal Year 2015/16 budget. In Fiscal Year 2014/15 the Finance Department will continue managing Justice/Public Safety Center building and parking deck construction projects.

Fiscal Year 2013/14

At mid-year the Finance Department was on target to achieve or had already achieved 100 percent (18 of 18) of its Fiscal Year 2013/14 outcomes. The Department successfully contributed to the Fiscal Year 2014/15 budget development process by providing the Budget Office preliminary revenue and Fund Balance projections in October. Finance, for producing the Fiscal Year 2012/13 Comprehensive Annual Financial Report (CAFR), received the Government Finance Officers Associations (GFOA) Certificate of Achievement for Excellence in Financial Reporting for the 31st year in a row. Additionally, Finance has received, for the fourth 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, 1099 (for vendors) and W-2 (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. One method of encouragement, resulting from a collaborative effort with the ICMA Fellow, was establishing departmental "green" purchasing goals for office supplies and janitorial products. Also, a successful Green Vendor Show was held in July at the Hickory Metro Convention Center. The show provided anyone involved in procurement or facilities maintenance to learn more about green products and to meet local suppliers. Purchasing also logged all green purchases for office supplies, janitorial services, and lawn care. Over \$1 million have been expended on green products Countywide.

Fiscal Year 2012/13

Finance Administration

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

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 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

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.

FINANCE ADMINISTRATION

Statement of Purpose

The Finance Department is responsible for overseeing the financial affairs of Catawba County. We are 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 2015-16 budget by providing the Budget Office with information on a timely basis, normally by October 31st, 2014, 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 Balance that can be appropriated.
 - 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 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, 2015, to ensure the financial integrity of the County.
 - b. Completing the County's Comprehensive Annual Financial Report (CAFR) and submitting to the Local Government Commission by December 1, 2014.
 - c. Submitting the CAFR to the Government Finance Officers Association (GFOA) for the Certificate of Achievement for Excellence in Financial Reporting by December 31, 2014.
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. To ensure courteous and collegial relations with County departments, Finance Administration will achieve a 95 percent satisfaction rate on its annual end-of-year.

ACCOUNTING

Statement of Purpose

The Accounting Division of the Finance Department is responsible for accurately processing all financial transactions in a timely manner. These processes are in place in order to maximize cash on hand and comply with Federal, State, and local guidelines.

Accounts Payable/Receivable Outcomes

1. Make accurate and timely payments (an average of 600+ checks and Electronic Funds Transfer (EFT) payments) to all vendors on a weekly basis by:
 - a. Processing all documentation received and generating vendor payments accurately 98 percent of the time as evidenced by corrected checks.
2. Ensure compliance with all Federal, State, and local guidelines by:
 - a. Processing and distributing 100 percent of the 1099s by January 31st for vendor tax records.
 - b. Making daily deposits of all revenue received 98 percent of the time, as evidenced by deposit ticket dates.
3. 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) in order to produce documentation for the annual audit by processing additions, deletions, and transfers by August 31st.
4. To ensure courteous and collegial relations with County departments, Accounts Payable will achieve a 95 percent satisfaction rate on its annual end-of-the-year survey

Payroll Outcomes

5. Make accurate and timely payment of wages to 1,100+ full-time and hourly employees on a bi-weekly basis:
 - a. Processing all documentation received and calculating wage payments accurately 99 percent of the time, as evidenced by corrected payments.
6. Compliance with all Federal, State, and local guidelines to prevent any penalties and enable employees to maximize their employee benefits by:
 - a. Processing and distributing 100 percent of Form W-2s by January 31st for employees' tax records.
 - b. Reporting, processing, and paying of Federal and State taxes and employee benefits when due, as evidenced by date of payment.
7. To ensure courteous and collegial relations with County departments, Payroll will achieve a 95 percent satisfaction rate on its annual end-of-the-year survey.

Billing Outcomes

8. As a measure of good customer service and vendor relations, the billing office has the following procedures in place:
 - a. Posting all payments within 5 working days 98 percent of the time
 - b. Process a monthly billing cycle by mailing bills within 5 working days of cutoff 98 percent of the time.
 - c. Submit EMS bills to third-party billing company within three weeks of transport date.

9. To ensure courteous and collegial relations with County departments, Billing will achieve a 95 percent satisfaction rate on its annual end-of-the-year 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 15 percent recycled and other environmentally preferable products.
3. In order for our vendor base to better reflect the diversity of our 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 minority paper (\$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 a "How to Do Business with Catawba County" brochure to send with a vendor form to minority/women-owned business in Catawba and surrounding counties as identified on the Office of Historically Underutilized Business (HUBSCO) Website
 - e. Develop a You Tube video on "How to do Business With Catawba County"
4. Provide daily courier service between all departments, agencies, and the U.S. Postal Service in a timely manner, accurate and courteous manner by:
 - a. 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.
5. To ensure courteous and collegial relations with County departments, Purchasing will achieve 90 percent satisfaction rate on its annual end-of-the-year survey.



Government Agencies - Justice Center

Organization: 18050

	2012/13 Actual	2013/14 Current	2014/15 Requested	2014/15 Approved	Percent Change
Revenues					
State	\$190,162	\$190,000	\$190,000	\$190,000	0%
General Fund	(181,112)	(180,000)	(179,500)	(179,500)	0%
Total	\$9,050	\$10,000	\$10,500	\$10,500	5%
Expenses					
Supplies & Operations	9,050	10,000	10,500	10,500	5%
Total	\$9,050	\$10,000	\$10,500	\$10,500	5%

Other Government Costs

Organization: 190050

	2012/13 Actual	2013/14 Current	2014/15 Requested	2014/15 Approved	Percent Change
Revenues					
Local Sales Tax	\$13,696,469	\$13,509,880	\$13,857,179	\$13,640,813	1%
Beer & Wine Tax	339,018	350,000	325,000	325,000	-7%
Cable TV Reimbursements	625,048	600,000	600,000	600,000	0%
Catawba Communities	0	0	6,000	6,000	0%
JCPC Planning	15,018	13,500	13,719	13,719	2%
JCPC Projects	173,729	167,460	162,636	162,636	-3%
Indirect Cost	471,945	407,066	335,767	266,389	-35%
Miscellaneous	1,001,283	905,793	905,793	905,793	0%
Fund Balance	0	6,191,815	22,800,878	6,179,835	0%
DHR County Share	(12,726,129)	(12,042,688)	(12,366,249)	(12,376,299)	3%
General Fund	(3,341,009)	(9,748,178)	(26,141,175)	(9,327,616)	-4%
Total	\$255,372	\$354,648	\$499,548	\$396,270	12%
Expenses					
Personal Services	\$21,517	\$114,000	\$244,000	144,000	26%
Other					
Adult Probation Lease	25,215	29,148	36,000	36,000	24%
Alliance for Innovation	0	10,000	10,000	12,500	25%
Employee/Social Committee	10,847	13,175	14,060	13,250	1%
Hickory Airport Tower	3,365	3,365	3,365	3,365	0%
JCPC Projects	173,488	167,460	162,636	162,636	-3%
Joint JCPC Planning	15,018	13,500	13,719	13,719	2%
Fire Association - Museum Maintenance	0	0	0	2,800	0%
Public Relations	1,997	2,000	8,000	8,000	300%
WPCOG - Future Forward	3,925	2,000	7,768	0	0%
Total	\$255,372	\$354,648	\$499,548	\$396,270	12%

Budget Highlights

This cost center includes funding for the 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 County dollars are included.

Contingency

Organization: 190100

	2012/13 Actual	2013/14 Current	2014/15 Requested	2014/15 Approved	Percent Change
Revenues					
Special Contingency	\$0	\$0	\$50,000	\$50,000	0%
General Fund	0	0	210,000	210,000	0%
Total	\$0	\$0	\$260,000	\$260,000	0%
Expenses					
Contingency			\$210,000	\$210,000	0%
Special Contingency	0	0	50,000	50,000	0%
Total	\$0	\$0	\$260,000	\$260,000	0%

Transfers From the General Fund

Organization: 190900

	2012/13 Actual	2013/14 Current	2014/15 Requested	2014/15 Approved	Percent Change
Revenues					
General Fund	4,238,070	5,428,813	18,725,937	4,116,263	-24%
Total	\$4,238,070	\$5,428,813	\$18,725,937	\$4,116,263	-24%
Expenses					
Citizens' Alert System	\$15,624	\$6,185	\$0	\$0	0%
E-911 Fund	\$18,116	\$0	\$0	\$0	0%
General Capital Projects	1,300,000	1,687,777	3,445,000	1,225,000	-27%
Reappraisal Fund	382,150	390,541	412,763	369,763	-5%
Schools Capital	0	0	11,267,274	0	0%
Self Insurance Fund	1,747,180	1,744,310	2,000,900	1,721,500	-1%
Water & Sewer Capital	530,000	1,600,000	1,600,000	800,000	-50%
Water & Sewer Fund	245,000	0	0	0	0%
Total	\$4,238,070	\$5,428,813	\$18,725,937	\$4,116,263	-24%

Debt Service

Organization: 910050

	2012/13 Actual	2013/14 Current	2014/15 Requested	2014/15 Approved	Percent Change
Revenues					
1st 1/2% Sales Tax	\$1,602,896	\$1,545,663	\$1,572,750	\$1,588,170	3%
1st 1/2% Sales Tax - Food	229,928	217,293	228,779	231,022	6%
1/4 Cent Sales Tax - Justice Center	0	0	1,899,600	2,017,550	0%
Proceeds - Ltd Oblig Refunding Bonds	10,965,000	0	0	0	0%
Original Issue Debt Premium	184,750	0			
From General Capital Projects	0	0	0	0	100%
From Schools' Capital	50,000	50,000	50,000	50,000	0%
Interest on Investments	29	0	0	0	0%
Installment Purchase - Proceeds (CVMC)	0	6,806,635	6,798,270	7,849,295	15%
Lottery Proceeds	1,500,000	1,500,000	1,600,000	1,600,000	7%
General Fund - Jail Debt	1,312,965	1,266,930	1,234,150	1,234,150	-3%
General Fund - Animal Shelter	0	360,948	358,975	358,975	100%
General Fund - 2 cents (schools - 03/04)	3,100,000	3,200,000	3,200,000	3,200,000	0%
General Fund - 1 cent (schools - 07/08 - eff. FY 11/12)	1,550,000	1,600,000	1,600,000	1,600,000	0%
General Fund	8,106,831	8,608,637	8,570,064	8,552,401	-1%
Total	\$28,602,399	\$25,156,106	\$27,112,588	\$28,281,563	12%
Expenses					
School Bonds	\$4,551,684	\$2,584,050	\$757,280	\$757,280	-71%
Community College Bonds	182,322	119,065	31,230	31,230	-74%
Installment Purchase - Schools	5,415,597	7,387,270	7,276,885	7,276,885	-1%
Installment Purchase - CVCC	591,295	706,375	693,055	693,055	-2%
Installment Purchase - CVMC	0	6,806,635	6,798,270	7,849,295	15%
Installment Purchase - Justice Center	0	0	1,899,600	2,017,550	0%
Build America Bonds - Schools	622,182	604,135	596,330	596,330	-1%
Build America Bonds - CVCC	207,394	201,385	198,780	198,780	-1%
School Construction Bonds	1,910,015	1,853,905	1,956,380	1,956,380	6%
QZABs Financing	50,000	50,000	50,000	50,000	0%
Animal Shelter Debt	0	360,948	358,975	358,975	-1%
To Schools' Construction - Future Debt	536,823	1,043,303	3,185,358	3,185,358	205%
Certificates of Participation - Schools	12,816,490	1,781,640	1,700,785	1,700,785	-5%
Certificates of Participation - CVCC	405,632	390,465	375,510	375,510	-4%
Certificates of Participation - Jail	\$ 1,312,965	1,266,930	1,234,150	1,234,150	-3%
Total	\$28,602,399	\$25,156,106	\$27,112,588	\$28,281,563	12%

Budget Highlights

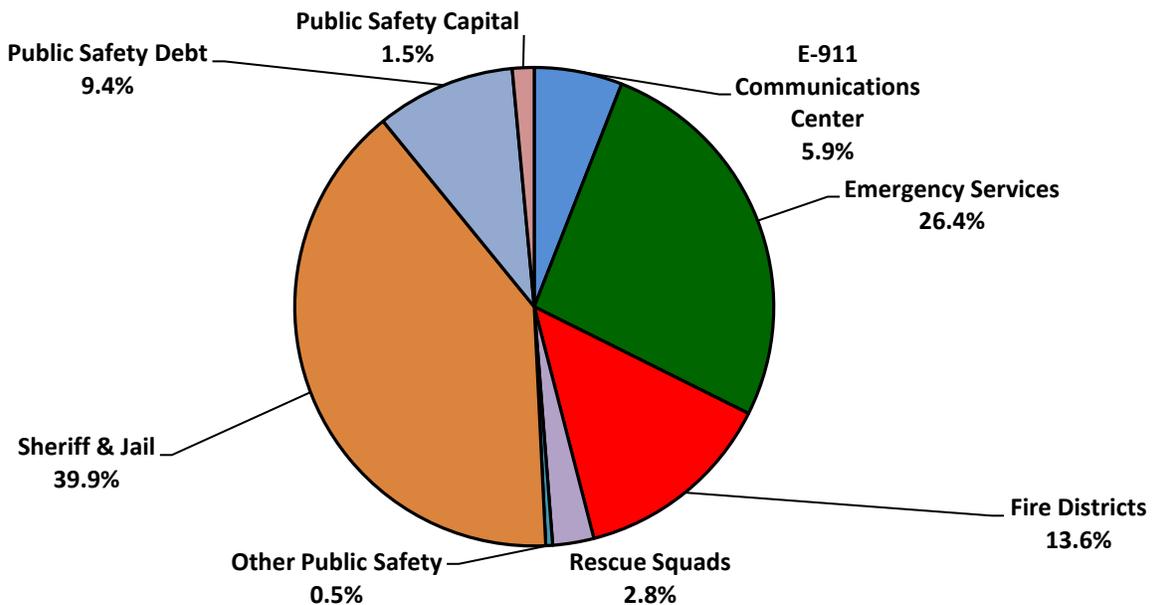
The budget includes \$16.8 million toward current and future debt for schools and Catawba Valley Community College. The first debt payment for the Justice/Public Safety Center (funded by the ¼ cent sales tax) will be due in Fiscal Year 2014/15. Debt payments are also continued for the jail and new animal shelter.

Debt service for Catawba Valley Medical Center increased \$1.04 million. 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.

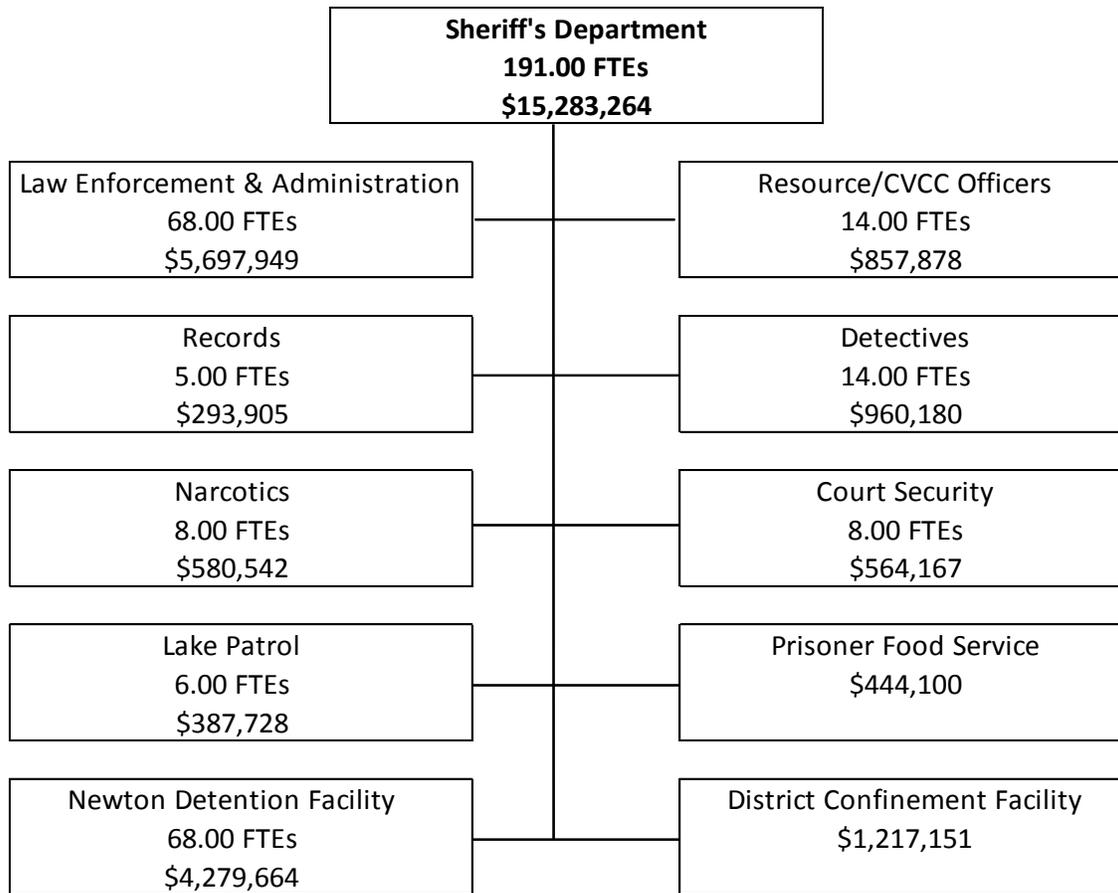
PUBLIC SAFETY

The Public Safety function is composed of the Sheriff's 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.

The County has budgeted \$38,394,804 representing 18.6 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 \$30,939,908. 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

	2012/13 Actual	2013/14 Current	2014/15 Requested	2014/15 Approved	Percent Change
Revenues					
Federal	\$57,356	\$9,000	\$73,660	\$74,296	726%
State	18,554	37,000	35,000	35,000	-5%
Federal & State	85,994	86,078	86,688	86,688	1%
Local	671,517	714,489	733,176	759,967	6%
Charges & Fees	527,662	493,744	465,700	465,700	-6%
Miscellaneous	108,301	112,200	72,300	67,300	-40%
General Fund	12,527,981	13,766,936	14,741,813	13,794,313	0%
Total	\$13,997,365	\$15,219,447	\$16,208,337	\$15,283,264	0%
Expenses					
Personal Services	\$9,876,739	\$10,599,673	\$11,197,256	\$10,882,321	3%
Supplies & Operations	3,607,528	3,933,282	4,210,175	3,900,918	-1%
Capital	513,098	686,492	800,906	500,025	-27%
Total	\$13,997,365	\$15,219,447	\$16,208,337	\$15,283,264	0%
Expenses by Division					
Law Enforcement & Admin	\$4,934,524	\$5,697,856	\$6,061,696	\$5,697,949	0%
CVCC Officers	159,234	165,447	169,444	170,240	3%
Resource Officers	645,745	676,056	685,477	687,638	2%
Records	381,722	402,782	295,569	293,905	-27%
Mental Health Transport	167	6,883	0	0	0%
Narcotics	482,849	517,585	787,072	580,542	12%
Detectives	889,415	937,618	1,187,715	960,180	2%
Lake Patrol	354,324	323,204	388,656	387,728	20%
Court Security	528,784	544,968	577,817	564,167	4%
Newton Detention Facility	4,057,812	4,332,713	4,378,640	4,279,664	-1%
Prisoner Food Service	383,543	410,600	454,100	444,100	8%
District Confinement Facility	1,179,246	1,203,735	1,222,151	1,217,151	1%
Total	\$13,997,365	\$15,219,447	\$16,208,337	\$15,283,264	0%
Employees					
Permanent	183.00	188.00	198.00	191.00	2%
Hourly	9.39	7.91	7.91	7.91	0%
Total	192.39	195.91	205.91	198.91	2%

Budget Highlights

The Sheriff's Office budget increases \$63,817, driven by the addition of two road patrol deputies. These new deputies will allow two officers to be in each County zone 24/7, and will help protect officer safety and increase the amount of time that can be dedicated to proactive policing duties. In addition to these road patrol deputies, the budget converts \$55,000 in existing part-time wages and \$30,000 in additional county funding to create two new full-time detention officer positions. These positions will be used during the busy M-F 11 am to 8 pm time period to assist with bookings and releases, and will help

address the growing workload coming from a 29 percent increase in average daily population over the past three years.

In Fiscal Year 2013/14, the County stopped accepting federal inmates at the Burke Catawba District Confinement Facility due to a growing inmate population and the need for additional space. Because of this, a deputy position assigned to transporting these federal inmates is eliminated.

Funds are also dedicated to replace 15 vehicles and purchase 2 new vehicles for the additional road patrol deputies.

Performance Measurement

Fiscal Year 2014/15

The Sheriff's Department outcomes remain focusing on serving and protecting citizens. Examples of outcomes include:

- 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.
- 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.
- 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.

New for next fiscal year, the Sheriff's Office has established a multi-year outcome to reduce the average length of inmate incarceration before a court date or disposition by 10 percent by June 30, 2017. With approximately 90 percent of inmates in the Catawba County Detention Facility awaiting trial, this outcome will significantly help the department in controlling inmate population growth in the coming years.

Fiscal Year 2013/14

As of mid-year, the Sheriff's Office was on target with 31 of 33 of its outcomes. Examples of accomplishments include:

- The Office did not receive any complaints related to excessive use of force.
- 5,947 civil papers were served, with 63 percent served within 3 days.
- SROs accompanied School Social Workers on 50 home visits to provide safety and assess the living conditions of students in their schools.

- 5 boater safety courses were hosted, with an additional 5 planned in the second half of the year.
- No prohibited materials had been discovered past Court Security's checkpoints.
- 30 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.

Of the 33 total outcomes, 2 were not on target to be achieved at year end. These relate to:

- Due to a 51 percent increase in the number of TIP line messages, the department had not been able to disseminate at least 90 percent of all messages within 1 day. This is an area the department plans to increase focus in the second half of the year.
- The Lake Normal Area Patrol had not yet been able to establish defined check-points due to call volumes and other law enforcement duties being performed.

Fiscal Year 2012/13

Administration

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.

Resource/CVCC Officers

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.

Records

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.

Narcotics

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.

Detectives

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

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

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.

Newton Detention Facility

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 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.

Prisoner Food Service

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.

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. (2013 actual = 1 per 251,978 miles driven).
3. Maintain an index crime rate that is below the statewide rate (2012 - 3767.2 per 100,000 population) and remain within the 1/3 lowest crime rate among the reporting law enforcement agencies.
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.
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 2014 - 138 sworn officers and 39 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 12 rising seniors annually 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.

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 a counselor 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.

NARCOTICS / VICE DIVISION

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, the Narcotics Division 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 2012, the Catawba County Sheriff's Office index violent crime clearance rate was 79.4 percent, while the State average was 59.4 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.
3. To protect the community, Criminal Investigations will maintain at least a 95 percent conviction rate for sex offenders found to be not in compliance with the stipulations of their sentence.

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, visitors, inmates, and the general public in both the Newton and Hickory Courtroom areas. Court Security also ensures the smooth and safe movement of inmates between the Newton and Burke-Catawba Detention Facilities, the courtroom areas, and other detention facilities.

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 courthouse. Examples of prohibited materials include weapons such as guns and knives, as well as more common materials such as clippers, scissors, and lighters.
2. Court Security will effectively and efficiently transport detainees from their detainment facility to the applicable courtroom or facility. Success will be measured by having no inmates escape during their transport.

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 2014 – 26 sworn detention officers and 39 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 are 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 2014/15:
 - 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 judges' 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

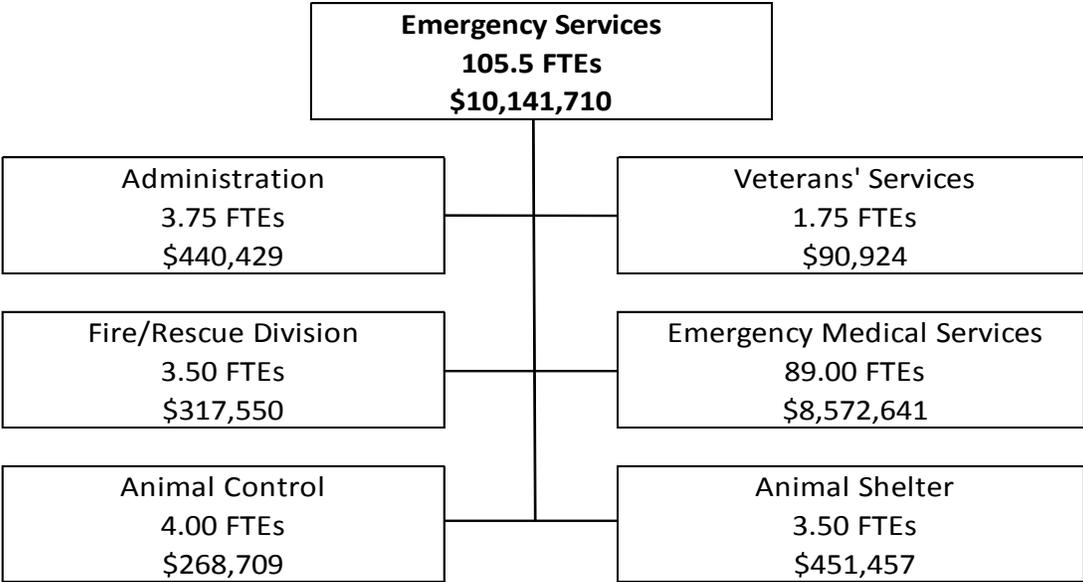
Jail food service will provide inmates in Catawba County custody well-balanced meals as required by the State of North Carolina Department of Human Resources.

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

	2012/13 Actual	2013/14 Current	2014/15 Requested	2014/15 Approved	Percent Change
Revenues					
Federal	\$189,994	\$20,000	\$45,000	\$45,000	125%
State	1,452	1,452	1,452	1,452	0%
Federal & State	535,326	500,000	520,000	520,000	4%
Local	96,341	63,200	74,721	109,507	73%
Charges & Fees	5,911,467	5,387,171	5,313,730	5,445,785	1%
Miscellaneous	53,385	41,150	59,150	59,150	44%
From Community Alert System	0	0	0	19,268	0%
General Fund	2,031,770	3,299,089	4,292,292	3,941,548	19%
Total	\$8,819,735	\$9,312,062	\$10,306,345	\$10,141,710	9%
Expenses					
Personal Services	\$6,907,277	\$7,287,349	\$7,622,067	\$7,517,863	3%
Supplies & Operations	1,331,042	1,499,338	2,047,273	2,006,346	34%
Capital	581,416	525,375	637,005	617,501	18%
Total	\$8,819,735	\$9,312,062	\$10,306,345	\$10,141,710	9%
Expenses by Division					
Administration	\$367,658	\$365,680	\$442,318	\$440,429	20%
Veterans' Services	66,042	89,746	90,748	90,924	1%
Fire/Rescue Division	311,758	279,324	318,212	317,550	14%
Emergency Medical Services	7,535,735	7,897,372	8,731,485	8,572,641	9%
Animal Control	195,089	229,651	272,520	268,709	17%
Animal Shelter	343,453	450,289	451,062	451,457	0%
	\$8,819,735	\$9,312,062	\$10,306,345	\$10,141,710	9%
Employees					
Permanent	104.00	104.75	107.50	105.50	1%
Hourly	10.15	9.88	9.88	9.88	0%
Total	114.15	114.63	117.38	115.38	1%

Budget Highlights

The Emergency Services budget increased 9 percent from Fiscal Year 2013/14, driven by several factors detailed below.

- The budget adds 2 Paramedics to the existing EMS crew in the Conover area. This expansion will provide increased service to Conover and the surrounding areas and help address a rising average emergency response time, with the goal of remaining below the Board of Commissioners' goal of 8 minutes. This new crew will expand the hours of operation at Conover from 40 hours per week to 84 hours per week, allowing this EMS base to operate 12 hours per day, 7 days per week rather than the current 8 hours a day, 5 days per week.

- The Community Alert System, which was formerly accounted for in its own fund, is now included in the Emergency Services budget for ease of accounting and management. This is an administrative change only.
- As an accounting shift, the budget now accounts for the contract expenses related to EMS bill collection in the EMS budget rather than the Finance Office as was done in the past. This is an administrative change only in order to more accurately reflect the total cost of EMS service.
- Replacement of a Fire/Rescue vehicle and an Animal Control vehicle due to high mileages.
- Three replacement ambulances. Not replacing these ambulances could hurt service throughout the County due to the increased risk of breakdowns on emergency calls and increased maintenance costs.

Performance Measurement

Fiscal Year 2014/15

Emergency Services outcomes continue to focus on providing quality and timely service to the public. In Emergency Management, an outcome was added to update the County's Flood and High Water Annex to incorporate lessons learned from recent flooding. In Fire/Rescue, a new outcome around the County's fire prevention outreach will ensure Fire/Rescue staff present programs on topics such as not playing with matches, stop, drop, and roll, and home evacuation to at least 1,500 schoolchildren.

Animal Services outcomes include several new focus areas, reflecting the completion of the new Catawba County Animal Shelter and the County's partnership with the Humane Society of Catawba County for animal adoptions. Examples of these new outcomes include adopting/sending to rescue groups at least 95 percent of adoptable animals, maintaining a less than 1 percent animal mortality rate (excluding those that must be euthanized), and reducing the number of OSHA recordable bite incidents/staff injuries by 50 percent due to the new Shelter's improved design.

New for Fiscal Year 2014/15 is the addition of two Emergency Services multi-year outcomes. The first relates to reducing the percentage of viable cardiac arrest deaths in Catawba County by at least 10 percent by June 30, 2017. The department will accomplish this by employing multiple strategies, including developing CPR training teams, encouraging the proliferation of Automated External Defibrillators (AEDs), providing hands on CPR training for first response agencies and citizens, and pursuing partnerships with the schools. The second multi-year outcome is to achieve a 15 percent reduction in the number, cost, and severity of work related EMS musculoskeletal claims over the next three years. For next year, efforts will focus on developing targeted training and education programs, as well as purchasing any identified equipment to reduce these injuries.

Fiscal Year 2013/14

At mid-year, Emergency Services was on target to achieve 95 percent (18 of 19) of its outcomes.

Emergency Management provided prompt and effective service during emergencies, as evidenced by an average response time of 25.82 minutes (compared to a goal of 45 minutes). It also completed the Catawba County Pet Decontamination Plan, which will be used in a variety of disasters where the health of household pets may be at risk from hazards such as radiation, chemical, or biological incidents and floods. The Community Alert System has been an area of success as well, with increased program promotion generating a 78 percent increase in the number of total registrations in the system.

Veterans' Services continues to promote programs available through U.S. Department of Veterans' Affairs by presenting nine community outreach programs in the first half of the year. Veterans' Services is also on target to meet its goal of submitting eight scholarship applications to the North Carolina Division of Veteran Affairs, already scheduling scholarship interviews at mid-year. With the application season coming in the second half of the fiscal year, Veterans' Services is confident it will reach its goal. Veterans' Services was also successful in reducing the wait time for veterans to receive an appointment, with most appointments now scheduled within three days of the initial request.

Fire/Rescue continued to provide fire inspections for the five municipalities that contract for the service (Brookford, Catawba, Claremont, Maiden, and 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 as well, maintaining an average response time of 38 minutes (7 minutes less than their 45 minute maximum average response time goal).

The County's EMS system maintained a 7:50 second average emergency response time for the first half of the fiscal year. Protocol compliance evaluations were conducted on 100 percent of high risk procedures (Drug Assisted Intubation, Assisted Ventilation or Invasive Airway Use, and ST-Elevation Myocardial Infarction) with all incidents complying with proper protocols. Additionally, EMS used air medical evacuation properly, maintaining a 15 percent over-triage rate (the rate of patients discharged from a trauma center prior to admission) compared to the Metrolina Region benchmark maximum of 20 percent.

Animal Services promoted responsible pet ownership by spaying/neutering 100 percent of eligible animals prior to adoption from the Animal Shelter. It was also on pace to meet its goal of increasing the number of animal foster homes in the County by five, with three new homes added at mid-year. The only outcome Animal Services was not on pace to meet is related to completely sanitizing the Shelter twice a year. With an impending move to a new Animal Shelter in the second half of the year, and in consultation with the Shelter's contract veterinarian, it was determined that a sanitation at the existing Shelter was not necessary.

Fiscal Year 2012/13

Emergency Management

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

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

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

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

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.

EMERGENCY MANAGEMENT

Statement of Purpose

Emergency Management is responsible for protecting our communities 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. 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 conduct or participate in at least three exercises at the local, regional, or statewide level. These exercises will test the Emergency Operations Plan, related Standard Operating Procedures, and response personnel without placing lives or property in jeopardy.
2. To increase the County's preparedness for flood and high water incidents and protect the life and safety of citizens at risk, Emergency Management will revise and update the County Flood and High Water Annex by December 31, 2014 to incorporate lessons learned from recent flood events and newly identified at-risk areas. Specifically, the annex will detail a concept of operations for use during and immediately after flooding, and outline responsibilities for notification, communication, monitoring, and responding to potential evacuation scenarios.
3. To provide prompt and effective service during an emergency, Emergency Management will maintain less than a 45 minute average response from the time it is notified to all Emergency Management incidents throughout the County. Maintaining a low response time allows the County to quickly assess the incident, support local response agencies, and/or manage the resources necessary to protect life and property.

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 knowledge of the US Department of Veteran Affairs (VA) programs available to assist with the cost of long term care and assisted living services, Veterans' Services will conduct at least 12 seminars in agencies such as nursing homes, assisted living facilities, and local senior organizations.
2. To increase the number of children of disabled veterans who receive college scholarships, Veteran's Services will submit scholarship applications for at least 10 eligible Catawba County students to the North Carolina Division of Veterans Affairs.
3. 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.

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 who 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.

Outcomes

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 number of occupancies Fire/Rescue will inspect during the next three year cycle, and the number that will be inspected in Fiscal Year 2014/15, are below:

Municipality	# of Properties Subject to Fire Inspection	Total # to be Inspected in Fiscal Year 2014/15	% of Total
Brookford	37	8	22%
Catawba	47	10	21%
Claremont	95	30	32%
Maiden	210	74	35%
Long View	242	89	37%

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 inspections as mandated by State law. Examples of ineligible structures are unpermitted occupancies and structures for which the State does not require a fire inspection.
 - 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 45 minutes from the time of the request to arrival on scene (FY 2012/13 average – 42:50). 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.

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 seconds was the 2013 actual average emergency dispatch time from the 911 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, 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. (Anticipated 10 fewer deaths based on calendar 2013 actual baseline of 2 percent). To achieve this, the following steps will be taken in Fiscal Year 2014/15:
 - a. Develop a CPR citizen training team. Pursue partnerships with outside agencies to expand this team.
 - b. Do hands on Team Focused CPR training with every first response agency in the County.
 - c. Provide continued Team Focused CPR training for EMS employees including appropriate patients to attempt resuscitation through discontinuation of care and care for families.
 - d. Provide hands-only CPR education for at least 250 citizens.
 - e. Pursue partnering with the schools in Catawba County by meeting with the principals and asking to teach hands-only CPR to staff and students.
 - f. Perform quality assurance follow-ups within one week of every attempted resuscitation by meeting face-to-face with the crew who responded to the cardiac incident.

ANIMAL SERVICES

Statement of Purpose

The Catawba County Animal Shelter will provide top quality customer service to the residents of Catawba County by ensuring animals adopted out are healthy and citizens are educated in the proper care of these animals

Outcomes

1. Through its contract with the Humane Society of Catawba County for animal care and adoptions, Animal Services will ensure at least 95 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 animals escape from the Animal Shelter. This is possible due to the opening of a new Catawba County Animal Shelter, which features an indoor sally port that allows animals to be loaded and unloaded in an enclosed space.
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). The new Catawba County Animal Shelter has several features that will assist in this outcome, including indoor/outdoor kennels for all dogs, sufficient space to eliminate overcrowding, separate lobbies for adoptions and intakes, and designated isolation areas for sick animals. Additionally, the Humane Society's in-house veterinarian will aid in providing timely and effective care to shelter animals in need.
5. To provide a safe environment for staff and animals, the Animal Shelter will ensure at least a 50 percent decline (from 8 to 4) in the number of OSHA reportable bite incidents/staff injuries. The new Catawba County Animal Shelter features many safety improvements such as indoor/outdoor dog kennels and separate lobbies for adoptions and intakes that maximize staff safety while reducing stress on the animals when they must be moved.



Other Public Safety Activities

Organization: 270050

	2012/13 Actual	2013/14 Current	2014/15 Requested	2014/15 Approved	Percent Change
Revenues					
General Fund	163,268	174,105	181,405	177,342	2%
Total	\$163,268	\$174,105	\$181,405	\$177,342	2%
Expenses					
Civil Air Patrol	405	405	405	405	0%
Conflict Resolution Center	13,063	13,063	13,063	11,000	-16%
Court Improvement Board	25,097	28,024	29,142	29,142	4%
Lake Norman Marine Commission	23,500	23,500	25,500	23,500	0%
Pretrial Services	101,203	109,113	113,295	113,295	4%
Total	\$163,268	\$174,105	\$181,405	\$177,342	-8%

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 numbers by expediting cases through the district and superior courts. These efforts saved the County 7,005 inmate bed days last year, resulting in the need to house an average of 19 fewer inmates per day, providing significant relief to the rising jail population.

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 a potential 19,627 inmate bed days, resulting in the need to house an average of 54 fewer inmates per day.

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. Funding is based on the projected cost versus revenue earned to provide mediation services in Catawba County's two court houses.

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. LMNC's primary objectives are centered on boater safety and environmental issues. The budget continues the current level of funding 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

	2012/13 Actual	2013/14 Current	2014/15 Requested	2014/15 Approved	Percent Change
Revenue					
From Self Insurance	\$4,404	\$0	\$0	\$0	0%
Local	0	0	0	3,511	0%
Miscellaneous	21,547	22,138	22,802	22,802	3%
General Fund	1,555,880	1,660,175	1,706,110	1,700,604	2%
Total	\$1,581,831	\$1,682,313	\$1,728,912	\$1,726,917	3%
Expenses					
Personal Services	\$1,390,810	\$1,453,428	\$1,490,032	\$1,489,037	2%
Supplies & Operations	191,021	228,885	238,880	237,880	4%
Capital	0	0	0	0	0%
Total	\$1,581,831	\$1,682,313	\$1,728,912	\$1,726,917	3%
Employees					
Permanent	29.00	29.00	29.00	29.00	0%
Hourly	1.88	1.88	1.88	1.88	0%
Total	30.88	30.88	30.88	30.88	0%

Budget Highlights

The E-911 Communications Center is responsible for dispatching over 35 agencies and departments in Catawba County, which includes the Sheriff's Office, 6 police departments, 25 fire stations, 6 rescue squads, 10 EMS stations, and Emergency Management. The Communications Center budget shows a 3 percent increase from the prior year, driven by small operating increases.

Performance Measurement

Fiscal Year 2014/15

Outcomes for the Communications Center continue to focus on ensuring citizens receive prompt emergency and public safety assistance by answering emergency calls within 10 seconds and maintaining a 65 second or less average dispatch time on all emergency calls. The Communications Center will also continue working with other public safety agencies such as the NC Highway Patrol and State E-911 Board to ensure Catawba County has excellent emergency communications. With construction beginning on a new Justice/Public Safety Center, the Communications Center will work with contractors, technology staff, and architects to locate existing telecommunications infrastructure and ensure construction does not affect current 911 Center operations.

Fiscal Year 2013/14

At mid-year, the Communications Center was on target to achieve all but one of its outcomes. The department dispatched all emergency calls in an average of 53.05 seconds, besting the outcome goal of 65 seconds or less. Additionally, 98 percent of all emergency calls were answered within 10 seconds. The Communications Center also completed a detailed technology plan for the upcoming Justice/Public Safety Center, which is currently anticipated to open in mid 2016.

The one outcome not on target relates to testing the County's ability to communicate quarterly via radio with other areas in the Piedmont Area Communications Council. Discussions are on-going within this group, however, to identify any available grants to upgrade outdated equipment and make this outcome possible.

Fiscal Year 2012/13

The E-911 Communications Center ensured that citizens received prompt emergency and public safety assistance by maintaining an average dispatch time of 51 seconds. This is a slight increase from the Fiscal Year 2011/12 time of 48 seconds. Regardless of the increase, dispatch time remains significantly lower than the National Emergency Number Association's recommended 90-second dispatch time. The E-911 Communications Center also collaborated with the State Highway Patrol, the Piedmont Area Communications Council, and local public safety agencies to develop a comprehensive communications network.

E-911 COMMUNICATIONS CENTER

Statement of Purpose

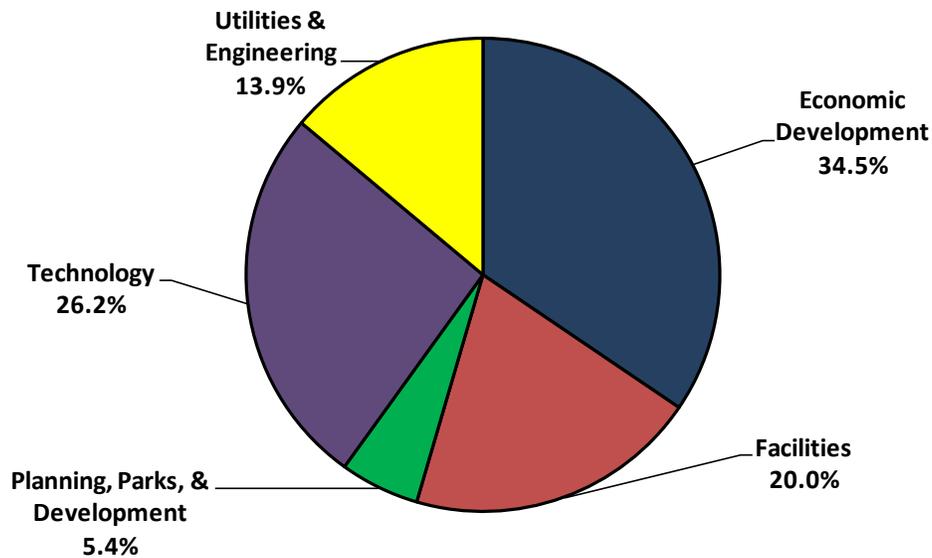
The Catawba County E-911 Communications Center provides emergency and administrative communications for the citizens of Catawba County by placing them in touch with public safety and related government service agencies. The Center is prepared for daily communications traffic and emergencies by maintaining 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

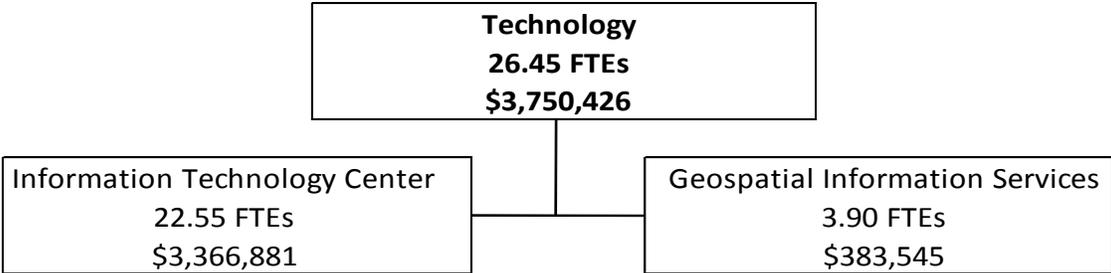
1. To ensure citizens receive prompt emergency and public safety assistance, the Communications Center will:
 - a. Answer at least 98 percent of all emergency calls within 10 seconds. (Fiscal Year 2013 - 98.8 percent within 10 seconds)
 - b. Maintain a 65 second or less average dispatch time on all emergency calls throughout the County. (Fiscal Year 2013 - 51 seconds) The National Emergency Number Association (NENA) recommends a 90 second dispatch time, and the national average is 75 to 110 seconds, depending on the areas' protocol and procedures.
2. Provide courteous and accurate services to the public and public safety responders as evidenced by maintaining a ratio of sustainable complaints to call volume of less than 1:1,000.
3. 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.
4. To maintain an active role at the State level in development of 911 center standards and funding, Communications Center staff will attend all meetings of the State 911 Board and provide input that is in the best interest of Catawba County.
5. Work with the Justice Center Team to begin construction of a new Justice/Public Safety Center. Specifically, the Communications Center will work with contractors, technology officials, and architects to locate existing telecommunications infrastructure and ensure construction does not affect 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 \$15,140,665 or 7.3 percent of the total expenditures, including related capital projects budgeted in general capital projects. The General Fund portion of the budget is \$14,336,237.



Catawba County Government



Technology Department

Organizations: 410200 - 410250

	2012/13 Actual	2013/14 Current	2014/15 Requested	2014/15 Approved	Percent Change
Revenues					
Local	\$314,833	\$311,894	\$310,779	\$274,201	-12%
Charges & Fees	5,855	3,000	8,100	8,100	170%
Miscellaneous	7,014	14,720	11,120	11,120	-24%
Indirect Cost	473,906	499,251	513,401	518,445	4%
Mental Health Contracts	9,000	0	0	0	0%
General Fund	2,667,490	2,815,367	2,970,151	2,938,560	4%
Total	\$3,478,098	\$3,644,232	\$3,813,551	\$3,750,426	3%
Expenses					
Personal Services	\$1,975,348	\$2,039,804	\$2,152,313	\$2,092,188	3%
Supplies & Operations	1,496,406	1,604,428	1,661,238	1,658,238	3%
Capital	6,344	0	0	0	0%
Total	\$3,478,098	\$3,644,232	\$3,813,551	\$3,750,426	3%
Expenses by Division					
Information Technology Center	\$3,137,418	\$3,281,692	\$3,431,051	\$3,366,881	3%
Geospatial Information Services	340,680	362,540	382,500	383,545	6%
Total	\$3,478,098	\$3,644,232	\$3,813,551	\$3,750,426	3%
Employees					
Permanent	26.45	26.45	27.45	26.45	0%
Hourly	0.50	0.50	0.50	0.50	0%
Total	26.95	26.95	27.95	26.95	0%

Budget Highlights

The Technology Department includes the Information Technology Center (ITC) and the County's Geospatial Information Services (GIS). The budget for Technology reflects a 3 percent increase, due primarily to increases in software maintenance contracts.

Additionally, the budget includes a decrease in revenue driven by Catawba Valley Behavioral Health (CVBH) canceling its contract with the County for computer support. CVBH now plans to perform this service in-house.

Performance Measurement

Fiscal Year 2014/15

Technology outcomes continue to focus on maximizing the use of the County's existing hardware and software, enhancing department service through the application of technology, and providing quality customer service to both County departments and the public. Examples of outcomes for Fiscal Year 2014/15 include:

- Achieving at least a 95 percent uptime for core network infrastructure.
- Mitigating at least 99 percent of all potential security risks.
- Maintaining an average time to fix ratio for standard incidents of two days or less.
- Partnering with Utilities and Engineering to complete implementation of the Customer Access Portal (CAP) and Electronic Plan Review (E-Review).
- Creating customized online web modules for department specific information to reduce the number of countywide GIS desktop licenses by at least 20 percent.

Fiscal Year 2013/14

At mid-year, Information Technology Center (ITC) and Geospatial Information Services (GIS) were on target to meet 100 percent of their outcomes for Fiscal Year 2013/14.

The department began migration to a new wireless system, with initial tests showing an increase in speed of 300 percent (surpassing the goal of 50 percent). ITC also successfully continued its focus on maintaining the County's secure network, blocking over 1.8 million potential security risks and cleaning 33 computers infected with viruses.

In the area of responsiveness, ITC staff responded to 2,903 HelpDesk tickets, of which 88.7 percent were responded to within 2 business days. While this is less than the department's goal of 90 percent, it is confident that an increased focus in this area in the second half of the year will make it achievable by year-end.

ITC worked daily with the Tax department, improving several technology related processes such as placing pre-filled Personal Property Forms online for self-service by taxpayers and scanning revaluation notices for faster retrieval and inexpensive storage.

GIS continued to provide the public with consistent access to the GIS website and applications, with less than a one percent downtime during the first half of the fiscal year. Customer service remains a high priority as well, with over 95 percent of all mapping and data requests responded to within 24 hours. The division met bi-monthly with municipalities to evaluate opportunities for cooperation, and recent upgrades to the GIS database should benefit both the County and municipalities.

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.

Geospatial Information Services (GIS)

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.

INFORMATION TECHNOLOGY CENTER (ITC)

Statement of Purpose

Provide the technology to enhance the delivery of County government services and increase the access to, and quality of, vital government data which facilitates commerce and enhances quality of life in our community. This will be accomplished in a spirit of customer service, partnership, and consultation with our stakeholders. Our guiding principles are to leverage partnerships and resources, empower internal and external customers, and transform services and processes through innovation.

Outcomes

1. Continue to improve network infrastructure, data transmission speeds, and resiliency throughout the County network. Success will be measured by achieving at least a 95 percent uptime for core network infrastructure.
2. To continuously improve the integrity and availability of County data, ITC will perform quarterly simulated hardware and site failures and correct any areas discovered. These simulations allow the County to test procedures and equipment redundancy in a controlled environment.
3. To protect the County's digital assets from potential security breaches, ITC will use a layered security approach to mitigate at least 99 percent of all potential security risks.
4. To provide reliable communications, data, and web service availability for employees and citizens, ITC will:
 - a. Maintain at least a 99 percent uptime for both phone and voicemail services.
 - b. Maintain an uptime during business hours of at least 99.9 percent for all production enterprise services operated on premise.
 - c. Ensure reliable online web services and customer-facing transactions systems by maintaining at least a 99.9 percent uptime.
5. To provide quality and timely services to all Catawba County technology users, ITC will:
 - a. Maintain an average time to fix ratio for standard incidents of two days or less.
 - b. Maintain at least a 90 percent customer satisfaction rating from internal customers.
6. To provide enhanced access to permitting, plan review, and inspection requests, Information Technology will partner with Utilities and Engineering to:
 - a. Complete implementation of the Customer Access Portal (CAP) and Electronic Plan Review (E-Review).
 - b. Increase the number of new accounts in the CAP by 100 percent.
7. Promote transparency and citizen accessibility of data by providing frequently requested information in self-service mode online for internal and external customers. Success will be measured by making at least one application or dataset per quarter available on demand via the Internet.

GEOSPATIAL INFORMATION SERVICES (GIS)

Statement of Purpose

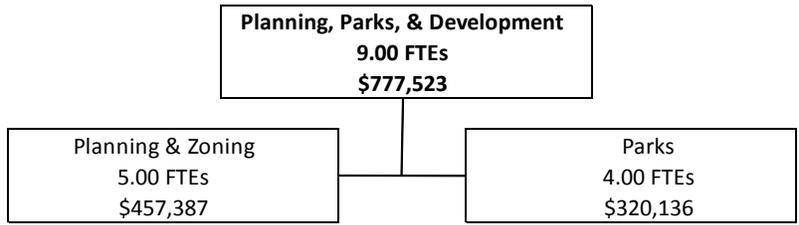
Geospatial Information Services (GIS) provides tools to the user community to enhance and improve the quality of geographically related services including but not limited to planning, building inspections, environmental health, emergency services, economic development, infrastructure, management, facilities' management, and parcel mapping. GIS will promote good government as a multi-jurisdictional project involving the integration of resources from the County and the participating municipalities.

Outcomes

1. To provide reliable geospatial information to stakeholders, GIS will ensure the GIS website and applications maintain at least a 99 percent uptime.
2. To provide quality customer service, GIS will complete at least 95 percent of map and data requests from the public within 24 hours of receiving the request.
3. To reduce costs while maintaining excellent service, GIS will work with internal customers to reduce the number of countywide GIS desktop licenses by at least 20 percent. This will be done by creating customized online web modules for department specific information rather than departments having the full desktop application.
4. To reduce duplication in staff efforts and leverage buying power, GIS will continue to promote partnerships and coordinate projects with municipalities as part of the GIS Consortium. The Consortium consists of representatives from Catawba County, City of Hickory, City of Newton, City of Conover, Town of Maiden, City of Claremont, Town of Long View, and the Western Piedmont Council of Governments.



Catawba County Government



Planning, Parks, & Development

Organizations: 420030 - 420040

	2012/13 Actual	2013/14 Current	2014/15 Requested	2014/15 Approved	Percent Change
Revenues					
Charges & Fees	\$68,267	\$76,891	\$37,891	\$37,891	-51%
Local	0	0	0	1,653	0%
State	3,747	0	0	0	0%
Miscellaneous	20	500	400	400	-20%
From Community Development	0	0	0	0	0%
General Fund	696,641	735,106	770,851	737,579	0%
Total	\$768,675	\$812,497	\$809,142	\$777,523	-4%
Expenses					
Personal Services	\$642,746	\$658,870	\$672,233	\$642,614	-2%
Supplies & Operations	120,408	153,627	136,909	134,909	-12%
Capital	5,521	0	0	0	0%
Total	\$768,675	\$812,497	\$809,142	\$777,523	-4%
Expenses by Division					
Planning & Zoning	\$470,031	\$502,867	\$495,115	\$457,387	-9%
Parks	298,644	309,630	314,027	320,136	3%
Total	\$768,675	\$812,497	\$809,142	\$777,523	-4%
Employees					
Permanent	9.00	9.00	9.00	9.00	0%
Hourly	2.00	2.00	2.00	2.00	0%
Total	11.00	11.00	11.00	11.00	0%

Budget Highlights

The Planning, Parks, and Development Department's budget decreased by 4.8 percent, or \$38,974. The budget reduction is largely attributed to the elimination of the Co-Location Cell Tower revenue and personnel changes. The budget continues to provide funding for the Catawba Lands Conservancy and the Foothills Conservancy.

Performance Measurement

Fiscal Year 2014/15

The Planning, Parks, and Development Department's outcomes for Fiscal Year 2014/15 emphasize timely and quality customer service to citizens, promoting and maintaining orderly growth for the County and increasing affordable housing opportunities. Some of Planning's objectives include reviewing development-related requests with a turnaround time faster than the state average; offering physical fitness opportunities by constructing a natural surface trail; and working with the Catawba County Historical Association to preserve and promote the historic Bunker Hill Covered Bridge.

Planning's multi-year outcomes are centered on implementing the 321 Corridor and the Highway 16 Corridor plans.

Parks' outcomes continue their focus on maintaining the number of patrons who visit the three County parks, utilizing volunteers to complete Park improvement efforts, and hosting educational and school programs to increase awareness of and preserve Catawba County's natural heritage. A new Parks outcome is that staff will update the Parks Master Plan with demographic data and strategies that promote open space preservation, environmental education, and wellness.

Fiscal Year 2013/14

At mid-year Planning, Parks, and Development was on target to achieve or had already achieved 14 of 15 outcomes. The lone outcome not on target pertains to the Individual Development Account (IDA) Community Development Block Grant (CDBG). The outcome sought to provide low-to-moderate income people a savings strategy that would assist them in acquiring or rehabilitating a house. The Federal government eliminated the IDA CDBG making it impossible to achieve this outcome. With the elimination of funding, this outcome will not be pursued in Fiscal Year 2014/15.

The department provided quality customer service by speedily and accurately reviewing development-related requests. Planning reviewed and approved six non-residential site plans within 12 days, 214 residential zoning permits within two days, and two special use permits within 45 days. The turnaround time on these activities were faster than the State average. Planning remains on target to have the Highway 150 Corridor Plan completed by the third quarter of Fiscal Year 2013/14. A recent accomplishment in the planning process was the robust public attendance (256 people) during a November public forum. Participants were able to contribute to the planning process by commenting on preliminary maps of the 150 Corridor. In a collaborative effort with Emergency Services, Planning sought to reduce the Unifour's vulnerability to natural hazards by updating the Multijurisdictional Hazard Mitigation Plan. The draft Plan was presented to the public in December with a final draft being submitted to the State in January 2014.

At mid-year Parks, by providing Catawba County citizens with quality educational, recreational, and physical activities, drew in 56,733 patrons. Parks was on target to meet its 108,000 patron goal. Likewise both the number of volunteer hours and number of participants in the Parks' improvement projects were on target to meet or surpass its outcome target.

Fiscal Year 2012/13

Planning

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 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.

Parks

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.

PLANNING, PARKS, AND DEVELOPMENT

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. Process 100 percent of rezoning requests and submit staff report with recommendation to the Planning Board and subsequently to the Board of commissioners with a turnaround time of 65 days or less. (2012 NC county average: 65 calendar days; Department actual: 65 days).
 - b. Reviewing and approving the following completed applications:
 - i. non-residential site plans within 12 days (2012 NC county average: 16 days; Department actual: 12 days)
 - ii. residential zoning permits-within two days, not counting weekends (Department actual: 2 days)
 - iii. special use, variance, and nonconforming applications with submittal of staff reports to the Board of Adjustment within 45 days of receipt (2012 NC county average: 50 days for special use; Department actual 45 days)
 - iv. preliminary subdivision plats, and reporting to the Subdivision Review Board, within 30 days of receipt. (2012 NC county average: 34 days; Department actual 30 days)
 - v. final major subdivision plats (along with field verifying required improvements) and minor, family and exempt subdivision plats within 12 days. (2012 NC county average: 16 days; Department actual 12 days)
2. To offer physical fitness and wellness opportunities in concert with travel and tourism, continue the implementation of the adopted Carolina Thread Trail (CTT) Master Greenway Plan by:
 - a. Finalizing the construction of approximately .4 mile of natural surface trail at Bunker Hill Covered Bridge and beginning landowner outreach for property owners northwest of the Bridge to the NCDOT rest area.
 - b. Constructing approximately .25 mile of natural surface trail at the Government Center Complex in Newton to tie into the City of Newton Heritage Trail and Newton/Conover sidewalk network for a continuous trail network of over 5 miles.
 - c. Coordinating with CTT on the construction of 3 miles within Catawba County of the 5-mile inter-county (Catawba/Lincoln Counties) South Fork blueway/greenway.
 - d. Assessing and maintaining approximately 4 miles of established natural surface CTT designated trails in the County.

3. Promote development and encourage new opportunities for business creation by evaluating the Unified Development Ordinance (UDO) annually and recommending amendments for consideration by the Board of Commissioners.
4. To establish a unified vision, aid in the acceleration of NCDOT funding for major road improvements and establish a process for regional cooperation on land use issues, evaluate the feasibility of establishing a NC 150 Council of Planning (COP) with the jurisdictions along Hwy. 150 modeled after the NC 73 COP. This will be completed by the end of the 1st quarter of Fiscal Year 2014/15.
5. To provide for an additional level of public safety and compliance with floodplain regulations, coordinate with Building Services and Environmental Health in the development of an information sheet which identifies permitting and construction requirements for development in floodplain areas, including the requirements for developing new driveways across those areas. This will be completed by the end of the 2nd quarter of Fiscal Year 2014/15.
6. To preserve and promote the historic Bunker Hill Covered Bridge, continue to assist the Catawba County Historical Association with the administration of the Federal Highway Administration and State grants, and County funds. This will be completed by the end of the 3rd quarter of Fiscal Year 2014/15.
7. To promote economic development opportunities along the 321 Corridor, implement the short term strategies identified in the 321 Eco-Tech Development Plan within the next four years.
Fiscal Year 2014/15:
 - Pursue grant and other funding sources to begin design and construction of South Fork CTT from NC 10 Highway toward Rocky Ford Rd. This will be coordinated with existing businesses in the corridor. (Goal # 17).
 - Work with existing businesses to be active participants in the development of the CTT network in the corridor (Goal #19).
8. To promote economic development opportunities along the Highway 16 Corridor, implement the short term strategies identified in the 16 South Corridor Development Plan within the next four years.
Fiscal Year 2014/15:
 - Request NCDOT consider redesign of East Maiden Road and E NC 150 Highway intersection (Goal #10) as part of the Highway 150 Corridor design.
 - Evaluate, in coordination with NCDOT, the qualifications for East Maiden Road to be designated a NC Scenic Byway (Goal #8).

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 ensure that homes are decent, safe, and sanitary, Planning will use Scattered Site CDBG funds (\$225,000) to perform four major rehabilitations and five minor repairs to low income homeowner's residences. Housing will be brought up to North Carolina Rehabilitation Standards. Project runs from June 3, 2013 to July 15, 2015.
2. To alleviate housing conditions which pose an imminent threat to the life or safety of very low-income homeowners with special needs, Planning will utilize Urgent Repair CDBG Funds (\$75,000) to repair 16 such homeowner's residences. Project runs from August 2013 to December 31, 2014.

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 maintaining Parks annual attendance at a minimum of 108,000 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 garner 825 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 1,600 patron participants.

Other Economic & Physical Development

Organization: 420050

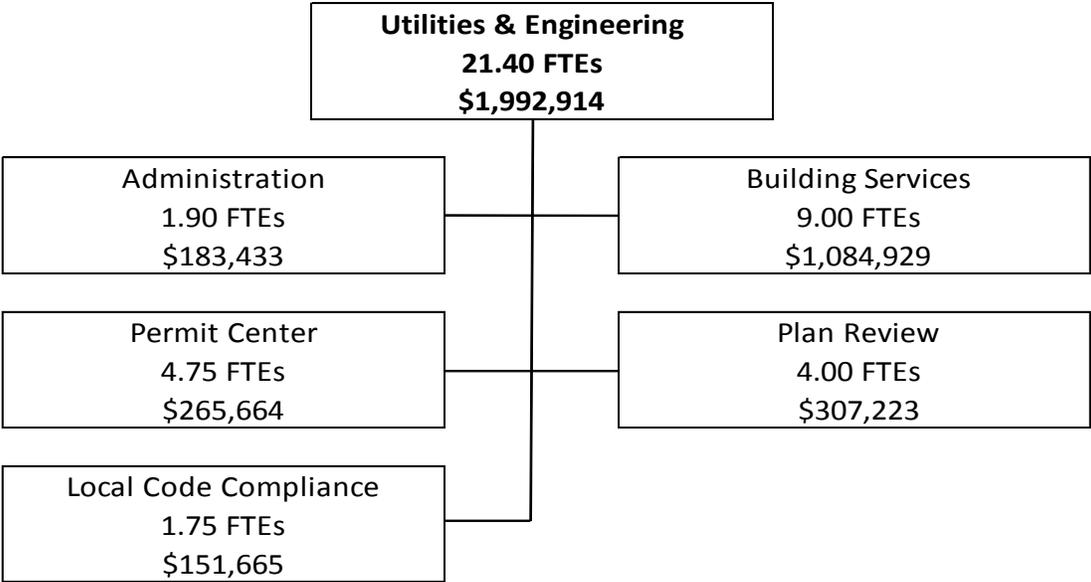
	2012/13 Actual	2013/14 Current	2014/15 Requested	2014/15 Approved	Percent Change
Revenues					
1/4 Cent Sales Tax	\$0	\$0	\$264,713	\$75,640	0%
Local	115,475	115,000	157,426	179,786	56%
General Fund	3,966,725	4,458,619	4,530,010	4,687,468	5%
Total	\$4,082,200	\$4,573,619	\$4,952,149	\$4,942,894	8%
Expenses					
Chamber of Commerce - Edison Project	\$5,000	\$5,000	\$5,000	\$5,000	0%
Chamber of Commerce - Visitor Information Center	2,186	2,500	2,500	2,500	0%
Convention & Visitors Bureau	20,000	20,000	25,000	20,000	0%
Economic Development Commission	271,078	272,226	283,765	283,765	4.2%
EDC Marketing	50,000	50,000	50,000	50,000	0%
EDC Claremont Speculative Building	0	0	36,000	36,000	0%
EDC NC Data Campus	0	0	30,000	52,000	0%
EDC Apple	2,622,350	3,856,105	4,199,868	4,199,868	9%
EDC Baker	7,022	0	0	0	0%
EDC Bed, Bath & Beyond	0	0	20,034	20,034	0%
EDC Dalco Non-Wovens	0	19,260	19,260	19,260	0%
EDC Fiserv	13,664	19,966	19,966	19,966	0%
EDC HSM	0	0	22,500	22,500	0%
EDC Popplemann	24,188	28,676	28,676	3,806	-87%
EDC Punker	0	8,217	8,535	8,535	4%
EDC Target	903,082	103,581	0	0	0%
EDC Turbocoating	40,602	52,163	52,163	52,163	0%
EDC Turbotec	0	14,044	14,044	14,044	0%
Innovate Catawba	0	0	0	10,000	0%
NC Wildlife Commission - Beaver Mgmt.	4,000	4,000	4,000	4,000	0%
TDA - City of Hickory	70,934	69,647	74,245	74,245	7%
WPCOG - Carolinas Innovation Group	1,500	1,500	1,500	0	0%
WPCOG - Dues	41,844	41,984	42,208	42,208	1%
WPCOG - Sister Cities	250	250	500	0	0%
WPCOG - Water Resource Committee	4,500	4,500	12,385	3,000	-33%

Budget Highlights

The County continues to fund 51.5 percent of the Economic Development Corporation (EDC). Marketing funds are included for the Greater Hickory Classic, which has an economic impact of \$15 million annually. 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 increased investments by the recipients. The budget also includes \$10,000 in support of Innovate Catawba initiatives.



Catawba County Government



Utilities & Engineering

Organizations: 430050 - 430300

	2012/13 Actual	2013/14 Current	2014/15 Requested	2014/15 Approved	Percent Change
Revenues					
Local	\$0	\$0	\$0	\$4,527	0%
Charges & Fees	1,209,879	852,700	1,221,811	1,221,811	43%
Miscellaneous	320	0	0	0	0%
Proceeds from Sale of Equipment	9,169	0	0	0	0%
General Fund	630,029	1,060,862	796,943	766,576	-28%
Total	\$1,849,397	\$1,913,562	\$2,018,754	\$1,992,914	4%
Expenses					
Personal Services	\$1,436,428	\$1,516,142	\$1,541,809	\$1,547,945	2%
Supplies & Operations	412,969	397,420	427,049	419,969	6%
Capital	0	0	49,896	25,000	0%
Total	\$1,849,397	\$1,913,562	\$2,018,754	\$1,992,914	4%
Expenses by Division					
Administration	\$176,982	\$179,092	\$182,802	\$183,433	2%
Building Services	1,003,094	1,019,248	1,112,045	1,084,929	6%
Permit Center	283,105	252,145	266,699	265,664	5%
Plan Review	301,206	313,911	306,172	307,223	-2%
Code Compliance & Erosion Control	85,010	149,166	151,036	151,665	2%
Total	\$1,849,397	\$1,913,562	\$2,018,754	\$1,992,914	4%
Employees					
Permanent	21.40	21.40	21.40	21.40	0%
Hourly	0.00	0.00	0.00	0.00	0%
Total	21.40	21.40	21.40	21.40	0%

Budget Highlights

The Utilities and Engineering department includes Building Services, Plan Review, the Permit Center, Erosion Control, and Local Code Compliance. The department's budget is a 4 percent increase from the prior year due to the replacement of a high mileage building services vehicle.

Performance Measurement

Fiscal Year 2014/15

Outcomes for Fiscal Year 2014/15 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. New for this year, the department has added an outcome to partner with Information Technology to complete implementation of the Customer Access Portal

(CAP) and Electronic Plan Review (E-Review). This will provide the public with additional convenient ways to obtain permits.

Fiscal Year 2013/14

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.
- 99.5 percent of commercial blueprints submitted for code compliance were reviewed within 10 working days.
- 24 sets of Erosion Control Plans were reviewed in an average of 4.29 days.
- 116 safety inspection requests were received, with 100 percent of the owners/tenants contacted within two business days.

One outcome not on track was related to Code Compliance Technicians performing 100 percent of residential Building Level 1 footing inspections while already on the job site. Training to achieve this outcome was currently underway however, and Utilities and Engineering believes this will be an achievable goal in Fiscal Year 2014/15. The second outcome not on target is related to achieving 1,000 log-ins to the new Citizen Access Portal (CAP) system. The implementation of the system was behind schedule at mid-year, however, efforts are underway to complete implementation and begin tracking activity.

Fiscal Year 2012/13

Utilities & Engineering Administration

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

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.

Permit Center

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

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 review as methods developers can use to save time and money.

Stormwater & Erosion Control

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.

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. Catawba County will provide the fastest and safest permitting and inspection process in North Carolina by embracing innovation. Examples include placing QR codes on building permits to provide up-to-the minute inspection information, maintaining the State's only county/municipal unified development software system, providing a remote access permitting terminal in Hickory to allow customers to video conference with permit center staff, and providing excellent customer service.
3. 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.
4. 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 Centers 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. To provide customers with convenient access to County permitting, Utilities and Engineering will continue promotion of the new Customer Access Portal (CAP). This web-based system allows citizens to obtain permits, make payments, and check the status of inspection requests from any location. Success will be measured by having a 100 percent increase in new accounts to the new system.
3. To provide enhanced access to permitting, plan review, and inspection requests, Utilities and Engineering will partner with Information Technology to complete implementation of the Customer Access Portal (CAP) and Electronic Plan Review (E-Review). Additionally, the department will continue working with interested municipalities in utilizing the Energov software.

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

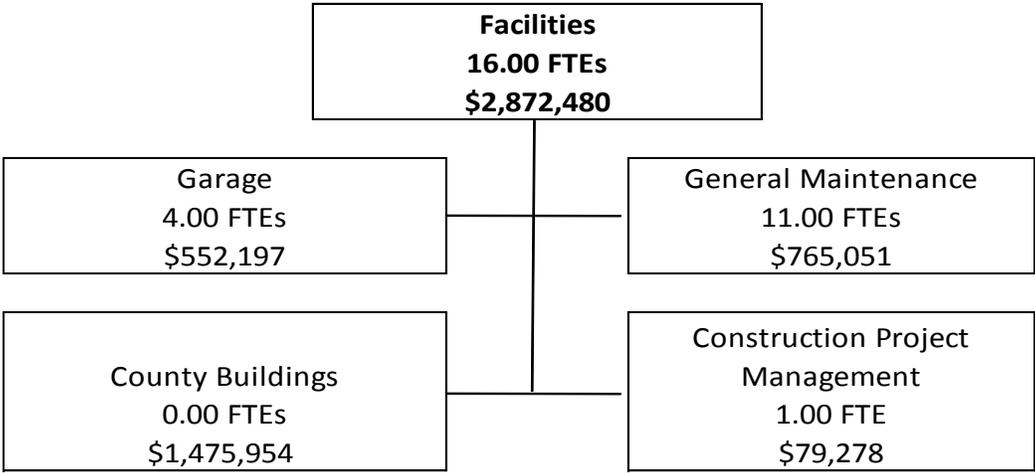
Statement of Purpose

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.
4. To promote departmental efficiency, Code Compliance Technicians will perform residential Building Level I footing inspections when already in the area performing code violation inspections. This will save Building Inspectors' significant travel and inspection time per residential unit. Success will be measured by Code Compliance Technicians performing a minimum of 25 percent of all Building Level I footing inspections.

Catawba County Government



Facilities

Organizations: 440103 - 440158

	2012/13 Actual	2013/14 Current	2014/15 Requested	2014/15 Approved	Percent Change
Revenues					
1/4 Cent Sales Tax	\$0	\$76,639	\$78,879	\$78,879	3%
Charges & Fees	3,657	7,000	7,000	7,000	0%
Miscellaneous	20,326	26,000	26,000	26,000	0%
Local	9,095	85,970	77,970	80,184	-7%
From Self Insurance	0	0	0	0	0%
General Fund	2,702,399	2,766,746	2,942,725	2,759,296	0%
Total	\$2,735,477	\$2,885,716	\$3,053,695	\$2,872,480	0%
Expenses					
Personal Services	\$778,571	\$848,630	\$869,541	\$872,626	3%
Supplies & Operations	1,904,519	2,009,086	2,098,154	1,965,854	-2%
Capital	52,387	28,000	86,000	34,000	21%
Total	\$2,735,477	\$2,885,716	\$3,053,695	\$2,872,480	0%
Expenses by Division					
Garage	\$592,246	\$524,346	\$591,286	\$552,197	5%
General Maintenance	723,191	814,289	836,276	765,051	-6%
County Buildings	1,420,040	1,470,442	1,547,254	1,475,954	0%
Construction Project Management	0	76,639	78,879	79,278	3%
Total	\$2,735,477	\$2,885,716	\$3,053,695	\$2,872,480	0%
Employees					
Permanent	15.00	16.00	16.00	16.00	0%
Hourly	0.00	0.40	0.40	0.40	0%
Total	15.00	16.40	16.40	16.40	0%

Budget Highlights

Facilities' budget decreased .46 percent (\$13,236). This reduction is largely attributed to decreased electricity costs in the Justice and Public Safety Center, a result of installing a new energy efficient HVAC Control System. The budget includes investments in repaving Social Services' group home parking lots, re-carpeting St. Stephens Library, and the purchase of a replacement vehicle.

Performance Measurement

Fiscal Year 2014/15

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 for the first time. Facilities staff will continue to expand the use of energy efficient lighting in County buildings and implement energy audit recommendations.

In Fiscal Year 2014/15, 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 50 percent of mechanic time to preventative maintenance and by determining the maintenance expenditures per vehicle type, measures used throughout the industry to benchmark effectiveness.

Facilities' multi-year outcome will further of Catawba County's "Green" work environment strategy by reducing the County's electricity and natural gas consumption over the next five years.

Fiscal Year 2013/14

At mid-year Facilities was on target to achieve or had already achieved 100 percent (16 of 16) of its Fiscal Year 2013/14 outcomes. A great deal of Facilities' success during the first half of the year centered on responsiveness to County building, vehicles, and equipment needs. 99.15 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. 94 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 square footage within County buildings equipped with T-8 lighting (or better) to 68 percent, which is an increase of 30,000 square feet. To achieve this target the Department began replacing Public Health's lighting.

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.

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, on a quarterly basis, each department of vehicle neglect or abuse.
7. Establish and meet baseline expectation for productive “wrench time” for each employee.

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.

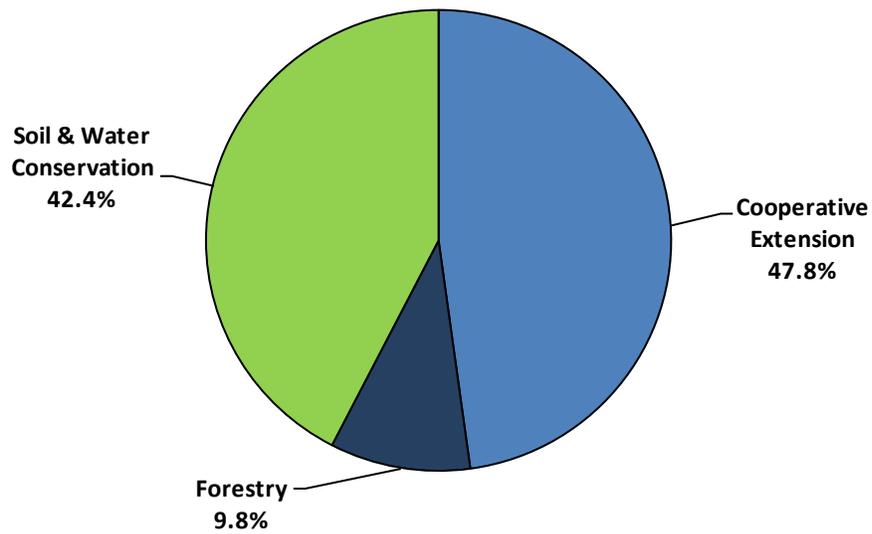
Outcomes

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-eight percent of all routine maintenance and repairs will be completed within five working days, as evidenced by completed work orders.
3. Ninety-two percent of all telephone problems will be repaired within three working days after notification, as evidenced by work orders.
4. Ninety-four percent of all electrical problems will be corrected within three working days after notification, as evidenced by work orders.
5. Ninety-seven percent of all plumbing problems will be corrected within three working days after notification, as evidenced by work orders.
6. Ninety-eight percent of all road sign damage will be repaired within 15 working days of notification.
7. Ninety-eight percent of new road signs will be installed within 20 working days after notification.
8. Develop a prioritized work plan to continue implementing energy efficiency measures in county facilities by August 31, 2012, and begin implementation based upon schedule in plan.
9. To become more energy-efficient and enhance the County's carbon footprint reduction efforts, Facilities will increase the square footage within County buildings equipped with T-8 lighting (or better) by 5 percent.
10. In furtherance of Catawba County's "Green" work environment strategy, Facilities, based on Fiscal Year 2013-14 performance, will reduce the County's electricity (Kilowatt hours (KWH)) and Natural Gas (Therms) usage per square foot by 15 percent and 10 percent respectively, over the next five years.
 - FY 2014-2015 Department of Social Services:
 - i. Implement economizing capabilities in Buildings A, B, and C of the Social Service campus.
 - ii. Replace Boilers in Buildings A and C with a single natural gas boiler for both building



ENVIRONMENTAL QUALITY

The Environmental Quality function consists of Cooperative Extension Services, Soil and Water Conservation, and Forestry. This function's budget is \$674,587 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

	2012/13 Actual	2013/14 Current	2014/15 Requested	2014/15 Approved	Percent Change
Revenues					
State	\$0	\$3,000	\$0	\$0	0%
Local	0	0	0	1,662	0%
General Fund	247,611	321,514	349,095	320,851	0%
Total	\$247,611	\$324,514	\$349,095	\$322,513	-1%
Expenses					
Personal Services	\$21,613	\$74,136	\$25,728	\$25,749	-65%
Supplies & Operations	225,998	250,378	323,367	296,764	19%
Capital	0	0	0	0	0%
Total	\$247,611	\$324,514	\$349,095	\$322,513	-1%
Employees					
Permanent	0.80	1.80	0.80	0.80	-56%
Hourly	0.00	0.00	0.00	0.00	0%
Total	0.80	1.80	0.80	0.80	-56%

Fiscal Year 2012/13 Outcome Achievements

Total Outcomes	Achieved	Not Achieved	Success Rate
26	23	3	88%

Budget Highlights

Cooperative Extension's budget decreased by .62 percent or \$2,001 from the current year budget. The decrease is attributed to the Local Food Agent position no longer being solely funded by the County (the position is now jointly funded by with North Carolina State University) and the elimination of the vacant Family and Consumer Sciences Agent position.

Currently, Cooperative Extension does not have a director. While the department is director-less its Reinventing status has been suspended. This is the first time since Fiscal Year 1994/95 that the department participated in the traditional budget process.

Performance Measurement

Fiscal Year 2014/15

Cooperative Extension Services will continue to educate the community on agriculture and environmental protection. In regards to agriculture, the department will educate new, beginning, or transitioning farmers on current and alternative enterprises. Cooperative Extension will pursue environmental protection by partnering with Keep Catawba County Beautiful and a number of schools to increase plastic bag recycling. The department will also continue to emphasize youth development and leadership. 4-H will improve youth leadership, citizenship, and college readiness skills through

offering Catawba County Youth Council and college-preparedness programs. During the next fiscal year, Cooperative Extension will collaborate with the Soil and Water Conservation District to promote the importance of local agriculture for our environmental and community health.

Fiscal Year 2013/14

At mid-year Cooperative Extension Services (CES) was on target to achieve or had already achieved 88 percent (15 or 17) of its Fiscal Year 2013/14 outcomes. The outcomes not on target pertain to reducing instances of food borne illness in Catawba County and assisting youth in acquiring knowledge and developing life skills. In regards to reducing food borne illness, the department has provided food safety training for 146 food handlers with 118 adopting safer food handling practices. The department also launched a food safety campaign to increase awareness of improper food handling. The one component to this outcome Cooperative Extension missed was making a high quality food safety training video available online. This was attributed to staff vacancy. CES assisted youth in acquiring knowledge and developing life skills by having 200 youths involved in clubs and special interest programs. Although CES reached 200 youth, this falls short of the 1000 student goal.

Cooperative Extension Services ensured Hmong farmers received the proper skills and abilities to maintain viable farm operations. The six techniques and/or skills taught to and adopted by Hmong farmers were Plasticulture, High Tunnel production, Season Extension, Business and Marketing Management, Alternative Farm Production, and Food Safety. In a partnership with Keep Catawba County Beautiful, CES is on target to reach its goal of maintaining a Litter Index Average of 2.0. During the first half of the year, Cooperative Extension planned and organized the Big Sweep Litter Collection event at Lake Hickory. The department has also been in contact with Lowes Foods' and Food Lion's corporate offices with the aim of having the grocery stores adopt the Best Bagging Practices Guide, which will reduce plastic bag consumption and litter.

Fiscal Year 2012/13

Annual outcomes for this department are developed around the agency's core purpose of providing citizens with scientifically-based information and informal educational opportunities focused on local needs and issues. The focus remains on the four core areas of the program: agriculture and food, family and consumer education, 4-H and youth development, and community and rural development.

Agriculture and Food

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.

Family and Consumer Education

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.

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 Cooperative Extension’s goal of reaching 100 adults. An average of 26 Best Management Practices was recorded per survey respondent.

4-H Youth

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.

Community and Rural Development

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.

COOPERATIVE EXTENSION SERVICES

Statement of Purpose

North Carolina Cooperative Extension - Catawba County Center is a cooperative 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 in four major areas: Agricultural and Natural Resources, Family and Consumer education, 4-H and Youth, and Community and Rural Development.

Outcomes

Farm

1. Two hundred (200) green industry professionals in the nursery, greenhouse and landscape business will receive professional training and be encouraged to adopt and use practices associated with Best Management Practices (BMP), ornamental plant selection, innovative production practices, Integrated Pest Management (IPM), alternatives to conventional practices, and environmentally sound practices related to protection of water quality.
 - a. 65 percent of attendees will increase their awareness on how to become better environmental stewards. Impacts will be measured through pre- and post-surveys, one-on-one feedback, observations, and adoption of practices.
 - b. Implementation of those practices related to IPM and BMP's will decrease the amount of pesticides applied to the environment in Catawba County and will save participants \$100,000 in chemical and labor costs. Impacts will be measured through pre- and post-surveys, one-on-one feedback, and implementation of practices.
2. To educate new, beginning, or transitioning farmers on current and alternative enterprises, NC Cooperative Extension will host two field days to demonstrate different sustainable and alternative production techniques. Fifty percent (50 percent) of all participants will report an increase in knowledge through pre and post surveys, with ten percent (10 percent) planning to adopt/expand their farm enterprise based on the knowledge gained from the field days. Success and impact will be measured through pre and post surveys, one-on-one contact and farm visits.

Beautification

3. To promote a beautiful and litter-free environment community, NC Cooperation Extension, in partnership with Keep Catawba County Beautiful will maintain a Community Appearance Index above 2.0 and will:
 - a. Coordinate and promote 2 litter collection events and continue to expand the pool of volunteers
 - b. Implement 2 community beautification projects, at least one of which will be to improve areas in the county that are considered an eyesore (as determined by board members and the public).
 - c. Implement a youth education project to teach litter prevention and waste reduction and share with 6 classes, afterschool groups, 4-H clubs, or other group of youth.

- d. Persuade 6 local high school and/or middle schools, 33 percent of Catawba County's high school and middle schools, to participate in the *Trex's Plastic Bag Recycling Challenge*.
4. To promote improved landscaping skills to protect our local natural resources (water quality, wildlife diversity, healthy soils) NC Cooperation will hold six classes (three in the fall, three in the spring) or workshops on environmentally friendly landscaping practices (such as encouraging wildlife, conserving water, composting, etc.). Participants will be surveyed and 75 percent will adopt at least one new skill.

Youth Education

5. 1000 students will participate in 4-H School Enrichment programs, which will be utilized in elementary and middle school classrooms to reinforce the standard course of study. 75 percent of the participating students will show a 20 percent improvement in their knowledge of STEM (science, technology, engineering and math) and improve their ability to make healthy lifestyle choices as a result of program participation. Changes will be measured by using student and teacher evaluations, tracking the number of new teachers utilizing 4-H science curriculum and also by the number of educators trained in and utilizing NCSU science curriculum.
6. 200 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 show 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.
7. Thirty high school students, reflecting diverse backgrounds, will improve their leadership, citizenship, and college readiness skills participating in Catawba County Youth 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 evaluations, completion of Youth Council projects, and number of youth advancing to higher education.

Local Food Production and Advocacy

8. To promote and diversify local agricultural production, fifteen Southeast Asian farmers will receive training on six different types of specialty crops suitable to our region through the Specialty Crop Classes with farmers adopting one new specialty crop by the end of June 2015. Success will be measured by the number of specialty crops adopted through on farm observation, one-on-one contact and follow up surveys.
9. To address gaps in consumer knowledge of purchasing and preparing fresh, local foods as identified through previously completed surveys, NC Cooperative Extension will work with farmers' market managers to host four events that educate the public on buying, preserving, and cooking fresh fruits and vegetables. Fifty 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.

10. To increase the capacity of local farmers, restaurants, and individuals to participate in the local food economy, NC Cooperative Extension will organize four events that provide education on how to purchase, how to market, and the availability of local foods. Events will include Eat, Drink, and Be Local, a networking event for farmers and chefs, a local foods procurement training for chefs, and a marketing training for farmers selling to restaurants. The “NC 10 percent Campaign” will be used to measure success. The events will result in a 20 percent increase in pledges to purchase local foods. (18 business participants will increase to 22 and 184 individual participants will increase to 221.)
11. Promote agricultural literacy within the general public by:
 - a. Increasing the number of farms participating in public tours/events by 10 percent (from 13 to 14 farms)
 - b. Increasing the number of individuals participating in tour by 10 percent (from 1082 to 1190)
 - c. Coordinating with GIS and Technology to develop a webpage highlighting agri-tourism sites in Catawba County

Farm and Food Sustainability Plan

12. To promote and support the local agricultural economy, being defined as within 75 miles of the center point of Catawba County, NC Cooperative Extension will provide educational programming that will increase the knowledge of 60 interested producers on all aspects of fruit and vegetable production, livestock production, best farm management practices, and new direct marketing opportunities, which would enable them to begin/expand production. 50 percent of participants will report plans to begin/expand production or marketing efforts.
13. To recruit future fruit and vegetable producers, NC Cooperative Extension will further develop a youth component to educational programming. At least 30 youth will participate in the programming and at least 50 percent of participants will report an interest in fruit and vegetable production in the future.
14. To encourage home food production, NC Cooperative Extension will host four fruit and vegetable gardening classes and demonstration events for the general public. 80 percent of participants will report plans to grow fruits and/or vegetables for home consumption.

Farm Support

15. To increase farm sustainability, NC Cooperative Extension will host meetings, workshops, or field days, and will provide one-on-one assistance and informal feedback to 30 beef/dairy farmers or confinement animal operations. Successful outreach will be determined by:
 - a. 50 percent of producers will use animal waste as a source of natural fertilizer
 - b. 65 percent of producers will soil test or have their nutrient waste analyzed
 - c. 45 percent of producers will implement soil and pasture conservation practices
 - d. 10 percent will utilize forage/feed analysis to improve their feeding protocol

- e. 30 percent of producers will calibrate their manure application equipment (this applies to confinement dairy producers only and is required once every three years based on when they were permitted)
 - f. 65 percent of producers will maintain their animal waste operator certification (based on when they were permitted and whether they achieved six credit hours of continuing education within three years)
16. One hundred horse owners will increase their knowledge of horse management as a result of participating in educational programs, receiving newsletters/media releases or through personal assistance on weed control and pasture management on small acreage, farm management, disease control and prevention, horse evaluation/selection, hay and feed evaluation and horse waste management. Success will be measured using post-survey evaluations. Fifty percent (50 percent) of the individuals served will agree that their needs were met or they implemented at least on recommended best management practice.
17. To promote the importance of local agriculture for our environmental and community health, NC Cooperative Extension will partner with Soil and Water Conservation to offer six presentations to civic groups, school groups, and to the general public at county farmers markets. One hundred people will be reached through the presentations.



Soil & Water Conservation

Organization: 320050

	2012/13 Actual	2013/14 Current	2014/15 Requested	2014/15 Approved	Percent Change
Revenues					
State	\$62,247	\$89,890	\$149,220	\$179,695	100%
Local	\$0	\$0	\$0	\$299	0%
General Fund	110,488	110,644	136,472	105,995	-4%
Total	\$172,735	\$200,534	\$285,692	\$285,989	43%
Expenses					
Personal Services	\$132,929	\$132,144	\$127,097	\$127,394	-4%
Supplies & Operations	39,806	68,390	158,595	158,595	132%
Capital	0	0	0	0	0%
Total	\$172,735	\$200,534	\$285,692	\$285,989	43%
Employees					
Permanent	2.50	2.50	2.50	2.50	0%
Hourly	0.00	0.28	0.00	0.00	0%
Total	2.50	2.78	2.50	2.50	-10%

Budget Highlights

In Fiscal Year 2014/15, the Soil and Water Conservation District's budget increased 43 percent (\$85,455). This increase is all attributed to a \$149,220 grant from North Carolina's Department of Environment and Natural Resources (DENR) grant. The grant will fund phase II of the Shuford Dam removal project.

Performance Measurement

Fiscal Year 2014/15

Soil and Water Conservation's outcomes for Fiscal Year 2014/15 will focus on ensuring clean water and soil, properly managing forest and wildlife, and securing the economic and cultural viability of the community. The department's outcomes include assisting in implementation of the County's Voluntary Agricultural District (VAD), overseeing the County's cost share programs, and increasing grade school students' environmental literacy.

Fiscal Year 2013/14

At mid-year, the Soil and Water Conservation District was on target to achieve or had already achieved 100 percent (3 of 3) of its Fiscal Year 2013/14 outcomes. The district promoted the County's Voluntary Agricultural District (VAD) program by ensuring 100 percent of all qualified applicants were assisted within ten days. The type of assistance varied dependent upon the applicant's needs. Some individuals needed a conservation plan created while others needed a plan review. Soil and Water is on schedule to allocate all cost share funds in the North Carolina Agricultural Cost Share Program (NCACSP) and Community Conservation Assistance Program (CCAP). During the next fiscal year, the Soil and Water Conservation District will collaborate with Cooperative Extension to promote the importance of local agriculture for our environmental and community health

Fiscal Year 2012/13

The Soil and Water Conservation District promoted and assisted the implementation of the County's Voluntary Agricultural District program. 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. To promote involvement and awareness of soil and water conservation, the district hosted an educational poster, essay, speech, and PowerPoint contest for 3rd through 9th grades. This was an expansion of the contest that was previously held for 5th through 8th grades.

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. 100 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 through various educational initiatives, including, but not limited to educational contests, presentations, professional development and civic involvement such as the Environmental Field Days where we host fourteen 5th grade classes at South Side Park over a two day event. This increase will be measured based on evaluations submitted by participants and teachers. The increase will be shown by using a matrix with a 50 percent increase across a 20 percent increasing sliding scale.
3. 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.
4. To engage students and promote the educational opportunities provided by the Catawba Soil & Water Conservation District with private, public and homeschooled envirothon teams. We will have a 10 percent participation increase in our envirothon program, with a 50 percent increase in knowledge of programs shown by a pre- and post- test given to the envirothon students.
5. To promote the importance of local agriculture for our environmental and community health, NC Cooperative Extension will partner with Soil and Water Conservation to offer six presentations to civic groups, school groups, and to the general public at County farmers' markets. One hundred people will be reached through the presentations.



Forestry

Organization: 330050

	2012/13 Actual	2013/14 Current	2014/15 Requested	2014/15 Approved	Percent Change
Revenues					
Miscellaneous	\$4,675	\$5,100	\$5,100	\$5,100	0%
General Fund	52,140	73,161	60,802	60,985	-17%
Total	\$56,815	\$78,261	\$65,902	\$66,085	-16%
Expenses					
Supplies & Operations	\$56,815	\$78,261	\$65,902	\$66,085	-16%
Total	\$56,815	\$78,261	\$65,902	\$66,085	-16%

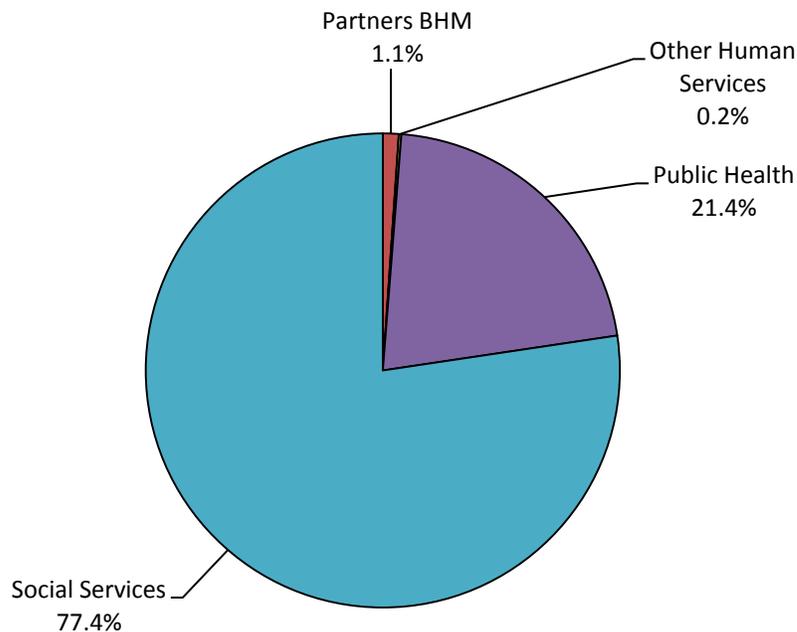
Budget Highlights

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 \$51,811,725 is 25.1 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 \$40,078,838 go to support the human needs, and the Public Health Department is projected to expend \$11,082,387 for the specialized public health services it offers. Other Human Resources include the Medical Examiner and is funded at \$90,000 this fiscal year. \$559,000 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

	2012/13 Actual	2013/14 Current	2014/15 Requested	2014/15 Approved	Percent Change
Revenues					
ABC 5 Cents Per Bottle	\$44,473	\$45,000	\$55,000	\$55,000	22%
ABC Profits	45,000	63,000	45,000	45,000	-29%
CJPP Grant	0	0	0	0	0%
General Fund	668,471	534,000	704,500	459,000	-14%
Total	\$757,944	\$642,000	\$804,500	\$559,000	-13%
Expenses					
Mental Health Services	\$502,000	\$499,500	\$499,500	\$459,000	-8%
Mental Health Service Support Efforts	148,000	34,500	205,000	0	0%
Mental Health ABC Board Contract	107,944	108,000	100,000	100,000	-7%
Drug Treatment Court	0	0	0	0	0%
CJPP	0	0	0	0	0%
Total	\$757,944	\$642,000	\$804,500	\$559,000	-13%

Budget Highlights

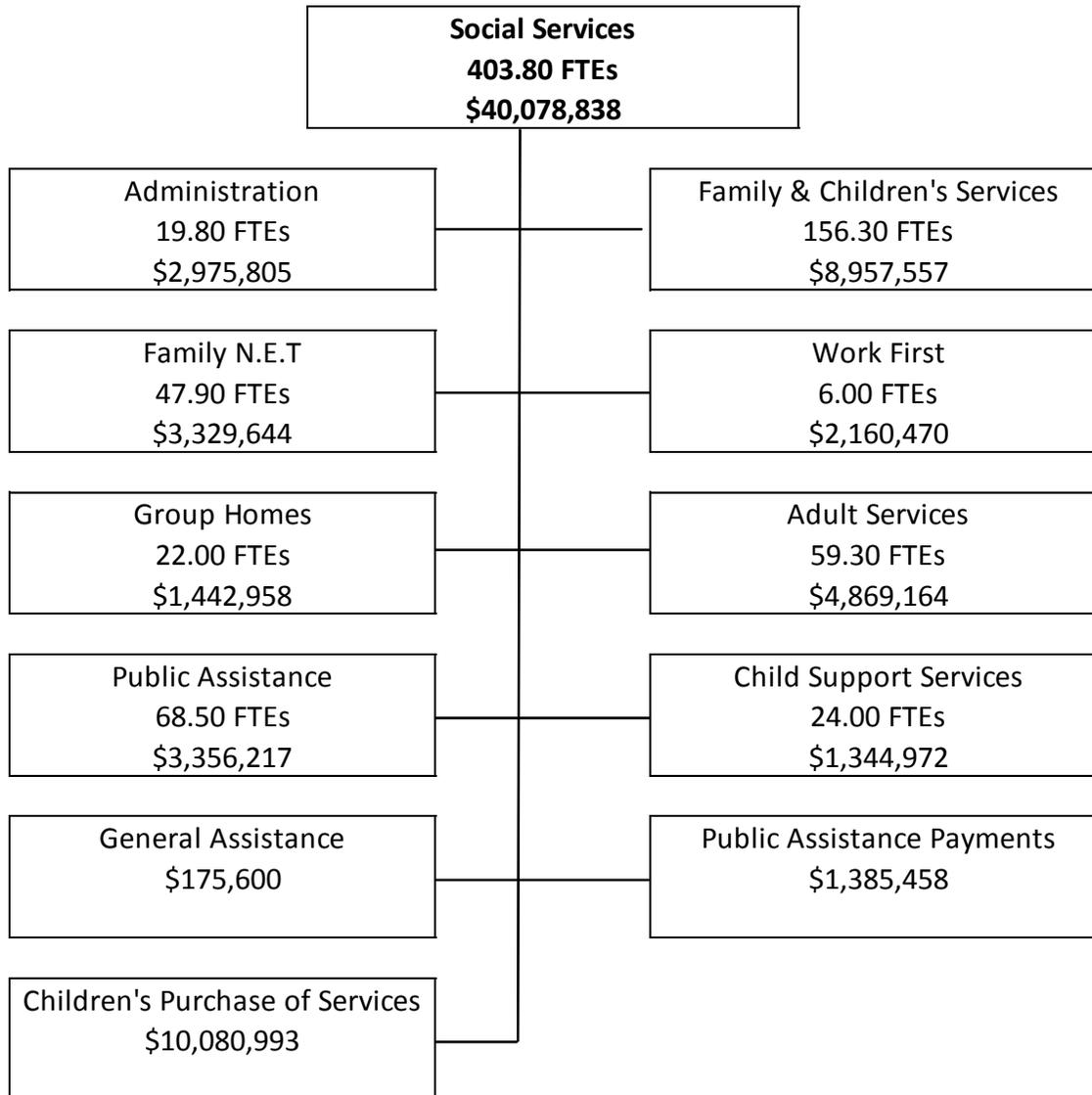
On July 1, 2012, Mental Health Partners, which served Catawba and Burke Counties since July 2008, merged with Crossroads (serving Iredell, Surry, and Yadkin) and Pathways (serving Cleveland, Gaston, and Lincoln) local management entities (LMEs) to form Partners Behavioral Health Management (Partners BHM) a managed care organization (MCO). Since statewide mental health reform began seven years ago, Catawba County representation on the governing board has been progressively reduced and is now 1/5 what it was before reform. Now the State plans to consolidate existing MCOs into 4 regions statewide, even further removing mental health services from local control and shifting the responsibility more clearly to the State.

The budget maintains existing mental health services at current year levels and total spending of \$534,000 by appropriating \$459,000 in new funds and asking Partners BHM to spend \$75,000 of County fund balance it is holding based on prior year under-spending. County funds cover services not otherwise supported by Federal or State funding that benefit Catawba County citizens. In Fiscal Year 2014/15, the County will continue to contract for the following services:

Service	
CVBH:	
Psychiatric Support	\$ 167,500
MH/SA Services in Jail	\$ 40,000
Newton Apartments	\$ 26,000
LifeSkills Operations (including rent)	\$ 266,000
Total CVBH Funding	\$ 499,500
Service	
Other	
Temporary Housing	\$ 34,500
Total Other Funding	\$ 34,500
Total	\$ 534,000
Funding Sources	
County FY 2014/15 Budget	\$ 459,000
County Fund Balance Held by Partners BHM	\$ 75,000
Total	\$ 534,000

Additionally, the budget continues to include \$100,000 in pass through funds to provide substance/alcohol abuse treatment in Catawba County as required by NCGS 18B-804.

Catawba County Government



Social Services

Reinventing Department

Organizations: 560100 - 561000

	2012/13 Actual	2013/14 Current	2014/15 Requested	2014/15 Approved	Percent Change
Revenues					
Federal	\$11,353,940	\$12,089,996	\$13,293,393	\$13,293,393	10%
State	2,600,539	2,585,261	2,879,240	2,879,240	11%
Federal & State	8,869,604	8,920,565	9,095,155	9,095,155	2%
Local	2,792,679	3,419,246	3,137,132	3,150,407	-8%
Charges & Fees	417,013	386,163	283,905	283,905	-26%
Miscellaneous	235,574	138,808	176,750	176,750	27%
Contingency	0	750,000	750,000	750,000	0%
General Fund	9,671,907	10,154,982	10,443,646	10,449,988	3%
Total	\$35,941,256	\$38,445,021	\$40,059,221	\$40,078,838	4%
Expenses					
Personal Services	\$20,498,026	\$21,284,872	\$21,696,098	\$21,715,715	2%
Supplies & Operations	15,371,387	16,327,149	17,525,123	17,525,123	7%
Capital	71,843	83,000	88,000	88,000	6%
Special Contingency	0	750,000	750,000	750,000	0%
Total	\$35,941,256	\$38,445,021	\$40,059,221	\$40,078,838	4%
Expenses by Division					
Administration	\$2,076,795	\$2,986,121	\$2,971,977	\$2,975,805	0%
Family & Childrens Services	9,061,392	8,702,325	8,980,428	8,957,557	3%
Family Net	3,101,856	3,593,291	3,319,794	3,329,644	-7%
Work First	1,606,695	1,878,667	2,159,319	2,160,470	15%
Group Homes	1,175,075	1,356,705	1,440,268	1,442,958	6%
Adult Services	4,334,139	4,450,717	4,859,017	4,869,164	9%
Public Assistance	3,028,030	3,211,007	3,345,421	3,356,217	5%
Child Support	1,118,779	1,351,320	1,340,946	1,344,972	0%
General Assistance	173,601	159,000	175,600	175,600	10%
Public Assistance Payments	1,194,810	1,385,392	1,385,458	1,385,458	0%
Children's Purchase of Service	9,070,084	9,370,476	10,080,993	10,080,993	8%
Total	\$35,941,256	\$38,445,021	\$40,059,221	\$40,078,838	4%
Employees					
Permanent	403.18	403.78	403.80	403.80	0%
Hourly	8.26	8.26	7.26	7.26	-12%
Total	411.44	412.04	411.06	411.06	0%

Fiscal Year 2011/12 Outcome Achievements

Total Outcomes	Achieved	Not Achieved	Success Rate
32	29	3	90.6%

Budget Highlights

Social Services budget increased by 4.25 percent (\$1,633,817). The majority of this increase (\$1.3 million) is attributed to an increase in Federal pass-through money earmarked for day care, foster care, and the Low Income Energy Assistance Program. Only 26 percent of Social Services' budget is supported by the County (local property and sales tax dollars). Federal dollars (directly allocated or passed-through via the State) are the majority of Social Services' funding. Social Services is responsible for passing funds from the Federal and State governments to citizens in need of assistance, which amounts to over \$220 million.

Performance Measurement

Fiscal Year 2014/15

Social Services has established 45 outcomes for Fiscal Year 2014/15 (two of which are multi-year outcomes) that continue to focus on delivering high quality service despite recent losses in funding and increases in service eligibility. The department will remain stalwart in leveraging as many Federal and State allocations as possible to maintain agency solvency. Social Services will improve foster care placement stability and increase the well-being of children. The agency will also focus on preventative measures that promote meeting health and educational needs by promoting and sustaining child wellbeing and family functioning through quality services. Social Services has also developed two multi-year outcomes to provide higher quality service to its clients and to the community. The outcomes focuses on mitigating recidivism by helping clients develop and maintain a solid support system and strengthening permanency by working toward reunification of child and family.

Fiscal Year 2013/14

At mid-year, the Department of Social Services was on target to achieve or had achieved 90 percent (28 of 31) of its 2013/14 outcomes. The three outcomes not on target for the current fiscal year were in Child Protective Services, Food Assistance, and Child Support.

The Child Protective Services' outcome was to strengthen parent engagement by having 70 percent of families with children found to be abused and/or neglected participate in a Child and Family Team meeting within 60 days of case decision. At mid-year, just 16 of 31 (51.61 percent) of these families had participated in a Child and Family Team meeting within 60 days. In Food Assistance, Social Services wanted to make sure that the needs of the citizens were promptly met by having 99 percent of all approved food assistance applicants within an average of eight days. At the mid-year, as a result of delays caused by the State-wide implementation of North Carolina Families Accessing Services through Technology (NC FAST), 95.8 percent of applications were processed within 9.9 days. Although Food Assistance was behind its target, it remained significantly better than the Federal goal of processing 97 percent of applications within 30 days. The Child Support division sought to assure children receive financial support from their parents by maintaining a collection rate of 71 percent. At mid-year the collection rate was 69.87 percent, .04 percentage points higher than mid-year 2012/13. Last year Child Support's target, 70.5 percent, was missed by .04 percentage points.

Social Services' accomplishments during the first half of the fiscal year far outweigh the three aforementioned items. 91 percent (246 of 270) of children in foster care during their first 11 months experienced two or fewer placements. This was very helpful in promoting placement stability and

reducing trauma of children entering foster care. To further promote placement stability 98 percent of families served by a Success Coach for at least 60 days did not have a child re-enter foster care while their case was active or for 6 months after case closure. In regards to Work First, 100 percent of able bodied Work First adults received intensive employment services. Additionally, 97 percent of citizens facing a health risk due to exposure to the weather received financial assistance with their heating through Social Services', Eastern Catawba Cooperative Christian Ministries', and the Salvation Army's collaborative efforts.

Fiscal Year 2012/13

Administration

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

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.

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 enhance the overall effectiveness and efficiency of the agency, demonstrate 25 percent operational savings, 10 percent financial savings, or a median combination of both, through pre & post implementation measurement of technology advancements, work procedure enhancements or cost savings activities, during Fiscal Year 2014-15.
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 2014-15. (Western NC counties' average 98.92 percent.)

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. To reduce the impact of neglect on a child's functioning and development, 85 percent (approx 116 of 136) of families who are identified as chronically neglectful will not experience an additional finding of child maltreatment within 12 months of completing in-home social work services (or reunification of a child following foster care) during Fiscal Year 2014-15.
2. In order to be more fully equipped to provide trauma informed services to children and families served within the division, 95 percent (184 of 195) of all child welfare staff will complete the Child Welfare Trauma Toolkit Training and will demonstrate improved or maintained understanding of the impact trauma has on children the impact childhood trauma experienced by parents has on their ability to parent effectively as measured by a 14 percent increase in trauma informed knowledge from pre to post test in Fiscal Year 2014/15. *(Two additional correct responses on 14 question post test would indicate 14 percent increase.)*
3. In order to improve self sufficiency and increase positive support systems available to families in times of crisis, 75 percent (163 of 217) of families in need of child protective services and who identify two voluntary 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, will not experience another need for services within 6 months of case closure during Fiscal Year 2014-15.
4. In order to promote safety of children, 80 percent (175 of 217) of parents/caregivers in need of child protective services will be able to demonstrate/explain and put into practice at least two behaviors that keep their children safe prior to closure of services as evidenced by CFT, case closure summary, case plan, and or/documentation in narrative during Fiscal Year 2014-15.

Prevention

Statement of Purpose

To promote self-sufficiency and enhance family relationships through education, advocacy, and support.

Outcomes

5. In order to improve future opportunities for academically vulnerable students, 85 percent (106 of 125) of students who receive ACE 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 Child and Adolescent Needs and Strengths (CANS) Comprehensive Assessment tool during Fiscal Year 2014-15.
6. To increase knowledge of risks and consequences of adolescent sexuality and provide skills in problem-solving, the vulnerable population of 8th grade students served by Teen Up who

complete 75 percent of the total sessions (94 of 126), will maintain or improve scores from pre to post test during Fiscal Year 2014-15.

7. To develop relationships, strengthen parental engagement, identify supports and mutual understanding of expectations in an atmosphere of mutual respect that promotes the safety of children, 75 percent (321 of 428) of all families with children involved in child welfare assessments or investigations, family in-home, and foster care services during

Fiscal Year 2014-15: will participate in a Child and Family Team meeting with fidelity to the CFT model at required intervals (prior to petition for custody, within 30 days of case decision, within 30, 60, 150 days of foster care and every 6 months thereafter) as measured by ISSI data and information

Permanency Planning

Statement of Purpose

Ensure that vulnerable children in Catawba County experience safe, permanent, and nurturing families.

Outcomes

8. To increase or maintain connections with relatives for children who are removed from their own homes, placement with approved relatives/kin within 90 days of the legal case decision will increase from the current rate of 38 percent to 40 percent (48 of 120), during Fiscal Year 2014-15.
9. In order to increase local placement options, keep more foster children in their home schools, help retain friends, and keep a sense of home community, the number of local licensed foster homes will increase by 50 percent (from 10 to 15 homes) in Fiscal Year 2014-15.
10. To improve foster care placement stability and increase the well-being of children, 90 percent (104 of 116) of children in foster care less than 12 months will experience two or fewer placement changes (excluding moves toward permanency) during Fiscal Year 2014-15 as compared to the state's 88.44 percent, large counties 86.17 percent, and Catawba County's 88.72 percent in Fiscal Year 2012-13.
11. To improve foster care placement stability and increase the well-being of children, 71 percent (57 of 80) of children in foster care for 12-24 months will experience two or fewer placements, excluding moves toward permanency during Fiscal Year 2014-15, as compared to the current federal standard of 59.9 percent, and the Fiscal Year 12-13 state percentage of 69.1 percent, large counties' 72.45 percent, and Catawba County's 65 percent.
12. In order to promote strong ties with foster children and their caregivers while assessing for continuous safety and wellbeing, social workers will visit 95 percent (195 of 205) of children at least once per month and 89 percent (182 of 205) of these visits will be in the child's residence during Fiscal Year 2014-15, as compared to the federal benchmark of 90 percent and 85 percent, and our most recent result of 94.7 percent and 88 percent, respectively.
13. In preparation for successful independent living, 90 percent (approximately 35 of 39) of youth aged 16-18 who actively participate in North Carolina's Independent Living Program for Foster

Children (LINKS) in Fiscal Year 2014-15 will meet a benchmark of 80 percent achievement in State-identified outcomes (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).

14. "Screening parents for trauma as part of routine practice can significantly increase social workers' ability to fully understand their clients' behavior and related challenges, and foster an environment focused on cooperation, understanding, trust and hope – which increase the likelihood of children staying with or returning to their parents."

Fiscal Year 2014-15: To help facilitate parental engagement and remove barriers to reunification (or other permanency outcomes) for youth entering foster care during Fiscal Year 2014-15, 75 percent (68 of 90) of parents/caregivers will receive a trauma-informed assessment within 45 days of child entering care to identify needs and gaps in services.

Child Wellbeing/Post Care

Statement of Purpose

Ensure that vulnerable children in Catawba County experience safe, permanent, and nurturing families.

Outcomes

15. To help promote academic success and provide a more normalized childhood through involvement in extracurricular activities, 90 percent (123 out of 137) of school age children in foster care will participate in at least one developmentally appropriate social/athletic/cultural/spiritual activity during Fiscal Year 2014-15.

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

16. To assist children in foster care with a plan of adoption to move toward permanency during Fiscal Year 2014-15, 55 percent (28 of 51) of children will become adopted within two years of entering agency custody, as compared to the state rate of 36.54 percent and Catawba's rate of 52.94 percent.

Residential Services

Statement of Purpose

Youth receiving residential services are provided a safe and nurturing group home environment in order to promote positive family functioning.

Outcomes

17. In order to promote wellbeing and improved behaviors for youth during Fiscal Year 2014-15, 87 percent (12 of 14) of youth receiving services in the Corner House Programs for at least six

months will demonstrate improved behaviors on the Child Behavior Checklist (CBCL) as measured at admission and planned discharge.

18. To promote placement stability and permanence for youth in foster care, 90 percent (31 of 35) of youth served in Andrea's Place and Blevins (DSS Homes-Level I) will receive the following within their 90 day stay: physical health assessment, mental health assessment, behavioral assessment, and a comprehensive team meeting, including family and professionals involved with the child and family during Fiscal Year 2014-15.

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. In order to assist Work First Able Bodied Adults in becoming independent of the Work First Program, 90 percent (approximately 27 of 30) of the adults with a means of transportation will receive intensive employment services during the fiscal year 2014-15 as opposed to the state benchmark of 80 percent.
2. To strengthen the future well-being and independence of the children in the home, 98 percent (approximately 250 of 256) of all caretakers receiving Work First will participate in ensuring all educational and health needs of the child are being met during the fiscal year 2014-15.
3. To eliminate the crisis of citizens unable to meet their heating or cooling needs, 95 percent (approximately 3141 of 3307) will receive financial assistance through a collaborative effort provided by Social Services, Eastern Catawba Cooperative Christian Ministries, Greater Hickory Cooperative Christian Ministries, and Salvation Army

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 help empower vulnerable and disabled adults to live independently in a safe environment, 93 percent (28 of 30) of persons who have experienced abuse, neglect or exploitation and are receiving services to meet their individual needs, will not experience a repeat incident of abuse neglect or exploitation during Fiscal Year 2014-15.

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. Increase 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 to ensure 94 percent (15 of 16) of all concerns identified by the Adult Home Specialist do not escalate to a level of deficient practice.

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

3. To support health and wellness, independence, education, socialization and reduced isolation; the Senior Nutrition program will serve 97 percent (1,243 of 1,281) of eligible 60+ Catawba County citizens with an expressed need during Fiscal Year 2014-15.

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

4. To assist elderly and disabled citizens in gaining access to medical care and enable them to maintain quality of life by serving an average of 69.5 percent of the potentially eligible population of Catawba County (approximately 7,351 of 10,577) per month with Medicaid benefits through Fiscal Year 2014/15 as compared to the state's current participation rate of 59 percent.

Carolina ACCESS

Statement of Purpose

To provide Medicaid customers with access to medical attention.

Outcomes

5. Ensure individualized, quality medical care and reduce unnecessary Emergency Room utilization by having 92 percent (approximately 21,485 of 23,545) of Catawba County Medicaid beneficiaries linked with a primary care physician by the end of Fiscal Year 2014-15 compared to the statewide average of 91 percent..

Medicaid Transportation

Statement of Purpose

Prevent transportation from being a barrier for Medicaid eligible Catawba County citizens accessing medical services.

Outcomes

6. Assist Medicaid eligible Catawba County citizens in accessing medical services by arranging and/or providing 25,000 trips to an estimated 1,900 unduplicated 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 assure that children receive the financial support of their parents, a collection rate of 70.25 percent for child support payments during Fiscal Year 2014-15 will be maintained, as compared to the statewide average of 65.2 percent and similar county average of 66.83 percent.
2. To assure that children are financially supported by both parents, 87.75 percent 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 84.74 percent and similar county average of 85.68 percent.

Family Medicaid

Statement of Purpose

To assist families and children in obtaining access to medical services by quickly and accurately determining their eligibility for Medicaid/NC Health Choice for Children and providing information to citizens to help them obtain medical services.

Outcomes

3. To enhance the quality of health of children by increasing access, Medicaid or North Carolina Health Choice will be provided to 92 percent (approximately 16,132 of 17,535) of Catawba County's uninsured/potentially eligible children during Fiscal Year 2014-15 compared to the state's rate of 90 percent.
4. To assure that the medical needs of citizens are met promptly, 97 percent (approximately 10,090 of 10,400) of all Family Medicaid applications will have an average processing time of 25 days during Fiscal Year 2014-15 (decreasing to 20 days in Fiscal Year 2015-16) compared to the state's requirement to process 90 percent of all applications within 45 days.

Food Assistance

Statement of Purpose

To efficiently provide food assistance to eligible families and connect them to other available resources.

Outcomes

5. To assure that tax dollars are used appropriately and families receive the correct benefits, the Food Assistance staff will maintain an accuracy rating of 97 percent of all Food Assistance cases

as evaluated by state quality control monitors (approximately 20) during Fiscal Year 2014-15 as compared to the current state accuracy rate of 95.64 percent (data as of May 2013).

6. To assure that the needs of citizens are met promptly and the implementation of NC FAST will continue to positively support the program's mission, 98 percent (approximately 5243 of 5350) of all approved food assistance applicants will be processed within an average of 10 days or less during Fiscal Year 2014-15 as compared to the Federal goal of 97 percent within 30 days.
7. To promote the appropriate use of public benefits, Program Integrity will investigate known and suspected overpayment situations, causing collections of state, county, and federal funds of \$225,000 for Fiscal Year 2014-15
8. To support the Universal Eligibility Specialist concept, improve customer service and create efficiencies for staff, 95 percent (approximately 7436 of 7828) of families receiving Food Assistance and Medicaid will have one case manager by June 30, 2015 as compared to our current caseload of 25 percent

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

9. To support the economic independence of Catawba County parents/caretakers and employers, all available subsidy funds will be maximized by serving an average of 1650 children per month during fiscal year 2014-15.
10. In order to ensure the safety of children involved with Child Protective Services, appropriate supervision and child care will be provided to 95 percent (157 of 166) of children needing child care for this purpose during Fiscal Year 2014-15.

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. In order to promote and sustain child wellbeing and family functioning through quality services, Family NET, Therapeutic Foster Care and Residential Services will pass all quarterly accreditation self audits, which include standards on services, safety, and consumer satisfaction, at 93 percent or better by June 30, 2015 as compared to the minimum 85 percent compliance needed to achieve accreditation.

Outpatient Services

Statement of Purpose

Children and families in Catawba County will achieve emotional, behavioral, and interpersonal well-being.

Outcomes

2. To improve family functioning, 90 percent (405 of approximately 450) of children and adolescents served by Family Net outpatient services will demonstrate improvement (at least a 10 point decrease in total score) in at least one domain (Role Performance, Behavior Towards Others, Moods/Self-Harm, Substance Use, Thinking) on the Child and Adolescent Functional Assessment Scale (CAFAS) after six months or upon completion of all outpatient treatment services during Fiscal Year 2014-15.
3. To provide more timely and clinically appropriate treatment to help children in foster care heal from trauma and improve their placement stability, 80 percent (47 of 59) of children ages 3-17 who have entered foster care and complete a mental health trauma informed assessment by Family Net within 30 days, will receive recommended treatment during Fiscal Year 2014-15 as compared to 50 percent in Fiscal Year 2013-14.

Adolescent and Substance Abuse Services

Statement of Purpose

Enhance the emotional, behavioral, and interpersonal functioning of adolescents and their families in Catawba County.

Outcomes

4. To promote community safety and improve quality of life, 92 percent (approximately 54 of 60) 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 Fiscal Year 2014-15, will have no new juvenile legal charges while in the Family NET treatment program as compared to the nation's most successful programs realizing 75 percent.

Early Childhood Support Team

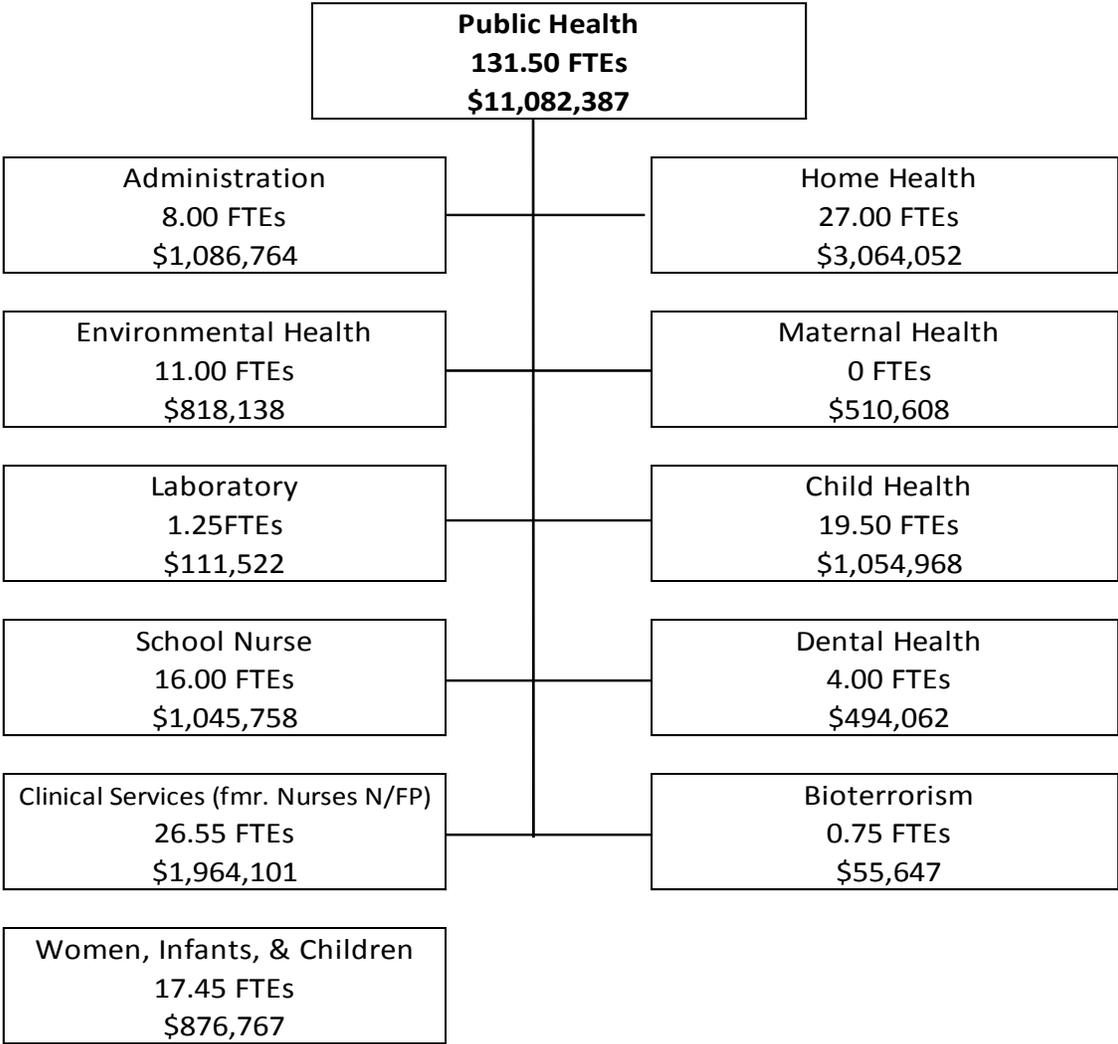
Statement of Purpose

Provides support services to children ages birth to five, their families, and childcare providers so that children can be ready to enter kindergarten.

Outcomes

5. To promote social, emotional, and behavioral functioning of preschool children, 93 percent of children (approximately 24 of 26) who complete services with the Clinical Specialists in Fiscal Year 2014-15 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.
6. To promote social and emotional well-being of young children, 95 percent (36 of 38) of child care programs participating in consultative services with the Education Specialists for at least 6 months in Fiscal Year 2014-15 will demonstrate maintenance or improvement in the areas of transitions, schedules, routines, and group time activities for children as measured by the Inventory of Practices for Promoting Children's Social Emotional Competence.

Catawba County Government



Public Health

Organizations: 580050 - 580550

	2012/13 Actual	2013/14 Current	2014/15 Requested	2014/15 Approved	Percent Change
Revenues					
Federal	\$59,552	\$57,121	\$55,488	\$55,647	-3%
State	1,065,527	1,116,342	1,210,680	1,210,680	8%
Federal & State	1,622,821	1,640,510	1,658,310	1,662,601	1%
Local	684,830	853,444	877,796	890,975	4%
Charges & Fees	4,685,577	5,179,954	4,810,288	4,935,634	-5%
Miscellaneous	112,964	134,689	110,750	110,750	-18%
Special Contingency	0	275,000	275,000	275,000	0%
Fund Balance	0	0	227,232	14,789	0%
General Fund	3,054,103	1,887,706	1,922,985	1,926,311	2%
Total	\$11,285,374	\$11,144,766	\$11,148,529	\$11,082,387	-1%
Expenses					
Personal Services	\$8,468,560	\$8,280,433	\$8,311,628	\$8,245,486	0%
Supplies & Operations	2,816,814	2,589,333	2,561,901	2,561,901	-1%
Capital	0	0	0	0	0%
Special Contingency	0	275,000	275,000	275,000	0%
Total	\$11,285,374	\$11,144,766	\$11,148,529	\$11,082,387	-1%
Expenses by Division					
Administration	\$887,304	\$1,046,553	\$1,084,218	\$1,086,764	4%
Home Health	3,148,201	3,068,160	3,051,243	3,064,052	0%
Environmental Health	850,066	795,157	816,455	818,138	3%
Family Care Coordination	0	0	0	0	
Maternal Health	638,961	524,427	512,496	510,608	-3%
Laboratory	167,586	109,010	111,272	111,522	2%
Child Health	1,560,445	1,613,563	1,111,182	1,054,968	-35%
Health & Wellness Trust	0	0	0	0	0%
School Nurse	860,165	1,010,830	1,042,444	1,045,758	3%
Dental Health	442,925	483,087	492,718	494,062	2%
Adult Health	682,839	474,403	0	0	0%
Bioterrorism	44,191	57,121	55,488	55,647	-3%
ABCD Grant	0	0	0	0	0%
Clinical Services (fmr. Nurses/FP)	1,187,674	1,090,268	1,999,662	1,964,101	80%
WIC	815,017	872,187	871,351	876,767	1%
Total	\$11,285,374	\$11,144,766	\$11,148,529	\$11,082,387	-1%
Employees					
Permanent	155.70	133.80	133.80	131.50	-2%
Hourly	9.64	4.62	2.33	2.33	-50%
Total	165.34	138.42	136.13	133.83	-3%

Budget Highlights

Public Health's budget decreased by .56 percent (\$62,379) from the current year's approved budget. The department underwent organizational and personnel restructuring. The largest change was creating Clinical Services. Clinical Services is a conglomeration of Adult Health, Nurses/Family Planning and a portion of Child Health, which explains the 80 percent increase in this section of Public Health.

The revenue losses that Public Health experienced during the current fiscal year will continue in Fiscal Year 2014/15. In response to the revenue losses, Public Health will eliminate four positions (two of which were vacant), reduce hours of one position, and unfund three positions, impacting citizens by reducing Public Health's appointment availability.

Performance Measurement

Fiscal Year 2014/15

Catawba County Public Health will continue to focus on providing high quality health services for the County's citizens during Fiscal Year 2014/15. For example in Environmental Health, rigorous standards will be applied to the creation and incorporation of a formal field performance review process, assuring citizens will have a beneficial interaction with the department. The Early Childhood Support Team will insure child care staff are trained and prepared to routinely manage children's medical conditions. The Dental clinic will improve low income school age children's access to dental services. Public Health has also developed four multi-year outcomes. Three of the multi-year outcomes focus on long-term community health issues such as reducing childhood obesity, complying with immunization laws, and maximizing growth and development in infants and children. The last multi-year outcome emphasizes developing and integrating data mapping to better serve the public.

Fiscal Year 2013/14

At mid-year, Public Health was on target to achieve or had already achieved 39 of 39 Fiscal Year 2013/14 outcomes. Catawba County Public Health achieved its most important outcome for Fiscal Year 2013/14 when it was re-accredited by the North Carolina Local Health Department Accreditation Board. Accredited status, which lasts four years, validates Public Health's ability to provide quality service to the public. Bioterrorism Preparedness and Response continues to enhance staff's ability to prevent, mitigate, and/or respond to biological threats to the community. During the first half of the year two call-down drills were held to demonstrate a "ready-to-respond" workforce. 92 percent of employees responded to the call-down drills within four hours. Children's Services assured the healthy growth and development for 99.6 percent of children with special health needs (who were referred to the CC4C program) by establishing a medical home. In an effort to provide quality customer service for adult clients, 98 percent of Adult Health clients seen in the Fast Track Clinic had an average wait time of 15 minutes per visit.

The Dental Clinic is well on its way to achieving its target of increasing the number of children ages one through five who received dental services to 432. At mid-year the clinic had seen 292 children (68 percent of goal). Environmental Health has conducted inspections on 100 percent of permitted food service and lodging establishments. Environmental Health has also investigated 99 percent of complaints within 48 hours of receipt. Home Health, in an effort to provide an effective alternative to costly inpatient care, worked to have 88 percent of all its discharged patients remain in their residence

after an episode of care. Prenatal is on target to achieving its goal (85 percent) of having new mothers complete their six week postpartum visit. During the first half of the year, Prenatal stands at 82.6 percent. The first half of the fiscal year was successful for WIC. It sought to have 65 percent of women enrolled in the Breastfeeding Peer Counseling Program continue to breastfeed for at least six weeks. At mid-year, 81 percent of women enrolled in the program continued breastfeeding for at least six weeks.

Fiscal Year 2012/13

Administration

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.

Home Health

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

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

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

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

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

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

Bioterrorism

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.

Women, Infants, and Children (WIC)

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.

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.

HOME HEALTH

Statement of Purpose

Catawba County Home Health Agency (HHA) is a community based non-profit agency serving residents in Catawba and surrounding counties. Home Health provides skilled nursing, physical therapy, speech therapy, and occupational therapy as well as home health aide and medical social work services to residents in their homes. The overall goal is to ensure that HHA clients in the Catawba Valley area will have access to, and receive quality home health care regardless of their socio-economic status.

Outcomes

1. To provide quality healthcare that is an effective alternative to costly extended inpatient care, 90 percent of all Catawba County Home Health patients will remain in their place of residence after an episode of Home Health Care ends. The percent of patients discharged from HHA remaining in their residence after an episode of care was 87.13 percent in FY11/12 and 92 percent in FY12/13.
2. To achieve long term sustainability in the dynamic home health care industry, the goal of HHA marketing plan is to achieve 1,700 patient referrals in FY2013/14. (In FY2010/11, 1,325 referrals were received; 1,394 in FY2011/12; and 1,578 in FY2012/13.)
3. To ensure patients receive a timely and seamless transition to home care, Catawba County Home Health will initiate physician ordered services for 95 percent of patients within 48 hours of receiving the referral. (Federal FY2012/13 averages were National – 91 percent; NC – 91 percent; surrounding market – 90 percent; and CCHHA – 97 percent.)

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 FY 2012-13, 2167 inspections were conducted at 1005 permitted establishments and 592 food service education and training sessions with a total of 1182 participants were conducted. (For FY2011-2012, Catawba County Environmental Health achieved a 100 percent inspection rate (55 of 100 NC counties achieved 100 percent with only 5 others comparable in size to Catawba County (550 to 628 establishments). Comparable counties data for FY2012/13 will be available in January 2014).
2. To maintain a high level of responsiveness, Environmental Health will respond to 95 percent of complaints related to possible violations of North Carolina Environmental Health statutes and rules within 48 hours after receiving the complaint by providing technical assistance, consultation, remediation, or other enforcement methods to resolve violations. (FY2012/13 response rate was 99.54 percent. 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 90 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.
4. To provide excellent customer service, Environmental Health will complete 95 percent of all onsite well and septic permits within ten Environmental Health process days. (FY2012/13 rate was 99.65 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 Pregnancy Care Management (PCM) 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. 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 5 percent (no current baseline data – will begin collecting January 2013). 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. (In FY2012/13, 67 percent of CVMC-MS patients entered into care in their first trimester and 92 percent continued care with CVMC-MS throughout their pregnancy).
2. All women identified as eligible will be offered Pregnancy Care Management services and 95 percent will be enrolled and receive PCM services through a CCPH Care Manager. The PCM 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. No State comparison data is available.
3. CCPH will ensure that patients have continued access to safety net services (e.g. WIC, Family Planning, and care management) after delivery by having 85 percent of pregnant women residing in Catawba County that are receiving care management services through the Pregnancy Care Management program complete their postpartum exam. (In FY2012/13, 86.7 percent of CCPH prenatal patients completed their postpartum exam. No State comparison data is available.)

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. Through partnerships with local physicians and pediatricians, CCPH will assure Catawba County has the capacity for all children to receive healthcare by increasing access to a medical home for Medicaid recipients ages 0 through eighteen to 92 percent. According to research, this will assure positive health outcomes through timely and preventive acute health services. (FY2011/12 North Carolina access rate was 91 percent; Catawba County access rate was also 91 percent.)
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 develop and integrate data mapping and data analysis capacities into targeted outreach strategies. (The FY2010/11 NC Immunization Assessment rate for Catawba County was 77 percent; that same rate for FY2011/12 was 77 percent; and for FY12/13 was 79 percent).
 - a. FY 2014/15: CCPH will have staff who can use data mapping along with immunization and demographic data to determine the population of children that would benefit from targeted interventions. Once this analysis is completed of the FY 12/13 and FY13/14 cohort groups assessed in the NC Immunization rate for Catawba County, a plan detailing the profile of the out of compliance population including geographic location, gender, economic status, ethnicity, etc.; theory for non-compliance; other data or information supporting non-compliance theory; evidence based strategies; and recommendation of targeted strategies to use to improve the immunization rate. Two interventions will be implemented by 6/30/2015.

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 95 percent will establish care with a medical home within 30 days of discharge from NICU.
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.
5. To increase the likelihood that a child will experience positive developmental outcomes, 95 percent of Medicaid eligible infants less than one year of age exhibiting signs of developmental delay, will be referred by the CC4C case manager to the Early Intervention program for evaluation and, once evaluated, 50 percent of children will be identified to 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 and date of infants less than one year of age referred to Children’s Developmental Services Agency (CDSA); date appointment kept with CDSA; and number of children identified to receive intervention services.)
6. To ensure appropriate use of a medical home, 95 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. (No State or regional data is available for comparison during this year. This outcome will be measured by tracking the name, date of children referred/discharged from the hospital or emergency department, and the date that the patient is contacted.)

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 teacher(s) pre-and-post-test survey).
8. To promote a culture of health and well-being for children, their families, and the child care center workforce, 90 percent of child care centers participating in the Healthy Child Care Center Recognition Program will meet 100 percent of the priority goals, thereby supporting a culture that promotes the health and well-being of children enrolled in that facility as well as their families and the child care center workforce. Examples of goals include offering fresh fruit and/or vegetables at least three times a week, offering water daily, decreasing screen time, and the implementation of healthy fundraisers, healthy snack policies and compliance with tobacco-free campus.
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 100 percent of at-risk children managed by the ECST Clinical Specialists. 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.

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 FY 2012/13, 99 percent of students achieved their goals.)

11. To increase the likelihood of healthy pregnancy outcomes, 93 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. (In FY2012/13, 100 percent of students began care in their first trimester.)
12. In order to comply with NC Immunization Laws and continue efforts to prevent pertussis in our community, 90 percent of eligible sixth grade students will receive a Tdap booster by the 30th calendar day of school. Catawba County Public Health School Nurses will collaborate with the immunization clinic for appointment times as well as provide education to parents, physician's offices, and school staff on the importance of receiving the vaccination.
 - FY 2014/15: Public Health will use data mapping along with immunization and demographic data to determine the population of children that would benefit from targeted interventions. Once this analysis is completed of the FY13/14 non-compliant student population for Catawba County, a plan detailing the profile of the out of compliance population including geographic location, gender, economic status, ethnicity, etc.; theory for non-compliance; other data or information supporting non-compliance theory; evidence based strategies; and recommendation of targeted strategies to use to improve the immunization rate. Two interventions will be implemented by 6/30/2015.
13. 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 $\geq 95^{\text{th}}$ 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.
 - FY 2014/15: CCPH School Nurses will be trained to implement the SCOT; mass screenings of first, seventh, and ninth grades will be completed; data will be analyzed; and students who have a BMI in the $\geq 95^{\text{th}}$ percentile, will be identified.

DENTAL

Statement of Purpose

To improve the oral health of children without access to dental services, income and Medicaid eligible children ages one through 21 will have access to comprehensive, preventive, and treatment dental services through the Catawba County Public Health (CCPH) Dental Practice.

Outcomes

1. To improve access to dental services for low income school age children, the CCPH Dental Practice will serve 1,000 children ages six through 21 in FY 2014/15, an increase of 160 children as served in FY12/13. This will be accomplished through enhanced referral networks and increased awareness of the dental practice services and capacity. (In FY2012/13, 840 children were served. FY 2013/14 data not available)
2. CCPH Dental Practice will serve 534 children ages one through five in FY14-15, an increase of 100 children as served in FY12/13. This will be accomplished by strengthening partnerships with programs and/or organizations who serve low income children to more efficiently identify and refer those without dental care. (In FY 2012/13, 434 children were served. FY 2013/14 data not available)

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. (No State, regional or local comparison data available)
2. Catawba County Public Health will demonstrate the capability to receive, store, and distribute the Strategic National Stockpile (SNS) by achieving a score of 95.5 percent on the annual local Public Health SNS Plan review, benchmarked to Centers for Disease Control and Prevention (CDC) standards. The 2012 State average was 86.2 percent; the 2012 Cities Readiness Initiative (CRI) average was 95.4 percent; and the 2012 CCPH score 99.4 percent. The 2013 State average was 96.3 percent; the 2013 Cities Readiness Initiative (CRI) average was 98.6 percent; and the 2013 CCPH score 100 percent.
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. The 2013 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. The show rate for FY2010/11 was 85 percent; the show rate for FY2011/12 was 83 percent; and the show rate for FY2012/13 was 82 percent. (No State or regional data available for comparison.)
2. 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. The treatment rate for FY2011/12 was 99 percent and the FY2012/13 rate was 99 percent. (No State or regional data available for comparison.)
3. In an effort to reduce the spread of sexually transmitted diseases in Catawba County, 90 percent of Adult Preventive Health Clinic patients diagnosed with a sexually transmitted disease will receive treatment within two weeks of diagnosis. The treatment rate for FY2011/12 was 95.2 percent and the FY2012/13 rate was 95 percent. (No State or regional data available for comparison.)
4. To prevent new active cases and the spread of Tuberculosis (TB), 75 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.

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. Every WIC dollar spent on a pregnant woman saves \$3.13 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. No State comparison data is available.
2. For those women that are enrolled in the Breastfeeding Peer Counseling Program and who breastfeed their infant at birth, 75 percent will continue to do so for at least six weeks. This will expose the mother and newborn to the many health benefits linked by research to breastfeeding.
3. To promote the use of locally grown fruits and vegetables and support local farmers markets, 60 percent of WIC participants who receive Farmer's Market vouchers will redeem them in order to receive fresh fruits and vegetables. (The 2011 rate for Catawba County was 50.89 percent while the rate for NC was 47.82 percent; 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 62.8 percent while the NC rate will not be available until the summer of 2014.)
4. 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 Social Services, Catawba County Public Health 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.
 - FY 2014/15: Catawba County Social Services and Catawba County Public Health staff will identify commonly served clients interfacing with the WIC/Food Assistance programs. Using this data along with reviewing and analyzing processes and requirements required by WIC and similar Social Services programs, staff will determine if there are missed opportunities for referring or offering these clients WIC/Food Assistance programs; identify and employ immediate modifications that can improve client information about and access to WIC/Food Assistance programs; and develop a feasibility report that includes the limitations, benefits, challenges, and resources needed to implement complex system modifications. Public Health will use the annual marketing plan to target evidence based strategies to eligible population not currently being served as well as to the general WIC clients to retain current clients.

Other Human Services

Organization: 510050

	2012/13 Actual	2013/14 Current	2014/15 Requested	2014/15 Approved	Percent Change
Revenues					
General Fund	\$86,100	\$90,000	\$90,000	\$90,000	0%
Total	\$86,100	\$90,000	\$90,000	\$90,000	0%
Expenses					
Medical Examiner	\$86,100	\$90,000	\$90,000	\$90,000	0%
Total	\$86,100	\$90,000	\$90,000	\$90,000	0%

Budget Highlights

Medical Examiner fees cover the State mandated costs for autopsies.

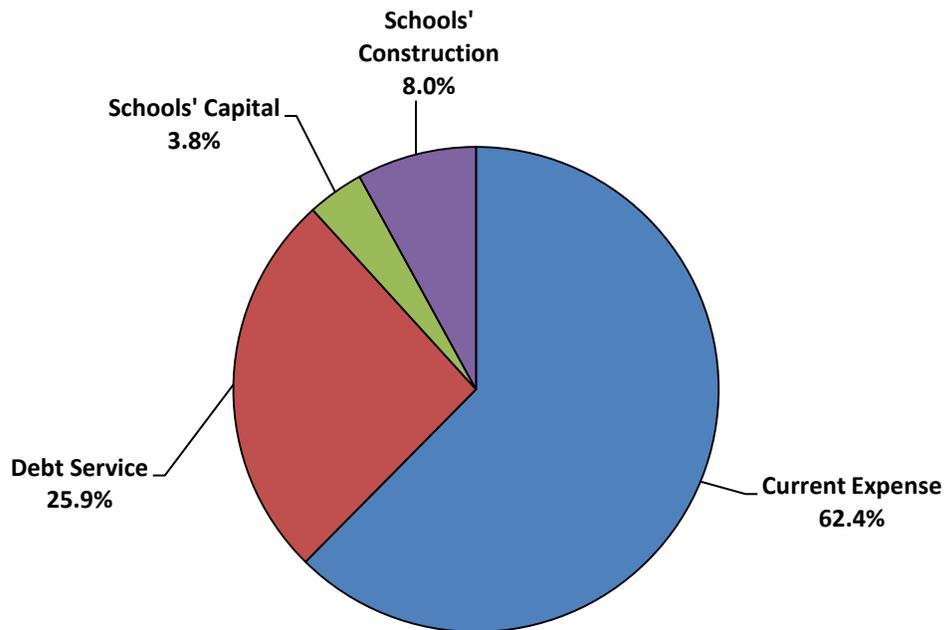
Per North Carolina General Statutes, fees for the Medical Examiner are as follows:

- 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 \$100.
- 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 \$1,120.

EDUCATION

The County has budgeted \$65,056,880 or 31.5 percent of the total budget for education expense. This includes \$40,597,625 for current expenses for the three school districts and Catawba Valley Community College (CVCC) and capital and construction expenses total \$7,637,662. 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

	2012/13	2013/14	2014/15	2014/15	Percent
	Actual	Current	Requested	Approved	Change
Revenues					
1st 1/2% Sales Tax	\$3,733,277	\$3,606,547	\$3,669,751	\$3,669,751	1.75%
1st 1/2% Sales Tax - Food	543,312	507,016	533,818	533,818	5.29%
1/4 Cent Sales Tax	323,218	333,508	336,698	319,863	-4.09%
Fines & Forfeitures	499,006	855,470	807,565	732,750	-14.35%
General Fund	34,597,161	35,062,691	35,418,672	35,341,443	0.80%
Total	\$39,695,974	\$40,365,232	\$40,766,504	\$40,597,625	0.58%
Expenses					
Catawba County					
Base Budget	\$23,910,300	\$24,045,994	\$24,243,651	\$24,146,887	0.42%
Available for Joint Programs	\$891,280	\$887,432	\$885,924	\$882,388	-0.57%
Fines & Forfeitures	348,792	597,310	597,310	509,070	-14.77%
Subtotal	\$25,150,372	\$25,530,736	\$25,726,885	\$25,538,345	0.03%
Hickory City					
Base Budget	\$6,149,160	\$6,170,011	\$6,108,939	\$6,098,978	-1.15%
Available for Joint Programs	\$229,216	\$227,708	\$223,236	\$222,872	-2.12%
Fines & Forfeitures	89,666	153,265	150,255	128,580	-16.11%
Subtotal	\$6,468,042	\$6,550,984	\$6,482,430	\$6,450,430	-1.53%
Newton-Conover					
Base Budget	\$4,150,125	\$4,222,773	\$4,367,187	\$4,510,910	6.82%
Available for Joint Programs	\$154,700	\$155,844	\$159,588	\$164,840	5.77%
Fines & Forfeitures	60,547	104,895	60,000	95,100	-9.34%
Subtotal	\$4,365,372	\$4,483,512	\$4,586,775	\$4,770,850	6.41%
Catawba Valley Community College					
	\$3,712,188	\$3,800,000	\$3,970,414	\$3,838,000	1.00%
Grand Total	\$39,695,974	\$40,365,232	\$40,766,504	\$40,597,625	0.58%

Pupil Allocation 2014/15

	Catawba	Hickory	Newton-Conover	Total
Per Pupil				
Average Daily Membership (ADM)	16,969	4,286	3,170	24,425
ADM Change from Fiscal Year 2012/13	(97)	(93)	173	(17)
Per Pupil Funding Increase	\$14	\$14	\$14	\$14
Funding Change	95,849	(75,869)	297,133	\$317,113
<i>% Change</i>	0.4%	-1.2%	6.8%	1%
2014/15 County Base	\$1,312	\$1,312	\$1,312	\$1,312
2% Teacher Supplement	\$46	\$46	\$46	\$46
Technology	\$65	\$65	\$65	\$65
<i>Available for Joint School Programs</i>	52	52	52	52
County Per Pupil Total	1,475	1,475	1,475	1,475
Fines & Forfeitures	30	30	30	30
School Fund Balance	7	7	7	7
Total Per Pupil	\$1,512	\$1,512	\$1,512	\$1,512
Total				
2014/15 County Base	\$22,263,328	\$5,623,232	\$4,159,040	\$32,045,600
2% Teacher Supplement	780,574	197,156	145,820	1,123,550
Technology	1,102,985	278,590	206,050	1,587,625
<i>Available for Joint School Programs</i>	882,388	222,872	164,840	1,270,100
County Total	25,029,275	6,321,850	4,675,750	36,026,875
Fines & Forfeitures	509,070	128,580	95,100	732,750
School Fund Balance	118,783	30,002	22,190	170,975
Total	\$25,657,128	\$6,480,432	\$4,793,040	\$36,930,600

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 per pupil funding by 1 percent or \$317,113 from \$1,461 to \$1,475 resulting in total funding to the County's three public school systems of \$36,026,875. Barring any major changes in funding for public schools by other counties, this funding is expected to maintain the County's ranking of 16th in total current expense funding.

Despite the economic difficulties experienced during the recession, the coming year's funding increase means Catawba County's current expense contribution has grown \$1.9 million compared to its pre-recession (Fiscal Year 2007/08) funding level. In contrast, the State's Fiscal Year 2013/14 funding for operations was \$6.6 million less than its pre-recession level. While the state is considering increasing teacher pay in the coming year, there is concern that it will not increase funding enough to compensate for the increased costs, effectively resulting in further reduction of resources needed by the schools.

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 where 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.

Funds for jointly operated school programs are budgeted separately -- Conover School for Exceptional Children, Community Schools, Hickory Career & Art Magnet School core program, therapeutic day treatment and the school bus garage. Since the funding for these special programs is combined in the base allocation, the three superintendents work out a method to reimburse each other for these inter-system program costs.

State certified enrollment numbers for the three school systems project a total student population of 24,425, which is a net decrease of 17 students. State certified student enrollment numbers for Catawba County Schools decreased by 97, Hickory Public Schools decreased by 93, and Newton-Conover City Schools increased by 173.

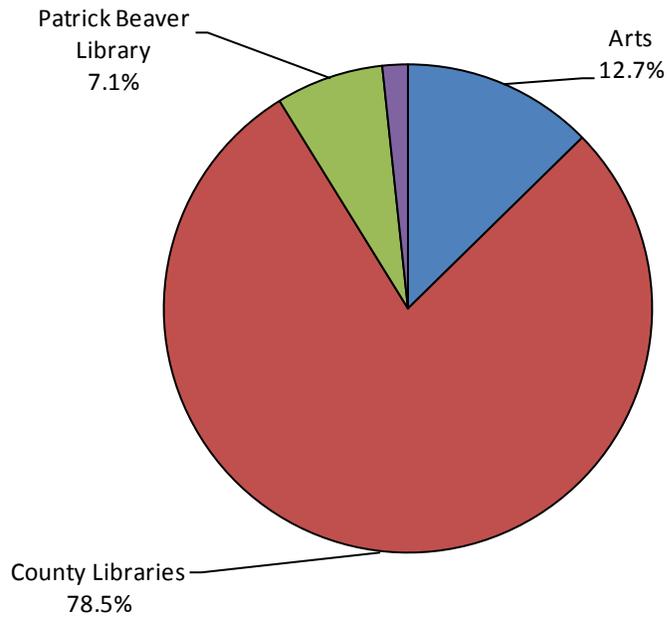
Fines and forfeitures are passed through to the school systems from the Courts. The County has no control over this revenue, which is declining.

The budget also increases current expense funding to Catawba Valley Community College (CVCC) by 1 percent with a total budget of \$3,838,000 in the coming year. Barring any major changes in funding for other community colleges, this funding is expected to maintain the County's 16th out of the 58 ranking among North Carolina community colleges.

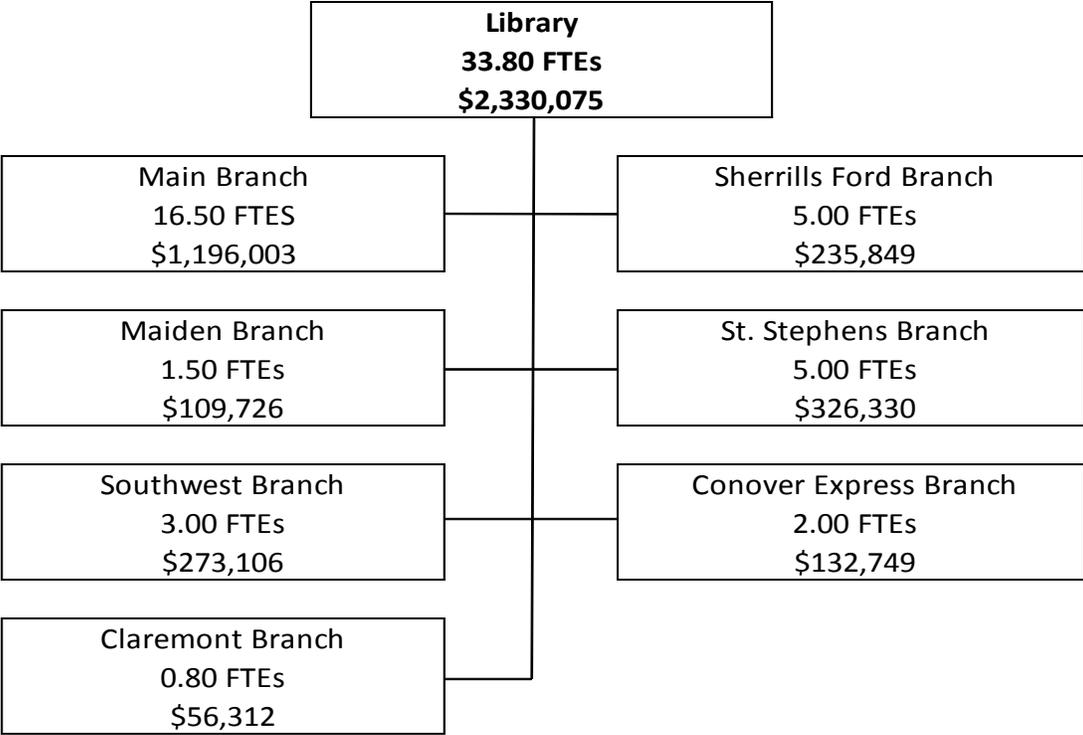
CVCCs' enrollment spiked in Fiscal Year 2010/11 to 5,350 students. Since then, enrollment has declined to a projected 4,775 students, but it still has not returned to its pre-recession level of 4,408 students. Like public education, the State is responsible for funding community college operations, but has effectively reduced CVCC's funding \$11.3 million by requiring annual funding reversions. During this same timeframe, Catawba County's funding for CVCC current expense has grown an average of 5.27 percent, outpacing the State's average contribution of 1.8 percent.

CULTURE

This function is composed of the County Library system, the Historical Museum, Catawba County Council for the Arts, Salt Block, Newton-Conover Auditorium, and the Patrick Beaver Memorial Library. 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 a \$2,967,125 or 1.4 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

	2012/13 Actual	2013/14 Current	2014/15 Requested	2014/15 Approved	Percent Change
Revenues					
State	\$163,593	\$135,290	\$143,850	\$143,850	6%
Local	54,865	55,604	55,604	59,461	7%
Charges & Fees	61,556	52,700	52,700	52,700	0%
Miscellaneous	2,271	1,000	1,155	6,550	555%
General Fund	1,880,426	2,020,275	2,095,215	2,067,514	2%
Total	\$2,162,711	\$2,264,869	\$2,348,524	\$2,330,075	3%
Expenses					
Personal Services	\$1,537,436	\$1,613,095	\$1,683,526	\$1,659,077	3%
Supplies & Operations	625,275	651,774	664,998	670,998	3%
Capital	0	0	0	0	0%
Total	\$2,162,711	\$2,264,869	\$2,348,524	\$2,330,075	3%
Expenses by Division					
Main	\$1,128,154	\$1,111,326	\$1,192,913	\$1,196,003	8%
Sherrills Ford	145,930	203,881	259,391	235,849	16%
Maiden	94,994	102,663	109,363	109,726	7%
St. Stephens	363,322	388,832	325,572	326,330	-16%
Southwest	258,928	272,483	272,573	273,106	0%
Conover	120,853	130,847	132,483	132,749	1%
Claremont	50,530	54,837	56,229	56,312	3%
Total	\$2,162,711	\$2,264,869	\$2,348,524	\$2,330,075	3%
Employees					
Permanent	30.60	33.80	33.80	33.80	0%
Hourly	1.58	1.58	1.58	1.58	0%
Total	32.18	35.38	35.38	35.38	0%

Fiscal Year 2012/13 Outcome Achievements

Total Outcomes	Achieved	Not Achieved	Success Rate
65	64	1	98%

Budget Highlights

The Library's recommended budget increased by \$61,352 (3 percent) from the current year's approved budget. The largest percentage increase (555 percent) is found in Miscellaneous Revenue and results from the Library adding a fax service for patrons. Sherrills Ford's expenses have increased due to the opening of the Sherrills Ford Library in September 2014.

Performance Measurement

Fiscal Year 2014/15

In Fiscal Year 2014/15, the Library will continue to focus on early childhood literacy, and contribute to the local, state, and nationwide educational science, technology, engineering, and math (STEM) 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 support Catawba County School systems to enrich learning opportunities and increase the education attainment level.

Fiscal Year 2013/14

At mid-year, the Library was on target to achieve or had already achieved 100 percent (59 of 59) of its Fiscal Year 2013/14 outcomes. The Catawba County Library system provided the public convenient access to its literary collection by having the courier service run five days per week to the branch libraries, exceeding its goal of four days a week. The Library produced and disseminated monthly newsletters, created blogs and Facebook posts, and wrote weekly columns to inform citizens of the Library's services and activities. To inform community members and leaders of the Library's role in the community, the library has shared 7 personal stories in news releases, web, and social media, with stories reflecting the positive impact that library service has had on customers' lives. Stories included those of staff assistance helping a troubled customer successfully apply for a job online and scan and upload a resume; reference staff was able to connect foreign visitors with a consulate in an emergency for assistance in returning home; and a nursing home employee who feels empowered with the ability to reserve online library materials for elderly residents.

Additionally, the system has held 38 science, technology, engineering, and math (STEM) interest programs to support the local, state, and nationwide desire to increase interest in the respective subjects. 710 participants attended the STEM programs with 78 percent reporting that their interest was piqued. The 78 percent exceeds the 70 percent goal the Library set for Fiscal Year 2013/14.

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.

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.

CATAWBA COUNTY MAIN LIBRARY
Fiscal Year 2014/15

Statement of Purpose

Catawba County Libraries 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. Catawba County pre-school children attending year round library early literacy programs are better prepared for school, with 80 percent of participating caregivers reporting that their preschool children are read to more frequently and exhibit improved early literacy skills such as talking, singing, using books, recognizing colors, shapes, and letters, using a larger vocabulary, and understanding the world around them.
2. Catawba County children and teens participating in library summer reading programs maintain or enhance their reading and learning levels; with 80 percent of participants and caregivers reporting that they read or are read to more, and/or learned more about finding information and about the world from programs and reading.
3. Catawba County children in childcare programs will have access to literature and programming that enhances their reading and early learning; with 80 percent of childcare teachers who participate reporting that having early literacy training and library materials in their classroom improves their children's early learning experiences and increases the amount and quality of time spent reading books.
4. Catawba County students will show interest in science, technology, engineering, and math topics or careers as the library contributes programming aligned with local, state, and nationwide educational initiatives; with 80 percent of youth who participate in the library's STEM programs reporting that they learned something new or interesting in the STEM topics.
5. Catawba County citizens will experience excellent customer service through 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," and 80 percent responding that they found something they needed or wanted at the library.
6. Catawba County citizens will be aware of library services and the library's role as an essential resource for early literacy, lifelong learning and economic revitalization; with 80 percent of survey respondents indicating familiarity with library locations, services, collections and activities through speaking engagements, local newspapers, television and radio outlets, printed publicity, and online through web sites and social media.

7. Catawba County citizens will have access to culturally and intellectually diverse opportunities to enhance their lifelong learning; with at least 80 percent of adults who participate in library programs or check out materials reporting that they learned something new or discovered new or different reading or viewing materials.
8. As a part of local efforts to revitalize Catawba County, citizens will have the opportunity to improve their digital, information literacy, and job seeking skills through library technology classes and one-on-one assistance; with 80 percent of participants reporting that they learned new technology and/or job seeking skills or increased their comfort in using technology.
9. As a part of local efforts to revitalize Catawba County, the entrepreneurial and small business community will have their information needs supported through local seminars; with 80 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. The library will partner with the CVCC Small Business Center, the Innovate Catawba “Entrepreneurs” workgroup, and/or other Innovate Catawba workgroups or entrepreneurial community agencies to assess needs and host seminars.
10. The library’s community garden project will contribute to building a healthy community by providing opportunities for all ages to learn about gardening and by helping to produce healthy foods that are shared with local people in need of nutritious meals; with 80 percent of the participants reporting that they increased their physical activity, learned how to improve their gardening skills, or gained a stronger sense of well-being by helping local people to have access to healthier foods.
11. Catawba County School systems are supported by the library as the educational community works collaboratively to enrich learning opportunities and increase the education attainment level in Catawba County, with 80 percent of partners reporting that the partnership work plan and efforts enhance and improve learning opportunities for students.
 - 2014-2015: The library partners with local school leadership teams to establish regular communication and assess student and teacher needs.

SHERRILLS FORD-TERRELL BRANCH LIBRARY
Fiscal Year 2014/15

Statement of Purpose

Catawba County Libraries 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. Catawba County pre-school children attending year round library early literacy programs are better prepared for school; with 80 percent of participating caregivers reporting that their preschool children are read to more frequently and/or exhibit improved early literacy skills such as talking, singing, using books; recognizing colors, shapes, and letters; using a larger vocabulary; and understanding the world around them.
2. Catawba County children and teens participating in library summer reading programs maintain or enhance their reading and learning levels; with 80 percent of children and caregivers reporting that they read or are read to more, and/or learned more about finding information and about the world from programs and reading.
3. Catawba County children in childcare programs will have access to literature and programming that enhances their reading and early learning; with 80 percent of childcare teachers who participate reporting that having early literacy training and library materials in their classroom improves their children's early learning experiences and increases the amount and quality of time spent reading books.
4. Catawba County students will show interest in science, technology, engineering, and math topics or careers as the library contributes programming aligned with local, state, and nationwide educational initiatives; with 80 percent of youth who participate in the library's STEM programs reporting that they learned something new or interesting in the STEM topics.
5. Catawba County citizens will experience excellent customer service through 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," and 80 percent responding that they found something they needed or wanted at the library.
6. Catawba County citizens will be aware of library services and the library's role as an essential resource for early literacy, lifelong learning and economic revitalization; with 80 percent of survey respondents indicating familiarity with library locations, services, collections and activities through speaking engagements, local newspapers, television and radio outlets, printed publicity, and online through web sites and social media.

7. Catawba County citizens will have access to culturally and intellectually diverse opportunities to enhance their lifelong learning; with at least 80 percent of adults who participate in library programs or check out materials reporting that they learned something new or discovered new or different reading or viewing materials.
8. As a part of local efforts to revitalize Catawba County, citizens will have the opportunity to improve their digital, information literacy, and job seeking skills through library technology classes and one-on-one assistance; with 80 percent of participants reporting that they learned new technology and/or job seeking skills or increased their comfort in using technology.
9. Catawba County School systems are supported by the library as the educational community works collaboratively to enrich learning opportunities and increase the education attainment level in Catawba County, with 80 percent of partners reporting positive results and satisfaction with the partnership's work plan.
 - 2014-2015: The Sherrills Ford-Terrell Branch partners with local school leadership teams to establish regular communication and assess student and teacher needs.

MAIDEN BRANCH LIBRARY
Fiscal Year 2014/15

Statement of Purpose

Catawba County Libraries 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. Catawba County pre-school children attending year round library early literacy programs are better prepared for school; with 80 percent of participating caregivers reporting that their preschool children are read to more frequently and/or exhibit improved early literacy skills such as talking, singing, using books; recognizing colors, shapes, and letters; using a larger vocabulary; and understanding the world around them.
2. Catawba County children and teens participating in library summer reading programs maintain or enhance their reading and learning levels; with 80 percent of children and caregivers reporting that they read or are read to more, and/or learned more about finding information and about the world from programs and reading.
3. Catawba County children in childcare programs will have access to literature and programming that enhances their reading and early learning; with 80 percent of childcare teachers who participate reporting that having early literacy training and library materials in their classroom improves their children's early learning experiences and increases the amount and quality of time spent reading books.
4. Catawba County students will show interest in science, technology, engineering, and math topics or careers as the library contributes programming aligned with local, state, and nationwide educational initiatives; with 80 percent of youth who participate in the library's STEM programs reporting that they learned something new or interesting in the STEM topics.
5. Catawba County citizens will experience excellent customer service through 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," and 80 percent responding that they found something they needed or wanted at the library.
6. Catawba County citizens will be aware of library services and the library's role as an essential resource for early literacy, lifelong learning and economic revitalization; with 80 percent of survey respondents indicating familiarity with library locations, services, collections and activities through speaking engagements, local newspapers, television and radio outlets, printed publicity, and online through web sites and social media.

7. Catawba County citizens will have access to culturally and intellectually diverse opportunities to enhance their lifelong learning; with at least 80 percent of adults who participate in library programs or check out materials reporting that they learned something new or discovered new or different reading or viewing materials.
8. As a part of local efforts to revitalize Catawba County, citizens will have the opportunity to improve their digital, information literacy, and/or job seeking skills through library technology classes and one-on-one assistance; with 80 percent of participants reporting that they learned new technology or job seeking skills or increased their comfort in using technology.
9. The Maiden Library will be enhanced as a community space focused on learning and collaboration with a collaborative beautification and refreshing project involving local groups; with 80 percent of survey respondents indicating the library space is more appealing and user-friendly.
10. Catawba County School systems are supported by the library as the educational community works collaboratively to enrich learning opportunities and increase the education attainment level in Catawba County, with 80 percent of partners reporting positive results and satisfaction with the partnership's work plan.
 - 2014-2015: The Maiden Branch partners with local school leadership teams to establish regular communication and assess student and teacher needs.

ST. STEPHENS BRANCH LIBRARY
Fiscal Year 2014/15

Statement of Purpose

Catawba County Libraries 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. Catawba County pre-school children attending year round library early literacy programs are better prepared for school; with 80 percent of participating caregivers reporting that their preschool children are read to more frequently and/or exhibit improved early literacy skills such as talking, singing, using books; recognizing colors, shapes, and letters; using a larger vocabulary; and understanding the world around them.
2. Catawba County children and teens participating in library summer reading programs maintain or enhance their reading and learning levels; with 80 percent of children and caregivers reporting that they read or are read to more, and/or learned more about finding information and about the world from programs and reading.
3. Catawba County children in childcare programs will have access to literature and programming that enhances their reading and early learning; with 80 percent of childcare teachers who participate reporting that having early literacy training and library materials in their classroom improves their children's early learning experiences and increases the amount and quality of time spent reading books.
4. Catawba County students will show interest in science, technology, engineering, and math topics or careers as the library contributes programming aligned with local, state, and nationwide educational initiatives; with 80 percent of youth who participate in the library's STEM programs reporting that they learned something new or interesting in the STEM topics.
5. Catawba County citizens will experience excellent customer service through 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," and 80 percent responding that they found something they needed or wanted at the library.
6. Catawba County citizens will be aware of library services and the library's role as an essential resource for early literacy, lifelong learning and economic revitalization; with 80 percent of survey respondents indicating familiarity with library locations, services, collections and activities through speaking engagements, local newspapers, television and radio outlets, printed publicity, and online through web sites and social media.

7. As a part of local efforts to revitalize Catawba County, citizens will have the opportunity to improve their digital, information literacy, and job seeking skills through library technology classes and one-on-one assistance; with 80 percent of participants reporting that they learned new technology and/or job seeking skills or increased their comfort in using technology.
8. Catawba County citizens will have access to culturally and intellectually diverse opportunities to enhance their lifelong learning; with at least 80 percent of teens and adults who participate in library programs or check out materials reporting that they learned something new or discovered new or different reading or viewing materials.
9. Catawba County Seniors in the St. Stephens area will have opportunities through the library to remain active, enhance lifelong learning, and gain access to materials and resources; with 80 percent of participants reporting that the programming and/or materials provided enhanced their learning or provided materials they would not otherwise have access to.
10. Catawba County School systems are supported by the library as the educational community works collaboratively to enrich learning opportunities and increase the education attainment level in Catawba County, with 80 percent of partners reporting positive results and satisfaction with the partnership's work plan.
 - 2014-2015: The St. Stephens Branch partners with local school leadership teams to establish regular communication and assess student and teacher needs.

SOUTHWEST BRANCH LIBRARY
Fiscal Year 2014/15

Statement of Purpose

Catawba County Libraries 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. Catawba County pre-school children attending library year round early literacy programs are better prepared for school; with 80 percent of participating caregivers reporting that their preschool children are read to more frequently and/or exhibit improved early literacy skills such as talking, singing, using books; recognizing colors, shapes, and letters; using a larger vocabulary; and understanding the world around them.
2. Catawba County children and teens participating in library summer reading programs maintain or enhance their reading and learning levels; with 80 percent of children and caregivers reporting that they read or are read to more, and/or learned more about finding information and about the world from programs and reading.
3. Catawba County children in childcare programs will have access to literature and programming that enhances their reading and early learning; with 80 percent of childcare teachers who participate reporting that having early literacy training and library materials in their classroom improves their children's early learning experiences and increases the amount and quality of time spent reading books.
4. Catawba County students will show interest in science, technology, engineering, and math topics or careers as the library contributes programming aligned with local, state, and nationwide educational initiatives; with 80 percent of youth who participate in the library's STEM programs reporting that they learned something new or interesting in the STEM topics.
5. Catawba County citizens will experience excellent customer service through 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," and 80 percent responding that they found something they needed or wanted at the library.
6. Catawba County citizens will be aware of library services and the library's role as an essential resource for early literacy, lifelong learning and economic revitalization; with 80 percent of survey respondents indicating familiarity with library locations, services, collections and activities through speaking engagements, local newspapers, television and radio outlets, printed publicity, and online through web sites and social media.

7. Catawba County citizens will have access to culturally and intellectually diverse opportunities to enhance their lifelong learning; with at least 80 percent of adults who participate in library programs or check out materials reporting that they learned something new or discovered new or different reading or viewing materials.
8. As a part of local efforts to revitalize Catawba County, citizens will have the opportunity to improve their digital, information literacy, and job seeking skills through library technology classes and one-on-one assistance; with 80 percent of participants reporting that they learned new technology and/or job seeking skills or increased their comfort in using technology.
9. Catawba County School systems are supported by the library as the educational community works collaboratively to enrich learning opportunities and increase the education attainment level in Catawba County, with 80 percent of partners reporting positive results and satisfaction with the partnership's work plan.
 - 2014-2015: The Southwest Branch partners with local school leadership teams to establish regular communication and assess student and teacher needs.

CONOVER BRANCH LIBRARY
Fiscal Year 2014/15

Statement of Purpose

Catawba County Libraries 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. Catawba County pre-school children attending year round library early literacy programs are better prepared for school; with 80 percent of participating caregivers reporting that their preschool children are read to more frequently and/or exhibit improved early literacy skills such as talking, singing, using books; recognizing colors, shapes, and letters; using a larger vocabulary; and understanding the world around them.
2. Catawba County children and teens participating in library summer reading programs maintain or enhance their reading and learning levels; with 80 percent of children and caregivers reporting that they read or are read to more, and/or learned more about finding information and about the world from reading.
3. Catawba County children in childcare programs will have access to literature and programming that enhances their reading and early learning; with 80 percent of childcare teachers who participate reporting that having early literacy training and library materials in their classroom improves their children's early learning experiences and increases the amount and quality of time spent reading books.
4. Catawba County students will show interest in science, technology, engineering, and math topics or careers as the library contributes programming aligned with local, state, and nationwide educational initiatives; with 80 percent of youth who participate in the library's STEM programs reporting that they learned something new or interesting in the STEM topics.
5. Catawba County citizens will experience excellent customer service through 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," and 80 percent responding that they found something they needed or wanted at the library.
6. Catawba County citizens will be aware of library services and the library's role as an essential resource for early literacy, lifelong learning and economic revitalization; with 80 percent of survey respondents indicating familiarity with library locations, services, collections and activities through speaking engagements, local newspapers, television and radio outlets, printed publicity, and online through web sites and social media.

7. Catawba County citizens will have access to culturally and intellectually diverse opportunities to enhance their lifelong learning; with at least 80 percent of adults who participate in library programs or check out materials reporting that they learned something new or discovered new or different reading or viewing materials.
8. As a part of local efforts to revitalize Catawba County, citizens will have the opportunity to improve their digital, information literacy, and job seeking skills through library technology classes and one-on-one assistance; with 80 percent of participants reporting that they learned new technology and/or job seeking skills or increased their comfort in using technology.
9. Catawba County School systems are supported by the library as the educational community works collaboratively to enrich learning opportunities and increase the education attainment level in Catawba County, with 80 percent of partners reporting positive results and satisfaction with the partnership's work plan.
 - 2014-2015: The Conover Branch partners with local school leadership teams to establish regular communication and assess student and teacher needs.

CLAREMONT BRANCH LIBRARY
Fiscal Year 2014/15

Statement of Purpose

Catawba County Libraries 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. Catawba County pre-school children attending year round library early literacy programs are better prepared for school; with 80 percent of participating caregivers reporting that their preschool children are read to more frequently and/or exhibit improved early literacy skills such as talking, singing, using books; recognizing colors, shapes, and letters; using a larger vocabulary; and understanding the world around them.
2. Catawba County children and teens participating in library summer reading programs maintain or enhance their reading and learning levels; with 80 percent of children and caregivers reporting that they read or are read to more, and/or learned more about finding information and about the world from programs and reading.
3. Catawba County students will show interest in science, technology, engineering, and math topics or careers as the library contributes programming aligned with local, state, and nationwide educational initiatives; with 80 percent of youth who participate in the library's STEM programs reporting that they learned something new or interesting in the STEM topics.
4. Catawba County citizens will experience excellent customer service through 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," and 80 percent responding that they found something they needed or wanted at the library.
5. Catawba County citizens will be aware of library services and the library's role as an essential resource for early literacy, lifelong learning and economic revitalization; with 80 percent of survey respondents indicating familiarity with library locations, services, collections and activities through speaking engagements, local newspapers, television and radio outlets, printed publicity, and online through web sites and social media.
6. Catawba County citizens will have access to culturally and intellectually diverse opportunities to enhance their lifelong learning; with at least 80 percent of adults who participate in library programs or check out materials reporting that they learned something new or discovered new or different reading or viewing materials.

7. As a part of local efforts to revitalize Catawba County, citizens will have the opportunity to improve their digital, information literacy, and job seeking skills through library technology classes and one-on-one assistance; with 80 percent of participants reporting that they learned new technology and/or job seeking skills or increased their comfort in using technology.
8. Catawba County School systems are supported by the library as the educational community works collaboratively to enrich learning opportunities and increase the education attainment level in Catawba County, with 80 percent of partners reporting positive results and satisfaction with the partnership's work plan.
 - 2014-2015: The Claremont Branch partners with local school leadership teams to establish regular communication and assess student and teacher needs.



Other Cultural Activities

Organizations: 820050 - 820100

	2012/13 Actual	2013/14 Current	2014/15 Requested	2014/15 Approved	Percent Change
Revenues					
Miscellaneous	\$0	\$0	\$0	\$0	0%
General Fund	532,000	545,500	576,643	587,050	7.6%
Total	\$532,000	\$545,500	\$576,643	\$587,050	7.6%
Expenses					
Historical Museum	\$72,000	\$75,000	\$80,000	\$76,500	2%
National Register	0	\$4,000	\$4,000	\$0	0%
Newton-Conover Auditorium	12,000	\$12,000	\$22,000	\$12,000	0%
Patrick Beaver Library	205,000	\$207,500	\$223,643	\$211,650	2%
Salt Block Foundation	100,000	\$100,000	\$100,000	\$100,000	0%
United Arts Council	143,000	\$147,000	\$147,000	\$147,000	0%
The Catawbans Volume III	0	\$0	\$0	\$39,900	0%
Total	\$532,000	\$545,500	\$576,643	\$587,050	7.6%

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 used to match North Carolina Grassroots Arts Funds for Projects Pool Grants.

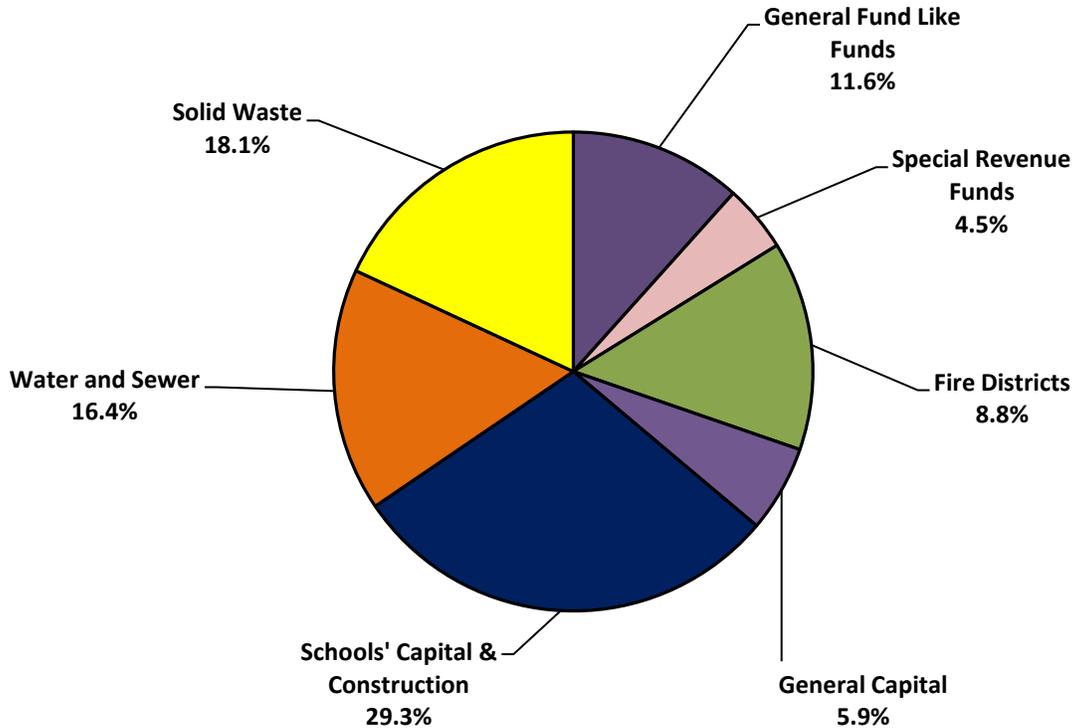
Both the Salt Block (which houses the Arts and Science Center, the Hickory Museum of Art, the United Arts Council and funded affiliates) and the Newton-Conover Auditorium receive County funding toward the upkeep and maintenance of these facilities. Annual funding is also provided through the Catawba County Historical Association for the Historical Museum operating costs and for the National Register of historic properties in the County.

The budget continues funding to Patrick Beaver Library 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.

Funding is included for phase I of III to develop *The Catawbans Volume III*.

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

	2012/13 Actual	2013/14 Current	2014/15 Requested	2014/15 Approved	Percent Change
Revenues					
Charges & Fees	\$9,508	\$8,000	\$9,500	\$9,500	19%
Employee Dental Contribution	276,133	285,000	275,000	275,000	-4%
Emp/Retiree Health Contribution	1,420,031	1,445,000	1,140,000	1,150,000	-20%
Indirect Cost	139,000	141,000	170,000	170,000	21%
Miscellaneous	10,905	0	0	0	0%
Fund Balance	0	165,000	0	164,400	0%
S/T Disability Premiums	76,013	75,000	75,000	75,000	0%
Special Contingency	0	150,000	150,000	150,000	0%
Health Co-Pay	31,648	37,440	37,000	37,000	-1%
General Fund	941,536	1,744,310	2,000,900	1,721,500	-1%
Total	\$2,904,774	\$4,050,750	\$3,857,400	\$3,752,400	-7%
Expenses					
Contractual Services	233,337	246,500	280,000	280,000	14%
County EAP	26,232	25,500	26,000	26,000	2%
Employee Dental Claims	230,045	285,000	285,500	285,500	0%
Employee/Retiree Health Claims	1,185,001	1,445,000	1,200,000	1,100,000	-24%
IBNR	(94,705)	0	0	0	0%
Property & General Liability Claims	80,415	150,000	150,000	150,000	0%
Property & General Liability Premiums	456,591	520,000	520,000	520,000	0%
Retiree Group Health	203,757	210,000	200,000	200,000	-5%
Self Ins. Collision	0	5,000	5,000	5,000	0%
Self Ins. Comprehensive	0	5,000	5,000	5,000	0%
Special Contingency	0	150,000	150,000	150,000	0%
S/T Disability Payments	68,565	80,000	70,000	70,000	-13%
Taxes & Fees	0	0	105,000	100,000	0%
Wellness - Supplies & Operations	46,627	48,750	60,900	60,900	25%
To General Fund	4,404	0	0	0	0%
Unemployment Insurance	131,942	330,000	250,000	250,000	-24%
Workers Compensation Claims	212,920	400,000	400,000	400,000	0%
Workers Compensation Premiums	119,643	150,000	150,000	150,000	0%
Total	\$2,904,774	\$4,050,750	\$3,857,400	\$3,752,400	-7%
Expenses by Division					
Wellness	\$179,434	\$189,750	\$230,900	\$230,900	22%
Employee Insurance	1,707,559	2,138,000	1,982,500	1,877,500	-12%
Liability	681,885	1,169,500	1,090,000	1,090,000	-7%
Workers Compensation	335,896	553,500	554,000	554,000	0%
Total	\$2,904,774	\$4,050,750	\$3,857,400	\$3,752,400	-7%

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 employer portion of health and dental premiums are budgeted in individual department budgets. The Self Insurance Fund includes additional costs not covered by employer premiums such as retiree costs and costs for spouses and dependents covered on County health and dental plans.

The County will continue to offer a choice of two separate health plans, Core and HSA in the coming year. The buy-up plan has dropped below the minimum 50 enrollees needed to continue offering the plan and as a result will be eliminated July 1, 2014. The budget maintains a consistent county share of premiums for the Core and HSA plans.

As a self insured organization, the County pays for all of its employee's health insurance claims, which can be very expensive. In an effort to enhance employee wellness, to reduce health care costs, and increase employee productivity a new health care model, Healthy Choices Advantages (HCA). Under the new model, beginning on January 1st 2015 employees will have a rate increase for all levels of health coverage. However, if employees are in the healthy or moderate range based on Healthy Choice Advantage criteria, they will receive a \$20 discount. Not meeting the HCA criteria does not automatically disqualify the employee from receiving the discount. He/she may receive the \$20 discount by having an individual Health Improvement Plan (HIP) developed with a personal care physician or the Employee Health Connection.

The HCA model aligns with the County's Health Insurance philosophy which:

- Engages employees in achieving positive health outcomes
- Provides security to employees
- Ensures the plans are fiscally responsible

Incenting wellness through premiums and increased wellness programs helps Catawba County save money as it is self insured and hopefully creates a healthier, more productive workforce. Below is a sampling of the programs and initiatives offered:

- Health Seminars
- Monthly Nutritional Focus
- Exercise Classes
- Walking Groups
- Fitness Challenges
- FitKik physical activity monitors
- Varidesk™ (stand-up desks)

Unemployment Insurance decreased \$80,000 as the County has met its state requirement to maintain a 1 percent reserve of unemployment subject wages.

Reappraisal Fund

Fund 140

	2012/13 Actual	2013/14 Current	2014/15 Requested	2014/15 Approved	Percent Change
Revenues					
Investment Earnings	(\$505)	\$0	\$0	\$0	0%
Fund Balance	0	0	0	43,791	0%
General Fund	369,999	390,541	412,763	369,763	-5%
Total	\$369,494	\$390,541	\$412,763	\$413,554	6%
Expenses					
Personal Services	\$308,663	\$319,852	\$333,004	\$333,795	4%
Supplies & Operations	60,831	70,689	79,759	79,759	13%
Capital	0	0	0	0	0%
Total	\$369,494	\$390,541	\$412,763	\$413,554	6%
Employees					
Permanent	6.00	6.00	6.00	6.00	0%
Hourly	0.00	0.00	0.00	0.00	0%
Total	6.00	6.00	6.00	6.00	0%

Budget Highlights

The total recommended budget for Reappraisal is \$413,554 or a 6 percent increase (\$23,013) from the current year due to “once-in-four-year” printing and postage expenses the fund will incur as result of the property revaluation process.

Performance Measurement

Fiscal Year 2014/15

In Fiscal Year 2014/15 Reappraisal will complete 100 percent of all final activities related to the 2015 Countywide Revaluation. The department will present the Board of Commissioners with a schedule of values in September. During the Revaluation process, the department will continue to inform and educated the public via press releases and public presentations.

Fiscal Year 2013/14

In preparation for the 2015 Countywide Revaluation, the Reappraisal division remained on schedule. Reappraisal Staff completed all Commercial/Industrial land pricing by September 6th, 2013 (nearly two months early), worked with an outside vendor to develop market modeling co-efficients to determine the Residential Market Values by November 1st, and initiated the Final Review Phase by November 6th. These activities were completed in the midst of a replacing the department’s 20 year old Land Records Computer Assisted Mass Appraisal (CAMA) system.

Fiscal Year 2012/13

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.

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. Complete 100% of all final activities for the 2015 Countywide Revaluation per the Revaluation Planning Calendar. The following activities are to be accomplished:
 - a. Completion of final residential and commercial/industrial review by October 1, 2014.
 - b. Finalize Schedule of Values by July, 2014.
 - c. Mail new valuation notices to property owners by November 21, 2014.
 - d. Hold informal hearings by property owners before staff appraisers from late November, 2014 through March, 2015.
 - e. Conduct Board of Equalization and Review hearings from April, 2015 through June, 2015.
2. Meet approved timeline for adoption of the 2015 Schedule of Values. This will be accomplished by:
 - a. Formal presentation to Commissioners of 2015 Schedule of Values by September 8, 2014.
 - b. Hold public hearing of Schedule of Values by October 6, 2014.
 - c. Formal adoption by Commissioners by October 20, 2014.
3. 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.
4. Inform and educate the public regarding the remaining phases of the 2015 Revaluation by issuing press releases and holding public presentations to include the presentation, inspection, and adoption of the Schedule of Values and the appeal process.

Register of Deeds Automation & Preservation

Fund 160

	2012/13 Actual	2013/14 Current	2014/15 Requested	2014/15 Approved	Percent Change
Revenues					
Charges & Fees	\$0	\$0	\$0	\$0	0%
Miscellaneous	91,268	82,100	78,500	85,000	4%
Fund Balance Applied	(15,268)	0	(48,850)	61,082	0%
Total	\$76,000	\$82,100	\$29,650	\$146,082	78%
Expenses					
Contractual Services	\$76,000	\$82,100	\$29,650	\$146,082	78%
Supplies & Operations	0	0	0	0	0%
Total	\$76,000	\$82,100	\$29,650	\$146,082	78%

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.

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.

Emergency Telephone System Fund

Fund 202

	2012/13 Actual	2013/14 Current	2014/15 Requested	2014/15 Approved	Percent Change
Revenue					
911 Reimbursement	\$518,772	\$513,404	\$436,843	\$436,843	-15%
Miscellaneous	(3,903)	0	0	0	0%
From General Fund	18,116	0	0	0	0%
Fund Balance	(85,837)	308,639	119,426	119,626	-61%
Total	\$447,148	\$822,043	\$556,269	\$556,469	-32%
Expenses					
Personal Services	\$88,067	\$94,548	\$105,474	\$105,674	12%
Supplies & Operations	323,862	493,795	420,795	420,795	-15%
Capital	35,219	203,700	0	0	0%
Contingency	0	30,000	30,000	30,000	0%
Total	\$447,148	\$822,043	\$556,269	\$556,469	-32%
Expenses by Division					
Emergency Telephone System	\$359,081	\$727,495	\$450,795	\$450,795	-38%
Wireless 911 Charges	22,560	22,678	23,431	23,510	4%
911 Addressing	65,507	71,870	82,043	82,164	14%
	\$447,148	\$822,043	\$556,269	\$556,469	-32%
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%

Budget Highlights

A portion of the funding for the E-911 Communications Center comes from the statewide E-911 surcharge placed on all landlines and wireless phones. The Emergency Telephone Fund is used to account for the restricted 911 surcharge revenue distributed by the NC 911 Board to each primary Public Safety Answering Point (PSAP) in the State. Annual funding is based on a formula driven by the average expenses in previous years.

The budget for the Emergency Telephone System Fund decreases 32 percent, driven by completing a change in the County's 911 telephone system service provider and elimination of one-time funding in the prior year for an upgrade to the County's Patriot telephone system.

Community Alert System

Fund 204

	2012/13 Actual	2013/14 Current	2014/15 Requested	2014/15 Approved	Percent Change
Revenues					
Local	\$23,041	\$11,521	\$0	\$0	0%
Federal	20,000	20,000	0	0	0%
Miscellaneous	9,867	10,000	0	0	0%
Fund Balance	(11,639)	10,000	0	19,268	93%
From General Fund	15,624	6,185	0	0	0%
Total	\$56,893	\$57,706	\$0	\$19,268	-67%
Expenses					
Personal Services	\$19,393	\$20,206	\$0	\$0	0%
Supplies & Operations	37,500	37,500	0	0	0%
To General Fund	0	0	0	19,268	0%
Total	\$56,893	\$57,706	\$0	\$19,268	-67%
Employees					
Permanent	0.50	0.50	0.00	0.00	0%
Hourly	0.00	0.00	0.00	0.00	0%
Total	0.50	0.50	0.00	0.00	0%

Budget Highlights

Beginning in Fiscal Year 2014/15, all Community Alert System revenue and expenses are included in the Emergency Services Administration budget for ease of management. As a result, the Fund's \$19,268 in unassigned fund balance is therefore no longer needed and is transferred to the General Fund to help with Emergency Services needs.

Federally Seized Funds

Fund 205

	2012/13 Actual	2013/14 Current	2014/15 Requested	2014/15 Approved	Percent Change
Revenues					
Drug Reimbursement	\$15,435	\$15,000	\$15,000	\$15,000	0%
Sale of Properties	1,545	1,000	1,000	1,000	0%
Interest on Investments	358	0	0	0	0%
Miscellaneous	893	0	0	0	0%
Fund Balance	138,745	49,988	18,000	18,000	-64%
Total	\$156,976	\$65,988	\$34,000	\$34,000	-48%
Expenses					
Supplies & Operations	\$3,278	\$35,988	\$14,000	\$14,000	-61%
Capital	153,698	0	0	0	0%
Drug Prevention Contingency	0	30,000	20,000	20,000	-33%
Total	\$156,976	\$65,988	\$34,000	\$34,000	-48%

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. The use of these funds is restricted to law enforcement purposes to enhance the investigation and prevention of drug related crime.

Primarily, the County uses these funds for expenses that are one-time in nature. Funds will be used in Fiscal Year 2014/15 for bulletproof vests, STAR Team supplies, and specialized training. The budget additionally includes \$20,000 in flash money/drug prevention contingency for assistance in narcotics investigations.

Rescue Squads Fund

Fund 240

	2012/13 Actual	2013/14 Current	2014/15 Requested	2014/15 Approved	Percent Change
Revenues					
Interest on Investments	(\$1,411)	\$0	\$0	\$0	0%
Prior Year Ad Valorem	1,013,173	1,067,200	1,067,200	1,067,200	0%
Fund Balance	(6,043)	175,589	47,647	0	0%
Total	\$1,005,719	\$1,242,789	\$1,114,847	\$1,067,200	-14%
Expenses					
Property & General Liability	83,174	88,021	88,021	\$88,021	0%
Accounting Services	13,300	13,300	13,300	13,300	0%
Medical 1st Response	338,600	365,338	365,710	365,710	0%
Rescue Squads Equipment Reserve	(168)	0	0	34,622	0%
Catawba Operating	70,677	70,677	95,334	76,384	8%
Catawba Capital	0	170,000	0	0	0%
Claremont Operating	75,301	82,901	112,650	88,730	7%
Claremont Capital	64,928	54,081	0	0	0%
Hickory Operating	107,203	110,650	112,650	111,757	1%
Hickory Capital	38,072	70,000	36,000	36,000	-49%
Maiden Operating	67,300	70,400	72,000	71,104	1%
Maiden Capital	0	0	0	0	0%
Newton-Conover Operating	74,150	74,239	76,000	74,981	1%
Newton-Conover Capital	0	0	70,000	70,000	0%
Sherrills Ford Operating	73,182	73,182	73,182	36,591	-50%
Sherrills Ford Capital	0	0	0	0	0%
Total	\$1,005,719	\$1,242,789	\$1,114,847	\$1,067,200	-14%

Budget Highlights

The budget continues funding for the six rescue squads in the County and the Medical First Responder Program. County funding for Rescue Squads is maintained at 2/3 of one cent of the property tax rate or \$1,067,200. In addition to on-going operating costs, this funding will be used for the following capital expenses:

- \$36,000 for Hickory Rescue to purchase a Quick Response Vehicle.
- \$70,000 for Newton-Conover Rescue to remount an aging ambulance.

Rescue Squad Fund funding for Sherrills Ford is reduced by 50 percent, due to Sherrills Ford Fire & Rescue receiving increased funding from a 1 cent fire tax increase. Overall, Rescue Squads continue to provide excellent service to citizens, maintaining an average response time of 5:58 through the first nine months of Fiscal Year 2013/14. This is below the County's goal of 6 minutes.

Library Endowment Fund

Fund 250

	2012/13 Actual	2013/14 Current	2014/15 Requested	2014/15 Approved	Percent Change
Revenues					
Investment Earnings	(\$343)	\$0	\$0	\$50,000	0%
Fund Balance	0	0	0	0	0%
Total	(\$343)	\$0	\$0	\$50,000	0%
Expenses					
Supplies & Operations	\$0	\$0	\$0	\$50,000	0%
Total	\$0	\$0	\$0	\$50,000	0%

Budget Highlights

This Fund was established in 1987 by Miss Frances E. Setzer. Upon her death, money was donated to the Library to be used specifically for the purchase of books and other collection materials.

The Library Director will use the \$50,000 to purchase books in fiscal year 2014/15. The materials purchases will be concentrated in the following two branches:

- \$30,000 Main Branch
- \$20,000 Sherrills Ford Branch

Gretchen Peed Scholarship Fund

Fund 260

	2012/13 Actual	2013/14 Current	2014/15 Requested	2014/15 Approved	Percent Change
Revenues					
Donations	\$1,500	\$1,500	\$1,500	\$1,500	0%
Interest Earnings	0	0	0	0	0%
Fund Balance Applied	0	0	0	0	0%
Total	\$1,500	\$1,500	\$1,500	\$1,500	0%
Expenses					
Donations	\$1,500	\$1,500	\$1,500	\$1,500	0%
Total	\$1,500	\$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

	2012/13 Actual	2013/14 Current	2014/15 Requested	2014/15 Approved	Percent Change
Revenues					
Miscellaneous	(\$131)	\$0	\$0	\$0	0%
Charges & Fees	15,569	0	0	0	0%
Fund Balance	0	26,130	0	0	0%
Total	\$15,438	\$26,130	\$0	\$0	0%
Expenses					
Supplies & Operations	\$0	\$0	\$0	\$0	0%
Capital	0	0	0	0	0%
To General Capital	102,000	26,130	0	0	0%
Total	\$102,000	\$26,130	\$0	\$0	0%

Budget Highlights

The Parks Trust Fund was created in Fiscal Year 1999/00 with a \$500,000 one-time appropriation from a ½ cent tax increase. This Fund contains only local dollars, and received periodic funding from “fees in lieu of” (developer fees paid in lieu of providing open space on-site) and proceeds from harvesting timber in County’s parks.



Mountain View Fire Protection Service District

Fund 352

	2012/13 Actual	2013/14 Current	2014/15 Requested	2014/15 Approved	Percent Change
Revenues					
Tax Rate	0.0600	0.0600	0.0600	0.0600	0%
Property Tax	\$431,752	\$423,592	\$427,499	\$427,499	1%
Interest on Investments	191	0	0	0	0%
Fund Balance	(11,103)	3,518	13,055	13,055	271%
Total	\$420,840	\$427,110	\$440,554	\$440,554	3%
Expenses					
Fire Protection	\$420,840	\$427,110	\$440,554	\$440,554	3%
Total	\$420,840	\$427,110	\$440,554	\$440,554	3%

Propst Fire Protection Service District

Fund 353

	2012/13 Actual	2013/14 Current	2014/15 Requested	2014/15 Approved	Percent Change
Revenues					
Tax Rate	0.0615	0.0615	0.0615	0.0615	0%
Property Tax	\$203,832	\$200,688	\$197,168	\$197,168	-2%
Interest on Investments	76	0	0	0	0%
Fund Balance	(3,569)	5,103	7,933	7,933	55%
Total	\$200,339	\$205,791	\$205,101	\$205,101	0%
Expenses					
Fire Protection	\$200,339	\$205,791	\$205,101	\$205,101	0%
Total	\$200,339	\$205,791	\$205,101	\$205,101	0%

St. Stephens Fire Protection Service District

Fund 354

	2012/13 Actual	2013/14 Current	2014/15 Requested	2014/15 Approved	Percent Change
Revenues					
Tax Rate	0.0700	0.0700	0.1000	0.0900	29%
Property Tax	\$616,873	\$602,866	\$865,180	\$779,158	29%
Interest on Investments	165	0	0	0	0%
Fund Balance	36,288	0	39,074	39,074	0%
Total	\$653,326	\$602,866	\$904,254	\$818,232	36%
Expenses					
Fire Protection	\$653,326	\$602,866	\$904,254	\$818,232	36%
Total	\$653,326	\$602,866	\$904,254	\$818,232	36%

Conover Rural Fire Protection Service District

Fund 355

	2012/13 Actual	2013/14 Current	2014/15 Requested	2014/15 Approved	Percent Change
Revenues					
Tax Rate	0.0700	0.0700	0.0700	0.0700	0%
Property Tax	75,817	75,626	74,989	\$74,989	-1%
Interest on Investments	(391)	0	0	0	0%
Fund Balance	(55,714)	0	0	0	0%
Total	\$19,712	\$75,626	\$74,989	\$74,989	-1%
Expenses					
Fire Protection	\$0	\$0	\$0	\$0	0%
Capital	19,712	75,626	74,989	\$74,989	-1%
Total	\$19,712	\$75,626	\$74,989	\$74,989	-1%

Oxford Fire Protection Service District

Fund 356

	2012/13 Actual	2013/14 Current	2014/15 Requested	2014/15 Approved	Percent Change
Revenues					
Tax Rate	0.0558	0.0558	0.0558	0.0558	0%
Property Tax	\$267,351	\$258,087	\$265,250	\$265,250	3%
Interest on Investments	84	0	0	0	0%
Fund Balance	(12,120)	0	0	0	0%
Total	\$255,315	\$258,087	\$265,250	\$265,250	3%
Expenses					
Fire Protection	\$255,315	\$258,087	\$265,250	\$265,250	3%
Total	\$255,315	\$258,087	\$265,250	\$265,250	3%

Sherrills Ford Fire Protection Service District

Fund 357

	2012/13 Actual	2013/14 Current	2014/15 Requested	2014/15 Approved	Percent Change
Revenues					
Tax Rate	0.0700	0.0700	0.0900	0.0800	14%
Property Tax	\$1,376,010	\$1,359,374	\$1,756,252	\$1,562,316	15%
Interest on Investments	651	0	0	0	0%
Fund Balance	12,039	19,035	0	0	0%
Total	\$1,388,700	\$1,378,409	\$1,756,252	\$1,562,316	13%
Expenses					
Fire Protection	\$1,388,700	\$1,378,409	\$1,756,252	\$1,562,316	13%
Total	\$1,388,700	\$1,378,409	\$1,756,252	\$1,562,316	13%

Bandys Fire Protection Service District

Fund 358

	2012/13 Actual	2013/14 Current	2014/15 Requested	2014/15 Approved	Percent Change
Revenues					
Tax Rate	0.0700	0.0700	0.0700	0.0700	0%
Property Tax	\$444,734	\$439,150	\$438,477	\$438,477	0%
Interest on Investments	118	0	0	0	0%
Fund Balance	15,786	0	0	0	0%
Total	\$460,638	\$439,150	\$438,477	\$438,477	0%
Expenses					
Fire Protection	\$460,638	\$439,150	\$438,477	\$438,477	0%
Total	\$460,638	\$439,150	\$438,477	\$438,477	0%

Maiden Fire Protection Service District

Fund 359

	2012/13 Actual	2013/14 Current	2014/15 Requested	2014/15 Approved	Percent Change
Revenues					
Tax Rate	0.0600	0.0600	0.0800	0.0700	17%
Property Tax	\$170,111	\$166,391	\$224,948	\$197,016	18%
Interest on Investments	(59)	0	0	0	0%
Fund Balance	(5,107)	0	0	0	0%
Total	\$164,945	\$166,391	\$224,948	\$197,016	18%
Expenses					
Fire Protection	\$164,945	\$166,391	\$224,948	\$197,016	18%
Total	\$164,945	\$166,391	\$224,948	\$197,016	18%

Claremont Fire Protection Service District

Fund 360

	2012/13 Actual	2013/14 Current	2014/15 Requested	2014/15 Approved	Percent Change
Revenues					
Tax Rate	0.0700	0.0700	0.0800	0.0700	0%
Property Tax	\$234,447	\$228,236	\$263,874	\$231,251	1%
Interest on Investments	72	0	0	0	0%
Fund Balance	(7,289)	0	0	0	0%
Total	\$227,230	\$228,236	\$263,874	\$231,251	1%
Expenses					
Fire Protection	\$227,230	\$228,236	\$263,874	\$231,251	1%
Total	\$227,230	\$228,236	\$263,874	\$231,251	1%

Catawba Fire Protection Service District

Fund 361

	2012/13 Actual	2013/14 Current	2014/15 Requested	2014/15 Approved	Percent Change
Revenues					
Tax Rate	0.0700	0.0700	0.0700	0.0700	0%
Property Tax	\$133,616	\$129,867	\$130,117	\$130,117	0%
Interest on Investments	(496)	0	0	0	0%
Fund Balance	11,319	0	4,500	4,500	0%
Total	\$144,439	\$129,867	\$134,617	\$134,617	4%
Expenses					
Fire Protection	\$144,439	\$129,867	\$134,617	\$134,617	4%
Total	\$144,439	\$129,867	\$134,617	\$134,617	4%

Long View Fire Protection Service District

Fund 362

	2012/13 Actual	2013/14 Current	2014/15 Requested	2014/15 Approved	Percent Change
Revenues					
Tax Rate	0.0546	0.0546	0.0650	0.0650	19%
Property Tax	\$22,317	\$21,705	\$26,211	\$26,211	21%
Interest on Investments	(13)	0	0	0	0%
Fund Balance	(1,162)	0	0	0	0%
Total	\$21,142	\$21,705	\$26,211	\$26,211	21%
Expenses					
Fire Protection	\$21,142	\$21,705	\$26,211	\$26,211	21%
Total	\$21,142	\$21,705	\$26,211	\$26,211	21%

Newton Fire Protection Service District

Fund 363

	2012/13 Actual	2013/14 Current	2014/15 Requested	2014/15 Approved	Percent Change
Revenues					
Tax Rate	0.0700	0.0700	0.0900	0.0850	21%
Property Tax	\$357,366	\$347,957	\$451,940	\$427,006	23%
Interest on Investments	149	0	0	0	0%
Fund Balance	(3,751)	3,747	11,062	11,062	195%
Total	\$353,764	\$351,704	\$463,002	\$438,068	25%
Expenses					
Fire Protection	\$353,764	\$351,704	\$463,002	\$438,068	25%
Total	\$353,764	\$351,704	\$463,002	\$438,068	25%

Cooksville Fire Protection Service District

Fund 365

	2012/13 Actual	2013/14 Current	2014/15 Requested	2014/15 Approved	Percent Change
Revenues					
Tax Rate	0.0617	0.0617	0.0617	0.0617	0%
Property Tax	\$92,062	\$91,354	\$91,772	\$91,772	0%
Interest on Investments	(15)	0	0	0	0%
Fund Balance	(2,145)	0	0	0	0%
Total	\$89,902	\$91,354	\$91,772	\$91,772	0%
Expenses					
Fire Protection	\$89,902	\$91,354	\$91,772	\$91,772	0%
Total	\$89,902	\$91,354	\$91,772	\$91,772	0%

Hickory Rural Fire Protection Service District

Fund 369

	2012/13 Actual	2013/14 Current	2014/15 Requested	2014/15 Approved	Percent Change
Revenues					
Tax Rate	0.0700	0.0700	0.0700	0.0700	0%
Property Tax	\$306,053	\$303,283	\$301,680	\$301,680	-1%
Interest on Investments	140	0	0	0	0%
Fund Balance	(6,834)	5,724	7,371	7,371	29%
Total	\$299,359	\$309,007	\$309,051	\$309,051	0%
Expenses					
Fire Protection	\$299,359	\$309,007	\$309,051	\$309,051	0%
Total	\$299,359	\$309,007	\$309,051	\$309,051	0%

All Districts

	2012/13 Actual	2013/14 Current	2014/15 Requested	2014/15 Approved	Percent Change
Revenues					
Average Tax Rate	0.0653	0.0653	0.0731	0.0699	7%
Property Tax	\$4,732,341	\$4,648,176	\$5,515,357	\$5,149,910	11%
Interest on Investments	672	0	0	0	0%
Fund Balance	(33,362)	37,127	82,995	82,995	124%
Total	\$4,699,651	\$4,685,303	\$5,598,352	\$5,232,905	12%
Expenses					
Fire Protection	\$4,679,939	\$4,609,677	\$5,523,363	\$5,157,916	12%
Capital	19,712	75,626	74,989	74,989	-1%
Total	\$4,699,651	\$4,685,303	\$5,598,352	\$5,232,905	12%

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, time and personal safety for the benefit of their community. Without these volunteers, the County would incur tremendous costs to maintain the level of fire and medical first response services citizens enjoy now.

The County's rural fire service is funded by a fire tax paid by citizens who live within 14 different fire protection service districts. For Fiscal Year 2014/15, five districts' tax rates are increased, detailed below:

Long View (Increase from \$0.0546 to \$0.065) – Long View began running Medical First Response calls in conjunction with Hickory Rescue in June 2012. Since this time, total call volume for the district increased 91 percent. This tax increase will allow the department to address the additional operational costs (fuel, equipment, and supplies) coming from the increasing call volume.

St. Stephens – (Increase from \$0.07 to \$0.09) - This increase will help the department hire additional paid staffing due to declining volunteerism and begin setting aside money for future apparatus replacement.

Maiden – (Increase from \$0.06 to \$0.07) - This increase will help Maiden Fire Department with operating costs related to opening a second fire station on Startown Rd. In addition to increasing the fire department's response capability, this station also represents a strategic partnership between Maiden and the County, with a Catawba County EMS unit stationed at this base at no cost to the County.

Newton (Increase from \$0.07 to \$0.085) – This will allow Newton to address a 20 percent increase in call volume, as well as assist in constructing a new fire station and replacing a 27 year old tanker truck.

Sherrills Ford (Increase from \$0.07 to \$0.08) - This increase will allow Sherrills Ford to relocate an existing fire station to best serve this growing community. The existing fire station on Sherrills Ford Road does not meet the department's needs, and relocating will strategically position the department to serve areas of expected future growth. Additionally, this increase will allow the department to continue providing heavy rescue services countywide. Heavy rescue designates an advanced level of equipment that allows the department to provide technical services such as extrication from large vehicles (i.e. tractor-trailers and large farm equipment).

General Capital Projects

Fund 410

	2014/15 Requested	2014/15 Approved	Percent Change
Revenues			
Federal Bed Rental	\$95,000	\$100,000	5%
Sales Tax	0	\$329,428	0%
Fund Balance	249,322	\$514,322	106%
From General Fund	3,445,000	1,225,000	-64%
Total	\$3,789,322	\$2,168,750	-43%
Expenses			
Contingency	0 \$	(135,000)	0%
Economic Development Reserve	0	205,738	0%
Elections Equipment	\$800,000	\$600,000	-25%
Female Bed Space Expansion	\$50,000	\$50,000	0%
Future Projects	\$0	\$200,000	0%
General Renovations	110,000	123,690	12%
Jail Expansion Set-aside	344,322	299,322	-13%
Library: Maiden Branch Renovations	80,000	0	0%
Permit and Inspections Software	100,000	0	0%
Public Safety Software	1,000,000	0	0%
Public Safety (including Sherrills Ford Library Renovation)	55,000	200,000	264%
Server & Desktop Applications (Microsoft Licensing)	300,000	275,000	-8%
Sheriff: Firing Range	600,000	0	0%
Sheriff: Jail Door Repair Newton Jail	50,000	50,000	0%
VIPER Radio Expansion Channels	100,000	100,000	0%
Technology Infrastructure Upgrade	200,000	200,000	0%
Total	\$3,789,322	\$ 2,168,750	-43%



Schools' Capital Projects

Fund 420

	2014/15 Requested	2014/15 Approved	Percent Change
Revenues			
2nd 1/2% Sales Tax	\$3,381,360	\$3,414,510	1%
2nd 1/2% Sales Tax - Food	459,228	463,730	1%
1st 1/2 cent Sales Tax-Food	0	0	0%
Lottery	0	0	0%
Fund Balance Applied	0	1,759,422	0%
From Schools' Construction	0	50,000	0%
From General Fund	11,267,274	0	0%
Total	\$15,107,862	\$5,687,662	-62%
Expenses			
Catawba County (in priority order)			
System-wide School Panic Alarm Systems	\$58,000	per capita	0%
Bunker Hill High School: ADA Accessibility	35,000	35,000	0%
Bunker Hill High School: Replacement of Galvanized Pipes	195,000	195,000	0%
Maiden Elementary School: Security Fencing for Cafeteria Area	40,000	40,000	0%
Boiler/Burner Replacements	135,000	135,000	0%
Catawba Elementary School: Roof Gutters	32,500	0	0%
System-wide Re-paving (<i>budget funds 3 of 6 requested projects</i>)	694,000	456,000	-34%
St. Stephens High School: Phone System	80,000	per capita	0%
Catawba Rosenwald/ESTEEM Kitchen	89,500	0	0%
System-wide Re-roofing	273,000	273,000	0%
System-wide Painting	180,000	per capita	0%
Claremont Elementary School: Replace Gym Floor	85,000	85,000	0%
Oxford Elementary School: Replace Gym Floor	85,000	85,000	0%
Bandys High School: Replace Gym Floor	125,000	125,000	0%
Maintenance: Aerial Lift (50' Plus Reach)	35,000	35,000	0%
Maintenance: Vehicle	32,000	32,000	0%
Bunker Hill High School: Window Replacement (Phase I)	175,000	100,000	-43%
Maintenance: 4 Wheel Drive Skid Steer with Bucket	22,000	0	0%
Bunker Hill High School: Student Career Planning Center	75,000	75,000	0%
Activity Buses (1 of 2 requested buses recommended)	174,000	87,000	-50%
Transportation: Addition to Garage	275,000	0	0%
Maintenance: Storage Building	800,000	0	0%
Maiden Middle School: Design and Construct New Front Entrance	275,000	0	0%
Maiden High School: Tennis Court Lights	60,000	0	0%
Jacobs Fork Middle School: Athletic Field Upgrades	490,000	0	0%
Bandys High School: Permanent Stage & Riser in Cafeteria	50,000	0	0%
Fred T. Foard High School: Athletic Field House/Girls Softball Restrooms & Concession	1,900,000	0	0%
Schools' Project Manager	33,092	33,092	0%
Per Capita 16,969 @ \$52.00	888,212	882,388	-1%
Total	\$7,391,304	\$2,673,480	-64%

Schools' Capital Projects

Fund 420

	2014/15 Requested	2014/15 Approved	Percent Change
Hickory City (in priority order)			
HCAM Mobile Units	\$70,000	\$70,000	0%
HCAM Parking Lot	165,000	\$165,000	0%
System-wide Rekeying	135,000	\$135,000	0%
Add Outside Speakers at Schools	13,000	per capita	0%
HCAM Kitchen Renovation	175,000	\$0	0%
Renovations to Existing Longview Elementary School	100,000	\$100,000	0%
Replace Southwest Elementary School HVAC Units <i>(budget sets aside 1/2)</i>	540,000	\$270,000	-50%
Activity Bus	85,000	\$85,000	0%
Replace Hickory High School Cooling Tower	125,000	\$0	0%
Add District-wide Card Access System	350,000	\$0	0%
To Debt Service for QZABs	0	\$50,000	0%
Per Capita 4,286 @ \$52.00 less \$50,000 QZAB payment	227,500	\$172,872	-24%
Total	\$1,985,500	\$1,047,872	-47%
Newton-Conover (in priority order)			
School Security Upgrades <i>(\$100,000 recommended from per capita for cameras & panic alarms, remaining addressed from existing security project)</i>	\$200,000	per capita & FY 13/14 security project	0%
Thornton Campus Renovations	300,000	300,000	0%
Shuford Elementary School Roofing	750,000	750,000	0%
Gas Packs at North Newton Elementary School	200,000	100,000	-50%
Per Capita 3,170 @ \$52.00	159,588	164,840	3%
Schools' Project Manager	51,470	51,470	0%
Total	\$1,661,058	\$1,366,310	-18%
Catawba Valley Community College (in priority order)			
Chiller Unit	\$255,000	\$255,000	0%
Gas Packs Phase I	225,000	225,000	0%
ADA Improvements - Phase I	100,000	50,000	-50%
Maintenance Truck	20,000	20,000	0%
General Renovations	100,000	50,000	-50%
ADA Improvements - Phase II	480,000	0	0%
Gas Packs - Phase II	225,000	0	0%
HVAC Units - Administrative Building	170,000	0	0%
HVAC Units - Student Services Building	75,000	0	0%
Roof	50,000	0	0%
Energy Management Upgrades	170,000	0	0%
Courtyard Renovations	200,000	0	0%
Paving	2,000,000	0	0%
Total	\$4,070,000	\$600,000	-85%
GRAND TOTAL	\$15,107,862	\$5,687,662	-62%

Schools' Construction Fund

Fund 423

	2012/13 Actual	2013/14 Current	2014/15 Requested	2014/15 Approved	Percent Change
Revenues					
Miscellaneous	(\$8,499)	\$0	\$0	\$0	0%
Proceeds - Installment Purchase	26,615,250	15,700,000	2,000,000	2,000,000	-87%
From General Fund	536,823	1,043,303	0	0	0%
From School Capital Projects Fund	177,401	0	0	0	0%
Fund Balance	(17,197,542)	0	3,185,358	3,185,358	0%
Total	\$10,123,433	\$16,743,303	\$5,185,358	\$5,185,358	-69%
Expenses					
Arndt Middle School	\$425	\$0	\$0	\$0	0%
New Elementary/Vocational High School	\$0	\$0	\$0	\$0	0%
County Home Middle	839,281	0	0	0	0%
CVCC Classroom Renovations	995,715	0	2,000,000	2,000,000	0%
CVCC East Campus Renovations	996,855	0	0	0	0%
CVCC Student Ctr, Bookstore, Student Svcs	46,440	0	0	0	0%
CVCC Vocational Building	146,467	15,700,000	0	0	0%
Fred T. Foard	0	0	0	0	0%
Future Debt	0	1,043,303	3,185,358	3,185,358	205%
Hickory Career and Arts Magnet	294	0	0	0	0%
Longview Elementary	3,263,779	0	0	0	0%
Newton-Conover Middle School	1,048,972	0	0	0	0%
South Newton Renovations	2,419,534	0	0	0	0%
To General Fund - Debt Service	0	0	0	0	0%
To Schools' Capital	0	0	0	0	0%
Webb Murray Renovations	365,671	0	0	0	0%
Total	\$10,123,433	\$16,743,303	\$5,185,358	\$5,185,358	-69%

Hospital Construction Fund

Fund 430

	2012/13 Actual	2013/14 Current	2014/15 Requested	2014/15 Approved	Percent Change
Revenues					
Interest on Investments	(\$7,840)	\$0	\$0	\$0	0%
From Hospital Reserve	0	0	0	0	0%
Fund Balance Applied	7,840	0	0	0	0%
Total	\$0	\$0	\$0	\$0	0%
Expenses					
Hospital Construction	\$0	\$0	\$0	\$0	0%
Total	\$0	\$0	\$0	\$0	0%

Budget Highlights

The Hospital maintains a balance of not less than \$4 million with the County 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. 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 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.

Water & Sewer Projects

Fund 475

	2012/13 Actual	2013/14 Current	2014/15 Requested	2014/15 Approved	Percent Change
Revenues					
State	\$425,031	\$0	\$0	\$0	0%
Federal	166,841	0	0	0	0%
Interest on Investments	(43,787)	0	0	0	0%
1/4 Cent Sales Tax	2,862	0	1,346,792	1,359,996	0%
Proceeds from Installment Purchase	8,000,000	0	0	0	0%
From General Fund	530,000	1,600,000	1,600,000	800,000	-50%
Fund Balance	(4,238,140)	3,071,905	153,208	1,642,259	-47%
Total	\$4,842,807	\$4,671,905	\$3,100,000	\$3,802,255	-19%
Expenses					
Balls Creek Water (Loan Program)	\$0	\$2,641,905	\$0	\$0	0%
Bunker Hill Covered Bridge Water	0	350,000	0	0	0%
CDBG Royal Heights Water	160,993	0	0	0	0%
CDBG Adverts Crossroads Water	5,200	0	0	0	0%
County Complex Water and Sewer	69,955	0	0	0	0%
CWB Bunker Hill Sewer	794,860	0	0	0	0%
Davis Road Water (Loan Program)	0	0	0	825,862	0%
EPA Stormwater Phase II	45,724	100,000	0	0	0%
Farmfield Acres Water	0	230,000	0	0	0%
Heatherbrook Subdivision Water	15,300	0	0	0	0%
Highway 150 Sewer	3,035,106	0	0	0	0%
Landsdown Sewer	0	657,000	0	0	0%
Landsdown Water	0	293,000	0	0	0%
McLin/Lyle Creek Sewer Outfall (Loan Program)	0	0	0	2,576,393	0%
Milton Street Water (Loan Program)	0	0	910,000	0	0%
Molly's Backbone/Monbo/LI Road Water	0	0	1,790,000	0	0%
Ramseur Road Water	10,475	0	0	0	0%
Regional Bio-Solids Processing	101,953	0	0	0	0%
Rocky Ford Rd/Startown Rd. Water	127,194	0	0	0	0%
SECC Wastewater Improvements	70,777	0	0	0	0%
SECC Water Supply Loop	11,156	0	0	0	0%
Sludge Composting Project	394,114	400,000	400,000	400,000	0%
Total	\$4,842,807	\$4,671,905	\$3,100,000	\$3,802,255	-19%

Budget Highlights

Highlights for Water and Sewer Projects are included with the Water and Sewer Fund (Fund 515 on page 352).

Solid Waste Capital

Fund 485

	2012/13 Actual	2013/14 Current	2014/15 Requested	2014/15 Approved	Percent Change
Revenues					
Interest on Investments	\$326	\$0	\$0	\$0	0%
From Solid Waste Management Fund	0	1,550,000	750,000	750,000	-52%
Fund Balance	73,430	0	0	0	0%
Total	\$73,756	\$1,550,000	\$750,000	\$750,000	-52%
Expenses					
Crop Processing Facility	\$20,226	\$0	\$0	\$0	0%
EcoComplex	43,770	0	0	0	0%
Methane Gas Skid and Flare	0	800,000	0	0	0%
Subtitle D Cell Construction	0	750,000	750,000	750,000	0%
Wood Gassification Facility	9,760	0	0	0	0%
Total	\$73,756	\$1,550,000	\$750,000	\$750,000	-52%

Budget Highlights

Highlights for this section are included in the Solid Waste Management Fund (Fund 525 on page [357](#)).

Water and Sewer Fund

Fund 515

	2012/13 Actual	2013/14 Current	2014/15 Requested	2014/15 Approved	Percent Change
Revenues					
Charges & Fees	\$903,465	\$579,350	\$617,000	\$617,000	6%
Interest on Investments	(21,950)	0	0	0	0%
1/4 Cent Sales Tax	1,290,442	1,334,032	0	0	0%
From General Fund	245,000	0	0	0	0%
Fund Balance	(5,169,657)	71,260	1,630,391	1,666,674	0%
Total	(\$2,752,700)	\$1,984,642	\$2,247,391	\$2,283,674	15%
Expenses					
Personal Services	\$80,058	\$81,691	\$100,499	\$100,798	23%
Supplies & Operations	207,307	569,842	819,842	855,826	50%
Debt Service	589,026	1,333,109	1,327,050	1,327,050	0%
Enterprise Contra Accounts	(3,629,091)	0	0	0	0%
Total	(\$2,752,700)	\$1,984,642	\$2,247,391	\$2,283,674	15%
Employees					
Permanent	1.00	1.00	1.00	1.00	0%
Hourly	0.00	0.00	0.00	0.00	0%
Total	1.00	1.00	1.00	1.00	0%

Budget Highlights

The budget commits \$1.36 million of the ¼ cent sales tax and \$800,000 or ½ cent on the property tax rate to fund countywide water and wastewater capital and operating needs. In addition to this newly appropriated funding, the department has approximately \$11 million in projects approved in previous years that it will undertake in Fiscal Year 2014/15.

Performance Measurement

Fiscal Year 2014/15

Outcomes for Fiscal Year 2014/15 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 that will 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 explore and apply for at least three grants to maximize county dollars, as well as run all new and previously approved projects that have changed since original approval through a prioritization tool to ensure the County pursues the projects that are the highest priority.

New for Water and Sewer is a multi-year outcome to survey 100 percent of households/businesses in the County that do not have access to municipal water and sewer by June 30, 2017. This survey will

serve as an important element in the County's long-range infrastructure planning efforts by identifying areas where citizen demand/need for service is high. While this is a multi-year goal, the department will work with relevant departments such as GIS and Tax in Fiscal Year 2014/15 to complete a list of all unincorporated properties that do not have access to municipal water and/or sewer service.

Fiscal Year 2013/14

At mid-year, Water and Sewer was on target to meet all of its outcomes. Approximately 59,000 linear feet of sewer lines and 1,000 linear feet of water lines had been extended, with the remaining 20,400 linear feet of sewer lines and 12,000 feet of water lines anticipated in the second half of the year. To offset the costs related to Water and Sewer, staff received a Community Development Block Grant for \$750,000 to extend water service along Old Shelby Road. This project will provide municipal water to 131 persons representing 63 households. Additionally, all Water and Sewer projects, both current and new, had been prioritized using the County's Utility Prioritization Tool.

Fiscal Year 2012/13

Water & Sewer achieved three of its four outcomes. The successes include enhancing economic development opportunities and providing sewer infrastructure to southeastern Catawba County by having the Highway 150 Sewer project get underway; receiving two grants totaling \$105,000 to reduce community waste and improve Biodiesel feedstock harvesting/production; and prioritizing all Water and Sewer Capital projects by using the department's Utility Prioritization Tool.

The lone unachieved outcome was to extend at least 12,300 linear feet of water lines and at least 23,400 linear feet of sewer lines. Due to the Bunker Hill/Oxford Sewer project, Water & Sewer was able to extend 26,680 linear feet of sewer. In regards to the water lines, the division installed only 2,300 linear feet. However, Highway 150 water construction will begin in Fiscal Year 2013/14, and Ramseur Road water has been bid and construction will also start in Fiscal Year 2013/14.

WATER AND SEWER ADMINISTRATION

Statement of Purpose

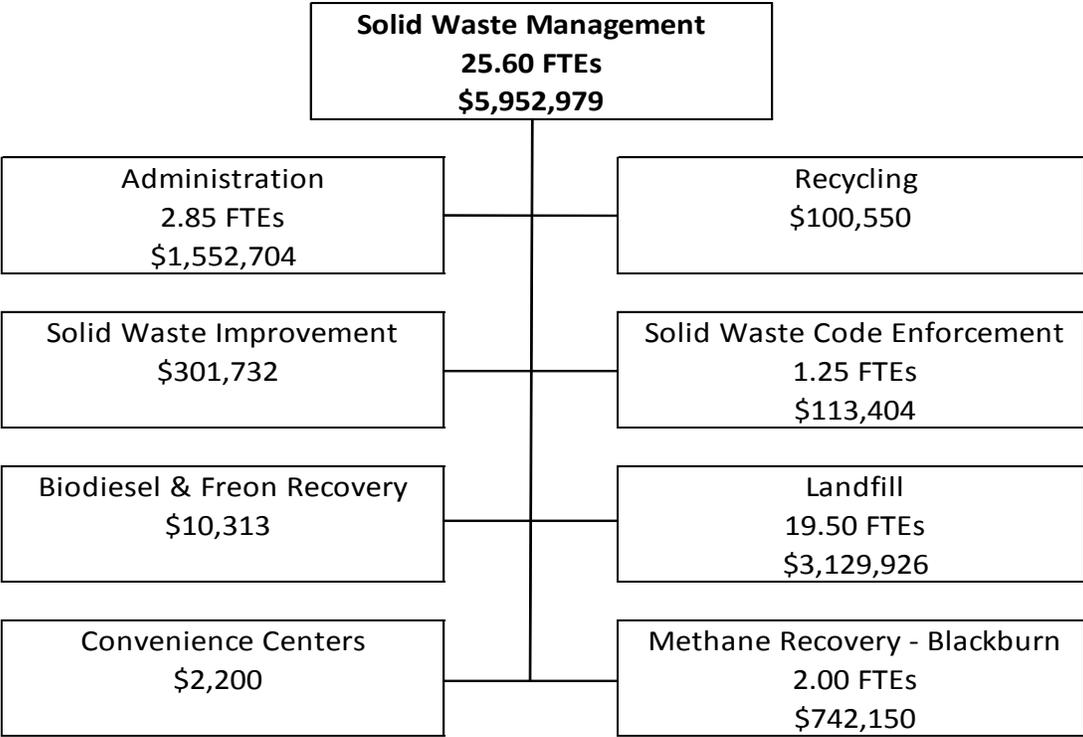
Provide a source of clean drinking water and environmentally responsible sewage disposal in the unincorporated areas of the County.

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 8,000 linear feet of water lines and at least 1,000 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 2014/15 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
4. To ensure citizens in the unincorporated areas of the County have the opportunity to provide input for consideration in future water and sewer extension efforts, staff will survey 100 percent of households/businesses in the County that do not have access to municipal water and sewer by June 30, 2017. This survey will serve as an important element in the County's long-range infrastructure planning efforts by identifying areas where citizen demand/need for service is high. For Fiscal Year 2014/15, the department will work with relevant departments such as GIS and Tax to complete a list of all unincorporated properties that do not have access to municipal water and/or sewer service.



Catawba County Government



Solid Waste Management

Fund 525

	2012/13 Actual	2013/14 Current	2014/15 Requested	2014/15 Approved	Percent Change
Revenues					
State	\$107,060	\$43,000	\$36,000	\$43,000	0%
Taxes	294,409	266,700	249,000	249,000	-7%
Interest on Investments	(29,300)	0	0	0	0%
Charges & Fees	5,441,337	4,922,921	5,591,079	5,591,079	14%
Miscellaneous	39,189	87,900	72,900	69,900	-20%
Other Financing Sources	39,960	5,000	0	0	0%
From General Fund	0	0	0	0	0%
Fund Balance	(167,018)	956,338	0	0	0%
Total	\$5,725,637	\$6,281,859	\$5,948,979	\$5,952,979	-5%
Expenses					
Personal Services	\$1,468,642	\$1,549,989	\$1,556,692	\$1,562,634	1%
Supplies & Operations	2,764,504	3,021,870	3,125,381	2,996,842	-1%
Enterprise Contra Accounts	621,492	0	0	100,000	0%
Capital	870,999	160,000	270,000	270,000	69%
To Solid Waste Capital Fund	0	1,550,000	750,000	750,000	-52%
Future Solid Waste	0	0	246,906	273,503	0%
Total	\$5,725,637	\$6,281,859	\$5,948,979	\$5,952,979	-5%
Expenses by Division					
Administration	\$502,245	\$2,073,002	\$1,525,187	\$1,552,704	-25%
Recycling	208,465	99,090	100,550	100,550	1%
Solid Waste Improvement	255,095	331,732	326,732	301,732	-9%
Code Enforcement	63,759	121,646	123,027	113,404	-7%
Biodiesel & Freon Recovery	35,159	42,525	23,025	10,313	-76%
Landfill	3,723,226	2,954,259	3,011,227	3,129,926	6%
Convenience Centers	318,320	6,200	2,200	2,200	-65%
Methane Recovery	619,368	653,405	837,031	742,150	14%
Total	\$5,725,637	\$6,281,859	\$5,948,979	\$5,952,979	-5%
Employees					
Permanent	26.60	26.60	25.60	25.60	-4%
Hourly	0.63	0.30	0.30	0.30	0%
Total	27.23	26.90	25.90	25.90	-4%

Budget Highlights

The Solid Waste Management recommended budget is \$5,952,979, which is a five percent decrease from the current year. This is primarily due to one-time funding for a Methane Gas Skid and Flare in the prior year, with additional funding not needed in Fiscal Year 2014/15. Solid Waste is a self-supporting

function, with no County property tax dollars contributing. The tipping fee for disposing of waste remains at \$31 per ton plus a \$2 per ton State tax. This fee has not increased since 2008.

Catawba County continues to place a high focus on recycling, with the County ranking #1 in the State for recycling per capita in Fiscal Year 2012/13. Catawba County citizens recycled 638.7 pounds of materials per capita, which is almost 4 times the average of counties over 100,000 in population and almost 6 times the average of all counties in the State. To continue to promote recycling, the budget maintains one household hazardous waste collection event as well as electronics and paint recycling to year-round at the Blackburn Landfill free of charge.

Starting January 1, 2015, the County's Biodiesel Research, Development, and Production Facility will be privatized and operated by Blue Ridge Biofuels. As a part of this process, Blue Ridge Biofuels will invest approximately \$1 million at the facility and create 5-10 jobs. The company's goal is to produce two million gallons of biodiesel each year in Catawba County. Additionally, the County will be able to purchase this fuel at a reduced rate, and will use the B-10 biodiesel blend produced at the facility in all Landfill equipment. All together, this privatization will save the County \$40,000 to \$50,000 a year versus continuing to operate the facility in-house. Even with this privatization Catawba County's partnership with Appalachian State University to use this facility to perform its biodiesel research will continue. This partnership highlights the County's commitment to partner with other agencies, both public and private, when it is in the best interest of citizens.

Performance Measurement

Fiscal Year 2014/15

Fiscal Year 2014/15 sees the addition of two new outcomes in Solid Waste and the increasing of one existing target. New for this year, Solid Waste will develop a zero waste initiative to move citizens towards sustainable waste disposal, with the goal of developing a system where the materials discarded by one entity become resources for others. Additionally, staff will negotiate a new purchase power agreement with Duke Energy for the sale of the County's Landfill gas-to-energy electricity.

The one outcome target increased next year relates to diverting 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, the department has increased its diversion target from 70,000 pounds to 150,000 for Fiscal Year 2014/15.

Fiscal Year 2013/14

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 119,956 pounds of material diverted from the landfill at mid-year versus the full year's outcome goal of 70,000 pounds. Staff was also in the process of working with a vendor to implement a beta test of a computer aided earthmoving system on Landfill equipment to improve compaction rates.

The only outcome not on target was related to producing Biodiesel at the County's Biodiesel Facility for use in Landfill equipment. While at mid-year approximately 762 gallons had been produced, Solid Waste does not believe it will achieve its 10,000 gallon goal by the end of the year.

Fiscal Year 2012/13

Solid Waste achieved four of its five outcomes for Fiscal Year 2012/13. Two highlights are updating the Solid Waste Management Plan and Solid Waste's education outreach. Staff completed the three year update to the ten-year Solid Waste Management Plan and is currently finalizing the 2013 update to the Solid Waste Financial Plan. This will increase the Solid Waste Management Fund's viability and secure long-term landfill development capacity. Another achievement during the fiscal year was Solid Waste's education initiative. Solid Waste conducted 120 tours, gave 85 presentations, and exhibited 20 displays to the general public, college/university groups, students and teachers, civic organizations, local businesses, potential EcoComplex partners, and other local governments surrounding Catawba County, educating 7,942 people.

The lone outcome not achieved was its promotion of "green energy." The division sought to have at least 10,000 gallons of biodiesel fuel produced at the County's Biodiesel Facility, but was only able to produce 2,004 gallons during the fiscal year.

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 150,000 pounds of electronics and household hazardous waste from the Landfill.
2. To further reduce the County's waste stream and move toward zero waste, staff will develop a zero waste initiative and present it to management for review by September 30, 2014. This initiative will serve as an ethical, economical, efficient, and visionary guide for the citizens and businesses of Catawba County in changing their lifestyles and practices to emulate sustainable natural cycles where all discarded materials become resources for others to use.
3. To continue the success of the Landfill Gas-to-Energy Co-Generation Project, staff will renegotiate a new Purchase Power Agreement with Duke Energy for the sale of electricity generated by the project. The current Purchase Power Agreement expires in August 2014.
4. 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 the EcoComplex as measured by tracking grant applications.

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.

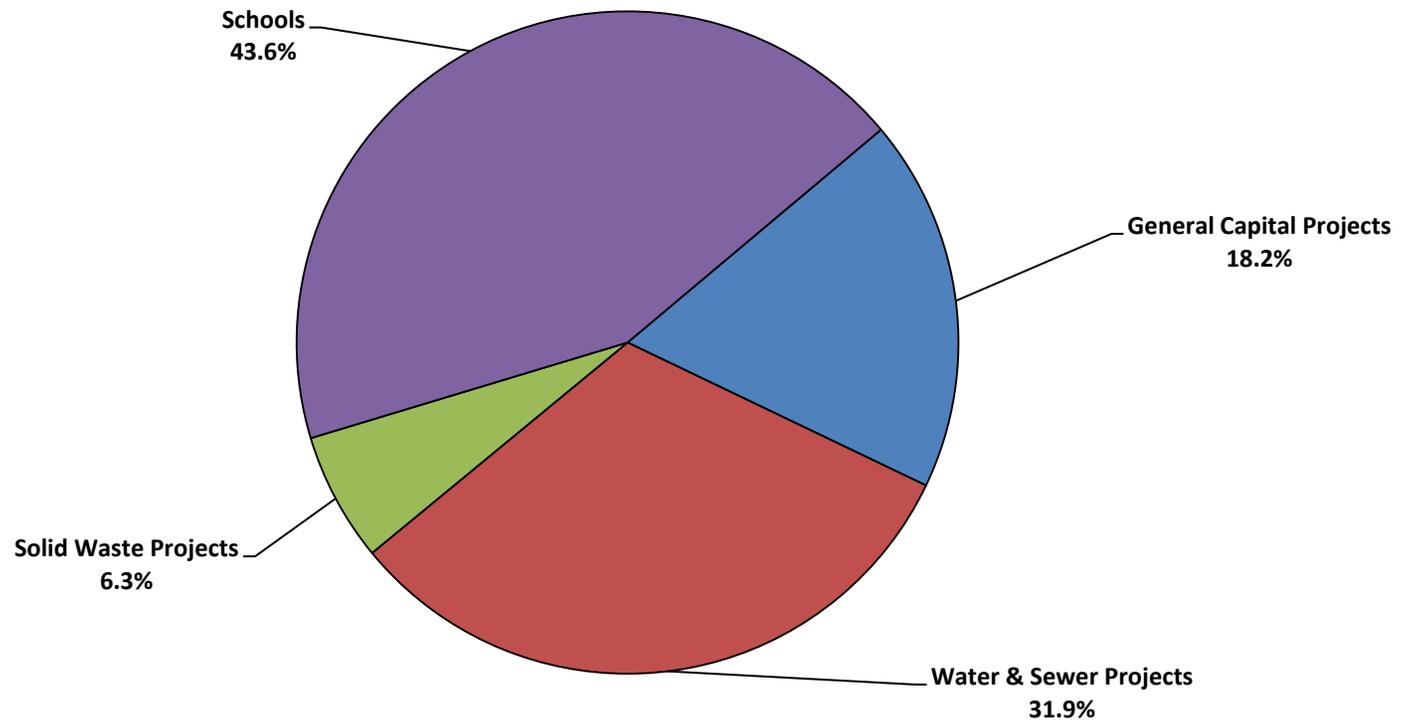
Capital Projects Fund accounts for financial resources to be used for the acquisition or construction of major capital facilities and include the following:

General Capital Projects Fund - to account for the financing and construction of all major general government capital projects.

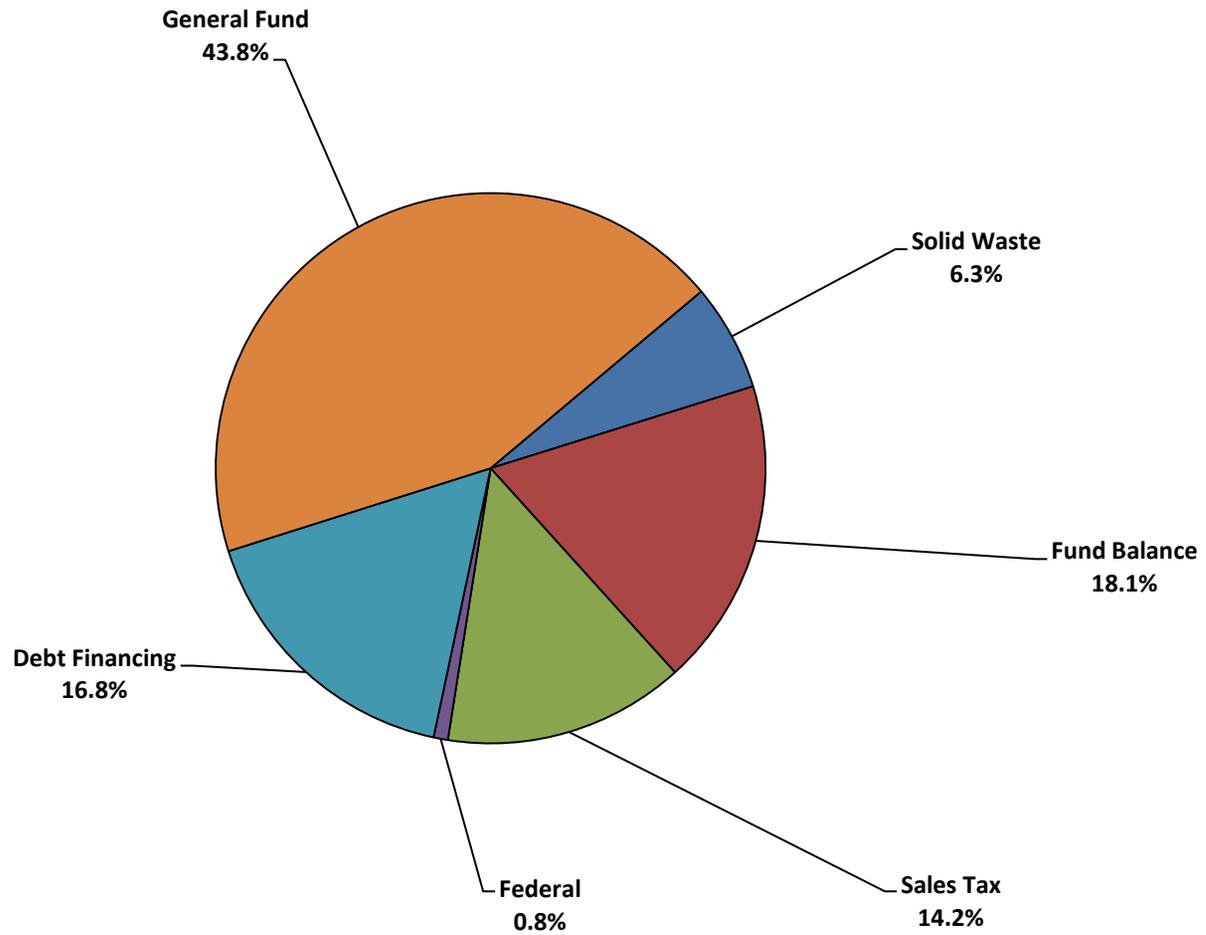
Water & Sewer Construction Fund - to account for the financing and construction of all major water and sewer capital projects in the unincorporated sections of the County.

Solid Waste Fund - to account for the financing and construction of all major solid waste projects.

Capital Projects Expenditure Summary Fiscal Year 2014/15



Capital Projects Funding Summary Fiscal Year 2014/15



GENERAL CAPITAL PROJECTS 8-YEAR SUMMARY	Funding in FY 2014/15	Funding in FY 2015/16	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	Total In 8- Year Plan
Ongoing & Periodic Projects									
Economic Development Reserve	205,738	209,853	214,050	218,331	222,697	227,151	231,694	236,328	1,765,843
General Renovations	123,690	-	-	-	-	-	-	-	123,690
Server & Desktop Applications (formerly Microsoft)	275,000	275,000	275,000	275,000	275,000	275,000	275,000	275,000	2,200,000
Permit and Inspections Software	-	-	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Oblique Photography	-	-	175,600	-	-	-	-	-	175,600
IT: Public Safety Software	-	800,000	-	-	-	-	-	-	800,000
Technology Infrastructure	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	1,600,000
Projects to be Debt Financed									
Jail Expansion Set-Aside	299,322	100,000	100,000	100,000	100,000	13,500,678	-	-	14,200,000
Pay as Go Projects									
Board of Elections: Voting Equipment	600,000	-	-	-	-	-	-	-	600,000
Bunker Hill Covered Bridge	-	-	-	-	-	-	800,000	-	800,000
Contingency- Future Unspecified Project	(135,000)	-	-	-	-	-	-	-	(135,000)
EMS-Conover Fire Station # 2 Addition	-	-	230,000	-	-	-	-	-	230,000
EMS-Hickory EMS Base Relocation	-	-	-	450,000	-	-	-	-	450,000
EMS-Hickory Fuel Depot	-	-	-	-	150,000	-	-	-	150,000
EMS-Hickory Rescue Base 2 Addition	-	-	-	-	230,000	-	-	-	230,000
EMS Sherrills Ford Fire Dept Addition	-	-	-	-	-	318,800	-	-	318,800
Future Projects	200,000	-	-	-	-	-	-	-	200,000
IT: New 911 Center	-	2,050,000	-	-	-	-	-	-	2,050,000
Mountain Creek Park	-	-	470,000	430,000	-	385,000	-	-	1,285,000
Public Safety	200,000	-	-	-	-	-	-	-	200,000
Radio Transmit Base Station	-	150,000	-	-	-	-	-	-	150,000
Sheriff: Female Bed Space Addition, Newton Jail	50,000	-	-	-	-	-	-	-	50,000
Sheriff: Jail Door Repair, Newton Jail	50,000	50,000	50,000	-	-	-	-	-	150,000
VIPER Radio Expansion Channels	100,000	-	-	-	-	-	-	-	100,000
Totals	2,168,750	3,834,853	1,814,650	1,773,331	1,277,697	15,006,629	1,606,694	811,328	28,293,933

Revenues									
Installment Purchase	-	-	-	-	-	13,500,678	-	-	13,500,678
1/4 Cent Sales Tax	329,428	209,853	214,050	218,331	222,697	227,151	231,694	236,328	1,889,533
E-911	-	2,050,000	-	-	-	-	-	-	2,050,000
Federal Bed Rental	100,000	100,000	100,000	100,000	100,000	-	-	-	500,000
From General Fund	1,225,000	1,275,000	575,000	575,000	575,000	286,300	575,000	575,000	5,661,300
Municipalities for Orthos & Pictometry	-	-	42,320	-	-	-	-	-	42,320
PARTF Grants	-	-	235,000	215,000	-	192,500	-	-	642,500
Carolina Thread Trail	-	-	-	150,000	-	-	-	-	150,000
NC DOT Grant	-	-	-	50,000	-	-	-	-	50,000
Sale of Hickory EMS Base	-	-	250,000	-	-	-	-	-	250,000
Future EMS Project	-	-	230,000	321,520	-	-	-	-	551,520
General Capital Fund Balance	514,322	200,000	168,280	143,480	380,000	800,000	800,000	-	3,006,082
Total Revenue	2,168,750	3,834,853	1,814,650	1,773,331	1,277,697	15,006,629	1,606,694	811,328	28,293,933

GENERAL CAPITAL PROJECTS 1st 4 Years	Funding in Fiscal Year 2014/15	Funding in Fiscal Year 2015/16	Funding in Fiscal Year 2016/17	Funding in Fiscal Year 2017/18	Total	Funding Notes	Operating Impacts
Ongoing & Periodic Projects							
Economic Development Reserve: Reserve for economic development projects and incentives.	205,738	209,853	214,050	218,331	847,971	A portion of the 1/4 cent sales tax is devoted to economic development.	None
General Renovations: Funds are included for paving, carpet replacement and other minor renovations to maintain County facilities.	123,690	-	-	-	123,690	A portion of the 1/4 cent sales tax	None
Server & Desktop Applications (Formerly Microsoft Licensing): 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
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	200,000	Set aside from General Fund (increasing Building Services revenue) planned for future software upgrade.	None
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.	-	-	175,600	-	175,600	Municipalities fund 24.1% of the project.	None - updates existing maps

GENERAL CAPITAL PROJECTS 1st 4 Years	Funding in Fiscal Year 2014/15	Funding in Fiscal Year 2015/16	Funding in Fiscal Year 2016/17	Funding in Fiscal Year 2017/18	Total	Funding Notes	Operating Impacts
IT: Public Safety Software: Upgrade to a Next Generation 911 (NG911) network that will support text messages, images, video, and American Sign Language Users.	-	800,000	-	-	800,000	General Fund contribution	None
Technology Infrastructure: Recurring funds used to maintain the County's network.	200,000	200,000	200,000	200,000	800,000	General Fund contribution	None
Projects to be Debt Financed							
Jail Expansion Set-Aside - 256 Bed Addition subject to inmate population growth and pressures at the Burke-Catawba District Confinement Facility.	299,322	100,000	100,000	100,000	599,322	Debt in Fiscal Year 2019/20 with total projected cost of \$17.5 million. 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.	\$1.7 million per year for additional staffing, utilities, & general operations; \$1.42 million per year debt service. Combined cost would likely require a 2 cent tax increase projected by Fiscal Year 20/21.
Pay as Go Projects							
Board of Elections: Voting Equipment: Replace all of the County's voting equipment, which was purchased in 2006. The equipment is reaching the end of its 10 year life.	600,000	-	-	-	600,000	General Fund contribution	None
Contingency - Future Unspecified Projects: Reduced to fund Public Safety project	(135,000)				(135,000)	Reduction in project	None

GENERAL CAPITAL PROJECTS 1st 4 Years	Funding in Fiscal Year 2014/15	Funding in Fiscal Year 2015/16	Funding in Fiscal Year 2016/17	Funding in Fiscal Year 2017/18	Total	Funding Notes	Operating Impacts
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	Fund \$175,000 from Future EMS project and the balance from General Capital Fund Balance	\$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	General Capital Projects Fund Balance \$200,000, \$250,000 sale of current base	None;this is a relocation not a service expansion.
Future Projects: Set aside for future needs.	200,000	-	-	-	200,000	Funds reserved for future capital needs	None
IT: New 911 Center: Outfit the new 911 Center, located in the South Wing of the newly expanded Justice Center, with new radio & telephone systems, consoles, and recorders	-	2,050,000	-	-	2,050,000	Project funded by 911 Emergency Telephone Fund	None
Mountain Creek Park: Development of Mountain Creek Park in Sherrills Ford area	-	-	470,000	430,000	900,000	Funding will be obtained from PARTF grants and will be matched 50% by the County from General Fund contribution	None during the 4 year period.
Radio Transmit Base Station: Replace radio equipment necessary to dispatch Fire, EMS, & Rescue that will be at least 19 years old	-	150,000	-	-	150,000	General Capital Projects Fund Balance	None - replaces existing equipment

GENERAL CAPITAL PROJECTS 1st 4 Years	Funding in Fiscal Year 2014/15	Funding in Fiscal Year 2015/16	Funding in Fiscal Year 2016/17	Funding in Fiscal Year 2017/18	Total	Funding Notes	Operating Impacts
Sheriff: Female Bed Space addition, Newton Jail: 16 additional beds will be added to the existing cells to accommodate female population growth.	50,000	-	-	-	50,000	General Capital Projects Fund Balance (over collection of federal/local bed rental in previous year)	None
Sheriff: Jail Door Replacement, Newton Jail - Door systems in the old jail section have been in operation since 1980. Gear replacements are no longer available. All doors need to be replaced including a new control panel, and 10 or 11 slide doors in each block. Replacements will be phased over time to avoid closing a block.	50,000	50,000	50,000	-	150,000	General Fund contribution	None
Public Safety Project: To meet service demands in the Sherrills Ford area, the old library will be converted to an office space for Sheriff Deputies with office space for Social Services. Funds are also reserved to address future public safety needs.	200,000	-	-	-	200,000	General Capital Fund Balance (\$65,000) and reduction in Contingency - Future Unspecified Projects (\$135,000)	Utilities for the building
VIPER Radio Expansion Channels: Project to expand available VIPER radio channels at the County's Baker's Mountain and Anderson Mountain tower sites.	100,000	-	-	-	100,000	General Capital Fund Balance	None
Totals	2,168,750	3,834,853	1,814,650	1,773,331	9,591,583		

GENERAL CAPITAL PROJECTS 2nd 4 Years	Funding in Fiscal Year 2018/19	Funding in Fiscal Year 2019/20	Funding in Fiscal Year 2020/21	Funding in Fiscal Year 2021/22	Total	Funding Notes	Operating Impacts
Ongoing & Periodic Projects							
Economic Development Reserve: Reserve for economic development projects and incentives.	222,697	227,151	231,694	236,328	917,871	A portion of the 1/4 cent sales tax is devoted to economic development.	None
Server & Desktop Applications (formerly Microsoft Licensing): 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
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

GENERAL CAPITAL PROJECTS 2nd 4 Years	Funding in Fiscal Year 2018/19	Funding in Fiscal Year 2019/20	Funding in Fiscal Year 2020/21	Funding in Fiscal Year 2021/22	Total	Funding Notes	Operating Impacts
Technology Infrastructure: Recurring funds used to maintain the County's network.	200,000	200,000	200,000	200,000	800,000	General Fund contribution	None

GENERAL CAPITAL PROJECTS 2nd 4 Years	Funding in Fiscal Year 2018/19	Funding in Fiscal Year 2019/20	Funding in Fiscal Year 2020/21	Funding in Fiscal Year 2021/22	Total	Funding Notes	Operating Impacts
Projects to be Debt Financed							
Jail Expansion Set Aside- 256 Bed Addition subject to inmate population growth and pressures at the Burke-Catawba District Confinement Facility	100,000	13,500,678	-	-	13,600,678	Debt in Fiscal Year 2019/20 with total projected cost of \$17.5 million. 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.	\$1.7 million per year for additional staffing, utilities, & general operations; \$1.42 million per year debt service. Combined cost would likely require a 2 cent tax increase projected by Fiscal Year 20/21.
Pay as Go Projects							
Bunker Hill Covered Bridge- Work in partnership with the Historical Association to purchase land and security equipment in Fiscal Year 2012/13 and construct a greenway trail Fiscal Year 2013/14.	-	-	800,000	-	800,000	Funding will come from the Parks Trust Fund. Funding will be obtained from PARTF grants and will be matched 50% by the County from a General Fund contribution	None in the four year cycle
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.

GENERAL CAPITAL PROJECTS 2nd 4 Years	Funding in Fiscal Year 2018/19	Funding in Fiscal Year 2019/20	Funding in Fiscal Year 2020/21	Funding in Fiscal Year 2021/22	Total	Funding Notes	Operating Impacts
EMS-Hickory Rescue Base 2 Addition: 1,000 sq. ft. to provide space for relocation of an existing crew once a new EMS crew is established in the Mt. View area. Also allows for relocation of Propst crew further south to cover area where there is difficulty reaching in 8-minutes	230,000	-	-		230,000	General Capital Projects Fund Balance	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 capital projects fund balance	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 beginning in Fiscal Year 17/18.
Mountain Creek Park: Development of Mountain Creek Park in Sherrills Ford area	-	385,000	-	-	385,000	Funding will be obtained from PARTF grants and will be matched 50% by the County from a General Fund contribution	
Totals	1,277,697	15,006,629	1,606,694	811,328	18,702,349		

WATER AND SEWER CIP Summary	Funding in FY 2014/15	Funding in FY 2015/16	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	Total
PAY AS GO									
Davis Road Water Loan Program (Maiden)	825,862								825,862
Catawba Street Sewer Loan Program (Claremont)	-	-	-	-	-	344,000	-	-	344,000
Highway 150 Sewer Phase II (SECC)	-	-	865,000	-	-	-	-	-	865,000
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 1	2,576,393								2,576,393
McLin/Lyle Creek Sewer Outfall Loan Project 2	-	-	-	-	-	-	-	2,792,499	2,792,499
Milton Street Water Loan Program (Newton)	-	910,000	-	-	-	-	-	-	910,000
Molly's Backbone/Monbo Rd./Long Island Rd. Water (SECC)	-	1,790,000	-	-	-	-	-	-	1,790,000
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
Zion Church Road Water Loan Program (Hickory)	-	-	-	-	-	846,000	-	-	846,000
Total Pay as Go Projects	3,402,255	2,700,000	2,507,000	683,000	3,169,000	1,740,000	685,000	2,792,499	17,678,754

DEBT SERVICE & OPERATING COSTS									
Personal Services	100,798	103,822	106,937	110,145	113,449	116,853	120,358	123,969	896,330
General Operating	213,826	215,964	218,124	220,305	222,508	224,733	226,981	229,250	1,771,692
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	75,000	600,000
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	747,678	747,678	747,678	747,678	747,678	747,678	747,678	747,678	5,981,424
Sludge Compost Facility	400,000	-	-	-	-	-	-	-	400,000
Southeastern Catawba County (SECC) Wastewater Collection Debt Payment	504,372	504,372	504,372	504,372	504,372	504,372	504,372	504,372	4,034,976
Total Debt Service & Operating	2,683,674	2,563,836	2,569,111	2,574,500	2,580,007	2,585,636	2,591,389	2,597,269	20,745,421

TOTAL PROJECT, DEBT SERVICE, AND OPERATING EXPENSES	6,085,929	5,263,836	5,076,111	3,257,500	5,749,007	4,325,636	3,276,389	5,389,768	38,424,175
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REVENUE									
Installment Purchase	-	-	-	-	-	-	-	-	-
Property Tax	800,000	808,000	816,080	824,241	832,483	840,808	849,216	857,708	6,628,536
1/4 cent Sales Tax	1,359,996	1,373,596	1,387,332	1,401,205	1,415,217	1,429,369	1,443,663	1,458,100	11,268,479
Domestic Haulers	58,000	58,580	59,166	59,757	60,355	60,959	61,568	62,184	480,569
Capital Fees	44,000	44,440	44,884	45,333	45,787	46,244	46,707	47,174	364,570
Revenue Sharing Contracts	515,000	520,150	525,352	530,605	535,911	541,270	546,683	552,150	4,267,120
Loan Payments/Municipalities	-	160,517	613,829	656,777	764,289	815,514	1,053,189	1,183,689	5,247,804
Fund Balance Applied	3,308,933	2,298,553	1,629,468	(260,419)	2,094,965	591,471	(724,638)	1,228,764	10,167,097
TOTAL REVENUE	6,085,929	5,263,836	5,076,111	3,257,500	5,749,007	4,325,636	3,276,389	5,389,768	38,424,175

Water & Sewer Projects 1st 4 Years	Funding in FY 2014/15	Funding in FY 2015/16	Funding in FY 2016/17	Funding in FY 2017/18	Total	Funding Notes	Operating Impacts
PAY AS GO							
Davis Road Water Loan Program - Project will extend a water line from Water Plant Road down Davis Road to the intersection with Buffalo Shoals Road. Once complete, this project will supply water to approximately 45 homes and address water quality issues caused by stagnant water on the dead-end line.	825,862	-	-	-	825,862	Funding will be derived from loan program with Maiden. Maiden will pay 75% of cost over 10 years.	
Highway 150 Sewer Phase II - Phase II of this project will provide sewer service on Highway 150 in Terrell from Marshall Steam Station east to the county line.	-	-	865,000		865,000	Funding will be derived from property tax and portion of 1/4 cent sales tax devoted to water and sewer.	
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.	
McLin/Lyle Creek Sewer Loan Project 1 - Project will allow the County to partner with municipalities to extend sewer provision within the Lyle and McLin Creek basins in eastern Catawba County.	2,576,393				2,576,393		
Milton Street Water Loan Program - Project will provide municipal water to approximately 50 homes and vacant lots on Milton St. and adjacent subdivision on Harper Lee Dr.	-	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 2014/15	Funding in FY 2015/16	Funding in FY 2016/17	Funding in FY 2017/18	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.	
Rome Jones Road Water Loan Program - Project will provide water service to approximately 40 connections on a 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.	
Total Pay as Go	3,402,255	2,700,000	2,507,000	683,000	9,292,255		

DEBT SERVICE & OPERATING

Personal Services - 1 FTE & part-time wages dedicated to water & sewer.	100,798	103,822	106,937	110,145	421,701		
General Operating - Includes professional services for engineering reports on planned projects.	213,826	215,964	218,124	220,305	868,219		
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.
Highway 150 Sewer - Debt repayment for project approved in prior years.	747,678	747,678	747,678	747,678	2,990,712	Project funding from Water and Sewer Fund and installment purchase obligations issued over 15yrs @ 2.5 percent interest.	\$747,678 per year debt service

Water & Sewer Projects 1st 4 Years	Funding in FY 2014/15	Funding in FY 2015/16	Funding in FY 2016/17	Funding in FY 2017/18	Total	Funding Notes	Operating Impacts
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.	504,372	504,372	504,372	504,372	2,017,488	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	2,683,674	2,563,836	2,569,111	2,574,500	10,391,121		

TOTAL PROJECT, DEBT SERVICE, AND OPERATING EXPENSES	6,085,929	5,263,836	5,076,111	3,257,500	19,683,376
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Water & Sewer Projects 2nd 4 Years	Funding in FY 2018/19	Funding in FY 2019/20	Funding in FY 2020/21	Funding in FY 2021/22	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.	
Houston Mill Road Water Loan Program - Project was initiated through municipal request and will provide water service to approximately 40 homes and complete a water loop.	556,000				556,000	Funding will be derived from loan program with Conover. Conover 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 - This funding will allow the County to partner with municipalities to extend sewer provision within the Lyle and McLin Creek basins in eastern Catawba County.	-	-	-	2,792,499	2,792,499		
River Bend Road Water Phases I, II, & III Loan Program - Project will create a water loop along River Bend Rd. Project will provide water to 150+ connections and could open large tracts of land to 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.	
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.	
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	3,169,000	1,740,000	685,000	2,792,499	8,386,499		

Water & Sewer Projects 2nd 4 Years	Funding in FY 2018/19	Funding in FY 2019/20	Funding in FY 2020/21	Funding in FY 2021/22	Total	Funding Notes	Operating Impacts
DEBT SERVICE AND OPERATING COST							
Personal Services - 1 FTE & part-time wages dedicated to water & sewer.	113,449	116,853	120,358	123,969	474,628		
General Operating - Includes professional services for engineering reports on planned projects.	222,508	224,733	226,981	229,250	903,472		
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	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
Highway 150 Sewer - Debt repayment for project approved in prior years.	747,678	747,678	747,678	747,678	2,990,712	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.	504,372	504,372	504,372	504,372	2,017,488	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	2,580,007	2,585,636	2,591,389	2,597,269	10,354,301		
TOTAL PROJECT, DEBT SERVICE, AND OPERATING EXPENSES	5,749,007	4,325,636	3,276,389	5,389,768	18,740,800		

SOLID WASTE CIP Summary	Funding in FY 2014/15	Funding in FY 2015/16	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	Total
PAY AS GO									
ATV Kubota		20,000	-	-	-	-	-	-	20,000
Auto Crane for Mechanics Truck	25,000								25,000
Bulldozer	-	-	-	-	-	-	330,000	360,000	690,000
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	-	-	50,000	50,000	-	-	-	-	100,000
Compactor	-	-	-	625,000	-	650,000	-	-	1,275,000
Diesel Storage Tank	-	-	-	-	50,000	-	-	-	50,000
Dump Truck-Off Road	-	-	-	-	-	-	-	450,000	450,000
Lawnmower and/or Bush Hog	20,000	-	-	-	23,000	-	-	25,000	68,000
Mechanic Truck and/or Service Fuel Truck	-	-	-	-	-	150,000	-	-	150,000
Methane Gas Perimeter Infrastructure	50,000	75,000	-	-	-	100,000	100,000	-	325,000
Pickup Truck 3/4 Ton and/or 1/2 Ton	-	-	-	-	35,000	-	35,000	-	70,000
Roadway Repair to C&D Landfill	75,000								75,000
Rubber Tire Loader	-	-	-	-	185,000	-	190,000	-	375,000
Scales/Scalehouse Renovations	-	-	150,000	-	-	-	-	-	150,000
Subtitle D Cell Construction	750,000	1,200,000	1,200,000	1,200,000	1,200,000	762,413	1,000,000	1,000,000	8,312,413
Tub Grinder (rebuild)	100,000	-	-	-	-	-	-	-	100,000
TOTAL PAY AS GO	1,120,000	1,395,000	1,500,000	1,975,000	1,593,000	1,762,413	1,755,000	1,935,000	13,035,413

Solid Waste CIP 1st 4 Years	Funding in FY 2014/15	Funding in FY 2015/16	Funding in FY 2016/17	Funding in FY 2017/18	Total
PAY AS 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
Auto Crane for Mechanics Truck- Auto cranes are used by mechanics to service and repair heavy equipment. Replacing an existing auto crane purchased in 1986 that no longer passes inspection.	25,000	-	-	-	25,000
Cell Closure Cost (MSW & C&D)- Annual contribution towards eventual closure/post-closure expenses at the MSW and C&D Landfills.	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.	-	-	50,000	50,000	100,000
Compactor- Compactors are scheduled for replacement in Fiscal Years 2017/18 and 2019/20 based on hours of operation and according to Solid Waste financial analysis and planning.	-	-	-	625,000	625,000
Lawnmower & Bush Hog- Lawn mowers and bush hogs are used to maintain property associated with the Landfill and Solid Waste Management.	20,000	-	-	-	20,000
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 extract needed methane to increase gas flow to the methane to electricity co-generation facility.	50,000	75,000	-	-	125,000
Roadway Repair to C&D Landfill and Grinding Area- Repairing or replacing asphalt roadway which leads to C&D Landfill unloading and grinding areas.	75,000	-	-	-	75,000

Solid Waste CIP 1st 4 Years	Funding in FY 2014/15	Funding in FY 2015/16	Funding in FY 2016/17	Funding in FY 2017/18	Total
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.	-	-	150,000	-	150,000
Subtitle D Cell Construction- This project funds the continuum of the Subtitle D Cell Construction. The next cell is Phase 2 of Unit 3.	750,000	1,200,000	1,200,000	1,200,000	4,350,000
Tub Grinder (rebuild)- Rebuilds existing tub grinder that is used to recycle furniture, wood, pallets, brush, trees, and leaves into mulch that is sold to the public.	100,000	-	-	-	100,000
Total Pay as Go	1,120,000	1,395,000	1,500,000	1,975,000	5,990,000

Solid Waste CIP 2nd 4 Years	Funding in FY 2018/19	Funding in FY 2019/20	Funding in FY 2020/21	Funding in FY 2021/22	Total
PAY AS GO					
Bulldozer- Bulldozers are scheduled for replacement in Fiscal Years 2020/21 and 2021/22. Replacements are scheduled according to Solid Waste financial analysis and planning.	-	-	330,000	360,000	690,000
Cell Closure Cost (MSW & C&D)- Annual contribution towards eventual closure/post-closure expenses at the MSW and C&D Landfills.	100,000	100,000	100,000	100,000	400,000
Compactor- Compactors are scheduled for replacement in Fiscal Years 2017/18 and 2019/20 based on hours of operation and according to Solid Waste financial analysis and planning.	-	650,000	-	-	650,000
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.	-	-	-	450,000	450,000
Lawnmower & Bush Hog- Lawn mowers and bush hogs are used to maintain property associated with the Landfill and Solid Waste Management.	23,000	-	-	25,000	48,000
Mechanic Truck and/or Service Fuel Truck- Replacement mechanic trucks and service fuel trucks are scheduled according to Solid Waste financial analysis and planning.	-	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 extract needed methane to increase gas flow to the methane to electricity co-generation facility.	-	100,000	100,000	-	200,000
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.	35,000	-	35,000	-	70,000

Solid Waste CIP 2nd 4 Years	Funding in FY 2018/19	Funding in FY 2019/20	Funding in FY 2020/21	Funding in FY 2021/22	Total
Rubber Tire Loader- Loaders are scheduled for replacement in Fiscal Years 2018/19 and 2020/21 based on hours of operation and according to the Solid Waste financial analysis and planning.	185,000	-	190,000	-	375,000
Subtitle D Cell Construction- The project funds the continuum of the Subtitle D Cell Construction. The next cell is Phase 2 of Unit 3.	1,200,000	762,413	1,000,000	1,000,000	3,962,413
Total Pay as Go	1,593,000	1,762,413	1,755,000	1,935,000	7,045,413





Ad Valorem Tax: A tax levied in proportion to the value of a property.

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 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.

GLOSSARY



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.

FORESIGHT: FORESIGHT was first created in 1985 to bring 20 business, cultural, educational, and governmental leaders from across the County together for a detailed, long range strategic planning study. Their goal was to examine the County's economic status, identify key areas of strength and weakness, and recommend strategies that would enhance the County's long-term economic growth.

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 years 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.

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.

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.

GLOSSARY



Reinventing Department: One of four 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.



**FINANCIAL STATISTICS, STATEMENTS, AND
POLICIES FOR FISCAL YEAR ENDING JUNE 30, 2013**

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 Function¹
Last Ten Fiscal Years

Fiscal Year Ended June 30	General Government	Public Safety	Environmental Protection	Economic & Physical Development	Human Services	Culture and Recreation	Education	Capital Projects	Interest on Long-term Debt	Total
2004	\$ 7,654,774	18,701,908	343,334	12,075,442	59,973,114	2,412,593	39,661,513	3,055,058	143,877,736	287,755,472
2005	\$ 8,383,352	19,900,883	447,428	9,567,712	66,858,370	2,543,170	57,377,775	4,223,199	169,301,889	338,603,778
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	361,086,308
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	340,877,792
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	361,556,396
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	383,818,736
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	328,977,250
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	349,542,834
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	335,429,206
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	334,093,430

Accrual Basis of Accounting

Note:

¹Includes General, Special Revenue, and Capital Projects Funds.

Audit, Table 2

CATAWBA COUNTY, NORTH CAROLINA
Schedule of General Governmental Revenues by Source¹
Last Ten Fiscal Years

Fiscal Year Ended June 30	Property taxes	Local option sales taxes	Other taxes	Unrestricted Intergovernmental	Investment earnings	Gain (loss) on sales of capital assets	Transfers	Total
2004	63,381,711	26,988,268	1,456,338	1,336,917	642,647	-	-	93,805,881
2005	64,264,969	28,690,324	1,807,700	-	2,876,185	-	(692)	97,638,486
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

Accrual Basis of Accounting

Note:

¹Includes General, Special Revenue, and Capital Projects Funds.

Audit, Table2

CATAWBA COUNTY, NORTH CAROLINA
Assessed Valuation and Actual Value of Taxable Property
Last Ten Fiscal Years

Fiscal Year	Real Property	Personal Property	Public Utilities	Total Assessed Value	Total Direct Tax Rate	Estimated Real Market Value
2003	8,265,105,733	2,796,143,745	507,720,148	11,568,969,626	0.495	12,965,336,351
2004	9,513,468,457	2,640,843,044	517,072,839	12,671,384,340	0.495	12,715,889,955
2005	9,722,396,729	2,680,617,427	539,742,782	12,942,756,938	0.480	13,033,994,902
2006	9,919,033,408	2,558,398,877	545,842,516	13,023,274,801	0.480	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	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	15,452,223,129
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	12,154,011,798	2,754,476,587	606,953,739	15,515,442,124	0.530	N/A
2013	12,240,949,134	3,127,347,289	659,587,935	16,027,884,358	0.530	N/A

Audit, Table 5

CATAWBA COUNTY, NORTH CAROLINA
Schedule of Property Tax Rates - Direct and Overlapping Governments
Last Ten Fiscal Years

	<i>Fiscal Year</i>									
	2013	2012	2011	2010	2009	2008	2007	2006	2005	2004
Catawba County	0.5300	0.5300	0.5350	0.5350	0.5350	0.5350	0.4900	0.4900	0.4800	0.4800
Fire Districts										
Bandys	0.0700	0.0600	0.0600	0.0600	0.0600	0.0600	0.0600	0.0500	0.0390	0.0390
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	0.0500	0.0500	0.0350
Cooksville	0.0617	0.0517	0.0517	0.0517	0.0517	0.0517	0.0550	0.0550	0.0550	0.0550
Denver	0.0000	0.0000	0.0000	0.0000	0.0000	0.0389	0.0500	0.0500	0.0450	0.0293
Fairbrook	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0325	0.0325	0.0257	0.0257
Hickory Rural	0.0700	0.0700	0.0700	0.0700	0.0325	0.0325	0.0000	0.0000	0.0000	0.0000
Long View	0.0546	0.0546	0.0546	0.0546	0.0546	0.0546	0.0568	0.0568	0.0568	0.0568
Maiden	0.0600	0.0600	0.0600	0.0500	0.0500	0.0500	0.0500	0.0312	0.0312	0.0312
Mountain View	0.0600	0.0600	0.0600	0.0493	0.0493	0.0493	0.0525	0.0425	0.0425	0.0425
Newton	0.0700	0.0700	0.0700	0.0700	0.0700	0.0700	0.0700	0.0700	0.0513	0.0513
Oxford	0.0558	0.0558	0.0558	0.0558	0.0558	0.0558	0.0600	0.0600	0.0600	0.0600
Propst	0.0615	0.0615	0.0615	0.0615	0.0615	0.0615	0.0650	0.0650	0.0650	0.0650
Sherrills Ford	0.0700	0.0700	0.0700	0.0500	0.0500	0.0500	0.0500	0.0500	0.0400	0.0400
St. Stephens	0.0700	0.0700	0.0700	0.0700	0.0500	0.0500	0.0500	0.0500	0.0500	0.0500
Viewmont	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0325	0.0325	0.0248	0.0248
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	0.4500	0.4500	0.4500	0.4500
City of Conover	0.4000	0.4000	0.4000	0.4000	0.4000	0.4000	0.4000	0.3800	0.3800	0.3600
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	0.4000	0.4000	0.4000	0.4000	0.4000	0.4000	0.4000	0.4000	0.4000	0.4000
Town of Maiden	0.3800	0.3900	0.4000	0.4000	0.4000	0.4000	0.4000	0.4000	0.3800	0.3800
City of Newton	0.4800	0.4800	0.4800	0.4800	0.4800	0.4600	0.4600	0.4400	0.4400	0.4400
Total Maximum Rate - Fire District	0.6000	0.6000	0.6050	0.6050	0.6050	0.6050	0.5600	0.5600	0.5500	0.5500
Total Maximum Rate - Municipalities	1.0500	1.0550	1.0550	1.0550	1.0550	1.0550	1.0100	1.0100	1.0000	1.0000

Note:

All tax rates are expressed in dollars of tax per \$100 of assessed valuation. For the above years, the tax levies

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
Ratios of General Bonded Debt Outstanding
Last Ten Fiscal Year

Fiscal Year Ended June 30	General Obligation Bonds	Total Taxable Assessed Value	Percentage of Actual Taxable Value of Property	Per Capita
2004	55,880,000	12,671,384,340	0.44	380
2005	49,340,000	12,942,756,938	0.38	332
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	15,068,712,596	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

Audit, Table 10

CATAWBA COUNTY, NORTH CAROLINA
Legal Debt Margin Information
Last Ten Fiscal Years

	2013	2012	2011	2010	2009	2008	2007	2006	2005	2004
Assessed Value (after exemptions)	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	\$12,942,756,938	\$12,671,384,340
Debt Limit Rate	8%	8%	8%	8%	8%	8%	8%	8%	8%	8%
Debt Limit	1,282,230,749	1,241,235,370	1,209,828,695	1,201,100,381	1,205,497,008	1,172,434,391	1,068,746,112	1,041,861,984	1,035,420,555	1,013,710,747
Less total net debt applicable to limit	-	125,775,150	142,142,197	117,002,355	130,663,312	121,303,793	102,721,667	111,610,000	112,385,000	69,575,814
Legal Debt Margin	1,282,230,749	1,115,460,220	1,067,686,498	1,084,098,026	1,074,833,696	1,051,130,598	966,024,445	930,251,984	923,035,555	944,134,933

Total net debt applicable to the limit as a percentage of legal debt limit	0%	10%	12%	10%	11%	10%	10%	11%	11%	7%
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Legal Debt Margin Calculation for Fiscal Year 2011

Assessed Value (after exemptions)	\$15,515,442,124
Debt limit (8% of assessed value)	1,241,235,370
Debt applicable to limit	
Outstanding general obligation debt	7,715,000
Authorized and unissued general obligation debt	
Certificates of participation	18,090,000
Installment purchase	65,060,148
Qualified Zone Academy Bonds	500,000
Qualified School Construction Bonds	25,237,700
Build America Bonds	7,822,302
Federal Revolving Loan	1,350,000
Less Statutory deductions	
Unissued refunding bonds	
Total net debt applicable to limit	125,775,150
Legal debt margin	1,115,460,220

Audit, Table 11

CATAWBA COUNTY, NORTH CAROLINA
Ratios of Outstanding Debt by Type
Last Ten Fiscal Years

Fiscal Year	Governmental Activities					Business Type					Total Primary Government	Percentage of Personal Income ⁽¹⁾	Per Capita ⁽²⁾		
	General Obligation Bonds	Capitalized Leases	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	Federal Revolving Loan
2004	55,880,000	69,778	-	9,900,000	-					-			65,849,778	1.69	448
2005	49,340,000	-	53,805,000	9,240,000	-					-			112,385,000	2.71	755
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	N/A	994

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
Demographic and Economic Statistics
Last Ten Fiscal Years

Fiscal Year	Population Estimate	Personal Income	Per Capita Income	Median Age	School Enrollment	Unemployment Rate
2004	146,971	3,892,232,993	26,483	36.4	23,942	7.2%
2005	148,797	4,140,871,713	27,829	36.6	24,243	6.6%
2006	149,416	4,272,998,768	28,598	36.7	24,455	5.4%
2007	153,784	4,624,900,016	30,074	37.0	24,766	5.9%
2008	155,452	4,826,940,052	31,051	36.9	25,305	7.2%
2009	157,073	4,998,534,079	31,823	38.1	24,688	15.5%
2010	159,013	4,941,148,000	31,052	38.2	24,338	12.9%
2011	159,125	5,016,806,000	32,504	38.4	24,245	12.0%
2012	154,992	N/A	N/A	39.9	24,250	11.3%
2013	155,494	N/A	N/A	40.3	24,241	10.8%

N/A = Not Available

Sources:

Bureau of the Census, Department of Commerce - Employment Security Commission, Office of State Planning, Bureau of Economic Analysis

Audit, Table 12

CATAWBA COUNTY, NORTH CAROLINA
Principal Property Taxpayers
December 31, 2012 and December 31, 2003

Taxpayer	Type of Business	December 31, 2012			December 31, 2003		
		Taxable Assessed Value	Rank	Percentage of Total Taxable Assessed Value	Taxable Assessed Value	Rank	Percentage of Total Taxable Assessed Value
Apple, Inc.	Computer Server	\$ 627,330,611	1	3.91	\$ -	-	-
Duke Energy Corporation	Electric utility	506,438,391	2	3.16	351,926,672	1	2.78
Target Corporation	Warehouse/Retail	111,232,424	3	0.69	-	-	-
GKN Driveline Newton, LLC	Gears	108,991,404	4	0.68	58,217,630	5	0.46
CommScope, Inc.	Cable mfg.	106,209,879	5	0.66	149,736,462	3	1.18
Draka Comteq Americas, Inc.	Cable mfg.	75,099,121	6	0.47	-	-	-
Amireit (Frye) Inc/American Medical	Medical care	74,213,592	7	0.46	56,146,587	7	0.44
Corning Cable Systems	Cable mfg.	68,286,524	8	0.43	169,437,499	2	1.34
Hickory Springs Mfg. Co.	Furniture supplies	55,172,963	9	0.34	55,345,585	8	0.44
Valley Hills Mall, LLC	Retail	45,891,969	10	0.29	48,239,860	10	0.38
Alcatel N. A., Inc.	Cable mfg.	-	-	-	115,250,655	4	0.91
Shuford Mills/Shurtape Technologies	Textiles & Tape	-	-	-	53,329,984	9	0.42
Central Telephone Company	Telephone	-	-	-	56,223,806	6	0.49
		<u>\$ 1,778,866,878</u>		<u>11.09</u>	<u>\$ 1,113,854,740</u>		<u>8.84</u>
Total Assessed Valuation		<u>\$ 16,027,884,358</u>			<u>\$ 12,671,384,340</u>		

Source: Catawba County Tax Collector

CATAWBA COUNTY, NORTH CAROLINA
Schedule of Principal Employers
Current and Nine Years Ago

Employer	2013			2004		
	Employees ⁽¹⁾	Rank	Percentage of Total County Employment ⁽²⁾	Employees ⁽¹⁾	Rank	Percentage of Total County Employment ⁽²⁾
Catawba County School Systems	1,990	1	3.06%	2,045	1	2.82%
Catawba Valley Medical Center	1,698	2	2.61%	1,392	5	1.92%
Frye Regional Medical Center	1,400	3	2.15%	1,950	2	2.69%
CommScope, Inc.	1,330	4	2.04%	1,900	3	2.62%
Catawba County Government	1,141	5	1.75%	1,250	7	1.72%
HSM Solutions (Hickory Springs)	1,069	6	1.64%	1,500	4	2.07%
Corning Cable Systems ⁽³⁾	1,000	7	1.54%	-	-	-
Ethan Allen, Inc.	751	8	1.15%	-	-	-
G&A Outsourcing (Convergys)	750	9	1.15%	-	-	-
Pierre Foods	721	10	1.11%	-	-	-
CV Industries, Inc.	-	-	-	1,300	6	1.79%
Sherrill Furniture Company	-	-	-	1,080	8	1.49%
Shurtape Technologies, Inc.	-	-	-	857	9	1.18%
Thomasville Furniture Industries	-	-	-	749	10	1.03%
	<u>11,850</u>		<u>18.20%</u>	<u>14,023</u>		<u>19.33%</u>

CATAWBA COUNTY, NORTH CAROLINA
General Long-Term Debt Requirements and Maturity Schedule
For the Fiscal Year Ended June 30, 2013

Fiscal Year Ended June 30	Governmental Activities			Business Type Activities		
	Debt Principal	Interest	Total	Debt Principal	Interest	Total
2014	13,932,346	5,049,342	18,981,688	969,774	347,799	1,317,573
2015	12,121,425	4,719,925	16,841,350	978,778	348,270	1,327,048
2016	11,152,152	4,342,527	15,494,679	1,221,370	323,958	1,545,328
2017	11,506,347	4,059,774	15,566,121	1,228,229	293,455	1,521,684
2018	11,458,855	3,758,983	15,217,838	1,238,472	261,284	1,499,756
2019-2023	52,248,232	14,463,476	66,711,708	6,024,663	836,233	6,860,896
2024-2028	27,436,292	5,270,223	32,706,515	2,967,775	146,672	3,114,447
2029-2030	-	-	-	150,000	-	150,000
	(1) <u>\$ 139,855,649</u>	<u>\$ 41,664,250</u>	<u>\$ 181,519,899</u>	<u>\$ 14,779,061</u>	<u>\$ 2,557,671</u>	<u>\$ 17,336,732</u>

(1) 12% of Legal Debt Limit

FISCAL YEAR 2014/15 CATAWBA COUNTY FEE SCHEDULE
July 1, 2014

EMERGENCY SERVICES

EMS Fees

Ambulance Base Rates

Advanced Life Support (Non-Emergency).....	\$334.00
Advanced Life Support (Emergency).....	\$434.00
Advanced Life Support – ALS2	\$629.00
Basic Life Support (Non-Emergency)	\$283.00
Basic Life Support (Emergency)	\$366.00
EMS Standby Fee (ALS Unit and two personnel)	\$50.00 per hour
Mileage	\$11.44 per mile
Specialty Care Transport	\$742.00
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

Employee Health Connection Fees

Blood Glucose (one touch).....	\$1.00
Flu Test.....	\$14.00
Hepatitis B Vaccine	\$46.00, if not required for Catawba County employment
Office Visit.....	\$10.00
Quick Strep Test.....	\$4.00
Sports Physical	\$10.00
TB Skin Test.....	\$4.00, if not required for Catawba County employment
Urine Dip	\$2.00
Urine Pregnancy Test.....	\$3.00

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)	
Interlibrary Loan Materials	Extended use fee per day \$0.50
Replacement of Lost Library Card.....	\$1.00
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

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
<i>(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.)</i>	
Maps / Copies	
Color Copies	\$0.25
County Street Map.....	\$1.00
GIS Map Copies	\$.50
Rezoning Application	
All Applications	\$720.00
<i>(Planning Development (PD), Planning Development – Industrial Parks (PD-IP), 321 Economic Development District (321-ED), Village Center, Manufactured Home Parks (MHP))</i>	
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
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
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 stationary 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.

PUBLIC HEALTH

Clinic Services

Tests

Pregnancy Test.....	\$10.00
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 (Tetatun, Toxoid).....	Cost of vaccine + \$20.00
Tetanus, Diptheria, and Pertusis (TdaP)	Cost of vaccine + \$20.00
Twinrex (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
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Change of Improvement Permit/Authorization to Construct/Well Permit

Re-trip and re-design fee	\$70.00
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Food and Lodging Plan Review Fee.....	\$250.00
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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
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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****

Home Health

Home Health visit (Per visit)	
Home Health Aide.....	\$60.00
Medical Social Worker	\$150.00
Occupational therapy services.....	\$130.00
Physical therapist.....	\$125.00
Skilled nurse.....	\$125.00
Speech therapy	\$130.00

SHERIFF'S DEPARTMENT

Fee for impounded vehicles (per car, per day).....	\$5.00
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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.....	\$0.05

Sale of Maps

Plotter Reprints (bond paper, all sized)	\$15.00
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Privilege Licenses

Automobile Dealer	\$25.00
Bowling Alley.....	\$10.00 per alley
Check Cashing Business (machines).....	\$100.00
Circuses and Animal Shows.....	\$25.00 per day
Dealers in Firearms	\$50.00
Dealers in Other Weapons.....	\$200.00
Electronic Video Games	\$5.00 per machine
Emigrant and Employment Agencies	\$100.00
Fortune Tellers (Palmist).....	\$500.00
Installing elevators and sprinkler systems.....	\$100.00
Itinerant Merchants (selling from vacant lot, etc.).....	\$100.00
Loan Agencies	\$100.00

Motorcycle Dealers.....	\$12.50
Music Machines	\$5.00 per machine
Pawnbrokers	\$275.00
Peddlers – farm products.....	\$25.00
Peddlers – with vehicle	\$25.00
Pinball Machines and Similar Amusements.....	\$25.00
(hobbyhorse, all riding devices, shooting gallery, swimming pool, skating rink, miniature golf, and carnivals)	
Pool Tables.....	\$25.00 per business location
Service Stations.....	\$12.50
Wholesale Supply Dealers.....	\$37.50
(includes truck, tractor, and mobile home dealers)	

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
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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 2014/15 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

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/Appliance	System/Equipment/Appliance
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	Commercial
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.

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, acres 2 through 999,999.

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, acres 2 through 999,999.

Plan Review..... \$200.00 (includes the first acre disturbed, plus \$150.00 per disturbed acre or any part thereof, acres 2 through 999,999).

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.

The project management fee is assessed only on sites that **do not disturb more than one acre** (i.e. single family homes), are not required to submit an erosion control plan, **and** only after County inspectors have investigated a complaint and found that the site is not in compliance with erosion control laws.

Project Management Fee..... \$50.00 (Fee for sites not requiring a formal erosion control plan, but found to be in violation of the North Carolina Sedimentation Pollution Control Act of 1973 (Staff will recommend adequate sediment control measures and inspect the site. Inspections will cease once 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
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

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

Wood waste from industries is banned from 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

Banned Materials 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

Other Materials

Forklift Tires with metal rims embedded in rubber..... \$50.00 per ton + \$2.00 per ton State tax
 Dead Animals \$31.00 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.).

Construction and Demolition Permit number and address of the site are required on transaction tickets when unloading such waste at the landfill.

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, concrete with 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 \$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

Extra Service Provided (\$8.00 minimum)

Labor to de-bag yard waste (use clear bags) \$17.00 per ton

Items Free of Charge

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
Loose grass and leaves (de-bagged) No Charge
Natural lumber, less than 8 feet in length No Charge

Other Materials

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

Ground and/or Non-ground Brush, Limbs, Trees, Etc.

Brush, Grubbing, Limbs, Roots, Stumps, and Trees (Grindable)..... \$15.00 per ton (Brush, limbs, and trees must be kept separated from roots, stumps, and grubbing to receive the grindable price per ton)

Brush, Limbs, Stumps, and Trees (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, a special handling fee will be charged for the load. This fee is for employee and equipment time to transport the material to the Landfill to be buried.

Non-grindable loads are subject to an additional \$2.00 per ton State disposal tax.

Mulch and Compost

Mulch (3 yard bucket)..... \$31.00 or \$24.00 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

Water Connections (Capital Fee)

Table 1 – Residential Water Connections Per Unit

Residential (single, duplex, apartment, town homes, condominiums, etc.) \$1,000.00
 A one-time Water Capital Fee reduction of 50% may be offered during waterline construction to residential properties that have an existing potable water well.

Table 2 –Commercial, Industrial, Institutional (churches, educational facilities, etc.) and Agricultural Water Connections

3/4" connection/tap \$1,000.00
 1" connection/tap \$1,500.00
 1-1/2" connection/tap \$2,000.00
 2" connection/tap \$3,000.00
 3" connection/tap \$4,500.00
 4" connection/tap \$6,000.00
 6" connection/tap \$9,000.00
 8" connection/tap \$15,000.00
 10" connection/tap \$25,000.00
 12" connection/tap \$40,000.00

Water Capital Fees for Churches are 50% of the amount shown in Table 2.

Waste Water Connections (Capital Fee)

Table 1 - Residential Waste Water Connections Per Unit

Residential (single-family, duplex, apartments, town homes, condominiums, etc.) \$3,000.00

Table 2 – Commercial, Industrial, Institutional (churches, educational facilities, etc.) and Agricultural Waste Water Connections

Water Connection Size	Minimum Capital Fee per Meter up to 360 gallons per day	Additional Capital Fee per Gallon over 360 Gallons per Day
¾" connection/tap	\$3,000.	\$1.60
1" connection/tap	\$4,500.	\$1.60
1-½ " connection/tap	\$6,000.	\$1.60
2" connection/tap	\$9,000.	\$1.60
3" connection/tap	\$13,500.	\$1.60
4" connection/tap	\$18,000.	\$1.60
6" connection/tap	\$27,000.	\$1.60
8" connection/tap	\$45,000.	\$1.60
10" connection/tap	TBD	\$1.60
12" connection/tap	TBD	\$1.60

Gallons per Day based on NCDENR Rules for Sewage Systems 15A NCAC 18A.1900

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 an 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.

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.