

FISCAL YEAR 2013/14

# APPROVED BUDGET



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**CATAWBA**  
COUNTY

North Carolina



**CATAWBA COUNTY  
BOARD OF COMMISSIONERS**

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Barbara G. Beatty, Vice Chair

Lynn Mull Lail

Dan A. Hunsucker

C. Randall Isenhower

**COUNTY MANAGER**

J. Thomas Lundy



**Catawba County Board of Commissioners**

Barbara G. Beatty-Vice Chair, Katherine W. “Kitty” Barnes- Chair, Lynn M. Lail  
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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

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**Catawba County  
North Carolina**

For the Fiscal Year Beginning

**July 1, 2012**

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President

*Jeffrey R. Egan*

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award for Distinguished Budget Preparation to Catawba County for its annual budget for the fiscal year beginning July 1, 2012.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operation guide, as a financial plan, and as a communications medium.

The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.



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June 3, 2013

Dear Citizens of Catawba County:

I am pleased to present to you the Catawba County Fiscal Year 2013/14 budget. As the County begins to see positive but modest signs of growth, the budget invests in education, public safety, economic development, and infrastructure while maintaining the property tax rate of \$0.53 per \$100 of valuation consistent with the Board of Commissioners' goals.

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 \$78.37 million to education (\$40.36 million in operational funds, \$15.68 million in continuing debt service associated with construction projects, and \$22.33 million for school facility and capital equipment needs). Barring any major changes in funding by other counties, this funding is expected to maintain the County's ranking of 16<sup>th</sup> in total current expense funding for public schools and improve the County's ranking from 15<sup>th</sup> to 14<sup>th</sup> for community colleges.

Twenty-three cents of every property and sales tax dollar is committed to public safety. The budget funds an additional five road patrol deputies for the Sheriff's Office to address an increase in call volume and to maintain officer safety. Funds are included to finance the new Animal Shelter, currently under construction, to help address shelter over-population and spread of disease, and to increase animal adoptions. Additionally, the budget continues to dedicate funds towards the expansion of the Justice and Public Safety Center, scheduled to begin construction this year, to provide much needed court-related space, technology enhancements and the housing of 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.

Economic development is supported by funding for the Economic Development Commission. In 2012, economic development projects resulted in the announcement of over \$291 million of new investment and 428 new jobs. 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 a multi-jurisdictional business park aimed at attracting new and expanded industry to the community.

The Board of Commissioners is committed to doing its part to ensure a vibrant and expanding local food economy and, as such, has a goal to implement strategies of the Farm and Food Sustainability



Plan consistent with the County's areas of responsibility. During the coming year five County departments will assist in these efforts.

The budget includes increased operating costs for the new Sherrills Ford Branch Library scheduled to open in late Spring 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 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. In partnership with the Historical Association, over the coming year the County will work to secure and preserve the Bunker Hill Covered Bridge, with plans to build a walking trail near the bridge and install a water line to assist with fire suppression.

Despite growth in some areas, Public Health projects \$1.12 million less revenue in the coming year from Home Health and Medicaid Cost Settlement. The revenue loss is driven by Medicaid and Medicare reimbursement changes, a change in payer mix for the clients served, and a new federal cost settlement formula that determines the amount of reimbursement local health departments receive for Medicaid services delivered. As a result of these revenue losses, the budget eliminates 23 positions in Public Health (14 of which are vacant) and reduces hours for 7 additional positions.

Citizens will experience a change in the way motor vehicle property taxes are paid, due to a change in State law. The State of North Carolina's Tag and Tax Together program, currently scheduled to begin September 1, 2013, will require drivers to pay their vehicle taxes at the same time they renew their vehicle tags instead of four months later (as is the case under the current system). The primary benefit of the system is expected to be an improved collection rate of motor vehicle taxes. Since the first four months of the new collection system will overlap with the old arrears system, the budget includes \$1.7 million in one-time revenue dedicated to one-time capital and equipment needs.

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*

Katherine W. Barnes, Chair



**CATAWBA COUNTY, NORTH CAROLINA**  
**June 3, 2013**  
**Adopted Budget**

**CATAWBA COUNTY BOARD OF COMMISSIONERS**

Ladies and Gentlemen:

I am pleased to present the Adopted Fiscal Year 2013/14 annual budget for Catawba County, as approved by the Board of Commissioners on June 3, 2013.

On May 13, 2013, I presented my recommended budget. Budget hearings were held on May 28, 2013, with the wrap up session and public hearing on May 30, 2013. During deliberations, the Board made changes to the budget as follows:

- \$14,163 was approved for asbestos removal for Newton Conover City Schools funded from Schools Capital Fund Balance as a result of closing previously completed projects for Shuford Elementary School HVAC, ADA, and Activity Buses.
- \$3,000 in revenue and expense was appropriated for the Nourishing NC Communities Grant associated with community gardening.
- The Historical Association budget was increased by \$1,500.

As a result of the above changes, the final budget is \$226,271,804. The budget document reflects the budget appropriations and outcomes as adopted by the Board on June 3, 2013, and maintains the property tax rate of 53 cents.

Sincerely,



J. Thomas Lundy  
County Manager

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*Board of Commissioners’  
Fiscal Year 2013/14 Goals*

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Prepare a Fiscal Year 2013/14 budget that provides needed County services within available revenues, including no property tax increase, ensuring that the County addresses its short term needs while planning for long term growth, and maintaining the Board of Commissioners’ policy of two months of operating expenses.

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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 life, and educational opportunities.

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Review the recommendations of the Food and Farm Sustainability Committee and work to implement strategies consistent with the County’s areas of responsibility.

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**May 13, 2013**

Ladies and Gentlemen:

I hereby submit my recommended Catawba County Fiscal Year 2013/14 budget in the amount of \$226,253,141, which maintains the property tax rate of \$0.53 per \$100 of valuation and reflects only a 1.3 percent increase in County operations. The budget is balanced and prepared in accordance with the Local Government Budget and Fiscal Control Act.

Catawba County has a tradition of continuous improvement and stewardship. This long-term focus became increasingly important as the financial situation of the community changed. The County responded to its new environment, decreasing expenditures by \$10 million and impacting 9 percent of the County’s workforce. The County worked diligently during this time to provide quality services to meet the needs of its citizens, while continuing to lay a foundation for the community to stand on when the situation improved.

There have been several positive but modest signs of economic recovery in recent months, signaling what many hope to be a turning point. As the community bounces back, the County is committed to supporting the recovery by making strategic investments in services that contribute to the quality of life that citizens of Catawba County have come to expect.

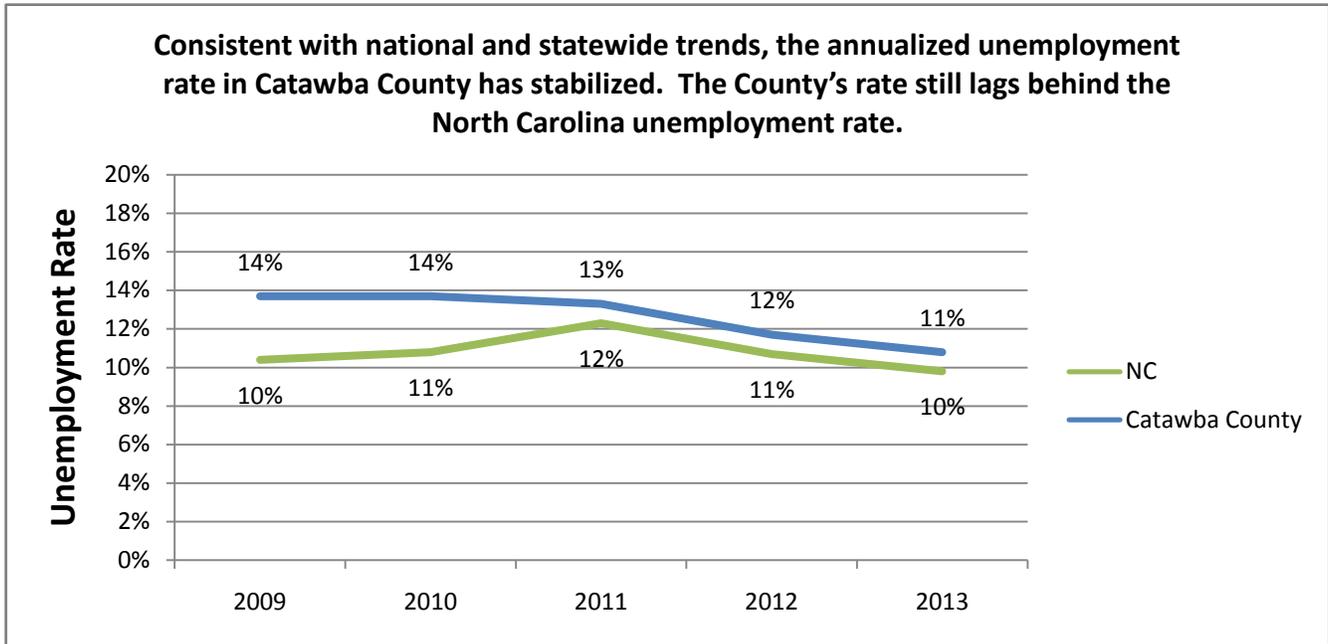
Catawba County continues to focus on providing citizens with high quality service, while keeping property taxes low. Revenue projections remain conservative. At the same time, the budget includes strategic investments in the high priority areas of education, public safety, economic development and quality of life. I encourage you to explore the following 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](http://www.catawbacountync.gov) or in any of the public libraries in Catawba County.

  
County Manager

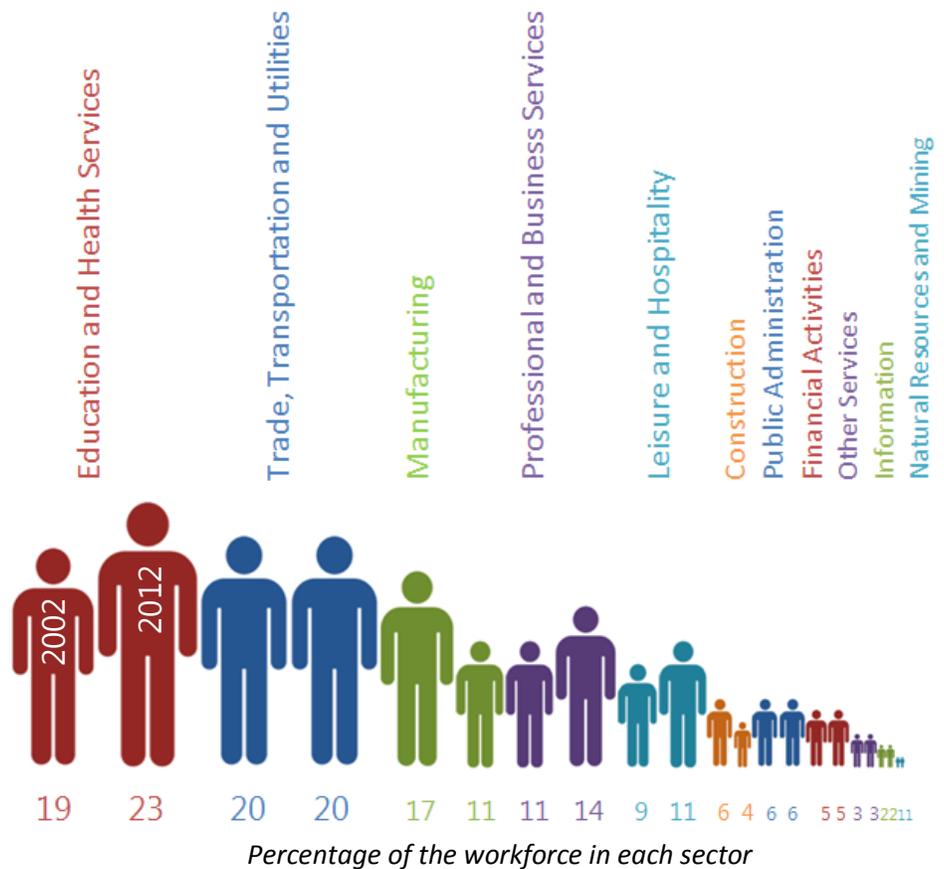
## Our Local Economy

*Unemployment Rate is Decreasing*



## *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, and leisure and hospitality sectors has increased in the past 10 years. Only the manufacturing and construction sectors have a smaller percentage of the workforce in 2012 than in 2002.



## OUR LOCAL ECONOMY - STRENGTHS

The investments Catawba County made in the local economy have contributed to the promising position of the County. The County's investment in the Economic Development Corporation (EDC) continues to benefit the local economy. In 2012, economic development projects resulted in the announcement of over \$291 million of new investment and 428 new jobs.

### *Existing Industries Program*

The EDC's Existing Industries visitation program includes face-to-face meetings with over 100 companies each year. The Existing Industry Helpweb, located on the EDC website, allows existing industries to contact the EDC 24/7 with problems or questions.

### *Manufactured in NC*

The EDC partnered with NC State University's Industrial Extension Service to develop "Manufactured in NC," a web-based marketing portal giving an enhanced online presence to NC manufacturers and suppliers. Funded by a grant from The Rural Center, the project was piloted in the four-county Hickory Metro area and has now been expanded to all NC manufacturers. On average the site receives monthly traffic from all 50 states and

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*In 2012, economic development projects resulted in the announcement of over \$291 million of new investment and 428 new jobs.*

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over 90 countries, bringing the potential for valuable business opportunities to local companies.

### *Manufacturing Solutions Center*

This past year, the Manufacturing Solutions Center (MSC) opened in Conover, marking the culmination of concentrated efforts to support the existing manufacturing segment of Catawba County's economy.

The mission of the MSC is to provide services for new and existing manufacturing companies, including product testing, research & development support, marketing assistance, website design, and assistance with export sales. Made possible by \$2.7 million in State and Federal grants and the collaboration between CVCC and the City of Conover, the MSC has forged partnerships with trade groups, colleges, and universities. It has already assisted large manufacturers such as Nike, Lee Industries, Hanes Brands, and HBF Furniture, and worked with other businesses in eight countries. A key facet of MSC's operations hinges upon helping manufacturers understand and adapt to the dynamics of a changing industry.



### *The NCDataCampus*

The NCDataCampus 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. 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.



Highlighted Investment in Catawba County in 2012



**Apple** purchased 144 additional acres in Conover for a second solar farm installation after purchasing 130 acres to construct the nation’s largest end-user owned on-site solar array at its Maiden site. Apple has also filed plans with the North Carolina Utilities Commission to double the size of its fuel cell project, the largest such project not built by an electric utility company in the nation, from 4.8 megawatts to 10 megawatts. To date Apple has added \$902 million in real and personal property to the County’s tax base.

**Sunpower** has filed plans with the NC Utilities Commission for a 17.5 megawatt, \$70 million solar farm in Claremont. It was reported by the Charlotte Observer in September 2012 that, in terms of solar power production, Catawba County is on track to “easily eclipse that of any other North Carolina County.”



**GKN Driveline**, a manufacturer of automotive driveline components, invested \$6.8 million in new equipment to serve their growing customer base.

**TSG Finishing** consolidated operations into its Hickory and Long View plants, bringing an additional 46 jobs to Catawba County and investing \$1.6 million.



**Von Drehle Corporation** formed **Blue Ridge Moulding**, an injection molding company that will make dispensers for Von Drehle’s paper products. The new company is expected to add 18 jobs and \$1.7 million in investment.

**Bed Bath & Beyond Inc.**, headquartered in Union NJ, chose to locate one of its data center facilities in the 48,000 square foot Center Point shell building in the Claremont International Business Park. Bed Bath & Beyond’s investment is expected to equal or exceed \$36,800,000 and the new facility will create a minimum of 7 new jobs by the end of 2018. While salaries will vary from position to position, wages for the new jobs will exceed the overall average annual salary for Catawba County.



**Taiji Group**, a market leader in developing and producing tubes and bobbins for the textile industry, chose to locate its first US manufacturing operation in Conover. Taiji Group will invest \$3 million and create 78 new jobs over the next 4 years with an overall average annual salary of over \$31,000, not including the additional benefits package.

*Economic Competitiveness Plan*

The community of Catawba County now has a coordinated development strategy built upon a foundation of partnerships among public and private businesses, institutions, and organizations aimed at restoring economic prosperity. This strategy is the result of the Economic Competitiveness study commissioned by a coalition of business and community organizations. Catawba County was instrumental in catalyzing this effort, and the Board of Commissioners and the EDC financially supported the study. In keeping with the Board of Commissioners’ goal, Catawba County will continue to support the Economic Competitiveness Plan as it moves into the implementation phase. The Plan focuses on task forces tackling specific issues:



**Building Quality Shell Buildings and Parks**

Developing a private/public initiative to examine, promote, and build competitive buildings and sites for business recruitment and expansion.



**Workforce Connectivity and Development**

Developing and implementing individualized bridges for employers to connect with the future workforce.



**Incubating Small Businesses and Entrepreneurs**

Developing a comprehensive approach for the support of small businesses and entrepreneurs by coordinating and developing resources.



**Inspiring Communities**

Developing initiatives to encourage the growth of the 20-44 age group and others by promoting facilities and activities that are inspiring.



**Reinventing Spaces**

Developing a private/public initiative to encourage the removal and renovation of vacant buildings.



**Leading and Communicating**

Developing activities and programs that will promote and develop current and future leadership.

Catawba County will continue its proactive efforts to spur economic recovery. The County will take advantage of opportunities by diversifying the existing industry to reduce the community's historic over-reliance on manufacturing, promoting the "new face of manufacturing," and focusing on actions that will restore the region's statewide and national economic competitiveness. All of these investments represent the County's commitment to bolstering the local economy and contributing to meeting the Board of Commissioners' goal to support the creation of jobs and property tax base by aggressively recruiting most favored industries and supporting an environment of entrepreneurship.

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 start-up small businesses in the County. Entrepreneurs who have viable business ideas and associated plans submit them for consideration and review by judges and compete with other entrepreneurs for economic incentives.

Support for the eleventh year of the Greater Hickory Golf Classic, which was available for viewing in 120 million homes worldwide and has an economic impact of \$15 million annually, is included in the Fiscal Year 2013/14 budget.



Catawba County will continue to support the Convention and Visitors Bureau, including the County's share of the 2005 expansion of the Hickory Metro Convention Center, and the Chamber of Commerce Visitor Information Center. Both organizations bring money to the local economy through the promotion of conventions, conferences and tourism.

### *Direct Spending*

County spending on services to citizens also benefits the local economy. For Fiscal Year 2012/13, the County spent \$14.25 million in contracts with the private sector, and \$2.75 million in contracts with the 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. During Fiscal Year 2013/14, a new franchise agreement between the County and Republic Services for solid waste collection and recycling services will go into effect. As part of this agreement, Republic Services has committed to upgrade its existing Material Recovery Facility in Conover, resulting in an increased investment in Catawba County of \$13 million and protection of over 150 local jobs.

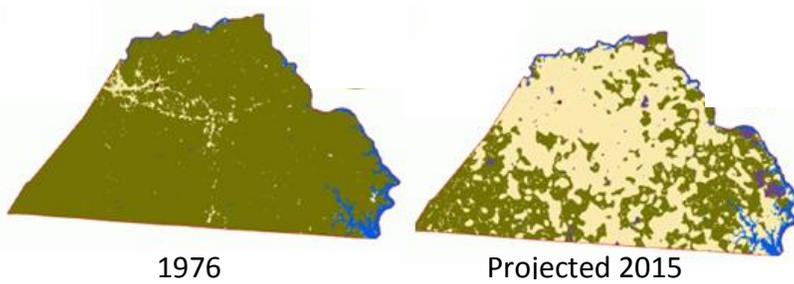
Additionally, during the upcoming fiscal year, the County will have three major construction projects with total budgets of \$49 million underway simultaneously (Sherrills Ford Library, Animal Shelter, and Justice/Public Safety Center). The spending associated with these construction projects will support the creation or preservation of both direct and indirect jobs in the Catawba County community, translating into another way the County is supporting the local economy.

The Board of Commissioners is committed to doing its part to ensure a vibrant and expanding local food economy. Agriculture is part of Catawba County’s cultural heritage and also a \$52 million economic business in the County. This potential growth sector is at risk due to factors such as the aging of existing farmers. The Board of Commissioners accepted the Farm & Food Sustainability Plan on April 15, 2013 and agreed to mobilize County departments (including NC Cooperative Extension Service, Planning, Public Health, Tax, and Utilities & Engineering) to implement actions consistent with the County’s areas of responsibility.

The main objectives of the Farm & Food Sustainability Plan are to:

- Enhance agriculture with a focus on agricultural economic development
- Recruit younger farmers
- Provide tools for intergenerational farm transitioning
- Ensure local food sustainability by developing a robust “Farm-to-Fork” initiative to link producers and distributors

**Progression of Developed Land versus Rural/Natural Land**



The plan has 66 action items with implementation responsibility assigned to groups of community partners for implementation over the next 5+ years. Each action item has a designated time frame for completion and partners will meet annually to update one another on progress. Below is an overview of the collaborative formation of the plan.

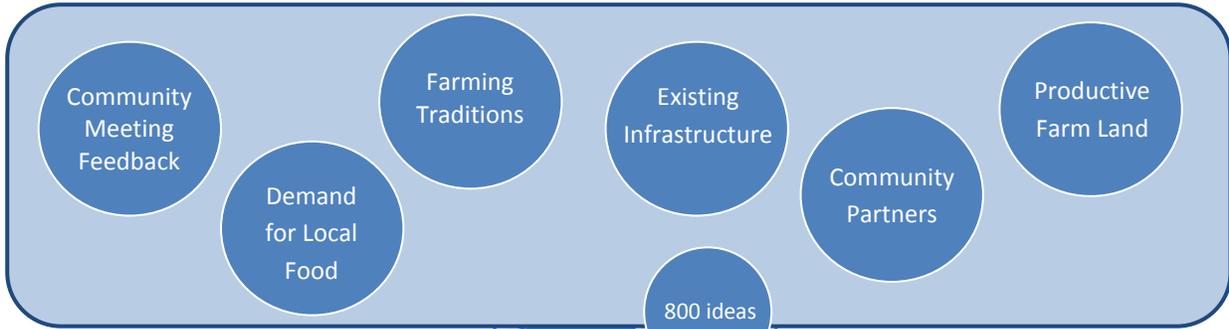
Development of the plan builds upon the foundation of agricultural support established through the Voluntary Agricultural District (VAD) program, a farmland preservation tool. VADs benefit farmers willing to restrict non-agricultural development for ten years. Currently, there are approximately 8,000 acres enrolled in the program, out of a potential 56,315 acres. Catawba, Claremont, Hickory, Maiden, and Newton have agreed to participate in the program.

**Community Partners**

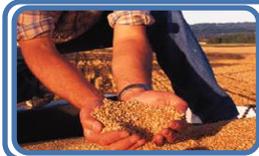
- Agricultural Advisory Board
- Beekeepers Association
- Board of Commissioners
- Carolina Farm Credit
- Carolina Farm Stewardship
- Catawba County Bar Association
- Catawba Science Center
- Catawba Valley Community College
- Catawba Valley Medical Center
- Catawba Valley Real Estate Association
- Cattlemen’s Association
- Chamber of Commerce
- Charter Communications
- Cooperative Extension
- Corps of Engineers
- Economic Development Corporation
- Farm Bureau
- Farm Service Agency
- Farmers Markets
- FFA Teachers
- HOPE Garden Project
- Land Trusts
- Master Gardeners
- Merchant Distributors Inc. (MDI)
- Municipalities
- NC DENR
- NC State University
- North Carolina A & T
- NRCS/SWCD
- Planning, Parks & Development
- Public Health
- Schools/School Board(s)
- Tax Office
- USDA/NCDA
- Utilities & Engineering
- Western Piedmont Council of Governments



Plan Development Process



Working Committee developed recommendations that fall into the following categories



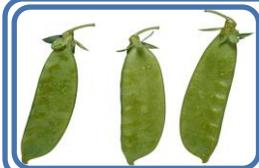
**EDUCATION**

Engage and increase the knowledge and skills of farmers, consumers, and youth



**FARMLAND PRESERVATION/FARM TRANSITION**

Maintain existing farmland, support current farmers, and ensure the recruitment of the next generation of farmers



**LOCAL FOODS**

Develop a reliable supply of locally produced fruits, vegetables, and meats, cultivate systematic connections between producers and local institutions like schools, hospitals and restaurants, and help citizens make the connection between local foods and nutrition



**ALTERNATIVE AGRICULTURAL ENTERPRISES**

Support the most promising alternative crops and enterprises such as small-scale fruit and vegetable production, agri-tourism, and the exploration of value-added processing facilities



**ADVANCING TRADITIONAL AGRICULTURE**

Equip farmers with the resources necessary to support the continued viability of our established agricultural enterprises such as dairy, cattle, poultry, and row crops

*Property Tax*

The projected tax base for Fiscal Year 2013/14, which includes real and personal property and motor vehicles, is \$16 billion and yields over \$86 million in revenue. The budget maintains the property tax rate of \$0.53 per \$100 of valuation, which is the 7<sup>th</sup> lowest tax rate of the 27 urban counties -- those with a population over 100,000 -- and the 29<sup>th</sup> lowest of all 100 counties in North Carolina. With this low tax rate, Catawba County citizens paid 22 percent less property tax per capita than citizens in other urban counties, and 12 percent less than the statewide average.

The budget projects a 4.91 percent increase in total property tax revenue, of which 2.5 percent is ongoing. The primary reasons for the ongoing increase are new personal property investments by Apple and strong growth in motor vehicles values for the second year in a row, after several years of continued decline.

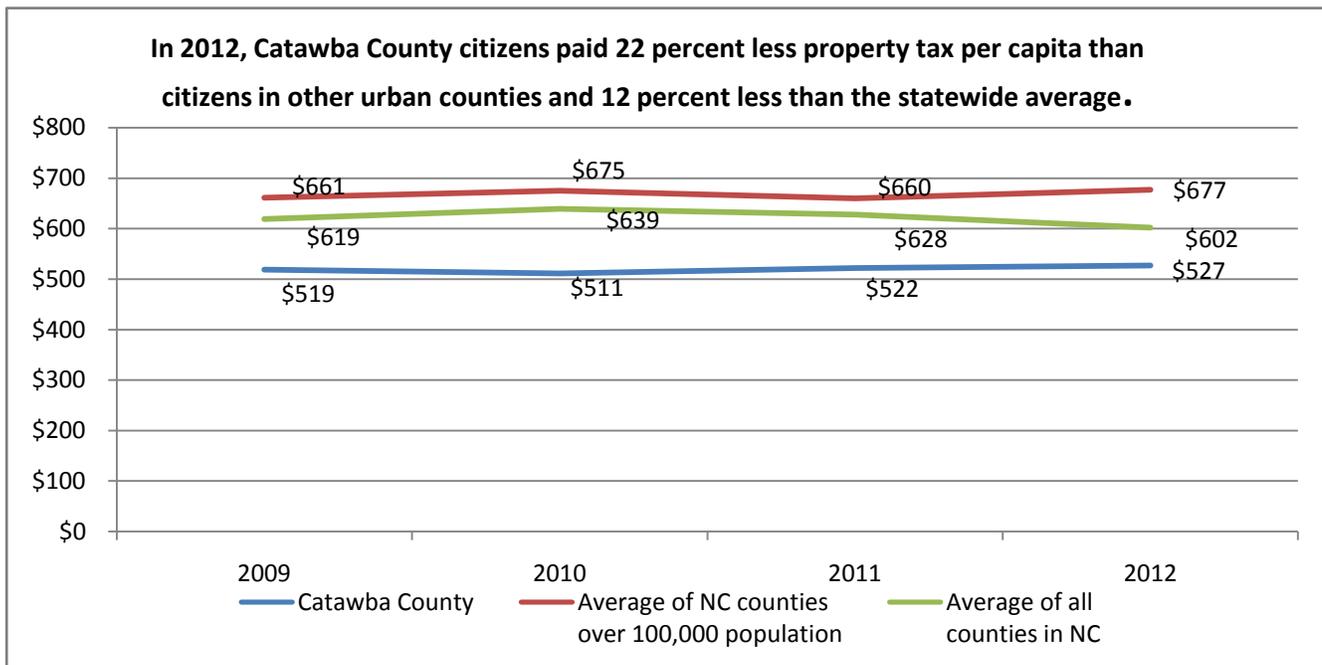
The remainder of the increase is one-time related to a new method of motor vehicle property tax collection. In Fiscal Year 2013/14 citizens will experience a wholesale change in paying motor vehicle taxes and obtaining vehicle registrations. The State's new Tag and Tax Together program, the result of legislation passed in 2005, shifts

responsibility for motor vehicle tax billing and collections from the County to the State, effective September 1, 2013.

The program's largest potential benefit is an increase in the Motor Vehicle Tax collection rate by requiring drivers to pay their vehicle taxes at the same time they renew their vehicle tags instead of four months later under the current system. If the tax is not paid, then a tag is not issued by the State. Currently, if a citizen does not pay motor vehicle tax in a timely fashion, they are not impacted until eight months later, when their tag must be renewed.

*With Tag and Tax Together,  
the collection rate is projected to  
improve to 96 percent.*

Since Fiscal Year 2009/10, Catawba County's motor vehicle tax collection rate has decreased every year. In the current year the collection rate is expected to be 82 percent. With Tag and Tax Together, the collection rate is projected to improve to 96 percent based on the County's average collection experience one year after motor vehicle taxes are due.

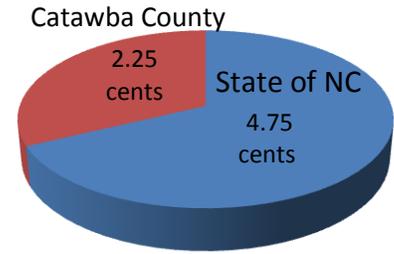


As part of this new program, the State will have responsibility for distributing revenues to counties on a monthly basis, similar to the way local sales tax is currently administered. Moving forward, it will be important for local governments throughout North Carolina to remain vigilant in advocating that the State distribute total collections, which are due local governments, rather than reducing those local allocations; or, siphoning these revenues to fund state-level priorities; or, shifting State responsibilities to counties without also shifting supporting revenue. (Past experience with the State's administration of the intangibles tax and distribution of NC Education Lottery proceeds forms the basis of this concern. In both instances, the amount of revenue allocated to local governments was reduced in order to address needs in the State's budget.)

The first four months of Tag and Tax Together will overlap with the old arrears system, creating a situation where the County will receive 16 months worth of collections over a 12 month period. Therefore the budget includes approximately \$1.7 million in one-time motor vehicle revenue, dedicated to capital and equipment needs, associated with the implementation of Tag and Tax Together and the related transition of motor vehicle billing and collections responsibility from the County to the State.

*Sales Tax*

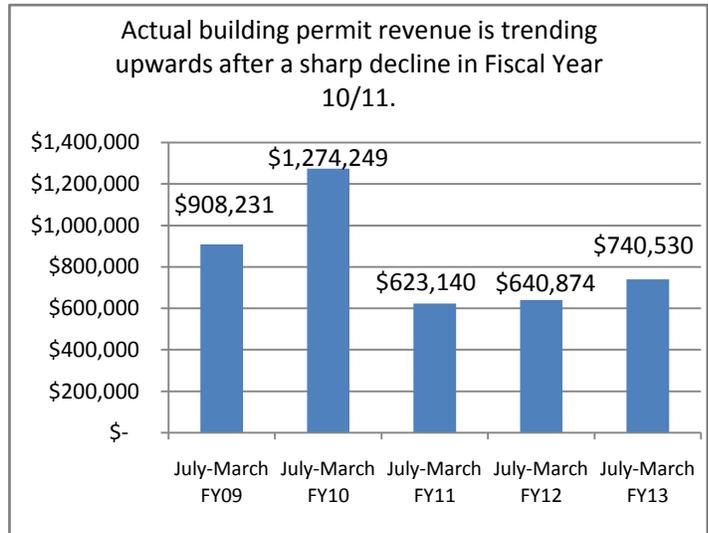
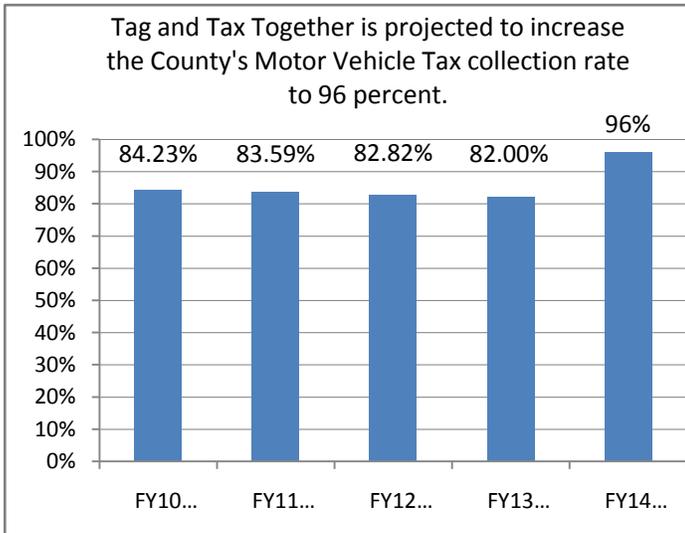
Catawba County receives 2¼ cents of the total State sales tax rate of 7 cents. The County shares proceeds from the first two cents with the municipalities on a per capita basis. The remaining ¼ cent, approved by voters in a November 2007 referendum, is dedicated to a Justice/Public Safety Center expansion,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



The North Carolina Association of County Commissioners is advising counties to anticipate 2 to 3 percent additional sales tax growth in Fiscal Year 2013/14. Catawba County is budgeting 2 percent growth next year, which yields \$996,734 in additional revenue.

*Building Permits and Real Estate Excise Tax*

Building permit activity is projected to slightly increase next year. Comparing the first nine months of this year to the same period last year, the total number of building permits issued has increased by 7 percent. Building permit revenue is trending upward as well, with the first nine months of the current year generating 16 percent more revenue (approximately \$100,000) than the



same period last year. The budget projects real estate excise tax revenue to increase \$40,000 from current levels. This is another positive sign of economic recovery, as this 11 percent increase comes on the heels of a 40 percent decline over the past three years due to the downturn in the economy.

### *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 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, such as landfill user fees, are designed to recover 100 percent of the cost to provide the service. Other fees seek to influence behavior, such as pet adoption fees to encourage responsible ownership, 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 budget include:

- Sheriff – The budget eliminates the \$275 purchase fee associated with Project Lifesaver bracelets since all are now rented and the purchase fee is no longer necessary. (The existing fee schedule already includes the rental fee of \$20, which is paid by citizens choosing to participate in the program on a monthly basis.)
- Solid Waste – The budget reduces the fee for scrap tire disposal from \$80 per ton to \$78 per ton, based on the current contracted price for scrap tire hauling and recycling/disposal.
- Public Health – The budget creates an Ownership Change/Walk-Through fee of \$75. Citizens often request consultations on the review process before moving forward with a full plan review. This fee will cover the cost of staff time associated with these consultations. In instances where the citizen decides to move forward with full plan submittal, the \$75 will be applied towards the \$250 cost of full plan review. Additionally, the fee for Rabies Titer test is increased from \$75 to \$85 to gradually bring the fee closer to the projected actual cost of \$93.

### *State Efforts to Reform Tax Code*

During the current 2013 State Legislative Session, the North Carolina General Assembly is considering a wholesale rewrite of the State tax code. Discussions have focused on reducing or eliminating income taxes and making up that revenue through raising sales taxes and broadening their application, among other things.

Specific impacts to County government are undetermined at this point, as no proposals have been finalized. However, depending upon the General Assembly's final decisions, there is the potential for the County to face significant impacts as a result of this current tax reform discussion. The North Carolina Association of County Commissioners (NCACC) is working on behalf of counties to ensure that any action taken is at least revenue neutral and doesn't come with additional shifts in State responsibilities to counties.

In Catawba County, a 1-cent sales tax generates roughly \$13 million in revenue, while a 1-cent property tax increase 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 commensurate benefits of those services is 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, while potentially reducing the property tax paid by citizens.

## EXPENSE HIGHLIGHTS

The Fiscal Year 13/14 budget decreases .07 percent. County operations—the year-to-year cost to run the County—increase 1.3 percent driven by investments in education, public safety, economic development, and infrastructure. Expense details are provided in the following pages as well as in the respective sections of the budget document. The dollar below represents how each local property and sales tax dollar is spent.



- Education continues to represent the largest portion of the local budget, with 47.6 cents of every property and sales tax dollar allocated for the 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 cents. It is composed of the Sheriff's Office, Emergency Services, E-911 Communication Center, Fire 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 funding composes 10.6 cents of every local dollar with funding for outside agencies such as the EDC, Chamber of Commerce, Convention and Visitors Bureau, and economic incentives as well as funding for County services in Utilities and Engineering, Planning, Parks and Development, Technology, and Facilities.
- Human Services receives 10 cents local funding for Social Services, Public Health, and support of community mental health services.
- Water & Sewer local funding for construction and administration represents 2.3 cents.
- Libraries and Culture, which is composed of the County Library system, the Historical Museum, United Arts Council, SALT Block, Newton-Conover Auditorium, and Patrick Beaver Memorial Library, receives 2 cents.
- General Government - Public Services includes Register of Deeds, Board of Elections, and Tax Administration and composes 1.5 cents.
- General Government - Administration includes Board of Commissioners, County Manager, Human Resources and Finance and composes 1 cent.
- Self Insurance represents 1.4 cents including costs for unemployment, workers compensation, property and liability coverage, wellness, and health and dental insurance.
- Environmental Quality composes .4 cents for Cooperative Extension Services, Forestry, Soil & Water, all of which are also funded by the State of North Carolina.

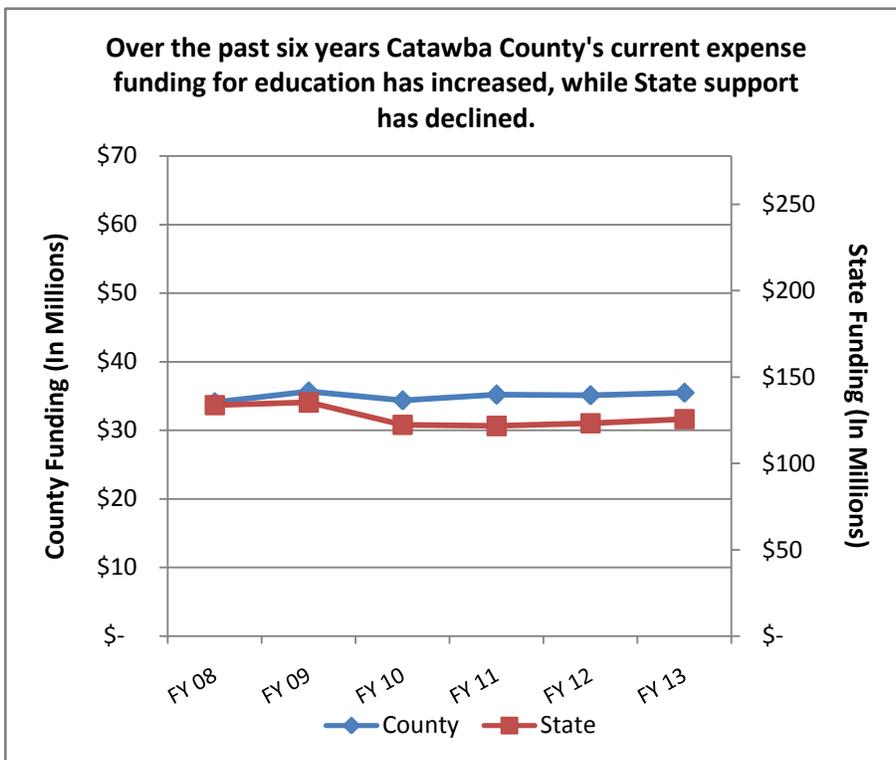
### Current Expense

#### Public Schools

Funding the cost of 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. Therefore, the budget allocates \$35.7 million for operating expenses including local teaching positions, teacher supplements to attract and retain quality teachers (much of which is performance based), utilities, and technology needs. Local funds also provide support for programs jointly operated for the benefit of the three school systems:

- The Adolescent and Children in Treatment (ACT) Program
- Hickory Career & Arts Magnet (HCAM) core academy
- The Conover School for exceptional children
- Community Schools
- The school bus garage
- Challenger High School

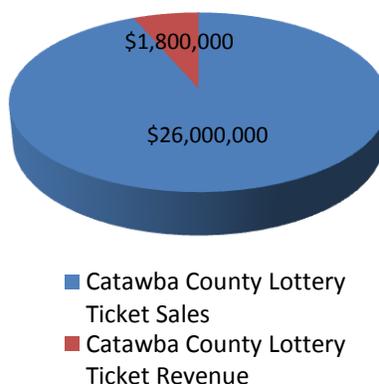
The State has certified enrollment numbers of 24,442 students for next year, a net decrease of 81 students. State certified student enrollment numbers decrease by 74 for Catawba County Schools, decrease by 29 for Hickory Public Schools, and increase by 22 for Newton-Conover City Schools. For Fiscal Year 2013/14, per pupil funding is increased an additional 1 percent from \$1,447 to \$1,461, resulting in a total operating increase of \$224,981. 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 \$1.6 million compared to its pre-recession (Fiscal Year 2007/08) funding level. In contrast, the State's Fiscal Year 2012/13 funding for operations was \$8 million less than its pre-recession level, and it appears State funding may again be reduced in the upcoming year. Compounding matters, the State has taken lottery and corporate income tax funding that counties relied on to help support capital and construction needs in order to

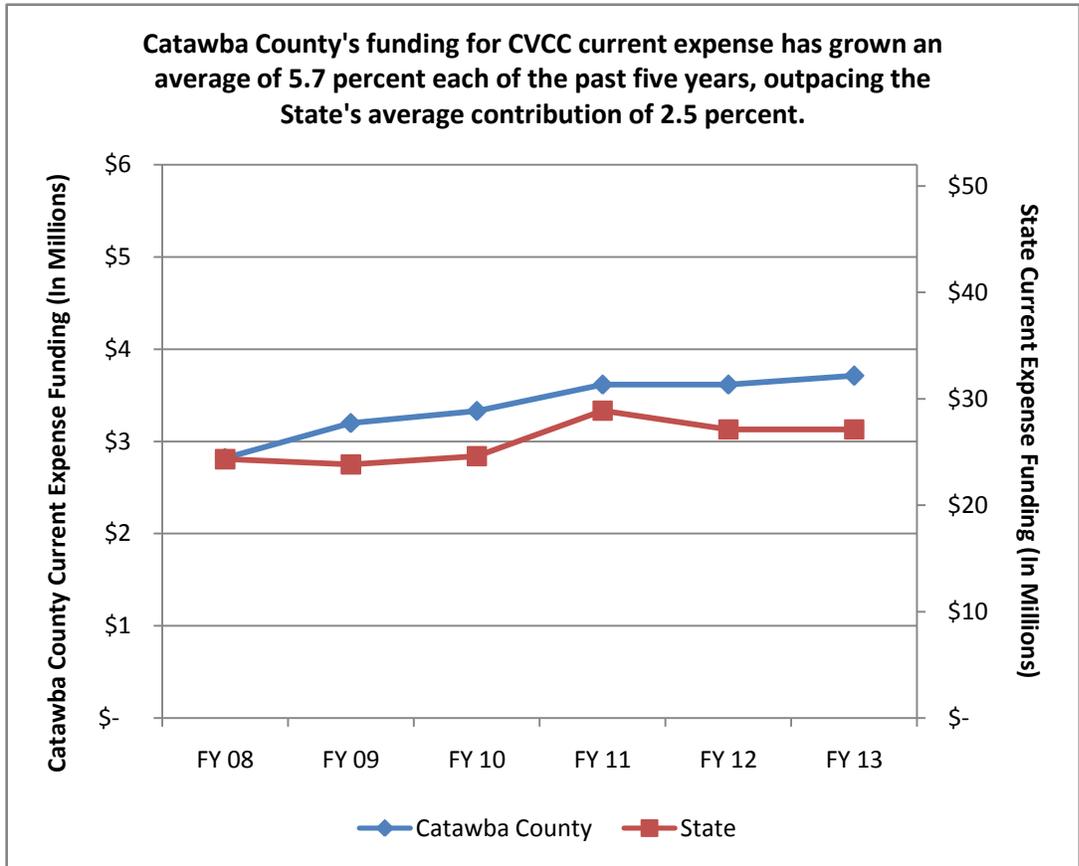
supplant existing State funding for education (Annual loss: \$1.35 in million lottery funds and \$1.26 million in corporate income tax). While roughly \$26 million in lottery tickets are sold annually in Catawba County, only \$1.8 million is projected to be returned to the County to help address school construction needs in the coming year.





*CVCC*

Over the past six years, CVCC enrollment has increased 17 percent as displaced workers have sought retraining, and youth transitioning from high school to higher education have found the community college an appealing option. Like public education, the State is responsible for funding community college operations, but has effectively reduced CVCC's funding by \$9.85 million by not fully



funding enrollment growth. During this same timeframe, Catawba County's funding for CVCC current expense has grown an average of 5.7 percent, outpacing the State's average contribution of 2.5 percent.

Next year, funding for CVCC will increase an additional \$87,812 or 2.4 percent to \$3.8 million, which should increase the County's ranking in community college funding from 15th to 14th out of 58 North Carolina community colleges, barring any major changes in funding for other community colleges.

**Public Schools and CVCC Annual Capital**

Local dollars finance building and equipment needs of the three school systems and CVCC. Projects next year are largely focused on improving safety, energy savings, roofing, vehicle and equipment replacement. Public school and CVCC capital projects in the annual capital outlay budget total \$4,269,000 as follows:

*Security Upgrades for all Schools*

- Public Schools \$900,000 (Catawba County Schools \$485,000, Hickory Public Schools \$275,000, Newton-Conover City Schools \$140,000) – Camera systems will be upgraded or added to 41 schools. Electronic locks will be added to the front entrance of 38 schools along with intercoms and electronic release systems to control entry. Additionally, renovations will be completed at 17 schools to improve security including new doors, controlled entryways, and fencing.
- CVCC \$225,000 – Electronic locks will be installed to allow remote lockdown of the campus in an emergency. Additionally, an alert system will be installed at the Corporate Development Center (CDC) and cameras will be added in areas without adequate coverage.

### *Catawba County Schools*

- Cooling Tower Replacement at Maiden Elementary School \$150,000 – Local funds will be used to replace an old cooling tower that is experiencing problems and is not energy efficient.
- Activity Buses \$340,000 – Four activity buses that are roughly 20 years old will be replaced. The new buses will also have wheelchair lifts to accommodate increasing need for accessible buses.
- Fire Alarm Replacements \$244,000 – The fire alarm systems at Mountain View, Maiden, Startown, and Tuttle Elementary Schools will be replaced.
- System-Wide Re-roofing \$230,000 – Roofing projects at Fred T. Foard High, Blackburn, and Oxford Elementary Schools are funded.
- Domestic Water Supply Replacement at River Bend Middle School \$85,000 – Piping that is experiencing pinhole leaks will be replaced.
- Hydronic Piping at Jacobs Fork Middle School \$25,000 – Piping for the heating system will be replaced.
- Maintenance/Warehouse/Technology Vehicles \$90,000 – Three high mileage vehicles that are over 15 years old will be replaced with high cube vans that promote a safer work environment by making it easier to gain access to the vans' contents than traditional cargo vans.
- Maiden Middle School Tennis Court Resurfacing \$70,000 – Tennis courts will be resurfaced and will last 10 years instead of being patched, which would cost roughly \$25,000 and only last 2 years.
- HVAC: Building Automation Upgrades \$230,000 – Replacement of outdated/inefficient control systems with systems that can be managed remotely at Bandys High School, Blackburn and Startown Elementary Schools.
- St. Stephens High School Parking Lot and Driveway Re-paving \$220,000 – The driveway and parking lot is over 25 years old and showing severe cracking.
- Roof Gutters \$120,000 – Funds are included to add gutters to the front of Jacobs Fork, Riverbend, and Mill Creek Middle Schools. Water is running off the buildings onto the concrete causing pitting as well as moss and algae to grow on sidewalks.
- St. Stephens High School Softball Field Lights \$75,000 – Lights will be added to the girls' softball field to accommodate scheduling of night games.

### *Hickory Public Schools*

- Southwest Elementary School Mechanical Upgrades \$215,000 – A 45 year old chiller original to the building will be replaced.
- HVAC Controls Upgrade – \$155,000 – The HVAC controls at Northview Middle and Jenkins Elementary Schools will be upgraded to replace outdated systems and improve energy efficiency.
- System Wide Rekeying \$80,000 – Phase one of three to implement a unified keying system for all internal and external doors to save money in the future and improve security.

### *Newton-Conover City Schools*

- South Newton Elementary School Furniture \$300,000 – Funds are included for furniture for every classroom in conjunction with the major renovation project taking place that will essentially make it a new school when it opens in Fiscal Year 2014/15.
- Fire Alarm Upgrade \$60,000 – A new fire alarm panel at the warehouse and upgrades at Thornton Elementary, Conover, and ACT Schools are included.
- Roofing Repairs \$50,000 – Funds are included for patching at Shuford Elementary and the former middle schools.
- Van for Maintenance HVAC \$30,000 – The system needs a vehicle for a new HVAC position.



The capital outlay budget includes \$52 per pupil, a total allocation of \$1,270,984, 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 at the Hickory High School/American Legion Building for the athletics portion of the building. 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, ensuring compliance with building code requirements, processing change orders, working with the schools to ensure that the projects meet their needs, and developing annual capital and 8-year construction plan requests. The Newton-Conover project manager is also assisting with the Animal Shelter construction project.

### *CVCC Capital*

- Fire Alarm Upgrade \$30,000 – Funds are added to an existing project to install separate alarm systems in buildings instead of being centrally networked, to eliminate false alarms.
- ADA Improvements Phase I \$195,000 – The college was recently found non-compliant in an accessibility audit and is required to make various upgrades to sidewalks, restrooms, parking lots, and other areas to improve accessibility. This is the first phase of an expected two to three year effort.
- Maintenance Van \$20,000 – A maintenance van that is experiencing serious mechanical problems and increasing repair costs will be replaced.
- General Renovations \$130,000 – Funds are included to address repairs and various upgrades needed for ongoing maintenance.

### **Schools Construction and Debt**

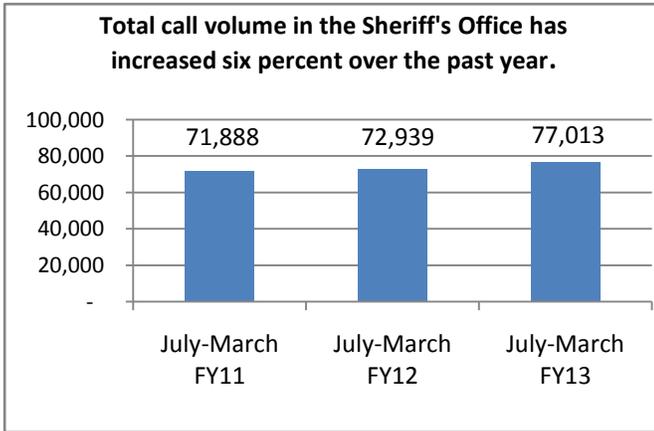
The budget continues debt commitments for public school and community college construction projects. Over \$16.7 million is budgeted as debt payments for projects such as: Catawba County Schools' Snow Creek Elementary School, Hickory Public Schools' Hickory High School renovations and Longview Elementary School, Newton-Conover City Schools' County Home Middle School and South Newton Elementary School, and CVCC's East Campus/Art Center renovations. 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 \$15.7 million in new construction for the 97,000 square foot CVCC Vocational Building for business and industry. Planning funds were provided in Fiscal Year 2012/13 for a total project cost of \$16.7 million.



*Architect Rendering of CVCC Vocational Building*

*Sheriff's Office*

The budget funds five new road patrol deputies. Total call volume in the Sheriff's Office has increased by six percent over the past year.



Compared to Sheriff's Offices in counties with over 100,000 population and all Sheriff's Offices in North Carolina, Catawba County is behind in terms of sworn officer staffing per 1,000 service population. In 2011 (latest data available), Catawba County had 0.2 and 0.4 fewer sworn officers per 1,000 service population than the state average and peer county average, respectively. The addition of five officers is expected to improve Catawba County's ratio to 1.7 officers per 1,000 service population, thereby matching the statewide average.

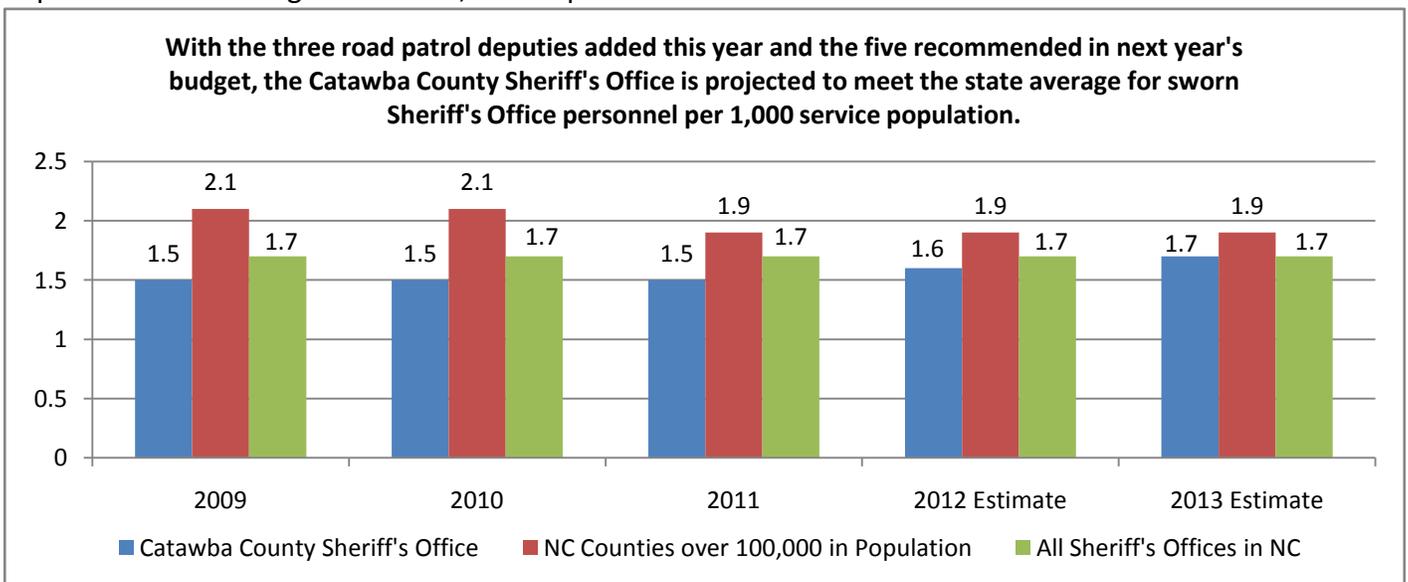
These new officers will improve officer safety, help address increasing call volume, and improve

the office's ability to undertake proactive activities such as neighborhood/community meetings and residential/church checks. Adding officers has proven to allow for more proactive activities, with the Sheriff's Office spending 637 more man-hours on proactive duties July through March of the current year compared to the same time period in the previous year. Therefore, five additional officers can be expected to significantly improve proactive policing activities and response time.

*Jail*

The ownership of half of the Burke-Catawba District Confinement Facility (BCDCF) continues to pay dividends by enabling Catawba County to build and staff fewer beds at the Newton jail. When space is available, Catawba County is renting a limited number of beds to the federal government at the Newton jail and to Burke County at the BCDCF, banking the proceeds to help fund future jail expansion (anticipated in Fiscal Year 2019/20) and reduce future costs to taxpayers. To date, \$1.7 million has been set aside, with an additional \$667,831 planned in Fiscal Year 2013/14.

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



Without diversion efforts, County jail space would be at 92% capacity



Jail expansion would be needed now

With diversion efforts, County jail space is at 77% capacity



Jail expansion can be delayed **5 YEARS**

- An upgrade to the Jail’s main software system that controls doors, cameras, intercom, etc. This system was installed in 2006, and is scheduled for a hardware and software update.

*Emergency Medical Services (EMS)*

investment of \$10 savings to every \$1 spent:

- Pretrial Services interviews and helps release non-violent inmates, either through disposition of cases or bond modifications. These efforts decrease the average daily jail population by 14 inmates avoiding \$385,125 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 37 inmates, avoiding \$1 million in jail costs per year.
- Electronic House Arrest (EHA) has the capacity to place up to 10 defendants per day, at the discretion of judges, on electronic monitoring bracelets instead of being confined in jail. Candidates for EHA include defendants who are either pretrial with additional assurance (beyond bond) needed that the defendants will appear in court if released while awaiting trial or who fail to pay child support.

The budget funds two important capital projects within the jail:

- Replacement of the Jail video arraignment system, which allows inmates to be arraigned via video conferencing without leaving the Jail. This saves officer time and reduces escape and injury risk by limiting when inmates are transported from the Jail.

Emergency Medical Services continues to provide excellent service to citizens, responding to over 19,000 calls in the first nine months of the current fiscal year. Additionally, EMS has maintained an emergency response time of 7:47 during this same time period, 13 seconds lower than the Board of Commissioners’ goal of 8 minutes.

The budget includes the purchase of three replacement ambulances and the accompanying cardiac monitors necessary to equip these ambulances.

*Emergency Services Hazmat Truck*

The budget includes \$300,000 to replace Emergency Services’ existing Hazmat Truck used to respond to hazardous material emergencies. These types of emergencies can include things like chlorine leaks at water treatment plants, motor vehicle accidents and resulting fuel spillage, and industrial accidents involving caustic chemicals. The current truck is a 1987 former beverage delivery truck and is approximately half the size needed, necessitating pulling multiple equipment trailers to a Hazmat scene. The new Hazmat truck will address this by providing much needed workspace, equipment storage, an

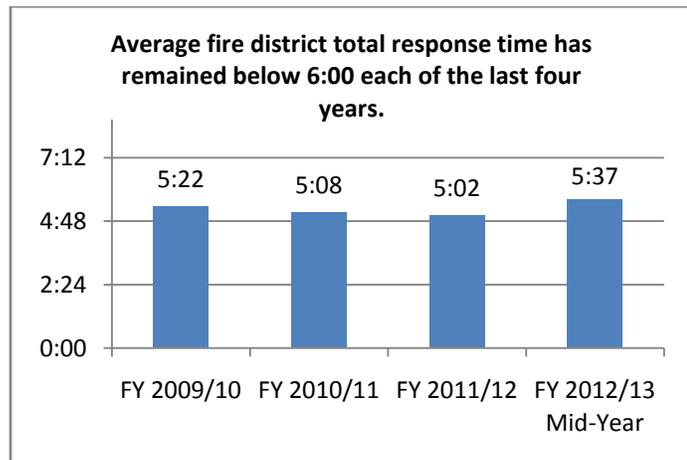


*Existing Emergency Services Hazmat Truck*

appropriate research area, and air for breathing and tools. In addition to its benefit for hazardous material responses, it will also help the County to reduce its carbon footprint by allowing the County to use a smaller vehicle for its quick response vehicle rather than the large trucks that are necessary to pull the Hazmat trailers.

*Fire*

The average total response time (emergency and non-emergency) in all fire districts was 5:37, 23 seconds better than the contractual goal of 6 minutes. There are no recommended changes in the fire tax rate for any of the 14 separate districts in Fiscal Year 2013/14. The current fire tax districts are being replaced with fire service districts. Citizens will experience no change in fire protection service level or tax rate. Service district boundaries will be identical to the current tax district boundaries, as will the amount of revenue generated by service districts as compared to the existing tax districts. This change in district structure was brought about when the County learned that some of the fire tax district boundaries that had been created and/or modified between 1960 and 1975 were created or modified in a way that was not compliant with NC General Statutes. Replacing tax districts with service districts completely alleviates the issue of statutory non-compliance.

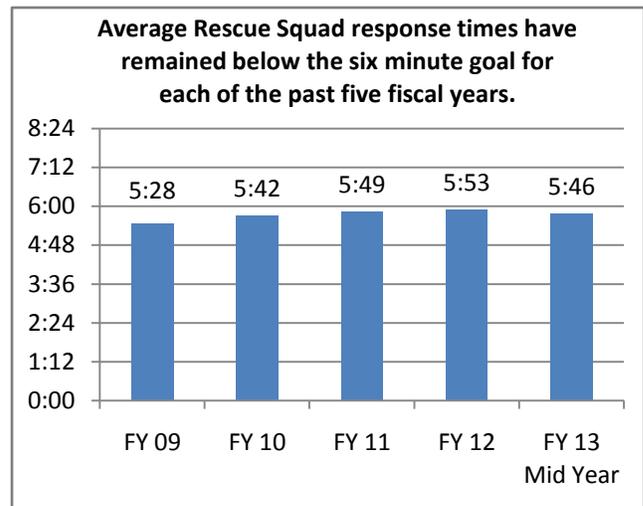


As a special note, the County will now contract with the Catawba Volunteer Fire Department (former Town of Catawba Fire Department) to provide fire service for the Catawba Rural Fire

District. This change will not impact the excellent service currently provided to citizens of this rural district.

*Rescue*

Rescue Squads had an average response time of 5:46 through the first half of the fiscal year while responding to 96 percent of calls. This response time is better than the contractual mandate of 6 minutes and 95 percent of calls dispatched. Increased funding next year will be used for Catawba Rescue to purchase a new rescue vehicle, Claremont Rescue to complete paying off a vehicle purchased in prior years, and Hickory Rescue to remount an ambulance.



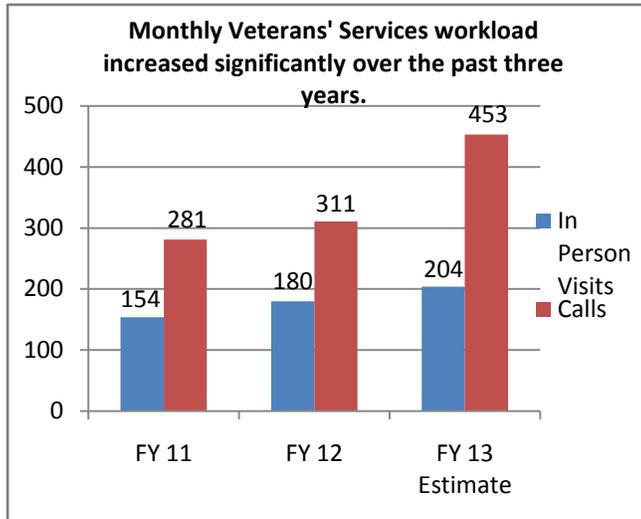
*Veterans' Services*

The demand for Veterans' Services continues to grow. Over the past three years, the number of in-person visits in the Veterans' Services Office has increased 32 percent, and the number of phone calls has increased 61 percent. This workload is expected to further increase as members of the armed forces are discharged from the military.

Through administrative position sharing with the Planning Department and the addition of part-time help, the Veterans' Services Office was able to reduce the average wait time for veterans from 2 ½ weeks down to 2-3 days. To maintain this high level of service, the budget creates a new Veterans' Services Technician position,

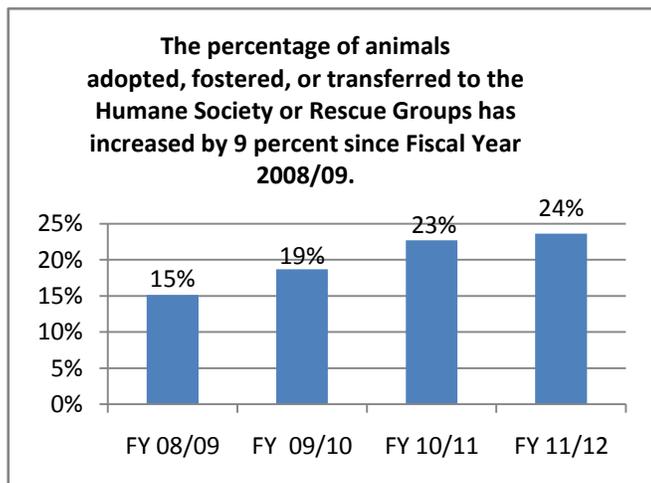


which adds 10 hours a week of capacity over existing funding and will allow the County to effectively and expediently connect the county's veterans with services.



*Animal Shelter*

The Catawba County Animal Shelter provides service for the County and eight municipalities. The current Animal Shelter is over 20 years old and averages a population of 130 animals per day, significantly more than its capacity of 78. It was not designed to meet the current capacity of animals being housed or to accommodate the newest treatment options, resulting in the need to euthanize approximately 82 animals per week. However, by working closely with rescue groups and participating in local adoption events, the Animal Shelter was able to adopt or place in foster homes and rescue groups 923 animals in



the first half of Fiscal Year 2012/13. Staff has also done an excellent job reconnecting animals with their owners if they enter the Shelter, returning 238 animals in the first half of the year. The County's partnership with the Humane Society of Catawba County in areas such as adoptions and responsible pet ownership continues to be successful, with all eligible animals spayed or neutered prior to adoption during the first half of the fiscal year.

In addition to space constraints, the current Animal Shelter has several design shortcomings that impede the ability to effectively operate. Staff currently must physically handle each animal to place them into portable cages when cleaning, which creates an escape hazard, a significant bite hazard for staff, and animal stress. All owner-surrenders must enter the Shelter using the same entrance as animals being adopted, thereby increasing the potential for disease to be spread. Additionally, there is no room in the Shelter for the public to interact with potential adoption animals, hindering a positive adoption experience.

To address these issues, construction of a new Animal Shelter will continue next year, with a targeted opening date of January 2014. This new shelter will provide many benefits, including space for 223 animals, a drive through "sally port" for animal intakes, separate intake and adoption areas, indoor/outdoor runs that eliminate the need for staff to physically move each animal multiple times, and a designated quarantine area to separate sick/injured animals from bite/potentially dangerous animals.

To improve the adoption experience, this new shelter also includes an indoor adoption area to



*Architect rendering of the Animal Shelter*

allow potential pet adopters to spend time with the animals prior to adoption. To save on long-term operating costs and to reduce associated resource consumption, the County is pursuing LEED Silver certification for this building.

### *Emergency 911 Communications Center*

The Emergency 911 Communications Center is critical to public safety, ensuring calls are dispatched to the correct emergency responders as quickly as possible. The Emergency 911 Communications Center continues to answer 98.5 percent of calls within 10 seconds, and dispatch emergency calls on average within 50.9 seconds. This is well within its 65 second outcome goal, even though the Center received over 87,000 911 calls last year. The national average emergency dispatch time is between 75 and 110 seconds, so Catawba County telecommunicators do an excellent job.

The budget includes funding to upgrade the County's 911 telephone system. This update will refresh both the system's hardware and software, and will allow the 911 Center to be poised to expand the ways in which citizens interact with telecommunicators in the future. An example of this is accepting video and pictures which can then be shared with responders. While this service must await adoption by wireless carriers and approval by the Federal Communication Commission before it can be implemented at the county level, this upgrade will give the 911 Center the capability of adding these new options once they are available.

Thanks to a service provider switch in the current year, the 911 Center now has the ability, when transferring calls, to send location data to other 911 Centers that use similar technologies. The County's Technology Department is at the forefront of understanding how to use such features, so much so that a group of employees from other local governments and the State came to Catawba County to see a demonstration of this technology and to gain a deeper understanding

of how the County uses it. This proactive approach to embracing "Next Gen" technologies will position the County well to continue to be a leader across the State in terms of providing cutting-edge 911 communications services to citizens.

### *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 34 years. Technology improvements to the courtrooms are also planned. The facility will include a new 911 Emergency Communications Center and Emergency Operations Center (EOC), EMS Administration and Emergency Services. Existing space for these critical public safety functions is too small and technologically deficient, and cannot be upgraded to meet the needs. This project is expected to be completed in July 2015.

In order to effectively manage this and several other capital projects (Animal Shelter, Sherrills Ford branch library, and Justice Center parking expansion), the budget funds a trained construction professional, which was authorized in April 2013 for the duration of the projects. The funding for this position will come from the Justice Center project and this person will be responsible for managing all of the existing construction projects on a full-time basis, assuring that no details are missed.



*Architect rendering of the Justice Center Expansion*



*Public Health*

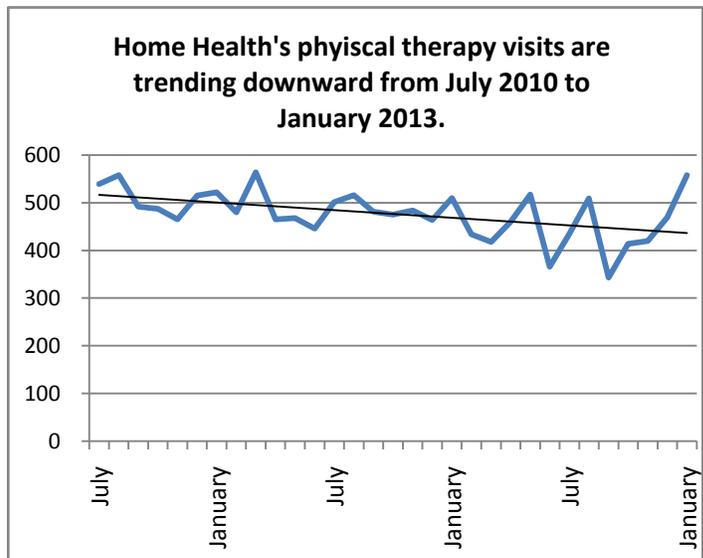
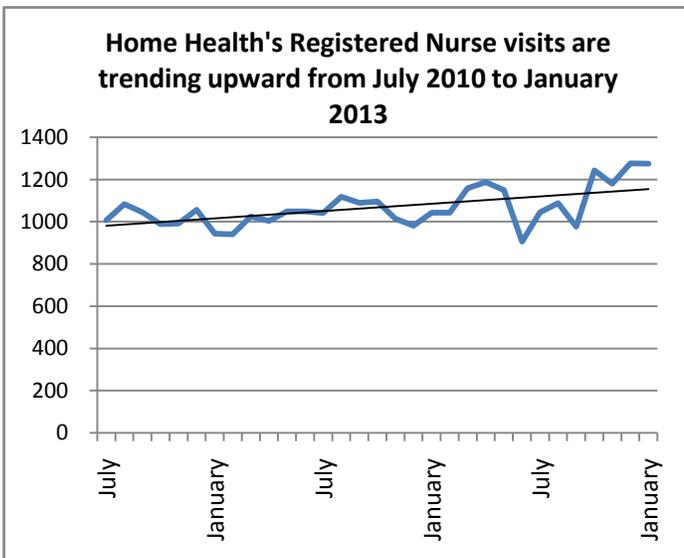
Public Health projects \$1.12 million less revenue in Fiscal Year 2013/14 from: Home Health (\$887,933) and Cost Settlement (\$223,940). Home Health revenue loss is attributed to both a Medicaid and Medicare reimbursement change that occurred in 2012 and a change in payer mix for the clients served. There are many changes to the Medicaid and Medicare reimbursement structure, one being that orthopedic and physical therapies are eligible for higher reimbursements than nursing and wound care. As seen in the charts below, Home Health’s physical therapy visits have been on a downward trend since July 2010, while Home Health’s registered nurse visits are trending upward over the same time period. A decrease in the number of high reimbursable visits combined with an increase in the number of low reimbursable visits and a more competitive home health market has led to an overall decrease in Home Health revenue. In the past, Home Health’s payer mix was balanced in a manner that benefitted the program, and Public Health as a whole by providing funding for programs like Adult Health, Environmental Health, and Child Health.

Another issue driving Public Health’s decreasing revenue is a decrease in Cost Settlement dollars. The State, for the last 15 years, has provided Health Departments a cost settlement payment

to cover the difference between the Medicaid State average cost of a service and the Health Department’s cost to provide the service. For example, Health Department X charges \$100 for a clinical service and Catawba County Public Health charges \$80 for the same service while the Medicaid cost average for all NC Health Departments for the clinical service is \$110. Health Department X would be paid an additional \$10 for a clinical service provided and Catawba County Public Health would be paid an additional \$30 for a clinical service provided. North Carolina recently changed the allocation formula for all local health departments in response to a Federal audit. The new formula resulted in Catawba County Public Health receiving approximately 39 percent less funding. The State developed the new formula at the Federal government’s request. Whereas the old formula rewarded Public Health’s efficiency (as described in the example above), the new formula is designed to be a disincentive for that efficiency.

In response to revenue losses, Public Health will eliminate 23 positions (14 of which are vacant) and reduce hours of 7 additional positions. The revenue loss and the reduction in force will directly impact Catawba County citizens in the following manner:

- Citizens needing services and treatment for Family Planning, Sexually Transmitted



Diseases, and Breast and Cervical Cancer exams will have to wait 4-5 days for an appointment versus the current 1-2 days.

- Intermittent reductions in Adult Health clinic hours (4-8 hours per week and 40-50 less available appointments per week) will result in longer patient wait times.
- Adult/Child Immunizations and Flu vaccinations will decrease from daily to 2-3 days per week with no provision for “walk-in” flu vaccinations during flu season.
- Days for permit completions will increase from 98 percent within 7 processing days to 95 percent within 10 processing days.
- Decrease in flexibility to schedule appointments and increase in clinic time from 30 minutes to 1 hour may be experienced by patients requesting interpreter services.

Even in the midst of the reduced revenue, Public Health will continue to provide Catawba County citizens with a bevy of high quality services. Examples of the department’s good works are teaching and or recertifying school bus drivers in CPR and First Aid to maintain the safety of students and ensuring at least 80 percent of children in Catawba County are immunized by age two to prevent childhood diseases.



Catawba County Public Health, as part of its Eat Smart Move More initiative, launched a farmers market in May, 2013 to increase access to healthy foods. The market takes place on Thursdays from 11:00am-2:00pm in the parking lot of the Public Health Building. WIC vouchers are accepted by all vendors at the market.

*Social Services*

Fiscal Year 2013/14 may present Social Services with a potential budget shortfall of \$730,000 because of the Federal sequester, State allocation cuts, and programmatic limitations. Programmatic limitations occur in situations where changing policy or legislation is unlikely. The Federal and/or State government may limit the amount of services a program provides, thus reducing costs over time. Both the Federal and State governments employed the programmatic limitation strategy in Fiscal Year 2012/13 impacting nearly every Medicaid based program.

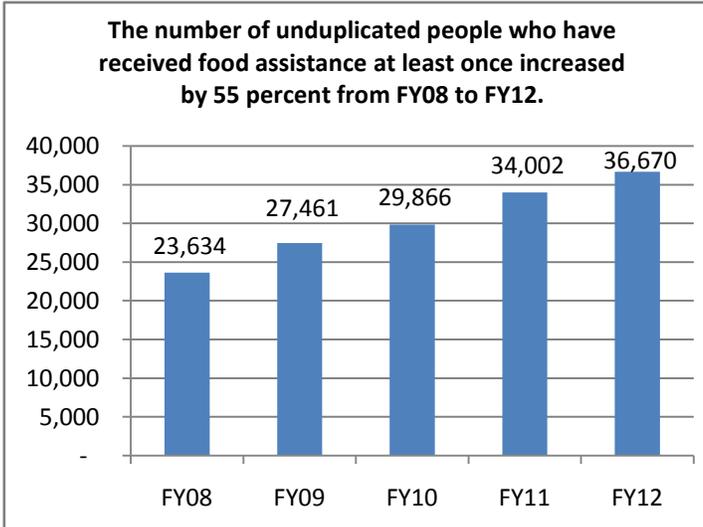
Three of the largest potential reductions for Fiscal Year 2013/14 are shown below:

Funding	Estimated Amount	Impacted Area
Federal Social Services Block Grant (SSBG)	\$116,841	Child Welfare Adult Services
Child Support Incentives	\$181,000	Child Support
Temporary Assistance for Needy Families (TANF)	\$109,164	Child Welfare Child Protective Services Work First

The specific impact these reductions will have on service provision is undetermined. One known funding reduction is \$23,000 to programs providing elderly nutrition services. These funds help provide Meals-on-Wheels and other programs that ensure the elderly are receiving proper nutrition. Thankfully, donated funds from the community are sufficient to fill this funding gap so no loss of service is expected.

Only 28 percent of Social Services’ budget is supported by local property and sales tax dollars. Social Services major sources of funding are Federal and State funds. Additionally, \$223 million in Federal and State dollars received directly by citizens are managed by Social Services including food assistance, Medicaid, and adoption subsidies. The most common interaction Social Services has with citizens is through its food assistance program. Since Fiscal

Year 2007/08 the number of individuals receiving food assistance at least once per year increased by 55 percent to 36,670 in Fiscal Year 2011/12. Food and Nutrition Services is projected to have an \$89 million impact on Catawba County's economy in Fiscal Year 2013/14.



Implementing the North Carolina Families Accessing Services through Technology (NC FAST) software, the State's new case management system, will present additional challenges in the coming year. This technology upgrade is forcing Social Services to undergo a business redesign. Catawba is one of five NC counties piloting this software in Food Assistance, which will eventually be rolled out to the rest of the state. NC FAST was designed to increase efficiency by reallocating staff's caseload and providing citizens a one-stop application for Social Service benefits. Implementing the software has not yielded increased efficiencies to date. After getting staff up to speed and aligning policy with requirements, the department expects to experience increased efficiency in two to three years. In Fiscal Year 2013/14 NCFast will expand to include Medicaid and Work First benefits. The impact on citizens will be increased wait times and delayed benefits.

*Partners Behavioral Health Management*

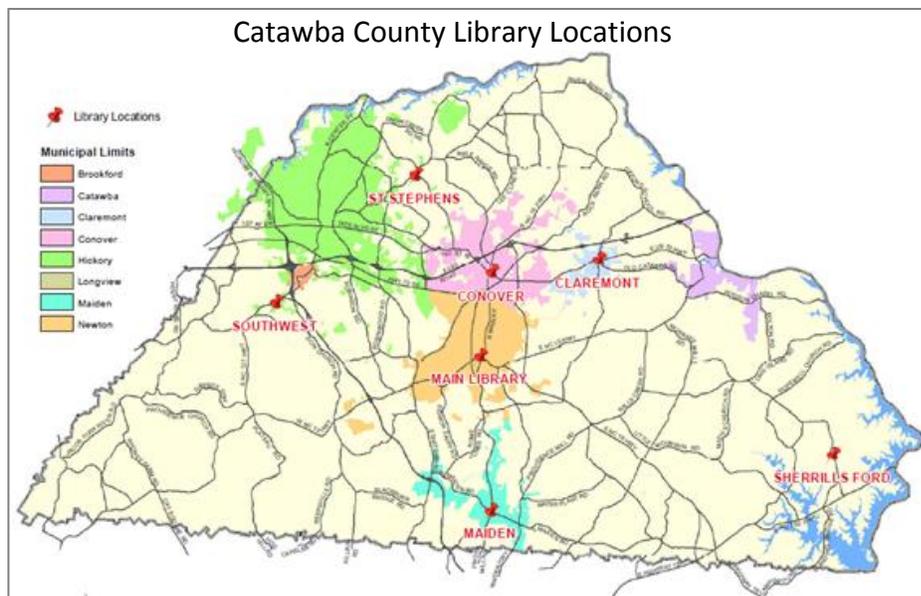
On July 1, 2012, Mental Health Partners, which served Catawba and Burke Counties since July

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). This makes Catawba County part of an eight-county mental health agency, which raises concern about the agency's ability to ensure local funding continues to support programs and services here in Catawba County. Since statewide mental health reform began six years ago, local representation has been progressively reduced and is now 1/5 what it was before reform. As a County department, Mental Health Services were directed by a 15 member board appointed completely by the Board of Commissioners. Mental Health Partners was managed by a 13 member board with 6 voting Catawba County representatives. Partners BHM board representation started at 4 of 26 and, in less than a year, the County's voice in determining what mental health services are delivered has been reduced to 3 of 21. Now there is indication additional mergers may be required by the State even further removing mental health services from local control and shifting the responsibility more clearly to the State.

Since the mergers began, the County has been clear that funding provided to mental health was subject to annual review and service needs. As a result of the continued erosion of local control and input, coupled with increased State direction and oversight, the budget redirects \$116,000 from mental health services to address Sheriff's road patrol needs, a clear County responsibility. A total of \$534,000 is budgeted for mental health services not otherwise supported by Federal or State funding that benefit Catawba County citizens. County funds will be used to provide psychiatric support, mental health and substance abuse services to inmates, temporary housing, support to LifeSkills program operations, and assistance to residents of Newton Apartments.

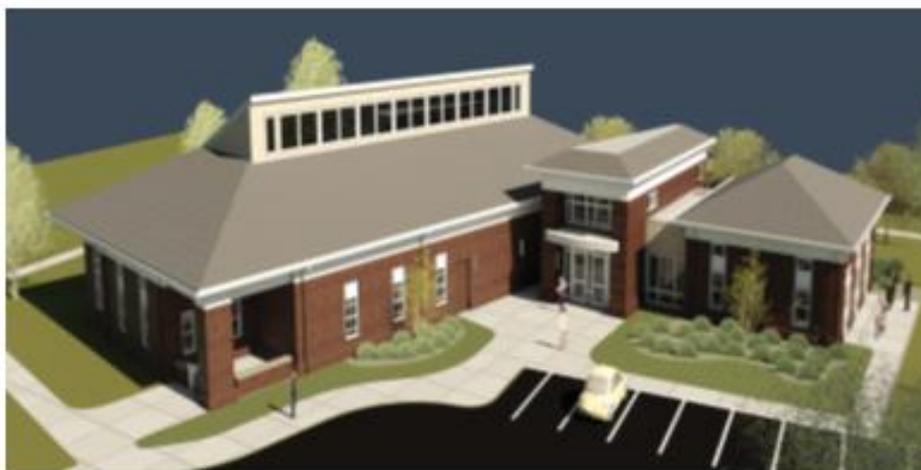
The current Sherrills Ford Library was built in 1978 and expanded in 1990 to its current 2,675 square feet. This building is too small to adequately serve Catawba County's fastest growing region. The new Sherrills Ford Library will be 10,030 square feet, approximately 3.5 times larger than the current building. It will offer two self-checkout stations, mobile bookshelves, and no centralized circulation desk. This design was developed to promote flexibility for the library patron. In addition to traditional library functions, the larger space will serve as a community center. 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. In addition to the building being multifunctional it will also be LEED (Leadership in Energy and Environmental Design) certified. A LEED certified building lowers operating costs, conserves water and energy, reduces greenhouse gas emissions, increases occupant safety, and enhances the building's value. The property will be landscaped to enhance the building's aesthetics and mitigate large amounts of stormwater runoff. The property will have a walking trail, a garden (made possible with the help of Friends of the Library) and a retention pond.

The new branch is projected to open in late Spring 2014. To provide a high level of customer service to the Sherrills Ford community and to efficiently maintain the building, one full time position and four half-time



positions will be added when the branch opens.

In addition to the Sherrills Ford Branch Library, the Catawba County Library system has branches in Claremont, Conover, Maiden, Southwest (in Mountain View), St. Stephens, and Newton (the Main branch). The County also provides funding to Patrick Beaver Library so that Catawba County residents living outside of Hickory city limits can use the library free of charge. The County and City library staff will continue to partner to provide programming to citizens in Fiscal Year 2013/14. A new partnership forged between Catawba County, the City of Hickory, and Lenoir-Rhyne University this year will allow cardholders to check out books and return them to any library.



*New Sherrills Ford Branch Library*

## OTHER CULTURAL PROGRAMS

Non-profit and for-profit arts and culture organizations in the community are drivers of considerable amounts 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 generate tax revenue for local government as well as benefiting the businesses themselves. Additionally, arts and culture organizations enhance the quality of life in a community and attract citizens who value creativity and self-expression. 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. Funding was increased to the United Arts Council to move the County's funding closer to the goal of \$1 per capita.

Both the SALT Block (which houses Catawba Science Center, the Hickory Museum of Art, the United Arts Council and Western Piedmont Symphony) and the Newton-Conover Auditorium



*Hickory Museum of Art Folk Art Exhibit  
funded by County Project Pool funds*

Authority receive County funding toward the upkeep and maintenance of these facilities.

Operational funding is increased for the Historical Museum, which resides in the 1924 Courthouse. The budget also continues funding to assist with processing applications for the National Register of Historic Properties in the County.



*Concert at Conover Station  
funded by County Project Pool funds*



*Catawba County Museum of History*



Built in 1895, the Bunker Hill Covered Bridge is a National Civil Engineering Landmark on the National Register of Historic Places, and has been awarded National Landmark Status. The bridge is one of two remaining historic covered bridges in North Carolina and retains 95 percent of its original construction material. For at least a decade, the County has been working in partnership with the Catawba County Historical Association (CCHA) to secure the bridge structure and preserve this culturally significant asset.

By securing private donations and grant funding (Carolina Thread Trail, North Carolina Natural Heritage Trust Fund, and Federal Highway) several key pieces to preserving this structure have fallen into place. These grants have allowed the County to obtain the property surrounding the bridge, which will be used for trail

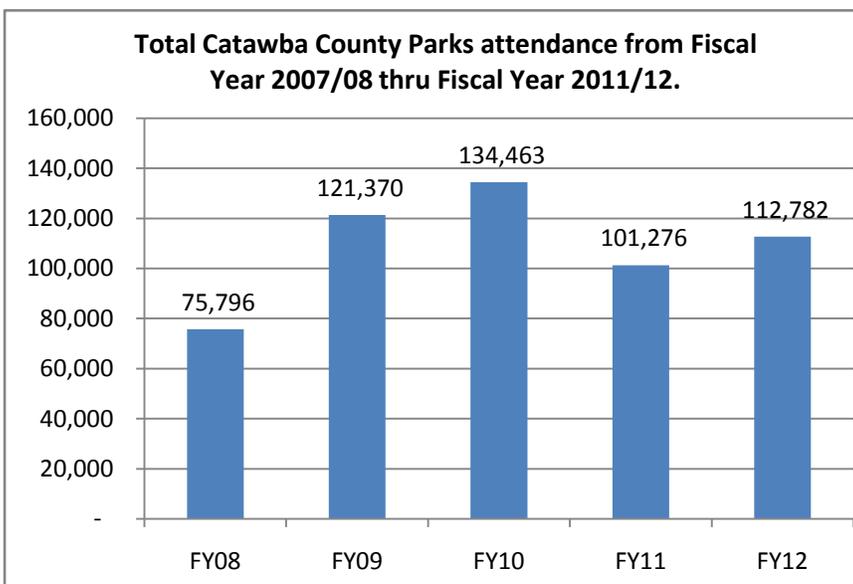
development and trail head parking. County staff continues to work with CCHA and other partners to acquire outside funding for land acquisition and installation of fire suppression and security measures at the bridge site. During this land acquisition process the Conservation Fund has been a key strategic partner.



Weaving Communities Together

During Fiscal Year 2012/13, Planning secured a Carolina Thread Trail grant for the acquisition of 12 acres of land along Lyle Creek. In the upcoming fiscal year, Planning will construct a 0.4 mile natural surface trail at the Bunker Hill Covered Bridge and complete the design of the Lyle Creek greenway, just north of the bridge. This five mile greenway, when completed, will connect the Bunker Hill Covered Bridge to the I-40 rest area, Claremont, and the Town of Catawba. Building the trail will cost approximately \$26,000. Planning is also partnering with CCHA to focus on educational opportunities featuring the Bridge’s historical significance and surrounding landscape.

The County’s park system has been and continues to be one of the County’s most popular services. At mid-year, Parks has experienced an eight percent (57,336) increase in visitors from last year’s attendance during the same time period. Park attendance increased every year between Fiscal Years 2007/08 and 2009/10. A change in park operating hours from six-days a week to four-days a week resulted in reduced attendance during Fiscal Year 2010/11. Since that time, attendance has rebounded and continues to grow. On April 13th, 2013, Riverbend Park (located on the Catawba/Alexander County border) surpassed single day milestones of 750 patrons and 250 cars for the first time.



### *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 taxpayers money, regardless of their home jurisdictions.

- The County provides the Cities of Conover and Newton with back-up file and data storage capacity on the SAN network.
- The Town of Claremont receives network and communications services from the Technology department.
- The County provides the Town of Long View with email services.
- The Town of Catawba is using virtual machines to access shared technology services provided by the County.
- Partnering with the Western Piedmont Council of Governments, the County significantly increased its internet speed without increasing costs.
- GIS continues to work cooperatively with the municipalities through the GIS Consortium, where a portion of GIS's annual budget is

covered by the municipalities based on respective land area in the city limits and extra territorial jurisdiction. This partnership manifests itself in the shared funding of an update to the County's high-resolution oblique photography maps, which show the side angle of buildings. These maps can be used for planning public safety/ emergency response activities, improving tax assessment information needed such as story heights in uniformity with surrounding properties, and economic development planning. The current photography was last updated in the winter of 2009.

### *Citizens and Technology*

Catawba County uses technology to increase citizens' access to services. Below are some examples of what citizens can expect to see in the coming year:

- Citizens will continue to be able to pay for tax bills and a variety of other services online. In Fiscal Year 2011/12, \$3.4 million was collected electronically and this amount is expected to continue to grow.
- Technology and the Sheriff's Office will work together to implement a new digital imaging software system, which will not only improve internal record-keeping but provide the public with web access to common records such as incident reports.
- The department will finish replacing public computers in all County libraries. These



*Old Base Photography*



*New High Resolution Oblique Photography*

computers are an important resource to their communities as they provide access to high speed internet and technology related trainings offered by the libraries.

*Catawba County Library's computers are used over 120,000 times annually.*

- Ensuring the accuracy of elections and enabling voters to cast their ballots without substantial wait times is critical to the democratic process. The County will purchase 70 laptops and 60 printers for the Board of Elections at a cost of \$52,800. This investment will provide two electronic pollbook laptops at each voting precinct in Catawba County to increase the accuracy of Catawba County elections while decreasing voter wait time at the polls.
- To help improve access to permitting for the building community, the County launched its first Remote Access Permitting Terminal (RAPT) in October 2012. The RAPT is located in

Hickory City Hall, and provides for real-time interaction via video conferencing between customers and a Permit Center Specialist located in the Government Center in Newton. The RAPT allows customers to apply for, and receive instantly, numerous building related permits including environmental health permits, electrical permits, plumbing permits, mechanical permits, and building/zoning permits for small residential projects like decks, small additions, and storage buildings. This project has been a success, with 589 customers served through the RAPT in its first 6 months.

In addition, the budget funds several key technology efforts:

- A new, energy efficient, Uninterrupted Power Supply (UPS)/Server Cooling System to ensure proper functioning of the County's servers and UPS.
- Increased building permit revenue is reserved toward future replacement of the County's online permitting and inspections software.
- Upgrading technology infrastructure and maintaining critical software licenses.



*Remote Access Permitting Terminal in Hickory*



*911 Communications Center*

As the County grows, so does the demand for clean drinking water and sewage disposal. To address these needs, 1 cent (\$1.6 million) of the property tax rate and \$1.3 million of the ¼ cent sales tax continues to be dedicated by the Board of Commissioners to partner with municipalities to fund strategic water and sewer needs.

### **New Projects**

#### *Balls Creek 1 (\$645,886) and Balls Creek 2 (\$1,996,019) Loan Programs*

These projects, in partnership with the City of Newton, address water quality issues. Balls Creek 1 will extend a water line along Buffalo Shoals Road from NC HWY 16, terminating at an existing water line on Buffalo Shoals Road. Balls Creek 2 will extend a water line beginning at the intersection of Coley Fish Pond Road and Hwy 16 South, extending southerly along Hwy 16 to the intersection of Buffalo Shoals Road connecting to Balls Creek Division I. A second section of this project begins at the intersection of Hwy 16 and Balls Creek Road, extending along Balls Creek Road and connecting to an existing line at the intersection of Balls Creek and Caldwell Roads.

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

This project, in partnership with the City of Conover, will provide municipal water service to 56 existing lots and 46 acres of potential residential development. This project is located at the intersection of Oxford School and Rock Barn Roads, and will extend along Rock Barn Road extension, Farm Field and Acre Land Drives.

#### *Landsdown Subdivision Water (\$293,000) and Sewer (\$657,000) Loan Programs*

These projects, in partnership with the City of Conover, will connect to the existing water and sewer lines to provide municipal water and sewer service to 80 homes in the Landsdown subdivision.

#### *Bunker Hill Covered Bridge Water (Revenue Sharing \$350,000)*

This project, in partnership with the City of Claremont, will provide water service to the

historic Bunker Hill Covered Bridge to allow for adequate fire suppression. The Catawba County Historical Association received a Federal Highway Administration Grant in the amount of \$285,162 in 2011 to provide a sprinkler system, security system, and remove graffiti to preserve this historically significant landmark.

### **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. This sewer line is expected to be completed in the third quarter of Fiscal Year 2013/14.

#### *Southeastern Catawba County Water Phase III Storage Tank and Booster Station (\$1,400,000)*

This project, in partnership with the City of Hickory, will construct 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.

#### *Ramseur Road Water Loan Program (\$50,000)*

This project, in partnership with the Town of Maiden, will provide water service to citizens of Ramseur Road, who have requested municipal water. Additionally, water service will be improved to approximately 10 homes by metering each service connection, rather than using one communal meter.

## New Solid Waste Franchise Agreement

This year marks the beginning of the County's new Solid Waste Franchise Agreement with Republic Services, formerly known as GDS. This new contract presents several important changes, detailed below:

### *Change in Management of Convenience Centers*

Republic Services currently provides only operators and container service at the County's five convenience centers. Under the new agreement, Republic Services will provide full management of the five convenience centers, including waste and recyclable collection, County Landfill disposal fees, site maintenance and upkeep, and Center operations and management. Therefore, virtually all of the revenue and expense of operating these sites is eliminated from the County's budget, while tipping fee revenue at the Landfill is increased since Republic Services will now be paying to dispose of convenience center waste. Using the prior fiscal year revenue, expenses, and tonnages collected at the convenience centers, this transition is expected to increase County net revenue by approximately \$100,000.

### *Increasing Contract Revenues*

Under the existing contract, Republic Services annually pays the County \$25,000 for exclusive waste collection rights for County customers. This amount is increased to \$50,000 next year with the new contract, with the revenue further increasing to \$75,000 after the first 5 years and increasing to \$100,000 for the final four years, if both parties agree to an optional extension.

### *County Building Trash Savings*

Republic Services will now pick up trash free of charge at all County buildings, saving the County approximately \$30,000 per year.

### *Automatic Collection Service*

As a part of the new agreement, all residential solid waste collections in unincorporated parts of the County will be converted to an automated system by October 1, 2013. This automated collection presents many benefits, including:

- Quicker pickup time: The automated process allows Republic's garbage trucks to spend less time in neighborhoods and around pedestrians.
- Environmentally friendly: More homes can be serviced with fewer vehicles, making it more fuel-efficient with less greenhouse gas emissions.
- Vehicle investment: Republic Services will purchase new automated trucks to provide this service, which will increase its investment in Catawba County.

### Current Curbside Recyclables

- Aluminum and steel cans
- Glass bottles and jars
- Newspapers with inserts
- Magazines
- Phone books
- Plastic bottles with a neck smaller than the base

### New Curbside Recyclables with Single-Stream Recycling

- Aluminum foil
- Mixed paper
- Computer paper
- Office ledger
- Copier paper
- Envelopes (with/without windows)
- Adding machine tape
- NCR paper (carbonless)
- Colored paper
- Empty plastic bottles and containers (numbers 1-7)
- Cardboard
- Pizza boxes
- Waxed cardboard
- All types of glass
- Shrink wrap
- Grocery bags
- Upholstery cloth
- Other nonhazardous recyclable containers



*Reduced Citizen Cost*

Citizens who currently rent roll-out carts, approximately 70 percent of existing Republic Services customers, will experience a \$1 per month reduction in their bill.

*Increased Community Investment*

In order to move to single stream recycling, Republic Services will upgrade its existing Material Recovery Facility in Conover, resulting in an increased investment in Catawba County of \$13 million and protection of over 150 local jobs.

*Single-Stream Recycling*

Single-stream recycling collection, which will go into effect January 1, 2014, will expand the current curbside recycling program in the unincorporated areas by increasing the types of materials County customers recycle and eliminating the need for different materials to be sorted into separate containers. This ease of use is not only convenient for citizens, but will further the County’s goal of environmental stewardship by reducing the waste that must go to the Landfill by a projected 3 to 10 percent. This will help to increase the life of the County’s Landfill, with current estimates putting the remaining life at 75-80 years.

**Biodiesel Facility Developments**

Production of biodiesel is ramping up at the County’s Biodiesel Production Facility, which transforms used cooking, soybean, sunflower and canola oil into biodiesel that can be used in the Landfill fleet. To date, the facility has produced eight batches of biodiesel totaling approximately 5,000 gallons of fuel. Additionally, the facility is on track to achieve American Society for Testing and Materials (ASTM) certification for the fuel in July 2013, which will allow it to be used in the Landfill fleet without voiding manufacturers’ warranties on equipment. Next year the facility has a goal of producing at least 10,000 gallons of fuel for the Landfill fleet, which will save approximately \$3,600 versus the purchase of traditional diesel.

Outside of producing biodiesel, this facility is also facilitating development of small regional businesses. A new regional business has successfully used a small portion of the glycerin created as a by-product of biodiesel production to create environmentally safe animal and human soaps and cleaning products. This represents yet another example of how the County’s Eco-Complex philosophy, using one industry’s waste product as another’s input, continues to benefit the County.



*Canola crop and Biodiesel Facility in background*



*Biodiesel tank*

Catawba County is committed to “going green”, not only because it helps the environment, but because it saves money in the long run. To fully realize the benefits of “going green,” strategies must work in tandem over many years. Catawba County’s initiatives to promote a culture of sustainability, both externally (blue) and internally (green), can be seen below:

**Energy Efficiency**

The budget continues the energy audits that are being conducted and allocates funds to begin tackling recommended changes in the Justice Center and Public Health buildings, with costs being recouped in 4 years and 3 years, respectively. Catawba County has occupancy sensors in the Government Center and Social Services buildings and automatic temperature controls in the following buildings: Government Center, Social Services (main), Family Services Center, Public Health and new Jail. Future plans include adding temperature controls and occupancy sensors to other County buildings. 63 percent of County buildings are now equipped with energy efficient lighting, which will be increased to 68 percent in Fiscal Year 2013/14.

**Green Construction Permitting**

This budget provides for reduced permit fees of 25 to 50 percent for building in accordance with LEED, Energy Star, and/or NC Healthy Built Homes standards.

**Recycling**

Catawba County is #2 in the State for recycling per capita. This represents the sixth year in a row that Catawba County was either #1 or #2 in the State. During Fiscal Year 2011/12, Catawba County citizens recycled 701.1 pounds per person.

**Household Hazardous Waste (HHW) Collection Events**

The budget funds one HHW collection event to allow citizens a safe method for the disposal of landfill banned materials such as batteries, solvents, chemicals, televisions, computers, printers, MP3 players, and paint. Additionally electronics and paint recycling is expanded from four one-time events to year-round collections at the Blackburn Landfill. The County’s November 2012 HHW event diverted over 84,000 pounds of material from the County’s Landfill and the May 2013 is still being tallied.

**Green Purchasing**

This budget supports the County’s goal of 15 percent of all purchases being environmentally friendly. Catawba County now has a Green Cleaning Policy which specifies the cleaning products that can be used.

**Fleet**

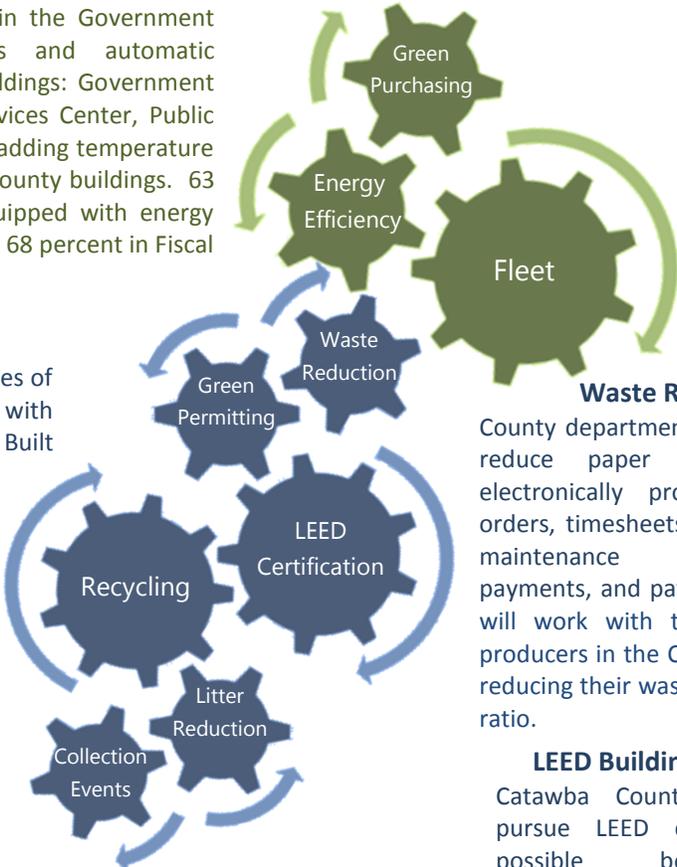
The Hybrid Fleet has grown to 28 vehicles, and also continues to purchase and use biodiesel.

**Waste Reduction**

County departments will continue to reduce paper consumption by electronically processing purchase orders, timesheets, expense reports, maintenance orders, vendor payments, and payroll. Solid Waste will work with the top 30 waste producers in the County and assist in reducing their waste to gross product ratio.

**LEED Building Certification**

Catawba County’s policy is to pursue LEED certification when possible because, while construction costs are slightly higher, the increased building costs are usually recouped within 5-10 years from decreased operating costs and those savings continue for the life of the building. Snow Creek Elementary, County Home Middle School and the County-Appalachian State Biodiesel Facility are now LEED Silver certified. The budget includes plans to obtain certification for the Animal Shelter, Justice/Public Safety Center, and Sherrills Ford Library.



**Keep Catawba County Beautiful (KCCB)**

KCCB aims to enhance the quality of life in Catawba County by educating citizens to be more environmentally conscious. KCCB will continue to focus on decreasing plastic bag litter and involving the community in litter reduction through the Adopt-A-Road program by increasing the number of roads adopted to 80.



*Positions*

Over the past five years, the County has impacted over 9 percent of the workforce as it has right sized staffing in comparison to demand for services and available funding. Remaining staff have taken on greater responsibilities as the County has lived within its means. The Fiscal Year 2013/14 budget eliminates or reduces hours for 32 additional positions as follows:

**Position Reductions (32 positions impacted, 25.8 FTEs)**

<b>County Manager</b>
Attorney (1 position, .5 FTE)
<b>Tax Office</b>
Office Support Specialists (1 position, 1 FTEs)
<b>Public Health</b>
Administrative Assistants (3 positions, 2.5 FTEs)
Certified Nursing Assistants (3 positions, 1.8 FTEs)
Environmental Health Administrator (1 position, 1 FTE)
Environmental Health Specialist (1 position, 1 FTE)
Interpreters (2 positions, 1.5 FTEs)
Licensed Practical Nurse (1 position, 1 FTE)
Medical Laboratory Technician (2 positions, 2 FTEs)
Medical Office Assistant (2 positions, 1.5 FTEs)
Office Support Specialists (4 positions, 3 FTEs)
Physician Extender (1 position, .5 FTE)
Program Assistants (2 positions, 1 FTE)
Public Health Educator (1 position, 1 FTE)
Public Health Nurses (6 positions, 5.5 FTEs)
Public Health Nursing Supervisor (1 position, 1 FTE)

**New Positions (11 positions, 8.75 FTEs)**

<b>Library</b>
Library Assistants (4 positions, 2 FTEs)
Library Specialist (1 position, 1 FTE)
<b>Sheriffs Office</b>
Road Patrol Deputies (5 positions, 5 FTEs)
<b>Emergency Services</b>
Veterans' Services Technician (1 position, .75 FTE)

**Positions Added in Fiscal Year 2012/13 (5 positions, 4.5 FTEs)**

<b>Cooperative Extension</b>
Local Foods Advocate (1 position, 1 FTE) – Reinventing
<b>Finance/Facilities</b>
Construction Project Administrator (1 position, increased from .8 to 1 FTE)
Construction Project Manager (1 position, 1 FTE)
<b>Libraries</b>
Library Assistant (1 position, .2 FTE) – Reinventing
<b>Social Services</b>
Human Services Coordinator (1 position, .6 FTE) - Reinventing

### *Salary and Benefits*

The budget includes a \$600 Cost of Living Adjustment (COLA) as of July 1<sup>st</sup>, in order for the County to remain competitive. This is the first COLA County employees have received in 4 years. Other salary adjustments will continue to be earned based on performance as judged on employees' anniversary dates. The budget includes 2 percent for employees who satisfy the performance expectations for their position as reflected in their annual evaluation. Up to 50 percent of employees exhibiting the highest levels of performance on their evaluations will be eligible to receive an additional 1.5 percent.

The County continues to promote wellness for health, employee productivity, and financial reasons. The Employee Health Connection (EHC), an onsite clinic that is provided through a contract with the Catawba Valley Medical Center, continues to save the County money by providing services at less cost and saving time away from work spent on doctors' visits. EHC conducts initial Workers Compensation reviews including 24 hour recheck evaluations as well as drug screenings, physicals, Hepatitis B injections, and Tuberculosis skin tests for hiring and employee retention purposes. In the coming year, EHC will attempt to better meet employee well visit needs, not just sick visits. All adults on the County health plan continue to be required to have annual blood screenings, a physical that meets guidelines of the American Medical Association for their age group, and complete a health risk assessment (HRA) in order

to identify health conditions at earlier stages when they are more easily treated and less costly. Wellness programs and initiatives will be targeted to address the workforce's top health concerns.

Thanks to major plan design and premium changes three years ago, health insurance claims and costs have stabilized. The budget maintains premiums paid by the County, as well as those paid by employees depending on their plan selection. Employees can choose a plan with enhanced health benefits, but will pay a higher rate which fully funds that plan.

### *Conclusion*

As positive signs of economic recovery are emerging, Catawba County looks to the future with cautious optimism. Indicators such as increasing sales tax collections, building permit revenues, and a declining unemployment rate give much to be optimistic about. While the implications of Federal and State Government budget decisions remain uncertain, the County continues to advance its commitment to the high priority areas of education, public safety, economic development, and quality of life through strategic investments. These keep the County poised to attract new businesses and jobs, while keeping taxes at one of the lowest rates in the State, consistent with the Board of Commissioners' goals.

This budget message, as well as the complete budget document, may be accessed on the Internet at [www.catawbacountync.gov](http://www.catawbacountync.gov) or in any of the public libraries in Catawba County.



## BUDGET ORDINANCE

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

### SECTION I

#### Budget Adoption, 2013/14

The following budget with anticipated fund revenues of \$226,271,804 and departmental expenditures of \$226,271,804 (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 1<sup>st</sup>, 2013, and ending June 30<sup>th</sup>, 2014, 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 2013/14, all of which is levied in the General Fund. No discounts will be allowed for early payment of taxes.

The following rates are established for fire tax districts:

<u>Fire Tax Districts</u>	<u>Tax Rate Per \$100 Valuation</u>
Bandys	\$0.0000
Catawba	\$0.0000
Claremont	\$0.0000
Conover Rural	\$0.0000
Cooksville	\$0.0000
Hickory Rural	\$0.0000
Longview	\$0.0000
Maiden	\$0.0000
Mountain View	\$0.0000
Newton	\$0.0000
Oxford	\$0.0000
Propst	\$0.0000
Sherrills Ford - Terrell	\$0.0000
St. Stephens	\$0.0000

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	\$0.0546
Maiden Rural Fire	\$0.0600
Mt View Fire	\$0.0600
Newton Rural Fire	\$0.0700
Oxford Fire	\$0.0558
Propst Fire	\$0.0615
Sherrills Ford Fire	\$0.0700
St. Stephens Fire	\$0.0700

**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 is \$1,461 per pupil based on the average daily membership of K-12. This amount includes \$52 per pupil to operate the following inter-school system programs--Catawba County Bus Garage, Catawba Valley High School, Conover School for Exceptional Children, the Newton-Conover ACT Program, and the Community Schools Program.

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, 2014.

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 CDBG Scattered Site Housing 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 30<sup>th</sup>, 2013, shall be reauthorized in the 2013/14 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 31<sup>st</sup>, 2013. 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  
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 2013/14 are based on the Fiscal Year 2013/14 pay plan for Catawba County that is adopted as a part of this budget and is effective July 1<sup>st</sup>, 2013. Funds are included for a \$600 cost of living adjustment effective July 1, 2013 and a 2 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 1.5 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 Personnel 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 \$390,541 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 30<sup>th</sup>, 2013, 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 30<sup>th</sup>, 2013.
- 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 3<sup>rd</sup> day of June 2013.



Katherine W. Barnes, Chair



J. Thomas Lundy, County Manager

**SCHEDULE A**

Below are the fee changes that have been adopted as a part of this budget. All fees are effective July 1<sup>st</sup>, 2013, unless otherwise noted.

**PUBLIC HEALTH**

Tests

Rabies Titer (\$10 increase) ..... \$85.00

Environmental Health

Ownership Change/Walk-Through (new fee)..... \$75.00

**SHERIFF**

Fee Eliminated: Project Lifesaver Bracelet Purchase ..... (\$275.00)  
(Shifting to monthly rental of \$20 only, already in fee schedule)

**SOLID WASTE**

Scrap Tire Disposal (\$2 decrease) .....\$78.00 per ton





**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 405 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 154,654. 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 10<sup>th</sup> 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 3<sup>rd</sup> 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 8<sup>th</sup> 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 24,500 students and is home to two colleges: Lenoir-Rhyne College, a 122 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 five 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 20<sup>th</sup> 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

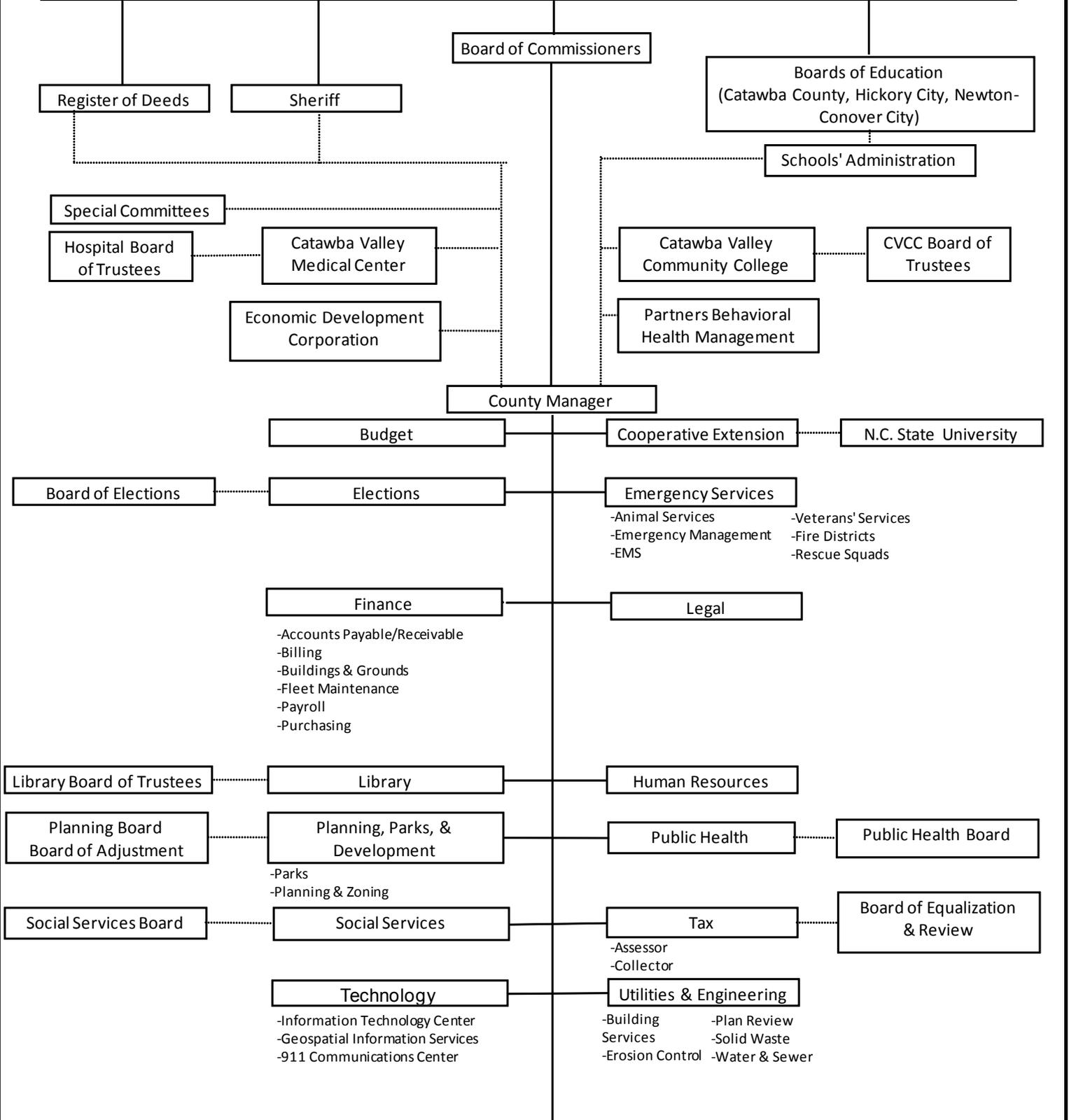
Catawba County government provides necessary services to its citizens with honesty and professionalism at reasonable costs. Although the range of services is diverse, the following principles guide the efforts of Catawba County government:

- 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, 2013, and ending June 30, 2014. 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 30<sup>th</sup>.
- 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 15<sup>th</sup>.
- The recommended budget must be given to the Board of Commissioners no later than June 1<sup>st</sup>.
- The Commission must enact the budget ordinance by July 1<sup>st</sup>, when the budget year begins.

# READER'S GUIDE

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## FISCAL YEAR 2013/14 BUDGET CALENDAR

**Tuesday, November 13, 2012**

Revenue and Expenditure Forecast discussed with Manager

**Tuesday & Wednesday, December 12 and 13, 2012**

Department Head Retreat

**Wednesday, December 19, 2012**

Budget Kickoff

**Monday, December 31, 2012**

Fiscal Year 2013/14 outcomes due from all departments

**Friday, January 11, 2013**

Mid-year report on Fiscal Year 2012/13 outcomes due from all departments

**Friday, February 1, 2013**

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

**Friday, March 15, 2013**

Recommended budget sent to County Manager

**Monday, Tuesday, and Wednesday, March 25, 26, 27, 2013**

First round budget hearings with County Manager

**Wednesday, April 17, 2013**

Second round hearings with Manager as needed

**Monday, May 13, 2013**

County Manager's recommended budget sent to Board of Commissioners and County's Manager's Press Conference

**Tuesday, May 28, 2013 (8:00 a.m. – 5:00 p.m.)**

Board of Commissioners' hearings with departments

**Thursday, May 30, 2013**

Public Hearing and Wrap-up

**Monday, June 3, 2013**

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 1<sup>st</sup> 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 31<sup>st</sup> 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 30<sup>th</sup>, 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.

### 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 Fund Balance at the end of Fiscal Year 2012 was \$38,486,738 or 24.3 percent of General Fund expenditures for that fiscal year. The Fiscal Year 2013/14 budget appropriates \$6,191,815 to meet normal operating expenses and increase funding to education and the Sheriff's Office. This is sustainable while remaining above the minimum County goal of 16 percent and the Local Government Commission recommendation of 8 percent.

General Fund	6/30/2012	Est. 06/30/13	Appropriated	
			FY 2013/14	Est. 06/30/14
General Fund (110)	38,486,738	36,000,000	6,191,815	29,808,185
<b>Total</b>	<b>38,486,738</b>	<b>36,000,000</b>	<b>6,191,815</b>	<b>29,808,185</b>

### Special Revenue Funds

Special Revenue Funds are used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for special purposes. Notable appropriations include those in Emergency Telephone (for a 911 phone system upgrade) and Rescue Squads (for equipment).

Special Revenue Fund Types	6/30/2012	Est. 06/30/13	Appropriated	
			FY 2013/14	Est. 06/30/14
Emergency Telephone (202)	2,197,171	2,500,000	308,639	2,191,361
Community Alert System (204)	21,848	25,000	10,000	15,000
Narcotics (205)	246,091	250,000	49,988	200,012
Rescue Squads (240)	278,432	250,000	175,589	74,411
Library Endowment (250)	237,077	240,000	0	240,000
Gretchen Peed Scholarship (260)	44,099	45,000	0	45,000
Parks Preservation (270)	161,597	165,000	26,130	138,870
Community Development (280)	4,355	5,000	0	5,000
Fire Districts (352-369)	859,873	900,000	37,127	862,873
<b>Total</b>	<b>4,050,543</b>	<b>4,380,000</b>	<b>607,473</b>	<b>3,772,527</b>

### *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.

<b>Capital Projects Fund Types</b>	<b>6/30/2012</b>	<b>Est. 06/30/13</b>	<b>Appropriated</b>	
			<b>FY 2013/14</b>	<b>Est. 06/30/14</b>
General Capital Projects (410)	24,847,536	23,000,000	217,831	22,782,169
Schools' Capital Projects (420)	10,911,367	10,000,000	1,757,926	8,242,074
Schools' Construction (423)	9,694,736	7,500,000	0	7,500,000
School Bond Capital - 1997 Series (427)	69,507	69,507	69,507	0
Hospital Construction (430)	5,434,411	5,500,000	0	5,500,000
<b>Total</b>	<b>50,957,557</b>	<b>46,069,507</b>	<b>2,045,264</b>	<b>44,024,243</b>

### *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.

<b>Enterprise Fund Types</b>	<b>6/30/2012</b>	<b>Est. 06/30/13</b>	<b>Appropriated</b>	
			<b>FY 2013/14</b>	<b>Est. 06/30/14</b>
Water & Sewer (515 & 475)	55,532,331	52,000,000	3,143,165	48,856,835
Solid Waste (525 & 485)	34,132,314	35,000,000	956,338	34,043,662
<b>Total</b>	<b>89,664,645</b>	<b>87,000,000</b>	<b>4,099,503</b>	<b>82,900,497</b>



### 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 2013/14 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.

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 \$4,750,000 in Fiscal Year 2013/14. These revenues will help offset the \$7.9 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, 2013, \$118 million in capital needs have been identified over the next eight years, which includes approximately \$34 million in school and community college construction needs.

To pay for the school and community college projects, the Catawba County Board of Commissioners began another four-year funding cycle in fiscal year 2011-12 by dedicating the equivalent of three cents of the property tax rate, equal to approximately \$4.8 million, along with \$1.5 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 current four year funding cycle for all three school systems and CVCC. The County completed the first two years of the new funding plan in Fiscal Years 2011/12 and 2012/13 by using those funds for a new elementary school, renovations to three existing schools, and campus improvements at the community college. Funding for a new Vocational Building for the community college is budgeted this fiscal year. The final year of the four-year cycle includes a new Vocational High School and additional campus renovations for the community college.

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 NC General Assembly agreed to assume responsibility for Medicaid costs from counties, phasing out those costs over three years and reducing local sales tax revenues to help pay for the change. Furthermore, counties were allowed to implement a new revenue option, either a ¼ cent sales tax or a land transfer tax, approved by local referendum. The new ¼ cent sales tax passed by an overwhelming majority in November 2007 for Catawba County. This revenue source is currently providing approximately \$4.3 million a year in revenue and has been a long-term goal for Catawba County, which has looked for the State to provide relief from the ever-increasing cost of Medicaid and to provide additional revenue options to keep up with growth in the County without relying solely on the property tax. Some of the additional funds are being used for the addition of courtroom space (a county responsibility), a new 911 Communication Center and Emergency Operations Center (EOC). The County is currently in the design development stage of the project and expected to be ready for bid in late 2013.

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 continued a policy of setting aside funds, one cent on the property tax rate or \$1.6 million in Fiscal Year 2013/14, to be used for strategic water and sewer projects throughout the county. Those funds, along with an additional \$1.3 million in sales tax revenues will help fund approximately \$22 million in water and sewer needs identified over the next eight years. In the past, Catawba County has received significant grant funding from the American Recovery and Reinvestment Act (ARRA) for water projects. ARRA funds were also used for school construction in the County in the form of Qualified School Construction Bonds, which provide a 100 percent interest subsidy from the Federal Government to the County. These bonds have been issued for several school projects including a new LEED certified middle school for Newton-Conover Schools and expansion of an elementary, middle and high school for Catawba County Schools totaling

approximately \$27 million. The bonds had a fifteen-year term and were issued at a net 0 percent rate to the County, resulting in interest savings of more than \$9.3 million over the life of the loans.

Another long-term initiative by the County is to improve the educational attainment of the region, which has ranked (as of the most recent census data) last out of 14 metro areas across the State. Catawba County continues to commit almost forty-eight 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.

Those efforts were confirmed by the latest year-end results for the school systems. Catawba County Schools ended the 2011-12 year with an 89.3 percent graduation rate, which was ninth highest out of 115 school districts and first among medium-sized school districts in the State in four-year cohort rates. Hickory Public Schools had 67.8 percent of the senior class take the SAT exam last year, compared to 68 percent across the State; also, they had a combined average SAT score for math and reading of 1014 compared to 997 in the other school districts. Newton-Conover Schools achieved an 81.9 percent rate for students who graduated in four years for the 2011-12 school year, well above the average of 80.4 percent in North Carolina.

Furthermore, the County continues to support higher education initiatives in the region. Catawba Valley Community College, one of the original seven members of the NC System of Community Colleges, receives annual funding from the County to support its three schools: Business, Industry and Technology; Health and Public Services; Academics, Fine Arts and Education. County funding in Fiscal Year 2013-14 should move the County's ranking from 15<sup>th</sup> to 14<sup>th</sup> highest out of 58 community colleges in the state. Another education opportunity for its citizens is the Hickory Metro Higher Education Center (HMHEC) opened in 2003 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 for Engineering Technologies (NCCET) in Catawba County, the ASU Center at Burke and the ASU Center at Caldwell. During the 2012-13 academic year, at the Burke and Caldwell centers alone, 869 students were expected to pursue Appalachian degrees.

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 primary schools involved in the center are Appalachian State University, Western Carolina University, University of North Carolina – Charlotte, Catawba Valley Community College, Caldwell County Community College and Technical Institute, and Western Piedmont Community College. The

## READER'S GUIDE

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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 that are desperately needed.



## REVENUE & EXPENDITURE SUMMARY

### REVENUE SUMMARY

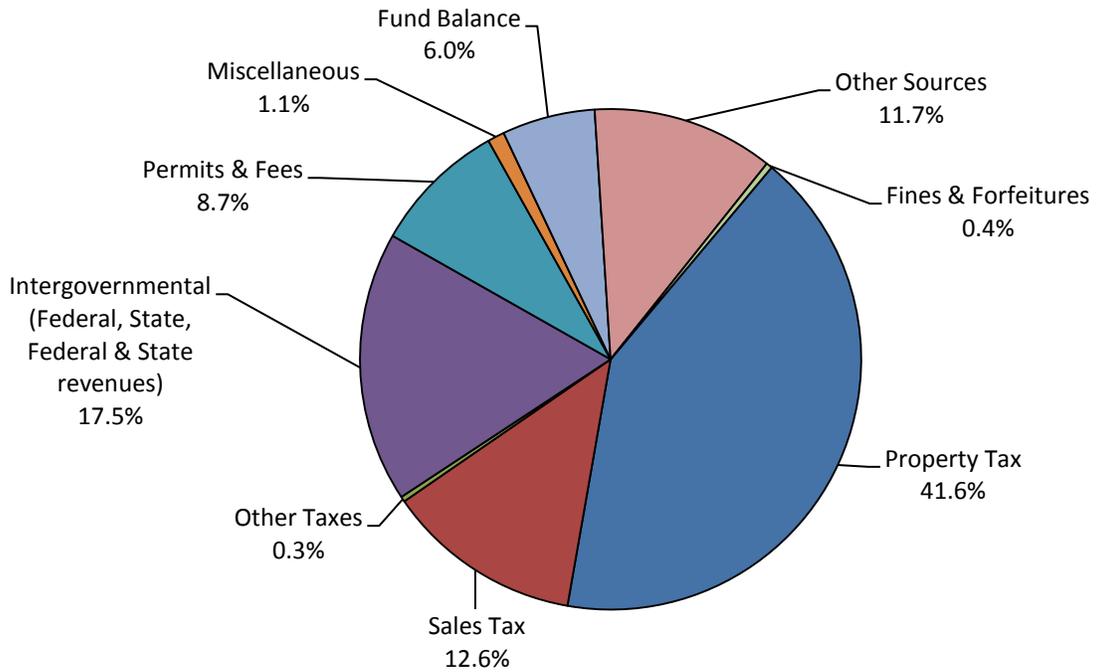
	Actual 2011/12	Current 2012/13	Approved 2013/14	% Change
Property Tax	\$81,791,220	\$82,150,713	\$86,185,117	4.91%
Fire Protection Service District Taxes	4,610,461	4,584,585	4,648,176	1.39%
	\$86,401,681	\$86,735,298	\$90,833,293	4.72%
Sales Tax	\$27,672,970	\$26,570,357	\$27,567,092	3.75%
Other Taxes	\$780,086	\$673,889	\$734,200	8.95%
Intergovernmental				
Federal	\$12,221,488	\$12,635,242	\$12,396,117	-1.89%
State	8,844,923	7,968,636	7,373,599	-7.47%
Federal & State	11,747,681	11,747,297	11,147,153	-5.11%
Local	6,990,549	6,883,917	7,195,815	4.53%
	\$39,804,641	\$39,235,092	\$38,112,684	-2.86%
Permits & Fees	\$20,327,921	\$20,277,721	\$18,942,084	-6.59%
Miscellaneous	\$3,674,209	\$2,378,651	\$2,371,098	-0.32%
Fund Balance				
General Fund	\$0	\$6,492,811	\$6,191,815	-4.64%
Other Funds	0	2,609,319	6,917,240	165.10%
	\$0	\$9,102,130	\$13,109,055	44.02%
Transfers Between Funds	\$4,494,099	\$4,956,481	\$8,167,753	64.79%
Fines & Forfeitures	\$509,420	\$858,305	\$855,470	-0.33%
Other Sources	\$54,797,917	\$35,614,120	\$25,579,075	-28.18%
<b>TOTAL:</b>	<b>\$238,462,944</b>	<b>\$226,402,044</b>	<b>\$226,271,804</b>	<b>-0.06%</b>

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 includes \$1,699,672 in one-time revenue projected from the transition to State motor vehicle tax collection. Ongoing revenue from growth in property tax base is projected to increase 2.5 percent.



**2013/14 Revenues  
Excluding Interfund Transfers  
(Amounts are rounded to the nearest decimal point)**





## REVENUE & EXPENDITURE SUMMARY

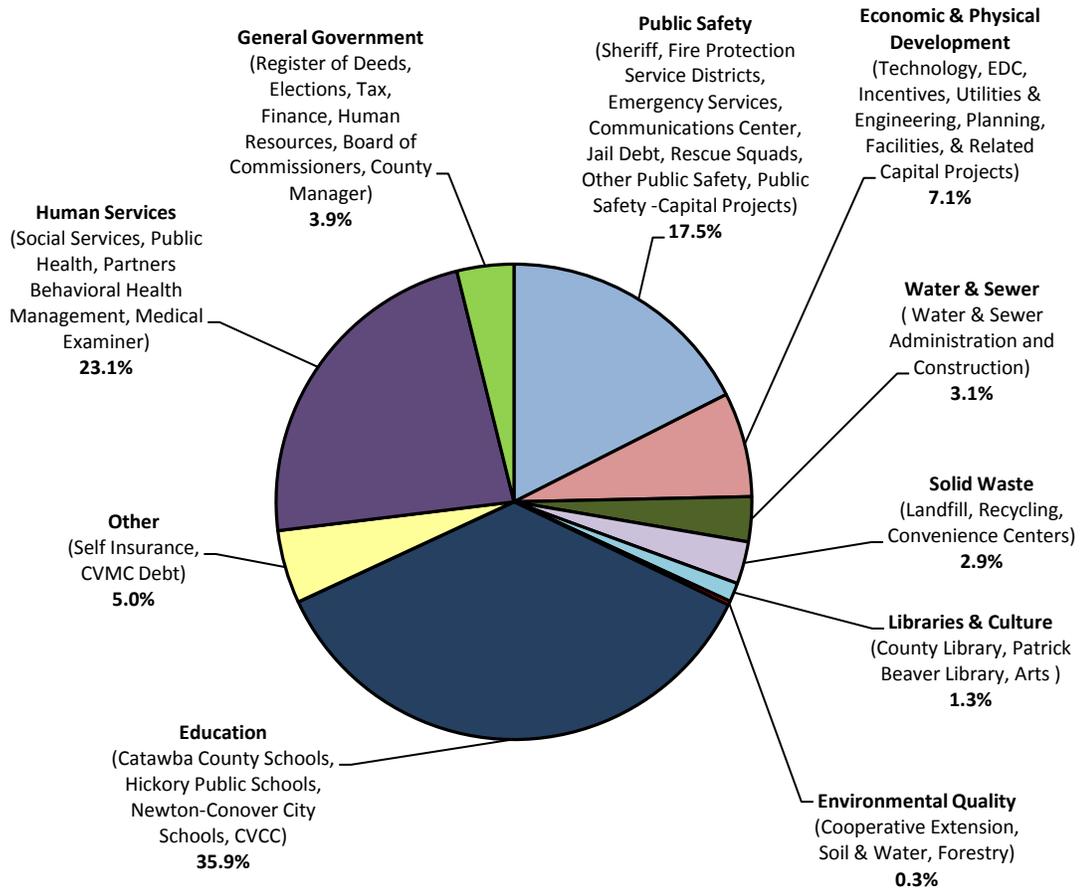
### EXPENDITURE SUMMARY

	Actual 2011/12	Current 2012/13	Approved 2013/14	% Change
<b>GENERAL FUND</b>				
General Government	6,629,506	7,375,457	7,960,734	7.94%
Transfers to Other Funds	4,292,449	4,219,954	5,428,813	28.65%
Public Safety	24,311,034	25,188,951	26,387,927	4.76%
Environmental Quality	451,864	497,806	603,309	21.19%
Economic & Physical Development	11,294,861	12,738,172	13,829,626	8.57%
Human Services	49,245,119	51,834,121	50,321,787	-2.92%
Schools Current Expense	39,257,915	40,055,274	40,365,232	0.77%
Libraries & Culture	2,677,465	2,701,037	2,810,369	4.05%
Debt Service	64,570,191	24,933,743	25,156,106	0.89%
	<b>\$202,730,404</b>	<b>\$169,544,515</b>	<b>\$172,863,903</b>	<b>1.96%</b>
<b>OTHER GENERAL FUND TYPES</b>				
Self Insurance Fund	\$3,180,382	\$3,920,650	\$4,050,750	3.32%
Reappraisal Fund	447,351	409,150	390,541	-4.55%
Register of Deeds Automation & Preservation	71,501	76,000	82,100	8.03%
Capital Reserve Fund	0	0	0	0.00%
	<b>\$3,699,234</b>	<b>\$4,405,800</b>	<b>\$4,523,391</b>	<b>2.67%</b>
<b>SPECIAL REVENUE FUNDS</b>				
Emergency Telephone System Fund	\$545,948	\$648,362	\$822,043	26.79%
Citizens' Alert System	56,121	57,145	57,706	0.98%
Narcotics Seized Fund	18,000	80,238	65,988	-17.76%
Rescue Squads Fund	997,131	1,040,736	1,242,789	19.41%
Library Endowment Fund	0	0	0	0.00%
Gretchen Peed Scholarship Fund	800	1,500	1,500	0.00%
Parks/Historic Preservation Trust Fund	0	102,000	26,130	-74.38%
Community Development Fund	297,370	0	0	0.00%
Fire Protection Service District Funds	4,901,834	4,725,719	4,685,303	-0.86%
	<b>\$6,817,204</b>	<b>\$6,655,700</b>	<b>\$6,901,459</b>	<b>3.69%</b>
<b>CAPITAL PROJECT FUNDS</b>				
General Capital Projects	\$2,933,659	\$5,516,655	\$5,043,814	-8.57%
Schools' Capital Fund	3,963,145	5,687,898	5,638,021	-0.88%
Schools' Construction Fund	13,919,959	25,536,823	16,743,303	-34.43%
School Bond Projects Fund	0	0	69,507	0.00%
Hospital Construction Fund	0	0	0	0.00%
Water & Sewer Capital Fund	2,007,460	530,000	4,671,905	781.49%
Solid Waste Capital	1,056,543	0	1,550,000	0.00%
	<b>\$23,880,766</b>	<b>\$37,271,376</b>	<b>\$33,716,550</b>	<b>-9.54%</b>
<b>ENTERPRISE FUND</b>				
Solid Waste	\$4,581,895	\$6,516,819	\$6,281,859	-3.61%
Water and Sewer	6,875,974	2,007,834	1,984,642	-1.16%
<b>TOTAL</b>	<b>\$248,585,477</b>	<b>\$226,402,044</b>	<b>\$226,271,804</b>	<b>-0.06%</b>

Note: General Fund increase is only 1.3 percent when CVMC debt (pass-through only) and transfers are excluded.



**2013/14 Expenditures  
Excluding Interfund Transfers  
(Amounts are rounded to the nearest decimal point)**



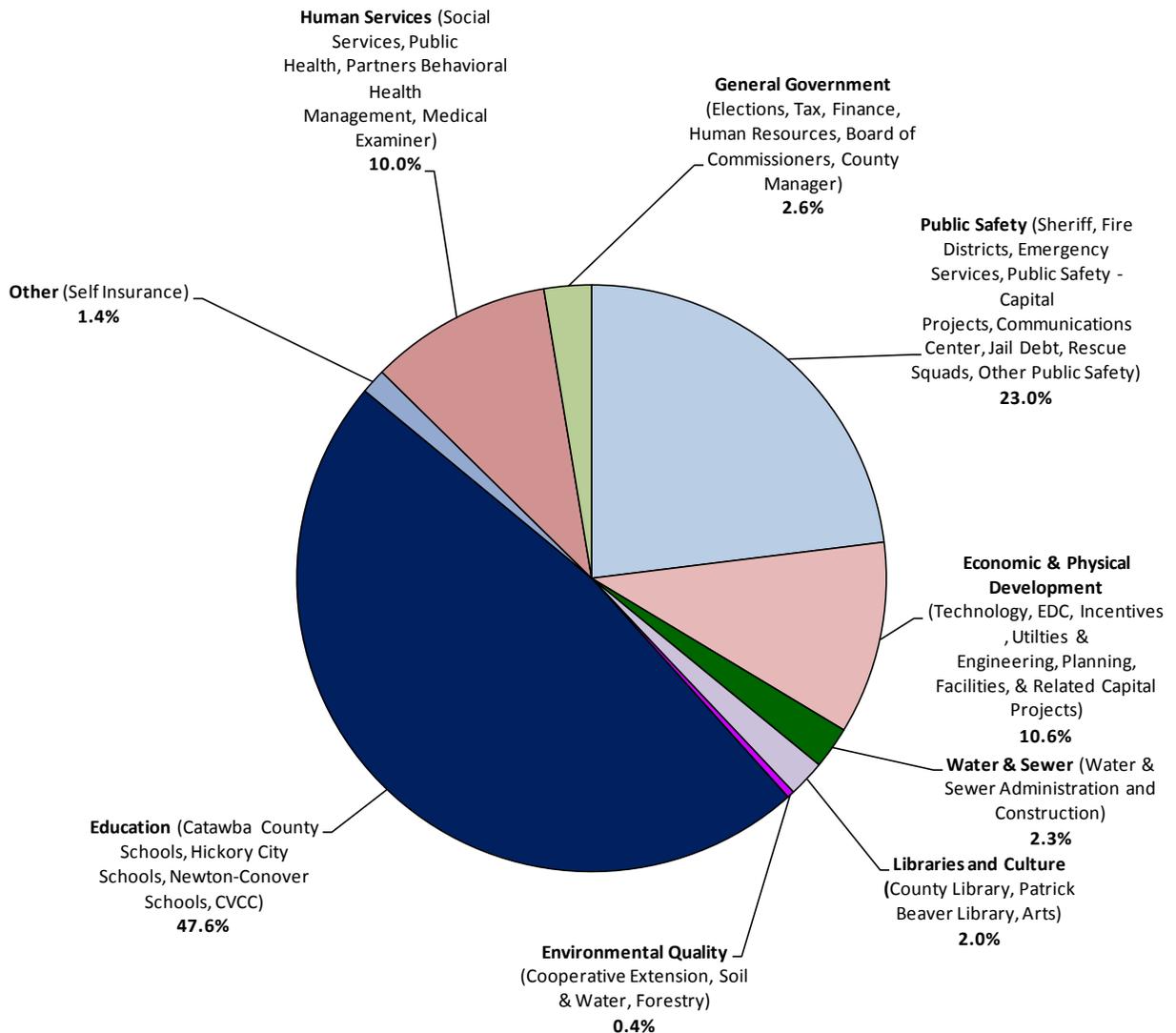


# REVENUE & EXPENDITURE SUMMARY

## 2013/14 Expenditures Local Funds

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

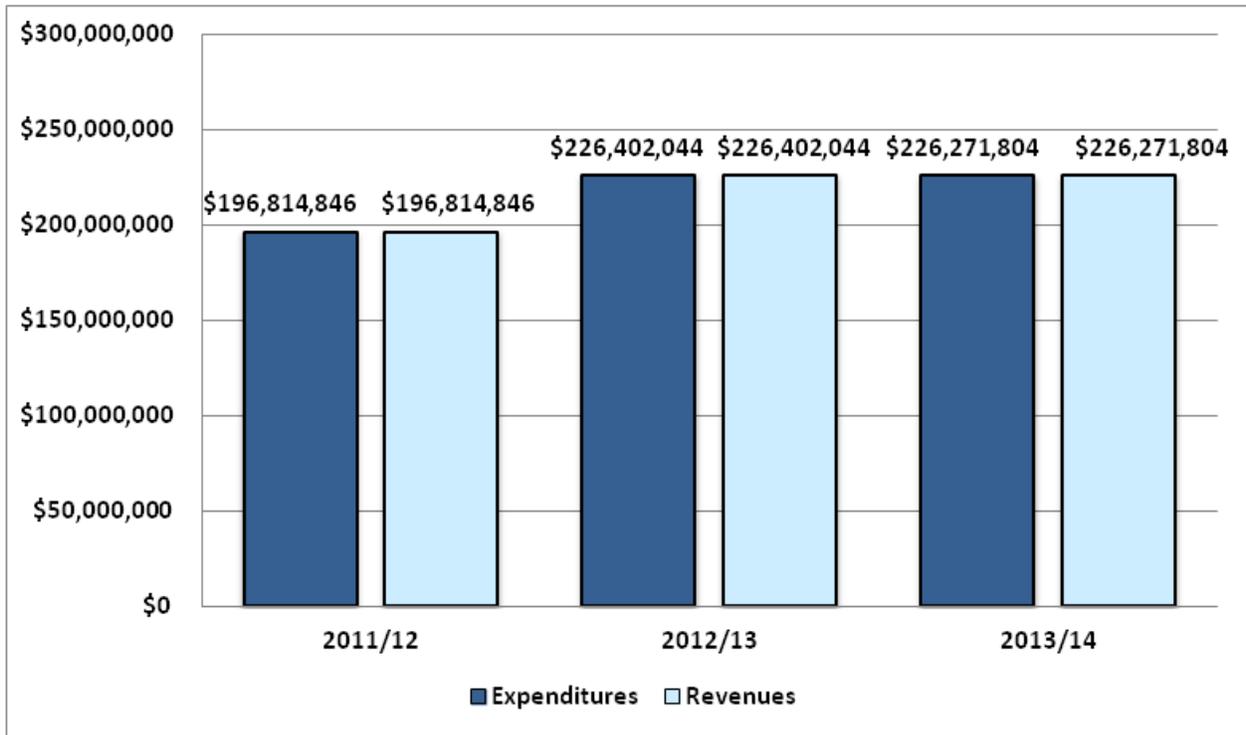
This graph represents how local funds are allocated. Human Services departments receive significant revenue from sources other than the County. As a result, the previous pie chart, which represents all sources of funding, shows Human Services funding almost equal to Education. However, when only County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



# REVENUE & EXPENDITURE SUMMARY



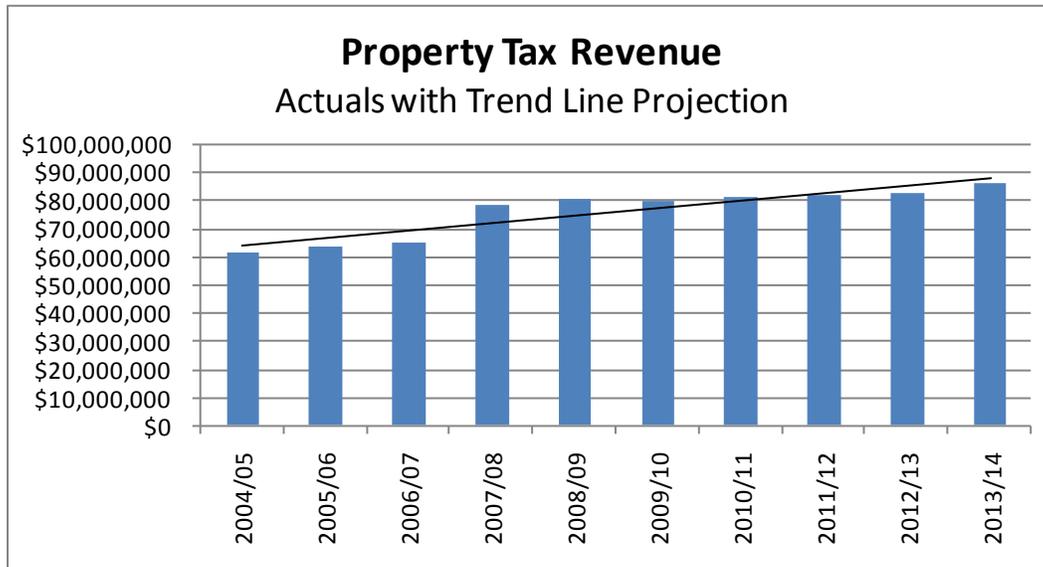
## Total Budgeted Revenues and Expenditures



**MAJOR REVENUE SOURCES (Actuals and Trends)**

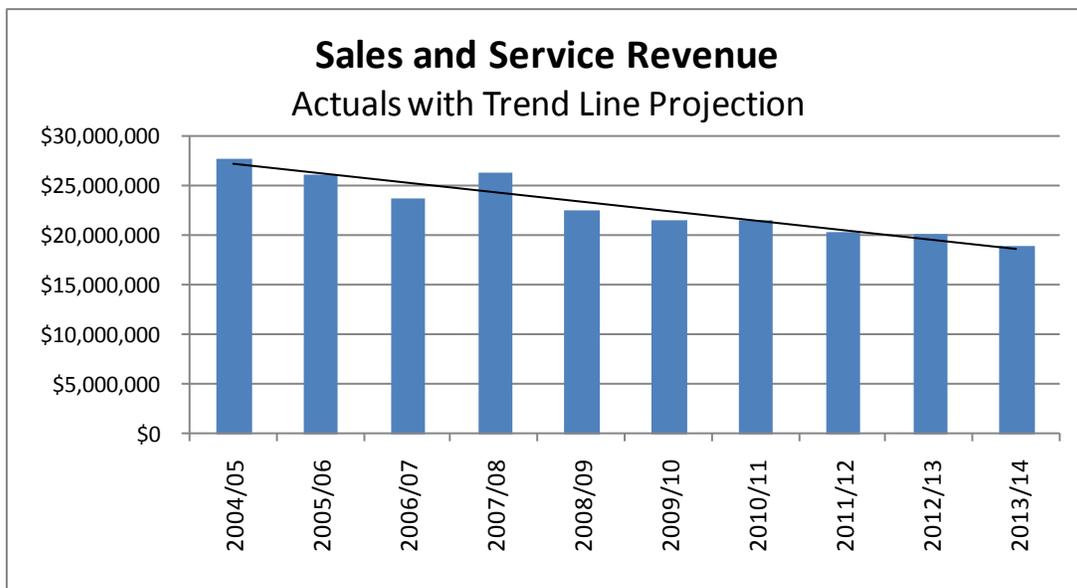
*Property Tax*

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 2013/14 are based on an increase in values of 3.2 percent. Fiscal Year 2013/14 budgeted property tax is \$86,185,117.



*Sales and Service*

Revenue from sales and service includes funds received from Medicaid reimbursement, user fees, and assessments to municipalities for items such as Election, GIS, or Planning Studies. The largest revenues in this category include Building Permits (\$820,000), Recording of Legal Instruments (\$525,000), Environmental Health Fees (\$260,616), Ambulance Charges (\$4,750,000), Landfill User Fees (\$3,693,822), and Home Health Fees (\$3,136,387).

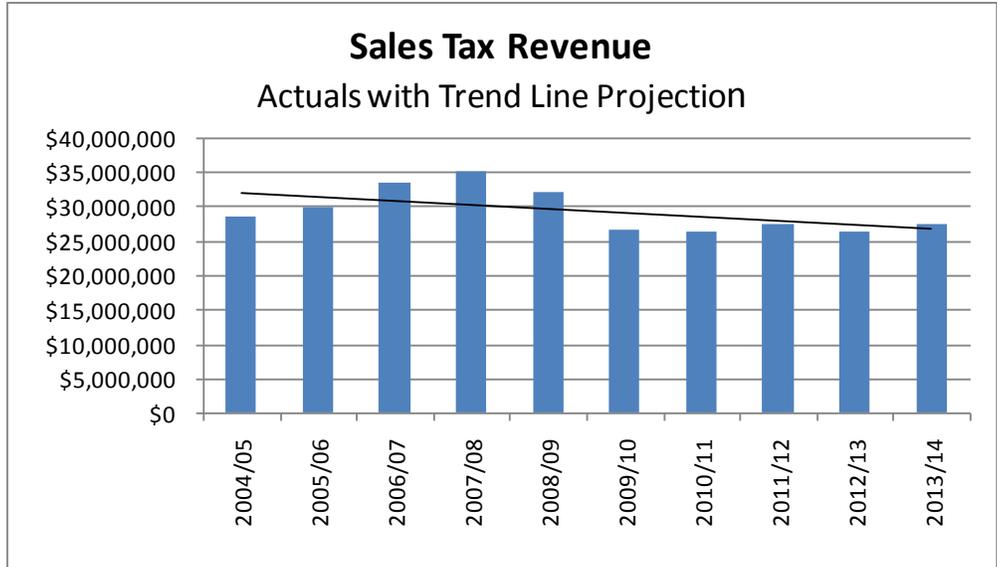


# REVENUE TRENDS



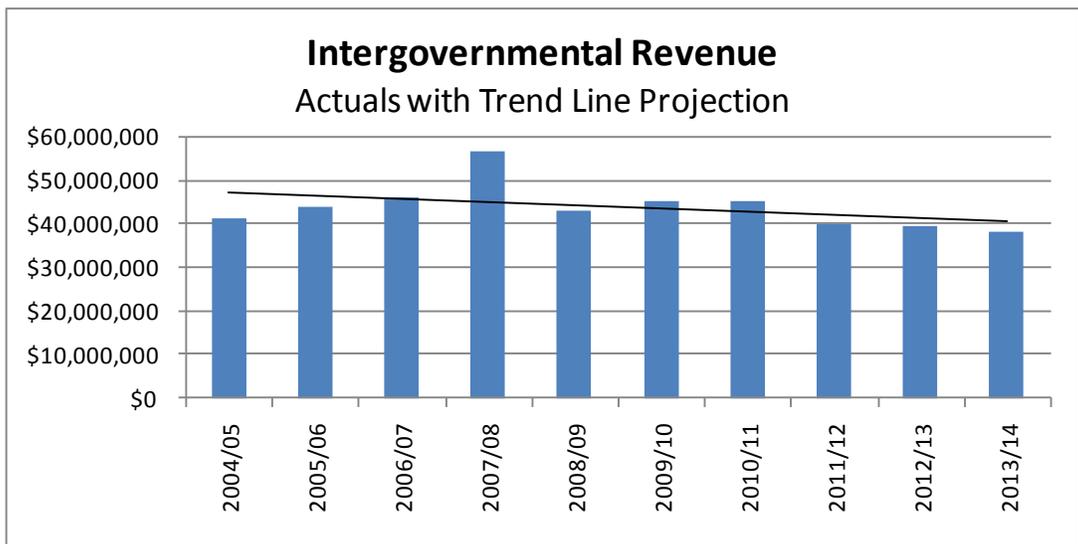
## Sales Tax

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 2% increase for Fiscal Year 2013/14.



## 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 (\$1,500,000), 911 Reimbursement (\$513,404), Cable TV Reimbursement (\$600,000), Beer & Wine Tax (\$350,000), Smart Start Funding (\$1,659,824), Work First Grant (\$2,128,741), IV-D Administration (\$1,267,150), Medicaid Administration (\$1,517,180).



### 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 2013/14 Budget are as follows:

	<u>Total FTEs</u>	<u>Source of Funding</u>
<b>Sheriff's Office</b>		
210050 - Deputy Sheriff	5.00	County
<b>Emergency Services</b>		
Veterans' Services Technician	0.75	County
<b>Library</b>		
Library Assistants	2.00	County
Library Speicalist	1.00	County

# FTE SUMMARY



	<b>FTE Totals</b>			
	<b>Actual 2011/12</b>	<b>Current 2012/13</b>	<b>Requested 2013/14</b>	<b>Approved 2013/14</b>
<b><i>GENERAL GOVERNMENT</i></b>				
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	3.50	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	0.02	0.01	0.01	0.01
Tax Administration				
Permanent	25.00	25.00	24.00	24.00
Hourly	0.00	0.00	0.00	0.00
Human Resources				
Permanent	11.00	11.00	11.00	11.00
Hourly	0.50	0.25	0.25	0.25
Register of Deeds				
Permanent	11.00	10.00	10.00	10.00
Hourly	0.00	0.00	0.00	0.00
Finance				
Permanent	15.43	14.80	15.80	15.80
Hourly	0.15	0.65	0.15	0.15
<b><i>TOTAL GENERAL GOVERNMENT</i></b>				
Permanent	79.93	78.30	77.80	77.80
Hourly	0.67	0.91	0.41	0.41
<b><i>PUBLIC SAFETY</i></b>				
Sheriff's Department				
Permanent	180.00	183.00	190.00	188.00
Hourly	10.05	9.39	8.24	8.24
Emergency Services				
Permanent	102.00	104.00	106.75	104.75
Hourly	11.62	10.15	9.88	9.88
Communications Center				
Permanent	29.00	29.00	31.00	29.00
Hourly	1.88	1.88	1.88	1.88
<b><i>TOTAL PUBLIC SAFETY</i></b>				
Permanent	311.00	316.00	327.75	321.75
Hourly	23.55	21.42	20.00	20.00

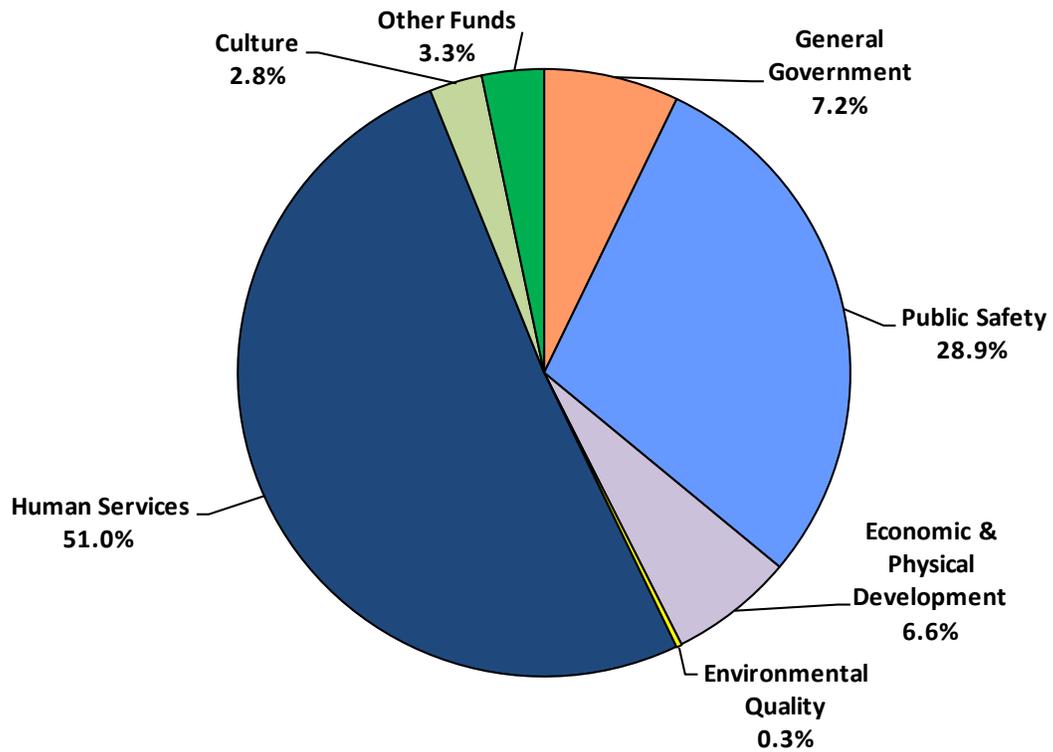
<b>FTE Totals</b>				
	<b>Actual 2011/12</b>	<b>Current 2012/13</b>	<b>Requested 2013/14</b>	<b>Approved 2013/14</b>
<b><i>ENVIRONMENTAL QUALITY</i></b>				
Cooperative Extension				
Permanent	0.80	0.80	0.80	1.80
Hourly	0.00	0.50	0.00	0.00
Soil & Water Conservation				
Permanent	2.50	2.50	2.50	2.50
Hourly	0.00	0.00	0.28	0.28
<b><i>TOTAL ENVIRONMENTAL QUALITY</i></b>				
Permanent	3.30	3.30	3.30	4.30
Hourly	0.00	0.50	0.28	0.28
<b><i>ECONOMIC &amp; PHYSICAL DEVELOPMENT</i></b>				
Technology				
Permanent	26.45	26.45	26.45	26.45
Hourly	0.50	1.00	0.50	0.50
Planning, Parks, & Development				
Permanent	10.00	9.00	9.00	9.00
Hourly	1.70	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	15.00	16.00	16.00
Hourly	0.00	0.00	0.40	0.40
<b><i>TOTAL ECONOMIC &amp; PHYSICAL DEVELOPMENT</i></b>				
Permanent	72.85	71.85	72.85	72.85
Hourly	2.20	3.00	2.90	2.90
<b><i>HUMAN SERVICES</i></b>				
Social Services				
Permanent	403.18	403.18	403.78	403.78
Hourly	6.26	8.26	8.26	8.26
Public Health				
Permanent	155.50	155.70	134.80	133.80
Hourly	7.47	9.64	4.69	4.69
<b><i>TOTAL HUMAN SERVICES</i></b>				
Permanent	558.68	558.88	538.58	537.58
Hourly	13.73	17.90	12.95	12.95

# FTE SUMMARY



	<b>FTE Totals</b>			
	<b>Actual 2011/12</b>	<b>Current 2012/13</b>	<b>Requested 2013/14</b>	<b>Approved 2013/14</b>
<b>CULTURE</b>				
Library				
Permanent	30.60	30.60	34.80	33.80
Hourly	1.58	1.58	1.58	1.58
<b>TOTAL CULTURE</b>				
Permanent	30.60	30.60	34.80	33.80
Hourly	1.58	1.58	1.58	1.58
<b>OTHER FUNDS</b>				
Citizens' Alert System				
Permanent	0.50	0.50	0.50	0.50
Hourly	0.00	0.00	1.00	1.00
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	27.60	26.60	26.60	26.60
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
<b>TOTAL OTHER FUNDS</b>				
Permanent	36.95	35.95	35.95	35.95
Hourly	0.63	0.63	1.63	1.63
<b>GRAND TOTAL</b>				
Permanent	1,093.31	1,094.88	1,091.03	1,084.03
Hourly	42.36	45.94	40.25	40.25

**Percentage of FTEs by County Function  
Fiscal Year 2013/14  
(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 2009/10 (15 outcomes, 15 achieved, 100 percent success rate)**

The County Manager's Office achieved all fifteen of its outcomes for Fiscal Year 2009/10, which included the outcomes of the Legal Department and the Budget Office. The department helped the Board of Commissioners achieve its goals for the fiscal year, including the creation of new jobs in the County, which was a priority due to the challenging economic climate.

Legal Services was able to achieve all four of its outcomes in Fiscal Year 2009/10. Staff continued to provide sound and timely legal services to all county departments and achieved a high customer satisfaction rating as 100 percent of individuals responding to the annual surveyed stated they were either satisfied or very satisfied with the County's legal services.

The Budget Office achieved all of its outcomes. Specifically, the office achieved a 97 percent satisfaction rating on the departmental survey, which exceeded the goal of 90 percent. The Budget Office received the Government Finance Officers Distinguished Budget Award for the 21<sup>st</sup> consecutive year. The office also closely monitored the budget and collaborated with departments to hold back two percent of operating budgets and identify additional targeted cost-savings actions.

#### **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).

## PERFORMANCE MEASUREMENT REPORT



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 23<sup>rd</sup> 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 HAVC 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

## PERFORMANCE MEASUREMENT REPORT



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.

*Human Resources***Fiscal Year 2009/10 (14 Outcomes, 14 achieved, 100 percent success rate)**

The Human Resources Department achieved all of its outcomes for the fiscal year. The department continued to conduct effective new employee orientations. Human Resources worked effectively with County management during the fiscal year to address substantially rising health claims, which prompted significant changes in the County's health insurance offerings. The department worked closely with the County Manager's Office, Budget staff and department heads to create and select appropriate health insurance plans in response to an increase in health claims of approximately 10 percent in Fiscal Year 2009/10 and 40 percent in Fiscal Year 2008/09.

The County Wellness Program continued its efforts to promote preventive care and healthy lifestyles. During the fiscal year, 133 health and wellness related events were held including 26 health screenings, 22 Lunch and Learns, a Lifestyle Challenge, and 10 nutritional sessions. The Employee Health Clinic continued to be used by employees, which generates significant cost savings for the County. During the year, the Employee Health Clinic is estimated to have saved the County \$71,320 by limiting the number of sick hours used, conducting worker compensation reviews on-site, and completing drug screens and other health testing internally.

**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 30<sup>th</sup> 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.

## *Cooperative Extension Services*

### **Fiscal Year 2009/10 (27 outcomes, 27 achieved, 100 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. In collaboration with the Planning and Zoning Office, Cooperative Extension also oversaw the implementation of the Voluntary Agricultural District (VAD) ordinance. The goal to enroll twenty farms and/or 2,000 acres of farmland in the VAD Ordinance was exceeded as 46 landowners applied to the Voluntary Agricultural District (VAD) Program in order to enroll 5,734 acres in the program.

Cooperative Extension continues to provide local youth with high quality learning experiences. The department exceeded its goal to have 700 elementary students participate in Science, Technology, Engineering, and Math programs (STEM) offered in school classrooms and through out-of-school settings.

### **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.

*Social Services***Fiscal Year 2009/10 (29 outcomes, 28 achieved, 97 percent success rate)**

Fiscal Year 2009/10 continued to be a difficult year, as it was in the year prior. Despite this, Social Services continued to be successful in meeting the majority of their outcomes. Despite cuts to revenues by the State and Federal government, Social Services was able to provide resources to 162 individual cases that did not qualify for Adult Protective Services but did have a need for access services. In addition, the Department provided food and nutrition to 1,310 members of the older Catawba County population, during a time when there was an increased need. Through creative thinking, Social Services was able to successfully complete the following: Implemented the first phase of The Child Wellbeing Project in partnership with The Duke Endowment that will focus on creating better results for youths who experience foster care. This will be a nationally recognized project that will be the first in the nation to create the overarching service array for post care families; became the second County to automate Food Stamp (FNS) data entry with State servers (SDI). This application is estimated to cut the keying time for FNS in half; and created application for the automation of gas vouchers that has created consistency/uniformity throughout the agency and freed up staff time by creating more efficient tracking/monitoring– also an improved service and cost savings.

**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.

*Library***Fiscal Year 2009/10 (34 outcomes, 34 achieved, 100 percent success rate)**

The Library and all six branch libraries strive to inspire the love of reading and life-long learning. In order to achieve this mission, the Library focuses on the preschool-level population and engages them in education opportunities. For example, Main Library staff conducted 51 preschool story programs during this fiscal year, and 671 children and their caregivers attended. During each story program, early literacy skills are taught to the children through reading, music, and movement activities and caregivers learn how to continue early literacy development at home. The other library branches also exceeded the outcomes for early childhood educational programming. Main Library staff also presented 105 preschool story programs during the school year in childcare centers through the Bookbuddies outreach program. During the fiscal year 4,718 children and their teachers enjoyed story programs that also incorporated the “Every Child Ready to Read” early literacy concepts. The preschool teachers were taught to continue literacy activities in their classroom to help prepare their children for reading.

During the year staff at Main presented 37 computer classes for 276 adults. Classes offered included the Microsoft Digital Literacy curriculum, Introduction to Word, Introduction to Computers, Introduction to Excel, and Online Job Searching. An additional 17 classes were offered at St. Stephens, 15 at Southwest, 14 at Sherrills Ford, and 6 at Conover and Maiden. Every branch in the system exceeded the goal of having at least 95 percent of responding library patrons state that provided “excellent” or “good” customer service.

**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.

## PERFORMANCE MEASUREMENT REPORT



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 percent or better rating of staff service as "excellent" or "good" on the Library system's annual customer service survey.



## **Performance Measurement for Non-Reinventing Departments**

### *Board of Elections*

#### **Fiscal Year 2009/10 (5 outcomes, 5 achieved, 100 percent success rate)**

The Catawba County Board of Elections held four municipal elections during 2009 and two primaries in 2010.

Through collaboration with the Emergency Services Director, the Department developed a method to utilize the Community Alert System to improve communication with voters. The system notified Catawba County voters of the May Primary and advised voters to reference the County website to learn the locations of one-stop voting sites. The Department received many positive comments from the public about the helpfulness of the system and the information on the website. The Department plans to continue using the system for future County and State 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 5 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.

## *Emergency Services*

### **Fiscal Year 2009/10 (22 Outcomes, 14 achieved, 64 percent success rate.)**

Emergency Management administration revised the Special Needs Registry (SNR) form and created a new educational brochure in a special outreach effort to all Social Services senior programs participants. This outreach effort increased enrollment in the SNR database by 82 percent for the year. All SNR enrollees have also been placed in the Community Alert System.

Emergency Medical Services continues to ensure citizens receive prompt emergency and medical care by maintaining an 8 minute average response time in reaching a call location. The average response time for Fiscal Year 2009/10 was 07:37.

### **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 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.

## PERFORMANCE MEASUREMENT REPORT



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).

*Finance/Facilities***Fiscal Year 2009/10 (26 Outcomes, 25 achieved, 96 percent success rate)**

The Finance Department continues to achieve all its customer service goals for each division. Achieving this level of customer service was due in part to ensuring that all County payments, whether to outside vendors or employees, were made in a timely and accurate manner. Finance also completed the Comprehensive Annual Financial Report (CAFR) and submitted it to the Board of Commissioners by December 31, 2009, and exceeded its targeted collection rate of 78 percent for ambulance billing by five percent.

Fleet Maintenance was able to maintain strong customer service by completing 98 percent of preventative maintenance service requests within three working days, which exceeded its goal of 97 percent. All roadside emergencies were responded to within two hours of the notification as well.

**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



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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.

## *Planning*

### **Fiscal Year 2009/10 (15 Outcomes, 11 achieved, 73 percent success rate)**

The Planning Department was able to provide quality customer service by reviewing all development-related requests/projects within targeted time frames. The department also is in the process of finalizing the acquisition of the 600-acre Mountain Creek tract on Lake Norman. In April 2010, the Governor released Clean Water funds and the County received an executed contract for the grant. Due diligence work is underway in order to close on the property by the end of 2010.

The Parks Division met its attendance goal of increasing daily attendance average by 10 percent. A total of 134,463 patrons visited Catawba County parks in Fiscal Year 2009/10, which equated to a 10.7 percent rise in attendance over the previous year. The Parks Division also exceeded its goal of 500 volunteer hours. During the fiscal year, 667 volunteers provided 1,797 labor hours for improvement projects in Catawba County Parks.

### **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.

## *Public Health*

### **Fiscal Year 2009/10 (25 outcomes, 24 achieved, 96 percent success rate)**

Catawba County Public Health (CCPH) remains in compliance with State Accreditation standards and continues to be above standard according to audits performed through the quality assurance program. CCPH programs and staff also achieved a 95 percent satisfaction rate during Fiscal Year 2009/10, maintaining a strong level of customer service.

In the area of pre-natal care, the goal was met to reduce the percentage of low birth weight babies born in Catawba County to below the State percentage (8.7 percent vs. 9.1 percent). Additionally, Catawba County's infant mortality rate was lower than the State average. According to the North Carolina State Center for Health Statistics infant mortality data, Catawba County had a rate of 6.4 deaths, which was below the State rate of 8.2.

### **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 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.

### *Register of Deeds*

#### **Fiscal Year 2009/10 (5 outcomes, 1 achieved, 20 percent success rate)**

The Register of Deeds Office recorded real estate documents on the day they were received 100 percent of the time and vital records on the day they were received 99 percent of the time. The Office also organized, stored, and protected 2,375 microfilm cartridges for easy retrieval.

The Register of Deeds Office improved services to the public by increasing electronic access in the Office to scanned images of needed records including grantor real estate indexing books from 1842 to 1992, deeds from book 1 to present, and real estate plat books from book 7 to present. Grantee records from 1984 to 1988 were scheduled to be scanned but were not. These records recorded with an older software vendor and because they are more complicated to process were postponed in favor of other indexing priorities.

Finally the Register of Deeds Office implemented a Disaster Recovery Plan in order to minimize the loss and ability to retrieve all records which included quarterly drills to make staff and the public aware of the plan. This outcome was only partially achieved because the Office is still in the process of digitizing 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.

#### **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



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scanned images of real estate plats online. Staff stayed abreast of the laws and regulations that govern the office by attending relevant conferences and workshops. The department ensured an indexing error rate of less than 1 percent by using a blind double-key indexing method for all recorded documents. Register of Deeds minimized the risk of loss and maximized the ability to retrieve all records, by backing up digitized public records (e.g. real estate records, vital records, military discharge, etc.) with either Catawba County's Information Technology Department, Archives in Raleigh, or an outside vendor and by ensuring that a Disaster Recovery Plan was intact and operational.

### *Sheriff's Office*

#### **Fiscal Year 2009/10 Sheriff (39 outcomes, 33 achieved, 85 percent success rate)**

The Sheriff's Office ensured all officers met North Carolina Sheriff's Training and Standards mandates by providing 8,586 hours of training to 165 officers.

Courtroom and courtroom area security was enhanced by using court security personnel to patrol hallways and lobby areas when court is not in session and adding electronic security locks to the hallway doors leading to Judges' Chambers.

Crime Prevention enhanced the safety of senior citizens by conducting 18 safe senior presentations that reached 805 seniors, visiting or calling 3 seniors on the Adopt-A-Senior Program 48 times, and expanding the RUOK program to Saturdays and Sundays. RUOK served 81 seniors last year resulting in 1,080 alerts requiring participants to be contacted or checked on, with law enforcement being dispatched 44 times and EMS being dispatched 7 times. A total of 18 clients were monitored through Project Lifesavers with no alerts during the year. The Sergeant continued to serve on the Drug Treatment Court Council overseeing the operation of the court, assisting with criminal histories, and assisting with arrests as requested. As a result of his participation, he was successful in having this court moved to Newton from Hickory saving roughly \$4,500 in transport costs.

#### **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 Fall. 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 5<sup>th</sup> 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.

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### **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.

## *Tax Administration*

### **Fiscal Year 2009/10 (19 outcomes, 13 achieved, 68 percent success rate)**

During Fiscal Year 2009/10, the Tax Department continued to improve their efficiency by cross training and shifting existing staff to areas that yield the most benefit.

All real and personal property tax bills were mailed on July 14, 2010, well ahead of the mandated September 1<sup>st</sup> date. Motor vehicle tax bills are mailed, on average, 25 days prior to the first day of the month that the bill is due.

Tax Department staff successfully created and maintained a sales history file of qualified arms length transactions to use in the market modeling process that began in August 2009.

With a 97.34 percent year-end tax collection rate, Catawba County ranked 38<sup>th</sup> best among the State's 100 counties. The Department's outcome was to rank within the top 10 percent.

71.65 percent of the 2009 outstanding tax bills under \$250 were collected by June 30, 2010, yielding \$469,989 in revenue.

### **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 1<sup>st</sup> 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 42<sup>nd</sup> in the State from 38<sup>th</sup> 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 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.

## *Technology*

### **Fiscal Year 2009/10 (11 outcomes, 11 achieved, 100 percent success rate)**

During Fiscal Year 2009/10, the Information Technology Center (ITC) completed the installation of automatic vehicle location (AVL) equipment in all vehicles identified by the Sheriff's Department and EMS for a total of 61 units. Partnerships were also developed with Conover police, Conover fire, and Hickory fire to equip an additional 40 vehicles. This provides public safety units with 911 dispatch and mapping information real-time. Data is now being compiled in the CAD and will begin to be analyzed over the next year. Technology in units appears to be helping as EMS response times remained the same over the last two years while responding to an additional 997 calls this year.

GIS continued to provide timely and useful information to the public and internal users by responding to public requests for information within 24 hours and departmental requests within established project timeframes. The GIS website continues to be the County's most viewed site with an average of 80,300 hits per day by 1,743 users per day.

### **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.

### *Utilities & Engineering*

#### **Fiscal Year 2009/10 (18 Outcomes, 17 achieved, 93 percent success rate)**

During Fiscal Year 2009/10, the Utilities and Engineering Department continued to manage and develop public-private partnerships in conjunction with the development of the EcoComplex. For example, the Appalachian State University Biodiesel Research Facility began construction during the fiscal year and is expected to be completed in August 2010. Moreover, in early 2010 the Board of Commissioners approved a Memorandum of Understanding with UNC-Charlotte for research of syngas, algae, and wood ethanol and the Bioenergy Facility is in the design process approved by the Board of Commissioners in May 2010. These efforts continue to help grow the County's tax base and create jobs in the area.

Water and Sewer staff were unable to complete the Bunker Hill, Riverbend, and Oxford Schools wastewater project. Staff continues to negotiate these easements in good faith, making every effort to avoid condemnation.

#### **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.

## PERFORMANCE MEASUREMENT REPORT



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.

## Catawba County Fiscal Year 2013/14 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

- 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

- 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. 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.

A fund is a grouping of related accounts that is used to maintain control over resources that have been segregated for specific activities or objectives. Catawba County, like all other governmental entities in North Carolina, uses fund accounting to ensure and reflect compliance (or non-compliance) with finance-related legal requirements, such as the General Statutes or the County's Budget Ordinance. All the funds of Catawba County can be divided into two categories: governmental funds (used to account for those functions reported as governmental activities in the government-wide financial statements (and proprietary funds (used to report the same functions presented as business-type activities in the government-wide financial statements).

## **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% 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.

## FUND STRUCTURE



### *Library Endowment Fund*

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

### *Gretchen Peed Scholarship Fund*

To account for donations that are stipulated for scholarships.

### *Parks/Historic Preservation Trust Fund*

To account for donations and other funds that are 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.

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							X															
Other Public Safety	X																						
Public Safety Debt & Capital	X													X									
Economic Development	X													X									
Facilities	X																						
Planning Parks & Development	X										X	X											
Technology	X																						
Utilities & Engineering	X																	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

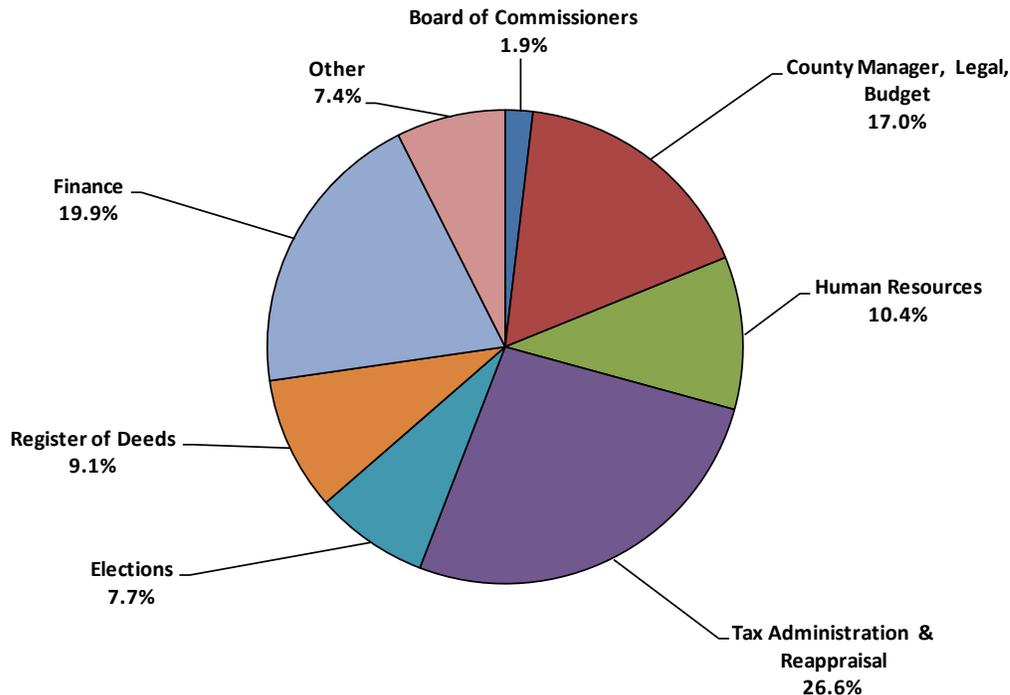
- General Funds
- Special Revenue Funds
- Capital Projects
- Enterprise Funds

## 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 \$8,433,375 or 3.9 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 \$7,960,734.

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 November 05, 2012**

1. Prepare a Fiscal Year 2013/14 budget which provides needed County services within available revenues, including no property tax increase, ensuring that the County addresses its short term needs while planning for long term growth, and maintaining the Board of Commissioners' policy of two months of operating expenses.
2. 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. Strategies include:
  - a. Develop and market the multi-jurisdictional park and other future development opportunities.
  - b. Advocate for the widening and completion of Highway 16.
  - c. Continuously monitor County regulations to ensure they support orderly growth and business development.
  - d. Continue support of public education, the Economic Development Corporation, the Catawba Valley Community College, Convention and Visitors Bureau and the Chamber of Commerce.
  - e. Partner with the private sector and municipalities to focus on a framework to increase small and/or entrepreneurial businesses.
  - f. Partner with the private and public sectors to implement recommendations from the Southern Growth Policy Board study.
3. Review recommendations of the Food and Farm Sustainability Committee and work to implement strategies consistent with the County's area of responsibilities.

# Board of Commissioners

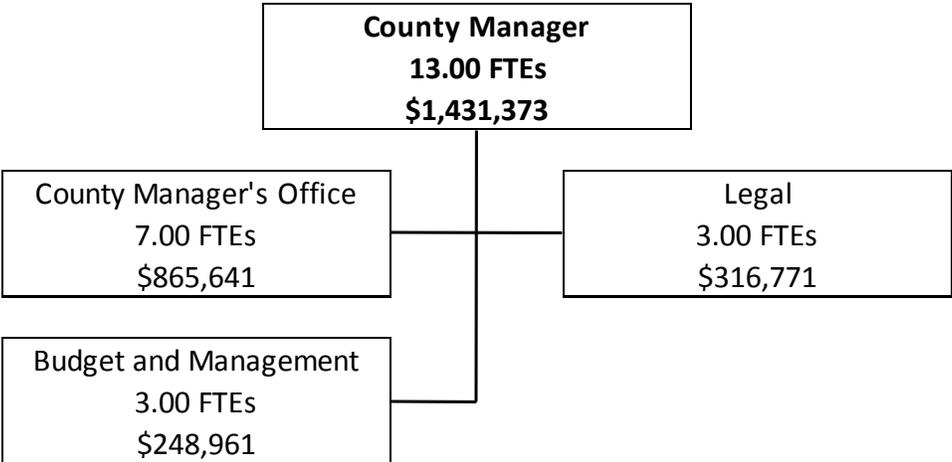
Organization: 110050

	2011/12 Actual	2012/13 Current	2013/14 Requested	2013/14 Approved	Percent Change
<b>Revenues</b>					
General Fund	\$135,405	\$158,640	\$164,230	\$158,230	0%
<b>Total</b>	<b>\$135,405</b>	<b>\$158,640</b>	<b>\$164,230</b>	<b>\$158,230</b>	<b>0%</b>
<b>Expenses</b>					
Personal Services	\$5,590	\$5,590	\$11,180	\$11,180	100%
Supplies & Operations	129,815	153,050	153,050	147,050	-4%
<b>Total</b>	<b>\$135,405</b>	<b>\$158,640</b>	<b>\$164,230</b>	<b>\$158,230</b>	<b>0%</b>

## Budget Highlights

The Board of Commissioners budget remained flat for the upcoming year. Significant changes include a reduction in the Printing and Binding line-item since a major code amendment is not expected next year, and an increase in costs associated with the County's health and dental insurance based on expansion of coverage to include an additional insured.

# Catawba County Government



# County Manager

## Reinventing Department

Organizations: 120050 - 120150

	2011/12 Actual	2012/13 Current	2013/14 Requested	2013/14 Approved	Percent Change
<b>Revenues</b>					
Cable TV Reimbursement	\$28,000	\$28,000	\$28,000	\$28,000	0%
Miscellaneous	6,037	500	500	500	0%
Indirect Cost	123,299	123,891	85,728	85,728	-31%
Legal Services	0	10,000	0	0	0%
General Fund	1,242,033	1,282,211	1,323,721	1,317,145	3%
<b>Total</b>	<b>\$1,399,369</b>	<b>\$1,444,602</b>	<b>\$1,437,949</b>	<b>\$1,431,373</b>	<b>-1%</b>
<b>Expenses</b>					
Personal Services	\$1,313,655	\$1,367,841	\$1,332,128	\$1,340,110	-2%
Supplies & Operations	85,714	76,761	105,821	91,263	19%
Capital	0	0	0	0	0%
<b>Total</b>	<b>\$1,399,369</b>	<b>\$1,444,602</b>	<b>\$1,437,949</b>	<b>\$1,431,373</b>	<b>-1%</b>
<b>Expenses by Division</b>					
County Manager	\$851,568	\$839,799	\$859,543	\$865,641	3%
Legal	319,985	365,050	330,650	316,771	-13%
Budget & Management	227,816	239,753	247,756	248,961	4%
<b>Total</b>	<b>\$1,399,369</b>	<b>\$1,444,602</b>	<b>\$1,437,949</b>	<b>\$1,431,373</b>	<b>-1%</b>
<b>Employees</b>					
Permanent	13.50	13.50	13.00	13.00	-4%
Hourly	0.00	0.00	0.00	0.00	0%
<b>Total</b>	<b>13.50</b>	<b>13.50</b>	<b>13.00</b>	<b>13.00</b>	<b>-4%</b>

### Fiscal Year 2011/12 Outcome Achievements

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

## Budget Highlights

The recommended County Manager budget is a \$13,229 (one percent) decrease from the current year. This is due primarily to abolishing the vacant half-time attorney position.

## Performance Measurement

### Fiscal Year 2013/14

Outcomes for Fiscal Year 2013/14 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, directing and supervising the administration of all County offices, departments, and agencies under Board authority, and providing information in a timely manner to the Board and citizens.

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 2013/14 budget on an ongoing basis to ensure it remains balanced and recommend appropriate action be taken quickly if revenue erosion occurs. The office's new outcome focuses on updating and maintaining the County's Performance Dashboard, which provides information on all County departments in one easy-to-use application.

### **Fiscal Year 2012/13**

At mid-year, the County Manager's Office was on target to achieve all of its outcomes for Fiscal Year 2012/13. 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:

- Working with the Board of Commissioners to approve an agreement between the City of Hickory and Catawba County to expand the existing Hickory-Catawba Wastewater Treatment Plant. This will increase treatment capacity to service areas including the Town of Catawba, commercial and industrial areas along Highway 150, and southeastern Catawba County.
- Working with the Finance Department and Board of Commissioners to refinance a portion of the County's installment payment obligations, saving more than \$850,000 over the next 13 years.
- Keeping citizens informed of important County government initiatives and action by sending out 109 releases to the media and the public for issues such as the "Eat, Drink, and Be Local" program, a new voter locator website to help citizens find their polling place, the new Catawba County Performance Dashboard that provides hundreds of facts and figures about the county government, and Catawba County being selected as one of the "Top 10 Digital Counties" in the nation.
- Developing a 70-acre multi-jurisdictional business park with Conover, Hickory, Maiden, and Catawba. This project was funded by a portion of the ¼ cent sales tax revenue.

The campus will allow for the recruitment of private business to create three data center sites.

- Establishing a new franchise agreement between with Republic Services for solid waste collection and recycling services. Republic Services has committed to upgrade its existing Material Recovery Facility in Conover, resulting in an increased investment in Catawba County of \$13 million and retention of over 150 local jobs.

Legal was on target to achieve all of its outcomes as well. At mid-year 170 contracts had been reviewed, with 99 percent reviewed within five working days. In its annual client satisfaction survey, 100 percent of respondents indicated that they were either “very satisfied” or “satisfied” with Legal. Additionally, \$48,524 in delinquent accounts was collected by Legal, with several large accounts entering into payment arrangements.

All Budget Office outcomes were on target to be met at year-end. A revenue, expense, and fund balance forecast was prepared in October 2012 and presented to department heads in December. Additionally, the Budget Office updated the County’s Performance Dashboard with all available year-end Fiscal Year 2011/12 data prior to the program’s release to the public in December.

### **Fiscal Year 2011/12**

The County Manager’s Office achieved all of its 16 outcomes for Fiscal Year 2011/12, which includes outcomes for Legal Services and Budget.

#### *County Manager’s Office*

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*

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.

### *Budget*

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.

## 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 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 2013/14 goals.
2. Effectively direct and supervise the administration of all County offices, departments, and agencies under the authority of the Board of Commissioners. County management will ensure that at least 90 percent of outcomes are achieved County-wide. (County-wide performance was 92 percent in Fiscal Year 2011/12.)
3. Provide a program of public information on important issues. Keep citizens abreast of matters which affect their daily lives through the use of various media outlets and public information programming.
4. Respond professionally and effectively to requests from Catawba County citizens for assistance or information related to the functions of county government.
5. 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.
6. Prepare and administer a balanced budget for Fiscal Year 2015.
7. Participate actively in local, State and national organizations such as the North Carolina Association of County Commissioners, National Association of Counties, International City/County Management Association, North Carolina City/County

Management Association, and local managers groups to strengthen intergovernmental relationships and share ideas.

8. 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

To 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 quick access to legal services at a much 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 five 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. Offering in-service training to any department upon request.
  - b. Providing all employees with 24 hours per day, 7 days per week telephone access to an attorney.
3. Ensure that 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. Maximize the collection of delinquent accounts, back taxes and other monies owed to the County through active legal pursuit of collection. Success will be measured by maintaining at least a 50 percent collection rate.

## BUDGET AND MANAGEMENT

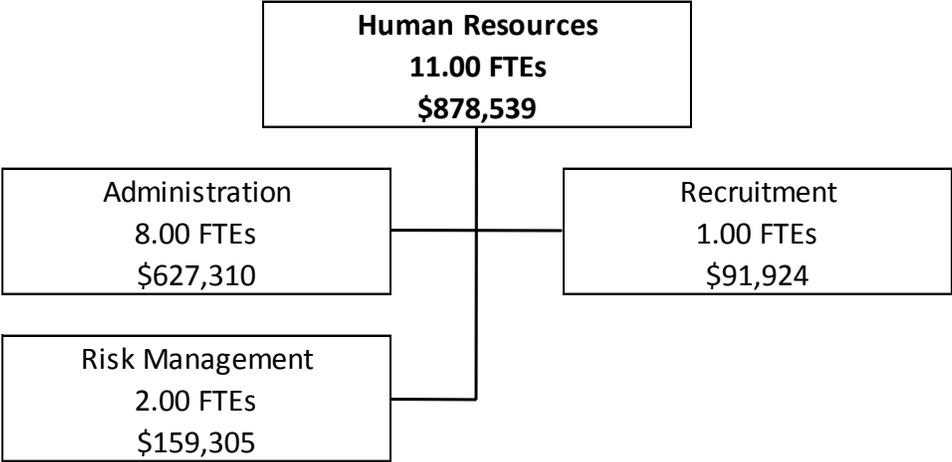
### Statement of Purpose

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, 2014, which:
  - a. Receives a satisfaction rating of at least 95 percent on the Manager's budget survey to be completed in July 2014 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 2014, 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 2013 Government Finance Officers Association (GFOA) Distinguished Budget Award.
2. Prepare a Revenue, Expense, and Fund Balance Forecast in October 2013 that is based on the Fiscal Year 2013/14 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 2013/14 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 2012/13 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

	2011/12 Actual	2012/13 Current	2013/14 Requested	2013/14 Approved	Percent Change
<b>Revenues</b>					
Indirect Cost	\$104,515	\$108,180	\$111,845	\$112,387	4%
Local	7,000	0	0	0	0%
Mental Health Contracts	17,536	0	0	0	0%
General Fund	698,137	746,029	757,343	766,152	3%
<b>Total</b>	<b>\$827,188</b>	<b>\$854,209</b>	<b>\$869,188</b>	<b>\$878,539</b>	<b>3%</b>
<b>Expenses</b>					
Personal Services	\$723,671	\$715,357	\$732,274	\$741,625	4%
Supplies & Operations	103,517	138,852	136,914	136,914	-1%
Capital	0	0	0	0	0%
<b>Total</b>	<b>\$827,188</b>	<b>\$854,209</b>	<b>\$869,188</b>	<b>\$878,539</b>	<b>3%</b>
<b>Expenses by Division</b>					
Administration	\$603,912	\$607,994	\$618,643	\$627,310	3%
Recruitment	78,151	90,106	91,570	91,924	2%
Risk Management	145,125	156,109	158,975	159,305	2%
<b>Total</b>	<b>\$827,188</b>	<b>\$854,209</b>	<b>\$869,188</b>	<b>\$878,539</b>	<b>3%</b>
<b>Employees</b>					
Permanent	11.00	11.00	11.00	11.00	0%
Hourly	0.50	0.25	0.25	0.25	0%
<b>Total</b>	<b>11.50</b>	<b>11.25</b>	<b>11.25</b>	<b>11.25</b>	<b>0%</b>

### Fiscal Year 2011/12 Outcome Achievements

Total Outcomes	Achieved	Not Achieved	Success Rate
15	14	1	93.3%

## Budget Highlights

Human Resources focuses on providing a quality workforce for the County while adhering to all applicable Federal and State employment guidelines. The department's Fiscal Year 2013/14 outcomes continue to set aggressive targets in goal areas such as enhancing employees' work-related skills, promoting a diverse workforce, recruiting and hiring qualified candidates, reducing employee injuries, and improving employee health.

## Performance Measurement

### Fiscal Year 2013/14

In Fiscal Year 2013/14, 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). An example of this collaboration is Human Resources continuing to work with Emergency Services in expanding the successful Fit Responder program to the entire Emergency Medical Services unit.

### **Fiscal Year 2012/13**

At mid-year Human Resources was on target to achieve or had already achieved 100 percent (18 of 18) of its Fiscal Year 2012/13 outcomes. HR ensured that all new employees were counseled and provided an overall orientation. 96 percent of orientation participants felt that the orientation's pace and length were "about right." The orientation's content/quality received an average score of 4.67 on a five-point scale, exceeding the department's goal of 4.0 and causing the department to raise the target for Fiscal Year 2013/14. As of October 2012, Human Resources implemented a leadership development program for employees identified as emerging leaders in local government. Currently, 11 employees are participating.

Human Resources facilitated the efficient and effective hiring of County employees that met both the needs of the position and the County's organizational goals. The recruitment process has been enhanced with the human resources software application NeoGov and the development and implementation of supplemental application questions. These questions assist departments in selecting qualified and diverse applicants for interviews.

The Human Resources department aggressively pursues the development and implementation of wellness programs, initiatives, and incentives. Programs offered this year include Diabetes Control, Weight Management, and free on-site (Government Center and Social Services) exercise classes. In regards to wellness programs, the county offered eight mammogram screenings (141 participants), eight wellness screenings (830 total participants, 787 employees and 43 spouses/retirees), and six flu shot clinics (308 total, 154 employees and 154 family members).

### **Fiscal Year 2011/12**

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.

### *Personnel*

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.

### *Risk Management*

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 30<sup>th</sup> 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.

### *Self Insurance and Wellness*

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 cost.

## HUMAN RESOURCES

### Benefits

#### Statement of Purpose

Provide a quality and comprehensive benefits plan to County employees.

#### Outcomes

1. Educate 100 percent of new permanent 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. Additionally, a follow-up Employee Orientation question will accompany the County Manager's New Employee questionnaire.
2. 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.

### 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

3. 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.
4. 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 2013/14. 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.

5. 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.

## **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**

6. 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.
7. 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**

8. To understand and promote diversity within Catawba County Government, Human Resources will conduct meetings with all Department Heads and the County Manager's Office by March 31<sup>st</sup>, 2014, 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.
9. Ensure a quality recruitment process that facilitates the efficient and effective hiring of County employees. Success will be measured by having 90 percent of hiring managers indicate that Human Resources facilitated a recruitment process that resulted in hiring

employees that meet both the needs of the position and the County's/department's organizational goals.

10. 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 75 percent of hiring supervisors agree that the supplemental questions resulted in more qualified applicants being selected for interviews.

## **Risk Management**

### **Statement of Purpose**

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

### **Outcomes**

11. To promote safety and reduce lifting injuries, Risk Management will oversee the expansion of the Fit Responder pilot program to the entire Emergency Medical Services unit. Success will be measured by having at least 80 percent of participants agree the information provided in the program was helpful in performing their job safely. A report on the program's success, sharing survey results and lifting injuries for the group will be developed by June 2014.
12. 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 first 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 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.

13. 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.

### **Self Insurance**

- 14. 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.
- 15. 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**

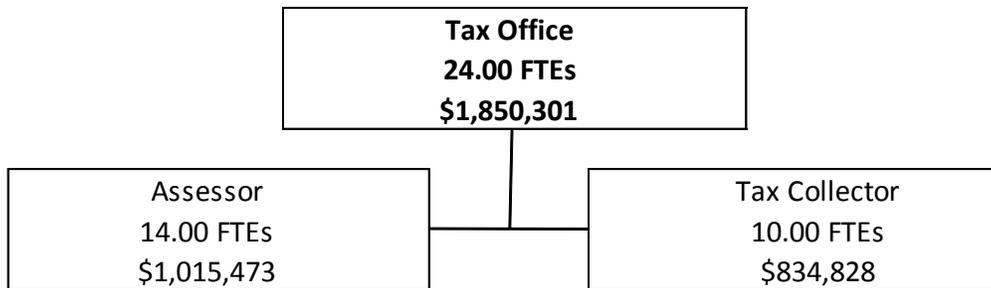
#### **Statement of Purpose**

Promote wellness among County workforce through offering wellness programs and providing education and events on various health topics during the year.

#### **Outcomes**

16. To understand and promote wellness within Catawba County Government, Human Resources will conduct meetings with all Department Heads by April 30, 2014, to review results of the aggregate HRA, departmental wellness concerns, and develop ideas to help address those needs. Human Resources will assist in implementing at least one specific departmental strategy to address wellness.
17. To improve the overall health of the County workforce, Human Resources will develop wellness programs, initiatives, and incentives that address the workforce's top health concerns identified in the aggregate HRA. Specifically, HR will offer at least four programs addressing the County's top health priorities identified in the aggregate HRA such as fitness, nutrition and weight management during the Fiscal Year 2013/14.
18. 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 utilization of the Employee Health Clinic as opposed to their Primary Care Physician.
19. To identify which wellness programs are valued by employees and which programs should be continued and expanded, HR will track the attendance of programs offered and whether employees in related risk groups are participating in program offerings. By June 30<sup>th</sup>, 2014, a report will be prepared on the departments and number of employees participating in on-site wellness events and programs.

# Catawba County Government



# Tax Department

Organizations: 130050 - 130100

	2011/12 Actual	2012/13 Current	2013/14 Requested	2013/14 Approved	Percent Change
<b>Revenues</b>					
Property Tax	\$80,809,062	\$81,137,540	\$84,921,668	\$85,162,917	5%
Privilege License Tax	\$22,940	\$22,500	\$22,500	\$22,500	0%
Contribution to General Fund	(80,809,062)	(81,137,540)	(84,921,668)	(85,162,917)	5%
Charges & Fees	232,853	232,853	232,853	232,853	0%
General Fund	1,262,167	1,381,327	1,435,643	1,594,948	15%
<b>Total</b>	<b>\$1,517,960</b>	<b>\$1,636,680</b>	<b>\$1,690,996</b>	<b>\$1,850,301</b>	<b>13%</b>
<b>Expenses</b>					
Personal Services	\$1,240,931	\$1,268,980	\$1,239,902	\$1,241,249	-2%
Supplies & Operations	276,774	332,700	436,094	594,052	79%
Tax Refunds	255	35,000	15,000	15,000	-57%
Capital	0	0	0	0	0%
<b>Total</b>	<b>\$1,517,960</b>	<b>\$1,636,680</b>	<b>\$1,690,996</b>	<b>\$1,850,301</b>	<b>13%</b>
<b>Expenses by Division</b>					
Assessor	\$1,027,779	\$1,077,603	\$1,139,368	\$1,015,473	-6%
Collections	490,181	559,077	551,628	834,828	49%
<b>Total</b>	<b>\$1,517,960</b>	<b>\$1,636,680</b>	<b>\$1,690,996</b>	<b>\$1,850,301</b>	<b>13%</b>
<b>Employees</b>					
Permanent	25.00	25.00	24.00	24.00	-4%
Hourly	0.00	0.00	0.00	0.00	0%
<b>Total</b>	<b>25.00</b>	<b>25.00</b>	<b>24.00</b>	<b>24.00</b>	<b>-4%</b>

## Budget Highlights

The total recommended budget for the Tax Assessor and Collector is \$1,850,301 or a 13 percent increase from the current year. The driving factor behind this increase is the required accounting procedure, an increase in both expense and offsetting revenue associated with the State's new Tag and Tax Together program.

## Performance Measurement

### Fiscal Year 2013/14

The Tax Department's outcomes for Fiscal Year 2013/14 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.

Collection has maintained its three outcomes from Fiscal Year 2012/13. The Office continues to focus on improving the County's tax collection rate ranking within the State. This year's goal is to improve the County's ranking by three spots by achieving a 97.27 percent collection rate. 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.

Reappraisal's outcomes emphasize preparation for the 2015 Countywide Revaluation. In the upcoming year Reappraisal will work with a vendor to develop market modeling co-efficients to determine Residential and Commercial Market Values and complete all land pricing for the 2015 Revaluation by November. The Office will also maintain an accurate sales history of all market transactions to ensure an accurate property valuation in 2015.

### **Fiscal Year 2012/13**

At mid-year, the Tax Office was on target to achieve or already achieved 12 of its 14 outcomes. The two outcomes that Tax either failed to meet or was not on target to meet were: 1) Ensuring citizens receive prompt notification of taxes owed and 2) Initiating land pricing activities by September 2012, which consists of collecting, verifying, and analyzing existing land sales to be used in developing the 2015 schedule of values. In reference to the first outcome, the office did not prepare and mail all real and personal property tax bills by August 1<sup>st</sup>, 2012. These tax bills were mailed on August 22, 2012, several weeks later than normal County practice. However, the office was in compliance with North Carolina General Statute by ensuring that real and personal property bills were mailed no later than September 1<sup>st</sup>. The second outcome was not on target because land pricing activities for the 2015 Countywide Revaluation began in November 2012, not September. This two month delay was attributed to software conversion difficulties.

The office continues to provide quality customer service by responding to all taxpayer inquiries within 24 hours of receipt. All new construction was listed, appraised, and keyed into the system by June 22, 2012. Tax's Reappraisal Office maintains an accurate sales history file of all valid market transactions within the county. The transaction file is updated monthly. An additional mid-year success is the Reappraisal Office's improved efficiency. This was achieved by upgrading and integrating software with GIS and the Register of Deeds. The public benefits from this improved efficiency by receiving prompt answers to their property value inquiries.

### **Fiscal Year 2011/12**

The Tax Office achieved 77 percent (13/19) of its outcomes in Fiscal Year 2011/12. 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 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.

## ASSESSOR

### Statement of Purpose

Ensure all real and personal property is listed annually to the owner of record as of January 1<sup>st</sup> of each year as mandated by the General Statutes of North Carolina.

### Outcomes

1. To ensure citizens receive prompt notification of taxes owed:
  - a. Prepare and mail 100 percent of real and personal property tax bills by August 1<sup>st</sup>, 2013. Statutorily, this must be done no later than September 1<sup>st</sup>, 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, 2013, 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, 2014: elderly or disabled exclusion, circuit breaker property tax deferral, builder's inventory deferral, and disabled veteran exclusion.
6. Work with the Technology Department to analyze business processes and improve at least three of these processes through the use of technology. Examples of potential processes are data entry, workflow, and report generation.
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. To improve the County's tax collection rate ranking in the State, the Collection division will increase the tax collection rate to 97.27 percent (Fiscal Year 2011/12 collection rate was 96.97 percent). Using the latest Fiscal Year 2010/11 collection rankings as a guide, this increase would move the County up three rankings within the State. To accomplish this goal staff will:
  - a. Utilize all lawful measures to collect delinquent taxes, including attachments, garnishments, payment arrangements, foreclosure, debt setoff, etc.
  - b. Prepare weekly and monthly status reports to track collections as compared to prior years.
  - c. As much as feasible, assign job responsibilities so that delinquent collection staff can maximize their time working delinquent accounts.
  - d. Working delinquent accounts under \$250 with a goal of collecting a minimum of 65 percent of these smaller accounts by June 30.
2. Increase the percentage of prior 10 years' (from the previous fiscal year) delinquent taxes collected by 5 percent (Fiscal Year 2011/12 34.30 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 measure to collect these accounts before that time expires.
3. Provide quality customer service by responding to all taxpayer inquiries within 24 hours of receipt and resolving outstanding issues within five business days as evidenced by monitoring and verification by supervisors within department.



# Board of Elections

Organization: 140050

	2011/12 Actual	2012/13 Current	2013/14 Requested	2013/14 Approved	Percent Change
<b>Revenues</b>					
Federal	\$5,159	\$0	\$0	\$0	0%
Charges & Fees	63,554	0	122,500	122,500	0%
General Fund	343,084	482,375	507,415	530,049	10%
<b>Total</b>	<b>\$411,797</b>	<b>\$482,375</b>	<b>\$629,915</b>	<b>\$652,549</b>	<b>35%</b>
<b>Expenses</b>					
Personal Services	\$312,969	\$314,475	\$397,115	\$390,149	24%
Supplies & Operations	98,828	167,900	232,800	262,400	56%
Capital	0	0	0	0	0%
<b>Total</b>	<b>\$411,797</b>	<b>\$482,375</b>	<b>\$629,915</b>	<b>\$652,549</b>	<b>35%</b>
<b>Employees</b>					
Permanent	4.00	4.00	4.00	4.00	0%
Hourly	0.02	0.00	0.01	0.01	0%
<b>Total</b>	<b>4.02</b>	<b>4.00</b>	<b>4.01</b>	<b>4.01</b>	<b>0%</b>

## Budget Highlights

The Board of Elections' budget for FY 2013/14 is \$652,549 an increase of \$170,174 (35 percent) increase from the current year. Elections' budget varies as it is dependent upon the number of scheduled elections in a given year. The upcoming Fiscal Year has a minimum of three scheduled elections, the City of Hickory Primary Election on October 8<sup>th</sup>, 2013 (if necessary), Municipal Elections for the eight municipalities and the Hickory and Newton/Conover City Schools on November 5<sup>th</sup>, 2013, and the Federal, State, and County Primary Election on May 6<sup>th</sup>, 2014. Therefore additional local funding that will be fully reimbursed by municipalities is included to cover these costs.

## Performance Measurement

### Fiscal Year 2013/14

In Fiscal Year 2013/14, the Board of Elections will focus on preparing for and successfully conducting the City of Hickory Primary Election (if necessary), Municipal Elections, and Federal, State, and County Primary 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.

### **Fiscal Year 2012/13**

At mid-year Board of Elections was on target to achieve or had already achieved its outcomes. The General Election was conducted as scheduled with a 67 percent turnout. 2/3 of voters cast their ballots before Election Day, either at a one-stop voting site or by mail-in ballots. Board of Elections was in compliance with all new and updated election laws by their effective date. Preventative maintenance was conducted on 100 percent of voting equipment. As of June 5<sup>th</sup>, 2012, all election equipment was found to be in working condition. In an effort to maintain a roster of active voters, the Board of Elections removed 3,185 voters that had been inactive for four consecutive years.

### **Fiscal Year 2011/12**

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.

## **BOARD OF ELECTIONS**

### **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. We will conduct fair, honest, and impartial elections that encourage and provide easy access for all registered voters.

### **Outcomes**

1. Prepare for and conduct the following scheduled elections as required by federal and state law:
  - a. October 8, 2013 – City of Hickory Primary Election.
  - b. November 5, 2013 – Municipal Elections for the eight municipalities and the Hickory and Newton/Conover City Schools.
  - c. May 6, 2014 – Federal, State, and County Primary Election.
2. Apply all election laws passed by the General Assembly by their effective date.
3. To ensure a secure, efficient, and speedy voting process for the public, the Board of Elections will make sure that the required yearly preventive maintenance on all voting equipment is completed within the next fiscal year. This maintenance is conducted each year by qualified technicians to ensure each unit is operating properly



# Register of Deeds

Organization: 160050

	2011/12 Actual	2012/13 Current	2013/14 Requested	2013/14 Approved	Percent Change
<b>Revenues</b>					
Real Estate Excise	\$402,099	\$360,000	\$400,000	\$400,000	11%
Charges & Fees	542,832	494,800	571,300	571,300	15%
Miscellaneous	152,456	197,000	208,000	208,000	6%
General Fund	(390,217)	(377,083)	(485,702)	(490,853)	30%
<b>Total</b>	<b>\$707,170</b>	<b>\$674,717</b>	<b>\$693,598</b>	<b>\$688,447</b>	<b>2%</b>
<b>Expenses</b>					
Personal Services	\$532,078	\$505,667	\$511,583	\$513,932	2%
Supplies & Operations	175,092	169,050	182,015	174,515	3%
Capital	0	0	0	0	0%
<b>Total</b>	<b>\$707,170</b>	<b>\$674,717</b>	<b>\$693,598</b>	<b>\$688,447</b>	<b>2%</b>
<b>Employees</b>					
Permanent	11.00	10.00	10.00	10.00	0%
Hourly	0.00	0.00	0.00	0.00	0%
<b>Total</b>	<b>11.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>0%</b>

## Budget Highlights

The Register of Deeds recommended budget for Fiscal Year 2013/14 is \$688,447, a two percent increase over the current year. The major drivers of the budget increase are two revenues, Real Estate Excise Tax and Recording of Legal Instruments. The Register of Deeds' revenue is projected to increase by \$179,000 an 18 percent increase from current year. This signals a slight increase in real estate activity within Catawba County. Additionally, the budget will increase to support operational expenses and planned compensation and mandated retirement increases.

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 and Preservation Fund. The remaining 90 percent stays in the General Fund. This was effective January 1, 2002, when House Bill 1-73 was approved by the General Assembly.

## Performance Measurement

### Fiscal Year 2013/14

In Fiscal Year 2013/14, Register of Deeds 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.

### **Fiscal Year 2012/13**

At mid-year the Register of Deeds was on target to achieve two of three outcomes. The lone outcome not on target was: Improve customer service to the public by reducing the amount of in office research time required to obtain copies of needed records. The department's efforts to index and scan uncertified delayed birth and marriage records have been postponed in order to correct improper documentation on nearly a decade of birth and death records. All other portions of this outcome are on target.

The Register of Deeds continued to provide 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. The Register of Deeds has 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 digitalized real estate records, updating the Disaster Recovery Plan, and conducting quarterly drills.

### **Fiscal Year 2011/12**

The Register of Deeds achieved 100 percent (6 of 6) of its Fiscal Year 2011/12 outcomes. Last fiscal year the Register of Deeds provided timely, courteous, and accurate services by recording 100 percent of real estate documents and 99 percent of vital records on the same day; returning real estate documents within three days after being indexed; and educating couples on North Carolina marriage license requirements. Customer service improved with the implementation of techniques that reduced the department's in-office research time. For example, taxpayers can access data such as scanned images of real estate plats online. Staff stayed abreast of the laws and regulations that govern the office by attending relevant conferences and workshops. The department ensured an indexing error rate of less than one 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.

## 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.

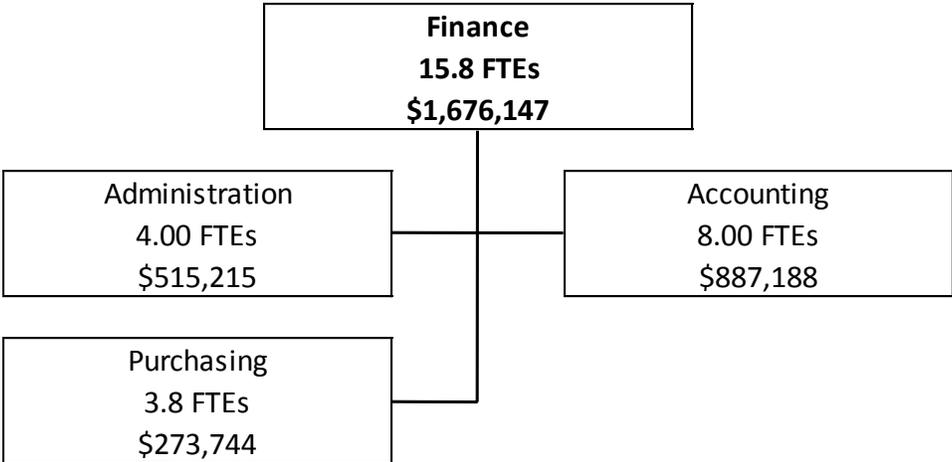
### Outcomes

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 vital records the same day received, given there are no problems with the records.
  - c. Respond to 99 percent of all vital records requests (marriage license, birth, and death certificates) received by mail and in person 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, 2014:
- a. Same day indexing and recordings which consist of working with Catawba County Public Health and funeral homes.
  - b. Providing the indexing and scanned uncertified copies of delayed birth records for Volumes 18 – 17 for the self-service in-house terminals, which contain various dates of births, but these records would have been filed from April 8, 1975, to current (last record March 12, 2009).
  - c. Providing the indexing and scanned uncertified copies of death records back to 1940 on the self-service in-house terminals. (Filings from 1950 to the present are already available.)
  - d. Providing the indexing and scanned uncertified copies of marriage records back to 1940 on the self-service in-house terminals. (Filings from 1950 to the present are already available.)
  - e. Providing offline access for staff only to scanned images of the Military Discharge DD214 forms of Volumes 21 to current images. (Volumes 20 – 11 are already available.)
  - f. Providing offline access for staff only to indexing of the Military Discharge DD214 forms. Books 21 and 22 will be completed in Fiscal Year 2013/14. (Data for Books 19 & 20 will be available at the end of Fiscal Year 2012/13.)
  - g. 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 digitalized real estate records, vital records, military discharges, and notary public certifications either through the Catawba County Information Technology Department, State Archives in Raleigh, or private vendors (Logan Systems).
  - b. Updating the Disaster Recovery Plan and guaranteeing staff knows how to implement the plan.

- c. Conducting 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

	2011/12 Actual	2012/13 Current	2013/14 Requested	2013/14 Approved	Percent Change
<b>Revenues</b>					
Investment Earnings	\$488,041	\$500,000	\$500,000	\$500,000	0%
Personnel Indirect Cost	32,944	33,273	33,406	33,433	0%
Mental Health Contracts	7,055	0	0	0	0%
Miscellaneous	602	0	0	0	0%
Charges & Fees	508	0	0	0	0%
General Fund	908,367	1,021,069	1,060,955	1,142,714	12%
<b>Total</b>	<b>\$1,437,517</b>	<b>\$1,554,342</b>	<b>\$1,594,361</b>	<b>\$1,676,147</b>	<b>8%</b>
<b>Expenses</b>					
Personal Services	\$947,237	\$992,306	\$1,032,271	\$1,043,007	5%
Supplies & Operations	490,280	562,036	562,090	633,140	13%
Capital	0	0	0	0	0%
<b>Total</b>	<b>\$1,437,517</b>	<b>\$1,554,342</b>	<b>\$1,594,361</b>	<b>\$1,676,147</b>	<b>8%</b>
<b>Expenses by Division</b>					
Administration	\$481,435	\$503,860	\$511,156	\$515,215	2%
Accounting	742,547	798,244	811,242	887,188	11%
Purchasing	213,535	252,238	271,963	273,744	9%
<b>Total</b>	<b>\$1,437,517</b>	<b>\$1,554,342</b>	<b>\$1,594,361</b>	<b>\$1,676,147</b>	<b>8%</b>
<b>Employees</b>					
Permanent	15.43	14.80	15.80	15.80	7%
Hourly	0.15	0.65	0.15	0.15	-77%
<b>Total</b>	<b>15.58</b>	<b>15.45</b>	<b>15.95</b>	<b>15.95</b>	<b>3%</b>

## Budget Highlights

The Finance Department's budget increased 8 percent, or \$121,805. This increase is due to an accounting shift for ambulance billing (entirely offset by revenue) and the addition to the budget of the Project Administrator position approved during Fiscal Year 2012/13. Functions included with the Finance Department are: 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 2013/14

The Finance Department will continue to maximize the County's resources and will be responsible for accurately processing all financial transactions and for complying with Federal, State, and local guidelines. In Fiscal Year 2013/14 the Finance Department will continue managing the Sherrill's Ford Branch Library, Animal Shelter, Justice Center Parking Deck, and Justice Center/Public Safety Complex construction projects. In Fiscal Year 2012/13, the County struggled to meet its green purchasing outcome, which is being reduced to 15 percent in Fiscal

Year 2013/14. To insure that this outcome is met, Purchasing will expand its efforts by planning a Green Vendor Exhibit, providing guidance and educating departments on missed opportunities for green purchases, and hosting a green purchasing workshop.

### **Fiscal Year 2012/13**

The Finance Department is on track to achieve 17 of its 18 outcomes. The only outcome the Department is not on track to achieve is the green purchasing outcome as the County is currently only purchasing green products approximately 12 percent of the time, falling short of its 20 percent target. Purchasing selected a vendor for environmentally-preferred cleaning products that will be used by County departments and made available to the janitorial services contractors. In addition, Purchasing requested bids for janitorial services for all county buildings requiring the contractors to use green cleaning supplies when applicable. Purchasing is developing a Green Cleaning Policy for the Catawba County buildings and held a workshop for County departments to promote green cleaning, which will help increase green purchases while ensuring a healthy and productive work environment and clean and well-maintained buildings. Purchasing also entered into contracts for the Justice Center, Animal Shelter, and Sherrills Ford Branch Library construction projects. Purchasing staff gained a working knowledge of LEED requirements as the County is pursuing LEED Silver certification status for both the Animal Shelter and Sherrills Ford Branch Library. The Purchasing Division received the Carolinas Association of Governmental Purchasing's Sustained Professional Purchasing Award for the eleventh year in a row.

The Finance Department was successful in assisting with the preparation of the Fiscal Year 2013/14 budget, ensuring the County follows the Local Government Budget and Fiscal Control Act, maintaining timely and accurate payments, and completed a debt refunding. The Finance Department also refunded a loan, saving \$965,000 over the 13-year life of the loan. The Department received national recognition for the 30<sup>th</sup> year in a row for excellence in the field and conformance with the highest standards, receiving the Government Finance Officers Association's (GFOA) Certificate of Achievement for Excellence in Financial Reporting. Additionally, the Department received the GFOA Award for Outstanding Achievement in Popular Annual Financing Reporting for the fourth year in a row, which recognizes conformance with standards of creativity, presentation, understandability and reader appeal.

### **Fiscal Year 2011/12**

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.

## FINANCE ADMINISTRATION

### Statement of Purpose

The Finance Department is responsible for overseeing the financial affairs of Catawba County. Finance is accountable to the citizens to ensure that the County maximizes its resources and handles funds in accordance with all applicable local, State, and Federal regulations.

### Outcomes

1. The Finance Department assists with the development of the Fiscal Year 2014/15 budget by providing the Budget Office with tentative information on a timely basis, by October 31, 2013, that includes the following:
  - a. Revenue projections for major revenue sources (property taxes, sales tax, ABC profits and investment earnings).
  - b. Assessment of the County's level of Fund Balances and recommendations on the amount of Fund Balance that can be appropriated.
  - c. Debt service requirements
2. The County must follow 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 five working days from receipt.
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. Conducting audits of internal controls and processes in 100 percent of County departments. Methods and transactions tested will vary between departments, depending on findings. All testing will be completed before June 30, 2014 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, 2013.
  - c. Submitting the CAFR to the Board of Commissioners, other County departments, agencies, and citizens by December 31, 2013.

- d. Submitting the CAFR to the Government Finance Officers Association (GFOA) for the Certificate of Achievement for Excellence in Financial Reporting by December 31, 2013.
- 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 inexpensively 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. Conduct departmental survey with a 95 percent satisfaction rate.

## 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 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 31<sup>st</sup> for vendor tax records.
  - b. Processing State reports and, if applicable, accompanying payments by applicable due dates.
  - c. 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 31<sup>st</sup>.
4. Conduct departmental survey with a 95 percent satisfaction rate.

### 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. Ensure 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 31<sup>st</sup> for employees' tax records.
  - b. Reporting, processing and paying of Federal and State taxes and employee benefits when due 100 percent of the time, as evidenced by date of payment.
7. Conduct departmental survey with a 95 percent satisfaction rate.

**Billing  
Outcomes**

8. As a measure of good customer service and vendor relations, the billing office has the following procedures in place:
  - a. Posting payments within 5 working days 98 percent of the time
  - b. Processing a monthly billing cycle by mailing bills within 5 working days of cutoff 98 percent of the time.
  - c. Processing refund requests within 10 working days 98 percent of the time.
  - d. Submitting EMS bills to third-party billing company within three weeks of transport date.
  - e. Coordinating collection efforts with third party ambulance billing company to ensure a 70 percent collection rate on ambulance bills.
9. Conduct departmental survey with a 95 percent satisfaction rate.

## 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. Educating departments on what cooperative purchasing alliances and State Contract have to offer; use these services when it is cost and time effective.
  - c. Ensuring County formal projects and goods are obtained within the guidelines of General Statute and County Code.
  - d. 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.
  - e. Conducting departmental survey with a 95 percent satisfaction rate.
  - f. Assisting departments in obtaining informal quotes (for purchases of supplies and equipment less than \$90,000) effectively and at the best value.
  - g. Maintaining a list of vendors, reviewing State Contract and cooperative purchasing contracts and soliciting at least three quotes when feasible.
  - h. 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 by:
  - a. Continuing to work with the Waste Reduction Coordinator/Educator to promote the use of procuring recycled products and developing an incentive program to recognize and award departments.
  - b. Planning and executing a Green Vendor Show.
  - c. Reviewing purchases and providing guidance to departments that missed opportunities to purchase comparable green products.
  - d. Hosting a purchasing workshop focused on green purchasing.
  - e. Maintaining a log of all procurement of recycled products.

3. In order for the vendor base to better reflect the diversity of Catawba County, Purchasing will strive to reach the County's Minority Outreach goal of 5 percent for informal and formal building construction projects by:
  - a. Conducting a pre-bid conference for each formal construction bid and educating contractors. Work with minority-focused and small business groups that support minority business and small business inclusion in the solicitation of bids. Solicit bids from known minority businesses and contractors for applicable projects and services.
  - b. Maintaining a log of all procurement of goods, services and construction contracting with minority vendors and contractors.
  
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.
  - b. Conduct departmental survey with a 95 percent satisfaction rate.

# Government Agencies - Justice Center

Organization: 180050

	2011/12 Actual	2012/13 Current	2013/14 Requested	2013/14 Approved	Percent Change
<b>Revenues</b>					
State	\$190,006	\$229,000	\$229,000	\$190,000	-17%
General Fund	(190,006)	(218,500)	(218,500)	(179,500)	-18%
<b>Total</b>	<b>\$0</b>	<b>\$10,500</b>	<b>\$10,500</b>	<b>\$10,500</b>	<b>0%</b>
<b>Expenses</b>					
Supplies & Operations	0	10,500	10,500	10,500	0%
<b>Total</b>	<b>\$0</b>	<b>\$10,500</b>	<b>\$10,500</b>	<b>\$10,500</b>	<b>0%</b>

## Budget Highlights

Revenue has declined the past two years from court and facility fees. The budget is reduced to be more consistent with the revenue received.

## Other Government Costs

Organization: 190050

	2011/12 Actual	2012/13 Current	2013/14 Requested	2013/14 Approved	Percent Change
<b>Revenues</b>					
Local Sales Tax	\$13,614,084	\$13,096,456	\$13,509,880	\$13,509,880	3%
Beer & Wine Tax	362,584	350,000	350,000	350,000	0%
Cable TV Reimbursements	653,671	600,000	600,000	600,000	0%
JCPC Projects	113,779	147,079	180,960	180,960	23%
JCPC Planning	13,550	13,940	13,500	13,500	-3%
Indirect Cost	449,894	471,945	471,945	407,066	-14%
Miscellaneous	898,470	912,790	905,793	905,793	-1%
Fund Balance	0	6,492,811	8,393,593	6,191,815	-5%
DHR County Share	(12,004,880)	(11,906,921)	(12,003,784)	(12,042,688)	1%
General Fund	(3,908,052)	(9,948,708)	(12,023,270)	(9,761,678)	-2%
<b>Total</b>	<b>\$193,100</b>	<b>\$229,392</b>	<b>\$398,617</b>	<b>\$354,648</b>	<b>55%</b>
<b>Expenses</b>					
Personal Services	\$20,303	\$36,500	\$159,000	114,000	212%
Other					
Adult Probation Lease	24,350	24,348	24,348	29,148	20%
Alliance for Innovation	0	0	0	10,000	0%
Employee/Social Committee	9,327	12,175	14,185	13,175	8%
Hickory Airport Tower	3,365	3,365	10,374	3,365	0%
JCPC Projects	113,779	133,139	167,460	167,460	26%
Joint JCPC Planning	13,534	13,940	13,500	13,500	-3%
Miscellaneous	3,260	0	0	0	0%
Public Relations	1,257	2,000	2,000	2,000	0%
WPCOG - Future Forward	3,925	3,925	7,750	2,000	-49%
<b>Total</b>	<b>\$193,100</b>	<b>\$229,392</b>	<b>\$398,617</b>	<b>\$354,648</b>	<b>55%</b>

### 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

	2011/12 Actual	2012/13 Current	2013/14 Requested	2013/14 Approved	Percent Change
<b>Revenues</b>					
Special Contingency	\$0	\$50,000	\$50,000	\$50,000	0%
General Fund	0	280,000	280,000	210,000	-25%
<b>Total</b>	<b>\$0</b>	<b>\$330,000</b>	<b>\$330,000</b>	<b>\$260,000</b>	<b>-21%</b>
<b>Expenses</b>					
Contingency					0%
Special Contingency	0	330,000	330,000	260,000	-21%
<b>Total</b>	<b>\$0</b>	<b>\$330,000</b>	<b>\$330,000</b>	<b>\$260,000</b>	<b>-21%</b>

## Budget Highlights

In the current year, contingency was increased by \$70,000 to address rising fuel prices. Fuel prices have remained high and department fuel budgets were increased to cover the expense so the extra contingency is no longer needed.

# Transfers From the General Fund

Organization: 190900

	2011/12 Actual	2012/13 Current	2013/14 Requested	2013/14 Approved	Percent Change
<b>Revenues</b>					
General Fund	4,292,449	4,219,954	5,932,956	5,428,813	29%
<b>Total</b>	<b>\$4,292,449</b>	<b>\$4,219,954</b>	<b>\$5,932,956</b>	<b>\$5,428,813</b>	<b>29%</b>
<b>Expenses</b>					
Citizens' Alert System	\$15,056	\$15,624	\$16,058	\$6,185	-60%
General Capital Projects	1,348,500	1,300,000	2,183,170	1,687,777	30%
Reappraisal Fund	371,643	382,150	389,418	390,541	2%
Self Insurance Fund	1,782,250	1,747,180	1,744,310	1,744,310	0%
Water & Sewer Capital	775,000	530,000	1,600,000	1,600,000	202%
Water & Sewer Fund	0	245,000	0	0	0%
<b>Total</b>	<b>\$4,292,449</b>	<b>\$4,219,954</b>	<b>\$5,932,956</b>	<b>\$5,428,813</b>	<b>29%</b>

# Debt Service

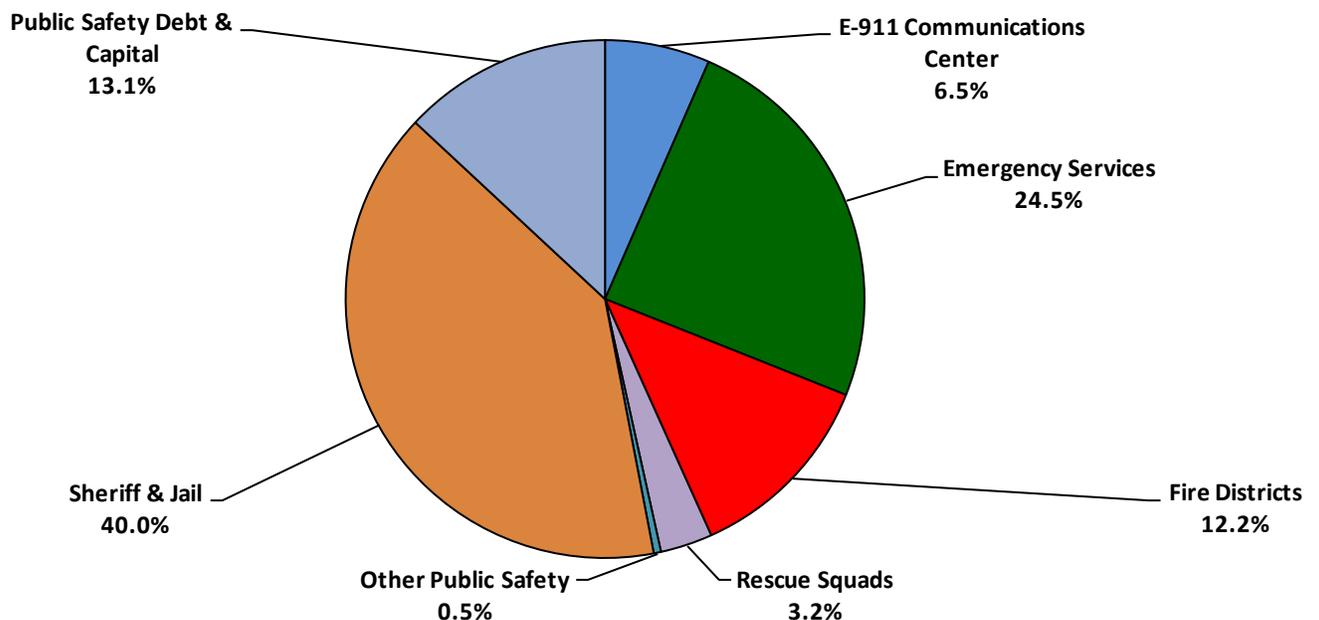
Organization 910050

	2011/12 Actual	2012/13 Current	2013/14 Requested	2013/14 Approved	Percent Change
<b>Revenues</b>					
1st 1/2% Sales Tax	\$1,038,397	\$1,499,869	\$1,545,663	\$1,545,663	3%
1st 1/2% Sales Tax - Food	221,360	209,383	217,293	217,293	4%
Proceeds - Ltd Oblig Refunding Bonds	41,995,366	0	0	0	0%
Original Issue Debt Premium	3,873,747				
From Schools' Capital	50,000	50,000	50,000	50,000	0%
From Schools' Construction	6,612	0	1,589,742	0	0%
Installment Purchase - Proceeds (CVMC)	0	6,781,650	6,806,635	6,806,635	0%
Lottery Proceeds	1,500,000	1,500,000	1,500,000	1,500,000	0%
General Fund - Jail Debt	1,409,461	1,375,500	1,266,930	1,266,930	-8%
General Fund - Animal Shelter	0	205,000	400,000	360,948	100%
General Fund - 2 cents (schools - 03/04)	3,100,000	3,100,000	3,200,000	3,200,000	3%
General Fund - 1 cent (schools - 07/08 - eff. FY 11/12)	1,550,000	1,550,000	1,600,000	1,600,000	3%
General Fund	9,825,248	8,662,341	8,608,637	8,608,637	-1%
<b>Total</b>	<b>\$64,570,191</b>	<b>\$24,933,743</b>	<b>\$26,784,900</b>	<b>\$25,156,106</b>	<b>1%</b>
<b>Expenses</b>					
School Bonds	\$4,728,329	\$4,551,685	\$2,584,050	\$2,584,050	-43%
Community College Bonds	189,777	182,325	119,065	119,065	-35%
Installment Purchase - Schools	52,137,549	5,502,545	7,846,610	7,387,270	34%
Installment Purchase - CVCC	551,697	789,870	2,880,080	706,375	-11%
Installment Purchase - CVMC	0	6,781,650	6,806,635	6,806,635	0%
Build America Bonds - Schools	631,808	617,970	604,135	604,135	-2%
Build America Bonds - CVCC	210,602	205,995	201,385	201,385	-2%
School Construction Bonds	1,859,698	1,853,905	1,853,905	1,853,905	0%
QZABs Financing	50,000	50,000	50,000	50,000	0%
Animal Shelter Debt	0	205,000	400,000	360,948	76%
To Schools' Construction - Future Debt	0	536,823	0	1,043,303	94%
Certificates of Participation - Schools	2,289,262	1,874,840	1,781,640	1,781,640	-5%
Certificates of Participation - CVCC	512,008	405,635	390,465	390,465	-4%
Certificates of Participation - Jail	1,409,461	1,375,500	1,266,930	1,266,930	-8%
<b>Total</b>	<b>\$64,570,191</b>	<b>\$24,933,743</b>	<b>\$26,784,900</b>	<b>\$25,156,106</b>	<b>1%</b>

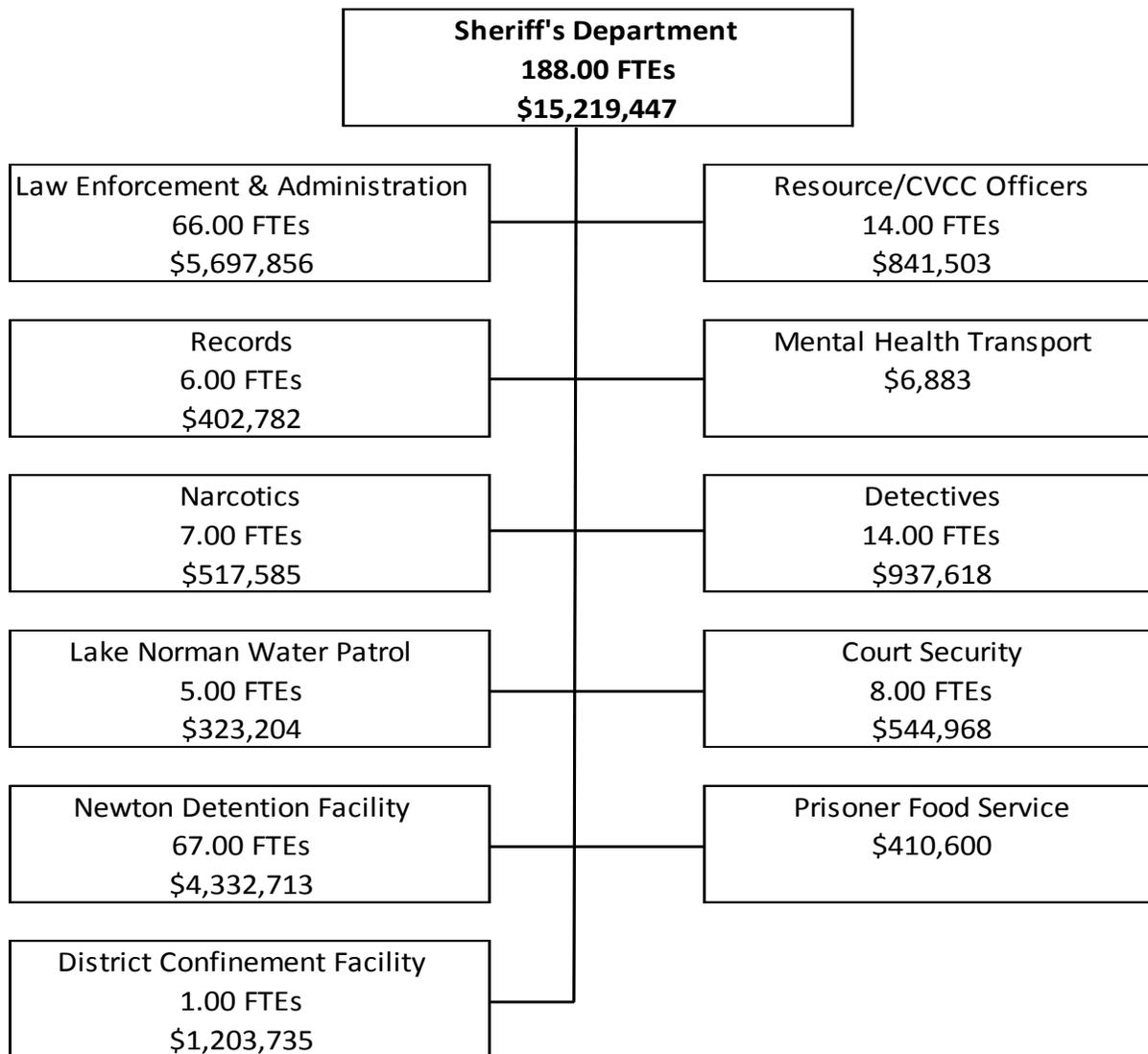
## PUBLIC SAFETY

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 Department 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 \$38,257,384 representing 17.5 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 \$28,015,805. 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

	2011/12 Actual	2012/13 Current	2013/14 Requested	2013/14 Approved	Percent Change
<b>Revenues</b>					
Federal	\$136,970	\$33,706	\$9,000	\$9,000	-73%
State	36,597	39,000	37,000	37,000	-5%
Federal & State	89,416	83,387	86,078	86,078	3%
Local	677,843	693,410	714,489	714,489	3%
Charges & Fees	509,766	512,270	493,744	493,744	-4%
Miscellaneous	92,615	77,200	112,200	112,200	45%
General Fund	12,154,324	12,816,076	14,125,062	13,766,936	7%
<b>Total</b>	<b>\$13,697,531</b>	<b>\$14,255,049</b>	<b>\$15,577,573</b>	<b>\$15,219,447</b>	<b>7%</b>
<b>Expenses</b>					
Personal Services	\$9,478,475	\$10,120,174	\$10,664,547	\$10,599,673	5%
Supplies & Operations	3,714,104	3,634,461	4,088,830	3,933,282	8%
Capital	504,952	500,414	824,196	686,492	37%
<b>Total</b>	<b>\$13,697,531</b>	<b>\$14,255,049</b>	<b>\$15,577,573</b>	<b>\$15,219,447</b>	<b>7%</b>
<b>Expenses by Division</b>					
Law Enforcement & Admin	\$4,643,148	\$4,833,718	\$6,005,848	\$5,697,856	18%
CVCC Officer	157,015	160,240	164,625	165,447	3%
Resource Officers	642,395	653,134	670,861	676,056	4%
Records	357,337	393,546	421,757	402,782	2%
Mental Health Transport	4,829	6,877	6,883	6,883	0%
Crime Prevention	2,317	0	0	0	0%
Narcotics	479,340	501,781	514,347	517,585	3%
Detectives	867,257	918,684	935,442	937,618	2%
Lake Patrol	290,899	367,536	325,815	323,204	-12%
Court Security	529,170	558,167	542,692	544,968	-2%
Newton Detention Facility	3,999,741	4,237,589	4,354,968	4,332,713	2%
Prisoner Food Service	369,190	423,100	425,600	410,600	-3%
District Confinement Facility	1,354,893	1,200,677	1,208,735	1,203,735	0%
<b>Total</b>	<b>\$13,697,531</b>	<b>\$14,255,049</b>	<b>\$15,577,573</b>	<b>\$15,219,447</b>	<b>7%</b>
<b>Employees</b>					
Permanent	180.00	183.00	190.00	188.00	3%
Hourly	10.05	9.39	8.23	7.91	-16%
<b>Total</b>	<b>190.05</b>	<b>192.39</b>	<b>198.23</b>	<b>195.91</b>	<b>2%</b>

## **Budget Highlights**

The Sheriff's Office budget increases 7 percent, driven by the addition of five new road patrol deputies beginning in July. Call volume in the Sheriff's Office is up approximately six percent from the prior year. Additionally, benchmarking reveals that the Catawba County Sheriff's Office is currently behind in terms of sworn officers per 1,000 service population when compared to the average of Sheriff's Offices in counties with over 100,000 population and all Sheriff's Office in the State. These five new officers will help protect officer safety, increase the amount of time that can be dedicated to proactive policing duties, and put Catawba County in line with the state average for sworn officers per 1,000 service population.

Funds are also included to replace 17 vehicles and purchase 5 new vehicles for the additional road patrol deputies. Additionally, the following equipment is included to meet state regulations and maintain jail security:

- Two factor identification equipment to meet a State mandate to provide a second form of identification besides a password to access State Division of Criminal Information (DCI) records from mobile units.
- Upgrade to the hardware and software in the Jail's main control system. This system controls Jail doors, cameras, intercom, etc., and was originally installed in 2006.

## **Performance Measurement**

### **Fiscal Year 2013/14**

The Sheriff's Department outcomes remain focused on serving and protecting citizens. Examples of new outcomes or changes to existing outcomes include:

- Maintaining a complaint rate less than 1 per 100 full-time officers.
- Increasing the amount of time spent on proactive community policing.
- Serving at least 60 percent of all civil process within three business days of receipt.
- Maintaining or improving the emergency call response time.
- Implementing a new digital imaging software system, that will both ensure on-going data integrity and provide the public with web-access to common records such as incident reports.
- Disseminating at least 90 percent of all Turn in a Pusher (TIP) line messages within one day of receipt.
- 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 Jail visitors use the new Jail video visitation system from outside the jail rather than visiting in person.

## **Fiscal Year 2012/13**

The Sheriff's Office was on target with 31 of 35 of its outcomes. As of mid-year, the following had been accomplished:

- 2,174 man hours of training was provided to sworn officers, and 572 hours were provided to non-sworn officers.
- No complaints were received related to excessive use of force.
- Safety programs have been presented to 120 seniors.
- 76 percent of all civil process was served within three business days.
- Student Resource Officers have presented 100 classes in the areas of safety, drug/alcohol abuse, and bullying to Middle School and High School students.
- Two Social Services Investigators relocated to the Sheriff's Office Special Victims Unit to enhance investigations into child assault.
- No incidents or accidents occurred as Court Security processed 142,512 people through the Newton Courthouse and 60,979 people through the Hickory Courthouse.

Of the 35 total outcomes for the Sherriff's Office, four are not on target to be achieved at year-end. These relate to:

- Crafting a policy for penalizing multiple false alarms at a single property. The Sheriff's Office examined this policy and a potential ordinance; however, after further analysis, decided not to pursue.
- Providing online RMS/Police Reports and on-line incident reporting. While the department does not believe it is on track to complete this by year-end, handgun purchase permits should be on-line this year with the remaining reports going on-line next fiscal year.
- Issuing or denying all firearm concealed carry permits within 45 days of receipt of all materials. The Sheriff's Office plans to continue trying to meet this outcome, but has been not been able to meet this 100 percent of the time in the first half of the year due to an increase of over 300 applications year-to-date from the previous year.
- Disseminating all Narcotics TIPS (Turn in a Pusher) messages within one week of receipt. The department has been effective in this area, disseminating 96 percent within one day. One tip was not disseminated until the 8<sup>th</sup> day however, missing the outcome of 100 percent within one week. For the upcoming year, this outcome has been refocused on disseminating at least 90 percent of tips within one day.

## **Fiscal Year 2011/12**

The Sheriff's Office achieved 26 of its 28 outcomes for Fiscal Year 2011/12.

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 Sherriff'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.

### ***Resource/CVCC Officers***

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***

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***

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.

### ***Detectives***

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***

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***

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***

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.

### ***Prisoner Food Service***

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.

## 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. Increase the amount of time spent on proactive community policing activities by increasing the ratio of proactive to reactive times (Fiscal Year 2011/12- 13.88 reactive hours for every 1 hour of proactive). Proactive duties can include church checks, traffic stops, and investigating suspicious vehicles.
3. Continue to emphasize and improve officer and community safety on roadways by increasing the average miles safely driven between at-fault accidents involving deputies. (2012 actual = 251,978 miles between each accident).
4. 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.
5. To serve and protect people in Catawba County without the use of excessive force, Catawba County Sheriff's Office will maintain 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.
6. Maintain or improve the average response time for emergency calls.
7. 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.
8. 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 to seniors, such as telemarketing fraud, flimflam schemes, etc.
  - b. Continuing to promote and expand the Adopt-A-Senior Program (program for any senior in Catawba County that has no family living in the County) by registering interested seniors with the Crime Prevention Office and working with the Patrol Division to assign a patrol deputy who will call or visit the senior each week. Officers will collect personal information from the senior that might be needed by Emergency Responders in the event of a call to the residence as well as providing them with an emergency beacon light to signal distress at the residence. This program gives seniors a sense of security and that someone locally does care about them and will help them with their problems or needs.
  - c. 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.
9. 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.
10. Maintain an index crime rate that is below the statewide rate (3,919.8 per 100,000 population) and remain within the 1/3 lowest crime rate among the reporting law enforcement agencies.
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 peace officers to maintain order by enforcing the laws and local ordinances. They will also respond to law enforcement calls at the County elementary schools within their school district during working hours. They will investigate all criminal activity committed on all County school properties or involving students from the school to which the officer is assigned during working hours. They will assist school officials with enforcement of applicable Board of Education policies and administrative regulations. They will be a resource to teachers and parents in the areas of law enforcement. They will act as counselors in some instances when listening to and assisting students, faculty and parents with various problems and concerns in the law enforcement field. They will be 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 50 educational presentations per semester 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 20 educational presentations per semester 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 with updates to the schools' crisis plans 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 schools' Guidance Offices.
  - 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 security service during all extracurricular activities and sporting events that occur at their respective school. Officers will additionally assist and provide security for field trips at their schools as requested.
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, child support show cause papers, orders for arrest, 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, domestic violence orders, and sex offender registrations.

### **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 reduce file storage size, enhance accessibility, and ensure on-going data integrity for records that cannot be destroyed, Records will work with the Technology Department to implement a new digital imaging software system. This will not only improve internal record-keeping but provide the public with web-access to common records such as incident reports.
3. 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 within 45 days of receipt of all required materials. These required materials include, but are not limited to, a gun 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 mental health or 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

### 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 violent crime. In 2011, the Catawba County Sheriff's Office violent crime case clearance rate was 68 percent, while the state average was 60 percent.
2. The Criminal Investigations Division will leverage technology, save time, and improve service by implementing an electronic evidence scanning inventory system. This system uses barcodes and scanners rather than traditional evidence cataloging, and aides in both current evidence management and expunging evidence when it is no longer needed.
3. To provide the best treatment and care to victims while gathering sufficient evidence to prosecute offenders, the Sheriff's Office will continue to work jointly with Social Services to investigate all claims of child sexual assault and physical abuse. Examples of this collaborative effort include stationing two Social Services employees within the Special Victims Unit offices, as well as working jointly when meeting with victims, families, and/or suspects during an investigation.

## **LAKE NORMAN REGIONAL PATROL**

### **Statement of Purpose**

The Lake Norman Regional Patrol serves the citizens of southeastern Catawba County. This is a full service law enforcement center that provides community policing, patrol of both land and water to protect lives and property by enforcing State and local ordinances, promotion of boater safety, and investigations of more serious property crimes, homicide, robberies, felony assaults, sex offenses, major fraud, identity theft, and embezzlement.

### **Outcomes**

1. Increase the public's awareness of State and local laws pertaining to the waters of Catawba County and safe boating practices by hosting at least 10 boater safety classes sponsored by the North Carolina Wildlife Resource Commission.
2. To improve community policing in the Sherrills Ford/Terrell area by remaining highly visible, Lake Norman Regional Patrol Officers will:
  - a. Attend all homeowner's association meetings in assigned work areas when requested and work with area businesses to deter property crimes.
  - b. Follow up with all citizens who file a criminal report within 10 days of the initial report.
  - c. Use citizen complaints and crime locations to establish defined check-points, and increase officer patrolling within these areas.

## **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 officers and 16 hours per year for non-sworn officers.
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 recently 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.

## **PRISONER FOOD SERVICE**

### **Statement of Purpose**

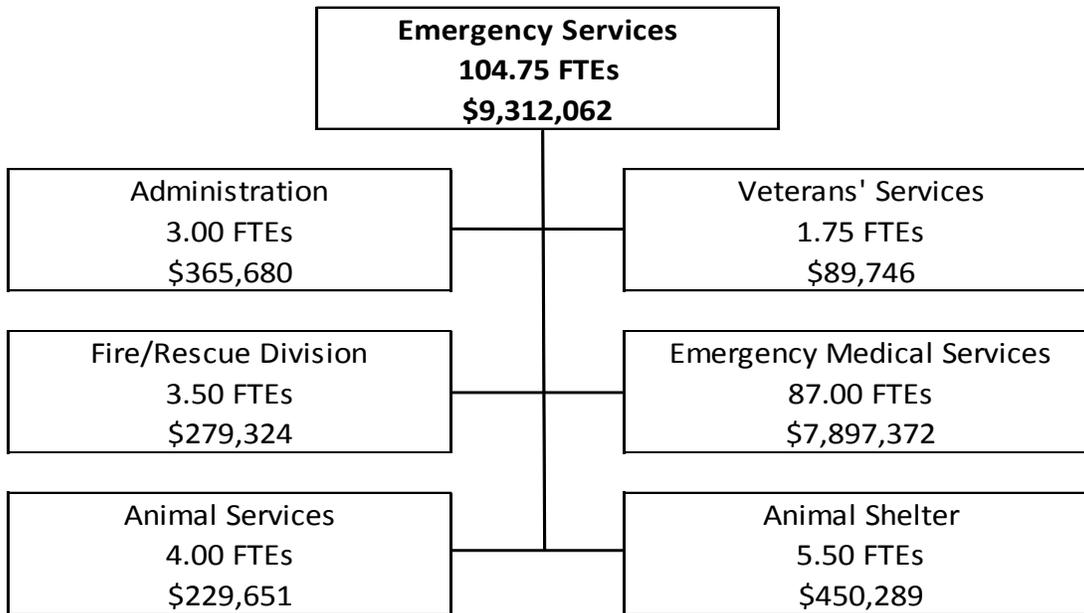
To provide inmates in Catawba County custody well-balanced meals as required by the State of North Carolina Department of Human Resources.

### **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

	2011/12 Actual	2012/13 Current	2013/14 Requested	2013/14 Approved	Percent Change
<b>Revenues</b>					
Federal	\$258,285	\$20,000	\$20,000	\$20,000	0%
State	1,452	1,452	1,452	1,452	0%
Federal & State	619,501	500,000	500,000	500,000	0%
Local	96,856	63,200	63,200	63,200	0%
Charges & Fees	5,280,700	5,306,132	5,312,171	5,387,171	2%
Miscellaneous	73,665	46,150	41,150	41,150	-11%
From Self Insurance	114,775	0	0	0	0%
General Fund	2,427,789	3,191,699	3,493,206	3,299,089	3%
<b>Total</b>	<b>\$8,873,023</b>	<b>\$9,128,633</b>	<b>\$9,431,179</b>	<b>\$9,312,062</b>	<b>2%</b>
<b>Expenses</b>					
Personal Services	\$6,681,856	\$7,034,806	\$7,354,171	\$7,287,349	4%
Supplies & Operations	1,500,698	1,486,027	1,536,633	1,499,338	1%
Capital	690,469	607,800	540,375	525,375	-14%
<b>Total</b>	<b>\$8,873,023</b>	<b>\$9,128,633</b>	<b>\$9,431,179</b>	<b>\$9,312,062</b>	<b>2%</b>
<b>Expenses by Division</b>					
Administration	\$563,850	\$365,550	\$367,645	\$365,680	0%
Emergency Management	5,241	0	0	0	0%
Veterans' Services	69,027	71,175	85,731	89,746	26%
Fire/Rescue Division	232,903	284,802	279,587	279,324	-2%
Emergency Medical Services	7,338,902	7,714,956	8,015,882	7,897,372	2%
Animal Control	244,926	222,671	228,677	229,651	3%
Animal Shelter	418,174	469,479	453,657	450,289	-4%
	<b>\$8,873,023</b>	<b>\$9,128,633</b>	<b>\$9,431,179</b>	<b>\$9,312,062</b>	<b>2%</b>
<b>Employees</b>					
Permanent	102.00	104.00	106.75	104.75	1%
Hourly	11.62	10.15	9.88	9.88	-3%
<b>Total</b>	<b>113.62</b>	<b>114.15</b>	<b>116.63</b>	<b>114.63</b>	<b>0%</b>

## Budget Highlights

The Emergency Services budget increased two percent from Fiscal Year 2012/13, primarily due to the creation a new 0.75 FTE Veterans' Services Technician Position, increasing fuel expenses, and normal operating increases.

Additionally, the budget funds three replacement ambulances due to high mileages. Not replacing these vehicles could hurt service throughout the County due to the increased risk of breakdowns on emergency calls and increased maintenance costs. The need for these ambulances is also crucial due to the continued increase in calls over the last ten years. The budget also includes funds to replace an existing Hazmat truck, which is reflected in General Capital Projects for budgetary purposes.

## **Performance Measurement**

### **Fiscal Year 2013/14**

Emergency Services outcomes continue to focus on providing quality and timely service to the public. In Emergency Management, outcomes were added surrounding an average response time to emergency management calls, developing a plan for the decontamination of domestic animals in the event of an incident, conducting an exercise with an incident management team, updating the County's Multijurisdictional Hazard Mitigation Plan, and increasing self-registrations in the Community Alert System. In Fire/Rescue, a new outcome will ensure that 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.

Animal Services continues to focus on using euthanization only as an option of last resort. New for this year is an outcome to ensure at least 30 percent of all animals received at the Shelter will be adopted, fostered, returned to their owner, or transferred to the Humane Society or rescue groups. Animal Services also plans to increase the number of foster homes in Catawba County by 25 percent (increase from 20 to 25 homes), and ensure 100 percent of eligible animals are spayed or neutered prior to adoption.

### **Fiscal Year 2012/13**

At mid-year, Emergency Services was on target to achieve all (17 of 17) of its outcomes.

Emergency Management completed one hazard exercise (Catawba Nuclear exercise), completed approximately 50 percent of the update to the County's Special Needs Registry, and established additional disaster contingency contracts/agreements. These disaster contingency contracts/agreements will help the county provide essential services and commodities such as heavy equipment, bottled water, and generators following an emergency.

Veterans' Services continues to speak to veterans who are homebound, in nursing homes, or in assisted living facilities, presenting five 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 submitting two at mid-year. With most applications coming in the second half of the fiscal year, the division was 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 two 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, no fires occurred in properties that were not up to date on their fire inspection (if they required one), 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 a response time of 43:40 (1:20 less than their 45 minute maximum average response time goal).

The County's EMS system maintained a 7:45 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 evaluation properly, maintaining a 7 percent over-triage rate (the rate at which patients being discharged from the trauma center prior to admission) compared to the Metrolina Region benchmark maximum of 20 percent.

Animal Services promoted responsible pet ownership by spaying/neutering all eligible animals prior to adoption from the Animal Shelter. The division also increased the number of animal foster homes in the County, from 10 in the prior year to 16. In accordance with its outcome, the Animal Shelter was completely sanitized in October, with a second sanitization scheduled for May. This reduces the risk of virus or disease among the animal population, and helped contribute to a 50 percent reduction in animal deaths at the Shelter in the prior fiscal year.

### **Fiscal Year 2011/12**

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).

## **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.

Emergency Management is responsible for maintaining a number of multi-jurisdictional plans including the County's Emergency Operations Plan, Hazard Mitigation Plan, and County Government Continuity of Operations 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. The division 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 community 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 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 calls throughout the County.
2. To provide citizens with peace of mind during a disaster and increase compliance with necessary evacuation orders, Emergency Management will develop a plan for the decontamination of domestic animals involved in a disaster (i.e. radiological event at the McGuire Nuclear Station).
3. To ensure the County is prepared to address prolonged and/or complex incidents, staff will conduct an exercise or participate in an actual deployment which involves the use of an Incident Management Team. The Incident Management Team consists of members from multiple public safety and health organizations including Fire Departments, EMS, and Public Health.

4. To significantly reduce the Unifour's vulnerability to natural hazards and to ensure the region's ability to apply for Federal pre and post disaster mitigation program assistance, Emergency Services will work with the Planning Department to update the County's Multijurisdictional Hazard Mitigation Plan. The updated plan will be a regional effort in coordination with Alexander, Burke and Caldwell counties with Catawba County serving as the lead agency.
  
5. To increase the Community Alert System's ability to reach people who live, work or go to school in Catawba County, Emergency Management will increase the number of self-registrations in the Community Alert System by at least ten percent in each of the following areas: businesses, individuals, e-mail addresses, and texts. The Community Alert system currently has 5,593 total self-registrations, and will increase the total number by 560.

## **VETERANS' SERVICES**

### **Statement of Purpose**

Assist veterans and their dependents in accessing compensation, pension, and other benefits from the Department of Veteran 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 U.S. 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, Veterans' Services will submit scholarship applications for at least 10 eligible Catawba County students to the North Carolina Division of Veterans' Affairs.
3. The Veterans' Services 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 following numbers of occupancies are projected to be inspected during the next three year cycle in each municipality:

Brookford:	37
Catawba:	45
Claremont:	89
Maiden:	190
Long View:	228

Pending contract renewal by the five municipalities and based on current projections, we will perform the following inspections for this fiscal year:

Brookford:	9
Catawba:	19
Claremont:	20
Maiden:	63
Long View:	54

2. To reduce the risk of property fires in Catawba County, Fire/Rescue will ensure that 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.
3. To provide professional and thorough fire prevention services that comply with the North Carolina State Building Code-Fire Prevention Code, 100 percent of fire inspections will be conducted by inspectors with all appropriate certifications for their assignment.

4. 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. 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.

## 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: 49 seconds was the 2012 actual average emergency dispatch time from the Communications Center)
2. Ensure customers receive the highest quality prehospital care available by utilizing 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 utilized:
  - a. Drug Assisted Intubation
  - b. Assisted Ventilation or Invasive Airway Use
  - c. ST-Elevation Myocardial Infarction (STEMI)
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 utilized appropriately, the Metrolina Region established an overtriage (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 overtriage 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.

## **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. To help control the pet population and promote responsible pet ownership, Animal Services will ensure 100 percent of eligible animals are spayed or neutered prior to adoption. Examples of animals ineligible for spaying/neutering include those that are too young and those that are not medically recommended.
2. To increase the number of Shelter animals adopted or placed in rescue groups, Animal Services will increase the number of animal foster homes in Catawba County by 25 percent (increase of five foster homes). These foster homes rehabilitate animals recovering from surgeries, animals that are on medication, very young animals, and any other animal awaiting adoption.
3. To provide a healthy and safe environment for both animals and staff, the Animal Shelter will be completely sanitized at least twice a year. This will reduce the risk of virus or disease transmission among the Shelter's animal population.
4. To ensure euthanization is used only as a final option for animals received at the Shelter, at least 30 percent of all animals received will be adopted, fostered, returned to their owner, or transferred to the Humane Society or rescue groups.

## Other Public Safety Activities

Organization: 270050

	2011/12 Actual	2012/13 Current	2013/14 Requested	2013/14 Approved	Percent Change
<b>Revenues</b>					
General Fund	162,413	163,628	178,042	174,105	6%
<b>Total</b>	<b>\$162,413</b>	<b>\$163,628</b>	<b>\$178,042</b>	<b>\$174,105</b>	<b>6%</b>
<b>Expenses</b>					
Civil Air Patrol	405	405	405	405	0%
Conflict Resolution Center	13,063	13,063	15,000	13,063	0%
Court Improvement Board	25,117	25,457	28,024	28,024	10%
Lake Norman Marine Commission	23,500	23,500	25,500	23,500	0%
Pretrial Services	100,328	101,203	109,113	109,113	8%
<b>Total</b>	<b>\$162,413</b>	<b>\$163,628</b>	<b>\$178,042</b>	<b>\$174,105</b>	<b>\$0</b>

### 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 (BCDCF) designed to control jail population numbers by expediting cases through the district and superior courts. These efforts saved the County 5,135 inmate bed days last year resulting in the need to house an average of 14 fewer inmates per day.

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 13,467 inmate bed days, resulting in the need to house an average of 37 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.

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.



# Communications Center

Organization: 280100

	2011/12 Actual	2012/13 Current	2013/14 Requested	2013/14 Approved	Percent Change
<b>Revenue</b>					
State	\$0	\$0	\$0	\$0	0%
Federal & State	0	0	0	0	0%
Miscellaneous	20,919	21,493	22,138	22,138	3%
General Fund	1,557,148	1,620,148	1,739,004	1,660,175	2%
<b>Total</b>	<b>\$1,578,067</b>	<b>\$1,641,641</b>	<b>\$1,761,142</b>	<b>\$1,682,313</b>	<b>2%</b>
<b>Expenses</b>					
Personal Services	\$1,370,602	\$1,427,281	\$1,526,257	\$1,453,428	2%
Supplies & Operations	207,465	214,360	234,885	228,885	7%
Capital	0	0	0	0	0%
<b>Total</b>	<b>\$1,578,067</b>	<b>\$1,641,641</b>	<b>\$1,761,142</b>	<b>\$1,682,313</b>	<b>2%</b>
<b>Employees</b>					
Permanent	29.00	29.00	31.00	29.00	0%
Hourly	1.88	1.88	1.88	1.88	0%
<b>Total</b>	<b>30.88</b>	<b>30.88</b>	<b>32.88</b>	<b>30.88</b>	<b>0%</b>

## Budget Highlights

The Communication Center budget is a two percent increase from the prior year, driven by standard operating increases and the addition of equipment maintenance formerly budgeted in the E-911 Fund that must now be budgeted in the General Fund.

## Performance Measurement

### Fiscal Year 2013/14

Outcomes for the Communication Center continue to focus on ensuring citizens receive prompt emergency and public safety assistance by answering at least 98 percent of all emergency calls within 10 seconds and maintaining a 65 second or less average dispatch time on all emergency calls. The Communication Center will also continue working with other public safety agencies both at the local and state level to ensure Catawba County has excellent emergency communications. Examples of this in Fiscal Year 2013/14 are working with the Piedmont Area Communications Council to implement its 10 county interoperability grant and attending all meetings of the State 911 Board to provide input that is in the best interest of Catawba County on issues such as implementation of Next Generation 911 and proposed changes to funding rules. With construction beginning on a new Justice/Public Safety Center next year, a new outcome for Communications Center is to work with contractors, technology officials, and

architects to locate existing telecommunications infrastructure and ensure construction does not affect current 911 Center operations.

### **Fiscal Year 2012/13**

At mid-year, the Communications Center was on target to achieve all of its outcomes. The Center continued to ensure citizens receive prompt emergency and public safety assistance by answering 98.5 percent of all emergency calls within 10 seconds and dispatching all emergency calls in an average of 50.9 seconds.

The Communications Center also continued to work with the North Carolina Highway Patrol, and added an expansion radio channel to the Bakers Mountain radio site. This new channel increased the tower's capacity to five public safety agencies that can use the tower at once, improving communication opportunities and reducing technological bottlenecks. Additionally, staff have attended State 911 Board meetings and worked with the Standards Committee to provide input that is in the best interest of Catawba County.

### **Fiscal Year 2011/12**

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.

## 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

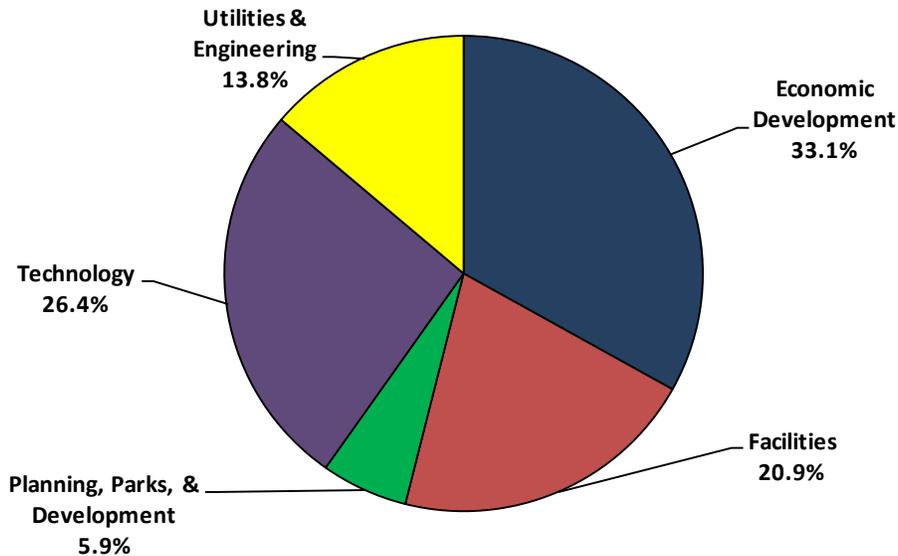
1. To ensure citizens receive prompt emergency and public safety assistance, the Communications Center will:
  - a. Answer at least 98 percent of all emergency calls within 10 seconds. (Fiscal Year 2012 - 98.8 percent within 10 seconds)
  - b. Maintain a 65 second or less average dispatch time on all emergency calls throughout the County. (Fiscal Year 2012 - 48 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 with the Piedmont Area Communications Council (PACC) to implement its 10 county interoperability grant by testing the County's ability to communicate via radio with the other participating counties at least quarterly. These participating counties include Lincoln, Gaston, Iredell, Mecklenburg, Cabarrus, Union, Stanly, York (South Carolina), and Lancaster (South Carolina).
4. 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 working with the State Highway Patrol to improve radio operability.
5. To maintain an active role at the State level in development of 911 center standards and funding, Communication Center staff will attend all meetings of the State 911 Board and provide input that is in the best interest of Catawba County.

6. Work with the Justice Center Team to complete design and begin construction of a new 911 Center Complex. Specifically, the Communication Center will work with contractors, technology officials, and architects to locate existing telecommunications infrastructure and ensure construction does not affect current 911 Center Operations.

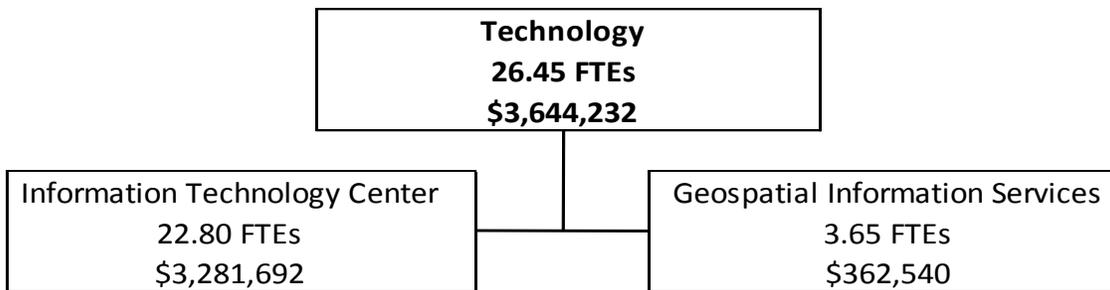


## ECONOMIC & PHYSICAL DEVELOPMENT

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 \$15,505,690 or 7.1 percent of the total expenditures, including related capital projects budgeted in general capital projects. The General Fund portion of the budget is \$13,829,626.



# Catawba County Government



# Technology Department

Organizations: 410200 - 410250

	2011/12 Actual	2012/13 Current	2013/14 Requested	2013/14 Approved	Percent Change
<b>Revenues</b>					
Local	\$317,759	\$309,484	\$296,229	\$311,894	1%
Charges & Fees	6,789	3,000	3,000	3,000	0%
Miscellaneous	17,783	17,200	19,300	14,720	-14%
Indirect Cost	461,942	473,906	498,663	499,251	5%
Mental Health Contracts	88,162	9,000	0	0	0%
General Fund	2,610,140	2,696,679	2,863,542	2,815,367	4%
<b>Total</b>	<b>\$3,502,575</b>	<b>\$3,509,269</b>	<b>\$3,680,734</b>	<b>\$3,644,232</b>	<b>4%</b>
<b>Expenses</b>					
Personal Services	\$1,937,153	\$1,992,004	\$2,031,806	\$2,039,804	2%
Supplies & Operations	1,565,422	1,517,265	1,648,928	1,604,428	6%
Capital	0	0	0	0	0%
<b>Total</b>	<b>\$3,502,575</b>	<b>\$3,509,269</b>	<b>\$3,680,734</b>	<b>\$3,644,232</b>	<b>4%</b>
<b>Expenses by Division</b>					
Information Technology Center	\$3,173,211	\$3,158,360	\$3,318,659	\$3,281,692	4%
Geospatial Information Services	329,364	350,909	362,075	362,540	3%
<b>Total</b>	<b>\$3,502,575</b>	<b>\$3,509,269</b>	<b>\$3,680,734</b>	<b>\$3,644,232</b>	<b>4%</b>
<b>Employees</b>					
Permanent	26.45	26.45	26.45	26.45	0%
Hourly	0.50	0.50	0.50	0.50	0%
<b>Total</b>	<b>26.95</b>	<b>26.95</b>	<b>26.95</b>	<b>26.95</b>	<b>0%</b>

## Budget Highlights

The Technology Department includes the Information Technology Center (ITC) and the County's Geographical Information System (GIS). The Communications Center also falls under the oversight of the Chief Information Officer due to the highly technical nature of the 911 Emergency Center but remains budgeted as a function within the Public Safety section of the document so that citizens can more easily find the budget. (See Public Safety tab for Communication Center details).

The budget reflects a four percent increase, due primarily to increasing software maintenance expenses, the need to renew a three year contract for the internet filter, and expenses related to providing internet redundancy for the County's network to ensure continuity of operations for critical public safety functions and increase available bandwidth for departments.

Investments in Technology continue to pay dividends, with previous projects improving both County efficiency and citizen service delivery. Below are several examples of areas of success:

- Citizens can pay for a variety of County services online with credit or debit cards, with over \$3.4 million in revenue collected in Fiscal Year 2011/12.
- Maintenance employees receive and update the status of work orders using smartphones in the field rather than returning to the office, increasing each worker's productivity by approximately one hour per day.
- Personal property tax listing forms were converted from paper to electronic documents, eliminating the need for 10 filing cabinets in the Tax Office.

## **Performance Measurement**

### **Fiscal Year 2013/14**

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 2013/14 include:

- Improving wireless data transmission speeds on the County's network by at least 50 percent.
- Providing targeted training and classes in which at least 90 percent of attendees indicate the training improved their job-related skill set.
- Resolving 90 percent of all HelpDesk calls within two days.
- Updating the County's hi-resolution overhead oblique imagery. These maps provide side angle views of structures and are an important tool in the delivery of public safety, economic development, and tax services.

### **Fiscal Year 2012/13**

At mid-year, the Information Technology Center (ITC) and Geospatial Information Services (GIS) were on target to meet 100 percent of their outcomes for Fiscal Year 2012/13.

In the area of technology training, ITC provided 42 training sessions, published 15 training videos, and published 6 training articles. HelpDesk calls were examined for training opportunities as well, and staff continues to work with employees on frequent question areas such as resetting passwords.

ITC successfully continued its focus on maintaining the County's secure network, blocking over 1 million potential viruses and cleaning 27 computers infected with viruses. Additionally, the County's network experienced only one extended outage (5 hours). New software acquired after this incident will allow staff to better monitor problem areas in the second half of the year and help prevent a similar future incident.

ITC worked with several departments, including Tax and Finance, to improve business processes through the use of technology. In Tax, ITC worked with delinquent collectors to begin managing files electronically, and a new Appraisal and Land Records Management system was

implemented in September 2012. In Finance, electronic accounts payable invoices were implemented, with electronic approvals planned for the second half of the fiscal year.

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. The GIS site continues to be the most visited County site as well, with 52,411 unique visitors through mid-year. The division met bi-monthly with the County's municipalities to evaluate opportunities for cooperation, and efforts in the second half of the fiscal year will focus on collaborating with municipalities to create zoning overlays. These overlays are expected to be available for use by late spring.

### **Fiscal Year 2011/12**

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*

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.

## INFORMATION TECHNOLOGY CENTER (ITC)

### Statement of Purpose

To 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. To improve wireless data transmission and remote connectivity to the County, ITC will increase wireless data transmission speeds on the County's network by at least 50 percent.
2. To ensure the County's network remains secure and reliable, ITC will:
  - a. Block at least 99 percent of all security risks at the perimeter of the network.
  - b. Maintain at least a 99.9 percent uptime for all enterprise services, web services, and online transactions.
3. To increase the knowledge and abilities of all County staff and maximize current technologies, ITC will provide targeted training and classes in areas such as Microsoft products, web services, and specialized applications. Achievement will be measured by at least 90 percent of attendees indicating the training improved their job-related skill set.
4. To provide quality and timely service to all Catawba County technology users, ITC will:
  - a. Resolve at least 90 percent of all HelpDesk calls within two business days.
  - b. Maintain at least a 90 percent customer satisfaction rating with internal customers.
5. Work with the Tax Department to analyze business processes and improve at least three of these processes through the use of technology. Examples of potential processes are data entry, workflow, and report generation.
6. To reduce file storage size, enhance accessibility, and ensure on-going data integrity for records that cannot be destroyed, ITC will work with the Sheriff's Office to implement a new digital imaging software system. This will not only improve internal record-keeping but provide the public with web-access to common records such as incident reports.
7. Promote transparency by providing frequently requested information in a self-service mode online. Specifically, ITC will increase the number of datasets or sources available on demand via the Internet by at least one per quarter.

## **GEOSPATIAL INFORMATION SERVICES (GIS)**

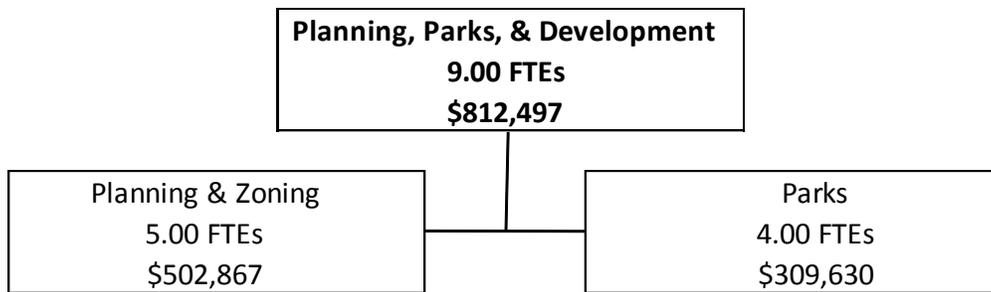
### **Statement of Purpose**

Geospatial Information Services (GIS) provides access to information from multiple sources and relates it geographically. This improves decision-making and service delivery in many areas, including public safety, economic development, planning, building services, environmental health, facilities management, and parcel mapping, etc. GIS promotes good government through multi-jurisdictional partnerships, regional partnerships, and partnerships with several State agencies.

### **Outcomes**

1. To provide reliable geospatial information to stakeholders, GIS will ensure the GIS website and application 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 duplication in staff efforts and leverage buying power, GIS will continue to promote partnerships and coordinated projects with municipalities by meeting bi-monthly with the Catawba County 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.
4. To ensure up-to-date hi-resolution overhead imagery of Catawba County is available, GIS will update the County's oblique maps and provide access/training to all applicable agencies. These maps provide side angle views of structures including windows, doors, and other distinguishing features, and serve as an important tool in the public safety, economic development, and tax areas.

# Catawba County Government



# Planning, Parks, & Development

Organizations: 420030 - 420040

	2011/12 Actual	2012/13 Current	2013/14 Requested	2013/14 Approved	Percent Change
<b>Revenues</b>					
Charges & Fees	\$48,321	\$81,619	\$76,891	\$76,891	-6%
Local	0	0	0	0	0%
State	2,597	0	0	0	0%
Miscellaneous	5,688	500	500	500	0%
From Community Development	0	0	0	0	0%
General Fund	774,240	717,211	736,401	735,106	2%
<b>Total</b>	<b>\$830,846</b>	<b>\$799,330</b>	<b>\$813,792</b>	<b>\$812,497</b>	<b>2%</b>
<b>Expenses</b>					
Personal Services	\$706,699	\$645,325	\$659,403	\$658,870	2%
Supplies & Operations	124,147	154,005	154,389	153,627	0%
Capital	0	0	0	0	0%
<b>Total</b>	<b>\$830,846</b>	<b>\$799,330</b>	<b>\$813,792</b>	<b>\$812,497</b>	<b>2%</b>
<b>Expenses by Division</b>					
Planning & Zoning	\$541,445	\$494,992	\$504,363	\$502,867	2%
Parks	289,401	304,338	309,429	309,630	2%
<b>Total</b>	<b>\$830,846</b>	<b>\$799,330</b>	<b>\$813,792</b>	<b>\$812,497</b>	<b>2%</b>
<b>Employees</b>					
Permanent	10.00	9.00	9.00	9.00	0%
Hourly	1.70	2.00	2.00	2.00	0%
<b>Total</b>	<b>11.70</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>	<b>0%</b>

## Budget Highlights

The Planning, Parks, and Development department's recommended budget increased by \$13,167 (a two percent increase) from Fiscal Year 2012/13. This is the result of increases in normal operating expenses, including compensation and retirement.

## Performance Measurement

### Fiscal Year 2013/14

The Planning, Parks, and Development Department's outcomes for Fiscal Year 2013/14 emphasize timely and quality customer service to citizens, promoting and maintaining orderly growth for the County, increasing affordable housing opportunities, and providing recreational opportunities for citizens. 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 promoting agricultural preservation, in

support of the Board of Commissioners' goal of implementing the Farm and Food Sustainability Plan, by increasing the number of public farm tours.

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 2012/13**

At mid-year the Planning and Parks Department was on target to achieve or already achieved 11 of its 13 outcomes. The two outcomes that Planning either failed to meet or was not on target to achieve were: 1) preparing for increased development along Highway 150 corridor by completing the Highway 150 Corridor Plan by March 2013 and 2) minimizing community disruption from effects of flooding by reducing the County's flood insurance rate class by one level. In reference to the first outcome, Planning's timetable for completing the Highway 150 Corridor Plan was delayed because approval for extending sewer along Highway 150 was not granted until mid-year. The permitting process and final approval through DENR and NCDOT took 6 to 12 months longer than anticipated. The second outcome was not on target because FEMA had not approved the National Flood Insurance Programs Community Rating System Manual. Without an approved manual, Planning could not pursue flood insurance rate reduction.

Planning promoted agricultural preservation. The department was working on increasing the number of public farm tours. In an effort to ensure housing for low-to-moderate income Catawba County residents, Planning applied for a \$225,000 Scattered Site Housing federal Community Development Block Grant. Planning staff continued to serve on various committees (Metropolitan Planning Organization, Catawba River Study Committee, Unifour Recreation and Open Space Task Force, Air Quality Committee, Lake Norman Bicycle Route Taskforce, and Public Health's Eat Smart, Move More Committee) providing technical and advisory support.

At mid-year Parks drew in 57,336 patrons, well on pace to meet its newly increased 100,000 target by the end of Fiscal Year 2012/13. Likewise both the number of volunteer hours and number of participants in educational, interpretive, and school programs were on target to meet or surpass its outcome targets.

### **Fiscal Year 2011/12**

Planning achieved 100 percent of its outcomes (12/12). 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.

## 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. To provide quality customer service by 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:
    1. non-residential site plans within 12 days (2012 NC county average: 16 days; Department actual: 14 days)
    2. residential zoning permits within two days, not counting weekends (Department actual: 2 days)
    3. 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)
    4. 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)
    5. 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 14 days)
2. To offer physical fitness and wellness opportunities in concert with travel and tourism, Planning will continue the implementation of the adopted Carolina Thread Trail (CTT) Master Greenway Plan by:
  - a. Constructing approximately .4 mile of natural surface trail at Bunker Hill Covered Bridge

- b. Completing a natural surface trail design for the Lyle Creek greenway north of Bunker Hill Covered Bridge to the City of Claremont and begin landowner outreach
  - c. Coordinating CTT signage efforts with the cities through administration of the Greenway Trails Advisory Committee
- 3. To 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 ensure development along the Highway 150 corridor will provide economic development opportunities, align with smart growth principals, and remain aesthetically pleasing, Planning will complete a Highway 150 Corridor Plan by the end of the 3<sup>rd</sup> Quarter of Fiscal Year 2013/14.
- 5. To promote agricultural sustainability and increased farm production by:
  - a. Increasing the number of public farm tours/events by 10 percent (from 12 to 13 events).
  - b. Coordinating with Cooperative Extension in hosting demonstration events and classes.
  - c. Collaborating with Cooperative Extension and surrounding counties (Gaston, Lincoln, Cleveland counties) in the Foothills Aggregation Center\* Feasibility Study to gauge farmers' interest in utilizing the Center. *\* Aggregation centers assist small- to medium-sized farmers in marketing their products to retailers and institutions by combining the produce from several smaller farmers together to meet higher demand volumes than any individual farmer could meet on his or her own.*
- 6. To promote economic development opportunities along the 321 Corridor, Planning will implement at least three short term strategies identified in the 321 Eco-Tech Development Plan by the end of the 3<sup>rd</sup> quarter of Fiscal Year 2013/14. The three strategies are:
  - a. Transportation Goal #11: Coordinate with North Carolina Department of Transportation (NCDOT) to ensure that the Rocky Ford Road Bridge's design incorporates the locally preferred option. This will be completed by the end of second quarter of Fiscal Year 2013/14.
  - b. Transportation Goal #13: Present request for re-evaluation of the Sandy Ford Road interchange and Robinson Road extensions projects through the MPO during its Comprehensive Thoroughfare Planning process.

- c. Transportation Goal #17: Coordinate with Carolina Thread Trail and Lincoln County on the design and construction of the South Fork Catawba River greenway segment south of Blackburn Bridge Road. This will be completed by the end of the third quarter of Fiscal Year 2013/14.
- 7. To promote economic development opportunities along the Highway 16 Corridor through the implementation of three short term strategies identified in the 16 South Corridor Development Plan by the end of the 4<sup>th</sup> quarter of Fiscal Year 2013/14. The three strategies are:
  - a. Transportation Goal #5: Continue working through the RPO, community partners, and the legislature to secure funding in order to “fast track” NC 16 widening between Tower Road and Claremont Road.
  - b. Transportation Goal #7: Work with NCDOT to install landscaping and locate signage, if appropriate, that identifies the entrance to Catawba County. This will be completed by the end of the third quarter of Fiscal Year 2013/14.
  - c. Transportation Goal #12: Collaborate with NCDOT and Western Piedmont Council of Governments to prepare and adopt a regional Bicycle and Pedestrian Plan that will result in mapping and signage in the County. This project will be completed by the end of Fiscal Year 2013/14.
- 8. To enhance outdoor opportunities for residents to remain active and healthy, the Parks Master Plan will be updated with demographic data and strategies that promote open space preservation, environmental education, and wellness by the end of Fiscal Year 2013/14.
- 9. To significantly reduce the Unifour’s vulnerability to natural hazards and ensure the region’s ability to apply for Federal pre- and post-disaster mitigation program assistance, the Planning Department will lead the planning process and develop departmental mitigation actions for an updated Multijurisdictional Hazard Mitigation Plan. The updated plan will be a regional effort led by Catawba County Emergency Services in coordination with Alexander, Burke and Caldwell counties.

## 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 federal Scattered Site CDBG funds (\$225,000) to perform five major rehabilitations and four minor repairs to low income homeowners' residences. Housing will be brought up to North Carolina Rehabilitation Standards. Project will last up to 30 months.
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 (\$37,500) to repair seven such homeowners' residences.
3. To provide low-to-moderate income people a savings vehicle/strategy that will assist them in acquiring or rehabilitating a productive asset (e.g. house), Planning will use Individual Development Account (IDA) CDBG Funds (\$155,000) to assist 30 first time homebuyers in purchasing their first homes and 30 homeowners with emergency housing repairs.

## **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 (an eight percent increase from the Fiscal Year 2012/13 goal of 100,000), 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 (a 10 percent increase from the Fiscal Year 2012/13 goal of 750). 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

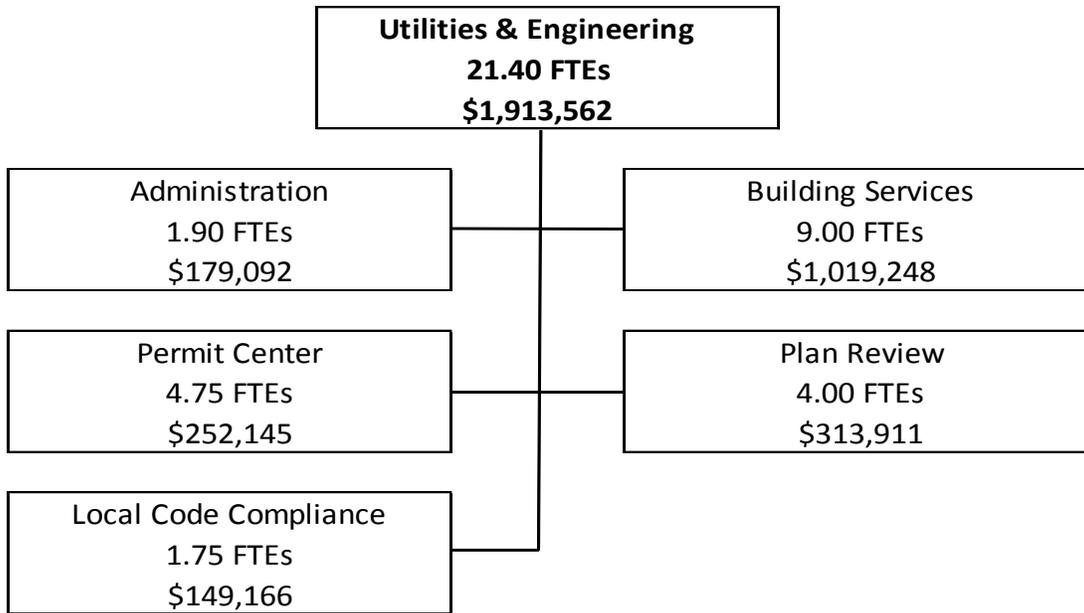
	2011/12 Actual	2012/13 Current	2013/14 Requested	2013/14 Approved	Percent Change
<b>Revenues</b>					
State	\$0	\$0	\$0	\$0	0%
Local	106,692	123,603	140,515	115,000	-7%
Miscellaneous	0	0	0	0	0%
From General Capital Reserve	0	0	0	0	0%
General Fund	2,482,130	3,675,795	4,844,565	4,458,619	21%
<b>Total</b>	<b>\$2,588,822</b>	<b>\$3,799,398</b>	<b>\$4,985,080</b>	<b>\$4,573,619</b>	<b>20%</b>
<b>Expenses</b>					
Chamber of Commerce - Edison Project	\$3,000	\$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	19,000	20,000	20,000	20,000	0%
Economic Development Commission	267,460	271,078	272,226	272,226	0.4%
EDC Marketing	55,000	50,000	50,000	50,000	0%
EDC Apple	1,547,124	2,625,444	3,856,105	3,856,105	47%
EDC Baker	7,570	11,086	0	0	0%
EDC Dalco Non-Wovens	0	0	19,260	19,260	0%
EDC Ethan Allen	0	8,065	0	0	0%
EDC Fiserv	14,409	19,966	19,966	19,966	0%
EDC Lee Insustries	50,000	0	0	0	0%
EDC Pierre Foods	0	60,220	0	0	0%
EDC Punker	0	0	8,217	8,217	0%
EDC Popplemann	19,453	28,676	28,676	28,676	0%
EDC Target	475,980	500,000	500,000	103,581	-79%
EDC Turbocoating	0	14,044	14,044	14,044	0%
EDC Turbotec	0	52,163	52,163	52,163	0%
NC Wildlife Commission - Beaver Mgmt.	4,000	4,000	4,000	4,000	0%
TDA - City of Hickory	79,901	79,062	76,654	69,647	-12%
WPCOG - Carolinas Innovation Group	1,500	1,500	1,500	1,500	0%
WPCOG - Dues	41,989	41,844	41,984	41,984	0%
WPCOG - Sister Cities	250	250	500	250	0%
WPCOG - Water Resource Committee	0	4,500	12,285	4,500	0%
<b>Total</b>	<b>\$2,588,822</b>	<b>\$3,799,398</b>	<b>\$4,985,080</b>	<b>\$4,573,619</b>	<b>20%</b>

### 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.



# Catawba County Government



# Utilities & Engineering

Organizations: 430050 - 430300

	2011/12 Actual	2012/13 Current	2013/14 Requested	2013/14 Approved	Percent Change
<b>Revenues</b>					
State	\$0	\$0	\$0	\$0	0%
Charges & Fees	1,049,109	781,700	822,700	852,700	9%
Miscellaneous	2,594	0	0	0	0%
Local	11,958	0	0	0	0%
Proceeds from Sale of Equipment	24,349	0	0	0	0%
General Fund	826,138	1,180,095	1,198,326	1,060,862	-10%
<b>Total</b>	<b>\$1,914,148</b>	<b>\$1,961,795</b>	<b>\$2,021,026</b>	<b>\$1,913,562</b>	<b>-2%</b>
<b>Expenses</b>					
Personal Services	\$1,493,774	\$1,520,973	\$1,508,269	\$1,516,142	0%
Supplies & Operations	420,374	440,822	461,899	397,420	-10%
Capital	0	0	50,858	0	0%
<b>Total</b>	<b>\$1,914,148</b>	<b>\$1,961,795</b>	<b>\$2,021,026</b>	<b>\$1,913,562</b>	<b>-2%</b>
<b>Expenses by Division</b>					
Administration	\$180,883	\$176,397	\$178,190	\$179,092	2%
Building Services	988,714	978,712	1,126,932	1,019,248	4%
Permit Center	330,854	341,054	254,476	252,145	-26%
Plan Review	276,489	305,113	312,949	313,911	3%
Code Compliance	137,208	160,519	148,479	149,166	-7%
	<b>\$1,914,148</b>	<b>\$1,961,795</b>	<b>\$2,021,026</b>	<b>\$1,913,562</b>	<b>-2%</b>
<b>Employees</b>					
Permanent	21.40	21.40	21.40	21.40	0%
Hourly	0.00	0.00	0.00	0.00	0%
<b>Total</b>	<b>21.40</b>	<b>21.40</b>	<b>21.40</b>	<b>21.40</b>	<b>0%</b>

## 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 two percent decrease from the prior year due to a decrease in salaries related to staffing turnover and staffing reductions in prior years.

## Performance Measurement

### Fiscal Year 2013/14

Outcomes for Fiscal Year 2013/14 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 contractors requested inspection date, an increase of two percent from its current year goal. For the Permit Center, the department's new Citizen Access Portal (a web-based system to obtain permits, make payments, and check status of inspection requests) will have at least 1,000 log-ins. Plan Review outcomes are updated as well, with a new outcome to review 100 percent of complete requests for safety inspections within two business days.

### **Fiscal Year 2012/13**

At mid-year, Utilities and Engineering was on track to achieve all but one of its outcomes. Overall, the following was accomplished during the first half of the fiscal year.

- 59 tours, 56 presentations, and 13 displays were given reaching approximately 2,084 people.
- 94.04 percent of requested building inspections were performed on the next day or the day of request.
- 100 percent of Building Services training was performed locally.
- 99.18 percent of plans submitted for code compliance were reviewed within 10 working days.
- 100 percent of all sedimentation and erosion plans were reviewed within 10 working days.

The 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 2013/14.

### **Fiscal Year 2011/12**

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.

## UTILITIES AND ENGINEERING ADMINISTRATION

### Statement of Purpose

Coordinate and manage Utilities and Engineering, Building Services, Plan Review, Permit Center, and Erosion Control and Local Code Compliance so citizens of Catawba County can live, work, and recreate in a clean and safe environment. The approach will be economically viable and environmentally friendly.

### Outcomes

1. Ensure citizens receive quality customer service from all Utilities and Engineering staff by:
  - a. Maintaining a customer service satisfaction rating of 95 percent or above as evidenced by customer survey reports.
  - b. Responding to and resolving 98 percent of all customer service complaints within 24 hours.

## **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 citizens 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 customer service satisfaction rating of 95 percent or above as evidenced by customer survey reports.
  - 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 citizens 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 classifications (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 citizens 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 citizens receive quality customer service from the Permit Centers by:
  - a. Maintaining a customer service satisfaction rating of 95 percent or above as evidenced by customer survey reports.
  - b. Maintaining a complaint rate of less than 1 per 1,000 permits issued.
  - c. Responding to 98 percent of all customer complaints within 24 hours.
  
2. To provide citizens with convenient access to County permitting, Utilities and Engineering will continue promotion of the new Citizen 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 at least 1,000 log-ins to the new system.

## **PLAN REVIEW**

### **Statement of Purpose**

Provide plan review information and service to the citizens 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 citizens receive quality customer service from Plan Review officials by:
  - a. Maintaining a customer service rating of 95 percent or above as evidenced by customer survey reports.
  - 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 to receive certain licenses (i.e. day cares) and for changes of use to an existing building or space.

## LOCAL CODE COMPLIANCE AND EROSION CONTROL

### Statement of Purpose

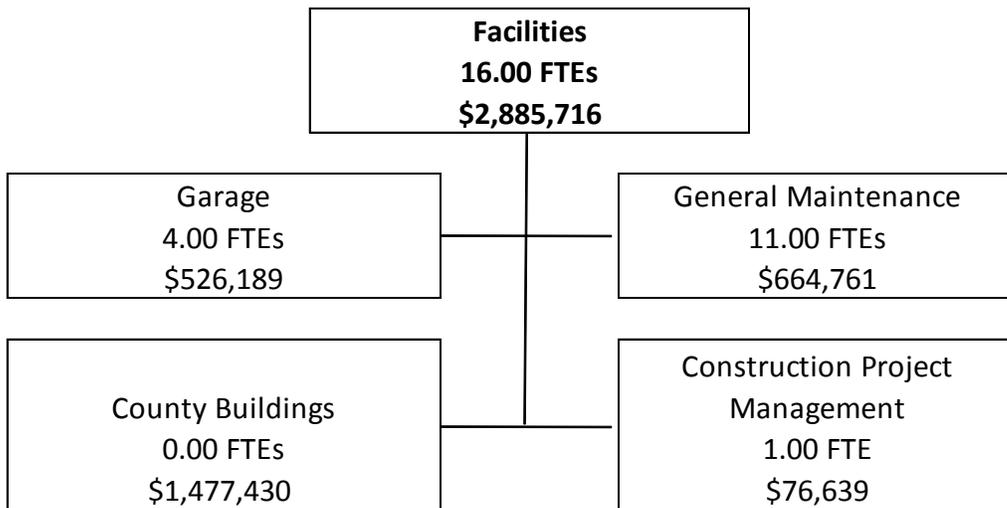
Protect the regional water quality and health, safety, and general welfare of Catawba County citizens through implementation of the local soil sedimentation and erosion control program and code compliance program. The County provides the local soil sedimentation and erosion control program to seven of the eight municipalities in the county (Brookford, Catawba, Claremont, Conover, Hickory, Long View, and Maiden), with Newton providing its own local program. Promote Catawba County's economic development through timely permitting service to local contractors and developers.

### 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 and Local Code Compliance staff by:
  - a. Maintaining a customer service satisfaction rating of 95 percent or above as evidenced by customer survey reports.
  - b. Responding to 98 percent of all customer complaints within 24 hours.
3. To promote departmental efficiency, Code Compliance Technicians will perform 100 percent of residential Building Level I footing inspections when already on the job site inspecting erosion and soil sedimentation control measures. This will save Building Inspectors up to 35 minutes of travel time and one and a half hours of inspection time per residential unit.



# Catawba County Government



# Facilities

Organizations: 440103 - 440158

	2011/12 Actual	2012/13 Current	2013/14 Requested	2013/14 Approved	Percent Change
<b>Revenues</b>					
1/4 Cent Sales Tax	0	0	\$ 76,464	\$ 76,639	0%
Charges & Fees	\$7,934	\$7,000	\$7,000	\$7,000	0%
Miscellaneous	34,225	40,000	100,000	26,000	-35%
Local	13,267	17,426	17,426	85,970	393%
From Self Insurance	0	0	0	0	0%
General Fund	2,401,182	2,603,954	2,854,315	2,766,746	6%
<b>Total</b>	<b>\$2,456,608</b>	<b>\$2,668,380</b>	<b>\$2,978,741</b>	<b>\$2,885,716</b>	<b>8%</b>
<b>Expenses</b>					
Personal Services	\$768,295	\$769,525	\$844,886	\$848,630	10%
Supplies & Operations	1,688,313	1,898,855	2,049,855	2,009,086	6%
Capital	0	0	84,000	28,000	0%
<b>Total</b>	<b>\$2,456,608</b>	<b>\$2,668,380</b>	<b>\$2,978,741</b>	<b>\$2,885,716</b>	<b>8%</b>
<b>Expenses by Division</b>					
Garage	\$525,696	\$526,189	\$528,906	\$524,346	0%
General Maintenance	659,401	664,761	870,583	814,289	22%
County Buildings	1,271,511	1,477,430	1,502,788	1,470,442	0%
Construction Project Management	0	0	76,464	76,639	0%
<b>Total</b>	<b>\$2,456,608</b>	<b>\$2,668,380</b>	<b>\$2,978,741</b>	<b>\$2,885,716</b>	<b>8%</b>
<b>Employees</b>					
Permanent	15.00	15.00	16.00	16.00	7%
Hourly	0.00	0.00	0.40	0.40	0%
<b>Total</b>	<b>15.00</b>	<b>15.00</b>	<b>16.40</b>	<b>16.40</b>	<b>9%</b>

## Budget Highlights

The Facilities budget increased 8 percent, or \$217,336. Facilities has responsibility for Fleet Maintenance, General Maintenance, and County Buildings. The budget includes investments in energy efficiency improvements, repaving of the Newton Library parking lot, and a replacement vehicle. A Construction Project Manager position approved by the Board of Commissioners at its April 23, 2013 meeting is also included

## Performance Measurement

### Fiscal Year 2013/14

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. In the coming year, energy efficiency will continue to increase in importance for the department. Not only will Facilities staff continue to expand the use of energy efficient lighting in County buildings, but as the results of energy audits are reported, the Facilities Department will develop a plan for implementing audit recommendations and will begin executing the plan.

In Fiscal Year 2013/14, Fleet Maintenance will focus on improving efficiency while maintaining high standards for quality and customer service. In the past customer feedback has not been requested, but this year Fleet Maintenance will develop and conduct a departmental satisfaction survey that adequately captures the level of service and what matters to customers of the garage. 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.

### **Fiscal Year 2012/13**

Facilities is on track to achieve all of its outcomes. Facilities worked with an outside firm to conduct energy audits based on a prioritized schedule developed by the Department. The first phase of audits was completed this year and includes the Justice Center, Agricultural Resource Center, District Court Annex, St. Stephen's Library, 1924 Courthouse, and Public Health. The target completion date for auditing 25 County buildings is December 2014. Additionally, Facilities Maintenance upgraded 13 percent of the lighting in County buildings to more energy-efficient lighting, surpassing the goal of 5 percent. Facilities has now equipped 63 percent, 375,000 square feet, of the total square footage within County buildings with energy-efficient lighting. The Department of Social Services contributed to this success by obtaining a grant to cover the cost of upgrading the lighting in all of its buildings.

Fleet Maintenance is on track to successfully deliver all of its Fiscal Year 2012/13 outcomes.

### **Fiscal Year 2011/12**

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.

## 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. Provide high quality, efficient service by:
  - a. Assuring that at least 50 percent of available labor time is directed to preventative maintenance activities, reducing the need for unscheduled maintenance in the future.
  - b. Determining the maintenance expenditures per vehicle type (preventative and general maintenance) in order to inform vehicle purchase decisions and to progress towards capturing actual maintenance expenditures useful in analysis and decision-making.
  - c. Providing quality customer service as evidenced by a 90 percent satisfaction rate on the departmental survey.

## 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.

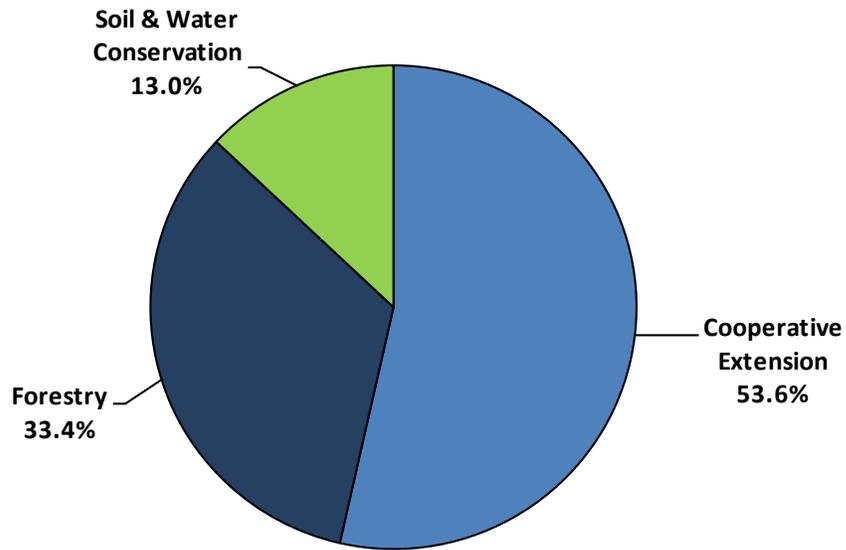
### Outcomes

1. 97 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. 98 percent of all routine maintenance and repairs will be completed within five working days, as evidenced by completed work orders.
3. 92 percent of all telephone problems will be repaired within three working days after notification, as evidenced by work orders.
4. 94 percent of all electrical problems will be corrected within three working days after notification, as evidenced by work orders.
5. 97 percent of all plumbing problems will be corrected within three working days after notification, as evidenced by work orders.
6. 98 percent of all road sign damage will be repaired within 10 working days of notification.
7. 98 percent of new road signs will be installed within 15 working days after notification.
8. Develop a prioritized work plan to implement recommendations from completed energy audits by August 31, 2013 based upon availability of funding, and begin implementation based on the schedule in the 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) to 68 percent, an increase of approximately 30,000 square feet which is a 5 percent increase.



## ENVIRONMENTAL QUALITY

The Environmental Quality function consists of Cooperative Extension Services, Soil and Water Conservation, and Forestry. This function's budget is \$603,309 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

## Reinventing Department

Organization: 310050

	2011/12 Actual	2012/13 Current	2013/14 Requested	2013/14 Approved	Percent Change
<b>Revenues</b>					
State	\$0	\$0	\$0	\$3,000	0%
Local	1,992	0	0	0	0%
General Fund	242,742	294,238	304,827	321,514	9%
<b>Total</b>	<b>\$244,734</b>	<b>\$294,238</b>	<b>\$304,827</b>	<b>\$324,514</b>	<b>10%</b>
<b>Expenses</b>					
Personal Services	\$19,662	\$22,384	\$28,778	\$74,136	231%
Supplies & Operations	217,686	271,854	276,049	250,378	-8%
Capital	7,386	0	0	0	0%
<b>Total</b>	<b>\$244,734</b>	<b>\$294,238</b>	<b>\$304,827</b>	<b>\$324,514</b>	<b>10%</b>
<b>Employees</b>					
Permanent	0.80	0.80	0.80	1.80	125%
Hourly	0.00	0.50	0.00	0.00	0%
<b>Total</b>	<b>0.80</b>	<b>1.30</b>	<b>0.80</b>	<b>1.80</b>	<b>38%</b>

### Fiscal Year 2011/12 Outcome Achievements

Total Outcomes	Achieved	Not Achieved	Success Rate
26	26	0	100%

## Budget Highlights

### Performance Measurement

#### Fiscal Year 2013/14

Outcomes for Fiscal Year 2013/14 focus on continuing to deliver educational services to the community while also implementing Catawba County's responsibilities related to the community-based Farm & Food Sustainability Plan. A major focus of Cooperative Extension in the upcoming fiscal year will be on increasing and supporting the local agriculture economy. The very successful Hmong demonstration garden will graduate more established farmers so that additional farmers can be trained. Cooperative Extension will continue to partner with Keep Catawba County Beautiful to decrease the use of plastic bags, plan community-wide litter collection events, and promote systemic litter reduction through promotion of the Adopt-a-Road program. Cooperative Extension will also continue to focus on young citizens by offering leadership opportunities in 4H, college readiness programs, and increased access to Science, Technology, Engineering, and Math (STEM) curriculum both in and out of school.

### **Fiscal Year 2012/13**

Cooperative Extension was deeply engaged in the development of Catawba County's Farm and Food Sustainability Plan. In April 2013, the Board of Commissioners reviewed and accepted in the Plan and adopted the action items for which Catawba County is responsible. Cooperative Extension continued to educate youth in science programs and life skills development and continued to educate adults in healthy eating, physical activity and chronic disease risk reduction. Additionally, Cooperative Extension is working to increase farm profitability, with the following achievements in Fiscal Year 2012/13:

- Best Management Practices, taught by Cooperative Extension, saved growers over \$172,000.
- Catawba County livestock and forage producers saved over \$88,000 as a result of Cooperative Extension's education efforts on the utilization of by-product feeds in rations.
- Other best practices were shared with farmers, which have the potential to increase yield of Catawba County farms by \$785,000.

### **Fiscal Year 2011/12**

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.

## COOPERATIVE EXTENSION SERVICE

### 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 and Food Sustainability Plan Action Items

1. To promote and support the local agricultural economy, NC Cooperative Extension will support and promote fruit and vegetable production in Catawba County as outlined in the Farm & Food Sustainability Plan. NC Cooperative Extension will complete the following action items to 1) increase the amount of land producing fruits and vegetables from 147 to 162 acres, 2) increase the number of producers selling their agricultural products from 73 to 88, 3) increase the number of county residents who buy from local farmers from 250 to 300, and 4) maintain the net income from sales of locally produced agricultural products at \$100,000.
  - a. Create an innovative educational program that will increase the knowledge of 50 interested producers on all aspects of fruit and vegetable production, enabling them to begin/expand production. 50 percent of participants will report plans to begin/expand growing of fruits and vegetables as a result of the program.
  - b. Develop and fully incorporate a strong 4-H/youth component to educational programming for fruit and vegetable production so as to recruit new producers to the industry. Success will be measured by at least 15 students participating in programming and reporting an interest in fruit and vegetable production in the future.
  - c. Educate the public on local farming and gardening best practices for the region by hosting gardening classes and demonstration events for different levels and in different seasons, incorporating both organic and conventional techniques. Utilize the Eco-complex as a resource in such programs. (Specifically, expansion of existing Eco-complex field days from 1 day to 2 days and targeted recruitment of different participants)
  - d. Participate in the Foothills Aggregation Center Feasibility Study to gauge farmers' interest in building/utilizing a facility that would assist them in marketing products to retailers and institutions by combining produce from several smaller

farmers together to meet higher demand volumes than any individual farmer could meet independently.

- e. Gather input on what is in demand by restaurants, institutions, etc. but is not available locally and communicating this demand to potential producers.
- f. Develop and promote enterprise budgets to help prospective growers identify the costs and potential returns from various fruit and vegetable crops. NC Cooperative Extension will promote the availability of these budgets and will assist 50 producers in utilizing these budgets to help select the crops that best fit their resource capabilities.
- g. Request a Cost of Community Services study from NC State University. The study will determine the average fiscal contribution of current land uses within the County (residential, commercial and agricultural/rural) and compare revenues generated to the service and infrastructure demands.
- h. Gather information from farmers and farmer's market patrons regarding 1) the foods that people do not know how to use and 2) the best way to support people trying new foods. Then launch a program that addresses the identified gaps and encourages the public to buy foods they may not know how to cook.

### **Beautification**

- 2. To promote a cleaner and more beautiful community, NC Cooperative Extension, in partnership with Keep Catawba County Beautiful (KCCB), will maintain a Litter Index Average below 2.0 and will:
  - a. Coordinate and promote 2 public litter collection events and expand the pool of volunteers recruited to participate to 90 volunteers, a 50 percent increase.
  - b. Promote and expand participation of community organizations, businesses, and individuals in the Adopt-a-Road/Street/Highway program, increasing the number of roads adopted to 80, a 15 percent increase, targeting areas with high Litter Index scores.
  - c. Persuade 5 grocery stores, 26 percent of grocery stores, to adopt the Best Bagging Practices Guide and develop a method of measuring the use of reusable bags.
  - d. Implement two beautification projects, expand the pool of unduplicated volunteers recruited to participate to 12, a 50 percent increase, and solicit sponsors to provide grants or donations for future projects

### **Local Food Production**

- 3. To promote and support the local agricultural economy, NC Cooperative Extension will work to increase the number of producers and the amount of food being produced in Catawba County.

- a. Support part-time, limited resource farmers, NC Cooperative Extension by expanding the “Putting Small Acreage to Work” program to appeal to citizens interesting in small-scale fruit and vegetable production. This program will clear the path to small-scale production for Catawba County citizens by linking to other related programs. As a result of NC Cooperative Extension’s support, 10 people will establish a new enterprise and 10 people will expand existing operations.
  - b. Develop and launch a monthly Farm School that will successfully usher 25 Catawba County citizens interested in farming into production. The curriculum will include agricultural training as well as business education.
  - c. Assist 7 farmers in developing demonstration farms and host demonstration events that will create a learning environment for other farmers interested in diversification.
  - d. Transition out established demonstration plot farmers to allow for 6 more producers at the Eco-complex.
  - e. Develop and launch a program that will coordinate matching surplus land with citizens interested in using the land for fruit and vegetable production.
  - f. Create a County-wide inventory of producers by commodity type.
  - g. Coordinate the expansion of the agriculture industry through farm tours and by partnering with the Catawba County Chamber of Commerce.
4. To increase demand for local food, NC Cooperative Extension will launch a campaign to increase awareness of the availability and benefits of local food.
- a. Be involved in the planning of another Eat, Drink, & Be Local event and a local food activity during “Taste of Hickory”, building the capacity to plan future events.
  - b. Launch and coordinate an ongoing local awareness campaign – including websites, newsletters, newspaper articles, etc. promoting local food. Contribute to the enhancement of the Foothills Fresh website by suggesting additions, deletions, and modifications to the website.
5. To increase local food production and community involvement in gardening, NC Cooperative Extension will support Extension Master Gardener Volunteers as they provide high-quality residential landscape and gardening expertise to the community. Extension Master Gardener Volunteers will increase the value of produce grown in community and personal gardens by \$5,000 by:
- a. Assisting citizens in managing their landscapes and gardens by successfully answering 95 percent of horticulture assistance calls within 24 hours.
  - b. Developing online content, particularly relating to high-demand topics.

- c. Establishing and maintaining 2 community fruit/vegetable demonstration gardens and hosting workshops, resulting in 25 unduplicated people starting gardens or diversifying existing gardens.
- d. Launching a food security project, resulting in 10 low-income individuals supplementing their income by growing fruit/vegetables, and all participants planning to continue growing some of their own food next season.

### **Farm Support**

- 6. To increase farm profitability NC Cooperative Extension will host meetings, workshops, and field days, and will provide one-on-one assistance and informal feedback to 19 dairy farmers, 100 percent of dairy farmers in the four county area, saving farmers a total of \$20,000. All farmers will implement one or more of the following farm management practices:
  - a. Animal waste and fertilizer management
  - b. Soil and plant tissue sampling
  - c. Soil conservation practices
  - d. Forage/feed analysis
  - e. Proper manure application equipment calibration
  - f. Record keeping and business management practices
  - g. Maintenance of animal waste operator certification
- 7. To increase the profitability of farms in Catawba County, NC Cooperative extension will provide 100 aspiring and existing forage and livestock producers with educational programming based on recommendations of the Livestock Advisory Committee.
  - a. 20 producers will save approximately \$500 each from utilizing alternative feeds in rations for weaned calves and replacement heifers.
  - b. NC Cooperative Extension will facilitate a group of producers to share knowledge and make cooperative decisions for selling weaned and preconditioned feeder calves, enabling producers to sell cattle for a better price than if they sold separately. Utilization of the scale and load-out facility constructed with grant funds during 2011 will be actively encouraged, resulting in a 20 percent increase in participation.
  - c. NC Cooperative Extension will also educate producers on health protocols, weaning strategies, feeding programs and marketing decisions that will improve profitability of cattle operations by 10%.
  - d. Youth livestock participants will gain a variety of skills such as improved recordkeeping, improved communication skills, responsibility, critical thinking, decision-making and subject matter expertise through their participation in 4-H club meetings, youth livestock shows, live animal projects, knowledge competitions and livestock judging. Based on post-surveys, 90 percent of

participants will agree that they increased their skills and are better prepared to become producers.

8. 175 green industry professionals in the nursery, greenhouse and landscape business will adopt pest management best practices which will decrease the amount of pesticides applied to the environment in Catawba County and will save participants \$100,000 in chemical and labor costs.
9. To support the local agricultural economy and provide education on the safe and sustainable use of pesticides, educational programming will be offered to pesticide applicators to help them understand regulations, environmental stewardship, pest identification and control and economic thresholds. 80 percent of participants will obtain or maintain licensure.
10. To ensure that Hmong farmers receive the proper skills and ability to maintain a viable and sustainable farm operation, 14 Hmong farms will gain skills in sustainable and alternative production through the participation in the Grower's school or demonstration site by the end of 2014. Farmers will adopt and demonstrate at least two different techniques or skills in the following areas:
  - a. Plasticulture
  - b. High Tunnel Production
  - c. Season Extension
  - d. Business and Marketing Management
  - e. Alternative farm production
  - f. Food Safety

Impact and success of the program will be measured through the adoption of techniques, one-on-one contacts, and farm visits.

### **Youth Education**

11. To assist youth in acquiring knowledge and developing life skills:
  - a. 50 percent of the estimated 1000 youth participating in clubs and special interest programs will show improvement in 5 or more skills based on data gathered through surveying a representative sample of club leaders and participating families. Evidence of growth and skills development will also be measured by successful completion of project work, presentations, leadership roles, and other competitive events.
  - b. Two 4-H programs will be established specifically targeting underserved communities, such as low-income or minorities. Targeted youth will be introduced to 4-H/ Extension through promotional events and/or short-term special interest programs.
12. 40 middle and high school youth will increase their capacity to enter and complete higher education as a result of participating in educational programs that improve

college readiness, such as College Trek, College Readiness Night, Youth Council, Golden Leaf Mentorship, and Juntos. Success will be measured by 95 percent of participants reporting educational plans that include college.

13. To improve the critical thinking skills of youth and to increase their knowledge in the areas of science, technology, engineering and math (STEM):
  - a. 600 youth will participate in 4-H science programs with 50 percent indicating in their grade-level survey a change in their level of scientific knowledge, problem solving capabilities or interest in a science-related career.
  - b. 4-H science curriculum will be utilized in 30 different classrooms, after-school programs, or summer programs to help youth develop critical thinking skills and scientific knowledge. 80 percent of the instructors will report the program/resources effective in helping students improve their scientific knowledge and critical thinking skills.
  - c. 100 teachers, 27 percent of eligible teachers, will learn about the availability of 4-H science school enrichment programs as a locally available resource. 10 new teachers and/or other adult volunteers will receive training and start using 4-H science curriculum.

#### **Environmental Protection**

14. 75 individuals will adopt one or more environmentally sensitive landscaping practices as a result of participating in NC Cooperative Extension's educational programs. Programming will include composting, proper watering and fertilizing methods, erosion control, landscaping to encourage wildlife, conserving and protecting ground and surface water, and storm water management. Skills learned will reduce the negative impact of landscaping practices on the environment by minimizing soil and water contamination and improving environmental diversity. Evaluation will be measured by success stories reported by clients, follow-up surveys, and evidence of practice adoption.

#### **Health and Wellness**

15. As a result of NC Cooperative Extension programming and with the collaboration of other Catawba County agencies, 225 adults and youth will increase their ability to make healthy food choices, increase their physical activity, and reduce risk factors for chronic diseases. Behavior change will be measured by client self report, written evaluation tools, and other evidence of practice adoption.
16. To reduce instances of food borne illness in Catawba County, NC Cooperative Extension will:
  - a. Provide food safety trainings to food handlers with 220 adopting safer food handling practices.

- b. Launch a food safety campaign to draw awareness of community organizations to proper food handling practices.
  - c. Make high quality food safety training videos available online.
- 17. 125 parents and child care educators will increase their knowledge and skills in providing experiential learning practices and including a greater variety of learning activities for young children as a result of participation in educational opportunities offered by North Carolina Cooperative Extension. Evaluation will be based on the number of educational credits awarded and clients' reports of intended changes made as a result of programming and resources.

# Soil & Water Conservation

Organization: 320050

	2011/12 Actual	2012/13 Current	2013/14 Requested	2013/14 Approved	Percent Change
<b>Revenues</b>					
State	\$44,861	\$30,475	\$89,890	\$89,890	195%
General Fund	108,039	114,099	113,195	110,644	-3%
<b>Total</b>	<b>\$152,900</b>	<b>\$144,574</b>	<b>\$203,085</b>	<b>\$200,534</b>	<b>39%</b>
<b>Expenses</b>					
Personal Services	\$130,288	\$136,499	\$134,395	\$132,144	-3%
Supplies & Operations	22,612	8,075	68,690	68,390	747%
Capital	0	0	0	0	0%
<b>Total</b>	<b>\$152,900</b>	<b>\$144,574</b>	<b>\$203,085</b>	<b>\$200,534</b>	<b>39%</b>
<b>Employees</b>					
Permanent	2.50	2.50	2.50	2.50	0%
Hourly	0.00	0.00	0.28	0.28	0%
<b>Total</b>	<b>2.50</b>	<b>2.50</b>	<b>2.78</b>	<b>2.78</b>	<b>11%</b>

## Budget Highlights

Soil and Water's recommended budget is \$200,534. This is a \$55,960 (39 percent) increase from \$144,574 in Fiscal Year 2012/13. This increase is attributed to a \$59,415 pass-thru grant from NC Department of Environment and Natural Resources (DENR).

## Performance Measurement

### Fiscal Year 2013/14

Soil and Water Conservation's outcomes for Fiscal Year 2013/14 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 2012/13

At mid-year, Soil and Water is on target to achieve 100 percent (3 of 3) of its outcomes. The Soil and Water District processes and returns VAD applications in a timely manner. The district implements the North Carolina Agricultural Cost Share Program and Community Conservation Assistance Program in Catawba County. Soil and Water oversees the installation of all identified best management practices (BMPs) and conducts at least two quality spot checks on previously installed BMPs. Soil and Water has enhanced its environmental literacy campaign by expanding their educational contests to include 3<sup>rd</sup>, 4<sup>th</sup>, and 9<sup>th</sup> 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 properties that qualify for 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 effectively implement the North Carolina Agricultural Cost Share Program (NCACSP) and the Community Conservation Assistance Program (CCAP) in Catawba County. Soil and Water will:
  - a. Oversee the installation of all identified best management practices (BMPs) on cost share contracts before their expiration
  - b. Conduct at least two quality spot checks of previously installed BMPs
  - c. Promote the use of the programs through local media and internet outlets.
3. To increase stewardship and the 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 5<sup>th</sup> grade classes at South Side Park over a two day event.

# Forestry

Organization: 330050

	2011/12 Actual	2012/13 Current	2013/14 Requested	2013/14 Approved	Percent Change
<b>Revenues</b>					
Miscellaneous	\$5,100	\$5,100	\$5,100	\$5,100	0%
General Fund	49,130	53,894	73,161	73,161	36%
<b>Total</b>	<b>\$54,230</b>	<b>\$58,994</b>	<b>\$78,261</b>	<b>\$78,261</b>	<b>33%</b>
<b>Expenses</b>					
Personal Services	\$0	\$0	\$0	\$0	0%
Supplies & Operations	54,230	58,994	78,261	78,261	33%
Capital	0	0	0	0	0%
<b>Total</b>	<b>\$54,230</b>	<b>\$58,994</b>	<b>\$78,261</b>	<b>\$78,261</b>	<b>33%</b>

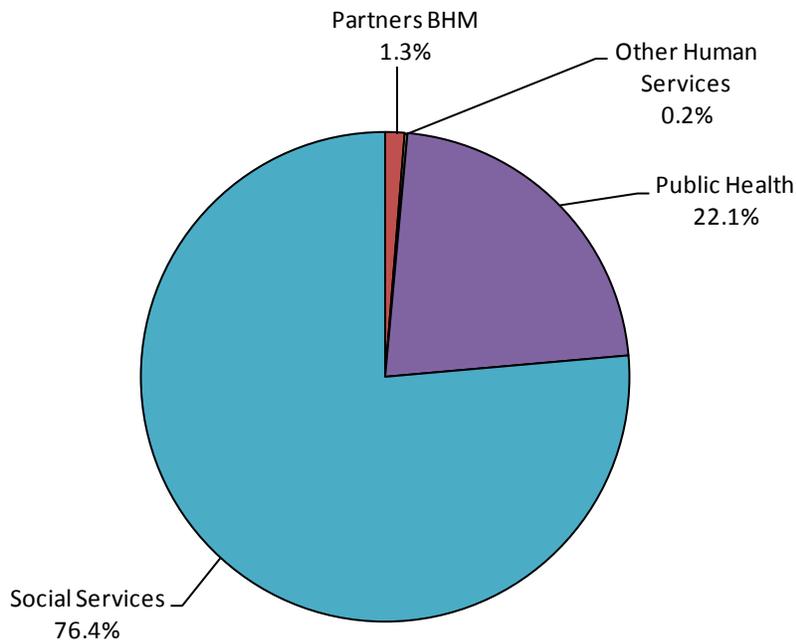
## Budget Highlights

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 \$50,323,287 is 23.1 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 \$3,845,021 go to support the human needs, and the Public Health Department is projected to expend \$11,144,766 for the specialized public health services it offers. Other Human Resources include the Medical Examiner and is funded at \$90,000 this fiscal year. \$642,000 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

	2011/12 Actual	2012/13 Current	2013/14 Requested	2013/14 Approved	Percent Change
<b>Revenues</b>					
ABC 5 Cents Per Bottle	\$48,170	\$45,000	\$45,000	\$45,000	0%
ABC Profits	45,000	63,000	63,000	63,000	0%
CJPP Grant	123,388	122,789	0	0	0%
General Fund	789,046	650,000	650,000	534,000	-18%
<b>Total</b>	<b>\$1,005,604</b>	<b>\$880,789</b>	<b>\$758,000</b>	<b>\$642,000</b>	<b>-27%</b>
<b>Expenses</b>					
Mental Health CVBH	489,478	502,000	499,500	499,500	0%
Mental Health Service Support Efforts	\$281,068	\$148,000	\$150,500	\$34,500	-77%
Mental Health ABC Board Contract	100,670	108,000	108,000	108,000	0%
Drug Treatment Court	11,000	0	0	0	0%
CJPP	123,388	122,789	0	0	0%
<b>Total</b>	<b>\$1,005,604</b>	<b>\$880,789</b>	<b>\$758,000</b>	<b>\$642,000</b>	<b>-27%</b>

## Budget Highlights

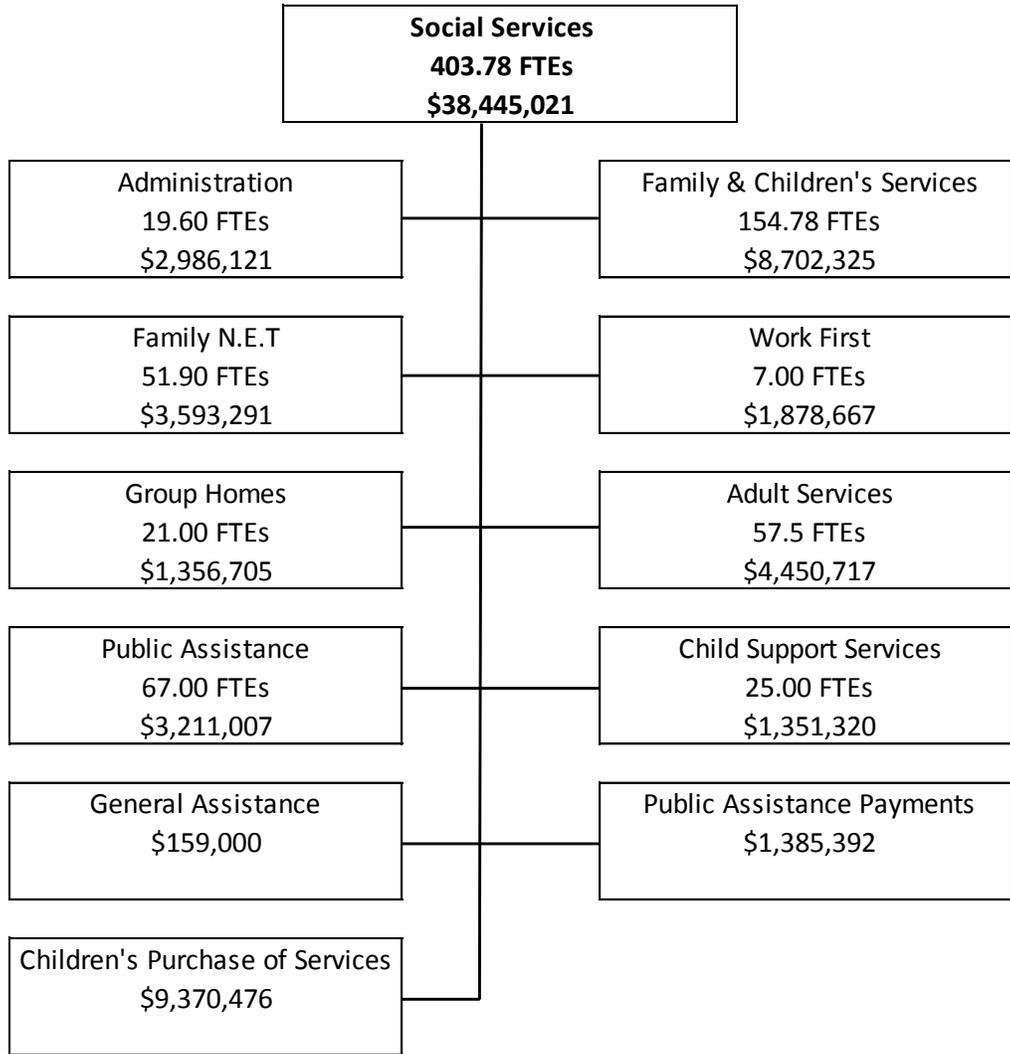
On July 1, 2012, Mental Health Partners, which served Catawba and Burke Counties since July 2008, merged with Crossroads (serving Iredell, Surry, and Yadkin) and Pathways (serving Cleveland, Gaston, and Lincoln) local management entities (LMEs) to form Partners Behavioral Health Management (Partners BHM) a managed care organization (MCO). This makes Catawba County part of an eight-county mental health agency with 1/5<sup>th</sup> of the voice it once had in delivering mental health services, which raises concern about the County’s ability to ensure local funding continues to support programs and services here in Catawba County. Now there is indication additional mergers may be required by the State further removing mental health services from local control and shifting the responsibility more clearly to the State.

Since the mergers began, the County has been clear that funding provided to mental health was subject to annual review and service needs. As a result of the continued erosion of local control and input, the budget reduces funding for mental health services by \$116,000 to fund two additional road patrol deputies. A total of \$534,000 is budgeted for services not otherwise supported by Federal or State funding that benefit Catawba County citizens. In Fiscal Year 2013/14, the County will contract for the following services:

<b>Catawba Valley Behavioral Healthcare (CVBH):</b>	
Psychiatric Support	\$ 167,500
MH/SA Services in Jail	\$ 40,000
Newton Apartments	\$ 26,000
LifeSkills Operations	\$ 266,000
<b>Total CVBH Funding</b>	<b>\$ 499,500</b>
<b>Service Support Efforts</b>	
Temporary Housing	\$ 34,500
<b>Total Other Funding</b>	<b>\$ 34,500</b>



# Catawba County Government



# Social Services

## Reinventing Department

Organizations: 560100 - 561000

	2011/12 Actual	2012/13 Current	2013/14 Requested	2013/14 Approved	Percent Change
<b>Revenues</b>					
Federal	\$11,138,467	\$12,264,308	\$12,047,792	\$12,047,792	-2%
State	2,521,945	2,559,207	2,560,100	2,585,261	1%
Federal & State	9,762,759	9,632,361	8,911,633	8,911,633	-7%
Local	3,118,670	3,190,017	3,403,075	3,403,075	7%
Charges & Fees	252,331	340,203	386,163	386,163	14%
Miscellaneous	213,869	134,925	136,450	136,450	1%
Contingency	0	750,000	750,000	750,000	0%
General Fund	9,488,782	10,062,120	10,131,344	10,224,647	2%
<b>Total</b>	<b>\$36,496,823</b>	<b>\$38,933,141</b>	<b>\$38,326,557</b>	<b>\$38,445,021</b>	<b>-1%</b>
<b>Expenses</b>					
Personal Services	\$20,571,216	\$20,886,860	\$21,165,163	\$21,284,872	2%
Supplies & Operations	15,925,711	17,197,281	16,328,394	16,327,149	-5%
Capital	(104)	99,000	83,000	83,000	-16%
Special Contingency	0	750,000	750,000	750,000	0%
<b>Total</b>	<b>\$36,496,823</b>	<b>\$38,933,141</b>	<b>\$38,326,557</b>	<b>\$38,445,021</b>	<b>-1%</b>
<b>Expenses by Division</b>					
Administration	\$2,085,759	\$2,997,940	\$2,981,227	\$2,986,121	0%
Family & Childrens Services	9,186,535	8,616,735	8,652,361	8,702,325	1%
Family Net	3,215,938	3,562,452	3,579,332	3,593,291	1%
Work First	818,157	1,776,852	1,877,328	1,878,667	6%
Group Homes	1,185,031	1,395,796	1,352,534	1,356,705	-3%
Adult Services	5,258,988	5,248,273	4,432,752	4,450,717	-15%
Public Assistance	3,074,882	3,083,227	3,193,655	3,211,007	4%
Child Support	1,140,708	1,349,453	1,342,500	1,351,320	0%
General Assistance	164,089	162,000	159,000	159,000	-2%
Public Assistance Payments	1,277,838	1,387,520	1,385,392	1,385,392	0%
Children's Purchase of Service	9,088,898	9,352,893	9,370,476	9,370,476	0%
<b>Total</b>	<b>\$36,496,823</b>	<b>\$38,933,141</b>	<b>\$38,326,557</b>	<b>\$38,445,021</b>	<b>-1%</b>
<b>Employees</b>					
Permanent	403.18	403.18	403.78	403.78	0%
Hourly	6.26	8.26	8.26	8.26	0%
<b>Total</b>	<b>409.44</b>	<b>411.44</b>	<b>412.04</b>	<b>412.04</b>	<b>0%</b>

### Fiscal Year 2011/12 Outcome Achievements

Total Outcomes	Achieved	Not Achieved	Success Rate
30	29	1	96.7%

## **Budget Highlights**

The recommended budget for Fiscal Year 2013/14 reflects a one percent decrease from the previous year, falling by \$488,120 to \$38,445,021. Only 28 percent of Social Services' budget is supported by the County (local property and sales tax dollars). Social Services major sources of funding are Federal and State funds. Social Services is responsible for passing funds from the Federal and State governments to citizens in need of assistance. This amounts to approximately \$223 million in Federal and State dollars.

## **Performance Measurement**

### **Fiscal Year 2013/14**

Social Services' 32 outcomes for Fiscal Year 2013/14 reflect the department's commitment to continually serve its population despite recent cuts in funding and an increasing demand for service. The department continues to benchmark itself against local, State, and Federal standards and strives to exceed virtually all of these standards. To facilitate the benchmarking process, Family N.E.T. and Family and Children Services have incorporated the Child and Adolescent Level of Care Utilization System (CALOCUS) into their outcomes. The CALOCUS is a nationally recognized tool used to measure a child's social, emotional, and behavioral level. Using this measuring tool will make benchmarking across the nation much easier. In addition to changing the measuring tool in those areas Social Services has revised or added seven outcomes. Examples of the new or revised outcomes are:

- 85 percent (approx 4,955 of 5,829) of citizens facing a health risk due to exposure to the weather will receive financial assistance with their heating or cooling needs through a collaborative effort provided by Catawba County Social Services, Eastern Catawba Cooperative Christian Ministries, Greater Hickory Cooperative Christian Ministries, and /or Salvation Army. (new outcome)
- Medicaid or North Carolina Health Choice will be provided to 92 percent (approximately 16,029 of 17,423) of Catawba County's uninsured/potentially eligible children under 200 percent of the Federal Poverty Limit. (new outcome)
- 90 percent (approximately 405 of 450) of children and adolescents will show a significant decrease (at least three points) in their Child and Adolescent Level of Care Utilization System (CALOCUS) score during FY 2013-14. (new measurement tool)
- 90 percent (171 of 190) of families with findings or whose children have entered foster care, will identify behaviorally specific (Signs of Safety) statements and develop goals within 30 days. (new measurement tool)
- 90 percent (approximately 54 of 60) of court-involved youth who receive outpatient treatment services (individual, family, and/or group therapy), for a minimum of 12 sessions beyond the initial evaluation, or who complete their recommended treatment prior to 12 sessions, will have no new juvenile legal charges while in the Family NET treatment program. (increased target by five percentage points)

- Ensure seniors experience increased independence and reduced isolation by serving 96 percent (1,105 of 1,151) of the eligible persons requesting services during FY 2013-14 through the provision of nutritious meals, health and wellness activities, education, and socialization (increased target by one percentage point)

### **Fiscal Year 2012/13**

At mid-year Social Services continued to be successful in most areas as it strove to meet the needs of the community and clients with creativity, improved services, and cost savings. Some of their recent accomplishments are listed below:

- Administration: the department has realized over \$7,800 in savings while creating operational efficiencies equal to over 100 man hours.
- Child Protective Services: 83 percent of families that have participated in Child and Family Team meetings have, within 60 days, demonstrated positive parental behaviors, which increase their children's safety. Another highlight is the Teen Up program. 99.6 percent of Teen Up participants (high risk youths 10-17yrs old) have not become pregnant nor caused a pregnancy.
- Adult Services: 100 percent of substantiated APS cases with services did not experience a repeat incident of abuse, neglect, or exploitation.
- Child Support: the Child Support Unit, at mid-year has an average collection rate of 70 percent, which is above both the State and urban county average of 65.2 and 66.06 percent respectively.

At mid-year Social Services was on target to achieve 94 percent (30 of 32) of its outcomes. The two outcomes the department either failed to meet or was not on target to achieve were in Child Protective Services Investigations (CPS Investigations) and Food & Nutrition Services. CPS Investigations sought to promote educational achievement for school aged children in foster care by having at least 82 percent of these children experience two or fewer school placements. At mid-year 76 percent (114 of 150) of foster care children had experienced two or fewer school placements. Food & Nutrition Services sought to promptly meet the needs of citizens by having 99 percent of families meeting Food Assistance emergency criteria have their application processed within two workdays. Due to difficulties with implementing the new NC FAST software, a measurement tool has not been identified for this outcome.

### **Fiscal Year 2011/12**

Social Services achieved 97 percent (29 of 30) of its outcomes. 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.

## **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 2013-14.

## **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 ensure the ongoing safety of children and to clearly identify specific safety concerns in children who are abused, neglected, or dependent, 90 percent (171 of 190) of families with findings or whose children have entered foster care, will identify behaviorally specific (Signs of Safety) statements and develop goals within 30 days of case decision regarding the cause, impact, risk and plan to keep their children safe during FY 2013-2014.
2. To keep children safe, strengthen parent engagement, identify supports, and gain a mutual understanding of expectations, 70 percent (133 of 190) of all families with children found to have been abused, neglected and/or dependent during FY 2013-2014, will participate in a Child and Family Team meeting within 60 days of case decision and will demonstrate positive parental behaviors which assures safety of children in their homes, as measured by case closure within nine months.

### **Prevention**

#### **Statement of Purpose**

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

#### **Outcomes**

3. In order to improve future opportunities for academically vulnerable students during FY 2013-14, 85 percent (106 of 125 approx.) of students who receive ACE social work services for at least 90 days will demonstrate improvement in life domain functioning, behavioral/emotional needs, and risk behaviors as evidenced by pre and post assessments using the Child and Adolescent Needs and Strengths (CANS) Comprehensive Assessment tool.
4. To increase knowledge and skills in problem-solving the risks and consequences of behaviors that lead to adolescent pregnancy and sexually transmitted infections, during Fiscal Year 2013-14 the vulnerable population of 8th grade students served by Teen Up who complete 75 percent of the total sessions will show an 18 point average increase from pre to post test scores as compared to a 21 point increase (35 percent improvement from pre to post) in the Wise Guys curriculum. Note: Wise Guys research does not focus on only serving at-risk students.

## **Permanency Planning**

### **Statement of Purpose**

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

### **Outcomes**

5. To promote placement stability and reduce trauma of children entering foster care during Fiscal Year 2013-14, the percentage of children experiencing two or fewer placements during the first 11 months of care will be at least 92 percent (106 of 120) compared to the federal standard of 86.7 percent, the State Fiscal Year 2011-12 state wide percentage of 88.38 percent, and large county percentage of 88.35 percent.
6. In preparation for successful independent living, 85 percent (approximately 33 of 39) of youth aged 16-18 who actively participate in North Carolina's Independent Living Program for Children in foster care (LINKS) in FY 2013-14 will meet a benchmark of 80 percent achievement in State-identified outcomes. These outcomes 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.

## **Child Wellbeing/Post Care**

### **Statement of Purpose**

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

### **Outcomes**

7. To promote long-term wellbeing of children and stability of permanent placements after leaving foster care, 95 percent of families (42 of 44 families) who are actively engaged in the Success Coach Service for at least 60 days during FY 2013-14, will not have a child re-enter foster care while active and for six months after closure as compared to 95.69 percent (4,890 of 5,110) for the State (Jordan Institute, 2012).

## **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**

8. To assist children in foster care with a plan of adoption to move toward permanency, 55 percent will become adopted within two years of entering agency custody 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**

9. In order to promote wellbeing and improved behaviors for youth during Fiscal Year 2013-14, 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.

## **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 adults in becoming self-sufficient and independent of the Work First Program, 100 percent (19 of 19) of the Able Bodied Work First adults will receive intensive employment services during the Fiscal Year 2013-14 as compared to the State benchmark of 80 percent.
2. To ensure impoverished citizens facing a health risk due to weather related exposure receive assistance, 85 percent (approx 4,955 of 5,829) of citizens facing a health risk due to exposure to the weather will receive financial assistance with their heating or cooling needs through a collaborative effort provided by Catawba County Social Services, Eastern Catawba Cooperative Christian Ministries, Greater Hickory Cooperative Christian Ministries, and /or Salvation Army during Fiscal Year 2013-2014.

## **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 empower vulnerable and disabled adults to live independently in a safe environment, 90 percent (27 of 30) of substantiated and confirmed Adult Protective Services reports will not experience a repeat incident of abuse, neglect or exploitation during Fiscal Year 2013-14.

### **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. Ensure health, safety, and well being by providing services for senior and disabled citizens to remain in their own homes in lieu of nursing home placement. The Community Alternatives Program (CAP) will cause the avoidance of \$4,600,000 of Medicaid expenditures during Fiscal Year 2013-14. (Conditioned on no reduction in Medicaid program or services.)

### **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. Ensure seniors experience increased independence and reduced isolation by serving 96 percent (1,105 of 1,151) of the eligible persons requesting services during Fiscal Year 2013-14 through the provision of nutritious meals, health and wellness activities, education, and socialization. (Conditioned on the availability of funds.)

## **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 the elderly and disabled Catawba County population in gaining access to medical care and enabling them to maintain quality of life by serving an average of 69.5 percent of the “potentially eligible citizens” (approximately 7,005 of 10,152) per month with Medicaid benefits through Fiscal Year 2013-14 as compared to the state’s current participation rate of 60.5 percent. (Conditioned on no reduction in Medicaid programs or services.)

## **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 enrolling 91 percent (21,127 of 23,217) of Catawba County Medicaid beneficiaries with a primary care physician in FY 2013-14 (compared to the statewide average of 87 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 23,000 trips, to an estimated 2,300 unduplicated individuals during Fiscal Year 2013-14. (A trip is measured as a round trip.)

## **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, Child Support will maintain a collection rate of 71 percent during Fiscal Year 2013-14, as compared to similar counties' average of 65.94 percent and the statewide average of 65.63 percent.
2. To assure that children are financially supported by both parents, 89.5 percent of the children who need a child support order for support will have one during Fiscal Year 2013-14, as compared to similar counties' average of 85.04 percent and the statewide average of 83.47 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 ensure children have access to Medical / Dental services that will increase their quality of health, Medicaid or North Carolina Health Choice will be provided to 92 percent (approximately 16,029 of 17,423) of Catawba County's uninsured/potentially eligible children under 200 percent of the Federal Poverty Limit during Fiscal Year 2013-14, compared to the state's rate of 90 percent.
4. To assure that the medical needs of citizens are met promptly during Fiscal Year 2013-14, 97 percent (approximately 11,058 of 11,400) of all Family Medicaid applications will be processed timely and with an average processing time of 25 days 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 that families receive the correct benefits, the Food Assistance staff will maintain an accuracy rating of 98 percent as evaluated by state quality control monitors and local resource management review during Fiscal Year 2013-14 as compared to the current (Fiscal Year 2011/12) state accuracy rate of 97.82 percent.
6. To assure that the needs of citizens are met promptly and the implementation of NCFAST will continue to positively support the mission of the program, 99 percent of all approved food assistance applicants will be processed within an average of eight days during Fiscal Year 2013-14 as compared to the Federal goal of 97 percent within 30 days.

## **Day Care**

### **Statement of Purpose**

Support the independence and basic needs of Catawba County families by ensuring access to safe, quality, affordable child care, allowing responsible adults to secure and maintain employment.

### **Outcomes**

7. To support the economic independence of Catawba County parents/caretakers, all available subsidy funds will be maximized to serve an average of 1,675 children per month during Fiscal Year 2013-14. (Conditioned on the availability of state and federal funds.)

## **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 sustain and improve the quality of our 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, 2014. This compares to the minimum 85 percent compliance needed to achieve accreditation.

### **ACT Day Treatment**

#### **Statement of Purpose**

The ACT Day Treatment Program assists families and children in learning appropriate behavior skills in order to be successful in a regular school setting, home and the community in order to remain in school and, ultimately, receive a high school diploma.

#### **Outcomes**

2. To increase appropriate social, emotional, and behavioral functioning in a school setting and to enhance student potential for academic success, 85 percent of children attending day treatment (33 of 38) will show a significant decrease (at least three points) in their Child and Adolescent Level of Care Utilization System (CALOCUS) score during FY 2013-14.

### **Outpatient Services**

#### **Statement of Purpose**

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

#### **Outcomes**

3. In order to enhance and maintain family functioning, 90 percent (approximately 405 of 450) of children and adolescents will show a significant decrease (at least three points)

in their Child and Adolescent Level of Care Utilization System (CALOCUS) score during FY 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, 90 percent (approximately 54 of 60) of court-involved youth who receive outpatient treatment services (individual, family, and/or group therapy), for a minimum of 12 sessions beyond the initial evaluation, or who complete their recommended treatment prior to 12 sessions, will have no new juvenile legal charges while in the Family NET treatment program, during FY 2013-14. National studies indicate the best treatment programs reduce recidivism of court-involved youths by 25-75 percent.

### **Adolescent Day Treatment**

#### **Statement of Purpose**

The Family NET Adolescent Day Treatment Programs assist families, children and youth in learning appropriate behavior skills in order to be successful in a regular school setting, home and the community in order to remain in school and, ultimately, receive a high school diploma.

#### **Outcomes**

5. To enhance client positive interactions and expectations with peers and staff and to improve capacity to function in an educational setting, 85 percent (approximately 22 of 26) of clients completing day treatment at the CREC site will demonstrate a 50 percent increase in their COBRA motivational system score, which measures client cooperation, attitude, safety, demonstration of responsibility and respect for themselves and others, within the first 90 days of treatment.

### **Intensive In-Home Services**

#### **Statement of Purpose**

To provide a comprehensive network of nurturing, educational, and treatment services to enhance the emotional, behavioral and personal functioning of children, youth and their families.

#### **Outcomes**

6. In order to enhance and maintain family functioning and increase the probability of a child/adolescent remaining in the home, 93 percent (approximately 51 of 56) of the children served will show a significant decrease (at least three points) in their Child and

Adolescent Level of Care Utilization System (CALOCUS) score after six months of service or upon completion of services during FY 2013-14.

### **Early Childhood Support Team**

#### **Statement of Purpose**

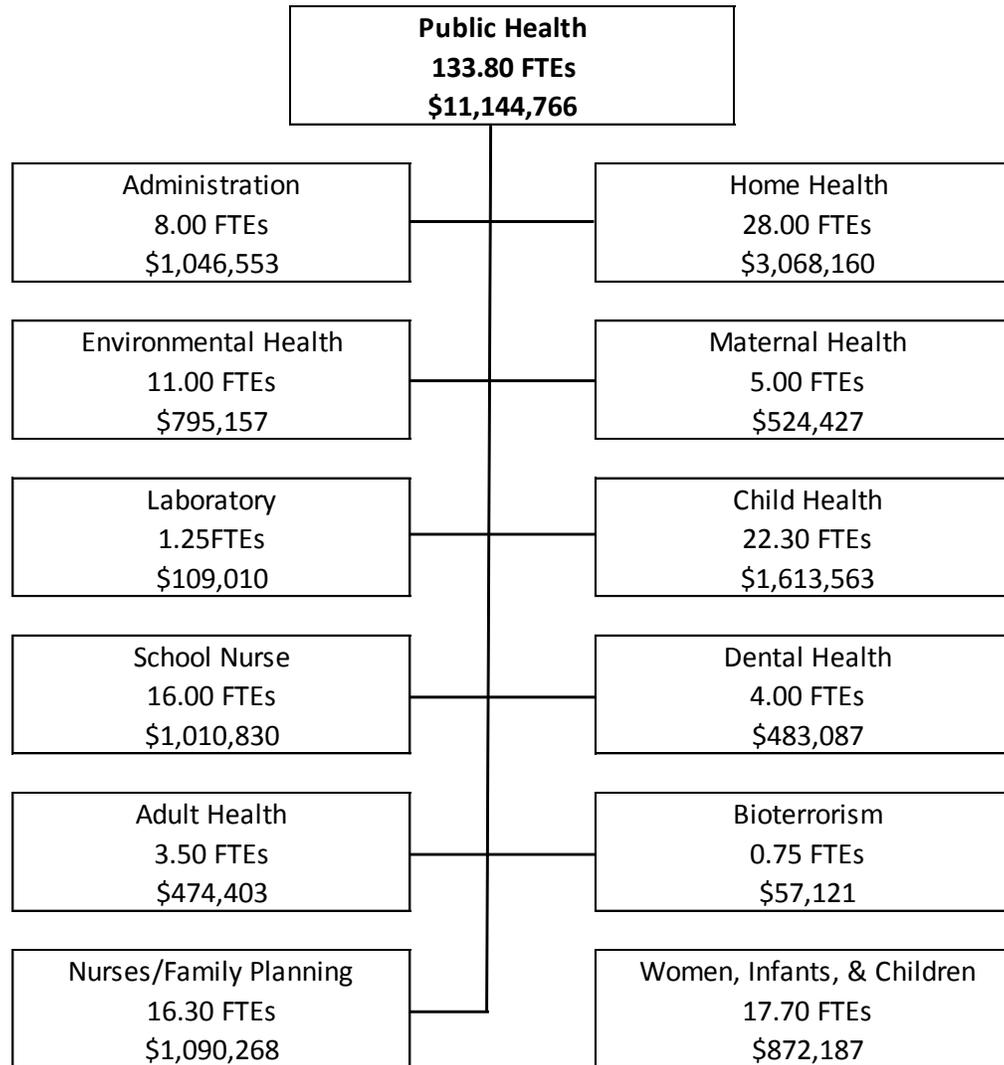
Provides support services to children ages birth to five, their families, and childcare providers so that children can be ready to enter kindergarten.

#### **Outcomes**

7. To promote social, emotional, and behavioral functioning of preschool children, 92 percent (approximately 24 of 26) of children who complete services with the Clinical Specialists in FY 2013-14 will demonstrate an increased ability to meet his/her needs, increased ability to express feelings with appropriate words and actions, and will develop stronger relationships with significant adults as measured by the Devereux Early Childhood Assessment.



# Catawba County Government



# Public Health

Organizations: 580050 - 580550

	2011/12 Actual	2012/13 Current	2013/14 Requested	2013/14 Approved	Percent Change
<b>Revenues</b>					
Federal	\$46,678	\$47,228	\$56,936	\$57,121	21%
State	1,070,344	1,004,912	1,112,918	1,116,342	11%
Federal & State	1,276,005	1,521,549	1,645,776	1,640,510	8%
Local	703,086	777,995	842,840	853,444	10%
Charges & Fees	6,037,646	6,365,387	5,153,597	5,179,954	-19%
Miscellaneous	87,451	83,319	114,689	134,689	62%
Special Contingency	0	275,000	275,000	275,000	0%
General Fund	2,435,430	1,844,801	1,872,440	1,887,706	2%
<b>Total</b>	<b>\$11,656,640</b>	<b>\$11,920,191</b>	<b>\$11,074,196</b>	<b>\$11,144,766</b>	<b>-7%</b>
<b>Expenses</b>					
Personal Services	\$8,348,405	\$8,677,583	\$8,217,225	\$8,280,433	-5%
Supplies & Operations	3,291,335	2,967,608	2,581,971	2,589,333	-13%
Capital	16,900	0	0	0	0%
Special Contingency	0	275,000	275,000	275,000	0%
<b>Total</b>	<b>\$11,656,640</b>	<b>\$11,920,191</b>	<b>\$11,074,196</b>	<b>\$11,144,766</b>	<b>-7%</b>
<b>Expenses by Division</b>					
Administration	\$902,899	\$1,195,184	\$1,086,459	\$1,046,553	-12%
Home Health	2,961,331	3,260,060	3,050,943	3,068,160	-6%
Environmental Health	850,642	921,753	789,541	795,157	-14%
Family Care Coordination	520,463	0	0	0	
Maternal Health	1,185,110	578,133	606,076	524,427	-9%
Laboratory	0	174,474	108,697	109,010	-38%
Child Health	1,283,330	1,664,786	1,443,816	1,613,563	-3%
Health & Wellness Trust	98,164	0	0	0	0%
School Nurse	875,290	905,875	940,096	1,010,830	12%
Dental Health	501,715	496,202	471,777	483,087	-3%
Adult Health	658,143	687,599	480,017	474,403	-31%
Bioterrorism	42,323	47,228	56,936	57,121	21%
ABCD Grant	0	0	0	0	0%
Nurse/Family Planning	1,018,858	1,162,245	1,172,335	1,090,268	-6%
WIC	758,372	826,652	867,503	872,187	6%
<b>Total</b>	<b>\$11,656,640</b>	<b>\$11,920,191</b>	<b>\$11,074,196</b>	<b>\$11,144,766</b>	<b>-7%</b>
<b>Employees</b>					
Permanent	155.50	155.70	134.80	133.80	-14%
Hourly	7.47	9.64	4.62	4.62	-52%

## Budget Highlights

Public Health's recommended Fiscal Year 2013/14 budget of \$11,144,766 is a decrease of seven percent (-\$775,425) from their Fiscal Year 2012/13 budget. County share funding for the department is \$1,887,706, a two percent increase from the previous year. This places the recommended County portion of Public Health's budget at 17 percent. This percentage is a one percentage point increase from Fiscal Year 2012/13.

Public Health projects \$1.12 million less revenue in Fiscal Year 2013/14 from: Home Health (\$887,933) and Cost Settlement (\$223,940). Home Health revenue loss is attributed to both a Medicaid and Medicare reimbursement change that occurred in 2012 and a change in payer mix for the clients served. A decrease in the number of high reimbursable visits combined with an increase in the number of low reimbursable visits and a more competitive home health market has led to an overall decrease in Home Health revenue. In the past, Home Health's payer mix was balanced in a manner that benefitted the program, and Public Health as a whole by providing funding for programs like Adult Health, Environmental Health, and Child Health.

Another issue driving Public Health's decreasing revenue is a decrease in Cost Settlement dollars. The State, for the last 15 years, has provided Health Departments a cost settlement payment to cover the difference between the Medicaid State average cost of a service and the Health Department's cost to provide the service. The new formula resulted in Catawba County Public Health receiving approximately 39 percent less funding. The State developed the new formula at the Federal government's request. Whereas the old formula rewarded Public Health's efficiency (as described in the example above), the new formula is designed to be a disincentive for that efficiency.

In response to revenue losses, Public Health will eliminate 23 positions (14 of which are vacant) and reduce hours of 7 additional positions. The revenue loss and the reduction in force will directly impact Catawba County citizens in the following manner:

- Citizens needing services and treatment for Family Planning, Sexually Transmitted Diseases, and Breast and Cervical Cancer exams will have to wait 4-5 days for an appointment versus the current 1-2 days.
- Intermittent reductions in Adult Health clinic hours (4-8 hours per week and 40-50 less available appointments per week) will result in longer patient wait times.
- Adult/Child Immunizations and Flu vaccinations will decrease from daily to 2-3 days per week with no provision for "walk-in" flu vaccinations during flu season.
- Days for permit completions will increase from 98 percent within 7 processing days to 95 percent within 10 processing days.
- Decrease in flexibility to schedule appointments and increase in clinic time from 30 minutes to 1 hour may be experienced by patients requesting interpreter services

## **Performance Measurement**

### **Fiscal Year 2013/14**

Public Health outcomes for Fiscal Year 2013/14 continue to focus on providing quality health services, serving target populations, and exceeding national and State benchmarks. Quality improvement is a major departmental goal. Adult Health will employ a scheduling program (Fast Track Clinic) that will facilitate prompt and efficient service. The Fast Track Clinic is designed to expedite the visit of those patients needing an uncomplicated follow-up service such as Depo-Provera injections, birth control pill refills, and STD treatment. Dental care for children continues to be a priority. Dental Health seeks to improve school aged children's access to dental care. Obesity in school aged children remains a concern. The department with its staff of nurses will continue to promote overall health and reduce childhood obesity. Other outcomes of note are:

- 90 percent of students enrolled in the case management program 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.
- 95 percent of children on the Care Coordination for Children caseload (birth to age 5 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.
- 90 percent of Catawba County Public Health employees will respond to quarterly call-down drills (per the department's agreement addenda) within four hours to demonstrate and ensure a Public Health ready-to-respond workforce. A call-down drill is performed to ensure that the Public Health workforce is ready and available to respond to a public health (natural and/or man-made) emergency. The drill is administered by the Preparedness Coordinator (PC). The PC uses Emergency Management's reverse call down system, Code Red, to automatically call all public health employees. Public Health employees will receive an automated message requesting that they respond by email or calling their availability. Ninety percent of the workforce must respond within four hours. This is the first year for this outcome.
- 70 percent of all persons identified with latent Tuberculosis will complete the recommended treatment (generally a six to nine month medication regimen).

### **Fiscal Year 2012/13**

At mid-year, Public Health was on target to achieve or had already achieved 37 of its 39 outcomes. The two outcomes that Public Health either failed to meet or was not on target to achieve were in Environmental Health and Dental Health. The Environmental Health outcome sought to respond to 100 percent of complaints within 48 hours. As of December 31<sup>st</sup>,

Environmental Health had received 87 complaints and responded to 86 within 48 hours for a compliance rate of 98.9 percent. The Dental Health outcome sought to improve access to dental services for low income children by increasing new patients by 30 percent (548 new enrollees). Through December Dental Health had enrolled 247 new patients (only 45 percent of target).

Public Health expanded a Quality Improvement (QI) program that maximized the department's resources and improved efficiencies. Maternal Health ensured that patients had a healthy recovery from pregnancy by having 87 percent of pregnant women complete their six week postpartum visit. This was a primary function of Public Health's Pregnancy Care Management program. Child Health increased access to a medical home for 91 percent of Medicaid recipients ages 0-18. Adult Health's "open access" scheduling resulted in a patient show rate of 81 percent, which was on target to meet its outcome 84 percent show rate.

### **Fiscal Year 2011/12**

Public Health achieved 76 percent (28 of 37) of its outcomes. 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 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.

## **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.
3. Catawba County Public Health will be recognized as a high quality, high performing public health organization by achieving (repeating) North Carolina Public Health Accreditation designation by December 31, 2013.

## 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, 88 percent of all Catawba County Home Health patients will remain in their place of residence after an episode of Home Health Care ends. Data from 2012 indicates that 87.13 percent of patients discharged from our agency remained in their residence after an episode of care.
2. To achieve long term sustainability in the dynamic home health care industry, the HHA marketing plan will be expanded to achieve a patient referral goal of 1530 for FY2013/14. (In FY2010/11, there were 1,325 referrals received; in FY2011/12, there were 1,394 patient referrals received.)
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 FY2011/12 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. (FY2009/10 Statewide inspection rates: 50 percent of all counties in North Carolina achieved 100 percent; 63 percent of counties comparable to Catawba achieved 100 percent. FY2010/11 inspection rates delayed due to change to new Food Code - will update when available.)
2. To maintain a high level of responsiveness, Environmental Health will respond to 90 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. (FY2011/12 response rate was 98.31 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 Quality Improvement Program (QIP) evaluation score of 90 percent. 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. (FY2011/12 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, 50 percent of Catawba County residents that receive prenatal care from Catawba Valley Maternity Services, 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. 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 Fiscal Year 2010/11, 63 percent of CCPH patients entered into care in their first trimester; in Fiscal Year 2011/12, 51 percent of CCPH patients entered into care in their first trimester.)
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 six week postpartum visit. (In FY2011/12, 83 percent of CCPH prenatal patients completed the six week postpartum visit. 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 birth through eighteen to 92 percent. According to research, this will assure positive health outcomes through timely and preventive acute health services. (Fiscal Year 2011/12 North Carolina access rate was 91 percent; Catawba County access rate was also 91 percent.)
2. In order to continue preventing childhood diseases, 78 percent of all children residing in Catawba County will be age appropriately immunized by 24 months of age. (The FY2010/11 NC Immunization Assessment rate for Catawba County was 77 percent; that same rate for FY2011/12 was 77 percent.)

### **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 90 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 case 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 1 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% 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 the early intervention is associated with improved developmental outcomes. (No baseline data. Measured by tracking name and date of infants less than 1 year of age referred to Children’s Developmental Services Agency (CDSA); date appointment scheduled; 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 5 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 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. (This is a new program and outcome. No State or regional data available for comparison during this baseline year. This outcome will be measured by tracking the name, date of children referred/discharge from 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 manager children’s medical conditions as well as respond quickly and accurately during emergencies, 90 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 and healthy snack policies.

### **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**

9. For students enrolled in the case management program, 90 percent 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 FY2011/12, 97 percent of students achieved their goals.)
10. To promote overall health and reduce childhood obesity, CCPH will work with Catawba County Health Partners (CCHP) to lower the Body Mass Index of fifth grade students to 19.0 by June 30, 2014 and to 18.0 by June 30, 2015. (June 2012 average was 20.52.) To

accomplish this, CCPH school nurses will identify at-risk or obese children and connect them to services, assist in the implementation of the Healthy School Recognition Program in Catawba County schools, and work with the school systems to implement healthy school fundraisers and concessions for after school activities.

11. To maintain the safety of all students who rely on school provided transportation, 90 percent of school bus drivers in Catawba County will receive CPR and First Aid training or recertify at the beginning of the school year in 2013.
12. To increase the likelihood of healthy pregnancy outcomes, 90 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 FY2011/12, 100 percent of students began care in their first trimester.)

## **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 increase the number of children ages six through 21 served by 6.5 percent, from 855 to 913. This will be accomplished through enhanced referral networks and increased awareness of the dental practice services and capacity. (In FY2010/11, 987 children were served; in FY2011/12, 855 children were served.)
2. CCPH Dental Practice will increase the number of children ages one through five who received dental services within the past year at CCPH Dental Practice by 21 percent, from 357 to 432. 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 2010/11, 199 children were served; in FY2011/12, 357 children were served.)

## 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. (No State or regional data available for comparison.)
2. To assure that breast cancer is properly diagnosed and treated, 90 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. (No State or regional data available for comparison.)
3. In an effort to reduce the spread of sexually transmitted diseases in Catawba County, 85 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. (No State or regional data available for comparison.)
4. To provide quality customer service, 90 percent of clients seen in the Adult Preventive Health Fast Track Clinic will have a total visit time of 45 minutes or less. The Fast Track Clinic is newly designed for patients needing an uncomplicated follow-up service such as Depo-Provera injections, birth control pill refills, and STD treatment.
5. To prevent new active cases and the spread of Tuberculosis (TB), 70 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. (The NC Communicable Disease Section requires CCPH to maintain a 65 percent treatment completion.)

6. In an effort to facilitate community-wide, sustainable improvements to Catawba County's health priorities (access to care, cancer, obesity and substance abuse), Catawba County Health Partners, Inc. will implement five local policy, systems, and/or environmental (PSE) changes. PSE changes are broad-based strategies that affect a large population and help make the healthy choice the default choice in a community. They are viewed as the gold standard in public health practice for their ability to affect long-term statistical improvement in disease and mortality rates.

## **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.
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.

## **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 and serve 90 percent of the Catawba County population at risk (PAR). 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, 65 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, 51 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; the 2011 rate for NC was 47.82 percent; and the 2012 data will be available in April 2013.) Strategies to increase the use of Farmer's Market vouchers may include partnerships with Agriculture Extension, Catawba County Health Partners' ESMM coalition, and municipal Farmer's Markets as well as NC WIC program to provide educational opportunities and incentives for voucher use as well as continuing the CCPH Farmer's Market location (if successful in the Spring of 2013).

# Other Human Services

Organization: 510050

	2011/12 Actual	2012/13 Current	2013/14 Requested	2013/14 Approved	Percent Change
<b>Revenues</b>					
General Fund	\$85,100	\$100,000	\$100,000	\$90,000	-10%
<b>Total</b>	<b>\$85,100</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$90,000</b>	<b>-10%</b>
<b>Expenses</b>					
Medical Examiner	\$85,100	\$100,000	\$100,000	\$90,000	-10%
<b>Total</b>	<b>\$85,100</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$90,000</b>	<b>-10%</b>

## Budget Highlights

Medical Examiner fees cover the State mandated costs for autopsies. The budget reflects a \$10,000 reduction based on actual expenses incurred over the past several years.

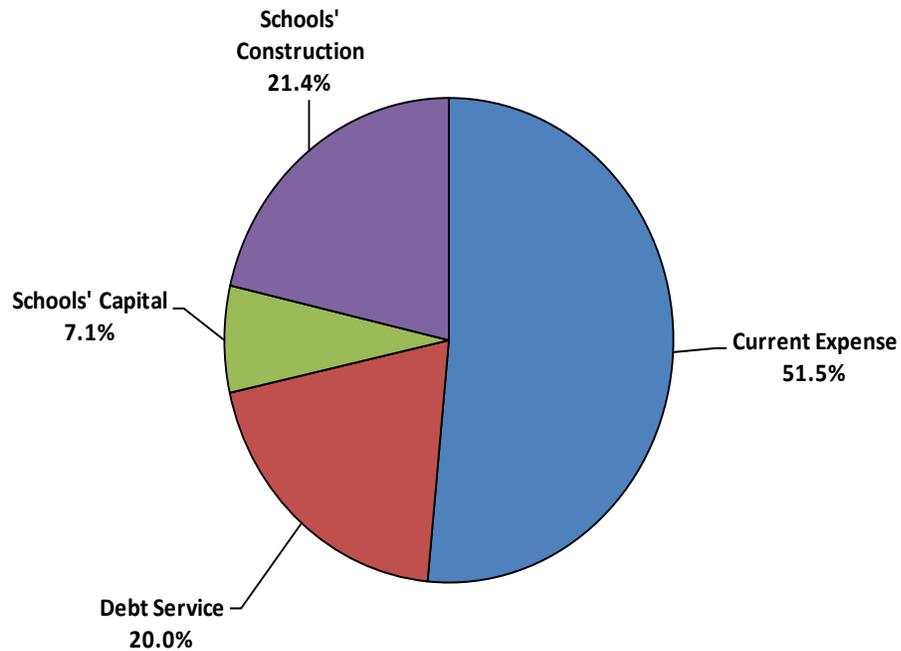
Per North Carolina General Statutes, fees for the Medical Examiner are as follows:

- 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 \$1,000.

## EDUCATION

The County has budgeted \$78,374,846 or 35.9 percent of the total budget for education expense. This includes \$40,365,232 for current expenses for the three school districts and Catawba Valley Community College (CVCC) and capital and construction expenses total \$22,331,324. The Debt Service amount for education is \$15,678,290.

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

	2011/12 Actual	2012/13 Current	2013/14 Requested	2013/14 Approved	Percent Change
<b>Revenues</b>					
1st 1/2% Sales Tax	\$3,674,909	\$3,499,695	\$3,606,547	\$3,606,547	3.05%
1st 1/2% Sales Tax - Food	524,523	488,561	507,016	\$507,016	3.78%
1/4 Cent Sales Tax	321,370	309,208	333,508	\$333,508	7.86%
Fines & Forfeitures	509,420	858,305	\$812,775	\$855,470	-0.33%
General Fund	34,227,693	34,899,505	35,242,877	35,062,691	0.47%
<b>Total</b>	<b>\$39,257,915</b>	<b>\$40,055,274</b>	<b>\$40,502,723</b>	<b>\$40,365,232</b>	<b>0.77%</b>
<b>Expenses</b>					
<b>Catawba County</b>					
Base Budget	\$24,759,374	\$24,801,580	\$24,955,341	\$24,933,426	0.53%
Fines & Forfeitures	358,988	599,900	600,000	\$597,310	-0.43%
<b>Subtotal</b>	<b>\$25,118,362</b>	<b>\$25,401,480</b>	<b>\$25,555,341</b>	<b>\$25,530,736</b>	<b>0.51%</b>
<b>Hickory City</b>					
Base Budget	\$6,157,601	\$6,378,376	\$6,377,365	\$6,397,719	0.30%
Fines & Forfeitures	89,301	154,280	152,775	153,265	-0.66%
<b>Subtotal</b>	<b>\$6,246,902</b>	<b>\$6,532,656</b>	<b>\$6,530,140</b>	<b>\$6,550,984</b>	<b>0.28%</b>
<b>Newton-Conover</b>					
Base Budget	\$4,214,453	\$4,304,825	\$4,355,241	\$4,378,617	1.71%
Fines & Forfeitures	61,130	104,125	60,000	104,895	0.74%
<b>Subtotal</b>	<b>\$4,275,583</b>	<b>\$4,408,950</b>	<b>\$4,415,241</b>	<b>\$4,483,512</b>	<b>1.69%</b>
<b>Catawba Valley Community College</b>					
	\$3,617,068	\$3,712,188	\$4,002,001	\$3,800,000	<b>2.37%</b>
<b>Grand Total</b>	<b>\$39,257,915</b>	<b>\$40,055,274</b>	<b>\$40,502,723</b>	<b>\$40,365,232</b>	<b>0.77%</b>

**Pupil Allocation 2013/14**

	Catawba	Hickory	Newton-Conover	Total
<b>Per Pupil</b>				
Average Daily Membership (ADM)	17,066	4,379	2,997	24,442
ADM Change from Fiscal Year 2012/13	(74)	(29)	22	(81)
Per Pupil Funding Increase	\$14	\$14	\$14	\$14
<b>Funding Change</b>	<b>\$131,846</b>	<b>\$19,343</b>	<b>\$73,792</b>	<b>\$224,981</b>
<i>% Change</i>	<i>0.53%</i>	<i>0.30%</i>	<i>1.71%</i>	<i>0.63%</i>
2013/14 County Base	\$1,298	\$1,298	\$1,298	\$1,298
Joint School Programs	\$52	\$52	\$52	\$52
2% Teacher Supplement	\$46	\$46	\$46	\$46
Technology	\$65	\$65	\$65	\$65
<b>County Per Pupil Total</b>	<b>1,461</b>	<b>1,461</b>	<b>1,461</b>	<b>1,461</b>
Fines & Forfeitures	35.00	35.00	35.00	35.00
School Fund Balance	7.00	7.00	7.00	7.00
<b>Total Per Pupil</b>	<b>\$1,503.00</b>	<b>\$1,503.00</b>	<b>\$1,503.00</b>	<b>\$1,503.00</b>
<b>System Total</b>				
2013/14 County Base	\$22,151,668	\$5,683,942	\$3,890,106	\$31,725,716
Joint School Programs	887,432	227,708	155,844	1,270,984
2% Teacher Supplement	785,036	201,434	137,862	1,124,332
Technology	1,109,290	284,635	194,805	1,588,730
<b>County Total</b>	<b>24,933,426</b>	<b>6,397,719</b>	<b>4,378,617</b>	<b>35,709,762</b>
Fines & Forfeitures	597,310	153,265	104,895	855,470
School Fund Balance	119,462	30,653	20,979	171,094
<b>Total</b>	<b>\$25,650,198</b>	<b>\$6,581,637</b>	<b>\$4,504,491</b>	<b>\$36,736,326</b>

**Budget Highlights**

Current expense funding assists the County's three school systems with operating needs, including both instructional programs and support services. The budget increases County per pupil funding by one percent or \$224,981 from \$1,447 to \$1,461 resulting in total funding to the County's three school systems of \$35,709,762. Barring any major changes in funding for public schools by other counties, this funding is expected to maintain the County's ranking of 16<sup>th</sup> 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 \$1.6 million compared to its pre-recession (Fiscal Year 2007/08) funding level. In contrast, the State's Fiscal Year 2012/13 funding for operations was \$8 million less than its pre-recession level, and it appears State funding may again be reduced in the upcoming year.

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 (ADM) figures certified by the State and based on the highest attendance figures of the first two out of three months of the school year.

The base budget for each school includes funds for jointly operated school programs -- Challenger High School, Conover School for Exceptional Children, the Adolescent and Children in Treatment (ACT) Program, Community Schools, Hickory Career & Art Magnet School core program, and the 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 24,442, which is a net decrease of 81 students. State certified student enrollment numbers for Catawba County Schools decreased by 74, Hickory Public Schools decreased by 29, and Newton-Conover City Schools increased by 22.

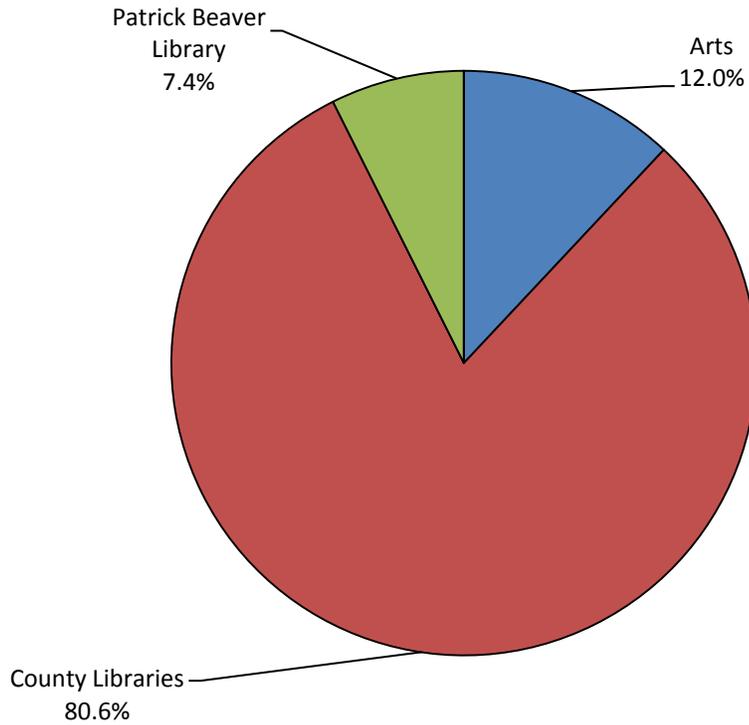
Fines and forfeitures are passed through to the school systems from the Courts. The County has no control over this revenue, which is declining.

The budget also increases current expense funding to CVCC by \$87,812 or 2.37 percent with a total budget of \$3,800,000 in the coming year. Barring any major changes in funding for other community colleges, this funding is expected to improve the County's ranking from 15<sup>th</sup> to 14<sup>th</sup> out of the 58 North Carolina community colleges.

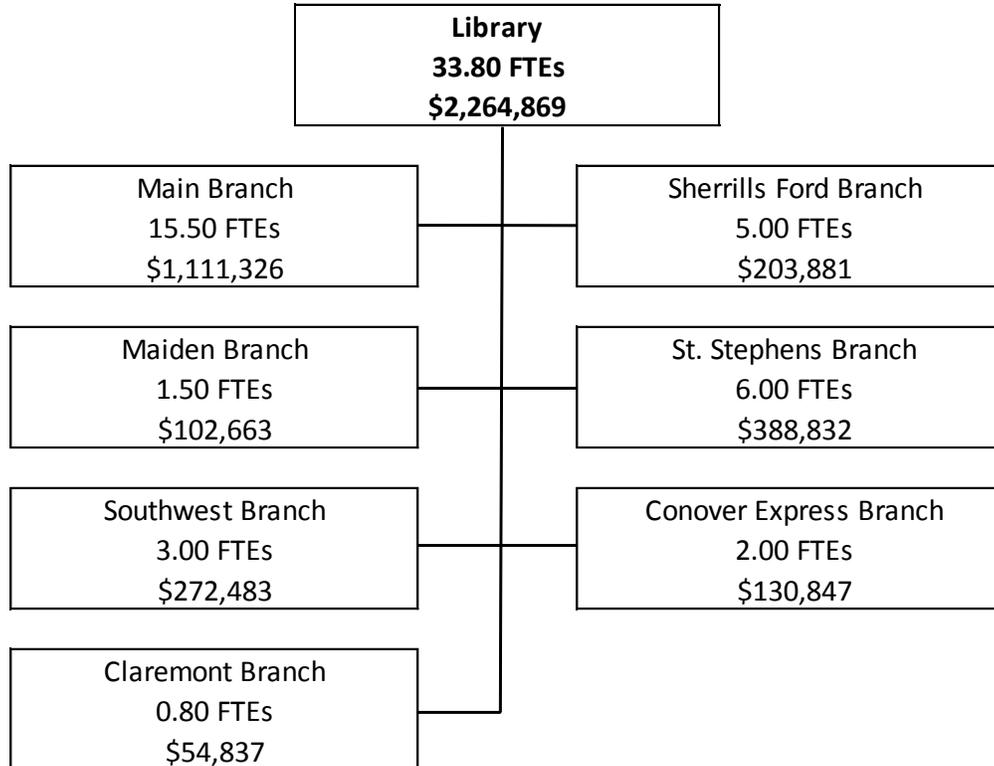
Over the past six years, CVCC enrollment has increased 17 percent as displaced workers have sought retraining, and youth transitioning from high school to higher education have found the community college an appealing option. Like public education, the State is responsible for funding community college operations, but has effectively reduced CVCC's funding \$9.85 million by not fully funding enrollment growth. During this same timeframe, Catawba County's funding for CVCC current expense has grown an average of 5.7 percent, outpacing the State's average contribution of 2.5 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 \$2,810,369 or 1.3 percent of the total budget in support of the library system, culture, and the arts.



# Catawba County Government



# County Library

## Reinventing Department

Organizations: 810050 - 810290

	2011/12 Actual	2012/13 Current	2013/14 Requested	2013/14 Approved	Percent Change
<b>Revenues</b>					
State	\$137,540	\$146,290	\$135,290	\$135,290	-8%
Local	54,198	52,102	55,604	55,604	7%
Charges & Fees	58,903	48,100	52,700	52,700	10%
Miscellaneous	4,280	1,074	1,000	1,000	-7%
General Fund	1,925,094	1,917,471	2,025,380	2,020,275	5%
<b>Total</b>	<b>\$2,180,015</b>	<b>\$2,165,037</b>	<b>\$2,269,974</b>	<b>\$2,264,869</b>	<b>5%</b>
<b>Expenses</b>					
Personal Services	\$1,496,722	\$1,527,347	\$1,617,240	\$1,613,095	6%
Supplies & Operations	656,107	637,690	652,734	651,774	2%
Capital	27,186	0	0	0	0%
<b>Total</b>	<b>\$2,180,015</b>	<b>\$2,165,037</b>	<b>\$2,269,974</b>	<b>\$2,264,869</b>	<b>5%</b>
<b>Expenses by Division</b>					
Main	\$1,159,812	\$1,093,826	\$1,114,012	\$1,111,326	2%
Sherrills Ford	144,130	146,371	213,183	203,881	39%
Maiden	92,503	99,282	101,147	102,663	3%
St. Stephens	372,625	382,206	386,959	388,832	2%
Southwest	248,058	265,471	269,548	272,483	3%
Conover	108,732	124,153	130,421	130,847	5%
Claremont	54,155	53,728	54,704	54,837	2%
<b>Total</b>	<b>\$2,180,015</b>	<b>\$2,165,037</b>	<b>\$2,269,974</b>	<b>\$2,264,869</b>	<b>5%</b>
<b>Employees</b>					
Permanent	30.60	30.60	34.80	33.80	10%
Hourly	1.58	1.58	1.58	1.58	0%
<b>Total</b>	<b>32.18</b>	<b>32.18</b>	<b>36.38</b>	<b>35.38</b>	<b>10%</b>

### Fiscal Year 2011/12 Outcome Achievements

Total Outcomes	Achieved	Not Achieved	Success Rate
55	54	1	98%

## Budget Highlights

The recommended Library budget increases by \$2,264,869 (five percent) from prior year. This increase is largely attributed to operating costs needed to operate the new Sherrills Ford Branch Library and supporting planned compensation and mandated retirement increases. Since the Library is a Reinventing Department, when budgeting, the focus is on outcomes. In addition to funding the County's Main and six branch libraries, the budget also includes a contribution of \$207,500 to the City of Hickory's Patrick Beaver Library. Notes on the County's contribution to the Patrick Beaver Library are found in the Other Culture section of the budget.

## **Performance Measurement**

### **Fiscal Year 2013/14**

In Fiscal Year 2013/14, the Library will continue to focus on both youth and adult learning. In regards to youth learning, the Library will prepare preschool children to attend kindergarten, foster early childhood literacy, and contribute to the local, state, and nationwide educational science, technology, engineering, and math (STEM) initiative. All branch libraries have an outcome pertaining to STEM, to stimulate the County's youth interest in the subject matter.

Genealogy and job training are the focal points for adult learning. Main Library will offer adult programs that will include topics such as beginning Genealogy strategies, online Genealogy tools, author readings and book signings, and culturally diverse programs. In an effort to not only focus on adult learning but to also contribute to Catawba County's economic revitalization, Main Library will offer computer workshops on online job searching, creating and improving resumes, basic computer skills, searching the Internet, and video conferencing (Skype).

### **Fiscal Year 2012/13**

At mid-year, the Library was on target to achieve or had already achieved 100 percent (65 of 65) of its Fiscal Year 2012/13 outcomes. The Library, as a result of more efficiently using its courier service, increased the circulation of its DVD collection by 15 percent over the same time period last year. The Library continues to encourage lifelong learning and reading for adults. At mid-year the Library held 11 adult programs with 204 adults attending.

The total print and non-print circulation per capita rate for the first three months of Fiscal Year 2012/13 was 3.3. In an effort to connect preschool children to high quality reading materials, the Library system circulated over 9,400 books to daycare centers in Catawba County.

The seven branch libraries were on target to meet their outcomes in connecting preschool children to high quality reading materials, promoting reading and support STEM learning, and providing citizens with access to accurate and complete Library information.

### **Fiscal Year 2011/12**

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 five 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 percent or better rating of staff service as "excellent" or "good" on the Library system's annual customer service survey.

**MAIN LIBRARY**  
**Fiscal Year 2013/14**

**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. To prepare preschool children to attend kindergarten and supply caregivers with learning activities by offering at least 150 “Ready to Learn” story programs at the Main Library and in the community.
2. To foster early childhood literacy by providing reading materials to local daycare centers, Main’s librarians will circulate at least 2,000 books to local daycare centers.
3. Main Library will promote reading and help reinforce children’s reading skills by registering at least 400 school aged children and teens for summer reading enrichment activities and providing at least six reading programs during the summer months.
4. To contribute to the local, state, and nationwide educational initiative focusing on increasing interest in science, technology, engineering, and math (STEM) oriented occupations, Main Library will support the STEM curriculum by offering at least six STEM interest programs throughout the fiscal year, where 70 percent of participants will report that their interest was piqued.
5. Promote diversity appreciation with the County’s citizens by creating at least six displays and bibliographies that provide education about several different cultures, holidays, and traditions.
6. Main Library will contribute to the digital literacy and economic revitalization of Catawba County by providing at least 30 computer workshops and one-on-one help sessions including online job searching, creating and improving resumes, basic computer skills, searching the Internet, and video conferencing (Skype) to help adults increase their technology and job searching skills.

7. To promote and preserve Catawba County's history, Main Library will compile and prepare the 2011 *Hickory Daily Record* and *Observer News-Enterprise* obituaries for addition to the Rhodes Room online index.
8. Encourage lifelong learning and reading by sponsoring at least six adult programs at the Main Library. Programs will include topics of community interest such as genealogy research, publishing, hobbies, money and investing, author readings and book signings, and other culturally diverse programs. At each program, library materials will be highlighted to support further reading and learning opportunities. The Library will encourage a partnership with the Hickory Public Library for appropriate programs.
9. Catawba County citizens will experience excellent customer service through facilities, services, and collections that are convenient, accurate and meet community needs. This will be measured by maintaining a 95 percent or better rating of staff service as "excellent" or "good" on the Library system's annual customer service survey.
10. To provide excellent customer service and convenient access to all the resources of the County libraries, the Library will continue to run a courier service four times per week to the branch libraries and once per week to the Patrick Beaver Library.
11. Ensure that Catawba County citizens have access to accurate and complete information about the Library services available to them by publicizing through the following mediums: monthly newsletter, a weekly newspaper column, webpage updates, and frequent posts to social networking tools.
12. To assess community members' library service needs and interests, the library will conduct two off-site surveys (potential sites include: Target, Wal-Mart, Catawba County Human Services Campus, etc.) of the non-member public to gather input on perception and potential needs.
13. To ensure that community members and leaders are aware of the library's role as an essential resource, the library will collect individual success stories demonstrating the direct impact of library services on our citizens, and will share at least three personal stories per quarter via the county website, e-news mailings, the newspaper, and social networking posts. The library will also develop a staff speaker's bureau to actively engage the community through presentations to six civic groups annually.
14. To garner community member support and promote the library, the library will cultivate and empower a network of volunteers to advocate for public libraries at the local, state, and national levels.
15. To foster collaboration amongst the public sector libraries in Catawba County, the Catawba County Library and the Patrick Beaver Library will jointly develop and host two educational programs.

**SHERRILLS FORD BRANCH LIBRARY**  
**Fiscal Year 2013/14**

**Statement of Purpose**

Catawba County Libraries inspire the joy of reading, life-long learning, cultural appreciation, and creative thinking, and promote economic development and individual growth through comprehensive resources, a knowledgeable and responsive staff, innovative technologies, and welcoming facility.

**Outcomes**

1. To prepare preschool children to attend kindergarten and supply caregivers with early learning activities by offering at least 75 “Ready to Learn” story programs at the Sherrills Ford Branch Library.
2. To foster early childhood literacy by providing reading materials to local daycare centers, Sherrills Ford Branch at least 1,000 books to local daycare centers.
3. To contribute to the local, state, and nationwide educational initiative focusing on increasing interest in science, technology, engineering, and math (STEM) oriented occupations, Main Library will support the STEM curriculum by offering at least six STEM interest programs throughout the fiscal year, where 70 percent of participants will report that their interest was piqued.
4. Sherrills Ford Branch Library will promote reading and help reinforce children’s reading skills by registering at least 100 school aged children and teens for summer reading enrichment activities and provide five reading programs during the summer months.
5. Catawba County citizens will experience excellent customer service through facilities, services, and collections that are convenient, accurate and meet community needs. This will be measured by maintaining a 95 percent or better rating of staff service as “excellent” or “good” on the Library system’s annual customer service survey.
6. To ensure that the new Sherrills Ford Library is reflective of citizen needs, Library staff will continue to work with the County’s Purchasing department and architects to complete the construction of the new library, which is scheduled to open sometime in late Fiscal Year 2013/14.
7. To encourage citizens to use library resources the Sherrills Ford Branch Library will provide branch specific information each month so that it may be publicized through various media such as the Library newsletter, newspaper column, and other special media releases, and by distributing copies of the monthly newsletter to Library patrons.

**MAIDEN BRANCH LIBRARY**  
**Fiscal Year 2013/14**

**Statement of Purpose**

Catawba County Libraries inspire the joy of reading, life-long learning, cultural appreciation, and creative thinking, and promote economic development and individual growth through comprehensive resources, a knowledgeable and responsive staff, innovative technologies and welcoming facility.

**Outcomes**

1. To prepare preschool children to attend kindergarten and supply caregivers with early learning activities by offering at least 52 planned “Ready to Learn” story programs at the Maiden Branch Library, as well as 15 unplanned story times when children are present in the Library (e.g. after school).
2. To foster early childhood literacy by providing reading materials to local daycare centers, Maiden Branch librarians will circulate at least 750 books in daycare centers.
3. Provide at least two library technology related programs (e.g. North Carolina Digital Library, Tumblebooks, Job help, etc.) to promote digital literacy in the community.
4. To contribute to the local, state, and nationwide educational initiative focusing on increasing interest in science, technology, engineering, and math (STEM) oriented occupations, Main Library will support the STEM curriculum by offering at least six STEM interest programs throughout the fiscal year, where 70 percent of participants will report that their interest was piqued.
5. The Maiden Branch Library will promote reading and help reinforce children’s reading skills by registering at least 85 children and teens for summer reading enrichment activities and providing at least five reading programs during the summer months.
6. Catawba County citizens will experience excellent customer service through facilities, services, and collections that are convenient, accurate, and meet community needs. This will be measured by maintaining a 95 percent or better rating of staff service as “excellent” or “good” on the Library system’s annual customer service survey.
7. To encourage citizens to use library resources the Maiden Branch Library will provide branch specific information each month so that it may be publicized through various media such as the Library newsletter, newspaper column, and other special media releases, and by distributing copies of the monthly newsletter to Library patrons.

**ST. STEPHENS BRANCH LIBRARY**  
**Fiscal Year 2013/14**

**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.

**Outcomes**

1. To prepare preschool children to attend kindergarten and supply caregivers with early learning activities by offering at least 150 “Ready to Learn” story programs at the St. Stephens Branch Library.
2. To foster early childhood literacy by providing reading materials to local daycare centers, St. Stephens Branch librarians will circulate at least 4,000 books to local daycare centers.
3. Provide teens (ages 13-17) with three programs that focus on technological skills or meet the needs and interests of teens and their family members. These programs may include topics such as Skype, health and nutrition, and career pathways.
4. St. Stephens Library will contribute to the digital literacy and economic revitalization of Catawba County by providing at least 24 computer workshops and one-on-one help sessions including online job searching, creating and improving resumes, basic computer skills, searching the Internet, and video conferencing (Skype) to help adults increase their technology and job searching skills.
5. St. Stephens Branch Library will promote reading and help reinforce children’s reading skills by registering at least 225 school aged children and teens for summer reading enrichment activities and provide at least six reading programs during the summer months.
6. To contribute to the local, state, and nationwide educational initiative focusing on increasing interest in science, technology, engineering, and math (STEM) oriented occupations, Main Library will support the STEM curriculum by offering at least six STEM interest programs throughout the fiscal year, where 70 percent of participants will report that their interest was piqued.
7. Catawba County citizens will experience excellent customer service through facilities, services, and collections that are convenient, accurate, and meet community needs. This will be measured by maintaining a 95 percent or better rating of staff service as “excellent” or “good” on the Library system’s annual customer service survey.
8. To encourage citizens to use library resources the St. Stephens Branch Library will provide branch specific information each month so that it may be publicized through various media such as the Library newsletter, newspaper column, and other special media releases, and by distributing copies of the monthly newsletter to Library patrons.

**SOUTHWEST BRANCH LIBRARY**  
**Fiscal Year 2013/14**

**Statement of Purpose**

Catawba County Libraries inspire the joy of reading, life-long learning, cultural appreciation, and creative thinking, and promote economic development and individual growth through comprehensive resources, a knowledgeable and responsive staff, innovative technologies, and welcoming facility.

**Outcomes**

1. To prepare preschool children to attend kindergarten and supply caregivers with early learning activities by offering at least 100 “Ready to Learn” story programs at the Southwest Branch Library.
2. To foster early childhood literacy by providing reading materials to local daycare centers, Southwest Branch librarians will circulate at least 2,000 books to local daycare centers.
3. Southwest Branch Library will contribute to the digital literacy and economic revitalization of Catawba County by providing at least 20 computer workshops and one-on-one help sessions including online job searching, creating and improving resumes, basic computer skills, searching the Internet, and video conferencing (Skype) to help adults increase their technology and job searching skills.
4. Southwest Branch Library will promote reading and help reinforce children’s reading skills by registering at least 150 school aged children and teens for summer reading enrichment activities and provide at least five reading programs during the summer months.
5. To contribute to the local, state, and nationwide educational initiative focusing on increasing interest in science, technology, engineering, and math (STEM) oriented occupations, Main Library will support the STEM curriculum by offering at least six STEM interest programs throughout the fiscal year, where 70 percent of participants will report that their interest was piqued.
6. Catawba County citizens will experience excellent customer service through facilities, services, and collections that are convenient, accurate, and meet community needs. This will be measured by maintaining a 95 percent or better rating of staff service as “excellent” or “good” on the Library system’s annual customer service survey.
7. To encourage citizens to use library resources the Southwest Branch Library will provide branch specific information each month so that it may be publicized through various media such as the Library newsletter, newspaper column, and other special media releases, and by distributing copies of the monthly newsletter to Library patrons.

**CONOVER EXPRESS LIBRARY**  
**Fiscal Year 2013/14**

**Statement of Purpose**

Catawba County Libraries inspire the joy of reading, life-long learning, cultural appreciation and creative thinking, and promote economic development and individual growth through comprehensive resources, a knowledgeable and responsive staff, innovative technologies, and welcoming facilities.

**Outcomes**

1. To foster early childhood literacy by providing reading materials to local daycare centers, Conover Branch Librarians will circulate at least 1,400 books to local daycare centers.
2. To prepare preschool children to attend kindergarten and supply caregivers with early learning activities by offering at least 75 “Ready to Learn” story programs at the Conover Branch Library.
3. To contribute to the local, state, and nationwide educational initiative focusing on increasing interest in science, technology, engineering, and math (STEM) oriented occupations, Main Library will support the STEM curriculum by offering at least six STEM interest programs throughout the fiscal year, where 70 percent of participants will report that their interest was piqued.
4. The Conover Branch Library will promote reading and help reinforce children’s reading skills by registering at least 100 children and teens for summer reading enrichment activities during the summer months.
5. The Conover Branch Library will contribute to the digital literacy and economic revitalization of Catawba County by providing at least 30 computer workshops and one-on-one help sessions including online job searching, creating and improving resumes, basic computer skills, searching the Internet, and video conferencing (Skype) to help adults increase their technology and job searching skills.
6. Encourage lifelong learning and reading by sponsoring 10 adult programs. Planned programs will include author readings and book signings, book talks, etc. At each program, library materials will be highlighted to support further reading and learning opportunities.
7. Catawba County citizens will experience excellent customer service through facilities, services, and collections that are convenient, accurate, and meet community needs. This will be measured by maintaining a 95 percent or better rating of staff service as “excellent” or “good” on the Library system’s annual customer service survey.
8. To encourage citizens to use library resources the Conover Branch Library will provide branch specific information each month so that it may be publicized through various media such as the Library newsletter, newspaper column, and other special media releases, and by distributing copies of the monthly newsletter to Library patrons.

**CLAREMONT BRANCH LIBRARY**  
**Fiscal Year 2013/14**

**Statement of Purpose**

Catawba County Libraries inspire the joy of reading, life-long learning, cultural appreciation, and creative thinking, and promote economic development and individual growth through comprehensive resources, a knowledgeable and responsive staff, innovative technologies, and welcoming facilities.

**Outcomes**

1. To prepare preschool children to attend kindergarten and supply caregivers with early learning activities, the Claremont Branch Library will offer at least 30 "Ready to Learn" story programs at the Claremont Branch Library.
2. To contribute to the local, state, and nationwide educational initiative focusing on increasing interest in science, technology, engineering, and math (STEM) oriented occupations, Main Library will support the STEM curriculum by offering at least six STEM interest programs throughout the fiscal year, where 70 percent of participants will report that their interest was piqued.
3. The Claremont Branch Library will promote reading and help reinforce children's reading skills by registering at least 50 children and teens for summer reading enrichment activities during the summer months.
4. The Claremont Branch Library will contribute to the economic revitalization of Catawba County by providing at least 25 computer workshops and one-on-one help sessions including online job searching, creating and improving resumes, basic computer skills, searching the Internet, and video conferencing (Skype) to help adults increase their technology and job searching skills.
5. Encourage lifelong learning and reading by sponsoring four adult programs. Planned programs will include author readings and book signings, book talks, etc. At each program, library materials will be highlighted to support further reading and learning opportunities.
6. Catawba County citizens will experience excellent customer service through facilities, services, and collections that are convenient, accurate, and meet community needs. This will be measured by maintaining a 95 percent or better rating of staff service as "excellent" or "good" on the Library system's annual customer service survey.
7. To encourage citizens to use library resources the Claremont Branch Library will provide branch specific information each month so that it may be publicized through various media, such as the Library newsletter, newspaper column, and other special media releases, and by distributing copies of the monthly newsletter to Library patrons.

## Other Cultural Activities

Organizations: 820050 - 820100

	2011/12 Actual	2012/13 Current	2013/14 Requested	2013/14 Approved	Percent Change
<b>Revenues</b>					
Miscellaneous	\$0	\$0	\$0	\$0	0%
General Fund	497,450	536,000	597,008	545,500	2%
<b>Total</b>	<b>\$497,450</b>	<b>\$536,000</b>	<b>\$597,008</b>	<b>\$545,500</b>	<b>2%</b>
<b>Expenses</b>					
Historical Museum	\$69,950	\$72,000	\$75,000	\$75,000	4%
National Register	0	4,000	4,000	4,000	0%
Newton-Conover Auditorium	11,400	12,000	12,000	12,000	0%
Old Post Office Playhouse	0	0	40,000	0	0%
Patrick Beaver Library	185,250	205,000	223,008	207,500	1%
Salt Block Foundation	95,000	100,000	100,000	100,000	0%
United Arts Council	135,850	143,000	143,000	147,000	3%
<b>Total</b>	<b>\$497,450</b>	<b>\$536,000</b>	<b>\$597,008</b>	<b>\$545,500</b>	<b>2%</b>

### Budget Highlights

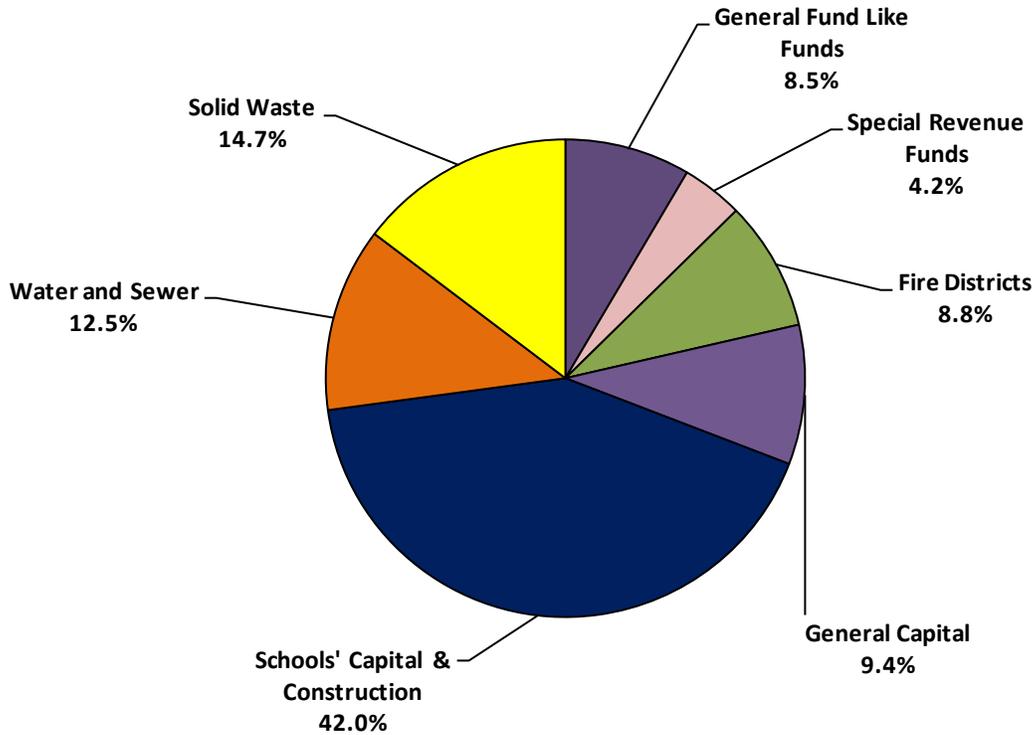
The County provides annual funding to the United Arts Council, the designated County partner appointed by the North Carolina State Legislature to receive State funds, match them with local government funds, and sub-grant them for cultural projects in Catawba County. Catawba County Funds are used to match 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.

## 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

	2011/12 Actual	2012/13 Current	2013/14 Requested	2013/14 Approved	Percent Change
<b>Revenues</b>					
Charges & Fees	\$7,280	\$7,000	\$8,000	\$8,000	14%
Employee Dental Contribution	236,732	271,500	285,000	285,000	5%
Emp/Retiree Health Contribution	1,530,861	1,445,000	1,445,000	1,445,000	0%
Indirect Cost	136,000	139,000	141,000	141,000	1%
Miscellaneous	146,481	0	0	0	0%
Fund Balance	0	50,000	130,000	165,000	230%
S/T Disability Premiums	79,790	76,650	75,000	75,000	-2%
Special Contingency	0	150,000	150,000	150,000	0%
Health Co-Pay	16,566	34,320	37,440	37,440	9%
General Fund	1,026,672	1,747,180	1,744,310	1,744,310	0%
<b>Total</b>	<b>\$3,180,382</b>	<b>\$3,920,650</b>	<b>\$4,015,750</b>	<b>\$4,050,750</b>	<b>3%</b>
<b>Expenses</b>					
Contractual Services	277,656	263,000	246,500	246,500	-6%
County EAP	25,536	26,000	25,500	25,500	-2%
Employee Dental Claims	243,748	253,500	285,000	285,000	12%
Employee/Retiree Health Claims	1,157,926	1,445,000	1,445,000	1,445,000	0%
IBNR	159,943	0	0	0	0%
Property & General Liability Claims	22,114	150,000	150,000	150,000	0%
Property & General Liability Premiums	425,259	500,000	520,000	520,000	4%
Retiree Group Health	201,558	231,000	210,000	210,000	-9%
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	24,498	80,000	80,000	80,000	0%
Wellness - Supplies & Operations	34,942	38,900	48,750	48,750	25%
To General Fund	114,775	0	0	0	0%
Unemployment Insurance	154,884	200,000	295,000	330,000	65%
Workers Compensation Claims	231,602	400,000	400,000	400,000	0%
Workers Compensation Premiums	105,941	173,250	150,000	150,000	-13%
<b>Total</b>	<b>\$3,180,382</b>	<b>\$3,920,650</b>	<b>\$4,015,750</b>	<b>\$4,050,750</b>	<b>3%</b>
<b>Expenses by Division</b>					
Wellness	\$159,964	\$177,900	\$189,750	\$189,750	7%
Employee Insurance	1,953,243	2,146,500	2,138,000	2,138,000	0%
Liability	726,332	1,019,500	1,134,500	1,169,500	15%
Workers Compensation	340,843	576,750	553,500	553,500	-4%
<b>Total</b>	<b>\$3,180,382</b>	<b>\$3,920,650</b>	<b>\$4,015,750</b>	<b>\$4,050,750</b>	<b>3%</b>

## **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 offers employees a choice of three separate health plans. Thanks to major plan design changes and premium increases three years ago, health insurance claims and costs have stabilized. The budget maintains a consistent county share of premiums for all three plans, and a consistent share for employees on two of the three plans. Employees who choose a plan with enhanced health benefits will pay 100 percent of the fully funded cost.

County premiums for individual employees receiving dental coverage are also maintained, but employees with dependent and family plans will pay slightly more while employees with spouses on the plan will pay slightly less, consistent with the true cost and distribution of claims. Administrative costs will also be accounted for with claims consistent with health claims expenses.

In the ongoing effort to control health insurance costs, the County conducts annual biometric screenings for employees and spouses on the County's health plan including cholesterol panel (total cholesterol, LDL/HDL, and triglycerides), fasting glucose, blood pressure, height, and weight. Wellness screenings are expanded in the coming year to include Heart Check Profiles and thyroid testing to ensure medical conditions are identified and treated in early stages.

Unemployment Insurance increased due to a new state requirement to maintain a 1 percent reserve of unemployment subject wages and anticipated claims based on reductions in force made due to revenue losses in Public Health.

Workers compensation premiums decreased based on a contract renegotiation to lower rates saving \$23,250 per year in ongoing expenses.

# Reappraisal Fund

Fund 140

	2011/12 Actual	2012/13 Current	2013/14 Requested	2013/14 Approved	Percent Change
<b>Revenues</b>					
Investment Earnings	\$3,598	\$0	\$0	\$0	0%
Fund Balance	0	27,000	0	0	0%
General Fund	371,643	382,150	389,418	390,541	2%
<b>Total</b>	<b>\$375,241</b>	<b>\$409,150</b>	<b>\$389,418</b>	<b>\$390,541</b>	<b>-5%</b>
<b>Expenses</b>					
Personal Services	\$300,671	\$323,820	\$318,729	\$319,852	-1%
Supplies & Operations	43,273	85,330	70,689	70,689	-17%
Capital	23,606	0	0	0	0%
<b>Total</b>	<b>\$367,550</b>	<b>\$409,150</b>	<b>\$389,418</b>	<b>\$390,541</b>	<b>-5%</b>
<b>Employees</b>					
Permanent	6.00	6.00	6.00	6.00	0%
Hourly	0.00	0.00	0.00	0.00	0%
<b>Total</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>0%</b>

## Budget Highlights

The total budget for Reappraisal is \$390,541, a five percent decrease from the current year. This decrease is attributed to personnel changes, mainly the retirement of a long-time employee and the subsequent hire of an employee at a lower salary. Reappraisal is budgeted in a separate fund per North Carolina General Statute.

## 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 1<sup>st</sup> of the prescribed year and at least every eighth year thereafter.

### Outcomes

1. Ensure accurate property valuation in 2015 by maintaining an accurate sales history file of all valid market transactions within the County. This is to be accomplished on a monthly basis by:
  - a. Mailing Sales Verification questionnaires to all grantees of property.
  - b. Evaluation of returned questionnaires to determine valid arm's length market transactions (those which are considered a typical market transaction).
  - c. Valid sales to be used in Comparative Sales (Market) approach to determine 2015 values.
2. In preparation for a 2015 Countywide Revaluation, the following activities are to be accomplished:
  - a. Complete 100 percent of all land pricing for the 2015 Revaluation by November 1, 2013, per the Revaluation Planning Calendar.
  - b. Work with outside vendor to develop market modeling co-efficients used in determining Residential Market Values by November 1, 2013.
  - c. Initiate the Final Review Phase for the 2015 Revaluation by November 1, 2013, per the Revaluation Planning Calendar.
3. Provide quality customer service by responding to all taxpayer inquiries within 24 hours of receipt and resolving outstanding issues within five business days as evidenced by monitoring and verification by supervisors within department.

# Register of Deeds Automation & Preservation

Fund 160

	2011/12 Actual	2012/13 Current	2013/14 Requested	2013/14 Approved	Percent Change
<b>Revenues</b>					
Charges & Fees	\$12,611	\$0	\$0	\$0	0%
Miscellaneous	68,144	76,000	82,100	82,100	8%
Fund Balance Applied	(9,254)	0	0	0	0%
<b>Total</b>	<b>\$71,501</b>	<b>\$76,000</b>	<b>\$82,100</b>	<b>\$82,100</b>	<b>8%</b>
<b>Expenses</b>					
Contractual Services	\$71,501	\$76,000	\$82,100	\$82,100	8%
Supplies & Operations	0	0	0	0	0%
<b>Total</b>	<b>\$71,501</b>	<b>\$76,000</b>	<b>\$82,100</b>	<b>\$82,100</b>	<b>8%</b>

## 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

	2011/12 Actual	2012/13 Current	2013/14 Requested	2013/14 Approved	Percent Change
<b>Revenue</b>					
911 Charges	\$0	\$0	\$0	\$0	0%
Miscellaneous	19,190	0	0	0	0%
911 Reimbursement	502,077	518,772	513,404	513,404	-1%
Fund Balance	24,681	129,590	308,281	308,639	138%
<b>Total</b>	<b>\$545,948</b>	<b>\$648,362</b>	<b>\$821,685</b>	<b>\$822,043</b>	<b>27%</b>
<b>Expenses</b>					
Personal Services	\$90,002	\$92,172	\$94,190	\$94,548	3%
Supplies & Operations	294,572	526,190	493,795	493,795	-6%
Capital	81,111	0	203,700	203,700	0%
Contingency	0	30,000	30,000	30,000	0%
To General Capital Projects	80,263	0	0	0	0%
<b>Total</b>	<b>\$545,948</b>	<b>\$648,362</b>	<b>\$821,685</b>	<b>\$822,043</b>	<b>27%</b>
<b>Expenses by Division</b>					
Emergency Telephone System	\$455,946	\$556,190	\$727,495	\$727,495	31%
Wireless 911 Charges	22,993	22,358	22,585	22,678	1%
911 Addressing	67,009	69,814	71,605	71,870	3%
	<b>\$545,948</b>	<b>\$648,362</b>	<b>\$821,685</b>	<b>\$822,043</b>	<b>27%</b>
<b>Employees</b>					
Permanent	1.85	1.85	1.85	1.85	0%
Hourly	0.00	0.00	0.00	0.00	0%
<b>Total</b>	<b>1.85</b>	<b>1.85</b>	<b>1.85</b>	<b>1.85</b>	<b>0%</b>

## 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 increase is due to one-time costs associated with a scheduled upgrade of the 911 telephone system. The update will also position the County to have the capability to accept texts, video and pictures in the 911 Center in the future (contingent upon wireless carriers and the FCC), further enhancing services available to citizens.

# Community Alert System

Fund 204

	2011/12 Actual	2012/13 Current	2013/14 Requested	2013/14 Approved	Percent Change
<b>Revenues</b>					
Local	\$11,521	\$11,521	\$11,521	\$11,521	0%
State	0	0	0	0	0%
Federal	20,000	20,000	20,000	20,000	0%
Miscellaneous	10,213	10,000	10,000	10,000	0%
Fund Balance	(669)	0	0	10,000	0%
From General Fund	15,056	15,624	16,058	6,185	-60%
<b>Total</b>	<b>\$56,121</b>	<b>\$57,145</b>	<b>\$57,579</b>	<b>\$57,706</b>	<b>1%</b>
<b>Expenses</b>					
Personal Services	\$18,621	\$19,645	\$20,079	\$20,206	3%
Supplies & Operations	37,500	37,500	37,500	37,500	0%
Capital	0	0	0	0	0%
<b>Total</b>	<b>\$56,121</b>	<b>\$57,145</b>	<b>\$57,579</b>	<b>\$57,706</b>	<b>1%</b>
<b>Employees</b>					
Permanent	0.50	0.50	0.50	0.50	0%
Hourly	0.00	0.00	0.00	0.00	0%
<b>Total</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>0%</b>

## Budget Highlights

Catawba County provides an alert system to allow the public to be contacted by phone, text, and e-mail in case of a large scale emergency. The County receives \$20,000 in Emergency Management Program Grant funds and \$10,000 from Duke Energy (associated with the McGuire Nuclear Station) toward the cost of the system. The municipalities of Hickory, Newton, Catawba, Claremont, and Conover also contribute a total of \$11,521 based on their population size.

# Federally Seized Funds

Fund 205

	2011/12 Actual	2012/13 Current	2013/14 Requested	2013/14 Approved	Percent Change
<b>Revenues</b>					
Interest on Investments	\$1,670	\$0	\$0	\$0	0%
Sale of Properties	0	1,000	1,000	1,000	0%
Drug Reimbursement	2,244	20,000	15,000	15,000	-25%
Fund Balance	14,086	59,238	49,988	49,988	-16%
<b>Total</b>	<b>\$18,000</b>	<b>\$80,238</b>	<b>\$65,988</b>	<b>\$65,988</b>	<b>-18%</b>
<b>Expenses</b>					
Supplies & Operations	\$18,000	\$24,323	\$35,988	\$35,988	48%
Capital	0	25,915	0	0	0%
Drug Prevention Contingency	0	30,000	30,000	30,000	0%
<b>Total</b>	<b>\$18,000</b>	<b>\$80,238</b>	<b>\$65,988</b>	<b>\$65,988</b>	<b>-18%</b>

## Budget Highlights

Expenditures in this cost center 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 2013/14 for bulletproof vests, STAR Team supplies, specialized training, and forensic and surveillance equipment. The budget continues to include \$30,000 in flash money/drug prevention contingency for assistance in narcotics investigations.

# General Capital Projects Reserve

Fund 225

	2011/12 Actual	2012/13 Current	2013/14 Requested	2013/14 Approved	Percent Change
<b>Revenues</b>					
Investment Earnings	\$4,008	\$0	\$0	\$0	0%
Fund Balance	0	0	0	0	0%
General Fund	(4,008)	0	0	0	0%
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>
<b>Expenses</b>					
To General Fund	\$0	\$0	\$0	\$0	0%
To General Capital Projects	0	0	0	0	0%
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>

# Rescue Squads Fund

Fund 240

	2011/12 Actual	2012/13 Current	2013/14 Requested	2013/14 Approved	Percent Change
<b>Revenues</b>					
Interest on Investments	\$1,233	\$0	\$0	\$0	0%
Miscellaneous	0	0	0	0	0%
Fund Balance	13,740	27,563	175,589	175,589	537%
Prior Year Ad Valorem	982,158	1,013,173	1,067,200	1,067,200	5%
<b>Total</b>	<b>\$997,131</b>	<b>\$1,040,736</b>	<b>\$1,242,789</b>	<b>\$1,242,789</b>	<b>19%</b>
<b>Expenses</b>					
Property & General Liability	\$82,666	\$88,021	\$88,021	\$88,021	0%
Accounting Services	13,300	13,300	13,300	13,300	0%
Medical 1st Response	338,600	338,602	365,338	365,338	8%
Rescue Squads Equipment Reserve	0	30,000	0	0	0%
Catawba Operating	70,677	70,677	70,677	70,677	0%
Catawba Capital	8,168	13,292	170,000	170,000	1179%
Claremont Operating	75,301	75,301	82,901	82,901	10%
Claremont Capital	13,292	51,636	54,081	54,081	5%
Hickory Operating	107,203	107,203	110,650	110,650	3%
Hickory Capital	13,292	38,072	70,000	70,000	84%
Maiden Operating	67,300	67,300	70,400	70,400	5%
Maiden Capital	30,000	0	0	0	0%
Newton-Conover Operating	74,150	74,150	74,239	74,239	0%
Newton-Conover Capital	30,000	0	0	0	0%
Sherrills Ford Operating	73,182	73,182	73,182	73,182	0%
Sherrills Ford Capital	0	0	0	0	0%
<b>Total</b>	<b>\$997,131</b>	<b>\$1,040,736</b>	<b>\$1,242,789</b>	<b>\$1,242,789</b>	<b>19%</b>

## 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 increased by \$54,027 or five percent from the Fiscal Year 2012/13 appropriation. A majority of this increase, along with \$175,589 in Rescue Squad Fund balance, will be used for capital as follows:

- \$170,000 for Catawba Rescue to purchase a new rescue vehicle.
- \$54,081 for Claremont Rescue to pay off a prior year vehicle purchase.
- \$70,000 for Hickory Rescue to remount an ambulance.

Rescue Squads' call volume continues to increase, with all squads having 7 percent (221) more calls in the first six months of Fiscal Year 2012/13 than the same time period the year before. Squads continue to provide excellent service to citizens, however, maintaining an average response time of 5:46 through the first six months of Fiscal Year 2012/13. This is 14 seconds less than the County's goal of 6 minutes.



# Library Endowment Fund

Fund 250

	2011/12 Actual	2012/13 Current	2013/14 Requested	2013/14 Approved	Percent Change
<b>Revenues</b>					
Investment Earnings	\$2,286	\$0	\$0	\$0	0%
Fund Balance	0	0	0	0	0%
<b>Total</b>	<b>\$2,286</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>
<b>Expenses</b>					
Supplies & Operations	\$0	\$0	\$0	\$0	0%
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>

## 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 books.

# Gretchen Peed Scholarship Fund

Fund 260

	2011/12 Actual	2012/13 Current	2013/14 Requested	2013/14 Approved	Percent Change
<b>Revenues</b>					
Donations	\$1,250	\$1,500	\$1,500	\$1,500	0%
Interest Earnings	427	0	0	0	0%
Fund Balance Applied	0	0	0	0	0%
<b>Total</b>	<b>\$1,677</b>	<b>\$1,500</b>	<b>\$1,500</b>	<b>\$1,500</b>	<b>0%</b>
<b>Expenses</b>					
Donations	\$800	\$1,500	\$1,500	\$1,500	0%
<b>Total</b>	<b>\$800</b>	<b>\$1,500</b>	<b>\$1,500</b>	<b>\$1,500</b>	<b>0%</b>

## 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 and believes the use will be greater in years to come.

# Parks/Historic Preservation Trust Fund

Fund 270

	2011/12 Actual	2012/13 Current	2013/14 Requested	2013/14 Approved	Percent Change
<b>Revenues</b>					
Miscellaneous	\$1,538	\$0	\$0	\$0	0%
Charges & Fees	17,621	0	0	0	0%
Fund Balance	0	102,000	26,130	26,130	-74%
<b>Total</b>	<b>\$19,159</b>	<b>\$102,000</b>	<b>\$26,130</b>	<b>\$26,130</b>	<b>-74%</b>
<b>Expenses</b>					
Supplies & Operations	\$0	\$0	\$0	\$0	0%
Capital	0	0	0	0	0%
To General Capital	0	102,000	26,130	26,130	-74%
<b>Total</b>	<b>\$0</b>	<b>\$102,000</b>	<b>\$26,130</b>	<b>\$26,130</b>	<b>-74%</b>



## Mountain View Fire District

Fund 352

	2011/12 Actual	2012/13 Current	2013/14 Requested	2013/14 Approved	Percent Change
<b>Revenues</b>					
Tax Rate	0.0600	0.0600	0.0600	0.0600	0%
Property Tax	\$428,033	\$417,825	\$423,592	\$423,592	1%
Interest on Investments	281	0	0	0	0%
Fund Balance	7,714	3,015	3,518	3,518	17%
<b>Total</b>	<b>\$436,028</b>	<b>\$420,840</b>	<b>\$427,110</b>	<b>\$427,110</b>	<b>1%</b>
<b>Expenses</b>					
Fire Protection	\$436,028	\$420,840	\$427,110	\$427,110	1%
<b>Total</b>	<b>\$436,028</b>	<b>\$420,840</b>	<b>\$427,110</b>	<b>\$427,110</b>	<b>1%</b>

## Propst Fire District

Fund 353

	2011/12 Actual	2012/13 Current	2013/14 Requested	2013/14 Approved	Percent Change
<b>Revenues</b>					
Tax Rate	0.0615	0.0615	0.0615	0.0615	0%
Property Tax	\$200,601	\$195,659	\$200,688	\$200,688	3%
Interest on Investments	150	0	0	0	0%
Fund Balance	5,635	4,680	5,103	5,103	9%
<b>Total</b>	<b>\$206,386</b>	<b>\$200,339</b>	<b>\$205,791</b>	<b>\$205,791</b>	<b>3%</b>
<b>Expenses</b>					
Fire Protection	\$206,386	\$200,339	\$205,791	\$205,791	3%
<b>Total</b>	<b>\$206,386</b>	<b>\$200,339</b>	<b>\$205,791</b>	<b>\$205,791</b>	<b>3%</b>

## St. Stephens Fire District

Fund 354

	2011/12 Actual	2012/13 Current	2013/14 Requested	2013/14 Approved	Percent Change
<b>Revenues</b>					
Tax Rate	0.0700	0.0700	0.0900	0.0700	0%
Property Tax	\$609,298	\$582,560	\$772,676	\$602,866	3%
Interest on Investments	1,116	0	0	0	0%
Fund Balance	(1,345)	70,766	0	0	0%
<b>Total</b>	<b>\$609,069</b>	<b>\$653,326</b>	<b>\$772,676</b>	<b>\$602,866</b>	<b>-8%</b>
<b>Expenses</b>					
Fire Protection	\$609,069	\$653,326	\$772,676	\$602,866	-8%
<b>Total</b>	<b>\$609,069</b>	<b>\$653,326</b>	<b>\$772,676</b>	<b>\$602,866</b>	<b>-8%</b>

## Conover Rural Fire District

Fund 355

	2011/12 Actual	2012/13 Current	2013/14 Requested	2013/14 Approved	Percent Change
<b>Revenues</b>					
Tax Rate	0.0700	0.0700	0.0700	0.0700	0%
Property Tax	\$76,904	\$78,280	\$75,626	\$75,626	-3%
Interest on Investments	1,872	0	0	0	0%
Fund Balance	130,863	0	0	0	0%
<b>Total</b>	<b>\$209,639</b>	<b>\$78,280</b>	<b>\$75,626</b>	<b>\$75,626</b>	<b>-3%</b>
<b>Expenses</b>					
Fire Protection	\$3,254	\$0	\$0	\$0	0%
Motor Vehicles	206,385	0	0	0	0%
Capital	0	78,280	75,626	75,626	-3%
<b>Total</b>	<b>\$209,639</b>	<b>\$78,280</b>	<b>\$75,626</b>	<b>\$75,626</b>	<b>-3%</b>

## Oxford Fire District

Fund 356

	2011/12 Actual	2012/13 Current	2013/14 Requested	2013/14 Approved	Percent Change
<b>Revenues</b>					
Tax Rate	0.0558	0.0558	0.0558	0.0558	0%
Property Tax	\$262,755	\$255,315	\$258,087	\$258,087	1%
Interest on Investments	236	0	0	0	0%
Fund Balance	24,946	0	0	0	0%
<b>Total</b>	<b>\$287,937</b>	<b>\$255,315</b>	<b>\$258,087</b>	<b>\$258,087</b>	<b>1%</b>
<b>Expenses</b>					
Fire Protection	\$287,937	\$255,315	\$258,087	\$258,087	1%
<b>Total</b>	<b>\$287,937</b>	<b>\$255,315</b>	<b>\$258,087</b>	<b>\$258,087</b>	<b>1%</b>

## Sherrills Ford Fire District

Fund 357

	2011/12 Actual	2012/13 Current	2013/14 Requested	2013/14 Approved	Percent Change
<b>Revenues</b>					
Tax Rate	0.0700	0.0700	0.0700	0.0700	0%
Property Tax	\$1,367,045	\$1,346,269	\$1,359,374	\$1,359,374	1%
Interest on Investments	1,139	0	0	0	0%
Fund Balance	33,774	42,431	19,035	19,035	-55%
<b>Total</b>	<b>\$1,401,958</b>	<b>\$1,388,700</b>	<b>\$1,378,409</b>	<b>\$1,378,409</b>	<b>-1%</b>
<b>Expenses</b>					
Fire Protection	\$1,401,958	\$1,388,700	\$1,378,409	\$1,378,409	-1%
<b>Total</b>	<b>\$1,401,958</b>	<b>\$1,388,700</b>	<b>\$1,378,409</b>	<b>\$1,378,409</b>	<b>-1%</b>

## Bandys Fire District

Fund 358

	2011/12 Actual	2012/13 Current	2013/14 Requested	2013/14 Approved	Percent Change
<b>Revenues</b>					
Tax Rate	0.0600	0.0700	0.0700	0.0700	0%
Property Tax	\$379,177	\$430,638	\$439,150	\$439,150	2%
Interest on Investments	723	0	0	0	0%
Fund Balance	96,283	0	0	0	0%
<b>Total</b>	<b>\$476,183</b>	<b>\$430,638</b>	<b>\$439,150</b>	<b>\$439,150</b>	<b>2%</b>
<b>Expenses</b>					
Fire Protection	\$376,183	\$430,638	\$439,150	\$439,150	2%
Capital	100,000	0	0	0	0%
<b>Total</b>	<b>\$476,183</b>	<b>\$430,638</b>	<b>\$439,150</b>	<b>\$439,150</b>	<b>2%</b>

## Maiden Fire District

Fund 359

	2011/12 Actual	2012/13 Current	2013/14 Requested	2013/14 Approved	Percent Change
<b>Revenues</b>					
Tax Rate	0.0600	0.0600	0.0700	0.0600	0%
Property Tax	\$167,838	\$164,945	\$193,682	\$166,391	1%
Interest on Investments	896	0	0	0	0%
Fund Balance	24,095	0	0	0	0%
<b>Total</b>	<b>\$192,829</b>	<b>\$164,945</b>	<b>\$193,682</b>	<b>\$166,391</b>	<b>1%</b>
<b>Expenses</b>					
Fire Protection	\$192,829	\$164,945	\$193,682	\$166,391	1%
<b>Total</b>	<b>\$192,829</b>	<b>\$164,945</b>	<b>\$193,682</b>	<b>\$166,391</b>	<b>1%</b>

## Claremont Fire District

Fund 360

	2011/12 Actual	2012/13 Current	2013/14 Requested	2013/14 Approved	Percent Change
<b>Revenues</b>					
Tax Rate	0.0700	0.0700	0.0700	0.0700	0%
Property Tax	\$232,603	\$227,230	\$228,236	\$228,236	0%
Interest on Investments	308	0	0	0	0%
Fund Balance	(308)	0	0	0	0%
<b>Total</b>	<b>\$232,603</b>	<b>\$227,230</b>	<b>\$228,236</b>	<b>\$228,236</b>	<b>0%</b>
<b>Expenses</b>					
Fire Protection	\$232,603	\$227,230	\$228,236	\$228,236	0%
<b>Total</b>	<b>\$232,603</b>	<b>\$227,230</b>	<b>\$228,236</b>	<b>\$228,236</b>	<b>0%</b>

## Catawba Fire District

Fund 361

	2011/12 Actual	2012/13 Current	2013/14 Requested	2013/14 Approved	Percent Change
<b>Revenues</b>					
Tax Rate	0.0700	0.0700	0.0700	0.0700	0%
Property Tax	\$132,141	\$130,539	\$129,867	\$129,867	-1%
Interest on Investments	3,071	0	0	0	0%
Miscellaneous Revenue	288,307	0	0	0	0%
Fund Balance	(323,268)	11,400	0	0	0%
<b>Total</b>	<b>\$100,251</b>	<b>\$141,939</b>	<b>\$129,867</b>	<b>\$129,867</b>	<b>-9%</b>
<b>Expenses</b>					
Fire Protection	\$100,251	\$141,939	\$129,867	\$129,867	-9%
<b>Total</b>	<b>\$100,251</b>	<b>\$141,939</b>	<b>\$129,867</b>	<b>\$129,867</b>	<b>-9%</b>

## Longview Fire District

Fund 362

	2011/12 Actual	2012/13 Current	2013/14 Requested	2013/14 Approved	Percent Change
<b>Revenues</b>					
Tax Rate	0.0546	0.0546	0.0546	0.0546	0%
Property Tax	\$21,178	\$21,142	\$21,705	\$21,705	3%
Interest on Investments	155	0	0	0	0%
Fund Balance	(324)	0	0	0	0%
<b>Total</b>	<b>\$21,009</b>	<b>\$21,142</b>	<b>\$21,705</b>	<b>\$21,705</b>	<b>3%</b>
<b>Expenses</b>					
Fire Protection	\$21,009	\$21,142	\$21,705	\$21,705	3%
<b>Total</b>	<b>\$21,009</b>	<b>\$21,142</b>	<b>\$21,705</b>	<b>\$21,705</b>	<b>3%</b>

## Newton Fire District

Fund 363

	2011/12 Actual	2012/13 Current	2013/14 Requested	2013/14 Approved	Percent Change
<b>Revenues</b>					
Tax Rate	0.0700	0.0700	0.0900	0.0700	0%
Property Tax	\$349,992	\$345,650	\$446,173	\$347,957	1%
Interest on Investments	283	0	0	0	0%
Fund Balance	1,041	8,114	3,747	3,747	-54%
<b>Total</b>	<b>\$351,316</b>	<b>\$353,764</b>	<b>\$449,920</b>	<b>\$351,704</b>	<b>-1%</b>
<b>Expenses</b>					
Fire Protection	\$351,316	\$353,764	\$449,920	\$351,704	-1%
<b>Total</b>	<b>\$351,316</b>	<b>\$353,764</b>	<b>\$449,920</b>	<b>\$351,704</b>	<b>-1%</b>

## Cooksville Fire District

Fund 365

	2011/12 Actual	2012/13 Current	2013/14 Requested	2013/14 Approved	Percent Change
<b>Revenues</b>					
Tax Rate	0.0517	0.0617	0.0617	0.0617	0%
Property Tax	\$76,618	\$89,902	\$91,354	\$91,354	2%
Interest on Investments	403	0	0	0	0%
Fund Balance	(631)	0	0	0	0%
<b>Total</b>	<b>\$76,390</b>	<b>\$89,902</b>	<b>\$91,354</b>	<b>\$91,354</b>	<b>2%</b>
<b>Expenses</b>					
Fire Protection	\$76,390	\$89,902	\$91,354	\$91,354	2%
<b>Total</b>	<b>\$76,390</b>	<b>\$89,902</b>	<b>\$91,354</b>	<b>\$91,354</b>	<b>2%</b>

## Hickory Rural Fire District

Fund 369

	2011/12 Actual	2012/13 Current	2013/14 Requested	2013/14 Approved	Percent Change
<b>Revenues</b>					
Tax Rate	0.0700	0.0700	0.0700	0.0700	0%
Property Tax	\$306,278	\$298,631	\$303,283	\$303,283	2%
Interest on Investments	146	0	0	0	0%
Fund Balance	(6,188)	728	5,724	5,724	686%
<b>Total</b>	<b>\$300,236</b>	<b>\$299,359</b>	<b>\$309,007</b>	<b>\$309,007</b>	<b>3%</b>
<b>Expenses</b>					
Fire Protection	\$300,236	\$299,359	\$309,007	\$309,007	3%
<b>Total</b>	<b>\$300,236</b>	<b>\$299,359</b>	<b>\$309,007</b>	<b>\$309,007</b>	<b>3%</b>

## All Districts

	2011/12 Actual	2012/13 Current	2013/14 Requested	2013/14 Approved	Percent Change
<b>Revenues</b>					
Average Tax Rate	0.0638	0.0653	0.0688	0.0653	0%
Property Tax	\$4,610,461	\$4,584,585	\$4,943,493	\$4,648,176	1%
Interest on Investments	10,779	0	0	0	0%
Miscellaneous Revenue	288,307	0	0	0	0%
Fund Balance	(7,713)	141,134	37,127	37,127	-74%
<b>Total</b>	<b>\$4,901,834</b>	<b>\$4,725,719</b>	<b>\$4,980,620</b>	<b>\$4,685,303</b>	<b>-1%</b>
<b>Expenses</b>					
Fire Protection	\$4,595,449	\$4,647,439	\$4,904,994	\$4,609,677	-1%
Motor Vehicles	206,385	0	0	0	0%
Capital	100,000	78,280	75,626	75,626	-3%
<b>Total</b>	<b>\$4,901,834</b>	<b>\$4,725,719</b>	<b>\$4,980,620</b>	<b>\$4,685,303</b>	<b>-1%</b>

## **Budget Highlights**

The County's 14 Fire Districts are funded by an individualized fire tax paid by citizens who live within these districts. For next year, no changes are recommended in any district's fire tax rate. As such, the average tax rate for all fire districts remains at \$0.0653.

# General Capital Projects

Fund 410

	2013/14 Requested	2013/14 Approved	Percent Change
<b>Revenues</b>			
Federal	\$60,000	\$0	0%
Federal Bed Rental	\$200,000	\$200,000	0%
Sales Tax	2,626,101	\$2,625,926	0%
Local	36,150	\$36,150	0%
Local Bed Rental	250,000	\$250,000	0%
Miscellaneous	139,520	\$0	0%
Fund Balance	217,831	\$217,831	0%
From Other Parks	26,130	\$26,130	0%
From General Fund	2,183,170	1,687,777	0%
<b>Total</b>	<b>\$5,738,902</b>	<b>\$5,043,814</b>	<b>0%</b>
<b>Expenses</b>			
Bunker Hill Covered Bridge	\$130,650	\$26,130	0%
Emergency Services Hazmat Truck	\$400,000	\$300,000	0%
General Renovations	532,320	101,927	0%
Jail Expansion Set-aside	667,831	667,831	0%
Jail Video Arraignment	110,000	50,000	0%
Justice Center/Court Expansion	2,350,094	2,349,919	0%
Microsoft Licensing	200,000	200,000	0%
Multi-Jurisdictional Park	276,007	276,007	0%
Oblique Photography	150,000	150,000	0%
Permit and Inspections Software	70,000	70,000	0%
Renovations to Old Animal Shelter	350,000	350,000	0%
Social Services Roof	175,000	175,000	0%
Technology Infrastructure Upgrade	200,000	200,000	0%
UPS Server Cooling	127,000	127,000	0%
<b>Total</b>	<b>\$5,738,902</b>	<b>\$5,043,814</b>	<b>0%</b>



# Schools' Capital Projects

Fund 420

	2013/14 Requested	2013/14 Approved	Percent Change
<b>Revenues</b>			
2nd 1/2% Sales Tax	\$3,382,509	\$3,382,509	0%
2nd 1/2% Sales Tax - Food	428,079	428,079	0%
Lottery	0	0	0%
Fund Balance Applied	7,464,503	1,757,926	-76%
From Schools' Construction	0	0	0%
From School Bonds - 1997 Series	69,507	69,507	0%
From General Fund	0	0	0%
<b>Total</b>	<b>\$11,344,598</b>	<b>\$5,638,021</b>	<b>-50%</b>
<b>Expenses</b>			
<b>Catawba County (in priority order)</b>			
Maiden Elementary School Cooling Tower	\$150,000	\$150,000	0%
Athletic Field House: Fred T. Foard High School	1,000,000	0	0%
Activity Buses	340,000	340,000	0%
Camera Security Systems/Electronic Door Entrances	485,000	485,000	0%
Fire Alarm System Replacement	244,000	244,000	0%
Child Nutrition New Freezer	336,000	0	0%
System-wide Re-roofing	310,000	230,000	-26%
River Bend Middle School Domestic Water Supply Replacement	85,000	85,000	0%
Jacobs Ford Middle School Hydronic Piping	25,000	25,000	0%
Maintenance/Warehouse/Technology Vehicles	90,000	90,000	0%
New Foard Area Elementary School Planning	250,000	0	0%
Maiden Middle School Tennis Court Re-surfacing	70,000	70,000	0%
HVAC: Building Automation Upgrades	230,000	230,000	0%
Parking Lot Re-Paving	886,000	220,000	-75%
Maintenance: Storage Building	800,000	0	0%
Bunker Hill High School Student Career Planning Center	75,000	0	0%
Jacobs Ford Middle School Athletic Field Upgrades	490,000	0	0%
Roof Gutters: Front of Facilities	120,000	120,000	0%
4 Wheel Drive Skid Steer with Bucket	22,000	0	0%
Aerial Lift (50' plus reach)	35,000	0	0%
St. Stephens High School Softball Field Lights	75,000	75,000	0%
Maiden High School Tennis Court Lights	60,000	0	0%
Maiden Elementary School Asphalt Play Area	17,000	0	0%
Schools' Project Manager	33,092	33,092	0%
Per Capita 17,066 @ \$52.00	888,212	887,432	0%
<b>Total</b>	<b>\$7,116,304</b>	<b>\$3,284,524</b>	<b>-54%</b>
<b>Hickory City (in priority order)</b>			
Security Upgrades	\$275,000	\$275,000	0%
Southwest Elementary School Mechanical Upgrades	215,000	\$215,000	0%
HVAC Controls Upgrades	155,000	\$155,000	0%
Mowers	20,000	per capita	
Systemwide Rekeying	80,000	\$80,000	0%
Mechanical Upgrades	200,000	\$0	0%
Carpeting - Oakwood and Southwest Elementary Schools	60,000	per capita	0%
Bus - Hickory Career and Arts Magnet	85,000	\$0	0%
To Debt Service for QZABs	50,000	\$50,000	0%
Per Capita 4,379 @ \$52.00 less \$50,000 QZAB payment	177,500	\$177,708	0%
<b>Total</b>	<b>\$1,317,500</b>	<b>\$952,708</b>	<b>-28%</b>

# Schools' Capital Projects

Fund 420

	2013/14 Requested	2013/14 Approved	Percent Change
<b>Newton-Conover (in priority order)</b>			
South Newton Elementary School Furniture	\$300,000	\$300,000	0%
Security Upgrades	140,000	140,000	0%
Fire Alarm Upgrade	60,000	60,000	
Roofing Repairs	50,000	50,000	0%
Asbestos Management	30,000	14,163	-53%
Van for Maintenance HVAC	30,000	30,000	0%
Media Center Furniture for Shuford and NCHS	40,000	0	0%
Additional Parking at Newton Conover Middle and High Schools	60,000	0	
Per Capita 2,997 @ \$52.00	155,012	155,844	1%
Schools' Project Manager	50,782	50,782	0%
<b>Total</b>	<b>\$915,794</b>	<b>\$800,789</b>	<b>-13%</b>
<b>Catawba Valley Community College (in priority order)</b>			
Safety System	\$225,000	\$225,000	0%
Fire Alarm Upgrade	30,000	30,000	0%
ADA Improvements - Phase I	195,000	195,000	0%
Maintenance Van	20,000	20,000	0%
General Renovations	130,000	130,000	0%
ADA Improvements - Phase II	580,000	0	0%
Gas Packs	140,000	0	0%
HVAC Units	180,000	0	0%
Chiller Units	75,000	0	0%
Roof	50,000	0	0%
Energy Management Upgrades	170,000	0	0%
Courtyard Renovations	200,000	0	0%
<b>Total</b>	<b>\$1,995,000</b>	<b>\$600,000</b>	<b>-70%</b>
<b>GRAND TOTAL</b>	<b>\$11,344,598</b>	<b>\$5,638,021</b>	<b>-50%</b>

# Schools' Construction Fund

Fund 423

	2011/12 Actual	2012/13 Current	2013/14 Requested	2013/14 Approved	Percent Change
<b>Revenues</b>					
Miscellaneous	\$34,524	\$0	\$0	\$0	0%
Proceeds - Installment Purchase	0	25,000,000	15,700,000	15,700,000	-37%
From General Fund	0	536,823	0	1,043,303	94%
Fund Balance	13,878,824	0	1,589,767	0	0%
<b>Total</b>	<b>\$13,913,348</b>	<b>\$25,536,823</b>	<b>\$17,289,767</b>	<b>\$16,743,303</b>	<b>-34%</b>
<b>Expenses</b>					
Arndt Middle School	\$282,697	\$0	\$0	\$0	0%
County Home Middle	7,586,521	0	0	0	0%
CVCC Classroom Renovations	0	2,000,000	0	0	0%
CVCC East Campus Renovations	117,129	0	0	0	0%
CVCC Student Ctr, Bookstore, Student Svcs	51,229	0	0	0	0%
CVCC Vocational Building	0	1,000,000	15,700,000	15,700,000	1470%
Fred T. Foard High	0	(491)	0	0	0%
Future Debt	0	536,823	0	1,043,303	94%
Hickory Career and Arts Magnet	1,628,547	0	0	0	0%
Longview Elementary	0	11,000,000	0	0	0%
Newton-Conover Middle School	0	1,000,000	25	0	0%
Snow Creek Elementary	33,684	(47,213)	0	0	0%
South Newton Renovations	411,522	10,000,000	0	0	0%
St. Stephens High Renovations	838,773	0	0	0	0%
To General Fund - Debt Service	0	0	1,589,742	0	0%
To Schools' Capital	0	47,704	0	0	0%
Webb Murray Renovations	2,963,246	0	0	0	0%
<b>Total</b>	<b>\$13,913,348</b>	<b>\$25,536,823</b>	<b>\$17,289,767</b>	<b>\$16,743,303</b>	<b>-34%</b>

## School Bond Fund - 1997 Series

Fund 427

	2011/12 Actual	2012/13 Current	2013/14 Requested	2013/14 Approved	Percent Change
<b>Revenues</b>					
Investment Earnings	\$669	\$0	\$0	\$0	0%
Sale of Bonds	0	0	0	0	0%
From Schools' Capital Projects	0	0	0	0	0%
Fund Balance	0	0	0	69,507	100%
General Fund	(669)	0	0	0	0%
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$69,507</b>	<b>0%</b>
<b>Expenses</b>					
To Schools' Capital Projects	\$0	\$0	\$0	\$69,507	100%
<b>Grand Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$69,507</b>	<b>0%</b>

### Budget Highlights

This fund is no longer needed. The budget transfers remaining fund balance to the schools capital projects fund.

# Hospital Construction Fund

Fund 430

	2011/12 Actual	2012/13 Current	2013/14 Requested	2013/14 Approved	Percent Change
<b>Revenues</b>					
Interest on Investments	\$52,315	\$0	\$0	\$0	0%
From Hospital Reserve	0	0	0	0	0%
Fund Balance Applied	(52,315)	0	0	0	0%
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>
<b>Expenses</b>					
Hospital Construction	\$0	\$0	\$0	\$0	0%
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>

## 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

	2011/12 Actual	2012/13 Current	2013/14 Requested	2013/14 Approved	Percent Change
<b>Revenues</b>					
State	\$1,277,024	\$0	\$0	\$0	0%
Federal	5,448	0	0	0	0%
Charges and Fees	208,051	0	0	0	0%
Interest on Investments	204,311	0	0	0	0%
1/4 Cent Sales Tax	1,278,262	0	29,295	0	0%
Fund Balance	(1,740,637)	0	2,192,610	3,071,905	0%
From General Fund	775,000	530,000	1,600,000	1,600,000	202%
<b>Total</b>	<b>\$2,007,459</b>	<b>\$530,000</b>	<b>\$3,821,905</b>	<b>\$4,671,905</b>	<b>781%</b>
<b>Expenses</b>					
Balls Creek Water (Loan Program)	\$0	\$0	\$2,641,905	\$2,641,905	0%
Blackburn-Plateau Water Loop	10,104	0	0	0	0%
Bunker Hill Covered Bridge Water	0	0	0	350,000	0%
Cardinal Estates Water	69,403	0	0	0	0%
CDBG Infrstructure Water Hookup	502	0	0	0	0%
CDBG Royal Heights Water	18,784	0	0	0	0%
County Complex Water and Sewer	0	80,000	0	0	0%
CWB Bunker Hill Sewer	1,097,060	0	0	0	0%
EPA Stormwater	0	0	100,000	100,000	0%
Farmfield Acres Water	0	0	230,000	230,000	0%
Highway 150 Sewer	71,263	0	0	0	0%
Landsdown Sewer	0	0	0	657,000	0%
Landsdown Water	0	0	0	293,000	0%
Mtn View Elementary Sewer	0	0	450,000	0	0%
Ramseur Road Water	0	50,000	0	0	0%
Regional Bio-Solids Processing	159,165	0	0	0	0%
Rocky Ford Rd/Startown Rd. Water	42,110	0	0	0	0%
SECC Wastewater Improvements	65,990	0	0	0	0%
SECC Water Supply Loop	25,643	0	0	0	0%
Sludge Composting Project	447,435	400,000	400,000	400,000	0%
<b>Total</b>	<b>\$2,007,459</b>	<b>\$530,000</b>	<b>\$3,821,905</b>	<b>\$4,671,905</b>	<b>781%</b>

## Budget Highlights

Highlights for Water and Sewer Projects are included with the Water and Sewer Fund (Fund 515).

# Solid Waste Capital

Fund 485

	2011/12 Actual	2012/13 Current	2013/14 Requested	2013/14 Approved	Percent Change
<b>Revenues</b>					
Federal	\$0	\$0	\$0	\$0	0%
Charges and Fees	802,587	0	0	0	0%
Interest on Investments	5,803	0	0	0	0%
From Solid Waste Management Fund	0	0	1,550,000	1,550,000	0%
Fund Balance	248,153	0	0	0	0%
<b>Total</b>	<b>\$1,056,543</b>	<b>\$0</b>	<b>\$1,550,000</b>	<b>\$1,550,000</b>	<b>0%</b>
<b>Expenses</b>					
Crop Processing Facility	\$929,411	\$0	\$0	\$0	0%
EcoComplex	103,957	0	0	0	0%
Heat Exchange Facility	11,470	0	0	0	0%
Methane Gas Skid and Flare	0	0	800,000	800,000	0%
Subtitle D Cell Construction	0	0	750,000	750,000	0%
Wood Gassification Facility	11,705	0	0	0	0%
<b>Total</b>	<b>\$1,056,543</b>	<b>\$0</b>	<b>\$1,550,000</b>	<b>\$1,550,000</b>	<b>0%</b>

## Budget Highlights

Highlights for this section are included in the Solid Waste Management Fund (Fund 525).

# Water and Sewer Fund

Fund 515

	2011/12 Actual	2012/13 Current	2013/14 Requested	2013/14 Approved	Percent Change
<b>Revenues</b>					
State	\$0	\$0	\$0	\$0	0%
Local	0	0	0	0	0%
Charges & Fees	400,759	526,000	579,350	579,350	10%
Miscellaneous	115,688	0	0	0	0%
1/4 Cent Sales Tax	0	1,236,834	1,304,737	1,334,032	8%
Debt Refinancing	6,345,727	0	0	0	0%
Fund Balance	13,800	0	0	71,260	0%
From General Fund	0	245,000	0	0	0%
<b>Total</b>	<b>\$6,875,974</b>	<b>\$2,007,834</b>	<b>\$1,884,087</b>	<b>\$1,984,642</b>	<b>-1%</b>
<b>Expenses</b>					
Personal Services	\$78,827	\$78,512	\$81,373	\$81,691	4%
Supplies & Operations	123,848	200,728	569,842	569,842	184%
Debt Service	608,372	1,642,252	1,232,872	1,333,109	-19%
Debt Refinancing	6,345,727	0	0	0	0%
Enterprise Contra Accounts	(280,800)	0	0	0	0%
Future Projects	0	86,342	0	0	0%
<b>Total</b>	<b>\$6,875,974</b>	<b>\$2,007,834</b>	<b>\$1,884,087</b>	<b>\$1,984,642</b>	<b>-1%</b>
<b>Employees</b>					
Permanent	1.00	1.00	1.00	1.00	0%
Hourly	0.00	0.00	0.00	0.00	0%
<b>Total</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>0%</b>

## Budget Highlights

The budget commits \$1.3 million of the ¼ cent sales tax and \$1,600,000 or 1 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 \$10 million in projects approved in previous years that it will undertake in Fiscal Year 2013/14.

## Performance Measurement

### Fiscal Year 2013/14

Outcomes for Fiscal Year 2013/14 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 13,000 linear feet (2.5 miles) of water lines and at least 74,900 linear feet (14.2 miles) 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.

### **Fiscal Year 2012/13**

At mid-year, Water and Sewer was on target to meet all but one of its outcomes. The Highway 150 sewer project, which will extend sewer availability in the southwestern part of Catawba County, was bid and awarded by County Commissioners. To offset the cost of projects in both the Water and Sewer and Solid Waste Funds, staff has applied for three grants and received a total of \$105,000. Additionally, Water and Sewer staff has run all new and previously approved water and sewer projects through the department's Utility Prioritization Tool to ensure those recommended for Fiscal Year 2013/14 are those that demonstrate the most need.

The one outcome Water and Sewer is not on track to meet relates to the number of linear feet of water lines that will be extended in Fiscal Year 2012/13. As of mid-year, 2,300 linear feet of water lines was complete versus the goal of 12,300. This is due to municipality requested changes in two projects, Highway 16 North Water and Community Road Water, which delayed project implementation.

### **Fiscal Year 2011/12**

In Fiscal Year 2011/12, Water and Sewer achieved two of its four outcomes. Staff applied for three grants to off-set the cost of projects, components, and operations, and was awarded two grants. Water and Sewer also used its Utility Prioritization Tool to determine which of the previously and currently funded water and sewer projects were the most needed.

Staff was unable to acquire 100 percent of easements needed to provide sewer infrastructure to the southern part of the County. Only 75 percent of necessary easements were acquired. However, staff has continued working to finalize the remaining easements. Staff also sought to extend a minimum of 16,750 linear feet of water lines and at least 26,000 linear feet of sewer lines to improve the quality of life in Catawba County. 1,700 linear feet of water lines were installed as a part of the Jim Beard Rd-Robinette Rd-Mockingbird Lane project. Additionally, the Bunker Hill High/Oxford Elementary Sewer project (26,000 linear feet) was delayed due to NC-DENR delaying approval of the bid. This project was rescheduled to be completed in October 2012.

## **WATER AND SEWER ADMINISTRATION**

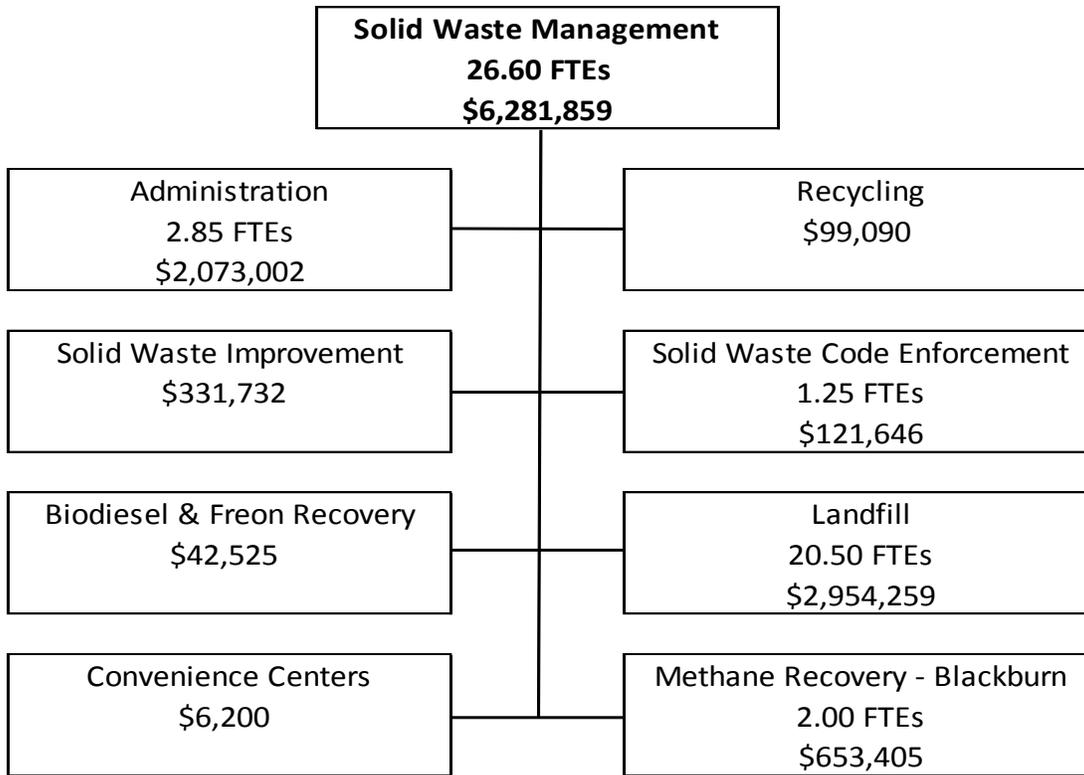
### **Statement of Purpose**

Provide a source of clean drinking water and environmentally responsible sewage disposal in the unincorporated areas of the County.

### **Outcomes**

1. To improve quality of life in Catawba County, Utilities and Engineering will continue to develop and implement water and sewer projects which will strategically extend at least 13,000 linear feet (2.5 miles) of water lines and at least 74,900 linear feet (14.2 miles) 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 2013/14 are those that demonstrate the most need, all previously and currently funded projects in the Water and Sewer Capital Improvement Plan that have changed since their approval will be re-run through the Utility Prioritization Tool and reprioritized accordingly.

# Catawba County Government



# Solid Waste Management

Fund 525

	2011/12 Actual	2012/13 Current	2013/14 Requested	2013/14 Approved	Percent Change
<b>Revenues</b>					
State	\$46,958	\$38,000	\$51,000	\$43,000	13%
Taxes	306,877	246,389	266,700	266,700	8%
Interest on Investments	161,245	0	0	0	0%
Charges & Fees	4,787,476	5,545,610	5,339,972	4,922,921	-11%
Miscellaneous	70,089	85,900	110,900	87,900	2%
Other Financing Sources	44,446	80,000	45,000	5,000	-94%
From General Fund	0	0	0	0	0%
Fund Balance	(835,196)	520,920	1,200,694	956,338	84%
<b>Total</b>	<b>\$4,581,895</b>	<b>\$6,516,819</b>	<b>\$7,014,266</b>	<b>\$6,281,859</b>	<b>-4%</b>
<b>Expenses</b>					
Personal Services	\$1,518,672	\$1,512,218	\$1,545,247	\$1,549,989	2%
Supplies & Operations	2,941,481	3,464,601	3,107,969	3,021,870	-13%
Enterprise Contra Accounts	(178,249)	0	0	0	0%
Capital	299,991	1,540,000	811,050	160,000	-90%
To Solid Waste Capital Fund	0	0	1,550,000	1,550,000	0%
<b>Total</b>	<b>\$4,581,895</b>	<b>\$6,516,819</b>	<b>\$7,014,266</b>	<b>\$6,281,859</b>	<b>-4%</b>
<b>Expenses by Division</b>					
Administration	\$511,705	\$521,491	\$2,074,221	\$2,073,002	298%
Recycling	127,703	147,440	91,090	99,090	-33%
Solid Waste Improvement	(483,604)	1,031,922	376,732	331,732	-68%
Code Enforcement	84,237	144,427	139,214	121,646	-16%
Biodiesel & Freon Recovery	38,292	47,633	42,525	42,525	-11%
Landfill	3,323,578	3,611,432	3,631,409	2,954,259	-18%
Convenience Centers	340,392	355,043	6,200	6,200	-98%
Methane Recovery	639,592	657,431	652,875	653,405	-1%
<b>Total</b>	<b>\$4,581,895</b>	<b>\$6,516,819</b>	<b>\$7,014,266</b>	<b>\$6,281,859</b>	<b>-4%</b>
<b>Employees</b>					
Permanent	27.60	26.60	26.60	26.60	0%
Hourly	0.63	0.63	0.60	0.30	-52%
<b>Total</b>	<b>28.23</b>	<b>27.23</b>	<b>27.20</b>	<b>26.90</b>	<b>-1%</b>

## **Budget Highlights**

The Solid Waste Management recommended budget is \$6,281,859, which is a \$234,960 or 4 percent decrease from the current year. This is primarily due to convenience centers transitioning from the County's responsibility to that of Republic Services as a part of the new Solid Waste Franchise Agreement. 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 #2 in the State for recycling per capita in Fiscal Year 2011/12. Catawba County citizens recycled 701.1 pounds of materials per capita, which is over 6 more than the average of all other counties in the state. To continue to promote recycling, the budget maintains one household hazardous waste collection event and expands electronics and paint recycling to year-round at the Blackburn Landfill free of charge.

## **Performance Measurement**

### **Fiscal Year 2013/14**

Fiscal Year 2013/14 outcomes for Solid Waste focus on providing citizens with access to hazardous material disposal, implementing a new computer aided earthmoving system on Landfill equipment to better track waste disposal, producing biodiesel at the County Biodiesel Research, Development, and Production Facility, meeting with the top 30 waste producers in the County to reduce their waste to gross product ratio, and applying for at least three grants annually to offset costs. New for the upcoming year is the introduction of paint and electronics recycling year-round at the Blackburn Landfill in addition to an existing Household Hazardous Waste event. Success of these programs will be measured by diverting at least 50,000 pounds of electronics and 20,000 pounds of other household hazardous waste from the Landfill.

### **Fiscal Year 2012/13**

At mid-year, all but one outcome for Solid Waste was on target to be achieved.

Staff completed the three year update to the Solid Waste Management Plan, and was in negotiations with Republic Services regarding renewal of the County's franchise agreement. Household Hazardous Waste events also continued to be successful, with two of the four scheduled events completed at mid-year. These events, held at the Blackburn Landfill and LP Frans Stadium, collected over 100,000 pounds of hazardous waste from approximately 1,200 households.

The one outcome in Solid Waste not on target relates to producing biodiesel at the County's Biodiesel Facility for use in Landfill equipment. While at mid-year approximately 500 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 2011/12**

Solid Waste achieved all but one of its outcomes for Fiscal Year 2011/12. In the area of public outreach, 153 tours, 87 presentations, and 15 displays were presented reaching approximately 15,581 people. Examples of this outreach included Claremont Day, America Recycles Day, a TEDx Hickory event, Leadership Catawba, and the environmental play Queen of Green.

Solid Waste also offered two household hazardous waste events and two electronics and paint recycling days to promote safe, environmentally friendly waste disposal. These events had over 1,800 vehicles representing approximately 2,600 households combined, and diverted over 290,000 pounds of hazardous waste from the Landfill. Staff additionally applied for three grants during the year, and received \$105,000 for the Biodiesel Facility and a new shingles recycling area at the Landfill.

The one outcome not achieved relates to producing biodiesel at the County's Biodiesel Facility. Appalachian State University, one of the County's partners in the facility, was continuing the process of installing equipment and was not yet able to begin biodiesel production by year-end.

## **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 50,000 pounds of electronics and 20,000 pounds of other household hazardous waste from the Landfill.
2. To effectively monitor Landfill compaction rates, special waste sites, and to decrease expenses, Solid Waste will implement a computer aided earthmoving system on Landfill equipment. This will provide management and operators the ability to real-time monitor and record waste disposal, as well as eliminate the need for costly aerial flyovers.
3. To reduce the County's commercial waste stream and move toward zero waste, Utilities and Engineering staff will meet with the top 30 waste producing companies in Catawba County to inform, educate, and assist in reducing their waste streams. Success will be measured by reducing the percentage of waste to gross product of these top 30 waste producers.
4. Promote "green energy" by producing at least 10,000 gallons of biodiesel at the County's Biodiesel Facility. This fuel will be used in Landfill equipment to reduce the amount of diesel that must be purchased from outside sources. This represents approximately 10 percent of the total diesel used in Landfill equipment each year.
5. Explore grant opportunities by utilizing staff to investigate and apply for a minimum of three grants annually to off-set costs of projects, components, or operations associated with Solid Waste Management, Water and Sewer Management, or EcoComplex as measured by tracking grant applications.

# 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:

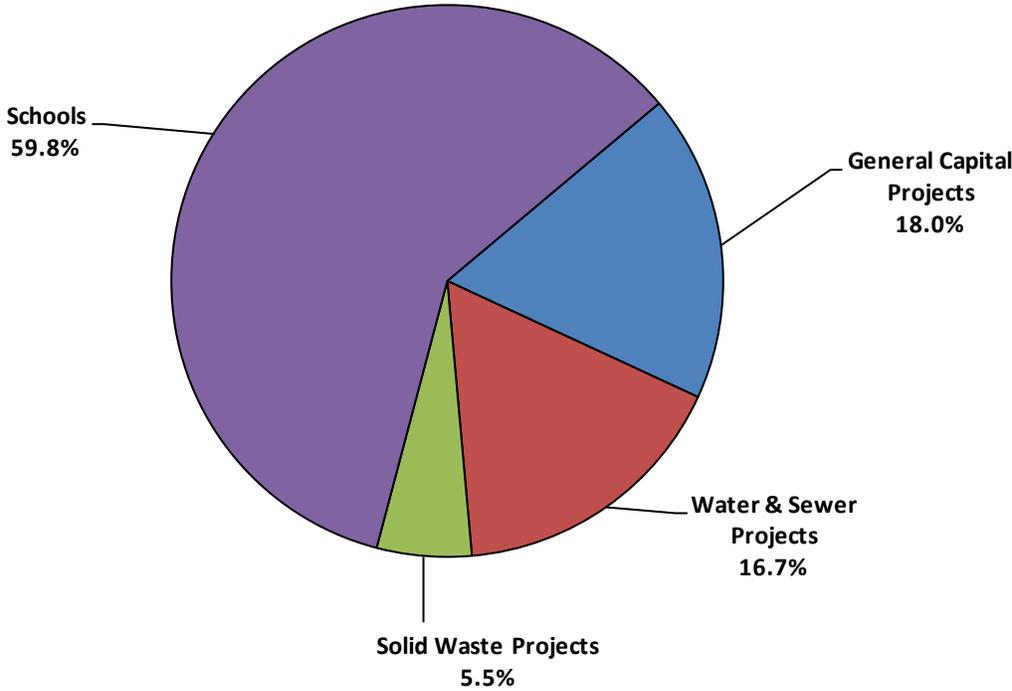
**General Capital Projects Fund** - to account for the financing and construction of all major general government capital projects.

**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.

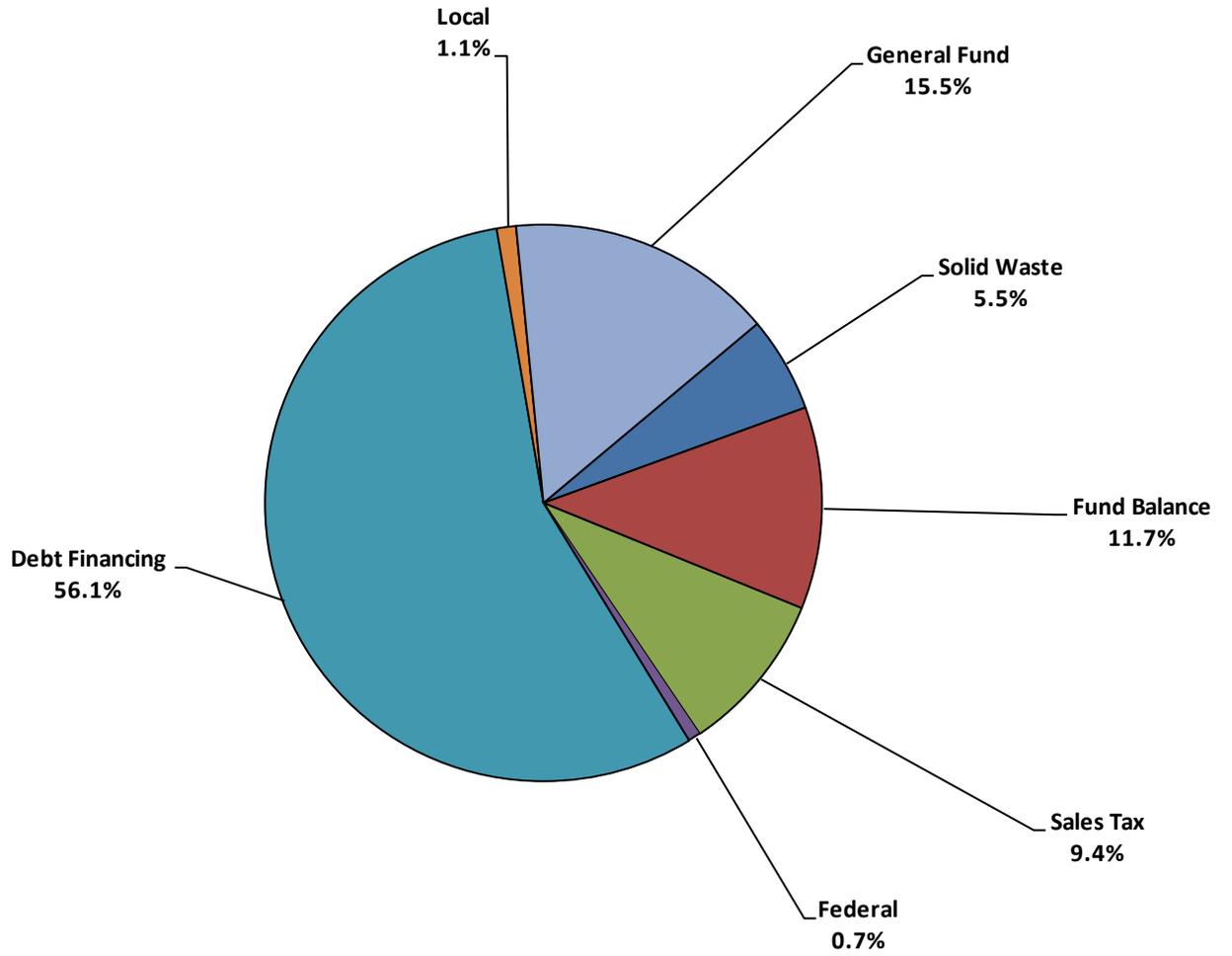
**Schools' Capital & Construction Fund** – to account for the financing and construction of all major capital projects for the three school systems and community college.

**Solid Waste Fund** - to account for the financing and construction of all major solid waste projects.

# Capital Projects Expenditure Summary Fiscal Year 2013/14



# Capital Projects Funding Summary Fiscal Year 2013/14



<b>GENERAL CAPITAL PROJECTS 8-YEAR SUMMARY</b>	<b>Funding in FY 2013/14</b>	<b>Funding in FY 2014/15</b>	<b>Funding in FY 2015/16</b>	<b>Funding in FY 2016/17</b>	<b>Funding in FY 2017/18</b>	<b>Funding in FY 2018/19</b>	<b>Funding in FY 2019/20</b>	<b>Funding in FY 2020/21</b>	<b>Total In 8- Year Plan</b>
<b>Ongoing &amp; Periodic Projects</b>									
General Renovations	101,927	-	-	-	-	-	-	-	101,927
Microsoft Licensing	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	1,600,000
Permit and Inspections Software	70,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	770,000
Oblique Photography	150,000	-	-	-	150,000	-	-	-	300,000
Technology Infrastructure	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	1,600,000
<b>Projects to be Debt Financed</b>									
Jail Expansion Set-Aside	667,831	400,000	375,000	350,000	325,000	300,000	12,582,169	-	15,000,000
Justice Center/Court Expansion	2,349,919	2,396,917	2,444,856	2,493,753	2,543,628	2,594,500	2,646,390	2,699,318	20,169,282
<b>Pay as Go Projects</b>									
Bunker Hill Covered Bridge	26,130	-	-	-	-	-	-	-	26,130
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
Emergency Services Hazmat Truck	300,000	-	-	-	-	-	-	-	300,000
Jail Video Arraignment	50,000	-	-	-	-	-	-	-	50,000
Mountain Creek Park	-	-	-	470,000	430,000	-	385,000	-	1,285,000
Multi-Jurisdictional Park	276,007	281,527	287,158	292,901	298,759	304,734	310,829	317,045	2,368,960
Radio Transmit Base Station	-	150,000	-	-	-	-	-	-	150,000
Renovations to Old Animal Shelter	350,000	-	-	-	-	-	-	-	350,000
Resource Management Software Upgrade	-	-	250,000	500,000	500,000	250,000	-	-	1,500,000
Social Services Roof Replacement	175,000	-	-	-	-	-	-	-	175,000
UPS Server Cooling	127,000	-	-	-	-	-	-	-	127,000
VIPER Radio Expansion Channels	-	100,000	-	-	-	-	-	-	100,000
<b>Totals</b>	<b>5,043,814</b>	<b>3,828,445</b>	<b>4,087,013</b>	<b>5,056,654</b>	<b>5,127,387</b>	<b>4,268,034</b>	<b>16,424,388</b>	<b>3,516,364</b>	<b>47,352,099</b>

<b>Revenues</b>									
Installment Purchase	-	-	-	-	-	-	12,582,169	-	12,582,169
1/4 Cent Sales Tax	2,625,926	2,678,445	2,732,013	2,786,654	2,842,387	2,899,234	2,957,219	3,016,364	22,538,242
Federal Bed Rental	200,000	200,000	200,000	175,000	175,000	150,000	-	-	1,100,000
Local Bed Rental	250,000	200,000	175,000	175,000	150,000	150,000	-	-	1,100,000
From General Fund	470,000	500,000	750,000	985,000	1,015,000	750,000	692,500	500,000	5,662,500
From GF Motor Vehicle Tax - One Time	1,217,777	-	-	-	-	-	-	-	1,217,777
From GF Social Services County Share Reduction	-	-	-	-	-	-	-	-	0
GCC Grant - Video Arraignment	-	-	-	-	-	-	-	-	0
Municipalities for Orthos & Pictometry	36,150	-	-	-	36,150	-	-	-	72,300
Parks Trust Fund	26,130	-	-	-	-	-	-	-	26,130
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	-	-	-	-	-	230,000
General Capital Fund Balance	217,831	250,000	-	450,000	493,850	318,800	-	-	1,730,481
<b>Total Revenue</b>	<b>5,043,814</b>	<b>3,828,445</b>	<b>4,087,013</b>	<b>5,056,654</b>	<b>5,127,387</b>	<b>4,268,034</b>	<b>16,424,388</b>	<b>3,516,364</b>	<b>47,352,099</b>

GENERAL CAPITAL PROJECTS 1st 4 Years	Funding in Fiscal Year 2013/14	Funding in Fiscal Year 2014/15	Funding in Fiscal Year 2015/16	Funding in Fiscal Year 2016/17	Total	Funding Notes	Operating Impacts
<b>Ongoing &amp; Periodic Projects</b>							
<b>General Renovations:</b> A portion of the one-time motor vehicle property tax revenue from the State assumption of collection is reserved for planned and unplanned general renovations needs for county buildings.	101,927	-	-	-	101,927	One-time motor vehicle property tax revenue from State billing shift	Normal maintenance costs of buildings.
<b>Microsoft Licensing:</b> Recurring cost to keep County in compliance with licensing requirements for operating systems, security systems, e-mail management, database management, desktop publishing, etc.	200,000	200,000	200,000	200,000	800,000	General Fund contribution	None
<b>Permit and Inspections Software:</b> 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.	70,000	100,000	100,000	100,000	370,000	Set aside from General Fund (increasing Building Services revenue) planned for future software upgrade.	None
<b>Oblique Photography:</b> 5-directional, high quality aerial views of areas in the County. These maps are used for public safety, tax, and economic development purposes.	150,000	-	-	-	150,000	One-time motor vehicle property tax revenue from State billing shift and potential municipal partners.	None - updates existing maps

<b>GENERAL CAPITAL PROJECTS 1st 4 Years</b>	<b>Funding in Fiscal Year 2013/14</b>	<b>Funding in Fiscal Year 2014/15</b>	<b>Funding in Fiscal Year 2015/16</b>	<b>Funding in Fiscal Year 2016/17</b>	<b>Total</b>	<b>Funding Notes</b>	<b>Operating Impacts</b>
<b>Technology Infrastructure:</b> Recurring funds used to maintain the County's network.	200,000	200,000	200,000	200,000	800,000	General Fund contribution	None
<b>Projects to be Debt Financed</b>							
<b>Jail Expansion Set-Aside - 256 Bed Addition</b> subject to inmate population growth and pressures at the Burke-Catawba District Confinement Facility.	667,831	400,000	375,000	350,000	1,792,831	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 until expansion to offset total 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.
<b>Justice/Public Safety Center:</b> Expansion of court rooms & court functions, new E-911 Center & Emergency Operations Center (EOC), Emergency Services.	2,349,919	2,396,917	2,444,856	2,493,753	9,685,445	Funding represents setting aside the 1/4 cent sales tax toward the project costs. \$28 million financed for 15 years funded from 1/4 cent sales tax.	\$2.4 million per year debt service, \$300,000 utilities per year, \$100,000 per year for 2 deputies for court security
<b>Pay as Go Projects</b>							
<b>Bunker Hill Covered Bridge -</b> Work in partnership with the Historical Association to construct a greenway trail.	26,130	-	-	-	26,130	Funding will come from the Parks Trust Fund.	None in the four year cycle

<b>GENERAL CAPITAL PROJECTS 1st 4 Years</b>	<b>Funding in Fiscal Year 2013/14</b>	<b>Funding in Fiscal Year 2014/15</b>	<b>Funding in Fiscal Year 2015/16</b>	<b>Funding in Fiscal Year 2016/17</b>	<b>Total</b>	<b>Funding Notes</b>	<b>Operating Impacts</b>
<b>EMS-Conover Fire Station # 2</b> <b>Addition:</b> 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.
<b>EMS-Hickory EMS Base</b> <b>Relocation:</b> 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 because of 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.
<b>Emergency Services Hazmat Truck:</b> The purchase of a new truck specifically configured for hazardous materials response to include an appropriate research area as well as an air system for breathing and tool air. A custom chassis response vehicle can have the rear crew area of the cab configured for the necessary research area thus allowing maximum equipment storage in the apparatus body.	300,000	-	-	-	300,000	One-time motor vehicle property tax revenue from State billing shift	Annual scheduled maintenance costs should be equivalent to or less than what is currently budgeted for an existing vehicle that will be taken out of service.

<b>GENERAL CAPITAL PROJECTS 1st 4 Years</b>	<b>Funding in Fiscal Year 2013/14</b>	<b>Funding in Fiscal Year 2014/15</b>	<b>Funding in Fiscal Year 2015/16</b>	<b>Funding in Fiscal Year 2016/17</b>	<b>Total</b>	<b>Funding Notes</b>	<b>Operating Impacts</b>
<b>Jail Video Arraignment-</b> Updates the existing video arraignment system that allows for an inmate arraignment hearing to be held via video conferencing rather than physically transporting them from the jail.	50,000	-	-	-	50,000	One-time motor vehicle property tax revenue from State billing shift	
<b>Mountain Creek Park:</b> Development of Mountain Creek Park in Sherrills Ford area	-	-	-	470,000	470,000	Funding will be obtained from PARTF grants and will be matched 50% by the County from a General Fund contribution	None during the 4 year period.
<b>Multi-Jurisdictional Park:</b> Agreement between Catawba County, City of Conover, City of Hickory, Town of Catawba, Town of Maiden, and the Catawba County Economic Development Corporation (EDC) to fund the development of a Catawba Data Park	276,007	281,527	287,158	292,901	1,137,593	A portion of the 1/4 cent sales tax is devoted to economic development.	None
<b>Radio Transmit Base Station:</b> Piece of radio equipment necessary to dispatch Fire, EMS, & Rescue will be at least 19 years old	-	150,000	-	-	150,000	General Capital Projects Fund Balance	None - replaces existing equipment
<b>Renovations to Old Animal Shelter:</b> Expenses associated with renovating the previous shelter to usable space for other functions.	350,000	-	-	-	350,000	One-time motor vehicle property tax revenue from State billing shift	

<b>GENERAL CAPITAL PROJECTS 1st 4 Years</b>	<b>Funding in Fiscal Year 2013/14</b>	<b>Funding in Fiscal Year 2014/15</b>	<b>Funding in Fiscal Year 2015/16</b>	<b>Funding in Fiscal Year 2016/17</b>	<b>Total</b>	<b>Funding Notes</b>	<b>Operating Impacts</b>
<b>Resource Management Software Upgrade:</b> PeopleSoft is the County's Finance, Budget and Human Resources system. A major upgrade or replacement is anticipated by Fiscal Year 2017/18.	-	-	250,000	500,000	750,000	General Fund contribution	None
<b>Social Services Roof:</b> Replacement of DSS roof to avoid further deterioration, leaking and damage to building infrastructure.	175,000	-	-	-	175,000	One-time motor vehicle property tax revenue from State billing shift	None
<b>UPS/Server Cooling:</b> New self-contained cooling system that incorporates both the UPS power backup and servers. Presents several benefits over the traditional AC unit/server room configuration, including energy efficiency and UPS redundancy.	127,000	-	-	-	127,000	One-time motor vehicle property tax revenue from State billing shift	Reduced electricity consumption-TBD
<b>VIPER Radio Expansion Channels:</b> 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	
<b>Totals</b>	<b>5,043,814</b>	<b>3,828,445</b>	<b>4,087,013</b>	<b>5,056,654</b>	<b>18,015,926</b>		

<b>GENERAL CAPITAL PROJECTS 2nd 4 Years</b>	<b>Funding in Fiscal Year 2017/18</b>	<b>Funding in Fiscal Year 2018/19</b>	<b>Funding in Fiscal Year 2019/20</b>	<b>Funding in Fiscal Year 2019/21</b>	<b>Total</b>	<b>Funding Notes</b>	<b>Operating Impacts</b>
<b>Ongoing &amp; Periodic Projects</b>							
<b>Microsoft Licensing:</b> Recurring cost to keep County in compliance with licensing requirements for operating systems, security systems, e-mail management, database management, desktop publishing, etc.	200,000	200,000	200,000	200,000	800,000	General Fund contribution	None
<b>Permit and Inspections Software:</b> 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
<b>Oblique Photography:</b> 5-directional, high quality aerial views of areas in the County. These maps are used for public safety, tax and economic development purposes.	150,000	-	-	-	150,000	General Capital Projects Fund Balance and Municipal cost share	None - updates existing maps
<b>Technology Infrastructure:</b> Recurring funds used to maintain the County's network.	200,000	200,000	200,000	200,000	800,000	General Fund contribution	None

<b>GENERAL CAPITAL PROJECTS 2nd 4 Years</b>	<b>Funding in Fiscal Year 2017/18</b>	<b>Funding in Fiscal Year 2018/19</b>	<b>Funding in Fiscal Year 2019/20</b>	<b>Funding in Fiscal Year 2019/21</b>	<b>Total</b>	<b>Funding Notes</b>	<b>Operating Impacts</b>
<b>Projects to be Debt Financed</b>							
<b>Jail Expansion Set Aside- 256</b> Bed Addition subject to inmate population growth and pressures at the Burke-Catawba District Confinement Facility	325,000	300,000	12,582,169	-	13,207,169	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 until expansion to offset total 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.
<b>Justice/Public Safety Center:</b> Expansion of court rooms & court functions, new E-911 Center & Emergency Operations Center (EOC), Emergency Services	2,543,628	2,594,500	2,646,390	2,699,318	10,483,837	Funding represents setting aside the 1/4 cent sales tax toward the project costs. \$28 million financed for 15 years funded from 1/4 cent sales tax.	\$2.4 million per year debt service, \$300,000 utilities per year, \$100,000 per year for 2 deputies for court security
<b>Pay as Go Projects</b>							
<b>EMS-Hickory Fuel Depot :</b> 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.

<b>GENERAL CAPITAL PROJECTS 2nd 4 Years</b>	<b>Funding in Fiscal Year 2017/18</b>	<b>Funding in Fiscal Year 2018/19</b>	<b>Funding in Fiscal Year 2019/20</b>	<b>Funding in Fiscal Year 2019/21</b>	<b>Total</b>	<b>Funding Notes</b>	<b>Operating Impacts</b>
<b>EMS-Hickory Rescue Base 2</b> <b>Addition:</b> 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.
<b>EMS-Sherrills Ford Fire Dept.</b> <b>Addition:</b> 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.
<b>Mountain Creek Park:</b> Development of Mountain Creek Park in Sherrills Ford area	430,000	-	385,000	-	815,000	Funding will be obtained from PARTF grants and will be matched 50% by the County from a General Fund contribution	

<b>GENERAL CAPITAL PROJECTS 2nd 4 Years</b>	<b>Funding in Fiscal Year 2017/18</b>	<b>Funding in Fiscal Year 2018/19</b>	<b>Funding in Fiscal Year 2019/20</b>	<b>Funding in Fiscal Year 2019/21</b>	<b>Total</b>	<b>Funding Notes</b>	<b>Operating Impacts</b>
<b>Multi-Jurisdictional Park:</b> Agreement between Catawba County, City of Conover, City of Hickory, Town of Catawba, Town of Maiden, and the Catawba County Economic Development Corporation (EDC) to fund the development of a Catawba Data Park	298,759	304,734	310,829	317,045	1,231,367	A portion of the 1/4 cent sales tax is devoted to economic development.	None
<b>Resource Management Software Upgrade:</b> PeopleSoft is the County's Finance, Budget and Human Resources system. A major upgrade or replacement is anticipated by Fiscal Year 2017/18.	500,000	250,000	-	-	750,000	General Fund contribution	None
<b>Totals</b>	<b>5,127,387</b>	<b>4,268,034</b>	<b>16,424,388</b>	<b>3,516,364</b>	<b>29,336,173</b>		

School Construction Projects 4-Year Plan	Funding in Fiscal Year 2013/14	Funding in Fiscal Year 2014/15	Funding in Fiscal Year 2015/16	Funding in Fiscal Year 2016/17	Total	Operating Impacts
<b>CVCC - Campus Renovations:</b> General classroom renovations Main Building and East Campus \$2 million and \$2M paving of parking lots at West Wing , East Campus, and Paap building.	0	2,000,000	0	0	2,000,000	\$173,750 FY 11/12 debt service; \$400,417 FY 12/13 debt service; \$388,750 FY 13/14; \$608,750 FY 14/15 debt service
<b>CVCC - Vocational Building:</b> New 97,000 sq. ft. building to house classrooms, offices, workroom and other space for the following programs: Industry Training, Automotive, Marine Propulsion, Machining, Welding, and HVAC. Additionally, traffic flow at the college's south entrance will be reconfigured to connect to the traffic light located at the soccer field and construct additional parking.	15,700,000	0	0	0	15,700,000	\$1.8 million average per year debt service
<b>Catawba County Schools - Vocational High School/New Foard Area Elementary:</b> Classroom space will be added to the CVCC Vocational Building while that building is being completed for a Vocational High School using funds previously planned for a New Foard Area Elementary School. Any funds not needed for the Vocational High School will be reserved for the new elementary school which will be located in the Propst Crossroads area to relieve overcrowding at Foard feeder elementary schools. The timing of the elementary school project is yet to be determined.	0	15,000,000	0	0	15,000,000	\$1.6 million average per year debt service
<b>Totals</b>	<b>15,700,000</b>	<b>15,700,000</b>	<b>0</b>	<b>0</b>	<b>32,700,000</b>	
<b>Revenue</b>						
Installment Purchase	15,700,000	15,700,000	0	0	32,700,000	

Note: The Schools Construction plan is only for four years as projects beyond the current revaluation cycle ending in Fiscal Year 2014/15 are still under review. There will be at least \$40 million available for projects in Fiscal Year 2015/16 through 2018/19.



<b>WATER AND SEWER CIP Summary</b>	<b>Funding in FY 2013/14</b>	<b>Funding in FY 2014/15</b>	<b>Funding in FY 2015/16</b>	<b>Funding in FY 2016/17</b>	<b>Funding in FY 2017/18</b>	<b>Funding in FY 2018/19</b>	<b>Funding in FY 2019/20</b>	<b>Funding in FY 2020/21</b>	<b>Total</b>
<b>PAY AS GO</b>									
Balls Creek 1 (Buffalo Shoals Rd.) Loan Program	645,886	-	-	-	-	-	-	-	645,886
Balls Creek 2 (Hwy 16 & Balls Creek Rd then to Drums XRd) Loan Program	1,996,019	-	-	-	-	-	-	-	1,996,019
Bunker Hill Covered Bridge Water	350,000	-	-	-	-	-	-	-	350,000
Catawba Street Sewer Loan Program	-	-	-	-	-	344,000	-	-	344,000
Farmfield Acres Water Loan Program	230,000	-	-	-	-	-	-	-	230,000
Highway 150 Sewer Phase II	-	-	865,000	-	-	-	-	-	865,000
Houston Mill Road Water Loan Program	-	-	-	-	556,000	-	-	-	556,000
JB Road Sewer Loan Program	-	-	477,000	-	-	-	-	-	477,000
Jim Beard Rd. Water Loan Program	-	-	-	-	-	-	685,000	-	685,000
Landsdown Sewer Loan Program	657,000	-	-	-	-	-	-	-	657,000
Landsdown Water Loan Program	293,000	-	-	-	-	-	-	-	293,000
Liberty Church Road Sewer Loan Program	-	-	-	201,000	-	-	-	-	201,000
Mays Chapel Rd. Water Loan Program	-	-	-	-	-	550,000	-	-	550,000
McLin/Lyle Creek Sewer Outfall Loan Program	-	-	-	-	-	-	-	5,370,000	5,370,000
Milton Street Water Loan Program	-	910,000	-	-	-	-	-	-	910,000
Molly's Backbone/Monbo Rd./Long Island Rd. Water	-	1,790,000	-	-	-	-	-	-	1,790,000
Oxford Park & Greenwood Park Water Loan Program	-	-	490,000	-	-	-	-	-	490,000
Oxford Park Sewer Loan Program	-	-	675,000	-	-	-	-	-	675,000
River Bend Road Water Phases I, II, & III Loan Program	-	-	-	-	2,153,000	-	-	-	2,153,000
Rock Barn Road Water Loop Loan Program	-	-	-	-	460,000	-	-	-	460,000
Rome Jones Road Water Loan Program	-	-	-	482,000	-	-	-	-	482,000
Springs Road/Hwy 16 Water Loan Program	-	-	-	594,000	-	-	-	-	594,000
Zion Church Road Water Loan Program	-	-	-	-	-	846,000	-	-	846,000
<b>Total Pay as Go Projects</b>	<b>4,171,905</b>	<b>2,700,000</b>	<b>2,507,000</b>	<b>1,277,000</b>	<b>3,169,000</b>	<b>1,740,000</b>	<b>685,000</b>	<b>5,370,000</b>	<b>21,619,905</b>

<b>DEBT SERVICE &amp; OPERATING COSTS</b>									
Personal Services	81,691	84,142	86,666	89,266	91,944	94,702	97,543	100,470	726,424
General Operating	189,342	191,235	193,148	195,079	197,030	199,000	200,990	203,000	1,568,825
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
EPA Stormwater Phase II	100,000	-	-	-	-	-	-	-	100,000
Hickory-Catawba Wastewater Treatment Plant Expansion Debt Payment	380,500	630,500	630,500	630,500	630,500	630,500	630,500	630,500	4,794,000
Highway 150 Sewer Debt Payment	743,094	743,094	743,094	743,094	743,094	743,094	743,094	743,094	5,944,752
Sludge Compost Facility	400,000	400,000	-	-	-	-	-	-	800,000
Southeastern Catawba County (SECC) Wastewater Collection Debt Payment	515,015	515,015	515,015	515,015	515,015	515,015	515,015	515,015	4,120,120
<b>Total Debt Service &amp; Operating</b>	<b>2,484,642</b>	<b>2,913,986</b>	<b>2,518,423</b>	<b>2,522,954</b>	<b>2,527,583</b>	<b>2,532,312</b>	<b>2,537,143</b>	<b>2,542,079</b>	<b>20,579,121</b>

<b>TOTAL PROJECT, DEBT SERVICE, AND OPERATING EXPENSES</b>	<b>6,656,547</b>	<b>5,613,986</b>	<b>5,025,423</b>	<b>3,799,954</b>	<b>5,696,583</b>	<b>4,272,312</b>	<b>3,222,143</b>	<b>7,912,079</b>	<b>42,199,026</b>
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<b>REVENUE</b>									
Installment Purchase	-	-	-	-	-	-	-	-	-
Property Tax	1,600,000	1,616,000	1,632,160	1,648,482	1,664,966	1,681,616	1,698,432	1,715,417	13,257,073
1/4 cent Sales Tax	1,334,032	1,347,372	1,360,846	1,374,455	1,388,199	1,402,081	1,416,102	1,430,263	11,053,350
Domestic Haulers	35,350	35,704	36,061	36,421	36,785	37,153	37,525	37,900	292,898
Capital Fees	44,000	44,440	44,884	45,333	45,787	46,244	46,707	47,174	364,570
Key Harbor Agreement	-	862,500	862,500	937,500	937,500	1,400,000	-	-	5,000,000
Revenue Sharing Contracts	500,000	505,000	510,050	515,151	520,302	525,505	530,760	536,068	4,142,835
Loan Payments/Municipalities	-	-	286,643	345,893	478,043	573,818	811,493	941,993	3,437,883
Fund Balance	3,143,165	1,202,970	292,279	(1,103,280)	625,001	(1,394,106)	(1,318,876)	3,203,265	4,650,417
<b>TOTAL REVENUE</b>	<b>6,656,547</b>	<b>5,613,986</b>	<b>5,025,423</b>	<b>3,799,954</b>	<b>5,696,583</b>	<b>4,272,312</b>	<b>3,222,143</b>	<b>7,912,079</b>	<b>42,199,026</b>

Water & Sewer Projects 1st 4 Years	Funding in FY 2013/14	Funding in FY 2014/15	Funding in FY 2015/16	Funding in FY 2016/17	Total	Funding Notes	Operating Impacts
<b>PAY AS GO</b>							
<b>Balls Creek 1 (Loan Program)</b> - This project will extend a Newton waterline along Buffalo Shoals Rd from Hwy 16, terminating at an existing Newton line on Buffalo Shoals Rd. Newton requested this project to deal with water quality issues.	645,886	-	-	-	645,886	Funding will be derived from loan program with Newton. Newton will pay 75% of cost over ten years.	
<b>Balls Creek 2 (Loan Program)</b> - This project will install a water line beginning at the intersection of Coley Fish Pond Rd. and Hwy 16 South, extending southerly along Hwy 16 to the intersection of Buffalo Shoals Rd connecting to Balls Creek Division I. A second section of this project begins at the intersection of Hwy 16 and Balls Creek Rd, extending along Balls Creek Rd and connecting to an existing line at the intersection of Balls Creek and Caldwell Rd. Newton requested this project to deal with water quality issues.	1,996,019	-	-	-	1,996,019	Funding will be derived from loan program with Newton. Newton will pay 75% of cost over ten years.	
<b>Bunker Hill Covered Bridge Water</b> - This project will provide water to the historic Bunker Hill Covered Bridge to provide fire suppression.	350,000	-	-	-	350,000	Funding will be derived from property tax and/or portion of the 1/4 cent sales tax devoted to water & sewer	
<b>Farmfield Acres Water Loan Program</b> - This project was initiated through a citizen petition and will provide municipal water service to 56 existing lots and 46 acres of potential residential development. This project is located at the intersection of Oxford School Rd and Rock Barn Rd. and will extend along Rock Barn Rd. Ext, Farmfield Dr., and Acreland Dr.	230,000	-	-	-	230,000	Funding will be derived from loan program with Conover. Conover will pay 75% of cost over ten years.	
<b>Highway 150 Sewer Phase II</b> - Phase II of this project will provide gravity sewer service north from Highway 150 in Terrell across the Marshall Steam Station property to the Sherrills Ford Rd/Steam Plant Rd. intersection and also provide gravity sewer to the Terrell Crossroads area along Highway 150 from the Village Center property to Kiser Island Rd.	-	-	865,000	-	865,000	Funding will be derived from property tax and/or portion of the 1/4 cent sales tax devoted to water & sewer	

<b>Water &amp; Sewer Projects 1st 4 Years</b>	<b>Funding in FY 2013/14</b>	<b>Funding in FY 2014/15</b>	<b>Funding in FY 2015/16</b>	<b>Funding in FY 2016/17</b>	<b>Total</b>	<b>Funding Notes</b>	<b>Operating Impacts</b>
<b>JB Road Sewer Loan Program</b> - 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% of cost over 10 years.	
<b>Landsdown Sewer Loan Program</b> - Project will provide sanitary sewer service to 80 homes in Landsdown Subdivision. Will connect to Oxford line of Bunker Hill/Oxford sewer system.	657,000	-	-	-	657,000	Funding will be derived from loan program with Conover. Conover will pay 75% of cost over 10 years.	
<b>Landsdown Water Loan Program</b> - Project will provide municipal water service to 80 homes in Landsdown Subdivision.	293,000	-	-	-	293,000	Funding will be derived from loan program with Conover. Conover will pay 75% of cost over 10 years.	
<b>Liberty Church Road Sewer Loan Program</b> - 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% of cost over 10 years.	
<b>Milton Street Water Loan Program</b> - 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% of cost over 10 years.	
<b>Molly's Backbone/Monbo Road/Long Island Roads Water</b> - 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/or portion of the 1/4 cent sales tax devoted to water & sewer.	
<b>Oxford Park Water &amp; Greenwood Park Water Loan Program</b> - 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% of cost over 10 years.	

<b>Water &amp; Sewer Projects 1st 4 Years</b>	<b>Funding in FY 2013/14</b>	<b>Funding in FY 2014/15</b>	<b>Funding in FY 2015/16</b>	<b>Funding in FY 2016/17</b>	<b>Total</b>	<b>Funding Notes</b>	<b>Operating Impacts</b>
<b>Oxford Park Sewer Loan Program</b> - 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% of cost over 10 years.	
<b>Rome Jones Road Water Loan Program</b> - Project will provide water service to approximately 40 connections on currently unserved portion of Rome Jones Rd between Walnut St. and Hwy 321 Bus.	-	-	-	482,000	482,000	Funding will be derived from loan program with Newton. Newton will pay 75% of cost over 10 years.	
<b>Springs Road/Highway 16 Water Loan Program</b> - Project will provide water service to approximately 70 connections, including Oxford Baptist Church. Project will start at existing Water Tank (intersection of Hwy 16 and Shell Holler Rd.) and travel north along Hwy 16, turning on Springs Rd., and terminating at Lee Cline Rd. Project will also provide additional interconnect between Hickory and Conover.	-	-	-	594,000	594,000	Funding will be derived from loan program with Conover. Conover will pay 75% of cost over 10 years.	
<b>Total Pay as Go</b>	<b>4,171,905</b>	<b>2,700,000</b>	<b>2,507,000</b>	<b>1,277,000</b>	<b>10,655,905</b>		

<b>Water &amp; Sewer Projects 1st 4 Years</b>	<b>Funding in FY 2013/14</b>	<b>Funding in FY 2014/15</b>	<b>Funding in FY 2015/16</b>	<b>Funding in FY 2016/17</b>	<b>Total</b>	<b>Funding Notes</b>	<b>Operating Impacts</b>
<b>DEBT SERVICE &amp; OPERATING</b>							
<b>Personal Services</b> - 1 FTE dedicated to water & sewer.	81,691	84,142	86,666	89,266	341,765		
<b>General Operating</b> - Includes professional services for engineering reports on planned projects.	189,342	191,235	193,148	195,079	768,804		
<b>Biosolids Management Facility</b> - Currently, the County owns 18.5%, the City of Hickory owns 70.5%, and the City of Conover owns 11% 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 the 1/4 cent sales tax devoted to water & sewer.	
<b>Blackburn-Plateau Water Loop</b> - 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
<b>EPA Stormwater Phase II</b> - Funds necessary to contract for Stormwater and Erosion Control services to ensure compliance with regulations.	100,000	-	-	-	100,000	Funding will be derived from property tax and portion of the 1/4 cent sales tax devoted to water & sewer.	
<b>Hickory-Catawba Wastewater Treatment Plant Expansion</b> - County's portion of debt service & operating expenses to the City of Hickory.	380,500	630,500	630,500	630,500	2,272,000	Funding will be derived from property tax and portion of the 1/4 cent sales tax devoted to water & sewer.	\$380,500 per year debt service plus \$250,000 annual operating costs beginning in Fiscal Year 2014/15.
<b>Highway 150 Sewer</b> - Debt repayment for project approved in prior years.	743,094	743,094	743,094	743,094	2,972,376	Project funding from Water & Sewer Fund & installment purchase obligations issued over 15yrs @ 2.5% interest.	\$743,094 per year debt service

<b>Water &amp; Sewer Projects 1st 4 Years</b>	<b>Funding in FY 2013/14</b>	<b>Funding in FY 2014/15</b>	<b>Funding in FY 2015/16</b>	<b>Funding in FY 2016/17</b>	<b>Total</b>	<b>Funding Notes</b>	<b>Operating Impacts</b>
<b>Sludge Compost Facility</b> - County owns 18.5%, the City of Hickory owns 70.5%, and the City of Conover owns 11% 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	-	-	800,000	Funding will be derived from property tax and portion of the 1/4 cent sales tax devoted to water & 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.
<b>Southeastern Catawba County (SECC) Waste Water Collection</b> - Debt repayment for project approved in prior years.	515,015	515,015	515,015	515,015	2,060,060	Funding from installment purchase obligations issued over 20 yrs @ 4.19% 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 & sewer.	\$515,015 debt service per year
<b>Total Debt Service &amp; Operating</b>	<b>2,484,642</b>	<b>2,913,986</b>	<b>2,518,423</b>	<b>2,522,954</b>	<b>10,440,005</b>		

<b>TOTAL PROJECT, DEBT SERVICE, AND OPERATING EXPENSES</b>	<b>6,656,547</b>	<b>5,613,986</b>	<b>5,025,423</b>	<b>3,799,954</b>	<b>21,095,910</b>
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Water & Sewer Projects 2nd 4 Years	Funding in FY 2017/18	Funding in FY 2018/19	Funding in FY 2019/20	Funding in FY 2020/21	Total	Funding Notes	Operating Impacts
<b>PAY AS GO</b>							
<b>Catawba Street Sewer Loan Program</b> - 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% of cost over 10 years.	
<b>Houston Mill Road Water Loan Program</b> - Project will extend along Houston Mill Rd from Lee Cline Rd to Swinging Bridge Rd and will allow for approximately 40 connections.	556,000	-	-	-	556,000	Funding will be derived from loan program with Conover. Conover will pay 75% of cost over 10 years.	
<b>Jim Beard Rd Water Loan Program</b> - 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% of cost over 10 years.	
<b>Mays Chapel Rd Water Loan Program</b> - 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% of cost over 10 years.	
<b>McLin/Lyle Creek Sewer Outfall Loan Program</b> - This project will decommission Claremont's North WWTP (Wastewater Treatment Plant) and replace it with a pump station. Force main sewer will be installed from pump station and tied into nearest gravity line. McLin Creek WWTP will also be decommissioned with gravity sewer being run to a proposed pump station and pumped to Catawba WWTP.	-	-	-	5,370,000	5,370,000	Funding will be derived from loan program with Claremont. Claremont will pay 75% of cost over 10 years.	
<b>River Bend Road Water Phases I, II, &amp; III Loan Program</b> - 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% of cost over 10 years.	
<b>Rock Barn Road Water Loop Loan Program</b> - 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% of cost over 10 years.	

<b>Water &amp; Sewer Projects 2nd 4 Years</b>	<b>Funding in FY 2017/18</b>	<b>Funding in FY 2018/19</b>	<b>Funding in FY 2019/20</b>	<b>Funding in FY 2020/21</b>	<b>Total</b>	<b>Funding Notes</b>	<b>Operating Impacts</b>
<b>Zion Church Road Water Loan Program -</b> 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% of cost over 10 years.	
<b>Total Pay as Go</b>	<b>3,169,000</b>	<b>1,740,000</b>	<b>685,000</b>	<b>5,370,000</b>	<b>10,964,000</b>		

<b>Water &amp; Sewer Projects 2nd 4 Years</b>	<b>Funding in FY 2017/18</b>	<b>Funding in FY 2018/19</b>	<b>Funding in FY 2019/20</b>	<b>Funding in FY 2020/21</b>	<b>Total</b>	<b>Funding Notes</b>	<b>Operating Impacts</b>
<b>DEBT SERVICE AND OPERATING COST</b>							
<b>Personal Services</b> - 1 FTE dedicated to water & sewer	91,944	94,702	97,543	100,470	384,659		
<b>General Operating</b> - Includes professional services for engineering reports on planned projects.	197,030	199,000	200,990	203,000	800,021		
<b>Biosolids Management Facility</b> - Currently, the County owns 18.5%, the City of Hickory owns 70.5%, and the City of Conover owns 11% 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.	
<b>Blackburn-Plateau Water Loop</b> - 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
<b>Hickory-Catawba Wastewater Treatment Plant Expansion</b> - County's portion of debt service & operating expenses to the City of Hickory.	630,500	630,500	630,500	630,500	2,522,000	Funding will be derived from property tax and portion of 1/4 cent sales tax devoted to water and sewer.	\$305,419 per year debt service plus \$250,000 annual operating costs beginning in Fiscal Year 2014/15
<b>Highway 150 Sewer</b> - Debt repayment for project approved in prior years.	743,094	743,094	743,094	743,094	2,972,376	Project funding from water & sewer fund & installment purchase obligations issued over 15yrs @ 2.5% interest.	\$743,094 per year debt service

<b>Water &amp; Sewer Projects 2nd 4 Years</b>	<b>Funding in FY 2017/18</b>	<b>Funding in FY 2018/19</b>	<b>Funding in FY 2019/20</b>	<b>Funding in FY 2020/21</b>	<b>Total</b>	<b>Funding Notes</b>	<b>Operating Impacts</b>
<b>Southeastern Catawba County (SECC) Waste Water Collection</b> - Debt repayment for project approved in prior years.	515,015	515,015	515,015	515,015	2,060,060	Project funding from installment purchase obligations issued over 20 yrs @ 4.19% 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 & sewer.	\$515,015 debt service per year
<b>Total Debt Service &amp; Operating</b>	<b>2,527,583</b>	<b>2,532,312</b>	<b>2,537,143</b>	<b>2,542,079</b>	<b>10,139,116</b>		
<b>TOTAL PROJECT, DEBT SERVICE, AND OPERATING EXPENSES</b>	<b>5,696,583</b>	<b>4,272,312</b>	<b>3,222,143</b>	<b>7,912,079</b>	<b>21,103,116</b>		

<b>SOLID WASTE CIP Summary</b>	<b>Funding in FY 2013/14</b>	<b>Funding in FY 2014/15</b>	<b>Funding in FY 2015/16</b>	<b>Funding in FY 2016/17</b>	<b>Funding in FY 2017/18</b>	<b>Funding in FY 2018/19</b>	<b>Funding in FY 2019/20</b>	<b>Funding in FY 2020/21</b>	<b>Total</b>
<b>PAY AS GO</b>									
ATV Kubota	-	-	20,000	-	-	-	-	-	20,000
Bulldozer	-	-	-	310,000	-	-	345,000	-	655,000
Cell Closure Cost (MSW & C&D)	-	-	-	-	-	-	-	100,000	100,000
C&D Landfill - 2 additional acres	-	-	-	50,000	50,000	-	-	-	100,000
Compactor	-	600,000	-	-	-	650,000	-	-	1,250,000
Computer Aided Survey Equip	115,000	-	-	-	-	-	-	-	115,000
Diesel Storage Tank	-	-	-	-	-	50,000	-	-	50,000
Dump Truck-On Road	-	-	-	-	150,000	-	-	-	150,000
Dump Truck-Off Road	-	-	-	425,000	-	-	450,000	-	875,000
Excavator	-	-	325,000	-	350,000	-	-	-	675,000
Farm Tractor	-	-	100,000	-	-	-	-	-	100,000
Lawnmower and/or Bush Hog	-	20,000	20,000	-	-	23,000	-	-	63,000
Landfill Signage	10,000	-	-	-	-	-	-	-	10,000
Master & Management Plans update	-	28,000	-	55,000	31,000	-	-	35,000	149,000
Mechanic Truck and/or Service Fuel Truck	-	-	130,000	-	120,000	-	-	-	250,000
Methane Skid and Gas Flare	800,000	-	-	-	-	-	-	-	800,000
Methane Gas Perimeter Infrastructure	-	-	75,000	-	-	-	100,000	100,000	275,000
Pickup Truck 3/4 Ton and/or 1/2 Ton	35,000	35,000	-	35,000	-	-	-	-	105,000
Rubber Tire Loader	-	-	180,000	-	-	-	-	190,000	370,000
Scales/Scalehouse Renovations	-	-	-	150,000	-	-	-	-	150,000
Semi-Road Tractor	-	-	-	-	-	100,000	-	-	100,000
Subtitle D Cell Construction	750,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	-	7,950,000
Topographic Update	-	-	20,700	-	21,500	-	22,400	-	64,600
Tub Grinder	-	650,000	-	-	-	-	-	-	650,000
<b>TOTAL PAY AS GO</b>	<b>1,710,000</b>	<b>2,533,000</b>	<b>2,070,700</b>	<b>2,225,000</b>	<b>1,922,500</b>	<b>2,023,000</b>	<b>2,117,400</b>	<b>425,000</b>	<b>15,026,600</b>

<b>Solid Waste CIP 1st 4 Years</b>	<b>Funding in FY 2013/14</b>	<b>Funding in FY 2014/15</b>	<b>Funding in FY 2015/16</b>	<b>Funding in FY 2016/17</b>	<b>Total</b>
<b>PAY AS GO</b>					
<b>ATV Kobota-</b> 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
<b>Bulldozer-</b> Bulldozers are scheduled for replacement in Fiscal Years 2016/17 and 2019/20. Replacements are scheduled according to Solid Waste financial analysis and planning.	-	-	-	310,000	310,000
<b>C&amp;D Cell 2 Additional Acres-</b> Design and permitting for an additional 2 acres to expand the C&D landfill.	-	-	-	50,000	50,000
<b>Compactor-</b> Compactors are scheduled for replacement in Fiscal Years 2014/15 and 2018/19 based on hours of operation and according to Solid Waste financial analysis and planning.	-	600,000	-	-	600,000
<b>Computer Aided Survey Equipment-</b> This system improves existing compactors to ensure even distribution of cover soils, delivering real time elevations, compactions and grade control. Equipment allows County to address new Solid Waste permit State requirements.	115,000	-	-	-	115,000
<b>Dump Truck Off Road-</b> Dump Trucks are scheduled for replacement according to Solid Waste financial analysis and planning.	-	-	-	425,000	425,000
<b>Excavator-</b> Scheduled for replacements in Fiscal Years 2015/16 and 2017/18. Replacements are scheduled according to Solid Waste financial analysis and planning.	-	-	325,000	-	325,000
<b>Farm Tractor-</b> Used to cultivate crops for the Biodiesel Production Facility that are grown on the buffer areas around the Landfill.	-	-	100,000	-	100,000

<b>Solid Waste CIP 1st 4 Years</b>	<b>Funding in FY 2013/14</b>	<b>Funding in FY 2014/15</b>	<b>Funding in FY 2015/16</b>	<b>Funding in FY 2016/17</b>	<b>Total</b>
<b>Lawnmower &amp; Bush Hog-</b> Lawn mowers and bush hogs are used to maintain property associated with the Landfill and Solid Waste Management.	-	20,000	20,000	-	40,000
<b>Landfill Signage-</b> Replacing old Landfill signs and install new updated signs to meet State requirements.	10,000	-	-	-	10,000
<b>Master &amp; Management Plans Update-</b> Update to the Solid Waste Master Plan and the Solid Waste Management Plan as mandated by the State every 3 years.	-	28,000	-	55,000	83,000
<b>Mechanic Truck and/or Service Fuel Truck-</b> Replacement mechanic trucks and service fuel trucks are scheduled according to Solid Waste financial analysis and planning.	-	-	130,000	-	130,000
<b>Methane Gas Collection Blower/Flare Skid-</b> Replacement of equipment that removes the methane naturally generated from the breakdown of waste at the landfill and transports it to methane flares/electricity engines for destruction. New equipment is needed due to existing equipment's age and to comply with State and Federal Air Quality regulations.	800,000	-	-	-	800,000
<b>Methane Gas Perimeter Infrastructure-</b> New methane gas extraction wells and purchase associated piping, fittings, heads, etc. in completed waste areas of Unit 2 & Unit 3 Landfill cells. This will allow Landfill to start extracting needed methane from these areas to increase gas flow to the methane to electricity co-generation facility.	-	-	75,000	-	75,000
<b>Pickup Truck 3/4 Ton and/or 1/2 Ton-</b> 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	-	35,000	105,000
<b>Rubber Tire Loader-</b> Loaders are scheduled for replacement in Fiscal Years 15/16 and 20/21 based on hours of operation and according to the Solid Waste financial analysis and planning.	-	-	180,000	-	180,000

<b>Solid Waste CIP 1st 4 Years</b>	<b>Funding in FY 2013/14</b>	<b>Funding in FY 2014/15</b>	<b>Funding in FY 2015/16</b>	<b>Funding in FY 2016/17</b>	<b>Total</b>
<b>Scales/Scalehouse Renovations-</b> 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
<b>Subtitle D Cell Construction-</b> 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
<b>Topographic Update-</b> As required by NC-DENR Division of Solid Waste.	-	-	20,700	-	20,700
<b>Tub Grinder-</b> Replace tub grinder in C&D Landfill area in accordance with Solid Waste Financial Plan.	-	650,000	-	-	650,000
<b>Total Pay as Go</b>	<b>1,710,000</b>	<b>2,533,000</b>	<b>2,070,700</b>	<b>2,225,000</b>	<b>8,538,700</b>

<b>Solid Waste CIP 2nd 4 Years</b>	<b>Funding in FY 2017/18</b>	<b>Funding in FY 2018/19</b>	<b>Funding in FY 2019/20</b>	<b>Funding in FY 2020/21</b>	<b>Total</b>
<b>PAY AS GO</b>					
<b>Bulldozer-</b> Bulldozers are scheduled for replacement in Fiscal Years 2016/17 and 2019/20. Replacements are scheduled according to Solid Waste financial analysis and planning.	-	-	345,000	-	345,000
<b>C&amp;D Cell 2 Additional Acres-</b> Design and permitting for an additional 2 acres to expand the C&D Landfill.	50,000	-	-	-	50,000
<b>Cell Closure Cost (MSW &amp; C&amp;D)-</b> Construction of additional 2 acres if County decides to proceed and if State approval granted.	-	-	-	100,000	100,000
<b>Compactor-</b> Compactors are scheduled for replacement in Fiscal Years 2014/15 and 2018/19 based on hours of operation and according to Solid Waste financial analysis and planning.	-	650,000	-	-	650,000
<b>Diesel Storage Tank-</b> Used to store biodiesel produced by the Biodiesel Production Facility until it's used in Landfill equipment.	-	50,000	-	-	50,000
<b>Dump Truck On Road-</b> Dump Trucks are scheduled for replacement according to Solid Waste financial analysis and planning.	150,000	-	-	-	150,000
<b>Dump Truck Off Road-</b> Dump Trucks are scheduled for replacement according to Solid Waste financial analysis and planning.	-	-	450,000	-	450,000
<b>Excavator-</b> Scheduled for replacements in Fiscal Years 2015/16 and 2017/18. Replacements are scheduled according to Solid Waste financial analysis and planning.	350,000	-	-	-	350,000
<b>Lawnmower &amp; Bush Hog-</b> Lawn mowers and bush hogs are used to maintain property associated with the Landfill and Solid Waste Management.	-	23,000	-	-	23,000

<b>Solid Waste CIP 2nd 4 Years</b>	<b>Funding in FY 2017/18</b>	<b>Funding in FY 2018/19</b>	<b>Funding in FY 2019/20</b>	<b>Funding in FY 2020/21</b>	<b>Total</b>
<b>Master &amp; Management Plans Update-</b> Update to the Solid Waste Master Plan and the Solid Waste Management Plan as mandated by the State every 3 years.	31,000	-	-	35,000	66,000
<b>Mechanic Truck and/or Service Fuel Truck-</b> Replacement mechanic trucks and service fuel trucks are scheduled according to Solid Waste financial analysis and planning.	120,000	-	-	-	120,000
<b>Methane Gas Perimeter Infrastructure-</b> New methane gas extraction wells and purchase associated piping, fittings, heads, etc. in completed waste areas of Unit 2 & Unit 3 Landfill cells. This will allow Landfill to start extracting needed methane from these areas to increase gas flow to the methane to electricity co-generation facility.	-	-	100,000	100,000	200,000
<b>Rubber Tire Loader-</b> Loaders are scheduled for replacement in Fiscal Years 15/16 and 20/21 based on hours of operation and according to the Solid Waste financial analysis and planning.	-	-	-	190,000	190,000
<b>Semi-Road Tractor-</b> Tractor is used to haul tankers and trailers in Landfill daily operations. Replacement is scheduled according to the Solid Waste analysis.	-	100,000	-	-	100,000
<b>Subtitle D Cell Construction-</b> The project funds the continuum of the Subtitle D Cell Construction. The next cell is Phase 2 of Unit 3.	1,200,000	1,200,000	1,200,000	-	3,600,000
<b>Topographic Update-</b> As required by NC-DENR Division of Solid Waste.	21,500	-	22,400	-	43,900
<b>Total Pay as Go</b>	<b>1,922,500</b>	<b>2,023,000</b>	<b>2,117,400</b>	<b>425,000</b>	<b>6,487,900</b>



**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.

**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.

**Reinventing Department:** One of five departments operating under alternative methods for budgeting which give more flexibility for accounts.

## GLOSSARY

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**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 AND STATEMENTS  
FOR FISCAL YEAR ENDING JUNE 30, 2012**

**CATAWBA COUNTY, NORTH CAROLINA**  
**Schedule of General Governmental Expenditures by Function<sup>1</sup>**  
**Last Ten Fiscal Years**

Fiscal Year Ended June 30	General Government	Public Safety	Environmental Protection	Economic & Physical Development
<i>Modified Accrual Basis of Accounting</i>				
2001	7,466,659	15,025,312	505,205	6,735,065
2002	7,569,288	16,313,961	388,926	7,518,580
2003	8,543,435	17,156,936	321,413	7,409,045
2004	8,506,393	19,088,555	384,942	7,594,145
2005	9,449,992	20,032,107	428,549	7,886,973
2006	9,978,986	21,209,400	452,180	8,651,385
2007	9,613,213	23,021,049	475,667	10,889,872
2008	9,944,571	26,916,838	520,587	10,682,552
2009	11,556,920	28,513,201	512,882	10,727,052
2010	11,601,149	29,360,816	469,014	10,619,754
2011	10,115,078	30,260,313	503,130	9,926,951
2012	10,134,171	30,749,802	451,864	11,307,365

<b>Human Services</b>	<b>Culture and Recreation</b>	<b>Education</b>	<b>Capital Projects</b>	<b>Debt Service</b>	<b>Total</b>
53,307,477	2,292,733	27,566,111	25,702,494	11,481,155	152,140,725
55,721,269	2,234,409	28,202,411	13,181,244	10,987,317	142,117,405
56,659,920	2,186,614	27,437,466	7,859,145	10,778,702	138,352,676
59,078,864	2,331,664	30,048,641	18,690,079	10,427,413	156,150,696
66,508,454	2,610,001	32,544,711	42,549,957	14,836,096	199,341,170
65,236,455	2,695,423	34,222,295	28,338,920	15,152,476	189,645,370
73,960,327	2,719,466	38,014,454	19,683,740	15,213,857	197,656,392
55,118,250	2,758,206	39,948,749	39,869,050	17,135,334	206,139,644
50,879,470	2,758,668	38,606,716	16,572,802	18,737,213	179,605,602
50,540,941	2,661,530	39,598,951	29,796,072	17,363,695	191,483,612
49,245,926	2,677,465	39,257,916	20,810,153	47,077,464	211,712,126

**CATAWBA COUNTY, NORTH CAROLINA**  
**Schedule of General Governmental Revenues by Source<sup>1</sup>**  
**Last Ten Fiscal Years**

Fiscal Year Ended June 30	Ad Valorem Taxes	Other Taxes	Unrestricted Intergovernmental Revenues
<i>Modified Accrual Basis of Accounting</i>			
2002	57,268,329	23,023,315	4,021,740
2003	59,388,468	25,207,828	1,379,229
2004	63,153,315	28,444,404	1,336,917
2005	64,037,632	30,151,572	1,095,733
2006	66,233,752	31,654,028	1,248,170
2007	68,270,907	35,415,288	1,235,023
2008	81,625,223	36,391,110	1,970,909
2009	84,125,547	32,794,322	2,127,081
2010	84,697,609	27,121,865	1,878,455
2011	85,290,748	26,934,772	1,906,277
2012	86,401,682	26,867,917	1,839,255

<b>Restricted</b>					
<b>Intergovernmental</b>	<b>Licenses and</b>	<b>Sales and</b>	<b>Investment</b>		
<b>Revenues</b>	<b>Permits</b>	<b>Service</b>	<b>Earnings</b>	<b>Miscellaneous</b>	<b>Total</b>
36,382,864	2,211,753	15,121,137	2,720,791	2,544,061	143,293,990
32,683,132	2,383,424	16,664,263	2,107,354	2,997,207	142,810,905
36,297,819	2,959,092	17,742,167	642,651	4,614,575	155,190,940
42,141,280	3,457,883	17,420,439	2,773,588	3,803,472	164,881,599
44,764,103	3,214,736	16,591,727	3,912,728	3,725,976	171,345,220
46,532,532	3,773,033	12,849,786	5,883,078	3,998,845	177,958,492
56,482,993	4,101,574	15,071,656	5,600,327	4,309,242	205,553,034
41,946,212	2,271,147	12,936,583	3,837,081	3,624,321	183,662,294
41,218,717	2,547,643	13,041,964	1,929,311	3,716,912	176,152,476
41,544,195	1,795,495	13,631,424	949,483	4,713,228	176,765,622
37,487,597	2,012,367	12,117,015	963,774	3,675,026	171,364,633

**CATAWBA COUNTY, NORTH CAROLINA**  
**Assessed Valuation and Actual Value of Taxable Property**  
**Last Ten Fiscal Years**

<b>Fiscal Year</b>	<b>Real Property</b>	<b>Personal Property</b>	<b>Public Utilities</b>
2002	7,988,283,700	2,709,118,917	479,273,637
2003	8,265,105,733	2,796,143,745	507,720,148
2004	9,513,468,457	2,640,843,044	517,072,839
2005	9,722,396,729	2,680,617,427	539,742,782
2006	9,919,033,408	2,558,398,877	545,842,516
2007	10,174,785,855	2,614,088,394	570,452,150
2008	11,444,764,023	2,606,879,334	603,786,566
2009	11,778,146,940	2,560,844,568	794,924,639
2010	11,874,836,448	2,547,986,916	590,931,402
2011	12,057,640,336	2,454,965,234	610,253,122
2012	12,154,011,798	2,754,476,587	606,953,739

<b>Total Assessed Value</b>	<b>Total Direct Tax Rate</b>	<b>Estimated Real Market Value</b>
11,176,676,254	0.495	12,119,579,542
11,568,969,626	0.495	12,965,336,351
12,671,384,340	0.495	12,715,889,955
12,942,756,938	0.480	13,033,994,902
13,023,274,801	0.480	13,499,818,390
13,359,326,399	0.490	14,124,895,749
14,655,429,923	0.535	14,963,681,767
15,133,916,147	0.535	15,452,223,129
15,013,754,766	0.535	15,343,643,092
15,122,858,692	0.535	15,122,858,692
15,515,442,124	0.530	N/A

**CATAWBA COUNTY, NORTH CAROLINA**  
**Schedule of Property Tax Rates - Direct and Overlapping Governments**  
**Last Ten Fiscal Years**

	<i>Fiscal Year</i>				
	2012	2011	2010	2009	2008
<b>Catawba County</b>	0.5300	0.5350	0.5350	0.5350	0.5350
<b>Fire Districts</b>					
Bandys	0.0600	0.0600	0.0600	0.0600	0.0600
Catawba	0.0700	0.0700	0.0700	0.0700	0.0700
Claremont	0.0700	0.0700	0.0700	0.0700	0.0700
Conover Rural	0.0700	0.0700	0.0700	0.0700	0.0700
Cooksville	0.0517	0.0517	0.0517	0.0517	0.0517
Denver	0.0000	0.0000	0.0000	0.0000	0.0389
Fairbrook	0.0000	0.0000	0.0000	0.0000	0.0000
Hickory Rural	0.0700	0.0700	0.0700	0.0325	0.0325
Icard - Long View	0.0000	0.0000	0.0000	0.0000	0.0000
Icard - Mountain View	0.0000	0.0000	0.0000	0.0000	0.0000
Long View	0.0546	0.0546	0.0546	0.0546	0.0546
Maiden	0.0600	0.0600	0.0500	0.0500	0.0500
Mountain View	0.0600	0.0600	0.0493	0.0493	0.0493
Newton	0.0700	0.0700	0.0700	0.0700	0.0700
Oxford	0.0558	0.0558	0.0558	0.0558	0.0558
Propst	0.0615	0.0615	0.0615	0.0615	0.0615
Sherrills Ford	0.0700	0.0700	0.0500	0.0500	0.0500
St. Stephens	0.0700	0.0700	0.0700	0.0500	0.0500
Viewmont	0.0000	0.0000	0.0000	0.0000	0.0000
<b>Municipalities:</b>					
Town of Brookford	0.5200	0.5200	0.5200	0.5200	0.5200
Town of Catawba	0.4800	0.4800	0.4800	0.4800	0.4800
City of Claremont	0.4600	0.4600	0.4600	0.4600	0.4600
City of Conover	0.4000	0.4000	0.4000	0.4000	0.4000
City of Hickory	0.5000	0.5000	0.5000	0.5000	0.5000
Town of Long View	0.4000	0.4000	0.4000	0.4000	0.4000
Town of Maiden	0.3900	0.4000	0.4000	0.4000	0.4000
City of Newton	0.4800	0.4800	0.4800	0.4800	0.4600
Total Maximum Rate - Fire District	0.6000	0.6050	0.6050	0.6050	0.6050
Total Maximum Rate - Municipalities	1.0550	1.0550	1.0550	1.0550	1.0550

**Note:**

All tax rates are expressed in dollars of tax per \$100 of assessed valuation. For the above years, the tax levies were assessed at 100 percent of the actual value.

<i>Fiscal Year</i>				
<b>2007</b>	<b>2006</b>	<b>2005</b>	<b>2004</b>	<b>2003</b>
0.4900	0.4900	0.4800	0.4800	0.4950
0.0600	0.0500	0.0390	0.0390	0.0390
0.0700	0.0700	0.0700	0.0700	0.0700
0.0700	0.0700	0.0700	0.0700	0.0700
0.0700	0.0500	0.0500	0.0350	0.0350
0.0550	0.0550	0.0550	0.0550	0.0600
0.0500	0.0500	0.0450	0.0293	0.0320
0.0325	0.0325	0.0257	0.0257	0.0280
0.0000	0.0000	0.0000	0.0000	0.0000
0.0000	0.0000	0.0000	0.0000	0.0440
0.0000	0.0000	0.0000	0.0000	0.0400
0.0568	0.0568	0.0568	0.0568	0.0620
0.0500	0.0312	0.0312	0.0312	0.0340
0.0525	0.0425	0.0425	0.0425	0.0450
0.0700	0.0700	0.0513	0.0513	0.0560
0.0600	0.0600	0.0600	0.0600	0.0600
0.0650	0.0650	0.0650	0.0650	0.0650
0.0500	0.0500	0.0400	0.0400	0.0400
0.0500	0.0500	0.0500	0.0500	0.0500
0.0325	0.0325	0.0248	0.0248	0.0270
0.5200	0.5200	0.5200	0.5200	0.5200
0.4800	0.4800	0.4800	0.4800	0.4800
0.4500	0.4500	0.4500	0.4500	0.4500
0.4000	0.3800	0.3800	0.3600	0.3800
0.5000	0.5000	0.5000	0.5000	0.5500
0.4000	0.4000	0.4000	0.4000	0.4000
0.4000	0.4000	0.3800	0.3800	0.4000
0.4600	0.4400	0.4400	0.4400	0.4700
0.5600	0.5600	0.5500	0.5500	0.5650
1.0100	1.0100	1.0000	1.0000	1.0450

**CATAWBA COUNTY, NORTH CAROLINA**  
**Ratios of General Bonded Debt Outstanding**  
**Last Ten Fiscal Year**

<b>Fiscal Year Ended June 30</b>	<b>General Obligation Bonds</b>	<b>Total Taxable Assessed Value</b>	<b>Percentage of Actual Taxable Value of Property</b>	<b>Per Capita</b>
2003	63,040,000	11,568,969,626	0.54	430
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



**CATAWBA COUNTY, NORTH CAROLINA**  
**Legal Debt Margin Information**  
**Last Ten Fiscal Years**

	<b>2012</b>	<b>2011</b>	<b>2010</b>	<b>2009</b>	<b>2008</b>
Assessed Value (after exemptions)	\$15,515,442,124	\$15,122,858,692	\$15,013,754,766	\$15,068,712,596	\$14,655,429,923
Debt Limit Rate	8%	8%	8%	8%	8%
Debt Limit	1,241,235,370	1,209,828,695	1,201,100,381	1,205,497,008	1,172,434,391
Less total net debt applicable to limit	125,775,150	142,142,197	117,002,355	130,663,312	121,303,793
Legal Debt Margin	1,115,460,220	1,067,686,498	1,084,098,026	1,074,833,696	1,051,130,598
Total net debt applicable to the limit as a percentage of legal debt limit	10%	12%	10%	11%	10%

**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

	2007	2006	2005	2004	2003
Assessed Value (after exemptions)	\$13,359,326,399	\$13,023,274,801	\$12,942,756,938	\$12,671,384,340	\$11,568,969,626
Debt Limit Rate	8%	8%	8%	8%	8%
Debt Limit	1,068,746,112	1,041,861,984	1,035,420,555	1,013,710,747	925,517,570
Less total net debt applicable to limit	102,721,667	111,610,000	112,385,000	69,575,814	66,859,085
Legal Debt Margin	966,024,445	930,251,984	923,035,555	944,134,933	858,658,485

Total net debt applicable to the limit as a percentage of debt limit	10%	11%	11%	7%	7%
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**CATAWBA COUNTY, NORTH CAROLINA**  
**Demographic and Economic Statistics**  
**Last Ten Fiscal Years**

<b>Fiscal Year</b>	<b>Population Estimate</b>	<b>Personal Income</b>	<b>Per Capita Income</b>	<b>Median Age</b>	<b>School Enrollment</b>	<b>Unemployment Rate</b>
2003	146,690	3,949,628,250	26,925	36.3	23,825	9.3%
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%

N/A = Not Available

**CATAWBA COUNTY, NORTH CAROLINA**  
**Schedule of Principal Taxpayers**  
**December 31, 2011**

<b>Taxpayer</b>	<b>Type of Business</b>	<b>Taxable Assessed Value</b>	<b>% of Total Assessed Value</b>
Duke Energy Corporation	Electric Utility	\$456,040,635	2.94%
Target Corporation	Warehouse/Retail	383,586,246	2.47%
Getrag Gears of North America, Inc.	Gears	117,193,942	0.76%
CommScope, Inc.	Cable Manufacturer	110,640,709	0.71%
Frye Regional Medical Center	Medical Care	109,532,117	0.71%
Draka Comteq Americas, Inc.	Cable Manufacturer	74,999,086	0.48%
Corning Cable Systems	Cable Manufacturer	66,849,207	0.43%
Hickory Springs Mfg. Co., Inc.	Furniture Supplies	65,880,858	0.42%
Valley Hills Mall, LLC	Retail	49,445,966	0.32%
Apple, Inc.	Computer Server	45,505,200	0.29%
		<b>\$1,479,703,966</b>	<b>9.53%</b>
Total Assessed Valuation		<b>\$15,515,442,124</b>	

**CATAWBA COUNTY, NORTH CAROLINA**  
**Schedule of Principal Employers**  
**Current Year**

<b>Employer</b>	<b>Number of Employees</b>	<b>Percentage of Estimated Total County Employment</b>
Catawba County School System	1,897	2.90%
Catawba Valley Medical Center	1,717	2.61%
Frye Regional Medical Center	1,500	2.28%
CommScope, Inc.	1,376	2.09%
Catawba County Government	1,136	1.73%
Hickory Springs Manufacturing Company, I	1,065	1.62%
Corning Cable Systems	1,000	1.52%
Pierre Foods	931	1.41%
Ethan Allen, Inc.	900	1.37%
Sherrill Furniture Company	700	1.06%
	12,222	19.63%

**CATAWBA COUNTY, NORTH CAROLINA**  
**General Long-Term Debt Requirements and Maturity Schedule**  
**For the Fiscal Year Ended June 30, 2012**

Fiscal Year Ended June 30	Governmental Activities			Business Type Activities		
	Debt Principal	Interest	Total	Debt Principal	Interest	Total
2013	13,526,636	5,225,461	18,752,097	368,804	230,427	599,231
2014	11,690,680	4,741,613	16,432,293	366,896	223,110	590,006
2015	9,874,759	4,355,397	14,230,156	364,989	214,382	579,371
2016	8,900,485	4,022,250	12,922,735	596,471	201,180	797,651
2017	8,770,068	3,765,132	12,535,200	592,019	181,987	774,006
2018-2022	41,222,232	14,822,090	56,044,322	2,691,093	614,003	3,305,096
2023-2027	23,372,484	6,898,141	30,270,625	1,757,534	167,290	1,924,824
2028-2030	1,269,941	25,399	1,295,340	410,059	3,701	413,760
	<sup>(1)</sup> <u>\$ 118,627,285</u>	<u>\$ 43,855,483</u>	<u>\$ 162,482,768</u>	<u>\$ 7,147,865</u>	<u>\$ 1,836,080</u>	<u>\$ 8,983,945</u>

<sup>(1)</sup> 10% of Legal Debt Limit