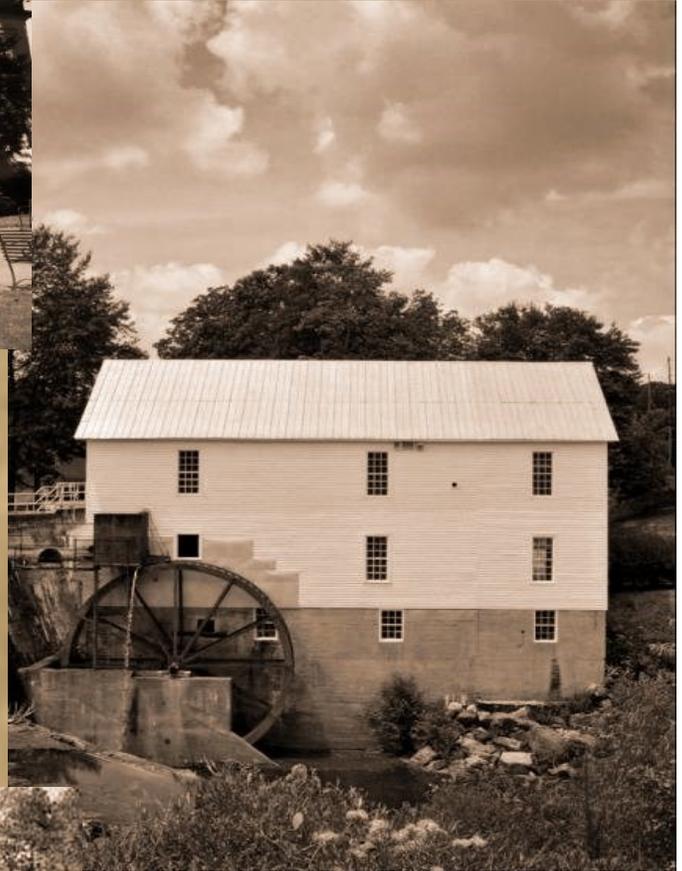


Catawba County

Fiscal Year 2011/12 Budget



Catawba County
North Carolina



**CATAWBA COUNTY
BOARD OF COMMISSIONERS**

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CATAWBA COUNTY

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June 6, 2011

Dear Citizens of Catawba County:

I am pleased to present to you the Catawba County Fiscal Year 2011/12 budget. The budget lowers the property tax to a revenue neutral rate of 53 cents as a result of revaluation, consistent with the Board of Commissioners' goal to maintain County services and momentum as much as possible without a property tax increase. This was a difficult budget to prepare as the local economy continues to recover slowly, and state revenues remain tenuous. The budget decreases County operations cost by 3.42 percent, and the total budget by 2.81 percent. County departments continue to tighten their belts as the budget reduces departmental expenses by \$1.7 million, 29 positions are eliminated, and 4 positions have reduced hours. Most outside agencies are also reduced 5 percent. Cumulative reductions in County spending over the past 4 years now equal \$10.5 million and have impacted 9 percent of the County workforce.

While reductions in some services continue to be necessary, the budget places a high priority on the critical areas of education, public safety, and economic development. Investments in public school and community college operations are maintained by diverting \$1.55 million in funds previously dedicated to future school construction projects, made possible by County funding of needed school and community college renovations and building the past several years. Even with this diversion, new construction projects totaling \$68.9 million are planned over the 2012 to 2015 period without a property tax increase. The budget funds several roofing and general maintenance projects within the three school districts and necessary upgrades to Catawba Valley Community College.

One new Narcotics Investigator is included and two new road patrol deputies could be hired at midyear subject to response times. Funds are set aside for an expansion of Emergency Medical Services, also subject to response times, and for a much needed Animal Shelter expansion. Funds are also dedicated towards the expansion of the Justice Center and Public Safety Center 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.

The revaluation of property resulted in relatively flat values for the County's fire districts, with revenue neutral property tax rates within hundredths of a penny of the current rates. All fire districts are maintained at their current rates. Funding to Rescue Squads is reduced by two percent, but holds harmless Emergency Medical Response funding and should not impact the level of service provided to citizens.

"Keeping the Spirit Alive Since 1842!"

Economic development is supported by funding for the Economic Development Commission, the Chamber's Visitor Information Center and Edison Project to promote small business, and a partnership with Conover, Hickory, Maiden and Catawba for a multi-jurisdictional business park.

The budget maintains current service levels for County Parks and Libraries. While these services are not mandated, they provide citizens with valuable resources as well as educational and recreational activities. Funds are set aside toward the cost of a new Sherrills Ford branch library from the temporary diversion of ½ cent of property tax previously dedicated to water and sewer projects.

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

A handwritten signature in cursive script that reads "Katherine W. Barnes".

Katherine W. Barnes, Chair

The photos on this budget cover represent the major historical sites in Catawba County.

One of only two original remaining covered bridges in North Carolina, the other being Mt. Pisgah in Randolph County, the Bunker Hill Covered Bridge was built in 1895 by Andy L. Ramsour and is located in Claremont, in Catawba County, North Carolina. The bridge was originally built as open span and covered five years later. The name Bunker Hill comes from the local Bunker Hill Farm operated by the descendants of the Shufords and Lowrances, local families since the early 1800s. The bridge is also near the site of an early post office of the same name. Bunker Hill Bridge was part of Island Ford Road (a former Native American trail), which had remained important throughout the State's western development. During the colonial period, the road served as a route to transport British prisoners of war after the 1781 Battle of Cowpens. The bridge is made of oak with trunnels (wooden pins) instead of nails and spans 85 feet across Lyle's Creek. The roof was originally covered with wooden shingles. It was replaced with tin in 1921. A major restoration in 1994 has stabilized the structure. Designated as a National Civil Engineering Landmark in 2001, the Bunker Hill Covered Bridge is the only remaining example in wood of the Improved Lattice Truss patented by General Herman Haupt. It joins the Cape Hatteras Lighthouse, the Blue Ridge Parkway, and Dorton Arena in representing North Carolina on this prestigious list.

In the rolling hills of eastern Catawba County, Murray's Mill is located where it was nearly a century ago: on the banks of Balls Creek. John Murray built the mill in 1913. His father, William, had operated a mill on the site since 1883. In 1906, William deeded the property to his sons, John and Ollie. In 1907, John Murray acquired a 5/6 interest from his brother Ollie, who would take over the operation of the family general store. In 1913, John replaced his father's mill with the current two-story structure, adding a 22' overshot waterwheel to replace the former turbine. In 1938, John's son, Lloyd, raised the dam six feet and installed the 28' waterwheel (it's said that William's original wooden dam stands beneath the surface of the present pond). Three generations of the Murray Family operated the mill before bureaucratic red tape and increasing taxes forced Lloyd Murray, John's son, to close its doors in 1967. The mill was the last one in the Catawba County, so the Catawba County Historical Association (CCHA) worked to restore it. Preservation efforts started in 1980. When they were complete, the CCHA in 1986 held an opening ceremony that attracted such notables as North Carolina Governor James G. Martin. Murray's Mill is now a National Register Historic Site and open to the public. There, visitors will find William's original, one-ton French buhr millstones, for grinding corn, as well as a Eureka roller mill that John installed for grinding wheat into flour. All of the mill's storage bins, each partitioned by tongue and groove sheathing, have been preserved, too. Murray's Mill is a short drive from Interstate 40.

The stately elegance of the 1924 Courthouse is an attraction in itself. Sited in downtown Newton on a grassy square with mature oaks, the Renaissance Revival structure was designed by Willard G. Rogers of Charlotte and built by J. J. Stout for \$250,000. The two-story courthouse is faced with Indiana limestone and composed of two wings flanking a main block, whose second level, the courtroom, is treated as a piano nobile. This level's engaged Ionic columns divide the bays, setting off the arched windows, and carry a simple entablature and

stone balustrade. The east and west entrances are surmounted by an entablature displaying the seal of justice on a center cartouche. The interior is characterized by the same refinement of ornament as the exterior. Delicate plaster moldings and cornices are found throughout. The north entrance's sweeping staircase, with marble treads and risers, is embellished with a brass rail supported by spiraling iron balusters. Above the stair, a rectangular stained-glass sky light, set in a deep molded frame enriched with delicate anthemion, catches the eye before the courtroom proper, where a portrait gallery of local judges and attorneys, begun by Judge Wilson Warlick, bands the entire chamber. The room's Corinthian pilasters, each with reliefs of Blind Justice (the Roman goddess Justitia, from the Greek forerunner Themis), and other ornaments reminiscent of Federal style Roman forms are unusually delicate for a public building, even one in the Neo-Classical Revival period's most sophisticated stage, as exemplified in the 1924 Catawba County Courthouse.

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CATAWBA COUNTY, NORTH CAROLINA

June 6, 2011

Adopted Budget

CATAWBA COUNTY BOARD OF COMMISSIONERS

Ladies and Gentlemen:

I am pleased to present the Adopted Fiscal Year 2011/12 annual budget for Catawba County, as approved by the Board of Commissioners on June 6, 2011. This document was prepared in compliance with the changes made to the County Manager's recommended budget by the Board of Commissioners at its June 2, 2011, wrap-up session.

On May 16, 2011, I presented my recommended budget. Budget hearings were held on May 31, 2011, with the wrap up session and public hearing on June 2, 2011. During deliberations, the Board made changes to the budget as follows:

- Baseline funding to Mental Health Partners (MHP) was decreased by \$17,969 to match Burke County's \$2.15 per capita funding for mental health services. Total mental health funding remained unchanged, however, as the County provides mental health funding over and above the amount contributed by Burke County for services provided to Catawba County citizens. These funds, subject to review annually, support Catawba Valley Behavioral Healthcare (CVBH) and Family Net. CVBH funds that are part of the MHP budget increased by \$9,883 and Family Net funds that are part of Social Services budget increased by \$8,086.
- General Fund Contingency was increased by \$50,000. Originally the State notified the County it would pay maintenance on the voting equipment next year. The Board of Elections Director has been notified that this is unlikely to happen now. Funds were added to contingency to address this need should the State fail to pay the maintenance.
- The Register of Deeds budget was increased by \$30,000 to redact personal information from online records as allowed by statute.
- The Historical Association budget was increased by \$2,500.
- The Cooperative Extension Service budget was increased by \$11,208 to fund the Administrative Assistant position for the entire year instead of half of the year.

As a result of the above changes, the final budget is \$196,814,846. The budget document reflects the budget appropriations and outcomes as adopted by the Board on June 6, 2011, and lowers the property tax rate to 53 cents. The County Manager's message, however, is included as it was originally presented.

Sincerely,



J. Thomas Lundy
County Manager

CATAWBA COUNTY, NORTH CAROLINA
May 16, 2011

Ladies and Gentlemen:

I hereby submit my recommended Catawba County Fiscal Year 2011/12 budget in the amount of **\$196,721,138**. As a result of revaluation, the budget lowers the property tax to a revenue neutral rate of \$0.53 per \$100 of valuation. The budget is balanced and prepared in accordance with the Local Government Budget and Fiscal Control Act and meets the Board of Commissioners' goal of maintaining services and momentum as much as possible without a property tax increase.

As the local economy continues to recover slowly and local and state revenues remain tenuous, the County further tightens its belt. Over the last four years, County reductions total \$10.5 million and have impacted 100 positions – 9 percent of the workforce. For the third year in a row, reductions are made to County spending, impacting 34 positions, helping to reduce the County budget 2.86 percent. This is accomplished in the recommended budget through the following actions:

Over the last four years, County reductions total \$10.5 million and have impacted 100 positions- 9 percent of the workforce.

- Expenses in County departments are reduced \$1.75 million.
- 29 positions are eliminated from the budget, and 5 positions are reduced in hours.
- No new County programs are recommended.
- Most outside agencies are reduced 5 percent.
- Funding for future water and sewer projects is reduced by \$1.55 million.
- \$1.55 million in funds for future school construction projects are diverted to maintain public school and community college operating funds.

The budget continues to place a high priority on the critical areas of education, public safety and economic development, as directed by the Board of Commissioners' goals.

- Current expense funding to the three school systems and Catawba Valley Community College (CVCC) is maintained at the same per pupil level.
- Public safety departments overall were reduced less than other county departments in an effort to maintain public safety service levels as much as possible. Funding is included for one new position, a Narcotics Investigator and two Road Patrol Deputies, which could be hired at midyear, subject to response times. Funds are set aside for an expansion of EMS, again based on response times.
- Economic development is supported by funding for the Economic Development Commission (EDC), the Chamber's Visitor Information Center, the Chamber's Edison Project to promote small business, and a partnership with Conover, Hickory, Maiden and Catawba for a multi-jurisdictional business park.

- Recognizing this is a good time to build because of lower construction costs and to borrow funds because of low interest rates, the budget invests in needed infrastructure - expansion of the Justice Center, a badly needed Sherrills Ford branch library and Animal Shelter, and school/community college construction.

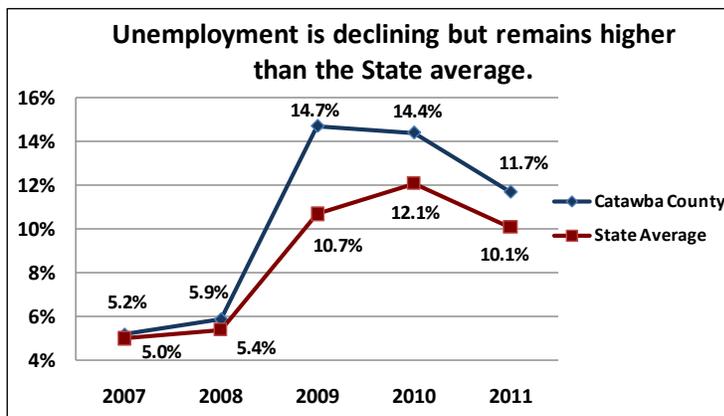
Not all County services will remain the same, however. As reductions in staff and spending continue, the impact will be felt by citizens. This year Park and Library hours were reduced, and those reductions continue. Other service reductions citizens will experience include:

- One-stop voting limited to only the Newton site for the May 2012 primary.
- Wait times to pay tax bills in person may be increased as a result of freezing a vacant Tax Collection Clerk position. Citizens continue to be encouraged to pay tax bills online or by mail, instead of standing in line at the Tax Office.
- Wait times to obtain tax maps online may be increased as a result of eliminating an Office Support position in mapping.
- Preservation and publication on the internet of older records maintained by the Register of Deeds may be delayed.
- Return visits for counseling services through Family N.E.T. may be extended.
- Building Inspectors will no longer be able to guarantee next day service.

As always, our focus remains on providing high quality customer service, provided in a professional manner and as quickly as possible.

OUR LOCAL ECONOMY

We are beginning to see some signs of economic improvement locally. The latest unemployment number for Catawba County is 11.7, percent down from 14.4 percent this time last year (chart compares March number annually). North Carolina has been hit harder by this



recession than in past recessions during which our state has tended to fare better than others. Catawba County and the Hickory Metropolitan Statistical Area (MSA) have been particularly hard hit. In February 2010, Catawba County's unemployment reached a high of 15.2 percent compared to a statewide rate of 12.1 percent. Despite improvement, this rate

remains one of the highest in the state, with only 23 counties having a higher rate and is higher than the statewide rate of 9.7 percent. Overall, North Carolina's economy is projected to continue to experience slow growth but is not projected to return to prerecession levels for another 18 months.

Investments in our local economy pay dividends

The County's investment in funding the Economic Development Corporation (EDC) continues to benefit our local economy. The EDC was actively involved in several significant projects during

Between 2008 and 2011, 2,502 new jobs were created or announced, and will be filled over the next five years.

the past several years. Between 2008 and 2011, 2,502 new jobs were created or announced, and will be filled over the next five years. Economic development projects during this same time resulted in the

announcement of \$1.1 billion of new investment. Some highlights of these investments include:

- Apple, Inc. is in the process of building a \$1 billion data center which will create 50 new direct jobs and could create 250 more jobs for people providing services to the plant and as many as 3,000 related jobs for the region surrounding the site. To date Apple has added almost \$384 million in real and personal property to the County's tax base.
- Pierre Foods, Inc. will maintain its operations in Claremont, retaining 717 current employees, creating 500 new jobs, and making \$16.8 million in new investment. With 1217 employees, Pierre Foods will be one of the top five private employers in the County.
- Fairmont Designs, a manufacturer of home, hospitality and health care industry furnishings, will create 200 jobs and make a total new investment of \$1.5 million in the community.
- Sarstedt, Inc., a manufacturer of medical supplies, will expand its distribution warehouse in Newton by 50,000 square feet, and invest \$14.2 million in the community. This expansion will create 20 new jobs which pay above the average hourly County wage.
- Turbocoating Corp., USA, will lease a 60,000 square foot facility in Catawba Industrial Commons for 10 years, and invest a minimum of \$13 million in machinery and equipment. It will create at least 80 jobs paying an average wage of over \$50,000 per year.
- Poppelmann Plastics expanded their existing Claremont facility, investing between \$5 and \$8 million on occupancy, upfit, and equipment. While no new employees were added with this expansion, the company committed to maintain all of its existing jobs through at least 2016.

To date Apple has added almost \$384 million in real and personal property to the County's tax base.

The EDC offers support to the County's existing industries by serving as a clearinghouse for business information and provides a number of ways to communicate with and reach out to companies. The Existing Industries visitation program includes face-to-face visitation to over 100 companies each year and the Existing Industry Helpweb, located on the EDC website, allows existing industries to contact the EDC 24/7 with problems or questions. Additionally, the EDC produces a monthly email newsletter for existing industries, the Industry Pulse Newsletter,

which provides information on relevant topics including general tax information, opportunities for training and seminars.

Other investments that promote the County and stimulate the local economy include continued support of the Convention and Visitors Bureau, the Chamber of Commerce Visitor Information Center, and the seventh year of the Greater Hickory Golf Classic, which has an economic impact of about \$35 million annually in our county. Funds are included for the County's share of the 2005 expansion of the Hickory Metro Convention Center, which brings money to our local economy through the promotion of conventions and conferences. The budget continues to reserve a portion of the ¼ cent sales tax revenue toward economic development, which is dedicated in the coming year to support a multi-jurisdictional park with Conover, Hickory, Maiden, and Catawba. The budget provides funds toward the operational costs of the control tower at the Hickory Regional Airport, matching the contribution from Burke County. Finally, the budget provides support to the Chamber of Commerce's new Edison Project, designed to identify and foster new small businesses. All of these investments help to meet the Board of Commissioners' goal of remaining aggressive in recruiting most favored industries to the area.

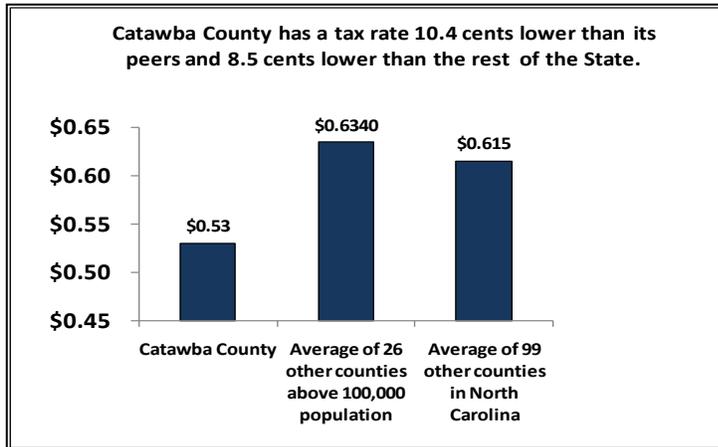
County spending to provide services to citizens also benefits the local economy, through \$13 million contracted to the private and non-profit sectors. Contracts are reviewed annually and savings next year were achieved through new or renegotiated contracts for inmate food services, Emergency Medical Services (EMS) billing, medical director contract, and banking services.

REVENUE HIGHLIGHTS

Property Tax

The projected tax base for Fiscal Year 2011/12 is \$15.5 billion and includes real property, personal property, and vehicles. State law mandates that local governments revalue property at least every eight years. Catawba County decided in 1999 to reappraise every four years, in order to lessen the potential impact of dramatic value changes and avoid the loss of revenue from public utility appeals allowed under State law. Unlike many local governments that have decided to postpone revaluations due to the economy, Catawba County decided to proceed with its normal schedule of reappraisal, even if it meant lower values and less revenue for the County. The scheduled revaluation became effective on January 1, 2011.

State law requires local governments to publish a revenue neutral property tax rate. North Carolina General Statute 159-11(e) defines the revenue-neutral rate as "the rate that is estimated to produce revenue for the next fiscal year equal to the revenue that would have been produced by the current tax rate if no revaluation had occurred, adjusted by a growth factor equal to the average annual percentage change in values and anticipated appeals". The budget reduces the property tax rate to a revenue neutral rate of \$.53 per \$100 of valuation. Assuming other counties maintain their current tax rates, Catawba County will have the 8th lowest tax rate of the 27 urban counties -- those with a population over 100,000 -- and the 33rd

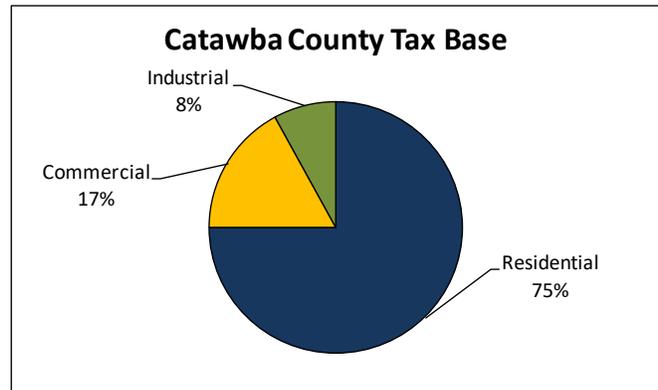


lowest of all 100 counties in North Carolina. The 53 cent property tax rate is only one-third of the \$1.50 rate allowed by the North Carolina Constitution.

The County's property tax base is approximately 75 percent residential, 17 percent commercial, and 8 percent industrial. Overall, the Catawba County experienced a relatively flat appreciation rate of around 1 percent

when compared with current tax values established in 2007. Revaluation resulted in the following change in property tax values compared to 2007 values:

- Average residential values increased only 3 percent from 2007 values;
- Average commercial property decreased 3 percent from 2007 values; and
- Average industrial property decreased 5 percent from 2007 values.



The revaluation is projected to result in a change to real property value of only \$130 million after the completion of informal

appeals, but the Board of Equalization and Review continues in session to hear property value appeals. Personal property is projected to grow by \$218 million or 15.6 percent thanks primarily to investments made by Apple, Inc. Motor vehicle values have declined an average of 5 percent each of the past three years. While there have been some signs of recovery in the past several months, lost motor vehicle value was again seen in April 2011 and, to be conservative, we are projecting to lose another 2.4 percent next year. This would be a total motor vehicle value loss of \$191 million since 2007.

The State mandate for a revaluation is to be as close to 100 percent of market value as possible. Annually, the NC Department of Revenue uses a random sampling of actual real estate sales that took place during the 2010 year, and compares these sales to the County's 2011 Revaluation assessments. The State concluded that Catawba County's sales ratio is 100 percent, which means that, in the State's opinion, local assessments, on average, are representative of what property sold for in 2010.

Although the real property collection rate has fallen slightly over the last several years, collections in the current fiscal year have tracked closely to last fiscal year, and prior year

collections remain strong thanks in large part to concerted efforts by the Tax Department. Through April, the County had collected 98.45 percent of the Fiscal Year 2009/10 levy.

Sales Tax

Catawba County receives 2 ¼ cents of the total State sales tax rate of 8 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 Center/Public Safety expansion, water and sewer infrastructure, public school operations, and economic development.

Catawba County receives only 2 ¼ cents of the total State sales tax rate of 8 cents.

After two years of declining revenue, sales tax revenue has begun to grow again. To date, sales tax collections are a little over one percent higher than the same time last year. The North Carolina Association of County Commissioners (NCACC) is advising counties to plan for three to four percent growth. We have chosen to budget very conservatively with only two percent growth.

Building Permits and Real Estate Excise Tax

Building permits have declined 25.4 percent since 2008. Inspections declined 43.2 percent and plans reviewed declined 28.5 percent during this same period. Building permit revenue declined from a high of \$2.6 million per year to just under \$1 million or 64 percent. Next year, building permit revenue is projected to remain relatively flat. The County's policy for Building Services is that it will pay for itself through permit revenue. Due to declining building permit revenues, 14 Building Services positions and 1 Permit Center position have been eliminated over the past three years. Related to the reduction in permitting is work load in the Planning Department and Environmental Health and, as a result, the budget eliminates a Planning Technician position and an Environmental Health Specialist position.

Due to declining building permit revenues, 14 Building Services positions and 1 Permit Center position have been eliminated over the past three years.

Real estate excise tax revenue has decreased 40 percent over the past three years as a result of the economy. This revenue is projected to decrease an additional 6 percent next fiscal year. Accordingly, funding for preservation efforts is reduced in the Register of Deeds Office, including eliminating a position in January 2012.

Fees

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. Some fees, such as building permits and landfill user fees, recover 100 percent of the cost to provide the service. Others fees seek to influence behavior, such as pet adoption fees to encourage responsible

ownership or the lack of membership fees to encourage reading and library use. Still other fees seek to share the cost of providing the service with the citizens that use the service, such as EMS fees. The following describes some of the more noteworthy fee changes established with the budget.

Emergency Services

A study by Emergency Services in the current year revealed that, while our rates for emergency ambulance services are only 1-2 percent above the Medicare reimbursement rate, nationwide the industry standard is 25-30 percent above this rate. It is important for fees to remain above the allowable Medicare rate to ensure the County is able to receive the maximum reimbursement. The budget recommends five fee changes, which align the department's fee philosophy of recovering 50 percent of the cost for emergency ambulance service, but maintaining a reasonable rate compared to other counties. These changes raise Catawba County's fees to 10 percent above the Medicare rate, still 15-20 percent lower than the national standard. Specific fees impacted include Advance Life Support (ALS) Emergency and ALS2 (more critical patients), Basic Life Support Emergency, Specialty Care Transport, and Mileage.

Sheriff

A new \$50 fee for service of civil process for out of state cases is proposed. All civil processes are currently charged \$15 per paper per person served, which is the in-state rate set by State law. The actual cost of this service is estimated at \$55.10, so a fee of \$50 is included in the budget when the Sheriff's Department is required to serve papers from an out of state case. This fee is consistent with fees in surrounding counties, and is estimated to generate at least \$35,000 in additional revenue for public safety efforts in the upcoming year, borne by out-of-state clients.

Utilities and Engineering

The County's fee philosophy is to recover 100 percent of the cost of Building Services, but it is also important to ensure that fees are fair and equitable when compared to surrounding counties. Utilities and Engineering staff discovered some substantial differences resulting in the following building permit fee changes:

- Residential – One and two family dwellings decrease 25 percent.
- Residential – Other (multi-family, hotels, assisted living facilities, etc.) increase 12 percent.
- Assembly (family life centers, theaters, nightclubs, restaurants, etc.) increase 13 percent.
- Factory/Industrial – (low and moderate hazard) increase 21 percent.
- Storage Low and Moderate Hazard – (Warehouse, mini-storage, auto repair) increase 43 percent.

Landfill operational costs are projected to increase due to the rising price of fuel, as well as new, more stringent air quality standards. To align with the Solid Waste division's fee

philosophy of generating sufficient revenues without the need for any local tax dollars, to operate the landfill, build reserve for future needs and encourage protection and preservation of the environment, the division has increased Construction and Demolition Waste by \$1.50 per ton, bringing the fee to \$21 per ton. This remains lower than the average rate charged by surrounding counties.

Potential State Budget Reductions

As the State continues to suffer from lost revenue, the Governor and, to a much lesser degree, the House of Representatives proposed shifting State financial responsibilities to counties as a way to balance the State budget. Catawba County remains vigilant in its efforts to fight such proposals, and remains adamant that the State needs to take responsibility for its own fiscal problems, as Catawba County has done, and not pass the burden on to local governments. Some of the more troubling proposals include:

- Loss of \$630,000 in Social Services funding from areas such as Adult Protective Services, Child Welfare, Day Care, Smart Start, Family NET, and the Juvenile Crime Prevention Council.
- Loss of \$115,000 in Public Health funding for Health Aid to Counties, Medicaid Provider rates, and Environmental Health
- Loss of up to \$250,000 in bed rental revenue and decreased jail capacity as a result of shifting responsibility to local jails for housing misdemeanants serving up to 180 days.
- Loss of State aid to Libraries of \$15,000.
- The Governor's budget proposed shifting responsibility for worker's compensation for school systems and CVCC, bus replacement, and tort claims, resulting in increased local costs of about \$3.6 million in addition to \$1.3 million already lost in public school building funds. While the House budget does not include these cost shifts, the Senate is just beginning its budget deliberations.
- The Governor also proposed taking 68 percent of local lottery funds, resulting in a loss of over \$500,000 that the County relies on to make debt service payments for current and future school construction projects. The House budget will maintain these funds which have been promised to counties and which have been planned or committed for school construction.

The Senate is now completing its budget, which hopefully will be favorable to counties.

Fund Balance

All local governments maintain a fund balance to provide cash flow, because property tax, the primary funding source for local government, does not become due until January 1st each year. Fund balance provides a safety net for unanticipated expenses and helps cover operational needs in the event of revenue losses. The North Carolina Local Government Commission (LGC) recommends that local governments maintain a minimum of 8 percent fund balance. If a local government's fund balance falls to this level or lower, a letter is written by the LGC to the local governing body, advising it of serious financial concerns and a high likelihood of experiencing cash flow difficulties. This only represents a single month of operating expenses. Catawba

County maintains a minimum of 16 percent fund balance as directed by the Board of Commissioners. Thanks to our conservative approach to budgeting, the County currently has a fund balance of 21.8 percent. This fund balance, coupled with reductions in spending and staff, is allowing the County to mitigate the impact of revenue losses and keep essential services going. The budget plans to spend \$1.2 million in fund balance, a \$3 million reduction from what will be spent in the current year.

The Governor recently targeted local government fund balances as supposed evidence that counties could afford the cost shifts proposed in her budget. This assertion shows a clear misunderstanding of the purpose of fund balance and the need to maintain a healthy fund balance to meet financial responsibilities. Having sufficient reserve funds allows the County to be flexible and react to fiscal emergencies and opportunities for economic development which result in more jobs for citizens. A prime example is the recruitment of Apple to Maiden in 2009. Without sufficient fund balance the County would not have been able to make economic development investments to recruit this \$1 billion investment. The Governor's logic also ignores what bond rating agencies acknowledge one of the reasons North Carolina cities and counties tend to have higher bond ratings than their peers in other states is because they have the capacity to make debt service obligations due to sufficient cash reserves on hand. Catawba County has an Aa1 credit rating by Moody's and AA by Standard and Poor, and fund balance reserves are a major component of the rating. Having favorable credit ratings leads to lower interest costs for taxpayers.

EXPENSE HIGHLIGHTS

County operations decreased by 3.48 percent, for a total of 6 percent over the past four years. The total budget decreased by \$5.8 million.

EDUCATION

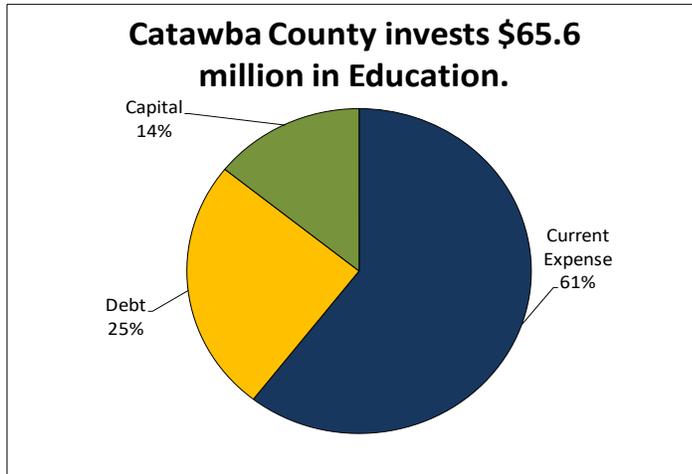
Current Expense

Education continues to represent the largest portion of the local budget, with 49 cents of every property and sales tax dollar allocated for the instructional costs and capital needs of the three public school systems and CVCC.

The State has certified enrollment numbers of 24,516 students for next year, an overall decrease of 38 students. State certified student enrollment numbers for

Education continues to represent the largest portion of the local budget, with 49 cents of every property and sales tax dollar allocated for the instructional costs and capital needs of the three public school systems and CVCC.

Catawba County Schools increased by 28, Hickory Public Schools decreased by 96, and Newton-Conover City Schools increased by 30.

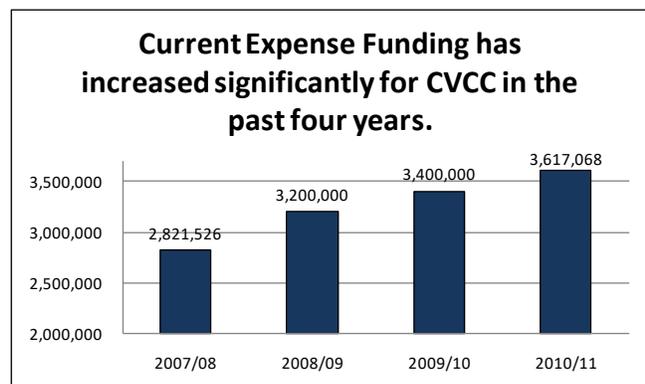


Funding the cost of school operations is clearly the responsibility of the State, but the General Assembly historically has not adequately funded public schools. The State has made substantial reductions each of the past two years to school funding, and it appears State funding will again be dramatically reduced in the upcoming year. Despite reductions in funding for most county departments and outside agencies, the budget maintains the current rate of per pupil funding to each school system of \$1,433. Total

local current expense funding exceeds \$35.1 million, and pays for local teaching positions, teacher supplements, utilities, technology and other operating expenses. In order to maintain funding to schools, one cent of the property tax rate (\$1.55 million) previously used for school debt is diverted to current expense. Continuing the \$1,433 per pupil rate should maintain the County's ranking of 46th highest, compared to per pupil funding provided by other counties, as well as protect classroom teachers from losing the 2 percent performance supplement funded by the County several years ago.

Included in the allocation for public schools are funds for programs jointly operated by 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, and Challenger High School.

The State continues to reduce funding to community colleges with an additional 10 percent reduction anticipated next year. The Governor's budget proposed elimination of funding for the Manufacturing Solutions Center and the Appalachian State Center, while the House budget restores funding for the ASU Center and reduces the Manufacturing Solutions Center by 10 percent. Student population continues to be at an all time high as the college tries to meet the needs of retraining displaced workers and youth transitioning from high school to higher education. In order to help address these needs and further the goal of improving the County's ranking in community college funding to within the top 15 counties in the state, funding to CVCC was not reduced, and continues at the level of \$3,617,068 next year. In Fiscal Year 2010/11, the County moved from 18th to 15th in funding out of 58 community



colleges. Barring any major changes in funding for other community colleges, next year's allocation should maintain the County's ranking.

Schools Annual Capital

Local dollars pay annual capital needs of the three school systems and CVCC. Projects next year are largely focused on energy saving, roofing, and safety. The County has benefited the last two years from changes in the State lottery allocation formula. Next year, these funds will be used to fund one-time needs of the three school systems. School capital projects in the annual capital outlay budget total \$4,992,000 as follows:

Catawba County Schools

- Webb Murray Elementary Computers Technology (\$110,000) – A construction project to add classrooms to this school is currently underway funded by Federal Qualified School Construction Bonds known as QSCBs. At the time, funds were borrowed for the addition, QSCBs could not be used to finance needed technology so this request was not included in the project.
- Resurfacing Tennis Courts (\$125,000) – Funds are included to resurface tennis courts at Fred T. Foard and Bandys High Schools. The courts at both schools have large cracks in the surface, creating a safety hazard.
- HVAC Equipment Refurbish (\$75,000) – Lottery funds will be used to replace a chiller at St. Stephens High School that is experiencing problems.
- System-wide Roofing (\$230,000) – Lottery funds will be used to replace 16 to 20 year old roofs on the Claremont and Oxford Elementary School campuses.
- Bleacher Replacement (\$1.9 million) – Local funds are included to address bleacher replacement needs at St. Stephens, Bandys, Bunker Hill, and Fred T. Foard High Schools. All are in poor condition and present safety concerns. It is hoped that, by funding all together. The school system will be able to complete the projects for less money than originally requested.
- HVAC Hydronic Piping Replacement (\$385,000) – Funds are provided to replace the water piping attached to the HVAC systems at St. Stephens High School and Mt. View Elementary School, which have become extremely thin and are experiencing leaks.

Hickory Public Schools

- Replace Energy Management at schools (\$140,000) – These software systems that control the heating and air systems at the schools are 18-20 years old and no longer efficient. Replacement will save energy costs.
- Replace Air Conditioning Units at Hickory Career & Arts Magnet School (HCAM) (\$400,000) – Lottery funds will be used to replace rooftop air conditioning units that are 30 years old, experiencing problems with costly repairs, and are not energy efficient.
- Purchase a new Yellow Bus for HCAM (\$85,000) – Buses for this program are picking up students throughout the County and, as a result, some students are being picked up by 5:30 in the morning and some do not return home until around 5:30 in the evening. A

bus needs to be added to reduce transportation time. Counties are responsible for buying new yellow buses and the State is responsible for replacements.

- Replace ramps at Mobile Units (\$50,000) – These funds will be used to replace wooden ramps at Jenkins, Viewmont, and Oakwood Elementary Schools, which are splintering, with metal ramps.
- Replace Boiler at Jenkins Elementary School (\$65,000) - This boiler is original to the school and the oldest in the system.

Newton-Conover City Schools

- Roofing (\$325,000) – Lottery funds will be used to replace the roof at Conover School which is in poor shape and experiencing leaks.
- Upgrade Middle School to Elementary School (\$300,000) – This is the final year of a 3-year set-aside to convert the current middle school to an elementary school, once the new Newton-Conover Middle School under construction is occupied.
- Paving (\$150,000) – The parking lots at Newton Conover High School and the North Ashe Complex (which includes School Administration, the ACT program, the Math and Science High School, and the Newton-Conover Auditorium Authority) is cracking and beginning to break apart.
- Gym at Newton Conover Middle School Brick Repair (\$60,000) – The brick veneer on the outside of the gym is corroding and in need of reinforcement. Lottery funds will be used to pay for \$20,000 of this project.
- Activity Bus Replacement \$92,000 – Funds are included to replace a bus that is experiencing mechanical problems.

The Capital Outlay Budget includes \$52 per pupil, a total allocation of \$1,274,832, for small capital and repair needs costing less than \$12,500. The individual school systems decide how these funds will be spent throughout the year. 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 Hickory Public Schools, Newton-Conover City Schools, and CVCC. These positions provide support in monitoring current construction projects to keep them within budget, ensuring compliance with building code requirements, processing change orders, and working with the schools to ensure that the projects meet their needs. The project managers also assist the schools with developing annual capital and 8-year plan requests.

Capital projects totaling \$500,000 are included for CVCC to help the college make needed upgrades to its campus. Projects include funding for general renovations, an upgrade to the energy management system, HVAC replacements for the administrative and engineering buildings and replacement of a 17 year old maintenance truck.

Schools Construction and Debt

The budget continues debt commitments for public school and community college construction projects, with over \$16.5 million budgeted for debt service payments next year. As debt is retired, the dollars committed to school debt are reserved for future school building projects. Even with the diversion of one cent for current expense from construction, new construction

projects totaling \$68.9 million are planned over the 2012 to 2015 period without a tax increase. If the State takes local lottery proceeds or other local revenues, some projects may need to be delayed. Two projects began in the current year:

- Webb Murray Elementary (\$6.3 million) – An 18 classroom expansion, new administrative area including entrance and lobby, parking, new entrance including student drop off and pick-up, furnishings for new classrooms and administrative area, expansion of media center, and renovation of classrooms.
- Hickory High Renovations (\$1.9 million) - Final phase of major renovation project to retrofit and update this 1970s school including new heating and cooling, plumbing, flooring, windows, etc.

Below is a list of projects planned for next year:

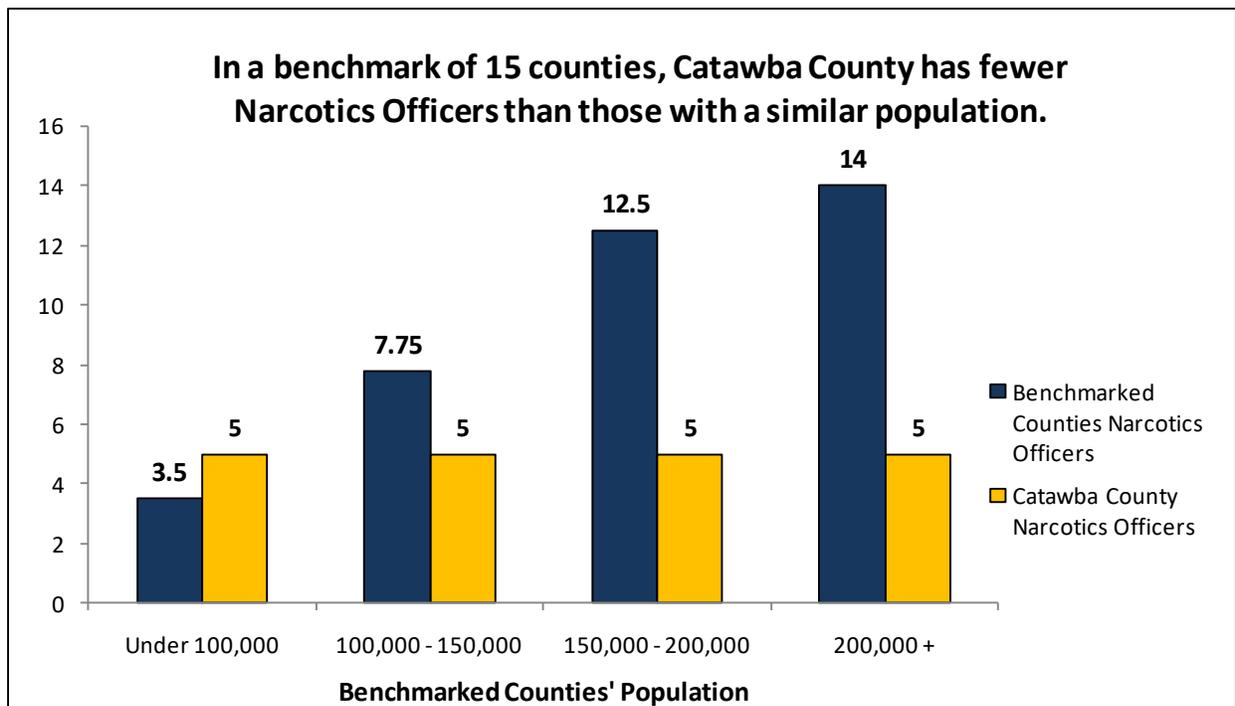
- Hickory Career and Arts Magnet (HCAM) (\$1.5 million) - Renovations to the College Park building to support program needs in Criminal Justice, Drama, Culinary, Graphic Design and Photography, and Administration of the new magnet school will begin this summer.
- CVCC Campus Renovations (\$1.5 million)– General renovations to the Testing Center and Business Complex (\$1.5 million) are included. General classroom renovations at the Main Building and East Campus (\$2 million) and paving of parking lots at West Wing, East Campus and the Paap building (\$1.5 million) are planned over the next four years.

PUBLIC SAFETY

The County continues to place Public Safety as a high priority, and accordingly, fewer reductions were made to these functions. The second largest portion of local funds--22 cents of every property tax and sales tax dollar—is spent on public safety.

Sheriff's Department

The budget invests in law enforcement by funding one additional Narcotics Investigator. The Sheriff also decided to transfer one Criminal Investigator previously assigned to the Lake Norman Regional Patrol to Narcotics. These Investigators will assist the department following up on drug tips. A comparison of other jurisdictions indicates that our Sheriff's Department has fewer Narcotics Investigators than similarly sized counties. Sheriff Reid believes 90-95 percent of crime is related to drugs in some way. This is based not only on drug sales and possession of drugs but on person and property crimes stemming from either drug use or theft to obtain money for drug purchases. The Sheriff's Department will continue to participate in a regional agreement with Alexander County, Burke County, Caldwell County, the City of Hickory, and state and federal agencies to assist each other in narcotics investigations.



Call volume and response times are rising. The average emergency response time last year was 10 minutes and 35 seconds. Sheriff Reid recently reassigned two Lieutenants, one each from Crime Prevention and the Jail, to Road Patrol. These Lieutenants, combined with two existing Road Patrol Lieutenants that worked primarily from the office, were assigned to platoons, resulting in a net gain of one officer per shift. As of midyear, the response time appears to have improved by roughly two minutes. These emergency response times and calls are averaged by our software system, so response times are based on total responders, not just the first unit on the scene. The Sheriff's Department will work with County Management to conduct an analysis of road patrol calls and response times compared to that of other counties. The results will be used to aid in decision making about additional road patrol. Funding for two additional Road Patrol Deputies will be available starting in January 2012, subject to call volume and response time analysis.

Domestic Violence Orders (DVOs) increased 9.7 percent last year and have increased 81.7 percent since 2007. The budget maintains one Domestic Violence Order (DVO) Investigator position previously grant funded. Another investigator and deputy continue to be supported by grant funding (scheduled to end July 2012) and assigned to a Domestic Violence Unit. The two investigators are handling approximately 350 domestic violence related cases per year and will begin investigating 250 child abuse cases per year in order to improve investigations and provide more specialized services to these victims.

The budget replaces 17 law enforcement vehicles and three new vehicles for the additional Narcotics Investigator and Road Patrol deputies. The vehicles being replaced all have high

mileage, which creates concerns over their reliability and safety for use in emergency operations.

Despite these investments, the Sheriff's Department budget remained essentially flat, primarily due to historic under spending in various areas. The department was able to save almost \$58,000 as a result of rebidding the inmate food service contract. Savings to overtime and part-time wages were generated by using School Resource Officers to assist with Lake Patrol and Court when school is out.

Jail

With the 2007 jail expansion, the County looked ahead and planned for future jail needs by building core infrastructure such as a kitchen, sally port, and video visitation large enough to accommodate future bed expansion. The ownership of half of the Burke-Catawba District Confinement Facility (BCDCF) continues to pay dividends by enabling us to build and staff fewer beds at the Newton jail. The County earns revenue toward the operational cost of this facility by renting up to 20 beds daily to Burke County. Unfortunately, the inmate population continues to rise approximately 3 percent annually. As a result, it is anticipated the County could again reach its capacity in the Catawba County Detention Center and the BCDCF by Fiscal Year 2015/16. A 128-bed expansion is planned for that year at the County's Detention Facility, with

Catawba County is renting beds to the federal government and Burke County, and banking the proceeds to help fund future expansion and reduce costs to taxpayers. To date, \$800,000 has been accumulated, with another \$425,000 planned in Fiscal Year 2011/12.

operations beginning the following year. In the meantime, Catawba County is renting beds to the federal government and Burke County, and banking the proceeds to help fund future expansion and reduce costs to taxpayers. To date, \$800,000 has been accumulated, with another \$425,000

planned in Fiscal Year 2011/12. Bed capacity could be reached sooner if the State does shift misdemeanants serving sentences up to 180 days to local jails, and this shift would also impact the County's ability to rent beds to the federal government and accumulate revenue toward future jail needs.

To alleviate jail space needs, the budget continues funding for

- Electronic House Arrest (EHA). The Sheriff plans to expand EHA next year to pretrial defendants for whom judges want additional assurance beyond bond that the defendants will appear in court if released while awaiting trial.
- Pretrial Services, which interviews inmates and assists with getting non-violent inmates released either through disposition of cases or bond modifications. These efforts saved the County 4,673

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- Justice System Coordination efforts are focused on getting people through the judicial system as quickly as possible, working to assure priority courtroom use through pleas and other methods, and improving technology in courtrooms.
- Sentencing Services benefits the County by connecting offenders with help for problems that contribute to the re-occurrence of crime and returns the defendant to gainful employment. The program estimates that efforts last year saved taxpayers \$377,356 compared to the cost to house an inmate in a state facility.

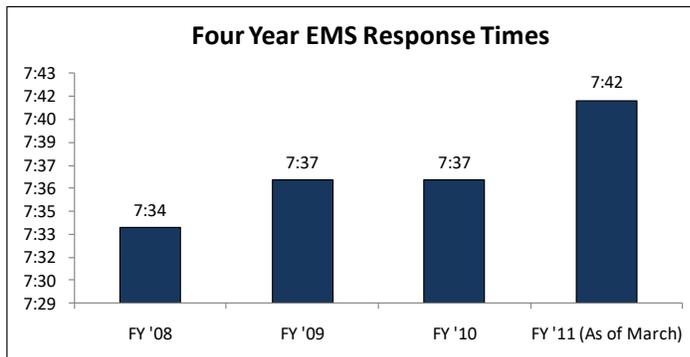
Emergency Services

Emergency Services was held to a 2 percent reduction. These reductions come from the following areas:

- Eliminating a first year initiative to provide automated external defibrillators (AED's) to public safety agencies within the County. Eleven requests have been filled to date, meeting the most pressing needs.
- Forgoing the replacement of one cardiac monitor due to our excellent equipment maintenance program.
- General reductions including combining contracted positions and reductions based on spending levels for the past three to five years.

Emergency Medical Services (EMS)

Funding for the upcoming year should allow Emergency Medical Services (EMS) to maintain the Board of Commissioners' goal of 8 minute average response time for all emergency calls.



Average EMS response times through March of Fiscal Year 2010/11 are 7 minutes and 42 seconds, which is a one percent increase from the Fiscal Year 2009/10 average. Call volume is projected to increase by three percent in the coming year, so response times and call volume will be carefully monitored throughout Fiscal Year 2011/12. To position the County to take

quick action if it is necessary, the budget reserves \$236,000 in a future EMS needs project. Tentatively, these funds would be used to phase in a new crew in the Bandys area, or wherever needed.

The budget includes three replacement ambulances and the replacement of a quick response vehicle with a smaller, more fuel efficient model. All units have high mileage. Three of four cardiac monitors will also be replaced.

Animal Shelter & Control

The Catawba County Animal Shelter provides service for the County and the eight municipalities. The current Animal Shelter is over 20 years old and averaging 175-200 animals per day or 2 ½ times its capacity of 78. It was not designed to meet the current capacity of animals being housed or the newest treatment options, resulting in the need to euthanize an increasing number of

The current Animal Shelter is over 20 years old and is averaging 175-200 animals per day or 2 ½ times its capacity of 78.

animals, now averaging 18 per day. Working closely with rescue groups and the Humane Society, Shelter staff was able to place 86 animals eligible for adoption in foster homes by mid-year, which is an increase of over 115 percent. Staff have also done an excellent job ensuring the animals being adopted are healthy, with only 5 (1.53 percent) of the 326 animals adopted at mid-year returned due to illness, far exceeding the goal of less than 8 percent. Unfortunately, due mostly to capacity issues and the spread of disease and illnesses, almost 70 percent of the total animal population continues to be euthanized because of inadequate space.

The Shelter does not have a separate entrance for animals being surrendered by owners, so the public and animals use the same entrance. Both of these factors increase the chance of transmitting disease within the general animal population and lead to the need to euthanize animals that might otherwise have been adoptable. The current facility lacks adequate office and storage space for perishable food items and other equipment necessary to operate. There is also no space for officers to meet with citizens in a private area, and no suitable area for citizens who are interested in adopting animals to interact with those animals before making a decision. Because of inefficient design, the Shelter requires constant cleaning by at least two staff members to meet State requirements, and the constant moving of animals in the current Shelter puts staff at increased risk for bites. The budget reserves \$187,500 toward the county's anticipated share of future debt payments for a new Animal Shelter. Municipalities share in the cost of the shelter.

Funds are included to replace two animal control trucks with a van. The van will improve efficiency by allowing Animal Control Officers to pick up multiple animals in extreme weather conditions, rather than having to immediately return to the shelter. The use of these vans is growing quickly among Animal Services programs across the State since they are more efficient and economical than the larger four wheel drive trucks.

Veterans

Improved service levels for veterans are maintained in the budget. Last year at this time, veterans and their families were experiencing average wait times of 2 ½ weeks for assistance with filing benefits. Part-time wages were increased in the current year to hire additional administrative support and to assist with answering phones, taking appointments, typing daily memos to be sent to the State office, answering questions, and scanning files into the Laserfish system. This part-time administrative support position also helps with presentations in the community, which alleviates some of the work load on the Veterans Services Officer so

the division can spend more time helping veterans and addressing their concerns. An Administrative Assistant in the Planning Department was assigned last year to help the Veterans office up to 20 hours per week, and, thanks to the additional staffing, wait time for veterans is now within 5 days.

Rescue

Rescue Squads continue to respond to calls with a six minute average response time, and maintain a 95 percent call response percentage. The budget provides funding for the six rescue squads in the County for equipment and the First Responder Program. Although funding for the County's six Rescue Squads is reduced by two percent, this reduction holds harmless Medical First Response funding of the rescue squads and should not impact the level of service provided to citizens.

Fire Districts

All fire districts are maintained at their current tax rate. As with the overall tax rate, the County is required to determine a revenue neutral tax rate for fire districts based on the revaluation of property. These rates, along with the approved rates, are provided in the budget ordinance. In most cases, the revenue neutral rates would have resulted in hundredths of a penny changes to the rate. Two of the fire districts, Longview and Sherrills Ford, have revenue neutral rates that are higher than their current tax rates but are budgeted to remain at their current rate.

Fire Departments set aside money in capital projects to plan ahead for large foreseeable capital investments and minimize the impact on citizens. Specific projects in the budget include:

- Catawba Fire Department plans to set aside \$30,000 for its vehicle replacement program, as well as the future replacement of equipment.
- Conover Fire Department plans to set aside \$157,735 for its vehicle replacement program.

Emergency 911 Communications Center

The Emergency 911 Communications Center is critical to public safety, ensuring that calls are dispatched to the correct emergency responders as quickly as possible. The Emergency 911 Communications Center continues to exceed its outcome of answering 98 percent of calls within 10 seconds and dispatching emergency calls within 75 seconds while receiving almost 83,000 911 calls per year. The national average is between 75 and 110 seconds, and the National Emergency Number Association (NENA) recommends 90 seconds as a dispatch goal, so Catawba County telecommunicators do an excellent job.

Justice Center Expansion

A portion of the ¼ cent sales tax proceeds was dedicated 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 33 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.

BUILDING SERVICES, CODE COMPLIANCE, & PLANNING

Building Services & Code Compliance

Building permits have declined substantially. Since 2008, the total annual number of building permits declined 25.4 percent, inspections declined 43.2 percent and plans reviewed declined 28.5 percent.

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In order to remain as self-funded as possible while still providing the service, the budget eliminates 10 positions from Building Services and one position from Code Compliance, resulting in over \$430,000 in savings. This represents a 30 percent reduction from the previous fiscal year. The remaining Building Inspectors will perform 14-16 inspections per day, with supervisory staff performing 7-9 inspections per day. This is above the North Carolina Department of Insurance recommended productivity levels. Thanks to the County's investment in mobile technology productivity is improved by an estimated 1 hour per day, which allows our inspectors to handle more inspections, but inspectors will be at the top of the range for inspection per day, which will diminish the County's ability to ensure next day inspection response.

As a result of reduced building permit activity, Plan Review is relocated from the Hickory Permit Center to the Catawba County Government Center in Newton, and one position is eliminated. This relocation will provide central access for all customers. The Hickory Permit Center will remain open and house two permit specialists so builders have convenient and quick access for permit issuance. Customers will be able to drop off plans at the Hickory Office for transport to the Government Center for review, and Plan Review Officials will be available for meetings with builders in Hickory if it is more convenient than coming to the Government Center.

Planning

The workload of the Planning Department for current planning and zoning activities is down compared to pre-recession levels. As a result, a Planning Technician position is eliminated. Funding for part-time wages was also reduced, which will slow the progress of digitizing old Planning records.

Planning continues to work on long term efforts and completed draft plans for the Highway 321 and 16 Corridors this past year. These plans are currently in the public participation phase and adoption is anticipated in mid to late summer. The department also plans to undertake revisions to the Hwy 150 Corridor Plan during the next fiscal year, with a focus on

examining applicable regulations and land uses along this corridor as it relates to the extension of sewer service.

Funding for the Catawba Lands Conservancy is decreased by \$1,500 from the current year, while funding for the Foothills Conservancy is eliminated. The Catawba Lands Conservancy played a major part in the County receiving a grant from the North Carolina Clean Water Management Trust Fund to purchase the Mountain Creek Tract of land, and has assisted in the closing of the property. For the upcoming year, the Catawba Lands Conservancy will assist in obtaining easements for development of the Carolina Thread Trail by raising awareness and educating property owners pursuant to the Carolina Thread Trail Master Plan.

Due to the substantial reductions experienced by County departments and the fact that services are not mandated, funding for an annual water study conducted by the Western Piedmont Council of Governments (WPCOG) is eliminated.

LIBRARIES, PARKS, AND CULTURAL PROGRAMS

Libraries

Libraries are an important resource to our community, particularly in providing computers, internet access, and training for those looking for work in an increasingly digital world. Fostering a love of reading among youth is important to helping children improve educational attainment. Hours of operations were reduced last year, and this reduction is maintained. The budget eliminates two positions in the County Library system as a result of contracting out cataloging services at less cost and maximizing existing staff. Funding is included for a new Sherrills Ford Branch Library from the temporary diversion of ½ cent of the property tax from water and sewer projects.

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The County also continues to provide funding to Patrick Beaver Library, at a 5 percent reduced rate. County and City library staff also continue to partner with each other to provide programming to citizens.

Parks

Through mid-year, over 49,000 people had visited County parks with 2,145 patrons participating in educational programming. Last year, the County's three parks were reduced from six days of operation per week to four days of operation per week. The budget maintains this level of service without further reduction. While Parks are not a mandated service, they provide citizens with valuable educational, recreational, and physical activities.

Other Cultural Programs

The County provides annual funding to the United Arts Council, which is the designated County partner appointed by the North Carolina State Legislature to receive State funds. County funds

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

Both the Salt Block which houses the Arts and Science Center, the Hickory Museum of Art, the United Arts Council and funded affiliates and the Newton-Conover Auditorium Authority receive County funding toward the upkeep and maintenance of these facilities. Funding was requested but not recommended for the Old Post Office Playhouse, in keeping with the County's policy to fund the Salt Block and Auditorium Authority, rather than funding individual entities.

Annual funding continues for the Historical Museum and to assist with processing applications for the National Register of Historic Homes in the County.

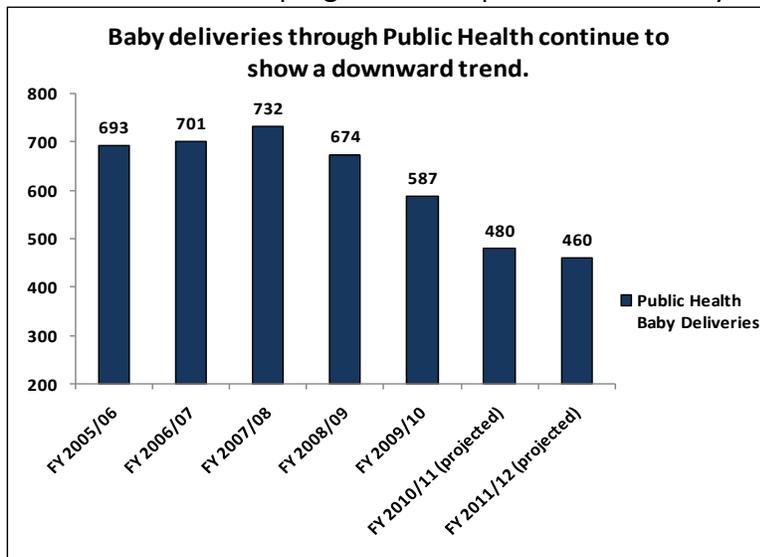
All of these programs will receive 5 percent less next year in County funding.

HUMAN SERVICES

Public Health

The budget for Catawba County Public Health decreases 3 percent. This decrease is driven by changes within the Maternal Health program and targeted County reductions.

The Maternal Health program has experienced a steady decline of 32 percent in the number of



deliveries coordinated through Public Health since Fiscal Year 2008/09. State reports also indicate the countywide birthrate has shown a decline of six percent. With this decline in birthrate, local physicians are now accepting larger numbers of Medicaid patients than in previous years, which further contributes to the decline of pregnancies handled through Public Health. Due to this reduced caseload and revenue, Public Health reduced its contract with

Catawba Valley Medical Center (CVMC) for OB/GYN services by 29 percent, and decreased the contract with Catawba Women's Center for sonograms by 43 percent.

Public Health reviewed County funding in all of its programs in the current year, and discovered areas where community support lessened the need for County funding, as well as areas where decreases in workload necessitated a reduction. One area reduced is the number of flu vaccines

budgeted each year due to patients receiving free vaccines from the State during flu outbreaks and more community outlets, such as pharmacies, at which to receive a flu shot. Another area where community support lessens the need for County funding is mammograms. With the department receiving support from both the Susan G. Komen Foundation and the community nonprofit Through Healing Eyes, County funding is reduced, with no reduction in the number of women served or the quality of care. A reduction based on reduced workload comes in Environmental Health, where a vacant position is eliminated due to decreased workload because of the economic downturn and subsequent lack of building.

With support from both the Susan G. Komen Foundation and the community nonprofit Through Healing Eyes, County funding is reduced, with no reduction in the number of women served or the quality of care.

The former Child Care Coordination, Maternity Care Coordination, and Prenatal divisions have been combined into Family Care Coordination and located in Pediatric and Obstetrician practices, in order to connect children and pregnant women, who are at high risk for developmental/social issues, with available services. This will allow the department to generate efficiencies through the combination of staff and elimination of vacant positions, saving over \$150,000. This merger better prepares the County to address uncertainty in future State funding as well.

Social Services

Social Service has experienced major challenges in the current year. Federal regulations increased eligibility for Food and Nutritional Services to 200 percent of the federal poverty level, which has resulted in a 16.2 percent increase in caseload. Over the past two years, service demand has increased in other areas as well:

- Food Assistance applications increased 42 percent
- Family Medicaid claims increased 7 percent
- Adult Medicaid consumers increased 5 percent
- Child Protective Services reports increased 8.5 percent
- Medicaid Transportation consumers increased 16 percent
- Adult protective services reports increased 10 percent

The Social Services total budget remains virtually unchanged with roughly a .5 percent reduction from the current fiscal year. Stimulus funding received for Foster Care, Food Assistance, and the Project MOVES program was eliminated in October 2010, and is not expected to be reauthorized. The department reduced 3 percent from its County budget, consisting of cuts to general office line items, more efficient use of County vehicles as opposed to personal vehicles, and vacant position freezes in Family NET, Group Homes, Foster Care, and Child Support.

The upcoming fiscal year will present several challenges, with the department facing reductions from State and Federal sources.

Reductions currently proposed by the State House of Representatives budget target areas such as Adult Protective Services, Child Welfare, Day Care, Smart Start, Family NET, and the Juvenile Crime Prevention Council. All together,

Reductions currently proposed by the State House of Representatives budget target areas such as Adult Protective Services, Child Welfare, Day Care, Smart Start, Family NET, and the Juvenile Crime Prevention Council.

these proposed reductions represent a known potential loss of \$630,000 across these programs. The impact of other reductions under deliberation by the State is unknown.

Despite reductions in funding and the dramatic increase in demand for services over the past several years, Social Services continues to help Catawba County citizens become self-sufficient. Citizens are connected to available employment opportunities and supported through coordination of day care, transportation, nutrition, counseling, child support, and medical coverage. Social Services outcomes for Fiscal Year 2011/12 reflect these efforts, with the department increasing its service levels in areas such as helping Work First Participants maintain employment, adult nutrition services, medical transportation, and day care scholarships. These services will continue to be paramount as the economy recovers.

Technology has been employed as an important tool Social Services uses to address reductions in funding and increases in demand. The department has been able to generate significant efficiency gains by automating client paperwork and allowing client information to be automatically populated on multiple forms across the department. Additionally, any other paperwork which consumers must provide the department will be digitized and stored in one digital client case file, rather than multiple paper files. These technology upgrades will save both staff and client time, thereby increasing productivity and the capacity of staff.

This year marked yet another major shift in State-mandated Mental Health reform, requiring service providers to be a CAHBA – Critical Access Behavioral Health Agency. This designation is designed to standardize mental health services, reduce waste, and ultimately provide a mechanism to consolidate services with providers the State can manage. This State move towards standardization results in major costs of roughly \$245,000, such as hiring a part time Psychiatrist, retooling the focus of the Clinical Director, and staffing various State mandated programs that are associated with this effort, and with no additional State funding provided. Social Services made internal staffing adjustments and expense reductions, including eliminating contracts with external psychiatrists as a result.

Mental Health Partners

On July 1, 2008, Mental Health Services of Catawba County and Burke County formally merged into a multi-county area authority called Mental Health Partners. This merger was a result of State-mandated Mental Health Reform, which was phased in over four years. At the time of the merger, Catawba County was funding mental health services at over \$8 per capita compared to Burke’s funding of \$1.69 (since increased to \$2.26). In order to recognize these

differences and ensure Catawba County funds were used to benefit Catawba County citizens, funding was separated into two parts--baseline and contract funding. Baseline funding is guaranteed annually and matches Burke County on a per capita basis. Contract funding is over and above that contributed by Burke County for specific services to Catawba County citizens, and is subject to annual review based on need.

For Fiscal Year 2011/12, Catawba County's total funding for Mental Health service is decreased 5 percent. Baseline funding of \$359,369, or \$2.26 per capita, is included and will be used for core Mental Health services such as guardianship, law enforcement overtime costs associated with commitments, client emergency assistance, mental health services in the jail, sex offender therapy, gun permit evaluations, and psychiatric support. Services which exceed the baseline funds are subject to contract with Mental Health Partners on a year-to-year basis, based on need and performance. Contracted services distributed through MHP for Fiscal Year 2011/12 total \$479,595 to Catawba Valley Behavioral Healthcare (CVBH) which primarily serves the adult population.

The State continues to push further consolidation of mental health services, and plans are being submitted to eventually merge Mental Health Partners with Pathways and Crossroads LMEs. This would make Catawba County part of an eight-county mental health agency, which raises concern about ensuring that County funds continue to fund programs and services here in Catawba County. As a result, the budget allocates the \$392,396 for Family Net programs directly to Social Services, for the same level of service.

WATER & SEWER

As the County continues to grow, so does the demand for clean drinking water and sewage disposal. To address these needs, 0.5 cent of the property tax rate and \$1.3 million of the ¼ cent sales tax are dedicated to funding strategic water and sewer needs in cooperation with municipalities. This amount is one cent on the property tax rate less than the previous year (\$1,550,000). One half of this reduction (\$775,000) represents a permanent diversion to right-

size the General Fund appropriation to the Water and Sewer Fund with the capacity of the County to undertake new projects. The second half of this revenue (\$775,000) will be a temporary diversion to serve as a

As the County continues to grow, so does the demand for clean drinking water and sewer. To address these needs, 0.5 cent of the property tax rate and \$1.3 million of the ¼ cent sales tax are dedicated to funding strategic water and sewer needs in cooperation with municipalities.

funding source for the Sherrills Ford Library and Animal Shelter Expansion projects. There are no new water and sewer projects for Fiscal Year 2011/12; however, previously approved projects that will be started or completed include:

- *Highway 150 Sewer Phase I- \$9,660,000:* This project is a part of the Southeastern Catawba County Wastewater Collection System, which will provide a safe and

economical means of wastewater disposal and treatment for Sherrills Ford Elementary School, area property owners, and future economic development. This project will provide sewer service along the Highway 150 corridor from the Highway 16 interchange all the way to Sherrills Ford Elementary School to connect to the existing South Eastern Catawba County Wastewater northern section, and will be served in cooperation with the City of Hickory.

- *Hickory-Catawba Wastewater Treatment Plant Expansion- \$4,000,000:* This project is being completed in conjunction with the City of Hickory, and will expand and upgrade the City's existing treatment plant in Catawba. This expansion is needed to improve wastewater treatment capacity in the Southeastern portion of the County, and for the wastewater lines along the Highway 150 corridor to become active.
- *Southeastern Catawba County (SECC) Water Phase III Storage Tank and Booster Station- \$1,000,000:* This project, in partnership with the City of Hickory, constructs a four million gallon per day water pumping station on North Olivers Cross Road and a one million gallon water storage tank on Anderson Mountain Road. This completes the third and final phase of the Southeastern Catawba County water supply loop, which is designed to provide the 20 year water needs for the southeastern portion of the County.
- *Mt. View Elementary Sewer Preliminary Engineering Report (PER)- \$30,000:* A Preliminary Engineering Report will assess the need and subsequent plan of action for providing sewer service to Mt. View Elementary, a partnership with the City of Hickory.
- *Blackburn Elementary Sewer- \$580,000:* This project will provide municipal sewer service by extending sewer from an existing line located at the intersection of Highway 10 and Hickory-Lincolnton Highway. It will serve Blackburn Elementary School and other properties along the route. This project will be completed in partnership with the City of Newton.
- *Bunker Hill/Oxford Sewer- \$1,600,000:* This project, in partnership with the City of Conover, will provide much needed sewer service to Bunker Hill High, River Bend Middle, and Oxford Elementary schools, to address failing septic systems at both locations.
- *Rocky Ford/Startown Road Water- \$1,080,000:* This project was initially introduced to the County by the City of Newton to enhance its ability to provide water service to industrial property on Highway 10 West. This project will also enhance the fire flow rates to the County's EcoComplex by looping the existing water line on Rocky Ford Road to the existing water line on Startown Road. Approximately 1/3 of Rocky Ford Road has municipal water service and this project will provide water service to the remaining portion.
- *Community Road Water- \$300,000:* This water project, in partnership with the City of Conover, will provide municipal water to properties along the length of Community Road by extending water from an existing line located on Shook Road, east of Conover.
- *Highway 16 North Water- \$370,000:* This project will be performed in cooperation with the Cities of Conover and Hickory, and will be the first phase of a River Bend Road water

loop that will provide a much needed potable drinking water source, enhanced fire protection and supply redundancy in the northeastern portion of the County. This phase will provide water service north along Highway 16 from Shell Hollar Road to St. Peters Church Road, as well as a much needed inter-connect between the Hickory and Conover water systems to help maintain water quality and pressure.

ECOCOMPLEX

Catawba County's solid waste operations continue to function as an enterprise fund, requiring no tax revenue. The County is in the landfill business so it can control its future and keep disposal costs low for citizens and businesses. County residents and businesses pay the lowest solid waste fees in the area, and the county's stewardship has resulted in extending the life of the Blackburn Landfill for at least another 65 years. One of the ways the County has been able to accomplish this is the establishment of the EcoComplex in 1999. The EcoComplex began due to North Carolina waste reduction mandates set in 1990. These mandates set a trajectory to reduce waste by 33 percent over 20 years. Baseline levels for Catawba County in 1990 were 1.51 tons per person per year. Since indentifying Industrial Ecology as the best methodology for reducing waste and consequently the development of the County EcoComplex, the County has reduced its waste to 1.10 tons per capita, well on the way toward the 2020 goal of 1 ton per person. The EcoComplex is a mix of public and private partnerships with the goal to produce zero-waste by using each other's waste streams as a source of energy or in the making of products, industrial symbiosis [sustainability]. In addition to these shared relationships, the EcoComplex is also focused on making and using "green" energy and on the economic development of Catawba County. Existing EcoComplex components are as follows:

- The Blackburn Resource Recovery Facility (Landfill) currently receives approximately 575 tons of municipal and construction waste daily and employs 19 people.
- The Landfill Gas-to-Energy Facility, consisting of three 1-Megawatt generators, burns methane produced naturally in the landfill, and generates enough electricity to power approximately 1,400 average sized homes. Combined revenue from energy sales and green credit sales is in excess of \$629,000 annually, helping to keep tipping fees low.
- Gregory Wood Products is a high-tech dimensional lumber facility employing 115 people. Its byproducts of wood waste are being used by another business, Pallet One. Other byproducts such as wood shavings, bark, sawdust, and other wood wastes will be used in the County's Bio-Energy Facility.
- Pallet One, Inc. is the largest new pallet manufacturer in the United States and began recycling used pallets in 2008. Employing approximately 29 people at the Catawba County location, Pallet One uses wood slats from Gregory Wood Product's waste stream as a raw material for constructing new wooden pallets.

Combined revenue from energy sales and green credit sales is in excess of \$629,000 annually helping to keep tipping fees low.

- Feedstock Crops for use in the Biodiesel Research and Production Facility are planted around the Blackburn Resource Recovery Facility (Landfill) using State-required buffer acreage. Sunflowers are grown in the summer and canola in the fall. Eventually, the Biodiesel Research and Production Facility will produce enough biodiesel to operate the equipment at the landfill with B10 Biodiesel, saving money and natural resources. \$150,000 is included towards the cost of construction and/or millwork equipment for this facility next year. ASU, North Carolina A&T, and UNCC are Research and Development partners with County in all aspects of the Biodiesel Research and Production Facility and processes.
- 1-acre of the EcoComplex [landfill property] is leased to the Hmong Association for use as a horticultural demonstration site and for a soils and agricultural research partnership with North Carolina A&T. Construction is underway by the Hmong Association on a high tunnel structure. A high tunnel is an unheated greenhouse used for frost protection and having the potential to extend the growing season by 6 weeks or more, depending on the crop, and will be used to demonstrate season extending.
- County staff continues to work with GE-Energy and Nexterra Systems Corporation in the development and permitting of an innovative Wood Gasification Energy Facility, a new facility that will use wood brought to the landfill for disposal in order to fuel a Combined Heat and Power system capable of producing over two mega-watts of electricity. This facility will be the first of its kind in the United States. Final approval for this project is planned for the upcoming fiscal year after all State permits have been issued and a Power Purchase Agreement has been negotiated with Duke Energy. The budget includes \$100,000 in solid waste funds towards this effort which will provide revenue from the sale of energy to keep tipping fees low.

HUMAN RESOURCES

Positions

The County has made reductions over the past three years impacting roughly 70 positions and virtually every department. The Fiscal Year 2011/12 budget eliminates 29 positions (including 3 Building Inspectors that were previously unfunded), as follows:

- 10 Building Inspectors
- 1 Code Compliance Official
- 2 Library positions (Library Assistant, Library Technical Specialist)
- 1 Technology PC Specialist
- 1 Management Analyst (ICMA Fellow) County Manager's Office
- 1 Human Resources Specialist Position
- 1 Office Support Specialist Reappraisal Office
- 1 Office Support Specialist Assessor's Office
- 1 Maintenance employee
- 1 Planning Technician
- 1 Environmental Health Specialist

- 2 Public Health Nurses (unfunded)
- 5 Social Services Positions (Outpatient Specialist, Teaching Parent, Customer Service Agent, Social Work Assistant, Foster Care Social Worker) (unfunded)
- 1 Deputy Register of Deeds position (unfunded at mid-year)

If service demands increase and funding is available, some unfunded positions could be filled. One vacant Tax Collection Clerk position will be funded but temporarily frozen to determine if the Department can handle the workload without the position and without having a negative impact on the tax collection rate.

In addition, work hours will be reduced for five positions in Purchasing, Elections, Soil and Water Conservation, Cooperative Extension and Human Resources.

The budget recommends one new Narcotics Investigator and two Road Patrol Deputies (funded at midyear if needed) for the Sheriff's Department.

Salary and Benefits

The last pay adjustment for County employees was three years ago. During these three years, staff has been reduced. At the same time, demand for service has increased due to the economy, so employees have taken on higher workloads and continued to provide excellent customer service and response time. The budget includes limited funds to recognize performance--a one percent and \$300 lump sum for employees, available on employee anniversary dates and, based on ratings of individual performance. A limited amount of funding continues to be included to address pay inequities, in order to keep the County competitive with other jurisdictions through an annual reclassification study.

The County continues to promote wellness for health and employee productivity reasons. The Employee Health Connection (EHC), our onsite clinic, continues to save the County money by providing services at less cost and saving time away from work spent on doctor's visits. EHC also conducts initial Workers Compensation reviews and 24 recheck evaluations and drug screening, physicals, Hepatitis B injections and Tuberculosis skin tests for hiring and employee retention purposes. In order to identify health conditions at earlier stages when they are more easily treated and less costly, all adults on the health plan are required to have annual blood screenings and a physical that meets guidelines of the American Medical Association (AMA) for their age group. Next year, employees will participate in a health risk assessment. This individualized assessment will provide more accurate data on the health of County employees that can be used to target wellness efforts to the greatest needs, both individually and in the aggregate.

Thanks to major plan design changes and premium increases last year, health insurance claims and costs have stabilized. The budget maintains premiums paid by employees for two of the three plans next year. The county increases its premium contribution by 4 percent to cover normal health care inflation, and incents wellness and health choices through a lump sum

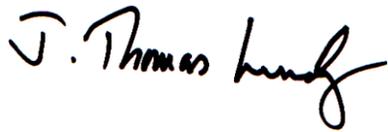
contribution to flexible spending and health savings accounts. Employees who choose a plan with enhanced health benefits will pay 4 percent more.

CONCLUSION

Catawba County continues to be strategic, yet very conservative, as it deals with the changing landscape in both the economic base and the growth in population. The budget is cautious in its revenue projections because of the slow economic recovery and the State's fiscal problems. At the same time, for the fourth straight year, County operating expenses have been cut, and impacting almost 9 percent of the County workforce to date. The budget continues to address the needs of citizens resulting from the current economy, ensures that critical services will be delivered, although at reduced levels and longer wait times, and keeps the County poised to attract new businesses and jobs.

This budget message, as well as the complete budget document, may be accessed on the Internet at www.catawbacountync.gov or any of the public libraries in Catawba County.

Respectfully Submitted,

A handwritten signature in black ink that reads "J. Thomas Lundy". The signature is written in a cursive style with a large, stylized initial "J".

J. Thomas Lundy
County Manager

BUDGET ORDINANCE

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

SECTION I

Budget Adoption, 2011/12

The following budget with anticipated fund revenues of \$196,814,846 and departmental expenditures of \$196,814,846 (see pages 18 through 23) of the budget document for breakdown) is hereby adopted in accordance with G.S. 159 by the County of Catawba for the fiscal year beginning July 1st, 2011, and ending June 30th, 2012, 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 Funds:** Transfers of appropriations between funds may be made only by the Board of Commissioners with the exception of merit, reclassification funds, and contingency which the County Manager has the authority to transfer.
- B. **Transfers Between Departments:** Transfers of appropriations between departments in a fund and from contingency shall be approved by the Board of Commissioners or may be approved by the County Manager in conformance with the following guidelines:
 - 1. The County Manager finds that they are consistent with operational needs and any Board approved goals.
 - 2. Inter-department transfers do not exceed \$50,000 in total.
 - 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 no later than its next regular meeting following the date of the transfer.
- C. **Transfers within Departments and Activities:** Department Heads may transfer line item appropriations between activities within the departments under their jurisdiction with the approval of the Budget Manager.
- D. **Transfers within Activities in a Department:** Department Heads are hereby authorized to transfer line item appropriations within activities under their jurisdiction with the approval of the Budget Manager.

- E. **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.
- F. **Transfers of Capital Projects Appropriations:** Transfers of appropriations up to \$50,000 between projects within a capital project fund shall be approved by the County Manager. All manager approved transfers shall be reported to the Board of Commissioners no later than its next regular meeting.
- G. **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.

- D. 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 2011/12, all of which is levied in the General Fund. No discounts will be allowed for early payment of taxes.

The following rates are levied for volunteer fire districts:

<u>Volunteer Fire Department</u>	<u>Tax Rate Per \$100 Valuation</u>
Bandys	\$0.0600 (revenue neutral - \$0.05790)
Catawba	\$0.0700 (revenue neutral - \$0.06520)
Claremont	\$0.0700 (revenue neutral - \$0.06840)
Conover Rural	\$0.0700 (revenue neutral - \$0.06570)
Cooksville	\$0.0517 (revenue neutral - \$0.04890)
Hickory Rural	\$0.0700 (revenue neutral - \$0.06770)
Longview	\$0.0546 (revenue neutral - \$0.05490)
Maiden	\$0.0600 (revenue neutral - \$0.05720)
Mountain View	\$0.0600 (revenue neutral - \$0.05860)
Newton	\$0.0700 (revenue neutral - \$0.06800)
Oxford	\$0.0558 (revenue neutral - \$0.05450)
Propst	\$0.0615 (revenue neutral - \$0.05930)
Sherrills Ford - Terrell	\$0.0700 (revenue neutral - \$0.07060)
St. Stephens	\$0.0700 (revenue neutral - \$0.06770)

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 \$1,433 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% 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, 2011.

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 30th, 2011, shall be reauthorized in the 2011/12 budget unless a specific new budget has been prepared.

SECTION VII
Emergency Approvals, Schools

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

SECTION VII
Annual Financial Reports

All agencies receiving County funding are required to submit an audit report by December 31st, 2011. 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 2011/12 are based on the Fiscal Year 2011/12 pay plan for Catawba County that is adopted as a part of this budget and is effective July 1st, 2011. Funds are included for a 1 percent Performance Pay and a \$300 Lump Sum (added to base pay) for employees who satisfy the performance expectations for their position as reflected in employees' individual annual performance evaluation.
- B. Merit Payments - Funds are allocated in the budget to provide merit payments. The County Manager is instructed to prepare a plan for the administration of merit payments for exceptional performance to be effective during the Fiscal Year 2011/12 and to communicate said policy to all department directors and administer the plan. Funds are included for Performance Pay for employees to recognize top performers. These additional salary increases will be effective June 1, 2012, and will be distributed based on employees' individual performance evaluation scores and the budgeted funding.
- 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 \$371,643 will be made from the General Fund to the Reappraisal Fund for the purpose of providing funds for the next reappraisal.

SECTION XIV
Fiscal Control Act

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

- A. As provided by G.S. 159-25 (b), the Board has authorized dual signatures for each check or draft that is made on County funds. The signatures of the County Manager, Finance Director, Assistant County Manager, and Assistant Finance Director shall be authorized signatures of the County.
- B. Operating funds encumbered on the financial records of the County as of June 30th, 2011, are hereby reappropriated to this budget.
- C. The Board authorizes the appropriation of all Fund Balances earned by the Reinventing Departments as determined by the County Manager and as a result of the County's annual audit of June 30th, 2011.
- D. The Board also authorizes (as is the practice) one principal account as depository for all funds received by the Finance Director from any source. Current accounting techniques shall be used to assure that all funds will be properly accounted for in the financial records of the County.

SECTION XV

Authorization to Contract

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

SECTION XVI

Authorization to Award and Reject Bids

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

This ordinance is adopted this 6th day of June 2011.



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 1st, 2011, unless otherwise noted.

PLANNING

Board of Adjustment

Cottage Business..... \$425.00

Zoning Permits

Backyard Business..... \$25.00

EMERGENCY SERVICES

Ambulance Services

Ambulance Base Rates

Advanced Life Support (Emergency, Specialized Services)..... \$434.00

Advanced Life Support – ALS2 \$629.00

Basic Life Support (Emergency) \$366.00

Specialty Care Transport..... \$742.00

Mileage \$11.44 per mile

HUMAN RESOURCES

Employee Health Clinic Fees

Blood Glucose (one touch)..... \$4.00

Office Visit..... \$10.00

Urine Dip \$6.00

UTILITIES & ENGINEERING

Residential Permit Fees multiplier decreased by 25%
(One and Two Family Dwellings)

Residential Permit Feesmultiplier increased by 12%
(Other – Multi-family, Hotels, Assisted Living Facilities, etc.)

Assemblymultiplier increased by 13%
(Family Life Center, Theaters, Nightclubs, Restaurants, etc.)

Factory/Industrial – Low and Moderate Hazard.....multiplier increased by 21%
Business.....multiplier increased by 29%

Storage – Low and Moderate Hazardmultiplier increased by 43%
(Warehouse, Mini-Storage, Auto Repair)

Construction and Demolition Landfill

Lumber over 8 feet in length \$21.00 per ton + \$2.00 per ton State Tax

Painted, treated, or creosote..... \$21.00 per ton + \$2.00 per ton State Tax

Chipboard and/or pressboard \$21.00 per ton + \$2.00 per ton State Tax

Brick/block/concrete with reinforced material and/or
contaminated with other waste \$21.00 per ton + \$2.00 per ton State Tax

Drywall \$21.00 per ton + \$2.00 per ton State Tax

Roofing/ Shingles \$21.00 per ton + \$2.00 per ton State Tax

Non-Friable Asbestos containing transit siding, vinyl floor tiles, asphalt roofing shingles...
.....\$21.00 per ton + \$2.00 per ton State Tax, \$10.00 minimum

Ground and/or Non-ground Brush, Limbs, and Trees

Brush, Limbs and Trees (Grindable) \$15.00 per ton
Brush, Limbs and Trees (Non-grindable)..... \$21.00 per ton + \$2.00 per ton State Tax

SHERRIFF

Service of Civil Process (out-of-state cases).....\$50.00

PUBLIC HEALTH

Clinic Services

Tests

Rabies Titer (Test).....\$65.00

Environmental Health Division

Authorization to Construct (New and Repair – includes Improvement Permit fee):

Any system, 361-600 gallons per day.....\$450.00

Beneficial Fill Landfill

Application and inspections\$75.00

Change of Improvement Permit/Authorization to Construct/Well Permit

Re-trip and re-design fee.....\$70.00

Food and Lodging Plan Review Fee\$250.00

Improvement Permit (for Site/Soil Evaluation Only)

For New Systems\$150.00

For Existing Systems\$90.00

Land Clearing and Inert Debris Landfill Permit

Permit and Quarterly Inspections\$350.00

Tattoo establishment

Permit for Tattoo Artist (12 months) \$225.00 per artist

Pool Re-trip Fee\$25.00

Well abandonment.....\$100.00

**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 154,941. The average temperature is 69 degrees Fahrenheit with an average high of 51 degrees in January and 85 degrees in June. On average, the County receives about fifty inches of rainfall and seven inches of snowfall per year. The average elevation in Catawba County is 1,165 feet.

Catawba County, the central county of North Carolina's fourth largest MSA, has successfully diversified and balanced its traditional manufacturing base of furniture, textile, and telecommunications. However, the layoffs of the last few years have been a challenge to traditional industries that have in the past benefited from Catawba County's economy being based on manufacturing. Comprehensive efforts are being directed at identifying and recruiting new sectors in manufacturing such as biomedical, pharmaceutical, technology and building products, and identifying and recruiting non-manufacturing sectors such as retirement and retail development. The once tight labor force has transitioned into a pool of skilled workers loyal to the area and its industries.

The Hickory Metro area has been named the 10th Best Place to Live and Raise a Family in the United States by *Reader's Digest*. The Hickory-Lenoir-Morganton MSA has also been named the 3rd best MSA in the country for Business Costs by *Forbes Magazine*. *Business North Carolina* magazine also reported that Catawba County's largest city, Hickory, was the 8th best city in the State for its quality of life. Catawba County was just listed by *Southern Development & Business*

as the top mid-market in North Carolina in their “Top 250 Best Places in the South to Locate Your Company.”

The County’s proximity to interstate access makes it a prime location for business. Interstate 40 runs east to west through Catawba County. Accessible via US Highway 321, Interstate 85 is reachable in approximately 30 minutes. Interstate 77 is also reachable in 30 minutes via Interstate 40.

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

Catawba County has 40 public schools with just under 25,000 students and is home to two colleges: Lenoir-Rhyne College, a 116 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 **20th top mid-market in the South** in their list of the "Top 250 Best Places in the South to Locate Your Company." *Forbe's Magazine* rated the Hickory Metro area **3rd in the nation for lowest business costs**. Just some of the diversified manufacturing sectors that call Catawba County home include machining and metal working, plastics, cable and furniture.

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

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

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

CATAWBA COUNTY, NORTH CAROLINA

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.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Catawba County
North Carolina**

For the Fiscal Year Beginning

July 1, 2010

President

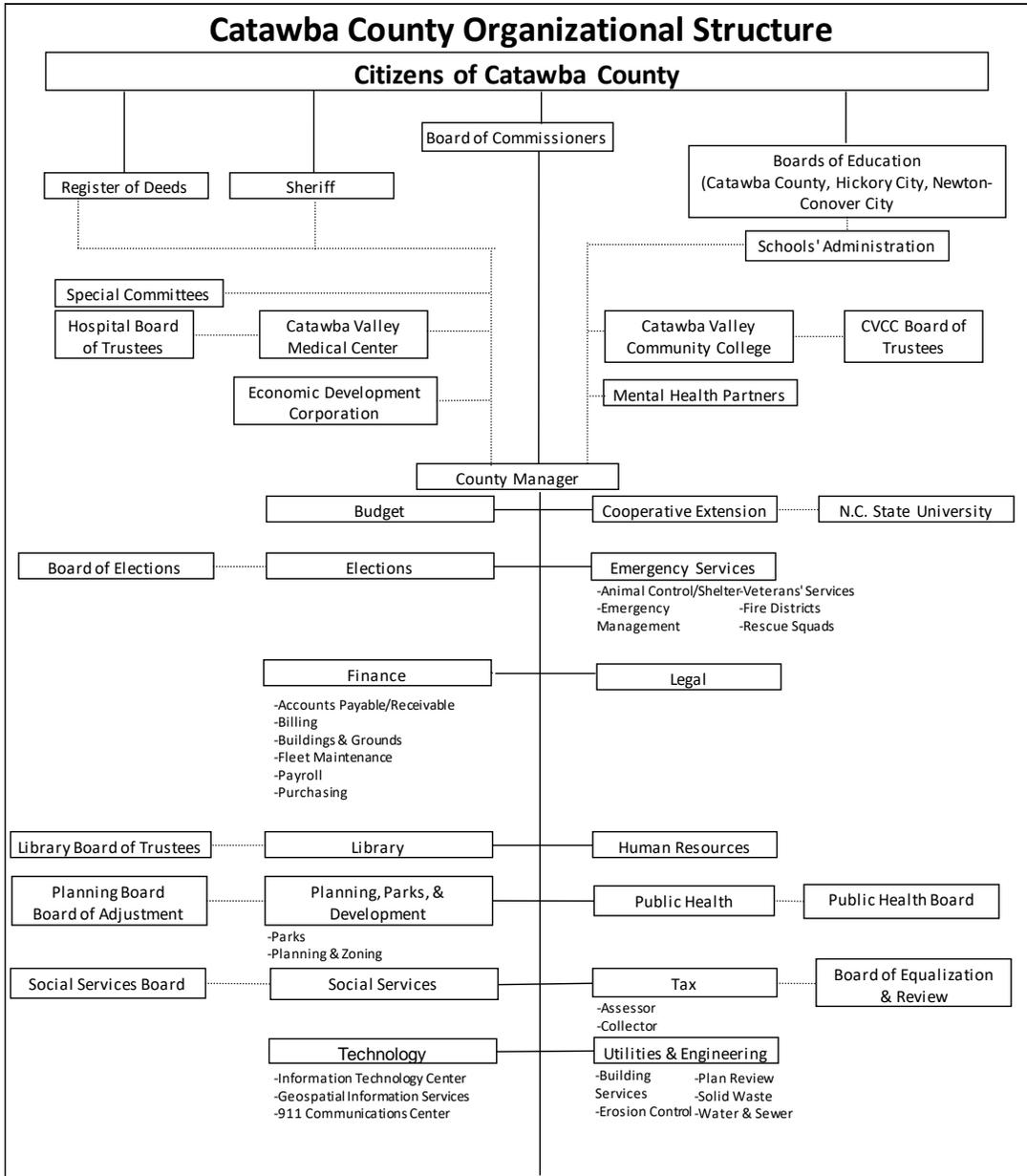
Executive Director

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, 2010.

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.

Catawba County Organizational Structure



READERS' GUIDE

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, 2011, and ending June 30, 2012. The budget shows the source of revenue and how these sources will be spent. It also contains outcomes, goals, and objectives the County departments have set for the year. The budget and the audit are the key financial documents that the County uses to illustrate its financial plans and status. The budget looks ahead to the coming year and shows how funds plan to be spent, while the audit shows the County's year-end financial condition. The audit document is produced annually a few months after the end of each fiscal year (October or November) while the budget is produced annually at the beginning of each fiscal year (final copies are usually made available to the public in mid-July).

SUMMARY OF LEGAL BUDGET REQUIREMENTS

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

Budget Forms and Procedures

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

Departmental Requests

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

Budget Preparation Calendar

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

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

- The Commission must enact the budget ordinance by July 1st, when the budget year begins.

FISCAL YEAR 2011/12 BUDGET CALENDAR

Wednesday, October 20, 2010

Revenue and Expenditure Forecast presented to County Manager

Wednesday & Thursday, December 15 and 16, 2010

Department Head Retreat

Monday, January 10, 2011

Mid-year report on outcomes due from all departments

Friday, January 21, 2011

Fiscal Year 2011/12 outcomes due from all departments.

Friday, February 11, 2011

All budgets are due from all departments, schools, and outside agencies. All requests keyed into system, including all detail and justification sheets. Please be reminded...when requesting additional positions, job descriptions and an ADA checklist **must** be sent to the Budget Office and to Personnel.

Monday, March 21, 2011

Recommended budget sent to County Manager

Monday, Tuesday, and Wednesday, March 28, 29, and 30 2011

First round budget hearings with County Manager

Monday, April 18, 2011

Second round hearings with Manager as needed

Monday, May 16, 2011

County Manager's recommended budget sent to Board of Commissioners

Tuesday, May 17, 2011

Press Conference

Tuesday, May 31, 2011 (8:00 a.m. – 5:00 p.m.)

Board of Commissioners' hearings with departments

Thursday, June 2, 2011

Public Hearing and Wrap-up

Monday, June 6, 2011

Budget Adoption

Recommended Budget

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

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

Board Review

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

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

Adoption of the Budget Ordinance

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

BUDGET PROCESS

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

Budgetary control is exercised in all funds except the agency funds. Appropriations are made at the departmental (function) level and amended as necessary. The current budget amounts represent the budget as of December 31st of the current budget year. The budget was prepared on the modified accrual basis of accounting as required by North Carolina General Statute 159-26(c). Appropriations lapse at year-end in the General and Special Revenue Funds for which annual budgets have been legally adopted, with the exception

of those departments participating in the reinventing program. The Capital Projects Funds' budgets are adopted on a project basis, spanning more than one year. Appropriations are carried over in these funds until the project is completed.

The County follows these procedures in establishing a budget:

1. The Budget and Management Office is a division of the County Manager's Office. The Budget and Management Office consists of a Budget Manager, a Budget Analyst I, and a Budget Analyst II.
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. 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. Expense projections include capital projects that are part of the Eight Year Operating Capital Improvement Plans and considers any monetary impact resulting from the goals established by the Board of Commissioners.
4. A planning retreat is held in December that includes all County department heads and superintendents of our 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.
5. 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 the budget analyst will be to analyze the requests and justifications and make sound funding recommendations to the County Manager.
6. In December, departments are given pertinent budget information, funding parameters, and the goals established by the Board of Commissioners.
7. In January, the reinventing departments submit requested outcomes, and departments not in the reinventing program as well as outside agencies submit budget requests to the Budget and Management Office.
8. During February and March, the Budget and Management Office analyzes requests for the non-reinventing departments and outside agencies, negotiates outcomes with the departments, and prepared a recommended budget for the County Manager.
9. 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.
10. The Board of Commissioners conducts budget hearings with the department managers and agency directors in May or June.

11. A Public Hearing is conducted to obtain taxpayer comments.
12. Prior to June 30th, the budget is legally enacted through passage of an ordinance.
13. Budgets for General, Special Revenue, and Capital Projects Funds are adopted on a basis consistent with generally accepted accounting principles (GAAP). The Board of Commissioners annually adopts a budget by ordinance appropriating funds, and may during the year authorize supplemental appropriations. Supplemental appropriations are reviewed by the Director of Finance and the Budget and Management Office, submitted to the Finance and Personnel Subcommittee, and then transmitted to the Board of Commissioners for their review and approval. If approved, they are implemented by budget revision.

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 and to build reserves. For example, the Schools' Capital Projects Fund is where new schools and improvements to existing schools are funded. The Water and Sewer Reserve Fund is where money is accumulated over several years until it is transferred to the Water and Sewer Capital Projects Fund and spent on water and sewer needs. Again, using the example of the bank account, a transfer is when money is moved from one account (fund) to another. In the case of the Reserve and Projects Funds, a transfer can be equated to taking money out of a savings account and putting it into a checking account.

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 provisions 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. Fund balance in the General Fund at the end of Fiscal Year 2010 was \$39,583,672 or 24.4 percent of the General Fund expenditures for that fiscal year. The Fiscal Year 2011/12 budget appropriates \$5,244,348 General Fund Fund Balance. The Local Government Commission, an office of the North Carolina State Treasurer’s Office, recommends that counties the size of Catawba maintain a minimum of 8 ½ percent general fund fund balance.

General Fund Types	6/30/2010	Est. 06/30/11	Appropriated	
			FY 2011/12	Est. 06/30/12
General Fund (110)	29,583,672	0	5,244,348	32,750,000
Self Insurance (115)	(179,588)	0	0	0
Reappraisal (140)	195,539	0	26,000	165,000
Register of Deeds Automation (160)	48,330	0	0	55,000

Special Revenue Funds

Special Revenue Funds are used to account for the proceeds of specific revenue sources (other than special assessments, expendable trust, or major capital projects) that are legally restricted to expenditures for special purposes. Fund balances in the special revenue funds at the end of Fiscal Year 2010 totaled \$11,171,856.

Special Revenue Fund Types	6/30/2010	Est. 06/30/11	Appropriated	
			FY 2011/12	Est. 06/30/12
Emergency Telephone (202)	3,190,911	0	85,268	3,300,000
Community Alert System (204)	20,668	0	0	20,000
Narcotics (205)	295,470	0	87,487	275,000
General Capital Reserve (225)	675,766	0	0	625,000
Hospital Capital Reserve (235)	5,299,252	0	0	5,300,000
Rescue Squads (240)	266,492	0	0	260,000
Library Endowment (250)	232,602	0	0	237,500
Gretchen Peed Scholarship (260)	41,576	0	0	42,500
Parks Preservation (270)	140,769	0	0	150,000
Community Development (280)	7,544	0	0	7,500
Fire Districts (352-369)	805,267	0	182,041	700,000
Total	10,976,317	0	354,796	10,917,500

Capital Projects Funds

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

Capital Projects Fund Types	6/30/2010	Est. 06/30/11	Appropriated	
			FY 2011/12	Est. 06/30/12
General Capital Projects (410)	18,747,814	0	175,000	19,500,000
Water & Sewer Construction (415)	17,039,132	0	0	17,500,000
Schools' Capital Projects (420)	11,153,268	0	864,483	10,000,000
Schools' Construction (423)	6,165,958	0	6,612	10,000,000
School Bond Capital - 1997 Series (427)	68,075	0	0	0
Hospital Construction (430)	23,277	0	0	24,000
Total	53,197,524	0	1,046,095	57,024,000

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. As of June 30, 2010, the Solid Waste Management Fund had a fund equity of \$32,929,469.

Enterprise Fund Types	6/30/2010	Est. 06/30/11	Appropriated	
			FY 2011/12	Est. 06/30/12
Water & Sewer (515)	32,017,936	0	542,998	37,000,000
Solid Waste (525)	32,929,469	0	0	35,000,000
Total	64,947,405	0	542,998	72,000,000

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 2011/12 is based on average increases in 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 \$5,075,000 in Fiscal Year 2011/12. These revenues will help offset the \$7.5 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 Director of Budget and Management Services 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.



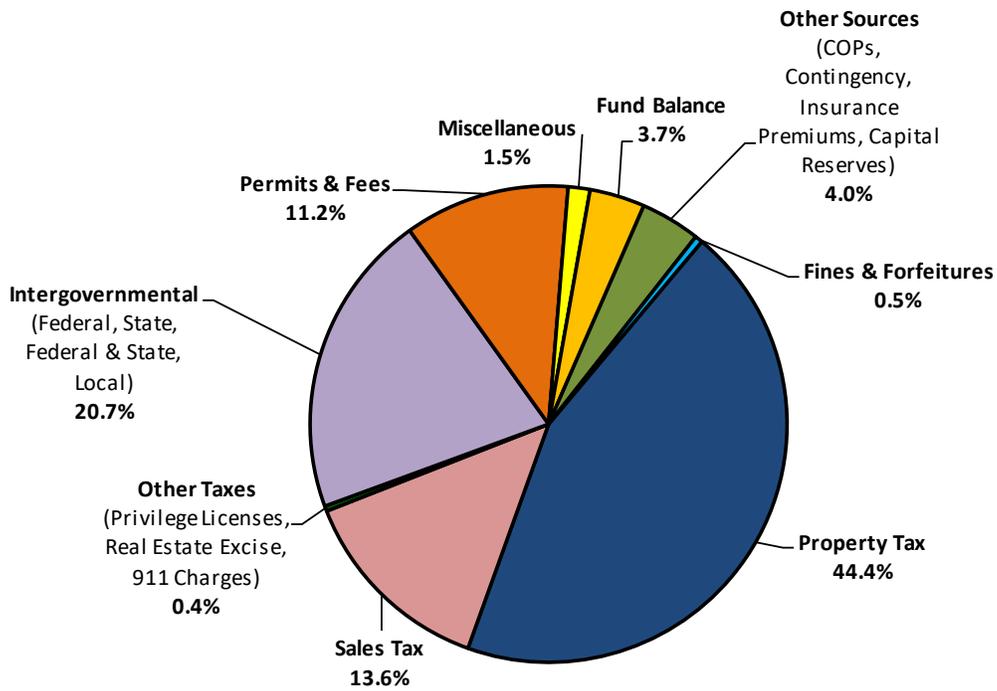
REVENUE SUMMARY

	Actual 2009/10	Current 2010/11	Approved 2011/12	% Change
Property Tax	\$80,274,374	\$79,853,682	\$80,833,166	1.23%
Fire District Taxes	4,423,236	4,452,014	4,581,334	2.90%
	\$84,697,610	\$84,305,696	\$85,414,500	1.32%
Sales Tax	\$26,692,186	\$25,638,614	\$26,091,865	1.77%
Other Taxes	\$720,323	\$729,814	\$676,765	-7.27%
Intergovernmental				
Federal	\$11,263,763	\$10,684,421	\$11,148,256	4.34%
State	11,892,031	9,301,305	10,156,070	9.19%
Federal & State	11,649,732	11,756,036	11,431,882	-2.76%
Local	7,223,307	7,585,902	7,115,191	-6.21%
	\$42,028,833	\$39,327,664	\$39,851,399	1.33%
Permits & Fees	\$21,697,270	\$22,388,360	\$21,566,760	-3.67%
Miscellaneous	\$5,114,805	\$2,633,834	\$2,853,228	8.33%
Fund Balance				
General Fund	\$0	\$8,199,081	\$5,244,348	-36.04%
Other Funds	0	2,502,083	1,969,889	-21.27%
	\$0	\$10,701,164	\$7,214,237	-32.58%
Transfers to Other Funds	\$9,572,437	\$7,544,539	\$4,349,061	-42.35%
Fines & Forfeitures	\$892,179	\$1,006,755	\$1,005,508	-0.12%
Other Sources	\$1,949,597	\$8,233,263	\$7,791,523	-5.37%
TOTAL:	\$193,365,240	\$202,509,703	\$196,814,846	-2.81%

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.

2011/12 Revenues Excluding Interfund Transfers

(Amounts are rounded to the nearest decimal point)

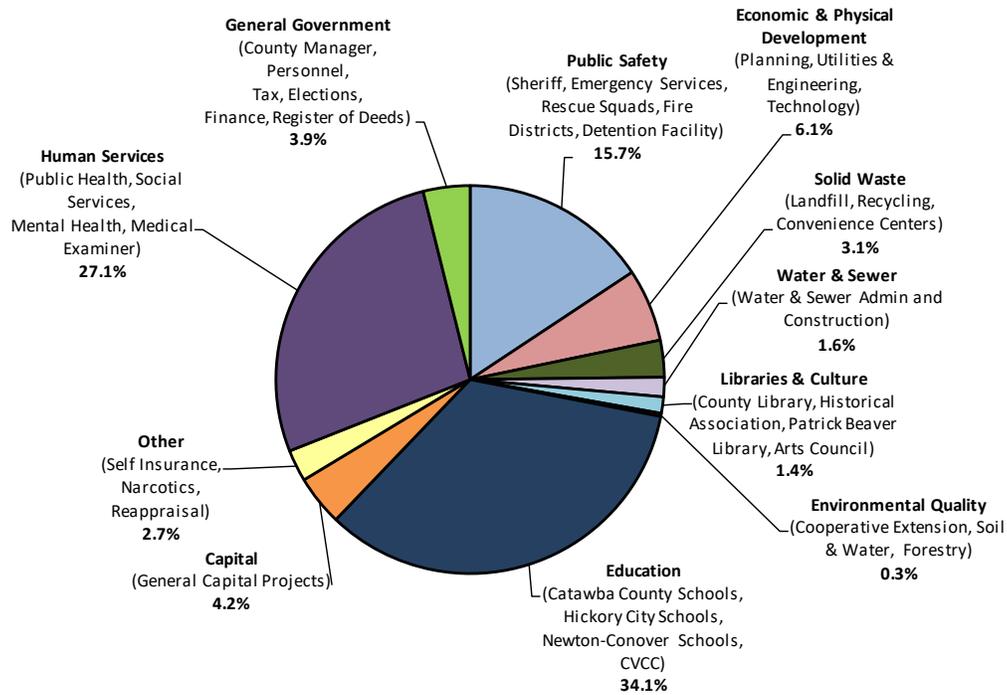


EXPENDITURE SUMMARY

	Actual 2009/10	Current 2010/11	Approved 2011/12	% Change
GENERAL FUND				
General Government	6,637,547	7,556,222	7,503,369	-0.70%
Transfers to Other Funds	6,939,143	7,000,386	4,292,449	-38.68%
Public Safety	23,767,451	24,623,303	24,443,401	-0.73%
Environmental Quality	469,016	505,841	491,126	-2.91%
Economic & Physical Development	10,909,483	11,140,492	11,662,505	4.69%
Human Services	50,878,681	53,206,759	52,177,196	-1.94%
Schools Current Expense	38,606,716	39,809,664	39,753,652	-0.14%
Libraries & Culture	2,758,664	2,693,388	2,621,625	-2.66%
Debt Service	18,376,503	21,565,176	19,403,145	-10.03%
	159,343,204	\$168,101,231	\$162,348,468	-3.42%
OTHER GENERAL FUND TYPES				
Self Insurance Fund	\$4,508,154	\$4,479,800	\$3,876,650	-13.46%
Reappraisal Fund	409,777	474,785	397,643	-16.25%
Register of Deeds Automation & Preservation	68,860	73,751	71,501	-3.05%
	\$4,986,791	\$5,028,336	\$4,345,794	-13.57%
SPECIAL REVENUE FUNDS				
Emergency Telephone System Fund	\$304,878	\$1,056,800	\$587,345	-44.42%
Citizens' Alert System	56,012	56,806	56,577	-0.40%
Narcotics Seized Fund	8,000	56,000	108,487	93.73%
Capital Reserve Fund	86,288	155,322	0	-100.00%
Hospital Reserve Fund	106,487	0	0	0.00%
Rescue Squads Fund	840,883	1,093,601	982,158	-10.19%
Library Endowment Fund	0	0	0	0.00%
Gretchen Peed Scholarship Fund	800	7,500	7,500	0.00%
Parks/Historic Preservation Trust Fund	0	0	0	0.00%
Community Development Fund	70,989	0	0	0.00%
Fire District Funds	4,266,599	4,622,549	4,763,375	3.05%
	\$5,740,936	\$7,048,578	\$6,505,442	-7.71%
CAPITAL PROJECT FUNDS				
General Capital Projects	\$1,354,205	\$6,952,036	\$5,240,026	-24.63%
Water & Sewer Construction Fund	4,898,892	0	0	0.00%
Schools' Capital Fund	6,441,942	4,529,476	6,331,851	39.79%
Schools' Construction Fund	11,301,284	0	3,006,612	100.00%
School Bond Projects Fund	0	0	0	0.00%
Hospital Construction Fund	0	0	0	0.00%
	\$23,996,323	\$11,481,512	\$14,578,489	26.97%
ENTERPRISE FUND				
Solid Waste	(\$3,628,450)	\$6,109,221	\$5,912,619	-3.22%
Water and Sewer	5,650,428	4,740,825	3,124,034	100.00%
TOTAL	\$196,089,232	\$202,509,703	\$196,814,846	-2.81%

2011/12 Expenditures Excluding Interfund Transfers

(Amounts are rounded to the nearest decimal point)

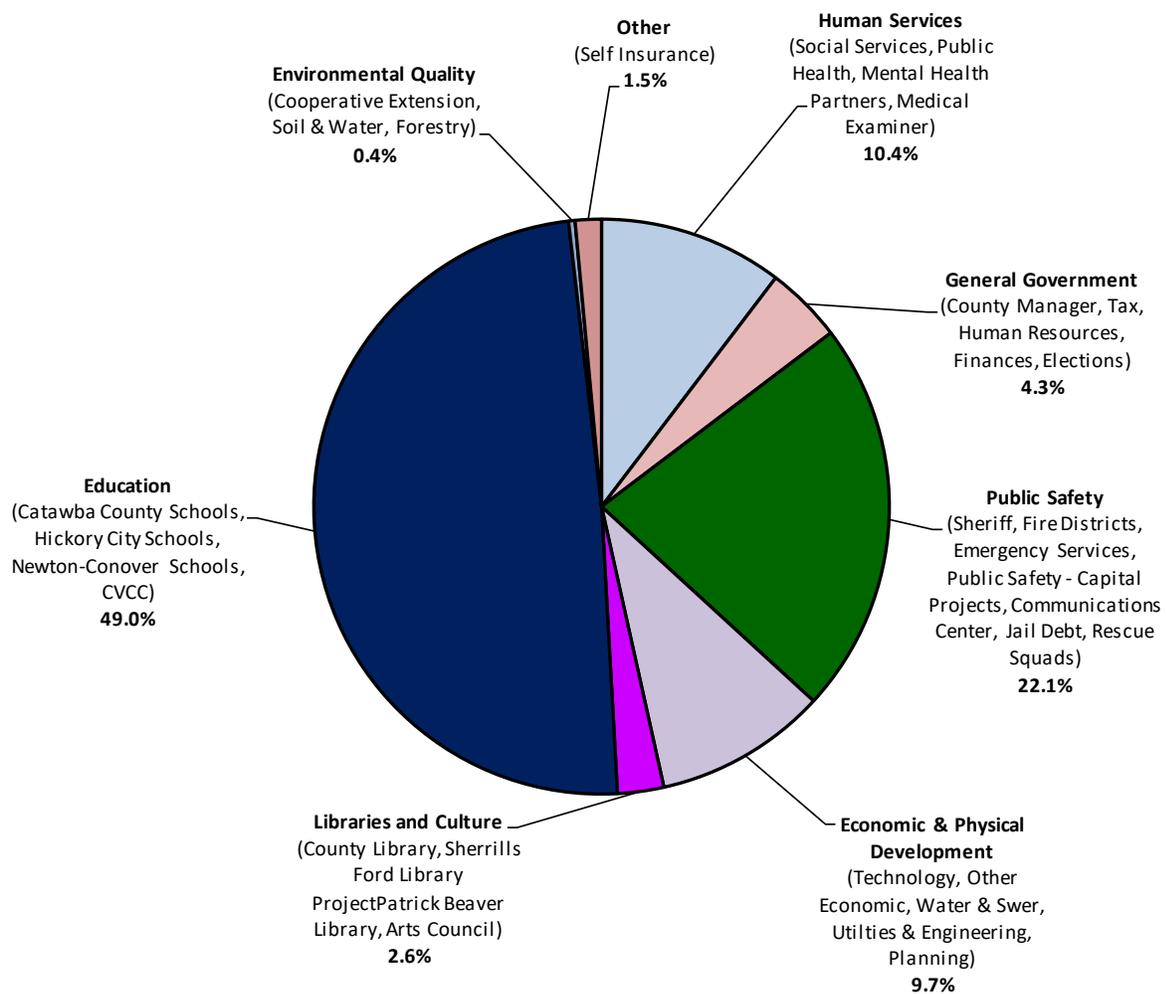


2011/12 Expenditures

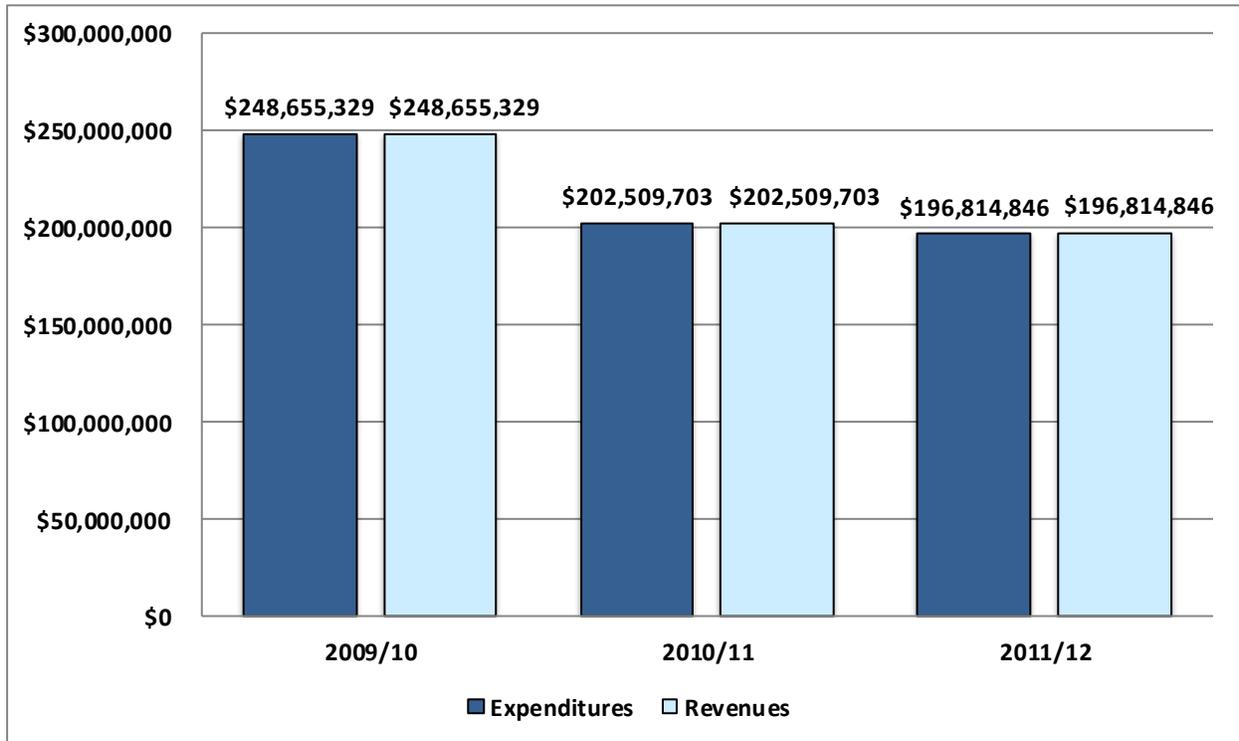
Local Funds

(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.

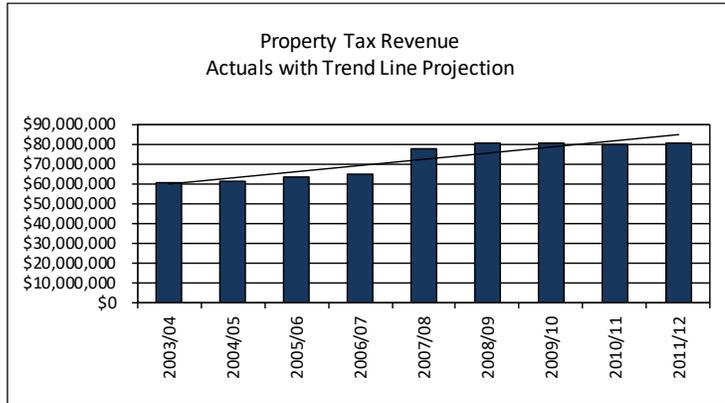


Total Budgeted Revenues and Expenditures

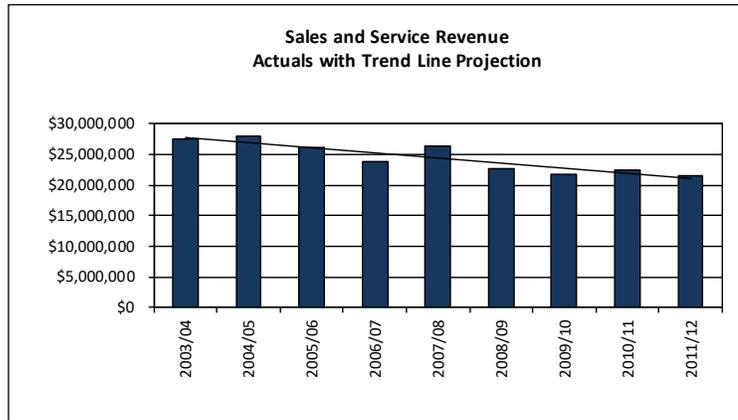


MAJOR REVENUE SOURCES Actuals and Trends

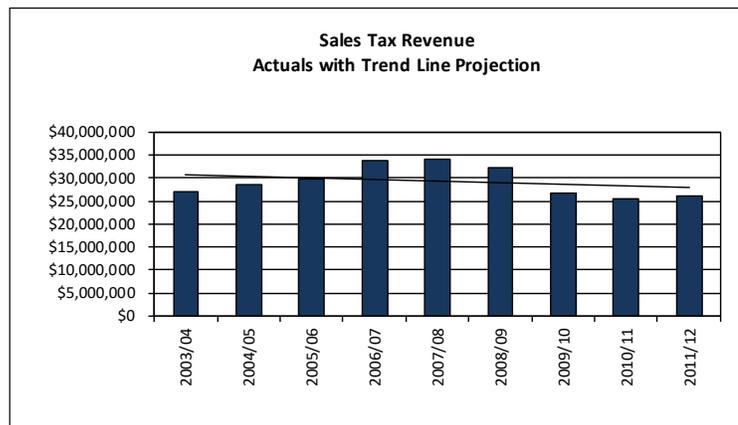
Property Tax – A tax levied by the Board of Commissioners against real and personal property. Once every four years, the County Tax Assessor must reevaluate the real property in the County. The County tax rate is \$0.53 per \$100 of valuation. Property Tax estimates for Fiscal Year 2011/12 are based on an increase in values of 0.68 percent. Fiscal Year 2011/12 budgeted property tax is \$80,850,595.



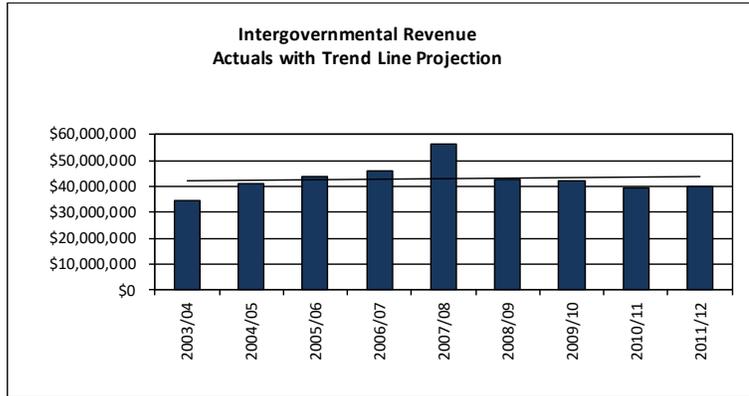
Sales and Service – Revenue from sales and service includes funds received from Medicaid reimbursement, user fees, and assessments to municipalities for items such as Election, GIS, or Planning Studies. The largest revenues in this category include Building Permits (\$935,000), Recording of Legal Instruments (\$477,000), Environmental Health Fees (\$251,651), Ambulance Charges (\$5,075,000), Landfill Fees (\$4,423,910), and Home Health Fees (\$3,881,359).



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 percent increase for Fiscal Year 2011/12.



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 (\$3,375,000), 911 Reimbursement (\$502,077), Cable TV Reimbursement (\$628,000), Beer & Wine Tax (\$325,000), Smart Start Funding (\$2,0,18,369), Work First Grant (\$2,169,739), IV-D Administration (\$1,128,379), Medicaid Administration (\$1,528,015).





Summary of 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 in the Fiscal Year 2011/12 Budget are as follows:

	<u>Total FTEs</u>	<u>Source of Funding</u>
Sheriff		
210050 - Deputy Sheriff, Road Patrol	2.00	General Fund
210250 - Deputy Sheriff Investigator	1.00	General Fund

FTE Totals				
	Actual 2009/10	Current 2010/11	Requested 2011/12	Recommended 2011/12
GENERAL GOVERNMENT				
County Manager				
Permanent	8.00	7.00	7.00	6.00
Hourly	0.00	0.00	0.00	0.00
Legal Services				
Permanent	3.50	3.50	3.50	3.50
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	4.50	4.50	4.50	4.00
Hourly	0.02	0.02	0.02	0.02
Tax Administration				
Permanent	26.00	26.00	26.00	25.00
Hourly	0.00	0.00	0.00	0.00
Human Resources				
Permanent	12.00	12.00	12.00	11.00
Hourly	0.25	0.50	0.50	0.50
Register of Deeds				
Permanent	11.00	11.00	11.00	11.00
Hourly	0.60	0.00	0.00	0.00
Finance				
Permanent	15.80	15.80	15.80	15.43
Hourly	0.25	0.30	0.15	0.15
TOTAL GENERAL GOVERNMENT				
Permanent	83.80	82.80	82.80	78.93
Hourly	1.12	0.82	0.67	0.67
PUBLIC SAFETY				
Sheriff's Department				
Permanent	180.00	179.00	177.00	180.00
Hourly	7.35	11.01	10.05	10.05
Emergency Services				
Permanent	102.00	102.00	102.00	102.00
Hourly	18.22	14.48	11.62	11.62
Communications Center				
Permanent	29.00	29.00	29.00	29.00
Hourly	2.37	2.24	1.88	1.88
TOTAL PUBLIC SAFETY				
Permanent	311.00	310.00	308.00	311.00
Hourly	25.57	27.73	23.55	23.55

FTE Totals				
	Actual 2009/10	Current 2010/11	Requested 2011/12	Recommended 2011/12
<i>ENVIRONMENTAL QUALITY</i>				
Cooperative Extension				
Permanent	7.80	6.80	0.80	0.80
Hourly	0.00	0.00	0.00	0.00
Soil & Water Conservation				
Permanent	2.80	2.80	2.80	2.50
Hourly	0.00	0.00	0.00	0.00
<i>TOTAL ENVIRONMENTAL QUALITY</i>				
Permanent	10.60	9.60	3.60	3.30
Hourly	0.00	0.00	0.00	0.00
<i>ECONOMIC & PHYSICAL DEVELOPMENT</i>				
Technology				
Permanent	29.45	27.45	27.45	26.45
Hourly	0.50	0.50	0.50	0.50
Planning, Parks, & Development				
Permanent	12.00	11.00	11.00	10.00
Hourly	1.00	2.40	1.70	1.70
Utilities & Engineering				
Permanent	37.70	32.70	31.70	21.40
Hourly	0.00	0.30	0.00	0.00
Facilities				
Permanent	16.00	16.00	16.00	15.00
Hourly	0.00	0.00	0.00	0.00
<i>TOTAL ECONOMIC & PHYSICAL DEVELOPMENT</i>				
Permanent	95.15	87.15	86.15	72.85
Hourly	1.50	3.20	2.20	2.20
<i>HUMAN SERVICES</i>				
Social Services				
Permanent	398.54	402.08	403.18	403.18
Hourly	4.20	5.26	6.26	6.26
Public Health				
Permanent	154.90	157.10	156.50	156.50
Hourly	4.67	8.00	8.37	7.47
<i>TOTAL HUMAN SERVICES</i>				
Permanent	553.44	559.18	559.68	559.68
Hourly	8.87	13.26	14.63	13.73

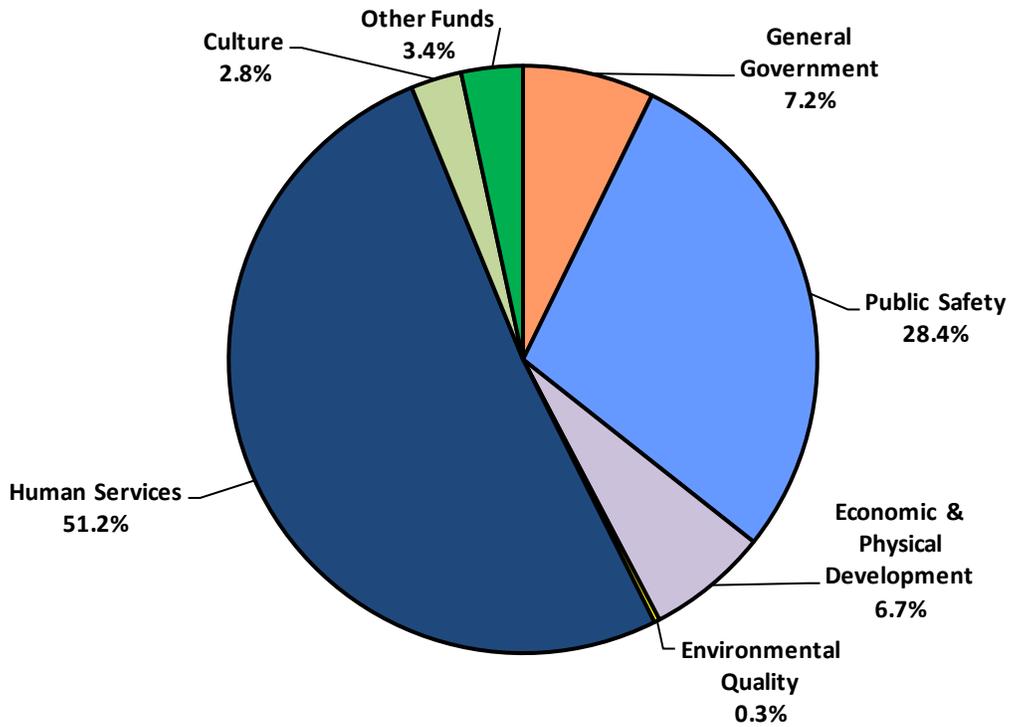
FTE Totals

	Actual 2009/10	Current 2010/11	Requested 2011/12	Recommended 2011/12
CULTURE				
Library				
Permanent	35.30	32.10	32.10	30.60
Hourly	1.58	1.58	1.58	1.58
TOTAL CULTURE				
Permanent	35.30	32.10	32.10	30.60
Hourly	1.58	1.58	1.58	1.58
OTHER FUNDS				
Citizens' Alert System				
Permanent	0.50	0.50	0.50	0.50
Hourly	0.00	0.00	0.00	0.00
Emergency Telephone System Fund				
Permanent	1.85	1.85	1.85	1.85
Hourly	0.00	0.00	0.00	0.00
Reappraisal Fund				
Permanent	8.00	7.00	7.00	6.00
Hourly	0.00	0.00	0.00	0.00
Solid Waste Management				
Permanent	27.80	27.30	27.30	27.60
Hourly	0.66	0.63	0.63	0.63
Water & Sewer				
Permanent	0.50	1.00	1.00	1.00
Hourly	0.00	0.00	0.00	0.00
TOTAL OTHER FUNDS				
Permanent	38.15	37.65	37.65	36.95
Hourly	0.66	0.63	0.63	0.63
GRAND TOTAL				
Permanent	1,127.44	1,118.48	1,109.98	1,093.31
Hourly	39.30	47.22	43.26	42.36

Percentage of FTEs by County Function

Fiscal Year 2011/12

(Amounts are rounded to the nearest decimal point)



Performance Measurement Report



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 2007/08 (14 outcomes, 14 achieved, 100 percent success rate)

The County Manager's Office achieved all eight outcomes for the 2007/08 fiscal year. The County worked with the Schools, the Chamber of Commerce, and others to gain overwhelming support of the local option ¼ cent sales tax in November. Legal Services achieved all of its outcomes for Fiscal Year 2007/08 and exceeded two. The department earned a 100 percent client satisfaction rating which was well above its goal of 95 percent approval to determine the success of legal services offered. The Budget Office met and exceeded its outcomes.

Fiscal Year 2008/09 (15 outcomes, 15 achieved, 100 percent success rate)

The County Manager's Office achieved all 15 stated outcomes (8 for County Manager, 4 for Legal, and 3 for Budget). County Manager outcomes are based upon the extent to which this department oversees the implementation and achievement of the goals established by the Board of Commissioners. The Board continues their efforts to develop strategies to create jobs. In a cooperative effort with Catawba Valley Community College (CVCC), an action plan is recommended that includes the development of a graduate guarantee to potential employers of appropriate skills competencies; skills assessments in both public school and higher education institutions; a collaborative marketing campaign by all County education systems to better inform business and industry of the educational opportunities available in the County; and, cultivation of employer involvement in the County's educational systems. Legal Services achieved all of its outcomes for Fiscal Year 2008/09 and exceeded two. The department earned a 99 percent client satisfaction rating which was well above its goal of 95 percent approval to determine the success of legal services offered. The Budget Office met and exceeded its outcomes including a 100 percent satisfaction rating on the County Manager survey and a 96 percent satisfaction rating on the departmental survey in excess of the goals 95 percent and 90 percent respectively. The Budget Office received the Government Finance Officers Distinguished Budget Award for the 20th consecutive year. This award recognizes outstanding achievement in budget preparation and presentation and achieves a performance outcome established for the Budget Office.

Fiscal Year 2009/10 (15 outcomes, 15 achieved, 100 percent success rate)

The County Manager's Office achieved all 15 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 21st 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.

Human Resources

Fiscal Year 2007/08 (10 outcomes, 9 achieved, 1 not achieved, 90 percent success rate)

Human Resources had a 90 percent achievement rate for Fiscal Year 2007/08. The department continues to earn high marks from participants in the bi-weekly new employee orientations. Out of 188 responses on evaluations there was a satisfaction rating of 4.5 out of a possible 5, surpassing the 4 percent goal.

In the area of organizational development, 191 supervisors completed at least one action that would help develop their supervisory skills. One hundred thirty-eight supervisors completed the online Workplace Harassment training. Personnel staff also addressed 104 supervisors through monthly staff meetings on various topics. Workshops offered to enhance supervisory skills included the Supervisory Training course, County Minicourse, Spanish classes, Leadership/Mentoring program, Defensive Driving, Blood Borne Pathogens, Fire and Safety Training, and OSHA Training.

Fiscal Year 2008/09 (13 outcomes, 13 achieved, 100 percent success rate)

The Human Resources department continues to earn high marks from participants in the bi-weekly new employee orientations. Out of 155 evaluations, the overall score was 4.6 out of a possible 5. In the area of organizational development, an online training program was offered through Business & Legal Reports, Inc. entitled, "ADA-What Supervisors Need to Know." The program was sent out to all County managers and supervisors on February 17, 2009, with a request for completion by April 30, 2009. To date, 98 supervisors have successfully completed this program. In order to promote preventive wellness among employees, Human Resources encouraged completion of a physical and blood work screening annually. For Fiscal Year 2008/09, a 3 percent increase in completions was experienced.

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.

Cooperative Extension Services

Fiscal Year 2007/08 (22 outcomes, 21 achieved, 1 partially achieved, 95.4 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, 4H and youth, and community and rural development (however, the following outcomes are placed in groups related to the responsibility area of their local agents). All of Cooperative Extension's outcomes were achieved except for one relating to field and forage crop growers.

The outcomes that were accomplished by Cooperative Extension in the agriculture area involve issues that range from gaining knowledge of proper plant selection, plant management, and/or pest management practices in residential and community landscapes to the potential increase in profitability for dairy and other farmers through the implementation of one or more of the following farmer management practices: dairy herd management, animal waste and fertilizer management, farm management and marketing, commodity marketing, and price risk management.

Fiscal Year 2008/09 (25 outcomes, 25 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. The focus remains on the four core areas of the program: agriculture and natural resources, family and consumer education, 4H and youth, and community and rural development.

Litter Sweep a community-wide clean-up where individuals and groups volunteer to pick up litter in the community had approximately 50 people participate in the fall Litter Sweep events during September and October 2008. 2009 Spring Litter Sweep events had approximately 125 participants. *Keep Catawba County Beautiful* Volunteers created a portable educational display to teach about litter and possible solutions. In Fiscal Year 2008/09 they participated in six community events reaching an estimated 2,000 individuals with the "don't litter" message. The display focused specifically on littering of plastic bags and offered helpful solutions to control littering.

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.

Social Services

Fiscal Year 2007/08 (31 outcomes, 30 achieved, 1 not achieved, 96.7 percent success rate)

Social Services achieved 30 of its 31 outcomes during Fiscal Year 2007/08. The report indicates that the agency was effectively administered, finances maximized, and productivity increased through the continued efficiency efforts of staff. Similarly, the consumer responded positively to outreach efforts and continued minimal wait times, as they realized an overall satisfaction rating of 98 percent. During a year in which the area's economy continued to struggle, 85 individuals receiving welfare became employed and independent. Children were supported by their parents at an unprecedented level, as child support collections exceeded \$14.5 million. Adults were able to remain in their homes and stay healthy, through a network of 1,333 volunteers delivering meals and companionship.

Fiscal Year 2008/09 (31 outcomes, 30 achieved, 1 not achieved, 96.7 percent success rate)

Although Fiscal Year 2008/09 proved to be one of the most difficult in over a decade, the outcomes show that the agency was effectively administered, finances maximized, and productivity increased through the continued efficiency efforts of staff. Similarly, the consumer responded positively to outreach efforts and continued minimal wait times, as we realized an overall satisfaction rating of 98 percent.

During a year in which the area's economy fully realized a recession, 98 individuals receiving welfare became employed and remained independent. Children were supported by their parents, as child support collections exceeded \$14.23 million. Adults were able to remain in their homes and stay healthy, through a network of 1,476 volunteers delivering meals and companionship.

Prevention activities assisted children in maintaining active participation in school and not becoming pregnant or causing a pregnancy. Staff continued to insure children were maintained in a safe, loving home whether within their kinship network or matched with a deserving family, as Family Builder's helped 58 children realize permanent placements through adoption.

Fiscal Year 2009/10 (29 outcomes, 28 achieved, 1 not 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.

Library

Fiscal Year 2007/08 (34 outcomes, 33 achieved, 1 not achieved, 97 percent success rate)

The Library and all six branch libraries have as part of their Statement of Purpose to inspire the job of reading and life-long learning. Several outcomes address starting this at the preschool level. Outcome achievement for the Main Library and all six branches includes the presentation of 310 programs at the libraries during the year to over 3,800 preschool aged children. In addition over 145 programs were presented to child care centers, reaching 2,420 preschoolers. In measuring overall customer service satisfaction of library patrons the annual survey conducted during February and March indicated a 99.5 percent rating of excellent or good, surpassing the goal of maintaining a 95 percent rating. The Library continues to partner with the Hickory Public Library, Catawba Valley Community College, and Lenoir-Rhyne College by serving as the lead sponsor for the Big Read each year, a literacy project began in October 2007. This past year approximately 3,256 adults read the book and attended the supporting programs that were presented by the partners.

Fiscal Year 2008/09 (34 outcomes, 33 achieved, 1 partially achieved, 97 percent success rate)

Library staff added to the system's collections through regular monthly selection and acquisitions activities. The total collection count is 248,572, a slight decrease since this outcome was set last year. This is due to the deletion of the North Carolina State Documents collection, which included thousands of microform items. This outdated format was removed from the collection and State documents are now available electronically through NCLIVE.

The annual customer service survey for the Main Branch was held in February of 2009, and 225 Library users responded. Of these responses, 99.5 percent said that Main Library staff provided "excellent" or "good" customer service, exceeding the goal of 95 percent.

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.

Performance Measurement for Non-Reinventing Departments

Board of Elections

Fiscal Year 2007/08 (4 outcomes, 4 achieved, 100 percent success rate)

The Board of Elections successfully completed its two outcomes for Fiscal Year 2007/08. The following are the two outcomes successfully completed by the Board of Elections:

1. Prepare for and conduct the following scheduled elections:
 - a. The City of Hickory Primary Election – October 9, 2007 – The City of Hickory did not require a primary election because there were not more than two people filed for any one office. This was the first time in several years a primary was not required.
 - b. Municipal Elections for eight cities – November 6, 2007 – The municipal elections were conducted without any problems.
 - c. General Election Primary – May 6, 2008 – The Primary was conducted with a 32 percent voter turnout. This was the largest voter turnout for a primary election in Catawba County.
2. Increase the awareness of early voting locations and times with an emphasis on the new site in Sherrills Ford beginning with the May 2008 Primary Election.

Fiscal Year 2008/09 (4 outcomes, 3 achieved, 1 partially achieved, 75 percent success rate)

The goal of the Board of Elections Office is to always service the public in an efficient and courteous manner and to provide well-planned and managed elections with immediate results. In Fiscal Year 2008/09, Catawba County had a turnout of 67.48 percent of voters and experienced an unprecedented turnout of 66 percent at the four one-stop sites. Catawba County saw an increase of 12,646 new voters.

In January 2009, the State Board of Elections planned to begin the task of certifying electronic poll books for the State. The State Board is moving forward, but did not release any software to the counties until July 2009. At this time, it was only a partial release of the software. With the State and county budgets the way they are, that may be part of the reason the entire release didn't come at one time. At one time, the State wanted it up and running for the November election but may not happen without grant money for counties. We may have to phase this in as funds become available.

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.

Emergency Services

Fiscal Year 2007/08 (34 outcomes, 32 complete, 1 partially completed, 94 percent success rate)

During the year the Department focused on preparing for emergency situations and educating the public, while emphasizing customer service to Veterans, County municipalities, and all Catawba County citizens. Two outcomes demonstrate the commitment the Emergency Services Department has to making sure excellent customer service is delivered. First, the Veterans' Service Division completed a customer service survey to make sure it is delivering above average service. After collecting all surveys, it was found the Veterans' Services Office received a 100 percent above average mark from its customers, which surpasses the 90 percent mark the division was trying to achieve. Along with the Veterans' Service Division, the Emergency Medical Service Division focused its outcomes on ensuring excellent customer service. An example of this is the implementation of a customer service satisfaction survey tool. The new tool will generate reports biannually that will identify areas where the division needs to make improvements in its service to the public.

Fiscal Year 2008/09 (21 outcomes, 19 complete, 1 partially achieved, 1 not achieved, 95 percent success rate)

Emergency Services implemented the Citizens Alert System (CAS) in June of 2007. To augment the system, the Billboard Emergency Alert System (BEAS) was instituted utilizing existing electronic billboards. Electronic billboards were used on two weather/flooding related events this spring and were successfully implemented as one tool to keep the public informed.

In Fiscal Year 2008/09, the Animal Shelter experienced a 25 percent increase in adoptions. Animal Services also conducted three adoption drives in conjunction with the rabies clinics. The number of animals euthanized because of sickness and/or disease decreased by 40.5 percent.

Fiscal Year 2009/10 (22 Outcomes: 14 achieved; 6 partially achieved; and 2 not 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.

Finance/Facilities

Fiscal Year 2007/08 (55 outcomes, 53 achieved, 96 percent success rate)

The Finance Department achieved most of its stated outcomes within established timeframes during Fiscal Year 2007/08, including completion of the Comprehensive Annual Financial Report (CAFR) and submission to the Board of Commissioners by its second meeting in December. Purchasing staff continued to work with the Waste Reduction Coordinator/Educator to promote the use of procuring recycled products as follows: during Fiscal Year 2007/08, \$190,399 was spent on green products, two "Buy Recycled" workshops were conducted, and the Board of Commissioners approved a Buy Recycled policy in October 2007. Electronic purchase orders were implemented in November 2007. All purchase orders are now dispatched electronically.

During Fiscal Year 2007/08, Facilities processed 3,640 work orders, of which all but 34 were processed within target time frames. Overall, the department exceeded its goals for work order completion.

Fiscal Year 2008/09 (12 outcomes, 11 achieved, 1 not achieved, 92 percent success rate)

Facilities achieved all outcomes with the exception of one. Typically, Facilities responds to at least 95 percent of emergency situations with one hour after notification; however, a fuel tank had to be repaired, and the company's schedule put them behind with an achievement rate of 91.67 percent. Facilities is far exceeding their outcomes on all other maintenance and fleet requests.

The Finance Department achieved all of its stated outcomes for Fiscal Year 2008/09 including:

- The CAFR was submitted to the Local Government Commission and to the Board of Commissioners according to the stated deadline.
- The CAFR has been mailed to the appropriate agencies and posted on the County's website.
- Purchasing continues to work with Waste Reduction Coordinator/Educator to promote the use of and procuring recycled products.

Fiscal Year 2009/10 Finance (including Facilities) (26 Outcomes: 25 achieved; 1 partially 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 5 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.

Planning

Fiscal Year 2007/08 (25 outcomes, 17 achieved, 1 partially achieved, 68 percent success rate)

The Planning, Parks, and Development Department continues to meet outcomes related to improved service in Fiscal Year 2007/08, but during this fiscal year the Department also successfully achieved outcomes focusing on improving quality of life. The Parks Division hosted an educational/interpretive programs on the environment in which 4,879 individuals participated. In the Planning and Zoning Division, it increased affordable housing opportunities and ensured safe housing for low-to-moderate income persons by administering the following grants with the assistance of the Western Piedmont Council of Governments: Scattered Site CDBG, Urgent Repair CDBG, and Individual Development Account CDBG. It should be noted that outcomes dealing with the enforcement of the junk vehicle and zoning sections of the Unified Development Ordinance became a function of Utilities and Engineering but the outcomes were not yet removed. Therefore, six outcomes are listed as incomplete when in fact they are slated to be deleted.

Fiscal Year 2008/09 (15 outcomes, 12 achieved, 2 partially achieved, 1 not achieved, 80 percent success rate)

Staff continues to serve in leadership positions on Boards relative to environmental quality and quality of life. The newly appointed Parks Advisory Committee began meeting to review the recently adopted Parks Master Plan and is working on implementation and outreach strategies.

Planning staff continues to track the number of new subdivision lots and submits this data to GIS to be used in the evaluation of school capacity.

The Parks division continues to see an increase in attendance – 60.1 percent above last year for the same period. Parks staff was instrumental in the opening of St. Stephens Park. Staff saved the project approximately \$35,000 by in-house design, grading, landscaping, and other construction duties.

Fiscal Year 2009/10 (15 Outcomes, 11 achieved, 3 partially achieved, 1 not 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.

Public Health

Fiscal Year 2007/08 (25 outcomes, 22 achieved, 88 percent success rate)

During the year, the Public Health Department achieved many outcomes that were based on providing different levels of health care to the public. For instance, in a partnership with Catawba Pediatrics Associates, adolescents will receive comprehensive health services for health problems and health promotion/education. Public Health met this outcome by giving age appropriate immunizations at the time of a physical exam to 100 percent of patients. In addition, Public Health is ensuring positive health outcomes for children in Catawba County through a comprehensive well child physical examination and wrap around services so children can reach an optimal health status. To achieve this goal, Public Health's staff conducted 282 physical exams for children, which is 57 children over its goal.

Fiscal Year 2008/09 (25 outcomes, 21 achieved, 4 partially achieved, 87 percent success rate)

During the fiscal year, Public Health achieved the following:

- 207 patients received dental services through Greater Hickory Cooperative Christian Ministries.
- Environmental Health completed 2,570 inspections at permitted establishments.
- Ninety-two percent of children received health care services at Public Health have been age appropriately immunized by 24 months of age.
- School Nurses have identified and are following 57 pregnant and 24 parenting teens in school.
- 10,467 services were performed by Dental Practice staff.
- Multiple messages to the community regarding the flu vaccine, Domino's Pizza incident, H1N1 flu, etc. have been communicated through a variety of methods such as website, local television, newspapers, and flyers, etc.
- Public Health became an accredited health department via the North Carolina Department of Public Health.

Fiscal Year 2009/10 (25 Outcomes, 24 achieved, 1 partially 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 prenatal 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.

Register of Deeds

Fiscal Year 2007/08 (11 outcomes, 11 achieved, 100 percent success rate)

In an effort to continue to provide timely, courteous, and accurate service the Register of Deeds Office recorded real estate documents and other vital records on the same day they are received 99 to 100 percent of the time. Also, the Office provided real estate images through 1960, real estate indexing from 1975 to 1983, and real estate indexing for 1984 to 1992 online. Lastly, this year scanned uncertified copies of vital records (e.g. birth, marriage, and death certificates) back to 1995 were made available on the self-service in-office terminals.

Fiscal Year 2008/09 (3 outcomes, 2 achieved, 1 not achieved, 67 percent success rate)

The Register of Deeds office recorded real estate documents and other vital records on the day they were received 99 percent to 100 percent of the time. The Office has established a Disaster Recovery Plan by scanning real estate records, vital records, military discharges, and notary public certifications. This is also achieved through the Archives in Raleigh and the use of the Logan Systems.

The one area that is lacking is the implementation of technologies to help reduced office research time. Scanned images of the GRANTOR and GRANTEE real estate indexing books back to 1955 has not been completed due to budget reductions and the retirement of two staff members.

Fiscal Year 2009/10 (5 outcomes, 1 achieved, 4 partially 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.

Sheriff's Office

Fiscal Year 2007/08 (53 outcomes, 50 achieved, 94 percent success rate)

During this fiscal year, the Sheriff's Office achieved the following: 140 officers have received a total of 7,204 hours of training since July, in the areas of Ethics, Dealing with Special Populations, Juvenile Minority Sensitivity, Legal update, Firearms, and Defensive driving; K9 Officers conducted 66 searches, 15 searches and seven demonstrations were conducted in the schools, and they also logged 240 hours of training; Narcotics received 242 TIPs (turn in a pusher reports) of which 170 are pending, a total of 72 were acted upon by the Sheriff's Office, 22 were shared with the Patrol Division via mobile data terminals resulting in a faster response time to TIPs and a number of citations, and 12 were transferred to other agencies; 97 senior citizens living alone are contacted daily through the Are You OK Program resulting in 10 seniors getting needed assistance for problems that occurred overnight that they may not have otherwise received; and SROs have worked with 60 students in reference to bullying in the school and counseled 2,489 students on law enforcement related matters.

Fiscal Year 2008/09 (39 outcomes, 37 achieved, 2 partially achieved, 95 percent success rate)

During the fiscal year, the Sheriff's Office achieved the following: 153 officers received 6,963 man hours of certified training; with the new Field Base Reporting (FBR) software in place and additional personnel, the Records Division is current and up to date with the backlog of reports; Crime Prevention spoke to 342 seniors about their safety at home, in their car, on the Internet, and various scams happening in North Carolina; to improve the safety of senior citizens with dementia or Alzheimer's, 20 presentations were given on Project Lifesaver; and Middle School Resource Officers were able to reach approximately 600 students with drug and gang classes.

Fiscal Year 2009/10 Sheriff (39 outcomes, 33 achieved, 5 partially achieved, 1 not achieved)

The Sheriff's Office ensured all officers met NC 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 Are You OK program to Saturdays and Sundays. Are You OK 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.

Tax Administration

Fiscal Year 2007/08 (15 outcomes, 15 achieved, 100 percent success rate)

The Tax Department continues to maintain an excellent collection rate as evidenced by achievement of a year-end tax collection rate of 97.92 percent. Prior 10 year delinquent accounts were reduced by 41.67 percent, exceeding the department's goal of 40 percent and up from the 35.72 percent achieved in Fiscal Year 2006/07.

Fiscal Year 2008/09 (12 outcomes, 11 achieved, 92 percent success rate)

All real and personal property tax bills were mailed on July 15, 2009, well ahead of the mandated September 1st date.

The Tax Office is participating in the Leadership Development Program, and three employees have been promoted from within the department to positions vacated by retirements.

Quality customer service is achieved by responding to taxpayer inquiries with 24 hours of receipt and resolving outstanding issues within five business days as evidenced by call logs.

65.4 percent of the 2008 outstanding delinquent tax bills under \$250 were collected by June 30, 2009. This amounts to \$568,522 in revenue.

Revaluation staff is continuing to build and maintain the sales history file in preparation for beginning of August 2009 Market Modeling Process. Residential land pricing was started in September 2007. Progress continues to be made toward the anticipated completion date of September 2009. Commercial land pricing was started in January 2009 and is anticipated to be completed by July 2009.

Fiscal Year 2009/10 (19 outcomes, 13 achieved, 2 partially achieved, 4 not 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 1st 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 38th 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.

Technology

Fiscal Year 2007/08 (31 outcomes, 30 achieved, 97 percent success rate)

During Fiscal Year 2007/08, Technology achieved the following: deployment of Office 2007 on all County computers and trained employees on its usage; deployment of a Countywide VoIP system was completed in August 2007, three months ahead of schedule; implementation of eLearning to offer online self-registration for classes as well as maintaining a history per class and per employee; added features to allow promoting and tracking of “green” purchases for all departments; continued to respond to more than 95 percent of all mapping and data requests from the public within 24 hours of receiving the request; and Animal Services web site now offers and encourages volunteer, donation and safety related information and provides a method for the public to post and review “Lost and Found” pet information online.

Fiscal Year 2008/09 (13 outcomes, 11 achieved, 2 not achieved, 85 percent success rate)

In Fiscal Year 2008/09, Technology achieved the following: online archive software has been installed to lower operational costs and facilitate retrieval of valuable information; implemented SharePoint as a centralized location for collaboration, project management, and document storage and sharing; reporting lost and found animals can now be done via the Animal Services web site. Since July 10, 2008, approximately 700 animals have been posted on the system; many new features have been added to the County’s website such as County video, Facebook, Twitter, and Ideas and Comment section; the County now has a dedicated YouTube channel for using videos as a marketing/educational medium and a Flickr site to share photos and encourage citizen engagement; the Communications Center continues to dispatch the appropriate agency within 90 seconds of call receipt of HOT calls; meetings are held on a regular basis with 911 Centers in surrounding counties to help facilitate combined purchases and services in the future; the GIS website is heavily relied upon by the public and continually updated in a timely manner; and GIS continues to respond to more than 95 percent of all mapping and data requests from the public within 24 hours of receiving the request.

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.

Utilities and Engineering

Fiscal Year 2007/08 (51 outcomes, 47 achieved, 92 percent success rate)

During Fiscal Year 2007/08 the Utilities and Engineering Department accomplished the following: the Permit Center issued 11,104 permits, 8,112 in Newton and 2,992 in Hickory; 100 percent of survey respondents indicated they were satisfied or very satisfied with their experience with the Permit Center; of the 1,031 plans reviewed by the Plan Review Section for code compliance, 99.98 percent were reviewed and had results communicated to applicants within 10 working days, exceeding their goal of 97 percent; the plan review section completed 2,552 Safety Inspections, 470 Rehab Inspections, 228 ABC, and 55 Special Event & Occupancy Inspections for a grand total of 3,305 inspections during this time period; Building Services conducted 99 percent of its 36,270 inspections the next day or on the contractors requested date surpassing the 90 percent goal. The remaining 1 percent was completed within two working days, thereby meeting the goal that 100 percent of inspections be completed within two working days; Building Services supervisory staff completed 507 quality control inspections of which 497, or 98 percent, were approved, thereby exceeding their 95 percent goal; and Local Code Compliance staff reviewed and permitted all sedimentation and erosion control plans submitted for permitting within 4.66 working days, exceeding their goals of 10 days.

Fiscal Year 2008/09 (30 outcomes, 28 achieved, 2 not achieved, 93% success rate)

As established by the Board of Commissioners goals for Fiscal Year 2008/09, Utilities and Engineering is continuing the development of the EcoComplex project, which will increase Catawba County's tax base and create jobs. A new partnership has been initiated with the University of North Carolina at Charlotte for future research on algae, biomass ethanol from wood waste, and syngas research. In an effort this year to increase citizen awareness and provide education and awareness about the functions of Utilities and Engineering, 1,369 people have received environmental education through landfill tours and presentations. Building Services strives to conduct 90 percent of all requested inspections the next day or on the contractors requested inspection date. During this fiscal year, 99 percent or 30,307 inspections we performed by the next day or by the contractors requested inspection date.

Fiscal Year 2009/10 (18 Outcomes, 17 achieved, 1 partially 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.

Catawba County
Fiscal Year 2011/12 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.

Fund Structure

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 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.

Special Revenue Funds

Emergency Telephone System Fund

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

Narcotics Seized Funds and Property Fund

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

Rescue Squads Fund

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

Library Endowment Fund

To account for donations 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 Districts Funds

The County Maintains sixteen separate fire 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 all major capital projects for the three schools systems and community college in the County.

Schools' Construction Fund

To account for the financing and construction of all 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.

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

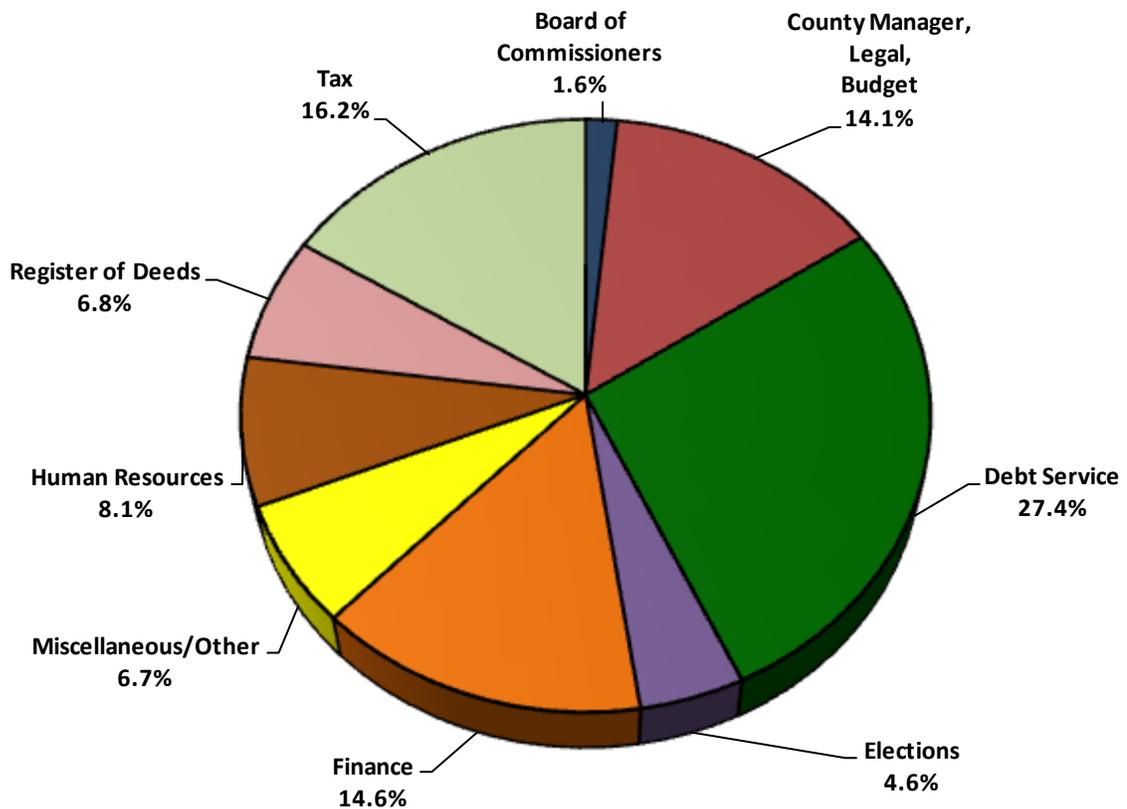
This fund account for the operations of the County's water and sewer activities.

GENERAL GOVERNMENT

The General Government function provides administrative support for County government. It includes the Board of Commissioners, County Manager, Human Resources, Tax Administration, Board of Elections, Register of Deeds, and Finance. The General Government function budget is \$10,248,309 or 5.33 percent of total expenditures for the fiscal year.

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 15, 2010

1. Prepare a Fiscal Year 2011/12 budget which maintains services and momentum as much as possible in light of economic uncertainty and no property tax increase. Examine planned investments and expenditures to ensure it is both a good time to build and a good time to borrow funds for building, and make sure we have the necessary funds to run required services such as health, safety, and education. Plan for flat growth in tax revenues. Look at ways to be more efficient and see if the County could perform some services for the smaller municipalities in payroll, purchasing, etc., which could generate some revenue for the County and save money for the smaller municipalities. Continue to examine ways to reduce expenses in each department and ways to conserve energy where possible. Based on no to low growth in ad valorem and sales taxes, develop a priority list of capital improvement projects.
2. Continue strategies to create jobs through educational opportunities to make sure the workforce is trained for tomorrow's jobs and invest in infrastructure and development of the County's quality of life. Remain aggressive in recruiting most favored industries to the area, and add an additional multi-jurisdictional business park. Look for out of the box ideas that others are not doing. Recruit industries that are related to existing industries and work with municipalities on economic development.
3. Continue customer service emphasis in all departments. Focus on communication efforts with citizens so citizens know what is going on in County government.
4. Work with the North Carolina Department of Transportation toward completion of North Carolina Highway 16.

Board of Commissioners

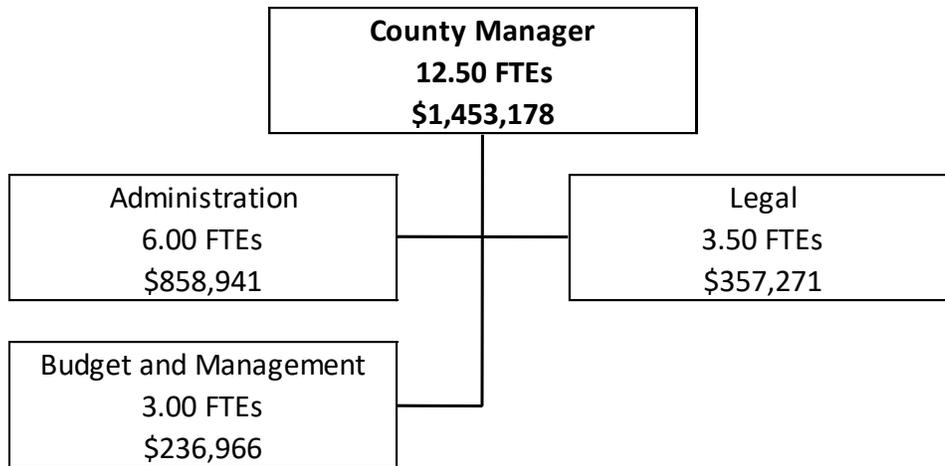
Organization: 110050

	2009/10 Actual	2010/11 Current	2011/12 Requested	2011/12 Approved	Percent Change
Revenues					
General Fund	\$156,862	\$179,888	\$177,119	\$162,830	-9%
Total	\$156,862	\$179,888	\$177,119	\$162,830	-9%
Expenses					
Personal Services	\$4,605	\$5,660	\$5,869	\$5,580	-1%
Supplies & Operations	152,257	174,228	171,250	157,250	-10%
Capital	0	0	0	0	0%
Total	\$156,862	\$179,888	\$177,119	\$162,830	-9%

Budget Highlights

The Board of Commissioners' budget is a 9 percent decrease compared to Fiscal Year 2010/11. This reduction is primarily due to a decrease in the amount of the contract for the legislative lobbyist, as well as smaller reductions in printing and postage.

Catawba County Government



County Manager

Reinventing Department

Organization: 120050

	2009/10 Actual	2010/11 Current	2011/12 Requested	2011/12 Approved	Percent Change
Revenues					
Cable TV Reimbursement	\$28,000	\$28,000	\$28,000	\$28,000	0%
Federal & State	34	0	0	0	0%
Miscellaneous	1,249	0	0	0	0%
Indirect Cost	176,340	174,345	174,645	123,299	-29%
General Fund	1,243,058	1,299,049	1,306,520	1,301,879	0%
Total	\$1,448,681	\$1,501,394	\$1,509,165	\$1,453,178	-3%
Expenses					
Personal Services	\$1,375,126	\$1,420,898	\$1,423,100	\$1,378,551	-3%
Supplies & Operations	73,555	80,496	86,065	74,627	-7%
Capital	0	0	0	0	0%
Total	\$1,448,681	\$1,501,394	\$1,509,165	\$1,453,178	-3%
Expenses by Division					
County Manager	\$900,278	\$896,785	\$905,946	\$858,941	-4%
Legal	338,692	359,456	362,508	357,271	-1%
Budget & Management	209,711	245,153	240,711	236,966	-3%
Total	\$1,448,681	\$1,501,394	\$1,509,165	\$1,453,178	-3%
Employees					
Permanent	14.50	13.50	13.50	12.50	-7%
Hourly	0.00	0.00	0.00	0.00	0%
Total	14.50	13.50	13.50	12.50	-7%

Fiscal Year 2009/10 Outcome Achievements

Total Outcomes	Achieved	Partially Achieved	Not Achieved	Success Rate
15	15	0	0	100%

Budget Highlights

The Catawba County Manager's Office is responsible for planning and implementing the directives of the Board of Commissioners, strategically managing the various County departments, and developing an annual budget. The department also includes Legal Services and Budget and Management. The recommended County Manager's budget is a 3 percent decrease from Fiscal Year 2010/11. The decrease in funding is primarily associated with eliminating the ICMA fellow position within the County Manager's Office. As a result of losing this position, the County Manager's Office and other departments will lose a valuable research and analysis resource. This reduction also increases the workload in the Budget Office, since this position traditionally works closely with this department in preparing the budget.

Legal Services provides quality legal counseling and representation to the Board of Commissioners, managers, and employees of Catawba County on all issues related to County government.

The Budget Office is responsible for preparation, administration, and compilation of the annual budget for all County services. Specific activities include revenue and expenditure forecasting; making recommendations for improvement and/or attainment of County and departmental goals and objectives; preparing recommended and approved operating budget presentations and documents; overseeing current budget activity and related budget amendments; and providing financial information and guidance for the County Manager and Board of Commissioners.

Performance Measurement

Fiscal Year 2011/12

County Manager

Outcomes for Fiscal Year 2011/12 focus on providing excellent customer service and fiscally sound public policy, 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 are based upon the extent to which requests for information are responded to in a timely manner and that citizens are kept abreast of information pertinent to County government. There are two outcome changes for Fiscal Year 2011/12 that focus on setting a Countywide goal for outcome achievement, as well as specific targets for information delivery to the Board of Commissioners.

Legal

As in previous years, Legal staff will focus on providing in-service training, continuous access to an attorney for all Public Safety employees, and maximization of delinquent accounts, back taxes, and other monies owed to the County through active legal pursuit of collection.

Budget

For Fiscal Year 2011/12, the Budget Office will continue its focus on accurate revenue and expenditure projections and preparation of a balanced budget for adoption. The Budget Office will pay particularly close attention and monitor the Fiscal Year 2011/12 budget on an ongoing basis to ensure it remains balanced and recommend appropriate action be taken quickly if further revenue erosion occurs. Additionally, staff will enhance benchmark data available to aid in management decisions by working with at least 50 percent of County departments by January 2012, with a focus on those departments who exhibit the biggest potential to aid in decision-making. Budget will additionally continue pursuing benchmarking opportunities with other counties to better establish how we compare with the State as a whole.

Fiscal Year 2010/11

The County Manager's Office is on track to achieve all of its outcomes for Fiscal Year 2010/11. The department's achievements involve promoting economic development and prudent fiscal management during challenging economic times, which includes:

- Adoption of the Fiscal Year 2010/11 budget with no Countywide property tax increase.
- Entering into a three-year lease with the State of North Carolina for the Employment Security Commission Building to ensure that Catawba County residents who need assistance after job loss will have a one-stop facility for assistance in their job search. The building houses the Workforce Development staff, Joblink, Goodwill Partners, and the Employment Security Commission. Residents can receive information about unemployment assistance, evaluate or expand job skills, and explore available job openings and new career opportunities in one convenient location.
- Utilizing unique funding opportunities such as Qualified School Construction Bonds and Build America Bonds which saved the County over \$4 million in interest cost as well as took advantage of lower construction costs and material prices to proceed with the construction of the new Newton-Conover Middle School and renovations to Arndt Middle School, Hickory High School, and Catawba Valley Community College.

Legal Services have achieved all of their outcomes in the current fiscal year. As of mid-year, 165 contracts have been received, and all have been reviewed within five working days. As of December 2010, \$142,787.81 has been turned over to Legal for collection, and \$115,076.28 has been collected, resulting in an 80.59 percent collection rate.

The Budget Office is on track to meet all outcomes for Fiscal Year 2010/11. A revenue, expense, and fund balance forecast was prepared during the months of October and November and presented to department heads in December. The Fiscal Year 2009/10 budget was adopted as scheduled.

Fiscal Year 2009/10

The County Manager's Office achieved all 15 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. Commitments were made during the fiscal year by Apple, Ethan Allen, Pierre Foods, and Turbotec Products to create new employment opportunities in the County over the next several years. Progress was also achieved toward the creation of the Multi-Jurisdictional Business Park, which involves collaboration between the cities of Hickory and Conover as well as the towns of Maiden and Catawba. The site is under development, pending acquisition of a right-of-way for an access road and a bridge.

The County Manager prepared a Fiscal Year 2009/10 budget that was adopted with no Countywide property tax increase. Despite an increase in service demands in many areas that

were brought on by the recession, the County decreased operating expenses by 4 percent while maintaining its service levels.

The 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. Overall, the office sent out 189 releases to the media and directly to the public during the fiscal year.

The County Manager's Office also worked successfully with the North Carolina General Assembly to obtain passage of significant changes to the way 911 Funds can be used. This has been a long-standing goal of the Board of Commissioners, and the new legislation now allows for 911 Funds to be used for any equipment that is within the 911 Center. Previously 911 funds could only be used for equipment that received the 911 call.

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. Legal Services was able to review 99.7 percent of contracts within five days, which exceeded the target of 95 percent. Legal Services also exceeded its goal of maximizing the collection of delinquent accounts, back taxes, and other monies owed to the County. During Fiscal Year 2009/10, \$171,382 was turned over to Legal for collection and \$126,403 was collected, resulting in a 74 percent collection rate, which exceeded the target of a 50 percent.

Legal staff also proactively engaged County staff to ensure they had the skills necessary to effectively handle issues with a possible legal impact on the County. During the fiscal year, Legal staff conducted 19 in-service trainings for departments, which included 9 for EMS staff and 6 for the Sheriff's Department, which are exposed to more legally complex issues and situations.

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 21st consecutive year. This award recognizes outstanding achievement in budget preparation and presentation. In response to uncertain economic conditions, the office also closely monitored the budget and collaborated with departments to hold back 2 percent of operating budgets and identify additional targeted cost-savings actions.

COUNTY MANAGER'S OFFICE

Statement of Purpose

Catawba County operates under a County Manager form of government adopted by the Board of Commissioners on March 1, 1937. The County Manager is charged with the responsibility for translating the policies and programs of the Board of Commissioners into action. The Manager is also responsible for coordinating, supervising, and recommending alternative solutions to growing problems and issues. As Chief Administrator of County government, he is responsible to the Board of Commissioners for administering all departments of County government under the Board's general control and to serve as liaison officer to the public and groups within the County and between the County, State, and Federal agencies.

Outcomes

1. Oversee the implementation and achievement of the Board of Commissioners Fiscal Year 2011/12 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 Countywide. Countywide performance was 89 percent in Fiscal Year 2009/10.
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 2013.
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 but particularly EMS, Sheriff's Office, and Supervisors.
 - b. Providing all Public Safety employees with 24 hours per day, seven 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 an achievement of a 50 percent collection rate.

BUDGET AND MANAGEMENT

Statement of Purpose

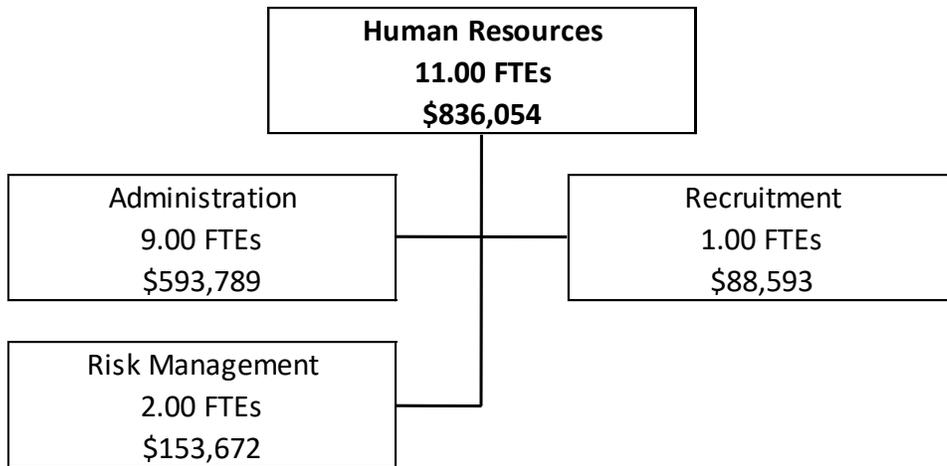
To plan, prepare, and monitor the County's annual operating and capital budget and conduct special research and management analysis for the County Manager and County Departments.

Outcomes

1. Prepare a balanced budget for adoption by June 30, 2012, which:
 - a. Receives a satisfaction rating of at least 95 percent on the Manager's budget survey to be completed in July 2012 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 2012, 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 2011 Government Finance Officers Association (GFOA) Distinguished Budget Award.
2. Prepare a Revenue, Expense, and Fund Balance forecast in October 2011 that is based on the Fiscal Year 2011/12 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 2011/12 budget on an ongoing basis to ensure the budget remains balanced and recommend appropriate action be taken quickly if further revenue erosion occurs.
4. To improve the availability of data necessary to make budgetary and outcome decisions, the Budget Office will work with at least 50 percent of County departments (8 of 16) by January 2012 on improving data on both our internal status and our position within the state. Focus will be placed on departments that currently lack benchmark data and those who demonstrate the potential to provide the largest return.



Catawba County Government



Human Resources

Reinventing Department

					Summary
	2009/10	2010/11	2011/12	2011/12	Percent
	Actual	Current	Requested	Approved	Change
Revenues					
Indirect Cost	\$96,552	\$102,998	\$104,515	\$104,515	1%
Local	7,250	0	17,706	16,481	0%
Mental Health Contracts	21,550	17,706	0	0	0%
General Fund	558,721	744,321	802,425	715,058	-4%
Total	\$684,073	\$865,025	\$924,646	\$836,054	-3%
Expenses					
Personal Services	\$603,417	\$735,373	\$758,054	\$709,162	-4%
Supplies & Operations	80,656	129,652	166,592	126,892	-2%
Capital	0	0	0	0	0%
Total	\$684,073	\$865,025	\$924,646	\$836,054	-3%
Expenses by Division					
Administration	\$474,068	\$616,096	\$663,724	\$593,789	-4%
Recruitment	74,549	97,325	98,157	88,593	-9%
Risk Management	135,456	151,604	162,765	153,672	1%
Total	\$684,073	\$865,025	\$924,646	\$836,054	-3%
Employees					
Permanent	12.00	12.00	12.00	11.00	-8%
Hourly	0.25	0.50	0.50	0.50	0%
Total	12.25	12.50	12.50	11.50	-8%

Fiscal Year 2009/10 Outcome Achievements

Total	Partially	Not	Success
Outcomes	Achieved	Achieved	Rate
14	14	0	100.0%

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 2011/12 outcomes continue to focus on enhancing employees work-related skills, promoting a diverse workforce, recruiting qualified candidates, reducing employee injuries, and improving employee health. The department's budget decreased 3 percent as a result of the following reductions:

- Eliminating a Human Resources Specialist Position dedicated to the administration of Family Medical Leave Act, Short Term Disability, and Long Term Disability claims and having other staff take on additional responsibility.
- Reduction in on-line trainings and recruitment contracts

- Reduction in advertising as a result of using less traditional advertising and more electronic methods of advertising vacancies.
- Elimination of part-time wages used for assistance with general administration duties.
- Reductions in travel and training.

Performance Measurement

Fiscal Year 2011/12

Outcomes for Fiscal Year 2011/12 continue to emphasize wellness, organizational development, and customer service. Specifically the department added several outcomes as well as new measurements for existing outcomes, which include:

- Enhance work-related skills by offering organizational development programs.
- Broaden employee knowledge of different cultural groups and enhance diversity awareness.
- Offer supervisor on-line training and refresher programs, as well as an aspiring supervisor program.
- Assist departments in accomplishing strategies that promote diversity in Catawba County Government.
- Reduce the number of OSHA recordable injuries.
- Develop Countywide wellness goals and metrics for success.

Fiscal Year 2010/11

The Human Resources Department is on target to meet all of its outcomes for Fiscal Year 2010/11. These outcomes focus on employee development, wellness, effective recruitment, and risk management.

The department continues to receive high marks from participants in the bi-weekly new employee orientations. These orientation sessions received an average satisfaction score of 4.6 out of a possible 5 from the 55 new employee participants since July 2010. Organizational development efforts continue to be successful as well, with 167 supervisors attending the first on-line training session of the year, "Employment Law for Supervisors—What You Should and Shouldn't Do."

Wellness initiatives have helped employees identify risk areas associated with their health through screenings and targeted follow-ups. Areas such as fasting blood sugar and LDL cholesterol levels have shown a significant decrease between the May 2010 and October 2010 wellness screenings, while others areas such as obesity, high blood pressure, and high triglycerides continue to be a concern.

Human Resources continues to effectively recruit new employees by working with County departments to increase diversity, as well as by completing an initial qualification screening and routing applications to supervisors within three days of the closing date 100 percent of the time.

Fiscal Year 2009/10

The Human Resources Department achieved all of its outcomes for the fiscal year. Outcomes for Fiscal Year 2009/10 emphasize wellness, organizational development, enhanced recruitment efforts, and customer service.

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 department continues to receive high marks for conducting new employee orientation sessions, averaging an overall score of 4.5 out of 5, and developing employees through successful delivery of online training programs. Additionally, wellness initiatives have helped employees identify risk areas associated with their health through screenings and targeted follow-ups. More than 10 percent of the employees whose initial screening results placed them in high risk categories participated in post screening wellness consultations. Although there were improvements noted in areas such as fasting blood sugar and bad cholesterol levels, high body mass index figures remain an on-going health concern.

Human Resources is a reinventing department and continues to focus on the overall mission of providing a quality workforce for the County while adhering to all applicable Federal and State employment guidelines.

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 what the County benefits are, how to utilize them, and employee expectations by conducting orientations at least once a month. Success will be measured by achieving a score of 4.0 or higher on 90 percent of the evaluations given at orientation as to the usefulness of the information and overall delivery.

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

2. Human Resources will offer at least one organizational development program for general enrollment by County employees aimed at enhancing a work-related skill set. Success will be measured by at least 90 percent of participants indicating they “strongly agree” or “agree” that they have expanded their work-related knowledge, skills, and abilities.
3. Human Resources will offer two education awareness programs for County employees to broaden knowledge of different cultural groups and enhance diversity awareness in the workplace. Success will be measured by at least 90 percent of participants indicating they “strongly agree” or “agree” they have an increased knowledge of different cultural groups and diversity awareness.
4. To promote supervisory and organizational development, the Human Resources Department will:
 - a. Offer one on-line training program for supervisors by December 31, 2011,
 - b. Offer one supervisory refresher program, and
 - c. Develop an organizational development program for aspiring supervisors.

Pay and Classification

Statement of Purpose

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

Outcomes

5. 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.

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

6. To understand and promote diversity within Catawba County Government, Human Resources will conduct meetings with Department Heads and the County Manager's Office by March 31, 2012, to review department statistics and share current recruitment and retention goals and ideas. Specifically, Human Resources will assist in implementing at least one departmental specific strategy in at least three departments to address these goals.
7. Ensure a quality recruitment process that facilitates the efficient and effective hiring of County employees. Success will be measured by having 85 percent of hiring managers indicate they are "highly satisfied" or "satisfied" with the recruitment process managed by the Human Resources Department.
8. To facilitate the efficient hiring of qualified, diverse staff, recruitment processing will be completed in a timely manner. Specifically, 90 percent of all applications will have initial qualification screening completed within three working days of the position's closing date.

Risk Management

Statement of Purpose

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

Outcomes

9. To limit workers compensation claims risk, Risk Management will explore implementing a Physical Ability Program in the Sheriff's Office and Emergency Services. A report on suggested protocols for these departments will be given to the Human Resources Director, County Manager, and respective Department Heads by December 31, 2011, to consider for implementation for the next year.
10. 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 one accident, require employee to repeat the County Defensive Driving class.
 - b. After a second accident by the same employee, the Supervisor or Training Officer will ride along with the employee to observe employee's driving skills.
 - c. After a third accident by the same employee, disciplinary action should be taken with 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.

11. Limit OSHA recordable injuries to 5 per 100 FTEs, the North Carolina Department of Labor public sector industry standard. This reduces our previous year's goal by 3 recordable injuries per 100 FTEs. 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

Outcomes

- 12. 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. Quarterly analysis will be conducted on costs in health and medical claims, from which Human Resources will make recommendations in areas such as changes in plan design, carriers of insurance policies, or strategies for reductions in claims.

Wellness

Statement of Purpose

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

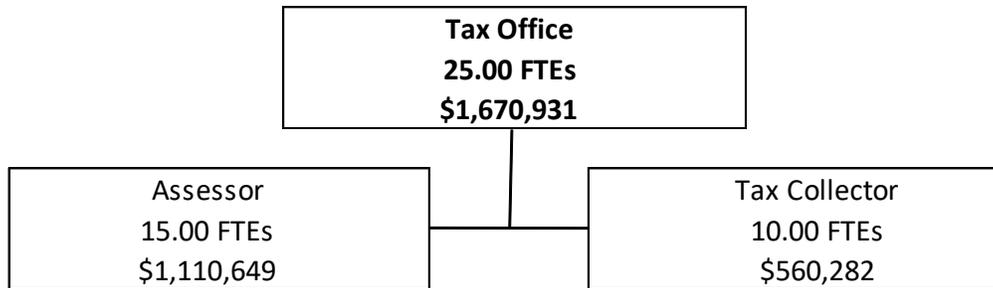
Outcomes

- 13. Provide an individualized annual Health Risk Assessment or wellness screening, which will be used to benchmark employee health. Success will be measured by having 85 percent of employees completing the screening process state the information received from the screening will help them positively impact their health.
- 14. To ensure a healthier workforce and reduce the County's costs for healthcare, Human Resources will prepare a report on the state of County employee health based on aggregate wellness data collected through individual employee wellness screenings and develop Countywide wellness goals and related metrics to measure success.
- 15. Develop wellness programs, initiatives, and incentives for County employees based on the aggregate wellness data collected through the wellness screening. A minimum of two offerings will be offered to employees. Success will be measured by having 85 percent of employees that attend a wellness offering state they "strongly agree" or "agree" that the presentation's content will help them positively impact their health or the health of a family member.

16. To provide quality healthcare options while also reducing County and employee costs, the Employee Health Clinic will generate savings in the following areas that recover at least 100 percent of the cost for the Clinic to operate:
 - 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.



Catawba County Government



Tax Department

	2009/10	2010/11	2011/12	2011/12	Summary
	Actual	Current	Requested	Approved	Percent Change
Revenues					
Property Tax	80,293,345	79,877,682	80,676,429	79,873,508	0%
Charges & Fees	237,241	233,820	250,465	250,465	7%
Contribution to General Fund	(80,020,372)	(79,535,286)	(80,341,980)	(79,533,281)	0%
General Fund	970,836	1,066,856	1,107,557	1,080,239	1%
Total	\$1,481,050	\$1,643,072	\$1,692,471	\$1,670,931	2%
Expenses					
Personal Services	\$1,223,171	\$1,304,893	\$1,317,135	\$1,298,595	0%
Supplies & Operations	257,826	323,179	360,336	357,336	11%
Tax Refunds	53	15,000	15,000	15,000	0%
Capital	0	0	0	0	0%
Total	\$1,481,050	\$1,643,072	\$1,692,471	\$1,670,931	2%
Expenses by Division					
Assessor	\$971,266	\$1,080,266	\$1,137,967	\$1,110,649	3%
Collections	509,784	562,806	554,504	560,282	0%
Total	\$1,481,050	\$1,643,072	\$1,692,471	\$1,670,931	2%
Employees					
Permanent	26.00	26.00	26.00	25.00	-4%
Hourly	0.00	0.00	0.00	0.00	0%
Total	26.00	26.00	26.00	25.00	-4%

Budget Highlights

The Fiscal Year 2011/12 budget eliminates one position in the Assessor's Office which may increase the wait time for tax maps to become available online. A vacant position in the Collector's Office will be funded but temporarily frozen to determine if the Tax Department can handle the workload without the position and without having a negative impact on the tax collection rate.

Performance Measurement

Fiscal Year 2011/12

The Tax Department strives to accomplish a high level of customer service while successfully collecting all tax revenues in the upcoming fiscal year. The department strives to improve its year-end tax collection rate ranking by two positions as compared to Counties in North Carolina with a population over 100,000, which will improve the County's position within the State as a whole by eight positions. The Tax Collection Office also modified their outcomes, working to improve prior year's delinquent collections by five percent from the current year. Other outcomes focus on the successful defense of the County's 2011 Revaluation to the North Carolina Property Tax Commission.

Fiscal Year 2010/11

At mid-year, the Assessor's Office of the Tax Department had achieved, or was on target to achieve, all outcomes focusing on customer service and public assistance. The department ensured all new construction was listed, appraised, and recorded in time for the September 1, 2010, billing by monitoring building permits and conducting field reviews. The department also provided the 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.

The results of outcomes that focus on current year taxes and those that focus on delinquent taxes will not be known until the end of the fiscal year. However, these outcomes were currently on target at mid-year.

The Reappraisal Office has successfully accomplished nearly all of its goals for Fiscal Year 2010/11 at mid-year, with those remaining being on target. These outcomes focus on customer service, effective communication with the public, and timely completion of activities surrounding the Fiscal Year 2010/11 revaluation of property.

Fiscal Year 2009/10

The Tax Office achieved 13 of its 19 outcomes for Fiscal Year 2009/10.

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 1st 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 38th 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.

ASSESSOR

Statement of Purpose

Ensure all real and personal property is listed annually to the owner of record as of January 1st of each year, and all licensed motor vehicles are billed by the fourth month following the renewal month, as mandated by the General Statutes of North Carolina.

Outcomes

1. To ensure citizens receive prompt notification of taxes owed:
 - a. Prepare and mail all real and personal property tax bills no later than September 1st, the date in which they lawfully become due and payable.
 - b. Prepare and mail each month's motor vehicle tax bills at least 15 days prior to the first day of the month the bill is due.
2. Provide quality customer service by responding to all 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 September 1, 2011, by constant monitoring of outstanding new construction through building permits and field reviews.
5. Educate, assist, and enroll qualified County citizens in the following property tax relief programs by June 1, 2012: elderly or disabled exclusion, circuit breaker property tax deferment, builder's inventory deferment, and disabled veteran exclusion.

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. Improve year-end tax collection rate ranking by two positions as compared to the counties in North Carolina with a population over 100,000. This will increase our rank within the State as a whole by eight positions. Since 2006, the collection rate for counties with a population over 100,000 has decreased by an average of 0.20 percent. Using the prior year collection rankings as a guide, increasing two positions will mean our collection rate will have to increase by at least 0.31 percent. 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 25 percent of these smaller accounts by June 30.
2. Increase the amount of prior 10 years delinquent taxes collected by 5 percent from the previous fiscal year. Statutorily, we may only collect taxes 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

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:
 - a. October 11, 2011 - City of Hickory Primary (if needed)
 - b. November 8, 2011 – General Election for the eight Municipalities, the Hickory School System, and the Newton/Conover School System.
 - c. May 8, 2012 Primary (if a second primary is required, it will be conducted on the date set by the State Board of Elections)
2. Apply all election laws, by their effective date, passed by the General Assembly.
3. The State of North Carolina will be in the fourth year participating in the 2010 Census Redistricting Data Program as required by Federal and State law. We will continue implementing any requirements.
4. Ensure the required yearly preventive maintenance on all voting equipment is completed. This maintenance is conducted each year by the manufacturer to ensure each unit is operating properly for the upcoming year's elections.
5. Maintain a satisfaction rating of 90 percent or higher on 85 percent of all Customer Satisfaction Surveys, distributed to each person who files for office with the Catawba County Board of Elections.

Board of Elections

Organization: 140050

	2009/10 Actual	2010/11 Current	2011/12 Requested	2011/12 Approved	Percent Change
Revenues					
Federal	\$11,322	\$0	\$0	\$0	0%
State	0	0	0	0	0%
Charges & Fees	86,648	200	75,800	75,800	37800%
Miscellaneous	1,349	0	0	0	0%
General Fund	385,352	460,112	436,654	401,830	-13%
Total	\$484,671	\$460,312	\$512,454	\$477,630	4%
Expenses					
Personal Services	\$370,635	\$287,612	\$365,254	\$334,930	16%
Supplies & Operations	114,036	172,700	147,200	142,700	-17%
Capital	0	0	0	0	0%
Total	\$484,671	\$460,312	\$512,454	\$477,630	4%
Employees					
Permanent	4.50	4.50	4.50	4.00	-11%
Hourly	0.02	0.02	0.02	0.02	0%
Total	4.52	4.52	4.52	4.02	-11%

Budget Highlights

The Fiscal Year 2011/12 budget includes funds for three elections: a municipal primary election for the City of Hickory, a municipal general election for all the County's eight municipalities, and a Presidential Primary in May. Municipalities reimburse the County for expenses related to municipal elections which increases revenue from charges and fees and decreases the General Fund contribution to the department. Election's budget includes several reductions, most notably the elimination of the Highland Recreation Center one-stop voting site, leaving only one one-stop voting site at the Library in Newton, and the reduction of an employee from full-time to half time. The department's budget also reflects a reduction in contracted services as the State advised the Director earlier in the year that it would again pay for voting equipment maintenance. This funding may be in jeopardy as the State finalizes its budget and funds were included in general fund contingency in case the State does not make this payment.

Performance Measurement

Fiscal Year 2011/12

The Board of Elections will focus on the successful completion of the Municipal General Election in its upcoming outcomes and the completion of a second primary if necessary. Other outcomes, consistent with prior years, will include the annual completion of voter equipment maintenance and applying all election laws as required by the General Assembly. The department will also strive to meet its customer service outcome for the second year in a row, focusing on those who file for office during the fiscal year.

Fiscal Year 2010/11

At mid-year, the Board of Elections was on track to achieve or had successfully achieved all outcomes. The November 2010 elections were successful despite the additional challenges due to instant runoff for a Court of Appeals judge position and recount. The Department also was on track to be in compliance with any mandates or laws from the 2010 General Assembly, in addition to any requirements of the 2010 Census that came into effect. Annual voter equipment maintenance was on target to be completed within the mandated time frame. List maintenance was completed in February. The Board of Election's new outcome for the fiscal year, to maintain a satisfaction rating of 90 percent or higher on 85 percent of all Customer Satisfaction Surveys, distributed to each person who files for office, was also achieved.

Fiscal Year 2009/10

The Board of Elections successfully completed their four outcomes for Fiscal Year 2009/10. This included the following:

- Prepare for and conduct the October Primary Election for the City of Hickory Primary Election, the eight municipalities' elections, the Hickory and Newton Conover School Systems' election, the May Primary Election, and be prepared to conduct a second primary if required. The City of Hickory Primary and all municipal elections were held without incident. A second primary was required for the office of United States Senate, Democrat following the Countywide primary and was successfully completed.
- Apply, by the mandated dates, all laws passed by the 2009 Long Session of the General Assembly. All new and updated laws passed by the General Assembly have been applied.
- As part of the 2010 Census Redistricting Data Program as required by Federal and State law, review all maps and ensure the accuracy of precincts and voter tabulation district lines, and work with the cities/towns and the school systems to carry out this process. The Board of Elections has and will continue to meet all requests to complete this project as the 2010 Census continues.
- Ensure the yearly preventive maintenance on all voting equipment is completed. Yearly preventing maintenance on all the voting equipment was completed in March 2010. All the equipment is in compliant with State law.
- Work with the Emergency Services Director to use the Community Alert System (CAS) to notify Catawba County voters on the locations and operating dates and hours for the one-stop voting sites before municipal and Countywide elections. Working cooperatively with the Emergency Services Director, the Department utilized the Community Alert System to notify the Catawba County voters of the May Primary and advised voters that one-stop voting sites locations may be found online. The notification was well-received by citizens, based on numerous positive comments, and will be used for future County and State elections.



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 and is essential in preserving the history of the County. This includes providing the public with accurate and expedient documentation as needed.

We are a customer-driven recording agency that provides numerous functions to the legal community and the general public. 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 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 1 percent.

Outcomes

1. Provide more timely, courteous, and accurate services to the public by:
 - a. Recording 100 percent of real estate documents the same day received.
 - b. Recording 99 percent of vital records the same day they are received, given there are no problems with the records.
 - c. Responding 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. To return real estate documents within three days after they have fully been indexed.
 - e. To educate couples of the requirements for marriage license by instructing them of the appropriate documentation accepted within the North Carolina laws.

2. Improve customer service to the public by reducing the amount of in office research time required to obtain copies of needed records by implementing the following technologies by June 30, 2012:

- a. Providing offline and online access to scanned images of the GRANTEE real estate indexing books for 1984 to 1988 since they are already provided for 1992 back to 1989 and 1983 back to 1955. This has been an ongoing challenge each year, but there is hope for this to be completed this fiscal year.
 - b. Providing offline and online access to scanned images of the real estate plats back to book three since we already provide from the most recent recording back to book one.
 - c. Providing offline access for staff only to scanned images and indexing of the Military Discharge DD214 forms. It is yet determined what direction we will be going from, but regardless of the direction, we will complete five books.
 - d. Work with Information Technology to keep Website updated, user friendly, and available 24 hours per day, seven days per week.
 - e. To keep myself and staff educated with the laws that govern this office we will attend the two North Carolina Association of Register of Deeds (NCARD) Conferences and any workshops that might be offered as to make sure that all laws and regulations are followed.
 - f. In order to meet the demands of our customers and to index recorded documents to meet the statutory requirements, it is imperative that our software and hardware works as efficiently as possible and the office has adequate staff to push documents rapidly through the workflow. The Register of Deeds relies on the Catawba County Information Technology Department and Logan Systems to provide assistance with maintenance and support of our servers, upgrades and support for our imaging system, network, hardware, and web application. We have worked steadily to implement computerized processes to meet the increasing demands of the general public for faster and more efficient recording processes. Our customers have come to expect a level of service that becomes increasingly difficult to maintain as workload increases. In order to meet customer expectations in the future, it will be necessary to continually upgrade our applications and hardware as new technology becomes available.
3. To address the current and expected increase in vital records requests, the Register of Deeds Office will undertake the following:
- a. Same day indexing and recordings which consist of working with Health Department and Funeral Homes.
 - b. Providing the indexing and scanned uncertified copies of birth records back to year 1935 on the self-service in-house terminals since we already provide the most recent filing to 1938.
 - c. Providing the indexing and scanned uncertified copies of death records back to 1960 on the self-service in-house terminals since we already provide the most recent filing to 1971.

- d. Providing the indexing and scanned uncertified copies of marriage records back to 1973 on the self-service in-house terminals since we already provide the most recent filing to 1979.
 - e. Training and/or approval of Amendments, Legitimations, and Delayed Certificates through North Carolina State Vital Records and the North Carolina Association of Register of Deeds.
4. To ensure an indexing error rate of less than 1 percent, the Catawba Register is using a blind double-key indexing method for all recorded documents. This new procedure will require the original indexer to enter the indexing data. The data is keyed in again by an indexing verifier. The results are compared and any discrepancies are resolved by the verifier. The department will implement cross-training which will allow for additional indexers to enable the indexing of all documents within the mandated 24-hour period. Current position allocations are necessary to provide this level of service reliability.
5. The change in the economy affects the real estate area of the Register of Deeds. The national economy began a major recession in early 2008 impacting the number of home purchases in Catawba County. Due to the reduction in recordings projected in the next fiscal year, the Register of Deeds Office plans to put more of an emphasis on long-term projects that will convert paper files to an electronic format. The electronic format will give us a disaster recovery plan should a minor or major disaster take place on the documentation of the County's history. This also allows the files to be more accessible to the public and staff which will permit us to be able to provide better customer service. The following are the long-term projects the Register of Deeds Office will start this fiscal year:
- a. Index and scan Vital Records (birth, marriage, and death) back to 1842.
 - b. Index and scan Military DD214 records back to beginning, which will be assessable to staff only.
 - c. Index and scan corporate records back to 1980.
 - d. Review 1984 – 1992 Grantee index books so there can be a standard and complete set of these years for scanning.
 - e. Note the monthly out of County deaths received from Office of Vital Statistics in Raleigh on the individual's birth certificate.
6. Minimize loss and maximize the ability to retrieve all records in the Register of Deed's Office records in the event of a disaster by ensuring that a Disaster Recovery Plan is intact and operational.
- a. Backup digitalized real estate records, vital records, military discharges, and notary public certifications either through the Catawba County Information Technology Department, Archives in Raleigh, or Logan Systems.
 - b. To keep the most updated recovery plan in Disaster Notebook and make sure all staff knows how to implement the plan in a time of need.

- c. To have quarterly drills for the staff to make sure they are aware of the Disaster Recovery Plan and how to address any alterations that need to be made to the plan.
- d. To include the public in at least two of the four drills we have throughout the year.

Register of Deeds

Organization: 160050

	2009/10 Actual	2010/11 Current	2011/12 Requested	2011/12 Approved	Percent Change
Revenues					
Real Estate Excise	\$358,797	\$400,000	\$360,000	\$360,000	-10%
Charges & Fees	477,685	481,990	475,508	475,508	-1%
Miscellaneous	198,832	193,500	186,000	186,000	-4%
General Fund	(355,228)	(351,720)	(287,516)	(322,843)	-8%
Total	\$680,086	\$723,770	\$733,992	\$698,665	-3%
Expenses					
Personal Services	\$500,096	\$553,773	\$557,352	\$526,915	-5%
Supplies & Operations	179,990	169,997	176,640	171,750	1%
Capital	0	0	0	0	0%
Total	\$680,086	\$723,770	\$733,992	\$698,665	-3%
Employees					
Permanent	11.00	11.00	11.00	11.00	0%
Hourly	0.60	0.00	0.00	0.00	0%
Total	11.60	11.00	11.00	11.00	0%

Budget Highlights

Ten percent of the total revenues collected for marriage licenses, recording of legal instruments, UCC 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.

The Register of Deeds budget decreased three percent. This reduction comes from eliminating a Deputy Register of Deeds position as well as minor reductions in printing and binding, small tools and travel.

Excise Tax revenue continues to decline as fewer real estate transactions occur. This revenue has therefore dropped from a high of approximately \$650,000 in Fiscal Year 2007/08 to a projected \$360,000 next year.

Performance Measurement

Fiscal Year 2011/12

Register of Deeds outcomes for next year continue to focus on the preservation of records and making those records available in a timely manner in the office and online as appropriate. Additional records will be made available through in-house terminals next year as follows:

- Birth records available back to 1935
- Death records back to 1960
- Marriage records back to 1973

The department will also continue to work on a long term project of indexing and scanning vital records back to 1842, and corporate records back to 1980. Plats will also be scanned back to 1842.

Fiscal Year 2010/11

The mid-year report for Fiscal Year 2010/11 indicates that all outcomes associated with providing timely, courteous, and accurate services to the public are being met. Thus far, the following has been achieved:

- Real estate documents, vital records, and vital records requests are being recorded daily.
- Records are being indexed with an error rate of less than 1 percent.
- More emphasis is being placed on long-term projects that will convert paper files to electronic format to preserve the records and make the records more accessible to the public.
- More written documentation is available for marriage licenses, both in the office and on the Internet to improve access to these records.

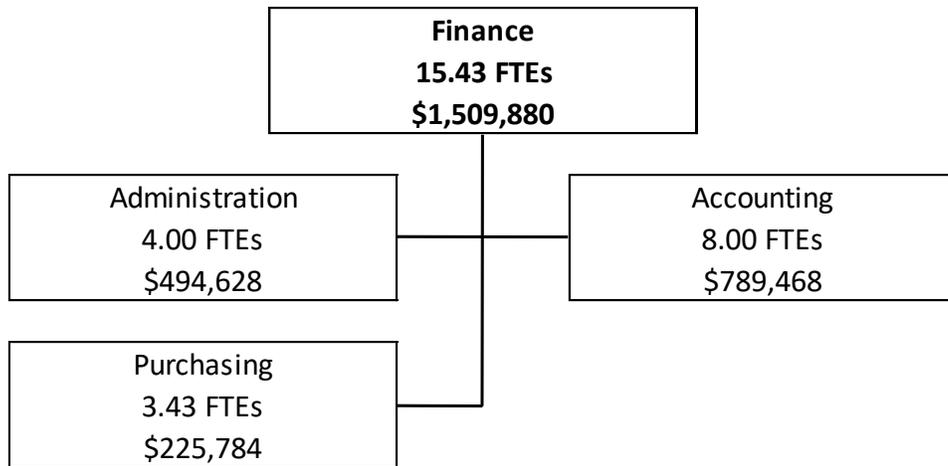
Fiscal Year 2009/10

The Register of Deeds achieved one of its five outcomes and partially achieved the remaining four. 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 service to the public by increasing electronic access in the office to scanned images of 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 were recorded with an older software vendor and because they are more complicated to process were postponed in favor of other indexing priorities.

Scanned uncertified copies of birth records back to 1940 (planned to provide to 1938), death records back to 1990, and marriage records back to 1990 are now available on self-service in-house terminals. Several long-range projects were started to convert paper files to an electronic format. This outcome was only partially achieved but will be worked on over the next few years.

Catawba County Government



Finance

Summary

	2009/10 Actual	2010/11 Current	2011/12 Requested	2011/12 Approved	Percent Change
Revenues					
Investments Earnings	\$978,157	\$800,000	\$800,000	\$800,000	0%
Personnel Indirect Cost	32,944	32,944	32,944	32,944	0%
Mental Health Contracts	17,965	7,239	7,239	7,055	-3%
Miscellaneous	0	1,500	0	0	0%
Charges & Fees	700	0	0	0	0%
General Fund	446,507	735,467	752,296	669,881	-9%
Total	\$1,476,273	\$1,577,150	\$1,592,479	\$1,509,880	-4%
Expenses					
Personal Services	\$910,490	\$956,182	\$971,511	\$964,112	1%
Supplies & Operations	565,783	620,968	620,968	545,768	-12%
Capital	0	0	0	0	0%
Total	\$1,476,273	\$1,577,150	\$1,592,479	\$1,509,880	-4%
Expenses by Division					
Administration	\$477,978	\$513,844	\$517,573	\$494,628	-4%
Accounting	776,744	826,270	834,895	789,468	-4%
Purchasing	221,551	237,036	240,011	225,784	-5%
Total	\$1,476,273	\$1,577,150	\$1,592,479	\$1,509,880	-4%
Employees					
Permanent	15.80	15.80	15.80	15.43	-2%
Hourly	0.25	0.30	0.15	0.15	-50%
Total	16.05	16.10	15.95	15.58	-3%

Budget Highlights

Functions included within 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.

Finance's budget represents a four percent reduction from the previous year, with this reduction coming from several areas. The contract the County has with EMS Management Services for Ambulance billing was renegotiated, resulting in a savings of \$50,000 per year. Additionally, the Mail Courier position was reduced from 40 hours per week to 25 hours per week, meaning there will be only one mail run per day between County buildings and the Post Office as opposed to the traditional two trips per day.

The department additionally implemented E-Payment, a procurement card rebate program. Based on the volume of annual credit card charges and the volume of transactions the County

pays to vendors electronically, Bank of America will pay a rebate back to the County, which is estimated to save \$22,800 in banking services costs next year.

Performance Measurement

Fiscal Year 2011/12

The Departments' outcomes continue to stress the importance of accurate financial information, such as revenue forecasting and recommendations on the use of fund balance. The Accounting Division will focus on accurate and timely payments, including generating vendor payments accurately 99 percent of the time as evidenced by corrected checks. The Purchasing Division continues to place their highest priority on the timely and economical procurement of goods and services by using cooperative purchasing alignments, using informal quotes when appropriate, and holding their annual educational Purchasing Workshop. The departments' goal to make County operations more environmentally friendly by encouraging County departments and contractors to purchase recycled and other environmentally preferable products was reduced from 10 percent of purchases to 20 percent.

Fiscal Year 2010/11

At midyear, all outcomes for the Finance Department have been achieved or on target to be achieved including:

- Assisting with the development of the Fiscal Year 2011/12 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.
- Making accurate and timely payments (an average of 600+ checks and Electronic Funds Transfer (EFT) payments) to all vendors on a weekly basis.
- Conducting a departmental survey with a 90 percent satisfaction rate, in the spring of 2011.
- Making County operations more environmentally friendly by encouraging County departments and contractors to purchase at least 10 percent recycled and other environmentally preferable products.

Fiscal Year 2009/10

- The Department received 100 percent positive answers of "Agree" or "Strongly Agree" on their departmental survey.
- The contractor for ambulance billing achieved an 83 percent collection rate.
- The internal auditor's tests were completed by the end of the fiscal year and the Comprehensive Annual Financial Report (CAFR) was completed by December 31, 2009.
- Promoted purchasing recycled products in every department by collaborating with Utilities and Engineering's Recycling Program.

FINANCE ADMINISTRATION

Statement of Purpose

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

Outcomes

1. The Finance Department assists with the development of the Fiscal Year 2012/13 budget by providing the Budget Office with information on a timely basis, normally by October 31, 2011, 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 follows the requirements of the Local Government Budget and Fiscal Control Act. The Finance Department ensures that transactions comply with these requirements by:
 - a. Monitoring all financial transactions in accordance with the annually adopted Budget Ordinance.
 - b. Accurately recording all amendments to the County's Budget Ordinance within 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. Review of internal controls and testing of transactions for selected departments before June 30, 2012, to ensure the financial integrity of the County.
 - b. Completing the County's Comprehensive Annual Financial Report (CAFR) by October 31, 2011, and submitting to the Local Government Commission by December 1, 2011.
 - c. Submitting the CAFR to the Board of Commissioners, other County departments, agencies, and citizens by December 31, 2011.

- d. Submitting the CAFR to the Government Finance Officers Association (GFOA) for the Certificate of Achievement for Excellence in Financial Reporting by December 31, 2011.
- 4. The County is responsible for financing major capital projects including those for the local public schools and community college. The goal of the Finance Department is to maximize cash on hand and borrow money as cheaply as possible.
 - a. The department will plan, execute, and oversee all underwriting and debt issuance of Catawba County including any approved new debt financing issues needed for Public Schools, Community College, or renovations/additions to County facilities or equipment.
- 5. The County uses PeopleSoft as its financial accounting and human resources software. Upgrades are necessary to ensure that the County is using the latest technology available.
 - a. The Finance department will assist with the implementation of PeopleSoft upgrades with the intention of having these available to users no later than December 31, 2011.
- 6. 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 (EFT) payments) to all vendors on a weekly basis by:
 - a. Processing all documentation received and generating vendor payments accurately 98 percent of the time as evidenced by corrected checks.
2. Compliance with all Federal, State, and local guidelines by:
 - a. Processing and distributing 100 percent of the 1099s by January 31st for vendor tax records.
 - b. 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 two years or more) in order to produce documentation for the annual audit by processing additions, deletions, and transfers by August 31st.
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. Compliance with all Federal, State, and local guidelines to prevent any penalties and enable employees to maximize their employee benefits by:
 - a. Processing and distributing 100 percent of Form W-2s by January 31st for employees' tax records.
 - b. Reporting, processing, and paying of Federal and State taxes and employee benefits when due 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 all payments within five working days 98 percent of the time
 - b. Process a monthly billing cycle by mailing bills within five working days of cutoff 98 percent of the time.
 - c. Processing refund requests within 10 working days 98 percent of the time.
 - d. Coordinate collection efforts with third party ambulance billing service company to ensure a 78 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. Educate departments on what cooperative purchasing alliances and State Contract have to offer and 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 90 percent satisfaction rate.
 - f. Assisting departments in obtaining informal quotes (for purchases of supplies and equipment less than \$90,000) are obtained effectively and at the best value.
 - g. Maintaining a list of vendors, review State Contract, and cooperative purchasing contracts and solicit 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 20 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 continue to encourage and promote procurement of recycled products.
 - b. Maintaining a log of all procurement of recycled products.
3. In order for our vendor base to better reflect the diversity of our County; strive to reach the County's Minority Outreach goal of 5 percent for informal and formal building construction projects by:

- a. 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 all Purchasing staff is familiar with the postal equipment and mail route in the event the mail courier is absent. Maintain a regular schedule for the mail route; comply with special requests when feasible.
 - b. Conduct departmental survey with a 90 percent satisfaction rate.

Government Agencies - Justice Center

Organization: 180050

	2009/10 Actual	2010/11 Current	2011/12 Requested	2011/12 Approved	Percent Change
Revenues					
State	\$233,691	\$229,000	\$229,000	\$229,000	0%
General Fund	(222,948)	(218,500)	(218,500)	(218,500)	0%
Total	\$10,743	\$10,500	\$10,500	\$10,500	0%
Expenses					
Personal Services	\$0	\$0	\$0	\$0	0%
Supplies & Operations	10,743	10,500	10,500	10,500	0%
Capital	0	0	0	0	0%
Total	\$10,743	\$10,500	\$10,500	\$10,500	0%

Other Government Costs

Organization: 190050

	2009/10 Actual	2010/11 Current	2011/12 Requested	2011/12 Approved	Percent Change
Revenues					
Local Sales Tax	\$14,708,891	\$14,012,670	\$14,348,203	\$12,764,768	-9%
Beer & Wine Tax	117,869	107,250	325,000	325,000	203%
Cable TV Reimbursements	687,586	600,000	600,000	600,000	0%
JCPC Projects	127,797	96,083	0	84,186	-12%
JCPC Planning	14,251	15,000	0	12,750	-15%
Indirect Cost	507,656	419,361	401,548	449,894	7%
Miscellaneous	1,183,407	1,008,650	1,014,276	1,014,276	1%
Fund Balance	0	8,199,081	10,173,799	5,244,348	-36%
DHR County Share	(11,522,953)	(11,551,046)	(11,618,828)	(11,585,955)	0%
From General Capital Projects	0	0	0	0	0%
General Fund	(5,590,301)	(12,520,399)	(15,037,939)	(8,585,566)	-31%
Total	\$234,203	\$386,650	\$206,059	\$323,701	-16%
Expenses					
Personal Services	\$26,825	\$157,177	\$157,000	\$184,000	17%
Other					
Adult Probation Lease	19,000	38,004	24,350	24,350	-36%
Employee/Social Committee	13,550	15,100	14,335	11,125	-26%
Hickory Airport Tower	10,374	6,000	10,374	3,365	-44%
JCPC Projects	147,129	147,622	0	84,186	-43%
Joint JCPC Planning	13,789	15,000	0	12,750	-15%
NCACC Conference Planning	(4,134)	0	0	0	0%
WPCOG - Future Forward	7,670	7,747	0	3,925	-49%
Total	\$234,203	\$386,650	\$206,059	\$323,701	-16%

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. A 10 percent reduction in total JCPC funding is projected.

Expenses for the Hickory Airport Tower are reduced to match the funding provided by Burke County.

Spending reductions and alternative uses of revenue resulted in a reduction in fund balance applied.

Contingency

Organization: 190100

	2009/10 Actual	2010/11 Current	2011/12 Requested	2011/12 Approved	Percent Change
Revenues					
Special Contingency	\$0	\$50,000	\$50,000	\$50,000	0%
General Fund	0	210,000	210,000	310,000	48%
Total	\$0	\$260,000	\$260,000	\$360,000	38%
Expenses					
Contingency	\$0	\$210,000	\$210,000	\$310,000	48%
Special Contingency	0	50,000	50,000	50,000	0%
Total	\$0	\$260,000	\$260,000	\$360,000	38%

Budget Highlights

Contingency provides funds to meet any unforeseen needs during the year for both regular and reinventing departments. The budget includes an increase of \$100,000 in contingency funds. With the reductions in the budget over the past several years, departments have less ability to respond to unplanned expenses and there is still uncertainty in State funding for election equipment maintenance.

The Special Contingency line allows for minor increases to the budget during the year that come from sources such as small grants, increased State funds, etc. By using this contingency, no action is required by the Board of Commissioners to amend the budget in order to appropriate these funds.

Transfers From the General Fund

Organization: 190900

	2009/10 Actual	2010/11 Current	2011/12 Requested	2011/12 Approved	Percent Change
Revenues					
From General Capital Projects	\$0	\$0	\$0	\$0	0%
From Schools' Capital Projects	2,474,631	0	0	0	0%
General Fund	4,464,512	7,000,386	11,252,388	4,292,449	-39%
Total	\$6,939,143	\$7,000,386	\$11,252,388	\$4,292,449	-39%
Expenses					
Citizens' Alert System	\$10,341	\$15,285	\$14,666	\$15,056	-1%
Emergency Telephone System	0	0	0	0	0%
General Capital Projects	0	200,000	0	1,348,500	574%
General Capital Reserve	300,000	71,443	274,157	0	0%
Reappraisal Fund	439,680	397,685	413,222	371,643	-7%
Rescue Squads Fund	661,898	661,898	661,898	0	0%
Rescue Squads - Medical 1st Response	338,602	338,602	338,602	0	0%
Rescue Squads - FTE	33,862	0	0	0	0%
Schools' Capital Projects	0	0	3,345,000	0	0%
Self Insurance Fund	1,454,760	1,753,500	2,629,750	1,782,250	2%
Solid Waste	0	0	0	0	0%
Water & Sewer Fund	3,700,000	3,561,973	3,575,093	775,000	-78%
Total	\$6,939,143	\$7,000,386	\$11,252,388	\$4,292,449	-39%

Debt Service

Organization: 910050

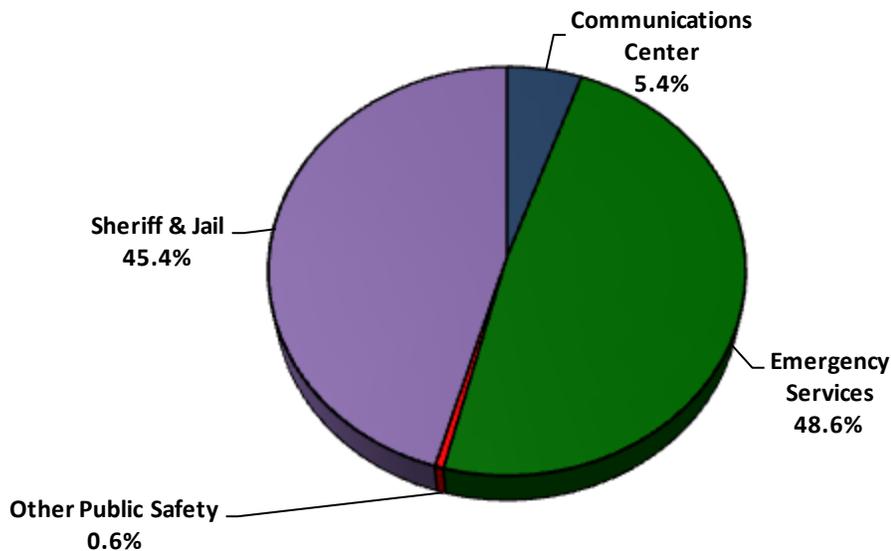
	2009/10 Actual	2010/11 Current	2011/12 Requested	2011/12 Approved	Percent Change
Revenues					
1st 1/2% Sales Tax	\$1,662,381	\$1,595,745	\$1,416,112	\$890,133	-44%
1st 1/2% Sales Tax - Food	0	0	211,603	213,698	0%
2nd 1/2 %	12,839	0	0	0	0%
Proceeds - G.O. Refunding Bond	0	0	0	0	0%
From General Capital Projects	69,670	0	0	0	0%
From Schools' Capital	50,000	50,000	50,000	50,000	0%
From Schools' Construction	0	322,792	0	6,612	-98%
Installment Purchase - Proceeds (CVMC)	0	1,820,791	1,415,475	1,415,475	-22%
Lottery Proceeds	1,500,000	1,500,000	1,500,000	2,040,000	36%
General Fund - Jail Debt	1,450,000	1,500,000	1,409,465	1,409,465	-6%
General Fund - 2 cents (schools - 03/04)	2,900,000	3,000,000	3,100,000	3,100,000	3%
General Fund - 2 cents (schools - 07/08)	2,900,000	3,000,000	3,100,000	0	0%
General Fund - 1 cent (schools - 07/08 - eff. FY 11/12)	0	0	0	1,550,000	0%
General Fund	7,831,613	8,775,848	8,743,878	8,727,762	-1%
Total	\$16,714,122	\$21,565,176	\$20,946,533	\$19,403,145	-10%
Expenses					
School Bonds	\$6,984,839	\$5,602,380	\$4,728,330	\$4,728,330	-16%
Community College Bonds	463,655	327,400	189,780	189,780	-42%
Installment Purchase - Schools	5,575,255	8,359,400	5,294,990	5,294,990	-37%
Installment Purchase - CVCC	411,778	646,945	392,110	392,110	-39%
Build America Bonds - Schools	0	0	738,020	631,815	0%
Build America Bonds - CVCC	0	0	246,010	210,610	0%
School Construction Bonds	0	0	1,075,430	1,853,910	0%
QZABs Financing	50,000	50,000	50,000	50,000	0%
To Schools' Construction - Future Debt	0	0	2,180,263	0	0%
Certificates of Participation - CVMC	0	1,820,791	1,415,475	1,415,475	-22%
Certificates of Participation - CVCC	637,065	620,300	603,525	603,525	-3%
Certificates of Participation - Schools	2,768,556	2,695,185	2,623,135	2,623,135	-3%
Certificates of Participation - Jail	1,485,355	1,442,775	1,409,465	1,409,465	-2%
Total	\$18,376,503	\$21,565,176	\$20,946,533	\$19,403,145	-10%



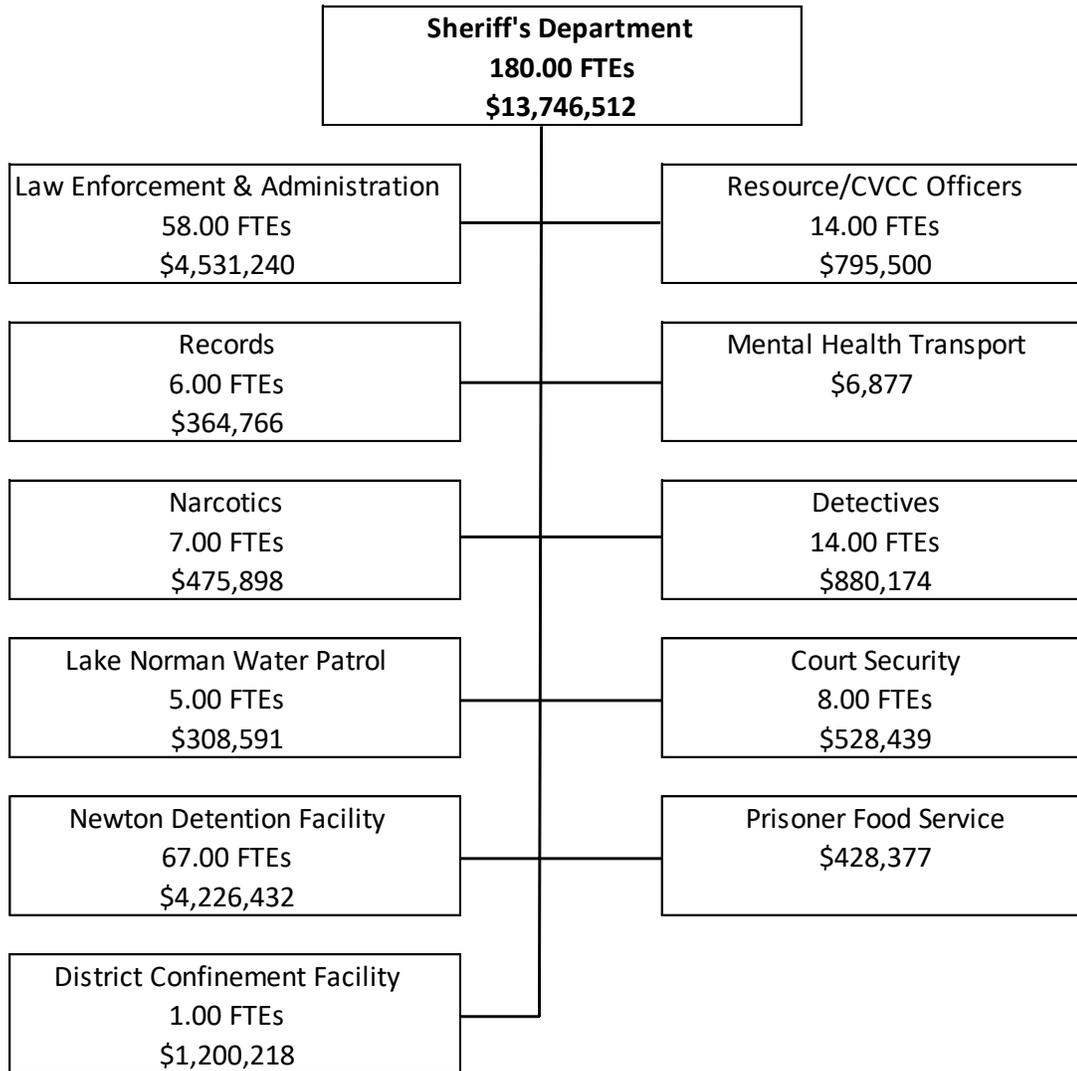
PUBLIC SAFETY

The Public Safety function is composed of the Sheriff's Department, Emergency Services, 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 Public Safety function budget is \$30,245,511 representing 15.7 percent of all expenditures for the fiscal year. 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

Summary

	2009/10 Actual	2010/11 Current	2011/12 Requested	2011/12 Approved	Percent Change
Revenues					
Federal	\$343,753	\$168,698	\$104,957	\$104,957	-38%
State	47,712	35,000	37,000	37,000	6%
Federal & State	95,298	81,402	84,594	84,594	4%
Local	646,421	905,827	899,951	674,951	-25%
Charges & Fees	428,349	387,150	428,334	428,334	11%
Miscellaneous	118,456	82,650	77,100	77,100	-7%
From Narcotics Seized Fund	0	0	0	0	0%
From Self Insurance Fund	0	0	0	0	0%
General Fund	11,755,701	12,105,801	12,260,501	12,339,576	2%
Total	\$13,435,690	\$13,766,528	\$13,892,437	\$13,746,512	0%
Expenses					
Personal Services	\$9,136,631	\$9,705,037	\$9,827,061	\$9,768,858	1%
Supplies & Operations	3,907,633	3,644,836	3,699,476	3,585,546	-2%
Capital	391,426	416,655	365,900	392,108	-6%
Total	\$13,435,690	\$13,766,528	\$13,892,437	\$13,746,512	0%
Expenses by Division					
Law Enforcement & Admin	\$4,158,944	\$4,301,579	\$4,474,924	\$4,531,240	5%
CVCC Officer	147,137	154,742	156,950	157,879	2%
Resource Officers	614,723	635,166	635,465	637,621	0%
Records	361,958	380,404	389,322	364,766	-4%
Mental Health Transport	5,370	9,697	6,877	6,877	-29%
Crime Prevention	114,282	130,381	0	0	0%
Narcotics	333,526	358,228	375,561	475,898	33%
Detectives	806,155	860,467	901,032	880,174	2%
Lake Patrol	305,565	394,521	396,103	308,591	-22%
Court Security	476,682	518,862	536,687	528,439	2%
Newton Detention Facility	3,939,949	4,300,187	4,273,925	4,226,432	-2%
Prisoner Food Service	442,971	486,377	486,377	428,377	-12%
District Confinement Facility	1,728,428	1,235,917	1,259,214	1,200,218	-3%
Total	\$13,435,690	\$13,766,528	\$13,892,437	\$13,746,512	0%
Employees					
Permanent	180.00	177.00	177.00	180.00	2%
Hourly	7.34	11.07	10.05	10.05	-9%
Total	187.34	188.07	187.05	190.05	1%

Budget Highlights

The Sheriff's Department budget is relatively flat compared to Fiscal Year 2010/11. The budget reflects reductions in part-time, overtime, uniforms, equipment and juvenile housing based using School Resource Officers during summer months in other divisions to save money and on historic under spending in these areas. Reductions are also made to contractual food services as

a result of rebidding inmate meals at less cost. The cost to operate the Burke Catawba District Confinement Facility (BCDCF) is reduced as a result of paying off the debt.

The budget includes funds for two new Road Patrol Deputies which could be hired in January subject to response time and call volume analysis. Additionally, Sheriff Reid reassigned the Lieutenant in charge of Crime Prevention to Road Patrol along with a Lieutenant in the Jail to increase Road Patrol staffing. He further consolidated the remaining officer in Crime Prevention and operating expenses into the Law Enforcement and Administration budget.

Federal funds are decreased next year as a result of a grant for a Domestic Violence Investigator ending. The department has experienced an 81.7 percent increase in the number of Domestic Violence Orders (DVOs) served since 2007. This position will be funded locally now that the grant has ended.

The budget includes one new Narcotics Investigator to help the department address drug tips received from the public. A Criminal Investigator previously assigned to the Lake Norman Regional Patrol will be reassigned to Narcotics as well.

Funds to replace 17 vehicles and purchase two new vehicles for the new Road Patrol Deputies, if hired, are included in the budget.

Performance Measurement

Fiscal Year 2011/12

The Sheriff's Department response time outcome for emergency calls is increased from 8 minutes to 10 minutes based on last year's response times. Call volume and response times will be reviewed this summer in comparison to other similarly sized counties to aid in future decision making about road patrol needs. The department will also work with Technology to provide online access to police report online and allow citizens to report select crimes online such as lost or stolen cellular phones. The department will also continue to try to enhance personal safety by offering educational programs.

Fiscal Year 2010/11

The Sheriff's Department is on target to meet most of its outcomes. As of December 2010, the Sheriff's Department has accomplished the following:

- Processed a total of 4,944 hours of training. This includes both sworn and non-sworn officers.
- School Resource Officers have presented 99 classes in areas of safety, drug and alcohol abuse, and bullying to the students in middle and high schools and participated in 19 student club meetings.
- Field Base Reporting (FBR) is working very well at this time. Reports are uploaded daily from FBR to the Department's Records Management System (RMS) and reports are available within 24 hours after upload completed.

- 538 cases were assigned to the Investigations Division with 279 of those cases closed for an overall clearance rate of 51.4 percent. All homicides during the period were solved. The overall average suggests that the outcome for violent and property crime has been exceeded.

Fiscal Year 2009/10

The Sheriff's Department achieved 33 of its 39 outcomes for Fiscal Year 2009/10.

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.

The Criminal Investigations Division has been successful in improving services to victims of domestic violence serving 810 DVOs this year, an increase of 7 percent. Since the Federally grant funded unit began two years ago, there has been 9 percent increase in the number of incident reports compared to domestic violence related calls for service and more importantly cases investigated as a percentage of calls for service increased from 0 percent to 13 percent. At the same time, domestic violence calls remained steady compared to a 42 percent increase in the year prior to the unit's inception.

The Sheriff's Office did not achieve its outcome to respond to emergency calls within seven minutes. Actual emergency response time averaged 10 minutes 21 seconds, up from seven minutes eight seconds the prior year. Much of this increase is attributed to increased total call volume of 2,198 calls or 4 percent last year. The call volume increase was actually driven by priority 3 calls which include breaking and entering, disorderly conduct, missing person, indecent exposure, mental subject, and stolen property. These calls appear to be delaying emergency responses. This outcome is also probably too aggressive based on the amount of time it takes to travel from one end of a zone to the other. The outcome was increased to eight minutes in Fiscal Year 2010/11 but will have further review.

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, seven day 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. Strive to achieve a 10-minute response time to priority 1 emergency law enforcement calls from the time of dispatch to arrival on scene. Actual emergency response time for Fiscal Year 2009/10 was 10 minutes, 31 seconds (monthly average of 4,843 calls for service). Three administrative positions were moved to Road Patrol to handle the growing call number.
2. Maintain the professionalism of the department and enhance officer knowledge and skills by providing monthly in service training for all the officers of the Sheriff's Office. This will ensure the North Carolina Sheriffs' Training and Standards' mandates are met, as well as sending as many officers as possible to specialized schools to enhance their job knowledge, abilities, and performance. In-service is 24 hours sworn, and 16 hours for non-sworn justice officers (estimated annual 2,400 plus jail staff 1,952 hours).
3. Serve and protect people in Catawba County without the use of excessive force by law enforcement officers as evidenced by maintaining a complaint rate well below the national average for Sheriff's Offices. Bureau of Justice Statistics reports that Sheriffs' offices received complaint rates of 3.4 per 100 fulltime sworn officers and 7.1 per 100 officers responding to calls for service.
4. Provide Security and Safety for the employees and visitors to the Catawba County Justice Center by active participation with the safety committee. Two annual fire drills, tornado drills, and a lock down drills will be performed and evaluated for improvement. Security access will be maintained for Sheriff's Office and all Justice Center employees, including Repay, Clerk of Courts, Vital Records, judges and lawyers.
5. Enhance the existing relationship between the criminal justice system and the Community by:

- a. Providing 100 educational programs to social, civic, school, business, and religious organizations including tours of the department on a request basis, and introducing the officers that patrol the particular areas where the programs take place.
 - b. Participating in the Criminal Justice Careers Summer Internship Program in conjunction with Catawba County Public Schools to provide 15 rising seniors annually with firsthand experience and knowledge of criminal justice careers.
6. Enhance the personal safety of senior citizens in Catawba County by:
- a. Continuing to educate seniors through Safe Senior presentations and promote the Triad program, (a program that involves senior citizens, Sheriffs, and Chiefs of Police, working together in areas of importance to seniors, such as telemarketing fraud, flimflams 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. Continuing to promote and expand the Are You OK Program. This program calls seniors or individuals with disabilities each morning Monday through Friday from 7 am to 11 am to make sure they are OK.

SCHOOL RESOURCE OFFICERS

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 a counselor in some instances when listening to and assisting students, faculty and parents with various problems and concerns in the law enforcement field. They 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 giving students the knowledge they need to keep themselves safe and free from abuse and damage to their bodies by providing at least five educational presentations, per semester to the students in our area middle and high schools, in areas of safety, drug and alcohol abuse, and North Carolina Law.
2. Improve safety in the school environment by:
 - a. Providing faculty and parents with the knowledge they need to assist their students and children to grow up safe and drug free by providing at least two educational presentations, per semester to the faculty and parents in our area middle and high schools.
 - b. Participating in School Safety Committee and other committees as requested by the principal at their respective school assisting the committees in safety procedures for the school.
 - c. Assisting with updates to the schools' crisis plan and attending training at least once a year for school crisis situations.
 - d. Raising awareness on drinking and driving through programs to students that will be attending the prom in the spring to make sure we have a safe prom night.
3. Decrease fights, weapons, and illegal substances by:
 - a. Deterring the possession and use of unlawful weapons and drugs on the campuses of the schools in the Catawba County School System utilizing the departments K-9 Unit to conduct searches of the campuses, selecting days of

- search on a random basis, as well as, upon request from the principal of the school, when feasible.
- b. Assisting Guidance Counselors with students who have been identified for bullying and behavior problems. They will work with students as needed or suggested through the Guidance Office.
 - c. Will take reports on all crimes committed at the schools and counsel with the person committing the crime, if possible, at the time of the incident.
4. Enhance security measures by:
- a. Providing security service during extracurricular activities to ensure students' safety. SROs will coordinate security for all ball games and events that occur at their perspective school and will assist and provide security for field trips at their schools as requested.
 - b. Accompanying School Social Workers as requested to make home visits to students of their perspective schools. This has a two-fold purpose with one being the safety of the social worker and the other for the officer to check out living conditions or other issues that may be at the home.
 - c. Will make security inspections of the school every month and make suggestions to school safety committee and/or principal on issues that they may find.
5. Each School Resource Officer will achieve a satisfaction rating of 90 percent or better from faculty and staff at their respective schools based on the Department of Justice's indicators of school crime and safety.

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. Enhance public safety and homeland security efforts by establishing radio interoperability of Catawba County with surrounding counties and cities by:
 - a. Continuing to work with the Piedmont Area Communications Council to implement its 11 county Voice Interoperable Plan for Emergency Responders (VIPER).
 - b. Continuing pursuit of any available budget or grant funding to purchase additional 800 Mhz mobile and portable equipment for this ongoing project.
2. Improve customer service by working with Information Technology to provide online RMS/police reports, online incident reporting for selected crimes such as lost or stolen cellular phones, and application for handgun purchase permits. Work with the Information Technology Center to provide better citizen interaction in these areas.
3. Work with Information Technology Center and vendors to provide access to digital imaging of present and past records that cannot be destroyed. This will reduce storage size; enhance record accessibility, ease of dissemination, and no loss of data quality through time.

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. This is done in an attempt to reduce drug use and trafficking in Catawba County. Drug Task Force operations afford the opportunity for all local departments to participate in a joint effort to reduce drug activity.

Outcomes

1. Improve criminal investigation communication and information sharing between divisions of Sheriff's Office and other law enforcement agencies by receiving and dissemination of TIP information.
2. Decrease drug trafficking in Catawba County by working through the Catawba Valley Drug Task Force to dismantle major drug trafficking organizations operating in the County or those drug organizations that do business in Catawba County.

DETECTIVES

Statement of Purpose

The Detective Division 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. Suicides are not crimes, but they are worked like homicides until determined that it is a self-induced death.

Outcomes

1. The Criminal Investigations Division will continue to improve services through maintaining an above average number of cases closed (current clearance rate is 51.4 percent). Many cases do not result in arrest, but are handled through other peace keeping means. Success is measured through maintaining a high ratio of cases closed to those that are assigned. Investigator statistics are being kept showing:
 - a. Number of cases assigned.
 - b. Number of cases closed (by arrest, arrest by another agency, unfounded, prosecution declined, victim's refusal to cooperate).
 - c. Number of cases inactivated.
 - d. Number of cases closed by leads exhausted.

2. Domestic Violence Unit will continue to provide comprehensive services to victims of domestic violence, dating violence, sexual assault, and stalking by:
 - a. Continuing to provide proactive victim referrals including: written service providers' materials; Crisis Line number to First Step; and Lead Court Advocates contact information. Unit will continue to respond to the domestic violence cases, as they occur.
 - b. Working closely with victims and District Attorney's Office to increase the prosecution rate of cases. Unit will continue to promote a positive atmosphere to assist victims of domestic violence.
 - c. Focusing on "evidence based prosecution" which relies on physical and circumstantial evidence in lieu of victim testimony. Early and follow-up photographs of injuries, victim/witness interviews, and suspect interviews provide the state the opportunity to prosecute cases with hesitant victims with the expectation that prosecution will begin to deter offenders.

3. Child Sexual Assault Investigations will continue to provide investigative services in association with Social Services to provide the best treatment and care of victims, while gathering sufficient evidence to prosecute offenders.

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:
 - a. Host boater safety classes sponsored by the North Carolina Wildlife Resource Commission. As of May 1, 2010, the State mandates attendance of a boater's safety class to obtain a certificate to operate a vessel with a motor of 10 horsepower or greater on the waterways of North Carolina. G.S. 75A-16.2.
 - b. Certifying new Lake Patrol employee (Brandon Styers) with the North Carolina Resource Commission to instruct and certify new vessel operators on the waters of Lake Norman.
2. Improve community policing in Sherrill's Ford-Terrell area by continuing to enforce State and local laws, respond to calls for service, assist victims, investigate crimes, and deter crime by being highly visible. Officers will:
 - a. Reach the public sector by attending homeowners' association meetings in assigned work areas.
 - b. Reach the private sector by working with area business to deter property crimes, and work on crime prevention efforts.
 - c. Document and investigate reported crimes that need further investigation and follow up with the reported victim.
 - d. Set up checking stations in problem areas of the area to be visible for concerned citizens and deter the criminal element for continuing undesirable conduct.
3. Maintain an average clearance rate above the State's clearance rates, which are 54.5 percent on violent crimes (murder, rape, robbery, assault), and 23.3 percent on property crime (burglary, larceny, vehicle theft).

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, and ensuring the smooth and safe movement of inmates between the Newton and Burke-Catawba Detention Facilities, the courtroom areas, and other detention facilities.

Outcomes

1. Ensure the courts operate without incident by applying an integrated approach that ensures the safety of the court system and its participants by:
 - a. Effectively evaluating, planning, and proactively managing threats and potential threats directed toward the court system, implementing steps to correct the threats or developing plans for future security improvements.
 - b. Continuing to seek improvements to ensure the safety of people coming into both the Justice Center and Hickory Courthouse. During the calendar year 2009, a total of 348,261 people were processed thru the Justice Center front door security station and 116,625 people through the Hickory Courthouse.
 - c. Working closely with the Officers to evaluate personnel and/or equipment needs to minimize wait time at entrance, and facilitate staffing to courtrooms. Will continue to use part time officers until planned courtrooms expansion.
2. Provide law enforcement representation on the Catawba County Drug Treatment Court Council by attending staffing meetings, overseeing the Drug Court security, and running criminal histories for program applicants. Will assist the Coordinator and Probation Officer when requested in arresting a client.

NEWTON DETENTION FACILITY

Statement of Purpose

The purpose of the Newton Detention Facility is to provide for the safety and security of inmates who are incarcerated there by fairly and humanely ensuring that their physical, mental, and medical welfare is provided for within the framework of statutes, rules, and procedures as required by State and Federal government.

Outcomes

1. Continue to ensure safe and efficient operation of the Jail facility by addressing operational procedures, regulations, and manpower. Work with Jail supervisors to ensure the manpower requirements are met, which includes over 30 days of mandatory training. Work with vendors and maintenance to ensure upkeep and safety. Teams will work on ways to prevent damages to Jail property by inmates, such as tampering with sprinkler system, graffiti, and any destruction to Jail property.
2. Continue to train staff and meet or exceed North Carolina Sheriff's Training Standards. Detention Field Officer Training program ensures that all new employees receive the proper training to work in the facility. In-service is 40 hours sworn and 16 hours for non-sworn Detention Officers (estimated annual 1,952 hours).
3. Work closely with the contracted Jail medical staff to identify ways to save money on inmate medical costs while maintaining essential medical health care standards. Medical staff will provide after hours care for our inmates' mental and physical health. Other avenues include identifying less expensive drugs, and obtaining discounted rates for medical services. Staff will also follow protocol for Jail Physician's approval on all non-emergency referrals requiring outside physician and Jail transportation.
4. Protect the community and improve efficiencies by checking for local warrants as well as State and National wants on all inmates as soon as possible after incarceration, and before release in an attempt to make sure all charges are settled at time of release. This will avoid the need for re-arrest on pre-existing charges, and save time and money due to less processing time of inmates. Will be updating the policy and procedure manual to ensure uniformity in the operation of each shift.

PRISONER FOOD SERVICE

Statement of Purpose

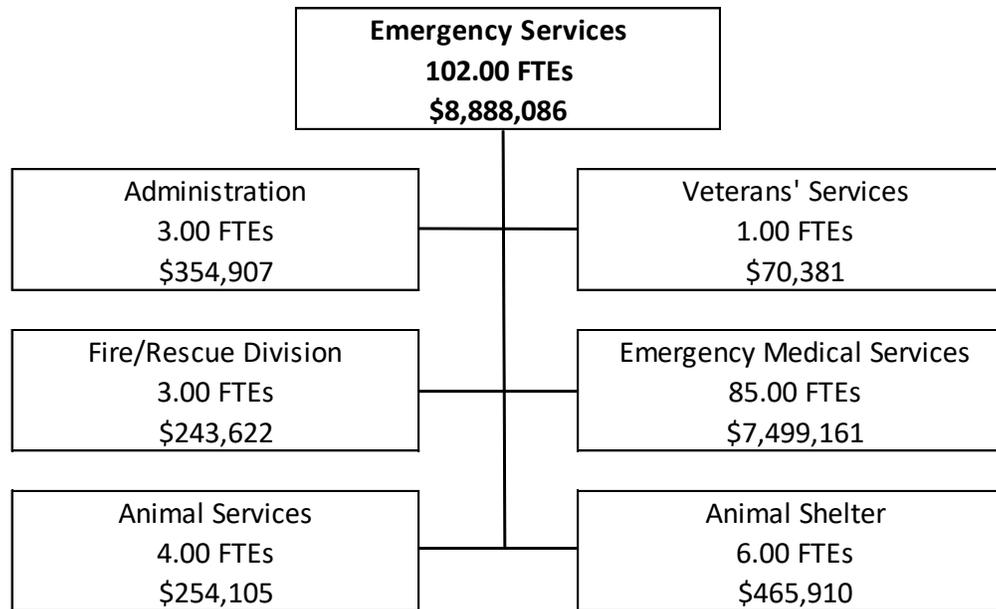
To feed the inmates well-balanced meals as required by the State of North Carolina Department of Human Resources.

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

Summary

	2009/10 Actual	2010/11 Current	2011/12 Requested	2011/12 Approved	Percent Change
Revenues					
Federal	\$78,130	\$20,000	\$20,000	\$20,000	0%
State	237,037	2,000	2,000	2,000	0%
Federal & State	572,447	420,000	500,000	500,000	19%
Local	92,418	62,992	63,200	63,200	0%
Charges & Fees	5,048,593	5,022,143	5,213,994	5,313,994	6%
Miscellaneous	80,068	41,000	47,100	47,100	15%
General Fund	2,420,213	3,477,311	3,170,189	2,941,792	-15%
Total	\$8,528,906	\$9,045,446	\$9,016,483	\$8,888,086	-2%
Expenses					
Personal Services	\$6,350,494	\$6,873,087	\$6,839,384	\$6,849,763	0%
Supplies & Operations	1,326,526	1,520,615	1,561,529	1,491,153	-2%
Capital	851,886	651,744	615,570	547,170	-16%
Total	\$8,528,906	\$9,045,446	\$9,016,483	\$8,888,086	-2%
Expenses by Division					
Administration	\$52,052	\$88,345	\$388,303	\$354,907	302%
Emergency Management	482,281	322,830	0	0	0%
Veterans' Services	54,412	60,530	70,238	70,381	16%
Fire/Rescue Division	194,580	225,307	245,336	243,622	8%
Emergency Medical Services	7,102,778	7,628,093	7,558,892	7,499,161	-2%
Fire Fighting Alarms	33,600	33,600	33,600	0	0%
Animal Control	197,327	219,600	253,555	254,105	16%
Animal Shelter	411,876	467,141	466,559	465,910	0%
	\$8,528,906	\$9,045,446	\$9,016,483	\$8,888,086	-2%
Employees					
Permanent	102.00	102.00	102.00	102.00	0%
Hourly	18.22	14.48	11.62	11.62	15.98
Total	120.22	116.48	113.62	113.62	-2%

Budget Highlights

The budget for the Emergency Services Department represents a 1.7 percent reduction from Fiscal Year 2010/11. This reduction came from targeted areas, such as eliminating Firefighting Alarm payments for fire districts to provide interdepartmental mutual aid (\$33,600), eliminating the AED Initiative (\$30,000), not replacing one cardiac monitor due to our excellent maintenance program (\$35,000), renegotiating our Medical Services contracts (\$7,500), EMS small tools and equipment (\$7,772), as well as small amounts from areas like repair of office equipment, part-time wages, and office supplies. The majority of these reductions were made based on the department's level of spending over the past three to five years.

The Emergency Services budget includes the replacement of three ambulances and a Quick Response Vehicle due to high mileage. Not replacing these vehicles could jeopardize the Board of Commissioners eight minute County-wide average response time goal because of the increased potential for ambulances to break down on emergency calls due to high mileage. The need for these vehicles is also crucial due to the continued increase in calls over the last ten years, and the expected increase in call volume in the coming year.

The department's budget also includes several fee increases, necessitated to maintain the department's position above the Medicare allowable reimbursement rate. Falling below this rate will prevent the County from maximizing this available revenue source, and these new County rates were set after a comparison of charges nationwide. After the fee increase, the County remains 15-20 percent below the national standard for these fees.

Performance Measurement

Fiscal Year 2011/12

While outcomes continue to focus on service to the public, several outcomes for Fiscal Year 2011/12 have changed to better demonstrate the results achieved by the Emergency Services department. Some of the new outcomes include the following:

- Veterans' Services will increase awareness of its Special Assistance Program for veterans who are homebound, in nursing homes, or assisted living facilities.
- Animal Services will keep "a healthy and safe environment" for Shelter staff and animals by completely sanitizing the Shelter at least twice a year. This will reduce the risk of a virus or bacteria outbreak.
- EMS will achieve a target rate for proper use of air support and transport to the appropriate treatment facility on a patient's primary transport.
- Fire and Rescue will continue to inspect 97 percent of all structures subject to a fire inspection and ensure that 100 percent of inspections are conducted by inspectors with all necessary certifications.
- Emergency Management will provide public education classes about what to do when severe weather occurs.

Fiscal Year 2010/11

The Emergency Services Department has achieved or is in the process of achieving most of its outcomes for Fiscal Year 2010/11. Outcomes for Fiscal Year 2010/11 emphasize service to the public, studying future community service needs, reevaluating department programs, and community education. One important public service measure is response times for Emergency Medical Services. EMS was able to maintain an average response time to less than eight minutes in each month of the first half of the fiscal year. EMS responded to a total of 12,086 requests for service from July 1, 2010, through December 31, 2010. Of these, 6,022 were emergency calls, and the average response time for this period is 07:40.

As of October 2010, the Fire/Rescue Division has eliminated the current backlog of fire inspections that has developed over the past several years. This will continue to be a high priority for the division in order to ensure the safety of citizens and to mitigate the risk of fire within the County.

Animal Services has placed 86 animals in foster homes the first six months of this fiscal year, representing a 115 percent increase over the last six months of last fiscal year. The number of animals returned to owners during this six month period was 211. During the same period in Fiscal Year 2009/10, 246 were returned to owners. This decrease may be due to factors such as the economy and owners not wanting to redeem bite animals and/or the owner's inability to afford any required fees.

Fiscal Year 2009/10

Emergency Services Department achieved 14 of its 22 outcomes for Fiscal Year 2009/10. Outcomes for Fiscal Year 2009/10 emphasize service to the public, studying future community service needs, reevaluating department programs, and community education. One important public service measure is response times for Emergency Medical Services. EMS was able to maintain an average response time to less than eight minutes in each month of the first half of the fiscal year, which was a challenging task due to the inclement weather and high call volume of December 2009. Even with these conditions, EMS maintained an average response time of 7:52 during that month.

Animal Services has experienced a 16 percent increase in the number of animal received as the shelter. Staff has been able to increase adoptions over 30 percent, which is far above the targeted increase of 8 percent. However, the overcrowded conditions at the Shelter have caused greater sickness and disease among the animals, which has led to a 4.7 percent of all adopted animals being returned to the shelter due to sickness and/or disease. This exceeds the target of less than 1 percent.

Veterans' Service successfully sought out individuals who qualify for veterans' dependent scholarships. Veterans' Services was able to distribute scholarship packets to all County high schools. Staff was able to meet its goal of submitting eight scholarships to the North Carolina Division of Veteran Affairs, and six full scholarships were awarded to students this year.

Emergency Medical Services continues to ensure citizens receive prompt emergency and medical care by maintaining an eight minute average response time in reaching a call location. The average response time for Fiscal Year 2009/10 was 07:37. In addition, EMS has maintained a response time under eight minutes over the past ten years despite an increases in workload. For example, in Fiscal Year 2009/10 call volume increased 4.5 percent over the previous year. Moreover, call volume has increased over 26 percent over the past five years and over 67 percent over the past ten years. Emergency call volume has experienced similar trends.

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 Coordinator 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 Coordinator is responsible for managing the Emergency Operations Center (EOC) and a number of mobile assets for use during large scale events as well as coordinating the County's Radiologic Event Plans and preparedness program including the community notification systems. The division 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. Complete an evaluation and update the County Emergency Operations Plan utilizing the CPG-101 (FEMA Community Preparedness Guide 101) crosswalk. Completion of this review will ensure that the County has an up to date plan that addresses all necessary hazards and threats and ensures responsibilities are assigned to appropriate agencies that have the capability to carry out assigned roles.
2. To increase staff's proficiency in quickly tracking operations, submitting State and Federal Reports, and requesting assistance in the event of a disaster, Emergency Management will provide at least one software training class as well as two exercises (or real events) that require the use of Web EOC (the County's Emergency Operations software). Achievement will be demonstrated by the Emergency Services managers responding to an unannounced drill, at the Emergency Services Director's discretion, in which they must activate the EOC and launch Web EOC to enter at least one situation report and three resource requests within 30 minutes of activation.

3. Promote citizen understanding of severe weather and equip them to make informed decisions regarding personal and family safety by offering at least two severe weather awareness programs to the public utilizing National Weather Service Skywarn Training materials.
4. Update Catawba County's portion of the Statewide Mutual Aid Agreement for Emergency Management to ensure that requests for assistance through the Statewide Mutual Aid Agreement during disasters can be expedited and assistance delivered as quickly as possible to Catawba County.

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 awareness of Veterans' Affairs' Special Assistance Program, which helps offset the high cost of long-term care among Catawba County's growing population of veterans who are homebound or in nursing homes and assisted living facilities, the Veterans' Office will hold at least one evening seminar a month at an assisted living facility, as well as periodic seminars at local agencies and facilities who serve veterans around the County.
2. To increase the number of eligible children of disabled veterans who receive college scholarships, Veterans' Services will submit at least eight scholarship applications, with a potential award of up to \$200,000, to the North Carolina Division of Veterans' Affairs. Veterans' Services will also promote awareness of the scholarship's availability through various means, to include press releases, social media, local radio, and utilization of the County's Citizen Alert System.

FIRE/RESCUE DIVISION

Statement of Purpose

The Fire/Rescue Division helps coordinate fire department and rescue squad functions in the County while keeping the Board of Commissioners informed regarding fire department and rescue squad activities through the Director of Emergency Services and the County Manager. The Fire/Rescue division coordinates, with the Emergency Services Director, the use of equipment, training, and response to incidents involving hazardous materials. The Fire/Rescue division works with law enforcement agencies (both State and local) to combat arson and unlawful burning. Fire education remains a constant goal to make every citizen aware of the dangers of fire and to continue a viable fire safety program in the school systems. Additionally, the Fire/Rescue division 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 number of occupancies is projected to be inspected during the next three year cycle in each municipality:

Brookford	38
Catawba	45
Claremont	50
Maiden	186
Long View	230

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

Brookford:	21
Catawba:	9
Claremont:	21
Maiden:	49
Long View:	79

2. To reduce the amount of preventable fires in occupancies, Fire/Rescue will work to inspect at least 97 percent of properties in the County that are subject to fire inspection, as measured by examining all occupancy fires against Fire/Rescue's inspection records.
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.

EMERGENCY MEDICAL SERVICE

Statement of Purpose

It is the mission of Catawba County Emergency Medical Service (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, the EMS Division's ambulances will maintain an eight minute average response time in reaching a call location. From the time of an emergency call to when an EMS ambulance arrives at a call location will average no more than nine minutes and 30 seconds because of a 90 second dispatch time average for the Communication Center.
2. Ensure customers receive the highest quality pre-hospital care available by utilizing a comprehensive Quality Management Program. EMS will perform protocol compliance evaluations on 100 percent of incidents and achieve a 90 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. Aeromedical Evacuation from a scene
 - d. 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 is striving to provide top quality customer service to the residents of Catawba County. This service will also ensure that animals adopted out are healthy and the citizens are educated in the proper care of these animals.

Outcomes

1. Increase the number of animals adopted or placed in foster homes or rescue groups from 1,358 in Fiscal Year 2009/10 to 1,458. This will be accomplished by participating in local adoption events, working with foster and rescue groups, and publicizing opportunities through local media outlets.
2. In order to create a safe environment for Catawba County citizens and animals, Animal Services will maintain compliance with State regulations that govern the maximum capacity at the County's Animal Shelter. The current Animal Shelter has a maximum capacity of 78 animals; however, the Shelter currently houses an average of 150 animals per day. This is a result of the required hold time for various animals and efforts to adopt as many animals as possible. In order to meet this outcome, the Animal Shelter will have to euthanize an average of 20 animals per day.
3. To continue to move towards the construction of a new Animal Shelter building and/or renovation of an existing structure, Animal Services will increase the amount of revenue and donations generated by the Animal Shelter by \$8,000 as compared to Fiscal Year 2010/11.
4. During the first six months of Fiscal Year 2010/11, there were 211 animals returned to owners that had been dropped off by citizens or captured by Animal Control Officers. During Fiscal Year 2011/12, we will maintain the number of animals that are returned. This will be accomplished by placing a microchip in all cats, dogs and ferrets adopted from the shelter and by stressing the importance of microchipping through various media outlets.
5. 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.

Other Public Safety Activities

Organization: 270050

	2009/10 Actual	2010/11 Current	2011/12 Requested	2011/12 Approved	Percent Change
Revenues					
State	\$0	\$0	\$0	\$0	0%
General Fund	247,722	175,105	173,620	167,629	-4%
Total	\$247,722	\$175,105	\$173,620	\$167,629	-4%
Expenses					
Civil Air Patrol	\$405	\$405	\$405	\$405	0%
Conflict Resolution Center	15,000	13,750	13,500	13,063	-5%
Court Improvement Board	25,488	25,142	25,142	25,142	0%
Hickory Fire Department	66,741	0	0	0	0%
Lake Norman Marine Commission	25,500	24,735	23,500	23,500	-5%
Pretrial Services	107,088	103,798	103,798	98,608	-5%
Repay, Sentencing Service Program	7,500	7,275	7,275	6,911	-5%
Total	\$247,722	\$175,105	\$173,620	\$167,629	-4%

Budget Highlights

The Repay Sentencing Service Program provides sentencing information to the presiding superior court judge to assist in evaluating whether community based placement is appropriate for the offender. Offenders then receive assistance for problems that contribute to the reoccurrence of crime and are returned to gainful employment. Repay provides Pretrial Services to inmates in the Catawba County Detention Center and the Burke Catawba District Confinement Facility designed to control population numbers by expediting cases through the district and superior courts. Repay also provides services to the Court Improvement Board to assist with planning, organizing, and coordinating issues identified in the Justice System Review Report conducted by Tech Solve and accepted by the Board of Commissioners on October 6, 2008. Tech Solve identified inefficiencies in the system that inhibit the judicial process and inefficiently use available resources. The Court Improvement Board (CIB), composed of the two Superior Court Judges, the Chief District Court Judge, District Attorney, Sheriff, Clerk of Court, County Manager, and County Attorney, oversee this service.

The Conflict Resolution Center was established in 1997 and is 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.

Lake Norman Marine Commission is funded equally by the four counties (Catawba, Lincoln, Iredell, and Mecklenburg) bordering Lake Norman. Their objective is the safety and recreation on the lake. 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, promoting safe boating, and maintaining water quality on the lake.



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 the most current state-of-the-art 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 98 percent of all calls within 10 seconds. (Calendar Year 2010 – 98 percent within 10 seconds)
 - b. Maintain a 75 second or less average dispatch time on all emergency calls throughout the County. (Calendar Year 2010 - 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. Continue working with the State Highway Patrol, the Piedmont Area Communications Council, and local public safety agencies in general to establish radio and emergency interoperability between agencies in Catawba County and the surrounding area.
 - a. Work with the State Highway Patrol to replace and rebuild radio towers in Catawba County as funded under Homeland Security grants.
 - b. Work with the Piedmont Area Communications Council to implement its 11 county interoperability grant.
 - c. Work to cultivate joint ventures between regional and local public safety agencies to generate savings through pooled resources.
 - d. Take an active part at the State level in development of 911 center standards and funding.

Communications Center

Organization: 280100

	2009/10 Actual	2010/11 Current	2011/12 Requested	2011/12 Approved	Percent Change
Revenue					
State	\$5,106	\$0	\$0	\$0	0%
Federal & State	0	0	0	0	0%
Miscellaneous	19,718	20,259	20,867	20,867	3%
General Fund	1,503,756	1,615,965	1,616,317	1,620,307	0%
Total	\$1,528,580	\$1,636,224	\$1,637,184	\$1,641,174	0%
Expenses					
Personal Services	\$1,266,201	\$1,356,454	\$1,386,758	\$1,390,748	3%
Supplies & Operations	262,379	279,770	250,426	250,426	-10%
Capital	0	0	0	0	0%
Total	\$1,528,580	\$1,636,224	\$1,637,184	\$1,641,174	0%
Employees					
Permanent	29.00	29.00	29.00	29.00	0%
Hourly	2.37	2.24	1.88	1.88	-16%
Total	31.37	31.24	30.88	30.88	-1%

Budget Highlights

The total recommended budget remained virtually the same. State law changed in the current year to allow additional expenses in from Emergency Telephone Surcharge revenue. Operating costs in the General Fund decreased as a result of shifting costs for repair and maintenance of radio equipment and replacement of chairs located in the center to the Emergency Telephone Fund.

Performance Measurement

Fiscal Year 2011/12

Outcomes for the Communication Center continue to focus on ensuring citizens receive prompt emergency and public safety assistance by answering calls within 10 seconds and maintaining a 75 second average dispatch time. This goal is decreased from 90 seconds last year as the department exceeded the goal by dispatching calls in an average of 50.42 seconds during the past fiscal year and 48 seconds during last calendar year. To ensure services are courteous and accurate, the Center has added an outcome to maintain a ratio of sustainable complaints of less than 1:1,000.

Fiscal Year 2010/11

The Communications center is on target to meet all outcomes for Fiscal Year 2010/11, accomplishing the following through midyear:

- During the first half of the fiscal year, the Communications Center has answered 98.2 percent of calls within 10 seconds.
- During calendar year 2010, the department had an average dispatch time on all emergency calls of 48 seconds.

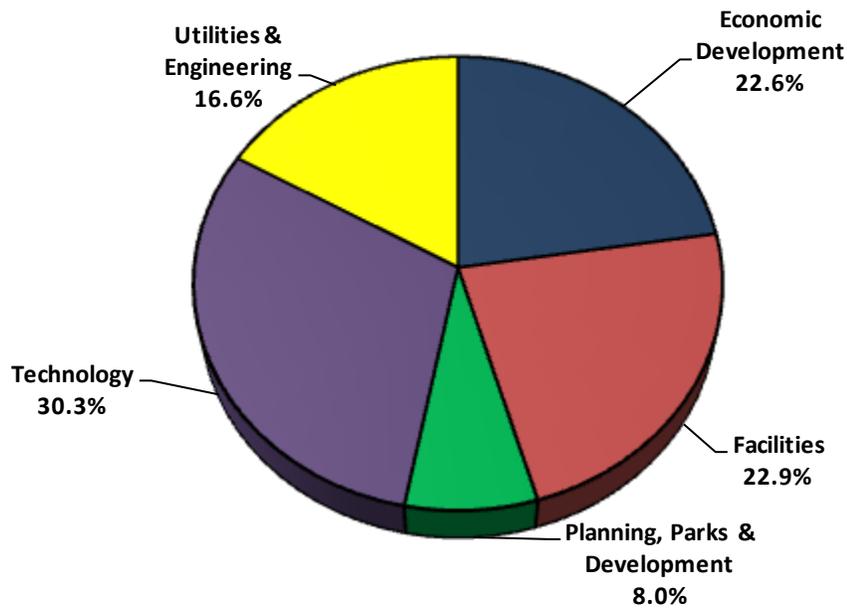
- Assistance to Firefighters Grant is complete, 356 800 MHz portable radios were purchased for Fire and Rescue, with 20 800 MHz mobiles purchased for EMS. The programming is complete and training for these will be conducted sometime mid-January.

Fiscal Year 2009/10

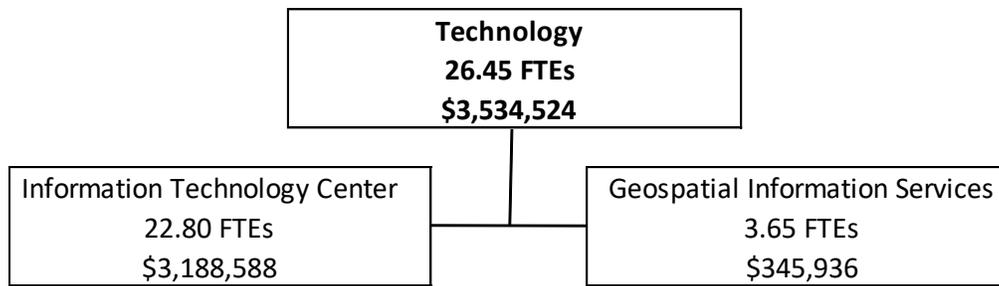
The 911 Emergency Communications Center continued to dispatch emergency public safety calls in an average of 50.42 seconds, which was better than their goal of 90 seconds. Work continued on developing an interoperable radio communications system within Catawba County and the surrounding area. At this point, 800 MHz equipment is in place and functioning at some level for EMS, Fire, Rescue, and Law Enforcement dispatch. Grant funding has been secured that with County matching funds will be enough to essentially complete the conversion to 800 MHz from VHF over the next year.

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 \$11,662,505 or 6.06 percent of the total expenditures.



Catawba County Government



Technology Department

Summary

	2009/10 Actual	2010/11 Current	2011/12 Requested	2011/12 Approved	Percent Change
Revenues					
Local	\$366,378	\$307,438	\$395,526	\$402,610	31%
Charges & Fees	6,031	8,500	6,500	6,500	-24%
Miscellaneous	0	0	0	0	0%
Indirect Cost	445,316	456,591	461,942	461,942	1%
Mental Health Contracts	81,078	88,162	0	0	0%
From E-911	0	0	0	0	0%
From Wireless 911	0	0	0	0	0%
Proceeds - Installment Purchase	0	0	0	0	0%
From General Capital Projects	0	0	0	0	0%
General Fund	2,643,008	2,850,630	2,869,868	2,663,472	-7%
Total	\$3,541,811	\$3,711,321	\$3,733,836	\$3,534,524	-5%
Expenses					
Personal Services	\$1,905,707	\$1,978,630	\$2,001,130	\$1,948,160	-2%
Supplies & Operations	1,636,104	1,732,691	1,732,706	1,586,364	-8%
Capital	0	0	0	0	0%
Total	\$3,541,811	\$3,711,321	\$3,733,836	\$3,534,524	-5%
Expenses by Division					
Information Technology Center	\$3,222,153	\$3,361,232	\$3,381,938	\$3,188,588	-5%
Geospatial Information Services	319,658	350,089	351,898	345,936	-1%
Total	\$3,541,811	\$3,711,321	\$3,733,836	\$3,534,524	-5%
Employees					
Permanent	29.45	27.15	27.45	26.45	-3%
Hourly	0.50	0.50	0.50	0.50	0%
Total	29.95	27.65	27.95	26.95	-3%

Budget Highlights

The Technology Department includes the Information Technology Center (ITC) and the County's Geospatial Information Services (GIS). The Communications Center also falls under the oversight of the Chief Information Officer (CIO) due to the highly technical nature of the 911 Emergency Center but remains budgeted within the Public Safety section of the document so citizens can more easily find the budget.

The Fiscal Year 2011/12 budget for ITC and GIS is a 5 percent decrease compared to the previous year. The department decreased expenses by over \$182,000, which came from the elimination of one vacant position, reduced repair and maintenance of office equipment expenses, reduced contractual services, reduced training and travel, as well as supplies for the department. Other savings are obtained from a reduction in debt expenses for existing server and telephone technology and extension of the replacement schedule for some computers from five to six years.

Performance Measurement

Fiscal Year 2011/12

Technology outcomes continue to focus on maximizing the use of existing technologies, enhancing department services and efficiency by providing and supporting applications specific to department needs, and providing timely and accurate information via the Internet and Intranet. Technology will continue to block 99 percent of security risks, maintain an uptime of 99.9 percent for enterprise services, and maintain an uptime of 99.9 percent for web services and online transactions.

GIS outcomes continue to focus on providing timely information to stakeholders by providing GIS information on the website with less than a 1 percent downtime, supporting County applications with 2 percent or less downtime, completing public requests within 24 hours 95 percent of the time and maintaining a satisfaction rating among departments supported with GIS data of 95 percent or higher.

Fiscal Year 2010/11

The Information Technology Center and Geospatial Information System are on target to meet all outcomes for Fiscal Year 2010/11.

Thus far this year, the department has accomplished the following:

- Maintain a strategic direction of moving appropriate information online. Specifically, downloadable datasets were added for permit information to provide online storm/emergency tracking through social media tools. Mobile tools have been added to allow builders to track building permit details and inspection status from Smartphones.
- GIS continues to maintain base layers such as address points, centerlines, structures, zoning, city limits, etc; and continues to support several departments—Emergency Services, Planning, Parks, and Development; Utilities and Engineering, Board of Elections, Tax, etc.—with maps and analysis.
- Mapping and data requests from the public are responded to more than 95 percent of the time within 24 hours of receiving the request.

Fiscal Year 2009/10

Technology achieved all of its outcomes for Fiscal Year 2009/10. 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 Computer Aided Dispatch (CAD) and will be analyzed over the next year. Technology in units appears to be helping as EMS response times remained the same while responding to an additional 997 calls.

ITC worked with several departments to improve efficiency and effectiveness of work through improved technologies. Implementation of the Firehouse software system for Fire Inspectors is saving an estimated two to three minutes per inspection entry with additional savings anticipated in the future, and investigations can now be linked, allowing for faster identification of fire trends. The Tax Department began scanning business and personal property listing forms to reduce filing space and provide better access to the forms electronically. This freed up approximately 78 square feet of space and allowed them to eliminate 10 large filing cabinets and create additional office space.

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 by 1,743 users per day.

INFORMATION TECHNOLOGY CENTER

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 that 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 quality, integration and cost effectiveness.

Outcomes

1. Maximize the use of new core technologies the County has purchased over the past few years.
 - a. Upgrade the current SAN infrastructure to the latest versions to provide increased capacity, recovery, and speed. The current system is approaching maximum capacity in storage and data access speeds. We have been experiencing slow response from our current servers over the past year. The new SAN hardware will take advantage of Flash Drive technology and Fully Automated Storage Tiering to speed up data access. Recover point and Site Recovery manager will allow failover between sites to be reduced from a full day or more to a matter of hours. It provides the ability to expand the total number of disk drives from 240 to 960 giving us the ability to handle the data storage capacity requirements over the next five years.
 - b. Upgrade the phone system to UCS Server technology from Cisco. The current servers are at end of life in the first quarter of 2012 and, to keep them under contract, they will have to be replaced. This will provide virtual technology for these servers allowing for disaster recovery between Public Health and the Government Center.
 - c. Provide various classes and individual training opportunities to increase the knowledge and abilities of staff throughout the agency and allow them to take full advantage of our current technologies.
 - d. Block 99 percent of the security risks at the perimeter of the network. The Information Technology Center will successfully identify and repair all security events.
2. Enhance department services and efficiency by providing and supporting applications specific to the needs of the department while maintaining an enterprise perspective.
 - a. Work with the Tax Department to analyze at least 10 business processes and where feasible, work to improve these processes through the use of technology and automate at least one of these processes.

- b. Work with Public Health Inventory, School Nurse, Home Health, and business management systems to analyze at least 10 business processes and automate at least one of these processes.
 - c. Improve enterprise Financial and Human Resource system capabilities by upgrading the software systems to current versions.
 - d. Research helpdesk calls to determine high volume areas and reduce the top call area by 10 percent.
3. Provide timely, accurate information and services to citizens, employees, and stakeholders in a variety of methods via the County's Internet and Intranet services.
- a. Maintain a strategic direction of moving appropriate information online. Continually explore and implement services that allow citizens to conduct business anytime and anyplace with the County via the Internet.
 - b. Increase the number of electronic payments 5 percent from previous fiscal year.
 - c. Web services and online transactions will maintain an uptime of at least 99.9 percent.
 - d. Maintain a 90 percent customer satisfaction rating with internal customers.

GEOSPATIAL INFORMATION SERVICES (GIS)

Statement of Purpose

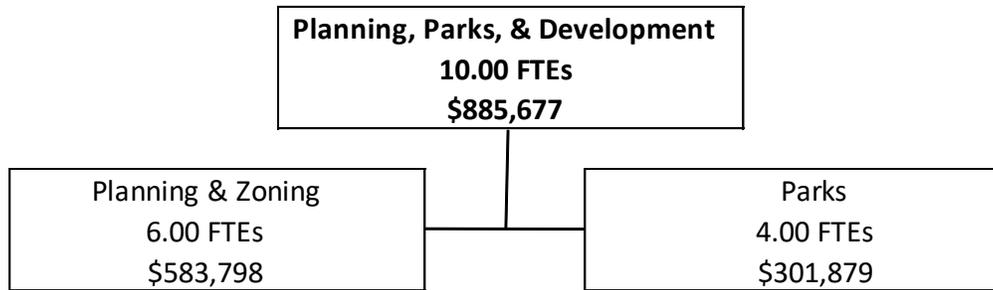
Geospatial Information Services (GIS) provides tools to the user community to enhance and improve the quality of geographically related services including but not limited to planning, building inspections, environmental health, emergency services, economic development, infrastructure, management, facilities'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

Outcomes

1. Provide timely, reliable, valid, and useful geospatial information to our citizens, employees, and stakeholders.
 - a. Provide information via the GIS website with 1 percent or less of downtime.
 - b. Support County applications with current GIS data and maintain 2 percent or less downtime.
 - c. Begin migration to web based applications by replacing one-third (20) of our desktop applications to reduce maintenance fees for licensing in Fiscal Year 2012/13.
2. Provide a timely response to citizens and departments.
 - a. Respond to and complete 95 percent of map and data requests from the public within 24 hours of receiving the request.
 - b. Maintain a 95 percent or higher satisfaction rate with departments supported by GIS.
3. Partner with other GIS agencies through the GIS Consortium to ensure continuity of data by coordinating with the municipalities to create a seamless zoning layer.



Catawba County Government



Planning, Parks, & Development

Summary

	2009/10 Actual	2010/11 Current	2011/12 Requested	2011/12 Approved	Percent Change
Revenues					
Charges & Fees	\$35,616	\$74,579	\$80,994	\$80,994	9%
Local	0	0	0	0	0%
State	4,239	6,770	25,000	25,000	269%
Miscellaneous	64,661	500	500	500	0%
From Self Insurance	9,515	0	0	0	0%
From Community Development	0	0	0	0	0%
General Fund	830,528	846,277	840,538	779,183	-8%
Total	\$944,559	\$928,126	\$947,032	\$885,677	-5%
Expenses					
Personal Services	\$752,791	\$742,595	\$752,546	\$708,054	-5%
Supplies & Operations	182,253	178,031	194,486	177,623	0%
Capital	9,515	7,500	0	0	0%
Total	\$944,559	\$928,126	\$947,032	\$885,677	-5%
Expenses by Division					
Planning & Zoning	\$632,093	\$622,884	\$645,676	\$583,798	-6%
Parks	312,466	305,242	301,356	301,879	-1%
Total	944,559	928,126	947,032	885,677	-5%
Employees					
Permanent	12.00	11.00	11.00	10.00	-9%
Hourly	1.00	2.40	1.70	1.70	-29%
Total	13.00	13.40	12.70	11.70	-13%

Budget Highlights

The Planning, Parks, and Development budget includes the County's planning and zoning efforts and the operation of County parks. The department's overall budget is a 5 percent decrease from Fiscal Year 2010/11, which includes targeted cuts in the Planning division. The Planning Division's budget was cut by \$39,086, equivalent to a 6 percent reduction from the current fiscal year.

Since current planning activities such as rezoning requests and subdivision permits are down from historic levels, the primary reduction in the Planning division comes from the elimination of a vacant full-time position dedicated to current planning. This reduction will not hurt the high level of customer service the division provides or the division's outcomes. Other smaller reduction areas include the elimination of funding for a Water Study from the Western Piedmont Council of Governments, a reduction in part-time wages that are used for digitizing old departmental records, and a reduction in funding for outside conservancies.

Performance Measurement

Fiscal Year 2011/12

The Planning, Parks, and Development department's outcomes for Fiscal Year 2011/12 focus on providing quality customer service, leading and assisting in grant development, providing recreational opportunities for citizens through the County's three passive parks, and serving as change agents within the community by improving the County in terms of the environment, open space, and mobility. During the fiscal year, the department will also complete a Historical Inventory Survey, documenting historic structures located within the County, to help preserve the County's historical heritage and provide information for the Catawba County Historical Society, residents, and visitors alike. In addition, the department will work to maximize Community Rating System Credit points under the National Flood Insurance Program, which may help lower flood insurance rates for County homeowners.

Fiscal Year 2010/11

At mid-year, all of Planning, Parks, and Development's outcomes are on target and expected to be achieved by fiscal year end. Achievements include:

- Adoption of the Carolina Thread Trail Plan by the Board of Commissioners on December 20, 2010.
- Planning staff provided educational outreach to property owners about farming activities in the County to reduce the impacts of conflicting uses through the implementation of the recently adopted Voluntary Agricultural District (VAD) program and by conducting a Farmland Preservation Workshop for farmers. The workshop was conducted in October with surrounding cities to encourage adoption of a VAD Program in their jurisdiction.
- Documentation has been gathered from local, state and national historic entities to conduct a Historical Inventory Survey. Information is currently being reviewed for completeness and discrepancies are being explored. Research and meetings will be conducted to gain additional insight. The department is also exploring the desire to create a historic ordinance after the survey is complete.
- As of December, the Parks Division had recorded attendance of 49,253, well on their way to achieving attendance of 81,000 patrons by fiscal year end.
- Approximately 202 volunteers have provided 909.5 hours of volunteer service at the County Parks.

Fiscal Year 2009/10

Planning and Development achieved 11 of its 15 outcomes for Fiscal Year 2009/10. Planning 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 department was not able to facilitate the improvement of traffic movement on NC Highway 150 because Federal funding for this grant was limited to congressional appropriated projects. However, the department successfully updated the County's Multi-Jurisdictional Hazard Mitigation Plan during the fiscal year.

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. The division also achieved its goal of conducting educational/interpretive programs with no less than 800 patron participants. During the fiscal year, nearly 5,400 patrons participated in a program hosted by the Parks' staff.

PLANNING & ZONING

Statement of Purpose

Conduct a comprehensive planning program, including the administration of the Unified Development Ordinance and the development and implementation of long-range planning studies. The planning program is designed to promote and maintain the orderly physical growth and development of Catawba County which serves to improve the quality of life for its citizens and provide economic development opportunities within the County.

Outcomes

1. Provide quality customer service by expeditiously and accurately reviewing development-related requests/projects through the completion of the following:
 - a. Processing of all rezoning requests and preparation of report(s) and recommendation(s) for submittal to the Planning Board no later than 10 days prior to the scheduled public hearing. Recommendations from the Planning Board to the Board of Commissioners will be forwarded after the public hearing.
 - b. Reviewing and approving of complete non-residential site plans within 10 working days by independently reviewing plans and serving as a member of a technical review team to comprehensively review non-residential site plans and coordinate comments.
 - c. Reviewing and approving of completed applications for residential zoning permits in coordination with the Permit Center for questionable situations (i.e. floodplain, topography, setback issues) within two working days.
 - d. Reviewing of special use, variance and nonconforming applications with submittal of staff reports to the Board of Adjustment within 45 days of receipt of complete application.
 - e. Reviewing of preliminary and final major subdivision plats and field checking final subdivisions for drainage, street layout, and other required improvements as specified in the Unified Development Ordinance within 10 working days of application date and providing reports to the Subdivision Review Board.
 - f. Reviewing of minor and family subdivision plans to ensure compliance with the Unified Development Ordinance within 10 working days.
2. Improve the quality of life for the citizens of the County in terms of the environment, open space, and mobility by serving as change agents whereby planning staff actively shapes and molds planning projects of a local or regional nature. Examples of such projects include the Metropolitan Planning Organization, Catawba River Study Committee, Unifour Recreation and Open Space Task Force, Air Quality Committee, and Public Health's Eat Smart, Move More Committee to explore park partnerships as part of the community's wellness activities.

3. Increase affordable housing opportunities and ensure safe housing for low-to-moderate income persons by administering the following Scattered Site, Urgent Repair, and Individual Development Account Community Development Block Grants, with assistance from the Western Piedmont Council of Governments:
 - a. Scattered Site CDBG – administer the third allocation of the \$400,000 grant to rehabilitate five substandard units owned by low/moderate income elderly homeowners, provide emergency repairs to a minimum of 10 homes, and relocate one homeowner. This grant was awarded October 2009 and the start up began in 2010. This year completes the third year of a three year project.
 - b. Urgent Repair CDBG – Applying for new \$75,000 grant in Spring 2011 and, if approved, will provide minor repair for 15 housing units owned by low/moderate income elderly homeowners. If awarded this grant would begin in the Fall 2011 and should be completed in 2013.
 - c. Individual Development Account (IDA) CDBG - provide down-payment assistance to 30 first-time homeowners through a \$70,000 grant for the Unifour. This grant was awarded in 2010 and is scheduled to be completed in 2013.

4. Improve quality of life opportunities for County citizens, promote tourism and economic development, and retain segments of rural character and wildlife habitat in the County as identified during the community-based small area planning and the Parks Master Plan through the preservation of natural areas in the County. This will be achieved by conducting the following:
 - a. Coordinating with the Foothills and Catawba Lands Conservancies to identify potential preservation areas on the Jacobs Fork River, Catawba River, and/or sites near the County's parks for consideration of acquisition or conservation easements through grants. Also work with the Conservancies to promote agricultural preservation strategies for landowners in the County. This will be ongoing throughout the fiscal year.
 - b. Implementing the adopted Carolina Thread Trail (CTT) Master Greenway Plan by forming the Greenway Trails Advisory Committee to oversee project elements such as Thread Trail designations, installation of official signage, publicity events, and grant applications.
 - c. Promoting our parks to area hotel and restaurant personnel through the Hickory Metro Convention and Visitor Center hospitality luncheons.

5. Ensure that the Unified Development Ordinance (UDO) promotes orderly growth, provides a balance between the private interest and the public good, and is easily understood by the building community by evaluating the UDO on an annual basis to determine any recommended amendments to be presented for consideration by the Board of Commissioners. The focus of the amendments for Fiscal Year 2011/12 will be on evaluating regulations that may be an economic obstacle for new developments and providing more alternatives to encourage new business/development opportunities.

6. Facilitate a planning process to identify additional economic opportunities which will provide additional jobs and tax revenue in the County through the following:
 - a. Developing a Highway 150 Corridor plan which will evaluate current land use plans and regulations which apply to these areas and identify ways to provide for new economic development opportunities based upon changing conditions in the corridor, such as the introduction of public sewer. The corridor plan will be complete by the fourth quarter of Fiscal Year 2011/12.
 - b. Implementing the Planning Action Strategies (PAS) identified for Fiscal Year 2011/12 in the adopted Highway 321 and Highway 16 Corridor Plans. This will be ongoing throughout the fiscal year.
 - c. Developing a Farmland Protection Plan for sustaining agricultural land in Catawba County with a focus on agricultural economic development to recruit younger farmers and provide tools for farm transitioning in the County. The plan will be completed by the fourth quarter of Fiscal Year 2011/12.
7. Provide additional levels of public safety, reduce property loss, and minimize community disruption from the effects of flooding by evaluating the opportunity to maximize the Community Rating System credit points under the National Flood Insurance Program, which could potentially help lower flood insurance rates for citizens in the County. Methods which will be pursued to maximize these credit points include working with Emergency Services to conduct public education and outreach to citizens in flood prone areas, sponsoring a training workshop for surveyors regarding elevation certificates, and pursuing the Certified Floodplain Manager certification for one Planning staff person.
8. To help preserve the County's historical heritage and provide accurate historical information for citizens, homebuyers, and the Catawba County Historical Association, Planning will complete a Historical Inventory Survey and prepare map documenting historic structures located within the County. This will be completed by the third quarter of Fiscal Year 2011/12.

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 Catawba County's unique natural heritage are the primary goals of the Parks Division.

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 81,000 patrons, as evidenced by traffic counter statistics/sign-in sheets and the quarterly Parks Division report. Particular effort will be placed on volunteerism and service to educational institutions.
2. Achieve 750 volunteer labor hours in order to complete Park improvement projects, promote environmental stewardship education, reduce operating costs, and increase community involvement. In an effort to involve youth, these projects will include school and scouting groups when possible. This will be completed as evidenced by the volunteer/project log, sign-in sheets, and the quarterly Parks Division report.
3. Host educational/interpretive programs with no less than 1,600 patron participants as evidenced by daily sign-in sheets. The goal of these programs is to share environmental/interpretive information with the public in an effort to broaden public awareness and participation in the preservation of Catawba County's unique natural heritage.
4. Catawba County parks will be well maintained and offer excellent customer service, as measured by having at least 90 percent of those who complete the Parks satisfaction survey indicate they are either "Very Satisfied" or "Satisfied" with their last overall park experience.

Other Economic & Physical Development

Organization: 420050

	2009/10 Actual	2010/11 Current	2011/12 Requested	2011/12 Approved	Percent Change
Revenues					
State	\$0	\$0	\$0	\$0	0%
Local	72,869	89,780	106,692	106,692	19%
From General Capital Reserve	86,288	83,879	0	0	0%
General Fund	1,249,364	1,113,130	2,548,434	2,526,744	127%
Total	\$1,408,521	\$1,286,789	\$2,655,126	\$2,633,436	105%
Expenses					
Chamber of Commerce - Edison Project	\$0	\$0	\$25,000	\$3,000	0%
Chamber of Commerce - Visitor Information Center	2,132	2,500	2,500	2,500	0%
Community Schools	12,788	0	0	0	0%
Convention & Visitors Bureau	33,125	20,000	19,000	19,000	-5%
Economic Development Commission	268,139	268,139	267,460	267,460	0%
EDC Apple	0	0	1,546,420	1,550,223	0%
EDC Baker	8,578	11,086	11,086	10,982	-1%
EDC Centro	0	0	0	0	0%
EDC CommScope	71,169	68,209	54,926	0	0%
EDC Convergys	0	10,600	10,600	10,501	-1%
EDC Ethan Allen	0	0	8,065	7,990	0%
EDC Fiserv	0	19,765	19,765	19,580	-1%
EDC Flowers	84,051	62,025	0	0	0%
EDC Getrag	718,517	200,000	0	0	0%
EDC Marketing	25,000	50,000	50,000	50,000	0%
EDC Pierre Foods	0	0	60,220	59,657	0%
EDC Popplemann	0	24,075	24,075	23,850	-1%
EDC Target	0	417,188	417,188	471,531	13%
EDC Turbotec	0	0	8,027	7,952	0%
NC Wildlife Commission - Beaver Mgmt.	4,000	4,000	4,000	4,000	0%
TDA - City of Hickory	86,288	83,879	81,471	81,471	-3%
Water Transfer	50,000	0	0	0	0%
WPCOG - Air Quality	1,918	2,000	2,000	0	0%
WPCOG - Carolinas Innovation Group	1,500	1,500	1,500	1,500	0%
WPCOG - Dues	40,816	41,323	41,323	41,989	2%
WPCOG - Sister Cities	500	500	500	250	-50%
Total	\$1,408,521	\$1,286,789	\$2,655,126	\$2,633,436	105%

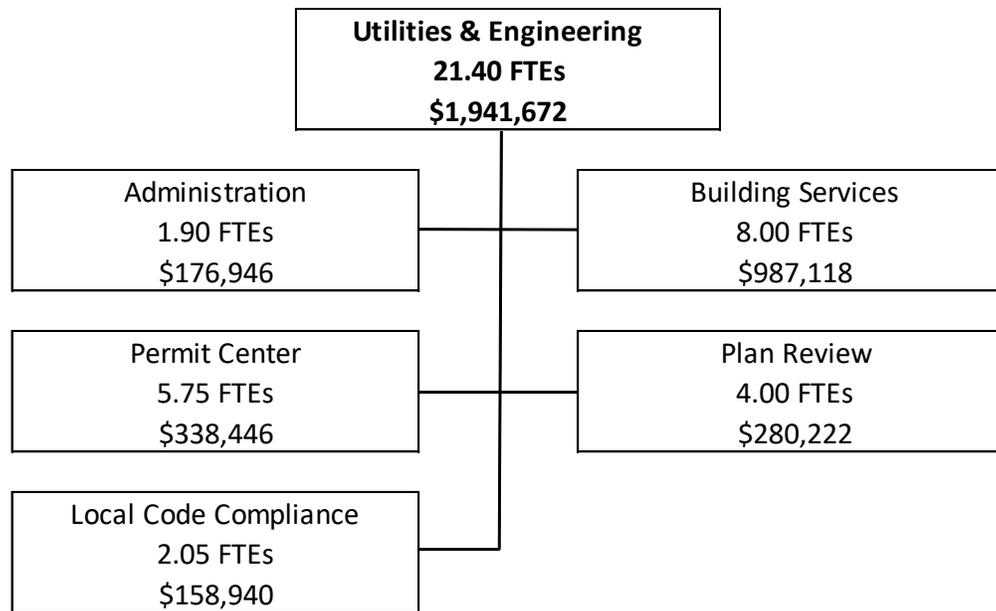
Budget Highlights

New incentives are included for Pierre Foods, Ethan Allen, and Turbotec. The terms are as follows:

- Pierre Foods – ends in Fiscal Year 2015/16
- Ethan Allen – ends in Fiscal Year 2013/14
- Turbotec – ends in Fiscal Year 2013/14
- Apple – ends in Fiscal Year 2021/22



Catawba County Government



Utilities & Engineering

Summary

	2009/10 Actual	2010/11 Current	2011/12 Requested	2011/12 Approved	Percent Change
Revenues					
State	\$0	\$0	\$0	\$0	0%
Charges & Fees	1,663,520	1,650,818	964,294	964,294	-42%
Miscellaneous	1,271	0	0	0	0%
From Self Insurance Fund	0	0	0	0	0%
From W&S Construction	0	0	0	0	0%
General Fund	695,860	825,366	1,382,696	977,378	18%
Total	\$2,360,651	\$2,476,184	\$2,346,990	\$1,941,672	-22%
Expenses					
Personal Services	\$1,952,284	\$1,992,034	\$1,888,860	\$1,503,782	-25%
Supplies & Operations	408,367	484,150	458,130	437,890	-10%
Capital	0	0	0	0	0%
Total	\$2,360,651	\$2,476,184	\$2,346,990	\$1,941,672	-22%
Expenses by Division					
Administration	\$160,517	\$172,988	\$175,311	\$176,946	2%
Building Services	1,353,643	1,401,749	1,297,002	987,118	-30%
Permit Center	344,755	332,739	336,268	338,446	2%
Plan Review	302,624	345,322	362,617	280,222	-19%
Code Compliance	199,112	223,386	175,792	158,940	-29%
Total	\$2,360,651	\$2,476,184	\$2,346,990	\$1,941,672	-22%
Employees					
Permanent	37.70	32.70	31.70	21.40	-35%
Hourly	0.00	0.30	0.00	0.00	0%
Total	37.70	33.00	31.70	21.40	-35%

Budget Highlights

The Utilities and Engineering Department includes Building Services, Plan Review, Permit Center, Erosion Control, and Local Code Compliance. The Utilities and Engineering Department's budget is a 22 percent reduction compared with the Fiscal Year 2010/11. The department's budget includes significant reductions to Building Services, which has experienced a 43 percent decrease in building inspections over the past several years. Since Fiscal Year 2007/08, the number of total permits issued, plans reviewed, and building permits issued has decreased by over 20 percent. Overall, there are 11 abolished positions, with 10 coming from Building Services and 1 coming from the Code Compliance division.

Performance Measurement

Fiscal Year 2011/12

Outcomes for Fiscal Year 2011/12 continue to focus on providing services in an efficient manner while ensuring the safety of citizens through enforcement of State and local code requirements and education of the public on those requirements. Despite significant budget reductions in

the Building Services division, staff will continue to provide these services while maintaining a high level of professionalism and customer service. Some timeframes for things like building inspections may be extended out further than their previous year's levels however due to these reductions.

Fiscal Year 2010/11

All of the Utilities and Engineering Department's outcomes are on target to be achieved by the end of the fiscal year with the exception of one. This outcome includes training Code Compliance Technicians to perform residential Building Level 1 footing inspections. Currently, training has not begun due to budget constraints. Feasibility of training will be analyzed during the second half of the fiscal year.

Overall, the Utilities and Engineering Department accomplished the following during the first half of the fiscal year:

- During the first half of Fiscal Year 2010/11, 205 quality control inspections were performed by Building Services supervisory staff. Two hundred three were approved, which equates to 99.02 percent approval rate. This currently exceeds the target of 95 percent approval rate.
- Building Services has averaged 11.91 inspections per inspector per day.
- The current water and sewer infrastructure needs of the EcoComplex and Resource Recovery Facility are being met, particularly the water and sewer needs of the existing private partners, the Biodiesel Research and Production Facility, and the impending Crop Processing Facility.

Fiscal Year 2009/10

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.

In Building Services, 99.96 percent of 24,232 inspections requested during Fiscal Year 2009/10 were made as requested (only nine inspections moved to the following day), which exceeded the goal of conducting 90 percent of all requested inspections the next day or on the contractors requested inspection date. Moreover, 376 quality control inspections were performed by the supervisory staff. All but nine were approved, which equates to a 98 percent approval rate, and exceeds the target of 95 percent. During the fiscal year, plan review staff examined 98.9 percent of 737 set of plans within 10 days, which exceeded the goal of 97 percent.

UTILITIES & ENGINEERING ADMINISTRATION

Statement of Purpose

Coordinate and manage Utilities & Engineering, Building Services, Plan Review, and Permit Center, Erosion Control and Local Code Compliance in order that the 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. Manage and develop public-private partnerships and funding in conjunction with the development of the EcoComplex and Resource Recovery Facility to increase Catawba County's tax base and create jobs as measured by results of partnership agreements.
2. 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 complaints within 24 hours as measured by recorded complaints and follow up actions.
3. Increase citizen awareness of the functions of Utilities and Engineering and County Government in general through communication and educational efforts to citizens, employees, and other interested parties through the continued efforts of the Departments' Informational Officer as measured by educational tracking logs.

BUILDING SERVICES

Statement of Purpose

The mission of the Building Services Division 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 the Building Services Division 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. 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 complaints within 24 hours as measured by recorded complaints and follow up actions.
 - c. Performing 80 percent of requested inspections by the next day or on the contractors' requested inspection date, with an ultimate goal of performing 100 percent of inspections within this timeframe.

2. Control the cost of training and education by providing certification training and education for inspectors locally in Catawba County when cost effective with the goal of providing a minimum of 60 percent of all required training locally.

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 within the County in an effort to provide convenient locations for the public to acquire permits and information for Building Services, Planning, and Environmental Health in a coordinated, efficient, and friendly manner.

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. Responding to and resolving 98 percent of all customer complaints within 24 hours as measured by recorded complaints and follow up actions.
2. Ensure timely permit issuance through maintaining equity in the workload at each permit center location by tracking the amount of work performed at each location as evidenced by tracking logs and monthly reports.

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. The plan review section 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 and inspections 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, contacting the applicant through email, fax, or telephone with the results within 10 working days. Meeting this outcome will expedite the plan review process allowing construction to begin much sooner, thus, promoting Catawba County's economic development as measured by monthly reporting.
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 and resolving 98 percent of all customer complaints within 24 hours as measured by recorded complaints and follow up actions.
3. Promote awareness and use of time and money saving optional services available to Catawba County customers and citizens, which are:
 - a. The North Carolina Rehabilitation Code, which allows for the renovation of older buildings by relaxing certain requirements for modern buildings. Staff will provide informational materials to customers about this program, which encourages the use of existing buildings as measured by inspection logs.
 - b. Local Option Plan Review, which allows County Plan Review Officials, to perform plan specification and document approval for various building classifications that would otherwise require submittal to the North Carolina Department of Insurance. Measure and report number of plans submitted and reviewed by plan review logs and monthly reports.
 - c. Express Plan Review, which provides customers the opportunity to have their design professionals' meet with local government officials to accelerate plan approval, and permit issuance. This optional service allows projects in most cases to be reviewed and permitted in the same day, thus allowing construction to

begin much sooner. Measure and report the total number of plans submitted and reviewed by plan review logs and monthly reports.

4. To maintain consistent, high quality inspections and to strengthen service to clients, Plan Review Officials will relocate to the Catawba County Government Center from their current location in the Hickory Permit Center because of staff reductions resulting from the lack of building. This will provide central access to citizens, as well as improve building inspection related knowledge by enhancing communication between Building Services supervisory staff, Plan Reviewers, and Field Inspectors in areas such as new code interpretations and proper application, building requirements, and any problems faced by inspectors. Quality customer service achievement will be measured by maintaining a customer services satisfaction rating of 95 percent or above as evidenced by customer survey reports.

LOCAL CODE COMPLIANCE AND EROSION CONTROL

Statement of Purpose

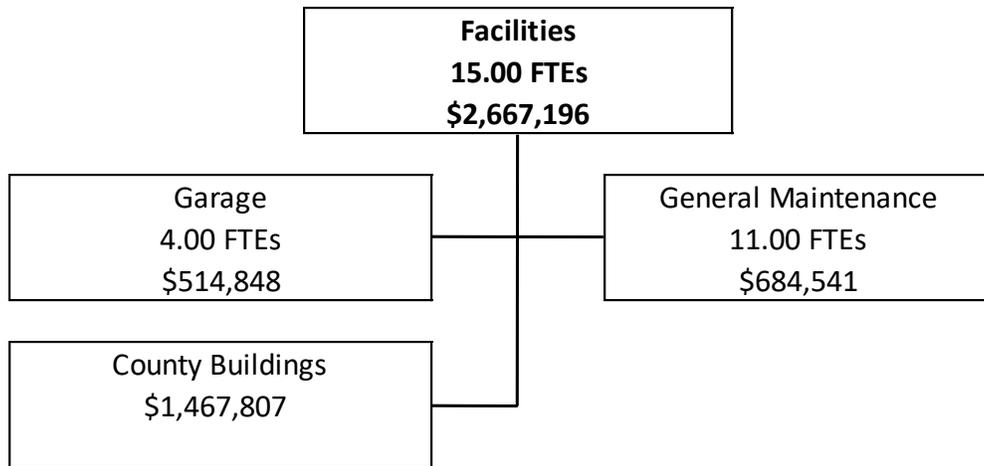
To protect regional water quality through the administration of a local soil sedimentation and erosion control program, providing timely permitting service to local contractors and developers. To protect the health, safety, and general welfare of the citizens of Catawba County through the implementation of the local code compliance program, providing assistance and information to enhance and improve our community and public awareness.

Outcomes

1. Provide timely plan review services by reviewing and permitting 100 percent of all sedimentation and erosion control plans submitted for code compliance and permitting within 10 working days. Meeting this outcome will expedite the plan review and permitting process allowing grading to begin much sooner, thus, promoting Catawba County's economic development as measured by monthly reporting.
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 and resolving 98 percent of all customer complaints within 24 hours as measured by recorded complaints and follow up actions.
3. To promote departmental efficiency, Code Compliance Technicians will perform 100 percent of residential Building Level I footing inspections while 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.
4. Provide public and employee education regarding Soil Sedimentation, Erosion Control, and Stormwater awareness in cooperation with the North Carolina Department of Natural Resources (NC DENR), the County's Waste Reduction Coordinator/Educator, municipalities, and other sources made available as measured by tracking logs.



Catawba County Government



Facilities

	2009/10	2010/11	2011/12	2011/12	Summary
	Actual	Current	Requested	Approved	Percent Change
Revenues					
Charges & Fees	\$7,980	\$7,000	\$7,000	\$7,000	0%
Miscellaneous	38,218	40,000	40,000	40,000	0%
Local	9,890	26,006	26,006	26,006	0%
From Self Insurance	12,860	0	0	0	0%
General Fund	2,530,007	2,665,066	2,675,935	2,594,190	-3%
Total	\$2,598,955	\$2,738,072	\$2,748,941	\$2,667,196	-3%
Expenses					
Personal Services	\$768,036	\$798,005	\$813,094	\$755,839	-5%
Supplies & Operations	1,830,919	1,940,067	1,935,847	1,911,357	-1%
Capital	0	0	0	0	0%
Total	\$2,598,955	\$2,738,072	\$2,748,941	\$2,667,196	-3%
Expenses by Division					
Garage	\$504,327	\$521,328	\$521,091	\$514,848	-1%
General Maintenance	672,488	716,532	722,553	684,541	-4%
County Buildings	1,422,140	1,500,212	1,505,297	1,467,807	-2%
Total	2,598,955	2,738,072	2,748,941	2,667,196	-3%
Employees					
Permanent	16.00	16.00	16.00	15.00	-6%
Hourly	0.00	0.00	0.00	0.00	0%
Total	16.00	16.00	16.00	15.00	-6%

Budget Highlights

The budget reflects a three percent reduction from Fiscal Year 2010/11. This reduction came from several areas, including eliminating a vacant maintenance position, reducing repair and maintenance for all of our buildings based on average actual spending, and smaller reductions to general renovations and automotive parts.

Performance Measurement

Fiscal Year 2011/12

In the upcoming fiscal year, Facilities will continue to focus on their responsiveness to the County's building, vehicles, and equipment needs with a strong emphasis on those that are of highest priority. The Garage Division will provide preventative vehicle maintenance to get the maximum usage out of the life of the vehicle, as well as assist and advise departments in replacing their vehicles. The Maintenance Division will continue to focus on timely workflow and efficiency in responding to facility needs, in addition to fulfilling all County sign requests for repair and maintenance.

Performance Measurement

Fiscal Year 2010/11

Overall, the department is on track to achieve its goals for work order completion including:

- Scheduling and completing 98 percent of all preventive maintenance services within three working days of the scheduled service, as evidenced by work orders.
- Provide quality care and maintenance of vehicles by limiting the percentage of vehicles returned for the same problem within three months to less than 10 percent.
- 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.
- 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.
- Responding to 98 percent of the emergency situations within one hour after notification, as evidenced by work orders: emergency work orders, emergency HVAC requests, emergency electrical problems, and emergency plumbing problems.

Fiscal Year 2009/10

Facilities achieved all outcomes in Fiscal Year 2009/10 including the following:

- Troubleshooting and repairing 94.5 percent of all telephone problems within three working days after notification, as evidenced by work orders, exceeding their goal of 90 percent.
- Responding to and correcting 95 percent of all plumbing problems within three working days after notification, as evidenced by work orders, exceeding their goal of 92 percent.
- Maintaining and repairing 97 percent of all road signs within 15 working days of notification.
- 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.
- Responding to 100 percent of all departments requests and completing written specifications of new vehicles within 10 working days, as evidenced by departmental surveys.

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. Insure the proper care and maintenance of County facilities and grounds by:
 - a. Responding to 97 percent of the emergency situations within one hour after notification, as evidenced by work orders, emergency work orders, emergency HVAC requests, emergency electrical problems, and emergency plumbing problems.
 - b. Responding to and correcting 98 percent of all routine maintenance and repair within five working days, as evidenced by completed work orders.
 - c. Troubleshooting and repairing 92 percent of all telephone problems within three working days after notification, as evidenced by work orders.
 - d. Responding to and correcting 94 percent of all electrical problems within three working days after notification, as evidenced by work orders.
 - e. Responding to and correcting 97 percent of all plumbing problems within three working days after notification, as evidenced by work orders.

2. To install and maintain all road signs for All County named streets and roads for the efficient operation of the Enhanced 911 emergency system and to assist All County travelers by:
 - a. Maintaining and repairing 98 percent of all road signs within 15 working days of notification.
 - b. Installing 98 percent of new road signs within 20 working days after notification.

FLEET MAINTENANCE

Statement of Purpose

Maintain all Catawba County owned/contracted vehicles to the highest quality, efficiency, timeliness 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.

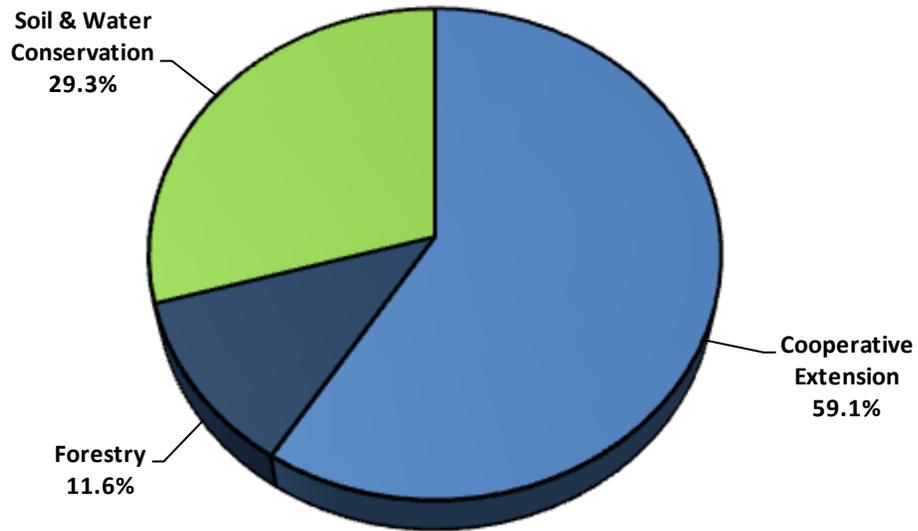
4. Provide adequate tire, parts, and fuel inventories by:
 - a. Maintaining and monitoring, 99 percent of the time, tire inventory to provide tires for the repair or replacement as needed within two hours of the scheduled service, by spot checking inventory monthly.
 - b. Maintaining and monitoring, 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.



ENVIRONMENTAL QUALITY

The Environmental Quality function consists of Cooperative Extension Services, Soil and Water Conservation, and Forestry. This function's budget is \$479,918 or 0.25 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 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

1. One hundred and fifty green industry professionals in the nursery, greenhouse, and landscape business will receive professional training from North Carolina Cooperative Extension (NCCE) throughout the year and be encouraged to adopt and use practices associated with Best Management Practices (BMP), ornamental plant selection, innovative production practices, Integrated Pest Management (IPM), alternatives to conventional practices, and environmentally sound practices related to protection of water quality. Evaluations will be based on implementation of practices adopted and implemented, client self-report and participation in workshops. Those practices related to IPMs and BMPs will impact the amounts of pesticides applied to the environment in Catawba County and will create an awareness among green industry professionals and employees on being better environmental stewards.
2. Twenty additional tracts and/or 1,000 acres of farmland will be enrolled in the Voluntary Agricultural District (VAD) Ordinance. Grant funding will be sought to begin development of a Farmland Protection Plan.
3. One hundred livestock and forage producers will increase their knowledge and implement one or more management practices that will improve farm profitability during Fiscal Year 2011/12. Evaluation methods will include formal surveys of program participants, personal communications with clients to document savings or increased income from practice adoption, participation/attendance in educational programs and financial comparisons of various feeding/marketing methods to determine success. Based on recommendations presented by the Livestock Advisory Committee, North Carolina Cooperative Extension will provide educational programming as listed below.
 - a. Improved skills in evaluating feed ingredients with regard to price and quality that will result in lower feed expenses and/or higher production goals for the farm enterprise.

- b. Improved marketing programs for feeder calves and replacement heifers that will result in increased returns over more traditional marketing methods. The opportunities to market calves through state sponsored graded sales, direct on-farm tele-auction and private treaty will be emphasized this year. A grant from the Rural Advancement Foundation will be sought to help local producers develop infrastructure to assist them in advanced marketing efforts.
 - c. Youth livestock participants will learn responsibility, financial management skills, animal husbandry skills, good decision-making, and livestock selection priorities through their participation in various 4-H youth livestock programs and events. Evaluation will be conducted by participation in club meetings, livestock shows, testimonials from participants and their parents, number of participants who choose career paths in agriculture and gain acceptance at universities and colleges.
- 4. As a result of North Carolina Cooperative Extension programming and with the collaboration and support from Catawba County Public Health and other Catawba County health and wellness education agencies, 90 percent of a projected 300 adults and youth will enhance their ability to make healthy food choices, achieve the recommended amount of physical activity, and reduce risk factors for chronic diseases. Achievement will be measured by client self-report, written evaluation tools, and other evidence of practice adoption.
 - 5. One hundred fifty food handlers and consumers will adopt safer food handling practices that will increase the quality and safety of food that Catawba County residents prepare and consume. Seventy percent of participants will increase their knowledge in one or more food preservation technique, increase their food safety knowledge, and food service employees will receive ServSafe certification. Behavior change will be measured by the number of participants who implement recommended food safety practices and the number of participants who implement ServSafe skills. Pre and post-tests, surveys, client self-report, and national certification scores will measure results.
 - 6. Seventy-five parents and child care educators will increase their knowledge and skills in providing safer, more nurturing, appropriate environments for pre-school age children as a result of participation in educational opportunities offered by North Carolina Cooperative Extension. Parents and child care educators will effectively use recommended parenting and self-care practices, and community resources. Evaluation will be based on the number of participants, number of educational credits awarded, and client reports of changes made as a result of North Carolina Cooperative Extension's programs or resources.
 - 7. As a result of programming efforts, 80 percent of a projected 50 caregivers and older adults will increase awareness and knowledge, change attitudes, develop skills, and adopt practices and behaviors to implement better self-care and care giving skills, and

will increase their ability to effectively use community resources. Results will be assessed by pre- and post-workshop surveys and client self-report.

8. Fifty Catawba County youth and adults (40 adults and 10 youth) will participate in money management workshops. Sixty percent of the participants will increase awareness and knowledge while changing their attitudes about making and using money management plans. Change will be demonstrated by the application of financial management practices to cover basic necessities, increase savings, reduce debt, or build long-term assets. Results will be assessed by pre- and post-workshop surveys and client self report.
9. Fifty adults and youth will volunteer 150 hours delivering 4H educational programs in different locations in the community on behalf of Cooperative Extension. Fifty percent of the volunteers will demonstrate improved confidence, knowledge, and skill in their volunteer role as a result of participating in training offered through Cooperative Extension. Value of training will be measured using a written survey and volunteer hours and value of service collected periodically through the year by Extension staff.
10. Thirty middle and high school students will show improved leadership and related life skills as a result of their participation with the Catawba County Youth Council and 4-H County Council. As a result of participation, students will demonstrate their ability to lead an effective business meeting, gain skills in planning and implementing projects based on needs, and improve self-esteem, leadership, and communication skills based on pre- and post-surveys.
11. One thousand five hundred youth participating in 4-H after-school programs, school enrichment, clubs, or short term programs will build employability skills as they improve their knowledge of science and entrepreneurship and/or improve skills in critical thinking, decision-making, and communication in order to build future employability skills. Changes in knowledge and skill will be measured using written evaluations completed by parents, teachers, and caregivers.
12. Through a collaborative between the United Hmong Association, North Carolina A&T State University, and North Carolina Cooperative Extension, 20 area Hmong farmers will develop improved skills in the following:
 - a. Season extension techniques
 - b. Marketing and selling with new direct markets
 - c. Post-Harvest, handling, grading, packaging, and food safety security tips
 - d. Composting
 - e. Organic production
 - f. Small fruit production
 - g. Pesticide/Insecticide training

This will be accomplished through participation in field demonstrations, mentoring, and technical assistance for individual farmers. The measurement of success will include participant surveys, personal success stories, and one-on-one contact.

13. Twenty dairy and other farmers will potentially maximize farm profitability and demonstrate improved knowledge through implementation of 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
 - g. Maintenance of animal waste operator certification

Evaluations will be based on participation in meetings, workshops, one-on-one assistance, field days, informal feedback, adoption of improved record keeping and business management practices, success stories, and economic impacts.

14. Seventy-five individuals currently active or considering an agricultural enterprise will increase their comfort level in regards to evaluating new enterprise(s) and learning new production and marketing skills. North Carolina Cooperative Extension will hold a "Putting Small Acreage to Work," a "Foothills Fresh Growers Institute," and/or other similar workshops during the Fiscal Year 2011/12 aimed at supporting part-time, limited resource farmers. Evaluations will be based on pre- and post-surveys of workshop participants, one-on-one contact, and participation in the Foothills Fresh local foods initiative.
15. To increase the amount of locally produced food sold, five hundred citizens will receive information on the availability of locally produced foods, the nutritional value of eating locally grown produce, meats and eggs, the ease of procurement, and the economic benefits of purchasing direct from the farmer. This will be accomplished through local marketing and advertising efforts for Foothills Fresh, weekly/monthly articles written for local news publications, workshops, and meetings. Achievement of this goal will be measured by 20 (or higher) percent of local food producers stating they either "agree" or "strongly agree" that they have experienced growth in the amount of locally produced food sold.
16. Twenty-five local food service establishments that offer the most potential for the use of locally produced foods in their menus will be identified for follow up from Cooperative Extension. These establishments will be identified by their positive responses to surveys and other factors that might allow their use of locally produced

foods. The follow-up will consist of increasing their awareness of the availability of local produce, helping them connect with local producers, and teaching them about the economic and health benefits of using local foods. Twenty percent of the identified food service establishments will offer local produce on their menus.

17. Seventy-five horse owners will increase their knowledge of horse management by participating in programs on weed control and pasture management on horse farms, farm management, disease control and prevention, horse evaluation/selection, hay and feed evaluation, and horse waste management.
18. Two hundred and fifty residents of Catawba County will gain an increased awareness of litter issues caused by improper solid waste management through educational programming, workshops, and events offered by North Carolina Cooperative Extension and other relevant agencies including *Keep Catawba County Beautiful (KCCB)*. A major component of roadside litter in Catawba County is plastic shopping bags. KCCB will promote proper disposal of plastic shopping bags and the use of alternative reusable bags. Evaluation will be based on evidence gathered from Litter Index surveys and Litter Sweeps that show a decrease in the number of plastic bags observed as litter. KCCB volunteers will visit 30 local stores and determine the number of stores that currently offer recycling of plastic bags and encourage the use of reusable bags. Stores that currently recycle will receive a letter thanking them for recycling and a sticker to display on their door that says they recycle plastic bags. Stores that do not offer recycling or promote reusable bags will be contacted individually to encourage their participation in the effort.
19. Twenty-five Catawba County residents will adopt one or more new or improved waste management practices such as composting and recycling as a result of educational opportunities provided by North Carolina Cooperative Extension and other agencies concerned with proper solid waste management. Achievement will be tracked through success stories reported by clients, written evaluation, and evidence of practice adoption.
20. North Carolina Cooperative Extension in conjunction with *Keep Catawba County Beautiful* will complete two community beautification projects. Projects will involve participation by communities and will strengthen and improve community responsibility. Projects will encourage ownership of the community by the residents which is the most effective way to reduce litter in the community. Documentation of pre and post beautification litter amounts will be used to measure the impact the two projects made in reducing litter for the communities.
21. Five hundred citizens will show increased knowledge and awareness of proper plant selection, plant management, and/or pest management practices in residential and community landscapes. This outcome will be met through plant clinics, workshops, and

individual consultations. Evaluation will be based on contact data, success stories presented by clients, and written evaluation.

22. Seventy-five individuals will adopt one of more environmentally sensitive landscaping practices as a result of participating in North Carolina Cooperative Extension's educational programs. Programming will include proper watering and fertilizing methods, erosion control, landscaping to encourage wildlife, conserving and protecting ground and surface water, and stormwater 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.
23. Twenty producers will improve their knowledge of producing high quality hay by attending a workshop and/or a demonstration field day. Topics that will be taught include proper moisture levels, fertilization, storage, stage of harvest, and forage species. This will allow new and current producers to improve their hay production and quality.
24. Grain producers will improve their knowledge on grain marketing by attending a seminar. Grain marketing is an important portion of grain production and can determine the profitability of the current crop. Producers have expressed an interest in improving their knowledge about futures and options and strategies they can use to increase profitability and better manage their risks.
25. Thirty field and forage crop producers will learn about technology and management practices to improve farm profitability in one or more of the following areas:
 - a. Efficient use of crop nutrients
 - b. Weed management and managing herbicide resistance
 - c. Improved disease and insect control that will result in higher production goals
 - d. Producers will learn this through production meetings, newsletters and field days. Ten producers will implement one or more of these practices to improve farm profitability and sustainability. Evaluation will be based on participation in meetings, follow-up survey, and one-on-one contact.

Cooperative Extension Services

Reinventing Department

Organization: 310050

	2009/10 Actual	2010/11 Current	2011/12 Requested	2011/12 Approved	Percent Change
Revenues					
Local	\$27,661	\$15,626	\$15,828	\$15,828	1%
General Fund	250,984	290,881	290,782	274,284	-6%
Total	\$278,645	\$306,507	\$306,610	\$290,112	-5%
Expenses					
Personal Services	\$190,934	\$104,326	\$30,556	\$30,616	-71%
Supplies & Operations	87,711	202,181	276,054	259,496	28%
Capital	0	0	0	0	0%
Total	\$278,645	\$306,507	\$306,610	\$290,112	-5%
Employees					
Permanent	7.80	6.80	0.80	0.80	-88%
Hourly	0.00	0.00	0.00	0.00	0%
Total	7.80	6.80	0.80	0.80	-88%

Fiscal Year 2009/10 Outcome Achievements

Total Outcomes	Achieved	Partially Achieved	Not Achieved	Success Rate
27	27	0	0	100.0%

Budget Highlights

Cooperative Extension's budget reduced five percent compared to Fiscal Year 2010/11. Staffing turnover resulted in savings of \$10,000. Other small operational reductions are made totaling \$6,558.

Effective January 1, 2011, Cooperative Extension Services' (CES) employees Statewide became "send-in." The County has an agreement with the State that says we will share expenses on a 50/50 basis. Historically, that meant employees were on the State and County payroll and benefit systems, which required employees to keep two sets of records. The State decided to simplify the process and make all CES staff State employees so that the employee receives one check. The County still pays the same amount, the funds are simply sent to the State for payment now which shifts the expenditures from personal services to operating. Six positions are eliminated as a result.

Performance Measurement

Fiscal Year 2011/12

In the upcoming fiscal year, Cooperative Extension will strive to meet outcomes that focus on collaborating with different community groups, promoting local agriculture to county citizens and restaurants, and helping farms become more profitable while promoting sustainable agriculture practices. Additionally, Cooperative Extension will educate the public on responsible financial practices and promote green practices by working with Keep Catawba County Beautiful on beautification projects and educating the community about responsible solid waste management. Cooperative Extension Services will continue to focus on young citizens by offering leadership opportunities in 4H and encouraging youth to make healthy decisions by educating them about healthy food choices.

Fiscal Year 2010/11

Cooperative Extension Services have achieved or are on target to achieve 100 percent of their outcomes at midyear of Fiscal year 2010/11. These outcomes focus 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 department has exceeded their goal in recruiting 20 additional tracts of farmland and has obtained signed agreements from 29 owners to include their farms in the Voluntary Agricultural District (VAD) Ordinance. Cooperative Extension plans to carry out two beautification projects in the County in cooperation with the Keep Catawba County Beautiful Board.

Fiscal Year 2009/10

Cooperative Extension achieved 100 percent of their outcomes in Fiscal Year 2009/10 including the following:

- One thousand one hundred fifty-three 5th and 6th graders participated in LifeSkills where they learned about the dangers of alcohol, marijuana, and tobacco use, exceeding their goal of 700 students. Of these, 79 percent showed improved knowledge and/or improved skills in decision making, communication, goal setting, or refusal skills based on pre and post tests and teacher evaluations, exceeding their goal of 75 percent.
- Forty-six farms and over 5,700 acres of farmland were enrolled in the Voluntary Agricultural District (VAD) Ordinance, exceeding their goal of 25 farms and 2,000 acres of farmland.
- Eighty-five field crop producers participated in programs to learn current research and new management practices in corn and soybean production. Several producers have implemented one or more of the practices shared during the meeting and have reported improved profitability.
- By participating in the *C3 Leadership Institute* and *Catawba Youth Council*, 32 high school students increased their understanding and interest in local government careers and issues, exceeding their goal of 30 students.
- Over one hundred limited resource individuals and families participated in money management workshops. At least 60 percent of the participants increased awareness and knowledge while changing their attitudes about making and using money management plans.

Soil & Water Conservation

Organization: 320050

	2009/10 Actual	2010/11 Current	2011/12 Requested	2011/12 Approved	Percent Change
Revenues					
State	\$30,390	\$29,250	\$29,210	\$29,210	0%
General Fund	107,418	118,857	120,761	114,767	-3%
Total	\$137,808	\$148,107	\$149,971	\$143,977	-3%
Expenses					
Personal Services	\$128,749	\$137,489	\$140,061	\$137,020	0%
Supplies & Operations	9,059	10,618	9,910	6,957	-34%
Capital	0	0	0	0	0%
Total	\$137,808	\$148,107	\$149,971	\$143,977	-3%
Employees					
Permanent	2.80	2.80	2.80	2.50	-11%
Hourly	0.00	0.00	0.00	0.00	0%
Total	2.80	2.80	2.80	2.50	-11%

Budget Highlights

The Soil and Water budget decreased 3 percent from Fiscal Year 2010/11. An Administrative Assistant position is reduced from .60 to .50. Hours will be reduced from three days per week to two and a half days per week. The impact of this reduction means longer time between days worked and the ability to communicate with schools, State personnel, and District/County duties.

Forestry

Organization: 330050

	2009/10 Actual	2010/11 Current	2011/12 Requested	2011/12 Approved	Percent Change
Revenues					
Miscellaneous	\$4,675	\$5,100	\$5,100	\$5,100	0%
General Fund	47,888	46,127	65,937	51,937	13%
Total	\$52,563	\$51,227	\$71,037	\$57,037	11%
Expenses					
Personal Services	\$0	\$0	\$0	\$0	0%
Supplies & Operations	52,563	51,227	71,037	57,037	11%
Capital	0	0	0	0	0%
Total	\$52,563	\$51,227	\$71,037	\$57,037	11%

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.

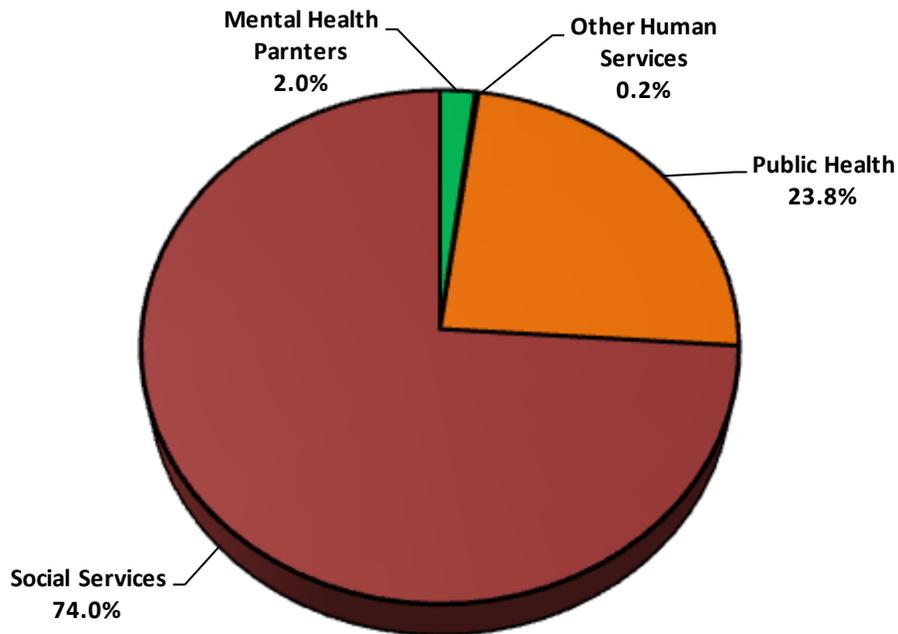
For Fiscal Year 2011/12, Forestry's appropriation is increased to realign with the 40 percent of the total budget the County is contractually required to provide (the Fiscal Year 2010/11 appropriation funds only 35.6 percent of their total budget). The department requested the replacement of a vehicle; however, this is not included due to relatively low mileage and no mechanical problems.



HUMAN SERVICES

The Human Services' budget of \$52,177,196 is 27.12 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 \$38,585,312 go to support the human needs, and the Public Health Department is projected to expend \$12,422,131 for the specialized public health services it offers. Other Human Resources include the Medical Examiner and is funded at \$100,000 this fiscal year. \$1,069,753 is for Mental Health contracted services.

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.



Mental Health Partners

Organization: 530900

	2009/10 Actual	2010/11 Current	2011/12 Requested	2011/12 Approved	Percent Change
Revenues					
ABC 5 Cents Per Bottle	\$48,118	\$45,000	\$45,000	\$45,000	0%
ABC Profits	45,000	63,000	63,000	63,000	0%
CJPP Grant	126,522	122,789	122,789	122,789	0%
Miscellaneous	5,773	0	0	0	0%
General Fund	1,364,840	1,304,418	1,231,360	830,878	-36%
Total	\$1,590,253	\$1,535,207	\$1,462,149	\$1,061,667	-31%
Expenses					
Mental Health Base Allocation	\$352,565	\$262,482	\$341,400	\$341,400	30%
Mental Health Contracted Services					
CVBH	496,524	573,763	489,478	489,478	-15%
Family N.E.T.	496,524	459,923	400,482	0	0%
Mental Health ABC Board Contract	118,118	108,000	108,000	108,000	0%
DOJ Grant	0	8,250	0	0	0%
CJPP	126,522	122,789	122,789	122,789	0%
Total	\$1,590,253	\$1,535,207	\$1,462,149	\$1,061,667	-31%

Budget Highlights

Mental Health Partners (MHP) is a jointly funded mental health area program funded by Catawba and Burke Counties. Fiscal Year 2011/12 funding is split between baseline (\$341,400) and contracted services (\$489,478). This results in total funding to MHP of \$830,878.

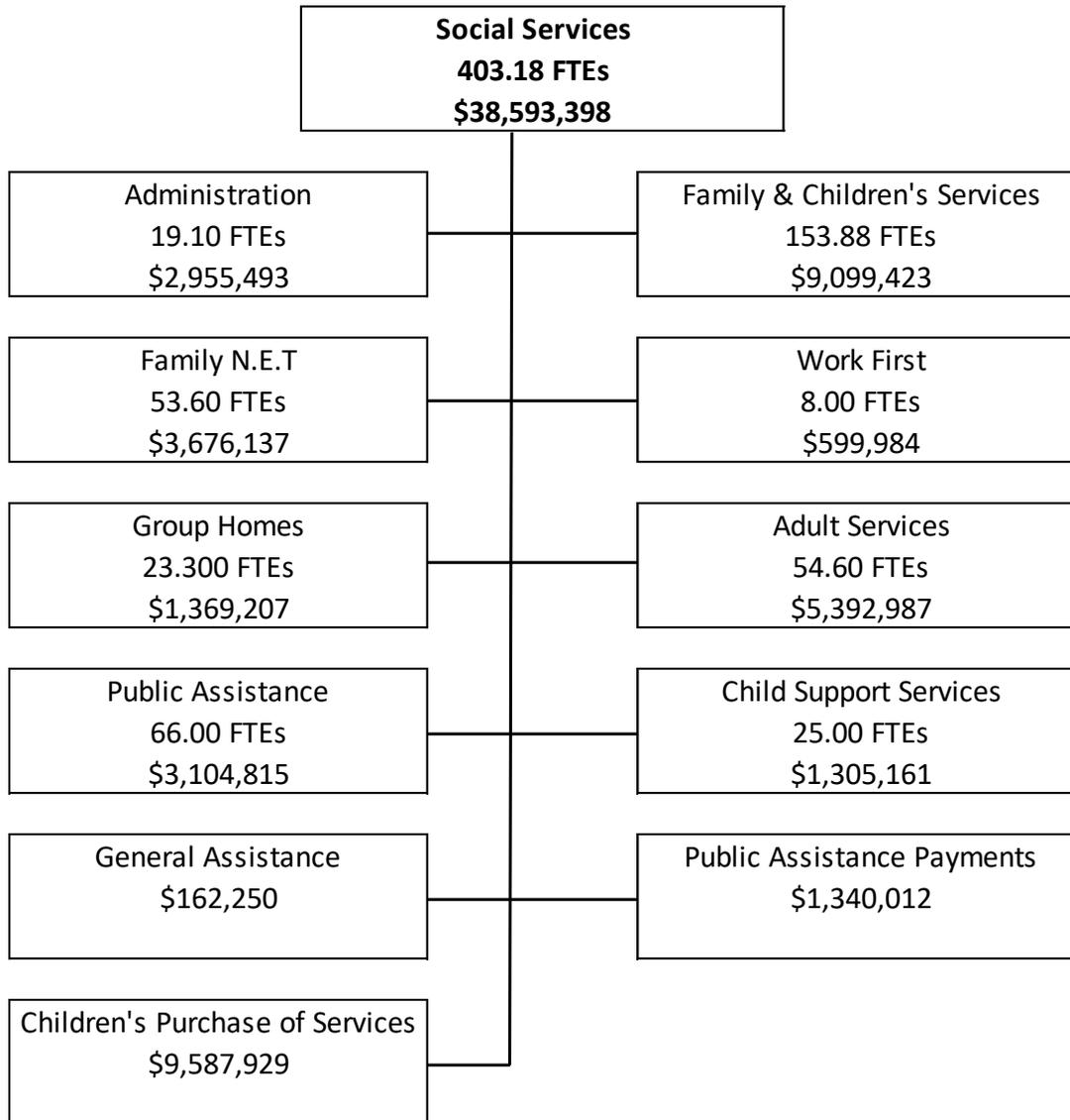
The baseline funding continues to match Burke County at a rate of \$2.15 per capita. Additionally, Catawba County provides contract funds which are subject to review each year. Contract funds will be used to fund programs at Catawba Valley Behavioral Healthcare (CVBH), which primarily serves adults. In the past, the County has also contracted through the LME for Family N.E.T. services, which serves children and families. As State mandated mental health reform continues, it is important to ensure that County funds continue to be used to fund services in Catawba County for Catawba County citizens. The budget funds Family N.E.T. \$400,482 directly as a program within Social Services instead of providing contract funds to MHP for these same services.

Total funding to these services reduced 5 percent compared to the current year.

The budget includes pass through funding for the Criminal Justice Partnership Program totaling \$122,789. ABC Substance Abuse funds are included totaling \$108,000. These funds are statutorily required to be spent for substance abuse services.



Catawba County Government



Social Services

Reinventing Department

	2009/10	2010/11	2011/12	2011/12	Summary
	Actual	Current	Requested	Approved	Percent Change
Revenues					
Federal	\$10,064,187	\$10,039,936	\$10,751,900	\$10,745,276	7%
State	4,438,468	3,443,304	3,355,110	3,355,110	-3%
Federal & State	10,227,134	10,436,674	10,029,575	10,029,575	-4%
Local	3,400,617	3,905,031	3,842,349	3,439,790	-12%
Charges & Fees	330,379	373,488	340,396	340,396	-9%
Miscellaneous	136,973	146,875	141,525	141,525	-4%
Contingency	0	750,000	750,000	750,000	0%
General Fund	8,535,826	9,670,339	9,738,974	9,791,726	1%
Total	\$37,134,184	\$38,765,647	\$38,949,829	\$38,593,398	0%
Expenses					
Personal Services	\$19,902,610	\$20,768,336	\$21,361,163	\$21,087,289	2%
Supplies & Operations	17,122,162	17,083,311	16,713,666	16,641,109	-3%
Capital	109,412	164,000	125,000	115,000	-30%
Special Contingency	0	750,000	750,000	750,000	0%
Total	\$37,134,184	\$38,765,647	\$38,949,829	\$38,593,398	0%
Expenses by Division					
Administration	\$2,285,041	\$3,105,411	\$2,977,395	\$2,955,493	-5%
Family & Childrens Services	9,030,505	8,764,297	9,151,622	9,099,423	4%
Family Net	3,477,282	3,807,783	3,854,678	3,676,137	-3%
Work First	528,885	636,654	600,451	599,984	-6%
Group Homes	1,293,398	1,559,718	1,429,422	1,369,207	-12%
Adult Services	5,224,440	5,235,057	5,396,722	5,392,987	3%
Public Assistance	2,619,075	2,916,181	3,129,511	3,104,815	6%
Child Support	1,220,588	1,356,837	1,319,837	1,305,161	-4%
General Assistance	142,548	168,000	162,250	162,250	-3%
Public Assistance Payments	1,252,087	1,340,012	1,340,012	1,340,012	0%
Children's Purchase of Service	10,060,335	9,875,697	9,587,929	9,587,929	-3%
Total	\$37,134,184	\$38,765,647	\$38,949,829	\$38,593,398	0%
Employees					
Permanent	398.54	402.08	403.18	403.18	0%
Hourly	4.20	5.26	6.26	6.26	19%
Total	402.74	407.34	409.44	409.44	1%

Fiscal Year 2009/10 Outcome Achievements

Total Outcomes	Achieved	Partially Achieved	Not Achieved	Success Rate
29	28	0	1	97.0%

Budget Highlights

The Fiscal Year 2011/12 budget reflects a one percent increase in County funding due to directly budgeting \$400,482 previously channeled through Mental Health Partners for Social Services' Family N.E.T. program directly to Social Services. When accounting for this, County funding decreased by \$279,095 or 3 percent from the previous year. Approximately one-third of the department's reductions came from expected need and efficiency gain areas such as reductions in postage, repair and maintenance, computer upgrades, and personal vehicle usage reimbursements. The remaining two-thirds came from areas that may have an impact on service delivery/operations or changes driven by State decisions such as freezing positions in Family N.E.T., Group Homes, Child Support, and Foster Care, reducing funds for up-fitting the new Family Services Center, and restructuring the Family N.E.T. Targeted Case Management program. While the department will continue to provide excellent programs and services, areas such as wait time for appointments and return visits, as well responses to phone calls from consumers may be extended beyond the previous year's levels.

The department's outcomes remain aggressive despite reductions in funding, adding four new outcomes and increasing achievement in areas such as reducing child maltreatment recidivism, senior nutritional services, Medicaid transportation, and assisting citizens in crisis.

Personnel Changes

During Fiscal Year 2010/11, Social Services added two hourly positions, a Programmer Analyst in Administration and an Adolescent Sex Offender Therapist position in Family N.E.T. These positions were added due to increased need in each of these areas. Hourly employees were chosen rather than salaried employees because they are a more cost effective and flexible option, especially in the area of Family N.E.T. where State revenue funding streams are uncertain.

Performance Measurement

Fiscal Year 2011/12

The 30 outcomes created by the Social Services Department for Fiscal Year 2011/12 continue to reflect the agency's commitment to their core values and goals and their pursuit to remain proactive in an ever-changing environment. The department continues to benchmark themselves against local, State, and Federal standards, and strives to exceed virtually all of these established levels. Social Services also continues to increase their target goals in areas like effectiveness of programs and clients served, despite both budget cuts and a significant increased demand for service in recent years. A sample of Social Services outcomes are below:

- Ninety-five percent of students who receive social work services will be promoted to the next grade level.
- Ninety-two percent of Adult Protective Services cases will not experience a repeat incidence of abuse, neglect, or exploitation.
- Arrange and/or provide transportation to medical services for 20,000 Medicaid eligible Catawba County citizens.

- Ninety-nine percent of Teen Up/Upward Connection participants will not become or cause a pregnancy.
- Eighty-five percent of children served by Intensive In-Home Services teams will remain in the home for at least six months, as opposed to 17 percent for those who do not receive these services.
- A ninety-eight percent accuracy rating in Food Assistance will be maintained.
- Economic independence of parents/caretakers will be achieved by providing 1,908 (monthly average) daycare scholarships.

Fiscal Year 2010/11

The Social Services Department is on track to achieve all but one of their outcomes for Fiscal Year 2010/11. The one outcome not on target relates to providing 28.6 percent of potentially eligible children with monthly day care scholarships and is not on target due to budgetary constraints.

Social Services continues to be successful, continually striving to meet the needs of the community and clients through creativity, improved services, and cost savings, which is further enhanced by the Department's status as a reinventing department. Some of their recent accomplishments are listed below:

- One hundred percent (352 of 352) of the students who participated in the Teen Up program during the fiscal year have not caused or become pregnant.
- Nine-five percent (165 of 174) of children entering foster care or therapeutic foster care, experienced two or fewer placements during their first year of placement.
- Sixty-two of 72 (86 percent) court-involved youth who received outpatient treatment services (individual, family, and/or group therapy) for at least 10 sessions beyond the initial evaluation, or who completed their recommended treatment prior to 10 sessions, had no new juvenile legal charges while in the Family N.E.T. treatment program.
- At the end of the first half of the fiscal year, 3,053 citizens have been assisted with some form of crisis assistance.
- Senior and disabled citizens were provided opportunities and services to remain in their own homes with the provision of Community Alternatives Program services in lieu of nursing home placement which resulted in the avoidance of \$2,313,492.77 of Medicaid expenditures during Fiscal Year 2010/11.

Fiscal Year 2009/10

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. While becoming increasingly more efficient, the department was able to continue to protect and provide aid to Catawba County residents in need.

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.
- 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

ADMINISTRATIVE SUPPORT

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 implementation of technology, enhanced work procedures or cost savings measures during Fiscal Year 2011/12.*

**For example, the movement of Integrated Social Services Interface (ISSI) into Family Support and Adult Services will save over 50 percent from current operations and therefore we will realize cost avoidance through reduced personnel needs. Additionally, we estimate the cost savings of this system has been over \$500,000 or 65 percent based on a comparable "out of the box" application.*

FAMILY AND CHILDRENS' SERVICES

Child Welfare Blended Teams

Statement of Purpose

Vulnerable children in Catawba County will experience safe, permanent, and nurturing families that will encourage them to reach their full potential.

Outcomes

1. In order to assure the ongoing safety of children, 91 percent (840 of approximately 923) of children will not experience two episodes of maltreatment (defined as a finding of in need of services or substantiation following a Child Protective Services (CPS) investigation/assessment) within a six month period during Fiscal Year 2011/12 compared to the Federal benchmark of 93.9 percent.
2. To reduce the impact of neglect on a child's functioning and development, 70 percent or more of families (approximately 112 of 160 families) who are identified as chronically neglected (defined as experiencing three or more reports of child maltreatment, a suggested definition by the American Humane Association) will not experience an additional finding of child maltreatment within six months of completing Child Protective Services (CPS) in-home/treatment or reunification of child to the family following foster care during Fiscal Year 2011/12.
3. In order to improve positive working relations, enhance service provision, and build support networks for families involved in child welfare services, in at least 50 percent (225 of 450) of situations a parent will demonstrate engagement by participating in Child and Family Team meetings within 30 days of case decision and entry into foster care during Fiscal Year 2011/12.

Prevention

Statement of Purpose

To promote self-sufficiency for families in Catawba County through education and the prevention of teen pregnancy, family violence, poverty, neglect, and other risk taking behaviors.

Outcomes

4. In order to delay the initiation or decrease frequency of risky behavior, 99 percent (approximately 446 of 450) of Teen Up/Upward Connection participants (high risk youth

ages 10-17) will not become pregnant or cause a pregnancy during Fiscal Year 2011/12 as compared to 98 percent of Catawba County's 2009 population of 10-17 year olds.

Advocates for Children in Education - Social Workers (ACE-SW)

Statement of Purpose

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

Outcomes

5. In order to improve opportunities for academically vulnerable students, 95 percent of students (approximately 119 of 125) who receive school social work services for at least 90 days will demonstrate academic progress, as evidenced by improved attendance, classroom behavior, and academic performance, resulting in promotion to the next grade level during Fiscal Year 2011/12.

Post-Care/Child Wellbeing

Statement of Purpose

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

Outcomes

6. To promote stability and educational continuity for school aged children in foster care during Fiscal Year 2011/12, the percentage of children experiencing two or fewer school placements since entering foster care will be at least 80 percent (83 of 104) (excluding transitions that result from grade promotion or occur between programs).*

**Keeping a child in his/her home school when placed in a foster care in a different school zone or school district often requires negotiation and creative transportation arrangements across zones or districts. If a family agrees to transport a child back to their base school, is also costly to reimburse a grandparent/family for the mileage—and this comes from the County's mandated budget. Our agency is working with community partners and schools to recruit foster parents in identified areas of the County where we currently have few foster homes, thus increasing the likelihood that a child entering foster care will be placed in a foster home in their home school district. However, this recruiting effort is a long term solution and may not impact the availability of homes within the next year.*

**Permanency Planning
Foster Care /Family Builders of Catawba Valley**

Statement of Purpose

Ensure safe, permanent, nurturing families that provide strong futures for Catawba County children.

Outcomes

7. To promote stability of children entering foster care, the percentage of children experiencing two or fewer placement settings for children in care for less than 12 months will be at least 90 percent as compared to the Federal standard of 86.7 percent, the State Fiscal Year 2009/10 Statewide percentage of 88.12 percent, and large county percentage of 86.76 percent.

Community Services – 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

8. To promote social, emotional, and behavioral functioning of preschool children, 92 percent of children (approximately 23 of 25) who complete services with the Clinical Specialists in Fiscal Year 2011/12 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.

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

10. In order to promote permanence and improved behaviors for youth during Fiscal Year 2011/12, 87 percent of youth (35 of 40) receiving services in the group homes for at least six months (Andrea's Place, Blevins, Corner House I and Boyd Corner House II) will demonstrate improved behaviors on the Child Behavior Checklist (CBCL) as measured at admission and discharge.

A national study of youth in private residential facilities showed that 81 percent of youth served demonstrated improved behaviors using the CBCL. The CBCL measures youth competencies in the areas of social problems, thought problems, attention problems, and rule breaking and is used as a standardized tool in many areas.

WORK FIRST – ECONOMIC SERVICES

Statement of Purpose

Promote self sufficiency, family responsibility, and prevent reliance on public assistance by linking needy citizens with resources and skills.

Outcomes

1. To help citizens become productive and avoid welfare, assist 100 Work First participants in obtaining or maintaining employment during Fiscal Year 2011/12, if Department of Transportation funds are available.
2. To assure that citizens in crisis can meet their basic needs (rent, utilities, and medications), the agency will assist 4,500+ citizens with their presenting crisis with emergency funds or by referring, coordinating, cooperating, and collaborating with Eastern Catawba Cooperative Christian Ministries, Greater Hickory Cooperative Christian Ministries, and Salvation Army.

ADULT SERVICES

Adult Protective Services/Guardianship/Payeeship

Statement of Purpose

Protect vulnerable and disabled Catawba County adults from abuse, neglect, and exploitation through provision of services empowering them to achieve maximum independence.

Outcomes

1. To empower vulnerable and disabled adults to live independently in a safe environment, 92 percent of substantiated Adult Protective Services (APS) cases with mobilized services will not experience a repeat incident of abuse, neglect, or exploitation in Fiscal Year 2011/12.

Long Term Care

Statement of Purpose

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. Provide opportunities and services for senior and disabled citizens to remain in their own homes with the provision of Community Alternatives Program services in lieu of nursing home placement which will result in the avoidance of \$4,500,000 of Medicaid expenditures during Fiscal Year 2011/12.

In Home Services Unit (Nutrition, In Home Aide 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. Ninety-five percent (estimated 1,120 of 1,179) of Catawba County Citizens whom are age 60+ and express a need for nutritional services during Fiscal Year 2011/12 will

receive services that increase independence, reduce isolation, and support health and wellness education.

Adult Assistance

Statement of Purpose

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 by serving eligible citizens (an average of 69 percent or approximately 6,578 of 9,534) per month with Medicaid benefits through Fiscal Year 2011/12 as compared to the State's current participation rate of 61.1 percent.

Carolina ACCESS

Statement of Purpose

To provide Medicaid citizens with ongoing access to quality medical care.

Outcomes

5. To meet preventive and urgent medical needs of the citizens of Catawba County and in an effort to reduce Medicaid cost, we will ensure 84 percent (approximately 17,600) of Medicaid Managed Care eligible's have a medical home, compared to the Statewide average of 80 percent during Fiscal Year 2011/12.

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 transportation to 20,000 individuals consisting of 28,700 trips during Fiscal Year 2011/12.

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, the Child Support Program will maintain a collection rate of 70.5 percent for child support payments during Fiscal Year 2011/12, as compared to the 65.1 percent Statewide average.
2. To assure that children are financially supported by both parents, 90 percent of the children who need a child support order for support will have one during Fiscal Year 2011/12 as compared to the 82.37 percent Statewide average.

Family Medicaid / Health Choice

Statement of Purpose

Assist families and children in obtaining access to medical services by quickly and accurately determining their eligibility for Medicaid/North Carolina Health Choice for Children.

Outcomes

3. To identify and serve 85 percent (14,505 of 17,065 children) of Catawba County's uninsured/potentially eligible children with Medicaid or North Carolina Health Choice by June 30, 2012, as compared to the County and State's current participation rate of 84 percent.

Food Assistance / Program Integrity

Statement of Purpose

Efficiently provide food assistance to eligible families and connect them to needed resources.

Outcomes

4. To assure that tax dollars are used appropriately and to assure that families receive the correct benefits, the Food Assistance staff will maintain an accuracy rating of 98 percent (vs. a Federal Goal of 94.6 and State average of 97.55 percent) as evaluated by State

quality control monitors and local resource management review during Fiscal Year 2011/12.

5. To assure that the needs of citizens are met promptly, 99 percent of all food assistance applicants will have their applications processed within an average of 8 days or less during Fiscal Year 2011/12 as compared to the Federal goal of 97 percent within 30 days and the current Statewide average of 97.8 in 14 days.

Public Assistance

Statement of Purpose

Provide assistance to eligible Catawba County citizens to help with assisted living, needs of the blind, and medical attention as required by State and Federal laws and regulations.

Outcomes

6. Provide opportunities and services for senior and disabled citizens to remain in their own homes with the provision of Community Alternatives Program services in lieu of nursing home placement which will result in the avoidance of \$4,500,000 of Medicaid expenditures during Fiscal Year 2011/12.

CHILDREN'S PURCHASE OF SERVICES

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

1. To support the economic independence of Catawba County parents/caretakers, an average of 1,908 children (29 percent of potentially eligible children) will be assisted monthly by day care scholarships during Fiscal Year 2011/12. This compares to 22 percent of potentially eligible children currently served Statewide. (Conditioned on the availability of State and Federal funds.)

FAMILY N.E.T (NURTURING, EDUCATIONAL, AND TREATMENT SERVICES)

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 exceed the customer's expectations through prompt, courteous customer service that assists the organization in realizing fiscal sustainability.

Outcomes

1. In order to sustain and improve the quality of our services during Fiscal Year 2011/12, Family N.E.T., Therapeutic Foster Care, and Residential Services will maintain national accreditation by passing all quarterly accreditation self audits at 90 percent or better as compared to the minimum 85 percent compliance needed to maintain accreditation.

ACT Day Treatment Program

Statement of Purpose

Assist families and children (grades K-8) in learning appropriate behavior skills in order to be successful in a regular school setting, home, and the community.

Outcomes

2. To insure continued progress towards a successful return to regular school during Fiscal Year 2011/12, 85 percent (approximately 27 out of 32) of children attending day treatment will show improvement in behavior and academic achievement by attaining one level growth each quarter as measured by the Developmental Teaching Objective Rating Form - Revised (DTORF-R).

Outpatient Services - Children and Adolescents

Statement of Purpose

Provide youths and families emotional, behavioral, and interpersonal skills which will assist them in improving their social well being.

Outcomes

3. To improve family functioning, 88 percent (396 of approximately 450) of children and adolescents served will demonstrate significant improvement (at least a 10 point decrease in total score) in at least one domain (Role Performance, Behavior Towards Others, Moods/Self-Harm, Substance Use, Thinking) on the Child and Adolescent Functional Assessment Scale (CAFAS) after six months or upon completion of all outpatient treatment services during Fiscal Year 2011/12.

Adolescent and Substance Abuse Services – Department of Juvenile Justice and Delinquency Prevention (DJJDP) – Outpatient Program

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, 85 percent (approximately 51 of 60) of court-involved youth who receive outpatient treatment services (individual, family, and/or group therapy), for at least 10 sessions beyond the initial evaluation, or who complete their recommended treatment prior to 10 sessions, will have no new juvenile legal charges while in the Family N.E.T. treatment program, within Fiscal Year 2011/12. National studies indicate the best treatment programs reduce recidivism of court-involved youths by 25-75 percent.

Community Services – Intensive In-Home Services

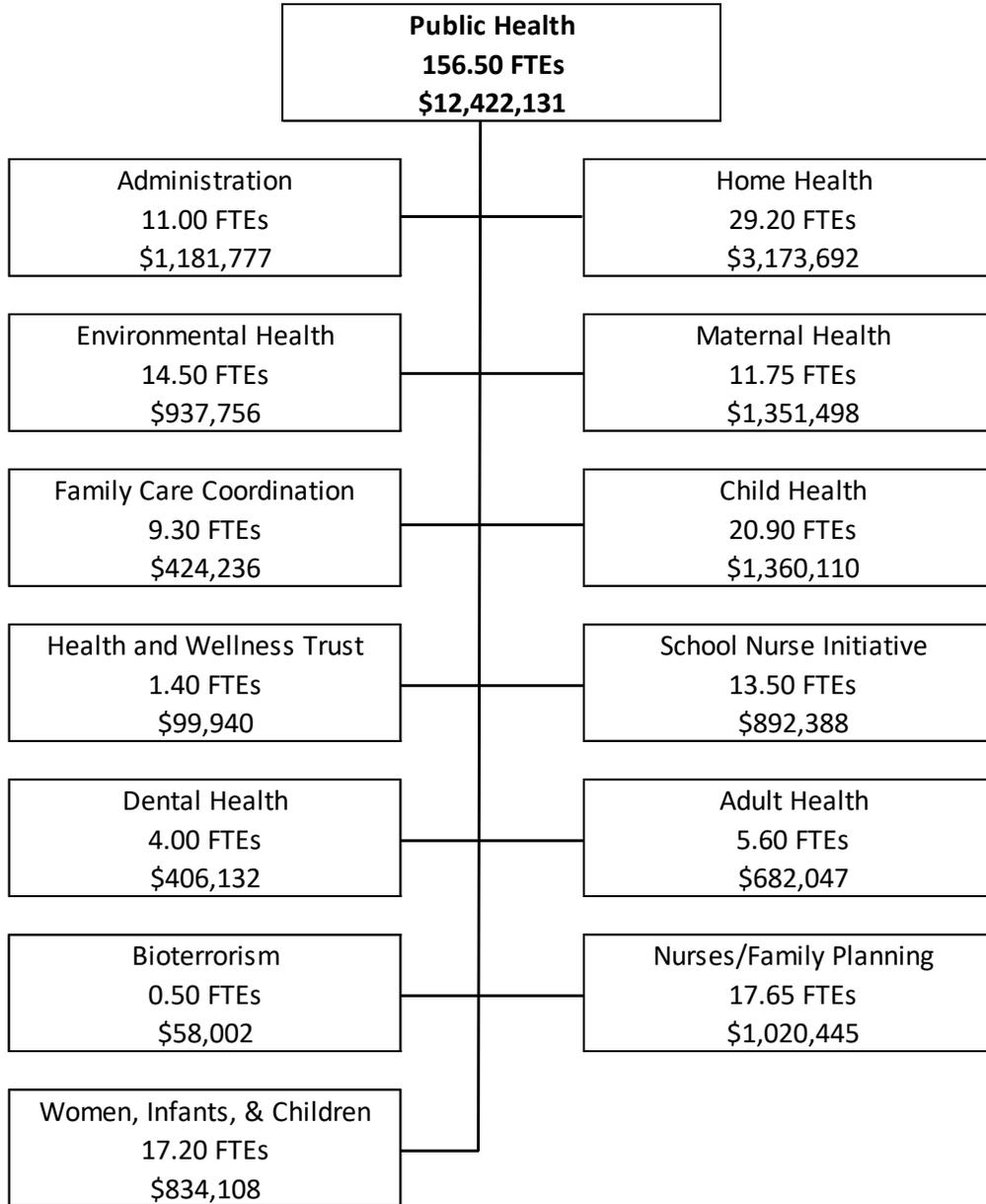
Statement of Purpose

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

5. In order to enhance and maintain family functioning, as compared to the 2002 study by Blythe and Jayanarte showing that 17 percent of non-Intensive In-Home Services (IIHS) involved families remain intact, 85 percent (approximately 77 of 90) of the children served by IIHS teams will remain in the home six months following completion of services during Fiscal Year 2011/12.

Catawba County Government



Public Health

Summary

	2009/10 Actual	2010/11 Current	2011/12 Requested	2011/12 Approved	Percent Change
Revenues					
Federal	\$261,709	\$64,163	\$58,023	\$58,023	-10%
State	1,167,244	1,188,234	1,213,361	1,213,303	2%
Federal & State	754,819	817,960	817,713	817,713	0%
Local	652,485	712,779	703,328	703,095	-1%
Charges & Fees	7,133,977	7,795,162	7,465,836	7,466,918	-4%
Miscellaneous	89,279	71,900	63,850	63,850	-11%
Special Contingency	0	275,000	275,000	275,000	0%
General Fund	1,909,237	1,880,707	1,932,494	1,824,229	-3%
Total	\$11,968,750	\$12,805,905	\$12,529,605	\$12,422,131	-3%
Expenses					
Personal Services	\$8,232,974	\$8,802,737	\$8,768,437	\$8,618,824	-2%
Supplies & Operations	3,696,051	3,728,168	3,486,168	3,528,307	-5%
Capital	39,725	0	0	0	0%
Special Contingency	0	275,000	275,000	275,000	0%
Total	\$11,968,750	\$12,805,905	\$12,529,605	\$12,422,131	-3%
Expenses by Division					
Administration	\$898,132	\$1,224,437	\$1,170,450	\$1,181,777	-3%
Home Health	2,792,321	3,116,913	3,194,889	3,173,692	2%
Environmental Health	963,157	1,003,558	996,081	937,756	-7%
Maternal Health	1,778,457	1,937,913	1,335,394	1,351,498	-30%
Family Care Coordination	0	0	424,652	424,236	0%
Child Health	1,270,552	1,296,908	1,366,382	1,360,110	5%
Adolescent Health	161,591	0	0	0	0%
Child Service Coordination	273,024	279,755	0	0	0%
Health & Wellness Trust	72,194	98,900	100,000	99,940	1%
School Health Assistants	21,778	0	0	0	0%
School Nurse Fund Initiative	152,318	164,721	167,590	167,515	2%
School Nurse	632,759	706,018	725,448	724,873	3%
Dental Health	400,646	426,181	406,542	406,132	-5%
Adult Health	566,609	598,456	662,437	682,047	14%
Bioterrorism	246,214	64,285	58,023	58,002	-10%
Nurse/Family Planning	984,550	1,067,884	1,086,653	1,020,445	-4%
WIC	754,448	819,976	835,064	834,108	2%
Total	\$11,968,750	\$12,805,905	\$12,529,605	\$12,422,131	-3%
Employees					
Permanent	154.90	160.10	156.50	156.50	-2%
Hourly	4.67	8.00	8.37	7.47	-7%
Total	159.57	168.10	164.87	163.97	-2%

Budget Highlights

The Public Health Department's Fiscal Year 2011/12 budget is a 3 percent decrease over Fiscal Year 2010/11. This decrease is due primarily to changes in the Maternal Health division, combined with targeted County reductions. Significant decreases are described in more detail below:

- *Environmental Health*- While Environmental Health's workload is beginning to stabilize, it remains down from previous levels due to the decline in building and construction. Because of this, the department has eliminated a vacant Environmental Health Specialist position.
- *Maternal Health*- The Maternal Health program has experienced a steady decline of 32 percent in the number of deliveries coordinated through Public Health since Fiscal Year 2008/09. Countywide, the birthrate is also down approximately 6 percent. Because of these factors, the division expects to receive less revenue from Medicaid and fees. In addition to this decline, Maternity Care Coordination, previously considered a part of Maternal Health, was combined with Child Services Coordination to create a new "Family Care Coordination" program.
- *Dental Program*- This program's decreases came from reductions in State Smart Start revenue and expenses, as well as the shifting of administrative personnel to another division.
- *Bioterrorism*- This program may realize a decrease in the State bioterrorism grant funds in the upcoming year. They have therefore cut significantly the amount of educational materials they can purchase for the public, as well as their educational efforts with County employees.
- *Nurse/ Family Planning*- With private physicians accepting more Medicaid patients post pregnancy, revenues coming from patient fees and Medicaid reimbursements are decreased. In addition to this downturn, Public Health has frozen a nurse position within this program as a way to reach their 5 percent reduction target for County Share funding. Losing this position may cause a slightly longer wait time for clients, and/or increased usage of part-time help to address peak times.

In addition to these decreases in programs, Public Health has also experienced noteworthy increases in two programs, which are detailed below:

- *Adult Health*- Adult Health has experienced growth in Medicaid payments and fee revenue relating to an increased number of Medicaid clients. Additionally, an administrative position was moved to this division from Administration to better align with the duties of the position.
- *Child Health*- This division experienced an increase due to two office support positions coming to this division from Adolescent Health, since Public Health no longer directly offers this service but rather coordinates it through Catawba Pediatric Associates. Additionally, this division's budget now includes the contract costs associated with Catawba Pediatric Associates providing this service.

Performance Measurement

Fiscal Year 2011/12

For Fiscal Year 2011/12, Public Health has revised its outcomes to continue progress towards measuring the true effectiveness of programs. The department challenged itself to increase percentage based outcomes and has changed some measurements to benchmark its performance against State averages. New and modified outcomes focus on positive results due to Public Health programs, such as lower BMI in children, healthy birth weights and environments for babies, earlier access to medical care by pregnant mothers, and prevention of unwanted teenage pregnancy.

Fiscal Year 2010/11

As of mid-year, Public Health was on target to achieve almost all of its outcomes. During the fiscal year, the department successfully focused on implementing best practices, increasing access to health services for pregnant women, promoting health and well being in the three school systems, and increased service availability through collaborative partnerships.

One outcome Public Health is not on target to achieve relates to maintaining at least 97 percent of its State required base caseload active in the Women, Infants, and Children (WIC) program. Statewide, WIC participation has decreased by approximately 10,000 people, prompting widespread outreach to increase knowledge about WIC services.

Fiscal Year 2009/10

During the fiscal year, Public Health achieved the following:

- Six clinical areas completed electronic customer satisfaction surveys via utilization of Survey Monkey and achieved an average score of 95 percent of Satisfied/Highly Satisfied.
- One hundred percent (242/242) of all children enrolled in the Child Service Coordination Program (CSCP) were in compliance with all State immunizations within three months of case initiation.
- Ninety-eight percent of Environmental Health complaints were investigated within 48 hours.
- The percentage of women enrolled in WIC who initiated breastfeeding, increased from 55.3 percent to 65.1 percent. The Statewide average was 52.3 percent for 2007. (Most current data)
- One hundred percent (238 out of 238) of patients are age appropriately immunized per Advisory on Immunization Practices at the time of their complete physical exam. In addition, 31 patients were immunized during acute visits.
- Catawba County had an infant mortality rate of 6.4 deaths, which was well below the State rate of 8.2 in 2008. (Most current data)

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 implement a Quality Improvement (QI) program to maximize impact of available CCPH resources and improve efficiencies by participating in Public Health Quality Improvement 101 (QI 101). The QI 101 program will train a core team through didactic and experiential learning. The team will put learned skills into practice by successful improvement of a public health service by September 2011. QI goals are as follows:
 - Decrease the average time required for an initial appointment from 129 minutes to 114 minutes and an annual appointment from 96 minutes to 86 minutes.
 - Increase the percentage of patients that are highly satisfied from 41 percent to 60 percent as indicated on our patient satisfaction survey.
 - Improve the percentage of staff that is very satisfied from 26 percent to 75 percent.
2. Catawba County Public Health will ensure programs, services, and staff meets the expectations of its internal and external customers by having 95 percent of surveyed customers report that they are “satisfied” or “highly satisfied” with Public Health services.

HOME HEALTH

Statement of Purpose

Catawba County Home Health Agency (HHA) is a community based non-profit agency serving residents in Catawba and surrounding counties. Home Health provides skilled nursing, physical therapy, speech therapy, and occupational therapy as well as home health aide and medical social work services to residents in their homes. The overall goal is to ensure that HHA clients in the Catawba Valley area will have access to and receive quality home health care regardless of their socioeconomic status.

Outcomes

1. Seventy percent of HHA patients will remain in their home after an episode of home health care ends. (North Carolina average 67 percent; national average 68 percent.)
2. HHA will secure 25 percent of the home health market share in Catawba County. To be competitive and sustainable in the home health market, marketing strategies will be implemented to increase patient referrals by 50 patients annually. (2009/10 market share currently 24 percent.)
3. The percentage of patients who enter the hospital while a part of home health care will decrease from 23 percent to 22 percent by providing care according to Best Practice and Standards of Care. (North Carolina average 30.5 percent; national average 31.5 percent based on Home Health Compare Quality Measures.)

ENVIRONMENTAL HEALTH

Statement of Purpose

For the purpose of assuring 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 in compliance with State requirements, the Environmental Health (EH) Division shall:

Outcomes

1. Provide for the continued safety and health of Catawba County residents by providing food safety education and conducting inspections on 100 percent, an increase from 98 percent in Fiscal Year 2009/10, of permitted food service establishments such as restaurants, food stands, elderly nutrition, public schools, and colleges according to the requirements in 10A North Carolina Administrative Code (NCAC) 46 .0213. No regional or State data available for comparison.
2. Respond to 98.5 percent, an increase from 98 percent in Fiscal Year 2009/10, 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. No regional or State data available for comparison.
3. Inspect a minimum of 100 percent, an increase from 98 percent in Fiscal Year 2009/10, of all onsite wastewater systems requiring Public Management Entity (PME) inspections as required and scheduled by the inspection frequencies defined in 15A NCAC 18A, .1961(j). No regional or State data available for comparison.
4. Complete within seven Environmental Health process days, 95 percent, an increase from 90.18 percent in Fiscal Year 2009/10, of all Environmental Health onsite well and septic permits, (including required field activities and documentation. No regional or State data available for comparison.
5. Encourage responsible environmental practices by Catawba County Government employees and decrease two percentage points the Catawba County Government carbon footprint by leading and partnering with County departments and/or community organizations to initiate and evaluate a model worthy program.

PRENATAL

Statement of Purpose

To provide comprehensive prenatal care and delivery services that will promote positive pregnancy outcomes utilizing a multi-disciplinary team including nurses, nurse practitioners, certified nurse midwives, OB/GYN physicians, Family Care Coordination (FCC) social workers, Pregnancy Care Manager (PCM), and Care Coordination for Children (CC4C), health educators, and nutritionists.

Outcomes

1. Sixty-one percent (increased from 60 percent in 2009/10) of prenatal patients who receive care from Catawba County Public Health (CCPH) will enter into prenatal care within the first trimester. Research shows that 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. (No State comparison data available.)
2. The percentage of low birth weight infants (low birth weight is less than 2,500 grams or 5lbs. 8oz.) born to CCPH patients will be 6.6 percent, which is a decrease from 6.7 percent in 2009. According to the State Center for Health Statistics (SCHS) 2005-2009 data, the North Carolina percentage of low birth weight infants was 9.1 percent; Catawba County percentage was 8.9 percent; and, CCPH prenatal patients percentage was 6.7 percent.
3. The infant mortality rate (infant deaths under one year per 1,000 live births) for the Catawba County African-American population will be 11.9. As per the SCHS 2005-09 data, this is a decrease from 12.0 in 2009. The North Carolina rate for the same period was 15.4. The infant mortality rate for Catawba County total population will be 7.4 deaths per 1,000 live births, which is a decrease from 7.5 in 2009 per SCHS 2005-2009 data. The North Carolina rate for the same period was 8.3.
4. In an effort to improve birth outcomes by preventing preterm deliveries and providing evidence-based, high quality maternity care, 80 percent of CCPH prenatal patients identified as at-risk for preterm delivery that initiate 17 P (Progesterone) will complete the prescribed treatment protocol. Studies of 17 P showed a 33 percent decrease in preterm in preterm births in women who have had a previous preterm birth. (New outcome – no local, regional or State comparison data available.)
5. To ensure that CCPH patients have a healthy recovery from pregnancy and continued access to wrap-around services such as WIC, Family Planning, and case management services after they deliver, 80 percent of CCPH prenatal patients will complete the postpartum clinical visit. This is a new outcome with no comparison data available.

6. One hundred percent of all FCC (PCM and CC4C) clients will understand the relationship between parent-child co-sleeping and SIDS-related deaths and agree to refrain from this practice by signing a memorandum of understanding (MOU) after FCC staff makes a home visit to complete a sleep environment assessment and provide parent/caregiver education. This is a new outcome with no comparison data available.

CHILD AND SCHOOL 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. Increase access to a medical home by two percentage points to 80 percent for Medicaid recipients ages 0-18. (The Fiscal Year 2009/10 North Carolina access rate was 76 percent and CCPH was 78 percent). Research shows that access to a medical home helps assure positive health outcomes through timely and preventive acute health services.
2. Ninety-three percent of children receiving health care services at CCPH will be age appropriately immunized by 24 months of age. The Fiscal Year 2008/09 North Carolina average Health Department rate was 81 percent, and CCPH was 90 percent. Fiscal Year 2009/10 data available February 2010.

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, dental screenings, assistance to families in locating and obtaining health resources, and identification and development of an individualized health plan for children with chronic illnesses.

Outcomes

3. One hundred percent of all children identified with chronic medical conditions will have a care plan in place coordinated by the ECST and elementary school nurse prior to the child entering kindergarten to ensure a seamless transition of the child's chronic disease management. Establishing a plan of care before kindergarten entry reduces the risk of exacerbations of the disease and ensures staff is aware and prepared for the special health needs of each child. This is a new outcome with no comparison data available.
4. Ninety percent of Family Child Care Homes (FCCH) will receive Immunization Audit training by the Child Health Care Consultant (CHCC) and submit the center State

Immunization Report on the required date resulting in a two percentage point increase in FCCH two year old immunization rates. This is an increase from 41 percent in Fiscal Year 2009/10 to 43 percent.

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

5. Seventy 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.
6. A two point reduction in Body Mass Index (BMI) to 18.6 of fifth grade student measures will result from the coordination of community organizations to initiate and accomplish *Eat Smart Move More* programs targeted at Catawba County children such as the *Healthy Schools Recognition Program*. The 2010 average fifth grade BMI was 20.6.
7. Seventy percent of students with uncorrected 20/70 vision and above that receive vision care will have an increase in overall school performance as reported by the students' teacher(s). This will be based on pre and post treatment survey. This is a new outcome with no comparison data available.
8. Eighty 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. This is a new outcome with no comparison data available.

DENTAL

Statement of Purpose

To improve the overall dental health of Catawba County children and increase the community's "dental IQ." Income eligible Catawba County children will have access to comprehensive, preventive, and treatment dental services through Catawba County Public Health (CCPH) Dental Practice.

Outcomes

1. The CCPH Dental Practice facility will be expanded to double the current patient service capacity from three to six operatories and serve one-third more patients (from 1,068 to 1,388) as well as provide the space and equipment required to maintain Dental Practice Care Standards, such as panoramic x-rays and improve service delivery to patients and families through confidential treatment and consultation rooms).
2. The CCPH Dental Practice will offer a dental home for 100 percent of at-risk young children participating in Catawba County Schools Early Head Start (approximately 80 children).
3. Untreated dental decay for kindergarten students will decrease to 13 percent from 14 percent in Fiscal Year 2008/09 as compared to the State average of 17 percent. The percentage of fifth grade students with sealants will increase to 64 percent from 62 percent in Fiscal Year 2008/09 as compared to the State average 44 percent as a result of dental education, screening, and dental services secured by the CCPH School Nurse Team and North Carolina Oral Health Division Dental Hygienist.

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. Utilizing the best practice model of “open access” scheduling, Adult Preventive Health Clinic will maintain a patient show rate of 84 percent, an increase from 83 percent in Fiscal Year 2009/10. No State or regional data available for comparison.
2. Ninety-seven percent of women, an increase from 96 percent in Fiscal Year 2009/10, screened for breast cancer in Adult Health Clinic who are referred to outside providers for evaluation and/or treatment of abnormal breast findings will follow through with obtaining care. No State or regional data available for comparison.
3. In an effort to reduce the spread of sexually transmitted diseases in Catawba County, 96 percent, an increase from 95 percent in Fiscal Year 2009/10, of Adult Health Clinic patients diagnosed with a sexually transmitted disease will receive treatment within two weeks of diagnosis. No State or regional data available for comparison.
4. Seventy percent of all persons (non-contacts) who begin treatment for latent Tuberculosis infection will complete treatment. North Carolina Communicable Disease Section requires 65 percent treatment completion. The CCPH Fiscal Year 2009/10 rate was 65 percent, and the CCPH mid-year rate for Fiscal Year 2010/11 was 66 percent.
5. Catawba County Health Partners, Inc. (CCHP) will ensure progress toward the long-term goal for each health priority as stated below. Annual action plans for each committee will be updated and submitted prior to July 1, 2011.
 - a. Alcohol and Substance Abuse Prevention (ASAP) of Catawba County: By June 2012, reduce the non-compliance rate of Hickory merchants selling alcohol to minors from 20 percent to 15 percent as measured by The Division of Alcohol Law Enforcement in North Carolina (ALE) compliance checks.*

** ASAP members/volunteers, in accordance with ALE officers, perform periodic compliance checks with Hickory merchants by having very young looking 21 year olds attempt to purchase alcohol to see if they are asked to show ID. Records are kept and merchants not in compliance are notified.*

- b. Cancer Task Force: Increase prostate cancer screening and advocacy among minority men over 40 and colorectal cancer for all populations over 50 by 30 percent every year through 2012.
- c. Eat Smart, Move More (ESMM) Catawba County: By 2012, decrease the number of overweight or obese children in Catawba County ages 2-18 by 2.5 percent (from 40 percent to 37.5 percent) through behavioral, environmental and policy change.*

**When this effort began in 2008 the State average for overweight or obese children was 33.9 percent and Catawba County was 40 percent. In 2010, the State average was 34.2 percent and Catawba County was 38.19 percent.*

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. Catawba County Public Health staff will be prepared and ready to respond to Public Health threats by participating in annual preparedness training and demonstrating a 90 percent competency score. This is a new outcome with no 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 88 percent on the annual local Public Health SNS Plan review, benchmarked to Centers for Disease Control and Prevention (CDC) standards. The 2010 State average was 52.5 percent; the 2010 Region 7 average was 82.6 percent; and, the 2010 CCPH score 86 percent.

WOMEN, INFANTS, AND CHILDREN (WIC)

Statement of Purpose

To provide nutrition education and supplemental foods to eligible women, infants, and children (WIC) 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. Sixty-seven percent of women enrolled in WIC will initiate breastfeeding to expose the mother and newborn to the many health benefits linked by research to breastfeeding. Current data (2008) shows that 65 percent of WIC participants initiate breastfeeding. The State average is 55 percent, and the State goal for North Carolina counties is 75 percent.
3. Twenty-seven percent of pregnant women served by the WIC program will receive program services during the first trimester of pregnancy. WIC participation decreases the incidence of low birth weight infants by 3.3 percent and decreases preterm labor by 3.5 percent. Current data (2008) shows that 25 percent of WIC participants are served in their first trimester. The State average is 29 percent.

Other Human Services

Organization: 510050

	2009/10 Actual	2010/11 Current	2011/12 Requested	2011/12 Approved	Percent Change
Revenues					
General Fund	\$96,500	\$100,000	\$100,000	\$100,000	0%
Total	\$96,500	\$100,000	\$100,000	\$100,000	0%
Expenses					
Medical Examiner	\$96,500	\$100,000	\$100,000	\$100,000	0%
Total	\$96,500	\$100,000	\$100,000	\$100,000	0%

Budget Highlights

Medical Examiner fees cover the State mandated costs for autopsies.

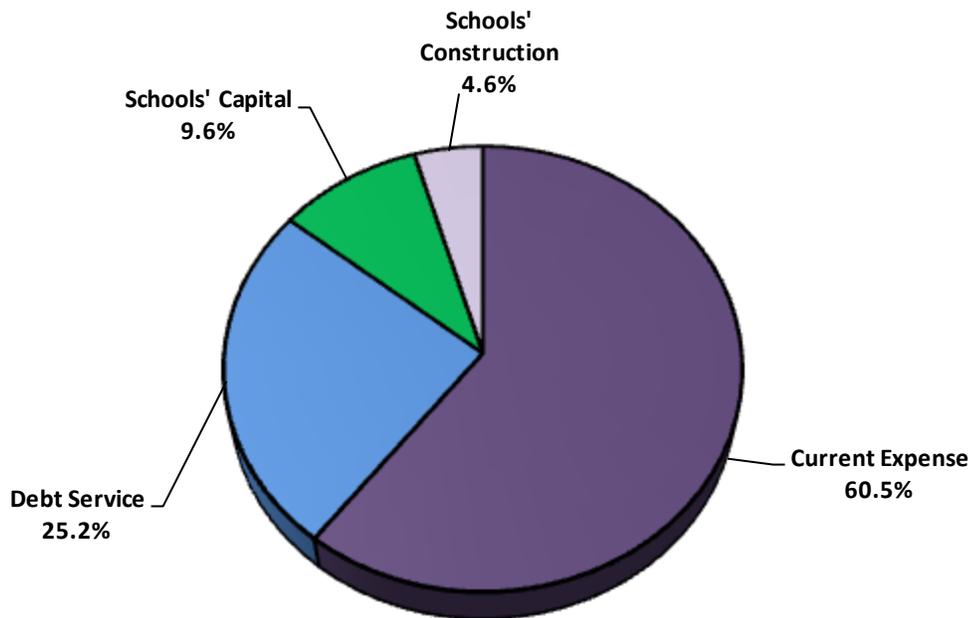
Per North Carolina General Statutes, fees for the Medical Examiner are as follows:

- 130A-387 - For each investigation and prompt filing of the required report, the medical examiner shall receive a fee paid by the State. However, if the deceased is a resident of the county in which the death or fatal injury occurred, that county shall pay the fee. The fee shall be \$100.
- 130A-389 - A fee for the autopsy or other study shall be paid by the State. However, if the deceased is a resident of the county in which the death or fatal injury occurred, that county shall pay the fee. The fee shall be \$1,000.

EDUCATION

The County has budgeted \$65,650,797 or 34.12 percent of the total budget for education expense. This includes \$39,734,129 for current expenses for the three school districts and Catawba Valley Community College (CVCC) and capital expenses total \$9,338,463. The Debt Service amount for education is \$16,578,205.

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

	2009/10 Actual	2010/11 Current	2011/12 Requested	2011/12 Approved	Percent Change
Revenues					
1st 1/2% Sales Tax	\$3,900,407	\$3,723,404	\$3,304,262	\$3,336,977	-10.38%
1st 1/2% Sales Tax - Food	0	0	493,740	498,629	0%
1/4 Cent Sales Tax	335,468	327,993	331,273	324,746	-0.99%
Fines & Forfeitures	892,179	1,006,755	985,633	1,005,156	-0.16%
General Fund	33,478,665	34,750,512	33,330,226	34,588,144	-0.47%
Total	\$38,606,719	\$39,808,664	\$38,445,134	\$39,753,652	-0.14%
Expenses					
Catawba County					
Base Budget	\$24,267,479	\$24,719,250	\$23,524,128	\$24,759,374	0.16%
Fines & Forfeitures	629,700	707,250	707,250	708,398	0.16%
Subtotal	\$24,897,179	\$25,426,500	\$24,231,378	\$25,467,772	0.16%
Hickory City					
Base Budget	\$6,156,021	\$6,295,169	\$6,176,230	\$6,157,601	-2.19%
Fines & Forfeitures	159,700	180,113	165,000	176,177	-2.19%
Subtotal	\$6,315,721	\$6,475,282	\$6,341,230	\$6,333,778	-2.19%
Newton-Conover					
Base Budget	\$3,959,040	\$4,170,463	\$3,962,890	\$4,214,453	1.05%
Fines & Forfeitures	102,779	119,351	113,383	120,581	1.03%
Subtotal	\$4,061,819	\$4,289,814	\$4,076,273	\$4,335,034	1.05%
Catawba Valley Community College	\$3,332,000	\$3,617,068	\$3,796,253	\$3,617,068	0.00%
Grand Total	\$38,606,719	\$39,808,664	\$38,445,134	\$39,753,652	-0.14%

Pupil Allocation 2011/12

	Catawba	Hickory	Newton-Conover	Total
Per Pupil				
Average Attendance	17,278	4,297	2,941	24,516
2010/11 County Base	\$1,270.00	\$1,270.00	\$1,270.00	\$1,270.00
Joint School Programs	52.00	52.00	52.00	52.00
2% Teacher Supplement	46.00	46.00	46.00	46.00
Technology	65.00	65.00	65.00	65.00
County Per Pupil Total	1,433.00	1,433.00	1,433.00	1,433.00
Fines & Forfeitures	41.00	41.00	41.00	41.00
School Fund Balance	7.00	7.00	7.00	7.00
Total Per Pupil	\$1,481.00	\$1,481.00	\$1,481.00	\$1,481.00
System Total				
2010/11 County Base	\$21,943,060	\$5,457,190	\$3,735,070	\$31,135,320
Joint School Programs	898,456	223,444	152,932	1,274,832
2% Teacher Supplement	794,788	197,662	135,286	1,127,736
Technology	1,123,070	279,305	191,165	1,593,540
Fines & Forfeitures	708,398	176,177	120,581	1,005,156
School Fund Balance	120,946	30,079	20,587	171,612
Total	\$25,588,718	\$6,363,857	\$4,355,621	\$36,308,196

Budget Highlights

Current expense funding assists the County's three school systems with operating needs including both instructional programs and support services. 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 budget maintains County per pupil funding of \$1,433 resulting in total funding to the County's three school systems of \$35,131,428.

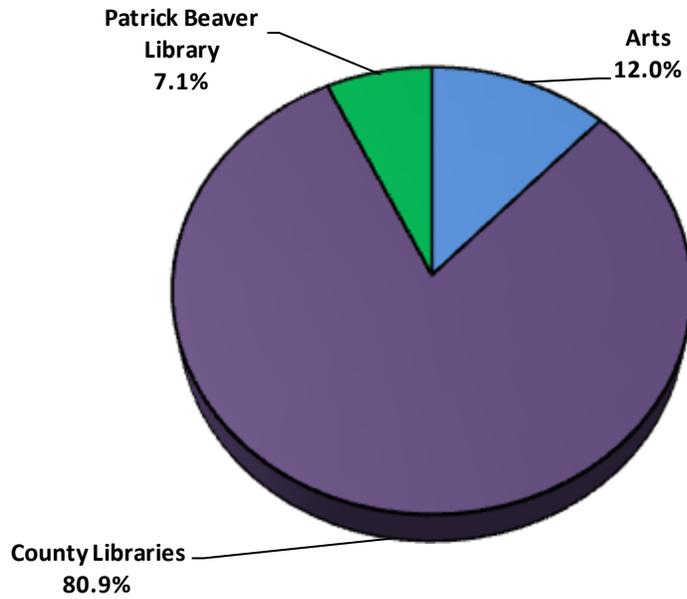
The base budget for each school includes funds for jointly operated school programs -- Challenger High School, Conover School for Exceptional Children, the Adolescent and Children in Treatment (ACT) Program, Community Schools, Hickory Career & Art Magnet School core program, and the bus garage. Since the funding for these special programs is combined in the base allocation, the three superintendents have worked 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 24,516, which is a decrease of 38 students next year. State certified student enrollment numbers for Catawba County Schools increased by 28, Newton-Conover City Schools increased by 30, and Hickory Public Schools decreased by 96.

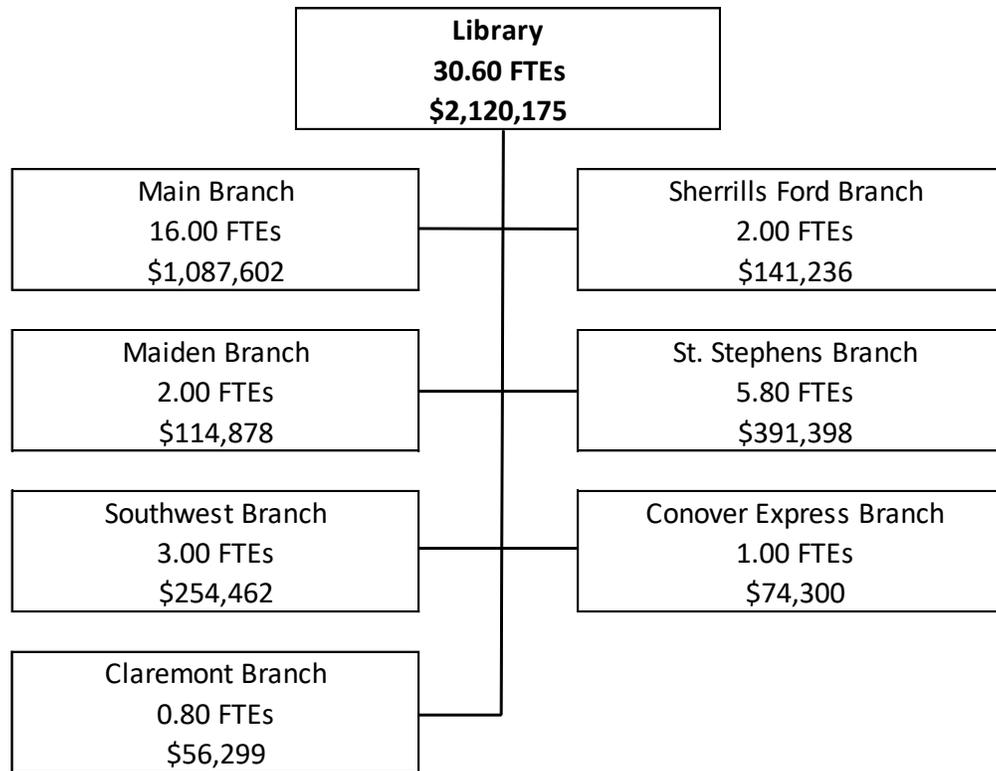
The budget also continues to provide current expense funding to CVCC with \$3,617,068 next year. Our goal is to improve the County's ranking in community college funding to within the top 15 counties in the state. In Fiscal Year 2009/10, funding was increased by \$217,068 which moved CVCC from 18th to 15th in funding out of 58 community colleges. Barring any major changes in funding for other community colleges, this funding is expected to maintain our ranking.

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 \$2,619,125 in support of the library system, culture, and the arts.



Catawba County Government



County Library

Reinventing Department

	2009/10	2010/11	2011/12	2011/12	Summary
	Actual	Current	Requested	Approved	Percent Change
Revenues					
State	\$239,134	\$161,825	\$155,540	\$146,645	-9%
Local	67,051	60,592	54,404	54,404	-10%
Charges & Fees	69,338	51,900	51,050	51,050	-2%
Miscellaneous	9,556	0	1,010	1,010	0%
General Fund	1,847,331	1,894,071	1,925,605	1,867,066	-1%
Total	\$2,232,410	\$2,168,388	\$2,187,609	\$2,120,175	-2%
Expenses					
Personal Services	\$1,561,116	\$1,567,489	\$1,591,528	\$1,524,094	-3%
Supplies & Operations	671,294	600,899	596,081	596,081	-1%
Capital	0	0	0	0	0%
Total	\$2,232,410	\$2,168,388	\$2,187,609	\$2,120,175	-2%
Expenses by Division					
Main	\$1,216,904	\$1,111,837	\$1,147,310	\$1,087,602	-2%
Sherrills Ford	156,375	147,656	141,317	141,236	-4%
Maiden	123,405	128,290	124,867	114,878	-10%
St. Stephens	373,663	391,048	390,609	391,398	0%
Southwest	243,643	256,027	252,726	254,462	-1%
Conover	69,651	77,348	74,406	74,300	-4%
Claremont	48,769	56,182	56,374	56,299	0%
Total	\$2,232,410	\$2,168,388	\$2,187,609	\$2,120,175	-2%
Employees					
Permanent	36.30	32.10	32.10	30.60	-5%
Hourly	1.58	1.58	1.58	1.58	0%
Total	37.88	33.68	33.68	32.18	-4%

Fiscal Year 2009/10 Outcome Achievements

Total Outcomes	Achieved	Partially Achieved	Not Achieved	Success Rate
34	34	0	0	100%

Budget Highlights

The Library's budget is a 2 percent decrease from Fiscal Year 2010/11, which is a reduction of \$48,213. With the Library completing a new strategic plan in Fiscal Year 2010/11, outcomes are updated to reflect the new priorities. Outcomes continue to focus on early educational development, digital literacy, preservation of history, youth enrichment, and excellent customer service. The Library's budget includes the elimination of two vacant positions. This is not expected to have a negative impact on the level of service that the Library currently provides and maintains the operating hours at the Main Library and all six branches.

Performance Measurement

Fiscal Year 2011/12

Outcomes for the Library continue to emphasize early educational development, digital literacy, preservation of history, youth enrichment, and excellent customer service. The Library adopted a new strategic plan in the current year, and therefore updated their outcomes to align with its goals. Main Library will continue to offer excellent services for preschool children and youth in the coming fiscal year, offering 100 additional story programs, 920 additional books to daycares, as well six reading enrichment programs, both during the school year and in the summer. Technology literacy and online availability of materials are highlighted as well, with the libraries continuing to work with the County's Technology Department to maintain their computers, providing computer workshops in areas like online job searching and Skype, and increasing the collection of online materials available on the Library's website.

Family histories and genealogy continue to be important as well, with the Library increasing their family histories collection by 10 percent and partnering with Hickory Public Libraries to offer at least one workshop on researching family history. Customer service and public information outcomes focus on offering the best service to Catawba County citizens by producing a monthly newsletter which is distributed at each branch, weekly newspaper column, and frequent webpage/social media updates. The Library will also maintain a 95 percent or better satisfaction rating of staff as "excellent" or "good" on the Library systems annual survey.

Fiscal Year 2010/11

At midyear, all outcomes have either been achieved or are on target to be achieved. In many areas such as preschool literacy and literary enrichment, outcomes have already been accomplished and surpassed.

The total collection count for the Library at mid-year is 256,800, up from the 253,334 at the end of the past fiscal year. While the print per capita rate of 2.45 and the non-print per capita rate of 2.14 are below the outcome targets of 3.5 and 2.5 respectively, these numbers are expected to rise as circulation increases in the second half of the year. The "Southern Pens" reading group formed in the past year has continued to thrive, having 12 book discussions and 104 participants at mid-year.

Staff continues to maintain the 21 public computers available at the Main Library and assisted patrons in using Library computers for 22,153 sessions during the half of the fiscal year. Outcomes pertaining to Genealogy are on track to be met as well. The 2008 Hickory Daily Record and Observer News Enterprise obituaries have been compiled and are currently being placed into Excel format for inclusion to the Library's website.

All six branch libraries are on track to meet their established outcomes for the 2010/11 fiscal year in the areas of Youth Services, Technology, Customer Service, and Knowledge Services.

Fiscal Year 2009/10

The Library achieved all of its 34 outcomes in Fiscal Year 2009/10. In many areas, such as preschool reading programs and literary enrichment activities, it appears goals were surpassed. 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 Book Buddies 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.

MAIN LIBRARY

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. Provide preschool children and their caregivers educational early learning activities by offering at least 150 "Ready to Learn" story programs at the Main Library.
2. Librarians will help connect preschool children with high quality reading materials by circulating at least 2,000 books in daycare centers.
3. Main Library will help meet the technology needs of citizens by continuing to maintain 21 public computers with access to the Library catalog, the Internet, standard software applications, and excellent online information resources.
4. Contribute to the economic revitalization of Catawba County by providing at least 30 computer workshops such as 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. Help customers find valid and reliable sources of information by promoting the use of NCLive and recording at least 20,000 sessions during the year. NCLive is a free Statewide online library service that provides North Carolinians with resources that support education, enhance Statewide economic development, and increase quality of life. Resources include eBooks, magazines, newspapers, journals, media, and other materials for all ages on topics ranging from careers, business and investing, to auto repair, health, history, and genealogy.
6. To help residents and visitors connect to the past and understand the history and traditions of the Catawba Valley, the Library's family histories collection will be increased by 10 percent by digitizing print materials collected from 2005 to 2010.
7. To promote and preserve Catawba County's history, Main Library will partner with the Hickory Public Library to present at least one workshop on researching family histories using the Main Library's comprehensive genealogy resources.

8. 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.
9. Promote reading and support science, technology, engineering, and math (STEM) learning by offering at least six reading enrichment programs during the school year at the Main Library.
10. Increase the Library's collection of eBooks, eAudiobooks, eVideorecordings, and eMusic on the Library website by five percent to meet the preferences of an increasing population who use digital devices to retrieve information. The current count of these collections is 4,258 and the library will add at least 213 items.
11. Encourage lifelong learning and reading by sponsoring six adult programs at the Main Library. Planned programs include how to write your family or local history, beginning Genealogy strategies, author readings and book signings, a Black History Month program, and a history of the furniture industry program. At each program, library materials will be highlighted to support further reading and learning opportunities.
12. Catawba County Library will meet the educational, personal, and professional knowledge needs of the Catawba County community by maintaining a total print and non-print circulation per capita rate of 6.5. This exceeds the standards for North Carolina Public Libraries for a "B" grade Library by 1.5 items per capita, and is 0.5 items per capita short of reaching the ultimate goal of an "A" grade library.
13. 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.
14. Provide the best customer service by providing convenient access to all the resources of the County libraries. This is accomplished by continuing the Library courier service four times per week to the branch libraries and once per week to the Patrick Beaver Library.
15. Main Library will ensure Catawba County citizens have access to accurate and complete information about the Library services available to them by producing a monthly newsletter, a weekly newspaper column, webpage updates, and frequent posts to social networking tools.

SHERRILLS FORD BRANCH LIBRARY

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. Provide preschool children and their caregivers educational early learning activities by offering at least 75 “Ready to Learn” story programs at the Sherrills Ford Branch Library.
2. Librarians will help connect preschool children with high quality reading materials by circulating at least 1,750 books in daycare centers.
3. To help meet the technology needs of the citizens, the Sherrills Ford Branch Library will continue to maintain five public access computers and provide access to the Library catalog, the Internet, standard software applications, and online information resources.
4. Promote reading and support science, technology, engineering, and math (STEM) learning by offering at least five reading enrichment programs during the school year at the Sherrills Ford Branch Library.
5. 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 six 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 provide citizens with access to accurate and complete Library information, Sherrills Ford Branch Library will provide branch specific information each month for the Library newsletter, newspaper column, and other special media releases, and by distributing copies of the monthly newsletter to Library patrons.

MAIDEN BRANCH LIBRARY

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. Provide preschool children and their caregivers educational early learning activities by offering at least 75 “Ready to Learn” story programs at the Maiden Branch Library.
2. Librarians will help connect preschool children with high quality reading materials by circulating at least 800 books in daycare centers.
3. To help meet the technology needs of the citizens, the Maiden Branch Library will continue to maintain three public access computers and provide access to the Library catalog, the Internet, standard software applications, and online information resources.
4. Promote reading and support science, technology, engineering, and math (STEM) learning by offering at least five reading enrichment programs during the school year at the Maiden Branch Library.
5. The Maiden 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 and providing at least six 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 provide citizens with access to accurate and complete Library information, Maiden Branch Library will provide branch specific information each month for 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

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. Provide preschool children and their caregivers educational early learning activities by offering at least 150 "Ready to Learn" story programs at the St. Stephens Branch Library.
2. Librarians will help connect preschool children with high quality reading materials by circulating at least 3,200 books in daycare centers.
3. St. Stephens Library will help meet the technology needs of citizens by continuing to maintain 11 public computers with access to the Library catalog, the Internet, standard software applications, and excellent online information resources.
4. St. Stephens Library will contribute to the economic revitalization of Catawba County by providing at least 15 computer workshops such as 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 210 school aged children and teens for summer reading enrichment activities and provide at least six reading programs during the summer months.
6. Promote reading and support science, technology, engineering, and math (STEM) learning by offering at least six reading enrichment programs during the school year at the St. Stephens Branch Library.
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 provide citizens with access to accurate and complete Library information, St. Stephens Branch Library will provide branch specific information each month for the Library newsletter, newspaper column, and other special media releases, and by distributing copies of the monthly newsletter to Library patrons.

SOUTHWEST BRANCH LIBRARY

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. Provide preschool children and their caregivers educational early learning activities by offering at least 100 "Ready to Learn" story programs at the Southwest Branch Library.
2. Librarians will help connect preschool children with high quality reading materials by circulating at least 800 books in daycare centers.
3. Southwest Branch Library will help meet the technology needs of citizens by continuing to maintain nine public computers with access to the Library catalog, the Internet, standard software applications, and excellent online information resources.
4. Southwest Branch Library will contribute to the economic revitalization of Catawba County by providing at least 15 computer workshops such as 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. 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 six 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 provide citizens with access to accurate and complete Library information, Southwest Branch Library will provide branch specific information each month for the Library newsletter, newspaper column, and other special media releases, and by distributing copies of the monthly newsletter to Library patrons.

CONOVER EXPRESS LIBRARY

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. Conover Branch Librarians will help connect preschool children with high quality reading materials by circulating at least 1,200 books in daycare centers.
2. The Conover Branch Library will help meet the technology needs of citizens by continuing to maintain 16 public computers with access to the Library catalog, the Internet, standard software applications, and excellent online information resources.
3. The Conover Branch Library will contribute to the economic revitalization of Catawba County by providing at least 15 computer workshops to help adults increase their technology and job searching skills.
4. The Conover 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.
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 enhance the digital literacy skills of the community, the Conover Branch will provide 100 individual skill building sessions to meet immediate needs of job seekers and other computer users.
7. To provide citizens with access to accurate and complete Library information, Conover Branch Library will provide branch specific information each month for the Library newsletter, newspaper column, and other special media releases, and by distributing copies of the monthly newsletter to Library patrons.

CLAREMONT BRANCH LIBRARY

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. The Claremont Branch Library will help meet the technology needs of citizens by continuing to maintain seven public computers with access to the Library catalog, the Internet, standard software applications, and excellent online information resources.
2. 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.
3. 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.
4. To provide citizens with access to accurate and complete Library information, Claremont Branch Library will provide branch specific information each month for the Library newsletter, newspaper column, and other special media releases, and by distributing copies of the monthly newsletter to Library patrons.
5. To enhance the digital literacy skills of the community, the Claremont Branch will provide 100 individual skill building sessions to meet immediate needs of job seekers and other computer users.

Other Cultural Activities

	2009/10 Actual	2010/11 Current	2011/12 Requested	2011/12 Approved	Percent Change
Revenues					
Miscellaneous	\$0	\$0	\$0	\$0	0%
General Fund	526,254	525,000	640,728	498,950	-5%
Total	\$526,254	\$525,000	\$640,728	\$498,950	-5%
Expenses					
Historical Museum	\$72,821	\$71,000	\$72,000	\$67,450	-5%
National Register	0	4,000	4,000	4,000	0%
Newton-Conover Auditorium	12,000	12,000	11,400	11,400	-5%
Old Post Office Playhouse	0	0	40,000	0	0%
Patrick Beaver Library	198,013	195,000	270,328	185,250	-5%
Salt Block Foundation	100,000	100,000	100,000	95,000	-5%
United Arts Council	143,420	143,000	143,000	135,850	-5%
Total	\$526,254	\$525,000	\$640,728	\$498,950	-5%

Budget Highlights

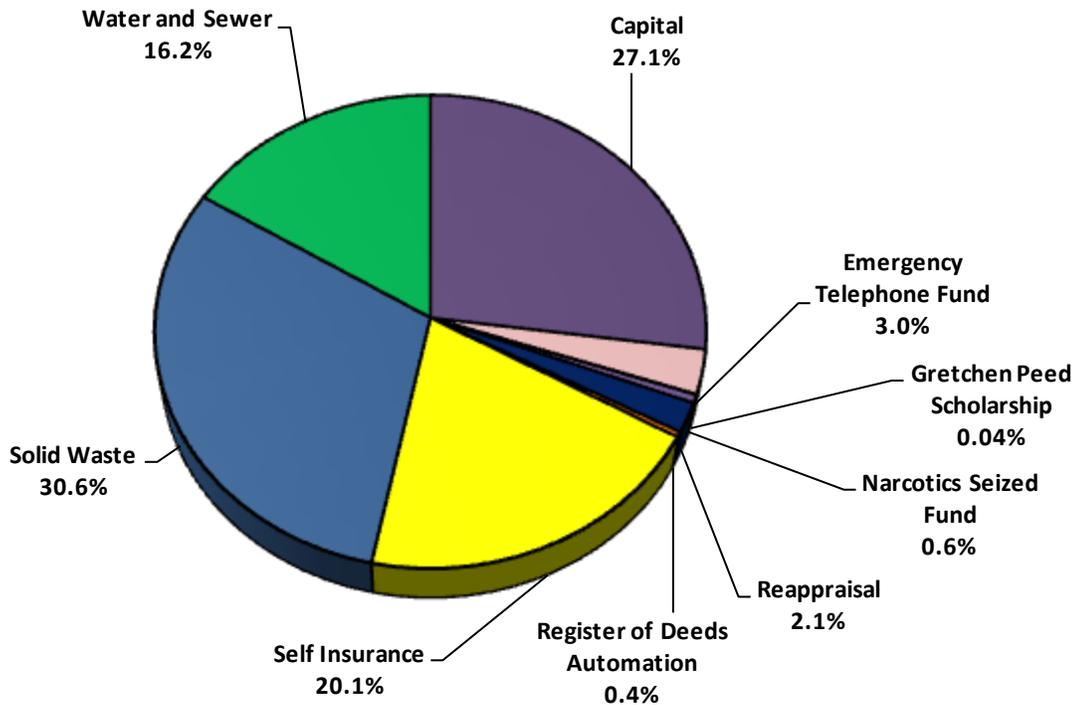
The County provides annual funding to the United Arts Council, the designated County partner appointed by the North Carolina State Legislature to receive State funds, match them with local government funds, and sub grant them for cultural projects in Catawba County. Catawba County Funds are used to match 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 for the Historical Museum operating costs and for the National Register of Historic Homes in the County.



OTHER FUNDS

The Other Funds function is comprised of several other General Fund types, Special Revenue Funds, Construction or Project Funds, and Enterprise Funds. The budgets in Other Funds for this fiscal year total \$19,325,805. These expenditures include capital projects for County buildings, Reappraisal activities, Solid Waste Management, and Self Insurance.



Self Insurance Fund

Fund 115

	2009/10 Actual	2010/11 Current	2011/12 Requested	2011/12 Approved	Percent Change
Revenues					
Charges & Fees	\$3,938	\$6,000	\$7,000	\$7,000	17%
Employee Dental Contribution	235,981	200,000	220,000	225,000	13%
Emp/Retiree Health Contribution	1,598,131	2,185,000	1,400,000	1,461,000	-33%
Indirect Cost	11,000	129,000	136,000	136,000	5%
Miscellaneous	107,863	0	0	0	0%
Fund Balance	1,747,382	0	0	0	0%
S/T Disability Premiums	82,091	80,000	80,000	80,000	0%
Group Health/Dental Premiums	0	0	0	0	0%
Special Contingency	0	100,000	100,000	150,000	50%
Health Co-Pay	33,392	26,300	55,400	35,400	35%
General Fund	1,239,706	1,753,500	2,629,750	1,782,250	2%
Total	\$5,059,484	\$4,479,800	\$4,628,150	\$3,876,650	-13%
Expenses					
Capital	\$0	\$0	\$41,000	\$0	0%
Contractual Services	127,793	110,750	143,000	123,000	11%
County EAP	26,232	30,000	26,000	26,000	-13%
Employee Dental Claims	257,030	317,250	280,000	275,000	-13%
Employee/Retiree Health Claims	2,951,175	2,206,000	2,200,000	1,461,000	-34%
IBNR	0	0	0	0	0%
Property & General Liability Claims	174,691	150,000	150,000	150,000	0%
Property & General Liability Premiums	470,242	500,000	500,000	500,000	0%
Retiree Group Health	132,816	192,000	176,500	200,000	4%
Security/Safety Supplies	22,778	5,000	0	0	0%
Self Ins. Collision	722	7,500	5,000	5,000	-33%
Self Ins. Comprehensive	350	10,000	5,000	5,000	-50%
Special Contingency	0	100,000	100,000	150,000	50%
S/T Disability Payments	77,799	50,000	80,000	80,000	60%
Wellness - Supplies & Operations	176,063	156,300	198,400	178,400	14%
To General Fund	22,375	0	0	0	0%
Unemployment Insurance	64,021	80,000	150,000	150,000	88%
Workers Compensation Claims	399,302	400,000	400,000	400,000	0%
Workers Compensation Premiums	156,101	165,000	173,250	173,250	5%
Total	\$5,059,490	\$4,479,800	\$4,628,150	\$3,876,650	-13%
Expenses by Division					
Wellness	\$176,063	\$156,300	\$198,400	\$178,400	14%
Employee Insurance	3,559,869	2,885,250	2,892,500	2,152,000	-25%
Liability	764,792	865,750	960,500	969,500	12%
Workers Compensation	558,766	572,500	576,750	576,750	1%
Total	\$5,059,490	\$4,479,800	\$4,628,150	\$3,876,650	-13%

Budget Highlights

The Self-Insurance Fund includes the County's cost for wellness, employee health and dental insurance, property and general liability insurance, and workers' compensation. In order to reflect the true cost of positions, the employer portion of health and dental premiums are budgeted in individual department budgets. The Self Insurance Fund includes those costs not covered by employer premiums such as retiree costs and costs for spouses and dependents on our plan.

In Fiscal Year 2010/11 the County made major changes to employee health care benefits in order to bridge a projected gap in health claims versus revenue including offering three plans with differing levels of employee and employer participation. Based on the latest claims information, it appears that the County's efforts have been successful and that claims have stabilized as evidenced by the relatively flat General Fund contribution. The primary reason for the 13 percent reduction is that a higher number of employees chose the health savings account or (HSA) plan which has lower premiums but higher deductibles and out of pocket costs except for preventative care.

REAPPRAISAL

Statement of Purpose

As required by North Carolina General Statute 105-286, Catawba County must conduct a reappraisal of all real property in accordance with the provisions of General Statutes 105-283 and 105-317. This must be completed by January 1st of the prescribed year and at least every eighth year thereafter.

Outcomes

1. Defend the County's position on property value appeals to the North Carolina Property Tax Commission resulting from the 2011 Revaluation. In combination with the County's legal department, revaluation staff will seek to ensure that all property is fairly and equitably assessed in accordance with the 2011 adopted Schedule of Values.
2. In preparation for a 2015 Countywide Revaluation, maintain an accurate sales history file of all valid market transactions within the County. This is to be accomplished by:
 - a. Mailing Sales Verification Questionnaires to all grantees of property.
 - b. Evaluating returned questionnaires to determine valid arm's length market transactions (those which are considered a typical market transaction).
 - c. Utilizing these valid sales in Comparative Sales (Market) approach to determine 2015 values.
3. Provide quality customer service by responding to all taxpayer inquiries within 24 hours of receipt and resolving outstanding issues within five business days as evidenced by monitoring and verification by supervisors within department.
4. Promote cross-training of office support specialists and real estate appraisers to improve efficiency, flexibility, and continuity of entire Revaluation office.

Reappraisal Fund

Fund 140

	2009/10 Actual	2010/11 Current	2011/12 Requested	2011/12 Approved	Percent Change
Revenues					
Investment Earnings	\$11,305	\$0	\$0	\$0	0%
Fund Balance	0	77,100	26,000	26,000	-66%
General Fund	398,472	397,685	413,222	371,643	-7%
Total	\$409,777	\$474,785	\$439,222	\$397,643	-16%
Expenses					
Personal Services	\$336,489	\$355,040	\$357,514	\$318,935	-10%
Supplies & Operations	73,288	91,245	55,708	52,708	-42%
Capital	0	28,500	26,000	26,000	-9%
Total	\$409,777	\$474,785	\$439,222	\$397,643	-16%
Employees					
Permanent	8.00	7.00	7.00	6.00	-14%
Hourly	0.00	0.00	0.00	0.00	0%
Total	8.00	7.00	7.00	6.00	-14%

Budget Highlights

The Reappraisal budget decreased 16 percent. The budget eliminates one Office Support Specialist position. January 1, 2011, the County completed its four year revaluation of property as is required by statute at least every eight years. As a result, expenses for postage, printing and binding, and per diem for Board of Equalization and Review members were higher in the current year. The budget includes funds to replace a vehicle used by appraisers that is 16 years old and has over 110,000 miles with a more fuel efficient hybrid vehicle.

Register of Deeds Automation & Preservation

Fund 160

	2009/10 Actual	2010/11 Current	2011/12 Requested	2011/12 Approved	Percent Change
Revenues					
Charges & Fees	\$51,515	\$53,251	\$52,001	\$52,001	-2%
Miscellaneous	21,437	20,500	19,500	19,500	-5%
Fund Balance Applied	(4,092)	0	0	0	0%
Total	\$68,860	\$73,751	\$71,501	\$71,501	-3%
Expenses					
Contractual Services	\$68,860	\$73,751	\$71,501	\$71,501	-3%
Supplies & Operations	0	0	0	0	0%
Total	\$68,860	\$73,751	\$71,501	\$71,501	-3%

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

	2009/10	2010/11	2011/12	2011/12	Summary
	Actual	Current	Requested	Approved	Percent Change
Revenue					
911 Charges	\$0	\$0	\$0	\$0	0%
Miscellaneous	57,720	0	0	0	0%
911 Reimbursement	1,098,978	1,056,800	502,077	502,077	-52%
From General Fund	0	0	0	0	0%
911 Fund	(851,820)	0	84,573	85,268	0%
Total	\$304,878	\$1,056,800	\$586,650	\$587,345	-44%
Expenses					
Personal Services	\$82,635	\$88,247	\$89,395	\$90,090	2%
Supplies & Operations	222,243	473,325	497,255	497,255	5%
Capital	0	0	0	0	0%
To General Fund	0				
To General Capital Projects	0	0	0	0	0%
911 Fund	0	495,228	0	0	0%
Total	\$304,878	\$1,056,800	\$586,650	\$587,345	-44%
Expenses by Division					
Emergency Telephone System	\$222,243	\$968,553	\$497,255	\$497,255	-49%
Wireless 911 Charges	19,914	21,314	21,604	22,013	3%
911 Addressing	62,721	66,933	67,791	68,077	2%
Total	\$304,878	\$1,056,800	\$586,650	\$587,345	-44%
Employees					
Permanent	1.85	1.85	1.85	1.85	0%
Hourly	0.00	0.00	0.00	0.00	0%
Total	1.85	1.85	1.85	1.85	0%

Budget Highlights

The budget decreased 44 percent as a result of a new funding method approved by the North Carolina 911 Board beginning July 1, 2011.

Citizens' Alert System

Fund 204

	2009/10 Actual	2010/11 Current	2011/12 Requested	2011/12 Approved	Percent Change
Revenues					
Local	\$39,087	\$11,521	\$11,521	\$11,521	0%
State	0	0	0	0	0%
Federal	0	20,000	20,000	20,000	0%
Miscellaneous	10,631	10,000	10,000	10,000	0%
Fund Balance	0	0	0	0	0%
From General Fund	6,294	15,285	14,666	15,056	-1%
Total	\$56,012	\$56,806	\$56,187	\$56,577	0%
Expenses					
Personal Services	\$18,512	\$19,306	\$18,687	\$19,077	-1%
Supplies & Operations	37,500	37,500	37,500	37,500	0%
Capital	0	0	0	0	0%
Total	\$56,012	\$56,806	\$56,187	\$56,577	0%
Employees					
Permanent	0.50	0.50	0.50	0.50	0%
Hourly	0.00	0.00	0.00	0.00	0%
Total	0.50	0.50	0.50	0.50	0%

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. For Fiscal Year 2011/12, the budget applies \$20,000 in Emergency Management Performance Grant funds and \$10,000 from Duke Energy (associated with the McGuire Nuclear Station) toward the cost of the system. The remaining \$26,181 is funded by the municipalities of Hickory, Newton, Catawba, Claremont, Conover, and the County. These municipalities contribute a total of \$11,521 based on their population size, with the remaining \$15,056 coming from the County.

Federally Seized Funds

Fund 205

	2009/10 Actual	2010/11 Current	2011/12 Requested	2011/12 Approved	Percent Change
Revenues					
Interest on Investments	\$6,052	\$0	\$0	\$0	0%
Sale of Properties	0	2,000	1,000	1,000	-50%
Drug Reimbursement	79,525	14,000	20,000	20,000	43%
Fund Balance	(77,577)	40,000	51,000	87,487	119%
Total	\$8,000	\$56,000	\$72,000	\$108,487	94%
Expenses					
Personal Services	\$0	\$0	\$0	\$0	0%
Supplies & Operations	8,000	26,000	42,000	56,033	116%
Capital	0	0	0	22,454	0%
Drug Prevention Contingency	0	30,000	30,000	30,000	0%
Total	\$8,000	\$56,000	\$72,000	\$108,487	94%

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.

Funds are included in the budget to equip one new Narcotics Investigator.

General Capital Projects Reserve

Fund 225

	2009/10 Actual	2010/11 Current	2011/12 Requested	2011/12 Approved	Percent Change
Revenues					
Investment Earnings	\$13,967	\$0	\$0	\$0	0%
Fund Balance	(227,679)	83,879	0	0	0%
General Fund	300,000	71,443	274,157	0	0%
Total	\$86,288	\$155,322	\$274,157	\$0	0%
Expenses					
To General Fund	\$86,288	\$83,879	\$0	\$0	0%
EDC Multi-Jurisdictional Park	0	71,443	274,157	0	0%
Total	\$86,288	\$155,322	\$274,157	\$0	0%

Hospital Reserve Fund

Fund 235

	2009/10 Actual	2010/11 Current	2011/12 Requested	2011/12 Approved	Percent Change
Revenues					
Investment Earnings	\$106,487	\$0	\$0	\$0	0%
Fund Balance Applied	(106,487)	0	0	0	0%
Total	\$0	\$0	\$0	\$0	0%
Expenses					
Transfer to Hospital Capital	\$0	\$0	\$0	\$0	0%
Total	\$0	\$0	\$0	\$0	0%

Budget Highlights

Due to new GASB 34 regulations, we will no longer continue use of the Hospital Reserve Fund. Beginning in Fiscal Year 2011/12, all hospital accounting transactions will be shown in Fund 430, Hospital Construction Fund.

Rescue Squads Fund

Fund 240

	2009/10 Actual	2010/11 Current	2011/12 Requested	2011/12 Approved	Percent Change
Revenues					
Interest on Investments	\$13,130	\$0	\$0	\$0	0%
Miscellaneous	0	0	0	0	0%
Fund Balance	(206,609)	93,101	0	0	0%
Prior Year Ad Valorem	0	0	1,000,500	982,158	0%
From Gen Fund - 1st Responder Program	338,602	338,602	0	0	0%
From General Fund - FTE	33,862	0	0	0	0%
From General Fund	661,898	661,898	0	0	0%
Total	\$840,883	\$1,093,601	\$1,000,500	\$982,158	-10%
Expenses					
Property & General Liability	\$71,144	\$88,021	\$88,021	\$88,021	0%
Accounting Services	13,300	13,300	13,300	13,300	0%
Medical 1st Response	372,140	338,602	338,602	338,602	0%
Rescue Squads Equipment Reserve	0	173,141	92,764	74,422	-57%
Catawba	47,960	67,208	70,677	70,677	5%
Claremont	54,721	75,223	75,301	75,301	0%
Hickory Capital	33,264	0	0	0	0%
Hickory Operating	98,088	125,715	107,203	107,203	-15%
Maiden	47,100	65,062	67,300	67,300	3%
Newton-Conover Operating	49,976	74,147	74,150	74,150	0%
Sherrills Ford	53,190	73,182	73,182	73,182	0%
Total	\$840,883	\$1,093,601	\$1,000,500	\$982,158	-10%

Budget Highlights

The budget provides funding for the six rescue squads in the County and the First Responder Program. County funding to the Rescue Squads is reduced 2 percent from the prior year, with this reduction coming from Hickory Rescue due to a drop in call volume as well as the Rescue Squad Equipment Reserve. The budget reflects a larger 10 percent reduction due to a one-time appropriation from the Rescue Squads fund balance in the previous year. These reductions in County funding will not affect the level of service provided by the Squads and will not delay any plans to purchase and/or finance equipment.

Library Endowment Fund

Fund 250

	2009/10 Actual	2010/11 Current	2011/12 Requested	2011/12 Approved	Percent Change
Revenues					
Investment Earnings	\$4,649	\$0	\$0	\$0	0%
Fund Balance	(4,649)	0	0	0	0%
Total	\$0	\$0	\$0	\$0	0%
Expenses					
Supplies & Operations	\$0	\$0	\$0	\$0	0%
Total	\$0	\$0	\$0	\$0	0%

Budget Highlights

This fund was established in 1987 by Miss Frances E Setzer. Upon her death, money was donated to the Library to be used specifically for books.

Gretchen Peed Scholarship Fund

Fund 260

	2009/10 Actual	2010/11 Current	2011/12 Requested	2011/12 Approved	Percent Change
Revenues					
Donations	\$5,155	\$7,500	\$7,500	\$7,500	0%
Interest Earnings	1,602	0	0	0	0%
Fund Balance Applied	(5,957)	0	0	0	0%
Total	\$800	\$7,500	\$7,500	\$7,500	0%
Expenses					
Donations	\$800	\$7,500	\$7,500	\$7,500	0%
Total	\$800	\$7,500	\$7,500	\$7,500	0%

Budget Highlights

This scholarship was established in November 1996 by the Catawba County Board of Commissioners and Board of Social Services to honor former Commissioner Gretchen Peed. It is intended for any post-high school education program and will be available to any child who is or has been in the legal custody of Catawba County Social Services. This shall be a perpetual fund, and scholarships shall be generated from interest accrued from the donated principle. The principle shall not be accessed.

Social Services has made a concerted effort to encourage secondary education. To help insure better connectivity and opportunities for these children's education, Social Services will continue this emphasis and believes the use will be greater in years to come.

Parks/Historic Preservation Trust Fund

Fund 270

	2009/10 Actual	2010/11 Current	2011/12 Requested	2011/12 Approved	Percent Change
Revenues					
Miscellaneous	\$4,075	\$0	\$0	\$0	0%
Charges & Fees	2,482	0	0	0	0%
Fund Balance	(6,557)	0	0	0	0%
Total	\$0	\$0	\$0	\$0	0%
Expenses					
Supplies & Operations	\$0	\$0	\$0	\$0	0%
Capital	0	0	0	0	0%
To General Capital	0	0	0	0	0%
Total	\$0	\$0	\$0	\$0	0%

Community Development Fund

Fund 280

	2009/10 Actual	2010/11 Current	2011/12 Requested	2011/12 Approved	Percent Change
Revenues					
Federal	\$37,500	\$0	\$0	\$0	0%
Interest on Investments	340	0	0	0	0%
State	0	0	0	0	0%
Local	0	0	0	0	0%
Fund Balance	(8,515)	0	0	0	0%
Total	\$29,325	\$0	\$0	\$0	0%
Expenses					
Supplies & Operations	\$29,325	\$0	\$0	\$0	0%
Capital	0	0	0	0	0%
Total	\$29,325	\$0	\$0	\$0	0%



Mountain View Fire District

Fund 352

	2009/10 Actual	2010/11 Current	2011/12 Requested	2011/12 Approved	Percent Change
Revenues					
Tax Rate	0.0493	0.0600	0.0600	0.0600	0%
Property Tax	\$344,057	\$411,496	\$411,496	\$424,883	3%
Interest on Investments	750	0	0	0	0%
Fund Balance	0	18,038	11,145	11,145	-38%
Total	\$344,807	\$429,534	\$422,641	\$436,028	2%
Expenses					
Fire Protection	\$350,883	\$429,534	\$422,641	\$436,028	2%
Total	\$350,883	\$429,534	\$422,641	\$436,028	2%

Propst Fire District

Fund 353

	2009/10 Actual	2010/11 Current	2011/12 Requested	2011/12 Approved	Percent Change
Revenues					
Tax Rate	0.0615	0.0615	0.0615	0.0615	0%
Property Tax	\$204,035	\$192,066	\$192,066	\$195,793	2%
Interest on Investments	221	0	0	0	0%
Fund Balance	0	0	10,593	10,593	0%
Total	\$204,256	\$192,066	\$202,659	\$206,386	7%
Expenses					
Fire Protection	\$227,704	\$192,066	\$202,659	\$206,386	7%
Total	\$227,704	\$192,066	\$202,659	\$206,386	7%

St. Stephens Fire District

Fund 354

	2009/10 Actual	2010/11 Current	2011/12 Requested	2011/12 Approved	Percent Change
Revenues					
Tax Rate	0.0700	0.0700	0.0700	0.0700	0%
Property Tax	\$590,546	\$591,139	\$591,139	\$609,069	3%
Interest on Investments	2,763	0	0	0	0%
Fund Balance	0	26,227	0	0	0%
Total	\$593,309	\$617,366	\$591,139	\$609,069	-1%
Expenses					
Fire Protection	\$438,011	\$617,366	\$591,139	\$609,069	-1%
Total	\$438,011	\$617,366	\$591,139	\$609,069	-1%

Conover Rural Fire District

Fund 355

	2009/10 Actual	2010/11 Current	2011/12 Requested	2011/12 Approved	Percent Change
Revenues					
Tax Rate	0.0700	0.0700	0.0700	0.0700	0%
Property Tax	\$78,840	\$78,087	\$78,087	\$81,341	4%
Interest on Investments	1,572	0	0	0	0%
Fund Balance	0	0	79,648	79,648	0%
Total	\$80,412	\$78,087	\$157,735	\$160,989	106%
Expenses					
Fire Protection	\$0	\$0	\$0	\$3,254	0%
Apparatus Replacement	0	78,087	157,735	157,735	102%
Total	\$0	\$78,087	\$157,735	\$160,989	106%

Oxford Fire District

Fund 356

	2009/10 Actual	2010/11 Current	2011/12 Requested	2011/12 Approved	Percent Change
Revenues					
Tax Rate	0.0558	0.0558	0.0558	0.0558	0%
Property Tax	\$262,632	\$256,949	\$256,949	\$267,222	4%
Interest on Investments	563	0	0	0	0%
Fund Balance	0	0	0	0	0%
Total	\$263,195	\$256,949	\$256,949	\$267,222	4%
Expenses					
Fire Protection	\$251,504	\$256,949	\$256,949	\$267,222	4%
Total	\$251,504	\$256,949	\$256,949	\$267,222	4%

Sherrills Ford Fire District

Fund 357

	2009/10 Actual	2010/11 Current	2011/12 Requested	2011/12 Approved	Percent Change
Revenues					
Tax Rate	0.0700	0.0700	0.0700	0.0700	0%
Property Tax	\$1,346,511	\$1,324,958	\$1,324,958	\$1,351,958	2%
Interest on Investments	2,409	0	0	0	0%
Fund Balance	0	41,261	50,000	50,000	21%
Total	\$1,348,920	\$1,366,219	\$1,374,958	\$1,401,958	3%
Expenses					
Fire Protection	\$1,341,766	\$1,366,219	\$1,374,958	\$1,401,958	3%
Total	\$1,341,766	\$1,366,219	\$1,374,958	\$1,401,958	3%

Bandys Fire District

Fund 358

	2009/10 Actual	2010/11 Current	2011/12 Requested	2011/12 Approved	Percent Change
Revenues					
Tax Rate	0.0600	0.0600	0.0600	0.0600	0%
Property Tax	\$370,160	\$364,230	\$364,230	\$376,183	3%
Interest on Investments	2,892	0	0	0	0%
Fund Balance	0	35,000	0	0	0%
Total	\$373,052	\$399,230	\$364,230	\$376,183	-6%
Expenses					
Fire Protection	\$231,304	\$299,230	\$364,230	\$376,183	26%
Capital	176,695	0	0	0	0%
Bandys Station #1	0	50,000	0	0	0%
Bandys Station #3	0	50,000	0	0	0%
Total	\$407,999	\$399,230	\$364,230	\$376,183	-6%

Maiden Fire District

Fund 359

	2009/10 Actual	2010/11 Current	2011/12 Requested	2011/12 Approved	Percent Change
Revenues					
Tax Rate	0.0500	0.0600	0.0600	0.0600	0%
Property Tax	\$137,561	\$160,395	\$160,395	\$166,299	4%
Interest on Investments	1,258	0	0	0	0%
Fund Balance	0	0	26,530	26,530	0%
Total	\$138,819	\$160,395	\$186,925	\$192,829	20%
Expenses					
Fire Protection	\$84,845	\$137,261	\$186,925	\$192,829	40%
Capital	35,467	0	0	0	0%
Tanker	0	23,134	0	0	0%
Total	\$120,312	\$160,395	\$186,925	\$192,829	20%

Claremont Fire District

Fund 360

	2009/10 Actual	2010/11 Current	2011/12 Requested	2011/12 Approved	Percent Change
Revenues					
Tax Rate	0.0700	0.0700	0.0700	0.0700	0%
Property Tax	\$226,588	\$218,656	\$218,656	\$233,509	7%
Interest on Investments	319	0	0	0	0%
Fund Balance	0	0	0	0	0%
Total	\$226,907	\$218,656	\$218,656	\$233,509	7%
Expenses					
Fire Protection	\$235,064	\$218,656	\$218,656	\$233,509	7%
Total	\$235,064	\$218,656	\$218,656	\$233,509	7%

Catawba Fire District

Fund 361

	2009/10 Actual	2010/11 Current	2011/12 Requested	2011/12 Approved	Percent Change
Revenues					
Tax Rate	0.0700	0.0700	0.0700	0.0700	0%
Property Tax	\$126,154	\$125,616	\$125,616	\$130,251	4%
Interest on Investments	1,744	0	0	0	0%
Fund Balance	0	37,909	0	0	0%
Total	\$127,898	\$163,525	\$125,616	\$130,251	-20%
Expenses					
Fire Protection	\$122,758	\$163,525	\$95,616	\$100,251	-39%
Vehicle	0	0	20,000	20,000	0%
Breathing Apparatus	0	0	10,000	10,000	0%
Total	\$122,758	\$163,525	\$125,616	\$130,251	-20%

Longview Fire District

Fund 362

	2009/10 Actual	2010/11 Current	2011/12 Requested	2011/12 Approved	Percent Change
Revenues					
Tax Rate	0.0546	0.0546	0.0546	0.0546	0%
Property Tax	\$22,648	\$21,693	\$21,693	\$21,009	-3%
Interest on Investments	284	0	0	0	0%
Fund Balance	0	0	0	0	0%
Total	\$22,932	\$21,693	\$21,693	\$21,009	-3%
Expenses					
Fire Protection	\$21,687	\$21,693	\$21,693	\$21,009	-3%
Total	\$21,687	\$21,693	\$21,693	\$21,009	-3%

Newton Fire District

Fund 363

	2009/10 Actual	2010/11 Current	2011/12 Requested	2011/12 Approved	Percent Change
Revenues					
Tax Rate	0.0700	0.0700	0.0900	0.0700	0%
Property Tax	\$341,583	\$335,674	\$430,708	\$347,191	3%
Interest on Investments	374	0	0	0	0%
Fund Balance	0	0	4,125	4,125	0%
Total	\$341,957	\$335,674	\$434,833	\$351,316	5%
Expenses					
Fire Protection	\$370,110	\$335,674	\$434,833	\$351,316	5%
Total	\$370,110	\$335,674	\$434,833	\$351,316	5%

Cooksville Fire District

Fund 365

	2009/10 Actual	2010/11 Current	2011/12 Requested	2011/12 Approved	Percent Change
Revenues					
Tax Rate	0.0517	0.0517	0.0517	0.0517	0%
Property Tax	\$74,808	\$72,697	\$72,697	\$76,390	5%
Interest on Investments	731	0	0	0	0%
Fund Balance	0	0	0	0	0%
Total	\$75,539	\$72,697	\$72,697	\$76,390	5%
Expenses					
Fire Protection	\$72,325	\$72,697	\$72,697	\$76,390	5%
Total	\$72,325	\$72,697	\$72,697	\$76,390	5%

Hickory Rural Fire District

Fund 369

	2009/10 Actual	2010/11 Current	2011/12 Requested	2011/12 Approved	Percent Change
Revenues					
Tax Rate	0.0700	0.0700	0.0700	0.0700	0%
Property Tax	\$297,113	\$298,358	\$298,358	\$300,236	1%
Interest on Investments	1,759	0	0	0	0%
Fund Balance	0	12,100	0	0	0%
Total	\$298,872	\$310,458	\$298,358	\$300,236	-3%
Expenses					
Fire Protection	\$116,476	\$310,458	\$298,358	\$300,236	-3%
Capital	190,000	0	0	0	0%
Total	\$116,476	\$310,458	\$298,358	\$300,236	-3%

All Districts

	2009/10 Actual	2010/11 Current	2011/12 Requested	2011/12 Approved	Percent Change
Revenues					
Average Tax Rate	0.0624	0.0638	0.0653	0.0638	0%
Property Tax	\$4,423,236	\$4,452,014	\$4,547,048	\$4,581,334	3%
Interest on Investments	17,639	0	0	0	0%
Fund Balance	0	170,535	182,041	182,041	7%
Total	\$4,440,875	\$4,622,549	\$4,729,089	\$4,763,375	3%
Expenses					
Fire Protection	\$3,864,437	\$4,421,328	\$4,541,354	\$4,575,640	3%
Capital	402,162	201,221	187,735	187,735	-7%
Total	\$4,266,599	\$4,622,549	\$4,729,089	\$4,763,375	3%

Budget Highlights

The County's 14 Fire Districts are funded by an individualized fire tax paid by citizens who live within these districts. As with the overall tax rate, the County is required to determine a revenue neutral tax rate for fire districts based on the revaluation of property. In most cases, the revenue neutral rates for the Fire Districts would have resulted in hundredths of a penny changes to the rate. Therefore, all districts are maintained at their current tax rate.

One district, Newton, requested a tax increase from \$0.07 cents per \$100 valuation to \$0.09 cents. Since this department is currently providing excellent service to the citizens of its rural district and exceeding its contractual six minute response time by approximately two minutes, this increase is not included in the budget.

General Capital Projects

Fund 410

	2011/12 Requested	2011/12 Approved	Percent Change
Revenues			
Federal	\$250,000	\$200,000	0%
Sales Tax	2,410,299	2,631,562	0%
State	0	0	0%
Lifeskills Rent	59,964	59,964	0%
Jail Bed Rent	0	225,000	
Local	0	0	0%
COPs Financing	1,661,650	350,000	0%
Interest on Investments	0	250,000	0%
From E-911 Fund	0	0	0%
Fund Balance	575,000	175,000	0%
From General Fund	1,192,255	1,348,500	0%
Total	\$6,149,168	\$5,240,026	0%
Expenses			
Animal Shelter Debt	\$187,500	\$187,500	0%
Animal Shelter Renovation	550,000	350,000	0%
Future EMS Base	236,000	236,000	0%
General Renovations	59,964	59,964	0%
Jail Addition	200,000	425,000	0%
Justice Center/Court Expansion	2,410,299	2,362,807	0%
Microsoft Licensing	200,000	200,000	0%
Multi-Jurisdictional Park	268,755	268,755	0%
PeopleSoft Replacement	50,000	50,000	0%
Sherrills Ford Library	1,661,650	775,000	0%
Tax Software	175,000	175,000	0%
Technology Infrastructure Upgrade	150,000	150,000	0%
Total	\$6,149,168	\$5,240,026	0%

Water & Sewer Projects

Fund 415

	2009/10 Actual	2010/11 Current	2011/12 Requested	2011/12 Recommended	Percent Change
Revenues					
Federal	\$59,597	\$0	\$0	\$0	0%
Interest on Investments	346,412	0	0	0	0%
Fund Balance	4,492,883	0	0	0	0%
Total	\$4,898,892	\$0	\$0	\$0	0%
Expenses					
Blackburn-Plateau Water Loop	\$2,333,988	\$0	\$0	\$0	0%
CDBG Infrstructure Water Hookup	70,076	0	0	0	0%
CDBG Royal Heights Water	12,499	0	0	0	0%
CWB Bunker Hill Sewer	115,374	0	0	0	0%
Highway 150 Sewer	9,517	0	0	0	0%
Leeland Terrace Subdivision Water	83,516	0	0	0	0%
NPDES Testing and Removal	5,940	0	0	0	0%
Regional Bio-Solids Processing	150,201	0	0	0	0%
Remington Drive Water	28,737	0	0	0	0%
SECC Wastewater Improvements	1,528,556	0	0	0	0%
SECC Water Supply Loop	273,340	0	0	0	0%
Sludge Composting Project	287,148	0	0	0	0%
Total	\$4,898,892	\$0	\$0	\$0	0%

Budget Highlights

Water and Sewer Projects are now budgeted in Fund 515.

Schools' Capital Projects

Fund 420

	2011/12 Requested	2011/12 Approved	Percent Change
Revenues			
2nd 1/2% Sales Tax	\$2,914,614	\$3,170,386	9%
2nd 1/2% Sales Tax - Food	500,000	421,982	-16%
1st 1/2% Sales Tax	0	540,000	
Lottery	0	1,335,000	0%
Fund Balance Applied	5,005,855	864,483	-83%
From Schools' Construction	0	0	0%
From General Fund	3,345,000	0	0%
Total	\$11,765,469	\$6,331,851	-46%
Expenses			
Catawba County (in priority order)			
Murray Elementary Computers Technology	\$110,000	\$110,000	0%
Resurface Tennis Courts	125,000	125,000	0%
Systemwide Lighting Fixture Replacement	360,500	0	0%
HVAC Equipment Refurbish	75,000	75,000	0%
Systemwide Re-roofing	230,000	230,000	0%
Bleacher Replacement	2,375,000	1,900,000	-20%
Athletic Facilities - Jacobs Fork Middle	490,000	0	0%
Trasnportation Garage Fueling Station	100,000	0	0%
Transportation Vehicle Replacement	24,000	0	0%
HVAC Hydronic Piping Replacement	385,000	385,000	0%
School Repainting (interior)	480,000	0	0%
Bunker Hill High School - Guidance Area (convert classroom to guidance)	55,000	0	0%
Maintenance Equipment - 4 Wheel Drive Skid Steer with Bucket	17,500	0	
Schools' Project Manager	33,092	33,092	0%
Per Capita 17,278 @ \$52.00	864,000	898,456	4%
Total	\$5,724,092	\$3,756,548	-34%
Hickory City (in priority order)			
Replace Energy Management Systems at Schools	\$140,000	\$140,000	0%
Replace Telecommunication Systems at Schools	125,000	0	0%
Replace Air Conditioning Units - Hickory Career and Arts Magnet	200,000	400,000	100%
Yellow Bus - Hickory Career and Arts Magnet	85,000	85,000	
Replace Lights - Jenkins, Viewmont, Oakwood	125,000	0	0%
Replace Ramps at Mobile Units - Jenkins, Viewmont	50,000	50,000	0%
Replace Boiler - Jenkins	65,000	65,000	0%
Per Capita 4,297 @ \$52.00 less \$50,000 QZAB payment	165,500	173,444	5%
Total	\$955,500	\$913,444	-4%

Schools' Capital Projects

Fund 420

	2011/12 Requested	2011/12 Approved	Percent Change
Newton-Conover (in priority order)			
Roofing - Conover School	\$325,000	\$325,000	0%
Upgrade Middle School to Elementary School	300,000	300,000	0%
Paving - Newton Conover High and North Ashe Complex	150,000	150,000	0%
Gym at NCMS - brick veneer need repair, corrosion of masonry reinforcement	60,000	60,000	0%
Activity Bus	92,000	92,000	0%
Lighting of Tennis Courts - Newton Conover High	40,000	0	0%
Per Capita 2,941 @ \$52.00	146,950	152,932	4%
Schools' Project Manager	12,973	31,927	146%
Total	\$1,126,923	\$1,111,859	-1%
Catawba Valley Community College (in priority order)			
HVAC Units - Administrative Building	\$200,000	\$200,000	0%
Phone System Upgrade	175,000	0	0%
Maintenance Truck	20,000	20,000	0%
General Renovations	150,000	130,000	-13%
Gas Packs	120,000	0	0%
Energy Management Upgrade	75,000	75,000	0%
HVAC Units - Engineering Building	75,000	75,000	0%
Bathroom Renovations	150,000	0	0%
Paving	200,000	0	0%
Truck with Lift Gate	30,000	0	0%
Main Entrance Renovations	950,000	0	0%
Courtyard Renovations	200,000	0	0%
Student Center	1,200,000	0	0%
Business and Industry Training Complex	300,000	0	0%
Total	\$3,845,000	\$500,000	-87%
To Debt Service (QZABS payment)	\$50,000	\$50,000	0%
GRAND TOTAL	\$11,701,515	\$6,331,851	-46%

Schools' Construction Fund

Fund 423

	2009/10 Actual	2010/11 Current	2011/12 Requested	2011/12 Approved	Percent Change
Revenues					
Miscellaneous	\$130,444	\$0	\$0	\$0	0%
COPs Financing	0	0	0	0	0%
Lottery	0	0	0	0	0%
Proceeds - Installment Purchase	0	0	11,200,000	3,000,000	0%
From General Fund	0	0	2,180,263	0	0%
From Schools' Capital Projects	0	0	0	0	0%
Fund Balance	11,170,840	0	0	6,612	0%
Total	\$11,301,284	\$0	\$13,380,263	\$3,006,612	0%
Expenses					
Arndt Middle School	\$549,820	\$0	\$0	\$0	0%
Bandys High School	395,360	0	0	0	0%
Bunker Hill High School	964,493	0	0	0	0%
County Home Middle	1,985,933	0	0	0	0%
CVCC Campus Renovations	0	0	1,500,000	1,500,000	0%
CVCC Driver Training Facility	41,701	0	0	0	0%
CVCC East Campus Renovations	58,907	0	0	0	0%
CVCC Paving	367,078	0	0	0	0%
CVCC Student Ctr, Bookstore, Student Svcs	1,597,656	0	0	0	0%
Fred T. Foard High	683,512	0	0	0	0%
Future Debt	0	(322,792)	2,180,263	0	0%
Hickory Career and Arts Magnet	0	0	1,500,000	1,500,000	0%
Hickory High - Phase 1	2,206,904	0	0	0	0%
Hickory High - Phase III	0	0	1,900,000	0	0%
New Middle School	1,313	0	0	0	0%
Newton-Conover High Renovations	439,297	(83,654)	0	0	0%
Snow Creek Elementary	1,944,194	0	0	0	0%
St. Stephens High Renovations	65,116	0	0	0	0%
To General Fund - Debt Service	0	322,792	0	6,612	-98%
To Schools' Capital	0	83,654	0	0	0%
Webb Murray Elementary	0	0	6,300,000	0	0%
Total	\$11,301,284	\$0	\$13,380,263	\$3,006,612	0%

School Bond Fund - 1997 Series

Fund 427

	2009/10 Actual	2010/11 Current	2011/12 Requested	2011/12 Approved	Percent Change
Revenues					
Investment Earnings	\$1,302	\$0	\$0	\$0	0%
Sale of Bonds	0	0	0	0	0%
From Schools' Capital Projects	0	0	0	0	0%
Fund Balance	(1,302)	0	0	0	0%
General Fund	0	0	0	0	0%
Total	\$0	\$0	\$0	\$0	0%
Expenses					
<i>Hickory City</i>					
College Park Renovations	0	0	0	0	0%
Renovate Auto Mechanics Classroom	0	0	0	0	0%
Technology	0	0	0	0	0%
Total	\$0	\$0	\$0	\$0	0%
To Schools' Capital Projects	\$0	\$0	\$0	\$0	0%
Grand Total	\$0	\$0	\$0	\$0	0%

Hospital Construction Fund

Fund 430

	2009/10 Actual	2010/11 Current	2011/12 Requested	2011/12 Approved	Percent Change
Revenues					
Interest on Investments	\$106,955	\$0	\$0	\$0	0%
From Hospital Reserve	0	0	0	0	0%
Fund Balance Applied	(106,955)	0	0	0	0%
Total	\$0	\$0	\$0	\$0	0%
Expenses					
Hospital Construction	\$0	\$0	\$0	\$0	0%
Total	\$0	\$0	\$0	\$0	0%

Budget Highlights

Due to new GASB 34 regulations, we will no longer continue use of the Hospital Reserve Fund. Beginning in Fiscal Year 2011/12, all hospital accounting transactions will be shown in Fund 430, Hospital Construction 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.

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 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 16,750 linear feet (3.17 miles) of water lines and at least 26,000 linear feet (4.92 miles) of sewer lines. This will enhance infrastructure availability to citizens in the unincorporated areas of the County.
2. To enhance economic development opportunities and provide sewer infrastructure to the southern part of the County, staff will acquire 100 percent of all necessary easements and bid the Highway 150 sewer project from the new Highway 16/ Highway 150 intersection to Sherrills Ford Road. This will ensure the project will remain on schedule to be completed in Fiscal Year 2013/14.
3. 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.
4. To ensure the water and sewer projects completed in Fiscal Year 2011/12 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 original prioritization will be re-run through the Utility Prioritization Tool and re-prioritized accordingly.

Water and Sewer Fund

Fund: 515

	2009/10 Actual	2010/11 Current	2011/12 Requested	2011/12 Approved	Percent Change
Revenues					
State	\$0	\$600,000	\$0	\$0	0%
Local	0	0	0	0	0%
Charges & Fees	1,307,252	578,852	507,052	507,052	-12%
Miscellaneous	241,754	0	0	0	0%
Fund Balance	(8,691,535)	0	0	542,998	0%
1/4 Cent Sales Tax	0	0	0	1,298,984	0%
From General Fund	3,700,000	3,561,973	3,575,093	775,000	-78%
Total	(\$3,442,529)	\$4,740,825	\$4,082,145	\$3,124,034	-34%
Expenses					
Personal Services	\$47,700	\$76,743	\$77,636	\$78,054	2%
Supplies & Operations	43,015	215,659	192,310	192,310	-11%
Debt Service	520,405	595,410	595,410	595,410	0%
Sludge Composting	0	350,000	400,000	400,000	14%
EPS Stormwater Phase II	0	25,000	0	0	0%
Eco Complex Utilities	0	75,000	0	0	0%
Highway 16 North Water	0	370,000	0	0	0%
Eco Complex & Resource	0	300,000	300,000	300,000	0%
Highway 150 Sewer II & III	0	1,205,000	0	0	-100%
SECC Water Supply Loop	0	0	1,558,260	1,558,260	0%
Enterprise Contra Accounts	(4,053,649)	0	0	0	0%
Future Projects	0	1,528,013	958,529	0	0%
Total	(\$3,442,529)	\$4,740,825	\$4,082,145	\$3,124,034	-34%
Employees					
Permanent	0.50	1.00	1.00	1.00	0%
Hourly	0.00	0.00	0.00	0.00	0%
Total	0.50	1.00	1.00	1.00	0%

Budget Highlights

The budget commits \$1.3 million of the ¼ cent sales tax and \$775,000 or ½ cent on the property tax rate to fund Countywide water and wastewater needs. This reflects a diversion of 1 cent on the property tax rate or \$1,550,000 from the previous year's appropriation.

Performance Measurement

Fiscal Year 2011/12

Outcomes for Fiscal Year 2011/12 will focus on the efficient management of the Water and Sewer Fund. Staff will improve quality of life by developing and implementing water and sewer projects which will strategically extend at least 16,750 linear feet (3.17 miles) of water lines and at least 26,000 linear feet (4.92 miles) of sewer lines. Staff will additionally explore at least three grant opportunities to help offset Water and Sewer project costs, as well as acquire all necessary easements and bid the Highway 150 sewer project from the new Highway 16/ Highway 150 intersection to Sherrills Ford Road.

Fiscal Year 2010/11

Water and Sewer staff is on track to achieve all outcomes related to water and sewer projects. At midyear, Water and Sewer had achieved the following:

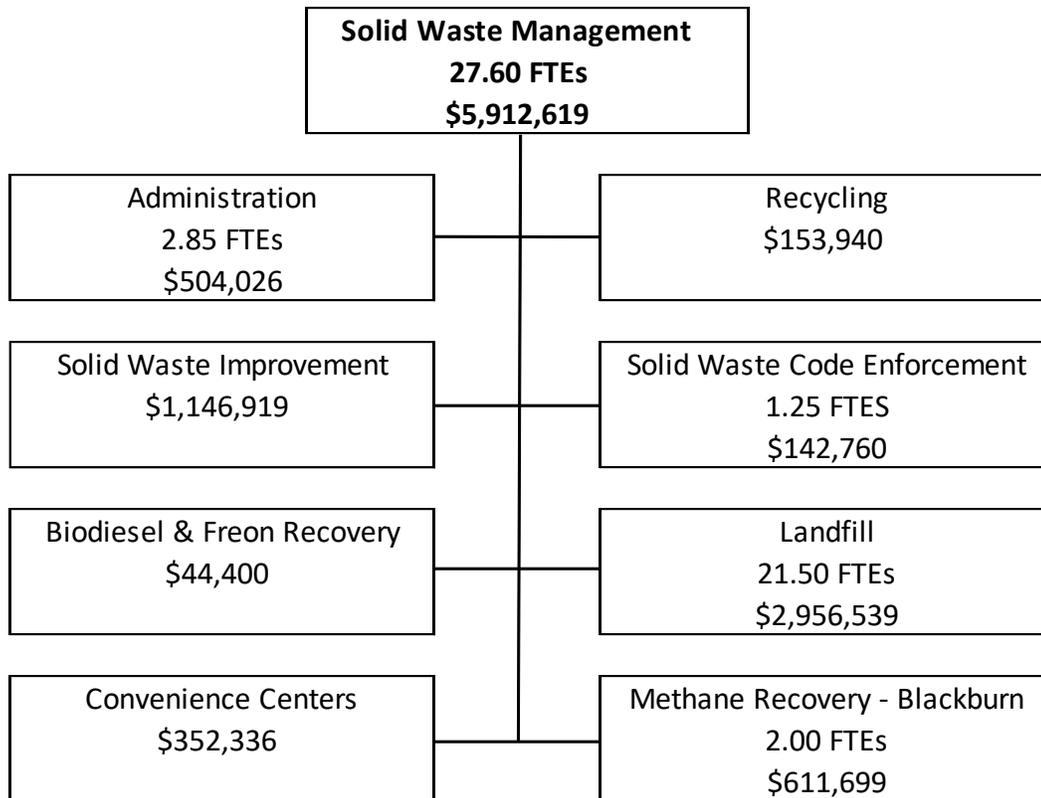
- The current water and sewer infrastructure needs of the EcoComplex and Resource Recovery Facility are being met, particularly the water and sewer needs of the existing private partners, the Biodiesel Research and Production Facility, and the impending Crop Processing Facility.
- The three pump stations for the northern section of the Southeastern Catawba County (SECC) Wastewater project are 99 percent complete. The Utility Bridge and all force main work are 100 percent complete. The surveying is in the final stage and the easement/property acquisition process for the Highway 150 portion can begin. Once easements are acquired, the project will move forward to bidding and construction.

Fiscal Year 2009/10

The development of the EcoComplex and Resource Recovery Facility has continued throughout the past year. Staff has continued to develop a scope of water and wastewater needs for the EcoComplex and will be releasing a Request for Qualifications (RFQ) for a Master Utility Study for the EcoComplex in early Fiscal Year 2010/11.



Catawba County Government



Solid Waste Management

Summary

	2009/10 Actual	2010/11 Current	2011/12 Requested	2011/12 Approved	Percent Change
Revenues					
State	\$199,904	\$80,000	\$75,000	\$75,000	-6%
Taxes	290,643	260,814	249,265	249,265	-4%
Interest on Investments	339,798	0	0	0	0%
Charges & Fees	5,549,271	5,663,507	5,509,454	5,509,454	-3%
Miscellaneous	54,545	104,900	84,900	84,900	-19%
From General Fund	0	0	0	0	0%
Fund Balance	0	0	0	0	0%
Solid Waste Fund	(1,757,234)	0	0	(6,000)	0%
Total	\$4,676,927	\$6,109,221	\$5,918,619	\$5,912,619	-3%
Expenses					
Personal Services	\$1,432,109	\$1,518,153	\$1,504,890	\$1,531,763	1%
Supplies & Operations	2,681,133	3,294,608	3,678,269	3,723,269	13%
Methane Reserve	0	0	0	0	0%
Enterprise Contra Accounts	(673,691)	0	0	0	0%
Other Structures/Improvements	1,189,435	450,000	580,460	502,587	12%
Capital	47,941	590,000	155,000	155,000	-74%
Solid Waste Fund	0	256,460	0	0	0%
Total	\$4,676,927	\$6,109,221	\$5,918,619	\$5,912,619	-3%
Expenses by Division					
Administration	\$455,361	\$767,639	\$501,716	\$504,026	-34%
Recycling	39,650	52,069	108,940	153,940	196%
Solid Waste Improvement	776,709	749,332	1,224,792	1,146,919	53%
Code Enforcement	74,178	125,049	122,955	142,760	14%
Biodisel & Freon Recovery	0	47,300	44,400	44,400	-6%
Landfill	2,289,741	3,246,089	2,952,160	2,956,539	-9%
Convenience Centers	329,001	321,075	352,336	352,336	10%
Waste Reduction & Education	86,320	82,699	0	0	0%
Methane Recovery	625,967	717,969	611,320	611,699	-15%
Total	\$4,676,927	\$6,109,221	\$5,918,619	\$5,912,619	-3%
Employees					
Permanent	27.80	27.30	27.30	27.60	1%
Hourly	0.66	0.63	0.63	0.63	0%
Total	28.46	27.93	27.93	28.23	1%

Budget Highlights

The Solid Waste Management budget is \$196,602 less than Fiscal Year 2010/11. Solid Waste disposal and recycled tonnages are affected by the economic conditions. Municipal solid waste and construction and demolition waste have experienced declines. Comparing the primary tonnages from Fiscal Year 2008/09 to Fiscal Year 2009/10, construction and demolition waste has decreased by 31.4 percent and municipal solid waste has decreased by 7.5 percent. In

Fiscal Year 2010/11, decreases have continued for construction and demolition tonnage, although recycled tons and municipal solid waste tons have increased through the second quarter compared to the same period in Fiscal Year 2009/10. Despite the economic downturn's impact on solid waste tonnages, the Methane Gas-to-Energy Facility continues to generate revenue that stays within the fund and helps to maintain low landfill tipping fees. The facility currently operates three engine/generator sets that have the capacity to generate approximately one Megawatt each of electricity per hour, which is sold to Duke Energy. The engines burn the methane gas that is naturally produced in the Landfill, generating enough electricity to power approximately 1,400 average sized homes and eliminate 105,000 metric tons of CO₂ annually.

Performance Measurement

Fiscal Year 2011/12

Outcomes for Solid Waste continue to focus on the efficient and effective operation of the Blackburn Landfill. Efforts to reduce waste and increase recycling through public education and innovative efforts such as the EcoComplex & Resource Recovery Facility remain at the forefront. Increased emphasis is also placed on "green energy" through the implementation of biodiesel fuel created in the new Biodiesel Facility in Landfill equipment.

Fiscal Year 2010/11

At midyear, Solid Waste accomplished the following:

- Staff continues to maintain contact with all existing private partners in the EcoComplex in order to ascertain whether our private partners are in need of any additional or enhanced services in regards to the synergetic relationships we share. Staff has also had numerous meetings, presentations and tours with other potential private partners, as well as State and local officials, with the express intent of promoting the EcoComplex as a location for new business/industry and as a unique opportunity for grant and other funding with the specific outcome of increasing the County's tax base and creating new jobs within the County.
- A new electronics recycling program is currently being developed for Catawba County citizens that will accept all types of electronics in order to comply with the most recent landfill ban on computer equipment and televisions; known as the N.C. Electronics Recycling Law, which is effective July 1, 2011.
- The fall Household Hazardous Waste collection was held November 6, 2010, cooperatively with the City of Hickory at LP Frans Stadium. The event was another tremendous success with 792 vehicles passing through the drive-up collection representing 1,276 households. The spring event is scheduled for May 7, 2011, at the Government Center in Newton.

Fiscal Year 2009/10

Solid Waste staff continues to promote and offer Household Hazardous Waste (HHW) and Electronics Waste (E-Waste) bi-annual collection events. The fall collection was held November 7, 2009, at the LP Frans Stadium in Hickory, cooperative with the City of Hickory.

723 vehicles passed through the collection event representing 1,059 households. The spring collection was held May 1, 2010, at the Government Center in Newton. Seven hundred ninety-three vehicles passed through the collection event representing 1,081 households.

Methane-to-energy engine-generator sets at Blackburn Landfill have running at 95 percent “engine up time” during Fiscal Year 2009/10.

To ensure that citizens have long-term Landfill capacity and solid waste disposal, the Subtitle D, Unit 3, Phase 1 is complete. The State permit was obtained and the unit is in operation.

The ten year solid waste financial plan is in the process of being updated for Fiscal Year 2010/11. The financial assurance was filed with the State as required in November 2009 to ensure the viability of closure and post closure costs, which now are required to include the Construction and Demolition Landfill.

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 solution to protect the health and welfare of the people and the environment, 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 sustain the viability of the Solid Waste Management Fund, secure long-term landfill development capacity, provide adequate waste disposal solutions, and ensure the County is prepared to handle landfill closure and post closure costs, the 10-year Solid Waste Financial Plan will be updated bi-annually. This will ensure solid waste fees are sufficient to pay for solid waste management activities without requiring local tax dollars.
2. Educate the public on recycling and waste reduction methods by providing information about the EcoComplex, Resource Recovery Facility, household hazardous waste disposal, banned landfill materials, landfill and methane gas-to-energy operations, and other environmental programs. This will be accomplished by providing at least 35 tours, 55 presentations, 8 displays, and various other educational outreach methods as measured and reported by tracking logs.
3. Promote and offer Household Hazardous Waste (HHW) events, which include bi-annual Household Waste Collection Events (Spring/Fall or May/November) and bi-annual electronics and paint recycling days (Summer/Winter or August/February) to be held at the EcoComplex and Resource Recovery Facility. These collections provide a safe, environmentally friendly means of disposal, which promotes the safety of our groundwater. Success will be measured by diverting at least 20,000 pounds of electronics from the Landfill and having at least 800 participants in the events.
4. Promote “green energy” through the implementation of biodiesel fuel, produced by the Biodiesel Facility, in Landfill equipment to reduce the amount of diesel fuel purchased from outside sources as measured and reported by using tracking logs.
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

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:

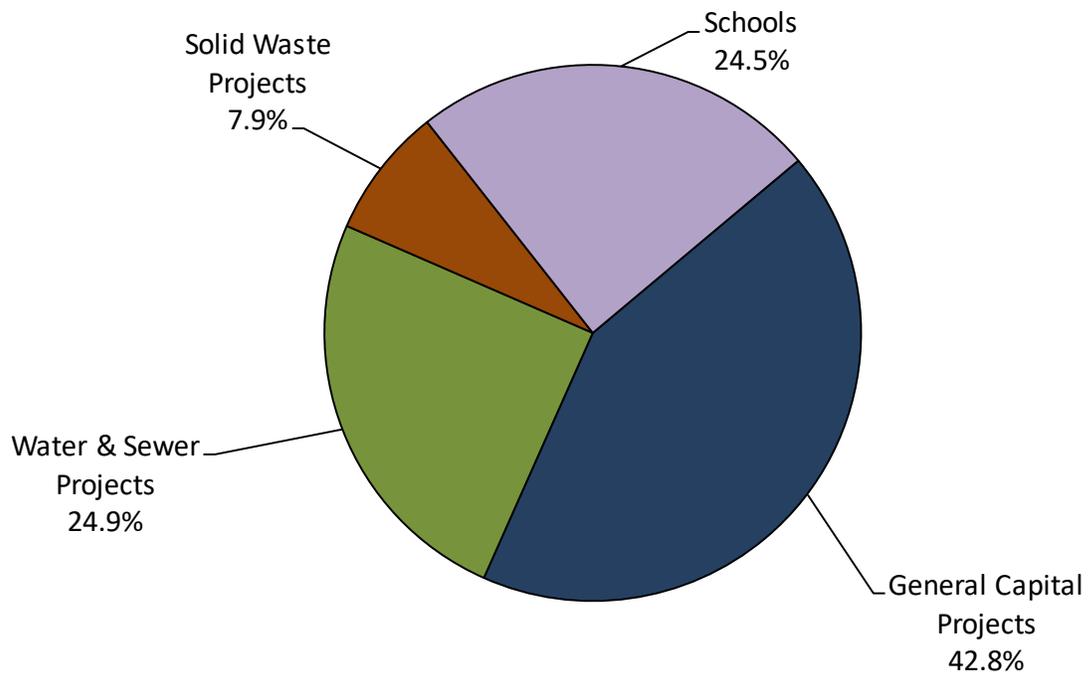
General Capital Projects Fund - to account for the financing and construction of all major general government capital projects.

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.

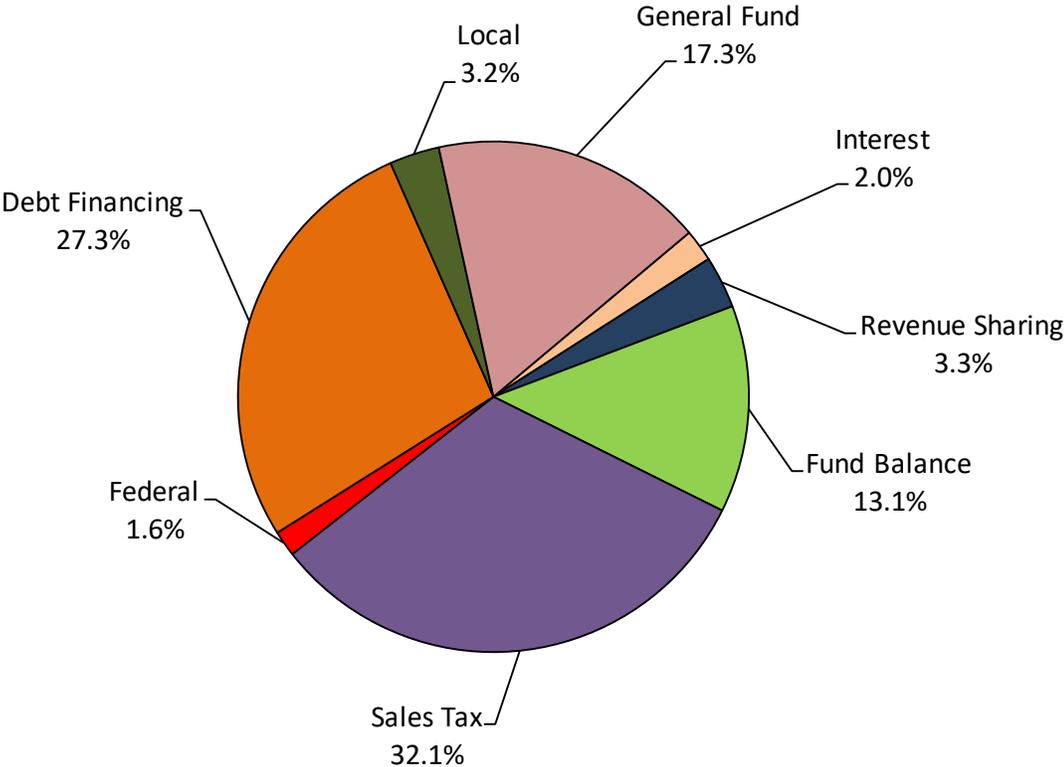
Schools' Capital & Construction Fund – to account for the financing and construction of all major capital projects for the three school systems and community college.

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

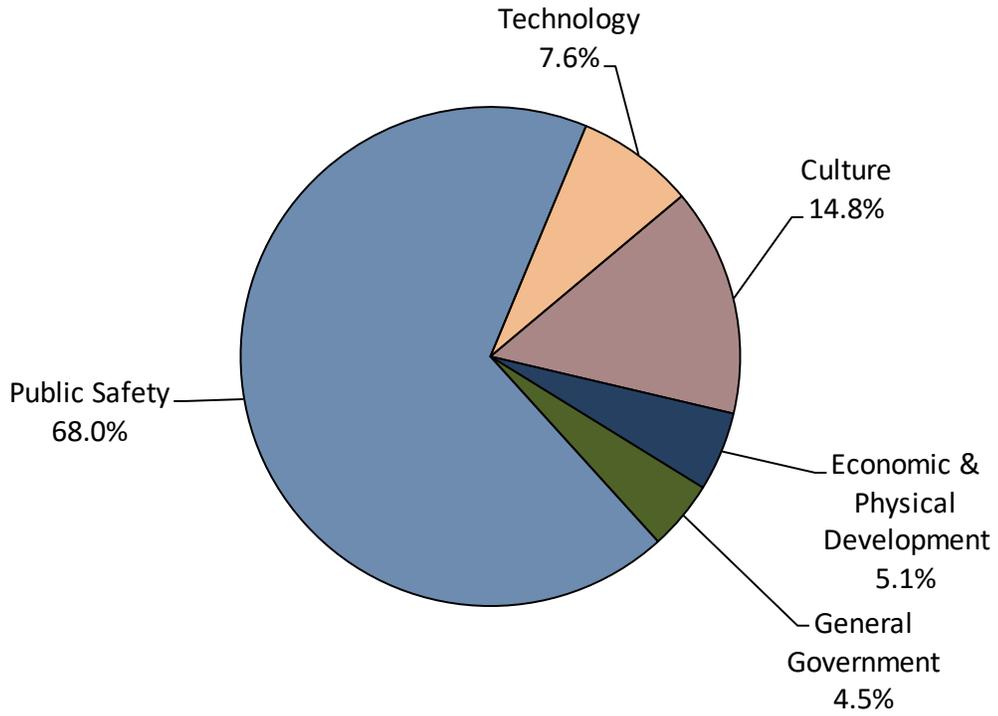
Capital Projects Expenditure Summary Fiscal Year 2011/12



Capital Projects' Funding Summary Fiscal Year 2011/12



Expenditure by Service Area Fiscal Year 2011/12



General Capital Projects Summary Sheet
Fiscal Year 2011/12 through 2018/19

General Capital Projects	Funding in FY 2011/12	Funding in FY 2012/13	Funding in FY 2013/14	Funding in FY 2014/15	Funding in FY 2015/16	Funding in FY 2016/17	Funding in FY 2017/18	Funding in FY 2018/19	Total
Ongoing & Periodic Projects									
General Renovations	59,964	59,964	0	0	0	0	0	0	119,928
Microsoft Licensing	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	1,600,000
Technology Infrastructure	150,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	1,550,000
Orthophoto Upgrade	0	135,000	0	0	0	145,000	0	0	280,000
Pictometry	0	105,000	0	0	0	115,000	0	0	220,000
Permit and Inspections Software	0	100,000	100,000	100,000	100,000	100,000	100,000	100,000	700,000
Projects to be Debt Financed									
Justice/Public Safety Center	2,362,807	2,400,000	0	0	0	0	0	0	4,762,807
Animal Shelter	350,000	0	0	0	0	0	0	0	350,000
Jail Expansion	425,000	425,000	425,000	425,000	12,500,000	0	0	0	14,200,000
Pay as Go Projects									
Sherrills Ford Library	775,000	650,000	0	0	0	0	0	0	1,425,000
PeopleSoft	50,000	0	0	0	500,000	500,000	500,000	0	1,550,000
Tax Software System	175,000	175,000	175,000	0	0	0	0	0	525,000
Future EMS	236,000	0	0	0	0	0	0	0	236,000
Multi-Jurisdictional Park	268,755	274,130	279,613	285,205	0	0	0	0	1,107,703
Animal Shelter	187,500	0	0	0	0	0	0	0	187,500
EMS-Hickory Rescue Base 2 Addition	0	230,000	0	0	0	0	0	0	230,000
EMS-Conover Fire Station # 2 Addition	0	230,000	0	0	0	0	0	0	230,000
E-911 Telephone Upgrade	0	600,000	0	0	0	0	0	0	600,000
EMS-Hickory Fuel Depot	0	150,000	0	0	0	0	0	0	150,000
EMS-Hickory EMS Base Relocation	0	0	450,000	0	0	0	0	0	450,000
Quantar Base Station	0	0	150,000	0	0	0	0	0	150,000
Fire House Software	0	0	300,000	0	0	0	0	0	300,000
Parks	0	0	0	0	580,000	850,000	300,000	0	1,730,000
EMS Sherrills Ford Fire Dept Addition	0	0	0	0	0	318,000	0	0	318,000
Totals	5,240,026	5,934,094	2,279,613	1,210,205	14,080,000	2,428,000	1,300,000	500,000	32,971,938

Revenues									
Installment Purchase	350,000	0	0	0	12,500,000	0	0	0	12,850,000
1/4 Cent Sales Tax	2,631,562	2,674,130	279,613	285,205	0	0	0	0	5,870,510
E-911	0	702,465	0	0	0	108,750	0	0	811,215
Federal Bed Rental	200,000	200,000	200,000	200,000	0	0	0	0	800,000
General Fund	1,348,500	950,000	500,000	500,000	1,290,000	1,829,250	1,100,000	500,000	8,017,750
General Capital Interest on Investments	250,000	175,000	100,000	0	0	0	0	0	525,000
LifeSkills Rent	59,964	59,964	0	0	0	0	0	0	119,928
Local Bed Rental	225,000	225,000	225,000	225,000	0	0	0	0	900,000
Municipalities for Orthos & Pictometry	0	58,785	0	0	0	65,000	0	0	123,785
PARTF Grants	0	0	0	0	290,000	425,000	0	0	715,000
Carolina Thread Trail	0	0	0	0	0	0	150,000	0	150,000
NC DOT Grant	0	0	0	0	0	0	50,000	0	50,000
Sale of Base	0	0	250,000	0	0	0	0	0	250,000
General Capital Fund Balance	175,000	888,750	725,000	0	0	0	0	0	1,788,750
Total Revenue	5,240,026	5,934,094	2,279,613	1,210,205	14,080,000	2,428,000	1,300,000	500,000	32,971,938

Catawba County Capital Improvement Plan
 General Capital Projects
 Fiscal Year 2011/12 through 2014/15

General Capital Projects 1st 4 Years	Total Estimated Cost	Funding in FY 2011/12	Funding in FY 2012/13	Funding in FY 2013/14	Funding in FY 2014/15	Total	Funding Notes	Operating Impacts
Ongoing & Periodic Projects								
General Renovations: A portion of the rent received for the LifeSkills building is reserved for planned and unplanned general renovations needs for county buildings. Planned projects include replacement of the Newton Library Roof as well as flooring, countertops, and cabinets at the Stanton and Blevins group homes.		59,964	59,964	0	0	119,928	LifeSkills Rent	Normal maintenance costs of buildings.
Microsoft Licensing: Recurring cost to keep County in compliance with licensing requirements for operating systems, security systems, e-mail management, database management, desktop publishing, etc.	800,000	200,000	200,000	200,000	200,000	800,000	General Capital Interest income	None
Technology Infrastructure: Recurring funds used to maintain the County's network.	750,000	150,000	200,000	200,000	200,000	750,000	General fund contribution	None
Orthophoto Upgrade: Aerial photography updated every 4 years in partnership with municipalities to coincide with revaluation. These maps are also used in the E-911 Center to locate callers who dial 911.	135,000	0	135,000	0	0	135,000	E-911 \$102,465 and municipalities \$32,535	None - updates existing maps
Pictometry: 5-directional views of certain buildings done in conjunction with orthophotography upgrade. These maps are used for public safety and economic development.	105,000	0	105,000	0	0	105,000	Municipalities \$26,250, remaining \$78,750 general capital fund balance	None - updates existing maps

Catawba County Capital Improvement Plan
 General Capital Projects
 Fiscal Year 2011/12 through 2014/15

General Capital Projects 1st 4 Years	Total Estimated Cost	Funding in FY 2011/12	Funding in FY 2012/13	Funding in FY 2013/14	Funding in FY 2014/15	Total	Funding Notes	Operating Impacts
Permit and Inspections Software: Every 8-10 years a major upgrade is needed to the permit and inspections software used to track everything related to the building process from planning and permitting to final inspection	700,000	0	100,000	100,000	100,000	300,000	Set aside from general fund planned for upgrade after Fiscal Year 2018/19, could postpone set aside or debt finance in future	None
Projects to be Debt Financed								
Justice/Public Safety Center: Expansion of court rooms & court functions, new E-911 Center & Emergency Operations Center (EOC), Emergency Services	41,000,000	2,362,807	2,400,000	0	0	4,762,807	Funding for Fiscal year 2011/12 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. Fiscal Year 2011/12 funding includes the \$2.4 million from the 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
Animal Shelter: Expansion to accommodate an average of 200 animals per day held 5-7 days & Renovations. Current shelter capacity is 78 animals and average population is over 200.	3,500,000	350,000	0	0	0	350,000	Financed over 5 years at 4%.	Average of \$350,000 debt service per year, \$33,000 salary/benefits, anticipated in Fiscal Year 2013/14 increased utility and operating costs up to \$110,000 depending on the size of the shelter and efficiencies from LEED
Jail - 256 Bed Addition subject to inmate population growth and pressures at the Burke-Catawba District Confinement Facility	15,000,000	425,000	425,000	425,000	425,000	1,700,000	Debt in Fiscal Year 2015/16 \$425,000 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.
Pay as Go Projects								

Catawba County Capital Improvement Plan
 General Capital Projects
 Fiscal Year 2011/12 through 2014/15

General Capital Projects 1st 4 Years	Total Estimated Cost	Funding in FY 2011/12	Funding in FY 2012/13	Funding in FY 2013/14	Funding in FY 2014/15	Total	Funding Notes	Operating Impacts
Sherrills Ford Library: 13,000 sq. ft. library with large meeting room	2,925,000	775,000	650,000	0	0	1,425,000	Additional funding in Fiscal Year 2011/12 and 2012/13 from diverting 1/2 cent property tax from water and sewer.	\$151,000 cost for 4 FTEs and \$70,000 increase for general operations utilities, & books based on operating costs of St. Stephens Library
PeopleSoft: Contractually required payment for PeopleSoft Financials Licensing. PeopleSoft is the County's Finance, Budget and Human Resources system	50,000	50,000	0	0	0	50,000	General Capital Interest income	None
Tax Software System: Replacement of the Land Records/computer assisted mass appraisal (CAMA) software system used for the appraisal of property to generate property tax values	525,000	175,000	175,000	175,000	0	525,000	General capital fund balance	None
Future EMS: Reserved for future additional crew subject to response times.		236,000	0	0	0	236,000	Paid for by EMS fees as part of the general fund transfer.	Future crew, costs depend on the crew added.
Multi-Jurisdictional Park: 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		268,755	274,130	279,613	285,205	1,107,703	A portion of the 1/4 cent sales tax is devoted to economic development.	None
Animal Shelter Debt: Reserve for future Debt Service costs		187,500	0	0	0	187,500	Reserves funding future debt for the Animal Shelter expansion	Future debt payments

Catawba County Capital Improvement Plan
 General Capital Projects
 Fiscal Year 2011/12 through 2014/15

General Capital Projects 1st 4 Years	Total Estimated Cost	Funding in FY 2011/12	Funding in FY 2012/13	Funding in FY 2013/14	Funding in FY 2014/15	Total	Funding Notes	Operating Impacts
EMS-Hickory Rescue Base 2 Addition: 1,000 sq. ft. to provide space for relocation of an existing crew once a new EMS crew is established in the Mt. View area. Also allows for relocation of Propst crew further south to cover area where there is difficulty reaching in 8-minutes	230,000	0	230,000	0	0	230,000	General capital fund balance	Relocation of existing crew.
EMS-Conover Fire Station # 2 Addition: 1,000 sq. ft. relocation of existing Conover crew from Conover Fire Station 1. This location will provide better access to I-40 than the current location.	230,000	0	230,000	0	0	230,000	General capital fund balance	\$7,000 utilities - moving existing crew.
E-911 Telephone Upgrade: Anticipated to keep up with new technology such as Voice Over Internet Protocol (VOIP), text messaging, video data to public safety personnel, etc.	600,000	0	600,000	0	0	600,000	May need to apply to state for additional 911 funds	None
EMS-Hickory Fuel Depot : Replace fuel station at Lenoir Rhyne Blvd. EMS Base when this base is closed and Hickory EMS Crews are relocated to two Hickory fire stations.	150,000	0	150,000	0	0	150,000	General capital fund balance	None, this is a relocation not a service expansion.
EMS-Hickory EMS Base Relocation: Relocate 2 EMS Crews from Lenoir Rhyne Blvd to co-location at 2 Hickory Fire Stations. Relocation is necessary to more strategically locate crews and because response out of LR base is increasingly dangerous because of traffic.	450,000	0	0	450,000	0	450,000	General capital fund balance \$200,000, \$250,000 sale of current base	None, this is a relocation not a service expansion.
Quantar Base Station: Piece of radio equipment necessary to dispatch Fire, EMS, & Rescue will be at least 19 years old	150,000	0	0	150,000	0	150,000	General capital fund balance	None - replaces existing equipment

Catawba County Capital Improvement Plan
 General Capital Projects
 Fiscal Year 2011/12 through 2014/15

General Capital Projects 1st 4 Years	Total Estimated Cost	Funding in FY 2011/12	Funding in FY 2012/13	Funding in FY 2013/14	Funding in FY 2014/15	Total	Funding Notes	Operating Impacts
Fire House Software: Provide ability to collect, sort, and compile data from all fire departments and make software compatible with County software instead of manual compilation of 19,000 calls annually	300,000	0	0	300,000	0	300,000	General capital fund balance	None
Totals	67,600,000	5,240,026	5,934,094	2,279,613	1,210,205	14,663,938		

Catawba County Capital Improvement Plan
 General Capital Projects
 Fiscal Year 2011/12 through 2014/15

General Capital Projects 1st 4 Years	Total Estimated Cost	Funding in FY 2011/12	Funding in FY 2012/13	Funding in FY 2013/14	Funding in FY 2014/15	Total	Funding Notes	Operating Impacts
Revenues								
Installment Purchase		350,000	0	0	0	350,000		
1/4 Cent Sales Tax		2,631,562	2,674,130	279,613	285,205	5,870,510		
E-911		0	702,465	0	0	702,465		
Federal Housing		200,000	200,000	200,000	200,000	800,000		
General Fund		1,348,500	950,000	500,000	500,000	3,298,500		
General Capital Interest on Investments		250,000	175,000	100,000	0	525,000		
LifeSkills Rent		59,964	59,694	0	0	119,658		
Local Housing		225,000	225,000	225,000	225,000	900,000		
Municipalities for Orthos & Pictometry		0	58,785	0	0	58,785		
Sale of Base		0	0	250,000	0	250,000		
General Capital Fund Balance		175,000	889,020	725,000	0	1,908,678		
Total Revenue		5,240,026	5,934,094	2,279,613	1,210,205	14,663,938		

catawba County Capital Improvement Plan
 General Capital Projects
 Fiscal Year 2015/16 through 2018/19

General Capital Projects 2nd 4 Years	Funding in FY 2015/16	Funding in FY 2016/17	Funding in FY 2017/18	Funding in FY 2018/19	Total	Funding Notes	Operating Impacts
Ongoing & Periodic Projects							
Microsoft Licensing	200,000	200,000	200,000	200,000	800,000	General fund contribution	None
Technology Infrastructure	200,000	200,000	200,000	200,000	800,000	General fund contribution	None
Permit and Inspections Software	100,000	100,000	100,000	100,000	400,000	Set aside planned for upgrade after FY 18/19, could postpone set aside or debt finance in future	None
PeopleSoft Upgrade or Replacement: PeopleSoft upgrade or replacement needed by FY 17/18. Peoplesoft is the County's Finance, Budget and Human Resources system.	500,000	500,000	500,000	0	1,500,000	Set aside planned for upgrade after FY 17/18, could postpone set aside or debt finance in future	None
Orthophoto Upgrade	0	145,000	0	0	145,000	E-911 \$108,750 and municipalities \$36,250	None - update of existing maps
Pictometry	0	115,000	0	0	115,000	municipalities \$28,750, remaining \$78,750 general fund	None - update of existing maps
Debt Financed Projects							
Jail - 256 Bed Addition subject to inmate population growth and pressures at the Burke- Catawba District Confinement Facility	12,500,000	0	0	0	12,500,000	Debt in FY 2015/16 \$425,000 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.

catawba County Capital Improvement Plan
 General Capital Projects
 Fiscal Year 2015/16 through 2018/19

General Capital Projects 2nd 4 Years	Funding in FY 2015/16	Funding in FY 2016/17	Funding in FY 2017/18	Funding in FY 2018/19	Total	Funding Notes	Operating Impacts
Pay as Go Projects							
Parks: Development of Mountain Creek Park in Sherrills Ford area and Bunker Hill Covered Bridge Park	580,000	850,000	300,000	0	1,730,000	\$865,000 from grants, \$865,000 from general fund. Start with Bunker Hill in FY 15/16 then Mountain Creek the following years.	\$140,000 per park for 3 FTEs per park & general operating costs.
EMS-Sherrills Ford Fire Dept. Addition	0	318,000	0	0	318,000		8 EMTs salary & benefits \$465,000, ambulance \$225,000
Totals	14,080,000	2,428,000	1,300,000	500,000	2,048,000		
Revenues							
Installment Purchase	12,500,000	0	0	0	12,500,000		
General Fund	1,290,000	1,829,250	1,100,000	500,000	4,719,250		
Interest on Investments	0	0	0	0	0		
E-911	0	108,750	0	0	108,750		
Municipalities for Orthos & Pictometry	0	65,000	0	0	65,000		
PARTF Grants	290,000	425,000	0	0	715,000		
Carolina Thread Trail	0	0	150,000	0	150,000		
NC DOT Grant	0	0	50,000	0	50,000		
Fund Balance	0	0	0	0	0		
Total Revenue	14,080,000	2,428,000	1,300,000	500,000	18,308,000		

Capital Improvement Plan
Summary Sheet
School Construction

School Projects	Funding in FY 2011/12	Funding in FY 2012/13	Funding in FY 2013/14	Funding in FY 2014/15	Total
Webb Murray Elementary	0	0	0	0	0
Hickory High Renovations (Phase III)	0	0	0	0	0
Hickory Career and Arts Magnet (HCAM)	1,500,000	0	0	0	1,500,000
CVCC Campus Renovations	1,500,000	2,000,000	0	2,000,000	5,500,000
Longview Elementary	0	12,000,000	0	0	12,000,000
Newton Conover Middle School Renovations	0	1,000,000	0	0	1,000,000
South Newton Renovations	0	10,000,000	0	0	10,000,000
CVCC Vocational Building	0	0	16,700,000	0	16,700,000
New Foard Area Elementary	0	0	0	15,000,000	15,000,000
Totals	3,000,000	25,000,000	16,700,000	17,000,000	61,700,000
Revenue					
Installment Purchase	3,000,000	25,000,000	16,700,000	17,000,000	61,700,000

Catawba County Capital Improvement Plan
School Construction
Fiscal Year 2011/12 through 2014/15

School Projects 4 Years	1st	Estimated Cost	Funding in FY 2011/12	Funding in FY 2012/13	Funding in FY 2013/14	Funding in FY 2014/15	Funding Notes	Operating Impacts
New Foard Area Elementary - New elementary school in the Propst Crossroads area needed to relieve overcrowding at Foard feeder elementary schools		15,000,000	0	0	0	15,000,000		\$805,000 average debt service for 1/2 year's debt service
Webb Murray Elementary - 18 classroom expansion, new administrative area including entrance and lobby, parking, new entrance including student drop off and pick-up, furnishings for new classrooms and administrative area, expansion of media center, and renovation of classrooms		6,300,000	0	0	0	0	15 years at 0%	\$420,000 per year debt service
Hickory High Renovations (Phase III) - Final phase of major renovation project to retrofit and update this 1970s school including new heating and cooling, plumbing, flooring, windows, etc.		1,900,000	0	0	0	0		\$180,000 average per year debt service
Hickory Career and Arts Magnet (HCAM) - Renovations to the College Park building to support program needs for the Criminal Justice, Drama, Culinary, Graphic Design and Photography, and Administration of the new magnet school.		1,500,000	1,500,000	0	0	0		\$165,000 average per year debt service

Catawba County Capital Improvement Plan
School Construction
Fiscal Year 2011/12 through 2014/15

School Projects 4 Years	1st	Estimated Cost	Funding in FY 2011/12	Funding in FY 2012/13	Funding in FY 2013/14	Funding in FY 2014/15	Funding Notes	Operating Impacts
CVCC Campus Renovations - General renovations to the Testing Center and Business Complex \$1.5 million, general classroom renovations Main Building and East Campus \$2 million, and paving of parking lots at West Wing , East Campus, and Paap building.		5,500,000	1,500,000	2,000,000	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
Longview Elementary - New school to be constructed at the old Grandview Middle School property to replace Longview Elementary which was constructed in 1956 and is the oldest school in the district.		12,000,000	0	12,000,000	0	0		\$1.25 million average per year debt service
Newton Conover Middle School Renovations - Building renovations needed to turn the former Newton Conover Middle School into an elementary school to replace Thornton Elementary School		1,000,000	0	1,000,000	0	0		\$115,000 average per year debt service
South Newton Renovations - Demolish all but Administration and the Library and build 22 new classrooms, computer lab, 2 exceptional children self contained rooms, up to 4 small resource rooms, music room, art room, gym, new library, and cafeteria		10,000,000	0	10,000,000	0	0		\$1 million average per year debt service

Catawba County Capital Improvement Plan
 School Construction
 Fiscal Year 2011/12 through 2014/15

School Projects 4 Years	1st	Estimated Cost	Funding in FY 2011/12	Funding in FY 2012/13	Funding in FY 2013/14	Funding in FY 2014/15	Funding Notes	Operating Impacts
CVCC Vocational Building - New 97,000 sq. ft. business and industry complex 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.		16,700,000	0	0	16,700,000	0		\$1.8 million average per year debt service

Totals		68,900,000	3,000,000	25,000,000	16,700,000	2,000,000		
Revenue								
Installment Purchase			3,000,000	25,000,000	16,700,000	2,000,000		

Capital Improvement Plan
Summary Sheet
Water Sewer
Fiscal Year 2011/12 through 2018/19

Water & Sewer Projects	Funding in FY 2011/12	Funding in FY 2012/13	Funding in FY 2013/14	Funding in FY 2014/15	Funding in FY 2015/16	Funding in FY 2016/17	Funding in FY 2017/18	Funding in FY 2018/19	Total
Pay as Go									
Southeastern Catawba County (SECC) Water Supply Loop Phase III Pump Station & Storage Tank-	1,558,260	0	0	0	0	0	0	0	1,558,260
EcoComplex and Resource Recovery Facility-	300,000	100,000	0	0	0	0	0	0	400,000
Riverbend Road Water Phase I, II & III	0	670,000	0	0	0	840,000	730,000	0	2,240,000
Farmfield Acres Water	0	0	230,000	0	0	0	0	0	230,000
Springs Road Water	0	0	470,000	0	0	0	0	0	470,000
Rock Barn Road/Oxford School Road Water Loop	0	0	0	472,000	0	0	0	0	472,000
Highway 150 Sewer Phase II	0	0	0	865,000	0	0	0	0	865,000
Mountain View Elementary Sewer I	0	0	0	0	3,200,000	3,200,000	0	0	6,400,000
Molly's Backbone/Monbo Road/Long/Island roads Water	0	0	0	0	730,000	0	0	1,060,000	1,790,000
Oxford Park Water	0	0	0	0	465,000	0	0	0	465,000
Bandys/Mill Creek Sewer	0	0	0	0	-	0	0	2,000,000	2,000,000
Total Projects	1,858,260	770,000	700,000	1,337,000	4,395,000	4,040,000	730,000	3,060,000	16,890,260
Debt Service & Operating Costs									
Blackburn-Plateau Water Loop	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	600,000
Southeastern Catawba County (SECC) Waste Water Collection	520,410	520,410	520,410	520,410	520,410	520,410	520,410	520,410	4,163,280
Sludge Compost Facility	400,000	400,000	400,000	400,000	0	0	0	0	1,600,000
Personal Services	78,054	80,396	82,807	85,292	87,850	90,486	93,201	95,997	694,082
General Operating	192,310	194,233	196,175	198,137	200,119	202,120	204,141	206,182	1,593,417
Highway 150 Sewer	0	737,587	737,587	737,587	737,587	737,587	737,587	737,587	5,163,109
Hickory-Catawba Wastewater Treatment Plant Expansion	0	305,419	305,419	555,419	555,419	555,419	555,419	555,419	3,387,933
Biosolids Management Facility	0	0	0	275,000	275,000	275,000	275,000	275,000	1,375,000
Total Debt Service & Operating for New Project	1,190,774	2,238,045	2,242,399	2,771,845	2,376,385	2,381,022	2,385,757	2,390,595	17,976,822
Total Project, Debt Service & Operating Expenses	3,049,034	3,008,045	2,942,399	4,108,845	6,771,385	6,421,022	3,115,757	5,450,595	34,867,082
Revenue									
Installment Purchase	0	0	0	0	0	0	0	0	0
0.5 cent Property Tax	775,000	782,750	790,578	798,483	806,468	814,533	822,678	830,905	6,421,395
1/4 cent sales tax	1,298,984	1,311,974	1,325,094	1,338,345	1,351,728	1,365,245	1,378,898	1,392,687	10,762,953
Domestic Haulers	40,052	40,453	40,857	41,266	41,266	41,266	41,266	41,266	327,690
Capital Fees	62,000	62,620	63,246	63,879	64,517	65,163	65,814	66,472	513,712
Key Harbor Agreement	0	600,000	600,000	600,000	600,000	600,000	600,000	600,000	4,200,000
Revenue Sharing Contracts	405,000	409,050	413,141	417,272	421,445	425,659	429,916	434,215	3,355,697
Loan Payments/Municipalities	0	0	0	0	0	0	0	0	0
Fund Balance	467,998	(198,802)	(290,516)	849,601	3,485,961	3,109,156	(222,814)	2,085,051	9,285,636
Total Revenue	3,049,034	3,008,045	2,942,399	4,108,845	6,771,385	6,421,022	3,115,757	5,450,595	34,867,082

Catawba County Capital Improvement Plan
Water Sewer
Fiscal Year 2011/12 through Fiscal Year 2014/15

Water & Sewer Projects 1st 4 Years	Funding in FY 2011/12	Funding in FY 2012/13	Funding in FY 2013/14	Funding in FY 2014/15	Total	Funding Notes	Operating Impacts
Pay as Go							
Southeastern Catawba County (SECC) Water Supply Loop Phase III Pump Station & Storage Tank- This project constructs the 4 million gallon per day water pumping station on Olivers Cross Rd and a 1 million gallon water storage tank on Anderson Mountain Rd. This completes the third and final phase of the SECC water supply loop which is designed to provide the 20 year water needs for the southeastern portion of the County. Phase III of the SECC loop begins on Providence Mill Rd at Campbell Rd, then along Providence Mill Rd to North Olivers Cross Rd, along North Olivers Cross Rd to East Maiden Rd, East Maiden Rd to Anderson Mountain Rd. Phase III also extends north along Buffalo Shoals Rd. to Hwy 16.	1,558,260	0	0	0	1,558,260	Funding will be derived from 1/2 cent property tax and/or portion of the 1/4 cent sales tax devoted to water & sewer	
EcoComplex and Resource Recovery Facility- This project is for engineering and permitting associated with the development of the components of the EcoComplex and the continued development of the EcoComplex with a primary focus on making and using sustainable renewable energy for the purpose of attracting economic development to Catawba County.	300,000	100,000	0	0	400,000	Funding will be derived from 1/2 cent property tax and/or portion of the 1/4 cent sales tax devoted to water & sewer	

Catawba County Capital Improvement Plan
Water Sewer
Fiscal Year 2011/12 through Fiscal Year 2014/15

Water & Sewer Projects 1st 4 Years	Funding in FY 2011/12	Funding in FY 2012/13	Funding in FY 2013/14	Funding in FY 2014/15	Total	Funding Notes	Operating Impacts
<p>Riverbend Road Water Phase I, II & III-This project is a water supply loop divided into three phases. This project will provide municipal water service along Riverbend Rd forming a water supply loop in the northeastern portion of the County. This project provides redundant supply looping and will enhance water quality and fire protection.</p>	0	670,000	0	0	670,000	Funding will be derived from 0.5 cent property tax and portion of the 1/4 cent sales tax devoted to water & sewer	
<p>Farmfield Acres Water-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.</p>	0	0	230,000	0	230,000	Funding will be derived from 1/2 cent property tax and/or portion of the 1/4 cent sales tax devoted to water & sewer	
<p>Springs Road Water-This project will provide municipal water service along Springs Road from St. Peter's Church Road to NC Highway 16 providing system redundancy through a looped water system in the northern portion of the County. This project will tie into the Highway 16 North</p>	0	0	470,000	0	470,000	Funding will be derived from 1/2 cent property tax and/or portion of the 1/4 cent sales tax devoted to water & sewer	

Catawba County Capital Improvement Plan
Water Sewer
Fiscal Year 2011/12 through Fiscal Year 2014/15

Water & Sewer Projects 1st 4 Years	Funding in FY 2011/12	Funding in FY 2012/13	Funding in FY 2013/14	Funding in FY 2014/15	Total	Funding Notes	Operating Impacts
<p>Rock Barn Road/Oxford School Road Water Loop-This project extends along Rock Barn Rd. from Shook Rd. to Sutton Ln. and was initiated by a citizen petition in 2002. Staff sought CDBG grant funds for this project in 2004 but the project did not qualify for funding. The grant surveying in 2004 identified 24 out of 65 households that were either experiencing problems with their wells or were on shared wells. This project will provide potable water to an area that has petitioned the County for water service due to a diminishing water table and resulting problems with drinking water wells and will provide a valuable water supply loop to the City of Conover water distribution system.</p>	0	0	0	472,000	472,000	Funding will be derived from 1/2 cent property tax and/or portion of the 1/4 cent sales tax devoted to water & sewer	
<p>Highway 150 Sewer Phase II - 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.</p>	0	0	0	865,000	865,000	Funding will be derived from 1/2 cent property tax and/or portion of the 1/4 cent sales tax devoted to water & sewer	
Total Projects	1,858,260	770,000	700,000	1,337,000	4,665,260		

Catawba County Capital Improvement Plan
Water Sewer
Fiscal Year 2011/12 through Fiscal Year 2014/15

Water & Sewer Projects 1st 4 Years	Funding in FY 2011/12	Funding in FY 2012/13	Funding in FY 2013/14	Funding in FY 2014/15	Total	Funding Notes	Operating Impacts
Existing Debt Service & Operating Costs							
Blackburn-Plateau Water Loop- This project extends a waterline beginning on Startown Road and runs along a portion of West Maiden Rd, a portion of Elbow Rd, south along Startown Rd, along Blackburn Bridge Rd, a portion of Hickory Lincolnton Highway, Grace Church Rd, and a portion of Plateau Rd. This project provides water for Apple Inc and a redundant supply to the SECC water supply loop and the Town of	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
Southeastern Catawba County (SECC) Waste Water Collection- Sewer collection system that extends from Sherrills Ford Elem School to the Hickory-Catawba Wastewater Treatment Plant. Collection system route is along Sherrills Ford Rd., Mollys Backbone Rd., Brown Chapel Rd., and Hudson Chapel Rd. into the Town of	520,410	520,410	520,410	520,410	2,081,640	Project funding from installment purchase obligations issued over 20yrs @ 4.19% interest. Final debt payment is in 2028. Debt repaid from 1/2cent property tax and/or portion of the 1/4 cent sales tax devoted to water & sewer.	\$520,410 debt service per year
Sludge Compost Facility - County owns 18.5%, the City of Hickory owns 66%, and the City of Conover owns 15.5% of the existing Sludge Composting Facility located off of Highway 70. This project will close as the Biosolids Management Facility becomes operational. The management & operational costs are increasing beginning in FY 11/12.	400,000	400,000	400,000	400,000	1,600,000	Funding will be derived from 1/2 cent property tax and/or 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
Personal Services: 1 FTE dedicated to water & sewer	78,054	80,396	82,807	85,292	326,549		

Catawba County Capital Improvement Plan
Water Sewer
Fiscal Year 2011/12 through Fiscal Year 2014/15

Water & Sewer Projects 1st 4 Years	Funding in FY 2011/12	Funding in FY 2012/13	Funding in FY 2013/14	Funding in FY 2014/15	Total	Funding Notes	Operating Impacts
General Operating: Includes professional services for engineering reports on planned projects	192,310	194,233	196,175	198,137	780,856		
Total Existing Debt & Operating	1,265,774	1,270,039	1,274,393	1,278,839	5,089,045		
Debt Service & Operating for New Projects							
Highway 150 Sewer: Debt Service	0	737,587	737,587	737,587	2,212,761	Project funding from water & sewer fund & installment purchase obligations issued over 20yrs @ 4.5% interest	\$737,587 per year debt service
Hickory-Catawba Wastewater Treatment Plant Expansion: Debt Service & operating costs	0	305,419	305,419	555,419	1,166,257	Project funding from water & sewer fund & installment purchase obligations issued over 20yrs @ 4.5% interest	\$305,419 per year debt service plus \$250,000 annual operating costs beginning in Fiscal Year 2014/15
Biosolids Management Facility- Currently, the County owns 18.5%, the City of Hickory owns 66%, and the City of Conover owns 15.5% 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 & 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.	0	0	0	275,000	275,000	Funding will be derived from 1/2 cent property tax and/or portion of the 1/4 cent sales tax devoted to water & sewer	
Total Debt Service & Operating for New Project	0	1,043,006	1,043,006	1,568,006	3,654,018		

Catawba County Capital Improvement Plan
Water Sewer
Fiscal Year 2011/12 through Fiscal Year 2014/15

Water & Sewer Projects 1st 4 Years	Funding in FY 2011/12	Funding in FY 2012/13	Funding in FY 2013/14	Funding in FY 2014/15	Total	Funding Notes	Operating Impacts
Total Project, Debt Service & Operating Expenses	3,049,034	3,008,045	2,942,399	4,108,845	13,108,323		
Revenue							
Installment Purchase	0	0	0	0	0		
0.5 cent Property Tax	775,000	782,750	790,578	798,483	3,146,811		
1/4 cent sales tax	1,298,984	1,311,974	1,325,094	1,338,345	5,274,396		
Domestic Haulers	40,052	40,453	40,857	41,266	162,627		
Capital Fees	62,000	62,620	63,246	63,879	251,745		
Key Harbor Agreement	0	600,000	600,000	600,000	1,800,000		
Revenue Sharing Contracts	405,000	409,050	413,141	417,272	1,644,462		
Loan Payments/Municipalities	0	0	0	0	0		
Fund Balance	467,998	(198,802)	(290,516)	849,601	828,281		
Total Revenue	3,049,034	3,008,045	2,942,399	4,108,845	13,108,323		

Catawba County Capital Improvement Plan
Water Sewer
Fiscal Year 2015/16 through 2018/19

Water & Sewer Projects 2nd 4 Years	Funding in FY 2015/16	Funding in FY 2016/17	Funding in FY 2017/18	Funding in FY 2018/19	Total	Funding Notes	Operating Impacts
Pay as Go Projects							
Mt. View Elementary Sewer I & II- This project will provide waste water service to Mt View Elementary School and the surrounding area. The routing of this project will be determined through a Preliminary Engineering Report.	3,200,000	3,200,000	0	0	6,400,000	Funding will be derived from 1 cent property tax and/or portion of the 1/4 cent sales tax devoted to water & sewer	
Molly's Backbone/Monbo Road/Long Island Roads Water- This project was initiated by citizen requests in the area and has now become important in the overall plan of providing water and sewer services to the SECC area. As sewer service is provided in the area it is also important to provide municipal water service as well. This project extends along Long Island Rd., Monbo Rd. and Mollys Backbone Rd. from Sherrills Ford Rd. to Lynmore Dr.	730,000		0	1,060,000	1,790,000	Funding will be derived from 1cent property tax and/or portion of the 1/4 cent sales tax devoted to water & sewer	
Oxford Park Water- This project will provide municipal water service to approximately 60 residential lots in Oxford Park Subdivision. in northern Catawba County.	465,000	0	0	0	465,000		

Catawba County Capital Improvement Plan
Water Sewer
Fiscal Year 2015/16 through 2018/19

Water & Sewer Projects 2nd 4 Years	Funding in FY 2015/16	Funding in FY 2016/17	Funding in FY 2017/18	Funding in FY 2018/19	Total	Funding Notes	Operating Impacts
Riverbend Road Water Phase I, II & III- This project is a water supply loop divided into three phases. This project will provide municipal water service along Riverbend Rd forming a water supply loop in the northeastern portion of the County. This project provides redundant supply looping and will enhance water quality and fire protection.	0	840,000	730,000	0	1,570,000	Funding will be derived from 1 cent property tax and/or portion of the 1/4 cent sales tax devoted to water & sewer	
Bandys/Mill Creek Sewer- This project will connect Bandys high School and Mill Creek Middle School to the SECC Waste Water Collection System	0	0	0	2,000,000	2,000,000	Funding will be derived from water & sewer fund	
Total Projects (FY16-19)	4,395,000	4,040,000	730,000	3,060,000	12,225,000		
Blackburn-Plateau Water Loop: debt Service	75,000	75,000	75,000	75,000	300,000		
SECC Waste Water Collection: debt service	520,410	520,410	520,410	520,410	2,081,640		
Highway 150 Sewer: debt service	737,587	737,587	737,587	737,587	2,950,348		
Hickory-Catawba Wastewater Treatment Plant: debt service and operating	555,419	555,419	555,419	555,419	2,221,676		
Biosolids Management Facility: County's portion of the operations, maintenance & capital expenses	275,000	275,000	275,000	275,000	1,100,000		
Personal Services: 1 FTE dedicated to water & sewer	87,850	90,486	93,201	95,997	367,534		
General Operating: Includes professional services for engineering reports on planned projects	200,119	202,120	204,141	206,182	812,562		
Total Existing Debt & Operating	2,451,385	2,456,022	2,460,757	2,465,595	9,833,759		

Catawba County Capital Improvement Plan
Water Sewer
Fiscal Year 2015/16 through 2018/19

Water & Sewer Projects 2nd 4 Years	Funding in FY 2015/16	Funding in FY 2016/17	Funding in FY 2017/18	Funding in FY 2018/19	Total	Funding Notes	Operating Impacts
Total Project, Debt Service & Operating Expenses	6,846,385	6,496,022	3,190,757	5,525,595	22,058,759		
Revenue							
Installment Purchase	0	0	0	0	0		
1 cent Property Tax	1,612,936	1,629,066	1,645,356	1,661,810	6,549,168		
1/4 cent sales tax	1,351,728	1,365,245	1,378,898	1,392,687	5,488,558		
Domestic Haulers	41,678	42,095	42,516	42,941	169,230		
Capital Fees	63,879	64,517	65,163	65,814	259,373		
Key Harbor Agreement	600,000	600,000	600,000	600,000	2,400,000		
Revenue Sharing Contracts	417,272	421,445	425,659	429,916	1,694,291		
Loan Payments/Municipalities	0	0	0	0	0		
Fund Balance	2,758,892	2,373,654	(966,834)	1,332,427	5,498,139		
Total Revenue	6,846,385	6,496,022	3,190,757	5,525,595	22,058,759		

Capital Improvement Plan
Solid Waste Summary Sheet
Fiscal Year 2011/12 through Fiscal Year 2018/19

Solid Waste Projects	Funding in FY 2011/12	Funding in FY 2012/13	Funding in FY 2013/14	Funding in FY 2014/15	Funding in FY 2015/16	Funding in FY 2016/17	Funding in FY 2017/18	Funding in FY 2018/19	Total
Projects to be Debt Financed									
Wood Gasification Energy Facility	100,000	0	0	0	0	0	0	0	100,000
Pay as Go									
Crop Processing Facility	150,000	0	0	0	0	0	0	0	150,000
EcoComplex Development	200,000	0	0	0	0	0	0	0	200,000
Heat Exchange Facility	75,000	0	0	0	0	0	0	0	75,000
Subtitle D Cell Construction	284,359	0	2,000,000	2,500,000	2,500,000	3,000,000	3,000,000	1,750,000	15,034,359
Rubber Tire Loader	155,000	0	0	0	0	160,000	0	0	315,000
Bulldozer	0	300,000	0	300,000	0	0	0	0	600,000
Compactor	0	450,000	600,000	0	0	0	0	650,000	1,700,000
GPS Elevations/Grade Control System-	0	50,000	0	0	0	0	0	0	50,000
Methane Gas Perimeter Infrastructure	0	125,000	0	100,000	0	0	0	100,000	325,000
Semi-Road Tractor	0	65,000	0	0	0	0	0	0	65,000
Topographic Update	0	18,700	0	19,000	0	19,000	0	20,000	76,700
Lawnmower & Bush Hog	0	0	20,000	0	20,000	0	0	23,000	63,000
Master & Management Plans update	0	0	50,000	0	0	55,000	0	0	105,000
Mechanic Truck and/or Service Fuel Truck	0	0	0	130,000	50,000	0	0	0	180,000
Diesel Storage Tank	0	0	0	0	0	0	0	50,000	50,000
Dump Truck On-Road	0	0	0	0	100,000	0	0	0	100,000
Excavator	0	0	0	0	0	0	350,000	0	350,000
Farm Tractor.	0	0	0	0	100,000	0	0	0	100,000
Off-Road Dump Truck	0	0	0	0	0	0	400,000	0	400,000
Pickup Truck 3/4 Ton and/or 1/2 Ton	0	0	0	0	35,000	0	0	35,000	70,000
Semi-Road Tractor	0	0	0	0	0	0	65,000	0	65,000
Tub Grinder	0	0	0	0	0	650,000	0	0	650,000
Total Pay As Go	864,359	1,008,700	2,670,000	3,049,000	2,805,000	3,884,000	3,815,000	2,628,000	20,724,059
Total Projects	964,359	1,008,700	2,670,000	3,049,000	2,805,000	3,884,000	3,815,000	2,628,000	20,824,059
Revenue: Solid Waste Fund	964,359	1,008,700	2,670,000	3,049,000	2,805,000	3,884,000	3,815,000	2,628,000	20,824,059

Capital Improvement Plan
Solid Waste
Fiscal Year 2011/12 through 2018/19

Solid Waste Projects 1st 4 Years	Funding in FY 2011/12	Funding in FY 2012/13	Funding in FY 2013/14	Funding in FY 2014/15	Total	Funding Notes
Projects to be Debt Financed						
Wood Gasification Energy Facility- The Wood Gasification Energy Facility will use sawdust, shavings, bark and chips to generate electricity, heat and steaam energy being developed through partnerships with GE Energy; University of NC Charlotte and University of British Columbia will have reserch activities centered on this facility.	100,000	0	0	0	100,000	Funding from installment purchase obligations, terms to be determined when Purchase Power Agreement is finalized with Duke Energy.
Pay as Go						
Crop Processing Facility- The Crop Processing Facility works in cooperation with the Biodiesel Research Facility to process crops grown on idle landfill property and buffer areas. It will process harvested crops into two products (oil and seed meal) that have a higher value than seed alone. The seed meal has many potential uses that are being investigated. The design of the Crop Processing Facility is complete and is in the process of being bid for construction. Funding in this project will be applied to the construction and/or millwork of equipment.	150,000	0	0	0	150,000	Funding from the Solid Waste Enterprise Fund

Capital Improvement Plan
Solid Waste
Fiscal Year 2011/12 through 2018/19

Solid Waste Projects 1st 4 Years	Funding in FY 2011/12	Funding in FY 2012/13	Funding in FY 2013/14	Funding in FY 2014/15	Total	Funding Notes
<p>EcoComplex Development- Provides for improved economics for delivering waste management services by facilitating the conversion of the Blackburn Landfill into a Resource Recovery Facility. Project includes these facilities: Biosolids Processing, Wood Gasification-Energy, greenhouse and brick/pottery, and a University Research. Facilities will use the heat energy from the existing Co-Generation facility and from the Wood Gasification-Energy Facility for the processing of biosolids, and to provide heat to G&G Lumber, Pallet One, and the brick/pottery facility. The University research facility will use heat and property in biodiesel crop research and its conversion into biodiesel. Project will coordinate with County EDC to investigate, analyze, and attract potential companies focused on “green” energy.</p>	200,000	0	0	0	200,000	Funding from the Solid Waste Enterprise Fund
<p>Heat Exchange Facility- will transfer heat from the engines to the biodiesel facility to be used for heating the facility and utilized in the biodiesel production. This "green" use of an otherwise wasted heat source will further the Biodiesel Facility being LEED certified. The funding in this project will be applied to the construction of the facility.</p>	75,000	0	0	0	75,000	Funding from the Solid Waste Enterprise Fund
<p>Subtitle D Cell Construction- The project funds the continuum of the Subtitle D Cell Construction. The next cell is Phase 2 of Unit 3.</p>	284,359	0	2,000,000	2,500,000	4,784,359	Funding from the Solid Waste Enterprise Fund

Capital Improvement Plan
Solid Waste
Fiscal Year 2011/12 through 2018/19

Solid Waste Projects 1st 4 Years	Funding in FY 2011/12	Funding in FY 2012/13	Funding in FY 2013/14	Funding in FY 2014/15	Total	Funding Notes
Rubber Tire Loader- Replace existing loader, new loader is needed to maintain grinding area, load materials in grinders, load mulch for customers, load gravel, turn compost, and general duties at the landfill.	155,000	0	0	0	155,000	Funding from the Solid Waste Enterprise Fund
Bulldozer- Bulldozers are scheduled for replacement in Fiscal Years 2011/12 and 2014/15. Replacements are scheduled according to Solid Waste financial analysis and planning.	0	300,000	0	300,000	600,000	Funding from the Solid Waste Enterprise Fund
Compactor- Compactors are scheduled for replacement in various years based on hours of operation and according to Solid Waste financial analysis and planning. Compactor costing \$450,000 in 12/13 is a C&D compactor; Compactor costing \$600,000 in 13/14 is a MSW compactor.	0	450,000	600,000	0	1,050,000	Funding from the Solid Waste Enterprise Fund
GPS Elevations/Grade Control System- New GPS unit connects to compactor, software, and a base system. System will be used for grade control of waste placement, check waste density as it is compacted, and locating areas where special waste is buried. This will assist landfill operators in maintaining grades per State permit regulations.	0	50,000	0	0	50,000	Funding from the Solid Waste Enterprise Fund
Methane Gas Perimeter Infrastructure- New Methane gas extraction wells and purchase associated piping, fittings, heads, etc. in completed waste areas of Unit 2 & Unit 3 landfill cells. This will allow landfill to start extracting needed methane from these areas to increase gas flow to the co-generation facility.	0	125,000	0	100,000	225,000	Funding from the Solid Waste Enterprise Fund

Capital Improvement Plan
Solid Waste
Fiscal Year 2011/12 through 2018/19

Solid Waste Projects 1st 4 Years	Funding in FY 2011/12	Funding in FY 2012/13	Funding in FY 2013/14	Funding in FY 2014/15	Total	Funding Notes
Semi-Road Tractor- Tractor is used to haul tankers and trailers in landfill daily operations. Replacement is scheduled according to the Solid Waste Analysis.	0	65,000	0	0	65,000	Funding from the Solid Waste Enterprise Fund
Topographic Update- As required by NC-DENR Division of Solid Waste.	0	18,700	0	19,000	37,700	Funding from the Solid Waste Enterprise Fund
Lawnmower & Bush Hog- Lawn mowers and bush hogs are used to maintain property associated with the Landfill and Solid Waste Management.	0	0	20,000	0	20,000	Funding from the Solid Waste Enterprise Fund
Master & Management Plans update- Update to the Solid Waste Master Plan and the Solid Waste Management Plan as mandated by the State every 3 years.	0	0	50,000	0	50,000	Funding from the Solid Waste Enterprise Fund
Mechanic Truck and/or Service Fuel Truck- Replacement mechanics truck and service fuel trucks are scheduled according to Solid Waste financial analysis and planning.	0	0	0	130,000	130,000	Funding from the Solid Waste Enterprise Fund
Total Pay As Go	864,359	1,008,700	2,670,000	3,049,000	7,592,059	
Total Projects	964,359	1,008,700	2,670,000	3,049,000	7,692,059	
Revenue Solid Waste Fund	964,359	1,008,700	2,670,000	3,049,000	7,692,059	

Capital Improvement Plan
Solid Waste
Fiscal Year 2015/16 through 2018/19

Solid Waste Projects 2nd 4 Years	Funding in FY 2015/16	Funding in FY 2016/17	Funding in FY 2017/18	Funding in FY 2018/19	Total	Funding Notes
Pay as Go						
Compactor- Compactors are scheduled for replacement in various years based on hours of operation and according to Solid Waste financial analysis and planning. Compactor costing \$450,000 in 12/13 is a C&D compactor; Compactor costing \$600,000 in 13/14 is a MSW compactor.	0	0	0	650,000	650,000	Funding from the Solid Waste Enterprise Fund
Diesel Storage Tank- Used to store biodiesel produced by the Biodiesel Production Facility until it's used in landfill equipment.	0	0	0	50,000	50,000	Funding from the Solid Waste Enterprise Fund
Dump Truck On-Road- Replace existing truck.	100,000	0	0	0	100,000	Funding from the Solid Waste Enterprise Fund
Excavator- scheduled for replacement in Fiscal Year 2017/18. Replacements are scheduled according to Solid Waste financial analysis and planning.	0	0	350,000	0	350,000	Funding from the Solid Waste Enterprise Fund
Farm Tractor- used to cultivate crops for the biodiesel production facility that are grown on the buffer areas around the landfill.	100,000	0	0	0	100,000	Funding from the Solid Waste Enterprise Fund
Methane Gas Perimeter Infrastructure- New Methane gas extraction wells and purchase associated piping, fittings, heads, etc. in completed waste areas of Unit 2 & Unit 3 landfill cells. This will allow landfill to start extracting needed methane from these areas to increase gas flow to the co-generation facility.	0	0	0	100,000	100,000	Funding from the Solid Waste Enterprise Fund
Off-Road Dump Truck- Off Road Dump Trucks are scheduled for replacement according to Solid Waste financial analysis and planning.	0	0	400,000	0	400,000	Funding from the Solid Waste Enterprise Fund

Capital Improvement Plan
Solid Waste
Fiscal Year 2015/16 through 2018/19

Solid Waste Projects 2nd 4 Years	Funding in FY 2015/16	Funding in FY 2016/17	Funding in FY 2017/18	Funding in FY 2018/19	Total	Funding Notes
Pickup Truck 3/4 Ton and/or 1/2 Ton- 3/4 ton or 1/2 ton pickups are replaced as necessary according to the Solid Waste Financial Analysis and planning.	35,000	0	0	35,000	70,000	Funding from the Solid Waste Enterprise Fund
Rubber Tire Loader- Replace existing loader, new loader is needed to maintain grinding area, load materials in grinders, load mulch for customers, load gravel, turn compost, and general duties at the landfill.	0	160,000	0	0	160,000	Funding from the Solid Waste Enterprise Fund
Semi-Road Tractor- Tractor is used to haul tankers and trailers in landfill daily operations. Replacement is scheduled according to the Solid Waste Analysis.	0	0	65,000	0	65,000	Funding from the Solid Waste Enterprise Fund
Subtitle D Cell Construction- The project funds the continuum of the Subtitle D Cell Construction. The next cell is Phase 2 of Unit 3.	2,500,000	3,000,000	3,000,000	1,750,000	10,250,000	Funding from the Solid Waste Enterprise Fund
Topographic Update- 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 co-generation facility.	0	19,000	0	20,000	39,000	Funding from the Solid Waste Enterprise Fund
Tub Grinder- Replace tub grinder in C&D Landfill area in accordance with Solid Waste Financial Plan.	0	650,000	0	0	650,000	Funding from the Solid Waste Enterprise Fund
Lawnmower & Bush Hog- Lawn mowers and bush hogs are used to maintain property associated with the Landfill and Solid Waste Management.	20,000	0	0	23,000	43,000	Funding from the Solid Waste Enterprise Fund

Capital Improvement Plan
Solid Waste
Fiscal Year 2015/16 through 2018/19

Solid Waste Projects 2nd 4 Years	Funding in FY 2015/16	Funding in FY 2016/17	Funding in FY 2017/18	Funding in FY 2018/19	Total	Funding Notes
Master & Management Plans update- Update to the Solid Waste Master Plan and the Solid Waste Management Plan as mandated by the State every 3 years.	0	55,000	0	0	55,000	Funding from the Solid Waste Enterprise Fund
Mechanic Truck and/or Service Fuel Truck- Replacement mechanics truck and service fuel trucks are scheduled according to Solid Waste financial analysis and planning.	50,000	0	0	0	50,000	Funding from the Solid Waste Enterprise Fund
Total Pay as Go	2,805,000	3,884,000	3,815,000	2,628,000	13,132,000	
Revenue: Solid Waste Fund	2,805,000	3,884,000	3,815,000	2,628,000	13,132,000	



GLOSSARY

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 Mental Health Partners.

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 District: Special voter-approved districts within the County established to furnish fire protection to residents and supported by property taxes.

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 \$1,000 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.

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, 2010**

CATAWBA COUNTY, NORTH CAROLINA
Schedule of General Governmental Expenditures by Function¹
Last Ten Fiscal Years

Fiscal Year Ended June 30	General Government	Public Safety	Environmental Protection	Economic & Physical Development
<i>Modified Accrual Basis of Accounting</i>				
2000	8,728,954	15,094,171	430,994	4,871,841
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

Note:

¹Includes General, Special Revenue, and Capital Projects Funds.

Human Services	Culture and Recreation	Education	Capital Projects	Debt Service	Total
48,907,143	2,274,479	25,871,097	30,993,580	10,854,822	148,633,362
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

CATAWBA COUNTY, NORTH CAROLINA
Schedule of General Governmental Revenues by Source¹
Last Ten Fiscal Years

Fiscal Year Ended June 30	Ad Valorem Taxes	Other Taxes	Unrestricted Intergovernmental Revenues
<i>Modified Accrual Basis of Accounting</i>			
2001	55,112,257	23,470,898	4,466,558
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

Note:

¹Includes General, Special Revenue, and Capital Projects Funds.

Restricted Intergovernmental Revenues	Licenses and Permits	Sales and Service	Investment Earnings	Miscellaneous	Total
39,413,713	2,104,748	13,122,659	5,239,407	2,612,690	145,542,930
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

CATAWBA COUNTY, NORTH CAROLINA
Assessed Valuation and Actual Value of Taxable Property
Last Ten Fiscal Years

Fiscal Year	Real Property	Personal Property	Public Utilities
2001	7,676,297,260	2,614,445,636	484,704,904
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

Total Assessed Value	Total Direct Tax Rate	Estimated Real Market Value
10,775,447,800	0.495	11,493,810,987
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	N/A

Note:

Tax rate expressed in dollars of tax per \$100 of assessed valuation.

CATAWBA COUNTY, NORTH CAROLINA
Schedule of Property Tax Rates - Direct and Overlapping Governments
Last Ten Fiscal Years

	<i>Fiscal Year</i>				
	2010	2009	2008	2007	2006
Catawba County	0.5350	0.5350	0.5350	0.4900	0.4900
Fire Districts					
Bandys	0.0600	0.0600	0.0600	0.0600	0.0500
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	0.0500
Cooksville	0.0517	0.0517	0.0517	0.0550	0.0550
Denver	0.0000	0.0000	0.0389	0.0500	0.0500
Fairbrook	0.0000	0.0000	0.0000	0.0325	0.0325
Hickory Rural	0.0700	0.0325	0.0325	0.0000	0.0000
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	0.0568	0.0568
Maiden	0.0500	0.0500	0.0500	0.0500	0.0312
Mountain View	0.0493	0.0493	0.0493	0.0525	0.0425
Newton	0.0700	0.0700	0.0700	0.0700	0.0700
Oxford	0.0558	0.0558	0.0558	0.0600	0.0600
Propst	0.0615	0.0615	0.0615	0.0650	0.0650
Sherrills Ford	0.0500	0.0500	0.0500	0.0500	0.0500
Startown	0.0000	0.0000	0.0000	0.0000	0.0000
St. Stephens	0.0700	0.0500	0.0500	0.0500	0.0500
Viewmont	0.0000	0.0000	0.0000	0.0325	0.0325
Municipalities:					
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	0.4500	0.4500
City of Conover	0.4000	0.4000	0.4000	0.4000	0.3800
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	0.4000	0.4000	0.4000	0.4000	0.4000
City of Newton	0.4800	0.4800	0.4600	0.4600	0.4400
Total Maximum Rate - Fire District	0.6050	0.6050	0.6050	0.5600	0.5600
Total Maximum Rate - Municipalities	1.0550	1.0550	1.0550	1.0100	1.0100

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 one hundred percent (100%) of the actual value.

<i>Fiscal Year</i>				
2005	2004	2003	2002	2001
0.4800	0.4800	0.4950	0.4950	0.4950
0.0390	0.0390	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
0.0500	0.0350	0.0350	0.0350	0.0350
0.0550	0.0550	0.0600	0.0600	0.0600
0.0450	0.0293	0.0320	0.3200	0.0320
0.0257	0.0257	0.0280	0.2800	0.0280
0.0000	0.0000	0.0000	0.0000	0.0000
0.0000	0.0000	0.0440	0.4400	0.0440
0.0000	0.0000	0.0400	0.4000	0.0400
0.0568	0.0568	0.0620	0.6200	0.0620
0.0312	0.0312	0.0340	0.0340	0.0340
0.0425	0.0425	0.0450	0.0450	0.0450
0.0513	0.0513	0.0560	0.0560	0.0600
0.0600	0.0600	0.0600	0.0600	0.0600
0.0650	0.0650	0.0650	0.0650	0.0650
0.0400	0.0400	0.0400	0.0400	0.0400
0.0000	0.0000	0.0000	0.0000	0.0500
0.0500	0.0500	0.0500	0.0500	0.0500
0.0248	0.0248	0.0270	0.0270	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
0.3800	0.3600	0.3800	0.3600	0.3600
0.5000	0.5000	0.5500	0.5500	0.5500
0.4000	0.4000	0.4000	0.4000	0.4000
0.3800	0.3800	0.4000	0.4000	0.3700
0.4400	0.4400	0.4700	0.4700	0.4700
0.5500	0.5500	0.5650	0.5650	0.5650
1.0000	1.0000	1.0450	1.0450	1.0450

CATAWBA COUNTY, NORTH CAROLINA
Ratios of General Bonded Debt Outstanding
Last Ten Fiscal Year

Fiscal Year Ended June 30	General Obligation Bonds	Total Taxable Assessed Value	Percentage of Actual Taxable Value of Property	Per Capita
2001	76,450,000	10,775,447,800	0.71	540
2002	69,650,000	11,176,676,254	0.62	480
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



CATAWBA COUNTY, NORTH CAROLINA
Legal Debt Margin Information
Last Ten Fiscal Years

	2010	2009	2008	2007	2006
Assessed Value (after exemptions)	\$15,013,754,766	\$15,068,712,596	\$14,655,429,923	\$13,359,326,399	\$13,023,274,801
Debt Limit Rate	8%	8%	8%	8%	8%
Debt Limit	1,201,100,381	1,205,497,008	1,172,434,391	1,068,746,112	1,041,861,984
Less total net debt applicable to limit	117,002,355	130,663,312	121,303,793	102,721,667	111,610,000
Legal Debt Margin	<u>1,084,098,026</u>	<u>1,074,833,696</u>	<u>1,051,130,598</u>	<u>966,024,445</u>	<u>930,251,984</u>

Total net debt applicable to the limit as a percentage of legal debt limit	10%	11%	10%	11%	11%
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Legal Debt Margin Calculation for Fiscal Year 2010

Assessed Value (after exemptions)	\$15,013,754,766
Debt limit (8% of assessed value)	1,201,100,381
Debt applicable to limit	
Outstanding general obligation debt	17,310,000
Authorized and unissued general obligation debt	6,970,000
Certificates of participation	39,855,000
Installment purchase	59,237,355
Qualified Zone Academy Bonds	600,000
Less statutory deductions	
Unissued refunding bonds	(6,970,000)
Total net debt applicable to limit	117,002,355
Legal debt margin	1,084,098,026

	2005	2004	2003	2002
Assessed Value				
(after exemptions)	\$12,942,756,938	\$12,671,384,340	\$11,568,969,626	\$11,176,676,254
Debt Limit Rate	8%	8%	8%	8%
Debt Limit	1,035,420,555	1,013,710,747	925,517,570	894,134,100
Less total net debt applicable to limit	112,385,000	69,575,814	66,859,085	73,775,188
Legal Debt Margin	923,035,555	944,134,933	858,658,485	820,358,912

Total net debt applicable to the limit as a percentage of debt limit	7%	7%	7%	8%
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**Demographic and Economic Statistics
Last Ten Fiscal Years**

Fiscal Year	Population Estimate	Personal Income	Per Capita Income	Median Age	School Enrollment	Unemployment Rate
2001	141,685	3,958,281,782	27,937	36.1	23,875	6.4%
2002	145,071	3,972,189,051	27,381	36.2	23,688	9.4%
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	N/A	N/A	38.2	24,338	12.9%

N/A = Not Available

Sources:

Bureau of the Census, Department of Commerce - Employment Security Commission, Office of State Planning, Bureau of Economic Analysis

CATAWBA COUNTY, NORTH CAROLINA
Schedule of Principal Taxpayers
For the Fiscal Year Ended June 30, 2008

Taxpayer	Type of Business	Taxable Assessed Value	% of Total Assessed Value
Duke Energy Corporation	Electric Utility	\$633,234,896	4.20%
CommScope, Inc.	Cable Manufacturer	\$132,048,432	0.88%
Getrag Gears of North America, Inc.	Gear Manufacturer	122,577,912	0.81%
Frye Regional Medical Center	Medical Care	82,415,460	0.55%
Corning Cable Systems	Cable Manufacturer	75,125,833	0.50%
Hickory Springs Mfg. Co., Inc.	Furniture Supplies	65,248,487	0.43%
Draka Comteq Americas, Inc.	Cable Manufacturer	63,150,113	42.00%
Central Telephone Company	Telephone	55,427,978	0.37%
Valley Hills Mall, LLC	Retail	49,740,830	0.33%
Shuford Mills, Inc/Shuford Development	Textiles & Tape	43,736,518	0.29%
		<u>\$1,322,706,459</u>	<u>50.36%</u>
Total Assessed Valuation		<u>\$15,068,712,596</u>	

Source: Catawba County Tax Collector

CATAWBA COUNTY, NORTH CAROLINA
Schedule of Principal Employers
Current Year

Employer	Number of Employees	Percentage of Estimated Total County Employment
Catawba County School System	1,910	2.98%
Frye Regional Medical Center	1,700	2.65%
Catawba Valley Medical Center	1,590	2.48%
CommScope, Inc.	1,550	2.42%
Catawba County Government	1,169	1.82%
Pierre Foods	1,026	1.60%
Hickory Springs Manufacturing	1,000	1.56%
Corning Cable Systems	1,000	1.56%
Ethan Allen, Inc.	906	1.41%
Sherrill Furniture Company	736	1.15%
	12,587	19.63%