

FISCAL YEAR 2015/16
APPROVED BUDGET



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CATAWBA
COUNTY

North Carolina



**CATAWBA COUNTY
BOARD OF COMMISSIONERS**

Randy Isenhower, Chair

Barbara G. Beatty, Vice Chair

Kitty W. Barnes

Sherry Butler

Dan A. Hunsucker

COUNTY MANAGER

J. Thomas Lundy



Catawba County Board of Commissioners

Background: Sherry Butler, Katherine W. "Kitty" Barnes, Barbara G. Beatty – Vice Chair
Foreground: Dan A. Hunsucker, Randy Isenhower - Chair



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Catawba County
North Carolina**

For the Fiscal Year Beginning

July 1, 2014

Executive Director

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

Policy document
Financial plan
Operations guide
Communications device



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June 1, 2015

Dear Citizens of Catawba County:

I am pleased to present to you the Catawba County Fiscal Year 2015/16 budget. Consistent with the Board of Commissioners' goals, the budget invests in education, public safety, economic development, parks and infrastructure.

Balancing the needs of the County with our desire to maintain a low tax rate for the citizens is always a difficult task. Since 2009, Catawba County has made hard financial decisions resulting in a net reduction of \$5.4 million and 37 County employees. Only public schools and Catawba Valley Community College (CVCC) have remained untouched. This budget includes an additional \$1.5 million in operating reductions across all departments.

This year, Catawba County underwent revaluation as required by statute at least every 8 years. Catawba County has chosen to conduct revaluation every 4 years to reduce "sticker shock" resulting from large adjustments in value over a greater span of time and provide property owners the chance to appeal values based on changes in economic conditions, which they can do only during a revaluation year. The 2015 Revaluation, which is based on sales over the last 3 years, resulted in a 5.88 percent decrease in County-wide real property values, which translates into \$5.96 million less in property tax revenue to support critical community services. In addition to revaluation, the County faced significant service expansion and capital pressures including:

- Education – Current expense funding is the responsibility of the State but the State does not fund public schools or community colleges to the level needed.
- Emergency Medical Services (EMS) – Recent response times have slipped above the Board of Commissioners' 8-minute response time goal.
- Jail – A 256-bed jail expansion to the Catawba County Detention Center is needed driven by crime rates, types of crimes committed, and Burke County's recent decision to close the shared district confinement facility.
- Sheriff – An additional criminal investigator is needed to improve case management and clearance rates.
- Parks – The top priority identified in the recently updated Parks Master Plan was to reinstate a 6-day per week schedule at all parks. Maintenance and repairs to parks are also needed.

To address these pressures, provide core government services, and maintain the County's good quality of life, the budget establishes a tax rate of 57.5 cents.

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



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

Sincerely,

CATAWBA COUNTY BOARD OF COMMISSIONERS

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

C. Randall Isenhower, Chair



CATAWBA COUNTY, NORTH CAROLINA
June 1, 2015
Adopted Budget

CATAWBA COUNTY BOARD OF COMMISSIONERS

Ladies and Gentlemen:

I am pleased to present the Adopted Fiscal Year 2015/16 annual budget for Catawba County, as approved by the Board of Commissioners on June 1, 2015.

On May 18, 2015, I presented my recommended budget. Budget hearings were held on May 26, 2015, with the wrap up session and public hearing on May 28, 2015. During deliberations, the Board made changes to the budget as follows:

- The NC E-911 Board certified a lower payment to the County (\$1,381) to serve as the primary public safety answering point (PSAP) for E-911 calls and to the cities of Hickory (\$83) and Newton (\$26) to provide secondary services.
- \$85,518 was added to Utilities & Engineering consistent with an agreement approved by the Board of Commissioners on May 18, 2015 with Gilbane Building Company. The company agreed to pay the County upfront for the full cost of dedicating a full-time Building Inspector III position for the purpose of expediting inspection reviews at the Apple construction site.
- \$6,158 is added to the Bed, Bath, and Beyond Incentive payment based on a higher business personal property listing than originally budgeted.
- \$12,900 is added to the Sheriff's Budget for the Justice Assistance Grant (JAG).
- \$100,000 is added to complete security measures at Catawba County Schools.

The final budget is \$235,495,973. The budget document reflects the budget appropriations and outcomes as adopted by the Board on June 1, 2015, and establishes a property tax rate of 57.5 cents.

Sincerely,



J. Thomas Lundy
County Manager

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Board of Commissioners

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

Board of Elections

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

Communications Center

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

Cooperative Extension Services

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

County Library

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

County Manager Office

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

Emergency Services

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

Finance/Facilities

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

Human Resources

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

Planning, Parks, and Development

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

Public Health

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

Register of Deeds

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

Sheriff

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

Social Services

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

Soil and Water Conservation

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

Tax Department

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

Technology

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

Utilities and Engineering

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



*Board of Commissioners’
Fiscal Year 2015/16 Goals*

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

- a. Support the enhancement of workforce development programs and efforts, working with educators and the private sector to train the workforce for jobs from existing and new employers that will be available through the efforts of the EDC.
- b. Partner with the private sector to aggressively implement Innovate Catawba strategies.
- c. Review incentive guidelines to ensure they are competitive but reasonable in terms of return on investment.
- d. Develop, with the EDC and Hickory, parameters of investment for Park 1764.
- e. Continuously monitor County regulations to ensure they support orderly growth and business development.

Review the County's emergency management program for improvements designed to provide efficient and effective pre-hospital emergency services, improve public safety, minimize property damage, and protect areas from disasters.

Continue advocacy for improvements to Highway 16 and Highway 150 as major corridors, in order to increase economic development and citizen and tourism access.

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

Ladies and Gentlemen:

I present to you my recommended Catawba County Fiscal Year 2015/16 budget in the amount of \$235,286,732. The budget is balanced and prepared in accordance with the Local Government Budget and Fiscal Control Act.

A County-wide property revaluation went into effect on January 1, 2015. While Catawba County's economy has shown consistent signs of positive economic recovery on the heels of the recent recession--in terms of unemployment, building permit activity, and retail sales--the 2015 Revaluation is based on sales over the last 3 years. This resulted in a 5.88 percent decrease in County-wide real property values, which translates into \$5.96 million less in property tax revenue to support critical community services.

In addition to experiencing less revenue as a result of the 2015 Revaluation, the County faces significant service expansion and capital pressures. Addressing some of these pressures is important to maintain the quality of life the community has grown accustomed to and ensure the County does not fall behind in providing basic services. The budget addresses the following service demands:

- Emergency Medical Services (EMS) – EMS emergency response times have slipped above the Board of Commissioners’ goal of an 8-minute average, based on significant increases in call volume. In order to maintain 8-minute county-wide response times, the budget funds the addition of a paramedic crew located in Mountain View in July and possible expansion of an existing Bandys EMS crew in January (based on response times);
- Jail – funding for an expansion of the Catawba County Detention Center was identified several years ago and has been on the County's CIP. The addition will provide 256 new inmate beds planned for Fiscal Year 2017/18. This need is driven by crime rates, types of crimes committed, and Burke County's recent decision to close the shared district confinement Facility. The County has been saving for this expansion since 2007, and has set aside \$2.3 million so far;
- Sheriff – to improve case management and clearance rates of criminal cases, addition of a Criminal Investigator position;
- Parks - reinstatement of 6-day per week operating schedule at Riverbend, Bakers Mountain, and St. Stephens Parks, identified to be the top priority in the 2015 Parks Master Plan; and

BUDGET OVERVIEW

- Education – increased investment in public schools, dedicating an additional \$308,108 in current expense funding (Catawba County Schools, Hickory City Schools, and Newton-Conover City Schools) and a \$66,289 increase in support for Catawba Valley Community College (CVCC).

The revenue neutral rate--the tax rate that would generate the same amount of revenue as last year's rate, taking into account any increase or decrease to the property tax base--would be \$0.5678. The cost of funding the service pressures outlined above, when added to the revenue neutral rate, would bring the tax rate to at least \$0.5868.

The County takes its fiscal stewardship responsibility seriously. Since 2009, the County has reduced expenses a net \$5.4 million, impacting 37 positions. In an effort to maintain the lowest possible tax rate while still addressing necessary services, the proposed budget reflects an additional \$1.5 million in operating reductions across all departments, making it possible to decrease the rate to \$.575. Adoption of the property tax rate of \$0.575 for every \$100 of valuation would establish a tax rate that could be held constant for four years--until the next revaluation cycle in 2019. This rate is projected to be the 8th lowest tax rate of the 27 urban counties in North Carolina--those with a population over 100,000--and the 2nd lowest among Catawba's neighboring counties.

During the current fiscal year, in addition to making progress on their formal goals, the Board of Commissioners indicated an interest in codifying a community vision for County-funded programs and services to guide future decision-making. The County has a strong reputation for solid planning, and long-range strategic plans with detailed goals, objectives, strategies, and tactics exist for many County functions. These plans, which play a significant part in shaping the services provided by the County currently and into the future, have been organized into six broad focus areas that represent key elements of strong communities, depicted below. This work to strengthen and align County services will continue during the new fiscal year.

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



County Manager



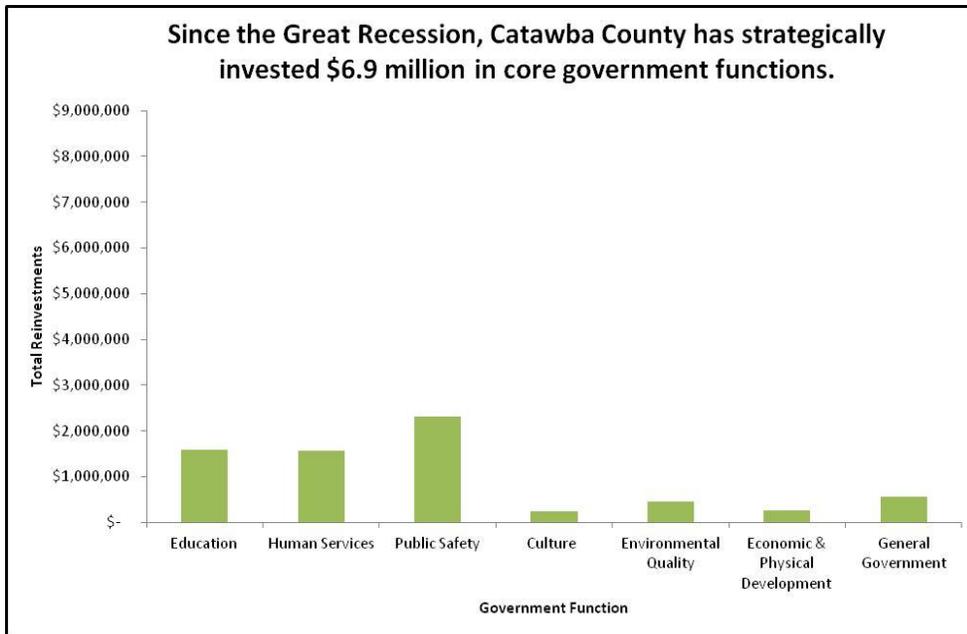
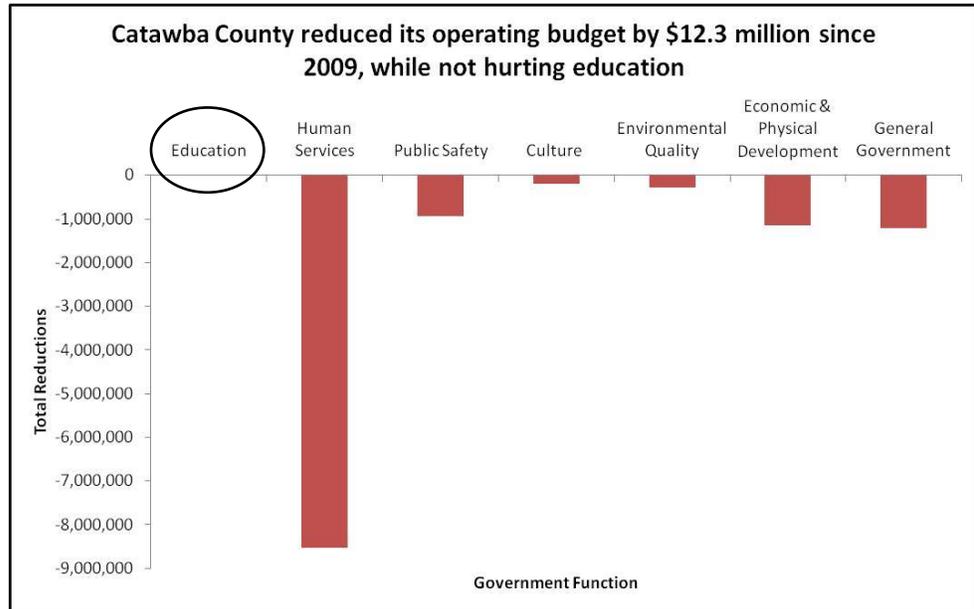
COUNTY PROVIDES QUALITY SERVICE WHILE LIVING WITHIN MEANS

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

- EMS crews have worked hard to maintain an average County-wide response time of 8 minutes or less, in the face of steadily increasing call volume;
- Emergency 911 calls are dispatched in just over 47 seconds, much faster than the national average of between 75 and 110 seconds;
- Sheriff emergency response times have been improving, resulting from recent investments in additional road patrol deputies to keep citizens safe;
- Almost 46 percent of each local property and sales tax dollar is committed to education, with total current expense funding for the three public school systems ranking 15th state-wide and total local support for CVCC ranking 18th state-wide;
- A higher percentage of foster children are adopted in less than two years in Catawba County (55 percent) than the State-wide average (33 percent);
- A targeted and focused energy program for County facilities continues to yield roughly \$8,500 savings in electric costs per year due to lighting retrofits alone and achieves an average return on investment of 2.35 years;
- Public Health's Women, Infant, and Children (WIC) Farmers' Market Voucher Redemption rate was 64.37 percent, ranking #1 in the state last year. This unique approach of targeting WIC recipients to benefit from farmers' markets has been recognized as innovative by both the Alliance for Innovation through the J. Robert Havlick Award for Innovation in Local Government and the National Association of Counties (NACo) through a County Achievement Award;
- General Government Administration comprises only 1 percent of the local budget, well below generally accepted benchmarks for administrative overhead in any sector;
- In the last 4 years, County staff proactively refinanced debt, saving over \$3.3 million in future interest;
- Catawba County continues to be a statewide leader in recycling, ranking #1 in the state for public recycling per capita for the second year in a row in 2014, and the County's Commercial Recycling Program was recognized by NACo through a County Achievement Award;
- Catawba County has won annual recognition from NACo through the County Achievement Awards in each of the last 43 years, establishing a long tradition of program excellence that has served the community and the organization well; and
- Catawba County has won the Government Finance Officers' Association Award for Excellence in Financial Reporting for 32 years and Budgeting for 26 years.

QUALITY SERVICES – LIVING WITHIN MEANS

The County has achieved these accomplishments and provided high levels of service despite the recent economic recession. In fact, over the past five years, Catawba County made \$12.3 million in operating budget reductions, while keeping Education whole.

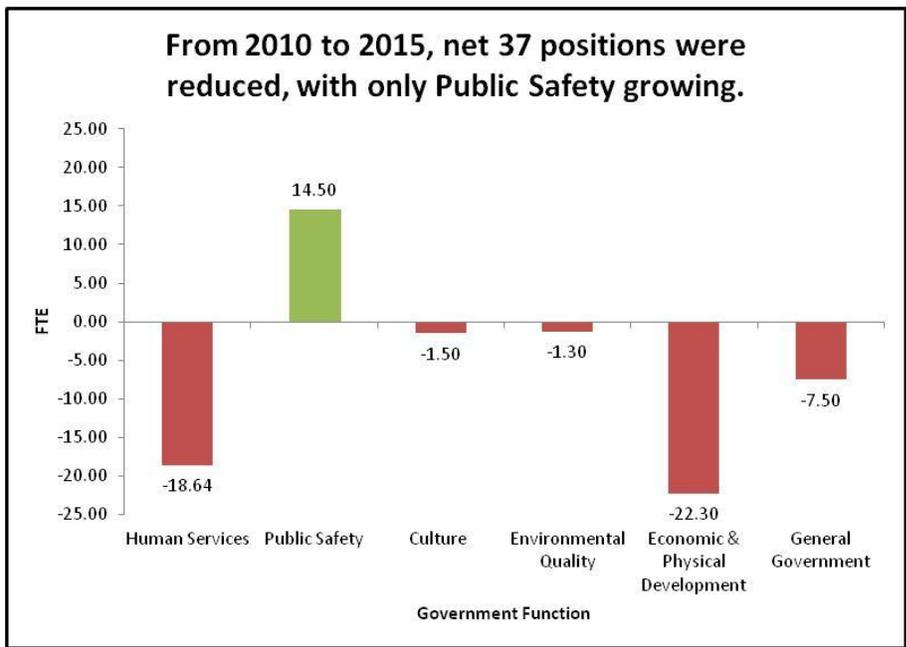


At the same time, Catawba County remained focused on delivering quality services to the public, making \$6.9 million in strategic reinvestments in core functions--most significantly Public Safety, Human Services, and Education--with the net result being \$5.4 million in operating reductions across all departments. The elimination of a net

37 positions accompanied these operating reductions, with only Public Safety experiencing a positive net change in personnel since 2009.

These reductions were made possible through several key strategies, including:

- Streamlining operations by looking for efficiency enhancements:** Field-based staff in Building Services, Tax Revaluation, and Sheriff Road Patrol, among others, use laptops and other mobile devices to complete paperwork remotely, reducing the number of trips to the office. This improves productivity and reduces office space demands;



- *Partnering with the non-profit and private sectors to contract out programs and services:* Public Health contracts with Catawba Valley Medical Group to provide obstetrics and prenatal services for pregnant women, and Emergency Services contracts with the Humane Society of Catawba County for management and administration of the Animal Shelter;

- *Evaluating service demands and making appropriate adjustments:* During the building and development downturn, staff positions filled by building inspectors and professional planners were eliminated because of the decreased workload;
- *Reducing ratios of management and administrative support to direct service staff:* Over twenty supervisory positions have been eliminated or declassified since 2010;
- *Reducing or eliminating programs and positions related to reduced revenue streams:* Public Health has eliminated positions in Home Health to address revenue erosion, and Social Services has eliminated positions across multiple programs as a result of reductions in federal and state funding; and
- *Reducing County employee benefits and increasing the cost share with employees:* The County began paying the same premium for every full-time employee and increased co-pays, dependent premiums, and out-of-pocket maximums. Employees were given the option to choose between plans with varying coverage, cost, and risk to best meet each employee’s specific needs.

Catawba County takes its responsibility for fiscal stewardship seriously, continuously looking for ways to improve services to the community while driving accomplishment of the Board of Commissioners’ annual and long-term goals.

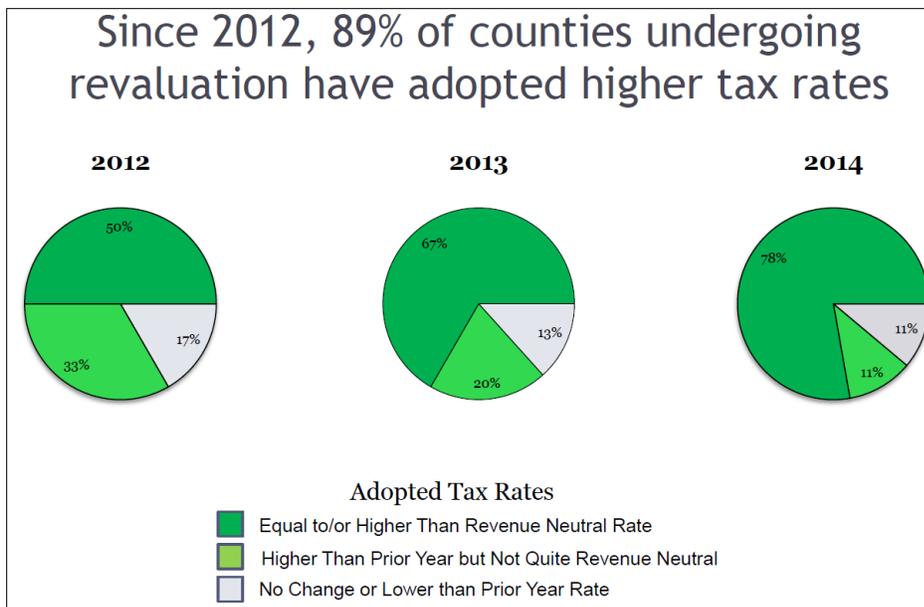


Property Tax

Statutorily, every county in North Carolina is required to conduct property revaluation at least every eight years. In 1999, the Board of Commissioners directed staff to shift the County’s revaluation to a more frequent four-year cycle, for several reasons:

- *Reduction of “sticker shock” resulting from large adjustments in value over a greater span of time.* For example, between the 1999 and 2007 revaluations, the average change in property values County-wide was a 10 percent increase; between 2007 and 2011, the average change was a 1.53 percent increase;
- *Tighter alignment and greater equity between personal property, public utility companies, and real estate assessed values.* Because both personal property and public utility values are established annually, less frequent revaluations contribute to a situation where the gap between these assessments and real estate can be much greater; and
- *More frequent opportunity for property owners to appeal values based on changes in economic conditions.* State statutes dictate that property owners can only use changes in economic conditions as a valid reason for value appeal in a revaluation year. Moving to a four-year cycle provides property owners in the County this option on a regular basis.

As mentioned previously, the 2015 Revaluation has negatively impacted the County’s real property tax base, showing an overall decrease in values of 5.88 percent County-wide. The revaluation process is a snapshot that captures values at a given point in time (in this case, January 1, 2015) rather than reflecting trends in the real estate market as of today. For example, the recent improvement signaled by decreased unemployment and increased retail sales and housing starts is not fully reflected in these new values. Revaluation draws upon actual sales data from 2011 (the point of the last revaluation) through June 2014. Market trends in the local area have improved since June, but those more recent improvements are not incorporated into the new property values that became effective on January 1, 2015.



Catawba County is not alone in terms of value loss

An analysis of revaluations across the state of North Carolina since 2012 clearly shows that the vast majority of counties experiencing tax base erosion--89 percent in total--addressed their revenue loss through some combination of expense reduction and tax rate increase.

REVENUE

The projected tax base for Fiscal Year 2015/16, which includes real and personal property and motor vehicles, is \$15.78 billion. Counties are required to publish a revenue neutral rate--the rate needed in order to generate the same amount of revenue as last year--taking into account any increase or decrease to the property tax base, in revaluation years. The revenue neutral rate would be \$.5678.

However, the revenue neutral rate is not sufficient to meet pressing public safety needs. Recently, EMS emergency response times have slipped above the Board of Commissioners' goal of an 8-minute County-wide average, based on significant increases in call volume. Just under a half cent will allow the County to maintain an average 8-minute EMS response time by establishing a Mountain View base and potentially expanding EMS service in the Bandys area to handle the increased volume. The critical need for a 256-bed jail expansion--driven by crime rates, types of crimes committed, and Burke County's recent decision to close the shared District Confinement Facility--accounts for \$.015 of the new rate. (As previously mentioned, the County has been saving for this expansion since 2007, setting aside \$2.38 million in bed rental revenue, with an additional \$650,000 planned in the coming year.)

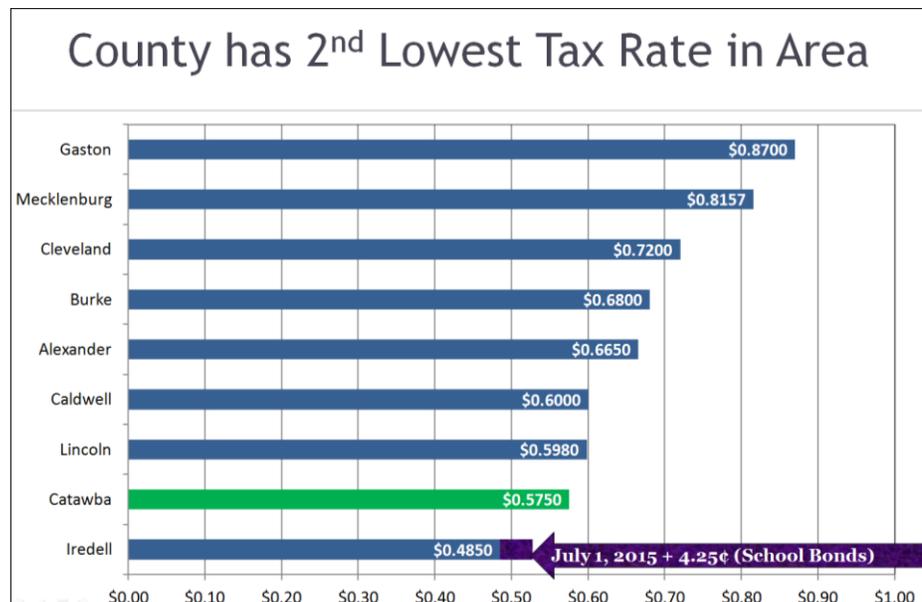
These needs, when added to the revenue neutral rate, would bring the tax rate to \$.5868. Because the County takes its fiscal stewardship responsibility seriously and works hard to maintain the lowest possible tax rate while still addressing necessary services, the proposed budget reflects \$1.5 million in operating reductions.

The budget establishes a property tax rate of \$0.5750 per \$100 of valuation, yielding over \$88.9 million in revenue. Catawba County is projected to have the 8th lowest tax rate of the 27 urban counties--those with a population over 100,000--and the 2nd lowest among Catawba's neighboring counties.

The new tax rate will impact property owners

in Catawba County in different ways, depending upon the type of property owned. The average residential property owner will see an annual monthly residential tax bill change of \$2.08, which will allow citizens to continue enjoying the same level of emergency medical services, Library hours, and crime prevention programs that would otherwise have been reduced. The average commercial property owner will see an annual tax bill decrease of \$12.93, and the average owner of industrial property will see a \$131.29 annual decrease.

Concerted effort by the Tax Office to increase collections is having a positive impact, as the ad valorem collection rate continues to trend ahead of this time last year. Primary property tax growth is in business personal property and public utilities, thanks to \$52 million in new investments by Apple and \$56.76 million in new investments by Duke Energy.



REVENUE

The State's Tag and Tax Together program, the result of legislation passed in 2005, shifted responsibility for motor vehicle tax billing and collections from the County to the State at the time of tag renewal, and has resulted in quicker collections and an overall increase in motor vehicle collections--both dollars and percentage--here in Catawba County. The budget projects a \$1 million or 18 percent increase in motor vehicle property tax revenue.

Sales Tax

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

Sales tax has experienced healthy growth in Fiscal Year 2014/15 (6.4 percent, through March). The growth appears to be driven by a variety of factors including increased consumer spending, Amazon.com beginning to pay sales tax in North Carolina, and expansion of the types of services subject to sales tax. The North Carolina Association of County Commissioners (NCACC) is advising counties to anticipate 3 to 4 percent additional sales tax growth in Fiscal Year 2015/16. The budget conservatively plans for 2 percent growth in the coming year.

Catawba County's revenue outlook is varied, impacted by both positive and negative factors



- Increasing taxable sales and sales tax collections
- Increasing property tax collection rate
- Growth in motor vehicle values and collection rate
- Modest recent improvement in the construction market



- Decreased property tax base across all sectors – residential, commercial, industrial
- Minimal new construction
- Deconstruction of obsolete buildings & facilities equates to value loss
- Increased exemption applications

State considering three bills with major implications for local sales tax

The North Carolina General Assembly made significant changes to the State tax code over the past two years. During the 2015 session, three more bills are under consideration, two that would dramatically reduce revenue to many counties and another that would benefit all counties.

Senate Bill 369, the so-called Sales Tax Fairness Act, would have devastating effects on counties like Catawba that have higher retail sales than population. The purpose of this bill is to help rural counties by redistributing sales tax generated in urban counties to enhance rural sales tax collections. The bill would eliminate 2 cents of local sales tax and convert it to a state-levied tax distributed by population over three years, versus the current method that distributes based on where the sales tax is generated. Passage of this bill would cost Catawba County a projected \$3 million annually when fully implemented, and it would collectively cost the cities within Catawba County \$2.5 million annually. These losses would likely force the County and its cities to reduce services or raise property taxes to replace the revenue. For the County, the loss is equivalent to just under 2 cents on the property tax rate.

**SB 369 OR SB 609
= \$1.6M TO
\$3M LOSS**

**HB 518 =
\$4.5M GAIN**



Senate Bill 608, the so-called Simple and Fair Formula for Sales Tax Distribution, would also repeal the 2 cent local sales tax and replace it with a state sales tax over three years. The key difference between this bill and Senate Bill 369 is that it includes a hold harmless provision which would provide each county and city revenue equal to Fiscal Year 2013/14, with any growth above that level distributed on a per capita basis. This bill, even with

the supposed hold harmless, is still expected to cost the county \$1.6 million annually (roughly 1 cent on the tax rate) and cities \$725,000 annually.

Of further concern with both of these bills is the conversion of the sales tax from local revenue to state revenue. Previous experience with state controlled dollars such as lottery proceeds, school capital funds (also known as ADM funds), and inventory / intangibles tax suggests that these revenue streams will become less reliable for counties, based on the State's tendency to reduce or eliminate distributions to counties when the State experiences budget problems of its own.

House Bill 518, co-sponsored by local Representative Mitchell Setzer, would give all 100 counties authority for a ¼ cent sales tax for any public purpose by revising an existing local sales tax authorization that is currently restricted in use for public transportation only. All proceeds – which would total over \$4.5 million in new revenue, the equivalent of over 2.75 cents on the property tax rate – would be retained by the County.

Catawba County continues to encourage the General Assembly to give counties increased authority to adopt local option sales taxes. One cent of sales tax generates \$13 million in revenue while 1 cent of property tax generates \$1.575 million in revenue. In addition to generating significantly higher revenues than property tax on a "cent for cent" basis, sales tax is broadly applicable and captures revenue from visitors to Catawba County and people who are passing through the community on their way to other places. Property tax, on the other hand, concentrates the burden for funding local services solely on property owners, while the benefits are not limited to those same citizens. Based on this rationale, a system where local governments had the option to raise additional revenues through sales tax would be viewed as an improvement from the status quo, allowing Catawba County to reduce the property tax paid by citizens and diversify local revenue sources.



Economic Development

Catawba County is committed to working with the private sector, municipalities, and the Economic Development Corporation (EDC) to attract new businesses, development, and jobs. The budget supports existing business and industry through the delivery of high quality government services with a low and stable property tax rate. Consistent with the Board of Commissioners' goal, the budget includes funding for Catawba County's share of on-going carrying costs associated with the speculative building built in cooperation with the City of Claremont, the NC Data Campus, a new Class A business park (Park 1764) in partnership with the City of Hickory, reserves for future economic development, as well as continued investment in the Innovate Catawba initiative, the EDC, as well as business incentive agreements that diversify the economy, produce good jobs, and have a solid return on investment.

2015/16 Board of Commissioners' Economic Development Goals

- | | | |
|----------------------------------|---------------------------------------|--|
| Support Workforce Development | Partner on Innovate Catawba Projects | Review Incentives Guidelines |
| Develop Park 1764 Strategic Plan | Monitor Growth & Development Policies | Advocate for Highway 16 & 150 Improvements |

Investment Highlights - \$267 million / 327 jobs added or announced

 **Apple** increased its investment in Catawba County by over \$100 million. To date Apple has added \$1 billion in real and personal property and alternative energy systems to the County's tax base, making it the County's largest taxpayer.

GKN Driveline, a manufacturer of automotive driveline components, broke ground on an expansion that will bring \$122 million in new investment and 228 jobs. 

 **Strata Solar** has invested over \$15 million in a new solar farm in Newton, bringing its total number of solar farms in Catawba County to three, with a total investment of \$45 million. Each solar farm is projected to produce enough electricity to power 750 homes using renewable green energy, for a total of 2,250 homes powered.

Cornerstone United, which specializes in manufacturing warranties and protections, has invested over \$2 million in renovating the historic Piedmont Wagon building in Hickory for its new headquarters, adding 35 new jobs. 

 **WILLIAMS-SONOMA** **Sutter Street Manufacturing**, a division of Williams-Sonoma, added new equipment valued at over \$1.6 million to their Claremont facility. The new equipment will allow for increased productivity and should generate additional jobs in the future.

Timmerman Manufacturing added a second facility in Conover to house a new powder coating operation, investing nearly \$750,000 in new equipment and announcing 5 new jobs. 

PROMOTING ECONOMIC OPPORTUNITY



Roll-Tech Molding Products expanded its Hickory facility, adding 11,733 square feet and creating 4 new jobs. This expansion to the office and warehousing space will allow for more manufacturing in the current plant.

Republic Services expanded its Conover Recycling Facility, investing over \$10 million. The expanded, highly-advanced facility has the capacity to process more than 25 tons of mixed recyclables per hour, or 400 tons each day.



Transportation Insight, a Hickory logistics company, is spending up to \$8 million to restore a downtown hosiery mill for its headquarters, and has added 50 new jobs.



Lenoir-Rhyne University (LRU), in partnership with Catawba County, Catawba Valley Medical Center, Frye Regional Medical Center, the City of Hickory, and the Catawba County EDC Copmmittee of 100 will develop the LRU Health Sciences Center. The Center will offer advanced training for medical and healthcare professionals, including a new 24-month Physician Assistant Program beginning in January 2016.



Innovate Catawba

In early 2013, in order to speed economic recovery from the recent recession and to enhance the community's capacity across all sectors, a group of community leaders came together to develop a vision for the future of Catawba County and a plan of action for making it happen. In this way, Innovate Catawba came into existence, and the community vision of transforming the County into "a growing place with more jobs" was cast. Catawba County was a founding member of this initiative, and has been at the table providing leadership ever since, supporting efforts across the initiative's six work groups to create quality jobs, improve workforce readiness by aligning educational resources, intentionally develop more and better leaders, and enhance the community's sense of place by improving aesthetics and amenities. The Fiscal Year 2015/16 budget includes funding for ongoing support for this initiative. The County's partnership with the City of Claremont to build the recently completed speculative building to be marketed to potential businesses--including ongoing operating support from the County--is linked to the Building for Jobs effort. The County provides annual operating and capital support to Catawba Valley Community College, which is taking a strong leadership role in the Workforce Connectivity and Development workgroup. The County is deliberate in helping to cultivate the next generation of community leaders, through ongoing investment in professional internships and fellowships, which aligns with the work of the Leading and Communicating work group.



Park 1764

Park 1764 is a 170-acre Class A Business Park being developed jointly by Catawba County and the City of Hickory, with shared costs and governance decisions. Development of the Park is likely to occur incrementally over time. The budget allocates \$700,000 (½ the cost) to provide water and sewer service to the property site. The Park will be designed to create job opportunities in advanced light manufacturing facilities, technical operations, and corporate headquarters. The rural character and legacy of this site will be maintained and marketed as a unique corporate environment. The vision is to have amenities such as community walking/cycling trails, community gardens, silos, and permanent



easement areas to accentuate the rural character of the site, and to appeal to business prospects in a corporate, up-scale environment where light manufacturing, engineering, and innovation co-exist and augment the greater community.

The NC Data Campus

The NC Data Campus is a 70-acre multi-jurisdictional business park partnership between Catawba County, the Cities of Conover and Hickory, and the Towns of Maiden and Catawba. Funded by a portion of the ¼ cent sales tax revenue, the park will bolster Catawba County's economic development efforts by providing up to three shovel-ready sites marketed primarily for data center recruitment. These efforts will also further buttress the region's efforts to create a cluster of data centers known as the NC Data Center Corridor, leveraging the presence of existing data centers like Apple, Facebook, and Google to transform the region's reputation into one that embraces innovation and high tech industry.

Other Support

Catawba County contributes funding for the Chamber of Commerce's Edison Project, designed to identify, fund, educate, and reward new startup small businesses in the County. Entrepreneurs with viable business ideas and associated plans submit them for consideration and review by judges, competing with other entrepreneurs for economic incentives and startup assistance.



Catawba County is a sponsor of the Chamber of Commerce's "Leadership Catawba" program, which aligns with the efforts of the Innovate Catawba "Leading and Communicating" workgroup. The program brings together upcoming local leaders from a variety of organizations for a 6-month leadership training program, which provides participants with information about the social, economic, and political dynamics of the community, encouraging them to get involved in a meaningful way.

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

Direct Spending

The County's direct spending on services to citizens also benefits the local economy. For Fiscal Year 2014/15, the County spent over \$17 million on contracts and direct spending with the private and non-profit sectors. Contracting work to other organizations helps stimulate private sector business and translates into jobs and sales tax.

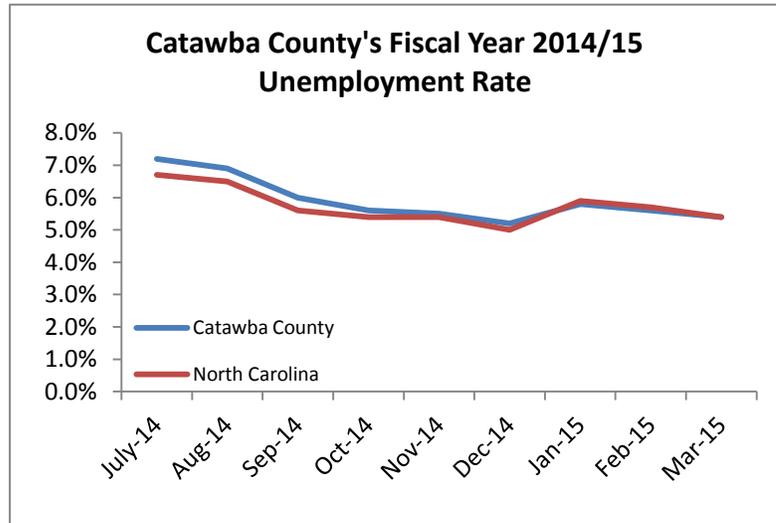
Contracts and services are reviewed annually to determine what makes sense to provide in-house, what make sense to contract with the private or non-profit sectors, and what makes sense for the private or non-profit sector to assume. For example, Prenatal Services were contracted out to Catawba Valley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

Additionally, County construction of the \$42 million Justice/Public Safety Center is underway. The spending associated with this construction project (funded by the voter approved ¼ cent sales tax) will support the creation and preservation of both direct and indirect jobs in the community, translating into another way the County is supporting the local economy. The new center is projected to be complete in January 2017.

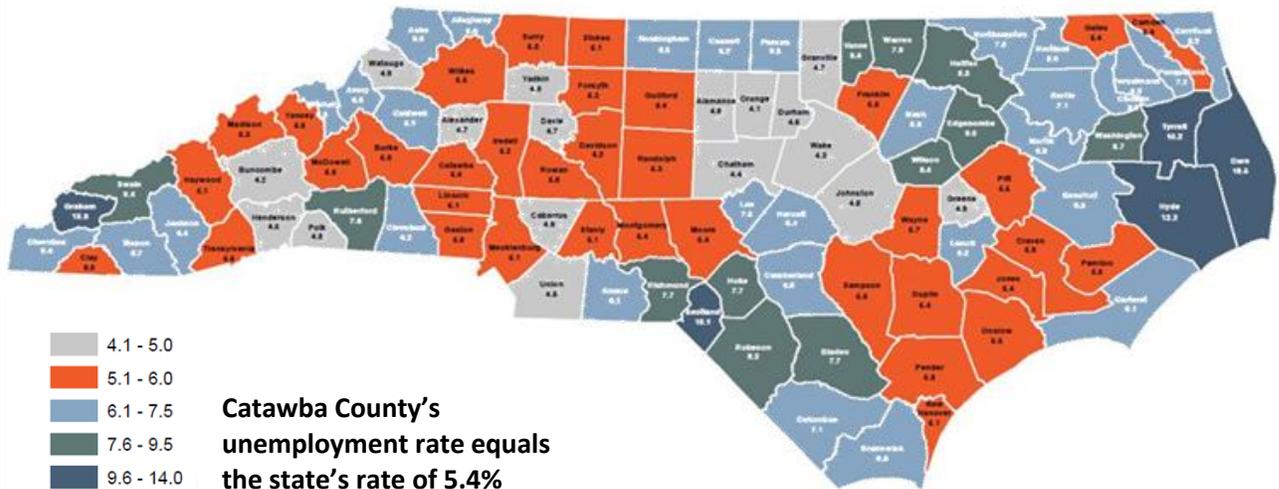
PROMOTING ECONOMIC OPPORTUNITY

March 2015 Unemployment is the lowest since 2007

Catawba County's unemployment rate continues to drop, finally returning to its prerecession level of 5.4 percent in March 2015, equaling the statewide rate. Until very recently, the last time Catawba County's unemployment rate was consistently equal to or less than the State's rate was 2000/01. In fact, Catawba County's rate is now among the lowest in the State (as shown by the map below).



Unemployment rate in Catawba County decreased in March 2015



Source: Prepared by Labor & Economic Analysis Division, North Carolina Department of Commerce

Catawba County is 13th in Statewide Taxable Sales

Catawba County continues to be a regional hub for retail sales. While ranking 17th in population, the County ranks 13th in statewide taxable sales (comparing the reported year-to-date taxable sales in Fiscal Year 2014/15 to the same time period the prior year). Catawba County's taxable sales exceeded the prior year by a healthy growth rate of 10.25 percent.

Rank	County	July - Feb 2014	July - Feb 2015	% Change
1	Mecklenburg	\$ 10,617,442,702	\$ 12,118,154,964	14.13%
2	Wake	\$ 7,828,330,889	\$ 8,889,122,531	13.55%
3	Guilford	\$ 3,783,403,175	\$ 4,321,286,580	14.22%
4	Durham	\$ 3,523,300,598	\$ 4,074,196,428	15.64%
5	Forsyth	\$ 2,734,121,190	\$ 3,053,809,457	11.69%
6	Buncombe	\$ 2,483,348,259	\$ 2,909,953,351	17.18%
7	New Hanover	\$ 2,173,435,449	\$ 2,520,426,571	15.97%
8	Cumberland	\$ 2,286,400,085	\$ 2,437,239,797	6.60%
9	Cabarrus	\$ 1,675,180,171	\$ 1,869,871,804	11.62%
10	Pitt	\$ 1,223,212,258	\$ 1,356,998,606	10.94%
11	Alamance	\$ 1,186,869,647	\$ 1,342,599,924	13.12%
12	Iredell	\$ 1,156,607,281	\$ 1,312,181,495	13.45%
13	Catawba	\$ 1,180,001,017	\$ 1,300,956,718	10.25%
14	Onslow	\$ 1,205,368,162	\$ 1,263,369,131	4.81%
15	Gaston	\$ 1,069,087,284	\$ 1,189,008,499	11.22%

Nc Dept of Revenue Monthly Sales & Use Statistics

EXPENSE HIGHLIGHTS

The Fiscal Year 2015/16 budget increases 9.6 percent to \$235,286,732, due to service expansions, school construction projects, funds set aside for future jail construction, and economic incentives. County operations--the year-to-year cost to run the County--increase 2.1 percent driven by investments in education, public safety, economic development, parks, and infrastructure. The dollar below represents how each local property and sales tax dollar is spent.



- **Education** continues to represent the largest portion of the local budget, with 45.8 cents of every property and sales tax dollar allocated for instructional costs and capital needs of the three public school systems and CVCC.
- **Public Safety** is the second largest recipient of local funds with 25.1 cents of every local dollar, allocated to Sheriff's Office, Emergency Services, E-911 Communication Center, Fire Protection Service Districts, Rescue Squads, Public Safety projects and activities (Lake Norman Marine Commission, Pretrial Services, Justice System Improvement, and Conflict Resolution Center).
- **Economic and Physical Development** (in support of BOC goal) funding represents proactive economic recovery efforts and composes 12.6 cents of every local dollar. Outside agency funding goes to the EDC, Chamber of Commerce, Convention and Visitors Bureau, economic incentives, and funding for County services in Utilities and Engineering (including Water & Sewer local infrastructure funding), Planning and Parks, Technology, and Facilities.
- **Human Services** receives 10.1 cents local funding for Social Services, Public Health, and community mental health service support.
- **Libraries and Culture**, composed of County Library system, Patrick Beaver Memorial Library, Historical Museum, United Arts Council, SALT Block, and Newton-Conover Auditorium, receives 2.1 cents.
- **General Government - Public Services** includes Register of Deeds, Board of Elections, and Tax Administration and composes 1.6 cents.
- **General Government - Administration** includes Board of Commissioners, County Manager, Human Resources, and Finance, and composes 1.1 cent.
- **Self Insurance** represents 1.3 cents including costs for unemployment, workers compensation, property and liability coverage, wellness, and health and dental insurance.
- **Environmental Quality** composes 0.4 cents for Cooperative Extension Services, Forestry, and Soil & Water, all funded in partnership with the State of North Carolina.



Public Schools

Current Expense

Funding the cost of public school operations is clearly the responsibility of the State, while capital and construction is the responsibility of counties. Historically, the General Assembly has not adequately funded public school operations. Recognizing that public schools are a crucial partner in achieving the Board’s goal to develop the County’s workforce, the budget allocates over \$36 million for operating expenses—including local teaching positions, teacher salary supplements to attract and retain quality teachers (some of which is performance based), utilities expenses, and technology needs. Local funds also provide support for programs that promote collaboration among the separate school systems.

The State has certified enrollment numbers within the County’s public school systems

Schools State Certified Enrollment	Catawba	Hickory	Newton	Total ADM
FY 15/16 Certified ADM	16,800	4,479	3,222	24,501
FY 14/15 Certified ADM	16,969	4,286	3,170	24,425
Increase/Decrease	(169)	193	52	76

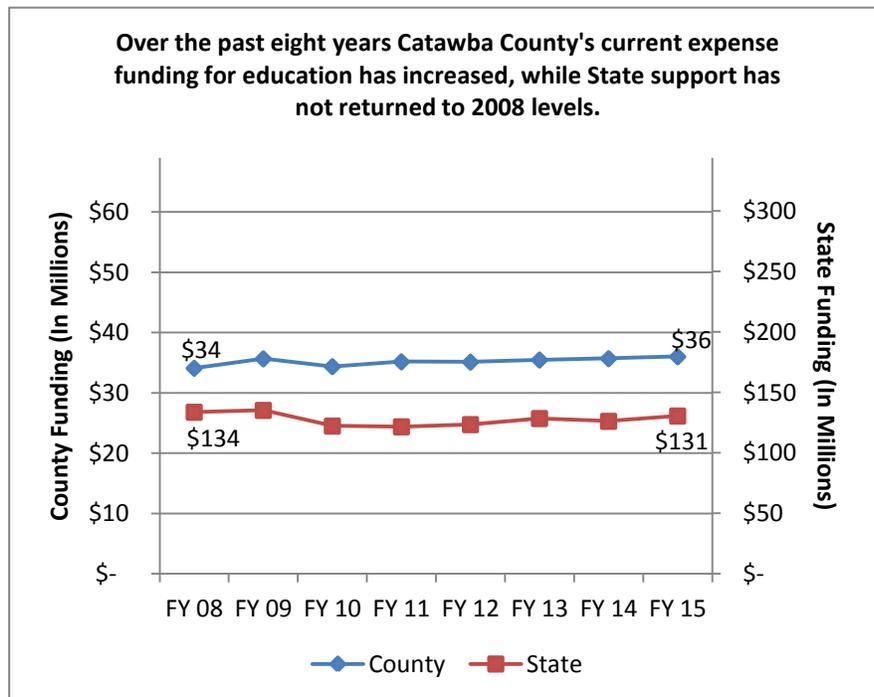
of 24,501 students for next year, a net increase of 76 students across all three systems. State certified student enrollment numbers decreased by 169 for Catawba County Schools, and increased by 193 for Hickory Public Schools and 52 for Newton-Conover City Schools. For Fiscal Year 2015/16, Catawba County has increased its per pupil funding amount by an additional \$8, from \$1,475 to \$1,483, resulting in a total operating increase of \$308,108. Barring any major changes by other counties, the new funding should maintain the County’s ranking of 15th highest in the State in total current expense funding in the State.

CVMC is doubling its investment in the school nurse program from \$500,000 to \$1,000,000

In addition, this year the three public school systems are benefiting from a partnership with Catawba Valley Medical Center (CVMC), a valuable community asset and supportive partner. CVMC is doubling its investment in the school nurse program from \$500,000 to \$1,000,000, freeing \$250,000 (the equivalent of \$10 per pupil) of

state money for schools to use in addressing other pressures, as well as freeing \$250,000 in County funds allocated to Public Health to help replace other revenue losses.

Despite the economic difficulties experienced during the recession, the coming year’s funding increase means Catawba County’s annual current expense contribution has grown \$2.1 million—or 6.2 percent—compared to its pre-recession funding level in Fiscal Year 2007/08. Comparatively, State funding through Fiscal Year 2014/15 decreased \$3.1 million—or 2.3 percent below its 2008 level.





Public Schools Construction and Debt

Local dollars finance building and equipment needs of the three school systems. Debt payments of over \$12.7 million (including \$1.7 million in lottery funds) are budgeted for projects such as: Catawba County Schools' Snow Creek Elementary School, Hickory Public Schools' Hickory High School renovations and Longview Elementary School, and Newton-Conover City Schools' County Home Middle School and South Newton Elementary School. As debt is retired, the dollars committed to school debt are reserved each year (\$3 million in Fiscal Year 2015/16) for future school building projects to ensure long-term financial stability. These reserve funds will help finance \$54.19 million in new public school construction projects over the next four years. Projects include:

Catawba County Schools

- Fred T. Foard High School field house construction and planning funds for a new Banoak Elementary School (2015/16)
- New Banoak Elementary School and Claremont Elementary School kitchen/cafeteria renovations (2016/17)
- Clyde Campbell Elementary School kitchen/cafeteria renovations and Fred T. Foard gymnasium/classrooms (2017/18)

Hickory Public Schools

- System-wide Technology Improvements & Oakwood Elementary Renovations (2016/17)
- Renovations to Hickory High and Jenkins Elementary Schools (2017/18)

Newton-Conover City Schools

- New football bleachers and cafeteria renovations at Newton-Conover High School (2015/16)
- Renovations to Conover School (2016/17)
- New roof for North Newton Elementary School (2017/18)

Additionally, the budget includes \$2,987,000 in new capital projects for the public schools as follows:

Catawba County Schools

- HVAC Upgrades \$891,000:** Funds are included to upgrade HVAC systems at Bandys High School and Campbell and Startown Elementary Schools.
- System-Wide Re-roofing \$409,000:** Funds are included for roofing at Balls Creek and Claremont Elementary Schools.
- Challenger Early College \$75,000:** Funds are included for furniture to expand the Challenger High School program space.
- Plumbing Replacement \$334,000:** Main distribution lines were replaced at River Bend Middle School last summer and will be replaced at Bunker Hill High School this summer. These funds will cover the cost of piping from the main lines to individual plumbing fixtures at both schools.
- Gym Bleachers \$141,000:** Funds are included to replace gym bleachers at Bandys High School and Campbell, Claremont, and Oxford Elementary Schools.
- Bunker Hill High School Window Replacement (Phase II) \$175,000:** Funds are included to continue replacement of windows that are original to the building (roughly 60 years old) and in bad shape. Replacement is being phased in over three years.
- Activity Bus \$87,000:** Funds are included to replace one high mileage activity bus with a new bus with wheelchair accessible lifts.



Hickory Public Schools

Southwest Elementary School HVAC Replacement \$270,000: This is the second installment of funds for this project. Funds will be combined with \$270,000 approved in Fiscal Year 2014/15 to replace HVAC units original to the school (roughly 45 years old) and at end of life.

System-Wide Paving/Sealing Phase 1 of 3 \$190,000: Funds are included for the first phase of paving to address paving needs at Hickory High (partial), Viewmont Elementary, and Oakwood Elementary Schools.

Hickory High School Tennis Courts: \$30,000: Funds are included to resurface the tennis courts at Hickory High School due to large cracks in the surface.

Hickory High School Main Elevator \$35,000: The elevator at Hickory High school is 42 years old and in need of maintenance/repair.

Newton Conover City Schools

HVAC Upgrades and Replacements \$225,000: Funds are included to upgrade and replace HVAC units in various buildings.

School Security Upgrade \$100,000: Funds are included for safety signs, security systems, and cameras

The capital outlay budget also includes \$52 per pupil for each system, a total allocation of \$1,152,101, for small capital and repair needs with a per-item cost of less than \$12,500. The individual school systems decide how these funds will be spent throughout the year. Hickory Public Schools will continue to dedicate \$50,000 of per pupil funding to repay debt for work completed in Fiscal Year 2008/09 at the Hickory High School/American Legion Building for the athletics portion of the building.

In addition, the County funds half of the cost of a construction project manager for Catawba County Schools and a shared construction project manager for Newton-Conover City Schools and CVCC to keep capital projects on schedule and within budget, ensure compliance with building code requirements, process change orders, work with the schools to ensure that the projects are built to specifications, and develop annual capital and 8-year construction plan requests. This position also helps with County projects on an as-needed basis.

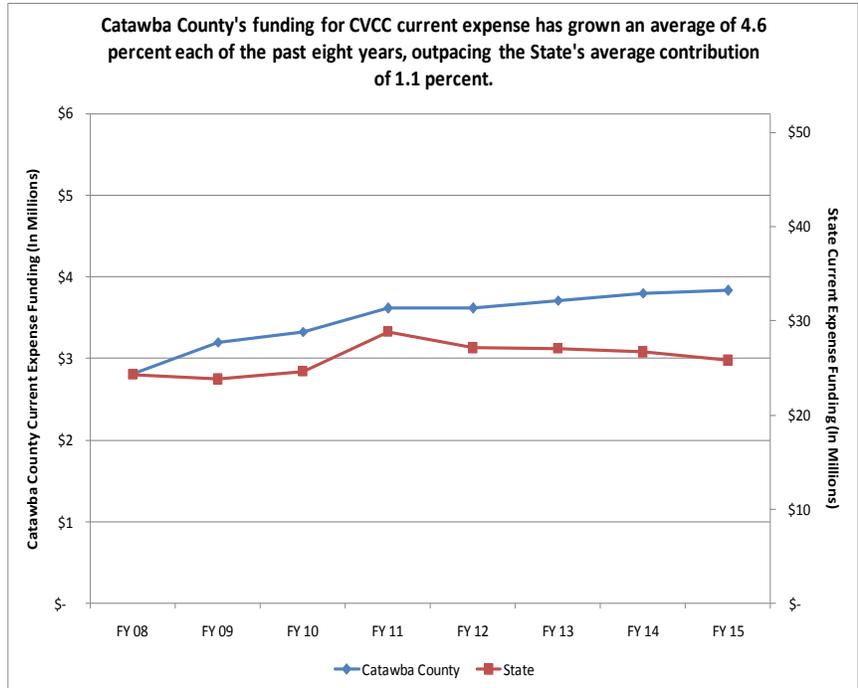
CVCC

Funding for CVCC increases an additional 1.3 percent to \$3,904,289, in recognition of the role the college plays in the County's ability to meet the higher education and job training needs of the community. This funding could move the County's ranking from 18th to 15th place in community college funding out of 58 North Carolina community colleges, barring any major changes in funding for other community colleges.

In 2010, CVCC's enrollment reached an annual peak of 5,350, as displaced workers sought retraining, and youth transitioning from high school to higher education found the community college an appealing option. In another sign of positive economic recovery, enrollment has begun to normalize, returning



closer to pre-recession numbers at roughly 5,000 students. Like public education, the State is responsible for funding community college operations, while counties are responsible for maintenance, capital, buildings, and general facility operations. The state has not fully funded enrollment and has required annual reversions over the past eight years totaling \$12.7 million. During this same time period the County has increased or maintained funding for this important service.



CVCC Construction and Debt

Like the public schools, the County has planned for the next four years of construction for CVCC. The budget includes an additional \$8.4 million for the Workforce Development Center project, bringing the total project to \$25.1 million. After a sinkhole--which was very costly to repair--appeared on CVCC's campus last year, an engineering study examined all underground pipes. Consequently, the budget includes \$890,000 for piping replacements in conjunction with planned paving projects. Campus renovations totaling \$3.5 million are planned in Fiscal Year 2017/18. Additionally, debt payments of over \$1 million are budgeted for projects including renovations to the Student Services Center; Advising, Testing, and Business & Industry Centers; Simulated Hospital; and CVCC's East Campus/Art Center.

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

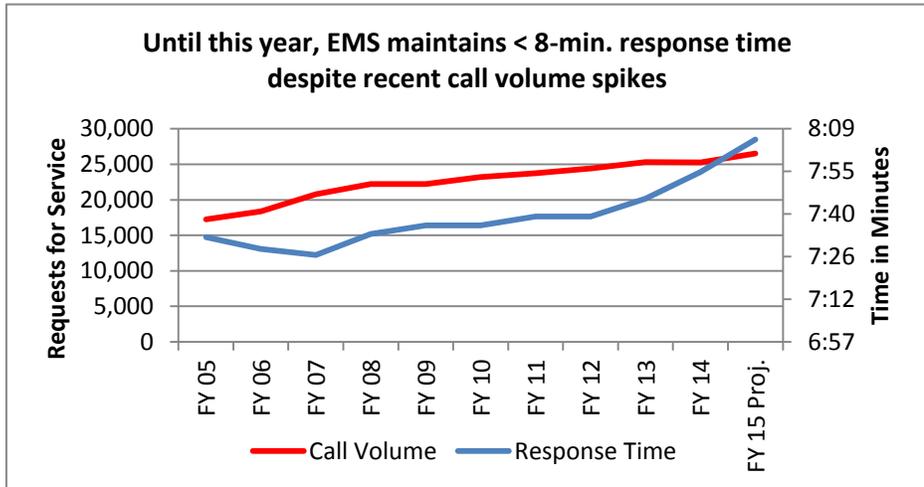
- Chiller Unit \$255,000:** Funds are included to replace the chiller that services the Administrative Building. The unit is about 15 years old, and was originally purchased as a refurbished unit from Fayetteville State University.
- Gas Packs Phase I \$225,000:** The budget funds the first of two phases to replace multiple heating units at East Campus. The majority of the units are 15 years old.
- ADA Improvements \$50,000:** These funds continue the process started in Fiscal Year 2013/14 to make various upgrades to sidewalks, restrooms, parking lots, and other areas to improve accessibility.
- Maintenance Truck \$20,000:** Funds are included to replace a maintenance truck that is experiencing serious mechanical problems and increasing repair costs.
- General Renovations \$50,000:** Repairs needed for ongoing maintenance.

Emergency Medical Services

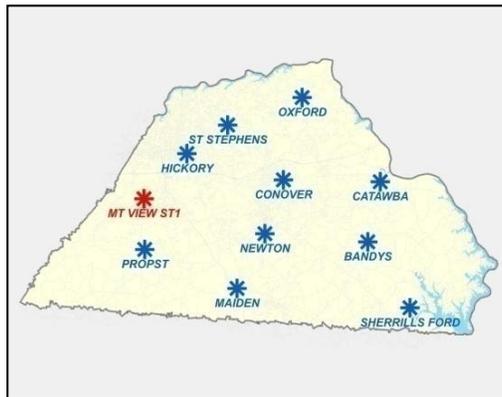
For the last several years, Emergency Services has been able to achieve the Board’s goal of providing average County-wide EMS response times of 8 minutes or less in spite of significant increases in call volume. (Over the previous five years, the call volume has increased by 13.08 percent, or an average increase of 2.62 percent per year.) This was accomplished through significant investment in EMS crew expansions and additions. In the current year the County expanded the Conover crew by two positions, allowing the Conover base to operate expanded hours. In Fiscal Year 2012/13 the County established a Bandys crew that currently operates 40 hours a week.

However, the department’s ability to maintain this level of service without further investment in staffing has reached its limit. The County’s average emergency response time continues to increase, reaching 7:50 at the end of last fiscal year. As of March 31, 2015 the average response time for the current fiscal year was 8:06. This 16-second increase is largely related to the increase in total call volume, which is projected to increase by 4.88 percent by the end of this fiscal year.

One pressure point related to call volume is the Mountain View area. Currently, Hickory and Propst bases respond to calls originating in this area, and their response times are being negatively affected as a result. Further, Hickory and Propst are high-demand areas, with 50 percent of the County’s calls originating within these areas since 2009. During Fiscal Year



2013/14 the average response time for Propst was 8:48, which increased to 9:39 when any unit other than the primary unit (Propst base) responded to this response area. Similarly, Hickory’s average response time was 6:29, but increased to 8:50 when any other unit than the primary units (Hickory base) responded to this response area. The budget establishes a new EMS crew in the Mountain View area that will operate 12 hours a day, 7 days per week. The new EMS crew will be located at Mountain View Fire Station #1, mid-way between the existing Hickory and Propst EMS bases. Adding a Mountain View EMS crew will go a long way toward achieving the Board of Commissioners’ goal of maintaining an 8-minute or less average County-wide response time to emergency calls.



A second pressure point related to call volume and response time is the Bandys area. The existing Bandys crew operates 40 hours per week, with a response time of 7:20. When the Bandys crew is not in service; however, the response time to this area is 10:15. Response times of neighboring Catawba and Sherrills Ford bases are being negatively affected, as well. During Fiscal Year 2013/14, the overall response times were 8:45 in Catawba and 9:12 in Sherrills Ford. However, when the Bandys unit was operational the response times decreased to



7:50 and 8:39 respectively. In keeping with the Board of Commissioners’ goal of maintaining an 8-minute or less average County-wide response time to emergency calls, the budget sets aside funding to potentially add two positions to the existing Bandys crew in January, subject to response times, which would allow the unit to operate 12 hours a day, 7 days a week (84 total hours per week).

Fire and Rescue

To supplement EMS services, the County contracts with 6 rescue squads and some fire departments for medical first response services, which respond to citizens before EMS arrives on the scene. The County has established a 6-minute response time goal for medical first response. On average, the county-wide response time is currently 5:40, surpassing the 6-minute goal. Catawba County is fortunate to have a large number of highly-trained and dedicated volunteers providing fire and medical first response services. These volunteers

willingly devote their time and efforts and risk their personal safety for the benefit of the community. In recent years, however, increasing time commitments from employers, training requirements, and family have put a strain on these volunteers, making it more difficult to achieve the same level of commitment to the departments as in the past. This has resulted in more departments supplementing their volunteers with paid staff.

As previously discussed, the County underwent property revaluation, resulting in lower property values. If the tax rates were to remain the same, then most of the fire districts would receive less revenue than last year, which potentially means less responsive service. Based on this, 10 of the 14 fire districts will adjust their tax rates for Fiscal Year 2015/16 to make up for revenue losses resulting directly from revaluation. Five of these districts have also increased tax rates to fund equipment replacement and capital needs.

Fire Protection Service District Tax Rate Changes – Summary Table			
District	2014/15	2015/16	Rate Change Justification
Bandys	0.070	0.082	The department will hire 3 FTEs for Station 1 to provide 24/7 coverage (converting part-time positions to one additional FTE)
Catawba	0.070	0.085	Offset loss of revenue due to revaluation and purchase or replace vehicles
Claremont	0.070	0.080	Debt service on the Pumper/Tanker purchased to replace two trucks
Conover (Rural)	0.070	0.090	Replace vehicles including one engine and one ladder truck
Cooksville	0.0617	0.062	Rate rounded to nearest hundredth
Hickory (Rural)	0.070	0.090	Replace of two tankers
Long View	0.065	0.073	Partially offset loss of revenue due to revaluation
Maiden	0.070	0.075	Partially offset loss of revenue due to revaluation
Mountain View	0.060	0.060	No rate change
Newton	0.085	0.090	Partially offset loss of revenue due to revaluation
Oxford	0.0558	0.065	Offset loss of revenue due to revaluation and replace brush truck
Propst	0.0615	0.062	Rate rounded to nearest hundredth
Sherrills Ford	0.080	0.081	Partially offset loss of revenue due to revaluation and rounded to nearest hundredth
St. Stephens	0.090	0.090	No rate change



Animal Services

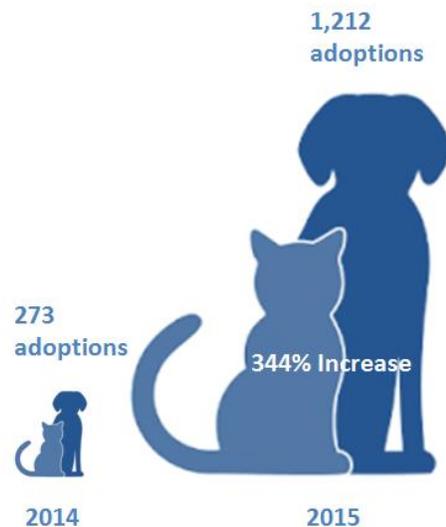


With the opening of the new Leadership in Environmental Education and Design (LEED)-Certified Animal Shelter, in Fiscal Year 2014/15 Animal Services entered into a partnership with the Humane Society of Catawba County whereby the County contracted with the Humane Society for administration and management of the Animal Shelter. In the past, the County conducted all animal shelter functions (from animal intake to adoption). Under the new partnership, the County performs all intake duties (spaying/neutering and rabies monitoring) then transitions the animals to the

Humane Society, which focuses on adoptions. The partnership has resulted in more animals being adopted in Catawba County. In Fiscal Year 2013/14 the County placed 1,518 animals through adoptions or rescues, of which 18 percent were adoptions. As of April 2015, the Humane Society has placed 1,534 animals through adoption or rescues, of which 79 percent were adoptions. Clearly, this partnership is resulting in better outcomes for the citizens and the animals of Catawba County.

During the Animal Shelter’s first year of operation, it became clear that the shelter was not adequately staffed to perform its State-required duties of cleaning the animal areas 7 days a week, 365 days a year while maintaining sufficient front desk coverage without unduly burdening current staff. Consequently, the budget funds the addition of a County Kennel Technician position to address this need.

Adoptions in Catawba County



Justice Center Expansion

The budget continues to dedicate a portion of the ¼ cent sales tax proceeds towards the needed expansion of the Justice Center. This project, which will add more space for courts and court-related functions, is the first expansion in over 35 years. Technology improvements to the courtrooms are also planned. A new E-911 Communication Center will be housed in this facility, along with an Emergency Operations Center, EMS Administration, and other Emergency Services personnel. Existing space for these critical public safety functions is too small and technologically outdated, and cannot be upgraded to meet the needs. The project funds also provide for a new roof for the existing Justice Center and Jail and a parking deck. The parking deck was completed and opened to the public in January 2015. The total project is expected to cost \$42 million and be operational by early 2017.



Architect rendering of the Justice Center Expansion



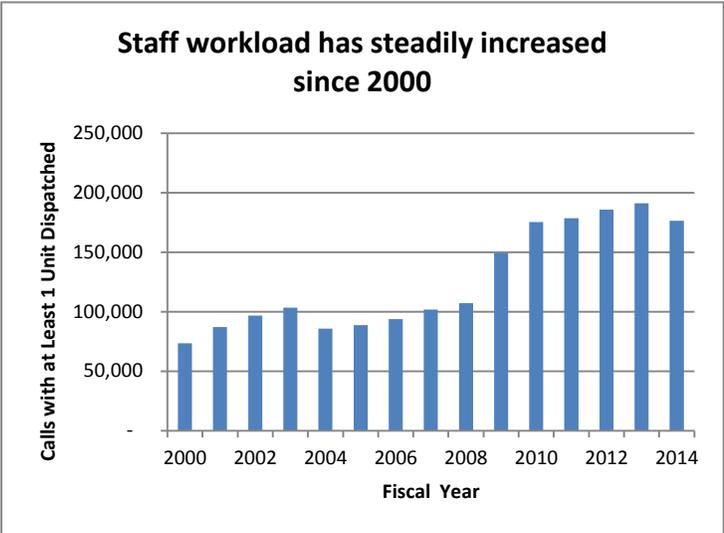
Emergency 911 Communications Center

Technology has become more and more integral to emergency response, and the County continues to invest in the E-911 Communications Center’s service capabilities. For example, the Center’s telephone system was recently upgraded to make it compatible with next generation communication devices. The Center’s Voice Interoperability Plan Emergency Responder (VIPER) radio system transitioned from an analog (800 MHz) to a digital (P25) framework at no additional cost to the County due to prior investments in the radio system. Transitioning to a P25 system will make it easier for the County to communicate with other units of government. In fact, the County purchased new radio consoles (for use in the E911 Communications Center currently under construction and slated to open in late 2016) that will enable a physical connection between the County and the State’s P25 radio system, enhancing emergency responder communications.

Improving the County’s ability to communicate with other local governments’ emergency responders is a critical piece in developing a back-up 911 Disaster Recovery Site. The County is in the process of creating a partnership with the City of Hickory, which would designate the City (specifically, the Hickory Police Department) as a 911 backup location. This partnership will ensure that emergency communications are sustained if the County’s capabilities are impaired. Also, this redundancy maintains the County’s eligibility for State E-911 funds.

Staffing

On average each of Catawba County’s telecommunicators answered nearly 8,000 calls in Fiscal Year 2013/14. This was nearly equal to Cumberland County, a county with a population two-times as large as Catawba County’s. However, answering the telephone is only 20 percent of a telecommunicator’s total responsibility. Other tasks include receiving reports and dispatching units, monitoring public safety personnel status, helping ensure field safety, verifying and disseminating information from law enforcement networks, and maintaining records and reports of calls. In addition, the telecommunicator’s job has become more complex with changes in technology. For example, more citizens are using cell phones, making the caller’s location more difficult to identify because a cell phone’s associated home address does not necessarily indicate the caller’s location.



New 911 Communication Center

The new Justice Center will have 9,700 square feet of space dedicated toward a new E-911 Communications Center, with capacity to house up to 18 consoles. This will be a 547 percent increase over the current facility, which is at maximum capacity. The new facility will alleviate existing space concerns, accommodate any necessary future telecommunicator staffing increases driven by call volume demand, and update current equipment for optimal service provision. Total equipment costs to outfit the new facility are estimated at \$3.5 million. In advance of the Justice and Public Safety Center completion, the County has purchased or is planning to purchase several pieces of technology, many of which are funded via 911 Funds distributed by the State. The previously mentioned new radio consoles will enhance the Center’s communication capabilities. Purchasing them early saved the County nearly \$220,000. Other items identified for purchase for the new facility include radio antennas, modems, and back-up power supply.



Sheriff's Office

Criminal Investigators

The budget includes funding for one new Criminal Investigator to improve case management and clearance rates of all cases investigated in Catawba County. Clearance rates between 2010 and 2013 (the most recent data available) averaged 69 percent for violent crimes and 15 percent for property crimes, compared to the State's average of 59 percent for violent crimes and 26 percent for property crimes. To more effectively target resources, consistent with practices throughout the State, the Criminal Investigations unit has recently changed the way cases are assigned. Priority is placed on the assignment of cases where credible leads exist versus assigning cases based on dollar threshold. Road patrol deputies continue to conduct follow-up activity on cases without credible leads for 30 days in an attempt to generate them. This change, coupled with the addition of the Criminal Investigator position, will likely lead to improved outcomes for the citizens of the County related to criminal case clearance rates.

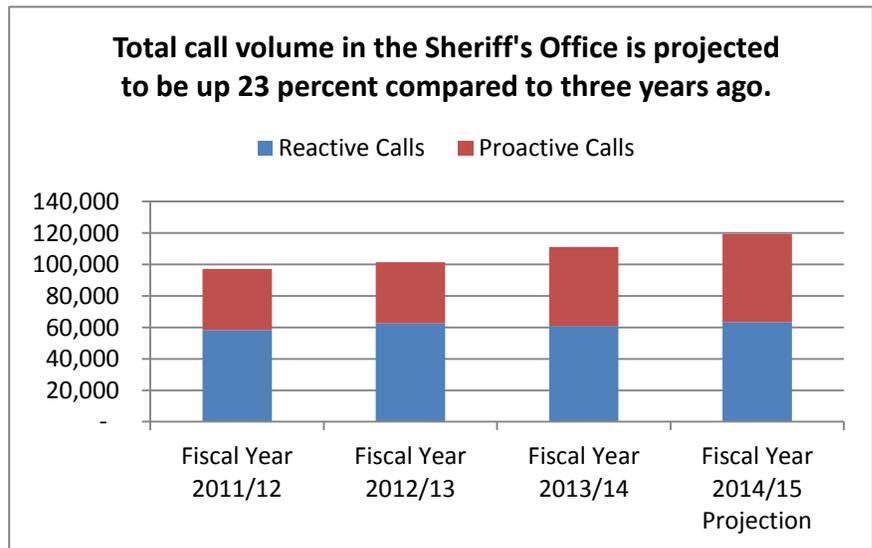
Court Bailiffs

The court schedule has steadily increased, with a higher number of specialized courts in session on a daily basis. Courts are in session for more hours in a day, and more courts are planned that must have a Bailiff present. Hickory Court added an all-day Monday-Friday Family Court in February 2015. The budget includes an additional \$37,000 in part-time wages to address this need.

Road Patrol Response Time

In Fiscal Year 2011/12, the County began adding sworn road patrol staffing to the Sheriff's Office to address officer safety concerns and increased call volume, improve response capabilities, and allow the department to increase the amount of time spent on proactive policing. The goal of staffing two officers per County zone 24/7 was reached in Fiscal Year 2014/15. This staffing increase has resulted in:

- Improved officer safety by ensuring back-up officers are closer and can arrive on-scene faster;
- Reduced response time by 9 percent (55 seconds) since Fiscal Year 2011/12; and
- Increased officer availability to focus on community outreach and proactive policing activities like church checks, senior checks, and premise checks, as measured by a 7 percent increase in the number of proactive calls and an 8 percent increase in the amount of time spent performing proactive policing activities.



New Capital Requests

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

- Motor Vehicles – To ensure the Sheriff's Office maintains a reliable fleet, the budget includes funds to replace 16 front-line vehicles and acquire one new vehicle for the Criminal Investigator position that has been added.

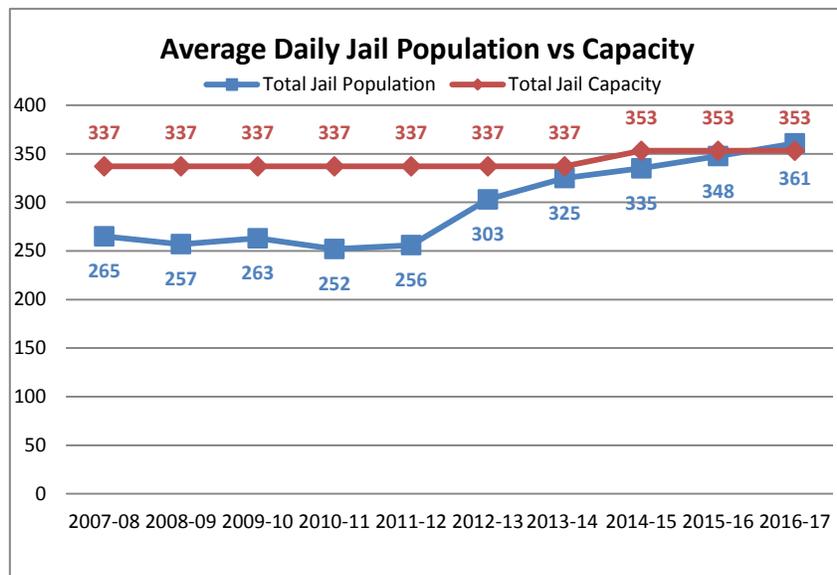
ENSURING SAFE PLACES

- Upgrade Avid Media Composer Hardware (\$8,413) – Funds are included to upgrade hardware related to the current investigative software used to capture video evidence from phones, tablets, and surveillance systems.
- Jail Interior Fencing (\$37,410) – The budget includes funds to fence the second floor landing in the housing units, preventing accidents and improving inmate safety.
- Old Sherrills Ford Library (\$28,500) – To meet service demands in the Sherrills Ford area, this funding will be added to existing funds of \$65,000 to convert the former Sherrills Ford Library building into office space for Sheriff Deputies.

Jail

It is the County’s responsibility to house all inmates as required by state law and the justice system, but many factors outside of the County’s control contribute to inmate population growth, including crime rate, types of crimes committed, and state legislation. The County’s ownership of half of the Burke-Catawba District Confinement Facility (BCDCF) has paid dividends for over 20 years by enabling Catawba County to relieve pressure on bed needs at the Catawba County Detention Center in Newton. Both counties experienced a surge in inmate population beginning in mid-2012 (an 18.4 percent increase in Fiscal Year 2012/13, with an additional 7.3 percent in Fiscal Year 2013/14 for Catawba). Despite freeing bed space at the BCDCF last year by no longer housing federal prisoners at that facility and renovating space in the old section of the Catawba County Detention Center to increase female bed capacity from 32 to 47 beds, continued

inmate population growth has put both counties near or at capacity in most months. In October 2014, Burke County notified Catawba County of its intent to build a new jail and to conclude the partnership, resulting in an agreement between the two counties to close the facility no later than December 31, 2021. Without the BCDCF, Catawba County will need to expand the detention center in Newton to meet current and future bed space needs.



Building a new jail or expanding an existing jail is a long process with roughly a three-year lead time to design, build, and become operational. The Catawba County Detention Center was designed with this in mind, with the capacity to readily expand the existing design by 256 beds in anticipation of future expansion needs.

Since the last jail expansion, Catawba County has been renting a limited number of beds to the federal government at the Newton jail and banking the proceeds to help fund the expansion and reduce total costs to taxpayers. To date, \$2.38 million has been set aside, with an additional \$650,000 planned in Fiscal Year 2015/16. The County’s foresight in setting these funds aside will result in \$1.23 million in savings to citizens through interest cost avoidance, based upon the fact that the County will have to borrow almost \$3 million less.

The budget also includes dedication of 1.5 cents on the tax rate toward the jail expansion, planned in Fiscal Year 2017/18.



Jail Diversion Efforts

On average, it costs Catawba County \$75 per day to house one inmate. To save money and prolong the life of the existing detention center facilities, the budget funds jail diversion efforts with an anticipated return on investment of \$14 savings for every \$1 spent. Without the following services from Repay, which help prolong the capacity of the existing facility by avoiding 25,876 bed days valued at \$2.15 million annually, a jail expansion would have already been necessary:



- Pretrial Services helps expedite the release of non-violent inmates after interviewing them, either through disposition of cases or bond modifications. These efforts decreased the average daily jail population by 24 inmates, avoiding \$649,575 in jail costs per year.
- Justice System Coordination focuses on getting people through the judicial system as quickly as possible, assisting defendants with Affidavits of Indigence, working to assure priority courtroom use through pleas and other methods, and improving technology in courtrooms, reducing the average daily jail population by 55 inmates, avoiding \$1.5 million in jail costs per year.

Other Public Safety

The Conflict Resolution Center (CRC) provides services to divert criminal and civil cases from court that can potentially be settled through mediation and conflict resolution strategies. Effective January 1, 2013, the General Assembly mandated that all citizen-versus-citizen warrants be referred to mediation on a fee basis. Prior to the mandate, however, Catawba County was already providing mediation because it is proven to be effective in diverting cases from courts and achieves a strong return on investment. In Fiscal Year 2013/14, the CRC received 591 referrals resulting in 275 cases being successfully mediated (84.7 percent success rate). The fees for service don't fully cover the cost to provide the service in Catawba County court rooms (located in Hickory and Newton) a total of four days per week. Accordingly, the budget provides \$13,000 toward the cost of this program.



The budget increases funding for the Lake Norman Marine Commission (LMNC), an agency dedicated to preserving safety and recreation on the lake. LMNC is funded equally by the four counties bordering Lake Norman (Catawba, Lincoln, Iredell, and Mecklenburg). After consultation with each County, this budget funds \$27,000 in Fiscal Year 2015/16. Funds are used to maintain the navigational system, to control the Hydrilla exotic weed growth through continued introduction of sterile grass carp, to promote safe boating, and to maintain water quality on the lake.



Public Health

Partnerships

Community partnerships continue to be an emphasis for Public Health. Over the last several years, working with Catawba Valley Medical Center (CVMC) to provide maternal health services and with Catawba Pediatrics for child health services, rather than directly providing the services at Public Health, have been efficient and effective ways to assure high quality care for citizens in need rather than directly providing the service at Public Health. CVMC has also been a vital partner in the school nurse initiative, providing \$500,000 toward the effort to place school nurses in schools throughout the County's three public school systems. Recognizing the link between health and academic achievement, the hospital is doubling its investment in the school nurse program in the coming year, freeing \$250,000 in County funding to address a structural deficit in Public Health, in addition to the previously mentioned \$250,000 (\$10 per pupil) that frees state money for schools to address other school pressures. Partnerships such as this clearly demonstrate the value of CVMC as a community asset.



Doubles its investment in School Nursing Program

Public Health Rightsizing

For the third consecutive year, Public Health will take steps to right-size its department in response to diminished revenues in Home Health resulting from a changing payer mix (the type of clients served), an increasingly competitive home health market, and further adjustments to Medicare and Medicaid reimbursements. The County employed a two-fold plan to close this deficit: reducing expenses and increasing funding. Expense reductions totaled over \$450,000 and included the elimination of four positions: a Home Health Nurse, a Charge Nurse, a Public Information Officer, and an Interpreter. In order to prevent further service reductions, County funding to Public Health is increased by \$137,000 and \$250,000 previously required to support school nurses is freed for other purposes thanks to CVMC's increased investment in school nurses. This local funding increase brings Catawba County closer to the average County contribution provided to comparable Public Health departments across the state.

Winner of the



*J. Robert Havlick Award
for Innovation
in Local Government*

Alliance for Innovation Award: WIC Farmers' Market

Public Health Farmers' Market was selected as the winner of the 2014 J. Robert Havlick Award for Innovation in Local Government from the Alliance for Innovation. Innovation award recipients were chosen from more than 100 applications. Award recipients have shown their dedication to stretching and improving the boundaries of day-to-day government operations and practices, implementing creative business processes, and improving the civic health of the community. The Market

was recognized for its success in increasing access to and consumption of fresh produce for participants in Public Health's WIC supplemental nutrition program, in alignment with the Board of Commissioners' recent focus on local foods and implementation of the Farm & Food Sustainability Plan. The WIC program provides nutrition education and supplemental foods to eligible women, infants, and children of Catawba County. In the US, every WIC dollar spent on a pregnant woman saves





\$4.21 in Medicaid cost during the first 60 days of an infant's life. Over 2 seasons, the Market, located in the parking lot of Catawba County's Public Health facility, increased the county redemption rate of WIC Farmers' Market vouchers to 64.37 percent in 2014, from 51.29 percent in 2012. This places the County in 1st place statewide for redemption of WIC vouchers. The WIC Farmer's Market has also been the recipient of the following recognition:

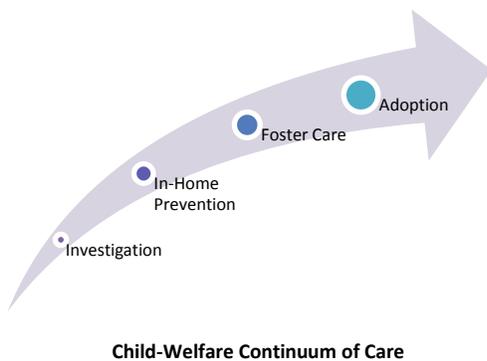
- 2014 Outstanding Program Award from National Association of Counties (NACo)
- 2014 Community Leadership Award from President's Council on Fitness, Sports and Nutrition
- 2015 ICMA Local Food Systems Case Study

Social Services

Social Services underwent significant funding and personnel reductions in preparing for Fiscal Year 2015/16, reducing its budget by nearly 6 percent (approximately \$620,000) to cover State/Federal funding losses and program restructuring efforts.

Foster Care

One program that is undergoing a restructuring is Residential Services, which is transitioning from a mental health model to a foster care model due to continued State-wide mental health reform. Social Services recently received a licensure change for its group homes, whereby the County no longer provides residential care to children with severe behavioral issues, instead focusing its residential care services on children requiring more basic foster care.



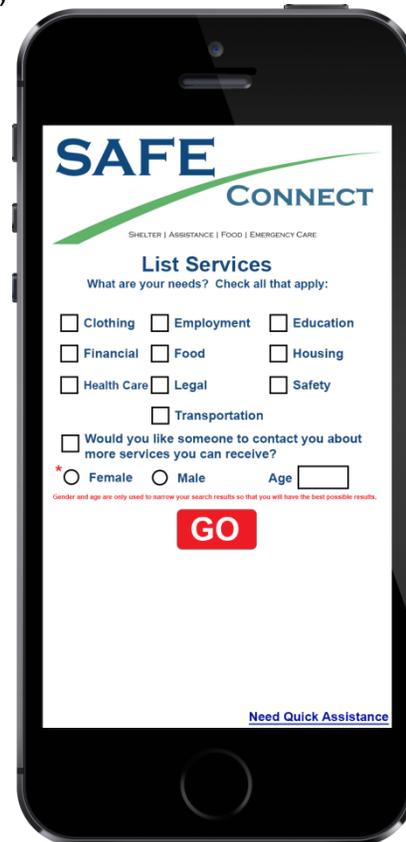
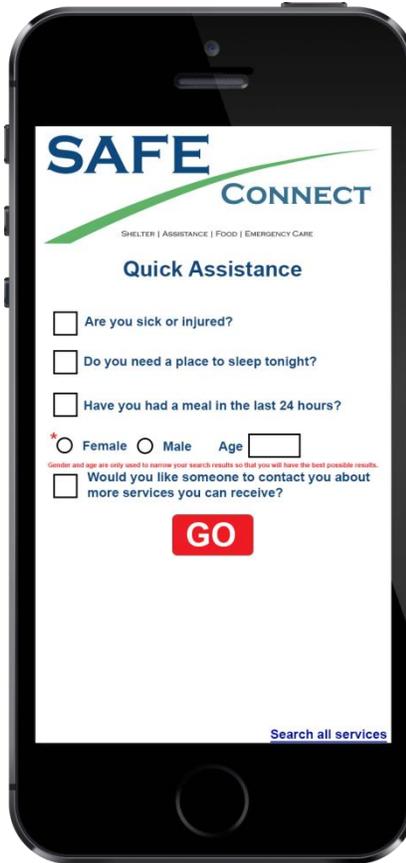
As a result, Social Services will change the way it provides the higher level care to children with more severe needs--shifting to the less intrusive community-based therapeutic foster care approach. This will help manage the County's (and State's) growing issue related to the number of children in foster care, and the desire to keep our own foster children in Catawba County. Consistent with a State-wide trend, the number of foster children in custody in Catawba County has increased dramatically. Since 2012, the Federal Government has restricted the use of Title IV E funding, which has led to a reduction in In-Home Prevention, a vital part of the Child

Welfare continuum. In essence, In-Home Prevention services keep families together by allowing them the opportunity to work through any issues that are cause for concern before taking more drastic measures of removing the children from the home. With these increased restrictions came reductions in the amount of time In-Home Prevention could be used, from 18 months to 6-8 months, which has made it more difficult for parents to achieve their goals related to unification, thus causing more children to enter into foster care. In response to this trend, Social Services is developing a plan to expand the County's foster home capacity by using licensed citizens to serve large sibling groups. These groups are often separated because traditional foster homes often do not have the capacity to keep larger sibling groups together. Over the course of the coming year, Social Services' progress in expanding community-based foster home capacity will be monitored, and continuation of the County's operation of residential group home facilities will be re-evaluated.



NCFAST

The North Carolina Families Assessing Services through Technology (NCFAST) portal is the State’s case management system. It has been in place statewide for two years. While Catawba County did not experience nearly the same level of system-related problems as other counties across the state in terms of service backlog and benefits interruption, the NCFAST technology continues to be problematic, both state-wide and locally. (The County experienced fewer issues because of staff’s heavy involvement on the state-level steering committee, which allowed the County to influence technology design, lobby for beneficial improvements, and minimize negative impacts to the extent possible.) One persistent problem is Social Services’ inability to generate critical reports. Basic data, such as total caseload for the department, is available; however, more refined reports – such as individual case loads or the number of unduplicated persons receiving food assistance within a given period – are nearly impossible to generate. This type of data was readily available prior to NCFAST’s implementation. Social Services will continue to advocate for improvements to the system to enhance service provision to the County’s citizens.



Child Wellbeing Project recognized by Alliance for Innovation, NACO, and Harvard University:

The Child Wellbeing Project of Social Services, which has been repeatedly recognized for innovation through various award programs, works with families when children leave foster care under age 16 for their reunified, guardianship, or adoptive families. These families are offered the opportunity to receive up to two years of extended services, including educational services to promote achievement and continuity and post-care clinical services. Families have a success coach, who works with them to enhance parenting, communication, and other life skills. As part of this project, the Children and Youth Investment Team (CAY-IT) works collaboratively with different governmental units to streamline the process for finding permanent placements for children in foster care who have been in care longer than average.

Addressing Homelessness through Innovation

Catawba County was one of eleven local governments in North America to participate in the Alliance for Innovation’s Innovation Academy, which provides a virtual curriculum to strengthen the culture of innovation in organizations and assist teams to develop an innovative project in their communities. The County initiated



a project called Safe Connect Catawba to prevent the next generation of homelessness by connecting at-risk youth with the services they need, and build ongoing community capacity to help these youth thrive by establishing relationships with various agencies that provide assistance. The County's project team included employees from Social Services, Public Health, Technology, and Library, and community partners from Salvation Army, Sipes Orchard Homes, Hickory Soup Kitchen, Hickory Police Department, Partners BHM, Education Matters, and the WPCOG. The group is developing a website and mobile application to help people who are homeless or at risk of homelessness quickly find services and resources.

Other Items

In addition to Foster Care and NCFAST, Social Services will focus its efforts on strengthening the community by increasing Senior Nutrition's volunteer base to serve the County's homebound seniors, assessing service provision for homeless populations to put them on a path to self-sufficiency, and developing and implementing poverty prevention efforts to better serve individuals and families.

Partners Behavioral Health Management (BHM)

Since mental health reform began over eight years ago, the State has increased its responsibility for and control over mental health services through a series of mergers and the establishment of Managed Care Organizations (MCOs). Partners BHM is the MCO for Catawba, Burke, Cleveland, Gaston, Iredell, and Lincoln Counties. Each county

continues to provide funding for services not otherwise supported by Federal or State funding based on individual county needs. The budget includes \$509,000 for Partners BHM to fund the following services that benefit Catawba County citizens:

- Psychiatric support services through Catawba Valley Behavioral Health.
- Mental health and substance abuse services to inmates in the Catawba County Detention Center including mental health assessments, assistance with involuntary commitments, substance abuse treatment, anger management, and on-call assistance.
- Support to LifeSkills, a day treatment program that provides independent living skills and vocational training opportunities for individuals with severe or profound developmental disabilities.
- Assistance to residents of Newton Apartments through a housing subsidy program to assist individuals with disabilities to afford housing and connect them with mental health services.
- Temporary housing funds to assist individuals with mental health issues to obtain temporary or emergent housing until a more permanent solution can be found.

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



Planning

The Planning Department promotes and maintains the orderly physical growth and development of Catawba County to improve the quality of life for its citizens, preserve community character, and provide economic development opportunities within the County. Planning’s budget for Fiscal Year 2015/16 is largely consistent with its current year budget. In keeping with the modest increase in local building and development activity, the workload for the Planning department has picked up over the course of Fiscal Year 2014/15, although this increase in activity has not been significant enough to necessitate any changes in staffing. Two large projects of note are Park 1764 and the Village Center at Sherrills Ford. As the economy starts to rebound, projects like these are potential catalysts to energize development in the County.

Park 1764

This project, which is linked to the Building Quality Shell Buildings and Parks workgroup of Innovate Catawba, represents collaboration between the EDC, the City of Hickory, and Catawba County. The Board of Commissioners has set a goal of establishing investment parameters for the park’s development. The concept for the site entails construction of a high-end business park that is aesthetically compatible with the surrounding Startown/Sandy Ford Road community. (The land was formerly a dairy farm and will retain characteristics of its history, like the grain silos.) Patterned after Treyburn Business Park in Durham County, Park 1764 will be the only location of its kind between Asheville and Winston-Salem. The park is intended to be low-impact, eco-sensitive, and attractive to high-tech industry/upper-end businesses.

The Village at Sherrills Ford

This project represents the first recent major development to take place in the area identified as the County’s fastest growing region. In 2007, prior to the recession, a development agreement had been approved to develop multiple properties in the Sherrills Ford area but, with the recession, investment dried up, delaying these efforts. The Village Center at Sherrills Ford will be a 200-acre mixed-use development that will have 775 residential dwelling units (325 single-family homes and 450 multi-family homes) and 665,000 square feet of retail, office, and medical space. The property will be pedestrian friendly and take advantage of its lake view. Overall aesthetics of the property will be consistent with the County’s Unified Development Ordinance standards, including:

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



Proposed Village at Sherrills Ford development plan



In conjunction with this project, the developer has agreed to donate \$500,000 paid in 4 equal installments over 3 years to develop nearby Mountain Creek Park, contribute 1.5 acres for Catawba County’s future use as a government services center, provide Catawba Valley Medical Center with the option of purchasing 3 acres for future development of a medical facility, and provide the YMCA with the option of purchasing land for potential construction of a facility there.

The County continues to promote economic development opportunities along Highway 150, Highway 16, and US Highway 321, and to advocate for transportation improvements along Highways 150 and 16, consistent with the Board of Commissioners’ Fiscal Year 2015/16 goal. Highway 150, due to the likelihood of increased traffic resulting from the Village Center development, is a pressing concern for residents in Southeastern Catawba County. The County continues to advocate at the State level for funding to improve this major throughway. In the Highway 16 Corridor, Planning will work with NCDOT and the Western Piedmont Council of Governments to prepare and adopt the Countywide Bicycle Mapping and signage project. For US Highway 321, the County will continue to work to engage existing businesses as active participants in the development of the Carolina Thread Trail (CTT) network.

Parks

Established in 1999 with the construction of Riverbend Park, the Catawba County Parks system has experienced rapid growth, building Bakers Mountain Park in 2002 and adding St. Stephens Park in 2008. Today, the parks system serves approximately 110,000 patrons a year and is widely recognized as a valuable community asset.

Parks Master Plan

The Catawba County Parks Comprehensive Master Plan was first written and adopted in 2007 as the 10-year framework for long-range planning of the park system. The Master Plan identified the parks’ current and future needs, such as renovation, construction, land purchases, development and operational policies. Due to the park system’s rapid expansion and growth in visitation, the Plan needed updating sooner than expected, so in 2014 the County did just that. A key component to updating the Plan was gathering community input, with 161 people attending public forums and 655 people returning surveys, providing insight and feedback concerning the development of Catawba County Parks. The updated Master Plan was presented May 18, 2015.

Top Parks Priorities

Increase Operating Hours

Ensure ADA requirements are met

Maintain and improve park facilities

Acquire contiguous land adjacent to parks

Increase educational program frequency

Develop stewardship and volunteerism

Promote intergovernmental cooperation

Increase connectivity of County greenways and public facilities

Promote land uses and site designs

Develop Countywide marketing plan for Parks



Parks Hours

Consistent with the priorities identified in the Master Plan, the budget includes funding to restore hours of operations at Riverbend, Bakers Mountain, and St. Stephens Parks to the weekly 6-day schedule from the current four-day schedule. Since 2007, the County has owned a parcel of land in Southeastern Catawba County that it intends to develop into Mountain Creek Park, when funds become available. Increasing hours of operation positions the department to be more competitive and have an increased likelihood of securing State Parks and Recreation Trust Fund (PARTF) funding for the construction of Mountain Creek Park. (PARTF funding provides dollar-for-dollar matching grants to local governments for parks and recreation projects to serve the public.) As previously mentioned, as part of the Villages at Sherrills Ford project, the developer has agreed to donate \$500,000 paid in 4 equal installments over a 3 year period to develop Mountain Creek Park.



Riverbend Park

Attendance at County parks continues to increase. Opening the parks more days per week enables greater parks usage, improving service to citizens and community partners. The budget also funds a range of capital improvements at Riverbend Park that will enhance park users' experience, including things like facility painting, bathroom fixture replacement, and repair and maintenance of trail markers, picnic tables, and trash cans.

Building Inspections

The rapid decrease in building permit activity in Fiscal Year 2010/11 as a result of the recession resulted in the elimination of 9 Building Inspection positions during the next year. The County maintained a minimum number of highly-skilled staff in these hard-to-fill positions, to keep some level of expertise in-house (because staff for these positions cannot be readily hired off the street) and to handle ongoing renovation activity. Since then, activity has improved, and over the past three years has steadily increased. In FY2014/15, building permit revenue is projected to reach \$1.1 million, and permit activity will reach 7,856 annual permits. This reflects a 2 percent increase in permit activity from Fiscal Year 2011/12, a good sign that building activity in the County – while not reaching pre-recession levels, is improving.

With the increase in building permit activity, inspectors are conducting on average 15 inspections per day compared to the State-recommended limit of 12 inspections per day. Inspectors have been able to maintain this higher ratio thanks to technology that allows them to access information in the field. As permit activity (particularly renovations) continues to increase, this ratio is expected to increase. Therefore, the budget reclassifies a vacant Plan Review Supervisor position to a Building Inspector. This will allow more inspectors in the field and help reduce the number of daily inspections conducted to more closely align with the State-recommended limit. Existing staff will absorb the Plan Review Supervisor's duties, thereby saving \$40,000 in the Fiscal Year 2015/16 budget.



Library

The Library is a critical community asset, providing a place where anyone can access information and assistance. In times of economic downturn, libraries typically experience increased use from citizens in need of resources. The Catawba County Library system continues to see increased use in Fiscal Year 2014/15 as library visits from October 2014 to March 2015 increased by 7 percent to over 200,000 visits, compared to the same time period last year. Circulation of library materials in the same six month period grew 1.3 percent compared to last year.

Strategic Plan

As County libraries play a key role in economic recovery, Catawba County continues to value its library services and programs as a way to empower lives and build community. This year, the Library underwent a strategic planning process to guide the department's priorities for the next three to five years. Based on a comprehensive community needs assessment, the Library will focus its efforts on the following priorities:



As a Community Center of Excellence, Fuel Citizens' Passion for Reading, Personal Growth, and Learning



Innovate to Provide 21st Century Access that Empowers our Citizens



Library Anytime, Anywhere: Expand Citizens' Access to Information and Ideas

Based on these goals, the Library anticipates increasing emphasis on e-resources and technology, enhancing community outreach and engagement efforts, and refreshing the physical branch locations to be more comfortable and welcoming. Work has already begun to update self-checkout technology system-wide (used nearly 27,000 times in the last year), which saves time and improves customer convenience. Efforts to improve aesthetics at the Main Branch in Newton and to enhance the space layout at the Maiden Branch facility, which was given to Catawba County when the Town of Maiden relocated its Town Hall to the newly constructed building nearby, are also underway. This year, the cost of the annual lease for the Southwest Branch was renegotiated, saving \$15,200 a year over the next 5 years and freeing up those funds for potential investment in strategic plan priorities.

Partnerships with Municipalities

The Library continues to value partnerships with other local governments to provide open, equal access to information for citizens. The Cities of Claremont and Conover, and the Town of Newton make

ENHANCING QUALITY OF LIFE

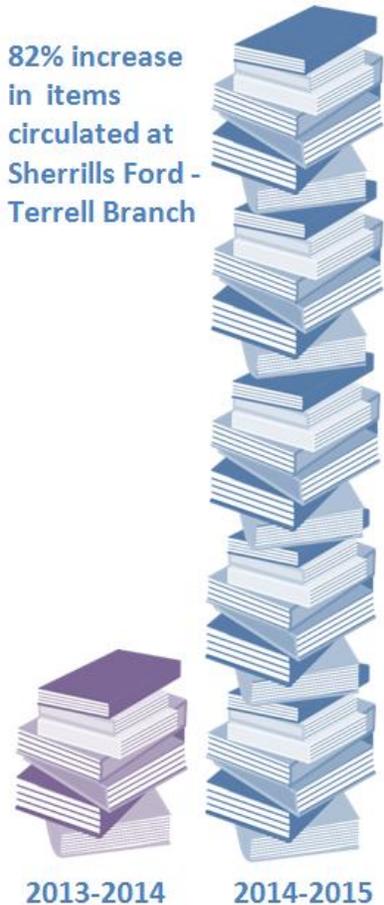
financial contributions to the library branches in their respective municipalities. Additionally, library branches are located in buildings owned by the Cities of Claremont and Conover.

Sherrills Ford – Terrell Library

The new Sherrills Ford – Terrell Library opened in September 2014 to a crowd of more than 800 visitors. The facility is 10,030 square feet, with a dedicated children’s area. It offers two self-checkout stations, mobile bookshelves, and no centralized circulation desk to promote flexibility for library patrons. A multipurpose/meeting room that can hold up to 80 people is available for community meeting use. Along with being multifunctional, the facility is LEED certified, lowering operating costs, conserving water and energy, reducing greenhouse gas emissions, increasing occupant safety, and enhancing the building’s value.

The Sherrills Ford – Terrell Library experienced dramatically increased library use from October 2014 to March 2015 compared to the same months in 2013-2014. Circulation of library materials grew 82 percent to 34,148 items checked out or renewed. In addition, library visits increased by 47 percent to over 24,300 visits. Meeting room use rose from 170 to 1,112 attendees, with 51 meetings held in the new community space compared to only 6 at the old facility.

82% increase
in items
circulated at
Sherrills Ford -
Terrell Branch



Sherrills Ford - Terrell Library



Other Cultural

In addition to Catawba County Libraries, the budget continues to provide support for Hickory Public Libraries (\$213,000) so that Catawba County citizens living outside the city limits can use the Patrick Beaver and Ridgeview Libraries for free. The two library systems also partner on programming annually to ensure citizens receive quality library services.



The budget continues funding for the United Arts Council at \$147,000 which is roughly equivalent to \$0.95 cent per citizen. County and municipal funds are used to match North Carolina Grassroots Arts funds for Projects Pool grants and for Community Cultural Fund grants which help to underwrite arts events in communities throughout the county, particularly for underserved, rural or ethnic groups. Many of these programs require matching dollars from the applicants, leveraging the County’s allocation for an estimated \$4 spent in the community for every \$1 granted.



Non-profit and for-profit arts and culture organizations in the community are drivers of economic activity. In addition to the direct spending associated with arts-related jobs, the level of indirect spending catalyzed by arts and cultural events is significant. Many people will make an evening out of attending an arts or cultural

event, taking in dinner and shopping in addition to the event itself. These expenditures benefit business and generate tax revenue for local government. According to a national study conducted by Americans for the Arts, the typical arts attendee spends \$24.60 per person per event above the cost of admission. Additionally, arts and culture organizations enhance the quality of life in a community and attract citizens who value creativity and self-expression, an Innovate Catawba goal.

For these reasons, Catawba County’s investment in local arts and culture organizations makes good economic sense. The County provides annual funding to the United Arts Council, which is the designated County partner appointed by the North Carolina State Legislature to receive State funds. County funds are matched with State dollars for cultural projects in Catawba County, including Projects Pool Grants.



PROVIDING A HOME FOR SCIENCES, ARTS & LITERATURE TOGETHER.



Catawba County Museum of History

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 community facilities.





Elections

Voting Law Changes

North Carolina’s General Assembly passed House Bill 589, the Voter Identification and Verification Act (VIVA), in 2013, which put in place several changes that will impact voters:

- Introduction of a presidential preference primary in February or March
- Change to voting equipment that uses paper ballots
- Requirement to show a photo ID to vote

Presidential Preference Primary

By the time North Carolina conducts its normal May primary, primaries in other states have typically already determined the presidential nominee for each party. The new law creates a separate presidential preference primary earlier in the process, if South Carolina holds a Presidential Preference Primary before March 15 (which, historically, has been the case). This primary is projected to cost Catawba County \$171,381, and will occur once every four years in addition to the May primary.

Elections Equipment

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

In addition, the State of North Carolina mandates that by January 1st, 2018 no electronic voting system may be used unless

that system generates an individual paper ballot marked by the voter. This provision impacts Catawba County because the current electronic touch-screen machines used at one-stop voting sites do not generate individual paper ballots.

Due to the age of the County’s voting equipment and compliance with VIVA provisions, the County is in the process of purchasing new election equipment using \$600,000 reserved for this purpose in Fiscal Year 2014/15. The recommended new equipment (pictured below) will generate an estimated per-election savings of \$5,400 related to the ability to print ballots on-demand on Election Day (and therefore pre-order fewer paper ballots), and \$4,500 in savings related to decreased need for poll workers due to equipment-related efficiencies.

During early voting, citizens will vote using the touch screen voting machine pictured first below. This machine will print a paper ballot for the individual to verify. The voters will then insert their ballots into the machine pictured second below to be counted.

Citizens voting on Election Day will mark a paper ballot and insert it into the machine pictured second below to be counted.



Express Vote Touch Screen Unit



DS200 Scanner

COOPERATIVE EXTENSION

The year 2014 marked the 100-Year Anniversary of North Carolina Cooperative Extension Service, funded through a partnership between North Carolina State University (NCSU) and each of North Carolina's one hundred counties. In recent years, a structural deficit at the State level and continued funding reductions have led to long-standing vacancies going unfilled by the State, and an overall reduction in the levels of service previously enjoyed by Catawba County's citizens. To deal with this issue, NCSU reorganized Extension services, limiting State investment to Agriculture, Food, and 4-H Youth Development.

Locally, the State reorganization takes the shape of five positions funded through the 50-50 percent County-State cost share agreement, consisting of 1 full-time Row Crops / Traditional Agriculture Agent (who will also serve as Extension Director for the Catawba County office), 1 full-time Livestock Agent, 1 full-time 4-H Agent, 1 half-time Family & Consumer Sciences agent, and 1 full-time administrative assistant.

Support for the Local Foods Agent Position increased in the budget in order to continue the momentum around the Board of Commissioners' recent goal of implementing the Farm & Food Sustainability Plan. Cooperative Extension has become a strong advocate for local foods, with the Local Foods Agent working to grow the Eat, Drink, and Be Local celebration into an annual tradition, promoting agricultural literacy with local farm tours, and spearheading efforts to diversify the County's agricultural production capacity by assisting farmers in transitioning to grow high-demand crops.

Last, in order to make up for the capacity lost via elimination of the administrative assistant position, which primarily supported 4-H Youth Programming, the County has increased funding for the entirely locally-funded 4-H assistant position, enhancing 4-H's Science, Technology, Engineering, & Math (STEM), Leadership, Life Skills, and Healthy Lifestyles programs.

A summary of staffing changes resulting from NCSU's new staffing model are as follows:

- Environmental and Natural Resources agent eliminated;
- One Administrative Assistant has been eliminated;
- County funding support of the Local Foods Agent position has been increased; and
- County funding for a 4-H Assistant has been increased to offset the loss of service from the Administrative Assistant.



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



Solid Waste

Recycling

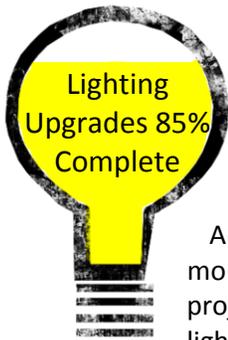
Catawba County continues to be a statewide leader in recycling, ranking #1 in the State in 2014 for total public recycling per capita. In 2014, Catawba County citizens recycled an average of 507.55 pounds per person with an 88.3 percent participation rate in the residential curbside recycling program.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

Household Hazardous Waste Collections

Last fiscal year, the County began accepting paint and electronics year-round at the Blackburn Landfill for free. This program gives citizens a convenient place to recycle these materials and helps the County to comply with State law, which bans certain materials in the Landfill. The collection effort through the annual Household Hazardous Waste (HHW) one-day event on November 1st, 2014 at LP Frans Stadium in Hickory was on track. This event provided 509 vehicles convenient access to recycle 56,347 pounds of HHW, paint, pesticides, and electronics free of charge. This effort also significantly helps prolong the life of the existing landfill and delays the opening of the new Landfill cell.

Energy Retrofits

Catawba County continues to pursue energy efficiency because it preserves the environment and saves money in the long-term. To continue this effort, a series of systematic energy audits at County facilities have been conducted, and major recommendations have been prioritized for implementation. Thus far, Catawba County has upgraded 85% of County buildings' total square footage. Next year, efforts will focus on additional investments at the Public Health building based on energy audit recommendations.



An ongoing project to save energy and money is the energy lighting retrofit project, which is the replacement of T-12 lighting with T-8 lighting or better. Fourteen out of 31 buildings (15 percent of total County-owned or County-maintained space, or 91,804 square feet of a total of 631,359) remain to replace the T-12 bulbs. However, the return on investment for these remaining retrofit projects is still being evaluated. Based on analysis in November 2014, the retrofits completed to date have generated enough energy savings to power 18 homes for one year (\$25,814) with a payback period of 2.35 years.





Water & Sewer

Water and sewer investments in the upcoming fiscal year address community priorities regarding environmentally-responsible sewage disposal and clean drinking water. They also work in support of the Board’s goal for increased economic development. Financially, these projects are supported by 1 cent (\$1.575 million) of the property tax rate dedicated to funding water and sewer infrastructure needs and the ¼ cent sales tax (\$700,354). These dollars will be crucial to partnering with municipalities to fund the planned water and sewer priorities.



New Project

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

This project, in partnership with City of Hickory, will provide water and sewer service on the property site located between Startown and Robinwood Roads. The \$700,000 represents the County’s 50 percent obligation.

Park 1764 will be the only Class A Business Park in the entire region and will appeal to international and upper-end business opportunities. Every 100 jobs created in the park equates to 177 total jobs throughout the community. It will also benefit existing businesses and could spur new housing construction.

Previously Approved Projects

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

This project funding has been set aside to allow the County to partner with municipalities to extend sewer within the Lyle and McLin Creek basins in eastern Catawba County. It is currently awaiting agreement on the size of the project between the County, City of Claremont, and City of Hickory.

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

This project, in partnership with the Town of Maiden, will extend a water line from Water Plant Road down Davis Road to the intersection with Buffalo Shoals Road. Once complete, this project will supply water to approximately 45 homes and address water quality issues caused by stagnant water on the dead-end line. This project represents the first phase of a water loop that will tie two dead-end lines together, one located on Water Plant Road and the other on Buffalo Shoals Road. The project is currently under design and will be completed before the end of Fiscal Year 2015/16.



Technology

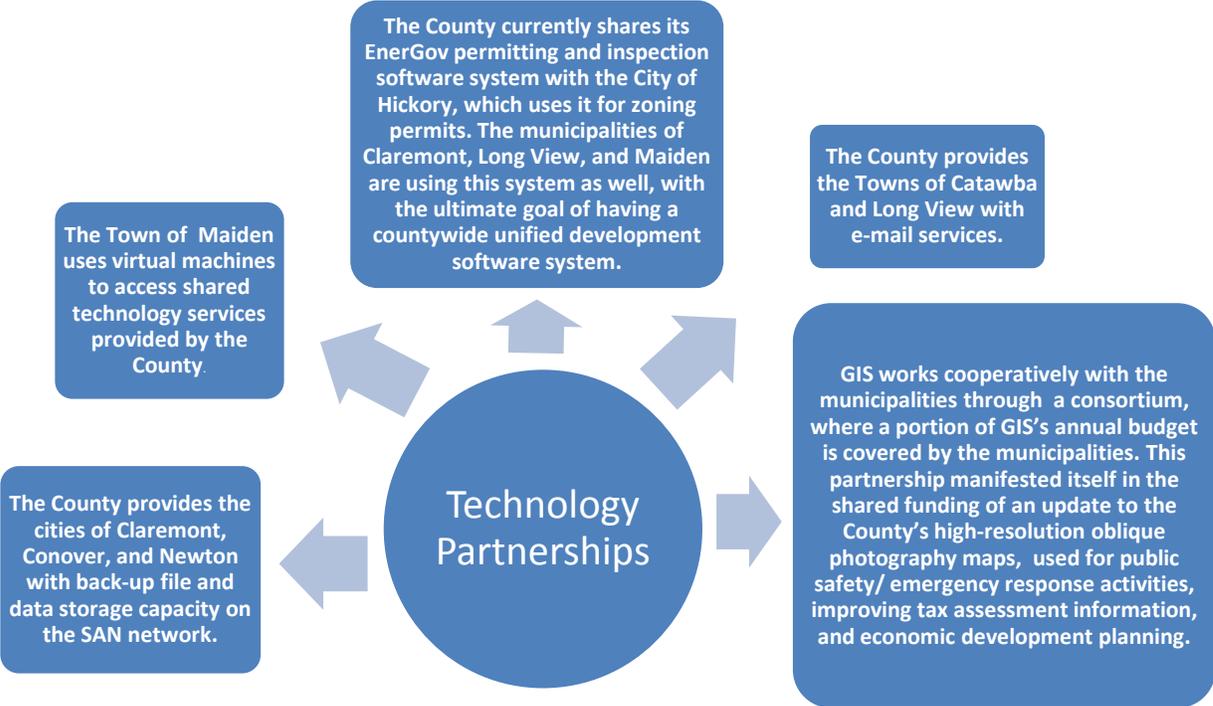
The County continues to invest in technology to provide a high level of service, improved reliability, and increased information access to citizens. These investments support the County’s efforts to make more information and services available to the public online, streamline (and improve) business processes, and mitigate costs. The upcoming projects are divided into two groups – Infrastructure and Software/Departmental Operations.

Project	Impact
<i>Infrastructure</i>	
Upgrade the Storage Area Network (SAN)	The SAN is where all data housed by the County is located. In addition to its own data, the County provides backup storage to municipalities. Ensuring that the SAN is up-to-date ensures that the data is safe and accessible.
Replacement of core and network switches	These switches are pieces of hardware that route information traffic to the County’s network and devices and other networks. This improvement will increase the County’s internal network speed from 100MB to 1 GB. Replacing old equipment will also increase the network’s reliability.
Update air fiber	Air fiber is a wireless network. This update will create a redundant fiber ring within the County’s IT infrastructure, ensuring the network is available 99.9 percent of the time.
Justice and Public Safety Center expansion	This project, slated to start in the middle of the fiscal year, will install new wireless and network infrastructure as well as audio video throughout the newly constructed buildings, providing better access to the Internet to citizens and employees, and improved access from mobile devices.
<i>Software/Departmental Operations</i>	
Full implementation of EnerGov mobile	This is a mobile version of EnerGov permitting and inspection system that will allow building inspectors to update information while in the field. This will also improve citizens’ access to the Building Permit software.
Map Breaking and Entering data	This initiative will enhance the Sheriff Office’s proactive policing efforts by identifying high-risk areas for strategic staging of patrol units.
Create web app to assist Public Safety officials throughout the county with resources to assist homeless / at risk youths	Homeless and/or at-risk-youth will be able to use this web app to locate needed services (food assistance, shelter, etc.) based on their location.
Damage Assessment on line collection with internal tracking and reporting	Online damage assessment will streamline efforts by Emergency Services and Tax after a disaster.



Position Changes

To successfully complete some of the aforementioned projects, Technology will declassify a PeopleSoft Administrator position to a Web Programmer. This position will primarily assist in the development, maintenance, and enhancement of the County’s mobile application, iCatCo. Also, a Project Manager position will be created by reclassifying a vacant Network Engineer position. This position is a necessity, given the Justice and Public Safety Center project that is currently underway. Outfitting the new building with the essential technology infrastructure will require a dedicated project manager to coordinate efforts.





Positions

Catawba County continues to review staffing needs annually, rightsizing in some areas while investing in others. The Fiscal Year 2015/16 budget eliminates or reduces hours for 29 positions and adds .65 FTE to three positions as follows:

Position Reductions	29
Actions	Position(s) Impacted
Cooperative Extension	
State-initiated elimination of Natural Resources Agent (0.5 FTE)	1
State-initiated elimination of 4-H Administration Staff (0.5 FTE)	1
Finance	
Reduce Finance Specialist position effective September 1 (0.5 FTE)	1
Public Health	
Eliminate Public Information Officer position (vacant position, 1 FTE)	1
Eliminate Accounting Specialist II position (vacant position, 1 FTE)	1
Eliminate Administrative Assistant III (vacant unfunded position, 1 FTE)	1
Eliminate Administrative Assistant (vacant position, 1 FTE)	1
Eliminate Administrative Accounting Specialist III (vacant position , 1 FTE)	1
Eliminate Charge Nurse II (vacant position, 1 FTE)	1
RIF Interpreter position (1 FTE)	1
Unfund Home Health Nurse position (1 FTE)	1
Social Services	
Eliminate Outpatient Therapist II (0.5 FTE)	1
Eliminate Social Worker Supervisor III (1 FTE)	1
Reduce Public Information Officer (from .08 FTE to 0.5 FTE)	1
Reduce Outpatient Therapist II (from .08 to 0.5 FTE)	1
Reduce Social Worker IIIs (4 positions reduced from 1 FTE to .8 FTE)	4
Unfund Social Worker Supervisor III position (1 FTE)	1
Unfund Social Worker Supervisor III position (1 FTE)	1
Unfund Social Worker III position (1 FTE)	1
Unfund Intensive In-Home Services Team positions (2 FTEs)	2
Unfund Admin Support position (1 FTE)	1
Tax Department	
Eliminate Mapping Technician position in Assessor (1 FTE)	1
Eliminate Office Support Specialist position in Assessor (1 FTE)	1
Utilities & Engineering	
Shift Waste Reduction Coordinator to Solid Waste Fund (.25 FTE)	1
Technology	
Eliminate Web Content/Training Specialist position (.45 FTE)	1
Declassified & Reclassified Positions	
4	
Social Services	
Declassify Attorney position to a Paralegal (1 FTE)	1
Utilities & Engineering	
Declassify Building Services Official III to a Building Services Official I (1 FTE)	1
Technology	
Declassify PeopleSoft Administrator position to Web Programmer (1 FTE)	1
Reclassify Network Engineer position to Project Manager (1 FTE)	1

HUMAN RESOURCES



New/Increased Positions	12
Action	Position(s) Impacted
Emergency Services	
Add Paramedics (4 positions, 4 FTEs) for Mountain View Base Expansion	4
Add Paramedics (2 positions, 2 FTEs) for Bandys at mid-year	2
Add Kennel Technician (1 position, 1 FTE)	1
Sheriff	
Add Criminal Investigator (1 position, 1 FTE)	1
Parks	
Add Park Ranger (1 position, 1 FTE)	1
Cooperative Extension	
Increase 4-H Program Assistant (1 position) from .75 FTE to 1.00 FTE	1
Increase County funding of Local Foods Agent (1 position) from .5 FTE to .8 FTE	1
Technology	
Increase E-911 Coordinator position (1 position) 0.9 FTE to 1.00 FTE	1

Salary and Benefits

The budget includes 3 percent performance pay for employees who satisfy the performance expectations for their positions, as evaluated on their anniversary date. Funds are also available for one-time lump sum payments to recognize high performers.

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

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

Wellness efforts were expanded in Fiscal Year 2014/15 with the addition of eight programs to improve employees' fitness, nutrition, and weight management. Forty-nine percent of the employees identified as high risk through the annual wellness screening participate in these programs. Wellness programming has heightened awareness of the organization's overall health as well as each individual employee's health, and employees participate in these programs on their own time. Through the FitKIK program, participating employees walked a total of 410,891,085 steps from July 2014 to March 2015 (1,162,542 steps per employee on average). Employees participating in the Weight Watchers at Work program have lost a total of 166.3 pounds from July 2014 to March 2015.

Several years ago, the County created an on-site employee clinic called Employee Health Connection (EHC). This clinic, managed via contract by Catawba Valley Medical Center, saves the County and its employees both time and money--in the form of convenience, leave time / sick time avoided, and low-to no-cost basic preventive services--and reduces time away from work so citizens are better served. Some of these services provided by EHC include initial Workers Compensation reviews (24-hour recheck evaluations as well as drug screenings), physicals, annual blood screenings, health risk assessments, Hepatitis B injections, and Tuberculosis skin tests. The number of medical visits to the EHC grew by more than 7 percent in the first nine months of the fiscal year compared to the same time-period last year. So far this year, the EHC has already paid for itself and generated \$10,556 in savings (10 percent above the amount that Catawba County invested in the EHC) due to the higher cost of seeing a Primary Care Provider and estimated sick leave pay for employees to leave work for doctors' visits.

The County has done a great job engaging employees to improve individual health outcomes and using strategies like the on-site wellness clinic to save money. Savings are apparent when comparing the County's health care cost growth of 3 percent to the national cost increase of 7 percent. Despite these savings, health care costs have increased above current contribution rates. The budget also includes a \$30 per biweekly increase in the County's share of health insurance premiums, the first increase in 5 years.

Annually, Catawba County compares itself to its peers to ensure it remains an employer of choice. The HSA is competitive, offering the lowest individual (\$1,300) and family deductibles (\$2,600) allowed by the IRS. With elimination of the Buy-up Plan, the County no longer had a health plan option that provided doctor co-pays, while many other counties and cities do. In order to remain competitive, the Core plan will include doctor co-pays of \$25/\$50 beginning July 1. Employees who choose this plan will pay an additional \$8 per pay period for this enhanced benefit.

Conclusion

The recent 2015 Revaluation presented fiscal challenges in terms of tax base erosion and revenue loss, and mounting service pressures caused difficult choices to be made in order to maintain the County's commitment to quality of life and strong programs. In the face of this revenue loss, the County continues to exercise strong fiscal stewardship and live within its means, as demonstrated by the \$1.5 million in operating budget reductions put in place to offset the costs of additional investments. For Catawba County and its citizens, the year ahead--while not without its challenges--holds some exciting potential and opportunities.

The proposed Fiscal Year 2015/16 Budget represents a strong commitment to preserving and enhancing quality of life, with significant investments in education, public safety (in enhanced EMS services, Sheriff staffing expansion, and plans for a future jail), and expanded parks operating hours. These strategic investments help to build momentum for our community's future, and there are more positive signs on the horizon. Local unemployment rates continue to improve, building activity continues to increase, albeit modestly, and consumer spending continues to grow.

Through these challenges, and into the future, Catawba County has and will continue to be steadfast in its focus on catalyzing economic growth and recovery for the region and on delivering quality programs and services to the community in a way that balances citizens' current needs with long-term financial stability. County employees continue to provide excellent customer service, looking for additional ways to improve citizen convenience, access, and staff productivity. The foundation of innovation and creativity that has fostered the delivery of high quality services and programs for the community will not change.

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

BUDGET ORDINANCE

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

SECTION I

Budget Adoption, 2015/16

The following budget with anticipated fund revenues of \$235,495,973 and departmental expenditures of \$235,495,973 (see [Revenues and Expenditures Summary](#) in the Summary Information Section of the budget document for breakdown) is hereby adopted in accordance with G.S. 159 by the County of Catawba for the fiscal year beginning July 1st, 2015, and ending June 30th, 2016, and the same is adopted by fund and department.

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

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

- E. **Transfers of Appropriations from Special Departmental Expense and Revenue Contingencies:** Transfers of appropriations may be made by the Budget Manager from special departmental expense and revenue contingency accounts that have been set aside to accommodate mid-year adjustments for allocations from outside agencies. The budget for such special departmental contingency expenditures will not be used until revenues are received and the related funds are transferred out of the contingency accounts to an appropriate line item.

SECTION II

Amendment to Procedures, Controls, and Authorities for Reinventing Departments

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

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

SECTION III

Tax Levy Rate

A tax rate of \$0.5750 per \$100 of assessed valuation is hereby levied for Fiscal Year 2015/16, all of which is levied in the General Fund. The revenue neutral rate resulting from countywide property revaluation was \$0.5678 and is reported as required by G.S. 159. No discounts will be allowed for early payment of taxes.

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

<u>Fire Protection Service District</u>	<u>Levied Tax Rate Per \$100 Valuation</u>	<u>Revenue Neutral Rate</u>
Bandys Fire	\$0.0820	\$0.0746
Catawba Rural Fire	\$0.0850	\$0.0743
Claremont Rural Fire	\$0.0800	\$0.0757
Conover Rural Fire	\$0.0900	\$0.0762
Cooksville Fire	\$0.0620	\$0.0666
Hickory Rural Fire	\$0.0900	\$0.0749
Longview Rural Fire	\$0.0730	\$0.0787
Maiden Rural Fire	\$0.0750	\$0.0757
Mt View Fire	\$0.0600	\$0.0629
Newton Rural Fire	\$0.0900	\$0.0925
Oxford Fire	\$0.0650	\$0.0615
Propst Fire	\$0.0620	\$0.0656
Sherrills Ford Fire	\$0.0810	\$0.0842
St. Stephens Fire	\$0.0900	\$0.0947

SECTION IV

Hospital Fund

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

SECTION V

Schools' Current Expense

The allocation of general revenues for the schools' current expense per school system is \$1,483 per pupil based on the average daily membership of K-12, \$52 per pupil of which is budgeted separately in support of schools cooperating on the following inter-school system programs--Catawba County Bus Garage, HCAM Core Academy, Conover School for Exceptional Children, therapeutic day treatment, and Community Schools.

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

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

SECTION VI
Capital Projects and Grants

Project Managers will be designated on a project-by-project basis for all County construction projects and the procedures set forth in "Architectural Procedures – Catawba County", adopted by the Board of Commissioners shall be used to coordinate the efforts of all parties involved in a project. Any changes in the estimate, as a result of bids or otherwise, shall be reported by the Project Managers and carry his or her recommendation of approval to the Board of Commissioners prior to the advertising of bids. When compiled and approved by user agencies, all projects must conform to the Catawba County Design and Construction Specifications.

In accordance with the School Budget and Fiscal Control Act each school system will submit to the County Budget Manager detailed project sheets for each capital project included in this budget on sheets as specified in the "Uniform Budget" format, by January 1, 2016.

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

Any grant or capital project budget previously adopted, the balance of any anticipated, but not received, revenues and any unexpended appropriations remaining on June 30th, 2015, shall be reauthorized in the Fiscal Year 2015/16 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, 2015. Approved payments may be delayed pending receipt of this financial information.

SECTION IX
Fees and Licenses

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

SECTION X
Per Diem Pay

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

Per Diem Pay	
Board	Pay
Alcoholic Beverage Control Board	Chair, \$75 per meeting; Members, \$50 per meeting
Board of Adjustment	Chair, \$50 per meeting; Members, \$35 per meeting
Board of Commissioners	Chair, \$950 per month; Members, \$750 per month; In-County Travel Allowance, \$250 per month
Board of Elections	Chair, \$75 per meeting; Members, \$50 per meeting; \$100 for Election Day
Equalization & Review Board	Chair, \$50 per meeting; Members, \$35 per meeting
Hospital Board of Trustees	Chair, \$75 per meeting; Members, \$50 per meeting
Jury Commission	Chair, \$50 per meeting; Members, \$35 per meeting
Library Board	Chair, \$50 per meeting; Members, \$35 per meeting
Mental Health Board	Chair, \$60 per meeting; Members, \$40 per meeting
Planning Board	Chair, \$50 per meeting; Members, \$35 per meeting
Public Health Board	Chair, \$50 per meeting; Members, \$35 per meeting
Social Services Board	Chair, \$50 per meeting; Members, \$35 per meeting
Subdivision Review Board	Chair, \$50 per meeting; Members, \$35 per meeting
Value Review Committee	Chair, \$50 per meeting; Members, \$35 per meeting

SECTION XI
Personnel

- A. Salaries - Salaries for Fiscal Year 2015/16 are based on the Fiscal Year 2015/16 pay plan for Catawba County that is adopted as a part of this budget and is effective July 1st, 2015. Funds are included for a 3 percent performance pay increase for employees who satisfy performance expectations as reflected in employees' annual performance evaluations.
- B. Performance Awards - Funds are allocated in the budget to provide one-time lump sum performance awards to recognize exceptional performance at the discretion of the County Manager.
- C. Travel Allowance - The travel allowance rate will be according to the IRS reimbursement rate.
- D. Special Payment - Positions that require specialized skills may be compensated by a special payment. This payment will only occur while the employee is serving in that capacity. This special payment is not considered a part of the annual base pay for classification. The amount of special payment is to be approved by the County Manager upon a recommendation by the Human Resources Director.

SECTION XII

Budget Policy for State and Federal Fund Decreases

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

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

SECTION XIII

Reappraisal Fund

In accordance with the provisions of G.S. 153A-150, an appropriation of \$374,329 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, 2015, are hereby re-appropriated to this budget.
- C. The Board authorizes the appropriation of all Fund Balances earned by the Reinventing Departments as determined by the County Manager and as a result of the County's annual audit of June 30th, 2015.
- 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 1st day of June 2015.


Randy Isenhower, Chair


J. Thomas Lundy, County Manager

SCHEDULE A

Below are the fee changes/clarifications that have been adopted as a part of this budget. All fees are effective July 1st, 2015, unless otherwise noted. *(See Appendices for complete fee schedule and fee philosophies)*

Utilities and Engineering

Plan Review Fee Clarification

Three years ago, the Board approved a \$10 “per trade” fee. There are 5 trades: building, mechanical, electrical, plumbing, and fire. Only the first 4 have been charged to date. Wording is added to the fee schedule to specify that the fee applies to all 5 trades. The fire plan review fee is projected to generate \$4,000 annually.

Solid Waste

Mulch (3 yard bucket)\$10.00 (or \$10.00 per ton)

Cooperative Extension

4-H Camps.....Varies depending on camp
4-H Project Books \$2 to \$10, depending on book
T-Shirts (4-H, Local Foods, etc.) \$10-17
School Enrichment Programs\$10/classroom
Workshops (Cooking, Marketing, Master Gardener, Beekeeping, etc.)
..... Varies, depending on workshop



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



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

History

Catawba County was officially established on December 12,

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

Governance

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



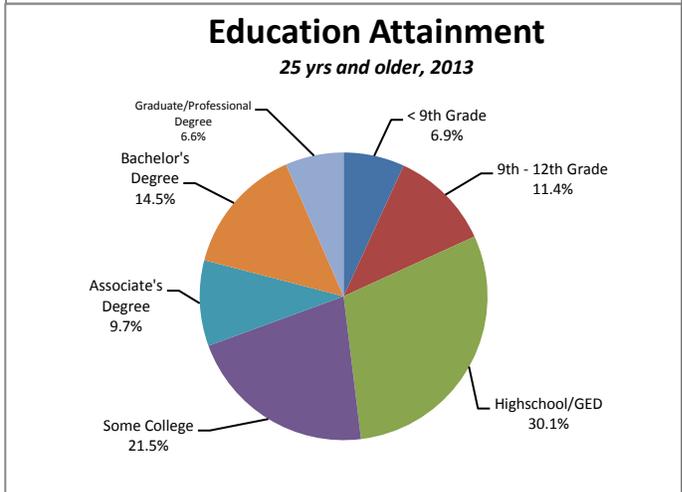
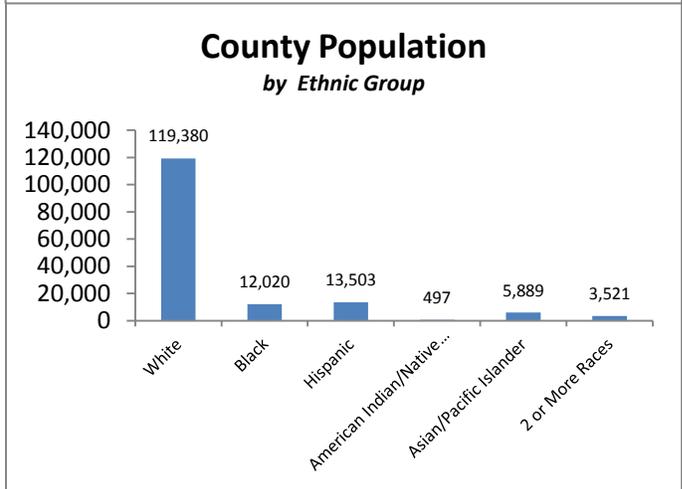
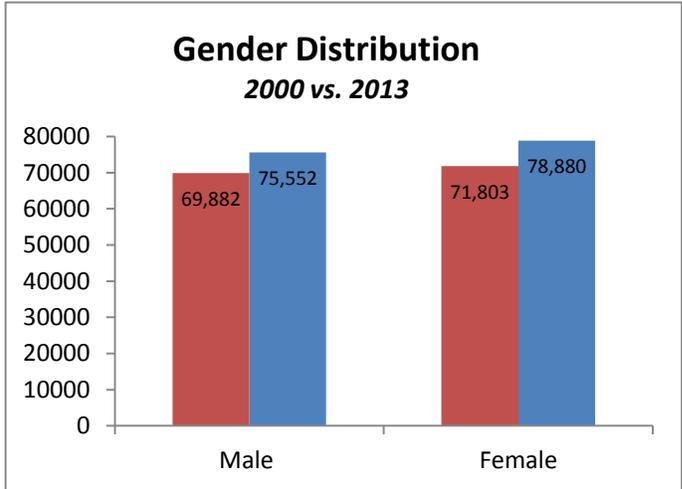
Population & Demographics

Catawba County’s population is 155,832. The County has had little to no population growth over the last several years. However, the population continues to age. The median age of a Catawba County resident is 40.1 years, which is about 3 years older than the State and national median age. As the County ages, the ratio of men to women has remained the same over the last 13 years. Women make up 51 percent of the population whereas in 2000 they were 50.5 percent of the population. The County’s population breakdown by ethnic background shows that the County is ¾ White, with Hispanic and Black as the second and third largest demographic groups respectively.

In 2013, the County’s median household income was \$42,859, which was \$3,000 and \$9,000 less than the State and national median household income. However, over half of the County’s population (25 years and older) has had at least some college, while approximately 82 percent of the population has a high school diploma or GED.

Economy

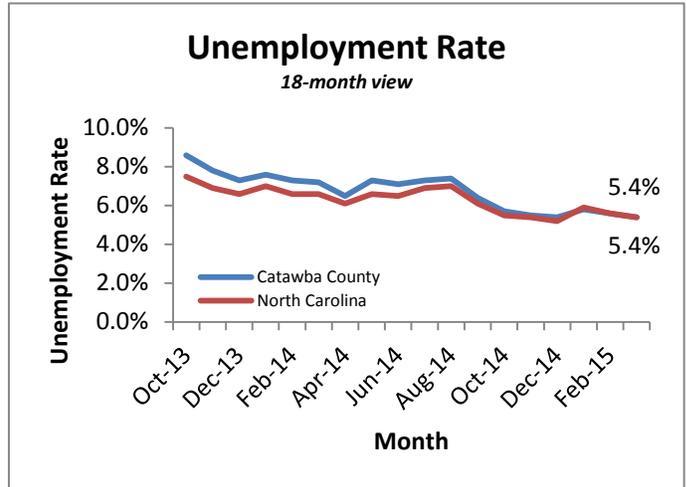
Catawba County, the central county of North Carolina’s Hickory-Lenoir-Morganton Metropolitan Statistical Area (MSA), has successfully diversified and balanced its traditional manufacturing base of furniture, textile, and telecommunications. Over the last 10 years the Trade, Transportation, & Utilities;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





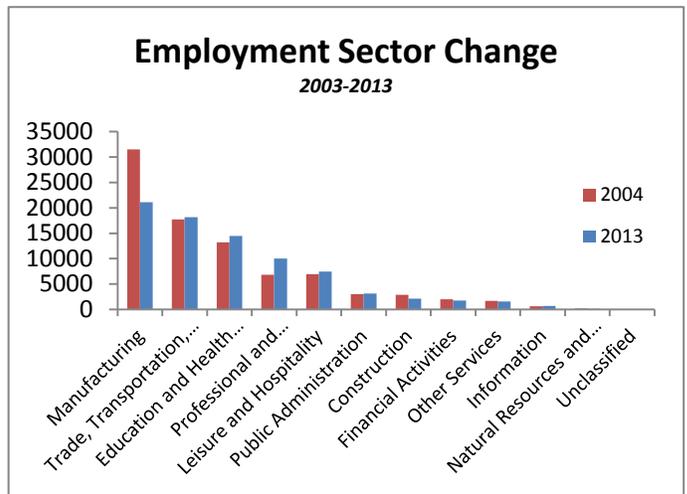
Catawba County Principal Employers

Employer	# of Employees	% of Total County Employment
Catawba County School Systems	1990	2.79%
Catawba Valley Medical Center	1674	2.34%
CommScope, Inc.	1429	2.00%
Frey Regional Medical Center	1300	1.82%
HMS Solutions (Hickory Springs)	1165	1.63%
Catawba County Government	1124	1.57%
Corning Cable Systems	1000	1.21%
Heritage Home Group LLC	861	1.40%
Sherrill Furniture Company	775	1.08%
Ethan Allen, Inc.	758	1.06%



Catawba County Principal Taxpayers

Taxpayer	Type of Business
Apple, Inc.	Computer Server
Duke Energy Corporation	Electric Utility
GKN Driveline Newton, LLC	Gears
Target Corporation	Warehouse/Retail
CommScope, Inc.	Cable Manufacturing
Draka Comteq Americas, Inc.	Cable Manufacturing
Amireit (Frye Regional) Inc/American Medical	Medical Care
Corning Cable Systems	Cable Manufacturing
HSM Solutions (Hickory Springs)	Furniture Supplies
Valley Hills Mall, LLC	Retail

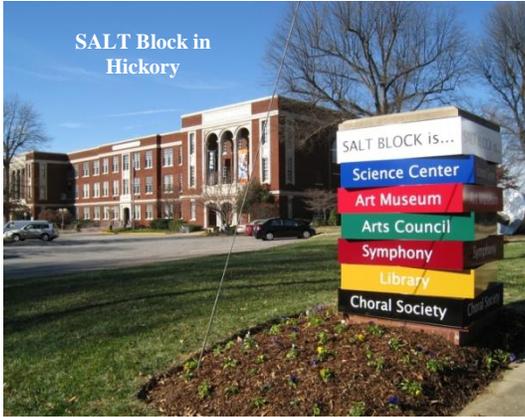


The County's primary employers and taxpayers are a result of the changing economic environment. As an employer the County's three school systems along with the two medical centers showcase the strength of the local Education & Health Services employment sector. In regards to the County's effort to diversity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



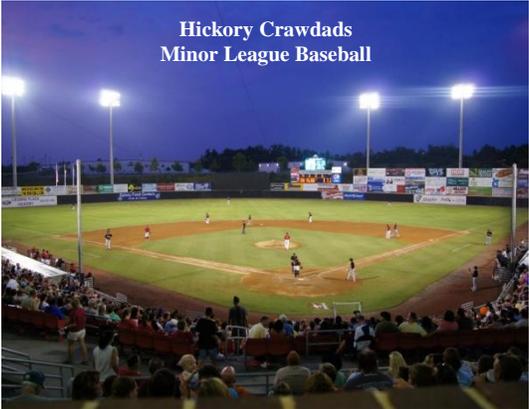
Quality of Life

The County has a total population of 155,832 and eight cities and towns: Hickory, Newton, Conover, Long View, Maiden, Claremont, Catawba, and Brookford. Due to the County's location in a valley of the Blue Ridge Mountains and nearby lakes, citizens enjoy a mild climate, with average highs of 48 degrees in January and 87 degrees in July. On average, the County receives about 47 inches of rainfall and seven inches of snowfall per year. The average elevation in Catawba County is 995 feet.



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

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



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

Catawba County has 45 public schools across three school systems with approximately 24,501 students. The County is also home to Lenoir-Rhyne College, a 124 year old liberal arts institution, and Catawba Valley Community College, which offers one and two year degree programs, a two year college transfer program, and continuing education classes. Additionally, the County is a major medical center, with two large hospitals, a substantial medical community, and many nursing home facilities.

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



BUSINESS AND ECONOMIC DEVELOPMENT

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

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

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

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

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

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



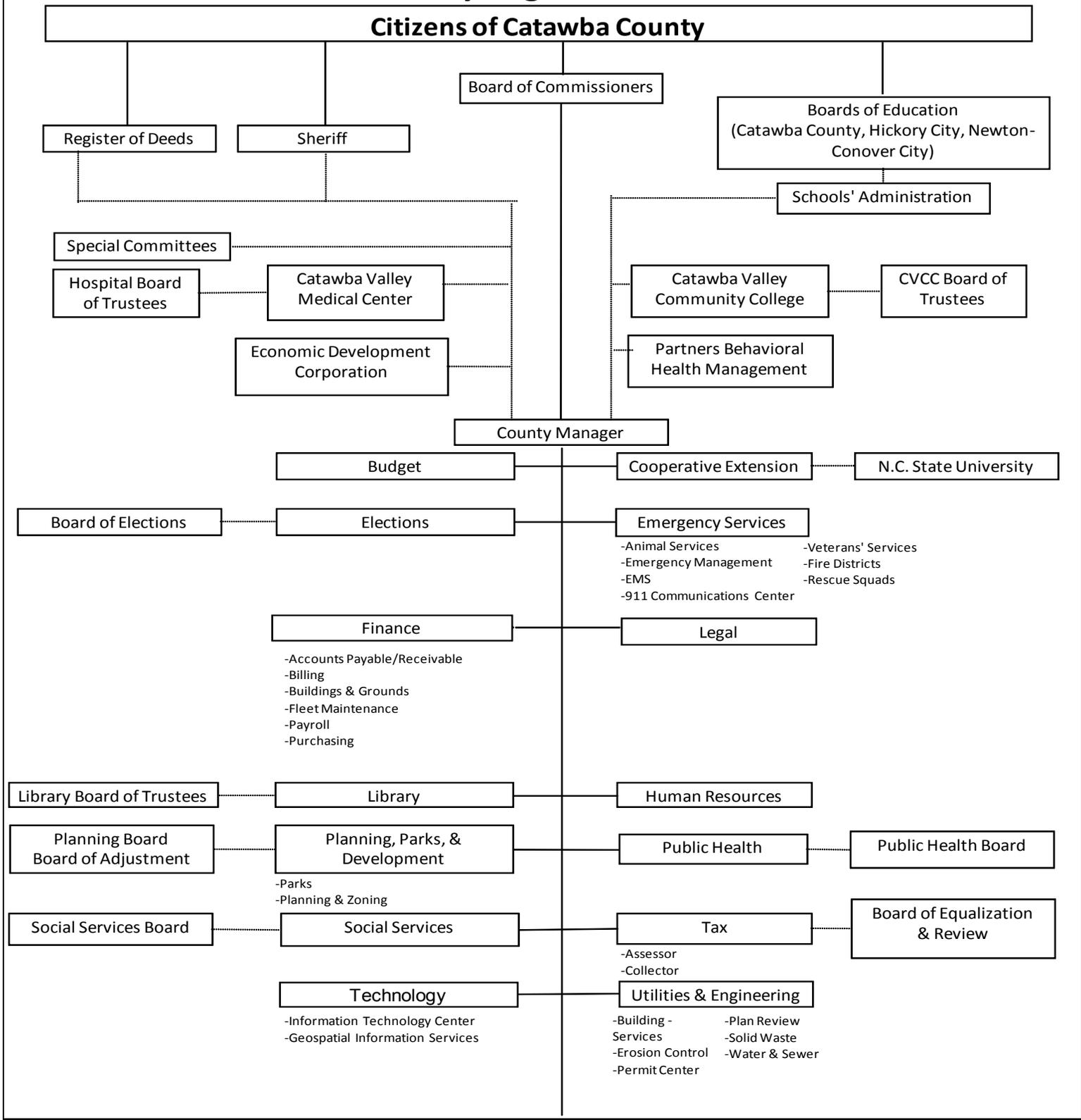
STATEMENT OF PHILOSOPHY

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

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



Catawba County Organizational Structure



Catawba County Functions Linked to BOC Goals

Board of Commissioners' Fiscal Year 2015/16 Goals

Adopted December 1st, 2014

1. In partnership with the private sector and assistance from state government, support the creation of jobs and property tax base and the development of the County's workforce. Specific strategies include:
 - a. Support the enhancement of workforce development programs and efforts, working with educators and the private sector to train the workforce for jobs from existing and new employers that will be available through the efforts of the EDC.
 - b. Partner with the private sector to aggressively implement Innovate Catawba strategies.
 - c. Review incentive guidelines to ensure they are competitive but reasonable in terms of return on investment.
 - d. Develop, with the EDC and Hickory, parameters of investment for Park 1764.
 - e. Continuously monitor County regulations to ensure they support orderly growth and business development.

2. Review the County's emergency management program for improvements designed to provide efficient and effective pre-hospital emergency services, improve public safety, minimize property damage, and protect areas from disasters.

3. Continue advocacy for improvements to Highway 16 and Highway 150 as major corridors, in order to increase economic development and citizen and tourism access.

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

General Government

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

Public Safety

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

Economic & Physical Development

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

Environmental Quality

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

Education

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

Culture

Composed of the County Library system, the Historical Museum, Catawba County Council for the Arts, Salt Block, Newton-Conover Auditorium, and the 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.

BOC Goals by Function	1a	1b	1c	1d	1e	2	3	4
General Government	X							
Public Safety						X		
Economic & Physical Development	X	X	X	X	X		X	
Environmental Quality					X	X		
Human Services	X							
Education	X							X
Culture	X							

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

FINANCIAL DOCUMENTS

The budget is the financial plan for County operations for the fiscal year beginning July 1, 2015, and ending June 30, 2016. The budget shows the source of revenue and how these sources will be spent. It also contains outcomes, goals, and objectives the County departments have set for the year. The budget and the audit are the key financial documents that the County uses to illustrate its financial plans and status. The budget looks ahead to the coming year and shows how funds plan to be spent, while the audit shows the County's year-end financial condition. The audit document is produced annually a few months after the end of each fiscal year (October or November) while the budget is produced annually at the beginning of each fiscal year (final copies are usually made available to the public in mid-July).

SUMMARY OF LEGAL BUDGET REQUIREMENTS

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

Budget Forms and Procedures

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

Departmental Requests

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

Budget Preparation Calendar

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

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

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

Recommended Budget

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

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

Board Review

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

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

Adoption of the Budget Ordinance

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

BUDGET PROCESS

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

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

The County follows these procedures in establishing a budget:

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

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

FISCAL YEAR 2015/16 BUDGET CALENDAR**Friday, July 25 – Wednesday, October 28, 2014**

Initial Budget Office discussions with departments CIP and Revenue & Expense Forecast development, and Department Head Retreat Prep

Tuesday & Wednesday, December 16 and 17, 2014

Department Head Retreat

Monday, January 5, 2015

Fiscal Year 2015/16 outcomes due from all departments

Monday, January 12, 2015 – Friday, January 16, 2015

Department budget workshops with County Manager

Wednesday, January 14, 2015

Mid-year report on Fiscal Year 2014/15 outcomes due from all departments

Friday, January 30, 2015

Requests due from schools and outside agencies

Thursday, March 19, 2015

Schools and outside agency budget recommendations sent to County Manager

Thursday, March 19, 2015 – Wednesday, March 25, 2015

Department budget meetings with Budget Office

Thursday, March 26, 2015 – Friday, March 27, 2015

Schools and outside agency budget hearings with County Manager

Friday, March 27, 2015

Department budget recommendations sent to County Manager

Monday, April 6, 2015 – Thursday April 9, 2015

Department 1st budget hearings with County Manager

Wednesday, April 15, 2015

Final department requests keyed into system, including all detail and justification sheets.

Tuesday, April 21, 2015 – Thursday, April 23, 2015

2nd round hearings with County Manager as needed

Monday, April 27, 2015

Recommended budget overview sent to County Manager

Monday, May 18, 2015

County Manager's recommended budget sent to Board of Commissioners

Tuesday, May 19, 2015

County Manager's Press Conference

Tuesday, May 26, 2015 (8:00 a.m. – 5:00 p.m.)

Board of Commissioners' hearings with departments

Thursday, May 28, 2015

Public Hearing and Wrap-up

Monday, June 1, 2015

Budget Adoption



ACCOUNTING STRUCTURE AND SYSTEMS

As a means of tracking and accounting for money, the operations of the County are divided into Funds. The easiest way for most people to think about funds is to compare them to bank accounts. Money comes into a fund from a variety of sources and is then used to provide services to the public. As with a personal bank account, funds have to take in at least as much money as they spend, and by law, budgets for funds must be balanced. What this means is a governmental unit cannot plan to spend more than it will take in. Catawba County has 43 funds with the largest being the General Fund.

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

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

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

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

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

Catawba County Fiscal Year 2015/16 Financial Policies

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

1. Revenue Policy

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

2. Operating Budget Policy

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

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

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

4. Accounting Policy

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

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

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

6. Reserve Policy

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

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

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

8. Balanced Budget Policy

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

FUNDS AND FUND STRUCTURE

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

General

General Fund

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

Self Insurance Fund

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

Reappraisal Fund

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

Register of Deeds Automation and Preservation Fund

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

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.

Hospital Reserve Fund

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

Rescue Squads Fund

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

Library Endowment Fund

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

Gretchen Peed Scholarship Fund

To account for donations stipulated for scholarships.

Parks/Historic Preservation Trust Fund

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

FUND AND FUND STRUCTURE



Community Development Fund

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

Fire Protection Service Districts Funds

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

Capital Projects

General Capital Projects Fund

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

Schools' Capital Projects Fund

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

Schools' Construction Fund

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

School Bond Fund – 1997 Series

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

Water & Sewer Capital Fund

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

Hospital Construction Fund

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

Enterprise Funds

Solid Waste Management Fund

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

Water and Sewer Fund

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



Department/Fund Relationships

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

REVENUES & EXPENDITURES SUMMARY



REVENUES

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

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

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

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

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

EXPENSES

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

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

BASIS OF ACCOUNTING

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

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

accrual. As an enterprise fund, at the end of the year, transactions are reporting in the basic financial statements using full accrual.

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

COMPENSATED ABSENCES

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

ENCUMBRANCES

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

REVENUES & EXPENDITURES SUMMARY



REVENUE SUMMARY

	Actual 2013/14	Current 2014/15	Requested 2015/16	Approved 2015/16	% Change
GENERAL FUND					
Property Tax	\$ 88,556,119	\$ 84,610,982	\$ 88,866,104	\$ 88,866,104	5.0%
Sales Tax	\$ 21,240,265	\$ 22,470,520	\$ 23,549,741	\$ 24,302,454	8.2%
Other Taxes	\$ 487,454	\$ 477,500	\$ 570,000	\$ 570,000	19.4%
Federal	\$ 11,547,804	\$ 13,468,336	\$ 13,979,570	\$ 13,992,470	3.9%
State	\$ 6,996,566	\$ 7,369,272	\$ 8,129,779	\$ 8,132,703	10.4%
Federal & State	\$ 10,825,460	\$ 11,364,444	\$ 11,121,842	\$ 11,157,317	-1.8%
Local	\$ 5,665,210	\$ 6,558,041	\$ 6,220,716	\$ 6,003,940	-8.4%
Permits & Fees	\$ 13,485,602	\$ 13,253,516	\$ 12,487,000	\$ 12,723,194	-4.0%
Miscellaneous	\$ 2,365,634	\$ 2,050,715	\$ 2,212,919	\$ 2,223,384	8.4%
Fund Balance	\$ -	\$ 6,245,624	\$ 12,273,222	\$ 5,994,343	-4.0%
Transfers Between Funds	\$ 176,366	\$ 69,268	\$ 300,000	\$ 550,000	694.0%
Fines & Forfeitures	\$ 494,298	\$ 732,750	\$ 537,329	\$ 612,525	-16.4%
Other Sources	\$ 1,849,909	\$ 8,924,295	\$ 9,387,025	\$ 9,387,025	5.2%
	\$ 163,690,687	\$ 177,595,263	\$ 189,635,247	\$ 184,515,459	3.9%
OTHER GENERAL FUND TYPES					
Local	\$ 141,000	\$ 170,000	\$ 196,000	\$ 196,000	15.3%
Permits & Fees	\$ 8,508	\$ 9,500	\$ 12,000	\$ 12,000	26.3%
Miscellaneous	\$ 305,175	\$ 85,000	\$ 75,650	\$ 75,650	-11.0%
Fund Balance		\$ 269,273	\$ 160,200	\$ 150,000	-44.3%
Transfers Between Funds	\$ 2,134,851	\$ 2,091,263	\$ 2,869,098	\$ 2,095,829	0.2%
Other Sources	\$ 1,656,109	\$ 1,687,000	\$ 1,697,264	\$ 1,765,000	4.6%
	\$ 4,245,643	\$ 4,312,036	\$ 5,010,212	\$ 4,294,479	-0.4%
SPECIAL REVENUE FUNDS					
Prior Year Tax	\$ 1,067,200	\$ 1,067,200	\$ 1,050,525	\$ 1,050,525	-1.6%
Fire Protection Service District	\$ 4,970,647	\$ 5,149,910	\$ 5,526,236	\$ 5,376,052	4.4%
Federal	\$ 177,122	\$ -	\$ -	\$ -	0.0%
State	\$ 513,604	\$ 436,843	\$ 417,563	\$ 416,073	-4.8%
Federal & State	\$ -	\$ -	\$ -	\$ -	0.0%
Local	\$ -	\$ -	\$ -	\$ -	0.0%
Miscellaneous	\$ 116,149	\$ 17,500	\$ 1,500	\$ 1,500	-91.4%
Fund Balance		\$ 289,889	\$ 585,662	\$ 2,789,405	862.2%
Transfers Between Funds	\$ 25,348	\$ -	\$ -	\$ -	0.0%
	\$ 6,870,070	\$ 6,961,342	\$ 7,581,486	\$ 9,633,555	38.4%



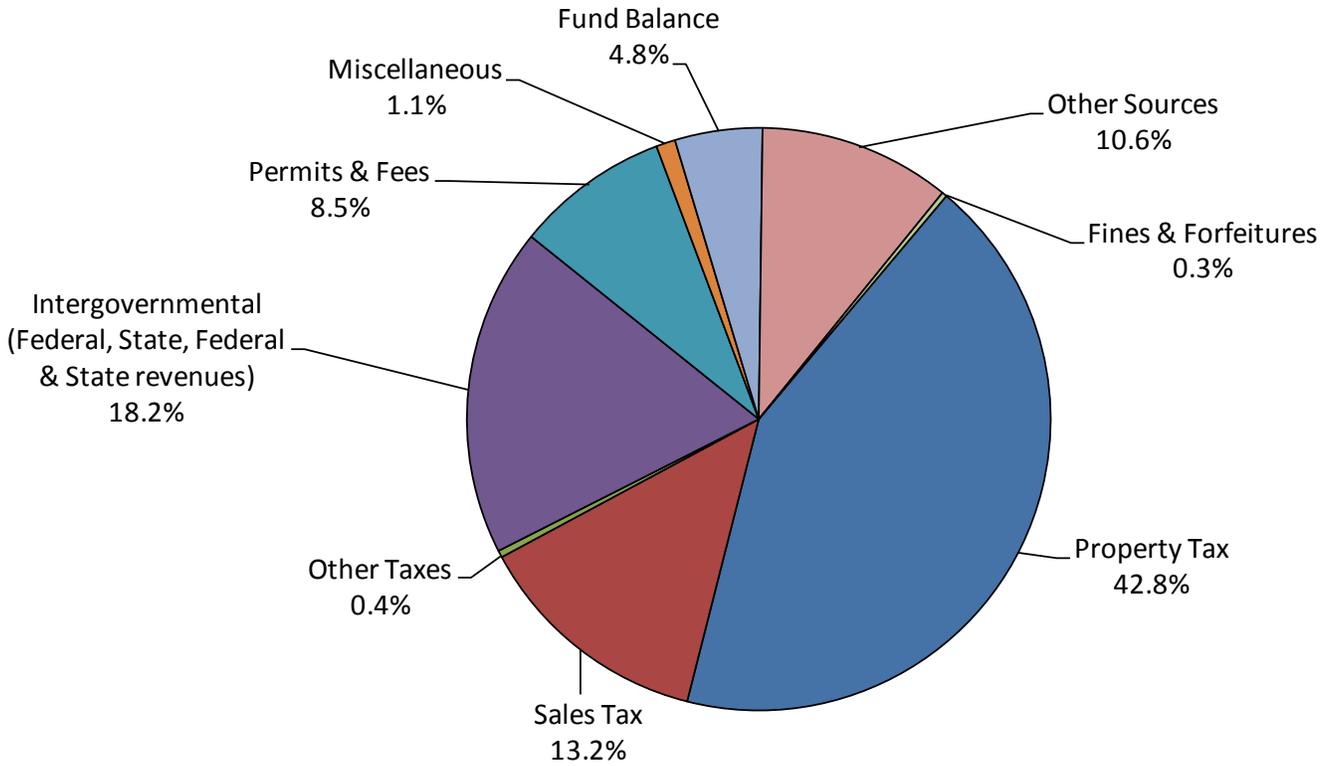
REVENUES & EXPENDITURES SUMMARY

REVENUE SUMMARY

	Actual 2013/14	Current 2014/15	Requested 2015/16	Approved 2015/16	% Change
CAPITAL PROJECT FUNDS					
Sales Tax	\$ 6,787,102	\$ 5,567,664	\$ 4,354,182	\$ 5,054,536	-9.2%
Federal	\$ 294,725	\$ 100,000	\$ 325,000	\$ 325,000	225.0%
State	\$ 748,120	\$ -	\$ -	\$ -	0.0%
Local	\$ 345,926	\$ -	\$ 325,000	\$ 325,000	0.0%
Miscellaneous	\$ 886,414	\$ -	\$ -	\$ -	0.0%
Fund Balance	\$ -	\$ 3,966,003	\$ 15,000	\$ 499,646	0.0%
Transfers Between Funds	\$ 6,016,717	\$ 5,960,358	\$ 16,209,400	\$ 8,614,418	44.5%
Other Sources	\$ 22,286,054	\$ 2,000,000	\$ 12,490,000	\$ 12,490,000	524.5%
	\$ 37,365,058	\$ 17,594,025	\$ 33,718,582	\$ 27,308,600	55.2%
ENTERPRISE FUNDS					
Sales Tax	\$ 1,359,558	\$ -	\$ 1,436,405	\$ -	0.0%
Other Taxes	\$ 297,543	\$ 249,000	\$ 284,000	\$ 284,000	0.0%
State	\$ 45,897	\$ 43,000	\$ 43,000	\$ 43,000	0.0%
State & Federal	\$ 66,464	\$ -	\$ -	\$ -	0.0%
Local	\$ -	\$ -	\$ 3,000	\$ 3,000	100.0%
Permits & Fees	\$ 6,352,714	\$ 6,208,079	\$ 6,232,198	\$ 6,232,198	0.4%
Miscellaneous	\$ 407,786	\$ 69,900	\$ 66,900	\$ 66,900	-4.3%
Fund Balance	\$ -	\$ 1,666,674	\$ 1,631,504	\$ 1,539,782	-7.6%
Transfers Between Funds	\$ 1,565	\$ -	\$ -	\$ 1,575,000	0.0%
Other Sources	\$ -	\$ -	\$ -	\$ -	0.0%
	\$ 8,531,527	\$ 8,236,653	\$ 9,697,007	\$ 9,743,880	18.3%
TOTAL	\$ 220,702,985	\$ 214,699,319	\$ 245,642,534	\$ 235,495,973	9.7%



**2015/16 Revenues
Excluding Interfund Transfers
(Amounts are rounded to the nearest decimal point)**





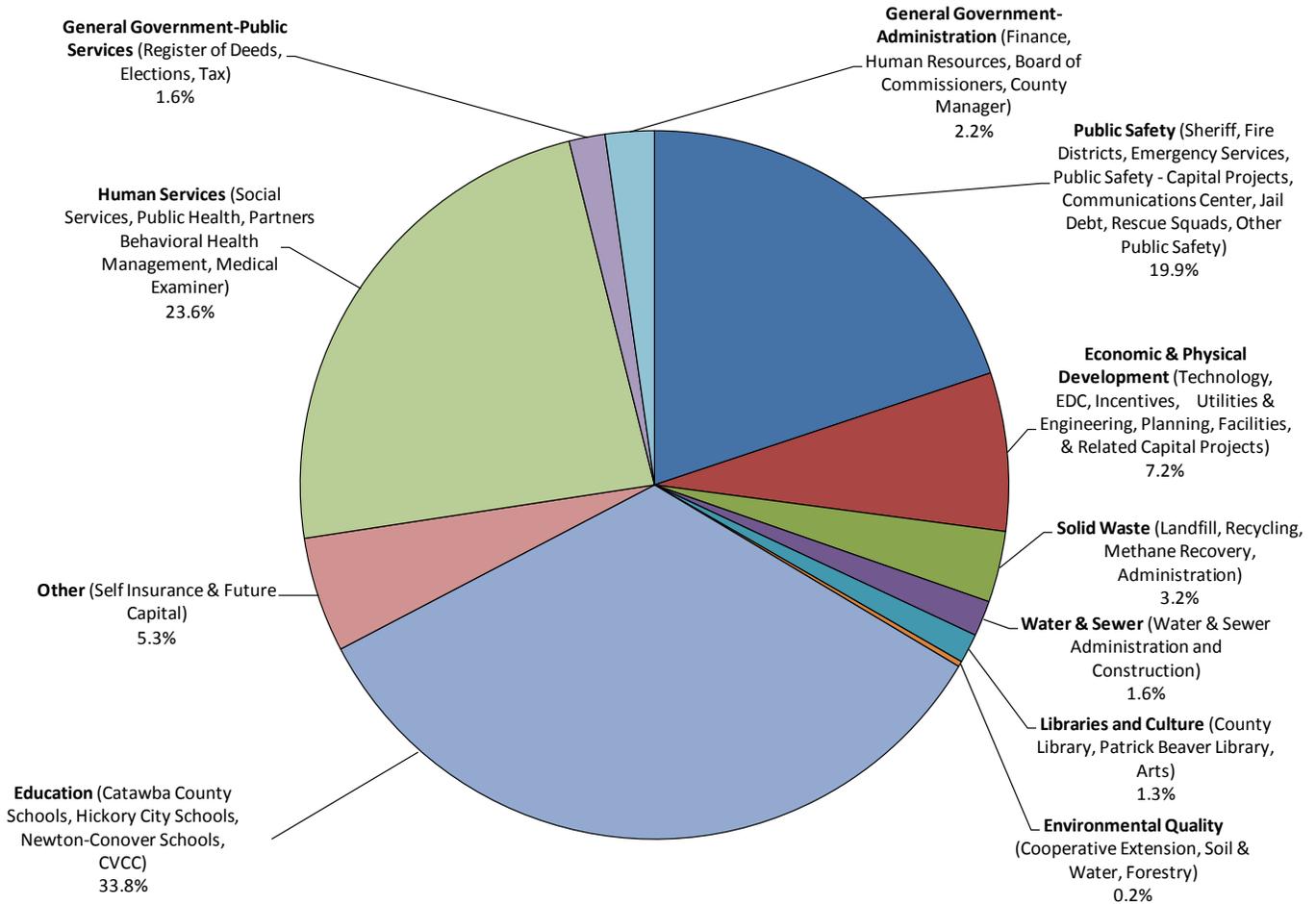
REVENUES & EXPENDITURES SUMMARY

EXPENDITURE SUMMARY

	Actual 2013/14	Current 2014/15	Requested 2015/16	Approved 2015/16	% Change
GENERAL FUND					
General Government	\$ 7,427,444	\$ 7,532,405	\$ 7,845,782	\$ 8,181,300	8.6%
Transfers to Other Funds	\$ 6,531,279	\$ 7,301,621	\$ 17,479,498	\$ 10,686,247	46.4%
Public Safety	\$ 25,609,617	\$ 27,329,233	\$ 28,005,450	\$ 28,416,758	4.0%
Environmental Quality	\$ 461,359	\$ 674,587	\$ 568,340	\$ 552,940	-18.0%
Economic & Physical Development	\$ 13,570,873	\$ 14,336,237	\$ 14,995,908	\$ 15,276,817	6.6%
Human Services	\$ 47,114,594	\$ 51,810,225	\$ 52,020,890	\$ 52,406,818	1.2%
Schools Current Expense	\$ 40,004,060	\$ 40,597,625	\$ 40,518,039	\$ 40,851,797	0.6%
Libraries & Culture	\$ 2,769,132	\$ 2,917,125	\$ 3,038,235	\$ 2,979,677	2.1%
Debt Service	\$ 20,477,816	\$ 25,096,205	\$ 25,163,105	\$ 25,163,105	0.3%
	\$ 163,966,174	\$ 177,595,263	\$ 189,635,247	\$ 184,515,459	3.9%
OTHER GENERAL FUND TYPES					
Self Insurance Fund	\$ 3,578,411	\$ 3,752,400	\$ 4,566,849	\$ 3,844,500	2.5%
Reappraisal Fund	\$ 374,366	\$ 413,554	\$ 367,713	\$ 374,329	-9.5%
Register of Deeds Automation & Preservation	\$ 82,122	\$ 146,082	\$ 75,650	\$ 75,650	-48.2%
Capital Reserve Fund	\$ -	\$ -	\$ -	\$ -	0.0%
	\$4,034,899	\$ 4,312,036	\$5,010,212	\$4,294,479	-0.4%
SPECIAL REVENUE FUNDS					
Emergency Telephone System Fund	\$ 383,345	\$ 556,469	\$ 560,217	\$ 2,512,470	351.5%
Citizens' Alert System	\$ 57,773	\$ 19,268	\$ -	\$ -	-100.0%
Narcotics Seized Fund	\$ 15,786	\$ 34,000	\$ 26,000	\$ 26,000	-23.5%
Hospital Reserve Fund	\$ -	\$ -	\$ 250,000	\$ 500,000	100.0%
Rescue Squads Fund	\$ 1,171,437	\$ 1,067,200	\$ 1,050,525	\$ 1,050,525	-1.6%
Library Endowment Fund	\$ -	\$ 50,000	\$ 15,000	\$ 15,000	0.0%
Gretchen Peed Scholarship Fund	\$ -	\$ 1,500	\$ 1,500	\$ 1,500	0.0%
Parks/Historic Preservation Trust Fund	\$ 26,130	\$ -	\$ 49,000	\$ 49,000	0.0%
Community Development Fund	\$ 138,426	\$ -	\$ -	\$ -	0.0%
Fire Protection Service District Funds	\$ 4,692,177	\$ 5,232,905	\$ 5,629,244	\$ 5,479,060	4.7%
	\$6,485,074	\$ 6,961,342	\$ 7,581,486	\$ 9,633,555	38.4%
CAPITAL PROJECT FUNDS					
General Capital Projects	\$ 11,503,124	\$ 2,168,750	\$ 4,181,441	\$ 4,034,710	86.0%
Schools' Capital Fund	\$ 4,322,880	\$ 5,687,662	\$ 10,812,988	\$ 5,039,737	-11.4%
Schools' Construction Fund	\$ 17,566,146	\$ 5,185,358	\$ 15,584,153	\$ 15,584,153	200.5%
School Bond Projects Fund	\$ 69,507	\$ -	\$ -	\$ -	0.0%
Water & Sewer Capital Fund	\$ 5,262,083	\$ 3,802,255	\$ 1,590,000	\$ 1,100,000	-71.1%
Solid Waste Capital	\$ 45,231	\$ 750,000	\$ 1,550,000	\$ 1,550,000	0.0%
	\$38,768,971	\$ 17,594,025	\$33,718,582	\$ 27,308,600	55.2%
ENTERPRISE FUND					
Solid Waste	\$ 6,671,691	\$ 5,952,979	\$ 7,182,215	\$ 7,227,020	21.4%
Water and Sewer	\$ (3,649,235)	\$ 2,283,674	\$ 2,514,792	\$ 2,516,860	10.2%
	\$ 3,022,456	\$ 8,236,653	\$ 9,697,007	\$ 9,743,880	18.3%
TOTAL	\$ 216,277,574	\$ 214,699,319	\$ 245,642,534	\$ 235,495,973	9.7%

Note: General Fund increase is only 2.17 percent when CVMC debt (pass-through only) and transfers are excluded.

**2015/16 Expenditures
Excluding Interfund Transfers
(Amounts are rounded to the nearest decimal point)**

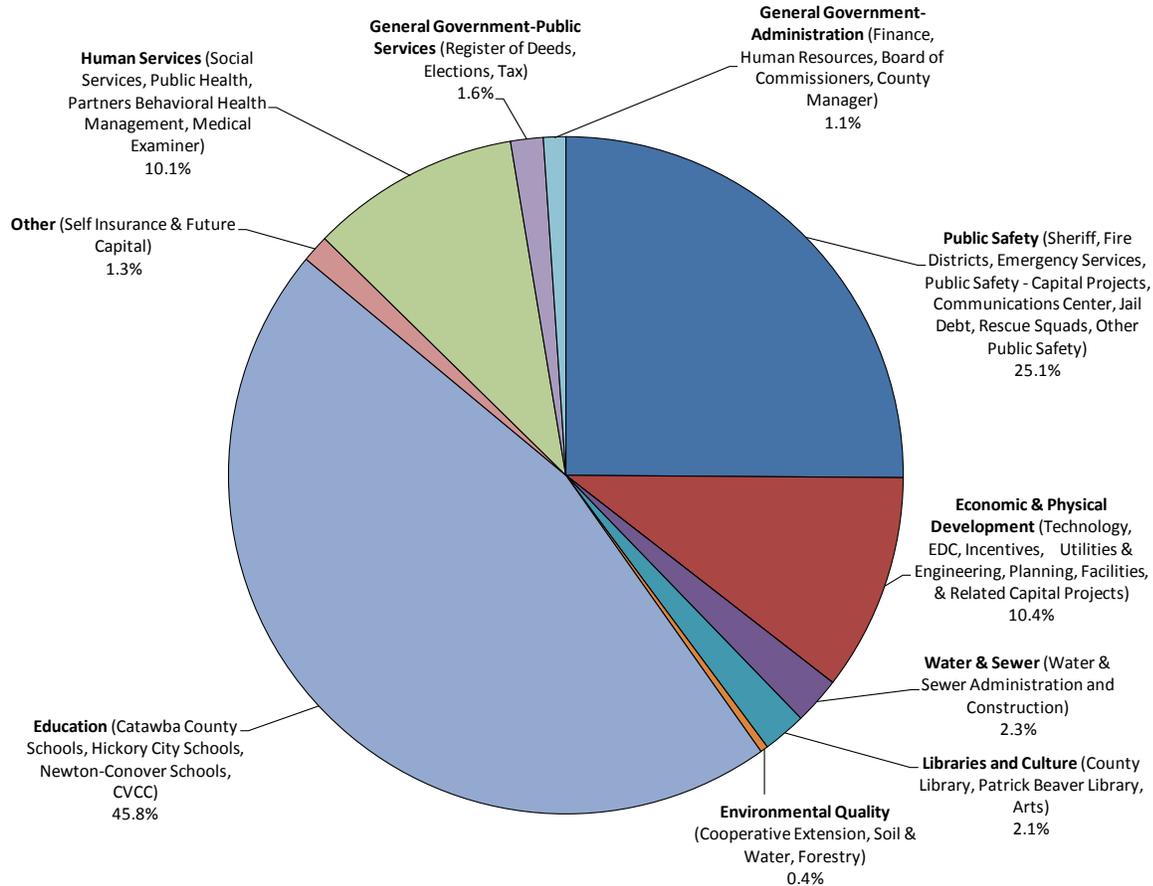


REVENUES & EXPENDITURES SUMMARY

2015/16 Expenditures Local Funds

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

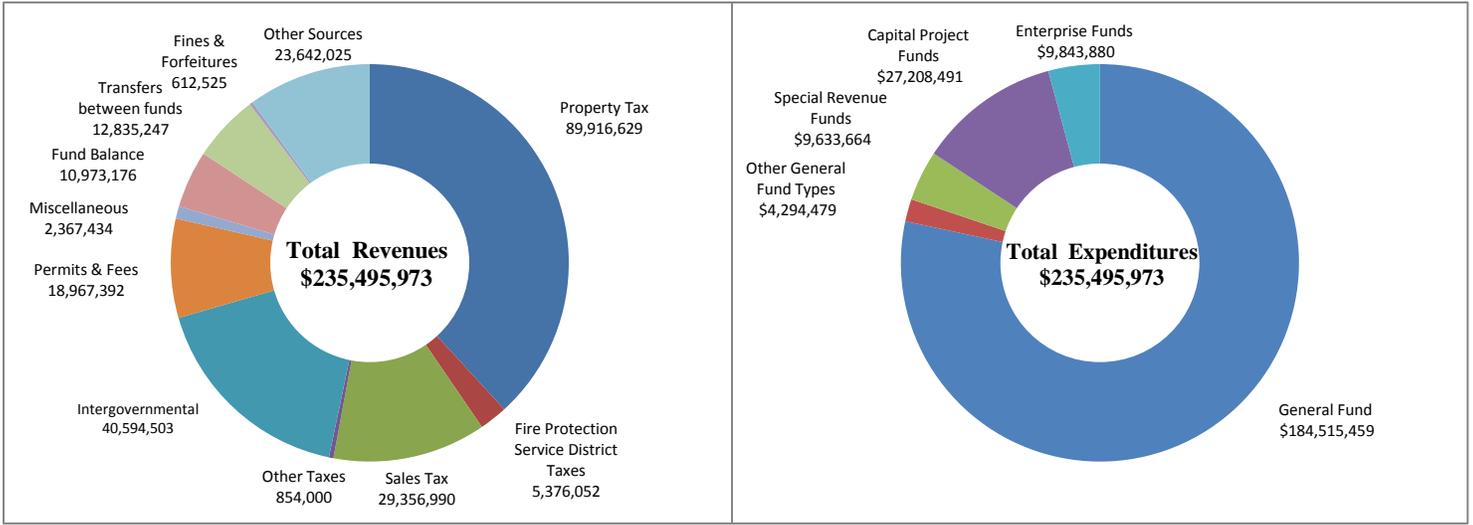
This graph represents how local funds are allocated. Human Services departments receive significant revenue from sources other than the County. As a result, the previous pie chart, which represents all sources of funding, shows Human Services funding almost equal to Education. However, when only County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



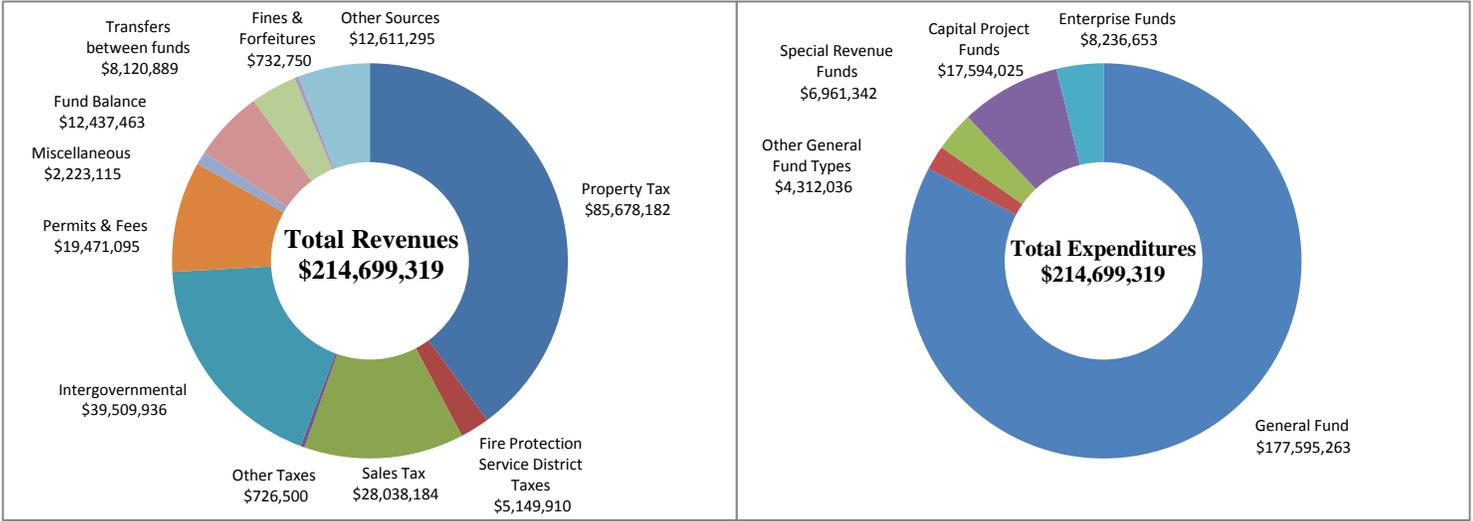
REVENUES & EXPENDITURES SUMMARY

Total Budgeted Revenues and Expenditures

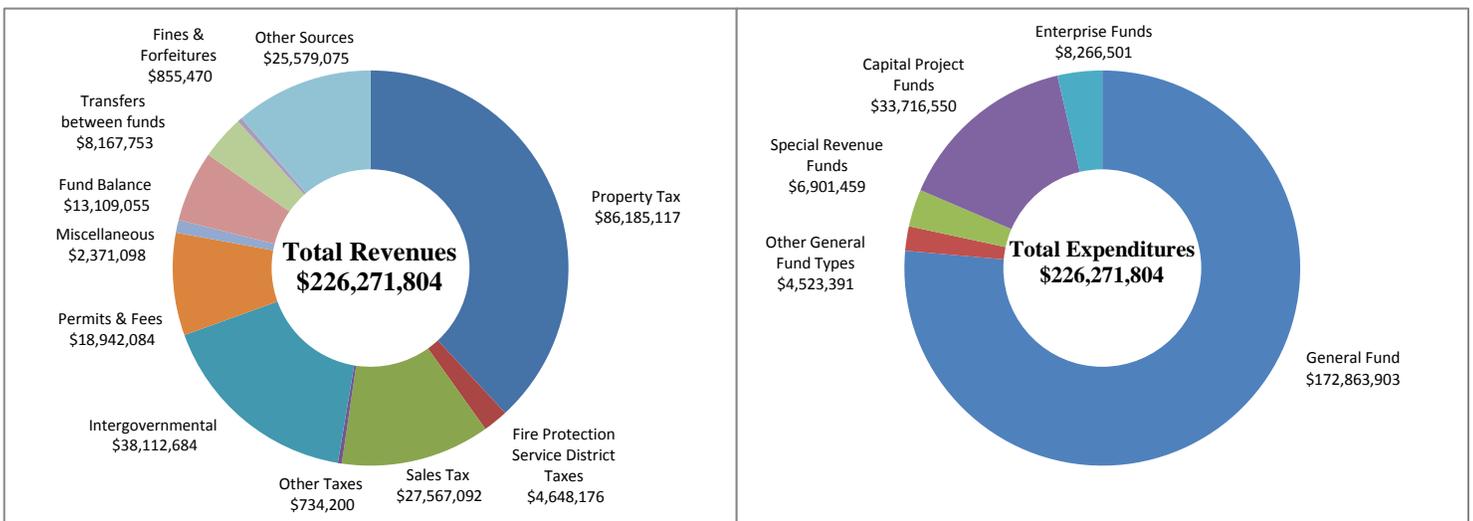
Fiscal Year 2015/16



Fiscal Year 2014/15



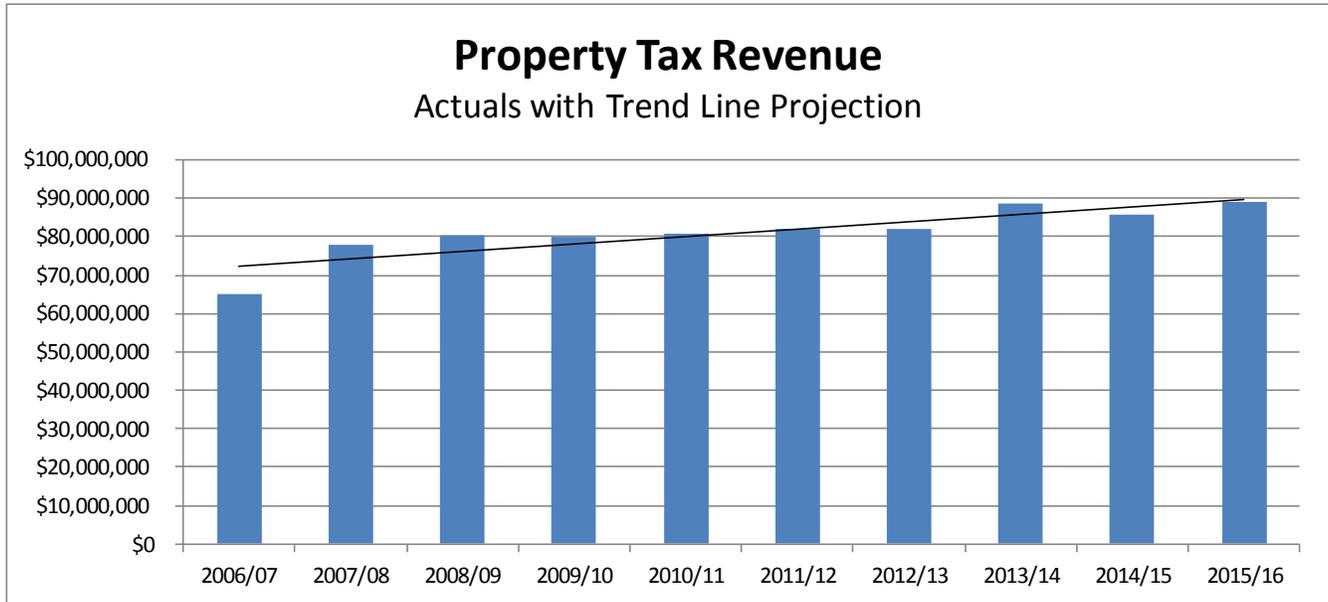
Fiscal Year 2013/14



MAJOR REVENUE SOURCES (Actuals and Trends)

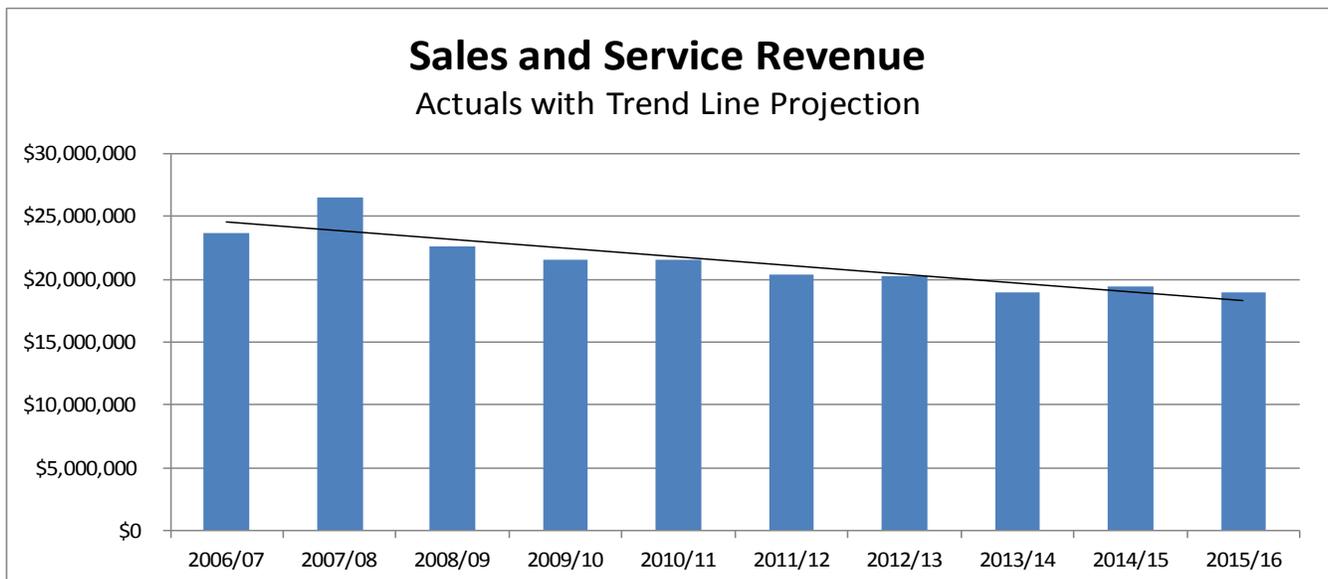
Property Tax

A tax levied by the Board of Commissioners against real and personal property. Once every four years, the County Tax Assessor must reevaluate the real property in the County. The County tax rate is \$0.575 per \$100 of valuation. Property Tax estimates for Fiscal Year 2015/16 are based on a decrease in property values of 5.88 percent. Fiscal Year 2015/16 budgeted property tax is \$88,866,104.



Sales and Service

Revenue from sales and service includes funds received from Medicaid reimbursement, user fees, and assessments to municipalities for items such as elections, GIS, or planning studies. The largest revenues in this category include Ambulance Charges (\$5,082,066), Landfill User Fees (\$3,960,000), Home Health Fees (\$2,704,343), Building Permits (\$1,189,100), Recording of Legal Instruments (\$420,000), and Environmental Health Fees (\$265,000).

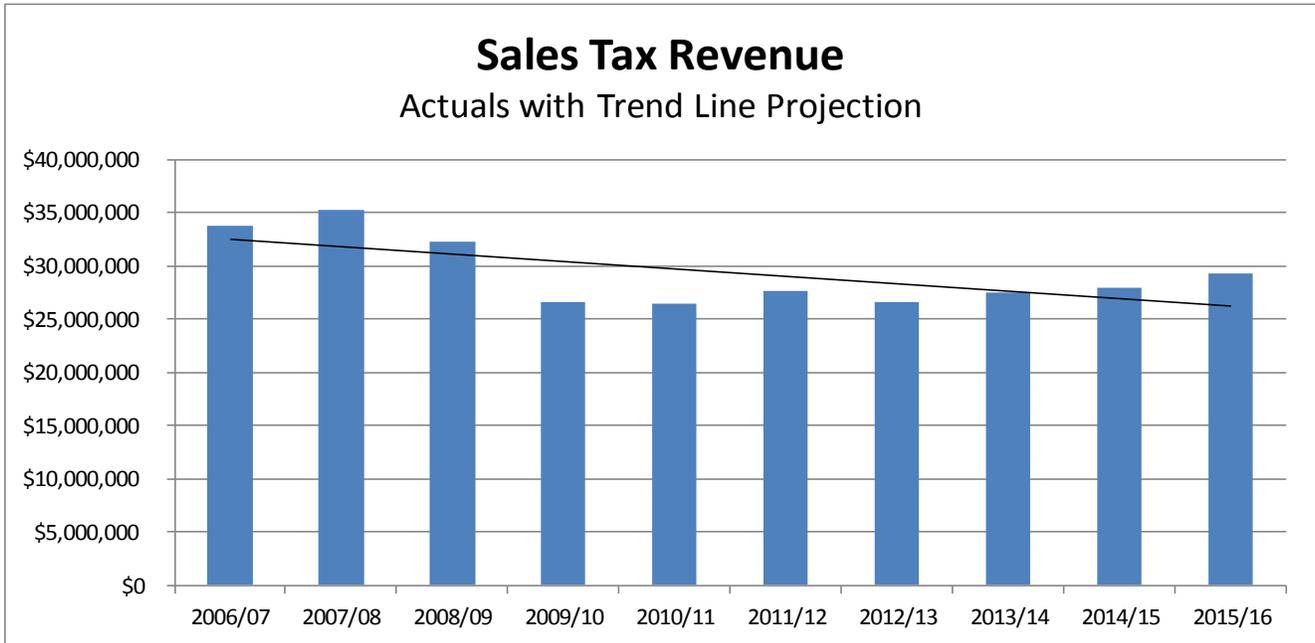


REVENUE TRENDS



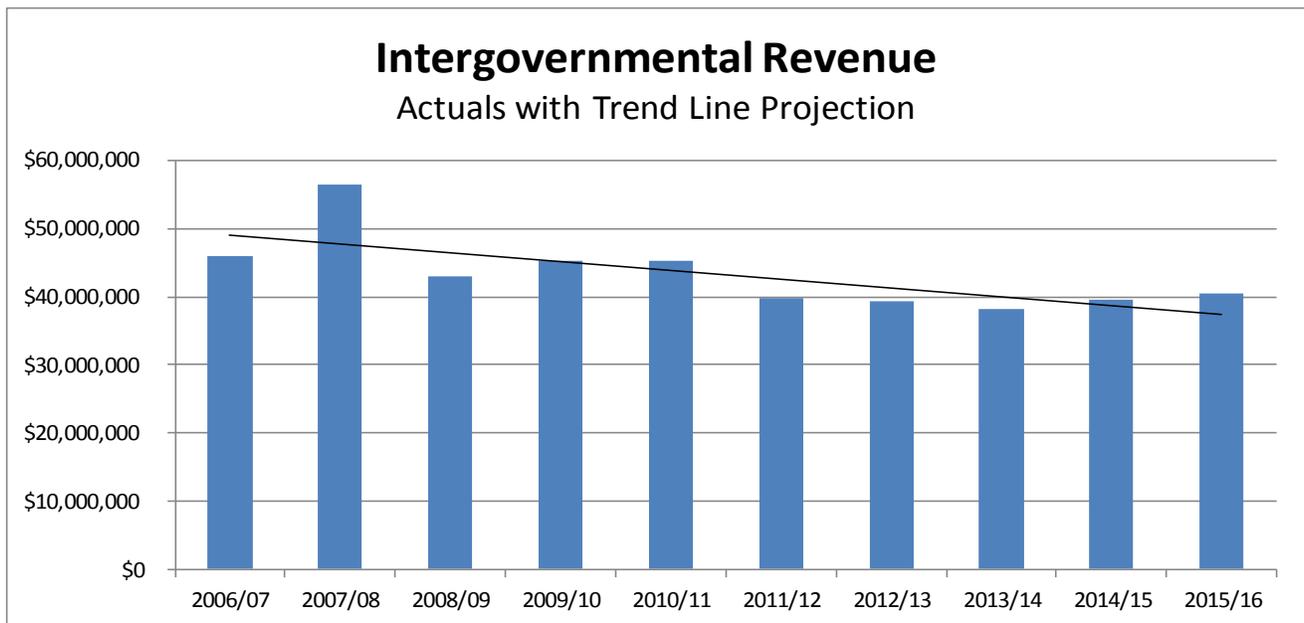
Sales Tax

The sales tax levied by the County, collected by the State, and then returned to the County. Sales Tax revenue is directly related to an economy's growth or decline. Sales Tax estimates include a 2 percent increase for Fiscal Year 2015/16.



Inter-governmental

Revenues received from the State and Federal government. Most of these revenues are tied to programs that the State or Federal Agency has ordered the County to implement, such as human service programs. Some of the largest revenues in this category include Schools' Lottery Funds (\$1,700,000), 911 Reimbursement (\$354,459), Cable TV Reimbursement (\$600,000), Beer & Wine Tax (\$350,000), Smart Start Funding (\$1,670,551), Work First Grant (\$1,396,536), and Medicaid Administration (\$1,195,554).



LONG-TERM FINANCIAL PLANNING

The budget establishes a property tax rate of \$0.575 for every \$100 of valuation that it plans to hold constant for four years--until the next revaluation cycle in 2019. The County began preparing an eight-year Service and Capital Improvement Plan (CIP) in 2007 to anticipate and plan for future capital expenditures, which is updated on an annual basis. This rate will enable the County to address significant service expansion and capital pressures, important to maintaining the quality of life the community has grown accustomed to and ensure the



County does not fall behind in providing basic services including maintaining an 8-minute average EMS response time, improving case management and clearance rates of criminal cases, reinstating a 6-day per week operating schedule for all County Parks, and increasing investment in education. As of July 1, 2015, \$108.78 million in capital needs are forecasted over the next eight years, which includes approximately \$55.99 million in school and community college construction needs and a \$17 million jail expansion. Additionally the County has planned for operating costs for the new Justice Public Safety Center and debt/operating costs for the jail expansion. All of these pressures are discussed in detail in the [budget message](#).

It is the County's responsibility to house all inmates as required by state law and the justice system. The County experienced a surge in inmate population beginning in mid-2012 (an 18.4 percent increase in Fiscal Year 2012/13, with an additional 7.3 percent in Fiscal Year 2013/14 for Catawba). The Catawba County Detention Center was designed with this in mind, with the capacity to readily expand the existing design by 256 beds in anticipation of future expansion needs. Since the last jail expansion, Catawba County has been renting a limited number of beds to the federal government at the Newton jail and banking the proceeds to help fund the expansion and reduce total costs to taxpayers. To date, \$2.38 million has been set aside, with an additional \$650,000 planned in Fiscal Year 2015/16. The County's foresight in setting these funds aside will result in \$1.23 million in savings to citizens through interest cost avoidance, based upon the fact that the County will have to borrow almost \$3 million less. The budget also includes dedication of 1.5 cents on the tax rate toward the jail expansion, planned in Fiscal Year 2017/18.



As the county continues to grow, planning for infrastructure is essential to encouraging orderly economic development, preventing urban sprawl, and accommodating that growth in adequate facilities. In 2007, the county adopted a new ¼ cent sales tax, approved overwhelmingly by local referendum, which is currently providing approximately \$4.5 million a year in revenue to keep up with growth in the County without relying solely on the property tax. Most of these funds are being used to expand the County's Justice Center, a \$42 million construction project currently underway. The new center will house new courtrooms (a county responsibility), the Emergency Services department, a new 911 Communication Center, and the Emergency Operations Center (EOC). Construction is scheduled to be complete at the end of calendar year 2016.

The remaining sales tax revenues are being used primarily for economic development, education, and water and sewer needs in the county. The Board of Commissioners also continued a policy of setting aside funds, one cent on the property tax rate or \$1.575 million and \$700,354 in sales tax revenues in Fiscal Year 2015/16, to be used

LONG-TERM PLANNING



for strategic water and sewer projects throughout the county. These funds will fund approximately \$38 million in water and sewer needs identified over the next eight years.



Catawba County is committed to education and recognizes the linkage between this and a well trained workforce. To pay for the school and community college projects, the Catawba County Board of Commissioners continues their practice for a four-year funding cycle in Fiscal Year 2015/16 by dedicating three cents of the property tax rate, equal to approximately \$4.725 million,

in addition to pledging the amount of school/community college debt retired each year towards new construction. This provides funding for \$55.99 million in new construction needs over the next four years for all three school systems and CVCC.

Another long-term initiative by the County is to improve the educational attainment of the region, which is directly linked to workforce development efforts. Catawba County continues to commit almost 46 cents of every local dollar towards education, which has funded several efforts over the years such as increasing local teacher supplements, helping to attract and retain the best and brightest teachers in the County and funding much needed technology updates for all three school systems to help foster a positive learning environment for our children. These efforts seem to be paying off as evidenced by the latest year-end results for the school systems. Catawba County Schools ended the graduation rate for students who graduated in four years. Hickory Public Schools posted an 83.9 percent rate, and Newton-Conover Schools ended the year higher or equal to 2013/14 school year with a 90.8 percent rate, all three districts achieved a 92.5 percent rate, the State of North Carolina average of 83.9 percent.



Finally, the County continues to support higher education initiatives in the region. The Hickory Metro Higher Education Center (HMHEC) was created through a partnership with Catawba County, the City of Hickory, Catawba Valley Community College, Lenoir-Rhyne University and Appalachian State University (ASU). Since opening, HMHEC has experience to the area that serves

credit certificate courses, research and specialized workforce training. In 2009, the Appalachian State University Greater Hickory Partnership was established between Appalachian State University and the three community colleges in the Hickory-Lenoir-Morganton region. The partnership coordinates delivery of Appalachian's off-campus degree programs in four regional centers: the ASU Center at Hickory and the North Carolina Center of Engineering Technologies (NCCET) in Catawba County, the ASU Center at Burke and the ASU Center at Caldwell.

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

Four-year revenue and expense projections are included.

4-Year Revenue Summary Projection

	Approved 2015/16	Projected 2016/17	Projected 2017/18	Projected 2018/19
GENERAL FUND				
Property Tax	\$ 88,866,104	\$ 90,643,426	\$ 92,456,295	\$ 94,305,421
Sales Tax	\$ 24,302,454	\$ 25,611,069	\$ 26,379,401	\$ 27,170,783
Other Taxes	\$ 570,000	\$ 575,700	\$ 581,457	\$ 587,272
Federal	\$ 13,992,470	\$ 14,132,395	\$ 14,273,719	\$ 14,416,456
State	\$ 8,132,703	\$ 8,214,030	\$ 8,296,170	\$ 8,379,132
Federal & State	\$ 11,157,317	\$ 11,268,890	\$ 11,381,579	\$ 11,495,395
Local	\$ 6,003,940	\$ 6,063,979	\$ 6,124,619	\$ 6,185,865
Permits & Fees	\$ 12,723,194	\$ 12,914,042	\$ 13,107,753	\$ 13,304,369
Miscellaneous	\$ 2,223,384	\$ 2,267,852	\$ 2,313,209	\$ 2,359,473
Fund Balance	\$ 5,994,343	\$ 5,397,191	\$ 5,871,398	\$ 5,471,898
Transfers Between Funds	\$ 550,000	\$ 550,000	\$ 1,557,200	\$ 2,036,084
Fines & Forfeitures	\$ 612,525	\$ 612,525	\$ 612,525	\$ 612,525
Other Sources	\$ 9,387,025	\$ 9,387,025	\$ 9,387,025	\$ 9,387,025
	\$ 184,515,459	\$ 187,638,124	\$ 192,342,350	\$ 195,711,698
OTHER GENERAL FUND TYPES				
Local	\$ 196,000	\$ 196,000	\$ 196,000	\$ 196,000
Permits & Fees	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000
Miscellaneous	\$ 75,650	\$ 75,650	\$ 75,650	\$ 75,650
Fund Balance	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
Transfers Between Funds	\$ 2,095,829	\$ 2,159,112	\$ 2,223,344	\$ 2,288,540
Other Sources	\$ 1,765,000	\$ 1,765,000	\$ 1,765,000	\$ 1,765,000
	\$ 4,294,479	\$ 4,357,762	\$ 4,421,994	\$ 4,487,190
SPECIAL REVENUE FUNDS				
Prior Year-Property Tax	\$ 1,050,525	\$ 1,071,536	\$ 1,092,967	\$ 1,114,826
Fire Protection Service District	\$ 5,376,052	\$ 5,483,573	\$ 5,593,244	\$ 5,705,109
Federal	\$ -	\$ -	\$ -	\$ -
State	\$ 416,073	\$ 571,018	\$ 571,144	\$ 571,146
Federal & State	\$ -	\$ -	\$ -	\$ -
Local	\$ -	\$ -	\$ -	\$ -
Miscellaneous	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
Fund Balance	\$ 2,789,405	\$ 541,000	\$ 541,000	\$ 541,000
Transfers Between Funds	\$ -	\$ -	\$ -	\$ -
	\$ 9,633,555	\$ 7,668,627	\$ 7,799,855	\$ 7,933,581



4-Year Revenue Summary Projection

	Approved 2015/16	Projected 2016/17	Projected 2017/18	Projected 2018/19
CAPITAL PROJECT FUNDS				
Sales Tax	\$ 5,054,536	\$ 5,206,172	\$ 5,362,357	\$ 5,523,228
Federal	\$ 325,000	\$ 325,000	\$ -	\$ -
State	\$ -	\$ -	\$ 235,000	\$ 450,000
Local	\$ 325,000	\$ 325,000	\$ -	\$ -
Miscellaneous	\$ -	\$ -	\$ 230,000	\$ 480,000
Fund Balance	\$ 499,646	\$ 1,731,534	\$ 1,601,140	\$ 1,783,548
Transfers Between Funds	\$ 8,614,418	\$ 8,920,012	\$ 5,474,554	\$ 5,724,634
Other Sources	\$ 12,490,000	\$ 22,965,000	\$ 28,781,005	\$ -
	\$ 27,308,600	\$ 39,472,718	\$ 41,684,056	\$ 13,961,410
ENTERPRISE FUNDS				
Sales Tax	\$ -	\$ -	\$ -	\$ -
Other Taxes	\$ 284,000	\$ 284,000	\$ 284,000	\$ 284,000
State	\$ 43,000	\$ 43,000	\$ 43,000	\$ 43,000
State & Federal	\$ -	\$ -	\$ -	\$ -
Local	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
Permits & Fees	\$ 6,232,198	\$ 6,993,065	\$ 6,977,352	\$ 6,974,150
Miscellaneous	\$ 66,900	\$ 66,900	\$ 66,900	\$ 66,900
Fund Balance	\$ 1,539,782	\$ 481,956	\$ 761,993	\$ 930,612
Transfers Between Funds	\$ 1,575,000	\$ 1,606,500	\$ 1,638,630	\$ 1,671,403
Other Sources	\$ -	\$ -	\$ -	\$ -
	\$ 9,743,880	\$ 9,478,421	\$ 9,774,875	\$ 9,973,065
TOTAL	\$ 235,495,973	\$ 248,615,652	\$ 256,023,130	\$ 232,066,944

4-Year Expense Summary Projection

	Approved 2015/16	Projected 2016/17	Projected 2017/18	Projected 2018/19
GENERAL FUND				
General Government	\$ 8,181,300	\$ 8,304,020	\$ 8,428,580	\$ 8,555,009
Transfers to Other Funds	\$ 10,686,247	\$ 11,017,412	\$ 9,663,030	\$ 7,781,937
Public Safety	\$ 28,416,758	\$ 29,094,259	\$ 29,849,423	\$ 30,297,164
Environmental Quality	\$ 552,940	\$ 561,234	\$ 569,653	\$ 578,198
Economic & Physical Development	\$ 15,276,817	\$ 16,005,969	\$ 16,246,059	\$ 16,489,750
Human Services	\$ 52,406,818	\$ 53,192,920	\$ 53,990,814	\$ 54,800,676
Schools Current Expense	\$ 40,851,797	\$ 41,464,574	\$ 42,086,543	\$ 42,717,841
Libraries & Culture	\$ 2,979,677	\$ 3,024,372	\$ 3,069,738	\$ 3,115,784
Debt Service	\$ 25,163,105	\$ 24,973,475	\$ 28,438,620	\$ 31,375,449
	\$ 184,515,459	\$ 187,638,235	\$ 192,342,460	\$ 195,711,808
OTHER GENERAL FUND TYPES				
Self Insurance Fund	\$ 3,844,500	\$ 3,902,168	\$ 3,960,701	\$ 4,020,112
Reappraisal Fund	\$ 374,329	\$ 379,944	\$ 385,643	\$ 391,428
Register of Deeds Automation & Preservation	\$ 75,650	\$ 75,650	\$ 75,650	\$ 75,650
Capital Reserve Fund	\$ -	\$ -	\$ -	\$ -
	\$ 4,294,479	\$ 4,357,762	\$ 4,421,994	\$ 4,487,190
SPECIAL REVENUE FUNDS				
Emergency Telephone System Fund	\$ 2,512,470	\$ 570,907	\$ 571,034	\$ 571,036
Citizens' Alert System	\$ -	\$ -	\$ -	\$ -
Narcotics Seized Fund	\$ 26,000	\$ 26,000	\$ 26,000	\$ 26,000
Hospital Construction Fund	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
Rescue Squads Fund	\$ 1,050,525	\$ 1,071,536	\$ 1,092,967	\$ 1,114,826
Library Endowment Fund	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
Gretchen Peed Scholarship Fund	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
Parks/Historic Preservation Trust Fund	\$ 49,000	\$ -	\$ -	\$ -
Community Development Fund	\$ -	\$ -	\$ -	\$ -
Fire Protection Service District Funds	\$ 5,479,060	\$ 5,483,573	\$ 5,593,244	\$ 5,705,109
	\$ 9,633,555	\$ 7,668,516	\$ 7,799,745	\$ 7,933,471
CAPITAL PROJECT FUNDS				
General Capital Projects	\$ 4,034,710	\$ 4,033,966	\$ 9,798,497	\$ 1,689,317
Schools' Capital Fund	\$ 5,039,737	\$ 5,087,929	\$ 5,240,567	\$ 5,397,784
Schools' Construction Fund	\$ 15,584,153	\$ 26,248,823	\$ 22,621,992	\$ 2,615,309
School Bond Projects Fund	\$ -	\$ -	\$ -	\$ -
Water & Sewer Capital Fund	\$ 1,100,000	\$ 2,552,000	\$ 2,473,000	\$ 2,709,000
Solid Waste Capital	\$ 1,550,000	\$ 1,550,000	\$ 1,550,000	\$ 1,550,000
	\$ 27,308,600	\$ 39,472,718	\$ 41,684,056	\$ 13,961,410
ENTERPRISE FUND				
Solid Waste	\$ 7,227,020	\$ 6,704,734	\$ 7,017,587	\$ 7,231,955
Water & Sewer	\$ 2,516,860	\$ 2,773,687	\$ 2,757,288	\$ 2,741,110
	\$ 9,743,880	\$ 9,478,421	\$ 9,774,875	\$ 9,973,065
TOTAL	\$ 235,495,973	\$ 248,615,652	\$ 256,023,130	\$ 232,066,944

FUND BALANCE



General Fund

The General Fund is the principal fund used to account for the provision of governmental services. This fund summarizes the financial transactions of functional services, based on departmental operations, except for those transactions that must be accounted for separately in other funds. General Fund (and like Funds) Fund Balance at the end of Fiscal Year 2014 was \$35,133,485 or 21 percent of General Fund expenditures for that fiscal year. The Fiscal Year 2015/16 budget appropriates \$5,994,343 in fund balance to help finance County operations and schools' annual capital projects. Additionally, \$150,000 fund balance is appropriated in the General Fund Like Funds. This is sustainable while remaining above the minimum County goal of 16 percent and the Local Government Commission recommendation of 8 percent.

General Fund (and like Funds)	Act. 6/30/2014	Est. 06/30/15	Appropriated	
			FY 2015/16	Est. 06/30/16
General Fund (110)	32,275,361	35,000,000	\$5,994,343	33,000,000
Self Insurance Fund (115)	2,604,581	2,400,000	150,000	2,250,000
Reappraisal Fund (140)	192,739	160,000	0	160,000
Register of Deeds Automation and Preservation (160)	60,804	60,000	0	60,000
Total	35,133,485	37,620,000	6,144,343	35,470,000

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. The budget appropriates over \$2 million in Emergency Telephone fund balance to finance technology purchases for the new E-911 Communications Center. The Emergency Telephone Fund fund balance decreased by 91 percent to cover technology purchases for the new 911 Communication Center. Additionally, the 27 percent decrease in the Federally Seized Narcotics Fund is related to expected revenue decreases impacted by a new Department of Justice rule. Finally, the Parks Preservation Fund fund balance decreased by 98 percent to partially fund the Parks Renovation project.

Special Revenue Fund Types	Act. 6/30/2014	Est. 06/30/15	Appropriated	
			FY 2015/16	Est. 06/30/16
Emergency Telephone (202)	2,301,223	2,300,000	2,096,397	203,603
Community Alert System (204)	12,522	15,000	0	15,000
Narcotics (205)	84,791	95,000	26,000	69,000
Rescue Squads (240)	184,152	200,000	0	200,000
Library Endowment (250)	239,217	225,000	15,000	210,000
Gretchen Peed Scholarship (260)	46,048	46,500	0	46,500
Parks Preservation (270)	49,596	50,000	49,000	1,000
Community Development (280)	17,469	18,000	0	18,000
Fire Districts (352-369)	1,145,873	1,200,000	103,008	1,096,992
Total	4,080,891	4,149,500	2,289,405	1,860,095

Capital Projects Funds

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

Capital Projects Fund Types	Act. 6/30/2014	Est. 06/30/15	Appropriated FY 2015/16	Est. 06/30/16
General Capital Projects (410)	49,288,441	28,000,000	0	28,000,000
Schools' Capital Projects (420)	7,702,719	5,000,000	100,000	4,900,000
Schools' Construction (423)	7,449,824	20,000,000	0	20,000,000
School Bond Capital - 1997 Series (427)	0	0	0	0
Hospital Construction & Reserve (430 & 235)	5,486,592	5,500,000	500,000	5,000,000
Total	69,927,576	58,500,000	600,000	57,900,000

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. The 23 percent decrease in the Solid Waste fund balance expected by the end of Fiscal Year 2015/16 is related to scheduled set-aside funding for the Subtitle D Cell Construction in 2020/21.

Enterprise Fund Types	Act. 6/30/2014	Est. 06/30/15	Appropriated FY 2015/16	Est. 06/30/16
Water & Sewer (515 & 475)	37,043,742	35,000,000	695,506	34,304,494
Solid Waste (525 & 485)	6,149,387	5,500,000	1,243,922	4,256,078
Total	43,193,129	40,500,000	1,939,428	38,560,572



Summary of New FTEs

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

New FTEs approved with the Fiscal Year 2015/16 Budget are as follows:

	<u>Total FTEs</u>	<u>Source of Funding</u>
Emergency Services		
Paramedics	6.00	County
Kennel Technician	1.00	County
Sheriff's Office		
Criminal Investigator	1.00	County
Parks		
Park Ranger	1.00	County
Cooperative Extension		
4-H Program Assistant	0.25	County
Technology		
E-911 Coordinator	0.10	County
Utilities & Engineering		
Building Services Official III	1.00	Gilbane Contract

FTE SUMMARY

	FTE Totals			
	Actual 2013/14	Current 2014/15	Requested 2015/16	Approved 2015/16
GENERAL GOVERNMENT				
County Manager				
Permanent	7.00	7.00	7.00	7.00
Hourly	0.00	0.00	0.00	0.00
Legal Services				
Permanent	3.00	3.00	3.00	3.00
Hourly	0.00	0.00	0.00	0.00
Budget & Management				
Permanent	3.00	3.00	3.00	3.00
Hourly	0.00	0.00	0.00	0.00
Board of Elections				
Permanent	4.00	4.00	4.00	4.00
Hourly	0.01	0.01	0.01	0.01
Tax Administration				
Permanent	24.00	23.00	21.00	21.00
Hourly	0.00	0.00	0.00	0.00
Human Resources				
Permanent	11.00	11.00	11.00	11.00
Hourly	0.25	0.25	0.25	0.25
Register of Deeds				
Permanent	10.00	10.00	10.00	10.00
Hourly	0.00	0.00	0.00	0.00
Finance				
Permanent	15.80	15.30	15.30	15.30
Hourly	0.65	0.15	0.15	0.15
TOTAL GENERAL GOVERNMENT				
Permanent	77.80	76.30	74.30	74.30
Hourly	0.91	0.41	0.41	0.41
PUBLIC SAFETY				
Sheriff's Department				
Permanent	188.00	191.00	192.00	192.00
Hourly	9.39	8.24	7.34	7.34
Emergency Services				
Permanent	104.75	105.50	112.50	112.50
Hourly	10.15	9.88	9.88	9.88
Communications Center				
Permanent	29.00	29.00	29.00	29.00
Hourly	1.88	1.88	2.33	2.33
TOTAL PUBLIC SAFETY				
Permanent	321.75	325.50	333.50	333.50
Hourly	21.42	20.00	19.55	19.55

FTE SUMMARY

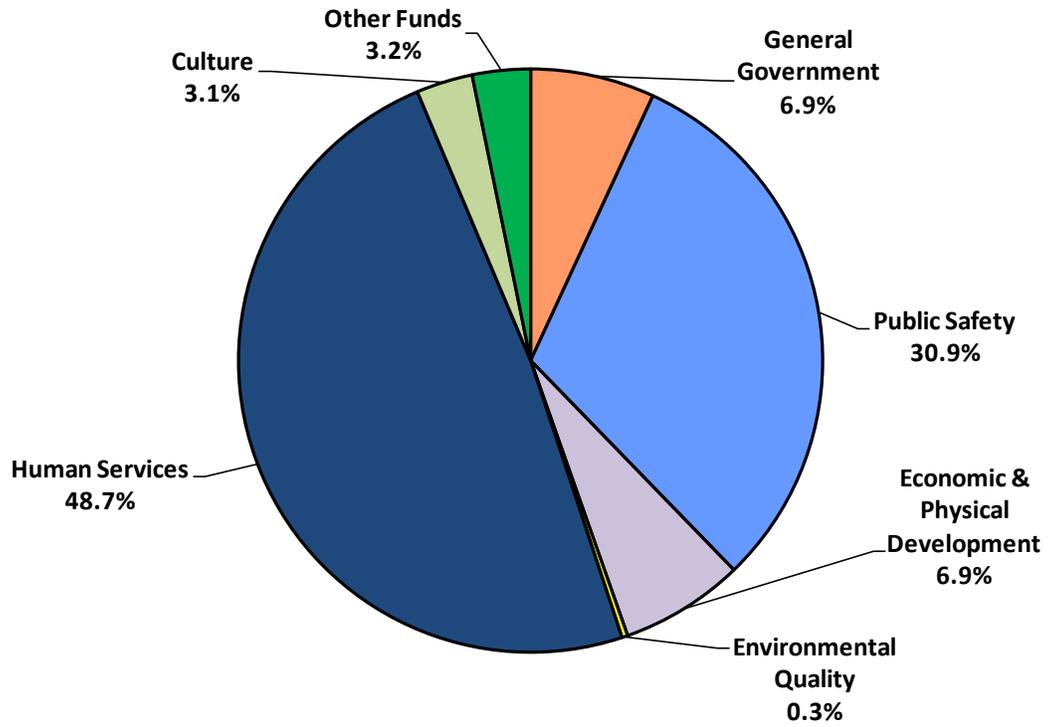


	FTE Totals			
	Actual 2013/14	Current 2014/15	Requested 2015/16	Approved 2015/16
ENVIRONMENTAL QUALITY				
Cooperative Extension				
Permanent	1.80	0.80	1.00	1.00
Hourly	0.50	0.00	0.00	0.00
Soil & Water Conservation				
Permanent	2.50	2.50	2.50	2.50
Hourly	0.00	0.28	0.00	0.00
TOTAL ENVIRONMENTAL QUALITY				
Permanent	4.30	3.30	3.50	3.50
Hourly	0.50	0.28	0.00	0.00
ECONOMIC & PHYSICAL DEVELOPMENT				
Technology				
Permanent	26.45	26.45	26.00	26.00
Hourly	1.00	0.50	0.50	0.50
Planning, Parks, & Development				
Permanent	9.00	9.00	11.00	10.00
Hourly	2.00	2.00	2.25	2.25
Utilities & Engineering				
Permanent	21.40	21.40	21.15	22.15
Hourly	0.00	0.00	0.50	0.50
Facilities				
Permanent	16.00	16.00	16.00	16.00
Hourly	0.00	0.40	0.40	0.40
TOTAL ECONOMIC & PHYSICAL DEVELOPMENT				
Permanent	72.85	72.85	74.15	74.15
Hourly	3.00	2.90	3.65	3.65
HUMAN SERVICES				
Social Services				
Permanent	403.78	403.80	400.90	400.90
Hourly	8.26	8.26	7.26	7.26
Public Health				
Permanent	134.80	131.50	125.50	125.50
Hourly	9.64	4.69	6.98	6.98
TOTAL HUMAN SERVICES				
Permanent	538.58	535.30	526.40	526.40
Hourly	17.90	12.95	14.24	14.24

FTE Totals				
	Actual 2013/14	Current 2014/15	Requested 2015/16	Approved 2015/16
<i>CULTURE</i>				
Library				
Permanent	33.80	33.80	33.80	33.80
Hourly	1.58	1.58	1.58	1.58
<i>TOTAL CULTURE</i>				
Permanent	33.80	33.80	33.80	33.80
Hourly	1.58	1.58	1.58	1.58
<i>OTHER FUNDS</i>				
Citizens' Alert System				
Permanent	0.50	0.00	0.00	0.00
Hourly	0.00	0.00	1.00	0.00
Emergency Telephone System Fund				
Permanent	1.85	1.85	1.85	1.85
Hourly	0.00	0.00	0.00	0.00
Reappraisal Fund				
Permanent	6.00	6.00	6.00	6.00
Hourly	0.00	0.00	0.00	0.00
Solid Waste Management				
Permanent	26.60	25.60	25.85	25.85
Hourly	0.63	0.63	0.63	0.63
Water & Sewer				
Permanent	1.00	1.00	1.00	1.00
Hourly	0.00	0.00	0.00	0.00
<i>TOTAL OTHER FUNDS</i>				
Permanent	35.95	34.45	34.70	34.70
Hourly	0.63	0.63	1.63	0.63
<i>GRAND TOTAL</i>				
Permanent	1,085.03	1,081.50	1,080.35	1,080.35
Hourly	45.94	38.75	41.06	40.06



**Percentage of FTEs by County Function
Fiscal Year 2015/16
(Amounts are rounded to the nearest decimal point)**



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

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

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

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

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





Performance Measurement for Reinventing Departments

County Manager

Fiscal Year 2013/14

County management effectively directed and supervised the

Fiscal Year	Total Outcomes	Achieved	Not Achieved	Success Rate
2013/14	16	16	0	100%
2012/13	16	16	0	100%
2011/12	16	16	0	100%

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

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

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

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

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

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

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

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

The Fiscal Year was kicked off by the Budget and Management Office adequately giving financial information through the annual balanced budget to the County Manager, Board of Commissioners, and department heads. The Budget and Management Office exceeded its goal of receiving a customer service rating of 90 percent or better from departments with 100 percent of survey respondents indicating they were either “Highly Satisfied” or “Satisfied” with the Budget and Management Office. It also exceeded its goal of receiving a 95 percent or better satisfaction rating from the County Manager by receiving an excellent in four areas, a satisfactory rating in one area, and no areas rated as needs improvement. The Budget and Management Office also received the Government Finance Officers Association Award for the 25th consecutive year with 14 outstanding ratings across 31 categories by at least 1 of 3 reviewers. Furthermore, the budget remained balanced through regular monitoring and actions taken throughout the fiscal year. Finally, the most up-to-date information on the County’s performance was made possible through the Performance Dashboard.

Fiscal Year 2012/13

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

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

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

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

Managers, are participants in activities of these organizations and their various boards and committees.

The County Manager's Office continued to monitor proposed legislation in the North Carolina General Assembly and, where applicable, propose legislation. To assist with proposing legislation a new legislative agenda process was developed, vetted, and approved by the Board of Commissioners and used by department heads to have a more targeted and strategic legislative agenda process. The Manager's Office monitored the General Assembly's 2013 Session and successfully avoided unfunded mandates and significant reductions in funding.

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

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

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

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

Fiscal Year 2011/12

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



of performing services that generate revenue for the County and save money for smaller municipalities.

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

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

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

The Manager's Office monitored the General Assembly's 2012 Short Session and successfully avoided unfunded mandates and significant reductions in funding. The passage of House Bill 438 allows flexibility to reorganize county health and human service programs. Human service flexibility was a NCACC priority in Fiscal Year 2011/12.

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

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

The Budget and Management Office achieved all of its outcomes for Fiscal Year 2011/12. The Fiscal Year 2011/12 budget earned the GFOA Award with more outstanding ratings than the prior year and no deficiencies

PERFORMANCE MEASUREMENT REPORT

noted. The Fiscal Year 2012/13 Budget also earned the GFOA Award in December. Budget staff developed a more user friendly electronic version of the budget with improved bookmarks, links, and page numbering with the printed document.

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

The Budget and Management Office met its goal of improving the availability of data necessary to make budgetary and outcome decisions by spending time with all departments prior to budget submission to develop the performance dashboard and improve outcomes. Additionally staff met goals for preparing forecast information that provided the County Manager, Board of Commissioners, and Department Heads the financial information needed to set priorities and goals in planning for the future needs of the County and monitoring the budget to ensure it remained balanced.

Human Resources

Fiscal Year 2013/14

Human Resources met with 100 percent of departments to review

Fiscal Year	Total Outcomes	Achieved	Not Achieved	Success Rate
2013/14	19	18	1	95%
2012/13	18	18	0	100%
2011/12	15	14	1	93%

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

Human Resources aided in the recruitment and retention efforts of departments by maintaining a competitive pay plan. A pay and classification study of 90 classifications was conducted and resulted in 48 position classification changes and 29 individual employee reclassification changes that affected 202 employees. Additionally, individual reclassification requests received throughout the year were completed within 5 days 99 percent of the time.

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

Human Resources coordinated a yearlong supervisory education program for new supervisors to promote supervisory and organizational development among new leaders in departments. Team building was promoted

through “The Brand Called You” skills development program; 90 percent of the key employees targeted for this training agreed that it increased their knowledge of team dynamics and how to be a positive team member. Finally, a diversity program called “A Taste of Native American Culture” resulted in 97 percent of the participants increasing their knowledge of Native American culture.

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

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

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

Fiscal Year 2012/13

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

Human Resources offered a series of four “Business Writing” workshops in April and May. Thirteen employees successfully completed the program and all participants indicated that they “strongly agreed” or “agreed” that they had expanded their work-related knowledge, skills, and abilities. The department planned and coordinated two “African American Cultural Awareness” lunch-and-learn programs in March, which were well received by attendees (104). 93.33 percent of those surveyed indicated they either “strongly agreed” or “agreed” that their knowledge of African American culture increased.

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

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

Risk Management oversaw an injury prevention program in EMS. Beginning as a pilot program for one EMS shift

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

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

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

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

Fiscal Year 2011/12

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

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

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

In order to mitigate workers compensation claims risk, Human Resources met with Emergency Services and Sheriff's Office management to implement a pilot program that would address high frequency and high cost claims areas such as lifting patients resulting in back, knee, and shoulder injuries. The program also established a fitness program aimed at injury prevention. Human Resources continues to reduce OSHA recordable injuries.

The Fiscal Year 2011/12 goal was to limit OSHA recordable injuries to at or below the North Carolina Department of Labor public sector standard, 5 per 100 Full-time Equivalent (FTEs). As of June 30th 2012, the County achieved a 2.7 per 100 FTE recordable injury rate, well below the State standard. In achieving this outcome, Human Resources provided at least four training programs to address safety, health, and security awareness; held quarterly meetings with the Accident Review Committee and bi-monthly Safety Committee meetings to address and review work safety policies, workers compensation, training needs, security issues, and building safety inspections.

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

Library

Fiscal Year 2013/14

To encourage an early love of reading, the Library system presented 791 Ready to Learn Story

Fiscal Year	Total Outcomes	Achieved	Not Achieved	Success Rate
2013/14	59	59	0	100%
2012/13	65	64	1	98%
2011/12	55	54	1	98%

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

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

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

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

Fiscal Year 2012/13

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

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

Fiscal Year 2011/12

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

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

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

Social Services

Fiscal Year 2013/14

Social Services Administration enhanced the overall effectiveness of the agency through savings of 62 percent in toner expense and various supply costs. Additionally, the department realized

Fiscal Year	Total Outcomes	Achieved	Not Achieved	Success Rate
2013/14	31	28	3	90%
2012/13	32	29	3	91%
2011/12	30	29	1	97%

savings of over 200 man hours in the following programs: Senior nutrition, Community Alternatives, In-home aide program management, Child Welfare data management and reporting, and Family NET clinical services case management.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

their quality of health, surpassing its goal of 92 percent.

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

Fiscal Year 2012/13

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

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

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

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

Fiscal Year 2011/12

The department achieved its goal of enhancing the department's overall effectiveness and efficiency through using technology, improved work procedures, and/or cost saving measures. During this fiscal year, over 456 man hours were saved (38 per month), a minimum of 35 percent efficiency was gained in specific operations, the department experienced a reduction of \$76,500 (12 percent) in various expense categories. Other successes include:

- Child Protective Services achieved its goal of ensuring 91 percent (533 of 588) of the children had not experienced two or more episodes of maltreatment within a six month period.
- Family NET, Therapeutic Foster Care, and Residential Services earned a 93.5 percent compliance rate on its accreditation self audit, which will sustain and improve services for children, youth, and families. Family NET exceeded its Child and Adolescent Functional Assessment Scale (CAFAS) benchmark of 88 percent by achieving a 93 percent (207 of 223) rating of children and adolescents served.
- Social Services promoted self sufficiency and prevented reliance on public assistance by assisting 157 citizens to either obtain or maintain employment.

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- Social Services also collaborated with Eastern Catawba Cooperative Christian Ministries, Greater Hickory Cooperative Christian Ministries, and the Salvation Army to help 7,848 citizens in crisis receive financial assistance to meet their basic needs, rent, utilities, and medications.
- Adult Protective Services avoided \$4,751,493 of Medicaid expenditures by providing seniors and disabled citizens the opportunity to remain in their own home rather than being placed in a nursing home.
- Food Assistance staff ensured that tax dollars were used appropriately and that families received the correct benefits by maintaining an accuracy rating of 99 percent (1,886 of 1,912), exceeding the Federal and State goals by 5.4 and 2.45 percentage points, respectively.

Performance Measurement for Non-Reinventing Departments

Communications Center

Fiscal Year 2013/14

The Communications Center achieved four of its six outcomes for Fiscal Year 2013/14. The

Fiscal Year	Total Outcomes	Achieved	Not Achieved	Success Rate
2013/14	6	4	2	67%
2012/13	4	4	0	100%
2011/12	3	3	0	100%

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

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

Fiscal Year 2012/13

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

Fiscal Year 2011/12

The Communications center achieved each of its three outcomes for Fiscal Year 2011/12. Ninety-nine percent of calls were answered within 10 seconds and dispatched in less than a minute (48 seconds). The speed of these services did not compromise quality either since no written complaints were filed. Finally, communications with numerous agencies ensured that Catawba County had the capability to address emergency situations with the help of others. This was especially evident through the work with the State Highway Patrol on replacing radio towers and implementing the Piedmont Area Communications Council’s interoperability grant.

Cooperative Extension Services

Fiscal Year 2013/14

To promote and support the local agriculture economy, NC Cooperative Extension supported and promoted Catawba County

Fiscal Year	Total Outcomes	Achieved	Not Achieved	Success Rate
2013/14	17	14	3	82%
2012/13	26	23	3	88%
2011/12	25	25	0	100%

fruit/vegetable production as outlined in the Farm & Food Sustainability Plan.

Extension provided intensive education on vegetable and fruit production through the Foothills Farm School, Retail Ready workshop, and Strawberry Production workshop, reaching 80 local agriculture producers. All this was done amid the impacts of a severe flooding event that took place in late July, 2013.

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

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

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

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

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

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

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

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

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

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

Fiscal Year 2012/13

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

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

Cooperative Extension exceeded its goal of increasing the knowledge of 100 current and aspiring livestock and forage producers by educating them on the use of alternative feeds and modern marketing techniques, resulting in a savings of \$112,000 over traditional methods. Additionally, 100 youth livestock participants participated in Extension sponsored learning activities including monthly club meetings, livestock judging and “skillathons,” live animal shows and on farm demonstrations of management practices.

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

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

Cooperative Extension exceeded its goal of teaching 30 producers about different soybean varieties. Cooperative Extension provided a demonstration test plot of “Liberty Link” soybeans for growers to compare

these varieties with other conventional and herbicide tolerant varieties. Using these soybeans would increase the yield for Catawba County farmers by approximately \$445,000. Eight growers planted these varieties and an additional 200 producers were reached with information on pesticides, pest management and a variety of information to improve the profitability of their enterprises.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Fiscal Year 2011/12

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

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

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

Elections

Fiscal Year 2013/14

Elections achieved all three of its outcomes. Staff prepared for and

Fiscal Year	Total Outcomes	Achieved	Not Achieved	Success Rate
2013/14	3	3	0	100%
2012/13	4	4	0	100%
2011/12	5	5	0	100%

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

Fiscal Year 2012/13

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

Fiscal Year 2011/12

Elections achieved all five of its outcomes for Fiscal Year 2011/12. Staff prepared for and conducted three scheduled elections in accordance with State and Federal laws. Also, in compliance with State and Federal law staff updated all files and records to reflect the new redistricting lines. Yearly preventive maintenance on all voting equipment was conducted and all machines were found to be in good working order. Elections received a

99 percent approval rating from persons filing for office, exceeding the department’s goal of maintaining a 90 percent satisfaction rating.

Emergency Services

Fiscal Year 2013/14

Emergency Services Administration achieved all five of its outcomes.

Fiscal Year	Total Outcomes	Achieved	Not Achieved	Success Rate
2013/14	19	16	3	84%
2012/13	17	16	1	94%
2011/12	23	22	1	96%

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

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

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

Emergency Medical Services (EMS) responded to 25,266 requests for service, 11,793 of which were emergencies. The average response time was 7:55 minutes, 10 seconds better than their eight-minute response time goal. EMS also ensured customers received the highest quality pre-hospital care available by using a comprehensive Quality Management Program. EMS had a 100 percent protocol compliance rate in high risk areas such as drug assisted intubation and controlled substance administration; exceeding its goal of 95 percent.

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

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

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

Fiscal Year 2012/13

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

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

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

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

EMS also ensured that limited air medical resources were used appropriately by reducing the over-triage rate (the rate at which patients are discharged from the trauma center prior to admission) in the case of air medical

evacuations. During Fiscal Year 2012/13, EMS used air medical resources for 34 patients. Only seven percent of those patients were discharged from the Emergency Department, which is better than their goal of 15 percent.

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

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

Fiscal Year 2011/12

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

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

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

Emergency Medical Services (EMS) responded to a total of 24,396 requests, 12,433 (51 percent) of which were emergencies. For the second consecutive year the average response time was 7:40 minutes, 20 seconds better than the eight minute response time goal. EMS also ensured customers received the highest quality pre-hospital care available by using a comprehensive Quality Management Program. EMS achieved a 100 percent protocol compliance rate in high risk areas such as drug assisted intubation and controlled substance administration, exceeding its goal of 90 percent.

EMS also ensured that limited air medical resources were used appropriately by reducing the over-triage rate (the rate at which patients being discharged from the trauma center prior to admission) in the case of air medical evacuations. During Fiscal Year 2011/12 EMS used air medical resources for 35 patients. Only four of those patients were discharged from the Emergency Department, which is an 11 percent over-triage rate, which is better than its goal of 15 percent and the Metrolina region benchmark of 20 percent.

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

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

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

Facilities

Fiscal Year 2013/14

The Garage achieved all of its outcomes for Fiscal Year 2013/14, providing proper

Fiscal Year	Total Outcomes	Achieved	Not Achieved	Success Rate
2013/14	16	15	1	93%
2012/13	9	8	1	89%
2011/12	8	8	0	100%

care and maintenance to County vehicles by scheduling and completing 99.1 percent of all preventive maintenance services within 2 working days of the scheduled service. The Garage also provided roadside emergency service to County owned vehicles during normal working hours by responding to and repairing or recovering 100 percent of in-County roadside emergencies within two hours of notification. Additionally, the Garage advised and assisted with vehicle replacement schedules and specification documentation for new vehicle procurement by responding to 100 percent of all departments requests and completing written specifications of new vehicles within 10 working days.

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

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

Fiscal Year 2012/13

During Fiscal Year 2012/13, in addition to focusing on its responsiveness to the County’s building, vehicles, and equipment needs, Facilities has placed a high priority on energy efficiencies. County staff contracted with Sud Associates to conduct a building energy audit for 25 county buildings over the next two years. At the end of Fiscal Year 2012/13, five building audits have been completed and funding has been allocated to begin energy efficient upgrades in those buildings. Another energy initiative that Facilities Maintenance has worked on is



reducing the County’s carbon footprint by installing T-8 lighting in County buildings where the payback period justifies the expense.

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

Fiscal Year 2011/12

Fleet Maintenance was able to maintain strong customer service by completing 99.97 percent of preventative maintenance service requests within two working days, which exceeded its goal of 98 percent. It also exceeded its goal to affect 97 percent of vehicle repairs in two days with a 99.97 percent achievement rate. Fleet maintenance provided roadside emergency service by responding to and repairing or recovering 99.96 percent of in-County and out-of-County roadside emergencies within two hours and 12 hours respectively, exceeding its goal of 99 percent. Adequate supplies were provided in a timely manner 99.96 percent of the time. Fleet Maintenance was able to advise and assist departments on vehicle and driver management as well as vehicle replacement schedules 100 percent of the time within 10 working days.

Finance

Fiscal Year 2013/14

Finance Administration achieved all five of its outcomes. The first outcome provided

Fiscal Year	Total Outcomes	Achieved	Not Achieved	Success Rate
2013/14	18	18	0	100%
2012/13	27	26	1	96%
2011/12	27	23	4	85%

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

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

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

Fiscal Year 2012/13

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

Accounting ensured that all vendors were paid timely and accurately. Staff processed 15,273 payments during the last fiscal year. Accounting staff successfully completed the fixed asset inventory (items costing \$5,000 or more with a useful life of two years or more) in time to be included in the annual audit report for the end of the fiscal year. In addition, Accounting processed 31,759 payments to County employees (with minimum corrections) and issued all W-2 forms to employees by January 31st, 2013.

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

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

Fiscal Year 2011/12

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

- Assisting with the development of the Fiscal Year 2012/13 budget by providing the Budget and Management Office with information on a timely basis.
- Ensuring that all financial transactions comply with the requirements of the Local Government Budget and Fiscal Control Act.

- Maximizing cash on hand and borrowing money as cheaply as possible. The Finance Director completed a \$48.1 million debt refunding in November 2011 that is expected to save the County \$2.4 million in interest over the life of the debt obligation.
- Assisting in the upgrade of the PeopleSoft Finance and Human Resources software.
- Saving departments \$117,150 by obtaining informal quotes and expending \$2,233,688 under Cooperative Purchasing programs.
- Making County operations more environmentally friendly, encouraging County departments and contractors to purchase at least 10 percent recycled and other environmentally preferable products.

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

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

Planning

Fiscal Year 2013/14

Planning met its customer service outcome of

Fiscal Year	Total Outcomes	Achieved	Not Achieved	Success Rate
2013/14	15	14	1	93%
2012/13	13	11	2	85%
2011/12	12	12	0	100%

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

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

Planning achieved its fourth outcome, ensuring development along the Highway 150 corridor, by completing and presenting the plan to the Planning board in May 2014. The department promoted agricultural sustainability by coordinating with Cooperative Extension in hosting demonstration classes/events and collaborating with surrounding counties’ Cooperative Extension departments to conduct the Foothills Aggregation Center Feasibility Study. Promotion of economic development opportunities along the 321 Corridor by implementing short-term strategies was accomplished with the construction of the Rocky Ford Road Bridge. This was another

collaborative effort with NC Department of Transportation (NCDOT). Planning worked with NCDOT and the Rural Planning Organization (RPO) to promote economic development opportunities along the Highway 16 Corridor by working with NCDOT and the Rural Planning Organization (RPO); however, progress has stalled due to lack of NCDOT funding. The Unifour's vulnerability to natural hazards was reduced by Planning's partnership with Emergency Management in working to develop the Unifour Hazard Mitigation Plan.

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

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

Fiscal Year 2012/13

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

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

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

Catawba County Parks had 114,721 patrons during the fiscal year. That is a two percent increase from the previous fiscal year. Parks had 1,364 volunteer hours, far exceeding its goal of 750 volunteer hours. Compared to the previous fiscal year, the 1,364 volunteer hours is a 33 percent reduction. This type of community



engagement promotes environmental stewardship education, reduces operating costs, and increases youth involvement.

Fiscal Year 2011/12

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

Parks, for the second year in a row, surpassed its 81,000 patron goal. There were a total of 112,257 visitors to Catawba County Parks, a 10.8 percent increase compared to Fiscal Year 2010/11 attendance (this caused Parks' to increase target). Parks had 1,052 volunteers provide 2,042 volunteer labor hours, far exceeding its goal of 750 hours. Catawba County Parks hosted educational and interpretive programs to broaden public awareness and participation in the preservation of Catawba County's natural heritage. 1,921 patrons participated in these educational events, exceeding Parks 1,600 patron goal. Patrons continue to be "very satisfied" with their overall park experience.

Public Health

Fiscal Year 2013/14

Public Health Administration achieved all three of its outcomes. Administration successfully oversaw a

Fiscal Year	Total Outcomes	Achieved	Not Achieved	Success Rate
2013/14	39	36	3	92%
2012/13	39	31	8	79%
2011/12	37	28	9	76%

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

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

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

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

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

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

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

The lone Child Health outcome not achieved aimed at promoting overall health and reducing childhood obesity by lowering the average Body Mass Index (BMI) of fifth grade students to 19. At the end of Fiscal Year 2013/14 the average BMI for the 1,831 fifth graders in Catawba County was 20.28.

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

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

certification of 10 new Healthy Childcare Centers in the County, exceeding its goal of implementing at least 5 local policy, systems, and/or environmental changes.

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

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

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

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

Fiscal Year 2012/13

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

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

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

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

PERFORMANCE MEASUREMENT REPORT



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

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

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

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

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

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

Adult Health (AH) achieved five of its seven outcomes. Successes included: having 76 percent (13/17) of persons identified with latent tuberculosis completing the recommended treatment; establishing and maintaining 30 policy, system, and environmental changes such as developing comprehensive wellness policies in 10 local childcare centers; and the application of four evidence-based/best-practice programs such as using mass and small media to promote last year's flu campaign.

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

Public Health's Bioterrorism unit achieved both of its outcomes. The first, to ensure that Public Health staff was well prepared and ready to respond to Public Health threats, was achieved by having 91 percent of staff score a 90 or better on a preparedness assessment. The second outcome, to demonstrate that Catawba County Public

Health has the capacity and capability to receive, store, and distribute the Strategic National Stockpile (SNS), was achieved by earning a composite score of 100 from the State of North Carolina on March 26, 2013.

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

Fiscal Year 2011/12

The department successfully implemented a Quality Improvement program to maximize impact and to improve efficiencies. The QI program was implemented in the Women's Preventive Health Clinic, resulting in decreased average time required for an initial appointment, an increase in patient satisfaction, and an improvement in staff satisfaction. Customer Service quality was a department wide goal. Staff ensured that 99 percent of internal and external surveyed customers were "satisfied" or "very satisfied", better than the department's goal of 95 percent. Other successes include:

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

Register of Deeds

Fiscal Year 2013/14

Last fiscal year the Register of Deeds provided timely, courteous, and accurate

Fiscal Year	Total Outcomes	Achieved	Not Achieved	Success Rate
2013/14	3	2	1	67%
2012/13	3	3	0	100%
2011/12	6	6	0	100%

services by recording 100 percent of real estate documents and 99 percent of vital records on the same day; returning real estate documents within three days after being indexed; and educating couples on North Carolina marriage license requirements. The Register of Deeds ensured an indexing error rate of less than 1 percent by using a blind double-key indexing method for all recorded documents.

The Register of Deeds also met its goal surrounding disaster preparation by backing up digitized real estate records, vital records, military discharges, and notary public certifications through the County's Technology Department, the Archives in Raleigh, or Logan Systems; maintaining an up-to-date disaster recovery plan; and including the public in two of four drills per year.

Customer service improved through efforts to reduce the department's in-office research time. Four components of this outcome were not achieved. Providing indexing and scanned uncertified copies of death records since 1940 on the self-service in-house terminals has not yet been achieved due to delay from Raleigh. Providing offline access for staff to scanned images of Military Discharge DD214 forms and indexing of the Military Discharge DD214 forms of Books 19 and 20 were not achieved due to lower staffing levels, although progress was made. The Register of Deeds continues to work toward these two components of this outcome.

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

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

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

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

Sheriff's Office

Fiscal Year 2013/14

Once again, the Sheriff's Department ensured Catawba County's crime

Fiscal Year	Total Outcomes	Achieved	Not Achieved	Success Rate
2013/14	33	29	4	88%
2012/13	35	30	5	86%
2011/12	28	26	2	93%

rate remained in the bottom 1/3rd of NC counties and below the statewide crime rate of 3,767.2 per 100,000 people. This achievement was due in large part to the department's emphasis on officer and community safety through in-service training. For instance, in Fiscal Year 2013/14 the department completed 7,080 in-service hours and averaged 640,226 miles between at fault accidents (three times better than the year prior). The STAR team completed 172 hours of training, protecting the community in the most high-risk tactical situations.

In Fiscal Year 2013/14 proactive policing increased by 45 percent also ensuring crime rates stayed relatively low. This helped maintain the average response time for emergency calls to last year's time. Through all this enforcement, the Sheriff's Office had no complaints regarding excessive force in the last year. Civil matters were also conducted timely with 74 percent of civil papers served within 3 days.

In order to prevent future crime, the Sheriff's Office enhanced its existing relationship between the criminal justice system and the community through numerous education efforts. Hundreds of programs were presented to a variety of organizations across all ages. For example, youth were educated through the Criminal Justice Careers Summer Internship Program and Explorer Post 385. Adults went through the Sheriff's Office Citizens Academy. Finally, seniors were presented 6 Safe Senior presentations, encouraged to join an Adopt-A-Senior Program, and checked on 100 percent of the time if they were part of the Are You Okay program.

In Fiscal Year 2013/14, School Resource Officers kept schools safe through various strategies. They provided nearly 200 classes in areas of safety, drug/alcohol, and bullying to students, while parents were educated in those same areas through PTO meetings. Additionally, the SROs made suggestions to faculty and their Safety committees after monthly inspections. Social workers were escorted by SROs on 112 home visits to assess the living conditions of students in their schools. SROs also helped to ensure the safety of visitors to 443 extracurricular activities. All in all, SROs decreased fights, weapons, and illegal substances through these various efforts.

Records provided consistent and reliable access to records, statistical information, and reports by striving to keep in operation the Sheriff's Office Records Management System (RMS) 99 percent of the time. More records are expected to be added to RMS after a new digital imaging software system is implemented. Unfortunately, its completion was not achievable in Fiscal Year 2013/14 although links to the public were being tested in June 2014. Finally, Records was able to issue or deny 100 percent of concealed carry permits within 45 days.

There was a 63 percent increase in the number of anonymous leads on potential drug activity in the community in Fiscal Year 2013/14. However, Narcotics staff could only disseminate 70 percent of the messages within one day of receipt due to the increased volume. Nevertheless, Narcotics was able to decrease drug trafficking by staying on pace with last year's investigations.

CID achieved all three of its outcomes mostly through improvements in efficiency. Changing the criteria for assigning cases lead to a 79 percent clearance rate of violent crime cases, on par with the last year and once again topping the State's clearance rate (59 percent). CID also implemented electronic evidence inventory scanning system which alleviates repeated typing of information by multiple employees, aiding in current and future evidence management. Finally, CID acquired another employee from the Special Victims Unit at Social

Services, further increasing quality in investigations of child sexual assault and physical abuse

The Lake Norman Regional Patrol was only able to achieve its primary function of providing community policing on land and water. Deputies attended homeowners meetings as requested and also met all time-frames in criminal cases. However, staff was not able to achieve the other outcome to increase awareness of State and local laws through 10 boater safety classes due to call volume.

Court Security successfully achieved its two outcomes by ensuring the safety and protection of all those at the Newton and Hickory Courtroom areas, part of which included the smooth and safe movement of inmates between all court facilities. There were zero inmate escapes. Finally, 132 sharp blade objects (including knives) and pepper spray containers were taken and destroyed during the fiscal year.

The Newton Detention Facility achieved all three of its outcomes. Detention staff received 2,314 man hours of training ensuring they exceeded all North Carolina Sheriff's Training Standards requirements. Furthermore, nearly 40 percent of jail visits were made electronically providing for more efficient and safe services. Finally, the cost of inmate medical care was kept lower by the review and approval of non-emergency medical help by the contracted medical staff, rather than going to outside medical providers right away.

The only outcome was achieved through the hiring of a new vendor. Through the constant monitoring of meals, the State standards were met for quantity and quality of meals.

Fiscal Year 2012/13

The Sheriff's Office continues to emphasize customer service and proactive engagement with the citizenry. The Community Relations Division sent out 19 scam alerts to community watches, church watches, and county employees; hosted two Sheriff's Office Citizens Academy (28 attendees); and met with the Tri-City Christian School faculty for a school safety program. These activities informed the public on the duties and benefits of the Sheriff's Office, while simultaneously educating the public on what they can do to make their community safer. The activities also resulted in an increase in Sheriff's Office proactive community policing hours. The hours increased from 2,279 in Fiscal Year 2011/12 to 3,085 in Fiscal Year 2012/13. The department kept the number of complaints well below the Bureau of Justice's benchmark of 3.4 per 100 fulltime sworn officers and 7.1 per 100 officers responding to calls for service. Last fiscal year, the Sheriff's Office received only one complaint in relation to use of force. It was investigated and found to be unsubstantiated.

School Resource Officers (SROs) presented 100 classes (a 10 percent increase from the previous year) in safety, drug/alcohol abuse, and bullying in middle and high schools to reduce victimization and improve students' perception of personal safety. In an effort to improve safety in the school environment, the SROs updated the school safety plans in each school and each SRO spent four hours training on School Shooting Crisis. Outside of the normal school day, SROs also ensured the safety of students, teachers, parents, and citizens by providing security for 486 extracurricular activities at the schools. The School Resource Officers conducted monthly inspections and made suggestions to the school safety committee on how to correct any issues, if any were found. SROs accompanied school social workers on 73 home visits to ensure the safety of the social worker and of the student. These visits are conducted at the request of the social worker.

The Records division achieved one of its four outcomes. The lone success was working with other Sheriff's Office divisions to implement the new upgraded Records Management System (RMS). Two of the outcomes not achieved were collaborative efforts with Technology. The first outcome was to improve customer service by providing RMS/police reports online. Both departments were unable to meet this goal; however, significant strides were made toward accomplishing this outcome. The other collaborative outcome not achieved was

digitizing present and past records. Again, this was not achieved but strides were made and will continue in the upcoming budget year. The third outcome not achieved was providing quality customer service by issuing or denying all firearm concealed carry permits within 45 days of receipt of all required materials. Increased volume in concealed carry permits (from 245 permit applications a month in 2010 to 542 per month since 2011) precluded the Records division and the Clerk of Court from achieving this outcome.

The Narcotics division achieved both of its outcomes in Fiscal Year 2012/13. The first outcome achieved was reviewing all "Turn in a Pusher" (TIP) information. Narcotics acted on 93.5 percent of information received, resulting in a documented outcome. The next outcome Narcotics achieved was decreasing drug trafficking in Catawba County. The division focuses on dismantling drug trafficking organizations, which includes methamphetamine (meth) labs. In Fiscal Year 2012/13, the division dismantled 30 meth labs in the County, a 275 percent increase from Fiscal Year 2011/12. Narcotics also held primary responsibility for two separate Federal Law Enforcement Drug Investigations resulting in multiple arrests, seized narcotics, guns, money, and vehicles.

The Detectives division achieved all three of its outcomes. Detectives continued to provide a high level of service by exceeding the State's average clearance rate for violent crimes (59.4 percent) and increasing its property crime's clearance rate by three percentage points from the previous year (13 percent). The division closed out the fiscal year with clearance rates of 79 percent and 16 percent respectively.

The Sheriff's Office and Social Services also continued to investigate all claims of child sexual assault. The intradepartmental partnership has allowed for more consistent investigation of those cases and increased communication between agencies. One of the many impacts of this partnership is that over twenty sex offenders have been sent back to prison for violations preventing them from committing additional acts.

Lake Norman Area Patrol increased the public's awareness of State and local laws by offering 4 Boater Safety classes during boating season, with 100 students in attendance. The Patrol continued to be proactive in its interactions with the Sherrills Ford/Terrell community. The unit worked to foster relationships with community leaders in the area by frequently visiting businesses and interacting with citizens.

Court Security processed 314,300 people through the Catawba County Justice Center, and 102,363 through the Hickory Courthouse. Part-time officers were effectively managed and were within budget parameters to meet needs when additional Courts were scheduled.

To continue Newton Detention Facility's safe and efficient operations, Jail staff reviewed operational procedures. This resulted in an "equalization" of duties between night and day shifts to accommodate the ever increasing daily population. Staff training has met or exceeded North Carolina Sheriff's Training Standards. Detention Facility personnel received 572 hours of training in the following areas: Stressors of shift work, Career Survival, Social Media, Blood-borne pathogens, Inmate Movement procedures, and Booking Procedures. Staff worked closely with contracted Jail medical staff to maintain essential medical health care standards for inmates. During the fiscal year, medical staff saw 6,135 inmates for sick call or intakes. Detention Facility personnel was also successful in improving its booking release procedures. These procedures are essential in ensuring accuracy of all entries and exits of inmates.

Jail staff has successfully worked with the kitchen manager to create a better menu, with the new contract term incurring no increase in cost to the County.

Fiscal Year 2011/12

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

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

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

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

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

An outcome to achieve a satisfaction rating of 90 percent or better from faculty and staff was not achieved as the School System did not approve the survey.

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

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

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



PERFORMANCE MEASUREMENT REPORT

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

Court Security processed 314,300 people through the Catawba County Justice Center, and 102,363 through the Hickory Courthouse. Part-time officers were effectively managed and were within budget parameters to meet needs when additional Courts were scheduled.

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

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

Soil & Water Conservation District

Fiscal Year 2013/14

The Soil and Water Conservation District promoted and assisted in the implementation of the

Fiscal Year	Total Outcomes	Achieved	Not Achieved	Success Rate
2013/14	3	3	0	100%
2012/13	3	3	0	100%
2011/12	N/A	N/A	N/A	N/A

County’s Voluntary Agricultural District program, creating conservation plans for qualifying properties within ten business days. The Conservation District effectively installed all identified best management practices on cost-share contracts before their expiration and conducted at least two quality spot-checks of previously installed best management practices. The district promoted stewardship and awareness of soil and water conservation through various educational initiatives, including contests, presentations, and the Environmental Field Days at South Side Park for fourteen 5th grade classes.

Fiscal Year 2012/13

Soil & Water Conservation ensured a quality urban and rural environment by achieving all three of its outcomes. Conservation plans were created for every property that requested becoming a part of the County’s Voluntary Agricultural District. Additionally, through the State’s Agricultural Cost Share Program, the Soil & Water Conservation District contracted the majority of the money. Finally, to encourage the younger generation to conserve soil and water educational contests were increased to include 3rd, 4th, and 9th grades in addition to 5th-8th grades.

Fiscal Year 2011/12

At the time, Soil & Water Conservation was not incorporated into the County’s performance measurement system. Therefore, there are no outcomes applicable (N/A in the table).



Tax Administration

Fiscal Year 2013/14

The Tax Assessor’s Office achieved all seven of its outcomes. The office ensured that citizens

Fiscal Year	Total Outcomes	Achieved	Not Achieved	Success Rate
2013/14	13	10	3	77%
2012/13	14	11	3	79%
2011/12	13	10	3	77%

received prompt tax notification by mailing real and personal property tax bills on July 31, 2013 and responded to 100 percent of tax inquiries within 24 hours of receipt. The Tax Assessor exceeded its third outcome of providing the most current real property ownership information to citizens by processing 85 percent of deed transfers within 6 business days of receipt from the Register of Deeds compared to its outcome of 10 business days. Additionally, the Assessor listed, appraised, and keyed all new construction by June 14, 2013, a month earlier than its July 15 outcome deadline. For its fifth outcome, the office increased awareness of tax relief programs by distributing 1,098 tax relief pamphlets, working one-on-one with numerous taxpayers over the phone and in-person, and giving public presentations on tax relief programs. As a result of this effort, 90 percent (194 out of 216) of applicants were appropriately enrolled in various tax relief programs. In partnership with the Technology Department, the Assessor Office achieved its sixth outcome of analyzing and improving business processes, an example of which is using Laser-fiche to scan deeds and mapping documentation. The final outcome, to increase support implementation of the Farm and Food Sustainability Plan by ensuring efficient administration of the present-use program, was achieved by disseminating brochures to the public and answering the public’s questions (via telephone, email, and face-to-face conversations). The Assessor also maintained an accurate database of present-use value program participants.

In Fiscal Year 2013/14, the Tax Collector Office did not achieve any of its three outcomes. First, the office sought to improve the County’s tax collection rate ranking within the State by increasing the current year tax collection rate to 97.27 percent. The Office’s tax collection rate was 96.94, 23rd among the 27 counties with populations over 100,000, the same ranking as the previous year. The second unachieved outcome was to increase the prior 10 years’ delinquent tax percentage by five percentage points. The Tax Collector collected 32.47 percent of the prior 10 years delinquent taxes. Although the outcome was not met, delinquent collections improved .23 percentage points from the previous fiscal year. The third outcome not achieved was responding to taxpayer inquires within 24 hours. Not meeting this outcome is largely due to an anomaly that took place during December where a deluge of voicemails (2,000) were not completely responded to for 4 weeks. Outside of this situation, the Collector Office provided responses to taxpayer inquires within 24 hours.

The Reappraisal Office achieved all three of its outcomes. First, it ensured accurate property evaluation by maintaining an accurate sales history file. This was accomplished by mailing out 1,515 sales verification questionnaires, evaluating the returned questionnaires (775), and keying 539 valid sales into the database. Reappraisal prepared for the 2015 countywide revaluation by: pricing all residential, commercial, and industrial lands by October 19, 2013; working with vendors to develop market modeling co-efficient by November 1, 2013; and initiating the Final Review of the 2015 revaluation by November 6, 2013. Finally, Reappraisal provided quality customer service by responding to all taxpayer inquiries within 24 hours and resolving outstanding issues within 5 business days.

Fiscal Year 2012/13

The Tax Assessor Office continued to provide quality customer service by responding to all taxpayer inquires within 24 hours. Additional successes included providing the most current real property ownership information; ensuring that all new construction is listed, appraised and recorded by August 1st; educating, assisting, and

enrolling qualified County citizens in tax relief programs; working with IT to analyze and improve business processes. Tax Assessor did not achieve one outcome. It sought to prepare and mail all real and personal property tax bills by August 1st, 2012. The office missed this outcome (bills were mailed on August 22nd) due to software issues that accompanied the new tax system upgrade. Although late by its stated goal, Tax Assessor did mail all real and personal property by the statutory deadline, September 1st.

The Tax Collection division did not achieve two of its three outcomes. The division's lone success was providing quality customer service by responding to all taxpayer inquires within 24 hours of receipt and resolving outstanding issues within five business days. The two outcomes not achieved were improving the County's tax collection rate ranking in the State and to increase the percentage of prior 10 years delinquent taxes. The NC State Treasurer's office memorandum #2013-14 showed Catawba County's 2011/2012 year-end tax collection rate to be 96.97 percent, which was 23rd best among the 27 counties with populations over 100,000. This 23rd ranking was below the department's 21st ranking from the year before. In regards to prior 10 years delinquent taxes collection, the department collected was 32.24 percent of total due. Last fiscal year the department collected 37.53 percent of the total due.

Reappraisal maintained an accurate sales history file of all valid market transactions within the County for the 2015 countywide revaluation. Staff also initiated land pricing activities such as collecting, verifying, and analyzing existing land sales to be used in developing the 2015 schedule of values. In addition to preparing for the 2015 revaluation, the Reappraisal staff continued to defend the County's position on property value resulting from the 2011 Revaluation. In combination with the County's Legal department, revaluation staff will seek to ensure that all property is fairly and equitably assessed in accordance with the 2011 adopted Schedule of Values.

Fiscal Year 2011/12

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

Tax Collection did not achieve its goal of improving its collection rate ranking by two positions among North Carolina counties with a population greater than 100,000. The Fiscal Year 2010/11 collection rate of 97.25 percent ranked 21st among the 27 counties with populations over 100,000, down from 19 the year before. However, the County's rate was higher than the statewide average collection rate of 97.19 percent. The County's collection rate declined by only .02 percent whereas the year before the collection rate declined by .07 percent. In Fiscal Year 2011/12 delinquent collectors collected 69.06 percent (\$733,129.28) of delinquent accounts under \$250, exceeding the goal of 25 percent collection. For Fiscal Year 2012/13, this outcome was increased to collect a minimum of 65 percent of delinquent accounts under \$250. Unfortunately, Tax was unable to meet its outcome of increasing the amount of prior 10 years delinquent taxes collected by five percent from the previous fiscal year. During Fiscal Year 2011/12, 34.30 percent of total delinquents due were collected compared to 37.53 percent in Fiscal Year 2010/11.

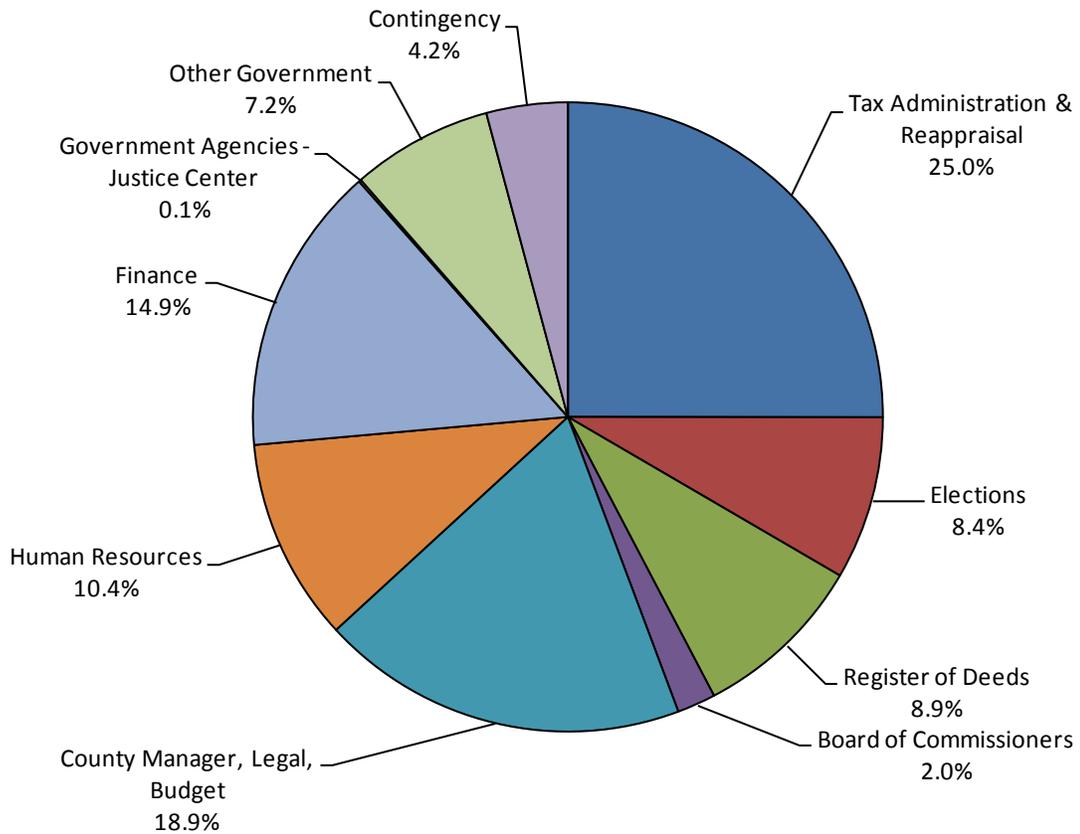
Tax Assessor did not achieve its outcome of providing the most current ownership information of real property by processing 85 percent of deed transfers within 10 business days of receipt from the Register of Deeds. At mid-year of Fiscal Year 2011/12 the Tax Office was on target to achieve this goal,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

GENERAL GOVERNMENT

The General Government function provides administrative support for County government. It is \$8,631,279 or 3.9 percent of total expenditures for the fiscal year, including Reappraisal and Register of Deeds Automation budgeted in Other Funds. The General Fund portion of General Government is \$8,181,300. General Government includes direct public services such as the Board of Elections, Register of Deeds, and Tax (\$3,652,902 or 1.6 percent of the budget) as well as County Administration including the Board of Commissioners, County Manager, Human Resources, and Finance (\$4,978,377 or 2.2 percent of the budget).

This function insures smooth administration of all areas of County service by maintaining compliance with accepted accounting principles and personnel statutes, by registering voters, by issuing marriage licenses, and recording property transactions.

The County bills and collects taxes for eight municipalities within the County as a means of providing this general government service at the lowest possible cost to the taxpayer. The service has worked well and has produced savings to other local government units in Catawba County.



BOARD OF COMMISSIONERS
Adopted December 1, 2014

1. In partnership with the private sector and assistance from state government, support the creation of jobs and property tax base and the development of the County's workforce. Specific strategies include:
 - a. Support the enhancement of workforce development programs and efforts, working with educators and the private sector to train the workforce for jobs from existing and new employers that will be available through the efforts of the EDC.
 - b. Partner with the private sector to aggressively implement Innovate Catawba strategies.
 - c. Review incentive guidelines to ensure they are competitive but reasonable in terms of return on investment.
 - d. Develop, with the EDC and Hickory, parameters of investment for Park 1764.
 - e. Continuously monitor County regulations to ensure they support orderly growth and business development.
2. Review the County's emergency management program for improvements designed to provide efficient and effective pre-hospital emergency services, improve public safety, minimize property damage, and protect areas from disasters.
3. Continue advocacy for improvements to Highway 16 and Highway 150 as major corridors, in order to increase economic development and citizen and tourism access.

Board of Commissioners

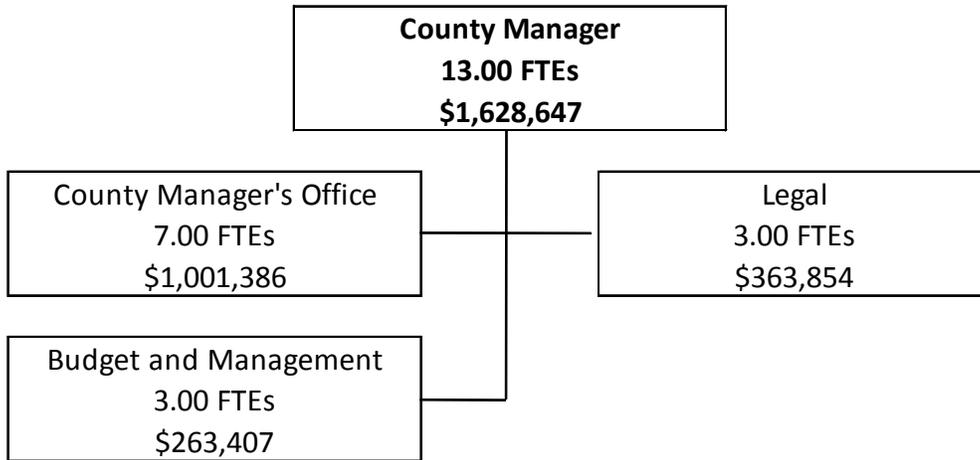
Organization: 110050

	2013/14 Actual	2014/15 Current	2015/16 Requested	2015/16 Approved	Percent Change
Revenues					
General Fund	\$123,463	\$146,930	\$162,610	\$170,504	16.0%
Total	\$123,463	\$146,930	\$162,610	\$170,504	16.0%
Expenses					
Personal Services	\$11,180	\$11,180	\$84,760	\$92,654	728.7%
Supplies & Operations	112,283	135,750	77,850	77,850	-42.7%
Total	\$123,463	\$146,930	\$162,610	\$170,504	16.0%

Budget Highlights

The budget for the Board of Commissioners increased by \$18,800 or 12.8 percent. This increase comes from updating the County code to reflect recent amendments through the online Municode system, which occurs every 1.5 to 2 years, and an increase in the health insurance rates. The budget moves the cost of Board of Commissioner per diems and travel allowances from operating to personal services based on auditor guidance.

Catawba County Government



County Manager

Reinventing Department

Organizations: 120050 - 120150

	2013/14 Actual	2014/15 Current	2015/16 Requested	2015/16 Approved	Percent Change
Revenues					
Cable TV Reimbursement	\$28,000	\$28,000	\$28,000	\$28,000	0.0%
Miscellaneous	7,124	0	0	0	0%
Indirect Cost	86,160	92,691	142,152	147,621	59.3%
General Fund	1,410,227	1,398,071	1,405,692	1,453,026	3.9%
Total	\$1,531,511	\$1,518,762	\$1,575,844	\$1,628,647	7.2%
Expenses					
Personal Services	\$1,414,687	\$1,416,831	\$1,484,452	\$ 1,537,255	8.5%
Supplies & Operations	116,824	101,931	91,392	91,392	-10.3%
Capital	0	0	0	0	0%
Total	\$1,531,511	\$1,518,762	\$1,575,844	\$1,628,647	7.2%
Expenses by Division					
County Manager	\$953,477	\$901,468	\$959,924	\$ 1,001,386	11.1%
Legal	335,114	359,373	359,999	363,854	1.2%
Budget & Management	242,920	257,921	255,921	263,407	2.1%
Total	\$1,531,511	\$1,518,762	\$1,575,844	\$1,628,647	7.2%
Employees					
Permanent	13.00	13.00	13.00	13.00	0.0%
Hourly	0.00	0.00	0.00	0.00	0%
Total	13.00	13.00	13.00	13.00	0.0%

Fiscal Year 2013/14 Outcome Achievements

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

Budget Highlights

The recommended County Manager budget is a 7.2 percent increase from the prior year. This increase is driven by stabilizing funding for the ICMA Fellow through indirect cost revenue and countywide compensation/benefit changes. The County Manager's Office is one of the County's four Reinventing Departments. Therefore, the focus when budgeting is on outcomes, discussed below.

Performance Measurement

Fiscal Year 2015/16

Outcomes for Fiscal Year 2015/16 focus on providing excellent customer service, fiscally sound public policy and administration, and programs to the citizens of Catawba County. The emphasis of the County Manager's Office continues to be on providing customer service to internal and external customers, the Board of Commissioners, County departments, and to the general public. Outcomes include overseeing the implementation and achievement of the Board of Commissioners' goals, providing information in a timely manner to the Board and citizens, and preparing and administering a balanced budget. A new outcome will look to inventory strategic plans across all departments to better codify the Board's vision for the future of the County.

Legal will focus on offering in-service training, preparing and/or reviewing contracts, providing continuous access to legal counsel for all employees, and maximizing the collection of delinquent accounts, back taxes, and other monies owed to the County through active legal pursuit.

The Budget Office will continue to focus on accurate revenue and expenditure projections and preparation of a balanced budget for adoption. Budget will monitor the Fiscal Year 2015/16 budget on an ongoing basis to ensure it remains balanced and recommend appropriate action be taken quickly if revenue erosion occurs. The office will also update and maintain the County's Performance Dashboard, which provides information on all County departments in one easy-to-use application.

Fiscal Year 2014/15

County Manager's Office

At mid-year County management effectively oversaw the progress in implementation of the Board of Commissioners' Fiscal Year 2014/15 goals in a timely manner. Some additional outcomes that appear to be on track were the creation of a media/publicity campaign around both Public Service Recognition Week and County Government month and also adopting six State goals as part of the local legislative goals development process.

Legal Office

Thus far, the Legal team ensured that all Boards' (Commissioners, Planning, Adjustment, and Subdivision) issues were addressed through attendance at each meeting and subsequent follow-up. Also, in-service training was provided to the Dangerous Dog Appellate Board, Social Services, Supervisor Training, and EMS. Furthermore, 205 contracts were reviewed within 5 days and 65 percent of delinquent accounts with which repayment schedules have been created were collected.

Budget Office

Finally, the Fiscal Year 2015/16 budget was kicked off by providing needed financial information through the annual budget process to the County Manager and department heads. The budget was constantly monitored, keeping it in balance. Finally, the Performance Dashboard was updated with the most recent information.

Fiscal Year 2013/14

County Manager's Office

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

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

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

Legal Office

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

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

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

Budget Office

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

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

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 2015/16 goals.
2. Inventory all strategic plans and understand their objectives in order to support the Board's codification of a vision for the future of the County.
3. Respond professionally and effectively to requests from Catawba County citizens for assistance or information related to the functions of county government.
4. Provide timely information to the Board of Commissioners for planning and decision making by doing the following:
 - a. Delivering all agenda packets to the Board of Commissioners at least four days prior to meeting.
 - b. Preparing all Board of Commissioners meeting minutes prior to the next Board of Commissioners meeting.
5. Prepare and administer a balanced budget for Fiscal Year 2016/17.
6. Participate actively in local, State and national organizations such as the North Carolina Association of County Commissioners, International City/County Management Association, North Carolina City/County Management Association, National Association of Counties, and local managers groups to strengthen intergovernmental relationships and share ideas.
7. Monitor legislation proposed by the North Carolina General Assembly and, where applicable, propose legislation that would be beneficial to Catawba County.

Outcome Performance Measures:

1. The Board of Commissioners' annual evaluation of the County Manager, which addresses their satisfaction with the performance of him and County staff. The evaluation refers to all of the outcomes listed and a satisfactory rating on that evaluation is evidence of achievement.
2. The Board of Commissioners' Annual Report to the public on the outcome of their Annual Goals.

LEGAL

Statement of Purpose

Provide quality legal counseling and representation to the Board of Commissioners, managers and employees of Catawba County on all issues related to county government. Having an in-house legal team provides county departments with quick access to legal services at a lower cost for taxpayers. The legal team is committed to excellence, ethics, professionalism, and fairness in all matters.

Outcomes

1. Provide needed legal services to all county departments as issues arise in a timely, professional and ethical manner by:
 - a. Completing preparation or review of contracts within 5 working days of receipt at least 95 percent of the time.
 - b. Achieving an approval rating of 95 percent on an annual client satisfaction survey.
2. Proactively improve county staff's ability to handle situations that could potentially have a legal impact on the county by:
 - a. Providing in-service training to any department.
 - b. Providing employees with 24 hours per day, 7 days per week telephone access to an attorney.
3. Ensure the Board of Commissioners, Planning Board, Board of Adjustment, and Subdivision Review Board are able to address any legal issue whether arising during a meeting or anticipated in advance by assigning an attorney to both work with each respective board and be in attendance at each board meeting.
4. To maximize the collection of delinquent accounts, back taxes, and other monies owed to the County, Legal will:
 - a. Collect or enter into payment arrangement for at least 50 percent of all eligible cases submitted
 - b. Collect at least 50 percent of payments due per contractual payment arrangements

BUDGET AND MANAGEMENT

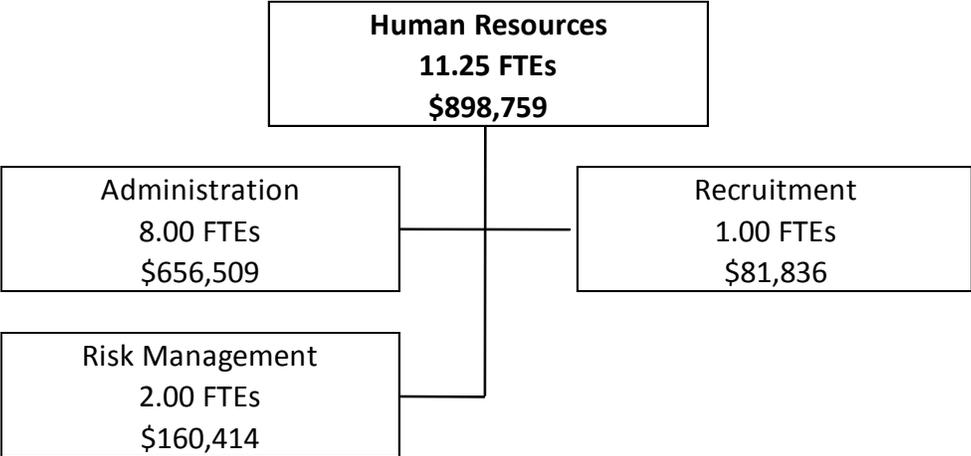
Statement of Purpose

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

Outcomes

1. Prepare a balanced budget for adoption by June 30, 2016, which:
 - a. Receives a satisfaction rating of at least 95 percent on the Manager's budget survey to be completed in July 2016 focusing on the responsiveness and the quality of analysis completed by the Budget staff on departmental outcomes. This will include the Budget staffs' ability to monitor and report departments' progress and commitment to outcomes and to recommend changes to improve efficiency or compliance.
 - b. Receives a satisfaction rating of at least 90 percent from department heads on a survey to be completed in July 2016, which measures the services the Budget staff provides to departments in the areas of revenue projections, research and analysis, staff support in resolving problems of mutual concern, and support in establishing and monitoring outcomes.
 - c. Communicates County policies, provides a financial and operating plan, and is an effective communication device to our citizens, as demonstrated by receiving the 2015 Government Finance Officers Association (GFOA) Distinguished Budget Award.
2. Prepare a Revenue, Expense, and Fund Balance Forecast in November 2015 that is based on the Fiscal Year 2015/16 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 2015/16 budget on an ongoing basis to ensure the budget remains balanced and recommend appropriate action be taken quickly if revenue erosion occurs.
4. Ensure the County's Performance Dashboard remains accurate and relevant by updating all appropriate areas with year-end Fiscal Year 2014/15 information. This will provide citizens and departments with the most up-to-date information on countywide performance and service levels.

Catawba County Government



Human Resources

Reinventing Department

Organizations: 150050 - 150200

	2013/14 Actual	2014/15 Current	2015/16 Requested	2015/16 Approved	Percent Change
Revenues					
Indirect Cost	\$112,387	\$117,170	\$115,972	\$118,689	1.3%
Local	7,280	0	0	0	0%
General Fund	780,402	794,045	763,333	780,070	-1.8%
Total	\$900,069	\$911,215	\$879,305	\$898,759	-1.4%
Expenses					
Personal Services	\$742,668	\$772,886	\$772,759	\$792,213	2.5%
Supplies & Operations	157,401	138,329	106,546	106,546	-23.0%
Total	\$900,069	\$911,215	\$879,305	\$898,759	-1.4%
Expenses by Division					
Administration	\$675,037	\$657,425	\$641,505	\$656,509	-0.1%
Recruitment	76,470	89,173	79,573	81,836	-8.2%
Risk Management	148,562	164,617	158,227	160,414	-2.6%
Total	\$900,069	\$911,215	\$879,305	\$898,759	-1.4%
Employees					
Permanent	11.00	11.00	11.00	11.00	0.0%
Hourly	0.25	0.25	0.25	0.25	0.0%
Total	11.25	11.25	11.25	11.25	0.0%

Fiscal Year 2013/14 Outcome Achievements

Total Outcomes	Achieved	Not Achieved	Success Rate
19	18	1	95%

Budget Highlights

As a Reinventing Department, Human Resources' budget emphasizes strong outcomes in order to have more flexibility in its budget. The department did undergo 1.4 percent reductions, related to various operating lines.

Fiscal Year 2015/16

In Fiscal Year 2015/16, Human Resources (HR) will continue to focus on providing quality and comprehensive benefits to County employees, recruiting a qualified and diverse workforce, and promoting County employee wellness. One specific effort is diversity awareness, which the department looks to bolster by offering two more programs in the next fiscal year. These efforts are supplemented by encouraging at least three departments to hire interns and expose them to County government. An additional new recruitment and retention effort is the establishment of at least one new employee engagement group such as healthy cooking, outdoor sports/activities, volunteerism, etc. Finally, the department expects to contribute to improved employee productivity through an increase in the traffic

through the Employee Health Connection (EHC) by an additional 5 percent due to additional services offered by the EHC in the new fiscal year.

Fiscal Year 2014/15

Recruitment

Outcomes related to recruitment were all on target midway through the year. They include a new, fresher Human Resources webpage that includes a section on internships to recruit a younger and diverse applicant pool. Also, 95 percent of departments now use supplemental questions as part of the initial application process as a screening tool aimed at developing a more qualified applicant pool. Finally, a Young Professionals Group was developed based on new employee feedback as a way of fostering a sense of community and belonging among the County's younger employees.

Pay and Classification

All pay and classification outcomes were on target through December, including the processing of all reclassification requests within two days, and the gearing up for the pay study in the spring.

Benefits

The Benefits outcomes were all on target, some of which include an average 4.8/5.0 score for the Benefits orientation by 63 new hires. Furthermore, 85 percent of respondents to the County Manager's New Employee questionnaire felt adequate benefit information was provided in orientation, exceeding the department's 80 percent goal.

Organizational Development

One Organizational Development outcome was achieved, while the remaining outcomes were on target. Seven employees were prepared for future leadership roles through the year-long Leadership Academy. The annual supervisory training provided 21 employees additional supervisory skills. Two sessions of the "Brand Called You" were completed, aimed at improving knowledge of oneself in order to be a better employee. Finally, employees broadened their knowledge of the Hmong people through diversity awareness in March.

Wellness

Each of the Wellness outcomes was on target. Nearly half (49 percent) of employees in the high risk group participated in Weight Watchers, Gym Membership Discounts, FitKIK, Exercise Classes, or Nutrition Counseling. The Employee Health Clinic (EHC) received 38 more visits between July and December 2014 compared to July and December 2013, or a 6 percent increase. Operation of the Employee Health Clinic generated 10 percent savings based on the cost to operate the EHC compared to the true cost of services if provided directly through a Primary Care Provider and estimated sick leave pay.

Self Insurance

The Self-Insurance Fund was adequately funded at mid-year and health and dental claims were tracked monthly, analyzed, and shared with the County Manager in order to determine future changes.

Risk Management

Every outcome in Risk Management was on target. The OSHA recordable injuries per 100 FTE were kept down to 1.5 compared to the State goal of less than 5. There were four at-fault accidents from which recommendations were made to the respective department heads. Finally, the department is developing a tracking mechanism for musculoskeletal claims over the next 3 years.

Fiscal Year 2013/14

Recruitment

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

Pay and Classification

Human Resources aided in the recruitment and retention efforts of departments by maintaining a competitive pay plan. A pay and classification study of 90 classifications was conducted and resulted in 48 position classification changes and 29 individual employee reclassification changes that affected 202 employees. Additionally, individual reclassification requests received throughout the year were completed within 5 days 99 percent of the time.

Benefits

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

Organizational Development

Human Resources coordinated a year-long supervisory education program for new supervisors to promote supervisory and organizational development among new leaders in departments. Team

building was promoted through “The Brand Called You” skills development program; 90 percent of the key employees targeted for this training agreed that it increased their knowledge of team dynamics and how to be a positive team member. Finally, a diversity program called “A Taste of Native American Culture” resulted in 97 percent of the participants increasing their knowledge of Native American culture.

Wellness

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

Self Insurance

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

Risk Management

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

HUMAN RESOURCES

Benefits

Statement of Purpose

Provide a quality and comprehensive benefits plan to County employees.

Outcomes

1. Educate 100 percent of new benefited employees on available County benefits and how to use the benefits, while providing a forum to discuss employee expectations by conducting orientations at least once a month. Success will be measured by achieving a score of 4.2 or higher for the content/quality of the program on evaluations given after each orientation session.
2. To ensure new employees have received adequate and thorough benefit information during the orientation process, a follow-up Employee Orientation question will be included in the County Manager's New Employee questionnaire. Success will be measured by at least 80 percent (80%) of participants agreeing that adequate benefit information was provided during orientation.
3. Educate employees about their retirement benefits through an annual Retirement Educational Program. The presentation will include information on the NC Retirement System, Catawba County retiree health insurance options, and the use of supplemental retirement programs to enhance retirement. Success of the program will be measured by at least 90 percent (90%) of participants indicating they "strongly agree" or "agree" they have an increased knowledge of retirement benefits and options.
4. 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.
5. To ensure the County's health plan offerings remain effective for the County and employees, monthly analysis will be conducted in the areas of health and dental claims versus revenues and plan performance. This analysis will be shared with the County Manager on a monthly basis. Human Resources will use the information to make recommendations in areas such as changes in plan design, insurance policy carriers, and/or claim reduction strategies.

Organizational Development

Statement of Purpose

Enable management and employees to expand their knowledge, skills, and abilities in order to enhance the work environment and prepare for work-related opportunities.

Outcomes

6. To enhance the County workforce's efficiency, Human Resources will offer at least one skills development program for targeted enrollment by County employees aimed at enhancing a work-related skill set. Success will be measured by at least 80 percent (80%) of participants indicating they "strongly agree" or "agree" that they have expanded their work-related knowledge, skills, and abilities.
7. To enhance diversity awareness in the workplace, Human Resources will offer at least three different diversity programs for general enrollment to County employees. Success will be measured by 80 percent (80%) of participants in at least two of the three programs indicating they "strongly agree" or "agree" that they have an increased knowledge of the specific topic for two of the three programs offered.
8. To promote professional development for supervisors, Human Resources will coordinate a year-long supervisory education program or a series of quarterly supervisory refresher courses.

Recruitment, Pay and Classification

Statement of Purpose

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

Outcomes

9. To understand and promote diversity within Catawba County Government, Human Resources will conduct meetings with all Department Heads and the County Manager's Office to review department statistics and share recruitment and retention goals and ideas. The use of interns will be further explored, with the goal of at least 3 departments agreeing to hire summer interns through available funding streams.
10. Develop and facilitate recruitment training refresher classes for supervisors in at least 2 departments, which will include best practices on recruitment and retention. Success will be measured by at least 80 percent (80%) of participants indicating they "strongly agree" or "agree" that they have expanded their work-related knowledge, skills and abilities.
11. To sustain and enhance employee retention, inclusion and morale, Human Resources will establish at least one new employee engagement group (ie., group interested in common activities such as healthy cooking, outdoor sports/activities, volunteerism, etc.) based on feedback from HR surveys conducted in FY 2014/15. Activities will be aligned with the County's organizational philosophy. A minimum of three events will be held to facilitate interest and engagement within these groups.
12. Orchestrate the completion of the 2014/15 Leadership Academy, which includes conducting final status reviews to ensure completion of each participant's activities, facilitating the final graduation ceremony and gathering feedback from participants to enhance the quality of future cohorts.
13. Provide County departments with flexibility to meet changes in available funding, demand for services, and State and Federal mandates by processing 90 (90%) percent of position reclassification requests and resulting pay inequities within five working days after receipt of all relevant information from the department.
14. To help with recruitment of qualified employees and to retain current employees, Human Resources will maintain a competitive pay plan by conducting an annual pay and classification study on at least one-third of the County's positions. Success will be determined by ensuring positions are classified correctly and pay ranges are approximately 100 percent (100%) of our competitive market.

Risk Management

Statement of Purpose

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

Outcomes

15. To limit the number of automotive accidents involving County vehicles, Risk Management will identify all at-fault accidents and make the following recommendations to Department Heads:

- a. After the first at-fault accident, require employee to repeat the County Defensive Driving class or have the Supervisor or Training Officer ride along with the employee to observe employee's driving skills.
- b. After a second at-fault accident by the same employee, a Corrective Action Plan or disciplinary action will be recommended for employee.

In addition, analysis will be conducted at least twice a year on vehicle accidents and reports will be shared with the Human Resources Director, County Manager, and each Department Head to discuss concerns, further actions, and options for improvement.

16. Limit OSHA recordable injuries to 5 per 100 FTEs, the North Carolina Department of Labor public sector industry standard. This will be accomplished by:

- a. Concentrating on evaluating the types of accidents in the high-risk departments to determine ways to improve work procedures.
- b. Meeting regularly with the Safety Committee to address training needs, fire, tornado and lock down drills, security issues, and building safety inspections.
- c. Meeting regularly with the Accident Review Committee 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.

17. Human Resources and Emergency Services will work together to achieve a 15 percent reduction in the number, cost, and severity of work related musculoskeletal claims over Fiscal Years 2014/15, 2015/16 and 2016/17. These departments will continue targeted training programs, adding additional programs and equipment as indicated by data gathered in prior years.

Wellness

Statement of Purpose

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

Outcomes

18. To improve the overall health of employees in high risk groups, Human Resources, in conjunction with the Employee Health Connection, will develop specific wellness programs, services, initiatives, and incentives that address the biometric health risk indicators as identified in the annual biometric aggregate data. Specifically, HR will offer at least four programs to help employees in the high risk groups address these health priorities during the Fiscal Year 2015/16. Success will be measured by monitoring improvements of those these employees participating in these programs.
19. To provide a cost effective and convenient healthcare option for employees, employee and County savings will exceed the cost to operate the Employee Health Clinic by at least 15 percent in the following areas:
 - a. Number of employee sick leave hours saved and an average associated cost.
 - b. Savings from conducting in-house Workers Compensation evaluations.
 - c. Savings from performing all recruitment and retention related medical testing through our Clinic.
 - d. Savings generated from employee usage of the Employee Health Clinic as opposed to their Primary Care Physician.
20. The Employee Health Connection (EHC) will increase its usage by at least 10 percent. They will offer additional services that limit the employee's time away from work thereby increasing productivity and decreasing the healthcare cost.

Human Resources/Emergency Services
2014-2018 Cross Department/Multi-Year Outcome

Human Resources and Emergency Services will work together to achieve a 15 percent reduction in the number, cost, and severity of work related musculoskeletal claims over the next 3 years.

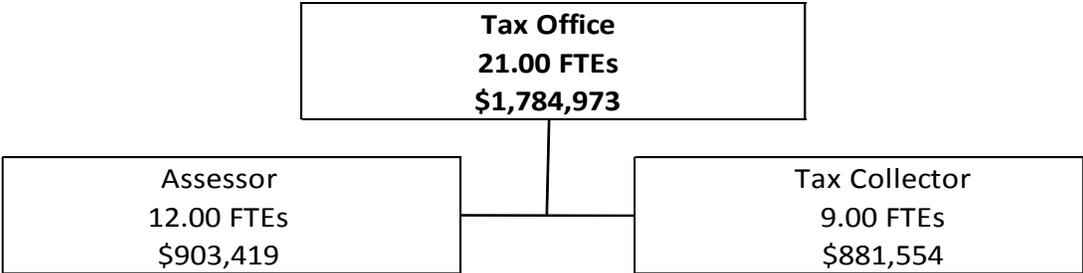
- **Year 1 (FY 2014/15)**
 - Data related to reportable and non-reportable OSHA musculoskeletal injuries over a three year period will be gathered and analyzed to determine the current rate of injury per FTE, the total cost of the injury per FTE, the time out of work as a result of the injury per FTE, and the root cause of each injury.
 - Training and education programs will be developed to address the type, cause and level of medical intervention required for such incidents. Additionally, equipment designed to reduce musculoskeletal injuries will be identified for purchase.
 - Implement targeted training and education programs and purchase identified equipment.

- **Year 2 (FY 2015/16)**
 - Continue targeted training programs, adding additional programs and equipment as indicated by data gathered in prior years.

- **Year 3 (FY 2016/17)**
 - Prepare a report analyzing the effect the training, education and equipment purchased had in reducing the number, cost and severity of musculoskeletal claims, highlighting the initiatives that should be continued and/or expanded.



Catawba County Government



Tax Department

Organizations: 130050 - 130100

	2013/14 Actual	2014/15 Current	2015/16 Requested	2015/16 Approved	Percent Change
Revenues					
Property Tax	\$88,556,119	\$84,610,982	\$88,866,104	\$88,866,104	5.0%
Privilege License Tax	\$19,562	\$22,500	\$0	\$0	0%
Contribution to General Fund	(88,556,119)	(84,614,384)	(88,866,104)	(88,866,104)	5.0%
Charges & Fees	227,244	226,290	224,088	224,088	-1.0%
Personnel Indirect Cost	0	3,402	0	0	0%
General Fund	1,432,017	1,607,175	1,526,568	1,560,885	-2.9%
Total	\$1,678,823	\$1,855,965	\$1,750,656	\$1,784,973	-3.8%
Expenses					
Personal Services	\$1,221,565	\$1,228,636	\$1,141,312	\$1,175,629	-4.3%
Supplies & Operations	457,178	612,329	609,344	609,344	-0.5%
Tax Refunds	80	15,000	0	0	0%
Capital	0	0	0	0	0%
Total	\$1,678,823	\$1,855,965	\$1,750,656	\$1,784,973	-3.8%
Expenses by Division					
Assessor	\$968,861	\$988,853	\$882,552	\$903,419	-8.6%
Collections	709,962	867,112	868,104	881,554	1.7%
Total	\$1,678,823	\$1,855,965	\$1,750,656	\$1,784,973	-3.8%
Employees					
Permanent	25.00	23.00	21.00	21.00	-8.7%
Hourly	0.00	0.00	0.00	0.00	0%
Total	25.00	23.00	21.00	21.00	-8.7%

Budget Highlights

The Tax Department's budget decreased by 3.8 percent (\$70,992) from the previous fiscal year, with the elimination of two full time positions - a Mapping Technician and an Office Support Specialist – and a reduction in other operating expenses.

Performance Measurement

Fiscal Year 2015/16

The Tax Department's outcomes for Fiscal Year 2015/16 will focus on improving the County's tax collection rate and providing high quality customer service. The Tax Assessor will ensure citizens receive prompt notification of taxes owed, which will require that all new construction is listed, appraised and recorded in a timely manner. The Collector's Office will continue to increase the County's Tax collection rate by one percentage point (with the improvement target based on last year's success). Additionally, the office will respond to all taxpayer inquires within 24 hours.

Fiscal Year 2014/15

At mid-year the Tax Department was on target to achieve or had already achieved all 14 of its outcomes. The department ensured that all citizens received prompt notification of taxes owed by mailing the 2014 real and personal property tax bills by July 18th, 2014, nearly 1½ months before the September 1st statutory deadline. Assessor is on target to provide the public with the most current real property

ownership information. At mid-year, staff processed deed transfers in four business days, well ahead of the goal of processing the deeds within 10 days of receipt. The early billing was a result of having all new construction listed, appraised, and keyed by June 20th, 2014; this was a month ahead of its mid-July deadline. Another outcome that was on target at mid-year was increasing Catawba County citizens' knowledge of Farm and Food Sustainability plan by preparing and disseminating all present-use program information and using the newly updated tax software to accurately maintain a database of present-use value program participants.

The Tax Department is on target to improve last year's property tax collection rate; at mid-year the department was .59 percentage points higher than last fiscal year (93.79 vs. 93.20) at the same time, which amounts to nearly \$1.8 million increase in collections. To increase the tax collection rate, the department implemented several tactics, one of which was offering payment arrangements to all taxpayers rather than to only delinquent taxpayers.

Fiscal Year 2013/14

Tax Assessor

The Tax Assessor's Office achieved all seven of its outcomes. The office ensured that citizens received prompt tax notification by mailing real and personal property tax bills on July 31, 2013 and responded to 100 percent of tax inquiries within 24 hours of receipt. The Tax Assessor exceeded its third outcome of providing the most current real property ownership information to citizens by processing 85 percent of deed transfers within 6 business days of receipt from the Register of Deeds compared to its outcome of 10 business days. Additionally, the Assessor listed, appraised, and keyed all new construction by June 14, 2013, a month earlier than its July 15 outcome deadline. For its fifth outcome, the office increased awareness of tax relief programs by distributing 1,098 tax relief pamphlets, working one-on-one with numerous taxpayers over the phone and in-person, and giving public presentations on tax relief programs. As a result of this effort, 90 percent (194 out of 216) of applicants were appropriately enrolled in various tax relief programs. In partnership with the Technology Department, the Assessor Office achieved its sixth outcome of analyzing and improving business processes, an example of which is using Laser-fiche to scan deeds and mapping documentation. The final outcome, to increase support implementation of the Farm and Food Sustainability Plan by ensuring efficient administration of the present-use program, was achieved by disseminating brochures to the public and answering the public's questions (via telephone, email, and face-to-face conversations). The Assessor also maintained an accurate database of present-use value program participants.

Tax Collector

In Fiscal Year 2013/14, the Tax Collector Office did not achieve any of its three outcomes. First, the office sought to improve the County's tax collection rate ranking within the State by increasing the current year tax collection rate to 97.27 percent. The Office's tax collection rate was 96.94, 23rd among the 27 counties with populations over 100,000, the same ranking as the previous year. The second unachieved outcome was to increase the prior 10 years' delinquent tax percentage by five percentage points. The Tax Collector collected 32.47 percent of the prior 10 years delinquent taxes. Although the outcome was not met, delinquent collections improved .23 percentage points from the previous fiscal year. The third outcome not achieved was responding to taxpayer inquiries within 24 hours. Not meeting this outcome is largely due to an anomaly that took place during December where a deluge of voicemails (2,000) were not completely responded to for 4 weeks. Outside of this situation, the Collector Office provided responses to taxpayer inquiries within 24 hours.

ASSESSOR

Statement of Purpose

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

Outcomes

1. To ensure citizens receive prompt notification of taxes owed:
 - a. Prepare and mail 100 percent of real and personal property tax bills by August 3, 2015. Statutorily, this must be done no later than September 1st, the date in which the bills lawfully become due and payable.
2. Provide quality customer service by responding to 100 percent of taxpayer inquiries within 24 hours of receipt and resolving outstanding issues within five working days as evidenced by monitoring and verification by supervisors within department.
3. Provide most current ownership information of real property to citizens by processing 85 percent of deed transfers within 10 business days of receipt from the Register of Deeds.
4. Ensure that all new construction is listed, appraised, and recorded in time for billing no later than July 15, 2015, by constant monitoring of outstanding new construction through building permits and field reviews.
5. To increase awareness of tax relief programs, the Tax Office will educate, assist and enroll qualified County citizens in the following property tax relief programs by June 1, 2016: elderly or disabled exclusion, circuit breaker property tax deferral, and disabled veteran exclusion.
6. Work with the Technology Department to increase public access to online applications/forms for data mailers, sales verification letters, address changes, elderly/disabled exemptions, present use value and privilege licenses.
7. To increase Catawba County citizens' knowledge of the Farm and Food Sustainability plan's tax benefits and to ensure efficient administration of the present-use program, the Tax Office will:
 - a. Prepare and disseminate all present-use program information, to include qualifying program criteria and application process, via handouts, presentations, and website to the public.
 - b. Maintain an accurate database of participants in the present-use value program.

TAX COLLECTOR

Statement of Purpose

To collect and account for all current, as well as delinquent, County, and City Ad Valorem taxes charged to the Tax Collector, all County privilege licenses, issue all mobile home moving permits, collect all County street assessments, and collect all fees related to garnishment, attachment, levy, judgment, and returned checks as provided by North Carolina law.

Outcomes

1. The Collection division will work to increase the tax collection rate from the Fiscal Year 2012/13 collection rate of 96.94 percent to 97.94 over a 3 year period. To accomplish this goal staff will:
 - a. Use all lawful measures to collect delinquent taxes, including attachments, garnishments, payment arrangements, foreclosure, debt setoff, etc.
 - b. Prepare weekly and monthly status reports to track collections as compared to prior years.
 - c. Implement collection strategies gleaned from LEAN process improvement study aimed at optimizing the delinquent collection process.
 - d. Working delinquent accounts under \$250 with a goal of collecting a minimum of 65 percent of these smaller accounts by June 30 2016.
2. Increase the percentage of prior 10 years' delinquent taxes collected by 2 percentage points from the previous fiscal year (Fiscal Year 2013/14 32.47 percent). Statutorily, the County may only pursue enforced collection measures for accounts that are 10 years old or less delinquent, so it is important to continue all lawful measures to collect these accounts before that time expires.
3. Provide quality customer service by responding to all taxpayer inquiries within 24 hours of receipt and resolving outstanding issues within five business days as evidenced by monitoring and verification by supervisors within department.

Elections

Organization: 140050

	2013/14 Actual	2014/15 Current	2015/16 Requested	2015/16 Approved	Percent Change
Revenues					
Charges & Fees	120,361	2,600	110,000	110,000	100.0%
General Fund	496,629	488,604	609,184	614,475	25.8%
Total	\$616,990	\$491,204	\$719,184	\$724,475	47.5%
Expenses					
Personal Services	\$367,398	\$331,904	\$462,524	\$467,815	40.9%
Supplies & Operations	249,592	159,300	256,660	256,660	61.1%
Capital	0	0	0	0	0%
Total	\$616,990	\$491,204	\$719,184	\$724,475	47.5%
Employees					
Permanent	4.00	4.00	4.00	4.00	0%
Hourly	0.00	0.01	0.00	0.00	0%
Total	4.00	4.01	4.00	4.00	-0.2%

Budget Highlights

The Board of Elections' budget increased by 47.5 percent (\$233,271) from the Fiscal Year 2014/15 budget, attributed to having more elections planned for Fiscal Year 2015/16 than the current year. Upcoming planned elections include municipal elections (which are fully funded by the municipalities), the addition of a Presidential Preference Primary, and the County primary election.

Performance Measurement

Fiscal Year 2015/16

In Fiscal Year 2015/16, Elections will focus on preparing for and successfully conducting the City of Hickory Primary Election (if necessary), Municipal Elections, Federal, State, and County Primary Elections, and Presidential Primary Election (if necessary). Similar to previous years' outcomes, Elections will ensure that all election laws passed by the General Assembly are applied by their effective date. Elections will continue work on its multi-year outcome to ensure that every registered voter's signature is on file at the State Board of Elections. In a new outcome, Elections will request feedback from election candidates on customer service, with a goal that 90 percent of respondents rate staff customer service as excellent.

Fiscal Year 2014/15

At mid-year Elections was on target or had already achieved 100 percent of its Fiscal Year 2014/2015 outcomes. The office completed the November 4 General Election (43.61 percent turnout) in compliance with all new election laws effective this year. Elections is on target to meet its goal of scanning 4,000 voter registration documents this fiscal year, making each voter's signature available during elections, if needed.

Fiscal Year 2013/14

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

ELECTIONS

Statement of Purpose

The goal of the Elections Office is to organize, conduct, and provide well-planned and managed elections with immediate results. Elections will ensure the citizens of Catawba County the right to vote in fair, honest, and impartial elections in accordance with State and Federal Elections law and County regulations, and provide easy access for all registered voters.

Outcomes

1. Prepare for and conduct the following scheduled elections as required by Federal and State law:
 - A. October 6, 2015 – City of Hickory Primary (if needed)
 - B. November 3, 2015 – General Election for the eight municipalities, the Hickory School System, and the Newton/Conover School System
 - C. March 2016 – Presidential Primary
 - D. May 3, 2016 – 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 passed by the General Assembly by their effective date.
 - A. Implement the new Photo-Id law (G.S. 163-166.13) beginning in the 2016 elections. Every qualified voter voting in person in accordance with the law shall present photo identification bearing any reasonable resemblance to that voter to a local election official at the voting place before voting.
 - B. Train all One-stop and Election Day workers on the new election laws as the laws are implemented.
3. Scan 1,500 or 15 percent of the remaining voter signatures into the State Registration System (SEIMS). The State Board of Elections has required all voter registration documents to be scanned into SEIMS in order to have a signature on file for each registered voter.
4. 90 percent of election candidates who respond to Elections' customer service survey will rate the staff's customer service as "excellent."



Register of Deeds

Organization: 160050

	2013/14 Actual	2014/15 Current	2015/16 Requested	2015/16 Approved	Percent Change
Revenues					
Real Estate Excise	\$415,099	\$400,000	\$515,000	\$515,000	28.8%
Indirect Cost	0	1,102	0	0	0%
Charges & Fees	532,629	566,100	464,500	464,500	-17.9%
Miscellaneous	145,900	214,000	210,000	210,000	-1.9%
General Fund	(402,782)	(475,553)	(512,341)	(496,025)	4.3%
Total	\$690,846	\$705,649	\$677,159	\$693,475	-1.7%
Expenses					
Personal Services	\$485,175	\$532,397	\$536,999	\$553,315	3.9%
Supplies & Operations	189,831	172,150	140,160	140,160	-18.6%
Capital	15,840	0	0	0	0%
Total	\$690,846	\$704,547	\$677,159	\$693,475	-1.6%
Employees					
Permanent	10.00	10.00	10.80	10.00	0%
Hourly	0.00	0.00	0.00	0.00	0%
Total	10.00	10.00	10.80	10.00	0.0%

Budget Highlights

The Register of Deeds' (ROD) recommended budget for Fiscal Year 2015/16 decreased by 1.6 percent from the Fiscal Year 2014/15 budget, a decrease of \$11,072. This is the result of completing scanning / indexing and redaction projects.

Performance Measurement

Fiscal Year 2015/16

In Fiscal Year 2015/16, Register of Deeds will continue to focus on providing timely, courteous and accurate services to the public by recording 99 percent of the vital records received and responding to 99 percent of vital records requests within one day. The office also will strive to administer notary public oaths to 100 percent of approved applicants the same day as requested. Register of Deeds will continue work on a robust indexing/scanning effort to increase public access to birth, death, and marriage records. Finally, Register of Deeds will back up all digitized records and keep the Disaster recovery plan updated to minimize loss of records in the event of a disaster.

Fiscal Year 2014/15

At mid-year Register of Deeds (ROD) was on target to achieve two of its three Fiscal Year 2014/15 outcomes. The outcome not on target pertained to improving customer service by providing access to updated birth certificates marked "deceased" and marriage licenses marked "expired/ never returned" if applicable. Staff has begun this work and continues to strive to meet the outcome. All other ROD efforts to improve customer service including indexing and scanning birth certificates, death records, and Military Discharge DD214 forms were on target. ROD continued to provide timely, courteous, and

accurate services to the public by recording 100 percent of real estate documents and 99 percent of vital records on the day received. Likewise, the department responded to 99 percent of vital records requests within the same day. ROD also sought to minimize the likelihood of losing records and maximize the ability to retrieve records in the event of a disaster by backing up digitized records, updating the Disaster Recovery Plan, and conducting quarterly drills.

Fiscal Year 2013/14

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

The Register of Deeds also met its goal surrounding disaster preparation by backing up digitized real estate records, vital records, military discharges, and notary public certifications through the County's Technology Department, the Archives in Raleigh, or Logan Systems; maintaining an up-to-date disaster recovery plan; and including the public in two of four drills per year.

Customer service improved through efforts to reduce the department's in-office research time. Four components of this outcome were not achieved. Providing indexing and scanned uncertified copies of death records since 1940 on the self-service in-house terminals has not yet been achieved due to delay from Raleigh. Providing offline access for staff to scanned images of Military Discharge DD214 forms and indexing of the Military Discharge DD214 forms of Books 19 and 20 were not achieved due to lower staffing levels, although progress was made. The Register of Deeds continues to work toward these two components of this outcome.

REGISTER OF DEEDS

Statement of Purpose

The Catawba County Register of Deeds serves as custodian of all records of real estate, vital records, military discharges, and the certification of notary publics. It is essential in preserving Catawba County's history.

The Register of Deeds is a customer-driven recording agency that provides numerous functions to the legal community and the general public, such as supplying accurate and expedient documentation as needed. The Register of Deeds is an elected official of four year terms who is legally charged with recording and maintaining the integrity, completeness, accuracy and safekeeping of Catawba County's public records.

The department's highest priority is to provide six services required by North Carolina General Statutes. The six required services are recording legal documents, issuing marriage licenses/certificates, recording/issuing birth and death certificates, issuing notary public oaths/authentications, imaging recorded documents and maps, along with indexing all the above recorded documents and maps.

The office is bound by North Carolina General Statutes to make recorded documents available via a temporary or permanent index within 24 hours; documents must be fully indexed on the permanent index within 30 days of the initial recording. At the same time, the indexing unit strives for a margin of error of less than one percent. This is to ensure that each staff member, constituent or citizen will be able to retrieve such public records when needed.

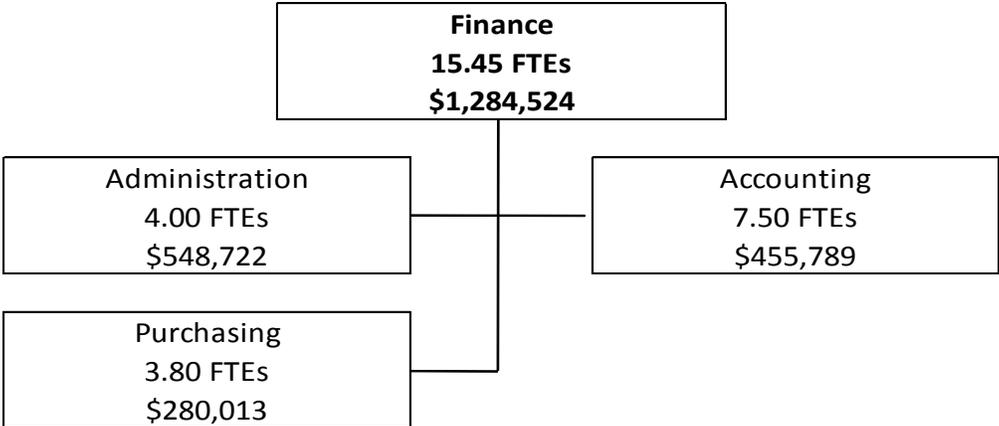
Outcomes

1. To provide timely, courteous, and accurate services to the public, the Register of Deeds will:
 - a. Record 100 percent of real estate documents the same day received.
 - b. Record 96 percent of vital records the same day received, given there are no problems with the records.
 - c. Respond to 96 percent of all vital records requests (marriage license, birth, and death certificates) received by mail and in person the same day received, given there are not problems with the request.
 - d. Return 100 percent of real estate documents within five days after indexing is complete.
 - e. Educate 100 percent of couples on North Carolina's marriage license requirements.
 - f. Administer notary public oaths to 100 percent of approved applicants the same day as requested.
 - g. Ensure an indexing error rate of less than one percent for all recorded documents.

2. Improve customer service to the public by reducing the in-office research time needed to obtain copies of records by implementing the following technologies by June 30, 2016:
 - a. Record and index 100 percent of birth and death certificates the same day received by working with Catawba County Public Health and funeral homes.
 - b. Provide indexed and scanned delayed birth records for Volumes 1 to current on the self-service in-house terminals.
 - c. Provide indexed and scanned death records back to 1935 on the self-service in-house terminals.
 - d. Provide staff indexed and scanned marriage records back to 1842 on the self-service in-house terminals.
 - e. Provide access to scanned images of Book 1 to current images of the Military Discharge DD214 records on staff terminals.
 - f. Provide access to indexed data of Books 1-17 of the Military Discharge DD214 records on staff terminals. (Data for Books 18 - current are already available.)
 - g. For individuals born in Catawba County whose notification of death is received, 85 percent of birth certificates will be marked DECEASED. Scan 100 percent of these records into the self-service in-house terminals. *This is done according to North Carolina Vital Records Administration Code 10A NCAC 41H .0601*
 - h. Stamp 85 percent of Marriage licenses issued and not returned after 60 days EXPIRED, NOT USED or NEVER RETURNED. Scan 100 percent of stamped licenses into the self-service in-house terminals.
 - i. Work with Information Technology to keep Website updated, user friendly, and available 24 hours per day, seven days per week.
3. Minimize loss and maximize the ability to retrieve all records in the Register of Deed's Office in the event of a disaster by ensuring a Disaster Recovery Plan is intact and operational using the following methods:
 - a. Back up 100 percent of digitized 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. Update the Disaster Notebook's recovery plan and ensure staff knows how to implement the plan by attending state sponsored training during the fiscal year.
 - c. Have quarterly drills for the staff to ensure awareness of the Disaster Recovery Plan and how to address any alterations needed to the plan.
 - d. Include the public in at least two of the four drills held throughout the year.



Catawba County Government



Finance

Organizations: 170050 - 170101

	2013/14 Actual	2014/15 Current	2015/16 Requested	2015/16 Approved	Percent Change
Revenues					
Investment Earnings	\$497,677	\$400,000	\$400,000	\$400,000	0.0%
Personnel Indirect Cost	33,433	36,701	36,701	\$38,128	3.9%
Miscellaneous	5,414	0	0	0	0%
Charges & Fees	504	0	0	0	0%
General Fund	1,075,565	847,245	823,380	846,396	-0.1%
Total	\$1,612,593	\$1,283,946	\$1,260,081	\$1,284,524	0.0%
Expenses					
Personal Services	\$1,019,974	\$1,059,516	\$1,040,651	\$1,065,094	0.5%
Supplies & Operations	592,619	224,430	219,430	219,430	-2.2%
Capital	0	0	0	0	0%
Total	\$1,612,593	\$1,283,946	\$1,260,081	\$1,284,524	0.0%
Expenses by Division					
Administration	\$510,153	\$538,865	\$542,584	\$548,722	1.8%
Accounting	842,580	465,940	444,440	455,789	-2.2%
Purchasing	259,860	279,141	273,057	280,013	0.3%
Total	\$1,612,593	\$1,283,946	\$1,260,081	\$1,284,524	0.0%
Employees					
Permanent	15.80	15.30	15.30	15.30	0.0%
Hourly	0.15	0.15	0.15	0.15	0.0%
Total	15.95	15.45	15.45	15.45	0.0%

Budget Highlights

The Finance Department's budget remained practically flat, adequately budgeted to address all Administrative, Accounting, and Purchasing duties. 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. The budget reduces a Finance Specialist position in payroll from full to half time.

Performance Measurement

Fiscal Year 2015/16

Finance will continue to provide a high level of service, as the department is responsible for accurately processing all financial transactions and for complying with Federal, State, and local guidelines. In fact, a new outcome will measure the timeliness of cash management by reconciling bank accounts within 15 days or receipt of bank statements.

Finance will continue to partner with the Budget Office to provide an accurate financial forecast for the development of the Fiscal Year 2016/17 budget. The Finance Department will continue managing the expansion of the Justice/Public Safety Center building.

Fiscal Year 2014/15

Administration

Through mid-year, Finance Administration had monitored all financial transactions per regulations and submitted the Comprehensive Annual Financial Report (CAFR) in a timely fashion. All outcomes were achieved. This included providing the Budget office with preliminary revenue projections and monitoring debt payments for existing debt

Accounting

Accounting was on target through December 31 to achieve all its outcomes, including ensuring 100 percent accuracy and timeliness in Accounts Payable, Accounts Receivable and Payroll, W2 and tax payment processing, and fixed asset information for Fiscal Year 2013/14.

Purchasing

Every outcome was on target through the middle of the year in Purchasing. Purchasing saved departments \$135,770 through the informal quote process. Further, 31 percent of expenditures went toward green and environmentally friendly products and services. Finally, a Small Business class developed with Catawba Valley Community College to diversify the vendor base will occur before end of fiscal year.

Fiscal Year 2013/14

Administration

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

Accounting

Accounting achieved all its outcomes for Fiscal Year 2013/14. Staff made accurate and timely payments (15,324) during the fiscal year. Also, Accounting ensured compliance with all the Federal, State, and local guidelines by distributing 100 percent of 1099s and W-2 forms by January 31, 2014, processing State reports, and making daily deposits through the use of remote deposit. Accounting maintained all fixed

asset information for the fiscal year. Payroll made accurate and timely payment of wages to over 1,100 full-time and hourly employees on a bi-weekly basis, for a total of 31,365 payments. Additionally, Accounting obtaining a 100 percent satisfaction rating from customers, exceeding its goal of a 95 percent satisfaction rating.

Purchasing

Purchasing achieved all of its outcomes, expediting the procurement of County goods and services and responding to departmental needs as economically as possible and continuing to participate in cooperative purchasing alliances, with \$1.7 million spent through these programs. Purchasing also educated departments on purchase options and reviewed formal bid requests, making recommendations to the Board of Commissioners. Purchasing sought to diversify the vendor base to better reflect the diversity in Catawba County by placing all pre-bid conference dates and advertisements in minority media platforms and maintaining a log of all procured goods and services that came from minority vendors and contractors. Finally, County operations were more environmentally friendly through a variety of strategies, including a Vendor Fair and logging the dollars spent toward green products where it made financial sense, with 40 percent of all purchases considered to be green products.

ADMINISTRATION

Statement of Purpose

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

Outcomes

1. The County follows the requirements of the Local Government Budget and Fiscal Control Act. The Finance Department ensures that transactions comply with these requirements by:
 - a. Monitoring all financial transactions in accordance with the annually adopted Budget Ordinance.
 - b. Accurately recording all amendments to the County's Budget Ordinance within 5 working days from receipt.
2. The Finance Department assists with the development of the Fiscal Year 2016-17 budget by providing the Budget Office with information on a timely basis, normally by October 31, 2015, that includes the following:
 - a. Revenue projections for major revenue sources (property taxes, sales tax, ABC profits and investment earnings).
 - b. Preliminary estimates of the County's level of fund balances and recommendations on the amount of fund balances available for appropriation.
 - c. Debt service requirements
3. Timely and accurate financial information is important to the County's association with various funding and oversight agencies. These may include bond ratings agencies for future debt issuance; Federal, State, and local granting agencies; the 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, 2016, to ensure the financial integrity of the County.
 - b. Completing the County's Comprehensive Annual Financial Report (CAFR) and submitting to the Local Government Commission by December 1, 2015.
 - c. Submitting the CAFR to the Government Finance Officers Association (GFOA) for the Certificate of Achievement for Excellence in Financial Reporting by December 31, 2015.
4. The County is responsible for financing major capital projects including those for the local public schools and community college. The goal of the Finance Department is to maximize cash on hand and borrow money as cheaply as possible.
 - a. The department will plan, execute, and oversee all underwriting and debt issuance of Catawba County including any approved new debt financing issues needed for Public Schools, Community College, or renovations/additions to County facilities or equipment.
5. To ensure courteous and collegial relations with County departments, Finance Administration will achieve a 95 percent satisfaction rate on its annual customer service survey.

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 (biweekly?) basis by:
 - a. Processing all documentation received and generating vendor payments accurately 98% of the time as evidenced by corrected checks.
2. Compliance with all Federal, State, and local guidelines by:
 - a. Processing and distributing 100% of required Form 1099 by January 31 for vendor tax records.
 - b. Making daily deposits of all revenue received 98% of the time, as evidenced by deposit ticket dates.
3. Maintain an accurate and thorough inventory of all County fixed assets (items costing \$5,000 or more with a useful life of 2 years or more) in order to produce documentation for the annual audit by processing additions, deletions, and transfers by August 31.
4. To ensure courteous and collegial relations with County departments, Accounts Payable will achieve a 95 percent satisfaction rate on its annual customer service survey.

Payroll Outcomes

5. Make accurate and timely payment of wages to 1,100+ full-time and hourly employees on a bi-weekly basis:
 - a. Processing all documentation received and calculating wage payments accurately 99% 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% of required Form W-2 by January 31 for employees' tax records.
 - b. Reporting, processing and paying of Federal and State taxes and employee benefits when due 100% of the time, as evidenced by date of payment.
7. To ensure courteous and collegial relations with County departments, Payroll will achieve a 95 percent satisfaction rate on its annual customer service survey.

Billing Outcomes

8. As a measure of good customer service and vendor relations, the billing office has the following procedures in place:
 - a. Posting all payments within 5 working days 98% of the time
 - b. Process a monthly billing cycle by mailing bills within 5 working days of cutoff 98% of the time.
9. To ensure courteous and collegial relations with County departments, Billing will achieve a 95 percent satisfaction rate on its annual customer service survey.

Cash Management Outcomes

10. As a measure of stewardship of County cash assets, the Finance Department will reconcile bank accounts within 15 days of receipt of bank statements.

PURCHASING/SERVICE CENTER

Statement of Purpose

To ensure the timely procurement of quality goods and services as economically as possible within the guidelines of General Statutes and County Code. To provide timely, accurate and courteous mail and courier service to county departments.

Outcomes

1. Expedite the procurement of County goods and services and respond to departmental needs as economically and timely as possible by:
 - a. Continuing participation in cooperative purchasing alliances (US Communities) and North Carolina State Contract.
 - b. Ensuring County formal projects and goods are obtained within the guidelines of General Statute and County Code.
 - c. Reviewing formal bid requests (equipment and supplies totaling \$90,000 and over) establishing specifications, conducting formal bid openings and making recommendations to the Board of County Commissioners to the satisfaction of County departments.
 - d. Assisting departments in obtaining informal quotes (for purchases of supplies and equipment less than \$90,000) are obtained effectively and at the best value.
 - e. Maintaining a log of all informal quotes received, indicating the savings incurred.
2. Make County operations more environmentally friendly by encouraging County departments and contractors to purchase at least 15 percent recycled and other environmentally preferable products.
3. In order for our vendor base to better reflect the diversity of our County; strive to reach the County's Minority Outreach goal of 5 percent for informal and formal building construction projects by:
 - a. Advertising in the minority paper (\$600)
 - b. Sending notices to minority sub-contractor 10 days before the bidding
 - c. Instructing a class on "How to do business with Catawba County"
 - d. Develop a "How to Do Business with Catawba County" brochure to send with a vendor form to minority/women-owned business in Catawba and surrounding counties as identified on the Office of Historically Underutilized Business (HUBSCO) Website
 - e. Develop a You Tube video on "How to do Business With Catawba County"
4. Provide daily courier service between all departments, agencies, and the U.S. Postal Service in a timely manner, accurate and courteous manner by:
 - a. Ensuring out-sourced company is familiar with the postal needs and mail route for all county departments. Maintain a regular schedule for the mail route; comply with special requests when feasible.
5. To ensure courteous and collegial relations with County departments, Purchasing will achieve 90 percent satisfaction rate on its annual end-of-the-year survey.

Government Agencies - Justice Center

Organization: 180050

	2013/14 Actual	2014/15 Current	2015/16 Requested	2015/16 Approved	Percent Change
Revenues					
State	\$195,914	\$190,000	\$190,000	\$190,000	0%
General Fund	(191,486)	(179,500)	(179,500)	(179,500)	0%
Total	\$4,428	\$10,500	\$10,500	\$10,500	0%
Expenses					
Supplies & Operations	4,428	10,500	10,500	10,500	0%
Total	\$4,428	\$10,500	\$10,500	\$10,500	0%

Other Government Costs

Organization: 190050

	2013/14 Actual	2014/15 Current	2015/16 Requested	2015/16 Approved	Percent Change
Revenues					
Local Sales Tax	\$14,528,776	\$13,894,480	\$14,687,194	\$15,437,194	11.1%
Beer & Wine Tax	369,182	325,000	350,000	350,000	7.7%
Cable TV Reimbursements	610,010	600,000	600,000	600,000	0.0%
Catawba Communities	0	6,000	6,000	6,000	0.0%
JCPC Planning	13,500	13,719	13,000	13,000	-5.2%
JCPC Projects	170,952	162,636	166,528	166,528	2.4%
Indirect Cost	407,066	266,390	279,692	248,729	-6.6%
Miscellaneous	1,067,537	905,793	904,593	904,593	-0.1%
Fund Balance	0	6,230,835	12,212,038	5,933,159	-4.8%
DHR County Share	(12,726,129)	(12,376,299)	(12,038,638)	(12,032,894)	-2.8%
General Fund	(4,172,173)	(9,632,284)	(16,629,964)	(11,000,866)	14.2%
Total	\$268,721	\$396,270	\$550,443	\$625,443	57.8%
Expenses					
Personal Services	\$20,960	144,000	\$300,000	375,000	160.4%
Other					
Adult Probation Lease	30,258	36,000	36,000	36,000	0.0%
Alliance for Innovation	10,000	12,500	7,500	7,500	-40.0%
Employee/Social Committee	13,096	13,250	13,250	13,250	0.0%
Hickory Airport Tower	3,365	3,365	3,365	3,365	0.0%
JCPC Projects	170,952	162,636	166,528	166,528	2.4%
Joint JCPC Planning	13,757	13,719	13,000	13,000	-5.2%
Fire Association - Museum Maintenance	0	2,800	2,800	2,800	0.0%
Public Relations	333	8,000	8,000	8,000	0.0%
Supplies & Operations	4,000	0	0	0	0%
WPCOG - Future Forward	2,000	0	0	0	0%
Total	\$268,721	\$396,270	\$550,443	\$625,443	57.8%

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.

Funds are included in this cost center to conduct a pay and classification study for 1/3rd of the workforce annually to ensure that when vacancies occur, positions are advertised at rates that keep Catawba County salaries competitive and are substantially equivalent to the State in Public Health and Social Services. Additionally funds are included to recognize outstanding individual or team performance that goes above and beyond during the year.

The budget maintains funding for Adult Probation space as mandated by the State. The budget also includes funding toward the operational costs of the Hickory Airport control tower, lawn mowing services at the Fire Association Museum, County dues to the Alliance for Innovation, and public relations.

Contingency

Organization: 190100

	2013/14 Actual	2014/15 Current	2015/16 Requested	2015/16 Approved	Percent Change
Revenues					
Special Contingency	\$0	\$50,000	\$50,000	\$50,000	0.0%
General Fund	0	143,066	210,000	310,000	116.7%
Total	\$0	\$193,066	\$260,000	\$360,000	86.5%
Expenses					
Contingency	\$0	\$143,066	\$210,000	\$310,000	116.7%
Special Contingency	0	50,000	50,000	50,000	0.0%
Total	\$0	\$193,066	\$260,000	\$360,000	86.5%

Budget Highlights

Contingency is budgeted to address potential needs that aren't known at the time of budget submittal.

Transfers From the General Fund

Organization: 190900

	2013/14 Actual	2014/15 Current	2015/16 Requested	2015/16 Approved	Percent Change
Revenues					
General Fund	5,487,976	4,116,263	14,385,345	7,592,094	84.4%
Total	\$5,487,976	\$4,116,263	\$14,385,345	\$7,592,094	84.4%
Expenses					
Citizens' Alert System	\$6,582	\$0	\$0	\$0	0%
E-911 Fund	\$18,766	\$0	\$0	\$0	0%
General Capital Projects	1,727,777	1,225,000	3,268,008	\$3,121,277	154.8%
Reappraisal Fund	390,541	369,763	367,713	\$374,329	1.2%
Schools Capital	0	0	6,673,239	\$799,988	0%
Self Insurance Fund	1,744,310	1,721,500	2,501,385	\$1,721,500	0.0%
Water & Sewer Capital	1,600,000	800,000	1,575,000	\$0	0%
Water & Sewer Fund	0	0	0	\$1,575,000	0%
Total	\$5,487,976	\$4,116,263	\$14,385,345	\$7,592,094	84.4%

Budget Highlights

Transfers increased due to setting aside funds for the jail expansion and addressing school capital needs.

Debt Service

Organization: 910050

	2013/14 Actual	2014/15 Current	2015/16 Requested	2015/16 Approved	Percent Change
Revenues					
1st 1/2% Sales Tax	\$1,645,942	\$1,588,170	\$1,650,650	\$1,650,650	3.9%
1st 1/2% Sales Tax - Food	241,875	231,022	251,816	251,816	9.0%
1/4 Cent Sales Tax - Justice Center	0	2,017,550	1,993,945	1,993,945	-1.2%
Proceeds - Ltd Oblig Refunding Bonds	1,810,000	0	0	0	0%
Original Issue Debt Premium	39,911			0	
From General Capital Projects	0	0	0	0	100.0%
From Schools' Capital	50,000	50,000	50,000	50,000	0.0%
Interest on Investments	7	0	0	0	0%
Installment Purchase - Proceeds (CVMC)	0	7,849,295	7,862,025	7,862,025	0.2%
Lottery Proceeds	1,482,720	1,600,000	1,700,000	1,700,000	6.3%
General Fund - Jail Debt	1,266,925	1,234,150	1,201,280	1,201,280	-2.7%
General Fund - Animal Shelter	357,821	358,975	353,455	353,455	100.0%
General Fund - 2 cents (schools - 03/04)	3,200,000	3,200,000	3,150,000	3,150,000	-1.6%
General Fund - 1 cent (schools - 07/08 - eff. FY 11/12)	1,600,000	1,600,000	1,575,000	1,575,000	-1.6%
General Fund	8,483,776	8,552,401	8,469,087	8,469,087	-1.0%
Total	\$20,178,977	\$28,281,563	\$28,257,258	\$28,257,258	-0.1%
Expenses					
School Bonds	\$2,584,046	\$757,280	\$0	\$0	0%
Community College Bonds	119,060	31,230	0	0	0%
Installment Purchase - Schools	7,385,607	7,276,885	8,568,080	8,568,080	17.7%
Installment Purchase - CVCC	706,279	693,055	808,600	808,600	16.7%
Installment Purchase - CVMC	0	7,849,295	7,862,025	7,862,025	0.2%
Installment Purchase - Animal Shelter	357,821	358,975	353,455	353,455	-1.5%
Build America Bonds - Schools	611,398	596,330	652,840	652,840	9.5%
Build America Bonds - CVCC	203,799	198,780	217,615	217,615	9.5%
School Construction Bonds	1,967,045	1,956,380	3,277,095	3,277,095	67.5%
QZABs Financing	50,000	50,000	50,000	50,000	0.0%
Limited Obligation Bonds - Justice Center	211,155	2,017,550	1,993,945	1,993,945	-1.2%
To Schools' Construction - Future Debt	1,043,303	3,185,358	3,094,153	3,094,153	-2.9%
Certificates of Participation - Schools	4,631,475	1,700,785	178,170	178,170	-89.5%
Certificates of Participation - CVCC	383,206	375,510	0	0	0%
Certificates of Participation - Jail	1,266,925	1,234,150	1,201,280	1,201,280	-2.7%
Total	\$21,521,119	\$28,281,563	\$28,257,258	\$28,257,258	-0.1%

Budget Highlights

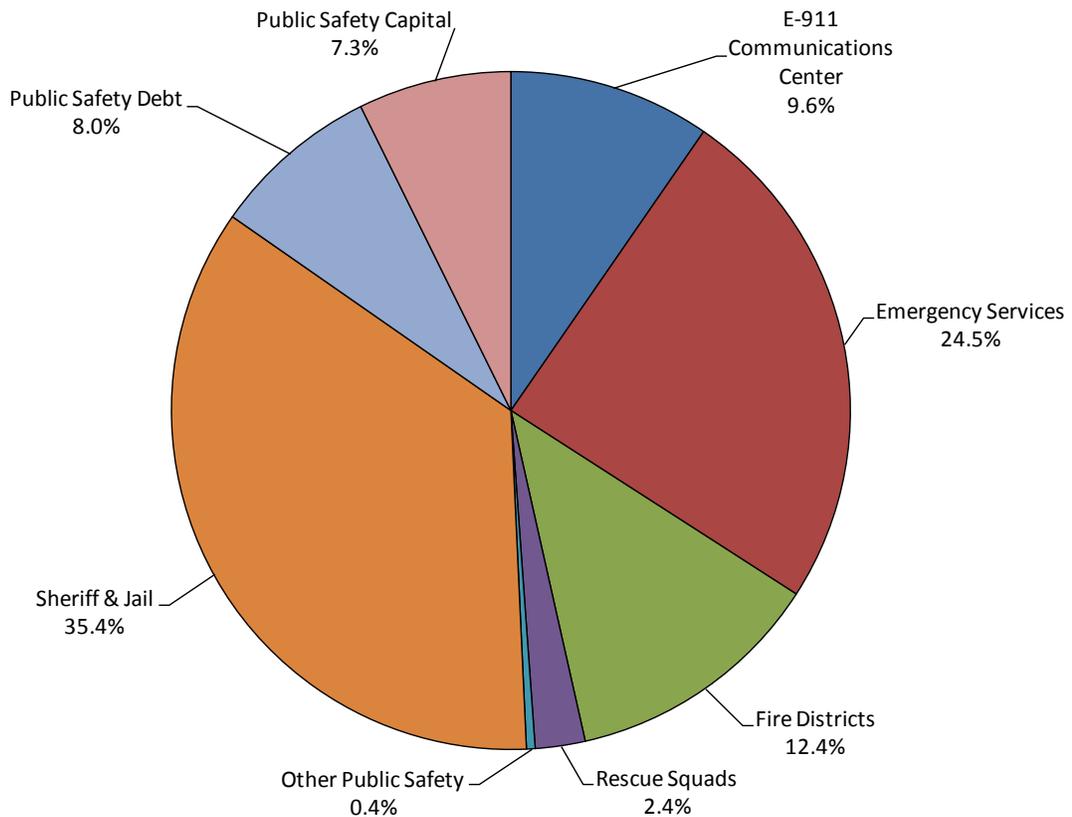
The budget includes \$16.8 million toward current and future debt for schools and Catawba Valley Community College. The second debt payment for the Justice/Public Safety Center (funded by the ¼ cent sales tax) will be due in Fiscal Year 2015/16. Debt payments are also continued for the jail and new animal shelter.

Debt service payments for Catawba Valley Medical Center are continued. Since the County owns the hospital, any debt issued is reflected in the County budget but is completely funded by the hospital and does not require any local funds.

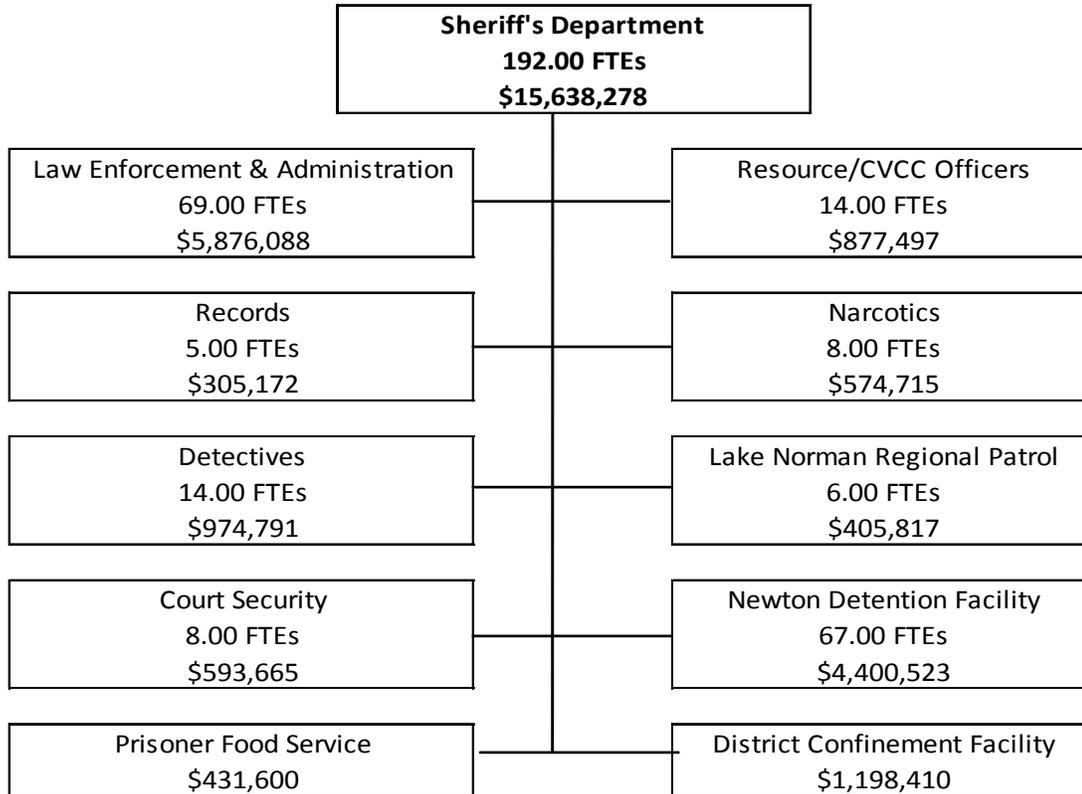
PUBLIC SAFETY

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

The County has budgeted \$44,261,993 representing 19.9 percent of all expenditures for the fiscal year for Public Safety, including debt, capital expenses, and special revenue restricted for specific purposes such as the Emergency Telephone Surcharge and Federal Asset Forfeiture Funds. Total General Fund departmental expenses are \$31,965,438. The departments work to provide a safe, secure community and to provide emergency medical transportation to medical care facilities. The services provided are both salary and equipment intensive and increased costs generally reflect equipment replacements.



Catawba County Government



Sheriff's Department

Organizations: 210050 - 220250

	2013/14 Actual	2014/15 Current	2015/16 Requested	2015/16 Approved	Percent Change
Revenues					
Federal	\$31,737	\$74,296	\$87,000	\$87,000	17.1%
State	33,186	35,000	32,000	32,000	-8.6%
Federal & State	90,120	86,688	93,869	106,769	23.2%
Local	723,187	759,967	733,176	753,821	-0.8%
Charges & Fees	503,158	465,700	472,200	472,200	1.4%
Miscellaneous	135,916	67,300	114,700	114,700	70.4%
General Fund	13,343,967	13,794,313	13,803,146	14,084,688	2.1%
Total	\$14,861,271	\$15,283,264	\$15,336,091	\$15,651,178	2.4%
Expenses					
Personal Services	\$10,367,496	\$10,882,321	\$11,020,843	\$11,317,253	4.0%
Supplies & Operations	3,848,871	3,900,918	3,825,664	3,819,823	-2.1%
Capital	644,904	500,025	489,584	514,102	2.8%
Total	\$14,861,271	\$15,283,264	\$15,336,091	\$15,651,178	2.4%
Expenses by Division					
Law Enforcement & Admin	\$5,672,411	\$5,697,949	\$5,661,625	\$5,888,988	3.4%
CVCC Officers	164,292	170,240	167,880	172,648	1.4%
Resource Officers	661,852	687,638	690,289	704,849	2.5%
Records	330,857	293,905	297,160	305,172	3.8%
Mental Health Transport	121	0	0	0	0%
Narcotics	504,572	580,542	577,106	574,715	-1.0%
Detectives	912,866	960,180	989,585	974,791	1.5%
Lake Patrol	314,931	387,728	397,684	405,817	4.7%
Court Security	554,521	564,167	572,942	593,665	5.2%
Newton Detention Facility	4,216,871	4,279,664	4,338,069	4,400,523	2.8%
Prisoner Food Service	390,548	444,100	431,600	431,600	-2.8%
District Confinement Facility	1,137,429	1,217,151	1,212,151	1,198,410	-1.5%
Total	\$14,861,271	\$15,283,264	\$15,336,091	\$15,651,178	2.4%
Employees					
Permanent	188.00	191.00	191.00	192.00	0.5%
Hourly	7.91	7.91	7.91	7.91	0.0%
Total	195.91	198.91	198.91	199.91	0.5%

Budget Highlights

The Sheriff's Office budget increases \$355,014, driven by addition of one Criminal Investigator, increased part-time wages for court bailiffs due to expanded court schedules, the annual cost of the Law Enforcement Supplement payments due to the retirement of three long-term employees, and countywide compensation changes.

Funds are dedicated to replace 16 front-line vehicles and purchase 1 new vehicle for the new Criminal Investigator. The Sheriff's Office will also upgrade hardware necessary to run current investigative software used to capture video evidence from phones, tablets, and surveillance systems.

Performance Measurement

Fiscal Year 2015/16

The Sheriff continues to protect the public through a variety of services. While all outcomes from the previous year will continue to be pursued, two additional outcomes will also be tracked. Incident reports will be maintained daily by the Records division and made available online within 2 business days. Also, Lake Area Patrol will provide a more consistent law enforcement presence by conducting waterborne patrols on each shift when weather permits.

Fiscal Year 2014/15

Law Enforcement & Administration

At mid-year Law Enforcement and Administration was on target for all of its outcomes toward protecting the public. The Division reduced the index crime rate by 20 percent to 1,934 for Catawba County Sheriff's Office. This progress is due in large part to the provision of over 1,000 training hours to sworn and unsworn deputies and 100 hours of additional training for the Special Tactics and Response (STAR) team. Also at-fault accidents were limited to 1 per 284,800 miles driven.

Proactive community policing activities increased by 6 percent through mid-year. Through all this enforcement, the Sheriff's Office had no complaints regarding excessive force. Civil matters were also conducted timely with 73 percent of civil papers within 3 days, better than the 60 percent goal.

In order to prevent future crime, 80 events thus far were conducted to enhance the existing relationship between the Sheriff's Office and the community. In addition, the Sheriff's Office hosted a Citizens Academy in which 9 citizens learned about Sheriff's Office services and how to improve their safety. Finally, over 7,000 seniors were checked on as part of the "R U OK Program."

School Resource Officers (SROs)

SROs were on target to achieve all of their outcomes at mid-year. They improved safety by providing 78 presentations to faculty, parents, and students in the areas of safety, drug and alcohol abuse, and North Carolina law. Additionally, they counseled 1,034 students through personal safety classes and inspected the school monthly to limit safety hazards. School social workers were accompanied by SROs on 38 home visits. They also provided security at 191 school extracurricular events. All in all, SROs limited fights, weapons, and illegal substances through K-9 searches and conducting anti-bullying classes

Records

Case reports and all related outcomes were managed appropriately through mid-year, especially by maintaining a 99 percent uptime for the Sheriff's Office Records Management System. Records issued 840 concealed carry permits with 5 denials without a single complaint. They also administered 40 tests

to access and enter data into the North Carolina Division of Criminal Information (DCI). Finally, every employment background check (127) was completed within one business day.

Narcotics

Outcomes associated with reducing drug use and trafficking were on target at mid-year. Despite a 5 percent increase in tips, every tip was disseminated within one day. Also, several relationships continue to exist between the County and municipalities to dismantle the drug trafficking network in a comprehensive way.

Criminal Investigations (CID)

Criminal Investigations was on target to achieve its three outcomes. Their investigations and follow up on serious misdemeanor and felony crimes managed to outpace the State's violent crime clearance rate by nearly 20 percent (78 percent vs. 59 percent). They also partnered with the Advocacy Center and Social Services department on child abuse cases numbering 90 and 105 respectively. Finally, they convicted 5 sex offenders who were out of compliance with the stipulations of their sentence.

Lake Norman Regional Patrol

The Sherrills Ford/Terrell area benefitted from having the Lake Norman Regional Patrol provide full law enforcement. All outcomes were on target through mid-year. Officers kept in consistent contact with community leaders and business owners and where an incident occurred, it was followed up within 10 days. Additionally, 8 boater safety classes were conducted increasing the public's awareness of State and local laws pertaining to the waters.

Court Security

The safety and protection of court officials, visitors, inmates, and the general public was maintained through Court Security's efforts. Over 220,000 people were processed through the Newton and Hickory Courts safely. All detainees were transported safely and efficiently with no escapes.

Newton Detention Facility

Newton Detention Facility outcomes were all on target at mid-year. The safety and security of inmates was achieved as evident through all of their outcomes. Seventy-eight employees received 940 hours of training. Furthermore, in order to control the cost of healthcare, most non-emergency health issues were taken care of in-house by contracted physicians. Additionally, over 3,000 inmate visits were handled through video visitation, increasing officer safety and reducing staff time necessary for jail visitation. Finally, some efforts with the former District Attorney were made in order to control the rapidly growing population of the Jail.

Prisoner Food Service

The single outcome in Prisoner Food Service was on target after a new kitchen manager was hired. They have right-sized the portions ensuring a well-balanced meal for the prisoners.

Fiscal Year 2013/14

Law Enforcement & Administration

Once again, the Sheriff's Department ensured Catawba County's crime rate remained in the bottom 1/3rd of NC counties and below the statewide crime rate of 3,767.2 per 100,000 citizens. This achievement was due in large part to the department's emphasis on officer and community safety through in-service training. For instance, in Fiscal Year 2013/14 the department completed 7,080 in-service hours and averaged 640,226 miles between at fault accidents (three times better than the year prior). The STAR team completed 172 hours of training, protecting the community in the most high-risk tactical situations.

In Fiscal Year 2013/14 proactive policing increased by 45 percent also ensuring crime rates stayed relatively low. This helped maintain the average response time for emergency calls to last year's time. Through all this enforcement, the Sheriff's Office had no complaints regarding excessive force in the last year. Civil matters were also conducted timely with 74 percent of civil papers served within 3 days.

In order to prevent future crime, the Sheriff's Office enhanced its existing relationship between the criminal justice system and the community through numerous education efforts. Hundreds of programs were presented to a variety of organizations across all ages. For example, youth were educated through the Criminal Justice Careers Summer Internship Program and Explorer Post 385. Adults went through the Sheriff's Office Citizens Academy. Finally, seniors were presented 6 Safe Senior presentations, encouraged to join an Adopt-A-Senior Program, and checked on 100 percent of the time if they were part of the Are You Okay program.

School Resource Officers

In Fiscal Year 2013/14, School Resource Officers kept schools safe through various strategies. They provided nearly 200 classes in areas of safety, drug/alcohol, and bullying to students, while parents were educated in those same areas through PTO meetings. Additionally, the SROs made suggestions to faculty and their Safety committees after monthly inspections. Social workers were escorted by SROs on 112 home visits to assess the living conditions of students in their schools. SROs also helped to ensure the safety of visitors to 443 extracurricular activities. All in all, SROs decreased fights, weapons, and illegal substances through these various efforts.

Records

Records provided consistent and reliable access to records, statistical information, and reports by striving to keep in operation the Sheriff's Office Records Management System (RMS) 99 percent of the time. More records are expected to be added to RMS after a new digital imaging software system is implemented. Unfortunately, its completion was not achievable in Fiscal Year 2013/14 although links to the public were being tested in June 2014. Finally, Records was able to issue or deny 100 percent of concealed carry permits within 45 days.

Narcotics

There was a 63 percent increase in the number of anonymous leads on potential drug activity in the community in Fiscal Year 2013/14. However, Narcotics staff could only disseminate 70 percent of the

messages within one day of receipt due to the increased volume. Nevertheless, Narcotics was able to decrease drug trafficking by staying on pace with last year's investigations.

Criminal Investigations (CID)

CID achieved all three of its outcomes mostly through improvements in efficiency. Changing the criteria for assigning cases lead to a 79 percent clearance rate of violent crime cases, on par with the last year and once again topping the State's clearance rate (59 percent). CID also implemented electronic evidence inventory scanning system which alleviates repeated typing of information by multiple employees, aiding in current and future evidence management. Finally, CID acquired another employee from the Special Victims Unit at Social Services, further increasing quality in investigations of child sexual assault and physical abuse

Lake Norman Regional Patrol

The Lake Norman Regional Patrol was only able to achieve its primary function of providing community policing on land and water. Deputies attended homeowners meetings as requested and also met all time-frames in criminal cases. However, staff was not able to achieve the other outcome to increase awareness of State and local laws through 10 boater safety classes due to call volume.

Court Security

Court Security successfully achieved its two outcomes by ensuring the safety and protection of all those at the Newton and Hickory Courtroom areas, part of which included the smooth and safe movement of inmates between all court facilities. There were zero inmate escapes. Finally, 132 sharp blade objects (including knives) and pepper spray containers were taken and destroyed during the fiscal year.

Newton Detention Facility

The Newton Detention Facility achieved all three of its outcomes. Detention staff received 2,314 man hours of training ensuring they exceeded all North Carolina Sheriff's Training Standards requirements. Furthermore, nearly 40 percent of jail visits were made electronically providing for more efficient and safe services. Finally, the cost of inmate medical care was kept lower by the review and approval of non-emergency medical help by the contracted medical staff, rather than going to outside medical providers right away.

Prisoner Food Service

The only outcome was achieved through the hiring of a new vendor. Through the constant monitoring of meals, the State standards were met for quantity and quality of meals.

LAW ENFORCEMENT AND ADMINISTRATION

Statement of Purpose

The Sheriff's Office is charged with protecting the public, investigating crimes, operating the Jail, providing court security, and serving civil process. Law Enforcement and Administration consists of Road Patrol, Civil, Warrant, and overall Administration for the Sheriff's Office. Patrol Officers provide protection and service to the County 24 hours a day, 7 days a week by responding to calls for service, enforcing laws, investigating crimes, and deterring crime by their presence. They also patrol problem areas in an attempt to curtail aggressive driving behaviors that contribute to accidents, or prevent crimes in areas of statistically proven trouble. Civil and Warrant Officers serve civil and criminal legal processes issued by the court.

Outcomes

1. Continue customer service emphasis in all departments. Focus on communications efforts with citizens so citizens know what Catawba County Sheriff's Office does for them and what they can do to be part of a safer community.
2. Continue to emphasize and improve officer and community safety on roadways by maintaining a ratio of at-fault accident to miles driven of less than 1 per 300,000 miles driven. (2014 actual was 1 per 640,226 miles driven).
3. Maintain an index crime rate that is below the statewide rate (2012 - 3767.2 per 100,000 population) and remain within the 1/3 lowest crime rate among the reporting law enforcement agencies.
4. Maintain or improve the average response time for emergency calls.
5. Maintain or increase the amount of time spent on proactive community policing activities. Proactive duties can include church checks, senior checks, and public relations. (2014 fiscal year Sheriff's office had 108,531 calls for service with 60,963 response driven and 50,175 proactive. The hours on scene were 7.69 reactive hours for every 1 hour of proactive).
6. To maintain the professionalism of the department, enhance officer knowledge and skills, and meet NC Sheriffs' Training Standards mandates, the Sheriff's Office will provide at least 2,400 hours of in-service training for sworn officers and at least 600 hours of in-service training for non-sworn officers. (January 2015 - 140 sworn officers and 41 non-sworn officers)
7. To serve and protect people in Catawba County without the use of excessive force, Catawba County Sheriff's Office will maintain an excessive force complaint rate of less than 1 per 100 full-time sworn officers. This remains significantly lower than the national average of 3.4 complaints per 100 full-time sworn officers.
8. To enhance the existing relationship between the criminal justice system and the community, the Catawba County Sheriff's Office will:

- a. Provide 100 educational programs to social, civic, school, business, and religious organizations including tours of the department on a request basis. All officers that patrol the area where the program is presented will be introduced as well.
 - b. Participate in the Criminal Justice Careers Summer Internship Program in conjunction with Catawba County Public Schools to provide 12 rising seniors annually with firsthand experience and knowledge of criminal justice careers.
9. Enhance the personal safety of senior citizens in Catawba County by:
- a. Continuing to educate seniors by providing at least 20 Safe Senior presentations in areas of importance such as telemarketing fraud, flimflam schemes, and the Sheriff's Office Adopt-A-Senior Program. This program has several benefits for seniors with no family in the County, including assigning a patrol deputy to call or visit participating seniors each week, collecting personal information that may be needed by Emergency Responders, and providing seniors with an emergency beacon light in the event of distress in the residence.
 - b. Sending an officer to check on 100 percent of participants in the Are You Okay program if they need assistance or cannot be contacted. This automated program calls seniors or individuals with disabilities at their requested time to ensure they are okay.
10. To provide citizens with timely notification of all civil matters, the Catawba County Sheriff's Office will serve at least 60 percent of all civil process within three business days of receipt.
11. To remain trained and ready to handle high-risk call-outs, hostage rescue, and other tactical situations, each member of the Catawba County Special Tactics and Response (STAR) Team will receive at least 144 hours of additional specialized training each year. This multi-agency unit responds to events that may result in catastrophic effects on life and property.
12. To protect the community, Sheriff's Office will maintain at least a 95 percent conviction rate for sex offenders found to be not in compliance with the stipulations of their sentence.

SCHOOL RESOURCE OFFICERS (SROs)

Statement of Purpose

School Resource Officers (SROs) work in the Catawba County High Schools and Middle Schools as Law Enforcement Officers to maintain order by enforcing the laws and local ordinances. They also respond to law enforcement calls involving drugs, weapons or immediate threats at the Catawba County elementary schools within their school district during working hours. They investigate all criminal activity committed on all Catawba County school properties or involving students from the school to which the officer is assigned during working hours. They assist school officials with enforcement of applicable board of education policies and administrative regulations. They are a resource to teachers and parents in the areas of law enforcement. They act as a counselor in some instances when listening to and assisting students, faculty and parents with various problems and concerns in the law enforcement field. They are aware of available resources in the County for referral to collaborating agencies.

Outcomes

1. Reduce victimization and improve students' perception of personal safety by providing at least 100 educational presentations to middle and high school students in the areas of safety, drug and alcohol abuse, and North Carolina Law.
2. Improve safety in the school environment by:
 - a. Providing at least 40 educational presentations in the areas of child safety and drug prevention to the faculty and parents in area middle and high schools.
 - b. Assisting the School Safety Committee and other committees in safety procedures for the school.
 - c. Assisting the school administration with updates to the schools' crisis plan and attending training at least once a year for school crisis situations.
 - d. Promoting a safe and responsible prom night by providing at least one program for each high school to raise awareness of the dangers of drinking and driving.
3. Decrease fights, weapons, and illegal substances by:
 - a. Using the department's K-9 Unit to conduct random searches of the campuses, as well as at the request of the school when feasible. These searches help identify and eliminate the possession and use of illegal weapons and drugs.
 - b. Working with all students who have been identified for bullying and behavior problems by the school's Guidance Office.
 - c. Taking reports on all crimes committed at the schools and counseling the person committing the crime, if possible, at the time of the incident.
4. To ensure student and visitor safety, SROs will provide or schedule off duty officers for security during all extracurricular activities or sporting events as requested by the school administration at their respective school. Officers will additionally assist and provide security for field trips as requested by the school administration.

5. To provide safety for school social workers and assess the living conditions of students in their schools, SROs will accompany all school social workers as requested when making home visits to students.
6. To ensure a safe learning environment for students and faculty, SROs will conduct monthly inspections of their school, and make suggestions to the school safety committee and/or the principal on any issues they may find.

RECORDS

Statement of Purpose

The Records Division manages case reports for Road Patrol, Investigations, and the Newton Detention Facility. Additional responsibilities include central warrant repository, orders for arrest, juvenile summons, background checks for handgun purchase permits, alcohol and drug abuse, private attorney criminal history checks, officer criminal history checks for court, public fingerprints, County employment backgrounds, concealed carry permits, precious metal permits, domestic violence orders, and DCI entry/monitoring.

Outcomes

1. To provide consistent and reliable access to records, statistical information, and reports, the Catawba County Sheriff's Office Records Management System (RMS) will maintain at least a 99 percent uptime.
2. To ensure quality customer service to citizens who apply for a firearm concealed carry permit, the Sheriff's Office will maintain a substantiated complaint rate of less than 1 complaint per 500 permits issued.
3. To ensure the Sheriff's Office remains fully certified to access and enter data into the North Carolina Division of Criminal Information (DCI) database, Records will ensure the Sheriff's Office passes all State and Federal DCI audits, and administer bi-annual recertification tests to all registered users. The NC DCI database is the crime database used by all law enforcement agencies in North Carolina, and contains information such as current criminal activity and citizen criminal histories.
4. To allow the County to maintain a timely and thorough hiring process, the Sheriff's Office will complete 90 percent of requests from Human Resources for pre-employment background checks within one business day, with all requests completed within two business days.
5. To provide quality service to citizens who apply for a firearm concealed carry permit, the Sheriff's Office will either issue or deny all permits submitted per NC Statute 14-415.12. Requirements include, but are not limited to, a permit application, a nonrefundable permit fee, a full set of fingerprints, an original certificate of completion from an approved firearm safety course, and a release form that authorizes the Sheriff to review any records concerning the criminal history, substance abuse, or mental health capacity of the applicant.

NARCOTICS / VICE DIVISION

Statement of Purpose

The Narcotics Division is responsible for the many aspects of drug eradication in Catawba County. Narcotics Officers investigate, interview, collect evidence, arrest, and present information to State and/or Federal Prosecutors. They further provide testimony in the prosecution of defendants for violation of the North Carolina Controlled Substance Act and in violation of United States Controlled Substances Act. This is done in an attempt to reduce drug use and trafficking in Catawba County. Working together with other agencies provides needed investigators to insure officer safety.

Outcomes

1. To effectively combat illegal drug use and sales, the Narcotics Division will disseminate 90 percent of all Turn in a Pusher (TIP) information line messages within one day of receipt. The TIP line is a phone line used to collect anonymous leads on potential drug activity in the community for follow-up and investigation.
2. Decrease drug trafficking in Catawba County by working to dismantle major drug trafficking organizations operating in the County or those drug organizations that do business in Catawba County.

CRIMINAL INVESTIGATIONS (CID)

Statement of Purpose

The Criminal Investigations Division (CID) is responsible for investigating and following up on serious misdemeanor and felony crimes. Some of these crimes include homicides, robberies, felony assaults, and major fraud including identity theft and embezzlement, and sex offenses.

Outcomes

1. To effectively investigate crime and enforce State and Federal laws, the Catawba County Sheriff's Office will exceed the North Carolina average case clearance rate for index violent crime. In 2013, the Catawba County Sheriff's Office index violent crime clearance rate was above 70 percent, while the State average was 58 percent.
2. To provide the best treatment and care to victims while gathering sufficient evidence to prosecute offenders, the Sheriff's Office will continue to work jointly with Social Services to investigate all claims of child sexual assault and physical abuse. Examples of this collaborative effort include stationing two Social Services employees within the Special Victims Unit offices, as well as working jointly when meeting with victims, families, and/or suspects during an investigation.

LAKE NORMAN REGIONAL PATROL

Statement of Purpose

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

Outcomes

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

COURT SECURITY

Statement of Purpose

The Court Security Unit is responsible for ensuring the safety and protection of court officials, visitors, inmates, and the general public in both the Newton and Hickory Courtroom areas. Court Security also ensures the smooth and safe movement of inmates between the Newton and Burke-Catawba Detention Facilities, the courtroom areas, and other detention facilities.

Outcomes

1. To ensure the safety of the court system and its participants, Court Security will ensure that all prohibited materials are either surrendered or seized prior to entering the courthouse. Examples of prohibited materials include weapons such as guns and knives, as well as more common materials such as clippers, scissors, and lighters.
2. Court Security will effectively and efficiently transport detainees from their detainment facility to the applicable courtroom or facility. Success will be measured by having no inmates escape during their transport.

NEWTON DETENTION FACILITY

Statement of Purpose

The purpose of the Newton Detention Facility is to provide for the safety and security of inmates by fairly and humanely ensuring their physical, mental, and medical welfare is provided for as required by State and Federal law.

Outcomes

1. To ensure all Detention Center employees are appropriately trained, the Catawba County Sheriff's Office will meet or exceed all North Carolina Sheriff's Training Standards. This includes four to six weeks of shadowing for new employees, as well as 40 hours per year of continuing training for sworn detention officers and 16 hours per year for non-sworn detention officers (January 2015 – 26 sworn detention officers and 41 non-sworn)
2. To follow jail best practices and control the cost of inmate medical care, Newton Detention Facility staff will receive the Jail physician's approval prior to all non-emergency inmate visits to outside physicians.
3. To increase officer safety, improve facility security, and reduce the staff-time necessary for jail visitation, Catawba County Sheriff's Office staff will continue to promote the County's video visitation system to inmates and visitors. This system, which was implemented at no cost to the County, uses webcams to provide for virtual visitation rather than traditional in-person visitation. Success in this area will be measured by at least 20 percent of all visitors utilizing the new system from outside the jail rather than visiting in-person.
4. To control the rapidly growing detention center population, of which approximately 90 percent are awaiting trial, the Sheriff's Office will work with relevant stakeholders such as the District Attorney's Office, Repay Inc., the Clerk of Court, Judges, and Catawba County Social Services to reduce the average length of incarceration before a court date or disposition by 10 percent by June 30, 2017. With most sentenced offenders serving time in the State prison system rather than county jails, meeting this outcome will help reduce overcrowding in the Catawba County Detention Facility and ensure that the county's existing detention space is fully maximized. To achieve this, the following steps will be taken in Fiscal Year 2014/15:
 - a. Meet with all relevant stakeholders to discuss ways to effectively and expediently process defendants through the criminal justice system. Potential topics may include increased coordination of writs (moving defendants from another facility to serve trial in Catawba County), examining how cases are entered into the Court's docket, and expediting judges' orders and paperwork.
 - b. Work with the County's Information Technology department to develop reports to examine current jail population drivers and create a benchmark from which to determine success.

PRISONER FOOD SERVICE

Statement of Purpose

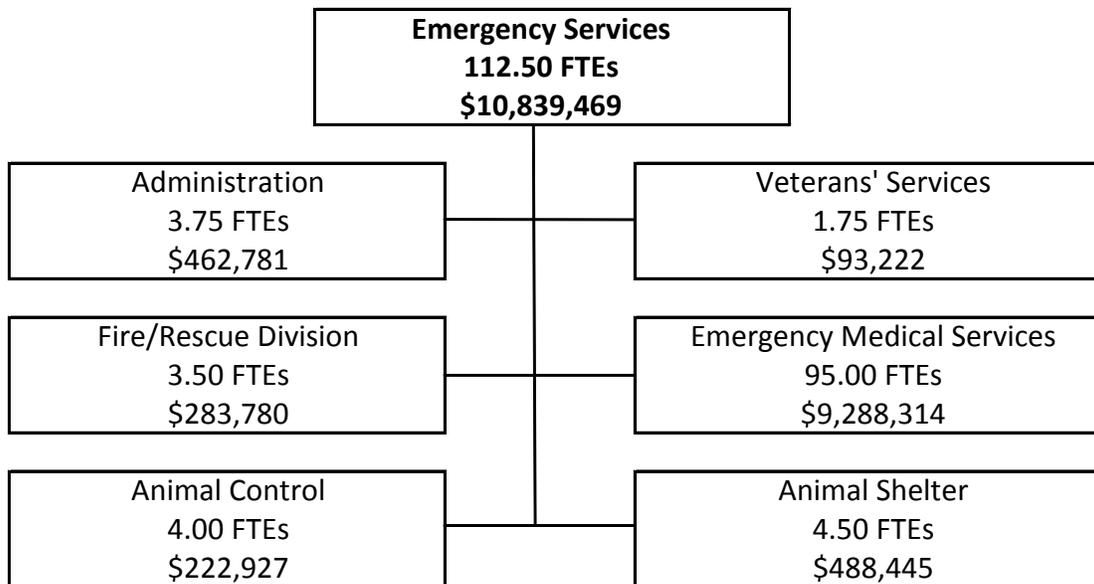
Jail food service will provide inmates in Catawba County custody well-balanced meals as required by the State of North Carolina Department of Human Resources.

Outcomes

1. Ensure inmates are receiving well-balanced meals at the least possible cost to the County. Monitor the progress of the food service contract vendor to ensure that the quality and quantity of meals served to our inmates meet State standards.



Catawba County Government



Emergency Services

Organizations: 260050 - 260350

	2013/14 Actual	2014/15 Current	2015/16 Requested	2015/16 Approved	Percent Change
Revenues					
Federal	\$119,692	\$45,000	\$50,000	\$50,000	11.1%
State	1,452	1,452	0	0	0%
Federal & State	562,112	520,000	520,000	520,000	0.0%
Local	95,857	109,507	94,721	94,721	-13.5%
Charges & Fees	5,944,138	5,445,785	5,470,692	5,670,692	4.1%
Miscellaneous	23,511	59,150	69,150	69,150	16.9%
From Community Alert System	0	19,268	0	0	0%
From Self Insurance	114,775	0	0	0	0%
General Fund	2,062,498	3,941,548	4,573,240	4,434,906	12.5%
Total	\$8,924,035	\$10,141,710	\$10,777,803	\$10,839,469	6.9%
Expenses					
Personal Services	\$7,073,796	\$7,517,863	\$7,950,605	\$8,010,131	6.5%
Supplies & Operations	1,348,575	2,006,346	2,016,998	2,019,138	0.6%
Capital	501,664	617,501	810,200	810,200	31.2%
Total	\$8,924,035	\$10,141,710	\$10,777,803	\$10,839,469	6.9%
Expenses by Division					
Administration	\$400,832	\$440,429	\$456,354	\$462,781	5.1%
Veterans' Services	85,733	90,924	90,670	93,222	2.5%
Fire/Rescue Division	263,991	317,550	278,977	283,780	-10.6%
Emergency Medical Services	7,551,970	8,572,641	9,249,961	9,288,314	8.3%
Animal Control	201,441	268,709	218,276	222,927	-17.0%
Animal Shelter	420,068	451,457	483,565	488,445	8.2%
Total	\$8,924,035	\$10,141,710	\$10,777,803	\$10,839,469	6.9%
Employees					
Permanent	104.75	105.50	112.50	112.50	6.6%
Hourly	10.15	9.88	10.15	10.15	2.7%
Total	114.90	115.38	122.65	122.65	6.3%

Budget Highlights

Emergency Services' budget increased by 6.9 percent from Fiscal Year 2014/15, largely due to the addition of a new Mountain View crew (which includes funding for four new paramedic positions, an ambulance, and a cardiac monitor) and expanding Bandys EMS operations to 12 hours a day, 7 days a week (starting in January subject to response times) in an effort to maintain achievement of the Board's goal of providing average County-wide EMS response times of 8 minutes or less. The new crew will be located at Mountain View Fire Station # 1. A Kennel Technician position was also added for Animal Control to provide adequate staffing of the newly constructed Animal Shelter.

Performance Measurement

Fiscal Year 2015/16

Emergency Services outcomes will continue to emphasize a high degree of readiness and providing quality and timely service to the citizenry. A major initiative will be updating the County Damage Assessment Annex, which will increase the County's preparedness for incidents that damage residences, businesses, and infrastructure, as well as protect the life and safety of Catawba County citizens. The department will also strive to improve upon outstanding past performance related to incident response. Emergency Management's response time will not exceed an average of 30 minutes; this is a goal reduction of 33 percent from Fiscal Year 2014/15.

To increase awareness of the danger of the rabies virus and to reduce the likelihood that domestic pets will be exposed to the virus, Animal Services will conduct 200 rabies canvases throughout the year. Another Animal Services outcome focuses on ensuring that no more than .1 percent of animals will escape from the County's animal shelter.

Fiscal Year 2014/15

At mid-year, Emergency Services is on target (or has already achieved) 18 of its 20 outcomes. Emergency Management (EM), in an effort to ensure the County is prepared to respond to all types of hazards (natural, man-made, and hazardous materials), participated in three exercises during the first half of the year. Two of the three exercises involved multiple response agencies and the third was a web-based exercise that tested the County's emergency operations center software and hardware. EM also increased the County's preparedness for flood and high water incidents by revising the Catawba County Flood and High Water Annex. At mid-year, the average response time to Emergency Management incidents throughout the county was 21 minutes regardless of day (weekend, holiday, and weekday) or time of day. This was well under the current 45-minute target.

Veterans' Services continued to increase the community's knowledge of the US Department of Veteran Affairs (VA) programs by conducting 11 community events and seminars. The division is well on pace to meet its 12 engagements outcome target. The Veterans' Services Office is on target to show significant improvement in its customer service. It currently has an average wait time of two days, which is below its target of three or fewer days. It is unlikely that Veterans' Services will achieve its outcome to increase the number of children of disabled veterans who receive college scholarships. At mid-year, no scholarship applications had been submitted by children of County veterans. This is largely due to the North Carolina Division of Veteran Affairs changing the application process (moving toward an internet based application).

Fire/Rescue continued to provide fire inspections for the five municipalities that contract for the service (Brookford, Catawba, Claremont, Maiden, Long View) and was on target to complete all scheduled inspections. Additionally, 100 percent of eligible structures received a fire inspection before a certificate of occupancy was issued, and all inspections were conducted by an inspector with the appropriate certification level. Fire Investigators continued to provide prompt service at fire investigations, maintaining an average response time of 19:58 minutes (25 minutes less than 45 minute maximum). Fire Rescue has also provided 1,018 school age children Fire Safety Education programs, accomplishing 2/3 of its goal (1,500 school age children) by mid-year.

At mid-year, Emergency Medical Services (EMS) ensured citizens received prompt emergency and medical care by maintaining an 8:00 response time, right at the division's year-end goal. Customers

received the highest quality pre-hospital care available by using a comprehensive Quality Management Program. EMS performed protocol compliance (Drug Assisted Intubation, Assisted Ventilation or Invasive Airway, St-Elevation Myocardial Infarction, and/or Induced Hypothermia) evaluations on 100 percent of incidents and achieved a 100 percent compliance rate.

Animal Services ensured 99.9 percent (847 of 848) of adoptable animals were adopted during the first half of the year. Further encouraging responsible and safe pet ownership, 100 percent of eligible animals at the Animal Shelter were spayed/neutered, micro-chipped, and had their rabies shots status updated. Animal Services unfortunately had one dog escape and is therefore not on target to meet its outcome of promoting public safety by ensuring no animals escape from the Animal Shelter.

Fiscal Year 2013/14

Emergency Services Administration

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

Veterans Services

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

Fire/Rescue

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

Emergency Medical Services

Emergency Medical Services (EMS) responded to 25,266 requests for service, 11,793 of which were emergencies. The average response time was 7:50 minutes, 10 seconds better than their eight-minute response time goal. EMS also ensured customers received the highest quality pre-hospital care available by using a comprehensive Quality Management Program. EMS had a 100 percent protocol compliance rate in high risk areas such as drug assisted intubation and controlled substance administration; exceeding its goal of 95 percent.

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

Animal Services

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

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

EMERGENCY MANAGEMENT

Statement of Purpose

Emergency Management is responsible for protecting our communities by coordinating the activities necessary to build, sustain, and improve the capability to mitigate against, prepare for, respond to, and recover from threatened or actual natural disasters, acts of terrorism, or other man-made disasters. The division serves as a resource for private business, industry, schools, other local government and volunteer agencies in the development and implementation of their emergency plans. The Emergency Management Office provides public education in family and community preparedness and severe weather awareness, and insures the public receives accurate emergency information and instructions during incidents.

Emergency Management is responsible for maintaining a number of multi-jurisdictional plans including the County's Emergency Operations Plan and Hazard Mitigation Plan. The Emergency Management Coordinator is the liaison between the County and the State when State and Federal resources are needed for emergencies and disasters. In addition, the division manages disaster training and exercises for the County and serves as the reporting conduit to the State and Federal governments for preparedness activities to ensure the County remains eligible for Homeland Security grant funding. Emergency Management manages the Emergency Operations Center (EOC) and a number of mobile assets for use during large scale incidents as well as coordinates the County's Radiologic Event Plans and the emergency notification systems. It is also responsible for consequence management resulting from the release of chemical and biological agents, weapons of mass destruction, and the training required by Homeland Security to prepare for terrorism related events.

Outcomes

1. To increase the County's preparedness for incidents that damage residences, businesses and infrastructure and to protect the life and safety of citizens at risk, Emergency Management will revise and update the County Damage Assessment Annex to integrate a team approach that includes emergency services, tax evaluation and building inspection staff; and to incorporate lessons learned from flood and tornado events in the past few years. Specifically, the annex will detail a concept of operations for use during the preliminary damage assessment and detailed assessment phases, and outline responsibilities for notification, communication, monitoring, and responding during recovery operations.
2. To ensure the County understands the natural and manmade hazards that may affect our area and to increase our readiness to respond and recover from those potential disasters, Emergency Management will complete an evaluation of the County Emergency Operations Plan. This evaluation will ensure our compliance with applicable state and federal requirements and that responsibilities are assigned to appropriate agencies that have the capability to carry assigned roles. This update will include new promulgation and approval documents necessary because of changes in the Board of Commissioners.
3. To provide prompt and effective service during an emergency, Emergency Management will maintain less than a 30 minute average response from the time it is notified to all Emergency Management calls throughout the County.

VETERANS' SERVICES

Statement of Purpose

Assist Veterans and their dependents in accessing compensation, pension, and other benefits from the Department of Veterans Affairs as well as answer questions and refer them as needed to other local, State, and Federal agencies. Educate Veterans, dependents, and local agencies on available benefits and serve as a Veterans advocate for Catawba County.

Outcomes

1. To increase community knowledge of the US Department of Veterans Affairs (VA) programs available to Veterans and their dependents, the Veterans Service Office will conduct at least 15 community events. These events will help to educate Veterans and their families as to what programs the VA offers and how the Veterans' Services Office can assist them in obtaining these services. Events will include nursing homes, senior centers, assisted living facilities, local community events such as parades, Veterans Day events, and other outlets where there is an opportunity.
2. The Veterans' Service office will continue to strive to provide quality and timely service by maintaining an average of less than a three day wait time for Veterans to be seen for service. This wait time is from the original call for an appointment to the first available time slot to be seen.
3. The Veterans' Service will office will work with the District Attorney's office and the North Carolina Division of Veterans Affairs as well as other local Veteran's agencies to form an Advisory Committee. This Advisory Committee will explore options to have a form of Veteran's Court in Catawba County. A Veterans Court would be an option for Veterans who are suffering from Military related Post Traumatic Stress Disorder and who commit crimes with an alternative other than jail time.

FIRE/RESCUE

Statement of Purpose

Fire/Rescue helps coordinate fire department and rescue squad functions, as well as performs fire inspections in rural Catawba County and municipalities who contract for service. Fire/Rescue also works with law enforcement agencies (both State and local) to combat arson and unlawful burning. A constant goal is to make every citizen aware of the dangers of fire and to continue a viable fire safety program in the school systems. Additionally, Fire/Rescue coordinates response and training activities for the County Hazardous Materials Response Team and the County Urban Search and Rescue Team.

Outcomes

1. To meet State requirements and provide for the safety of the citizens, fire inspections will be conducted for the five municipalities that contract for fire inspection services. The projected numbers of occupancies Fire/Rescue will inspect during the next three year cycle, and the number that will be inspected in Fiscal Year 2015/16, are below:

Municipality	# of Properties Subject to Fire Inspection	Total # to be Inspected in FY 2015/16	% of Total
Brookford	37	8	21%
Catawba	45	15	33%
Claremont	89	25	28%
Maiden	193	65	34%
Long View	226	72	32%

2. To provide professional and thorough fire prevention services that comply with the North Carolina State Building Code-Fire Prevention Code, Fire/Rescue will ensure that:
 - a. 100 percent of eligible structures receive both a fire inspection before a certificate of occupancy is issued and scheduled follow-up inspections as mandated by State law. Examples of ineligible structures are unpermitted occupancies and structures for which the State does not require a fire inspection.
 - b. 100 percent of fire inspections are performed by inspectors with all appropriate certifications for their assignment.
3. To provide timely service and assist fire department availability, Fire Investigators will maintain an average fire investigation response time of 45 minutes from the time of the request to arrival on scene. Fire departments do not leave the scene of a suspicious fire until Fire Investigators arrive to preserve evidence integrity and admissibility. Therefore, prompt fire investigation response is critical to departments' availability.
4. To increase awareness of the dangers of fire and maintain a viable fire safety program in the school systems, Fire/Rescue will provide educational programs on topics such as not playing with matches, stop, drop, and roll, and home evacuation to at least **1,500** schoolchildren. This service is provided to all school systems that request it, and is targeted at elementary school children to develop an awareness and respect for the dangers of fire early.

EMERGENCY MEDICAL SERVICES

Statement of Purpose

It is the mission of Catawba County Emergency Medical Services (EMS) to assure that each customer receives prompt emergency response and the highest quality of pre-hospital care available.

Outcomes

1. To ensure citizens receive prompt emergency and medical care, EMS ambulances will maintain an eight minute average emergency response time from dispatch in reaching a call location. (Note: 46.98 seconds was the FY2014 actual average emergency dispatch time from the Communications Center)
2. Ensure customers receive the highest quality pre-hospital care available by using a comprehensive Quality Management Program. EMS will perform protocol compliance evaluations on 100 percent of incidents and achieve a 95 percent compliance rate in which the following high risk patients are encountered or high risk procedures are used:
 - a. Drug Assisted Intubation
 - b. Assisted Ventilation or Invasive Airway Use
 - c. ST-Elevation Myocardial Infarction (STEMI)
 - d. Induced Hypothermia
3. Because of the risks involved in air medical evacuation of trauma patients from emergency scenes, and to ensure the limited air medical resources are used appropriately, the Metrolina Region established an over-triage (patients being discharged from the trauma center prior to admission) benchmark of 20 percent. Through staff education and proper assessment of trauma patients, EMS will maintain an over-triage rate of less than 15 percent. This will ensure that a high percentage of patients are admitted to the appropriate medical treatment facility on their preliminary transport.
4. To increase survivability of cardiac arrest, Catawba County EMS, in partnership with countywide first response agencies, will reduce the percentage of viable cardiac arrest deaths in Catawba County by at least 10 percent by June 30, 2017. (For calendar year 2014, the Catawba County survival rate for all cardiac arrests in which Advanced Level Care was initiated is 16.9 percent, where the State was 11.8 percent. The County's Utstein survival rate, which is cardiac arrest that is witnessed by a bystander and is in a shockable rhythm, for calendar year 2014 was 33.3 percent and the State was 29.3 percent.) To achieve this, the following steps will be taken in Fiscal Year 2015/16:
 - a. Provide enhanced dispatcher training in the field of cardiac arrest (Dispatcher Academy).
 - b. Work with first response agencies to ensure that they are meeting with their members to discuss each attempted resuscitation within a week of the call.
 - c. Contact at least 100 businesses/gathering places not currently on the AED registry to inform on the benefits of AED's and ways they can be obtained.
 - d. Contact every member of the AED registry to ensure equipment is up-to-date.
 - e. Provide hands-only CPR education for at least 250 citizens.
 - i. In addition to the 250 citizens, teach hands-only CPR to 100 high school students.

- f. Discuss the potential for law enforcement dispatch on initial dispatch with every law enforcement agency in the County. (258 cardiac arrests were dispatched in 2013)
- 5. Emergency Services and Human Resources will work together to achieve a 15 percent reduction in the number, cost, and severity of work related EMS musculoskeletal claims over the next 4 years. To achieve this, the following steps will be taken in Fiscal Year 2015/16:
 - a. Training and education programs will be developed to address the type, cause and level of medical intervention required for such incidents. Additionally, equipment designed to reduce musculoskeletal injuries will be identified for purchase.

ANIMAL SERVICES

Statement of Purpose

Catawba County Animal Services will provide excellent customer service by ensuring animals adopted are healthy and citizens are educated in the proper care of these animals. Furthermore, Animal Control conducts rabies canvasses of the county, responds to and investigates animal bites, dangerous and potentially dangerous dogs, allegations of animal cruelty, as well as complaints of abandoned, stray, and lost animals.

Outcomes

1. Through its contract with the Humane Society of Catawba County for animal care and adoptions, Animal Services will ensure at least 95 percent of all adoptable animals entering the Catawba County Animal Shelter will be adopted or sent to rescue groups (the standard for adoptable animals is based on medical and temperament evaluations).
2. To promote responsible and safe pet ownership, the Humane Society of Catawba County will ensure 100 percent of eligible animals entering the Catawba County Animal Shelter are spayed/neutered, micro-chipped, and up-to-date on their rabies shots prior to adoption.
3. To promote public safety, Animal Services will ensure no more than .1 percent of animals will escape from the Animal Shelter. This is possible because the Animal Shelter features an indoor sally port that allows animals to be loaded and unloaded in an enclosed space.
4. To help ensure the best chance for adoptable animals to find a new home, Animal Services, in partnership with the Catawba County Humane Society, will maintain humane and safe animal handling/living conditions as evidenced by a less than 1 percent animal mortality rate (excluding those that must be euthanized). The Catawba County Animal Shelter has several features that will assist in this outcome, including indoor/outdoor kennels for all dogs, sufficient space to eliminate overcrowding, separate lobbies for adoptions and intakes, and designated isolation areas for sick animals. Additionally, the Humane Society's in-house veterinarian will aid in providing timely and effective care to shelter animals in need.
5. To provide a safe environment for staff and animals, the Animal Shelter will maintain a rate of no more than four (4) OSHA reportable bite incidents. The Catawba County Animal Shelter features many safety improvements such as indoor/outdoor dog kennels and separate lobbies for adoptions and intakes that maximize staff safety while reducing stress on the animals when they must be moved.
6. To increase awareness of the dangers of the rabies virus and to assist in reducing the number of domestic animals potentially exposed to the rabies virus, Animal Control Officers will conduct at least 200 rabies canvases throughout the year.

Other Public Safety Activities

Organization: 270050

	2013/14 Actual	2014/15 Current	2015/16 Requested	2015/16 Approved	Percent Change
Revenues					
General Fund	171,460	177,342	189,000	182,842	3.1%
Total	\$171,460	\$177,342	\$189,000	\$182,842	3.1%
Expenses					
Civil Air Patrol	405	405	405	405	0.0%
Conflict Resolution Center	13,063	11,000	16,158	13,000	18.2%
Court Improvement Board	26,413	29,142	29,142	29,142	0.0%
Lake Norman Marine Commissior	23,500	23,500	30,000	27,000	14.9%
Pretrial Services	108,079	113,295	113,295	113,295	0.0%
Total	\$171,460	\$177,342	\$189,000	\$182,842	33.1%

Budget Highlights

Funds in Other Public Safety provide support to local non-profits related to public safety efforts.

Repay provides Pretrial Services to inmates in the Catawba County Detention Center and the Burke Catawba District Confinement Facility designed to control jail population numbers by expediting cases through the district and superior courts. These efforts saved the County 8,661 inmate bed days last year, resulting in the need to house an average of 24 fewer inmates per day, providing significant relief to the rising jail population.

Repay also provides Justice System Coordination services focused on getting people through the judicial system as quickly as possible, assisting defendants with Affidavits of Indigence, working to assure priority courtroom use through pleas and other methods, and improving technology in courtrooms. These efforts saved the County a potential 20,038 inmate bed days, resulting in the need to house an average of 55 fewer inmates per day.

The Conflict Resolution Center was established in 1997 as a non-profit organization with a volunteer base whose mission is to promote and bring about the peaceful settlement of disputes and prevent the escalation of conflict through mediation, diverting these issues from district court. Funding is based on the projected cost versus revenue earned to provide mediation services in Catawba County's two court houses.

Lake Norman Marine Commission (LMNC) is funded equally by the four counties bordering Lake Norman (Catawba, Lincoln, Iredell, and Mecklenburg). LMNC was established in 1960 by the General Assembly to make regulations applicable to Lake Norman and its shoreline area concerning all matters relating to or affecting public recreation and water safety. LNMNC's primary objectives are centered on boater safety and environmental issues. The budget increases funding to maintain the navigational system on the lake, to control the Hydrilla exotic weed growth through continued introduction of sterile grass carp, to promote safe boating, and to maintain water quality on the lake.



911 Communications Center

Organization: 280100

	2013/14 Actual	2014/15 Current	2015/16 Requested	2015/16 Approved	Percent Change
Revenue					
From Self Insurance	\$0	\$0	\$0	\$0	0%
Local	0	3,511	0	\$0	0%
Miscellaneous	22,193	22,802	23,486	\$23,486	3.0%
General Fund	1,630,658	1,700,604	1,679,070	1,719,783	1.1%
Total	\$1,652,851	\$1,726,917	\$1,702,556	\$1,743,269	0.9%
Expenses					
Personal Services	\$1,415,652	\$1,489,037	\$1,463,961	\$1,504,674	1.1%
Supplies & Operations	237,199	237,880	238,595	\$238,595	0.3%
Capital	0	0	0	\$0	0%
Total	\$1,652,851	\$1,726,917	\$1,702,556	\$1,743,269	0.9%
Employees					
Permanent	29.00	29.00	29.00	29.00	0.0%
Hourly	1.88	1.88	2.30	2.30	22.3%
Total	30.88	30.88	31.30	31.30	1.4%

Budget Highlights

The Communications Center's budget increased by .9 percent from the previous year due to compensation package adjustments.

Performance Measurement

Fiscal Year 2015/16

In the next fiscal year the Communications Center will ensure citizens receive prompt emergency and public safety assistance by answering 90 percent of emergency calls within 10 seconds. Staff will cultivate joint ventures between regional and local safety agencies, generating savings through economies of scale. The Communications Center will also continue to work with the Justice Center design team, contractors, technology officials, and architects to ensure that constructing the new Justice and Public Safety Center will not interfere with 911 Center Operations.

Fiscal Year 2014/15

At mid-year, the Communications Center was on target to achieve 80 percent (4 of 5) of its outcomes. The department provided courteous and accurate services to the public by maintaining a compliant ratio better than 1:1,000. At the mid-year the center had only 12 complaints out of 122,988 calls. The Communications Center, in a joint venture with Burke County, added a Viper Channel to the Bakers Mountain tower site, increasing the County's emergency readiness. Another outcome that was on target for the Communications Center was working with the Justice and Public Safety Center Team to identify existing telecommunications infrastructure. Locating this hardware has ensured that construction of the Justice and Public Safety Center will not affect 911 Center operations.

The one outcome not on target for the Communications Center is answering at least 98 percent of all emergency calls within 10 seconds. Due to a new telephone system that processes calls in a different manner, only 89.5 percent of emergency calls were answered within 10 seconds. However, the center is well on its way to achieving its dispatch time goal of 65 seconds or less for emergency calls. At mid-year, the center's average dispatch time for emergency calls was 40.70 seconds.

Fiscal Year 2013/14

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

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

E-911 COMMUNICATIONS CENTER

Statement of Purpose

The Catawba County E-911 Communications Center provides emergency and administrative communications for the citizens of Catawba County by placing them in touch with public safety and related government service agencies. The Center is prepared for daily communications traffic and emergencies by maintaining adequate numbers of highly trained personnel. The opportunity to save lives and property is greatly increased by having advanced computerization along with radio and telephone technology.

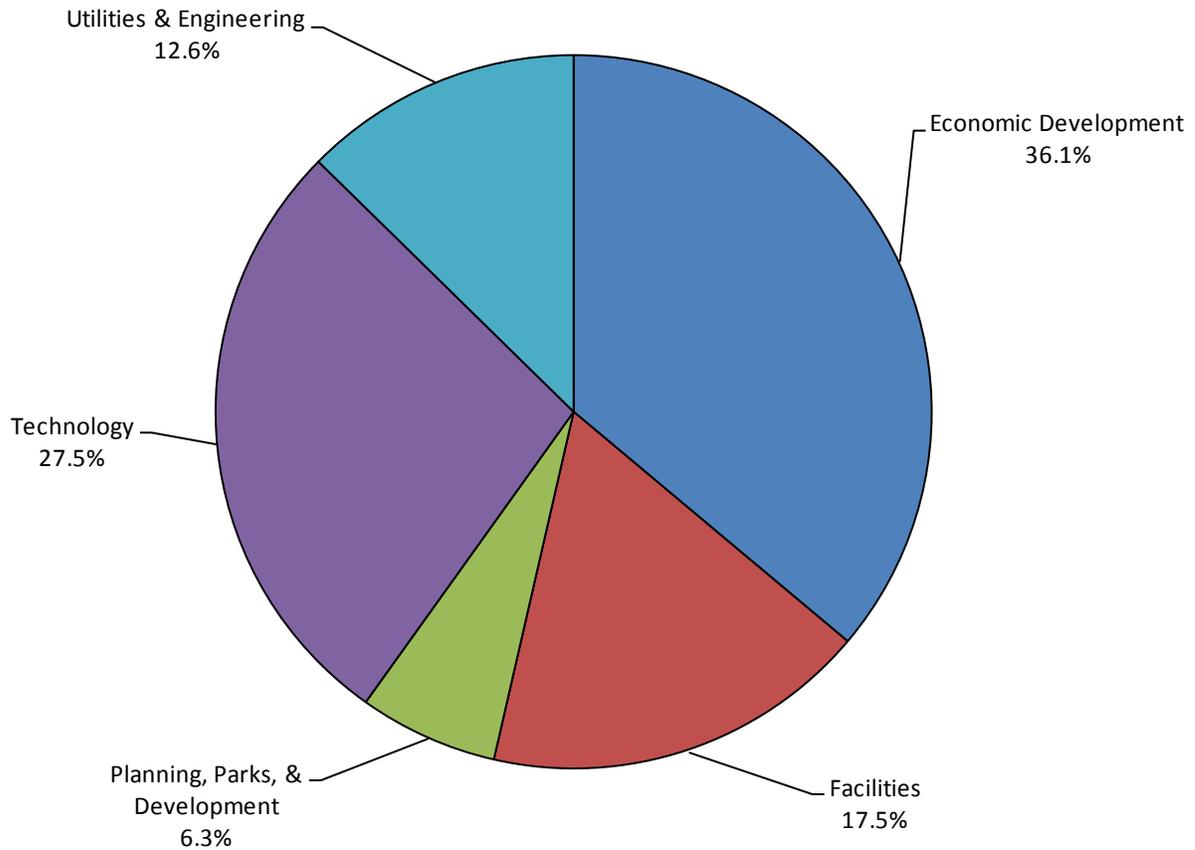
Outcomes

1. To ensure citizens receive prompt emergency and public safety assistance, the Communications Center will:
 - a. Answer at least 90 percent of all emergency calls within 10 seconds.
 - b. Maintain a 65 second or less average dispatch time on all emergency calls throughout the County. The National Emergency Number Association (NENA) recommends a 90 second dispatch time, and the national average is 75 to 110 seconds, depending on the areas' protocol and procedures.
2. Work to cultivate joint ventures between regional and local public safety agencies to generate savings through pooled resources. Examples of past collaborations include implementing software upgrades with municipalities as well as sponsoring a grant for the State Highway Patrol to upgrade radio infrastructure and improve radio interoperability.
3. To maintain an active role at the State level in development of 911 center standards and funding, Communications Center staff will participate in all meetings of the State 911 Board and provide input that is in the best interest of Catawba County's citizens.
4. Work with the Justice Center design and construction team to begin construction of a new Justice/Public Safety Center. Specifically, the Communications Center will work with contractors, technology officials, and architects to ensure construction does not negatively impact current 911 Center Operations

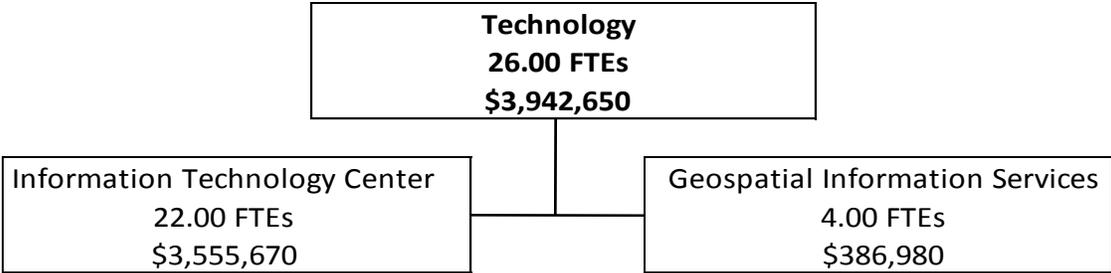


ECONOMIC & PHYSICAL DEVELOPMENT

The Economic & Physical Development function includes the Technology Department, Planning, Parks, and Development, Utilities and Engineering, Other Economic Development (Chamber of Commerce, Western Piedmont Council of Governments, Economic Development Commission), and Facilities. Technology consists of the Information Technology Center and Computerized Mapping. Utilities and Engineering includes Administration, Building Services, Permit Center, Plan Review, and Local Code Compliance. This function's budget is \$16,083,027 or 7.2 percent of the total expenditures, including related capital projects budgeted in general capital projects. The General Fund portion of the budget is \$15,276,817.



Catawba County Government



Technology Department

Organizations: 410200 - 410250

	2013/14 Actual	2014/15 Current	2015/16 Requested	2015/16 Approved	Percent Change
Revenues					
Local	\$305,601	\$274,201	\$291,310	\$291,310	6.2%
Charges & Fees	13,432	8,100	18,220	18,220	124.9%
Miscellaneous	500	11,120	0	0	0%
Indirect Cost	473,906	518,445	530,454	545,804	5.3%
Mental Health Contracts	9,000	0	0	0	0%
General Fund	2,767,732	2,938,560	3,057,174	3,087,316	5.1%
Total	\$3,570,171	\$3,750,426	\$3,897,158	\$3,942,650	5.1%
Expenses					
Personal Services	\$1,982,047	\$2,092,188	\$2,031,540	\$2,077,032	-0.7%
Supplies & Operations	1,588,124	1,658,238	1,865,618	1,865,618	12.5%
Capital	0	0	0	0	0%
Total	\$3,570,171	\$3,750,426	\$3,897,158	\$3,942,650	5.1%
Expenses by Division					
Information Technology Center (ITC)	\$3,211,336	\$3,366,881	\$3,518,077	\$3,555,670	5.6%
Geospatial Information Services (GIS)	358,835	383,545	379,081	386,980	0.9%
Total	\$3,570,171	\$3,750,426	\$3,897,158	\$3,942,650	5.1%
Employees					
Permanent	26.45	26.45	26.00	26.00	-1.7%
Hourly	0.50	0.50	0.50	0.50	0.0%
Total	26.95	26.95	26.50	26.50	-1.7%

Budget Highlights

Technology's budget increased by 5.1 percent (\$192,224), which is largely due to increased maintenance cost for updating the Storage Area Network (SAN). Maintenance of the SAN is necessary. The cost will decrease over the next two years and normalize in future years based on the terms of a newly developed contract. The budget eliminates a Web Technician/Training Specialist position and repurposes a portion of the FTE (.3) to Project Manager and GIS positions that were previously budgeted as part-time.

Performance Measurement

Fiscal Year 2015/16

The Technology department will focus on reliability and productivity of the County's network during Fiscal Year 2015/16. The Information Technology Center (ITC) will increase the network's speed from 100MB to 1GB, empower the County's workforce by providing relevant computer based trainings, and ensure the County's network availability is 99 percent. Geospatial Information Services (GIS) will continue to support and enhance business operations, economic development, and other County functions by ensuring that GIS data is available to stakeholders at least 99 percent of the time.

Fiscal Year 2014/15

At mid-year, the Information Technology Center (ITC) and Geospatial Information Services (GIS) were on target to meet all of their outcomes.

Since July, ITC has maintained a core network up time of 99 percent. This exceeds the 95 percent end-of-the-year outcome target. To improve the County's data integrity and availability, ITC successfully tested the air-fiber wireless back up link between the Government Center and the Justice Center. To protect the County's digital assets ITC successfully tested the County's backup firewall. Additionally, ITC has continually monitored the County's network and email for potential cyber-threats. During the first half of the year, ITC has attended to 91 percent of service requests within two days or less, while at the same time maintaining a 97 percent customer satisfaction rate.

GIS maintained a 99 percent uptime for the County's real estate website, which is one of the County's most visited sites. GIS responded to 95 percent of all mapping and data requests from the public within 24 hours, maintaining high quality customer service. Staff developed custom apps for Emergency Services, Tax, Building Services, and Environmental Health to reduce GIS licensing costs.

Fiscal Year 2013/14

Information Technology Center

ITC achieved five of its seven (71 percent) outcomes. First, ITC improved the County's wireless data transmission and remote connectivity by increasing the data transfer speed by over 300 percent. The next outcome ITC achieved focused on increasing County staff knowledge and abilities as measured by 100 percent of attendees (goal of 90 percent) reporting that training sessions improved their job-related skill sets. In a collaborative effort with the Tax Department to analyze business processes and improve at least three, Technology improved the following processes: Direct Link to Permit Data from within iasWorld (the Tax Department's software system), Placing pre-filled Personal Property Forms online for self-service by taxpayers, and Scanning Revaluation notices for faster retrieval and cheaper storage. In a collaborative effort with the Sheriff's Office, ITC reduced file storage size, enhanced accessibility, and ensured on-going data integrity by implementing a new digital imaging software system. Also, ITC sought to promote transparency by providing frequently requested Sheriff's Office information on-line. The following items were uploaded to the web for public consumption: Flood damage report forms, pre-filled Individual Personal Property forms, incident reports and active 911 calls.

There were two outcomes not achieved by ITC. The first outcome sought to ensure the County network's security and reliability by blocking at least 99 percent of all security risks and to maintain at least a 99.9 percent uptime for all enterprise services. ITC did block 99 percent; in fact, it mitigated and blocked over 1.2 million cyber threats. ITC missed this outcome because it maintained an uptime of 99.6 percent. The second outcome not met pertained to customer service. Technology aimed to resolve at least 90 percent of all HelpDesk calls within two business days and maintain a customer satisfaction rating of 90 percent. The HelpDesk received 5,626 requests for service but only 4,971 (88.35 percent) of those requests were resolved within two business days. In regards to customer satisfaction, 1,271 of 1,299 customer service survey respondents indicated that they received either "excellent" or "good" customer service.

Geographic Information System

GIS achieved all four of its outcomes for Fiscal Year 2013/14. GIS provided reliable geospatial information to stakeholders by maintaining a 99 percent uptime. 95 percent of map and data requests by the public were responded to within 24 hours. GIS continued to meet bi-monthly and work with municipalities on upgrades and projects to reduce duplication in staff efforts and leverage buying power. Finally, GIS updated Catawba County's hi-resolution overhead imagery, prepared the data, gave users access, and conducted training on the web application.

INFORMATION TECHNOLOGY CENTER (ITC)

Statement of Purpose

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

Outcomes

1. To ensure continued reliability of the County's network and move toward best in class access, the department will replace 67 percent of existing core network switches, which will increase network speed/capacity from 100MB to 1GB during Fiscal Year 2015/16.
2. To ensure the County's network remains secure and reliable, Technology will block at least 99 percent of all security risks at the perimeter of the network during Fiscal Year 2015/16.
3. To ensure maximum productivity and citizen access, provide a minimum of 99 percent network availability as measured by Solar Winds and Pingdom during Fiscal Year 2015/16.
4. To further engage the public, realize a 20 percent increase in the County's mobile facing presence (iCatCo), by enhancing current location based information during Fiscal Year 2015/16.
5. Increase knowledge and empower the County's workforce through relevant trainings, by realizing 95 percent (380 of 400) positive customer feedback on training surveys during Fiscal Year 2015/16.
6. To ensure consumers are treated professionally and courteously, ITC will realize an average rating of no less than 93 percent satisfaction, as measured by random customer satisfaction surveys, during Fiscal Year 2015-16.
7. To help ensure maximum staff efficiency, 90 percent (5850 of 6500) of service requests will be complete within 2 business days during Fiscal Year 2015/16.

GEOSPATIAL INFORMATION SERVICES (GIS)

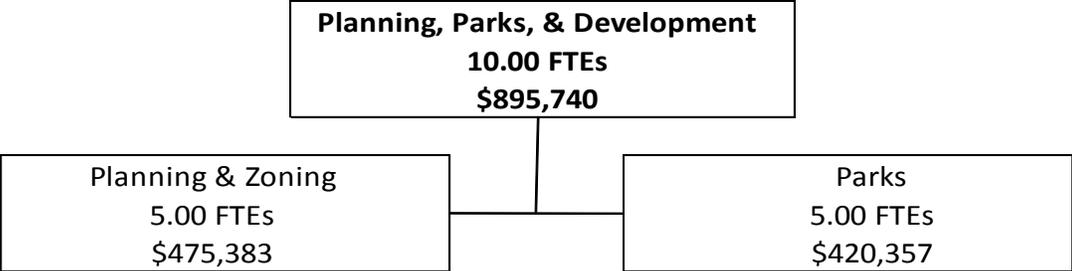
Statement of Purpose

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

Outcomes

1. To support and enhance business operations and economic development, the geospatial information residing on the GIS Web sites will be available to stakeholders (approximately 14,500/ month), at least 99 percent of the time during Fiscal Year 2015/16.
2. To support county-wide decision making for economic development, public safety, and other initiatives complete at least 97 percent of map and data requests from all sources within 24 hours of target deadline during Fiscal Year 2015/16.
3. To support appropriate allocation of Public Safety resources based on crime statistics, we will reduce the time it takes to report statistics by 50 percent through automating reports during Fiscal Year 2015/16.

Catawba County Government



Planning, Parks, & Development

Organizations: 420030 - 420040

	2013/14 Actual	2014/15 Current	2015/16 Requested	2015/16 Approved	Percent Change
Revenues					
Charges & Fees	\$38,761	\$37,891	\$36,416	\$36,416	-3.9%
Local	0	1,653	0	0	0%
State	0	0	0	0	0%
Miscellaneous	1,044	400	400	400	0.0%
Indirect Cost	0	1,653	0	0	0%
From Community Development	0	0	0	0	0%
General Fund	734,801	735,926	842,432	858,924	16.7%
Total	\$774,606	\$777,523	\$879,248	\$895,740	15.2%
Expenses					
Personal Services	\$649,379	\$642,614	\$718,236	\$733,803	14.2%
Supplies & Operations	125,227	134,909	161,012	161,937	20.0%
Capital	0	0	0	0	0%
Total	\$774,606	\$777,523	\$879,248	\$895,740	15.2%
Expenses by Division					
Planning & Zoning	\$471,964	\$457,387	\$463,432	\$475,383	3.9%
Parks	302,642	320,136	415,816	420,357	31.3%
Total	\$774,606	\$777,523	\$879,248	\$895,740	15.2%
Employees					
Permanent	9.00	9.00	11.00	10.00	11.1%
Hourly	2.00	2.00	2.25	2.25	12.5%
Total	11.00	11.00	13.25	12.25	11.4%

Budget Highlights

The Planning, Parks, and Development budget increased by 15.2 percent (\$118,217) from the previous year's approved budget. The majority of this increase is attributed to expanding Catawba County Parks' days of operation from a four-day a week schedule (Friday-Monday) to a six-day a week schedule (Thursday-Tuesday). The budget includes funding for one full time Park Ranger position and increased part-time wages.

Performance Measurement

Fiscal Year 2015/16

The Planning, Parks, and Development Department's outcomes will emphasize ensuring timely and quality customer service, promoting economic development, and increasing wellness opportunities for County citizens. Some of Planning's objectives include reviewing development-related requests with a turnaround time faster than the state average; assessing and maintain approximately two miles of established natural surface trails; and ensuring the Village at Sherrills Ford development complies with the County's Unified Development Ordinance and the development agreement. Parks outcomes

continue to focus on maintaining attendance numbers, fostering a spirit of volunteerism at the three County parks, and providing educational opportunities for the County's residents.

Fiscal Year 2014/15

At mid-year Planning, Parks, and Development was on target to meet all 13 of its Fiscal Year 2014/15 outcomes. The department provided high quality customer service by processing all rezoning requests, non-residential site plans, and final major subdivision plans within target timeframes. Planning promoted and encouraged new opportunities for business creation by amending the Unified Development Ordinance, declassifying the Maiden Creek and Allen Creek as WS-II Protected and Critical Watersheds. The department coordinated with Building Services and Environmental Health to develop an information sheet which identifies permitting and construction requirements for development in floodplain areas. Planning continued to promote economic development opportunities along Highway 321 by working with existing businesses to help develop the Carolina Thread Trail. In regards to Development, Planning has used the Scattered Site Community Development Block Grant to perform two major rehabilitations for two low-income homeowners.

Parks is on target to achieve its attendance goal (108,000) with a total of 49,293 patrons at mid-year. The Parks system had 192 volunteers and 531 volunteer hours during the first half of the year, putting it well on its way to achieving its target 825 volunteer hours. Additionally, Parks had 1,429 patrons participate in educational programs, nearly accomplishing its yearly goal, of having 1,600 patrons, by mid-year.

Fiscal Year 2013/14

Planning

Planning achieved 11 of its 12 (92 percent) Fiscal Year 2013/14 outcomes. Planning met its customer service outcome of expeditiously and accurately reviewing development-related requests and projects by processing, reviewing and approving rezoning requests, non-residential site plans, minor and family subdivision plans, and preliminary and final major subdivision plats within 10 working days; residential zoning permits within two working days; and special use, variance, and non-conforming applications within 45 days of receipt of the completed application.

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

Planning achieved its fourth outcome, ensuring development along the Highway 150 corridor, by completing and presenting the plan to the Planning board in May 2014. The department promoted agricultural sustainability by coordinating with Cooperative Extension in hosting demonstration classes/events and collaborating with surrounding counties' Cooperative Extension departments to conduct the Foothills Aggregation Center Feasibility Study. Promotion of economic development

opportunities along the 321 Corridor by implementing short-term strategies was accomplished with the construction of the Rocky Ford Road Bridge. This was another collaborative effort with NC Department of Transportation (NCDOT). Planning worked with NCDOT and the Rural Planning Organization (RPO) to promote economic development opportunities along the Highway 16 Corridor by working with NCDOT and the Rural Planning Organization (RPO); however, progress has stalled due to lack of NCDOT funding. The Uni-four's vulnerability to natural hazards was reduced by Planning's partnership with Emergency Management in working to develop the Unifour Hazard Mitigation Plan.

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

Parks

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

PLANNING, PARKS, AND DEVELOPMENT

Planning

Statement of Purpose

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

Outcomes

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

- i. Murray's Mill/David Lee Stewart Trail
 - ii. Government Center Trail
 - iii. Bunker Hill Covered Bridge Trail
- 3. Promote development and encourage new opportunities for business creation by evaluating the Unified Development Ordinance (UDO) annually and recommending amendments for consideration by the Board of Commissioners.
- 4. Advance a unified vision to aid in the acceleration of North Carolina Department of Transportation funding for major road improvements for regional cooperation on land use issues, continue serving on an "informal" NC 150 Council of Planning (COP) with the jurisdictions along Hwy. 150 modeled after the NC 73 COP. Ongoing throughout Fiscal Year 2015/16.
- 5. To preserve and promote the historic Bunker Hill Covered Bridge, continue to assist the Catawba County Historical Association with the administration of the Federal Highway Administration and State grants, and County funds. This will be completed by the end of the 3rd quarter of Fiscal Year 2015/16.
- 6. Promote and process the pending development of the Village at Sherrills Ford and the Terrell community development throughout Fiscal Year 2015/16.
- 7. To promote economic development opportunities along the 321 Corridor, implement the short term strategies identified in the 321 Eco-Tech Development Plan within the next 4 years.
 - a. Continue pursuing grant and other funding sources to begin design and construction of South Fork CTT from NC 10 Highway toward Rocky Ford Rd. This will be coordinated with existing businesses in the corridor. (Goal #17).
 - b. Continue working with existing businesses to be active participants in the development of the CTT network in the corridor (Goal #19).
- 8. To promote economic development opportunities along the Highway 16 Corridor, implement the short term strategies identified in the 16 South Corridor Development Plan within the next 4 years.
 - a. Work with NCDOT and WPCOG to prepare and adopt the Countywide Bicycle Mapping and Signage project. (Goal #12).
- 9. To promote economic development opportunities along the Highway 150 Corridor, implement the short term strategies identified in the Highway 150 Corridor Development Plan within the next 4 years.
 - a. Pursue the development of well-planned development offering amenities, services, and jobs designed to attract a wide ranging population at strategic locations within the corridor.

COMMUNITY DEVELOPMENT

Statement of Purpose

To increase affordable housing opportunities and ensure safe housing for low-to-moderate income persons by administering a series of CDBG and Housing Finance Agency related grants assisted by the Western Piedmont Council of Governments.

Outcomes

1. To ensure that homes are decent, safe, and sanitary, Planning will use Scattered Site CDBG funds (\$225,000) to perform four major rehabilitations and five minor repairs to low income homeowner's residences. Housing will be brought up to North Carolina Rehabilitation Standards. Project will close out during 1st Quarter Fiscal Year 2015/16.
2. To alleviate housing conditions which pose an imminent threat to the life or safety of very low-income homeowners with special needs, Planning will utilize Urgent Repair CDBG Funds (\$75,000) to repair 16 such homeowner's residences. Project will run through the 3rd Quarter of Fiscal Year 2015/16.

PARKS

Statement of Purpose

Provide recreational opportunities for the citizens of Catawba County through the operation and development of parks and the preservation of open space. Environmental education and the preservation of the County's unique natural heritage are Catawba County Parks' primary goals. These goals will be accomplished through the execution of the Comprehensive Parks Master Plan. Implementation steps will incorporate projects, programs, goals, objectives, strategies, and opportunities as called for in the Plan. Development and expansion of facilities will arise as staffing and resources are available.

Outcomes

1. Parks will ensure that Catawba County citizens have access to quality educational, recreational, and physical activities. This will be measured by Parks annual attendance estimated at a minimum of 100,000 patrons, as evidenced by traffic counter statistics/sign-in sheets and the quarterly Parks report.
2. To complete Parks' improvement projects, promote environmental stewardship education, reduce operating costs, and increase community involvement, Parks will solicit 825 volunteer labor hours. In an effort to involve youth, these projects will include school and scouting groups when possible.
3. To share environmental/interpretive information, promote physical activity, and broaden public awareness and participation in the preservation of Catawba County's unique natural heritage, Parks will host educational, interpretive, and school programs with no less than 1,600 patron participants.

Other Economic & Physical Development

Organization: 420050

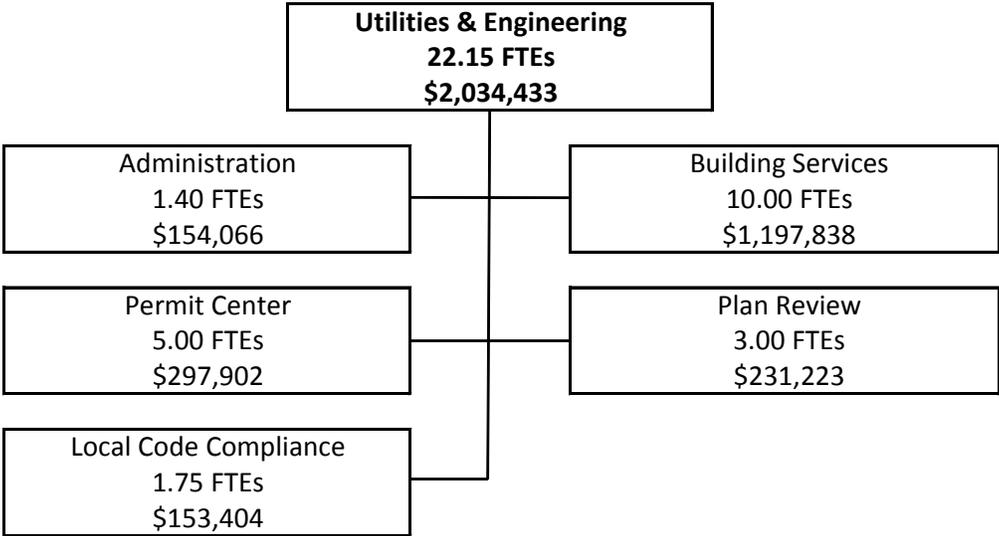
	2013/14	2014/15	2015/16	2015/16	Percent
	Actual	Current	Requested	Approved	Change
Revenues					
1/4 Cent Sales Tax	\$0	\$75,640	\$85,640	\$85,640	13.2%
Local	137,360	179,786	137,360	137,360	-23.6%
General Fund	4,412,481	4,707,468	5,373,059	5,369,200	14.1%
Total	\$4,549,841	\$4,962,894	\$5,596,059	\$5,592,200	12.7%
Expenses					
Chamber of Commerce - Edison Project	\$5,000	\$5,000	\$5,000	\$5,000	0.0%
Chamber of Commerce - Visitor Information Center	\$2,186	2,500	2,500	2,500	0.0%
Convention & Visitors Bureau	\$20,000	20,000	20,000	20,000	0.0%
Economic Development Commission	\$272,226	283,765	285,191	286,527	1.0%
EDC Marketing	\$50,000	50,000	0	0	0%
EDC Claremont Speculative Building	\$0	36,000	36,000	36,000	0.0%
EDC LRU Health Sciences Center	\$0	20,000	20,000	20,000	0.0%
EDC NC Data Campus	\$0	52,000	52,000	52,000	0.0%
EDC Apple	\$3,849,926	4,199,868	4,819,342	4,819,342	14.7%
EDC Bed, Bath & Beyond	\$0	20,034	36,683	42,841	113.8%
EDC Dalco Non-Wovens	\$15,857	19,260	19,260	19,260	0.0%
EDC Fiserv	\$17,313	19,966	19,966	19,966	0.0%
EDC HSM	\$0	22,500	22,500	22,500	0.0%
EDC Popplemann	\$22,517	3,806	0	0	0%
EDC Punker	\$0	8,535	5,956	5,956	-30.2%
EDC Sarstedt	\$0	0	37,985	37,985	100.0%
EDC Target	\$112,938	0	0	0	0%
EDC Turbo coating	\$47,970	52,163	52,163	52,163	0.0%
EDC Turbotec	\$8,027	14,044	14,044	14,044	0.0%
Innovate Catawba	\$0	10,000	20,000	20,000	100.0%
NC League of Municipalities	\$4,000	0	0	0	0%
NC Wildlife Commission - Beaver Mgmt.	\$4,000	4,000	4,000	4,000	0.0%
TDA - City of Hickory	\$69,647	74,245	67,072	67,072	-9.7%
WPCOG - Carolinas Innovation Group	\$1,500	0	1,500	0	0%
WPCOG - Dues	\$41,984	42,208	42,044	42,044	-0.4%
WPCOG - Sister Cities	\$250	0	500	0	0%
WPCOG - Water Resource Committee	\$4,500	3,000	12,353	3,000	0.0%
Total	\$4,549,841	\$4,962,894	\$5,596,059	\$5,592,200	12.7%

Budget Highlights

The County continues to fund 51.5 percent of the Economic Development Corporation (EDC). Funding is maintained for the Convention and Visitors Bureau and Chamber of Commerce Edison Project. The County's partnership in funding 28 percent of the debt for the 2005 expansion to the Hickory Metro Convention Center pays dividends, as revenue sharing from the proceeds of conferences and events exceeds the debt expense. The budget includes increased incentive payments per existing contracts resulting from investments by the recipients. Funds are also included for second year of a five year commitment to provide \$20,000 per year to facilitate the development of the Lenoir-Rhyne University (LRU) Health Sciences Center.



Catawba County Government



Utilities & Engineering

Organizations: 430050 - 430300

	2013/14 Actual	2014/15 Current	2015/16 Requested	2015/16 Approved	Percent Change
Revenues					
Local	\$0	\$4,527	\$0	\$0	0%
Charges & Fees	1,145,858	1,221,811	1,230,034	1,230,034	0.7%
Miscellaneous	0	0	0	0	0%
Proceeds from Sale of Equipment	11,591	0	0	0	0%
General Fund	711,353	766,576	626,804	804,399	4.9%
Total	\$1,868,802	\$1,992,914	\$1,856,838	\$2,034,433	2.1%
Expenses					
Personal Services	\$1,467,565	\$1,547,945	\$1,473,144	\$1,646,768	6.4%
Supplies & Operations	375,439	419,969	356,364	360,335	-14.2%
Capital	25,798	25,000	27,330	27,330	9.3%
Total	\$1,868,802	\$1,992,914	\$1,856,838	\$2,034,433	2.1%
Expenses by Division					
Administration	\$175,288	\$183,433	\$150,583	\$154,066	-16.0%
Building Services	1,029,518	1,084,929	1,043,629	1,197,838	10.4%
Permit Center	253,797	265,664	288,488	297,902	12.1%
Plan Review	281,467	307,223	224,711	231,223	-24.7%
Code Compliance & Erosion Control	128,732	151,665	149,427	153,404	1.1%
Total	\$1,868,802	\$1,992,914	\$1,856,838	\$2,034,433	2.1%
Employees					
Permanent	21.40	21.40	21.15	22.15	3.5%
Hourly	0.00	0.00	0.00	0.00	0%
Total	21.40	21.40	21.15	22.15	3.5%

Budget Highlights

The Utilities and Engineering department includes Building Services, Plan Review, the Permit Center, Erosion Control, and Local Code Compliance. The department's budget is increased by 2.1 percent from the prior year due to an agreement with Gilbane Building Company (a sub-contractor working with Apple) to fund a full-time dedicated Building Inspector III position for the purpose of expediting inspection reviews at the Apple construction site. There was also a personnel de-classification and various operating reductions.

Performance Measurement

Fiscal Year 2015/16

Outcomes for Fiscal Year 2015/16 continue to focus on customer satisfaction, efficient service, and safety of the public through the enforcement of State and local development regulations. In Building Services, at least 90 percent of all requested inspections will be performed by the next day or on the contractor's requested inspection date. The division will also ensure it has no more than 1 sustained complaint per 3,000 inspections performed. New for this year, the department has added outcomes related to communicating with contractors and the public via text messages and e-mail in an effort to further increase citizen convenience.

Fiscal Year 2014/15

Building Services

Building Services applies the State code to protect the public's safety in terms of building code. At mid-year, two outcomes were on target and two were not. The on-track outcomes related to 100 percent of inspections being completed by the highest State certified inspectors in each classification and continued use of the Remote Access Permitting Terminal, with 416 permits issued. The outcomes not on track for completion relate to only 82 percent of inspections were performed on the day requested, compared to the 90 percent goal, and only 50 percent of building inspection training being offered locally, compared to the 60 percent goal.

Permit Center

At FY14/15 mid-year, one outcome was on target to be achieved and two were not. No substantiated complaints had been received. Outcomes not on track related to the new Customer Access Portal (CAP) not increasing new accounts by 100 percent due to limited programming capacity on the side of the vendor. Partnerships with Technology and other municipalities to make the process more efficient are underway; however, only E-review and Energov will likely be completed this fiscal year while CAP is a work in progress.

Plan Review

Plan Review was on target with each of its outcomes as it ensured code compliance. These outcomes include completion of 94 safety requests within two days, review of 535 plans in an average of 3.5 days, well ahead of the 10-day goal, and no substantiated complaints came out of any plan review.

Stormwater & Erosion Control

All the outcomes related to implementation of local soil sedimentation and erosion control were on target through mid-year including a completion of every plan review within 10 days. Additionally, 1,040 code compliance inspections and 11 erosion control plans had been completed, with no customer service complaints. Finally, staff began completing requirements to perform Level I footing in order to increase departmental efficiency.

Fiscal Year 2013/14

Utilities & Engineering Administration

The Utilities & Engineering department was coordinated and managed with 100 percent customer service satisfaction and zero complaints thereby achieving its outcome.

Building Services

Building Services achieved all of its outcomes by applying the State Building Code in a consistent, timely, and courteous manner thereby protecting public safety. Consistent application of the law was ensured through 100 percent of commercial and industrial buildings inspected by the highest State certifications

in all four of the main inspection classifications. Some of these certifications were achieved by providing 80 percent trainings locally. Speed of service decreased but remained high especially through the use of QR codes on buildings. All Building Services customer service survey respondents were satisfied and no complaints were received.

Permit Center

The Permit Center achieved one of its two outcomes. The center was able to satisfy 100 percent of surveyed customers. However, it is yet to increase its convenience through the Customer Access Portal. This web-based system that allows citizens to obtain permits, make payments, and check the status of inspection requests from any location has remained a work in progress during Fiscal Year 2014/15.

Plan Review

All three Plan Review outcomes were achieved. All 134 safety requests were coordinated for review within two days. In fact, 99 percent of all plans were reviewed within 10 days. All Plan Review customer service survey respondents were satisfied and no complaints were received during the fiscal year.

Stormwater & Erosion Control

Stormwater & Erosion Control achieved all of its outcomes, ensuring the timely implementation of the local soil sedimentation and erosion control and code compliance programs. Plans were reviewed in an average of 3 days and also efforts were made to complete Level 1 footing inspections, saving 2 hours of Building Inspections time. 1,040 code compliance inspections were performed thus far, from which 136 compliance complaints were investigated within 24 hours. This was all done without receiving any customer service complaints.

BUILDING SERVICES

Statement of Purpose

The mission of Building Services is to provide consistent, timely, and courteous advice and service to customers, contractors, businesses, homeowners, and the general public through the application of the State Building Code. The focus of the service is to protect public safety by ensuring all buildings are built to code specifications while promoting economic development through a partnership with the building industry. The operations of Building Services have, as its foundation, four guiding principles: protecting the public, providing the best possible customer service, promoting economic development, and ensuring consistency in the application of codes and treatment of customers.

Outcomes

1. Ensure customers receive quality customer service from Building Services Officials by:
 - a. Performing 90 percent of requested inspections by the next day or on the contractor's requested inspection date, with an ultimate goal of performing 100 percent of inspections within this timeframe.
 - b. Maintaining a substantiated complaint rate of less than 1 per 3,000 inspections performed.
 - c. Responding to 98 percent of all customer complaints within 24 hours.
2. Catawba County will provide the fastest and safest permitting and inspection process in North Carolina by embracing innovation. Examples include placing QR codes on building permits to provide up-to-the minute inspection information, maintaining the State's only county/municipal unified development software system, providing a remote access permitting terminal in Hickory to allow customers to video conference with permit center staff, and providing excellent customer service.
3. To control the cost of training and education, Building Services will provide at least 60 percent of all required Building Inspector training and certification locally. Surrounding jurisdictions will be invited to participate in these locally held trainings as well, serving to further drive down the cost to the County.
4. To protect the public welfare and ensure quality building inspections, 100 percent of all commercial and industrial building inspections will be performed by inspectors with the highest State certification available in the four main inspection certifications (building, electrical, mechanical, and plumbing). This highest certification requires increased training in State Building Code standards, and allows Catawba County to efficiently and effectively inspect often complex and specialized commercial and industrial properties.

PERMIT CENTER

Statement of Purpose

Provide permitting information and service to the customers of Catawba County, including municipalities. The Permit Center currently operates two locations (Catawba County Government Center in Newton and a Remote Access Permitting Terminal (RAPT) in Hickory City Hall) to provide convenient locations for the public to acquire permits and information for Building Services, Planning, and Environmental Health.

Outcomes

1. Ensure customers receive quality customer service from the Permit Center by:
 - a. Maintaining a substantiated complaint rate of less than 1 per 1,000 permits issued.
 - b. Responding to 98 percent of all customer complaints within 24 hours.
2. Provide enhanced, real-time communication the Building Services Division and its customers, by developing, implementing, and promoting notification of permit issuance, inspections scheduled, and inspection results through the use of email and/or text message (Customer's choice). Outcome will be measured by the number of customers signed up for the program.
3. Provide additional opportunity for service provision through the use of email by allowing and promoting the use of email as a means of submitting permit applications and inspection requests in lieu of fax. The number of applications submitted and inspections scheduled can be tracked by the Information Technology Department and this will serve as the measured of the outcome.

PLAN REVIEW

Statement of Purpose

Provide plan review information and service to the customers of Catawba County, including municipalities, in a coordinated, efficient, and friendly manner. Plan Review provides plan review for commercial projects to ensure code compliance with the State Building Codes, conducts on-site safety inspections of existing buildings, provides plan review for existing buildings utilizing the North Carolina Rehabilitation Code (Rehab Code), conducts plan review services based on State local option plan review guidelines, and conducts plan review during express plan review appointments.

Outcomes

1. Provide timely plan review services by reviewing 97 percent of all commercial blueprints submitted for code compliance and contacting the applicant with the results within 10 working days. This will allow construction to begin quickly, thus, promoting Catawba County's economic development.
2. Ensure customers receive quality customer service from Plan Review officials by:
 - a. Maintaining a substantiated complaint rate of less than 1 per 500 plans reviewed.
 - b. Responding to 98 percent of all customer complaints within 24 hours.
3. To provide quality service to property owners and/or tenants who request a safety inspection, Plan Review will review 100 percent of complete requests and contact the owner/tenant within two business days. These safety inspections are required by the State for businesses to receive certain licenses (i.e. day care, alcohol law enforcement) as well as for changes of use to an existing building or space.

LOCAL CODE COMPLIANCE AND EROSION CONTROL

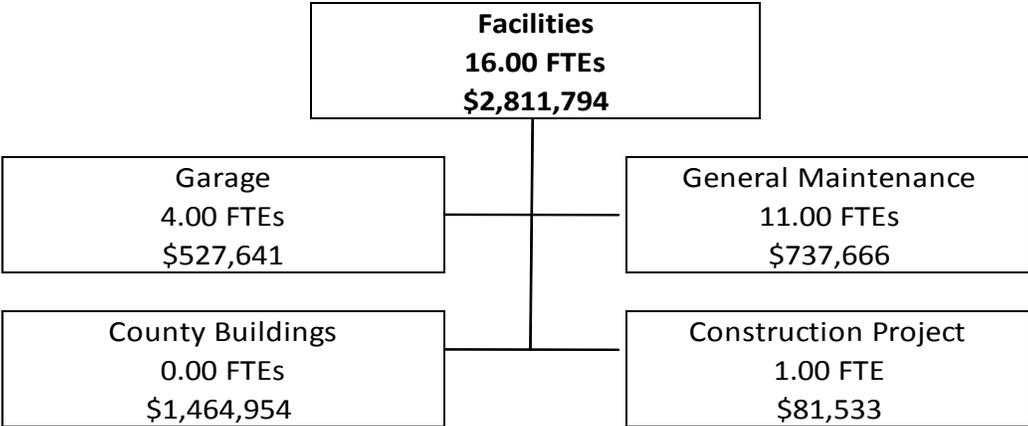
Statement of Purpose

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

Outcomes

1. Provide timely plan review services by reviewing 100 percent of all complete sedimentation and erosion control plans within 10 working days. Meeting this outcome will expedite the plan review and permitting process, thereby promoting Catawba County's economic development.
2. Ensure citizens receive quality customer service from Erosion Control staff by:
 - a. Maintaining a substantiated complaint rate of less than 1 per 50 erosion control plans reviewed.
 - b. Responding to 98 percent of all customer complaints within 24 hours.
3. Ensure citizens receive quality customer service from Local Code Compliance staff by:
 - a. Maintaining a substantiated complaint rate of less than 1 per 1,000 code compliance inspections performed.
 - b. Responding to 98 percent of all customer complaints within 24 hours.
4. To promote departmental efficiency, Code Compliance Technicians will perform residential Building Level I footing inspections when already in the area performing code violation inspections. This will save Building Inspectors' significant travel and inspection time per residential unit. Success will be measured by Code Compliance Technicians performing a minimum of 25 percent of all Building Level I footing inspections.

Catawba County Government



Facilities

Organizations: 440103 - 440158

	2013/14 Actual	2014/15 Current	2015/16 Requested	2015/16 Approved	Percent Change
Revenues					
1/4 Cent Sales Tax	\$79,988	\$78,879	\$78,820	\$81,533	3.4%
Charges & Fees	2,407	7,000	7,000	7,000	0.0%
Miscellaneous	82,671	26,000	26,000	26,000	0.0%
Local	78,984	80,184	77,970	77,970	-2.8%
From Self Insurance	0	0	0	0	0%
General Fund	2,563,403	2,680,417	2,576,815	2,619,291	-2.3%
Total	\$2,807,453	\$2,872,480	\$2,766,605	\$2,811,794	-2.1%
Expenses					
Personal Services	\$838,781	\$872,626	\$847,751	\$872,940	0.0%
Supplies & Operations	1,940,672	1,965,854	1,884,854	1,904,854	-3.1%
Capital	28,000	34,000	34,000	34,000	0.0%
Total	\$2,807,453	\$2,872,480	\$2,766,605	\$2,811,794	-2.1%
Expenses by Division					
Garage	\$592,246	\$552,197	\$520,407	\$527,641	-4.4%
General Maintenance	723,191	765,051	722,424	737,666	-3.6%
County Buildings	1,420,040	1,475,954	1,444,954	1,464,954	-0.7%
Construction Project Management	0	79,278	78,820	81,533	2.8%
Total	\$2,735,477	\$2,872,480	\$2,766,605	\$2,811,794	-2.1%
Employees					
Permanent	16.00	16.00	16.00	16.00	0.0%
Hourly	0.40	0.40	0.00	0.00	0%
Total	16.40	16.40	16.00	16.00	-2%

Budget Highlights

Facilities' budget decreased 2.1 percent (\$60,686). This reduction is largely attributed to reduction in the budget for implementation of energy audit recommendations, contractual services, part-time wages, electricity, and natural gas. The last two are a result of energy savings from the Government Center and the Justice and Public Safety Center building retrofits.

Performance Measurement

Fiscal Year 2015/16

Fleet Maintenance

In Fiscal Year 2015/16, Fleet Maintenance will focus on improving efficiency while maintaining high standards for quality and customer service, by directing 50 percent of mechanic time to preventative maintenance and by determining the maintenance expenditures per vehicle type, measures used throughout the industry to benchmark effectiveness.

Facility Maintenance

Facilities will continue to focus on providing strong customer service while maintaining building environments that enable the public's safe access and County employees effective performance at their jobs by conducting a departmental satisfaction survey. Facilities staff will continue to expand the use of energy efficient lighting in County buildings and implement energy audit recommendations.

Facilities' multi-year outcome will further Catawba County's efforts to reduce electricity and natural gas expense and consumption over the next five years.

Fiscal Year 2014/15

Fleet Maintenance

All Fleet outcomes but one are on target midway through the fiscal year. The only one not on track is the development of productive "wrench time" as a measure. Otherwise, Fleet Maintenance has advised each department on vehicle neglect and abuse and thereby managing better the vehicles and respective drivers. Tire, parts, and fuel inventories were maintained and monitored at least 98 percent of the time. Nearly every vehicle (99.6 percent) was serviced for preventative maintenance or repair in three days. 100 percent of roadside emergency service during and after normal working hours was provided in two hours if inside the County and in twelve hours if outside the County.

Facility Maintenance

Facility maintenance was on target at mid-year to achieve most outcomes. A prioritized work plan to continue implementing energy efficiency is still in the works and data for emergency repairs has yet to be analyzed. The other outcomes are on target. Lighting and natural gas upgrades were made at Social Services and T-8 lights were installed at the ARC, expecting to result in at least 10 percent savings per square foot. Furthermore, 98 percent of all routine maintenance was completed within five days. At least 96 percent of all routine maintenance, telephone problems, electrical problems, and plumbing problems were repaired within 3 days. Lastly, every road sign, new or damaged was made, installed or repaired within at least 15 working days.

Fiscal Year 2013/14

Fleet Maintenance

The Garage achieved all of its outcomes for Fiscal Year 2013/14, providing proper care and maintenance to County vehicles by scheduling and completing 99.1 percent of all preventive maintenance services within 2 working days of the scheduled service. The Garage also provided roadside emergency service to County owned vehicles during normal working hours by responding to and repairing or recovering 100 percent of in-County roadside emergencies within two hours of notification. Additionally, the Garage advised and assisted with vehicle replacement schedules and specification documentation for new vehicle procurement by responding to 100 percent of all departments requests and completing written specifications of new vehicles within 10 working days.

Facility Maintenance

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

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

FLEET MAINTENANCE

Statement of Purpose

Maintain all Catawba County owned/contracted vehicles to the highest quality, efficiency, and cost effectiveness to maximize their useful life.

Outcomes

1. Provide the proper care and maintenance of vehicles by:
 - a. Scheduling and completing 98 percent of all preventive maintenance services within two working days of the scheduled service, as evidenced by work orders.
 - b. Scheduling, diagnosing, and affecting repairs on 97 percent of all County vehicles within three working days, as evidenced by work orders.
2. Provide roadside emergency service to County owned vehicles during normal working hours, (8:00 a.m. – 5:00 p.m., Monday – Friday), by:
 - a. Responding to and repairing or recovering 99 percent of in-County roadside emergencies within two hours of notification, if parts are available and contracted towing service is responsive, as evidenced by work orders.
 - b. Responding to and repairing or recovering 99 percent of out-of-County roadside emergencies within 12 hours of notification, if parts are available and contracted towing service is responsive, as evidenced by work orders.
3. Provide 24 hours, 365 days a year, on call roadside emergency service to County owned vehicles after normal working hours, by:
 - a. Responding to and repairing or recovering 98 percent of in-County roadside emergencies within two hours of notification, as evidenced by work orders.
 - b. Responding to and repairing or recovering 98 percent of out-of-County roadside emergencies within 12 hours of notification, as evidenced by work orders.
4. Provide adequate tire, parts, and fuel inventories by:
 - a. Maintaining and monitoring, 99 percent of the time, tire inventory to provide tires for the repair or replacement as needed within two hours of the scheduled service, by spot checking inventory monthly.
 - b. Maintaining and monitoring, 100 percent of the time, fuel inventory to assure fuel is available for all County owned/contracted vehicles, seven days a week, 365 days a year, as evidenced by departmental surveys.

- c. Maintaining and monitoring, 98 percent of the time, parts inventory to assure that necessary parts are available for the repair and maintenance of County owned/contracted vehicles, by spot checking inventory monthly.
- 5. Advise and assist, when requested, with vehicle replacement schedules and specification documentation for new vehicle procurement by:
 - a. Responding to 100 percent of all departments requests and completing written specifications of new vehicles within 10 working days, as evidenced by departmental surveys.
- 6. Advise and assist all departments with vehicle and driver management by advising, 100 percent of the time, on a quarterly basis, each department of vehicle neglect or abuse.
- 7. Establish and meet baseline expectation for productive “wrench time” for each employee.

FACILITY MAINTENANCE

Statement of Purpose

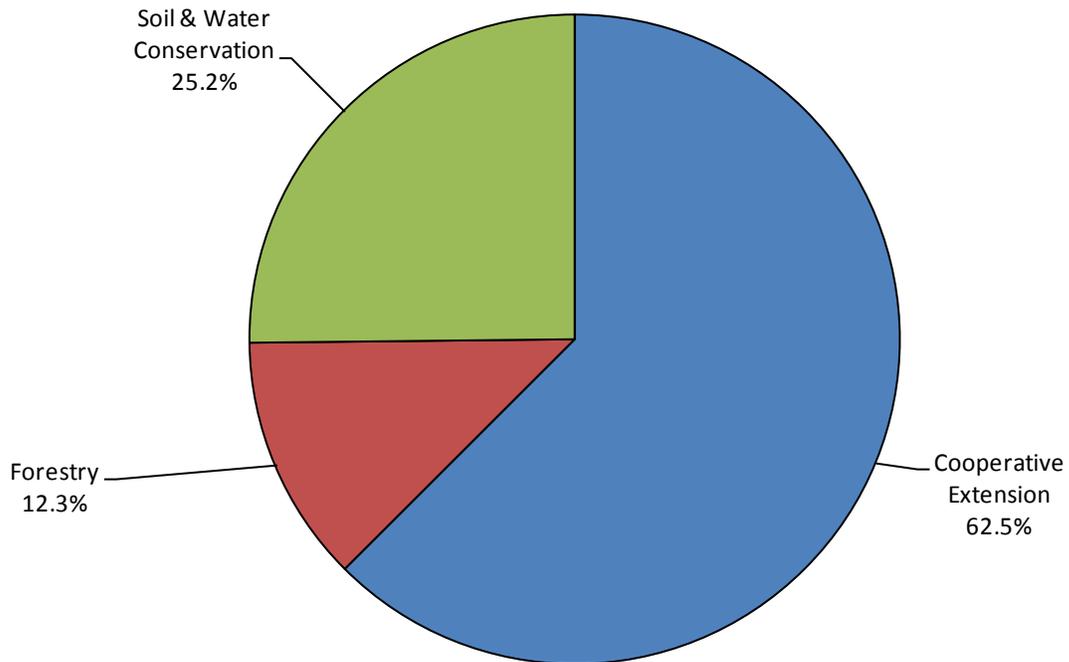
To maintain all of Catawba County facilities and grounds in an efficient and prompt manner in order to maximize their useful life and to provide a productive environment for employees and the public.

Outcomes

- 1) Ninety-seven percent of emergency situations will be responded to within one hour after notification, as evidenced by work orders, emergency work orders, emergency HVAC requests, emergency electrical problems, and emergency plumbing problems.
- 2) Ninety-eight percent of all routine maintenance and repairs will be completed within five working days, as evidenced by completed work orders.
- 3) Ninety-two percent of all telephone problems will be repaired within three working days after notification, as evidenced by work orders.
- 4) Ninety-four percent of all electrical problems will be corrected within three working days after notification, as evidenced by work orders.
- 5) Ninety-seven percent of all plumbing problems will be corrected within three working days after notification, as evidenced by work orders.
- 6) Ninety-eight percent of all road sign damage will be repaired within 15 working days of notification.
- 7) Ninety-eight percent of new road signs will be installed within 20 working days after notification.
- 8) Develop a prioritized work plan to continue implementing energy efficiency measures in county facilities by December 31, 2015, and begin implementation based upon schedule in plan.
- 9) To become more energy-efficient and enhance the County's carbon footprint reduction efforts, 92 percent of County buildings (48 out of 52) will have more energy efficient T-8 lighting.

ENVIRONMENTAL QUALITY

The Environmental Quality function consists of Cooperative Extension Services, Soil and Water Conservation, and Forestry. This function's budget is \$552,940 or 0.2 percent of the total expenditures for the fiscal year. This function is funded by the County, as well as State and Federal governments, and provides technical and advisory services to the agricultural community.



Cooperative Extension Services

Organization: 310050

	2013/14 Actual	2014/15 Current	2015/16 Requested	2015/16 Approved	Percent Change
Revenues					
State	\$3,100	\$0	\$0	\$0	0%
Local	0	1,662	0	0	0%
Miscellaneous	0	0	23,310	33,775	0%
General Fund	242,459	320,851	341,428	311,796	-2.8%
Total	\$242,459	\$322,513	\$364,738	\$345,571	7.1%
Expenses					
Personal Services	\$32,029	\$25,749	\$43,783	\$42,965	66.9%
Supplies & Operations	210,430	296,764	320,955	302,606	2.0%
Capital	0	0	0	0	0%
Total	\$242,459	\$322,513	\$364,738	\$345,571	7.1%
Employees					
Permanent	0.80	0.80	1.00	1.00	25.0%
Hourly	0.00	0.00	0.00	0.00	0%
Total	0.80	0.80	1.00	1.00	25.0%

Budget Highlights

Cooperative Extension's budget increased by 7.15 percent (\$23,058) but this increase is attributable to an accounting change rather than a true increase in expenses. The budget now reflects Cooperative Extension's full programming expenses and revenue whereas, until this year, some of these expenses were accounted for through liability accounts that held fees and program revenues expected to be spent immediately in delivering those specific programs.

Since last year's budget was adopted, the State restructured Cooperative Extension and made decisions which resulted in the elimination of two local positions in the Catawba County Cooperative Extension office -- one administrative assistant and one Environmental and Natural Resources agent. These are full FTE reductions that the County and the State funded 50/50. In order to minimize the impacts of these position eliminations to the public, Catawba County has increased local funding for two existing positions in Cooperative Extension: the 4-H Program Assistant and Local Foods Agent.

Performance Measurement

Fiscal Year 2015/16

Cooperative Extension will continue to educate the community on agriculture and youth leadership. The department will educate new, beginning, or transitional farmers on current and alternative enterprises. 4-H will improve youth leadership, citizenship, and college readiness skills through offering Catawba County Youth Council and college –preparedness programs.

Fiscal Year 2014/15

At mid-year, Cooperative Extension Services (CES) was on target to achieve or has achieved its 17 outcomes for Fiscal Year 2014/15. CES is on target to educate new, beginning, or transitional farmers on current and alternative enterprises by hosting two field days throughout the fiscal year. In the autumn, a regional winter squash field day was held. The second field day, a high-tunnel strawberry demonstration, took place in April 2015. Fall Vegetable Gardening, Composting, Landscaping to Encourage Wildlife, and Pest Management to Protect Water Quality classes were held in the autumn with the goal of improving participants' landscaping skills to protect local natural resources. These classes reached 42 citizens with approximately 80 percent affirming intent to adopt at least one new skill.

For 4-H School Enrichment programs, CES also remained on target to accomplish its outcomes. The department, in partnership with Catawba County Schools, offered the County Science Fair. All 48 students who participated expanded their science knowledge and improved skills in conducting scientific research. Also, a total of 235 youth participated in the 4-H Club's special interest programs such as Mini-Society. Mini-Society is a multi-county youth summer program that focuses on entrepreneurship, with 43 youth participating.

Fiscal Year 2013/14

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

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

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

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

the EcoComplex by 33 percent. Finally, Cooperative Extension helped to expand the agriculture industry by providing farm tours in May in conjunction with Eat, Drink, and Be Local.

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

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

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

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

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

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

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

COOPERATIVE EXTENSION SERVICES

Statement of Purpose

North Carolina Cooperative Extension - Catawba County Center is a cooperative educational agency sponsored jointly by the United States Department of Agriculture, North Carolina State University, North Carolina A&T State University, and Catawba County. It provides Catawba County citizens with scientifically based information and informal educational opportunities focused on local needs and issues in four major areas: Agriculture, 4-H and Youth, Local Food System Development, and Family and Consumer Science.

Agriculture

Outcomes

1. To educate new, beginning, or transitioning farmers on current and alternative enterprises, NC Cooperative Extension will host three field days and/or trainings to demonstrate different sustainable and alternative production techniques including but not limited to livestock production, crop production, best management techniques, soil health and fertility, and season extension techniques. 50 percent of all participants will report an increase in knowledge through pre and post surveys, with 15 percent planning to adopt/expand their farm enterprise based on the knowledge gained from the field days. Success and impact will be measured through pre and post surveys, one-on-one contact and farm visits.
2. To increase, support, and improve row crop production and farm profitability of the Catawba County's row crop producers while also slowing the loss of the County's farmland, two row crop presentations (e.g. best practices in soybean productions, cultural practices, agrochemical use, pest management, variety selection, etc.) will be held during Fiscal Year 2015/16. 50 percent of evaluation respondents will self-report a behavior change in their row crop production technique.
3. Fifty horse owners or horse industry users will increase their knowledge of horse management as a result of participating in educational programs, receiving newsletters/media releases or through personal assistance on weed control and pasture management on small acreage, farm management, disease control and prevention, horse evaluation/selection, hay and feed evaluation and horse waste management. Success will be measured using post-survey evaluations. 50 percent of the individuals served will agree that their needs were met or they implemented at least one recommended best management practice.
4. To increase farm sustainability, NC Cooperative Extension will host meetings, workshops, or field days, and will provide one-on-one assistance and informal feedback to 30 beef/dairy farmers or confinement animal operations. Successful outreach will be determined by:
 - a. 65 percent of producers will soil test or have their nutrient waste analyzed
 - b. 45 percent of producers will implement soil and pasture conservation practices
 - c. 10 percent will utilize forage/feed analysis to improve their feeding protocol
 - d. 65 percent of producers will maintain their animal waste operator certification (based on when they were permitted and whether they achieved six credit hours of continuing education within three years).

4-H and Youth

Outcomes

5. 140 youth ages 5-18 will develop targeted life skills and gain new subject matter knowledge as a result of participating in volunteer-led 4-H clubs, short-term and skill-building competitive programs. 50 percent of the participants will show will increase subject matter knowledge and life skill development by a minimum of 20 percent with impact measured using a written evaluation completed by participating families, successful completion of skill building competitive programs, club expansion and development.
6. 700 students will participate in programs focused on healthy lifestyles and/or STEM education, which are key program areas identified for programming through National 4-H council. Programs will be offered through school classrooms and out-of-school settings with the intent to reinforce and extend grade level objectives. Youth participating in the healthy living program will increase their knowledge about and adopt positive healthy living behaviors related to healthy eating, avoiding substance use, and social and emotional development. Youth participating in STEM programs will increase their knowledge of science, technology, engineering and math; show an increased interest in STEM, and improve their understanding of how STEM is used in everyday life. 75 percent of the participating students will show a 20 percent improvement in their knowledge based on evaluations completed by youth or adults working with youth. Changes in knowledge and interest will be measured with written evaluations and evidence of application.
7. Thirty high school students, reflecting diverse backgrounds, will improve their leadership, citizenship, and college readiness skills participating in teen leadership programs such as Catawba County Youth Council, 4-H Ambassador, 4-H County Council, and college-preparedness programs. 100 percent of the teens will show an improvement in skills in at least one identified area. Skill development will be measured through pre and post training evaluations, completion of leadership portfolios, and the number of youth aspiring to advance to higher education.

Local Food System Development

Outcomes

8. To increase the capacity of local farmers, restaurants, and individuals to participate in the local food economy, during the third week of June (culminating on Father's Day), NC Cooperative Extension will hold a local foods awareness week called Eat, Drink and Be Local. The number of restaurants serving local food during the week will increase from four to five.
9. In order to promote agricultural literacy and to build a sense of connection to local food production within the general public, NC Cooperative Extension's public farm tours will include 14 farms with 1,309 visitors participating, a 10 percent increase from the Fiscal Year 2014/2015's goal of 1,190. 50 percent of respondents will report increased willingness to purchase locally produced foods.
10. To address gaps in consumer knowledge of purchasing, preparing, and preserving fresh foods, NC Cooperative Extension will host six events that educate the public on using fresh fruits and vegetables. Sixty consumers will report via written evaluation a greater understanding of how to cook with fresh fruits and vegetables and 20 percent will report plans for incorporating more fresh fruits and vegetables into their diets.

Food and Farm Sustainability Plan

Outcomes

11. To promote and support the local agricultural economy, being defined as within 75 miles of the center point of Catawba County, NC Cooperative Extension will provide educational programming that will increase the knowledge of 60 interested producers on different aspects of agricultural production such as fruit and vegetable production, livestock production, best farm management practices, and new direct marketing opportunities, which would enable them to begin/expand production. 50 percent of participants will report plans to begin/expand production or marketing efforts.
12. To recruit future fruit and vegetable producers, NC Cooperative Extension will further develop a youth component to educational programming. At least 30 youth will participate in the programming with 50 percent of participants reporting an interest in gardening and 25 percent of participants starting their own fruit and/or vegetable garden.
13. In collaboration with Catawba County Library and their community garden project, four fruit and vegetable gardening classes will be hosted for the general public before June 2016. The library's community garden project provides an added community amenity that contributes to building a healthy community by providing opportunities for all ages to learn about gardening and by helping to produce healthy foods that are shared with local people in need of nutritious meals. A total of 50 participants will report knowledge gained in different aspects of fruit and vegetable gardening. 85 percent of the participants will report that they increased their physical activity, learned how to start or improve their gardening skills, or gained a stronger sense of well-being by helping local people have access to healthier foods. The garden production outreach will result in 1000 pounds of fresh produce for meal production or distribution at identified local food assistance program during growing seasons.

Soil & Water Conservation

Organization: 320050

	2013/14 Actual	2014/15 Current	2015/16 Requested	2015/16 Approved	Percent Change
Revenues					
State	\$36,179	\$179,695	\$30,475	\$30,475	-83.0%
Local	\$0	\$299	\$0	\$0	0%
General Fund	109,015	105,995	104,926	108,693	2.5%
Total	\$145,194	\$285,989	\$135,401	\$139,168	-51.3%
Expenses					
Personal Services	\$130,166	\$127,394	\$128,106	\$131,873	3.5%
Supplies & Operations	15,028	158,595	7,295	7,295	-95.4%
Capital	0	0	0	0	0%
Total	\$145,194	\$285,989	\$135,401	\$139,168	-51.3%
Employees					
Permanent	2.50	2.50	2.50	2.50	0%
Hourly	0.00	0.28	0.00	0.00	0%
Total	2.50	2.78	2.50	2.50	-10.1%

Budget Highlights

In Fiscal Year 2015/16, the Soil and Water Conservation District's budget decreased 51 percent (\$146,821). This decrease is due to a pass through grant (\$149,220) from North Carolina's Department of Environment and Natural Resources (DENR) administered in Fiscal Year 2014/15, which funded Phase II of the Shuford Dam removal project.

Performance Measurement

Fiscal Year 2015/16

In Fiscal Year 2015/16 Soil and Water Conservation's outcomes will focus on ensuring clean water and soil, properly managing forest and wildlife, and securing the economic and cultural viability of the agricultural community. The department's outcomes include promoting and assisting with the County's Voluntary Agricultural District (VAD) program, assisting residents and landowners with erosion and stormwater issues, overseeing the County's cost share programs, and increasing grade school students' and community members' environmental literacy through educational programs and community outreach.

Fiscal Year 2014/15

At mid-year, Soil and Water was on target to achieve or had already achieved 100 percent (5 of 5) of its Fiscal Year 2014/15 outcomes. The district promoted the County's Voluntary Agricultural District (VAD) program by processing 100 percent of all qualified applications and creating or reviewing a conservation plan for the applicant within 10 days. Soil and Water provided timely customer service by conducting all initial site visits to County residents and landowners requiring technical assistance with erosion and stormwater-related issues within 5 days of the request. Soil and Water collaborated with Cooperative Extension to offer two presentations to civic groups, school groups, and the general public at County farmers markets and reached 600 people.

Fiscal Year 2013/14

The Soil and Water Conservation District promoted and assisted in the implementation of the County's Voluntary Agricultural District program, creating conservation plans for qualifying properties within ten business days. The Conservation District effectively installed all identified best management practices on cost-share contracts before their expiration and conducted at least two quality spot-checks of previously installed best management practices. The district promoted stewardship and awareness of soil and water conservation through various educational initiatives, including contests, presentations, and the Environmental Field Days at South Side Park for fourteen 5th grade classes.

Soil & Water Conservation

Statement of Purpose

To ensure a quality urban and rural environment with clean water, protected soil resources, properly managed forest and wildlife, and an environmentally, economically, and culturally viable agricultural community.

Outcomes

1. To promote and assist in the implementation of the County's Voluntary Agricultural District (VAD) program. 100 percent of qualifying properties that request to become a part of the VAD, and have land that is considered "Highly Erodible" will have a conservation plan created (or reviewed if one already exists) to meet the VAD and Natural Resources Conservation Service (NRCS) standards with a turnaround time of ten business days.
2. To increase environmental literacy of soil and water conservation in Catawba County through various educational initiatives, including, but not limited to educational contests, presentations, professional development and civic involvement such as the Environmental Field Days where fourteen 5th grade classes are hosted at South Side Park over a two day event. This increase will be measured based on evaluations submitted by participants and teachers.
3. To provide timely customer service to Catawba County residents and landowners by providing them with technical assistance concerning erosion and stormwater related issues. 90 percent of initial site visits will occur within five business days of request.
4. To promote the importance of local agriculture for the County's environmental and community health, Soil and Water will provide community outreach at three community events (i.e., farmers markets, Bandys Ag. Day, etc.) and reach at least 150 people.
5. To effectively implement the North Carolina Agricultural Cost Share Program (NCACSP) and the Community Conservation Assistance Program (CCAP) in Catawba County. Soil and Water will
 - a. Oversee the installation of all identified best management practices (BMPs) on cost share contracts before their expiration, unless the contract is cancelled by the landowner.
 - b. Conduct quality spot checks on 5 percent of the previously installed BMPs that are within the ten year maintenance period.
 - c. Promote the use of the programs through local media and internet outlets.



Forestry

Organization: 330050

	2013/14 Actual	2014/15 Current	2015/16 Requested	2015/16 Approved	Percent Change
Revenues					
Miscellaneous	\$5,100	\$5,100	\$5,100	\$5,100	0.0%
General Fund	68,606	60,985	63,101	63,101	3.5%
Total	\$73,706	\$66,085	\$68,201	\$68,201	3.2%
Expenses					
Supplies & Operations	\$73,706	\$66,085	\$68,201	\$68,201	3.2%
Total	\$73,706	\$66,085	\$68,201	\$68,201	3.2%

Budget Highlights

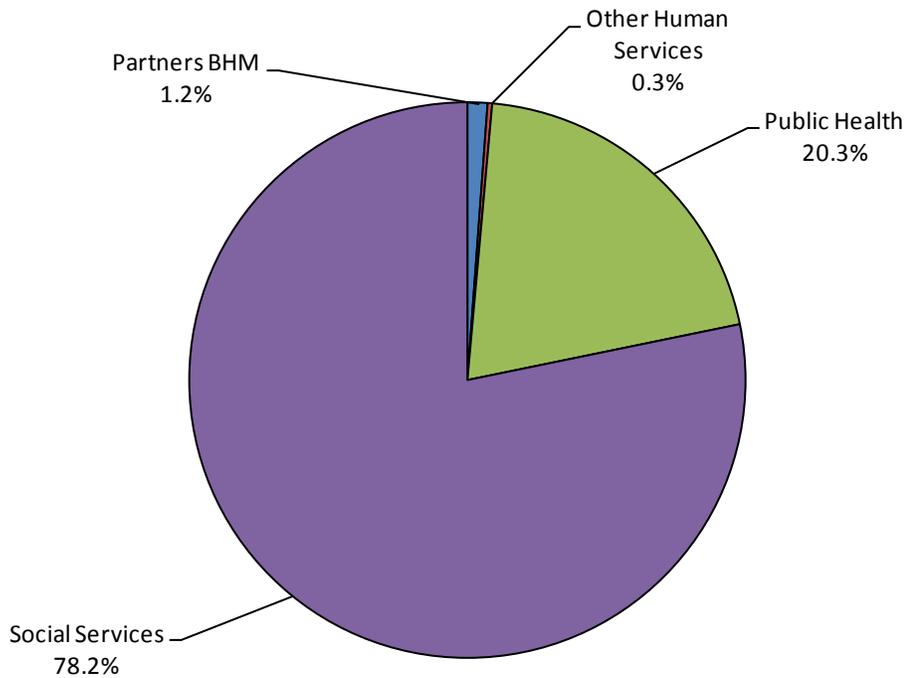
Contractually, Catawba County funds 40 percent of the total budget for Forestry, with the State of North Carolina funding the remaining 60 percent. The North Carolina Division of Forest Resources' mandate is to protect, manage, and sustain North Carolina Forest Resources. The Forest Service's primary purpose is to ensure adequate and quality forest resources for the County to meet present and future needs.

The major reason for a 3.2 percent or \$2,116 increase is due to salary and benefit increases proposed by the State.

HUMAN SERVICES

The Human Services' budget of \$52,408,318 is 23.5 percent of total expenditures for this fiscal year. A significant portion of the Human Services' budget is funded by State and Federal sources. Social Services' expenditures of \$40,994,704 go to support the human needs, and the Public Health Department is projected to expend \$10,664,614 for the specialized public health services it offers. Other Human Resources include the Medical Examiner and is funded at \$138,500 this fiscal year. \$609,000 is for Partners Behavioral Health Care contracted services and pass-through funding.

The dependence of these services on Federal and State grants makes the budget process very difficult. Therefore, the County has a conservative approach to anticipated revenues and a realistic approach to service levels which cushion the impact of Federal and State reductions in funding and service levels.



Partners Behavioral Health Management

Organization: 530900

	2013/14 Actual	2014/15 Current	2015/16 Requested	2015/16 Approved	Percent Change
Revenues					
ABC 5 Cents Per Bottle	\$52,793	\$55,000	\$55,000	\$55,000	0.0%
ABC Profits	45,000	45,000	45,000	45,000	0.0%
CJPP Grant	0	0	0	0	0%
General Fund	544,528	459,000	509,000	509,000	10.9%
Total	\$642,321	\$559,000	\$609,000	\$609,000	8.9%
Expenses					
Mental Health Services	\$499,500	\$459,000	\$509,000	\$509,000	10.9%
Mental Health Service Support Efforts	34,500	0	0	0	0%
Mental Health ABC Board Contract	108,321	100,000	100,000	100,000	0.0%
Drug Treatment Court	0	0	0	0	0%
CJPP	0	0	0	0	0%
Total	\$642,321	\$559,000	\$609,000	\$609,000	8.9%

Budget Highlights

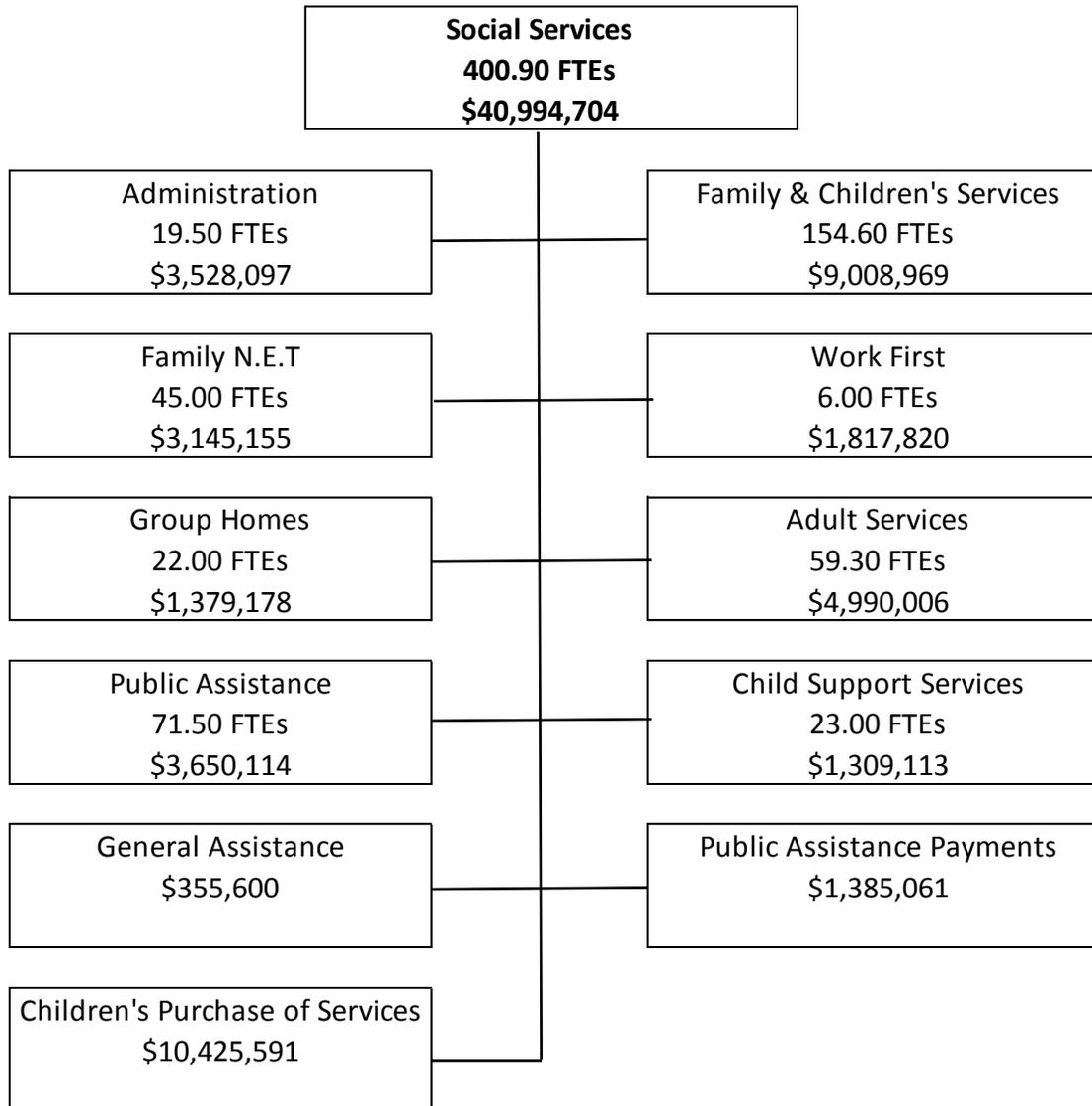
The budget continues to fund existing mental health services. County funds cover services not otherwise supported by Federal or State funding that benefit Catawba County citizens. In Fiscal Year 2015/16, the County will continue to contract for the following services:

Service	
CVBH:	
Psychiatric Support	\$ 167,500
MH/SA Services in Jail	\$ 40,000
Newton Apartments	\$ 26,000
LifeSkills Operations	\$ 241,000
Total CVBH Funding	\$ 474,500
Service	
Other	
Temporary Housing	\$ 34,500
Total Other Funding	\$ 34,500
Total	\$ 509,000

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



Catawba County Government



Social Services

Reinventing Department

Organizations: 560100 - 561000

	2013/14 Actual	2014/15 Current	2015/16 Requested	2015/16 Approved	Percent Change
Revenues					
Federal	\$11,355,410	\$13,293,393	\$13,791,570	\$13,791,570	3.7%
State	2,905,546	2,879,240	3,759,955	3,759,955	30.6%
Federal & State	8,616,714	9,095,155	8,953,558	8,953,558	-1.6%
Local	2,316,215	3,150,407	2,844,415	2,844,415	-9.7%
Charges & Fees	282,073	283,905	180,045	180,045	-36.6%
Miscellaneous	233,608	176,750	295,500	295,500	67.2%
Contingency	0	750,000	1,200,000	1,200,000	60.0%
General Fund	10,108,181	10,449,988	9,819,570	9,969,661	-4.6%
Total	\$35,817,747	\$40,078,838	\$40,844,613	\$40,994,704	2.3%
Expenses					
Personal Services	\$20,289,113	\$21,715,715	\$21,913,258	\$22,063,349	1.6%
Supplies & Operations	15,417,624	17,525,123	17,618,355	17,618,355	0.5%
Capital	111,010	88,000	113,000	113,000	28.4%
Special Contingency	0	750,000	1,200,000	1,200,000	60.0%
Total	\$35,817,747	\$40,078,838	\$40,844,613	\$40,994,704	2.3%
Expenses by Division					
Administration	\$1,882,820	\$2,975,805	\$3,500,311	\$3,528,097	18.6%
Family & Childrens Services	8,820,100	8,957,557	9,204,000	9,008,969	0.6%
Family Net	2,971,471	3,329,644	3,078,611	3,145,155	-5.5%
Work First	1,280,481	2,160,470	1,808,383	1,817,820	-15.9%
Group Homes	1,287,656	1,442,958	1,355,162	1,379,178	-4.4%
Adult Services	4,606,393	4,869,164	4,905,180	4,990,006	2.5%
Public Assistance	2,991,762	3,356,217	3,549,620	3,650,114	8.8%
Child Support	1,185,313	1,344,972	1,277,094	1,309,113	-2.7%
General Assistance	195,172	175,600	355,600	355,600	102.5%
Public Assistance Payments	1,114,405	1,385,458	1,385,061	1,385,061	0.0%
Children's Purchase of Service	9,482,174	10,080,993	10,425,591	10,425,591	3.4%
Total	\$35,817,747	\$40,078,838	\$40,844,613	\$40,994,704	2.3%
Employees					
Permanent	403.78	403.80	400.90	400.90	-0.7%
Hourly	8.26	7.26	7.26	7.26	0.0%
Total	412.04	411.06	408.16	408.16	-0.7%

Fiscal Year 2013/14 Outcome Achievements

Total Outcomes	Achieved	Not Achieved	Success Rate
31	28	3	90.3%

Budget Highlights

Social Services' overall budget increased by \$915,866 or 2.3 percent, while its County Share (local funding) decreased by \$480,327 or 4.60 percent. Funding for At-risk case management for Adult Social Work (267 percent increase) and Medicaid Administration (153 percent increase), both of which are federal revenues, account for most of the department's overall budget increase. Special contingency also increased by \$450,000 or 60 percent to allow Social Services to recognize additional revenue that it may receive during the year from non-county sources. These dollars can only be spent once the revenue is received. Local funding reductions resulted in 12 positions being impacted and 2.9 FTEs being reduced or eliminated. Because Social Services is a reinventing department, the focus is on outcomes for budgeting purposes.

Performance Measurement

Fiscal Year 2015/16

Social Services has established 52 outcomes for Fiscal Year 2015/16 that continue to focus on delivering high quality service despite changes at the State and Federal levels that impact funding and program structure. The agency will also focus on preventative measures that meet child health and educational needs by promoting and sustaining family wellbeing and functioning through quality services. The department will help Work First customers become and remain self-sufficient by linking them with community resources. Throughout the year, Social Services will continue to 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.

Fiscal Year 2014/15

At mid-year, Social Services was on target to achieve (or had achieved) 39 of its 46 outcomes. Many of the outcomes not on target are in Child Protective Services (CPS) and were under revision at mid-year. In CPS, Social Services is on target to reduce the impact of neglect on a child's functioning and development by having 78 percent (21 of 27) of families who are identified as chronically neglectful not experience an additional finding of child maltreatment within 12 months. In Foster Care, the department oversaw the licensing of two new local foster homes (just three shy of its end-of-the-year goal), which increases local placement options, keeps more foster children in their home schools, helps foster children retain friends, and engenders a sense of home community. Social Services has promoted placement stability and permanence for youth in foster care by having all (14 of 14) youth residing at the Andrea's Place and Blevins group home receive physical health assessments, mental health assessments, and behavioral assessments within 90 days of admission.

To ensure the safety of children involved with Child Protective Services, Social Services has provided Child Care services to 100 percent (63 of 63) of children involved with CPS who were in need. Family NET, Therapeutic Foster Care and Residential Services have passed two quarterly accreditation self-audits with a 92.5 percent, which is higher than the 85 percent need for accreditation. Passing self-audits ensure that the services promote and sustain child well-being and family functioning.

In Work First, 100 percent (68 of 68) of Work First Able Bodied Adults (with a means of transportation) received intensive employment services. At mid-year in Adult Services, 100 percent (17 of 17) of persons who had experienced abuse, neglect, or exploitation did not experience a repeat incident. The Senior Nutrition program served 97 percent (1,147 of 1,158) of eligible (aged 60+) Catawba County Citizens, supporting health and wellness, independence, education, socialization and reduced isolation.

Fiscal Year 2013/14

Administration

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

Child Protective Services (CPS)

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

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

Prevention

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

Permanency Planning

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

Child Wellbeing/ Post Care

Child Wellbeing/Post Care promoted long-term wellbeing for children and permanent placements, after leaving foster care, by having 98 percent of families (55 of 56 families) who were actively engaged in the

Success Coach Service for at least 60 days not have a child re-enter foster care while active and for six months after case closure.

Family Builders

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

Residential Services

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

Children's Day Care

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

Family NET Administration

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

Work First

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

Adult Services

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

Food Stamps

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

Child Support

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

General Assistance

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

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

ADMINISTRATION

Statement of Purpose

Enhance services provided by the Agency through a commitment of effective and efficient business practices that supports the best possible experience for the customer.

Outcomes

1. To enhance the overall effectiveness and efficiency of the agency, demonstrate 25 percent operational savings, 10 percent financial savings, or a median combination of both, through pre & post implementation measurement of technology advancements, work procedure enhancements or cost savings activities, during Fiscal Year 2015-16.
2. To ensure prudent fiscal management and ongoing viability of the Agency, collect 99.95 percent (\$28,195,966 of \$28,210,071) (western NC counties' avg. 98.92 percent) of Federal and State allocations, Medicaid billings, and available grants for all areas of Social Services during FY2015-2016. (Highlighted section will need to be adjusted once budget proposal complete.)
3. To ensure compliance with state and federal mandates concerning the well being of all children in foster care, 93 percent (186 of 200) of foster children will have documented dental and medical screenings during FY2014-15 (compared to 93 percent in FY2013-14).
4. In order to reduce trauma to children, promote their well-being, and minimize the length of their stay in foster care by quickly locating and engaging parents for reunification with their children or to clear the children for adoption, for 86.5 percent (152 out of 176) of children for whom an abuse, neglect or dependency petition is filed, both parents will be served with process within six months of filing the petition, as compared to 86 percent during 2013-14 and 85 percent during 2012-13

FAMILY AND CHILDREN'S SERVICES

Child Protective Services

Statement of Purpose

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

Outcomes

1. In order to promote the ongoing safety of children and reduce recidivism, 92 percent (198 of 215) of children with a substantiated report of abuse and/or neglect will not have another substantiated report within six months of the first report in FY2015-16, compared to the FY2013-14 federal benchmark of 93.9 percent, Catawba County's rate of 92 percent, Urban Counties and the North Carolina rate of 93.8 percent.
2. To reduce the impact of neglect on a child's functioning and development, 86 percent (approximately 118 of 136) of families who are identified as chronically neglectful will not experience an additional finding of child maltreatment within 12 months of completing in-home social work services (or reunification of a child following foster care) during FY2015-16.
3. To accurately and expeditiously evaluate the safety of children, in 93 percent (approximately 1860 of 2000) of accepted Child Protective Services assessments all identified victim children will be observed and interviewed as appropriate, within the required time frame established at screening (24 or 72 hrs) in accordance with state standards during FY2015-2016 compared to the 91 percent timely response rate within the region, and North Carolina's rate of 93 percent for FY2013-14.
4. To increase efficiency and promote timely decision making, 72 percent of all Child Protective Services assessments (1440 of 2000 approximately) will be completed within expected case decision time frame according to established state policy as compared to the 56.7 percent timely response rate within the region, and North Carolina's rate of 58.1 percent for FY2013-14.
5. In order to promote early engagement to identify attainable goals and activities that are reasonable for the family and meet agency expectations for the safety of the children, 90 percent (216 of 240) of CPS cases transferred to Family In Home Services will have behaviorally specific case plans in place within 7 days of the initial case transfer mapping/staffing (includes internal transfers only).
6. In order to promote safety of children, in 80 percent (192 of 240) of CPS cases transferred to Family In Home Services, parents/caregivers will be able to demonstrate and explain at least two behaviors that keep their children safe within 30 days of the case transfer as evidenced by case narrative documentation during FY2015-16 (internal transfers only).
7. In order to improve self sufficiency and increase positive support systems available to families in times of crisis, 75 percent (202 of 269) of all families served by CPS Family In Home Services will identify two voluntary social supports (such as family members, friends, faith community, coaches, teachers, or others) that are willing to take an active role as a participant in the family's

safety plan prior to case closure as evidenced by case narrative documentation during FY2015-16.

8. In order to preserve the integrity of the family unit while ensuring child safety and protection 87 percent (approximately 317 of 364) of children engaged in Family In-Home Services will remain with parents or alternative caregivers rather than entering foster care during FY2015-16 as compared to 86.5 percent for FY2013-14.
9. In order to promote timely CPS intake decisions, 70 percent (2402 of 3432) of all CPS intake reports will be screened for acceptance for CPS assessment by a two level review (intake social worker and supervisor) within 2 hours of receipt of the report during FY2015-16 compared to 68 percent during FY2013-14

Prevention

Statement of Purpose

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

1. In order to improve current and future functioning of academically vulnerable students, 93 percent (116 of 125) of students who receive ACE (Advocates for Children in Education) school social work services for at least 90 days during FY2015-16 will demonstrate improvement in at least one domain (life domain functioning, behavioral/emotional needs, risk behaviors, caregiver strengths, child strengths, acculturation) using the standardized Child and Adolescent Needs and Strengths (CANS) Comprehensive Assessment.
2. In order to delay the initiation of or decrease frequency of risky behavior, 96 percent (144 of 150) of program participants who completed Teen Up programming in FY2014-15 will not become pregnant or cause a pregnancy within one year of completing the Teen Up program during FY2015-16.
3. To promote long-term wellbeing of children and stability of their permanent placements, 95 percent (43 of 45) of Catawba County families who are actively engaged in Success Coach Services for at least 60 days during FY2015-16 will not have a child enter or re-enter foster care while active or for 6 months after closure.
4. To promote academic improvement among school-aged children engaged in Post Care Services, 84 percent (42 of 50) of school aged students during SY2015-16 will pass all academic subjects as indicated by their end of semester or end of grade report cards compared to 89.7 percent in SY2013-14 and 78 percent during SY2012-13.
5. To promote safety of children, 85 percent (102 of 120) of families who are assessed and engaged in voluntary preventive Family & Child Support Team services (Case Management, Community Response, and Nurturing Parenting services) during FY2015-16 will not have a subsequent substantiation or be found in need of services within 6 months of completing the prevention service.

Permanency Planning

Statement of Purpose

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

Outcomes

1. To address safety, placement stability, and ongoing well being of children in foster care, social workers will visit 95 percent (195 of 205) of children at least once per month and 89 percent (182 of 205) of these visits will be in the child's residence during FY2015-16 as compared to the federal benchmark of 90 percent and 85 percent, NC's of 85.8 and 88.9 and Catawba County's rate of 94.7 percent and 88 percent, respectively.
2. To help promote academic success and provide a more normalized childhood through involvement in extracurricular activities, 93 percent (127 of 137) of school age children in foster care will participate in at least one developmentally appropriate social/athletic/cultural/spiritual activity during FY2015-16.
3. To help remove barriers to reunification or other permanency outcomes for youth entering foster care during FY2015-16, 75 percent (68 of 90) of parents/caregivers identified as experiencing trauma, evidenced by the trauma screening tool, will receive a trauma-informed assessment within 45 days of the child entering care.
4. To promote child safety and well-being through a family-centered approach to practice, 70 percent of Child and Family Team meetings will be performed with fidelity and will occur within the state required timeframes during FY2015-16.
5. To help therapeutic foster parents gain ongoing knowledge and skills to address the needs of children in their care, and have no lapse of licensure, 90 percent of Catawba County's licensed therapeutic foster families will complete required training and all other licensure requirements prior to expiration of certification, measured by timely submission of licensing recertification into the DocVault database.
6. To better identify and address specialized needs and provide additional support to children in specialized foster care during FY2015-16, contact will be made at least twice per month with 90 percent (18 of 20) of the children as measured by the state monthly contact spreadsheet database.

Family Builders

Statement of Purpose

To strengthen, with dignity and respect, the quality of life for all citizens through supportive services and advocacy.

Outcomes

1. To improve foster care placement stability and increase the well-being of children, 89 percent (104 of 116) of children in foster care less than 12 months will experience two or fewer placement changes (excluding moves toward permanency) during FY2015-16 as compared to the state rate of 87.3 percent, large counties 86.04 percent, and Catawba County's 84.21 percent in FY2013-14.
2. To assist children in foster care with a plan of adoption to move toward permanency during FY2015-16, 48 percent (24 of 50) of children will become adopted within two years of entering agency custody, as compared to the FY2013-14 state rate of 34.83 percent, 28.7 percent of large counties, and Catawba's current rate of 43 percent.

FAMILY N.E.T. (Nurturing, Education, and Treatment)

Statement of Purpose

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

Administrative Office Support

Statement of Purpose

To provide medical and clinical oversight of the services provided by Family NET and ensure the highest quality of care as well as conformance to all applicable standards.

Outcome

1. In order to promote and sustain child wellbeing and family functioning through quality services, Family NET, Therapeutic Foster Care and Residential Services will pass all quarterly accreditation self audits, which include standards on services, safety, and consumer satisfaction, at 93 percent or better by June 30, 2016.

Outpatient Services

Statement of Purpose

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

Outcomes

2. To improve family functioning, 91 percent (approximately 182 of 200) of children and adolescents served by Family Net outpatient services will demonstrate improvement (at least a 10 point decrease in total score) in at least one domain (Role Performance, Behavior Towards Others, Moods/Self-Harm, Substance Use, Thinking) on the Child and Adolescent Functional Assessment Scale (CAFAS) after 6 months or upon completion of all outpatient treatment services during FY2015-16.
3. In order to increase the ability of parents to manage behaviors in preschool aged children, 90 percent (20 of 22) of children who participate in Parent Child Interaction Therapy (PCIT) during FY2015-16 will demonstrate an increase in appropriate behaviors by the 10th treatment session as evidenced by score within the normal range on the Eyberg Child Behavior Inventory (ECBI).

Adolescent and Substance Abuse Services

Statement of Purpose

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

Outcomes

4. To promote community safety and improve quality of life, 92 percent (approximately 55 of 60) of court-involved youth who receive a minimum of 12 outpatient treatment sessions (individual,

family, and/or group therapy) or who complete their recommended treatment prior to 12 sessions during FY 2015-16, will have no new juvenile legal charges while in the Family NET treatment program as compared to the nation's most successful programs realizing 75 percent.

Intensive In-Home Services

Statement of Purpose

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

Outcomes

5. In order to enhance and maintain family functioning, 90 percent (approximately 38 of 42) of the children served by Intensive In-Home teams will show a statistically significant decrease (at least 20 points) in their Child and Adolescent Functional Assessment Scales (CAFAS) scores from intake to completion of services during FY2015-16.

Early Childhood Support Team

Statement of Purpose

Provide support services to children ages birth to 5, their families, and childcare providers so that children can be ready to enter kindergarten

Outcomes

6. To promote social, emotional, and behavioral functioning of preschool children, 93 percent (approximately 24 of 26) of children who complete services with the Clinical Specialists in FY2015-16 will demonstrate greater resiliency, increased ability to meet his/her needs, increased ability to express feelings with appropriate words and actions, and will develop stronger relationships as indicated by an increase in the total protective factors score as measured by the Devereux Early Childhood Assessment, 2nd Edition.
7. To promote social and emotional well-being of young children, 95 percent (35 of 37) of child care teachers who actively participate in consultative services with the Education Specialists for at least 6 months in FY2015-16 will demonstrate maintenance or improvement in the areas of transitions, schedules, routines, and group time activities for children as measured by the Inventory of Practices for Promoting Children's Social Emotional Competence.
8. To promote developmental well-being of young children, 100 percent (30 of 30) of children, ages 3-5 years, who enter Foster Care in FY2015-16 and who have not received any type of developmental screening within the past 6 months will receive an initial Ages and Stages developmental screening by the Education Specialists within 30 days of the child being placed and remaining in a resource home.

WORK FIRST

Statement of Purpose

To enable Work First customers to become and remain self-sufficient by linking them with resources and skills, and to allow them to take responsibility for themselves and their families

Outcomes

1. In order to assist Work First Able Bodied Adults in becoming independent of the Work First Program, 100 percent (approximately 35 of 35) of the adults with a means of transportation will receive intensive employment services during FY2015-16 as opposed to the state benchmark of 80 percent.
2. To strengthen the future well being and independence of the children in the home, 98 percent (approximately 196 of 200) of all caretakers receiving Work First will participate in ensuring all educational and health needs of the child are being met during FY2015-16.
3. To eliminate the crisis of citizens unable to meet their heating or cooling needs, 92 percent (approximately 4600 of 5000) will receive financial assistance through a collaborative effort provided by Catawba County Social Services, Eastern Catawba Cooperative Christian Ministries, Greater Hickory Cooperative Christian Ministries, and/or Salvation Army during the FY2015-16. (Contingent on availability of Federal and State Funds)

ADULT SERVICES

Adult Protective Services/Guardianship

Statement of Purpose

Empower vulnerable and disabled adults to live independently and free from abuse, neglect and exploitation.

Outcome

1. To help empower vulnerable and disabled adults to live in a safe environment, 93 percent (37 of 40, a 32 percent increase as compared to FY2014-15) of persons who have a finding of abuse, neglect or exploitation will not experience a repeat incident of mistreatment during FY2015-16.

Long Term Care

Statement of Purpose

To assist senior and disabled citizens in living in their own homes as long as possible and/or with admission and adjustment to a nursing or assisted living facility providing the appropriate level and quality of services

Outcomes

2. Increase quality of care in Adult Day Care/Day Health Centers and Adult Care Homes (19 facilities) during FY 2015-16 by providing training, education, consultation and follow up monitoring to ensure 94 percent (15 of 16) of all concerns identified by the Adult Home Specialist do not escalate to a level of deficient practice.
3. Ensure health, safety and well being by providing services for senior and disabled citizens to remain in their own homes, thereby avoiding premature placement in 95 percent (244 of 257) of those served by the Special Assistance In-Home and Community Alternatives Programs for Disabled Adults during FY2015-16.

Senior Nutrition/In-Home Services

Statement of Purpose

Improve the quality of life for seniors by providing them the choice to remain at home through the provision of nutritious meals, education, socialization, wellness activities, and community volunteer support.

Outcomes

4. To support health and wellness, independence, education, socialization and reduced isolation; the Senior Nutrition program will serve 96 percent (1,292 of 1,345) of the eligible Catawba County citizens age 60+ requesting nutrition services during FY2015-16, a 3.9 percent increase in persons served as compared to FY2014-15.
5. To assure a solid, dependable corps of volunteers for quality meal delivery of 28 home delivered meal routes, the Senior Nutrition program will maintain a 95 percent (452 of 476 per month) volunteer coverage rate throughout FY2015-16.

Child Support

Statement of Purpose

To ensure that Non-Custodial parents acknowledge and provide support for their children.

Outcomes

6. To assure that children are financially supported by both parents, 88 percent of the children who need a child support order for support will have one during FY2015-16 as compared to the statewide average of 85.45 percent and similar county average of 87.14 percent.
7. To assure that children receive the financial support of their parents, child support collections will total or exceed \$11,684,201 (.25 percent greater than the State provided goal) during FY2015-16, as compared to the similar county average goal \$11,514,217.

Medicaid Transportation

Statement of Purpose

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

Outcome

8. Assist Medicaid eligible Catawba County citizens in accessing medical services by arranging and/or providing 26,750 trips (to an estimated 1,900 unduplicated individuals) during FY 2015-16. (A trip is measured as a round trip.

FAMILY SUPPORT

Universal Services (Medicaid and Food Assistance)

Statement of Purpose

To assist families and children in obtaining access to supportive services and benefits by quickly and accurately determining their eligibility

Outcomes

1. To increase the quality of health of children, Medicaid or North Carolina Health Choice will be provided to 93 percent (approximately 19,407 of 20,868) of Catawba County's uninsured/potentially eligible children during FY2015-16 compared to the state rate of 91 percent.
2. To assure that the medical needs of citizens are met promptly, 97 percent (approximately 6,220 of 6,412) of all Family Medicaid MAGI applications will be processed timely and with an average processing time of 25 days in FY2015-16 compared to the state requirement to process 90 percent of all applications within 45 days.
3. To assure families receive the correct benefits, the Food Assistance staff will maintain an accuracy rating of 97 percent (approximately 47 of 48) of all Food Assistance cases evaluated by state quality control monitors during FY2015-16 as compared to the current state accuracy rate of 95.65 percent (data as of May 2014).
4. To assure that the needs of citizens are met promptly, 98 percent (approximately 4,478 of 4,570) of all approved food assistance applicants will be processed within an average of 9 days or less during FY2015-16 as compared to the Federal goal of 97 percent within 30 days.
5. Improve access to primary care, improve quality of care and utilization of services, and provide a more cost effective system of care by enrolling 92 percent (approximately 19,827 of 21,552) of Catawba County Medicaid recipients who are required or have the option to select primary care physician by the end of FY2015-16.

Adult Medicaid

Statement of Purpose

To assist individuals in obtaining access to food and medical services by quickly and accurately determining their eligibility for Food and Nutrition Services/Medicaid/Special Assistance and providing information to citizens to connect them to other available resources

Outcome

6. To assure families receive the correct benefits, the Adult Medicaid staff will maintain an accuracy rating of 97 percent (approximately 47 of 48) of all Adult Medicaid cases evaluated by state quality control monitors and local resource management review during FY2015-16

Day Care

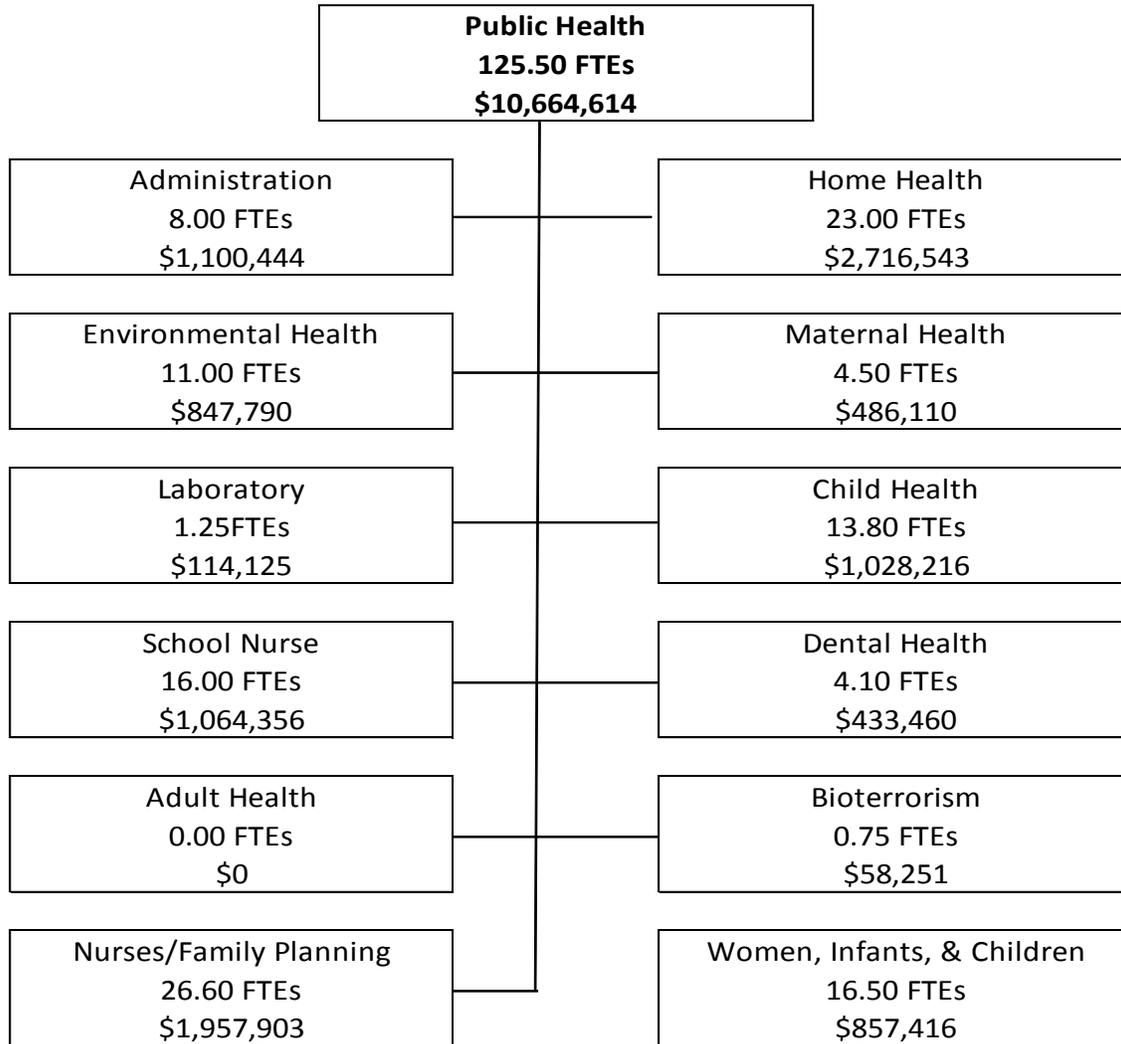
Statement of Purpose

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

Outcome

7. In order to ensure the safety of children involved with Child Protective Services, appropriate supervision and child care will be provided to 97 percent (146 of 150) of children needing child care for this purpose during FY2015-16.

Catawba County Government



Public Health

Organizations: 580050 - 580550

	2013/14 Actual	2014/15 Current	2015/16 Requested	2015/16 Approved	Percent Change
Revenues					
Federal	\$40,965	\$55,647	\$51,000	\$51,000	-8.4%
State	991,155	1,210,680	117,321	1,120,245	-7.5%
Federal & State	1,566,514	1,662,601	1,554,415	1,589,890	-4.4%
Local	822,996	890,975	875,189	893,768	0.3%
Charges & Fees	4,618,791	4,935,634	4,229,350	4,265,544	-13.6%
Miscellaneous	86,966	110,750	94,750	94,750	-14.4%
Special Contingency	0	275,000	275,000	275,000	0.0%
Fund Balance	0	14,789	0	0	0%
General Fund	2,438,639	1,926,311	3,280,252	2,374,417	23.3%
Total	\$10,566,026	\$11,082,387	\$10,477,277	\$10,664,614	-3.8%
Expenses					
Personal Services	\$8,093,478	\$8,245,486	\$7,998,984	\$8,186,321	-0.7%
Supplies & Operations	2,472,548	2,561,901	2,203,293	2,203,293	-14.0%
Capital	0	0	0	0	0%
Special Contingency	0	275,000	275,000	275,000	0.0%
Total	\$10,566,026	\$11,082,387	\$10,477,277	\$10,664,614	-3.8%
Expenses by Division					
Administration	\$789,355	\$1,086,764	\$1,082,601	\$1,100,444	1.3%
Home Health	2,989,391	3,064,052	2,680,349	2,716,543	-11.3%
Environmental Health	804,240	818,138	827,291	847,790	3.6%
Family Care Coordination	0	0	0	0	
Maternal Health	514,824	510,608	479,582	486,110	-4.8%
Laboratory	107,700	111,522	112,086	114,125	2.3%
Child Health	1,566,969	1,054,968	1,005,333	1,028,216	-2.5%
Health & Wellness Trust	0	0	0	0	0%
School Nurse	980,917	1,045,758	1,045,777	1,064,356	1.8%
Dental Health	454,330	494,062	428,957	433,460	-12.3%
Adult Health	470,582	0	0	0	0%
Bioterrorism	49,568	55,647	57,044	58,251	4.7%
ABCD Grant	0	0	0	0	0%
Clinical Services (fmr. Nurses/FP)	999,294	1,964,101	1,920,422	1,957,903	-0.3%
WIC	838,856	876,767	837,835	857,416	-2.2%
Total	\$10,566,026	\$11,082,387	\$10,477,277	\$10,664,614	-3.8%
Employees					
Permanent	133.80	131.50	133.80	125.50	-4.6%
Hourly	2.33	2.33	2.33	2.00	-14.2%
Total	136.13	133.83	136.13	127.50	-4.7%

Budget Highlights

Over the last several years, Public Health has undergone significant expense reductions to prevent overspending of local County dollars. Even with these reductions, Public Health was projected to have an almost \$700,000 deficit for Fiscal Year 2015/16. The budget reduces Public Health's expenses by 3.8 percent from the last year's approved budget, eliminating three positions and reducing the operating budget. The budget increases the department's county share by \$137,000. An additional \$250,000, previously required to support school nurses, is freed for other purposes thanks to CVMC's increased investment in school nurses. This \$387,000 will cover a portion of the structural deficit and address planned compensation and benefits increases. When taken together, the expense reductions and the increased County share address the entire shortfall.

Performance Measurement

Fiscal Year 2015/16

Catawba County Public Health will continue to focus on providing high quality health services for the County's citizens during Fiscal Year 2015/16. The department will identify and complete two Quality Improvement projects maximizing efficiency and/or reducing operational costs. In Environmental Health, the department will consistently apply all environmental health rules and best practices. The percentage of children who will be appropriately immunized will increase, ensuring protection from childhood diseases. The Dental clinic will improve low-income pregnant women's access to dental services. In Adult Health, the department will continue to reduce the spread of sexually transmitted diseases in the County. As part of a multi-year Bioterrorism Preparedness and Response project, the department will demonstrate medical readiness during a public health emergency.

Fiscal Year 2014/15

At mid-year, Public Health is on target to achieve 35 of its 38 outcomes. Environmental Health maintained a high level of responsiveness by responding to all complaints (93) related to possible violation of North Carolina Environmental Health statutes within 48 hours. Maternal Health continued to seek improvements in birth outcomes by having 65 percent of Catawba County residents that received prenatal care from Catawba Valley Medical Center initiate care in their first trimester of pregnancy and 93 percent continuing care throughout their pregnancy. Child Health, through partnerships with local physicians and pediatricians, has identified a medical home for 92 percent of Medicaid recipients' ages 0-18. Also in Child Health, Early Childhood Support Teams are on target to insure child care staff are trained and prepared to routinely manage children's medical conditions by having 95 percent of all child care staff demonstrate an understanding and ability to respond to children's emergency medical situations.

The Dental Health Clinic received 610 unduplicated patients between the ages of 6-21, well ahead of pace to serve 1,000 children for the fiscal year, improving access to dental services for low income school age children. In Clinical Services, the department employed the "open access" appointment scheduling model to achieve an 86 percent patient show rate for cancer screening services.

An outcome not on target is Home Health's referral outcome. Home Health seeks to achieve long-term sustainability in the industry by achieving 1,700 patient referrals in Fiscal Year 2014/15. At mid-year Home Health had only received 610 referrals, which is on pace for 1,220 at year-end. Another outcome

not on target is Environmental Health's customer service outcome. Environmental Health seeks to complete all onsite well and septic permits within 10 Environmental Health processing days (an internally developed metric). At mid-year, just 92.46 of permits were processed within 10 days.

Fiscal Year 2013/14

Administration

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

Home Health

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

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

Environmental Health

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

Maternal Health

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

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

Child Health

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

The lone Child Health outcome not achieved aimed at promoting overall health and reducing childhood obesity by lowering the average Body Mass Index (BMI) of fifth grade students to 19. At the end of Fiscal Year 2013/14 the average BMI for the 1,831 fifth graders in Catawba County was 20.28.

Dental Health

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

Adult Health

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

Centers in the County, exceeding its goal of implementing at least 5 local policy, systems, and/or environmental changes.

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

Bioterrorism

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

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

Women, Infants, and Children (WIC)

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

ADMINISTRATION

Statement of Purpose

To manage and administer quality, cost effective, and customer driven public health programs and services to Catawba County residents.

Outcomes

1. Catawba County Public Health (CCPH) will identify and successfully complete two Quality Improvement (QI) projects to maximize the impact of available CCPH resources and improve efficiencies by utilizing skills learned in Public Health Quality Improvement 101 and QI Advisor program.
2. Catawba County Public Health will ensure programs, services, and staff meets the expectations of its internal and external customers by having 90 percent of surveyed customers report that they are “satisfied” or “highly satisfied” with Public Health services. (During Fiscal Year 2013/14, 99 percent of those surveyed report that they were “satisfied” or “highly satisfied” with Public Health services.)

HOME HEALTH

Statement of Purpose

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

Outcomes

1. To ensure an effective, quality healthcare alternative to costly inpatient care, 85 percent of all Catawba County Home Health patients will remain in their place of residence after an episode of Home Health care ends. (During Fiscal Year 2013/14, 90.36 percent of patients remained in their residence after discharge from HHA care.)
2. To achieve long term sustainability in the dynamic home health care industry and assure all residents have access to home health care, Catawba County HHA will receive 1,300 patient referrals from a variety of healthcare providers. (In Fiscal Year 2013/14, 1,525 referrals were received.)
3. To ensure patients receive a timely and seamless transition to home care, Catawba County Home Health will initiate physician ordered services for 95 percent of patients within 48 hours of receiving the referral. (Strategic Healthcare Programs report shows Fiscal Year 2013/14 averages were National – 92.3 percent; NC – 90.7 percent; and CCHHA – 95 percent.)

ENVIRONMENTAL HEALTH

Statement of Purpose

To assure a safe and healthful environment for the citizens of Catawba County with respect to permitted establishments, subsurface waste disposal, private well construction and protection, and North Carolina smoke-free laws.

Outcomes

1. Provide for the continued safety and health of Catawba County residents by conducting inspections on 100 percent of permitted food service establishments and lodging establishments that are scheduled for an inspection. In Fiscal Year 2013/14, 2,291 inspections were conducted at 984 permitted establishments and 11 food service education and training sessions with a total of 111 participants were conducted. [For Fiscal Year 2012/13, Catawba County Environmental Health achieved 100 percent inspection rate, the only county out of 58 to do so. Of the six counties with similar number of establishments (from 550 to 628), Catawba County Environmental Health was one of the three who achieved 100 percent. Comparable counties data for Fiscal Year 2013/14 will be available in March 2015].
2. To maintain a high level of responsiveness, Environmental Health will respond to 95 percent of complaints related to possible violations of North Carolina Environmental Health statutes and rules within 48 hours after receiving the complaint by providing technical assistance, consultation, remediation, or other enforcement methods to resolve violations. (Fiscal Year 2013/14 response rate was 97.11 percent. No State or regional data available for comparison.)
3. To assure consistent application of Environmental Health rules and established best practices. Environmental Health staff will achieve an average QIP evaluation of 90 percent for both field review and permit review components of the QIP. The QIP evaluation identifies critical rule interpretation, application, and decision making items that are evaluated for adherence with established best practices and program standards. (During Fiscal Year 2013/14, the OSWP rating was 99.5 percent and the FLI rating was 97.5 percent.)
4. To provide excellent customer service, Environmental Health will complete 92 percent of all onsite well and septic permits within ten Environmental Health process days. (Fiscal Year 2013/14 rate was 98.68 percent. No State or regional data available for comparison.)

PRENATAL

Statement of Purpose

Catawba County Public Health (CCPH) aspires to ensure the highest quality and most efficient prenatal services to pregnant women by assuring early access to prenatal and postpartum medical care and support services through the Pregnancy Care Management (PCM) Program that aims to maximize healthy birth outcomes. CCPH, in partnership with Catawba Valley Medical Center (CVMC), assures comprehensive prenatal care is available to all pregnant women in Catawba County.

Outcomes

1. As reported in the 2014 SOTCH, only 80.7 percent of Catawba County births in 2013 were to mothers who received early and adequate prenatal care. To improve birth outcomes, 60 percent of Catawba County residents that receive prenatal care from Catawba Valley Medical Center - Maternity Services (CVMC-MS), a partnership with Catawba County Public Health, will initiate care in their first trimester of pregnancy and 90 percent will continue care throughout their pregnancy. Decrease the number of prenatal patients that report smoking at the end of the pregnancy by 35 percent. Early entry into prenatal care improves pregnancy outcomes by identifying and managing medical and social risk factors that cause poor birth outcomes such as preterm labor, gestational diabetes, tobacco use, substance abuse, family support issues, etc. (In Fiscal Year 2013/14, 57 percent of CVMC-MS patients entered into care in their first trimester and 91 percent continued care throughout their pregnancy.)
2. All women identified as eligible will be offered Pregnancy Care Management services and 95 percent will be enrolled and receive PCM services through a CCPH Care Manager. The PCM program is a partnership between NC Public Health, Community Care of North Carolina, and NC Medical Assistance that promotes healthy mothers and healthy babies. This program provides care management services for high risk women during pregnancy and for two months after delivery by a social worker or nurse. (During Fiscal Year 2013/14, all eligible women were offered PCM services and 98.5 percent (699/710) were enrolled and received PCM services. No State comparison data is available.)
3. CCPH will ensure that patients have continued access to safety net services (i.e. WIC, Family Planning, and care management) after delivery by having 84 percent of pregnant women residing in Catawba County that are receiving care management services through the Pregnancy Care Management program complete their postpartum exam. (In Fiscal Year 2013/14, 84 percent of CCPH prenatal patients completed their postpartum exam. No State comparison data is available.)

CHILDREN'S SERVICES

Child Health

Statement of Purpose

Catawba County Public Health (CCPH) seeks to ensure that children ages 0-18 have access to preventive and acute health care. Routine health care promotes physical, social, and emotional growth of children through the early detection, treatment and referral of health problems, illness prevention, and anticipatory guidance.

Outcomes

1. To ensure vulnerable children have access to valuable healthcare support services and programs, 90 percent of uninsured or under-insured children served through the Healthcare Access Partnership with Catawba Pediatric Associates, PA (CPA) will be referred to CCPH programs such as Dental, WIC, ECST, School Health, and CC4C.
2. To ensure the most effective protection against preventable childhood diseases, by June 30, 2017, 82 percent of all children residing in Catawba County will be age appropriately immunized by 24 months of age. To improve this rate over the next three years, Catawba County Public Health will integrate root cause and data analysis capacities into targeted outreach strategies. (The Fiscal Year 2012/13 NC Immunization Assessment rate for Catawba County was 79 percent; that same rate for Fiscal Year 2013/14 was 79 percent.)
 - Fiscal Year 2015/16 (Year 2): Staff will utilize targeted strategies by analyzing the Fiscal Year 2014/15 rate and comparing to previous data analysis for trends and successful strategies. Strategies could include detailed tracking and follow-up of children not in compliance, working with physicians to ensure immunizations are entered into NCIR, coordinating with service providers of young children such as WIC, CC4C, dental, ECST, etc.

Care Coordination for Children (CC4C)

Statement of Purpose

Catawba County Public Health seeks to ensure care management services are provided for all Medicaid children birth to five years of age that are determined to be high-risk and qualify for services. The Care Coordination for Children (CC4C) program, in partnership with Community Care Networks, implements community based interventions for children to maximize health outcomes. Priority risk factors include children with special health care needs, having or at increased risk for chronic physical, behavioral or emotional conditions, exposed to toxic stress in early childhood including extreme poverty in conjunction with continuous family chaos, recurrent physical or emotional abuse, chronic neglect, severe enduring maternal depression, persistent parental substance abuse, repeated exposure to violence within the community or family, those in the foster care system, or those who are high cost/high users of service.

Outcomes

3. To ensure that specialized medical care and health risk monitoring by a physician continues after an infant is discharged from the Neonatal Intensive Care Unit (NICU), all Medicaid eligible NICU graduates will be offered CC4C and 95 percent will establish care with a medical home within 30 days of discharge from NICU. (During Fiscal Year 2013/14, 100 percent (177/177) were offered and received services.)
4. To assure healthy growth and development through the receipt of continuous primary health care, 95 percent of all children ages birth to five years who are referred for and receive CC4C care management services for special health care needs and foster care will establish care with a medical home. (During Fiscal Year 2013/14, 100 percent (74/74) of newly referred children established a medical home.)
5. To increase the likelihood that a child will experience positive developmental outcomes, 95 percent of infants up to three years of age exhibiting signs of developmental delay, will be referred by the CC4C case manager to the Early Intervention program for evaluation. Of those children evaluated by the Early Intervention Program and identified for services, 50 percent will receive intervention services. The CC4C program encourages case managers, physicians, and parents to “refer” children for evaluation instead of a “wait and see” approach. Research shows early intervention is associated with improved developmental outcomes. (No baseline data. Measured by tracking name of infants and children and date referred to Children’s Developmental Services Agency (CDSA), date appointment kept with CDSA, and number of children identified to receive intervention services.)
6. To ensure appropriate use of a medical home, 95 percent of children on the CC4C caseload (birth to age five Medicaid children) that have a hospital admission, emergency room visit, or hospital readmission will be contacted within 72 hours of discharge for follow-up and care management. This timely follow-up is a best practice and will allow Public Health to identify the reason(s) for the visits/admissions and create a plan that will transition the family from unnecessary and/or intermittent emergency room/urgent care use to appropriately using and receiving continuous care from a consistent medical provider. (This outcome will be measured by tracking the name, date of children referred/discharged from the hospital or emergency department, and the date that the patient is contacted. During Fiscal Year 2013/14, 100 percent (10/10) were referred and received early intervention services. No State or regional data is available for Fiscal Year 2013/14.)

Early Childhood Support Team

Statement of Purpose

The Early Childhood Support Team (ECST) nurse provides health promotion/health prevention to identified ECST Child Care Centers, the children enrolled, and their families as a member of a multi-agency, multi-disciplinary team, including health education for children, center staff and families, health consultation and staff development, assistance to families in locating and obtaining health resources, and identification and development of emergency action plans for children with chronic illnesses.

Outcomes

7. To insure that child care staff are trained and prepared to routinely manage children's medical conditions as well as respond quickly and accurately during emergencies, 95 percent of child care center staff will demonstrate an understanding of and ability to respond to emergency medical situations for children with care plans in place for chronic medical conditions such as asthma and diabetes, as evaluated by teachers' pre-and post-test survey. (During Fiscal Year 2013/14, 100 percent (325/325) of child care staff passed emergency response after-training skills assessment and 100 percent (43/43) of child care staff who participated in medical needs training passed the post-training assessment.)
8. To promote a healthy child care environment and to prevent the spread of childhood diseases, 90 percent of child care centers participating in the Infant-Toddler Environmental Rating Scale (ITERS) and/or Early Childhood Environmental Rating Scale (ECERS) will maintain or improve their score in the areas of toileting/diapering and health practices after ECST Nurse assessment and consultation. ECST Nurses will utilize the NC Child Care Health and Safety Assessment Tool for assessing baseline data and measuring levels of improvement. This tool is supported by the Frank Porter Graham Child Development Institute.
9. To ensure the most at-risk children in childcare are healthy and health conditions are managed as they enter kindergarten, the ECST nurses will work with families to resolve individual health needs identified through comprehensive health assessments conducted on 90 percent of children referred to the ECST. Comprehensive health assessments will include access to medical and dental homes; routine physical exams; dental exams and treatment; immunizations; chronic medical conditions management and treatment, etc.

School Health

Statement of Purpose

The School Health Program provides school site, direct health services, health education, consultation for faculty and staff, and health promotion/prevention for staff and students to promote maximum physical, social, emotional, and educational growth of children.

Outcomes

10. For students enrolled in the case management program, 95 percent or more will meet their individual goals in areas such as attendance, grades, class participation, behavior, etc. as evaluated by teacher(s) pre- and post-test survey. Examples of strategies includes, but are not limited to: following up with students that are absent for more than one consecutive day; assessment of sleeping and/or eating patterns; assessment of vision and hearing; ensuring the child has an identified medical home and is receiving routine care; educating the student about their health condition for improved self-management; and making all appropriate referrals where needed. (In Fiscal Year 2013/14, 99 percent of students achieved their goals.)

11. As reported in the 2014 SOTCH, only 80.7 percent of Catawba County births in 2013 were to mothers who received early and adequate prenatal care. To increase the likelihood of healthy pregnancy outcomes, 98 percent of newly identified pregnant students known by the school nurse will begin prenatal care within the first trimester. Evidence shows that early entry into prenatal care improves pregnancy outcomes. (In Fiscal Year 2013/14, 100 percent of students began care in their first trimester.)

12. To ensure compliance with the amended NC immunization requirements effective July 1, 2017 and to continue efforts to prevent pertussis and other vaccine preventable diseases in our community by June 20, 2018, 90 percent of eligible seventh grade students will receive a Tdap booster and Meningococcal vaccine by the 30th calendar day of school. North Carolina Administrative Code Title 10A, Chapter 41A .0401 requires one dose of Meningococcal conjugate vaccine for individuals entering the seventh grade or by 12 years of age, whichever comes first, on or after July 1, 2015. A booster dose is required by 17 years of age or by entering the 12th grade but not to individuals who enter the 12th grade before August 1, 2020.
 - Fiscal Year 2015/16 (Year 2): Staff will analyze the Fiscal Year 2014/15 rate and compare to previous data analysis for trends and successful strategies. CCPH will make adjustments to the plan and implement the interventions described in the plan. Strategies such as awareness campaign, School Nurse contact with parent and student, school system support, and physician cooperation to encourage vaccines and reduce missed opportunities for vaccination. This will be used to improve the compliance rates.

13. Obesity was, again, identified as a health priority in the 2011 Community Health Assessment, which indicated 38.1 percent of Catawba County children were overweight or obese. To promote overall health and reduce childhood obesity, CCPH School Nurses will offer case management services, using the National Association of School Nurses, “School Nurse Childhood Obesity Toolkit” (SCOT) for select students who have a Body Mass Index (BMI) in the $\geq 95^{\text{th}}$ percentile and who have met case management criteria (parental permission). For students who are case managed, 60 percent will meet one or more of their individualized healthy behavior goals by June 30, 2018 as evaluated by the school nurse. Example of healthy behavior goals include but are not limited to: increase weekly physical activity; increase in weekly consumption of fruits/vegetables; decrease in weekly sugary drink consumption; decrease in weekly screen time; and establishment of a medical home.
 - Fiscal Year 2015/16 (Year 2): CCPH School Nurses will evaluate effectiveness of the SCOT interventions with students identified in Fiscal Year 2014/15 and maximize the successes in Fiscal Year 2015/16. Improvement in achievement toward individual healthy behavior goals will be demonstrated.

DENTAL

Statement of Purpose

To improve the oral health of children and pregnant women without access to dental services, income and Medicaid eligible children ages one through 21 and pregnant women with Medicaid for Pregnant Women or Medicaid, will have access to comprehensive, preventive, and treatment dental services through the Catawba County Public Health (CCPH) Dental Practice.

Outcomes

1. As reported in the 2011 Community Health Assessment, only 56 percent of Catawba County Medicaid-eligible children ages 1-20 were utilizing dental services as of 2010. While updated county-level data is not available, the 2014 SOTCH shows the North Carolina percentage increased from 53 percent (reported in the 2011 CHA) to 57.3 percent. To improve access to dental services for low income school age children, the CCPH Dental Practice will serve 950 children ages five through 19 in Fiscal Year 2015/16. This will be accomplished through enhanced referral networks and increased awareness of the dental practice services and capacity. (In Fiscal Year 2013/14, 943 children ages five through 19 were served. In Fiscal Year 2012/13, 840 children ages six through 21 were served.)
2. CCPH Dental Practice will serve 450 children ages birth through four in Fiscal Year 2015/16. This will be accomplished by strengthening partnerships with programs and/or organizations who serve low income children to more efficiently identify and refer those without dental care. (In Fiscal Year 2013/14, 412 children ages birth through four were served. In Fiscal Year 2012/13, 434 children, ages one through five, were served.)
3. To improve access to dental services for low-income pregnant women, the CCPH Dental Practice will serve 50 pregnant women covered by Medicaid for Pregnant Women or Medicaid in Fiscal Year 2015/16. CCPH Pregnancy Care Managers assigned to Catawba County obstetrical practices will ensure eligible pregnant women with oral health needs gain access to these services. (No historical data available.)

BIOTERRORISM PREPAREDNESS AND RESPONSE

Statement of Purpose

Ensure Catawba County Public Health (CCPH) is prepared to prevent, mitigate, and/or respond to disease outbreaks and biological threats to our community.

Outcomes

1. To increase the Catawba County Public Health staff's level of preparedness and ability to respond to Public Health threats, all CCPH staff will participate in annual preparedness training and demonstrate a 90 percent competency score on the post test. A pre-test will be administered before training is initiated. (During Fiscal Year 2013/14, 90 percent of staff scored 90 percent or better on the 35-question post-training preparedness test. No State or regional is data available.)
2. Catawba County Public Health will demonstrate readiness to conduct Medical Countermeasures operations in the event of Strategic National Stockpile (SNS) deployment during a public health emergency. A new tool has been released by the Centers for Disease Control and Prevention (CDC) titled *Medical Countermeasure Operational Readiness Review Tool* (MCMORR) and replaces the Local Technical Assistance Review (LTAR). The MCMORR will now be utilized to assess and document local and State public health readiness for coordinating mass distribution of medications and supplies critical to prevent spread of disease and protect the health of the community in a natural or manmade public health emergency or disaster. A MCMORR baseline will be set after an assessment in the fall of 2015. (This is a new outcome with no benchmarks. MCMORR uses EARLY, INTERMEDIATE, ESTABLISHED and ADVANCED as readiness indicators as compared with the former numeric scores on the LTAR tool. ESTABLISHED is the desired readiness level.)

Fiscal Year 2015/16 (Year 1): MCMORR baseline established and action plan developed that improves readiness on MCMORR standards.

Fiscal Year 2016/17 (Year 2): Catawba County Public Health will demonstrate a 15 percent increase in the number of functions that meet ESTABLISHED in the MCMORR as compared to the MCMORR baseline.

Fiscal Year 2017/18 (Year 3): Catawba County Public Health will demonstrate a 20 percent increase in the number of functions that meet ESTABLISHED in the MCMORR as compared to the FY15/16 MCMORR results.

3. To ensure a high level of readiness in the case of a natural or technological disaster or a CBR attack, 90 percent of Catawba County Public Health employees will respond to quarterly call-down drills within four hours to demonstrate and ensure a Public Health ready-to-respond workforce. (Fiscal Year 2013/14 call down drills averaged a 94 percent response from CCPH employees and partners within four hours.)

COMMUNITY AND ADULT HEALTH

Statement of Purpose

Catawba County Public Health (CCPH) Adult Health Programs provide patients with screening exams for early detection of breast, cervical, and communicable diseases, provide methods and strategies for the prevention of unplanned pregnancy and diseases, and focus on the promotion of health and wellness through education on healthier lifestyle choices.

Outcomes

1. To improve patient access to timely and convenient preventive and cancer screening services, Adult Preventive Health Clinic will use “open access” (a best practice model) appointment scheduling and employ quality improvement strategies to achieve a patient show rate of 84 percent. (The show rate for Fiscal Year 2011/12 was 83 percent; the show rate for Fiscal Year 2012/13 was 82 percent, and the show rate for Fiscal Year 2013/14 was 82 percent. No State or regional data available for comparison.)
2. Cancer has been a Catawba County health priority since the 2007 Community Health Assessment. As reported in the 2014 SOTCH, breast cancer has one of the highest incidence rates among all cancers in Catawba County (148.1 per 100,000) and is the second leading cause of cancer death locally. To assure that breast cancer is properly diagnosed and treated, 95 percent of women screened for breast cancer in the Adult Preventive Health Clinic who are referred to outside providers for evaluation of abnormal breast findings will follow through with obtaining care. (The treatment rate for Fiscal Year 2012/13 was 99 percent and for Fiscal Year 2013/14 100 percent. No State or regional data available for comparison.)
3. In an effort to reduce the spread of sexually transmitted diseases in Catawba County, 90 percent of Adult Preventive Health Clinic patients diagnosed with a sexually transmitted disease will receive treatment within two weeks of diagnosis. (The treatment rate for Fiscal Year 2012/13 rate was 95 percent and for Fiscal Year 2013/14 99 percent. No State or regional data available for comparison.)
4. To prevent new active cases and the spread of Tuberculosis (TB), 80 percent of all persons identified with latent TB will complete the recommended treatment (generally a six- to nine-month medication regimen). Treatment is strongly recommended but not required for patients with latent TB. Although the latent variation of the disease is not active or contagious, if not treated it may progress to active (contagious) TB.

WOMEN, INFANTS, AND CHILDREN (WIC)

Statement of Purpose

The WIC program is a federally funded initiative with both State and local management that provides nutrition education and supplemental foods to eligible women, infants, and children of Catawba County. State data proves that WIC lowers infant mortality by 25 to 66 percent among Medicaid beneficiaries who participated in WIC as compared to Medicaid beneficiaries who did not participate in WIC and saves public health dollars in North Carolina. In the US, every WIC dollar spent on a pregnant woman saves \$4.21 in Medicaid cost during the first 60 days of an infant's life.

Outcomes

1. To maximize the growth and development of infants and children through improved nutritional status, the WIC Program will maintain participant caseload at a minimum of 97 percent of the State WIC program assigned base caseload. In collaboration with Catawba County Department of Social Services (DSS), Catawba County Public Health (CCPH) will identify clients being dually served by WIC/Food Assistance programs, analyze potential missed opportunities for service, and explore and report the feasibility, challenges, and benefits of improved eligibility coordination of similar client assistance programs.
 - Fiscal Year 2015/16 (Year 2): An assessment in Fiscal Year 2014/15 identified missed opportunities to connect clients with CCPH WIC services when applying for assistance from DSS. To ensure eligible clients requesting food and financial assistance from DSS gain access to the WIC supplemental food and nutrition program at CCPH, 50 percent of clients referred to WIC from DSS will be enrolled in WIC services. A formal process for referral, follow-up, and tracking clients referred to WIC from DSS was developed and began in January 2015.
2. For women enrolled in the Breastfeeding Peer Counseling Program and who breastfeed their infant at birth, 80 percent will continue for six weeks and 95 percent will continue for six months. Mother and newborn will experience the many health benefits linked by research to breastfeeding. (During Fiscal Year 2013/14, 97 percent of women breastfed for at least six weeks.)
3. To promote the use of locally grown fruits and vegetables and support local farmers markets, 60 percent of WIC participants who receive Farmer's Market vouchers will redeem them in order to receive fresh fruits and vegetables. (The 2012 rate for Catawba County was 51.29 percent while the rate for NC was 47.43 percent; the 2013 rate for Catawba County was 62.9 percent while the NC rate is not yet available.) Improving access to healthy foods through farmers' market usage is directly linked to Community Health Assessment food access strategies addressing obesity and chronic disease.
4. To increase individual consumption of fruits and vegetables with an aim toward reduced obesity and improved overall health in Catawba County, Public Health will increase access to fresh produce for lower-income residents through a 15 percent increase of SNAP/EBT usage at the Public Health Farmers Market. Baseline: \$1,868 SNAP/EBT purchases in 2014. 2015 Target: \$2,148. Obesity has been a health priority in Catawba County since the 2004 Community Health

Assessment. As of the most recent annual SOTCH report, 67.2 percent of adults in the 17-county Northwest AHEC region (which includes Catawba County) are overweight or obese. One high impact strategy recommended by the Centers for Disease Control and Prevention to help address obesity is increasing access to fresh produce through access to/enhancement of markets, and providing the ability to use SNAP/EBT benefits is one way to accomplish that.

Other Human Services

Organization: 510050

	2013/14 Actual	2014/15 Current	2015/16 Requested	2015/16 Approved	Percent Change
Revenues					
General Fund	\$88,500	\$90,000	\$90,000	\$138,500	54%
Total	\$88,500	\$90,000	\$90,000	\$138,500	54%
Expenses					
Medical Examiner	\$88,500	\$90,000	\$90,000	\$138,500	54%
Total	\$88,500	\$90,000	\$90,000	\$138,500	54%

Budget Highlights

Medical Examiner fees cover the State mandated costs for autopsies. The budget reflects anticipated increases in medical examiner and autopsy fees consistent with the Governor’s recommended budget to the General Assembly. The medical examiner fee is expected to increase from \$100 to \$250 and autopsy fees are expected to increase from \$1,250 to 1,750 in Fiscal Year 2015/16 then to \$2,250 in Fiscal Year 2016/17.

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

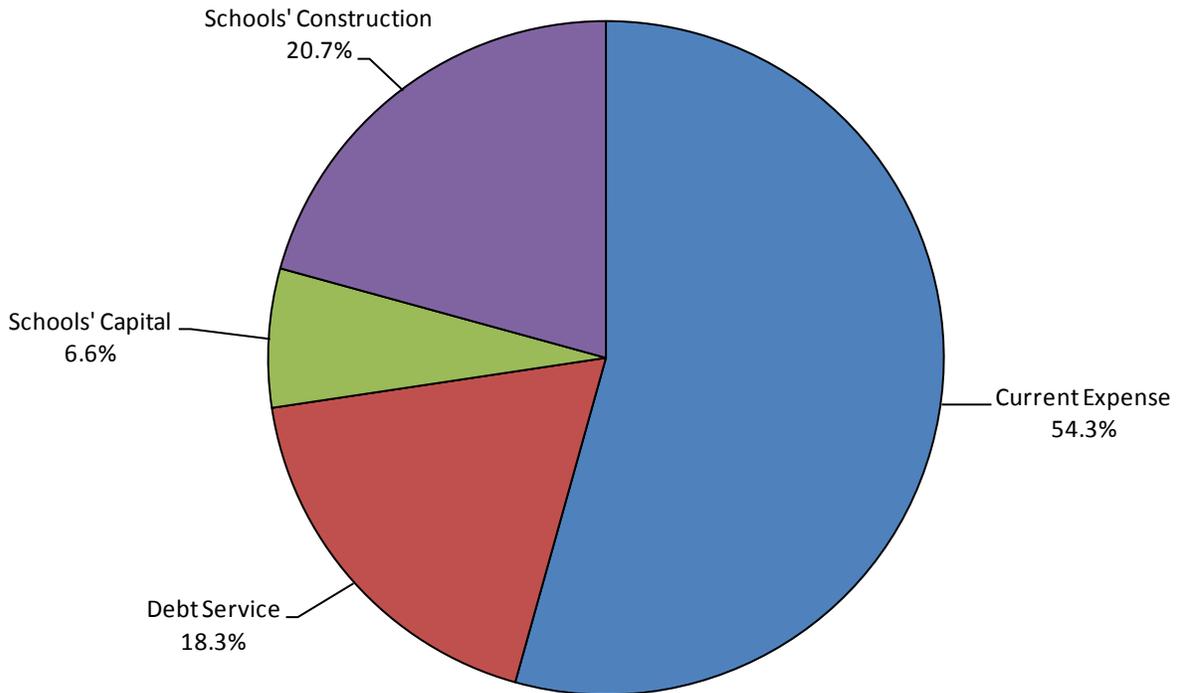
- 130A-387 - For each investigation and prompt filing of the required report, the medical examiner shall receive a fee paid by the State. However, if the deceased is a resident of the county in which the death or fatal injury occurred, that county shall pay the fee. The fee shall be \$100.
- 130A-389 - 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 \$1,250.



EDUCATION

The County has budgeted \$75,178,087 or 33.8 percent of the total budget for education expense. This includes \$40,851,797 for current expenses for the three school districts and Catawba Valley Community College (CVCC) and capital and construction expenses total \$20,573,890. The Debt Service amount for education is \$13,752,400.

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

	2013/14 Actual	2014/15 Current	2015/16 Requested	2015/16 Approved	Percent Change
Revenues					
1st 1/2% Sales Tax	\$3,821,774	\$3,705,729	\$3,814,483	\$3,814,483	2.9%
1st 1/2% Sales Tax - Food	583,132	539,051	\$581,922	581,922	8.0%
1/4 Cent Sales Tax	338,778	339,999	\$359,101	359,101	5.6%
Fines & Forfeitures	494,298	732,750	\$537,329	612,525	-16.4%
General Fund	34,766,078	35,280,096	35,225,204	35,483,766	0.6%
Total	\$40,004,060	\$40,597,625	\$40,518,039	\$40,851,797	0.6%
Expenses					
Catawba County					
Base Budget	\$24,045,994	\$24,146,887	\$23,977,550	\$24,040,800	-0.4%
Available for Joint Programs	\$887,432	\$882,388	\$876,200	\$873,600	-1.0%
Fines & Forfeitures	344,964	509,070	\$346,139	420,000	-17.5%
Subtotal	\$25,278,390	\$25,538,345	\$25,199,889	\$25,334,400	-0.8%
Hickory City					
Base Budget	\$6,170,011	\$6,098,978	\$6,222,779	\$6,409,449	5.1%
Available for Joint Programs	\$227,708	\$222,872	\$227,396	\$232,908	4.5%
Fines & Forfeitures	88,414	128,580	131,190	111,975	-12.9%
Subtotal	\$6,486,133	\$6,450,430	\$6,581,365	\$6,754,332	4.7%
Newton-Conover					
Base Budget	\$4,222,773	\$4,510,910	\$4,525,140	\$4,610,682	2.2%
Available for Joint Programs	\$155,844	\$164,840	\$165,360	\$167,544	1.6%
Fines & Forfeitures	60,920	95,100	60,000	80,550	-15.3%
Subtotal	\$4,439,537	\$4,770,850	\$4,750,500	\$4,858,776	1.8%
Catawba Valley Community College					
	\$3,800,000	\$3,838,000	\$3,986,285	\$3,904,289	1.7%
Grand Total	\$40,004,060	\$40,597,625	\$40,518,039	\$40,851,797	0.6%

Pupil Allocation 2015/16

	Catawba	Hickory	Newton-Conover	Total
Per Pupil				
Average Daily Membership (ADM)	16,800	4,479	3,222	24,501
ADM Change from Fiscal Year 2014/15	(169)	193	52	76
Per Pupil Funding Increase	\$8	\$8	\$8	\$8
Funding Change	(114,875)	320,507	102,476	\$308,108
<i>% Change</i>	-0.5%	1.3%	2.2%	0.9%
2015/16 County Base	\$1,320	\$1,320	\$1,320	\$1,320
2% Teacher Supplement	46	46	46	46
Technology	65	65	65	65
<i>Available for Joint School Programs</i>	52	52	52	52
County Per Pupil Total	1,483	1,483	1,483	1,483
Fines & Forfeitures	25	25	25	25
School Fund Balance	7	7	7	7
Total Per Pupil	\$1,515	\$1,515	\$1,515	\$1,515
Total				
2015/16 County Base	\$22,176,000	\$5,912,280	\$4,253,040	\$32,341,320
2% Teacher Supplement	772,800	206,034	148,212	1,127,046
Technology	1,092,000	291,135	209,430	1,592,565
<i>Available for Joint School Programs</i>	873,600	232,908	167,544	1,274,052
County Total	24,914,400	6,642,357	4,778,226	36,334,983
Fines & Forfeitures	420,000	111,975	80,550	612,525
School Fund Balance	117,600	31,353	22,554	171,507
Total	\$25,452,000	\$6,785,685	\$4,881,330	\$37,119,015

Budget Highlights

Current expense funding assists the County's three public school systems with operating needs, including both instructional programs and support services. The budget increases County funding \$308,108 (an increase from \$1,475 to \$1,483 per pupil) resulting in total local funding of \$36,334,983 to the County's three public school systems. In addition to the funds in the County budget, CVMC has generously agreed to double its contribution to the school nursing program. This increased investment will free the equivalent of \$10 per pupil in State funding that the school systems can use to address other needs. Barring any major changes in funding for public schools by other counties, the increased County funding is expected to maintain the County's ranking of 15th in total current expense funding.

North Carolina General Statutes allow the Board of Commissioners to allocate current expense funding in a variety of ways. Catawba County has always provided a lump sum amount per pupil and left the decision where to spend with the school boards. The School Budget and Fiscal Control Act requires the County to fund each school system the same amount per pupil based on average daily membership

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

Funds are included for joint programs to support programs in which one or more school systems cooperate. Examples of joint programs include Challenger High School, Conover School for Exceptional Children, Hickory Career & Art Magnet School core program, and the school bus garage. The three superintendents work out a method to reimburse each other for these inter-system program costs.

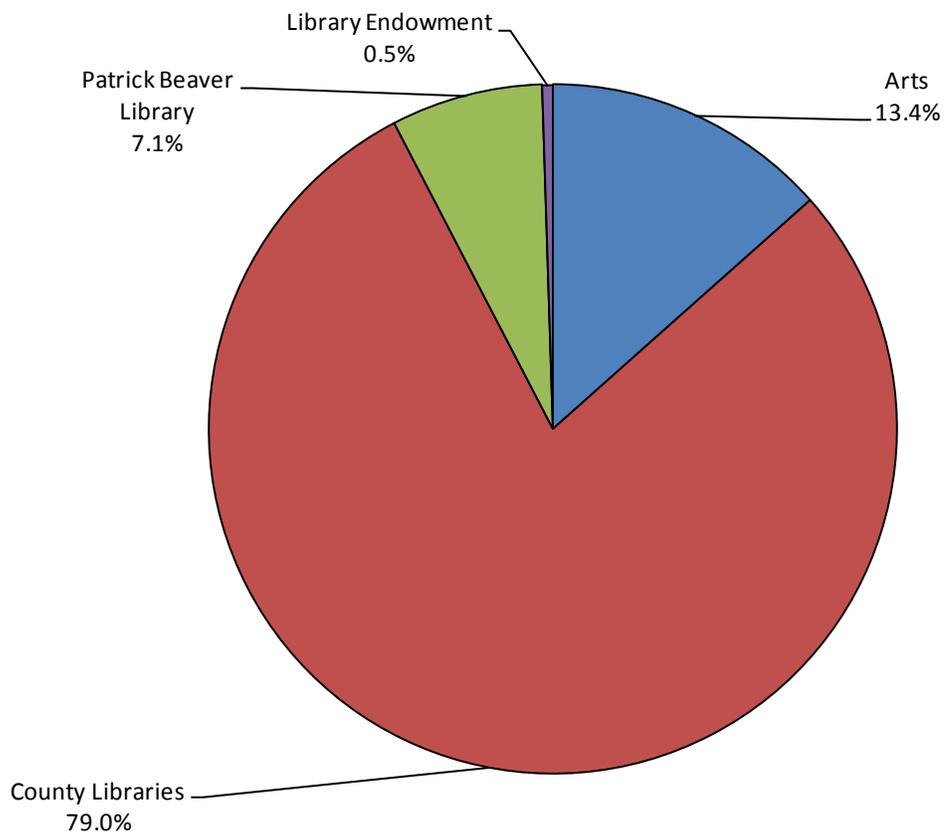
State certified enrollment numbers for the three school systems project a net increase of 76 students for a total of 24,501 students. State certified student enrollment numbers for Catawba County Schools decreased by (169), Hickory Public Schools increased by 187 and Newton-Conover City Schools increased by 52 students.

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

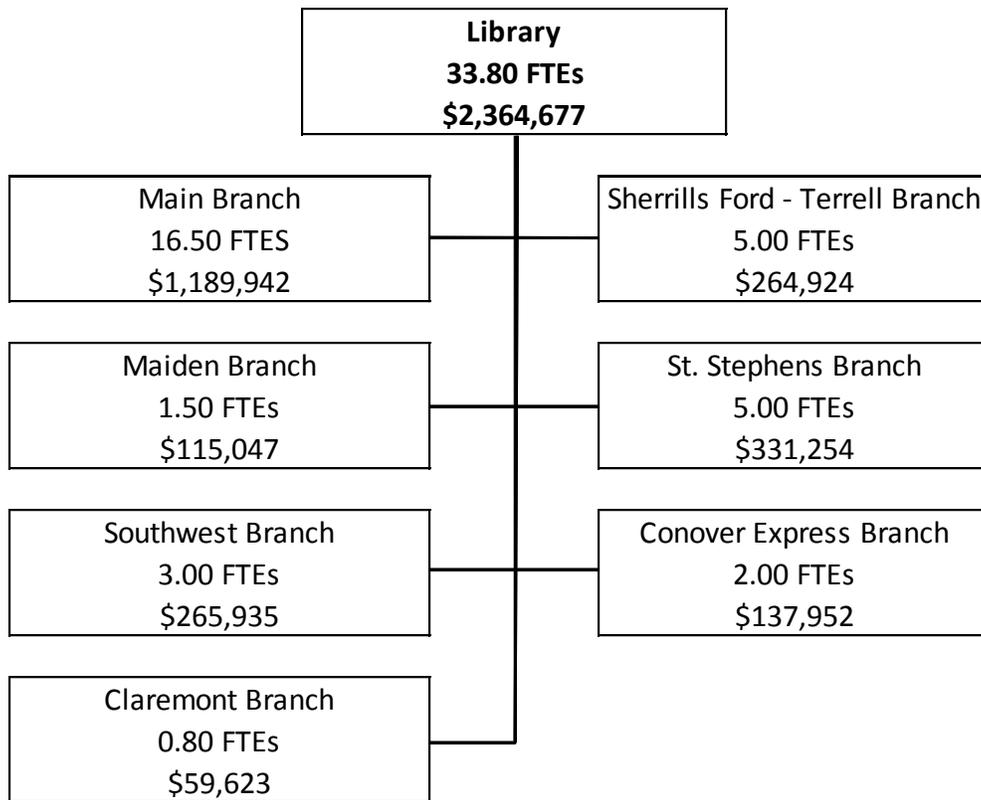
The budget also increases current expense funding to Catawba Valley Community College (CVCC) by 1.7 percent with a total budget of \$3,904,289 in the coming year. Barring any major changes in funding for other community colleges, this funding is expected to improve the County's ranking from 18th out of the 58 among North Carolina community colleges to 15th based on Fiscal Year 2014/15 funding levels.

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 \$2,994,677 or 1.3 percent of the total budget in support of the library system, culture, and the arts.



Catawba County Government



County Library

Reinventing Department

Organizations: 810050 - 810290

	2013/14 Actual	2014/15 Current	2015/16 Requested	2015/16 Approved	Percent Change
Revenues					
State	\$155,670	\$143,850	\$142,500	\$142,500	-0.9%
Local	55,778	59,461	55,604	55,604	-6.5%
Charges & Fees	56,246	52,700	43,150	43,150	-18.1%
Miscellaneous	5,436	6,550	2,235	2,235	-65.9%
General Fund	1,954,502	2,067,514	2,074,160	2,121,188	2.6%
Total	\$2,227,632	\$2,330,075	\$2,317,649	\$2,364,677	1.5%
Expenses					
Personal Services	\$1,584,010	\$1,659,077	\$1,695,092	\$1,742,120	5.0%
Supplies & Operations	643,622	670,998	622,557	622,557	-7.2%
Capital	0	0	0	0	0%
Total	\$2,227,632	\$2,330,075	\$2,317,649	\$2,364,677	1.5%
Expenses by Division					
Main	\$1,219,983	\$1,196,003	\$1,167,042	\$1,189,942	-0.5%
Sherrills Ford - Terrell	146,654	235,849	258,146	264,924	12.3%
Maiden	104,687	109,726	112,079	115,047	4.8%
St. Stephens	322,597	326,330	324,935	331,254	1.5%
Southwest	260,568	273,106	261,274	265,935	-2.6%
Conover	122,837	132,749	135,437	137,952	3.9%
Claremont	50,306	56,312	58,736	59,623	5.9%
Total	\$2,227,632	\$2,330,075	\$2,317,649	\$2,364,677	1.5%
Employees					
Permanent	33.80	33.80	33.80	33.80	0%
Hourly	1.58	1.58	1.58	1.58	0%
Total	35.38	35.38	35.38	35.38	0%

Fiscal Year 2013/14 Outcome Achievements

Total Outcomes	Achieved	Not Achieved	Success Rate
59	59	0	100.0%

Budget Highlights

The Library's budget increased by 1.5 percent (\$34,602) from the current year's approved budget. Because the Library is a reinventing department, the focus is on outcomes for budgeting purposes. Budgeted expenses at Sherrills Ford – Terrell Library were increased to improve accuracy with the branch's actual expenses since Fiscal Year 2014-15 was the facility's first year of operations.

Performance Measurement

Fiscal Year 2015/16

In Fiscal Year 2015/16, the Library will continue to focus on early childhood literacy, adult education and digital literacy, and science, technology, engineering, arts, and math (STEAM) educational programming. The Library will also focus on outreach and engagement through multiple outcomes including building a healthy community with the community garden project, and increasing awareness of the Library's role in the community. The Library's multi-year outcome is to support Catawba County School systems to enrich learning opportunities and increase the education attainment level. The Library will also begin to implement strategic plan priorities to improve access to technology and refresh the physical branch locations to be more comfortable and welcoming.

Fiscal Year 2014/15

At mid-year, the Library was on target to achieve 100 percent (66 of 66) of its Fiscal Year 2014/15 outcomes. The Library has continued its outreach efforts to share information about Library activities through weekly newspaper columns to local media outlets, social media, biweekly updates to webpages, a monthly newsletter, and public service announcements on WHKY News. Additionally, the library system has conducted 23 presentations at community organizations outside the Library about library services during the first half of this fiscal year.

Another of the Library's community outreach efforts this year has been to collaborate with NC Cooperative Extension, Boys Scouts, Girl Scouts, local community volunteers, and the Corner Table to develop and enhance the Library's community garden and provide related programming on local gardening and healthy eating. The Community Garden generated fresh vegetables which were donated to the Corner Table soup kitchen. 100 percent of surveyed participants reported that they had increased their physical activity, learned gardening skills and looked forward to supporting Corner Table.

To inform community members and leaders of the Library's role in the community, the Library has shared 35 success stories in the first half of this fiscal year via news releases, the Library website, and social media highlighting the library's positive impact on customer's lives. Stories included those of staff assistance creating an electronic signature for a young woman applying for a job; increasing citizens' comfort with tablets and other new technologies; and assisting customers with online learning resources to prepare for the GED.

The Library has continued efforts to increase children's interest in reading and learning. The Library registered 2,019 children and teens for its summer reading program with an average of 95 percent of surveyed participants at each branch reporting that their children read more over the summer and learned something new. Additionally, the system held 65 science, technology, engineering, and math (STEM) programs aligning with nationwide educational initiatives to increase interest in STEM topics. On average, 97 percent of surveyed participants at each branch reported they learned something new or interesting from the STEM programs, exceeding the Library's goal of 80 percent.

Fiscal Year 2013/14

To encourage an early love of reading, the Library system presented 791 Ready to Learn Story programs and circulated over 20,000 books to daycare centers. The Library system registered 1,670 children and

teens for 162 summer reading programs with the goal of promoting and reinforcing reading skills. Each Library branch also hosted at least 6 STEM sessions with at least 70 percent of participants reporting the topic was interesting.

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

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

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

CATAWBA COUNTY 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.

As a public gathering place organized around public service and the transfer of information and ideas, the library is a unique, neutral community space for social interaction and engagement, easily accessible, with distinct resources, and rich in content and experience. As such, it contributes to a healthy community where people come together in ways that level social inequities and promote community engagement and social connection.

Outcomes

1. Catawba County pre-school children participating in the library's early literacy programs will be better prepared for school, and their caregivers will be better equipped to develop their vital early literacy skills; as evidenced by 85 percent of respondents reporting that they have a better understanding of early literacy concepts and how to practice them with their children, and that their children are exhibiting improved early literacy skills.
2. Catawba County children and teens participating in library summer reading programs will enhance their engagement with reading and with the library; as evidenced by 85 percent of respondents reporting that they read more or enjoyed library materials and programs more frequently.
3. Catawba County children in childcare programs will have access to literature that enhances their reading and early learning; as evidenced by 85 percent of 7 childcare teachers who participate reporting that having library materials in their classroom improves their children's early learning experiences and increases the amount and quality of time spent reading books.
4. STEAM (science, technology, engineering, arts and math) programs contribute to the creation of a 21st century workforce of inquisitive problem solvers, learning and pushing innovation to the next level. Catawba County students participating in library STEAM programming will enhance their interest and knowledge in science, technology, engineering, arts and math (STEAM) concepts; as evidenced by having 85 percent of respondents stating that they increased their knowledge and interest and are more engaged in learning.
5. Catawba County citizens will experience excellent customer service through facilities, services, and collections that are convenient, accurate and meet community needs; as evidenced by 95 percent of survey respondents rating library customer service as "excellent" or "good," and 85 percent responding the library adds value to their lives.
6. Catawba County will enjoy an ameliorated community identity with awareness of the library's essential role in early literacy, lifelong learning, and economic revitalization; as evidenced by 85 percent of annual survey respondents indicating that the library is an important cultural resource contributing to the attractiveness of Catawba County as a place to live and raise a family.

7. Catawba County citizens will have access to culturally and intellectually diverse opportunities to enhance their lifelong learning; as evidenced by at least 85 percent of adults who participate in library programs or check out materials reporting that they have increased their knowledge or discovered culturally diverse or interesting reading or viewing materials.
8. As a part of local efforts to develop the county workforce, citizens will have the opportunity to improve their job skills and digital literacy by participating in computer workshops, job skills training and one-on-one assistance; as evidenced by 85 percent of participants reporting that they feel more confident in their technology and job skills.
9. As a part of local efforts to revitalize Catawba County, the entrepreneurial and small business community will have their information needs supported through local seminars; as evidenced by 85 percent of participants reporting that they learned new business start-up or operational skills, developed an interest in entrepreneurial activities, or discovered library resources that support their information needs. The library will partner with the CVCC Small Business Center, the Innovate Catawba “Entrepreneurs” workgroup, and/or other Innovate Catawba workgroups or entrepreneurial community agencies to assess needs and host seminars.
10. The library’s community garden project provides an added community amenity that contributes to building a healthy community by providing opportunities for all ages to learn about gardening and by helping to produce healthy foods that are shared with local people in need of nutritious meals. In collaboration with NC Cooperative Extension, four fruit and vegetable gardening classes will be hosted for the general public before June 2016. A total of 50 participants will report knowledge gained in different aspects of fruit and vegetable gardening. Eighty five percent of the participants will report that they increased their physical activity, learned how to start or improve their gardening skills, or gained a stronger sense of well-being by helping local people have access to healthier foods. The garden will provide 1000 pounds of fresh produce for meal production or distribution at identified local food assistance program during growing seasons.
11. Catawba County School systems are supported by the library as the educational community works collaboratively to enrich learning opportunities and increase the education attainment level in Catawba County; as evidenced by 85 percent of partners reporting that the partnership work plan and efforts enhance and improve learning opportunities for students.
 - 2015-2016: Each library branch will complete a project plan for a collaborative project that enriches learning opportunities for Catawba County educational community.
12. A Catawba County Library strategic plan priority is to enable citizens to access information using the latest technology and receive help using technology from knowledgeable staff. Catawba County Library will work with Information Technology to conduct a technology needs assessment and create and implement a plan to update technology resources and best respond to community needs at each library branch.
13. A Catawba County Library strategic plan priority is to provide citizens with access to welcoming, vibrant, and secure environments at the Library to work, learn, and connect. Catawba County Library will conduct a space needs assessment and create a plan to improve aesthetics, comfort, and security at each library branch.

SHERRILLS FORD-TERRELL 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.

As a public gathering place organized around public service and the transfer of information and ideas, the library is a unique, neutral community space for social interaction and engagement, easily accessible, with distinct resources, and rich in content and experience. As such, it contributes to a healthy community where people come together in ways that level social inequities and promote community engagement and social connection.

Outcomes

1. Catawba County pre-school children participating in the library's early literacy programs are better prepared for school, and their caregivers are better equipped to develop their vital early literacy skills; as evidenced by 85 percent of respondents reporting that they have a better understanding of early literacy concepts and how to practice them with their children, and that their children are exhibiting improved early literacy skills.
2. Catawba County children and teens participating in library summer reading programs enhance their engagement with reading and with the library; as evidenced by 85 percent of respondents reporting that they read more or enjoyed library materials and programs more frequently.
3. Catawba County children in childcare programs will have access to literature that enhances their reading and early learning; as evidenced by 85 percent of 4 childcare teachers who participate reporting that having library materials in their classroom improves their children's early learning experiences and increases the amount and quality of time spent reading books.
4. STEAM (science, technology, engineering, arts and math) programs contribute to the creation of a 21st century workforce of inquisitive problem solvers, learning and pushing innovation to the next level. Catawba County students participating in library STEAM programming will enhance their interest and knowledge in science, technology, engineering, arts and math (STEAM) concepts; as evidenced by 85 percent of respondents stating that they increased their knowledge and interest and are more engaged in learning.
5. Catawba County citizens will experience excellent customer service through facilities, services, and collections that are convenient, accurate and meet community needs; with 95 percent of survey respondents rating library customer service as "excellent" or "good," and 85 percent responding the library adds value to their lives.
6. Catawba County will enjoy an ameliorated community identity with awareness of the library's essential role in early literacy, lifelong learning, and economic revitalization; as evidenced by 85 percent of annual survey respondents indicating that the library is an important cultural resource contributing to the attractiveness of Catawba County as a place to live and raise a family.

7. Catawba County citizens will have access to culturally and intellectually diverse opportunities to enhance their lifelong learning; as evidenced by at least 85 percent of adults who participate in library programs or check out materials reporting that they have increased their knowledge or discovered culturally diverse or interesting reading or viewing materials.
8. As a part of local efforts to develop the county workforce, citizens will have the opportunity to improve their job skills and digital literacy by participating in computer workshops, job skills training and one-on-one assistance; as evidenced by 85 percent of participants reporting that they feel more confident in their technology and job skills.
9. Catawba County School systems are supported by the library as the educational community works collaboratively to enrich learning opportunities and increase the education attainment level in Catawba County; as evidenced by 85 percent of partners reporting that the partnership work plan and efforts enhance and improve learning opportunities for students.
 - 2015-2016: Each library branch will complete a project plan for a collaborative project that enriches learning opportunities for Catawba County educational community.

MAIDEN 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.

As a public gathering place organized around public service and the transfer of information and ideas, the library is a unique, neutral community space for social interaction and engagement, easily accessible, with distinct resources, and rich in content and experience. As such, it contributes to a healthy community where people come together in ways that level social inequities and promote community engagement and social connection.

Outcomes

1. Catawba County pre-school children participating in the library's early literacy programs are better prepared for school, and their caregivers are better equipped to develop their vital early literacy skills; as evidenced by 85 percent of respondents reporting that they have a better understanding of early literacy concepts and how to practice them with their children, and that their children are exhibiting improved early literacy skills.
2. Catawba County children and teens participating in library summer reading programs enhance their engagement with reading and with the library; as evidenced by 85 percent of respondents reporting that they read more or enjoyed library materials and programs more frequently.
3. Catawba County children in childcare programs will have access to literature that enhances their reading and early learning; as evidenced by 85 percent of 2 childcare teachers who participate reporting that having library materials in their classroom improves their children's early learning experiences and increases the amount and quality of time spent reading books.
4. STEAM (science, technology, engineering, arts and math) programs contribute to the creation of a 21st century workforce of inquisitive problem solvers, learning and pushing innovation to the next level. Catawba County students participating in library STEAM programming will enhance their interest and knowledge in science, technology, engineering, arts and math (STEAM) concepts; as evidenced by 85 percent of respondents stating that they increased their knowledge and interest and are more engaged in learning.
5. Catawba County citizens will experience excellent customer service through facilities, services, and collections that are convenient, accurate and meet community needs; as evidenced by 95 percent of survey respondents rating library customer service as "excellent" or "good," and 85 percent responding the library adds value to their lives.
6. Catawba County will enjoy an ameliorated community identity with awareness of the library's essential role in early literacy, lifelong learning, and economic revitalization; as evidenced by 85 percent of annual survey respondents indicating that the library is an important cultural resource contributing to the attractiveness of Catawba County as a place to live and raise a family.

7. Catawba County citizens will have access to culturally and intellectually diverse opportunities to enhance their lifelong learning; as evidenced by at least 85 percent of adults who participate in library programs or check out materials reporting that they have increased their knowledge or discovered culturally diverse or interesting reading or viewing materials.
8. As a part of local efforts to develop the county workforce, citizens will have the opportunity to improve their job skills and digital literacy by participating in computer workshops, job skills training and one-on-one assistance; as evidenced by 85 percent of participants reporting that they feel more confident in their technology and job skills.
9. Catawba County School systems are supported by the library as the educational community works collaboratively to enrich learning opportunities and increase the education attainment level in Catawba County; as evidenced by 85 percent of partners reporting that the partnership work plan and efforts enhance and improve learning opportunities for students.
 - 2015-2016: Each library branch will complete a project plan for a collaborative project that enriches learning opportunities for Catawba County educational community.

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.

As a public gathering place organized around public service and the transfer of information and ideas, the library is a unique, neutral community space for social interaction and engagement, easily accessible, with distinct resources, and rich in content and experience. As such, it contributes to a healthy community where people come together in ways that level social inequities and promote community engagement and social connection.

Outcomes

1. Catawba County pre-school children participating in the library's early literacy programs are better prepared for school, and their caregivers are better equipped to develop their vital early literacy skills; as evidenced by 85 percent of respondents reporting that they have a better understanding of early literacy concepts and how to practice them with their children, and that their children are exhibiting improved early literacy skills.
2. Catawba County children and teens participating in library summer reading programs enhance their engagement with reading and with the library; as evidenced by 85 percent of respondents reporting that they read more or enjoyed library materials and programs more frequently.
3. Catawba County children in childcare programs will have access to literature that enhances their reading and early learning; as evidenced by 85 percent of 9 childcare teachers who participate reporting that having library materials in their classroom improves their children's early learning experiences and increases the amount and quality of time spent reading books.
4. STEAM (science, technology, engineering, arts and math) programs contribute to the creation of a 21st century workforce of inquisitive problem solvers, learning and pushing innovation to the next level. Catawba County students participating in library STEAM programming will enhance their interest and knowledge in science, technology, engineering, arts and math (STEAM) concepts; as evidenced by 85 percent of respondents stating that they increased their knowledge and interest and are more engaged in learning.
5. Catawba County citizens will experience excellent customer service through facilities, services, and collections that are convenient, accurate and meet community needs; as evidenced by 95 percent of survey respondents rating library customer service as "excellent" or "good," and 85 percent responding the library adds value to their lives.
6. Catawba County will enjoy an ameliorated community identity with awareness of the library's essential role in early literacy, lifelong learning, and economic revitalization; as evidenced by 85 percent of annual survey respondents indicating that the library is an important cultural resource contributing to the attractiveness of Catawba County as a place to live and raise a family.

7. Catawba County citizens will have access to culturally and intellectually diverse opportunities to enhance their lifelong learning; as evidenced by at least 85 percent of adults who participate in library programs or check out materials reporting that they have increased their knowledge or discovered culturally diverse or interesting reading or viewing materials.
8. As a part of local efforts to develop the county workforce, citizens will have the opportunity to improve their job skills and digital literacy by participating in computer workshops, job skills training and one-on-one assistance; as evidenced by 85 percent of participants reporting that they feel more confident in their technology and job skills.
9. Catawba County School systems are supported by the library as the educational community works collaboratively to enrich learning opportunities and increase the education attainment level in Catawba County; as evidenced by 85 percent of partners reporting that the partnership work plan and efforts enhance and improve learning opportunities for students.
 - 2015-2016: Each library branch will complete a project plan for a collaborative project that enriches learning opportunities for Catawba County educational community.
10. Catawba County senior citizens will have the opportunity to maintain cognitive health, establish social networks, remain active and enhance lifelong learning through senior-focused library programs offered at Trinity Village; as evidenced by 85 percent of participants reporting that attending programs and/or using library materials enhanced their quality of life.
11. Latino citizens will have access to culturally and intellectually diverse opportunities to enhance their lifelong learning; as evidenced by 85 percent of respondents reporting that these services and/or materials enhanced their learning.

SOUTHWEST 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.

As a public gathering place organized around public service and the transfer of information and ideas, the library is a unique, neutral community space for social interaction and engagement, easily accessible, with distinct resources, and rich in content and experience. As such, it contributes to a healthy community where people come together in ways that level social inequities and promote community engagement and social connection.

Outcomes

1. Catawba County pre-school children participating in the library's early literacy programs are better prepared for school, and their caregivers are better equipped to develop their vital early literacy skills; as evidenced by 85 percent of respondents reporting that they have a better understanding of early literacy concepts and how to practice them with their children, and that their children are exhibiting improved early literacy skills.
2. Catawba County children and teens participating in library summer reading programs enhance their engagement with reading and with the library; as evidenced by 85 percent of respondents reporting that they read more or enjoyed library materials and programs more frequently.
3. Catawba County children in childcare programs will have access to literature that enhances their reading and early learning; as evidenced by 85 percent of 5 childcare teachers who participate reporting that having library materials in their classroom improves their children's early learning experiences and increases the amount and quality of time spent reading books.
4. STEAM (science, technology, engineering, arts and math) programs contribute to the creation of a 21st century workforce of inquisitive problem solvers, learning and pushing innovation to the next level. Catawba County students participating in library STEAM programming will enhance their interest and knowledge in science, technology, engineering, arts and math (STEAM) concepts; as evidenced by 85 percent of respondents stating that they increased their knowledge and interest and are more engaged in learning.
5. Catawba County citizens will experience excellent customer service through facilities, services, and collections that are convenient, accurate and meet community needs; as evidenced by 95 percent of survey respondents rating library customer service as "excellent" or "good," and 85 percent responding the library adds value to their lives.
6. Catawba County will enjoy an ameliorated community identity with awareness of the library's essential role in early literacy, lifelong learning, and economic revitalization; as evidenced by 85 percent of annual survey respondents indicating that the library is an important cultural resource contributing to the attractiveness of Catawba County as a place to live and raise a family.

7. Catawba County citizens will have access to culturally and intellectually diverse opportunities to enhance their lifelong learning; as evidenced by at least 85 percent of adults who participate in library programs or check out materials reporting that they have increased their knowledge or discovered culturally diverse or interesting reading or viewing materials.
8. As a part of local efforts to develop the county workforce, citizens will have the opportunity to improve their job skills and digital literacy by participating in computer workshops, job skills training and one-on-one assistance; as evidenced by 85 percent of participants reporting that they feel more confident in their technology and job skills.
9. Catawba County School systems are supported by the library as the educational community works collaboratively to enrich learning opportunities and increase the education attainment level in Catawba County; as evidenced by 85 percent of partners reporting that the partnership work plan and efforts enhance and improve learning opportunities for students.
 - 2015-2016: Each library branch will complete a project plan for a collaborative project that enriches learning opportunities for Catawba County educational community.

CONOVER 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.

As a public gathering place organized around public service and the transfer of information and ideas, the library is a unique, neutral community space for social interaction and engagement, easily accessible, with distinct resources, and rich in content and experience. As such, it contributes to a healthy community where people come together in ways that level social inequities and promote community engagement and social connection.

Outcomes

1. Catawba County pre-school children participating in the library's early literacy programs are better prepared for school, and their caregivers are better equipped to develop their vital early literacy skills; as evidenced by 85 percent of respondents reporting that they have a better understanding of early literacy concepts and how to practice them with their children, and that their children are exhibiting improved early literacy skills.
2. Catawba County children and teens participating in library summer reading programs enhance their engagement with reading and with the library; as evidenced by 85 percent of respondents reporting that they read more or enjoyed library materials and programs more frequently.
3. Catawba County children in childcare programs will have access to literature that enhances their reading and early learning; as evidenced by 85 percent of 2 childcare teachers who participate reporting that having library materials in their classroom improves their children's early learning experiences and increases the amount and quality of time spent reading books.
4. STEAM (science, technology, engineering, arts and math) programs contribute to the creation of a 21st century workforce of inquisitive problem solvers, learning and pushing innovation to the next level. Catawba County students participating in library STEAM programming will enhance their interest and knowledge in science, technology, engineering, arts and math (STEAM) concepts; as evidenced by 85 percent of respondents stating that they increased their knowledge and interest and are more engaged in learning.
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9. Catawba County School systems are supported by the library as the educational community works collaboratively to enrich learning opportunities and increase the education attainment level in Catawba County; as evidenced by 85 percent of partners reporting that the partnership work plan and efforts enhance and improve learning opportunities for students.
 - 2015-2016: Each library branch will complete a project plan for a collaborative project that enriches learning opportunities for Catawba County educational community.

CLAREMONT 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.

As a public gathering place organized around public service and the transfer of information and ideas, the library is a unique, neutral community space for social interaction and engagement, easily accessible, with distinct resources, and rich in content and experience. As such, it contributes to a healthy community where people come together in ways that level social inequities and promote community engagement and social connection.

Outcomes

1. Catawba County pre-school children participating in the library's early literacy programs are better prepared for school, and their caregivers are better equipped to develop their vital early literacy skills; as evidenced by 85 percent of respondents reporting that they have a better understanding of early literacy concepts and how to practice them with their children, and that their children are exhibiting improved early literacy skills.
2. Catawba County children and teens participating in library summer reading programs enhance their engagement with reading and with the library; as evidenced by 85 percent of respondents reporting that they read more or enjoyed library materials and programs more frequently.
3. STEAM (science, technology, engineering, arts and math) programs contribute to the creation of a 21st century workforce of inquisitive problem solvers, learning and pushing innovation to the next level. Catawba County students participating in library STEAM programming will enhance their interest and knowledge in science, technology, engineering, arts and math (STEAM) concepts; as evidenced by 85 percent of respondents stating that they increased their knowledge and interest and are more engaged in learning.
4. Catawba County citizens will experience excellent customer service through facilities, services, and collections that are convenient, accurate and meet community needs; as evidenced by 95 percent of survey respondents rating library customer service as "excellent" or "good," and 85 percent responding the library adds value to their lives.
5. Catawba County will enjoy an ameliorated community identity with awareness of the library's essential role in early literacy, lifelong learning, and economic revitalization; as evidenced by 85 percent of annual survey respondents indicating that the library is an important cultural resource contributing to the attractiveness of Catawba County as a place to live and raise a family.
6. Catawba County citizens will have access to culturally and intellectually diverse opportunities to enhance their lifelong learning; as evidenced by at least 85 percent of adults who participate in library programs or check out materials reporting that they have increased their knowledge or discovered culturally diverse or interesting reading or viewing materials.

7. As a part of local efforts to develop the county workforce, citizens will have the opportunity to improve their job skills and digital literacy by participating in computer workshops, job skills training and one-on-one assistance; as evidenced by 85 percent of participants reporting that they feel more confident in their technology and job skills.
8. Catawba County School systems are supported by the library as the educational community works collaboratively to enrich learning opportunities and increase the education attainment level in Catawba County; as evidenced by 85 percent of partners reporting that the partnership work plan and efforts enhance and improve learning opportunities for students.
 - 2015-2016: Each library branch will complete a project plan for a collaborative project that enriches learning opportunities for Catawba County educational community.

Other Cultural Activities

Organizations: 820050 - 820100

	2013/14 Actual	2014/15 Current	2015/16 Requested	2015/16 Approved	Percent Change
Revenues					
Miscellaneous	\$0	\$0	\$0	\$0	0%
General Fund	541,500	587,050	720,586	615,000	4.8%
Total	\$541,500	\$587,050	\$720,586	\$615,000	4.8%
Expenses					
Historical Museum	\$75,000	\$76,500	\$75,000	\$75,000	-2.0%
National Register	0	\$0	\$4,000	\$0	0%
Newton-Conover Auditorium	12,000	\$12,000	\$16,000	\$15,000	25.0%
Hickory Public Libraries	207,500	\$211,650	\$313,586	\$213,000	0.6%
Salt Block Foundation	100,000	\$100,000	\$100,000	\$100,000	0.0%
United Arts Council	147,000	\$147,000	\$147,000	\$147,000	0.0%
The Catawbans Volume III	0	\$39,900	\$65,000	\$65,000	62.9%
Total	\$541,500	\$587,050	\$720,586	\$615,000	4.8%

Budget Highlights

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

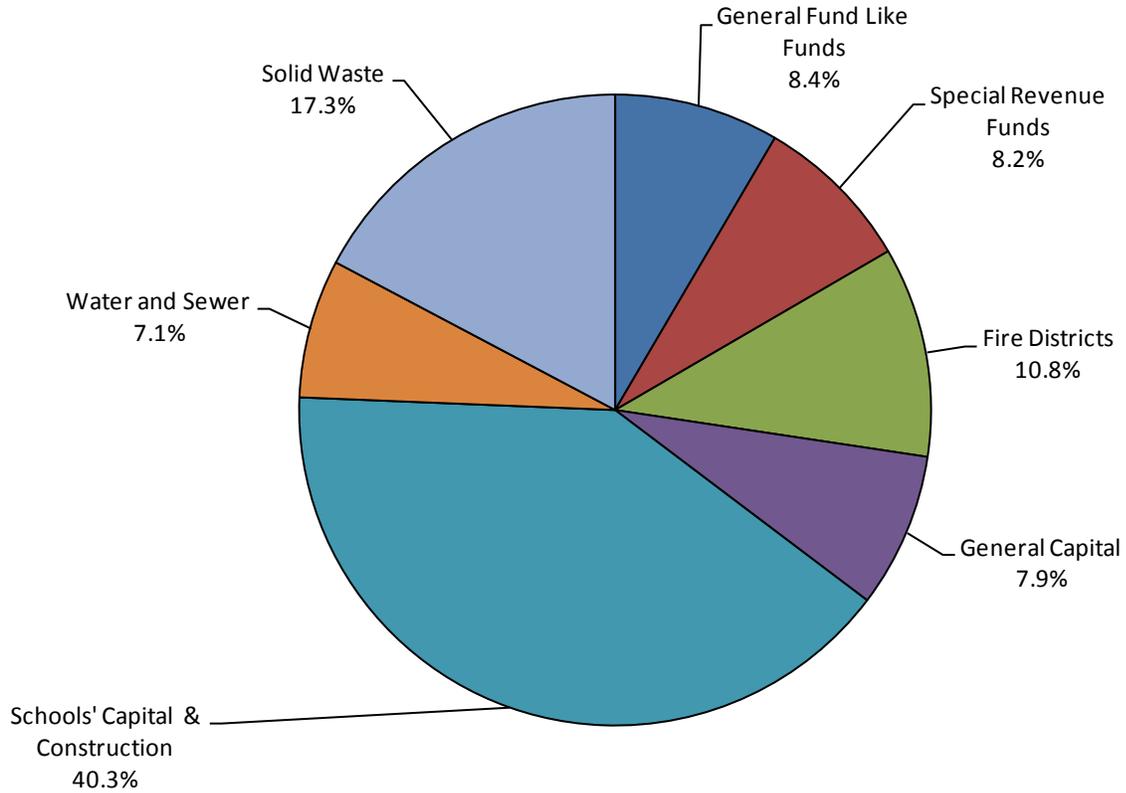
Both the Salt Block (which houses the Arts and Science Center, the Hickory Museum of Art, the United Arts Council and funded affiliates) and the Newton-Conover Auditorium receive County funding toward the upkeep and maintenance of these facilities. Annual funding is also provided through the Catawba County Historical Association for the Historical Museum operating costs.

The budget continues funding to Patrick Beaver Library which allows County residents who live outside the City of Hickory to use the library free of charge. County and City library staff also partner to provide library programming and services to citizens.

Funding is included to complete *The Catawbans Volume III*.

OTHER FUNDS

The Other Funds function is comprised of several other General Fund types, Special Revenue Funds, Construction or Project Funds, and Enterprise Funds. These expenditures include capital projects for County buildings, Schools capital and construction, Reappraisal activities, Solid Waste Management, and Self Insurance.



Self Insurance Fund

Fund 115

	2013/14 Actual	2014/15 Current	2015/16 Requested	2015/16 Approved	Percent Change
Revenues					
Charges & Fees	\$8,508	\$9,500	\$12,000	\$12,000	26.3%
Interest on Investments	42,220	0	0	0	
Insurance Settlements	178,749	0	0	0	
Employee Dental Contribution	279,288	275,000	270,000	270,000	-1.8%
Emp/Retiree Health Contribution	1,276,863	1,150,000	1,172,264	1,240,000	7.8%
Indirect Cost	141,000	170,000	196,000	196,000	15.3%
Miscellaneous	0	0	0	0	0%
Fund Balance	0	164,400	160,200	150,000	-8.8%
S/T Disability Premiums	74,878	75,000	75,000	75,000	0.0%
Special Contingency	0	150,000	150,000	150,000	0.0%
Health Co-Pay	25,080	37,000	30,000	30,000	-18.9%
General Fund	1,551,825	1,721,500	2,501,385	1,721,500	0.0%
Total	\$3,578,411	\$3,752,400	\$4,566,849	\$3,844,500	2.5%
Expenses					
Contractual Services	224,126	234,000	260,000	260,000	11.1%
Professional Services	43,441	46,000	42,000	42,000	
County EAP	26,016	26,000	27,000	27,000	3.8%
Employee Dental Claims	266,776	285,500	280,000	280,000	-1.9%
Employee/Retiree Health Claims	1,465,002	1,100,000	1,927,149	1,278,680	16.2%
IBNR	(109,215)	0	0	0	0%
Property & General Liability Claims	19,128	150,000	150,000	150,000	0.0%
Property & General Liability Premiums	505,237	520,000	500,000	500,000	-3.8%
Retiree Group Health	198,279	200,000	185,000	211,120	5.6%
Self Ins. Collision	0	5,000	5,000	5,000	0.0%
Self Ins. Comprehensive	467	5,000	5,000	5,000	0.0%
Special Contingency	0	150,000	150,000	150,000	0.0%
S/T Disability Payments	54,075	70,000	70,000	70,000	0.0%
Taxes & Fees	1,528	100,000	3,500	3,500	-96.5%
Wellness - Supplies & Operations	53,230	60,900	52,200	52,200	-14.3%
To General Fund	126,366	0	0	0	0%
To Solid Waste Management Fund	1,565	0	0	0	0%
Unemployment Insurance	302,904	250,000	350,000	250,000	0.0%
Workers Compensation Claims	268,491	400,000	400,000	400,000	0.0%
Workers Compensation Premiums	130,995	150,000	160,000	160,000	6.7%
Total	\$3,578,411	\$3,752,400	\$4,566,849	\$3,844,500	2.5%
Expenses by Division					
Wellness	\$220,210	\$230,900	\$248,200	\$248,200	7.5%
Employee Insurance	1,986,182	1,877,500	2,584,649	1,962,300	4.5%
Liability	964,100	1,090,000	1,170,000	1,070,000	-1.8%
Workers Compensation	407,919	554,000	564,000	564,000	1.8%
Total	\$3,578,411	\$3,752,400	\$4,566,849	\$3,844,500	2.5%

Budget Highlights

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

The County has done a great job engaging employees to improve individual health outcomes and using strategies like the on-site wellness clinic to save money. Savings are apparent when comparing the County's health care cost growth of 3 percent to the national cost increase of 7 percent. Despite these savings, health care costs have increased above current contribution rates. The budget includes a \$30 per biweekly increase in the County's share of health insurance premiums, the first increase in five years.

The County will continue to offer a choice of two separate health plans, Core and HSA in the coming year. Annually the County reviews benefits to ensure it remains an employer of choice. While the County's HSA plan appears competitive, most employers offer at least one plan with doctor visit co-pays. As a result, employees who choose the Core plan will receive enhanced benefits with the addition of \$25/\$50 co-pays for doctor visits in exchange for an \$8 per bi-weekly premium beginning July 1.

Unemployment Insurance stayed the same after the County met its state requirement to maintain a 1 percent reserve of unemployment subject wages.

Reappraisal Fund

Fund 140

	2013/14 Actual	2014/15 Current	2015/16 Requested	2015/16 Approved	Percent Change
Revenues					
Investment Earnings	\$4,206	\$0	\$0	\$0	0%
Fund Balance	0	43,791	0	0	0%
General Fund	390,541	369,763	367,713	374,329	1.2%
Total	\$394,747	\$413,554	\$367,713	\$374,329	-9.5%
Expenses					
Personal Services	\$315,690	\$333,795	\$337,663	\$344,279	3.1%
Supplies & Operations	58,676	79,759	30,050	30,050	-62.3%
Capital	0	0	0	0	0%
Total	\$374,366	\$413,554	\$367,713	\$374,329	-9.5%
Employees					
Permanent	6.00	6.00	6.00	6.00	0.0%
Hourly	0.00	0.00	0.00	0.00	0%
Total	6.00	6.00	6.00	6.00	0.0%

Budget Highlights

The total recommended budget for Reappraisal is \$374,329, a 9.5 percent decrease (\$39,225) from the current year. The decrease is attributed to the fact that the current fiscal year reflects some cyclical “once-in-four-years” expenses due to the 2015 Revaluation, whereas those costs will not be incurred in the upcoming fiscal year.

Performance Measurement

Fiscal Year 2015/16

In the year after the County’s revaluation process, Reappraisal will represent Catawba County in property value appeals to the North Carolina Property Tax Commission. Additionally, the department will begin its preparation for the 2019 revaluation by maintaining an accurate sales history file of all valid market transactions within the County.

Fiscal Year 2014/15

Reappraisal completed 100 percent of all final activities for the County’s property revaluation. These activities included finalizing the Schedule of Values by July 2014, completing final residential and commercial/industrial review by October 1st, 2014, and holding informal hearings by property owners before staff appraisers from late November 2014 through March 2015.

Fiscal Year 2013/14

The Reappraisal Office achieved all three of its outcomes. First, it ensured accurate property evaluation by maintaining an accurate sales history file. This was accomplished by mailing out 1,515 sales

verification questionnaires, evaluating the returned questionnaires (775), and keying 539 valid sales into the database. Reappraisal prepared for the 2015 countywide revaluation by: pricing all residential, commercial, and industrial lands by October 19, 2013; working with vendors to develop market modeling co-efficient by November 1, 2013; and initiating the Final Review of the 2015 revaluation by November 6, 2013. Finally, Reappraisal provided quality customer service by responding to all taxpayer inquiries within 24 hours and resolving outstanding issues within 5 business days.

REAPPRAISAL

Statement of Purpose

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

Outcomes

1. Defend the County's position on property value appeals to the North Carolina Property Tax Commission resulting from the 2015 Revaluation. In combination with the County's legal department, revaluation staff will seek to ensure that all property is fairly and equitably assessed in accordance with the 2015 adopted Schedule of Values.
2. In preparation for a 2019 countywide Revaluation, maintain an accurate sales history file of all valid market transactions within the County. This is to be accomplished on a monthly basis by:
 - a. Mailing Sales Verification Questionnaires to all grantees of property.
 - b. Evaluation of returned questionnaires to determine valid arm's length market transactions.
 - c. Valid sales to be used in Comparative Sales (Market) approach to determine 2019 values.
3. Provide quality customer service by responding to all taxpayer inquiries within 24 hours of receipt and resolving outstanding issues within 5 business days as evidenced by monitoring and verification by supervisors within department.

Register of Deeds Automation & Preservation

Fund 160

	2013/14 Actual	2014/15 Current	2015/16 Requested	2015/16 Approved	Percent Change
Revenues					
Charges & Fees	\$0	\$0	\$0	\$0	0%
Miscellaneous	80,000	85,000	75,650	75,650	-11.0%
Fund Balance Applied	2,122	61,082	0	0	0%
Total	\$82,122	\$146,082	\$75,650	\$75,650	-48.2%
Expenses					
Contractual Services	\$82,122	\$146,082	\$75,650	\$75,650	-48.2%
Supplies & Operations	0	0	0	0	0%
Total	\$82,122	\$146,082	\$75,650	\$75,650	-48.2%

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. 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.

Community Alert System

Fund 204

	2013/14 Actual	2014/15 Current	2015/16 Requested	2015/16 Approved	Percent Change
Revenues					
Local	\$0	\$11,521	\$0	\$0	0%
Federal	20,000	20,000	0	0	0%
Miscellaneous	206	10,000	0	0	0%
Fund Balance	0	10,000	0	0	0%
From General Fund	6,582	(32,253)	0	0	0%
Total	\$26,788	\$19,268	\$0	\$0	0%
Expenses					
Personal Services	\$20,273	\$0	\$0	\$0	0%
Supplies & Operations	37,500	0	0	0	0%
To General Fund	0	19,268	0	0	0%
Total	\$57,773	\$19,268	\$0	\$0	0%
Employees					
Permanent	0.50	0.00	0.00	0.00	0%
Hourly	0.00	0.00	0.00	0.00	0%
Total	0.50	0.00	0.00	0.00	0%

Budget Highlights

In Fiscal Year 2014/15, all Community Alert System revenue and expenses were included in the Emergency Services Administration budget, eliminating the need to have a separate fund. In Fiscal Year 2015/16 this arrangement will continue.

Emergency Telephone System Fund

Fund 202

	2013/14 Actual	2014/15 Current	2015/16 Requested	2015/16 Approved	Percent Change
Revenue					
911 Reimbursement	\$513,604	\$436,843	\$354,459	\$353,078	-19.2%
Interest	26,966	0	0	\$0	0%
From General Fund	18,766	0	0	\$0	0%
Secondary PSAP 911-Hickory	0	0	52,534	52,451	0%
Secondary PSAP 911-Newton	0	0	10,570	10,544	0%
Fund Balance Appropriated	0	119,626	142,654	2,096,397	1652.5%
Total	\$559,336	\$556,469	\$560,217	\$2,512,470	351.5%
Expenses					
Personal Services	\$73,057	\$105,674	\$109,523	\$111,885	5.9%
Supplies & Operations	310,288	420,795	420,694	420,585	0.0%
Capital	0	0	0	1,950,000	0%
Contingency	0	30,000	30,000	30,000	0.0%
Total	\$383,345	\$556,469	\$560,217	\$2,512,470	351.5%
Expenses by Division					
Emergency Telephone System	\$310,288	\$450,795	\$450,694	\$2,400,585	432.5%
Wireless 911 Charges	22,580	23,510	23,645	24,256	3.2%
911 Addressing	50,477	82,164	85,878	87,629	6.7%
Total	\$383,345	\$556,469	\$560,217	\$2,512,470	351.5%
Employees					
Permanent	1.85	1.85	1.85	1.85	0.0%
Hourly	0.00	0.00	0.00	0.00	0%
Total	1.85	1.85	1.85	1.85	0.0%

Budget Highlights

A portion of the funding for the E-911 Communications Center comes from a statewide E-911 60-cent surcharge placed on all landlines and wireless phones. The Emergency Telephone Fund is used to account for the 911 revenue distributed to the County annually by the NC 911 Board. These funds can only be used for specific purposes.

The increase in this fund is attributed to allocating \$1.95 million in fund balance to cover technology purchases for the new 911 Communication Center.

Federally Seized Funds

Fund 205

	2013/14 Actual	2014/15 Approved	2015/16 Requested	2015/16 Approved	Percent Change
Revenues					
Drug Reimbursement	\$1,824	\$15,000	\$0	\$0	0%
Sale of Properties	0	1,000	0	0	0%
Interest on Investments	990	0	0	0	0%
Miscellaneous	0	0	0	0	0%
Fund Balance	12,972	18,000	26,000	26,000	44.4%
Total	\$15,786	\$34,000	\$26,000	\$26,000	-23.5%
Expenses					
Supplies & Operations	(\$3,750)	\$14,000	\$21,000	\$21,000	50.0%
Capital	0	0			0%
Drug Prevention Contingency	19,536	20,000	5,000	5,000	-75.0%
Total	\$15,786	\$34,000	\$26,000	\$26,000	-23.5%

Budget Highlights

Expenditures in this Fund are funded by revenues received through the Federal Asset Sharing and Forfeiture Program as a result of Federal level narcotics investigations. The use of these funds has been limited beginning late-2014 based on a Department of Justice (DOJ) requirement to not budget anticipated revenues, resulting in a 24 percent revenue decrease. The funds are also restricted to law enforcement purposes to enhance the investigation and prevention of drug related crime.

Primarily, the County uses these funds for expenses that are one-time in nature. Funds will be used in Fiscal Year 2015/16 for bulletproof vests, forensic and surveillance equipment, specialized training, and STAR team supplies.

Hospital Reserve Fund

Fund 235

	2013/14 Actual	2014/15 Current	2015/16 Requested	2015/16 Approved	Percent Change
Revenues					
Interest on Investments	\$564	\$0	\$0	\$0	100%
From Hospital Reserve	0	0	250,000	500,000	0%
Fund Balance Applied	(564)	0	0	0	0%
Total	\$0	\$0	\$250,000	\$500,000	100%
Expenses					
General Fund	\$0	\$0	\$250,000	\$500,000	100%
Total	\$0	\$0	\$250,000	\$500,000	100%

Budget Highlights

The Hospital maintains a balance with the County, in the Hospital Capital Reserve Fund. This Fund is intended to be used to finance and construct major Hospital capital projects, if needed, and the school nurse program at Public Health. Catawba Valley Medical Center is a public non-profit hospital and an entity or component unit of Catawba County Government. The County owns the assets but the Hospital is not a line department of the County and therefore is not included in the County budget. The Hospital is authorized to operate as an enterprise fund.

The budget transfers \$500,000 of the reserve to the General Fund in support of the school nurse initiative. The Hospital has been a vital partner in the school nurse initiative, providing \$500,000 annually toward the effort to place school nurses in schools throughout the county's three public school systems. Recognizing the link between health and academic achievement, the hospital is doubling its investment in the school nurse program in the coming year. In so doing, it frees \$250,000 in County funding to address a structural deficit in Public Health and \$250,000 (\$10 per pupil) in state money for schools to address other school pressures.

Rescue Squads Fund

Fund 240

	2013/14 Actual	2014/15 Current	2015/16 Requested	2015/16 Approved	Percent Change
Revenues					
Interest on Investments	\$3,852	\$0	\$0	\$0	0%
Prior Year Ad Valorem	1,067,200	1,067,200	1,050,525	1,050,525	-1.6%
Fund Balance	100,385	0	0	0	0%
Total	\$1,171,437	\$1,067,200	\$1,050,525	\$1,050,525	-1.6%
Expenses					
Property & General Liability	82,884	\$88,021	94,874	\$94,874	7.8%
Accounting Services	13,300	13,300	13,300	13,300	0.0%
Medical 1st Response	365,332	365,710	365,710	365,710	0.0%
Rescue Squads Equipment Reserve	(1,714)	34,622	0	0	0%
Catawba Operating	70,677	76,384	80,000	80,000	4.7%
Catawba Capital	170,000	0	0	0	0%
Claremont Operating	82,901	88,730	90,000	90,000	1.4%
Claremont Capital	54,081	0	70,000	70,000	0%
Hickory Operating	110,650	111,757	112,650	112,650	0.8%
Hickory Capital	5,505	36,000	0	0	0%
Maiden Operating	70,400	71,104	75,000	75,000	5.5%
Maiden Capital	0	0	36,000	36,000	0%
Newton-Conover Operating	74,239	74,981	76,400	76,400	1.9%
Newton-Conover Capital	0	70,000	0	0	0%
Sherrills Ford Operating	73,182	36,591	36,591	36,591	0.0%
Sherrills Ford Capital	0	0	0	0	0%
Total	\$1,171,437	\$1,067,200	\$1,050,525	\$1,050,525	-1.6%

Budget Highlights

The budget continues funding for the six rescue squads in the County and the Medical First Responder Program. County funding for Rescue Squads is maintained at 2/3 of one cent of the property tax rate or \$1,050,525. The 2 percent decrease in funding is due to the value of a penny decreasing as a result of the 2015 Revaluation. In addition to on-going operating costs, this funding will be used for the following capital expenses:

- \$36,000 for Maiden Rescue to purchase a Quick Response Vehicle.
- \$70,000 for Claremont to remount an aging ambulance.

Catawba and Maiden Rescue Squads' operational funding increased to improve or maintain their already high level of service; both squads have a response time under 6 minutes (5:48 and 5:32 respectively). Overall, Rescue Squads continue to provide excellent service to citizens, maintaining an average response time of 5:47 through the first nine months of Fiscal Year 2014/15. This is below the County's goal of 6 minutes.

Library Endowment Fund

Fund 250

	2013/14 Actual	2014/15 Current	2015/16 Requested	2015/16 Approved	Percent Change
Revenues					
Investment Earnings	\$2,610	\$0	\$0	\$0	0%
Fund Balance	0	50,000	15,000	15,000	-70.0%
Total	\$2,610	\$50,000	\$15,000	\$15,000	-70.0%
Expenses					
Supplies & Operations	\$0	\$50,000	\$15,000	\$15,000	-70.0%
Total	\$0	\$50,000	\$15,000	\$15,000	-70.0%

Budget Highlights

This Fund was established in 1987 by Miss Frances E. Setzer. Upon her death, money was donated to the Library to be used specifically for the purchase of books and other collection materials.

The Library Director will use the \$15,000 to purchase books and collection materials in Fiscal Year 2015/16. The Collection Development Coordinator will determine which branches are to receive new materials by discussing needs, special projects, and service populations with staff at each location.

Gretchen Peed Scholarship Fund

Fund 260

	2013/14 Actual	2014/15 Current	2015/16 Requested	2015/16 Approved	Percent Change
Revenues					
Donations	\$1,290	\$1,500	\$1,500	\$1,500	0%
Interest Earnings	501	0	0	0	0%
Fund Balance Applied	0	0	0	0	0%
Total	\$1,791	\$1,500	\$1,500	\$1,500	0%
Expenses					
Donations	\$0	\$1,500	\$1,500	\$1,500	0%
Total	\$0	\$1,500	\$1,500	\$1,500	0%

Budget Highlights

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

Social Services has made a concerted effort to encourage secondary education. To help insure better connectivity and opportunities for these children's education, Social Services will continue this emphasis.

Parks/Historic Preservation Trust Fund

Fund 270

	2013/14 Actual	2014/15 Current	2015/16 Requested	2015/16 Approved	Percent Change
Revenues					
Miscellaneous	\$0	\$0	\$0	\$0	0%
Charges & Fees	0	0	0	0	0%
Fund Balance	26,130	0	49,000	49,000	0%
Total	\$26,130	\$0	\$49,000	\$49,000	0%
Expenses					
Supplies & Operations	\$0	\$0	\$0	\$0	0%
Capital	0	0	0	0	0%
To General Capital	26,130	0	49,000	49,000	0%
Total	\$26,130	\$0	\$49,000	\$49,000	0%

Budget Highlights

The Parks Trust Fund was created in Fiscal Year 1999/00 with a \$500,000 one-time appropriation from a ½ cent tax increase. This Fund contains only local dollars, and received periodic funding from “fees in lieu of” (developer fees paid in lieu of providing open space on-site) and proceeds from harvesting timber in County’s parks.

The budget transfers \$49,000 from the Parks Trust Fund to partially fund the Parks Renovations project.

Mountain View Fire Protection Service District

Fund 352

	2013/14 Actual	2014/15 Current	2015/16 Requested	2015/16 Approved	Percent Change
Revenues					
Tax Rate	0.0600	0.0600	0.0600	0.0600	0.0%
Property Tax	\$456,545	\$427,499	\$428,295	\$428,295	0.2%
Interest on Investments	494	0			0%
Fund Balance	(29,929)	13,055	27,326	27,326	109.3%
Total	\$427,110	\$440,554	\$455,621	\$455,621	3.4%
Expenses					
Fire Protection	\$427,110	\$440,554	\$455,621	\$455,621	3.4%
Total	\$427,110	\$440,554	\$455,621	\$455,621	3.4%

Propst Fire Protection Service District

Fund 353

	2013/14 Actual	2014/15 Current	2015/16 Requested	2015/16 Approved	Percent Change
Revenues					
Tax Rate	0.0615	0.0615	0.0615	0.0620	0.8%
Property Tax	\$221,941	\$197,168	\$202,652	\$204,256	3.6%
Interest on Investments	294	0	0	0	0%
Fund Balance	(16,444)	7,933	0	0	0%
Total	\$205,791	\$205,101	\$202,652	\$204,256	-0.4%
Expenses					
Fire Protection	\$205,791	\$205,101	\$202,652	\$204,256	-0.4%
Total	\$205,791	\$205,101	\$202,652	\$204,256	-0.4%

St. Stephens Fire Protection Service District

Fund 354

	2013/14 Actual	2014/15 Current	2015/16 Requested	2015/16 Approved	Percent Change
Revenues					
Tax Rate	0.0700	0.0900	0.0900	0.0900	0.0%
Property Tax	\$647,671	\$779,158	\$754,913	\$754,913	-3.1%
Interest on Investments	963	0	0	0	0%
Fund Balance	(45,768)	39,074	39,663	39,663	1.5%
Total	\$602,866	\$818,232	\$794,576	\$794,576	-2.9%
Expenses					
Fire Protection	\$602,866	\$818,232	\$794,576	\$794,576	-2.9%
Total	\$602,866	\$818,232	\$794,576	\$794,576	-2.9%

Conover Rural Fire Protection Service District

Fund 355

	2013/14 Actual	2014/15 Current	2015/16 Requested	2015/16 Approved	Percent Change
Revenues					
Tax Rate	0.0700	0.0700	0.0900	0.0900	28.6%
Property Tax	79,776	\$74,989	91,265	\$91,265	21.7%
Interest on Investments	1,916	0	0	0	0%
Fund Balance	(81,692)	0	0	0	0%
Total	\$0	\$74,989	\$91,265	\$91,265	21.7%
Expenses					
Fire Protection	\$0	\$0	\$0	\$0	0%
Capital	0	\$74,989	91,265	\$91,265	21.7%
Total	\$0	\$74,989	\$91,265	\$91,265	21.7%

Oxford Fire Protection Service District

Fund 356

	2013/14 Actual	2014/15 Current	2015/16 Requested	2015/16 Approved	Percent Change
Revenues					
Tax Rate	0.0558	0.0558	0.0650	0.0650	16.5%
Property Tax	\$283,463	\$265,250	\$294,549	\$294,549	11.0%
Interest on Investments	486	0	0	0	0%
Fund Balance	(25,862)	0	0	0	0%
Total	\$258,087	\$265,250	\$294,549	\$294,549	11.0%
Expenses					
Fire Protection	\$258,087	\$265,250	\$294,549	\$294,549	11.0%
Total	\$258,087	\$265,250	\$294,549	\$294,549	11.0%

Sherrills Ford Fire Protection Service District

Fund 357

	2013/14 Actual	2014/15 Current	2015/16 Requested	2015/16 Approved	Percent Change
Revenues					
Tax Rate	0.0700	0.0800	0.0806	0.0810	1.3%
Property Tax	\$1,428,388	\$1,562,316	\$1,563,170	\$1,570,882	0.5%
Interest on Investments	1,310	0	0	0	0%
Fund Balance	(51,289)	0	0	0	0%
Total	\$1,378,409	\$1,562,316	\$1,563,170	\$1,570,882	0.5%
Expenses					
Fire Protection	\$1,378,409	\$1,562,316	\$1,563,170	\$1,570,882	0.5%
Total	\$1,378,409	\$1,562,316	\$1,563,170	\$1,570,882	0.5%

Bandys Fire Protection Service District

Fund 358

	2013/14 Actual	2014/15 Current	2015/16 Requested	2015/16 Approved	Percent Change
Revenues					
Tax Rate	0.0700	0.0700	0.0900	0.0820	17.1%
Property Tax	\$471,594	\$438,477	\$549,814	\$501,434	14.4%
Interest on Investments	907	0	0	0	0%
Fund Balance	(33,351)	0	0	0	0%
Total	\$439,150	\$438,477	\$549,814	\$501,434	14.4%
Expenses					
Fire Protection	\$439,150	\$438,477	\$549,814	\$501,434	14.4%
Total	\$439,150	\$438,477	\$549,814	\$501,434	14.4%

Maiden Fire Protection Service District

Fund 359

	2013/14 Actual	2014/15 Current	2015/16 Requested	2015/16 Approved	Percent Change
Revenues					
Tax Rate	0.0600	0.0700	0.0800	0.0750	7.1%
Property Tax	\$181,235	\$197,016	\$214,210	\$200,917	2.0%
Interest on Investments	1,187	0	0	0	0%
Fund Balance	(16,031)	0	0	0	0%
Total	\$166,391	\$197,016	\$214,210	\$200,917	2.0%
Expenses					
Fire Protection	\$166,391	\$197,016	\$214,210	\$200,917	2.0%
Total	\$166,391	\$197,016	\$214,210	\$200,917	2.0%

Claremont Fire Protection Service District

Fund 360

	2013/14 Actual	2014/15 Current	2015/16 Requested	2015/16 Approved	Percent Change
Revenues					
Tax Rate	0.0700	0.0700	0.0900	0.0800	14.3%
Property Tax	\$243,238	\$231,251	\$277,728	\$247,100	6.9%
Interest on Investments	449	0	0	0	0%
Fund Balance	(15,451)	0	0	0	0%
Total	\$228,236	\$231,251	\$277,728	\$247,100	6.9%
Expenses					
Fire Protection	\$228,236	\$231,251	\$277,728	\$247,100	6.9%
Total	\$228,236	\$231,251	\$277,728	\$247,100	6.9%

Catawba Fire Protection Service District

Fund 361

	2013/14 Actual	2014/15 Current	2015/16 Requested	2015/16 Approved	Percent Change
Revenues					
Tax Rate	0.0700	0.0700	0.1000	0.0850	21.4%
Property Tax	\$140,456	\$130,117	\$178,420	\$152,150	16.9%
Interest on Investments	3,400	0	0	0	0%
Fund Balance	68,511	4,500	0	0	0%
Total	\$212,367	\$134,617	\$178,420	\$152,150	13.0%
Expenses					
Fire Protection	\$212,367	\$134,617	\$178,420	\$152,150	13.0%
Total	\$212,367	\$134,617	\$178,420	\$152,150	13.0%

Long View Fire Protection Service District

Fund 362

	2013/14 Actual	2014/15 Current	2015/16 Requested	2015/16 Approved	Percent Change
Revenues					
Tax Rate	0.0546	0.0650	0.0730	0.0730	12.3%
Property Tax	\$23,371	\$26,211	\$26,001	\$26,001	-0.8%
Interest on Investments	196	0	0	0	0%
Fund Balance	(1,862)	0	0	0	0%
Total	\$21,705	\$26,211	\$26,001	\$26,001	-0.8%
Expenses					
Fire Protection	\$21,705	\$26,211	\$26,001	\$26,001	-0.8%
Total	\$21,705	\$26,211	\$26,001	\$26,001	-0.8%

Newton Fire Protection Service District

Fund 363

	2013/14 Actual	2014/15 Current	2015/16 Requested	2015/16 Approved	Percent Change
Revenues					
Tax Rate	0.0700	0.0850	0.0900	0.0900	5.9%
Property Tax	\$374,517	\$427,006	\$438,323	\$438,323	2.7%
Interest on Investments	412	0	0	0	0%
Fund Balance	(23,225)	11,062	22,197	22,197	100.7%
Total	\$351,704	\$438,068	\$460,520	\$460,520	5.1%
Expenses					
Fire Protection	\$351,704	\$438,068	\$460,520	\$460,520	5.1%
Total	\$351,704	\$438,068	\$460,520	\$460,520	5.1%

Cooksville Fire Protection Service District

Fund 365

	2013/14 Actual	2014/15 Current	2015/16 Requested	2015/16 Approved	Percent Change
Revenues					
Tax Rate	0.0617	0.0617	0.0617	0.0620	0.5%
Property Tax	\$99,355	\$91,772	\$90,179	\$90,612	-1.3%
Interest on Investments	516	0	0	0	0%
Fund Balance	(8,517)	0	0	0	0%
Total	\$91,354	\$91,772	\$90,179	\$90,612	-1.3%
Expenses					
Fire Protection	\$91,354	\$91,772	\$90,179	\$90,612	-1.3%
Total	\$91,354	\$91,772	\$90,179	\$90,612	-1.3%

Hickory Rural Fire Protection Service District

Fund 369

	2013/14 Actual	2014/15 Current	2015/16 Requested	2015/16 Approved	Percent Change
Revenues					
Tax Rate	0.0700	0.0700	0.1000	0.0900	28.6%
Property Tax	\$319,097	\$301,680	\$416,717	\$375,355	24.4%
Interest on Investments	301	0	0	0	0%
Fund Balance	(10,391)	7,371	13,822	13,822	87.5%
Total	\$309,007	\$309,051	\$430,539	\$389,177	25.9%
Expenses					
Fire Protection	\$309,007	\$309,051	\$430,539	\$389,177	25.9%
Total	\$309,007	\$309,051	\$430,539	\$389,177	25.9%

All Districts

	2013/14 Actual	2014/15 Current	2015/16 Requested	2015/16 Approved	Percent Change
Revenues					
Average Tax Rate	0.0653	0.0699	0.0808	0.0775	10.8%
Property Tax	\$4,970,647	\$5,149,910	\$5,526,236	\$5,376,052	4.4%
Interest on Investments	12,831	0	0	0	0%
Fund Balance	(291,301)	82,995	103,008	103,008	24.1%
Total	\$4,692,177	\$5,232,905	\$5,629,244	\$5,479,060	4.7%
Expenses					
Fire Protection	\$4,692,177	\$5,157,916	\$5,537,979	\$5,387,795	4.5%
Capital	0	74,989	91,265	91,265	21.7%
Total	\$4,692,177	\$5,232,905	\$5,629,244	\$5,479,060	4.7%

Budget Highlights

Catawba County is fortunate to have a large number of highly-trained and dedicated volunteers providing fire and medical first response services. These volunteers willingly devote their efforts, time and personal safety for the benefit of their community. Without these volunteers, the County would incur tremendous costs to maintain the level of fire and medical first response services that citizens enjoy. However, it has recently become more challenging to adequately staff the districts relying solely on volunteers, due to increased training requirements, less willingness on behalf of private employers to allow volunteers the flexibility to respond to fires during regular work shifts, and the tug and pull of family commitments. As a result, there is an increasing need to supplement the existing pool of volunteers with paid staff.

10 fire protection service districts requested a tax increase for Fiscal Year 2015/16. All 10 are recommended for an increase next year. With these changes, the average tax rate for all fire districts increases from \$0.0699 to \$0.0775.

Bandys— (Increase from \$0.07 to \$0.0820) – This increase will allow the district to hire three full-time employees, providing Station 1 with 24/7 coverage and funding for supplemental part-time staffing.

Catawba – (Increase from \$0.07 to \$0.085) —This increase will offset revenue losses due to the 2015 property revaluation and fund the purchase of replacement vehicles.

Claremont – (Increase from \$0.07 to \$0.08) — This tax increase will allow Claremont to fund debt service on the Pumper/Tanker purchased as a replacement for two trucks.

Conover-Rural (Increase from \$0.07 to \$0.09) — This increase will allow the district to purchase vehicles, which include one engine and one ladder truck. *(Note: All of the Conover district's tax revenue goes toward capital expenses, rather than operating expenses.)*

Hickory - Rural (Increase from \$0.07 to \$0.09) — This increase will replace two tankers.

Long View (Increase from \$0.07 to \$0.073) — This increase will generate the same amount of revenue as the previous year, offsetting revenue losses from the 2015 property revaluation.

Maiden (Increase from \$0.07 to \$0.075) — This increase will generate the same amount of revenue as the previous year, offsetting revenue losses from the 2015 property revaluation.

Newton (Increase from \$0.085 to \$0.09) — This increase will generate the same amount of revenue as the previous year, offsetting revenue losses from the 2015 property revaluation.

Oxford (Increase from \$0.0558 to \$0.073) — This increase will generate the same amount of revenue as the previous year, offsetting revenue losses from the 2015 property revaluation, and replace a brush truck.

Sherrills Ford (Increase from \$0.08 to \$0.081) — This increase will generate the same amount of revenue as the previous year, offsetting revenue losses from the 2015 property revaluation.

General Capital Projects

Fund 410

	2015/16 Requested	2015/16 Approved	Percent Change
Revenues			
Federal Bed Rental	\$325,000	\$325,000	0.0%
Local Bed Rental	\$325,000	\$325,000	0.0%
Sales Tax	214,433	214,433	0.0%
Fund Balance	0	0	0%
From Other Parks	49,000	49,000	0.0%
From General Fund	3,268,008	3,121,277	-4.5%
Total	\$4,181,441	\$4,034,710	-3.5%
Expenses			
Economic Development Reserve	\$214,433	\$214,433	0.0%
Employment Security Commission Roofing	150,000	-	0%
Jail Expansion Set-aside	3,012,500	3,012,500	0.0%
Park Improvements (formerly Riverbend Improvements)	113,508	116,777	2.9%
Public Safety	66,000	66,000	0.0%
Radio Transmit Base Station	150,000	150,000	0.0%
Server & Desktop Applications (formerly Microsoft Licensing)	275,000	275,000	0.0%
Technology Infrastructure Upgrade	200,000	200,000	0.0%
Total	\$4,181,441	\$4,034,710	-3.5%



Schools' Capital Projects

Fund 420

	2015/16 Requested	2015/16 Approved	Percent Change
Revenues			
2nd 1/2% Sales Tax	\$3,592,479	\$3,627,357	1.0%
2nd 1/2% Sales Tax - Food	507,465	512,392	1.0%
1st 1/2 cent Sales Tax-Food	0	0	0%
Lottery	0	0	0%
Fund Balance Applied	0	100,000	0%
From Schools' Construction	0	0	0%
From General Fund	6,821,044	799,988	-88.3%
Total	\$10,920,988	\$5,039,737	-53.9%
Expenses			
Catawba County (in priority order)			
HVAC Equipment & Control Upgrades - various schools	\$1,095,000	\$891,000	-18.6%
System-wide Reroofing Projects	631,500	409,000	-35.2%
Challenger Early College Renovations to CVCC Engineering Building	75,000	75,000	0.0%
School Security Phase II Sallyports	200,000	100,000	-50.0%
Plumbing Replacement - Riverbend Middle & Bunker Hill High School	334,000	334,000	0.0%
Gym Bleachers - Oxford, Claremont, & Campbell Elementary & Bandys High Schools	141,000	141,000	0.0%
Window Replacement (Phase II) - Bunker Hill High School	175,000	175,000	0.0%
Transportation: Activity Buses	174,000	87,000	-50.0%
New School Traffic Entrances - Startown & Mt. View Elementary Schools	300,000	0	0%
Maintenance Vehicle	32,000	0	0%
HVAC Controls Upgrades	108,000	0	0%
System-wide Paving	515,000	0	0%
System-wide Storage/Restroom Facilities	1,150,000	0	0%
Elementary School Roof Gutters	97,500	0	0%
Maiden Middle School: Design & Construct New Front Entrance	375,000	0	0%
Catawba Roasenwald/ESTEEM Kitchen	95,000	0	0%
Transportation: Fueling Station Relocation	100,000	0	0%
Transportation: Addition to Garage	275,000	0	0%
Schools' Project Manager	33,092	33,092	0.0%
Per Capita 16,800 @ \$52.00	875,940	873,600	-0.3%
Total	\$6,782,032	\$3,118,692	-54.0%
Hickory City (in priority order)			
Replace Southwest Elementary School HVAC Units	270,000	\$270,000	0.0%
System-wide Paving/Sealing--Phase 1 of 3	190,000	190,000	0.0%
HCAM Kitchen Renovation	235,000	0	0%
Hickory High School Tennis Courts	30,000	30,000	0.0%
Facilities Equipment	115,000	0	0%
Hickory High School Main Elevator	35,000	35,000	0.0%
Jenkins Mobile Units	30,000	per capita	0%
To Debt Service for QZABs	0	50,000	0%
Per Capita 4,479 @ \$52.00 less \$50,000 QZAB payment	227,500	182,908	-19.6%
Total	\$1,132,500	\$757,908	-33.1%
Newton-Conover (in priority order)			
Warehouse Space	\$340,000	\$0	0%
HVAC Upgrades & Replacements	250,000	250,000	0.0%
School Security & Signage	200,000	100,000	-50.0%
Maintenance Service Truck	30,000	0	0%
Per Capita 3,222 @ \$52.00	165,360	167,544	1.3%
Schools' Project Manager	51,096	45,593	-10.8%
Total	\$1,036,456	\$563,137	-45.7%

Schools' Capital Projects

Fund 420

	2015/16 Requested	2015/16 Approved	Percent Change
Catawba Valley Community College (in priority order)			
Chiller Unit	\$255,000	\$255,000	0.0%
Gas Packs Phase I	225,000	225,000	0.0%
ADA Improvements - Phase I	50,000	50,000	0.0%
Maintenance Truck	20,000	20,000	0.0%
General Renovations	50,000	50,000	0.0%
ADA Improvements - Phase II	480,000	0	0%
Gas Packs - Phase II	225,000	0	0%
HVAC Units - Administrative Building	170,000	0	0%
HVAC Units - Student Services Building	75,000	0	0%
Roof	50,000	0	0%
Energy Management Upgrades	170,000	0	0%
Courtyard Renovations	200,000	0	0%
Total	\$1,970,000	\$600,000	-69.5%
GRAND TOTAL	\$10,920,988	\$5,039,737	-53.9%

Schools' Construction Fund

Fund 423

	2013/14 Actual	2014/15 Current	2015/16 Requested	2015/16 Approved	Percent Change
Revenues					
Interest on Investments	\$62,580	\$0	\$0	\$0	0%
Proceeds - Installment Purchase	0	2,000,000	12,490,000	12,490,000	524.5%
From General Fund	1,043,303	3,185,358	3,094,153	3,094,153	-2.9%
From School Capital Projects Fund	0	0	0	0	0%
Fund Balance	16,091,937	0	0	0	0%
Total	\$17,197,820	\$5,185,358	\$15,584,153	\$15,584,153	200.5%
Expenses					
CCS - New Banoak Elementary School (Planning)	\$0	\$0	\$500,000	\$500,000	0%
CCS - Fred T. Foard High School Fieldhouse			\$1,200,000	\$1,200,000	
CCS - Webb Murray Renovations	368,326	0	0	0	0%
CVCC - Classroom Renovations	2,504,284	0	0	0	0%
CVCC - East Campus Renovations	61,445	2,000,000	0	0	0%
CVCC - Pipe Replacement	0	0	890,000	890,000	0%
CVCC - Vocational Building	38,621	0	0	0	0%
CVCC - Workforce Solutions Complex	0	0	8,400,000	8,400,000	
Future Debt	0	3,185,358	3,094,153	3,094,153	-2.9%
HPS - Longview Elementary	7,448,154	0	0	0	0%
NCCS - County Home Middle	109,120	0	0	0	0%
NCCS - Newton-Conover High School Bleachers	0	0	1,500,000	1,500,000	0%
NCCS - Newton-Conover Middle School	32,428	0	0	0	0%
NCCS - South Newton Renovations	7,003,768	0	0	0	0%
Total	\$17,197,820	\$5,185,358	\$15,584,153	\$15,584,153	200.5%

Water & Sewer Projects

Fund 475

	2013/14 Actual	2014/15 Current	2015/16 Requested	2015/16 Approved	Percent Change
Revenues					
State	\$81,687	\$0	\$0	\$0	0%
Federal	45,255	0	0	0	0%
Interest on Investments	264,643	0	0	0	0%
1/4 Cent Sales Tax	0	1,359,996	0	700,354	-48.5%
Proceeds from Installment Purchase	0	0	0	0	0%
From General Fund	1,600,000	800,000	1,575,000	0	0%
Fund Balance	3,270,498	1,642,259	15,000	399,646	-75.7%
Total	\$5,262,083	\$3,802,255	\$1,590,000	\$1,100,000	-71.1%
Expenses					
Balls Creek Water (Loan Program)	\$9,000	\$0	\$0	\$0	0%
Bunker Hill Covered Bridge Water	22,200	0	0	0	0%
CDBG Old Shelby Road Water	62,748	0	0	0	0%
County Complex Water and Sewer	(13,298)	0	0	0	0%
CWB Bunker Hill Sewer	52	0	0	0	0%
Davis Road Water (Loan Program)	0	825,862	0	0	0%
EPA Stormwater Phase II	18,845	0	0	0	0%
Farmfield Acres Water	0	0	0	0	0%
Heatherbrook Subdivision Water	34,782	0	0	0	0%
Highway 150 Sewer	4,350,100	0	0	0	0%
McLin/Lyle Creek Sewer Outfall (Loan Program)	0	2,576,393	0	0	0%
Mt. View Elementary Sewer	28,800	0	0	0	0%
Park 1764 Water and Sewer	0	0	700,000	700,000	0%
Ramseur Road Water	78,768	0	0	0	0%
SECC Water Supply Loop	308,191	0	0	0	0%
Sludge Composting Project	361,895	400,000	400,000	400,000	0.0%
Total	\$5,262,083	\$3,802,255	\$1,100,000	\$1,100,000	-71.1%

Budget Highlights

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

Solid Waste Capital

Fund 485

	2013/14 Actual	2014/15 Current	2015/16 Requested	2015/16 Approved	Percent Change
Revenues					
Interest on Investments	\$24,692	\$0	\$0	\$0	0%
From Solid Waste Management Fund	1,550,000	750,000	1,550,000	1,550,000	106.7%
Fund Balance	(1,529,461)	0	0	0	0%
Total	\$45,231	\$750,000	\$1,550,000	\$1,550,000	106.7%
Expenses					
Crop Processing Facility	\$18,211	\$0	\$0	\$0	0%
EcoComplex	27,020	0	0	0	0%
Subtitle D Cell Construction	0	750,000	1,550,000	1,550,000	106.7%
Total	\$45,231	\$750,000	\$1,550,000	\$1,550,000	106.7%

Budget Highlights

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

Water and Sewer Fund

Fund 515

	2013/14 Actual	2014/15 Current	2015/16 Requested	2015/16 Approved	Percent Change
Revenues					
Charges & Fees	\$853,652	\$617,000	\$646,000	\$646,000	4.7%
Interest on Investments	146,674	0	0	0	0.0%
1/4 Cent Sales Tax	1,359,558	0	1,436,405	0	0%
From General Fund	0	0	0	1,575,000	0%
Fund Balance	(6,009,119)	1,666,674	432,387	295,860	0%
Total	(\$3,649,235)	\$2,283,674	\$2,514,792	\$2,516,860	10.2%
Expenses					
Personal Services	\$82,002	\$100,798	\$104,779	\$106,847	6.0%
Supplies & Operations	447,975	855,826	864,678	864,678	1.0%
Debt Service	1,307,369	1,327,050	1,545,335	1,545,335	16.4%
Enterprise Contra Accounts	(5,486,581)	0	0	0	0%
Total	(\$3,649,235)	\$2,283,674	\$2,514,792	\$2,516,860	10.2%
Employees					
Permanent	1.00	1.00	1.00	1.00	0.0%
Hourly	0.00	0.00	0.00	0.00	0%
Total	1.00	1.00	1.00	1.00	0.0%

Budget Highlights

The budget commits \$1.575 million of the property tax and \$700,354 of the ¼ cent sales tax to fund countywide water and wastewater capital and operating needs. The budget funds one new project in cooperation with the City of Hickory to provide water and sewer to Park 1764, a one of a kind in the region Class A Business Park. Additionally work will continue on previously approved projects.

Performance Measurement

Fiscal Year 2015/16

Outcomes for Fiscal Year 2015/16 focus on providing needed water and sewer infrastructure projects within the unincorporated areas of the County, as well as efficiently supporting and managing these projects. Staff will improve quality of life by developing and implementing water and sewer projects to strategically extend at least 8,000 linear feet of water lines and at least 1,000 linear feet of sewer lines. In addition to these projects, Water and Sewer will explore and apply for at least three grants to maximize county dollars, as well as run all new and previously approved projects that have changed since original approval through a prioritization tool to ensure the County pursues the projects that are the highest priority.

Fiscal Year 2014/15

All outcomes for Water & Sewer Administration were on target at mid-year. All projects, both current and new, were prioritized using the Utility Prioritization Tool. To help determine future projects, a list of properties was being developed to survey unincorporated residents. Projects currently underway,

including Highway 150 Sewer and SECC Phase 3 Tank and Booster projects, were in completion phase. Finally, staff applied for CDBG funding for water service to some underserved portions of the County.

Fiscal Year 2013/14

Water & Sewer Administration achieved all three of its outcomes by continuing to provide more unincorporated households and businesses with clean drinking water and environmentally-conscious sewage disposal. All projects were prioritized using the Utility Prioritization Tool and four grants to offset project costs were submitted. Additionally, 2/3rd of a mile of water lines and 13 miles of sewer lines were implemented with nearly another 2 miles of water and 1 mile of sewer lines under discussion.

WATER AND SEWER ADMINISTRATION

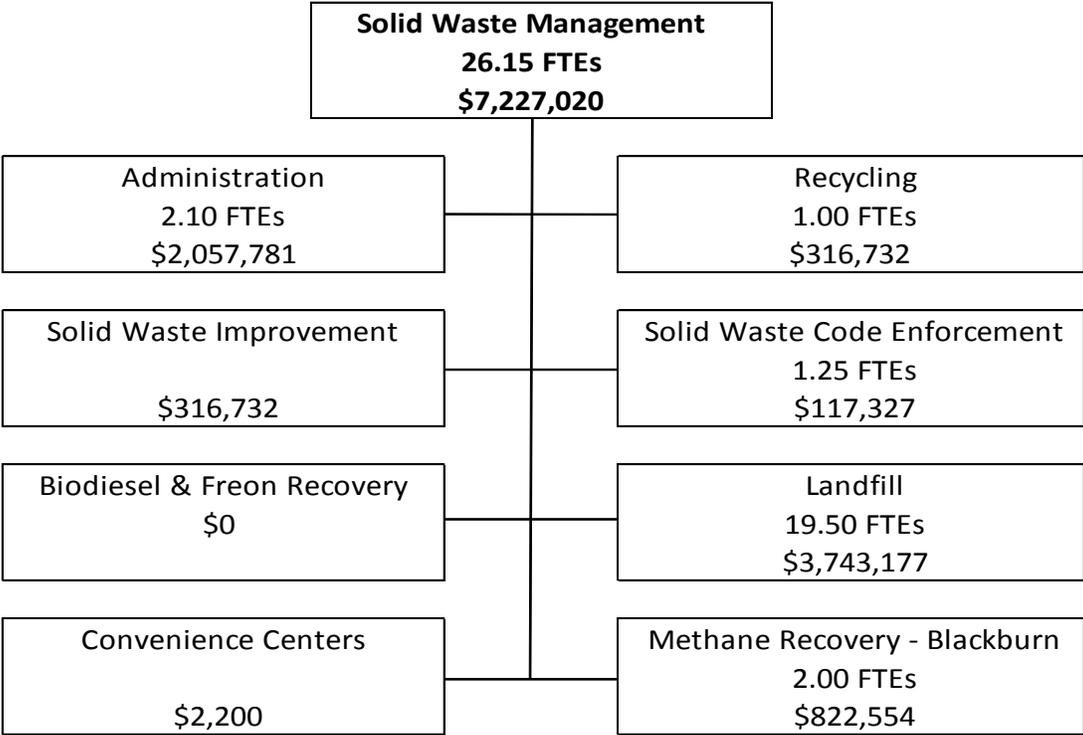
Statement of Purpose

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 5,300 linear feet of water lines and at least 1,000 linear feet of sewer lines. This will enhance infrastructure availability to citizens in the unincorporated areas of the County.
2. Explore grant opportunities by utilizing staff to investigate and apply for a minimum of three grants annually to offset costs of projects, components, or operations associated with Water and Sewer Management, Solid Waste Management, or the EcoComplex as measured by tracking grant applications.
3. To ensure the water and sewer projects completed in Fiscal Year 2015/16 are those that demonstrate the most need, all previously and currently funded projects in the Water and Sewer Capital Improvement Plan that have changed since their approval will be re-run through the Utility Prioritization Tool and reprioritized accordingly.
4. To ensure citizens in the unincorporated areas of the County have the opportunity to provide input for consideration in future water and sewer extension efforts, staff will survey 100 percent of households/businesses in the County that do not have access to municipal water and sewer by June 30, 2017. This survey will serve as an important element in the County's long-range infrastructure planning efforts by identifying areas where citizen demand/need for service is high. For Fiscal Year 2015/16, the department will develop and deploy a survey targeting at understanding citizens' desire/need for municipal water and/or sewer service and will subsequently inventory all responses received and work with the GIS department to develop a map indicating areas of high demand/need.

Catawba County Government



Solid Waste Management

Fund 525

	2013/14 Actual	2014/15 Current	2015/16 Requested	2015/16 Approved	Percent Change
Revenues					
State	\$45,897	\$43,000	\$43,000	\$43,000	0.0%
Taxes	297,543	249,000	284,000	284,000	14.1%
Interest on Investments		0	0	0	0%
Local	0	0	3,000	3,000	
Charges & Fees	5,499,062	5,591,079	5,586,198	5,586,198	-0.1%
Miscellaneous	261,112	69,900	66,900	66,900	-4.3%
Other Financing Sources	66,464	0	0	0	0%
From General Fund	0	0	0	0	0%
From Self-Insurance Fund	1,565	0	0	0	0%
Fund Balance	500,048	0	1,199,117	1,243,922	0%
Total	\$6,671,691	\$5,952,979	\$7,182,215	\$7,227,020	21.4%
Expenses					
Personal Services	\$1,539,802	\$1,562,634	\$1,576,800	\$1,621,605	3.8%
Supplies & Operations	2,722,961	2,996,842	3,280,415	3,280,415	9.5%
Enterprise Contra Accounts	557,156	100,000	100,000	100,000	0.0%
Capital	301,772	270,000	675,000	675,000	150.0%
To Solid Waste Capital Fund	1,550,000	750,000	1,550,000	1,550,000	106.7%
Future Solid Waste	0	273,503	0	0	0%
Total	\$6,671,691	\$5,952,979	\$7,182,215	\$7,227,020	21.4%
Expenses by Division					
Administration	\$2,067,299	\$1,552,704	\$2,052,657	\$2,057,781	32.5%
Recycling	55,406	100,550	165,758	167,249	66.3%
Solid Waste Improvement	3,539,485	301,732	316,732	316,732	5.0%
Code Enforcement	74,399	113,404	114,945	117,327	3.5%
Biodiesel & Freon Recovery	36,427	10,313	0	0	0%
Landfill	128,792	3,129,926	3,710,818	3,743,177	19.6%
Convenience Centers	4,314	2,200	2,200	2,200	0.0%
Methane Recovery	765,569	742,150	819,105	822,554	10.8%
Total	\$6,671,691	\$5,952,979	\$7,182,215	\$7,227,020	21.4%
Employees					
Permanent	26.60	25.60	25.85	25.85	1.0%
Hourly	0.30	0.30	0.30	0.30	0.0%
Total	26.90	25.90	26.15	26.15	1.0%

Budget Highlights

Solid Waste is a self-supporting function, with no County property tax dollars contributing. The tipping fee for disposing of waste remains at \$31 per ton plus a \$2 per ton State tax. This fee has not increased since 2008. The entire Fund increased due to scheduled set-aside funding for the Subtitle D Cell Construction in 2020/21.

Catawba County continues to place a high focus on recycling, with the County ranking #1 in the State for recycling per capita in Fiscal Year 2013/14. Catawba County citizens recycled 507.55 pounds of materials

per capita. To continue to promote recycling, the budget maintains one community household hazardous waste collection event, in addition to electronics and paint recycling to year-round at the Blackburn Landfill free of charge.

Performance Measurement

Fiscal Year 2015/16

Solid Waste Management continues to provide a myriad of services that look to produce sustainable, environmentally-friendly, and financially-stable outcomes. The latest efforts to achieve this relate to new outcomes surrounding a partnership with Keep Catawba County Beautiful to provide environmental education and service aimed at reducing the amount of litter in the community. Other proposed outcomes are largely consistent with the current year's outcomes.

Fiscal Year 2014/15

Through mid-year Solid Waste had already achieved its first outcome related to promoting and offering a Household Hazardous Waste event in Hickory that provided a safe and environmentally-friendly means of disposing hazardous waste, electronic waste, and paint recycling. The remaining three outcomes were on target, including a new zero waste initiative aimed at informing, educating, and assisting the top 30 waste producing companies to reduce their percentage of waste to gross product. Furthermore, nearly 250,000 pounds of electronic, paint, and household hazardous waste were collected either through the one-day Household Hazardous Waste Collection Event or Landfill. This is in line with the latest 4-year average. Finally, a new rate structure with Duke Energy successfully resulted in a \$0.017 per kilowatt hour increase for the sale of electricity from the Landfill Gas-to-Energy Co-Generation Project, increasing the budget over \$400,000.

Fiscal Year 2013/14

Solid Waste achieved four of its five outcomes for Fiscal Year 2013/14. By working with 49 companies, 30 of which are the largest waste producers, the long-range Landfill capacity was secured. Additionally, the safe disposal of household hazardous waste resulted in the diversion of 196,927 pounds of electronics and 70,290 pounds of other household waste from the Landfill through community collection events. Furthermore, a computer-aided earthmoving system was implemented saving costly aerial flyovers annually. The new system through GPS helps keep up with the change in topography of a landfill face on a daily basis. This includes tracking compaction levels. This improves the optimization of the landfill space, another method to extend the landfill's use. Solid Waste fell short of its goal to reduce Landfill fuel costs by only producing 2,000 of its 10,000 gallon biodiesel production goal, making this the only outcome it did not achieve. (The production of biodiesel has since been contracted out to Blue Ridge Biofuels, with the County no longer providing this service.) Finally, 4 grants were received, which offset costs by over \$800,000.

SOLID WASTE MANAGEMENT

Statement of Purpose

The Solid Waste Management program will provide solid waste collection, disposal and processing, recycling and waste reduction services, secure long-range Landfill capacity, ensure environmentally friendly waste disposal solutions, maintain the financial integrity of the Solid Waste Enterprise Fund, and promote the continued development of the EcoComplex and Resource Recovery Facility.

Outcomes

1. To provide a safe, environmentally friendly means of disposing hazardous waste, Solid Waste will promote and offer a Household Hazardous Waste (HHW) event in Hickory, as well as electronics and paint recycling year-round at the EcoComplex and Resource Recovery Facility. Success will be measured by diverting at least 150,000 pounds of electronics and household hazardous waste from the Landfill.
2. To continue the success of the Landfill Gas-to-Energy Co-Generation Project, staff will continue to monitor the rate offered by Duke Energy for the sale of electricity in order to determine whether continuing on a month to month rate or to enter into an extended Purchase Power Agreement is most beneficial to the County.
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. Promote a beautiful and litter-free environment and community, by partnering with Keep Catawba County Beautiful (KCCB), an affiliation of Keep America Beautiful, to maintain a Community Appearance Index below 2.0 and by
 - a. Coordinating and promoting 2 litter collection events.
 - b. Developing a pool of volunteers.
 - c. Implementing 2 community beautification projects, at least one of which will be to improve areas in the county that are considered to be an eyesore (as determined by KCCB board members and the public).



CATAWBA COUNTY CAPITAL IMPROVEMENT PLAN

Overview

The County's Capital Improvement Plan is an eight-year plan for the scheduling and appropriation of funds for major projects representing significant contributions to the County's overall inventory of physical assets. The types of projects traditionally included in the CIP are major non-recurring expenditures for the:

- construction, purchase or major renovation of buildings, utility systems, schools, solid waste, parks, or other physical structures
- purchase of land for utilities, right of way, schools, solid waste, parks, and sites associated with proposed public buildings
- purchase and implementation of technology
- stimulation of economic development

To be considered as a project in the CIP, the project must meet the following criteria:

- project or equipment life of greater than five years
- estimated cost of at least \$100,000 or be set aside for future spending

The CIP is a planning tool as well as a financial plan and fulfills the County's policy of planning ahead for our future facilities and equipment needs. The first year of the CIP represents the actual capital project budget appropriated for that year. Approval of the CIP therefore commits the County to the first year of the capital projects with conditional approval for those projects listed in the four future planning years. Each year, the CIP is updated (with deletion of the "prior year" data and the addition of a planning year) to maintain an eight-year plan.

The CIP preparation is concurrent with the budget process. In the fall of each year, all County departments submit their budget requests along with any capital projects for consideration and inclusion in the CIP. The requests are reviewed by the Facilities Director and the Budget Staff and submitted to the County Manager as part of the year's recommended budget.

Capital Projects Fund accounts for financial resources to be used for the acquisition or construction of major capital facilities and include the following:

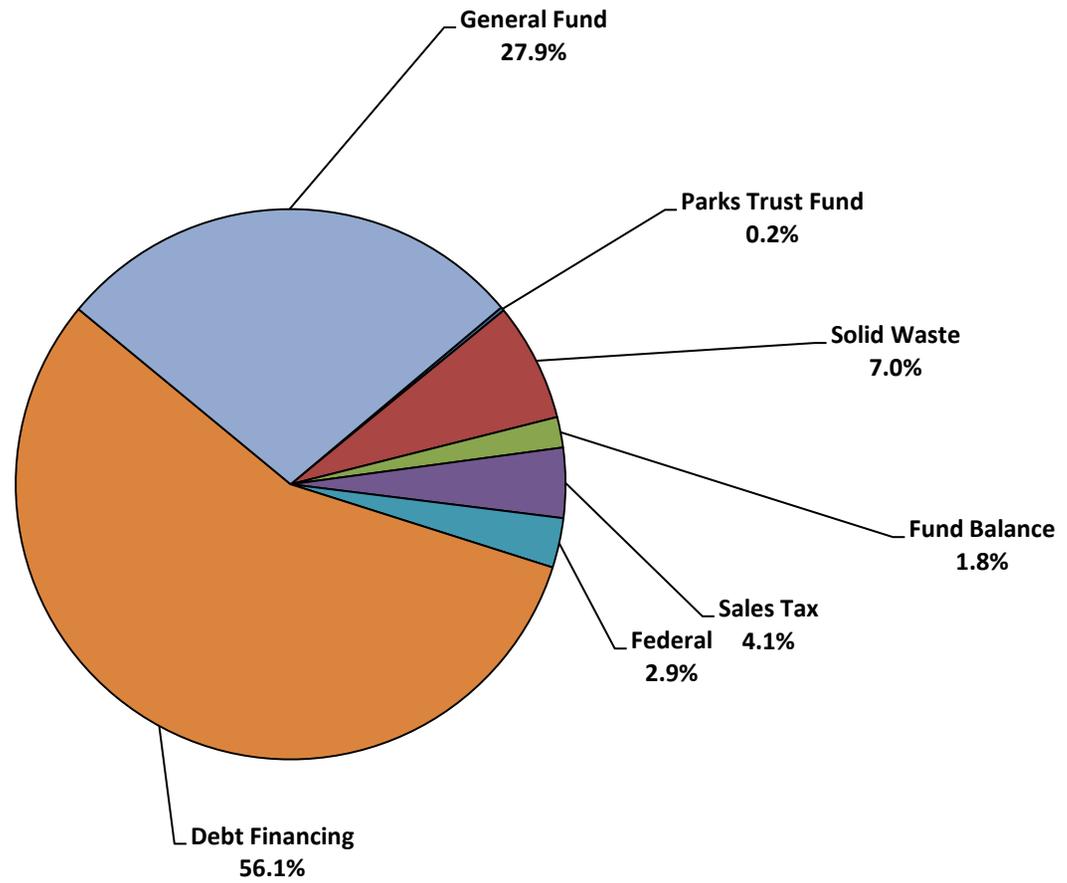
General Capital Projects Fund - to account for the financing and construction of all major general government capital projects.

Schools Construction Fund - to account for the financing and construction of all school projects across all the school systems.

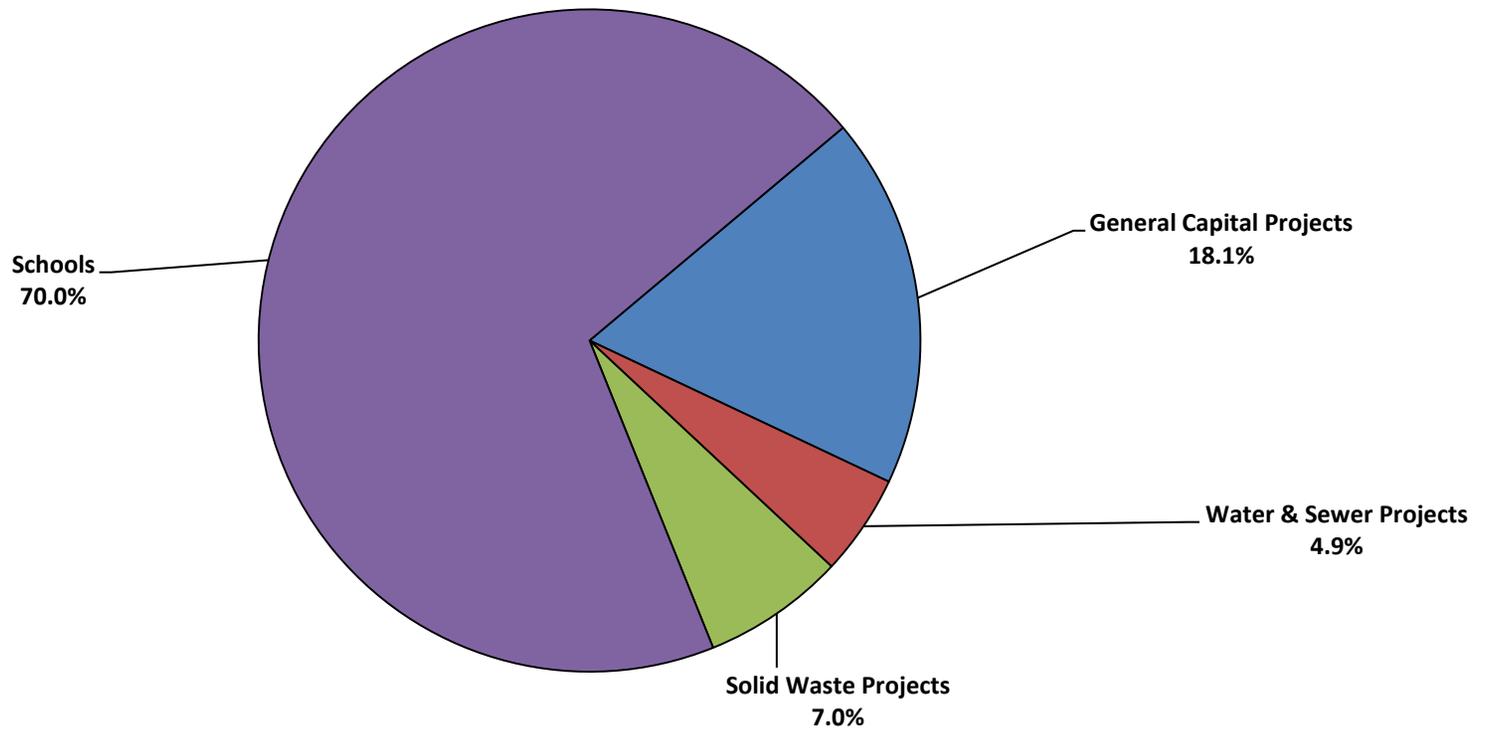
Water & Sewer Construction Fund - to account for the financing and construction of major water and sewer capital projects in the unincorporated sections of the County.

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

Capital Projects Funding Summary Fiscal Year 2015/16



Capital Projects Expenditure Summary Fiscal Year 2015/16



GENERAL CAPITAL PROJECTS 8-YEAR SUMMARY	Funding in FY 2015/16	Funding in FY 2016/17	Funding in FY 2017/18	Funding in FY 2018/19	Funding in FY 2019/20	Funding in FY 2020/21	Funding in FY 2021/22	Funding in FY 2021/22	Total In 8- Year Plan
Ongoing & Periodic Projects									
Economic Development Reserve	214,433	220,866	227,492	234,317	241,346	248,587	256,044	263,726	1,906,810
Server & Desktop Applications (formerly Microsoft)	275,000	275,000	275,000	275,000	275,000	275,000	275,000	275,000	2,200,000
Permit and Inspections Software	-	100,000	100,000	100,000	100,000	100,000	100,000	100,000	700,000
Oblique Photography	-	175,600	-	-	-	175,600	-	-	351,200
Technology Infrastructure	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	1,600,000
Projects to be Debt Financed									
Jail Expansion Set-Aside	3,012,500	3,059,750	8,246,005	-	-	-	-	-	14,318,255
Pay as Go Projects									
Bunker Hill Covered Bridge	-	-	-	-	-	800,000	-	-	800,000
EMS-Conover Fire Station # 2 Addition	-	-	230,000	-	-	-	-	-	230,000
EMS-Hickory EMS Base Relocation	-	-	-	450,000	-	-	-	-	450,000
EMS-Hickory Fuel Depot	-	-	-	-	150,000	-	-	-	150,000
EMS-Hickory Rescue Base 2 Addition	-	-	-	-	230,000	-	-	-	230,000
EMS Sherrills Ford Fire Dept Addition	-	-	-	-	-	318,800	-	-	318,800
Parks: Mountain Creek Park	-	-	470,000	430,000	-	385,000	-	-	1,285,000
Parks: Park Improvements	116,777	-	-	-	-	-	-	-	116,777
Public Safety	66,000	-	-	-	-	-	-	-	66,000
Radio Transmit Base Station	150,000	-	-	-	-	-	-	-	150,000
Sheriff: Jail Door Repair, Newton Jail	-	50,000	50,000	-	-	-	-	-	100,000
Totals	4,034,710	4,081,216	9,798,497	1,689,317	1,196,346	2,502,987	831,044	838,726	24,972,842

Revenues									
Installment Purchase	-	-	8,246,005	-	-	-	-	-	8,246,005
1/4 Cent Sales Tax	214,433	220,866	227,492	234,317	241,346	248,587	256,044	263,726	1,906,810
Federal Bed Rental	325,000	325,000	-	-	-	-	-	-	650,000
Local Bed Rental	325,000	325,000	-	-	-	-	-	-	650,000
From General Fund	3,121,277	3,168,030	860,000	790,000	955,000	960,000	575,000	575,000	11,004,307
Municipalities for Orthos & Pictometry	-	42,320	-	-	-	42,320	-	-	84,639
Parks Trust Fund	49,000	-	-	-	-	-	-	-	49,000
PARTF Grants	-	-	235,000	215,000	-	592,500	-	-	1,042,500
Sale of Hickory EMS Base	-	-	-	250,000	-	-	-	-	250,000
Future EMS Project	-	-	230,000	-	-	259,580	-	-	489,580
General Capital Fund Balance	-	-	-	200,000	-	400,000	-	-	600,000
Total Revenue	4,034,710	4,081,216	9,798,497	1,689,317	1,196,346	2,502,987	831,044	838,726	24,972,842

GENERAL CAPITAL PROJECTS 1st 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							
Economic Development Reserve: Reserve for economic development projects and incentives.	214,433	220,866	227,492	234,317	897,108	A portion of the 1/4 cent sales tax is devoted to economic development.	None
Server & Desktop Applications (Formerly Microsoft Licensing): Recurring cost to keep County in compliance with licensing requirements for operating systems, security systems, e-mail management, database management, desktop publishing, etc.	275,000	275,000	275,000	275,000	1,100,000	General Fund contribution	None
Permit and Inspections Software: Every 8-10 years a major upgrade is needed to the permit and inspections software used to track everything related to the building process from planning and permitting to final inspection.	-	100,000	100,000	100,000	300,000	Set aside from General Fund (increasing Building Services revenue) planned for future software upgrade.	None
Oblique Photography: 5-directional, high quality aerial views of areas in the County. These maps are used for public safety, tax, and economic development purposes.	-	175,600	-	-	175,600	Municipalities fund 24.1% of the project.	None - updates existing maps
Technology Infrastructure: Recurring funds used to maintain the County's network.	200,000	200,000	200,000	200,000	800,000	General Fund contribution	None

GENERAL CAPITAL PROJECTS 1st 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
Projects to be Debt Financed							
Jail Expansion Set-Aside - 256 Bed Addition subject to inmate population growth and pressures at the Burke-Catawba District Confinement Facility.	3,012,500	3,059,750	8,246,005	-	14,318,255	Debt in Fiscal Year 2016/17 with total projected cost of \$17 million. Bed rental revenue annually is being set aside from jail housing revenue to offset total expansion cost. Beds could also be rented in the expanded facility to help with project cost.	\$1.2 million increase per year for additional staffing, utilities, & general operations (reflects savings from closing the DCF); \$1.4 million per year debt service. Combined cost would likely require a 2 cent tax increase projected by Fiscal Year 20/21.
Pay as Go Projects							
EMS-Conover Fire Station # 2 Addition: 1,000 sq. ft. relocation of existing Conover crew from Conover Fire Station 1. This location will provide better access to I-40 than the current location.	-	-	230,000	-	230,000	Fund from Future EMS project	\$7,000 utilities - moving existing crew.
EMS-Hickory EMS Base Relocation: Relocate 2 EMS Crews from Lenoir Rhyne Blvd to co-location at 2 Hickory Fire Stations. Relocation is necessary to more strategically locate crews and because response out of LR base is increasingly dangerous due to traffic.	-	-	-	450,000	450,000	General Capital Projects Fund Balance \$200,000, \$250,000 sale of current base	None;this is a relocation not a service expansion.
Parks: Mountain Creek Park: Development of Mountain Creek Park in Sherrills Ford area	-	-	470,000	430,000	900,000	Funding will be obtained from PARTF grants and will be matched 50% by the County from General Fund contribution	Operating costs of \$40,000 projected in FY 19/20

GENERAL CAPITAL PROJECTS 1st 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
Parks: Park Improvements: Funds to address a variety of maintenance issues at Riverbend, Baker's Mountain, and St. Stephens Park	116,777	-	-	-	116,777	General Fund contribution	None
Public Safety: Jail fencing and additional funds to renovate the Sherrills Ford Library	66,000	-	-	-	66,000	General Fund contribution	None
Radio Transmit Base Station: Replace radio equipment necessary to dispatch Fire, EMS, & Rescue that will be at least 19 years old	150,000	-	-	-	150,000	General Fund contribution	None - replaces existing equipment
Sheriff: Jail Door Replacement, Newton Jail - Door systems in the old jail section have been in operation since 1980. Gear replacements are no longer available. All doors need to be replaced including a new control panel, and 10 or 11 slide doors in each block. Replacements will be phased over time to avoid closing a block.	-	50,000	50,000	-	100,000	General Fund contribution	None
Totals	4,034,710	4,081,216	9,798,497	1,689,317	19,603,740		

GENERAL CAPITAL PROJECTS 2nd 4 Years	Funding in FY 2019/20	Funding in FY 2020/21	Funding in FY 2021/22	Funding in FY 2021/22	Total	Funding Notes	Operating Impacts
Ongoing & Periodic Projects							
Economic Development Reserve: Reserve for economic development projects and incentives.	241,346	248,587	256,044	263,726	1,009,703	A portion of the 1/4 cent sales tax is devoted to economic development.	None
Server & Desktop Applications (Formerly Microsoft Licensing): Recurring cost to keep County in compliance with licensing requirements for operating systems, security systems, e-mail management, database management, desktop publishing, etc.	275,000	275,000	275,000	275,000	1,100,000	General Fund contribution	None
Permit and Inspections Software: Every 8-10 years a major upgrade is needed to the permit and inspections software used to track everything related to the building process from planning and permitting to final inspection.	100,000	100,000	100,000	100,000	400,000	Set aside from General Fund (increasing Building Services revenue) planned for future software upgrade.	None

GENERAL CAPITAL PROJECTS 2nd 4 Years	Funding in FY 2019/20	Funding in FY 2020/21	Funding in FY 2021/22	Funding in FY 2021/22	Total	Funding Notes	Operating Impacts
Technology Infrastructure: Recurring funds used to maintain the County's network.	200,000	200,000	200,000	200,000	800,000	General Fund contribution	None
Projects to be Debt Financed							
Pay as Go Projects							
Bunker Hill Covered Bridge - Work in partnership with the Historical Association to construct an access road to the future park site.	-	800,000	-	-	800,000	Funding will come from the Parks Trust Fund. Funding will be obtained from PARTF grants and will be matched 50% by the County from a General Capital Fund Balance	Operating costs of \$40,000 projected in FY 20/21
EMS-Hickory Fuel Depot : Replace fuel station at Lenoir Rhyne Blvd. EMS Base when this base is closed and Hickory EMS Crews are relocated to two Hickory fire stations.	150,000	-	-	-	150,000	General Fund contribution	None, this is a relocation not a service expansion.

GENERAL CAPITAL PROJECTS 2nd 4 Years	Funding in FY 2019/20	Funding in FY 2020/21	Funding in FY 2021/22	Funding in FY 2021/22	Total	Funding Notes	Operating Impacts
EMS-Hickory Rescue Base 2 Addition: 1,000 sq. ft. to provide space for relocation of an existing crew once a new EMS crew is established in the Mt. View area. Also allows for relocation of Propst crew further south to cover area where there is difficulty reaching in 8-minutes	230,000	-	-	-	230,000	General Fund contribution	Relocation of existing crew.
EMS-Sherrills Ford Fire Dept. Addition: Due to anticipated population and call volume increase in the Sherrills Ford area an additional base and crew will be needed to service this area. The proposed	-	318,800	-	-	318,800	Fund from Future EMS project	Establishment of a new crew, phased in over 3 years totaling 8 EMTs salary & benefits \$465,000, ambulance \$225,000 Building operating costs
Mountain Creek Park: Development of Mountain Creek Park in Sherrills Ford area	-	385,000	-	-	385,000	Funding will be obtained from PARTF grants and will be matched 50% by the County from General Fund contribution	No increase
Totals	1,196,346	2,502,987	831,044	838,726	5,369,103		

School Construction Projects 4-Year Plan	Funding in Fiscal Year 2015/16	Funding in Fiscal Year 2016/17	Funding in Fiscal Year 2017/18	Funding in Fiscal Year 2018/19	Total	Operating Impacts
CVCC - Workforce Solutions Complex	8,400,000	0	0	0	8,400,000	
CVCC - Campus Renovations/Equipment	890,000	0	3,500,000	0	4,390,000	
Catawba County Schools -New Banoak Elementary	500,000	14,000,000	0	0	14,500,000	
Catawba County Schools - Fred T. Foard Fieldhouse	1,200,000	0		0	1,200,000	
Catawba County Schools - Claremont Elementary Kitchen/Cafeteria	0	1,800,000	0	0	1,800,000	
Catawba County Schools - Fred T. Foard gymtorium/classroom and Campbell Kitchen/Cafeteria	0	0	11,200,000	0	11,200,000	
Hickory Public Schools - Technology Improvements/Oakwood Renovations	0	2,165,000		0	2,165,000	
Hickory Public Schools - Jenkins Elementary/Hickory High Renovations	0	0	2,835,000	0	2,835,000	
Newton-Conover Schools - Newton-Conover High School Bleachers	1,500,000	0	0	0	1,500,000	
Newton-Conover Schools - Conover School Renovations/North Newton Roof	0	5,000,000	0	0	5,000,000	
Newton-Conover Schools - Newton-Conover High School Kitchen/Cafeteria	0	0	3,000,000	0	3,000,000	
Totals	12,490,000	22,965,000	20,535,000	0	55,990,000	
Revenue						
Installment Purchase	12,490,000	22,965,000	20,535,000	0	55,990,000	

SOLID WASTE CIP Summary	Funding in FY 2015/16	Funding in FY 2016/17	Funding in FY 2017/18	Funding in FY 2018/19	Funding in FY 2019/20	Funding in FY 2020/21	Funding in FY 2021/22	Funding in FY 2022/23	Total
PAY AS GO									
ATV Kubota	-	20,000	-	-	-	-	-	-	20,000
Bethany Church Rd Landfill Cap Improvements	350,000	-	-	-	-	-	-	-	350,000
Bulldozer	-	-	350,000	-	360,000	-	-	-	710,000
Cell Closure Cost (MSW & C&D)	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	800,000
C&D Landfill - 2 additional acres	-	50,000	50,000	-	-	-	-	-	100,000
Compactor	675,000	-	-	700,000	-	-	-	-	1,375,000
Diesel Storage Tank	-	-	-	-	-	-	-	50,000	50,000
Dump Truck-Off Road	-	-	-	-	-	-	450,000	-	450,000
Lawnmower and/or Bush Hog	-	-	-	28,000	-	-	25,000	-	53,000
Mechanic Truck and/or Service Fuel Truck	-	150,000	-	-	-	-	-	-	150,000
Methane Gas Perimeter Infrastructure	-	75,000	-	-	100,000	-	-	-	175,000
Pickup Truck 3/4 Ton and/or 1/2 Ton	-	35,000	-	-	-	-	35,000	-	70,000
Rubber Tire Loader	-	-	185,000	-	-	190,000	-	-	375,000
Subtitle D Cell Construction	1,200,000	1,200,000	1,200,000	1,200,000	1,000,000	250,000	250,000	250,000	6,550,000
TOTAL PAY AS GO	2,325,000	1,630,000	1,885,000	2,028,000	1,560,000	540,000	860,000	400,000	11,228,000

Subtitle D Cell Unit 3 Phase 2 Cash Flow									
Hydrogeological		175,000							175,000
Design/Permitting			260,000						260,000
Gravel			1,200,000	1,200,000					2,400,000
Construction					3,500,000	500,000			4,000,000
CQA (Construction Quality Assurance)					180,000	80,000			260,000
Construction Administration					80,000	40,000			120,000
Total Expenditures	-	175,000	1,460,000	1,200,000	3,760,000	620,000	-	-	7,215,000
Project Balance	2,977,587	4,002,587	3,742,587	3,742,587	982,587	612,587	862,587	1,112,587	

OPERATING COSTS									
Personal Services	1,621,605	1,654,037	1,687,118	1,720,860	1,755,277	1,790,383	1,826,191	1,862,714	13,918,186
General Operating	2,987,615	3,017,491	3,047,666	3,078,143	3,108,924	3,140,013	3,171,414	3,203,128	24,754,394
State \$2 Tax	292,800	294,801	297,232	299,688	302,168	304,673	307,203	309,758	2,408,323
TOTAL OPERATING	4,902,020	4,966,329	5,032,016	5,098,691	5,166,370	5,235,069	5,304,807	5,375,600	41,080,902

TOTAL EXPENSES	7,227,020	6,596,329	6,917,016	7,126,691	6,726,370	5,775,069	6,164,807	5,775,600	52,308,902
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REVENUE									
Landfill User Fees	3,960,000	4,011,499	4,051,614	4,092,130	4,133,051	4,174,382	4,216,126	4,258,287	32,897,088
Methane-Duke Power	1,018,298	1,018,298	1,018,298	1,018,298	1,018,298	1,018,298	1,018,298	1,018,298	8,146,384
Demo Landfill User Fees	531,600	594,320	594,320	594,320	594,320	594,320	594,320	594,320	4,691,840
Tire Disposal Tax	180,000	180,000	180,000	180,000	180,000	180,000	180,000	180,000	1,440,000
Solid Waste Disposal Tax (5 year average 22% of tax paid)	62,000	64,856	65,391	65,931	66,477	67,028	67,585	68,147	527,415
Solid Waste Franchise Fee	50,000	50,000	50,000	50,000	75,000	75,000	75,000	75,000	500,000
White Goods Disposal Tax	42,000	42,000	42,000	42,000	42,000	42,000	42,000	42,000	336,000
All Other Revenues	139,200	139,200	139,200	139,200	139,200	139,200	139,200	139,200	1,113,600
Fund Balance Appropriated	1,243,922	496,156	776,193	944,812	478,023	(515,159)	(167,721)	(599,652)	2,656,575
TOTAL REVENUES	7,227,020	6,596,329	6,917,016	7,126,691	6,726,370	5,775,069	6,164,807	5,775,600	52,308,902

Solid Waste CIP 1st 4 Years	Funding in FY 2015/16	Funding in FY 2016/17	Funding in FY 2017/18	Funding in FY 2018/19	Total
PAY AS GO					
ATV Kobota- Kobota is used to transport staff around landfill property for checking gas and water wells and inspecting perimeter and fencing. Existing Kobota was purchased in 2007.	-	20,000	-	-	20,000
Bethany Church Rd Landfill Cap Improvements - Cap improvements at the closed Newton Landfill. Improvements are needed to maintain compliance with North Carolina Solid Waste Regulations and to maintain the integrity of the landfill cap in order to guard against future impacts to the existing plume of contaminated groundwater.	350,000	-	-	-	350,000
Bulldozer- Bulldozers are scheduled for replacement in Fiscal Years 2017/18 and 2019/20. Replacements are scheduled according to Solid Waste financial analysis and planning.	-	-	350,000	-	350,000
Cell Closure Cost (MSW & C&D)- Construction of additional 2 acres if County decides to proceed and if State approval granted.	100,000	100,000	100,000	100,000	400,000
C&D Cell 2 Additional Acres- Design and permitting for an additional 2 acres to expand the C&D landfill.	-	50,000	50,000	-	100,000
Compactor- Compactors are scheduled for replacement in Fiscal Years 2015/16 and 2018/19 based on hours of operation and according to Solid Waste financial analysis and planning.	675,000	-	-	700,000	1,375,000
Lawnmower & Bush Hog- Lawn mowers and bush hogs are used to maintain property associated with the Landfill and Solid Waste Management.	-	-	-	28,000	28,000
Mechanic Truck and/or Service Fuel Truck- Replacement mechanic trucks and service fuel trucks are scheduled according to Solid Waste financial analysis and planning.	-	150,000	-	-	150,000

Solid Waste CIP 1st 4 Years	Funding in FY 2015/16	Funding in FY 2016/17	Funding in FY 2017/18	Funding in FY 2018/19	Total
Methane Gas Perimeter Infrastructure- New methane gas extraction wells and purchase associated piping, fittings, heads, etc. in completed waste areas of Unit 2 & Unit 3 Landfill cells. This will allow Landfill to start extracting needed methane from these areas to increase gas flow to the methane to electricity co-generation facility.	-	75,000	-	-	75,000
Pickup Truck 3/4 Ton and/or 1/2 Ton- 3/4 ton or 1/2 ton pickups are replaced as necessary according to the Solid Waste financial analysis and planning.	-	35,000	-	-	35,000
Rubber Tire Loader- Loaders are scheduled for replacement in Fiscal Years 15/16 and 20/21 based on hours of operation and according to the Solid Waste financial analysis and planning.	-	-	185,000	-	185,000
Subtitle D Cell Construction- This project funds the continuum of the Subtitle D Cell Construction. The next cell is Unit 3 Phase 2 projected to open Fiscal Year 2020/21. Funds will continue to be set aside for future Unit 3 Phase 3.	1,200,000	1,200,000	1,200,000	1,200,000	4,800,000
Total Pay as Go	2,325,000	1,630,000	1,885,000	2,028,000	7,868,000

Solid Waste CIP 2nd 4 Years	Funding in FY 2019/20	Funding in FY 2020/21	Funding in FY 2021/22	Funding in FY 2022/23	Total
PAY AS GO					
Bulldozer- Bulldozers are scheduled for replacement in Fiscal Years 2016/17 and 2019/20. Replacements are scheduled according to Solid Waste financial analysis and planning.	360,000	-	-	-	360,000
Cell Closure Cost (MSW & C&D)- Construction of additional 2 acres if County decides to proceed and if State approval granted.	100,000	100,000	100,000	100,000	400,000
Diesel Storage Tank- Used to store biodiesel produced by the Biodiesel Production Facility until it's used in Landfill equipment.	-	-	-	50,000	50,000
Dump Truck Off Road- Dump Trucks are scheduled for replacement according to Solid Waste financial analysis and planning.	-	-	450,000	-	450,000
Lawnmower & Bush Hog- Lawn mowers and bush hogs are used to maintain property associated with the Landfill and Solid Waste Management.	-	-	25,000	-	25,000
Methane Gas Perimeter Infrastructure- New methane gas extraction wells and purchase associated piping, fittings, heads, etc. in completed waste areas of Unit 2 & Unit 3 Landfill cells. This will allow Landfill to start extracting needed methane from these areas to increase gas flow to the methane to electricity co-generation facility.	100,000	-	-	-	100,000
Pickup Truck 3/4 Ton and/or 1/2 Ton- 3/4 ton or 1/2 ton pickups are replaced as necessary according to the Solid Waste financial analysis and planning.	-	-	35,000	-	35,000
Rubber Tire Loader- Loaders are scheduled for replacement in Fiscal Years 15/16 and 20/21 based on hours of operation and according to the Solid Waste financial analysis and planning.	-	190,000	-	-	190,000

Solid Waste CIP 2nd 4 Years	Funding in FY 2019/20	Funding in FY 2020/21	Funding in FY 2021/22	Funding in FY 2022/23	Total
Subtitle D Cell Construction- This project funds the continuum of the Subtitle D Cell Construction. The next cell is Unit 3 Phase 2 projected to open Fiscal Year 2020/21. Funds will continue to be set aside for future Unit 3 Phase 3.	1,000,000	250,000	250,000	250,000	1,750,000
Total Pay as Go	1,560,000	540,000	860,000	400,000	3,360,000

WATER AND SEWER CIP Summary	Funding in FY 2015/16	Funding in FY 2016/17	Funding in FY 2017/18	Funding in FY 2018/19	Funding in FY 2019/20	Funding in FY 2020/21	Funding in FY 2021/22	Funding in FY 2022/23	Total
PAY AS GO									
Catawba Street Sewer Loan Program (Claremont)	-	-	-	-	344,000	-	-	-	344,000
Houston Mill Road Water Loan Program (Conover)	-	-	-	556,000	-	-	-	-	556,000
JB Road Sewer Loan Program (Claremont)	-	477,000	-	-	-	-	-	-	477,000
Jim Beard Rd. Water Loan Program (Maiden)	-	-	-	-	-	685,000	-	-	685,000
Liberty Church Road Sewer Loan Program (Claremont)	-	-	201,000	-	-	-	-	-	201,000
Mays Chapel Rd. Water Loan Program (Maiden)	-	-	-	-	550,000	-	-	-	550,000
McLin/Lyle Creek Sewer Outfall Loan Project 2	-	-	-	-	-	-	2,792,499	-	2,792,499
Milton Street Water Loan Program (Newton)	-	910,000	-	-	-	-	-	-	910,000
Molly's Backbone/Monbo Rd./Long Island Rd. Water (SECC)	-	-	1,790,000	-	-	-	-	-	1,790,000
Oxford Park & Greenwood Park Water Loan Program (Conover)	-	490,000	-	-	-	-	-	-	490,000
Oxford Park Sewer Loan Program (Conover)	-	675,000	-	-	-	-	-	-	675,000
Park 1764 Water & Sewer (Hickory)	700,000	-	-	-	-	-	-	-	700,000
River Bend Road Water Phases I, II, & III Loan Program (Conover)	-	-	-	2,153,000	-	-	-	-	2,153,000
Rock Barn Road Water Loop Loan Program (Conover)	-	-	-	-	-	460,000	-	-	460,000
Rome Jones Road Water Loan Program (Newton)	-	-	482,000	-	-	-	-	-	482,000
Sigmon Dairy Road Water Loan Program (Newton)	-	-	-	-	-	-	-	1,290,000	1,290,000
Unidentified sewer project(Hickory) equal to 10% of the final cost of the Upgrade to WWTP estimated at \$11,840,308	-	-	-	-	1,184,031	-	-	-	1,184,031
Zion Church Road Water Loan Program (Hickory)	-	-	-	-	846,000	-	-	-	846,000
Total Pay as Go Projects	700,000	2,552,000	2,473,000	2,709,000	2,924,031	1,145,000	2,792,499	1,290,000	16,585,530

DEBT SERVICE & OPERATING COSTS									
Personal Services	106,847	110,052	113,354	116,755	120,257	123,865	127,581	131,408	950,119
General Operating	222,678	224,905	227,154	229,425	231,720	234,037	236,377	238,741	1,845,037
Biosolids Management Facility	-	275,000	275,000	275,000	275,000	275,000	275,000	275,000	1,925,000
Blackburn-Plateau Water Loop Debt Payment	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	600,000
Hickory-Catawba Wastewater Treatment Plant Expansion Debt Payment and Operations	642,000	642,000	642,000	642,000	642,000	642,000	642,000	642,000	5,136,000
Highway 150 Sewer Debt Payment	747,680	747,680	747,680	747,680	747,680	747,680	747,680	747,680	5,981,440
Sludge Compost Facility	400,000	-	-	-	-	-	-	-	400,000
Southeastern Catawba County (SECC) Wastewater Collection Debt Payment	722,655	699,050	677,100	655,250	551,800	532,700	513,450	494,500	4,846,505
Total Debt Service & Operating	2,916,860	2,773,687	2,757,288	2,741,110	2,643,457	2,630,282	2,617,088	2,604,329	21,684,101

TOTAL PROJECT, DEBT SERVICE, AND OPERATING EXPENSES	3,616,860	5,325,687	5,230,288	5,450,110	5,567,488	3,775,282	5,409,587	3,894,329	38,269,631
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REVENUE									
Property Tax	1,575,000	1,606,500	1,638,630	1,671,403	1,704,831	1,738,927	1,773,706	1,809,180	13,518,176
1/4 cent Sales Tax	700,354	721,365	743,006	765,296	788,255	811,902	836,259	861,347	6,227,783
Domestic Haulers	69,000	69,690	70,387	71,091	71,802	72,520	73,245	73,977	571,711
Capital Fees	44,000	44,440	44,884	45,333	45,787	46,244	46,707	47,174	364,570
Revenue Sharing Contracts	533,000	538,330	543,713	549,150	554,642	560,188	565,790	571,448	4,416,262
Loan Payments/Municipalities	160,517	613,829	588,527	764,289	815,514	1,018,689	1,183,689	1,235,064	6,380,118
Fund Balance Applied	534,989	1,731,534	1,601,140	1,583,548	1,586,658	(473,189)	930,191	(703,861)	6,791,010
TOTAL REVENUE	3,616,860	5,325,687	5,230,288	5,450,110	5,567,488	3,775,282	5,409,587	3,894,329	38,269,631

Water & Sewer Projects 1st 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							
Houston Mill Rd Water Loan Program- Project will provide water service along Houston Mill Road	-	-	-	556,000	556,000	Funding will be derived from loan program with Conover. Conover will pay 75 percent of cost over 10 years.	
JB Road Sewer Loan Program - Project will provide sanitary sewer service to 21 homes along JB Rd in Claremont. Due to geographical features in the area, this line could allow for sewer system expansion and development.	-	477,000	-	-	477,000	Funding will be derived from loan program with Claremont. Claremont will pay 75 percent of cost over 10 years.	
Liberty Church Road Sewer Loan Program - Project will allow for 16 connections along Liberty Church Rd.	-	-	201,000	-	201,000	Funding will be derived from loan program with Claremont. Claremont will pay 75 percent of cost over 10 years.	
Milton Street Water Loan Program- Project will provide municipal water to approximately 50 homes and vacant lots on Milton St. and adjacent subdivision on Harper Lee Dr.	-	910,000	-	-	910,000	Funding will be derived from loan program with Newton. Newton will pay 75 percent of cost over 10 years.	
Molly's Backbone/Monbo Road/Long Island Roads Water - This project was initiated by citizen requests in the area and has now become important in the overall plan of providing water and sewer services to the SECC area. As sewer service is provided in the area it is also important to provide municipal water service as well. This project extends along Long Island Rd., Monbo Rd. and Mollys Backbone Rd. from Sherrills Ford Rd. to Lynmore Dr.	-	-	1,790,000	-	1,790,000	Funding will be derived from property tax and portion of 1/4 cent sales tax devoted to water and sewer.	

Water & Sewer Projects 1st 4 Years	Funding in FY 2015/16	Funding in FY 2016/17	Funding in FY 2017/18	Funding in FY 2018/19	Total	Funding Notes	Operating Impacts
Oxford Park Water & Greenwood Park Water Loan Program - Project will provide water service to approximately 100 parcels in Oxford Park and Greenwood Subdivisions located adjacent to each other off of NC Hwy 16.	-	490,000	-	-	490,000	Funding will be derived from loan program with Conover. Conover will pay 75 percent of cost over 10 years.	
Oxford Park Sewer Loan Program - Project will provide sewer service to approximately 75 homes in Oxford Park subdivision off Hwy 16.	-	675,000	-	-	675,000	Funding will be derived from loan program with Conover. Conover will pay 75 percent of cost over 10 years.	
Park 1764 Water & Sewer (Hickory) - Project will provide water and sewer service on the property site located between Startown and Robinwood Roads.	700,000	-	-	-	700,000	Funding represents the County's 50% obligation.	
Riverbend Road Water Phases 1, 2, 3 Loan Program - Project will provide water along Riverben Road north of Conover created a looped system and opening large tracts of land to potential development.	-	-	-	2,153,000	2,153,000	Funding will be derived from loan program with Conover. Conover will pay 75 percent of cost over 10 years.	
Rome Jones Road Water Loan Program - Project will provide water service to approximately 40 connections on currently unserved portion of Rome Jones Rd between Walnut St. and Hwy 321 Bus.	-	-	482,000	-	482,000	Funding will be derived from loan program with Newton. Newton will pay 75 percent of cost over 10 years.	
Total Pay as Go	700,000	2,552,000	2,473,000	2,709,000	8,434,000		
DEBT SERVICE & OPERATING							
Personal Services - 1 FTE dedicated to water & sewer.	106,847	110,052	113,354	116,755	447,008		
General Operating - Includes professional services for engineering reports on planned projects.	222,678	224,905	227,154	229,425	904,162		

Water & Sewer Projects 1st 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
Biosolids Management Facility - Currently, the County owns 18.5 percent, the City of Hickory owns 70.5 percent, and the City of Conover owns 11 percent of the existing sludge composting facility which is nearing the end of its useful life. This project reflects the current estimate for the County's portion of the operations, maintenance and capital expenses for a new facility at the EcoComplex when the existing Sludge Composting Facility is closed and this facility is built to take over the management of wastewater sludge.	-	275,000	275,000	275,000	825,000	Funding will be derived from property tax and portion of 1/4 cent sales tax devoted to water and sewer.	
Blackburn-Plateau Water Loop - Debt repayment for project approved in prior years.	75,000	75,000	75,000	75,000	300,000	\$3 million from Economic Stimulus funds. \$1.5 million principal forgiveness loan for 20 years, payments are \$75,000 annually, \$1.5 million grant.	\$75,000 per year debt service
Hickory-Catawba Wastewater Treatment Plant Expansion - County's portion of debt service & operating expenses to the City of Hickory.	642,000	642,000	642,000	642,000	2,568,000	Funding will be derived from property tax and portion of 1/4 cent sales tax devoted to water and sewer.	\$392,000 per year debt service plus \$250,000 annual operating costs beginning in Fiscal Year 2014/15.
Highway 150 Sewer - Debt repayment for project approved in prior years.	747,680	747,680	747,680	747,680	2,990,720	Project funding from Water and Sewer Fund and installment purchase obligations issued over 15yrs @ 2.5 percent interest.	\$747,678 per year debt service

Water & Sewer Projects 1st 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
Sludge Compost Facility - County owns 18.5 percent, the City of Hickory owns 70.5 percent, and the City of Conover owns 11 percent of the existing Sludge Composting Facility located off of Highway 70. This project will close as the Biosolids Management Facility becomes operational.	400,000	-	-	-	400,000	Funding will be derived from property tax and portion of 1/4 cent sales tax devoted to water and sewer.	\$400,000 per year debt service, maintenance, and operational costs of the facility and engineering assessment of the existing equipment to evaluate the feasibility of usage in the EcoComplex and Regional Biosolids Processing Facility.
Southeastern Catawba County (SECC) Waste Water Collection - Debt repayment for project approved in prior years.	722,655	699,050	677,100	655,250	2,754,055	Funding from installment purchase obligations issued over 20 yrs @ 4.19 percent interest. Final debt payment is in 2028. Debt repaid from property tax and/or portion of the 1/4 cent sales tax devoted to water and sewer.	\$504,372 debt service per year
Total Debt Service & Operating	2,916,860	2,773,687	2,757,288	2,741,110	11,188,945		
TOTAL PROJECT, DEBT SERVICE, AND OPERATING EXPENSES	3,616,860	5,325,687	5,230,288	5,450,110	19,622,945		

Water & Sewer Projects 2nd 4 Years	Funding in FY 2019/20	Funding in FY 2020/21	Funding in FY 2021/22	Funding in FY 2022/23	Total	Funding Notes	Operating Impacts
PAY AS GO							
Catawba Street Sewer Loan Program - Project will provide sewer service to approximately 26 homes and will connect to JB Farm Rd sewer project.	344,000	-	-	-	344,000	Funding will be derived from loan program with Claremont. Claremont will pay 75 percent of cost over 10 years.	
Jim Beard Rd Water Loan Program - Project was initiated through municipal request. Will provide water to 78 residences and complete a water loop.	-	685,000	-	-	685,000	Funding will be derived from loan program with Maiden. Maiden will pay 75 percent of cost over 10 years.	
Mays Chapel Rd Water Loan Program - Project was initiated through municipal request. Will provide water along Mays Chapel Road to address current water quality issues, increased fire protection, and provide water to 95 residences.	550,000	-	-	-	550,000	Funding will be derived from loan program with Maiden. Maiden will pay 75 percent of cost over 10 years.	
McLin/Lyle Creek Sewer Outfall Loan Project 2 - Claremont is decommissioning its North WWTP (Wastewater Treatment Plant) replacing it with a pump station. Force main and gravity sewer will be installed from pump station along Mull Creek, then to Lyle Creek to its confluence with McLin Creek and tied into nearest gravity line installed in McLin-Lyle Creek Project 1.	-	-	2,792,499	-	2,792,499	Funding will be derived from loan program with Claremont. Claremont will pay 75 percent of cost over 10 years.	
Rock Barn Road Water Loop Loan Program - Project will construct a water line along Rock Barn Rd from Shook Rd to Oxford School Rd. Project will provide water service to 60 connections.	-	460,000	-	-	460,000	Funding will be derived from loan program with Conover. Conover will pay 75 percent of cost over 10 years.	
Sigmon Dairy Water Loan Program - Project will extend a waterline along Sigmon Dairy Road (between Pistol Range Rd and Rome Jones Rd) and serve approximately 75 homes.	-	-	-	1,290,000	1,290,000	Funding will be derived from loan program with Newton. Newton will pay 75 percent of cost over 10 years.	

Water & Sewer Projects 2nd 4 Years	Funding in FY 2019/20	Funding in FY 2020/21	Funding in FY 2021/22	Funding in FY 2022/23	Total	Funding Notes	Operating Impacts
Unidentified sewer project (Hickory) equal to 10% of the final cost of the Upgrade to WWTP estimated at \$11,840,308	1,184,031	-	-	-	1,184,031	Funding will be derived from property tax and portion of 1/4 cent sales tax devoted to water and sewer.	
Zion Church Road Water Loan Program - Project will extend along Zion Church Rd from Sandy Ford Rd to Hwy 10. This will provide water service to approximately 50 connections along Zion Church Rd and also make it possible to extend service to several subdivisions.	846,000	-	-	-	846,000	Funding will be derived from loan program with Conover. Conover will pay 75 percent of cost over 10 years.	
Total Pay as Go	2,924,031	1,145,000	2,792,499	1,290,000	8,151,530		
DEBT SERVICE AND OPERATING COST							
Personal Services - 1 FTE dedicated to water & sewer	120,257	123,865	127,581	131,408	503,111		
General Operating - Includes professional services for engineering reports on planned projects.	231,720	234,037	236,377	238,741	940,875		
Biosolids Management Facility - Currently, the County owns 18.5 percent, the City of Hickory owns 70.5 percent, and the City of Conover owns 11 percent of the existing sludge composting facility which is nearing the end of its useful life. This project reflects the current estimate for the County's portion of the operations, maintenance and capital expenses for a new facility at the EcoComplex when the existing Sludge Composting Facility is closed and this facility is built to take over the management of wastewater sludge.	275,000	275,000	275,000	275,000	1,100,000	Funding will be derived from property tax and portion of 1/4 cent sales tax devoted to water and sewer.	

Water & Sewer Projects 2nd 4 Years	Funding in FY 2019/20	Funding in FY 2020/21	Funding in FY 2021/22	Funding in FY 2022/23	Total	Funding Notes	Operating Impacts
Blackburn-Plateau Water Loop - Debt repayment for project approved in prior years.	75,000	75,000	75,000	75,000	300,000	\$3 million from economic stimulus funds. \$1.5 million principal forgiveness loan for 20 years, payments are \$75,000 annually. \$1.5 million grant.	\$75,000 per year debt service
Hickory-Catawba Wastewater Treatment Plant Expansion - County's portion of debt service & operating expenses to the City of Hickory.	642,000	642,000	642,000	642,000	2,568,000	Funding will be derived from property tax and portion of 1/4 cent sales tax devoted to water and sewer.	\$392,000 per year debt service plus \$250,000 annual operating costs beginning in Fiscal Year 2014/15
Highway 150 Sewer - Debt repayment for project approved in prior years.	747,680	747,680	747,680	747,680	2,990,720	Project funding from Water and Sewer Fund and installment purchase obligations issued over 15yrs @ 2.5 percent interest.	\$747,678 per year debt service
Southeastern Catawba County (SECC) Waste Water Collection - Debt repayment for project approved in prior years.	551,800	532,700	513,450	494,500	2,092,450	Project funding from installment purchase obligations issued over 20 yrs @ 4.19 percent interest. Final debt payment is in 2028. Debt repaid from property tax and/or portion of the 1/4 cent sales tax devoted to water and sewer.	\$504,372 debt service per year
Total Debt Service & Operating	2,643,457	2,630,282	2,617,088	2,604,329	10,495,156		
TOTAL PROJECT, DEBT SERVICE, AND OPERATING EXPENSES	5,567,488	3,775,282	5,409,587	3,894,329	18,646,686		

**FINANCIAL STATISTICS, STATEMENTS, AND
POLICIES FOR FISCAL YEAR ENDING JUNE 30, 201**

CATAWBA COUNTY, NORTH CAROLINA
INVESTMENT POLICY

SCOPE

This investment policy applies to all financial assets of Catawba County. The County combines the cash resources of its various funds into a single pool in order to maximize investment earnings. Each fund's portion of total cash and investments is shown by fund type in the combined balance sheet of the County's Comprehensive Annual Financial Report. This policy applies to all transactions involving the financial assets and related activity of all the various funds accounted for in the County's Comprehensive Annual Financial Report.

OBJECTIVES

Funds of the County will be invested in accordance with North Carolina General Statute 159-30, the County's Investment Policy and written administrative procedures. The County's investments shall be undertaken in a manner that (1) seeks to ensure the preservation of capital in the overall portfolio (safety), (2) provides for sufficient liquidity to meet the cash needs of the County's various operations (liquidity), and (3) attains a fair market rate of return (yield). Cash management functions will be conducted in such a manner as to ensure that adequate funds will always be available to meet the County's financial obligations and to provide the maximum amount of funds available for investment at all times.

RESPONSIBILITY

In accordance with North Carolina General Statutes, the Finance Director is designated as the Investment Officer of the County and is responsible for the County's financial assets. The Finance Director is also responsible for investment decisions and activities and shall develop and maintain written administrative procedures for the operation of the cash management and investment program, consistent with North Carolina General Statutes. In order to promote the efficiency of investment duties and related activities, the Finance Director may, at his option, designate one or more members of his staff to perform the functions of cash management and investing. Such delegation shall not relieve the Finance Director of responsibility for all transactions and executions performed by the designated individuals.

The standard of prudence to be used by the Investment Officer shall be the "prudent person" standard and shall be applied in the context of managing an overall portfolio. It states that investment officers acting in accordance with North Carolina General Statutes, this policy, written administrative procedures, and exercising due diligence, shall be relieved of personal responsibility for an individual security's credit risk or market price change, provided deviations from expectations are reported in a timely fashion and appropriate action is taken to control adverse developments. Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived.

ETHICS AND CONFLICTS OF INTEREST

The Finance Director, designated Investment Officer and employees involved in the investment process shall refrain from personal business activity that could conflict with proper execution and management of the investment program, or which could impair their ability to make impartial investment decisions. Investment officials and employees shall disclose to the County Manager any material interests in financial institutions

that conduct business with Catawba County, and they shall further disclose any personal financial/investment positions that could be related to the performance of the County's portfolio. This disclosure need not include normal banking or brokerage relationships that are at normal market rates and conditions available to the general public.

STATUTORY AUTHORIZATION

The legal limitations of local government investments are defined in N.C.G.S. 159-30. Accordingly, the following classes of securities are indicative of the investments utilized by Catawba County:

- A. Obligations of the United States or obligations fully guaranteed both as to principal and interest by the United States.
- B. Obligations of the Federal Financing Bank, the Federal Farm Credit Bank, the Bank for Cooperatives, the Federal Intermediate Credit Bank, the Federal Land Banks, the Federal Home Loan Banks, the Federal Home Loan Mortgage Corporation, the Federal National Mortgage Association, the Government National Mortgage Association, the Federal Housing Administration, the Farmers Home Administration and the U.S. Postal Service.
- C. Obligations of the State of North Carolina.
- D. Deposits at interest or purchase of certificates of deposit with any bank, savings and loan association or trust company in North Carolina, provided such deposits or certificates of deposit are fully collateralized.
- E. Prime quality commercial paper bearing the highest rating of at least one nationally recognized rating service and not bearing a rating below the highest (A1, P1, F1) by any nationally recognized rating service which rates the particular obligation.
- F. Participating shares in a mutual fund for local government investment (such as the N.C. Capital Management Trust), which is certified by the N.C. Local Government Commission.

ADMINISTRATIVE RESTRICTIONS

In addition to the previously noted limitations on appropriate securities, Catawba County's investment activities are further restricted in the following manner:

- A. It is the policy of Catawba County to diversify its investment portfolio. Assets held shall be diversified to eliminate the risk of loss resulting from the over concentration of assets in a specific issuer or specific class of securities. Diversification strategies shall be determined and revised periodically by the Finance Director. Portfolio maturities shall be staggered to avoid undue concentration of assets in a specific maturity sector. Maturities selected shall provide for stability of income and reasonable liquidity.
 - Catawba County will invest its short-term investments (< one year) based on cash flow analysis
 - Catawba County will invest minimal levels in money market funds or local government investment pools unless these instruments have higher yields
 - Short-term investments will be aggressively managed to maximize yield

- Reserve funds and other funds with longer-term investment horizons (> one year) will be invested in higher yield, longer maturing investments to maximize the investment opportunity available.

B. Catawba County recognizes that investment risks can result from issuer defaults, market price changes or various technical complications leading to temporary illiquidity. Portfolio diversification is employed as a way to minimize default risk. No individual investment transaction shall be undertaken that jeopardizes the capital position of the overall portfolio. In the event of a default by a specific issuer, the Finance Director shall review and, if appropriate, proceed to liquidate securities having comparable credit risks.

SELECTION OF SECURITIES

The Finance Director, or his designee, will determine which instruments shall be purchased and sold, and the desired maturity date(s) that are in the best interest of the County. All brokers and dealers transacting business with the County must be licensed to do business within North Carolina. They must also have extensive knowledge of NC General Statutes and have references from other North Carolina local governments. The selection of an instrument will involve the evaluation of, but not be limited to, the following factors:

- A. Cash flow projections and requirements
- B. Current market conditions
- C. Overall portfolio balance and makeup
- D. Relative liquidity of the instrument

CUSTODY AND SAFEKEEPING OF SECURITIES

Catawba County will maintain a third party safekeeping account for all investments (generally provided by the County's primary bank), or take physical possession of them. Some securities, primarily certificates of deposit, will not be kept in the third party safekeeping account, but will be kept by the Investment Officer in the vault of the County Finance Department. Transactions will be processed on a delivery versus payment basis, which insures that securities are deposited in an eligible financial institution prior to the release of funds.

INTERNAL CONTROLS

The Finance Director is responsible for establishing and maintaining a system of internal controls. The internal control structure shall be designed to provide reasonable assurances that the assets of Catawba County are protected from loss, theft, or misuse by third parties or County employees. Accordingly, the Finance Director shall establish a process for an annual independent review by an external auditor to assure compliance with policies and procedures.

REPORTING

The Finance Director shall prepare an investment report on a semi-annual basis, including a management

summary that provides an analysis of the status of the current investment portfolio. The report will include the following:

- Listing of individual securities held at the end of the reporting period.
- Average weighted yield to maturity of portfolio on investments.
- Listing of investments by maturity date.
- Percentage of each type of investment in the total portfolio.

CATAWBA COUNTY, NORTH CAROLINA
Schedule of General Governmental Expenditures by Function
Last Ten Fiscal Years

Fiscal Year Ended June 30	General Government	Public Safety	Environmental Protection	Economic and Physical		Culture and Recreation	Education	Interest on Long-Term Debt	Total
				Development	Human Services				
2005	\$ 8,383,352	19,900,883	447,428	9,567,712	66,858,370	2,543,170	57,377,775	4,223,199	169,301,889
2006	\$ 9,593,037	20,926,787	481,844	9,383,320	67,310,514	2,687,546	65,203,410	4,956,696	180,543,154
2007	\$ 9,001,933	22,897,052	504,416	12,054,976	66,083,707	2,771,008	52,216,062	4,909,742	170,438,896
2008	\$11,203,800	26,316,167	546,680	10,827,271	74,150,353	2,760,614	50,388,730	4,584,583	180,778,198
2009	\$10,172,611	28,263,640	539,138	10,743,831	56,066,282	2,830,192	78,130,574	5,163,100	191,909,368
2010	\$10,533,518	29,076,572	495,248	10,627,991	51,688,459	2,830,504	53,825,312	5,411,021	164,488,625
2011	\$ 9,795,648	30,599,650	508,248	9,713,902	51,350,294	2,733,249	65,072,007	4,998,419	174,771,417
2012	\$ 9,737,258	31,399,814	459,609	11,657,411	50,113,468	2,724,942	57,134,411	4,487,690	167,714,603
2013	\$ 9,760,225	31,236,944	508,073	12,780,487	48,863,130	2,776,547	57,519,210	3,602,099	167,046,715
2014	\$10,807,772	32,732,323	492,269	13,538,407	47,935,422	2,847,558	61,843,087	3,774,279	173,971,117

Accrual Basis of Accounting

Audit, Table 2

CATAWBA COUNTY, NORTH CAROLINA
Schedule of General Governmental Revenues by Source
Last Ten Fiscal Years

Fiscal Year Ended June 30	Property taxes	Local option sales taxes	Other taxes	Investment earnings, unrestricted	Gain (loss) on sales of capital assets	Transfers	Total
2005	64,264,969	28,690,324	1,807,700	2,876,185	-	(692)	97,638,486
2006	65,459,626	29,984,796	2,015,798	4,099,093	-	(1,271)	101,558,042
2007	68,378,012	33,760,033	2,135,782	6,069,443	-	-	110,343,270
2008	82,048,071	35,299,813	2,119,554	5,786,693	-	(2,750)	125,251,381
2009	84,738,225	32,272,780	1,605,323	4,023,446	-	(43,853,720)	78,786,054
2010	84,763,108	26,692,186	1,263,135	2,115,680	-	(3,700,000)	111,134,109
2011	85,440,972	26,504,695	1,491,355	1,136,085	-	(3,561,973)	111,011,134
2012	85,663,390	26,394,707	1,517,464	1,291,370	-	(775,000)	114,091,931
2013	89,347,893	26,644,767	1,548,870	(183,818)	9,169	(775,000)	116,591,881
2014	93,649,723	28,027,368	1,494,645	1,155,474	-	(1,601,565)	122,725,645

Accrual Basis of Accounting

Audit, Table 2

CATAWBA COUNTY, NORTH CAROLINA
Assessed Valuation and Actual Value of Taxable Property
Last Ten Fiscal Years

Fiscal Year	Real Property	Personal Property	Public Utility Property	Total Taxable Assessed Value	Total Direct Tax Rate ⁽¹⁾	Estimated Real Market Value
2005	9,722,396,729	2,680,617,427	539,742,782	12,942,756,938	0.480	13,033,994,902
2006	9,919,033,408	2,558,398,877	545,842,516	13,023,274,801	0.490	13,499,818,390
2007	10,174,785,855	2,614,088,394	570,452,150	13,359,326,399	0.490	14,124,895,749
2008 ⁽²⁾	11,444,764,023	2,606,879,334	603,786,566	14,655,429,923	0.535	14,963,681,767
2009	11,778,146,940	2,560,844,568	794,924,639	15,133,916,147	0.535	15,452,232,129
2010	11,874,836,448	2,547,986,916	590,931,402	15,013,754,766	0.535	15,343,643,092
2011	12,057,640,336	2,454,965,234	610,253,122	15,122,858,692	0.535	15,122,858,692
2012 ⁽²⁾	12,154,011,798	2,754,476,587	606,953,739	15,515,442,124	0.530	15,436,714,878
2013	12,240,949,134	3,127,347,289	659,587,935	16,027,884,358	0.530	15,946,556,918
2014	12,224,185,313	3,790,836,072	685,580,853	16,700,602,238	0.530	N/A

Tax rate expressed in dollars of tax per \$100 of assessed valuation.
Increase as a result of the County 4-year real property revaluation cycle.

Source: Catawba County Property Appraiser

CATAWBA COUNTY, NORTH CAROLINA
Property Tax Rates - Direct and Overlapping Governments ⁽¹⁾
Last Ten Fiscal Years

	Fiscal Year									
	2014	2013	2012	2011	2010	2009	2008	2007	2006	2005
Catawba County										
Property Tax	0.5300	0.5300	0.5300	0.5350	0.5350	0.5350	0.5350	0.4900	0.4900	0.4800
Fire Districts:										
Bandys	0.0700	0.0700	0.0600	0.0600	0.0600	0.0600	0.0600	0.0600	0.0500	0.0390
Catawba	0.0700	0.0700	0.0700	0.0700	0.0700	0.0700	0.0700	0.0700	0.0700	0.0700
Claremont	0.0700	0.0700	0.0700	0.0700	0.0700	0.0700	0.0700	0.0700	0.0700	0.0700
Conover Rural	0.0700	0.0700	0.0700	0.0700	0.0700	0.0700	0.0700	0.0700	0.0500	0.0500
Cooksville	0.0617	0.0617	0.0517	0.0517	0.0517	0.0517	0.0517	0.0550	0.0550	0.0550
Denver	-	-	-	-	-	-	0.0389	0.0500	0.0500	0.0450
Fairbrook	-	-	-	-	-	-	-	0.0325	0.0325	0.0257
Hickory Rural	0.0700	0.0700	0.0700	0.0700	0.0700	0.0325	0.0325	-	-	-
Long View	0.0546	0.0546	0.0546	0.0546	0.0546	0.0546	0.0546	0.0568	0.0568	0.0568
Maiden	0.0600	0.0600	0.0600	0.0600	0.0500	0.0500	0.0500	0.0500	0.0312	0.0312
Mountain View	0.0600	0.0600	0.0600	0.0600	0.0493	0.0493	0.0493	0.0525	0.0425	0.0425
Newton	0.0700	0.0700	0.0700	0.0700	0.0700	0.0700	0.0700	0.0700	0.0700	0.0513
Oxford	0.0558	0.0558	0.0558	0.0558	0.0558	0.0558	0.0558	0.0600	0.0600	0.0600
Propst	0.0615	0.0615	0.0615	0.0615	0.0615	0.0615	0.0615	0.0650	0.0650	0.0650
Sherrills Ford	0.0700	0.0700	0.0700	0.0700	0.0700	0.0500	0.0500	0.0500	0.0500	0.0400
St. Stephens	0.0700	0.0700	0.0700	0.0700	0.0700	0.0500	0.0500	0.0500	0.0500	0.0500
Viewmont	-	-	-	-	-	-	-	0.0325	0.0325	0.0248
Municipalities:										
Town of Brookford	0.5200	0.5200	0.5200	0.5200	0.5200	0.5200	0.5200	0.5200	0.5200	0.5200
Town of Catawba	0.4800	0.4800	0.4800	0.4800	0.4800	0.4800	0.4800	0.4800	0.4800	0.4800
City of Claremont	0.4600	0.4600	0.4600	0.4600	0.4600	0.4600	0.4600	0.4600	0.4500	0.4500
City of Conover	0.4000	0.4000	0.4000	0.4000	0.4000	0.4000	0.4000	0.4000	0.3800	0.3800
City of Hickory	0.5000	0.5000	0.5000	0.5000	0.5000	0.5000	0.5000	0.5000	0.5000	0.5000
Town of Long View	0.4200	0.4000	0.4000	0.4000	0.4000	0.4000	0.4000	0.4000	0.4000	0.4000
Town of Maiden	0.3800	0.3800	0.3900	0.4000	0.4000	0.4000	0.4000	0.4000	0.4000	0.3800
City of Newton	0.4800	0.4800	0.4800	0.4800	0.4800	0.4800	0.4600	0.4600	0.4400	0.4400
Total Maximum Rate - Fire District	0.6000	0.6000	0.6000	0.6050	0.6050	0.6050	0.6050	0.5600	0.5600	0.5500
Total Maximum Rate - Municipalities	1.0500	1.0500	1.0500	1.0550	1.0550	1.0550	1.0550	1.0100	1.0100	1.0000

Audit, Table 6

Source: Catawba County Tax Collector

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 valuation

CATAWBA COUNTY, NORTH CAROLINA
DEBT MANAGEMENT POLICY

INTRODUCTION

Catawba County recognizes that a formal debt policy is essential to effective financial management. Adherence to a debt management policy signals to rating agencies and capital markets that the government is well managed and therefore likely to meet its debt obligations in a timely manner. In addition, it helps to insure that a government maintains a sound financial position and that credit quality is protected. Debt management policies are written guidelines, allowances and restrictions that guide the debt issuance process and it is a recommended practice of the Government Finance Officers Association (GFOA).

Many of the processes for approval, sale and repayment of debt are controlled by North Carolina General Statutes and may not all be repeated within this policy. This debt policy is to be used in conjunction with those laws and regulations along with the operating and capital budgets and other financial policies. Objectives of the debt policy have been established to assist the County in retaining its bond ratings and include:

- Funding a Capital Improvement Plan
- Maintaining an appropriate mix of pay-as-you-go and debt funding
- Maintaining an adequate fund balance, including an appropriate level of unassigned fund balance
- Structuring debt repayment schedules that observers expect of highly rated (AA or AAA) counties

DEBT INSTRUMENTS

The County will use appropriate debt instruments to provide funding for capital assets and improvements at the lowest cost with minimal risk:

General Obligation Bonds:

General Obligation Bonds are bonds secured by a promise to levy taxes in an amount necessary to pay debt service, principal and interest, coming due each fiscal year until repaid. General obligation bonds are backed by the full faith and credit of the County. These bonds are authorized by a referendum or by non-voted (2/3) authorization by the governing body. The non-voted authorization allows governments to issue up to two-thirds of the previous year's net debt reduction without a referendum.

Revenue and Special Obligation Bonds:

Revenue bonds are bonds that pledge revenues generated by the debt-financed asset or by the operating system of which that asset is a part. Special Obligation Bonds are bonds that are payable from the pledge of revenues other than locally levied taxes.

Other Financing Options:

Installment financings are alternative financing methods that do not require a referendum. Certificates

of Participation or Limited Obligation Bonds represent an undivided interest in the payments made by a public agency pursuant to a financing lease or an installment purchase agreement. The security for this financing is represented by a lien on the property acquired or constructed.

An Installment Purchase Contract is an agreement with a financial institution in which the equipment or property is acquired and periodic payments are made to satisfy the debt service. The County will typically use this type of financing to finance a capital asset for ten to fifteen years with the capital asset being used as collateral for the loan. In other cases, this financing will be used for short-term equipment/vehicle purchases of three to five years.

The County will use pay-as-you-go funding for capital improvements or capital assets having a cost of less than \$250,000 or assets having a useful life of less than ten years unless budgetary constraints require the use of financing to acquire the necessary funding for those capital improvements or capital assets.

PURPOSES FOR DEBT ISSUANCE

The County may issue debt for the purpose of acquiring or constructing capital assets including land, buildings, machinery, equipment, fixtures and any other eligible expenses of a project and for making major renovations to existing capital improvements that are for the good of the public. Exceptions to this rule will be considered on a case-by-case basis to determine if the contemplated debt is in the best interest of the County. Long-term debt shall not be used for financing ongoing operational expenses. When applicable, debt issuance will be pooled together to minimize issuance expense.

Before issuing any new debt the County will consider the following factors:

- Global, national and local financial environment and economy
- Current interest rates and expected interest rate changes
- Cash position and current debt position
- Availability of funds to repay the debt
- Urgency of current capital needs and flexibility to meet future needs
- Appropriate debt issuance practices and debt structuring

DEBT STRUCTURE

The debt structure is made up of the type of debt, interest rate and principal maturity schedule. This could include General Obligation Bonds, Revenue or Special Obligation Bonds or other installment financings. The cost of taxable debt is typically higher than the cost of tax-exempt debt; however, the issuance of taxable debt is mandated in some circumstances and may allow flexibility in subsequent contracts with users or managers of the improvements constructed with bond proceeds. The County will usually issue obligations on a tax-exempt basis, but may occasionally issue taxable obligations when there is an expected benefit from doing so. The County shall establish an affordable debt level to preserve credit quality and insure sufficient revenue is available to pay annual debt service obligations.

General Obligation Bonds will generally be competitively bid with no more than a 20-year life unless there are compelling factors which make it necessary to extend beyond and applicable law allows a longer term. In a competitive sale, the County may sell its debt obligations by allowing an interested

underwriter or syndicate to submit a proposal to purchase and issue bonds. The bonds are awarded to the underwriter presenting the best bid according to stipulated criteria set forth in the notice to sale.

Negotiated sales or private placements may be used where allowed when complex financing or sales structure is a concern with regard to marketability. In a negotiated sale, the bonds may be sold through an exclusive arrangement between the County and an underwriter or underwriting syndicate. At the end of successful negotiations, the issue is awarded to the underwriter. This method offers the most flexibility to the County. The criteria used to select an underwriter or syndicate in negotiated sales should include, but not be limited to the following: overall experience, marketing philosophy, capability, recent experience, underwriter's discount and overall expenses.

The County may elect to sell its debt obligations through a private placement with a financial institution when appropriate. Selection through private placement shall be determined through a Request for Proposal (RFP) process.

Debt service for each issue will be structured in an attempt to minimize the County's interest payments over the life of the issue while taking into account the existing debt obligations of the County. Any debt issued shall not have a maturity date beyond the useful life of the asset being acquired or constructed by the debt proceeds.

The County may also consider various financing methods including fixed or variable interest rate debt in order to minimize the interest costs over the life of the issue. The use of these methods will be evaluated based on market conditions and the maximum benefit to the County while minimizing the County's risk. When appropriate, the County may choose to issue securities that pay a rate of interest that varies according to a predetermined formula or results from a periodic remarketing of the securities or reset date determined by the bondholder. The County will limit the issuance of variable rate debt to help maintain the County's credit rating. The County's long term variable rate debt will not exceed 10% of the total outstanding general debt.

Investment of bond proceeds will be consistent with those authorized by existing state law, the County's investment policy and applicable bond covenants. Bond proceeds shall be invested and tracked separately from other investments.

DEBT RATIOS

The County will use an objective, analytical approach to determine the amount of debt to be considered for authorization and issuance. This process involves the comparison of generally accepted debt ratios from similar counties to the current County ratios. These ratios will be re-evaluated every five (5) years or sooner as market conditions dictate. The County shall adhere to the following ratios:

Net Direct Debt Per Capita

This ratio measures the burden of direct debt placed on the population supporting the debt. This is widely used by rating agencies as a measure of an issuer's ability to repay the debt. The County's General Obligation debt per capita will be in line with other North Carolina counties that maintain the same credit rating. The County will maintain per capita debt that does not exceed \$2,000.

Net Direct Debt as a Percentage of Assessed Valuation

This ratio measures debt levels against the property tax base that generates the tax revenues used as the main source of debt repayment. The County will maintain its debt at no more than 1.50% of the countywide assessed value.

Net Direct Debt Service as a Percentage of Operational Budget

This ratio reflects the County's budgetary flexibility to adjust spending levels as economic conditions change. The County will maintain its net debt service at no more than 20% of the operational budget.

Ten-Year Payout Ratio

This ratio measures how quickly the County retires its outstanding indebtedness. A higher payout ratio preserves the County's capacity to borrow for future capital needs. The County will maintain its ten-year payout at a 65% level or higher.

REFINANCING OF OUTSTANDING DEBT

The County will continually review its outstanding debt and recommend issue for refunding as market opportunities arise. Debt shall only be refinanced for the purpose of achieving debt service savings, unless required to achieve specific debt management goals of the County. The estimation of net present value savings should be, at a minimum, in the range of 3% of the refunded maturities before a refunding process would be considered unless the County otherwise determines the annual savings warrant the refunding. The County will not refinance debt for the purpose of deferring scheduled debt service, unless unique circumstances are present. The County is aware that refinancing for the purpose of deferring debt service may have an impact on its credit rating.

The County may issue advance refunding bonds when advantageous, legally permissible and prudent while net present value savings are achieved. Advance refunding transactions are those undertaken in advance of the first date the refunded debt can be called for optional redemption and will require an establishment of an escrow account for the defeasance of the refunded debt. All costs incurred in completing the refunding shall be taken into account when determining the net present value savings.

The County may issue current refunding bonds when advantageous, legally permissible and prudent while net present value savings are achieved. Current refunding transactions shall be considered whenever possible. These transactions are undertaken at or after the call date on outstanding debt and provide for redemption and replacement of refunded debt within ninety days of issuance of the refunding debt.

PAY-AS-YOU-GO FUNDING

The County shall use pay-as-you-go and other alternative sources of funding for capital projects to minimize debt levels. To have an effective pay-as-you-go program, at least one funding source must be identified that is consistent, reliable and large enough to provide for capital needs in an amount that reduces dependency on debt. In order to reduce the impact of capital programs on future years, the County will annually appropriate funds for its capital improvement plan. The County will also appropriate proceeds from the sale of capital assets and land, as deemed appropriate, for capital projects. This practice will allow additional funding of capital improvement projects and reduce the

County's dependence on borrowing. Pay-as-you-go funding will save money by eliminating interest expense on funded projects and will improve financial flexibility in the event of sudden revenue shortfalls or emergency spending.

ISSUANCE OF DEBT

The scheduling and amount of bond sales and installment purchase transactions will be recommended by the Finance Director and County Manager. The Board of County Commissioners must approve the sale. These decisions will be based upon the identified cash flow requirements for each project to be financed as well as market conditions and other relevant factors including debt ratios. If the cash requirements for capital projects are minimal in any given year, the County may choose not to issue the debt and fund the project costs and reimburse these costs when financing is arranged. In these situations the County will adopt a reimbursement resolution prior to the expenditure of project funds.

Fixed rate General Obligation Bond sales are conducted on a competitive basis by the Local Government Commission (LGC), a division of the Office of State Treasurer. Variable rate bonds, revenue and special obligation bonds will be sold on a negotiated basis with a selected underwriter.

The County must receive an opinion acceptable to the market from a nationally recognized law firm that each financing transaction complies with applicable laws and all agreements in connection with any financing are legal, valid and binding obligations of the County.

CONTINUING DISCLOSURE

In accordance with the Securities and Exchange Commission (SEC), Rule 15c-2-12, the County will provide financial and operating information to the repository or repositories designated by the SEC. Where applicable, the county will also provide its Comprehensive Annual Financial Report (CAFR) and other relevant information to rating agencies, corporate trustees and financial institutions as required by continuing disclosure requirements within all debt financing documents.

ARBITRAGE LIABILITY MANAGEMENT

The County will maintain a system of record keeping and reporting to meet the arbitrage and rebate compliance requirements of the federal tax code. This effort includes tracking investment earnings on bond proceeds, calculating rebate payments in compliance with tax law and remitting applicable earnings to the federal government in a timely manner in order to preserve the tax-exempt status of the County's outstanding debt issues.

It is the County's policy to minimize the cost of arbitrage rebate and yield restriction while strictly complying with the applicable laws. Because of the complexity of arbitrage rebate regulations and the severity of non-compliance penalties, arbitrage calculation will be performed by qualified arbitrage professionals in strict adherence to applicable laws and regulations. These calculations will be done in accordance with required Internal Revenue Service reporting dates.

FINANCING TEAM

The County will provide for a solicitation and selection process for securing all professional services required in connection with any debt issues. The service professionals selected will be required to

follow the County's debt management policy with the goal of continuity, quality service and competitive prices.

ADMINISTRATION AND IMPLEMENTATION

The County Manager and Finance Director are responsible for the administration and issuance of debt including the completion of specific tasks and responsibilities included in this policy.

CATAWBA COUNTY, NORTH CAROLINA
Ratios of General Bonded Debt Outstanding
Last Ten Fiscal Years

Fiscal Year	General Obligation Bonds	Total Taxable Assessed Value	Percentage of Actual Taxable Value of Property	Per Capita ⁽¹⁾
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	15,133,916,147	0.16	151
2010	17,310,000	15,013,754,766	0.12	109
2011	12,110,000	15,122,858,692	0.08	76
2012	7,715,000	15,515,442,124	0.05	50
2013	3,325,000	16,027,884,358	0.02	21
2014	760,000	16,700,602,238	0.00	5

Audit, Table 10

Sources:

⁽¹⁾ Population based on estimates issued by the Bureau of the Census

CATAWBA COUNTY, NORTH CAROLINA
Legal Debt Margin Information
Last Ten Fiscal Years

	<u>2014</u>	<u>2013</u>	<u>2012</u>	<u>2011</u>	<u>2010</u>	<u>2009</u>	<u>2008</u>	<u>2007</u>	<u>2006</u>	<u>2005</u>
Assessed value (after exemption)	16,700,602,238	16,027,884,358	15,515,442,124	15,122,858,692	15,013,754,766	15,068,712,596	14,655,429,923	13,359,326,399	\$ 13,023,274,801	\$ 12,942,756,938
Debt limit rate	8%	8%	8%	8%	8%	8%	8%	8%	8%	8%
Debt limit	1,336,048,179	1,282,230,749	1,241,235,370	1,209,828,695	1,201,100,381	1,205,497,008	1,172,434,394	1,068,746,112	1,041,861,984	1,035,420,555
Less: Total net debt applicable to limit	158,887,591	154,634,710	125,775,150	142,142,197	117,002,355	130,663,312	121,303,793	102,721,667	111,610,000	112,385,000
Legal debt margin	<u>1,177,160,588</u>	<u>1,127,596,039</u>	<u>1,115,460,220</u>	<u>1,067,686,498</u>	<u>1,084,098,026</u>	<u>1,074,833,696</u>	<u>1,051,130,601</u>	<u>966,024,445</u>	<u>930,251,984</u>	<u>923,035,555</u>
Total net debt applicable to the limit as a percentage of debt limit	12%	12%	10%	12%	10%	11%	10%	10%	11%	11%

Legal Debt Margin Calculation for Fiscal Year 2014

Assessed value (after exemptions)	\$ 16,700,602,238
Debt limit (8% of assessed value)	1,336,048,179
Debt applicable to limit:	
Outstanding general obligation debt	760,000
Authorized and unissued debt	-
Certificates of participation	10,730,000
Installment purchase	52,089,252
Qualified Zone Academy Bonds	400,000
Qualified School Construction Bonds	21,529,896
Build America Bonds	6,663,443
Limited Obligation Bonds	62,915,000
North Carolina Department of Commerce	2,600,000
Federal Revolving Loan	1,200,000
Less: Statutory deductions	
Unissued debt	-
Total net debt applicable to limit	<u>158,887,591</u>
Legal debt margin	<u>\$ 1,177,160,588</u>

CATAWBA COUNTY, NORTH CAROLINA
Ratios of Outstanding Debt by Type
Last Ten Fiscal Years

Fiscal Year	Governmental Activities								Business Type				Percentage of Personal Income ⁽¹⁾	Per Capita ⁽²⁾
	General Obligation Bonds	Certificates of Participation	Installment Purchases	Qualified Zone Academy Bonds	Qualified School Construction Bonds	Build America Bonds	Limited Obligation Bonds	North Carolina Department of Commerce	Installment Purchases	Limited Obligation Bonds	Federal Revolving Loan	Total Primary Government		
2005	49,340,000	53,805,000	9,240,000	-	-	-	-	-	-	-	-	112,385,000	2.71	755
2006	42,815,000	51,015,000	17,780,000	-	-	-	-	-	-	-	-	111,610,000	2.61	747
2007	36,540,000	48,225,000	17,956,667	-	-	-	-	-	-	-	-	102,721,667	2.22	668
2008	30,160,000	45,435,000	45,008,793	700,000	-	-	-	-	-	-	-	121,303,793	2.51	780
2009	23,765,000	42,645,000	56,831,959	650,000	-	-	-	-	6,771,353	-	-	130,663,312	2.61	832
2010	17,310,000	39,855,000	52,705,167	600,000	-	-	-	-	6,532,188	-	-	117,002,355	2.37	736
2011	12,110,000	37,075,000	48,564,013	550,000	27,091,602	8,401,732	-	-	6,282,897	-	1,350,000	141,425,244	2.73	889
2012	7,715,000	18,090,000	19,475,148	500,000	25,237,700	7,822,302	39,787,135	-	-	5,797,865	1,350,000	125,775,150	2.44	811
2013	3,325,000	16,465,000	48,618,040	450,000	23,383,798	7,242,872	37,770,939	2,600,000	8,000,000	5,504,061	1,275,000	154,634,710	2.86	994
2014	799,341	12,208,902	47,940,429	400,000	21,529,896	6,663,443	59,871,434	2,600,000	7,397,122	5,401,752	1,200,000	166,012,319	N/A	1,068

N/A = Not available

Sources:

¹ U.S. Department of Commerce Bureau of Economic Analysis

² Population based on estimates issued by the Bureau of the Census

CATAWBA COUNTY, NORTH CAROLINA
Demographic and Economic Statistics
Last Ten Fiscal Years

Fiscal Year	Population Estimate ⁽¹⁾	Personal Income	Per Capita Income ⁽²⁾	Median Age ⁽³⁾	School Enrollment ⁽⁴⁾	Unemployment Rate ⁽⁵⁾
2005	148,797	4,140,871,713	27,829	36.6	24,243	6.60
2006	149,416	4,272,998,768	28,598	36.7	24,455	5.40
2007	153,784	4,624,900,016	30,074	37.0	24,766	5.90
2008	155,452	4,826,940,052	31,051	36.9	25,305	7.20
2009	157,073	4,998,534,079	31,823	38.1	24,688	15.50
2010	159,013	4,941,148,000	31,052	38.2	24,338	12.90
2011	159,125	5,016,806,000	32,504	38.4	24,245	12.00
2012	154,992	5,137,333,000	33,320	39.9	24,250	11.30
2013	155,494	5,357,979,000	34,716	40.3	24,241	10.80
2014	155,411	N/A	N/A	40.5	24,204	7.10

N/A = Not available

Sources:

Bureau of the Census, Department of Commerce - Employment Security Commission, Office of State Planning, Bureau of Economic Analysis Audit, Table 12

CATAWBA COUNTY, NORTH CAROLINA
Principal Property Taxpayers
December 31, 2013 and December 31, 2004

Taxpayer	Type of Business	December 31, 2013			December 31, 2004		
		Taxable Assessed Value	Rank	Percentage of Total Taxable Assessed Value	Taxable Assessed Value	Rank	Percentage of Total Taxable Assessed Value
Apple, Inc.	Computer Server	\$ 916,657,031	1	5.49	\$ -	-	-
Duke Energy Corporation	Electric utility	543,682,658	2	3.26	356,728,514	1	2.76
GKN Driveline Newton, LLC	Gears	110,760,920	3	0.66	77,537,250	5	0.60
Target Corporation	Warehouse/Retail	106,285,005	4	0.64	-	-	-
CommScope, Inc.	Cable mfg.	105,740,567	5	0.63	151,697,472	2	1.17
Draka Comteq Americas, Inc.	Cable mfg.	75,211,095	6	0.45	-	-	-
Amireit (Frye) Inc/American Medical	Medical care	72,845,890	7	0.44	64,164,211	6	0.50
Corning Cable Systems	Cable mfg.	67,781,685	8	0.41	106,234,298	3	0.82
HSM Solutions - (formerly Hickory Springs Mfg. Co.)	Furniture supplies	53,958,836	9	0.32	59,311,485	7	0.46
Valley Hills Mall, LLC	Retail	45,873,677	10	0.27	48,198,940	10	0.37
Alcatel N. A., Inc.	Cable mfg.	-	-	-	97,661,411	4	0.75
Shuford Mills/Shurtape Technologies	Textiles & Tape	-	-	-	49,967,394	9	0.39
Central Telephone Company	Telephone	-	-	-	54,549,996	8	0.42
		<u>\$ 2,098,797,364</u>		<u>12.57</u>	<u>\$ 1,066,050,971</u>		<u>8.24</u>
Total Assessed Valuation		<u>\$ 16,700,602,238</u>			<u>\$ 12,942,756,938</u>		

Audit, Table 7

Source: Catawba County Tax Collector

CATAWBA COUNTY, NORTH CAROLINA
Principal Employers
Current Year and Nine Years Ago

Employer	2014			2005		
	Employees ⁽¹⁾	Rank	Percentage of Total County Employment ⁽²⁾	Employees ⁽¹⁾	Rank	Percentage of Total County Employment ⁽²⁾
Catawba County School Systems	1,990	1	2.79%	2,000	2	2.57%
Catawba Valley Medical Center	1,674	2	2.34%	1,426	4	1.83%
CommScope, Inc.	1,429	3	2.00%	2,100	1	2.70%
Frye Regional Medical Center	1,300	4	1.82%	1,900	3	2.44%
HSM Solutions (Hickory Springs)	1,165	5	1.63%	1,372	5	1.76%
Catawba County Government	1,124	6	1.57%	1,016	8	1.31%
Corning Cable Systems ⁽³⁾	1,000	7	1.21%	-	-	-
Heritage Home Group LLC	861	8	1.40%	-	-	-
Sherrill Furniture Company	775	9	1.08%	1,125	7	1.45%
Ethan Allen, Inc.	758	10	1.06%	-	-	-
Pierre Foods	-	-	-	759	10	-
CV Industries, Inc.	-	-	-	1,201	6	1.54%
Thomasville Furniture Industries	-	-	-	836	9	1.07%
	<u>12,076</u>		<u>17.09%</u>	<u>13,735</u>		<u>16.67%</u>

Audit, Table 13

Sources:

Survey of Employers, Labor estimates provided by the Employment Security Commission of North Carolina, Catawba County Chamber of Commerce

CATAWBA COUNTY, NORTH CAROLINA
General Long-Term Debt Requirements and Maturity Schedule
For the Fiscal Year Ended June 30, 2014

Fiscal Year Ended June 30	Governmental Activities			Business Type Activities		
	Debt Principal	Interest	Total	Debt Principal	Interest	Total
2015	12,331,425	5,466,418	17,797,843	978,778	348,270	1,327,048
2016	12,332,152	5,156,471	17,488,623	1,221,370	323,958	1,545,328
2017	12,691,346	4,850,118	17,541,464	1,228,229	293,455	1,521,684
2018	12,643,855	4,513,776	17,157,631	1,238,472	261,284	1,499,756
2019	12,615,319	4,172,037	16,787,356	1,248,924	228,956	1,477,880
2020-2024	56,134,400	15,887,054	72,021,454	5,982,249	676,568	6,658,817
2025-2029	23,969,808	4,636,452	28,606,260	1,836,264	77,382	1,913,646
2030-2031	2,360,000	177,000	2,537,000	75,000	-	75,000
	<u>\$ 145,078,305</u>	<u>\$ 44,859,326</u>	<u>\$ 189,937,631</u>	<u>\$ 13,809,286</u>	<u>\$ 2,209,873</u>	<u>\$ 16,019,159</u>

(1) 12 % of Legal Debt Limit



Ad Valorem Tax: A tax levied in proportion to the value of a property.

Accrual Basis of Accounting: Revenues are reported on the income statement when they are earned not when they are received. Expenses are matched with related revenues and/or are reported when the expense occurs, not when the cash is paid. The result of accrual accounting is an income statement that better measures profitability during a specific time period.

Activity: Departmental efforts which contribute to the achievement of a specific set of program outcomes; the smallest unit of the program budget.

Allocate: To set apart portions of budgeted expenditures which are specifically designated to organizations for special activities or purposes (i.e., various rescue squads).

Annual Budget: A budget covering a single fiscal year.

Appropriation: An authorization granted by the Board of Commissioners to make budgeted expenditures and to incur obligations for purposes specified in the budget ordinance.

Approved Budget: The budget as formally adopted by the Board of Commissioners for the upcoming fiscal year.

Assessed Value: The value of real estate or personal property as determined by tax assessors and used as a basis for levying taxes.

Assessment: The process for determining values of real and personal property for taxation purposes.

Authorized Bond: Bonds which have been legally approved but may or may not have been sold.

Balanced Budget: Occurs when planned expenditures equal anticipated revenues. In North Carolina it is required that the budget submitted to the Board of Commissioners be balanced.

Board of County Commissioners: Five-member Board elected at large by the voters of the County for four year terms.

Bond: A written promise to pay a specific amount of money with interest within a specific time period, usually long-term.

Bond Issued: Bonds that are sold.

Bond Rating: A grade indicating a governmental unit's investment qualities. Generally speaking, the higher bond rating, the more favorable the interest rate and the lower the cost of

GLOSSARY



financing capital projects funded by bonds. A high rating is indicative of the Government's strong financial position. Ratings range from AAA (highest) to D (lowest).

Budget Document: A formal document presented to the Board of Commissioners containing the County's financial plan for a fiscal year.

Budget Message: A written overview of the proposed budget from the County Manager to the Board of Commissioners which discusses the major budget items and the County's present and future financial condition.

Capital Improvement Plan: A long term plan of proposed capital improvement projects which includes estimated project costs and funding sources that the County expects to undertake within a five year period. The plan is updated annually to reassess capital needs.

Capital Outlay: An expenditure expected to have a useful life greater than three years or an estimated total cost of \$5,000 or more. Capital outlay expenditures include such purchases as a vehicle, ambulance equipment, or Landfill equipment.

Capital Project: A project expected to have a useful life greater than ten years or an estimated total cost of \$100,000 or more and requiring professional certification. Capital projects include the construction, purchase, or major renovation of a building or the purchase of land.

Capital Projects Fund: A fund used to account for the acquisition or construction of major governmental capital facilities and equipment which are not financed by other funds.

Contingency Account: Account in which funds are set aside for unforeseen expenditures which may become necessary during the year and which have not been provided for in the context of the annual operating budget. Transfers from this account must be approved by the County Manager or Board of Commissioners.

Current Expense: Local funds used to supplement the State's minimum level of support for operating the schools. These funds by State law are appropriated on a per pupil basis.

Debt Service: Used for payment of general long-term debt principal, interest, and related costs.

Delinquent Taxes: Taxes that remain unpaid after the due date on which a penalty for nonpayment is incurred.

Department: A major administrative division of the County that has overall management responsibility for an operation within a function area.

DHR: Represents Departments of Human Resources that includes Social Services, Public Health, and Partners Behavioral Health Management (Partners BHM).

Encumbrance: A financial commitment for services, contracts, or goods that have not as yet been delivered or performed.

Enterprise Fund: A grouping of activities whose expenditures are wholly or partially offset by revenues collected from consumers in the form of fees and charges.

Expenditures: The total costs of a program or capital project.

Fire Protection Service Districts: Districts established pursuant to NCGS 153A-301(a)(2) within the County for the purpose of establishing fire tax rates to provide fire protection services.

Fiscal Year: The time period beginning July 1 of a calendar year and ending on June 30 of the following calendar year. Budgeting is carried out on a fiscal year schedule.

Fixed Asset: An asset of long-term character. For budgetary purposes a fixed asset is defined as an item costing \$5,000 or more with an expected life of more than three years.

Fringe Benefits: For budgeting purposes fringe benefits include employer payments for social security, retirement, group health, life insurance, dental insurance, and workers compensation.

Full-Time Equivalent (FTE): An FTE converts the hours worked by a position into a percentage of a full year's number of hours. One FTE equals 40 hours per week or 2,080 hours per year per permanent position.

Fund: An accounting entity created to record the financial activity for a selected financial grouping. A fund is set up to carry out a special function or attain certain objectives in accordance with set laws and regulations.

Fund Balance: Amounts shown as fund balance represent monies which remain unspent after all budgeted expenditures have been made. North Carolina statutes dictate that a portion of fund balance should be retained and not made available for appropriation in the following fiscal year.

Function: A broad grouping of activities and departments whose outcomes and expenditures are inter-related. Examples of functions within Catawba County include Human Services, Public Safety, and General Government.

General Fund: The general operating fund of the County used to account for all financial resources except those required to be accounted for in another fund.

General Obligation Bonds: Bonds issued by a government that are backed by the full faith and credit of its taxing authority.

Governmental Funds: There are three groups of funds for which financial statements are prepared—governmental, proprietary, and fiduciary. Proprietary funds are employed to report on activities financed primarily by revenues generated by the activities themselves, such as a utility. Fiduciary funds contain resources held by a government but belonging to individuals or entities other than the government. Governmental funds account for everything else. Catawba County has three types of governmental funds:

- General Fund and like funds
- Special Revenue Funds
- Capital Project Funds

Grants: A broad statement of desired conditions to be maintained or achieved through the efforts of an organization.

Indirect Cost: The component of the total cost for a service that is provided by and budgeted within another department or division. Indirect costs are budgeted to more accurately reflect the true total cost for such services such as those provided by the Administrative Departments.

Intergovernmental Revenues: Revenues from other governments (State, Federal, or local), which can be in the form of grants, shared revenues, or entitlement.

Lease Purchase: A method of purchasing equipment in which payments are spread over a period of time.

Levy: The amount of tax, service charge, and assessments imposed by the government.

Line Item: A budgetary account representing a specific object of expenditure.

Modified Accrual: The County budgets all funds on the modified accrual basis of accounting according to North Carolina General Statute. This is an accounting method in which revenues are recorded when they are earned or billed and expenditures are recorded when they are obligated.

Ordinance: A formal legislative enactment by the Board of Commissioners that has the full force and effect of law within the boundaries of the County.

Personal Services: Salaries and wages paid to employees for full-time, part-time, and temporary work including overtime and similar compensation. Also included in this account group are fringe benefits paid for employees.

Program: A well-defined portion of the operating plan for which a distinct set of goals and outcomes may be developed.

Program Objective: A specific statement about what is to be accomplished or achieved for a particular program during the fiscal year.

Public Safety: A group of expenditures related to the provision and enforcement of law enforcement and fire and disaster protection.

FISCAL YEAR 2015/16 CATAWBA COUNTY FEE SCHEDULE

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FISCAL YEAR 2015/16 CATAWBA COUNTY FEE SCHEDULE

July 1, 2015

EMERGENCY SERVICES

EMS Fees

Ambulance Base Rates

Advanced Life Support (Non-Emergency).....	\$334.00
Advanced Life Support (Emergency).....	\$450.00
Advanced Life Support – ALS2	\$655.00
Basic Life Support (Non-Emergency)	\$283.00
Basic Life Support (Emergency)	\$380.00
EMS Standby Fee (ALS Unit and two personnel)	\$50.00 per hour
Mileage	\$11.44 per mile
Specialty Care Transport	\$770.00
Treatment / No Transport.....	\$140.00

Animal Shelter

Civil Penalties

1 st Violation	\$50.00
2 nd Violation	\$75.00
3 rd Violation.....	\$150.00
4 th Violation and each subsequent offense (Habitual Offender).....	\$250.00
Animal Cruelty Violation	\$300.00
Dangerous Dog Violation	\$150.00

Home Quarantine

.....	\$60.00
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Impound Fee

.....	\$50.00
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Fire Permit Fees (O = Operational, C = Construction)

Amusement buildings (O)	\$50.00
Carnivals and Fairs (O)	\$50.00
Change of Business / Owner – ABC required permit for alcohol sale (O).....	\$50.00
Compressed Gases (excess) (C).....	\$50.00
Covered Mall Buildings (O)	\$50.00
Exhibits and Trade Shows (O)	\$50.00
Explosives Manufacturing, Storage, Handling, Sale or Use, and Blasting Operations (O).....	\$150.00
Fire Alarm, Detection Systems, Related Equipment (install, modify) (C)	\$50.00
Fire Extinguishing Systems, automatic (includes sprinklers, installation, and modification) (C)	\$75.00
Fire Hydrants, private (installation and modification) (C)	\$50.00
Fire Hydrants, private (removal from service, use, or operation) (O)	\$50.00
Fire Pumps and Related Equipment (installation and modification) (C)	\$50.00
Flammable or Combustible Liquids	
Change type of contents in tank to more hazardous material (O)	\$50.00
Construct, install, or alter vehicles and facilities (C).....	\$50.00
Install, remove, abandon, and place out-of-service above and underground tanks (O).....	\$100.00 per tank
Manufacture, process, blend, or refine (O)	\$50.00
Operation of facilities, tank vehicles, & equipment (O)	\$50.00
Fumigation and Thermal Insecticide Fogging, storage of materials (O)	\$50.00
Hazardous Materials Facilities (construction and alterations) (C).....	\$50.00
Industrial Ovens Construction (C)	\$50.00

Liquid Fuels

Dispensing into fuel tanks of motor vehicles at commercial, industrial, government, or manufacturing facilities (O) \$50.00

Display, operate, or demonstrate liquid or gas-fueled vehicles or equipment in assembly buildings (O)..... \$50.00

Membrane Structures, Tents, and Canopies (temporary, permit to erect based on minimal size (more than 200 square feet (C))..... \$50.00

Pyrotechnic special effects material use and handling (fireworks exhibitions) (O) \$150.00

Safety Inspection due to Change of Use, Business, or Owner (over 30 days) or ABC required safety inspection permit for alcohol sales (O)..... \$75.00

Spraying/Dipping Operation (flammable or combustible liquids or combustible powders (O) \$50.00

Spraying/Dipping Operation (modification or installation of spray booths, rooms, or dip tanks (C) \$50.00

Standpipe Systems (installation, modification, or removal) (C) \$50.00

Temporary membrane structures, tents, and canopies (O) \$50.00

Tents or air-supported structures (more than 200 square feet) \$50.00

Hazardous Materials Emergencies (fees charged back to responsible entity)

Cost associated with extended operations..... County cost

Emergency Response Vehicle (Haz Mat Truck, Mobile Command Post)..... \$150.00 per hour

EMS Unit (medical stand-by for Haz Mat Team) \$50.00 per hour

Haz Mat Response Staff\$25.00 per person per hour

Local Fire Department Emergency Response (reimbursed to Fire Department)

Ladder Truck \$300.00 per hour

Marine Unit..... \$50.00 per hour

Pumper or Tanker \$200.00 per hour

Squad Truck..... \$100.00 per hour

Materials (booms, suits, absorbent, etc.) County cost + 15%

Support Vehicle..... \$25.00 per hour

Support Trailer (Decon, Air Unit, Light Tower, etc.) \$25.00 per hour

GENERAL GOVERNMENT

Copy/Print Charges	
Black and White	\$0.10 per page
Color	\$0.25 per page
Returned Check Fee	\$25.00

HUMAN RESOURCES

Risk Management Services

Blood Borne Pathogens (non-County employees).....	\$10.00 per person
Defensive Driving Training (non-County employees)	\$15.00 per person
Fire and Emergency Action Training (non-County employees)	\$15.00 per person

LIBRARY

Audio-Visual Materials	
Audio tapes	Extended use fee per day \$0.50
(Maximum of \$3.00 per audio)	
DVDs/Video tapes	Extended use fee per day \$1.00
(Maximum of \$5.00 per video)	
Adult/Young Adult Print Materials	
Extended use fee.....	\$0.20 per day
(Maximum of \$3.00 per book)	
Interlibrary Loan Materials	Extended use fee per day \$0.50
Replacement of Lost Library Card.....	\$1.00
Fax Service	
Local or Toll Free	\$1.00 first page, \$0.10 each additional page
Long Distance.....	\$2.00 first page, \$0.20 each additional page

PLANNING, PARKS, AND DEVELOPMENT

Planning & Zoning

Board of Adjustment	
Cottage Business	\$425.00
Extension/Change of Non-Conforming Use	\$425.00
Non-Conforming Use	\$425.00
Special Exception Permit.....	\$425.00
Special Use Permit	\$425.00
Variance	\$425.00
Copies of Ordinances/Plans	
Design Manual	\$10.00
Highway 321 Corridor Plan	\$20.00
UDO Procedures Manual	\$10.00
Small Area Plans.....	\$15.00
Strategic Growth Study.....	\$20.00
Unified Development Ordinance	\$35.00
VisionQuest 2010 Comprehensive Plan.....	\$30.00
VisionQuest 2010 Fold-out Map	\$4.00

Fee In-Lieu Of..... \$1,000 per lot
(In lieu of providing open space on-site, a developer may make a one-time payment in the amount of \$1,000 per lot. The fee in-lieu is payable to the Parks Trust Fund for development of capital projects associated with the County Parks Master Plan or other accepted plans.)

Rezoning Application	
All Applications	\$720.00
(Planning Development (PD), Planning Development – Industrial Parks (PD-IP), 321 Economic Development District (321-ED), Village Center, Manufactured Home Parks (MHP))	
Road Assessment for POP	\$640.00
Street Signs	
Change of street name/sign.....	\$350.00 + \$100.00 each additional sign
Development Name Marker	\$50.00
Limited Access User	\$50.00
New development (per sign)	\$100.00/pole
Off-Premise	\$50.00
Off-Premise – Directional.....	\$50.00
On-Premise – Canopy	\$50.00
On-Premise - Freestanding	\$50.00
On-Premise – Wall Sign.....	\$50.00
Subdivisions	
Performance Guarantee Inspection.....	\$30.00
Subdivision Review	
Exempt Plat Review	\$25.00
Extension of Major Preliminary Plat	\$70.00
Major Final Plat	\$200.00 + \$3.00 each lot
Major Preliminary Plat	\$200.00 + \$5.00 each lot
Minor/Family/Estate Subdivision Review	\$65.00
Performance Guarantee Extension (non-residential and subdivision).....	\$40.00
Performance Guarantee - Initial Review.....	\$110.00
Performance Guarantee Inspection.....	\$30.00
Revised Major Preliminary/Sketch Plat Approval.....	\$70.00
Telecommunication Towers	
Eligible Facilities Requests/Substantial Modifications.....	\$1,000.00
New Wireless Support Structure/Wireless Facility.....	\$11,000.00
Text Amendment (Applicant Initiated)	\$560.00
Zoning Permits	
Backyard Business.....	\$25.00
Accessory Dwelling	\$25.00
Floodplain Development.....	\$50.00
Duplex	\$25.00
Home Occupation Permit	\$25.00
Non-residential Accessory Structure Site Plan Review/Permit	\$50.00
Non-residential Change of Occupancy.....	\$50.00
Non-residential Site Plan Review/Permit for new structures.....	\$200.00
Non-residential Temporary Structure Site Plan Review/Permit.....	\$50.00
Residential Single Family.....	\$25.00
Residential Additions/Accessory Structures (includes pools).....	\$25.00
Sign Permits	\$50.00
Temporary Event.....	\$25.00

Catawba County Parks

Educational/Meeting Room	\$50.00 per day
Dog Park Usage Permit	\$20.00 per dog, per year
Picnic Shelter	\$5.00 per hour, per shelter; \$35.00 per day, per shelter
Sign Permit	\$10.00 per day
Vendor/Sales Permit	\$2% of gross sales or \$50 minimum
Additional Charge Applied to Parks Fees for Non-County Residents	\$10.00

Park fees may be waived for County Sponsored events and schooling-sponsored programs. School groups coming to the Park for educational programs or other curricula based activities should apply in advance for a waiver of Park fees. A letter on school stationery listing the date of the proposed visit, number of students, number of chaperones, and the educational purpose for the visit will serve as a waiver request. Letters should be mailed to the Park Ranger, Planning & Development, P O Box 389, Newton, NC 28658. Requests must be received at least two weeks in advance of the planned visit.

COOPERATIVE EXTENSION

4-H Camps	Varies depending on camp
4-H Project Books.....	\$2 to \$10, depending on book
T-Shirts (4-H, Local Foods, etc.)	\$10-17
School Enrichment Programs.....	\$10/classroom
Workshops (Cooking, Marketing, Master Gardener, Beekeeping, etc.).....	Varies, depending on workshop

PUBLIC HEALTH

Clinic Services

Tests

Pregnancy Test.....	\$10.00
Rabies Titer Test.....	\$93.00
Tuberculosis Skin Test.....	Cost of vaccine + \$20.00

Vaccines

Dtap (Diphtheria, Tetanus, and Pertusis).....	Cost of vaccine + \$20.00
Gardasil	Cost of vaccine + \$20.00
Haemophilus Influenza B	Cost of vaccine + \$20.00
Hepatitis A - Adult.....	Cost of vaccine + \$20.00
Hepatitis A – Pediatric.....	Cost of vaccine + \$20.00
Hepatitis B - Adult	Cost of vaccine + \$20.00
Influenza.....	Cost of vaccine + \$11.00
Meningococcal (Menactra).....	Cost of vaccine + \$20.00
Meningococcal (Menomune).....	Cost of vaccine + \$20.00
M.M.R.	Cost of vaccine + \$20.00
Pediatric Hepatitis B.....	Cost of vaccine + \$20.00
Pentacel (DTAP (Tetanus, Diphtheria, Pertussis), Polio, Hib (Haemophilus influenzae type b)).....	Cost of vaccine + \$20.00
Pneumococcal (Pneumovax).....	Cost of vaccine + \$11.00
Polio (IPOL).....	Cost of vaccine + \$20.00
Rabies, pre/post-exposure (Imovax).....	Cost of vaccine + \$25.00
Rabies, pre/post-exposure (Rabivert).....	Cost of vaccine + \$25.00
Td (Tetanus, Toxoid).....	Cost of vaccine + \$20.00
Tetanus, Diphtheria, and Pertusis (Tdap)	Cost of vaccine + \$20.00
Twinrix (Hep A/B).....	Cost of vaccine + \$20.00
Typhoid	Cost of vaccine + \$20.00

Varicella (Varivax)	Cost of vaccine + \$20.00
Yellow Fever.....	Cost of vaccine + \$25.00
Zostavax	Cost of vaccine + \$20.00
Other	
Biopsy Charge	\$25.00
Car Seat Co-Pay.....	\$10.00
CPR Education Fee	\$15.00
First Aid Education Fee	\$7.00
Fluoride Kit.....	\$3.00
Foreign Travel Consultation Stamp.....	\$10.00
Vaccine Admin – 1 injection.....	\$20.00
Vaccine Admin – each additional injection.....	\$20.00
Oral Administration	\$15.00

Environmental Health Division

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

Any system, 360 gallons per day and less.....	\$300.00
Any system, 361-600 gallons per day	\$450.00
Any system, 601-1,000 gallons per day	\$650.00
Any system, 1,001 gallons per day and above.....	\$900.00

(An application for Improvement Permits or Authorization to Construct must be made. An Improvement Permit or Authorization to Construct will not be issued unless the property lines are clearly marked, the house or building staked, the driveway and parking location marked, and another information necessary to issue the permit.)

Beneficial Fill Landfill

Application and inspections.....	\$75.00
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Change of Improvement Permit/Authorization to Construct/Well Permit

Re-trip and re-design fee	\$70.00
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Food and Lodging Plan Review Fee.....	\$250.00
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Serv-Safe

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

Ownership Change/Walk-Through Fee.....	\$75.00
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This fee will be paid upon completion of a Food and Lodging Walk-Through consultation. If the citizen decides to proceed with a full Food and Lodging Plan Review, then the \$75 fee will be applied towards the \$250 cost of the full plan review.

Plan Review for Push Carts/Mobile Food Units	\$150.00
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Improvement Permit (for Site/Soil Evaluation only)

For New Systems.....	\$150.00
For Existing Systems.....	\$90.00

(An application for Improvement Permits or Authorization to Construct must be made. An Improvement Permit or Authorization to Construct will not be issued unless the property lines are clearly marked, the house or building staked, the driveway and parking location marked, and another information necessary to issue the permit.)

Individual Demolition Debris Landfill Permit

Permit and inspections	\$200.00
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Land Clearing and Inert Debris Landfill Permit

Permit and quarterly inspections	\$350.00
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Public Management Entity (PME) *fees are a per trip charge*

Type IIIB Pump Systems (inspections required every 5 years)	\$94.00
Type IV Systems (inspections required every 3 years)	\$150.00

Type V Systems (inspections required every year).....	\$175.00
Type VI Systems (inspections required twice per year).....	\$175.00
Additional trips to complete inspection or re-inspect.....	\$100.00
Septic Tank Pumps.....	\$40.00
Swimming Pool Plan Review	\$300.00
Swimming Pool re-trip	\$25.00
Swimming Pool/Spa	
Operating < 8 months	\$150.00
Operating > 8 months	\$200.00
Tattoo establishment	
Permit for Tattoo Artist (12 months).....	\$225.00 per artist
Tattoo Plan Review	\$265.00
Temporary Food Stand Permit Fee	\$75.00
Water sample	
Biological	\$58.00
Fluoride, Lead, Nitrate, Volatile Organic Analysis, Pesticide, Petroleum	\$85.00
Inorganic	\$114.00
Well Abandonment.....	\$100.00
Well Construction and Inspection Permit.....	\$300.00
Well Repair.....	\$300.00

Fees are non-refundable once a visit is made

Home Health

Home Health visit (Per visit)	
Home Health Aide.....	\$60.00
Medical Social Worker	\$150.00
Occupational therapy services.....	\$130.00
Physical therapist.....	\$125.00
Skilled nurse.....	\$125.00
Speech therapy	\$130.00

SHERIFF'S DEPARTMENT

Fee for impounded vehicles (per car, per day).....	\$5.00
Inmate Housing Fee (per day, out of County).....	\$75.00 per day
Inmate Medical Service Fees:	
Lab Services Co-Payment	\$10.00
Over the Counter Medications	\$3.00
Medical transportation to private doctor.....	\$50.00
Prescription Drug Co-Payment	\$10.00
Sick Call Medical Visit.....	\$20.00
Sick Call (Follow-up visit).....	\$5.00
Fingerprinting.....	\$10.00
Postage and handling per ejection mail out.....	\$1.00
Project Lifesaver Bracelet Replacement Battery and Band	\$10.00 per month
Project Lifesaver Bracelet rental battery replacement/month	\$20.00
Service of Civil Process (out-of-state cases)	\$50.00
Surrendered weapon storage fee (per weapon, per month)	\$5.00
Transport Involuntary Commitment to another County's Facility	\$75.00 per hour (or portion)

SOCIAL SERVICES

Confidential Intermediary Program for Adult Adoptees

Initial non-refundable fee, residents	\$350.00
Initial non-refundable fee, non-residents.....	\$425.00
Additional services beyond standard agreement	\$75.00/hour
Waiver of fees for those with incomes less than the National Poverty Level	

TAX

ABC Licenses

Beer on premises	\$25.00
Beer off premises	\$5.00
Wine on premises	\$25.00
Wine off premises.....	\$25.00

Copies

Aerial Map - Laser Printer - Color	\$0.75
Custom Map or Report - Laser Printer (picked-up)	\$0.50
Tax Cards.....	\$0.10

Sale of Maps

Plotter Reprints (bond paper, all sized)	\$15.00
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TECHNOLOGY

GIS Fees

Custom Maps

Analyst time	\$50.00 per hour (1 hour minimum/1 map)
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Map Printing

Color Printer

11 x 17	\$3.00
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Plotter Reprints

Bond Paper (all sizes)	\$15.00
High Gloss (ortho)	\$20.00

Digital Data Pricing

1-50 Tiles/Layers	\$5.00 per Tile/Layer
51 – 100 Tiles/Layers	\$2.00 per Tile/Layer

Countywide Layers

Parcels, Structures, Centerlines, etc.	\$100.00/Layer
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Digital Ortho Photos

Individual Tiles	\$20.00 each
Seamless Countywide mosaic (Mr. Sid)	\$100.00 (2002, 2005, 2009, or 2010)

Subscription Service..... \$500.00/Annually
(Parcels, Structures, Topology, Centerlines, Floodplain, Hydrology, City Limits, and Mr. Sid Ortho Updates received twice per year. Subscription Service runs for 12 months from date of purchase.)

Street Atlas

County Affiliated Organizations	\$25.00
General Public	\$35.00

ITC Fees

Reports.....	\$1.00 per CD
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UTILITIES & ENGINEERING

Building Permit Fees

Schedule A – New Buildings/Structures/Additions/Building Permit Fee

Blanket permit fees will be based on the Building Valuation Data per square foot, as published biannually by the International Code Council (ICC). Square foot construction costs shall be adjusted in accordance with the regional cost modifiers as published by the ICC and shall serve as the minimum acceptable cost per square foot for such work.

Building Permit.....	65% of Blanket Permit
Electrical Permit.....	14% of Blanket Permit
Mechanical Permit.....	12% of Blanket Permit
Plumbing Permit	9% of Blanket Permit

Permit Fee: Gross Area x Catawba County Building Cost Factor (Table A)

Gross Area: The area included within surrounding exterior walls, or exterior walls and firewalls exclusive of courts per floor.

Table A Catawba County Square Foot Multiplier

Group ^b	(2012 International Building Code)	Type of Construction								
		IA	IB	IIA	IIB	IIIA	IIIB	IV	VA	VB
A-1	Assembly, theaters, with stage	1.201	1.160	1.131	1.083	1.017	0.989	1.047	0.930	0.893
	Assembly, theaters, without stage	1.086	1.046	1.017	0.970	0.905	0.877	0.934	0.819	0.782
A-2	Assembly, nightclubs	0.917	0.891	0.866	0.831	0.780	0.760	0.800	0.708	0.681
A-2	Assembly, restaurants, bars, banquet halls	0.912	0.885	0.855	0.826	0.770	0.754	0.795	0.697	0.676
A-3	Assembly, churches	0.663	0.639	0.622	0.593	0.554	0.537	0.571	0.502	0.480
A-3	Assembly, community halls, libraries	0.842	0.805	0.774	0.735	0.671	0.650	0.703	0.592	0.564
A-4	Assembly, arenas	1.081	1.041	1.006	0.964	0.894	0.871	0.929	0.808	0.777
B	Business	0.819	0.789	0.762	0.725	0.657	0.633	0.695	0.578	0.550
E	Educational	0.451	0.435	0.422	0.403	0.375	0.355	0.389	0.327	0.316
F-1	Factory and industrial, moderate hazard	0.428	0.408	0.384	0.370	0.330	0.316	0.354	0.272	0.256
F-2	Factory and industrial, low hazard	0.424	0.404	0.384	0.365	0.330	0.312	0.349	0.272	0.252
H-1	High Hazard, explosives	0.475	0.451	0.427	0.405	0.365	0.343	0.386	0.296	N.P. ^c
H234	High Hazard	0.475	0.451	0.427	0.405	0.365	0.343	0.386	0.296	0.272
H-5	HPM	0.836	0.806	0.778	0.740	0.671	0.646	0.710	0.590	0.562
I-1	Institutional, supervised environment	0.412	0.398	0.387	0.370	0.340	0.331	0.361	0.305	0.294
I-2	Institutional, incapacitated	0.693	0.678	0.665	0.646	0.610	N.P. ^c	0.631	0.570	N.P. ^c
I-3	Institutional, restrained	0.474	0.458	0.445	0.426	0.395	0.380	0.411	0.355	0.336
I-4	Institutional, day care facilities	0.412	0.398	0.387	0.370	0.340	0.331	0.361	0.305	0.294
M	Mercantile	0.453	0.436	0.416	0.397	0.362	0.352	0.376	0.314	0.300
R-1	Residential, hotels	0.934	0.902	0.877	0.841	0.772	0.752	0.819	0.694	0.669
R-2	Residential, multiple family	0.802	0.768	0.743	0.704	0.640	0.619	0.687	0.559	0.534
R-3 ^d	Residential, one and two family	0.499	0.486	0.473	0.462	0.443	0.432	0.447	0.414	0.388
R-4	Residential, care/assisted living facilities	0.925	0.892	0.867	0.830	0.762	0.742	0.809	0.684	0.659
S-1	Storage, moderate hazard	0.402	0.382	0.357	0.343	0.304	0.290	0.327	0.245	0.228
S-2	Storage, low hazard	0.397	0.377	0.356	0.338	0.303	0.285	0.322	0.244	0.224
U	Utility, miscellaneous ^a	0.356	0.336	0.314	0.297	0.266	0.249	0.283	0.208	0.197

a. Private Garages are group U.

- b. Unfinished basements use 0.072 as the Catawba County Square Foot Multiplier.
- c. N.P. = Not Permitted - These use groups are not permitted in these Construction Types.
- d. Building Permits will be affected by \$10.00 surcharge effective August 1, 2003 as mandated by Senate Bill 321 - "Homeowners Recovery Fund" (G.S. 87-15.b)

This table is based on the ICC fee schedule method and Catawba County square foot building costs. For more information on fee schedule contact the Catawba County Permit Center at (828) 465-8399.

Square Foot Construction Cost: Published by ICC based on occupancy and type of construction.

Catawba County Building Cost Factor (CCBCF): A mechanism for adjusting building construction costs specifically for Catawba County set for each building group and construction type annually with County budget adoption and are based on actual documented building costs during the fiscal year.

Note: The Board of Commissioners established the formula for fees on June 4, 2004.

Permit Fee Multiplier =

$$\frac{\text{Amount of Building Services Budget to be recovered through permit fees (1)}}{\text{Total Annual Construction Value (2)}}$$

1. Building Services Division budget as approved by the Catawba County Board of Commissioners including the percentage of the budget that is to be recovered through permit fees.
2. Based on historical records, total annual construction value in dollars that has occurred within Catawba County in the previous year. **The Fiscal Year 2015/16 Permit Fee Multiplier is 0.0058.**

Appeals: Building valuation data may be appealed by one of the following methods:

1. Upon issuance of a Certificate of Compliance the permit holder may submit final documentation of all building construction costs to include structural, electrical, plumbing, mechanical, interior finish, normal site preparation, architectural and design fees, overhead and profit. Documentation will be compared to ICC Square Foot Construction Costs to determine if the initial building valuation was accurate. All documentation that verifies a difference of more than 10% from the initial building valuation data to the actual completed cost of construction can be appealed for a refund of a portion of the permit fees initially paid.
2. Permit applicants may appeal valuation data by submitting a Cost of Construction claim form to the Catawba County Permit Center at time of permit issuance. This form shall be sealed and certified by a North Carolina registered design professional engaged in the project. The contractors and design professionals shall also agree to supply the County with all change orders that occur during project construction. Prior to issuance of a Certificate of Compliance the permit holder will be responsible to reimburse Catawba County for any additional permit fees that may be assessed due to change orders that increase the value of the building by more than 10% of the original cost of construction.

Structure values which are not identified by the International Code Council Building Valuation Data will be based on the contractor's estimate and using the permit fee multiplier with a minimum building permit of \$88.00. Examples of such structures are swimming pools, signs, cell towers, solar arrays, wind turbines, hydrogen cells, private piers, bleachers, etc.

Schedule B – Permit Fees Phased Construction

Category of Work	Building Permit	Mechanical (if needed)	Electrical (if needed)	Plumbing (if needed)
Footing/Foundation	50% of Building	50% of Mechanical	50% of Electrical	50% of Plumbing
Shell-In	50% of Building	50% of Mechanical	50% of Electrical	50% of Plumbing
Up-fit	100% of Blanket Permit			

Schedule C – Miscellaneous Fees

	Building Permit - Commercial	Building Permit – Residential	Mechanical Permit	Electrical Permit	Plumbing Permit
Modular	\$88.00	\$88.00	\$61.00	\$61.00	\$61.00
Manufactured Home	NA	\$71.00	\$44.00	\$44.00	\$44.00
Minimum Fees	\$88.00	\$88.00	\$61.00	\$61.00	\$61.00
Expired Permit Renewal Fee	\$88.00	\$88.00	\$61.00	\$61.00	\$61.00
Deck/Ramp Permit	Schedule F	\$40.00	NA	NA	NA
Demolition	\$150.00	\$75.00	NA	NA	NA
Covering Deck or Porch	Schedule F	\$40.00	NA	NA	NA
Re-roof	\$150.00	\$75.00	NA	NA	NA

Archive Research (per project) \$22.00
 Change of any contractor (owner must remain the same – if owner changes, minimum fee rates will apply to all permits)..... \$26.00
 Off Duty/After Hour Inspections..... \$105.00 per hour or any fraction thereof
 Permit Placard..... \$5.00
 Refunds on Active permits (only if no inspections have been made)
 Less Administration Cost..... \$26.00
 Re-trip Fee for any type of inspection \$121.00
 Work Started without Permit Double Permit Fee
^dBuilding permits for Single Family units and alterations/additions to single family dwelling units will be affected by \$10.00 surcharge effective August 1, 2003 as mandated by Senate Bill 321 – “Homeowners Recovery Fund” (G.S. 87-15.b)

Schedule D – Safety Inspections (based on square footage)

0 – 5,000..... \$79.00
 5,001 – 10,000 \$121.00
 10,001 – 50,000 \$163.00
 Over 50,001..... \$205.00

Schedule E – Plan Review (fee due at time of submittal)

Contracted Services \$75.00 per hour plus reimbursable expenses
 Express PlanReview/Permitting (Interior Work)..... \$800.00 per hour or any fraction thereof
 Express Plan Review/Permitting (Exterior Work) \$950.00 per hour or any fraction thereof
 Plan Review Fee (Submittal or Re-Submittal- each review)
 \$10.00 per trade (Building, Mechanical, Electrical, Plumbing, and Fire)

Schedule F – Building Permit Fee (Existing Structures)

Alterations, renovations, and repairs to ^dexisting structures based on contractor’s estimate and using the fee schedule below with a minimum building permit fee of \$88.00.

\$0 - \$5,000	\$88.00
\$5,001 - \$100,000	\$88.00 + \$3.00 for each additional thousand or part thereof
\$100,001 - \$1,000,000	\$373.00 + \$2.50 for each additional thousand or part thereof
Over \$1,000,000.....	\$2,623.00 + \$1.50 for each additional thousand or part thereof

Schedule G – Electrical Permit Fee (Existing Structures)

Electrical permits are required for the installation, extension, alteration, or general repair of any electrical wiring, devices, appliances, or equipment.

Power Service – Sub Panel	Single Family/Duplex	Commercial
0 – 100 Amps	\$50.00	\$75.00
101 – 200 Amps	\$75.00	\$125.00
201 – 600 Amps	\$150.00	\$175.00
601 – 1,200 Amps	\$175.00	\$250.00
1,201 – 2,000 Amps	\$200.00	\$300.00
2,001 – Above Amps	\$225.00	\$400.00

Camper/RV Service	\$50.00
Electrical wiring (including low voltage) per tenant space (wiring on or in the structure)	\$50.00
Electrical wiring for pools, generators, solar panels and signs without a service meter	\$61.00
Fire Alarm System for an existing building	\$71.00
Monthly Renewal Fee for Temporary Electrical Agreement	\$47.00
Pole Service – based on power service size (AMPS)	based on AMP chart above
Re-connect Fee for single mechanical/plumbing systems or equipment.....	\$25.00
Re-connect Fee for multiple mechanical/plumbing systems or equipment	\$50.00
Sign Service – based on power service size (AMPS)	based on AMP chart above
Temporary Electrical (by agreement per meter)	\$121.00
Temporary Power Pole	\$39.00
Any work category not listed above	Minimum Fee (See Schedule C)

Initial temporary electric fee will be assessed at time of permit issuance for all commercial projects to facilitate testing of systems and equipment prior to final inspection.

Schedule H – Existing Structures Mechanical Permit Fee

Mechanical permits are required for installation, extension, alteration, or general repair of Systems/Equipment, Appliances, and Gas Lines.

Scope of Work	Single Family/Duplex	Commercial
	System/Equipment/Appliance	System/Equipment/Appliance
Replacement/Extension of a Single System	\$30.00	\$75.00
Replacement /Extension of two systems	\$55.00	\$145.00
New Installation (less than 3 units). A \$10.00 fee per trip will be charged if units are not inspected at the same time.	\$55.00	\$100.00
Multiple Units (3 or more)	\$125.00	\$275.00

Monthly Renewal Fee for Temporary Mechanical Agreement \$47.00
 Temporary Mechanical (by agreement per meter) \$121.00
 Any work category not listed above Minimum Fee (See Schedule C)

Initial temporary mechanical fee will be assessed at time of permit issuance for all commercial projects to facilitate testing of systems and equipment prior to final inspection.

Systems/Equipment consisting of heat pumps, apollo units, gas packs, furnaces, air conditioners, radiant heat systems, chillers, air handlers, refrigeration units, spray booths, boilers, hood systems, etc.

Appliances consisting of unit heaters, wall furnaces, fireplace inserts, gas lights, gas grills, gas logs, gas water heaters, etc.

Gas Lines* shall be permitted as a Mechanical Appliance regardless of whether it is issued to a Mechanical or Plumbing Contractor (See Schedule H).

*Separate gas line permit is required if gas line is not installed by system/appliance contractor.

Schedule I – Existing Structures Plumbing Permit Fee

Plumbing Permits are required for the installation, extension, or general repair of utilization equipment, drain, waste, vent, and water distribution systems. Examples of utilization equipment include water heaters, dishwashers, disposals, wells, etc.

Scope of Work	Single Family/Duplex	Commerical
Replacement of existing like fixture(s)	N/A ¹	\$25.00
Single new fixture per Tenant Space	\$25.00	\$50.00
Multiple new fixture per Tenant Space	\$50.00	\$125.00
Single New Bath Group per Tenant Space	\$75.00	\$150.00
Multiple New Bath Group per Tenant Space	\$125.00	\$275.00

¹No permit is required if a licensed contractor is conducting the work.

Fire Sprinkler System for an existing building..... \$47.00

Water Heater reconnect/water service line replacement/building sewer replacement/backflow preventer for lawn irrigation systems and minor(less than 25%) replacement of interior water or DWV lines..... \$25.00

Any work category not listed above Minimum Fee (See Schedule C)

Schedule J – Green Building Incentives** - a special allowance in its building inspection fee structure to provide an incentive for certain renewable/sustainable energy technologies and green building certifications for homes and commercial buildings.

New Structures				
Certification Agency		Incentive		
USGBC Leadership in Energy & Environmental Design (LEED) Certification		25% Rebate of Blanket Permit Fee (Not to exceed \$500.00)		
NC Healthy Built Home Certification		25% Rebate of Blanket Permit Fee (Not to exceed \$500.00)		
USEPA Energy Star Certification		25% Rebate of Blanket Permit Fee (Not to exceed \$500.00)		
NAHB Model Green Building Home Guideline Certification		25% Rebate of Blanket Permit Fee (Not to exceed \$500.00)		
ICC/NAHB National Green Building Standard Certification (Currently in development)		25% Rebate of Blanket Permit Fee (Not to exceed \$500.00)		
Existing Structures- One & Two Family Dwellings				
Single System	Mechanical Fee	Electrical Fee	Plumbing Fee	Building Fee
Geothermal Heat Pumps	50% Rebate (\$27.50 value)	50% Rebate (\$12.50 value)		
Photo Voltaic Energy Systems		50% Rebate (\$30.50 value)		
Solar Hot Water Heating		50% Rebate (\$12.50 value)	50% Rebate (\$12.50 value)	
Gray/Rain Water collection for flushing fixtures			50% Rebate (\$30.50 value)	
Existing Structures - Commercial Installations				
Single System	Mechanical Fee	Electrical Fee	Plumbing Fee	Building Fee
Geothermal Heat Pumps	50% Rebate (\$50.00 value)	50% Rebate (\$12.50 value)		
Photo Voltaic Energy Systems		50% Rebate (\$30.50 value)		
Solar Hot Water Heating		50% Rebate (\$12.50 value)	50% Rebate (\$25.00 value)	
Gray/Rain Water collection for flushing fixtures			50% Rebate (\$30.50 value)	

Plan Review Fee Rebate Program**

Catawba County will rebate 50% of the fees related to plan review or express plan review for commercial buildings seeking LEED certification, Energy Star, and/or NC HealthyBuilt Homes.

**Regular fees must be paid in full at time of plan review or permit issuance. Fee rebates will be refunded upon project completion and certification by third party inspection agency.

Erosion and Sedimentation Control

These fees are for sites that disturb more than one acre.

Sites that disturb more than one acre are required to submit a formal erosion control plan. Once the site has been permitted, it will be inspected on a regular basis.

Plan Review.....\$200.00
(includes the first acre disturbed, plus \$150.00 per disturbed acre or any part thereof above the first acre disturbed.

Express Plan Review..... When combined with Building Services Express Plan Review, Building Services hourly rate for plan review plus \$150.00 per disturbed acre or any part thereof, above the first acre disturbed.

Stand Alone Express Plan Review \$97.50 per hour or any fraction thereof minimum \$200.00, plus \$150.00 per disturbed acres or any part thereof, above the first acre disturbed.

Fines for Notice of Violation (NOV).....Varies based on severity, adherence to approved plan, prior record, whether the violation was committed willfully, amount of money saved by noncompliance, cost of rectifying the damage, and staff investigative costs.

Reinspection Fee (required after Notice of Violation).....\$125.00

If a site is out of compliance, it will receive a Notice of Violation. Any project that is under an NOV may not have any activity (I.E. Building Services inspections) until the site is brought into compliance and the required fine is paid to the Catawba County Finance Department, and the re-inspection fee has been paid. Fines and re-inspection fees may NOT be billed on an account.

These fees are for sites that disturb less than one acre.

Sites that disturb less than one acre will be issued a no charge erosion control permit, no formal plans are required. If the County receives a complaint on a site that is less than one acre and inspectors have investigated and found that the site is not in compliance with erosion control laws the Project Management Fee will be assessed.

Project Management Fee.....\$50.00
(Fee for sites that disturb less than one acre and the County receives a complaint, makes a site visit and finds the site is not in compliance with erosion control laws. Staff will inform responsible party of the adequate sediment control measures and inspect the site. Inspections will cease once the site is stabilized.

Note: Fees will be assessed and collected on all permits when issued

Septage Collection Transportation & Disposal Fees

Truck Capacity	Payment to City of Hickory	Payment to County	Total billed to Sludge Hauler
Gallons	Disposal Fee	Disposal Fee	Disposal Fee
250 gal	25.00	12.00	37.00
400 gal	25.00	12.00	37.00
1000 gal	25.00	12.00	37.00
1100 gal	25.00	15.00	40.00
1100 gal	25.00	15.00	40.00
1500 gal	32.50	22.50	55.00
1600 gal	35.00	24.00	59.00
1800 gal	39.00	27.00	66.00
2000 gal	43.00	30.00	73.00
2200 gal	48.00	33.00	81.00
2300 gal	49.50	34.50	84.00
2400 gal	52.00	36.00	88.00
2500 gal	54.50	37.50	92.00
2600 gal	56.00	39.00	95.00
3000 gal	65.00	45.00	110.00
3500 gal	75.50	52.50	128.00
3600 gal	78.00	54.00	132.00
4500 gal	97.50	67.50	165.00

The County's portion of the fee is calculated at \$0.015 per gallon with a minimum of \$12.00 rounded to the nearest dollar.

Hickory's portion of the fee is calculated at \$0.0217 per gallon with a minimum of \$25.00 rounded to the nearest dollar.

Total fee is based on \$0.0367 per gallon with a minimum of \$37.00 rounded to the nearest dollar.

Solid Waste Management Disposal

(Fees include \$2.00 Solid Waste State Disposal Tax where applicable)

Sanitary Landfill hours of operations are 8:00 am to 4:00 pm, Monday – Friday, 8:00 am – 11:30 am, Saturday, Closed Sunday

Municipal Solid Waste (\$16 minimum)..... \$31.00 per ton + \$2.00 per ton State tax
 Dead Animals \$31.00 per ton + \$2.00 per ton State tax

100% Industrial Wood Waste (\$16.00 minimum)

Furniture Wood, glued, stained, etc. \$31.00 per ton + \$2.00 per ton State tax
 Painted or treated..... \$31.00 per ton + \$2.00 per ton State tax
 Chipboard, pressboard, plywood..... \$31.00 per ton + \$2.00 per ton State tax

The County's State Permit does not allow wood waste from industries to be disposed of in the construction & demolition landfill.

Other Wood Waste (\$4.00 minimum)

Saw Dust..... \$8.00 per ton + \$2.00 per ton State tax
Chipped wood waste (no less than 2” and no more than 5” in diameter. Must be pre-approved as non-hazardous..... \$8.00 per ton + \$2.00 per ton State tax

Any Waste Contaminated with more than (\$45.00 minimum)

10% Cardboard (from industrial entities only) \$90.00 per ton + \$2.00 per ton State tax
20% Springs..... \$90.00 per ton + \$2.00 per ton State tax
50% Foam Rubber \$90.00 per ton + \$2.00 per ton State tax
Wire or cable over 4 ft. \$90.00 per ton + \$2.00 per ton State tax
Bulky items not easily compacted \$90.00 per ton + \$2.00 per ton State tax

Removal and Handling Fee

Applies to each load that contains any materials banned by North Carolina State Law or Solid Bulky Waste Management Rules, current and future\$100 per load

Friable Asbestos (\$15.00 minimum)

The State requires friable asbestos to be covered with soil requiring extra landfill space; therefore the fee will increase accordingly. \$120.00 per ton + \$2.00 per ton State tax

Construction & Demolition Landfill and Grinding Area hours of operations are 7:00 am to 4:30 pm, Monday – Friday, 8:00 am to 11:30 am, Saturday, Closed Sunday.

Definitions

Demolition debris - waste produced from the demolition of a structure (house, building, etc. containing no personal contents).

Construction debris - waste produced during the construction of a structure (house, building, deck, etc.).

Natural Wood – is wood that has not been processed in any form. Wood that is not chipboard, creosote, glued, painted, stained, treated, plywood, pressboard, etc. This is defined based on State regulation.

Construction & Demolition Landfill (\$10.00 minimum)

Lumber over 8 feet in length \$21.00 per ton + \$2.00 per ton State tax
Painted, treated or creosote wood..... \$21.00 per ton + \$2.00 per ton State tax
Chipboard, pressboard, plywood..... \$21.00 per ton + \$2.00 per ton State tax
Brick, block, or concrete that is painted or has reinforcement material and/or contaminated with other waste \$21.00 per ton + \$2.00 per ton State tax
Drywall \$21.00 per ton + \$2.00 per ton State tax
Roofing/Shingles (non-recyclable) \$21.00 per ton + \$2.00 per ton State tax
(Note: Clean residential asphalt shingles will not be charged the \$2.00 per ton State tax)
Non-Friable Asbestos containing transit siding, vinyl floor tiles, asphalt roofing shingles \$21.00 per ton + \$2.00 per ton State tax
Clean natural furniture wood waste for grinding (containing no glue, stain, chipboard, pressboard, plywood, etc)\$6.00 per ton; \$3.00 minimum
Mobile Homes (Arrangements must be made prior to acceptance at Landfill)\$0.27 square foot + \$2.00 per ton State tax

Extra Service Provided (\$8.00 minimum)

Labor to de-bag yard waste (use clear bags) \$17.00 per ton

State-Banned Landfill Materials

Asphalt	No Charge
Brick, block, concrete w/o reinforcement, less than 6 inch, grindable and separated from other waste.....	No Charge
Clean, natural, uncontaminated wood pallets	No Charge
Paint (liquid).....	No Charge
Electronics and televisions.....	No Charge
Loose grass and leaves (de-bagged)	No Charge
Natural lumber, less than 8 feet in length	No Charge

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

Brush, , Limbs, and Trees (Grindable)..... \$15.00 per ton
(Brush, limbs, and trees must be kept separated from roots, stumps, and grubbing for recycling purposes)

Grubbing, Roots, and Stumps (Non-grindable).....\$21.00 per ton + \$2.00 per ton State tax
(Brush, limbs, and/or trees contaminated with abrasive material, dirt, roots, soil, or other material will not be considered grindable and will be charged the non-grindable price per ton)

If a load of waste is unloaded at the grinders and it has other materials mixed in that makes the load non-grindable, the per ton charge for the material, state fees, and the banned materials handling fee will be applied as outlined above under "Removal and Handling Fee".. This fee is for employee and equipment time to transport the material to the Landfill to be buried.

Mulch and Compost

Mulch (3 yard bucket).....\$10.00 or \$10.00 per ton
Compost (3 yard bucket).....\$45.50 or \$35 per ton
(customers may choose to pay per 3 yard bucket or have their vehicle weighed)

Scrap Tires

Tires without proper documentation, Tires that have been buried, Tires stockpiled prior to January 1, 1994, and Out of State Tires \$80.00 per ton

Note: If the Sanitary Landfill is used when the Construction and Demolition Landfill is closed, users will be charged Sanitary Landfill fees.

Water and Sewer

Connections (Capital Fee)

Existing or New property improvements after utility line construction* is completed:

1 inch or less water meter/tap:	\$1,250 water; \$1,500 sewer
2 inch water meter/tap:.....	\$2,250 water; \$3,500 sewer
3 inch water meter/tap:.....	\$3,250 water; \$5,500 sewer

*Construction period includes 12 months warranty period after construction is completed

(For every ¼-inch increment increase in connection size above 1 inch, \$250 is added to water capital fee and \$500 is added to sewer capital fee)

To entice the connection of existing buildings that exist at the onset of construction of County funded water and sewer utilities to municipal services, Capital Fees for existing property improvements shall be reduced by 50 percent during the utility construction period.

(Existing property improvements include all types of occupancies that rely upon existing non-municipal

water and sewer provisions and are adjacent to the utility under construction)

Other

Residential & Commercial Subdivision& Development Engineering Fee

0 - 100 lots or units	\$250.00
101 - 200 lots or units	\$500.00
201 - 300 lots or units	\$750.00

Engineering Fee will continue at a rate of \$250 per 100 lots or units or any part thereof.

Other

Residential & Commercial Subdivision& Development Engineering Fee

0 - 100 lots or units	\$250.00
101 - 200 lots or units	\$500.00
201 - 300 lots or units	\$750.00

Engineering Fee will continue at a rate of \$250 per 100 lots or units or any part thereof.

FEE SCHEDULE POLICIES

EMERGENCY SERVICES

Ambulance Fees

Recover 50 percent of cost of ambulance service but maintain a reasonable rate compared to other counties.

Impound Fee

Charge a fee to recover costs of staff time and resources while encouraging and promoting responsible pet ownership when an animal is impounded due to a violation of County Code.

Fee to Municipalities Using Animal Shelter

Share the costs of operating the shelter with the municipalities who use it. Costs are allocated based on the ratio of the municipalities' populations and the County's population. Cities pay 100 percent of their share of costs.

Fire Permit Fees

Charge reasonable fees to ensure proper application of the state fire prevention code.

Hazardous Material Recovery

Recover costs of staff time, equipment and resources related to hazardous material incidents.

GENERAL GOVERNMENT

Copy Charges

Recover the cost of copies in accordance with state law.

Returned Check Fee

Discourage people from writing a worthless check to the County and to cover some costs related to recovering funds.

HUMAN RESOURCES

Employee Health Connection Fees

Recover costs related to providing services.

Risk Management Services

Recover costs of staff time, equipment and resources related to training provided to outside agencies.

LIBRARY

Audio-Visual and Adult Print Materials

Encourage the timely return of materials.

Interlibrary Loan Materials

Interlibrary loan policies are set by the lending library. Overdue fees reflect the standard rate charged statewide.

Lost Library Card

Initial card is free. The replacement card fee is to encourage patrons to keep track of their library card.

PLANNING, PARKS, & DEVELOPMENT

Planning & Zoning Fees

Recover 100 percent of staff time, materials and costs for recording plats, ordinances, maps, street signs, board of adjustment, rezoning and road assessments.

Parks Fees

Consistent with other counties and the State, charge fees for specialized amenities and the reservation of facilities.

COOPERATIVE EXTENSION

All Fees

Cooperative Extension's fees will cover 100 percent of program materials and supplies.

PUBLIC HEALTH

Clinical Services

Clinical fees are based on Public Health costs of service provision. Clinical fees are billed to third party payors as applicable. In the event the third party payor does not reimburse, the patient will be billed as permitted. Patient bills may include a discount based on pre-determined eligibility. Eligibility scale is based on the Federal Poverty level adjusted annually by the Department of Health and Human Services.

Environmental Health Fees

Fees will support 100 percent of the total cost.

Home Health Fees

Home Health fees are based on Medicare and Medicaid rates. Where service costs (as determined by an annual cost study) are higher than the Medicare or Medicaid rate, the charges will be based on the actual cost.

TAX ADMINISTRATION

Real and Personal Property Tax Billing & Collection for Municipalities

Have municipalities proportionately share the cost of billing and collecting real and personal property taxes. Periodically, the county will recalculate the cost per bill and charge municipalities an equitable amount based on the number of bills issued per municipality.

Sale of Maps

Recover costs of staff time, equipment and resources.

TECHNOLOGY

GIS Fees

Encourage efficiency and recover operational and maintenance costs. In June 1991, the North Carolina General Assembly approved HB 356 that exempts the Catawba County GIS database from the Public Records Act. Under the precepts of the legislation, the County can charge "reasonable costs" for the computerized database and data files. Fees will be reviewed annually.

GIS Charges to Municipalities

Have participating municipalities pay a proportionate percentage of costs for the base map project, selected personnel and operating costs, based on a ratio of the municipality's extraterritorial jurisdiction area compared to the total county area at the time the bids are awarded.

UTILITIES & ENGINEERING

Building Services Fees

Building Inspection fees are in place to recover 100 percent of the cost of the Building Services Office. Fees will be benchmarked against other counties each year and rates will be set to recover as much of the County's cost as possible given economic conditions and the results of the benchmarking.

Erosion Control Fees

Recover a portion of the costs of the local Erosion and Soil Sedimentation Control Program.

Solid Waste Fees

Consistent with County Code, landfill fees will generate sufficient revenues to operate the landfill and build reserve for future needs as well as encourage protection and preservation of the environment.

Water and Sewer Fees

Recover a portion of the costs of constructing water and sewer infrastructure.