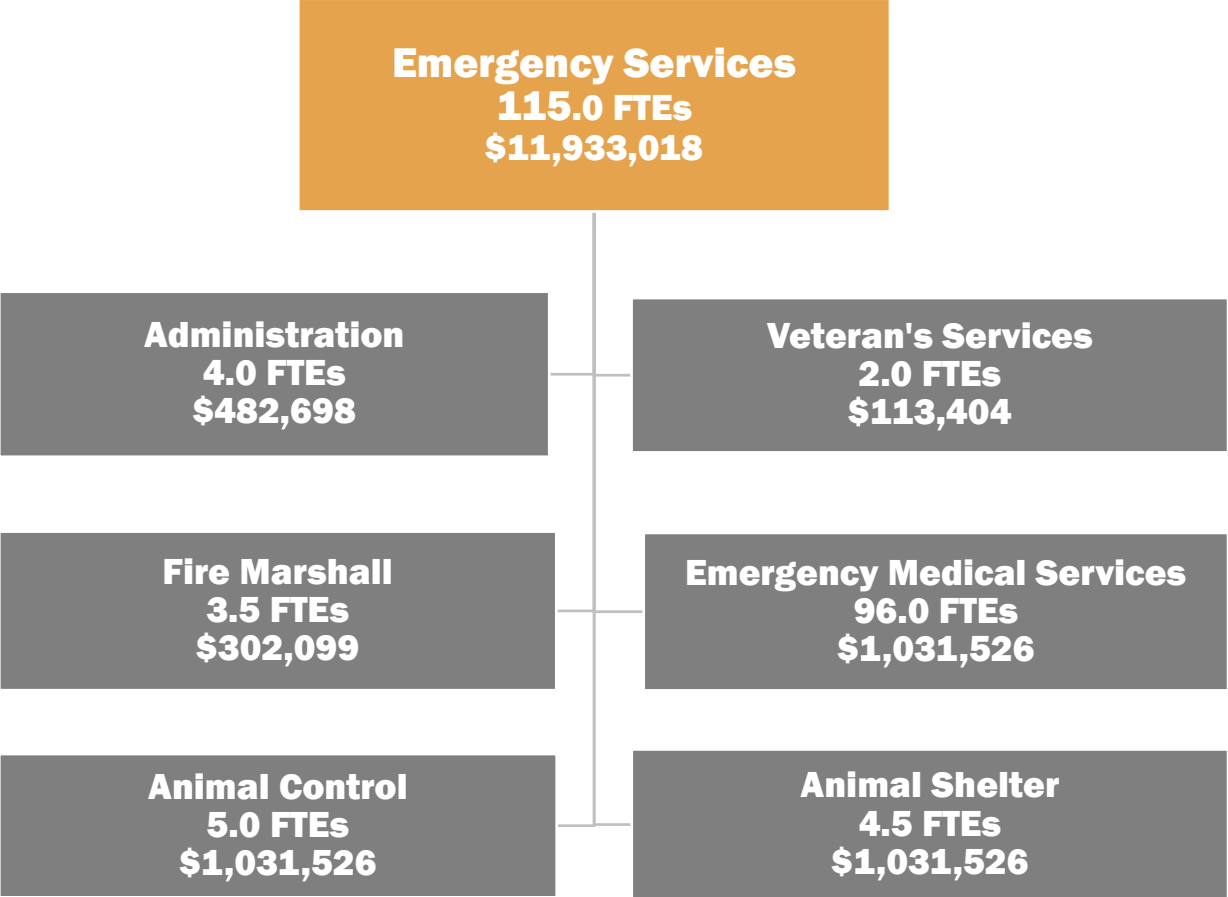


EMERGENCY SERVICES

Key Function Organization Chart



Department Services

EMERGENCY MANAGEMENT

Emergency Management is responsible for protecting the community by coordinating the activities necessary to build, sustain, and improve the capability to mitigate against, prepare for, respond to, and recover from threatened or actual natural disasters, acts of terrorism, or other man-made disasters. The division serves as a resource for private business, industry, schools, other local government and volunteer agencies in the development and implementation of their emergency plans. The Emergency Management Office provides public education in family and community preparedness and severe weather awareness, and insures the public receives accurate emergency information and instructions during incidents.

Emergency Management is responsible for maintaining a number of multi-jurisdictional plans including the County's Emergency Operations Plan and Hazard Mitigation Plan. The Emergency Management Coordinator is the liaison between the County and the State when State and Federal resources are needed for emergencies and disasters. In addition, the division manages disaster

training and exercises for the County and serves as the reporting conduit to the State and Federal governments for preparedness activities to ensure the County remains eligible for Homeland Security grant funding. Emergency Management manages the Emergency Operations Center 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.

VETERANS' SERVICES

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.

FIRE/RESCUE

Fire/Rescue helps coordinate fire department and rescue squad functions, as well as performs fire inspections in rural Catawba County and municipalities that contract for service. Fire/Rescue also works with law enforcement agencies (both State and local) to combat arson and unlawful burning. A constant goal is to make every citizen aware of the dangers of fire and to continue a viable fire safety program in the school systems. Additionally, Fire/Rescue coordinates response and training activities for the County Hazardous Materials Response Team and the County Urban Search and Rescue Team.

EMERGENCY MEDICAL SERVICES (EMS)

It is the mission of Catawba County Emergency Medical Services to assure that each customer receives prompt emergency response and the highest quality of pre-hospital care available.

ANIMAL SERVICES

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.

Budget Highlights

EMERGENCY SERVICES

Organizations: 260050 - 260350

	2015/16 Actual	2016/17 Current	2017/18 Requested	2017/18 Adopted	Percent Change
Revenues					
Federal	\$52,917	\$50,000	\$48,500	\$48,500	-3.0%
State	1,907	2,500	1,907	1,907	-23.7%
Federal & State	562,723	520,000	550,000	550,000	5.8%
Local	130,216	115,533	125,533	125,533	8.7%
Charges & Fees	5,946,770	5,769,473	5,999,826	6,011,221	4.2%
Miscellaneous	64,322	69,150	69,350	69,350	0.3%
From Community Alert System	0	0	0	0	0%
From Self Insurance	63,511	0	0	0	0%
General Fund	2,983,833	5,016,289	5,780,960	5,126,507	2.2%
Total	\$9,806,199	\$11,542,945	\$12,576,076	\$11,933,018	3.4%
Expenses					
Personal Services	\$7,824,626	\$8,708,541	\$9,260,212	\$8,748,046	0.5%
Supplies & Operations	1,754,405	2,049,291	2,230,942	2,190,952	6.9%
Capital	227,168	785,113	1,084,922	994,020	26.6%
Total	\$9,806,199	\$11,542,945	\$12,576,076	\$11,933,018	3.4%
Expenses by Division					
Administration	\$381,963	\$471,845	\$482,464	\$482,698	2.3%
Veterans' Services	92,720	101,392	112,537	113,404	11.8%
Fire Marshall	266,415	351,852	301,894	302,099	-14.1%
Emergency Medical Services	8,343,674	9,698,085	10,788,692	10,143,772	4.6%
Animal Control	240,716	347,577	297,120	297,413	-14.4%
Animal Shelter	480,711	572,194	593,369	593,632	3.7%
Total	\$9,806,199	\$11,542,945	\$12,576,076	\$11,933,018	3.4%
Employees					
Permanent	112.50	114.75	123.00	115.00	0.2%
Hourly	10.15	9.88	9.13	9.88	0.0%
Total	122.65	124.63	132.13	124.88	0.2%

The budget increased by 3.4 percent, driven primarily by the purchase of 4 ambulances (fully covered by EMS revenue) and an increase in the Veterans' Service Office Support position from .75 to 1 FTE to ensure the County's veterans have access to available services.

REVENUE HIGHLIGHTS

EMS Fee	Amount of Increase (%)	Total Revenue
Ambulance Charges	\$217,934 (4.2%)	\$5,400,000
Medicaid Transports	\$30,000 (5.8%)	\$550,000
Hospice	\$10,000 (11.1%)	\$100,000
Neonatal	\$11,958 (17%)	\$82,100

EXPENSE HIGHLIGHTS

- *EMS Motor Vehicle (\$854,022)*: This 46 percent increase (\$268,220) is the result of purchasing 4 ambulances (one more than normally purchased on the County's

replacement cycle) at an increased unit cost for each ambulance. Purchasing 4 vehicles will allow the department to maintain an efficient and reliable fleet.

- *EMS Medical Supplies (\$270,000)*: A 5.3 percent (\$13,500) increase is adopted based on increased usage due to increased call volume and rising cost of supplies.
- *EMS Other Equip (\$140,000)*: This adopted amount is a \$50,000 (55.5 percent) increase from the current year, attributed to per unit cost of the cardiac monitors increasing from \$30,000 to \$35,000 and the purchase of a 4th monitor (for the 4th ambulance).
- *EMS Uniforms and Clothing (\$68,950)*: This adopted amount is a 13 percent (\$7,850) increase from the current year. The increase is attributed to a price increase with current uniform vendor.
- *Animal Shelter Medical Supplies (\$19,000)*: Adopted to assist the Humane Society with the veterinary surgeries including spaying and neutering surrendered animals at the Animal Shelter.
- *Veterans' Service Personnel (\$7,433)*: Increase in the Veterans' Services Technician position from .75 FTE to 1 FTE. The office wants to increase its availability to the veterans and their families. Currently, with a full-time Veterans' Service Officer and a permanent part-time employee (30 hours a week) there are times that the office closes during working hours. When the full-time employee attends conferences and meetings away from the office (sick leave or takes vacation), the part-time employee closes the office for 3 hours. This amounts to 192 hours during the year. Increasing the position to 1 FTE will ensure that, barring sickness, the Veterans' Office will be open every hour the County Government is open.

Performance Measurements

FISCAL YEAR 2017/18

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 to increase the Community Alert System's ability to reach people who live, work, and/or attend school in Catawba County. EMS will continue to strive to increase the survivability of cardiac arrest sufferers. 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 no more that 4 percent of adoptable animals will not be adopted or sent to rescue groups.

MID-YEAR FISCAL YEAR 2016/17

At mid-year, Emergency Services was on target to achieve (or has already achieved) 19 of its 22 outcomes. Emergency Management (EM) completed the Threat Hazard Identification Risk Assessment, a process that increased the County's understanding of its capabilities, strengths, weakness, and gaps to respond to threats and hazards.

The Veterans' Services Office continued to maintain a high level of customer service, an average of a three-day or less wait time for veterans' and their families.

Fire/Rescue continued to provide fire inspections for the five municipalities that contract for service (Brookford, Catawba, Claremont, Maiden, Long View) and was on target to complete all scheduled inspections. Fire Investigators continued to provide prompt service at fire investigations, with an average response time of 38:15 minutes (nearly 4 minutes less than the 42 minute target). Fire/ Rescue has also provided 520 school age children Fire Safety Education programs.

At mid-year, EMS ensured citizens received prompt emergency and medical care by achieving an average response time of 7:55, which is in line with the BOC's goal of 8:00 or less. Patients 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 was not on target to meet its goal of having less than 1 percent animal mortality (excluding euthanized animals) in the Animal Shelter. At mid-year the mortality rate was 3.1 percent largely due to an outbreak of Panleukopenia in cats. This disease has a very high mortality, rapid onset, and is extremely contagious. There was only one OSHA reportable bite during the 1st six months of the year. All employees were following all required safety procedures. The goal is to have less than four OSHA reportable bite incidents.

FISCAL YEAR 2015/16

Emergency Services achieved 17 of its 21 outcomes. The Administration unit achieved a

Fiscal Year	Total Outcomes	Achieved	Not Achieved	Success Rate
2015/16	21	17	4	81%
2014/15	20	17	3	85%
2013/14	19	16	3	84%

19:01 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 is well below the 30 minute goal and 7 percent or 1:39 faster than previous year. The unit completed a review and evaluation of Catawba County's Emergency Operations Plan, ensuring the County understands the natural and man-made hazards that may affect the area and to increase response readiness. Finally, Emergency Services Administration rewrote the Damage Assessment manual to reflect the team concept of operations for surveys completed immediately following all types of widespread disasters. This update will increase the County's preparedness for incidents that damage residences, businesses and infrastructure and to protect the life and safety of citizens at risk.

Veterans' Services achieved all three of its outcomes for Fiscal Year 2015/16. Staff increased the community's knowledge of the U.S. Department of Veteran Affairs and how to access those services by holding 18 community events. The second Veterans' Services Office outcome was related to providing quality and timely customer service by maintaining a three-day or less waiting period. Finally, the Veterans' Office worked with local organizations and the District Attorney's office in moving forward with a Veterans Treatment Court. The aim of establishing this court is to provide Veterans suffering from Military related Post Traumatic Stress Disorder and who commit crimes with an alternative other than jail time.

Fire/Rescue achieved three of its four outcomes. Staff conducted 582 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 31 minutes (11 percent faster than the previous year), exceeding its outcome goal of a 45 minute response time from the time of the request to arrival on scene. The lone outcome not achieved was maintaining a viable fire safety program in the school systems. The Fire Marshall increased awareness of the dangers, however only 877 students (623 or 41.5 percent fewer than the 1,500 goal) received training from staff.

Emergency Medical Services (EMS) achieved or is on target to achieve four of its five outcomes. EMS ensured patients 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, assisted ventilation/invasive airway use, and induced Hypothermia, 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 2015/16 EMS used air medical resources for 49 patients. Only 4 percent of those patients were discharged from the Emergency Department, which is better than their goal of 15 percent.

The unit is on target to increase survivability of cardiac arrest by at least 10 percent by June 30, 2017. EMS provided training to all Telecommunicators via Dispatcher Academy. EMS updated its AED registry ensuring all registered AEDs were up-to-date. The division provided CPR education to 1,983 citizens; of those approximately 100 were high school students. EMS is also partnering with Human Resources to achieve a 15 percent reduction in the number, cost, and severity of work-related EMS musculoskeletal claims over 4 years. The partnership has expanded to Catawba Valley Medical Center and has resulted in the development and implementation of a pre-employment evaluation based on critical job requirements.

The lone outcome not achieved was providing prompt emergency and medical care. EMS responded to 28,271 requests for service (a 5.4 percent increase from the previous year), 13,346 (47 percent) of which were emergencies. The average response time was 8:01 minutes, 1 second slower than the eight-minute response time goal. This performance level resulted in establishing a new EMS crew in the Mountain View area that operates 12 hours a day, 7 days per week.

Animal Services achieved four of its six outcomes. The unit, through its contract with the Humane Society of Catawba County, ensured that 98 percent (1,736 of 1,773) of adoptable animals were adopted, exceeding the 95 percent goal. Animal Services helped control the animal population and promoted responsible pet ownership by ensuring 100 percent of eligible animals were spayed or neutered, fitted with a micro-chip, current on rabies vaccination prior to being adopted. Also, to promote public safety, Animal Services ensured less than 1 percent of animals (4) of the 5,113

taken in escaped. The Animal Services unit provided a safe environment for staff and animals by having just 3 OSHA reportable bite incidents (the target was 4 incidents) for the entire year.

Animal Services missed its outcome of ensuring the best chance for adoptable animals to find a new home by finishing the year with a 4 percent mortality rate. The goal was to have a rate < 1 percent. The unusually high mortality rate resulted from a Panleukopenia (Feline Distemper) outbreak in cats. The second outcome not achieved was to increase awareness of dangers of the rabies virus and to reduce the number of pets potentially exposed to the virus. The division conducted 186 rabies canvases, 14 canvases (7 percent) shy of the goal. Animal Services missed this outcome largely due to understaffing (unit was at 50 percent capacity for several months).

Outcomes

EMERGENCY MANAGEMENT

1. Emergency Management (EM) will continue the multi-year goal established during Fiscal Year 2016/17 completing an updated Threat Hazard Identification Risk Assessment (THIRA) which will increase the County's understanding of capabilities, strengths, weaknesses, and gaps in the County's overall ability to prevent, protect, mitigate, respond to, and recover from identified threats and hazards. Target completion: December 31, 2017. Results will also assist in developing justifications for obtaining specific Federal and State preparedness grants. In addition, for Fiscal Year 2017/18 (Year 2): Emergency Management will develop and implement methods to correct deficiencies identified the 2016 THIRA.
2. To increase the Community Alert System's ability to reach people who live, work, or go to school in Catawba County and provide critical information to those people, Emergency Management will increase the number of self-registrations in the Community Alert System by at least five percent in each of the following areas: businesses, individuals, e-mail addresses, and texts. Target completion: June 30, 2018.

VETERANS' SERVICES

1. The Veterans' Service office will continue 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.
2. The Veterans' Service office will work with the District Attorney's office and the North Carolina Department of Military and Veterans Affairs as well as other local Veterans' agencies to form an Advisory Committee. This Advisory Committee will explore options to have a form of Veterans' Court in Catawba County. A Veterans' Court would provide an option for veterans who are suffering from Military related Post Traumatic Stress Disorder and commit crimes, with an alternative other than jail time.

FIRE/RESCUE

1. To provide timely service and assist in maintaining fire department availability, Fire Investigators will maintain an average fire investigation response time of 42 minutes from the time of the request to arrival on scene.

2. 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 1,000 schoolchildren. This service is provided to all school systems that request it, and is targeted at elementary school children to develop an awareness of and respect for the dangers.

EMERGENCY MEDICAL SERVICES (EMS)

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.
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. Catawba County EMS, in partnership with other healthcare providers, will increase survivability (defined as being discharged from the hospital) of cardiac arrest patients by at least 5 percentage points by December 31, 2018. (For this outcome calendar year 2016 is being used as the baseline. In 2016 the survival rate for all cardiac arrests in which Advanced Level Care was initiated was 12.5 percent.) To achieve this, the following steps will be taken in Fiscal Year 2017/18:
 - a. Provide continued Team Focused CPR training for EMS employees including appropriate patients to attempt resuscitation through discontinuation of care and care for families.
 - b. Ensure an AED and CPR trained first responder arrives to all cardiac arrest calls within six minutes of the dispatch 90 percent of the time.
 - c. Provide hands-only CPR education for at least 250 citizens.
 - d. Discuss the potential for law enforcement dispatch on initial dispatch with every law enforcement agency in the County.

ANIMAL SERVICES

1. Through its contract with the Humane Society of Catawba County for animal care and adoptions, Animal Services will ensure no more than 4 percent of adoptable animals will not 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 leaving the Catawba County Animal Shelter are spayed/neutered, micro-chipped, and up-to-date on their rabies shots prior to adoption.
3. 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 3 percent animal mortality rate (excluding those that must be euthanized).
4. 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.