FISCAL YEAR 2017/18 CATAWBA COUNTY OPERATING & CAPITAL BUDGET

Instructions for Navigating FY 2017/18 Budget PDF

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About the Cover

Students at North Newton Elementary School learn coding with classroom devices. Photo courtesy of Newton-Conover City Schools.

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CATAWBA COUNTY, NC
FISCAL YEAR 2017/18
ADOPTED

OPERATING & CAPITAL BUDGET

Board of Commissioners

Randy Isenhower, Board Chair

Barbara Beatty, Board Vice-Chair

Kitty Barnes, Board Member

Sherry Butler, Board Member

Dan Hunsucker, Board Member

County Manager

Mick Berry

Assistant County Managers

Dewey Harris

Mary Furtado

Prepared by:

Budget and Management Director:

Jennifer Mace

Budget and Management Analysts:

Barron S. Monroe II

Paarth Mehta

Danielle Verwahren

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Board of Commissioners

Randy Isenhower
Board Chair

Barbara Beatty
Board Vice-Chair

Kitty Barnes
Board Member

Sherry Butler
Board Member

Dan Hunsucker
Board Member

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Executive Leadership

COUNTY MANAGER'S OFFICE

Mick Berry
County Manager

Dewey Harris
Assistant County Manager

Mary Furtado
Assistant County Manager

EXECUTIVE LEADERSHIP

Debra Bechtel
County Attorney

Bryan Blanton
Emergency Services Director

Amanda Duncan
Elections Director

Cynthia Eades
Human Resources Director

Barry Edwards
Utilities & Engineering Director

Karen Harrington
Social Services Director

Jacky Eubanks
Planning, Parks, & Development Director

Mark Logan
Tax Administrator

Jennifer Mace
Budget and Management Director

Amy McCauley
Communications and Marketing Director

Bob Miracle
Chief Financial Officer

Barbara Morris
County Clerk

Rick Pilato
Chief Information Officer

George Place
Cooperative Extension Director

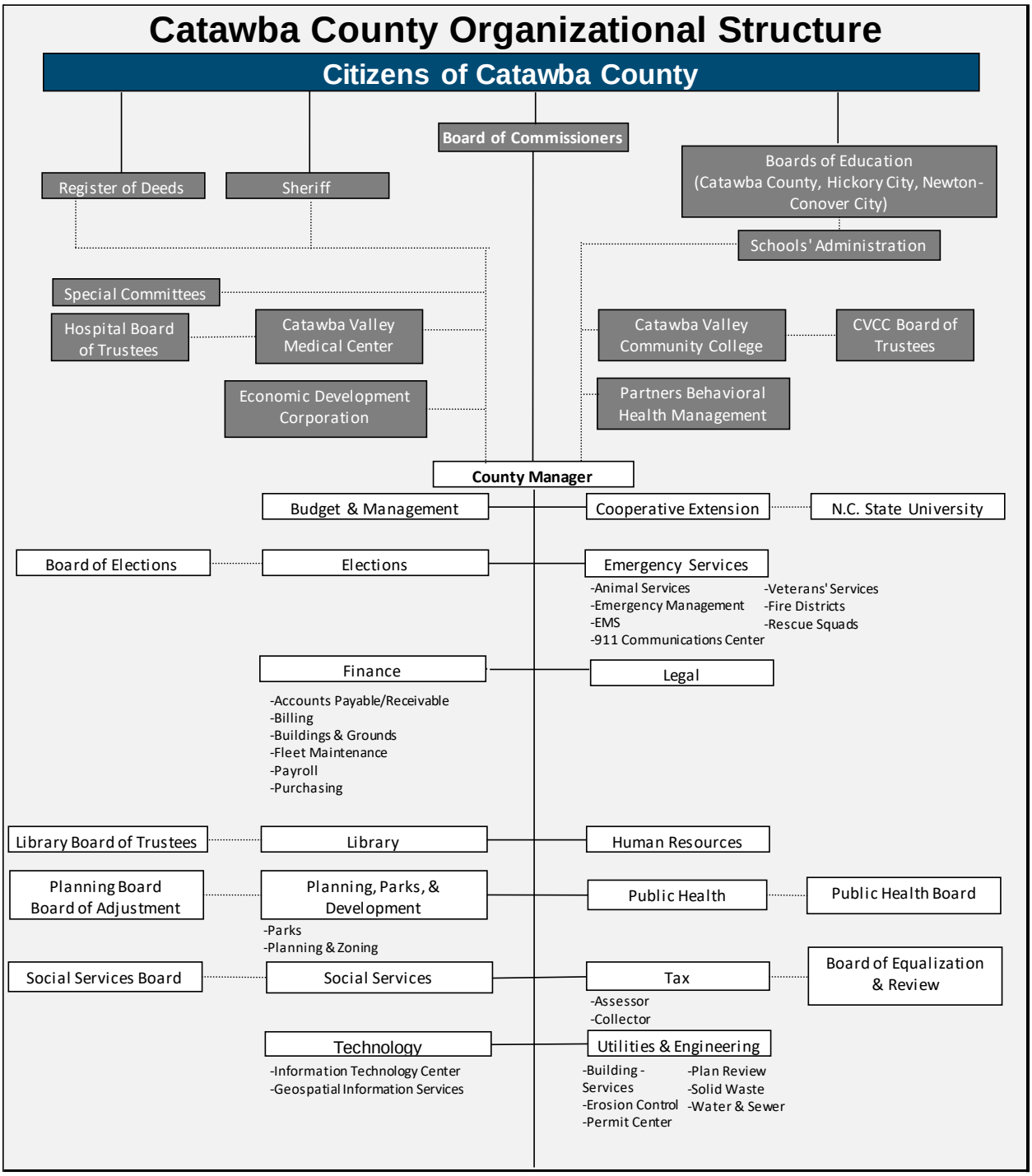
Coy Reid
Sheriff

Donna Spencer
Register of Deeds

Doug Urland
Public Health Director

Suzanne White
Library Director

Organizational Chart



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GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

Catawba County

North Carolina

For the Fiscal Year Beginning

July 1, 2016

Executive Director

The Government Finance Officers Association (GFOA) presented this Award for Distinguished Budget Presentation to Catawba County for its fiscal year beginning July 1, 2016. It reflects the commitment of the governing body and staff to meeting the highest principles of government budgeting, meeting nationally recognized criteria as a policy document, operations guide, financial plan, and communications medium.

This award is valid for period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to the GFOA to determine its eligibility for another award. The County has earned the Distinguished Budget Presentation Award for 28 consecutive years.

2016/17 Achievements & Activities

Catawba County has consistently delivered quality services across a wide-range of functions, supported by one of the lowest tax rates, strong program performance, and fiscal stewardship. The quality of these services has earned Catawba County a reputation for innovation and creativity both state-wide and nationally. Examples of the quality and value of County services in 2016/17 include:

NATIONAL ASSOCIATION OF COUNTIES ACHIEVEMENT AWARDS

- Adopting the Trauma Informed Practice model in Child Welfare resulting in better outcomes for children and youths in our county who have received child welfare services
- Developing a website where Emancipated Youths and social workers could securely download and access needed documents saving time and frustration while providing enhanced services
- Collaborating to develop and design a uniform, transparent, detailed, visual presentation of the revaluation process providing a better grasp of the process to the Board of Equalization and Review and taxpayers
- Establishing TechConnect space and hired staff to facilitate access to engineering and design software applications and training in partnership with the Western Piedmont Council of Governments and Manufacturing Solutions Center
- Updating the Performance Dashboard to be more interactive and easy to access, saving the County over $80,000

CAROLINAS ASSOCIATION OF GOVERNMENTAL PURCHASING AWARD

- Demonstrating sustained excellence in purchasing standards for the 15th year in a row

GOVERNMENT FINANCE OFFICERS ASSOCIATION AWARDS

- Produced a more accessible and understandable financial report (PAFR) for the general public for the 8th year in a row
- Prepared a comprehensive annual financial report (CAFR) with full disclosure and transparency in accordance with generally accepted accounting principles for the 34th consecutive year
- Crafted a proficient budget document that serves as a policy document, financial plan, operations guide, and a communications device for the 28th consecutive year

NORTH CAROLINA PUBLIC LIBRARY DIRECTORS ASSOCIATION AWARDS

- Creating an Advanced Gardener Series program connecting the community to numerous benefits of produce gardening, outdoor activity, family learning, and community service
- Contributing to the and development of growth the Library by providing leadership, inspiration, and creativity to staff, patrons, and trustees

G. HERBERT STOUT AWARD

- Created a custom simulation application for EMS based on actual Catawba County EMS response data. The simulation enables EMS staff to proactively analyze different scenarios in response to changes in call volume and resource availability

2017/18 Changes to the Manager's Recommended Budget

Based on conversations held during the Board's budget hearing on Monday, May 22nd and the public hearing on Thursday, June 1st, there were 2 changes to the Manager's recommended budget:

- SALT Block funding – a request to allocate $12,500 in additional General Fund dollars from General Fund fund balance to the SALT Block for total funding of $87,500.
- Newton-Conover Auditorium Authority – a request to allocate $2,500 in additional General Fund dollars from General Fund fund balance to the Newton-Conover Auditorium Authority for total funding of $13,000.

In addition to these funding changes, there was discussion of adding a stipulation to the $3 million in recommended funding for Newton-Conover City Schools' High School Cafeteria / Kitchen Project to require a master plan for the Newton Conover High School Campus before those funds are released.

The final budget is $259,240,614. The budget document reflects the budget appropriations and outcomes as adopted by the Board June 5, 2017, and maintains a property tax rate of 57.5 cents.

BUDGET ORDINANCE

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

SECTION I

Budget Adoption, 2017/18

The following budget with anticipated fund revenues of $259,240,614 and departmental expenditures of $259,240,614 (see Revenue and Expenditure Summaries in the Executive Summary Section of the budget document for breakdown) is hereby adopted in accordance with G.S. 159 by the County of Catawba for the fiscal year beginning July 1st, 2017, and ending June 30th, 2018, and the same is adopted by fund and department.

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

A. **Transfers Between Departments and Funds:** Transfers of appropriations between departments in a fund, between funds, and from contingency shall be approved by the Board of Commissioners or may be approved by the County Manager in conformance with all of the following guidelines:

   1. The County Manager finds that they are consistent with operational needs and any Board approved goals.
   2. Transfers between departments and funds do not exceed $50,000 each.
   3. Transfers from Contingency appropriations do not exceed $50,000 each unless the County Manager finds an emergency exists.
   4. All transfers between departments and funds are reported to the Board of Commissioners by its next regular meeting following the date of the transfer (with the exception of performance awards and reclassification/pay inequity funds, which the County Manager has the authority to transfer).

B. **Transfers within Departments and Activities:** Department Heads may transfer line item appropriations between and within activities within the departments under their jurisdiction with the approval of the Budget and Management Director.

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 and Management Director 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 and Management Director. 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 $0.575 per $100 of assessed valuation is hereby levied for Fiscal Year 2017/18, all of which is levied in the General Fund. No discounts will be allowed for early payment of taxes.

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

Fire Protection Service District	Levied Tax Rate Per $100 Valuation
Bandys Fire	$0.0820
Catawba Rural Fire	$0.1000
Claremont Rural Fire	$0.0900

Conover Rural Fire	$0.0900
Cooksville Fire	$0.0620
Hickory Rural Fire	$0.1200
Longview Rural Fire	$0.0730
Maiden Rural Fire	$0.0800
Mt View Fire	$0.0750
Newton Rural Fire	$0.0900
Oxford Fire	$0.0650
Propst Fire	$0.0620
Sherrills Ford Fire	$0.1100
St. Stephens Fire	$0.1200

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 Chief Financial Officer 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 $1,587 per pupil based on the average daily membership of K-12, $56 per pupil of which is budgeted 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 and Management Director detailed project sheets for each capital project included in this budget on sheets as specified in the "Uniform Budget" format, by January 1, 2018.

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, 2017, shall be reauthorized in the Fiscal Year 2017/18 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, 2017. 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, $1,050 per month; Members, $850 per month; In-County Travel Allowance, $350 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 2017/18 are based on the Fiscal Year 2017/18 pay plan for Catawba County that is adopted as a part of this budget and is effective July 1st, 2017. Funds are included for a 3 percent performance pay increase for employees who satisfy performance expectations as reflected in employees' annual performance evaluations. Top performers could receive an additional 1 percent for a total of 4 percent (awarded at the discretion of department heads).

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 $400,000 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 and Management Director and the Chief Financial Officer 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, Chief Financial Officer, Assistant County Manager, and Assistant Chief Financial Officer shall be authorized signatures of the County.

B. Operating funds encumbered on the financial records of the County as of June 30th, 2017, 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, 2017.

D. The Board also authorizes (as is the practice) one principal account as depository for all funds received by the Chief Financial Officer 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.

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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 5th day of June 2017.

Randy Isenhower, Chair

Mick W. Berry, County Manager

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SCHEDULE A

RATE & FEE UPDATES

Below are the fee changes/clarifications that are included as part of this budget. All fees are effective July 1st, 2017, unless otherwise noted. *(See Appendices for complete fee schedule and fee philosophies)*

EMERGENCY SERVICES

Level Of Service	Current Fee	Adopted Fee
Advance Life Support Non-Emergency	$334.00	135% of the Medicare allowable amount (based on Jan. 2017 rate estimated to be $349.57)
Advance Life Support Emergency	$450.00	135% of the Medicare allowable amount (based on Jan. 2017 rate estimated to be $553.49)
Advance Life Support 2	$655.00	135% of the Medicare allowable rate (based on Jan. 2017 rate estimated to be $801.10)
Basic Life Support Non-Emergency	$283.00	135% of the Medicare allowable rate (based on Jan. 2017 rate estimated to be $291.30)
Basic Life Support Emergency	$380.00	135% of the Medicare allowable rate (based on Jan. 2017 rate estimated to be $466.10)
Specialty Care Transports	$770.00	135% of the Medicare allowable rate (based on Jan. 2017 rate estimated to be $946.76)
Mileage	$11.44	135% of the Medicare allowable rate (based on January 2017 estimated to be $9.84)
Treatment No Transport	$140.00	$150.00
EMS Standby	$50 / Hour	$100 / Hour

UTILITIES & ENGINEERING

A $10 per trade (building, electrical, mechanical, plumbing, fire) fee for plan review is replaced with the following schedule based on project cost.

Plan Review Fee

Project Cost	Adopted Fee
$1-$4,999	$40
$5,000 - $24,999	$75
$25,000-$49,999	$100
$50,000-$99,999	$150
$100,000-$149,999	$200

$150,000-$199,999	$250
$200,000-$299,999	$300
$300,000-$399,999	$350
$400,000-$499,999	$400
$500,000-$749,999	$500
$750,000-$999,999	$600
$1,000,000-$1,999,999	$750
$2,000,000-$2,999,999	$1,000
$3,000,000-$4,999,999	$1,250
$5,000,000-$6,999,999	$1,500
$7,000,000-$9,999,999	$1,750
$10,000,000-Over	$2,000

Resubmittal Fees

Replace the re-submittal fee of $10 for each trade with the following schedule:

Resubmittal	Adopted Fee
1st Resubmittal	No charge
2nd Resubmittal	½ Original Fee
3rd Resubmittal	Original Fee
4th Resubmittal	Original Fee
5th or Greater	In Office Meeting with Designer

Plan Revisions

Project Level	Adopted Fee
Level 1 Project ($1-$99,999)	$75
Level 2 Project ($100,000-$999,999)	$150
Level 3 Project ($1,000,000-Over)	$300

Sign Plan Review Fee

Level of Service	Adopted Fee
Signs	$20

TECHNOLOGY

GIS Digital Data Fee

Level of Service	Fee Elimination
Eliminate fees for digital data	$0

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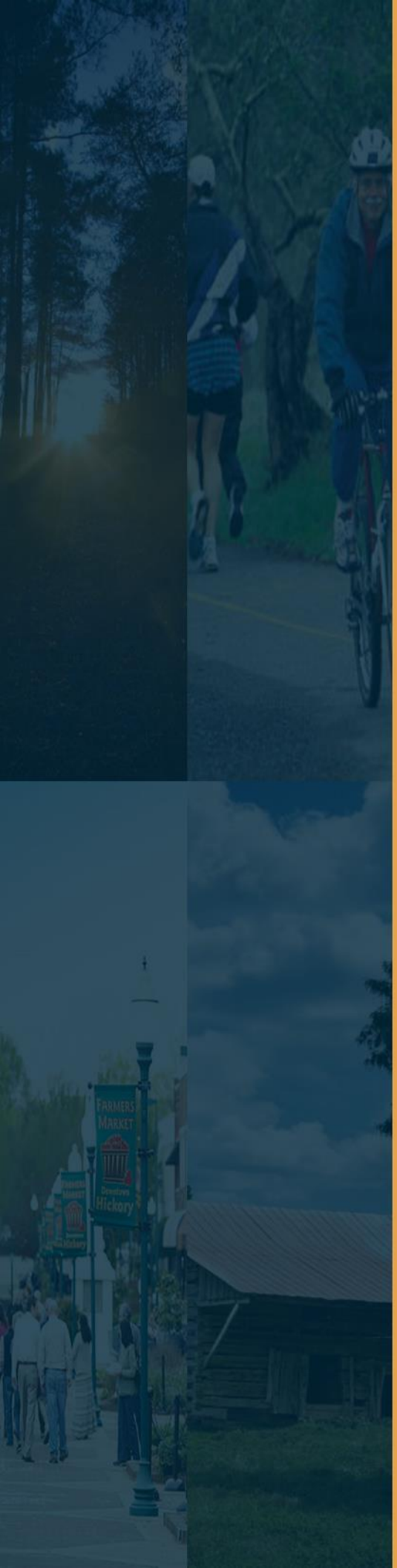

CATAWBA COUNTY
North Carolina

EXECUTIVE SUMMARY

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Message from the County Manager

May 15, 2017

To the Catawba County Board of Commissioners and Citizens:

I am pleased to present to you the recommended Catawba County budget for Fiscal Year 2017/18 in the amount of $259,225,614, which maintains a property tax rate of $0.575 per $100 of valuation and reflects a 1.9 percent increase in the total budget without CVMC debt accounted for. The General Fund budget is $195,271,953 of this total, a 2 percent increase over the current year. The budget is balanced and prepared in accordance with the Local Government Budget and Fiscal Control Act and Generally Accepted Accounting Principles, and is aligned with the priorities of and direction given by the Board of Commissioners.

Catawba County's economy continues to grow, as reflected in strong retail sales activity, increasing building permit activity, business investment, and the County's 4.4 percent unemployment rate (as of March 2017). Thanks to this growth, the budget projects increases in both property tax revenue ($2.7 million) and sales tax revenue ($3.5 million), which will allow for needed investments to further grow the local economy and deliver quality services to citizens. Despite these positive signs, the County's population remains relatively stagnant, while the number of school aged children continues to decline and the average age of its citizenry increases. If these trends continue, projections indicate Catawba County will face a significant workforce shortage by 2035. Recognizing this trend as a call to action to enhance and promote the County's quality of life in order to attract working-age families and grow the economy, the Board of Commissioners (BOC) are leading a strategic planning process with 10 major focus areas, many of which are reflected in the recommended budget:

- Education
- Water and Sewer Infrastructure
- Economic Development
- Healthy and Safe Community
- Housing
- Internet Connectivity
- Parks and Environment
- Arts and Culture
- Branding and Marketing
- Operational Excellence

BUSINESS LED ECONOMIC DEVELOPMENT & EDUCATION INITIATIVE: K-64

In recognition of the fundamental importance of K-12 education and the need for lifelong learning and skills development, Catawba County in collaboration with the business community, three public school systems, Catawba Valley Community College (CVCC), the Economic Development Corporation (EDC), and Chamber of Commerce, recently created a formal partnership around a joint educational – economic development initiative named K-64, which aims to prepare students of all ages with the skills needed to compete in the global economy, focusing on six priority areas: 1-to-world technology, character development, tech-savvy educators, work-based learning, employer engagement, and career adaptability. The initiative builds on what's already working in Catawba County by implementing and expanding model programs throughout the local education systems in collaboration with local employers and community partners. K-64 is governed by a 12-member board of directors comprised of both private and public sector representatives and

managed by CVCC. Catawba County has committed $1.3 million for each of the next two years in investment capital for the K-64 initiative, and these funds will be used to leverage additional public and private resources.

Additionally, the budget invests in current expense, annual capital, and construction needs of schools and CVCC as follows:

- $42.4M in Current Expense funding for public school systems and CVCC:
  - Public Schools - 3 percent or $47 per pupil increase (which will partially alleviate pressure on local current expense budgets caused by statutory restrictions on K-3 class size expected to go into effect in August 2018); and
  - CVCC – 4.4 percent or $178,596 increase, largely driven by increased operating costs for the new Workforce Solutions Center scheduled to open in Spring 2018.
- $5.34 million to fund annual school capital projects (a $248,717 decrease from the current year):
  - Catawba County Schools – $3.28 million for projects including HVAC improvements, window and piping replacements, athletic facility improvements, plaster repair, painting, awnings, paving, and replacement of two activity buses, (plus $2.555 million in roofing needs and other annual capital requests added into schools construction funding);
  - Hickory Public Schools – $980,324 (a $100,348 increase from the current year) to fund HVAC improvements, district-wide communications equipment, paving, exterior renovations to Southwest Elementary School, and replacement of an activity bus;
  - Newton-Conover City Schools - $771,373 (a $153,296 increase over the current year) including stadium lighting replacement, HVAC improvements, and ADA improvements; and
  - CVCC - $300,000 to fund ADA improvements, paving, maintenance van replacement, and general renovations.
- $12.885 million in new school construction projects supported by $7.63 million in debt financing:
  - Catawba County Schools – $5.255 million for new kitchen/cafeterias and renovations at Claremont and Clyde Campbell Elementary Schools, to address system-wide roofing projects, and to provide planning funds for construction projects scheduled in Fiscal Year 2018/19;
  - Hickory Public Schools - $1.13 million for renovations to Oakwood and Jenkins Elementary Schools;
  - Newton-Conover City Schools - $3 million for a new kitchen/cafeteria at Newton-Conover High School; and
  - CVCC - $3.5 million in equipment, primarily for the new Workforce Solutions Center.

WATER & SEWER INFRASTRUCTURE

Water and sewer infrastructure is critical to economic development, providing a pathway to lead quality growth and spurring additional residential development. As a result, the budget invests a total of $8.45 million in the following water and sewer projects:

- Balls Creek Water (Highway 16) – $3.55 million is included for a loan project in partnership with the City of Newton to provide water on NC Highway 16 between Coley Fish Pond Road and Buffalo Shoals Road. This project, approved by the BOC in March 2017, also provides water to unserved portions of Balls Creek Road and Buffalo Shoals Road, improving system efficiency by connecting dead-end waterlines within Newton's water system on each road. While funds are included in the budget, the project coincides with North Carolina Department of Transportation's (NCDOT) construction of Highway 16. Therefore, the loan will not be activated until NCDOT has completed construction, in approximately 2 to 3 years.
- Duke Energy Water – $2.5 million is budgeted and will be fully reimbursed by Duke Energy to provide water service to unserved properties affected by Duke's coal ash basins at Marshall Steam Station. (Recent NC legislation mandates Duke Energy provide a permanent water solution to properties located within one-half mile of the coal ash basins. Duke is wholly responsible for determining where the lines will be located but has contracted with the County for construction of those lines, which ultimately will connect into the County's water system.)
- Highway 150 Sewer Phase II & III – $1.1 million is budgeted to provide sewer to the final stretch of NC Highway 150 from Marshall Steam Station to the county line. The project will make sewer service available to several existing businesses and enhance marketability of surrounding property by providing needed capacity for future development.
- Future Projects Set-Aside -- $1.3 million is budgeted to be set aside towards future projects.

ECONOMIC DEVELOPMENT

Recognizing the need to stimulate economic growth by making community investments to attract potential businesses (which in turn attract a quality workforce), the budget reserves $152,007 of increased property tax from designated new businesses toward investment in future economic development, such as the County's share of the joint venture with the City of Hickory in Business Park 1764. Additionally, the budget includes $45,000 to fund a second speculative building in cooperation with the City of Claremont. (The first spec building was sold earlier this year to DAE Systems resulting in $7.255 million in investment and 53 new jobs.) Thanks to the efforts of the EDC, $200 million in increased investment and 490 jobs have been announced this year, expected to manifest over the next 5 years. As a result, $462,377 is included in the budget for increased incentive payments, funded by property tax revenue generated by tax base expansion.

GENERAL CAPITAL PROJECTS

The budget includes just under $17 million in general capital projects, roughly $11.4 million more than the current year budget. This increase is driven by the long-planned 320-bed expansion of

the Catawba County Detention Facility in Newton. The uptick in building in the region puts inflation pressure on pricing. While the following projects are planned and budgeted, implementation and scope may need to be adjusted to account for construction cost increases.

- Jail Expansion Project –The Board of Commissioners approved a design contract for a 320-bed expansion of the Catawba County Detention Facility in April 2017, and that work is underway. The existing facility is running at or above capacity most days. Since the last jail expansion was completed in 2007, the County has been setting aside funds for the future jail expansion by reserving Federal and local bed rental revenue earned from renting excess capacity, when available. In Fiscal Year 2015/16, the Board of Commissioners designated 1.5 cents on the property tax rate for future debt and operating costs associated with the expanded jail. Through Fiscal Year 2016/17, $8.7 million had been reserved toward the anticipated $23.1 million project. The Fiscal Year 2017/18 Budget appropriates the remaining $14.4 million to the project, funded by:
    - $13.3 million in new debt issuance,
    - $299,000 in previously earned Federal and local bed rental revenue,
    - $796,357 from the 1.5 cents property tax dedication not needed for debt next year.
    - An additional $750,000 is budgeted in General Fund debt service to make the first ½ year's debt service payment.
- Government/Justice Center Campus Improvements – $1 million is set aside for improvements to the Government Center Complex. With completion of the Justice Public Safety Center (JPSC) expansion, it is anticipated that additional funds will be needed to make site improvements to areas disrupted by construction, to renovate existing vacated space in the Government Center and original Justice Center for other uses, and to improve traffic flow on the campus.
- Facilities St. Stephens Library HVAC replacement – $250,000 is included to replace the 25-year old HVAC system that is energy inefficient and is experiencing mechanical and air circulation issues. Replacement of the unit should decrease ongoing electricity expenses at the branch by at least 25 percent.
- Parks Improvements – $220,000 is included (with a total of $850,000 planned over 5 years) for improvements at existing County parks, identified as a priority in the recently adopted Parks Master Plan. Of the $220,000, roughly $100,000 is planned to purchase equipment to allow staff to develop trails. In the coming year, Parks will focus on improvements at Riverbend Park, including replacing restroom fixtures and paving.
- Parks Mountain Creek Park – $125,000 is included for the final year of a 4-year commitment by the developer of the Village at Sherrills Ford to donate a total of $500,000 towards Mountain Creek Park. This funding will be combined with $4.73 million in debt financing (anticipated in FY2019/20), $500,000 in property tax revenue, and the balance in previously set aside funds to support development of the park anticipated to cost around $6 million.
- Parks Riverbend Park – $100,000 is included towards the purchase of the Bean property (located adjacent to the existing park), which the County is acquiring for $400,000 paid in installments over a 3-year period. In Fiscal Year 2016/17, the County paid $100,000 towards the purchase. In the current year, staff applied for a $414,109 PARTF grant to

fund the total purchase cost and to reimburse the General Fund for transactional costs incurred to date.

- Library Technology & Facility Upgrades – $100,000 is included with $550,000 planned over five years to implement technology and facility upgrades recommended in the Library Strategic Plan. These upgrades are aimed at meeting community technology needs and making the libraries more inviting and user-friendly for the public.
- Ongoing Projects – $861,643 is included for ongoing projects as follows:
  - Technology Server and Desktop Applications – $308,000 is included annually for Microsoft server and desktop application licensing.
  - Technology Infrastructure Upgrades – $300,000 is included annually for ongoing infrastructure upgrades, based on a comprehensive multi-year hardware and software replacement schedule for elements of the County's core computer network.
  - Permit & Inspections Software Replacement – $100,000 is set aside from building permit revenue toward future upgrade or replacement of the permit and inspections software system. The current software has been in use for six years. As upgrade or replacement is expected to be needed in the next three to five years and cost upwards of $800,000. This set-aside will be recurring in coming years to save towards this expense.
  - General Renovations – The budget allocates $100,000 in funding for general renovations to address visible wear and tear on County facilities (carpet, furnishings, etc.) as they age.
  - Technology Oblique Photography – $53,643 is included for the second year of a 3-year contract to update multi-directional, high quality aerial photography used for public safety, tax, planning, and economic development purposes. This project is funded in partnership with other local municipalities, which have contributed towards its cost.

ARTS & CULTURE

The budget substantially maintains current year funding levels for the United Arts Council of Catawba County ($155,056) and the Catawba County Historical Association ($125,000). Hickory Public Libraries requested a slight decrease in funding, based on a lower per capita cost and fewer active Catawba County cardholders living outside Hickory limits, and will be funded as requested, at $217,808.

With the onset of the recent recession, in Fiscal Year 2009/10, County funding for the SALT Block Foundation was increased from $75,000 to $100,000, in conjunction with a $100,000 commitment from the City of Hickory to support the operations and maintenance of the facilities in the face of diminished endowment corpus. With improvements in the overall economy and investment returns, County funding will revert back to $75,000. The budget also reduces funding to the Newton-Conover Auditorium Authority by $5,000.

SERVICE LEVEL CHANGES / MAINTENANCE

The budget includes service level changes in Economic Development, Human Services, Public Safety, and Solid Waste in response to demands for services in these areas. The budget also invests in maintaining service levels throughout the organization to keep pace with increasing demands. Overall, the Fiscal Year 2017/18 budget incorporates 4.25 new FTEs of 18.25 total requested. (The BOC added three FTEs over the course of the current year.)

Economic Development & Human Services

As the economy grows and building activity continues to increase, so does demand for environmental health and building inspections. In acknowledgment of these trends, an additional On-site Environmental Health Inspector and Building Services Official were requested and approved by the Board of Commissioners in May. These positions are reflected in the budget, as well as an additional Building Services Official to be added in January 2018, subject to building activity.

With this budget, the County is revising its plan review fee schedule to shift from a flat fee-based model with a fixed fee for each trade (plumbing, electrical, mechanical, etc.) required in the review to one where fees are determined on a sliding scale based on projects' overall construction cost. This methodology, consistent with that used in comparable counties, increases fee equity and facilitates more effective cost recovery for the County. A combination of increased development activity and fee methodology changes has resulted in $102,000 in additional building permit revenue, maintaining the Commissioners' policy of user fees substantially covering the costs of providing building services.

Public Safety

The budget invests in maintaining service levels in Public Safety in the following ways:

- Community Relations Sergeant over School Resource Officers (SROs) – The Sheriff's Office is contracted to provide SROs to Catawba County Schools' middle and high schools and to CVCC. An SRO is expected to be available at all times, but due to things such as court, training, or sick and vacation leave, each school's dedicated SRO is not always available, which in these instances leads to Road Patrol, Reserve Deputies, or the SRO assigned to the nearest school providing coverage. Additionally, the Sheriff is using existing SROs and Road Patrol to provide a presence at elementary schools. The Community Relations Sergeant will be in charge of maintaining SRO coverage at the schools, addressing span of control issues (as the current Lieutenant supervises 12 staff, along with volunteers and interns), and freeing the Captain and Lieutenant responsible for crime prevention and other community relations services to focus on those duties.
- Increased hours for Veterans' Services Technician – The Veterans' Services Office is staffed by a full-time Veterans' Services Officer and a 30-hour per week Veterans' Services Technician. This staffing level results in roughly 192 hours per year that the Veterans' Services Office is closed due to lack of staffing when the full-time employee is away from the office for training, meetings, or vacation and sick leave. The budget increases the Technician position to full-time to ensure the office is open whenever County Government is open.

- It is anticipated that the Centers of Medicare and Medicaid Services will reclassify EMS agencies from suppliers of transport to providers of health care. This classification change may lead to a change in the current reimbursement model from a “fee for transport” model to a “fee for services” model that reimburses providers regardless of whether transport occurs. With the opportunity to shape a new reimbursement model, it is important that fees be based on the actual cost of providing service. Accordingly, the budget adjusts fees from 110 percent of Medicare allowable rates to 135 percent, to be consistent with industry, where the standard is 130 to 150 percent above the Medicare allowable rates.

  There will be no impact to patients covered by Medicare or Medicaid (approximately 68% of EMS patients), as both Medicare’s and Medicaid’s allowable reimbursable rate will remain the same. For patients with commercial insurance, the magnitude of impact will vary based on whether they have met their deductibles. Patients who live in Catawba County and have Blue Cross Blue Shield (BCBS) coverage will not have experience any impact because the County has an agreement with BCBS to charge Medicare rates. Self-pay patients will experience a larger bill. However, the collection rate for self-pay patients has historically been very low.

Solid Waste

During the recession, solid waste disposal decreased dramatically. As a result, an equipment operator position responsible for managing incoming waste at the Landfill was eliminated. Solid Waste tonnages have increased steadily over the past few years and have returned to pre-recession levels. The budget includes an additional equipment operator to help manage the increased waste and potentially to assist the County and partnering municipalities in conducting site preparation work for economic development locations.

The budget also includes a new Grounds Attendant position to assist the County in addressing citizen concerns and to comply with State requirements to clean up loose trash surrounding the Landfill or blown from trucks delivering waste to the Landfill. This service has been performed by temporary help for the past two years, but maintaining this help has become increasingly difficult.

As the County continues to plan for the future sustainability of its solid waste management operation, near-term investment in landfill build-out will be necessary, with significant capital and closure / post-closure expense on the horizon. The landfill cell actively accepting waste is at approximately 86% of capacity and is forecast to reach full capacity in 2022, requiring the County to begin setting aside funds towards design and construction of the next cell (estimated to cost $10+ million). Opening future cells drives the need to set aside additional closure / post closure funding, while at the same time supporting operations and funding equipment replacement. Catawba County has contracts in place with the municipalities that establish rates for the County’s acceptance of municipal waste at the landfill. These contracts are due to be renewed in July 2018, at which time the tipping fees will need to be adjusted to adequately cover future expenses.

OPERATIONS

The budget also includes increases in operating expenses in a variety of areas as follows:

- Jail operations are increased $267,000, offset by $175,000 of Federal bed rental revenue, due to increasing inmate population that remains at or above capacity most days as follows:
  - Costs related to basic care and housing of inmates such as medical and food services are increased $142,000.
  - An additional $100,000 is included to relieve overcrowding (when needed) by housing inmates in other detention facilities.
  - Part-time wages are increased by $25,000 to supplement full-time staff and relieve pressure on full-time staff to perform required operations such as completing rounds at least twice per hour.
- In addition to the Catawba County Detention Center in Newton, the County continues to own half of the Burke Catawba District Confinement Facility (BCDCF). The contract to operate the facility is increasing $50,000. Inmate population at the BCDCF is also at maximum capacity, resulting in increased operating costs for the care of prisoners. Further, staff compensation costs are increasing due to the implementation of a Burke County pay study to keep Detention Officers' salaries competitive, the addition of 2 percent performance pay, and a projected 10 percent increase in health insurance premiums.
- Construction of the Justice Public Safety Center is scheduled to conclude in Summer 2017. The Fiscal Year 2017/18 Budget includes $520,000 in funds to annualize the long-planned cost of additional positions, utilities, and other operating expenses needed for the facility.
- An additional $226,000 is included to increase the number of annual ambulance replacements from three to four and to fund increased per unit ambulance replacement costs. This cost is offset by $200,000 in additional ambulance revenue.
- While the total funding appropriation for Partners Behavioral Health Management (Partners BHM) has not changed, the County has granted Partners BHM increased flexibility to allow for pursuit of the behavioral / physical health hub concept. To accommodate this service within existing dollars, Partners will be reducing funding previously dedicated to LifeSkills over the next year while assisting clients with transitioning to other local providers.
- While the County has been proactive in controlling its health insurance costs through wellness efforts and has been successful in slowing the rate of growth in its health claims, current premiums are no longer sufficient to cover anticipated expenses. The budget includes a $763,000 increase in the County's contribution towards employee health insurance. Employees on both health plans will now contribute to the cost of employee-only health premiums, with a $7 per biweekly increase for employees on the Core plan and a new $10 per biweekly charge for the HSA. Other plan design changes include small increases in patient deductibles and out-of-pocket maximums, both of which vary based upon plan choice (Core or Health Savings Account) and coverage level (employee only, employee-spouse, employee-dependent, or family), as well as a change in co-pays for the Health Savings Account from 90/10 to 80/20. Collectively, these changes aim to slow

down cost increases and bring County benefit offerings more in-line with other employer-provided benefits packages.

- The budget includes $1.15 million in local funds to support 3 percent performance pay for employees who meet performance expectations (with additional earning potential for high performers) and a 0.25 percent State-required increase in the employer share of retirement rates, increasing the non-sworn employer contribution rate from 7.33 percent to 7.58 percent.
- The budget is balanced with $5.9 million in General Fund fund balance, a $2.6 million decrease from Fiscal Year 2016/17 due primarily to the periodic expense of a 27th payroll in the current year going away for Fiscal Year 2017/18.

FIRE PROTECTION SERVICE DISTRICTS

A tax increase is recommended for two Fire Protection Service Districts as follows:

- Hickory's rate increased from $0.09 to $0.12 for a $131,390 increase in revenue for capital set-aside funding to purchase fire apparatus and rescue equipment in accordance with its 10-year capital investment plan. Based on spending for Fire, roughly $0.12 of Hickory's municipal tax rate is dedicated to fire protection. The City provides a high level of service in the rural area, similar to that provided within the municipality. The budget also appropriates $6,152 of the district's fund balance to upgrade current self-contained breathing apparatus (SCBA) units to National Fire Protection Association (NFPA) standards.
- Claremont's rate increased from $0.08 to $0.09 for a $40,850 increase in revenue. The rate increase, in conjunction with $54,268 of the district's fund balance, will fund the replacement of 27 SCBA units nearing end of life and debt service for an engine. In future years, the additional revenue will be dedicated to replacement of personal protective equipment, medical response expansion, and staffing.

Additionally, district fund balances are appropriated for five other districts for equipment replacement.

I encourage you to explore the remainder of the budget to learn more about the budget and Catawba County services.

Sincerely,

Mick W. Berry

County Manager

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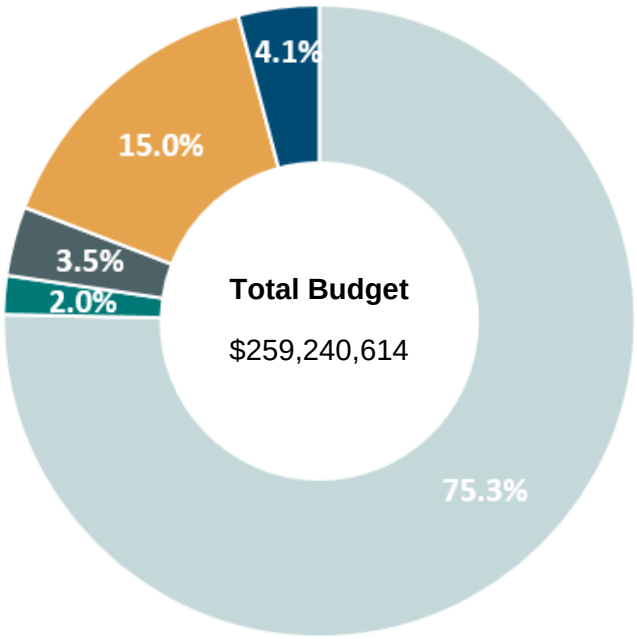
FISCAL YEAR 2017/18 BUDGET HIGHLIGHTS

The County's total Fiscal Year 2017/18 Budget is $259,240,614. The County manages these funds using accounts–called funds–to track expenditures and revenue sources. 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. Catawba County has 36 funds with the largest being the General Fund. The General Fund is the primary operating fund composing $195,286,953 or 75.3 percent of the budget. These funds are summarized in the budget into the following fund types:

TOTAL BUDGET



GENERAL FUND

Includes most County departments and services. It is often referred to as the operating Fund.

OTHER GENERAL FUND-LIKE FUNDS

Includes Self-Insurance, Reappraisal and Register of Deeds Automation Funds. These funds are largely funded by and/or tied to General Fund activities.

SPECIAL REVENUE FUNDS

Includes funds that restricted for specific uses and have dedicated revenue sources including: E-911, Sheriff's Narcotics, Fire Protection Service Districts, Rescue Squads, Library Endowment, Parks/Historic Preservation Trust, Community Development, and Hospital Reserve Funds.

CAPITAL PROJECT FUNDS

Includes General Capital, Schools' Capital, Schools' Construction, Water & Sewer, and Solid Waste Capital Funds. Expenses in these funds are budgeted in projects, which--unlike other expenses that lapse at the end of each fiscal year--remain authorized until the projects are completed or the projects are closed.

ENTERPRISE FUNDS

Includes Solid Waste and Water & Sewer Operating Funds.

Revenues

Catawba County has multiple revenue sources that are summarized in the following categories in the budget.

PROPERTY TAX

Includes revenues from taxes based on the assessed value of real and personal property owned. General Fund reflects the county-wide 57.5 cents per 100 of assessed valuation. Fire Service Protection District property taxes are budgeted in Special Revenue Funds.

SALES TAX

County consumers pay a sales tax rate of 2.25%. This revenue is budgeted primarily in the General Fund but also in Schools' Capital based on statutory requirements and Water & Sewer based on designations by the Board of Commissioners for use of the ¼ cent sales tax.

OTHER TAXES

Includes privilege licenses, real estate excise tax, tire and white goods disposal taxes, and ABC per taxes.

INTERGOVERNMENTAL FUNDS

Funds received from the State and Federal governments, generally restricted for specific uses, and heavily concentrated in Human Services.

PERMITS & FEES

Includes building permits, ambulance fees, and certified copies in the General Fund and Landfill user fees in the Solid Waste Management Fund.

MISCELLANEOUS

Includes ABC profits, cable TV franchise, interest on investments, and donations.

FUND BALANCE

Reflects the use of County savings.

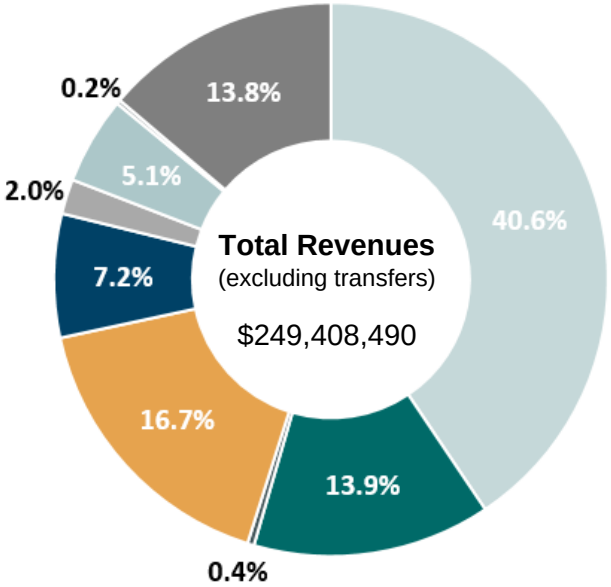
FINES & FORFEITURES

Fees collected by the Courts and entirely distributed to schools.

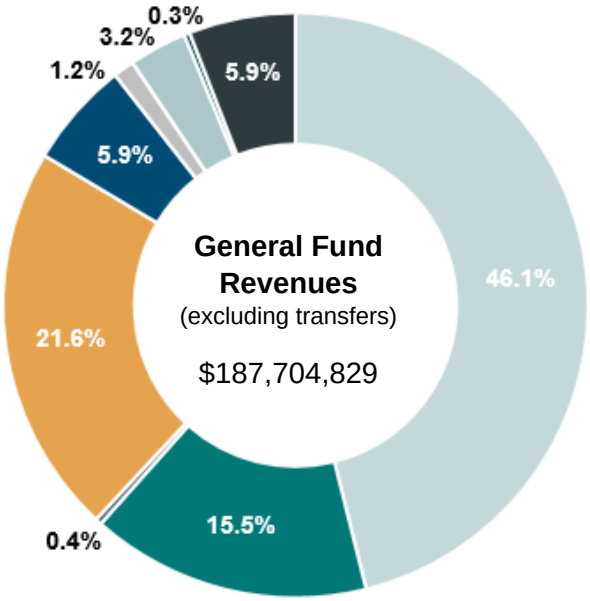
OTHER SOURCES

Includes debt proceeds, special contingency, and insurance premiums.

TOTAL REVENUES



GENERAL FUND REVENUES



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Revenue Summary

	Actual 2015/16	Current 2016/17	Requested 2017/18	Adopted 2017/18	% Change
GENERAL FUND					
Property Tax	$92,265,078	$90,859,429	$93,253,140	$93,604,203	3.0%
Sales Tax	$27,916,854	$26,143,664	$28,931,351	$29,039,068	11.1%
Other Taxes	$610,875	$593,950	$723,410	$658,550	10.9%
Federal	$12,875,827	$14,997,119	$14,937,411	$15,112,411	0.8%
State	$8,257,981	$8,024,307	$7,890,475	$7,890,475	-1.7%
Federal & State	$10,634,925	$11,672,132	$11,645,930	$11,645,930	-0.2%
Local	$5,187,223	$6,185,761	$6,068,542	$5,938,000	-4.0%
Permits & Fees	$11,999,918	$10,312,082	$10,992,248	$11,005,916	6.7%
Miscellaneous	$6,530,943	$1,963,079	$2,048,939	$2,186,059	11.4%
Fund Balance	$0	$8,535,222	$8,159,187	$5,996,066	-29.7%
Transfers Between Funds	$613,511	$608,217	$550,000	$550,000	-9.6%
Fines & Forfeitures	$484,237	$600,500	$581,350	$597,325	-0.5%
Other Sources	($109,926)	$9,285,040	$11,062,950	$11,062,950	19.1%
	$177,267,446	**$189,780,502**	**$196,844,933**	**$195,286,953**	**2.9%**
OTHER GENERAL FUND TYPES					
Local	$196,000	$235,000	$253,000	$253,000	7.7%
Permits & Fees	$14,569	$12,500	$18,000	$18,000	44.0%
Miscellaneous	$175,418	$77,126	$89,049	$82,880	7.5%
Fund Balance	$0	$223,557	$263,243	$263,594	17.9%
Transfers Between Funds	$2,095,829	$2,118,572	$2,225,700	$2,210,700	4.3%
Other Sources	$1,779,051	$1,829,000	$2,273,000	$2,309,500	26.3%
	$4,260,867	**$4,495,755**	**$5,121,992**	**$5,137,674**	**14.3%**
SPECIAL REVENUE FUNDS					
Prior Year Tax	$1,050,525	$1,067,200	$1,100,300	$994,609	-6.8%
Fire Protection Service District	$5,548,696	$6,384,421	$6,656,235	$6,656,235	4.3%
Federal	$62,136	$0	$0	$0	0.0%
State	$441,504	$1,358,595	$589,422	$589,422	-56.6%
Local	$8,925	$0	$0	$0	0.0%
Miscellaneous	$128,245	$27,067	$51,500	$58,500	116.1%
Fund Balance	$0	$775,475	$871,666	$864,775	11.5%
Other Sources	$0	$5,000	$5,000	$5,000	0.0%
Transfers Between Funds	$7,053	$55,941	$23,654	$23,654	-57.7%
	$7,247,084	**$9,673,699**	**$9,297,777**	**$9,192,195**	**-5.0%**
CAPITAL PROJECT FUNDS					
Sales Tax	$5,857,178	$4,335,292	$4,842,809	$4,806,809	10.9%
Federal	$552,651	$450,000	$233,662	$234,000	-48.0%
State	$120,825	$928,950	$0	$0	-100.0%
Local	$149,187	$325,000	$48,995	$65,000	-80.0%
Miscellaneous	$1,142,543	$141,461	$137,928	$2,666,630	100.0%
Fund Balance	$0	$53,369	$19,372,803	$3,133,101	100.0%
Transfers Between Funds	$10,320,066	$9,732,425	$8,792,819	$7,047,770	-27.6%
Other Sources	$570,000	$22,070,600	$24,365,810	$20,965,809	-5.0%
	$18,712,450	**$38,037,097**	**$57,794,826**	**$38,919,119**	**2.3%**

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	Actual 2015/16	Current 2016/17	Requested 2017/18	Adopted 2017/18	% Change
ENTERPRISE FUNDS					
Sales Tax	$0	$713,472	$803,907	$803,907	100.0%
Other Taxes	$327,044	$287,000	$287,000	$297,000	3.5%
State	$29,408	$14,000	$14,000	$14,000	0.0%
Local	$3,000	$3,000	$3,000	$3,000	0.0%
Permits & Fees	$7,044,128	$6,567,798	$7,041,445	$6,991,783	6.5%
Miscellaneous	$464,412	$66,900	$67,080	$67,080	0.3%
Fund Balance	$0	$1,562,511	$2,675,010	$2,477,903	58.6%
Transfers Between Funds	$1,617,050	$1,600,000	$0	$0	-100.0%
Other Sources	$54,235	$0	$50,000	$50,000	0.0%
	$9,539,277	**$10,814,681**	**$10,941,442**	**$10,704,673**	**-1.0%**
TOTAL	$217,027,124	$252,801,734	$280,000,970	$259,240,614	2.5%

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Expenditures

The budget uses Functions to break down expenditures. Functions are categories within funds that are descriptive of the departments and services budgeted within them. The charts reflect the amount of the total budget and General Fund budget dedicated to each function.

GENERAL GOVERNMENT

Provides administrative support for County government. Includes direct public services such as 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

Work to provide a safe, secure community and provide emergency medical transportation. Includes the Sheriff's Department, Emergency Services, E-911 Communications Center, and other Public Safety activities.

ECONOMIC & PHYSICAL DEVELOPMENT

Internal departments and external agencies focused on economic and physical development. Includes Technology, Planning, Parks, and Development, Utilities and Engineering, and other Economic Development. Total budget includes Solid Waste and Water and Sewer Funds.

ENVIRONMENTAL QUALITY

Includes Cooperative Extension Services, Soil and Water Conservation, and Forestry.

HUMAN SERVICES

The Human Services' budget includes Social Services, Public Health, Partners Behavioral Health, and the Medical Examiner.

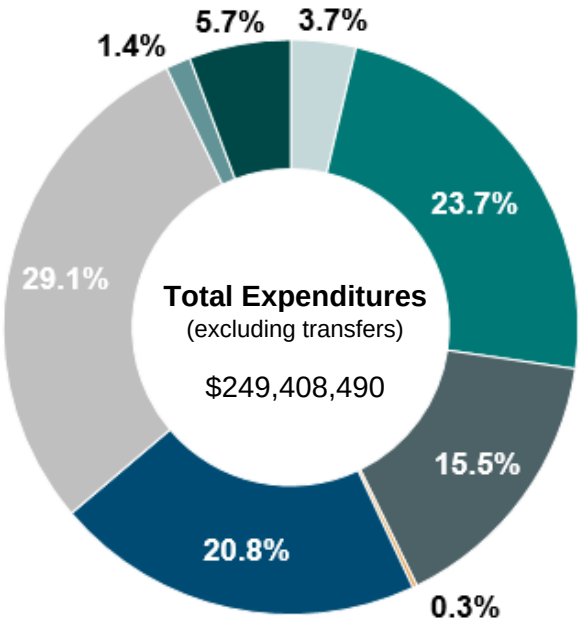
EDUCATION

The three public school systems: Catawba County Schools, Hickory Public Schools, and Newton-Conover City Schools and Catawba Valley Community College (CVCC).

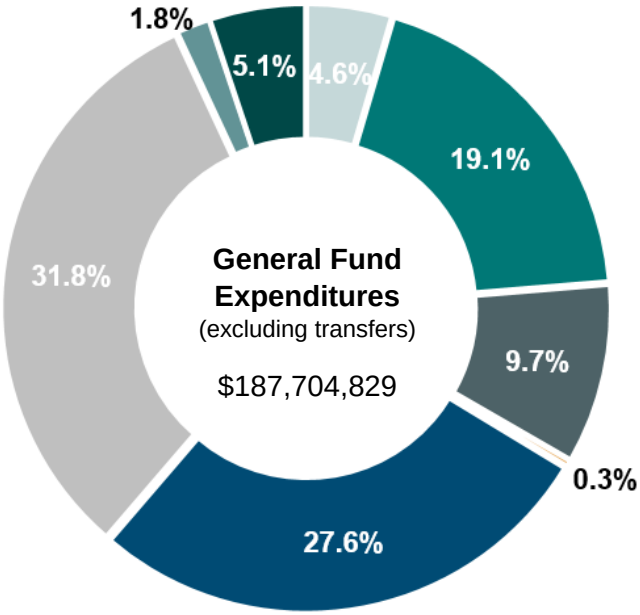
CULTURE

Includes the County Library system and outside organizations such as the Historical Museum, Catawba County Council for the Arts, Salt Bock, Newton-Conover Auditorium, and the Patrick Beaver Memorial Library.

TOTAL EXPENDITURES



GENERAL FUND EXPENDITURES



OTHER

Includes the Self-insurance fund and CVMC debt.

Expenditure Summary

	Actual 2015/16	Current 2016/17	Requested 2017/18	Adopted 2017/18	% Change
GENERAL FUND					
General Government	$7,215,190	$8,592,590	$8,767,318	$8,571,657	-0.2%
Transfers to Other Funds	$11,368,300	$11,682,505	$9,167,173	$7,582,124	-35.1%
Public Safety	$27,353,941	$30,654,273	$32,847,116	$31,721,186	3.5%
Environmental Quality	$573,411	$619,598	$687,053	$632,524	2.1%
Economic & Physical Development	$15,208,132	$17,012,099	$18,268,174	$18,115,226	6.5%
Human Services	$46,314,642	$51,570,882	$51,954,695	$51,844,844	0.5%
Schools Current Expense	$40,723,510	$41,612,704	$43,830,570	$44,015,516	5.8%
Libraries & Culture	$3,513,589	$3,194,811	$3,477,644	$3,375,867	5.7%
Debt Service	$14,029,614	$24,841,040	$27,845,190	$29,428,009	18.5%
	$166,300,329	**$189,780,502**	**$196,844,933**	**$195,286,953**	**2.9%**
OTHER GENERAL FUND TYPES					
Self Insurance Fund	$4,949,643	$4,003,000	$4,569,700	$4,591,200	14.7%
Reappraisal Fund	$371,338	$415,629	$463,243	$463,594	11.5%
Register of Deeds Automation & Preservation	$110,102	$77,126	$89,049	$82,880	7.5%
Capital Reserve Fund	$0	$58,217	$0	$0	-100.0%
	$5,431,083	**$4,553,972**	**$5,121,992**	**$5,137,674**	**12.8%**
SPECIAL REVENUE FUNDS					
Emergency Telephone System Fund	$589,620	$1,415,420	$641,923	$642,032	-54.6%
Narcotics Seized Fund	$76,000	$9,668	$10,000	$10,000	3.4%
State Unauthorized Substance Fund	$0	$31,508	$30,000	$30,000	-4.8%
Hospital Reserve Fund	$500,000	$500,000	$500,000	$500,000	0.0%
Rescue Squads Fund	$1,017,597	$1,067,200	$1,100,300	$994,609	-6.8%
Library Endowment Fund	$0	$10,000	$0	$0	-100.0%
Gretchen Peed Scholarship Fund	$1,250	$1,500	$1,500	$1,500	0.0%
Parks/Historic Preservation Trust Fund	$49,000	$5,000	$5,000	$5,000	0.0%
Community Development Fund	$100,246	$0	$0	$0	0.0%
Fire Protection Service District Funds	$5,447,925	$6,575,186	$7,009,054	$7,009,054	6.6%
	$7,781,638	**$9,615,482**	**$9,297,777**	**$9,192,195**	**-4.4%**
CAPITAL PROJECT FUNDS					
General Capital Projects	$16,097,154	$5,186,753	$18,653,110	$16,970,507	100.0%
Schools' Capital Fund	$6,761,742	$5,584,228	$18,499,029	$5,335,511	-4.5%
Schools' Construction Fund	$3,353,098	$25,426,683	$10,562,819	$7,630,000	-70.0%
Hospital Construction Fund	$0	$24,433	$0	$0	-100.0%
Water & Sewer Capital Fund	$1,485,867	$15,000	$8,204,868	$7,283,101	100.0%
Solid Waste Capital	$701,259	$1,800,000	$1,875,000	$1,700,000	-5.6%
	$28,399,120	**$38,037,097**	**$57,794,826**	**$38,919,119**	**2.3%**
ENTERPRISE FUND					
Water and Sewer	$794,023	$3,034,472	$2,495,271	$2,495,330	-17.8%
Solid Waste	$7,145,097	$7,780,209	$8,446,171	$8,209,343	5.5%
	$7,939,120	**$10,814,681**	**$10,941,442**	**$10,704,673**	**-1.0%**
TOTAL	$215,851,290	$252,801,734	$280,000,970	$259,240,614	2.5%

Note: General Fund increase is only 2 percent and total budget is only 1.9 percent when CVMC debt (pass-through only) is excluded.

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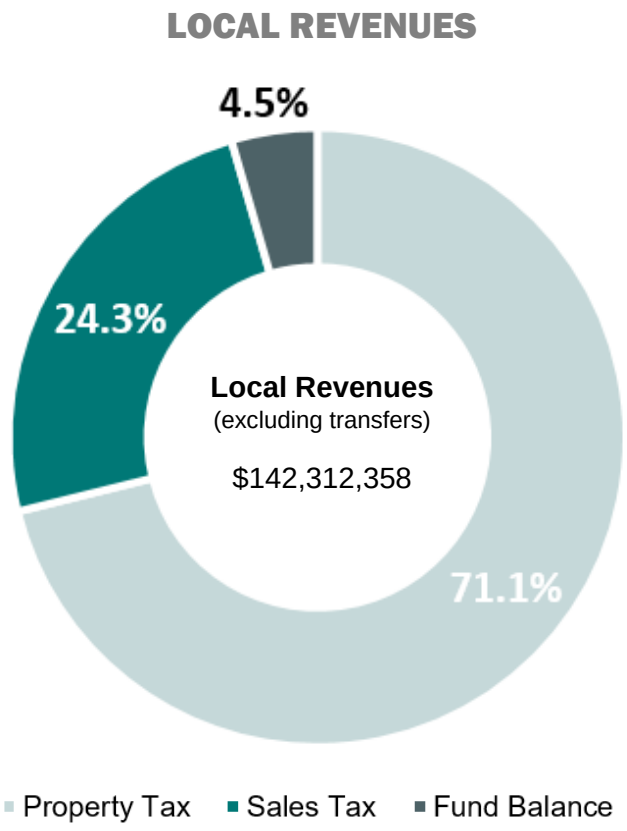
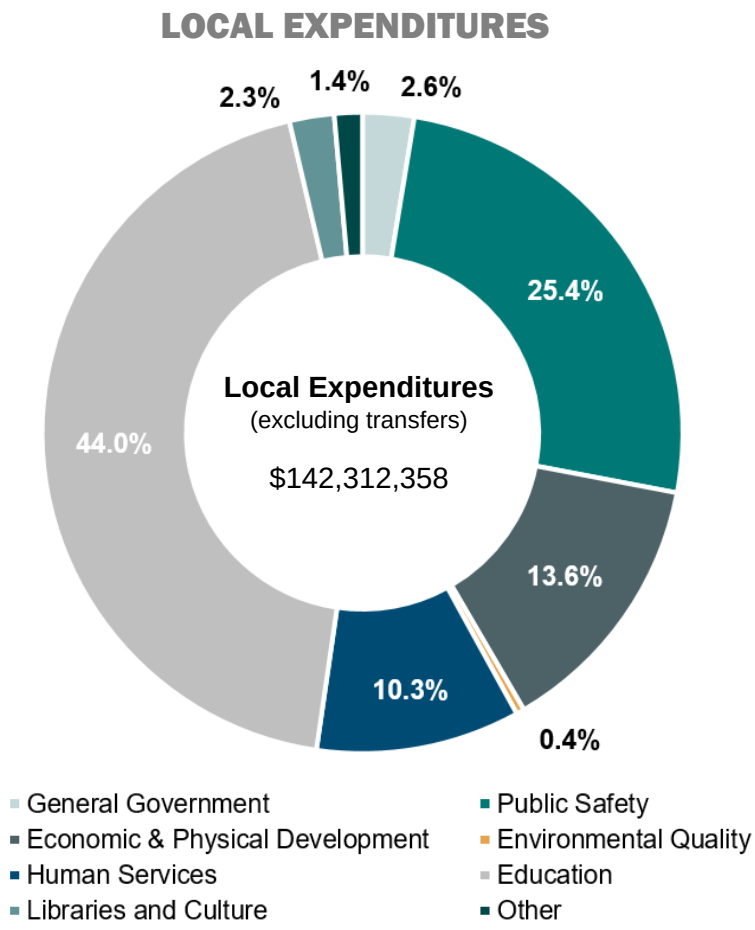
Local Funds

The County receives significant revenue from sources other than County, particularly in Human Services where County governments are often ordered by the State to carry out certain programs. These revenues are typically restricted to programs for which they are received and can't be used for other purposes. 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 to support the service.

Other services such as Building Services generate sufficient revenue to support itself and by Statute, excess revenue can't be used to support other services. Similarly, Solid Waste, as an Enterprise Fund, supports itself without County tax revenue.

Many services provided by the County don't generate revenues at all, or the amount generated isn't sufficient to cover the cost of delivering the service such as Education, Public Safety, General Government Administration, and Libraries. The term Local Funds is used to refer to the portion of the budget supported by property tax, sales tax, and related fund balance dollars. When only local funds are considered, Education is clearly the largest portion of the County budget followed by Public Safety.





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Major Changes in the Fiscal Year 2017/18 Budget

REVENUE

Property Tax

Due to tax base growth and conservative budgeting in prior years, property tax revenue increased $2.67 million budget to budget.

Sales Tax

Sales tax revenues increased $3.46 million budget to budget due to growth and conservative budgeting the prior year.

General Fund Fund Balance

Fund balance appropriated in the General Fund decreased $2.5 million based on the absence of a once in 11 years 27th payroll that occurred in the current year and strong projected revenue growth.

EXPENSE

GENERAL GOVERNMENT

Tax

Expenses are included with offsetting revenue to fund a contract with an outside legal firm to provide mortgage-style foreclosures on tax delinquent properties approved in Fiscal Year 2016/17.

Board of Elections

Expenses for Board of Elections vary from year to year depending on the number of elections conducted. In Fiscal Year 2016/17, only one election was conducted compared to three in Fiscal Year 2017/18. Two of the scheduled elections are municipal and will be offset by revenue from the municipalities.

PUBLIC SAFETY

Sheriff

A Community Relations Sergeant position in charge of supervising School Resource Officers is added. Funds are included to address increased expenses driven by jail overcrowding and costs for Bailiffs funded for a portion of Fiscal Year 2016/17 are annualized with the opening of the Justice Public Safety Center (JPSC).

Emergency Services

Funds are included to replace an additional ambulance (for a total of 4), offset by increased ambulance revenue.

Communications Center

Costs for three Telecommunicators funded for a portion of Fiscal Year 2016/17 are annualized with the opening of the JPSC.

Other Public Safety

Increased funding is provided to Repay to allow a replacement for the long-term Director of Pretrial Services and the Court Improvement Facilitator to be hired in July prior to the Director's scheduled retirement in December due to the importance of these jail diversion efforts.

ECONOMIC & PHYSICAL DEVELOPMENT

Technology

Funds are included as planned for increased costs of audio visual equipment and maintenance contracts associated with the opening of the JPSC.

Other Economic

Increased funding is included for economic development incentive contracts subject to required business investments and jobs added.

Utilities & Engineering

Funds are added for two new Building Services Officials: one was authorized in May 2017 and the other will be added at mid-year subject to building activity. The budget begins setting aside funds for future permitting software replacement. These costs are supported by increased building permit revenue.

Facilities

Funds are included to annualize utility and maintenance costs, including an additional Maintenance Mechanic for the JPSC.

HUMAN SERVICES

Public Health

The budget includes funding for an additional Environmental Health Inspector authorized in May 2017 for onsite waste water.

EDUCATION

Education

The budget commits $1.3 million towards the K-64 initiative, the first of a two year commitment. Current Expense funding for public schools is increased by $47 or 3 percent per pupil from $1,540 to $1,587. CVCC current expense is increased by 4.4 percent driven by the opening of the Workforce Solutions Center in Spring 2018.

CULTURE

Library

Funding to the Library is increased for part-time wages, software services, and utilities driven by service expansions in previous years and strategic plan investments.

Other Culture

Funding to the Newton-Conover Auditorium Authority and the SALT Block is reduced, realigning County support closer to pre-recession levels.

OTHER

Self-Insurance

Expenses are increased, offset by revenue, for the employee portion of health and dental expenses budgeted in the self-insurance fund.

Reappraisal

Expenses are increased due to periodic expenses necessary to prepare for the next revaluation scheduled in 2019.

E-911

Funding is decreased due to capital expenses budgeted in Fiscal Year 2016/17 for the JPSC and a back-up center at Hickory Police Department.

Fire Service Protection District

Fire taxes are increased for Hickory and Claremont, bringing the rural rates in line with those of the cities providing the services. Additionally, eight districts requested fund balance for equipment replacement.

General Capital Projects

A 320-bed expansion of the jail is planned at a projected cost of $23 million. The County has set aside $8.7 million to date in bed rental revenue and dedicated property tax. The budget appropriates an additional $14.4 million, $13.3 million of which is anticipated to be debt financed.

Schools Construction

The budget authorizes $12.885 million in school construction projects, $5.255 million of which is funded from previously authorized projects that Catawba County Schools has decided not to pursue.

Water & Sewer Capital

The budget authorizes $8.45 million ($1.17 million of which is funded by closed projects) in water and sewer projects aimed at stimulating economic development.

Water & Sewer Operating

The Water & Sewer Operating fund decreased. In Fiscal Year 2016/17, water and sewer capital projects were funded from remaining balances in previously completed projects. As a result, all dedicated revenue to water & sewer was budgeted in operating and exceeded the expenses. The difference was budgeted as contingency to balance the fund.

Solid Waste Capital

Funding to the capital fund decreased due to fewer projects.

Solid Waste Management

The budget increased to fund increased operating expenses at the Landfill due to tonnages and increased Recycling activity. The budget also includes two new positions: a Grounds Attendant to deal with debris on the road leading to the Landfill as required by the State and a Landfill Equipment Operator to assist with increased waste disposal tonnages.

CATAWBA COUNTY

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LONG-TERM FINANCIAL PLANNING

Catawba County's economy continues to grow as reflected in strong retail sales activity, increasing building permit activity, business investment, and the County's 4.4 percent unemployment rate (as of March 2017), the County is taking deliberate steps to accelerate and reinforce this economic growth. Over the course of the past year, the Board of Commissioners led a strategic planning process aimed at enhancing and promoting the County's quality of life in order to attract working-age families and to grow the economy. In the coming years, the County will continue to focus on anticipating future service pressures and delivering responsive services to the community.

The Fiscal Year 2017/18 budget invests in services and infrastructure related to many of the 10 major focus areas of the strategic plan as well as general service needs. The budget message describes these investments in greater detail, but highlights of investment include:

- *Education:* $1.3 million dedicated for each of the next two years to K-64, 3 percent per pupil current expense increase for the three public school systems, and a 4.4 percent increase in funding to CVCC. Additionally, the budget funds $5.34 million in schools' annual capital needs and plans for up to $34.7 million in projects in the last two years of a four-year construction funding cycle approved in Fiscal Year 2015/16.
- *Water & Sewer Infrastructure:* $8.45 million in water and sewer projects in Fiscal Year 2017/18 with an additional $17.1 million planned over the next four years.
- *Economic Development:* The budget reserves $152,007 of projected increased property tax from tax base growth toward a future economic development set-aside fund and funds a second spec building in cooperation with the City of Claremont.
- *Parks:* The 5-year capital improvement plan includes plans to develop Mountain Creek Park through a combination of County funds, donations, grants, and debt financing and to make improvements to existing parks.
- *Public Safety:* The County has reserved bed rental revenue since its last jail expansion in 2007 and dedicated 1.5 cents property tax since Fiscal Year 2015/16 toward the cost of future jail expansion. A 320-bed expansion is scheduled to begin in the coming year with anticipated total costs of $23.1 million, $14.4 million of which will be debt financed with the rest coming from reserved revenue. The budget includes a new Community Relations Sergeant position in charge of School Resource Officers and increased hours for a Veterans Services Technician. Funds are reserved for providing "Right Care, Right Place, Right Time" public safety services. Costs for the JPSC expansion scheduled for completion in Summer of 2017 are annualized.
- *Solid Waste:* The addition of a Grounds Attendant to address loose trash surrounding the Landfill and an Operator at the Landfill due to increasing tonnages. The budget also continues to plan for the next landfill cell expected to begin accepting waste in 2022 and estimated to cost over $10 million.

The County is able to make these investments within available revenues, maintaining the property tax rate of $0.575 for every $100 of valuation until the next revaluation cycle in 2019, thanks to a strong tradition of fiscal stewardship and conservative budgeting. Comprehensive long-range plans have been developed for critical service areas such as school construction, jail expansion, water and sewer infrastructure, parks, libraries, and solid waste.

The following pages provide 4-year revenue and expenditure projections that reflect the County's long-range plans.

4-Year Revenue Summary Projection

	Adopted 2017/18	Projected 2018/19	Projected 2019/20	Projected 2020/21
GENERAL FUND				
Property Tax	$93,604,203	$95,944,308	$100,509,830	$105,243,662
Sales Tax	$29,039,068	$30,491,021	$32,015,572	$33,616,351
Other Taxes	$658,550	$675,014	$691,889	$709,186
Federal	$15,112,411	$15,490,221	$15,908,602	$16,368,567
State	$7,890,475	$8,087,737	$8,472,430	$8,775,491
Federal & State	$11,645,930	$11,937,078	$12,235,505	$12,541,393
Local	$5,938,000	$6,086,450	$6,311,611	$6,615,401
Permits & Fees	$11,005,916	$11,336,093	$11,676,176	$12,026,461
Miscellaneous	$2,186,059	$2,240,710	$2,296,728	$2,354,146
Fund Balance	$5,996,066	$6,250,175	$5,781,370	$5,451,432
Transfers Between Funds	$550,000	$3,543,405	$1,125,007	$582,588
Fines & Forfeitures	$597,325	$615,245	$633,702	$652,713
Other Sources	$11,062,950	$8,824,984	$7,921,345	$7,798,772
	$195,286,953	**$201,522,441**	**$205,579,767**	**$212,736,163**
OTHER GENERAL FUND TYPES				
Local	$253,000	$259,325	$265,808	$272,453
Permits & Fees	$18,000	$18,540	$19,096	$19,669
Miscellaneous	$82,880	$84,952	$87,076	$89,253
Fund Balance	$263,594	$313,814	$364,941	$416,987
Transfers Between Funds	$2,210,700	$2,210,700	$2,210,700	$2,210,700
Other Sources	$2,309,500	$2,378,785	$2,450,149	$2,523,653
	$5,137,674	**$5,266,116**	**$5,397,770**	**$5,532,715**
SPECIAL REVENUE FUNDS				
Prior Year-Property Tax	$994,609	$994,609	$994,609	$994,609
Fire Protection Service District	$6,656,235	$6,822,641	$6,993,207	$7,168,037
Federal	$0	$0	$0	$0
State	$589,422	$589,422	$589,422	$589,422
Local	$0	$0	$0	$0
Miscellaneous	$58,500	$58,500	$58,500	$58,500
Fund Balance	$864,775	$877,414	$865,040	$851,254
Other Sources	$5,000	$5,000	$5,000	$5,000
Transfers Between Funds	$23,654	$0	$0	$0
	$9,192,195	**$9,347,586**	**$9,505,778**	**$9,666,822**
CAPITAL PROJECT FUNDS				
Sales Tax	$4,806,809	$5,047,149	$5,339,702	$5,606,687
Federal	$234,000	$0	$0	$0
State	$0	$250,000	$0	$250,000
Local	$65,000	$0	$0	$0
Miscellaneous	$2,666,630	$41,630	$28,702	$45,163
Fund Balance	$3,133,101	$5,595,370	$1,666,469	$2,344,931
Transfers Between Funds	$7,047,770	$5,654,777	$4,840,499	$3,927,878
Other Sources	$20,965,809	$15,560,405	$5,308,182	$32,588
	$38,919,119	**$32,149,331**	**$17,183,554**	**$12,207,247**

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4-Year Revenue Summary Projection

	Adopted 2017/18	Projected 2018/19	Projected 2019/20	Projected 2020/21
ENTERPRISE FUNDS				
Sales Tax	$803,907	$832,044	$861,166	$891,307
Other Taxes	$297,000	$297,620	$298,246	$298,878
State	$14,000	$14,000	$14,000	$14,000
Local	$3,000	$3,000	$3,000	$3,000
Permits & Fees	$6,991,783	$7,052,724	$7,114,274	$7,176,440
Miscellaneous	$67,080	$67,080	$92,080	$92,080
Fund Balance	$2,477,903	$2,410,690	$2,430,445	$1,870,426
Transfers Between Funds	$0	$0	$0	$0
Other Sources	$50,000	$50,000	$50,000	$50,000
	$10,704,673	**$10,727,158**	**$10,863,211**	**$10,396,131**
TOTAL	$259,240,614	$259,012,632	$248,530,080	$250,539,078

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4-Year Expense Summary Projection

	Adopted 2017/18	Projected 2018/19	Projected 2019/20	Projected 2020/21
GENERAL FUND				
General Government	$8,571,657	$8,785,948	$9,005,597	$9,230,737
Transfers to Other Funds	$7,582,124	$5,877,067	$6,074,669	$5,924,225
Public Safety	$31,721,186	$33,505,904	$36,151,052	$40,815,778
Environmental Quality	$632,524	$648,337	$664,545	$681,159
Economic & Physical Development	$18,115,226	$18,568,107	$19,032,310	$19,508,118
Human Services	$51,844,844	$53,140,965	$54,469,489	$55,831,226
Schools Current Expense	$44,015,516	$45,115,904	$46,243,802	$47,399,897
Libraries & Culture	$3,375,867	$3,460,264	$3,546,771	$3,635,440
Debt Service	$29,428,009	$32,419,945	$30,391,532	$29,709,583
	$195,286,953	**$201,522,441**	**$205,579,767**	**$212,736,163**
OTHER GENERAL FUND TYPES				
Self Insurance Fund	$4,591,200	$4,705,980	$4,823,630	$4,944,221
Reappraisal Fund	$463,594	$475,184	$487,064	$499,241
Register of Deeds Automation & Preservation	$82,880	$84,952	$87,076	$89,253
	$5,137,674	**$5,266,116**	**$5,397,770**	**$5,532,715**
SPECIAL REVENUE FUNDS				
Emergency Telephone System Fund	$642,032	$654,873	$667,970	$681,329
Narcotics Seized Fund	$10,000	$10,000	$10,000	$10,000
State Unauthorized Substance Fund	$30,000	$30,000	$30,000	$30,000
Hospital Reserve	$500,000	$500,000	$500,000	$500,000
Rescue Squads Fund	$994,609	$1,014,501	$1,034,791	$1,055,487
Gretchen Peed Scholarship Fund	$1,500	$1,500	$1,500	$1,500
Parks/Historic Preservation Trust Fund	$5,000	$5,000	$5,000	$5,000
Fire Protection Service District Funds	$7,009,054	$7,131,712	$7,256,517	$7,383,506
	$9,192,195	**$9,347,586**	**$9,505,778**	**$9,666,822**
CAPITAL PROJECT FUNDS				
General Capital Projects	$16,970,507	$1,826,455	$6,240,143	$1,886,270
Schools' Capital Fund	$5,335,511	$5,575,851	$5,868,404	$6,135,389
Schools' Construction Fund	$7,630,000	$15,560,405	$575,007	$32,588
Water & Sewer Capital Fund	$7,283,101	$7,286,620	$3,400,000	$3,803,000
Solid Waste Capital	$1,700,000	$1,900,000	$1,100,000	$350,000
	$38,919,119	**$32,149,331**	**$17,183,554**	**$12,207,247**
ENTERPRISE FUND				
Water & Sewer	$2,495,330	$2,756,487	$2,661,244	$2,650,599
Solid Waste	$8,209,343	$7,970,671	$8,201,967	$7,745,532
	$10,704,673	**$10,727,158**	**$10,863,211**	**$10,396,131**
TOTAL	**$259,240,614**	**$259,012,632**	**$248,530,080**	**$250,539,078**

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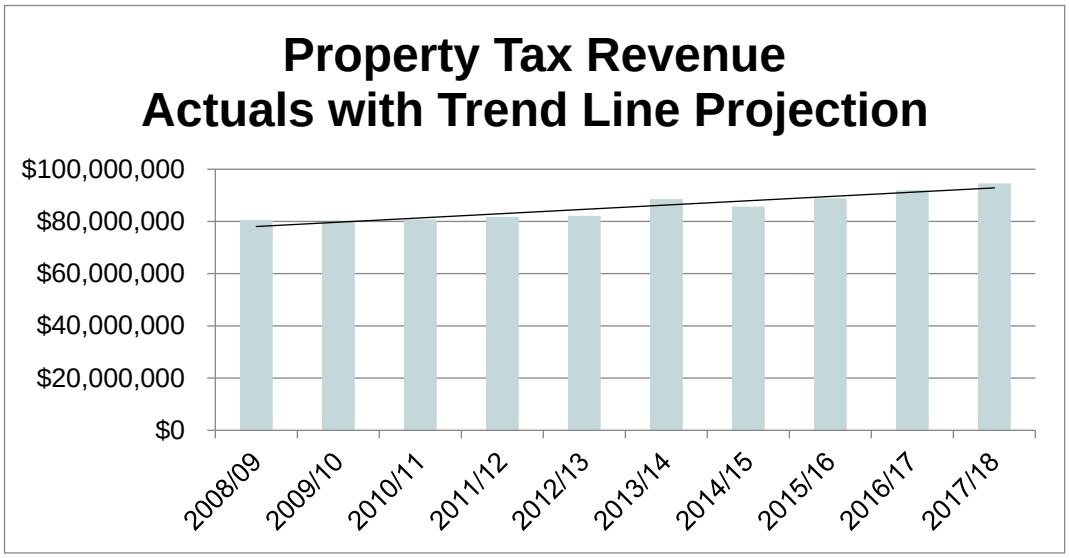
REVENUE TRENDS

MAJOR REVENUE SOURCES (ACTUALS & TRENDS)

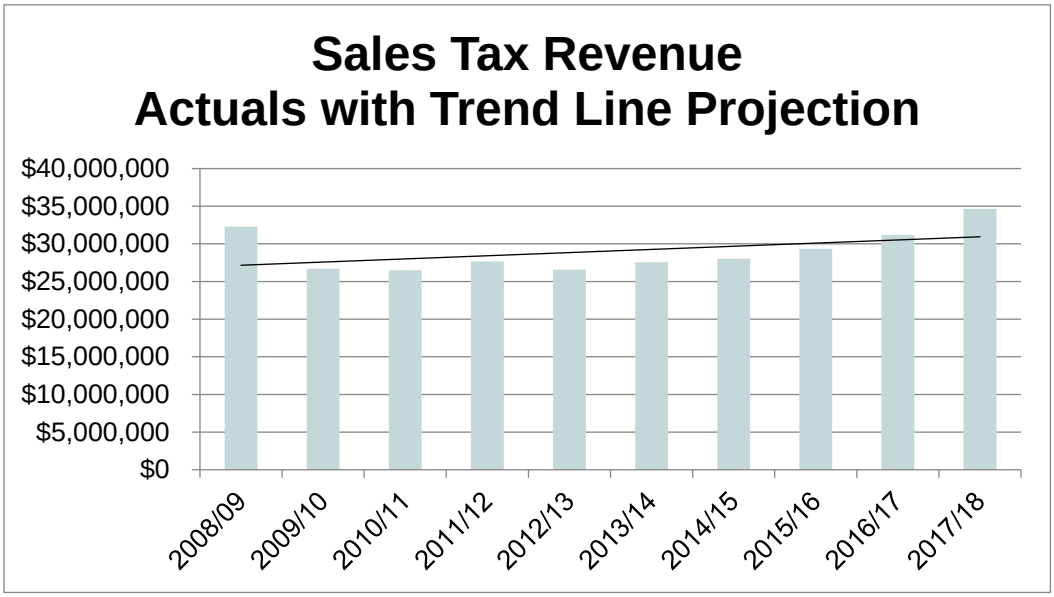
Property Tax

A tax levied by the Board of Commissioners against real and personal property. Once every four years, the County Tax Assessor must revalue the real property in the County. The County tax rate is $0.575 per $100 of valuation. Fiscal Year 2017/18 budgeted property tax is $94,600,000.



Sales Tax

Sales tax is 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 conservatively include a 2 percent increase for Fiscal Year 2017/18 compared to Fiscal Year 2015/16 receipts.



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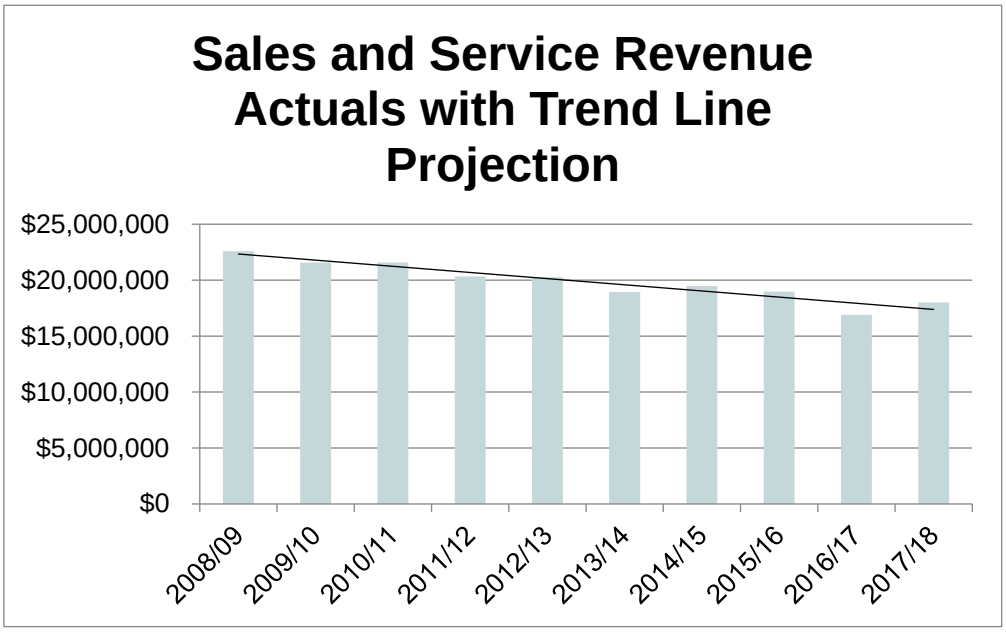
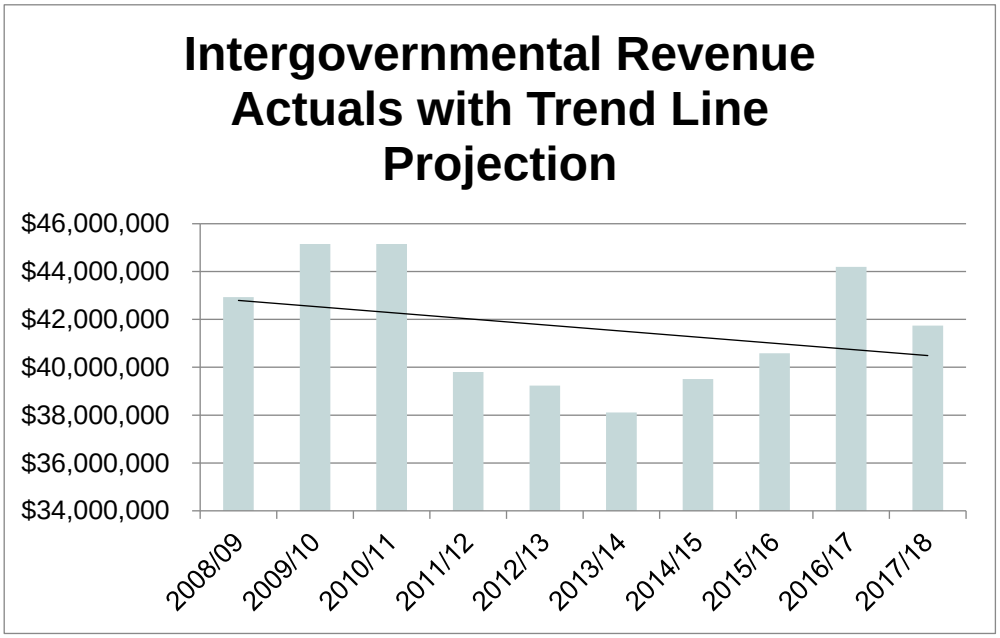
Sales & Service

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 ($5,400,000), Landfill User Fees ($4,412,000), Building Permits ($1,975,000), Recording of Legal Instruments ($507,700), and Environmental Health Fees ($280,000).



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 911 Reimbursement ($507,500), Cable TV Reimbursement ($608,000), WIC Grant ($762,000), Work First Grant ($1,853,800), and Medicaid Administration ($3,077,000).



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FUND BALANCE

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 Chief Financial Officer estimates fund balances for the current year and upcoming fiscal year based on expected revenue and expenditure occurrences throughout the year.

General Fund

The General Fund is the principal fund used to account for the provision of governmental services. This fund summarizes the financial transactions of functional services, based on departmental operations, except for those transactions that must be accounted for separately in other funds. General Fund (and like Funds) Fund Balance at the end of Fiscal Year 2016 was $58,420,831. The Fiscal Year 2017/18 budget appropriates $5,981,066 in fund balance to help finance County operations and schools' annual capital projects. Additionally, $263,243 in fund balance is appropriated in the General Fund-Like Funds. This is a $2.5 million reduction from the amount budgeted in Fiscal Year 2016/17 and 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. 6/30/2016	Est. 06/30/17	Appropriated FY 2017/18	Est. 06/30/18
General Fund (110)	58,420,831	56,500,000	$5,996,066	54,500,000
Self Insurance Fund (115)	1,620,450	600,000	200,000	400,000
Reappraisal Fund (140)	173,324	160,000	63,243	96,757
Register of Deeds Automation and Preservation (160)	49,685	50,000	0	50,000
Total	60,264,290	57,310,000	6,259,309	55,046,757

Special Revenue Funds

Special Revenue Funds are used to account for the proceeds of specific revenue sources (other than special assessments, expendable trust, or major capital projects) that are legally restricted to expenditures for special purposes.

Special Revenue Fund Types	Act. 6/30/2016	Est. 06/30/17	Appropriated FY 2017/18	Est. 06/30/18
Emergency Telephone (202)	170,607	200,000	52,501	147,499
Narcotics (205)	12,212	20,000	10,000	10,000
Rescue Squads (240)	311,848	244,000	0	244,000
Library Endowment (250)	192,428	176,000	0	176,000
Gretchen Peed Scholarship (260)	52,740	52,000	0	52,000
Parks Preservation (270)	1,099	1,400	0	1,400
Community Development (280)	0	0	0	0
Fire Districts (352-369)	1,370,246	1,350,000	352,819	997,181
Total	2,111,180	2,043,400	415,320	1,628,080

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 und, 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. 6/30/2016	Est. 06/30/17	Appropriated FY 2017/18	Est. 06/30/18
General Capital Projects (410)	31,587,882	16,000,000	0	16,000,000
Schools' Capital Projects (420)	6,768,694	4,500,000	0	4,500,000
Schools' Construction (423)	6,831,093	24,000,000	0	24,000,000
Hospital Construction & Reserve (430 & 235)	5,071,514	4,650,000	450,000	4,200,000
Total	50,259,183	49,150,000	450,000	48,700,000

Enterprise Funds

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 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. A combined $5,609,271 in fund balance is appropriated for capital projects and operations in both the Water and Sewer Fund and Solid Waste Fund.

Enterprise Fund Types	Act. 6/30/2016	Est. 06/30/17	Appropriated FY 2017/18	Est. 06/30/18
Water & Sewer (515 & 475)	22,197,629	23,000,000	3,845,465	19,154,535
Solid Waste (525 & 485)	4,746,441	3,500,000	1,763,806	1,736,194
Total	26,944,070	26,500,000	5,609,271	20,890,729

PERSONNEL SUMMARY

The Fiscal Year 2017/18 Budget includes a total of 1,080.65 authorized full-time equivalents (FTEs) in all funds. An FTE simply converts the hours worked by a position into a percentage of a full year's number of hours (2,080/year). Some FTEs may be filled with more than one person (multiple positions) and the work that is accomplished may equal more than 2,080 hours (reserve positions in the Sheriff's Office and EMS, respite position in Social Services). If so, the FTE may be 1.25 or 2,600 hours worked.

Summary of Personnel Changes

New and increased FTEs included with the Fiscal Year 2017/18 Budget are as follows:

Position	Total FTEs	Funding Source
Sheriff's Office		
Community Relations Sergeant	1	General Fund
Utilities & Engineering		
Building Services Official III	1	General Fund/ Building Permits
Grounds Attendant	1	Solid Waste Fund
Landfill Operator	1	Solid Waste Fund
Emergency Services		
Veterans' Services Technician	0.25	General Fund
Total Recommended FTEs	**4.25**	

Positions added by Board of Commissioners' action during Fiscal Year 2016/17 are as follows:

Position	Total FTEs	Funding Source
Sheriff's Office		
Deputy for Social Services	1	General Fund/ Social Services Reinventing
Public Health		
Environmental Health Specialist	1	General Fund
Utilities & Engineering		
Building Services Official	1	General Fund/ Building Permits
Total Adopted FTEs in FY 2016/17	**3**	

Full Time Equivalents by Department

	Actual 2015/16	Current 2016/17	Requested 2017/18	Adopted 2017/18
General Government				
County Manager				
Permanent	7.00	7.00	7.00	7.00
Hourly	0.00	0.10	0.10	0.10
Legal Services				
Permanent	3.00	3.00	3.00	3.00
Hourly	0.00	0.08	0.08	0.08
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	0.00	0.50	0.50	0.50
Tax Administration				
Permanent	21.00	21.00	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	0.43	0.43	0.43
Finance				
Permanent	15.30	15.00	16.00	15.00
Hourly	0.60	0.60	1.00	1.00
Total General Government				
Permanent	74.30	74.00	75.00	74.00
Hourly	0.85	1.96	2.36	2.36
Public Safety				
Sheriff's Office				
Permanent	192.00	196.00	199.00	198.00
Hourly	7.91	10.93	11.68	11.68
Emergency Services				
Permanent	112.50	114.75	123.00	115.00
Hourly	10.15	9.88	9.13	9.13
Communications Center				
Permanent	29.00	32.00	32.00	32.00
Hourly	2.30	2.30	2.30	2.30
Total Public Safety				
Permanent	333.50	342.75	354.00	345.00
Hourly	20.36	23.11	23.11	23.11

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	Actual 2015/16	Current 2016/17	Requested 2017/18	Adopted 2017/18
Environmental Quality				
Cooperative Extension				
Permanent	1.00	1.00	1.00	1.00
Hourly	0.00	0.00	0.00	0.00
Soil & Water Conservation				
Permanent	2.50	2.60	2.60	2.60
Hourly	0.00	0.00	0.00	0.00
Total Environmental Quality				
Permanent	3.50	3.60	3.60	3.60
Hourly	0.00	0.00	0.00	0.00
Economic & Physical Development				
Technology				
Permanent	26.00	27.00	27.00	27.00
Hourly	0.50	0.50	0.50	0.50
Planning, Parks, & Development				
Permanent	10.00	10.00	10.00	10.00
Hourly	2.25	2.25	2.25	2.25
Utilities & Engineering				
Permanent	22.15	27.15	29.40	29.40
Hourly	0.00	0.00	0.00	0.00
Facilities				
Permanent	16.00	17.00	17.00	17.00
Hourly	0.00	0.00	0.00	0.00
Total Economic & Physical Quality				
Permanent	74.15	81.15	83.40	83.40
Hourly	2.75	2.75	2.75	2.75
Human Services				
Social Services				
Permanent	400.90	400.90	400.90	400.90
Hourly	7.26	3.55	7.26	7.26
Public Health				
Permanent	125.50	100.50	102.50	101.50
Hourly	2.00	0.25	0.25	0.25
Total Human Services				
Permanent	526.40	501.40	503.40	502.40
Hourly	9.26	3.80	7.51	7.51
Culture				
Library				
Permanent	33.80	34.80	34.80	34.80
Hourly	1.58	1.58	1.75	1.75
Total Culture				
Permanent	33.80	34.80	34.80	34.80
Hourly	1.58	1.58	1.75	1.75

	Actual 2015/16	Current 2016/17	Requested 2017/18	Adopted 2017/18
Other Funds				
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	25.85	26.85	28.60	28.60
Hourly	0.30	0.00	0.00	0.00
Water & Sewer				
Permanent	1.00	1.00	1.00	1.00
Hourly	0.00	0.00	0.00	0.00
Total Other Funds				
Permanent	34.70	35.70	37.45	37.45
Hourly	0.30	0.00	0.00	0.00
GRAND TOTAL				
Permanent	1080.35	1073.40	1091.65	1080.65
Hourly	35.10	33.20	37.48	37.48

PERFORMANCE MEASUREMENT SUMMARY

Overview

Department	Total Outcomes	Achieved	Not Achieved	Success Rate
County Manager's Office	15	15	0	100%
Cooperative Extension	13	12	1	92%
Communications Center	4	4	0	100%
Elections	4	4	0	100%
Emergency Services	21	17	4	81%
Facilities	16	15	1	94%
Finance	20	20	0	100%
Human Resources	20	20	0	100%
Library	68	68	0	100%
Planning, Development, and Parks	14	12	2	86%
Public Health	40	31	9	78%
Register of Deeds	3	2	1	67%
Sheriff's Office	40	39	1	98%
Social Services	54	49	5	91%
Soil and Water Conservation	5	5	0	100%
Tax	13	12	1	92%
Technology	10	9	1	90%
Utilities and Engineering	22	15	7	68%
Total	**382**	**349**	**33**	**91%**

Summary

Fiscal Year 2015/16 was another successful year for Catawba County Government. The organization achieved 91 percent (349/382) of its fiscal year outcomes, with seven departments achieving 100 percent. The four Reinventing departments were able to complete an astonishing 97 percent (152/157) of their goals while the remaining departments finished decently with an 88 percent (197/225) success rate.

Highlights include:

- Social Services ensured that 100 percent (146 of 146) of the Able Bodied Work First adults with a means of transportation received intensive employment services. This was a 14 percent increase from last fiscal year.
- The Sheriff's Office reduced the index crime rate by 6 percent to 1,433 for Catawba County Sheriff's Office. This was amongst the lowest in the State.
- Planning, Development, and Parks continued to offer physical fitness and wellness opportunities for citizens and visitors by finishing a portion of the Carolina Thread Trail creating a trail network of over 5 miles in the County.
- Solid Waste collected a record 400,000 pounds of electronic, paint, and household hazardous waste were collected either through the one-day Household Hazardous Waste Collection Event or Landfill.
- Tax collected 98.02 percent, the highest collection rate since Fiscal Year 2006/07.

CATAWBA COUNTY

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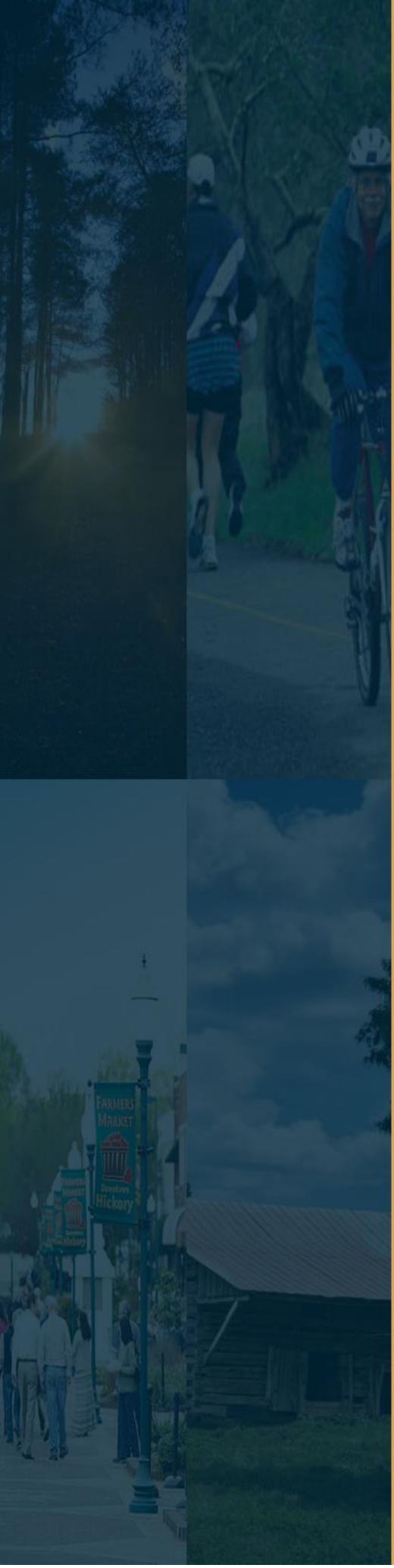

INTRODUCTION TO THE COUNTY

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COUNTY PROFILE

Catawba County is a mid-sized urban county of nearly 160,000 located in a valley just east of North Carolina's Ridge Mountains. The 18th largest county in the state, Catawba County is host to diverse cultural heritage and thriving industry. National and regional publications have recognized the County and its cities for quality of life and family friendly atmosphere.

Catawba County was formed in 1842 by an act of the North Carolina General Assembly that divided Lincoln County to make services more accessible for citizens. The County was named for the river and the Catawba Indians who foraged in the valley prior to European settlement. The development of the County and its 412 square miles is such that although it contains a large urban area, it also contains a sizable amount of agricultural, commercial, and industrial.

Located just north of bustling Charlotte, Catawba County's three lakes and its place in the foothills of the Blue Ridge exert a strong influence on the climate and ambiance. The County is sheltered by mountains that moderate winter temperatures and supply refreshing summer breezes. The native woodlands and shimmering lakes provide a striking backdrop to the growing cities and variety of recreational opportunities.

Catawba County has a total population of 155,056 with eight cities and towns: Hickory, Newton, Conover, Long View, Maiden, Claremont, Catawba, and Brookford. Citizens enjoy a high quality of life at the center of the region's retail shopping, entertainment, and cultural amenities. County residents take pride in the region's unique history of local craftsmanship, including furniture manufacturing, pottery, and art.

About County Government

The County adopted the Board-Manager form of government and organization in 1937. Under this form of government, the County is governed by a popularly elected five-member Board of Commissioners who serve staggered four-year terms in even-year elections. The major duties of the Board include: assessing the needs of the County and establishing programs and services to meet those 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 municipalities, enacting local ordinances, and adopting policies concerning County operations. A County Manager, appointed by the Board of Commissioners, serves as the County's chief executive officer. The County Manger is responsible for implementing policies set by the Board of Commissioners and for directing, coordinating, and supervising the daily activities of County government. The County provides a full range of governmental services including administration, human services, parks and recreation, education, community development, public works, and public safety.

Board of Commissioners

Randy Isenhower
Board Chair

Barbara Beatty
Board Vice-Chair

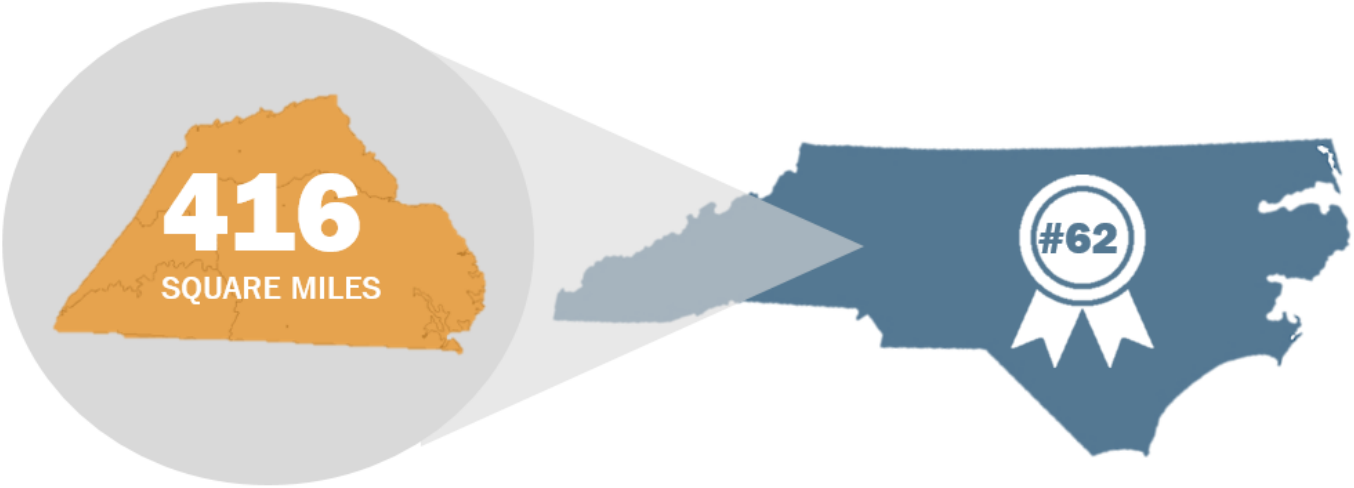
Kitty Barnes
Board Member

Sherry Butler
Board Member

Dan Hunsucker
Board Member

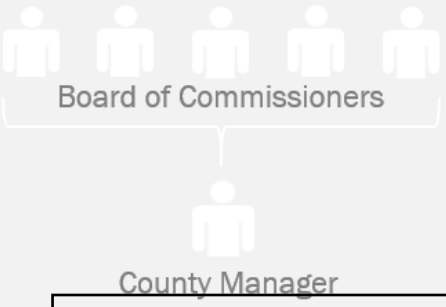
LAND AREA
OF CATAWBA COUNTY

RANK IN SIZE
STATE OF NC



BOARD-MANAGER

County Board of Commissioners consists of five elected members who choose a Board Chair and Vice Chair. The Board adopts and amends County laws, approves the County's budget, establishes policy, and appoints citizens to boards and commissions. The County's day to day operations are administered by the County Manager, who is appointed by the Board.



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Community Comparisons

Catawba County is part of the greater Hickory-Lenoir-Morganton Metropolitan Statistical Area (MSA) which consists of four counties in the Catawba Valley region of western North Carolina: Catawba, Alexander, Burke, and Caldwell Counties. The following section provides a perspective on the relative populations of the other counties in the MSA and surrounding region as well as key comparative cost of service data:

Population (2016 Census Estimate)	
Alexander County	37,428
Lincoln County	81,168
Caldwell County	81,449
Burke County	88,851
Catawba County	**156,459**
Iredell County	172,916
Cabarrus County	201,590
Gaston County	216,965
Union County	226,606
Mecklenburg County	1,054,835

Operating Budget (FY 2016/17)	$ Millions
Alexander County	$38.3
Caldwell County	$91.1
Lincoln County	$95.6
Burk County	$102.4
Union County	$164.9
Iredell County	$190.3
Cabarrus County	$220.5
Catawba County	**$252.8**
Gaston County	$284.3
Mecklenburg County	$1,197.5

Property Tax Rate (07/2016)	Per $100 assessed value
Iredell County	$0.5275
Catawba County	**$0.575**
Lincoln County	$0.611
Caldwell County	$0.63
Burke County	$0.68
Cabarrus County	$0.70
Union County	$0.7665
Alexander County	$0.79
Mecklenburg County	$0.8157
Gaston County	$0.87

Land Area	Sq. Miles
Alexander County	259.99
Lincoln County	297.94
Gaston County	356.03
Cabarrus County	361.75
Catawba County	**415.74**
Caldwell County	471.57
Burke County	507.10
Mecklenburg County	523.84
Iredell County	573.83
Union County	631.52

TOTAL NUMBER OF HOUSING UNITS

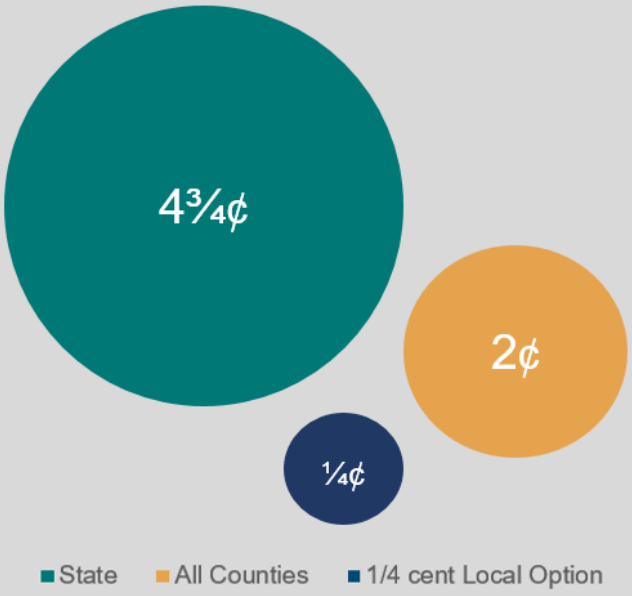
67,820

PROPERTY TAX

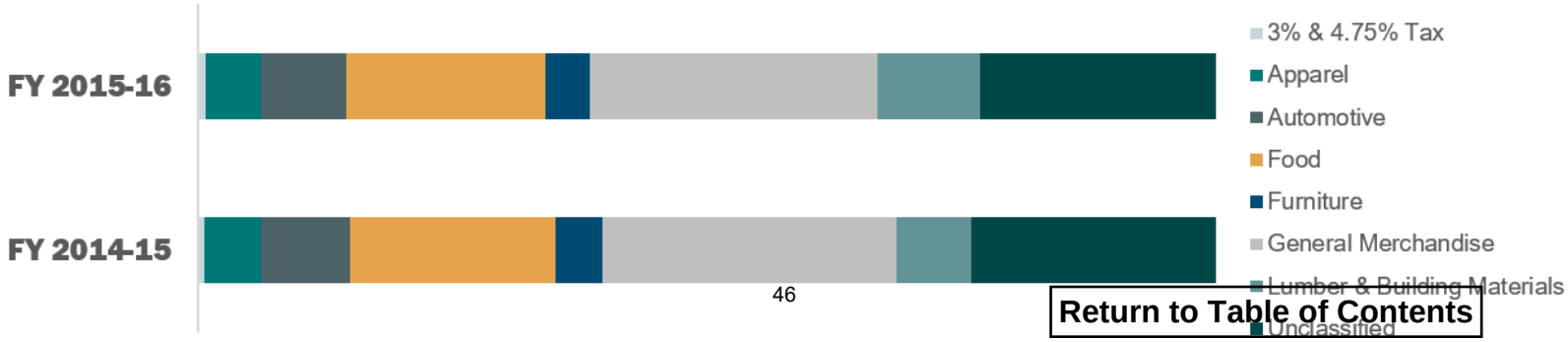
	2016
Total Tax Rate (per $100 assessed value)	$0.5750
Average Assessed Value of County Single-Family Home	$128,132

SALES TAX RATES

Catawba County receives 2¼ cents of the total sales tax rate of 7 cents. It shares proceeds from the first 2 cents with municipalities on a per capita basis, and the remaining ¼ cent, approved by County voters in 2007, is primarily dedicated to supporting the Justice/Public Safety Center expansion, public school operations, economic development, and water & sewer infrastructure.



SALES TAX BY SECTOR



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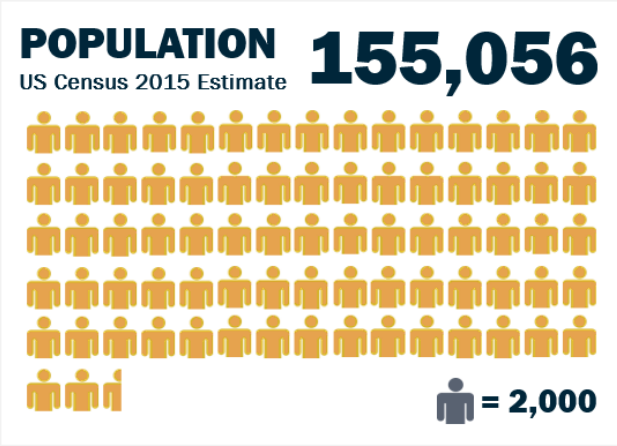
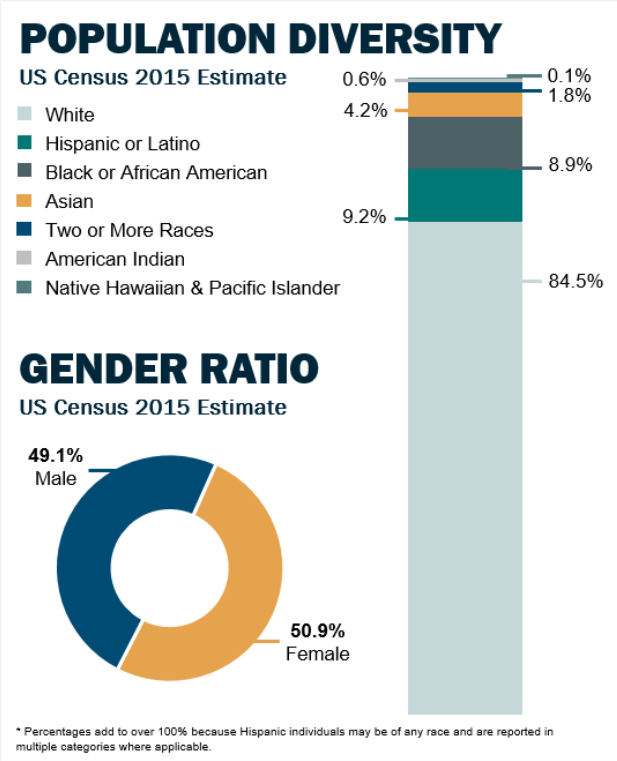
Population

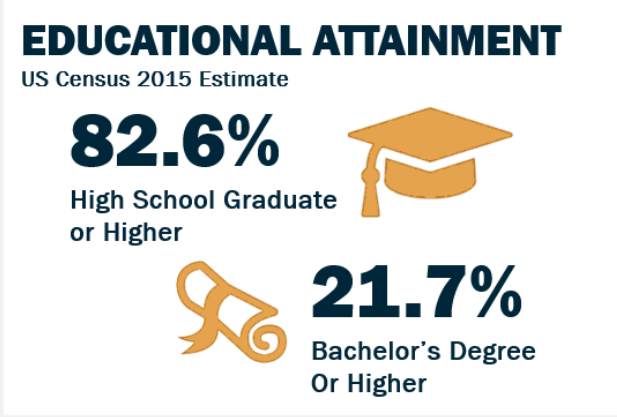
With a median age of 40.5 years, the County is facing the challenges that arise from an aging population in conjunction with little to no population growth over the last several years. At the same time the County's median household income was $44,376 in 2015, which was $2,492 and $9,513 less than the respective state and national medians. Just over 15 percent of the County's population is at or below the poverty line. There is also less diversity than the national average with approximately 15 percent of the community identifying themselves as an ethnicity other than white.

Education

Catawba County has 44 public schools across three school systems with approximately 24,000 combined students. The largest system, Catawba County Schools, is also the County's largest employer. Over the past 10 years, the number of enrolled students in Catawba County's public schools has decreased 5.3 percent from 25,245 in 2007 to 23,893 in 2017. During this same period, the average 4-year graduation rate for the three systems combined increased from 80.4 percent to 89.4 percent, exceeding the statewide rate of 85.8 percent. Individually, Newton-Conover City Schools had the highest graduation rate in the State for the second consecutive year at 93.5 percent, Catawba County Schools' rate was 89.7 percent, and Hickory Public Schools' was 84.7 percent—the highest in the history of the school system for the third year in a row. All three public districts were above the State average in achieving measurable objectives.







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Catawba Valley Community College (CVCC), which offers over 60 programs of study with one- and two-year degree programs, a two-year college transfer program, and continuing education classes is located in the County. CVCC was recognized as 1 of only 4 of the 58 community colleges in the State to achieve Excellence Level on 4 or more of the 8 performance measures for student success.

The County is also home to Lenoir-Rhyne University, a 126-year-old liberal arts institution offering students over 50 undergraduate majors and 25 graduate programs in five schools of study: Arts and Sciences, Health Sciences, Education and Human Services, Professional and Mathematical Studies, and Theology.

PARTNERING TO SUPPORT EDUCATION & WORKFORCE DEVELOPMENT

While funding public schools is primarily a State responsibility, approximately 44 cents of every local property and sales tax dollar is dedicated to current expense (operating), capital, and debt service needs of the three public school systems and CVCC. Recognizing the fundamental importance of K-12 education and the need for lifelong learning and skills development, Catawba County in collaboration with the three public school systems, Catawba Valley Community College (CVCC), the Economic Development Corporation (EDC), and Chamber of Commerce, recently conceived of and formalized a partnership agreement around a joint educational – economic development initiative named K-64, which aims to prepare students of all ages with the skills needed to compete in the global economy with a focus on six priority areas: 1-to-world technology, character development, tech-savvy educators, work-based learning, employer engagement, and career adaptability. The initiative builds on what's already working in Catawba County by expanding and implementing model programs throughout the local education system in collaboration with local employers and community partners. K-64 is governed by a 12-member board of directors comprised of both private and public sector representatives and managed by CVCC. Catawba County has committed $1.3 million for each of the next two years in investment capital for the K-64 initiative. Additionally, the budget increases investment in current expense by 3 percent or $47 per pupil for public schools and 4.4% or $178,596 for CVCC.

Building upon the core strengths of the local economy, Catawba County has made significant strides in preparing its workforce with the skills to meet current and future labor needs of local employers. With employment continuing to rise, cross-sector partnerships between local governments, the business community, public educational institutions, and industry specific resources have institutionalized a full-spectrum approach to aligning local talent with available jobs. Programs have been designed to target high-school students as well as college-aged students and adult learners to ensure the County's workforce is poised to help local businesses thrive. Several key initiatives that have emerged from these partnerships are highlighted below:

The ACT Career Readiness Certificate allows job seekers to show prospective employers that they possess basic skills required for today's workplace. This certification is recognized by 101 employers in the MSA, and the number is growing. Every public high school within Catawba

County offers the certification. The Western Piedmont Workforce Development Board has worked to certify Catawba County as a Work Ready Community, which positions the County to quantify the skill levels of its workforce, identify gaps, and develop plans to address those gaps. Based on this information, educators, local businesses, and governments build career pathways aligned to the needs of business and industry. The County has achieved 99 percent of ACT's National Career Readiness Certificate goals.

The Catawba Valley Furniture Academy, housed within CVCC, is an industry-driven training program. Designed in partnership with 5 major local furniture manufacturers, it prepares students for high-demand skilled positions, in a proactive strategy to anticipate and meet private businesses' workforce needs. The program varies from 9 to 18 months in length, depending on the area of specialization (Pattern Making, Manual Cutting, Inside Upholstery, Sewing, etc.). Since January 2014, 100 people have earned furniture manufacturing certificates and secured jobs at participating companies–Century Furniture, LEE Industries, Lexington Home Brands, Sherrill Furniture, and Vanguard Furniture–upon completing the program. In acknowledgement of this program's success, the Furniture Academy earned a 2015 Governor's Award for Excellence.

The Furniture Academy has been such a success that CVCC moved the program to a 38,000 square foot building in Newton in December 2016 with the help of a $200,000 commitment from local furniture companies and $675,000 from the County. The expanded location allows the Academy to serve up to 66 students per session, more than doubling its previous capacity. On

average, there were 100 people on the waiting list at any given time, demonstrating the strong employment demand for these skilled industry positions. As employment opportunities continue to grow and long-tenured skilled workers approach retirement, job training programs like the Furniture Academy prepare future employees to meet businesses' competency needs, enabling them to maintain continuity, high productivity and product quality.

The Catawba Valley Manufacturing Academy, modeled after the Furniture Academy, is an industry–driven training course designed with input and expertise from 29 local manufacturers. It prepares students for high-demand manufacturing positions with the region's largest employers. Graduates are fast-tracked for open positions with sponsoring companies, earning Career Readiness Certificates to signify competence in required skill areas and ensuring manufacturers have ready access to the critical labor force they require. The inaugural session began in October 2015, to date there are 109 graduates with a 98% employment rate in highly skilled jobs such as machinists and maintenance technicians.

The Manufacturing Solutions Center (MSC) is a branch of CVCC which focuses on helping manufacturers in all 50 states and around the world increase sales, improve product quality and production, and create and retain jobs. To help manufacturers increase sales, MSC develops marketing materials and works to identify new or

expanded export and marketing opportunities. To improve product quality, the MSC has an accredited ISO/IEC 17025 testing laboratory at its 10,000 square foot manufacturing incubator where microbiological, thermal, and mechanical testing for textiles is performed. The Center aids entrepreneurs in transforming concepts into finished marketable products, connecting the dots for entrepreneurs by bringing together under one umbrella all of the resources needed to successfully launch a product.

MSC has facilitated development of such innovative projects as wearable technology that regulates blood circulation, delivers active ingredients to the skin through fabric, and integrates QR codes into the material so it can be scanned and tracked through the production process. Future product possibilities are staggering, with the potential for everything from caffeine-infused driving gloves to sleeves that deliver heart medicine in the prescribed dose. MSC has established itself as a regional expert in prototype development using 3D printing.

At America's Competitiveness Forum in 2014, the MSC was recognized by the US Department of Commerce as one of the top economic job creation programs. MSC has worked with such nationally known companies as Keen, Merrell, 3M, Nike, Hanes Brand, LL Bean, Lands End, Target, Polartec, Boeing, and Ralph Lauren. **Since 2012, MSC's direct economic impact has totaled $43.7 million, assisting in the creation of 346 jobs and the retention of 268 jobs.** Over the last 2 years, the MSC has helped over 1,200 entrepreneurs and worked with companies in all 50 states and 32 countries to conduct product testing or prototyping, or to find domestically-made production inputs.

Apprenticeship Catawba is a training pipeline for high school students. Based on the German apprenticeship model and accredited by the North Carolina Department of Commerce, this highly competitive 4-year program ensures students are career-ready at graduation by providing 8,000 hours of paid on-the-job training that counts towards an Associates' Degree in Mechatronics Engineering Technology or Computer Integrated Machining Technology from CVCC. Additionally, students earn Journeyman Certificates upon graduation, qualifying them for skilled trades such as Mechanical Maintenance Technician, Electrical Maintenance Technician, Mechatronics Technician, Tool & Die Maker, and Computer Numerically Controlled Machinist, among others. Not only do these high-performing students leave the program with degrees, but they do so without incurring any college debt and employed full-time by the sponsoring company, earning at least $34,000 per year and opening up pathways to jobs with earning potential of $65,000 to $86,000. Last year 21 students from the County's three public school systems were

APPRENTICESHIP CATAWBA
training our future

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selected through a competitive process to participate in this program, along with seven area companies: Aptar, Continental, GKN, Sarstedt, Technibilt, Tenowo, and ZF.

The Lenoir-Rhyne University Health Sciences Center is a collaborative effort between the University, Catawba County, City of Hickory, Catawba County EDC, Catawba Valley Medical Center (CVMC), and Frye Regional Medical Center. The Center, which is open to 48 new students a year and employs 5 to 6 full-time faculty and staff, houses a new Physician Assistant program that began classes in January 2016. The Center is working to establish clinical training centers for program participants and provide high quality internship and student practitioner opportunities. Feasibility studies will be conducted on future expansions for Doctorate-degree programs for nurse practitioners, pharmacy, optometry, physical therapy and, ultimately, osteopathic medicine. Catawba County committed $100,000 at a $20,000 per year for 5 years toward the project, with the final payment scheduled for Fiscal Year 2018/19.

LENOIR-RHYNE UNIVERSITY

Local Economy

Catawba County is part of the Hickory Metropolitan Statistical Area (MSA), which includes Alexander, Burke, Caldwell, and Catawba counties. Recent economic indicators show consistent improvement in Catawba County's economy, with positive gains in employment, unemployment, retail sales, and tourism.

The retail and employment hub of the Hickory-Lenoir-Morganton Metropolitan Statistical Area, Catawba County has successfully diversified and balanced its traditional manufacturing base of furniture, textiles, and communications through comprehensive economic development efforts to recruit new non-manufacturing sectors. Its prime location–just 60 minutes away from the City of Charlotte and the Appalachian resort areas of Boone and Blowing Rock–adds to Catawba County's desirability.

The County's primary employers 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 Educational and Health Services sectors. In regards to the County's effort to diversify the tax base, Apple, Inc. and Target, two relative newcomers to the County, have added significant heft to the tax base while also aiding the County's resiliency.

EMPLOYMENT REBOUNDS, WITH UNEMPLOYMENT AMONG THE LOWEST IN NORTH CAROLINA

Employment figures in the MSA are on the rise, showing 2,400 more jobs in March 2017 than the same period one year ago. Another bright spot for the economy is that job openings continue to be available, with 5,732 job opening advertised online through NCWorks in March 2017, according to the NC Department of Commerce Labor Market Overview.

The average monthly unemployment rate in calendar year 2016 was 4.8 percent, and dropped to 4.4 percent in of March 2017. This unemployment rate is among the 26

lowest in the State and lower than State's 4.7 and national 4.6 percent rates.

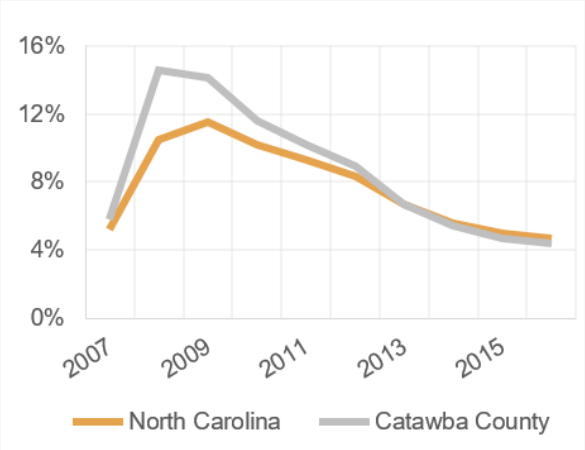
STRONG RETAIL SALES & TOURISM PERFORMANCE INDICATE SUSTAINED RECOVERY

Catawba County remains a retail magnet for the region, capturing 60.3 percent of the $3.5 billion in retail sales from the four-county MSA, while accounting for only 42.7 percent of the population. Taxable sales are 10 percent higher to date than Fiscal Year 2015/16, on top of a healthy 8 percent last year. This is the eighth year in a row that revenues have increased.

Retail Sales
NC Dept. of Revenue 2015-16
$4.0 BILLION

Unemployment
NC Commerce March 2017
4.4%

Unemployment in Catawba County is at an eleven year low.



TOP 10 EMPLOYERS
Source: Catawba County 2016 CAFR

Catawba County School Systems	2,043
Catawba Valley Medical Center	1,986
Commscope, inc.	1,609
Frye Regional Medical Ctr.	1,600
Catawba County Government	1,120
Corning Cable Systems	1,000
HSM Solutions	925
Heritage Home Group LLC	861
Pierre Foods	827
Sherrill Furniture Company	775

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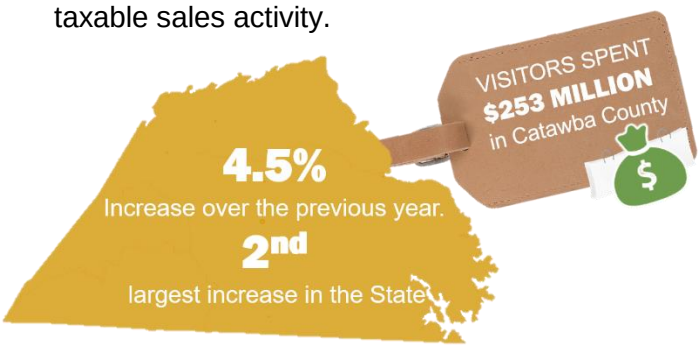
Statewide, the County ranks 18th in population but 12th highest in taxable sales. These figures cement Catawba County's position as a regional retail magnet, with furniture, automotive, restaurants, and shopping options that draw visitors from surrounding communities and generate taxable sales within the County. The State's recent extension of sales tax to certain services including tickets for entertainment events has positively impacted the County's taxable sales activity.



Catawba County ranks 16th in the State for tourism revenue. This increase was the second highest percent gain of the top 25 tourism counties in North Carolina in 2015. This economic sector is buttressed by the presence of a wide range of cultural amenities that appeal to all audiences:

- Catawba Science Center
- Green Room Community Theatre
- Hickory Choral Society
- Hickory Community Theatre
- Hickory Crawdads Baseball Team
- Hickory Metro Convention Center
- Hickory Motor Speedway
- Hickory Museum of Art
- Newton-Conover Auditorium
- Newton Foothills Folk Art Festival
- Oktoberfest in Downtown Hickory
- Western Piedmont Symphony

Economic Development

Recently, Catawba County has taken a proactive, aggressive approach in charting its economic future through targeted expansion. In the past few years, job gains have been made as a result of significant expansion projects – funded both privately and in partnership with the public sector - occurring in a wide range of industries from traditional manufacturing to high-tech. This mix of public-private partnership and private investment underscores the County's balanced economic health and resiliency.

To further bolster these efforts, the County continues to actively recruit and attract targeted national and international companies with a focus on higher-wage industries like Information, Emerging & Alternative Energy, and Advanced Manufacturing, the latter which leverages the County's skilled workforce.

Thanks to the efforts of the EDC, over $2 billion in investment were announced over the past 10 years and 6,645 jobs.

Calendar Year	Business Investment	Jobs
2016	$199,575,188	490
2015	$488,755,982	420
2014	$137,374,352	320
2013	$22,704,651	498
2012	$46,055,129	312
2011	$54,604,000	710
2010	$25,267,000	808
2009	$1,013,790,000	984
2008	$34,301,843	1,410
2007	$9,126,965	693
10-Year Total	**$2,031,555,110**	**6,645**

Of 10-year total, $200 million 490 jobs were announced this year, expected to manifest over the next 5 years. A sampling of the companies committing to deepening investments or adding jobs in Catawba County include

PARTNERING TO STIMULATE GROWTH

Catawba County is committed to working with the private sector, municipalities, and the EDC to attract new businesses, development, and jobs and to supporting existing business and industry through the delivery of high quality government services supported by a low and stable property tax rate. Recognizing the need to be proactive and take actions to stimulate economic growth, Catawba County invests in the following partnerships and strategies:

2nd Claremont Spec Building

In 2014, Catawba County, the City of Claremont, the EDC's Committee of 100 and Matthews Construction combined efforts to construct and market a spec building aimed at attracting value-added industry to Catawba County by addressing the deficit of move-in ready industrial space. The first spec building was sold earlier this year to DAE Systems resulting in $7.255 million in investment and 53 new jobs. Based on the success of the program, the Board of Commissioners approved a second spec building in cooperation with the City of Claremont with an annual carrying cost of $45,000 for three years at the March 27, 2017 meeting.

Park 1764 is a 170-acre Class A Business Park being developed jointly by Catawba County and the City of Hickory. The Park is being developed incrementally over time in an effort to create job opportunities in

INVESTMENT HIGHLIGHTS

GKN Driveline

Automotive parts manufacturer **GKN Driveline** announced plans to expand its Maiden manufacturing facility creating 143 new jobs by the end of 2019 and invest more than $110 million in this location.

DAE Systems agreed to lease the Claremont Spec Building and relocated all aspects of operations, investing a minimum of $7,255,000 and creating 53 new jobs over 5 years.

Dynamic-Air Engineering

CORNING

Corning Incorporated committed to expanding its optical cable production plant in Hickory, investing $30 million and creating 105 new jobs over the next five years.

US Conec creating 26 new production and 16 new engineering and HQ-support jobs, investing $20M over the next five years.

USCONEC

PRYSMIAN CABLES & SYSTEMS

Prysmian Group, a global cable producer serving the energy and telecom industries, investing $20 million and creating 50 new jobs over three years.

Dalco Nonwovens added a new manufacturing line at their facility in Conover investing $4 million and creating 8 jobs.

DALCO NONWOVENS, LLC

minelli S.p.A. WOOD PRODUCTS SINCE 1937

Minelli Group S.p.A., an international leader in developing and producing specialty wood products, will be investing more than $2M in new equipment and creating 12 new jobs.

Peoples Bank will expand its headquarters investing at least $3.5 million and creating 25 new jobs and retaining 75 jobs.

PeoplesBank

TEMPRANO TECHVESTORS

Temprano Techvestors supports tech sales, marketing, support, and engineering jobs. Plans to invest $520,000 and create 21 jobs over 3 years with an additional 54 jobs likely within five.

advanced light manufacturing facilities, technical operations, and corporate headquarters. The City of Hickory and Catawba County have each committed $547,385 towards installation of a sewer line, the development of a signature entrance along Startown Road, relocation of the entrance southward onto the property, and installation of landscape berms and fencing. The City has applied for a grant to help fund the project and the County has authorized its funding to be used toward the required match. The vision is to have amenities such as community walking/cycling trails, community gardens, silos, and open green space to accentuate the site's character, 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.

Park 1764

NC Data Center Corridor

Building on Catawba County's existing asset base related to fiber optic cable production and emerging technology, the County – in partnership with neighboring local governments and the Economic Development Corporation – has had success in attracting data centers to the community. (This strategy leverages the presence of other major data centers in surrounding communities – both Facebook and Google have data centers in the Piedmont region.) Most significantly, in 2009 the County enticed Apple, Inc. to commit to construct a data center facility on a 183-acre site within the County. This site, located in the town of Maiden, is Apple's only east coast operations facility and its data center headquarters that houses its iCloud suite of services (storage, word processing, presentation software, Find My iPhone, etc.). With an investment of $1 billion, 150 new jobs and 250 additional contract workers to operate the facility, this was the largest economic development project in the history of the County and the State. Apple is currently building another 114,300 sq. ft. data center in Maiden. Apple, Inc., now the County's largest taxpayer, has expanded its presence into the solar industry with a 170-acre site adjacent to the data center, a 200-acre site nearby in Conover, and a 105-acre site in Claremont. Solar energy from the first site is used to power the data center, making it the largest end-user solar farm in the country.

ncDataCampus
www.datacentersites.com

In 2012, Bed Bath & Beyond, Inc. built a $36.8 million data center in the County, located in a 48,000 square foot facility in the Claremont Industrial Park. The company committed to creating a minimum of 7 jobs by the end of 2018, and they are half-way to that goal.

Catawba County, the Cities of Conover and Hickory, and the Towns of Maiden and Catawba partnered to build the NC Data Campus, a 70-acre multi-jurisdictional business park. The partnership secured a $2.6 million Community Development Block Grant from the NC Department of Commerce to build up to three shovel-ready sites marketed primarily for data center recruitment. Catawba County's share of the project stands at 57 percent. These efforts will also further enhance the region's efforts to create a cluster of data centers known as the NC Data Center Corridor, leveraging the presence of

existing nearby regional data centers to solidify the region's reputation as 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, support, 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.

Edison Project Wall of Fame

2016 First Place, PushNPutt: PushNPutt Golf Products, LLC, aims to change the way golfers practice putting through its patented, innovative flagsticks that automatically raise golf balls out of the cut and back onto the putting surface. The products are 100% made in the USA at Image Industries in Newton, NC.

2015 First Place, BlingBook: Blingbook is a unique modular jewelry binder system to organize, store and transport your jewelry collection in a tangle free and customizable way. It simplifies and de-clutters. Basic at its Best!

2014 First Place, Collegiate Kids Books: Collegiate Kids Books brings you interactive, touch and feel children's books featuring school mascots, beloved school traditions and well-known school landmarks. Using moveable parts, a variety of textured materials, scratch and sniff experiences, custom colorful artwork, and a simple rhyming cadence, these books are sure to turn your children into enthusiastic fans.

2013 First Place, The MESH: The MESH is a new media online network, designed to produce and deliver unique content to computers, mobile phones, iPods, iPads, and any other device connected to the Internet. Just like a traditional television network, The MESH has a series of programs and "shows" on a variety of topics... everything ranging from business to education, music to movies, sports to gossip. The difference is you can watch or listen to what you want, when you want, and where you want.

2012 First Place, Tileware Products: David and his business partner Mike Freedel with Tileware Products have developed a new fastening system for shower accessories installed in the tile mortar. They have manufacturing and distribution in progress and are looking to expand on their already working business model with investor assistance.

2011 First Place, GoPriceDrive.com: GoPriceDrive.com is a confidential website service for car buyers that eliminates car purchase negotiations and makes dealers compete and openly bid for business, ensuring customers receive the absolute best price.

Catawba County sponsors the Chamber of Commerce's "Leadership Catawba" program, which brings together upcoming local leaders from a variety of organizations for a 6-month leadership training program, providing participants with information about the social, economic, and political dynamics of the community, and encouraging them to

get involved meaningfully as an element of community leadership succession planning.

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

Medical & Healthcare

Well positioned to meet the future medical and health care needs of its citizens, the County is home to a prospering medical and healthcare community and two large medical centers. Catawba Valley Medical Center (CVMC) is the largest not-for-profit community hospital in the region and the County's second largest employer. While technically owned by Catawba County, CVMC is completely self-supporting. Based on the quality and consistency of medical care provided by the facility, CVMC has recently received multiple awards, including:

- Women's Choice Award - Best 100 Hospitals for Patient Experience (each year from 2012 through 2016)
- Women's Choice Award – one of America's Best Hospitals for Orthopedics (each year from 2013 to 2016)
- Women's Choice Award - one of America's Best Hospitals in Obstetrics (2013 to 2016) Women's Choice Award - one of America's Best Hospitals for Bariatric Surgery (2016)
- Women's Choice Award - one of American's Best Hospitals in Cancer Care (2014 and 2016)
- First hospital in the State to receive four Magnet designations from American NursCredentialing Center (2014)
- A 2016 Premier QUEST award winner for high-value healthcare • Comprehensive Center for Metabolic & Bariatric Surgery from the American College of Surgeons (2016)

Frye Regional Medical Center, the County's third largest employer and seventh largest taxpayer, is a private hospital that has served the community for over 100 years. The Heart Center at Frye is home to the most extensive array of cardiology services in the region, and was the only regional facility offering 24/7 full-service cardiology and on-site heart surgery until 2014. In 2015, Frye Regional Medical Center was acquired by Duke LifePoint. Duke LifePoint combines Duke University Health System's unparalleled expertise, quality and patient safety with LifePoint Health's financial resource and operational experience. Like CVMC, this hospital has also received numerous awards for the quality of its services.

- Women's Choice Award for Excellence in Obstetrics (2014 and 2015) • Women's Choice Award for Excellence in Heart Care (2015)
- Women's Choice Award for Excellence in Breast Centers (2015)
- American Heart Association/American Stroke Association's recipient of Get With the Guidelines-Stroke Gold Plus Quality Achievement Award (2015)
- Ranked #1 in North Carolina and in top 5% of US hospitals for cardiac surgery and patient safety by Health Grades, a leading independent healthcare ratings organization

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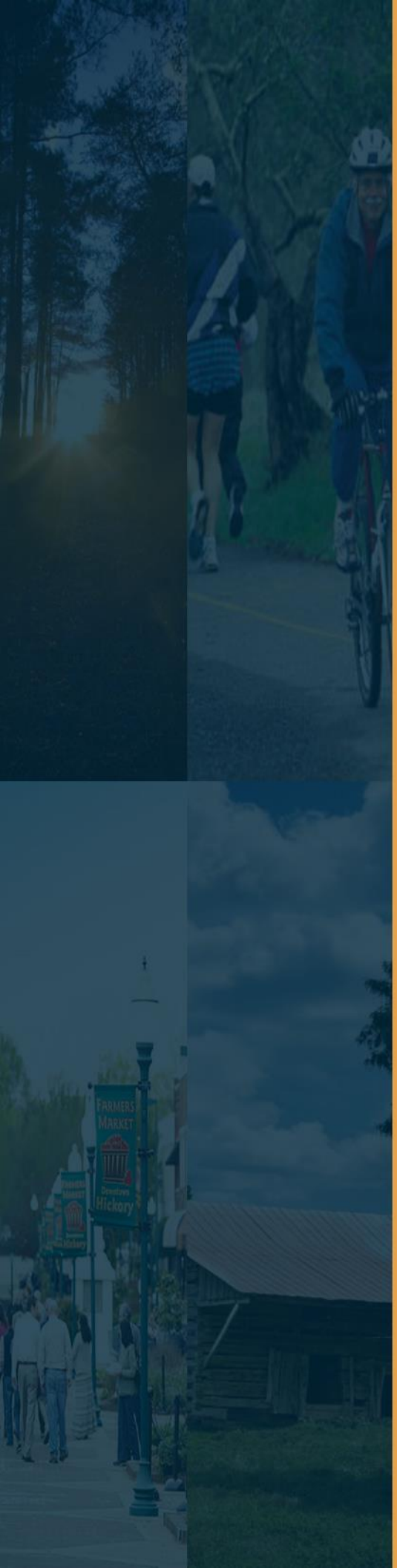

CATAWBA COUNTY
North Carolina

BUDGET OVERVIEW & STRUCTURE

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READER'S GUIDE

Local government, like most industries, has a vocabulary all its own. The Reader's Guide is designed to help the average reader use this document by explaining how the document is organized and by defining some of the common terms used in local government finance.

Purpose of Budgeting

The primary purpose of budgeting is to formally convert Catawba County's plans and policies into current year services and programs. The budget provides detailed financial information on the costs of services and the expected revenues for the upcoming fiscal year. The budget process also provides a forum for reviewing progress made in the current year and the levels of service provided by local government and for setting priorities for services in the upcoming years to meet the needs and requirements of our citizens.

Accounting Structures & Systems

As a means of tracking and accounting for money, the operations of the County are divided into Funds. Within funds are smaller designations including functions, departments, organizations, line items, and project numbers depending on the fund.

FUNDS & 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. 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 35 funds with the largest being the General Fund. There are 10 major funds marked by an * while the remaining 25 funds are non-major funds. Major funds represent the significant activities for the County and can include any fund whose revenues or expenditures constitute more than 10% of the revenues or expenditures of the appropriated budget.

General Fund & General Fund-Like Funds

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. Within the General Fund are seven Functions: General Government, Public Safety, Environmental Quality, Economic & Physical Development, Human Services, Education, and Culture. A function is a group of departments and/or organizations that accomplish a similar general purpose. For example, the Sheriff's Department and the Emergency Services Department are part of the Public Safety Function. Divisions within departments are divided into Organizations. For instance, Narcotics and Jail are examples of Organizations budgeted in the Sheriff's Department. Each of these accounting units facilitates the tracking of costs and effectiveness of services provided to the public.

SELF INSURANCE FUND*

The County is self-insured. 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 a fund, 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.

GENERAL CAPITAL RESERVE FUND*

A fund to account for funds set aside for future capital and/or debt service.

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.

FEDERALLY SEIZED PROPERTIES AND MONIES 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.

STATE UNAUTHORIZED SUBSTANCE ABUSE FUND

To account for the revenues received by the Sheriff's Department for controlled substance tax and the expenditure of those funds to support the Sheriff's efforts to deter and investigate drug crimes.

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.

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 fourteen 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 school systems and community college in the County.

SCHOOLS' CONSTRUCTION FUND

To account for the financing and construction of major capital projects for the three school 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.

SOLID WASTE CAPITAL FUND*

To account for the financing and construction of all major solid waste capital projects.

Enterprise Funds

SOLID WASTE MANAGEMENT FUND*

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

WATER AND SEWER FUND*

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

Department/Fund Relationships

Catawba County Funds																						
Department/Function	General Funds					Special Revenue Funds										Capital Project Funds					Enterprise Funds	
	General	Self Insurance	Reappraisal	Register of Deeds	Capital Reserve	Emergency Telephone	Narcotics Siezed	State Unauthorized Substance Abuse	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																	X
E-911 Communications Center	X					X																
Emergency Services	X									X					X							
Sheriff & Jail	X						X	X														
Other Public Safety	X																					
Public Safety Debt & Capital	X															X						
Economic Development	X				X											X						
Facilities	X															X						
Planning, Parks, & Development	X												X	X								
Technology	X															X						
Utilities & Engineering	X																			X	X	X
Cooperative Extension	X																					
Soil & Water Conservation	X																					
Foresty	X																					
Social Services	X											X										
Public Health	X																					
Partners Behavioral Health Mgmt.	X																					
Other Human Services	X																					
Education	X																X	X	X			
County Library	X										X											
Other Cultural	X																					

About this Document

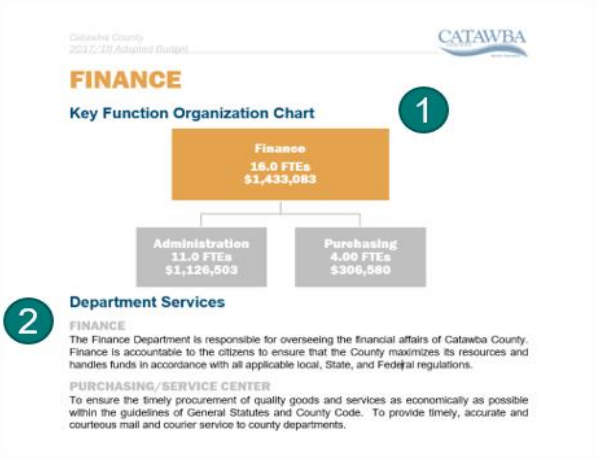
This budget document summarizes all service functions provided by Catawba County government and represents the annual plan for the allocation of resources. The budget presented covers the period of July 1, 2017 to June 30, 2018 ("Fiscal Year 2017/18").

The budget document is divided into functions (each function has a divider page). 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. 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 part-time or temporary wages. 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.

For each County Function, a summary report is provided at the beginning of each section providing information on the departments, services, and expenditures captured by that function. Subsequent departmental pages provide organizational, performance, and financial information from Fiscal Year 2015/16 (Actual), Fiscal Year 2016/17 (Current), and Fiscal Year 2017/18 (Approved). See Guide to Departmental Sections for detailed information on navigating department and division information.

GUIDE TO DEPARTMENTAL SECTIONS



Catawba County
2017/18 Adopted Budget

CATAWBA

FINANCE

Key Function Organization Chart

1

Finance
16.0 FTEs
$1,433,083

Administration
11.0 FTEs
$1,126,503

Purchasing
4.00 FTEs
$306,580

2

Department Services

FINANCE

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

PURCHASING/SERVICE CENTER

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.

CATAWBA

Catawba County
2017/18 Adopted Budget

Performance Measurement

5

FISCAL YEAR 2017/18

The Finance Department will continue to maximize the County's resources and will be responsible for accurately processing all financial transactions and for complying with Federal, State, and local guidelines. Finance will also continue to partner with the Budget Office to provide information for the development of the Fiscal Year 2018/19 budget.

FISCAL YEAR 2016/17

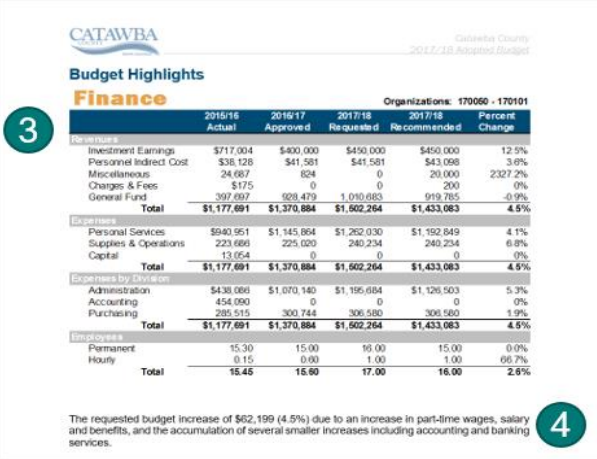
At mid-year the Finance Department was on target to achieve or had already achieved 100 percent (20 of 20) of its Fiscal Year 2016/17 outcomes. The Department successfully contributed to the Fiscal Year 2017/18 budget development process by providing the Budget & Management Office preliminary revenue and Fund Balance projections in October. Finance, for producing the Fiscal Year 2015/16 Comprehensive Annual Financial Report (CAFR), received the Government Finance Officers Associations (GFOA) Certificate of Achievement for Excellence in Financial Reporting for the 34th year in a row. Additionally, Finance has received, for the seventh year in a row, GFOA's award for Outstanding Achievement in Popular Annual Financial Reporting. The Accounting Division made deposits and processed all reports in a timely manner. Tax forms, 1099s for vendors and W-2s for County employees, were distributed by January 31st, in accordance with Federal law.

Purchasing sought to make County operations more environmentally friendly by encouraging County departments and contractors to purchase at least 15 percent recycled products. To date, 17 percent has been spent on recycled or environmentally friendly products and services. Purchasing also logged all green purchases for office supplies, janitorial services, and lawn care. Countywide, $2.3 million has been expended on recycled products through the Cooperative Purchasing Programs.

FISCAL YEAR 2015/16

Finance Administration monitored all financial transactions per

Fiscal Year	Total Outcomes	Achieved	Not Achieved	Success Rate
2015/16	20	20	0	100%



CATAWBA

Catawba County
2017/18 Adopted Budget

Budget Highlights

3

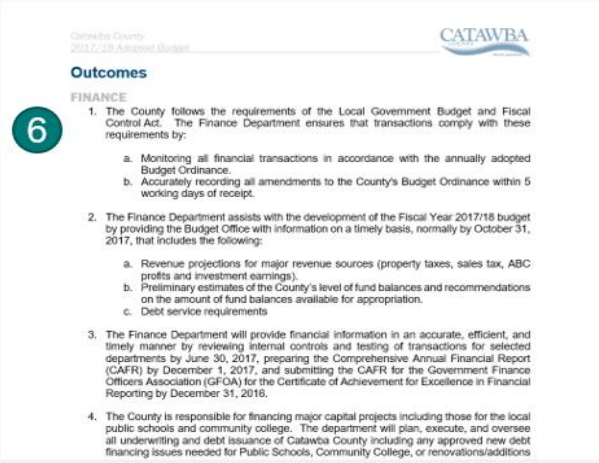
Finance

Organizations: 170060 - 170101

	2015/16 Actual	2016/17 Approved	2017/18 Requested	2017/18 Recommended	Percent Change
Revenues					
Investment Earnings	$717,004	$400,000	$450,000	$450,000	12.5%
Personnel Indirect Cost	$38,128	$41,581	$41,581	$43,098	3.6%
Miscellaneous	24,687	824	0	20,000	2327.2%
Charges & Fees	$175	0	0	200	0%
General Fund	397,697	928,479	1,010,683	919,785	-0.9%
Total	**$1,177,691**	**$1,370,884**	**$1,502,264**	**$1,433,083**	**4.5%**
Expenses					
Personal Services	$940,951	$1,145,864	$1,262,030	$1,192,849	4.1%
Supplies & Operations	223,686	225,020	240,234	240,234	6.8%
Capital	13,054	0	0	0	0%
Total	**$1,177,691**	**$1,370,884**	**$1,502,264**	**$1,433,083**	**4.5%**
Expenses by Division					
Administration	$438,086	$1,070,140	$1,195,684	$1,126,503	5.3%
Accounting	454,090	0	0	0	0%
Purchasing	285,515	300,744	306,580	306,580	1.9%
Total	**$1,177,691**	**$1,370,884**	**$1,502,264**	**$1,433,083**	**4.5%**
Employees					
Permanent	15.30	15.00	16.00	15.00	0.0%
Hourly	0.15	0.60	1.00	1.00	66.7%
Total	**15.45**	**15.60**	**17.00**	**16.00**	**2.6%**

The requested budget increase of $62,199 (4.5%) due to an increase in part-time wages, salary and benefits, and the accumulation of several smaller increases including accounting and banking services.

4



Catawba County
2017/18 Adopted Budget

CATAWBA

Outcomes

FINANCE

6

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 of receipt.
2. The Finance Department assists with the development of the Fiscal Year 2017/18 budget by providing the Budget Office with information on a timely basis, normally by October 31, 2017, 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. The Finance Department will provide financial information in an accurate, efficient, and timely manner by reviewing internal controls and testing of transactions for selected departments by June 30, 2017, preparing the Comprehensive Annual Financial Report (CAFR) by December 1, 2017, and submitting the CAFR for the Government Finance Officers Association (GFOA) for the Certificate of Achievement for Excellence in Financial Reporting by December 31, 2016.
4. The County is responsible for financing major capital projects including those for the local public schools and community college. 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

1. Each departmental section of the operating budget begins with an organizational chart that reflects the way in which the department's budget is organized and tells the reader which division pages will follow.
2. The Departmental Services section describes the department's divisions and core functions.
3. The financial table displays revenue, expenditures, and budgeted personnel for the entire department for the prior fiscal year (2015/16 Actual), the current fiscal year (2016/17 Current), and budgeted fiscal year (2017/18 Approved).
4. After the financial table this section presents an overview of the changes to the department's budget and may include specific information on approved division requests.
5. This section discusses the division's performance measurement in the coming fiscal year (2017/18) as well as the mid-year 2016/17 and prior year 2015/16 reports on division outcomes and services.
6. The Outcomes section lists each division's objectives for the upcoming fiscal year.

Financial Documents

The budget is the financial plan for County operations for the fiscal year beginning July 1, 2017 and ending June 30, 2018. 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).

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 & Management 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.

Summary of Legal 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 & PROCEDURES

The budget officer must prescribe the forms and procedures for the departments to use in preparing their request. In the words of G.S. 159-10, requests shall be made in such form and detail, with such supporting information and justifications, as the budget officer may prescribe. G.S. 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

G.S. 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 (G.S. 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

G.S. 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. G.S. 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 (G.S. 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 (G.S. 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 and Management Director 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.

Reinventing Departments

Modeled after the book Reinventing Government, Catawba County uses 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 the County's 15 departments are reinventing departments and include County Manager, Human Resources, Library, and Social Services. 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 these outcomes, basic changes were made in the budget process to shift the 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 on a semi-annual and annual basis. The Budget Highlights for the Reinventing Department sections of the budget document focused on outcome achievement and changes to outcomes rather than monetary changes in the budget for this reason.

Budget Calendar

August – October

Budget & Management Staff spend time with departments, complete special projects, identify pressures
Capital, Facilities, Technology, Service Expansion Requests due from Departments

Late October to Early-November

Revenue & Expense Forecast development: Revenue projections vs. Base/Continuation Budget

Early December

Department Head Retreat: Pressures Discussion and Strategy Alignment discussion (12/2)
FY15/16 Financial Audit presented to BOC (12/5)
Department Head Meeting: Targets and investment request form, process shared with team (12/6)

Mid December

Budget Kickoff: Open budget system for entry (12/12)

January 13, 2017

Mid-year report due from all departments

February 3, 2017

Budget request due from all schools and outside agencies

Mid to Late February

Budget & Management Staff meet with departments to discuss planned requests and outcomes
Revisit Revenue & Expense Assumptions (2/14)
Department Head Retreat: Strategy Alignment, Part II (2/17)

Early to Mid-March

Expansion Requests & Final Budgets with outcomes due from all Departments (3/1)
Budget balanced & summary recommendations sent to Manager (3/20)
Budget & Management staff discussions with County Manager on recommendations (3/22)

March 28-31, 2017

Department, Schools & outside agency budget meetings with County Manager

Mid to late April

Follow-up meetings with departments, schools, & outside agencies as needed

Mid-April to Mid-May

Development of Budget Message, Budget Notes, and Manager's Budget Presentation

Early May

Budget and benefits meeting with employees

May 15, 2017 BOC Meeting

County Manager's recommended budget presented to Board of Commissioners at BOC meeting

May 22, 2017 BOC Budget Hearings

Board of Commissioners' hearings/work sessions with departments & outside agencies: 8 am to 5 pm

June 1, 2017

Public Hearing and Wrap-up

June 5, 2017

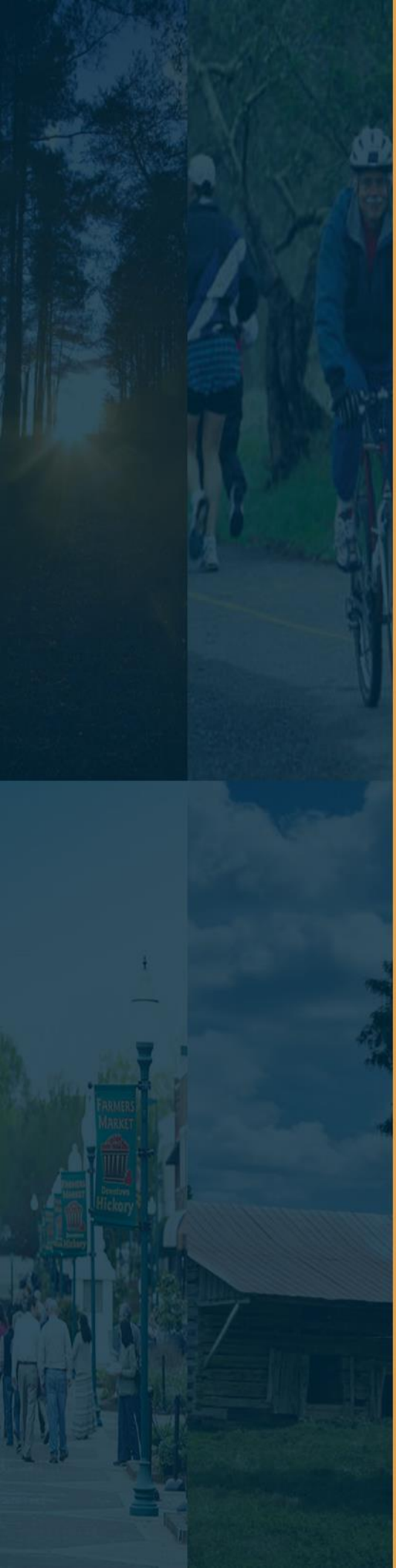
Budget Adoption

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.



CATAWBA COUNTY
North Carolina

DEPARTMENT INFORMATION

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CATAWBA COUNTY

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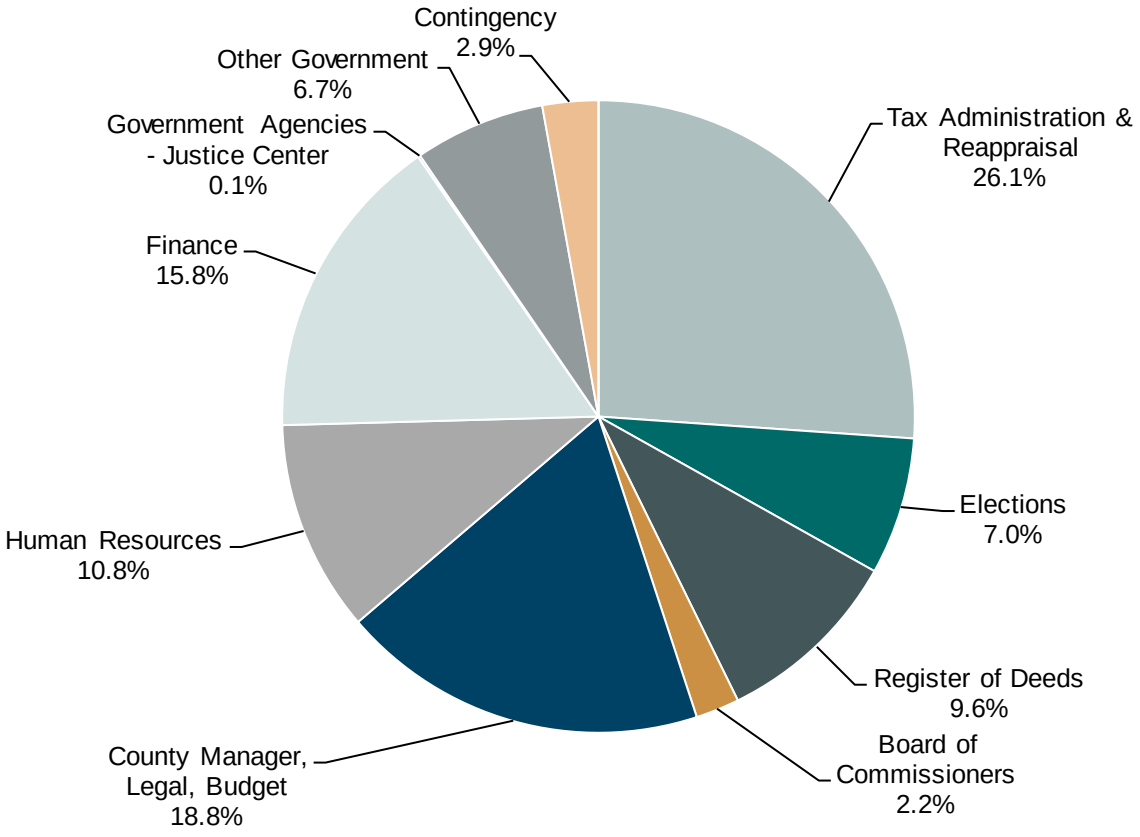
GENERAL GOVERNMENT

The General Government function provides administrative support for County government. It is $9,118,131 or 4.6 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 $8,571,657. General Government includes direct public services such as the Board of Elections, Register of Deeds, and Tax ($3,350,458 or 1.8 percent of the budget) as well as County Administration including the Board of Commissioners, County Manager, Human Resources, and Finance ($5,221,199 or 2.8 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.



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BOARD OF COMMISSIONERS

Department Services

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 the 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.

Budget Highlights

BOARD OF COMMISSIONERS

Organization: 110050

	2015/16 Actual	2016/17 Current	2017/18 Requested	2017/18 Adopted	Percent Change
Revenues					
General Fund	$177,165	$190,403	$202,827	$203,561	6.9%
Total	**$177,165**	**$190,403**	**$202,827**	**$203,561**	**6.9%**
Expenses					
Personal Services	$92,654	$111,253	$110,677	$110,911	-0.3%
Supplies & Operations	84,511	$79,150	$92,150	$92,650	17.1%
Total	**$177,165**	**$190,403**	**$202,827**	**$203,561**	**6.9%**

The Board of Commissioners' budget increased by $13,158 (6.9 percent) due to implementation of a new agenda management software, strategic plan-related site visits to peer communities, and increased health insurance premiums.

Outcomes

1. Lead Catawba County's progress by guiding the development of a community-wide strategic plan focused on turning the downward population curve, growing better paying jobs for citizens, and enhancing the County's position as a vibrant, attractive community. Specific strategies include:

    a. In partnership with the EDC, drive job growth and tax base investment by supporting private sector engagement in workforce development, approving application of incentive guidelines, and aggressively pursuing business park and spec building opportunities.

    b. Enhance workforce competitiveness in Catawba County by supporting development of the K-64 initiative to strengthen the school-to-work pipeline, providing leadership and funding through active engagement in the K-64 Board.

c. Strategically lead growth through targeted water and sewer extensions, balancing smart growth infill opportunities with fast growth expansion opportunities.

d. Explore the concept of *Right Care, Right Place, Right Time* aimed at ensuring positive community outcomes for the County's aging and diverse population and optimizing resources dedicated to maintaining a healthy, safe community.

e. Clarify and implement strategic role of County in culture and arts.

f. Identify strategies to enhance availability of conveniently located, affordable quality workforce housing throughout the County.

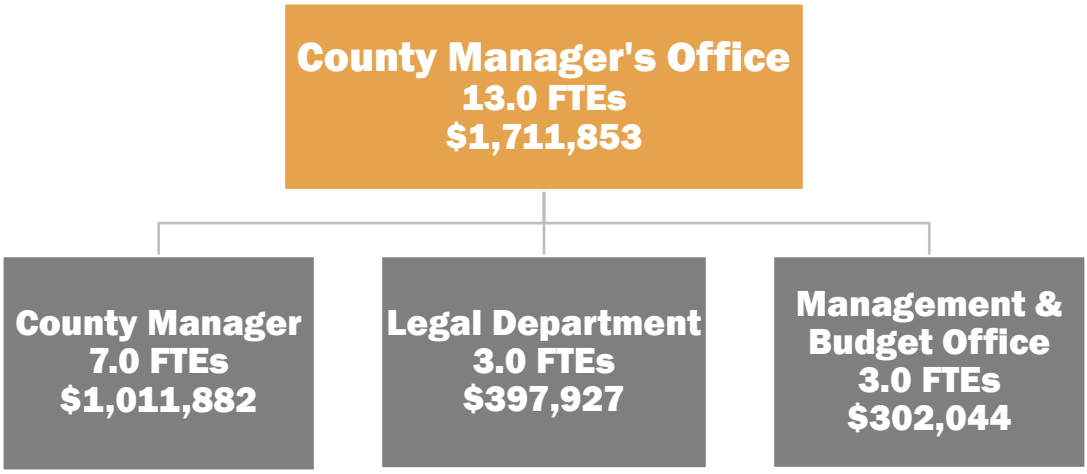
g. Create synergy between the County's three major parks by sanctioning a distinct set of featured amenities at each location and an associated funding plan to move that vision forward.

2. Endorse a new brand identity for Catawba County and a multi-year brand activation plan that aligns with the Board's strategic plan, initiating priority strategies influencing economic development in partnership with key stakeholders, and promoting key community strengths such as overall quality of life, community amenities, and convenient location.

3. Lobby State and Federal government to preserve and expand local revenue options, avoid passing on locally unfunded mandates to counties, and create a mechanism for bringing publicly dedicated subdivision roads up to NCDOT standards.

COUNTY MANAGER'S OFFICE

Key Function Organization Chart



Department Services

COUNTY MANAGER

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 policies and programs of the Board of Commissioners into action. The Manager is also responsible for coordinating, supervising, and recommending alternative solutions to problems and issues. As Chief Administrator of County government, the manager is responsible to the Board of Commissioners for administering all departments of County government under the Board's general control and for serving as liaison officer to the public and groups within the County and between the County, State, and Federal agencies.

LEGAL DEPARTMENT

Provides 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.

BUDGET & MANAGEMENT OFFICE

Plans, prepares, and monitors the County's annual operating and capital budget and conducts special research and management analysis for the County Manager and County departments.

Budget Highlights

COUNTY MANAGER

Reinventing Department **Organizations: 120050 - 120150**

	2015/16 Actual	2016/17 Current	2017/18 Requested	2017/18 Adopted	Percent Change
Revenues					
Cable TV Reimbursement	$28,000	$28,000	$28,000	$28,000	0.0%
Miscellaneous	25,388	0	0	0	0%
Indirect Cost	147,621	163,954	163,333	166,408	1.5%
Legal Services	3,850	0	0	0	0%
General Fund	1,386,176	1,572,695	1,517,605	1,517,445	-3.5%
Total	**$1,591,035**	**$1,764,649**	**$1,708,938**	**$1,711,853**	**-3.0%**
Expenses					
Personal Services	$1,498,109	$1,672,151	$1,618,643	$1,621,558	-3.0%
Supplies & Operations	92,926	92,498	90,295	90,295	-2.4%
Capital	0	0	0	0	0%
Total	**$1,591,035**	**$1,764,649**	**$1,708,938**	**$1,711,853**	**-3.0%**
Expenses by Division					
County Manager	$979,919	$1,072,311	$1,011,472	$1,011,882	-5.6%
Legal	346,610	398,948	395,598	397,927	-0.3%
Budget & Management	264,506	293,390	301,868	302,044	2.9%
Total	**$1,591,035**	**$1,764,649**	**$1,708,938**	**$1,711,853**	**-3.0%**
Employees					
Permanent	13.00	13.00	13.00	13.00	0.0%
Hourly	0.00	0.18	0.18	0.18	0.0%
Total	**13.00**	**13.18**	**13.18**	**13.18**	**0.0%**

Fiscal Year 2015/16 Outcome Achievements			
Total Outcomes	Achieved	Not Achieved	Success Rate
15	15	0	100%

The budget reflects a 3.0 percent decrease in expenses, largely attributed to the elimination of the 27th payroll and reductions in retirement and longevity costs from staff turnover.

Performance Measurement

Fiscal Year 2017/18

Outcomes for Fiscal Year 2017/18 have been streamlined from previous years to focus on delivery of high-quality deliverables including: driving the implementation of the Board of Commissioners' strategic plan, preparing and administering a balanced budget, and developing and implementing a new brand identity for Catawba County.

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

The Budget and Management 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 2017/18 budget on an ongoing basis to ensure it remains balanced and recommend appropriate action be taken quickly if revenue erosion occurs.

Mid-Year Fiscal Year 2016/17

County Manager's Office: At mid-year, the County Manager's Office was on track to achieve all of its outcomes. The department's achievements involved facilitating work sessions and site visits related to the Board of Commissioners' strategic planning process and redefining the Public Information Officer position into a Communications and Marketing Director position with the priority of establishing a collaborative, county-wide communications and marketing strategy in concert with community partners.

Legal: Legal was on track with all of its outcomes at mid-year, ensuring that all Boards' legal questions were addressed through attendance at each meeting and subsequent follow-up. Furthermore, 100 percent of all contracts were reviewed within five working days.

Budget and Management Office: Budget was on track to achieve all of its outcomes. The division completed the revenue, expense, and fund balance forecast in November 2016 and the Performance Dashboard is continuously updated with the most recent information.

Fiscal Year 2015/16

Fiscal Year	Total Outcomes	Achieved	Not Achieved	Success Rate
2015/16	15	15	0	100%
2014/15	15	15	0	100%
2013/14	16	16	0	100%

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 2015/16. These achievements were central to overseeing the implementation of the Board of Commissioners' Fiscal Year 2015/16 goals. This includes approving economic incentives for a number of companies (Caroline Nonwovens, Axjo America, GKN Sinter Metals) that plan to invest over $25 million and add over 100 jobs. Another example includes approving a rezoning request that would lead the way to mixed-residential development at the Village at Sherrills Ford. Finally, 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 (PIO) routinely received and answered promptly and professionally. On average two phone calls per day and three emails per week were received. The majority of these contacts relate to levels of government other than the County. When they did relate to the County, the PIO took care of the question within the day.

Relationships with external agencies were strengthened in Fiscal Year 2015/16, 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. Our delegation was very responsive to inquiries and information we have shared on issues impacting the County.

Throughout Fiscal Year 2015/16, the Legal team reviewed every contract (491) within 5 days and did so with 100 percent satisfaction. In addition, they proactively trained County staff to handle situations in which legal impact was most likely, the latest of which is cyber liability. They also ensured that all Boards' (Commissioners, Planning, Adjustment, and Subdivision) issues were addressed through attendance at each meeting and subsequent follow-up. The Legal team exceeded its delinquent tax collection goal (50 percent) by collecting just over 95 percent of delinquent accounts, back taxes, and other monies through active legal pursuit of collection.

The annual budget was monitored on an ongoing basis, ensuring the budget was balanced throughout. Additionally, the most up-to-date information on the County's performance was made possible through a new and improved Performance Dashboard. For the next year's budget, the Revenue and Expenditure forecast was completed by November 16th and presented to department heads by November 19th. The Budget and Management Office also received the Government Finance Officers Association Award for the 27th consecutive year. 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.

Outcomes

COUNTY MANAGER

1. Drive implementation of the Board of Commissioners' strategic plan by developing and executing a comprehensive approach to achieving its goals and objectives, incorporating a multi-year project and funding plan.

2. Prepare a balanced budget for Fiscal Year 2018/19 and administer a balanced budget for Fiscal Year 2017/18.

3. Develop a new brand identity for Catawba County and a multi-year brand activation plan that aligns with the Board's strategic plan, with a focus on completing brand integration with the County's new website and initiating priority strategies influencing economic development in partnership with key stakeholders within Fiscal Year 2017/18.

LEGAL DEPARTMENT

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 & MANAGEMENT OFFICE

1. Prepare a balanced budget for adoption by June 30, 2018, which:

    a. Receives a satisfaction rating of at least 95 percent on the Manager's budget survey focusing on the responsiveness and quality of analysis completed by the Budget staff on departmental outcomes. This will include the Budget staff's 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 which measures the services 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 2017 Government Finance Officers Association (GFOA) Distinguished Budget Award.

2. Prepare a Revenue, Expense, and Fund Balance Forecast in November 2017 based on the Fiscal Year 2017/18 annual budget and Capital Improvement Plan, 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 2017/18 budget on an ongoing basis to ensure the budget remains balanced, and recommend appropriate action be taken quickly if revenue erosion occurs.

HUMAN RESOURCES

Key Function Organization Chart

Department Services

ADMINISTRATION

Provides assistance to employees and applicants; reviews programs and benefits and makes recommendations in order to have the best workplace possible. Is responsible for personnel records, benefits, employee relations, some payroll and training programs, compliance with federal and state personnel/employment regulations, and compensation.

RECRUITMENT

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

RISK MANAGEMENT

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

Budget Highlights

HUMAN RESOURCES

Reinventing Department **Organizations: 150050 - 150200**

	2015/16 Actual	2016/17 Current	2017/18 Requested	2017/18 Adopted	Percent Change
Revenues					
Indirect Cost	$125,189	$127,480	$127,480	$130,522	2.4%
Local	0	0	0	0	0%
General Fund	871,700	841,038	864,681	856,165	1.8%
Total	**$996,889**	**$968,518**	**$992,161**	**$986,687**	**1.9%**
Expenses					
Personal Services	$794,707	$862,886	$880,361	$881,005	2.1%
Supplies & Operations	202,182	105,632	111,800	105,682	0.0%
Total	**$996,889**	**$968,518**	**$992,161**	**$986,687**	**1.9%**
Expenses by Division					
Administration	$759,908	$713,329	$727,970	$728,438	2.1%
Recruitment	79,524	86,494	92,819	88,878	2.8%
Risk Management	157,457	168,695	171,372	169,371	0.4%
Total	**$996,889**	**$968,518**	**$992,161**	**$986,687**	**1.9%**
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 2015/16 Outcome Achievements			
Total Outcomes	Achieved	Not Achieved	Success Rate
20	20	0	100%

The Human Resources budget increased $18,169 (1.9 percent) due to planned salary and benefits changes. As a Reinventing Department, the focus is on outcomes.

Performance Measurement

FISCAL YEAR 2017/18

In Fiscal Year 2017/18, Human Resources (HR) will continue to focus on providing quality comprehensive benefits to County employees, recruiting a qualified and diverse workforce that reflects the community, and promoting County employee wellness. Human Resources will continue to educate new and existing employees on the County's benefits package, to include medical, dental, and retirement benefits. To enhance organizational development, the department will coordinate a refreshed supervisory/leadership training. HR will continue to promote a culture of wellness by offering a variety of opportunities for employees to get fit and stay fit.

Mid-Year Fiscal Year 2016/17

At mid-year Human Resources was on target to achieve or had already achieved 100 percent (19 of 20) of its Fiscal Year 2016/17 outcomes. During the first half of the year HR educated 100 percent of the County's new employees (81) on County benefits and how to use those benefits in 9 orientation sessions. Human Resources' education efforts do not end at orientation. During the current year the department has delivered two presentations on the Social Security system, with retirement education to follow later in the Spring.

During the current year, Human Resources met with various department heads to review department statistics and share recruitment and retention strategies. HR continues to promote diversity by encouraging departments to participate in hiring summer interns of diverse backgrounds. Human Resources provided refresher training to the Library supervisors on recruitment and hiring processes. Additionally, HR organized a new cooking group that met as a group to make home-cooked meals and will continue meeting for similar activities as part of an effort to retain employees.

Human Resources continued to aggressively pursue the development and implementation of wellness programs, initiatives, and incentives. The programs offered during the current year were, on-site exercise classes (Zumba, Yoga, and Aerobics), nutrition counseling, development of individualized health improvement plans, and community supported agriculture (CSA). All of these programs address at least one of the County's top health priorities: fitness, nutrition, and weight management.

Fiscal Year 2015/16

Fiscal Year	Total Outcomes	Achieved	Not Achieved	Success Rate
2015/16	20	20	0	100%
2014/15	20	20	0	100%
2013/14	19	18	1	95%

Outcomes related to recruitment were all achieved through the year. They include recruiting diverse summer interns in Technology, Public Health, and Finance. Also, 100 percent of departments that had refresher classes stated that they were able to expand their work-knowledge on recruitment. Finally, cooking demonstrations and lunches drew 44 participants as a way of fostering a sense of community and belonging among the County's employees.

All pay and classification outcomes were achieved, including the processing of all reclassification requests within 1.7 days, and the completion and approval of the pay study involving 359 employees.

The Benefits outcomes were all achieved, some of which include an average 4.6/5.0 score for the Benefits orientation by 152 new hires. Furthermore, 89 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.

Every Organizational Development outcome was achieved. Seven employees were prepared for future leadership roles through the year-long Leadership Academy. The annual supervisory training provided 25 employees additional supervisory skills. Two sessions of the "Presenting Like a Pro" were completed, aimed at expanding work-related knowledge and skills in public speaking. Likewise, knowledge was increased by 100 percent of survey respondents for the annual

retirement benefits session. Finally, employees broadened their knowledge on the culture differences in treating those at the end of their life, social injustice, and generational diversity.

Each of the Wellness outcomes was achieved. 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 912 more visits between Fiscal Year 2015/16 and 2014/15, or a 53 percent increase. Operation of the Employee Health Clinic generated 27 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.

Health and Dental claims were tracked monthly, analyzed, and shared with the County Manager in order to determine future changes. Additionally, Human Resources held regular discussions with the health insurance consultant on future claims expectations, health insurance trends and areas of concern to determine whether future changes in health care plans should be made.

Every outcome in Risk Management was achieved. The OSHA recordable injuries per 100 FTE were kept down to 3.9 compared to the State goal of less than 5. There were twenty-two at-fault accidents from which recommendations were made to the respective department heads. Finally, the department completed its development of a tracking mechanism for musculoskeletal claims. 66 percent of the musculoskeletal injuries over the last four years were back injuries related to lifting, pushing, and pulling. That percentage is now down to 24 percent after Risk Management's efforts. This has led to a rate of injury that is nearly half of what it used to be.

Outcomes

BENEFITS

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 to ensure employees are quickly brought onboard with County's work culture. Success will be measured by achieving a score of 4.5 or higher for the content/quality of the program on evaluations given after each orientation session.

2. To provide employees nearing the end of their service with the County continued strong customer service, Human Resources will 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 92 percent of participants indicating they "strongly agree" or "agree" they have an increased knowledge of retirement benefits and options.

3. To maintain our position as an employer of choice, Human Resources will ensure our benefits package is competitive and meets the needs of employees, by preparing a report for the County Manager's Office that includes a comparison of health, dental, leave,

retirement, and voluntary benefits offered by our competitors including any recommended changes by January 1st of each year.

ORGANIZATIONAL DEVELOPMENT

4. To enhance the County's operational efficiency and foster career adaptability, Human Resources will offer at least one skills development program for enrollment by County employees aimed at enhancing a work-related skill set. Success will be measured by at least 80 percent of participants indicating they "strongly agree" or "agree" that they have expanded their work-related knowledge, skills, and abilities.

5. To encourage a culture of respect, Human Resources will develop diversity awareness in the workplace, by offering at least three different diversity programs for general enrollment to County employees. Success will be measured by achieving a cumulative total of 80 percent of participants indicating they "strongly agree" or "agree" that they have an increased knowledge of the specific topic.

6. To develop high performing adaptable team leaders, current supervisors, and employees seeking opportunities for upward mobility, the Human Resources Department will coordinate and implement a year-long, front-line leadership program Success will be measured by at least 80 percent of participants indicating they "strongly agree" or "agree" that they have increased their overall knowledge of leadership principles.

7. To ensure high-potential employees in the County are provided leadership opportunities, Human Resources will orchestrate the completion of the 2016/17 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. Success will be measured by at least 80 percent of participants indicating they "strongly agree" or "agree" that they have increased their overall knowledge of leadership principles.

RECRUITMENT, PAY AND CLASSIFICATION

8. To understand and promote diversity within Catawba County Government, Human Resources will conduct meetings with all Department Heads and the County Manager's Office to review department statistics and share recruitment and retention goals and ideas. To strengthen the talent pipeline, 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.

9. To support the County's K-64 Education initiative by promoting public service and county government careers to high school students, Human Resources will develop an internship opportunity for high school students with the goal of having at least one student participate in FY 2017-18.

10. To maintain our position as an employer of choice and to ensure recruitment and retention of qualified employees, Human Resources will maintain a competitive pay plan by conducting an annual pay and classification study on at least one-third of the County's

positions. Success will be determined by ensuring positions are classified correctly and pay ranges are approximately 100 percent of our competitive market.

11. To develop and retain employees with key service delivery skills, Human Resources will partner with one department to identify those positions where internal career paths or educational incentive plans should be developed and present a plan to the department for consideration.

RISK MANAGEMENT

12. To ensure our citizens' and employees' safety, Human Resources will ensure operational excellence of County drivers by limiting 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.

    c. 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.

13. To ensure the County's worksites are safe and free from avoidable accidents that could negatively impact the delivery of services, Human Resources will 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. 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. Success of the Retreat will be measured by at least 80 percent of participants indicating they "strongly agree" or "agree" that they have expanded their safety-related knowledge, skills and abilities.

    c. Providing at least four training programs to address safety, health, and security awareness of our County. Success will be measured by achieving a cumulative total of 80 percent of participants indicating they "strongly agree" or "agree" that they have an increased knowledge of the specific topic.

    d. 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.

WELLNESS

14. To enhance our position as an employer of choice, Human Resources will seek to engage employees with appropriate wellness activities, information, and resources to employees throughout the year. Human Resources will develop and implement a wellness program evaluation tool. This tool will a) monitor where employees are obtaining county wellness related information, b) track participation in programs being offered, c) assess the value of programs to employees and the County, and d) determine whether the program assisted or encouraged employees to improve their health.

15. To ensure high quality customer service for employees who utilize our Employee Health Connection (EHC), Human Resources will develop and implement a customer service survey. Success will be measured by an overall 80 percent satisfaction rating.

16. To ensure operational efficiency of our Employee Health Connection, 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.

17. To encourage employees to increase their financial wellness, Human Resources will offer at least two informational sessions designed to educate employees on the benefits of saving for retirement. Success of the program will be measured by 80 percent of employees attending the program agreeing that they increased their knowledge of available tools to save for future retirement. Additionally, success of the program will be measured by increasing the number of employees contributing to an optional retirement savings program by 10 percent.

CATAWBA COUNTY

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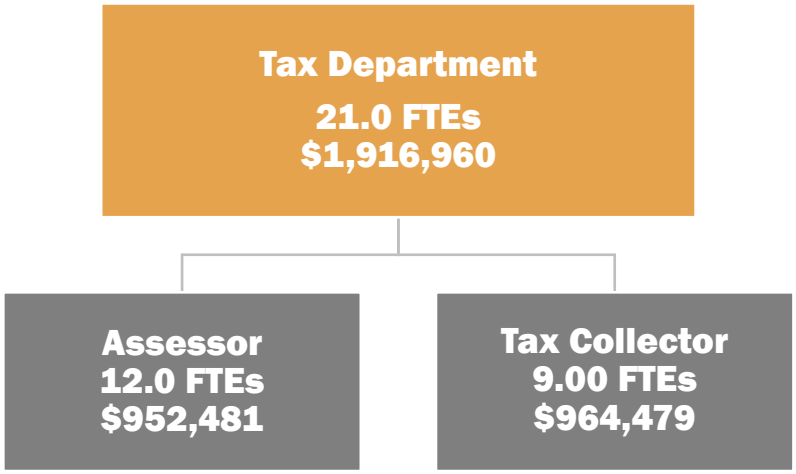
TAX

Key Function Organization Chart



Department Services

ASSESSOR

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 Statues of North Carolina.

COLLECTOR

To collect and account for all current, as well as delinquent, County and City Ad Valorem taxes charged to the Tax Collector, all County beer/wine retail licenses, issue all mobile home moving permits, collect all fire protection service district revenue, and collect all fees related to garnishment, attachment, levy, judgement, and returned checks as provided by North Carolina law.

Budget Highlights

TAX

Organizations: 130050 - 130100

	2015/16 Actual	2016/17 Current	2017/18 Requested	2017/18 Adopted	Percent Change
Revenues					
Property Tax	$92,265,078	$90,859,429	$93,253,140	$93,604,203	3.0%
Privilege License Tax	$8,780	$200	$0	$0	0%
Contribution to General Fund	(92,265,078)	(90,859,429)	(93,253,140)	(93,604,203)	3.0%
Charges & Fees	241,027	227,325	275,475	275,475	21.2%
Personnel Indirect Cost	0	0	0	0	0%
General Fund	1,449,396	1,636,451	1,640,256	1,641,485	0.3%
Total	**$1,699,203**	**$1,863,976**	**$1,915,731**	**$1,916,960**	**2.8%**
Expenses					
Personal Services	$1,145,753	$1,256,662	$1,275,406	$1,276,635	1.6%
Supplies & Operations	553,375	602,314	635,325	635,325	5.5%
Tax Refunds	75	5,000	5,000	5,000	0.0%
Capital	0	0	0	0	0%
Total	**$1,699,203**	**$1,863,976**	**$1,915,731**	**$1,916,960**	**2.8%**
Expenses by Division					
Assessor	$882,983	$950,651	$951,779	$952,481	0.2%
Collections	816,220	913,325	963,952	964,479	5.6%
Total	**$1,699,203**	**$1,863,976**	**$1,915,731**	**$1,916,960**	**2.8%**
Employees					
Permanent	21.00	21.00	21.00	21.00	0.0%
Hourly	0.00	0.00	0.00	0.00	0%
Total	**21.00**	**21.00**	**21.00**	**21.00**	**0.0%**

The requested budget increased (2.8 percent) primarily attributed to an estimated $50,000 in fees associated with the Zacchaeus Legal Services mortgage-style foreclosure contract (which will be directly offset by the increased revenue) and planned changes in compensation/benefits.

PROPERTY TAX COLLECTIONS

As of May 8, 2017, only $1.9 million of the current year's ad valorem property tax levy was outstanding, which is 97.77 percent collection rate year-to-date and 0.15 percent ahead of last year.

Performance Measures

FISCAL YEAR 2017/18

The Tax Office's outcomes for Fiscal Year 2017/18 continue to 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. In addition, the Tax Assessor has added a new outcome related to accuracy that emphasizes the collaboration that occurs between Tax and IT in producing precise tax mailings. The Collector's Office will continue to increase the County's tax collection rate to match the statewide average by implementing techniques including

adaptations to the collection process to evaluate technique effectiveness and outsourcing tax foreclosure.

MID-YEAR FISCAL YEAR 2016/17

At mid-year, the Tax Department was on target or had already achieved all but one of its Fiscal Year 2016-17 outcomes. Due to increasing transaction volume, personnel turnover and training lead time, the target of providing current real property ownership information 85 percent of the time within 7 business days of receipt from the Register of Deeds has fallen to an average of 11.24 business days. The Tax Department has hired a temporary Land Records mapper to help address the backlog. The department mailed real and personal tax bills on July 13, 2016, three weeks ahead of its outcome and seven weeks ahead of the General Statute requirement of September 1. Early billing was a result of having all new construction listed, appraised, and keyed by June 17, 2016, well ahead of its deadline of July 15. The Tax Collector Office continues to make strides in increasing the County's property collection rate. The office continues to provide quality customer service by responding to all taxpayer inquiries within 24 hours of receipt.

FISCAL YEAR 2015/16

Fiscal Year	Total Outcomes	Achieved	Not Achieved	Success Rate
2015/16	13	12	1	92%
2014/15	14	13	1	93%
2013/14	13	10	3	77%

The Tax Assessor's Office achieved all seven of its outcomes. The office ensured citizens received prompt tax notification by mailing real and personal property tax bills on July 10, 2015, well ahead of the September 1st statutory deadline. The office responded to 100 percent of taxpayer inquires within 24 hours. The Assessor provided the most current ownership information of real property to citizens by processing 85 percent of deed transfers in 4.77 business days, 5.23 days faster than its goal. Additionally, all new construction was listed, appraised, and keyed by June 19th, 2015, nearly three weeks prior to tax billing. For its fifth outcome, the office increased awareness of tax relief programs by distributing 798 tax relief pamphlets to 21 locations around the County, 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, 96.5 percent (194 out of 201) of applicants were appropriately enrolled in various tax relief programs. In regards to increasing Catawba County citizens' knowledge of the Farm and Food Sustainability plan's tax benefits and the present-use program, staff routinely conducted face-to-face interviews, made telephone calls, and sent emails regarding present-use program qualifications and tax implications. This effort resulted in 101 new applications submitted, of which 88 qualified for approval. There are 1,673 properties in the present-use program.

The Tax Collector Office achieved two of its three outcomes. The office continued to provide high quality customer service by responding to taxpayer inquiries within 24 hours and resolving outstanding issues within five business days. The achieved its multi-year outcome of increasing the tax collection rate to 97.94 percent, from 96.94 percent by implementing various collection strategies. The Fiscal Year 2015/16 tax collection rate was 98.02 percent, the highest collection rate since Fiscal Year 2006/07. Collector has made use of all delinquent collection strategies in its purview such as payment arrangements, wage garnishments, debt setoff, and foreclosure. The County received $256,231 (47.7 percent more than the prior year) in delinquent tax collection as a result of starting foreclosure proceedings. The lone outcome not achieved was increasing the

10 years' delinquent taxes collected by two percentage points from the previous year, 34.73 percent. The office experienced a decrease in delinquent collection falling to 30.25 percent, a 4.48 percentage point reduction.

The Reappraisal Office achieved all three of its outcomes. Reappraisal defended the County's position on property value appeals to the North Carolina Property Tax Commission resulting from the 2015 Revaluation. There were only two appeals and both were settled prior to the going before the Commission. In preparation for the 2019 Countywide Revaluation, Reappraisal mailed 1,960 sales verification questionnaires, 47 percent were returned for evaluation purposes. This process helped the County maintain an accurate sales history on file. The office continued to provide high quality customer service by, similar to the other Tax Department divisions, responding to taxpayer inquiries within 24 hours and resolving outstanding issues within five business days.

Outcomes

ASSESSOR

1. To ensure citizens receive prompt notification of taxes owed, prepare and mail 100 percent of real and personal property tax bills by August 1, 2017. Statutorily, this must be done no later than September 1st, the date on which the bills lawfully become due and payable.

2. 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.

3. Ensure all new construction is listed, appraised, and recorded in time for billing no later than July 15, 2017, by constant monitoring of outstanding new construction through building permits and field reviews.

4. Ensure accuracy of tax data contained in annual tax mailings such as tax bills, second notices, debt-set off, etc. by:

    a. Identifying potential errors through data analytics in conjunction with IT.

    b. Quality controlling data prior to each mailing.

5. Increase citizens' online access to applications and forms in collaboration with for data mailers, sales verification letters, address changes, elderly/disabled exemptions, present use value, and beer/wine retail licenses.

6. To promote appropriate farmland preservation 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

1. The Collection division will work to increase the tax collection rate from the Fiscal Year 2015/16 collection rate of 98.02 percent to 98.50 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. Pursue collection of current fiscal year delinquent accounts by arranging all current fiscal year delinquent accounts into three tiers based on amount due and has staff focus collection efforts equally among all three tiers to evaluate effectiveness of collection efforts by tier.

2. Track the percent increase of collections for each of the prior 10 years' tax levies to show continued efforts of collection on prior years. 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. Identify and send annually 400 delinquent real estate properties to third party legal vendor to pursue collections through a mortgage-style foreclosure program. The department will, track revenue and expenditures generated from the mortgage-style foreclosure program to measure the return-on-investment.

FISCAL YEAR 2017-18

Reappraisal's outcomes emphasize preparation for the 2019 Countywide Revaluation. In the upcoming year Reappraisal will work with a vendor to develop market modeling coefficients to determine residential and commercial market values and complete all land pricing for the 2019 revaluation by September. The office will also maintain an accurate sales history of all market transactions to ensure an accurate property valuation in 2019.

MID-YEAR FISCAL YEAR 2016-17

Reappraisal is on target or has achieved all of its Fiscal Year 2016-17 goals. As of mid-year, the department defended the County's position on property value appeals to the North Carolina Property Tax Commission (NCPTC) resulting from the 2015 revaluation. In preparation for the 2019 revaluation, at mid-year Reappraisal mailed 1,382 Sales Verification Questionnaires to all grantees of property and evaluated 607 returned questionnaires to determine valid arm's length market transactions.

Residential land pricing was started October 2016 and completed in December 2016. The pricing of these 78,184 residential land parcels is well ahead of the planning calendar scheduled completion deadline of August 2017 due to the utilization of software technology developed within the new Land Records CAMA system.

FISCAL YEAR 2015-16

The Reappraisal Office achieved all three of its outcomes. Reappraisal defended the County's position on property value appeals to the North Carolina Property Tax Commission resulting from the 2015 Revaluation. There were only two appeals and both were settled prior to the going before the Commission. In preparation for the 2019 Countywide Revaluation, Reappraisal mailed 1,960 sales verification questionnaires, 47 percent were returned for evaluation purposes. This process helped the County maintain an accurate sales history on file. The office continued to provide high quality customer service by, similar to the other Tax Department divisions, responding to taxpayer inquiries within 24 hours and resolving outstanding issues within five business days.

Outcomes

1. 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.

2. In preparation for a 2019 Countywide Revaluation, the following activities are to be accomplished:

a. Complete 100 percent of all land pricing for the 2019 Revaluation by September 1, 2017, per the Revaluation Planning Calendar.

b. Work with outside vendor to develop market modeling coefficients used in determining Residential Market Values by September 1, 2017.

c. Initiate the Final Review Phase for the 2019 Revaluation by September 1, 2017, per the Revaluation Planning Calendar.

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BOARD OF ELECTIONS

Key Function Organization Chart

BOARD OF ELECTIONS
4.0 FTEs
$640,342

Department Services

The goal of the Board of Elections Office is to organize, conduct, and to provide well-planned and managed elections with immediate results. Board of 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.

Budget Highlights

BOARD OF ELECTIONS

Organization: 140050

	2015/16 Actual	2016/17 Current	2017/18 Requested	2017/18 Adopted	Percent Change
Revenues					
Charges & Fees	67,651	100	46,806	134,634	100.0%
General Fund	520,557	518,145	723,614	505,708	-2.4%
Total	**$588,208**	**$518,245**	**$770,420**	**$640,342**	**23.6%**
Expenses					
Personal Services	$396,472	$355,020	$497,490	$432,542	21.8%
Supplies & Operations	191,736	163,225	272,930	207,800	27.3%
Capital	0	0	0	0	0%
Total	**$588,208**	**$518,245**	**$770,420**	**$640,342**	**23.6%**
Employees					
Permanent	4.00	4.00	4.00	4.00	0%
Hourly	0.00	0.50	0.50	0.50	0.0%
Total	**4.00**	**4.50**	**4.50**	**4.50**	**0.0%**

Board of Elections' budget reflects a $122,097 (23.6 percent) increase from the current year. Annually, the department's budget varies as it is dependent upon the number of scheduled elections in a given year. Without municipal elections, the budget would have decreased 1.9 percent compared to Fiscal Year 2016/17. The upcoming year has three scheduled elections including the City of Hickory Primary election (if necessary), Municipal Elections for the eight municipalities, and the Federal, State, and County Primary Election in May 2018. Municipal contributions are estimated at $131,687 to cover the City of Hickory Primary and Municipal General elections.

Performance Measurement

FISCAL YEAR 2017/18

In Fiscal Year 2017/18 the Board of Elections will refocus on outreach to ensure that every person who is legally eligible to vote in Catawba County is afforded the opportunity and to encourage greater diversity among poll workers.

MID-YEAR FISCAL YEAR 2016/17

At mid-year Board of Elections was on target to achieve or had already achieved its outcomes. The General Election was conducted as scheduled with a 69.1 percent turnout, the highest turnout ever for an election in Catawba County. The department is on target to complete 100 percent scanning of all voter registration forms from 2002-2005 into the State Election Information Management System (SEIMS) with approximately 23,000 voter registration forms left to scan.

FISCAL YEAR 2015/16

Fiscal Year	Total Outcomes	Achieved	Not Achieved	Success Rate
2015/16	4	4	0	100%
2014/15	3	3	0	100%
2013/14	3	3	0	100%

Elections achieved all four of its outcomes in Fiscal Year 2015/16. Staff prepared for and conducted the November 2015 Municipal Elections (8.95 percent turnout), March 2016 Primary (35.9 percent turnout), and the June 2016 Congressional Primary (5.84 percent turnout). Elections applied all new election laws that were effective during the elections, namely the Photo ID law, which required citizens to show identification prior to voting. To have a signature on file for each voter, Elections scanned 2,100 voter registration documents into the State Registration System, surpassing its goal of scanning 1,500 documents by 40 percent. The Board of Elections provided excellent customer service to election candidates, receiving a score of “Excellent” on 100 percent of all customer service surveys.

Outcomes

1. Seek opportunities to provide election and registration information before the November and May elections for populations with lower engagement or access, including high school students and home-bound seniors.

2. Generate a more diverse pool (race, gender, age, and language or technological skill) of applicants to serve as poll workers for County elections.

REGISTER OF DEEDS

Key Function Organization Chart

REGISTER OF DEEDS

10.00 FTEs
$793,156

Department Services

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 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.

Budget Highlights

REGISTER OF DEEDS

Organization: 160050

	2015/16 Actual	2016/17 Current	2017/18 Requested	2017/18 Adopted	Percent Change
Revenues					
Real Estate Excise	$553,631	$540,000	$669,660	$604,800	12.0%
Indirect Cost	1,102	0	0	0	0%
Charges & Fees	680,961	704,200	813,000	756,660	7.4%
Miscellaneous	24,498	11,500	(75,006)	(68,867)	-698.8%
General Fund	(544,945)	(461,593)	(613,583)	(499,437)	8.2%
Total	**$715,247**	**$794,107**	**$794,071**	**$793,156**	**-0.1%**
Expenses					
Personal Services	$559,019	$617,497	$622,424	$621,509	0.6%
Supplies & Operations	155,126	176,610	171,647	171,647	-2.8%
Capital	0	0	0	0	0%
Total	**$714,145**	**$794,107**	**$794,071**	**$793,156**	**-0.1%**
Employees					
Permanent	10.00	10.00	10.00	10.00	0%
Hourly	0.00	0.00	0.20	0.20	0%
Total	**10.00**	**10.00**	**10.20**	**10.20**	**2.0%**

The budget decrease of $951 (-0.1 percent) is related to removal of funds to support the 27th payroll, that occurred in the current fiscal year.

REVENUE HIGHLIGHTS

- Real Estate Excise Stamps ($64,800 increase): The number and associated revenue related to real estate excise stamps has increased greatly in the current fiscal year due to increased construction activity.
- Charges & Fees ($52,000 increase): Driven by Recording of Legal Instruments.

Performance Measurement

FISCAL YEAR 2017/18

In Fiscal Year 2017/18, Register of Deeds (ROD) will continue to focus on providing timely, courteous and accurate services to the public by recording 100 percent of the real estate records received within four business days. The office will also strive to improve customer service by engaging in a robust indexing/scanning effort that will increase the public's access to original Deeds of Trust/Mortgage books that contain easements via the internet. The third area that Register of Deeds' outcomes center on is minimizing the loss of all records in the event of a disaster. The department plans to conduct quarterly drills not only to minimize loss but also to maximize the department's ability to retrieve all records during a disaster.

MID-YEAR FISCAL YEAR 2016/17

At mid-year the ROD was on target to achieve all of its Fiscal Year 2016/17 outcomes. ROD efforts to improve customer service such as indexing and scanning uncertified copies of delayed birth, death, and marriage records were on target.

The Register of Deeds continued to provide timely, courteous, and accurate services to the public by recording 100 percent of real estate documents and at least 99 percent of vital records on the day received. Likewise, the department responded to 100 percent of vital records requests within the same day. ROD also sought to minimize the likelihood of losing records and maximize the ability to retrieve records in the event of a disaster by backing up digitized real estate records, updating the Disaster Recovery Plan, and conducting quarterly drills.

FISCAL YEAR 2015/16

Fiscal Year	Total Outcomes	Achieved	Not Achieved	Success Rate
2015/16	3	2	1	67%
2014/15	3	2	1	67%
2013/14	3	2	1	67%

Last fiscal year the Register of Deeds provided timely, courteous, and accurate services by recording 100 percent of real estate documents and 96 percent of vital records on the same day, educating couples on North Carolina marriage license requirements, and ensuring an indexing error rate of less than 1 percent.

Customer service improved through efforts to reduce the department's in-office research time. The Register of Deeds completed same day indexing and recording of all received birth and death certificates and marriage licenses, updated unreturned marriage license records, and maintained a user-friendly website. Two components of this outcome were unachieved. Delayed birth records were not indexed timely for the self-service in-house terminals. Additionally, only 14/18 volumes of military discharges were provided on staff terminals. These volumes are hard to read, elongating the time to index and make accessible on staff terminals.

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.

Outcomes

1. To provide timely, courteous, and accurate services to the public, the Register of Deeds will:

    a. Return 100 percent of real estate documents within four days after indexing is complete.

    b. Educate 100 percent of couples on North Carolina's marriage license requirements.

    c. Ensure an indexing error rate of less than one percent for all recorded documents.

2. Increase convenience to customers by creating electronic records through scanning and indexing, in turn reducing the in-office research time needed to obtain copies of records:

    a. Provide access to scanned images of up to 25 real estate books that have yet to be scanned that are known to contain easements.

    b. Review received scanned images and data from Logan of Birth, Death, Marriage and Military records.

3. Minimize loss and maximize the ability to retrieve all records in the Register of Deeds' Office in the event of a disaster by ensuring a Disaster Recovery Plan is intact and operational using the following methods:

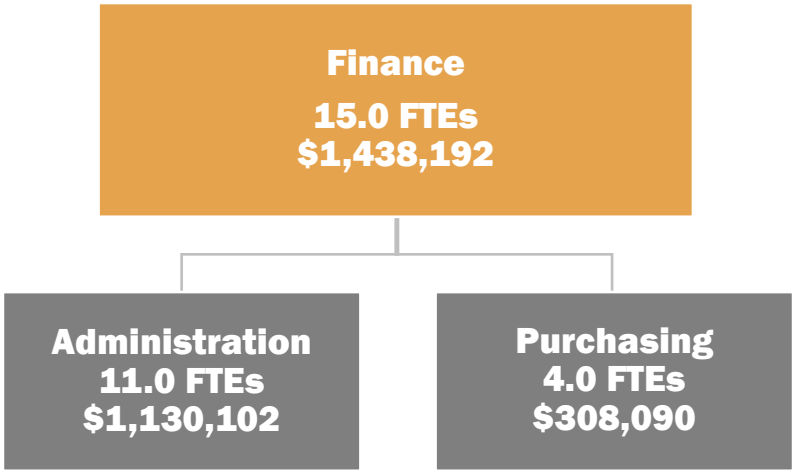
    a. Back up 100 percent of digitalized real estate records, vital records, military discharges, and notary public certifications either through the Catawba County Information Technology Department, Archives in Raleigh, or Logan Systems.

    b. Have quarterly drills for the staff to ensure awareness of the Disaster Recovery Plan and how to address any alterations needed to the plan.

    c. Include the public in at least two of the four drills held throughout the year.

FINANCE

Key Function Organization Chart



Department Services

FINANCE

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

PURCHASING/SERVICE CENTER

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.

Budget Highlights

FINANCE

Organizations: 170050 - 170101

	2015/16 Actual	2016/17 Current	2017/18 Requested	2017/18 Adopted	Percent Change
Revenues					
Investment Earnings	$717,004	$400,000	$539,019	$650,000	62.5%
Personnel Indirect Cost	$38,128	$41,581	$41,581	$43,217	3.9%
Miscellaneous	24,687	824	0	20,000	2327.2%
Charges & Fees	$175	0	0	200	0%
General Fund	397,697	954,479	921,664	724,775	-24.1%
Total	**$1,177,691**	**$1,396,884**	**$1,502,264**	**$1,438,192**	**3.0%**
Expenses					
Personal Services	$940,951	$1,171,864	$1,262,030	$1,197,958	2.2%
Supplies & Operations	223,686	225,020	240,234	240,234	6.8%
Capital	13,054	0	0	0	0%
Total	**$1,177,691**	**$1,396,884**	**$1,502,264**	**$1,438,192**	**3.0%**
Expenses by Division					
Administration	$438,086	$1,096,140	$1,195,684	$1,130,102	3.1%
Accounting	454,090	0	0	0	0%
Purchasing	285,515	300,744	306,580	308,090	2.4%
Total	**$1,177,691**	**$1,396,884**	**$1,502,264**	**$1,438,192**	**3.0%**
Employees					
Permanent	15.30	15.00	16.00	15.00	0.0%
Hourly	0.15	0.60	1.00	1.00	66.7%
Total	**15.45**	**15.60**	**17.00**	**16.00**	**2.6%**

The budget increase of $41,308 (3.0 percent) is due to the over-hire of a key position slotted for retirement to ensure continuity of operations, planned compensation increases, and the accumulation of several smaller increases including accounting and banking services.

Performance Measurement

FISCAL YEAR 2017/18

The Finance Department will continue to maximize the County's resources and will be responsible for accurately processing all financial transactions and for complying with Federal, State, and local guidelines. Finance will also continue to partner with the Budget & Management Office to provide information for the development of the Fiscal Year 2018/19 budget.

MID-YEAR FISCAL YEAR 2016/17

At mid-year the Finance Department was on target to achieve or had already achieved 100 percent (20 of 20) of its Fiscal Year 2016/17 outcomes. The department successfully contributed to the Fiscal Year 2017/18 budget development process by providing the Budget & Management Office preliminary revenue and Fund Balance projections in October. Finance received the Government Finance Officers Associations (GFOA) Certificate of Achievement for Excellence in Financial Reporting for the 34th year in a row for producing the Fiscal Year 2015/16 Comprehensive Annual Financial Report (CAFR). Additionally, Finance received GFOA's award

for Outstanding Achievement in Popular Annual Financial Reporting for the seventh year in a row. The Accounting Division made deposits and processed all reports in a timely manner. Tax forms, 1099s for vendors, and W-2s for County employees were distributed by January 31st, in accordance with Federal law.

Purchasing sought to make County operations more environmentally friendly by encouraging County departments and contractors to purchase at least 15 percent recycled products. To date, 17 percent has been spent on recycled or environmentally friendly products and services. Purchasing also logged all green purchases for office supplies, janitorial services, and lawn care. Countywide, $2.3 million has been expended on recycled products through the Cooperative Purchasing Programs.

FISCAL YEAR 2015/16

Fiscal Year	Total Outcomes	Achieved	Not Achieved	Success Rate
2015/16	20	20	0	100%
2014/15	19	19	0	100%
2013/14	18	18	0	100%

Finance Administration monitored all financial transactions per regulations and submitted the CAFR in a timely fashion. All outcomes were achieved in a courteous and collegial way evidenced by a 100 percent satisfaction rating in the Finance Administration annual end-of-year survey. This included providing the Budget & Management Office with preliminary revenue projections and monitoring debt payments for existing debt.

Accounting achieved all its outcomes, including ensuring 100 percent timeliness in Accounts Payable, Accounts Receivable and Payroll, W2 and tax payment processing, and fixed asset information with less than 1 percent error rate across all functions.

Purchasing achieved all of its outcomes, saving departments $115,484 through the informal quote process. Further, 21 percent of expenditures went toward green and environmentally friendly products and services. Finally, a “How to do Business with Catawba County” class developed with Catawba Valley Community College to diversify vendors occurred with success on May 11th. Purchasing did all this with a 100 percent satisfaction based on its annual end-of-year survey.

Outcomes

FINANCE ADMINISTRATION & ACCOUNTING

1. The County follows the requirements of the Local Government Budget and Fiscal Control Act. The Finance Department ensures 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 of receipt.

2. The Finance Department assists with the development of the Fiscal Year 2017-18 budget by providing the Budget & Management Office with information on a timely basis, normally by October 31, 2017, 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. The Finance Department will provide financial information in an accurate, efficient, and timely manner by reviewing internal controls and testing of transactions for selected departments by June 30, 2017, preparing the Comprehensive Annual Financial Report (CAFR) by December 1, 2017, and submitting the CAFR to the Government Finance Officers Association for the Certificate of Achievement for Excellence in Financial Reporting by December 31, 2016.

4. The County is responsible for financing major capital projects including those for the local public schools and community college. 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. These efforts will maximize cash on hand and borrow money as inexpensively as possible, saving taxpayer dollars through interest avoidance.

5. The Finance Department is responsible for accurately processing financial transactions in a timely manner.

a. Make accurate and timely payments (an average of 600+ checks and Electronic Funds Transfer payments) to all vendors on a weekly basis accurately 98 percent of the time, as evidenced by corrected checks.

b. Process and distribute 100 percent of required Form 1099s by January 31 for vendor tax records.

c. Deposit daily all revenue received 100 percent of the time, as evidenced by deposit ticket dates.

d. Make accurate and timely payment of wages to 1,100+ full-time and hourly employees on a bi-weekly basis accurately 99 percent of the time, as evidenced by corrected payments.

e. Process and distribute 100 percent of required Form W-2s by January 31 for employees' tax records.

f. Process the reporting and payment of Federal and State payroll taxes and employee benefits by due date 100 percent of the time, as evidenced by date of payment.

g. Process a monthly billing cycle by mailing bills within 5 working days of the cutoff date 98 percent of the time.

h. Post all accounts receivable payments within 5 working days after receipt 98 percent of the time.

6. The Finance Department will 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) by ensuring documentation for the annual audit, all additions, deletions, and transfers are processed by August 31.

7. The Finance Department is responsible for the stewardship of County cash assets.

   a. The department will reconcile bank accounts within 15 days of receipt of bank statements.

   b. Excess cash will be invested at the highest possible yield while following NC General Statutes to maintain safety and liquidity of those investments.

8. The Finance Department seeks to ensure courteous and collegial relations with other County departments by achieving at least a 95 percent satisfaction rate on its annual customer service survey.

PURCHASING AND SERVICE CENTER

1. Make County operations more environmentally friendly by encouraging County departments and contractors to purchase at least 20 percent recycled and other environmentally preferable products.

2. Work with the Construction Manager, selected architect and Jail staff to complete the design for the Jail Expansion by December 30, 2017.

3. Work with the Construction Manager to complete the Justice Center/Public Safety Expansion within budget.

4. 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 diverse publications

   b. Sending notices to minority sub-contractors 10 days before the bidding

   c. Instructing a class on "How to do business with Catawba County"

5. To ensure courteous and collegial relations with County departments, Purchasing will achieve 95 percent satisfaction rate on its annual end-of-the-year survey.

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GOVERNMENT AGENCIES – JUSTICE CENTER

Department Services

Revenue received from court and facility fees is budgeted in this cost center. It is used to help support Justice Center operations.

Budget Highlights

GOVERNMENT AGENCIES - JUSTICE CENTER

Organization: 180050

	2015/16 Actual	2016/17 Current	2017/18 Requested	2017/18 Adopted	Percent Change
Revenues					
State	$220,374	$190,000	$190,000	$190,000	0%
General Fund	(207,850)	(179,500)	(179,500)	(179,500)	0%
Total	**$12,524**	**$10,500**	**$10,500**	**$10,500**	**0%**
Expenses					
Supplies & Operations	12,524	10,500	10,500	10,500	0%
Total	**$12,524**	**$10,500**	**$10,500**	**$10,500**	**0%**

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OTHER GOVERNMENT COSTS

Department Services

This includes funding for outside agencies such as pass-through funds for Juvenile Crime Prevention Council (JCPC) projects and some general County-wide expenses that aren't attributable to a specific department such as the annual pay and classification study.

Budget Highlights

OTHER GOVERNMENT COSTS

Organization: 190050

	2015/16 Actual	2016/17 Current	2017/18 Requested	2017/18 Adopted	Percent Change
Revenues					
Local Sales Tax	$17,572,083	$16,614,398	$18,810,022	$18,870,739	13.6%
Beer & Wine Tax	370,978	375,000	370,000	370,000	-1.3%
Cable TV Reimbursements	581,064	600,000	580,000	580,000	-3.3%
Charter Lease Payments	1,294	1,294	0	0	0%
Catawba Communities	6,000	6,000	0	0	0%
JCPC Planning	13,735	13,498	14,000	14,000	3.7%
JCPC Projects	149,354	318,868	318,366	318,366	-0.2%
Indirect Cost	251,729	123,620	130,547	91,807	-25.7%
ABC Profits	1,026,127	850,000	875,000	875,000	2.9%
Fund Balance	0	8,469,330	8,117,537	5,954,416	-29.7%
Sale of Properties	453,502	0	0	0	0%
DHR County Share	(11,624,371)	(13,199,952)	(13,973,066)	(13,859,336)	5.0%
General Fund	(8,543,165)	(13,546,748)	(14,632,000)	(12,604,586)	-7.0%
Total	**$258,330**	**$625,308**	**$610,406**	**$610,406**	**-2.4%**
Expenses					
Personal Services	27,347	215,000	$215,000	215,000	0.0%
Other					
Adult Probation Lease	35,400	36,000	36,000	36,000	0.0%
Alliance for Innovation	7,500	12,650	7,625	7,625	-39.7%
Employee/Social Committee	13,094	13,250	13,250	13,250	0.0%
Hickory Airport Tower	3,365	3,365	3,365	3,365	0.0%
JCPC Projects	149,354	318,868	318,366	318,366	-0.2%
Joint JCPC Planning	13,735	13,498	14,000	14,000	3.7%
Fire Association - Museum Maintenance	2,800	2,800	2,800	2,800	0.0%
Public Relations	4,872	8,000	0	0	0%
Social Services Conference Sponsor	863	1,877	0	0	0%
Total	**$258,330**	**$625,308**	**$610,406**	**$610,406**	**-2.4%**

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CONTINGENCY

Department Services

Annually the budget includes contingency funds that the County Manager can transfer where needed up to $50,000. Additionally, special contingency revenue and expense is included to provide the County flexibility in recognizing small revenues such as donations and grants that are hard to predict throughout the year. These transfers are reported to the Board of Commissioners at the meeting following the transfer.

Budget Highlights

CONTINGENCY

Organization: 190100

	2015/16 Actual	2016/17 Current	2017/18 Requested	2017/18 Adopted	Percent Change
Revenues					
Special Contingency	$0	$50,000	$50,000	$50,000	0.0%
General Fund	0	410,000	210,000	210,000	-48.8%
Total	**$0**	**$460,000**	**$260,000**	**$260,000**	**-43.5%**
Expenses					
Contingency	$0	$410,000	$210,000	$210,000	-48.8%
Special Contingency	0	50,000	50,000	50,000	0.0%
Total	**$0**	**$460,000**	**$260,000**	**$260,000**	**-43.5%**

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TRANSFERS FROM THE GENERAL FUND

Department Services

Certain revenues, such as property tax, must be budgeted in the General Fund but need to be spent in other funds. These dollars inflate the total budget by the amount of the transfer, as it is reflected both in the fund it is transferred from and in the fund receiving the transfer.

Budget Highlights

TRANSFERS FROM GENERAL FUND

Organization: 190900

	2015/16 Actual	2016/17 Current	2017/18 Requested	2017/18 Adopted	Percent Change
Revenues					
From General Capital Projects	$0	$58,217	$0	$0	100.0%
General Fund	8,274,147	8,268,205	8,334,354	7,482,124	-9.5%
Total	**$8,274,147**	**$8,326,422**	**$8,334,354**	**$7,482,124**	**-10.1%**
Expenses					
E-911 Fund	7,053	0	0	0	0%
General Capital Projects	3,121,277	3,341,342	3,500,000	3,097,770	-7.3%
Reappraisal Fund	374,329	397,072	400,000	400,000	0.7%
Schools Capital	1,474,988	1,235,000	935,000	500,000	-59.5%
Self Insurance Fund	1,721,500	1,721,500	1,825,700	1,810,700	5.2%
State USUB Substance Abuse	0	31,508	23,654	23,654	-24.9%
Water & Sewer Capital	0	0	1,650,000	1,650,000	0%
Water & Sewer Fund	1,575,000	1,600,000	0	0	0%
Total	**$8,274,147**	**$8,326,422**	**$8,334,354**	**$7,482,124**	**-10.1%**

The transfer to General Capital Projects decreased due to the anticipated financing of the jail expansion project in the coming year. In Fiscal Year 2015/16, the Board of Commissioners dedicated 1.5 cents on the property tax rate to future jail expansion. Since then these funds have been transferred to General Capital Projects to be saved until needed to reduce the total amount borrowed for the jail. The budget includes ½ year's anticipated debt service payment in the General Fund, which reduced the transfer of dedicated property tax to the jail expansion project.

The transfer to Schools capital decreased due to reversion of $435,000 to support schools' current expense and an advance of $300,000 in Fiscal Year 2017/18 funds provided to CVCC (per its request) during Fiscal Year 2016/17.

The transfer to Self-Insurance increased to cover expenses in employee insurance and workers compensation. The transfer to the Reappraisal Fund increased primarily for salary and benefit changes. The transfer to the Water & Sewer Fund increased based on an increase in the value of a penny, which has historically been dedicated to fund water and sewer infrastructure county-wide.

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DEBT SERVICE

Budget Highlights

DEBT SERVICE

Organization: 910050 - 930680

	2015/16 Actual	2016/17 Current	2017/18 Requested	2017/18 Adopted	Percent Change
Revenues					
Education					
1st 1/2% Sales Tax	$1,914,166	$1,777,374	$1,949,284	$1,949,284	9.7%
1st 1/2% Sales Tax - Food	250,296	250,547	255,072	255,072	1.8%
General Fund (retiring debt balance)	4,437,089	8,343,672	6,795,093	6,795,093	-18.6%
General Fund - 3 cents	4,725,000	4,800,000	4,950,000	4,950,000	3.1%
From Schools' Capital	50,000	50,000	50,000	50,000	0.0%
Lottery Proceeds	1,712,510	1,600,000	1,600,000	1,600,000	0.0%
Public Safety					
1/4 Cent Sales Tax - Justice Center	2,470,917	1,975,345	1,939,795	1,939,795	-1.8%
General Fund - Jail Debt	1,201,280	1,167,210	1,133,405	1,883,405	61.4%
General Fund - Animal Shelter	353,455	347,935	342,410	342,410	100.0%
Other					
Interest on Investments	9,053	0	0	0	0%
Installment Purchase - Proceeds (CVMC)	0	7,885,040	9,662,950	9,662,950	22.5%
Total	**$17,123,766**	**$28,197,123**	**$28,678,009**	**$29,428,009**	**4.4%**
Expenses					
Education Debt					
Installment Purchase - Schools	8,568,072	8,337,685	10,046,965	10,879,784	30.5%
Build America Bonds - Schools	581,834	631,545	0	0	0%
Certificates of Participation - Schools	178,163	173,115	168,100	168,100	-2.9%
School Construction Bonds	100,335	3,277,095	1,967,760	1,967,760	-40.0%
QZABs Financing	50,000	50,000	50,000	50,000	0.0%
Installment Purchase - CVCC	808,594	785,550	2,533,805	2,533,805	222.6%
Build America Bonds - CVCC	193,944	210,520	0	0	0%
To Schools' Construction - Future Debt	3,094,153	3,356,083	832,819	0	0%
Public Safety Debt					
Installment Purchase - Animal Shelter	353,451	347,935	342,410	342,410	-1.6%
Certificates of Participation - Jail 2007 Expansion	1,201,277	1,167,210	1,133,405	1,133,405	-2.9%
Jail 2020 Expansion				750,000	
Limited Obligation Bonds - Justice Center	1,993,944	1,975,345	1,939,795	1,939,795	-1.8%
Other Debt					
Installment Purchase - CVMC	0	7,885,040	9,662,950	9,662,950	22.5%
Total	**$17,123,766**	**$28,197,123**	**$28,678,009**	**$29,428,009**	**4.4%**

The budget includes $15.6 million toward current debt for schools and Catawba Valley Community College. The budget diverts $1.3 million of dedicated future school construction funds toward the K-64 initiative for each of the next two years within existing debt capacity. (K-64 funds are allocated to CVCC and budgeted in Education Current Expense.)

Funding for Public Safety-related debt makes up just under $4.2 million, dedicated to the Justice Public Safety Center, Animal Shelter, and existing jail plus its planned expansion.

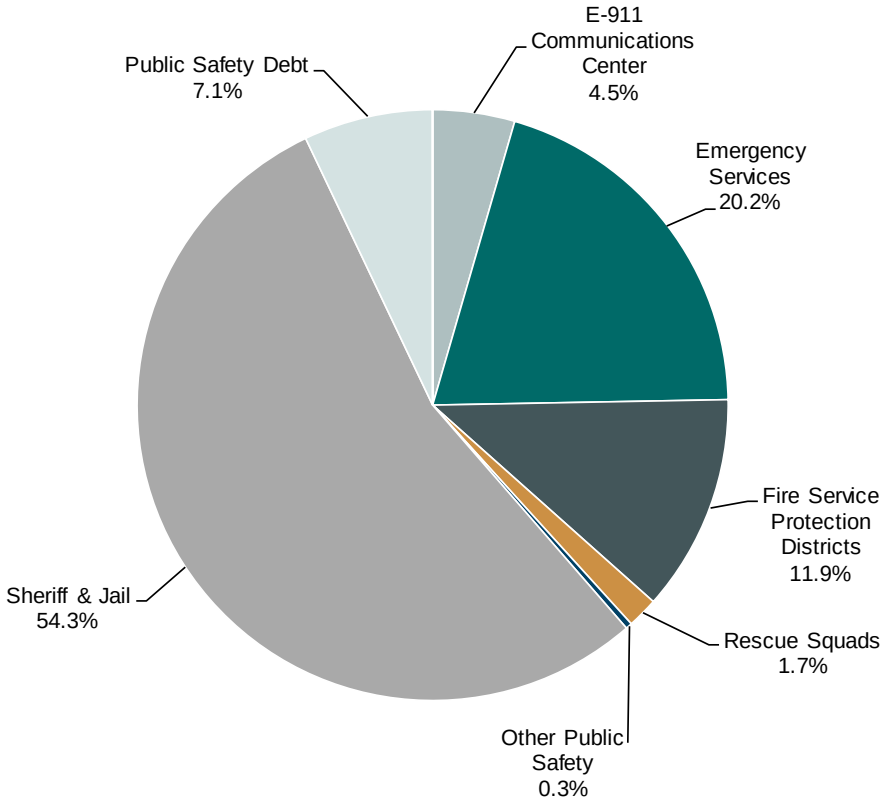
Debt service payments for Catawba Valley Medical Center are continued. Since the County owns the hospital, any debt issued is reflected in the County budget but is completely funded by the hospital and does not require any County funds. This year CVMC refunded $25 million in 2009

bonds and $18 million in 2010 bonds, originally issued for a $70 million building project to upgrade the Surgical Suite, Comprehensive Cancer Center, and the Center for Women and Children.

PUBLIC SAFETY

The Public Safety function is composed of the Sheriff's Office, Emergency Services, E-911 Communications Center, and Other Public Safety activities (Lake Norman Marine Commission, Pre-Trial Services, Court Improvement Board, and Conflict Resolution Center). The Sheriff's Office includes the following activities: Law Enforcement & Administration, CVCC Officers, School Resource Officers, Records, Narcotics, Criminal Investigations, Lake Norman Area 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, Fire Service Protection Districts, and the E-911 Communications Center. 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 $59,009,348 representing 23.7 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 $31,721,186. 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.



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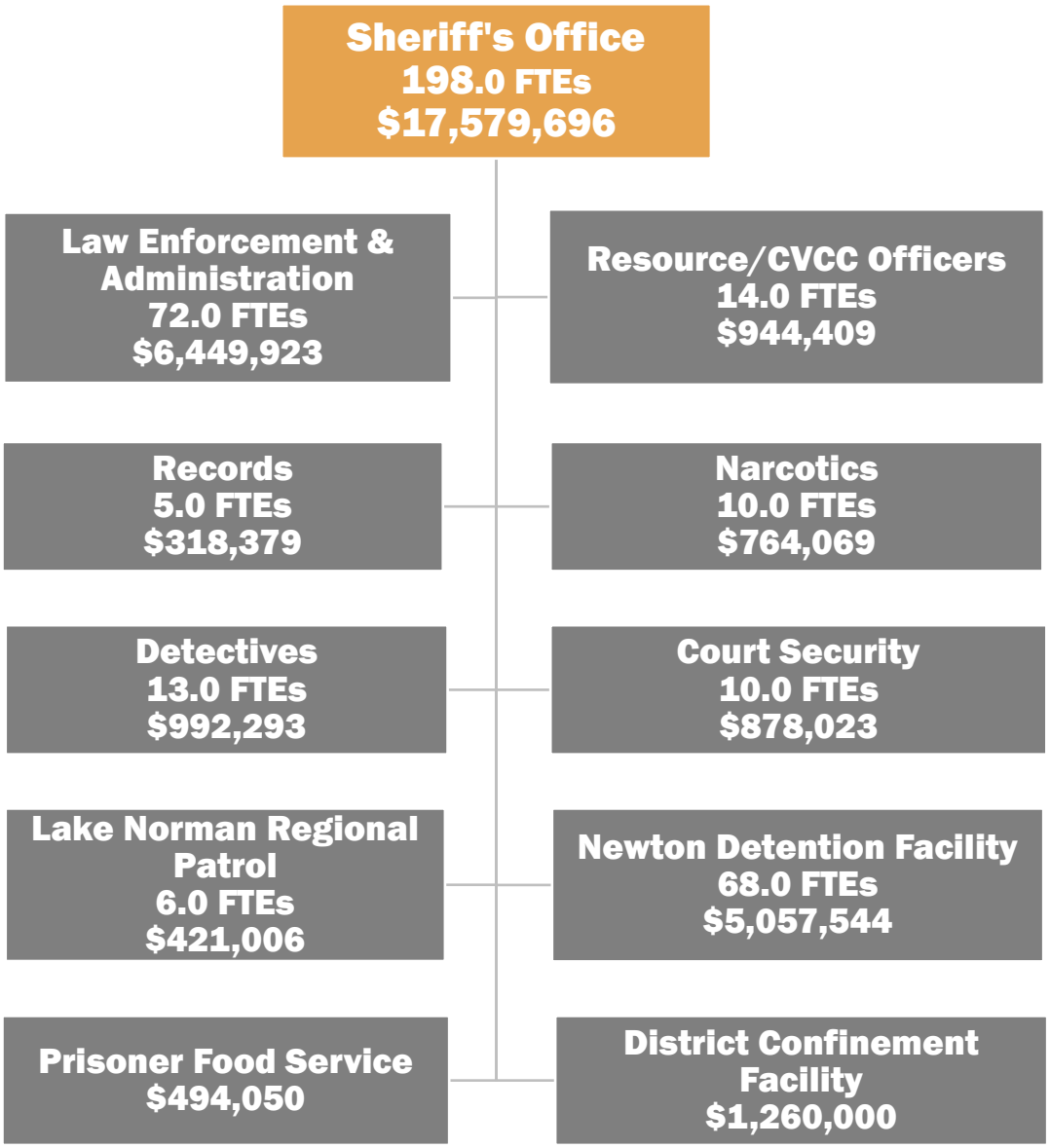
SHERIFF'S OFFICE

Key Function Organization Chart



Department Services

LAW ENFORCEMENT & ADMINISTRATION

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.

SCHOOL RESOURCE OFFICERS (SROs)

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 counselors 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.

RECORDS

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.

NARCOTICS / VICE DIVISION

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.

CRIMINAL INVESTIGATIONS (CID)

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.

LAKE NORMAN REGIONAL PATROL

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.

COURT SECURITY

The Court Security Unit is responsible for ensuring the safety and protection of court officials, employees, visitors, inmates, and the general public in both the Catawba County Justice Center

and Hickory Courthouse. Court Security also ensures the smooth and safe movement and transport of inmates between the Newton Detention Center and Hickory Courthouse.

NEWTON DETENTION FACILITY

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.

PRISONER FOOD SERVICE

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.

Budget Highlights

SHERIFF'S OFFICE

	2015/16 Actual	2016/17 Current	2017/18 Requested	2017/18 Adopted	Percent Change
Revenues					
Federal	$58,073	$26,000	$29,000	$204,000	684.6%
State	32,642	10,000	10,000	10,000	0.0%
Federal & State	83,074	93,869	93,869	93,869	0.0%
Local	768,591	829,832	867,780	826,029	-0.5%
Charges & Fees	491,008	472,200	443,680	443,680	-6.0%
Miscellaneous	121,749	123,950	140,300	140,300	13.2%
General Fund	14,173,752	15,437,503	16,484,694	15,861,818	2.7%
Total	**$15,728,889**	**$16,993,354**	**$18,069,323**	**$17,579,696**	**3.5%**
Expenses					
Personal Services	$11,228,308	$12,499,441	$12,765,727	$12,748,366	2.0%
Supplies & Operations	3,819,709	3,900,466	4,420,757	4,202,245	7.7%
Capital	680,872	593,447	882,839	629,085	6.0%
Total	**$15,728,889**	**$16,993,354**	**$18,069,323**	**$17,579,696**	**3.5%**
Expenses by Division					
Law Enforcement & Admin	$5,922,575	$6,209,413	$6,756,258	$6,449,923	3.9%
CVCC Officers	173,944	187,102	193,084	193,260	3.3%
Resource Officers	702,138	762,595	750,505	751,149	-1.5%
Records	304,854	330,653	318,086	318,379	-3.7%
Narcotics	582,206	786,892	767,460	764,069	-2.9%
Detectives	959,289	1,031,526	1,095,399	992,293	-3.8%
Lake Patrol	396,197	415,560	420,655	421,006	1.3%
Court Security	579,276	812,625	877,438	878,023	8.0%
Newton Detention Facility	4,497,990	4,815,388	5,136,388	5,057,544	5.0%
Prisoner Food Service	412,010	431,600	494,050	494,050	14.5%
District Confinement Facility	1,198,410	1,210,000	1,260,000	1,260,000	4.1%
Total	**$15,728,889**	**$16,993,354**	**$18,069,323**	**$17,579,696**	**3.5%**
Employees					
Permanent	192.00	196.00	197.00	198.00	1.0%
Hourly	7.91	10.93	10.93	10.93	0.0%
Total	**199.91**	**206.93**	**207.93**	**208.93**	**1.0%**

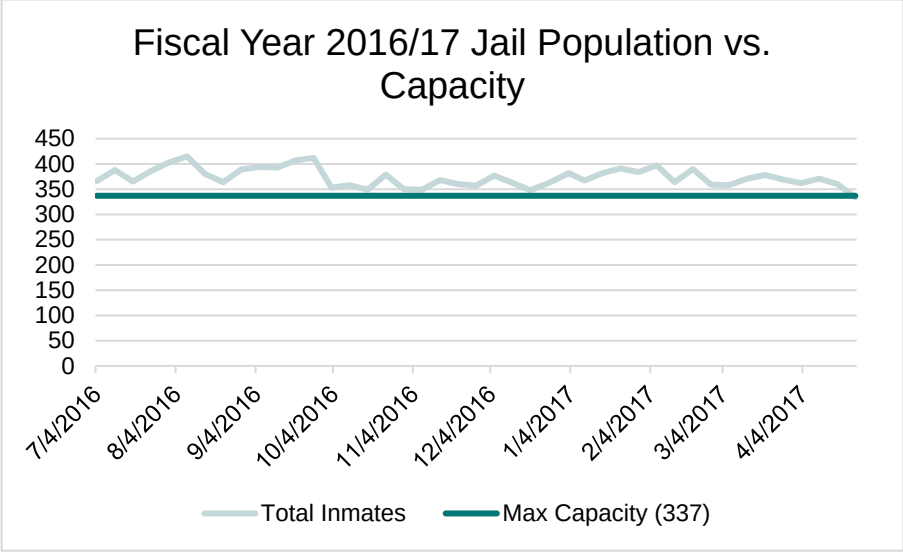
The budget is a 3.5 percent increase, largely driven by expenses related to the growing jail population (which will be partially offset by federal bed rental revenue). A Sergeant position with vehicle and related equipment is included to supervise the School Resource Officer (SRO) division. Additionally, contractual costs associated with the Burke-Catawba District Confinement Facility (BCDCF) are increased driven by increased costs for inmate care and pay study adjustments. The budget also includes the annualized costs of three deputy positions added in Fiscal Year 2016/17, two to provide court security for the new Justice Public Safety Center and one to augment security at the Social Services building, which is partially funded by Social Services.

REVENUE HIGHLIGHTS

- *Federal Bed Rental ($175,*000): the budget applies $175,000 in Federal bed rental revenue to offset $242,622 in costs associated with increasing inmate population instead of continuing to reserve these funds in the jail expansion project.
- *Catawba County Schools SRO Reimbursements ($66,217):* The budget reflects a reduction in the high school SRO reimbursement from Catawba County Schools from 100 percent of salary and benefits to 10 months, as requested by the school system to help alleviate its budget pressures. Historically, Catawba County Schools has paid 100 percent of the salary and benefit costs of the high school SROs and 40 percent of the middle school SROs. Hickory Public Schools and Newton-Conover City schools pay the respective cities to provide SROs for the middle and high schools, with each negotiating different rates. This reduction brings Catawba County Schools closer in line with the other systems.

EXPENSE HIGHLIGHTS

- *Jail Population Pressures ($242,622):* This adopted amount is a 22 percent increase from the current year. The increasing Jail population impacts several accounts, such as off-site housing, medical services, and contractual food services. Off-site housing is 43 percent of the adopted amount at $104,500. The average daily female population has driven off-site housing costs as the number of female inmates has exceeded capacity at the Newton facility for much of the year. As a result, the Office entered into an agreement with Alexander County to pay $40 a day for



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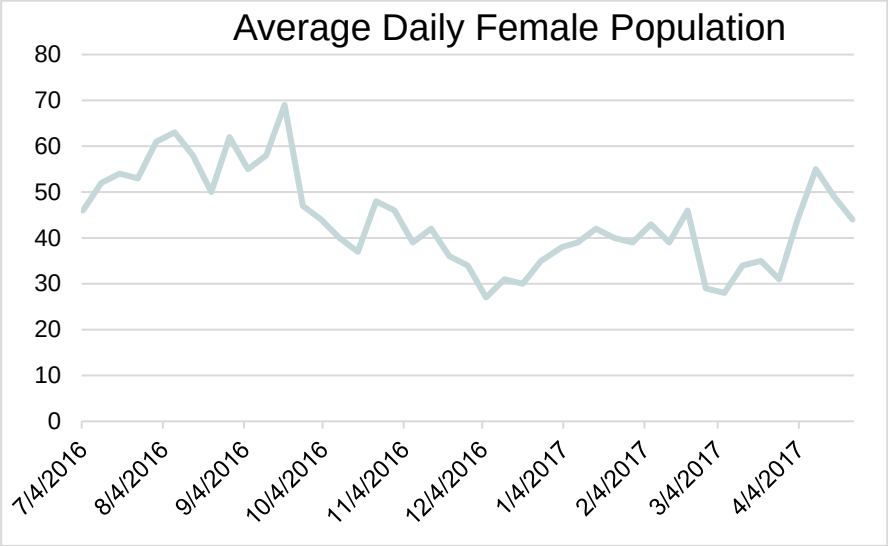
each inmate sent to its facility. Over a 20 week period the County has spent over $40,000 to house inmates off-site. Cost for overcrowding in the current year has been covered with lapse salary in the office. While the addition of court dockets and specialty courts has helped alleviate some pressure, an estimated 3 percent growth in daily jail population is expected next year (based on average percentage growth over 10 years).



- *Jail Part-time ($25,525):* The budget includes funds to add 1,565 of part-time hours (the equivalent of .75 FTE) in the jail. The high inmate population has made routine operations, such as completing rounds at least twice an hour, problematic. The Sheriff's Office should have capacity within its budget to augment these part-time wages if necessary with salary savings associated with normal turnover.
- BCDCF Contract ($50,000 increase): A $50,000 (4.1 percent) increase in the contract with Burke County is included, primarily driven by increased salary and benefit costs. Burke County completed a pay study that increased salaries for detention positions in its downtown jail significantly. In order to remain competitive, funds are included to increase the base salaries for BCDCF staff to align with the Burke County pay plan and to provide existing staff with pay adjustments commensurate with years of service consistent with Catawba County's pay study methodology. Additionally, funds are included for 2 percent performance pay and expected health insurance premium increases.
- *Deputy Sergeant-SRO: $64,839* ongoing plus one-time $55,157 for vehicle and equipment. This position will assist the Lieutenant and Captain in pursuing the Sheriff Office's community outreach goals by helping to ensure consistent coverage at Catawba County Schools' middle and high schools and providing a presence at the elementary schools.

Performance Measures

FISCAL YEAR 2017/18

Sheriff's outcomes remain focused on serving and protecting citizens. The Office will maintain an index crime rate that is below the statewide rate and within the 1/3 lowest crime rates among the reporting law enforcement agencies. Lake Patrol will host 10 boater safety classes to promote safe boating practices and knowledge of State and local laws. Criminal Investigations will continue to provide the best treatment and care to victims while gathering sufficient evidence to prosecute

offenders and will continue to work jointly with Social Services to investigate all claims of child sexual assault and physical abuse. Court Security will ensure all prohibited materials are either surrendered or seized prior to citizens entering the Courthouse. School Resource Officers will provide 100 educational presentations to middle and high school students in the areas of safety, drug and alcohol abuse, and North Carolina law.

MID-YEAR FISCAL YEAR 2016 /17

At mid-year the Sheriff's Office was on target to achieve or had achieved 32 of 33 outcomes*:*

Law Enforcement & Administration: Law Enforcement and Administration was on target or achieved 10 of 11 outcomes. At-fault accidents were limited to 1 per 177,522 miles driven. Proactive community policing activities remained a priority. The Sheriff's Office had 56,498 proactive calls for service (e.g. church checks, senior checks, and public relations). The office achieved a proactive to reactive ratio of 1 hour to 6.5 hours during the first half of the year. Through all this enforcement, the Sheriff's Office had 2.11 complaints per 100 full-time officers regarding excessive force. This was below the national average of 3.4 complaints per 100 full-time officers. Civil matters were also conducted timely with 69 percent of civil papers (3,494) served within 3 days, better than the 60 percent goal. The Sheriff's Office hosted a Citizens Academy in which 20 citizens learned about Sheriff's Office services and how to improve their safety. Finally, over 7,000 calls have been made to "R U OK" program participants.

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, staff counseled 2,566 students through personal safety classes and inspected the school monthly to limit safety hazards. School social workers were accompanied by SROs on 14 home visits, providing safety for social workers and assessing the living conditions of students. The SROs provided security for 204 extracurricular school events. School Resource Officers limited fights, weapons, and illegal substances through K-9 searches and conducting anti-bullying classes

Records: The Records Division was on target to meet all of its outcomes at mid-year. Records has maintained a 99 percent uptime for the Sheriff's Office Records Management System, providing consistent and reliable access to records, statistical information, and reports. Records issued 1,484 concealed carry permits with a less than 1 to 500 complaint ratio. Every employment background check was completed within one business day, allowing the County to maintain a timely and thorough hiring process.

Narcotics: Outcomes associated with reducing drug use and trafficking were on target at mid-year. All 265 tips received through the tip line were disseminated. Approximately, 90 percent of all tips have been closed. Also, several relationships continue to exist between the County and public sector (e.g. municipalities) and private sector (e.g. FedEx) entities to dismantle the drug trafficking network in a comprehensive way.

Criminal Investigations (CID): Criminal Investigations was on target to achieve both of its outcomes. Their investigations and follow up on serious misdemeanor and felony crimes managed to outpace the State's violent crime clearance rate by over 20 percentage points (77 percent vs. 53.6 percent). The Sheriff's Office continued to provide office space for two DSS

investigators to maintain its partnership with Social Services in the investigation of physical and sexual abuse of children.

Lake Norman Regional Patrol: The Sherrills Ford/Terrell area benefitted from having the Lake Norman Regional Patrol provide law enforcement services. 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, 3 boater safety classes were conducted for 75 attendees, increasing the public's awareness of State and local laws pertaining to the waters.

Court Security: The Court Security division had achieved or was on-target with all of its outcomes at the mid-year. To ensure the safety of the court system and its participants, as of December 31st, 161,200 people were processed through the Justice Center, and 6,206 through the Hickory Courthouse, and 100 percent of prohibited materials (handguns, knives, scissors, razor blades, etc.) were seized.

Newton Detention Facility: Newton Detention Facility outcomes were all on target at mid-year. In order to control the cost of healthcare, most (96.3 percent) non-emergency health issues were taken care of in-house by contracted physicians. Additionally, over 5,750 inmate visits were handled through video visitation, increasing officer safety and reducing staff time necessary to manage jail visitation.

Prisoner Food Service: The single outcome in Prisoner Food Service was on target. The department continued to monitor the quality and quantity of food served to the inmates.

FISCAL YEAR 2015/16

Fiscal Year	Total Outcomes	Achieved	Not Achieved	Success Rate
2015/16	40	39	1	98%
2014/15	36	35	1	97%
2013/14	33	29	4	88%

Law Enforcement and Administration achieved all of its outcomes toward protecting the public, despite a 7 percent increase in calls for service. The Division reduced the index crime rate by 6 percent to 1,433 for Catawba County Sheriff's Office. This progress is due in part to the increase in training hours (7,234 hours) to sworn and unsworn deputies. At-fault accidents increased to 1 per 179,693 miles driven. Two employees that were involved in accidents are no longer in driving positions.

Proactive community policing activities remained similar to last year: 6 reactive hours for every 1 proactive hour. Through all this enforcement, only 1 excessive force complaint was substantiated. Civil matters were also conducted timely with 65 percent of civil papers served within 3 days, better than the 60 percent goal.

In order to enhance the existing relationship between the criminal justice system and the community, 119 events were conducted. In addition, the Sheriff's Office hosted an Explorer's Program in which 28 young men and women learned about Sheriff's Office services and provided them an opportunity to train and work with the Sheriff's Office. Finally, senior citizens' personal safety was looked after through several programs like the Safe Seniors and the RUOK program.

School Resource Officers continue to improve improved safety at schools. They provided counseling for nearly 600 parents and 600 staff in the areas of safety, drug and alcohol abuse, and North Carolina law. Additionally, they counseled 3,746 students through personal safety classes and inspected the school monthly to limit safety hazards. School social workers were accompanied by SROs on 97 home visits. They also provided security at 358 school extracurricular events. All in all, SROs limited fights, weapons, and illegal substances through K-9 searches and conducting anti-bullying classes.

Case reports and all related outcomes were managed appropriately through the year, especially by maintaining a 99 percent uptime for the Sheriff's Office Records Management System. Records issued 2,016 concealed carry permits with no citizen complaints registered. They also administered 20 tests to access and enter data into the North Carolina Division of Criminal Information (DCI), ensuring the statewide crime database is current with criminal activity and citizen criminal histories. Also, every employment background check was completed within one business day. Finally, incident reports were made available online within 2 business days.

Both outcomes associated with reducing drug use and trafficking were achieved. There was a 14\ percent increase in tips (501) in Fiscal Year 2015/16 and all of these tips were closed with some sort of investigation within 1 day. The Sheriff has been aggressive in dismantling the drug trafficking organizations in the County, increasing the search warrants executed by the division by 89 percent.

Criminal Investigations achieved its three outcomes. Its investigations and follow up on serious misdemeanor and felony crimes managed to outpace the State's violent crime clearance rate by over 10 percent (71 percent vs. 59 percent). The unit also partnered with the Social Services department on child sexual assault and physical abuse cases. Finally, a new computerized inventory has helped maintain 100 percent proper evidence management.

Law enforcement services were provided to lake front residents and boaters in the Sherrills Ford/Terrell area. All outcomes were achieved. Officers kept in consistent contact with community leaders and business owners and where an incident occurred, it was followed up within 10 days. Additionally, 10 boater safety and education classes were conducted, bringing the total students educated during the year to 115.

The safety of the court system and its participants were ensured through Court Security's efforts. Over 485,000 people were processed safely through the Newton and Hickory Courts. All detainees were transported safely and efficiently, with no escapes.

The Newton Detention Center's outcomes were all achieved starting with the appropriate training of detention officers. Eighty employees received 4,360 hours of training. Furthermore, in order to control the cost of healthcare, every non-emergency health issue except dental extractions, were taken care of in-house by contracted physicians. Additionally, nearly 9,500 inmate visits were handled through video visitation, increasing officer safety and reducing staff time necessary to manage jail visitation. Finally, efforts with the District Attorney continue to be initiated in order to control the rapidly growing population of the Jail.

The single outcome in Prisoner Food Service was achieved. They have met the standards cost-effectively and satisfied the inmates.

Outcomes

LAW ENFORCEMENT AND ADMINISTRATION

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. Maintain an index crime rate that is below the statewide rate (2015 – 3,169 per 100,000 population).

3. To maintain the professionalism of the department, enhance officer knowledge and skills, and meet NC Sheriff's Training Standards mandates, the Sheriff's Office will provide at least 4,000 hours of in-service training for sworn and detention officers.

4. 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 those juniors and seniors selected for the internship with firsthand experience and knowledge of criminal justice careers.

5. 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 R U OK 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.

6. 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.

7. To protect the community, the Sheriff's Office will maintain at least a 95 percent conviction rate for sex offenders found to be out of compliance with the stipulations of their sentence.
8. To remain trained and ready to handle high-risk call-outs, hostage rescue, and other tactical situations, each member of the Catawba County Special Tactics and Response (STAR) Team will receive at least 144 hours of additional specialized training each year. This multi-agency unit responds to events that may result in catastrophic effects on life and property.

SCHOOL RESOURCE OFFICERS (SROs)

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 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 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

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 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.

4. To ensure public transparency and access to information, Records will maintain incident reports daily and have the reports available within 2 business days of the incident.

NARCOTICS / VICE DIVISION

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)

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.

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.

LAKE NORMAN REGIONAL PATROL

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.

COURT SECURITY

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 Hickory Courthouse or the Catawba County Justice Center through the use of metal detectors at both facilities' main entrances. Examples of prohibited materials include handguns, rifles, stun guns, knives, leaded canes, scissors, metallic knuckles, razor blades, or any sharp object that may be used as a weapon.

NEWTON DETENTION FACILITY

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 224 hours of field training for new employees, as well as 22 hours per year of in-service training for sworn deputies and 16 hours for non-sworn detention officers. (As of January 2017 – 28 sworn detention officers and 39 non-sworn officers).

2. To follow jail best practices and control the cost of inmate medical care, Newton Detention Facility staff will receive the Jail physician's approval prior to all non-emergency inmate visits to outside physicians.

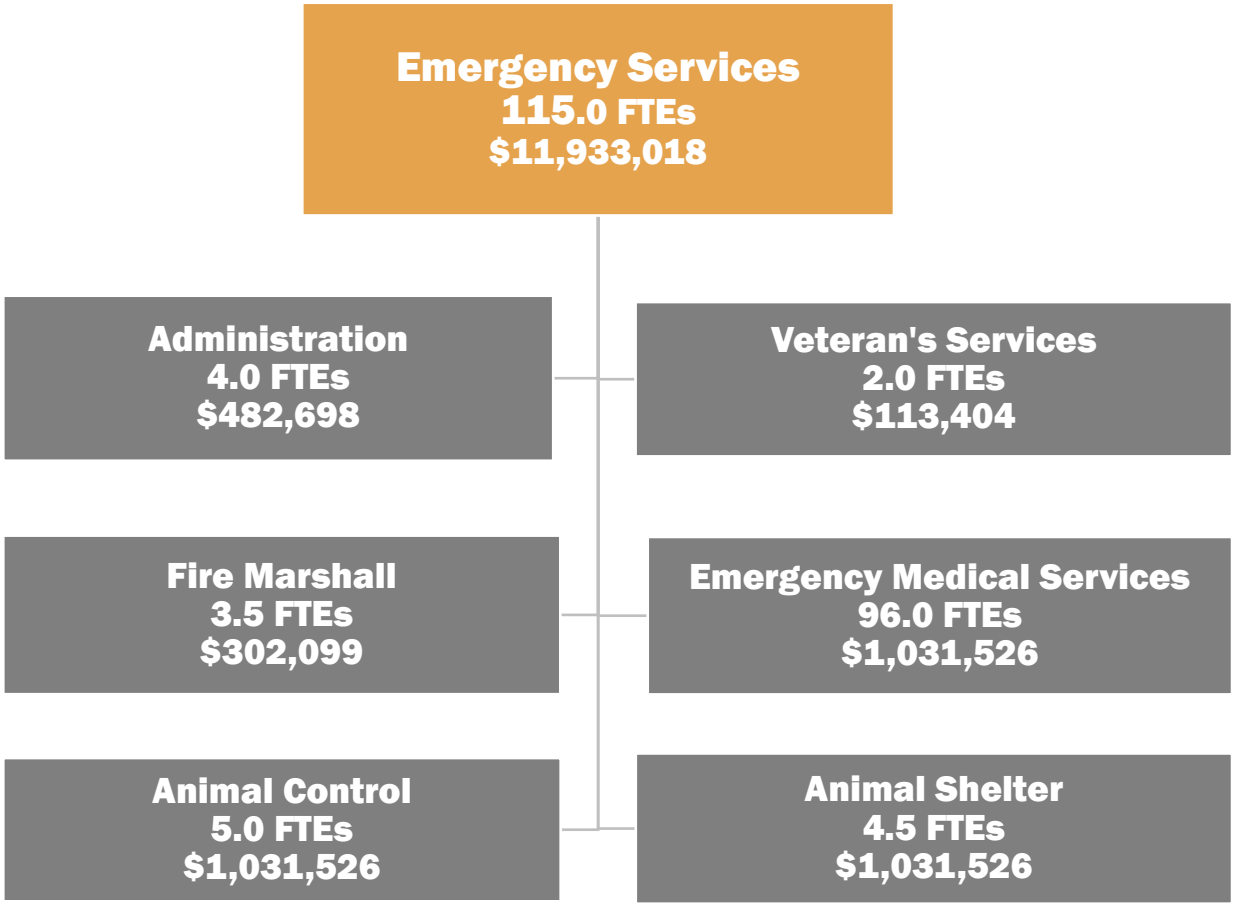
3. To increase officer safety, improve facility security, and reduce the staff-time necessary to manage jail visitation, Catawba County Sheriff's Office staff will continue to promote the County's video visitation system to inmates and visitors. This system, which was implemented at no cost to the County, 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 system from outside the jail rather than visiting in-person.

PRISONER FOOD SERVICE

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.

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%
	$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 Panleukapenia 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

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%

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

CATAWBA COUNTY

1842 SM

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911 COMMUNICATIONS CENTER

Key Function Organization Chart

911 COMMUNICATION CENTER
32.0 FTEs
$634,118

Department Services

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.

Budget Highlights

911 COMMUNICATIONS CENTER

Organization: 280100

	2015/16 Actual	2016/17 Current	2017/18 Requested	2017/18 Adopted	Percent Change
Revenue					
From Self Insurance	$0	$0	$0	$0	0%
Local	0	0	0	0	0%
Miscellaneous	23,529	24,000	24,720	24,720	3.0%
General Fund	1,612,528	1,905,288	1,969,277	1,978,791	3.9%
Total	**$1,636,057**	**$1,929,288**	**$1,993,997**	**$2,003,511**	**3.8%**
Expenses					
Personal Services	$1,419,554	$1,657,753	$1,749,717	$1,759,231	6.1%
Supplies & Operations	216,503	$271,535	244,280	244,280	-10.0%
Capital	0	$0	0	0	0%
Total	**$1,636,057**	**$1,929,288**	**$1,993,997**	**$2,003,511**	**3.8%**
Employees					
Permanent	29.00	32.00	32.00	32.00	0.0%
Hourly	2.30	2.30	2.30	2.30	0.0%
Total	**31.30**	**34.30**	**34.30**	**34.30**	**0.0%**

The budget increase (3.8 percent) is largely attributed to annualizing the cost of three telecommunicator positions with the Justice Public Safety Center expansion added to handle the increased call volume. The positions were budgeted in Fiscal Year 2016/17 for 1/3 of the year.

Performance Measurement

FISCAL YEAR 2017/18

In the next fiscal year the Emergency 911 Communications Center will ensure citizens receive prompt emergency and public safety assistance by answering 90 percent of emergency calls within 10 seconds. Additionally, the department will maintain a 65 second or less average dispatch time on all emergency calls.

MID-YEAR FISCAL YEAR 2016/17

At the mid-year, the 911 Communications Center was on target to meet all four of its Fiscal Year 2016/17 outcomes, answering 91.4 percent of its calls within 10 seconds, while the average dispatch time is 54.29 seconds. The Communications Center worked collaboratively with the Hickory Police Department to develop and implement a Backup Plan in the event of the primary 911 Center becoming inoperable. Staff continued to work with the Justice Center Expansion Team and any relevant partners to ensure all the necessary equipment for the new Justice Public Safety Center was purchased, tested, and installed prior occupying the new building.

FISCAL YEAR 2015/16

Fiscal Year	Total Outcomes	Achieved	Not Achieved	Success Rate
2015/16	4	4	0	100%
2014/15	5	4	1	80%
2013/14	6	4	2	67%

The Communications Center achieved all four its Fiscal Year 2015/16 outcomes. The Communications Center ensured citizens received prompt emergency and public safety assistance by answering 91.5 percent of all 911 calls in 10 seconds or less. The average dispatch time for emergency calls was 48.95 seconds, 25 percent faster than its 65 second goal. The Communications Center staff worked closely with various regional and local public safety agencies to generate savings through pooled resources. In partnership with the Hickory Police Department, the Communication Center worked to develop the County's (state mandated) backup 911 center, which included identifying a location for installing 6 dispatch console positions. Additionally, the Center worked with the State Highway Patrol's Technical Support Unit to ensure all infrastructure equipment remains up-to-date. The Center's third outcome: To maintain an active role at the State level in development of 911 center standards and funding, was achieved when staff attended all of the State 911 Board meetings. Finally, the Communications Center worked with the Justice Center Expansion Team to develop and implement the strategic plan that included the purchase, installation, and testing of all 911 center related equipment prior to moving into the new center.

KEY PERFORMANCE METRIC

Time period	911 calls received	Calls answered in 10 seconds or less	Percentage of calls answered in 10 seconds or less
Q3 2016	25,019	22,928	
Q4 2016	22,475	20,487	
Q1 2017	20,791	18,900	
Total	**68,285**	**62,315**	**91.26%**

Outcomes

1. To ensure citizens receive prompt emergency and public safety assistance, the Communications Center will answer at least 90 percent of all emergency calls within 10 seconds.

2. Maintain a 65 second or less average dispatch time on all emergency calls throughout the County. The National Emergency Number Association recommends a 90 second dispatch time, and the national average is 75 to 110 seconds, depending on the areas' protocol and procedures.

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OTHER PUBLIC SAFETY

Department Services

This includes funding for outside agencies related to public safety. The County contracts with Repay to provide Pretrial and Court Improvement Facilitator Services aimed at expediting movement of inmates through the criminal justice system and diverting them from the County jail. The Conflict Resolution Center was established in 1997 as a non-profit organization with a volunteer base whose mission is to promote and bring about the peaceful settlement of disputes and prevent the escalation of conflict through mediation, diverting these issues from district court. Lake Norman Marine Commission (LMNC) is funded equally by the four counties bordering Lake Norman (Catawba, Lincoln, Iredell, and Mecklenburg). LMNC was established in 1960 by the General Assembly to make regulations applicable to Lake Norman and its shoreline area concerning all matters relating to or affecting public recreation and water safety. LNMC's primary objectives are centered on boater safety and environmental issues. The budget includes the same funding as the current year to LNMC 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.

Budget Highlights

OTHER PUBLIC SAFETY

Organization: 270050

	2015/16 Actual	2016/17 Current	2017/18 Requested	2017/18 Adopted	Percent Change
Revenues					
General Fund	182,796	188,686	207,720	204,961	8.6%
Total	**$182,796**	**$188,686**	**$207,720**	**$204,961**	**8.6%**
Expenses					
Civil Air Patrol	371	405	405	405	0.0%
Conflict Resolution Center	13,000	13,000	15,759	13,000	0.0%
Lake Norman Marine Commission	27,000	27,000	27,000	27,000	0.0%
Repay					
Court Improvement Board	29,130	29,500	38,952	38,952	32.0%
Pretrial Services	113,295	118,781	125,604	125,604	5.7%
Total	**$182,796**	**$188,686**	**$207,720**	**$204,961**	**37.8%**

The budget increased $16,275 driven by the need to plan for a staff transition related to the December retirement of the long-term Director of Pretrial Services and the Court Improvement Facilitator. It will take a new director several months to learn the job and build relationships with judges, district attorneys, law enforcement, clerks, etc., which are critical to the success of the programs. Even with the funding increase, the combined programs provide an average return of $11 per dollar invested.

EXPENSE HIGHLIGHTS

Pretrial Services ($6,823 increase): The recommended budget increases funding to Pretrial Services by 5.7 percent to $125,604 to allow new staff 6 months' overlap with the retiring Director.

Lake Norman Marine Commission (Maintained): Lake Norman Marine Commission (LNMC) is a 4-County effort between the counties bordering Lake Norman (Catawba, Iredell, Lincoln, and Mecklenburg). LMNC was established in 1969 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. LNMC's primary objectives are centered on boater safety and environmental issues with the majority of funds used to maintain the roughly 142 navigational aids on the lake and to support administrative efforts.

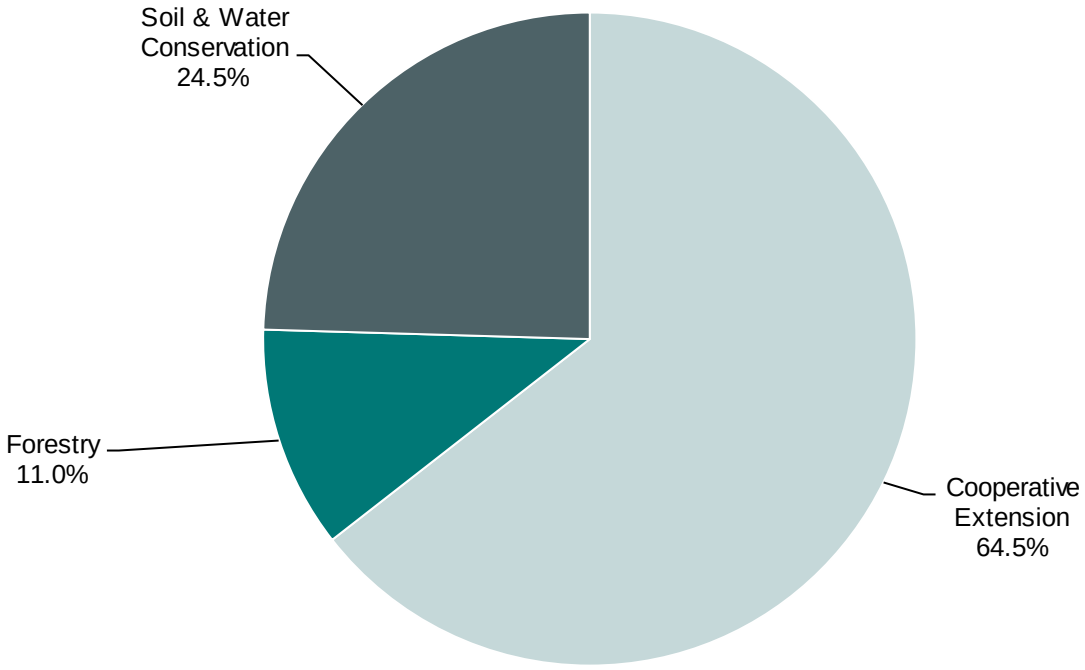
Civil Air Patrol (maintained): The budget continues annual funding of $405 for the Civil Air Patrol. Funds are used to pay monthly telephone expenses.

The Conflict Resolution Center (maintained): County funds partially cover the cost of a certified District Court Mediator who attends court to divert cases from criminal and/or civil court that can potentially be settled through mediation and conflict resolution strategies. The Administrative Office of Courts stopped funding local mediation centers several years ago, but the General Assembly mandated that citizen vs. citizen warrants be referred to mediation. The budget maintains funding of $13,000 annually to help cover the cost of a mediator attending court three days per week.

*Court Improvement Board Justice System Facilitator ($9,452 increase)**:*** The budget increased by 32 percent to $38,952 for the Court Improvement Board, based on the County funding 49 percent of the Justice System Facilitator's time plus supplies and mileage and allowing the 6 months overlap in the director position.

ENVIRONMENTAL QUALITY

The Environmental Quality function consists of Cooperative Extension Services, Soil and Water Conservation, and Forestry. This function's budget is $632,524 or 0.3 percent of the total expenditures for the fiscal year. This function is funded by the County, as well as State and Federal governments, and provides technical and advisory services to the agricultural community.



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COOPERATIVE EXTENSION SERVICES

Key Function Organization Chart

Cooperative Extension Services
1.0 FTEs
$407,735

Department Services

The Catawba County Cooperative Extension Service is an 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. The Catawba County Extension Service is committed to executing prescribed actions and achieving goals described in the Catawba County Farm and Food Sustainability Plan (adopted by the Board of Commissioners in 2013) in the areas of Agriculture, 4-H and Youth, and Local Food System Development.

Budget Highlights

COOPERATIVE EXTENSION

Organization: 310050

	2015/16 Actual	2016/17 Current	2017/18 Requested	2017/18 Adopted	Percent Change
Revenues					
State	$0	$0	$0	$0	0%
Local	0	0	0	0	0%
Miscellaneous	30,054	28,950	21,150	21,150	-26.9%
General Fund	319,275	370,285	386,526	386,585	4.4%
Total	**$349,329**	**$399,235**	**$407,676**	**$407,735**	**2.1%**
Expenses					
Personal Services	$46,979	$45,151	$48,670	$48,729	7.9%
Supplies & Operations	272,296	354,084	359,006	359,006	1.4%
Capital	0	0	0	0	0%
Total	**$319,275**	**$399,235**	**$407,676**	**$407,735**	**2.1%**
Employees					
Permanent	0.80	1.00	1.00	1.00	0.0%
Hourly	0.00	0.00	0.00	0.00	0%
Total	**0.80**	**1.00**	**1.00**	**1.00**	**0.0%**

The budget's increase from the previous year is driven by the State's most recent benefits changes for Cooperative Extension employees.

Performance Measures

FISCAL YEAR 2017/18

In promoting Catawba County's Farm and Food Sustainability Plan and the County's Strategic Plan, Cooperative Extension will continue to educate the community on agriculture (from local gardening to intensive livestock) and youth leadership. The department will educate new, beginning, and 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.

MID-YEAR FISCAL YEAR 2016/17

At mid-year, Cooperative Extension Services (CES) was on target to achieve or had achieved its all 12 outcomes for Fiscal Year 2016/17. CES was on target to increase, support, and improve row crop production by hosting/scheduling 5 presentations. In the autumn, two training sessions regarding "hedging" and "market options" were held for Catawba County's cattle producers. To address gaps in consumer knowledge of purchasing, preparing, and preserving fresh foods, a home food preservation class was offered at the Conover Library where 6 participants learned safe procedures for canning high and low acid foods that they grow or purchase. In collaboration with Catawba County Library and its community garden project, from July through November 14 gardening presentations were provided at Patrick Beaver Memorial, Newton, and Maiden Libraries to over 500 participants (over 100 different individuals), improving their garden management.

The 4-H program continued to develop student character and leadership. Nearly 95 high school students were involved in the following educational programs designed to improve their skills in leadership, citizenship, and college readiness: ASPIRE, Youth Council, NC 4-H Ambassador, and Juntos. At the mid-year, there were 15 4-H clubs and plans to start two new clubs in cooperation with the Sherrills Ford and Claremont branch libraries.

FISCAL YEAR 2015/16

Fiscal Year	Total Outcomes	Achieved	Not Achieved	Success Rate
2015/16	13	12	1	92%
2014/15	17	15	2	88%
2013/14	17	14	3	82%

Cooperative Extension achieved 12 of its 13 outcomes (92 percent success rate) for Fiscal Year 2015/16. The department conducted the Foothills Farm School (FFS), a training curriculum geared toward farmers that integrates business principles and production practices. FFS taught 27 beginning and existing farmers over seven months. As a result, 97 percent of participants indicated they were able to avoid financial mistakes and 76 percent reported that they learned techniques to increase profits. The FFS also had specialized trainings tailored to the needs of the local area, such as developing an integrated parasite management approach to control intestinal worms in goats and sheep. Another outcome met involved increasing, supporting, and improving row crop production and farm profitability by hosting programs on soil health and herbicide resistance and insect management. Most of the 48 participants in the soil health program informed

the department that they would use conservation tillage, crop rotation, and other soil sustaining/enriching techniques. The row crop presentation had 22 participants, of which 100 percent reported that the positively contributed to farm profitability.

Cooperative Extension increased beef/dairy farm sustainability by hosting workshops that resulted in 65 percent of producers testing their soil for nutrient waste, 45 percent implementing soil and pasture conservation practices, 10 percent using forage/feed analysis to improve feeding protocol, and 79 percent maintaining their animal waste operator certification.

The department's 4-H programs were very successful in Fiscal Year 2015/16. In regards to Science, Technology, Engineering, and Math (STEM) and Health Living education, 1,847 elementary and middle school students participated in programs offered in all three school systems. Twenty-eight educators received curriculum, training, and assistance from staff that supported program implementation. In the area of volunteer-led 4-H clubs, 256 youth (82.9 percent higher than the goal) ages 5-18 participated in programs to help youth develop skills, explore new interests, and introduce them to 4-H. The last 4-H outcome saw 63 high school students participate in leadership, citizenship, and college readiness 4-H program offerings. Nearly half of those students took steps to improve their ACT score increasing the likelihood of gaining college entrance and earning college scholarships. In keeping with youth development, the department sought to recruit future fruit and vegetables producers by youth-focused programing. The Claremont and Catawba Elementary Quest program had an average of 30 participants, of which 92 percent rated gardening as favorable, a 24 percentage point increase.

Cooperative Extension sought to increase the capacity of local farmers, restaurants, and individuals to participate in the local food economy by organizing a week-long Eat, Drink, Be Local celebration. The week included three farm tours, which had approximately 70 percent of over 100 participants report that they would purchase more local food as a result of the tour; two cooking demonstrations with 140 participants located at the Hickory Farmers' Market and the Public Health Farmers' Market, which led to 87 percent (121) participants agreeing to try the demonstrated recipe; and the Farm-to-Fork Feast located at Market on Main with 265 people in attendance. Additionally, to address the gaps in consumer knowledge of purchasing, preparing, and preserving fresh foods, the department hosted nutrition education and food preservation classes. The director also created the Advanced Gardener program, which is held monthly at the Patrick Beaver Memorial Library, Newton Library, and Maiden Library. Approximately 120 people regularly attend this program to learn about fruits and vegetables.

The last outcome achieved was a joint venture with the Library. In support of the Library's community garden project, six fruit and vegetable gardening programs were held with 78 attendees. All program participants reported learning a new gardening skill and /or increased their physical activity.

The lone outcome not met by Cooperative Extension sought to promote agricultural literacy and to build a sense of connection to local food production with the public by increasing the number of visitors on the farm tours by 10 percent to 1,309. Due to a continued vacancy in the Local Food Agent position, this outcome was not achieved.

Outcomes

AGRICULTURE

1. To increase, support, and improve row crop production and Catawba County row crop producers' farm profitability while also slowing the loss of the county's farmland, two row crop presentations (e.g. best practices in soybean productions, herbicide resistance management, agrochemical use, pest management, variety selection, etc.) will be held. At least 3 credits will be gained by participants towards X, N, D, O pesticide license requirements and/or Certified Crop Advisor continuing education credits.

2. In alignment with the County's strategic plan and to educate Catawba County livestock farmers about pasture management in order to meet the nutritional needs of livestock, NC Cooperative Extension will host three meetings and/or farm demonstrations. Farmers will gain an understanding of grass species growth patterns, regional disease patterns, and the nutritional needs of grass pastures. This knowledge will aid in addressing environmental, disease, and low production challenges resulting in increased length of time that pastures can be grazed by livestock or an increase in forage production. Eighty percent of farmers at meetings or demos will increase their knowledge which will be measured by pre and post surveys. Data will be collected through a six-month follow up call or a farm visit to measure changes made on farms due to information received at these events.

3. Two meetings will be provided to focus on successful ways to harvest and market livestock animals. Eighty percent of farmers at the meetings will increase their knowledge of meat marketing options. Pre and post surveys will determine comprehension. Data will be collected through a nine-month follow up call or farm visit to measure changes made in participants' marketing habits due to the information received at these events.

4. In pursuit of the County's strategic plan and to support small farm development, Cooperative Extension will develop an educational program on types of equipment and technology available for small farmers and market gardeners. At the completion of this program potential users of such equipment and technology will complete an assessment of what tools would be most useful for them in their production systems. This assessment will provide guidance for the development of a tool and equipment library.

5. In support of agritourism development and the County's strategic plan, Cooperative Extension will develop a group of farms interested in or currently operating in agritourism with information to be shared with the public (contact info, activities, products for sale, etc.). At least 5 of the farms will be highlighted in programmed farm tours during the FY 17/18 year.

LOCAL FOOD AND HEALTHY EATING

1. To support the County's strategic plan and in collaboration with the Catawba County Library and its community garden project, a monthly gardening program will be continued

in 2017 and 2018, January through November. A total of 50 participants will report knowledge gained in different aspects of fruit and vegetable gardening. 80 percent of the participants will report that they started or increased their production and/or consumption of produce as a result of the program.

2. To educate groups in safe food-handling practices and support the County's strategic plan, the Family and Consumer Science Agent will offer 5 ServSafe Food Protection Manager Certification classes, a Farm-to-Fork food safety training for farmers' market vendors, telephone assistance, and home food safety classes upon request. Pre/post tests or end-of-session retrospective evaluations will be used to assess increases in knowledge. Hands-on activities will be evaluated by observation. For ServSafe participants, achieving a passing score on the certification exam will serve as the evaluation. At least 125 individuals will increase knowledge of safe food handling practices and it is expected that 60 percent of individuals participating in ServSafe certification training will achieve a passing score on the exam. Collaborators include Catawba County Environmental Health, local farmers' market managers and community organizations.

3. To promote consumption of local foods and safe home food preservation practices, the Family and Consumer Sciences agent will collaborate with farmers' market managers and local groups to offer 10 community events that will include food demonstration-tasting activities, two pressure canner lid clinics, two home food preservation classes and additional presentations for consumers and other groups upon request. Telephone assistance will be provided to home food preservers. Participants will receive instruction, recipes and other helpful information to help them access and use local foods. Evaluation will be accomplished using a variation of the Rapid Market Assessment where participants provide feedback on recipes they taste, observation during hands-on activities and pre/post tests. At least 50 percent of participants in home preservation will reported an increased ability to store more produce for home consumption.

YOUTH AND 4-H

1. In alignment with the County's strategic plan, two hundred youth ages 5-18 will develop targeted life skills and gain new subject matter knowledge as a result of participating in long-term 4-H units and programs and skill-building competitive programs. 50 percent of the participants will increase subject matter knowledge and life skill development by a minimum of 20 percent with impact measured using a written evaluation completed by participants, demonstration of mastery of skill, and individual accomplishments of youth.

2. In alignment with the County's strategic plan, eight hundred students will participate in programs focused on healthy lifestyles, leadership, and 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.

SOIL & WATER CONSERVATION

Key Function Organization Chart

Soil & Water Conservation

2.6 FTEs
$155,195

Department Services

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.

Budget Highlights

SOIL & WATER CONSERVATION

Organization: 320050

	2015/16 Actual	2016/17 Current	2017/18 Requested	2017/18 Adopted	Percent Change
Revenues					
State	$86,809	$30,229	$30,330	$30,330	0.3%
Local	0	0	0	0	0%
Miscellaneous	115	0	0	0	0%
General Fund	108,694	121,933	163,853	124,865	2.4%
Total	**$195,618**	**$152,162**	**$194,183**	**$155,195**	**2.0%**
Expenses					
Personal Services	$131,967	$144,667	$147,048	$147,200	1.8%
Supplies & Operations	63,651	7,495	7,995	7,995	6.7%
Capital	0	0	39,140	0	0%
Total	**$195,618**	**$152,162**	**$194,183**	**$155,195**	**2.0%**
Employees					
Permanent	2.50	2.60	2.60	2.60	0%
Hourly	0.00	0.00	0.00	0.00	0%
Total	**2.50**	**2.60**	**2.60**	**2.60**	**0.0%**

The recommended budget increase of $3,033 (2.0 percent) is attributable to planned compensation adjustments.

Performance Measurement

FISCAL YEAR 2017/18

The department will continue ensuring 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. The will work toward addressing this purpose by assisting in the implementation of properties that are considered “Highly Erodible”

through the Voluntary Agricultural District (VAD). They will also educate children to increase soil and water conservation literacy now and into the future.

MID-YEAR FISCAL YEAR 2016/17

At mid-year, the Soil and Water Conservation District was on target to achieve or had already achieved 100 percent (5 of 5) of its Fiscal Year 2016/17 outcomes. The district promoted the County's VAD program by ensuring 100 percent of all qualified applicants were assisted within ten days. The type of assistance varied dependent upon the applicants' needs. Some individuals needed a conservation plan created while others needed a plan reviewed. Soil and Water is on schedule to allocate all cost-share funds in the North Carolina Agricultural Cost Share Program and Community Conservation Assistance Program.

FISCAL YEAR 2015/16

Fiscal Year	Total Outcomes	Achieved	Not Achieved	Success Rate
2015/16	5	5	0	100%
2014/15	5	5	0	100%
2013/14	3	3	0	100%

The Soil and Water Conservation District promoted and assisted in the implementation of the County's Voluntary Agricultural District program, creating conservation plans for all qualifying properties within ten business days. All initial site visits concerning erosion and storm water related issues occurred within five business days of the request. The Conservation District promoted stewardship and awareness of soil and water conservation through educational initiatives, including presentations and Environmental Field Days at South Side Park. The department also oversaw the installation of conservation plans from the last ten years through spot checks and promoted the further use of its programs through local media and internet outlets. Finally, the Conservation District promoted the importance of local agriculture for environmental and community health by offering six presentations to community groups and the general public that reached approximately 400 people.

Outcomes

1. To provide timely customer service to Catawba County residents and landowners by providing them with technical assistance concerning the conservation of natural resources, 90 percent of initial site visits will occur within ten business days of request.

2. To increase environmental literacy of soil and water conservation in Catawba County by 40 percent through various educational initiatives, including, but not limited to educational contests, presentations, professional development, community events and civic involvement. This increase will be measured based on pre-test and post-test evaluations by participants.

FORESTRY

Department Services

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.

Budget Highlights

FORESTRY **Organization: 330050**

	2015/16 Actual	2016/17 Current	2017/18 Requested	2017/18 Adopted	Percent Change
Revenues					
Miscellaneous	$5,100	$5,100	$5,100	$5,100	0.0%
General Fund	53,418	63,101	80,094	64,494	2.2%
Total	**$58,518**	**$68,201**	**$85,194**	**$69,594**	**2.0%**
Expenses					
Supplies & Operations	$58,518	$68,201	$85,194	$69,594	2.0%
Total	**$58,518**	**$68,201**	**$85,194**	**$69,594**	**2.0%**

Contractually, Catawba County funds 40 percent of the total budget for Forestry, with the State of North Carolina funding the remaining 60 percent.

Forestry's budget increased $1,393 (2.0 percent) due to small operating increases across the Forestry accounts. Forestry requested replacement of a 2008 regular cab truck with 90,000 miles that has had no troubles so far, but that the State believed was close to end-of-life. However, based on the County's replacement schedule of 125,000 miles, the replacement is not recommended for another 2 years.

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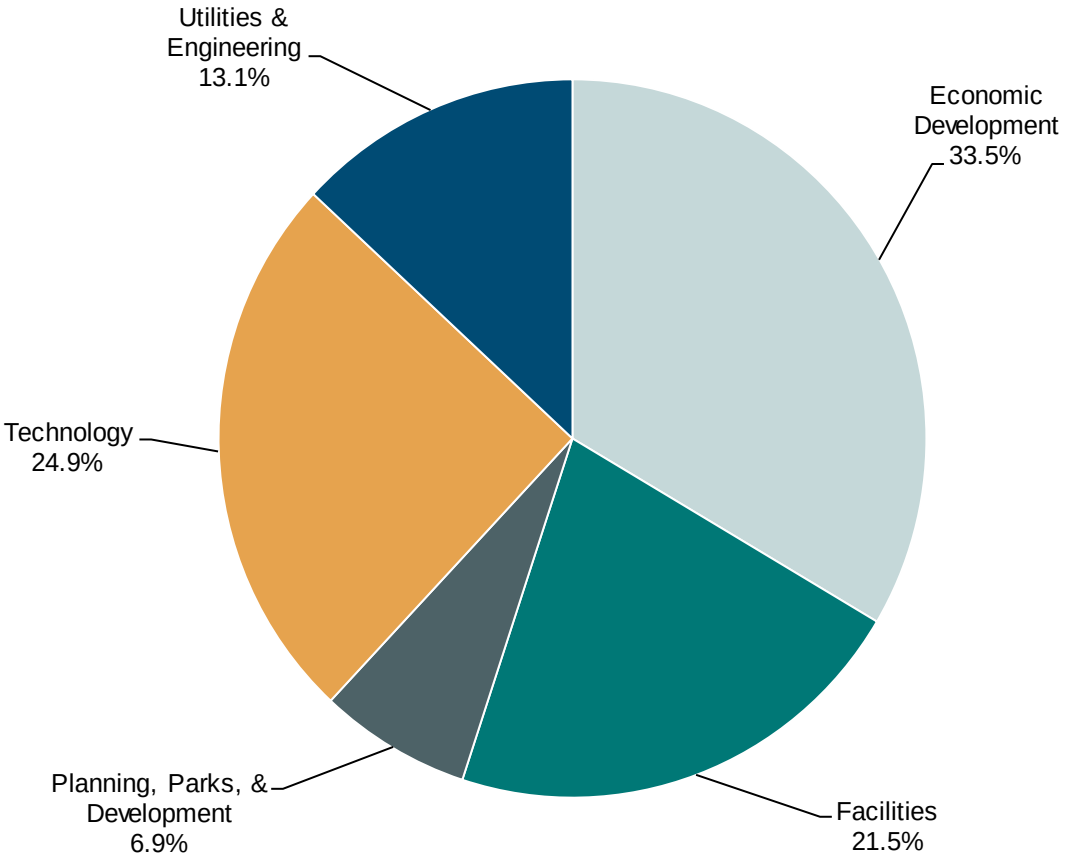
ECONOMIC & PHYSICAL DEVELOPMENT

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 $20,553,876 or 9.7 percent of the total expenditures, including related capital projects budgeted in general capital projects. The General Fund portion of the budget is $18,115,226.



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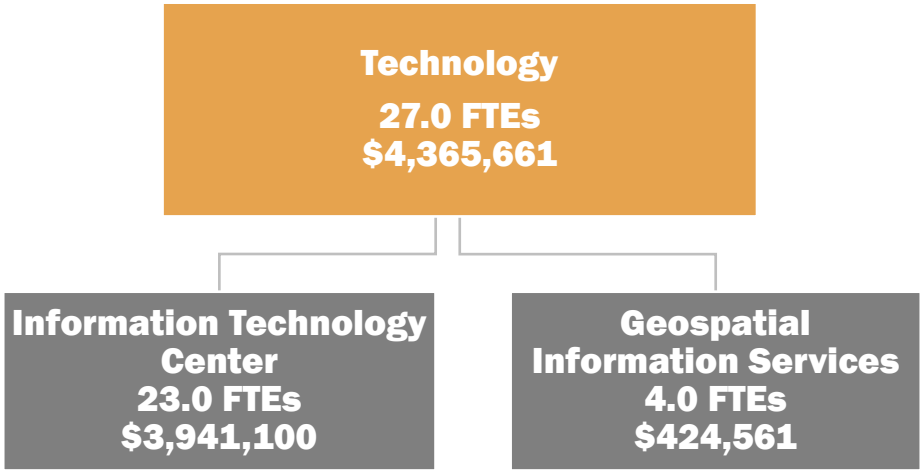
TECHNOLOGY

Key Function Organization Chart



Department Services

INFORMATION TECHNOLOGY CENTER (ITC)

To provide reliable, responsive solutions to enhance the delivery of County government services and ensure the availability, integrity, and security of vital government data which facilitates commerce and enhances quality of life in the community. This will be accomplished through exceptional customer service, commitment to excellence, fostering partnerships, and providing consultation to stakeholders. Technology's guiding principles are to leverage partnerships and resources through collaborative efforts, empower internal and external customers, and to transform services and business processes through cost-effective, value- added solutions.

GEOSPATIAL INFORMATION SERVICES (GIS)

To provide reliable geographic data and tools to citizens and stakeholders to facilitate commerce and promote efficiencies. GIS fosters collaborative efforts and promotes good government as a multi-jurisdictional initiative involving the integration of resources from the County and the participating municipalities.

Budget Highlights

TECHNOLOGY

Organizations: 410200 - 410250

	2015/16 Actual	2016/17 Current	2017/18 Requested	2017/18 Adopted	Percent Change
Revenues					
Local	$311,208	$319,861	$297,861	$238,441	-25.5%
Charges & Fees	8,747	10,500	10,000	8,000	-23.8%
Indirect Cost	545,804	623,616	623,616	631,353	1.2%
General Fund	2,929,940	3,339,266	3,475,904	3,487,867	4.5%
Total	**$3,795,699**	**$4,293,243**	**$4,407,381**	**$4,365,661**	**1.7%**
Expenses					
Personal Services	$2,096,050	$2,424,151	$2,416,698	$2,418,278	-0.2%
Supplies & Operations	1,453,912	1,688,317	1,843,814	1,800,514	6.6%
Capital	245,737	180,775	146,869	146,869	-18.8%
Total	**$3,795,699**	**$4,293,243**	**$4,407,381**	**$4,365,661**	**1.7%**
Expenses by Division					
Information Technology Center (ITC)	$3,423,291	$3,878,420	$3,982,802	$3,941,100	1.6%
Geospatial Information Services (GIS)	372,408	414,823	424,579	424,561	2.3%
Total	**$3,795,699**	**$4,293,243**	**$4,407,381**	**$4,365,661**	**1.7%**
Employees					
Permanent	26.00	27.00	27.00	27.00	0.0%
Hourly	0.50	0.50	0.52	0.52	4.0%
Total	**26.50**	**27.50**	**27.52**	**27.52**	**0.1%**

The budget increase of $72,418 (1.7 percent) is almost entirely attributable to the operating impact of the Justice and Public Safety Center expansion. Telephone service and part-time wages also increased.

Performance Measurement

FISCAL YEAR 2017/18

Technology will focus on reliability and productivity of the County's network by blocking at least 99 percent of all security risks at the perimeter of the network, ensuring 90 percent of service requests are completed in one business day, and ensuring 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.

MID-YEAR FISCAL YEAR 2016 /17

At mid-year, the Information Technology Center (ITC) and GIS were on target to meet or have met all but two of their outcomes.

The department has blocked 99 percent of all security risks, ensuring the County's network remains secure and reliable. ITC has also ensured the County's network has been available just under 100 percent of the time, exceeding the 99 percent goal. The two outcomes not on target,

are completing 90% of service requests within one day and completing 90% of long-term projects within the agreed-upon time.

GIS maintained greater than 99 percent uptime for the County's real estate website, which provides great service to the 14,000 stakeholders who visit the website monthly (making GIS one of the County's most visited sites). GIS responded to every mapping and data requests from the public and internal customers within 24 hours, maintaining high quality customer service. GIS worked collaboratively with Cooperative Extension to develop a farm goods inventory system.

FISCAL YEAR 2015/16

Fiscal Year	Total Outcomes	Achieved	Not Achieved	Success Rate
2015/16	10	9	1	90%
2014/15	11	10	1	91%
2013/14	17	14	3	82%

ITC achieved six of its seven outcomes. First, ITC ensured continued reliability of the County's network by replacing 67 percent of existing core network switches. The County's network remained protected from potential security breaches. Through monitoring of the network and infrastructure, at least 99 percent of potential security risks were mitigated. ITC provided reliable communications, data and web service availability for citizens and employees by ensuring a 99.8 percent uptime network availability. The department enhanced the County's mobile platform's usage and visibility, iCatCo, increasing the number of unique users by 224 percent. ITC ensured costumers were treated professionally and courteously, which was confirmed with a 98.6 percent customer satisfaction rate for the year. The department completed 91 percent (9,691) service tickets within 2 days or less, providing high quality and timely services to all County technology users. The number of help requests increased from the previous year by 1,155 or 13.53 percent.

Technology's lone unsuccessful outcome was to increase the knowledge and empower the County's workforce through relevant trainings. A major reason for missing the outcome involved the department's loss of its designated trainer position.

GIS achieved all three of its outcomes for Fiscal Year 2015/16. GIS provided reliable geospatial information, supporting and enhancing business operations economic development by maintaining a 99 percent uptime. More than 95 percent of public requests for maps and data were responded to within 24 hours. GIS supported the Sheriff's Office by reducing the time it takes to report statistics by 75 percent, reducing an 8-12 hour process to just 2 hours.

Outcomes

INFORMATION TECHNOLOGY CENTER

1. To ensure the County's network remains secure and reliable, ITC will block at least 99 percent of all security risks at the perimeter of the network during Fiscal Year 2017/18.

2. To enhance productivity, ensure citizen access, and promote community engagement, ITC will provide a minimum of 99 percent network availability as measured by performance monitoring tools during Fiscal Year 2017/18.

3. To ensure customers are treated professionally and courteously, ITC will realize an average rating of no less than 94 percent satisfaction, as measured by random customer satisfaction surveys, during Fiscal Year 2017/18.

4. To help ensure maximum staff efficiency, 90 percent of service requests, excluding special projects, will be completed within one business day during Fiscal Year 2017/18.

5. To optimize resources and promote process improvement efforts, 90 percent of projects assigned to the project management team will be completed within the agreed upon timeframes outlined in the project plan agreement during Fiscal Year 2017/18.

6. To enhance business operations, promote efficiencies, and maximize county investment in application development and software, Technology will assist departments in realizing a 15% savings in staff time or financial savings, or combination of both, in at least two major software applications during Fiscal Year 2017/18.

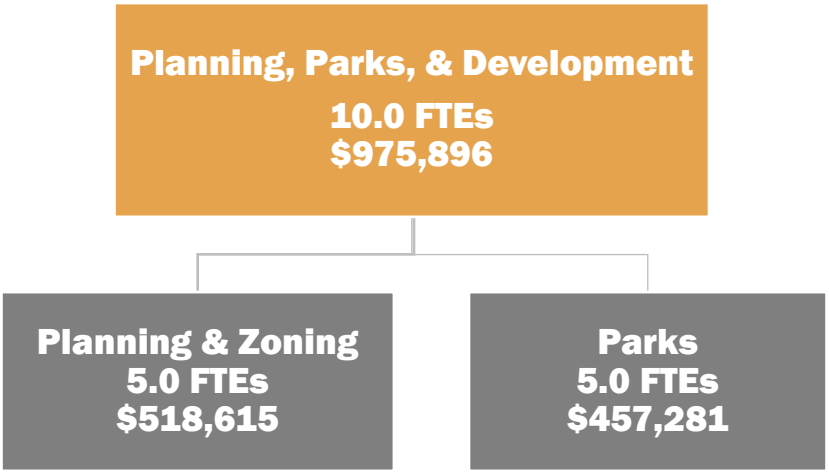
GEOSPATIAL INFORMATION SERVICES (GIS)

1. To support and enhance business operations and economic development, the geospatial information residing on the GIS Web sites will be available to stakeholders at least 99 percent of the time during Fiscal Year 2017/18.

2. To support county-wide decision making for economic development, public safety, and other initiatives, GIS will complete at least 97 percent of map and data requests from all sources within 24 hours of target deadline during Fiscal Year 2017/18.

PLANNING, PARKS, & DEVELOPMENT

Key Function Organization Chart



Department Services

PLANNING

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.

COMMUNITY DEVELOPMENT

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.

PARKS

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.

Budget Highlights

PLANNING, PARKS, & DEVELOPMENT

Organizations: 420030 - 420040

	2015/16 Actual	2016/17 Current	2017/18 Requested	2017/18 Adopted	Percent Change
Revenues					
Charges & Fees	$52,187	$48,041	$48,041	$53,041	10.4%
Miscellaneous	20	400	400	400	0.0%
General Fund	815,219	906,284	930,989	922,455	1.8%
Total	**$867,426**	**$954,725**	**$979,430**	**$975,896**	**2.2%**
Expenses					
Personal Services	$726,851	$795,085	$805,810	$806,396	1.4%
Supplies & Operations	140,575	159,640	173,620	169,500	6.2%
Capital	0	0	0	0	0%
Total	**$867,426**	**$954,725**	**$979,430**	**$975,896**	**2.2%**
Expenses by Division					
Planning & Zoning	$466,604	$509,174	$519,322	$518,615	1.9%
Parks	400,822	445,551	460,108	457,281	2.6%
Total	**$867,426**	**$954,725**	**$979,430**	**$975,896**	**2.2%**
Employees					
Permanent	9.00	10.00	10.00	10.00	0.0%
Hourly	2.00	2.25	2.25	2.25	0.0%
Total	**11.00**	**12.25**	**12.25**	**12.25**	**0.0%**

The budget increase of $21,171 (2.2 percent) is due to supplies and operations increases related to acquiring property adjacent to Riverbend Park and planned increases in salary and benefits.

REVENUE HIGHLIGHTS

- *Planning Residential Zoning Permits ($5,000 increase)*: A $5,000 increase is based on year to date and prior year receipts for residential zoning permits. The department received $15,825 in Fiscal Year 2015/16, and is on pace to receive at least $18,000 this year compared to a budget of $10,000.

EXPENSE HIGHLIGHTS

- *Bean property supplies & operations ($8,376 increase)*: Additional funds are needed to prepare the Bean property, purchased earlier this year, for use including: telephone service and security system, repairs and maintenance ($3,470 increase for grass seed, pipes for culverts, marking posts, map stands, paint, water testing of well and other miscellaneous items), and small tools and equipment ($2,200 for a 6-8 foot heavy duty rotary mower-3 point hitch).
- *Riverbend Park Water & Sewer ($2,400 increase)*: An increase is needed to cover higher than anticipated monthly bills for the new water line installed last year to connect the park to the public water line on Highway 16, providing a more reliable water source and potential to serve the newly-acquired Bean property better.

Performance Measures

FISCAL YEAR 2017/18

Planning, Parks, and Development will continue to emphasize ensuring timely and quality customer service, promoting economic development, and increasing wellness opportunities for County citizens.

MID-YEAR FISCAL YEAR 2016 /17

At mid-year Planning, Parks, and Development was on target to meet 13 of its 14 outcomes of its Fiscal Year 2016/17 outcomes. The department provided high quality customer service by processing all rezoning requests (3), non-residential site plans (31), special and nonconforming use applications (9) and final major and minor (12) subdivision plans within target timeframes. Planning promoted and encouraged new opportunities for business creation by amending the Unified Development Ordinance. Planning continued to promote economic development opportunities along the Highway 150 Corridor by working to establish an "informal" council on planning similar to Highway 73. In regards to Development, Planning completed 3 units by January 31st under the 2015 Urgent Repair Program

Parks is on target to achieve its attendance goal (100,000) with a total of 80,401 patrons at mid-year. This is directly attributed to Catawba Parks being open six days week in Fiscal Year 2015/16. The Parks system had 146 volunteers and 359 volunteer hours during the first half of the year, putting it in target to achieving its target of 850 volunteer hours. Additionally, Parks had 1,054 patrons participate in educational programs, nearly accomplishing its yearly goal, of having 1,600 patrons.

FISCAL YEAR 2015/16

Fiscal Year	Total Outcomes	Achieved	Not Achieved	Success Rate
2015/16	14	12	2	86%
2014/15	13	12	1	92%
2013/14	15	14	1	93%

Planning, Development, and Parks met 12 of its 14 outcomes for Fiscal Year 2015/16. Planning met its customer service outcome of expeditiously and accurately reviewing development-related requests and projects by processing, reviewing and approving rezoning requests (8), non-residential site plans (31); minor (47), exempt (59) and family subdivision plans (32), and preliminary (1) and final major subdivision plats within 10 working days; residential zoning permits (648) within two working days; and special use, variance, and non-conforming applications (3) within 45 days of receipt of the completed application. The department continued to offer physical fitness and wellness opportunities for citizens and visitors by finishing the Carolina Thread Trail's (CTT) 0.25 mile natural surface trail at the Government Center Complex in Newton, which ties into the City of Newton's Heritage Trial and Newton/Conover sidewalk network creating a trail network of over 5 miles.

Department staff assisted the Catawba County Historical Association in preserving and promoting the Bunker Hill Covered Bridge throughout the fiscal year by completing additional parking and designing the sprinkler system. To promote economic development opportunities along the Highway 16 Corridor, the Planning department worked with NCDOT and Western Piedmont

Council of Governments (WPCOG) to prepare and adopt the Countywide Bicycle Mapping and Signage project.

The department was unable to meet its outcome for promoting economic development opportunities along the 321 corridor. One component of the outcome was to work with existing businesses to encourage participation in CTT development. However, after analysis, the properties were deemed not suitable for CTT development.

Planning, in partnership with WPCOG, 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 ($225,000) to complete four emergency home repairs. The grant closed out in November 2015. Urgent Repair CDBG grant funds ($75,000) were used to repair nine houses that posed an imminent threat to the life and safety of very low-income homeowners with special needs.

Parks achieved two of its three outcomes. To promote environmental stewardship education, reduce operating costs, and increase community involvement, Parks provided several volunteer opportunities for 364 volunteers to give 1,078 hours. Parks received 170,295 visitors during Fiscal Year 2015/16, a 63 percent increase from the Fiscal Year 14/15's end-of-year mark and 70 percent over its stated goal of 100,000 visitors.

The lone outcome not achieved pertained to patron participation in Parks' educational, interpretive, and school programs. Just 1,519 patrons participated in the programs, 81 (-5 percent) less than its outcome goal of 1,600.

Outcomes

PLANNING

1. To increase the housing inventory of moderately priced ($120,000-$170,000) new or renovated residential housing stock in desired locations throughout the County, Planning will:

    a. Participate in WPCOG's Vacant and Substandard Housing Taskforce.

    b. Provide input to Utilities and Engineering for Water and Sewer Prioritization Tool that incorporates infill potential.

    c. Engage cities and WPCOG in local programs discussions to explore possibility of aligning housing policies, joint venture program investments, and market facilitation to facilitate public investments in neighborhood or infill revitalization initiatives, as appropriate.

    d. Continue to watch the market and propose text amendments to facilitate ease of development as needed.

    e. Explore local applicability of national best practices as incentives for workforce housing (fee rebates, deferred loans, tear-down incentives, and expedited

approval process, etc.) and incorporate collaboration with area non-profits as appropriate.

f. Evaluate feasibility of establishing an annual national, state, or regional Housing Exposition.

PARKS

1. To increase the physical and mental health of County citizens:

    a. Explore potential funding strategies to support renovation and expansion of the County parks system, incorporating consideration of private sector involvement through public-private partnership models.

    b. Compile a proposed funding and phasing plan for parks improvements and new parks development.

        i. Develop a holistic revenue philosophy for Parks, incorporating potential fee options to support specialized amenity offerings.

        ii. Research local government policies defining parameters for entertaining potential sponsorship or naming opportunities for BOC consideration.

    c. Analyze potential options and costs associated with development of equestrian trails at Riverbend Park.

    d. In concert with County-wide branding efforts, develop and implement strategic marketing plan for parks that seamlessly incorporates all recreation assets regardless of ownership (County, municipalities, community non-profits, etc.)

CATAWBA COUNTY

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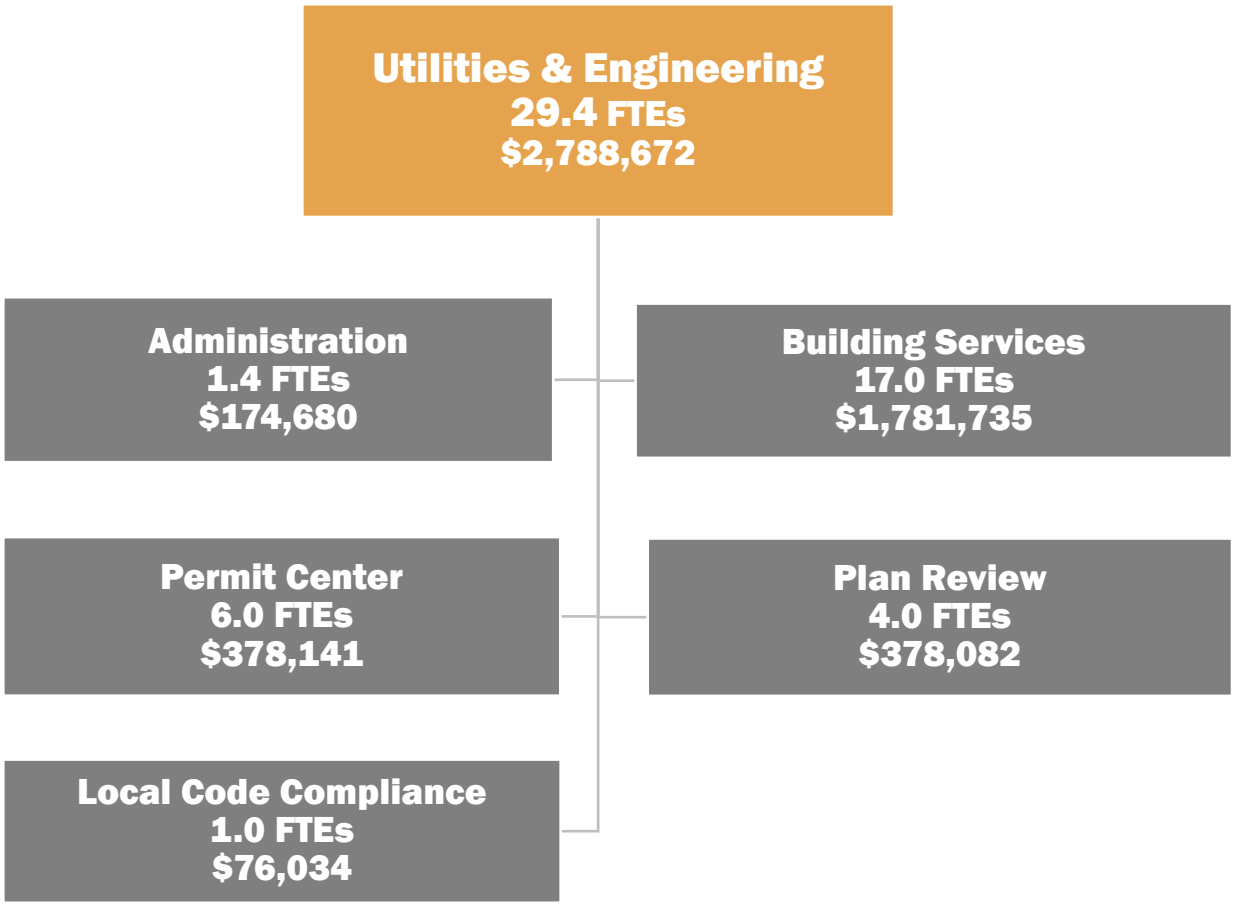
UTILITIES & ENGINEERING

Key Function Organization Chart



Department Services

BUILDING SERVICES

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.

PERMIT CENTER

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.

PLAN REVIEW

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.

LOCAL CODE COMPLIANCE & EROSION CONTROL

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.

Budget Highlights

UTILITIES & ENGINEERING

Organizations: 430050 - 430300

	2015/16 Actual	2016/17 Current	2017/18 Requested	2017/18 Adopted	Percent Change
Revenues					
Charges & Fees	1,552,599	1,849,213	2,149,295	2,156,880	16.6%
Miscellaneous	0	4,000	2,000	2,000	-50.0%
General Fund	681,429	667,530	530,640	629,792	-5.7%
Total	**$2,234,028**	**$2,520,743**	**$2,681,935**	**$2,788,672**	**10.6%**
Expenses					
Personal Services	$1,674,074	$2,066,564	$2,210,301	$2,212,022	7.0%
Supplies & Operations	420,073	394,179	407,680	412,696	4.7%
Capital	139,881	60,000	63,954	63,954	6.6%
Transfer - Permit Software Upgrade	0	0	0	100,000	
Total	**$2,234,028**	**$2,520,743**	**$2,681,935**	**$2,788,672**	**10.6%**
Expenses by Division					
Administration	$229,835	$173,203	$174,598	$174,680	0.9%
Building Inspections	1,303,046	1,480,712	1,675,724	1,781,735	20.3%
Permit Center	306,237	370,540	377,790	378,141	2.1%
Plan Review	249,997	332,403	377,848	378,082	13.7%
Local Code Compliance	144,913	163,885	75,975	76,034	-53.6%
	$2,234,028	**$2,520,743**	**$2,681,935**	**$2,788,672**	**10.6%**
Employees					
Permanent	22.15	27.15	29.40	29.40	8.3%
Hourly	0.00	0.00	0.00	0.00	0%
Total	**22.15**	**27.15**	**29.40**	**29.40**	**8.3%**

Utilities and Engineering's budget increased $267,929 (10.6 percent) partially driven by the addition of two Building Services Official III positions, one added during Fiscal Year 2016/17 and the other planned at mid-year subject to building activity. Additionally, the budget includes a transfer to General Capital Projects of $100,000 to begin setting aside funds to replace the building permit software, anticipated in the next four to five years. Both the positions and the transfer are funded by increased building permit revenue driven by increased construction activity.

REVENUES & EXPENSES

- *Stormwater and Erosion Control ($40,000 in revenues and $88,266 in expenses transferred)*: The budget transfers the Water Resources Engineer position to Building Services (0.5 FTE from Local Code Compliance in the General Fund and 0.5 FTE from the Solid Waste Management Fund) to better align expenses with the position's primary responsibility of providing soil sedimentation and erosion control plan review, permits, and inspections for new construction. Last fiscal year, the County began issuing a no charge small site permit to educate small site builders, mostly residential sites, of the applicable soil sedimentation and erosion control requirements. If a complaint is received on one of these small sites, the Water Resources Engineer visits the site and provides educational materials. A follow up site visit is required to determine if the site is in compliance. A site

visit is required monthly until the site is stabilized. During the first half of Fiscal Year 2016/17, over 66 site inspections were conducted.

REVENUES

- *Building Permits ($202,165 increase):* Building permit revenue received from the issuance of building, electrical, plumbing, mechanical, and mobile home permits is on track to surpass the 2016/17 approved budget by at least $200,000 and additional growth is expected in the coming year.

EXPENSES

- *Building Services Official ($107,615 increase):* The budget includes two Building Services Official III positions, one added in May 2017 and the other planned for mid-year subject to building activity. In January 2016, the Board instructed staff to request additional positions when demand increased to 14 inspections per inspector per day. Building Services is now experiencing increased demand and expects the inspections per inspector per day to consistently reach 14 in the next few months. The average number of inspections per inspector per day reached 11.86 in March with a high of 16.75 on March 14th. Additionally, the lack of qualified and experienced inspectors in the available workforce remains an issue across the state. Due to their inexperience and lack of certification, new hires generally require 18 to 24 months of education and experience before they are able to make a significant impact in daily operations.
- *Permitting Software set-aside ($100,000 increase):* The budget begins to set aside funds for the future replacement or upgrade of the County's permitting and inspection system, which has been in use for six years. Based on the current use of the system and service level, upgrade or replacement is expected to be needed in the next four to five years and cost $800,000 or more.

FEES

- *Plan Review Fee ($102,000 increase):*

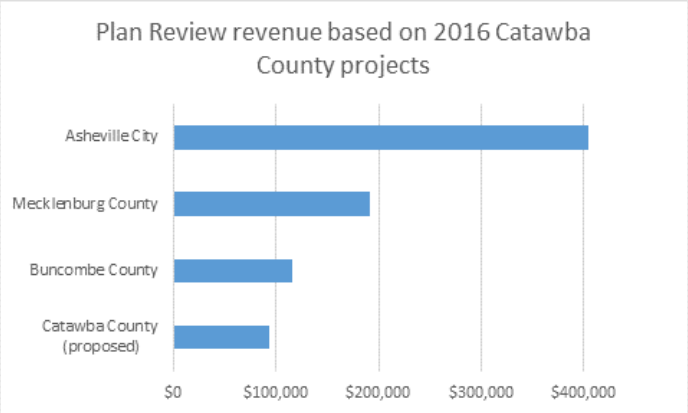
The fee philosophy for Building Services, including Plan Review, is to recover 100 percent of its cost from building permit and plan review fees. Building permit fees are calculated based on a formula driven by the cost of the overall project and the net cost (costs not covered by other fees) to operate Building Services. Currently, a flat fee of $10 per trade (mechanical, plumbing, electrical, building, fire) is charged for initial plan review and re-submittals, which doesn't cover the cost of providing plan review services and results in inequities as follows:

- The fee is the same regardless of the size of the project, so effectively smaller projects pay a larger fee relative to cost than larger projects.
- Plans for larger projects are more complex and often require more reviews than smaller projects. Additional reviews are charged the same $10 flat fee per trade.

Utilities & Engineering staff recommend Plan Review fees be adjusted based on cost per project instead of a flat fee basis to more closely match actual expenditures associated with work performed and services provided. Staff reviewed fee methodologies used by other jurisdictions

and found 4 main methodologies as reflected in the table along with the jurisdictions using each method. Cost of project is recommended over fee per square foot because it is more reflective of project complexity than number of square feet and is consistent with how building permit fees are calculated. For instance a shell building may have a lot of square feet but the plan review would be less complicated than a finished building with less square feet.

Fee per Square Foot	Cost of project	Flat Fee	Hourly Rate
Cabarrus County	Asheville City	Burke County	Alexander County
Caldwell County	Buncombe County	Lincoln County	
Forsyth County	Mecklenburg County		
Gaston County			
Iredell County			



The chart applies staff's proposed fee structure and the fee structures of other jurisdictions to Catawba County's actual projects in 2016 to provide an apples to apples comparison. As can be seen, the proposed fee would still be less than other jurisdictions using a cost of project fee methodology.

Project Cost	Adopted Fee
$1-$4,999	$40
$5,000 - $24,999	$75
$25,000-$49,999	$100
$50,000-$99,999	$150
$100,000-$149,999	$200
$150,000-$199,999	$250
$200,000-$299,999	$300
$300,000-$399,999	$350
$400,000-$499,999	$400
$500,000-$749,999	$500
$750,000-$999,999	$600
$1,000,000-$1,999,999	$750
$2,000,000-$2,999,999	$1,000
$3,000,000-$4,999,999	$1,250
$5,000,000-$6,999,999	$1,500
$7,000,000-$9,999,999	$1,750
$10,000,000-Over	$2,000

Resubmittal Fees

Currently, re-submittals are $10 for each trade. The proposed fee structure change would make the 1st re-submittal free; however, subsequent submissions would require the fees outlined below. Based on the chart above, resubmittals would have the greatest effect on larger projects, which tend to be more complicated projects and submitted by bigger firms that can afford the increased plan review fee.

Resubmittal	Adopted Fee
1st Resubmittal	No charge
2nd Resubmittal	½ Original Fee
3rd Resubmittal	Original Fee
4th Resubmittal	Original Fee
5th or Greater	In Office Meeting with Designer ($100/hr review 2 hour minimum)

Project Level	Adopted Fee
Level 1 Project ($1-$99,999)	$75
Level 2 Project ($100,000-$999,999)	$150
Level 3 Project ($1,000,000-Over)	$300

New Sign Plan Review

Staff recommends a new $20 per plan fee for sign plan review. Last year 240 sign plans were reviewed, but there was no fee for sign plan review so no revenue was collected.

Level of Service	Adopted Fee
Signs	$20

Express Plan Review

Builders will continue to have the option of paying an hourly rate to receive express services. Staff notes that projects over $100,000 generally take 12 or more hours to complete. This option is not used often but remains available for those who need it.

Level of Service	Adopted Fee
Exterior/Interior	$950/hr (Existing Fees)
Level 2 Project ($100,000-$999,999)	$800/hr (Existing Fees)

*All review fees are for paper or electronic formats.

Performance Measures

FISCAL YEAR 2017/18

Outcomes continue to focus on customer satisfaction, efficient service, and safety of the public through the enforcement of State and local development regulations. In Building Services, at least 90 percent of all requested inspections will be performed by the next day or on the contractor's requested inspection date. The division will also ensure it has no more than 1 sustainable complaint per 3,000 inspections performed.

MID-YEAR FISCAL YEAR 2016 /17

The following was accomplished during the first half of the fiscal year.

- 98.5 percent of inspections were completed within one day.
- There were no substantiated customer service complaints in the Permit Center
- Nearly every plan review, 532, was reviewed within 10 days
- 25 sets of erosion control plans were reviewed without any complaints

One outcome not on track was that not all inspections are being conducted by Level 3 Inspectors. This is due to the new inspectors still completing their training and certifications.

FISCAL YEAR 2015/16

Fiscal Year	Total Outcomes	Achieved	Not Achieved	Success Rate
2015/16	22	15	7	68%
2014/15	16	15	1	93%
2013/14	16	15	1	93%

Building Services applies the State code to protect the public's safety in terms of building code. One of the outcomes related to quality building inspections was not achieved. The goal was for 100 percent of all commercial and industrial building inspections to be performed by inspectors with the highest state certification available in the for main inspection certifications. However, that figure was instead 97.56 percent. 84 percent of required training was completed locally, and citizens continued use of the Remote Access Permitting Terminal, with 603 permits issued. Finally, 93.14 percent of requested inspections were performed on the day requested.

In the Permit Center, every outcome was achieved. Only one substantiated complaint was received but dealt with in 24 hours. Enhanced, real-time communication of permit issuance, scheduled inspections, and inspection results was provided through e-mail and text for over 1,500 customers. Similarly, electronic trade permit applications quadrupled to 1,631 from December 2015.

Plan Review achieved each of its outcomes, including completion of 154 safety requests within two days, review of 940 plans in an average of 5.7 days, well ahead of the 10-day goal, and no substantiated complaints came out of any plan review.

A completion of every local code compliance plan review was completed within 10 days (overall average 3.17). Additionally, 2,380 code compliance inspections and 46 erosion control plans had been completed, with no customer service complaints.

Outcomes

BUILDING SERVICES

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 service complaints within 24 hours.

2. 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.

3. To protect the public welfare, Building Services will respond to 100 percent of all complaints received concerning unsafe, unsanitary or otherwise hazardous and unlawful conditions in buildings or structures within 24 hours. Outcome will be measured by the number of complaints received and response time.

PERMIT CENTER

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 service 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

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 service 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.

EROSION CONTROL AND STORMWATER

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 service complaints within 24 hours.

3. In accordance with the Watershed Protection District Section 44-434 of the Unified Development Ordinance; the engineered stormwater controls (Best Management Practices) are required where built-upon area exceeds high density development limits. The Water Resources Engineer will perform plan review and issues approval notifications where applicable within the County. Provide timely plan review services by reviewing 100 percent of all stormwater controls within 10 working days, thereby promoting Catawba County's economic development.

LOCAL CODE COMPLIANCE

1. 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.

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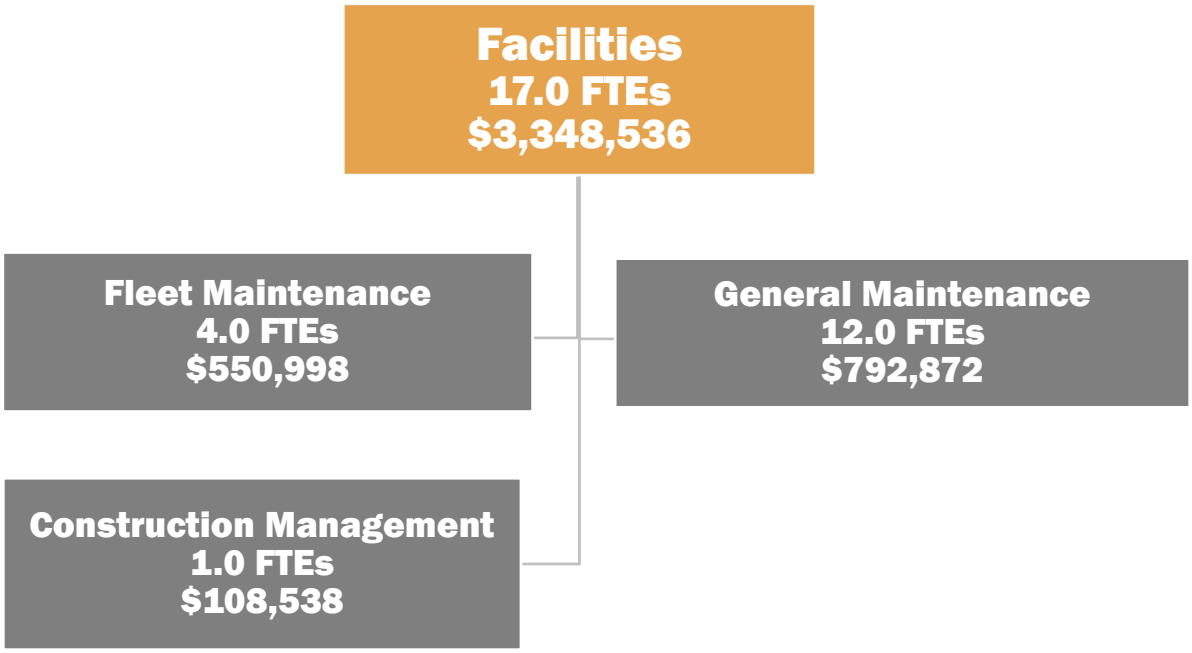
FACILITIES

Key Function Organization Chart



Department Services

CONSTRUCTION MANAGEMENT

Oversees the planning, design, and construction of a project, from its beginning to its end. The main purpose is to control a project's time, cost and quality.

FLEET MAINTENANCE

Maintain all Catawba County owned/contracted vehicles to the highest quality, efficiency, and cost effectiveness to maximize their useful life.

FACILITY MAINTENANCE

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.

Budget Highlights

FACILITIES

Organizations: 440010 - 440158

	2015/16 Actual	2016/17 Current	2017/18 Requested	2017/18 Adopted	Percent Change
Revenues					
1/4 Cent Sales Tax	$98,627	$104,739	$104,147	$104,147	-0.6%
Local	78,984	69,240	69,240	69,240	0.0%
Charges & Fees	2,839	3,500	3,000	3,000	-14.3%
Miscellaneous	97,202	32,000	30,750	30,750	-3.9%
General Fund	2,470,632	2,849,632	3,297,999	3,141,399	10.2%
Total	**$2,748,284**	**$3,059,111**	**$3,505,136**	**$3,348,536**	**9.5%**
Expenses					
Personal Services	$906,716	$1,000,739	$1,035,704	$1,036,699	3.6%
Supplies & Operations	1,773,649	2,020,372	2,429,871	2,272,276	12.5%
Capital	67,919	38,000	39,561	39,561	4.1%
Total	**$2,748,284**	**$3,059,111**	**$3,505,136**	**$3,348,536**	**9.5%**
Expenses by Division					
Fleet Maintenance	$510,714	$543,188	$550,764	$550,998	1.4%
General Maintenance	$766,471	$762,518	$793,050	792,872	4.0%
County Buildings	1,377,476	1,647,829	2,052,843	1,896,128	15.1%
Construction Project Management	$93,623	$105,576	$108,479	108,538	2.8%
Total	**$2,748,284**	**$3,059,111**	**$3,505,136**	**$3,348,536**	**9.5%**
Employees					
Permanent	16.00	17.00	17.00	17.00	0.0%
Hourly	0.40	0.40	0.40	0.40	0.0%
Total	**16.40**	**17.40**	**17.40**	**17.40**	**0.0%**

The budget increase of $289,425 (9.5 percent) is almost entirely attributed to annualizing the operating impact of the opening of the expanded Justice and Public Safety Center (JPSC), for which some partial year costs were included in the current year.

EXPENSE HIGHLIGHTS

- *General Buildings Maintenance Mechanic ($20,871 increase):* The annualized increase includes salary and benefits for a position approved last year and to start with the opening of the expanded JPSC. The expanded JPSC facility is increasing in size by 66 percent, requiring a dedicated Maintenance Mechanic to be responsible for managing any mechanical, electrical, plumbing, or other general repair or maintenance needs of the expanded facility.
- *Justice Public Safety Building Utilities, Maintenance, Supplies ($259,855 increase):* The recommended increase conservatively annualizes the 5 months budgeted for the current fiscal year. The specific adopted breakdown is as follows ($259,855):
  - Utilities (electricity, natural gas, water and sewer, diesel): $144,005
  - Maintenance (sanitation, janitorial, lawn & mowing, other contracts, generators, security, badge, repairs & maintenance): $106,814
  - Supplies (electrical, plumbing, janitorial, building): $9,036

FACILITIES CAPITAL PROJECTS BUDGETED IN GENERAL CAPITAL FUND

- *Facilities General Renovations ($100,000)*: The budget increases annual funding for general renovations from $60,000 to $100,000 to address needs of aging facilities.

- *Facilities Government Center Complex Improvements ($1 million):* The budget reserves $1 million from property tax funds dedicated to future jail operating needs for improvements to the Government Center Complex. With the completion of the Justice Public Safety Center (JPSC) expansion, it is anticipated that additional funds will be needed to make site improvements to areas disrupted by the construction, to renovate existing space vacated in the Government and original Justice Centers for other uses, and to assist with traffic flow on the campus.

- *Facilities St. Stephens Library Heating, Ventilation, and Air Conditioning (HVAC) ($250,000)*: The HVAC system at the St. Stephens Library is 25+ years old, almost 10 years past the normal life of an HVAC system. It is having mechanical issues, is not circulating air properly, and is very energy inefficient. Replacement of the unit is expected to decrease electricity expenses at the branch by roughly 25 percent. This project is funded by using funds set aside in previous years.

Performance Measurement

FISCAL YEAR 2017/18

Facilities will continue to focus on maintaining building environments that enable County employees to effectively perform their jobs, evaluating the service by developing and conducting a departmental satisfaction survey.

In Fiscal Year 2017/18, Fleet Maintenance will focus on improving efficiency while maintaining high standards for quality and customer service. Fleet Maintenance will assure that it continues to provide high quality, efficient service by directing mechanic time to preventative maintenance when possible and by determining the maintenance expenditures per vehicle type, measures used throughout the industry to benchmark effectiveness.

MID-YEAR FISCAL YEAR 2016 /17

At mid-year Facilities was on target to achieve or had already achieved 94 percent (14 of 15) of its Fiscal Year 2016/17 outcomes. A great deal of Facilities' success during the first half of the year centered on responsiveness to County building, vehicles, and equipment needs. 100 percent of all routine maintenance and repairs were completed within five working days. 100 percent of in-County roadside emergencies were responded to, repaired, or recovered within two hours of notification. 100 percent of all telephone problems were repaired within three working days of notification.

FISCAL YEAR 2015/16

Fiscal Year	Total Outcomes	Achieved	Not Achieved	Success Rate
2015/16	16	15	1	94%
2014/15	10	10	0	100%
2013/14	16	15	1	94%

Every Fleet outcome was achieved last fiscal year. Tire, parts, and fuel inventories were maintained and monitored at least 99 percent of the time. Nearly every vehicle (99 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. Finally, a productive “wrench time” baseline was established at 1225 hours. Fleet Maintenance also advised each department on vehicle neglect and abuse, thereby better managing the vehicles and behaviors.

Facilities achieved every outcome but one. A prioritized work plan to continue implementing energy efficiency is still being developed. Otherwise, lighting upgrades were made at Bakers Mountain, Riverbend, St. Stephens, and the Substation bringing energy efficient lighting to 92 percent of the County’s buildings. Furthermore, 99 percent of all routine maintenance was completed within five days. At least 98 percent of all routine maintenance, telephone problems, electrical problems, and plumbing problems were repaired within 3 days. Last, every road sign, new or damaged, was made, installed or repaired within 15 working days.

Outcomes

FLEET MAINTENANCE

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 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. Assist all departments with vehicle and driver management by advising, 100 percent of the time, each department of vehicle neglect or abuse.

7. Meet baseline expectation of 1,225 hours per employee for productive “wrench time”.

FACILITY MAINTENANCE

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-five percent of all telephone, electrical, and plumbing problems will be repaired within three working days of notification, as evidenced by work orders.

3. Ninety-eight percent of all routine maintenance and repairs will be completed within five working days, as evidenced by completed work orders.

4. Within 12 working days of notification, ninety-eight percent of all road sign damage will be repaired and new road signs will be installed.

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OTHER ECONOMIC & PHYSICAL DEVELOPMENT

This organization includes funding for outside agencies tied to economic development efforts, incentive payments to companies with economic development agreements and some general County expenses that aren't attributable to a specific department.

Budget Highlights

OTHER ECONOMIC & PHYSICAL DEVELOPMENT

Organization: 420050

	2015/16 Actual	2016/17 Current	2017/18 Requested	2017/18 Adopted	Percent Change
Revenues					
1/4 Cent Sales Tax	$108,928	$312,202	$308,532	$355,532	13.9%
Local	115,000	352,193	317,193	317,193	-9.9%
General Fund	5,338,767	5,519,882	6,068,567	6,063,736	9.9%
Total	**$5,562,695**	**$6,184,277**	**$6,694,292**	**$6,736,461**	**8.9%**
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%
Chamber of Commerce - Leadership Catawba Sponsor	0	0	1,000	1,000	0%
Convention & Visitors Bureau	20,000	20,000	47,000	20,000	0.0%
Economic Development Commission	286,527	295,925	303,165	307,266	3.8%
EDC Marketing	0	0	0	0	0%
EDC Claremont Speculative Building	0	36,000	0	45,000	25.0%
EDC NC Data Campus	52,000	551,612	551,615	551,615	0.0%
EDC Apple	4,820,403	4,723,596	4,738,940	4,759,008	0.7%
EDC - Axjo AB	0	8,338	14,231	14,231	70.7%
EDC Bed, Bath & Beyond	49,227	58,741	53,256	53,256	-9.3%
EDC - Blue Bloodhound	0	73,600	73,600	73,600	0.0%
EDC - Carolina Non-Woven	0	35,938	37,375	37,375	4.0%
EDC Dalco Non-Wovens	14,539	0	0	0	0%
EDC Fiserv	33,081	19,966	0	0	0%
EDC GKN Driveline	0	0	525,989	525,989	0%
EDC - GKN Sinter Metals	0	27,551	37,594	37,594	36.5%
EDC-GKN Sinter Metal Grant Adm	0	5,000	0	0	0%
EDC HSM	0	46,151	0	0	0%
EDC Miscellaneous	1,250	0	0	0	0%
EDC Park 1764	35,539	0	0	0	0%
EDC People's Bank	0	0	10,093	10,093	0%
EDC Punker	0	14,259	18,224	18,224	27.8%
EDC Sarstedt	30,620	37,985	0	0	0%
EDC Substance Incorporated	0	0	7,887	7,887	0%
EDC Transportation Insight	0	0	28,408	28,408	0%
EDC Turbocoating	52,163	52,163	0	0	0%
EDC Turbotec	14,044	0	0	0	0%
PDC LRU Health Sciences Center	20,000	20,000	20,000	20,000	0.0%
Economic Development Marketing	0	35,000	55,000	55,000	100.0%
Innovate Catawba	10,000	0	0	0	0%
NC Wildlife Commission - Beaver Mgmt.	4,000	4,000	4,000	4,000	0.0%
TDA - City of Hickory	67,072	65,784	64,497	64,497	-2.0%
WPCOG - Dues	42,044	42,168	42,176	42,176	0.0%
WPCOG - Growth Estimation Model	0	0	40,000	40,000	0%
WPCOG - Water Resource Committee	3,000	3,000	12,742	12,742	324.7%
Total	**$5,562,695**	**$6,184,277**	**$6,694,292**	**$6,736,461**	**8.9%**

Economic Development Commission (EDC) ($11,341 increase): Catawba County continues to provide the EDC with 51.5 percent of its overall funding, with the remaining 48.5 percent coming from municipalities. Funding by cities is based on population, total tax valuation, and business personal property valuation. The County's portion of EDC's Fiscal Year 2017/18 budget is $307,266, which is a $11,341 or.3.8 percent increase over the current year.

Incentives ($462,377 increase): Incentive payments increased by $462,377 driven primarily by investments in GKN Driveline. These contracts are negotiated to encourage business investment to grow the tax base and create new jobs and result in net revenue above the cost of the incentives that helps support County services.

Claremont Spec Building $45,000 ($9,000 increase): The budget includes $45,000 (a $9,000 increase) for the second Claremont Spec Building payment as approved by the Board of Commissioners at the April 3, 2017 meeting.

Chamber of Commerce ($5,000 for Edison Project, $2,500 for Visitor Information Center, and $1,000 for Leadership Catawba Sponsorship): The budget maintains current funding for the Edison Project at $5,000. This program is designed to identify, support, and reward new startup small businesses in Catawba 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 start-up assistance. Funding for the Visitor Information Center at $2,500 is also maintained. Additionally, $1,000 is included for continued Leadership Catawba Sponsorship. Previously this was paid from another line item rather than being separately identified in the budget.

LRU Health Science Center (maintained): Per the agreement approved in December 2013 to fund $20,000 per year for 5 years, the budget includes funding for the third of five annual payments to facilitate the development of Lenoir-Rhyne University's (LRU) Health Sciences Center. This project is in partnership with Catawba Valley Medical Center, Frye Regional Medical Center, the City of Hickory, and Catawba County EDC Committee of 100. The Center, which began offering classes in January 2016, is open to 48 new students and 5 to 6 full-time faculty and staff and houses a new Physician's Assistant program. The initiative involves LRU establishing clinical training centers and requires the University to develop certain medical programming and undergo rigorous analysis in consideration of further medical programming, including a potential medical school.

EDC NC Data Campus (maintained): The budget continues to include debt service ($551,615) for the NC Data Campus, a 70-acre multi-jurisdictional business park partnership between Catawba County, the Cities of Conover and Hickory, and the Towns of Maiden and Catawba. (Funds to support this expense include $314,419 from current and previously reserved ¼ cent sales tax, with the balance reimbursed by the municipal partners). The park bolsters Catawba County's economic development efforts by providing up to three shovel-ready sites marketed primarily for data center recruitment. These efforts also further bolster the region's efforts to create a cluster of data centers known as the NC Data Center Corridor, leveraging the presence of existing data centers like Apple and Google to transform the region's reputation into one that embraces innovation and high tech industry.

NC Wildlife Commission Beaver Management (maintained): Funding for the Beaver Management program is maintained at $4,000. The program helps landowners in dealing with beavers, which can be very destructive. The last available statewide report indicates that in total $5.28 is saved for every $1 spent on the program. Services are available to DOT in all 100 counties and are available to landowners, local governments, soil and water conservation districts, and others in the 42 counties that pay at least the base level participation fee of $4,000. Participation in the program means citizens and others pay a cost share of $20 for each visit to their property and $125 for dam removal.

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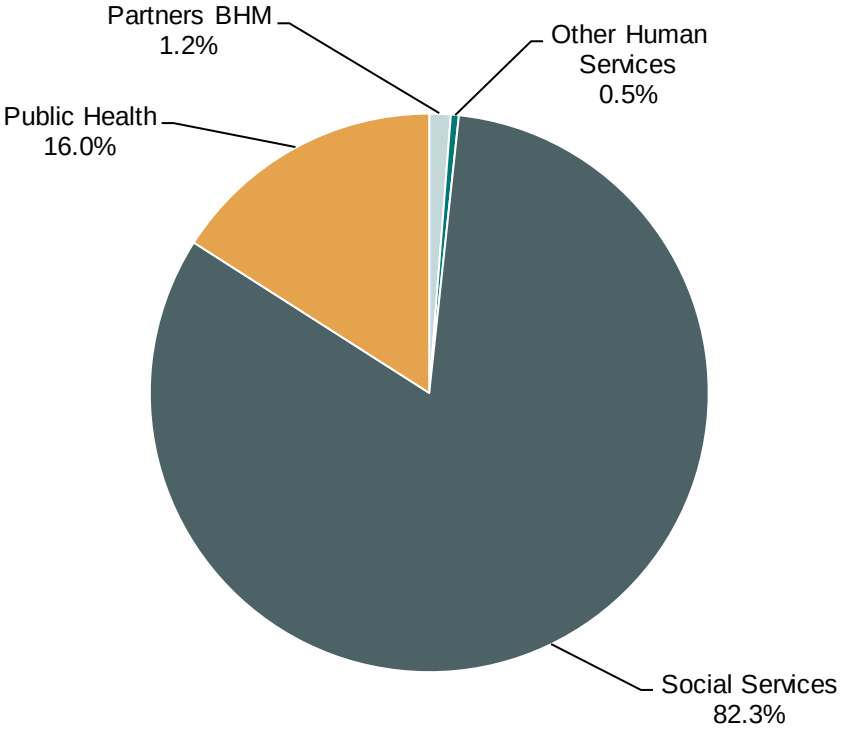
HUMAN SERVICES

The Human Services' budget of $51,844,844 is 20.8 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 $42,695,235 support human needs, and Public Health is projected to expend $8,269,759 for delivery and assurance of public health services. Other Human Resources include the Medical Examiner and is funded at $239,850 this fiscal year. $640,000 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.



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PARTNERS BEHAVIORAL HEALTH MANAGEMENT

Department Services

As a result of State mandated Mental Health Reform, mental health ceased being a County provided service in Fiscal Year 2008/09. The responsibility for managing and ensuring the delivery of needed services was shifted to Managed Care Organizations (MCOs) statewide. Catawba County is part of an 8-county MCO that includes Catawba, Burke Cleveland, Gaston, Iredell, Lincoln, Surry, and Yadkin Counties called Partners Behavioral Health Management (Partners BHM). Counties continue to be responsible for providing funds towards critical community mental health services not supported by State or Federal funds.

Budget Highlights

PARTNERS BEHAVIORAL HEALTH MANAGEMENT

Organization: 530900

	2015/16 Actual	2016/17 Current	2017/18 Requested	2017/18 Adopted	Percent Change
Revenues					
ABC 5 Cents Per Bottle	$48,464	$53,750	$53,750	$53,750	0.0%
ABC Profits	59,811	61,250	61,250	61,250	0.0%
CJPP Grant	0	0	0	0	0%
General Fund	514,881	525,000	525,000	525,000	0.0%
Total	**$623,156**	**$640,000**	**$640,000**	**$640,000**	**0.0%**
Expenses					
Mental Health Services	$509,000	$525,000	$525,000	$525,000	0.0%
Mental Health ABC Board Contract	114,156	115,000	115,000	115,000	0.0%
Drug Treatment Court	0	0	0	0	0%
CJPP	0	0	0	0	0%
Total	**$623,156**	**$640,000**	**$640,000**	**$640,000**	**0.0%**

The budget maintains funding to Partners BHM at $525,000 with increased flexibility in how County funds are used to address the mental health needs of Catawba County citizens. Partners BHM plans to use this flexibility to leverage funds from other sources to establish a one-stop location in partnership with local physical and behavioral health providers for citizens to gain access to same-day medical and mental health services.

ABC Funds: The budget maintains $115,000 consistent with the NC GS 18B-804 requirement that bottle taxes and a portion of ABC gross receipts be spent for the treatment of alcoholism or substance abuse, or for research or education on alcohol or substance abuse.

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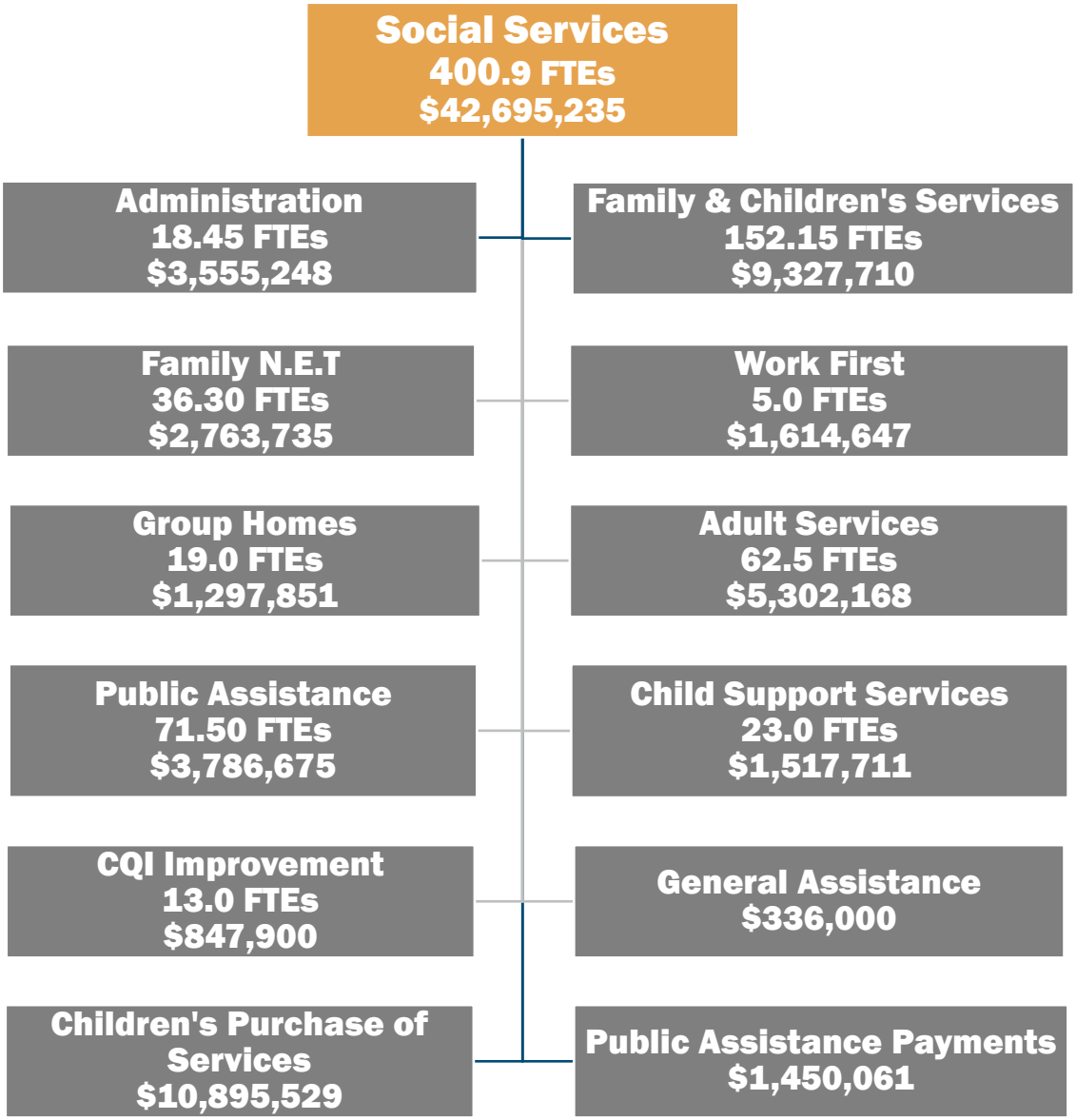
SOCIAL SERVICES

Key Function Organization Chart



Department Services

ADMINISTRATION

Enhance services provided by the Agency through a commitment of effective and efficient business practices that supports the best possible experience for the customer.

FAMILY & CHILDREN'S SERVICES

Child Protective Services

To ensure that vulnerable children in Catawba County experience safe, permanent, and nurturing families

Prevention

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

Permanency Planning

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

Child Wellbeing/Post Care

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

Family Builders

To ensure safe and nurturing families for children where their well-being needs are met and permanency is achieved.

Residential Services

To provide services that allow vulnerable children and adults to remain safely in their home whenever possible.

WORK FIRST

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.

ADULT SERVICES

Adult Protective Services

Empower vulnerable and disabled adults to live independently and free from abuse, neglect and exploitation.

Long Term Care

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.

Senior Nutrition/In Home Services

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.

Adult Medicaid

To assist aged, disabled, and blind individuals with access to and cost of medical care by timely and accurately determining Medicaid/Special Assistance eligibility.

Medicaid Transportation

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

FAMILY SUPPORT

Child Support

To ensure that Non-Custodial parents acknowledge and provide support for their children.

Food Assistance

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

Day Care

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.

Back Pack

To provide weekend nourishment to students in Catawba County who are hungry on the weekends. The Program provides each child with dinners, lunches, breakfasts, and snacks each weekend throughout the school year.

FAMILY N.E.T (NURTURING, EDUCATION, & TREATMENT)

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

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.

Outpatient Services

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

Early Childhood Support Team

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

Budget Highlights

SOCIAL SERVICES

Reinventing Department **Organizations: 560100 - 561000**

	2015/16 Actual	2016/17 Current	2017/18 Requested	2017/18 Adopted	Percent Change
Revenues					
Federal	$12,722,483	$14,880,119	$14,815,946	$14,815,946	-0.4%
State	3,545,398	3,620,659	3,477,131	3,477,131	-4.0%
Federal & State	8,455,642	9,515,863	9,522,548	9,522,548	0.1%
Local	1,817,914	2,534,051	2,404,765	2,404,765	-5.1%
Charges & Fees	171,337	159,600	154,650	154,650	-3.1%
Miscellaneous	330,533	297,500	307,500	307,500	3.4%
Contingency	0	1,200,000	1,200,000	1,200,000	0.0%
General Fund	9,378,241	10,390,556	10,853,090	10,812,695	4.1%
Total	**$36,421,548**	**$42,598,348**	**$42,735,630**	**$42,695,235**	**0.2%**
Expenses					
Personal Services	$20,876,970	$23,411,134	$23,392,213	$23,351,818	-0.3%
Supplies & Operations	15,496,370	17,874,214	18,098,417	18,098,417	1.3%
Capital	48,208	113,000	45,000	45,000	-60.2%
Special Contingency	0	1,200,000	1,200,000	1,200,000	0.0%
Total	**$36,421,548**	**$42,598,348**	**$42,735,630**	**$42,695,235**	**0.2%**
Expenses by Division					
Administration	$1,997,135	$3,564,766	$3,554,169	$3,555,248	-0.3%
CQI-Quality Team	$311,160	$764,146	$847,139	$847,900	11.0%
Family & Childrens Services	9,388,906	9,229,712	9,382,659	9,327,710	1.1%
Family Net	2,031,407	2,751,481	2,761,612	2,763,735	0.4%
Work First	1,272,555	1,875,979	1,614,354	1,614,647	-13.9%
Group Homes	1,068,347	1,336,691	1,296,739	1,297,851	-2.9%
Adult Services	4,853,313	5,327,427	5,298,511	5,302,168	-0.5%
Public Assistance	3,479,228	3,945,979	3,782,492	3,786,675	-4.0%
Child Support	1,176,966	1,388,472	1,516,365	1,517,711	9.3%
General Assistance	276,063	335,600	336,000	336,000	0.1%
Public Assistance Payments	975,680	1,385,061	1,450,061	1,450,061	4.7%
Children's Purchase of Servic	9,590,788	10,693,034	10,895,529	10,895,529	1.9%
Total	**$36,421,548**	**$42,598,348**	**$42,735,630**	**$42,695,235**	**0.2%**
Employees					
Permanent	400.90	400.90	400.90	400.90	0.0%
Hourly	8.26	3.55	3.55	3.55	0.0%
Total	**409.16**	**404.45**	**404.45**	**404.45**	**0.0%**

Fiscal Year 2015/16 Outcome Achievements			
Total Outcomes	Achieved	Not Achieved	Success Rate
54	49	5	90.7%

Social Services' budget represents a minor increase from the prior year. In the current year, the department "right-sized" staffing levels due to a combination of lost and stagnant revenue. The recommended budget focuses on providing mandated services, maximizing funds drawn down, and preserving/sustaining its Reinventing Fund Balance.

Performance Measurements

FISCAL YEAR 2017/18 OUTCOMES

The County provides Social Services approximately 26 percent of its budget, but as a reinventing department, emphasis is placed on the department's outcomes. The department's outcomes were streamlined from a proposed 69 to 49. This is a five outcome reduction from the previous year.

New Outcomes

This year, five outcomes focused on employee development and diversity that align with the Learning & Growth strategies in the County's Operational Excellence strategic plan focus area are recommended as follows:

1. To provide staff with a safe, healthy, and pleasant work environment, 70 percent (280 of 400) of staff will participate in at least 1 of the 4 events held to promote appreciation and positive work culture across the Agency.
2. To develop and retain caring, culturally competent, and diverse staff, 50 percent (280 of 400) of Social Services staff will participate in a Diversity Awareness event.
3. To support training, learning, and the ongoing growth and development of staff, 95 percent (16 of 17) Child Support Agents will show increase in knowledge/understanding of Child Support policy/practices and customer service as measured by retrospective surveys following completion of training.
4. To support training, learning, and the ongoing growth and development of staff, 90 percent (69 of 76) of Economic Services Eligibility Staff will show an increase in knowledge/understanding of policy/procedure as measured by retrospective surveys following completion of training.
5. To encourage teamwork, innovation, advocacy, and shared decision-making, 100 percent (6 of 6) of child welfare mandated services and post-care services will hold bi-monthly CQI Program Reviews where the team reviews data and identifies service delivery successes and challenges.

Existing Outcomes

Further alignment with the County's Strategic Plan in Operational Excellence can be found in several existing outcomes such as:

Process

- To achieve positive results through an ongoing commitment to continuous quality improvement (CQI), 93 percent (27 of 30) of all quarterly clinical accreditation self-audits will pass all required program components.

- To ensure ongoing attention and commitment to customer satisfaction with services, 90 percent (180 of 200) of customers served by Social Services and who complete a satisfaction survey will report satisfaction with the services they received.

Citizen/Customer

- To provide the highest standards of efficient and effective services, approved Food and Nutrition Service applications will be processed in an average of 8 days compared to the Federal goal of 25 days.

MID-YEAR FISCAL YEAR 2016/17

At mid-year, Social Services was on target to achieve (or had achieved) 53/57 outcomes. In Child Protective Services (CPS), the unit continues to provide the highest standards of efficient and effective services, 93 percent (925 of 994) of all accepted Child Protective Services intake reports were screened and assigned to a Social Worker for assessment within 3 hours of the time the report originated. Another CPS mid-year success is that 97 percent (34 of 35) of children with a substantiated report of abuse and/or neglect did not have another substantiated report within six months of the first report.

In regards to the foster care population, Social Services has made sure 99 percent (1,212/1,216) of children in foster care were visited at least once per month, as compared to the federal benchmark of 95 percent. Seeking to improve preventive services for vulnerable children and young adults, 100 percent (39 of 39) of youth ages 16-18 participated in developing their transition or emancipation plans toward independence.

Family Net has also experienced mid-year success. In the unit's effort to provide quality outcome focused programs and services for consumers that are responsive to the changing Human Services environment, Family NET Residential Services passed 94 percent (49 of 52) of all quarterly clinical accreditation self-audits achieving satisfactory on all required program components. Also, 100 percent (11 of 11) of children ages 2-5 years who completed services with the Clinical Specialists demonstrated greater resiliency, increased ability to meet his/her needs, and increased ability to express feelings with appropriate words and actions.

In Work First, 100 percent (51/51) of Work First Able Bodied Adults (with a means of transportation) received intensive employment services. Another mid-year success for Work First was 100 percent (152 of 152) of all caretakers receiving Work First participated in ensuring all educational and health needs of the children are being met. At mid-year in Adult Services, 97 percent (32/33) of persons who had experienced abuse, neglect, or exploitation did not experience a repeat incident. Adult Services also ensured 98 percent (255 of 259) of those served by the Special Assistance In-Home and Community Alternatives Programs for Disabled Adults were able to remain in their homes.

FISCAL YEAR 2015/16

Fiscal Year	Total Outcomes	Achieved	Not Achieved	Success Rate
2015/16	54	49	5	91%
2014/15	45	42	3	93%
2013/14	31	28	3	90%

Social Services achieved 90 percent (49/54) of its Fiscal Year 2015/16 outcomes. The Administration unit enhanced the agency's overall effectiveness by achieving

$81,084 (or 42.7 percent, a 12 percentage point increase from 30.7 percent in Fiscal Year 2014/15) in financial savings for the year. Additionally, Administration ensured that the agency collected 100 percent of federal and state allocations, Medicaid billings, and available grants. The Administration unit further ensured 98 percent of children in foster care are current on dental screenings, while 99.05 percent of children in foster care were current on medical screenings. Finally, Administration reduced trauma to children, promoted their well-being, and minimized the length of their stay in foster care by engaging parents in reunification (or clearing the child for adoption) for 90.9 percent (110/121) of children for whom an abuse, neglect, or dependency petition was filed.

Child Protective Services (CPS) achieved 22 of its 24 goals. A sampling of successes follows. The first outcome, to promote the ongoing safety of children and reduce recidivism, was achieved by 98 percent (284/294) of children with a substantiated report of abuse and/or neglect not having another report within six months. Next, CPS reduced the impact of neglect on a child's function and development by having 90 percent (56/62) of families identified as chronically neglectful not experiencing an additional finding of child maltreatment within 12 months of completing in-home social work services. The division continued to succeed in promoting early engagement to identify attainable goals and activities that are reasonable for the family and meet agency expectations for the safety of the children by having 93 percent (88/95) of CPS cases transferred to Family-In-Home Services having a behaviorally specific case plan in place within 7 days. Relatedly, the CPS unit saw that in 81 percent (79/97) of CPS cases transferred to Family-In-Home Services, parents/caregivers were able to demonstrate and explain at least two behaviors to keep their children safe within 30 days of the case transfer. Next, to improve self-sufficiency 88 percent (87/99) of all families served by CPS Family-In- Home Services identified two voluntary social supports (such as family members, friends, faith community, coaches, teachers, or others) who are willing to take an active role as a participant in the family's safety plan. Family-In-Home Services continued to be a productive program with 89 percent (311/350) of children participating remaining with parents or alternative caregivers rather than entering foster care. Next, CPS ensured timely CPS intake decisions with 2 percent (2545/2777) of all CPS intake reports screened for acceptance by a two level review (intake social worker and supervisor) within 2 hours of report receipt.

CPS only missed two outcomes. The division observed and interviewed, as appropriate, 92 percent (1531/1665) of all identified child victims within the required time frame established at screening (24 or 72 hours) in accordance with state standards, compared to a goal of 93 percent. CPS was also only able to complete 70 percent (1169/1665) of CPS assessments within expected case decision time frames, compared to a 72 percent goal.

Family NET achieved all eight of its outcomes. Family NET helped improve family functioning by having 92 percent (316/344) of children and adolescents served by Family Net outpatient services demonstrating 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. In promoting community safety and improving quality of life, Family NET ensured that 100 percent (66/66) of court-involved youth who received a minimum of 12 outpatient treatment sessions (individual, family, and/or group therapy) or who

completed their recommended treatment prior to 12 sessions during the year had no new juvenile legal charges while in the Family NET treatment program. Finally, in promoting social, emotional, and behavioral functioning of preschool children, Family NET ensured 96 percent (22/23) of children who completed services with the Clinical Specialists demonstrated greater resiliency, increased ability to meet his/her needs, and increased ability to express feelings with appropriate words and actions as measured by the Devereux Early Childhood Assessment, 2nd Edition.

Work First achieved all three of its Fiscal Year 2015/16 outcomes. The first outcome ensured that 100 percent (146 of 146; a 14 percent increase from 128 in the prior year) of the Able Bodied Work First adults with a means of transportation received intensive employment services. Work First also helped 92 percent of citizens who applied for crisis heating and/or cooling assistance receive assistance receive help through a partnership between Catawba County Social Services, Eastern Catawba Cooperative Christian Ministries, Greater Hickory Cooperative Christian Ministries, and Salvation Army. Finally, Work First strengthened the future well-being and independence of the children by having 100 percent of caretakers who received Work First ensure all educational and health needs of the child/children were met.

Adult Services achieved all six of its Fiscal Year 2015/16 outcomes. The first outcome empowered vulnerable and disabled adults to live in a safe environment by having 96 percent (58 of 61) of persons who have experienced a substantiated and confirmed incident of abuse, neglect, or exploitation not experience a repeat incident or maltreatment. Next the department increased the quality of care in Adult Day Care/Day Health Centers and Adult Care Homes (14 facilities) by providing training, education, consultation and follow-up monitoring. This ensured that concerns with care did not escalate to deficient levels. The third outcome pertained to Senior Nutrition Services. It ensured seniors were healthy and safe by providing services for seniors and disabled citizens that allowed them to remain in their own homes. Of adults served by the Special Assistance In-Home and Community Alternatives Programs for Disabled Adults, 99 percent (274/276) avoided premature placement in a care facility. Next, Adult Services supported health and wellness, independence, education, socialization, and reduced isolation of seniors by serving 99.17 percent (1,632 of 1,652; a 5.63 percent increase in those served) of eligible Catawba County citizens age 60+ persons requesting nutrition. Adult Services continued to assist elderly and disabled citizens in gaining access to medical care by providing 27,590 Medicaid Transportation trips (1 percent increase from prior year) to 2,496 unduplicated individuals (4.83 percent increase from prior year).

Medicaid Administration achieved all three of its outcomes for Fiscal Year 2015/16. To enhance the quality of children's health by increasing access, the unit ensured that 98 percent (20,463; 1,519 or 8 percent more than the previous year) of uninsured children ages 0-18 had access to Medicaid or North Carolina Health Choice. This performance exceeded the department's 93 percent goal and the State's 91 percent rate. The department was able to process 97 percent (5,036) of Medicaid applications within 25 days, assuring the medical needs of citizens were promptly met. This performance was better than the State's benchmark of processing 90 percent of Medicaid applications within 45 days. Finally, Adult Medicaid staff maintained an accuracy rating of 97.4 percent of all Adult Medicaid cases evaluated by state quality control monitors and local resource management reviews. This achievement assured families received their correct benefits.

Public Assistance achieved both its outcomes. The first outcome was achieved by having Food Assistance staff maintain a 98 percent accuracy rating, assuring families received their correct benefits. Second, the Public Assistance unit processed 99.5 percent (9,571) of food assistance applications within 9 days, surpassing its 98 percent goal.

Child Support failed to achieve either of its two outcomes. Child Support assured that 87.31 percent of children (compared to an 88 percent goal) were financially supported by both parents by making sure children in need of a child support order had one. Child Support fell $270,000 (2.31 percent) short of its collection goal with $11,414,181 in child support collected.

Outcomes

ADMINISTRATION

1. To provide outreach and preventive services for vulnerable children and adults working to build strengths and mitigate risks through skill building, service coordination and advocacy, for 88 percent (155 out of 176) of children for whom an abuse, neglect or dependency petition is filed, both parents will be made aware of the process (served) within six months of filing the petition.

2. To provide the highest standards of efficient and effective services, $120,000 of financial or time savings will be identified through the utilization of technology advancements, work procedure enhancements and cost saving initiatives.

3. To achieve positive results through an ongoing commitment to continuous quality improvement (CQI), 93 percent (27 of 30) of all quarterly clinical accreditation self-audits will pass all required program components.

4. To ensure ongoing attention and commitment to customer satisfaction with services, 90 percent (180 of 200) of customers served by Social Services who complete a satisfaction survey will report satisfaction with the services received.

5. To provide staff with a safe, healthy and pleasant work environment, 70 percent (280 of 400) of staff will participate in at least 1 of the 4 events held to promote appreciation and positive work culture across the Agency

6. To develop and retain caring, culturally competent, and diverse staff, 50 percent (280 of 400) of Social Services staff will participate in a Diversity Awareness event.

7. To encourage teamwork, innovation, advocacy, and shared decision-making, 100 percent (6 of 6) of child welfare mandated services and post-care services will hold bi-monthly CQI Program Reviews where the team reviews data and identifies service delivery successes and challenges.

FAMILY AND CHILDREN'S SERVICES

Child Protective Services

1. To provide the highest standards of efficient and effective services, 86 percent (1,769 of 2,056) of all accepted Child Protective Services intake reports will be screened and assigned to a Social Worker for assessment within 3 hours of the time the report originated.

2. To ensure ongoing attention and commitment to customer satisfaction with services that are responsive to the changing Human Services environment, 93 percent (2,061 of 2,216) of all Child Protective Services intake calls received during normal business hours will be answered by a social worker.

3. To administer services in accordance with Federal, State, and County laws and regulations, 90 percent (1404/1560) of all Child Protective Services Investigations and Family Assessments submitted to the Division will be initiated (interviewed and/or observed victim children) according to policy requirements.

Prevention

4. To maximize individual and family functioning through education, support, treatment, and access to needed resources, 93 percent (116 of 125) of students who receive Advocates for Children in Education (ACE) school social work services for at least 90 days will demonstrate improvement in at least one domain (life domain functioning, behavioral/emotional needs, risk behaviors, caregiver strengths, child strengths, acculturation) using the standardized Child and Adolescent Needs and Strengths Education Identification (CANS) Comprehensive Assessment.

5. To maximize individual functioning through education, support, treatment, and access to needed resources, 94 percent (188 of 200) of students seen by ACE school social workers for specific needs will have needs satisfactorily met within 15 school days of referral date, as determined by referral date and progress notes.

6. To provide outreach and preventive services for vulnerable children and adults working to build strengths and mitigate risks through skill building, service coordination and advocacy, 80 percent (120 of 150) of program participants who complete Teen Up programming will report an increase in protective factors (i.e. skills, strengths, resources, supports or coping strategies) based on pre and post-surveys.

Permanency Planning

7. To administer services in accordance with Federal, State, and County laws and regulations, 97 percent (2,437 of 2,512) children in foster care will be visited at least once per month, as compared to the federal benchmark of 95 percent and NC's of 85.8 percent.

8. To maximize individual and family functioning through education, support, treatment, and access to needed resources 93 percent (37of 40) of youth ages 16-18 will participate in developing and completing their transitional living plans toward independence.

9. To administer services in accordance with Federal, State, and County laws and regulations, 90 percent (2,194 of 2,437) of visits with children in foster care occur at least monthly in the child's residence as compared to the federal benchmark of 50 percent and North Carolina's 88 percent.

10. To provide quality outcome focused programs and services for consumers, which are responsive to the changing Human Services environment, 98 percent (140 of 147) of school age children in foster care will participate in at least one developmentally appropriate social/athletic/cultural/employment/spiritual activity.

11. To maximize individual and family functioning through education, support, treatment, and access to needed resources, 85 percent (83 of 98) of families open to Family In-Home (FIH) services will have all active child(ren)'s wellbeing needs identified within 30 days of opening services.

12. To administer services in accordance with Federal, State, and County laws and regulations, 80 percent (45 of 56) of families receiving Family In-Home services for 3 months or more will decrease their risk for future maltreatment as measured by the closing Risk re-assessment compared to the initial Risk Assessment.

Child Wellbeing/Post Care

13. To provide quality outcome focused programs and services for consumers that are responsive to the changing Human Services environment, 90 percent (18 of 20) of families served through Post Adoption Services will report an increase in knowledge of the implications of childhood trauma as measured by self-report retrospective scaling questionnaire.

Family Builders

14. To provide outreach and preventive services for vulnerable children and adults working to build strengths and mitigate risks through skill building, service coordination and advocacy, 90 percent (50 of 55) of children who have been in foster care for less than 12 months and who are placed with Catawba County Approved and Supported Resource Families will experience two or fewer placements.

15. To provide the highest standards of efficient and effective services, 90 percent (53 of 59) of children adopted from foster care in Catawba County will have a finalized adoption decree within 120 days of the adoptive family's attorney filing the adoption petition, which is 60 days fewer than the State allows.

Residential Services

16. To provide outreach and preventive services for vulnerable children and adults working to build strengths and mitigate risks through skill building, services coordination and advocacy, Foster Home Parents will meet with 93 percent (42 of 45) of core subject teachers of children who have resided at the cottages at least 90 days once every 9-week grading period to identify child's strengths and needs.

WORK FIRST

1. To provide outreach and preventive services for vulnerable children and adults working to build strengths and mitigate risks through skill building, service coordination, and

advocacy, 98 percent (196 of 200) of all caretakers receiving Work First will participate in ensuring all educational and health needs of the child(ren) are being met.

2. To ensure ongoing commitment and adherence to collaboration and partnerships with internal and external stakeholders, 97 percent (147 of 152) of audited cases will have service collaboration efforts with other programs in the agency when a case is known to be shared.

3. To support training, learning, and the ongoing growth and development of staff, 90 percent (69 of 76) of Economic Services Eligibility Staff will show an increase in knowledge/understanding of policy/procedure as measured by retrospective surveys following completion of training.

ADULT SERVICES

1. To maximize individual and family functioning through education, support, treatment, and access to needed resources, 93 percent (56 of 60) of vulnerable adults who have a finding of abuse, neglect, or exploitation, with services mobilized to remedy mistreatment, will not experience a repeat finding of mistreatment within 6 months of an initial finding.

Long Term Care

2. To provide services that allow for vulnerable children and adults to remain safely in their own homes whenever possible, 96 percent (247 of 257) of adults with a disability and served by Special Assistance In-Home and Community Alternatives Programs for Disabled Adults are able to remain in their homes.

3. To administer services in accordance with Federal, State, and County laws and regulations, 94 percent (15 of 16) of all concerns identified by the Adult Home Specialist will not escalate to noncompliance due to technical assistance and training.

4. To ensure ongoing attention and commitment to customer satisfaction with services, 97 percent (306 of 315) of seniors and adults who are disabled receiving in-home services will report positive outcomes, as evidenced by an annual satisfaction survey.

Senior Nutrition/In Home Services

5. Provide outreach and preventive services for vulnerable children and adults working to build strengths and mitigate risks through skill building, service coordination and advocacy, whenever possible 131,000 meals will be served by Senior Nutrition Program to eligible Catawba County citizens ages 60 years or older.

6. To ensure ongoing commitment and adherence to collaboration and partnerships with internal and external stakeholders, $35,000, approximately 7.5 percent of the total meal budget, will be raised annually to support the Senior Nutrition Program through collaborations and partnerships within the community.

7. To increase citizens' knowledge of internal and external services and resources, 95 percent (452 of 476/mo) volunteer coverage rate will be maintained for the Senior Nutrition Program.

Adult Medicaid

8. To achieve positive results through an ongoing commitment to continuous quality improvement, 97 percent (557 of 575) of cases reviewed by internal quality control review will assure that families are receiving the correct benefits.

FAMILY SUPPORT

Child Support

1. To assist citizens to become or remain economically stable and/or independent, 98 percent (147 of 150) of all eligible non-custodial parents currently in non-compliance with their child support order for court ordered participation will be referred to Project Re-Entry.

2. To assist citizens to become or remain economically stable and/or independent, 88 percent (5,896 of 6,700) of children who need a support order for child support will have one, as compared to the statewide average of 86.23 percent.

3. To support training, learning, and the ongoing growth and development of staff, 95 percent (16 of 17) Child Support Agents will show increase in knowledge/understanding of Child Support policy/practices and customer service as measured by retrospective surveys following completion of training.

Food and Nutrition Services

4. To administer services in accordance with Federal, State, and County laws and regulations, 95 percent (4,932 of 5,192) of all Modified Adjusted Gross Income (MAGI) applications will be processed timely (within 45 days) compared to the state's requirement to process 90 percent of all applications.

5. To provide the highest standards of efficient and effective services, approved Food and Nutrition Service applications will be processed in an average of 8 days compared to the Federal goal of 25 days

6. To administer services in accordance with Federal, State, and County laws and regulations, 98 percent (9,427 of 9,620) of all approved Food and Nutrition Service applicants will be processed timely (within 25 days).

7. To ensure diligent stewardship of local, state, and federal resources, and maintain fiscal strength, the Program Integrity Unit will investigate known and suspected overpayment situations, causing collections of state, county, and federal funds of $375,000 for FY 2017/18.

8. To administer services in accordance with Federal, State, and County laws and regulations, 97 percent of all Food and Nutrition Service cases evaluated by local Quality

& Training staff and state quality control monitors will be accurate compared to the current state accuracy rate of 95.02 percent (data as of April 2016).

Day Care

9. Provide outreach and preventive services for vulnerable children and adults working to build strengths and mitigate risks through skill building, service coordination and advocacy, 98 percent (98 of 100) of children needing child care while involved with Child Protective Services will be provided with care.

FAMILY N.E.T. (Nurturing, Education, and Treatment)

Outpatient Services

1. To maximize individual and family functioning through education, support, treatment, and access to needed resources, 80 percent (40 of 50) of children ages 3-17 who enter foster care will engage in treatment within 45 days of entering care through a comprehensive clinical assessment to provide needed interventions to address identified needs.

2. To provide quality outcome focused programs and services to consumers that are responsive to the changing Human Services environment, 92 percent (183 of 200) of children served by outpatient services will demonstrate improvement (at least a 10 point decrease) in at least one domain on the Child and Adolescent Functional Assessment Scale (CAFAS) after six months or upon completion of treatment.

Early Childhood Support Team

3. To maximize individual and family functioning through education, support, treatment, and access to needed resources, 93 percent (25 of 27) of children ages 2-5 years who complete services with the Clinical Specialists will demonstrate attachment, initiative and self-control as indicated by an increase in the total protective factors score as measured by the Devereux Early Childhood Assessment, 2nd Edition.

4. To maximize individual and family functioning through education, support, treatment, and access to needed resources, 96 percent (27 of 28) of child care teachers who actively participate in consultative services with the Education Specialists for at least 6 months will demonstrate maintenance or improvement in providing supportive classroom environments for children as measured by the Inventory of Practices for Promoting Children's Social Emotional Competence.

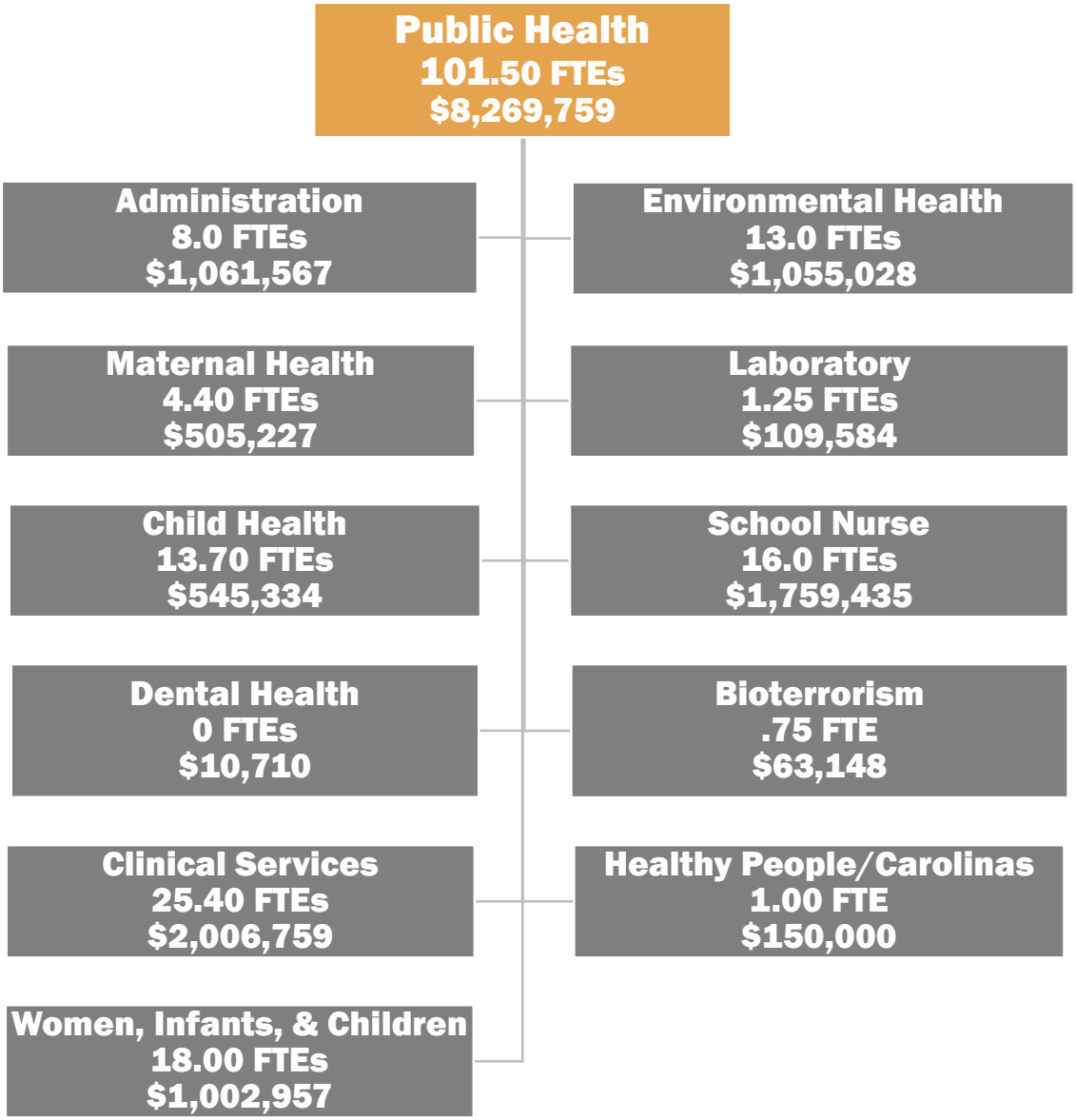
5. To maximize individual and family functioning through education, support, treatment, and access to needed resources, 100 percent (15 of 15) of children ages 3-5 years who enter Foster Care and who have not received any type of developmental screening to identify needs within the past 6 months will receive an initial Ages and Stages developmental screening within 30 days of the child being placed and remaining in a resource home.

6. To maximize individual and family functioning through education, support, treatment, and access to needed resources, 85 percent (17 of 20) of parents who participate in Level 4

Triple P Group or Standard interventions will demonstrate an increase in parenting skills as measured by the Parenting Scale.

PUBLIC HEALTH

Key Function Organization Chart



Department Services

ADMINISTRATION

To manage and administer quality, cost effective, and customer-driven public health programs and services to Catawba County residents.

FAMILY & CHILDREN'S SERVICES

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.

PRENATAL

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.

CHILD HEALTH

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.

Care Coordination for Children (CC4C)

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.

Early Childhood Support Team

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.

School Health

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.

BIOTERRORISM PREPAREDNESS & RESPONSE

Ensure Catawba County Public Health (CCPH) is prepared to prevent, mitigate, and/or respond to disease outbreaks and biological threats to our community.

COMMUNITY & ADULT HEALTH

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.

WOMEN, INFANTS, & CHILDREN (WIC)

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.

Budget Highlights

PUBLIC HEALTH

Organizations: 580050 - 580550

	2015/16 Actual	2016/17 Current	2017/18 Requested	2017/18 Adopted	Percent Change
Revenues					
Federal	$42,354	$41,000	$40,965	$40,965	-0.1%
State	1,214,500	1,084,920	1,121,237	1,121,237	3.3%
Federal & State	1,529,636	1,542,400	1,479,513	1,479,513	-4.1%
Local	791,815	823,196	840,954	834,833	1.4%
Charges & Fees	2,727,477	1,023,330	998,220	1,008,220	-1.5%
Miscellaneous	3,535,969	52,550	46,700	46,700	-11.1%
From Hospital Reserve	500,000	500,000	500,000	500,000	0.0%
Special Contingency	0	150,000	150,000	150,000	0.0%
Fund Balance	0	65,892	41,650	41,650	-36.8%
General Fund	(1,253,863)	2,809,396	3,119,976	3,046,641	8.4%
Total	**$9,087,888**	**$8,092,684**	**$8,339,215**	**$8,269,759**	**2.2%**
Expenses					
Personal Services	$7,325,913	$6,837,054	$6,949,549	$6,897,272	0.9%
Supplies & Operations	1,756,189	1,105,630	1,239,666	1,222,487	10.6%
Capital	5,786	0	0	0	0%
Special Contingency	0	150,000	150,000	150,000	0.0%
Total	**$9,087,888**	**$8,092,684**	**$8,339,215**	**$8,269,759**	**2.2%**
Expenses by Division					
Administration	$824,327	$1,023,650	$1,067,999	$1,061,567	3.7%
Home Health	1,774,015	0	0	0	0%
Environmental Health	883,016	1,000,034	1,118,308	1,055,028	5.5%
Maternal Health	526,834	504,543	504,969	505,227	0.1%
Laboratory	104,868	119,900	109,511	109,584	-8.6%
Child Health	1,000,458	541,514	544,942	545,334	0.7%
School Nurse	1,027,198	1,663,663	1,758,031	1,759,435	5.8%
Dental Health	118,882	10,650	10,710	10,710	0.6%
Bioterrorism	68,453	62,438	63,105	63,148	1.1%
Healthy People/Carolinas	15,680	150,000	151,264	150,000	0.0%
Clincial Services (fmr. Nurses/FP)	1,870,610	2,006,233	2,008,404	2,006,759	0.0%
WIC	873,547	1,010,059	1,001,972	1,002,967	-0.7%
Total	**$9,087,888**	**$8,092,684**	**$8,339,215**	**$8,269,759**	**2.2%**
Employees					
Permanent	133.80	100.50	102.50	101.50	1.0%
Hourly	2.33	0.25	0.25	0.25	0.0%
Total	**136.13**	**100.75**	**102.75**	**101.75**	**1.0%**

The budget is a 2.2 percent increase from the prior year. The increase is largely due to the annualized costs of 1 Environmental Health Specialist position for the Onsite Well and Waste Water division added during Fiscal Year 2016/17 and a school nurse position created via reclassification of an existing position.

Performance Measurement

FISCAL YEAR 2017/18

Catawba County Public Health will continue to focus on providing high quality health services for the County's citizens during Fiscal Year 2017/18. The department will identify and complete two Quality Improvement projects maximizing efficiency and/or reducing operational costs. In Environmental Health, the department will complete 85 percent of all onsite well and septic system permits within 15 process days. In Children's Services, seventy percent of pediatric providers in Catawba County will implement maternal depression screening at all newborn visits. In Adult Health, the number of women who receive breast exam services will increase. As part of a multi-year Bioterrorism Preparedness and Response project, the department will demonstrate medical readiness in preparation for public health emergencies.

MID-YEAR FISCAL YEAR 2016/17

At mid-year, Public Health was on target to achieve (or has already achieved) 30 of its 33 outcomes. In Health Administration, the division continued to provide high quality customer service as evidenced by 99 percent of surveyed customers reporting that they were either "satisfied" or highly satisfied" with Public Health services. The Environmental Health unit was on target to inspect 100 percent of permitted food service and lodging establishments. As of December 31, 2016, 1,097 inspections had been conducted at 1,001 permitted establishments, and 11 food service education and training sessions with a total of 75 participants had been held. In Children's Health, at mid-year the department ensured that 100 percent of uninsured or under-insured children served through the Healthcare Access Partnership with Catawba Pediatric Associates, PA (CPA) were referred to CCPH programs such as Dental, WIC, ECST, School Health, and CC4C. In Adult Health, 100 percent (11/11) of women screened for breast cancer in the Adult Health Clinic who were referred to an outside provider for evaluation and/or treatment of abnormal breast findings followed through with obtaining care.

FISCAL YEAR 2015/16

Fiscal Year	Total Outcomes	Achieved	Not Achieved	Success Rate
2015/16	40	31	9	78%
2014/15	37	34	3	92%
2013/14	39	36	3	92%

Fiscal Year 2015/16 Public Health Administration achieved both of its outcomes. Administration successfully oversaw a quality improvement process in children immunizations. In a collaborative effort between Immunization and Care Coordination for Children (CC4C) staff, children in need of immunizations were identified and care takers were informed of the immunization's health benefits. This resulted in an increased County immunization rate for children < 24 months old from 82 to 85 percent. In another collaborative effort Public Health and Register of Deeds staff worked to develop efficiencies in their death certificate procedure. 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.

Home Health achieved one of its three outcomes for the fiscal year. At the close of Home Health operations, the unit ensured 98.78 percent of patients remained in their residence after discharge from home health services, surpassing the 85 percent goal.

The two outcomes not achieved by Home Health are directly attributed to the division’s sale in February 2016. Home Health was tasked with seeking out 1,300 patient referrals to maintain its viability in the local home health care market. The division received less than 300 referrals through February. The second outcome not achieved was ensuring patients received a timely and seamless transition to home care by initiating physician ordered services for 95 percent of patients within 48 hours. Unfortunately, Home Health missed this outcome by .7 percentage points, finishing February with 94.3 percent.

Environmental Health achieved three of its four 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 (2,340 inspections conducted at 1,028 permitted establishments). The number of inspections increased from the prior fiscal year by 10 while the number of permitted establishments increased by 37, staffing remained flat. Additionally, the department maintained a high level of responsiveness by investigating 100 percent of the 182 complaints received in the fiscal year within 48 hours. This was the second consecutive year that the department achieved 100 in this outcome. The third outcome achieved assured consistent application of Environmental Health rules and established best practices by exceeding 90 percent in the quality improvement process (QIP) evaluation as assessed by the program supervisor. The On-site Well and Waste Water division averaged a 99.7 percent QIP evaluation, while Food and Lodging achieved 98.72 percent.

The lone outcome not achieved was ensuring 92 percent of all On-site Well and Waste Water permits were granted within 10 Environmental Health process days. From the 543 permits issued, 454 (88.61 percent) were issued within 10 process days.

Maternal Health achieved one of its three outcomes. The division offered Pregnancy Care Management (PCM) services to all women identified as eligible (661), with 98 percent (651/661) of women enrolling in services. The PCM program promotes healthy mothers and healthy babies, which means 651 women have a better chance of having a healthy birth outcome than those women whom did not participate.

Maternal Health’s first missed outcome, to improve birth outcomes by ensuring women receive early and adequate prenatal care, required completing three conditions in order for it to be marked achieved. The first two conditions were satisfied. To improve birth outcomes, 63 percent (421/670; goal: 60 percent) of Catawba County residents that receive prenatal care from Catawba Valley Medical Center – Maternity Services (CVMC-MS) initiated prenatal care in their first trimester. Secondly, 94 percent (627/670; goal: 90 percent) of all women whom initiated care with CVMC-MS continued care throughout their pregnancy. The third condition, to decrease the number of prenatal patients that report smoking at the end of the pregnancy by 35 percent, was not achieved. Thirty percent (47/159) of prenatal patients reported they stopped smoking by the end of their

pregnancy. The second outcome missed, by just two percentage points, sought to ensure patients have continued access to safety net services (i.e. WIC, Family Planning, and care management) after delivery. The goal was 84 percent however, the department ensured 82 percent (406/497) of women receiving PCM services completed their six-week postpartum visit.

Child Health achieved all 13 of its outcomes. Child Health ensured vulnerable children have access to valuable healthcare support services and programs by having 100 percent of uninsured or under-insured children served through the Healthcare Access Partnership with Catawba Pediatric Associates, PA (CPA) referred to CCPH programs such as Dental, WIC, ECST, School Health, and Care Coordination for Children (CC4C). Similarly, CC4C services were offered to 100 percent (160/160) Neonatal Intensive Care Unit (NICU) within 30 days of discharge from the hospital. Furthermore all 160 NICU graduates established a medical home within 30 days of discharge from the hospital. Child Health assured a medical home was established for 100 percent (117/117) of children in foster care or with special health needs whom were referred to and received care from CC4C. Additionally, CC4C ensured 100 percent (22/22) of infants less than 1 year old and exhibiting signs of developmental delay were referred to CC4C case management, increasing the likelihood that a child will experience positive developmental outcomes. Upon evaluation, 83 percent (18/22) of infants were identified to receive early intervention services. Child Health also focused on having parents with children in CC4C use their child's medical home appropriately by ensuring 96 percent (53/55) of CC4C caseloads that had a hospital admission, emergency room visit, or hospital readmission contacted within 72 hours 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

Child Health ensured child care staff were trained and prepared to routinely manage children's medical conditions by having 100 percent (109/109) 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. Early Childhood Support Team (ECST) nurses managed a total of 27 care plans cumulatively for FY15/16. Of these 27 care plans, ECST nurses transitioned 12 children with medical needs to School Nurses in preparation for their 2016/17 kindergarten year. To promote a healthy child care environment, ECST nurses provided onsite consultation and a written improvement plan for four child care centers: Learning Garden, Sherrills Ford Learning Academy, Catawba Ridge, and Woodlawn CDC. One hundred percent of the child care centers (4/4) showed improvements in their scores in the areas of toileting/diapering and health practices. Child Health ensured the most-at-risk children in childcare were healthy as they entered kindergarten by having an ECST Clinical Specialist provide a comprehensive health assessment for the child and subsequently having the child referred to the appropriate resources/services at Public Health.

Partnering with the school systems insured better health for students by having 97 percent of students (280/288; goal: 95 percent) enrolled in the case management program meet their individual goals in areas such as attendance, grades, class participation, behavior, etc. Child Health increased the likelihood of healthy pregnancy outcomes by having 100 percent of identified pregnant students (9/9) referred to prenatal care within their first trimester.

Catawba County Dental Health, although contracted to Gaston Family Health Services in the autumn of 2015, achieved all three of its outcomes for Fiscal Year 2015/16 outcomes. First, the dental served 1,283 unduplicated patients, ages 5 – 19. This is 35 percent (333) more than the goal of 950 unduplicated patients. This effort greatly enhanced access to dental services for low income school aged children. The second outcome achieved, serving 450 children ages birth through four years of age, sought to increase dental services to those most in need. The clinic served 482 unduplicated children (exceeding the goal by 7 percent) ages birth through four years old. The last outcome achieved sought to improve access to dental services for low income pregnant women. At the end of the year, the dental clinic served 281 low-income pregnant women. This surpassed the goal of serving 50 women by 462 percent (231).

Bioterrorism achieved (or is on target to achieve) all three of its Fiscal Year 2015/16 outcomes. First, the department successfully increased the 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, an eight percentage-point increase from the pre-test. Additionally, 92 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 one multi-year outcome in Bioterrorism is to demonstrate Catawba County Public Health's readiness to conduct Medical Countermeasures operations in the event of Strategic National Stockpile (SNS) deployment during a public health emergency per the Centers for Disease Control and Prevention's (CDC) new standard, the Medical Countermeasure Operational Readiness Review Tool (MCMORR). Progress toward achieving this multi-year outcome began with Bioterrorism establishing a baseline for readiness in Fiscal Year 2015/16. The department scored "established" or "advanced" on 30 out of a total of 89 elements.

Clinical Services achieved three of its four outcome. Clinical Services assured that breast cancer was properly diagnosed and treated by ensuring 100 percent (18/18) of women screened for breast cancer at the Adult Health Clinic who were referred to an outside provider followed through with obtaining care. Public Health reduced the spread of sexually transmitted diseases in Catawba County by having 99 percent (281/284) of patients diagnosed with a sexually transmitted disease received treatment within two weeks, exceeding the goal of 90 percent. Clinical Services helped reduce the spread of Tuberculosis by having 100 percent (11/11; 7 percentage points better than the prior year) of patients identified with the Latent Tuberculosis Infection comply with treatment plan. Sixteen clients completed treatment during the fiscal year.

The lone unaccomplished outcome for Clinical Services sought to improve patient access to timely and convenient preventive and cancer screening by employing the "open access" appointment scheduling model. This resulted in an 83 percent patient show rate for Adult Preventive Health Clinic appointments, one percentage point shy of the goal.

WIC achieved one of its four outcomes for Fiscal Year 2015/16. Based on most recent data (from FY 2014/15) WIC saw 64.37 percent of WIC Farmers' Market vouchers redeemed (the highest redemption rate in the State), surpassing the goal of 60 percent. Fiscal Year 2015/16 data is unavailable at this time.

The first outcome not achieved by WIC attempted to maximize the growth and development of infants and children by maintaining a participant caseload of at least 97 percent of the State WIC program assigned caseload. Based on current available data (the last quarter of 2015/16 is not available) WIC maintained 93 percent of the State's base caseload, with 3,978 participants per month. This is a 5.8 percent decrease per month from the prior year. The division was unable to encourage 80 percent of women in the Breastfeeding Peer Counseling Program to continue breastfeeding for at least six weeks by having 78 percent of women enrolled continue to breastfeed at least six weeks. Finally, in an attempt to increase individual consumption of fruits and vegetables for lower-income individuals, the department increased SNAP/EBT purchases at the Public Health Farmers' Market by 12 percent, just three percentage points shy of the goal.

Outcomes

ADMINISTRATION

1. Catawba County Public Health will identify and successfully complete two Quality Improvement (QI) projects.

2. Catawba County Public Health will ensure programs, services, and staff meet the expectations of its internal and external customers by having 95 percent of surveyed customers report that they are "satisfied" or "highly satisfied" with Public Health services. (During FY15/16, 99 percent of those surveyed report that they were "satisfied" or "highly satisfied" with Public Health services.)

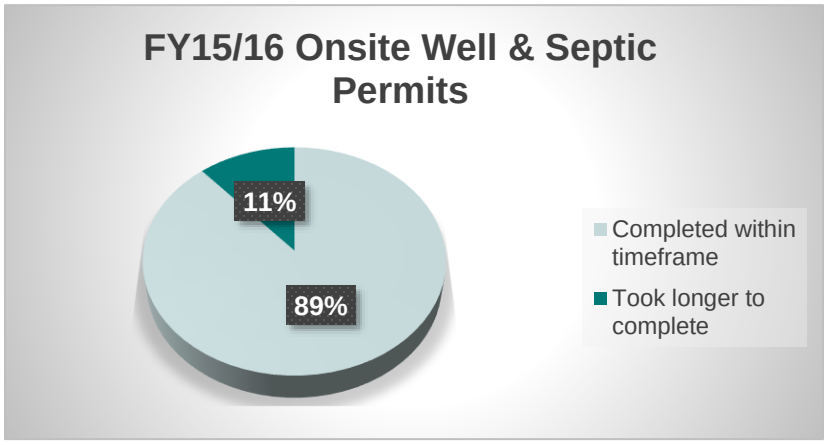
ENVIRONMENTAL HEALTH

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. (FY15/16 inspection rate was 100 percent.)

2. Environmental Health will respond to 98 percent of complaints related to possible violations of North Carolina Environmental Health statutes and rules within two business days after receiving the complaint. (FY15/16 response rate was 100 percent.)

3. Environmental Health staff will achieve an average Quality Improvement Program (QIP) evaluation of 95 percent for both field review and permit review components of the QIP. (FY15/16 Onsite Septic and Well Permits rate was 99.7 percent and FLI rate was 98.72 percent.)

4. Environmental Health will complete 85 percent of all onsite well and septic permits within fifteen Environmental Health process days. (FY15/16 completion rate was 89 percent.)



PRENATAL

1. All women identified as eligible will be offered OBCM services and 95 percent will be enrolled and receive OBCM services through a CCPH Care Manager. (In FY15/16, all eligible women were offered OBCM services while 98 percent (651/661) enrolled and received OBCM services. No State comparison data is available.)

2. Eighty percent of pregnant women residing in Catawba County who are receiving care management services through the Obstetric Care Management program will complete their postpartum exam. (In FY15/16, 82 percent (406/497) of CCPH prenatal patients completed their postpartum exam. No State comparison data is available.)

3. Thirty-two percent of women who report smoking at the beginning of their pregnancy (through CVMC-MS care) will report complete smoking cessation at their postpartum visit. (In FY15/16, 30 percent (47/159) of those who smoked reported complete smoking cessation at their postpartum visit.)

CHILDREN'S SERVICES

Child Health

1. Catawba County Public Health will offer and schedule vaccinations to 85 percent of 0-24 month old Women, Infants, and Children (WIC) clients who are out of compliance with immunization recommendations on the same day that they receive WIC services.

Care Coordination for Children (CC4C)

2. Seventy percent of pediatric providers in Catawba County will implement maternal depression screening at all newborn visits as recommended by the American Academy of Pediatrics.
3. CC4C case managers will ensure that 90 percent of children (ages 0-5) who are placed in Catawba County's custody are seen by their pediatrician within the recommended timeframes per Fostering Perspectives. (No data available for comparison)

Early Childhood Support Team

4. Ninety percent of the targeted facilities receiving onsite consultation with a written improvement plan developed with the Child Care Health Consultant (CCHC) will maintain or show improvement in health and safety practices after ECST nurse assessment and consultation.

5. Ninety percent of children referred to the ECST will receive a comprehensive health assessment.

School Health

6. School Nurses will screen 90 percent of all students appropriately identified with symptoms of mental, psychosocial, or emotional issues. No baseline data available.

7. Eighty-five percent of eligible seventh grade students will receive a Tdap booster and Meningococcal vaccine by the first day of school. (FY15/16 rate was 79 percent.)

8. 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.

9. In alignment with the County's strategic plan, CCPH staff and partners will advocate for all three school districts to pass best practice open-use policies, and at least 50 percent of schools throughout the County will be formally implementing and promoting open use of school grounds by June 30, 2018.

BIOTERRORISM PREPAREDNESS AND RESPONSE

1. All CCPH staff will participate in annual preparedness training and demonstrate a 90 percent competency score on the post test. (During FY14/15, 90 percent of staff scored 90 percent or better on the 25-question post-training preparedness test. No State or regional data available.)

2. Ninety 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. (FY15/16 call down drills averaged a 92 percent response from CCPH employees and partners within four hours.)

COMMUNITY AND ADULT HEALTH

1. Catawba County Public Health will increase the number of African-American women who receive breast exam services through BCCCP to 25 percent of the total BCCCP client population. (In FY15/16, 10.7 percent of screening mammograms were for African-American women).

2. Ninety-five percent of Adult Health Clinic patients diagnosed with a sexually transmitted disease will receive treatment within two weeks of diagnosis. (FY15/16 had a 99 percent treatment rate).

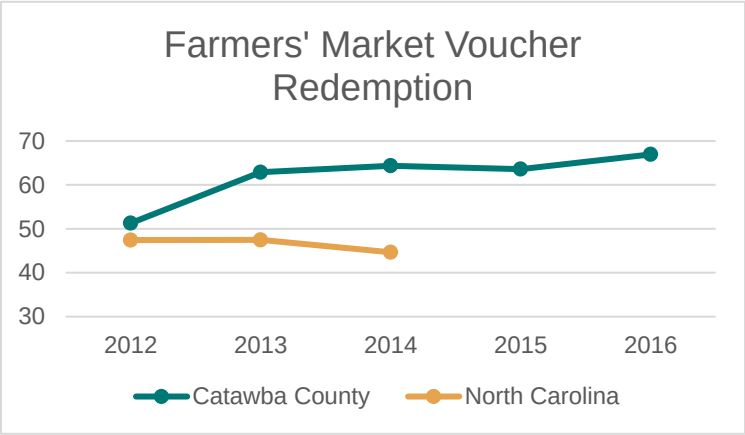
3. Eighty-five percent of all persons identified with latent TB will complete the recommended treatment. (FY15/16 had 100 percent Latent TB treatment completion).

WOMEN, INFANTS, AND CHILDREN (WIC)

1. In collaboration with Early Head Start and Head Start, Catawba County Public Health will increase the number of children participating in Early Head Start and Head Start who are enrolled in WIC by 35 percent. (During Fiscal Year 16/17, 53 percent [111/210] of children in Early Head Start and Head Start were enrolled in WIC).

2. Of women who are enrolled in WIC prenatally and deliver at Catawba Valley Medical Center, 90 percent will be contacted by a Breastfeeding Peer Counselor within 3 days, post-partum.

3. Sixty-five percent of WIC FMNP vouchers disbursed will be redeemed at local farmers' markets.



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OTHER HUMAN SERVICES

Department Services

Expenses associated with the Medical Examiner are housed in this section of the budget. Counties are required by statute to pay for Medical Examiner services and autopsy reports for County residents who die inside the County "if, in the opinion of the medical examiner investigating the case or of the Chief Medical Examiner, it is advisable and in the public interest that an autopsy or other study be made; or, if an autopsy or other study is requested by the district attorney of the county or by any superior court judge." Deaths requiring an autopsy that occur outside a person's county of residence are entirely the funding responsibility of the State.

Per North Carolina General Statutes, fees for the Medical Examiner and autopsies 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 $200.
- 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 $1,750.

Budget Highlights

OTHER HUMAN SERVICES

Organization: 510050

	2015/16 Actual	2016/17 Current	2017/18 Requested	2017/18 Adopted	Percent Change
Revenues					
General Fund	$182,050	$239,850	$239,850	$239,850	0%
Total	**$182,050**	**$239,850**	**$239,850**	**$239,850**	**0%**
Expenses					
Medical Examiner	$182,050	$239,850	$239,850	$239,850	0%
Total	**$182,050**	**$239,850**	**$239,850**	**$239,850**	**0%**

The budget maintains funding at the current level to cover the cost of state-mandated Medical Examiner and autopsy fees.

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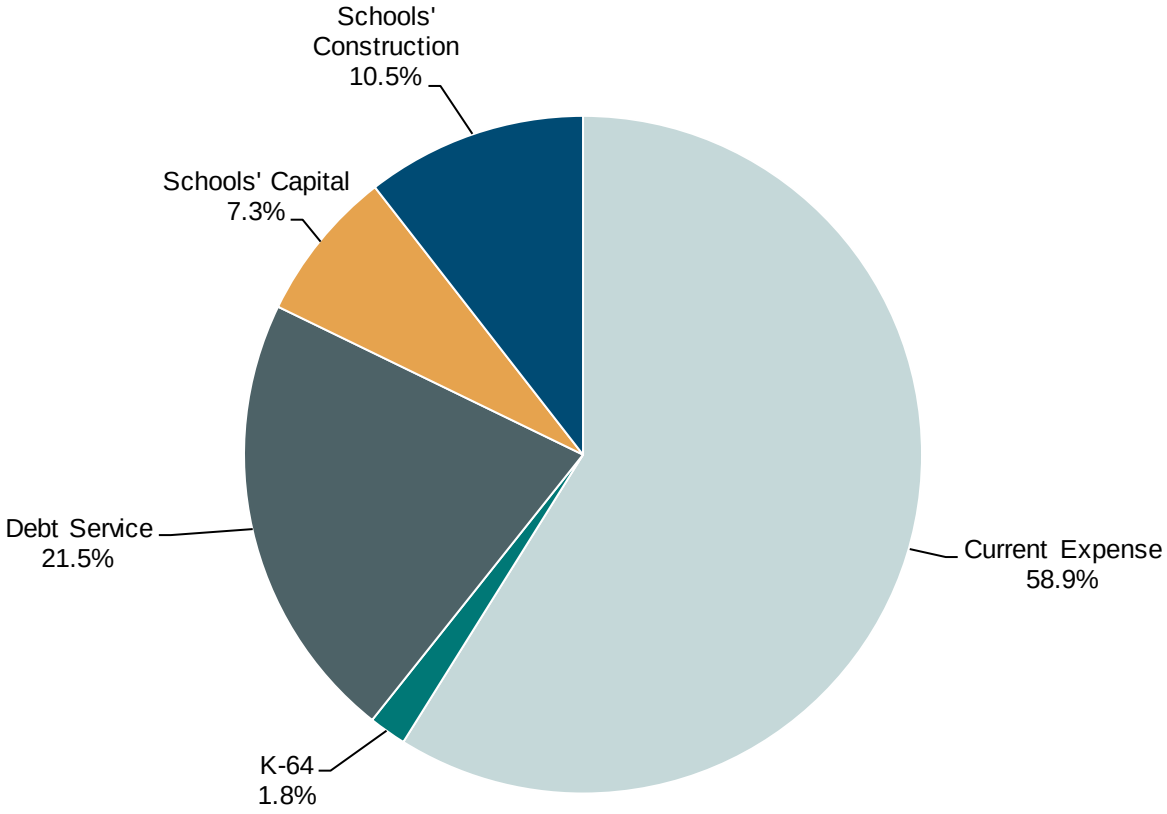
EDUCATION

The County has budgeted $72,530,476 or 29.1 percent of the total budget for education expense. This includes $42,715,516 for current expenses for the three school districts and Catawba Valley Community College (CVCC), $1,300,000 for the K-64 Initiative, and capital and construction expenses total $12,915,511. The Debt Service amount for education is $15,599,449.

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.



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EDUCATION

Operational funding for public schools is the responsibility of the State, while funding for school construction, equipment, and debt are County responsibilities. Historically, State funding has not been sufficient to meet all needs so counties provide current expense funding to schools as well. Catawba County's current expense funding assists the County's three public school systems with operating needs, including both instructional programs and support services. 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. 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 how to spend with the school boards.

Like public schools, the State is responsible for funding community college operations, while counties are responsible for maintenance, capital, and general facility operations.

Budget Highlights

CURRENT EXPENSE

Organization: 710050

	2015/16 Actual	2016/17 Current	2017/18 Requested	2017/18 Adopted	Percent Change
Revenues					
1st 1/2% Sales Tax	$4,461,781	$4,147,206	$4,548,329	$4,548,329	9.7%
1st 1/2% Sales Tax - Food	588,629	584,610	$599,861	599,861	2.6%
1/4 Cent Sales Tax	451,427	377,244	$416,309	416,309	10.4%
Fines & Forfeitures	484,237	600,500	$581,350	597,325	-0.5%
General Fund	34,737,435	35,903,144	37,684,721	37,853,692	5.4%
Total	**$40,723,509**	**$41,612,704**	**$43,830,570**	**$44,015,516**	**5.8%**
Expenses					
Catawba County					
County Funding	$24,914,400	$25,590,180	$26,419,643	$26,415,615	3.2%
Fines & Forfeitures	331,883	415,425	$415,425	416,125	0.2%
Subtotal	**$25,246,283**	**$26,005,605**	**$26,835,068**	**$26,831,740**	**3.2%**
Hickory City					
County Funding	$6,642,357	$6,603,520	$6,524,980	$6,724,119	1.8%
Fines & Forfeitures	88,519	107,200	105,925	105,925	-1.2%
Subtotal	**$6,730,876**	**$6,710,720**	**$6,630,905**	**$6,830,044**	**1.8%**
Newton-Conover					
County Funding	$4,778,226	$4,797,100	$4,679,094	$4,778,457	-0.4%
Fines & Forfeitures	63,836	77,875	60,000	75,275	-3.3%
Subtotal	**$4,842,062**	**$4,874,975**	**$4,739,094**	**$4,853,732**	**-0.4%**
Catawba Valley Community College					
County Funding	$3,904,289	$4,021,404	$4,253,910	$4,200,000	4.4%
K-64 Funding	$0	$0	$1,371,593	$1,300,000	0%
Grand Total	**$40,723,509**	**$40,851,797**	**$43,830,570**	**$44,015,516**	**7.7%**

Pupil Allocation 2017/18

	Catawba	Hickory	Newton-Conover	Total
Per Pupil				
Average Daily Membership (ADM)	16,645	4,237	3,011	23,893
ADM Change from Fiscal Year 2016/17	28	(51)	(104)	(127)
Per Pupil Funding Increase	$47	$47	$47	$47
Funding Change	**825,435**	**120,599**	**(18,643)**	**$927,391**
% Change	3.2%	1.8%	-0.4%	*2.5%*
2017/18 County Base	$1,411	$1,411	$1,411	$1,411
2% Teacher Supplement	50	50	50	50
Technology	70	70	70	70
Available for Joint School Programs	56	56	56	56
County Per Pupil Total	**1,587**	**1,587**	**1,587**	**1,587**
Fines & Forfeitures	25	25	25	25
School Fund Balance	7	7	7	7
Total Per Pupil	**$1,619**	**$1,619**	**$1,619**	**$1,619**
Total				
2017/18 County Base	$23,486,095	$5,978,407	$4,248,521	$33,713,023
2% Teacher Supplement	832,250	211,850	150,550	1,194,650
Technology	1,165,150	296,590	210,770	1,672,510
Available for Joint School Programs	932,120	237,272	168,616	1,338,008
County Total	**26,415,615**	**6,724,119**	**4,778,457**	**37,918,191**
Fines & Forfeitures	416,125	105,925	75,275	597,325
School Fund Balance	116,515	29,659	21,077	167,251
Total	***$26,948,255***	***$6,859,703***	***$4,874,809***	***$38,682,767***

The budget includes increased current expense funding for public schools and CVCC of $1,105,987. A 3 percent or $47 per pupil increase is included for public schools in current expense funding resulting in a total increase of $927,391 or 2.5 percent due to continued student loss. The table at the top of the page shows the impact for each school system. Barring any major changes in funding for public schools by other counties, the increased funding is expected to improve the County's ranking from 19th to 18th in total current expense funding and 56th to 52nd in per pupil funding.

Each school system uses local current expense dollars differently but this increase will help the systems at least in part manage a statutory maximum class size restriction for grades K-3. Previously the systems were able to use flexibility in State funding allotments to pay for teachers in art, music, and physical education. Now these funds will be required to fund additional classroom teachers to meet the mandate, adding pressure to local current expense needs to help cover art, music, and physical education. Originally this restriction was scheduled to take place in the coming school year, but recently passed House Bill 13 extended the deadline to August 2018 to give schools an additional year to plan for class size reductions and hire new teachers.

A $178,596 or 4.4 percent increase is included for CVCC primarily driven by increased operating costs for the Workforce Solutions Center scheduled to open in the Spring of 2018.

The budget also includes $1.3M for the K-64 Initiative funded by a two-year diversion of future debt service dollars freed by the timing of debt issuance for school construction projects compared to the original cash flow.

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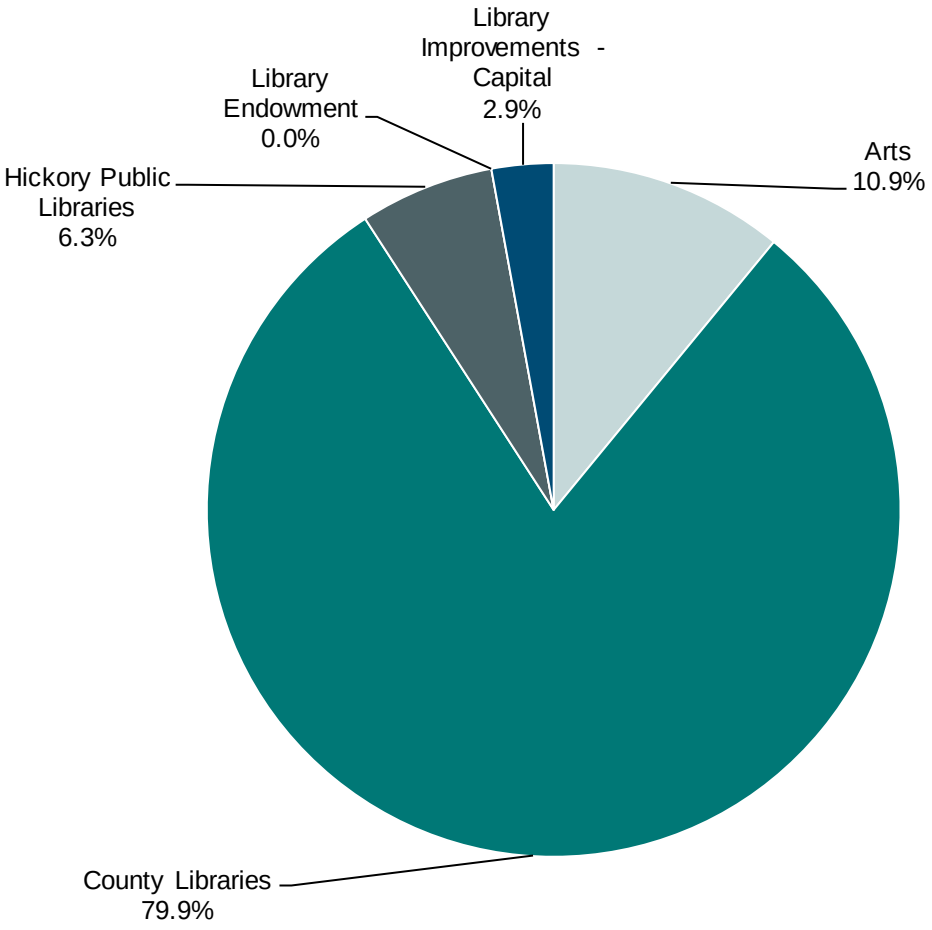
CULTURE

This function is composed of the County Library system, the Catawba County Historical Association, Catawba County Council for the Arts, Salt Block, Newton-Conover Auditorium, and Hickory Public Libraries. 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 $3,475,867 or 1.4 percent of the total budget in support of the library system, culture, and the arts, including $100,000 in the General Capital Projects Fund for Library Improvements related to implementation of the Library Strategic Plan.



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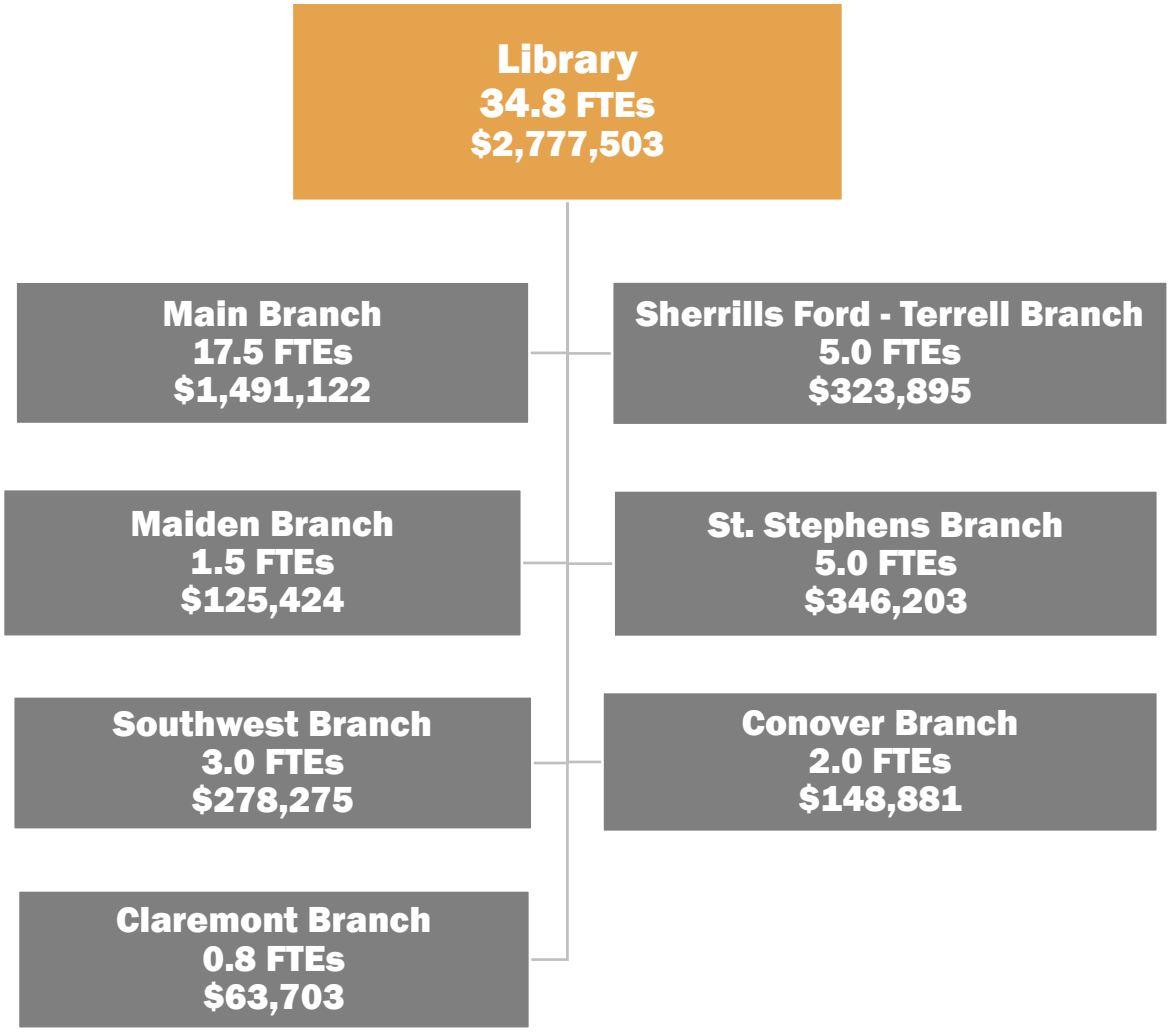
COUNTY LIBRARY

Key Function Organization Chart



Department Services

As the community's place to connect, explore, and grow, Catawba County Library empowers lives and builds our community by bringing people, information, and ideas together. The Library works to 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.

Budget Highlights

LIBRARY

Reinventing Department **Organizations: 810050 - 810290**

	2015/16 Actual	2016/17 Current	2017/18 Requested	2017/18 Adopted	Percent Change
Revenues					
Federal	$0	$0	$3,000	$3,000	0%
State	$275,493	$150,633	$149,504	$149,504	-0.7%
Local	59,024	55,604	58,659	58,659	5.5%
Charges & Fees	57,140	44,600	50,255	50,255	12.7%
Miscellaneous	6,202	611	706	706	15.5%
General Fund	2,549,043	2,328,033	2,601,656	2,515,379	8.0%
Total	**$2,946,902**	**$2,579,481**	**$2,863,780**	**$2,777,503**	**7.7%**
Expenses					
Personal Services	$1,795,211	$1,942,609	$2,055,000	$2,028,823	4.4%
Supplies & Operations	1,151,691	636,872	808,780	748,680	17.6%
Capital	0	0	0		0%
Total	**$2,946,902**	**$2,579,481**	**$2,863,780**	**$2,777,503**	**7.7%**
Expenses by Division					
Main	$1,748,096	$1,351,030	$1,578,743	$1,491,122	10.4%
Sherrills Ford - Terrell	281,123	285,862	323,602	323,895	13.3%
Maiden	130,718	120,255	125,336	125,424	4.3%
St. Stephens	334,651	339,587	345,580	346,203	1.9%
Southwest	252,575	275,336	278,099	278,275	1.1%
Conover	139,718	144,713	148,764	148,881	2.9%
Claremont	60,021	62,698	63,656	63,703	1.6%
	$2,946,902	**$2,579,481**	**$2,863,780**	**$2,777,503**	**7.7%**
Employees					
Permanent	33.80	34.80	34.80	34.80	0%
Hourly	1.58	1.58	1.76	1.76	11%
Total	**35.38**	**36.38**	**36.56**	**36.56**	**0%**

Fiscal Year 2015/16 Outcome Achievements			
Total Outcomes	Achieved	Not Achieved	Success Rate
66	66	0	100.0%

The budget increase of $198,022 (7.7 percent) is due to adjusting the Library's base budget to reflect expenses associated with permanent positions added several years ago to operate the Sherrills Ford – Terrell branch library. Additionally, growth in planned compensation and recurring operating (part-time wages, software services & support, and utilities) expenses drove the increase.

Performance Measurements

FISCAL YEAR 2017/18

The Library consolidated all of its 82 outcomes at each branch into 18 outcomes under larger categories that align with the Library's strategic plan. They will continue to monitor data at each specific branch, but the rollup for the entire County is easier and less overwhelming to follow. The larger categories are: Early Literacy, Summer Learning, Supporting Educational Excellence and Career Readiness, Bridging the Digital Divide, Workforce Development, Lifelong Learning, and Engaging our Community.

MID-YEAR FISCAL YEAR 2016/17

At mid-year, the Library was on target to achieve or had already achieved 100 percent (68 of 68) of its Fiscal Year 2016/17 outcomes. Each branch that conducted a survey on the pre-school story time program (367 programs so far) had 100 percent of children having a better understanding of early literacy concepts. There were similar positive results in the 1,091 children and adults who participated in the Summer Reading Program and enjoyed the Library's materials and programs. Also, the Library made efforts to increase the interest in STEAM (science, technology, engineering, arts, and mathematics) projects. All of these examples display the Library's effectiveness in delivering a breadth of services.

FISCAL YEAR 2015/16

Fiscal Year	Total Outcomes	Achieved	Not Achieved	Success Rate
2015/16	54	49	5	91%
2014/15	45	42	3	93%
2013/14	31	28	3	90%

In Fiscal Year 2015/16, the Library continued to focus on early childhood literacy, conducting 730 story times across all the branches. Additionally, 198 adult programs were held across all the branches, where 100 percent of the participants felt they learned something new about the library. Digital literacy was also a focus, thereby leading to nearly 100 technology workshops in which participants felt more comfortable with technology, especially as it relates to job skills. Furthermore, 151 Science, Technology, Engineering, Arts, Math (STEAM) programs were presented resulting in at least 97 percent of the participants agreeing that they felt more interested in STEAM topics.

The Library also focused 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 also supported Catawba County School systems in a multitude of ways enriching learning opportunities and increasing the education attainment level. As part of strategic plan efforts, the Library worked with the Technology department to create a plan for an increase and modernization of the technology services at the library. Related to that, the Library has improved aesthetics and comfort at several branches with updated shelving, paint, and carpeting.

Outcomes

EARLY LITERACY

Most of a child's brain development occurs in the first 2000 days of life. As a leader in early literacy efforts to ensure children start school ready to learn and positioned to excel, the library provides parents and caregivers resources, services, and programs to enhance early learning from day one.

1. To ensure children start school ready to learn and positioned to excel and to promote caregiver engagement in early literacy learning, the library will provide highly interactive Every Child Ready to Read story programs and caregiver workshops in the library and community; with 85 percent of surveyed caregivers reporting they have learned something new to share with their child, feel more confident to help their child learn, and will spend more time interacting with their child.

2. To ensure children in childcare settings have access to literature that enhances their early learning and reading; the library will provide quality reading materials to childcare centers through the Bookbagger program; with 85 percent of participating childcare teachers reporting that having library materials in the classroom improves their children's early learning experiences and increases the amount and quality of time spent reading books.

3. To expose children to a greater variety of reading material and establish reading together as an important practice in the home, the library will implement a countywide early literacy initiative, "1000 Books Before Kindergarten"; with 85 percent of surveyed participants reporting they read more often as a family or discovered new materials or resources.

SUMMER LEARNING

High-quality summer learning programs have been shown to improve reading and math skills, school attachment, motivation, and relationships with adults and peers. The library plays a critical role in keeping kids of all ages safe and productively engaged during the summer months, providing equitable access to resources, programming, and learning opportunities that support excellence in education.

4. To expand citizens' access to information and ideas and promote continued engagement with reading and learning throughout the summer, the library will provide an incentive-based interactive summer reading program for Catawba County children, teens, and adults; with 85 percent of participants reporting they read more, enjoyed reading more, learned something new; or that their child read more often, is a more confident reader, or maintained or increased their reading skills.

SUPPORTING EDUCATIONAL EXCELLENCE AND CAREER READINESS

The library plays a key role in fostering a world class education system by collaborating in the community and providing robust learning opportunities and resources that support educational

attainment and contribute to the production of highly competent and well prepared students for the local and global economy.

5. To support Catawba County educational initiatives, including K-64, the library will maintain responsive partnerships with Catawba County's three school systems and higher education institutions to support student learning through collaborative services and programming that provide robust learning opportunities as well as opportunities for children and young adults to explore and discover career paths; with 85 percent of participants reporting that the collaborative work enhances learning opportunities.

6. To enhance Catawba County students' interest and knowledge in science, technology, engineering, arts and math (STEAM) concepts and contribute to the creation of a 21st century workforce of inquisitive problem solvers, learning and pushing innovation to the next level, the library will provide engaging hands-on STEAM learning opportunities; with 85 percent of students reporting they increased their knowledge and interest and are more engaged in learning.

7. To increase teen engagement and support personal growth, the library will host highly interactive learning programs and provide robust resources for learning and entertainment; with 85 percent of teens attending programs reporting they learned something new or were introduced to new or interesting resources.

BRIDGING THE DIGITAL DIVIDE

Digital literacy is a critical factor in supporting the overall growth of an economy and development of society. To become effective digital citizens, community members must have technology skills and equitable access to digital resources and broadband internet services.

8. To ensure technology access across the community and bridge the digital divide, and to support personal growth for citizens, the library will provide access to robust library resources, technology workshops, and one-on-one assistance; with 85 percent of participants reporting that they feel more knowledgeable or confident about using digital resources, and can apply what they've learned.

WORKFORCE DEVELOPMENT

The library serves as an important supplement to local and federal agencies focused on employment activities by providing open access to needed services in a setting that offers support to all members of the community.

9. To support personal growth, enhance job skills, and further career readiness for citizens, the library will provide access to robust library resources, career workshops, job skills training and one-on-one assistance; with 85 percent of participants reporting they feel more knowledgeable or confident about the job search process and using what they've learned.

10. To foster local efforts to revitalize Catawba County, further career readiness, and support the entrepreneurial and small business community, the library will collaborate with the

CVCC Small Business Center and/or other entrepreneurial community agencies to host seminars that support entrepreneurial or innovative business ideas; with 85 percent of participants reporting they learned new business start-up or operational skills, developed an interest in entrepreneurial activities, or discovered library resources that support their information needs.

LIFELONG LEARNING

The library is a source for high-quality free lifelong learning programs that support personal growth for diverse community populations.

11. To support personal growth for diverse community populations; the library will provide access to free culturally and intellectually diverse life-long learning opportunities; with 85 percent of adults who participate in library programs or check out materials reporting they have increased their knowledge or feel more confident with what they've learned, or discovered culturally diverse or interesting reading or viewing materials.

12. To help Catawba County seniors maintain cognitive health, establish social networks, remain active, and enhance lifelong learning, the library will offer senior-focused library programs; with 85 percent of participants reporting that attending programs and/or using library materials enhanced their quality of life.

13. To support personal growth and to contribute to building a healthy community, the library will partner with NC Cooperative Extension to provide opportunities for community members to learn about gardening and to produce healthy foods shared with local people in need of nutritious meals; with 85 percent of participants reporting they increased their physical activity, learned how to start or improve their gardening skills, or enjoyed a healthier lifestyle.

14. To support personal growth for diverse community populations to have the opportunity to enhance their learning, cultural understanding, language skills, and employability the library will provide multiple learning and connecting opportunities for the Latino and Hmong communities; with 85 percent of participants reporting that the library programs enhanced their understanding and skills.

COMMUNITY CENTER OF EXCELLENCE: ENGAGING OUR COMMUNITY

As a community center of excellence, and as Catawba County's place to connect, explore and grow; the library empowers lives and builds community by bringing people, information and ideas together. The library fuels citizens' passion for reading, personal growth, and building community by facilitating relevant and inspiring collections, services, and connections that meet the community's evolving needs and expectations, ensuring equal access to underserved populations.

15. To build community presence and raise awareness of the library's essential role in early literacy, lifelong learning, and economic revitalization, the library will engage the community, highlighting resources and programs through consistently focused efforts including monthly newsletters, regular newspaper and other media coverage, web site

promotion, social networking, targeted email, and community outreach; with 90 percent of annual survey respondents designating the library as an important cultural and educational resource contributing to quality of life in Catawba County, and as an ideal place to live and raise a family.

16. To actively participate in addressing the critical challenges facing our community and to align library services in support of community goals that enhance citizens' quality of life, the library will convene and facilitate community conversations to collect public knowledge, and collaborate to share information, resources, and programming opportunities with community stakeholders; with 85 percent of surveyed participants and partners reporting an increased community connection and capacity to achieve their goals.

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OTHER CULTURE

Department Services

Funding for community arts and cultural agencies is included in this organization.

Budget Highlights

OTHER CULTURE

Organizations: 820050 - 820100

	2015/16 Current	2016/17 Current	2017/18 Requested	2017/18 Adopted	Percent Change
Revenues					
Miscellaneous	$0	$0	$0	$0	0%
General Fund	566,687	615,330	613,864	598,364	-2.8%
Total	**$566,687**	**$615,330**	**$613,864**	**$598,364**	-2.8%
Expenses					
Historical Museum	$75,000	$125,000	$125,000	$125,000	0.0%
Newton-Conover Auditorium	$15,000	$15,500	$16,000	$13,000	-16.1%
Hickory Public Libraries	$213,000	$219,000	$217,808	$217,808	-0.5%
Salt Block Foundation	$100,000	$100,000	$100,000	$87,500	-12.5%
United Arts Council	$147,000	$155,830	$155,056	$155,056	-0.5%
The Catawbans Volume III	$16,687	$0	$0	0	0%
Total	**$566,687**	**$615,330**	**$613,864**	**$598,364**	**-2.8%**

The budget substantially maintains current year funding levels for the United Arts Council of Catawba County ($155,056) and the Catawba County Historical Association ($125,000). The budget continues to fund Hickory Public Libraries so that County residents living outside the city limits of Hickory can use Patrick Beaver and Ridgeview Libraries free of charge. Hickory Public Libraries requested a slight decrease in funding, based on a lower per capita cost and fewer active Catawba County cardholders living outside Hickory limits, and will be funded as requested, at $217,808.

With the onset of the recent recession, in Fiscal Year 2009/10, County funding for the SALT Block Foundation was increased from $75,000 to $100,000, in conjunction with a $100,000 commitment from the City of Hickory to support the operations and maintenance of the facilities in the face of diminished endowment corpus. With improvements in the overall economy and investment returns, County funding will be reduced to $87,500. The budget also reduces funding to the Newton-Conover Auditorium Authority by $2,500. As the County Strategic Plan continues to develop, the model for funding the arts may change.

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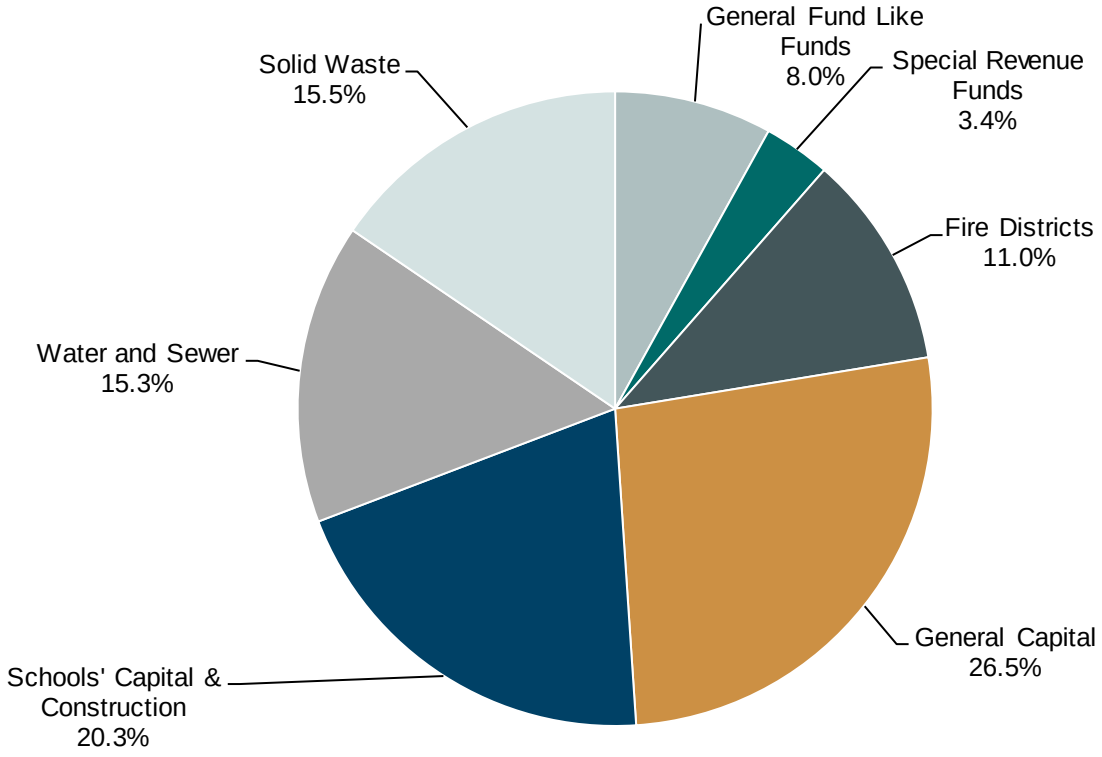
OTHER FUNDS

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.



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SELF-INSURANCE FUND

Fund Services

The County is self-insured. This fund tracks the County's cost for wellness, property and general liability insurance, workers compensation, and employee/retiree share of health and dental costs.

Budget Highlights

SELF-INSURANCE FUND

Fund 115

	2015/16 Actual	2016/17 Current	2017/18 Requested	2017/18 Adopted	Percent Change
Revenues					
Charges & Fees	$14,569	$12,500	$18,000	$18,000	44.0%
Interest on Investments	45,430	0	0	0	0%
Insurance Settlements	42,050	0	0	0	0%
Employee Dental Contribution	273,242	270,000	270,000	306,500	13.5%
Emp/Retiree Health Contribution	1,398,143	1,300,000	1,750,000	1,750,000	34.6%
Health Co-Pay	33,260	34,000	28,000	28,000	-17.6%
S/T Disability Premiums	74,406	75,000	75,000	75,000	0.0%
Indirect Cost	196,000	235,000	253,000	253,000	7.7%
Special Contingency	0	150,000	150,000	150,000	0.0%
Fund Balance	0	205,000	200,000	200,000	-2.4%
General Fund	1,721,500	1,721,500	1,825,700	1,810,700	5.2%
Total	**$3,798,600**	**$4,003,000**	**$4,569,700**	**$4,591,200**	**14.7%**
Expenses					
Contractual Services	271,288	299,000	322,000	322,000	7.7%
Professional Services	36,204	42,000	41,000	41,000	-2.4%
County EAP	26,975	27,000	27,500	27,500	1.9%
Employee Dental Claims	260,637	280,000	270,000	306,500	9.5%
Employee/Retiree Health Claims	2,271,595	1,355,000	1,805,000	1,805,000	33.2%
IBNR	710,706	50,000	50,000	50,000	0.0%
Property & General Liability Claims	250,921	150,000	150,000	150,000	0.0%
Property & General Liability Premiums	436,150	500,000	575,000	575,000	15.0%
Retiree Group Health	189,671	225,000	263,000	263,000	16.9%
Self Ins. Collision & Comprehensive	311	10,000	10,000	10,000	0.0%
Special Contingency	0	150,000	150,000	150,000	0.0%
S/T Disability Payments	49,523	70,000	90,000	75,000	7.1%
Taxes & Fees	3,421	3,500	3,900	3,900	11.4%
Supplies & Operations	45,576	36,500	37,300	37,300	2.2%
To General Fund	63,511	0	0	0	0%
To Solid Waste Mangement Fund	42,050	0	0	0	0%
Unemployment Insurance	39,758	240,000	150,000	150,000	-37.5%
Workers Compensation Claims	207,961	400,000	450,000	450,000	12.5%
Workers Compensation Premiums	148,946	165,000	175,000	175,000	6.1%
Total	**$5,055,204**	**$4,003,000**	**$4,569,700**	**$4,591,200**	**14.7%**
Expenses by Division					
Wellness	$258,259	$261,500	$281,300	$281,300	7.6%
Employee Insurance	3,595,537	2,102,500	2,600,400	2,626,900	24.9%
Liability	840,901	1,070,000	1,054,000	1,054,000	-1.5%
Workers Compensation	360,507	569,000	629,000	629,000	10.5%
Total	**$5,055,204**	**$4,003,000**	**$4,564,700**	**$4,591,200**	**14.7%**

Overall the Self Insurance Fund increased by $588,200 or 14.7 percent, driven primarily by changes in Wellness and Workers Compensation and Employee Insurance.

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REAPPRAISAL FUND

Key Function Organization Chart

Reappraisal

6.0 FTEs
$463,594

Fund Services

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. Catawba County is on a four-year revaluation cycle, with the next revaluation scheduled to go into effect in 2019.

Budget Highlights

REAPPRAISAL FUND — **Fund 140**

	2015/16 Actual	2016/17 Current	2017/18 Requested	2017/18 Adopted	Percent Change
Revenues					
Investment Earnings	$4,376	$0	$0	$0	0%
Fund Balance	0	18,557	63,243	63,594	242.7%
General Fund	366,962	397,072	400,000	400,000	0.7%
Total	**$371,338**	**$415,629**	**$463,243**	**$463,594**	**11.5%**
Expenses					
Personal Services	$349,274	$383,739	$384,213	$384,564	0.2%
Supplies & Operations	22,064	31,890	79,030	79,030	147.8%
Capital	0	0	0	0	0%
Total	**$371,338**	**$415,629**	**$463,243**	**$463,594**	**11.5%**
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%**

The once in four-year market modeling conducted during the revaluation cycle, in addition to planned changes in compensation and benefits, result in an 11.5 percent budget increase for FY 17-18. These cyclical expenses are commonly funded with fund balance, as they are not annually recurring.

Performance Measurement

FISCAL YEAR 2017-18

Reappraisal's outcomes emphasize preparation for the 2019 Countywide Revaluation. In the upcoming year Reappraisal will work with a vendor to develop market modeling coefficients to determine residential and commercial market values and complete all land pricing for the 2019 revaluation by September. The office will also maintain an accurate sales history of all market transactions to ensure an accurate property valuation in 2019.

MID-YEAR FISCAL YEAR 2016-17

Reappraisal is on target or has achieved all of its Fiscal Year 2016-17 goals. As of mid-year, the department defended the County's position on property value appeals to the North Carolina Property Tax Commission (NCPTC) resulting from the 2015 revaluation. In preparation for the 2019 revaluation, at mid-year Reappraisal mailed 1,382 Sales Verification Questionnaires to all grantees of property and evaluated 607 returned questionnaires to determine valid arm's length market transactions.

Residential land pricing was started October 2016 and completed in December 2016. The pricing of these 78,184 residential land parcels is well ahead of the planning calendar scheduled completion deadline of August 2017 due to the utilization of software technology developed within the new Land Records CAMA system.

FISCAL YEAR 2015-16

The Reappraisal Office achieved all three of its outcomes. Reappraisal defended the County's position on property value appeals to the North Carolina Property Tax Commission resulting from the 2015 Revaluation. There were only two appeals and both were settled prior to the going before the Commission. In preparation for the 2019 Countywide Revaluation, Reappraisal mailed 1,960 sales verification questionnaires, 47 percent were returned for evaluation purposes. This process helped the County maintain an accurate sales history on file. The office continued to provide high quality customer service by, similar to the other Tax Department divisions, responding to taxpayer inquiries within 24 hours and resolving outstanding issues within five business days.

Outcomes

1. 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.

2. In preparation for a 2019 Countywide Revaluation, the following activities are to be accomplished:

a. Complete 100 percent of all land pricing for the 2019 Revaluation by September 1, 2017, per the Revaluation Planning Calendar.

b. Work with outside vendor to develop market modeling coefficients used in determining Residential Market Values by September 1, 2017.

c. Initiate the Final Review Phase for the 2019 Revaluation by September 1, 2017, per the Revaluation Planning Calendar.

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REGISTER OF DEEDS AUTOMATION & PRESERVATION FUND

Fund Services

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

Budget Highlights

REGISTER OF DEEDS AUTOMATION & PRESERVATION FUND

Fund 160

	2015/16 Actual	2016/17 Current	2017/18 Requested	2017/18 Adopted	Percent Change
Revenues					
Charges & Fees	$0	$0	$0	$0	0%
Miscellaneous	83,562	77,126	89,049	82,880	7.5%
Fund Balance Applied	26,540	0	0	0	0%
Total	**$110,102**	**$77,126**	**$89,049**	**$82,880**	**7.5%**
Expenses					
Contractual Services	$110,102	$77,126	$89,049	$82,880	7.5%
Supplies & Operations	0	0	0	0	0%
Total	**$110,102**	**$77,126**	**$89,049**	**$82,880**	**7.5%**

Since Recording of Legal Instruments revenues in the General Fund increased, the amount in the Automation & Preservation fund increased by $5,754 (7.5 percent).

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EMERGENCY TELEPHONE SYSTEM FUND

Fund Services

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 911-related purposes.

Budget Highlights

EMERGENCY TELEPHONE SYSTEM FUND

Fund 202

	2015/16 Actual	2016/17 Current	2017/18 Requested	2017/18 Adopted	Percent Change
Revenue					
911 Reimbursement	$352,838	$493,940	$507,559	$507,559	2.8%
Interest	25,933	0	0	0	0%
From General Fund	7,053	0	0	0	0%
Secondary PSAP 911-Hickory	52,421	107,011	69,047	69,047	-35.5%
Secondary PSAP 911-Newton	10,544	21,944	12,816	12,816	-41.6%
Backup 911 Center-Hky	0	735,700	0	0	0%
Fund Balance Appropriated	140,831	56,825	52,158	52,158	-8.2%
Total	**$589,620**	**$1,415,420**	**$641,580**	**$641,580**	**-54.7%**
Expenses					
Personal Services	$110,967	$121,985	$124,137	$124,137	1.8%
Supplies & Operations	372,800	1,263,435	467,443	467,443	-63.0%
Capital	105,853	0	0	0	0%
Contingency	0	30,000	50,000	50,000	66.7%
Total	**$589,620**	**$1,415,420**	**$641,580**	**$641,580**	**-54.7%**
Expenses by Division					
Emergency Telephone System	$478,653	$1,293,435	$517,443	$517,443	-60.0%
Wireless 911 Charges	24,323	27,539	26,671	26,671	-3.2%
911 Addressing	86,644	94,446	97,466	97,466	3.2%
	$589,620	**$1,415,420**	**$641,580**	**$641,580**	-54.7%
Employees					
Permanent	1.85	1.85	1.85	1.85	0%
Hourly	0.00	0.00	0.00	0.00	0%
Total	**1.85**	**1.85**	**1.85**	**1.85**	**0.0%**

The budget decreased $773,840 (54.7 percent) due to one-time revenue and expenditures associated with the Backup 911 Center in Fiscal Year 2016/17. Pass-through funding from the State 911 Board for the secondary PSAPs in Hickory and Newton decreased based on actual spending. 911 funding is based on the average of the previous 5 years of spending. The budget also includes $50,000 in contingency in preparation for the opening of the Justice Public Safety Center.

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FEDERALLY SEIZED PROPERTIES AND MONIES FUNDS

Fund Services

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. Use of the funds is restricted to law enforcement purposes to enhance the investigation and prevention of drug related crime.

Budget Highlights

FEDERALLY SEIZED PROPERTIES AND MONIES FUNDS Fund 205

	2015/16 Actual	2016/17 Current	2017/18 Requested	2017/18 Adopted	Percent Change
Revenues					
Drug Reimbursement	$6,721	$0	$0	$0	0%
Sale of Properties	0	0	0	0	0%
Interest on Investments	318	0	0	0	0%
Miscellaneous	0	0	0	0	0%
Fund Balance	0	9,668	10,000	10,000	3.4%
Total	**$7,039**	**$9,668**	**$10,000**	**$10,000**	**3.4%**
Expenses					
Supplies & Operations	$76,000	$9,668	$10,000	$10,000	3.4%
Capital	0	0	0	0	0%
Drug Prevention Contingency	0	0	0	0	0%
Total	**$76,000**	**$9,668**	**$10,000**	**$10,000**	**3.4%**

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STATE UNAUTHORIZED SUBSTANCE ABUSE FUND

Fund Services

Per the Department of State Treasurer's 2010-38 guidance, funds collected from the controlled substance tax should be treated in a manner similar to the Federal Asset Forfeiture funds (restricted and used exclusively to enhance the ability of law enforcement agencies to deter and investigate crimes, especially drug offenses). As a result, these funds (previously in the General Fund) will now be budgeted in a separate State Unauthorized Substance Abuse Fund (USUB) designated as restricted revenue for Sheriff's Office use only.

Budget Highlights

STATE UNAUTHORIZED SUBSTANCE ABUSE FUND

Fund 206

	2015/16 Actual	2016/17 Current	2017/18 Requested	2017/18 Adopted	Percent Change
Revenues					
From General Fund	0	31,508	23,654	23,654	-24.9%
Fund Balance Appropriated	0	0	6,346	6,346	0%
Total	**$0**	**$31,508**	**$30,000**	**$30,000**	**-4.8%**
Expenses					
Miscellaneous	0	31,508	30,000	30,000	-4.8%
Total	**$0**	**$31,508**	**$30,000**	**$30,000**	**-4.8%**

Funds previously budgeted in the General Fund have been budgeted in a separate State Unauthorized Substance Abuse Fund (USUB), as recommended by the Department of State Treasurer, restricted for Sheriff's Office use only to deter and investigate drug crimes.

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GENERAL CAPITAL RESERVE FUND

Budget Highlights

GENERAL CAPITAL RESERVE FUND

Fund 225

	2015/16 Actual	2016/17 Current	2017/18 Requested	2017/18 Adopted	Percent Change
Revenues					
Investment Earnings	$5,741	$0	$5,000	$5,000	0%
Fund Balance	0	0	(5,000)	(5,000)	0%
General Fund	(5,741)	58,217	0	0	0%
Total	**$0**	**$58,217**	**$0**	**$0**	**0%**
Expenses					
To General Fund	$0	$58,217	$0	$0	0%
To General Capital Projects	0	0	0	0	0%
Total	**$0**	**$58,217**	**$0**	**$0**	**0%**

In Fiscal Year 2016/17, a portion of the ¼ cent sales tax proceeds previously set aside for economic development was transferred to General Fund to help fund the County's share of the NC Data Campus debt payment. This year no transfer is needed, and the only expected activity in the fund is interest earnings, which will be banked for future economic development needs.

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HOSPITAL RESERVE FUND

Budget Highlights

HOSPITAL RESERVE FUND

Fund 235

	2015/16 Actual	2016/17 Current	2017/18 Requested	2017/18 Adopted	Percent Change
Revenues					
Interest on Investments	$62,684	$25,567	$50,000	$50,000	100%
From Hospital Constr.	0	24,433	0	0	0%
Fund Balance Applied	0	450,000	450,000	450,000	0%
Total	**$62,684**	**$500,000**	**$500,000**	**$500,000**	**100%**
Expenses					
General Fund	$500,000	$500,000	$500,000	$500,000	100%
Total	**$500,000**	**$500,000**	**$500,000**	**$500,000**	**100%**

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 continues to transfer $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 doubled its investment in the school nurse program in Fiscal Year 2015/16. In so doing, it freed $250,000 in County funding to address a deficit in Public Health and $250,000 ($10 per pupil) in state money for schools to address other school pressures.

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RESCUE SQUADS FUND

Fund Services

Rescue Squads, unlike Fire Protection Service Districts, are not legally eligible to levy specific tax rates and therefore rely on the County for annual funding appropriations. Catawba County contracts with five Rescue Squads and some volunteer fire districts within the County to provide Medical First Response and Rescue Services to its citizens and visitors.

Rescue Squads provide Medical First Response, which is classified as a Basic Life Support service, while the County's EMS provides Advanced Life Support services. Together, these organizations collaborate to keep citizens safe. Rescue Squads are contracted to provide an average emergency response time to medical calls of 6 minutes or less.

Rescue Services include: Vehicle Extrication, Swift Water Rescue, Confined Space Rescue, High Angle Rescue, Trench Rescue, Structural Collapse and Dive Rescue. Claremont Rescue is contracted to provide Heavy Rescue Services and the remaining four Squads (Hickory, Catawba, Maiden, and Newton-Conover) are contracted to provide Light Rescue Services.

Budget Highlights

RESCUE SQUADS FUND

Fund 240

	2015/16 Actual	2016/17 Current	2017/18 Requested	2017/18 Adopted	Percent Change
Revenues					
Interest on Investments	$4,426	$0	$0	$0	0%
Prior Year Ad Valorem	1,050,525	1,067,200	1,100,300	994,609	-6.8%
Fund Balance	(37,354)	0	0	0	0%
Total	**$1,017,597**	**$1,067,200**	**$1,100,300**	**$994,609**	**-6.8%**
Expenses					
Property & General Liability	97,946	98,000	113,000	113,000	15.3%
Accounting Services	13,300	13,300	13,300	14,000	5.3%
Rescue Squads Equipment Reserve	0	39,540	8,895	26,184	-33.8%
Catawba Operating	134,856	139,856	189,800	148,997	6.5%
Catawba Capital	0	70,000	0	0	0%
Claremont Operating	163,142	168,142	190,443	168,140	0.0%
Claremont Capital	70,000	36,000	0	0	0%
Hickory Operating	204,078	204,078	206,578	144,864	-29.0%
Hickory Capital	0	0	0	0	0%
Maiden Operating	129,856	129,856	133,856	138,998	7.0%
Maiden Capital	0	0	36,000	36,000	0%
Newton-Conover Operating	167,828	168,428	172,428	168,426	0.0%
Newton-Conover Capital	0	0	36,000	36,000	0%
Sherrills Ford Operating	36,591	0	0	0	0.0%
Total	**$1,017,597**	**$1,067,200**	**$1,100,300**	**$994,609**	**-6.8%**

The Rescue Squads' budget for Fiscal Year 2017/18 is $994,609 which represents a decrease from the prior year. Property & General Liability expense increased by 15.3 percent due to inflation. Maiden and Newton-Conover's Capital expense increased to $36,000 per the Capital Replacement Schedule. Both squads will purchase Quick Response Vehicles. Reductions in Medical 1st Response and Hickory Operating are due to contract changes. Rescue Squad dollars for Sherrills Ford Operating have been zeroed out due to the department, which is contracted to provide both fire and rescue services for southeastern Catawba County, receiving a $0.029 fire protection service district tax rate increase in Fiscal Year 2016/17.

LIBRARY ENDOWMENT FUND

Budget Highlights

LIBRARY ENDOWMENT FUND

Fund 250

	2015/16 Actual	2016/17 Current	2017/18 Requested	2017/18 Adopted	Percent Change
Revenues					
NC Community Foundation	$8,925	$0	$0	$0	0%
Investment Earnings	2,488	0	0	2,000	0%
Fund Balance	0	10,000	0	(2,000)	-120.0%
Total	**$11,413**	**$10,000**	**$0**	**$0**	**0%**
Expenses					
Supplies & Operations	$0	$10,000	$0	$0	0%
Total	**$0**	**$10,000**	**$0**	**$0**	**0%**

The Library Endowment Fund expenses decreased $10,000 from Fiscal Year 2016/17. The only expected activity in the fund is interest earnings, which will be banked for future library needs.

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GRETCHEN PEED SCHOLARSHIP FUND

Budget Highlights

GRETCHEN PEED SCHOLARSHIP FUND

Fund 260

	2015/16 Actual	2016/17 Current	2017/18 Requested	2017/18 Adopted	Percent Change
Revenues					
Donations	$1,000	$1,500	$1,500	$1,500	0%
Interest Earnings	651	0	0	0	0%
Fund Balance Applied	0	0	0	0	0%
Total	**$1,651**	**$1,500**	**$1,500**	**$1,500**	**0%**
Expenses					
Donations	$1,250	$1,500	$1,500	$1,500	0%
Total	**$1,250**	**$1,500**	**$1,500**	**$1,500**	**0%**

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.

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PARKS/HISTORIC PRESERVATION TRUST FUND

Budget Highlights

PARKS/HISTORIC PRESERVATION TRUST FUND

Fund 270

	2015/16 Actual	2016/17 Current	2017/18 Requested	2017/18 Adopted	Percent Change
Revenues					
Miscellaneous	$0	$0	$0	$0	0%
Charges & Fees	0	0	0	0	0%
Special Contingency	0	5,000	5,000	5,000	0%
Fund Balance	49,000	0	0	0	0%
Total	**$49,000**	**$5,000**	**$5,000**	**$5,000**	**0%**
Expenses					
Supplies & Operations	$0	$0	$0	$0	0%
Capital	0	0	0	0	0%
Special Contingency	0	5,000	5,000	5,000	0%
To General Capital	49,000	0	0	0	0%
Total	**$49,000**	**$5,000**	**$5,000**	**$5,000**	**0%**

The Fiscal Year 2017/18 budget includes $5,000 in special contingency to support exploration of the Friends of Catawba County Parks (FCCP) startup. The FCCP may be a vehicle through which the public can make donations to the Catawba County Parks system. The goal is to have this organization become a stand-alone non-profit organization (501c3) similar to the Friends of the Library organization. Until that time, the FCCP's funds will be located in the Park/Historic Preservation Trust Fund.

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COMMUNITY DEVELOPMENT FUND

Fund Services

The Community Development Fund is used to account for Community Development Block Grant (CDBG) Urgent Repair and Scattered Site programs that are awarded during the fiscal year. At that time, they are taken to the Board of Commissioners for approval and a revision to the budget.

The CDBG program is administered in agreement with the Western Piedmont Council of Governments. Usually low-income households are provided assistance through the grant funding for energy efficiency improvements, minor structural repairs, and rehabilitation.

Budget Highlights

COMMUNITY DEVELOPMENT FUND

Fund 280

	2015/16 Actual	2016/17 Current	2017/18 Requested	2017/18 Adopted	Percent Change
Revenues					
Federal	$87,837	$0	$0	$0	0%
Interest on Investments	245	0	0	0	0%
State	0	0	0	0	0%
Local	0	0	0	0	0%
Fund Balance	12,164	0	0	0	0%
Total	**$100,246**	**$0**	**$0**	**$0**	**0%**
Expenses					
Supplies & Operations	$100,246	$0	$0	$0	**0%**
Capital	0	0	0	0	**0%**
Total	**$100,246**	**$0**	**$0**	**$0**	**0%**

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FIRE PROTECTION SERVICE DISTRICTS

Budget Highlights

MOUNTAIN VIEW FIRE PROTECTION SERVICE DISTRICT

Fund 352

	2015/16 Actual	2016/17 Current	2017/18 Requested	2017/18 Adopted	Percent Change
Revenues					
Tax Rate	0.0600	0.0750	0.0750	0.0750	0.0%
Property Tax	$439,706	$538,990	$545,204	$545,204	1.2%
Interest on Investments	579	0	0	0	0%
Fund Balance	15,336	0	32,239	32,239	0%
Total	**$455,621**	**$538,990**	**$577,443**	**$577,443**	**7.1%**
Expenses					
Fire Protection	$455,621	$538,990	$577,443	$577,443	7.1%
Total	**$455,621**	**$538,990**	**$577,443**	**$577,443**	**7.1%**

PROPST FIRE PROTECTION SERVICE DISTRICT

Fund 353

	2015/16 Actual	2016/17 Current	2017/18 Requested	2017/18 Adopted	Percent Change
Revenues					
Tax Rate	0.0615	0.0620	0.0620	0.0620	0.0%
Property Tax	$217,496	$205,625	$207,047	$207,047	0.7%
Interest on Investments	353	0	0	0	0%
Fund Balance	(13,593)	0	0	0	0%
Total	**$204,256**	**$205,625**	**$207,047**	**$207,047**	**0.7%**
Expenses					
Fire Protection	$204,256	$205,625	$207,047	$207,047	0.7%
Total	**$204,256**	**$205,625**	**$207,047**	**$207,047**	**0.7%**

ST. STEPHENS FIRE PROTECTION SERVICE DISTRICT

Fund 354

	2015/16 Actual	2016/17 Current	2017/18 Requested	2017/18 Adopted	Percent Change
Revenues					
Tax Rate	0.0900	0.1200	0.1200	0.1200	0.0%
Property Tax	$800,769	$1,004,538	$1,034,684	$1,034,684	3.0%
Interest on Investments	765	0	0	0	0%
Fund Balance	(6,958)	22,065	30,049	30,049	36.2%
Total	**$794,576**	**$1,026,603**	**$1,064,733**	**$1,064,733**	**3.7%**
Expenses					
Fire Protection	$794,576	$1,026,603	$1,064,733	$1,064,733	3.7%
Total	**$794,576**	**$1,026,603**	**$1,064,733**	**$1,064,733**	**3.7%**

CONOVER RURAL FIRE PROTECTION SERVICE DISTRICT

Fund 355

	2015/16 Actual	2016/17 Current	2017/18 Requested	2017/18 Adopted	Percent Change
Revenues					
Tax Rate	0.0700	0.0900	0.0900	0.0900	0.0%
Property Tax	$76,970	$91,416	$93,974	$93,974	2.8%
Interest on Investments	2,160	0	0	0	0%
Fund Balance	(79,130)	0	42,601	90,000	0%
Total	**$0**	**$91,416**	**$136,575**	**$183,974**	**101.2%**
Expenses					
Fire Protection	$0	$0	$42,601	$90,000	0%
Capital	0	91,416	93,974	$93,974	2.8%
Total	**$0**	**$91,416**	**$136,575**	**$183,974**	**101.2%**

OXFORD FIRE PROTECTION SERVICE DISTRICT

Fund 356

	2015/16 Actual	2016/17 Current	2017/18 Requested	2017/18 Adopted	Percent Change
Revenues					
Tax Rate	0.0558	0.0650	0.0650	0.0650	0.0%
Property Tax	$276,545	$298,738	$300,221	$300,221	0.5%
Interest on Investments	489	0	0	0	0%
Fund Balance	17,515	0	0	0	0%
Total	**$294,549**	**$298,738**	**$300,221**	**$300,221**	**0.5%**
Expenses					
Fire Protection	$294,549	$298,738	$300,221	$300,221	0.5%
Total	**$294,549**	**$298,738**	**$300,221**	**$300,221**	**0.5%**

SHERRILLS FORD FIRE PROTECTION SERVICE DISTRICT

Fund 357

	2015/16 Actual	2016/17 Current	2017/18 Requested	2017/18 Adopted	Percent Change
Revenues					
Tax Rate	0.0800	0.1100	0.1100	0.1100	0.0%
Property Tax	$1,615,057	$2,141,097	$2,176,963	$2,176,963	1.7%
Interest on Investments	1,345	0	0	0	0%
Fund Balance	14,610	0	0	0	0%
Total	**$1,631,012**	**$2,141,097**	**$2,176,963**	**$2,176,963**	**1.7%**
Expenses					
Fire Protection	$1,631,012	$2,141,097	$2,176,963	$2,176,963	1.7%
Total	**$1,631,012**	**$2,141,097**	**$2,176,963**	**$2,176,963**	**1.7%**

BANDYS FIRE PROTECTION SERVICE DISTRICT

Fund 358

	2015/16 Actual	2016/17 Current	2017/18 Requested	2017/18 Adopted	Percent Change
Revenues					
Tax Rate	0.0700	0.0820	0.0820	0.0820	0.0%
Property Tax	$464,380	$510,587	$517,396	$517,396	1.3%
Interest on Investments	736	0	0	0	0%
Fund Balance	36,318	0	34,900	34,900	0%
Total	**$501,434**	**$510,587**	**$552,296**	**$552,296**	**8.2%**
Expenses					
Fire Protection	$501,434	$510,587	$552,296	$552,296	8.2%
Total	**$501,434**	**$510,587**	**$552,296**	**$552,296**	**8.2%**

MAIDEN FIRE PROTECTION SERVICE DISTRICT

Fund 359

	2015/16 Actual	2016/17 Current	2017/18 Requested	2017/18 Adopted	Percent Change
Revenues					
Tax Rate	0.0600	0.0800	0.0800	0.0800	0.0%
Property Tax	$203,102	$217,710	$221,268	$221,268	1.6%
Interest on Investments	1,051	0	0	0	0%
Fund Balance	(3,236)	0	0	0	0%
Total	**$200,917**	**$217,710**	**$221,268**	**$221,268**	**1.6%**
Expenses					
Fire Protection	$200,917	$217,710	$221,268	$221,268	1.6%
Total	**$200,917**	**$217,710**	**$221,268**	**$221,268**	**1.6%**

CLAREMONT FIRE PROTECTION SERVICE DISTRICT

Fund 360

	2015/16 Actual	2016/17 Current	2017/18 Requested	2017/18 Adopted	Percent Change
Revenues					
Tax Rate	0.0700	0.0800	0.0900	0.0900	12.5%
Property Tax	$240,807	$254,163	$294,802	$294,802	16.0%
Interest on Investments	479	0	0	0	0%
Fund Balance	5,814	0	54,268	54,268	0%
Total	**$247,100**	**$254,163**	**$349,070**	**$349,070**	**37.3%**
Expenses					
Fire Protection	$247,100	$254,163	$349,070	$349,070	37.3%
Total	**$247,100**	**$254,163**	**$349,070**	**$349,070**	**37.3%**

CATAWBA FIRE PROTECTION SERVICE DISTRICT

Fund 361

	2015/16 Actual	2016/17 Current	2017/18 Requested	2017/18 Adopted	Percent Change
Revenues					
Tax Rate	0.0700	0.1000	0.1000	0.1000	0.0%
Property Tax	$139,815	$182,582	$183,557	$183,557	0.5%
Interest on Investments	2,773	0	0	0	0%
Fund Balance	9,562	160,000	105,211	105,211	-34.2%
Total	**$152,150**	**$342,582**	**$288,768**	**$288,768**	**-15.7%**
Expenses					
Fire Protection	$152,150	$342,582	$288,768	$288,768	-15.7%
Total	**$152,150**	**$342,582**	**$288,768**	**$288,768**	**-15.7%**

LONG VIEW FIRE PROTECTION SERVICE DISTRICT

Fund 362

	2015/16 Actual	2016/17 Current	2017/18 Requested	2017/18 Adopted	Percent Change
Revenues					
Tax Rate	0.0546	0.0730	0.0730	0.0730	0.0%
Property Tax	$26,625	$26,428	$26,489	$26,489	0.2%
Interest on Investments	170	0	0	0	0%
Fund Balance	(794)	0	0	0	0%
Total	**$26,001**	**$26,428**	**$26,489**	**$26,489**	**0.2%**
Expenses					
Fire Protection	$26,001	$26,428	$26,489	$26,489	0.2%
Total	**$26,001**	**$26,428**	**$26,489**	**$26,489**	**0.2%**

NEWTON FIRE PROTECTION SERVICE DISTRICT

Fund 363

	2015/16 Actual	2016/17 Current	2017/18 Requested	2017/18 Adopted	Percent Change
Revenues					
Tax Rate	0.0850	0.0900	0.0900	0.0900	0.0%
Property Tax	$443,635	$443,968	$453,542	$453,542	2.2%
Interest on Investments	429	0	0	0	0%
Fund Balance	16,456	0	0	0	0%
Total	**$460,520**	**$443,968**	**$453,542**	**$453,542**	**2.2%**
Expenses					
Fire Protection	$460,520	$443,968	$453,542	$453,542	2.2%
Total	**$460,520**	**$443,968**	**$453,542**	**$453,542**	**2.2%**

COOKSVILLE FIRE PROTECTION SERVICE DISTRICT

Fund 365

	2015/16 Actual	2016/17 Current	2017/18 Requested	2017/18 Adopted	Percent Change
Revenues					
Tax Rate	0.0617	0.0620	0.0620	0.0620	0.0%
Property Tax	$96,943	$92,243	$93,362	$93,362	1.2%
Interest on Investments	465	0	0	0	0%
Fund Balance	(6,796)	0	0	0	0%
Total	**$90,612**	**$92,243**	**$93,362**	**$93,362**	**1.2%**
Expenses					
Fire Protection	$90,612	$92,243	$93,362	$93,362	1.2%
Total	**$90,612**	**$92,243**	**$93,362**	**$93,362**	**1.2%**

HICKORY RURAL FIRE PROTECTION SERVICE DISTRICT

Fund 369

	2015/16 Actual	2016/17 Current	2017/18 Requested	2017/18 Adopted	Percent Change
Revenues					
Tax Rate	0.0700	0.0900	0.1200	0.1200	33.3%
Property Tax	$309,791	$376,336	$507,726	$507,726	34.9%
Interest on Investments	279	0	0	0	0%
Fund Balance	79,107	8,700	6,152	6,152	-29.3%
Total	**$389,177**	**$385,036**	**$513,878**	**$513,878**	**33.5%**
Expenses					
Fire Protection	$389,177	$385,036	$513,878	$513,878	33.5%
Total	**$389,177**	**$385,036**	**$513,878**	**$513,878**	**33.5%**

ALL FIRE PROTECTION SERVICE DISTRICTS

	2015/16 Actual	2016/17 Current	2017/18 Requested	2017/18 Adopted	Percent Change
Revenues					
Average Tax Rate	0.0685	0.0842	0.0871	0.0871	3.4%
Property Tax	$5,351,641	$6,384,421	$6,656,235	$6,656,235	4.3%
Interest on Investments	12,073	0	0	0	0%
Fund Balance	84,211	190,765	305,420	352,819	84.9%
Total	**$5,447,925**	**$6,575,186**	**$6,961,655**	**$7,009,054**	**6.6%**
Expenses					
Fire Protection	$5,447,925	$6,483,770	$6,867,681	$6,915,080	6.7%
Capital	0	91,416	93,974	93,974	2.8%
Total	**$5,447,925**	**$6,575,186**	**$6,961,655**	**$7,009,054**	**6.6%**

Two Fire Protection Service Districts received tax rate increases. Seven districts will use fund balance for capital purchases.

Tax Rate Increase

- Hickory requested a rate increase from .09 to .12 for a $131,390 increase in property tax revenue.
  - Hickory's municipal tax rate dedicated to fire protection is $0.12, whereas the Hickory Rural Fire Protection Service District's tax rate is $0.09. The rural area receives a high level of service similar to that within the municipality. From a point of equity, it is recommended that the area's tax rate should be as equal as possible to the municipality's dedicated fire protection tax rate, $0.12. The rural district will use the tax rate increase as capital set-aside funding to purchase fire apparatus and rescue equipment in accordance with its 10-year capital investment plan.
- Claremont requested a rate increase from .08 to .09 for a $40,850 increase in revenue.
  - The rate increase in conjunction with Fund Balance ($54,268) will fund the replacement of 27 self-contained breathing apparatus (SCBA) over 5 years (at a cost of $202,800) and debt service for an engine. Future use of tax rate increase will be PPE replacement, medical response expansion, AED purchase, and staffing.

Fund Balance

Current policy: The County allows Rural Fire Protection Service Districts to use up to 90 percent of their fund balances annually.

- *Bandys Fire:* $34,900 for capital items:
  - Refurb Engine 4 pump and seals, and new computer board.
  - 2- Drager multi gas meters for Engine 3 and Engine 4.
  - 2- Flir thermal cameras for Engine 2 and Engine 3.
  - 10 sections of 1 ¾ hose.
  - 5- 45 minute Scott air bottles.

  Bandys is projected to have $51,816 remaining in fund balance.
- *Catawba Rural Fire:* Requests $105,211 for two projects:
  - $43,163 to replace a brush truck that exceeds the allowable weight limit with the necessary equipment loaded on the vehicle.
  - $62,048 for a down payment to replace a 1985 pumper and towards design costs associated with new planned sub-station/training facility. These dollars were restricted for capital, according to the CAFR for (several years) in the total of $63,163. They have been unspent up to now. Catawba is projected to have $60,000 remaining in fund balance.

- *Claremont Rural Fire:* $54,268 for down payment to replace SCBA units (2003 models) with newer equipment that is scheduled to be replaced over 5 years. This is the district's 90 percent available fund balance. The remaining 10 percent in Fund Balance is $6,030.

- *Conover Rural Fire:* $90,000 to refurbish an existing truck. This is a more inexpensive alternative than purchasing a new truck. Conover is projected to have $233,668 remaining in Fund Balance.

- *Hickory Rural Fire:* $6,152 to upgrade current SCBA units to National Fire Protection Association (NFPA) standards. This is the district's 90 percent available fund balance. The remaining 10 percent in Fund Balance is $684.

- *Mountain View Fire:* $32,239 for the following capital items:

  - 1,000 ft. of large diameter hose
  - Chain saw
  - Replacement turnout gear
  - SCBA upgrade
  - Computer system upgrade
  - Minotor VI pagers

  This is the district's 90 percent available fund balance. Mountain View is projected to have $0 usable dollars remaining in fund balance. The remaining 10 percent in Fund Balance is $3,582.

- St. Stephens Fire: $30,049 for the purchase of 800MHz base radios for both stations and additional 800MHz portable radios. This is the district's 90 percent available fund balance. The remaining 10 percent in Fund Balance is $3,339.

CATAWBA COUNTY

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GENERAL CAPITAL PROJECTS FUND

Budget Highlights

EXPENSE HIGHLIGHTS

GENERAL CAPITAL PROJECTS FUND

Fund 410

	2017/18 Requested	2017/18 Adopted	Percent Change
Revenues			
Federal Bed Rental	$233,662	$234,000	0.1%
Local Bed Rental	48,995	$65,000	32.7%
Donations	125,000	$125,000	0.0%
Municipalities for Oblique Photography	12,928	$12,928	0.0%
Proceeds from Installment Purchase	14,635,810	$13,335,809	-8.9%
Building Permit Revenue - From General Fund	0	$100,000	0%
Sale of Slanting Bridg Property - from General Fund	100,000	$100,000	0.0%
From General Fund	3,400,000	2,997,770	-11.8%
Total	**$18,556,395**	**$16,970,507**	**-8.5%**
Expenses			
Ongoing/Periodic Projects			
Economic Development - Investment in Growth	36,000	152,007	0.0%
Facilities - General Renovations	100,000	100,000	0.0%
Technology - Server & Desktop Applications	308,000	308,000	0.0%
Technology - Permit & Inspections Software	0	100,000	0.0%
Technology - Oblique Photography	53,643	53,643	0.0%
Technology - Infrastructure Upgrades	300,000	300,000	0.0%
Debt Financed/Future Projects			
Parks - Mountain Creek Park	125,000	125,000	0.0%
Sheriff - Jail Expansion	16,535,467	14,431,166	-12.7%
Sheriff - Close Jail Holding Area Project	(100,000)	(100,000)	0.0%
Pay as You Go Projects			
Facilities - Government Center Complex Improvements	1,000,000	1,000,000	0.0%
Facilities - St. Stephens Library HVAC	250,000	250,000	0.0%
Library - Technology & Facility Upgrades	145,000	100,000	-31.0%
Library - Future Projects	(275,000)	(275,000)	0.0%
Parks - Park Improvements	75,000	220,000	193.3%
Parks - Riverbend Park	100,000	100,000	0.0%
Public Safety Project	0	105,691	0%
Total	**$18,653,110**	**$16,970,507**	**-9.0%**

Ongoing/Periodic Projects

- *Future Economic Development ($152,007)*: The budget reserves $152,007 of projected increased property tax from growth in property tax base toward future economic development needs.

- *Facilities General Renovations ($100,000)*: The budget increases annual funding for general renovations from $60,000 to $100,000 to address needs of aging facilities.

- *Technology Server and Desktop Applications ($308,000):* Annually the County funds server and desktop applications to continue a licensing agreement with Microsoft for the software on the County's servers. This provides employees with critical office productivity programs in the Microsoft Office Suite such as Word, Excel, PowerPoint, and Outlook. Technology continues to upgrade and re-standardize the County's computers to operate on Office 2013. This is the second year of a three-year plan to update the Microsoft Office Suite county-wide from Office 2007, which is nearing end of life, to 2013 as computers are replaced.

- *Technology - Permit and Inspections Software ($100,000):* The budget begins to set aside funds for the future replacement or upgrade of the County's permitting and inspection system, which has been in use for six years. Based on the current use of the system and service level, upgrade or replacement is expected to be needed in the next four to five years and cost at least $800,000.

- *Technology Oblique Photography ($53,643):* Oblique photography maps are high resolution low-angle maps useful for code enforcement, real estate appraisal, economic development, and public safety/emergency services purposes. Currently, 75 percent of the County (the more populated areas) is mapped at the highest resolution/lowest angle available. The remaining 25 percent is photographed at a high resolution but from a higher angle. The total amount of the project is $176,000; payment is spread out over a three-year period:

  Fiscal Year 2016/17: $68,303
  Fiscal Year 2017/18: $53,643
  Fiscal Year 2018/19: $53,643

  Municipalities, which also benefit greatly from this service, have pledged to support the initiative through the GIS Consortium as reflected below:

Municipality	Fiscal Year 2016/17	Fiscal Year 2017/18	Fiscal Year 2018/19
Conover	$ 2,391	$ 1,878	$ 1,878
Hickory	$ 7,582	$ 5,954	$ 5,954
Long View	$ 342	$ 268	$ 268
Newton	$ 3,279	$ 2,575	$ 2,575
Maiden	$ 1,708	$ 1,341	$ 1,341
Claremont	$ 1,161	$ 912	$ 912
Total	**$ 16,461**	**$ 12,928**	**$ 12,928**

- *Technology Infrastructure* Upgrades *($300,000)*: Annually the County sets aside funds for ongoing infrastructure upgrades, based on a comprehensive multi-year hardware and software replacement schedule for elements of the core network. For this coming year, the following projects are scheduled:
  - Switches route telephone and data throughout the County. In Fiscal Year 2016/17, Technology began replacing switches, many of which are over 10 years old.

Technology anticipates needing roughly $7,000 to complete the replacements in the coming year.

- Technology plans to upgrade the County's call management software, phones, and related equipment at an estimated cost of $275,000.
- 24 terabytes of storage: An additional $8,000 worth of storage is needed to store all document images county-wide and includes Laserfiche, ISSI (DSS Case Management), GIS, Register of Deeds, as well as other county department document images. Technology continues to work with departments to review and purge unnecessary files to mitigate storage needs.

Debt Financed/Future Projects

- *Parks Mountain Creek Park ($125,000)*: The budget reserves the final $125,000 of a $500,000 commitment by the developer of the Villages at Sherrills Ford toward future development of Mountain Creek Park. Planning for the development of Mountain Creek Park, a 588-acre site purchased in 2007 and located in the Southeastern portion of the County, is underway. The proposed conceptual plan for Mountain Creek Park shows amenities such as hiking trails, mountain biking trails and a pump track, canoe portage, camping, picnic shelters, and a multi-use building when the multi-phased development is complete. Developing the park is currently projected to cost roughly $6 million, with approximately $655,000 set aside in previous years.

- *Sheriff Jail Expansion Project ($14.4 million):* The Catawba County Detention Center in Newton is running at or above capacity most days. Design is underway to construct a 320 bed expansion to the existing facility preliminarily estimated to cost $23.1 million. Since the last jail expansion was completed in 2007, the County has been reserving Federal and local bed rental revenue earned from renting excess capacity toward future jail expansion. In Fiscal Year 2015/16, the Board of Commissioners designated 1.5 cents on the property tax rate for future debt and operating costs of the jail. Through Fiscal Year 2016/17, $8.7 million has been reserved toward the project. The Fiscal Year 2017/18 budget appropriates the remaining $14.4 million to the project, funded by:
  - $13.33 million in new debt issuance,
  - $299,000 in previously earned Federal and local bed rental revenue yet to be added to the project,
  - $796,357 from the 1.5 cents property tax dedication that won't be needed for debt in the coming year. An additional $750,000 is budgeted in General Fund debt service to make the first ½ year's debt service payment.

Pay as You Go Projects

- *Facilities Government Center Complex Improvements ($1 million):* The budget reserves $1 million from property tax funds dedicated to future jail operating needs for improvements to the Government Center Complex. With the completion of the Justice Public Safety Center (JPSC) expansion, it is anticipated that additional funds will be needed to make site improvements to areas disrupted by the construction, to renovate existing space vacated in the Government and original Justice Centers for other uses, and to assist with traffic flow on the campus.

- *Facilities St. Stephens Library Heating, Ventilation, and Air Conditioning (HVAC) ($250,000)*: The HVAC system at the St. Stephens Library is 25+ years old, almost 10 years past the normal life of an HVAC system. It is having mechanical issues, is not circulating air properly, and is very energy inefficient. Replacement of the unit is expected to decrease electricity expenses at the branch by roughly 25 percent. This project is funded by using funds set aside in previous years for future projects.

- *Library Technology & Facility Upgrades ($100,000):* The budget includes $100,000 with $550,000 planned over the next 5 years to implement technology and facility upgrades adopted in the Library Strategic Plan. These upgrades are aimed at meeting community technology needs and making the libraries more inviting and user-friendly.

- *Park Improvements ($220,000):* A Parks priority as identified in the Parks Master Plan is to improve each park's amenities. The budget includes $120,000 toward these improvements with focus in the coming year on replacing restroom fixtures and paving at Riverbend Park. Additionally, funds to purchase a 1-ton dump truck ($50,000) and a Bobcat S770 Skid Steer/Grader ($50,000) are included to assist in constructing trails on the expanded Riverbend property and in the future Mountain Creek Park, although these items won't be purchased prior to approval of planned trails, etc.

- *Parks Riverbend Park Expansion ($100,000):* Riverbend Park is a 450-acre park located east of Oxford Dam along the Catawba River. The park offers several recreational activities such as fishing, canoeing/kayaking, and hiking for its visitors. Currently, Riverbend receives the most visitors, over 50,000 every year. The County was presented with an opportunity purchase the Bean property adjacent to the existing park at a total cost of $400,000. An initial payment of $100,000 was made in December 2016 with an additional $100,000 due in Fiscal Year 2017/18. Staff applied for a PARTF grant in the current year to reimburse the General Fund for the total property acquisition expense. If awarded, the budget will be amended to reflect these funds.

Schools' Capital Projects

Fund 420

	2017/18 Requested	2017/18 Adopted
Revenues		
2nd 1/2% Sales Tax	4,296,665	$4,296,665
2nd 1/2% Sales Tax - Food	510,144	$510,144
Interest on Investment	0	$28,702
Fund Balance Applied	13,150,500	$0
From General Fund	541,720	$500,000
Total	**18,499,029**	**$5,335,511**
Expenses		
Catawba County Schools		
Roofs		
Snow Creek Elementary School	400,000	Borrow
Catawba Elementary School	400,000	Borrow
Maiden High School	1,100,000	Borrow
Fire Alarms		
Banoak Elementary School	60,000	Future Borrow
Claremont Elementary School	60,000	Borrow
HVAC		
Sherrills Ford Elementary School Chiller	140,000	$140,000
Oxford Elementary School Chiller	140,000	$140,000
Oxford Elementary School Heat Pumps	80,000	$80,000
Jacobs Fork Middle School Building	25,000	$25,000
Blackburn Elementary School Building Automation System	20,000	Future Borrow
Clyde Campbell Elementary School Building Automation System	50,000	Borrow
Re-Roofing		
Claremont Elementary School Gym and 300 Hallway	55,000	Borrow
Clyde Campbell Elementary School Office and 100 Hallway	100,000	Borrow
Fred T. Foard High School 500 Hallway	60,000	Borrow
Bandys High School 500 Hallway	250,000	Borrow
Bunker Hill High School Renovation Phase III		
Water Piping	90,000	$90,000
Window Replacement	200,000	$200,000
District-wide Security		
Completion of Security-Sallyports and Electronic Keys	200,000	$200,000
District-wide Softball/Athletic Improvements		
Press Box/Concession/Restrooms/Dressing Areas	650,000	$650,000
Arndt Middle School:		
Metal awning covering sidewalk going from drop-off area (corner of cafeteria) to student entrance	30,000	$0
Portico at building entrance	200,000	$0
Balls Creek Elementary School:		
Repaint classrooms and hallways	120,000	$120,000
Bandys High School:		
Awning from exit that leads to AG building to connect to existing awning and build sidewalk for students to walk to AG building	32,000	$0
Cover handicap ramp from parking lot to cafeteria lobby doors	20,000	$20,000
Rubberize track	60,000	$60,000
Window replacement phase I	150,000	$150,000
Blackburn Elementary School:		
Paving bus parking and lot near gym	75,000	Future Borrow
Repaint interior of building-doors, moldings, bathrooms, hallways	75,000	Future Borrow

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Schools' Capital Projects

Fund 420

	2017/18 Requested	2017/18 Adopted
Bunker Hill High School:		
Air Conditioning for shop area	30,000	$0
Catawba Rosenwald:		
Renovation of Kitchen- including equipment for full cafeteria service	170,000	$0
Upgrade all classroom spaces (15) with workstations, electrical outlets, and furniture	400,000	$0
New HVAC system	300,000	$0
Covered walkway from main office to cafeteria	20,000	$0
Upgrade restrooms throughout campus (student and staff) six total	12,000	$0
Repaint and new lighting throughout campus	150,000	$0
Renovation of Science Depot	60,000	$0
Gym Renovation	250,000	$0
Claremont Elementary School:		
Metal awning covering sidewalk going from drop off area to the student entrance	20,000	Borrow
Clyde Campbell Elementary School:		
Build ramp to allow wheelchair/handicap access to outdoor track along with safety retaining wall	30,000	Borrow
Metal awning covering the sidewalk going from drop off area to the student entrance	30,000	Borrow
Fred T. Foard High School:		
Repair plaster ceiling or install drop ceiling in older section of building (200 hall/gym area) & paint hallway	100,000	$100,000
Metal awning for handicap ramp going to the 800 building	25,000	$25,000
Jacobs Fork Middle School:		
Paving of bus parking lot and back of school	150,000	$150,000
Lyle Creek Elementary School:		
Metal awning covering the sidewalk going from drop off area to student entrance	30,000	$30,000
Maiden Elementary School:		
Expanded parking area for staff and visitor parking	65,000	$0
New/additional faculty restrooms-currently have only one for entire staff	15,000	Use Existing Funds
Paving for play area between gym and main building	15,000	$0
Maiden Middle School:		
Asbestos tile removal school wide	500,000	$0
Create larger restrooms in Arts and 8th grade buildings-currently both have less than four stalls per gender for over 250 students	40,000	Use Existing Funds
Hot water in staff restrooms	1,000	$0
Staff restroom on 8th grade hall	15,000	Use Existing Funds
Maiden High School:		
Rubberize track	60,000	$60,000
Oxford Elementary School:		
New HVAC system for pre-K/sixpack building	60,000	$60,000
New HVAC system for art/drama building (old gym)	40,000	$40,000
Sherrills Ford Elementary School:		
New carpet squares in media center	20,000	$0
Repaint hallways, classrooms, cafeteria and gym	120,000	$0

Schools' Capital Projects

Fund 420

	2017/18 Requested	2017/18 Adopted
St. Stephens High School:		
Completion of athletic field above softball field-including grading, top soil, soil, and seeding. Would be used for men and women's lacrosse	40,000	$0
Transportation Depatment:		
Replace barn with metal building	285,000	$0
Purchase two new activity buses to continue replacing aging fleet-$85,600 per bus	171,200	$165,182
Construction Planning		
Planning	$500,000	$380,000
Purchase of Land	($500,000)	($500,000)
School's Construction Manager	33,092	$33,092
Per Capita 16,645 @ $52.00	865,540	$865,540
Catawba County Schools Total	**8,964,832**	**$3,283,814**
Hickory Public *(in priority order)*		
Jenkins Overhead Fire Doors	90,000	Borrow
Replace Hickory High School Cooling Towers	225,000	$225,000
Replace North View Middle School Control Valves	30,000	$30,000
Paving Phase 3 of 3 - Hickory High School Remaining areas	365,000	$80,000
Southwest Exterior Renovation	300,000	$300,000
Purchase Activity Bus	85,000	$85,000
District-wide Communications Equipment	40,000	$40,000
Administration Building Renovation	4,500,000	$0
Expand Voice Over IP System	165,000	$0
To Debt Service for QZABs	0	$50,000
Per Capita 4,237 @ $52.00 less $50,000 QZAB payment	220,324	$170,324
Hickory Public Schools Total	**6,020,324**	**$980,324**
Newton-Conover *(in priority order)*		
Newton-Conover High School Stadium Lighting	285,000	$285,000
Newton-Conover High School Office Renovations	30,000	$0
School Security & Signage	50,000	$0
HVAC Upgrades & Replacements	250,000	$250,000
District Roofing Repairs & Replacements	312,500	$0
ADA Improvements	30,000	$30,000
Schools' Project Manager	49,801	$49,801
Per Capita 3,011 @ $52.00	156,572	$156,572
Newton-Conover City Schools Total	**1,163,873**	**$771,373**
Catawba Valley Community College *(in priority order)*		
Phase I - ADA Improvements	100,000	$100,000
Paving	125,000	$125,000
Van	25,000	$25,000
General Renovations	50,000	$50,000
Phase II - ADA Improvements	150,000	$0
Exterior Lights	175,000	$0
Furniture Academy Classrroom/Office Space	350,000	$0
Paving	425,000	$0
Roof - Welding Building	50,000	$0
Energy Management Upgrade - Tarlton Complex	150,000	$0
Courtyard Renovations	750,000	$0
CVCC Total	**2,350,000**	**$300,000**

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SCHOOLS' CAPITAL PROJECTS

Fund Services

Counties are responsible for funding the capital and construction needs of public schools and community colleges. Smaller projects that can be supported within annual revenue streams are budgeted as what is referred to as "annual capital" within the Schools' Capital Projects Fund, while larger projects are debt-financed and budgeted in the Schools' Construction Fund. Counties with multiple school systems are required to provide current expense dollars on an equal per pupil basis across all systems. Capital and construction projects are not bound by this restriction and are funded based on need.

Budget Highlights

Expense Summary by School	Requested	Adopted	Borrow	Existing $s	Future?
Catawba County Schools	$8,964,832	$3,283,814	$2,555,000	$76,018	$2,930,000
Hickory Public Schools	$6,020,324	$980,324	$100,000	$0	$4,940,000
Newton-Conover City Schools	$1,163,873	$771,373	$0	$147,000	$245,500
CVCC	$2,350,000	$300,000	$0	$0	$2,050,000
Total	$18,499,029	$5,335,511	*$2,655,000*	*$223,018*	*$10,165,500*

The budget funds over $5.33 million in annual capital needs and addresses an additional $2.655 million by financing roofing needs for Catawba County Schools and adding smaller renovations for Catawba County Schools and Hickory Public Schools to planned construction projects at respective schools using debt capacity created by revised priorities.

SCHOOLS' CONSTRUCTION FUND

Fund Services

Counties are responsible for funding school construction needs. Larger projects, typically those over $1 million, are budgeted in Schools' Construction and are debt financed. Every four years, in conjunction with revaluation, the County develops a multi-year funding plan for schools' construction. Annually, the budget appropriates the projects planned for the coming year.

Budget Highlights

SCHOOLS' CONSTRUCTION FUND

Fund 423

	2015/16 Actual	2016/17 Current	2017/18 Requested	2017/18 Adopted	Percent Change
Revenues					
Interest on Investments	$112,351	$0	$0	$0	0%
Proceeds - Installment Purchase	0	22,070,600	9,730,000	7,630,000	-65.4%
From General Fund	3,094,153	3,356,083	832,819	0	0%
From School Capital Projects Fund	20,500	0	0	0	0%
Fund Balance	126,094	0	0	0	0%
Total	**$3,353,098**	**$25,426,683**	**$10,562,819**	**$7,630,000**	**-70.0%**
Expenses					
To Schools' Capital Fund	$60,000	$0	$0	$0	0%
CVCC - East Campus Renovations	379,625	0	0	0	0%
CVCC - Campus Equipment & Renovations	0	0	3,500,000	3,500,000	0%
CVCC - Workforce Solutions Complex	483,773	0	0	0	0%
CCS - Arndt Middle School	1,624	0	0	0	0%
CCS - Fred T. Foard High School Fieldhouse	656,660	0	0	0	0%
CCS - Claremont Elementary Kitchen/Caf & Reno	0	1,800,000	0	$135,000	-92.5%
CCS - Clyde Campbell Kitchen/Cafeteria & Reno	0	0	2,200,000	2,410,000	0%
CCS - Murray Renovations	18,713	0	0	0	0%
CCS - Planning Funds	$0	$0	$0	$500,000	0%
CCS - Roofing & Reroofing Projects	$0	$0	$0	$2,210,000	0%
CCS - New Foard Area Elementary	0	14,000,000	0	(5,255,000)	-138%
CCS - St. Stephens HS Cafeteria/Kitchen	4,637	0	0	0	0%
HPS - Jenkins Elementary Renovations	0	0	700,000	800,000	0%
HPS - Longview Elementary School	189,217	0	0	0	0%
HPS - Oakwood Elementary School Renovations	0	1,465,000	330,000	330,000	-77.5%
HPS - System-wide Technology Improvements	0	700,000	0	0	0%
NCCS - Conover School Renovations	0	3,105,600	0	0	0%
NCCS - County Home Middle School	18,675	0	0	0	0%
NCCS - Newton-Conover High School Kitchen/Caf.	0	0	3,000,000	3,000,000	0%
NCCS - Newton-Conover High School Bleachers	1,488,670	0	0	0	0%
NCCS - District-wide Roofing				147,363	0.0%
NCCS - North Newton Roof	0	1,000,000	0	(147,363)	-114.7%
NCCS - Old Middle School Upgrade to Elementary	810	0	0	0	0%
NCCS - South Newton Renovations	50,694	0	0	0	0%
Future Debt	0	3,356,083	832,819	0	0%
Total	**$3,353,098**	**$25,426,683**	**$10,562,819**	**$7,630,000**	**-70.0%**

The budget includes new construction/debt financed projects for the three public school systems and CVCC as follows:

- *CVCC Campus Equipment & Renovations:* $3.5 million is included for equipment, primarily for the Workforce Solutions Center, and campus renovations.

- *Catawba County Schools:* $5.255 million in new projects, funded by dollars previously dedicated to a new Foard Area Elementary School:
  - Claremont Elementary School Kitchen/Cafeteria & Renovations: $135,000 is added to a $1.8 million project authorized in Fiscal Year 2016/17. The original project was to build a new kitchen/cafeteria. Work has not begun on the project yet. The system requested annual capital funds for fire alarms, reroofing, and awnings at the school that are added to the construction project instead.
  - Clyde Campbell Elementary School Kitchen/Cafeteria & Renovations: $2.41 million total is budgeted, including $2.2 million to build a new Kitchen/Cafeteria plus $210,000 in renovations originally requested in annual capital for reroofing, HVAC upgrades, ramps, and awnings.
  - Planning Funds: $500,000 is included in planning funds for construction projects scheduled to take place in Fiscal Year 2018/19 so that the school system can be ready to begin these projects as soon as school is out for the summer.
  - Roofing and Reroofing Projects: $2.21 million is included for roofing and reroofing needs at various schools. These projects were originally requested individually from annual capital but will be debt financed instead.
  - New Foard Area Elementary School: The school system has decided that building a new school is not the best way to address over-crowding at Banoak, Blackburn, and Mountain View. Instead, the system has requested to repurpose these funds to perform a variety of renovations including classroom additions at Banoak, Blackburn, and St. Stephens High Schools in future years.
- *Hickory Public Schools:*
  - Jenkins Elementary School Renovations: $800,000 is included to renovate the older area of the school, perform asbestos abatement, connect boilers to the entire building, repair the gym floor, and replace an overhead fire door.
  - Oakwood Elementary School Renovations: $330,000 is added to a $1.465 million renovation project approved at the school in Fiscal Year 2016/17. Funds are needed to cover construction cost increases since the project was originally planned and roofing.
- *Newton-Conover City Schools:*
  - Newton-Conover High School Kitchen Cafeteria: $3 million is included to construct a new kitchen/cafeteria at the high school subject to completion, and approval by the Board of Commissioners, of a master facility improvement plan for Newton-Conover High School.

WATER & SEWER CAPITAL PROJECTS FUND

Budget Highlights

WATER & SEWER CAPITAL PROJECTS FUND

Fund 475

	2015/16 Actual	2016/17 Current	2017/18 Requested	2017/18 Adopted	Percent Change
Revenues					
Community Development Block Grant	223,191	0	0	0	0%
Interest on Investments	277,198	0	0	0	0%
1/4 Cent Sales Tax	870,976	15,000	0	0	0%
Duke Energy Water	0	0	0	2,500,000	0%
From General Fund	0	0	1,650,000	1,650,000	0%
Fund Balance	0	0	6,554,868	3,133,101	0%
Total	**$1,371,365**	**$15,000**	**$8,204,868**	**$7,283,101**	**100.0%**
Expenses					
Balls Creek Water	$24,797	$0	$3,550,000	$3,550,000	0%
Bandys High/Mill Creek Middle/CommScope Sewer (SECC)	0	0	0	$250,000	0%
Blackburn Elementary Sewer	0	(580,000)	0	$0	0%
Blackburn-Plateau Water Loop	0	0	0	($673,648)	0%
Bunker Hill Covered Bridge Water	299,852	0	0	0	0%
CDBG Old Shelby Road Water	4,558	0	0	0	0%
CDBG Old Shelby Road Water	213,199	0	0	(62,576)	0%
Community Road Water	0	0	0	(300,000)	0%
Davis Road Water (Loan Program)	187,013	0	0	0	0%
Duke Energy Water	0	0	2,500,000	2,500,000	0%
Eco Complex Utilities	0	0	0	(75,000)	0%
Enhancements to County Complex Distribution & Collection Systen	0	0	0	(59,343)	0%
Hickory/Catawba County Waste Water Treatment Plant Expansion	0	0	250,000	250,000	0%
Highway 150 Sewer	63,525	0	0	0	0%
Highway 150 Sewer II & III	92,789		1,104,868	1,104,868	0.0%
Highway 16 North Water	0	(370,000)	0	0	0%
Highway 16 Sleeves	0	530,000	0	0	0%
Highway 16 Sewer	0	910,000	0	0	0%
Lansdowne Sewer	0	(657,000)	0	0	0%
Lansdowne Water	0	(293,000)	0	0	0%
Mollys Backbone/Monbo Rd/Long Island Rd Water	0	0	300,000	300,000	0%
Mt. View Elementary Sewer	0	0	0	(1,200)	0%
SECC Service Area Sewer Study	0	75,000	0	0	0%
SECC Wastewater Improvements	74,599	0	0	0	0%
SECC Water Supply Loop - Phase 1	54,925	0	0	0	0%
SECC Water Supply Loop - Phase 2	84,987	0	0	0	0%
Sludge Composting Project	385,623	400,000	400,000	400,000	0%
Wastewater Emergent Need	0	0	100,000	100,000	0%
Total	**$1,485,867**	**$15,000**	**$8,204,868**	**$7,283,101**	**100.0%**

The budget grew by $7,268,101. In addition to appropriating new revenue, the budget re-appropriates $1,171,767 from completed projects and applies it to new projects.

REVENUE HIGHLIGHTS

- *Duke Energy Water Resource ($2,500,000 increase):* Duke Energy will reimburse the County for a water project to provide a permanent water solution to properties located within one-half mile of the coal-ash basins, as mandated by NC legislation.
- *Fund Balance Appropriated ($3,133,101 increase):* The budget invests fund balance from previous years' dedicated revenue for water & sewer projects.

- *From General Fund ($1,650,000 increase):* Annually, 1 cent on the property tax rate (this year $1.65 million) is dedicated to Water & Sewer needs. Depending on projects funded, this revenue is either budgeted in the Water & Sewer Capital Projects Fund or the Water & Sewer Management Fund. In Fiscal Year 2016/17, all projects were funded from balances in previously completed projects and all dedicated revenue was sent to the Water & Sewer Management fund as a result.

EXPENSE HIGHLIGHTS (NEW PROJECTS)

- *Balls Creek Water ($3,550,000):* This is a loan project with Newton to provide water on NC Highway 16 between Coley Fish Pond Road and Buffalo Shoals Road. The project will also provide water to unserved portions of Balls Creek Road and Buffalo Shoals Road, connecting dead-end waterlines within Newton's water system on each road.
- *Duke Energy Water ($2,500,000):* This project will provide water service to unserved properties affected by Duke Energy's coal ash basins at Marshall Steam Station. NC legislation mandates Duke to provide a permanent water solution to properties located within one-half mile of the coal-ash basins. Duke will reimburse Catawba County for any project related expenses, including design and construction.
- *Highway 150 Sewer II & III ($1,104,868):* This project, in partnership with City of Hickory as part of the SECC system, will connect sewer along Highway 150 from Marshal Steam Station to Midway Marina (includes pump station).
- *Future Projects Set-Aside: ($1,300,000):* Funds are budgeted to be set aside towards future projects.

EXPENSE HIGHLIGHTS (CLOSED PROJECTS)

- *Blackburn-Plateau Water Loop ($673,648 decrease)*
- *CDBG Old Shelby Road Water ($62,576 decrease)*
- *Community Road Water/Rock Barn Water ($300,000 decrease)*
- *Eco Complex Utilities ($75,000 decrease)*
- *Enhancements to County Complex Distribution & Collection Systems ($59,343 decrease)*
- *Mt. View Elementary Sewer ($1,200 decrease)*

SOLID WASTE CAPITAL FUND

Budget Highlights

SOLID WASTE CAPITAL

Fund 485

	2015/16 Actual	2015/16 Current	2017/18 Requested	2017/18 Adopted	Percent Change
Revenues					
Interest on Investments	$61,841	$0	$0	$0	0%
From Solid Waste Management Fun	2,500,148	1,800,000	1,875,000	1,700,000	-5.6%
Fund Balance	0	0	0	0	0%
Total	**$2,561,989**	**$1,800,000**	**$1,875,000**	**$1,700,000**	**-5.6%**
Expenses					
Wood Gasification Facility	$10,000	$0	$0	$0	0%
Landfill Office Improvements	$0	$0	$175,000	$0	0%
LFG Collection Improvements	0	140,000	0	0	0%
Methane Gas Skid & Flare	691,259	0	0	0	0%
Scale House Renovation	0	460,000	100,000	100,000	-78.3%
Subtitle D Cell Construction	0	1,200,000	1,600,000	1,600,000	33.3%
Total	**$701,259**	**$1,800,000**	**$1,875,000**	**$1,700,000**	**-5.6%**

Expenses in this fund vary annually by the value of planned maintenance or equipment replacement projects funded.

EXPENSE HIGHLIGHTS

- *Other Structure & Improvements ($1,600,000):* There is a $400,000 increase budgeted toward the permit process for Wilfong Pond mitigation to allow for future landfill construction. This is in conjunction with the Subtitle D funding set-aside for construction of a new Landfill cell, phase 2 of Unit 3 projected to open in Fiscal Year 2020/21. The total cost for this project is estimated at $7.34 million, with the bulk of the expenditures occurring in Fiscal Year 2020. $4.2 million has been set aside to date.
- *Building Structures & Improvements ($100,000):* Additional engineering funds are required for the Scale House Renovations approved in Fiscal Year 2016/17 ($460,000). These funds will help toward refurbishing three sets of scales that are 19 years old and renovating the existing scale house office.

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WATER & SEWER ADMINISTRATION FUND

Key Function Organization Chart

Water & Sewer Administration
1.0 FTEs
$2,495,330

Fund Services

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

Budget Highlights

WATER & SEWER ADMINISTRATION FUND — **Fund 515**

	2015/16 Actual	2016/17 Current	2017/18 Requested	2017/18 Adopted	Percent Change
Revenues					
Charges & Fees	$858,115	$721,000	$979,000	$979,000	35.8%
Interest on Investments	163,522	0	0	0	0.0%
1/4 Cent Sales Tax	0	713,472	803,907	803,907	12.7%
From General Fund	1,575,000	1,600,000	712,364	712,423	-55.5%
Fund Balance	0	0	0	0	0.0%
Total	**$2,596,637**	**$3,034,472**	**$2,495,271**	**$2,495,330**	**-17.8%**
Expenses					
Personal Services	$114,159	$96,015	$96,360	$96,419	0.4%
Supplies & Operations	723,287	864,833	899,149	899,149	4.0%
Debt Service	1,535,155	1,521,690	1,499,762	1,499,762	-1.4%
Enterprise Contra Accounts	(1,578,578)	551,934	0	0	0%
Total	**$794,023**	**$3,034,472**	**$2,495,271**	**$2,495,330**	**-17.8%**
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%**

The budget decrease of $539,142 (-17.8 percent) is primarily due to elimination of contingency that was budgeted last year to balance the fund after closing some projects in the Water & Sewer Capital Fund. The values remaining in the closed projects were sufficient to cover projects in the current year. As a result all Water & Sewer dedicated revenue was budgeted in the operating fund and exceeded planned expenses.

Performance Measurement

FISCAL YEAR 2017/18

The sole outcome for Fiscal Year 2017/18 will 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. In order to do this, staff will meet with the newly-created Utility Investment Advisory Committee (UIAC) biannually. This committee will not only promote municipal partnerships, but also develop infrastructure and support the County's economic development.

MID-YEAR FISCAL YEAR 2016/17

All outcomes for Water & Sewer Administration were not on target at mid-year. The Utility Prioritization Tool is undergoing changes as it pertains to the Countywide Strategic Plan process. Additionally, one outcome not on target was related to extending sewer lines and securing grant funding. Staff explored infrastructure grants through a State workshop and determined that Catawba County is not competitive for CDBG Infrastructure grants due to changes in the program's eligibility criteria related to median income and poverty. Finally, staff continues to develop and implement water and sewer projects. During the first half of this fiscal year 10,300 linear feet of water line had been installed on the Davis Road Water Project. New projects for this fiscal year, Highway 16 Sleeves and Highway 16 Sewer are budgeted; however, the Department of Transportation widening of NC 16 is delaying these projects and a previously budgeted water project; Balls Creek Water I & II. The widening of NC 16 is slated to bid in April 2017. Therefore, it is probable that the sewer or water line construction will not begin in Fiscal Year 2016/17.

FISCAL YEAR 2015/16

Fiscal Year	Total Outcomes	Achieved	Not Achieved	Success Rate
2015/16	4	1	3	33%
2014/15	4	3	1	75%
2013/14	3	3	0	100%

Only one of the Water & Sewer Administration outcomes were achieved by end of year. All projects, both current and new, were prioritized using the Utility Prioritization Tool. However, one of the projects on Davis Road was not completed as expected. Only 1,000 linear feet of sewer lines along Highway 150 were installed. A survey targeting citizens' desire/need for municipal water and/or sewer service was put on hold since the existing process seeking petitions and municipal input gauge commitment for projects; therefore, this outcome was also not achieved. Finally, staff did not apply for any grants because the State has determined Catawba County does not qualify to apply due to new points/rating systems by the State.

Outcomes

1. Promote municipal partnerships in developing infrastructure to support the County's economic development and the delivery of clean drinking water and environmentally responsible sewage disposal to citizens by working with the Utility Investment Advisory Committee (UIAC).

2. Complete design and construction of up to 8,000 linear feet of water lines to unserved properties affected by Duke Energy's coal ash basins at Marshall Steam Station by June 2018.

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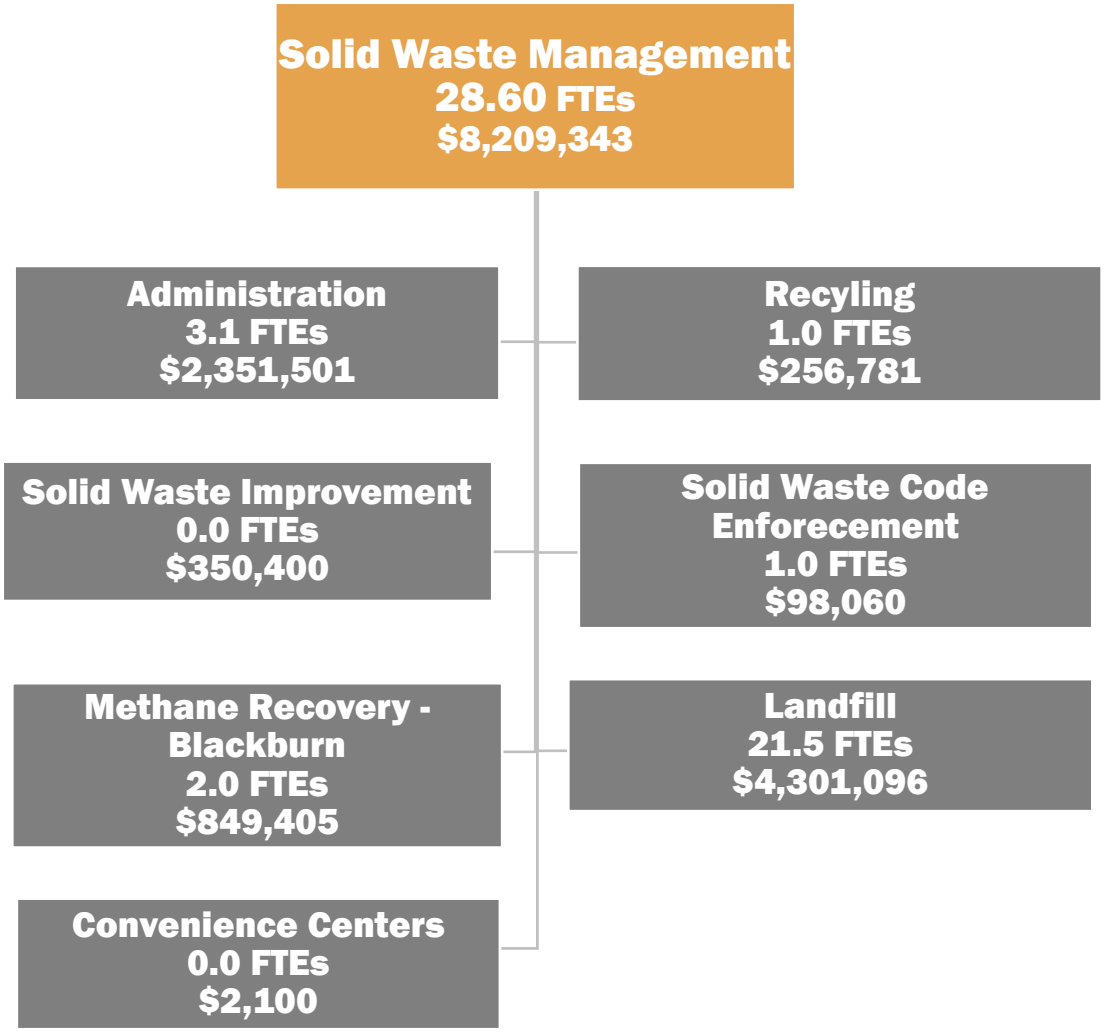
SOLID WASTE MANAGEMENT FUND

Key Function Organization Chart



Fund Services

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.

Budget Highlights

SOLID WASTE MANAGEMENT

Fund 525

	2015/16 Actual	2016/17 Current	2017/18 Requested	2017/18 Adopted	Percent Change
Revenues					
State	$29,408	$14,000	$14,000	$14,000	0.0%
Taxes	327,044	287,000	287,000	297,000	3.5%
Local	3,000	3,000	3,000	3,000	0.0%
Charges & Fees	6,186,013	5,846,798	6,062,445	6,012,783	2.8%
Miscellaneous	300,890	66,900	67,080	67,080	0.3%
Fund Balance	96,285	1,562,511	2,012,646	1,815,480	16.2%
Total	**$6,942,640**	**$7,780,209**	**$8,446,171**	**$8,209,343**	**5.5%**
Expenses					
Personal Services	$1,589,227	$1,824,200	$1,838,472	$1,840,146	0.9%
Supplies & Operations	2,818,944	3,279,009	3,487,979	3,424,477	4.4%
Enterprise Contra Accounts	(839,587)	100,000	100,000	100,000	0.0%
Capital	1,076,365	777,000	1,144,720	1,144,720	47.3%
To Solid Waste Capital Fund	2,500,148	1,800,000	1,875,000	1,700,000	-5.6%
Total	**$7,145,097**	**$7,780,209**	**$8,446,171**	**$8,209,343**	**5.5%**
Expenses by Division					
Administration	$3,042,725	$2,423,679	$2,526,320	$2,351,501	-3.0%
Recycling and Waste Reduction	126,930	172,985	256,722	256,781	48.4%
Solid Waste Improvement	(59,851)	332,400	350,400	350,400	5.4%
Code Enforcement	92,671	127,710	98,001	98,060	-23.2%
Biodiesel & Freon Recovery	887	0	0	0	0%
Landfill	3,313,590	3,874,188	4,363,340	4,301,096	11.0%
Convenience Centers	4,592	2,100	2,100	2,100	0.0%
Methane Recovery	623,553	847,147	849,288	849,405	0.3%
Total	**$7,145,097**	**$7,780,209**	**$8,446,171**	**$8,209,343**	**5.5%**
Employees					
Permanent	24.85	25.85	28.60	28.60	10.6%
Hourly	0.30	0.30	0.63	0.63	110.0%
Total	**25.15**	**26.15**	**29.23**	**29.23**	**11.8%**

The budget increase of $377,748 (4.9 percent) is due to increased personnel, operating, and capital needs at the Landfill and for Recycling, driven by increased tonnages and recycling activity. Two new positions are included: a Grounds Attendant and an Equipment Operator.

REVENUES

- *Demo and Landfill User Fees ($349,938 increase)*: These increases bring budgeted revenue closer in line with actual receipts. The budget maintains the tipping fee of $23 per ton (including $2 state tax per ton) for demo landfill user fees and $33 per ton (including $2 state tax per ton) for landfill user fees. The increased revenue is based on conservative estimates using trend analysis of historical tonnage data and is roughly the same revenue received in Fiscal Year 2015/16.
- *Methane-Duke Power ($183,948 decrease)*: Duke Energy pays the County $41 per mwh of electricity produced from methane recovery. The rate paid is subject to change annually based on rates requested by Duke and approved by the State Utilities Board. This year Duke was allowed to decrease the rate it pays the County from $50 per mwh.

- *Tire Disposal Tax ($10,000 increase)*: Based on consistent revenue and an increasing trend, the tire disposal tax revenue is increased.

EXPENSES

The budget increases a number of operating expenses at the Landfill and for Recycling, driven by increased tonnages and recycling activity. Where there are decreases, trend analysis indicated adjustments would bring budget more in line with actual experience.

- *Recycling and Waste Reduction Other Professional Services ($83,000 increase)*
- *Landfill Other Miscellaneous Operating Supplies ($10,000 increase)*
- *Landfill Repair & Maintenance – Other Equipment ($72,250 increase)*
- *Landfill State Solid Waste Disposal Tax ($26,400 increase)*
- *Landfill Motor Fuels Diesel ($69,600 decrease)*
- *Landfill Other Professional Services ($12,060 increase)*
- *Landfill Sanitation and Disposal Services ($8,962 decrease)*

CAPITAL

- *Landfill Other Equipment ($375,000 increase):* This increase is based on new equipment required to operate the Landfill efficiently and effectively (track loader, off-road dump truck, mechanics service truck, all-purpose vehicle, GPS receiver/monitor for D8 dozer)

Performance Measurement

FISCAL YEAR 2017/18

Due to the current year's success of year-round paint and electronics recycling at the Landfill as well as the Household Hazardous Waste Event in Hickory, Solid Waste has kept its diversion target of 200,000 pounds for Fiscal Year 2017/18. Additionally, the Keep Catawba County Beautiful (KCCB) organization continues to maintain the Community Appearance Index below 2.0, which means the County is not "littered."

MID-YEAR FISCAL YEAR 2016 /17

At mid-year, Solid Waste was on target to achieve all but one of its outcomes. The County's Household Hazardous Waste event and year-round paint and electronics collection has been a success, with 202,208 pounds collected so far. Staff continued to monitor the construction and startup of the new landfill gas collection system.

The only outcome not on target was related to applying for a minimum of three grants. Through a State workshop, it was determined that Catawba County is no longer competitive for Community Development Block Grant (CDBG) Infrastructure grants due to changes in CDBG infrastructure program criteria.

FISCAL YEAR 2015/16

Solid Waste achieved half of its outcomes. While the Keep Catawba County

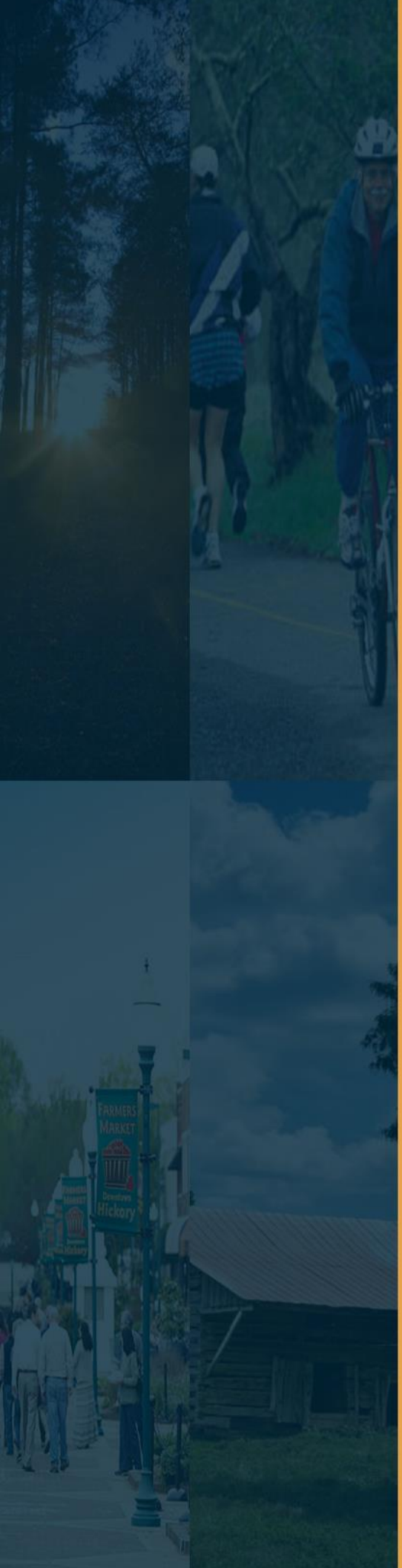
Fiscal Year	Total Outcomes	Achieved	Not Achieved	Success Rate
2015/16	4	2	2	50%
2014/15	4	3	2	75%
2013/14	5	4	1	80%

Beautiful organization successfully coordinated and promoted 2+ litter collection events and also completed 2 beautification projects, it was not able to meet the Community Appearance Index score of 2.0. Furthermore, the grant opportunities that the County used to qualify for, are no longer available for our locality, preventing achievement of an outcome to apply for and receive 3 grants. Staff continually monitors the Duke Energy rate. Finally, the department promoted and offered a Household Hazardous Waste event in Hickory that provided a safe and environmentally-friendly means of disposing hazardous waste, electronic waste, and paint recycling. Over 400,000 pounds of electronic, paint, and household hazardous waste were collected either through the one-day Household Hazardous Waste Collection Event or at the Landfill.

Outcomes

1. To provide a safe, environmentally friendly means of disposing hazardous waste, Solid Waste will promote and offer Household Hazardous Waste (HHW) events in Hickory and at Bandy's High School, as well as electronics and paint recycling year-round at the EcoComplex and Resource Recovery Facility. Success will be measured by diverting at least 200,000 pounds of electronics and household hazardous waste from the Landfill.

2. Promote a beautiful and litter-free environment and community, by employing Keep Catawba County Beautiful (KCCB) standards to maintain a Community Appearance Index below 2.0.



CATAWBA COUNTY
North Carolina

CAPITAL IMPROVEMENT PLAN

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CAPITAL IMPROVEMENT PLAN

Overview

The County's Capital Improvement Plan is a five-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 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

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GENERAL CAPITAL PROJECTS SUMMARY	Funding in FY 2017/18	Funding in FY 2018/19	Funding in FY 2019/20	Funding in FY 2020/21	Funding in FY 2021/22	Total In 5-Year Plan
Ongoing & Periodic Projects						
Future Economic Development	152,007	152,007	152,007	152,007	152,007	760,035
Facilities - General Renovations	100,000	100,000	100,000	100,000	100,000	500,000
Technology - Server & Desktop Applications	308,000	308,000	275,000	275,000	275,000	1,441,000
Technology - Permit and Inspections Software	100,000	100,000	100,000	100,000	100,000	500,000
Technology - Oblique Photography	53,643	53,643	0	68,303	53,643	229,232
Technology - Infrastructure Upgrades	300,000	300,000	200,000	200,000	200,000	1,200,000
Debt Financed Projects						
Parks - Mountain Creek Park	125,000	250,000	4,733,175	250,000	0	5,358,175
Sheriff - Jail Expansion	14,431,166	0	0	0	0	14,431,166
Sheriff - Jail Holding	(100,000)	0	0	0	0	(100,000)
Pay as You Go Projects						
Government Center Complex Improvements	1,000,000	0	0	0	0	1,000,000
Facilities - St. Stephens Library HVAC	250,000	0	0	0	0	250,000
Library - Library Technology & Facility Upgrades	100,000	100,000	100,000	150,000	100,000	550,000
Library - Future Projects	(275,000)	0	0	0	0	(275,000)
Parks - Park Improvements	220,000	155,000	155,000	160,000	160,000	850,000
Parks - Riverbend Park	100,000	200,000	0	0	0	300,000
Public Safety Project	105,691	107,805	109,961	112,160	114,403	550,020
EMS - Hickory EMS Base Relocation	0	0	450,000	0	0	450,000
EMS - Future Projects	0	0	(135,000)	0	0	(135,000)
EMS - Newton Base Relocation	0	0	0	0	450,000	450,000
EMS - Sherrills Ford Fire Dept. Addition	0	0	0	318,800	0	318,800
Totals	**16,970,507**	**1,826,455**	**6,240,143**	**1,886,270**	**1,705,053**	**28,628,428**
Revenues						
Installment Purchase	13,335,809	0	4,733,175	0	0	18,068,984
Federal Bed Rental	234,000	0	0	0	0	234,000
Local Bed Rental Revenue	65,000	0	0	0	0	65,000
From General Fund	2,997,770	1,263,527	1,406,968	1,201,009	1,592,125	8,461,399
From General Fund - Building Permit Revenue	100,000	100,000	100,000	100,000	100,000	500,000
Sale of Slanting Bridge Property-from General Fund	100,000	200,000	0	0	0	300,000
Municipalities for Orthos & Pictometry	12,928	12,928	0	16,461	12,928	55,245
Donations for Mountain Creek Park	125,000	0	0	0	0	125,000
PARTF Grants	0	250,000	0	250,000	0	500,000
General Capital Fund Balance	0	0	0	318,800	0	318,800
Total Revenue	**16,970,507**	**1,826,455**	**6,240,143**	**1,886,270**	**1,705,053**	**28,628,428**

GENERAL CAPITAL PROJECTS	Fiscal Year 2017/18	Fiscal Year 2018/19	Fiscal Year 2019/20	Fiscal Year 2020/21	Fiscal Year 2021/22	Total In 5-Year Plan	Funding Notes	Operating Impact
Ongoing & Periodic Projects								
Future Economic Development - Reserves a portion of increased property tax from designated new businesses toward investment in future economic development, such as the County's share of the joint venture with the City of Hickory in Business Park 1764	152,007	152,007	152,007	152,007	152,007	760,035	General Fund contribution	None
Facilities - General Renovations - General renovations and energy audit implementation	100,000	100,000	100,000	100,000	100,000	500,000	General Fund contribution	None
Technology - Server & Desktop Applications - Recurring cost to keep County in compliance with licensing requirements for operating systems, security systems, e-mail management, database management, desktop publishing, etc.	308,000	308,000	275,000	275,000	275,000	1,441,000	General Fund contribution	None
Technology - Permit and Inspections Software - Every 8-10 years a major upgrade needed for permit & inspections software used for building process from planning and permitting to final inspection.	100,000	100,000	100,000	100,000	100,000	500,000	General Fund contribution (increasing Building Services revenue) planned for future software upgrade.	None
Technology - Oblique Photography - 5-directional, high quality aerial views of areas in the County. These maps are used for public safety, tax, land use, and economic development purposes.	53,643	53,643	0	68,303	53,643	229,232	Municipalities fund 24.1%, w/remainder from General Capital Fund Balance in FY 17/18, General Fund in future years	None
Technology - Infrastructure Upgrades - Recurring funds used to maintain the County's network.	300,000	300,000	200,000	200,000	200,000	1,200,000	General Fund contribution	None
Debt Financed Projects								
Mountain Creek Park - Development of Mountain Creek Park in Sherrills Ford area	125,000	250,000	4,733,175	250,000	0	5,358,175	Donation of $125,000 added to existing $375,000. $500,000 planned from PARTF grants.	Operating costs of $165,000 projected in FY 19/20

GENERAL CAPITAL PROJECTS	Fiscal Year 2017/18	Fiscal Year 2018/19	Fiscal Year 2019/20	Fiscal Year 2020/21	Fiscal Year 2021/22	Total In 5-Year Plan	Funding Notes	Operating Impact
Sheriff - Jail Expansion - 320 bed addition to existing jail to address increasing jail population.	14,431,166	0	0	0	0	14,431,166	Property tax set-aside and bed rental in Fiscal Year 2016/17. Installment purchase in Fiscal Year 2017/18. Bed rental revenue annually has been 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.	$3.6 million increase per year for add'l staffing, utilities, & general operations (reflects savings from closing BCDCF); $1.5 million per year debt service. 1.5 cent property tax increase in FY 15/16. Additional funds may be needed, depending upon final cost estimates.
Sheriff - Jail Holding	(100,000)	0	0	0	0	(100,000)	Close project and add to Jail Expansion project.	
Pay as You Go Projects								
Government Center Complex Improvements - Renovations to Government Center, old Justice Center space, and grounds due to space use changes with opening of expanded Justice Center.	1,000,000	0	0	0	0	1,000,000	General Fund contribution - property tax dedicated to jail debt service and operating. Only 1/2 year debt payment needed in FY 17/18; operating not needed until FY 19/20	None
Facilities - St. Stephens Library HVAC - Replaced an end of life system that is having mechanical issues	250,000	0	0	0	0	250,000	Apply funds in Future Projects toward St. Stephens Library HVAC with the balance applied to Library Technology & Facility Upgrades, remainder from General Fund	Reduced electricity costs by roughly 25%
Library Technology & Facility Upgrades - capital projects to improve image, service, and technology per the Strategic Plan	100,000	100,000	100,000	150,000	100,000	550,000		Increased Technology maintenance
Future Projects - remainder of funds from existing future project to be closed	(275,000)	0	0	0	0	(275,000)		N/A
Parks - Park Improvements - To address various maintenance issues at Riverbend, Bakers Mountain, and St. Stephens Parks	220,000	155,000	155,000	160,000	160,000	850,000	General Fund contribution	None
Parks - Riverbend Park - Purchase of land adjacent to Park in 16/17 and development for park usage in future years	100,000	200,000	0	0	0	300,000	Proceeds from sale of Slanting Bridge Property, transferred from General Fund	$18,000 per year operating in FY 17/18
Public Safety Project - Reserves savings from changes in funding Rescue Squads in a Public Safety project for future investment as needed to provide "right care, right place, right time" public safety services.	105,691	107,805	109,961	112,160	114,403	550,020	Portion of the 2/3 cent (General Fund contribution) aligning service provision with areas of greatest need	Set aside for future capital & operating

GENERAL CAPITAL PROJECTS	Fiscal Year 2017/18	Fiscal Year 2018/19	Fiscal Year 2019/20	Fiscal Year 2020/21	Fiscal Year 2021/22	Total In 5-Year Plan	Funding Notes	Operating Impact
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.	0	0	450,000	0	0	450,000	Use funds set aside in previous years for EMS toward Hickory Base Relocation, remainder from General Fund	None
EMS - Future Projects	0	0	(135,000)	0	0	(135,000)		None
EMS Newton Base Relocation - Newton Base is currently located in the side of the County's Agricultural Resource Center (ARC) Building. This building is aged and is in a dangerous location due to traffic.	0	0	0	0	500,000	500,000	General Fund Contribution. The County will pursue options, including potential partnerships to relocate the base.	
EMS Sherrills Ford Fire Dept. Addition - Due to anticipated population and call volume increase in Sherrills Ford area, add'l base and crew eventually needed. Proposed renovations include space for EMS crew (apparatus bay, storage area, office area, and living area).	0	0	0	318,800	0	318,800	General Capital Fund Balance	Establishment of new crew, phased in over 3 years totaling 8 EMTs salary & benefits $465,000, ambulance $225,000 Building operating costs are anticipated to be roughly $7,000 per year
Totals	**16,845,507**	**1,576,455**	**1,191,968**	**1,317,470**	**1,255,053**	**22,186,453**		

Revenues						
Installment Purchase	13,335,809	0	4,733,175	0	0	18,068,984
Federal Bed Rental	234,000	0	0	0	0	234,000
Local Bed Rental Revenue	65,000	0	0	0	0	65,000
From General Fund	2,997,770	1,263,527	1,406,968	1,201,009	1,592,125	8,461,399
From General Fund - Building Permit Revenue	100,000	100,000	100,000	100,000	100,000	500,000
Sale of Slanting Bridge Property-General Fund	100,000	200,000	0	0	0	300,000
Municipalities for Orthos & Pictometry	12,928	12,928	0	16,461	12,928	55,245
Donations for Mountain Creek Park	125,000	0	0	0	0	125,000
PARTF Grants	0	250,000	0	250,000	0	500,000
General Capital Fund Balance	0	0	0	318,800	0	318,800
Total Revenue	**16,970,507**	**1,826,455**	**6,240,143**	**1,886,270**	**1,705,053**	**28,628,428**

School Construction Projects 4-Year Plan (*As Amended 2-20-17 & FY 17/18 Recommended Budget*)	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
CVCC					
Workforce Solutions Complex	8,400,000	0	0	0	8,400,000
Campus Renovations	890,000	300,000	0	0	1,190,000
Campus Equipment & Renovations	0	0	3,500,000	0	3,500,000
Catawba County Schools					
Banoak Elementary School - New Kitchen/Cafeteria & Renovations	0	0	0	6,100,000	6,100,000
Blackburn Elementary School - Classroom Addition	0	0	0	1,370,000	1,370,000
St. Stephens High School - Classroom Addition & Renovation	0	0	0	5,400,000	5,400,000
Fred T. Foard High School Fieldhouse	1,538,000	0	0	0	1,538,000
Claremont Elementary School - New Kitchen/Cafeteria & Renovations	0	1,800,000	135,000	0	1,935,000
Clyde Campbell Elementary School - Kitchen/Cafeteria & Renovations	0	0	2,410,000	0	2,410,000
District-wide Roofing & Reroofing	0	0	2,210,000	0	2,210,000
Planning for FY18/19 Projects	0	0	500,000	0	500,000
New Foard Area Elementary School - not doing, apply balance to 17/18 & 18/19	500,000	14,000,000	(5,255,000)	(9,245,000)	0
Hold for Future Project - Repurposed from previously planned Fred T. Foard gymtorium/classroom	0	0	0	7,237,000	7,237,000
Hickory Public Schools					
Oakwood Elementary School Renovations	0	1,465,000	330,000	0	1,795,000
System-wide Technology Improvements	0	700,000	0	0	700,000
Jenkins Elementary School Renovations	0	0	800,000	0	800,000
Hold for Future projects - Repurposed from previously planned HHS Auxiliary Gym	0	0	0	1,705,000	1,705,000
Newton-Conover Schools					
Newton-Conover High School Bleachers	2,394,400	0	0	0	2,394,400
Conover School Renovations	0	3,105,600	0	0	3,105,600
Newton-Conover High School Kitchen/Cafeteria	0	0	3,000,000	0	3,000,000
North Newton Elementary School Roof (apply remaining balance to district-wide roofing needs)	0	1,000,000	(147,363)	0	852,637
District-wide Roofing	0	0	147,363	0	147,363
Totals	**13,722,400**	**22,370,600**	**7,630,000**	**12,567,000**	**56,290,000**
Revenue					
Installment Purchase	**13,722,400**	**22,070,600**	**7,630,000**	**12,567,000**	**55,990,000**
General Fund	0	300,000	0	0	300,000
Total Revenue	**13,722,400**	**22,370,600**	**7,630,000**	**12,567,000**	**56,290,000**

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WATER AND SEWER CIP SUMMARY	Funding in FY 2017/18	Funding in FY 2018/19	Funding in FY 2019/20	Funding in FY 2020/21	Funding in FY 2021/22	Total in 5 Year Plan
EXPENSES						
CAPITAL PROJECTS						
Balls Creek Water (Hwy 16 Water)	3,550,000					**3,550,000**
Buffalo Shoals Road Water (Connect 2 tanks)(SECC)	0	0	1,750,000	0	0	**1,750,000**
Bandys High/Mill Creek Middle/CommScope Sewer (SECC)	250,000	2,000,000				**2,250,000**
Countywide Utility Study	0	500,000	0	0	0	**500,000**
Duke Energy Water	2,500,000		0	0	0	**2,500,000**
Hickory-Catawba WWTP	250,000	250,000	250,000	250,000	250,000	**1,250,000**
Highway 150 Sewer Phase II & III	1,104,868	0	0	0	0	**1,104,868**
McLin/Lyle Creek Sewer Outfall Loan Project 2	0	1,000,000	1,000,000	1,000,000	0	**3,000,000**
Molly's Backbone/Monbo Rd./Long Island Rd. Water (SECC)	300,000	300,000	300,000	300,000	300,000	**1,500,000**
Mt. View Elem Sewer (Extended Area; Hickory)	0	3,136,620	0	0	0	**3,136,620**
Oxford Park & Greenwood Park Water Loan Program (Conover)	0	0	0	0	490,000	**490,000**
Oxford Park Sewer Loan Program (Conover)	0	0	0	0	675,000	**675,000**
River Bend Road Water Phases I, II, & III Loan Program (Conover)	0	0	0	2,153,000	0	**2,153,000**
Sludge Compost Facility	400,000	0	0	0	0	**400,000**
Wastewater Emergent Need	100,000	100,000	100,000	100,000	100,000	**500,000**
Zion Church Road Water Loan Program (Hickory)	0	0	0	0	846,000	**846,000**
TOTAL CAPITAL PROJECTS (PAY-AS-YOU-GO)	**8,454,868**	**7,286,620**	**3,400,000**	**3,803,000**	**2,661,000**	**25,605,488**
CLOSED PROJECTS						
Blackburn Plateau Water Loop	(673,648)					**(673,648)**
CDBG-Old Shelby Rd Water	(62,576)					**(62,576)**
Complex Dist. Collect System	(59,343)					**(59,343)**
EcoComplex Utilities	(75,000)					**(75,000)**
Mt View Elem Sewer Study	(1,200)					**(1,200)**
Community Road Water/Rock Barn Rd Water (Conover)	(300,000)					**(300,000)**
TOTAL CLOSED PROJECTS	**(1,171,767)**	**0**	**0**	**0**	**0**	**(1,171,767)**
DEBT SERVICE & OPERATING COSTS						
Personal Services	96,419	99,312	102,291	105,360	108,521	**511,903**
General Operating	257,149	262,292	267,538	272,889	278,347	**1,338,215**
Biosolids Management Facility	0	275,000	275,000	275,000	275,000	**1,100,000**
Blackburn-Plateau Water Loop Debt Payment	75,000	75,000	75,000	75,000	75,000	**375,000**
Hickory-Catawba Wastewater Treatment Plant Expansion Debt Payment and Operations	642,000	642,000	642,000	642,000	642,000	**3,210,000**
Highway 150 Sewer Debt Payment	747,680	747,680	747,680	747,680	747,680	**3,738,400**
Southeastern Catawba County (SECC) Wastewater Collection Debt Payment	677,082	655,203	551,735	532,670	513,410	**2,930,100**
TOTAL DEBT SERVICE & OPERATING PROJECTS	**2,495,330**	**2,756,487**	**2,661,244**	**2,650,599**	**2,639,958**	**13,203,618**
TOTAL EXPENSES	**9,778,431**	**10,043,107**	**6,061,244**	**6,453,599**	**5,300,958**	**37,637,339**
REVENUES						
Property Tax	1,650,000	1,691,250	1,733,531	1,776,869	1,821,291	**8,672,941**
1/4 cent Sales Tax	803,907	832,044	861,166	891,307	922,503	**4,310,927**
Duke Energy Water Repayment	2,500,000	0	0	0	0	**2,500,000**
Domestic Haulers	93,000	93,930	94,869	95,818	96,776	**474,393**
Capital Fees	198,000	199,980	201,980	204,000	206,040	**1,010,000**
Revenue Sharing Contracts	688,000	694,880	701,829	708,847	715,935	**3,509,491**
Fund Balance Applied	3,845,524	6,531,023	2,467,869	2,776,758	1,538,413	**17,159,587**
TOTAL REVENUES	**9,778,431**	**10,043,107**	**6,061,244**	**6,453,599**	**5,300,958**	**37,637,339**
Fund Balance minus $5M reserve						
Available	13,352,105	6,821,082	4,353,213	1,576,455	38,042	
Loan Payments/Municipalities	46,715	107,534	107,534	775,102	898,852	**1,935,737**

Water & Sewer Projects	Funding in FY 2017/18	Funding in FY 2018/19	Funding in FY 2019/20	Funding in FY 2020/21	Funding in FY 2021/22	Total in 5 Years	Funding Notes
CAPITAL PROJECTS							
Balls Creek Water - Provides water on NC Highway 16 between Coley Fish Pond Road and Buffalo Shoals Road, also provides to unserved portions of Balls Creek Road and Buffalo Shoals Road connecting dead-end waterlines within Newton's water system on each road.	3,550,000	0	0	0	0	**3,550,000**	Funding will be derived from loan program with Newton. Newton will pay 75 percent of cost over 10 years.
Buffalo Shoals Water - Provides a water line to connect two water tanks to optimize water system performance for the County's Southeastern Catawba County water system.	0	0	1,750,000	0	0	**1,750,000**	Funding will be derived from property tax and portion of 1/4 cent sales tax devoted to water and sewer. Part of SECC system. Revenue sharing contract with City of Hickory.
Bandys High/Mill Creek Middle/ComScore Sewer - Provides sewer service to two county schools, CommScope's manufacturing facility and potentially surrounding areas, connecting to the county's Southeastern Catawba County (SECC) system.	250,000	2,000,000	0	0	0	**2,250,000**	Funding will be derived from property tax and portion of 1/4 cent sales tax devoted to water and sewer. Part of SECC system. Revenue sharing contract with City of Hickory.
Countywide Utility Study - Study will provide the county and its municipalities a better understanding of system capabilities and deficiencies, and allow all parties to better plan for needed upgrades and expansions.	0	500,000	0	0	0	**500,000**	Funding will be derived from property tax and portion of 1/4 cent sales tax devoted to water and sewer. This will cover County's portion of study with each participating municipality paying its share.
Duke Energy Water **-** Provides water service by NC legislation mandate to unserved properties affected by Duke Energy's (Duke) coal ash basins at Marshall Steam Station.	2,500,000	0	0	0	0	**2,500,000**	Duke will reimburse Catawba County for any project related expenses, including design and construction.
Hickory-Catawba WWTP - Sets aside money each year to fund the future wastewater treatment plant upgrade that serves the SECC sewer system.	250,000	250,000	250,000	250,000	250,000	**1,250,000**	Catawba County owns 50% of the plant's treatment capacity, and as such, has a vested interest in any future expansions. This plant serves the SECC sewer system.
Highway 150 Sewer Phase II & III - Connects sewer along Highway 150 from Marshal Steam Station to Midway Marina (includes pump station), as part of the SECC system.	1,104,868	0	0	0	0	**1,104,868**	Funding will be derived from property tax and portion of 1/4 cent sales tax devoted to water and sewer. Part of SECC system. Revenue sharing contract with City of Hickory.

Water & Sewer Projects	Funding in FY 2017/18	Funding in FY 2018/19	Funding in FY 2019/20	Funding in FY 2020/21	Funding in FY 2021/22	Total in 5 Years	Funding Notes
McLin/Lyle Creek Sewer Outfall Project 2 - Installs force main and gravity sewer through a pump station into the first McLin/Lyle Creek project since Claremont is decommissioning its North WWTP (Wastewater Treatment Plant). Project will also open a section of the Interstate-40 corridor to sewer service and development.	0	1,000,000	1,000,000	1,000,000	0	**3,000,000**	Funding will be derived from property tax and portion of 1/4 cent sales tax devoted to water and sewer. Do no know if this project will be a revenue sharing or loan contract.
Molly's Backbone/Monbo Road/Long Island Roads Water - Initiated by citizen requests in the area, provides water and sewer services to the SECC area along Long Island Rd., Monbo Rd. and Mollys Backbone Rd. from Sherrills Ford Rd. to Lynmore Dr.	300,000	300,000	300,000	300,000	300,000	**1,500,000**	Funding will be derived from property tax and portion of 1/4 cent sales tax devoted to water and sewer. Part of SECC System. Revenue sharing contract with Hickory.
Mt. View Elem Sewer - Provides municipal sewer service to Mountain View Elementary School and potential for wastewater sewer service to an extended area of primarily residential development in the area	0	3,136,620	0	0	0	**3,136,620**	Funding will be derived from property tax and portion of 1/4 cent sales tax devoted to water and sewer. Revenue sharing contract with City of Hickory.
Oxford Park Water & Greenwood Park Water Loan Program - Provides water service to approximately 100 parcels in Oxford Park and Greenwood Subdivisions located adjacent to each other off of NC Hwy 16.	0	0	0	0	490,000	**490,000**	Funding will be derived from loan program with Conover.
Oxford Park Sewer Loan Program - Provides sewer service to approximately 75 homes in Oxford Park subdivision off Hwy 16.	0	0	0	0	675,000	**675,000**	Funding will be derived from loan program with Conover.
Riverbend Road Water Phases 1, 2, 3 - Provides water along Riverbend Road north of Conover creating a looped system and opening large tracts of land to potential development.	0	0	0	2,153,000	0	**2,153,000**	Funding will be derived from property tax and portion of 1/4 cent sales tax devoted to water and sewer. Revenue sharing contract with City of Conover.
Sludge Compost Facility - This amount covers the County's portion of the Regional Compost Sludge Facility through an inter-local agreement with Hickory and Conover.	400,000	0	0	0	0	**400,000**	Since Fiscal Year 2011/12, a total of $2,946,151 has been funded to cover the operations of the sludge composting facility.

Water & Sewer Projects	Funding in FY 2017/18	Funding in FY 2018/19	Funding in FY 2019/20	Funding in FY 2020/21	Funding in FY 2021/22	Total in 5 Years	Funding Notes
Wastewater Emergent Need - Begins to fund a mechanism for Catawba County to help address some of the oldest septic systems in NC.	100,000	100,000	100,000	100,000	100,000	**500,000**	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 - Provides water service along Zion Church Road, creating a loop in the Mt. View area between Sandy Ford Road and NC Highway 10.	0	0	0	0	846,000	**846,000**	Funding will be derived from loan program with Hickory.
TOTAL CAPITAL PROJECTS (PAY-AS-YOU-GO)	**8,454,868**	**7,286,620**	**3,400,000**	**3,803,000**	**2,661,000**	**25,605,488**	
CLOSED PROJECTS							
Blackburn Plateau Water Loop - Provided municipal water and fire protection to the Apple site and the Propst Crossroads Fire Station, and enhanced fire protection in the Propst and Maiden Fire Districts, municipal water along the western and southern boundaries of the Blackburn Landfill, and provided a secondary water supply loop to the Town of Maiden and the Southeast Catawba County Water Supply system in the event of a problem with the City of Hickory's water supply main on Startown Road.	(673,648)	0	0	0	0	**(673,648)**	The project was completed in 2011 with the $673,648 remaining in the project.
CDBG-Old Shelby Rd Water- Provided municipal water service to low and moderate income households through a CDBG Infrastructure Grant from the North Carolina Department of Commerce. The project provided municipal water to 131 persons of whom 123, or 94 percent were low to moderate income (LMI). The 131 persons represented 63 households, of which approximately 90 percent were LMI.	(62,576)	0	0	0	0	**(62,576)**	The project was complete in 2015 with the $62,576 remaining in the project.
Complex Dist. Collect System - Provided increased water supply and enhanced fire protection to the County's Newton Campus through the extension of approximately 900 linear feet waterline.	(59,343)	0	0	0	0	**(59,343)**	This project, a partnership with the City of Newton, was completed in 2014 with the $59,343 remaining in the project.

Water & Sewer Projects	Funding in FY 2017/18	Funding in FY 2018/19	Funding in FY 2019/20	Funding in FY 2020/21	Funding in FY 2021/22	Total in 5 Years	Funding Notes
EcoComplex Utilities - Was going to provide analysis of the water and sewer utilities that would serve the EcoComplex and its components for a 30-year period; however, with decreased emphasis on the development of the EcoComplex the project was no longer needed.	(75,000)	0	0	0	0	**(75,000)**	
Mt View Elem Sewer Study- Assessed the need and subsequent plan of action for providing sewer service to Mt. View Elementary.	(1,200)	0	0	0	0	**(1,200)**	In partnership with the City of Hickory, the assessment was complete in Fiscal Year 2013/14 with the $1,200 remaining in the project.
Community Road Water/Rock Barn Rd Water - Was going to provide municipal water to properties along Community Road and create a looped system for improved water quality and fire protection by extending a water line from the existing line located on Rock Barn Road east of Conover.	(300,000)	0	0	0	0	**(300,000)**	This project was in cooperation with the City of Conover; however, the project was not implemented due to at various times the County and the City of Conover not prepared to move forward with the project.
TOTAL CLOSED PROJECTS	**(1,171,767)**	**0**	**0**	**0**	**0**	**(1,171,767)**	
DEBT SERVICE & OPERATING							
Personal Services - 1 FTE dedicated to water & sewer.	96,419	99,312	102,291	105,360	108,521	**511,903**	
General Operating - Includes professional services for engineering reports on planned projects.	257,149	262,292	267,538	272,889	278,347	**1,338,215**	
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.	0	275,000	275,000	275,000	275,000	**1,100,000**	Funding will be derived from property tax and portion of 1/4 cent sales tax devoted to water and sewer.
Blackburn-Plateau Water Loop - Debt repayment for project approved in prior years.	75,000	75,000	75,000	75,000	75,000	**375,000**	$3 million from Economic Stimulus funds. $1.5 million principal forgiveness loan for 20 years, payments are $75,000 annually, $1.5 million grant.

Water & Sewer Projects	Funding in FY 2017/18	Funding in FY 2018/19	Funding in FY 2019/20	Funding in FY 2020/21	Funding in FY 2021/22	Total in 5 Years	Funding Notes
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	642,000	**3,210,000**	Funding will be derived from property tax and portion of 1/4 cent sales tax devoted to water and sewer.
Highway 150 Sewer - Debt repayment for project approved in prior years.	747,680	747,680	747,680	747,680	747,680	**3,738,400**	Project funding from Water and Sewer Fund and installment purchase obligations issued over 15yrs @ 2.5 percent interest.
Southeastern Catawba County (SECC) Waste Water Collection - Debt repayment for project approved in prior years.	677,082	655,203	551,735	532,670	513,410	**2,930,100**	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.
Total Debt Service & Operating	**2,495,330**	**2,756,487**	**2,661,244**	**2,650,599**	**2,639,958**	**13,203,618**	
TOTAL PROJECT, DEBT SERVICE, AND OPERATING EXPENSES	**9,778,431**	**10,043,107**	**6,061,244**	**6,453,599**	**5,300,958**	**37,637,339**	
REVENUES							
Property Tax	1,650,000	1,691,250	1,733,531	1,776,869	1,821,291	8,672,941	
1/4 cent Sales Tax	803,907	832,044	861,166	891,307	922,503	4,310,927	
Domestic Haulers	2,500,000	-	-	-	-	2,500,000	
Capital Fees	93,000	93,930	94,869	95,818	96,776	474,393	
Revenue Sharing Contracts	198,000	199,980	201,980	204,000	206,040	1,010,000	
Loan Payments/Municipalities	688,000	694,880	701,829	708,847	715,935	3,509,491	
Fund Balance Applied	3,845,524	6,531,023	2,467,869	2,776,758	1,538,413	17,159,587	
TOTAL REVENUES	**9,778,431**	**10,043,107**	**6,061,244**	**6,453,599**	**5,300,958**	**37,637,339**	

SOLID WASTE CIP Summary	Funding in FY 2017/18	Funding in FY 2018/19	Funding in FY 2019/20	Funding in FY 2020/21	Funding in FY 2021/22	Total in 5 Years
EXPENSES						
CAPITAL COSTS						
ATV Kubota	25,000	0	0	0	0	25,000
Bulldozer Rebuild Program	0	0	0	0	435,000	435,000
Cell Closure Cost (MSW & C&D)	100,000	100,000	100,000	100,000	100,000	500,000
Compactor		700,000	0	0	0	700,000
Compactor Rebuild Program	0	0	0	475,000	0	475,000
Dump Truck-Off Road	530,000	0	560,000		0	1,090,000
Excavator	0	0	400,000	0	0	400,000
GPS Receiver/Monitor - D8 Dozer	50,000	0	0	0	0	50,000
Lawnmower and/or Bush Hog		28,000	0	0	28,000	56,000
Mechanic Truck and/or Service Fuel Truck	175,000	0	0	0	0	175,000
Methane Gas Perimeter Infrastructure	0	0	100,000	0	0	100,000
Motor Vehicle	29,720	0	0	0	0	29,720
Pickup Truck 3/4 Ton and/or 1/2 Ton	0	0	0	38,000	0	38,000
Loader, Track and Tire Type	335,000	190,000	0	0	0	525,000
Scales/Scalehouse Renovations	100,000	0	0	0	0	100,000
Subtitle D Cell Construction	1,600,000	1,800,000	1,000,000	250,000	250,000	4,900,000
TOTAL CAPITAL (PAY-AS-YOU-GO)	**2,944,720**	**2,818,000**	**2,160,000**	**863,000**	**813,000**	**9,598,720**
OPERATING COSTS						
Personal Services	1,840,146	1,876,949	1,914,488	1,952,778	1,991,834	9,576,195
General Operating (includes transfer to capital)	4,793,277	4,841,210	4,889,622	4,938,518	4,987,903	24,450,530
State $2 Tax (collected and paid)	331,200	334,512	337,857	341,236	344,648	1,689,453
TOTAL OPERATING	**6,964,623**	**7,052,671**	**7,141,967**	**7,232,532**	**7,324,385**	**35,716,178**
TOTAL EXPENSES	**9,909,343**	**9,870,671**	**9,301,967**	**8,095,532**	**8,137,385**	**45,314,898**
REVENUE						
Landfill User Fees	4,412,227	4,456,349	4,500,912	4,545,921	4,591,380	22,506,789
Methane-Duke Power	834,350	834,350	834,350	834,350	834,350	4,171,750
Demo Landfill User Fees	702,911	709,940	717,039	724,209	731,451	3,585,550
Tire Disposal Tax	190,000	190,000	190,000	190,000	190,000	950,000
Solid Waste Disposal Tax (5 year average 22% of tax paid in)	62,000	62,620	63,246	63,878	64,517	316,261
Solid Waste Franchise Fee	50,000	50,000	75,000	75,000	75,000	325,000
White Goods Disposal Tax	45,000	45,000	45,000	45,000	45,000	225,000
All Other Revenues (includes transfer to capital)	1,847,375	2,047,375	1,247,375	497,375	497,375	6,136,875
Fund Balance Appropriated	1,765,480	1,475,037	1,629,045	1,119,799	1,108,312	7,097,673
TOTAL REVENUES	**9,909,343**	**9,870,671**	**9,301,967**	**8,095,532**	**8,137,385**	**45,314,898**

Solid Waste CIP 5 Years	Funding in FY 2017/18	Funding in FY 2018/19	Funding in FY 2019/20	Funding in FY 2020/21	Funding in FY 2021/22	Total in 5 Years
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.	25,000	0	0	0	0	25,000
Bulldozer Rebuild Program- Caterpillar rebuild program for the D8 Dozer purchased in Fiscal Year 2016/17 based on anticipated hours of operations.	0	0	0	0	435,000	435,000
Cell Closure Cost (MSW & C&D)- Recurring set-aside to fund mandated closure / post closure management and monitoring activities.	100,000	100,000	100,000	100,000	100,000	500,000
Compactor- Compactor is scheduled for replacement in Fiscal Year 2018/19 based on hours of operation and according to Solid Waste financial analysis and planning.	0	700,000	0	0	0	700,000
Compactor Rebuild Program - The Certified Rebuild Program offers a like-new machine with a like-new warranty and a new serial number, all at a fraction of the cost of a comparable new machine.	0	0	0	475,000	0	475,000
Dump Truck Off Road- Dump Trucks are scheduled for replacement according to Solid Waste financial analysis and planning.	530,000	0	560,000	0	0	1,090,000
Excavator- Excavators are used in obtaining soils needed for landfill operations. Replacements are scheduled according to Solid Waste financial analysis and planning.	0	0	400,000	0	0	400,000
GPS Reciever/Monitor - D8 Dozer- Receiver and monitor is needed to expand the GPS capabilities to the D8 dozer that is used in the MSW Landfill.	50,000	0	0	0	0	50,000
Lawnmower & Bush Hog- Lawn mowers and bush hogs are used to maintain property associated with the Landfill and Solid Waste Management.	0	28,000	0	0	28,000	56,000
Mechanic Truck and/or Service Fuel Truck- Replacement mechanic trucks and service fuel trucks are scheduled according to Solid Waste financial analysis and planning.	175,000	0	0	0	0	175,000
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.	0	0	100,000	0	0	100,000

Solid Waste CIP 5 Years	Funding in FY 2017/18	Funding in FY 2018/19	Funding in FY 2019/20	Funding in FY 2020/21	Funding in FY 2021/22	Total in 5 Years
Motor Vehicle - The replacement vehicle will be shared and used by: Code Compliance Supervisor to visit various sites around the county in response to complaints and to ensure compliance, Environmental Engineer for travels in and around both the Blackburn and Newton Landfills for air and water quality inspections/investigations, meetings with engineers and landfill staff, Recycling Coordinator to transport educational boards, table, supplies and giveaways for educational booths, presentations, etc., Water Resource Engineer to inspect erosion control sites and Utility and Landfill Project Manager for project site inspections.	29,720	0	0	0	0	29,720
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.	0	0	0	38,000	0	38,000
Loader- Loaders are scheduled for replacement in Fiscal Years 17/18 is a track loader and 18/19 is a tire loader, both are based on hours of operation and according to the Solid Waste financial analysis and planning.	335,000	190,000	0	0	0	525,000
Scales/Scalehouse Renovations- Refurbish existing scales installed in 1997 to provide more exact weight for invoicing which includes new computer system and may require minor renovations to the scales office.	100,000	0	0	0	0	100,000
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.	1,600,000	1,800,000	1,000,000	250,000	250,000	4,900,000
TOTAL CAPITAL (PAY-AS-YOU-GO)	**2,944,720**	**2,818,000**	**2,160,000**	**863,000**	**813,000**	**9,598,720**

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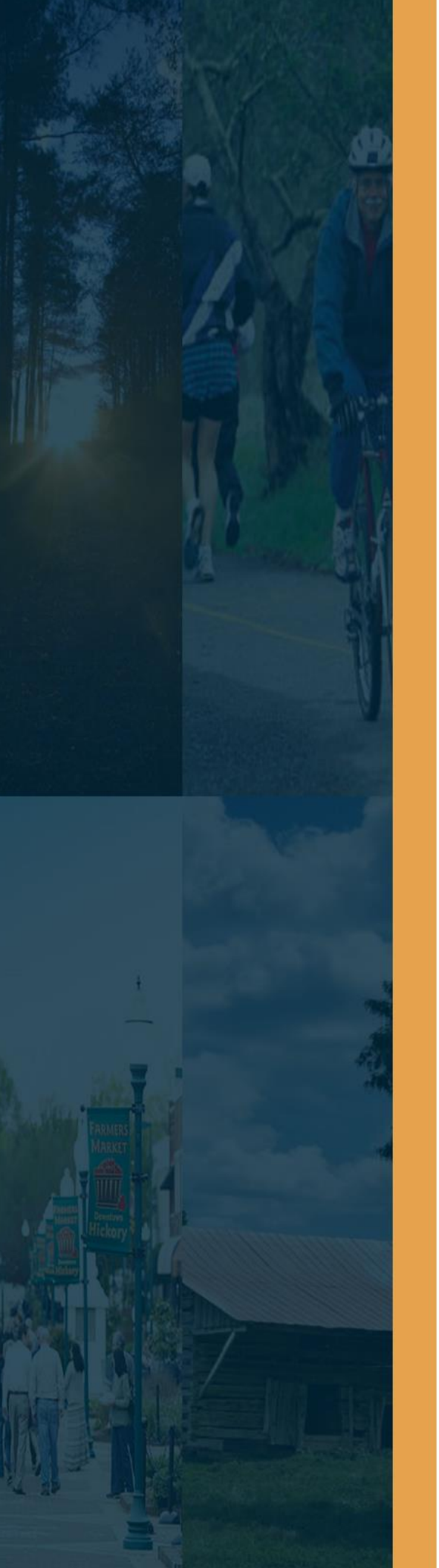

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APPENDIX

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FINANCIAL STATISTICS, STATEMENTS, & POLICIES

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 North Carolina 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

Table 5

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
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	16,192,168,158
2015	12,267,687,100	3,622,784,098	746,952,594	16,637,423,792	0.530	16,249,070,995
2016[2]	11,564,008,687	3,742,083,773	788,247,696	16,094,340,156	0.575	N/A

[1] Tax rate expressed in dollars of tax per $100 of assessed valuation.
[2] Increase as a result of the County 4-year real property revaluation cycle.

Source: Catawba County Property Appraiser

CATAWBA COUNTY, NORTH CAROLINA

Table 6

Property Tax Rates - Direct and Overlapping Governments [1]
Last Ten Fiscal Years

	Fiscal Year									
	2016	**2015**	**2014**	**2013**	**2012**	**2011**	**2010**	**2009**	**2008**	**2007**
Catawba County										
Property Tax	0.5750	0.5300	0.5300	0.5300	0.5300	0.5350	0.5350	0.5350	0.5350	0.4900
Fire Districts:										
Bandys	0.0820	0.0700	0.0700	0.0700	0.0600	0.0600	0.0600	0.0600	0.0600	0.0600
Catawba	0.0850	0.0700	0.0700	0.0700	0.0700	0.0700	0.0700	0.0700	0.0700	0.0700
Claremont	0.0800	0.0700	0.0700	0.0700	0.0700	0.0700	0.0700	0.0700	0.0700	0.0700
Conover Rural	0.0900	0.0700	0.0700	0.0700	0.0700	0.0700	0.0700	0.0700	0.0700	0.0700
Cooksville	0.0620	0.0617	0.0617	0.0617	0.0517	0.0517	0.0517	0.0517	0.0517	0.0550
Denver	-	-	-	-	-	-	-	-	0.0389	0.0500
Fairbrook	-	-	-	-	-	-	-	-	-	0.0325
Hickory Rural	0.0900	0.0700	0.0700	0.0700	0.0700	0.0700	0.0700	0.0325	0.0325	-
Long View	0.0730	0.0650	0.0546	0.0546	0.0546	0.0546	0.0546	0.0546	0.0546	0.0568
Maiden	0.0750	0.0700	0.0600	0.0600	0.0600	0.0600	0.0500	0.0500	0.0500	0.0500
Mountain View	0.0600	0.0600	0.0600	0.0600	0.0600	0.0600	0.0493	0.0493	0.0493	0.0525
Newton	0.0900	0.0850	0.0700	0.0700	0.0700	0.0700	0.0700	0.0700	0.0700	0.0700
Oxford	0.0650	0.0558	0.0558	0.0558	0.0558	0.0558	0.0558	0.0558	0.0558	0.0600
Propst	0.0620	0.0615	0.0615	0.0615	0.0615	0.0615	0.0615	0.0615	0.0615	0.0650
Sherrills Ford	0.0810	0.0800	0.0700	0.0700	0.0700	0.0700	0.0700	0.0500	0.0500	0.0500
St. Stephens	0.0900	0.0900	0.0700	0.0700	0.0700	0.0700	0.0700	0.0500	0.0500	0.0500
Viewmont	-	-	-	-	-	-	-	-	-	0.0325
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	0.4900	0.4600	0.4600	0.4600	0.4600	0.4600	0.4600	0.4600	0.4600	0.4600
City of Conover	0.4700	0.4300	0.4000	0.4000	0.4000	0.4000	0.4000	0.4000	0.4000	0.4000
City of Hickory	0.5665	0.5000	0.5000	0.5000	0.5000	0.5000	0.5000	0.5000	0.5000	0.5000
Town of Long View	0.4200	0.4200	0.4200	0.4000	0.4000	0.4000	0.4000	0.4000	0.4000	0.4000
Town of Maiden	0.3800	0.3800	0.3800	0.3800	0.3900	0.4000	0.4000	0.4000	0.4000	0.4000
City of Newton	0.5400	0.5100	0.4800	0.4800	0.4800	0.4800	0.4800	0.4800	0.4600	0.4600
Total Maximum Rate - Fire District	0.6650	0.6200	0.6000	0.6000	0.6000	0.6050	0.6050	0.6050	0.6050	0.5600
Total Maximum Rate - Municipalities	1.1415	1.0500	1.0500	1.0500	1.0500	1.0550	1.0550	1.0550	1.0550	1.0100

[1] All tax rates are expressed in dollars of tax per $100 of assessed valuation. For the above years, the tax levies were assessed at one hundred percent (100%) of the actual value.

Source: Catawba County Tax Collector

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

Legal Debt Margin Information
Last Ten Fiscal Years

	2016	2015	2014	2013	2012
Assessed value (after exemption)	16,094,340,156	16,637,423,792	16,700,602,238	16,027,884,358	15,515,442,124
Debt limit rate	8%	8%	8%	8%	8
Debt limit	1,287,547,212	1,330,993,903	1,336,048,179	1,282,230,749	1,241,235,370
Less: Total net debt applicable to limit	148,502,990	152,703,618	158,887,591	154,634,710	125,775,150
Legal debt margin	1,139,044,222	1,178,290,285	1,177,160,588	1,127,596,039	1,115,460,220
Total net debt applicable to the limit as a percentage of debt limit	12%	11%	12%	12%	10%

Legal Debt Margin Calculation for Fiscal Year 2016

Assessed value (after exemptions)	$ 16,094,340,156
Debt limit (8% of assessed value)	1,287,547,212
Debt applicable to limit:	
Authorized and unissued debt	-
Certificates of participation	10,582,008
Installment purchase	43,457,779
Qualified Zone Academy Bonds	300,000
Qualified School Construction Bonds	27,808,553
Build America Bonds	5,504,583
Limited Obligation Bonds	57,200,067
North Carolina Department of Commerce	2,600,000
Federal Revolving Loan	1,050,000
Less: Statutory deductions	
Unissued debt	-
Total net debt applicable to limit	148,502,990
Legal debt margin	$ 1,139,044,222

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CATAWBA COUNTY, NORTH CAROLINA

Legal Debt Margin Information
Last Ten Fiscal Years

	2011	2010	2009	2008	2007
Assessed value (after exemption)	15,122,858,692	15,013,754,766	15,068,712,596	14,655,429,923	13,359,326,399
Debt limit rate	8%	8%	8%	8%	8%
Debt limit	1,209,828,695	1,201,100,381	1,205,497,008	1,172,434,394	1,068,746,112
Less: Total net debt applicable to limit	142,142,197	117,002,355	130,663,312	121,303,793	102,721,667
Legal debt margin	1,067,686,498	1,084,098,026	1,074,833,696	1,051,130,601	966,024,445
Total net debt applicable to the limit as a percentage of debt limit	12%	10%	11%	10%	10%

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CATAWBA COUNTY, NORTH CAROLINA

Ratios of Outstanding Debt by Type
Last Ten Fiscal Years

	Governmental Activities							
Fiscal Year	**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**
2007	36,540,000	48,225,000	17,956,667					
2008	30,160,000	45,435,000	45,008,793	700,000				
2009	23,765,000	42,645,000	56,831,959	650,000				
2010	17,310,000	39,855,000	52,705,167	600,000				
2011	12,110,000	37,075,000	48,564,013	550,000	27,808,553	8,401,732		
2012	7,715,000	18,090,000	19,475,148	500,000	27,808,553	7,822,302	39,787,135	
2013	3,325,000	16,465,000	48,618,040	450,000	27,808,553	7,242,872	37,770,939	2,600,000
2014	799,341	12,208,902	44,692,131	400,000	27,808,553	6,663,443	63,119,732	2,600,000
2015	-	11,885,455	40,764,047	350,000	27,808,553	6,084,013	57,768,142	2,600,000
2016	-	10,582,008	37,299,345	300,000	27,808,553	5,504,583	52,638,035	2,600,000

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

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CATAWBA COUNTY, NORTH CAROLINA

Ratios of Outstanding Debt by Type
Last Ten Fiscal Years

	Business Type					
Year	Installment Purchases	Limited Obligation Bonds	Revolving Loan	Total Primary Government	Percentage of Personal Income [1]	Per Capita [2]
2007				102,721,667	2.22	668
2008				121,303,793	2.51	780
2009	6,771,353			130,663,312	2.61	832
2010	6,532,188			117,002,355	2.37	736
2011	6,282,897		1,350,000	142,142,195	2.75	893
2012	-	5,797,865	1,350,000	128,346,003	2.49	828
2013	8,000,000	5,504,061	1,275,000	159,059,465	2.95	1,023
2014	7,397,122	5,401,752	1,200,000	172,290,976	3.15	1,109
2015	6,783,333	5,097,634	1,125,000	160,266,177	2.80	1,028
2016	6,158,434	4,562,032	1,050,000	148,502,990	N/A	953

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

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CATAWBA COUNTY, NORTH CAROLINA

Table 11

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]
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	5,478,237,750	35,250	40.5	24,204	7.10
2015	155,832	5,725,579,344	36,742	40.7	23,889	6.00
2016	156,182	N/A	N/A	40.8	23,679	4.90

N/A = Not available

Sources:
[1] Based upon estimates issued by the U.S. Census Bureau
[2] Bureau of Economic Analysis
[3] Office of State Planning
[4] North Carolina Department of Public Instruction
[5] Department of Commerce - Employment Security Commission

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CATAWBA COUNTY, NORTH CAROLINA

Table 7

Principal Property Taxpayers
December 31, 2015 and December 31, 2006

		December 31, 2015			December 31, 2006		
Taxpayer	**Type of Business**	**Taxable Assessed Value**	**Rank**	**Percentage of Total Taxable Assessed Value**	**Taxable Assessed Value**	**Rank**	**Percentage of Total Taxable Assessed Value**
Apple, Inc.	Computer Server	$ 1,065,891,653	1	6.62	$ -	-	-
Duke Energy Corporation	Electric utility	602,186,605	2	3.74	409,596,011	1	3.07
GKN Driveline Newton, LLC	Gears	168,439,111	3	1.05	110,679,902	3	0.83
CommScope, Inc.	Cable mfg.	96,248,172	4	0.60	130,623,155	2	0.98
Target Corporation	Warehouse/Retail	85,329,962	5	0.53	-	-	-
Corning Cable Systems	Cable mfg.	71,296,078	6	0.44	102,046,872	4	0.76
Frye Regional/American Medical	Medical care	61,951,492	7	0.38	66,265,906	5	0.50
Draka Comteq Americas, Inc.	Cable mfg.	55,470,441	8	0.34	59,330,185	7	0.44
HSM Solutions - (formerly Hickory Springs Mfg. Co.)	Furniture supplies	51,155,238	9	0.32	65,974,735	6	0.49
Valley Hills Mall, LLC	Retail	38,724,561	10	0.24	48,187,465	9	0.36
Shuford Mills/Shurtape Technologies	Textiles & Tape	-		-	48,769,888	8	0.37
Central Telephone Company	Telephone	-		-	45,329,520	10	0.34
		$ 2,296,693,313		14.26	$ 1,086,803,639		8.14
Total Assessed Valuation		$ 16,094,340,156			$ 13,359,326,399		

Source: Catawba County Tax Collector

CATAWBA COUNTY, NORTH CAROLINA

Table 12

Principal Employers

Current Year and Nine Years Ago

	2016			2007		
Employer	**Employees [1]**	**Rank**	**Percentage of Total County Employment [2]**	**Employees [1]**	**Rank**	**Percentage of Total County Employment [2]**
Catawba County School Systems	2,043	1	2.73%	2,100	1	2.85%
Catawba Valley Medical Center	1,986	2	2.65%	1,559	4	2.12%
CommScope, Inc.	1,609	3	2.15%	2,000	2	2.72%
Frye Regional Medical Center	1,600	4	2.14%	1,970	3	2.68%
Catawba County Government	1,120	5	1.50%	1,147	6	1.56%
Corning Cable Systems[3]	1,000	6	1.33%	-	-	-
HSM Solutions (Hickory Springs)	925	7	1.23%	1,228	5	1.67%
Heritage Home Group LLC	861	8	1.15%	-	-	-
Pierre Foods	827	9	1.10%	815	9	1.11%
Sherrill Furniture Company	775	10	1.03%	1,012	8	1.38%
CV Industries, Inc.	-	-	-	1,067	7	1.45%
Thomasville Industries	-	-	-	785	10	1.07%
	12,746		17.01%	13,683		18.61%

Sources:
[1] Survey of Employers
[2] Labor estimates provided by the Employment Security Commission of North Carolina
[3] Catawba County Chamber of Commerce

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CATAWBA COUNTY, NORTH CAROLINA

Schedule J-1

General Long-Term Debt Requirements and Maturity Schedule
June 30, 2016

Fiscal Year Ended June 30	Governmental Activities			Business Type Activities		
	Debt Principal	Interest	Total	Debt Principal	Interest	Total
2017	10,978,409	4,856,022	15,834,431	1,228,229	293,455	1,521,684
2018	10,932,944	4,517,654	15,450,598	1,238,473	261,283	1,499,756
2019	10,906,464	4,173,859	15,080,323	1,248,924	228,956	1,477,880
2020	10,202,980	3,842,632	14,045,612	1,176,281	198,132	1,374,413
2021	10,133,905	3,515,298	13,649,203	1,186,525	168,822	1,355,347
2022-2026	65,136,950	12,246,325	77,383,275	4,862,498	371,314	5,233,812
2027-2031	12,575,124	1,096,381	13,671,505	668,209	15,682	683,891
	$ 130,866,776	$ 34,248,171	$ 165,114,947	$ 11,609,139	$ 1,537,644	$ 13,146,783

(1) 12% of Legal Debt Limit

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GLOSSARY

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 Commissioners (BOC): Five-member Board elected at large by the voters of the County for four year terms.

Bond: A written promise to pay a specific amount of money with interest within a specific time period, usually long-term.

Bond Issued: Bonds that are sold.

Bond Rating: A grade indicating a governmental unit's investment qualities. Generally speaking, the higher bond rating, the more favorable the interest rate and the lower the cost of financing capital projects funded by bonds. A high rating is indicative of the Governments 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 (CIP): 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.

Comprehensive Annual Financial Report (CAFR): Reports generally accepted accounting principles that evidence the spirit of transparency and full disclosure to ensure that users of the financial statements have the information they need to assess the financial health of the agency.

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 worker's compensation.

Full-Time Equivalent (FTE): An FTE converts the hours worked by a position into a percentage of a full year's number of hours. One FTE equals 40 hours per week or 2,080 hours per years per permanent position.

Fund: An accounting entity created to record the financial activity for a selected financial grouping. A fund is set up to carry out a special function or attain certain objectives in accordance with set laws and regulations.

Fund Balance: Amounts shown as fund balance represent monies which remain unspent after all budgeted expenditures have been made. North Carolina statutes dictate that a portion of fund balance should be retained and not made available for appropriation in the following fiscal year.

Function: A broad grouping of activities and departments whose outcomes and expenditures are inter related. Examples of functions within Catawba County include Human Services, Public Safety, and General Government.

Generally Accepted Accounting Principles (GAAP): Rules and standards mandated by policy boards for the creation of uniform financial reports. Accountants adhere to GAAP for consistency, fairness, honesty and accuracy in measuring and disclosing financial information.

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.

General Statutes (GS): A written law passed by a legislative body.

Government Finance Officers Association (GFOA): An organization that provides best practice guidance, consulting, networking opportunities, publications including books, e-books, and periodicals, recognition programs, research, and training opportunities for those in the profession of public finance.

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.

Health Savings Account (HSA): A type of savings account that allows you to set aside money on a pre-tax basis to pay for qualified medical expenses. A Health Savings Account can be used only if you have a high deductible health plan

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.

Metropolitan Statistical Area (MSA): Geographical divisions, determined by the United States Office of Management and Budget, for the purposes of the census data and other urban population calculations. The divisions are primarily based on urban areas that have a high degree of social and economic integration with the urban core area, and tend to follow town or county borders.

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.

Popular Annual Financial Reporting (PAFR): A report designed to be readily accessible and easily understandable to the general public and other interested parties without a background in public finance.

Program: A well-defined portion of the operating plan for which a distinct set of goals and outcomes may be developed.

Program Objective: A specific statement about what is to be accomplished or achieved for a particular program during the fiscal year.

Public Safety: A group of expenditures related to the provision and enforcement of law enforcement and fire and disaster protection.

Reappraisal: The process of revaluing a jurisdiction's real property in order to adjust the tax value to the market value. By North Carolina law, a revaluation must be conducted at a minimum of every eight years.

Reclassification: A change in the classification and corresponding job title of an existing position that results from a major change in assigned responsibilities.

Reinventing Department: One of four departments operating under alternative methods for budgeting which give more flexibility for accounts.

Reserve: An account designated for a portion of the fund balance that is to be used for a specific purpose.

Revenue: Income including transfers and excluding proceeds from the sale of bonds or notes for the fiscal year. The major categories of revenue include taxes, intergovernmental, Federal and State, permits and fees, sales and services, and interest on investments.

Special Revenue Fund: A fund used to account for the revenues from specific sources that are to be used for legally specified expenditures.

Tax Levy: Revenue produced by applying a given tax rate to a property's assessed or tax value.

Turn in a Pusher (TIP): In an effort to eliminate drug traffickers and the illegal drugs they sell in the community, the Sheriff provides a forum in which citizens can "turn in a pusher." A pusher is informally a person who sells illegal drugs.

FY 2017/18 FEE SCHEDULE

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EMERGENCY SERVICES

EMS Fees

Ambulance Base Rates

Advanced Life Support (Non-Emergency) ..... 135% of the Medicare allowable rate
.....(Based on Jan 2017 rate estimated to be $349.57)
Advanced Life Support (Emergency) ..... 135% of the Medicare allowable rate)
.....(Based on Jan 2017 rate estimated to be $553.49
Advanced Life Support – ALS2 ..... 135% of the Medicare allowable rate
.....((Based on Jan 2017 rate estimated to be $801.10)
Basic Life Support (Non-Emergency)..... 135% of the Medicare allowable rate
.....(Based on Jan 2017 rate estimated to be $291.30)
Basic Life Support (Emergency)..... 135% of the Medicare allowable rate
.....(Based on Jan 2017 rate estimated to be $466.10)
EMS Standby Fee (ALS Unit and two personnel)..... $100.00 per hour
Mileage ..... 135% of the Medicare allowable rate
.....(Based on Jan 2017 rate estimated to be $9.84 per mile)
Specialty Care Transport..... 135% of the Medicare allowable rate
.....(Based on Jan 2017 rate estimated to be $946.76)
Treatment / No Transport $150.00

Animal Shelter

Civil Penalties

1st Violation $50.00
2nd Violation $75.00
3rd Violation..... $150.00
4th Violation and each subsequent offense (Habitual Offender) $250.00
Animal Cruely Violation $300.00
Dangerous Dog Violation $150.00

Home Quarantine..... $60.00
Impound Fee $50.00

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)
Copy/Print Charges

3D Printing ..... $2.00 per print, $0.10-$0.50 per gram filament
Digital Cutting ..... $0.50 per cut, plus material cost
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
Interlibrary Loan Materials ..... Extended use fee per day $0.50
Lost or damaged materials resources ..... $ Replacement cost
Replacement of Lost Library Card $1.00
Special Resources, Technology, Equipment
Extended use fee..... $5.00 per day
Improper return to of technology book drop..... $25.00

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
Site Assessment $6,000.00
Permit $5,000.00

Text Amendment (Applicant Initiated) $560.00

Zoning Permits
Backyard Business $25.00
Accessory Dwelling $25.00
Floodplain Development $50.00
Duplex $25.00
Home Occupation Permit $25.00
Non-residential Accessory Structure Site Plan Review/Permit $50.00
Non-residential Change of Occupancy $50.00
Non-residential Site Plan Review/Permit for new structures $200.00
Non-residential Temporary Structure Site Plan Review/Permit $50.00
Residential Single Family $25.00
Residential Additions/Accessory Structures (includes pools) $25.00
Sign Permits $50.00
Temporary Event $25.00

Catawba County Parks

Educational/Meeting Room ..... $50.00 per day
Dog Park Usage Permit ..... $20.00 per dog, per year
Picnic Shelter ..... $5.00 per hour, per shelter; $35.00 per day, per shelter
Sign Permit ..... $10.00 per day
Vendor/Sales Permit ..... $2% of gross sales or $50 minimum
Additional Charge Applied to Parks Fees for Non-County Residents $10.00

Park fees may be waived for County Sponsored events and schooling-sponsored programs. School groups coming to the Park for educational programs or other curricula based activities should apply in advance for a waiver of Park fees. A letter on school stationary listing the date of the proposed visit, number of students, number of chaperones, and the educational purpose for the visit will serve as a waiver request. Letters should be mailed to the Park Ranger, Planning & Development, P O Box 389, Newton, NC 28658. Requests must be received at least two weeks in advance of the planned visit.

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
Serv-Safe ..... $80.00 course cost and $40.00 exam cost

PUBLIC HEALTH

Clinic Services

Tests
Pregnancy Test $10.00
Nucleic Acid Amplicfication Test (NAAT) $43.00

Rabies Titer Test $93.00
Tuberculosis Skin Test ..... Cost of vaccine + $20.00

Vaccines

Dtap (Dipetheria, 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 (Mennomune) ..... Cost of vaccine + $20.00
M.M.R. ..... Cost of vaccine + $20.00
Pediatric Hepatitis B ..... Cost of vaccine + $20.00
Pentacel (DTAP (Tetanus, Diptheria, Pertussis), Polio, Hib (Haemophilus influenzae type b)) ..... Cost of vaccine + $20.00
Pneumococcal (Pneumovax) ..... Cost of vaccine + $11.00
Polio (IPOL) ..... Cost of vaccine + $20.00
Rabies, pre/post-exposure (Imovax) ..... Cost of vaccine + $25.00
Rabies, pre/post-exposure (Rabivert) ..... Cost of vaccine + $25.00
Td (Tetatun, Toxoid) ..... Cost of vaccine + $20.00
Tetanus, Diptheria, and Pertusis (TdaP) ..... Cost of vaccine + $20.00
Twinrex (Hep A/B) ..... Cost of vaccine + $20.00
Typhoid ..... Cost of vaccine + $20.00
Varicella (Varivax) ..... Cost of vaccine + $20.00
Yellow Fever ..... Cost of vaccine + $25.00
Zostavax ..... Cost of vaccine + $20.00

Other

Biopsy Charge $25.00
Car Seat Co-Pay $10.00
CPR Education Fee $15.00
First Aid Education Fee $7.00
Fluoride Kit $3.00
Foreign Travel Consultation Stamp $10.00
Vaccine Admin – 1 injection $20.00
Vaccine Admin – each additional injection $20.00
Oral Administration $15.00

Environmental Health Division

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

Any system, 360 gallons per day and less $300.00
Any system, 361-600 gallons per day $450.00
Any system, 601-1,000 gallons per day $650.00
Any system, 1,001 gallons per day and above $900.00
(An application for Improvement Permits or Authorization to Construct must be made. An Improvement Permit or Authorization to Construct will not be issued unless the property lines are clearly marked, the house or building staked, the driveway and parking location marked, and another information necessary to issue the permit.)

Beneficial Fill Landfill

Application and inspections $75.00

Change of Improvement Permit/Authorization to Construct/Well Permit

Re-trip and re-design fee $70.00

Food and Lodging Plan Review Fee $250.00

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

This fee will be paid upon completion of a Food and Lodging Walk-Through consultation. If the citizen decides to proceed with a full Food and Lodging Plan Review, then the $75 fee will be applied towards the $250 cost of the full plan review.

Plan Review for Push Carts/Mobile Food Units $150.00

Improvement Permit (for Site/Soil Evaluation only)

For New Systems $150.00

For Existing Systems $90.00

(An application for Improvement Permits or Authorization to Construct must be made. An Improvement Permit or Authorization to Construct will not be issued unless the property lines are clearly marked, the house or building staked, the driveway and parking location marked, and another information necessary to issue the permit.)

Authorization to Construct (*30% of existing Improved Permit and Authorization to Construct fees*):

Any system, 360 gallons per day and less $135.00

Any system, 361-600 gallons per day $180.00

Any system, 601-1,000 gallons per day $240.00

Any system, 1,001 gallons per day and above $315.00

Individual Demolition Debris Landfill Permit

Permit and inspections $200.00

Land Clearing and Inert Debris Landfill Permit

Permit and quarterly inspections $350.00

Public Management Entity (PME) *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 Pumpers $40.00

Swimming Pool Plan Review $300.00

Swimming Pool re-trip $25.00

Swimming Pool/Spa

Operating < 8 months $150.00

Operating > 8 months $200.00

Tattoo establishment

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

Tattoo Plan Review $265.00

Temporary Food Stand Permit Fee $75.00

Water sample

Biological $58.00

Fluoride, Lead, Nitrate, Volatile Organic Analysis, Pesticide, Petroleum $99.00

Inorganic $128.00

Well Abandonment $100.00

Well Construction and Inspection Permit $300.00

Well Repair $300.00

Fees are non-refundable once a visit is made

Coal Ash Test $170.00

Hexvalent Test $155.00

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 ejectment 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

TECHNOLOGY

GIS Fees

Custom Maps
- Analyst time ..... $50.00 per hour (1 hour minimum/1 map)

Map Printing
- Color Printer
  - 11 x 17 ..... $3.00
- Plotter Reprints
  - Bond Paper (all sizes) $15.00
  - High Gloss (ortho) $20.00

ITC Fees

Reports ..... $1.00 per CD

UTILITIES & ENGINEERING **Effective July 1, 2017**

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 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	0.851	0.822	0.802	0.769	0.724	0.703	0.745	0.661	0.636
	Assembly, theaters, without stage	0.680	0.654	0.637	0.608	0.569	0.551	0.587	0.514	0.493
A-2	Assembly, nightclubs	0.952	0.925	0.899	0.864	0.813	0.791	0.834	0.737	0.712
A-2	Assembly, restaurants, bars, banquet halls	0.947	0.920	0.889	0.859	0.803	0.785	0.828	0.726	0.706
A-3	Assembly, churches	0.974	0.938	0.913	0.873	0.818	0.792	0.843	0.740	0.710
A-3	Assembly, community halls, libraries	0.855	0.817	0.786	0.748	0.686	0.664	0.717	0.604	0.577
A-4	Assembly, arenas	1.087	1.046	1.012	0.972	0.904	0.880	0.938	0.816	0.787
B	Business	0.898	0.865	0.836	0.795	0.725	0.698	0.764	0.636	0.609
E	Educational	0.454	0.438	0.426	0.407	0.380	0.360	0.393	0.332	0.322
F-1	Factory and industrial, moderate hazard	0.428	0.409	0.384	0.370	0.332	0.317	0.354	0.273	0.257
F-2	Factory and industrial, low hazard	0.486	0.463	0.440	0.419	0.380	0.358	0.401	0.313	0.290
H-1	High Hazard, explosives	0.536	0.509	0.482	0.458	0.413	0.387	0.437	0.335	N.P.[c]
H234	High Hazard	0.536	0.509	0.482	0.458	0.413	0.387	0.437	0.335	0.308
H-5	HPM	0.951	0.916	0.886	0.841	0.767	0.739	0.808	0.674	0.644
I-1	Institutional, supervised environment	0.866	0.835	0.811	0.772	0.714	0.695	0.772	0.641	0.620
I-2	Institutional, incapacitated	0.576	0.558	0.542	0.519	0.484	N.P.[c]	0.502	0.435	N.P.[c]
I-3	Institutional, restrained	0.431	0.417	0.405	0.387	0.361	0.347	0.374	0.324	0.308
I-4	Institutional, day care facilities	0.678	0.653	0.635	0.604	0.559	0.544	0.604	0.501	0.485
M	Mercantile	0.498	0.479	0.457	0.436	0.399	0.387	0.415	0.346	0.332
R-1	Residential, hotels	0.451	0.435	0.423	0.403	0.373	0.363	0.403	0.335	0.325
R-2	Residential, multiple family	0.703	0.672	0.650	0.613	0.561	0.542	0.613	0.490	0.471
R-3[d]	Residential, one and two family	0.601	0.584	0.570	0.554	0.534	0.520	0.545	0.500	0.470
R-4	Residential, care/assisted living facilities	0.949	0.914	0.889	0.846	0.783	0.761	0.846	0.702	0.680
S-1	Storage, moderate hazard	0.455	0.432	0.404	0.453	0.345	0.328	0.370	0.278	0.260
S-2	Storage, low hazard	0.396	0.377	0.356	0.338	0.304	0.285	0.322	0.245	0.225
U	Utility, miscellaneous [a,e]	0.397	0.375	0.352	0.334	0.302	0.282	0.319	0.239	0.228

a. Private Detached Garages without living space are group U.
b. Unfinished basements use 0.113 as the Catawba County Square Foot Multiplier.
c. N.P. = Not Permitted - These use groups are not permitted in these Construction Types.
d. Residential 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)
e. Residential Metal Carports use 0.123 and Wood Outbuilding on skids use 0.099 as the Catawba County Square Foot Multiplier.

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 and comparisons with other regional jurisdictions.

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 2017/18 Permit Fee Multiplier is 0.0086.

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, 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
d. Building 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

All special events conducted within the inspection jurisdiction of Catawba County where site constructed stages exceed 120 square feet or where temporary electrical power is installed and utilized for the event, must acquire a Zoning permit/approval from the local jurisdiction and make application for a Safety Inspection. All costs associated with required inspections for stages and electrical installation will be covered in the initial fee collected at the time of permit issuance if inspections are conducted during Catawba County's normal business hours. After Hour Inspections fee (see Schedule C) will apply for any requested inspection of the special event for the stage and electrical during non-business hours. After Hour Inspections must be specifically requested a minimum of 48 hours before the needed inspection with an approved method of payment.

Schedule E – Plan Review (fee due at time of submittal)
Contracted Services .....$75.00 per hour plus reimbursable expenses
Fees are based on Construction Cost (as calculated per Catawba County permitting software):

Project Cost:	Fee:	
$1-$4,999	$40	Project Level 1
$5,000-$24,999	$75	
$25,000-$49,999	$100	
$50,000-$99,999	$150	
$100,000-$149,999	$200	Project Level 2
$150,000-$199,999	$250	
$200,000-$299,999	$300	
$300,000-$399,999	$350	
$400,000-$499,999	$400	
$500,000-$749,999	$500	
$750,000-$999,999	$600	
$1,000,000-$1,999,999	$750	Project Level 3
$2,000,000-$2,999,999	$1,000	
$3,000,000-$4,999,999	$1,250	
$5,000,000-$6,999,999	$1,500	
$7,000,000-$9,999,999	$1,750	
$10,000,000-Over	$2,000	

Resubmittal:

1st Resubmittal	No Charge
2nd Resubmittal	½ Original Fee
3rd Resubmittal	Original Fee
4th Resubmittal	Original Fee
5th or Greater	In Office Meeting with Designer $100 per hour review 2 hr. min.

Plan Revisions:

Project Level 1 ($1-$99,999)	$75
Project Level 2 ($100,000-$999,999)	$150
Project Level 3 ($1,000,000-Over)	$300

Sign Plan Review:

Signs	$20

Express Plan Review:

Exterior/Interior	$950 per Hour (Existing Fees)
Interior Only	$800 per Hour (Existing Fees)

*All review fees are for paper or electronic formats.
Appeal to cost – Cost of construction for New Building square footage will be based on a standard rate within the Catawba County Permitting Software as calculated currently for the Building Permit. Appeal to the cost calculated may be submitted in the form of a certified bid that has been accepted for construction for the submitted project that also includes all designer fees. Costs that are more than 10% in difference will be adjusted up or down as needed.

Schedule F – Building Permit Fee (Existing Structures)
Alterations, renovations, and repairs to d. existing 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 ..... 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

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.

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
5500 gal	119.00	83.00	202.00

Solid Waste Management Disposal
(Fees include $2.00 Solid Waste State Disposal Tax where applicable)

<u>Sanitary Landfill</u> 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

Banned Materials Removal and Handling Fee
Applies to each load that contains any materials banned by North Carolina State Law or Solid Bulky Waste Management Rules, current and future.....$100 per load

Friable Asbestos ($15.00 minimum)
State regulations requires friable asbestos to be covered with soil requiring extra landfill space; therefore the fee will be..... $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 not painted and w/o reinforcement, less than 6 inch, 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. This fee is for employee and equipment time to transport the material to the Landfill to be buried.

Mulch and Compost
Mulch (3 yard scoop/bucket).....$10.00 or $10.00 per ton
Compost (3 yard scoop/bucket).....$45.50 or $35 per ton
(customers may choose to pay per 3 yard scoop/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 Reimbursement Fee)

Existing or New property improvements after 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)

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 Reimbursement 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)

Minimum Capital Reimbursement Fee .....$1,250 water; $1,500 sewer
(For every ¼-inch increment increase in connection size above 1 inch, $250 is added to water capital reimbursement fee and $500 is added to sewer capital reimbursement fee)

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 and 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. Perodically, 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.